

JOINT SERVICES FUND



Table on Main 2016

NEW POSITIONS FY2017

Inspection Supervisor.....	1
TOTAL NEW POSITIONS FY2017	1

JOINT SERVICES FUND

Joint Services Fund Summary	161
Accounting	162
Conservation	164
Customer Care	166
Economic Development.....	168
Engineering	170
Engineering Support	172
Finance Administration.....	174
GUS Administration	176
Human Resources	178
Legal	180
Main Street	182
Purchasing.....	184

JOINT SERVICES FUND SUMMARY

The Joint Services Fund is composed of departments providing administrative support to the City. GUS Administration, Systems Engineering and Customer Care provide support to the City's utility funds. Administrative Departments including Accounting, Finance Administration, Human Resources, and Purchasing provide support to all City Funds and Departments.

JOINT SERVICES INCOME STATEMENT

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base	FY2017 Changes	FY2017 Budget
Beginning Fund Balance	188,143	804,116	801,019	749,366	-	749,366

Revenues	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base	FY2017 Changes	FY2017 Budget
Service Fees Water	2,005,111	3,552,247	3,459,324	4,517,867	-	4,517,867
Service Fees Electric	4,076,263	3,495,127	3,406,077	3,782,058	-	3,782,058
Services Fees General	2,937,132	2,727,419	2,690,420	2,988,741	-	2,988,741
Service Fees Wastewater	1,324,757	1,917,237	1,787,248	1,957,252	-	1,957,252
Service Fees Stormwater	819,944	829,574	773,329	838,822	-	838,822
Transfers	-	250,000	250,000	208,750	-	208,750
GEDCO Contract Fee	187,091	305,216	136,611	197,722	-	197,722
GTEC Contract Fee	144,614	132,698	123,701	149,083	-	149,083
Transfers in, Gfund	57,000	-	-	126,507	-	126,507
Service Fees Airport	51,173	119,061	110,989	117,729	-	117,729
Conservation	31,987	66,939	62,401	89,647	-	89,647
Other	30,907	10,500	25,935	42,279	-	42,279
Interest	-	7,500	4,000	9,000	-	9,000
Transfers in, Utilities	187,000	730,763	730,763	-	-	-
Transfers in, Comp Study	205,024	65,194	65,194	-	-	-
Economic Development	476,348	476,039	-	-	-	-
Grand Total	12,534,351	14,685,514	13,625,992	15,025,458	-	15,025,458

Expenses	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base	FY2017 Changes	FY2017 Budget
Accounting	729,406	843,643	823,236	820,513	-	820,513
City Wide HR	411,925	610,952	477,221	34,456	112,100	146,556
Conservation	546,392	1,185,411	716,042	1,047,322	-	1,047,322
Customer Care	1,495,447	2,400,117	2,242,521	3,544,585	-	3,544,585
Economic Development	435,504	453,252	329,778	427,990	-	427,990
Engineering	1,460,422	1,577,143	1,607,663	1,937,312	111,976	2,049,288
Engineering Support	907,512	1,224,871	1,119,683	1,227,024	12,000	1,239,024
Finance Administration	883,510	813,492	717,044	783,860	85,000	868,860
GUS Administration	1,245,194	1,365,667	1,262,186	1,392,815	-	1,392,815
Human Resources	809,324	801,643	809,878	786,051	-	786,051
Insurance and Legal	491,032	705,000	705,000	705,000	-	705,000
Joint Services Contracts	995,614	935,232	935,232	935,232	-	935,232
Legal	691,626	1,137,345	1,053,196	891,865	-	891,865
Main Street	137,598	161,466	154,437	157,537	-	157,537
Purchasing	663,165	718,203	698,078	737,185	-	737,185
Transfers	26,806	26,450	26,450	-	25,000	25,000
Grand Total	11,930,476	14,959,887	13,677,645	15,428,748	346,076	15,774,824

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base	FY2017 Changes	FY2017 Budget
Ending Fund Balance	792,018	529,743	749,366	346,076	(346,076)	(0)
CAFR Adjustment	9,001	-	-	-	-	-
Contingency	-	-	-	-	-	-
Available Fund Balance	801,019	529,743	749,366	346,076	(346,076)	(0)

ACCOUNTING

DEPARTMENT DESCRIPTION

The Accounting Department is responsible for keeping accurate financial records for the City and providing financial and related information to City management and policy makers. The Department oversees and processes accounts payable, electronic payments, and the City's payroll. Additionally, the Department tracks investments and cash for all City funds, maintains the general ledger, and monitors internal controls. The Department actively participates in the budget process, investment reporting, and tracking the City's capital improvements and grant projects.

JOINT SERVICES FUND

ACCOUNTING

10 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2016

- ✓ Established Budget and Accounting Contacts for all Departments to promote a more collaborative and customer-oriented approach to budget and accounting
- ✓ Received the Certificate of Achievement for Excellence Award for the Comprehensive Annual Financial Report (CAFR) for the year ending September 30, 2015
- ✓ Successfully completed three new bond issues, including the 2016 Certificates of Obligation, the 2016 General Obligation Bonds, and the 2016 Revenue Bonds, with proceeds totaling approximately \$41 million
- ✓ Successfully completed two refunding bond issues, including the 2016 General Obligation Refunding Bonds, which will provide an estimated Net Present Value savings of \$897,000, and the 2016 Utility System Revenue Refunding Bonds, which will provide an estimated Net Present Value of savings of \$1,062,000



MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2017

- Improve the month-end close process making financial information available in a timely and consistent manner for decision makers
- Update policies and procedures and conduct trainings to convey new updates
- Continue to improve customer-oriented approach toward internal Departments of the City
- Monitor budget revenues and expenses to ensure fiscal accountability and responsible use of City resources
- Deliver financial reporting that conforms with Generally Accepted Accounting Principles (GAAP) and receives the Government Finance Officers Association (GFOA) Certificate of Achievement
- Complete late spring 2017 debt issuance for multiple projects including park improvements, public safety vehicles and equipment, and utility infrastructure. Debt to be issued is approximately \$38 million

DEPARTMENTAL BUDGET

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base Budget	FY2017 Changes	FY2017 Budget
0315 - Accounting						
Personnel	644,155	747,158	731,857	755,143	-	755,143
O&M	85,251	96,485	91,379	65,370	-	65,370
Capital	-	-	-	-	-	-
Total Departmental Budget	729,406	843,643	823,236	820,513	-	820,513

