



ANNUAL BUDGET FISCAL YEAR 2021



COMMUNITY STRONG



In accordance with Section 102.007 of the Texas Local Government Code the following information is being included as the cover page for a budget document:

City of Kerrville Fiscal Year 2020-2021

This budget will raise the same amount of revenue from property taxes as last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$164,728.

The record vote for each member of the governing body by name voting on the adoption of the Fiscal Year 2021 (FY2021) budget is as follows:

	<u>August 25, 2020</u>	<u>September 8, 2020</u>
Bill Blackburn, Mayor	YES	YES
Gary Cochrane, Place 1	ABSENT	YES
Kim Clarkson, Place 2	YES	YES
Judy Eychner, Place 3	YES	YES
Delayne Sigerman, Place 4	YES	YES

Property Tax Comparison	<u>2019-2020</u>	<u>2020-2021</u>
Property Tax Rate	\$0.5400/100	\$0.5116/100
No-New-Revenue Tax Rate	\$0.5222/100	\$0.5116/100
No-New-Revenue Maintenance and Operations Tax Rate	\$0.4524/100	\$0.4448/100
Voter-Approval Tax Rate	\$0.5620/100	\$0.5338/100
Debt Rate	\$0.0735/100	\$0.0735/100

At the end of FY2020, the total debt obligation (outstanding principal) for the City of Kerrville secured by property taxes is \$66,480,000. Of this amount, \$40,745,000 is supported by Water Fund revenue, \$11,760,000 is supported by 4B sales tax revenue, and \$13,975,000 is supported by property taxes. Securing the debt with property taxes results in a lower interest rate. As in all prior years, the City expects that the Water Fund and 4B sales tax revenues will be sufficient for those debt service obligations. The City does not anticipate paying Water Fund or 4B sales tax supported debt with property taxes in any year. More information regarding the City's debt obligation, including payment requirements for current and future years, can be found in the Debt Service Funds section of this budget document.



CITY COUNCIL AND STAFF



Kerrville City Council

Place 1

Gary Cochrane

Place 2, Mayor Pro-Tem

Kim Clarkson

Mayor

Bill Blackburn

Place 3

Judy Eychner

Place 4

Delayne Sigerman

(through Nov. 17, 2020)

Place 4

Brenda Hughes

(beginning Nov. 17, 2020)

City of Kerrville Staff

City Manager

Mark McDaniel

Deputy City Manager

E.A. Hoppe

Chief Financial Officer

Amy Dozier

Assistant Finance Director **Julie Behrens**

The Community Vision

As part of the Kerrville 2050 Comprehensive Plan process, community leaders converged around key ideas and common themes expressed by citizens during numerous public outreach opportunities. These ideas and themes were transformed into a shared vision of the future. The Vision Statement below, developed based on input from the Community Retreat and the work of the Comprehensive Plan Steering Committee, was approved in December 2017 and guided the course of the remainder of the effort:

Kerrville will be a vibrant, welcoming and inclusive community that:

Respects and protects the natural environment that surrounds it;

Seeks to attract economic growth and development;

Provides opportunities for prosperity, personal enrichment and intellectual growth for people of all ages; and

Does so while preserving the small-town charm, heritage, arts and culture of the community.

This statement is a direct reflection of the values and priorities of residents, workers, business owners, students, and community leaders. It encapsulates the City's energy and its willingness to embrace growth so long as it occurs with an understanding, an appreciation, and a goal of preserving Kerrville's history and small-town character.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Kerrville
Texas**

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Kerrville for its annual budget for the fiscal year beginning October 1, 2019.

