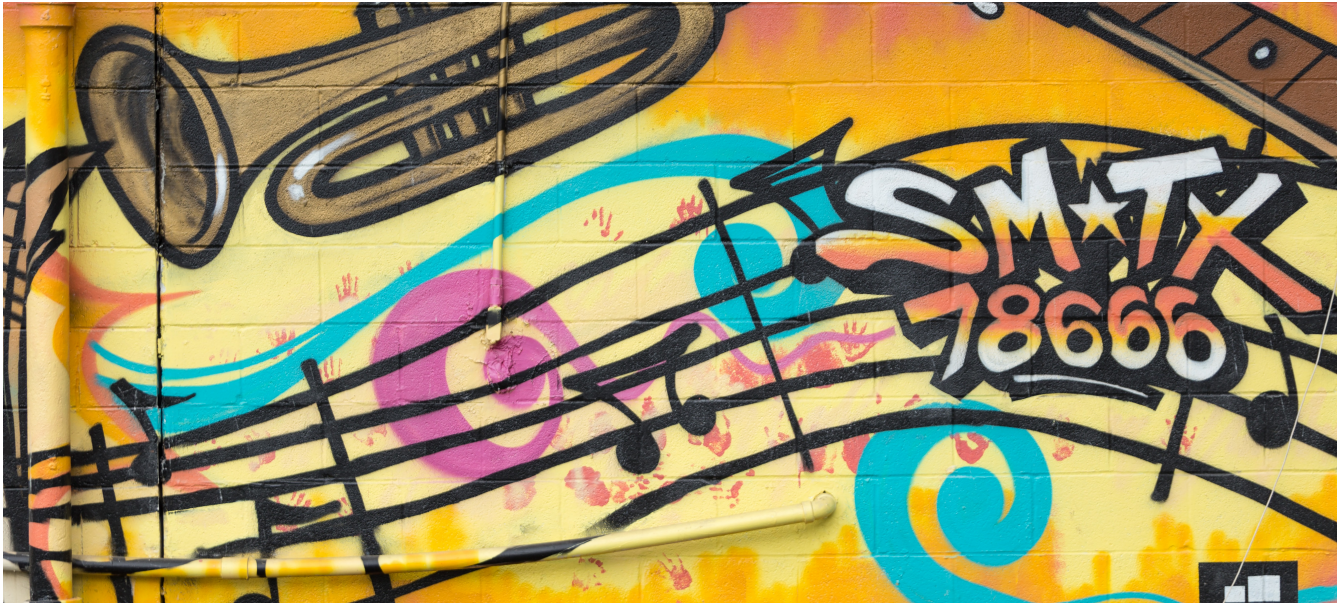




# **CITY OF SAN MARCOS | TEXAS 2025 DIGITAL BUDGET BOOK**



**Proposed Version - 8/20/2024**





# TABLE OF CONTENTS

---

**INTRODUCTION** ..... **5**

    Budget Cover Page ..... 6

    City Leadership ..... 8

    Mission Statement ..... 9

    Strategic Plan ..... 10

    Core Values ..... 24

    Distinguished Budget Award ..... 25

    Destination City | SMTX ..... 26

    Demographics ..... 36

**BUDGET OVERVIEW** ..... **40**

    Budget Calendar ..... 41

    Organization Chart ..... 42

    Fund Structure ..... 43

    Budget Process ..... 44

    Executive Summary ..... 45

    Financial Policy ..... 47

    Budget Policy Statement ..... 66

    Budget Discussion ..... 69

    Reader's Guide ..... 72

**FUND SUMMARIES** ..... **78**

    Consolidated Fund Summary ..... 79

    General Fund ..... 84

    Debt Service Fund ..... 89

    Special Revenue Funds ..... 90

        Community Enhancement ..... 91

        Hotel Occupancy Tax ..... 92

        Parks & Recreation Programs ..... 94

        Municipal Court ..... 95

            MCT - Judicial Efficiency ..... 96

            MCT - Juvenile Fee ..... 97

            MCT - Security Fee ..... 98

            MCT - Technology ..... 99

        WIC Program ..... 100

        Public Education Grant ..... 101

        Seized Assets ..... 102

        Cemetery Operations ..... 103

        Animal Shelter Donations ..... 104

        Library Memorial ..... 105

    Enterprise Funds ..... 106

        Electric Utility ..... 108

        Water-Wastewater Utility ..... 110

        Stormwater Management ..... 112

        Transit ..... 113





Resource Recovery .....	114
Regional Airport .....	115
Internal Service Fund .....	116
TIRZ / TRZ .....	117
Health Insurance Trust Fund .....	118
<b>DEPARTMENTS .....</b>	<b>119</b>
Position Summary Schedule .....	120
Administrative Services .....	121
City Manager .....	124
City Clerk .....	127
City Council .....	130
Communications .....	132
Legal .....	134
Human Resources .....	137
Finance .....	139
Technology Services .....	142
Information Technology .....	144
Geographic Information Systems .....	148
Community Development .....	151
Engineering .....	154
Economic Development .....	158
Planning & Development .....	161
Library .....	165
Neighborhood Enhancement .....	170
Administration .....	173
Code Compliance .....	175
Animal Services .....	177
WIC .....	180
Resource Recovery .....	184
Community Enhancement .....	187
Public Safety .....	190
Municipal Court .....	193
Emergency Management .....	196
Fire .....	199
Fire Marshal .....	203
Police .....	205
City Marshal .....	209
Parking Enforcement .....	212
Public Works .....	214
Administration .....	217
Traffic .....	219
Streets .....	222
Facilities & Grounds .....	225
Fleet .....	227
Stormwater .....	229
Transit .....	232
Parks & Recreation .....	235
Administration .....	238
Operations .....	241



Recreation Programs .....	244
Outdoor Pool .....	246
Activity Center .....	248
Discovery Center .....	250
Utilities .....	252
Electric Utilities .....	255
Administration .....	257
Operations .....	260
Conservation .....	263
Metering .....	265
Maintenance .....	268
Business Office .....	271
Electric Warehouse .....	273
Water - Wastewater Utilities .....	275
Administration .....	277
Maintenance .....	280
Collections .....	282
Water Quality .....	284
Distribution .....	287
Conservation .....	289
Destination Services .....	291
Convention & Visitor Bureau .....	294
Main Street .....	297
<b>CITY FACTS .....</b>	<b>300</b>
Tax Rate Calculation .....	301
List of Acronyms .....	311
<b>Appendix .....</b>	<b>312</b>
Glossary .....	313



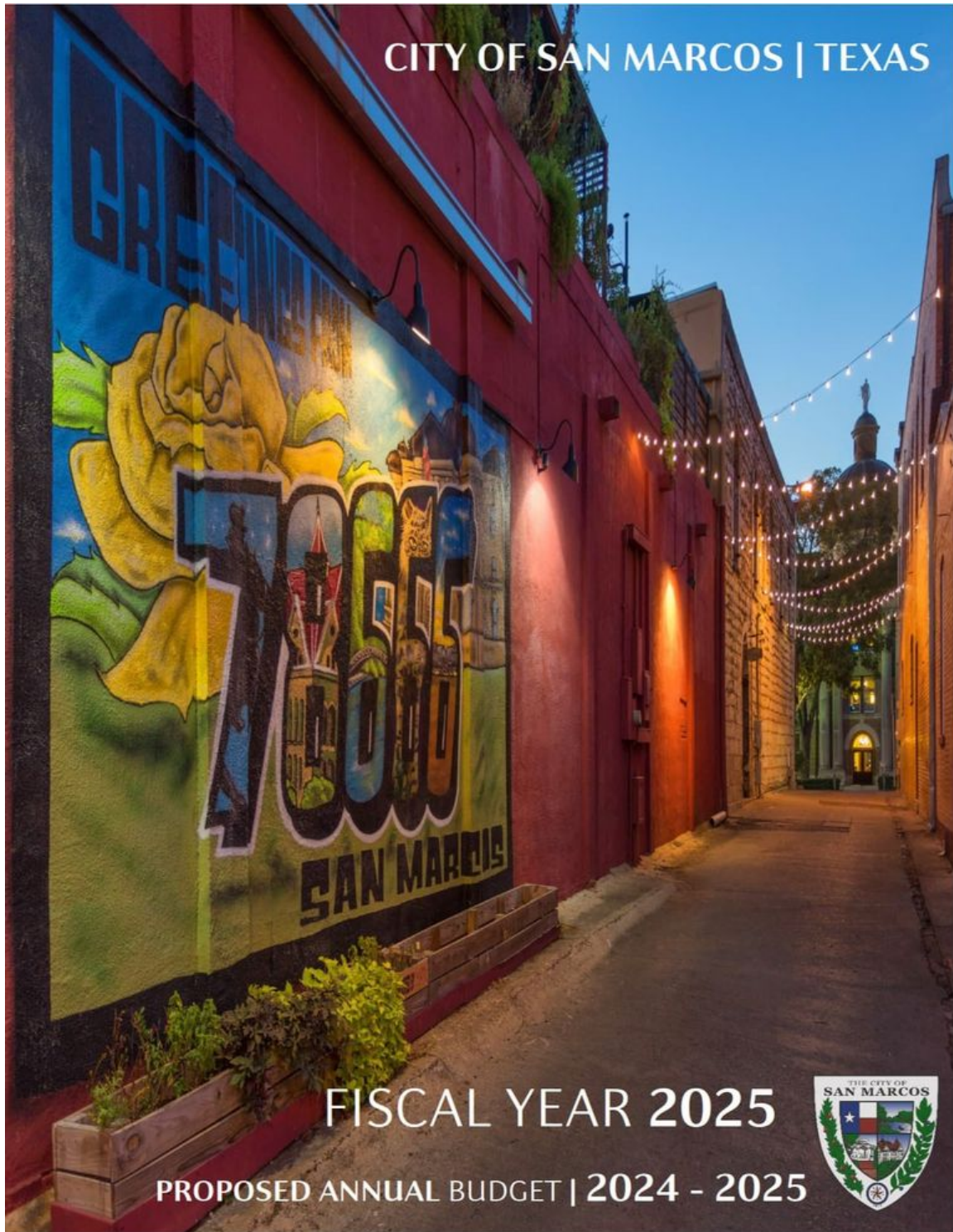
---

# INTRODUCTION

---



CITY OF SAN MARCOS | TEXAS



FISCAL YEAR 2025

PROPOSED ANNUAL BUDGET | 2024 - 2025





## Budget Cover Page

As required by section 102.005 (b) of the Texas Local Government Code, the City of San Marcos is providing the following statement on this cover page of its proposed budget:

This budget will raise more total property taxes than last year's budget by \$2,242,670 or 4.5%, and of that amount \$2,622,805 is tax revenue to be raised from new property added to the tax roll this year.

In fiscal year 2025, property tax revenue from new property added to the tax roll is higher than the total growth of property tax revenue being added to the budget. This is due to low reappraisal growth combined with multiple properties being removed from the tax roll.

Property tax rates for the preceding fiscal year, and each Municipal property tax rate that has been adopted or calculated for the current fiscal year, include:

<b>TAX RATE</b>	<b>PROPOSED FY 2025</b>	<b>ADOPTED FY 2024</b>	<b>ADOPTED FY 2023</b>
Property Tax Rate	0.6030	0.6030	0.6030
No New Revenue Tax Rate	0.5996	0.5305	0.5459
No New Revenue M&O Tax Rate	0.4436	0.3753	0.3688
Voter Approval Tax Rate	0.7036	0.6887	0.7270
Debt Rate	0.1530	0.1583	0.1774

In accordance with Section 140.0045 of the Local Government Code, which requires the itemization of certain expenditures by a political subdivision, expense line items for public notices are provided below:

<b>DESCRIPTION</b>	<b>PROPOSED FY 2025</b>	<b>ADOPTED FY 2024</b>
Notices Required by Law	\$45,106	\$27,806
Lobbying Services	\$184,002	\$184,001
<b>Total</b>	<b>\$229,108</b>	<b>\$181,807</b>



## City Leadership



## ELECTED OFFICIALS

**Jane Hughson**, Mayor

**Matthew Mendoza**, Place 1

**Saul Gonzales**, Place 2

**Alyssa Garza**, Place 3

**Shane Scott**, Place 4

**Mark Gleason**, Place 5

**Jude Prather**, Place 6

## CITY EXECUTIVE STAFF

**Stephanie Reyes**, City Manager

**Joe Pantalion**, Assistant City Manager

**Rodney Gonzales**, Assistant City Manager

**Lonzo Anderson**, Assistant City Manager

**Sam Aguirre**, City Attorney

**Elizabeth Trevino**, City Clerk

## PREPARED BY:

**Jonathan Locke**, Director of Finance

**Ismael Garcia**, Assistant Director of Finance

**Jessie Garcia**, Accounting Manager

**Trisha Patek**, Budget Manager

**Alexandria Stokes**, Financial / Budget Analyst

## **Mission Statement**

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

***- The San Marcos City Charter***



## Strategic Plan





## TABLE OF CONTENTS

<b>03</b>	Forward
<b>05</b>	Goal 1: Quality of Life & Sense of Place
<b>07</b>	Goal 2: Economic Vitality
<b>09</b>	Goal 3: Public Safety, Core Services, & Fiscal Excellence
<b>11</b>	Goal 4: Mobility & Connectivity
<b>13</b>	Goal 5: Environmental Protection



2024 City of San Marcos  
Strategic Plan

2



## SAN MARCOS VISION

San Marcos is a community of diverse and inclusive neighborhoods that protects and celebrates the river and other rich natural, historical and cultural assets; embraces its small-town feel, charm and quality of life; and leverages strategic development to continue building a sustainable community with enhanced access and opportunities for people and businesses

### San Marcos City Council



**JANE HUGHSON**  
MAYOR  
2022-2024



**MARK GLEASON**  
MAYOR PRO TEM  
2021-2024



**JUDE PRATHER**  
CITY COUNCIL MEMBER  
PLACE 6  
2021-2024



**SHANE SCOTT**  
CITY COUNCIL MEMBER  
PLACE 4  
2020-2023



**ALYSSA GARZA**  
DEPUTY MAYOR PRO TEM  
2020-2023



**SAUL GONZALES**  
CITY COUNCIL MEMBER  
PLACE 2  
2022-2025



**MATTHEW MENDOZA**  
CITY COUNCIL MEMBER  
PLACE 1  
2022-2025



2024 City of San Marcos  
Strategic Plan



STEPHANIE  
REYES

## Message from the City Manager

Dear San Marcos Community,

We are excited to share with you the City of San Marcos Strategic Plan, a dynamic document that reflects our shared community goals and desired outcomes. Developed through a successful Visioning session held in January 2024, this plan is the result of in-person collaboration between the Mayor, City Council, and Department Directors.

We have tied our Visioning directly to our budget, ensuring that we have the necessary funding and resources to implement our goals and meet the community's needs. Our multi-faceted approach focused on Council's priorities, budget and tax rate, capital improvement projects, and core services to ensure a holistic shared vision.

As a result, the following goals were identified for our community:

- Quality of Life & Sense of Place
- Economic Vitality
- Public Safety, Core Services & Fiscal Excellence
- Mobility & Connectivity
- Environmental Protection

These goals, outcomes, and strategies serve as our roadmap for decision-making and operations, ensuring that we prioritize the emerging needs of the community at large.

Furthermore, this living document highlights the vital contribution of each city employee and department to the progress of our community. We are committed to showcasing their efforts every step of the way and ensuring that the plan reflects the reality of how we can meet community needs.

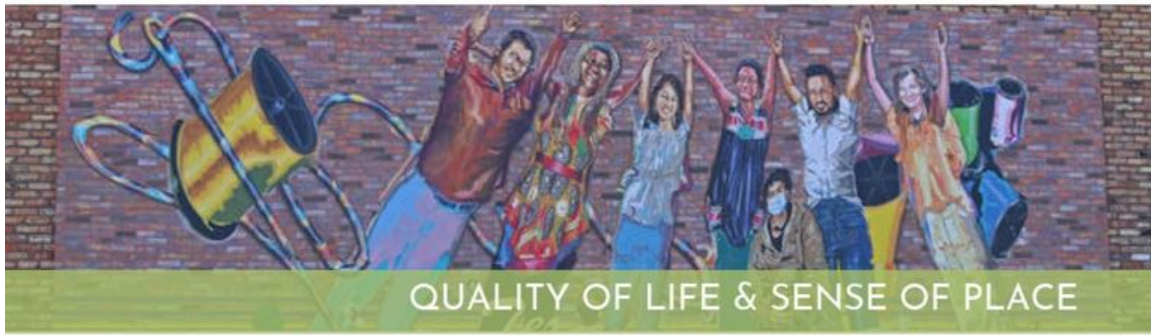
We look forward to working together to achieve our shared vision and make San Marcos a better place to live, work, and thrive.

## Meet the Directors



2024 City of San Marcos  
Strategic Plan





## QUALITY OF LIFE & SENSE OF PLACE

### GOAL STATEMENT

Cultivate a community that promotes inclusivity, equity, and belonging; has a unique sense of place due to our distinct natural, historical, and cultural assets; and commits to a healthy quality of life for families of all types.

#### COMPREHENSIVE PLANNING

Complete and utilize the City's Comprehensive Plan and other master plans as our guiding principles for decision-making.

#### STRATEGIES

- I. Adopt and implement the Comprehensive Plan.
- II. Ensure master plans align with the current Comprehensive Plan.

#### STRONG COMMUNITY ENGAGEMENT

Engage residents and community partners to promote a sense of belonging.

#### STRATEGIES

- I. Cultivate relationships with community partners and neighborhood leaders to engage diverse populations.
- II. Identify and nurture community champions to advocate for local initiatives.
- III. Enhance presence in the community through new community engagement initiatives and leveraging the channels which can best reach the targeted audiences.

#### DOWNTOWN VITALITY

Continue investment in the Downtown area to preserve its unique and historical character, capitalize on opportunities for redevelopment, and make it a safe and inviting destination for people of all ages and backgrounds.

#### STRATEGIES

- I. Utilize the adopted Downtown Area Plan.
- II. Create, adopt, and implement the Historic Preservation Plan.
- III. Develop methods and programs to address vacant and neglected buildings.





## STRATEGIC PLAN GOALS

### OUTCOME D

#### ARTS, CULTURE, AND SPECIAL EVENTS

Promote arts, culture, and special events as a driver to improve quality of life, increase tourism, and support local economic development.

##### STRATEGIES

- I. Improve aesthetics and public art within public spaces, corridors, and gateways to create a positive visual experience, instilling pride and creating a unique identity.
- II. Develop and promote programs and activities to increase resident engagement and bring in outside visitors.
- III. Support arts and culture projects and events to encourage new initiatives and take current ones to the next level.

### OUTCOME E

#### PARKS, OPEN SPACE, AND RECREATION

Provide an accessible, diverse, connected network of parks, open spaces, and recreation facilities to serve all ages, backgrounds, and abilities.

##### STRATEGIES

- I. Implement the recommendations included in the Parks and Open Space master plans.
- II. Provide outdoor gathering places and parks for active and passive places for family activities.

### OUTCOME F

#### NEIGHBORHOOD PRESERVATION AND ENHANCEMENT

Protect and enhance the natural, cultural, and historic resources of all neighborhoods through programs, improvements, stabilization, intentional growth, and compatible development.

##### STRATEGIES

- I. Create, adopt, and implement the Historic Preservation Plan and Neighborhood Area Plans.
- II. Develop and promote ways to engage neighborhoods to increase community identity and pride in their neighborhood.
- III. Work with residents for neighborhood revitalization and safety.

### OUTCOME G

#### HOUSING AFFORDABILITY

Facilitate safe and affordable housing for all, including those experiencing or who are at risk of homelessness or displacement.

##### STRATEGIES

- I. Update Housing Data and Adopt Strategic Housing Action Plan.
- II. Complete and implement the recommendations from the Homeless Needs Assessment.
- III. Identify and implement methods to provide affordable housing.





#### GOAL STATEMENT

Foster a vibrant economic climate for our community through new commercial and residential uses, education, workforce development, and support of new and existing businesses of all sizes.

#### ECONOMIC DEVELOPMENT POLICY

Encourage the development of a diverse economy through technical and financial assistance to businesses that invest in the community to enhance the lives of our residents.

OUTCOME A

#### STRATEGIES

- I. Implement Legacy Business Program, and other incentives adopted in the Economic Development Policy.
- II. Explore menu of economic development options.

#### BUSINESS COMMUNITY

Actively support and attract diversified business activity, including local and emerging small businesses, to thrive and expand in our community.

OUTCOME B

#### STRATEGIES

- I. Increase exposure of local businesses.
- II. Assist emerging and existing small businesses, including non-traditional, through grant assistance and technical support.

#### SAN MARCOS AS A DESTINATION

Expand and support responsible tourism programs to promote local commerce.

OUTCOME C

#### STRATEGIES

- I. Identify promotional opportunities with area stakeholders to highlight City attractions.
- II. Identify areas needing enhancement for a cohesive visual look for the City, including within corridors and gateways.
- III. Use consistent messaging to promote unique and vibrant experiences to enhance economic impact.



## STRATEGIC PLAN GOALS

### OUTCOME D

#### EDUCATION AND WORKFORCE DEVELOPMENT

Facilitate opportunities for job training and educational programming through partnerships.

##### STRATEGIES

- I. Work with community partners on outreach for job fairs and other employment opportunities.
- II. Identify challenges and unmet needs in the business community that are impacted by workforce development.
- III. Determine where to invest City funding to mitigate workforce training gaps and barriers that have been identified including industry training and certification opportunities.

### OUTCOME E

#### RESPONSIBLE GROWTH

Diversify and deliberately expand for a prosperous economy.

##### STRATEGIES

- I. Actively participate in the recruitment and retention of businesses in San Marcos utilizing the Economic Development San Marcos (EDSM) board and City Council to vet potential incentives.



2024 City of San Marcos  
Strategic Plan





## PUBLIC SAFETY, CORE SERVICES & FISCAL EXCELLENCE

### GOAL STATEMENT

Deliver quality government services and improve community safety in a fiscally responsible manner with a professional workforce.

#### COMMUNITY SAFETY

Collaborate to prioritize and enhance public safety services while building resiliency and trust within our community.

OUTCOME A

#### STRATEGIES

- I. Adequately staff public safety departments to address community safety.
- II. Complete construction and open Fire Station 6 and Phase I of the Fire Training Facility.
- III. Optimize the use of technology to improve community safety.
- IV. Expand programs and partnerships that engage the community and strengthen community trust; including employing strategies for reaching diverse populations, addressing mental health, and exploring community-based intervention methods to improve community safety.
- V. Enhance emergency management by increasing all-hazards and disaster preparedness, response and recovery through coordination and local partnerships and intergovernmental cooperation.

#### CORE GOVERNMENT SERVICES

Ensure operations are funded for the delivery of high-quality customer experiences and community-focused programs and services.

OUTCOME B

#### STRATEGIES

- I. Responsibly plan for and deploy resources and staff using best practices, needs assessments, and fiscal modeling.
- II. Identify and pursue process improvements and opportunities for increased efficiency, effectiveness, and cost savings.
- III. Develop a comprehensive community resource guide and assure its availability to citizens.



2024 City of San Marcos  
Strategic Plan



## STRATEGIC PLAN GOALS

### OUTCOME C

#### FINANCIAL MANAGEMENT

Use strategic financial decision making to meet our community's existing and future needs.

##### STRATEGIES

- I. Create a fiscal analysis tool based on the Comprehensive Plan to evaluate fiscal sustainability associated with growth.
- II. Continue debt management in a financially prudent and strategic manner and take advantage of market conditions when present.
- III. Pursue grant funding opportunities for applicable projects, including CIP.

### OUTCOME D

#### WORKFORCE RECRUITMENT AND RETENTION

Invest in the recruitment and retention of an adequately staffed, skilled, and professional workforce.

##### STRATEGIES

- I. Complete and begin to implement the compensation plan.
- II. Improve our competitiveness as an employer to attract, hire and retain a diverse and highly skilled workforce.
- III. Develop employees' skills through education and training.
- IV. Design strategies for succession planning at various levels of the organization to maintain direction and management.

### OUTCOME E

#### SUPPORT SERVICES

Provide necessary resources to internal service departments to support reliable, consistent, and effective city operations.

##### STRATEGIES

- I. Establish and employ streamlined policy and governance processes that align support services with customer expectations and mission requirements.
- II. Ensure efficient and effective performance of core business functions, enterprise services and data management.

### OUTCOME F

#### INFRASTRUCTURE MANAGEMENT

Dedicate the financial and staffing resources necessary for capital improvement project planning, construction, operations, and maintenance.

##### STRATEGIES

- I. Develop and implement the CIP.
- II. Invest necessary resources, including in the use of technology and equipment, to maintain and extend the life of the City's infrastructure.





**GOAL STATEMENT**

Improve neighborhood and regional connectivity to provide a safe, convenient, and efficient multimodal system for goods, services, and people of all income levels and abilities to move throughout the City.

**MULTIMODAL TRANSPORTATION SYSTEM**

Develop a diverse transportation system to improve multimodal connectivity and capacity by implementing the Transportation Master Plan.

OUTCOME A

**STRATEGIES**

- I. Maintain and coordinate the thoroughfare plan within the transportation master plan with CIP projects.
- II. Implement multimodal Transportation Master Plan recommendations.
- III. Continue researching innovative methods to get people around and increase multimodal transportation options, participation, and use.

**BICYCLE, SIDEWALK AND TRAIL SYSTEMS**

Increase the accessibility and connectivity of bicycle, sidewalk, and trail systems between parks, river areas, downtown, schools, businesses, services, and residential neighborhoods.

OUTCOME B

**STRATEGIES**

- I. Maintain and coordinate the bike & greenways plan within the transportation master plan with CIP projects and explore including a connected trail system around the community.
- II. Integrate and connect all modes of multimodal travel.
- III. Evaluate emerging transportation opportunities for last/first mile connectivity.
- IV. Invest in and maintain existing multimodal facilities.



## STRATEGIC PLAN GOALS

OUTCOME C

### TRANSPORTATION AND TRAFFIC OPERATIONS

Increase the safety, convenience, and reliability of the transportation system, including investment in technology and maintenance.

#### STRATEGIES

- I. Coordinate with Capital Area Metropolitan Planning Organization (CAMPO) to ensure specific San Marcos projects are identified in the Safe Streets for All program.
- II. Invest in the use of technology and other innovative solutions to increase the safety and efficiency of the existing roadway system and capacity, including mitigating barriers such as railroad crossings.
- III. Invest in traffic equipment, operations, and maintenance.

OUTCOME D

### PUBLIC TRANSIT

Prioritize the resources necessary to achieve a seamless, coordinated public transit system through partnerships and implementation of the Transit Master Plan.

#### STRATEGIES

- I. Continue partnership with the University for coordinated public transit system.
- II. Leverage grant funds to replace aging transit fleet with safer, more efficient vehicles.
- III. Identify and implement short-term Transit Master Plan recommendations.





#### GOAL STATEMENT

Advance responsible stewardship of the community's natural, cultural, and historical resources through varied environmentally friendly policies and practices.

#### ENVIRONMENTAL STEWARDSHIP

Set the standard by demonstrating responsible stewardship of the environment, including our rivers, aquifers, and other sensitive features.

OUTCOME A

#### STRATEGIES

- I. Incorporate green stormwater and water/ energy conservation infrastructure on CIP projects.
- II. Ensure that applicable City staff is equipped and trained to readily identify and respond to releases (i.e. sewer discharges, chemical spills, etc.) that may cause negative impacts to rivers and aquifers.
- III. Incorporate environmental stewardship into new and existing City facilities and master plans.
- IV. Develop and promote programs that protect and promote environmental stewardship, including the implementation of a single use beverage container ban on and near the San Marcos River.

#### ENVIRONMENTALLY FRIENDLY GROWTH

Promote environmental protections and sustainable building practices through codes and processes.

OUTCOME B

#### STRATEGIES

- I. Implement the Preferred Scenario Map.
- II. Incorporate concepts from the currently adopted Comprehensive Plan into the Stormwater Technical Manual and the Land Development Code.
- III. Update and amend water conservation and drought ordinance and plan.



2024 City of San Marcos  
Strategic Plan



## STRATEGIC PLAN GOALS

OUTCOME C

### RESILIENT INFRASTRUCTURE

Incorporate resiliency into existing and future City infrastructure planning, construction, operations, and maintenance.

#### STRATEGIES

- I. Incorporate and anticipate future needs of the City into CIP Projects to mitigate future risks.
- II. Continue to develop and maintain Emergency Operations and Emergency Preparedness Plans.
- III. Reinvest in City facilities to improve facility security and resiliency.

OUTCOME D

### ENVIRONMENTAL PROGRAMS

Promote innovative programs and educate residents about environmental resiliency

#### STRATEGIES

- I. Continue participation and implementation of the Edwards Aquifer Habitat Conservation Plan.
- II. Seek out opportunities to secure grant funding and build partnerships to develop environmental education programs and implement environmental improvement projects.



2024 City of San Marcos  
Strategic Plan

14

## Core Values

*The City of San Marcos established five Core Values that reflect what makes the organization unique and great. These values proudly announce to the community the ideas to which our workforce strive to embody each day.*



## **GFOA - Distinguished Budget Award**

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, 2022**.

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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

### *Distinguished Budget Presentation Award*

PRESENTED TO

**City of San Marcos  
Texas**

For the Fiscal Year Beginning

**10/1/2022**

*Christopher P. Morrell*

Executive Director

## Destination SMTX

San Marcos is located on Interstate 35, 30 miles south of Austin, 47 miles north of San Antonio, 165 miles west of Houston, and 202 miles northeast of Laredo, Texas.

Popular destination cities within a 1-hour drive of San Marcos are:

- Distance to **Austin, TX – 30 Miles**
- Distance to **Boerne, TX – 59 Miles**
- Distance to **Kyle, TX – 9.5 Miles**
- Distance to **New Braunfels, TX – 18 Miles**
- Distance to **San Antonio, TX – 47 Miles**
- Distance to **Seguin, TX – 23 Miles**
- Distance to **Wimberley, TX – 16 Miles**



Image Source: CoSM - GIS Department

Located at the gateway to the Texas Hill Country, San Marcos was recognized as the fastest growing city in the U.S. from 2013 to 2015.

It is midway between two major metros of San Antonio and Austin. The spring-fed San Marcos River maintains a year-round temperature of 72 degrees and provides a refreshing playground for swimming, canoeing, tubing, and glass bottom boat rides at the Aquarena Center.

San Marcos marks the home-base for Hays County and is home to Texas State University, the seventh largest university in Texas and an Emerging Research University with more than 38,000 students.

San Marcos also claims the most parkland per capita of any city in the Austin-Round Rock MSA. San Marcos attracts millions of domestic and international visitors to its outlet malls and is home to brand-name companies like Amazon, Best Buy, H-E-B and a host of innovative start-ups.

Figure 2: U.S. CENSUS 2020



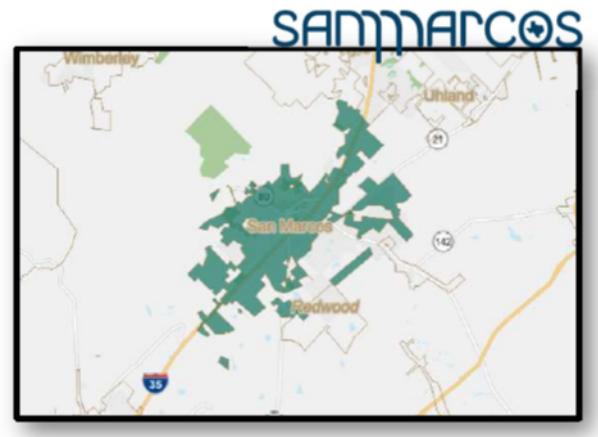


## LOCAL & COMMUNITY INFORMATION

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 67,553\*. 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 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.

\*Source: April 1, 2020 Census - U.S. Census Bureau





San Marcos' hip personality is deeply seated in a rich historic culture. Visit a 1943 vintage wooden hangar and get up close to rare working WWII planes. Get a glimpse into the life of U.S. President Lyndon Baines Johnson's formative years as a student at what is now Texas State University. Find a full list at [visitsanmarcos.com](http://visitsanmarcos.com).



#### CHARLES S. COCK HOUSE

Charles S. Cock House, built in 1867, is a modest, vernacular Greek Revival structure and the oldest remaining residential building in San Marcos. [heritagesanmarcos.org](http://heritagesanmarcos.org)

#### CENTRO CULTURAL HISPANO DE SAN MARCOS

Centro's programs and educational curriculum include the areas of visual art, theater, dance, literature, music, multimedia and the culinary arts. Exhibits are free and open to the public. (512) 878-0640 [sanmarcoscentro.org](http://sanmarcoscentro.org)

#### CALABOOSE AFRICAN AMERICAN MUSEUM

Letters, books, photographs and antique artifacts cover all aspects of African American life in early Texas, as visitors chart a rarely-told history of heroism in the Calaboose African American Museum. (512) 393-8421



#### COMMEMORATIVE AIR FORCE MUSEUM

Located in a 1943 vintage wooden hangar, the CenTex Wing preserves a collection of combat aircraft flown by Allies during World War II. Get up close to the actual lead aircraft on the D-Day invasion, the C-47 That's All, Brother along with many others. (512) 396-1943 [centraltexaswing.org](http://centraltexaswing.org)



#### LBJ MUSEUM OF SAN MARCOS

The museum preserves the legacy of U.S. President Lyndon Baines Johnson by focusing on his formative years as a college student and schoolteacher. LBJ attended, what is now, Texas State University where he honed his political skills and developed a strong commitment to education and civil rights. (512) 353-3300 [lbjmuseum.com](http://lbjmuseum.com)



#### HAYS COUNTY COURTHOUSE MUSEUM

The restored 1909 Hays County Courthouse is nestled in the center of the downtown square. Historic exhibits are housed on the first floor. (512) 393-7779 [hayshistoricalcommission.com](http://hayshistoricalcommission.com)

#### HAYS COUNTY VETERANS MEMORIAL

The Hays County Veterans Memorial offers a chance to remember and honor our local heroes. Hopkins St. and Riverside Dr. (512) 393-8400

#### MERRIMAN CABIN

The historic Merriman Cabin was built in 1846 by Dr. Eli T. Merriman (1815-1867), a Yale graduate and 1838 Texas settler. Merriman was one of three San Marcos town site owners and first physician. [heritagesanmarcos.org](http://heritagesanmarcos.org)

#### VERAMENDI PLAZA

One of the most scenic, historic and popular parks in San Marcos, Juan Veramendi Plaza, is known for its iconic gazebo, the Charles S. Cock House, the Merriman Cabin, the Dr. Gwen K. Smith Fountain and the tree-lined pathway to the Riverwalk. 400 E. Hopkins St. [heritagesanmarcos.org](http://heritagesanmarcos.org)



#### THE WITTLIFF COLLECTIONS

A dynamic archival, exhibition, programming and research environment designed to further the cultural legacy of the region's literary and photographic arts. Literary papers and artifacts including the major archives of Cormac McCarthy, Sam Shepard, John Graves, Fox's King of the Hill, and the CBS' Lonesome Dove. (512) 245-2313 [thewittliffcollections.txstate.edu](http://thewittliffcollections.txstate.edu)

Figure 3: CVB Department's Visitor's Guide - [VisitSanMarcos.com](http://VisitSanMarcos.com)



Figure 4: CoSM Children's Park

## 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**





*Figure 5: CoSM Purgatory Natural Area*

## **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 PARKS | TOTAL AREAGE – 1,795.9**

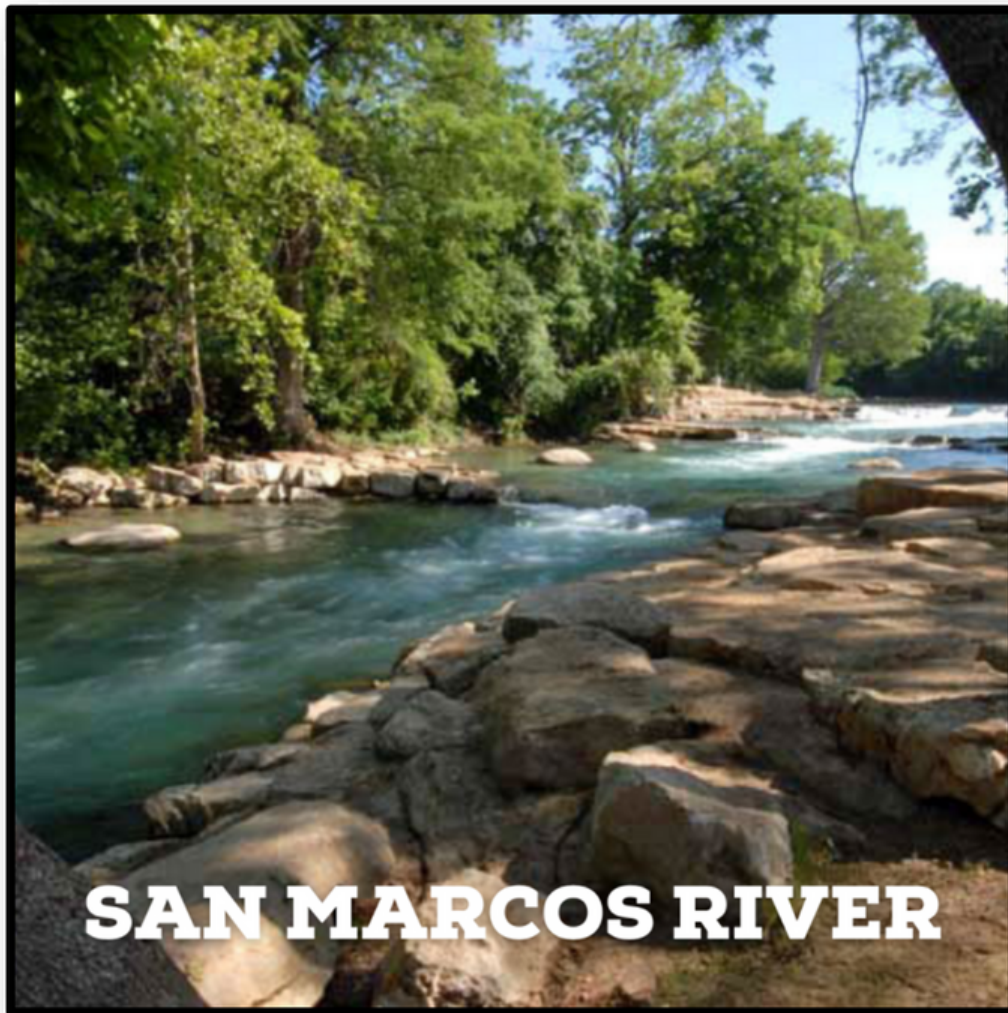
## RIVERS IN SAN MARCOS | TEXAS

San Marcos is a natural beauty, and the most intriguing feature is her river. The San Marcos River bubbles to life from hundreds of springs right in the center of town. Always a refreshing 72 degrees, the river is enjoyed year-round.

San Marcos' beauty is more than just surface deep. We take stewardship of the river and natural areas to heart, protecting the Edwards Aquifer and the eight endangered species native to this area. This way when you come back to visit, it will be just as good as your first time.



*Figure 6: CoSM - City Park River Entrance*



*Figure 7: CoSM Rio Vista Park | San Marcos River*

## **SAN MARCOS RIVER**

The San Marcos River bursts forth from the Edwards Aquifer through 200 spring openings at the bottom of Spring Lake in the heart of San Marcos, Texas. The river provides a refreshing playground for swimming, canoeing, and tubing. The San Marcos River winds through over 130 acres of parkland. The upper 3.8 miles of the headwaters provides habitat to eight endangered and threatened aquatic species, including the San Marcos Fountain Darter, Texas Blind Salamander, the San Marcos Salamander, the San Marcos Gambusia and Texas Wild Rice. Archaeologists have discovered artifacts that indicate that the area around the Springs is one of the oldest continuously inhabited places in North America by human beings, dating back more than 12,000 years.



## BLANCO RIVER in SAN MARCOS

The primary source for the Blanco is a series of springs in northern Kendall County. The river flows generally eastward for 87 miles (140 kilometers) through Kendall County, Blanco County and Hays County. Near San Marcos, it takes a southerly turn and joins with the San Marcos River. The upper reaches of the Blanco River are hilly, and the river's slopes are frequently steep. As the river reaches the Balcones Escarpment near San Marcos, it widens and slopes moderately; this is typical of rivers in the central part of the state. The river is usually quite shallow, and it briefly dips below ground in some areas in the Hill Country. As with many of the rivers in the Texas Hill Country, there is great variability in the Blanco River's flow. The mean flow is 93 feet<sup>3</sup>/s (3 m<sup>3</sup>/s), but heavy rains in the river's watershed can cause flash flooding with little warning. The Blanco River winds through over 200 acres of parkland.



*Figure 8: San Marcos | TX - Blanco River*

# Population Overview



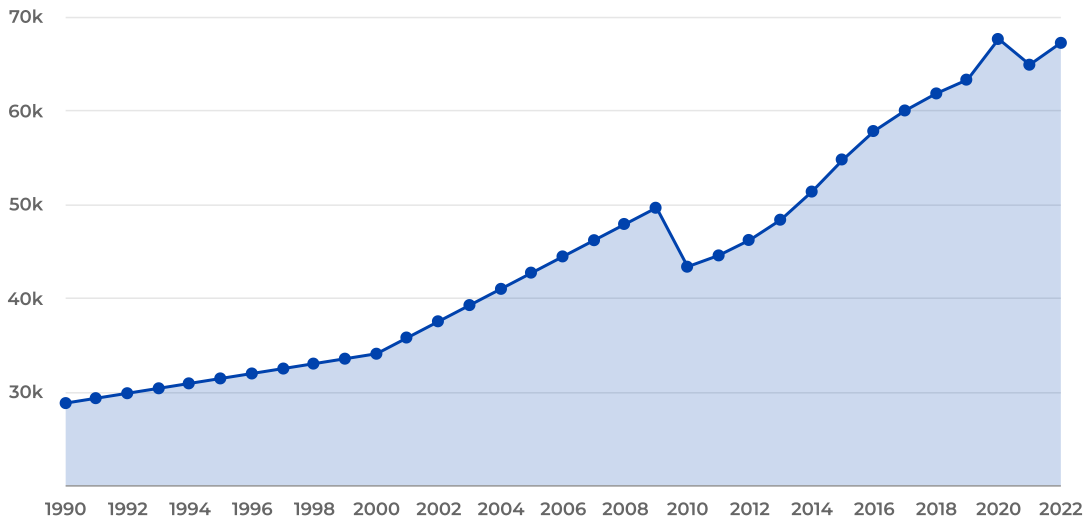
TOTAL POPULATION

**67,143**

▲ **3.6%**  
vs. 2021

GROWTH RANK

**296** out of **1222**  
Municipalities in Texas



*\* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses*



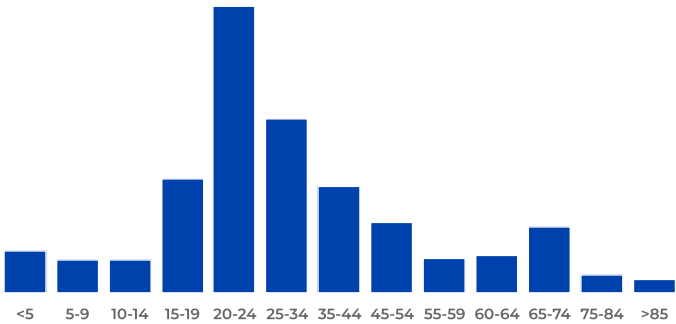
DAYTIME POPULATION

**70,243**

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

*\* Data Source: American Community Survey 5-year estimates*

## POPULATION BY AGE GROUP



*Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.*

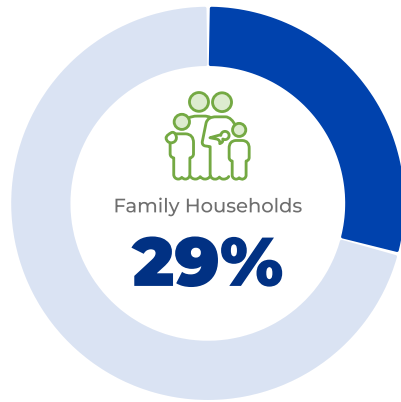
*\* Data Source: American Community Survey 5-year estimates*

## Household Analysis

TOTAL HOUSEHOLDS

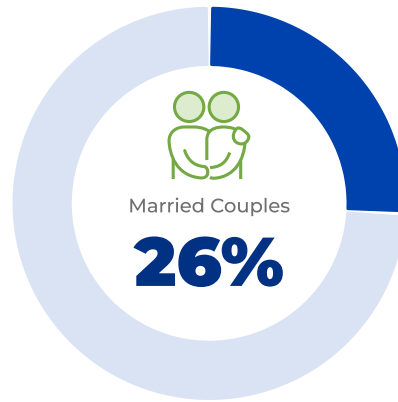
**26,980**

Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



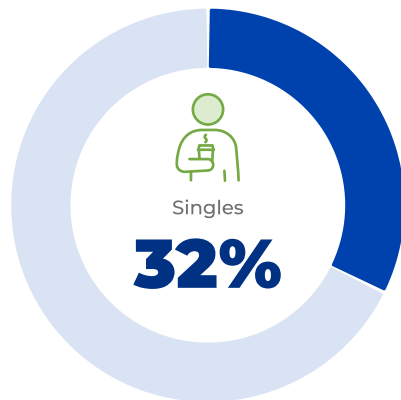
▼ **42%**

lower than state average



▼ **49%**

lower than state average



▲ **28%**

higher than state average



▲ **19%**

higher than state average

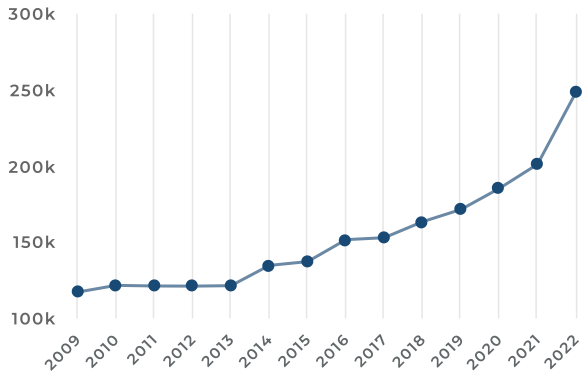
*\* Data Source: American Community Survey 5-year estimates*

# Housing Overview



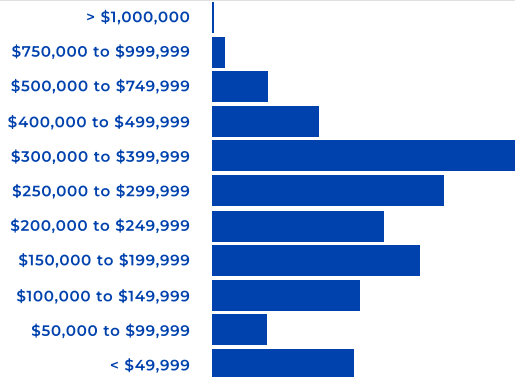
2022 MEDIAN HOME VALUE

**\$248,300**



\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

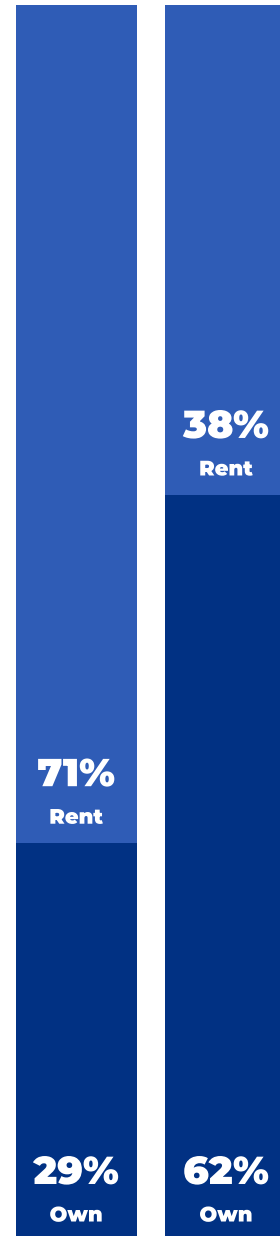
## HOME VALUE DISTRIBUTION



\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

## HOME OWNERS VS RENTERS

San Marcos State Avg.



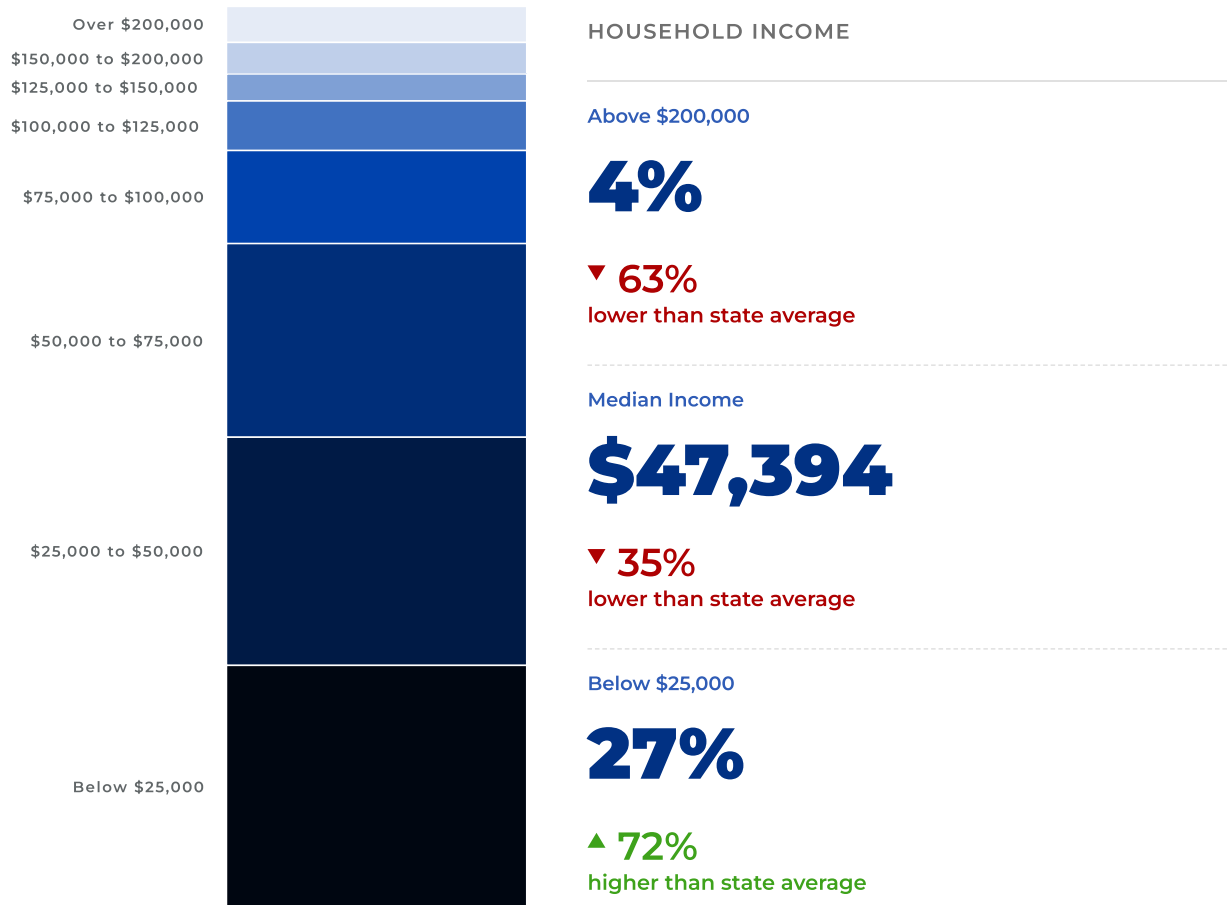
\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.





## Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



*\* Data Source: American Community Survey 5-year estimates*

---

# **BUDGET OVERVIEW**

---





CITY OF SAN MARCOS | TEXAS

# BUDGET CALENDAR FISCAL YEAR 2024-2025

Calendar Event Timeline for Annual Preparation of Fiscal Budget Planning

BUDGET PHASE	DATE SCHEDULED
COUNCIL VISIONING & STRATEGIC PLANNING WORK SESSION	JANUARY 25-26, 2024
BUDGET POLICY WORKSHOP	FEBRUARY 22
BUDGET POLICY ADOPTION	MARCH 19
DEPARTMENT BUDGET KICK-OFF	MARCH 27
CENTRAL BUDGET ENTRY OPENS – BUDGET LEVEL 1: DEPARTMENT ENTRY (ERP-MUNIS)	APRIL 1 – APRIL 26
BUDGET PRESENTATION AT NEIGHBORHOOD COMMISSION	APRIL 17
DEPARTMENT BUDGET ENTRIES DUE TO FINANCE	APRIL 26
FINANCE CONSOLIDATES & PREPARES BUDGET ENTRIES FOR REPORTING	APRIL 29
DEPARTMENT OPERATING BUDGET REVIEW SESSIONS WITH FINANCE (1:1)	APRIL 29 – MAY 3
PRELIMINARY TAX VALUES	APRIL 30
CMO TEAM REVIEWS DEPARTMENT OPERATING BUDGETS	MAY 15 – MAY 23
BUDGET WORKSHOP	MAY 21
PRIORITIZE SUPPLEMENTAL REQUESTS – PERSONNEL AND OTHER	MAY 30
PRIORITIZE CAPITAL OUTLAY REQUESTS	MAY 31
BUDGET WORKSHOP	JUNE 27
CERTIFIED TAX ROLLS – VALUES RECEIVED BY HCTAD	JULY 25
TNT CALCULATIONS MADE BY HAYS COUNTY TAX ASSESSOR/COLLECTOR	AUGUST 7
FILE PROPOSED BUDGET W/ CITY CLERK & POST ON WEBSITE	AUGUST 20
BUDGET WORKSHOP – PROPOSED BUDGET SUBMITTED TO CITY COUNCIL	AUGUST 20
RECORD VOTE ON SETTING MAXIMUM PROPOSED TAX RATE	AUGUST 20
PUBLISH REQUIRED NOTICES IN NEWSPAPER (MUST GET TO PAPER BY AUG 22)	AUGUST 25
BUDGET / TAX RATE – 1 <sup>ST</sup> READING	SEPTEMBER 3
BUDGET / TAX RATE – 2 <sup>ND</sup> READING	SEPTEMBER 17
BUDGET / TAX RATE ADOPTION	SEPTEMBER 17

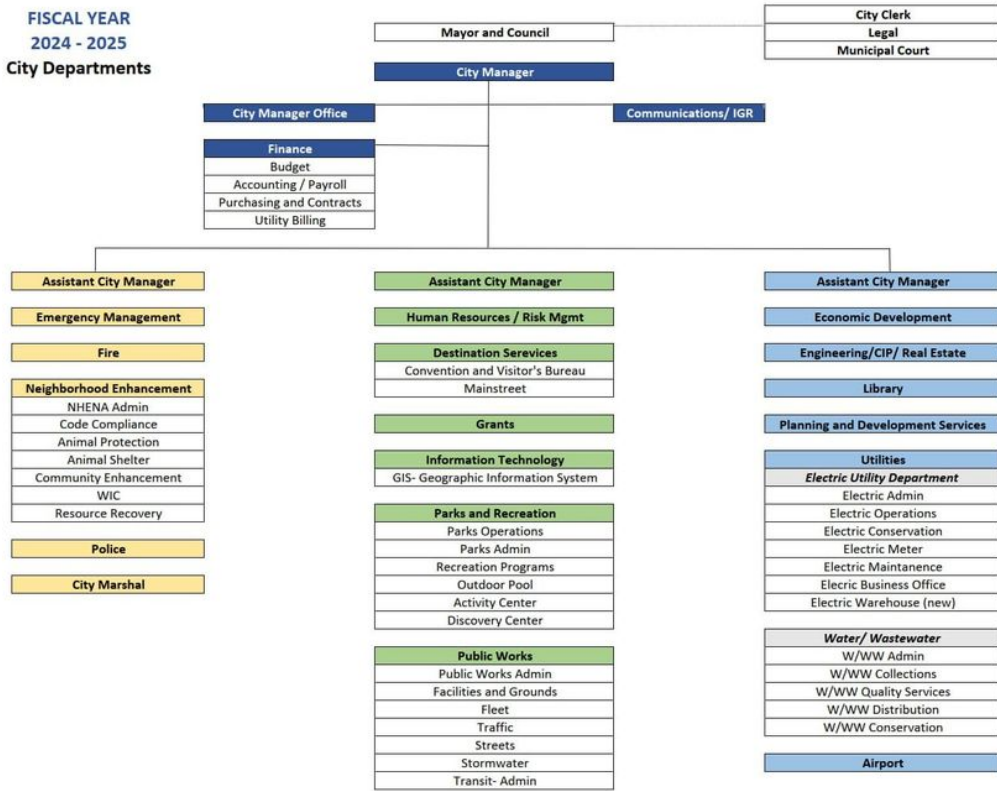
\*Blue font indicates special Council meeting

\*Block Directors and CMO Team calendars

FY 2024-25 BUDGET CALENDAR | FINANCE DEPARTMENT



**FISCAL YEAR  
2024 - 2025  
City Departments**





# Chart of Accounts - Fund Structure

## FISCAL YEAR 2024- 2025

Chart of Accounts 1 Fund Structure

General Fund (100)
Activity Center
Animal Protection
Animal Shelter
City Clerk
City Council
City Manager
City Marshal
Code Compliance
Communications
Discovery Center
Emergency Management
Engineering/Real Estate*
Facilities & Grounds
Finance/Budget/Procurement
Fire/ Fire Marshal*
Fleet
GIS
Human Resources
Information Technology
Legal
Library
Municipal Court
Neighborhood Enhancement Admin
Outdoor Pool
PARD Admin
PARD Recreation Programs
Parking Enforcement
Parks Operations
Planning & Development Services
Police Operations
Public Works Admin
Social Services
Special Services
Streets
Traffic Operations

Debt Fund (110)
Debt
Special Revenue (120)
Animal Shelter Donations
Cemetery Admin
Community Enhancement
Convention & Visitor Bureau
Library Memorial Fund
Main Street
Muni Court Jud Efficiency
Muni Court Juvenile Fee
Muni Court Security Fee
Muni Court Technology
PARD Adult Programs
PARD Corporate Challenge
PARD Senior Programs
PARD Special Events
PARD Youth Programs
Public Education PEG
Seized Assets
Tourism Programs
WIC Admin
WIC Lactation
WIC Nutrition Ed
WIC Peer Counseling

TIF Funds (140)
Tax Increment Financing

Stormwater Fund (200)
Stormwater Operations
Stormwater Special Services

Electric Utility Fund (210)
Electric - Admin
Electric - Warehouse (New)
Electric - Operations
Electric - Conservation
Electric - Meter
Electric - Maintenance
Electric - Business Office
Utility Billing
Electric - Special Services

W/WW Utility Fund (220)
W/WW - Admin
W/WW - Utilities Maintenance
W/WW - Collection
W/WW - Quality Services
W/WW - Distribution
W/WW - Conservation
W/WW - Special Services

Transit Admin (230)
Transit Admin / Ops

Resource Recovery Fund (240)
Resource Recovery Admin / Ops

Municipal Airport Fund (250)
Airport Admin / Ops

Internal Services Fund (300)
Health Insurance

Health Insurance Trust Fund (305)
Health Insurance Trust

\*Denotes change(s) to Department's operating budget & organizational structure; effective FY 2025



# BUDGET PROCESS

The City's budget is a complex document representing the culmination of months of preparations and discussion among the City Council and City staff regarding the best ways to provide services to the community at the greatest value.

The process for developing the City's annual budget is a year-round effort spanning the City's fiscal year of October 1 through September 30.

## ANNUAL BUDGET PLANNING PROCESS

### STRATEGIC PLANNING & VISIONING

#### PHASE 1

Early in the budget process, the City Council & administrative staff retreat to discuss community needs & challenges. City Council develops short & long-term priorities as well as a policy statement to use for the current budget & future years.

### BUDGET ANALYSIS

#### PHASE 4

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 to reconcile department requests with financial limitations and policy statement goals.

### REVENUE PROJECTION

#### PHASE 2

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.



### PROPOSED BUDGET

#### PHASE 5

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.

### BUDGET DEVELOPMENT

#### PHASE 3

Departments develop a budget that incorporates the goals outlined within the policy statement and the financial limitations as determined through revenue projections.

### PUBLIC HEARINGS / BUDGET ADOPTION

#### PHASE 6

Public hearings on the budget and tax rate are held to give citizens an opportunity to speak for or against the budget. Citizens also have an opportunity to attend budget workshops that occur prior to the budget adoption. The budget and tax rate take effect on October 1<sup>st</sup>.

Figure 1: BUDGET PLANNING PROCESS | PHASES 1 - 6

## Executive Summary

### CITY COUNCIL BUDGET POLICY DECISIONS

Per City Charter, City Council adopted a Budget Policy in March 2024 providing direction on base budget assumptions to the City Manager and staff. The following are the major policy items included in the city's proposed fiscal year 2025 budget. Each of these items were discussed during public City Council sessions:

- Maintain General Fund balance at 25% of recurring operating expenses.
- Maintain Water/Wastewater Fund balance of 90 days of recurring operating expenses.
- Maintain Stormwater Fund balance of 90 days of recurring operating expenses.
- Work towards 90 days of recurring operating expenses in the Electric Utility Fund.
- Explore creating fund balance requirement to maintain 60 days of recurring operating expenses in the Resource Recovery Fund and Transit Fund.
- Explore creating fund balance requirement to maintain 90 days of recurring operating expenses in the Hotel Occupancy Tax Fund.
- Explore creating fund balance requirement to maintain 60 days, while working towards 90 days, of recurring operating expenses Community Enhancement Fund.
- Conservative revenue forecasts based on historical trends.
- Property tax rate to be kept the same as the FY 2024 adopted tax rate.

For full Budget Policy reference: *Budget Overview Section - Budget Policy Statement Page*

### PROPERTY TAX RATE

The property tax rate is comprised of two components. The component for maintenance and operations (M&O) related to general fund operations, and the component for interest and sinking (I&S) related to funding the debt obligations of the City. The fiscal year 2025 proposed budget is supported by a tax rate of 60.30 cents per \$100 of assessed valuation. The City's tax rate has been 60.30 cents since FY 2022. In fiscal year 2025 citizen tax bills will reflect 60.30 cents per \$100 of assessed property value. Based on this rate, an owner of a home valued at \$100,000 will pay approximately \$603 in city property taxes. Hays County appraisal district assesses the real property values used to calculate property tax bills.

The General Fund budget is based on an M&O property tax rate of 45.00 cents per \$100 of assessed valuation. The levy supports operations which include police and fire protection, parks operation and maintenance, activity center, library, animal services, road maintenance, traffic control, and other general governmental functions.

The Debt Service Fund budget is based on an I&S tax rate of 15.30 cents per \$100 of assessed valuation. This levy supports annual payments on outstanding debt obligations of the City, which include Certificates of Obligation bonds (COs) and voter-approved General Obligation bonds (GOs).

For fiscal year 2025, total valuation of all property increased 4.8% or \$464 million from the prior year, with a 6.9% growth occurring within Tax Increment Reinvestment Zones (TIRZ). In addition, in January 2022, City Council enacted a local homestead exemption of \$15 thousand and an increase to the local senior/disabled exemption of \$10 thousand to \$35 thousand. These exemptions ultimately saved taxpayers over \$1.3 million on over \$182 million of property value. The city's total projected property tax collections assuming a 98% collection rate is \$60.9 million, of which \$7.8 million supports TIRZ. Property tax revenue net of TIRZ is \$52.1 million, of which \$38.9 million will be used for operations and \$13.2 million for the retirement of tax-supported debt.

### STAFFING CHANGES

City staff is measured in full-time equivalents (FTEs). The City's FTEs for fiscal year 2025 is 941.91.

In General Fund the following positions were added.

- Police Officer
- Crime Analyst
- Reclassification of Corporal to Commander
- Housing & Community Development Manager transferred from CDBG funding
- Code Compliance Officer transferred from Community Enhancement funding
- Master Technician - Emergency Vehicle Technician
- Reclassification to Legal Assistant
- Plumber\*



- Streets Supervisor\*
- Administrative Clerk\*
- Business Retention & Expansion Coordinator\*
- Reclassification to Special Events Coordinator\*
- Intern\*
- Convert 2 part-time to full-time Parking Technicians\*
- Convert 3 part-time to 1 full-time Deputy Marshal\*

\*Positions added due to departments reducing their operating expenses or increasing revenues (budget neutral)

## FUND HIGHLIGHTS

Total FY25 budget of \$342.6 million is made up of six major fund types: General Fund, Enterprise Funds, Health Insurance - Internal Service Fund/Health Insurance Trust Fund, Special Revenue Funds, Tax Increment Financing Fund and Debt Service Fund. General Fund and Enterprise Funds make up approximately 85% of total uses of the city budget. In addition to these major funds, Health Insurance - Internal Service has uses of \$11.9 million (3.5%), Special Revenue has uses of \$11.4 million (3.3%), Tax Increment Financing has uses of \$8.6 million (2.5%) and Debt Service has \$18.8 million (5.5%).

## GENERAL FUND – SOURCES

The General Fund supports core services. Revenue sources in the General Fund have the greatest potential for fluctuation. Forecasted General Fund sources for fiscal year 2025 are \$113 million, approximately \$4.6 million (4.2%) more than the fiscal year 2024 revised budget.

## GENERAL FUND – USES

The proposed fiscal year 2025 General Fund expenditures budget is projected to be approximately \$123 million, \$13.9 million (12.7%) more than the fiscal year 2024 revised budget. The most significant increases are related to personnel and to one-time uses of fund balance in excess of the 25% fund balance requirement. One-time uses of fund balance is \$10 million.

## ENTERPRISE FUNDS

Enterprise funds are used to account for governmental activities that are similar to those found in private businesses. 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 supported by rates charged for these services. Each of these funds are discussed in greater detail under the Fund Summaries Section of this document. Rate adjustments, when necessary, are calculated and supported by rate studies and sanctioned by the Citizens Utility Advisory Board (CUAB) for Electric and Water/Wastewater. CUAB was formed at the direction of the City Council in 2012. 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 rate recommendations for both the Water/Wastewater and Electric utilities to the City Council. The Board is to bring rate to meet 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.

## 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. There are twenty-two Special Revenue Funds for which an proposed budget is adopted:

- Community Enhancement,
- PARD Programs (Adult Programs, Corporate Challenge, Senior Programs, Special Events, and Youth Programs),
- Municipal Court Fees (Efficiency, Juvenile, Security and Technology),
- Hotel Occupancy Tax (Convention & Visitor Bureau, Main Street and Tourism),
- Public Education Governmental (PEG) Fees,
- Animal Shelter Donations,
- Cemetery Administration,
- Seized Assets,
- Women, Infant, and Children (WIC) – State Program (Administration, Lactation, Nutrition Education, and Peer Counseling),
- Library Memorial Fund

Each of these funds are discussed in greater detail under the Fund Summaries Section of this document.





## **I. PURPOSE of FINANCIAL POLICY**

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 the operating departments of the governmental funds, special revenue funds, enterprise funds, and permanent funds of the City. The budget includes expenditures for personnel, contracted services, materials and supplies, other charges, operating transfers, social services, indirect costs, capital outlay and debt service. The budget is prepared by the City Manager and Director of Finance with the participation of all the City's Department Directors within the provisions of the City Charter, on a basis that is consistent with GAAP.
- B. **MULTI-YEAR PLANNING** – The Director of Finance will prepare a multi-year financial forecast of the General Fund. This forecast is an integral part of developing the adopted budget.
1. **PROPOSED 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 proposed 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:

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



### III. REVENUE POLICIES

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

1. SIMPLICITY – Where possible and without sacrificing accuracy, the revenue system will be kept in simple order to reduce compliance costs for the taxpayer or service recipient.
2. CERTAINTY – There will be a thorough knowledge and understanding of revenue sources to increase the reliability of the revenue system. Consistent collection policies will be enacted to provide assurances that the revenue base will materialize according to budgets and plans.
3. EQUITY – Equity will be maintained in the revenue system structure, i.e., subsidization between entities, funds, services, utilities, and customer classes will be minimized or eliminated.
4. REVENUE ADEQUACY – There will be a balance in the revenue system, i.e., the revenue base will have the characteristics of fairness and neutrality as it applies to cost of service, willingness to pay, and ability to pay.
5. ADMINISTRATION – The benefits of a revenue source should exceed the cost of levying and collecting that revenue. The cost of collection should be reviewed annually for cost effectiveness as a part of the indirect cost of service analysis. Where appropriate, the administrative processes of state, federal or local governmental collection agencies will be used in order to reduce administrative cost.
6. DIVERSIFICATION AND STABILITY – A diversified revenue system with a stable source of income should be maintained. This will help avoid instabilities in similar revenue sources due to factors such as fluctuations in the economy and variations in the weather.

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

1. COST/BENEFIT AND FINANCIAL IMPACT ANALYSIS FOR TAX AND FEE ABATEMENTS – A cost/benefit and financial impact analysis should be performed to assess tax or fee abatement economic development incentives.
2. ACCOUNTS RECEIVABLE – Accounts receivable procedures will target collection for a maximum of 30 days from service. Accounts past due more than 120 days may be sent to a collection agency. The Director of Finance is authorized to write-off non-collectible accounts that are delinquent for more than 180 days.
3. NON-RECURRING REVENUES – One-time or non-recurring revenues should not be used to finance current ongoing operations. Non-recurring revenues should be used only for non-recurring expenditures and not be used for budget balancing purposes.
4. DEFERRALS OR SHORT-TERM LOANS – Deferrals or short-term loans will not be used for budget balancing purposes.
5. PROPERTY TAX REVENUES – All real and business personal property located within the City is valued at 100% of the fair market value for any given year based on the current appraisal supplied to the City by the Hays County Tax Appraisal District (HCTAD). A visual reappraisal and reassessment of all real and business personal property will be done every third year. The HCTAD reappraises real and business personal property every year as a standard practice.

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



in each fiscal year.

6. INTEREST INCOME – Interest earned from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the equity balance of the fund from which monies were provided to be invested.
7. USER FEES AND SERVICE CHARGES – For services associated with a user fee or service charge, the direct and indirect costs of that service will be offset by a user fee where possible. Department Directors will annually review user fees and service charges to ensure that the costs of services are recouped through user fees and service charges. The City Council will determine how much of the cost of a service should be recovered by fees and service charges.
8. INDIRECT COST ALLOCATION – All City funds will include transfers to and receive credits from other funds for general and administrative costs incurred. The most predominant fund that receives credits from other funds is the General Fund. The General Fund receives credits for bearing such costs as administration, legal counsel, finance, personnel, data processing, engineering, and other costs. An independent third party will conduct an indirect cost allocation study annually to determine the credits received.
9. ENTERPRISE FUND RATES – The Director of Finance and the Department Directors of each Enterprise Fund will review rates annually to ensure sufficient coverage of operating expenses, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital.
10. FRANCHISE FEES – The Electric Fund and Water and Wastewater Utility Fund will include franchise fees as a component of utility rates. A 7% Water and Wastewater Utility and a 7.5% moving to 7% Electric Utility Fund franchise fee is levied on gross sales. The City will aim to keep these franchise fees similar to those charged to investor-owned utility franchises operating within the City.
11. INTERGOVERNMENTAL REVENUES (FEDERAL/STATE/LOCAL) – All potential grants will be examined for matching requirements and the source of the matching requirements. These revenue sources will be expended only for intended purpose of grant aid. It must be clearly understood that operational requirements set up as a result of a grant or aid could be discontinued once the term and conditions of the project have terminated.
12. REVENUE MONITORING – Revenues actually received will be compared to budgeted revenues by the Director of Finance and variances will be investigated. This process will be summarized in the appropriate financial report and reported to the City Manager and City Council on a quarterly basis.





## IV. BUDGETARY SALES TAX ESTIMATION

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

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

Fiscal Year 1 Actual	Fiscal Year 2 Actual	Percentage Increase	Fiscal Year 3 Estimated	Fiscal Year 4 Budget	Percentage Increase
\$10,000,000	\$10,500,000	5.0 %	\$11,550,000	\$12,127,500	5.0 %

In the preceding example, 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:
1. **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.
  2. **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.
  3. **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 \$100,000 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.



## VIII. 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 use the City's financial resources efficiently and effectively. 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 annual comprehensive financial report (ACFR). The auditing firm will audit this financial information for compliance with GAAP. The audited ACFR 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 interim 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 ensure 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 judgement of a reasonable person relying on the information would have 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 ensure that information represents what it purports to represent or that the chosen method of measurement has been used without error or bias.