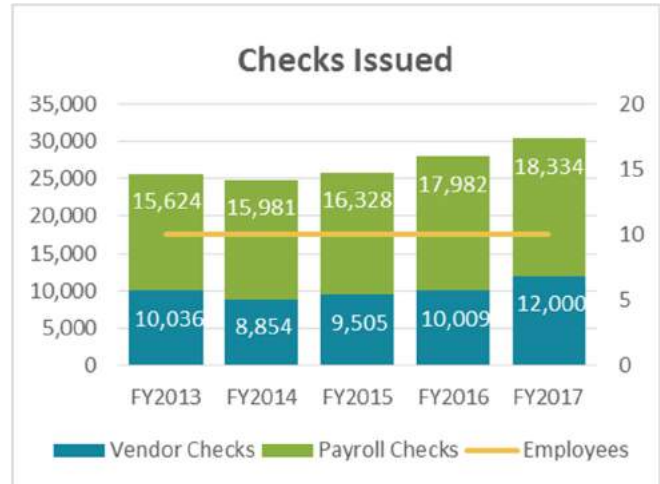
DEPARTMENTAL PERFORMANCE MEASURES

The Accounting Department is responsible for timely and accurate *processing of vendor and payroll checks*. Over the past few years staffing levels have remained constant although the number of checks processed has increased. Vendor checks have increased by 5% from FY2015 to FY2016 and is projected to increase by 20% in FY2017. As our workforce expands to meet the service level requirements our citizens demand, so too does the number of payroll checks processed by the Department.

AWARDS/ACCREDITATIONS

CAFR award - The *Certificate of Achievement for Excellence in Financial Reporting* is presented by the Government Finance Officers Association for the Comprehensive Annual Financial Report (CAFR). The City of Georgetown has received this award for 28 consecutive years.

The goal of the program is not to assess the financial health of participating governments, but rather to ensure that users of their financial statements have the information they need to do so themselves. Reports submitted to the CAFR program are reviewed by selected members of the GFOA professional staff and the GFOA Special Review Committee (SRC), which comprises individuals with expertise in public sector financial reporting and includes financial statement preparers, independent auditors, academics, and other finance professionals.



CONSERVATION

DEPARTMENT DESCRIPTION

The Conservation Services Department provides stewardship and management of our natural resources through the application of environmentally sound practices. The Department seeks the development of a strong foundation of leadership and education by providing opportunities, funding incentives, and assistance to citizens in the management of their own resources. This approach supports both Georgetown Utility Systems and its customers in achieving their energy efficiency and water conservation goals. Conservation Services also provides management oversight of Environmental Services.

JOINT SERVICES FUND

CONSERVATION

5 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2016

- ✓ Collaborated on a multi-departmental team to develop a water loss process and define reporting criteria for regulatory reporting to ensure consistency
- ✓ Provided education and awareness of conservation objectives and goals at various venues including Earth Day Texas and Sun City Town Hall
- ✓ Developed and implemented phase I of a Water Conservation Irrigation Campaign promoting water awareness
- ✓ Implemented an energy assessment audit program to assist customers with high bill resolution
- ✓ Hosted bi-annual Rain Barrel sale to promote water conservation techniques
- ✓ Redesigned Georgetown Utility Systems website to provide a centralized site for customer information
- ✓ Report completed on year-long Drought Survivability Study to identify the water requirements and drought tolerance of 100 species of native and adaptive plants commonly used in Central Texas landscaping
- ✓ Moved Conservation Department into Customer Care Operations and expanded their role to include utility marketing services

MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2017

- Establish and communicate conservation objectives
- Act as a resource in managing conservation objectives within the customer community
- Review and update Conservation Strategic Plan as needed
- Develop and implement marketing strategies and campaigns to target customer segments to more effectively administer conservation programs
- Implement incentives to promote conservation objectives
- Define processes and guidelines for utilizing various customer communication channels
- Modify Conservation Department website to provide a more streamlined user experience

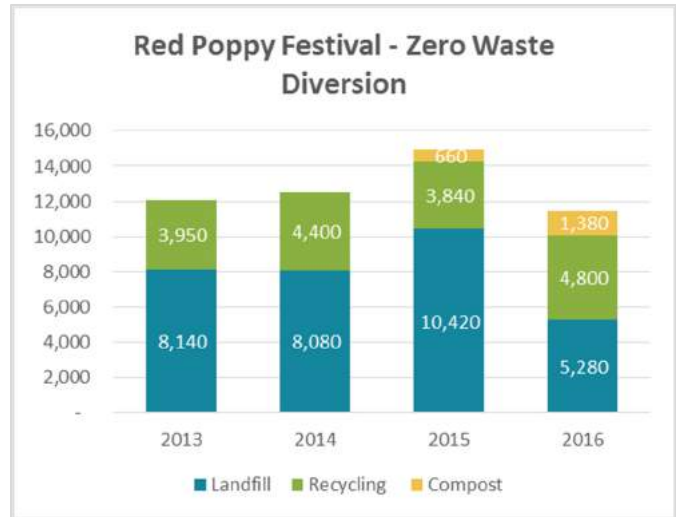


DEPARTMENTAL BUDGET

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base Budget	FY2017 Changes	FY2017 Budget
0534 - Conservation						
Personnel	329,632	504,539	307,470	444,215	-	444,215
O&M	159,638	589,422	408,572	603,107	-	603,107
Capital	57,122	91,450	-	-	-	-
Total Departmental Budget	546,392	1,185,411	716,042	1,047,322	-	1,047,322

DEPARTMENTAL PERFORMANCE MEASURES

Red Poppy Festival Waste Diversion is a conservation effort to reduce the amount of festival generated materials sent to the landfill through various upstream waste reductions and proactive materials management and services. Conservation's goal is to educate festival attendees and vendors about the benefits of utilizing consumer materials that generate less waste. Our goal is to be better stewards of our environment's finite resources by encouraging responsible purchasing of consumer products by citizens, visitors, and vendors, thus providing a zero-waste event by the year 2021.



AWARDS/ACCREDITATIONS

In the spring of 2016 Georgetown Utility Systems was awarded funding to sponsor a student internship through the APPA DEED program. As part of the project the student served as a core team member along with representatives from Resource Management, Conservation, Permitting, Electrical Engineering, and Customer Care. The internship resulted in a methodology to identify potential customers to target for solar initiatives in the future.