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

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COMMUNITY STRONG





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COMMUNITY STRONG



CITY MANAGER'S MESSAGE





December 9, 2020

Dear Honorable Mayor Blackburn, Councilmembers and Citizens of Kerrville:

It is my privilege to submit the Fiscal Year 2021 (FY2021) Budget for the City of Kerrville. Needless to say, the past year has presented a myriad of local challenges, with the advent of COVID-19 early in the fiscal year wreaking havoc on the City's economy, the lives of our citizens, major initiatives, and our operating budget. The fallout from the deadly worldwide pandemic continues, and our efforts to deal with it will also continue for some time. However, faith in a better tomorrow not only sustains us but also provides the impetus for this year's budget theme of **"Community Strong."** The FY2021 Budget, while austere, continues to advance many of the guiding principles of Kerrville 2050 and particular City Council priorities expressed in the Council's annual retreat last June. Some of those initiatives budgeted for FY2021 include:

- Additional funding for annual street repairs to perform even more lane miles of maintenance.
- Capital projects to address some of the City's highest priority drainage problems.
- Capital projects for airport facility improvements.
- Capital projects for complete renovation of some of our worst streets.
- Updates to our water and wastewater master plans.
- Completion of the Olympic Drive expansion.
- Grant-funded Kerrville Sports Complex improvements.
- A new major water well.
- Phase I of an advanced metering system.
- Water tank rehabilitation/replacement.
- Completion of new Subdivision Code.
- Grant-funded Guadalupe River Utility Crossing.
- Major Library repair projects funded by Memorial Fund private contributions.
- Ongoing funding for the City's Neighborhood Enhancement Team (NET).

Budget Philosophy

The FY2021 Budget anticipates a gradual economic recovery with overall revenues down for the year, and is built upon a conservative fiscal philosophy that includes the following fiscal approaches:

1. Sustainability – a budget that uses conservative revenue projections and does not use one-time revenues to fund on-going or recurring expenditures.
2. Balanced – for the City's largest operating funds, expenditures do not exceed revenues.
3. Lowers the property tax rate from \$0.5400 to \$0.5116 per \$100 of assessed market value, marking the 11th consecutive year of the same or lower tax rates.
4. Water/Sewer Rates – There are no rate or rate structure changes to FY2021 water and sewer rates.
5. No Use of Fund Balance – General Fund and Water Fund do not use fund balances to meet regular, recurring expenditures.

General Fund

The General Fund is the largest fund of the City. It includes government services and operations such as Police, Fire and EMS, Parks and Recreation, and Streets. In addition, administrative and internal services (City Council, City Secretary, City Attorney, Administration, Information Technology, Human Resources and Finance) are a part of the General Fund. Sixty-two percent of these services are funded by property tax and sales tax.

The FY2021 budget for the General Fund includes \$28,064,250 in revenues and expenses, resulting in a balanced budget that reflects a decrease of \$697,827 or -2.4% from FY2020 budget. Major variances are as follows:

Revenues

- Property Tax (+\$311,960 or +3.1%) – Property tax revenue is based on the 2020 estimated value certification tax roll provided by the Kerr Central Appraisal District and lowering the tax rate from \$0.5400 to \$0.5116 per \$100 of assessed value. The \$0.5116 rate is called the “no-new-revenue rate” by the state, which was formerly referred to as the “effective rate”. Using this rate means that even though property appraisals have increased, homeowners’ property tax bill should remain the same because the tax rate has been lowered. Additional property tax revenue for the City is due to value from new improvements. The new lower rate of \$0.5116 means that the City has not increased its tax rate since 2010 and has even lowered it three times in the last four years.
- Sales Tax (-\$448,252 or -6.0%) – The sales tax decrease is driven by continued projected economic fallout from the COVID-19 pandemic. While Kerrville’s position as a regional retail hub has blunted some of the virus’ negative impact on sales tax, unemployment remains higher than usual, and the impact of potential case spikes could further hamper economic growth.
- Service Revenue (-\$187,520 or -4.8%) – Service revenue includes a projected decrease of \$200,000 in estimated revenue from the Ambulance Supplemental Payment Program due to an anticipated shortfall in state funding for this program that provides funding for unreimbursed Medicaid costs.
- Interest & Miscellaneous (-\$153,718 or -38.5%) – This category is down primarily due to a significant change in interest rates. Interest rates on typical City investments have fallen 75% over the last nine months and are expected to remain low throughout FY2021.
- Other Revenues (-\$220,297 or -3.1%) – Other revenues are primarily impacted by a \$120,000 decrease in Fines & Forfeitures, reflecting lower anticipated revenue from Municipal Court, and a \$144,533 reduction in operating transfers in due to a smaller expense reimbursement from the Water Fund for administrative services provided by the General Fund.