## IX. 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.

## X. 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 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 wrap-around 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:

- a. 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.
- b. 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.

# XI. 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 recurring operating expenditures. Fund balance in excess of 25% shall be used for non-recurring expenses with remaining funds directed to the future City Hall.
2. The Water and Wastewater Utility Fund working capital should be maintained at 90 days of total recurring operating expenses.
3. The Stormwater Utility Fund should work towards 90 days of recurring operating expenses.
4. The Electric Utility Fund working capital should be evaluated to increase the minimum fund balance requirement from 60 to 90 days of recurring operating expenses.
5. Fund balance in excess of established thresholds will be used to fund capital improvement projects (CIP) and/or other one-time expenditures.

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:

## RATIO / TREND ANALYSIS | KEY INDICATORS

**FUND BALANCE**

FB

**ASSET LESS LIABILITIES**

AL (Acceptable Level) > 25% of EXPENDITURES

**WORKING CAPITAL**

CA – CL

**CURRENT ASSETS LESS CURRENT LIABILITIES**

AL > 25% of EXPENSES

**CURRENT RATIO**

CA / CL

**CURRENT ASSETS DIVIDED by CURRENT LIABILITIES**

AL > 1.00

**QUICK RATIO**

CA / CL

**“LIQUID” CURRENT ASSETS DIVIDED by CURRENT LIQUID LIABILITIES**

AL > 1.00

**DEBT RATIO**

CL + LTL / TA

**CURRENT LIABILITIES + LONG-TERM LIABILITIES DIVIDED by TOTAL ASSETS**

AL < 1.00

**ENTERPRISE OPERATIONAL COVERAGE**

OR / OE

**OPERATING REVENUE DIVIDED by OPERATING EXPENSE**

AL > 1.20



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

## **XII. INTERNAL CONTROLS**

- A. **WRITTEN PROCEDURES** – Wherever possible, the Director of Finance will establish and maintain written procedures for all functions involving cash handling and/or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.
- B. **DEPARTMENT DIRECTORS' RESPONSIBILITIES** – Each Department Director is responsible to ensure that good internal controls are followed throughout their Department, that all City Finance Department directives or internal control recommendations are implemented, and that all independent auditor recommendations are addressed.

### **XIII. 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 ACFR 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.



# Budget Policy

Approved March 19, 2024

## **I. FUND BALANCE**

- General Fund: Maintain 25% of recurring operating expenses.
  - Use fund balance in excess of 25% to be split between non-recurring expenses and the future City Hall.
- Electric Utility Fund: Work towards 90 days of recurring operating expenses.
- Water/Wastewater Utility Fund: Maintain 90 days of recurring operating expenses.
- Stormwater Utility Fund: Maintain 90 days of recurring operating expenses.
- Resource Recovery Fund: Explore creating fund balance requirement to maintain 60 days of recurring operating expenses with leeway of implementation due to construction of new Resource Recovery facility.
- Transit Fund: Explore creating fund balance requirement to maintain 60 days of recurring operating expenses.
- Hotel Occupancy Tax Fund: Explore creating fund balance requirement to maintain 90 days of recurring operating expenses.
- Community Enhancement Fund: Explore creating fund balance requirement to maintain 60 days, while working towards 90 days, of recurring operating expenses.
- Fund balance in excess of established thresholds will be used to fund capital improvement projects (CIP) and/or other non-recurring expenditures.

## **II. REVENUES**

- Continue budgeting revenues using historical trends. Each revenue source will be independently evaluated to take into consideration recent changes impacting trends.
- For all utilities, continue incremental rate increase approach when rate increases are required.
- Develop a plan to regularly review fees. Impact fees will be revised based on master plan updates.

### **GENERAL FUND**

- Property tax rate to be kept the same as the FY 2024 adopted tax rate.
- Amend budget during fiscal year if revenue deviates from budget.
- Consider impact of American Rescue Plan (ARP) funding.
- Potential revenue from alternative funding sources including fees will be evaluated and proposed to Council during the budget process.

### **WATER/WASTEWATER FUND**

- Continue annual rate study to determine possible rate increases and/or structure changes. Citizens Utility Advisory Board will make and present recommendations to Council related to rate structure and future rate adjustments.

### **ELECTRIC FUND**

- Continue annual rate study to determine possible rate increases and/or structure changes. Citizens Utility Advisory Board will make and present recommendations to Council related to rate structure and future rate adjustments.
- Explore identifying community-based charges separate from the electric utility rate component (i.e., customer assistance programs, service area street lighting, and energy efficiency programs).

### **STORMWATER MANAGEMENT FUND**

- Continue using the rate model to determine possible rate increases and minimize rate adjustments through use of the General Fund's capacity to fund capital improvement projects for stormwater management.



## **HOTEL OCCUPANCY TAX FUND**

- Continue to budget revenues based on conservative historical trends and the impact that COVID-19 has had on the hospitality and tourism industry.

## **AIRPORT FUND**

- Research impact of using property tax and sales tax revenues generated at the airport for airport operations in FY 2026 and determine right time for implementation.

## **III. EXPENDITURES**

- Departments will follow a zero-based budget format factoring in necessary Consumer Price Indexes as appropriate by industry. All budgets must be justified and ranked by priority.

If capacity allows, include an increase of 3-5% of total personnel costs to continue investing in staff by implementing employee pay for performance and benefits that support the Employee Compensation Philosophy,

- evaluating recruitment and retention strategies, and increasing personnel to adequately support core services and City Council's strategic goals.
- Health insurance will be evaluated and presented to Council during the budget process based on plan needs. Staff anticipates any additional funding needed is included as part of the 3-5% increase in personnel costs stated above.
- Enhance City's grant program to maximize funding from other sources.

## **GENERAL FUND**

- Given available capacity, create budget based on priority list developed during City Council's Visioning:
  - Priority A's:
    - Increase Police and Fire staffing to recommended staffing levels based on available capacity and using a multi-year approach
    - Mental health diversion
    - Municipal Court relocation
    - Employee Benefits/Merit/Compensation Plan
    - Cybersecurity (IT Security Analyst working with Utilities)
  - Priority B's:
    - Parks Maintenance
    - Expand Eviction Services with Texas Rio Grande Legal Aid
    - Diversity, Equity, and Inclusion efforts
  - Priority C's:
    - Partnership with PALS (Pet Prevent a Litter of Central Texas)
    - Single Use Container Ban Enforcement
    - Downtown Staffing
- Focus Human Services Advisory Board and Community Development Block Grant allocations toward meeting City Council's strategic goals. Funding levels to be determined later in the budget process.
- Move one manager position from Community Development Block Grant funding to the General Fund.
- Transit operations funding requests to be presented later in the budget process.
- Continue using ARP funding to meet community needs.
- Animal Shelter will continue with current goal of higher live outcome rate with continued funding from all partner agencies.
- Continue to allocate funding for City Council's strategic goals.
- Use General Fund capacity for stormwater capital improvement projects.
- Continue to constrain the capital improvement program (CIP) to keep the debt rate within limits established in the City's debt model and if capacity allows, explore increasing the debt service component of the tax rate by 1%.



- Explore policies that will provide funding for non-recurring expenses while protecting the City from revenue volatility.

#### **WATER/WASTEWATER FUND**

- Utility fund transfers to the General Fund budgeted at amount determined by Cost Allocation Plan.

#### **ELECTRIC UTILITY FUND**

- Utility fund transfers to the General Fund budgeted at amount determined by Cost Allocation Plan.

#### **HOTEL OCCUPANCY TAX FUND**

- Allocate funding for historical restoration and preservation projects based on capacity and explore how we can meet the 51% of tourism function requirement.
- Use hotel tax funding for the City's branding plans and incorporate a community input component.

#### **COMMUNITY ENHANCEMENT**

- Continue to budget funds to address community enhancement items that come up during the fiscal year.
- Explore moving code enforcement officers to General Fund and moving temporary downtown staff to Community Enhancement if capacity allows after implementing the other General Fund priorities

## **Budget Discussion**

### ***CONTINUED ECONOMIC IMPACT OF PANDEMIC***

The lasting effects of the pandemic have continued to be a challenge. Particularly challenging this year has been the impact on workforce availability, supply chain delays, and the staggering inflationary rates.

### ***EMPLOYEE RETENTION AND COMPENSATION***

The City strives to be an employer of choice, which is in part achieved through providing competitive compensation and benefits. City Council adopted a compensation philosophy that confirms San Marcos is committed to attracting, engaging, and rewarding a diverse and multi-generational workforce. The City also implemented the results of a compensation and benefits study in fiscal year 2024.

An Employee Engagement Survey following the implementation of the compensation and benefits study showed a significant improvement in employees' perception of their compensation. The City has also seen a drastic decline in vacancy rates, from 10% in fiscal year 2023 to an annualized 4% in fiscal year 2024.

The fiscal year 2025 budget includes a 3% cost of living adjustment for non-civil service employees and a contractual 5% increase for civil service employees. In addition, longevity for non-civil service employees was increased, the employee homebuyer assistance program was re-established, and funding was set aside to form a Health Insurance Trust Fund. The purpose of the fund is to offset the City's post employment benefit liabilities from providing retirees health insurance benefits.

### ***POLICE AND FIRE MEET AND CONFER***

The Meet and Confer process is established through the Texas Local Government Code, Chapter 142, Subchapters B & C. The Code establishes how 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 June 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. With the previous agreements temporarily extended, new agreements were negotiated in 2023 that are focused on market competitiveness and will provide career growth opportunities for sworn officers. The City's agreement with the Fire Association includes an 5% compensation adjustment for fiscal year 2025. Negotiations occurred with the Police Association this summer and the City approved the new agreement to include a 5% compensation adjustment starting in June 2023 through fiscal year 2025.

### ***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. For fiscal year 2025, the adopted rate remains the same at \$2.35 for Residential accounts and Commercial accounts at \$9.00.

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. This increase will address the shortfall to cover the increase cost of operating expenses as well as be able to cover identified signature events program.

### ***SOCIAL SERVICES***

The FY 2025 Proposed Budget includes \$550,000 in social service program funding from the general fund. 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.

### ***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 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.

The conference center is attached to Embassy Suites hotel. The hotel will be undergoing major renovations from November 2024 through July 2025. During the renovations, a large number of rooms will be closed. The City has taken a conservative approach estimating hotel taxes for fiscal year 2025 due to the renovation. Total hotel tax revenue was adjusted down \$400,000 from \$3.5 million to \$3.1 million.

## ***LEASED VEHICLE PROGRAM AND 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 has realized savings though reduced maintenance cost and improved fuel efficiency as a result of replacing older vehicles in the fleet. Equity in replaced vehicles provides additional savings for the replacement vehicle. Most of the City's fleet is now part of the leasing program. In fiscal year 2025, \$2.3 million in lease payments are budgeted.

The funding for capital outlay in the General Fund \$6.8 million in fiscal year 2025. The City is in the design phase for the Hopkins Redevelopment and future City Hall project. A total of \$4.0 million will be set aside for the project. There is \$1.8 million included in the budget for general capital outlay, which allows the City to replacement again equipment, technology infrastructure and other one-time expenses. In addition, \$600,000 is budgeted to replacement eight police patrol vehicles and \$426,000 to cash fund capital improvement projects.

## ***CAPITAL IMPROVEMENTS PROGRAM – CERTIFICATE OF OBLIGATION PROJECTS***

For each fiscal year's budget, projects are submitted by all departments and prioritized. Staff vets all projects and totals are constrained based on the Engineering Department's capacity for project management and the individual funds' capacity. The compiled projects are then presented to Planning and Zoning Committee. Planning and Zoning makes their recommendations, and the recommended projects are taken to the City Council for approval.

## ***FINANCIAL BOND RATING***

The City of San Marcos had its underlying credit rating affirmed from Standard & Poor's in July 2023. The City's bond rating for Moody's Investor Service and Standard & Poor's is as follows:

	<u>Moody's Investor Service</u>	<u>Standard &amp; Poor's</u>
• General Obligation Bonds and Certificate of Obligation	Aa2	AA
• Revenue Bonds – Water/Wastewater	Aa2	AA

## ***FUND BALANCES***

In the Budget Policy Statement, the City Council directed that the General Fund meet a fund balance level of at least 25% of recurring operating expenses, the Water/ Wastewater and Stormwater Utility to maintain 90 days of recurring operating expenses, Electric Utility to work towards 90 days of recurring operating expenses. This goal was established to provide a minimum of three months of operating reserves for each of the major funds in case of an emergency or extraordinary circumstances.

In addition, fund balance thresholds were set for the following funds:

Stormwater Utility - 90 days of recurring operating expenses  
 Resource Recovery - 60 days of recurring operating expenses  
 Transit - 60 days of recurring operating expenses  
 Hotel Occupancy Tax - 25% of recurring operating expenses  
 Community Enhancement - 16.7% minimum and work towards 25%.





Fund balance in excess of established thresholds will be used to fund capital improvement projects (CIP) and/or other one-time expenditures.

## RATE CHANGES

The following rates have been adjusted in the proposed fiscal year 2025 budget: Electric utility, Water-Wastewater utility, Stormwater, Resource Recovery.



CITY OF SAN MARCOS | TEXAS

### RATEPAYER IMPACT STATEMENT

#### Estimated Monthly Impact of Proposed Rate & Fee Changes on a "Typical" Residential Ratepayer

SERVICE or FEE	FY 2023-24 MONTHLY RATE AVERAGE	FY 2024-25 MONTHLY RATE AVERAGE	MONTHLY DOLLAR CHANGE	TYPICAL RATEPAYER DEFINED AS:
ELECTRIC	\$108.66	\$115.63	\$6.97	Average Consumption of 983 kWh
WATER	\$50.77	\$53.33	\$2.56	Average Consumption of 4,800 Gallons
WASTEWATER	\$52.77	\$55.41	\$2.64	Average Consumption of 4,788 Gallons
STORMWATER	\$14.90	\$14.90	\$0.00	R2 Residential Property
RESOURCE RECOVERY	\$29.66	\$30.95	\$1.29	Single-Family Solid Waste Collection / Recycling
COMMUNITY ENHANCEMENT	\$2.35	\$2.35	\$0.00	Residential Property
<b>TOTAL MONTHLY IMPACT</b>	<b>\$259.11</b>	<b>\$272.57</b>	<b>\$13.46</b>	<b>COMBINED INCREASE OF: 5.5%</b>

CITY OF SAN MARCOS | TEXAS

2024 - 2025 | PROPOSED BUDGET



## 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. This section contains information such as the City of San Marcos' Mission Statement, Strategic Plan, and Core Values. It also includes GFOA's Distinguished Budget Award, the Transmittal Letter as well as demographics and what makes our city a destination city.

### BUDGET OVERVIEW

The Budget Overview 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.

#### *EXECUTIVE SUMMARY*

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

#### *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.

### FUND SUMMARIES

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

#### *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 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, REVENUE AND RATE CALCULATIONS*



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. Detailed calculation of the City's No New Revenue Tax Rate and Voter Approval Tax Rate is included in this section.

#### *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 following is a list of special revenue funds budgeted by the City, along with a brief description:

##### *Community Enhancement Fee*

This fund was established in fiscal year 2022 to provide budgeting and accountability for revenues collected from a community enhancement fee assessed since 2016. These fees may only be used to enhance neighborhoods throughout our community.

##### *Hotel Occupancy Tax*

The Hotel Occupancy Tax Fund is used to account for a local bed tax of 9%. Tax monies collected are used for tourist development activities in accordance with State law, including related debt service payments.

##### *PARD Programs Fund*

This fund is used to account for revenues and expenses of youth and adult sports leagues.

##### *Municipal Court Efficiency Fee*

This fund provides budgeting and accountability for revenues collected from an efficiency fee assessed through the municipal court system. The fee may only be used to improve the efficiency of the administration of justice in the municipality.

##### *Municipal Court Juvenile Fee*

This fund provides budgeting and accountability for revenues collected from a juvenile case manager fee assessed through the municipal court system. The fee may only be used to finance the salary and benefits of a juvenile case manager.

##### *Municipal Court Security Fee*

This fund provides 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.

##### *Municipal Court Technology Fee*

This fund provides 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.

##### *Women, Infants and Children Program Fund*



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

#### Public Education Governmental (PEG) Fee

This fund provides budgeting and accountability for revenues collected from cable operators. The funds may only be used for capital expenditures that finance day-to-day operation of public-access channels.

#### Seized Assets

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

#### Cemetery Operations

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

#### Animal Shelter Donations

This fund provides budgeting and accountability for restricted animal shelter donations. These funds may only be used to finance animal shelter activities.

#### Library Memorial Fund

The Library Memorial Fund accounts for the funding raised through the Friends of the Library for specific library uses.

### **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.

#### 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.

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

#### 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.

#### San Marcos Regional Airport



The Regional Airport has three runways and is situated on 1,420 acres. The facilities include almost 54 acres of aircraft ramp parking and 53 facilities totaling nearly 470,000 square feet. Revenue from ground leases, facility leases, gross receipts, and fuel sales support the daily operation costs. Additionally, according to a 2018 Texas Department of Transportation study, out of 264 general aviation airports in the state of Texas, San Marcos ranks in the top 15 for total economic output equal to \$82.1M. There are more than 240 aircraft based on the airfield with more than 85,000 annual takeoffs and landings in FY 2022. Per the Federal Aviation Administration's National Plan of Integrated Airport Systems (NPIAS), the airport is classified as a Reliever to both Austin Bergstrom and San Antonio Airports and is considered a National asset – one of only 14 in the State.

#### 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.

#### *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.

## **DEPARTMENTS**

The departments provide the break out of the staffing level for all departments. 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 ( $1,040 \div 2,080$ ).

## **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 Works 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, Stormwater, Fleet and Facilities.

## **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 formalized as an ordinance of the City.

## **BUDGET PROCESS**



The City's budget is a complex document representing the culmination of months of preparations and discussion among the City Council and City staff regarding the best ways to provide services to the community at the greatest value.

The process for developing the City's annual budget is a year-round effort spanning the City's fiscal year of October 1 through September 30.

1. 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.
2. 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.
3. BUDGET DEVELOPMENT – Departments develop a budget that incorporates the goals outlined within the policy statement and the financial limitations as determined through revenue projections.
4. 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.
5. PROPOSED 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.
6. PUBLIC HEARINGS / BUDGET ADOPTION – Public hearings on the budget and tax rate are held to give citizens an opportunity to speak for or against the budget. Citizens also have an opportunity to attend budget workshops that occur prior to the budget adoption. The budget and tax rate take effect on October 1<sup>st</sup>.

---

# **FUND SUMMARIES**

---





# Consolidated Fund Summary

The following tables provide a comprehensive summary of consolidated revenue and expenditures encompassing all funds allocated in the annual budget.

## Consolidated Fund Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
<b>Beginning Fund Balance:</b>	<b>\$111,240,385</b>	<b>\$142,346,818</b>	<b>\$142,346,818</b>	<b>\$129,447,919</b>
<b>Revenues</b>				
Property Tax	\$44,658,397	\$50,175,161	\$50,024,034	\$52,394,831
Sales Tax	\$40,527,945	\$42,150,789	\$38,750,778	\$39,035,250
Franchise Fee	\$11,483,064	\$12,407,652	\$12,407,652	\$13,397,883
Public Education Governmental Fee	\$95,000	\$89,000	\$89,000	\$85,000
Hotel Occupancy Tax	\$3,955,936	\$3,662,107	\$4,585,775	\$3,085,401
Venue Tax-2%	\$1,130,000	\$1,046,108	\$0	\$986,662
Fines and Penalties	\$985,810	\$980,300	\$980,300	\$1,083,168
Technology Fee	\$16,000	\$16,000	\$16,000	\$17,000
Security Fee	\$19,000	\$17,000	\$17,000	\$20,000
Juvenile Court Fees	\$0	\$18,000	\$18,000	\$21,391
Efficiency Fee	\$0	\$5,000	\$5,000	\$5,000
Seized Assets	\$0	\$40,000	\$40,000	\$50,000
Charges for Services	\$1,655,005	\$2,086,622	\$2,079,674	\$2,263,403
Intergovernmental	\$5,606,062	\$8,533,130	\$8,533,130	\$9,833,196
City-Owned T-Hangar Rentals	\$86,400	\$93,600	\$93,600	\$95,040
City-Owned Shelter Rentals	\$21,000	\$25,200	\$25,200	\$24,150
Agricultural Land Lease	\$45,808	\$45,808	\$45,808	\$45,809
Fuel Flowage Fees	\$91,700	\$94,800	\$94,800	\$76,880
City-Owned Storage Area Rentals	\$6,000	\$6,000	\$6,000	\$7,500
Private Hangar/Land Rentals	\$157,995	\$166,275	\$138,203	\$166,268
Tie-Down Rent	\$11,720	\$10,920	\$10,920	\$10,800
Commercial Land/Facility Rentals	\$328,694	\$375,176	\$375,176	\$410,415
Commercial Gross Receipts	\$28,955	\$29,960	\$29,960	\$30,553
Commercial Land/Facility Improvement Credits	-\$79,445	-\$86,852	-\$86,852	-\$84,907
Sales Tax Discount	\$8,868	\$8,900	\$8,900	\$8,900
Charges for Services-Electric	\$59,216,893	\$68,650,685	\$68,650,685	\$75,113,869
Charges for Services-Water	\$31,418,098	\$37,202,845	\$37,202,845	\$41,854,407
Charges for Services-Wastewater	\$22,278,814	\$24,156,121	\$24,156,121	\$25,670,227
Charges for Services-Stormwater	\$8,856,539	\$9,387,932	\$9,022,599	\$9,939,433
Penalties	\$1,443,338	\$1,457,921	\$1,380,669	\$1,470,669
Charges for Services-Residential	\$4,560,904	\$5,000,800	\$5,016,743	\$5,578,821
Charges for Services-Multifamily	\$1,947,611	\$2,014,273	\$2,059,795	\$2,341,535
Fare Revenue	\$42,145	\$50,000	\$63,000	\$60,000
Animal Shelter Restricted Donations	\$0	\$30,000	\$30,000	\$30,000
Pole Attachment	\$545,000	\$500,000	\$500,000	\$500,000
TIRZ-City	\$5,819,951	\$7,236,908	\$7,236,908	\$7,771,666

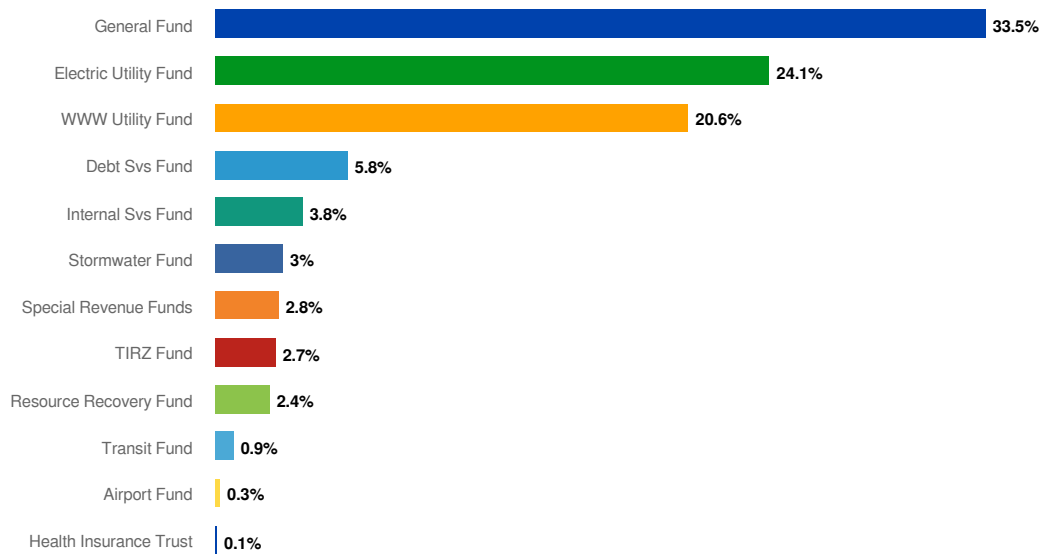


Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
TIRZ-County	\$1,537,111	\$1,378,485	\$1,378,485	\$1,287,998
Restricted Donations	\$0	\$300	\$300	\$0
Employee Contributions	\$1,996,750	\$2,015,000	\$2,015,000	\$2,189,620
Employer Contributions	\$7,994,750	\$8,305,892	\$8,305,892	\$10,181,641
Retiree Contributions	\$320,000	\$355,000	\$355,000	\$285,000
Pharmacy Rebates	\$15,000	\$15,000	\$15,000	\$15,000
Transfer In	\$12,097,386	\$13,895,077	\$13,895,077	\$15,352,968
Other Revenue	\$2,659,132	\$3,233,393	\$14,469,853	\$5,172,974
Licenses and Permits	\$5,351,682	\$5,347,527	\$5,347,527	\$5,433,298
Interest Income	\$2,350,981	\$2,955,500	\$3,647,500	\$3,809,064
<b>Total Revenues:</b>	<b>\$281,292,001</b>	<b>\$315,185,315</b>	<b>\$323,037,057</b>	<b>\$337,127,783</b>
<b>Expenditures</b>				
Personnel Services	\$88,425,203	\$100,042,561	\$96,866,594	\$105,340,736
Purchased Power	\$36,300,284	\$41,924,989	\$44,021,995	\$46,117,489
Contracted Services	\$47,459,441	\$53,358,268	\$55,376,620	\$54,302,696
Health Claims	\$9,948,500	\$10,813,550	\$10,813,550	\$11,351,588
Distribution	\$5,889,780	\$6,097,137	\$6,097,137	\$7,183,655
Materials and Supplies	\$10,389,584	\$12,170,146	\$11,787,754	\$12,986,530
Franchise Fee	\$8,980,000	\$10,045,002	\$10,045,002	\$10,718,673
Other Charges	\$7,229,107	\$7,976,744	\$7,660,630	\$8,645,535
Contribution	\$140,000	\$140,000	\$130,200	\$166,000
Social Services	\$1,262,804	\$550,000	\$511,500	\$607,995
Economic Development	\$2,667,001	\$2,786,052	\$1,318,591	\$2,709,560
Debt Service	\$48,696,472	\$49,944,515	\$49,937,611	\$53,055,103
Fiscal Agent Fees	\$28,100	\$27,775	\$27,775	\$27,620
Arts Funding	\$435,000	\$335,000	\$429,050	\$774,032
Transfer Out-Operating	\$12,976,782	\$13,895,077	\$13,382,489	\$15,768,209
Transfer Out-One-Time	\$6,200,000	\$4,000,000	\$5,390,016	\$5,200,000
Capital Outlay	\$7,959,551	\$6,391,508	\$6,413,006	\$6,481,444
Projects/Programs	\$100,000	\$652,164	\$237,857	\$1,141,672
<b>Total Expenditures:</b>	<b>\$295,087,608</b>	<b>\$321,150,488</b>	<b>\$320,447,378</b>	<b>\$342,578,537</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$13,795,608</b>	<b>-\$5,965,173</b>	<b>\$2,589,679</b>	<b>-\$5,450,753</b>
<b>Ending Fund Balance:</b>	<b>\$97,444,777</b>	<b>\$136,381,645</b>	<b>\$144,936,497</b>	<b>\$123,997,166</b>

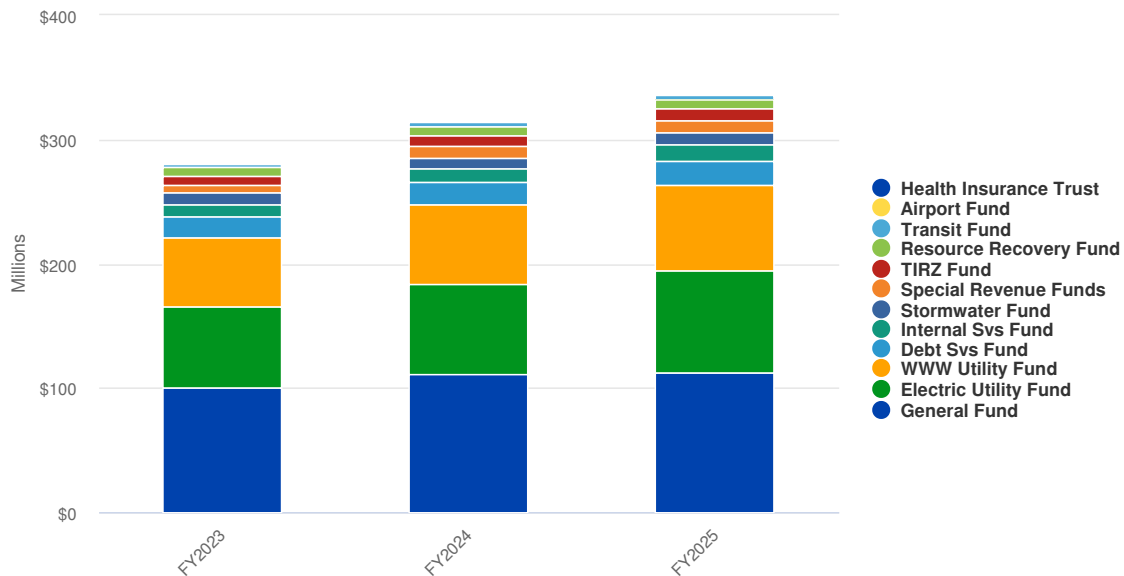


# Revenue by Fund

## 2024 Revenue by Fund



## Budgeted and Historical 2024 Revenue by Fund



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
General Fund	\$100,529,465	\$111,351,806	\$108,400,668	\$112,984,173	1.5%
Debt Svs Fund	\$16,913,107	\$18,021,814	\$18,021,814	\$19,625,575	8.9%
Special Revenue Funds	\$6,069,852	\$9,361,947	\$9,232,559	\$9,348,855	-0.1%
TIRZ Fund	\$7,357,062	\$8,615,393	\$8,615,393	\$9,059,664	5.2%

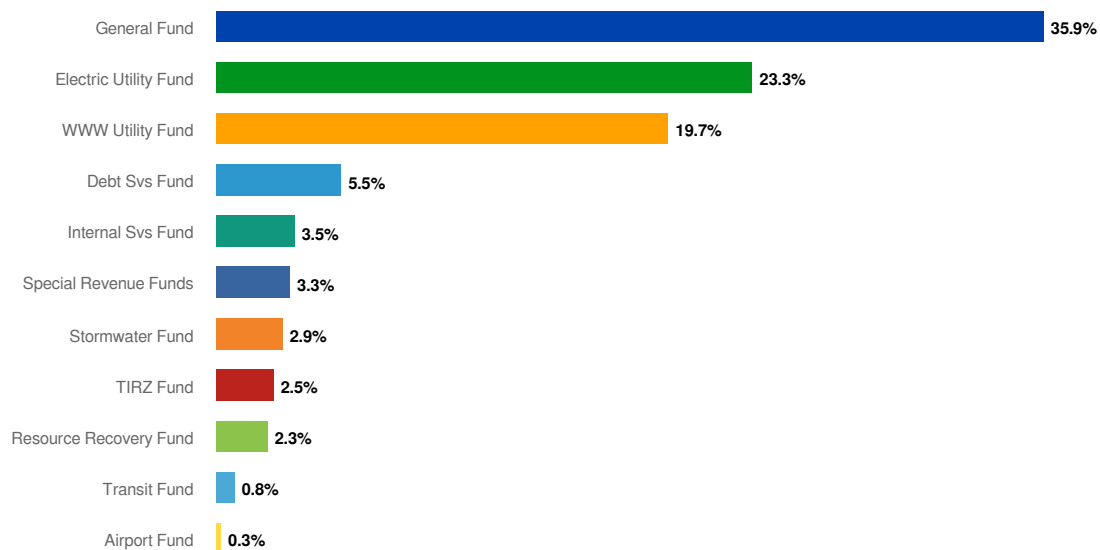




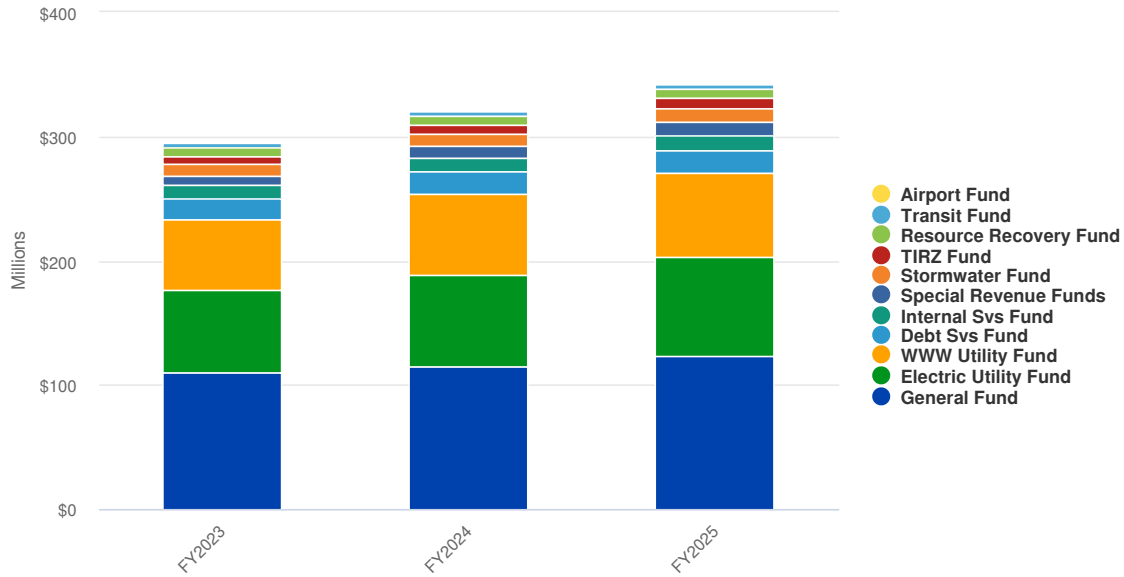
Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Stormwater Fund	\$8,942,039	\$9,475,184	\$9,156,825	\$10,039,433	6%
Electric Utility Fund	\$64,459,494	\$72,749,545	\$83,851,779	\$81,309,572	11.8%
WWW Utility Fund	\$55,830,451	\$63,256,984	\$63,256,984	\$69,422,652	9.7%
Transit Fund	\$3,151,313	\$3,367,290	\$3,380,290	\$2,868,234	-14.8%
Resource Recovery Fund	\$6,903,390	\$7,243,073	\$7,406,538	\$8,225,356	13.6%
Airport Fund	\$789,327	\$851,387	\$823,315	\$873,008	2.5%
Internal Svs Fund	\$10,346,500	\$10,890,892	\$10,890,892	\$12,871,261	18.2%
Health Insurance Trust	\$0	\$0	\$0	\$500,000	N/A
<b>Total:</b>	<b>\$281,292,001</b>	<b>\$315,185,315</b>	<b>\$323,037,057</b>	<b>\$337,127,783</b>	<b>7%</b>

## Expenditures by Fund

### 2024 Expenditures by Fund



## Budgeted and Historical 2024 Expenditures by Fund



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
General Fund	\$109,637,213	\$114,880,338	\$109,181,542	\$123,043,657	7.1%
Debt Svs Fund	\$16,870,779	\$17,800,599	\$17,800,599	\$18,827,072	5.8%
Special Revenue Funds	\$8,281,278	\$10,169,750	\$9,708,015	\$11,383,754	11.9%
TIRZ Fund	\$6,412,806	\$7,449,091	\$7,034,784	\$8,636,462	15.9%
Stormwater Fund	\$8,906,102	\$9,440,380	\$9,021,417	\$10,039,433	6.3%
Electric Utility Fund	\$67,211,283	\$73,934,172	\$77,794,618	\$79,768,752	7.9%
WWW Utility Fund	\$56,854,033	\$65,200,822	\$68,091,686	\$67,426,341	3.4%
Transit Fund	\$3,122,260	\$3,367,326	\$3,077,785	\$2,825,957	-16.1%
Resource Recovery Fund	\$7,077,369	\$7,243,073	\$7,071,995	\$7,902,512	9.1%
Airport Fund	\$765,986	\$851,387	\$851,387	\$873,008	2.5%
Internal Svs Fund	\$9,948,500	\$10,813,550	\$10,813,550	\$11,851,588	9.6%
<b>Total:</b>	<b>\$295,087,608</b>	<b>\$321,150,488</b>	<b>\$320,447,378</b>	<b>\$342,578,537</b>	<b>6.7%</b>



## General Fund

*The General Fund functions as the primary operating fund for core government services provided by the City of San Marcos. It accounts for all financial resources of the general government not required to be accounted for in another fund and not otherwise devoted to specific activities.*

### General Fund Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
<b>Beginning Fund Balance:</b>	<b>\$41,930,414</b>	<b>\$42,855,821</b>	<b>\$42,855,821</b>	<b>\$42,074,947</b>
<b>Revenues</b>				
Property Tax	\$30,348,897	\$36,983,186	\$36,832,059	\$39,071,814
Sales Tax	\$40,527,945	\$42,150,789	\$38,750,778	\$39,035,250
Franchise Fee	\$11,483,064	\$12,407,652	\$12,407,652	\$13,397,883
Fines and Penalties	\$980,683	\$975,300	\$975,300	\$1,078,168
Charges for Services	\$790,794	\$862,400	\$862,400	\$992,114
Intergovernmental	\$1,200,200	\$1,205,600	\$1,205,600	\$1,245,068
Transfer In	\$7,021,324	\$8,273,542	\$8,273,542	\$8,930,562
Other Revenue	\$1,422,394	\$1,620,810	\$1,620,810	\$1,772,516
Licenses and Permits	\$5,351,682	\$5,347,527	\$5,347,527	\$5,433,298
Interest Income	\$1,402,481	\$1,525,000	\$2,125,000	\$2,027,500
<b>Total Revenues:</b>	<b>\$100,529,465</b>	<b>\$111,351,806</b>	<b>\$108,400,668</b>	<b>\$112,984,173</b>
<b>Expenditures</b>				
Personnel Services	\$68,170,645	\$75,832,191	\$74,998,682	\$80,471,884
Contracted Services	\$14,884,416	\$16,723,931	\$15,525,201	\$16,188,537
Materials and Supplies	\$6,728,348	\$7,363,244	\$6,846,517	\$7,097,751
Other Charges	\$3,385,083	\$3,767,588	\$3,495,151	\$4,091,122
Contribution	\$140,000	\$140,000	\$130,200	\$166,000
Social Services	\$1,262,804	\$550,000	\$511,500	\$550,000
Economic Development	\$2,400,334	\$2,519,384	\$1,051,923	\$2,496,226
Debt Service	\$98,630	\$98,630	\$91,726	\$0
Arts Funding	\$85,000	\$85,000	\$79,050	\$95,000
Transfer Out-Operating	\$1,730,169	\$1,937,196	\$1,801,592	\$1,991,749
Transfer Out-One-Time	\$6,200,000	\$4,000,000	\$3,720,000	\$5,200,000
Capital Outlay	\$4,551,784	\$1,863,175	\$930,000	\$4,695,388
<b>Total Expenditures:</b>	<b>\$109,637,213</b>	<b>\$114,880,338</b>	<b>\$109,181,542</b>	<b>\$123,043,657</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$9,107,748</b>	<b>-\$3,528,532</b>	<b>-\$780,874</b>	<b>-\$10,059,484</b>
<b>Ending Fund Balance:</b>	<b>\$32,822,666</b>	<b>\$39,327,289</b>	<b>\$42,074,947</b>	<b>\$32,015,463</b>



# General Fund Revenue Discussion

## **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.

## **REVENUE HIGHLIGHTS**

The property tax rate used to support the proposed budget is 60.30 cents per \$100 valuation for fiscal year 2025. The taxable property base increased by \$463.9 million and new improvements are \$576.1 million of that total. The property tax rate is made up of two components: a rate for Maintenance and Operations (M&O), and a rate for Interest and Sinking (I&S) or debt service payments. Taxes generated by the M&O rate are for general operations of the city and are recognized in the General Fund. The M&O portion of the property tax rate is 45.00 cents per \$100 valuation, which is 00.53 cents over the prior year. Taxes generated by the I&S Rate are to service the tax-supported debt of the city.

Sales tax revenue of \$39.0 million is estimated or 0.7% growth over what is estimated for FY24. The 5-year average annual growth in sales tax is 7.7%. Sales tax revenue is estimated to be short of budget in FY24 due to a large sales taxpayer experiencing a significant reduction in sales. Sales taxes are expected to grow by the beginning of calendar year 2025. We expect economic growth to continue at a slower pace as inflationary pressure and interest rates cool the economy.

All other revenues in the FY25 budget are budgeted using a conservative approach, reviewing prior years' data, known economic conditions and current year trends. Fee adjustments are adopted by Council after budget adoption in accordance to the City's Fee Policy.

## **Ad Valorem Tax**

In the budget, property taxes represent 35% 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 Central Appraisal Districts. Total taxable value in San Marcos is \$10.1 billion, an increase of 4.8% compared to the prior year. The City has experienced rapid growth over the last few years and expects this growth to continue but at a slower pace. Much of the growth in the current year has occurred as a result of the increases in the housing market.

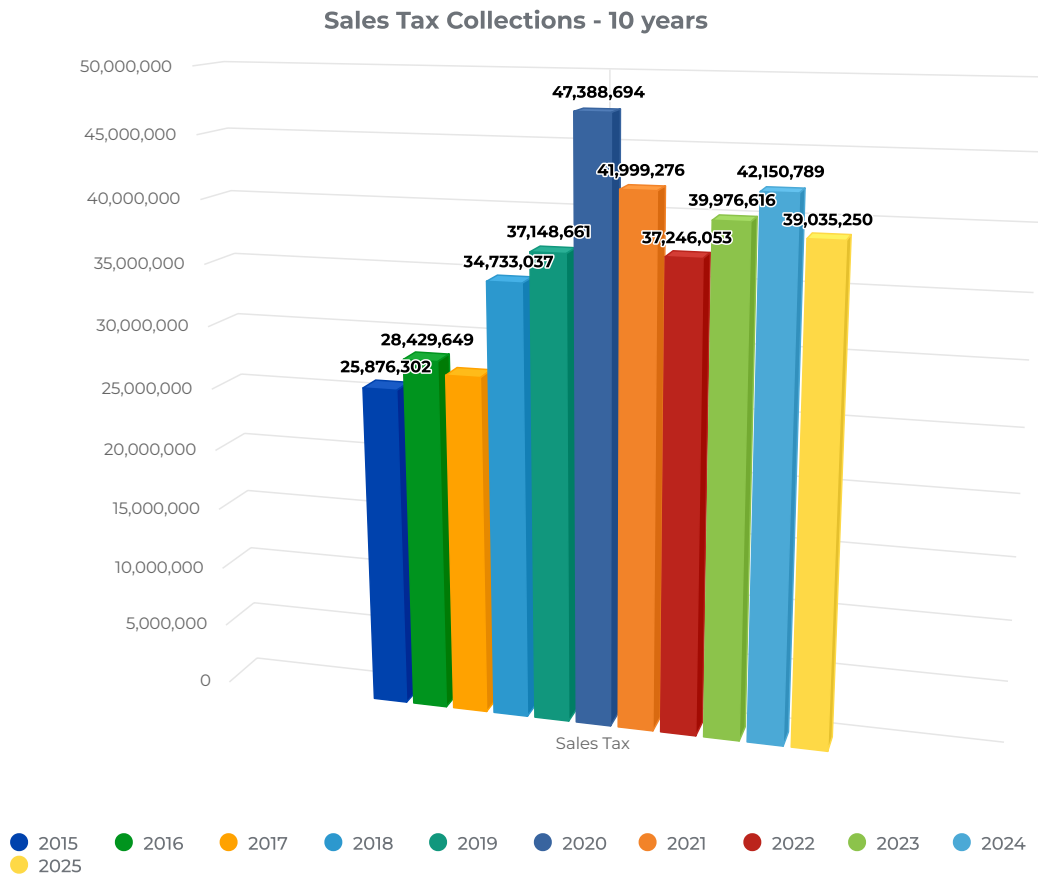
Historically, the City's collection rate has been over 98% of the current year levy. The budget assumes that collection rate. Revenue forecasting techniques are not used with the ad valorem tax, as the revenue is relatively simple to calculate. The calculation for ad valorem tax revenue is based on the certified assessed value multiplied by the tax rate.

The proposed property tax rate for fiscal year 2025 is 60.30 cents per \$100 valuation. The operations and maintenance tax rate of 45.00 cents per \$100 of valuation will generate \$38.9 million and pay for core services, including public safety and quality of life initiatives like the library and recreation. The debt service rate of 15.30 cents per \$100 valuation will generate \$14.2 million and repay capital projects funded by tax-supported debt in the Debt Service Fund.

Historically, property taxes represent a relatively stable source of revenue for the City. The three and five-year average annual taxable value growth is 15.1% and 12.4%, respectively. Of the \$10.1 billion total taxable value, \$1.3 billion is allocated to tax increment financing zones leaving \$8.8 billion for city operations and tax-supported debt service.



# Sales Tax- Historical Data



## Sales Taxes

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.

The half-cent sales tax is expected to generate just under \$13 million in the next fiscal year; a sum that is equivalent to 14.45 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 74.75 cents per \$100 of taxable 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. The table above represents 10 years of sales tax data as well as the budget estimate for fiscal year 2025. Fiscal year 2018 represents the first year of business for a major retailer that located in San Marcos. Gross sales taxes are shown in the chart; however, 75% of the sales taxes were rebated back to the company under a Chapter 380 agreement. The last year of the agreement was fiscal year 2021.

Sales taxes represent 35% of total General Fund revenue estimated for fiscal year 2025. Sales tax receipts are the second 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 outlet retail collections has decreased while other segments have increased, indicating diversification in the sales taxes produced in the City. It is important to note that sales tax revenues can fluctuate and are subject to shifts in local, state and national economies. Our reliance on this revenue source is approached with caution.

The City's proposed 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. For fiscal year 2025, per the budget policy statement that was adopted by the City Council, sales tax is forecasted based on historical data and trends.

### **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 \$13.4 million, or 11.8% of total General Fund revenues. The majority of this revenue source, \$10.7 million, is generated through electric, water and wastewater utility franchise fees paid from City-owned utilities. The Fiscal Year 2025 proposed Budget is based on franchise fees of 8%.

The remaining portion of franchise fees, \$2.7 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 conservative forecasting techniques. This conventional technique assumes that historical collections will remain constant, and that the revenue source is stable. City staff will be examining existing franchise agreements 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 experienced steady growth in the past few years and has seen tremendous growth in all areas of construction including single family, commercial and especially multi-family structures. Fiscal year 2025 budgeted revenue from licenses and permits is \$5.4 million or 4.8% of total General Fund revenues. The fiscal year 2025 budget is based on the revised rates implemented in fiscal year 2024 following a cost recovery analysis.

### **Fines and Penalties**

Revenues from fines and penalties for fiscal year 2025 are budgeted at \$1.1 million or 0.9% of total General Fund revenues. Revenues were down in 2020 and 2021; however, have been trending up since 2022. Given recent trends and growth of the city, a small increase is expected in fiscal year 2025.

### **Interest Income**

Total revenues from interest for fiscal year 2025 are budgeted at \$2.0 million or 1.8% of total General Fund revenues. Anticipated interest earnings are based on market projections of interest rates, which have increased significantly since the historically low rates experienced during the COVID-19 pandemic. Interest revenue is expected to decline in the coming years as rates are expected to be lower. During periods of increasing or decreasing rates, the City's portfolio lags behind treasury rates.

### **Charges for Services**

Total revenue from charges for services is estimated at \$992 thousand or 0.9% of General Fund revenues. Revenues within this category include animal shelter charges, birth and death certificate fees, passport fees, various fees assessed by the Police Department, such as accident report fees. 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 2025 are estimated at \$1.8 million, or 1.6% of total General Fund revenues.

The City and San Marcos Consolidated Independent School District are parties to a contract that calls for the school district to reimburse the City for 60% of the annual salaries and benefit costs for providing school resource officers within the school system. Another significant portion of this revenue source is the reimbursement received from Texas State University. 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.

Other revenues include ordinance copies and rebates generated from the purchase card program. 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 \$8.3 million, or 7.8% of total general fund revenues.





# General Fund Expenditure Discussion

## **EXPENDITURES**

The General Fund is the primary operating fund for city government. Total General Fund recurring operating expenditures for fiscal year 2025 are budgeted at \$123,043,657, a 4.2% increase from the fiscal year 2024 revised budget.

## **EXPENDITURE HIGHLIGHTS**

General Fund total operating expenses increased by \$4.1 million compared to the fiscal year 2024 proposed budget. Highlights include:

- Staffing increased to support core services and City Council's strategic goals - Total of 14 new or reclassified positions were added. Of that amount, 7 of the positions are budget neutral = \$619,000
- Cost of living adjustment of 3% for non-civil service and contractual 5% increase for civil service = \$2.5 million
- City wide body camera agreement increase = \$419,000
- Municipal Court's new lease = \$221,000

## **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 estimated fund balance in the General Fund at the beginning of fiscal year 2025 is \$42.1 million or 37.2% of operating expenditures.



## 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.

The I&S portion of the property tax rate on which the Fiscal Year 2025 Proposed Budget is based, is 15.30 cents per \$100 valuation which is 0.53 cents less than the prior year.

### Debt Service Fund Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
<b>Beginning Fund Balance:</b>	<b>\$11,079,359</b>	<b>\$13,230,692</b>	<b>\$13,230,692</b>	<b>\$13,451,907</b>
<b>Revenues</b>				
Property Tax	\$14,309,500	\$13,191,975	\$13,191,975	\$13,323,017
Intergovernmental	\$2,750,000	\$2,750,000	\$2,750,000	\$3,830,000
Transfer In	\$1,574,385	\$1,779,839	\$1,779,839	\$1,851,494
Other Revenue	-\$1,735,778	\$0	\$0	\$0
Interest Income	\$15,000	\$300,000	\$300,000	\$621,064
<b>Total Revenues:</b>	<b>\$16,913,107</b>	<b>\$18,021,814</b>	<b>\$18,021,814</b>	<b>\$19,625,575</b>
<b>Expenditures</b>				
Debt Service	\$16,860,029	\$17,788,159	\$17,788,159	\$18,815,192
Fiscal Agent Fees	\$10,750	\$12,440	\$12,440	\$11,880
<b>Total Expenditures:</b>	<b>\$16,870,779</b>	<b>\$17,800,599</b>	<b>\$17,800,599</b>	<b>\$18,827,072</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$42,328</b>	<b>\$221,215</b>	<b>\$221,215</b>	<b>\$798,503</b>
<b>Ending Fund Balance:</b>	<b>\$11,121,687</b>	<b>\$13,451,907</b>	<b>\$13,451,907</b>	<b>\$14,250,410</b>

### Debt Service Fund Discussion

#### REVENUES & EXPENDITURES

Ad valorem (property) taxes provide the main source of revenue for the Debt Service Fund. The I&S portion of the tax rate at 15.30-cents per \$100 valuation totals 25.4% of the total tax rate and can only be used to service the debt of the City.

Principal and interest payments along with a portion of tax increment financing payments are budgeted at \$43.6 million, tax-supported payments are \$17.6 million, self-supporting payments are \$26.1 million. The City's total tax-supported outstanding principal debt is \$167.9 million as of September 30, 2024. 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 2044.

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.

### Special Revenue Funds Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
<b>Beginning Fund Balance:</b>	<b>\$6,038,568</b>	<b>\$10,275,301</b>	<b>\$10,275,301</b>	<b>\$6,461,990</b>
<b>Revenues</b>				
Public Education Governmental Fee	\$95,000	\$89,000	\$89,000	\$85,000
Hotel Occupancy Tax	\$3,955,936	\$3,662,107	\$4,585,775	\$3,085,401
Venue Tax-2%	\$1,130,000	\$1,046,108	\$0	\$986,662
Fines and Penalties	\$5,127	\$5,000	\$5,000	\$5,000
Technology Fee	\$16,000	\$16,000	\$16,000	\$17,000
Security Fee	\$19,000	\$17,000	\$17,000	\$20,000
Juvenile Court Fees	\$0	\$18,000	\$18,000	\$21,391
Efficiency Fee	\$0	\$5,000	\$5,000	\$5,000
Seized Assets	\$0	\$40,000	\$40,000	\$50,000
Charges for Services	\$667,571	\$1,224,222	\$1,217,274	\$1,271,289
Intergovernmental	\$0	\$2,745,928	\$2,745,928	\$3,149,188
Animal Shelter Restricted Donations	\$0	\$30,000	\$30,000	\$30,000
Restricted Donations	\$0	\$300	\$300	\$0
Transfer In	\$147,718	\$323,282	\$323,282	\$318,465
Other Revenue	\$0	\$100,000	\$100,000	\$264,459
Interest Income	\$33,500	\$40,000	\$40,000	\$40,000
<b>Total Revenues:</b>	<b>\$6,069,852</b>	<b>\$9,361,947</b>	<b>\$9,232,559</b>	<b>\$9,348,855</b>
<b>Expenditures</b>				
Personnel Services	\$3,272,866	\$3,619,131	\$3,557,186	\$3,941,207
Contracted Services	\$1,159,400	\$1,896,809	\$1,846,700	\$1,840,595
Materials and Supplies	\$678,929	\$945,630	\$990,286	\$1,128,478
Other Charges	\$1,398,698	\$1,557,984	\$1,425,675	\$1,710,300
Social Services	\$0	\$0	\$0	\$57,995
Arts Funding	\$350,000	\$250,000	\$350,000	\$679,032
Transfer Out-Operating	\$1,221,386	\$1,690,196	\$1,328,167	\$1,786,147
Capital Outlay	\$200,000	\$210,000	\$210,000	\$240,000
<b>Total Expenditures:</b>	<b>\$8,281,278</b>	<b>\$10,169,750</b>	<b>\$9,708,015</b>	<b>\$11,383,754</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$2,211,426</b>	<b>-\$807,803</b>	<b>-\$475,456</b>	<b>-\$2,034,899</b>
<b>Ending Fund Balance:</b>	<b>\$3,827,142</b>	<b>\$9,467,498</b>	<b>\$9,799,845</b>	<b>\$4,427,091</b>





# Community Enhancement

Community Enhancement Fee (CEF) - Now recognized in the Special Revenue Fund.  
Effective: FY 2022  
Fee collections may only be used to enhance services for City-Wide beautification and enhancement initiatives within neighborhoods throughout the San Marcos community.

## Community Enhancement Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	\$731,846	\$660,183	\$660,183	\$645,900
Revenues				
Charges for Services	\$667,571	\$1,085,322	\$1,078,374	\$1,088,514
Total Revenues:	\$667,571	\$1,085,322	\$1,078,374	\$1,088,514
Expenditures				
Personnel Services	\$358,965	\$443,663	\$461,138	\$393,637
Contracted Services	\$112,269	\$98,149	\$64,309	\$86,500
Materials and Supplies	\$24,835	\$30,135	\$19,756	\$27,900
Other Charges	\$525,881	\$513,375	\$446,475	\$561,145
Total Expenditures:	\$1,021,950	\$1,085,322	\$991,678	\$1,069,182
Total Revenues Less Expenditures:	-\$354,379	\$0	\$86,696	\$19,332
Ending Fund Balance:	\$377,467	\$660,183	\$746,879	\$665,232





## Hotel Occupancy Tax

The Hotel Occupancy Tax Fund is used to account for a local occupancy tax of 9%. Tax monies collected are used to support tourist development activities, downtown revitalization, and the arts in accordance with State law, including related debt service payments.

Primary revenue source originates from the Hotel/Motel Occupancy Tax fees collected from each of the hotels within the City limits.

- Occupancy Tax: 7%
- Venue Tax: 2%

## Hotel Occupancy Tax Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	\$3,465,054	\$3,968,023	\$3,968,023	\$3,540,072
<b>Revenues</b>				
Hotel Occupancy Tax	\$3,955,936	\$3,662,107	\$4,585,775	\$3,085,401
Venue Tax-2%	\$1,130,000	\$1,046,108	\$0	\$986,662
Fines and Penalties	\$5,127	\$5,000	\$5,000	\$5,000
Transfer In	\$147,718	\$210,973	\$210,973	\$206,156
Other Revenue	\$0	\$0	\$0	\$64,459
Interest Income	\$33,500	\$40,000	\$40,000	\$40,000
<b>Total Revenues:</b>	<b>\$5,272,281</b>	<b>\$4,964,188</b>	<b>\$4,841,748</b>	<b>\$4,387,678</b>
<b>Expenditures</b>				
Personnel Services	\$969,030	\$1,236,246	\$1,156,826	\$1,290,847
Contracted Services	\$1,042,131	\$1,079,398	\$1,063,129	\$1,020,126
Materials and Supplies	\$654,094	\$660,518	\$715,554	\$758,329
Other Charges	\$872,817	\$921,148	\$855,739	\$965,653
Arts Funding	\$350,000	\$250,000	\$350,000	\$679,032
Transfer Out-Operating	\$1,221,386	\$1,490,478	\$1,128,449	\$1,498,472
Capital Outlay	\$200,000	\$0	\$0	\$0
<b>Total Expenditures:</b>	<b>\$5,309,458</b>	<b>\$5,637,788</b>	<b>\$5,269,697</b>	<b>\$6,212,459</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$37,177</b>	<b>-\$673,600</b>	<b>-\$427,949</b>	<b>-\$1,824,781</b>
<b>Ending Fund Balance:</b>	<b>\$3,427,877</b>	<b>\$3,294,423</b>	<b>\$3,540,074</b>	<b>\$1,715,291</b>

# Hotel Occupancy Fund Discussion

## **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. Since fiscal year 2012, approximately 1,000 hotel rooms have been added with the majority being branded hotels.

## **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 became part of the City organization. There is one new position proposed for FY2025. This is for a Downtown Grounds Specialist.

## **HIGHLIGHTS**

Although, the travel and tourism industry were severely impacted by the pandemic in both the prior two fiscal years, we've experienced a level of economic recovery in FY2024. In fiscal year 2025 renovations will be taking place, which will impact anticipated revenues. Of the total \$4.4 million in expected revenue, \$1.1 million is dedicated to payment of debt service for the bonds issued to fund the construction of the City of San Marcos Conference Center.





# Parks & Recreation Programs

*This special revenue fund is used to account for revenues and expenses of youth and adult programming and sports leagues.*

## Parks & Recreation Programs Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	N/A	\$465,230	\$465,230	\$453,930
Revenues				
Charges for Services	\$0	\$138,900	\$138,900	\$182,775
Other Revenue	\$0	\$0	\$0	\$100,000
Total Revenues:	\$0	\$138,900	\$138,900	\$282,775
Expenditures				
Contracted Services	\$0	\$81,800	\$81,800	\$88,000
Materials and Supplies	\$0	\$50,400	\$50,400	\$48,125
Other Charges	\$0	\$18,000	\$18,000	\$108,100
Total Expenditures:	\$0	\$150,200	\$150,200	\$244,225
Total Revenues Less Expenditures:	\$0	-\$11,300	-\$11,300	\$38,550
Ending Fund Balance:	N/A	\$453,930	\$453,930	\$492,480



## Municipal Court

The Municipal Court special revenue funds account for the specific use of funding across four functional areas:

- Municipal Court Technology Fee Fund
- Municipal Court Security Fee Fund
- Municipal Juvenile Fee Fund
- Municipal Court Judicial Efficiency Fee Fund

### Municipal Court Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
<b>Beginning Fund Balance:</b>	<b>\$279,423</b>	<b>\$331,275</b>	<b>\$331,275</b>	<b>\$363,040</b>
<b>Revenues</b>				
Technology Fee	\$16,000	\$16,000	\$16,000	\$17,000
Security Fee	\$19,000	\$17,000	\$17,000	\$20,000
Juvenile Court Fees	\$0	\$18,000	\$18,000	\$21,391
Efficiency Fee	\$0	\$5,000	\$5,000	\$5,000
<b>Total Revenues:</b>	<b>\$35,000</b>	<b>\$56,000</b>	<b>\$56,000</b>	<b>\$63,391</b>
<b>Expenditures</b>				
Personnel Services	\$49,697	\$18,203	\$18,203	\$21,391
Contracted Services	\$5,000	\$5,000	\$5,000	\$105,000
Materials and Supplies	\$0	\$0	\$0	\$100,000
<b>Total Expenditures:</b>	<b>\$54,697</b>	<b>\$23,203</b>	<b>\$23,203</b>	<b>\$226,391</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$19,697</b>	<b>\$32,797</b>	<b>\$32,797</b>	<b>-\$163,000</b>
<b>Ending Fund Balance:</b>	<b>\$259,726</b>	<b>\$364,072</b>	<b>\$364,072</b>	<b>\$200,040</b>



# MCT - Judicial Efficiency

*This special revenue fund provides budgeting and accountability for revenues collected from an efficiency fee assessed through the municipal court system. The fee may only be used to improve the efficiency of the administration of justice in the municipality.*

## MCT - Judicial Efficiency Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	\$59,981	\$68,241	\$68,241	\$68,241
Revenues				
Efficiency Fee	\$0	\$5,000	\$5,000	\$5,000
Total Revenues:	\$0	\$5,000	\$5,000	\$5,000
Expenditures				
Contracted Services	\$5,000	\$5,000	\$5,000	\$5,000
Total Expenditures:	\$5,000	\$5,000	\$5,000	\$5,000
Total Revenues Less Expenditures:	-\$5,000	\$0	\$0	\$0
Ending Fund Balance:	\$54,981	\$68,241	\$68,241	\$68,241



# MCT - Juvenile Fee

*This special revenue fund provides budgeting and accountability for revenues collected from a juvenile case manager fee assessed through the municipal court system. The fee may only be used to finance the salary and benefits of any juvenile case manager employed under V.T.C.A. via the municipal court.*

## MCT - Juvenile Fee Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	\$34,411	\$38,765	\$38,765	\$38,562
Revenues				
Juvenile Court Fees	\$0	\$18,000	\$18,000	\$21,391
Total Revenues:	\$0	\$18,000	\$18,000	\$21,391
Expenditures				
Personnel Services	\$18,203	\$18,203	\$18,203	\$21,391
Total Expenditures:	\$18,203	\$18,203	\$18,203	\$21,391
Total Revenues Less Expenditures:	-\$18,203	-\$203	-\$203	\$0
Ending Fund Balance:	\$16,208	\$38,562	\$38,562	\$38,562



## MCT - Security Fee

Established in 2006 - This special revenue fund provides budgeting and accountability for revenues collected from a security fee assessed through the municipal court system. The fee may only be used to fund security personnel for municipal court operations. Enhancements to security capacity additionally includes expenditures for the building that houses the municipal court.

### MCT - Security Fee Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	\$85,882	\$107,766	\$107,766	\$124,766
Revenues				
Security Fee	\$19,000	\$17,000	\$17,000	\$20,000
Total Revenues:	\$19,000	\$17,000	\$17,000	\$20,000
Expenditures				
Personnel Services	\$31,494	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$100,000
Total Expenditures:	\$31,494	\$0	\$0	\$100,000
Total Revenues Less Expenditures:	-\$12,494	\$17,000	\$17,000	-\$80,000
Ending Fund Balance:	\$73,388	\$124,766	\$124,766	\$44,766



## MCT - Technology

*Established in 2000 - This special revenue fund provides budgeting and accountability for revenues collected from a technology fee assessed through the municipal court system. Provides funding for the purchase of technological enhancements for the Municipal Court including: computer systems, computer networks, computer hardware/software, imaging systems, replacement computer equipment, printers, and other related technical repairs/maintenance/support currently in use in the Municipal Court.*

### MCT - Technology Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	\$98,531	\$115,471	\$115,471	\$131,471
Revenues				
Technology Fee	\$16,000	\$16,000	\$16,000	\$17,000
Total Revenues:	\$16,000	\$16,000	\$16,000	\$17,000
Expenditures				
Contracted Services	\$0	\$0	\$0	\$100,000
Total Expenditures:	\$0	\$0	\$0	\$100,000
Total Revenues Less Expenditures:	\$16,000	\$16,000	\$16,000	-\$83,000
Ending Fund Balance:	\$114,531	\$131,471	\$131,471	\$48,471



## WIC Program

### WIC Program Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	N/A	N/A	N/A	N/A
<b>Revenues</b>				
Intergovernmental	\$0	\$2,745,928	\$2,745,928	\$3,149,188
<b>Total Revenues:</b>	<b>\$0</b>	<b>\$2,745,928</b>	<b>\$2,745,928</b>	<b>\$3,149,188</b>
<b>Expenditures</b>				
Personnel Services	\$1,895,174	\$1,921,019	\$1,921,019	\$2,235,332
Contracted Services	\$0	\$350,153	\$350,153	\$333,660
Materials and Supplies	\$0	\$199,577	\$199,577	\$189,124
Other Charges	\$0	\$75,461	\$75,461	\$45,402
Social Services	\$0	\$0	\$0	\$57,995
Transfer Out-Operating	\$0	\$199,718	\$199,718	\$287,675
<b>Total Expenditures:</b>	<b>\$1,895,174</b>	<b>\$2,745,928</b>	<b>\$2,745,928</b>	<b>\$3,149,188</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$1,895,174</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

### Women, Infants and Children Program Fund Discussion

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 \$3.1 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.

For FY2025 two positions are proposed: Registered Dietitian and International Board Certified Lactation Consultant (IBCLC).







# Public Education Grant

*This special revenue fund provides budgeting and accountability for revenues collected from cable operators. Funds are earmarked for technical capital equipment expenditures used to support the broadcast of public meetings, announcements, and other public-access channel operations.*

## Public Education Grant Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	\$792,904	\$811,189	\$811,189	\$800,189
Revenues				
Public Education Governmental Fee	\$95,000	\$89,000	\$89,000	\$85,000
Total Revenues:	\$95,000	\$89,000	\$89,000	\$85,000
Expenditures				
Capital Outlay	\$0	\$100,000	\$100,000	\$100,000
Total Expenditures:	\$0	\$100,000	\$100,000	\$100,000
Total Revenues Less Expenditures:	\$95,000	-\$11,000	-\$11,000	-\$15,000
Ending Fund Balance:	\$887,904	\$800,189	\$800,189	\$785,189



## Seized Assets

*This special revenue fund, established in 2001, provides the proper accounting of revenues collected by the City as a result of forfeiture sales and/or seized assets in connection with illegal/criminal activity. Revenues from these seized assets are used to fund one-time expenses such as technology & equipment improvement projects within the City's Police Department. The use of these funds are regulated by Federal and State statutes.*

### Seized Assets Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	\$282,724	\$276,501	\$276,501	\$131,501
Revenues				
Seized Assets	\$0	\$40,000	\$40,000	\$50,000
Total Revenues:	\$0	\$40,000	\$40,000	\$50,000
Expenditures				
Contracted Services	\$0	\$75,000	\$75,000	\$0
Capital Outlay	\$0	\$110,000	\$110,000	\$140,000
Total Expenditures:	\$0	\$185,000	\$185,000	\$140,000
Total Revenues Less Expenditures:	\$0	-\$145,000	-\$145,000	-\$90,000
Ending Fund Balance:	\$282,724	\$131,501	\$131,501	\$41,501

### Seized Assets Fund Discussion

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 \$50,000 for the fiscal year. Projections are based on knowledge of pending cases as well as historical assumptions. Expenditures for this fund include professional services and purchase of specialized equipment and software.



# Cemetery Operations

*This special revenue fund was established to support the maintenance and upkeep of the historic San Marcos City Cemetery operations. 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 are the primary funding source that sustain the Cemetery's annual improvements and all other needed repairs.*

## Cemetery Operations Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	\$240,470	\$270,639	\$270,639	\$270,639
Revenues				
Transfer In	\$0	\$112,309	\$112,309	\$112,309
Other Revenue	\$0	\$100,000	\$100,000	\$100,000
Total Revenues:	\$0	\$212,309	\$212,309	\$212,309
Expenditures				
Contracted Services	\$0	\$207,309	\$207,309	\$207,309
Materials and Supplies	\$0	\$5,000	\$5,000	\$5,000
Total Expenditures:	\$0	\$212,309	\$212,309	\$212,309
Ending Fund Balance:	\$240,470	\$270,639	\$270,639	\$270,639





# Animal Shelter Donations

This special revenue fund provides budgeting and accountability for restricted animal shelter donations. These funds may only be used to finance and support animal shelter activities.

## Animal Shelter Donations Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	\$228,187	\$246,317	\$246,317	\$246,317
Revenues				
Animal Shelter Restricted Donations	\$0	\$30,000	\$30,000	\$30,000
Total Revenues:	\$0	\$30,000	\$30,000	\$30,000
Expenditures				
Other Charges	\$0	\$30,000	\$30,000	\$30,000
Total Expenditures:	\$0	\$30,000	\$30,000	\$30,000
Ending Fund Balance:	\$228,187	\$246,317	\$246,317	\$246,317





**Library Memorial Comprehensive Summary**

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	\$17,960	\$10,102	\$10,102	\$10,402
Revenues				
Restricted Donations	\$0	\$300	\$300	\$0
Total Revenues:	\$0	\$300	\$300	\$0
Total Revenues Less Expenditures:	\$0	\$300	\$300	\$0
Ending Fund Balance:	\$17,960	\$10,402	\$10,402	\$10,402



## Enterprise Funds

Enterprise funds are used to account for 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 Board meets with staff to gain an understanding of how the utilities operate, the composition of the rates and the issues facing the utilities in future years. The responsibility of the Board is to bring recommendations for rate setting for both the Water/Wastewater and Electric utilities to the City Council.