CUSTOMER CARE

DEPARTMENT DESCRIPTION

The Customer Care Department consists of both office and field personnel. This Department offers customer assistance with utility operations and billing inquiries. The Department communicates and educates the public on Georgetown Utility Systems processes relating to utility and conservation programs. Additionally, the Department guides new development service initiations through City processes, manages the automated meter reading process, and bills & collects for all City utility and airport services.

JOINT SERVICES FUND

CUSTOMER CARE

23 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2016

- ✓ Acquired a new Customer Information System (CIS) and consulting services to ensure quality of installation
- ✓ Centralized development related telephone calls into the Customer Care Call Center and relocated Customer Care Development Account Staff to permitting area
- ✓ Reengineered Interactive Voice Response (IVR) System to enhance development permitting inquiries and metrics by establishing a queue
- ✓ Reorganized management structure to align functional areas with customer needs and project delivery
- ✓ Incorporated and redesigned customer communications into *City Reporter*
- ✓ Provided targeted communications advising customers of service changes and impacts in their areas
- ✓ Worked with Jonah Special Utility District to combine billing services for water and wastewater to improve customer service
- ✓ Redesigned and included locally relevant customer information within the Texas Commission on Environmental Quality (TCEQ) Consumer Confidence Report providing customers an easy to use tool to gauge the water quality of the local system

MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2017

- Implement a new Customer Information Software (CIS) System enhancing the customer experience by providing expanded services and options
- Reengineer business processes, including the Interactive Voice Response (IVR) System, to align with the new CIS System
- Continue to build upon behavior based standards fostering an experience that emphasizes customer relationships
- Ensure effective delivery of timely and accurate billing and payment information to customers
- Respond to customer inquiries and issues in a timely manner
- Continue providing proactive communication to customers to increase awareness of utility operations and service impacts
- Increase utilization of electronic billing through increased awareness of the Georgetown Utility Systems E-Bill Program
- Expand hours of operations for the Utility Customer Care Call Center to meet customer needs
- Review existing water service rates



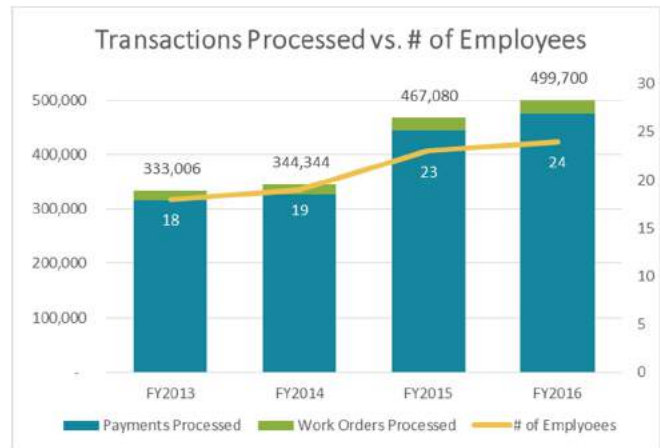
DEPARTMENTAL BUDGET

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base Budget	FY2017 Changes	FY2017 Budget
0321 - Customer Care						
Personnel	1,171,529	1,619,278	1,487,853	1,631,848	-	1,631,848
O&M	322,376	775,164	748,668	1,906,737	-	1,906,737
Capital	1,542	5,675	6,000	6,000	-	6,000
Total Departmental Budget	1,495,447	2,400,117	2,242,521	3,544,585	-	3,544,585

DEPARTMENTAL PERFORMANCE MEASURES

The number of *Payments Processed* and number of *Work Orders Processed* are important departmental measures because they show the growth of the Department. These measures are also impacted by the addition of the Western District in FY2015.

The City of Georgetown and Georgetown Utility Systems proudly sponsor the Good Neighbor Fund, a program to assist eligible customers who are having difficulty paying their utility bill. Voluntary contributions from our customers fund this valuable community program. Pledge forms can be found online at gus.georgetown.org/gnf. In 2016, 263 families were helped by the Good Neighbor Fund.



ECONOMIC DEVELOPMENT

DEPARTMENT DESCRIPTION

The Economic Development Department coordinates and leads the City's economic development efforts. The Department's mission is to create and maintain a balanced and dynamic local economy. The Department markets the community to business prospects, provides economic and demographic information, and encourages partnerships between private and public entities. In addition, the Department represents the community in regional, state, national, and international economic development initiatives and programs.

JOINT SERVICES FUND

ECONOMIC DEVELOPMENT

3 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2016

- ✓ Recruited and expanded businesses including Texas Speed and Performance and DisperSol Technologies
- ✓ Worked with the Georgetown Chamber of Commerce to broaden the retention/expansion program
- ✓ Increased marketing efforts with individual broker meetings, marketing trips, tradeshow participation, targeted advertising, and social media
- ✓ Expanded community interaction and number of followers in the City's social media programs



MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2017

- Develop a comprehensive economic development strategy
- Conceptualize and implement an aggressive marketing program
- Continue to develop and maintain positive relationships with private - sector developers, brokers, and site selectors to improve the City's reputation as a place to do business
- Work with regional, state, and federal organizations and allies to develop and implement programs that assist and encourage the success and growth of local business.
- Finalize and begin implementation of the retail market study and conduct a target industry analysis to assist with strategy development
- Utilize the results of the target industry analysis and retail market study to work with other departments to develop an overarching, multi-year economic development strategy
- Hire a consultant to create innovative marketing materials including a community profile

DEPARTMENTAL BUDGET

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base Budget	FY2017 Changes	FY2017 Budget
0637 - Economic Development						
Personnel	316,193	325,312	211,659	305,309	-	305,309
O&M	119,311	127,940	118,119	122,681	-	122,681
Capital	-	-	-	-	-	-
Total Departmental Budget	435,504	453,252	329,778	427,990	-	427,990

DEPARTMENTAL PERFORMANCE MEASURES

The Business Retention and Expansion (BRE) program is a resource for local businesses focused on fostering open lines of communication and building relationships with the business community. Through visitation and outreach the Department identifies opportunities, concerns, and barriers in the health and continued growth of local businesses. In the coming year the Economic Development Department will be hosting the inaugural Georgetown Economic Develop Symposium, creating new marketing materials, and implementing an enhanced business/retail recruitment plan. Working with the Finance Department, performance measures will be developed focusing on business retention, targeted industry sector recruitment, and workforce analysis.



