

FISCAL YEAR

2018 BUDGET

AND FIVE-YEAR CAPITAL IMPROVEMENT PLAN



In accordance with the passage of S.B. No 656, Local Government Code, Sec. 102.007, was amended to require that an adopted municipal budget must contain a cover page that includes the following information:

This budget will raise more revenue from property taxes than last year's budget by an amount of \$2,590,592, which is a 10.1% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$827,044.

The Georgetown City Council adopted this budget during it's regularly scheduled Council meeting on September 12, 2017. The record vote by each councilmember for the FY2018 Adopted Budget went as follows:

For:	District 1: Councilmember Eby	District 5: Councilmember Gipson
	District 2: Councilmember Nicholson	District 6: Councilmember Jonrowe
	District 3: Councilmember Hesser	District 7: Councilmember Gonzalez
	District 4: Councilmember Fought	
Against:	None	
Present and not voting:	None	
Absent:	None	

Tax Rate Comparison for the municipal property tax rates for the City of Georgetown are as follows:		
	<u>FY2017</u>	<u>FY2018</u>
Property Tax Rate:	\$0.42400	\$0.42000
Effective Tax Rate:	\$0.39364	\$0.40479
Effective Maintenance & Operations Tax Rate:	\$0.21804	\$0.21509
Rollback Tax Rate:	\$0.42739	\$0.43334
Debt Rate:	\$0.22734	\$0.22734

The total amount of municipal debt obligation for the City of Georgetown secured by property taxes: \$127,248,211.

MISSION STATEMENT, CITY COUNCIL PRIORITIES, & CITY LEADERSHIP

PURSUE OUR MISSION

To preserve and enhance the quality of life and unique character of Georgetown by:

- Preserving the rich heritage and natural resources;
- Promoting well-planned development, cost-effective professional management and competent, friendly services;
- Protecting its citizens, the environment and all other assets.



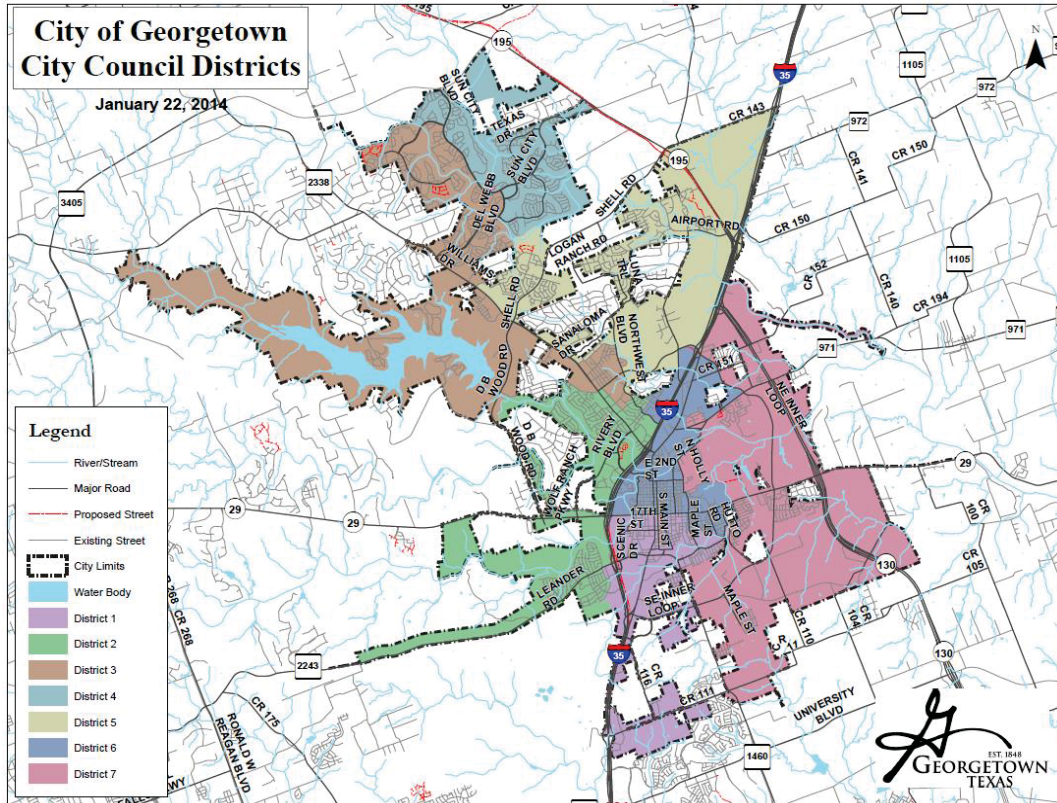
CITY COUNCIL FOCUS AREAS

| Promote a Culture of Inclusion | Attract and Retain Quality Employees | Improve Internal Processes | Provide Financial Stewardship and Transparency | Create a Customer Service Organization

CITY LEADERSHIP

City Manager: David Morgan | **Assistant City Manager:** Laurie Brewer
Assistant City Manager/Manager of Utilities: Jim Briggs | **Assistant City Manager:** Wayne Reed

CITY COUNCIL



Mayor
Dale Ross



District 1
Anna Eby



District 2
Valerie Nicholson



District 3
John Hesser



District 4
Steve Fought



District 5
Ty Gipson



District 6
Rachael Jonrowe



District 7
Tommy Gonzalez

BUDGET AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Georgetown
Texas**

For the Fiscal Year Beginning

October 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Georgetown for its annual budget for the fiscal year beginning October 1, 2016.

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

The award is valid for a period of one year only. The City of Georgetown has received the *Distinguished Budget Presentation Award* for the last 28 consecutive years. We believe our current Annual Budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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USERS GUIDE TO THE BUDGET DOCUMENT

The primary purpose of the budget document is to develop both the operating and capital improvement plans in accordance with the policies of the City of Georgetown. By adopting this budget, the City Council establishes the level of services to be provided, the amount of taxes and utility rates to be charged, and various programs and activities to be undertaken.

The **OVERVIEW** section includes the City Manager’s budget message with an overview of the previous year, as well as, program and financial information about the Annual Budget. This section also includes an in-depth Community Profile.

The **STRATEGIC VISION** section gives an overview of the City’s long range strategic plan by presenting City Council Strategic Goals and Focus Areas as well as our Budget Adoption and Management process and calendar.

The **FINANCIAL SUMMARY** section includes information about organizational structure as well as financial information as it relates to the functional divisions and departments of our city. It also provides revenue and expense information in both summary and detail format. This includes variance analysis and a summary analysis of the City’s major funds presented by fund type and by major expense category.

The City’s budgeted governmental funds include the **GENERAL FUND**, which accounts for all financial resources except those required to be accounted for in another fund, and includes basic governmental services, such as Police, Fire, and Parks functions among others; **SPECIAL REVENUE FUNDS** (SRF) account for specific revenues that are legally restricted for specified purposes; **CAPITAL PROJECT FUNDS** used to account for the acquisition or construction of major capital facilities other than those financed by enterprise activities, and the **DEBT SERVICE FUND** to account for the payment of general long-term debt principal and interest. In addition, the City budgets for proprietary funds including **UTILITY SERVICE FUNDS** which account for the Electric, Water, Wastewater and Irrigation utilities; **OTHER ENTERPRISE FUNDS** used to account for the City’s “business like” activities including the airport and stormwater utility; **INTERNAL SERVICE FUNDS** and the **JOINT SERVICES FUND** to account for goods or services provided by one internal department to another. The City also includes budgets for both of its component units within this section.

A summary of “Uses and Expenses” is included for each Fund. The Fund Summary is followed by individual department narrative pages outlining the goals and strategies for each department within the fund for the coming year, and includes performance measurement information and the departmental budget.

The **CAPITAL PROJECTS** section provides information about the upcoming capital improvement program (CIP), including five year capital improvement plans for all utility and general capital improvements, as well as, anticipated funding requirements and operating budget impacts.

The **DEBT** section provides summary schedules for each of the City’s bond types, such as tax supported and self-supporting certificates of obligation, and utility revenue bonds. The City’s debt management policy and an overall outstanding debt summary are also included.

The **STATISTICAL** section includes various miscellaneous data, as well as, graphs illustrating the historical property tax revenue and related information. This section also includes the City’s key indicators data and peer benchmarking information.

The **REFERENCE** section includes the City’s Fiscal and Budgetary Policy, which guides not only the development of the City’s annual budget, but also much of the City’s financial operations. This policy is updated annually as part of the budget process. This section also includes utility rate schedules and copies of the ordinances adopting both the budget and tax rate. Finally, this section includes the detailed listing of authorized full-time equivalent positions.

An **ACRONYMS/GLOSSARY/INDEX** section is included to provide definitions of budget terminology along with a listing of acronyms used throughout the budget, as well as, an alphabetical listing of topics and related page numbers.

OVERVIEW



Summer Day in Blue Hole

OVERVIEW

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October 1, 2017

To the Honorable Mayor Ross, Members of the City Council, and residents of Georgetown:

I am pleased to present the City of Georgetown Annual Budget and Five Year Capital Improvement Plan for Fiscal Year 2018. The Annual Budget outlines the programs and services provided to our residents. This document details the City's plans relating to ongoing population growth, maintaining high quality City services, and implementing the City Council's goals. Furthermore, the Annual Budget process builds upon the foundation of enhancing the City's vision for the future as outlined by the Georgetown 2030 Plan.

FY2017 YEAR IN REVIEW

U.S. census data indicated Georgetown was the fifth fastest-growing city in the nation with a population above 50,000 residents. It is estimated Georgetown's population increased by 5.5 percent in 2017, and by more than 40 percent since 2010. This unprecedented growth in Georgetown along with our long term investments in infrastructure to support the future means the City is making new history in one of Texas's most historic towns.

With growth comes the reality of increased demands for fundamental City services like public safety and transportation, as well as quality of life services in recreation and arts. Throughout the budget process, it was our goal to respond to growth through sound financial investments in key service areas and infrastructure. We also continued to implement responses to the Council's 2015 goals.

FY2017 ACCOMPLISHMENTS

Transportation, Infrastructure, and Utilities

Southwest Bypass Construction: The signature project of the 2015 Road Bond Referendum is the Southwest Bypass, a new arterial that will connect State Highway 29 with Leander Road. Construction of the \$20 million project began in FY2016 and is scheduled to be completed in FY2018. The bypass is designed to increase mobility to the west and south sides of the city. Another segment of the road will be built by Williamson County to connect Leander Road to I-35. This is the largest transportation project in the City's history, both in scope and cost.



Construction of the Southwest Bypass

Launch of Fixed Route Bus Service GoGEO!: The City's first fixed route bus system opens in August. The system is a partnership between the City, Capital Metro Transportation Authority, Capital Area Rural Transportation System, and the Georgetown Health Foundation. Four routes will run east, west, north and south Mondays through Saturdays, with the central stop and transfer station at the Georgetown Public Library.

Parks and Recreation

Garey Park Groundbreaking: Community members gathered at the Garey Ranch to break ground on the 525-acre Garey Park project. The land and \$5 million were donated to the City by Jack and Cammy Garey, and voters approved a \$10 million parks bond for the project in 2008. The park's playground, splash pad, equestrian area and event venue are estimated to open in late spring 2018.

VFW Park Opening: A grand reopening of VFW Park celebrated the reconstruction of the ball fields, lights, restrooms, parking and playground.

Parks Gold Medal Award: The City of Georgetown Parks and Recreation Department was awarded the Gold Medal Award for cities with populations between 50,001 and 100,000 from the Texas Recreation and Park Society. The award, which honors departments for excellence in recreation and park management, was presented at the 2017 TRAPS Institute and Expo Annual Awards dinner on March 2.

Economic and Community Development

Retail Study Results: The City of Georgetown and the Georgetown Economic Development Corporation (GEDCO) partnered with Catalyst Commercial to conduct a retail study for a Retail Strategy and Recruitment Plan customized for Georgetown. The study identified primary and secondary retail trade areas in Georgetown and conducted a market assessment and analysis, resulting in a list of potential retail targets for available properties.

Rentsch Brewery Expansion: GEDCO also supported a performance agreement with Rentschler Brewing to expand operations. The City assisted with electrical and water infrastructure to support the expansion, and the brewery's canning operation will open in 2017.

Housing Growth: Development activity continues to match population growth. Rezoning, site plan, and final plat requests have all increased over prior years. Single family residential permits are up 30% compared to five years ago and more than 35 multi-family residential properties have opened in the past five years.

Holt Cat Project: In FY2017 the Economic Development department and GEDCO helped facilitate Holt Cat's move to Georgetown. The Caterpillar retailer will open in FY2019.

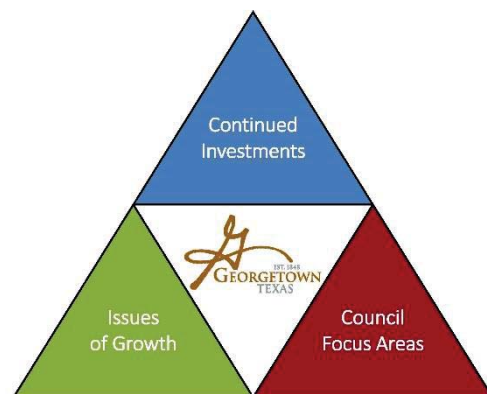


Rendering of the Holt Cat Sales Facility in Georgetown

FY2018 Budget Development

The FY2018 Budget is developed around three core drivers. First, we wanted to develop a budget that addresses the *issues of growth*. We are committed to develop a budget that addresses our short-term issues and lays the foundation for long-term success.

Second, we sought to craft a budget which *continued initiatives and investments* the City already embarked upon. The budget includes the first year of operations for Garey Park, continuing construction of the 2015 Transportation Bond projects, and implementation of modern software for financial and human resources functions.



Lastly, this Budget is based on the *Council's Focus Areas*. In the winter of 2015, the Council developed policy vision goals and strategic initiatives that would guide this organization over the next several years. Those Council Focus Areas provide a foundation for the development of this budget.

It is the culmination of these three ideas that developed the \$337 million FY2018 Budget.

Property Tax Rate Impact

The adopted budget includes a property tax rate of 42.0 cents per \$100 valuation, which is 0.4 cents lower than the previous year's rate. The City of Georgetown's property tax rate is one of the lowest of all cities in the Austin MSA with a population greater than 20,000.

In the last three years, the assessed property value in the City has increased from \$4.8 billion to more than \$7 billion. The growth in assessed value has allowed the City to fund major capital improvements as well as expand the workforce to meet the service level demands, all while still lowering the tax rate.

The average homestead property in Georgetown has increased in market value by 5 percent, up from \$253,320 in FY2017 to \$266,598 in FY2018. Due to higher assessed values, it is anticipated the average home in Georgetown will pay \$47 more in property tax in the upcoming year.

Budget Highlights

General Capital Projects

Northwest Boulevard Bridge and Rivery Extension: The Northwest Boulevard Bridge over I-35 will provide east-west congestion relief for residents to connect to Georgetown High School, San Gabriel Park and SH 130. The connection to the extension of Rivery Boulevard will provide another route to the Rivery Conference Center and Hotel, as well as the newly developed shops and restaurants.

Sidewalks, Signals and Ramps: The addition of sidewalks and the improvements to ramps and signals will enhance safety and foot traffic. Sidewalks will be constructed on Austin Avenue from SH 29 north to FM 2243. Curb and ramp improvements will include 7th street, 8th street, and portions of the Wolf Ranch and Rivery developments.

Fire Stations 6 and 7: As part of the partnership with Emergency Services District 8, the City is funding furniture, fixtures and equipment for Fire Station 6 which was constructed by the ESD. The City will begin design of Fire Station 7 on the east side of town near the Inner Loop.

Enterprise Resource Planning System: The City and its consultant are currently in the process of assessing the finance and human resource business processes, and selecting a new cloud-based, integrated software system to compliment these functions. The software implementation project will be funded in FY2018 with a combination of debt and cash. Three positions are included in the budget to administer system access and security, and to assist HR and Finance with training and using the system to its fullest potential.

General Fund

The major changes in the General Fund for FY2018 relate to growth related impacts and quality of life. Twelve new positions are added to support the community. One-time expenses include the City's Comprehensive Plan update and the third year of records preservation. Ongoing operating expenses increased for transit, and mowing and landscape maintenance. The City is currently negotiating an update to the contract for solid waste and recycling services. The increased impact in contract expenses is offset by revenue for those services.

Public Safety: Responding to growth in calls for service, two police patrol positions were funded. In partnership with Georgetown ISD, a School Resource Officer Sergeant (SRO) will also be added to provide effective span of control and

supervision over the existing 5 SROs. Enhancements in the Fire Department include funding for promotional assessment centers, and the replacement of critical firefighter equipment.

Public Works: Funding for a Bike Master Plan and a Traffic Analysis Study is included for FY2018. These plans will complement and augment other planning processes that will shape Georgetown's mobility network along major corridors. There is also funding for a transit network company voucher pilot program to test the viability of incentivizing this alternative method of transportation.