## Enterprise Funds Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
<b>Beginning Fund Balance:</b>	<b>\$41,946,741</b>	<b>\$51,425,065</b>	<b>\$51,425,065</b>	<b>\$53,391,908</b>
<b>Revenues</b>				
Charges for Services	\$196,640	\$0	\$0	\$0
Intergovernmental	\$1,655,862	\$1,831,602	\$1,831,602	\$1,608,940
City-Owned T-Hangar Rentals	\$86,400	\$93,600	\$93,600	\$95,040
City-Owned Shelter Rentals	\$21,000	\$25,200	\$25,200	\$24,150
Agricultural Land Lease	\$45,808	\$45,808	\$45,808	\$45,809
Fuel Flowage Fees	\$91,700	\$94,800	\$94,800	\$76,880
City-Owned Storage Area Rentals	\$6,000	\$6,000	\$6,000	\$7,500
Private Hangar/Land Rentals	\$157,995	\$166,275	\$138,203	\$166,268
Tie-Down Rent	\$11,720	\$10,920	\$10,920	\$10,800
Commercial Land/Facility Rentals	\$328,694	\$375,176	\$375,176	\$410,415
Commercial Gross Receipts	\$28,955	\$29,960	\$29,960	\$30,553
Commercial Land/Facility Improvement Credits	-\$79,445	-\$86,852	-\$86,852	-\$84,907
Sales Tax Discount	\$8,868	\$8,900	\$8,900	\$8,900
Charges for Services-Electric	\$59,216,893	\$68,650,685	\$68,650,685	\$75,113,869
Charges for Services-Water	\$31,418,098	\$37,202,845	\$37,202,845	\$41,854,407
Charges for Services-Wastewater	\$22,278,814	\$24,156,121	\$24,156,121	\$25,670,227
Charges for Services-Stormwater	\$8,856,539	\$9,387,932	\$9,022,599	\$9,939,433
Penalties	\$1,443,338	\$1,457,921	\$1,380,669	\$1,470,669
Charges for Services-Residential	\$4,560,904	\$5,000,800	\$5,016,743	\$5,578,821
Charges for Services-Multifamily	\$1,947,611	\$2,014,273	\$2,059,795	\$2,341,535
Fare Revenue	\$42,145	\$50,000	\$63,000	\$60,000
Pole Attachment	\$545,000	\$500,000	\$500,000	\$500,000
Transfer In	\$3,353,959	\$3,518,414	\$3,518,414	\$3,752,447
Other Revenue	\$2,972,516	\$1,512,583	\$12,749,043	\$3,135,999
Interest Income	\$880,000	\$890,500	\$982,500	\$920,500
<b>Total Revenues:</b>	<b>\$140,076,015</b>	<b>\$156,943,463</b>	<b>\$167,875,731</b>	<b>\$172,738,255</b>
<b>Expenditures</b>				
Personnel Services	\$16,981,691	\$20,591,239	\$18,310,726	\$20,927,645
Purchased Power	\$36,300,284	\$41,924,989	\$44,021,995	\$46,117,489
Contracted Services	\$31,145,625	\$34,222,059	\$37,489,250	\$36,163,693



<b>Name</b>	<b>FY2023 Actuals</b>	<b>FY2024 Adopted Budget</b>	<b>FY2024 Estimated</b>	<b>FY2025 Proposed</b>
Materials and Supplies	\$2,982,307	\$3,858,873	\$3,948,551	\$4,757,901
Franchise Fee	\$8,980,000	\$10,045,002	\$10,045,002	\$10,718,673
Other Charges	\$2,445,327	\$2,651,172	\$2,739,804	\$2,844,112
Economic Development	\$266,667	\$266,668	\$266,668	\$213,334
Debt Service	\$31,737,813	\$32,057,726	\$32,057,726	\$34,239,911
Fiscal Agent Fees	\$17,350	\$15,335	\$15,335	\$15,740
Transfer Out-Operating	\$9,872,201	\$10,085,764	\$10,070,809	\$11,291,449
Transfer Out-One-Time	\$0	\$0	\$1,670,016	\$0
Capital Outlay	\$3,207,767	\$4,318,333	\$5,273,006	\$1,546,056
<b>Total Expenditures:</b>	<b>\$143,937,032</b>	<b>\$160,037,160</b>	<b>\$165,908,888</b>	<b>\$168,836,003</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$3,861,017</b>	<b>-\$3,093,697</b>	<b>\$1,966,843</b>	<b>\$3,902,252</b>
<b>Ending Fund Balance:</b>	<b>\$38,085,724</b>	<b>\$48,331,368</b>	<b>\$53,391,908</b>	<b>\$57,294,160</b>







## Electric Utility

The City of San Marcos purchases and distributes electric power to the San Marcos community. San Marcos has some of the lowest electric rates in Texas. The utility operates at a 99.97% reliability rate and has a system capacity of 210 megawatts. The Electric Utility Fund accounts for the transactions related to the city's operation, maintenance, and improvement of electric utility services. The Electric Utility Fund supports several divisions, including:

- Administration
- Operations
- Conservation
- Metering
- Maintenance
- Utility Billing / Business Office

### Electric Utility Fund - Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
<b>Beginning Fund Balance:</b>	<b>\$14,441,688</b>	<b>\$17,316,539</b>	<b>\$17,316,539</b>	<b>\$23,373,700</b>
<b>Revenues</b>				
Sales Tax Discount	\$8,868	\$8,900	\$8,900	\$8,900
Charges for Services-Electric	\$59,216,893	\$68,650,685	\$68,650,685	\$75,113,869
Penalties	\$698,021	\$705,000	\$705,000	\$705,000
Pole Attachment	\$545,000	\$500,000	\$500,000	\$500,000
Transfer In	\$2,315,534	\$2,431,310	\$2,431,310	\$2,528,153
Other Revenue	\$1,258,179	\$28,150	\$11,130,384	\$2,028,150
Interest Income	\$417,000	\$425,500	\$425,500	\$425,500
<b>Total Revenues:</b>	<b>\$64,459,494</b>	<b>\$72,749,545</b>	<b>\$83,851,779</b>	<b>\$81,309,572</b>
<b>Expenditures</b>				
Personnel Services	\$8,172,706	\$8,684,369	\$7,905,202	\$9,318,838
Purchased Power	\$36,300,284	\$41,924,989	\$44,021,995	\$46,117,489
Contracted Services	\$5,307,796	\$5,392,578	\$5,821,748	\$5,420,168
Materials and Supplies	\$965,235	\$1,112,327	\$1,112,327	\$1,292,903
Franchise Fee	\$4,730,000	\$5,436,299	\$5,436,299	\$5,909,181
Other Charges	\$1,043,842	\$1,067,735	\$1,067,735	\$1,184,009
Economic Development	\$133,333	\$133,334	\$133,334	\$106,667
Debt Service	\$6,307,283	\$6,942,697	\$6,942,697	\$7,452,589
Fiscal Agent Fees	\$4,300	\$3,660	\$3,660	\$4,160
Transfer Out-Operating	\$2,969,051	\$2,061,184	\$2,061,184	\$2,329,436
Transfer Out-One-Time	\$0	\$0	\$1,670,016	\$0
Capital Outlay	\$1,277,453	\$1,175,000	\$1,618,421	\$633,312
<b>Total Expenditures:</b>	<b>\$67,211,283</b>	<b>\$73,934,172</b>	<b>\$77,794,618</b>	<b>\$79,768,752</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$2,751,789</b>	<b>-\$1,184,627</b>	<b>\$6,057,161</b>	<b>\$1,540,820</b>
<b>Ending Fund Balance:</b>	<b>\$11,689,899</b>	<b>\$16,131,912</b>	<b>\$23,373,700</b>	<b>\$24,914,520</b>

# Electric Utility Fund Discussion

## **REVENUES**

The utility receives revenues through rates charged to customers for electric service, from other operating revenues and interest income. Estimated revenues for the fiscal year 2024 budget are \$81.3 million.

## **REVENUE HIGHLIGHTS**

City Staff and the Citizen's Utility Advisory Board (CUAB) presented the current year rate modeling that recommended a 5.5% rate increase for fiscal year 2025. Revenues are budgeted based on system and customer anticipated growth and historical trends combined with the rate increase.

## **EXPENSES**

Total Electric Utility Fund expenditures budgetproposedor fiscal year 2025 are \$79.8 million, including funding for one-time capital outlay of \$633 thousand. Transfers for capital reserves will be adjusted mid-year via budget amendment after financial results for fiscal year 2024 have been audited. Budgeted operating expenses, not including non-recurring expenses, for fiscal year 2025 is a \$79.1 million, or 7.5%, increase over fiscal year 2024 revised budget of \$73.6 million.

## **EXPENDITURE HIGHLIGHTS**

Total proposed expenses increased by \$5.8 million or 7.8% over the fiscal year 2024 adopted budget. Power costs are the largest operational expense for the electric utility and total power costs increased by \$3.2 million. Other major cost increases include \$785 thousand for transmission costs, \$663 thousand for large equipment replacements, and \$441 thousand for new debt service that funded a portion of the capital improvement program for fiscal year 2024.

## **FUND BALANCE**

Fund balance at the end of fiscal year 2025 in the Electric Utility Fund is estimated to be \$24.9 million or 113 days of cash on hand. Fund balance transfers for capital reserves are not incorporated into the fiscal year 2025 budget. Transfers for capital reserves will be adjusted mid-year via budget amendment after financial results for fiscal year 2024 have been audited. These transfers will be used to fund capital improvement projects or other non-recurring expenses.



# 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.

## Water-Wastewater Utility Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
<b>Beginning Fund Balance:</b>	<b>\$22,666,086</b>	<b>\$28,271,950</b>	<b>\$28,271,950</b>	<b>\$23,437,248</b>
<b>Revenues</b>				
Charges for Services-Water	\$31,418,098	\$37,202,845	\$37,202,845	\$41,854,407
Charges for Services-Wastewater	\$22,278,814	\$24,156,121	\$24,156,121	\$25,670,227
Penalties	\$568,175	\$575,669	\$575,669	\$575,669
Other Revenue	\$1,181,364	\$937,349	\$937,349	\$937,349
Interest Income	\$384,000	\$385,000	\$385,000	\$385,000
<b>Total Revenues:</b>	<b>\$55,830,451</b>	<b>\$63,256,984</b>	<b>\$63,256,984</b>	<b>\$69,422,652</b>
<b>Expenditures</b>				
Personnel Services	\$6,245,872	\$8,991,202	\$7,662,112	\$8,579,954
Contracted Services	\$15,890,446	\$18,646,132	\$22,150,253	\$19,975,964
Materials and Supplies	\$1,694,360	\$2,392,401	\$2,512,401	\$3,128,696
Franchise Fee	\$4,250,000	\$4,608,703	\$4,608,703	\$4,809,492
Other Charges	\$1,223,535	\$1,368,688	\$1,453,233	\$1,441,715
Economic Development	\$133,334	\$133,334	\$133,334	\$106,667
Debt Service	\$21,098,129	\$20,779,124	\$20,779,124	\$22,455,621
Fiscal Agent Fees	\$9,750	\$7,365	\$7,365	\$7,520
Transfer Out-Operating	\$5,017,800	\$5,554,124	\$5,554,124	\$6,007,968
Capital Outlay	\$1,290,807	\$2,719,749	\$3,231,037	\$912,744
<b>Total Expenditures:</b>	<b>\$56,854,033</b>	<b>\$65,200,822</b>	<b>\$68,091,686</b>	<b>\$67,426,341</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$1,023,582</b>	<b>-\$1,943,838</b>	<b>-\$4,834,702</b>	<b>\$1,996,311</b>
<b>Ending Fund Balance:</b>	<b>\$21,642,504</b>	<b>\$26,328,112</b>	<b>\$23,437,248</b>	<b>\$25,433,559</b>



# Water-Wastewater Fund Discussion

## **REVENUES**

The Water/Wastewater Utility Fund receives revenue from residential, multi-family and commercial customers based on their monthly water consumption. 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 \$69.4 million. Revenues from water service are estimated at \$35.0 million and wastewater revenues are estimated at \$24.4 million. Other revenue sources include sales of effluent, pre-treatment charges, wheeling sales, service and connection charges, and interest income.

## **REVENUE HIGHLIGHTS**

There is a 5% rate increase proposed for FY2025. The rate adjustment was recommended by CUAB and considers the increase in rates for one year will continue to support efforts to secure future water supplies through the 2060 as a member of Alliance Regional Water Authority (ARWA). Revenues are budgeted based on system and customer anticipated growth and historical trends.

## **EXPENDITURE HIGHLIGHTS**

Fiscal year 2025 budget for the Water/ Wastewater Utility Fund operating and capital expenditures are \$67.4 million, including one-time capital outlay of \$913K and a 3% cost of living increase. Expenses also include 8% franchise fee paid to the General Fund. Transfers for any needed capital reserves will be adjusted mid-year via budget amendment after financial results for fiscal year 2024 have been audited.

Operating transfers include transfers to the General Fund for its share of indirect general and administrative costs borne by the General Fund; and transfers to the Electric Utility Fund related to the proportional use of shared services within Meter Operations, Public Services Administration and Utility Business Office which are borne by the Electric Utility Fund.

## **FUND BALANCE**

We anticipate an ending fund balance of \$23.4 million or 136 days of cash on hand. Fund balance transfers for capital reserves are not incorporated into the fiscal year 2025 budget. Transfers for capital reserves will be adjusted mid-year via budget amendment after financial results for fiscal year 2024 have been audited. These transfers will be used to fund capital improvement projects or offset future debt issuances related to those projects.



## Stormwater Management

*This enterprise fund was established to provide funding to support the planning, engineering, construction, maintenance, improvement, and reconstruction of stormwater management infrastructure projects throughout the City. The Stormwater fund is supported by the assessment and collection of stormwater utility fees.*

### Stormwater Management Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
<b>Beginning Fund Balance:</b>	<b>\$1,916,577</b>	<b>\$2,492,224</b>	<b>\$2,492,224</b>	<b>\$2,627,632</b>
<b>Revenues</b>				
Charges for Services-Stormwater	\$8,856,539	\$9,387,932	\$9,022,599	\$9,939,433
Penalties	\$76,500	\$77,252	\$0	\$90,000
Other Revenue	\$0	\$0	\$134,226	\$0
Interest Income	\$9,000	\$10,000	\$0	\$10,000
<b>Total Revenues:</b>	<b>\$8,942,039</b>	<b>\$9,475,184</b>	<b>\$9,156,825</b>	<b>\$10,039,433</b>
<b>Expenditures</b>				
Personnel Services	\$1,582,542	\$1,772,204	\$1,671,120	\$1,883,752
Contracted Services	\$1,361,150	\$1,209,129	\$916,251	\$1,213,663
Materials and Supplies	\$267,602	\$287,302	\$260,980	\$287,302
Other Charges	\$27,000	\$36,500	\$43,587	\$36,500
Debt Service	\$4,332,401	\$4,335,905	\$4,335,905	\$4,331,701
Fiscal Agent Fees	\$3,300	\$4,310	\$4,310	\$4,060
Transfer Out-Operating	\$1,330,286	\$1,795,030	\$1,789,264	\$2,282,455
Capital Outlay	\$1,821	\$0	\$0	\$0
<b>Total Expenditures:</b>	<b>\$8,906,102</b>	<b>\$9,440,380</b>	<b>\$9,021,417</b>	<b>\$10,039,433</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$35,937</b>	<b>\$34,804</b>	<b>\$135,408</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$1,952,514</b>	<b>\$2,527,028</b>	<b>\$2,627,632</b>	<b>\$2,627,632</b>

### Stormwater Discussion

#### REVENUES AND EXPENSES

No rate increase is applied to the proposed fiscal year 2025. Revenues are budgeted based on system and customer anticipated growth and historical trends. The proposed rate generates \$10.0 million in stormwater fees.

#### FUND BALANCE

We anticipate an ending fund balance reserves of \$2.6 million in the Stormwater Utility Fund as of September 30, 2024. The General Fund is financing stormwater's capital improvement program projects for FY23-FY25. This will assist stormwater in building fund balance and gaining debt capacity from debt maturing.



## Transit Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
<b>Beginning Fund Balance:</b>	\$418,170	\$603,836	\$603,836	\$906,341
<b>Revenues</b>				
Intergovernmental	\$1,655,862	\$1,831,602	\$1,831,602	\$1,608,940
Fare Revenue	\$42,145	\$50,000	\$63,000	\$60,000
Transfer In	\$1,013,425	\$1,062,104	\$1,062,104	\$1,199,294
Other Revenue	\$439,881	\$423,584	\$423,584	\$0
<b>Total Revenues:</b>	<b>\$3,151,313</b>	<b>\$3,367,290</b>	<b>\$3,380,290</b>	<b>\$2,868,234</b>
<b>Expenditures</b>				
Personnel Services	\$304,061	\$371,422	\$364,975	\$392,203
Contracted Services	\$2,308,160	\$2,433,555	\$2,150,497	\$2,335,211
Materials and Supplies	\$9,765	\$16,085	\$16,085	\$4,500
Other Charges	\$9,275	\$29,839	\$29,839	\$13,019
Transfer Out-Operating	\$68,512	\$92,841	\$92,841	\$81,024
Capital Outlay	\$422,487	\$423,584	\$423,548	\$0
<b>Total Expenditures:</b>	<b>\$3,122,260</b>	<b>\$3,367,326</b>	<b>\$3,077,785</b>	<b>\$2,825,957</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$29,054</b>	<b>-\$36</b>	<b>\$302,505</b>	<b>\$42,277</b>
<b>Ending Fund Balance:</b>	<b>\$447,224</b>	<b>\$603,800</b>	<b>\$906,341</b>	<b>\$948,618</b>

## Transit Fund Discussion

Total sources of funding from federal and state transit funds total \$1.2 million. CARES and ARPA funding totals \$439K. The FY 25 proposed budget includes reinstatement of support from the General Fund which was decreased in FY 21, and less so in FY 22, due to grant funding made available by the CARES Act and ART funding. Operating expense drivers are related to the CARTS contract increase. Overall operating expenses for FY 25 are \$2.8 million.



## Resource Recovery

The City of San Marcos outsources its residential solid waste collection services. 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.

### Resource Recovery Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
<b>Beginning Fund Balance:</b>	<b>\$2,452,121</b>	<b>\$2,645,338</b>	<b>\$2,645,338</b>	<b>\$2,979,881</b>
<b>Revenues</b>				
Charges for Services	\$196,640	\$0	\$0	\$0
Penalties	\$100,642	\$100,000	\$100,000	\$100,000
Charges for Services-Residential	\$4,560,904	\$5,000,800	\$5,016,743	\$5,578,821
Charges for Services-Multifamily	\$1,947,611	\$2,014,273	\$2,059,795	\$2,341,535
Transfer In	\$25,000	\$25,000	\$25,000	\$25,000
Other Revenue	\$2,593	\$33,000	\$33,000	\$80,000
Interest Income	\$70,000	\$70,000	\$172,000	\$100,000
<b>Total Revenues:</b>	<b>\$6,903,390</b>	<b>\$7,243,073</b>	<b>\$7,406,538</b>	<b>\$8,225,356</b>
<b>Expenditures</b>				
Personnel Services	\$676,510	\$772,042	\$707,317	\$752,897
Contracted Services	\$5,688,793	\$5,861,385	\$5,771,221	\$6,527,632
Materials and Supplies	\$45,345	\$50,758	\$46,758	\$44,500
Other Charges	\$21,500	\$23,500	\$20,500	\$25,500
Transfer Out-Operating	\$450,220	\$535,388	\$526,199	\$551,983
Capital Outlay	\$195,000	\$0	\$0	\$0
<b>Total Expenditures:</b>	<b>\$7,077,369</b>	<b>\$7,243,073</b>	<b>\$7,071,995</b>	<b>\$7,902,512</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$173,979</b>	<b>\$0</b>	<b>\$334,543</b>	<b>\$322,844</b>
<b>Ending Fund Balance:</b>	<b>\$2,278,142</b>	<b>\$2,645,338</b>	<b>\$2,979,881</b>	<b>\$3,302,725</b>

### Resource Recovery Fund Discussion

#### 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 just over \$8.2 million. Operating expenditures are just over \$7.9 million for solid waste hauling, recycling and household hazardous waste collection and disposal.







## Regional Airport

The Regional Airport has three runways and is situated on 1,420 acres. The facilities include almost 54 acres of aircraft ramp parking and 53 facilities totaling nearly 470,000 square feet. Revenue from ground leases, facility leases, gross receipts, and fuel sales support the daily operation costs. Additionally, according to a 2018 Texas Department of Transportation study, out of 264 general aviation airports in the state of Texas, San Marcos ranks in the top 15 for total economic output equal to \$82.1 million. There are more than 240 aircraft based on the airfield with more than 82,000 annual takeoffs and landings. Per the Federal Aviation Administration's National Plan of Integrated Airport Systems (NPIAS), the airport is classified as a Reliever to both Austin Bergstrom and San Antonio Airports and is considered a National asset – one of only 14 in the State.

## Regional Airport Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
<b>Beginning Fund Balance:</b>	<b>\$52,099</b>	<b>\$95,178</b>	<b>\$95,178</b>	<b>\$67,106</b>
<b>Revenues</b>				
City-Owned T-Hangar Rentals	\$86,400	\$93,600	\$93,600	\$95,040
City-Owned Shelter Rentals	\$21,000	\$25,200	\$25,200	\$24,150
Agricultural Land Lease	\$45,808	\$45,808	\$45,808	\$45,809
Fuel Flowage Fees	\$91,700	\$94,800	\$94,800	\$76,880
City-Owned Storage Area Rentals	\$6,000	\$6,000	\$6,000	\$7,500
Private Hangar/Land Rentals	\$157,995	\$166,275	\$138,203	\$166,268
Tie-Down Rent	\$11,720	\$10,920	\$10,920	\$10,800
Commercial Land/Facility Rentals	\$328,694	\$375,176	\$375,176	\$410,415
Commercial Gross Receipts	\$28,955	\$29,960	\$29,960	\$30,553
Commercial Land/Facility Improvement Credits	-\$79,445	-\$86,852	-\$86,852	-\$84,907
Other Revenue	\$90,500	\$90,500	\$90,500	\$90,500
<b>Total Revenues:</b>	<b>\$789,327</b>	<b>\$851,387</b>	<b>\$823,315</b>	<b>\$873,008</b>
<b>Expenditures</b>				
Contracted Services	\$589,280	\$679,280	\$679,280	\$691,056
Other Charges	\$120,175	\$124,910	\$124,910	\$143,369
Transfer Out-Operating	\$36,332	\$47,197	\$47,197	\$38,583
Capital Outlay	\$20,199	\$0	\$0	\$0
<b>Total Expenditures:</b>	<b>\$765,986</b>	<b>\$851,387</b>	<b>\$851,387</b>	<b>\$873,008</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$23,341</b>	<b>\$0</b>	<b>-\$28,072</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$75,440</b>	<b>\$95,178</b>	<b>\$67,106</b>	<b>\$67,106</b>

## Airport Fund Discussion

### 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. Fiscal year 2025 includes the third year of grant funding of \$90,500 to fund an increase in the management contract to support increased marketing efforts.

The Airport is managed by Texas Aviation Partners who oversees the daily operations and ongoing development. Incentive payments to Texas Aviation Partners based on performance of the airport are estimated to be \$143,369 in 2025. The Airport works closely with the Texas Department of Transportation and the Federal Aviation.





## Internal Service Fund

### Internal Service Fund Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	\$7,005,399	\$7,495,200	\$7,495,200	\$7,572,542
Revenues				
Employee Contributions	\$1,996,750	\$2,015,000	\$2,015,000	\$2,189,620
Employer Contributions	\$7,994,750	\$8,305,892	\$8,305,892	\$10,181,641
Retiree Contributions	\$320,000	\$355,000	\$355,000	\$285,000
Pharmacy Rebates	\$15,000	\$15,000	\$15,000	\$15,000
Interest Income	\$20,000	\$200,000	\$200,000	\$200,000
Total Revenues:	\$10,346,500	\$10,890,892	\$10,890,892	\$12,871,261
Expenditures				
Health Claims	\$9,948,500	\$10,813,550	\$10,813,550	\$11,351,588
Transfer Out-Operating	\$0	\$0	\$0	\$500,000
Total Expenditures:	\$9,948,500	\$10,813,550	\$10,813,550	\$11,851,588
Total Revenues Less Expenditures:	\$398,000	\$77,342	\$77,342	\$1,019,673
Ending Fund Balance:	\$7,403,399	\$7,572,542	\$7,572,542	\$8,592,215



## TIRZ / TRZ

Tax increment financing (TIF) – is a financing method local governments can use to pay for improvements that will encourage economic development in a geographical area.

City has two types currently has 3 active zones that are Tax Increment Reinvestment Zone (TIRZ) and 1 active Transportation Reinvestment Zone (TRZ).

## TIRZ / TRZ Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
<b>Beginning Fund Balance:</b>	\$3,239,904	\$4,914,016	\$4,914,016	\$6,494,625
<b>Revenues</b>				
TIRZ-City	\$5,819,951	\$7,236,908	\$7,236,908	\$7,771,666
TIRZ-County	\$1,537,111	\$1,378,485	\$1,378,485	\$1,287,998
<b>Total Revenues:</b>	<b>\$7,357,062</b>	<b>\$8,615,393</b>	<b>\$8,615,393</b>	<b>\$9,059,664</b>
<b>Expenditures</b>				
Contracted Services	\$270,000	\$515,469	\$515,469	\$109,871
Distribution	\$5,889,780	\$6,097,137	\$6,097,137	\$7,183,655
Materials and Supplies	\$0	\$2,400	\$2,400	\$2,400
Transfer Out-Operating	\$153,026	\$181,921	\$181,921	\$198,864
Projects/Programs	\$100,000	\$652,164	\$237,857	\$1,141,672
<b>Total Expenditures:</b>	<b>\$6,412,806</b>	<b>\$7,449,091</b>	<b>\$7,034,784</b>	<b>\$8,636,462</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$944,256</b>	<b>\$1,166,302</b>	<b>\$1,580,609</b>	<b>\$423,202</b>
<b>Ending Fund Balance:</b>	<b>\$4,184,160</b>	<b>\$6,080,318</b>	<b>\$6,494,625</b>	<b>\$6,917,827</b>





# Health Insurance Trust Fund

## Health Insurance Trust Fund Comprehensive Summary

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Beginning Fund Balance:	N/A	N/A	N/A	N/A
Revenues				
Transfer In	\$0	\$0	\$0	\$500,000
Total Revenues:	\$0	\$0	\$0	\$500,000
Total Revenues Less Expenditures:	\$0	\$0	\$0	\$500,000
Ending Fund Balance:	N/A	N/A	N/A	N/A

---

# DEPARTMENTS

---



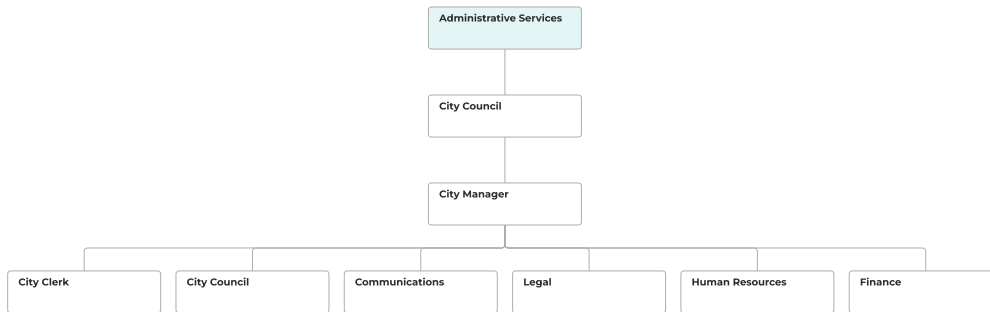
## Authorized Position Summary

Summary of FTEs by Fund	FY 2023 Adopted	FY 2024 Adopted	FY 2024 Revised	FY 2025 Proposed
General Fund	652.52	674.40	674.40	685.45
Community Enhancement	6.00	6.00	6.00	5.00
Municipal Court	0.25	0.25	0.25	0.25
Hotel Occupancy Tax Fund	10.75	11.50	11.50	13.00
WIC State Program	25.00	28.00	28.00	30.00
Stormwater Utility Fund	20.00	21.00	21.00	21.00
Electric Utility Fund	78.58	79.58	78.58	80.91
Water/ Wastewater Utility Fund	86.33	89.33	91.33	90.66
Transit	3.25	3.25	3.25	3.25
Resource Recovery Fund	8.38	8.38	8.38	8.39
ARPA Funded	1.00	2.00	2.00	4.00
<b>Grand Total</b>	<b>892.06</b>	<b>923.69</b>	<b>924.68</b>	<b>941.92</b>

# Administrative Services

## Organizational Chart

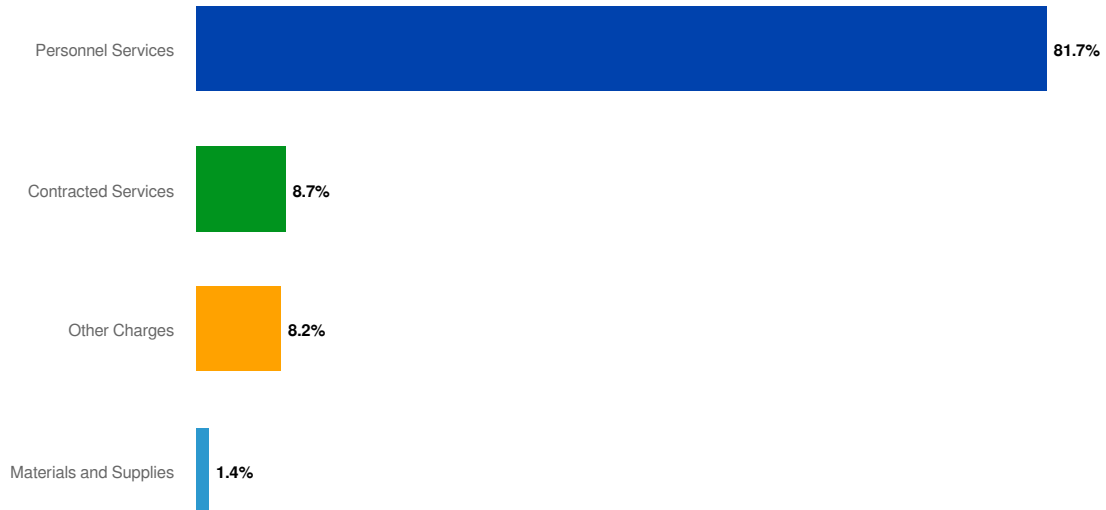
### Administrative Services



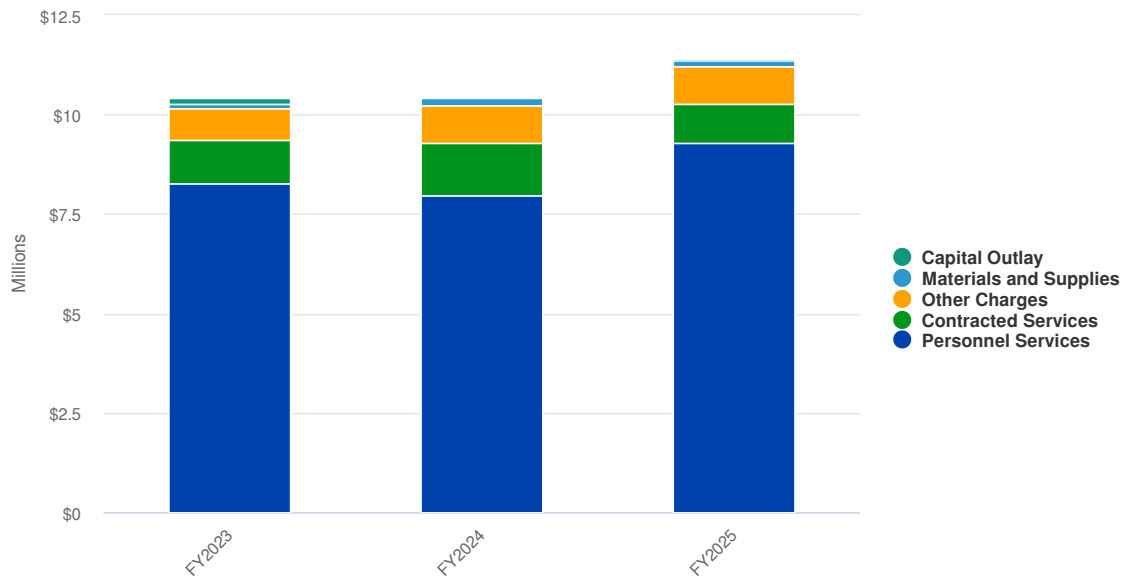


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$8,252,865	\$7,960,981	\$7,873,373	\$9,280,519	16.6%



<b>Name</b>	<b>FY2023 Actuals</b>	<b>FY2024 Adopted Budget</b>	<b>FY2024 Estimated</b>	<b>FY2025 Proposed</b>	<b>FY2024 Adopted Budget vs. FY2025 Proposed (% Change)</b>
Contracted Services	\$1,098,022	\$1,343,571	\$1,249,524	\$987,357	-26.5%
Materials and Supplies	\$126,979	\$167,708	\$155,969	\$154,037	-8.2%
Other Charges	\$800,246	\$936,676	\$871,111	\$936,727	0%
Capital Outlay	\$147,102	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$10,425,214</b>	<b>\$10,408,936</b>	<b>\$10,149,977</b>	<b>\$11,358,640</b>	<b>9.1%</b>



# City Manager

## **Department Description:**

The City Manager's Office is responsible for ensuring that the City Council's policies are operationalized throughout the greater organization. This includes providing core services in addition to advancing the City Council's Strategic Plan and serving as liaisons between Council and staff, collaborating and communicating with all departments across our organization.?

## **Mission:**

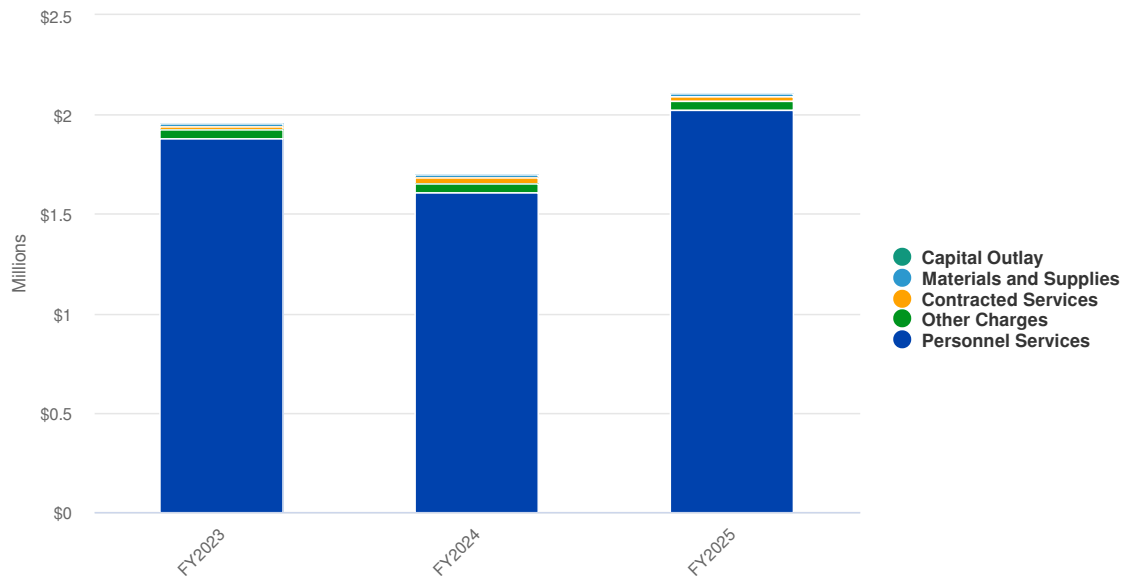
To build and maintain, through sound management principles, fiscal management responsibilities, and community participation, an effective city government organization for the citizens of San Marcos. The City Manager's Office ensures the effective delivery of services to all citizens, businesses and community 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.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,881,512	\$1,610,152	\$1,592,402	\$2,023,608	25.7%
Contracted Services	\$13,000	\$25,500	\$23,715	\$27,500	7.8%
Materials and Supplies	\$12,000	\$16,000	\$14,880	\$15,000	-6.2%
Other Charges	\$46,300	\$45,000	\$41,850	\$44,000	-2.2%
Capital Outlay	\$1,387	\$0	\$0		N/A
<b>Total Expense Objects:</b>	<b>\$1,954,199</b>	<b>\$1,696,652</b>	<b>\$1,672,847</b>	<b>\$2,110,108</b>	<b>24.4%</b>

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Assistant City Manager	3.00	3.00	3.00
Assistant to the City Manager	1.00	1.00	1.00
City Manager	1.00	1.00	1.00
Director Of Administrative Services	-	1.00	1.00
Diversity, Equity, And Inclusion Coordinator *	-	1.00	1.00
Executive Assistant CMO	1.00	1.00	1.00
Grant Specialist	1.00	1.00	1.00
Grants Coordinator	1.00	1.00	1.00
Intern - Paid	0.38	0.38	0.38
<b>Total</b>	<b>8.38</b>	<b>10.38</b>	<b>10.38</b>

\*FTE is funded with ARPA

# City Clerk

## **Department Description:**

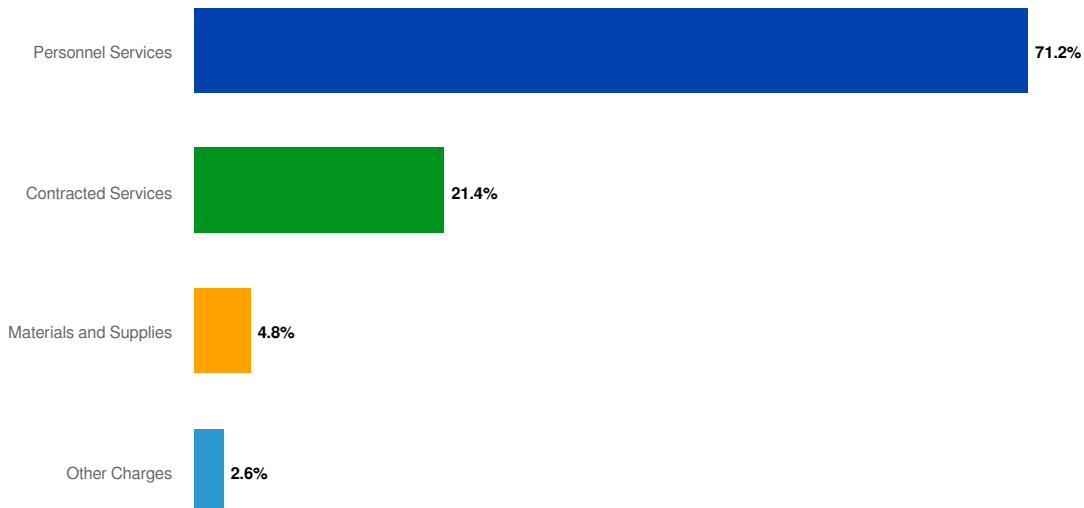
The City Clerk office provides City Council support, City Council meeting-citizen sign up, public records requests, passport acceptance, processing board and commission applications for appointment, elections administration, updating and maintaining city ordinances and codes; provide access to legislative meeting information, vital statistics (Birth and Death Certificates), records management, election and financial disclosure related filings.

## **Mission:**

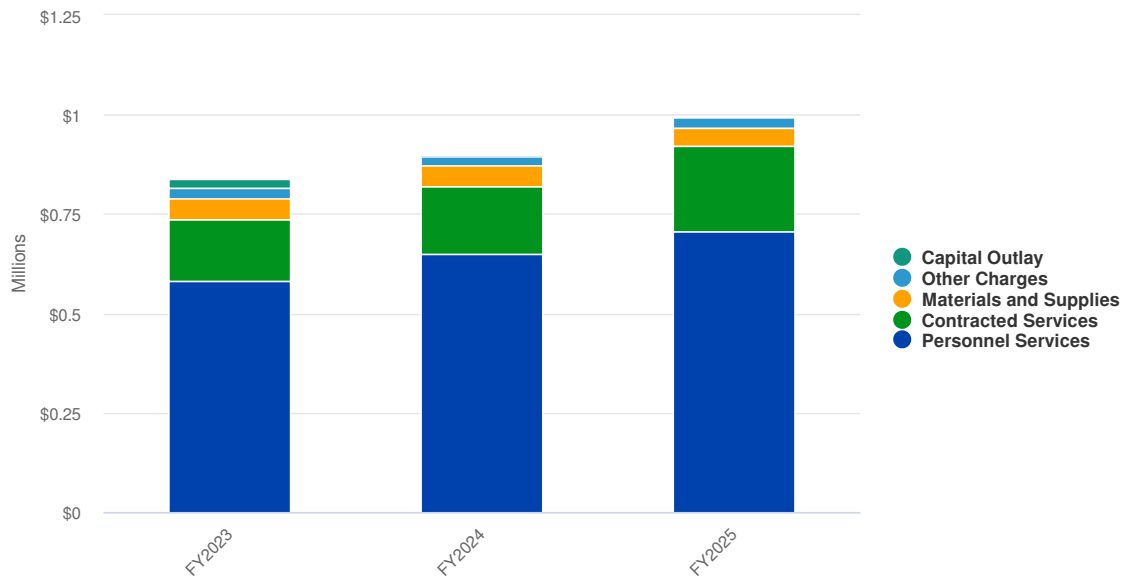
To ensure the City's legislative processes are open and public by providing a transparent link between citizens and government. Our office is responsible for the official records and documents of the City, including minutes of the City Council, ordinances and resolutions, deeds and easements, contracts, 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.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$583,434	\$650,073	\$642,922	\$707,694	8.9%
Contracted Services	\$152,280	\$169,020	\$157,189	\$212,563	25.8%
Materials and Supplies	\$53,359	\$52,422	\$48,752	\$48,211	-8%
Other Charges	\$25,408	\$25,336	\$23,563	\$25,911	2.3%
Capital Outlay	\$25,000	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$839,481</b>	<b>\$896,852</b>	<b>\$872,426</b>	<b>\$994,379</b>	<b>10.9%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Continue to Implement Updated Record Management Policy</b>	Ensure City compliance with Texas State Library & Archives Commission and State Laws	Training record liaisons to maintain and preserve City Records		
	Ensure proper destruction of records and maintain and preserve City records	Training for record liaisons		
<b>Implement New Board and Commission Software to increase applicant numbers</b>	Increase applicant numbers	Added Software & Increased Public Outreach		
	Create User Friendly option to apply for boards	Multiple ways to apply including hard copy and online format		
<b>Vital Statistic Services (Death Records)</b>	Continue to maintain accurate record and production of death records	Record of submitted death records	435	450
<b>Vital Statistic Services (Birth Records)</b>	Continue to maintain accurate record and production of birth records	Record of submitted birth records	777	800
<b>Open Records Requests (Online System: GovQA)</b>	Ensure we complete requests in a timely manner, maintain process consistency and ensure compliance with the law.	Online entry on the website or In-person submittal	2083	2,300v

## Authorized Positions List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Assistant	0.50	1.50	1.50
Administrative Assistant Sr/ Passport Administrator	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
Local Registrar	1.00	1.00	1.00
Records Management Program Administrator	1.00	1.00	1.00
Records Management Program Specialist	0.75	1.00	1.00
<b>Total</b>	<b>6.25</b>	<b>7.50</b>	<b>7.50</b>





# City Council

The San Marcos City Council is composed of a Mayor elected at-large by the people for a 2-year term and 6 Council Members elected at-large for staggered 3-year terms. Regular City Council elections are held on the general election day in November.

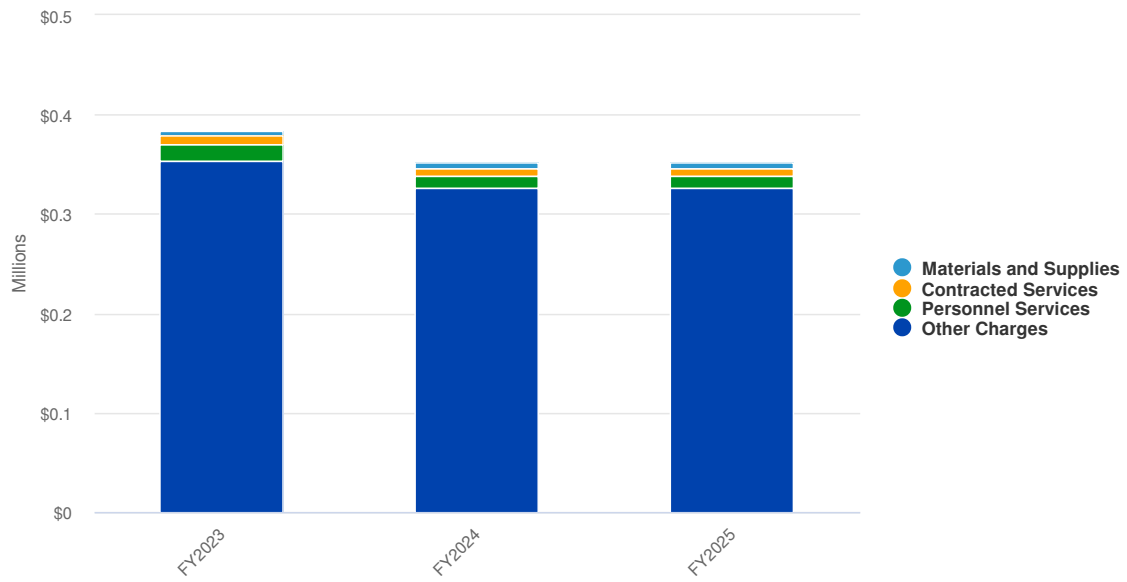
The Council enacts policies, adopts ordinances and resolutions, establishes the annual budget to provide services to the public, and sets the city tax rate, and water, electric and wastewater rates for San Marcos. The City Council operates under the City Charter adopted by the citizens of San Marcos.

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Expense Objects				
Personnel Services	\$16,870	\$12,136	\$12,004	\$12,136
Contracted Services	\$8,200	\$8,460	\$7,868	\$8,460
Materials and Supplies	\$5,000	\$5,000	\$4,650	\$5,000
Other Charges	\$353,800	\$325,950	\$303,134	\$325,960
<b>Total Expense Objects:</b>	<b>\$383,870</b>	<b>\$351,546</b>	<b>\$327,656</b>	<b>\$351,556</b>

# Communications

## **Department Description:**

The Communications and Intergovernmental Relations department plays a pivotal role in shaping the narrative and managing interactions between the organization and its stakeholders by developing comprehensive internal and external communications strategies that ensure consistent and effective messaging. This department also coordinates state and federal relations by liaising with government agencies and officials to advocate for the organization's interests. Through public consultations, community meetings, and outreach efforts, the department works with citizens to maintain open lines of communication, fostering positive government relations, and enhancing citizen engagement.

## **Mission:**

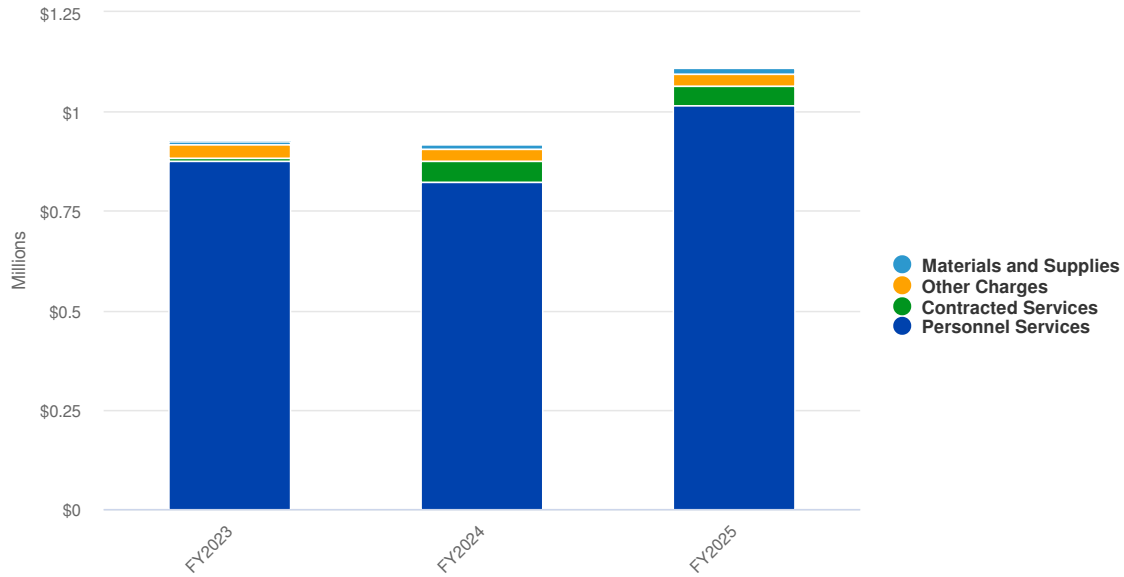
The mission of the San Marcos Communications & Intergovernmental Relations Department is to be the driving force in openly and effectively communicating information about the City of San Marcos, providing dynamic, creative, and comprehensive communications services to our internal and external customers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

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed
Expense Objects				
Personnel Services	\$874,528	\$825,043	\$815,968	\$1,014,564
Contracted Services	\$9,547	\$51,594	\$47,983	\$50,601
Materials and Supplies	\$7,750	\$12,348	\$11,483	\$13,448
Other Charges	\$34,256	\$30,223	\$28,107	\$30,117
<b>Total Expense Objects:</b>	<b>\$926,081</b>	<b>\$919,208</b>	<b>\$903,541</b>	<b>\$1,108,730</b>

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Communications Igr Manager	1.00	1.00	1.00
Communications Specialist Bilingual	1.00	1.00	1.00
Communications Specialist Part Time	0.50	0.50	0.48
Communications Specialist Public Safety	-	1.00	1.00
Communications Specialist Utilities	1.00	1.00	1.00
Digital Design Specialist	1.00	1.00	0.50
Director Of Communications/Igr	1.00	1.00	1.00
Marketing And Media Coordinator	1.00	1.00	1.00
Video Production Coordinator	1.00	1.00	1.00
Video Technician	1.00	1.00	1.00
<b>Total</b>	<b>8.50</b>	<b>9.50</b>	<b>8.98</b>



# Legal

## **Department Description:**

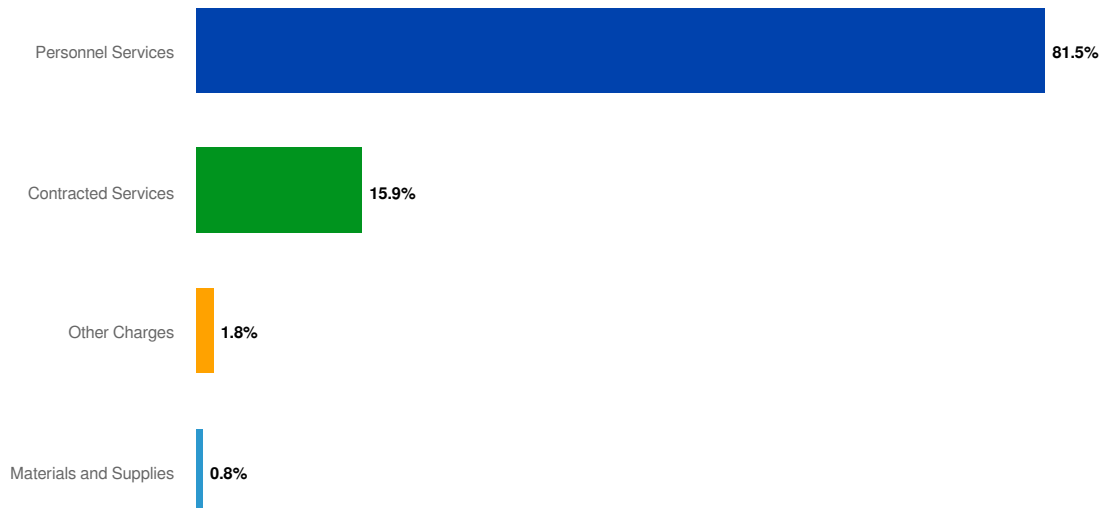
The Legal Department is comprised of a City Attorney, three Assistant City Attorneys, and one Administrative Coordinator. The Legal Department is an Internal Services Department, providing legal services and legal advice to all City Departments.

## **Mission:**

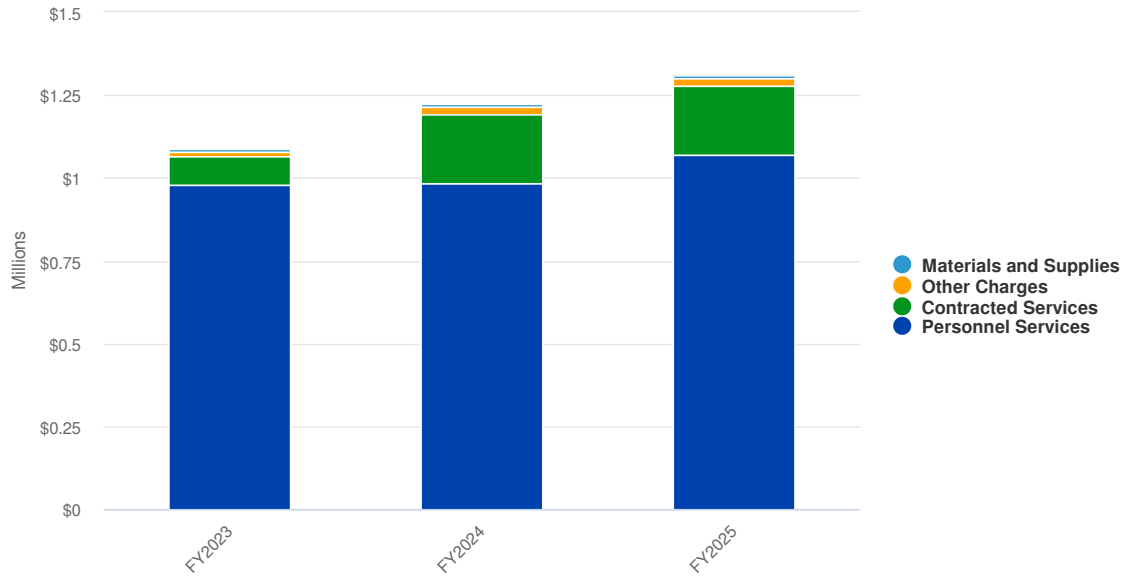
To provide high quality legal services to facilitate policymaking by the City Council and City Manager, to ensure the legality of the City's actions, to promote compliance with City regulations, to manage the City's real property interests, to represent the City's interests in litigation and legislative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

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$978,278	\$982,524	\$971,715	\$1,067,527	8.7%
Contracted Services	\$84,539	\$208,539	\$193,941	\$208,639	0%
Materials and Supplies	\$7,300	\$11,467	\$10,665	\$10,367	-9.6%
Other Charges	\$17,010	\$22,262	\$20,703	\$23,262	4.5%
<b>Total Expense Objects:</b>	<b>\$1,087,127</b>	<b>\$1,224,792</b>	<b>\$1,197,024</b>	<b>\$1,309,795</b>	<b>6.9%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
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 Information Act Requests	100	100
		Real Property/legal documents prepared or reviewed	100	100
		Municipal Court matters		
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.	100	100
		Ordinances	100	100
		Resolutions	100	100



## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Assistant	1.00	1.00	-
Administrative Coordinator	1.00	1.00	1.00
Assistant City Attorney	3.00	3.00	3.00
City Attorney	1.00	1.00	1.00
Legal Assistant*	-	-	1.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

\*Reclassified in FY 2025 from Admin Assistant



# Human Resources

**Department Description:**

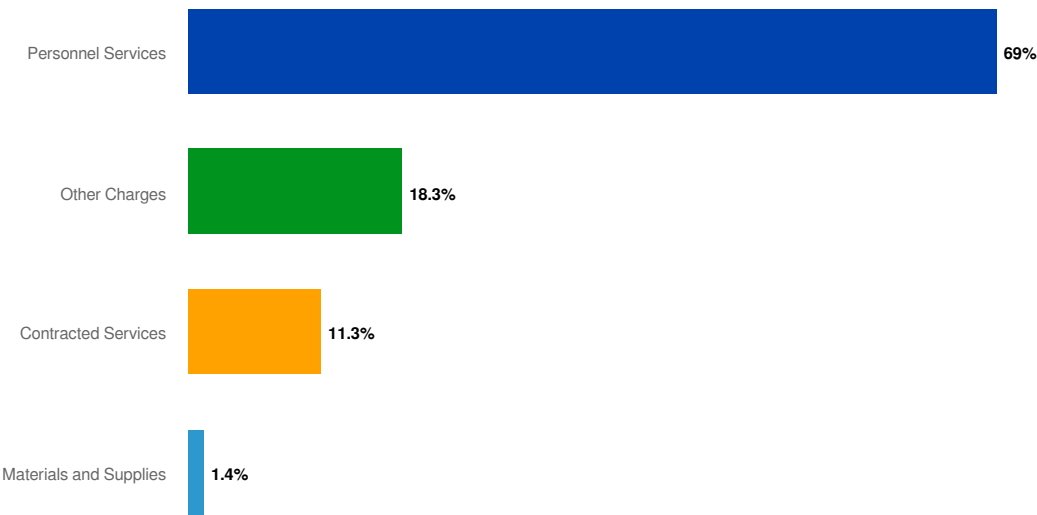
Human Resources is the division of the City that is charged with finding, recruiting, screening, and training job applicants. It also administers employee benefit programs.

**Mission:**

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

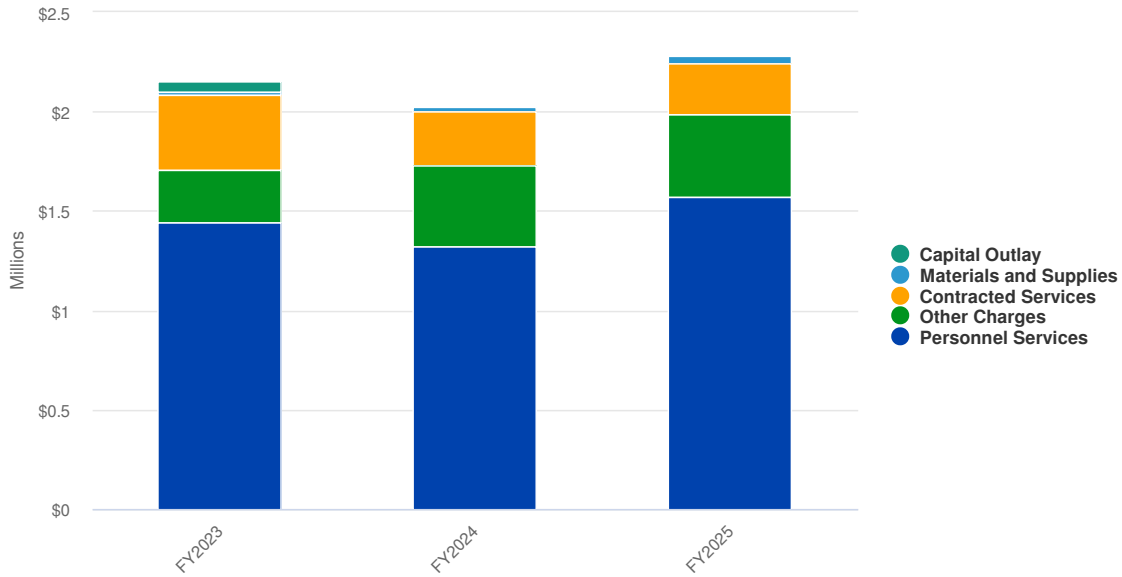
## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type





## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,444,502	\$1,321,557	\$1,307,021	\$1,571,525	18.9%
Contracted Services	\$380,650	\$272,985	\$253,877	\$258,440	-5.3%
Materials and Supplies	\$15,450	\$26,850	\$24,971	\$31,850	18.6%
Other Charges	\$260,067	\$406,360	\$377,916	\$415,905	2.3%
Capital Outlay	\$51,269	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$2,151,938</b>	<b>\$2,027,753</b>	<b>\$1,963,785</b>	<b>\$2,277,720</b>	<b>12.3%</b>

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Coordinator	1.00	1.00	1.00
Assistant Director of Human Resources	1.00	1.00	1.00
Benefits Manager	1.00	1.00	1.00
Compensation/HRIS Analyst	1.00	1.00	1.00
Director Of Human Resources	1.00	1.00	1.00
Entry-Level CDL Driver Instructor	0.50	0.50	0.50
Human Resources Generalist	2.00	2.00	2.00
Human Resources Specialist	-	-	2.00
Organizational Development Trainer	1.00	1.00	1.00
Risk Management Specialist	1.00	1.00	1.00
Risk Manager/ADA Coordinator	1.00	1.00	1.00
<b>Total</b>	<b>10.50</b>	<b>10.50</b>	<b>12.50</b>



# Finance

**Department Description:**

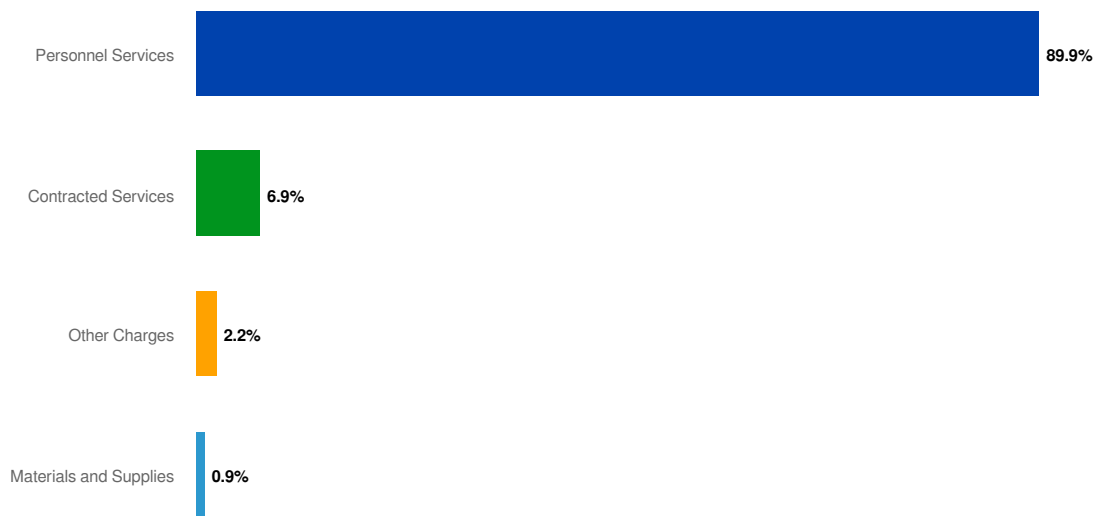
The Finance Department provides administrative oversight and support for all divisions in Finance, which include Accounting, Budget, Purchasing and Utility Billing. Accounting oversees the accounting activities of the City, including grants, accounts payable, accounts receivable, payroll, debt management, treasury management, and the annual audit. Budget manages the City's budget process, monitors Citywide budget compliance, compiles the annual budget book, and provides technical support to departments. Purchasing facilitates Citywide procurement and contracting activities, and develops and monitors compliance with procurement and contracting policies. Utility Billing bills, collects, and provides customer service for all City utilities.

**Mission:**

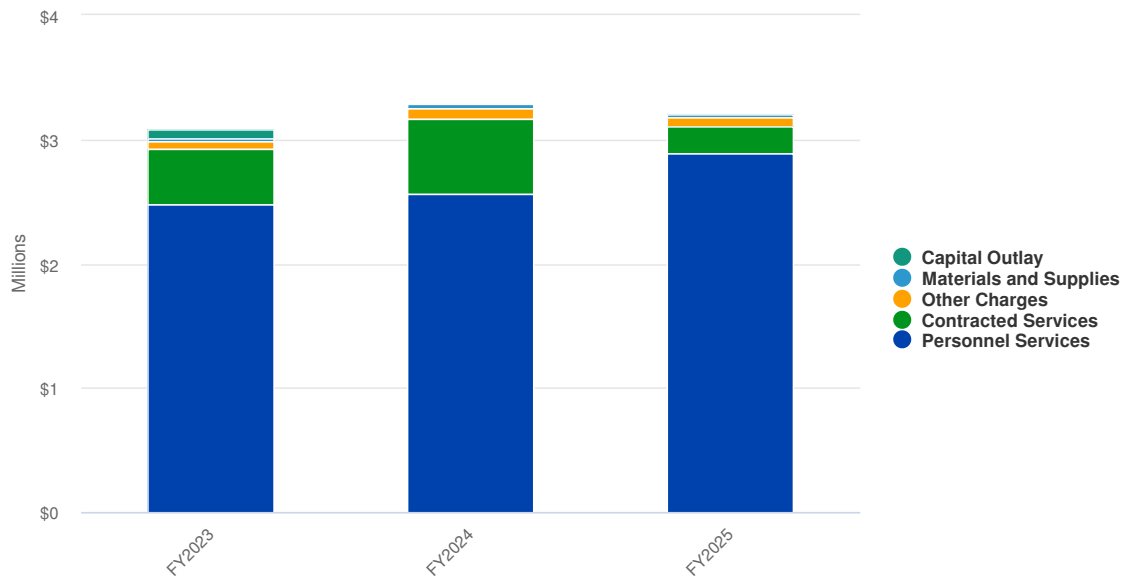
To accurately and fairly manage and present the City's financial affairs; protect and advance the City's financial position by maintaining proper internal controls and recommending sound financial policies; and provide quality customer service for San Marcos residents, bond holders and employees.

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$2,473,742	\$2,559,496	\$2,531,341	\$2,883,465	12.7%
Contracted Services	\$449,806	\$607,472	\$564,951	\$221,155	-63.6%
Materials and Supplies	\$26,120	\$43,621	\$40,568	\$30,161	-30.9%
Other Charges	\$63,405	\$81,545	\$75,838	\$71,572	-12.2%
Capital Outlay	\$69,446	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$3,082,519</b>	<b>\$3,292,134</b>	<b>\$3,212,698</b>	<b>\$3,206,353</b>	<b>-2.6%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Manage federal grant funds delivered under the American Rescue Plan Act</b>	Public Health Response		75%	100%
	Negative Economic Impacts		50%	100%
	Public Sector Capacity			100%
	Infrastructure Improvements		50%	100%
	Revenue Replacement			100%
	Administrative			100%
	Emergency Relief			100%
<b>Produce the Annual Budget Book in a timely manner</b>	Compile and streamline all required financial data needed to produce and post the Budget Book on time	Submit and receive the GFOA Distinguished Budget Presentation Award	By Dec. 19th	By Dec. 15th
<b>Update the AP process</b>	Educate internal users with training videos on each AP process	Completion of NEOGOV Training		75%
<b>Update Payroll Training</b>	Revise ESS Time Entry handout	Implement at Orientation and present refresher sessions to supervisors and admins		75%

## Authorized Position List

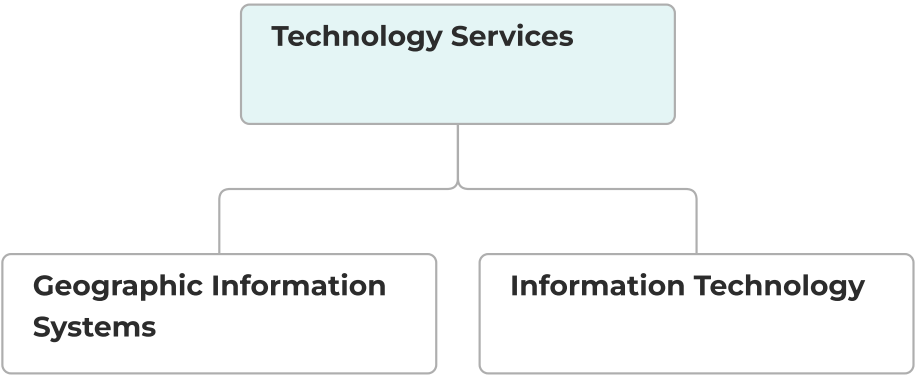
	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Accountant I - Capital Projects	1.00	1.00	1.00
Accountant I - Grants	1.00	1.00	1.00
Accountant II	2.00	2.00	2.00
Accounting Manager	1.00	1.00	1.00
Accounting Technician	2.48	2.48	2.48
Accounts Payable/Payroll Supervisor	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00
Assistant Director of Finance	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00
Construction Contract Specialist	1.00	1.00	1.00
Contract Specialist	1.00	1.00	1.00
Director Of Finance-CFO	1.00	1.00	1.00
Financial/Budget Analyst	1.00	2.00	2.00
Intern - Paid	0.38	0.38	0.38
Mail Services Coordinator	1.00	1.00	1.00
Payroll-Accounts Receivable Specialist	2.00	2.00	2.00
Procurement Coordinator	1.00	1.00	1.00
Procurement Program Administrator	1.00	2.00	2.00
Purchasing Manager	1.00	1.00	1.00
Purchasing Specialist, Senior	2.00	2.00	2.00
<b>Total</b>	<b>23.85</b>	<b>25.85</b>	<b>25.86</b>



# Technology Services

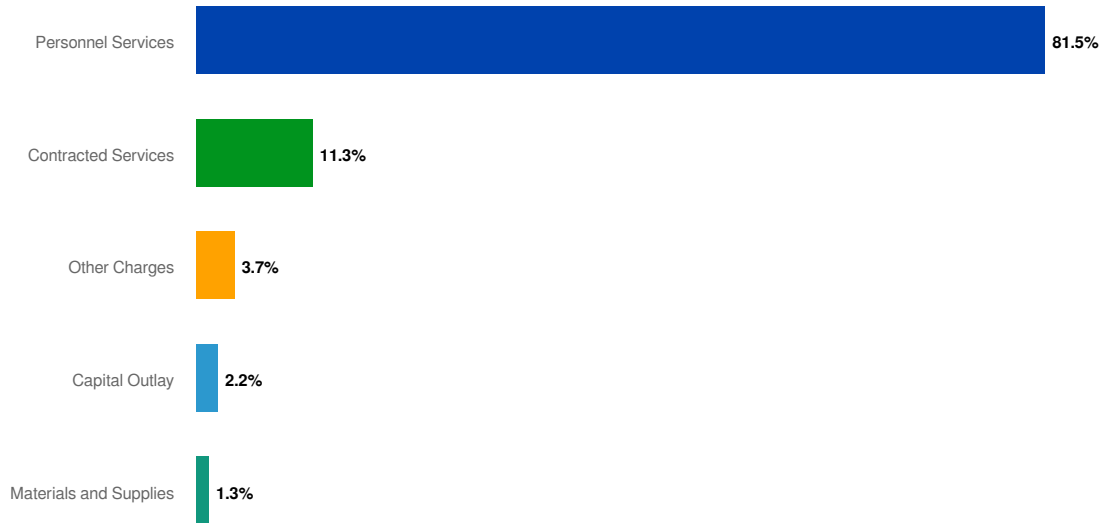
## Organizational Chart

Technology Services

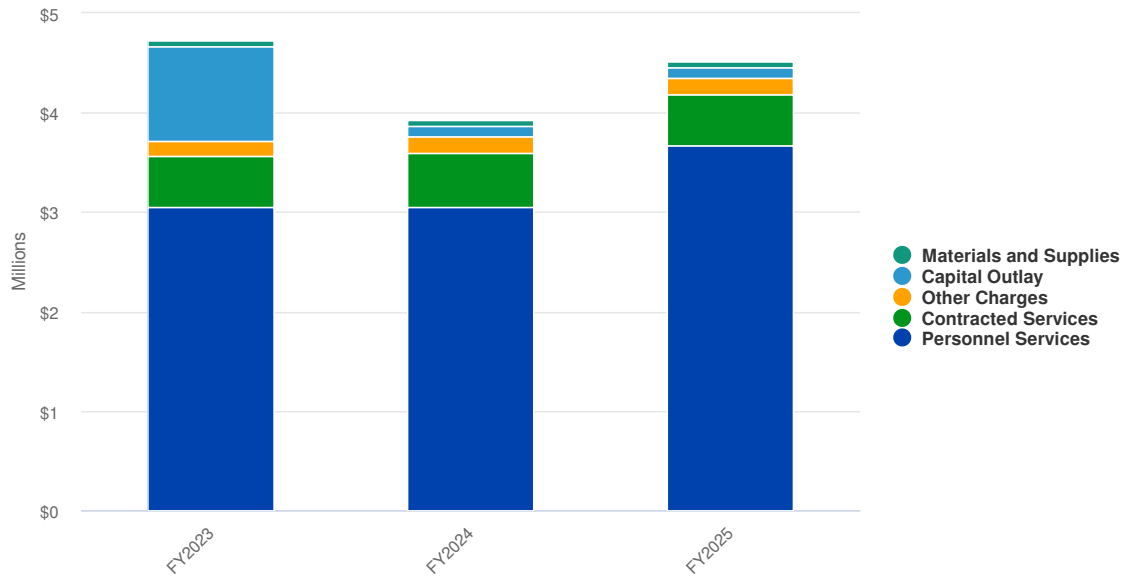


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



# Information Technology (IT)

**Department Description:**

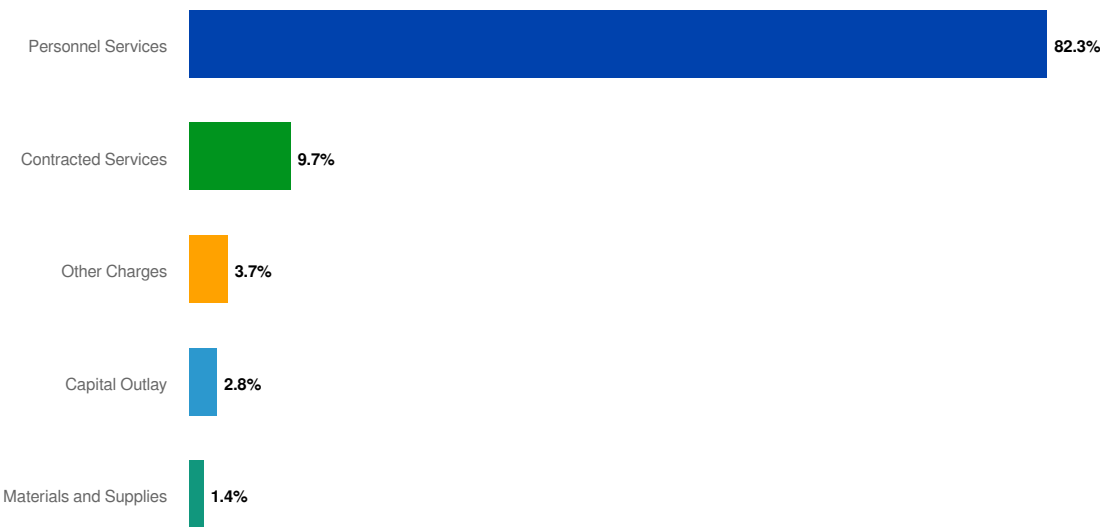
Our IT department offers a comprehensive suite of IT services, encompassing:  
Support: Addressing user issues and requests.  
Infrastructure: Maintaining the IT backbone for smooth operations.  
Business Analysts (BAs): Translating business needs into IT solutions.  
Security: Managing Risk and safeguarding IT systems and data.  
Our IT department functions as a one-stop shop for all your organization's technological needs, encompassing four key areas. These combined teams create a comprehensive approach to IT management.