ENGINEERING

DEPARTMENT DESCRIPTION

Engineering is responsible for the development, coordination, and implementation of the Capital Improvement Plan (CIP). Using consulting and engineering firms and contractors, the Department focuses on delivering high-quality, efficient, customer-oriented real estate services for the acquisition of easements and rights-of-way, providing timely and reliable inspections, and contract management for projects.

JOINT SERVICES FUND

ENGINEERING

17 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2016

- ✓ Provided support to Operations during peak demand
- ✓ Maintained current Utility Master Plans for Water and Wastewater
- ✓ Continued Edwards Aquifer Recharge Zone (EARZ) sanitary sewer improvements
- ✓ Constructed Snead Drive, Daniels Mountain Storage Tank, and various other streets, drainage, water, and wastewater projects
- ✓ Maintained two week turnaround on development plan review
- ✓ Assisted with due diligence, development and negotiation of various water, wastewater, and municipal utility district agreements
- ✓ Completed:
 - 2016 Street Maintenance work
 - Property acquisition for Daniels Mountain Storage Tank, Cedar Breaks Elevated Storage Tank, Rabbit Hill Elevated Storage Tank, Mays Street, Westinghouse Lift Station, and Second Street
 - Construction of the Westside Service Center



MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2017

- Develop, coordinate, and maintain current Capital Improvement Plan (CIP) projects for Utilities and Transportation
- Provide quality project management, inspection, and oversight for CIP and development infrastructure construction
- Deliver high-quality, efficient, customer-oriented real estate services
- Acquire cost-effective rights-of-way and easements for CIP projects
- Administer timely, accurate, and complete plan reviews for new development projects
- Support other departments as needed
- Finalize update of City Construction Specifications and Standards
- Encourage and promote professional development throughout the Department
- Maintain our commitment to safety on job sites

Notable Budget Item(s)

Inspection Supervisor

DEPARTMENTAL BUDGET

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base Budget	FY2017 Changes	FY2017 Budget
0526 - Engineering						
Personnel	1,224,387	1,308,849	1,357,874	1,527,013	100,888	1,627,901
O&M	236,036	268,294	249,789	410,299	11,088	421,387
Capital	-	-	-	-	-	-
Total Departmental Budget	1,460,422	1,577,143	1,607,663	1,937,312	111,976	2,049,288

DEPARTMENTAL PERFORMANCE MEASURES

In the coming year, the Engineering Department will be working closely with the Finance Department to develop quality performance metrics focused on timely project completion, fiscal transparency, and cost effectiveness of these activities.



Ground breaking of FM1460. Expected completion FY2018.

ENGINEERING SUPPORT

DEPARTMENT DESCRIPTION

Engineering Support is responsible for efficiently managing the utility's Geographic Information Systems and its core operating and planning engineering models. The Department manages, maintains, and supports utility asset data, enterprise asset management functions, as well as system models. The Department oversees all of the core functions of GIS computer-aided drafting and global positioning systems services for the utility. Additionally, the Department supports several highly technical utility specific software applications for engineering design, GIS, EAM, pavement management, and electric outage management. The Department is responsible for handling all utility information requests from citizens, utility customers, and the development community.

JOINT SERVICES FUND

ENGINEERING SUPPORT

10 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2016

- ✓ Managed the initial phase for Spatial Master Data Management Project
- ✓ Worked closely with the Stormwater and Transportation Departments to develop, create, and deliver data, procedures, and systems to meet the requirements for phase two of the Stormwater MS4 Project
- ✓ Expanded the EAM program into the Stormwater and Transportation Departments
- ✓ Converted the existing digital as-built archive database to a system conforming to the City's enterprise records management system
- ✓ Developed essential geospatial services, interfaces, and maps to department citywide that added value to the services they provide to citizens, customers, developers, planners, constructors, etc
- ✓ Worked closely with Conservation Services staff, utilizing advanced geospatial techniques and LiDAR data, to develop a methodology to analyze solar suitability of GUS electric customers
- ✓ Expanded the utilization of EAM in Energy Services to include the following assets; capacitors, switch gears, air break switches, solid blade disconnects, and reclosers
- ✓ Completed the design and build phase in EAM to allow for new and existing meters to be handled as assets
- ✓ Added all of the Western District vertical assets into EAM

MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2017

- Expand the use of EAM to include SCADA, metering, and Fiber assets
- Complete the conversion of the existing digital as-built archive database to a system conforming to the City's enterprise records management system (Laserfiche)
- Complete the integration effort to sync digital information on assets in Laserfiche with Infor EAM
- Continue building the Spatial Master Data Management inventory data
- Provide staffing support to deliver timely and relevant services for the final phases of the Customer Information System replacement project
- Provide staffing support, geospatial services, and data for initiatives citywide



Notable Budget Item(s)

Large Format Plotter
 \$12,000

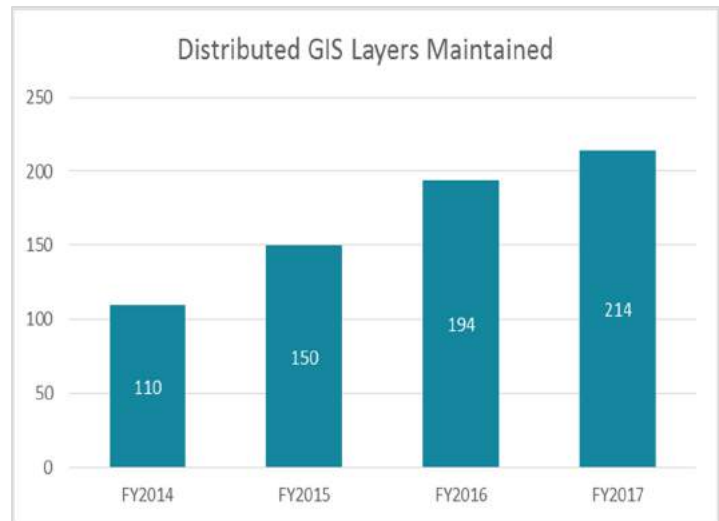
DEPARTMENTAL BUDGET

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base Budget	FY2017 Changes	FY2017 Budget
0547 - Engineering Support						
Personnel	663,672	888,973	768,085	903,415	-	903,415
O&M	243,840	335,898	351,598	323,609	-	323,609
Capital	-	-	-	-	12,000	12,000
Total Departmental Budget	907,512	1,224,871	1,119,683	1,227,024	12,000	1,239,024

DEPARTMENTAL PERFORMANCE MEASURES

The number of *Distributed GIS Layers Maintained* is a measure of the amount of required data maintained for purposes of adequately supporting the key functions of the Utility and Transportation Divisions. As the number of GIS layers grows so does the time required to maintain them.