Garey Park Operations: With construction underway and estimated opening of the park in late spring 2018, a partial-year of operations funding is included in the FY2018 budget. Staff, vehicles, equipment, supplies and utilities are needed to operate the large park at a high standard. A partial revenue offset for park fees is also included in the budget.

Utility Funds



Elevated Storage Tank

Water Utility: Proposed enhancements to water utility operations include converting to automatic meter reading technology in the western district, and adding a water services crew to improve the response time to install and maintain meters. Capital projects funded by water utility revenue include the expansion of the South Lake Water Treatment Plant, the construction of the Braun Elevated Storage Tank, and the rehabilitation of several existing water storage tanks.

Waste Water Utility: New capital projects funded by waste water utility revenue include the Berry Creek interceptor, repairs in the Edwards Aquifer Recharge Zone, and the San Gabriel main and lift station upgrades.

Electric Utility: Electric fund enhancements in FY2018 include a rate study and a meter technician. Capital projects in the Electric fund include extending fiber optic capabilities, relocating or burying electric infrastructure along road and sidewalk projects, and \$3 million for projects related to new development.

Other utility related enhancements in Joint Services include expanded Customer Care service hours, and an engineering contract coordinator. Also included is administrative support for the West Side Service Center.

Employee Compensation and Benefits

The FY2018 budget includes a compensation and benefits package that will allow the City to recruit and retain quality employees, one of the major goals of the City Council. The budget includes a merit based increase in salaries averaging 3 percent for non-civil service employees, as well as funds to adjust position salaries found to be trailing the market. There is no increase in health care premiums for either the employee or City in this year's budget. The City's Self Insurance Fund has a healthy balance of \$3.2 million and includes two fund balance reserves.

Competitive pay schedules were agreed upon as part of meet and confer agreements signed with both the Police and Fire associations in October of 2016. Step increases continue to be implemented in the budget.

In FY2016, the City conducted a comprehensive employee survey. Staff have worked diligently to improve three major result areas from the survey: communications, performance evaluations, and training opportunities. The FY2018 budget includes funding for a follow up survey to measure improvements in employee satisfaction and engagement.

Conclusion

While the budget proactively invests for future growth and maintains a high quality of life in our community, it also supports the tradition of conservative financial stewardship led by the City Council. We will pay off taxable debt early, which will provide interest savings and create tax capacity in the future to implement the voter-approved Parks and Transportation bond project plans. The economic stability reserve is maintained in the General Fund, a contingency fund is created for the Airport, and other funds are financially performing better than previous years.

The FY2018 Budget supports our excellent City services, builds infrastructure for the future, provides competitive compensation for our valuable employees, and lowers the tax rate. We are truly pleased to present this budget to the Council and community, and look forward to a successful new year.

Sincerely,

A handwritten signature in blue ink, reading "David S. Morgan". The signature is fluid and cursive, with the first name "David" and last name "Morgan" clearly legible.

David Morgan
City Manager

COMMUNITY PROFILE

OVERVIEW

Founded in 1848, Georgetown, the county seat for Williamson County, was originally the agricultural trade center for the area. After the Civil War, reconstruction brought prosperity to Georgetown through four main industries -- cattle, cotton, the railroad, and the University.

Georgetown has enjoyed consistent growth and development through the years. Over the last few years Georgetown's population has grown by over 40%. The City has developed from a small suburb of Austin into a premier community. For our residents, Georgetown provides high-quality City services and features an electric utility system that will be 100% renewable by FY2018. For our guests, the City features the **Most Beautiful Downtown Square in Texas** as well as tourist accommodations like the Hampton Inn and the new the Sheraton Hotel and Conference Center. The City of Georgetown's estimated FY2017 population was 58,723 within the city limits. Georgetown is a Home Rule Charter City and operates under the Council-Manager form of government. The Mayor and seven Councilmembers are elected from single-member districts, with elections held the first Saturday in May.

Historic Downtown

There are four National Register Historic Districts in Georgetown. The Williamson County Courthouse Historic District serves as the public square. It has been the commercial and cultural heart of the city since the original 52-blocks were marked off and offered for sale on July 4, 1848. The initial 173-acre town site has grown in all directions since then, yet the downtown business district retains its vitality, its architectural charm, and its symbolic significance. Georgetown's Square represents one of the finest collections of Victorian commercial architecture found in the state today. The other three districts are primarily residential and include the Belford Historic District, University Avenue/Elm Street Historic District, and Olive Street Historic District.



The Georgetown Main Street Program is part of the Texas Historical Commission's Main Street Program. Georgetown became an official Texas Main Street City in 1982 and is affiliated with the National Trust Main Street Center. The Main Street Program uses a multifaceted approach emphasizing historic preservation and economic development to keep commercial storefronts aesthetically appealing in order to attract customers. The Main Street Façade & Sign Reimbursement Grant Program incentivizes and reviews proposed exterior work on storefronts, as well as roof and foundation work on commercial buildings located in the Downtown. The façade and sign grants are an economic incentive used to enhance the unique character of the Downtown. Recognizing that the Georgetown square is a touchstone in the local economy, in 2004 the City Council created a Tax Increment Reinvestment Zone (TIRZ) in the historic Downtown. The value of the zone in 2004 was \$37 million. In this fiscal year, the TIRZ was valued at \$93 million. The TIRZ is expected to be valued at over \$125 million by 2024. Downtown Georgetown has remained steadfast in its commitment to historic preservation of the Victorian Square while providing for a vibrant reuse of buildings for retail, dining, and entertainment to ensure economic sustainability.

Parks and Recreation

Georgetown offers a wealth of recreation opportunities through its award winning Parks and Recreation program. In Georgetown, there are currently 34 city parks, comprising 1,007 total developed acres.

In 2004, the City of Georgetown received the largest gift in its history when Jack and Cammy Garey announced that they will be donating their ranch to the City. The Gareys bequeathed their 525-acre ranch to the City of Georgetown with the agreement that it will be developed as a public City park. The ranch is west of the City, features scenic hill country terrain, and borders the San Gabriel River. In addition to their ranch, the Gareys' gift includes their estate home and a \$5 million cash donation, which will be matched by the City for the development of the park. This park is being developed to include an event center, equestrian facility, trails, and pavilions.

The Georgetown Parks and Recreation Department has nearly 9 miles of **hike and bike trails** along the North and South San Gabriel Rivers. There is a 1.6 mile granite trail that loops around San Gabriel Park. In 2006, the U.S. Department of the Interior designated the San Gabriel River Trail as a National Recreation Trail.

Georgetown rehabilitated a historic Fire Station into an Art Center. Adjacent to the new Art Center, the City created a pocket park with a splash pad. The Art Center, through an operating partnership with Georgetown Art Works, sponsors rotating exhibits featuring international artists, lessons, events and art youth camps.

The City's **Challenge Course** program is an experiential approach to team-building that involves a series of physical, mental, and emotional challenges that require a combination of teamwork skills and individual commitment. The experiential approach is based on the idea that change and growth take place when people are active physically, socially, intellectually, and emotionally. Our facilitators engage their groups in activities that give the participants opportunities to take ownership of their learning. We create situations that allow participants to actively explore and practice concepts they are learning, while also facilitating the practice of reflection on how these lessons relate to the participant's current and future real-life situations.



The Georgetown **Creative Playscape** was rebuilt in 2014 to incorporate new accessibility standards and safety regulations. The original construction was conceived, designed, funded, and built by community volunteers in 1993. The Creative Playscape hosts thousands of visitors each year and will remain a "Signature Destination" for the next generation of Georgetown families. It was developed with a theme highlighting Georgetown's development through the centuries, and includes a mini-downtown.

The Georgetown **Public Library** is a 55,000 square foot facility that includes a reference area and computer work stations, as well as, children's areas with a performance stage and seating area. Two large community rooms are located on the second floor. The Library also houses the Red Poppy Coffee Company, a locally owned coffee house. The WOWmobile (Words on Wheels) operates year round and delivers library materials to residents of Georgetown who find it difficult or impossible to come to the library, mainly seniors, residents with limited mobility, and low income children.

Education and Arts & Culture

Georgetown is the home of **Southwestern University**. Southwestern University is an independent, selective four-year undergraduate college, offering traditional liberal arts and sciences education, with a student population of approximately 1,500. It was the first institution of higher learning in Texas, chartered by the Republic of Texas in 1840, and has received national recognition for its academic program and cost-effectiveness. Forbes named Southwestern as the #1 undergraduate liberal arts college in Texas in 2016 as well as one of the top 50 colleges in the South.



Georgetown **Independent School District** (GISD) is a Texas Education Agency *Recognized* school district, and serves a diverse population of Williamson County students from pre-K to 12th grade. Georgetown ISD serves 11,000+ students at ten elementary schools, three middle schools, three high schools, and two alternative campuses.

The Georgetown **cultural district** includes the 40-block area of downtown included in the Downtown Historic Overlay, centered by the Williamson County Courthouse Town Square. Arts and cultural attractions in the district include the Palace Theatre, Williamson Museum, Georgetown Public Library, Grace Heritage Center, Georgetown Art Center,

downtown art galleries, and shops with hand-crafted items. Other artistic and cultural elements in the district include the Victorian-era architecture around the Square and outdoor public art. Georgetown's cultural district application earned 930 out of 1,000 possible points from the Texas Commission on the Arts (TCA) evaluation panel. Only one other city—Houston—earned a higher score. Evaluators commented that, "Georgetown's cultural assets are very rich and seem to be growing regularly. The city is building a great public art program, and this will be important in attracting visitors and citizens to the cultural district. The community has a reinvestment zone in place, and this is a key component for development and investment."

The Texas Legislature recognized Georgetown as the **Red Poppy Capital of Texas**. Red poppies have been a part of Georgetown's landscape for over seventy years. During WWI, Henry Purl Compton (aka "Okra") who served in the American Expeditionary Forces, sent seeds from poppies to his mother. She planted the seeds at her home which is now 507 East 7th Street. The seeds were then spread (by bees, birds, people, etc.) down the river and over much of Old Town. Red poppies now grow naturally in yards, in vacant lots, and park lands. Georgetown is one of the few locations in the United States where red poppies reseed themselves from year to year. Each April as the poppies bloom, Georgetown celebrates with the annual Red Poppy Festival, held in the beautiful historic downtown Square. Festival activities include live entertainment, arts and crafts, a children's center, a car show, and a parade. Over 45,000 people attend the festival over the course of the weekend and the economic impact exceeds \$2 million.

Georgetown is also home to **Inner Space Caverns**. Underneath the rugged hills and flowing rivers found in the Texas Hill Country are incredible living caves and caverns. Discovered during the construction of Interstate 35, Inner Space is a living cave, which means that its formations are continuing to develop and take shape. For over 80,000 years the cavern has been constantly changing, allowing for such spectacular displays as the "Soda Straws" and the "Ivory Falls" formations. Over 130,000 people visit the caverns each year.



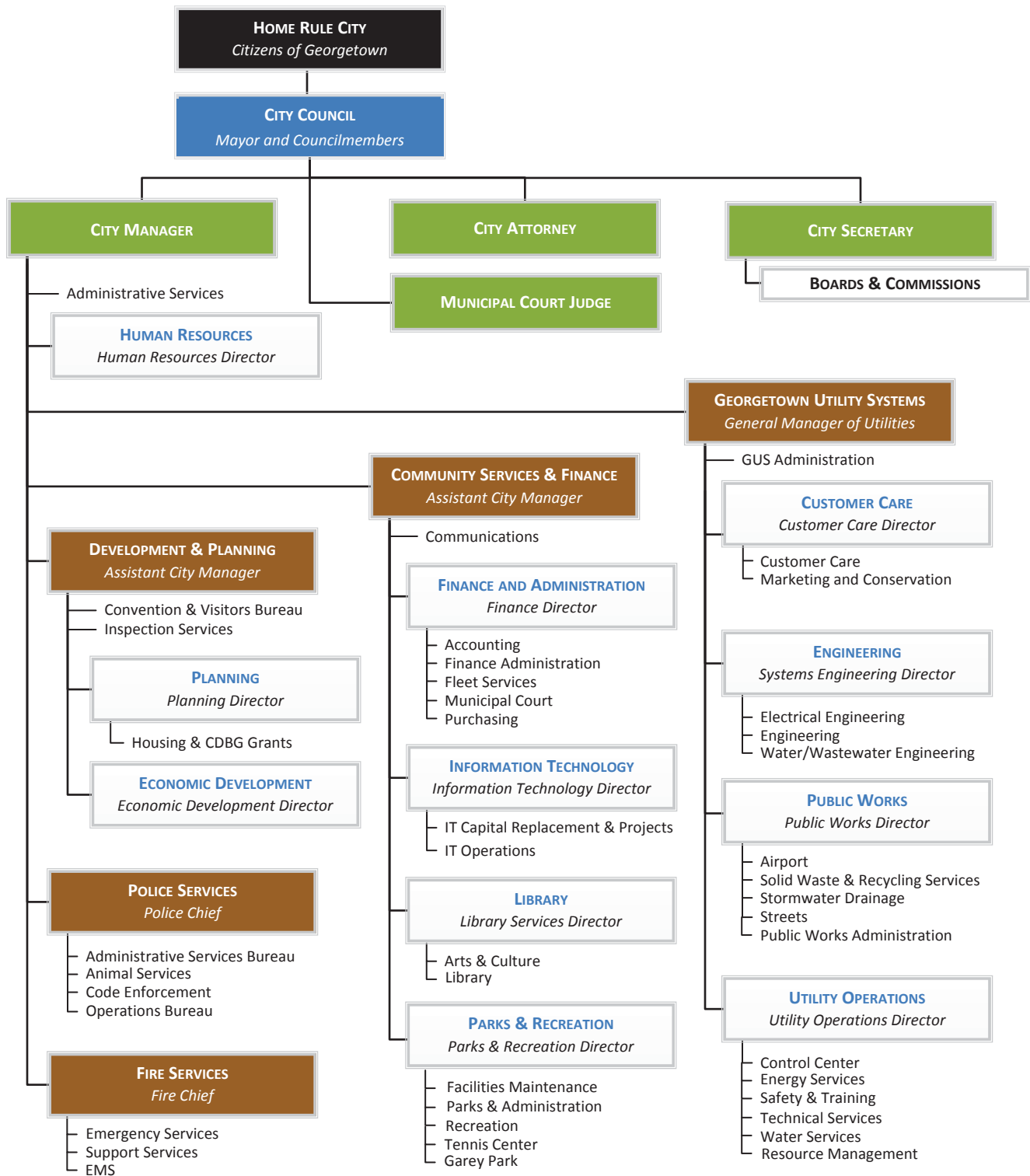
Georgetown is the northern most "gateway" to the gently rolling hills of Central Texas.

While Georgetown offers the amenities and charm of a small community, it is strategically and centrally located in the middle of the four major metropolitan areas of Texas. Austin is 30 minutes south, Dallas is 3-hours north, Houston is 3-hours southeast, and San Antonio is just one-and-a-half hours south, placing Georgetown in a very unique position for cultural and economic development. Traveling to and from Georgetown is easy along I-35. Additionally, access to Georgetown via the Austin-Bergstrom International

Airport was made much easier with the opening of State Highway 130, the toll road from Georgetown to San Antonio that parallels I-35.

ORGANIZATIONAL CHART

This page visually represents the Divisions and Departments of the City of Georgetown.





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STRATEGIC VISION



Mayor Dale Ross and the Georgetown City Council

STRATEGIC VISION

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STRATEGIC VISIONING IN GEORGETOWN

COMMUNITY VISION AND COMPREHENSIVE PLAN

Section 213.002 of the Texas Local Government Code grants municipalities the authority to “adopt a comprehensive plan for the long-range development of the municipality.” Georgetown has a long and successful history of community involvement in the development of a comprehensive plan to guide growth within the community. As early as 1964, the citizens of Georgetown realized the importance of such a plan in shaping the long-term growth of the City. In 1986, voters approved a City Charter amendment requiring a comprehensive plan. This amendment committed the City to plan as a “continuous and ongoing governmental function,” with the common goal of maintaining and enhancing a high quality of life for the City’s residents. The Charter establishes that the comprehensive plan must contain the “Council’s policies for growth, development, and beautification of the land within the corporate limits and the extraterritorial jurisdiction of the City, or for geographic portions thereof including neighborhood, community or area-wide plans.” The City adopted its first comprehensive plan in 1988 and updated it in 2006.

The first component of the process is the strategic thinking and visioning by the City Council, typically through a visioning and priority-setting workshop. This Council workshop serves an integral role in linking the long-term vision and plans to the ongoing and current needs of the community. Using Council’s priorities, biennial citizen survey feedback and growth assumptions, five-year comprehensive Capital Improvement Plan and business plans are prepared. These plans are reviewed and adjusted by staff and Council, and serve as the basis for the annual budget preparation.