**Mission:**

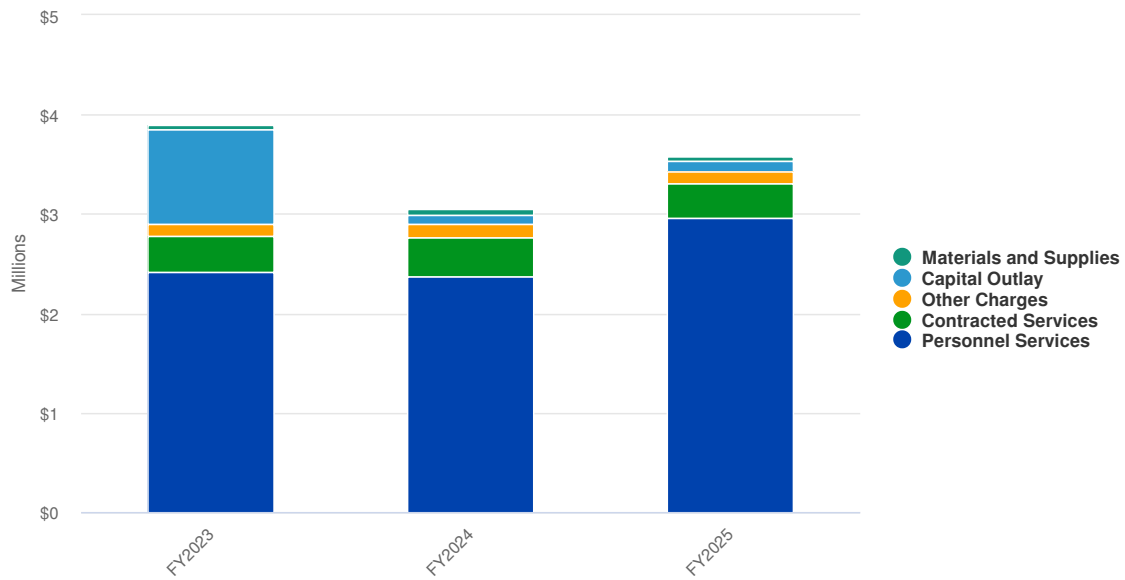
Our mission is to deliver reliable and sustainable technology services necessary for the support and operations of the City of San Marcos. We are committed to provide cost effective recommendations, implement solutions, and oversee technological resources through teamwork, professionalism, and quality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

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$2,418,354	\$2,376,597	\$2,350,454	\$2,953,361	24.3%
Contracted Services	\$363,838	\$385,478	\$358,494	\$349,126	-9.4%
Materials and Supplies	\$46,622	\$52,342	\$48,678	\$51,137	-2.3%
Other Charges	\$114,734	\$133,744	\$124,382	\$133,744	0%
Capital Outlay	\$955,511	\$100,000	\$0	\$100,000	0%
<b>Total Expense Objects:</b>	<b>\$3,899,058</b>	<b>\$3,048,161</b>	<b>\$2,882,008</b>	<b>\$3,587,368</b>	<b>17.7%</b>



## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
Digital Modernization	Modernize and standardize conference room technology	Complete 12 conference & training rooms	100%	
	EOC Project	Complete internet installation	100%	
		Data center expansion	100%	
		Tech / AV upgrade	100%	
		Managed EOC devices	100%	
		Phone system	100%	
	Public WiFi in Parks	Award contract to vendor and begin installations	100%	
Governance	Develop Criminal Justice Information Service (CJIS) security plan	CJIS Security Plan signed	100%	
	Complete Governance, Risk & Compliance (GRC) baseline	GRC baseline assessment completed (canceled project)	0%	0%
	Develop Physical Security Strategic Plan	Strategic Plan reviewed & approved by Emergency Preparedness Team	100%	
		Strategic Plan reviewed & adopted by City Manager	100%	
	Enhance Cybersecurity Posture	Implement and regularly update cybersecurity policies and protocols	30%	50%
		Conduct regular cybersecurity assessments and audits	50%	80%
		Provide ongoing cybersecurity awareness training for IT staff and end users	50%	60%
Operation Modernization	Departmental structure that supports personnel growth	Define structure	75%	100%
		Write new job descriptions in alignment with new structure	25%	50%
	Create departmental runbooks and playbooks	Each team documents the team runbook	100%	
		Complete department playbook	100%	
	Optimize IT Service Delivery	Define SLA & ELA for department	50%	75%



## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Coordinator	1.00	1.00	1.00
Application Administrator	-	1.00	1.00
Assistant Director of IT	1.00	1.00	1.00
Director of IT	1.00	1.00	1.00
ERP Administrator	1.00	2.00	2.00
Intern - Paid	0.38	0.38	0.38
IT Business System Analyst	3.00	3.00	3.00
IT Infrastructure Administrator	2.00	2.00	2.00
IT Infrastructure Manager	1.00	1.00	1.00
IT Project Manager	1.00	1.00	1.00
IT Security Analyst*	1.00	1.00	2.00
IT Security Manager	1.00	1.00	1.00
IT Service Delivery Manager	1.00	1.00	1.00
IT Support Analyst	3.00	3.00	3.00
IT Systems Administrator	3.00	3.00	3.00
Technology Specialist - Public Safety	2.00	2.00	2.00
<b>Total</b>	<b>22.38</b>	<b>24.38</b>	<b>25.38</b>

\*Two FTEs are funded with ARPA

# Geographic Information Systems (GIS)

## **Department Description:**

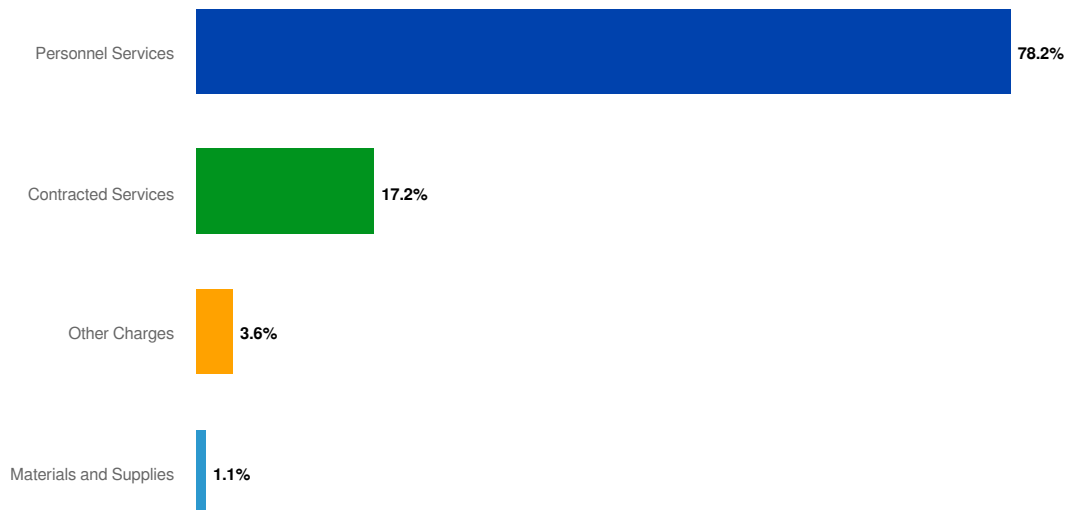
The geographic advantage provides a robust and high quality geographic information system that empowers users to efficiently manage and maintain accurate, reliable, and consistent geographic data, and to easily and quickly obtain information in various formats on demand. The GIS Division is responsible for the enterprise GIS system, GIS Governance, and supporting departments with managing their spatial data and developing business solutions to support their goals and objectives.

## **Mission:**

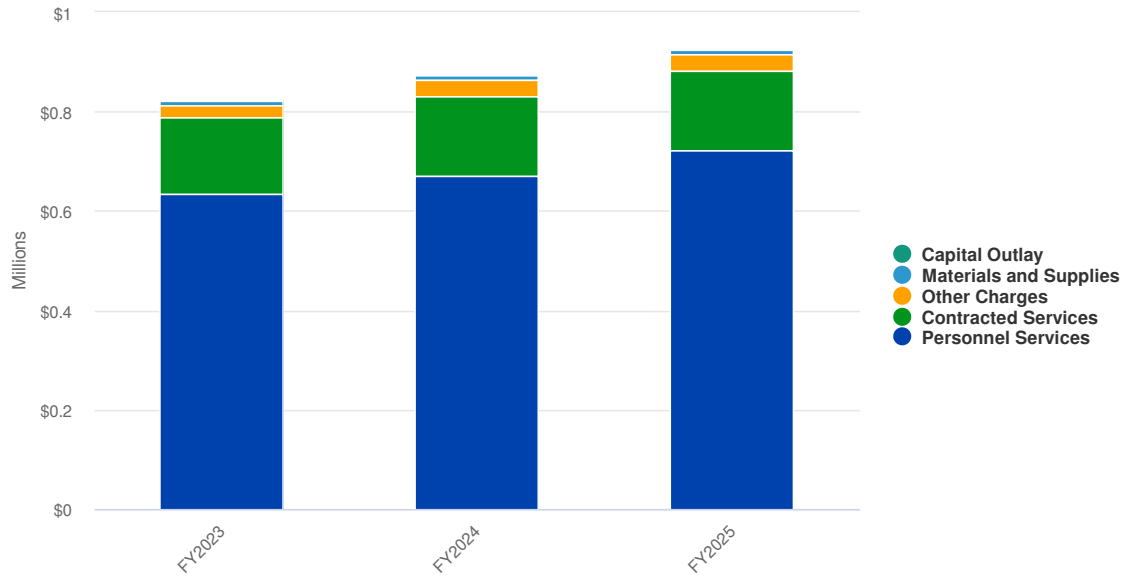
Our mission is to practice responsive, collaborative and innovative approaches to GIS. The City GIS staff will provide geospatial information and applications to city employees and the public in order to enhance city operations, improve decision-making, and provide excellent customer service.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$635,405	\$671,267	\$663,884	\$722,172	7.6%
Contracted Services	\$153,400	\$159,959	\$148,762	\$158,810	-0.7%
Materials and Supplies	\$8,350	\$8,600	\$7,998	\$9,749	13.4%
Other Charges	\$25,350	\$33,250	\$30,923	\$33,250	0%
Capital Outlay	\$1,892	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$824,397</b>	<b>\$873,077</b>	<b>\$851,567</b>	<b>\$923,981</b>	<b>5.8%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
Governance	Establish GIS Steering Committee	Steering Committee charter approved and cadence of quarterly meetings established.	50%	80%
	Policies, procedures, and standards for managing the enterprise system and data within defined and published.	GIS System access policies established.	50%	80%
		GIS Data Dictionary developed and publicly accessible.	50%	75%
Operational Maturity	Adopt GIS maturity model to establish KPIs that can be used to measure progress over time.	Identify model and perform initial assessment of GIS maturity.	20%	50%
Digital Modernization	Evaluate opportunities for GIS to address existing business needs within the organization.	Meet with key departments to understand business needs and develop report with recommendations for the organization.	250%	50%
	Develop recommendation for growing the team to more broadly support Data & Analytics	3 site visits to municipalities with data & analytics programs to learn how to get started	33%	66%
		Create a strategy document	10%	50%

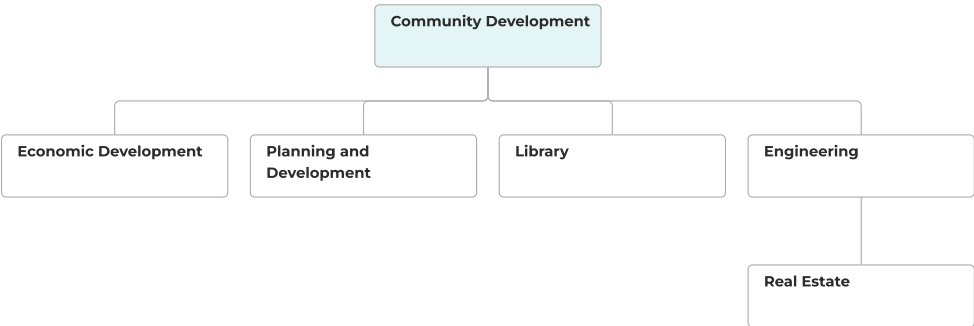
## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
GIS Administrator	1.00	1.00	1.00
GIS Analyst	3.00	3.00	3.00
GIS Manager	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00
Intern - Paid	0.38	0.38	0.38
<b>Total</b>	<b>6.38</b>	<b>6.38</b>	<b>6.38</b>

# Community Development Services

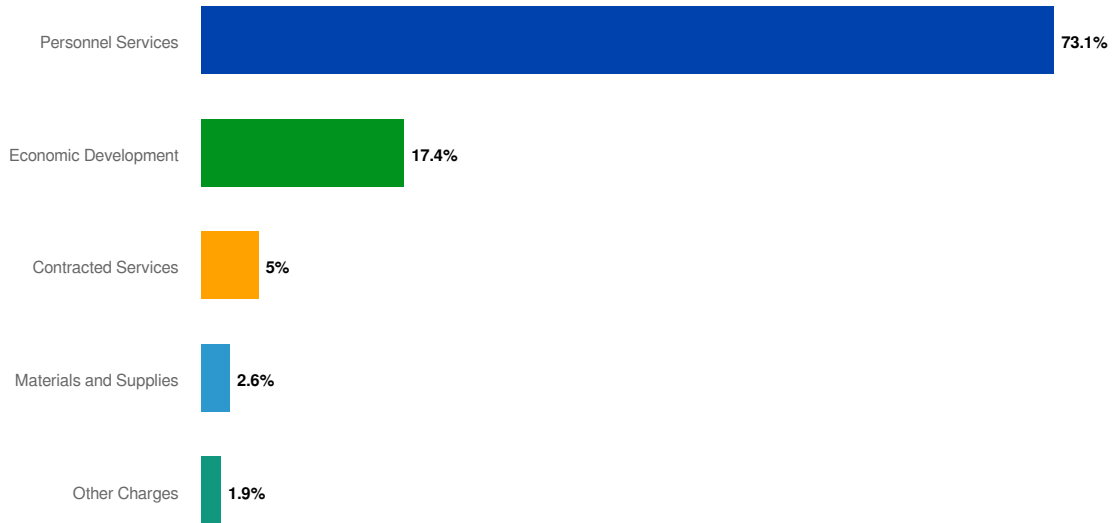
## Organizational Chart

### Community Development

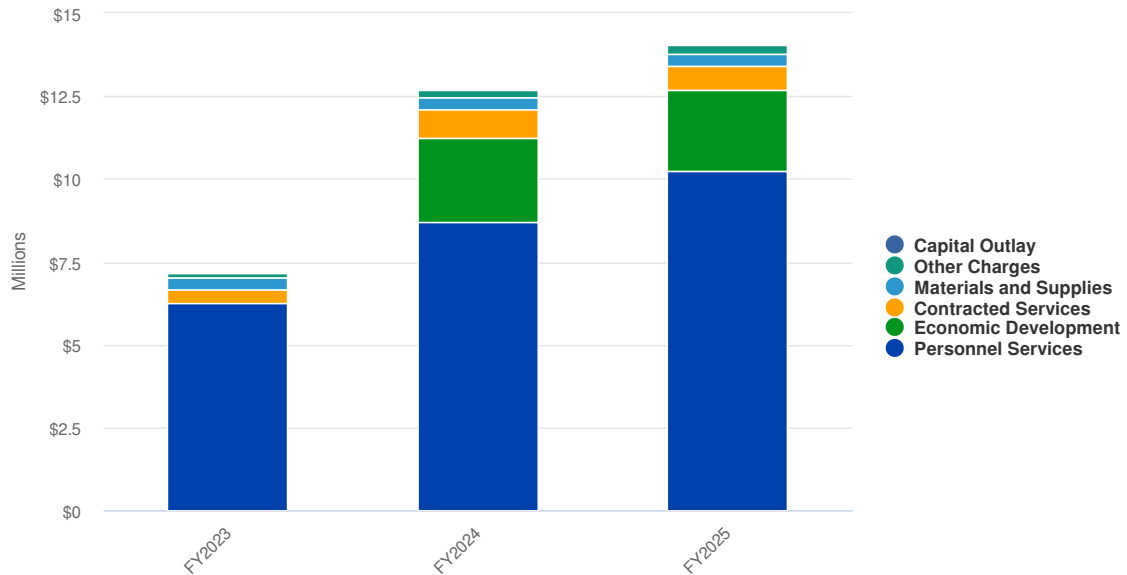


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$6,241,129	\$8,699,340	\$8,606,324	\$10,260,617	17.9%



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Contracted Services	\$437,997	\$868,040	\$779,199	\$703,450	-19%
Materials and Supplies	\$334,070	\$371,737	\$344,415	\$359,317	-3.3%
Other Charges	\$163,826	\$214,170	\$190,465	\$261,585	22.1%
Economic Development	\$0	\$2,519,384	\$1,051,923	\$2,446,226	-2.9%
Capital Outlay	\$7,419	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$7,184,441</b>	<b>\$12,672,671</b>	<b>\$10,972,326</b>	<b>\$14,031,195</b>	<b>10.7%</b>



# Engineering and Real Estate

## **Department Description:**

The Engineering and Capital Improvements Program (CIP) Department has five (5) Divisions: Development Engineering, Capital Improvements, Inspections, Real Estate and Habitat Conservation. The Development Engineering Division leads the engineering reviews associated with new development in San Marcos. The Capital Improvements Division develops & implements the Capital Improvement Program; in addition, they maintain the master plans for the water, wastewater, storm and transportation systems. The Inspections Division inspect all horizontal (such as pipelines, subdivision or road) construction for CIP and Development projects. They do not inspect vertical projects such as apartment complexes, houses or office buildings. The Real Estate Divisions acquires and disposes real estate, ROW, & easements for all City Departments. The Habit Conservation Division manages implementation of the Edwards Aquifer Habitat Conservation Plan to protect endangered species in the San Marcos River & maintain compliance w/ federal Endangered Species Act; this includes oversight and coordination of multiple San Marcos River restoration and habitat improvement projects.

## **Mission:**

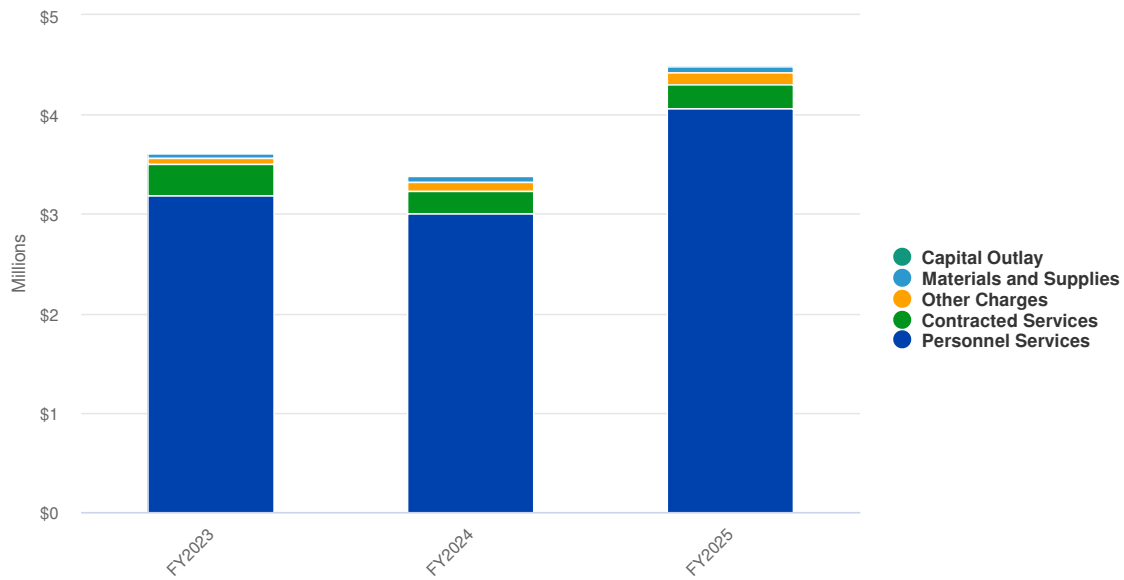
The mission of the Engineering and CIP Department is to provide comprehensive engineering and development review, capital project planning and management, and public improvement inspection services to the citizens of San Marcos and other City departments in order to manage the City's infrastructure, ensure public safety and health, protect the environment and improve the community.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$3,194,645	\$3,004,403	\$3,214,870	\$4,061,626	35.2%
Contracted Services	\$315,160	\$235,167	\$218,705	\$250,639	6.6%
Materials and Supplies	\$41,870	\$66,207	\$61,573	\$56,117	-15.2%
Other Charges	\$51,109	\$79,772	\$74,188	\$116,352	45.9%
Capital Outlay	\$1,892	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$3,604,676</b>	<b>\$3,385,549</b>	<b>\$3,569,336</b>	<b>\$4,484,734</b>	<b>32.5%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
QUALITY OF LIFE & SENSE OF PLACE Cultivate a community that promotes inclusivity, equity, and belonging; has a unique sense of place due to our distinct natural, historical, and cultural assets; and commits to a healthy quality of life for families of all types.	COMPREHENSIVE PLANNING - Complete and utilize the City's Comprehensive Plan and other master plans as our guiding principles for decision-making.	Ensure master plans align with the current Comprehensive Plan.	1	1
PUBLIC SAFETY, CORE SERVICES & FISCAL EXCELLENCE Deliver quality government services and improve community safety in a fiscally responsible manner with a professional workforce.	FINANCIAL MANAGEMENT - Use strategic financial decision making to meet our community's existing and future needs. INFRASTRUCTURE MANAGEMENT - Dedicate the financial and staffing resources necessary for capital improvement project planning, construction, operations, and maintenance	Pursue grant funding opportunities for applicable projects, including CIP. (Engineering/CIP)  Develop and implement the CIP. (Engineering/CIP)	5  1	5  1
MOBILITY & CONNECTIVITY: Improve neighborhood and regional connectivity to provide a safe, convenient, and efficient multimodal system for goods, services, and people of all income levels and abilities to move throughout the City.	MULTIMODAL TRANSPORTATION SYSTEM - Develop a diverse transportation system to improve multimodal connectivity and capacity by implementing the Transportation Master Plan. TRANSPORTATION AND TRAFFIC OPERATIONS - Increase the safety, convenience, and reliability of the transportation system, including investment in technology and maintenance.	Maintain and coordinate the bike & greenways plan within the transportation master plan with CIP projects.  Coordinate with CAMPO to ensure specific San Marcos projects are identified in the Safe Streets for All program.	1  1	1  1
ENVIRONMENTAL PROTECTION Advance responsible stewardship of the community's natural, cultural, and historical resources through varied environmentally friendly policies and practices.	ENVIRONMENTAL STEWARDSHIP - Set the standard by demonstrating responsible stewardship of the environment, including our rivers, aquifers, and other sensitive features. RESILIENT INFRASTRUCTURE - Incorporate resiliency into existing and future City infrastructure planning, construction, operations, and maintenance.	Incorporate green stormwater and water/energy conservation infrastructure on CIP projects. Metric is based on projects in design or construction.  Incorporate and anticipate future needs of the City into CIP Projects to mitigate future risks. Metric is based on projects in design or construction	5  15	6  18

ENVIRONMENTAL  
PROGRAMS - Promote  
innovative programs and  
educate residents about  
environmental resiliency

Continue participation and  
implementation of the  
Edwards Aquifer Habitat  
Conservation Plan

1 1

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Assistant	1.00	1.00	1.00
Assistant Director Engineering	1.00	1.00	1.00
Assistant Director of Capital Improvements	1.00	1.00	1.00
CIP Program Coodrinator	1.00	-	-
Director Of Engineering And CIP	1.00	1.00	1.00
Engineering Associate II	1.00	1.00	1.00
Engineering Inspections Manager	1.00	1.00	1.00
Engineering Inspector	4.00	4.00	3.00
Financial Analyst-Cip	-	1.00	1.00
Graduate Engineer I	-	-	3.00
Graduate Engineer II	3.00	3.00	2.00
Habitat Conservation Manager	1.00	1.00	1.00
Intern - Paid	0.38	0.38	0.38
Project Engineer	4.00	4.00	4.00
Real Estate Manager	1.00	1.00	1.00
Real Estate Specialist	1.00	1.00	1.00
Senior Engineer	6.00	6.00	5.00
Senior Engineering Inspector	1.00	2.00	2.00
<b>Total</b>	<b>28.38</b>	<b>29.38</b>	<b>29.38</b>



# Economic Development

## Department Description:

San Marcos Economic Development encourages and supports high quality new business development and the growth of its business community through retention, expansion, and recruitment endeavors.

## Mission:

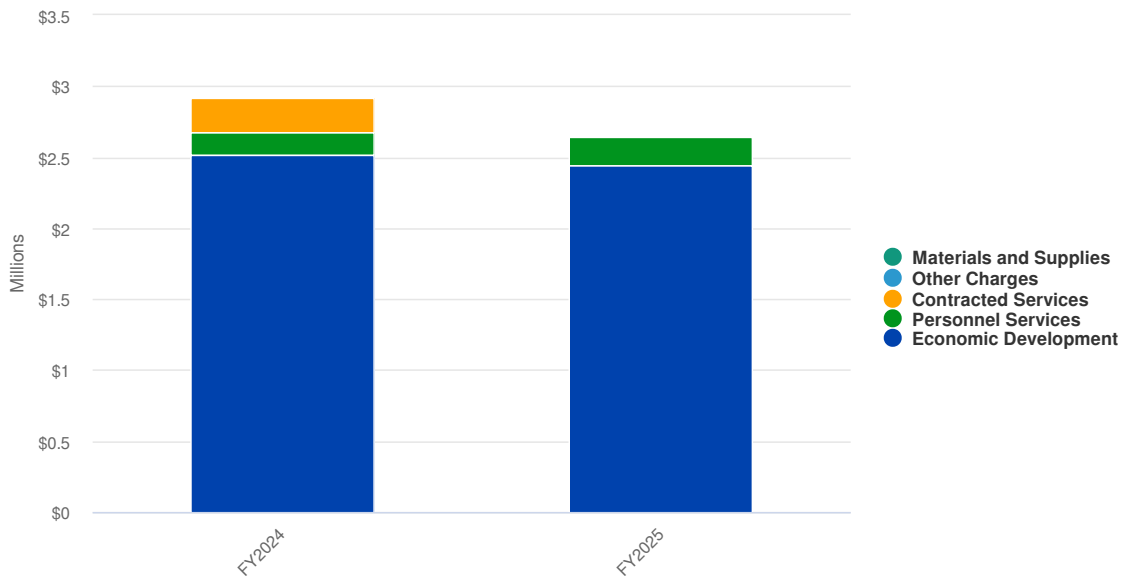
Facilitate the creation, retention, and expansion of high quality jobs, as well as expand the City's commercial tax base.

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$0	\$152,206	\$150,532	\$194,192	27.6%
Contracted Services	\$0	\$250,000	\$232,500	\$16,544	-93.4%
Materials and Supplies	\$0	\$0	\$0	\$3,638	N/A
Other Charges	\$0	\$0	\$0	\$9,000	N/A
Economic Development	\$0	\$2,519,384	\$1,051,923	\$2,446,226	-2.9%
<b>Total Expense Objects:</b>	<b>\$0</b>	<b>\$2,921,590</b>	<b>\$1,434,955</b>	<b>\$2,669,600</b>	<b>-8.6%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
Support high quality business development, retention, and expansion	Stand up remaining council approved business support grant programs	Identify qualified businesses and distribute program funds		
	Implement Business Retention and Expansion Program (BRE) to support local businesses	Bring on additional staff member to inaugurate BRE efforts in house		
	Continue to attract high quality business development through partnership with the Greater San Marcos Partnership (GSMP)	Monitor and evaluate regular reporting to ensure compliance with contract deliverables		

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Business Retention & Expansion Coordinator*	-	-	0.33
Economic and Business Development Manager	-	1.00	1.00
<b>Total</b>	<b>-</b>	<b>1.00</b>	<b>1.33</b>
*New Position			

# Planning & Development

## **Department Description:**

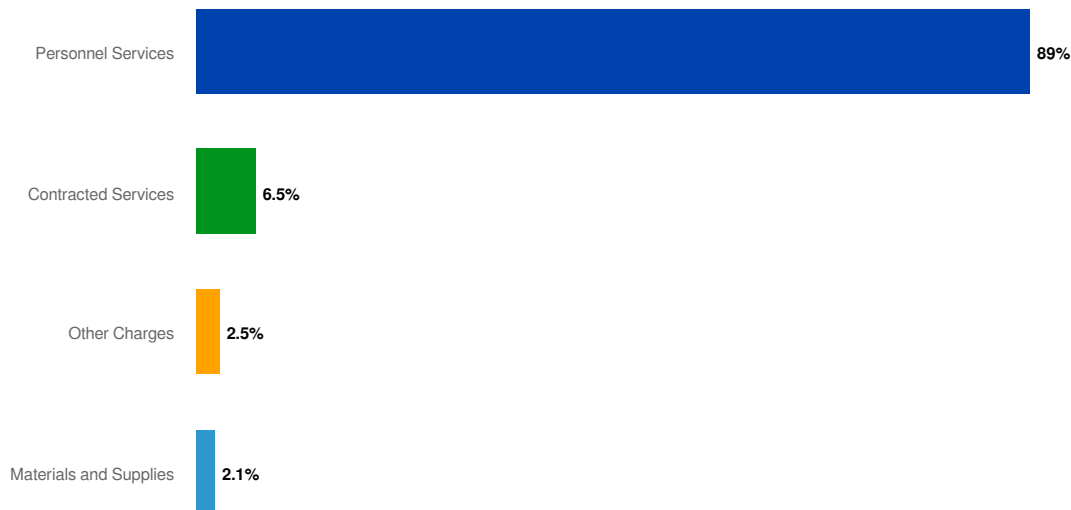
Planning and Development Services is made up of 4 divisions, Planning, Permitting, Inspections and CDBG (Community Development Block Grant) with a subset of GIS. We deal with all Development from the Pre-Entitlement phase (Zoning, Platting, etc.) all the way to the Post-Entitlement phase (Construction and Occupancy of structures).

## **Mission:**

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.

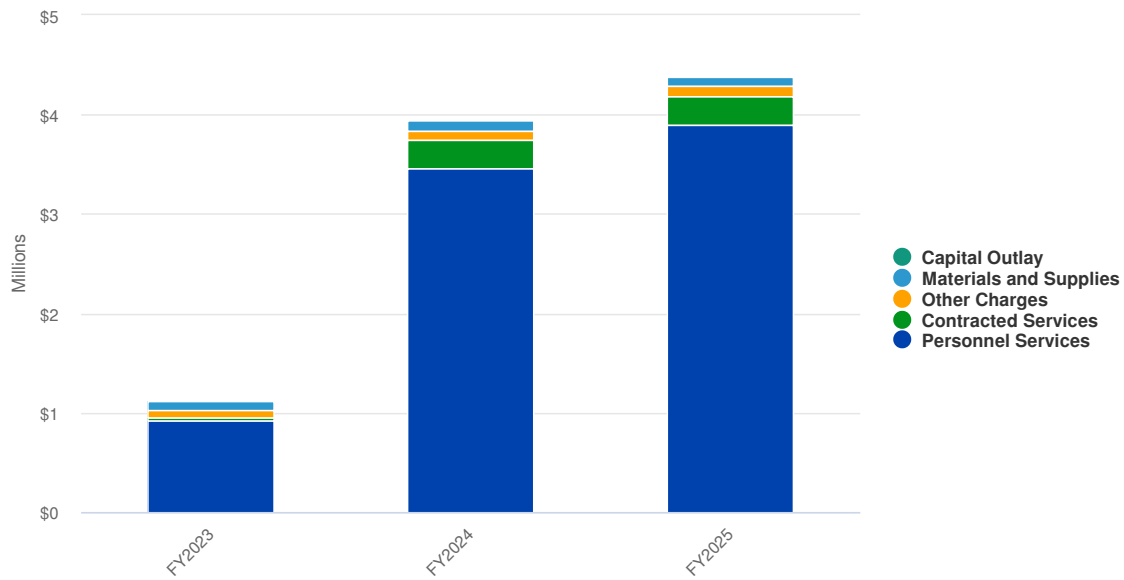
## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**





## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$920,298	\$3,462,039	\$3,423,956	\$3,895,016	12.5%
Contracted Services	\$32,540	\$278,351	\$258,867	\$283,509	1.9%
Materials and Supplies	\$89,600	\$97,315	\$90,504	\$91,387	-6.1%
Other Charges	\$70,442	\$97,483	\$90,660	\$108,688	11.5%
Capital Outlay	\$5,527	\$0	\$0		N/A
<b>Total Expense Objects:</b>	<b>\$1,118,407</b>	<b>\$3,935,188</b>	<b>\$3,863,987</b>	<b>\$4,378,600</b>	<b>11.3%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Improve Development Processes</b>	Development review timeframes	Maintain goal review times for Building and Planning	x	x
<b>Improve Customer experience</b>	Increase transparency	Maintain an updated website Maintain updated reports and map features online	x x	x x
<b>Planning</b>	Create Neighborhood and Area Plans	Adoption of 5 area plans		x
	Comprehensive Plan	Adoption of the Comprehensive Plan		x
	Strategic Housing Action Plan	Update and gather public input for City Council consideration		x
	City-Wide Historic Preservation Plan	Create steering committee, engage the public & prepare a draft plan		x
	Bicycle Friendly Community	Update application with BFC with the goal of increasing our bicycle friendly score	x	
	Policy Implementation	Prioritize and create programs to implement City Council Policies & the Comprehensive Plan.	x	x
	Update the San Marcos Development Code	Update the Code based on the newly adopted Comprehensive Plan Policies		x

## Authorized Position List

	<b>FY2022-23 Actual</b>	<b>FY2023-24 Estimate</b>	<b>FY2024-25 Proposed</b>
Administrative Coordinator	1.00	1.00	1.00
Assistant Director of Development Services	1.00	1.00	1.00
Assistant Director of Planning	1.00	1.00	1.00
Building Permit Technician	2.00	2.00	2.00
Building Permit Technician, Senior	1.00	1.00	1.00
Building Services Coordinator	1.00	1.00	1.00
Chief Building Official	1.00	1.00	1.00
Chief Planner	1.00	1.00	1.00
Combination Inspector	2.00	2.00	2.00
Combination Inspector, Sr.	2.00	2.00	2.00
Community Initiatives Coordinator	1.00	1.00	-
Community Initiatives Program Administrator	1.00	1.00	1.00
Deputy Chief Building Official	-	1.00	1.00
Director Of Planning and Development Services	1.00	1.00	1.00
Electrical Inspector	0.50	0.50	0.50
Environmental Compliance Program Manager	1.00	1.00	1.00
Environmental Inspection Specialist	3.00	3.00	3.00
GIS Analyst Planning	1.00	1.00	1.00
GIS Technician Planning	1.00	1.00	1.00
Grants Compliance Specialist	2.00	2.00	2.00
Historic Preservation Officer	1.00	1.00	1.00
Housing And Community Development Manager	1.00	1.00	1.00
Housing Coordinator	1.00	1.00	1.00
Intern-Paid	1.43	1.43	1.50
Permit Manager	1.00	1.00	1.00
Planner	3.00	3.00	3.00
Planner, Senior	1.00	1.00	1.00
Planning Manager	1.00	1.00	1.00
Planning Technician I	2.00	2.00	2.00
Senior Planning Technician	1.00	1.00	1.00
<b>Total</b>	<b>37.93</b>	<b>38.93</b>	<b>38.00</b>



# Library

## **Department Description:**

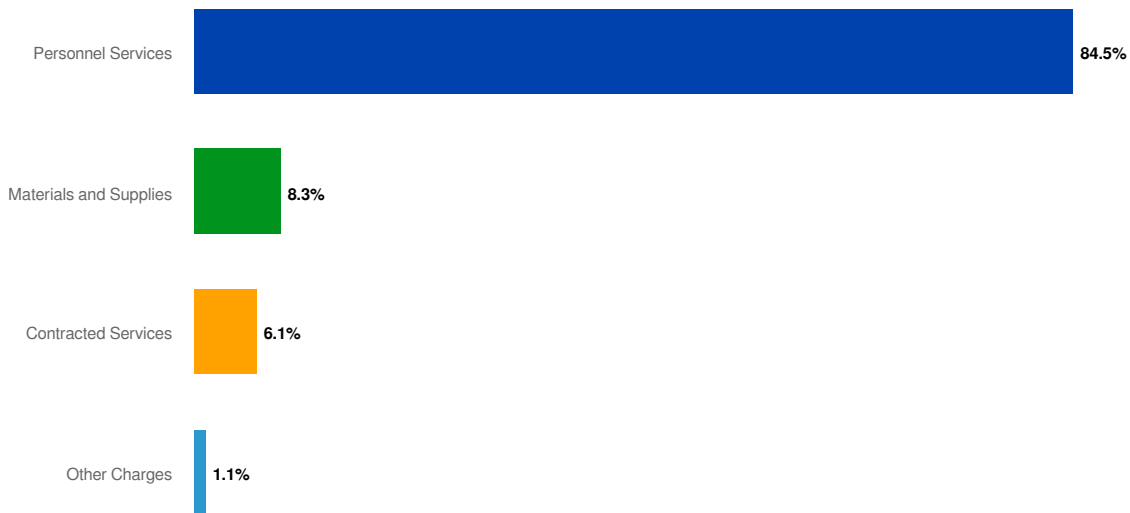
The San Marcos Public Library serves as a community hub for the people of San Marcos, SMCISD, and Hays County. The library provides access to a wide range of information and resources, offering books, magazines, newspapers, and digital media - all available for free. Beyond lending materials, we provide educational programs, workshops, classes, and events for all ages. The public can use our computer devices or bring their own and access Wi-Fi and printing services. The library is a welcoming place and we strive to create a community that is educated, engaged, and well-informed. The library is open seven days per week for a total of 70 hours and the staffing level remains at 22.5 FTE.

## **Mission:**

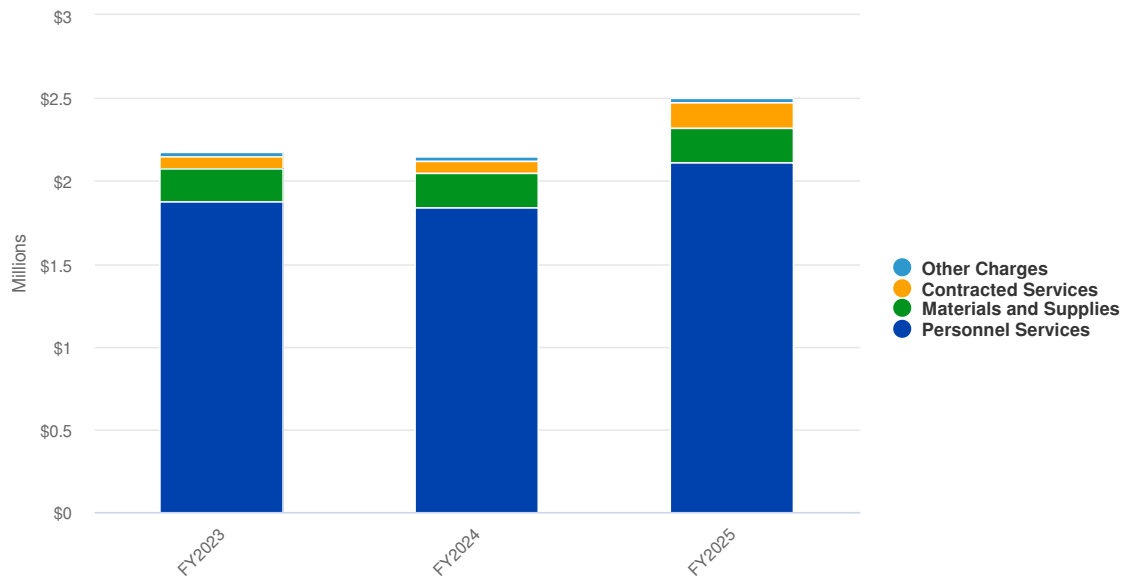
The mission of the San Marcos Public Library is to create opportunities for our citizens to explore and expand their interests; to improve their academic, work, and life skills; and to enhance their enjoyment of leisure time through reading and lifelong learning.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,878,309	\$1,837,176	\$1,816,966	\$2,109,783	14.8%
Contracted Services	\$69,305	\$73,330	\$68,197	\$152,758	108.3%
Materials and Supplies	\$200,850	\$206,815	\$192,338	\$208,175	0.7%
Other Charges	\$24,920	\$27,545	\$25,617	\$27,545	0%
<b>Total Expense Objects:</b>	<b>\$2,173,384</b>	<b>\$2,144,866</b>	<b>\$2,103,118</b>	<b>\$2,498,261</b>	<b>16.5%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>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.</b>	To maximize the children's and teen spaces at the library, attendance at programs for children, tweens, and teens should increase by 10% per year.	Attendance will be taken at each program presented to children, tweens, and teens that takes place inside or outside in-person.	Attendance for elementary-age and teens exceeded this goal, however the preschool attendance decreased.	Attendance by children and teens is expected to grow by at least 10%. STAR teens have provided an informal advisory board and they will continue to meet to make program suggestions. The partnership with CORE 4 will continue and so with the YAM grant.
	Staff will present at least 400 in-person programs for children, tweens, and teens.	Programs will be offered to children, tweens, and teens daytime, evening, and weekends with special emphasis on the summer reading program.	In FY23, the number of in-person programs grew by 33%. We are on-track to meet this goal.	To build on the growth seen in FY24, we expect to increase program attendance by at least 10%.
	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 160,000.	Library staff will monitor circulation of children's and YA items checked out from the library (totals do not include eResources).	FY2023, books checked out at the library increased by 6%, while children's eBook circulation decreased by 45%.	Children's and YA circulation will increase by 10% and library staff will work more closely with SMCISD to market our online services for children since all students have access to tablets or laptops.
<b>Our goal is to expand the library digital footprint in the community and provide additional eResources, virtual learning opportunities, access to robust Wi-Fi, and the ability to self-check out materials in order to manage health risks to our staff and customers.</b>	The current library automation software is at end-of-life. There are many new products available that would provide better service to all of our customers with functionality that would make the system more intuitive and easy-to-use. An upgrade to this system would allow library staff to incorporate our in-library and eResources into one search.	Library staff will monitor the statistics provided and once installed, we would expect to see this number increase.	This item was approved as part of the FY2024 Capital Outlay, but funds have been frozen due to sales tax income. This item will be part of the redistribution of ARPA funds. We are hopeful that this project will be funded.	If the new automation system is funded, library staff will have a 26 week implementation plan. The system will be available to the public by mid-January and the library will promote the new system online and in-house.

	Library staff will develop Facebook and other social media sites to provide programs, information, and promote library services.	Facebook for Business includes statistics about members, use, and popularity of content. With all four groups, the Library goal is to have 10,000 followers, now aiming for 15,000 in FY2025. FY2023 had 8,993 followers on the regular page, 2,893 for workforce, 866 for book club and 184 for storytime. The library on Instagram has 1,946 followers.	This goal was met! The library has a total of 13,936 followers on social media with the number participating on the Workforce pages more than doubled.	Facebook has continued to be a major focus of marketing. The new automation system will add texting as a contact point and we expect that our social media prescnece will increase by at least 10%.
	Internet access and computer literacy is still a struggle for many of our population. The Library will provide a robust Wi-Fi connection for the public. The public computers can be used without any staff contact and our goal is to provide check out services that are self-serve.	Grant funding has been secured for improving the Wi-Fi service at the library and the City IT department is purchase and install items this fiscal year. Wi-Fi was upgraded in January 2024, so use numbers will be collected to determine if improved service incrases use.	Improved Wi-Fi project was just completed in January 2024.	Library staff will continue to provide computer assistance on a walk-in basis , but will also add classes and one-to-one personal device instruction.
<b>Our goal is to meet the informational, educational, and recreational needs of our adult citizens by providing them with convenient access to well-maintained, up-to-date collections of informative and entertaining library materials and high-quality educaitonal programming.</b>	Workforce Development continues to be a primary focus of the library. . The Workforce Librarian will facilitate job fairs, classes, programs, and partner with other agencies to provide information and referral to job openings and local training opportunities.	The Workforce Librarian will provide at least eight programs per month, job fairs quarterly, and work with individuals and groups that need assistance with their job search and career counseling. Attendance at these events will be counted.	Workforce Librarian has provided ten programs per month and beginning in May, we are offering a monthly job fair.	The Workforce Librarian will continue to expand the visiblity of the program and the partnerships. Services to individuals has flourished. For this year, the Library will develop an evaluation form to get feedback from participants.

The library provides citizens and visitors with access to the Internet, databases, online newspaper subscriptions, and other computer resources. Library staff selects and processes about 5,000 new items per year. A reading public is an educated public. Patons expect and enjoy having new materials, but inflation and supply chain issues decreased the number of items we are able to purchase. Workforce Librarian will provide classes on commonly used employment sites, like Indeed. She will also add classes on LinkedIn and Learning Express.

The Library will provide adult programs, classes, and events that meet the growing needs of our community. With special focus on healthy families, mental illness, and services for people experiencing homeless, the Library expects attendance at these programs to grow. Grant funding from St. David's Foundation has greatly increased the library's ability to provide useful and fun programming. The programs that we provide in-person at the Library are in response to needs identified in the community. The Library will expand program attendance at these programs by 10% a year. Program attendance has far-exceeded 10% because of the St. David's Libraries for Health grant that allows us to pay teachers and buy materials for adult programs. The St. David's L4H funding will end in June 2025. Staff will be seeking grant funding using Candid and other resources, so we can continue providing high-quality programming. We will also look to local partners to provide free programming.

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Assistant, Senior	1.00	1.00	1.00
Director Of Library	1.00	1.00	1.00
Librarian	5.00	5.00	5.00
Library Assistant	4.00	4.00	4.00
Library Clerk	6.25	6.25	6.45
Library Division Manager	3.00	3.00	3.00
Library Page	1.88	1.88	1.90
Library Supervisor	1.00	1.00	1.00
<b>Total</b>	<b>23.13</b>	<b>23.13</b>	<b>23.35</b>





# Neighborhood Enhancement Services

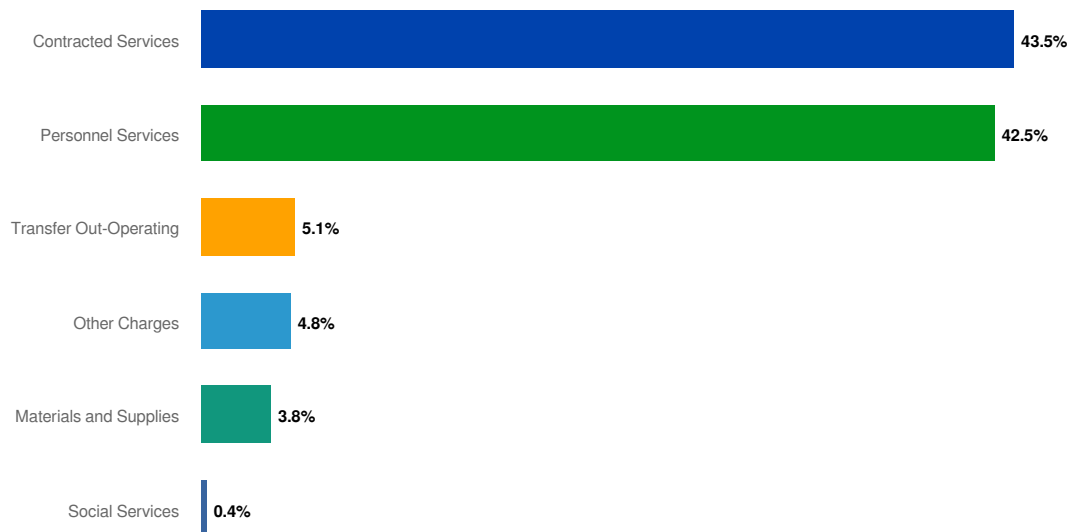
## Organizational Chart

### Neighborhood Enhancement

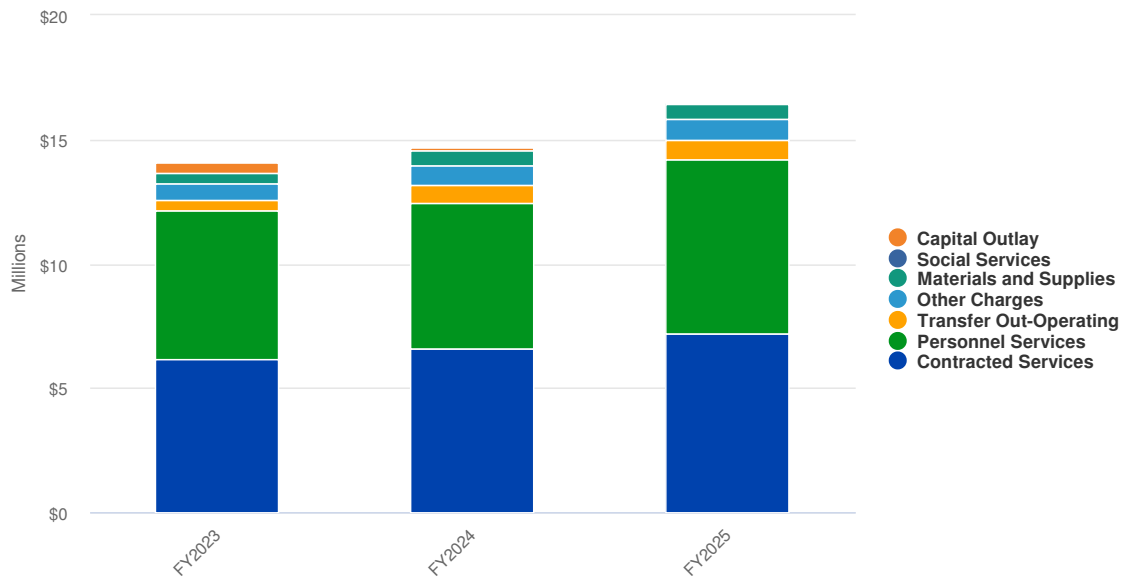


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$5,985,017	\$5,869,763	\$5,792,451	\$7,000,382	19.3%



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Contracted Services	\$6,148,935	\$6,584,236	\$6,441,014	\$7,169,249	8.9%
Materials and Supplies	\$400,556	\$611,555	\$574,001	\$627,955	2.7%
Other Charges	\$666,301	\$782,216	\$702,524	\$795,065	1.6%
Social Services	\$0	\$0	\$0	\$57,995	N/A
Transfer Out-Operating	\$450,220	\$735,106	\$725,917	\$839,658	14.2%
Capital Outlay	\$431,570	\$102,426	\$0	\$0	-100%
<b>Total Expense Objects:</b>	<b>\$14,082,599</b>	<b>\$14,685,302</b>	<b>\$14,235,907</b>	<b>\$16,490,303</b>	<b>12.3%</b>

# Administration

## **Department Description:**

Neighborhood Enhancement serves as an “umbrella” department with oversight responsibility for several divisions. Neighborhood Enhancement's mission is to emphasize education, problem-solving, and targeted assistance to support people, pets, and property.

Neighborhood Enhancement Department

- Community Vitality – Public engagement / Texas State University Off-Campus Living Liaison
- Animal Services
- Code Compliance / Environmental Health
- Resource Recovery / Community Enhancement
- WIC (Women, Infants, and Children Supplemental Nutrition Program)

Goals and Objectives

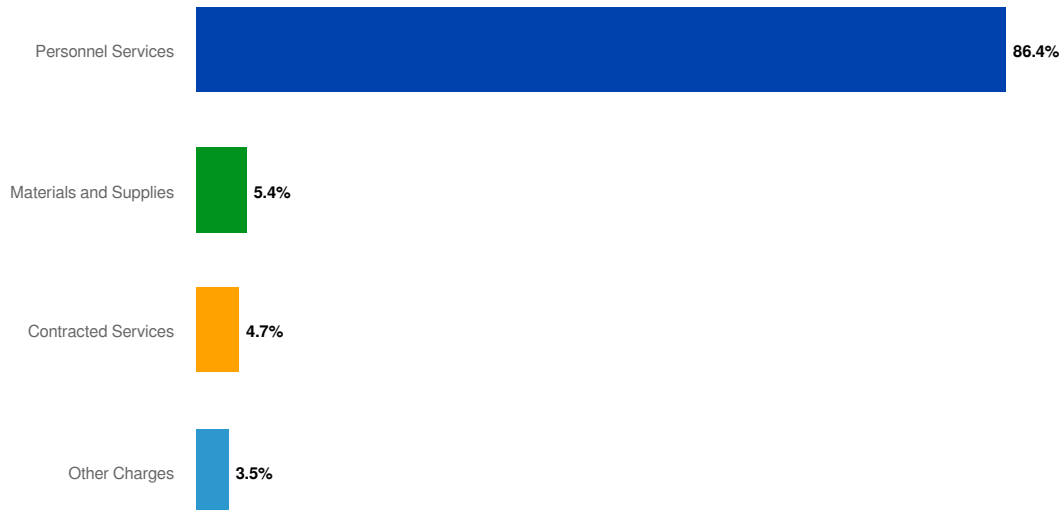
Neighborhood Enhancement strives to become a strategic problem solving team with effective outreach and communication to improve quality of life for people and pets, and to improve the vitality of neighborhoods and the day to day life of citizens across the community.

## **Mission:**

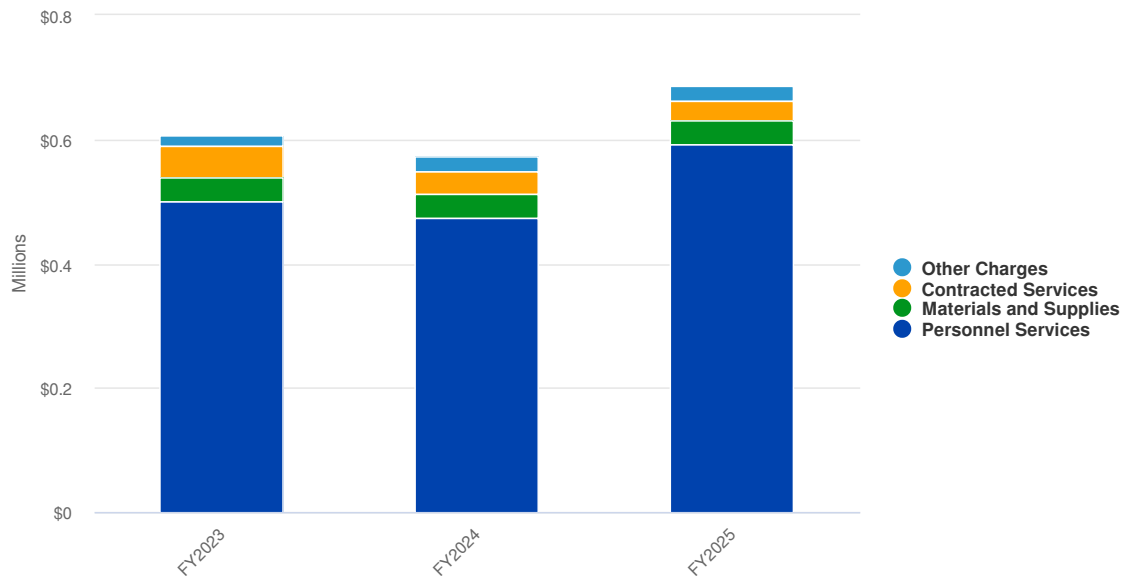
Neighborhoods that are connected, cared for and cherished by those who live there through town and gown relations, beautification, waste reduction, sustainability, and neighborhood engagement.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$500,093	\$474,664	\$469,443	\$593,067	24.9%
Contracted Services	\$51,840	\$37,144	\$34,544	\$32,286	-13.1%
Materials and Supplies	\$37,900	\$37,200	\$34,596	\$36,900	-0.8%
Other Charges	\$17,570	\$23,700	\$22,041	\$23,900	0.8%
<b>Total Expense Objects:</b>	<b>\$607,403</b>	<b>\$572,708</b>	<b>\$560,624</b>	<b>\$686,153</b>	<b>19.8%</b>

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Coordinator	1.00	1.00	1.00
Assistant Director of Neighborhood Enhancement-WIC	1.00	1.00	1.00
Community Vitality Coordinator	1.00	1.00	1.00
Director Of Neighborhood Enhancement*	0.75	0.75	0.75
<b>Total</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>

\*Position is split between Neighborhood Enhancement and Resource Recovery

# Code Compliance

## **Department Description:**

Neighborhood Enhancement serves as an “umbrella” department with oversight responsibility for several divisions. Neighborhood Enhancement’s mission is to emphasize education, problem-solving, and targeted assistance to support people, pets, and property.

Neighborhood Enhancement Department

- Community Vitality – Public engagement / Texas State University Off-Campus Living Liaison
- Animal Services
- Code Compliance / Environmental Health
- Resource Recovery / Community Enhancement
- WIC (Women, Infants, and Children Supplemental Nutrition Program)

Goals and Objectives

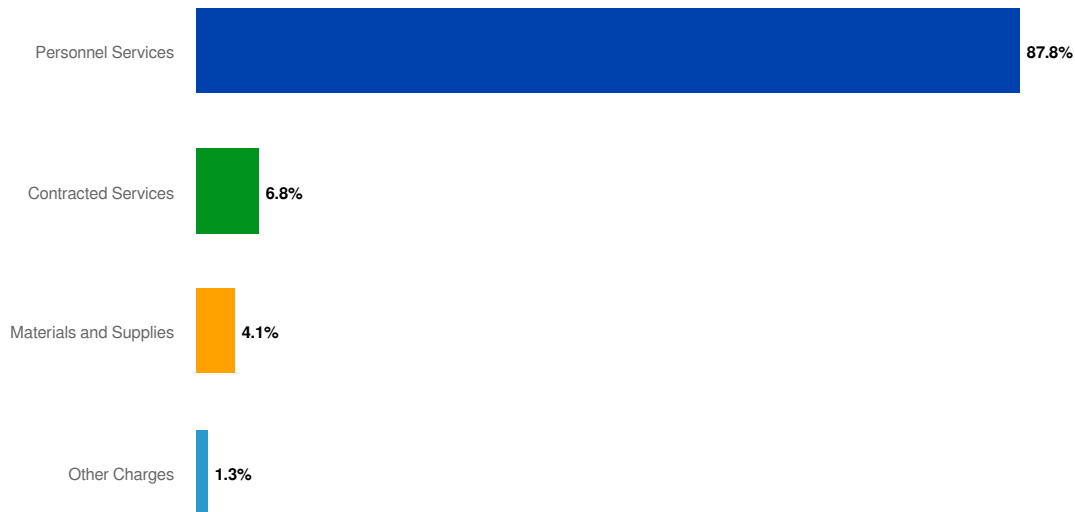
Neighborhood Enhancement strives to become a strategic problem solving team with effective outreach and communication to improve quality of life for people and pets, and to improve the vitality of neighborhoods and the day to day life of citizens across the community.

## **Mission:**

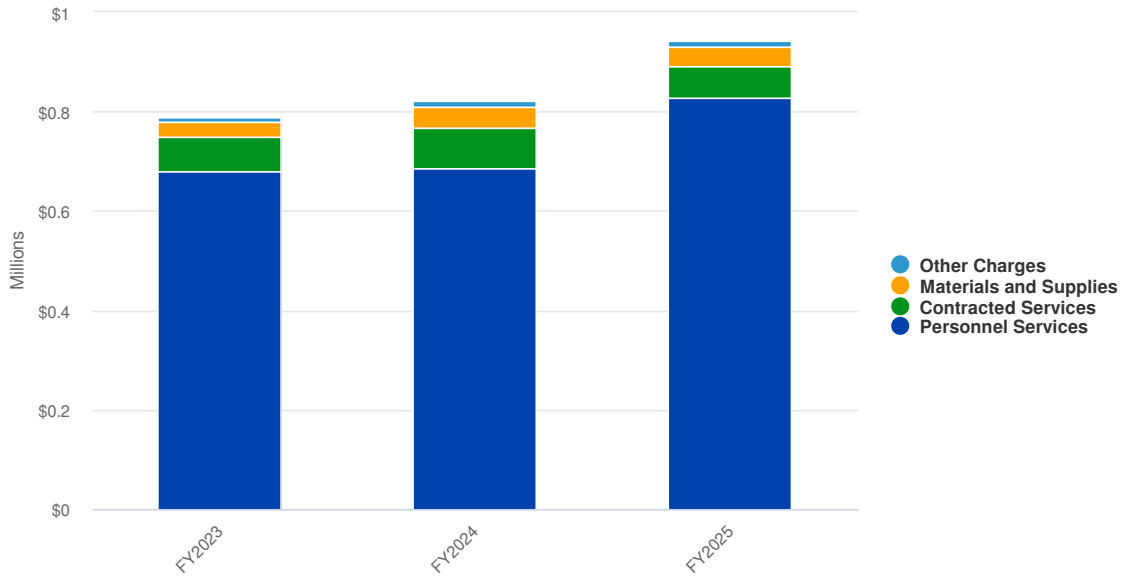
To provide our citizens with the highest quality of service and to uphold and ensure compliance of codes and standards established to protect the public health, safety, and welfare of all residents, business owners, and visitors. Courtesy and professionalism will serve as guiding principles which will permeate the character of Code Compliance thereby ensuring that our priority is to help solve community problems through creative and effective compliance.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$680,352	\$687,217	\$679,658	\$828,619	20.6%
Contracted Services	\$67,639	\$80,094	\$74,488	\$63,831	-20.3%
Materials and Supplies	\$31,573	\$42,453	\$39,481	\$38,566	-9.2%
Other Charges	\$7,750	\$11,800	\$10,974	\$12,300	4.2%
<b>Total Expense Objects:</b>	<b>\$787,314</b>	<b>\$821,564</b>	<b>\$804,601</b>	<b>\$943,316</b>	<b>14.8%</b>

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Clerk*	-	-	0.48
Code Compliance Officer**	3.00	4.00	5.00
Community Health and Safety Manager	1.00	1.00	1.00
Sanitarian	3.00	3.00	2.00
Senior Sanitarian-Fog	0.50	0.50	0.50
<b>Total</b>	<b>7.50</b>	<b>8.50</b>	<b>8.98</b>

\*New Position

\*\*One CCO moved from CE Fund in FY 2025



# Animal Services

## **Department Description:**

Neighborhood Enhancement serves as an “umbrella” department with oversight responsibility for several divisions. Neighborhood Enhancement’s mission is to emphasize education, problem-solving, and targeted assistance to support people, pets, and property.

Neighborhood Enhancement Department

- Community Vitality – Public engagement / Texas State University Off-Campus Living Liaison
- Animal Services
- Code Compliance / Environmental Health
- Resource Recovery / Community Enhancement
- WIC (Women, Infants, and Children Supplemental Nutrition Program)

Goals and Objectives

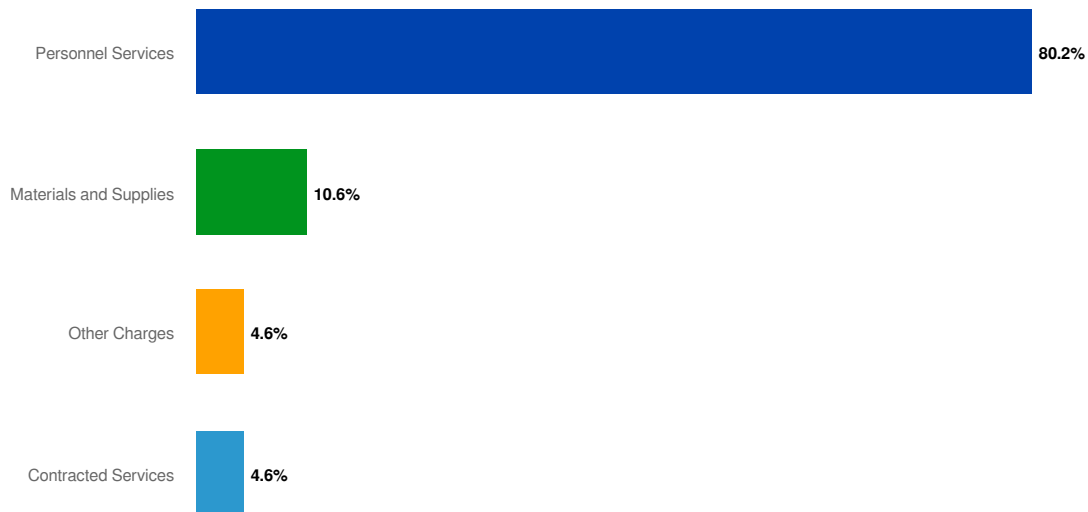
Neighborhood Enhancement strives to become a strategic problem solving team with effective outreach and communication to improve quality of life for people and pets, and to improve the vitality of neighborhoods and the day to day life of citizens across the community.

## **Mission:**

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

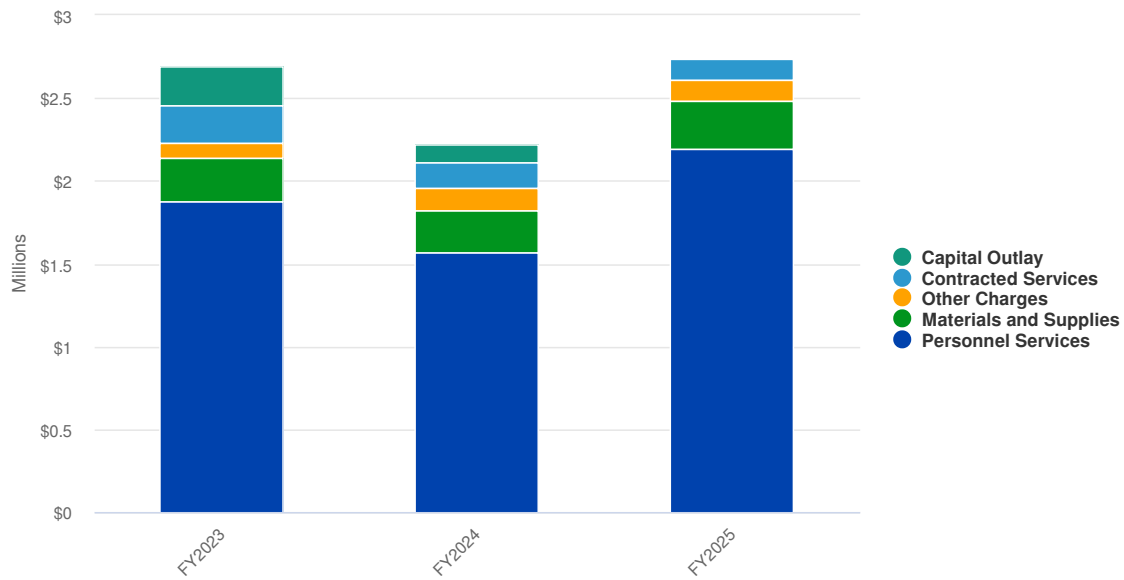
## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**





## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,873,923	\$1,571,158	\$1,553,876	\$2,196,829	39.8%
Contracted Services	\$228,394	\$157,311	\$146,299	\$125,340	-20.3%
Materials and Supplies	\$260,903	\$251,432	\$233,833	\$290,965	15.7%
Other Charges	\$93,600	\$134,380	\$127,073	\$126,818	-5.6%
Capital Outlay	\$236,570	\$102,426	\$0	\$0	-100%
<b>Total Expense Objects:</b>	<b>\$2,693,390</b>	<b>\$2,216,707</b>	<b>\$2,061,081</b>	<b>\$2,739,952</b>	<b>23.6%</b>

## Authorized Position List

### ANIMAL PROTECTION

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Animal Protection Officer	3.00	3.00	3.00
Animal Protection Officer, Senior	1.00	1.00	1.00
Animal Protection Specialist	2.00	2.00	2.00
Animal Protection Supervisor	1.00	1.00	1.00
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

### ANIMAL SHELTER

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Assistant, Senior	1.00	1.00	1.00
Animal Adoption Specialist	2.00	2.00	2.00
Animal Behaviorist	-	1.00	1.00
Animal Services Manager	1.00	1.00	1.00
Animal Services Program Coordinator	2.00	2.00	2.00
Animal Shelter Supervisor	1.00	1.00	1.00
Animal Shelter Technician	3.38	3.38	3.40
Animal Shelter Technician, Lead	4.00	4.00	4.00
Animal Shelter Veterinary Technician	2.00	2.00	2.00
Community Engagement Coordinator	1.00	1.00	1.00
Veterinarian	1.00	1.00	1.00
<b>Total</b>	<b>18.38</b>	<b>19.38</b>	<b>19.40</b>

# Woman, Infants & Children (WIC)

## **Department Description:**

Neighborhood Enhancement serves as an “umbrella” department with oversight responsibility for several divisions. Neighborhood Enhancement's mission is to emphasize education, problem-solving, and targeted assistance to support people, pets, and property.

Neighborhood Enhancement Department

- Community Vitality – Public engagement / Texas State University Off-Campus Living Liaison
- Animal Services
- Code Compliance / Environmental Health
- Resource Recovery / Community Enhancement
- WIC (Women, Infants, and Children Supplemental Nutrition Program)

Goals and Objectives

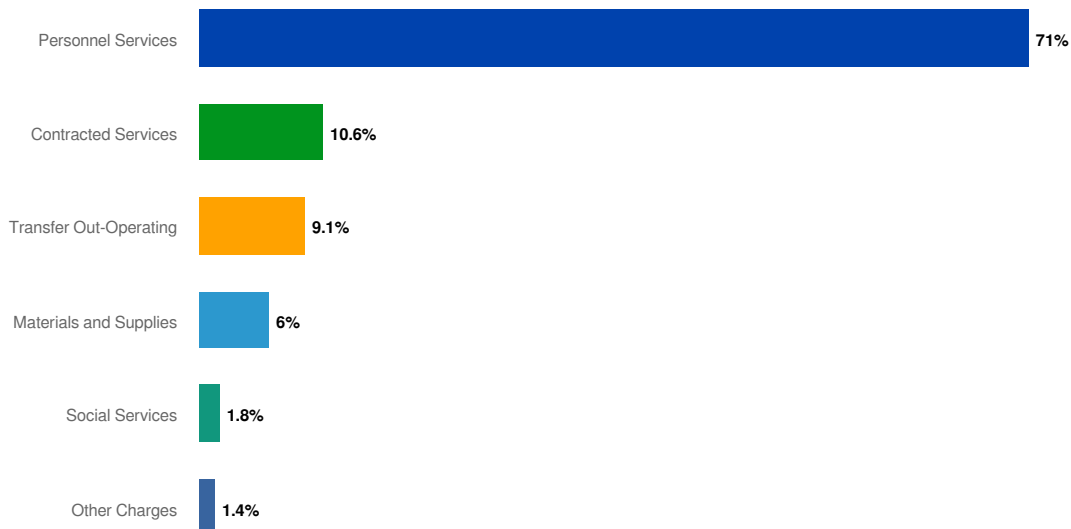
Neighborhood Enhancement strives to become a strategic problem solving team with effective outreach and communication to improve quality of life for people and pets, and to improve the vitality of neighborhoods and the day to day life of citizens across the community.