The number of *Utility & Transportation Employees Supported* is a measure of the amount of staff supported by this Department. One of the Department missions is to develop, acquire, maintain, and provided the most complete and accurate data sets to City staff, enabling them to perform their work. As City staffing increases so does the demand on our staff.



FINANCE ADMINISTRATION

DEPARTMENT DESCRIPTION

Finance Administration plans and directs the City's financial activities providing information and support allowing other City Departments to accomplish their missions. The Department oversees accounting, purchasing, tax collection, financial reporting, debt, and investment management. Finance directs the City's budgeting process, monitors the long-term financial plan, and prepares related policy recommendations. Finance is also the liaison to several boards including the General Government and Finance Advisory Board (GGAF), the Georgetown Economic Development Corporation (GEDCO), and the Georgetown Transportation Enhancement Corporation (GTEC).

JOINT SERVICES FUND

FINANCE ADMINISTRATION

4 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2016

- ✓ Maintained General Obligation bond rating of AA+ and Utility Revenue bond rating of AA
- ✓ Developed and implemented written Investment Procedures in accordance with Public Funds Investment Act (PFIA) recommendations
- ✓ Revised budget process for easier participation by departments and earlier communications with Council
- ✓ Produced new budget highlights video featuring aerial footage of major projects in Georgetown
- ✓ Worked with Council to establish an Economic Uncertainty Reserve in the General Fund
- ✓ Redesigned the monthly and quarterly reports for consistency and ease of use



MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2017

- Improve financial transparency to Council, boards, and residents by updating the website to meet the state's Financial Transparency Stars Program standards
- Revise business operational processes by working with a consultant to assess Finance procedures
- Lead the organization toward a modern Financial Information System by partnering with a consultant for software selection
- Establish an annual Internal Audit Plan to strengthen the accountability of the City's resources
- Maintain the public's trust by maximizing the safety, liquidity, and yield of the City's cash investments
- Align the 5-year Capital Improvement Plan and the annual CIP spending plan to manage debt capacity and forecast operational needs
- Develop operational and maintenance impact model based on Capital Improvement Plan

Notable Budget Item(s)

Audit Plan
 \$75,000

DEPARTMENTAL BUDGET

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base Budget	FY2017 Changes	FY2017 Budget
0302 - Finance Administration						
Personnel	509,152	420,190	335,212	408,193	10,000	418,193
O&M	374,358	393,302	381,832	375,667	75,000	450,667
Capital	-	-	-	-	-	-
Total Departmental Budget	883,510	813,492	717,044	783,860	85,000	868,860

DEPARTMENTAL PERFORMANCE MEASURES

The Finance Department has a fiduciary responsibility to manage the City's *Annual Investment Portfolio*. Invested funds are managed conservatively by multiple local government pooled investment firms in order to provide safe, legal, efficient, and liquid investment alternatives to the City. The City's investment policy ensures full compliance of all invested funds per the Texas Public Funds Investment Act.

Bond Ratings are important in determining the financial strength and stability of a municipality. These ratings determine the ability of an entity to borrow money and clarify for investors the risk associated with investing in the organization. The City has maintained a AA+ bond rating for the past three years.



AWARDS/ACCREDITATIONS

The GFOA established the *Distinguished Budget Presentation Award Program* (Budget Awards Program) in 1984 to encourage and assist state and local governments in preparing high quality budget documents. Guidelines were established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices. Documents submitted to the Budget Awards Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector budgeting. Finance Administration has submitted and received the Distinguished Budget Presentation Award for 26 consecutive years.



GEORGETOWN UTILITY SYSTEMS ADMINISTRATION

DEPARTMENT DESCRIPTION

The Georgetown Utility Systems (GUS) Administration Department manages key business functions of the Division. The Department oversees strategic planning, organizational structure, business systems, resource allocations, and financial management. The Department also provides administrative support, including process planning and implementation, customer relations, reception, record keeping, and secretarial services to all departments within the Georgetown Utility Systems Division. Long-term system planning is coordinated by the Department as is the coordination and operation of all utilities during emergency management situations.

JOINT SERVICES FUND

GUS ADMINISTRATION

9 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2016

- ✓ Completed multi-year substation transformer acquisition from LCRA
- ✓ Finalized construction and began commercial operation of Spinning Spur 3 wind farm, achieving greater than 90% renewable energy
- ✓ Completed Public Utility Commission process for ownership of CTSUD and Phase I of Records Management Process Project and completed records inventory of consolidated CTSUD records
- ✓ Participated with Brazos River Authority (BRA) and other regional water utilities in addressing the impact of Zebra mussels on water supply
- ✓ Continued to engage in setting regional water planning goals and strategies through membership on BRA Region G Board
- ✓ Reorganization of Customer Care, Conservation, Marketing, Technical Services and Engineering Support
- ✓ Concluded construction, occupied, and began operations of the Westside Service Center (WSC) and associated rooftop solar
- ✓ Initiated contract renewal negotiations with TDS for solid waste services
- ✓ Created a Business Improvement Program to manage cross-functional, cross-departmental Business Process Improvement and Enterprise Application projects and to foster Organizational Development
- ✓ Completed evaluation, planning, preparation, and staffing to affect Water Treatment Plant Operation's transition from private to public in 2017

MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2017

- Encourage a safe and positive working environment for employees
- Provide and maintain reliable, competitive, cost effective utility and transportation services that reflect community values, and promote well-planned, long-range development
- Ensure excellent customer service to the Georgetown community
- Promote consumer education programs for efficient use of utilities and conservation of natural resources
- Effectively manage energy/water resource deployment
- Regional approach to utility system development and planning by partnering with utility providers, and political subdivisions
- Continue implementation of the Regional Wastewater Master Plan for the San Gabriel Basin
- Share in setting regional water planning goals and strategies through membership on Brazos River Authority Region G Board
- Pursue implementation of renewable energy contracted supplies