GEORGETOWN 2030 PLAN

The comprehensive plan for the City is the Georgetown 2030 Plan. The process to update the City’s comprehensive plan began in 2006 and used a broad cross-section of citizens that provided input and ideas throughout the process. Meetings were held that allowed citizens and stakeholders the opportunity to voice their ideas and concerns about community growth over the next 20 years. The Georgetown 2030 Comprehensive Plan is the product of a careful design process that incrementally built consensus on the desired future of the City and the means to achieve that future. The 2030 Plan was adopted by City Council in 2008. City Staff will work with the Council and Community to update the 2030 plan in FY2018.

The 2030 Comprehensive Plan builds on the foundation created by the 1988 Plan and advances the planning for the City’s future by establishing a Vision Statement that reflects the shared values and aspirations of citizens.

2030 Vision Statement

In 2030, Georgetown is a growing city, recognized throughout the region and the nation as a premier community of choice by virtue of its exceptional livability; proud historic heritage; welcoming, engaging people; safe neighborhoods; variety of well-paying jobs; excellent public schools; vibrant arts and cultural offerings; and well-planned infrastructure, transportation, and public facilities.

We have taken advantage of our strategic location by embracing sound, managed growth, and harnessing and guiding it to deliberately shape Georgetown as we choose it to be. In embracing sound growth and encouraging a variety of densities and architectural styles, we have promoted sustainable development patterns that are compatible with our natural resources and historic character. We have encouraged innovation in development practices, raised quality standards for new development, re-invested in downtown and historic neighborhoods, and revitalized areas in transition. We have achieved greater economic autonomy by attracting quality employment and an array of local retail and commercial services to grow our tax base, safeguard our fiscal health and retain our talented youth. All of our neighborhoods are safe and thriving, and offer quality, affordable housing to households of all ages, lifestyles and economic means.

We have achieved our Vision by exercising leadership and by mobilizing citizens, civic, and neighborhood organizations, local businesses and institutions to work together in partnership with the City of Georgetown, its elected and appointed leaders and staff.

We have crafted our Vision to articulate community values and aspirations, structured into the following four major themes:

STRATEGIC GOALS

To meet the challenges set forth by the 2030 Plan, the City adopted a new process in preparation for the FY2013 annual budget. With guidance from Council, staff developed a framework for a strategic guidance from the Council that directs a more detailed business planning process at the staff level. At the Council level, the focus is strategic thinking and visioning that sets policies and direction for the City Manager and staff.

The 2030 Comprehensive Plan has four major themes listed below that frame the budget process.

- **QUALITY OF LIFE:** Focuses on Community Character, the People, Educational and Cultural Opportunities, and Public Safety.
- **SUSTAINABLE DEVELOPMENT:** Attract a desired balanced development, support homegrown businesses, promote development compatible with safe and efficient traffic movement, prevent incompatible development, and deliver utility services to meet the needs of the community.
- **BALANCED TRANSPORTATION:** Progress towards functional, well-integrated, multi-modal transportation system that implements improvements to the local road and traffic controls and enhance traffic flow and safety.
- **EFFECTIVE GOVERNANCE:** Maintain our City government's reputation for providing a high level of responsiveness to citizens and exercise visionary leadership in planning and investing for the future.

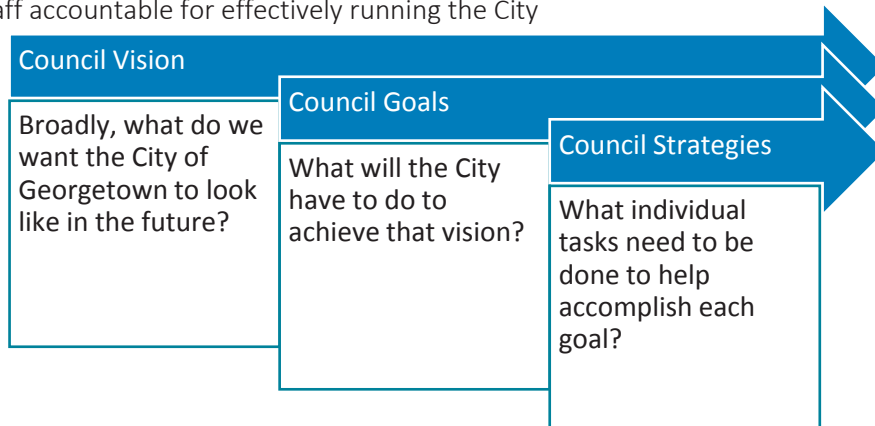
CITY COUNCIL STRATEGIES

In the fall of 2015, the City Council went through a series of visioning exercises to clarify their role. Council developed a vision statement for the City, created a list of goals to help drive policy decisions, and developed a list of strategies to achieve those goals. The Council's vision for the City helps shape policy and provides clear and concise direction to staff, who have been working to develop and execute implementation plans around each of these strategies. Below are the City Council developed vision, goals, and strategies for the City to accomplish in the coming years.

Role of Council

As a representative democracy, we provide a voice for each district so the Council can make decisions that serve the best interests of the City of Georgetown as a whole. To establish a vision and common goals that will protect the past and innovate for the future of our City, we are committed to the following:

- Keep the City physically safe and fiscally sound
- Establish appropriate policies
- Approve effective budgets
- Exercise fiduciary and financial responsibility
- Provide guidance, support, and oversight to the Council's direct reports
- Hold key staff accountable for effectively running the City



Vision

- Georgetown is a safe, healthy, happy, connected, and truly diverse community where people can live, learn, work, retire, and play in an environment where we have ready access, throughout our lives, to arts, culture, essential services, and the natural environment.
- Our educated and skilled population, fiscally responsible governance, excellent infrastructure, and the beauty of our natural and man-made environments, attract new residents and businesses and enable us to create balanced and diverse employment centers and economic levels. Our strong sense of community connects us regardless of our cultural, age, ethnic, or economic differences.

City Council Goals

Culture

Georgetown is a truly diverse, vibrant, inclusive, and socially dynamic City where everyone has the opportunity to participate in, and benefit from, our economic, political, and social activities.

Employees

Our outstanding and innovative City Employees work diligently to bring the Vision of Council to life and deliver exceptional services to our customers while exemplifying our Core Values.

Internal Processes

Our policies and procedures are easy to understand, and consistently and professionally applied. Our internal processes are effective, efficient, fair, inventive, transparent, and make us a desired destination for residents and businesses.

Customer

Anyone interacting with the City will have such a positive experience that they will tell everyone about it.

Financial

To maintain a fiscal environment conducive to attaining the goals of the City.

Council Strategies

- Attract, hire, develop, and retain the best people, and compensate them for the value they create
- Create a customer service mindset
- Implement the special event and destination strategy
- Build and maintain an entertainment platform/venues
- Expand and diversify the tax base (increase commercial percentage)
- Accumulate funds to account for unfunded and unanticipated liabilities
- Create a strategy to increase mobility
- Attain and maintain superior public safety and the enhance the perception of safety
- Attract younger workers/young professionals
- Improve communications and advertising
- Create and maintain outstanding aesthetics, and a welcoming appearance and spirit
- Create an asset maintenance and revitalization plan
- Create an annexation strategy
- Monitor, promote, and communicate a long-term water and utilities plan and strategy

City staff has been working to develop and execute implementation plans for each of these 14 strategies. Staff has regular check-ins with the City Manager to provide progress updates. The City Manager provides updates to the City Council to confirm the strategy execution is aligned with the Council's goals and vision. Council's next strategies workshop will be held in November 2017.

MASTER PLANS

While the City of Georgetown 2030 Comprehensive Plan is a policy document, the goals and actions identified in it will only become a reality by concerted and consistent implementation efforts. This requires that the City administration, departments, and City Council actively uses the 2030 Comprehensive Plan as a key reference for all decisions and actions. The 2030 Plan identifies elements, or master plans, needed to frame the strategic planning and multi-year budgeting process. These master plans serve as a platform to secure input and consensus regarding strategies to achieve the goals outlined in the 2030 Plan.

The intent is to update master plans decennially, pending Council funding and direction, to provide a sustainable and manageable business planning process. Detailed Master Plans drive capital infrastructure programs and Departmental strategic plans. Brief descriptions of each of the City's Master Plans are below. Copies of these master plans are available on the City's website (<https://files.georgetown.org/category/master-plans/>).

1. **Airport Master Plan:** Provides a long-range plan to guide current and future activity at the Airport.
2. **Arts and Culture Strategic Plan:** Helps guide the City's planning for the cultural district for the next three to five years.
3. **Citizen Participation Plan:** Seeks to establish and coordinate procedures for the City to effectively and efficiently communicate relevant information and its effects to the public. Additionally, this plan seeks to proactively solicit feedback, improve community outreach, and provide opportunities for public participation in the City's decision-making process.
4. **Downtown Master Plan:** Sets the vision for Downtown and guides strategic decisions about future developments and enhancements.
5. **Future Land Use Plan:** Lays out land use throughout the City and ETJ. This plan is intended to convey the direction that the City is seeking in terms of its impact on established growth patterns, transportation, and open space.
6. **Housing Plan:** Guides the City in the development of affordable housing.
7. **Information Technology Master Plan:** Utilized by the IT Steering Committee (ITSC), this plan identifies software projects that may be needed over a five-year horizon. The intent of the plan is to ensure that resources expended on software are invested wisely and that the risks presented by those projects are minimized.
8. **Land Use Plan:** Provides an outline for new and ongoing elements pertaining to growth and development in the City.
9. **Library Strategic Plan:** Helps guide the City's planning for the Library for the next 3 to 5 years.
10. **Parks and Recreation Master Plan:** Provides an assessment of the current system, to allow the citizens the opportunity to voice their desires and concerns, and to provide recommended priorities that will guide staff and elected officials on how to plan for future parks and recreation needs.
11. **Public Safety Plan:** Acts as an outline for four long-term strategic priorities: enhancing public safety, organizing development, advancing teamwork and partnerships, and emergency management.
12. **Sidewalk Master Plan:** Inventories existing pedestrian infrastructure, identifies design deficiencies, evaluates future sidewalk requirements, and develops an implementation plan.
13. **Trails Master Plan:** Identifies key trail corridors and guides the creation of a citywide trail network.
14. **Transportation Master Plan:** Guides future roadway improvements, construction of new facilities, and outlines the City's transportation goals.
15. **Utility Master Plan:** Oversees the City in planning for long-term expansion and development of the water, wastewater, and electric utilities.

FY2018 ANNUAL BUDGET PROCESS

The Budget process is an essential element of the financial planning, control, and evaluation process of municipal government. The annual budget includes all of the operating departments of the general fund, proprietary funds, debt service funds, special revenue funds, as well as the City's five-year capital improvement plan.

COMPREHENSIVE PLAN

The Georgetown 2030 Plan is the City's comprehensive plan as required by the City of Georgetown Charter (Section 1.08). The plan seeks "to preserve, promote, and protect public health and general welfare, prevent overcrowding, ensure adequate transportation, availability of necessary utilities and services, and conserve and protect the City's natural resources." The City's Annual Budget is designed to further implement the 2030 Plan.

CITY CHARTER REQUIREMENTS

The Charter (Section 6.02) requires "a proposed budget prepared by the City Manager and submitted to the City Council at least thirty days prior to the end of the fiscal year. The budget shall be adopted not later than the twenty-seventh day of the last month of the fiscal year. No budget will be adopted or appropriations made unless the total estimated revenues, income and funds available shall be equal to or in excess of such budget or appropriations, except otherwise provided."

PREPARATION

The City's budget process begins each year with the Capital Improvements Program (CIP) planning process during January and February. CIP budgets are prepared on five-year planning horizons and use different variables relating to population trends, development patterns, and projected growth. Revenue estimates for utility operations, as well as development impact fees, are also prepared to forecast the ability of the rate base to fund needed capital maintenance, upgrades, and expansions. Five-year pro-forma models for each utility are prepared, as well as a five-year General Fund and property tax model, which is prepared to determine the impact of general infrastructure and facilities improvements on future property tax rates.

During the budget process, the City Manager and the Management Team hold budget review meetings to evaluate the one-year annual operating budget needs against the priorities and available resources. The biannual citizen survey results are reviewed. The budget is reviewed in public workshops with the City Council in June and July. The City Manager prepares the Proposed Budget, allocating resources to best meet the goals needed to execute the priority areas to further the implementation of the 2030 Plan.

PUBLIC PARTICIPATION

The budget review process includes City Council participation in the development of each segment, while allowing for sufficient time to address policy and fiscal issues. The City Council holds public hearings to allow the public to provide comment and feedback on the City Manager's Proposed Budget. A copy of the City Manager's Proposed Budget is filed with the City Secretary and budget information is also posted to the City's website. The City also produces a budget highlight video which is posted on our social media outlets, website, and City YouTube channel.

ADOPTION

Once budget appropriations are finalized, Council will adopt by Ordinance the final proposed budget as amended. The budget will be effective for the fiscal year beginning October 1st.

APPROPRIATIONS

Budget control is at the division level for all funds. The budget is adopted by personnel, operations and capital (POC) totals within departments. Total appropriations are presented by Funds/by Divisions and by Funds/by POC. POC detail by department is included on each department summary page. The Charter (Section 6.030.) provides that any transfer of appropriation between funds must be approved by the City Council. The City Manager may transfer, without City Council approval, appropriations between departments within the same operational

division and fund. The City Manager may also authorize transfer of salary adjustment monies between funds that are budgeted in a citywide account.

BUDGET AMENDMENTS

The Charter (Section 6.04) provides a method for budget amendments and emergency appropriations. The City Council may authorize with a majority plus one vote, an emergency expenditure as an amendment to the original budget. This may be done in cases of grave public necessity or to meet an unusual and unforeseen condition that was not known at the time the budget was adopted. In practice, this has been interpreted to include revenue-related expenses within the enterprise funds and timing differences on capital improvement projects.

UPDATED PERFORMANCE MANAGEMENT PROGRAM

In FY2017, the City Manager's office launched a renewed effort at enabling data-driven decisions. The program includes the development of mission statements, goals and key performance measures. During the past year, a few departments participated in a pilot program. In FY2018, all remaining departments will begin participating in the program. The City looks forward to including more performance measures in future budget documents.

FY2018 ANNUAL BUDGET CALENDAR OF EVENTS

JANUARY - FEBRUARY

- Budget process schedule set.
- Capital Improvement Program (CIP) internal department meetings to discuss proposed projects, including 5-year model update.
- City Council reviews Five Focus Areas and recommends priorities for FY2018.
- Internal Service Funds (ISF) meet with each division for FY2018 needs.

MARCH - APRIL

- FTE counts and initial personnel projections.
- ISF allocations are prepared.
- Preliminary revenue projections: sales tax, utilities, fees for service charges, and development fees.
- FY2018 Base Budgets, Service Level Improvements and new Program Requests are completed.

MAY

- Five-year General Fund financial model is developed.
- Annual review and update of Fiscal and Budgetary Policy.
- Base Budgets are reviewed in detail by Finance.
- Service Level Improvements and Program Requests are reviewed by the Executive Team.
- Preliminary assessed value and property tax revenue projected.

JUNE

- FY2018 CIP presentation to Council and Boards.
- Budget Team assembles a workbook that includes all Service Level Improvement and Program requests for City Manager review. These requests are all linked to long-term goals from the City's comprehensive plan.
- Revenue and expenditure projections are monitored and updated.

JULY

- Five-year CIP presented to Council.
- City Manager's Preliminary Budget is presented to Council.
- Tax roll finalized.
- Property tax rate and revenue projections finalized.

AUGUST - SEPTEMBER

- Departmental narratives and performance measures are submitted.
- Finalize FY2018 New Programs.
- Finalize FY2018 proposed tax rate.
- Final recommendations and Budget Summary distributed to Council and public.
- Public hearings on proposed budget and tax rate are held.
- Budget and tax rate ordinances presented to and adopted by Council.

OCTOBER

- Implement FY2018 Annual Budget.

BUDGET AMENDMENTS

Budget amendments may be made during the year in accordance with state law and City Charter. See detailed requirement in the Budget and Fiscal Policies included in the Reference Section. Typically, budget amendments are proposed to Council as part of the Mid-Year Annual Budget Review in May of each year.