Expenditures

- Personnel (-\$196,062 or -1.0%) – The personnel expense decrease is fueled by fewer budgeted positions due to delayed hiring for vacant positions and the elimination of one Finance position and one Municipal Court position in response to revenue declines created by the COVID-19 pandemic. General Fund employees, including Public Safety employees, will not receive any salary adjustments in this FY2021 budget. The FY2021 budget does include an 8% increase in health insurance and a 3% increase in the actuarially calculated retirement plan contribution rate.

- Supplies (-\$145,523 or -9.6%) – The supplies expense decrease is primarily due to technology replacement purchases that will be delayed to FY2022, and Police department expenses for tactical helmets and iPads that have been moved to the Police Special Revenue Fund.
- Services (-\$280,008 or -10.4%) – The service expense decreased due to:
 - * closing the drop-off recycling center at the transfer station
 - * eliminating the household waste recycling event from the FY2021 budget year
 - * negotiating a new network services contract at a lower price
 - * reducing contracted services for multiple departments
- Other Expenses (-\$76,234 or -1.9%) – Slight increases in maintenance and capital outlays are offset by reduced miscellaneous expenses and transfers out.

Debt Service Funds and General Capital Projects Fund

Kerrville has been able to complete major capital projects without increasing the debt portion of the property tax rate and while maintaining an impressive AA bond rating issued by Standard and Poor's. During the FY2010 budget process, the City Council established a policy that no new property tax-supported debt would be issued that would require an increase in the tax rate.

In addition, the City took advantage of historically low interest rates by refinancing approximately \$11 million in debt that is supported by both the Economic Improvement Corporation and the Water Fund. The refinancing (debt refunding) closed in October 2020 and will result in gross savings of \$854,832 over the remaining life of the debt. Since final numbers were not available when City Council voted on the FY2021 budget, this budget book presents all debt service according to debt service schedules in effect as of September 30, 2020, before the refinancing.

The FY2021 budget includes \$6 million for continuation of street and drainage improvements funded by the debt issuance in 2019.

Water Fund

The Water Fund is the City's second largest fund and accounts for operations that provide water and sewer services to the residents of Kerrville and some areas outside of city limits. All activities necessary to provide those services are accounted for in this fund, including Water Production, Water Distribution, Wastewater Collections, Water Reclamation, and Utility Billing.

The FY2021 Budget for the Water Fund is balanced at \$13,062,669 in revenues and expenses, resulting in an increase of \$27,074 or 0.2% over the FY2020 budget. The only major variance of note is the transfer out to the Water Debt Service fund, which is \$147,891 less than FY2020 due to fluctuations in debt service requirements from year to year.

Water Capital Projects Fund

The City's primary water and sewer capital projects for FY2021 include:

- The \$1.5 million Guadalupe River Utility Crossing project being funded entirely by grants received from the Texas Water Development Board.
- The \$1.25 million exploratory Ellenberger Well project jointly funded with Upper Guadalupe River Authority.

- The \$940,000 Knapp Wastewater Collection project that will add capacity to the City of Kerrville's existing wastewater capacity.
- The \$940,000 Lois Street water tank project.

Golf Fund

The FY2021 Golf Fund revenue and expense budget is \$947,705, a \$49,832 or 5.0% decrease from FY2020, reflecting continuing COVID-19 impacts on golf operations.

Hotel Occupancy Tax Fund

The Hotel Occupancy Tax (HOT) Fund has seen a steady growth in collections since FY2012, but projected revenue for FY2021 is \$1,281,685. This is 12.1% less than the FY2020 budget due to a COVID-19 related downturn in tourism. The large majority of spending from this fund goes to support the Kerrville Convention and Visitors Bureau in the amount of \$891,000, which represents a 10% decrease from the prior year's budget. HOT funding has also been budgeted for annual tourist-oriented events like Fourth on the River, Festival of the Arts, the Kerrville Triathlon, event programming at Playhouse 2000 and the Museum of Western Art.