DEPARTMENTAL BUDGET

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base Budget	FY2017 Changes	FY2017 Budget
0502 - GUS Administration						
Personnel	894,596	896,237	897,806	912,110	-	912,110
O&M	350,598	364,430	364,380	480,705	-	480,705
Capital	-	105,000	-	-	-	-
Total Departmental Budget	1,245,194	1,365,667	1,262,186	1,392,815	-	1,392,815

DEPARTMENTAL PERFORMANCE MEASURES

The provision of safe and reliable services to customers while maintaining utility systems in a cost efficient and reliable manner is a top priority for the Georgetown Utility Systems Administration Department. Performance measures have been created to monitor Operations & Maintenance (O&M), Customer Care, Systems, Projects, Resource, and Financial Metrics across the Georgetown Utility Systems. The evaluation of the aforementioned metrics helps ensure the maximization of customer value and optimized performance of the utility systems.

AWARDS/ACCREDITATIONS

Recognized and certified by the American Public Power Association (APPA) as a *Reliable Public Power Provider (RP3)* at the Platinum Level. This certification recognizes excellence in Reliability, Safety, Workforce Development, and System Improvement.



In the spring of 2016 Georgetown Utility Systems was awarded funding to sponsor a student internship through the APPA DEED program. As part of the project, the student served as a core team member along with representatives from Resource Management, Conservation, Permitting, Electrical Engineering, and Customer Care. The internship resulted in a methodology to identify potential customers to target for solar initiatives in the future.

Received the APPA *Safety Award of Excellence* for safe operating practices in 2015, due to 75,000 hours worked without incident.

Received two awards from the American Planning Association: American Planning Association; State Chapter - *2015 Best Long Range Plan*; and American Planning Association; Central Texas Chapter - *2015 Honorable Mention for Best Long Range Plan*.

Received *Project of the Year* award from Texas Renewable Energy Industries Alliance (TREIA) in recognition of the City's ability to match renewable production against customer load while hedging variability and congestion, and keeping wholesale costs competitive.

Received the *Public Service Innovation Team Award* from the CenTex Chapter of the American Society of Public Administration (ASPA) in recognition of the City's contracts to move to 100 percent renewable energy in 2017.

HUMAN RESOURCES

DEPARTMENT DESCRIPTION

The Human Resources (HR) Department develops and delivers innovative human resource programs and services designed to support the City of Georgetown's mission statement. The Department's core services and competencies include recruitment, staffing, employee relations, organizational development, and employee development. The Department also oversees safety, compensation and benefits, wellness, performance management, and policy interpretation. This is all done with an emphasis on customer service based on respect and integrity.

JOINT SERVICES FUND

HUMAN RESOURCES

7 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2016

- ✓ Facilitated the first meet and confer negotiations and agreement with associations representing our Police Officers and Firefighters
- ✓ Conducted employee survey with impressive 85% response rate
- ✓ Adjusted employee compensation market approach utilizing management and Council feedback, and conducted market review of 100 benchmark positions
- ✓ Implemented group health administrator and network change January 1, 2016 resulting in fixed cost savings of nearly \$400,000 over prior year
- ✓ Developed self-insurance fund reserve strategy
- ✓ Procured dental coverage for 2017 including change in funding methodology expected to save employees and City 15%
- ✓ Coordinated recruitment and selection of City Attorney, City Secretary, Finance Director, Assistant City Manager, and Economic Development Director
- ✓ Led revitalization of employee core values including roll-out at May 2016 values lunch resulting in 80% of employee survey respondents affirming their understanding of the core values
- ✓ Hired and oriented 90 regular and 86 seasonal/temporary employees



MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2017

- Communicate and implement employee tuition reimbursement program
- Coordinate employee survey action planning and implementation
- Implement dental plan administrator and funding methodology change
- Collaborate with Finance and IT in identifying HRIS/FIS partner(s) and planning for transition and implementation
- Improve employee understanding of pay and benefits through distribution of total paycheck reflecting City's full investment beyond salary and through proactive information session across organization
- Increase wellness program participation (Currently 15% of employees) through implementation of wellness program tracking portal and program design improvements
- Determine employee clinic need and feasibility through study completion and presentation to staff and City Council
- Complete Safety and Risk Audit, develop first year action plan, and execute plan with involvement from City departments
- Establish first stand-alone employee service awards event in early 2017
- Enhance employee training and development offerings through full deployment of compliance, supervisory, emerging leaders, core values, director, and other training programs

Notable Budget Item(s)

Tuition Reimbursement
Program
\$100,000

DEPARTMENTAL BUDGET

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base Budget	FY2017 Changes	FY2017 Budget
0639 - Human Resources						
Personnel	717,595	708,838	717,969	724,822	-	724,822
O&M	91,729	92,805	91,909	61,229	-	61,229
Capital	-	-	-	-	-	-
0639 - Human Resources Sub-total	809,324	801,643	809,878	786,051	-	786,051
0640 - City Wide HR						
Personnel	99,512	319,752	194,707	(256,744)	8,000	(248,744)
O&M	312,412	291,200	282,514	291,200	104,100	395,300
Capital			-	-	-	-
0640 - City Wide HR Sub-total	411,925	610,952	477,221	34,456	112,100	146,556
Total Departmental Budget	1,221,248	1,412,595	1,287,099	820,507	112,100	932,607

HUMAN RESOURCES CITYWIDE SERVICES

This department represents the pooled funds available for the City's one-time performance bonus program, as well as, market adjustments for employees funded through the Joint Services Fund. Training for City-wide issues, such as supervisory training and safety are also included here, as is property and liability insurance for the City.

DEPARTMENTAL PERFORMANCE MEASURES

Turnover Rate: Some turnover is healthy (e.g., retirement), but the turnover rate is a standard measure in which large variations can indicate retention problems and a higher risk to human capital investment. The Human Resources Department continuously monitors turnover rate in order to identify trends that may indicate a systematic issue. Typically, less than **20%** indicates satisfactory retention of employees.