FINANCIAL SUMMARY



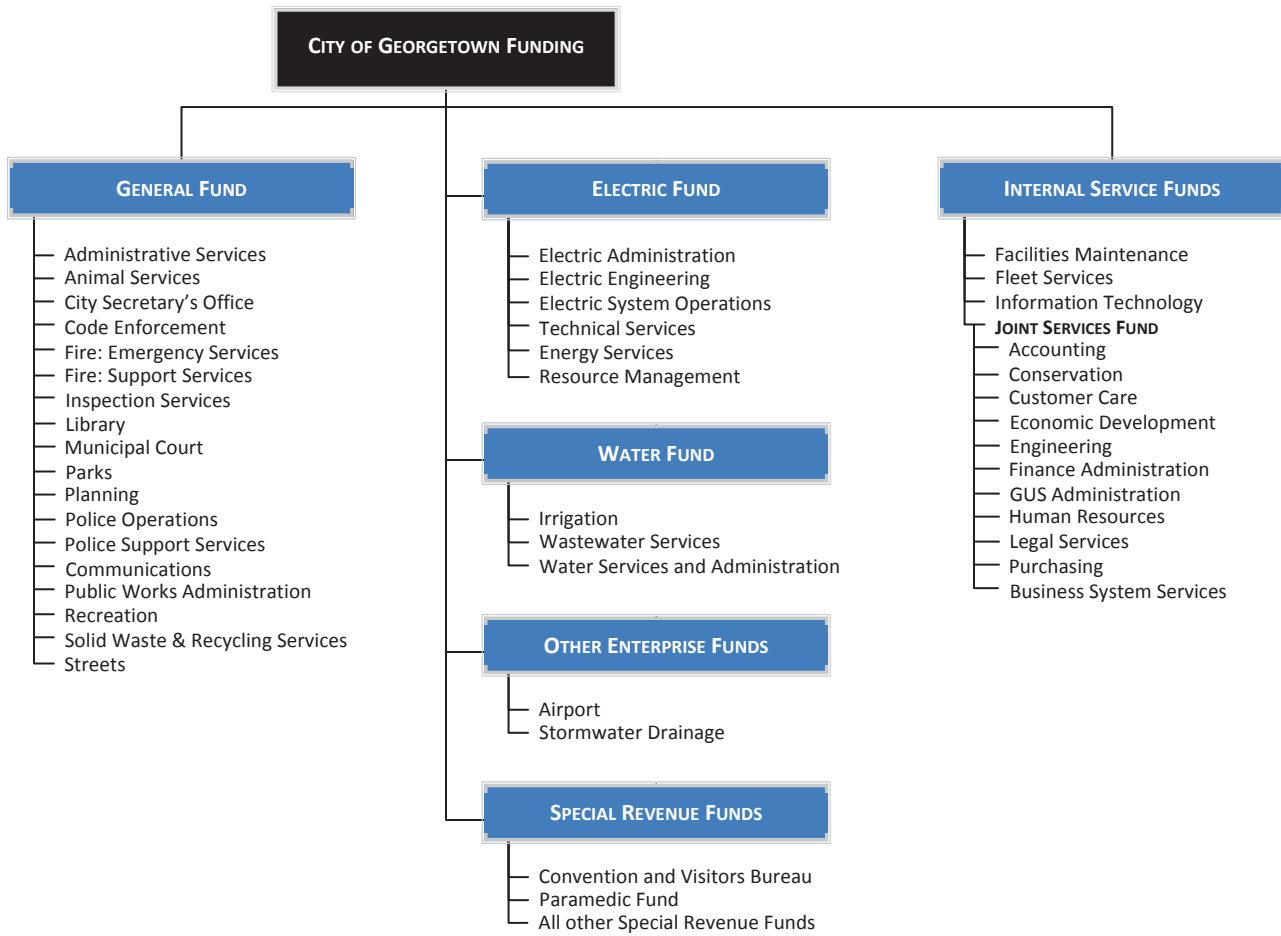
Family picnic at Music on the Square

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CITY DEPARTMENTS BY FUND

This page visually represents the Departments of the City listed by their funding source.



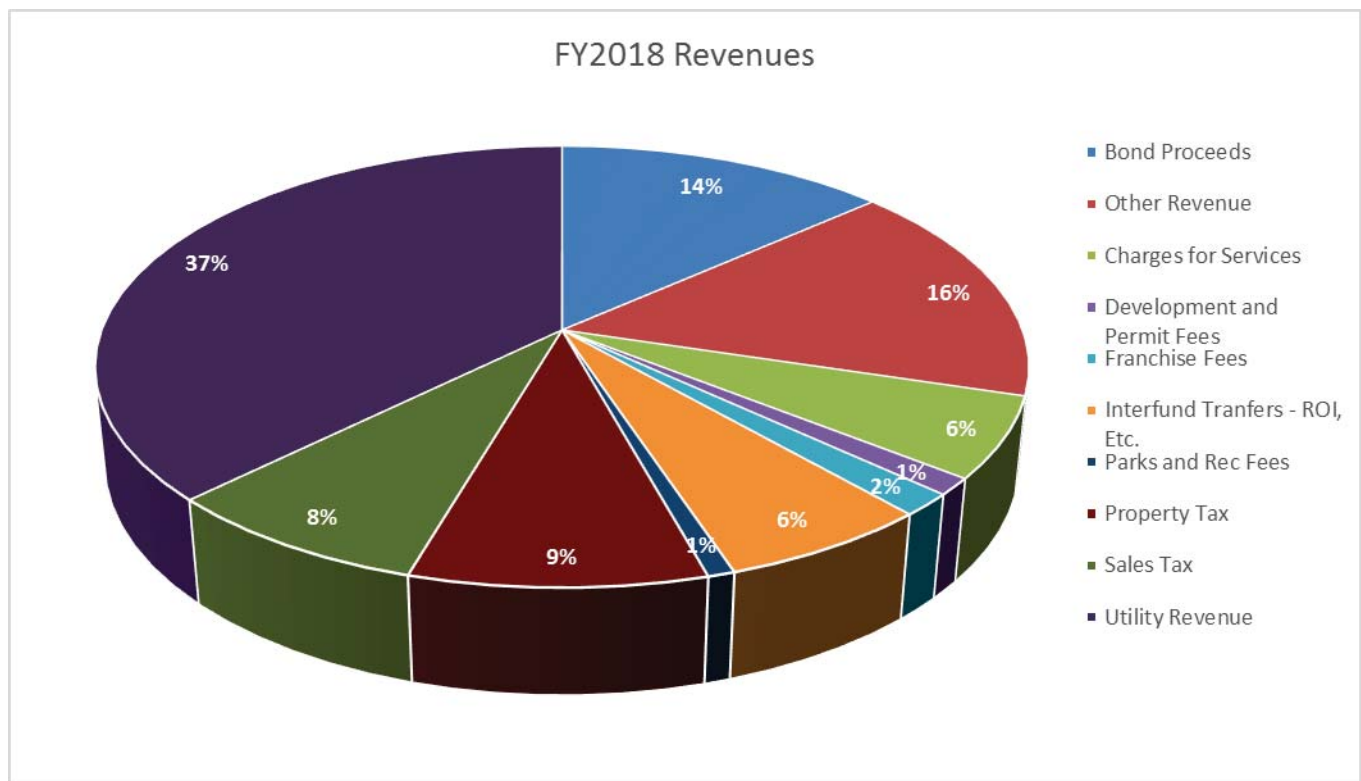
FINANCIAL SUMMARY

FY2018 BUDGETED REVENUES AND SOURCES OF FUNDS

Budgeted revenues total \$317.6 million in FY2018. The primary revenue categories consist of property tax, sales tax, charges for services, utility revenues, and bond proceeds.

Revenue	FY2016 Actual	FY2017 Budget	FY2017 Projected	FY2018 Base	FY2018 Changes	FY2018 Budget
Bond Proceeds	64,404,409	51,315,000	51,315,000	42,737,000	-	42,737,000
Other Revenue	50,743,174	52,643,366	47,535,809	51,650,440	70,211	51,720,651
Charges for Services	13,313,857	16,940,332	16,982,080	18,841,683	-	18,841,683
Development and Permit Fees	2,630,236	2,846,191	3,792,333	3,922,000	-	3,922,000
Franchise Fees	4,926,316	5,142,035	5,141,726	5,203,863	-	5,203,863
Interfund Transfers - ROI, Etc.	19,043,318	22,278,928	23,531,534	19,545,710	676,900	20,222,610
Parks and Rec Fees	2,174,958	2,190,746	2,270,030	2,324,220	240,000	2,564,220
Property Tax	23,546,205	25,442,837	25,430,510	28,033,429	-	28,033,429
Sales Tax	22,933,093	23,340,788	24,771,600	25,806,750	-	25,806,750
Utility Revenue	106,616,256	113,930,941	114,717,513	117,384,159	1,250,000	118,634,159
Grand Total	310,331,822	316,071,163	315,488,135	315,449,254	2,237,111	317,686,365

Overall, budgeted revenues are 0.69% higher than FY2017 year-end projections, primarily due to the variance in bond proceeds. Utility revenue represents 37% of all revenue and is budgeted at \$118 million in FY2018. Due to population growth and increased valuation of existing property, property tax revenue is budgeted to increase by 9.29%, relative to the year-end projections. Sales tax revenue is also expected to increase in FY2018. It is anticipated that sales tax revenue will exceed \$25 million for the first time in the City's history.



FY2018 BUDGETED EXPENSES

Budgeted expenses total \$336 million in FY2018, which represents a decrease of 5.9%, relative to the FY2017 year-end projections.

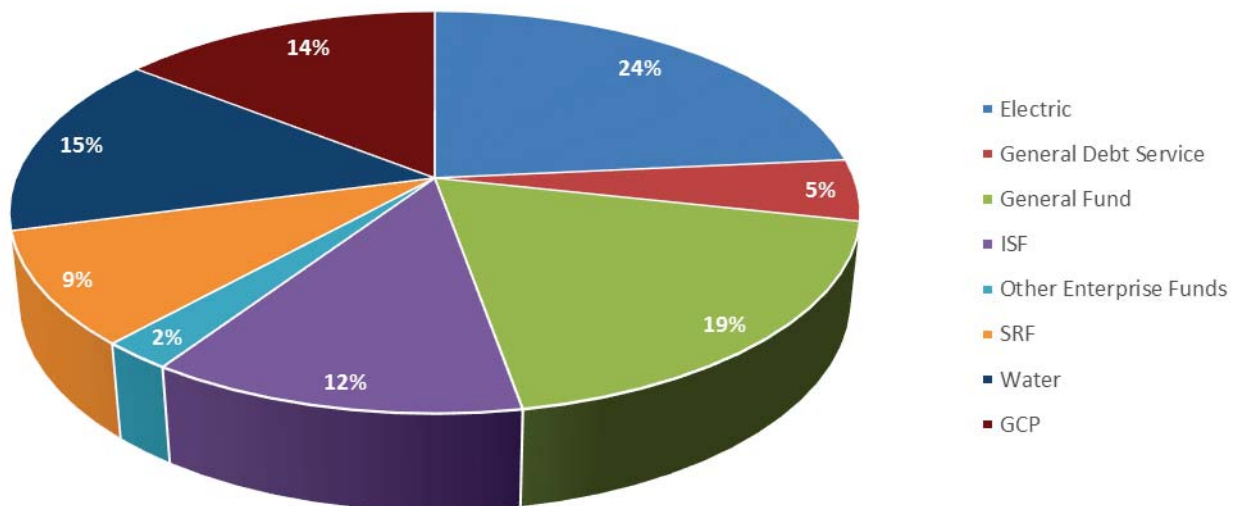
Electric related expenses are the largest category totaling \$79.1 million, this includes capital improvement expenses totaling \$9.6 million. Water expenses are expected to decrease over year-end projections by 54.21% in FY2017. This is primarily due to finishing current Water capital projects before bringing new projects on line.

General Fund expenses total \$63.2 million, which represents an increase of 7% relative to year-end projections. The increase to the General Fund is primarily driven by new operational expenses for Garey Park and an increase in the solid waste contract.

The variance between total expenses and total revenues reflects the use of fund balances from previous fiscal years for capital and other one-time uses, per the City's fiscal policy.

Expenses	FY2016 Actual	FY2017 Budget	FY2017 Projected	FY2018 Base	FY2018 Changes	FY2018 Budget
Electric	72,855,643	69,201,351	71,085,229	78,862,928	276,377	79,139,305
General Debt Service	20,555,262	14,804,714	14,789,115	16,621,744		16,621,744
General Fund	53,922,609	58,994,716	58,904,395	60,200,285	3,046,337	63,246,622
ISF	30,034,944	36,717,319	34,449,330	39,089,330	1,965,903	41,055,233
Other Enterprise Funds	7,282,165	8,480,083	8,229,794	7,776,010	25,772	7,801,782
SRF	33,170,982	41,336,184	29,532,142	30,099,146	610,475	30,709,621
Water	48,816,102	112,380,480	108,551,103	49,094,406	607,574	49,701,980
GCP	32,402,487	42,447,947	32,509,800	48,551,383	-	48,551,383
Grand Total	299,040,194	384,362,793	358,050,909	330,295,232	6,532,438	336,827,670

FY2018 Expenses



MAJOR REVENUE SOURCES

Property Taxes are levied on January 1 of each year. The Williamson Central Appraisal District determines the value for each property in the city. Property tax rolls are certified in July and the tax rate is adopted in September, along with the budget. The City's tax collector, the Williamson County Tax Collector, sends statements in October to each taxpayer.

Budgeted revenues from ad valorem taxes total \$28.03 million. The adopted property tax rate for FY2018 is \$0.42000 per \$100 of valuation. The tax rate is lower than the FY2017 rate and represents the lowest tax rate in the greater Austin MSA. For FY2018, 19.266 cents per \$100 valuation is allocated for Operations and Maintenance (O&M). The remaining 22.734 cents per \$100 valuation is allocated for Interest and Sinking (I&S) to retire general debt.

Due to projected population growth and proposed new development in the pipeline, it is anticipated that property tax revenue will continue to grow for the next few years.

Revenue	FY2016 Actual	FY2017 Budget	FY2017 Projected	FY2018 Base	FY2018 Changes	FY2018 Budget
Property Tax						
General Debt Service	11,098,231	12,000,000	11,987,946	13,541,712		13,541,712
General Fund	11,636,698	12,475,000	12,475,000	13,400,000	-	13,400,000
Village PID	415,909	334,713	334,713	388,128		388,128
Rivory TIRZ	88,204	249,517	249,517	291,582	-	291,582
Downtown TIRZ	202,632	216,100	216,100	237,227	-	237,227
South Georgetown TIRZ	71,688	130,649	130,649	141,494	-	141,494
Gateway TIRZ	32,843	36,858	36,585	33,286	-	33,286
Grand Total	23,546,205	25,442,837	25,430,510	28,033,429	-	28,033,429

Sales Tax Revenue is budgeted at \$25.8 million. The City of Georgetown uses detailed, confidential, Georgetown-specific sales tax information from the State, as well as permitting data, and aggregate sales tax information from all Texas cities to produce a sector based, multiple regression predictive model. The model is reviewed, analyzed, and updated monthly.

The City's sales tax rate is 8.25% for goods or services sold or delivered within the boundaries of the City. The tax is collected by businesses making the sale and is remitted to the State Comptroller of Public Accounts on a monthly, quarterly, or annual basis.

Of the 8.25% tax, the State retains 6.25% and distributes 2% to the City. The 2% is allocated in the following categories.

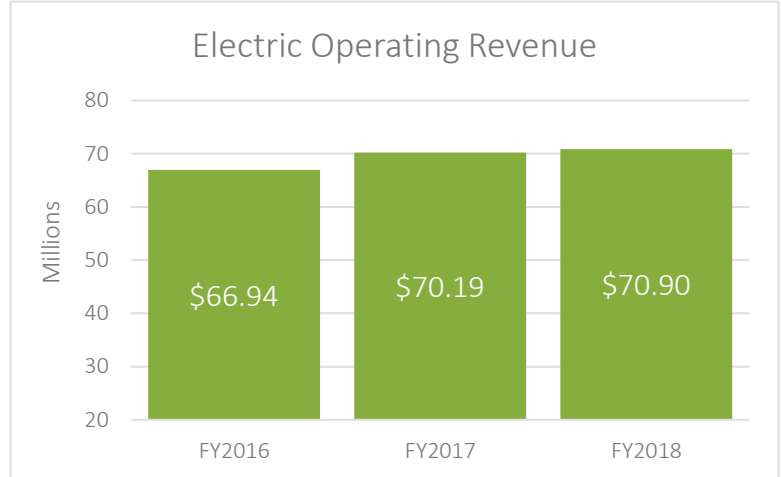
- 1.000% is used for general operating purposes.
- 0.500% is used for transportation improvements through the Georgetown Transportation Enhancement Corporation (GTEC), the City's 4B Economic Development Corporation, authorized in May 2001.
- 0.125% is for the Georgetown Economic Development Corporation (GEDCO), the City's 4A Economic Development Corporation, approved in May 2005.
- 0.125% is for property tax relief (budgeted in the General Fund) was approved in May 2005.
- 0.250% is used for street maintenance, with a sunset revision approved in November 2010, and the tax reauthorized in November 2014.

Revenue	FY2016 Actual	FY2017 Budget	FY2017 Projected	FY2018 Base	FY2018 Changes	FY2018 Budget
Sales Tax						
General Fund	12,679,188	13,059,538	13,702,850	14,300,500	-	14,300,500
GTEC	5,859,375	5,875,000	6,325,000	6,575,000	-	6,575,000
Street Maintenance	2,929,687	2,937,500	3,162,500	3,287,500	-	3,287,500
GEDCO	1,464,844	1,468,750	1,581,250	1,643,750		1,643,750
Grand Total	22,933,093	23,340,788	24,771,600	25,806,750	-	25,806,750

Overall, the City sales tax revenue has increased over the past 24 months. New development coupled with population growth has resulted in the City's sales tax revenue increasing by nearly 7% in FY2017 relative to FY2016. Sales tax is conservatively estimated to increase by 4% in FY2018.