## **Mission:**

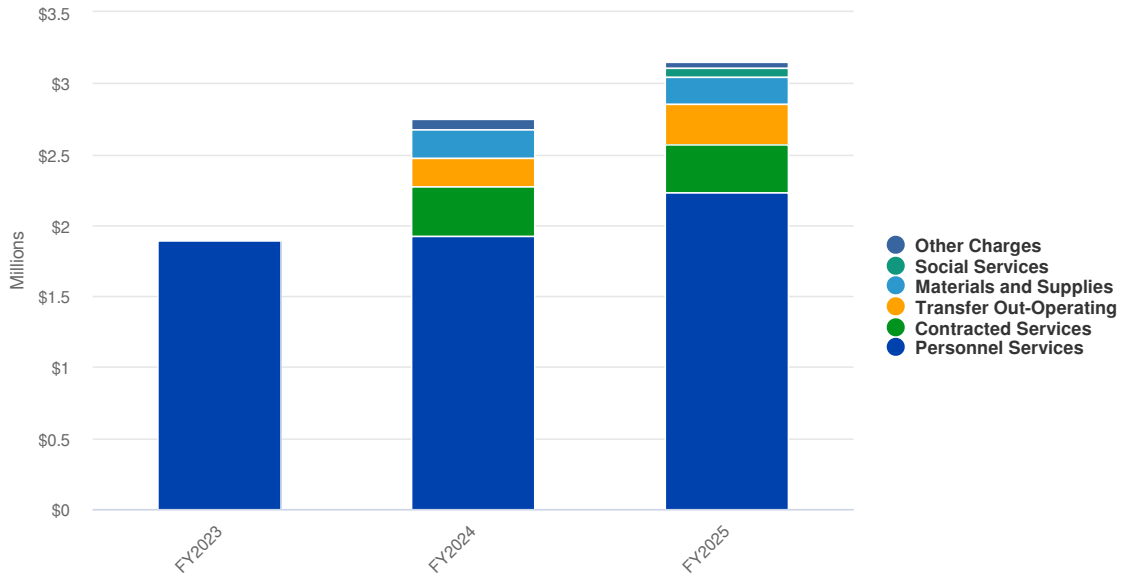
WIC strives to educate, encourage, and empower; WIC helps amazing families grow, one individual at a time.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,895,174	\$1,921,019	\$1,921,019	\$2,235,332	16.4%
Contracted Services	\$0	\$350,153	\$350,153	\$333,660	-4.7%
Materials and Supplies	\$0	\$199,577	\$199,577	\$189,124	-5.2%
Other Charges	\$0	\$75,461	\$75,461	\$45,402	-39.8%
Social Services	\$0	\$0	\$0	\$57,995	N/A
Transfer Out-Operating	\$0	\$199,718	\$199,718	\$287,675	44%
<b>Total Expense Objects:</b>	<b>\$1,895,174</b>	<b>\$2,745,928</b>	<b>\$2,745,928</b>	<b>\$3,149,188</b>	<b>14.7%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Provide quality WIC services to help grow healthy families</b>	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%
		Ensure that an average of 20% of pregnant women enrolled are enrolled during their first trimester	20%	20%
		Provide WIC services and food benefits to an average of 80% of enrolled participants	80%	80%
		Provide health care referrals to 100% of WIC participants who have no source of health care	100%	100%
		Ensure that an average for customer satisfaction of no more than 10% below the State WIC average (96.5% in FY 2023).	96%	96%
<b>Increase awareness of WIC to encourage more families to utilize our services</b>	Maintain frequent contact with the general public	Each clinic shall conduct outreach at least once per month (5 clinics x 12 months)	60	60
		Bring special attention to WIC during National Nutrition Month	1	1
		Bring special attention to WIC during National Breastfeeding Week	1	1

## Authorized Position List

WIC ADMIN			
	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
WIC Clerk - Kyle	-	-	1.00
WIC Clerk	6.00	7.00	6.00
WIC Health And Nutrition Specialist	5.00	6.00	6.00
Administrative Assistant, Senior	1.00	1.00	1.00
<b>Total</b>	<b>12.00</b>	<b>14.00</b>	<b>14.00</b>
WIC LACTATION			
	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
WIC Clerk-Breastfeeding Peer Counselor	1.00	1.00	1.00
IBCLC*	-	-	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>
*New Position			
WIC NUTRITION EDU			
	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
WIC Program Manager	1.00	1.00	1.00
WIC Program Supervisor	1.00	1.00	1.00
WIC Health And Nutrition Supervisor	5.00	5.00	5.00
WIC Nutrition Coordinator	1.00	1.00	1.00
Registered Dietitian*	-	-	1.00
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>
*New Position			
WIC PEER COUNSELING			
	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
WIC Clerk-Breastfeeding Peer Counselor	4.00	5.00	5.00
<b>Total</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>



# Resource Recovery

## **Department Description:**

Neighborhood Enhancement serves as an “umbrella” department with oversight responsibility for several divisions. Neighborhood Enhancement's mission is to emphasize education, problem-solving, and targeted assistance to support people, pets, and property.

Neighborhood Enhancement Department

- Community Vitality – Public engagement / Texas State University Off-Campus Living Liaison
- Animal Services
- Code Compliance / Environmental Health
- Resource Recovery / Community Enhancement
- WIC (Women, Infants, and Children Supplemental Nutrition Program)

Goals and Objectives

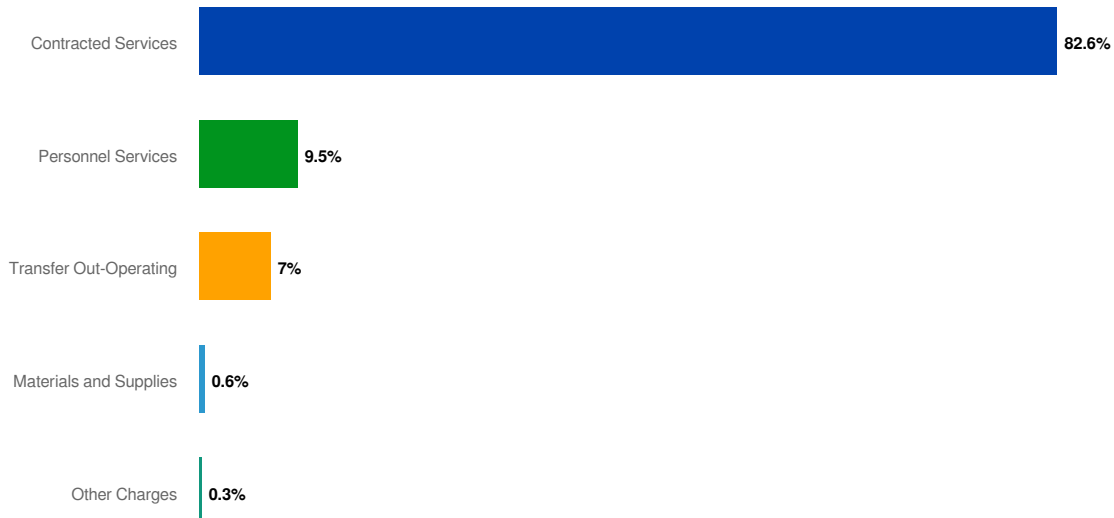
Neighborhood Enhancement strives to become a strategic problem solving team with effective outreach and communication to improve quality of life for people and pets, and to improve the vitality of neighborhoods and the day to day life of citizens across the community.

## **Mission:**

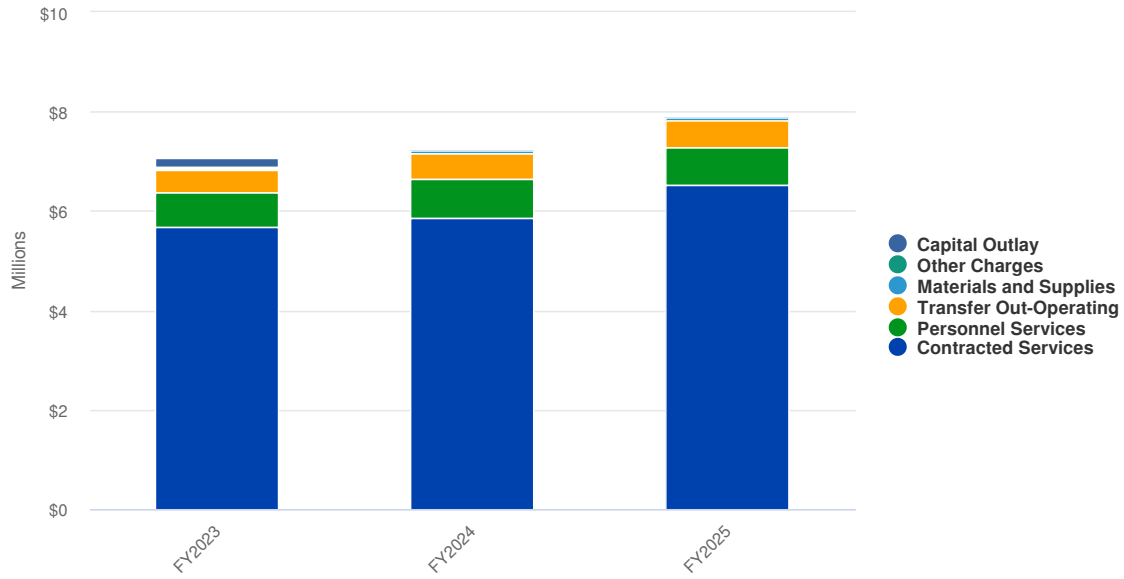
To manage the solid waste services in San Marcos by providing an integrated solid waste system that is responsive to the City's vision and growth by adding programs to help increase landfill diversion. It includes the Keep San Marcos Beautiful Program to educate and engage San Marcos citizens to take responsibility for improving our community environment through litter prevention, beautification, waste reduction and sustainability.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$676,510	\$772,042	\$707,317	\$752,897	-2.5%
Contracted Services	\$5,688,793	\$5,861,385	\$5,771,221	\$6,527,632	11.4%
Materials and Supplies	\$45,345	\$50,758	\$46,758	\$44,500	-12.3%
Other Charges	\$21,500	\$23,500	\$20,500	\$25,500	8.5%
Transfer Out-Operating	\$450,220	\$535,388	\$526,199	\$551,983	3.1%
Capital Outlay	\$195,000	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$7,077,369</b>	<b>\$7,243,073</b>	<b>\$7,071,995</b>	<b>\$7,902,512</b>	<b>9.1%</b>



## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Relocate the Household Hazardous Waste (HHW) Drop Off Facility and add offices for the Resource Recovery division.</b>	Design a facility in anticipation of the growth of the HHW program	Procure contract and complete design	0%	75%
<b>Provide resources and training for all City offices and employees to increase landfill diversion and minimize contamination in City facilities.</b>	Standardize all trash and recycling containers in City facilities	Procure containers and deliver to City facilities	90%	10%
	Train all City staff on the proper use of the various containers	Provide orientation and training to staff in each City facility	10%	100%
<b>RFP for valet recycle service for multifamily</b>	Develop a pilot to figure out best practice		100%	
	Create a RFP and Evaluate proposals	Work with the Recycling Partnership	80%	20%
	Award new contract	Negotiate, send to council and sign new contract		100%

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Community Enhancement Coordinator	1.00	1.00	1.00
Community Enhancement Initiatives Manager	1.00	1.00	1.00
Director Of Neighborhood Enhancement	0.25	0.25	0.25
Intern - Paid	1.13	1.13	1.14
Marketing And Outreach Coordinator	1.00	1.00	1.00
Resource Recovery Program Coordinator	3.00	3.00	3.00
Resource Recovery Specialist	1.00	1.00	1.00
	<b>8.38</b>	<b>8.38</b>	<b>8.39</b>

# Community Enhancement

**Department Description:**

Neighborhood Enhancement serves as an “umbrella” department with oversight responsibility for several divisions. Neighborhood Enhancement’s mission is to emphasize education, problem-solving, and targeted assistance to support people, pets, and property.

Neighborhood Enhancement Department

- Community Vitality – Public engagement / Texas State University Off-Campus Living Liaison
- Animal Services
- Code Compliance / Environmental Health
- Resource Recovery / Community Enhancement
- WIC (Women, Infants, and Children Supplemental Nutrition Program)

Goals and Objectives

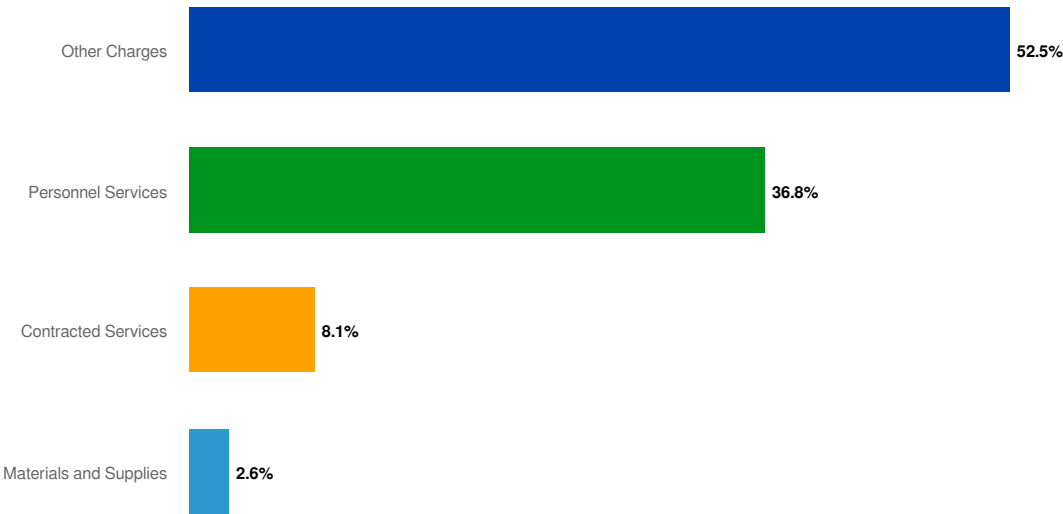
Neighborhood Enhancement strives to become a strategic problem solving team with effective outreach and communication to improve quality of life for people and pets, and to improve the vitality of neighborhoods and the day to day life of citizens across the community.

**Mission:**

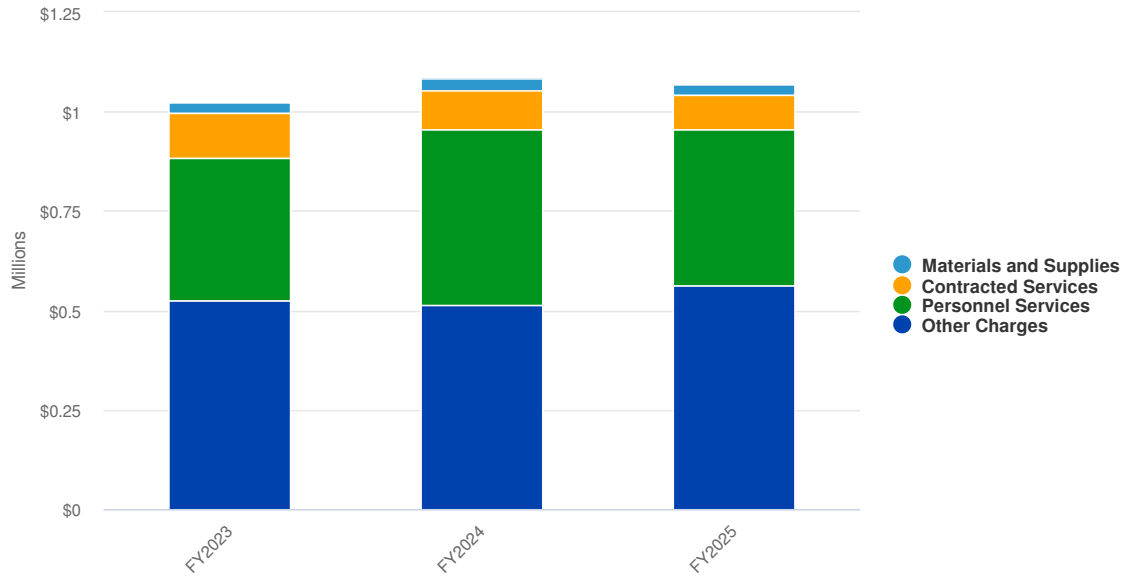
Strengthen the appearance of San Marcos through increased litter pickup and beautification projects. This will include recurring and one-time projects focusing on IH-35 and major corridors, downtown, neighborhoods and parks.

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$358,965	\$443,663	\$461,138	\$393,637	-11.3%
Contracted Services	\$112,269	\$98,149	\$64,309	\$86,500	-11.9%
Materials and Supplies	\$24,835	\$30,135	\$19,756	\$27,900	-7.4%
Other Charges	\$525,881	\$513,375	\$446,475	\$561,145	9.3%
<b>Total Expense Objects:</b>	<b>\$1,021,950</b>	<b>\$1,085,322</b>	<b>\$991,678</b>	<b>\$1,069,182</b>	<b>-1.5%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Maintain all public garden beds for plant and soil health utilizing permanent staff Horticulturalist</b>	Provide a level of service that enhances the beautification of the community.	Work on budget to create 2-4 person crews	0	100
<b>Fund three (3) Neighborhood Vitality Grants in public right of way to improve neighborhoods</b>	Fund, document and promote projects completed through this pilot program	Fund projects scored and approved by Neighborhood Commission	0%	50%
		Vet applications received	0%	25%
	Develop and launch application and website for neighborhoods to apply for funds	Fund projects scored and approved by Neighborhood Commission	0%	25%



## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Code Compliance Officer*	2.00	2.00	1.00
Community Enhancement Technician	3.00	3.00	3.00
Horticulturalist	1.00	1.00	1.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>

\*One CCO moved to GF in FY 2025



# Public Safety

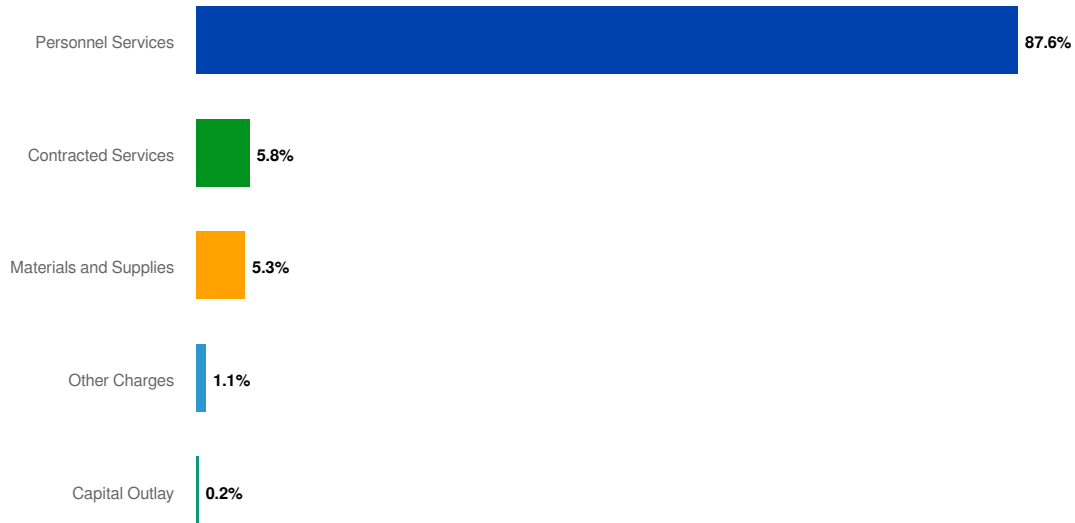
## Organizational Chart

Public Safety

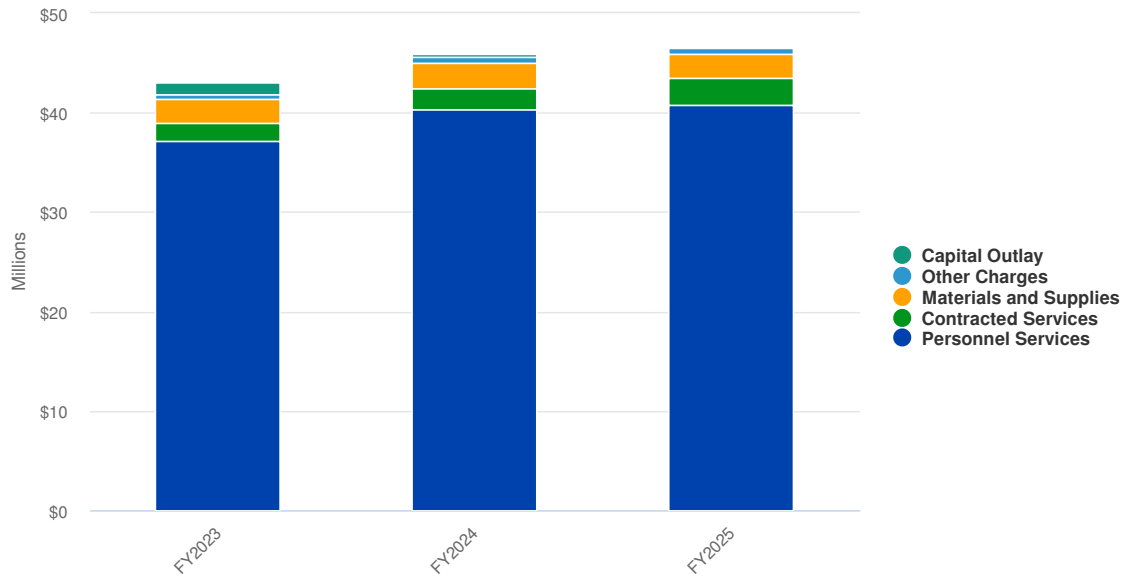


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$37,208,189	\$40,270,567	\$40,122,291	\$40,821,310	1.4%

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Contracted Services	\$1,801,955	\$2,205,792	\$2,051,385	\$2,699,052	22.4%
Materials and Supplies	\$2,390,996	\$2,610,249	\$2,427,532	\$2,476,001	-5.1%
Other Charges	\$452,658	\$522,301	\$485,741	\$500,342	-4.2%
Capital Outlay	\$1,150,095	\$305,225	\$0	\$86,800	-71.6%
<b>Total Expense Objects:</b>	<b>\$43,003,893</b>	<b>\$45,914,134</b>	<b>\$45,086,949</b>	<b>\$46,583,504</b>	<b>1.5%</b>



# Municipal Court

**Department Description:**

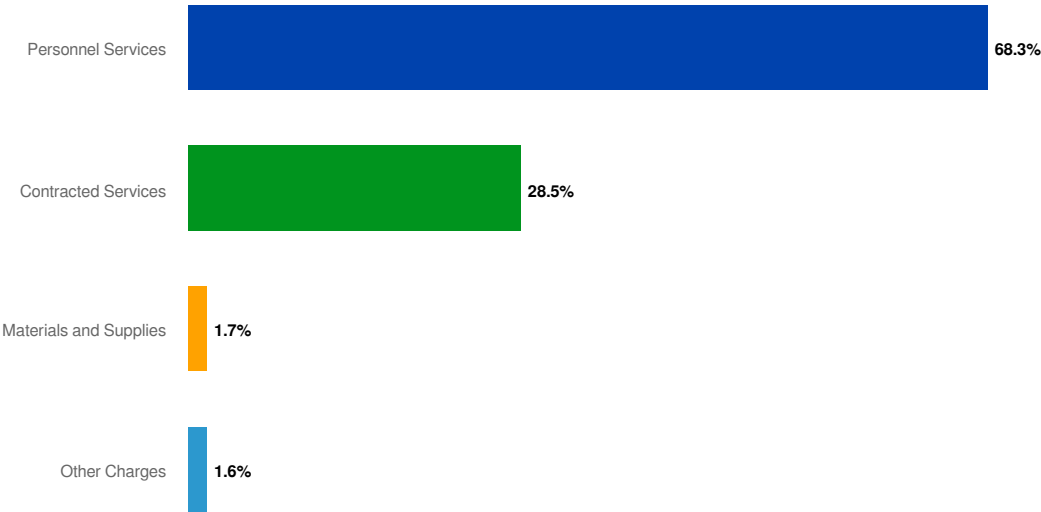
Municipal Court represents the judicial branch of government and handles civil and criminal Class C misdemeanors.

**Mission:**

To impartially administer justice in a transparent and efficient manner that fosters public trust and confidence in the justice system.

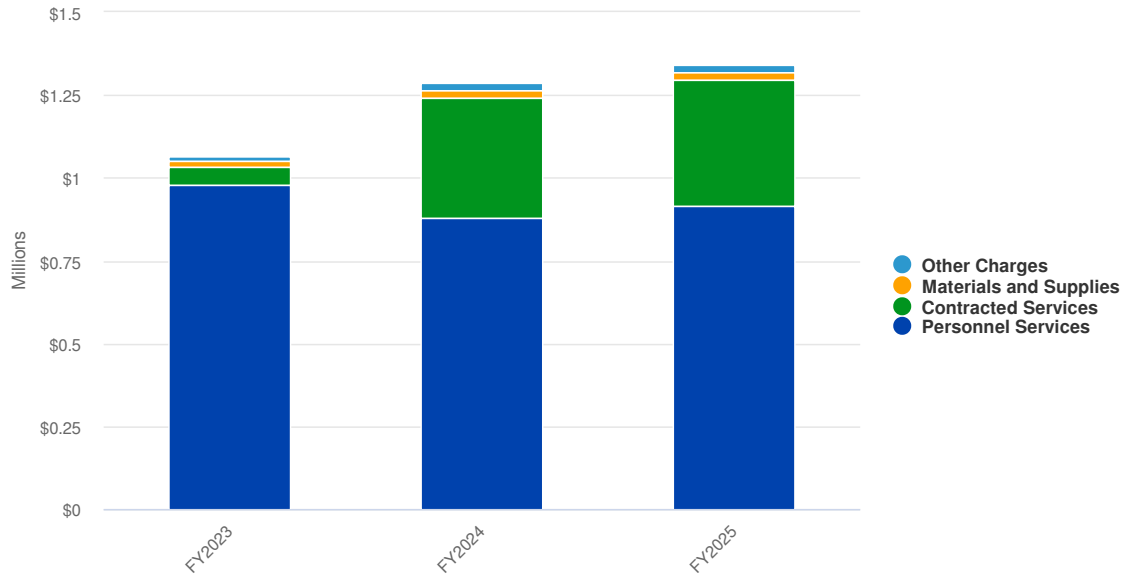
## Expenditures by Expense Type

Budgeted Expenditures by Expense Type





## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$976,898	\$879,924	\$870,245	\$916,145	4.1%
Contracted Services	\$58,468	\$362,952	\$337,546	\$382,113	5.3%
Materials and Supplies	\$17,500	\$21,000	\$19,530	\$22,539	7.3%
Other Charges	\$13,500	\$21,200	\$19,716	\$21,500	1.4%
<b>Total Expense Objects:</b>	<b>\$1,066,366</b>	<b>\$1,285,076</b>	<b>\$1,247,037</b>	<b>\$1,342,297</b>	<b>4.5%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Pursuant to 103.0081 of the Texas Code of Criminal Procedure the court continue to address cases older than 15 years in the court files, reducing volume of uncollectable cases.</b>	Review of all 15 year old cases is ongoing. We are currently up to date through April 2009.	Each month, our clerks will close cases that meet the Standing Order signed by the judge.		100%
<b>Ensure independence and accountability of the court</b>	All staff will be cross-trained annually allowing for a fairer distribution of tasks resulting in less stress for the clerks.	Clerk duties are monitored throughout the year.		100%
<b>Continue court project closing cases at least 10 years old if no state witness is available to testify</b>	Clean up old cases that cannot be prosecuted	Month to month as clerks are available to work the project.		100%
<b>Municipal Court relocation</b>	Lease is ending September 2025 and the court must find a new place to conduct business.	Daily and frequent communication with Public Works, Legal, Architects and other city stakeholders to ensure the relocation will occur in a timely fashion.		100%

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Alternate Municipal Court Judge	0.13	0.13	0.25
Chief Deputy Municipal Court Clerk	1.00	1.00	1.00
Deputy Municipal Court Clerk I	5.00	5.00	5.00
Deputy Municipal Court Clerk II	1.00	1.00	1.00
Juvenile Case Coordinator*	0.75	0.75	0.75
Municipal Court Administrator	1.00	1.00	1.00
Municipal Court Judge	1.00	1.00	1.00
<b>Total</b>	<b>9.88</b>	<b>9.88</b>	<b>10.00</b>

\*Position is split between 75% GF and 25% MC Juvenile Fee

# Emergency Management

## **Department Description:**

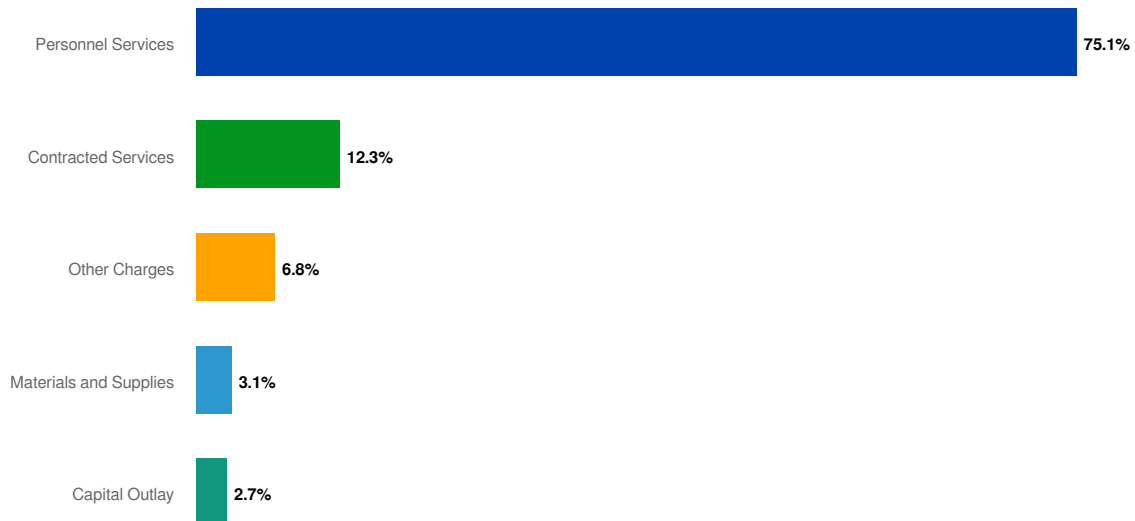
The Office of Emergency Management is a small but powerful workforce. OEM develops emergency plans for all city departments. OEM Hazard and Mitigation plans help identify threats and how to best mitigate those threats. Our community outreach programs train and inform the public on how to protect themselves and their loved ones in times of disaster. OEM has become the lead training office for all departments. OEM coordinates with all departments on special events that could affect the city, e.g. Solar Eclipse and the Presidential Debate.

## **Mission:**

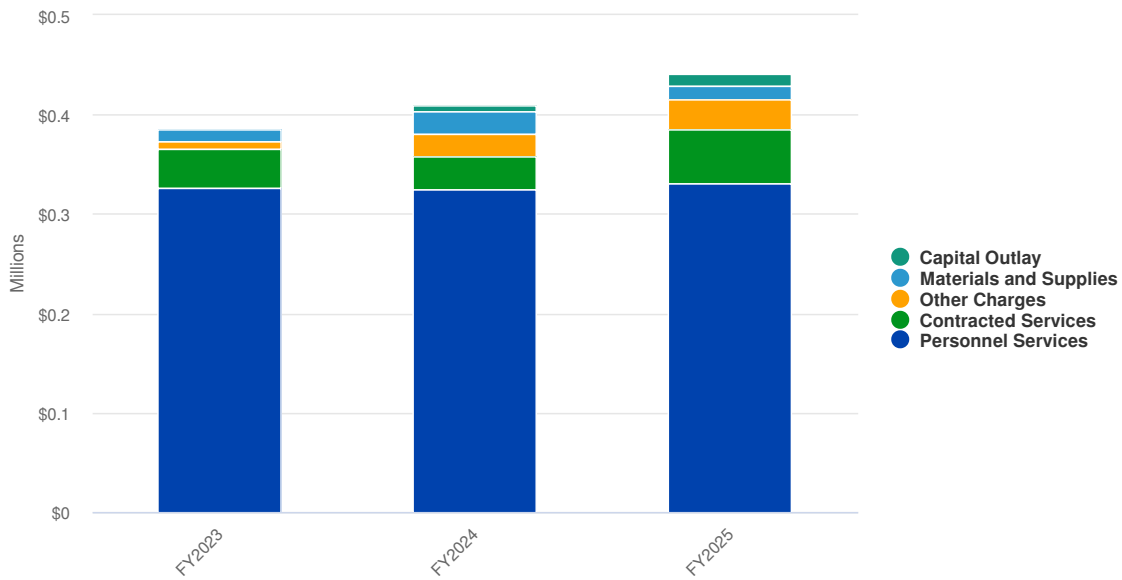
The mission of the San Marcos Office of Emergency Management is to create a culture of preparedness that sustains a resilient community in the face of natural and man-made hazards. We strive to enhance the city's preparedness and response capabilities and coordinate with regional, state, and federal partners. We conduct regular training and exercises to test and improve our ability to respond to and recover from the unexpected. We strive to ensure the citizens of San Marcos are prepared, informed, and capable of responding to and recovering from all hazards.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$326,367	\$325,335	\$321,758	\$330,954	1.7%
Contracted Services	\$38,500	\$32,110	\$29,862	\$54,300	69.1%
Materials and Supplies	\$12,550	\$22,500	\$20,925	\$13,600	-39.6%
Other Charges	\$7,900	\$22,900	\$21,298	\$29,800	30.1%
Capital Outlay	\$0	\$6,820	\$0	\$12,000	76%
<b>Total Expense Objects:</b>	<b>\$385,317</b>	<b>\$409,665</b>	<b>\$393,843</b>	<b>\$440,654</b>	<b>7.6%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Prepare citizens &amp; staff for emergencies to reduce risk of loss of life &amp; property caused by disasters</b>	Education & Outreach	Create & enhance new outreach opportunities to prepare the community	4	6
	Emergency Notification Systems	Increase sign ups for emergency notification systems of staff & citizens	2.50%	5.00%
	Train & exercise the 'Whole Community' for emergency response	Host On-going training for staff, community partners, & suppliers on emergency preparedness	6	10



## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Assistant Emergency Management Coordinator	1.00	1.00	1.00
Emergency Management Coordinator	1.00	1.00	-
Special Events Coordinator*	-	-	1.00
Emergency Management Specialist	1.00	1.00	0.50
Intern -Paid*	-	-	0.38
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>2.88</b>
*New Position			

# Fire

## **Department Description:**

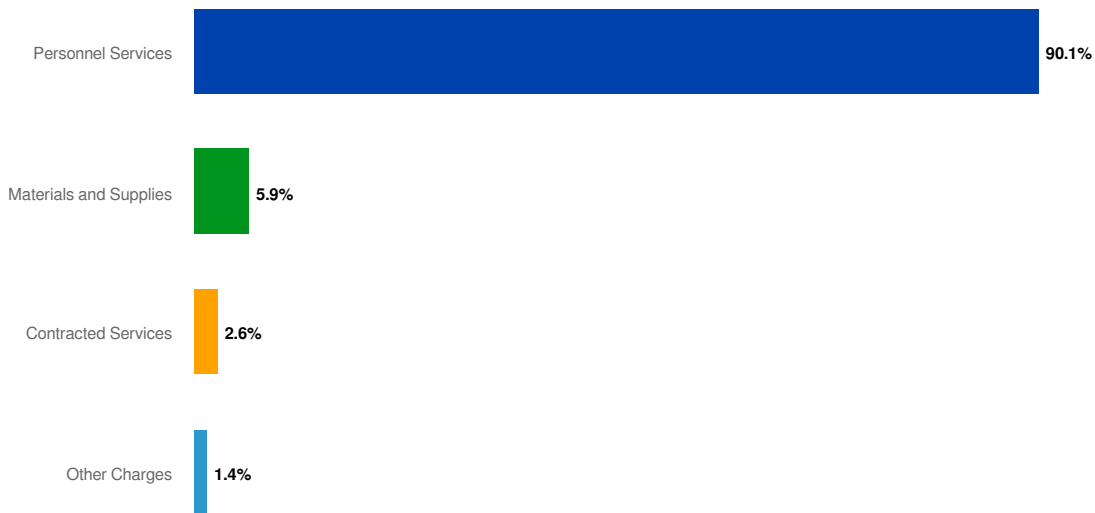
The San Marcos Fire Department, accredited in 2023 as a Texas Fire Chief's Best Practices organization, is a six-station department, ISO Class 2, protecting an area of 34 square miles. It consists of 110 sworn and professional personnel who deliver service to one of the fastest-growing cities in America. In addition to a stretch of Interstate 35, we are home to Texas State University and its 38K+ students, the Premium and Tanger Outlet malls, two newly constructed Amazon fulfillment centers, and the San Marcos Municipal Airport.

## **Mission:**

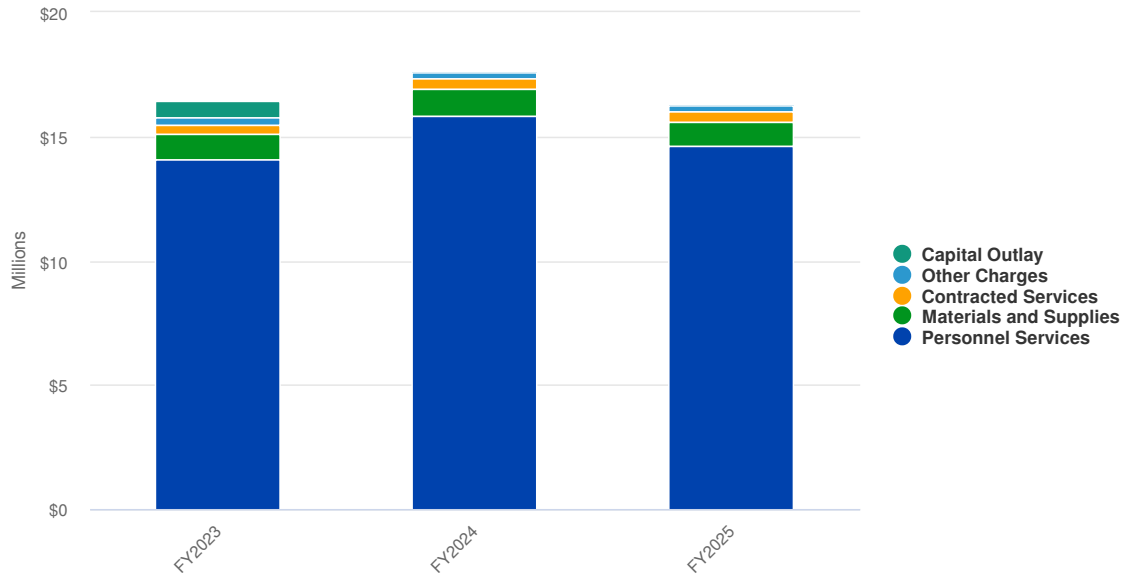
The San Marcos Fire Department is dedicated to providing a well-trained, motivated, and diverse team of professionals who deliver excellence in prevention, educational programs, and emergency response services to our community in a safe, responsible and efficient manner.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$14,068,099	\$15,852,428	\$15,825,400	\$14,618,023	-7.8%
Contracted Services	\$374,347	\$435,027	\$404,576	\$421,992	-3%
Materials and Supplies	\$1,054,988	\$1,063,343	\$988,909	\$961,355	-9.6%
Other Charges	\$248,068	\$258,709	\$240,599	\$227,204	-12.2%
Capital Outlay	\$679,017	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$16,424,518</b>	<b>\$17,609,507</b>	<b>\$17,459,484</b>	<b>\$16,228,575</b>	<b>-7.8%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Improve response times in under-served areas within the City Limits to improve the likelihood of positive outcomes - people or property</b>	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%	1%
	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%	1%
<b>Increase capacity in Support Services to help spec, order, maintain, and support fire department equipment, apparatus, and tools.</b>	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	0%	0%
<b>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. This position has not yet been funded, so no reportable progress has been realized.</b>	Maintain accurate district response maps to reduce fire department response times	The reduction of response times due to data analysis and map accuracy	0%	1%
	Better monitor statistical metrics to demonstrate incremental improvement		0%	10%
<b>Increase citizen and visitor safety through enhanced fire prevention and education initiatives. Little appreciable progress has been made on this due to Covid and us having to cancel all of our Public Education programs for two consecutive years. Company level business inspections have also suffered for the same reason.</b>	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%
	Conduct annual inspections of commercial businesses in San Marcos, including those under construction, apartments, hotels/motels, establishments that serve alcohol with an occupancy load in excess of 100, and all business and mercantile occupancies.	Total number of inspections completed annually.	4750	4540
	Conduct company level, risk-based inspections on an annual, 2-year, or 3-year cycle, depending on the hazard classification of a commercial business.	Number of company level inspections inspections completed annually.	750	540





## Authorized Position List

	<b>FY2022-23 Actual</b>	<b>FY2023-24 Estimate</b>	<b>FY2024-25 Proposed</b>
Administrative Coordinator	1.00	1.00	1.00
Administrative Assistant, Senior	2.00	2.00	1.00
Assistant Fire Chief	3.00	3.00	2.00
Fire Battalion Chief	3.00	3.00	3.00
Fire Battalion Chief 40HR	2.00	2.00	2.00
Fire Captain	23.00	23.00	21.00
Fire Chief	1.00	1.00	1.00
Fire Ems Captain	1.00	1.00	1.00
Fire Engineer	29.00	30.00	24.00
Fire Engineer 40HR	1.00	1.00	1.00
Firefighter	38.00	42.00	42.00
Fire Prevention Services Coordinator	1.00	1.00	-
<b>Total</b>	<b>105.00</b>	<b>110.00</b>	<b>99.00</b>

\*11 positions were transferred to the newly created Fire Marshal's division within the Fire Department.

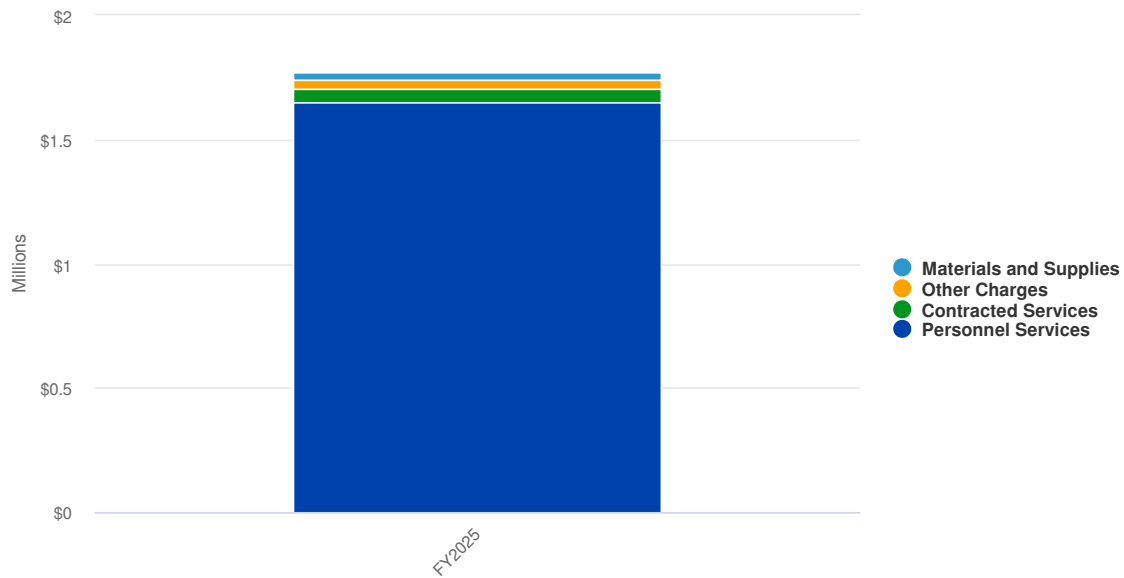
# Fire Marshal

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$0	\$0	\$0	\$1,649,560	N/A
Contracted Services	\$0	\$0	\$0	\$52,604	N/A
Materials and Supplies	\$0	\$0	\$0	\$25,931	N/A
Other Charges	\$0	\$0	\$0	\$40,392	N/A
<b>Total Expense Objects:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,768,488</b>	<b>N/A</b>

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Assistant, Senior	-	-	1.00
Assistant Fire Chief	-	-	1.00
Fire Captain Inspector	-	-	2.00
Fire Engineer	-	-	1.00
Fire Engineer 40HR	-	-	3.00
Fire Engineer Inspector/Investigator	-	-	2.00
Fire Prevention Services Coordinator	-	-	1.00
<b>Total</b>	<b>-</b>	<b>-</b>	<b>11.00</b>

# Police Operations

**Department Description:**

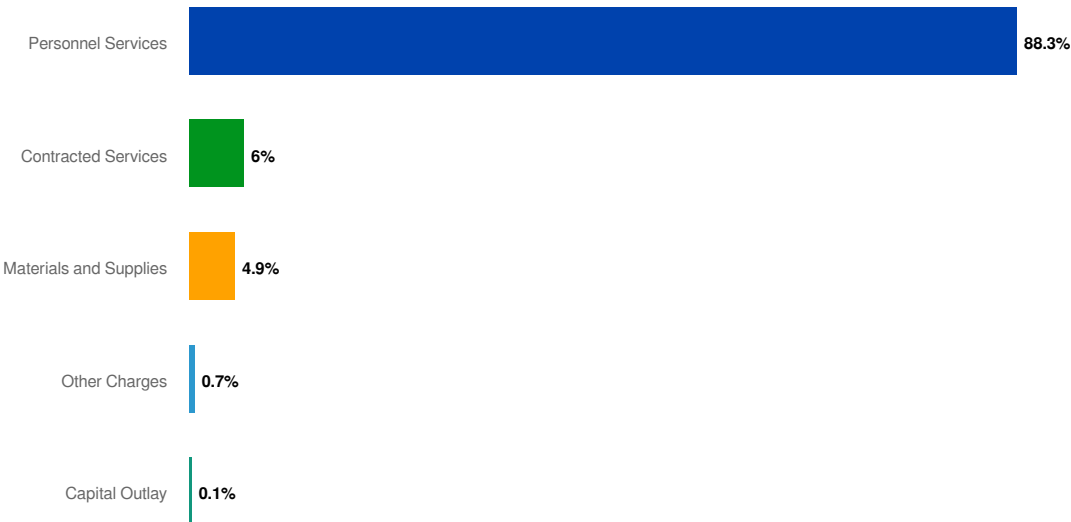
The San Marcos Police Department is a full-service police agency providing 24/7 police response to the San Marcos community. We also provide 24/7 emergency dispatch services for Police, Fire, and EMS within the City of San Marcos. We accomplish our goals through the commitment of 123 sworn and 52 non-sworn employees in several specialized divisions including uniformed patrol, criminal investigations, emergency communications, community services, K9 operations, narcotics investigations, and school resource services.

**Mission:**

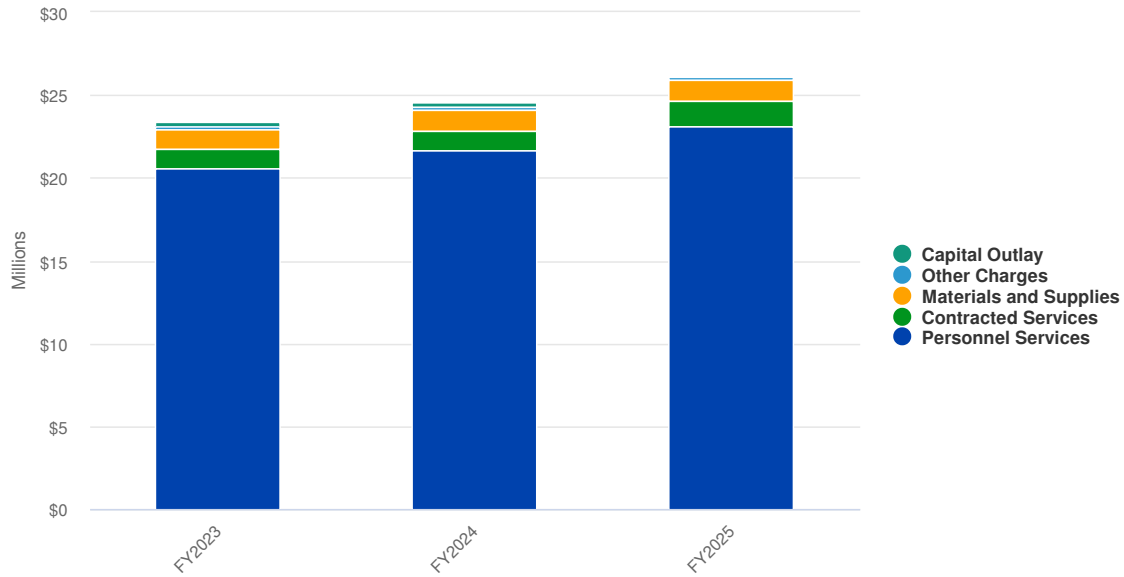
Preserve the public peace, and provide needed community services with the highest level of professionalism and ethical standards.

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$20,570,425	\$21,705,314	\$21,613,906	\$23,108,545	6.5%
Contracted Services	\$1,205,996	\$1,165,138	\$1,083,577	\$1,560,755	34%
Materials and Supplies	\$1,137,945	\$1,252,006	\$1,164,366	\$1,277,672	2%
Other Charges	\$158,490	\$169,742	\$157,860	\$183,850	8.3%
Capital Outlay	\$355,384	\$243,405	\$0	\$26,800	-89%
<b>Total Expense Objects:</b>	<b>\$23,428,240</b>	<b>\$24,535,605</b>	<b>\$24,019,709</b>	<b>\$26,157,622</b>	<b>6.6%</b>

# Goals and Performance Measures




## Ban Chokeholds & Strangleholds 1.

SMPD officers have been trained for years on the dangers of positional asphyxia and holds that are designed to restrict breathing are strictly prohibited.



## Require De-escalation 2.

SMPD officers are trained in de-escalation principles to de-escalate as soon as possible, and to provide aid and recovery following use of force.



## Require Warning Before Shooting 3.

Officers are trained to give warning before using deadly force when time allows.



## Require Officers To Exhaust All Alternatives Before Shooting 4.

San Marcos Police Officers may use deadly force when it is the only reasonable measure to protect the lives of our officers or others. Officers are trained in the use of less-lethal force and work in a culture that promotes the correct use of force for the situation.

## Our Use Of Force Model 7.

The SMPD follows one of the most restrictive use of force model protocols. Officers must only use the force that is reasonably necessary to effectively bring an incident under control while effectively protecting the lives of the officer and others.



## Duty To Intervene 5.

SMPD Officers are trained in a culture of intervening when needed. Additionally, policy requires intervening in and reporting excessive force.



## Require Comprehensive Reporting & Accountability 8.

In all cases involving force, including the Taser, an assault on an officer or resisting arrest, the on-duty supervisor shall conduct a review of available body or vehicle camera footage to determine if officers followed protocol and used reasonable necessary force. All use of force is also reviewed a second time by a member of administration.

Policy requires that all threats and use of force must be completed and used to prepare an annual Use of Force Report for City Council by the SMPD Police Chief. Serious injury and fatality data is voluntarily sent to the FBI database.



## Ban Shooting At Moving Vehicles 6.

SMPD police strongly discourages shooting at a moving vehicle. This practice is allowed only when no other effective action to stop an imminent threat from the operator of a moving vehicle is reasonable.

## Provide Outlet To Report Misconduct & Commendation 9.

If you witness misconduct or excessive force, or if you want to give a commendation after a positive experience, you may report it to [sanmarcostx.gov/policefeedback](mailto:sanmarcostx.gov/policefeedback).

## Contact Us

San Marcos Police Department  
2300 S. 94 St  
San Marcos, TX 78666  
[sanmarcostx.gov](http://sanmarcostx.gov)

Non-Emergency Line: 512-793-3100  
Emergency Line: 9-1-1

## Funded Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
911 Communications Manager	1.00	1.00	1.00
911 QA Training Coordinator	1.00	1.00	1.00
911 Shift Supervisor	4.00	4.00	4.00
911 Telecommunicator**	15.00	15.00	19.00
911 Telecommunicator, Lead	6.00	6.00	6.00
Administrative Assistant, Senior	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00
Assistant Chief of Police	2.00	2.00	2.00
Crime Analyst Supervisor*	-	-	1.00
Crime Scene-Evidence Technician	1.00	1.00	1.00
Crime/Intelligence Analyst	2.00	2.00	2.00
Crime-Evidence Supervisor	1.00	1.00	1.00
Crime-Evidence Technician	2.00	2.00	2.00
Police Assistant	1.15	1.15	1.25
Police Chief	1.00	1.00	1.00
Police Commander	5.00	5.00	6.00
Police Corporal	17.00	17.00	16.00
Police Officer*	84.00	85.00	87.00
Police Operations Specialist	1.00	1.00	1.00
Police Records Specialist	4.00	4.00	4.38
Police Records Supervisor	1.00	1.00	1.00
Police Sergeant	13.00	13.00	13.00
Police Services Specialist	5.00	5.00	5.00
Police Systems Support Specialist	1.00	1.00	1.00
Records And Communication Manager	1.00	1.00	1.00
Records Compliance Coordinator	2.00	2.00	2.00
Victim Services Coordinator	1.00	1.00	1.00
Victim Services Specialist	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00
<b>Total</b>	<b>176.15</b>	<b>177.15</b>	<b>184.63</b>

\*Two FTEs new in FY2025

\*\* 20 authorized positions, one position is unfunded in FY 2025

\*\*\*One new Police Officer FTE is grant funded in FY 2025



# City Marshal

**Department Description:**

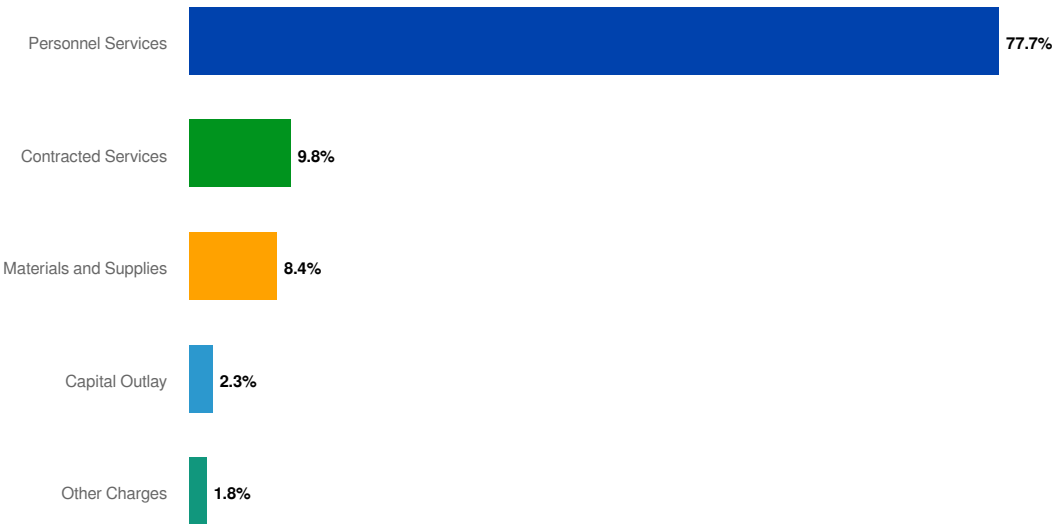
The San Marcos City Marshal's Department is made up of one City Marshal, one Administrative Coordinator, two Sergeants, and four divisions: Deputy Marshal, Municipal Court, Park Ranger, and Parking Enforcement and Towing Compliance. Additionally, the City Marshal is responsible for all criminal investigations conducted by the Fire Marshal. The Deputy Marshal Division is primarily responsible for law enforcement in approximately 3,000 acres of parks and greenspaces throughout San Marcos. The Municipal Court Division is responsible for court security. The Park Rangers are responsible for EMS throughout the park system. The Parking Enforcement and Towing Compliance Division enforces the city's parking ordinances.

**Mission:**

The mission of the San Marcos City Marshal's Office is to effectively and efficiently provide for the protection of lives and property, preserve the public peace, and provide needed community services with the highest level of professionalism and ethical standards.

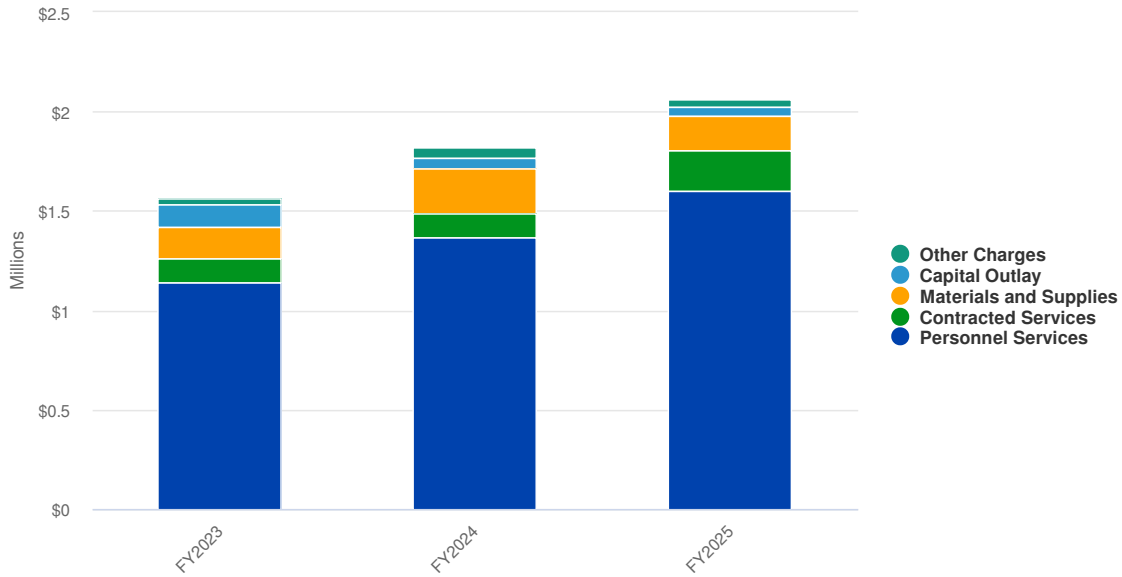
## Expenditures by Expense Type

Budgeted Expenditures by Expense Type





## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,138,638	\$1,365,741	\$1,350,718	\$1,602,443	17.3%
Contracted Services	\$124,144	\$125,562	\$116,773	\$201,403	60.4%
Materials and Supplies	\$156,513	\$223,200	\$207,576	\$173,859	-22.1%
Other Charges	\$24,700	\$47,500	\$44,175	\$36,238	-23.7%
Capital Outlay	\$115,694	\$55,000	\$0	\$48,000	-12.7%
<b>Total Expense Objects:</b>	<b>\$1,559,689</b>	<b>\$1,817,004</b>	<b>\$1,719,242</b>	<b>\$2,061,943</b>	<b>13.5%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Increase Deputy Marshal presence in outlying greenspaces/parks through implementation of multiyear staffing plan.</b>	Increase Deputy Marshal/Park Ranger contact with public for education resulting in changes of behavior to decrease ordinance violations and damage to city property (sleeping in the park, dog off leash, graffiti, entering a closed park, etc.)	Performance is measured through the use of Survey 123.		100% compliance of violations through verbal education.
<b>Increase the productivity of the municipal warrant program through Deputy Marshal warrant officers</b>	Increase collection of warrant payments through enforcement and education	Track revenue gained and warrants issued to evaluate effectiveness of program		Complete warrant program review and implementation.



## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Coordinator	1.00	1.00	1.00
City Marshal	1.00	1.00	1.00
Deputy Marshal*	9.43	8.48	9.00
Deputy Marshal, Court Bailiff	-	0.48	0.48
Deputy Marshal, Lead Court Bailiff	-	1.00	1.00
Deputy Marshal/Sergeant	-	2.00	2.00
Park Ranger/EMT	1.43	1.43	-
<b>Total</b>	<b>12.85</b>	<b>15.38</b>	<b>14.48</b>

\*2 PT Park Rangers & 1 PT Deputy  
Marshal were consolidated for 1 FT  
Deputy Marshal

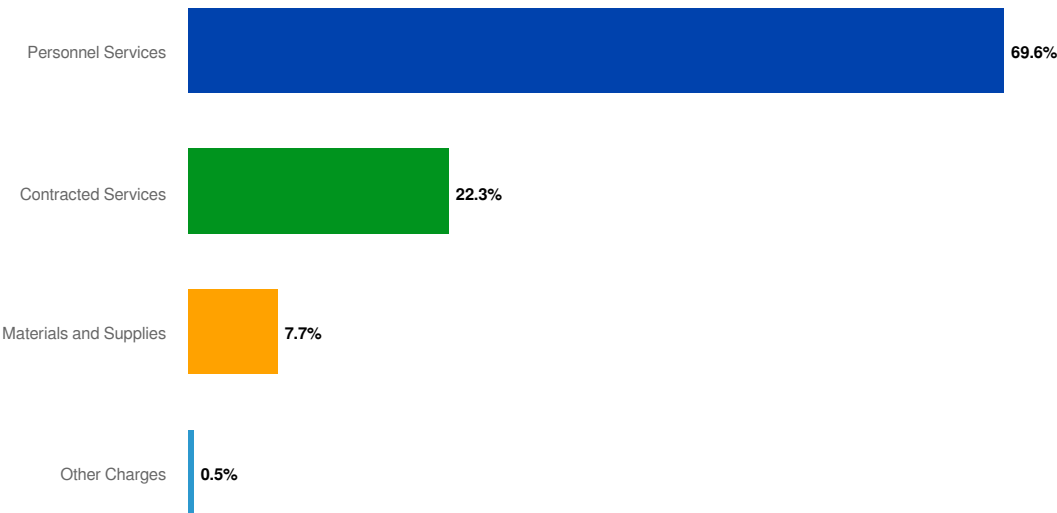
# Parking Enforcement

**Department Description:**

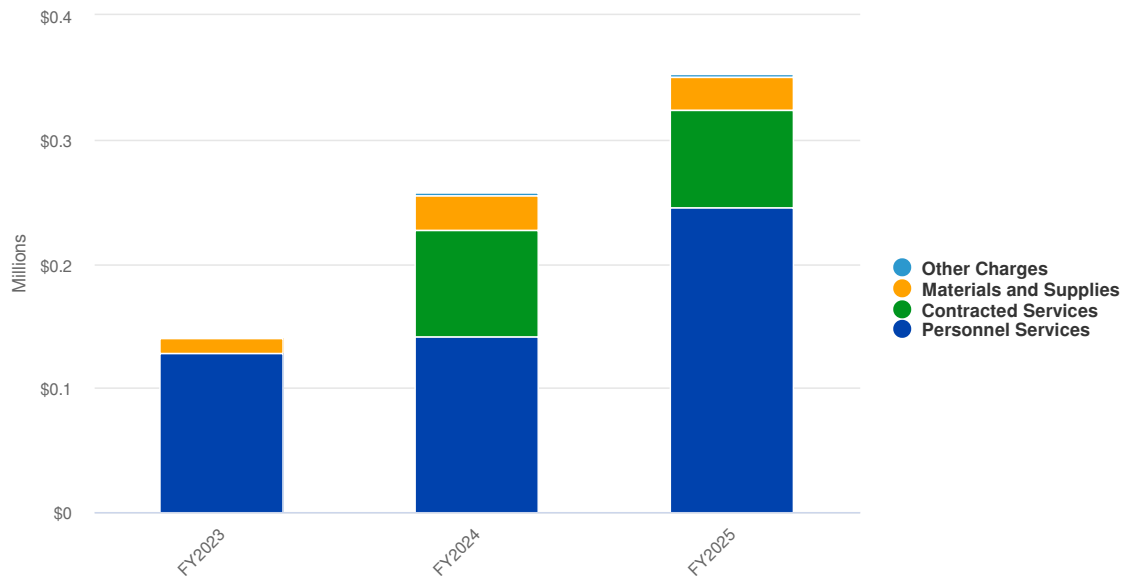
The San Marcos parking program is an integral component of the community's economic development strategy and will strive to develop a superior, customer-oriented parking system, responding to the current and future needs of parkers, including visitors, employees, employers, and property owners through active planning, management, coordination, and communications. The City Marshal is responsible for all criminal investigations conducted by the Fire Marshal.

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$127,763	\$141,824	\$140,264	\$245,200	72.9%
Contracted Services	\$500	\$85,002	\$79,051	\$78,489	-7.7%
Materials and Supplies	\$11,500	\$28,200	\$26,226	\$26,975	-4.3%
Other Charges	\$0	\$2,250	\$2,093	\$1,750	-22.2%
<b>Total Expense Objects:</b>	<b>\$139,763</b>	<b>\$257,276</b>	<b>\$247,634</b>	<b>\$352,414</b>	<b>37%</b>

## Authorized Position List

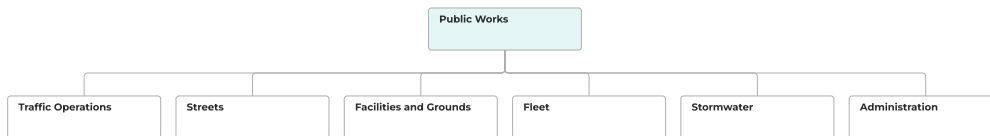
	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Parking Coordinator	1.00	1.00	1.00
Parking Technician*	1.90	1.90	2.96
<b>Total</b>	<b>2.90</b>	<b>2.90</b>	<b>3.96</b>

\*2 PT Parking Techs were converted to FT with increased revenues offsetting the increased personnel expenses

# Public Works

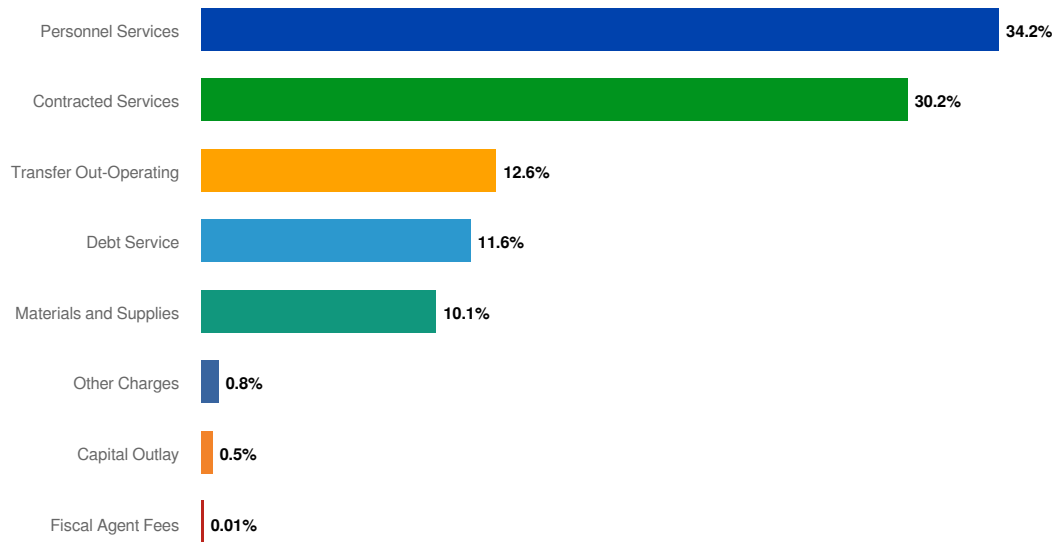
## Organizational Chart

Public Works

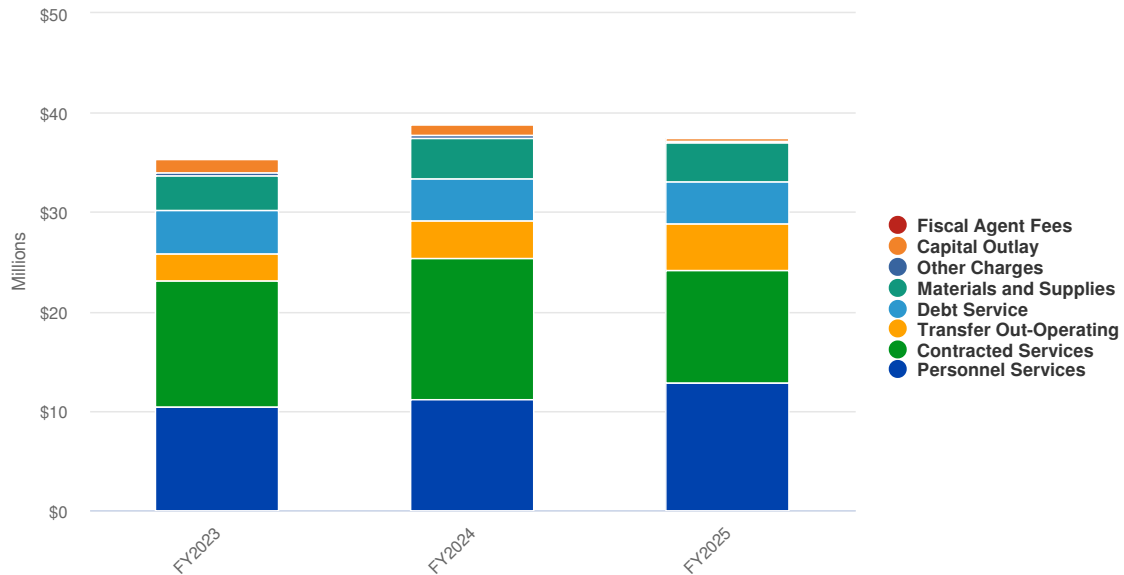


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$10,397,681	\$11,167,135	\$10,876,396	\$12,789,020	14.5%



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Contracted Services	\$12,685,360	\$14,180,298	\$12,545,782	\$11,305,795	-20.3%
Materials and Supplies	\$3,531,322	\$3,970,999	\$3,682,858	\$3,781,696	-4.8%
Other Charges	\$221,609	\$314,742	\$316,171	\$285,052	-9.4%
Debt Service	\$4,332,401	\$4,335,905	\$4,335,905	\$4,331,701	-0.1%
Fiscal Agent Fees	\$3,300	\$4,310	\$4,310	\$4,060	-5.8%
Transfer Out- Operating	\$2,797,596	\$3,775,742	\$3,764,210	\$4,726,958	25.2%
Capital Outlay	\$1,335,653	\$1,001,894	\$847,096	\$200,000	-80%
<b>Total Expense Objects:</b>	<b>\$35,304,922</b>	<b>\$38,751,025</b>	<b>\$36,372,728</b>	<b>\$37,424,282</b>	<b>-3.4%</b>



# Public Works - Administration

## Department Description:

The Public Works Department is dedicated to supporting and enhancing the City's high quality of life for residents, businesses, and visitors by providing well planned, environmentally sensitive, cost-effective Public Works infrastructure and Services.