LEGAL AND INSURANCE

DEPARTMENT DESCRIPTION

The Legal Department provides in-house legal services for the City Council, Staff, Boards, and Commissions. The Department supervises outside counsel, issues legal opinions on the City Charter, City ordinances, policies and procedures, and represents the City in litigation and administrative matters. The Department also provides advice and training on legal issues to City Staff and provides annual ethics training for the City Council, Boards, and Commissions. The Legal Department coordinates all open record correspondence with the Attorney General and serves as a legal resource to staff regarding standard open records.

JOINT SERVICES FUND

CITY ATTORNEY'S OFFICE

5 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2016

- ✓ Issued opinions or presentations on various legal issues including Open Meetings Act, Public Information Act, ethics, parliamentary procedure, and conflicts of interest, including additional training for Advisory Board officers
- ✓ Negotiated and drafted agreements, contracts and documents including several Interlocal Agreements
- ✓ Assisted with the negotiation and drafting of amended development agreement packages for significant projects and developments
- ✓ Aided with the negotiation and drafting of real estate transactions
- ✓ Effectively manage and coordinate Contract Attorneys for significant projects



MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2017

- Provide legal services in a timely and efficient manner
- Recommend and prepare amendments to City codes and ordinances in accordance with Council direction
- Support Police and Code Enforcement efforts through effective Municipal Court prosecution consistent with Council objectives
- Train and support the City's Boards & Commissions
- Negotiate and provide legal review for development agreements
- Manage web-based City-wide Public Information Request (PIR) System for streamlined and effective PIR management
- Issue opinions or presentations on various legal issues including Open Meetings Act, Public Information Act, ethics, parliamentary procedure, and conflicts of interest, including additional training for Advisory Board officers and members
- Assist in the City's economic development and transportation initiatives through effective negotiation and preparation of economic incentive agreements
- Sustain efforts to standardize City documents
- Work with staff to identify and address Risk Management issues
- Continue systematic review and revision of the Code of Ordinances

DEPARTMENTAL BUDGET

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base Budget	FY2017 Changes	FY2017 Budget
0654 - Legal						
Personnel	522,225	791,870	707,721	675,388	-	675,388
O&M	169,401	345,475	345,475	216,477	-	216,477
Capital	-	-	-	-	-	-
0654 - Legal Sub-total	691,626	1,137,345	1,053,196	891,865	-	891,865
0638 - Insurance						
Personnel	-	-	-	-	-	-
O&M	491,032	705,000	705,000	705,000	-	705,000
Capital	-	-	-	-	-	-
0638 - Insurance Sub-total	491,032	705,000	705,000	705,000	-	705,000
Total Departmental Budget	1,182,658	1,842,345	1,758,196	1,596,865	-	1,596,865

DEPARTMENTAL PERFORMANCE MEASURES

The number of Open Records Requests is an important measure that shows the City's commitment and dedication to transparency. The graph to the right shows the total number of public information requests received by the City. Routine requests, like police records or financial reports, are processed by other Departments which oversee those aspects of City business. The City complies with all state law requirements for handling public information requests which generally requires a response with ten business days of receipt.



MAIN STREET

DEPARTMENT DESCRIPTION

The Main Street Department focuses on Downtown revitalization within the context of historic preservation to help diversify the economic base of the community. The Main Street Department is a preservation-driven, economic development organization that utilizes diverse community partners to create a destination Downtown for everyone. The overall goal is to help provide opportunities to enhance the Downtown for citizens and tourists.

JOINT SERVICES FUND

MAIN STREET

1 FTE

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2016

- ✓ Held the 7th Annual Georgetown Swirl, a wine and shopping event fundraiser for the Main Street Façade & Sign Grant Program
- ✓ Visited downtown Fort Worth during Main Street Arts Festival to learn more about using the arts industry as economic development
- ✓ Sold out of the 9th annual Main Street Collectible ornament
- ✓ Awarded the Main Street Star Award to Rusty Winkstern for going above and beyond in promoting downtown Georgetown
- ✓ Invited to participate in an American Express panel discussion at the National Main Street Now Conference in Milwaukee to discuss Shop Small and Small Business Saturday
- ✓ Hosted the 3rd Annual Ladies Nite Out event held the Thursday before Thanksgiving in November with more vendors than ever
- ✓ Partnered with the Georgetown Chamber of Commerce and Downtown Association on the 2nd Shop Small Spree to raise awareness of Small Business Saturday for the holiday season

MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2017

- Redefine the Downtown Overlay District's niche in the marketplace and sharpen the competitiveness of existing businesses while nurturing new enterprises that respond to consumer needs
- Focus on authentic community assets with high-quality image development campaigns and events that will attract new shoppers, visitors, residents, and investors
- Build a pathway to leadership in local efforts by leading a community-based, volunteer-driven program that helps empower residents and investors to collaborate for sustainable revitalization
- Attract and retain a healthy business mix
- Raise awareness and funding for Georgetown Main Street projects
- Promote Downtown's unique image as a vibrant, diverse and inclusive destination
- Restructure Façade and sign grant program

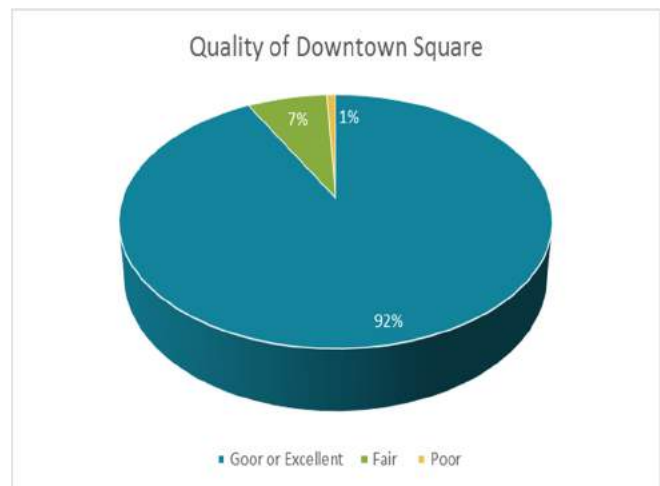
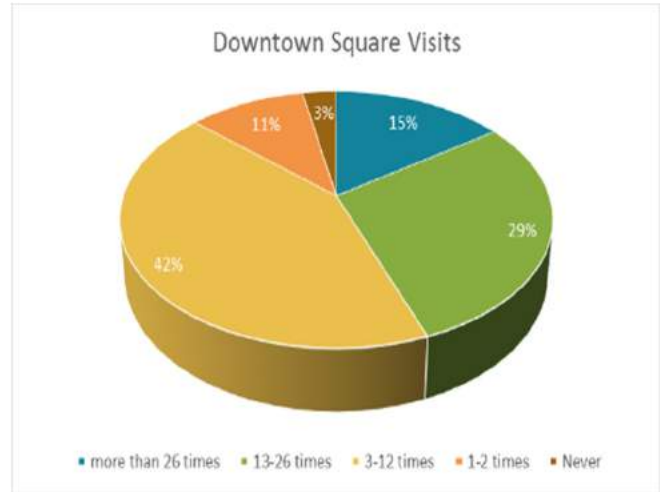