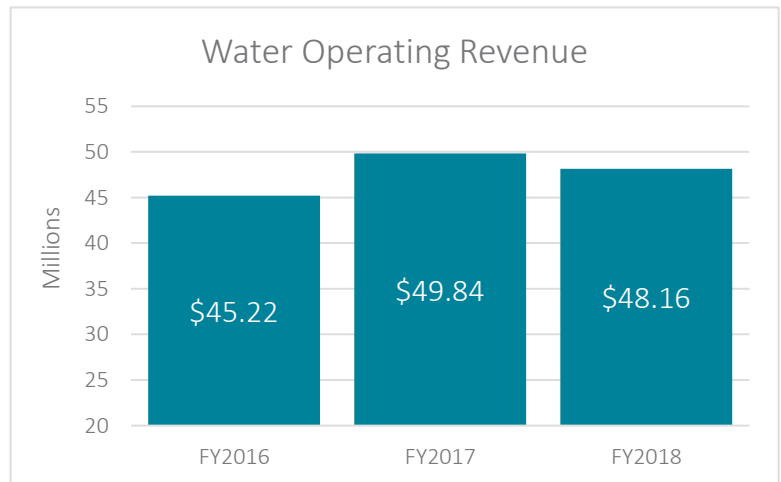
Operating Utility Revenue for electric, water, and wastewater services is anticipated to generate \$119 million in FY2018, which represents an increase of 0.59% relative to year-end projections.

Utility revenue projections are based on five-year forecasting models for each utility. The City prepares a financial model of each utility, forecasting revenues, expected infrastructure needs, and operations. The models are prepared based upon assumptions regarding customer growth, the City's five year capital improvement plans, forecasted increases in costs, including personnel, and historical data. The models serve as a planning tool to forecast the ability to pay cash for infrastructure, anticipate debt needs for the upcoming five to ten year period, as well as predict rate increases for customers.



Electric and Water Revenues Model Assumptions:

- Calculated on a five-year rolling average of per capita consumption in order to hedge against variations in weather conditions.
- Growth estimates are based upon building permits, expected build out of subdivisions, and other planning and development activity.
- Assumes a 3% peak load growth for Electric through the next five years, as the City's southern electric service area continues to develop.
- Assumes a 1 - 2% customer growth for Water for the next five years.



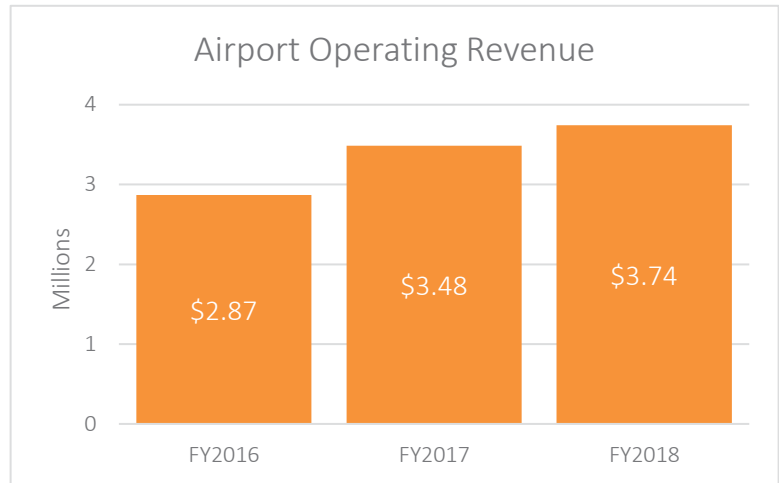
- The decrease in water revenue in FY2018 is due to capital recovery and other revenue.

Wastewater Revenues Model Assumptions:

- Assumes a 1 - 2% customer growth over the next five years.
- Flat rates allocate cost equitably between all system users and eliminating any cross-class subsidies.
- In FY2017, an increase of 4.7% is applied to the wastewater base rate of each customer class. For residential customers, this equates to an increase of \$1.40 per month. The wastewater rate has not changed since 2007.

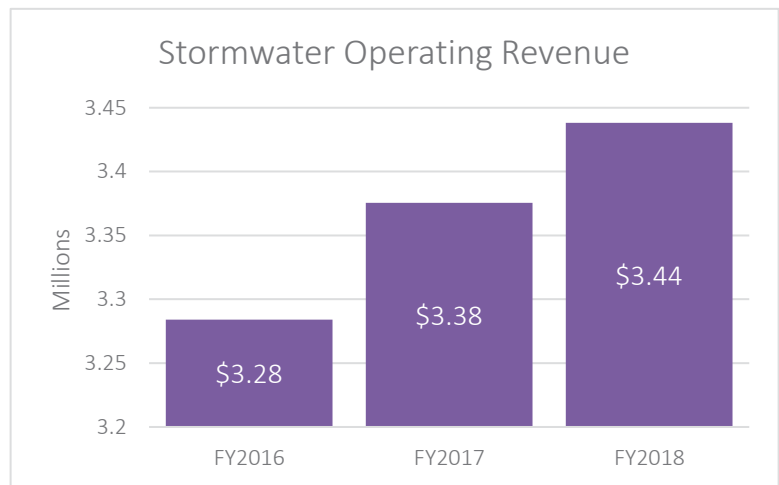
Airport Revenue consists primarily of fuel sales, T-hangar rentals, and tie down fees. Beginning in FY2015, the City engaged in activities to improve the business model of the Airport, including a third party audit of operations, completing a lease hangar survey, and implementing new fuel rates. All of these moves were designed to restore the Airport fund to a self-sufficient status. By the end of FY2016, the fund had a positive cash flow.

Operating revenue is projected to increase by 7% in FY2018 over FY2017 year-end projections.



Stormwater Revenue is collected on a per unit basis to pay for maintenance of drainage, detention, and filtration infrastructures, and to pay for the debt service on bonds issued for major capital drainage improvements. In FY2016, the rate was adjusted to \$6.50 to help cover the impacts of federally regulated Municipal Separate Storm Sewer System (MS4) requirements.

Overall revenues are budgeted higher in FY2018 relative to the previous years due to growth in the City.



Capital Recovery Fee Revenue consists of Service Improvement Fees and Impact Fees. Service Improvement fees are collected from specific developments by agreement on a per unit basis to offset costs of infrastructure improvements to serve these developments. Impact fees are assessed to all development units and are updated at least every five years in accordance with Texas Local Government Code Chapter 395.

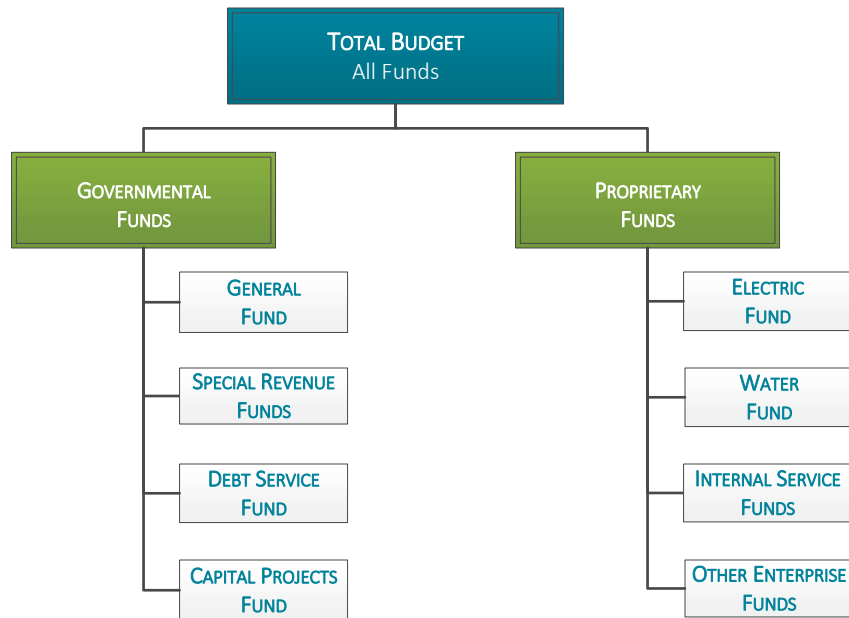
Interfund Transfers include transfers between funds (e.g. the return on investment or ROI transferred to the General Fund from the utility funds each year).

Miscellaneous Revenues include charges for services, interest income, grant revenue, franchise fees, and environmental service revenue, which is associated with pass-through billing for Solid Waste recycling services.

FUND STRUCTURE

The City uses fund accounting, a system in which accounts are organized on the basis of fund and each fund is considered to be a separate accounting entity. All funds, both governmental and proprietary, are subject to appropriation.

Basis of Accounting: *Governmental Funds* use the modified accrual basis of accounting. Revenues are recognized when they become available and measurable. Expenditures are recognized in the accounting period in which they are incurred. *Proprietary Funds* use the full-accrual basis of accounting. Revenues are recognized when they are earned and measurable. Expenses are recognized when they are incurred regardless of timing or related cash flows.



ALL FUNDS SUMMARY BY FUND/BY DIVISION

		GOVERNMENTAL FUND TYPES			
	Total Budget	General Fund	Special Revenue Funds	General Capital Projects Fund	General Debt Service Fund
Beginning Fund Balance	83,905,509	11,155,457	21,666,284	10,578,178	2,032,898
SOURCES AND REVENUES					
Bond Proceeds	42,737,000	-	-	35,150,000	-
Capital Recovery Fee	2,142,500	-	-	-	-
Charges for Services	18,841,683	2,087,555	352,500	-	-
Development and Permit Fees	3,922,000	2,553,500	-	-	-
Franchise Fees	5,203,863	5,203,863	-	-	-
Interest	627,253	2,000	177,575	156,000	20,000
Interfund Transfers - ROI, Etc.	20,222,610	8,852,835	2,002,059	-	3,080,032
Other Revenue	48,469,170	4,140,842	11,332,718	3,500,000	-
Parks and Rec Fees	2,564,220	2,564,220	-	-	-
Property Tax	28,033,429	13,400,000	1,091,717	-	13,541,712
Sales Tax	25,806,750	14,300,500	11,506,250	-	-
Special Improvement Fees	37,000	-	-	37,000	-
Utility Revenue	118,634,159	8,824,500	-	-	-
Grant Revenue	407,060	63,350	108,710	-	-
Grand Total	317,648,697	61,993,165	26,571,529	38,843,000	16,641,744
USES AND EXPENSES					
Capital Improvements	49,276,297	-	442,914	46,752,383	-
Community Services & Finances	31,879,860	11,376,206	1,182,658	-	-
CRR Credits	(2,000,000)	-	-	-	-
Debt Issuance Cost	20,800	-	-	-	-
Debt Payments	22,326,756	-	-	-	16,621,744
Development & Planning	5,620,730	2,759,352	2,228,286	-	-
Fire	15,650,018	13,438,450	2,211,568	-	-
GEDCO	6,988,798	-	6,988,798	-	-
Georgetown Utility Systems	116,489,583	12,656,577	10,941,581	-	-
GTEC	4,572,091	-	4,572,091	-	-
Interfund Transfers	8,611,412	1,739,523	1,377,580	1,799,000	-
Management Services	17,626,226	6,275,562	-	-	-
Police	15,083,920	15,000,953	82,967	-	-
Purchased Power	44,000,000	-	-	-	-
TIRZ	681,177	-	681,177	-	-
Grand Total	336,827,670	63,246,622	30,709,621	48,551,383	16,621,744
Ending Fund Balance					
Ending Fund Balance	64,726,536	9,902,000	17,528,192	869,795	2,052,898
RESERVATIONS					
Arterial Reservation	750,000	-	750,000	-	-
Benefit Payout Reserve	252,000	252,000	-	-	-
Contingency	22,294,125	8,500,000	598,085	-	1,607,882
Contingency 25% of Op Rev	1,643,750	-	1,643,750	-	-
Economic Stability Reserve	1,150,000	1,150,000	-	-	-
IBNR	631,140	-	-	-	-
Maintenance Contingency	25,000	-	25,000	-	-
Perpetual Reserve	356,659	-	356,659	-	-
Rate Stabilization	6,762,280	-	-	-	-
Reserve for TIA	153,327	-	-	153,327	-
Reserved Bond Proceeds	4,150,000	-	4,150,000	-	-
Reserved for Capital	1,464,027	-	987,474	-	-
Available Fund Balance	25,094,228	(0)	9,017,224	716,468	445,016

		PROPRIETARY FUND TYPES			
	Total Budget	Electric Fund	Water Fund	Other Enterprise Funds	Internal Service Funds
Beginning Fund Balance	83,905,509	12,328,770	16,101,907	627,920	9,414,095
SOURCES AND REVENUES					
Bond Proceeds	42,737,000	6,537,000	-	1,050,000	-
Capital Recovery Fee	2,142,500	-	2,142,500	-	-
Charges for Services	18,841,683	-	-	-	16,401,628
Development and Permit Fees	3,922,000	-	1,368,500	-	-
Franchise Fees	5,203,863	-	-	-	-
Interest	627,253	48,318	192,385	9,975	21,000
Interfund Transfers - ROI, Etc.	20,222,610	90,981	116,613	9,000	6,071,090
Other Revenue	48,469,170	3,165,000	5,516,250	3,770,828	17,043,532
Parks and Rec Fees	2,564,220	-	-	-	-
Property Tax	28,033,429	-	-	-	-
Sales Tax	25,806,750	-	-	-	-
Special Improvement Fees	37,000	-	-	-	-
Utility Revenue	118,634,159	67,595,139	38,823,195	3,391,325	-
Grant Revenue	407,060	-	-	235,000	-
Grand Total	317,648,697	77,436,438	48,159,443	8,466,128	39,537,250
USES AND EXPENSES					
Capital Improvements	49,276,297	225,000	1,155,000	701,000	-
Community Services & Finances	31,879,860	-	-	-	19,320,996
CRR Credits	(2,000,000)	(2,000,000)	-	-	-
Debt Issuance Cost	20,800	16,800	-	4,000	-
Debt Payments	22,326,756	1,697,769	3,427,453	579,790	-
Development & Planning	5,620,730	-	-	-	633,092
Fire	15,650,018	-	-	-	-
GEDCO	6,988,798	-	-	-	-
Georgetown Utility Systems	116,489,583	35,107,136	41,855,041	6,209,569	9,719,680
GTEC	4,572,091	-	-	-	-
Interfund Transfers	8,611,412	92,600	3,264,486	307,423	30,800
Management Services	17,626,226	-	-	-	11,350,664
Police	15,083,920	-	-	-	-
Purchased Power	44,000,000	44,000,000	-	-	-
TIRZ	681,177	-	-	-	-
Grand Total	336,827,670	79,139,305	49,701,980	7,801,782	41,055,233
ENDING FUND BALANCE					
Ending Fund Balance	64,726,536	10,625,903	14,559,370	1,292,266	7,896,112
RESERVATIONS					
Arterial Reservation	750,000	-	-	-	-
Benefit Payout Reserve	252,000	-	-	-	-
Contingency	22,294,125	5,125,000	6,000,000	463,158	-
Contingency 25% of Op Rev	1,643,750	-	-	-	-
Economic Stability Reserve	1,150,000	-	-	-	-
IBNR	631,140	-	-	-	631,140
Maintenance Contingency	25,000	-	-	-	-
Perpetual Reserve	356,659	-	-	-	-
Rate Stabilization	6,762,280	5,500,000	-	-	1,262,280
Reserve for TIA	153,327	-	-	-	-
Reserved Bond Proceeds	4,150,000	-	-	-	-
Reserved for Capital	1,464,027	-	-	476,553	-
AVAILABLE FUND BALANCE					
Available Fund Balance	25,094,228	903	8,559,370	352,555	6,002,692