Conclusion

The FY2021 Budget reflects the City's efforts to meet desired levels of services and maintain fiscal discipline while also addressing and containing financial damage from the COVID-19 pandemic. The new budget also strongly supports continued Kerrville 2050 implementation and the three "E's" approach toward achievement of excellence: engagement with citizens, economic opportunity, and empowerment of employees. The City and community have banded together to address the many obstacles thrown our way during 2020, and we will continue to remain "Community Strong" as we prepare for both the challenges and opportunities open to us in the coming year.

I look forward to working with Kerrville's citizens and City Council as we navigate FY2021.

Sincerely,



Mark L. McDaniel
City Manager



COMMUNITY
STRONG

The logo features the words "COMMUNITY" and "STRONG" in large, bold, blue and teal letters respectively. A small illustration of a building with a steeple is positioned in the center of the letter "O" in "STRONG".

COMMUNITY STRONG

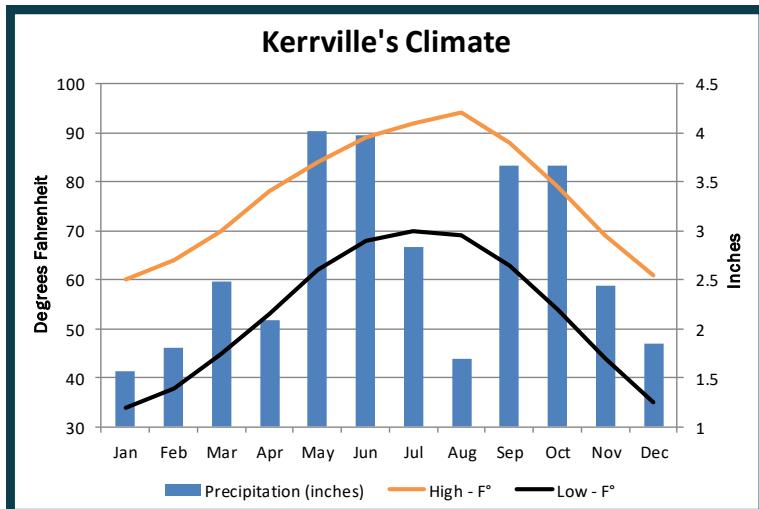
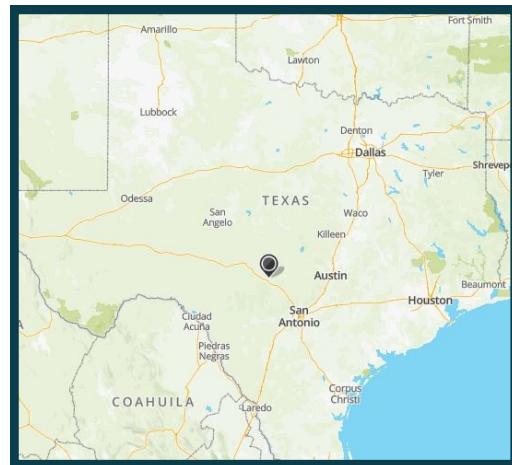


CITY PROFILE



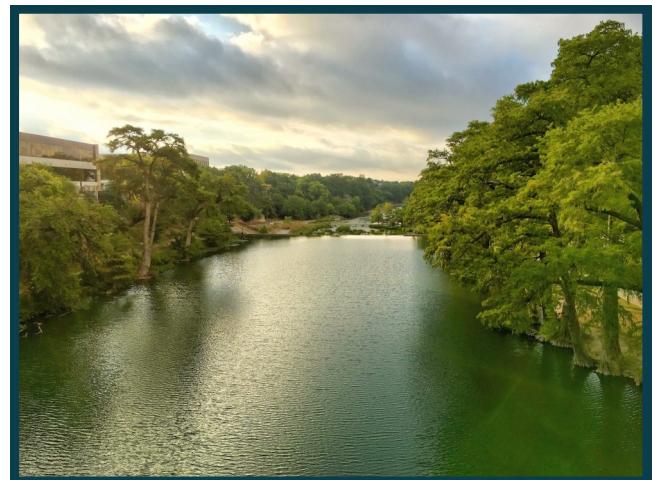
LOCATION

Kerrville is ideally located in the heart of the Texas Hill Country, 65 miles northwest of San Antonio and 102 miles southwest of Austin. Other major metropolitan areas, Dallas and Houston, are both less than 300 miles from Kerrville. Our city is the county seat for Kerr County and easily accessible from Interstate Highway 10 or State Highways 16, 27, and 173.