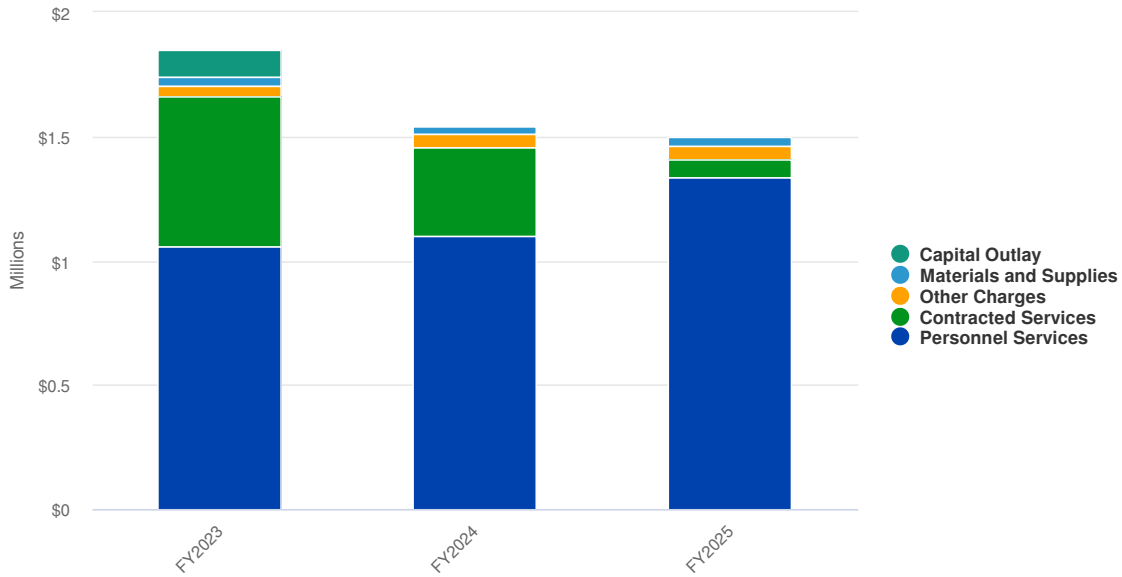
## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type





## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,054,581	\$1,098,258	\$1,086,177	\$1,335,205	21.6%
Contracted Services	\$608,173	\$356,657	\$331,690	\$75,228	-78.9%
Materials and Supplies	\$39,385	\$33,576	\$31,227	\$33,576	0%
Other Charges	\$39,515	\$52,716	\$49,026	\$52,966	0.5%
Capital Outlay	\$104,296	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$1,845,950</b>	<b>\$1,541,207</b>	<b>\$1,498,120</b>	<b>\$1,496,974</b>	<b>-2.9%</b>

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Assistant, Senior	1.00	1.00	1.00
Assistant Director of Public Works	2.00	2.00	2.00
Director of Public Works	0.75	0.75	0.75
GIS Analyst	1.00	1.00	1.00
Intern - Paid	0.38	0.48	0.48
Inventory Control Technician	1.00	1.00	1.00
Multimodal Parking Initiatives Manager	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00
Transportation Engineering Manager	1.00	1.00	1.00
<b>Total</b>	<b>9.13</b>	<b>9.23</b>	<b>9.23</b>

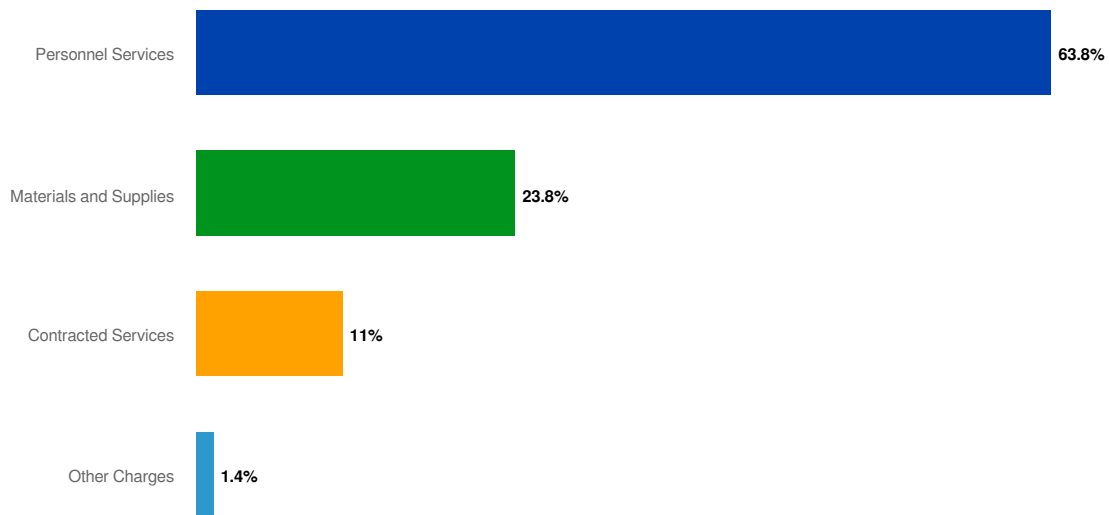
# Traffic Operations

## Department Description:

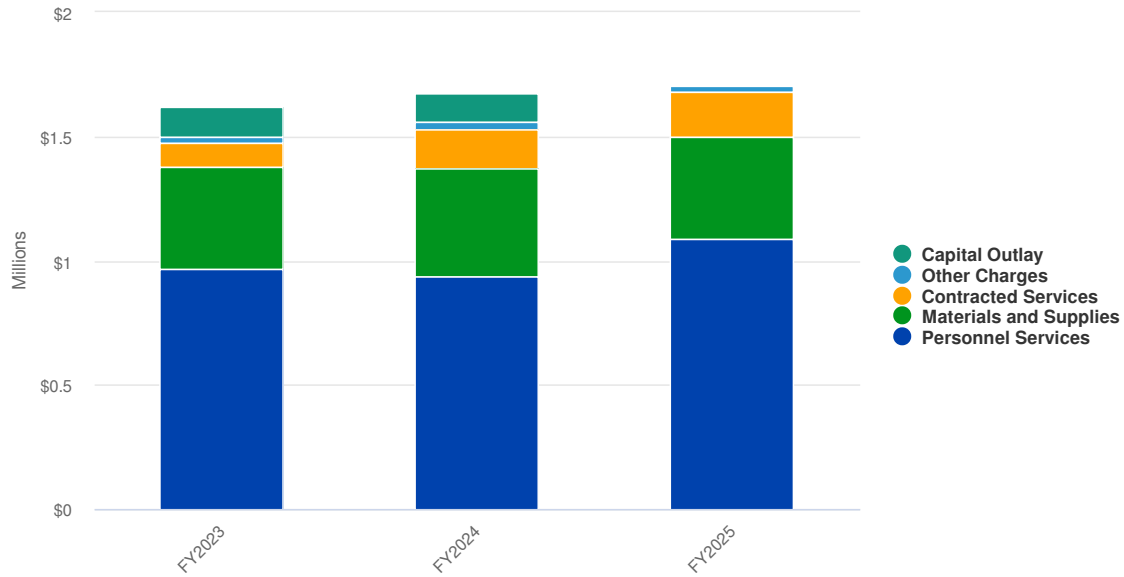
The Public Works - Traffic Division is committed to providing high quality, well planned, environmentally responsible, cost effective traffic infrastructure and services to promote public health, safety, multi-modal transportation, economic growth and community vitality.

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$967,923	\$939,399	\$929,065	\$1,088,711	15.9%
Contracted Services	\$100,760	\$158,987	\$147,857	\$186,987	17.6%
Materials and Supplies	\$408,458	\$432,816	\$402,518	\$406,816	-6%
Other Charges	\$19,650	\$25,800	\$23,994	\$23,800	-7.8%
Capital Outlay	\$123,623	\$114,528	\$0	\$0	-100%
<b>Total Expense Objects:</b>	<b>\$1,620,414</b>	<b>\$1,671,529</b>	<b>\$1,503,434</b>	<b>\$1,706,314</b>	<b>2.1%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
Increase the safety, convenience, and reliability of the transportation system	Ensure traffic signals are well-maintained	Perform Preventive Maintenance on all Traffic Signals	73	74
	Maintain the condition of road markings	Install striping and pavement buttons on roadways	30 Lane miles	30 Lane miles
	School zone traffic control inspection and maintenance	Inspect and perform maintenance to all school zone signage, flashers and striping	12 Locations	12 Locations
	Update traffic volume data	Conduct traffic data collection studies	62 locations	62 locations

## Authorized Position List

	<b>FY2022-23 Actual</b>	<b>FY2023-24 Estimate</b>	<b>FY2024-25 Proposed</b>
Crew Leader-Traffic	2.00	2.00	2.00
Traffic Control and Signal Operator I	5.00	5.00	5.00
Traffic Control and Signal Operator II	2.00	2.00	2.00
Traffic Signal Specialist	2.00	2.00	2.00
Traffic Signal Supervisor	1.00	1.00	1.00
<b>Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>



# Street Operations

**Department Description:**

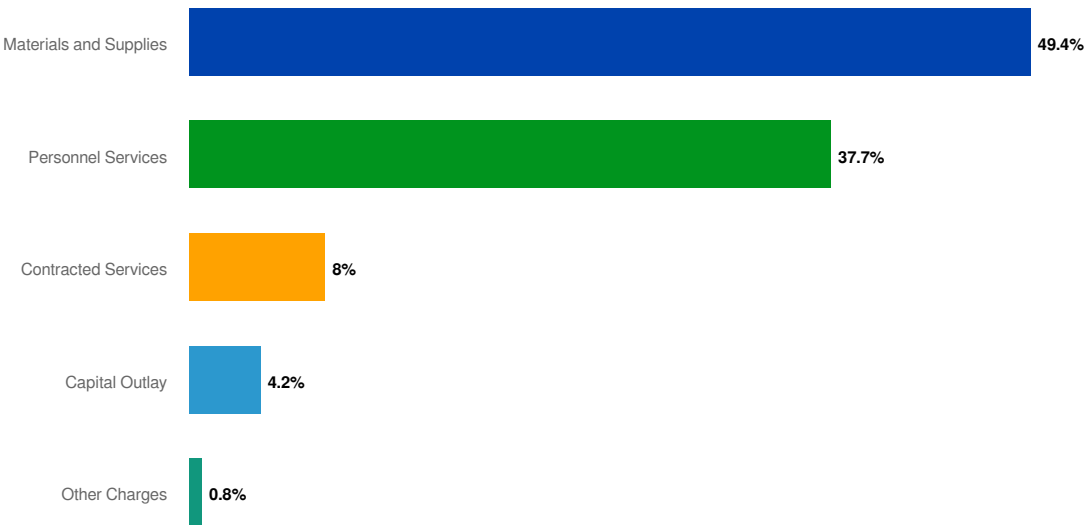
Responsible for the maintenance, repair, and construction of the city's streets, drainage systems, right-of-ways, parks, and public facilities.

**Mission:**

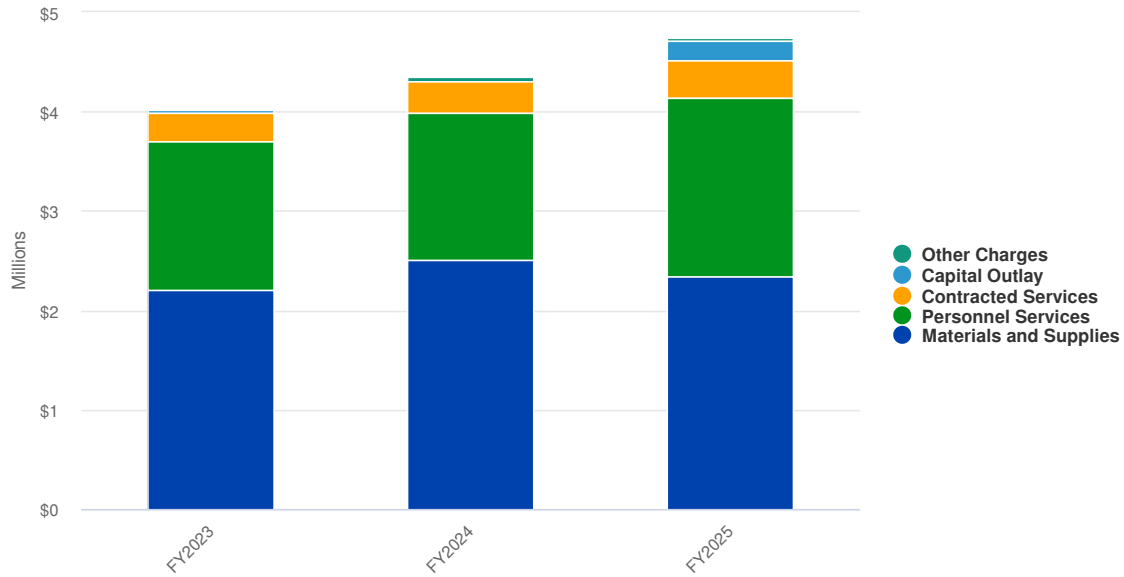
The Public Works - Streets Division is committed to providing high quality, well planned, environmentally responsible, cost effective street and sidewalk infrastructure and services to promote public health, safety, multi-modal transportation, economic growth and community vitality.

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,493,226	\$1,483,387	\$1,467,070	\$1,788,748	20.6%
Contracted Services	\$286,173	\$320,792	\$298,337	\$379,027	18.2%
Materials and Supplies	\$2,208,831	\$2,507,951	\$2,332,393	\$2,345,044	-6.5%
Other Charges	\$11,074	\$32,980	\$30,671	\$35,980	9.1%
Capital Outlay	\$22,609	\$0	\$0	\$200,000	N/A
<b>Total Expense Objects:</b>	<b>\$4,021,913</b>	<b>\$4,345,110</b>	<b>\$4,128,471</b>	<b>\$4,748,799</b>	<b>9.3%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
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	10000LF	10000LF
	Remove ADA mobility barriers	Install new ADA ramps or replace existing ADA ramps in poor condition	30	30
	Conduct and/or update assessment of existing street infrastructure	Conduct or update assessment of existing infrastructure	Annually	Annually
Implement Complete Street policy and principles	Maintain street pavement in good condition	Prioritize and resurface streets to maximize pavement condition with existing funding level.	12 Lane-Miles	12 Lane-Miles



## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Crew Leader-Streets	3.00	3.00	3.00
Equipment Operator I-Streets	9.00	9.00	9.00
Heavy Equipment Operator II-Streets	6.00	6.00	6.00
Street Operations Supervisor*	-	-	1.00
Streets Maintenance Manager	1.00	1.00	1.00
<b>Total</b>	<b>19.00</b>	<b>19.00</b>	<b>20.00</b>
*New Position			



# Facilities & Grounds

## **Department Description:**

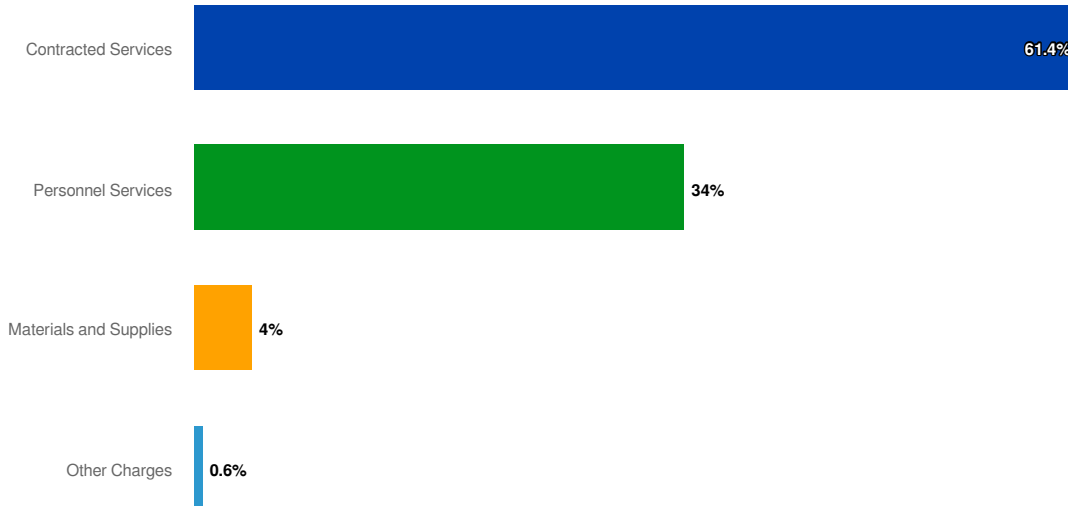
Responsible for enhancing and maintaining buildings and grounds by providing custodial and landscaping services.

## **Mission:**

Our mission is to provide a quality, professional, effective, timely and proactive general maintenance services to City Facilities with integrity and transparency in all transactions. This approach will be professional, create innovation and team work, while providing a positive customer experience.

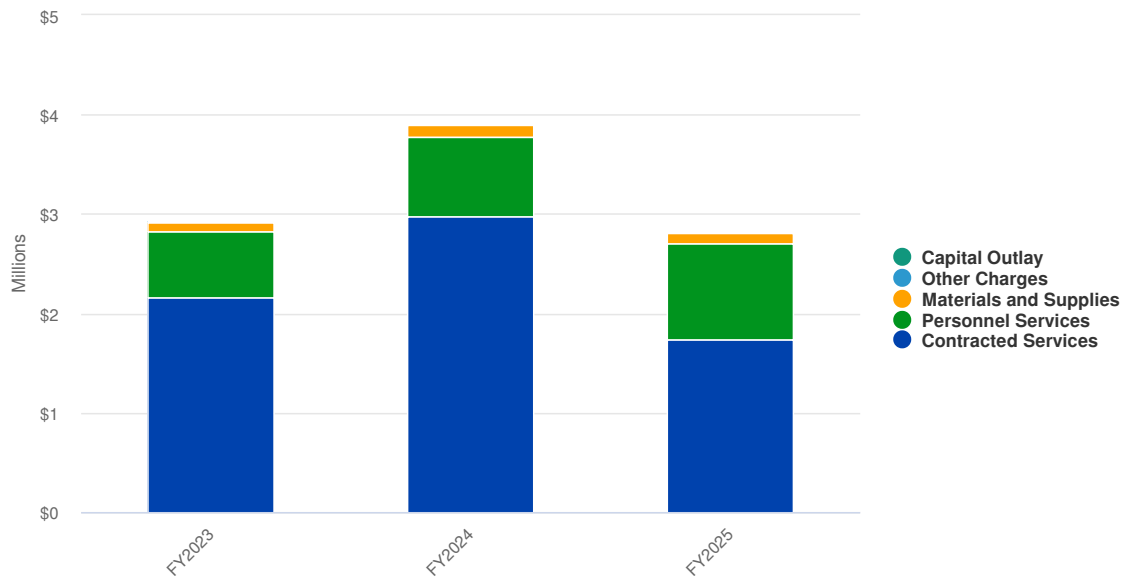
## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**





## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$673,220	\$799,276	\$790,485	\$960,424	20.2%
Contracted Services	\$2,153,277	\$2,981,890	\$2,773,158	\$1,736,045	-41.8%
Materials and Supplies	\$87,070	\$108,650	\$101,045	\$114,288	5.2%
Other Charges	\$14,910	\$15,700	\$14,601	\$17,050	8.6%
Capital Outlay	\$3,946	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$2,932,423</b>	<b>\$3,905,516</b>	<b>\$3,679,289</b>	<b>\$2,827,807</b>	<b>-27.6%</b>

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Construction Facilities Maintenance Manager	1.00	1.00	1.00
Construction Specialist	1.00	1.00	1.00
Construction Technician	2.00	2.00	2.00
Contracts Coordinator - Fleet and Facilities	1.00	1.00	1.00
Facilities Plumber*	-	-	1.00
Facility Journeyman Electrician	1.00	1.00	1.00
Facility Project Manager	-	1.00	1.00
Hvac Technician	1.00	1.00	1.00
<b>Total</b>	<b>7.00</b>	<b>8.00</b>	<b>9.00</b>

\*New Position

# Fleet

## **Department Description:**

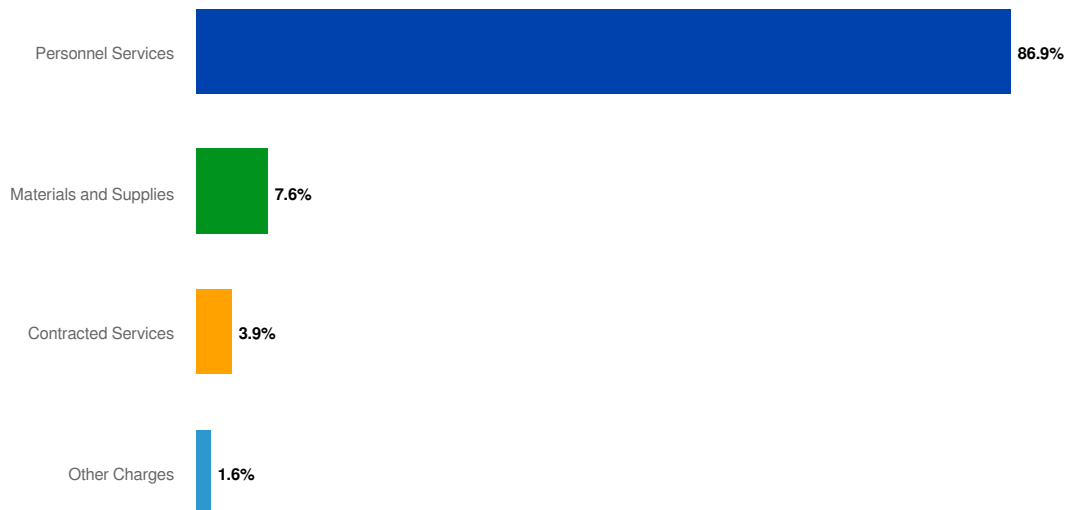
Fleet is tasked with providing city vehicles with periodic preventive maintenance, evaluating and recommending vehicles for replacement and maintenance and developing specifications for contract repairs and serving as technical advisor to departments in developing upfit and vehicle bid specifications.

## **Mission:**

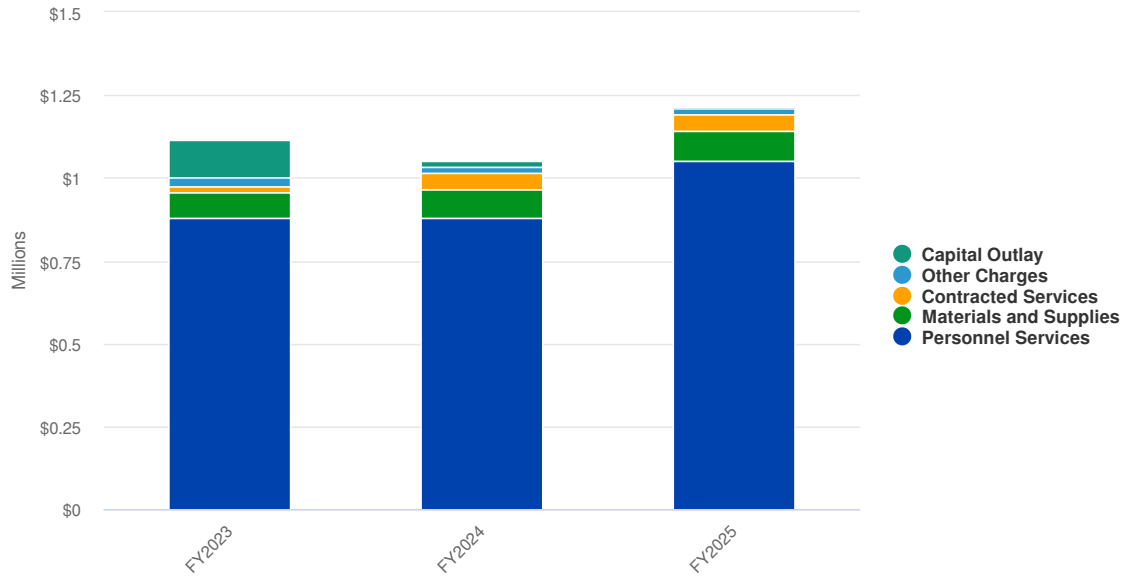
Execute City Council's vision and goals by providing top quality, professional, effective, and timely Fleet management and maintenance services to customers.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$881,153	\$880,143	\$870,462	\$1,051,799	19.5%
Contracted Services	\$22,540	\$47,358	\$44,043	\$47,358	0%
Materials and Supplies	\$72,887	\$86,291	\$80,250	\$92,040	6.7%
Other Charges	\$24,500	\$19,584	\$18,213	\$19,584	0%
Capital Outlay	\$114,309	\$20,099	\$0	\$0	-100%
<b>Total Expense Objects:</b>	<b>\$1,115,389</b>	<b>\$1,053,475</b>	<b>\$1,012,968</b>	<b>\$1,210,781</b>	<b>14.9%</b>

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Fleet Service Technician	1.00	1.00	1.00
Fleet Services Manager	1.00	1.00	1.00
Fleet Services Specialist	1.00	1.00	1.00
Fleet Services Supervisor	1.00	1.00	1.00
Inventory Control Technician	1.00	1.00	1.00
Master Fleet Services Technician	3.00	3.00	3.00
Master Fleet Services Technician, Lead	1.00	1.00	1.00
Master Fleet Services/Emergency Vehicle Technician (EVT)	1.00	1.00	2.00
<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>

# Stormwater Management

## **Department Description:**

The Stormwater Management Department is responsible for maintaining all City owned drainage infrastructure (open channels, storm sewer pipes, storm drains and drainage outlets). We also ensure compliance with the Texas Commission on Environmental Quality (TCEQ) issued Municipal Separate Storm Sewer System (MS4) permit.

Other responsibilities of the department include:

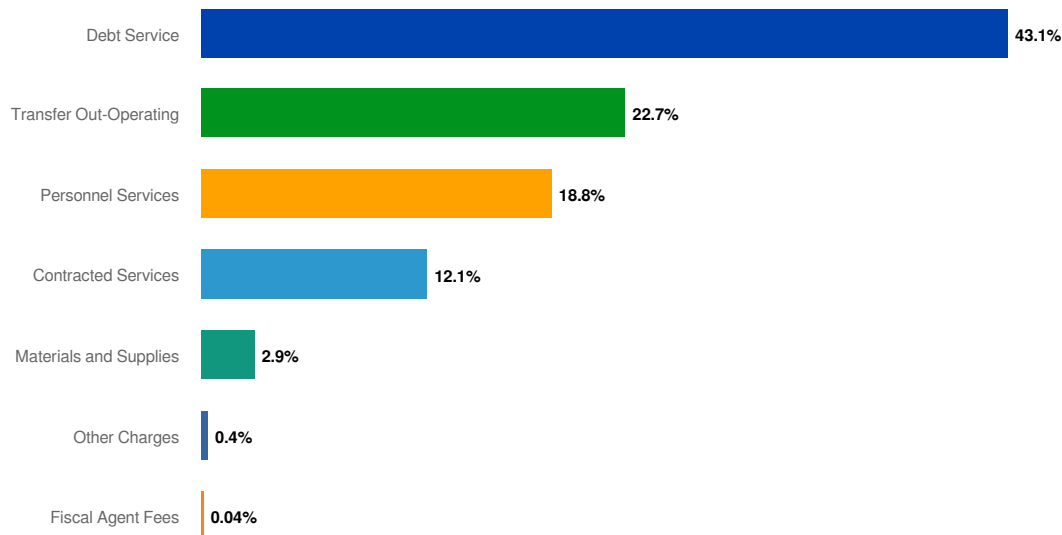
- Implementing the Stormwater Management Plan (SWMP)
- Channel maintenance and repair
- Structural control maintenance and repair
- Storm sewer system maintenance and repair
- Street sweeping
- Responding to spills and illicit discharges
- Managing the Stormwater Utility Rate

## **Mission:**

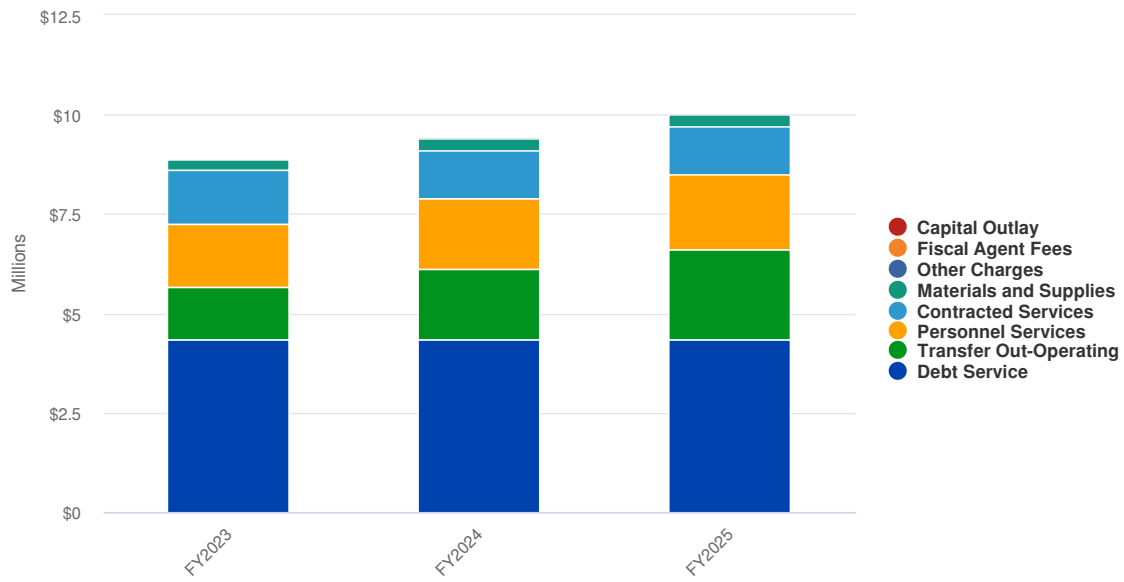
The Public Works- Stormwater Department is committed to maintaining a healthy and safe environment for our citizens, visitors and native species. Through the use of industry maintenance standards and practices, we ensure the protection of water quality for generations to come.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,582,542	\$1,772,204	\$1,671,120	\$1,883,752	6.3%
Contracted Services	\$1,361,150	\$1,209,129	\$916,251	\$1,213,663	0.4%
Materials and Supplies	\$267,602	\$287,302	\$260,980	\$287,302	0%
Other Charges	\$27,000	\$36,500	\$43,587	\$36,500	0%
Debt Service	\$4,332,401	\$4,335,905	\$4,335,905	\$4,331,701	-0.1%
Fiscal Agent Fees	\$3,300	\$4,310	\$4,310	\$4,060	-5.8%
Transfer Out-Operating	\$1,330,286	\$1,795,030	\$1,789,264	\$2,282,455	27.2%
Capital Outlay	\$1,821	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$8,906,102</b>	<b>\$9,440,380</b>	<b>\$9,021,417</b>	<b>\$10,039,433</b>	<b>6.3%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
Improve Transportation System Safety	Keep roadways and bike lanes clear of debris	Regularly maintain street sweeping of each city streets	3 Sweeps/street	3 Sweeps/street
	Keep roadways and bike lanes free of drainage ponding or flooding	Regularly clean storm sewers and drainage channels	10,000LF	10,000LF
	Keep roadways and bike lanes free of drainage ponding or flooding	Regularly inspect drainage inlets for debris and needed maintenance	500 Inlets	500 Inlets
Downtown Vitality	Improve Downtown quality of place	Regularly sweep downtown city streets	Sweep twice Weekly	Sweep twice Weekly
Sustainability	Public Education and outreach of Stormwater Polution	Attend public education events	4 Annually	4 Annually

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Crew Leader-Stormwater	4.00	4.00	4.00
Equipment Operator I-Drainage	9.00	9.00	9.00
Heavy Equipment Operator II-Drainage	4.00	4.00	4.00
Stormwater Coordinator	1.00	1.00	1.00
Stormwater Supervisor	-	1.00	1.00
Stormwater Systems Manager	1.00	1.00	1.00
Stormwater Technician	1.00	1.00	1.00
<b>Total</b>	<b>20.00</b>	<b>21.00</b>	<b>21.00</b>



# Transit

## **Department Description:**

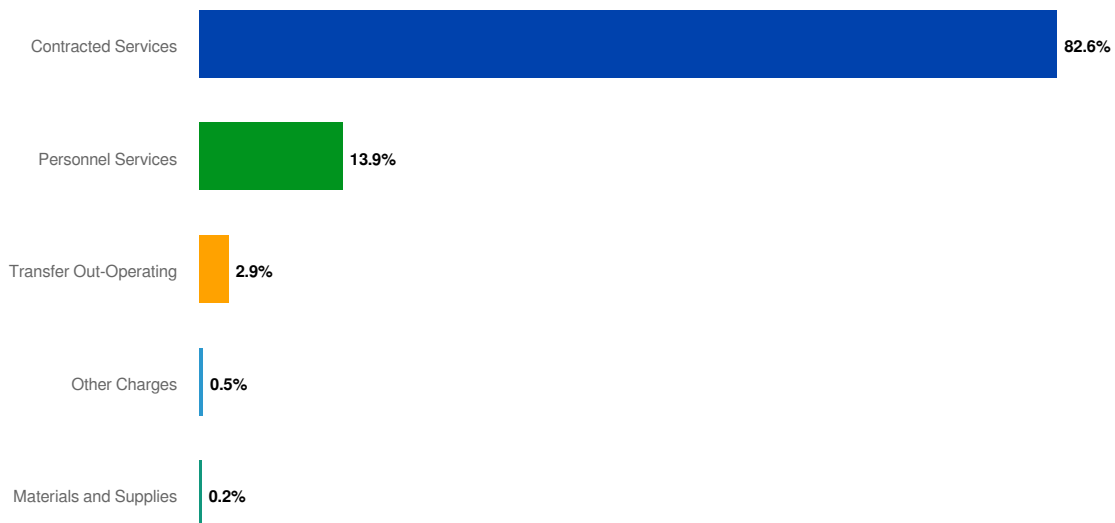
Responsible for providing public transportation to San Marcos. The current contract operates fixed route service, complementary ADA Paratransit (curb-to-curb), and commuter bus service from San Marcos to Austin. The Division must maintain federal and state compliance to receive grant funding for the program.

## **Mission:**

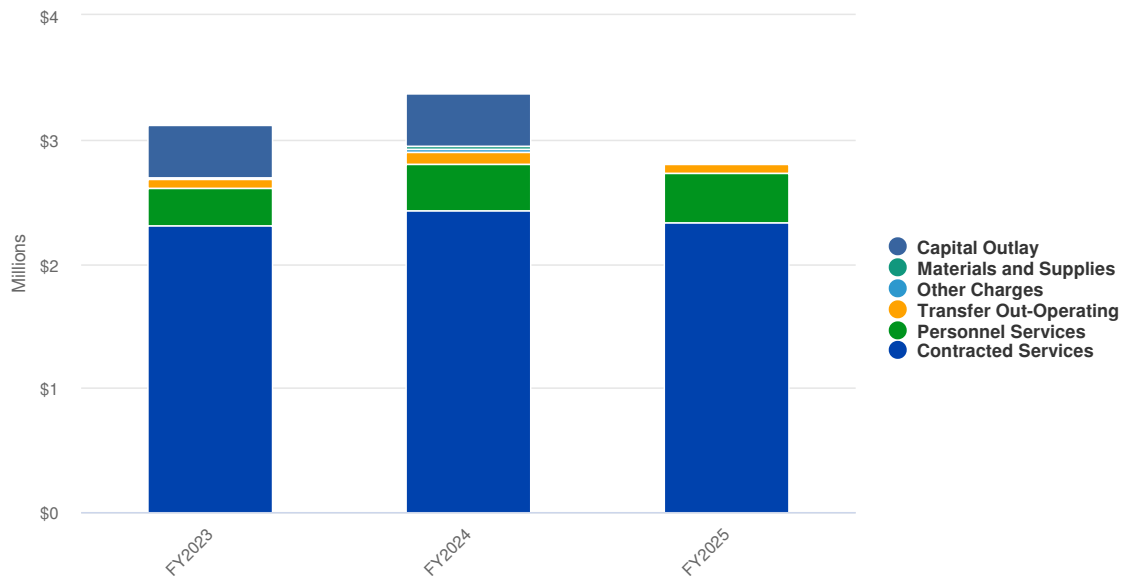
Our mission is to provide top quality, professional, effective and timely transit services to the community through our partnership with the Capital Area Rural Transportation System

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$304,061	\$371,422	\$364,975	\$392,203	5.6%
Contracted Services	\$2,308,160	\$2,433,555	\$2,150,497	\$2,335,211	-4%
Materials and Supplies	\$9,765	\$16,085	\$16,085	\$4,500	-72%
Other Charges	\$9,275	\$29,839	\$29,839	\$13,019	-56.4%
Transfer Out-Operating	\$68,512	\$92,841	\$92,841	\$81,024	-12.7%
Capital Outlay	\$422,487	\$423,584	\$423,548	\$0	-100%
<b>Total Expense Objects:</b>	<b>\$3,122,260</b>	<b>\$3,367,326</b>	<b>\$3,077,785</b>	<b>\$2,825,957</b>	<b>-16.1%</b>



## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
Maintain grant compliance for federal and state funding	Effectively administer federal and state grant funds	Maintain FTA & TxDOT grant management procedures	100%	100%
		Maintain FTA & TxDOT grant compliance procedures	100%	100%
		Implement compliant subrecipient oversight to Texas State University once they receive FTA funding	50%	50%
City creates an integrated, seamless transit system to serve the entire community	Assess operating and financial alternatives for coordinated transit services	Develop Interlocal Agreements for coordinated transit system	100%	100%
		Develop Request for Proposal	50%	100%
	Conduct a route study with Texas State as a partner	Complete extensive public participation to drive route study results	0%	100%
Improve communications to riders	Update public communications	Complete updated map hand out and install more informational signage at bus stops	80%	50%
		Update city website with most recent transit information	50%	100%

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Transit Manager	1.00	1.00	1.00
Transit Specialist	2.00	2.00	2.00
Director Of Public Works*	0.25	0.25	0.25
<b>Total</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>

\*Position is split between Public Works (GF) and Transit



# Parks & Recreation

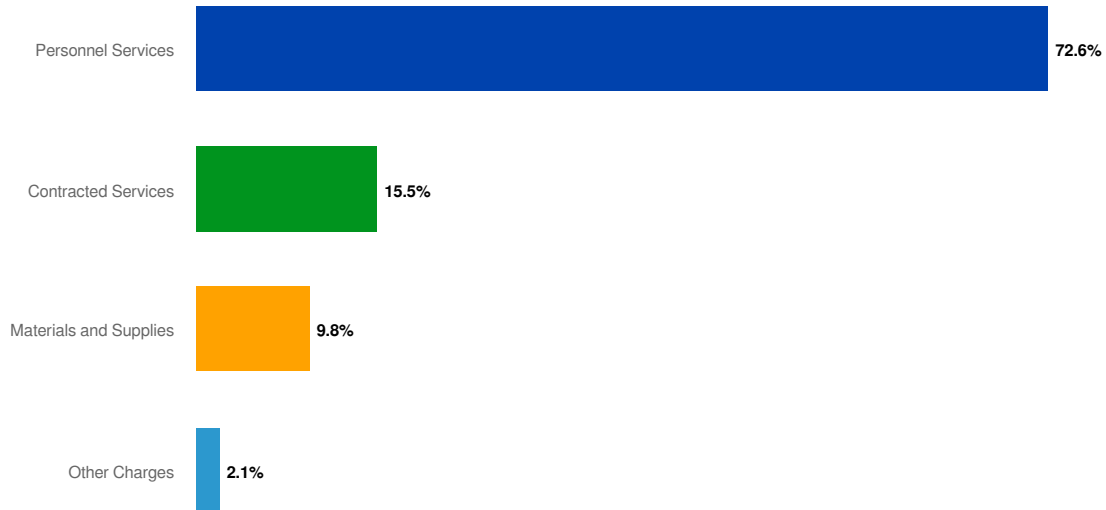
## Organizational Chart

Parks and Recreation

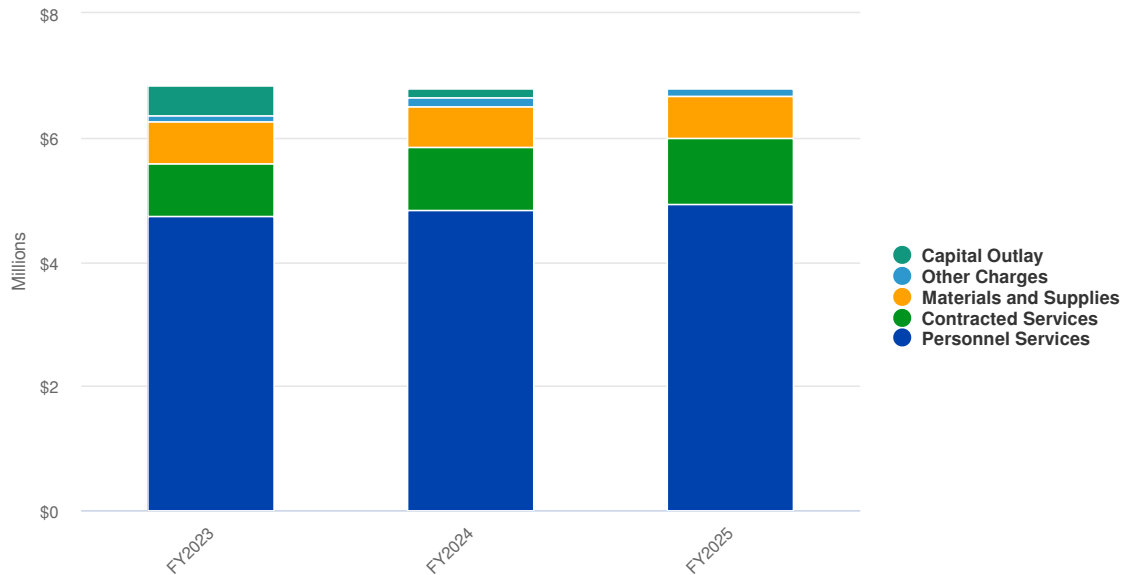


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$4,742,819	\$4,832,842	\$4,779,685	\$4,940,943	2.2%



<b>Name</b>	<b>FY2023 Actuals</b>	<b>FY2024 Adopted Budget</b>	<b>FY2024 Estimated</b>	<b>FY2025 Proposed</b>	<b>FY2024 Adopted Budget vs. FY2025 Proposed (% Change)</b>
Contracted Services	\$840,349	\$1,024,346	\$952,643	\$1,054,312	2.9%
Materials and Supplies	\$674,323	\$652,239	\$606,582	\$663,384	1.7%
Other Charges	\$90,200	\$136,953	\$127,370	\$142,703	4.2%
Capital Outlay	\$489,599	\$150,000	\$0	\$0	-100%
<b>Total Expense Objects:</b>	<b>\$6,837,290</b>	<b>\$6,796,380</b>	<b>\$6,466,280</b>	<b>\$6,801,342</b>	<b>0.1%</b>

# Parks Administration

**Department Description:**

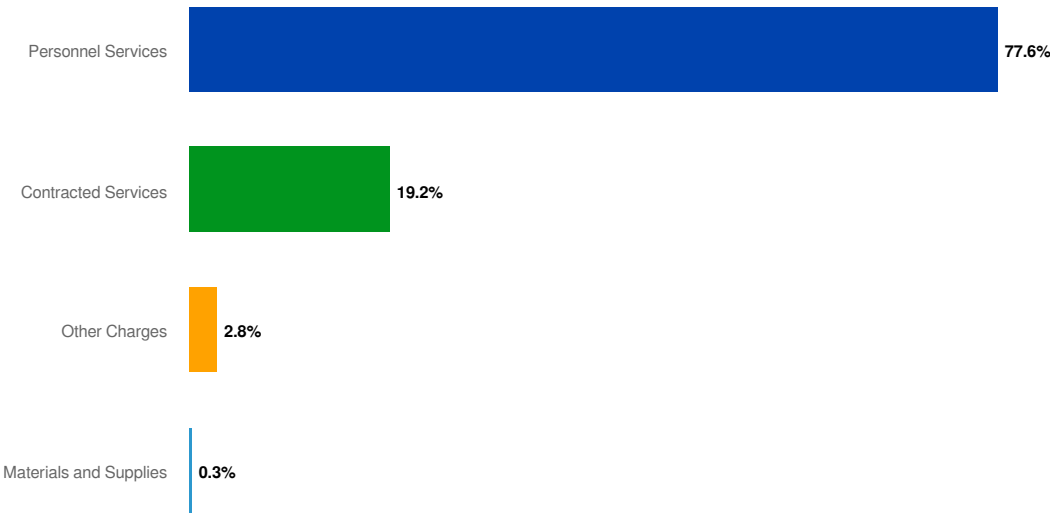
The City of San Marcos Parks and Recreation Department is responsible for managing and maintaining 2,610 acres of public parks and open spaces, facilities, and recreational activities within the community. The department oversees the development of programs and services to promote health and wellness, community engagement, and environmental stewardship. The department and their partners work to provide residents and visitors with opportunities for leisure, fitness, and social interaction in safe and well-maintained outdoor spaces. Additionally, the Parks and Recreation Department plays a role in conserving natural resources and enhancing the overall quality of life for the community they serve.

**Mission:**

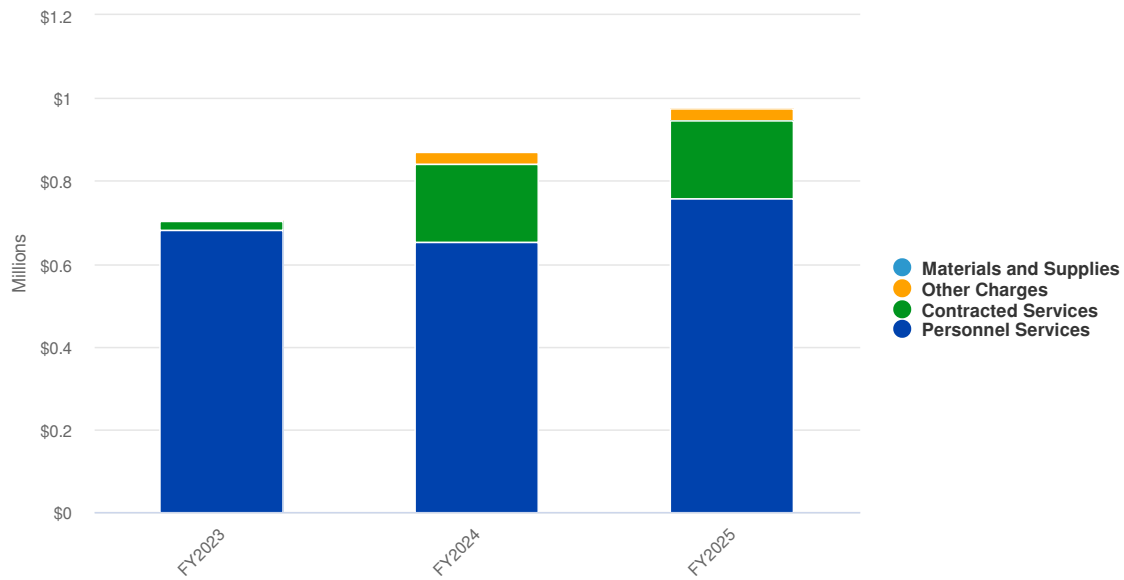
The mission of the Parks & Recreation Department is to create a unified parks and recreation system that serves the entire Community, supports tourism and provides stewardship to the San Marcos River and surrounding environment by providing citizens and visitors the highest level of programs, parks, facilities and services.

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$679,854	\$654,209	\$647,014	\$758,589	16%
Contracted Services	\$23,265	\$187,971	\$174,813	\$187,971	0%
Materials and Supplies	\$2,500	\$3,300	\$3,069	\$3,300	0%
Other Charges	\$2,250	\$27,250	\$25,343	\$27,250	0%
<b>Total Expense Objects:</b>	<b>\$707,869</b>	<b>\$872,730</b>	<b>\$850,239</b>	<b>\$977,110</b>	<b>12%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Evaluate implementation of the Single Use Beverage Container Ban in Riverfront Parks.</b>	Evaluate education efforts	Number of contacts made	X	TBD
	Conduct end of season survey of Park Ambassadors	Number of respondents and results of surveys	X	TBD
<b>Complete the following Master Plans: Quail Creek Design Master Plan and Riverfront Parks Master Plan</b>	Conduct public meetings and surveys and compile responses	Plans approved and adopted by council	X	2
<b>Complete Park Infrastructure and Improvement Projects</b>	Successfully procure materials and/or services needed for various park improvement projects	Number of projects completed	4	6
<b>Develop an Urban and Community Forestry Strategic Management Plan</b>	Conduct a tree inventory and tree canopy study	Results of study	X	TBD
	Create policy and procedures that promote greater cooperation within the City while improving public tree management and engaging and educating the community	Increased tree inventory and canopy across the City	X	TBD
<b>Evaluate and update Park Ordinances</b>	Convene subcommittee to provide recommendations to Parks and Recreation Board	Written recommendation is brought forth	X	1
	Provide Parks and Recreation Boards approved recommendation to City Council for Recommendation	Written recommendation is brought forth and adopted	X	1

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Assistant	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00
Assistant Director of Parks and Recreation	1.00	1.00	1.00
Contracts Coordinator - Pard	1.00	1.00	1.00
Director Of Parks and Recreation	1.00	1.00	1.00
Intern - Paid	2.13	2.13	2.13
<b>Total</b>	<b>7.13</b>	<b>7.13</b>	<b>7.13</b>



# Parks Operations

## **Department Description:**

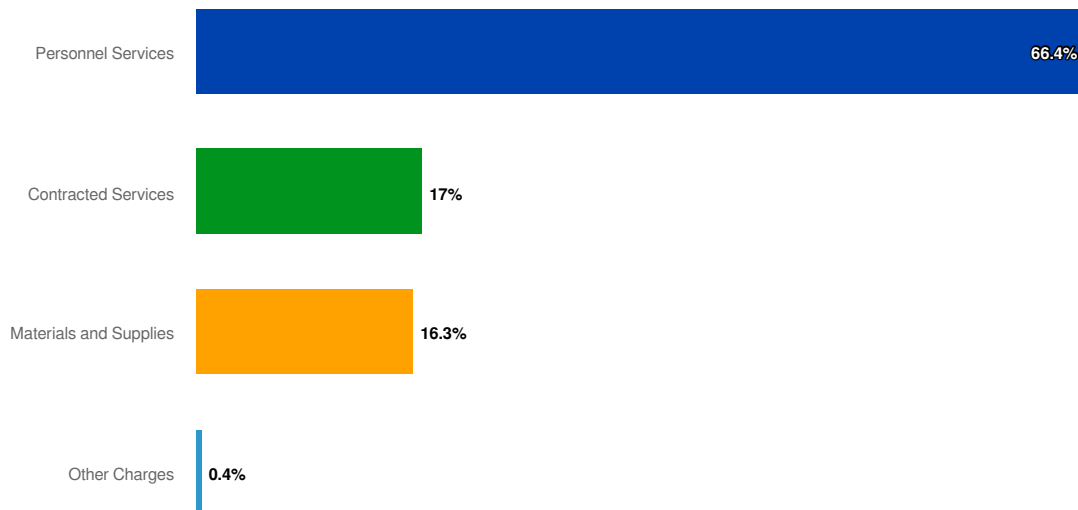
The City of San Marcos Parks and Recreation Department is responsible for managing and maintaining 2,610 acres of public parks and open spaces, facilities, and recreational activities within the community. The department oversees the development of programs and services to promote health and wellness, community engagement, and environmental stewardship. The department and their partners work to provide residents and visitors with opportunities for leisure, fitness, and social interaction in safe and well-maintained outdoor spaces. Additionally, the Parks and Recreation Department plays a role in conserving natural resources and enhancing the overall quality of life for the community they serve.

## **Mission:**

The mission of the Parks & Recreation Department is to create a unified parks and recreation system that serves the entire Community, supports tourism and provides stewardship to the San Marcos River and surrounding environment by providing citizens and visitors the highest level of programs, parks, facilities and services.

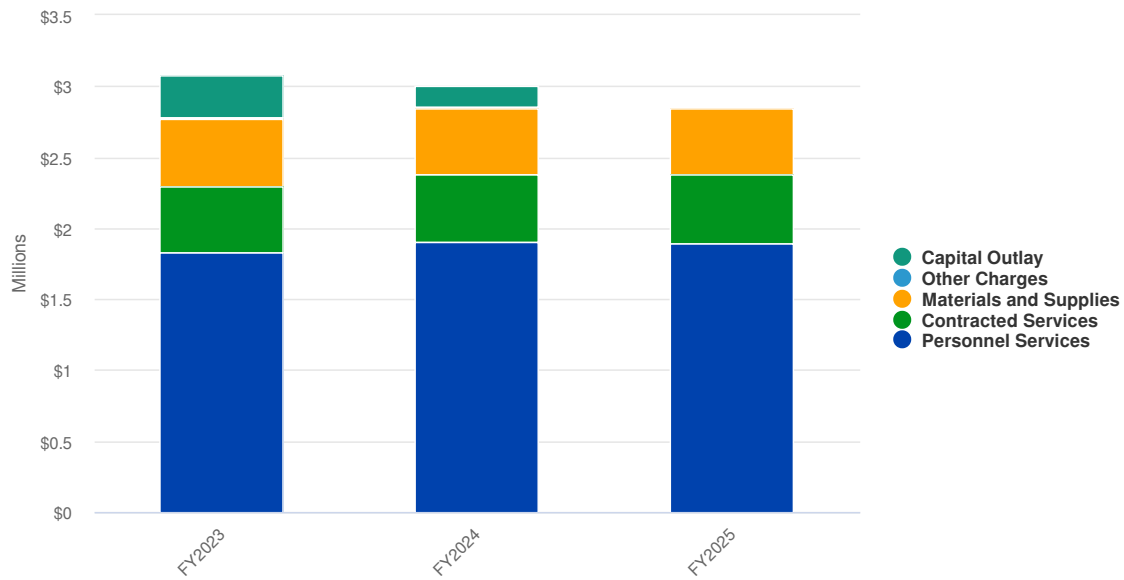
## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**





### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,833,836	\$1,907,760	\$1,886,775	\$1,892,875	-0.8%
Contracted Services	\$464,283	\$474,125	\$440,937	\$483,591	2%
Materials and Supplies	\$471,458	\$463,539	\$431,091	\$463,434	0%
Other Charges	\$6,750	\$11,250	\$10,463	\$11,250	0%
Capital Outlay	\$305,000	\$150,000	\$0	\$0	-100%
<b>Total Expense Objects:</b>	<b>\$3,081,328</b>	<b>\$3,006,674</b>	<b>\$2,769,266</b>	<b>\$2,851,150</b>	<b>-5.2%</b>

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Park Ambassador	2.25	2.25	2.00
Park Ambassador, Lead	-	-	0.50
Parks Maintenance Crew Leader	3.00	3.00	3.00
Parks Maintenance Supervisor	1.00	1.00	1.00
Parks Operations Manager	1.00	1.00	1.00
Parks/Athletic Fields Crew Leader	1.00	1.00	1.00
Parks/Athletic Fields Specialist	1.00	1.00	1.00
Parks/Athletic Fields Worker	3.00	3.00	3.00
Parks/Facilities Specialist	5.00	5.00	5.00
Parks/Facilities Worker	4.00	4.00	4.00
Trail Crew Leader	1.00	1.00	1.00
Trail Crew Specialist	1.00	1.00	1.00
Trail Crew Worker	1.00	1.00	1.00
<b>Total</b>	<b>24.25</b>	<b>24.25</b>	<b>24.50</b>

# Recreation Programs

**Department Description:**

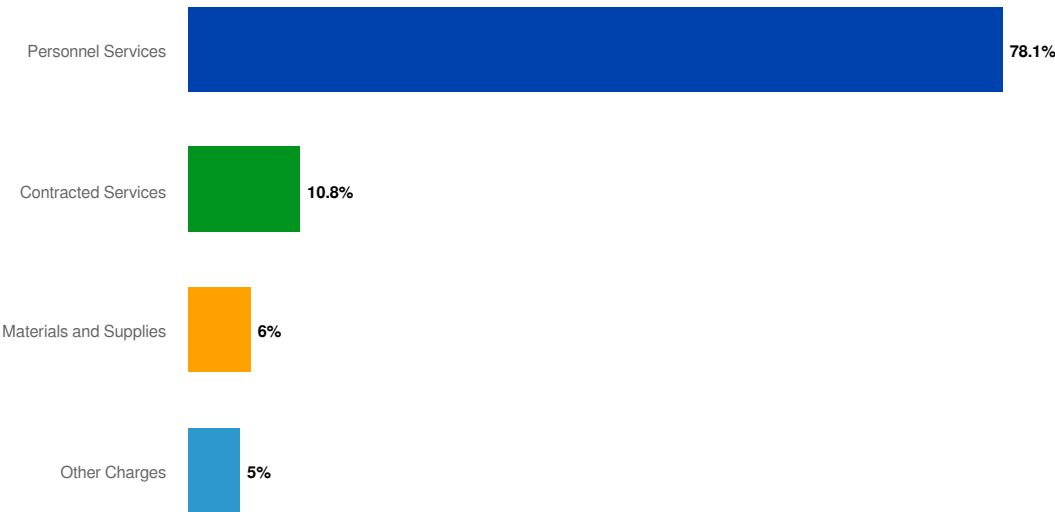
The City of San Marcos Parks and Recreation Department is responsible for managing and maintaining 2,610 acres of public parks and open spaces, facilities, and recreational activities within the community. The department oversees the development of programs and services to promote health and wellness, community engagement, and environmental stewardship. The department and their partners work to provide residents and visitors with opportunities for leisure, fitness, and social interaction in safe and well-maintained outdoor spaces. Additionally, the Parks and Recreation Department plays a role in conserving natural resources and enhancing the overall quality of life for the community they serve.

**Mission:**

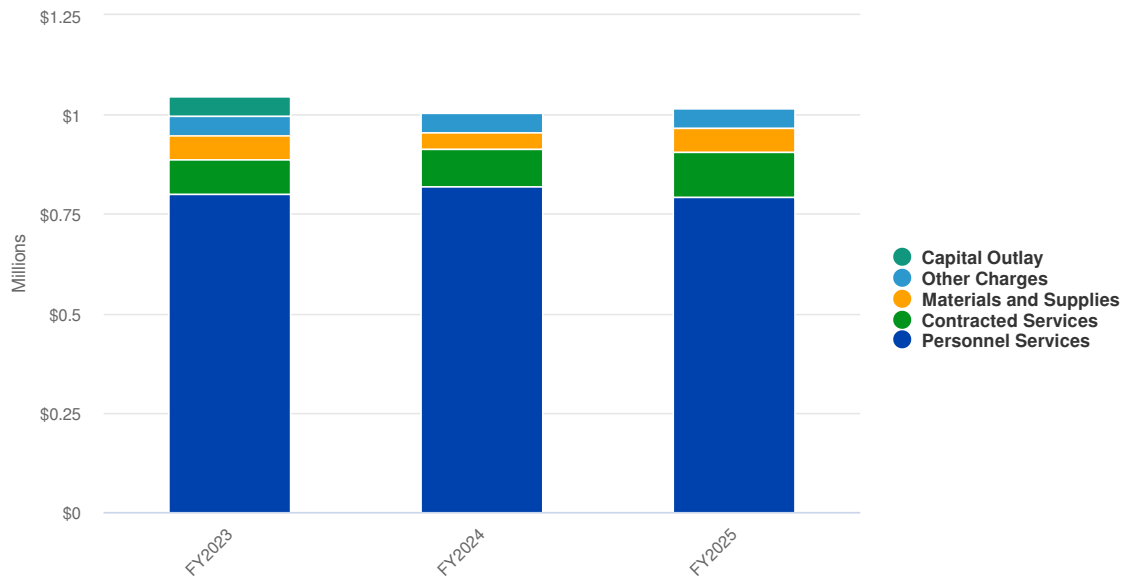
The mission of the Parks & Recreation Department is to create a unified parks and recreation system that serves the entire Community, supports tourism and provides stewardship to the San Marcos River and surrounding environment by providing citizens and visitors the highest level of programs, parks, facilities and services.

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$798,976	\$817,749	\$808,753	\$794,513	-2.8%
Contracted Services	\$90,300	\$95,800	\$89,094	\$110,300	15.1%
Materials and Supplies	\$58,200	\$43,000	\$39,990	\$61,000	41.9%
Other Charges	\$48,000	\$46,150	\$42,921	\$51,150	10.8%
Capital Outlay	\$50,000	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$1,045,476</b>	<b>\$1,002,699</b>	<b>\$980,758</b>	<b>\$1,016,963</b>	<b>1.4%</b>

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Camp Activity Leader	3.20	3.20	3.80
Marketing And Outreach Coordinator	1.00	1.00	1.00
Recreation Manager	1.00	1.00	1.00
Recreation Programs Manager	1.00	1.00	1.00
Senior Citizens Program Coordinator	1.00	1.00	1.00
Summer Fun Program Assistant Coordinator	0.25	0.25	0.25
Summer Fun Program Assistant Site Supervisors	0.80	0.80	0.80
Summer Fun Program Coordinator	0.38	0.38	0.38
Summer Fun Program Site Supervisor	0.95	0.95	0.96
Youth Services Coordinator	1.00	1.00	1.00
Youth Services Specialist	1.00	1.00	1.00
<b>Total</b>	<b>11.58</b>	<b>11.58</b>	<b>12.19</b>



# Outdoor Pool

## **Department Description:**

The City of San Marcos Parks and Recreation Department is responsible for managing and maintaining 2,610 acres of public parks and open spaces, facilities, and recreational activities within the community. The department oversees the development of programs and services to promote health and wellness, community engagement, and environmental stewardship. The department and their partners work to provide residents and visitors with opportunities for leisure, fitness, and social interaction in safe and well-maintained outdoor spaces. Additionally, the Parks and Recreation Department plays a role in conserving natural resources and enhancing the overall quality of life for the community they serve.

## **Mission:**

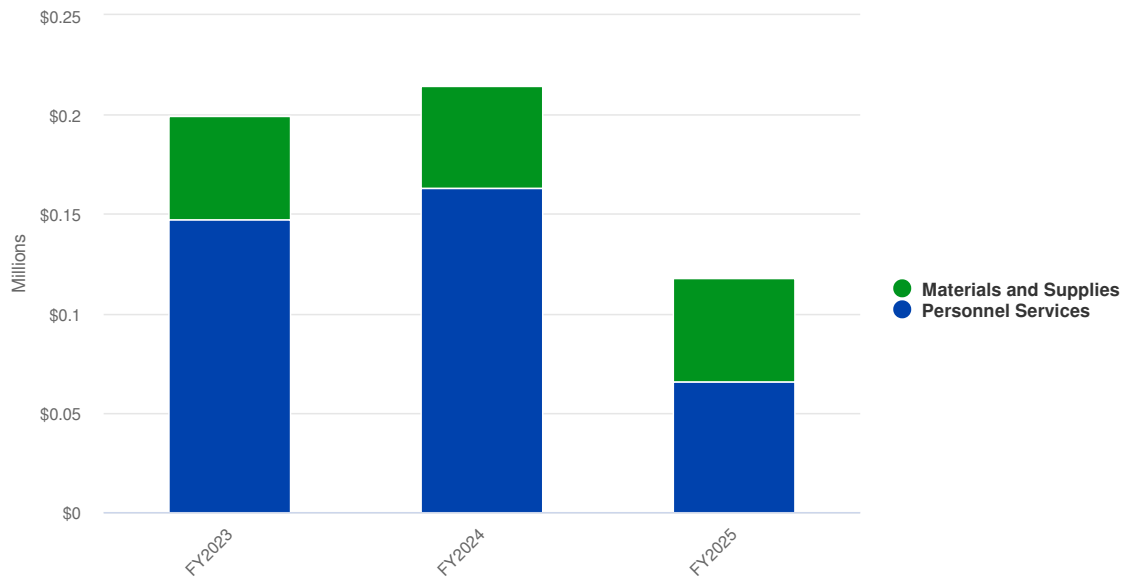
The mission of the Parks & Recreation Department is to create a unified parks and recreation system that serves the entire Community, supports tourism and provides stewardship to the San Marcos River and surrounding environment by providing citizens and visitors the highest level of programs, parks, facilities and services.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$147,222	\$162,870	\$161,078	\$65,617	-59.7%
Materials and Supplies	\$52,000	\$52,000	\$48,360	\$52,000	0%
<b>Total Expense Objects:</b>	<b>\$199,222</b>	<b>\$214,870</b>	<b>\$209,438</b>	<b>\$117,617</b>	<b>-45.3%</b>

### Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Cashier/Pool Attendant	0.40	0.40	0.50
Head Lifeguard-Aquatics	1.20	1.20	1.52
Lifeguard-Aquatics	1.75	1.75	3.04
Pool Manager	0.38	0.38	-
Water Safety Instructor	1.00	1.00	-
<b>Total</b>	<b>4.73</b>	<b>4.73</b>	<b>5.06</b>

# Activity Center

## **Department Description:**

The City of San Marcos Parks and Recreation Department is responsible for managing and maintaining 2,610 acres of public parks and open spaces, facilities, and recreational activities within the community. The department oversees the development of programs and services to promote health and wellness, community engagement, and environmental stewardship. The department and their partners work to provide residents and visitors with opportunities for leisure, fitness, and social interaction in safe and well-maintained outdoor spaces. Additionally, the Parks and Recreation Department plays a role in conserving natural resources and enhancing the overall quality of life for the community they serve.

## **Mission:**

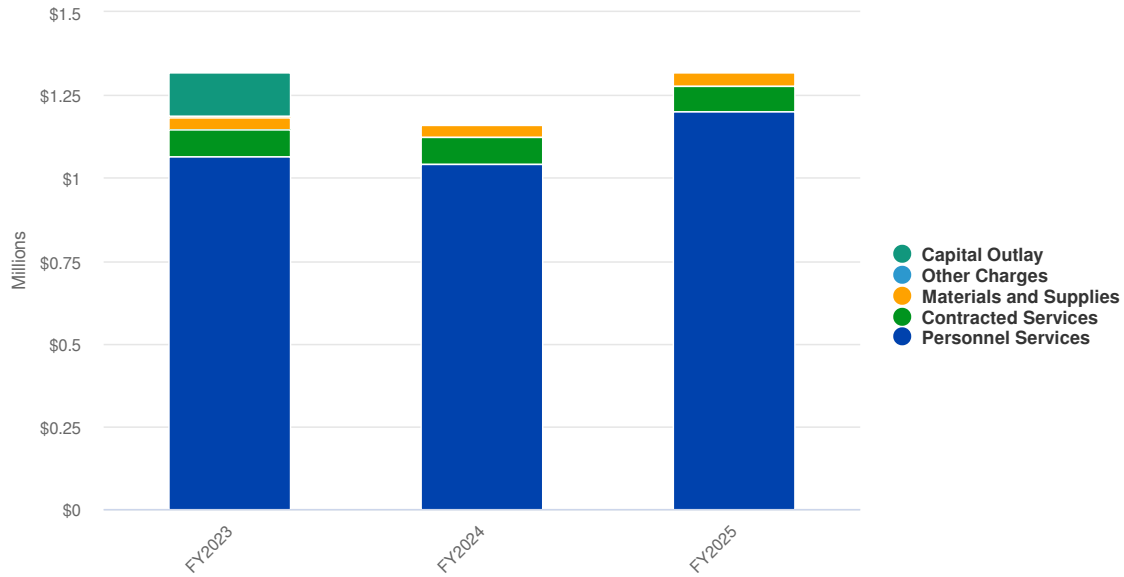
The mission of the Parks & Recreation Department is to create a unified parks and recreation system that serves the entire Community, supports tourism and provides stewardship to the San Marcos River and surrounding environment by providing citizens and visitors the highest level of programs, parks, facilities and services.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,064,080	\$1,043,693	\$1,032,214	\$1,199,205	14.9%
Contracted Services	\$80,500	\$78,450	\$72,959	\$78,450	0%
Materials and Supplies	\$37,815	\$39,000	\$36,270	\$39,000	0%
Other Charges	\$2,750	\$4,250	\$3,953	\$4,250	0%
Capital Outlay	\$134,599	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$1,319,744</b>	<b>\$1,165,393</b>	<b>\$1,145,396</b>	<b>\$1,320,905</b>	<b>13.3%</b>

### Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Activity Center Attendant	4.25	4.25	4.38
Activity Center Attendant, Lead	1.00	1.00	1.00
Activity Center Facility Worker	-	-	1.00
Activity Center Supervisor	1.00	1.00	1.00
Aquatics Program Supervisor	1.00	1.00	1.00
Aquatics-Fitness Program Coordinator	1.00	1.00	1.00
Athletic Program Coordinator	1.00	1.00	1.00
Athletic Program Specialist	2.00	2.00	2.00
Facilities Maintenance Worker	1.75	1.75	0.75
Lifeguard-Activity Center	3.33	3.33	3.77
<b>Total</b>	<b>16.33</b>	<b>16.33</b>	<b>16.90</b>





# Discovery Center

## **Department Description:**

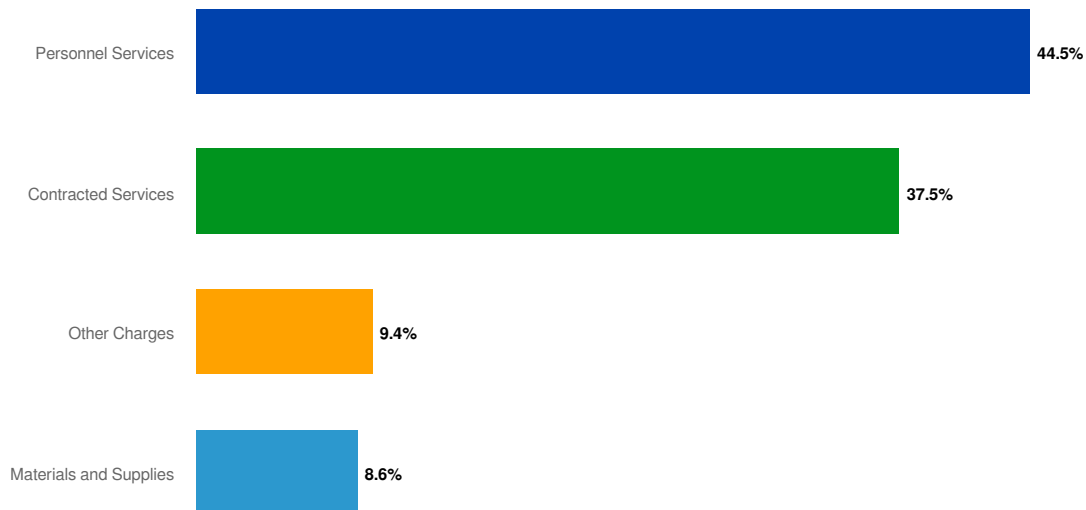
The City of San Marcos Parks and Recreation Department is responsible for managing and maintaining 2,610 acres of public parks and open spaces, facilities, and recreational activities within the community. The department oversees the development of programs and services to promote health and wellness, community engagement, and environmental stewardship. The department and their partners work to provide residents and visitors with opportunities for leisure, fitness, and social interaction in safe and well-maintained outdoor spaces. Additionally, the Parks and Recreation Department plays a role in conserving natural resources and enhancing the overall quality of life for the community they serve.