ALL FUNDS SUMMARY BY FUND/BY PERSONNEL-OPERATING-CAPITAL

		GOVERNMENTAL FUND TYPES			
			Special Revenue	General Capital	General Debt
	Total Budget	General Fund	Funds	Projects Fund	Service Fund
Beginning Fund Balance	83,905,509	11,155,457	21,666,284	10,578,178	2,032,898
SOURCES AND REVENUES					
Bond Proceeds	42,737,000	-	-	35,150,000	-
Capital Recovery Fee	2,142,500	-	-	-	-
Charges for Services	18,841,683	2,087,555	352,500	-	-
Development and Permit Fees	3,922,000	2,553,500	-	-	-
Franchise Fees	5,203,863	5,203,863	-	-	-
Interest	627,253	2,000	177,575	156,000	20,000
Interfund Tranfers - ROI, Etc.	20,222,610	8,852,835	2,002,059	-	3,080,032
Other Revenue	48,469,170	4,140,842	11,332,718	3,500,000	-
Parks and Rec Fees	2,564,220	2,564,220	-	-	-
Property Tax	28,033,429	13,400,000	1,091,717	-	13,541,712
Sales Tax	25,806,750	14,300,500	11,506,250	-	-
Special Improvement Fees	37,000	-	-	37,000	-
Utility Revenue	118,634,159	8,824,500	-	-	-
Grant Revenue	407,060	63,350	108,710	-	-
Grand Total	317,648,697	61,993,165	26,571,529	38,843,000	16,641,744
USES AND EXPENSES					
Capital	90,282,156	1,795,293	10,070,030	48,551,383	-
Debt Issuance Costs	1,443,198	-	-	-	1,362,698
Debt Payments	26,540,267	-	1,055,519	-	15,259,046
Interfund Transfers	3,280,698	386,000	2,699,298	-	-
Operations	153,822,778	26,977,758	14,974,725	-	-
Personnel	61,458,573	34,087,571	1,910,049	-	-
Grand Total	336,827,670	63,246,622	30,709,621	48,551,383	16,621,744
Ending Fund Balance	64,726,536	9,902,000	17,528,192	869,795	2,052,898
RESERVATIONS					
Benefit Payout Reserve	252,000	252,000	-	-	-
Contingency	22,294,125	8,500,000	598,085	-	1,607,882
Contingency 25% of Op Rev	1,643,750	-	1,643,750	-	-
Economic Stability Reserve	1,150,000	1,150,000	-	-	-
IBNR	631,140	-	-	-	-
Maintenance Contingency	25,000	-	25,000	-	-
Perpetual Reserve	356,659	-	356,659	-	-
Reserved Bond Proceeds	4,150,000	-	4,150,000	-	-
Reserved for Capital	1,464,027	-	987,474	-	-
Reserve for TIA	153,327	-	-	153,327	-
Rate Stabilization	6,762,280	-	-	-	-
Arterial Reservation	750,000	-	750,000	-	-
Available Fund Balance	25,094,228	(0)	9,017,224	716,468	445,016

		PROPRIETARY FUND TYPES			
				Other Enterprise	Internal Service
	Total Budget	Electric Fund	Water Fund	Funds	Funds
Beginning Fund Balance	83,905,509	12,328,770	16,101,907	627,920	9,414,095
SOURCES AND REVENUES					
Bond Proceeds	42,737,000	6,537,000	-	1,050,000	-
Capital Recovery Fee	2,142,500	-	2,142,500	-	-
Charges for Services	18,841,683	-	-	-	16,401,628
Development and Permit Fees	3,922,000	-	1,368,500	-	-
Franchise Fees	5,203,863	-	-	-	-
Interest	627,253	48,318	192,385	9,975	21,000
Interfund Transfers - ROI, Etc.	20,222,610	90,981	116,613	9,000	6,071,090
Other Revenue	48,469,170	3,165,000	5,516,250	3,770,828	17,043,532
Parks and Rec Fees	2,564,220	-	-	-	-
Property Tax	28,033,429	-	-	-	-
Sales Tax	25,806,750	-	-	-	-
Special Improvement Fees	37,000	-	-	-	-
Utility Revenue	118,634,159	67,595,139	38,823,195	3,391,325	-
Grant Revenue	407,060	-	-	235,000	-
Grand Total	317,648,697	77,436,438	48,159,443	8,466,128	39,537,250
USES AND EXPENSES					
Capital	90,282,156	9,631,900	13,205,000	1,240,000	5,788,549
Debt Issuance Costs	1,443,198	15,000	60,000	5,500	-
Debt Payments	26,540,267	4,237,027	5,284,535	704,140	-
Interfund Transfers	3,280,698	32,600	62,000	70,000	30,800
Operations	153,822,778	58,197,503	26,389,526	4,844,951	22,438,316
Personnel	61,458,573	7,025,275	4,700,919	937,191	12,797,568
Grand Total	336,827,670	79,139,305	49,701,980	7,801,782	41,055,233
Ending Fund Balance					
	64,726,536	10,625,903	14,559,370	1,292,266	7,896,112
RESERVATIONS					
Benefit Payout Reserve	252,000	-	-	-	-
Contingency	22,294,125	5,125,000	6,000,000	463,158	-
Contingency 25% of Op Rev	1,643,750	-	-	-	-
Economic Stability Reserve	1,150,000	-	-	-	-
IBNR	631,140	-	-	-	631,140
Maintenance Contingency	25,000	-	-	-	-
Perpetual Reserve	356,659	-	-	-	-
Reserved Bond Proceeds	4,150,000	-	-	-	-
Reserved for Capital	1,464,027	-	-	476,553	-
Reserve for TIA	153,327	-	-	-	-
Rate Stabilization	6,762,280	5,500,000	-	-	1,262,280
Arterial Reservation	750,000	-	-	-	-
Available Fund Balance					
	25,094,228	903	8,559,370	352,555	6,002,692



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GENERAL FUND



City of Georgetown EMS Technicians

GENERAL FUND

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GENERAL FUND SUMMARY

The General Fund is the primary operating fund for the City. This fund is used to account for resources traditionally associated with city government including public safety, parks, streets, and city management.

FISCAL YEAR 2017

Budget Amendments

The FY2017 Budget was amended in October to add three additional positions at zero cost to mitigate overtime in the Fire Department using savings in overtime. In February, the CIP Roll Forward amendment re-appropriated \$12,000 for the completion of the Animal Shelter Plan study. In May, the budget was amended as part of the mid-year decision process for utilizing Council Discretionary funds. Increases in to the Economic Stability Reserve, Benefit Payout Reserve, and Street Maintenance benefited the City's position related to financial security and long-term liabilities. The mid-year amendment also recognized increases in sales tax revenue to pay for the addition of resources needed in the Planning department to address demands due to high growth.

Total revenues are projected to be \$59 million, which is 3% higher than the current budget. The increased revenue is primarily the result of higher than expected sales tax revenue. Across the state of Texas, many communities have seen a slowing or even decline of sales tax collections following the crash of the oil market in December 2014. The greater Austin MSA and Georgetown in particular have been insulated from this decline. Year-end projections have the City collecting 7.9% more in sales tax revenue than budgeted in FY2017.

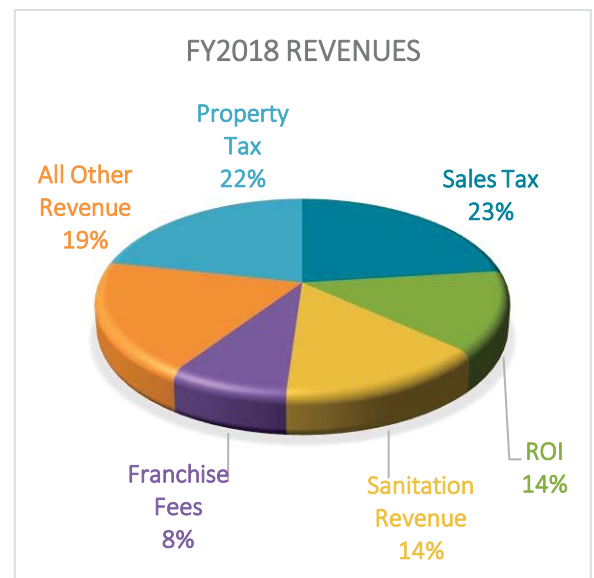
Sanitation revenue is projected to be 3% higher than budgeted, which is directly tied to the growth in Georgetown's population. Both franchise fees and the City's Utility Return on Investment (ROI) revenue are expected to end FY2017 on budget. Development and Permit fees are projected to end the year 13% higher than budget. The increase is due to continued growth in the community. Lastly, Parks and Recreation fees are expected to finish the current year 3.6% higher than budget.

Total expenditures are projected to be \$58.9 million, less than 1% from the amended budget. Lower expenditures are primarily related to salary savings from open positions. City staff are closely watching several Divisions that may exceed budget. The Fire Department is expected to exceed budget due to overtime expenses to cover vacancies and leave. The 3 float positions added in 2017 helped slow the increase in overtime compared to prior years. The Parks Division Recreation Program cost center is projected to exceed budget by \$50,000 due to the popularity of programs. This overage is offset by program revenue. The Solid Waste contract cost center is also projected to exceed budget by \$276,000, which is also offset by collected fee revenue.

Total fund balance is projected to be \$11.1 million as of September 30, 2017. This is greater than the contingency policy requirement of \$7,925,000. Fund balance over the contingency policy requirement is available to fund non-recurring expenditures in FY2018, as directed by the Council. The projected available fund balance after accounting for contingency, economic stability reserve, and the benefit payout reserve totals \$1.9 million.

FISCAL YEAR 2018

Budgeted revenues total \$62 million, an increase of 5% over FY2017 projections. The chart to the right identifies General Fund revenues by source.



Property tax revenue is budgeted at \$13.4 million. Due to higher valuation and new development, property tax revenue is budgeted to increase by 7% over the previous year.

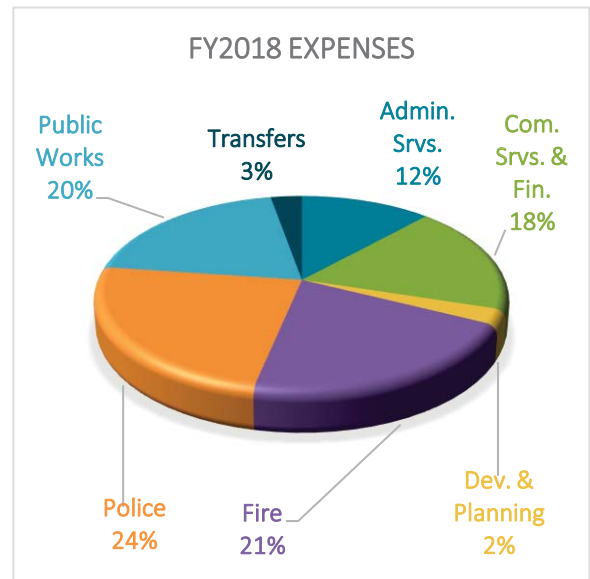
Sales tax revenue is budgeted at \$14.3 million, which is 4% over year-end projection. Financial modeling indicates the growth rate seen in the previous year will continue into FY2018. Increases in sales tax revenue are being driven by growth in the retail, food, and information sectors.

Other revenue is expected to remain relatively stable, assuming development related revenues continue to follow current trends, and growth continues within the utility service areas.

Sanitation revenue totals \$8.9 million in FY2018, an increase of 20% over FY2017 projections. The increase is due to the increase in costs from the City's solid waste contract with its contract provider, which results in a fee increase that will be effective in November. Sanitation fees have not been updated for more than three years. Utility ROI revenue is projected to be \$8.4 million. This transfer provides a benefit to the residents for the ownership in Electric, Water, and Stormwater utilities.

Budgeted expenditures total \$63.3 million. Expenditures include salary step increases in police and fire compensation, as well as market adjustments. Employee merit raises are proposed at an average of 3%. There is no increase in healthcare costs for either the employees or the City in FY2018. Tuition reimbursement and employee recognition programs continue for FY2018. Transfers out to other funds are increasing due to associated cost increases with support personnel in the Joint Services Fund and increased cost for the Enterprise Resource Planning software.

Approved enhancements include the following new positions, one-time expenditures, and new programs to respond to the budget drivers of Council goals. Highlights are listed below. A full list of funded and unfunded requests is at the end of the General Fund section.



- Planning: Contract Planning Service:** This proposed contract enhancement would provide the Planning Department additional support during peak application periods for planning review to review timing of the development process. Approved Cost: \$50,000.
- Garey Park Operations:** Garey Park is a 525 acre parcel of land that was donated by Mr. Jack Garey in 2004. A master plan was created in 2006 and planning began in 2014. Construction for this park is currently underway and scheduled to be open to the public in 2018. New operations expenses include utilities, supplies, 4 vehicles, 1.5 part-time positions and 5 full-time positions. The 2018 expenses are prorated for a partial year of operations. Approved Cost: \$662,000. There is also an existing position transferring into this cost center.
- Parks: Landscape Maintenance Contract:** The additional funds will be used for undeveloped parkland as well as parks west of I-35 to minimize the travel time required of parks staff to maintain certain areas. Approved Cost: \$50,000.
- Tennis Center: Additional Tennis Instruction:** This proposed request would fund additional classes at the Tennis Center to meet citizen demands. Approved Cost: \$15,000. Revenue Offset: \$15,000.

- **Rec Programs: Aquatic Maintenance Worker:** A new aquatic maintenance specialist position will support and maintain the City's 6 swimming pools and 2 splash pads, and 2 additional splash pads that are currently under construction. Approved Cost: \$57,000 (Mid-Year Start). The expense decrease in Rec Programs is due to the movement of the challenge course coordinator and field operations funds to the Recreation department.
- **Arts and Culture: Arts and Culture Coordinator:** This enhancement includes funding for a part-time position to increase arts and culture events marketing to bring more visitors to Georgetown. Approved Cost: \$45,000.
- **City Secretary: Open Records:** This position is added to improve responsiveness in open record requests with growing demand and aligns with our centralized records management program. Approved Cost: \$70,000.
- **Fire Support Services: Promotional Assessment Center:** This proposed enhancement is to help attract and retain quality employees in the Fire Department through promotional opportunities and reduce long-term vacancies due to turnover. Approved Cost: \$20,000.
- **Fire Emergency Services: CAD Monitors for Station #1, #3, and #4:** Final phase of installing Computer Automated Dispatch (CAD) monitors at all Fire Stations. Currently, Station #2 and #5 are the only stations that have the CAD monitors. Proposed Cost: \$7,500. **Educational Supplies:** Replace outdated training manuals. Also, expense for student on-site training manuals for courses GFD will provide (Driver Operator, Scope of Care, Swift Water Rescue, Technical Rescue and Cadet Academy). Proposed Cost: \$6,000. **Personal Protection Equipment Replacement Program:** This proposed enhancement will allow the City to maintain our five-year replacement schedule for Structural PPE, back up Structural PPE, and Wildland PPE. Proposed Cost: \$32,000. **Fire Emergency Services: SCBA Supplies:** Funds are requested for Self-Contained Breathing Apparatus (SCBA) mandatory testing as well as replacement of older units. This is year one of a five year replacement plan. Approved Cost: \$153,000.
- **Administrative Services: Employee Survey:** The City of Georgetown periodically conducts an Employee Survey to determine any underlying organizational or employee concerns and drive positive organizational culture change. An Employee Survey was last conducted in FY2016. This survey is conducted every 2 years to identify trends and the results of efforts. Approved Cost: \$21,000.
- **Police Operations: Sergeant and School Resource Officer:** Currently the Georgetown Police Department staffs one school resource officer for each middle school and high school in the community. This position is proposed as a sergeant to supervise existing staff to help ensure span of control, and to be the school resource officer at the new Wagner Middle School. Additional information is in the Reference Section. Proposed Cost: \$168,000. GISD covers half of the one-time and on-going costs. **Police Officers-Patrol:** Two patrol officers are requested based on a study that shows a decline in self-directed staff time, presented to Council this spring. Additional information is in the Reference Section. Approved Cost: \$327,000.
- **Public Works: Traffic Analysis:** The City of Georgetown is experiencing rapid growth throughout the community. To help manage the growth, funding for traffic studies throughout the year would help evaluate and address traffic congestion pressure points. Proposed Cost: \$25,000. **Bike Plan:** A Bike Master Plan is needed to augment other transportation planning throughout the city. Approved Cost: \$44,000.
- **Preparing for Fire Station #7:** \$300,000 of reoccurring revenue has been reserved for only one-time uses in FY2018 budget to prepare for the impact of future operational costs of Fire Station #7. The one-time expenses in FY2018 are:

- Planning: Comprehensive Plan: \$153K
- Garey Park Opening Activities: \$15K
- Library: Accessibility Software: \$3K
- Administrative Services: Young Chamber Sponsorship: \$5K
- City Secretary: Historic Records Preservation: \$55K
- Public Works: Voucher Study: \$25K; Bike Master Plan: \$44K

Council Discretionary Fund

A transfer out of the General Fund into the Council Discretionary Fund totaling \$1,000,000 is proposed in FY2018. These funds can be used for one-time expenses per the discretion of the City Council. This is an increase of \$250,000 over the 2017 transfer. The remainder of available General Fund balance is used to increase the FY2018 contingency reserve by \$575,000, and to fund \$343,000 of one-time expenses.

All FY2018 General Fund Expenses total \$63.2 million and represent an increase of 7.3% over the FY2017 projection. The majority of the increases from FY2017 to FY2018 are due to the sanitation contract and the first year implementation of Garey Park. These two items represent \$1.54 million of the variance from year to year. Without these two items, the proposed General Fund budget represents an increase of 5%, which is under the census population growth rate of 5.5%.

Total fund balance is projected to be \$9.9 million as of September 30, 2018. This is greater than the contingency policy requirement of \$8,500,000. The Economic Stability Reserve will be at 2%, or \$1.15 million and the Benefit Payout Reserve is \$252,000, which represents an estimate of accumulated leave time that will be paid to terminating employees in the next year.