DEPARTMENTAL BUDGET

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base Budget	FY2017 Changes	FY2017 Budget
0653 - Main Street						
Personnel	88,237	88,990	89,781	90,592	-	90,592
O&M	49,361	72,476	64,656	66,945	-	66,945
Capital	-	-	-	-	-	-
Total Departmental Budget	137,598	161,466	154,437	157,537	-	157,537

DEPARTMENTAL PERFORMANCE MEASURES

One of the top priorities of the Main Street Department is to foster preservation-driven economic development creating a destination downtown that is enjoyed by both residents and tourists alike. In the spring of 2016 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 resident's satisfaction of public services. In regards to service usage, roughly 97% of respondents indicated they had visited the Downtown Square within the previous year. Of those surveyed, over 44% reported visiting the square more than 12 times. Additionally, when asked to rate the quality of the Downtown square and Downtown activities and events, over 90% of respondents rated the downtown square and activities as good or excellent. Resident usage and quality of the Downtown Square indicate that a vast majority of residents utilize the Downtown Square and are satisfied with the quality of economic development and available activities.



AWARDS/ACCREDITATIONS

National Main Street Accreditation: to obtain this award, a city must meet ten criteria as determined by the Texas Historical Commission. Though these criteria are assessed by a state agency, the award is presented on a National platform



PURCHASING

DEPARTMENT DESCRIPTION

The Purchasing Department procures all supplies, equipment, and services for the City. These activities include establishing contracts, blanket purchase orders to reduce cost, and preparing bid specifications. The Department conducts formal bid proceedings for procurements over \$50,000. Purchasing educates City Departments about purchasing procedures and solicits ideas to improve efficiency. Purchasing is responsible for the management of communication devices, as well as assisting the Accounting Department with the management of the Credit Card Program. Additionally, Purchasing oversees the operation of the City's central receiving/distribution warehouses and is responsible for disposing of surplus items.

JOINT SERVICES FUND

PURCHASING

8 FTEs

MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2016

- ✓ Facilitated several major procurements including; replacement of the Customer Information System, chemicals and services associated with in-house wastewater plant operations, EMS billing services, Southwest Bypass extension, aviation fuel, the construction-manager-at-risk for the Downtown West project, and the replacement of Parks and Recreation operating software
- ✓ Improved customer service by assigning each City of Georgetown user department to a specific buyer and increasing familiarity with individual departmental operations to provide personalized service
- ✓ Enhanced efficiency of warehouse operations by implementing changes such as improved delivery tracking and surplus disposal operations
- ✓ Increased organization of contract files to ensure the appropriate COG user department received each file
- ✓ Implemented state required disclosure of interested parties certification process



MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2017

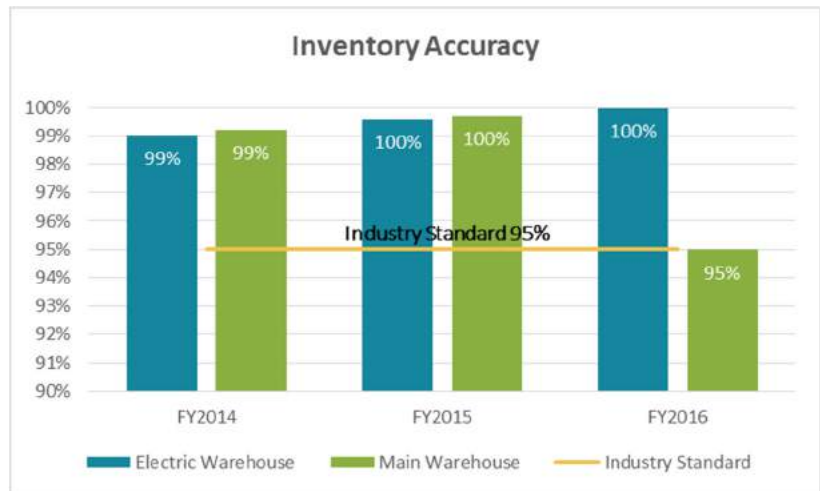
- Promote improvements in operations to more efficiently and effectively serve COG user departments
- Increase departmental training efforts including online training where possible
- Plan for upcoming replacement of automated purchasing system
- Further improve internal and external websites to provide additional useful and easily accessible information for COG user departments and vendors wishing to do business with the City
- Support and facilitate major procurements such as the consolidation of landscaping services
- Continue to improve and standardize forms and processes to increase efficiency and improve customer service
- Assist in planning and set up of warehouse section located at Westside Service Center
- Sustain efforts to increase operational efficiencies in the warehouse by improving organization of external storage areas
- Advertise and increase opportunities for local vendor to do business with the City

DEPARTMENTAL BUDGET

	FY2015 Actual	FY2016 Budget	FY2016 Projected	FY2017 Base Budget	FY2017 Changes	FY2017 Budget
0317 - Purchasing						
Personnel	551,716	585,725	565,597	586,355	-	586,355
O&M	111,450	132,478	132,481	150,830	-	150,830
Capital	-	-	-	-	-	-
Total Departmental Budget	663,165	718,203	698,078	737,185	-	737,185

DEPARTMENTAL PERFORMANCE MEASURES

Inventory Accuracy: One of the major goals for the Purchasing Department is to consistently have appropriate stock available for its internal customers to ensure the provision of timely and uninterrupted services to the community. Maintaining inventory accuracy at or above the industry standard of 95% allows the Department to respond accurately to particular requests, provide excellent customer service, and control expenses.



City of Georgetown Warehouse located at: Georgetown Municipal Complex, 300-1 Industrial Ave, Georgetown, TX 78626



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