## **Mission:**

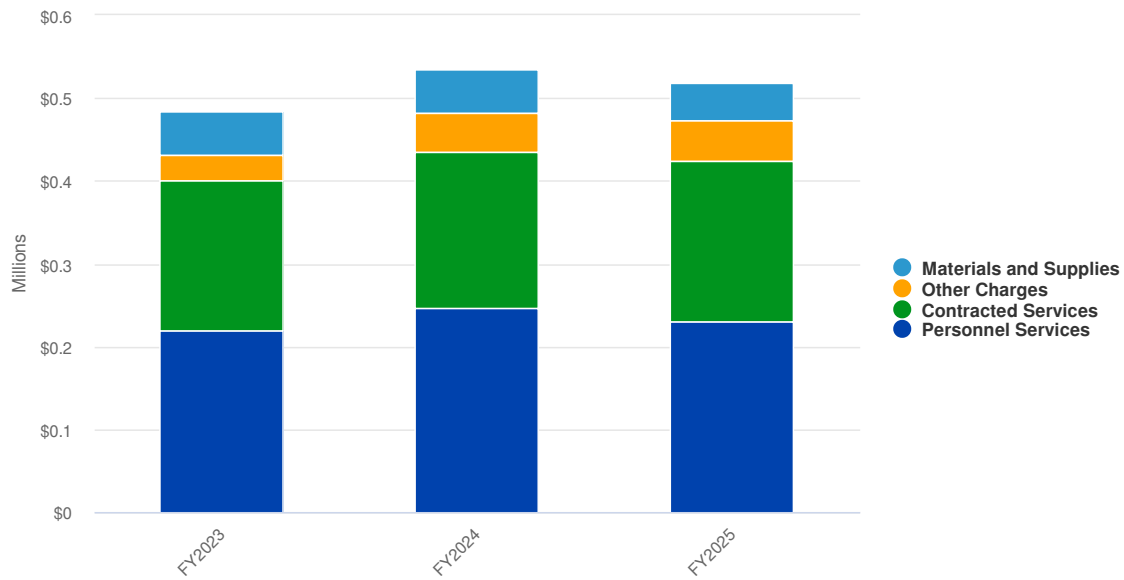
The San Marcos Discovery Center is dedicated to fostering a resilient community through the promotion of environmental stewardship and education.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$218,852	\$246,561	\$243,851	\$230,144	-6.7%
Contracted Services	\$182,000	\$188,000	\$174,840	\$194,000	3.2%
Materials and Supplies	\$52,350	\$51,400	\$47,802	\$44,650	-13.1%
Other Charges	\$30,450	\$48,053	\$44,690	\$48,803	1.6%
<b>Total Expense Objects:</b>	<b>\$483,652</b>	<b>\$534,014</b>	<b>\$511,183</b>	<b>\$517,597</b>	<b>-3.1%</b>

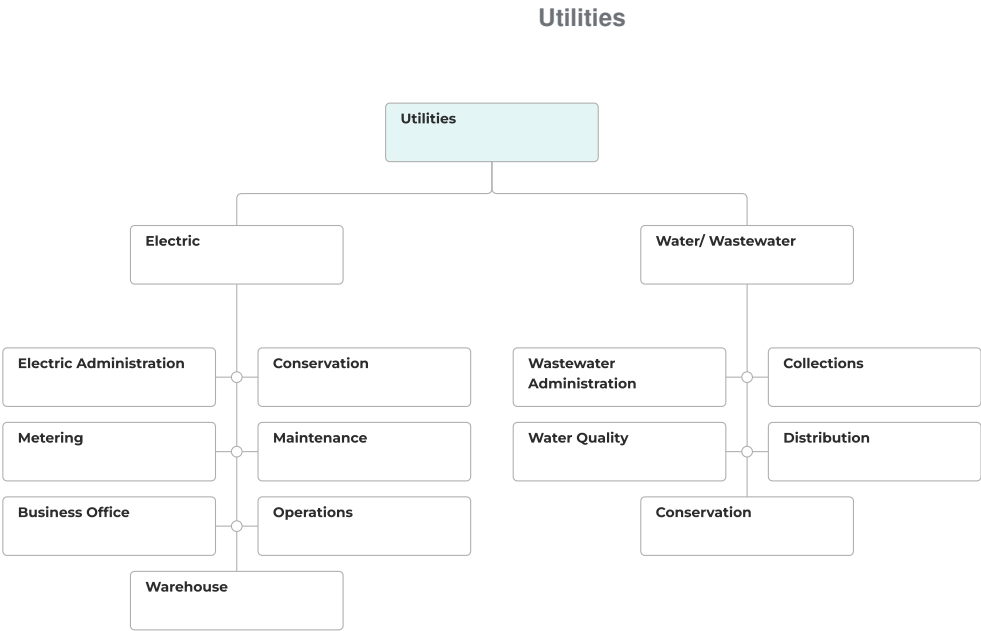
## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Discovery Center Manager	1.00	1.00	1.00
Discovery Center Specialist	1.00	1.00	1.00
Urban Forester*	0.34	0.34	0.34
<b>Total</b>	<b>2.34</b>	<b>2.34</b>	<b>2.34</b>

\*Position is split between GF, Elec, and WWW

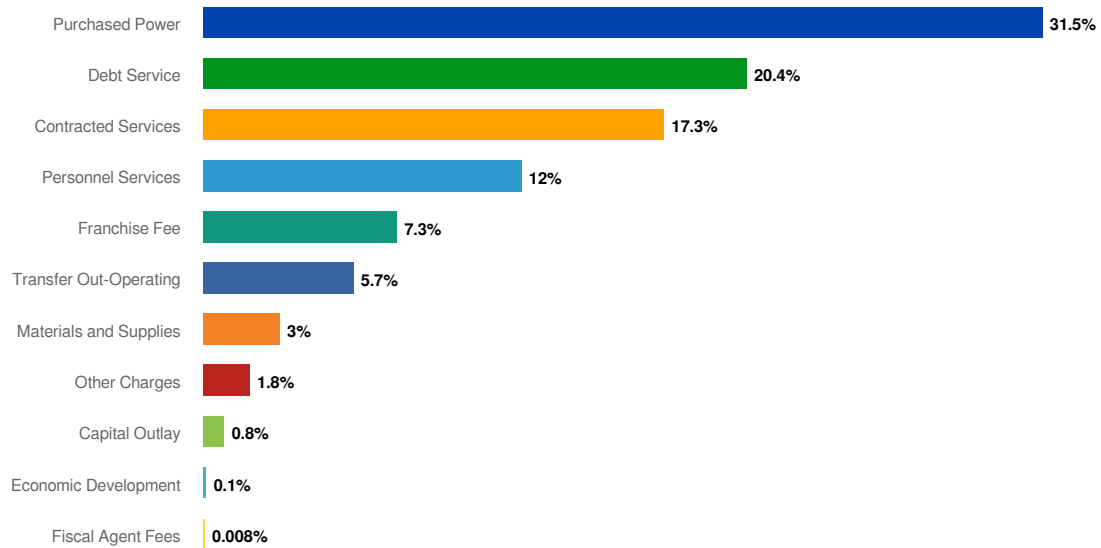
# Utilities

## Organizational Chart

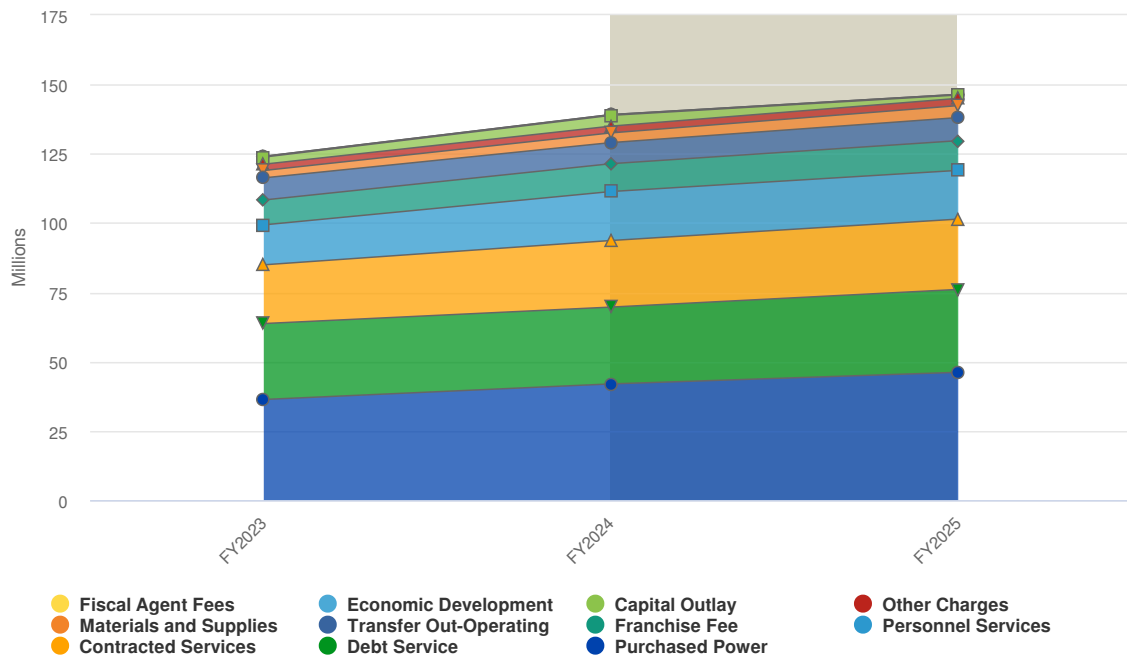


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



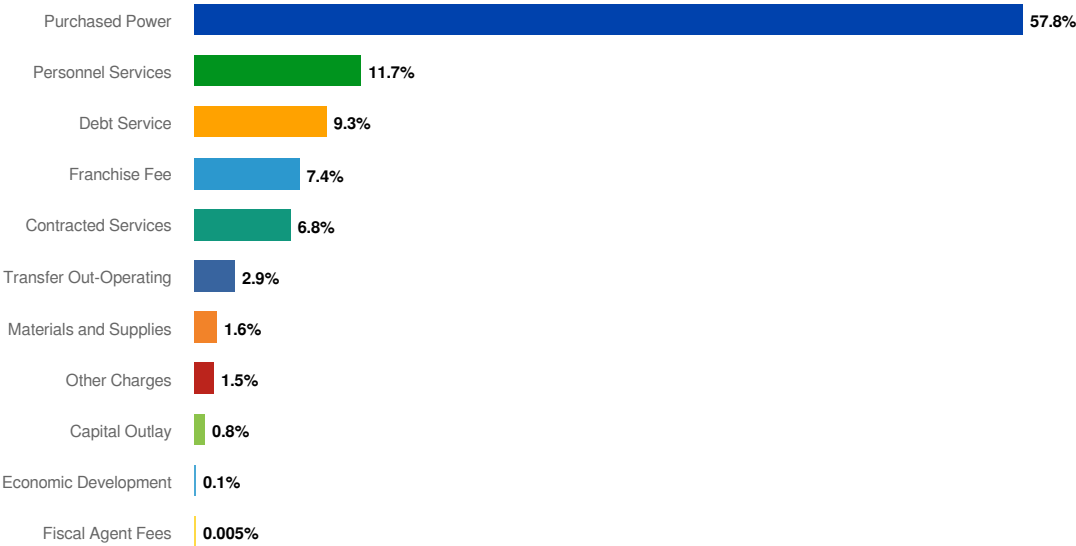
Grey background indicates budgeted figures.

Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$14,418,579	\$17,675,571	\$15,567,314	\$17,583,559	-0.5%
Purchased Power	\$36,300,284	\$41,924,989	\$44,021,995	\$46,117,489	10%
Contracted Services	\$21,198,241	\$24,038,710	\$27,972,001	\$25,387,132	5.6%
Materials and Supplies	\$2,659,596	\$3,504,728	\$3,624,728	\$4,344,099	23.9%
Franchise Fee	\$8,980,000	\$10,045,002	\$10,045,002	\$10,718,673	6.7%
Other Charges	\$2,267,377	\$2,436,423	\$2,520,968	\$2,620,849	7.6%
Economic Development	\$266,667	\$266,668	\$266,668	\$213,334	-20%
Debt Service	\$27,405,412	\$27,721,821	\$27,721,821	\$29,908,210	7.9%
Fiscal Agent Fees	\$14,050	\$11,025	\$11,025	\$11,680	5.9%
Transfer Out- Operating	\$7,986,851	\$7,615,308	\$7,615,308	\$8,337,404	9.5%
Transfer Out-One-Time	\$0	\$0	\$1,670,016	\$0	0%
Capital Outlay	\$2,568,260	\$3,894,749	\$4,849,458	\$1,221,056	-68.6%
<b>Total Expense Objects:</b>	<b>\$124,065,316</b>	<b>\$139,134,994</b>	<b>\$145,886,304</b>	<b>\$146,463,485</b>	<b>5.3%</b>

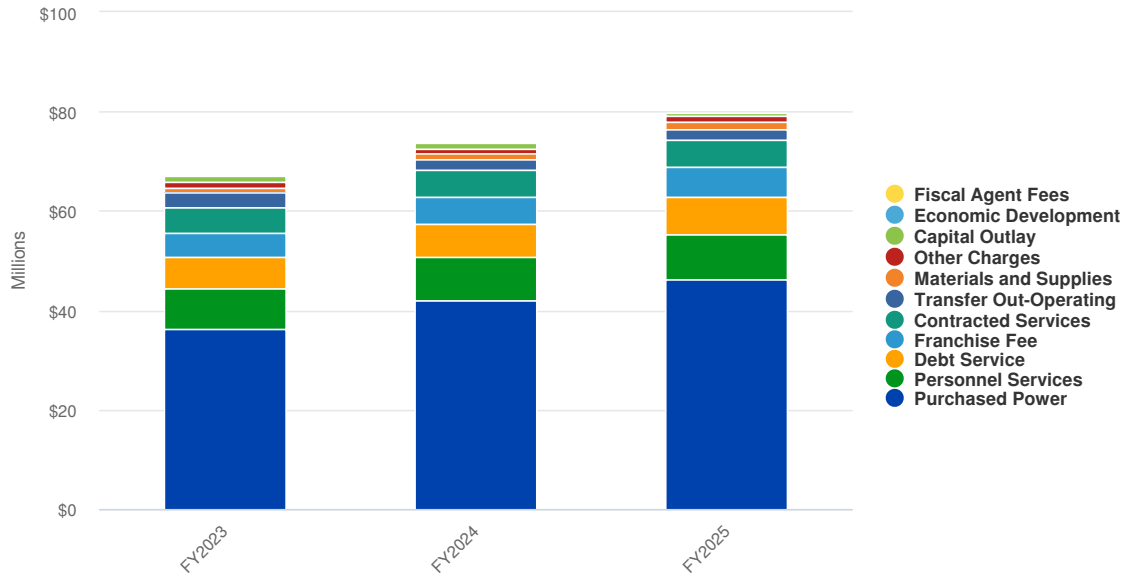
# Electric Utilities

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$8,172,706	\$8,684,369	\$7,905,202	\$9,318,838	7.3%
Purchased Power	\$36,300,284	\$41,924,989	\$44,021,995	\$46,117,489	10%
Contracted Services	\$5,307,796	\$5,392,578	\$5,821,748	\$5,420,168	0.5%
Materials and Supplies	\$965,235	\$1,112,327	\$1,112,327	\$1,292,903	16.2%
Franchise Fee	\$4,730,000	\$5,436,299	\$5,436,299	\$5,909,181	8.7%
Other Charges	\$1,043,842	\$1,067,735	\$1,067,735	\$1,184,009	10.9%
Economic Development	\$133,333	\$133,334	\$133,334	\$106,667	-20%
Debt Service	\$6,307,283	\$6,942,697	\$6,942,697	\$7,452,589	7.3%
Fiscal Agent Fees	\$4,300	\$3,660	\$3,660	\$4,160	13.7%
Transfer Out-Operating	\$2,969,051	\$2,061,184	\$2,061,184	\$2,329,436	13%
Transfer Out-One-Time	\$0	\$0	\$1,670,016	\$0	0%
Capital Outlay	\$1,277,453	\$1,175,000	\$1,618,421	\$633,312	-46.1%
<b>Total Expense Objects:</b>	<b>\$67,211,283</b>	<b>\$73,934,172</b>	<b>\$77,794,618</b>	<b>\$79,768,752</b>	<b>7.9%</b>

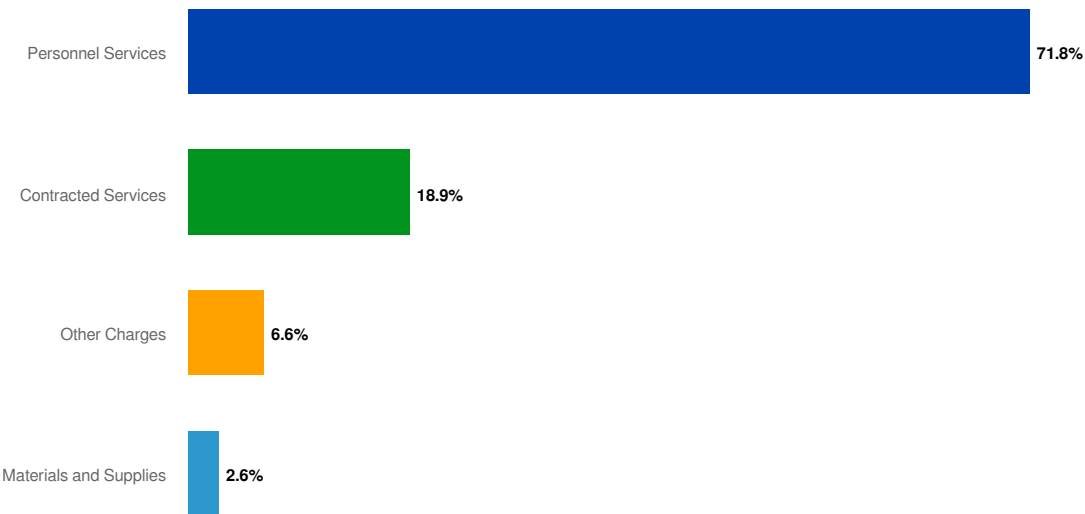
# Electric Utility - Administration

**Department Description:**

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.

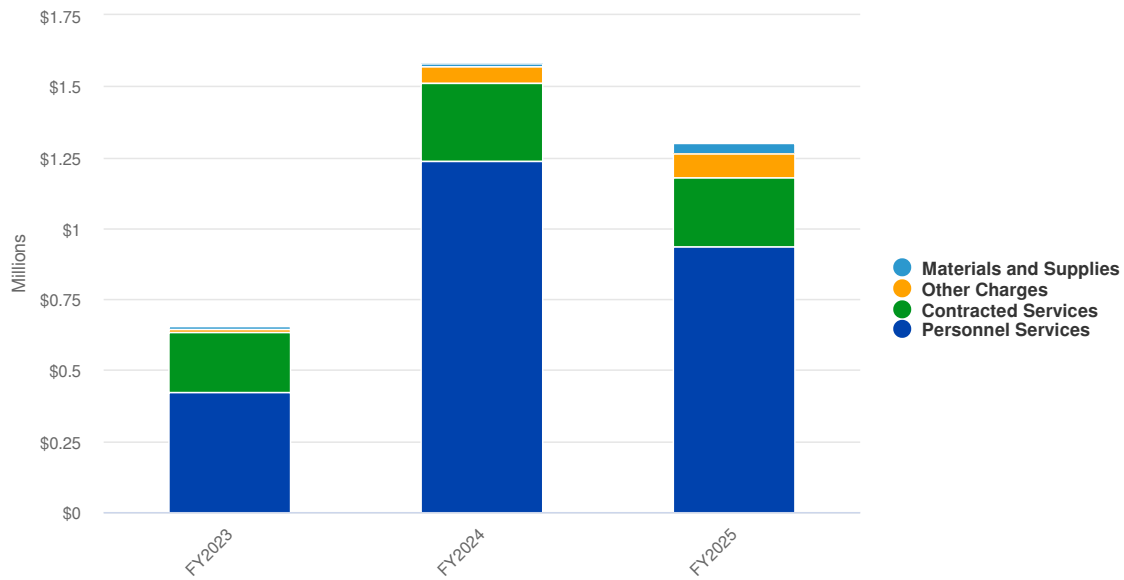
## Expenditures by Expense Type

Budgeted Expenditures by Expense Type





## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$424,471	\$1,238,301	\$1,129,281	\$934,023	-24.6%
Contracted Services	\$211,200	\$276,300	\$277,295	\$246,300	-10.9%
Materials and Supplies	\$9,550	\$11,050	\$11,050	\$34,200	209.5%
Other Charges	\$9,700	\$56,500	\$56,500	\$85,500	51.3%
<b>Total Expense Objects:</b>	<b>\$654,921</b>	<b>\$1,582,151</b>	<b>\$1,474,126</b>	<b>\$1,300,023</b>	<b>-17.8%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
Revamp workflow process and execution	Move customer payments for construction jobs under permitting process.	Completion of transfer		Yes
	Develop plan for work order validation and the correction of deficiencies	Completion of plan development		Yes
	Develop utilities project management plan	Completion of plan development		Yes

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Assistant, Senior	-	1.00	1.00
Administrative Coordinator	-	1.00	1.00
Assistant Director Of Utilities - Electric	-	1.00	1.00
Business Retention & Expansion Coordinator*	-	-	0.33
Director of Utilities	0.50	0.50	0.50
Intern- Paid	0.25	0.25	0.25
Inventory Control Technician*	1.00	1.00	-
Urban Forester	0.33	0.33	0.33
Utility Financial Analyst	1.00	1.00	1.00
Utilities Safety Manager**	-	-	1.00
Warehouse Supervisor	1.00	1.00	-
<b>Total</b>	<b>4.08</b>	<b>7.08</b>	<b>6.41</b>

\*New Position

\*\*Moved to Utility Warehouse

# Electric Utility - Operations

## Department Description:

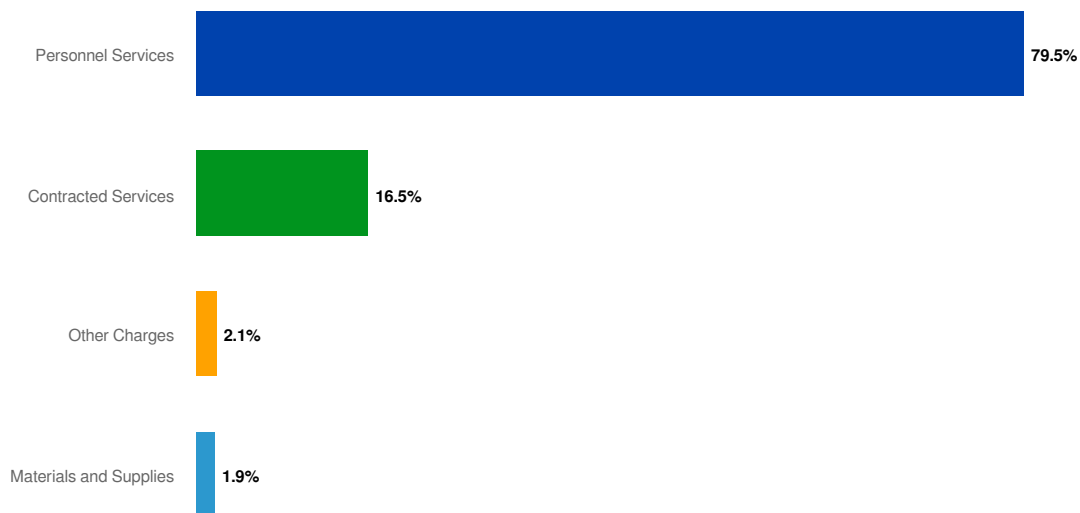
Oversees the operation, planning, and design of the electrical distribution system for the City of San Marcos and is the first line of contact with the public, industry, and others requesting information on policies and procedures. Its mission is to provide a low cost, safe, and reliable electrical distribution system for the City.

## Mission:

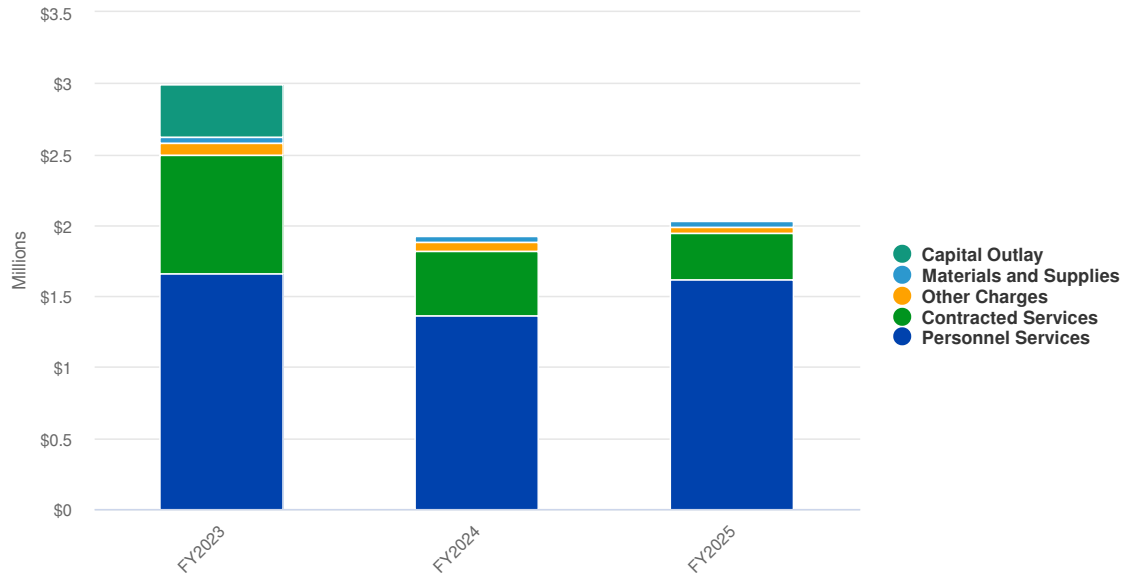
The Meter Operations group is committed to providing accurate, real-time water and electric distribution systems usage information for use by the City accounting and outage management systems using an advanced metering infrastructure. This team also serves as electric utility dispatchers during system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

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,658,229	\$1,365,123	\$1,242,262	\$1,614,706	18.3%
Contracted Services	\$837,470	\$458,500	\$458,500	\$335,000	-26.9%
Materials and Supplies	\$40,694	\$46,054	\$46,054	\$39,110	-15.1%
Other Charges	\$87,700	\$54,000	\$54,000	\$42,100	-22%
Capital Outlay	\$366,000	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$2,990,093</b>	<b>\$1,923,677</b>	<b>\$1,800,816</b>	<b>\$2,030,916</b>	<b>5.6%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Update and improve SCADA functionality, settings and programming</b>	Set SCADA alarm priorities	% Completion of project		100%
	Rework SCADA relay faceplate displays	% Completion of project		100%
	Rework remote alarm groups for more appropriate notification	% Completion of project		100%
	Update SCADA device classes to match operational need	% Completion of project		100%
<b>Develop process and strategy for increased efficiency in coordinating and executed critical infrastructure projects</b>	Develop unified CIP process	% Completion of project		100%
	Develop FY26 CIP Plan	% Completion of Planning		100%
<b>Review and revise processes and standards related to engineering</b>	Review and revise electrical standards manual	% Completion of project		100%
	Review and revise the terms and conditions	% Completion of project		100%

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Assistant, Senior	1.00	-	-
Administrative Coordinator	1.00	-	-
Assistant Director Of Utilities - Electric	1.00	-	-
Distribution Designer	5.00	5.00	5.00
Distribution Designer - Senior	1.00	1.00	1.00
Electric Engineering Services Manager	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00
Graduate Electrical Engineer	1.00	1.00	1.00
Power System Technician	1.00	2.00	2.00
Senior Electrical Engineer	1.00	1.00	1.00
<b>Total</b>	<b>14.00</b>	<b>12.00</b>	<b>12.00</b>

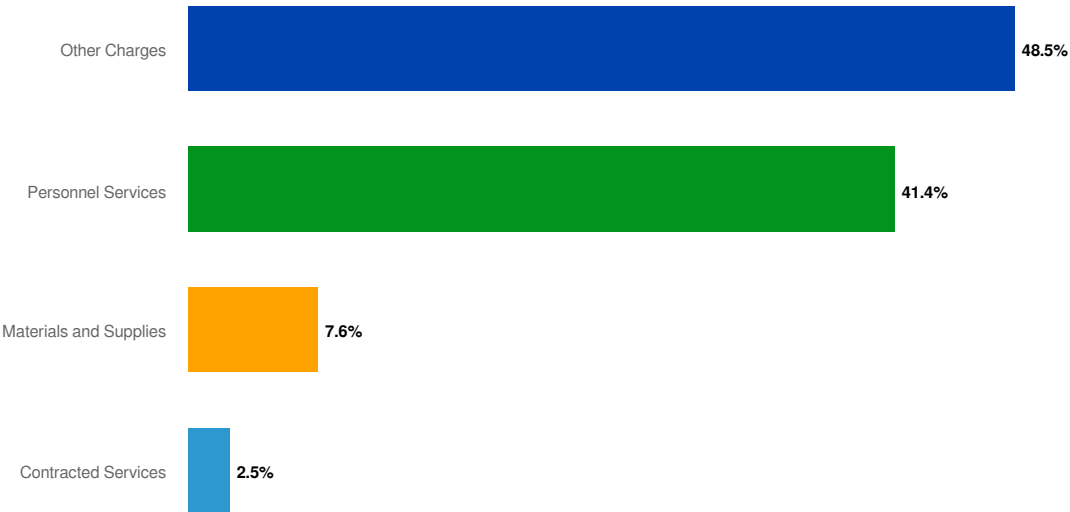
# Electric Utility - Conservation

**Department Description:**

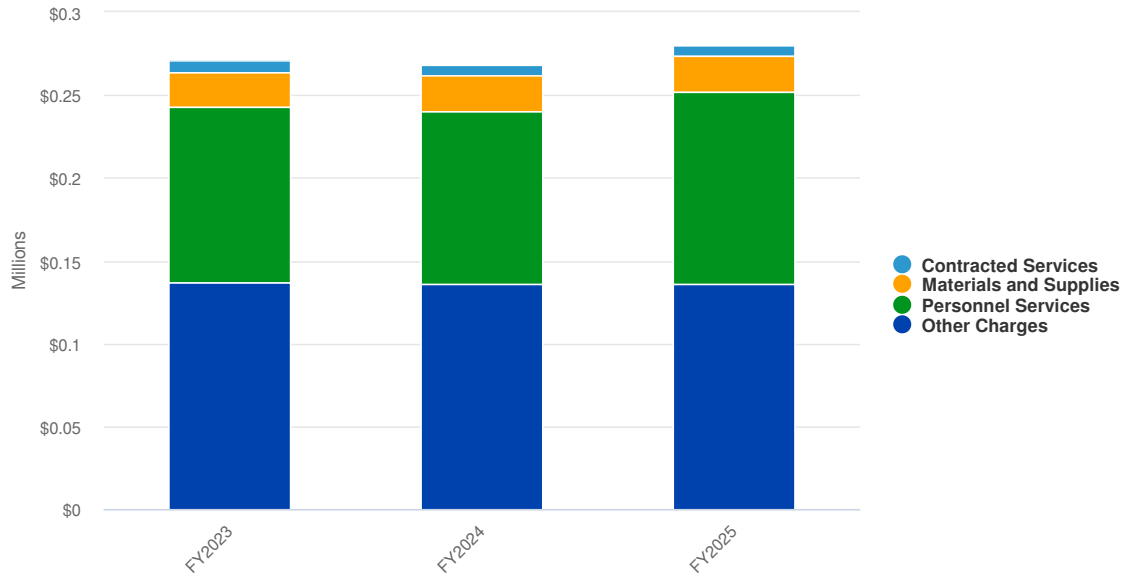
Drives conservation of energy through teaching and promoting the safe and efficient use of electricity, providing information and assistance to customers at their homes or businesses.Tell us about your department.

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$106,071	\$104,872	\$95,434	\$116,167	10.8%
Contracted Services	\$6,864	\$6,920	\$6,920	\$6,920	0%
Materials and Supplies	\$20,750	\$21,000	\$21,000	\$21,400	1.9%
Other Charges	\$137,230	\$135,680	\$135,680	\$135,860	0.1%
<b>Total Expense Objects:</b>	<b>\$270,915</b>	<b>\$268,472</b>	<b>\$259,034</b>	<b>\$280,347</b>	<b>4.4%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Public engagement for renewables and conservation</b>	Facilitate energy efficiency rebates in the amount of \$30,000	Dollar amount reached		\$30,000
	Increase Renewable Energy Credit program participation to 50 customers.	Number of customers		50

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Conservation Technician	0.50	0.50	0.50
Utilities Conservation Coordinator	0.50	0.50	0.50
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



# Electric Utility - Metering

## **Department Description:**

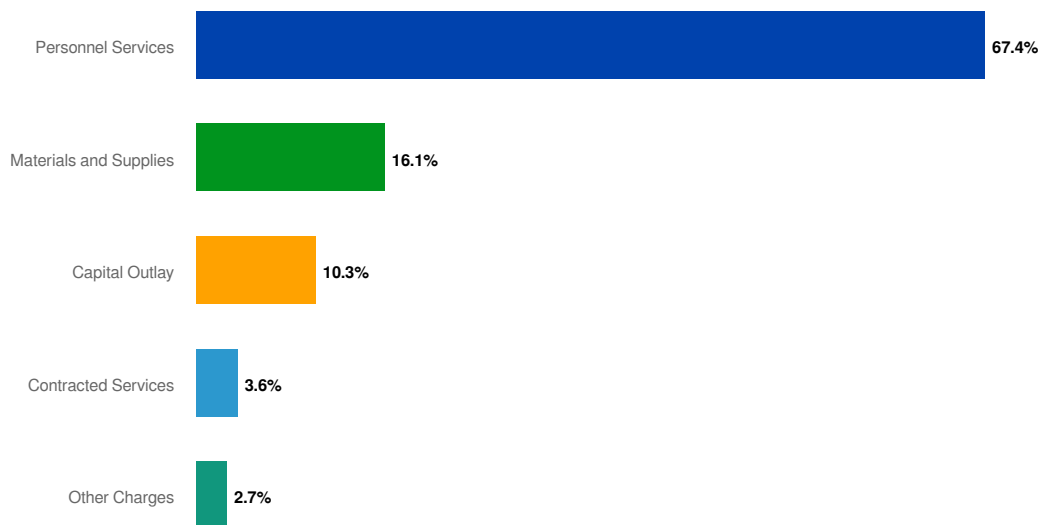
Provides accurate, real-time water and electric distribution systems usage information for use by the City accounting and outage management systems using an advanced metering infrastructure. This team also serves as SMTX Utilities – Electric Division dispatchers during system interruptions or city emergencies.

## **Mission:**

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.

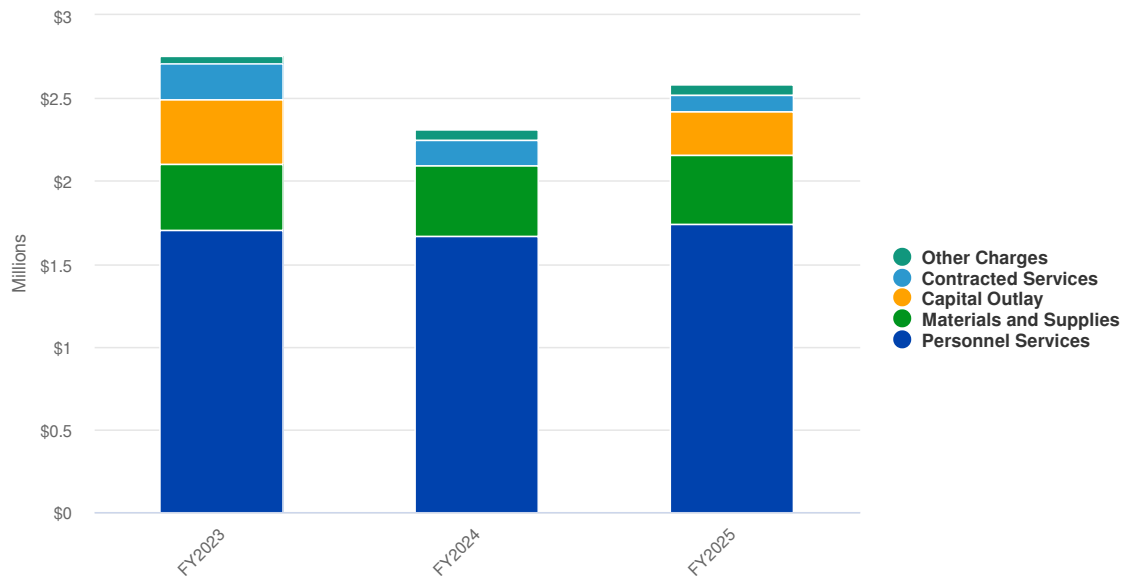
## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**





### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,704,864	\$1,668,373	\$1,518,219	\$1,741,500	4.4%
Contracted Services	\$215,200	\$148,200	\$148,200	\$93,200	-37.1%
Materials and Supplies	\$396,354	\$428,873	\$428,873	\$415,848	-3%
Other Charges	\$48,100	\$62,500	\$62,500	\$69,600	11.4%
Capital Outlay	\$393,032	\$0	\$0	\$265,191	N/A
<b>Total Expense Objects:</b>	<b>\$2,757,550</b>	<b>\$2,307,947</b>	<b>\$2,157,792</b>	<b>\$2,585,339</b>	<b>12%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Replace aged infrastructure with advanced technologies to provide more accurate metering and implement 'smart grid' usages including outage management systems</b>	Replace all electric metering with new	% Installation Complete and Fully Functional		100%
	Replacement of water meters as part of 10-year replacement program	% Installation Complete and Fully Functional		90%
	Increase the number of meters reporting accurately into AMI	% System Meters accurately reporting through the new systems		92%
<b>Establish operations center functionality</b>	Bring the operation center online	% Completion of project		100%
	Achieve target percentage for customer engagement	% Customer calls answered directly		95%
<b>Update and improve OMS functionality, settings and programming</b>	Rework outage cause codes for simplicity and relevance	% Completion of project		100%
	Conduct analysis of outage history and rework outage management process to accurately establish baseline for outage metrics.	% Completion of project		100%

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Assistant, Senior	1.00	1.00	1.00
Complex Meter Technician	2.00	2.00	2.00
Electrical Inspector	0.50	0.50	0.50
Meter Service Technician	8.00	8.00	8.00
Power System Technician	1.00	-	-
Utilities Meter Supervisor	1.00	1.00	1.00
Utilities Metering Manager	1.00	1.00	1.00
Utilities Support Specialist	1.00	1.00	1.00
Utility Meter Data Specialist	1.00	2.00	2.00
Utility System Analyst	1.00	1.00	1.00
<b>Total</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>

# Electric Utility - Maintenance

**Department Description:**

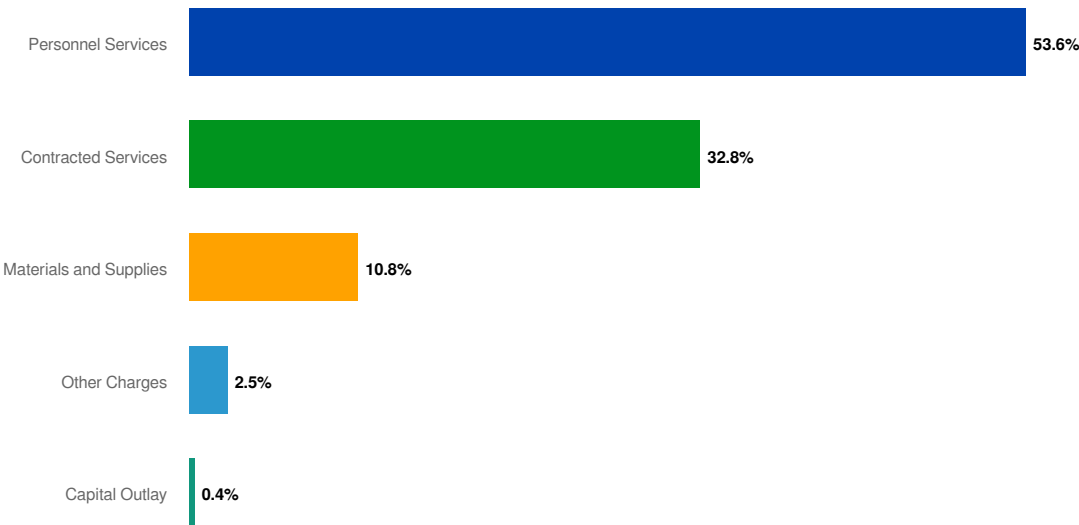
Charged with the safe and reliable delivery of clean electricity throughout the City of San Marcos. Its mission is accomplished through the continual improvement of the electrical distribution system, 24 hour a day service interruption response, and ongoing system maintenance programs.

**Mission:**

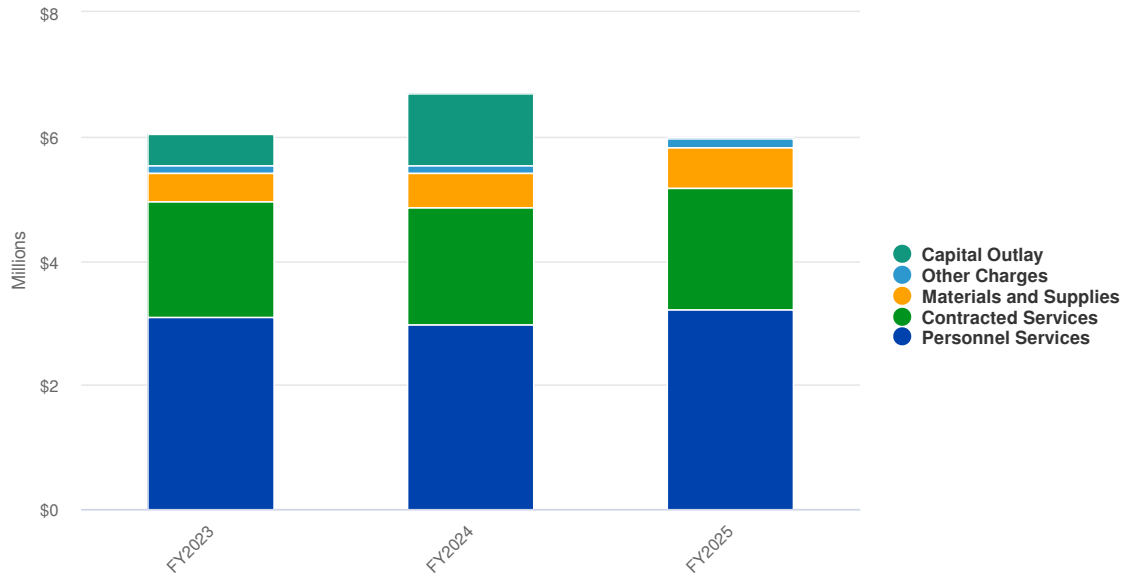
The Electric Maintenance team is charged with the safe and reliable delivery of clean electricity throughout the City of San Marcos. It accomplishes its mission through the continual reconstruction and updating of the electrical distribution system, service interruption response, and ongoing system maintenance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

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Personnel Services	\$3,083,992	\$2,971,787	\$2,704,326	\$3,212,160	8.1%
Materials and Supplies	\$447,287	\$553,750	\$553,750	\$647,845	17%
<b>Total:</b>	<b>\$3,531,279</b>	<b>\$3,525,537</b>	<b>\$3,258,076</b>	<b>\$3,860,005</b>	<b>9.5%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Implementation of Fieldsyte OMS functionality and field management of work orders</b>	Execution of OMS assessments in workflow coordination	Completion of implementation		Yes
	Implementation of process for work order updating and completion by field personnel	Completion of implementation		Yes
<b>Replace aged infrastructure with advanced technologies to provide more accurate metering and implement 'smart grid' usages including outage management systems</b>	Complete 5-year vegetation management plan	Annual completion of targetted areas		100%
	Complete Predictive, Preventative, Maintenance program	Completion of PPM's in a given period		80%
<b>Safety in maintenance and construction activities</b>	Zero days without accident or injury	Number of incidents		0

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Electric Distribution Manager	1.00	1.00	1.00
Electric Distribution Supervisor	4.00	4.00	4.00
Electric Service Technician	2.00	2.00	2.00
Inventory Control Technician*	1.00	1.00	-
Lineworker	4.00	4.00	4.00
Lineworker Apprentice I	3.00	3.00	1.00
Lineworker Apprentice II	6.00	6.00	2.00
Lineworker Apprentice III	1.00	1.00	4.00
Lineworker Apprentice IV	-	-	1.00
Lineworker Helper	-	-	2.00
Senior Lineworker	4.00	4.00	4.00
<b>Total</b>	<b>26.00</b>	<b>26.00</b>	<b>25.00</b>

\*Moved to Utility Warehouse

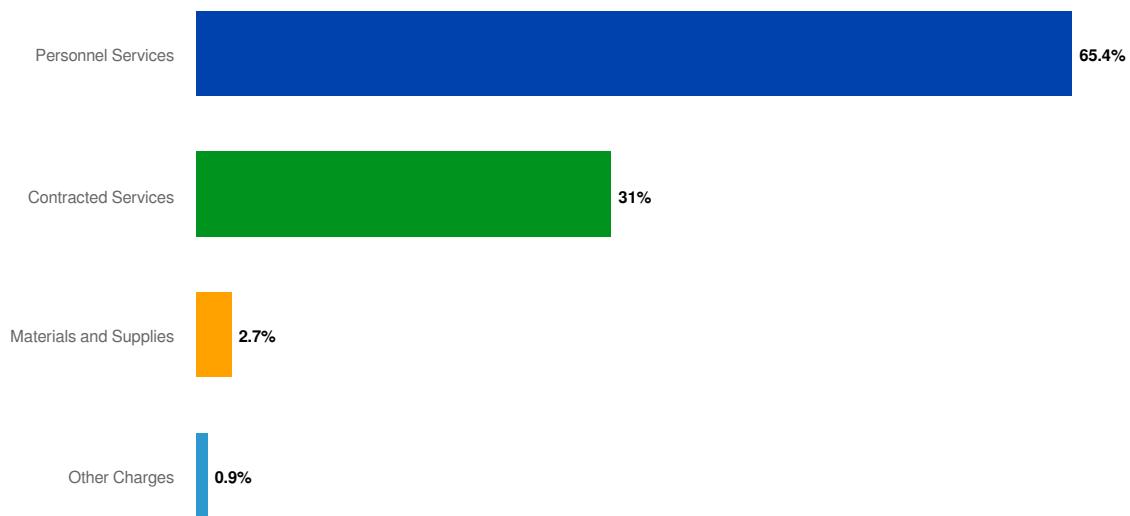
# Electric Utility - Business Office

## Department Description:

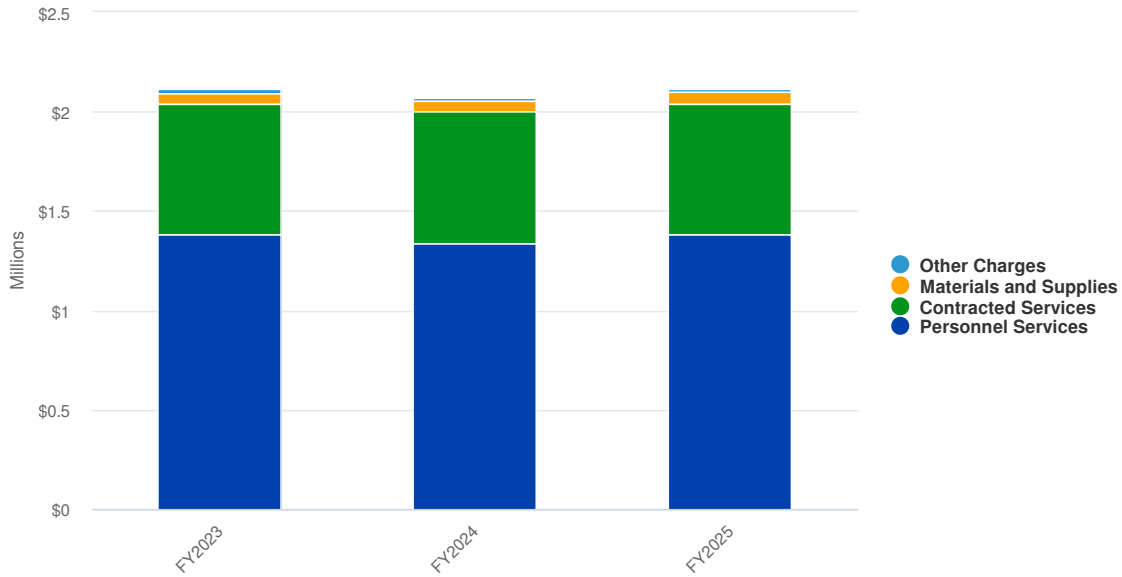
The City of San Marcos Utility Customer Service Division provides options to assist utility customers through challenging times. Please review the assistance options below for information on financial assistance, extended payment arrangements, late fees, and disconnections.

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Personnel Services	\$1,385,050	\$1,335,913	\$1,215,680	\$1,385,049	3.7%
Materials and Supplies	\$50,600	\$51,600	\$51,600	\$57,000	10.5%
<b>Total:</b>	<b>\$1,435,650</b>	<b>\$1,387,513</b>	<b>\$1,267,280</b>	<b>\$1,442,049</b>	<b>3.9%</b>

### Authorized Position List

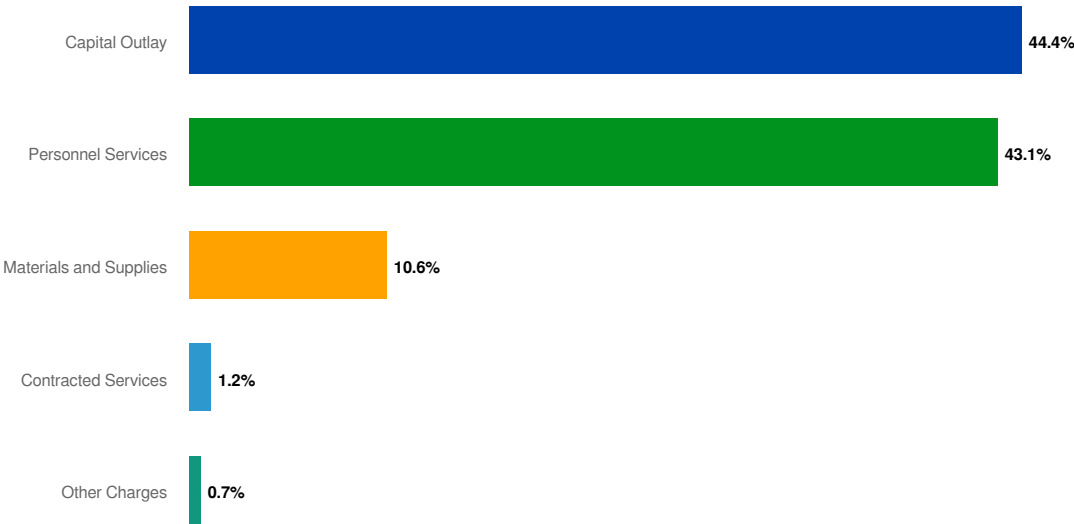
	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Accounting Specialist-Utility Billing	6.00	6.00	6.00
Application Administrator*	1.00	-	-
Billing Quality Assurance Specialist	1.00	1.00	1.00
Lead Cashier	2.00	2.00	2.00
Utilities Customer Service Clerk	3.00	3.00	3.00
Utilities Customer Service Supervisor	2.00	2.00	2.00
Utility Billing Manager	1.00	1.00	1.00
<b>Total</b>	<b>16.00</b>	<b>15.00</b>	<b>15.00</b>

\*Funded in Utilities, Reports under IT

# Electric Warehouse

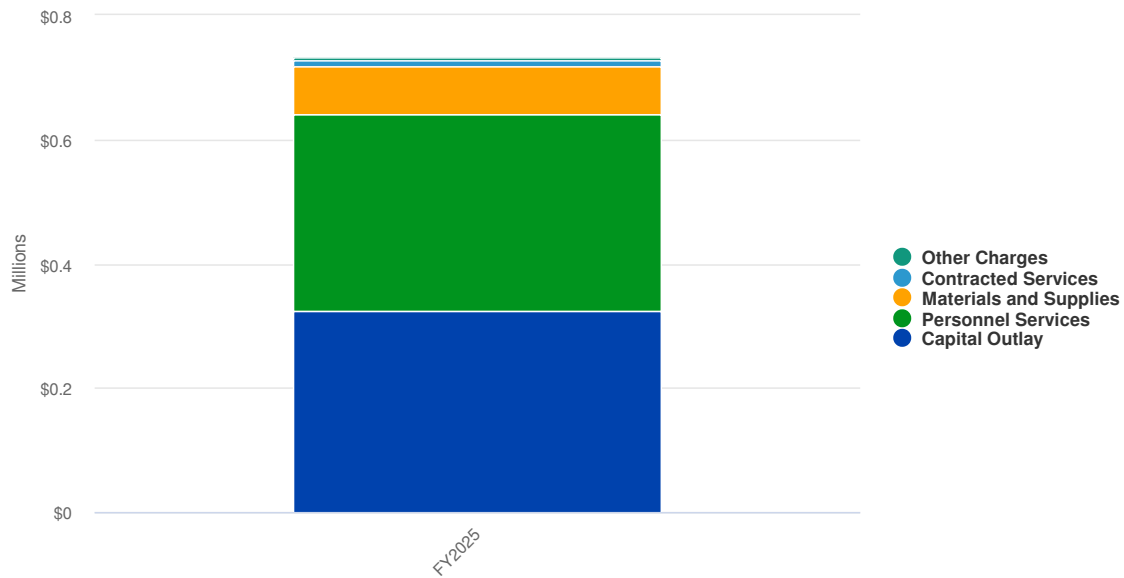
## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type





## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$0	\$0	\$0	\$315,233	N/A
Contracted Services	\$0	\$0	\$0	\$9,000	N/A
Materials and Supplies	\$0	\$0	\$0	\$77,500	N/A
Other Charges	\$0	\$0	\$0	\$4,875	N/A
Capital Outlay	\$0	\$0	\$0	\$325,000	N/A
<b>Total Expense Objects:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$731,608</b>	<b>N/A</b>

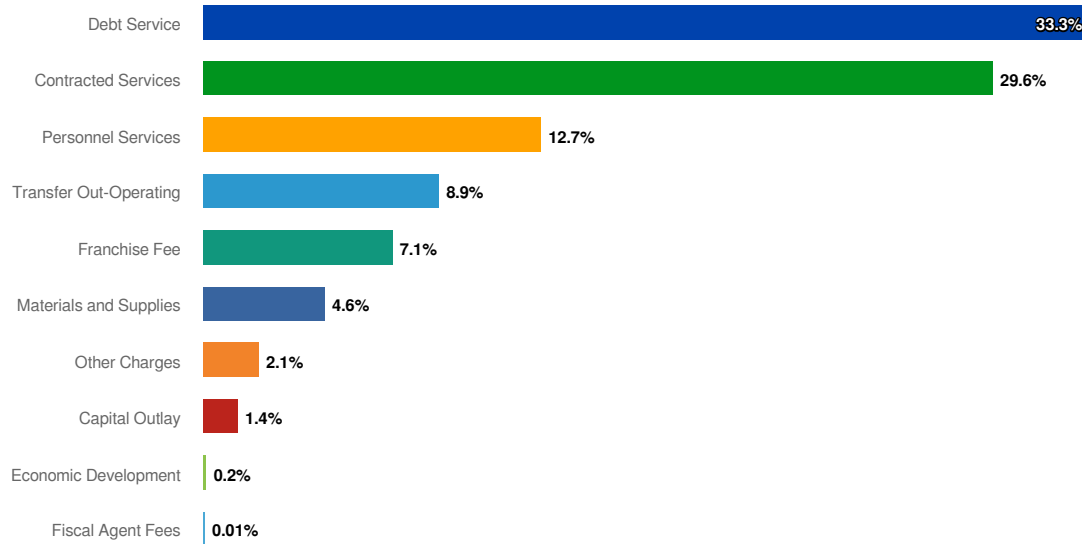
## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Inventory Control Technician	-	-	3.00
Warehouse Supervisor	-	-	1.00
<b>Total</b>	<b>-</b>	<b>-</b>	<b>4.00</b>

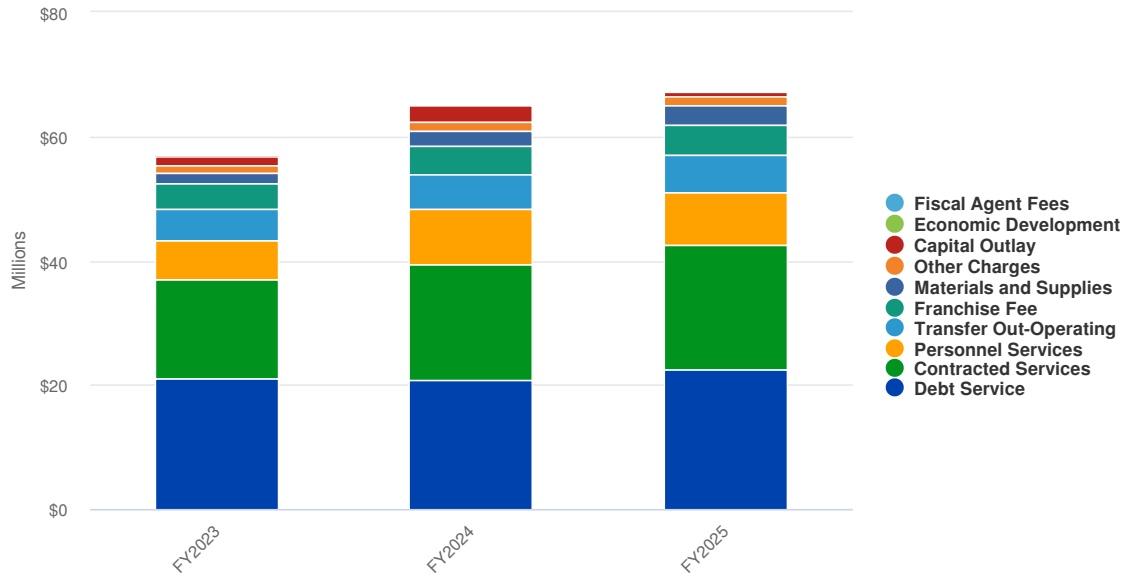
# Water - Wastewater Utilities

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$6,245,872	\$8,991,202	\$7,662,112	\$8,579,954	-4.6%
Contracted Services	\$15,890,446	\$18,646,132	\$22,150,253	\$19,975,964	7.1%
Materials and Supplies	\$1,694,360	\$2,392,401	\$2,512,401	\$3,128,696	30.8%
Franchise Fee	\$4,250,000	\$4,608,703	\$4,608,703	\$4,809,492	4.4%
Other Charges	\$1,223,535	\$1,368,688	\$1,453,233	\$1,441,715	5.3%
Economic Development	\$133,334	\$133,334	\$133,334	\$106,667	-20%
Debt Service	\$21,098,129	\$20,779,124	\$20,779,124	\$22,455,621	8.1%
Fiscal Agent Fees	\$9,750	\$7,365	\$7,365	\$7,520	2.1%
Transfer Out-Operating	\$5,017,800	\$5,554,124	\$5,554,124	\$6,007,968	8.2%
Capital Outlay	\$1,290,807	\$2,719,749	\$3,231,037	\$912,744	-66.4%
<b>Total Expense Objects:</b>	<b>\$56,854,033</b>	<b>\$65,200,822</b>	<b>\$68,091,686</b>	<b>\$67,426,341</b>	<b>3.4%</b>

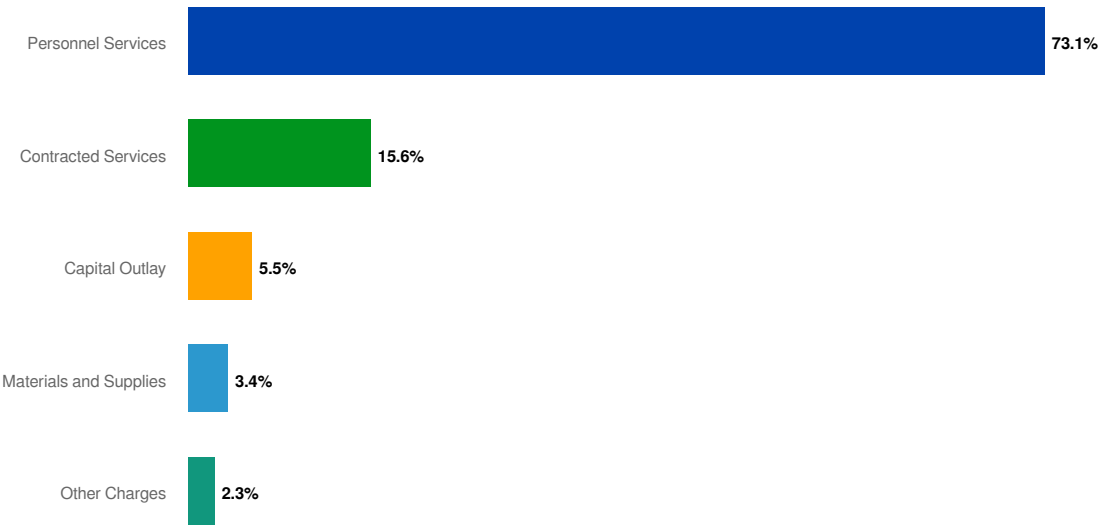
# W/WW Utility - Administration

**Mission:**

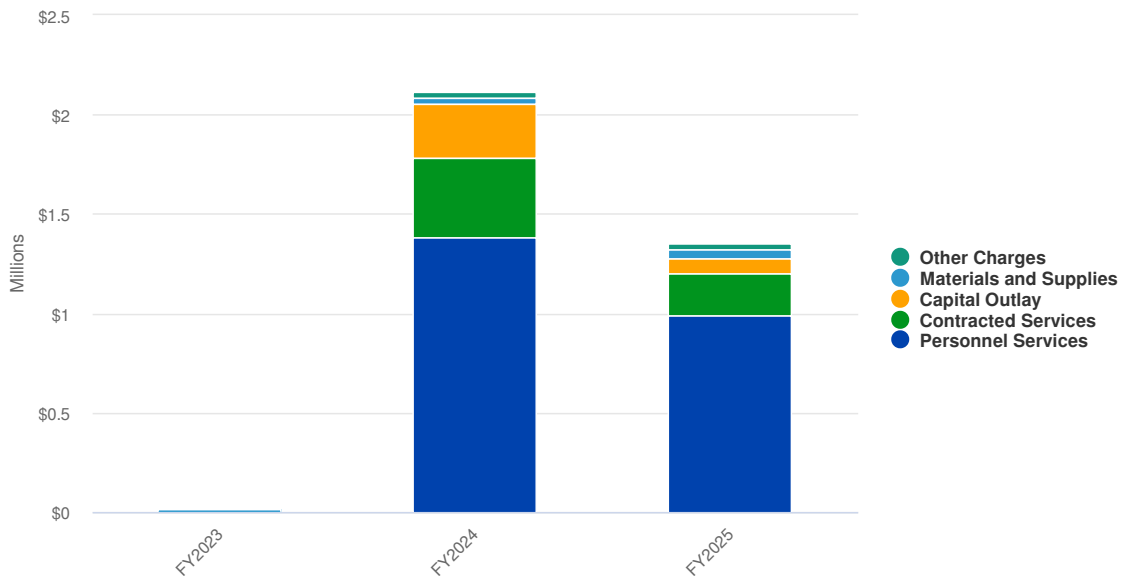
The City's Utilities - Water/Wastewater Division's mission is to provide reliable water and wastewater services for our residents and visitors. These services are vital to the health and safety of our citizens and the economic strength of our community. The people of the Water/Wastewater Division are committed to the operation and maintenance of the City's infrastructure to deliver these services in the most efficient and cost-effective means possible.

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Personnel Services	\$3,300	\$1,385,075	\$1,180,086	\$987,743	-28.7%
Materials and Supplies	\$9,600	\$29,900	\$29,900	\$46,400	55.2%
<b>Total:</b>	<b>\$12,900</b>	<b>\$1,414,975</b>	<b>\$1,209,986</b>	<b>\$1,034,143</b>	<b>-26.9%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
Operate and maintain an effective and efficient wastewater collection system.	System inspection & cleaning	Linear feet inspected	9820'	10,000'
Provide safe, reliable drinking water through effective operation and maintenance of the water distribution system.	Perform leak detection on 75 miles of system pipe annually	Percent of 75 miles inspected	100%	100%
Administer and maintain compliance with all federal, state, and local regulations.	Compliance monitoring for industrial and commercial customers	Inspections conducted & reports filed	100	100
Administer and maintain compliance with all federal, state, and local regulations	Water distribution system monitoring for regulatory compliance	Samples taken & analyzed	100	100

## Authorized Position List

	FY2022-23	FY2023-24	FY2024-25
	Actual	Estimate	Proposed
Administrative Clerk	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00
Assistant Director of Utilities -Water/Wastewater	1.00	1.00	1.00
Director Of Utilities	0.50	0.50	0.50
GIS Analyst	1.00	1.00	1.00
Business Retention & Expansion Coordinator*	-	-	0.33
Urban Forester	0.33	0.33	0.33
Utilities Support Specialist	1.00	1.00	1.00
Water/Wastewater Senior Engineer	-	1.00	1.00

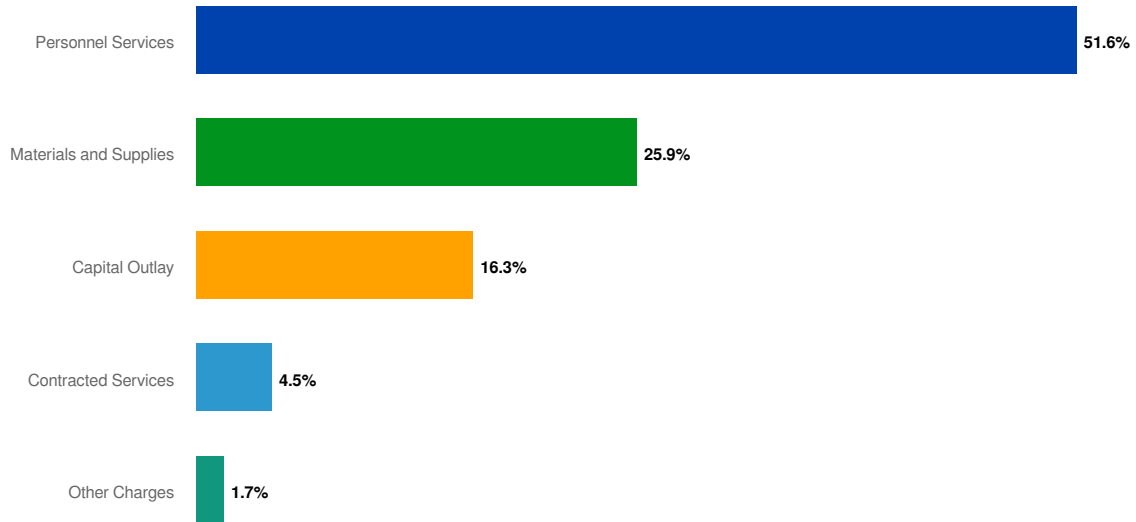
<b>Total</b>	<b>5.83</b>	<b>6.83</b>	<b>7.16</b>
--------------	-------------	-------------	-------------

\*New Position

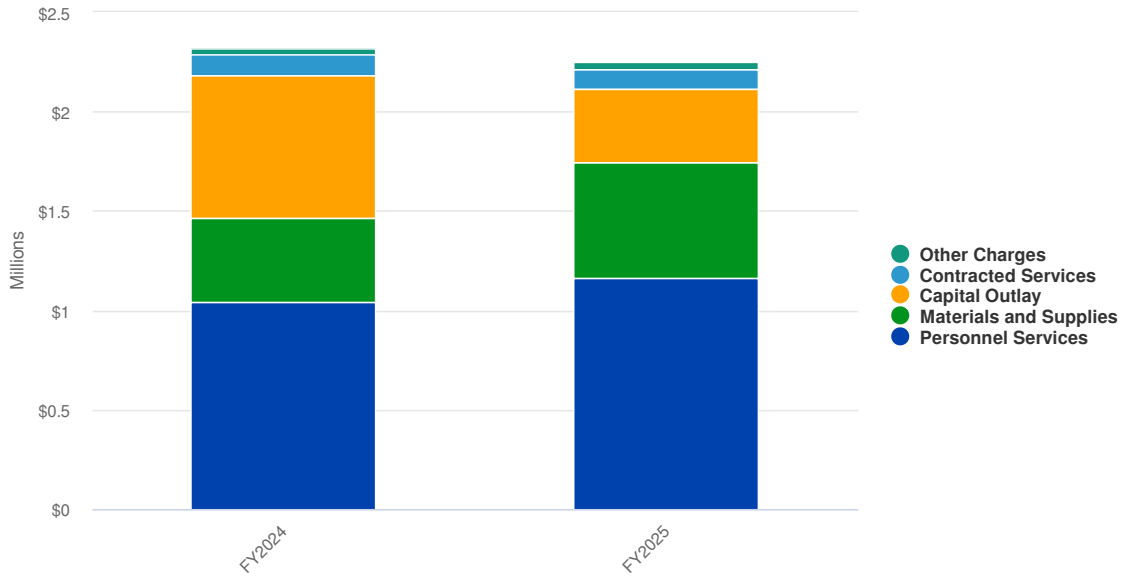
## W/WW Utility - Maintenance

### Expenditures by Expense Type

#### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$0	\$1,040,974	\$886,909	\$1,162,729	11.7%
Contracted Services	\$0	\$105,180	\$105,180	\$101,000	-4%
Materials and Supplies	\$0	\$421,608	\$421,608	\$603,300	43.1%
Other Charges	\$0	\$26,750	\$26,750	\$37,350	39.6%
Capital Outlay	\$0	\$720,925	\$720,925	\$367,425	-49%
<b>Total Expense Objects:</b>	<b>\$0</b>	<b>\$2,315,437</b>	<b>\$2,161,372</b>	<b>\$2,271,804</b>	<b>-1.9%</b>

### Authorized Position List

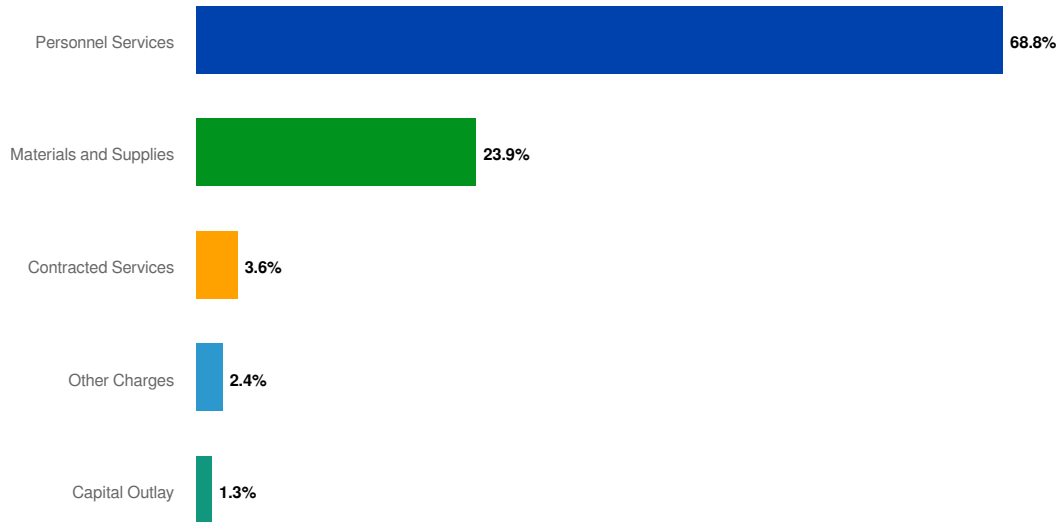
	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Electrical Maintenance Technician	1.00	1.00	1.00
Equipment Operator I-W/WW-Maintenance	-	3.00	3.00
Instrumentation And Controls Maintenance Technician	3.00	3.00	3.00
Water/Wastewater Controls Supervisor	-	1.00	1.00
Water/Wastewater Maintenance Supervisor	1.00	1.00	1.00
Water/Wastewater Maintenance Technician	3.00	3.00	3.00
<b>Total</b>	<b>8.00</b>	<b>12.00</b>	<b>12.00</b>



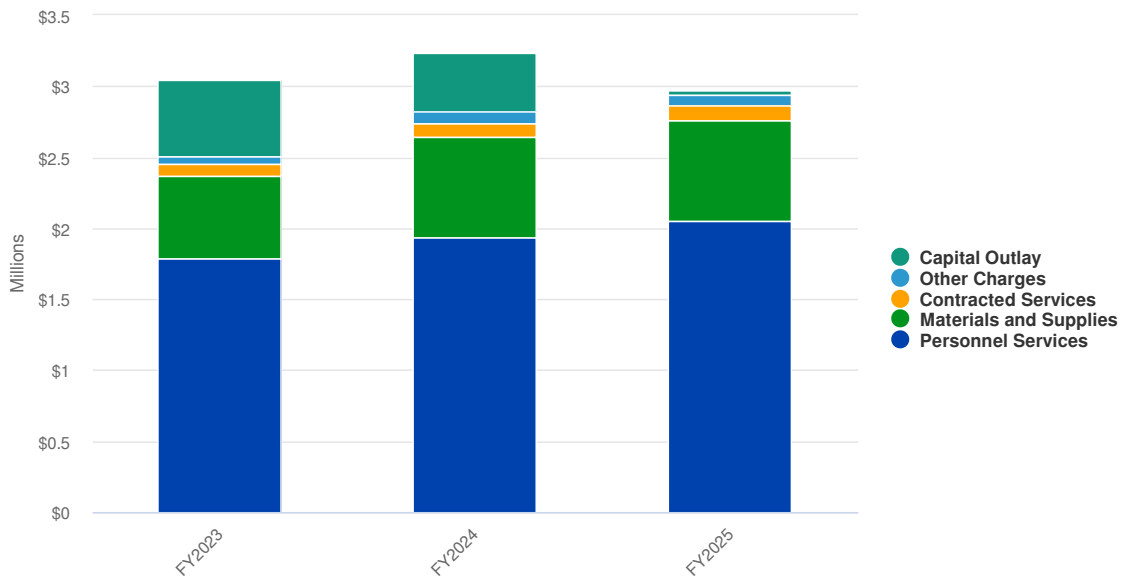
## W/WW Utility - Collections

### Expenditures by Expense Type

#### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$1,788,538	\$1,938,986	\$1,652,016	\$2,047,826	5.6%
Contracted Services	\$83,495	\$96,800	\$96,800	\$106,100	9.6%
Materials and Supplies	\$578,700	\$705,648	\$705,648	\$710,390	0.7%
Other Charges	\$51,387	\$85,350	\$85,350	\$70,220	-17.7%
Capital Outlay	\$538,110	\$412,500	\$519,925	\$40,000	-90.3%
<b>Total Expense Objects:</b>	<b>\$3,040,230</b>	<b>\$3,239,284</b>	<b>\$3,059,739</b>	<b>\$2,974,536</b>	<b>-8.2%</b>

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Crew Leader-Water/Wastewater	4.00	4.00	4.00
Equipment Operator I-W/WW-Collection	9.00	9.00	9.00
Heavy Equipment Operator II-W/WW-Collection	8.00	8.00	8.00
Senior Sanitarian-Fog	0.50	0.50	0.50
Wastewater Collection Manager	1.00	1.00	1.00
Wastewater Collection Supervisor	-	1.00	1.00
<b>Total</b>	<b>22.50</b>	<b>23.50</b>	<b>23.50</b>

# W/WW Utility - Water Quality Services

## **Department Description:**

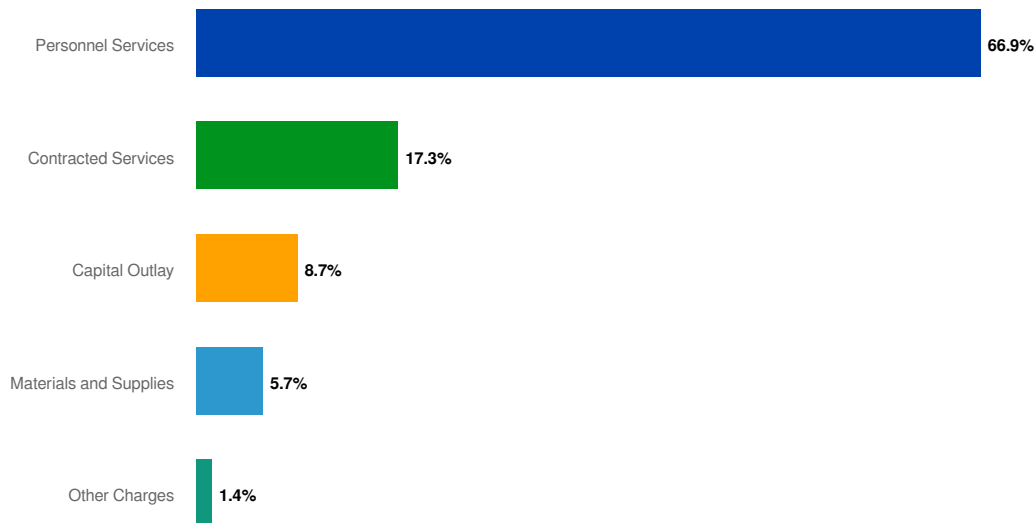
Water Quality Department monitors drinking water and wastewater in the City of San Marcos' distribution and collection lines in accordance with local, state, and federal rules. This department is dedicated to ensuring that the citizens of San Marcos and visitors to the area have access to safe drinking water and clean water for recreation.