Fund Schedule

	FY2016 Actual	FY2017 Budget	FY2017 Projected	FY2018 Base	FY2018 Changes	FY2018 Budget
Beginning Fund Balance	10,168,638	10,893,558	10,990,129	11,155,457	-	11,155,457
Revenues	FY2016 Actual	FY2017 Budget	FY2017 Projected	FY2018 Base	FY2018 Changes	FY2018 Budget
Sales Tax	12,679,188	13,059,538	13,702,850	14,300,500	-	14,300,500
Property Tax	11,636,698	12,475,000	12,475,000	13,400,000	-	13,400,000
Return on Investment	7,938,271	8,070,041	8,034,360	8,417,635	-	8,417,635
Sanitation Revenue	6,795,778	7,181,300	7,422,500	7,724,500	1,250,000	8,974,500
Franchise Fees	4,926,316	5,142,035	5,141,726	5,203,863	-	5,203,863
All Other Revenue	3,172,555	3,556,378	3,902,237	4,056,192	-	4,056,192
Development and Permit Fees	2,627,836	2,307,991	2,622,600	2,553,500	-	2,553,500
Parks and Rec Fees	2,174,958	2,190,746	2,270,030	2,324,220	15,000	2,339,220
Administrative Charges	1,722,431	1,886,221	1,886,221	2,087,555	-	2,087,555
Transfer In	971,704	1,612,200	1,612,200	435,200	-	435,200
Garey Park					225,000	225,000
Grand Total	54,645,733	57,481,450	59,069,724	60,503,165	1,490,000	61,993,165
Expenses	FY2016 Actual	FY2017 Budget	FY2017 Projected	FY2018 Base	FY2018 Changes	FY2018 Budget
0000 - Transfer	1,531,334	2,501,375	2,501,375	1,362,523	377,000	1,739,523
0107 - Planning	963,951	1,349,833	1,181,571	1,381,250	146,661	1,527,911
0201 - D&CS Admin	578,759	-	-	-	-	-
0202 - Parks Admin	395,264	484,592	487,592	592,229	15,000	607,229
0210 - Library	2,132,044	2,419,829	2,383,698	2,537,935	17,000	2,554,935
0211 - Parks	2,193,066	2,312,359	2,302,926	2,552,154	25,954	2,578,108
0212 - Recreation	2,370,214	2,422,487	2,386,714	2,428,764	98,732	2,527,496
0213 - Tennis Center	380,258	431,262	435,790	420,014	15,000	435,014
0214 - Rec Programs	1,278,964	1,439,699	1,488,564	1,470,511	(132,473)	1,338,038
0215 - Garey Park					621,557	621,557
0218 - Arts & Culture	86,706	74,385	71,371	73,375	7,525	80,900
0316 - Municipal Court	540,959	564,620	561,544	632,929	-	632,929
0402 - Fire Support Services	2,256,931	2,418,984	2,545,422	2,628,858	20,000	2,648,858
0422 - Fire Emergency Services	9,557,895	10,046,095	10,033,514	10,536,092	253,500	10,789,592
0533 - Solid Waste and Recycling Services	5,925,716	5,879,717	6,155,717	6,578,794	1,044,618	7,623,412
0536 - Inspections	975,437	1,167,339	1,101,709	1,182,094	49,347	1,231,441
0602 - Administrative Services	892,876	1,585,029	1,532,873	1,595,676	(69,661)	1,526,015
0634 - City Council	156,205	127,644	122,721	175,087	-	175,087
0635 - City Secretary	487,058	662,422	635,942	797,415	123,122	920,537
0638 - General Gov't Contracts	3,053,284	3,353,753	3,665,391	3,253,786	-	3,253,786
0655 - Communications	384,889	387,333	377,417	400,137	-	400,137
0702 - Police Admin	2,750,481	2,105,056	2,078,365	2,225,934	8,568	2,234,502
0742 - Police Operations	9,568,602	11,176,291	10,898,503	11,198,724	276,147	11,474,871
0744 - Animal Services	863,080	918,594	885,071	875,831	-	875,831
0745 - Code Enforcement	367,106	407,773	373,865	415,749	-	415,749
0802 - Public Works	628,313	701,748	679,110	1,002,301	69,000	1,071,301
0846 - Streets	3,603,217	4,056,498	4,017,630	3,882,123	79,741	3,961,864
Grand Total	53,922,609	58,994,716	58,904,395	60,200,285	3,046,337	63,246,622
	FY2016 Actual	FY2017 Budget	FY2017 Projected	FY2018 Base	FY2018 Changes	FY2018 Budget
Ending Fund Balance	10,891,763	9,380,292	11,155,457	11,458,337	(1,556,337)	9,902,000
CAFR Adjustment	98,366	-	-	-	-	-
Economic Stability Reserve	500,000	1,150,000	1,150,000	1,150,000	-	1,150,000
Contingency	7,925,000	7,925,000	7,925,000	8,500,000	-	8,500,000
Benefit Payout Reserve	-	222,000	222,000	252,000	-	252,000
Available Fund Balance	2,565,129	83,292	1,858,457	1,556,337	(1,556,337)	0

ADMINISTRATIVE SERVICES

DEPARTMENT DESCRIPTION

The Administrative Services Department is responsible for the administration of all City affairs and serves as the liaison between the policymaking and administrative branches of City Government. The City Manager, appointed by City Council, is the chief administrative and executive officer of the City. The Department coordinates activities to effectively accomplish the City Council goals and objectives. Additionally, Administrative Services acts as the City's representative and liaison to local groups, service organizations, and businesses in the community, and other governmental agencies.

GENERAL FUND

ADMINISTRATIVE SERVICES

9 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2017

- ✓ Implemented strategies and tactics to achieve the City Strategic Goals to accomplish the Council's vision.
- ✓ Updated the City's organizational structure by creating the Public Works Division and moving Main Street within Economic Development as a response to the City's rapid growth to help ensure the delivery of quality services to citizens and development customers.
- ✓ Hired key personnel, including a Public Works Director, Chief Building Official, Assistant Planning Director, and Downtown Development Manager.
- ✓ Developed multi-year budgets and financial planning as part of the annual budget process to implement the City Council's Strategic Goals.
- ✓ Completed cost-to-serve Fiscal Impact Model to guide land use decisions that will diversify and expand the City's tax base.
- ✓ Continued to drive positive organizational culture change by emphasizing City core values with restructured and refocused values events and trainings.
- ✓ Enhanced communication with employees through the implementation of the Georgetown Essential Messages (GEM) in both print and video formats and implementing the Diamond Drop program to emphasize and enhance our employees "City's Customer Service Mindset".

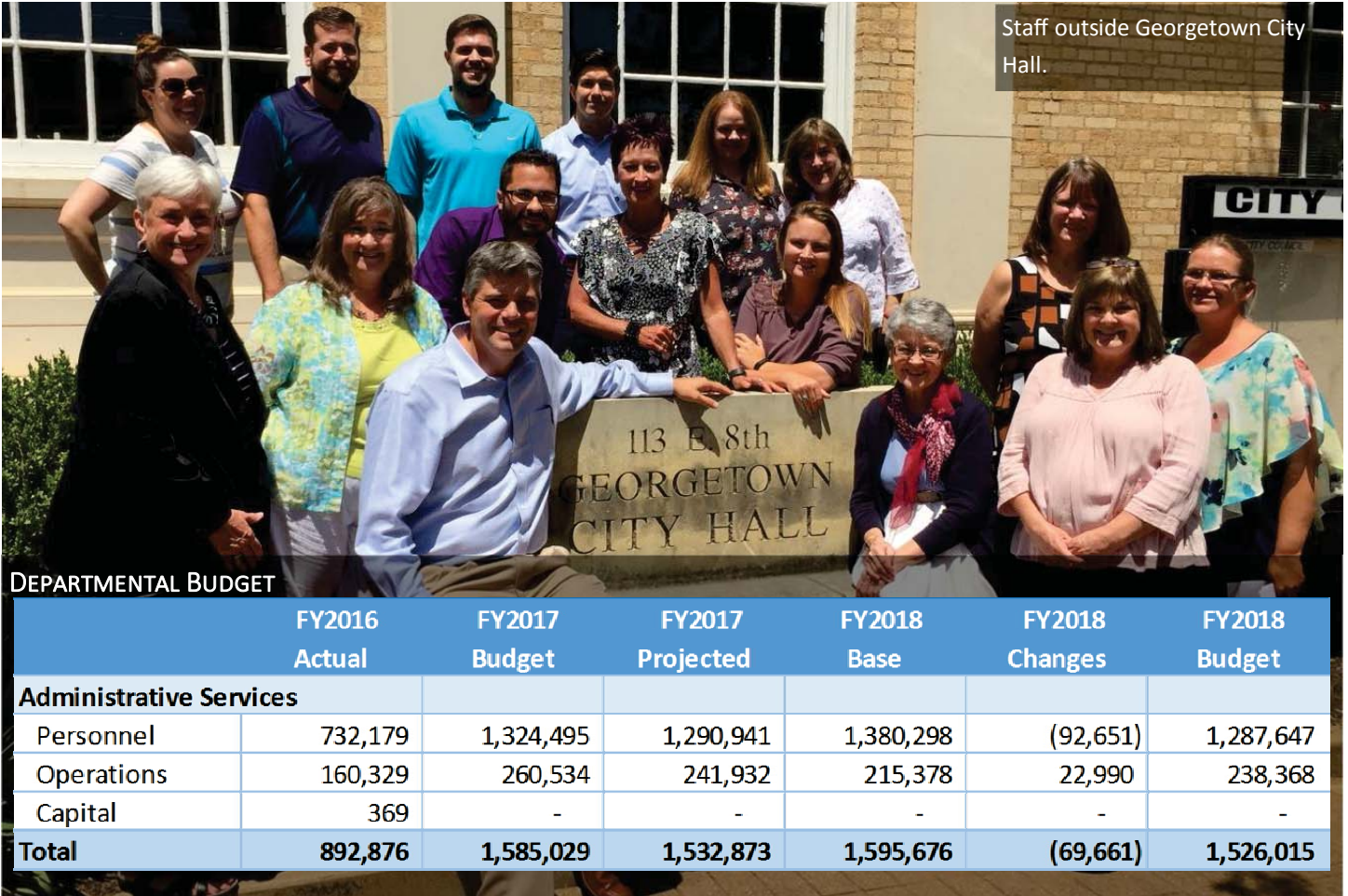
MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2018

- Facilitate City Council goals update in the Fall of 2017 to accomplish the Council's vision.
- Provide quality services to residents and businesses through effective management by supporting City Council's Strategic Goals of long-term financial responsibility and future economic viability.
- Create partnerships with other local, regional, and state agencies as well as the private sector to ensure quality growth and development.
- Continue to improve resident awareness of City programs and services by promoting a positive public image of the community.
- Promote revitalization and future economic growth within the city.
- Continue work associated with employee survey to improve upon Communications, Training & Development, and Performance Management.
- Lead the focus on multi-year budgets and financial planning as part of the annual budget process.
- Conduct key studies to assist Council in making decisions regarding growth, including a comprehensive plan update.
- Manage facilities projects for Downtown West, future space planning and Fire Stations 6 and 7.
- Continue to implement citywide performance measurement program.



Notable Budget Item(s)

Employee Survey
\$21,000



DEPARTMENTAL BUDGET

	FY2016 Actual	FY2017 Budget	FY2017 Projected	FY2018 Base	FY2018 Changes	FY2018 Budget
Administrative Services						
Personnel	732,179	1,324,495	1,290,941	1,380,298	(92,651)	1,287,647
Operations	160,329	260,534	241,932	215,378	22,990	238,368
Capital	369	-	-	-	-	-
Total	892,876	1,585,029	1,532,873	1,595,676	(69,661)	1,526,015

DEPARTMENTAL PERFORMANCE MEASURES

Quality of Life Citizen Survey: The City of Georgetown partnered with the Center for Research, Public Policy and Training (CRPPT) at Texas State University to conduct a citizen survey focusing on residents' satisfaction of public services.

When asked to rate the overall quality of life in Georgetown, the vast majority of respondents, 97.6% rated the overall quality of life in Georgetown as good or excellent, while 2.4% rated overall quality of life as fair.

Resident satisfaction with overall quality of life is indicative that the majority of residents perceive good or excellent quality of life in Georgetown.



CITY COUNCIL

DEPARTMENT DESCRIPTION

The City Council is composed of a Mayor elected at large, and seven Councilmembers elected from single-member districts. Georgetown is a Home Rule City, which means that the Council is free to enact legislation, adopt budgets, and determine policies, subject only to the limitations imposed by the Texas Constitution and City Charter. The Council appoints a City Manager, who coordinates and implements activities to effectively accomplish the goals and objectives it establishes. The Council also appoints the City Attorney, the Municipal Court Judge and the City Secretary. In addition, the Council appoints citizens to serve on advisory boards, commissions, and committees.

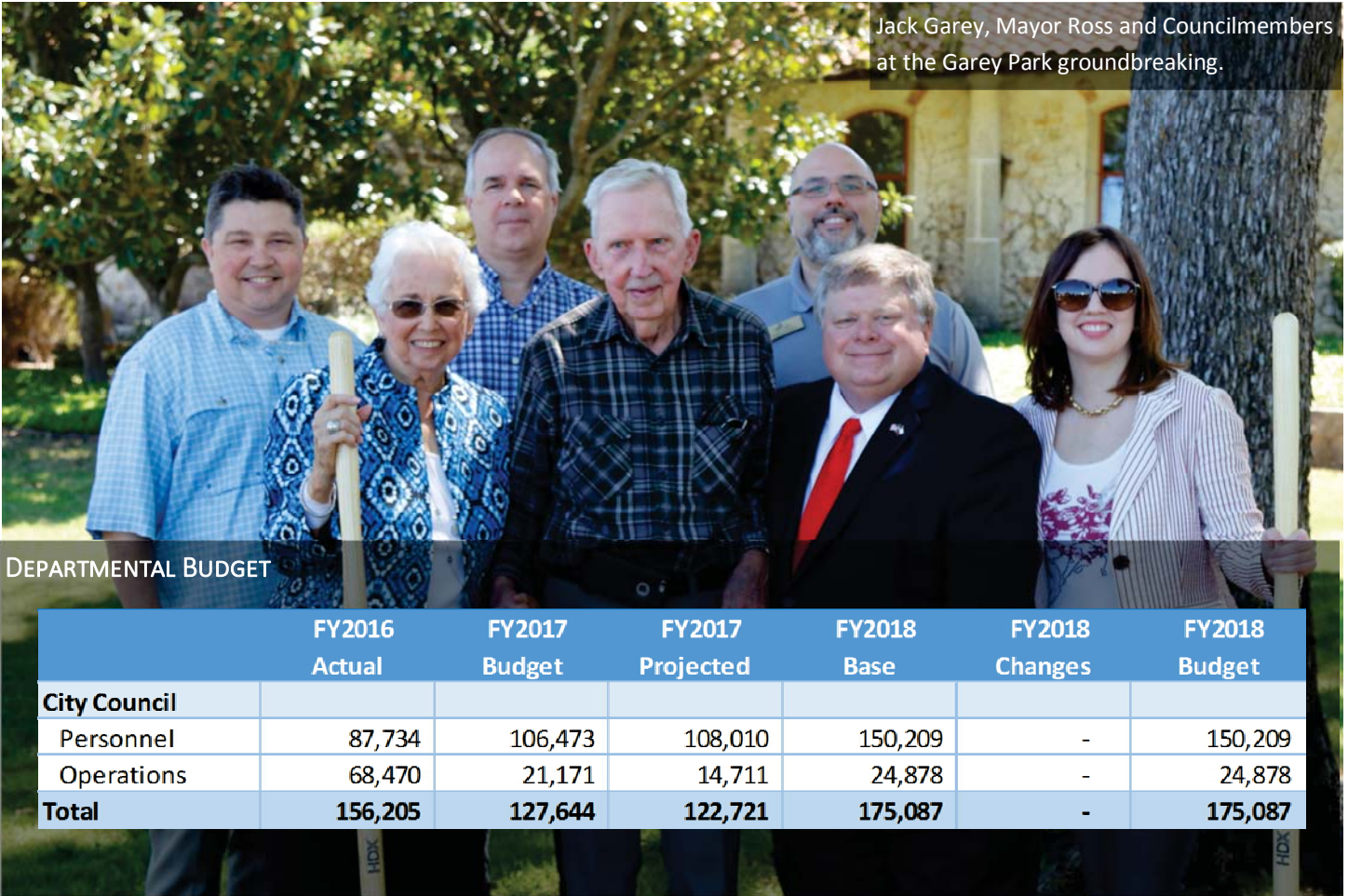


MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2017

- ✓ Continued to work within the Role of the Council defined in 2016.
- ✓ Provided funding, strategy and guidance on design for the Downtown West Project.
- ✓ Approved contracts and developed a strategy to continue to move the City towards 100% renewable energy sources.
- ✓ Broke ground on Hillwood Development.
- ✓ Facilitated policies and procedures for improvements at the Airport that resulted in the Airport fund becoming self-sustainable.
- ✓ Approved rehabilitation of multiple paving and Infrastructure projects.
- ✓ Implemented the City's First Transit System – GoGeo!
- ✓ Managed the opportunities and challenges that come from being the 5th fastest growing city in the nation.
- ✓ Completed the Williams Drive Study.
- ✓ Studied options for Austin Avenue Bridges through a public engagement process.
- ✓ Oversaw first phases of implementation of the City's Sidewalk Master Plan.
- ✓ Lowered the FY2017 City of Georgetown tax rate to \$0.42 Cents per \$100 valuation, the lowest rate in Central Texas.
- ✓ Initiated two major Parks Master Plan projects for Garey Park and San Gabriel Park.

MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2018

- Create a concise vision statement to align with goal setting and branding communication.
- Participate in Continued Goal Setting Session in November 2017.
- Support the core values of the organization defined in Trust, Communication, Teamwork, Professionalism and Work/Life Balance.
- Foster the growth of Georgetown into a diverse, vibrant, inclusive, and socially dynamic City where everyone has the opportunity to participate in, and benefit from, our economic, political and social activities.
- Support the outstanding and innovative City employees that work diligently to bring the Vision of Council to life.
- Oversee the policies and procedures to ensure they are easily understood and consistently and professionally applied. The Council's internal processes need to be effective, efficient, fair, inventive and transparent, making Georgetown a desired destination for residents and businesses.
- Assure that public interacting with the City is a positive experience.
- Maintain a fiscally responsible environment conducive to attaining the goals of the City.
- Initiate the update of the City's comprehensive plan to confirm a development vision.

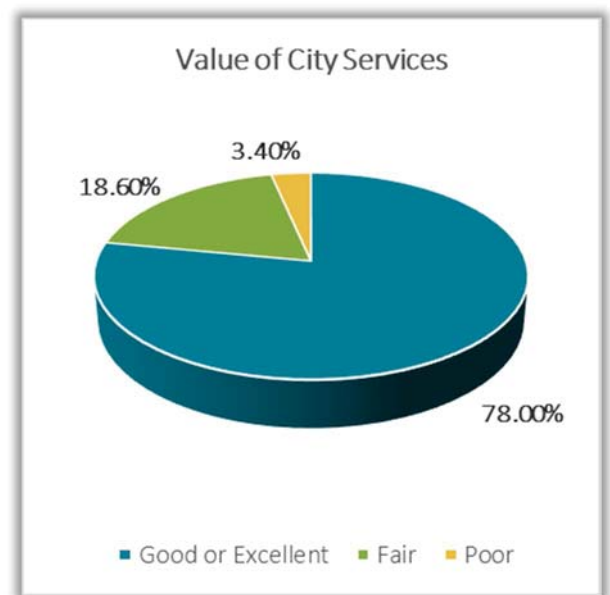


DEPARTMENTAL PERFORMANCE MEASURES

Overall Value of City Services: In the most recent citizen survey, when asked to rate the overall value of City services, the majority of respondents, 78%, indicated value of City services to be good 53% or excellent 25%. 18.6% of respondents rated the value of City services fair while only 3% of respondents rated as poor.

Resident satisfaction with overall value of City services is indicative that the majority of residents perceive good or excellent value for City taxes paid.

Good and excellent perceived value is also suggestive that Council is connected with the citizenry and making decisions that are aligned with residents' interests.



CITY SECRETARY

DEPARTMENT DESCRIPTION

The City Secretary's office oversees the preparation of City Council agenda packets and ensures compliance with the State Open Meetings Act. The City Secretary's office is responsible for maintaining official City records and coordinating the citywide Records Management Program. The Office is required to draft detailed minutes for the governing body of the City of Georgetown. In addition, after City Council passes legislation, the City Secretary's office oversees the codification of ordinances. The City Secretary's office drafts Mayoral proclamations and arranges official appearances of the Mayor at local and regional community events. In addition, this Office also manages City elections and coordinates open records requests.

GENERAL FUND

CITY SECRETARY

6 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2017

- ✓ Posted all meeting agendas in compliance with regulations and statutes.
- ✓ Hired an Assistant City Secretary, a Records Program Manager, and a Records Coordinator.
- ✓ Conducted a Boards & Commission Application and Appointment Process.
- ✓ Sponsored the Ethics Orientation for all Boards & Commissions Members.
- ✓ Provided numerous training initiatives for all boards and commissions, board chairs, and City staff.
- ✓ Continued the Restoration and Preservation Project for all of the City's historic records.
- ✓ Continued to make progress towards the digital scanning of all City records.
- ✓ Followed detailed schedules of timely records destruction.
- ✓ Continued digitalizing and organizing Chisholm Trail Records.
- ✓ Administered the May 2017 General Election.
- ✓ Provided a Historic Document Exhibit at the Georgetown Public Library in honor of National Preservation Month.

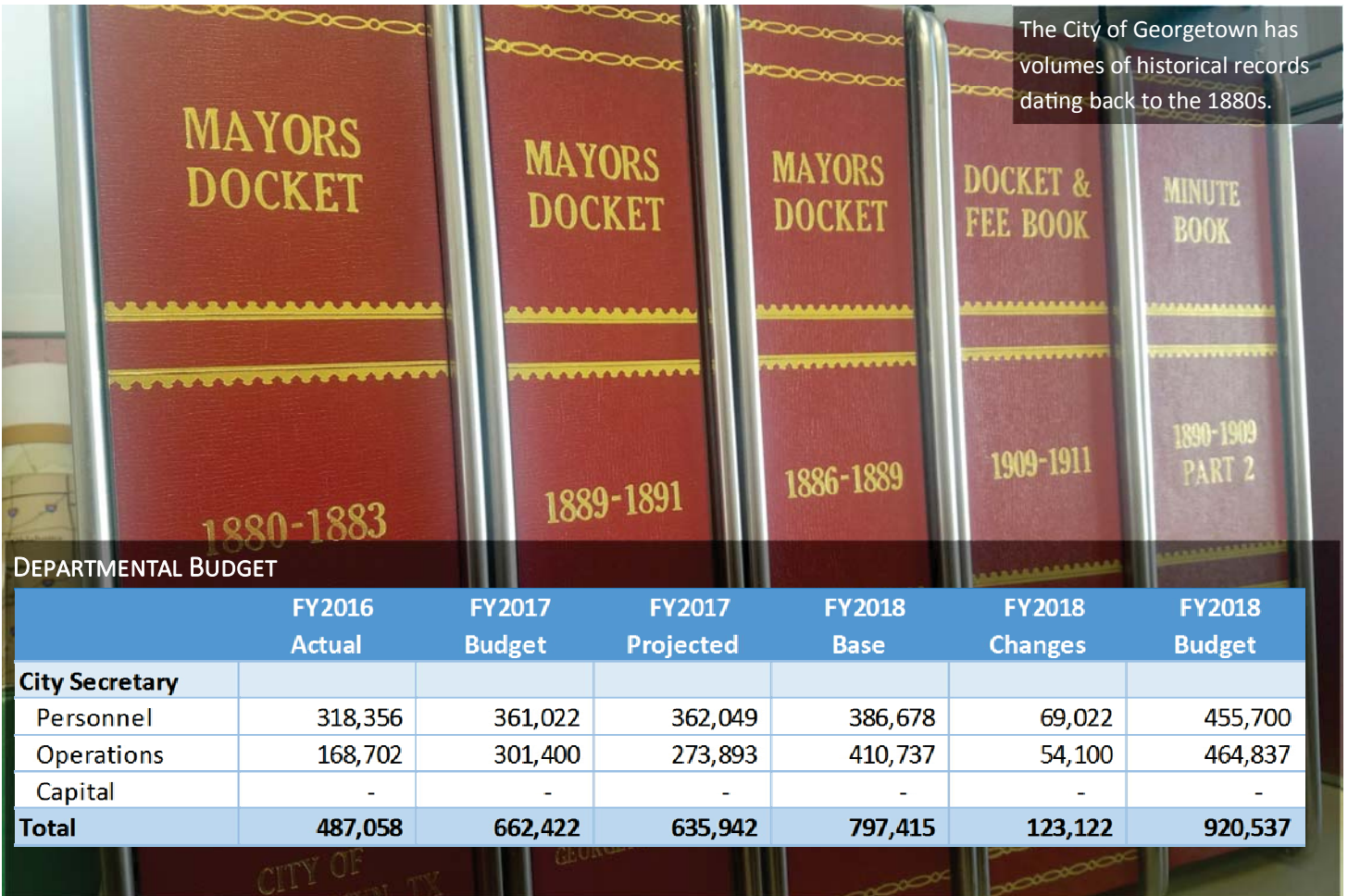
MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2018

- Maintain provision of excellent assistance and care for the Mayor and City Councilmembers.
- Recruit and train an Open Records Request Processor.
- Establish a professional and organized system for open records requests.
- Promote development and training for boards & commission members, liaison and chairs, as well as City staff.
- Continue to make progress towards completion of multiple projects which include:
 - Records Preservation and Restoration.
 - Records Scanning.
- Administer professional elections.
- Work towards completion of the List of Mayors from 1848 through the present through research of historic records.
- Continue research and obtain all Articles of Incorporation, City Charters, and historic documents substantiating the establishment of the City of Georgetown.
- Complete the Chisholm Trail Records Project.



Notable Budget Item(s)

Laserfiche License and O.R.R.
Programs
\$54,100



DEPARTMENTAL BUDGET

	FY2016 Actual	FY2017 Budget	FY2017 Projected	FY2018 Base	FY2018 Changes	FY2018 Budget
City Secretary						
Personnel	318,356	361,022	362,049	386,678	69,022	455,700
Operations	168,702	301,400	273,893	410,737	54,100	464,837
Capital	-	-	-	-	-	-
Total	487,058	662,422	635,942	797,415	123,122	920,537

DEPARTMENTAL PERFORMANCE MEASURES

Compliance with the [Open Meetings Act](#) is the Department's top priority. State legislation requires meetings of governmental bodies to be open to the public, except for expressly authorized closed sessions, and to be preceded by public notice of the time, place, and subject matter of the meeting.

Public notice of the time, place, and subject matter must be posted no later than 72 hours prior to the start of the meeting. These requirements must be met 100% of the time. The provisions of the Act are mandatory and are to be liberally construed in favor of open government. Public notices are available outside of City Hall and on the City website.

In FY2018, the City will begin an organization wide Performance Management Program to help improve service delivery and increase efficiency. The City Secretary's office will be part of this initiative and develop new performance measures.

FIRE: EMERGENCY AND SUPPORT SERVICES

DEPARTMENT DESCRIPTION

Fire Support Services consists of five focus areas that include Fire Marshal's Office, Office of Emergency Management, Professional Standards and Development, Administrative Services, and Planning and Procurement. Direction is provided through an emphasis on open communication and participation from all levels. Efficient and effective administration and support are critical to the success of our City.

Emergency Services provides all hazard responses for the City and Emergency Services District (ESD) 8. Various types of emergency services include comprehensive medical treatment and transport services, fire suppression, technical rescue, swiftwater rescue, dive team, wildland interface, and hazmat services.



Notable Budget Item(s)

Promotional Assessment
Centers
\$20,000
Medical Supplies
\$50,000
PPE Replacement
\$32,000

GENERAL FUND

SUPPORT & EMERGENCY
SERVICES

121 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2017

- ✓ Collaborated with Emergency Services District (ESD) 8 to design Fire Station #6.
- ✓ Completed two (2) Green academies for new Firefighters and one (1) Transitional Academy.
- ✓ Hosted a regional Fair Labor Standards Act for Fire Departments Training.
- ✓ Met timeline goals of Fire Plan Reviews during high-growth year.
- ✓ Expanded Regional Training opportunities to include the Flashover Simulator.
- ✓ Placed into service new Wildland Interface Brush Engine and Water Tender.
- ✓ Certified additional American Heart Association (AHA) CPR / First Aid instructors.
- ✓ Implemented clinical affiliation with Central Texas College for military reentry class to perform clinical ride-outs.
- ✓ Provided swiftwater training for ten (10) personnel.
- ✓ Hosted *Rock N Rope Rescue* Training.
- ✓ Trained four (4) personnel through high-rise conference.
- ✓ Hosted Regional TCFP Driver / Operator Certification Course.

MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2018

- Complete construction and begin operations of Fire Station #6.
- Finalize land acquisition design and hiring process for Fire Station #7.
- Purchase a new truck-drawn aerial apparatus to improve fire suppression capabilities.
- Include special operation responses in transition truck companies.
- Procure Rescue Light-Air Truck and Transitional Response Vehicle / Medic Unit to expand capabilities.
- Provide a promotional assessment process to establish a list for succession planning and organizational growth.
- Host ICS 300 / 400 classes for GFD and outside agencies.
- Continue to meet the demand for services by researching creative opportunities to increase efficiencies through new resource deployment models.
- Implement new training and accreditation management software.
- Initiate the Texas Fire Chiefs Association Best Practices Recognition Program.
- Expand the use of Operative IQ system for asset and supply management for all Fire Department services.

Fire Station #3.



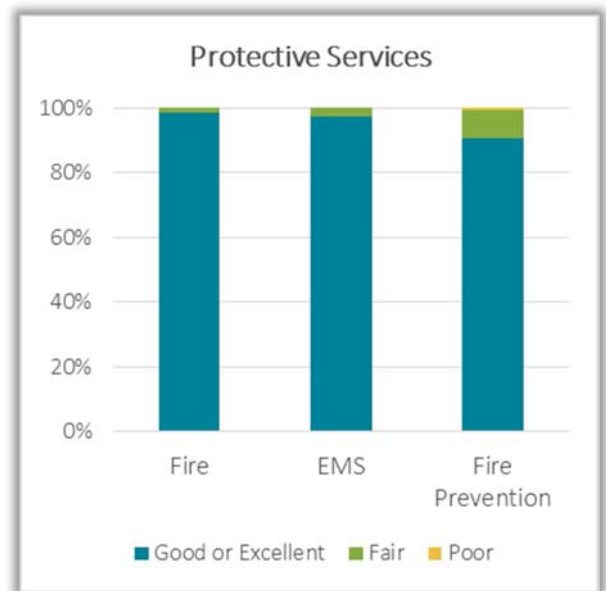
DEPARTMENTAL BUDGET

	FY2016 Actual	FY2017 Budget	FY2017 Projected	FY2018 Base	FY2018 Changes	FY2018 Budget
Fire Emergency Services & Support Services						
Personnel	9,729,433	10,138,976	10,300,753	10,636,846	-	10,636,846
Operations	2,085,394	2,277,102	2,278,183	2,528,104	266,000	2,794,104
Capital	-	49,000	-	-	7,500	7,500
Total	11,814,826	12,465,078	12,578,936	13,164,950	273,500	13,438,450

DEPARTMENTAL PERFORMANCE MEASURES

Quality of Protective Services: In the most recent citizen survey conducted by the Center for Research, Public Policy, and Training (CRPPT) at Texas State University, when citizens were asked to rate the quality of protective services, the majority of respondents, over 97%, rated the quality of Fire and Emergency Medical Services (EMS) to be good or excellent.

Good or Excellent ratings from residents indicate that fire and EMS services meet or exceed expectations within the community.



GOVERNMENTAL CONTRACTS

DEPARTMENT DESCRIPTION

Managed through Administrative Services, this Department includes funds for the City's contracted Strategic Partnerships for Community Services grant commitments. Funds for maintenance of four community buildings and utility subsidies for local eligible 501(c) 3 non-profit organizations are also budgeted in this department. This Department also oversees the administrative allocations for services received from other City funds. In addition, this Department manages the City's Agreement to provide funding to the Williamson County and Health District (WCCHD).

GENERAL FUND

GOVERNMENTAL CONTRACTS

0 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2017

- ✓ Awarded 14 Strategic Partnership for Community Services (SPCS) Grant Contracts including:
 - Boys and Girls Club of Georgetown
 - Brookwood in Georgetown (BIG)
 - Casa of Williamson County
 - Faith in Action
 - Girls Empowerment Network (GEN)
 - The Georgetown Project
 - Georgetown Caring Place
 - Habitat for Humanity Williamson County
 - Lone Star Circle of Care
 - Ride on Center for Kids (ROCK)
 - Senior Center at Stonehaven
 - Williamson County Crisis Center dba Hope Alliance
- ✓ Contracted with the Williamson County and Cities Health District to ensure the health and safety of the citizens of the community.
- ✓ Continued in-kind facilities and utility support for Opportunities for Williamson & Burnet Counties, Inc. (OWBC) in support of the Meals on Wheels and Head Start Programs.

MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2018

- Ensure all citizens have access to services which enable them to live safe, healthy, and productive lives.
- Provide resources necessary for community agencies to operate in Georgetown.
- Utilize resources to take advantage of available grant funding to offset the cost of the City's expenditures for capital improvements and other projects ensuring the long-term financial viability of Georgetown.
- Ensure that the City's Strategic Partners and Community Services providers meet their results-oriented performance objectives and prevention issues, and form service partnerships as appropriate.
- Continue to support the Williamson County and Cities Health District to ensure the health and safety of the citizens of the community.
- Retain commitment to fund Strategic Partners for Community Services Grants at levels approved in the City Council's Fiscal and Budgetary Policy.