## **Mission:**

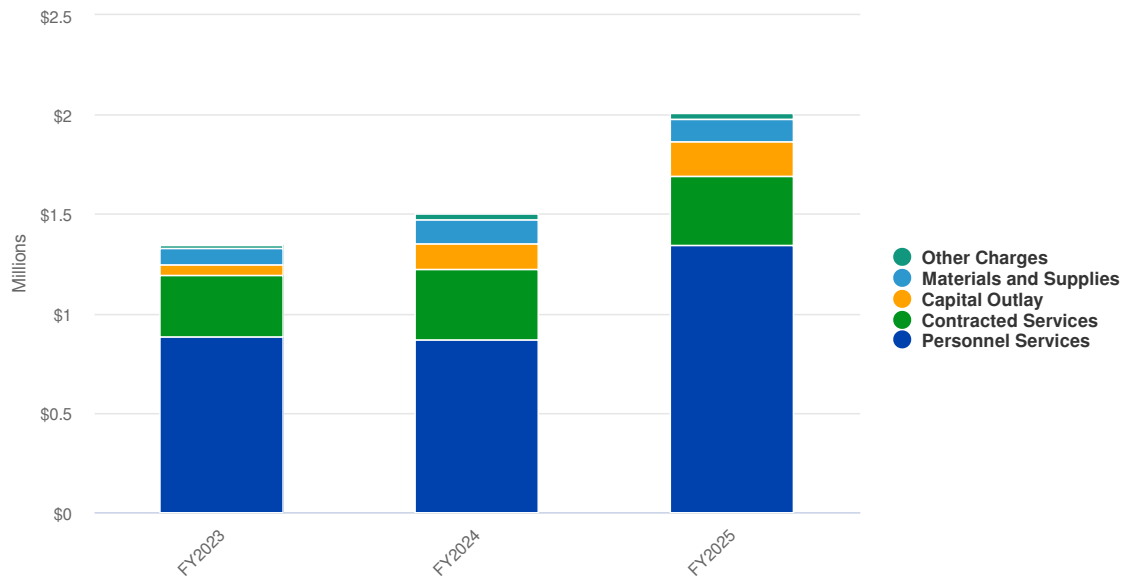
Protect public health and the environment.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Personnel Services	\$884,429	\$870,214	\$743,030	\$1,343,931	54.4%
Materials and Supplies	\$83,126	\$119,656	\$119,656	\$115,456	-3.5%
<b>Total:</b>	<b>\$967,556</b>	<b>\$989,870</b>	<b>\$862,686</b>	<b>\$1,459,387</b>	<b>47.4%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
Administer and maintain compliance with all federal, state and local regulations	Compliance monitoring for significant industrial users (federal/state) and commercial customers for sewer surcharge program (local)	Inspections conducted & reports filed; sampling events conducted; compliance tracking & reports submitted to TCEQ	100%	100%
	Water distribution system monitoring for regulatory compliance (TCEQ/EPA)	Samples collected & analyzed; compliance tracking & data submitted to TCEQ/EPA	100%	100%

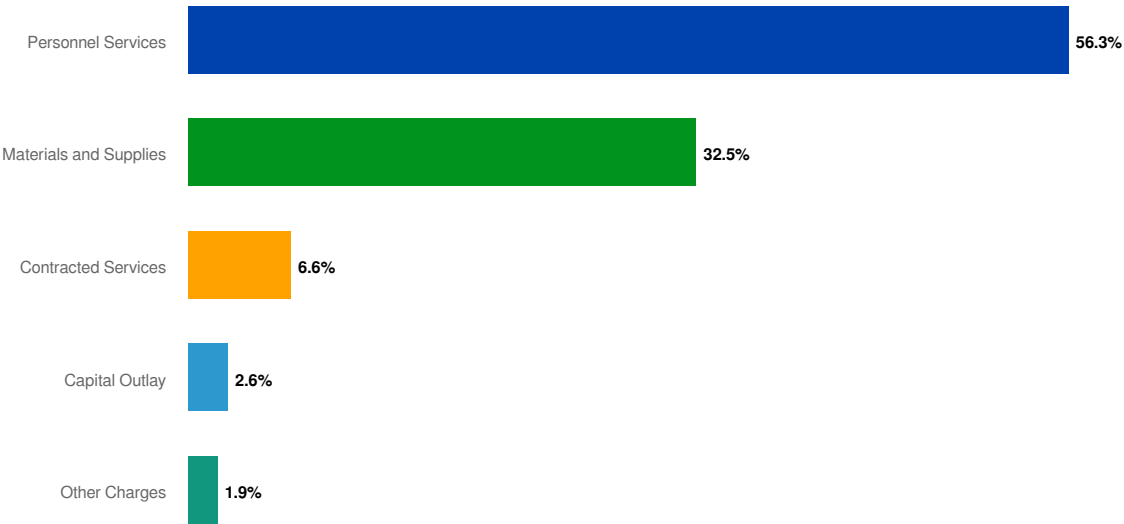
## Authorized Position List

	FY2022-23	FY2023-24	FY2024-25
	Actual	Estimate	Proposed
Administrative Assistant	1.00	1.00	1.00
Water Quality Crew Leader	-	2.00	2.00
Water Quality Lab Supervisor	1.00	1.00	1.00
Water Quality Lab Technician	2.00	2.00	2.00
Water Quality Manager	1.00	1.00	1.00
Water Quality Supervisor	1.00	1.00	1.00
Water Quality Technician	6.00	6.00	6.00
<b>Total</b>	<b>12.00</b>	<b>14.00</b>	<b>14.00</b>

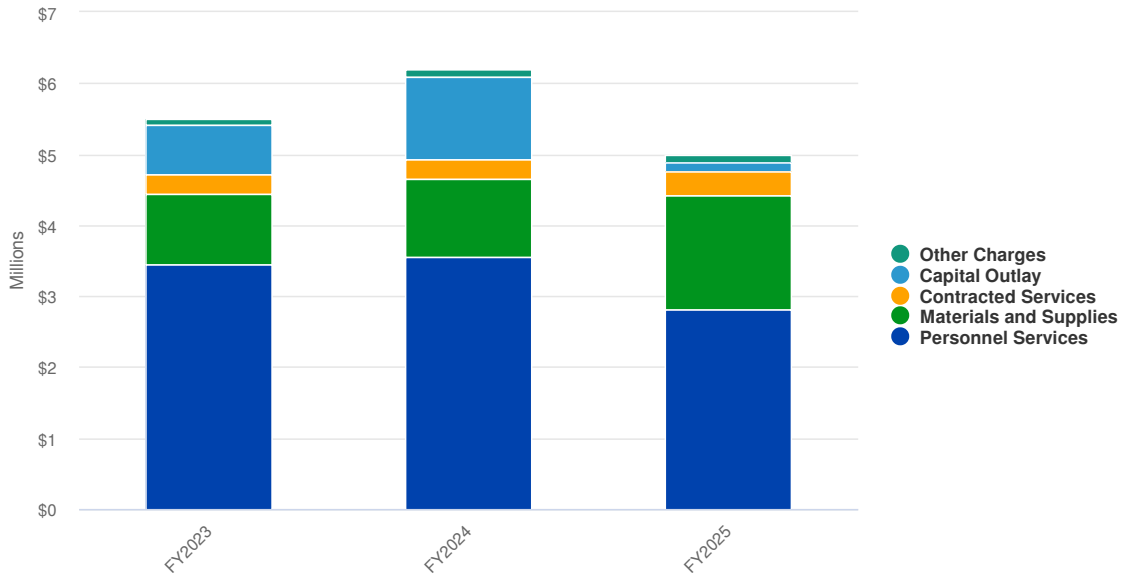
# W/WW Utility - Distribution

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$3,453,671	\$3,563,369	\$3,035,990	\$2,806,923	-21.2%
Contracted Services	\$274,147	\$284,527	\$302,178	\$330,631	16.2%
Materials and Supplies	\$988,022	\$1,082,427	\$1,202,427	\$1,619,669	49.6%
Other Charges	\$79,020	\$111,570	\$111,570	\$94,400	-15.4%
Capital Outlay	\$704,586	\$1,156,235	\$1,560,098	\$130,502	-88.7%
<b>Total Expense Objects:</b>	<b>\$5,499,445</b>	<b>\$6,198,128</b>	<b>\$6,212,263</b>	<b>\$4,982,125</b>	<b>-19.6%</b>

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Crew Leader-Water/Wastewater	6.00	6.00	6.00
Equipment Operator I-W/WW-Distribution	19.00	16.00	16.00
Heavy Equipment Operator II-W/WW-Distribution	6.00	6.00	6.00
Inventory Control Technician*	1.00	1.00	-
W/Ww Backflow Prevention Coordinator	1.00	1.00	1.00
W/Ww Backflow Prevention Technician	1.00	1.00	1.00
Water Distribution Manager	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00
<b>Total</b>	<b>36.00</b>	<b>33.00</b>	<b>32.00</b>

\*Moved to Utility Warehouse



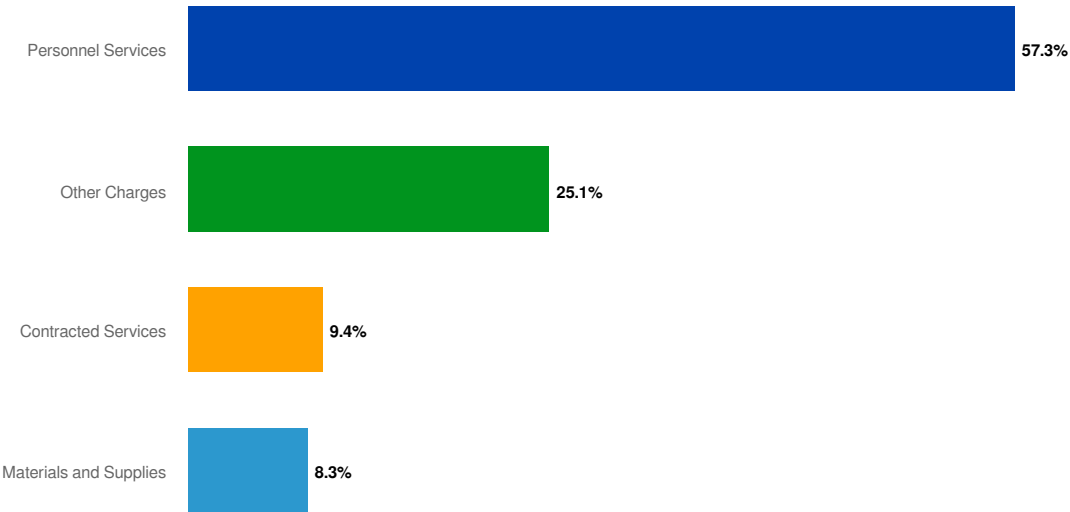
# W/WW Utility - Conservation

**Department Description:**

SMTX Utilities conservation division is to implement the City Council's goal of environmental stewardship through the promotion of energy and water efficiency programs such as school education, public outreach, and financial incentives.

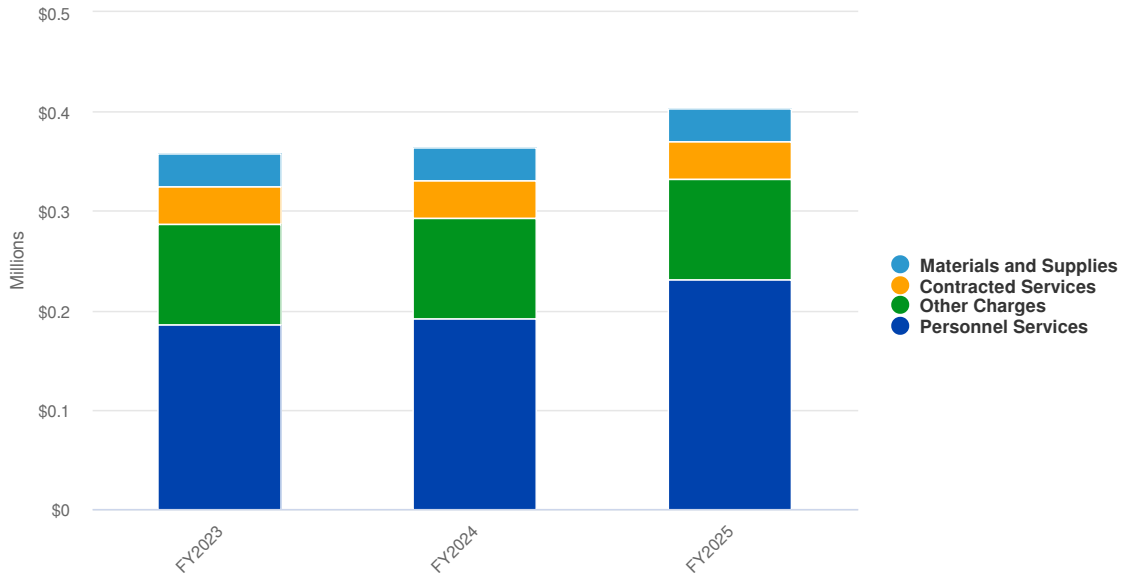
## Expenditures by Expense Type

Budgeted Expenditures by Expense Type





### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$186,222	\$192,584	\$164,081	\$230,802	19.8%
Contracted Services	\$37,769	\$37,769	\$37,769	\$37,769	0%
Materials and Supplies	\$32,912	\$33,162	\$33,162	\$33,481	1%
Other Charges	\$101,031	\$101,041	\$101,041	\$101,041	0%
<b>Total Expense Objects:</b>	<b>\$357,934</b>	<b>\$364,556</b>	<b>\$336,053</b>	<b>\$403,093</b>	<b>10.6%</b>

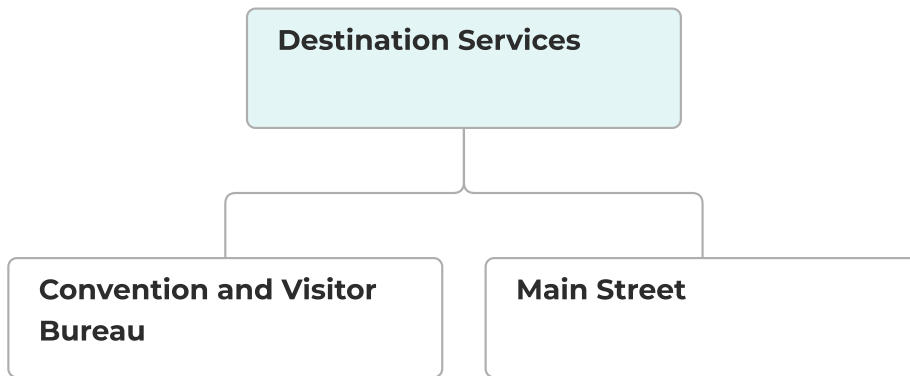
### Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Conservation Technician	0.50	0.50	0.50
Irrigation Inspector	1.00	1.00	1.00
Utilities Conservation Coordinator	0.50	0.50	0.50
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# Destination Services

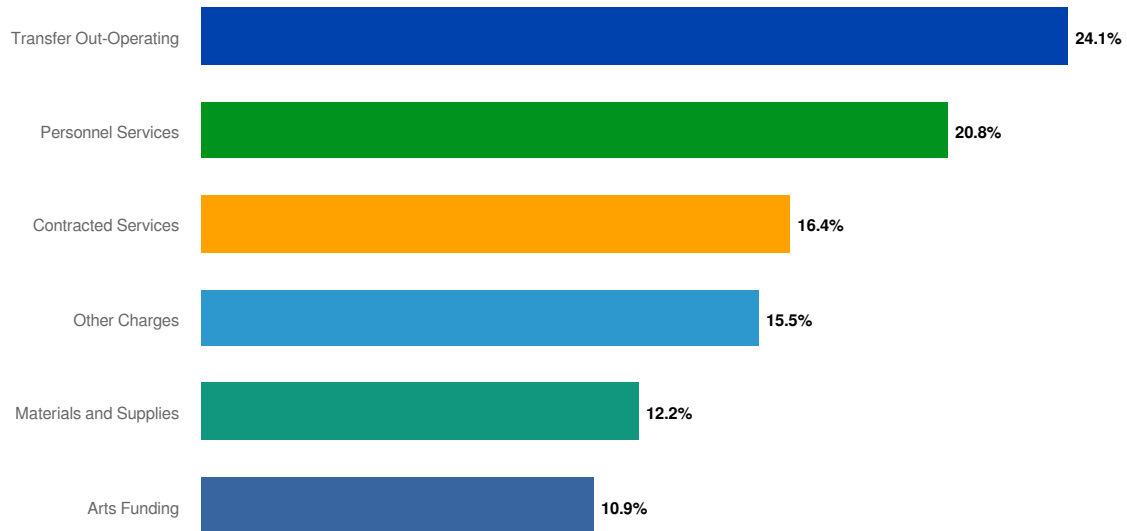
## Organizational Chart

Destination Services

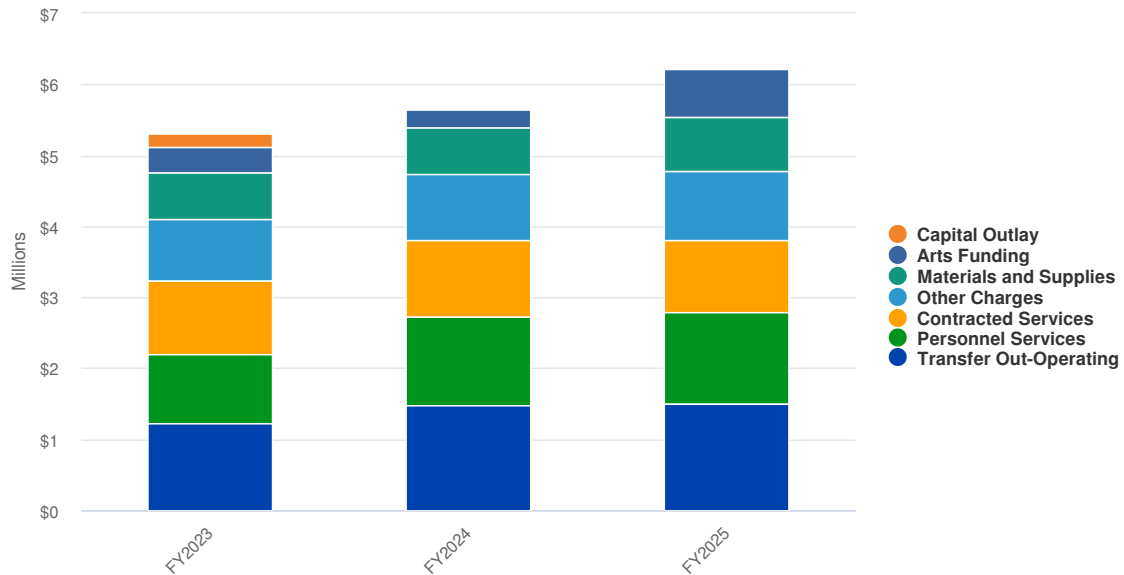


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$969,030	\$1,236,246	\$1,156,826	\$1,290,847	4.4%



<b>Name</b>	<b>FY2023 Actuals</b>	<b>FY2024 Adopted Budget</b>	<b>FY2024 Estimated</b>	<b>FY2025 Proposed</b>	<b>FY2024 Adopted Budget vs. FY2025 Proposed (% Change)</b>
Contracted Services	\$1,042,131	\$1,079,398	\$1,063,129	\$1,020,126	-5.5%
Materials and Supplies	\$654,094	\$660,518	\$715,554	\$758,329	14.8%
Other Charges	\$872,817	\$921,148	\$855,739	\$965,653	4.8%
Arts Funding	\$350,000	\$250,000	\$350,000	\$679,032	171.6%
Transfer Out- Operating	\$1,221,386	\$1,490,478	\$1,128,449	\$1,498,472	0.5%
Capital Outlay	\$200,000	\$0	\$0		N/A
<b>Total Expense Objects:</b>	<b>\$5,309,458</b>	<b>\$5,637,788</b>	<b>\$5,269,697</b>	<b>\$6,212,459</b>	<b>10.2%</b>

# Convention & Visitor Bureau (CVB)

## **Department Description:**

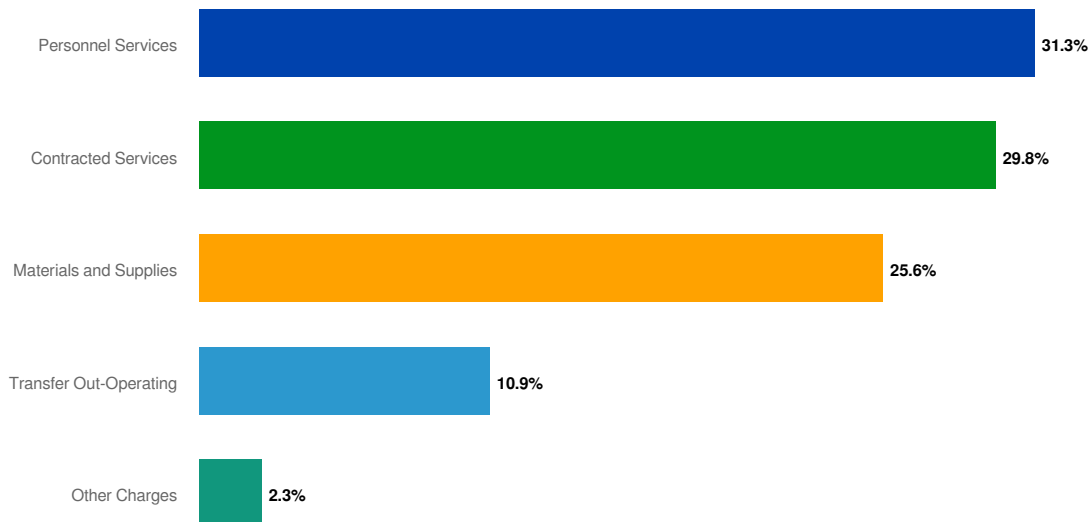
The Convention and Visitor Bureau is the destination marketing department of the City of San Marcos. The CVB markets the city's attractions, events and points of interests to attract overnight stays and stimulate the local economy by purchasing advertising and creating printed and digital materials. We serve as liaisons between our city and visitors, event and meeting planners, sports organizers and media with the anticipation of having a positive experience while visiting.

## **Mission:**

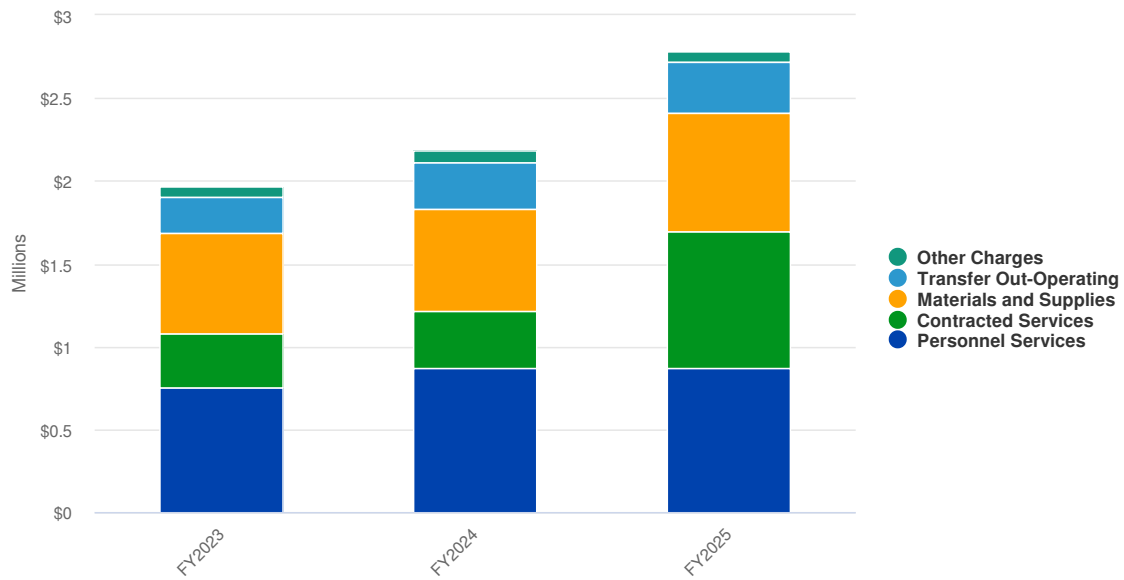
We are committed to developing and marketing San Marcos as a premier year-round destination for leisure, group, and business travelers that will have a positive economic impact on the community. To support and contribute to the artistic vitality, diverse cultural heritage and economic prosperity of our city in an effort to distinguish it from other communities while promoting tourism to San Marcos.

## **Expenditures by Expense Type**

### **Budgeted Expenditures by Expense Type**



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$747,957	\$872,569	\$816,408	\$870,333	-0.3%
Contracted Services	\$326,930	\$339,148	\$342,519	\$828,936	144.4%
Materials and Supplies	\$614,376	\$617,600	\$673,036	\$712,509	15.4%
Other Charges	\$63,927	\$67,008	\$36,999	\$64,846	-3.2%
Transfer Out-Operating	\$211,171	\$285,908	\$423,879	\$303,037	6%
<b>Total Expense Objects:</b>	<b>\$1,964,361</b>	<b>\$2,182,234</b>	<b>\$2,292,841</b>	<b>\$2,779,661</b>	<b>27.4%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Improve look and feel of downtown so that visitors and locals feel safe and welcome</b>	Complete beautification projects	# of projects	6	8
	Complete placemaking projects	# of projects	9	10
	Complete volunteer projects	# of volunteer hours	500	750
<b>Improve business and property owner communication, provide resources and outreach</b>	Provide resources to business and property owners	# of 1-on-1 consultations	50	75
	Provide incentive grant funding for signage	# of projects funded through Main Street grant	9	10
<b>Promote Downtown San Marcos as a destination via social media, special events and media attention</b>	Reach regional markets through social media	Engagement rate (percentage of people who interacted with content) Industry standard is 1-3%	16%	18%
	Promote to regional markets through social media	Reach (number of times content is viewed)	280,000	300,000
	Generate visitors to downtown	# of attendees to events	5,000	6,500
	Nominate downtown, its businesses, people and properties for awards and nominations **	# of successful nominations	2	4

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Assistant, Senior	1.00	1.00	1.00
Arts Coordinator	1.00	1.00	1.00
Creative & Marketing Manager	1.00	1.00	1.00
Destination Services Coordinator	1.00	1.00	1.00
Destination Services Manager	1.00	1.00	1.00
Director of Destination Services-Convention and Visitor Bureau	1.00	1.00	1.00
Intern - Paid	-	0.50	0.50
Marketing Specialist - Destination Services	1.00	1.00	1.00
<b>Total</b>	<b>7.00</b>	<b>7.50</b>	<b>7.50</b>



# Main Street

## Department Description:

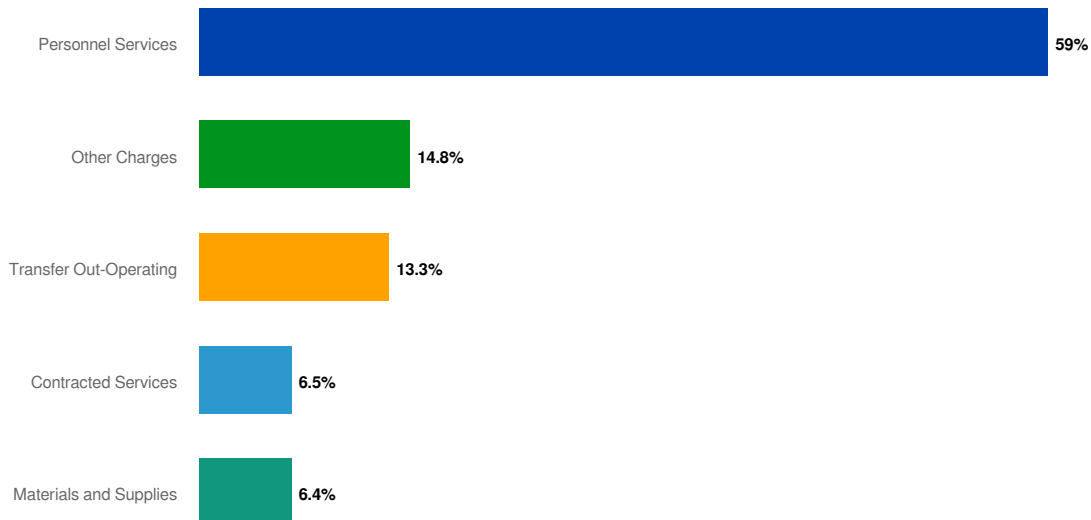
Main Street is the downtown program within Destination Services. The program focuses within district boundaries which include 20 blocks at the core of downtown. In 2024, these 20 blocks house ~275 businesses, 850 residents, and over 2,000 employees. Downtown San Marcos follows the Main Street America approach to downtown revitalization, which focuses on four core pillars of Economic Vitality, Promotion, Design, and Organization.

## Mission:

The San Marcos Main Street Program mission is to foster a downtown where small businesses thrive and a destination that is culturally vibrant where people of all ages can connect, create, and celebrate.

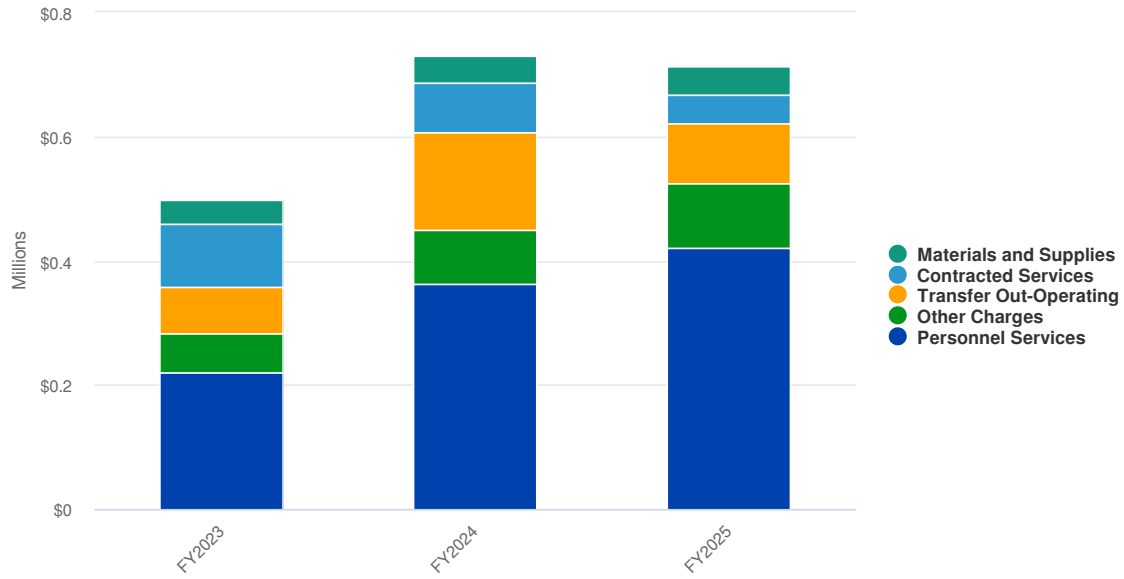
## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type





### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Estimated	FY2025 Proposed	FY2024 Adopted Budget vs. FY2025 Proposed (% Change)
Expense Objects					
Personnel Services	\$221,073	\$363,677	\$340,418	\$420,514	15.6%
Contracted Services	\$100,671	\$80,150	\$79,610	\$46,190	-42.4%
Materials and Supplies	\$39,718	\$42,918	\$42,518	\$45,820	6.8%
Other Charges	\$61,890	\$85,140	\$49,740	\$105,143	23.5%
Transfer Out-Operating	\$74,515	\$158,462	\$158,462	\$94,615	-40.3%
<b>Total Expense Objects:</b>	<b>\$497,867</b>	<b>\$730,346</b>	<b>\$670,748</b>	<b>\$712,282</b>	<b>-2.5%</b>

## Goals and Performance Measures

Goal	Objective	Performance Measure	FY24	FY25
<b>Increase visitor and conference activity</b>	Hotel occupancy rate	Rate	60.0%	62.0%
	Host travel agents and tour operators	Visits achieved	12	10
	Event servicing**	Number of conferences/events serviced	47	52
<b>Promote San Marcos as a destination via paid advertising, blogs, website, social media and media</b>	Website users - Domestic**	Number of users	517150	533000
	Host travel writers	Media Visits achieved	1	3
	Email Marketing	Signups	2.0%	2.0%
	Digital Marketing	KPI-Multi page conversions	2.15	2.2
	Social media engagement*	Total From all media platforms	37,511	38,700
	Social media impressions*	Total From all media platforms	1,364,380	1,405,000
	Tourism blogs/landing pages posted to the website	Total Posted to website	55	55
<b>Mexico as the top International Market</b>	Marketing programs within Mexico	Programs achieved	3	3
	Media visits to San Marcos (quality)	Media Visits achieved	1	3
	Website users - Domestic*	Number of users	2599	7800

\* Calendar year \*\*FY23

## Authorized Position List

	FY2022-23 Actual	FY2023-24 Estimate	FY2024-25 Proposed
Administrative Assistant, Senior	-	1.00	1.00
Downtown Grounds Specialist**	1.00	1.00	1.00
Downtown Grounds Supervisor***	-	-	1.00
Downtown Manager	1.00	1.00	1.00
Downtown Program Coordinator	1.00	1.00	1.00
Intern	0.75	-	-
Special Events Coordinator*	-	-	0.50
<b>Total</b>	<b>3.75</b>	<b>4.00</b>	<b>5.50</b>

\*New (reclass) in FY2025, position is split between GF and HOT

\*\*FTE is new in FY2025, ARPA funded

\*\*\*Current Downtown Grounds Specialist reclassified to supervisor



---

# CITY FACTS

---



# 2024 Tax Rate Calculation Worksheet

## Taxing Units Other Than School Districts or Water Districts

Form 50-856

City of San Marcos

Taxing Unit Name

(512) 393-8176

Phone (area code and number)

630 E Hopkins, San Marcos, TX, 78666

Taxing Unit's Address, City, State, ZIP Code

<https://www.sanmarcostx.gov>

Taxing Unit's Website Address

**GENERAL INFORMATION:** Tax Code Section 26.04(c) requires an officer or employee designated by the governing body to calculate the no-new-revenue (NNR) tax rate and voter-approval tax rate for the taxing unit. These tax rates are expressed in dollars per \$100 of taxable value calculated. The calculation process starts after the chief appraiser delivers to the taxing unit the certified appraisal roll and the estimated values of properties under protest. The designated officer or employee shall certify that the officer or employee has accurately calculated the tax rates and used values shown for the certified appraisal roll or certified estimate. The officer or employee submits the rates to the governing body by Aug. 7 or as soon thereafter as practicable.

School districts do not use this form, but instead use Comptroller Form 50-859 *Tax Rate Calculation Worksheet, School District without Chapter 313 Agreements* or Comptroller Form 50-884 *Tax Rate Calculation Worksheet, School District with Chapter 313 Agreements*.

Water districts as defined under Water Code Section 49.001(1) do not use this form, but instead use Comptroller Form 50-858 *Water District Voter-Approval Tax Rate Worksheet for Low Tax Rate and Developing Districts* or Comptroller Form 50-860 *Developed Water District Voter-Approval Tax Rate Worksheet*.

The Comptroller's office provides this worksheet to assist taxing units in determining tax rates. The information provided in this worksheet is offered as technical assistance and not legal advice. Taxing units should consult legal counsel for interpretations of law regarding tax rate preparation and adoption.

### SECTION 1: No-New-Revenue Tax Rate

The NNR tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years. When appraisal values increase, the NNR tax rate should decrease.

The NNR tax rate for a county is the sum of the NNR tax rates calculated for each type of tax the county levies.

While uncommon, it is possible for a taxing unit to provide an exemption for only maintenance and operations taxes. In this case, the taxing unit will need to calculate the NNR tax rate separately for the maintenance and operations tax and the debt tax, then add the two components together.

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
1.	<b>Prior year total taxable value.</b> Enter the amount of the prior year taxable value on the prior year tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (adjustment is made by deducting TIF taxes, as reflected in Line 17). <sup>1</sup>	\$ 9,473,299,694
2.	<b>Prior year tax ceilings.</b> Counties, cities and junior college districts. Enter the prior year total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision last year or a prior year for homeowners age 65 or older or disabled, use this step. <sup>2</sup>	\$ 0
3.	<b>Preliminary prior year adjusted taxable value.</b> Subtract Line 2 from Line 1.	\$ 9,473,299,694
4.	<b>Prior year total adopted tax rate.</b>	\$ 0.6030 /\$100
5.	<b>Prior year taxable value lost because court appeals of ARB decisions reduced the prior year's appraised value.</b>	
	A. Original prior year ARB values:.....	\$ 1,093,582,459
	B. Prior year values resulting from final court decisions:.....	- \$ 993,476,737
	C. Prior year value loss. Subtract B from A. <sup>3</sup>	\$ 100,105,722
6.	<b>Prior year taxable value subject to an appeal under Chapter 42, as of July 25.</b>	
	A. Prior year ARB certified value:.....	\$ 15,163,363
	B. Prior year disputed value:.....	- \$ 1,516,336
	C. Prior year undisputed value. Subtract B from A. <sup>4</sup>	\$ 13,647,027
7.	<b>Prior year Chapter 42 related adjusted values.</b> Add Line 5C and Line 6C.	\$ 113,752,749

<sup>1</sup> Tex. Tax Code §26.012(14)

<sup>2</sup> Tex. Tax Code §26.012(14)

<sup>3</sup> Tex. Tax Code §26.012(13)

<sup>4</sup> Tex. Tax Code §26.012(13)



Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
8.	Prior year taxable value, adjusted for actual and potential court-ordered adjustments. Add Line 3 and Line 7.	\$ 9,587,052,443
9.	Prior year taxable value of property in territory the taxing unit deannexed after Jan. 1, 2024. Enter the prior year value of property in deannexed territory. <sup>1</sup>	\$ 0
10.	Prior year taxable value lost because property first qualified for an exemption in the current year. If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freepoint, goods-in-transit, temporary disaster exemptions. Note that lowering the amount or percentage of an existing exemption in the current year does not create a new exemption or reduce taxable value. A. Absolute exemptions. Use prior year market value: ..... \$ 6,521,321 B. Partial exemptions. Current year exemption amount or current year percentage exemption times prior year value: ..... + \$ 26,547,668 C. Value loss. Add A and B. <sup>6</sup>	\$ 33,068,989
11.	Prior year taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in the current year. Use only properties that qualified for the first time in the current year; do not use properties that qualified in the prior year. A. Prior year market value: ..... \$ 0 B. Current year productivity or special appraised value: ..... - \$ 0 C. Value loss. Subtract B from A. <sup>7</sup>	\$ 0
12.	Total adjustments for lost value. Add Lines 9, 10C and 11C.	\$ 33,068,989
13.	Prior year captured value of property in a TIF. Enter the total value of the prior year captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the prior year taxes were deposited into the tax increment fund. <sup>8</sup> If the taxing unit has no captured appraised value in line 18D, enter 0.	\$ 1,230,710,040
14.	Prior year total value. Subtract Line 12 and Line 13 from Line 8.	\$ 8,323,273,414
15.	Adjusted prior year total levy. Multiply Line 4 by Line 14 and divide by \$100.	\$ 50,189,338
16.	Taxes refunded for years preceding the prior tax year. Enter the amount of taxes refunded by the taxing unit for tax years preceding the prior tax year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for the prior tax year. This line applies only to tax years preceding the prior tax year. <sup>9</sup>	\$ 643,316
17.	Adjusted prior year levy with refunds and TIF adjustment. Add Lines 15 and 16. <sup>10</sup>	\$ 50,832,654
18.	Total current year taxable value on the current year certified appraisal roll today. This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in Line 20). These homesteads include homeowners age 65 or older or disabled. <sup>11</sup> A. Certified values: ..... \$ 10,127,338,788 B. Counties: Include railroad rolling stock values certified by the Comptroller's office: ..... + \$ 0 C. Pollution control and energy storage system exemption: Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property: ..... - \$ 0 D. Tax increment financing: Deduct the current year captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the current year taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in Line 23 below. <sup>12</sup> ..... - \$ 1,189,460,615 E. Total current year value. Add A and B, then subtract C and D.	\$ 8,937,878,173

<sup>1</sup> Tex. Tax Code §26.012(15)<sup>6</sup> Tex. Tax Code §26.012(15)<sup>7</sup> Tex. Tax Code §26.012(15)<sup>8</sup> Tex. Tax Code §26.03(c)<sup>9</sup> Tex. Tax Code §26.012(13)<sup>10</sup> Tex. Tax Code §26.012(13)<sup>11</sup> Tex. Tax Code §26.012, 26.04(c-2)<sup>12</sup> Tex. Tax Code §26.03(c)



Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
19.	<b>Total value of properties under protest or not included on certified appraisal roll.</b> <sup>13</sup>	
	<b>A. Current year taxable value of properties under protest.</b> The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any, or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value under protest. <sup>14</sup> .....	\$ 117,359,209
	<b>B. Current year value of properties not under protest or included on certified appraisal roll.</b> The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about but are not included in the appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll. <sup>15</sup> .....	+ \$ 0
	<b>C. Total value under protest or not certified.</b> Add A and B.	\$ 117,359,209
20.	<b>Current year tax ceilings.</b> Counties, cities and junior colleges enter current year total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in the prior year or a previous year for homeowners age 65 or older or disabled, use this step. <sup>16</sup>	\$ 0
21.	<b>Current year total taxable value.</b> Add Lines 18E and 19C. Subtract Line 20. <sup>17</sup>	\$ 9,055,237,382
22.	<b>Total current year taxable value of properties in territory annexed after Jan. 1, of the prior year.</b> Include both real and personal property. Enter the current year value of property in territory annexed. <sup>18</sup>	\$ 1,755,903
23.	<b>Total current year taxable value of new improvements and new personal property located in new improvements.</b> New means the item was not on the appraisal roll in the prior year. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after Jan. 1, of the prior year and be located in a new improvement. New improvements <b>do</b> include property on which a tax abatement agreement has expired for the current year. <sup>19</sup>	\$ 576,134,355
24.	<b>Total adjustments to the current year taxable value.</b> Add Lines 22 and 23.	\$ 577,890,258
25.	<b>Adjusted current year taxable value.</b> Subtract Line 24 from Line 21.	\$ 8,477,347,124
26.	<b>Current year NNR tax rate.</b> Divide Line 17 by Line 25 and multiply by \$100. <sup>20</sup>	\$ 0.5996 /\$100
27.	<b>COUNTIES ONLY.</b> Add together the NNR tax rates for each type of tax the county levies. The total is the current year county NNR tax rate. <sup>21</sup>	\$ 0.0000 /\$100

## SECTION 2: Voter-Approval Tax Rate

The voter-approval tax rate is the highest tax rate that a taxing unit may adopt without holding an election to seek voter approval of the rate. The voter-approval tax rate is split into two separate rates:

- Maintenance and Operations (M&O) Tax Rate:** The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such things as salaries, utilities and day-to-day operations.
- Debt Rate:** The debt rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

The voter-approval tax rate for a county is the sum of the voter-approval tax rates calculated for each type of tax the county levies. In most cases the voter-approval tax rate exceeds the no-new-revenue tax rate, but occasionally decreases in a taxing unit's debt service will cause the NNR tax rate to be higher than the voter-approval tax rate.

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
28.	<b>Prior year M&amp;O tax rate.</b> Enter the prior year M&O tax rate.	\$ 0.4447 /\$100
29.	<b>Prior year taxable value, adjusted for actual and potential court-ordered adjustments.</b> Enter the amount in Line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 9,587,052,443

<sup>13</sup> Tex. Tax Code §26.01(c) and (d).

<sup>14</sup> Tex. Tax Code §26.01(c).

<sup>15</sup> Tex. Tax Code §26.01(d).

<sup>16</sup> Tex. Tax Code §26.012(a)(8).

<sup>17</sup> Tex. Tax Code §26.012(a).

<sup>18</sup> Tex. Tax Code §26.012(a)(7).

<sup>19</sup> Tex. Tax Code §26.012(a)(7).

<sup>20</sup> Tex. Tax Code §26.04(c).

<sup>21</sup> Tex. Tax Code §26.04(d).



Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
30.	<b>Total prior year M&amp;O levy.</b> Multiply Line 28 by Line 29 and divide by \$100	\$ 42,633,622
31.	<b>Adjusted prior year levy for calculating NNR M&amp;O rate.</b>	
	<b>A. M&amp;O taxes refunded for years preceding the prior tax year.</b> Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2023. This line applies only to tax years preceding the prior tax year..... + \$ 451,701	
	<b>B. Prior year taxes in TIF.</b> Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no current year captured appraised value in Line 18D, enter 0..... 5,472,968 ..... - \$	
	<b>C. Prior year transferred function.</b> If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in D below. The taxing unit receiving the function will add this amount in D below. Other taxing units enter 0. .... 0 ..... +/- \$	
	<b>D. Prior year M&amp;O levy adjustments.</b> Subtract B from A. For taxing unit with C, subtract if discontinuing function and add if receiving function..... -5,021,267 ..... \$	\$ 37,612,355
	<b>E.</b> Add Line 30 to 31D.	
32.	<b>Adjusted current year taxable value.</b> Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 8,477,347,124
33.	<b>Current year NNR M&amp;O rate (unadjusted).</b> Divide Line 31E by Line 32 and multiply by \$100.	\$ 0.4436 /\$100
34.	<b>Rate adjustment for state criminal justice mandate.</b> <sup>23</sup>	
	<b>A. Current year state criminal justice mandate.</b> Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. \$ 0	
	<b>B. Prior year state criminal justice mandate.</b> Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies..... - \$ 0	
	<b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ 0.0000 /\$100	
	<b>D.</b> Enter the rate calculated in C. If not applicable, enter 0.	\$ 0.0000 /\$100
35.	<b>Rate adjustment for indigent health care expenditures.</b> <sup>24</sup>	
	<b>A. Current year indigent health care expenditures.</b> Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, of the prior tax year and ending on June 30, of the current tax year, less any state assistance received for the same purpose. \$ 0	
	<b>B. Prior year indigent health care expenditures.</b> Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2022 and ending on June 30, 2023, less any state assistance received for the same purpose..... - \$ 0	
	<b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ 0.0000 /\$100	
	<b>D.</b> Enter the rate calculated in C. If not applicable, enter 0.	\$ 0.0000 /\$100

<sup>23</sup> (Reserved for expansion)<sup>24</sup> Tex. Tax Code §26.044<sup>25</sup> Tex. Tax Code §26.0441

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
36.	<b>Rate adjustment for county indigent defense compensation.</b> <sup>25</sup>	
	<b>A. Current year indigent defense compensation expenditures.</b> Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, of the prior tax year and ending on June 30, of the current tax year, less any state grants received by the county for the same purpose.....	\$ 0
	<b>B. Prior year indigent defense compensation expenditures.</b> Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, 2022 and ending on June 30, 2023, less any state grants received by the county for the same purpose.....	\$ 0
	<b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100.....	\$ 0.0000 /\$100
	<b>D.</b> Multiply B by 0.05 and divide by Line 32 and multiply by \$100.....	\$ 0.0000 /\$100
	<b>E.</b> Enter the lesser of C and D. If not applicable, enter 0.	\$ 0.0000 /\$100
37.	<b>Rate adjustment for county hospital expenditures.</b> <sup>26</sup>	
	<b>A. Current year eligible county hospital expenditures.</b> Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, of the prior tax year and ending on June 30, of the current tax year.....	\$ 0
	<b>B. Prior year eligible county hospital expenditures.</b> Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2022 and ending on June 30, 2023.....	\$ 0
	<b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100.....	\$ 0.0000 /\$100
	<b>D.</b> Multiply B by 0.08 and divide by Line 32 and multiply by \$100.....	\$ 0.0000 /\$100
	<b>E.</b> Enter the lesser of C and D, if applicable. If not applicable, enter 0.	\$ 0.0000 /\$100
38.	<b>Rate adjustment for defunding municipality.</b> This adjustment only applies to a municipality that is considered to be a defunding municipality for the current tax year under Chapter 109, Local Government Code. Chapter 109, Local Government Code only applies to municipalities with a population of more than 250,000 and includes a written determination by the Office of the Governor. See Tax Code Section 26.0444 for more information.	
	<b>A. Amount appropriated for public safety in the prior year.</b> Enter the amount of money appropriated for public safety in the budget adopted by the municipality for the preceding fiscal year.....	\$ 0
	<b>B. Expenditures for public safety in the prior year.</b> Enter the amount of money spent by the municipality for public safety during the preceding fiscal year.....	\$ 0
	<b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100.....	\$ 0.0000 /\$100
	<b>D.</b> Enter the rate calculated in C. If not applicable, enter 0.	\$ 0.0000 /\$100
39.	<b>Adjusted current year NNR M&amp;O rate.</b> Add Lines 33, 34D, 35D, 36E, and 37E. Subtract Line 38D.	\$ 0.4436 /\$100
40.	<b>Adjustment for prior year sales tax specifically to reduce property taxes.</b> Cities, counties and hospital districts that collected and spent additional sales tax on M&O expenses in the prior year should complete this line. These entities will deduct the sales tax gain rate for the current year in Section 3. Other taxing units, enter zero.	
	<b>A.</b> Enter the amount of additional sales tax collected and spent on M&O expenses in the prior year, if any. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent.....	\$ 13,086,658
	<b>B.</b> Divide Line 40A by Line 32 and multiply by \$100.....	\$ 0.1543 /\$100
	<b>C.</b> Add Line 40B to Line 39.	\$ 0.5979 /\$100
41.	<b>Current year voter-approval M&amp;O rate.</b> Enter the rate as calculated by the appropriate scenario below. <b>Special Taxing Unit.</b> If the taxing unit qualifies as a special taxing unit, multiply Line 40C by 1.08. - or - <b>Other Taxing Unit.</b> If the taxing unit does not qualify as a special taxing unit, multiply Line 40C by 1.035.	\$ 0.6188 /\$100

<sup>25</sup> Tex. Tax Code §26.0442<sup>26</sup> Tex. Tax Code §26.0443



Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
D41.	<b>Disaster Line 41 (D41): Current year voter-approval M&amp;O rate for taxing unit affected by disaster declaration.</b> If the taxing unit is located in an area declared a disaster area and at least one person is granted an exemption under Tax Code Section 11.35 for property located in the taxing unit, the governing body may direct the person calculating the voter-approval tax rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval tax rate in this manner until the earlier of 1) the first year in which total taxable value on the certified appraisal roll exceeds the total taxable value of the tax year in which the disaster occurred, or 2) the third tax year after the tax year in which the disaster occurred If the taxing unit qualifies under this scenario, multiply Line 40C by 1.08. <sup>27</sup> If the taxing unit does not qualify, do not complete Disaster Line 41 (Line D41).	\$ _____ /\$100
42.	<b>Total current year debt to be paid with property taxes and additional sales tax revenue.</b> Debt means the interest and principal that will be paid on debts that: (1) are paid by property taxes, (2) are secured by property taxes, (3) are scheduled for payment over a period longer than one year, and (4) are not classified in the taxing unit's budget as M&O expenses.  <b>A. Debt</b> also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. If the governing body of a taxing unit authorized or agreed to authorize a bond, warrant, certificate of obligation, or other evidence of indebtedness on or after Sept. 1, 2021, verify if it meets the amended definition of debt before including it here. <sup>28</sup>  Enter debt amount ..... \$ 17,571,189 <b>B. Subtract unencumbered fund amount</b> used to reduce total debt. .... - \$ 0 <b>C. Subtract certified amount spent from sales tax to reduce debt</b> (enter zero if none) ..... - \$ 0 <b>D. Subtract amount paid</b> from other resources ..... - \$ 2,751,062 <b>E. Adjusted debt.</b> Subtract B, C and D from A. .... \$ 14,820,127	
43.	<b>Certified prior year excess debt collections.</b> Enter the amount certified by the collector. <sup>29</sup>	\$ 964,758
44.	<b>Adjusted current year debt.</b> Subtract Line 43 from Line 42E.	\$ 13,855,369
45.	<b>Current year anticipated collection rate.</b> <b>A.</b> Enter the current year anticipated collection rate certified by the collector. <sup>30</sup> ..... 100.00 % <b>B.</b> Enter the prior year actual collection rate. .... 98.81 % <b>C.</b> Enter the 2022 actual collection rate. .... 100.42 % <b>D.</b> Enter the 2021 actual collection rate. .... 100.62 % <b>E.</b> If the anticipated collection rate in A is lower than actual collection rates in B, C and D, enter the lowest collection rate from B, C and D. If the anticipated rate in A is higher than at least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%. <sup>31</sup> ..... 100.00 %	
46.	<b>Current year debt adjusted for collections.</b> Divide Line 44 by Line 45E.	\$ 13,855,369
47.	<b>Current year total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 9,055,237,382
48.	<b>Current year debt rate.</b> Divide Line 46 by Line 47 and multiply by \$100.	\$ 0.1530 /\$100
49.	<b>Current year voter-approval tax rate.</b> Add Lines 41 and 48.	\$ 0.7718 /\$100
D49.	<b>Disaster Line 49 (D49): Current year voter-approval tax rate for taxing unit affected by disaster declaration.</b> Complete this line if the taxing unit calculated the voter-approval tax rate in the manner provided for a special taxing unit on Line D41. Add Line D41 and 48.	\$ _____ /\$100

<sup>27</sup> Tex. Tax Code §26.042(a)<sup>28</sup> Tex. Tax Code §26.012(f)<sup>29</sup> Tex. Tax Code §26.012(10) and 26.04(b)<sup>30</sup> Tex. Tax Code §26.04(b)<sup>31</sup> Tex. Tax Code §26.04(b), (h-1) and (h-2)

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
50.	<b>COUNTIES ONLY.</b> Add together the voter-approval tax rates for each type of tax the county levies. The total is the current year county voter-approval tax rate.	\$ 0.0000 /\$100

**SECTION 3: NNR Tax Rate and Voter-Approval Tax Rate Adjustments for Additional Sales Tax to Reduce Property Taxes**

Cities, counties and hospital districts may levy a sales tax specifically to reduce property taxes. Local voters by election must approve imposing or abolishing the additional sales tax. If approved, the taxing unit must reduce its NNR and voter-approval tax rates to offset the expected sales tax revenue.

This section should only be completed by a county, city or hospital district that is required to adjust its NNR tax rate and/or voter-approval tax rate because it adopted the additional sales tax.

Line	Additional Sales and Use Tax Worksheet	Amount/Rate
51.	<b>Taxable Sales.</b> For taxing units that adopted the sales tax in November of the prior tax year or May of the current tax year, enter the Comptroller's estimate of taxable sales for the previous four quarters. <sup>32</sup> Estimates of taxable sales may be obtained through the Comptroller's Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November of the prior year, enter 0.	\$ 0
52.	<b>Estimated sales tax revenue.</b> Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue. <sup>33</sup> <b>Taxing units that adopted the sales tax in November of the prior tax year or in May of the current tax year.</b> Multiply the amount on Line 51 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .95. <sup>34</sup> <b>- or -</b> <b>Taxing units that adopted the sales tax before November of the prior year.</b> Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	\$ 13,086,658
53.	<b>Current year total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 9,055,237,382
54.	<b>Sales tax adjustment rate.</b> Divide Line 52 by Line 53 and multiply by \$100.	\$ 0.1445 /\$100
55.	<b>Current year NNR tax rate, unadjusted for sales tax.</b> <sup>35</sup> Enter the rate from Line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0.5996 /\$100
56.	<b>Current year NNR tax rate, adjusted for sales tax.</b> <b>Taxing units that adopted the sales tax in November the prior tax year or in May of the current tax year.</b> Subtract Line 54 from Line 55. Skip to Line 57 if you adopted the additional sales tax before November of the prior tax year.	\$ /\$100
57.	<b>Current year voter-approval tax rate, unadjusted for sales tax.</b> <sup>36</sup> Enter the rate from Line 49, Line D49 (disaster) or Line 50 (counties) as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.7718 /\$100
58.	<b>Current year voter-approval tax rate, adjusted for sales tax.</b> Subtract Line 54 from Line 57.	\$ 0.6273 /\$100

**SECTION 4: Voter-Approval Tax Rate Adjustment for Pollution Control**

A taxing unit may raise its rate for M&O funds used to pay for a facility, device or method for the control of air, water or land pollution. This includes any land, structure, building, installation, excavation, machinery, equipment or device that is used, constructed, acquired or installed wholly or partly to meet or exceed pollution control requirements. The taxing unit's expenses are those necessary to meet the requirements of a permit issued by the Texas Commission on Environmental Quality (TCEQ). The taxing unit must provide the tax assessor with a copy of the TCEQ letter of determination that states the portion of the cost of the installation for pollution control.

This section should only be completed by a taxing unit that uses M&O funds to pay for a facility, device or method for the control of air, water or land pollution.

Line	Voter-Approval Rate Adjustment for Pollution Control Requirements Worksheet	Amount/Rate
59.	<b>Certified expenses from the Texas Commission on Environmental Quality (TCEQ).</b> Enter the amount certified in the determination letter from TCEQ. <sup>37</sup> The taxing unit shall provide its tax assessor-collector with a copy of the letter. <sup>38</sup>	\$
60.	<b>Current year total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$
61.	<b>Additional rate for pollution control.</b> Divide Line 59 by Line 60 and multiply by \$100.	\$ /\$100

<sup>32</sup> Tex. Tax Code §26.041(d)

<sup>33</sup> Tex. Tax Code §26.041(j)

<sup>34</sup> Tex. Tax Code §26.041(d)

<sup>35</sup> Tex. Tax Code §26.04(c)

<sup>36</sup> Tex. Tax Code §26.04(c)

<sup>37</sup> Tex. Tax Code §26.045(d)

<sup>38</sup> Tex. Tax Code §26.045(j)

Line	Voter-Approval Rate Adjustment for Pollution Control Requirements Worksheet	Amount/Rate
62.	<b>Current year voter-approval tax rate, adjusted for pollution control.</b> Add Line 61 to one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties) or Line 58 (taxing units with the additional sales tax).	\$ _____ /\$100

**SECTION 5: Voter-Approval Tax Rate Adjustment for Unused Increment Rate**

The unused increment rate is the rate equal to the sum of the prior 3 years Foregone Revenue Amounts divided by the current taxable value.<sup>39</sup> The Foregone Revenue Amount for each year is equal to that year's adopted tax rate subtracted from that year's voter-approval tax rate adjusted to remove the unused increment rate multiplied by that year's current total value.<sup>40</sup> In a year where a taxing unit adopts a rate by applying any portion of the unused increment rate, the portion of the unused increment rate that was used must be backed out of the calculation for that year.

The difference between the adopted tax rate and adjusted voter-approval tax rate is considered zero in the following scenarios:

- a tax year in which a taxing unit affected by a disaster declaration calculates the tax rate under Tax Code Section 26.042;<sup>41</sup>
- a tax year in which the municipality is a defunding municipality, as defined by Tax Code Section 26.0501(a);<sup>42</sup> or
- after Jan. 1, 2022, a tax year in which the comptroller determines that the county implemented a budget reduction or reallocation described by Local Government Code Section 120.002(a) without the required voter approval.<sup>43</sup>

Individual components can be negative, but the overall rate will be the greater of zero or the calculated rate.

This section should only be completed by a taxing unit that does not meet the definition of a special taxing unit.<sup>44</sup>

Line	Unused Increment Rate Worksheet	Amount/Rate
63.	<b>Year 3 Foregone Revenue Amount. Subtract the 2023 unused increment rate and 2023 actual tax rate from the 2023 voter-approval tax rate. Multiply the result by the 2023 current total value</b>	
	A. Voter-approval tax rate (Line 67).....	\$ 0.6887 /\$100
	B. Unused increment rate (Line 66).....	\$ 0.1241 /\$100
	C. Subtract B from A.....	\$ 0.5646 /\$100
	D. Adopted Tax Rate.....	\$ 0.6030 /\$100
	E. Subtract D from C.....	\$ -0.0384 /\$100
	F. 2023 Total Taxable Value (Line 60).....	\$ 8,595,347,645
	G. Multiply E by F and divide the results by \$100.....	\$ 0
64.	<b>Year 2 Foregone Revenue Amount. Subtract the 2022 unused increment rate and 2022 actual tax rate from the 2022 voter-approval tax rate. Multiply the result by the 2022 current total value</b>	
	A. Voter-approval tax rate (Line 67).....	\$ 0.7270 /\$100
	B. Unused increment rate (Line 66).....	\$ 0.1522 /\$100
	C. Subtract B from A.....	\$ 0.5748 /\$100
	D. Adopted Tax Rate.....	\$ 0.6030 /\$100
	E. Subtract D from C.....	\$ -0.0282 /\$100
	F. 2022 Total Taxable Value (Line 60).....	\$ 7,283,889,570
	G. Multiply E by F and divide the results by \$100.....	\$ 0
65.	<b>Year 1 Foregone Revenue Amount. Subtract the 2021 unused increment rate and 2021 actual tax rate from the 2021 voter-approval tax rate. Multiply the result by the 2021 current total value</b>	
	A. Voter-approval tax rate (Line 67).....	\$ 0.7554 /\$100
	B. Unused increment rate (Line 66).....	\$ 0.0194 /\$100
	C. Subtract B from A.....	\$ 0.7360 /\$100
	D. Adopted Tax Rate.....	\$ 0.6030 /\$100
	E. Subtract D from C.....	\$ 0.1330 /\$100
	F. 2021 Total Taxable Value (Line 60).....	\$ 5,200,071,243
	G. Multiply E by F and divide the results by \$100.....	\$ 6,916,094
66.	<b>Total Foregone Revenue Amount. Add Lines 63G, 64G and 65G</b>	\$ 6,916,094.0000
67.	<b>2024 Unused Increment Rate. Divide Line 66 by Line 21 of the No-New-Revenue Rate Worksheet. Multiply the result by 100</b>	\$ 0.0763 /\$100
68.	<b>Total 2024 voter-approval tax rate, including the unused increment rate. Add Line 67 to one of the following lines (as applicable): Line 49, Line 50 (counties), Line 58 (taxing units with additional sales tax) or Line 62 (taxing units with pollution)</b>	\$ 0.7036 /\$100

<sup>39</sup> Tex. Tax Code §26.013(b).

<sup>40</sup> Tex. Tax Code §26.013(a)(1)-(b), and (2).

<sup>41</sup> Tex. Tax Code §26.042(a) and 26.042(a).

<sup>42</sup> Tex. Tax Code §26.0501(a) and (c).

<sup>43</sup> Tex. Local Gov't Code §120.007(d).

<sup>44</sup> Tex. Local Gov't Code §120.007(d).



**SECTION 6: De Minimis Rate**

The de minimis rate is the rate equal to the sum of the no-new-revenue maintenance and operations rate, the rate that will raise \$500,000, and the current debt rate for a taxing unit.<sup>44</sup>

This section should only be completed by a taxing unit that is a municipality of less than 30,000 or a taxing unit that does not meet the definition of a special taxing unit.<sup>45</sup>

Line	De Minimis Rate Worksheet	Amount/Rate
69.	<b>Adjusted current year NNR M&amp;O tax rate.</b> Enter the rate from Line 39 of the <i>Voter-Approval Tax Rate Worksheet</i> .	0.4436
70.	<b>Current year total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 9,055,237,382
71.	<b>Rate necessary to impose \$500,000 in taxes.</b> Divide \$500,000 by Line 70 and multiply by \$100.	\$ 0.0055 /\$100
72.	<b>Current year debt rate.</b> Enter the rate from Line 48 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.1530 /\$100
73.	<b>De minimis rate.</b> Add Lines 69, 71 and 72.	\$ 0.6021 /\$100

**SECTION 7: Voter-Approval Tax Rate Adjustment for Emergency Revenue Rate**

In the tax year after the end of the disaster calculation time period detailed in Tax Code Section 26.042(a), a taxing unit that calculated its voter-approval tax rate in the manner provided for a special taxing unit due to a disaster must calculate its emergency revenue rate and reduce its voter-approval tax rate for that year.<sup>46</sup>

Similarly, if a taxing unit adopted a tax rate that exceeded its voter-approval tax rate, calculated normally, without holding an election to respond to a disaster, as allowed by Tax Code Section 26.042(d), in the prior year, it must also reduce its voter-approval tax rate for the current tax year.<sup>49</sup>

This section will apply to a taxing unit other than a special taxing unit that:

- directed the designated officer or employee to calculate the voter-approval tax rate of the taxing unit in the manner provided for a special taxing unit in the prior year; and
- the current year is the first tax year in which the total taxable value of property taxable by the taxing unit as shown on the appraisal roll for the taxing unit submitted by the assessor for the taxing unit to the governing body exceeds the total taxable value of property taxable by the taxing unit on January 1 of the tax year in which the disaster occurred or the disaster occurred four years ago. This section will apply to a taxing unit in a disaster area that adopted a tax rate greater than its voter-approval tax rate without holding an election in the prior year.

Note: This section does not apply if a taxing unit is continuing to calculate its voter-approval tax rate in the manner provided for a special taxing unit because it is still within the disaster calculation time period detailed in Tax Code Section 26.042(a) because it has not met the conditions in Tax Code Section 26.042(a)(1) or (2).

Line	Emergency Revenue Rate Worksheet	Amount/Rate
74.	<b>2023 adopted tax rate.</b> Enter the rate in Line 4 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____ /\$100
75.	<b>Adjusted 2023 voter-approval tax rate.</b> Use the taxing unit's Tax Rate Calculation Worksheets from the prior year(s) to complete this line. If a disaster occurred in 2023 and the taxing unit calculated its 2023 voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) of the 2023 worksheet due to a disaster, complete the applicable sections or lines of <i>Form 50-856-a, Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet</i> . - or - If a disaster occurred prior to 2023 for which the taxing unit continued to calculate its voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) in 2023, complete form 50-856-a, <i>Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet</i> to recalculate the voter-approval tax rate the taxing unit would have calculated in 2023 if it had generated revenue based on an adopted tax rate using a multiplier of 1.035 in the years following the disaster. <sup>48</sup> Enter the final adjusted 2023 voter-approval tax rate from the worksheet. - or - If the taxing unit adopted a tax rate above the 2023 voter-approval tax rate without calculating a disaster tax rate or holding an election due to a disaster, no recalculation is necessary. Enter the voter-approval tax rate from the prior year's worksheet.	\$ _____ /\$100
76.	<b>Increase in 2023 tax rate due to disaster.</b> Subtract Line 75 from Line 74.	\$ _____ /\$100
77.	<b>Adjusted 2023 taxable value.</b> Enter the amount in Line 14 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____
78.	<b>Emergency revenue.</b> Multiply Line 76 by Line 77 and divide by \$100.	\$ _____
79.	<b>Adjusted 2023 taxable value.</b> Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____
80.	<b>Emergency revenue rate.</b> Divide Line 78 by Line 79 and multiply by \$100. <sup>51</sup>	\$ _____ /\$100

<sup>44</sup> Tex. Tax Code §26.04(c)(2)(B).

<sup>45</sup> Tex. Tax Code §26.0129(a).

<sup>46</sup> Tex. Tax Code §26.063(a)(1).

<sup>47</sup> Tex. Tax Code §26.042(b).

<sup>48</sup> Tex. Tax Code §26.042(f).

<sup>49</sup> Tex. Tax Code §26.42(c).

<sup>50</sup> Tex. Tax Code §26.42(b).



Line	Emergency Revenue Rate Worksheet	Amount/Rate
81.	<b>Current year voter-approval tax rate, adjusted for emergency revenue.</b> Subtract Line 80 from one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax), Line 62 (taxing units with pollution control) or Line 68 (taxing units with the unused increment rate).	\$ _____ /\$100

**SECTION 8: Total Tax Rate**

Indicate the applicable total tax rates as calculated above.

**No-new-revenue tax rate.** ..... \$ 0.5996 /\$100

As applicable, enter the current year NNR tax rate from: Line 26, Line 27 (counties), or Line 56 (adjusted for sales tax).

Indicate the line number used: 26

**Voter-approval tax rate.** ..... \$ 0.7036 /\$100

As applicable, enter the current year voter-approval tax rate from: Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (adjusted for sales tax), Line 62 (adjusted for pollution control), Line 68 (adjusted for unused increment), or Line 81 (adjusted for emergency revenue).

Indicate the line number used: 68

**De minimis rate.** ..... \$ 0.6021 /\$100

If applicable, enter the current year de minimis rate from Line 73.

**SECTION 9: Taxing Unit Representative Name and Signature**

Enter the name of the person preparing the tax rate as authorized by the governing body of the taxing unit. By signing below, you certify that you are the designated officer or employee of the taxing unit and have accurately calculated the tax rates using values that are the same as the values shown in the taxing unit's certified appraisal roll or certified estimate of taxable value, in accordance with requirements in the Tax Code.<sup>12</sup>

**print  
here**

JENIFER O'KANE

Printed Name of Taxing Unit Representative

**sign  
here***Jenifer O'Kane, PCC*

Taxing Unit Representative

8.5.24

Date

<sup>12</sup> Tex. Tax Code §§26.04(c-2) and (d-2)

Date amended: 08/05/2024

For additional copies, visit: [comptroller.texas.gov/taxes/property-tax](http://comptroller.texas.gov/taxes/property-tax)

Page 10



## List of Acronyms

<b>ACFR</b>	Annual Comprehensive Financial Report
<b>CDBG</b>	Community Development Block Grant
<b>CIP</b>	Capital Improvement Program
<b>CL</b>	Current Liabilities
<b>CO's</b>	Certificates of Obligation Debt
<b>CUAB</b>	Citizen's Utility Advisory Board
<b>CVB</b>	Convention & Visitor's Bureau
<b>FTE</b>	Full-Time Equivalent
<b>FY</b>	Fiscal Year
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Governmental Accounting Standards Board
<b>GBRA</b>	Guadalupe-Blanco River Authority
<b>GFOA</b>	Government Finance Officers Association
<b>GO's</b>	General Obligation Debt
<b>HCTAD</b>	Hays County Tax Appraisal District
<b>I&amp;S</b>	Interest and Sinking
<b>LCRA</b>	Lower Colorado River Authority
<b>NRMSIRs</b>	Nationally Recognized Municipal Securities Information Repositories
<b>O&amp;M</b>	Operations and Maintenance
<b>OPS</b>	Operations
<b>P&amp;Z</b>	Planning and Zoning Commission
<b>PARD</b>	Parks and Recreation Department
<b>RB's</b>	Revenue Bonds
<b>SEC</b>	Securities and Exchange Commission
<b>SMCISD</b>	San Marcos Consolidated Independent School District
<b>SMPD</b>	San Marcos Police Department
<b>TML</b>	Texas Municipal League
<b>TSUSM</b>	Texas State University – San Marcos
<b>WIC</b>	Women, Infants and Children Program Fund
<b>W/WW</b>	Water/ Wastewater Utility Fund



---

# APPENDIX

---



## Glossary

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

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

**AD VALOREM TAX** – A tax levied on the assessed value of real property (also known as “property taxes”).

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

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

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

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

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

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

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

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

**BONDED DEBT** – The portion of indebtedness represented by outstanding bonds.

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

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

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

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

**BUDGET YEAR** – From October 1<sup>st</sup> through September 30<sup>th</sup>, which is the same as the fiscal year.

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

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





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

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

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

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

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

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

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

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

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

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

**DELINQUENT TAXES** - Taxes remaining unpaid after January 31<sup>st</sup>.

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

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

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

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

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

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

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

**FISCAL YEAR** - October 1<sup>st</sup> through September 30<sup>th</sup> of each year.

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

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



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

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

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

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

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

**GAAP** - Generally Accepted Accounting Principles.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

**O & M** - Operations and Maintenance

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

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

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

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

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

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

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

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

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

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

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

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

**SPECIAL REVENUE FUNDS** - Funds used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specific purposes.

**TAX BASE** - The total value of all real and personal property in the City as of January 1<sup>st</sup> of each year, as certified by the Appraisal Review Board.

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

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

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

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

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

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



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

**WORKING CAPITAL** – Current assets less current liabilities.