TOPOGRAPHY

The Guadalupe River runs through Kerrville, providing the City not only with drinking water, but with ample recreational opportunities, beautiful views and tourist appeal. Kerrville boasts a 6 mile long River Trail and a beautiful downtown riverfront park, Louise Hays Park. Louise Hays Park offers a splash pad, amphitheater, dog park, covered pavilions and playscapes. In addition, Kerrville-Schreiner Park offers visitors 517 acres of trails, camping, fishing, swimming and recreation on the Guadalupe River.



Guadalupe River

EDUCATION AND CHURCHES

Kerrville Independent School District has four elementary schools, one 6th grade school, one middle school, one high school, and a total enrollment of almost 5,000 students. In addition, Kerrville has numerous private schools and one university. With an enrollment of over 1,400 students, Schreiner University continues to expand. In the past decade, Schreiner has added a new athletic and event center, a fitness center, residence halls, and student apartments. The Kerrville area is also home to more than 90 churches, religious organizations, and The Coming King Sculpture and Prayer Garden.



Tivy High School



Schreiner University



EVENTS AND FESTIVALS

Kerrville is home to annual events that draw guests from across the state and beyond. These events enhance the tourism industry in Kerrville and provide diverse experiences and fun activities for families and people of all ages.

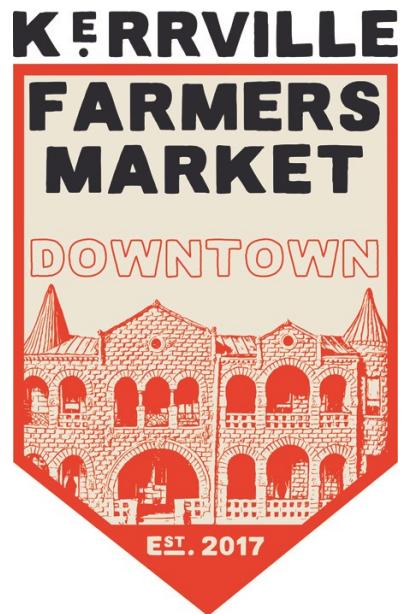
- Kerrville Chalk Festival
- Kerrville Festival of the Arts
- Kerrville Folk Festival
- Robert Earl Keen's 4th on the River
- Kerrville Triathlon
- Holiday Lighted Parade
- Kerrville Farmer's Market
- River Roadster Show
- Family Fright Night
- Kerrville River Festival



Kerrville Chalk Festival



Kerrville Triathlon



Holiday Lighted Parade



Robert Earl Keen's 4th on the River



CULTURE AND RECREATION

Cultural and recreational opportunities are abundant in Kerrville. The numerous parks, trails, sports fields, museums, historical areas, and planned events are all reasons to visit the City of Kerrville.

Museums & Cultural Centers

- Cailloux Theater
- Symphony of the Hills
- Museum of Western Art
- Kerr Arts & Cultural Center
- The Coming King Sculpture Prayer Garden
- Kerr Regional History Center

Recreation

- Area Parks & Playgrounds
- River Trail
- Kerrville Sports Complex
- 3 Golf Courses
- Tennis Center
- Riverside Nature Center



Ballet at Cailloux Theatre



Kerr Arts & Cultural Center



Scott Schreiner Golf Course



Walk, jog, or bike on 6 miles of beautiful River Trail



Kerrville Sports Complex: home to baseball, softball, and soccer fields as well as batting cages



Museum of Western Art

DEMOGRAPHIC AND ECONOMIC INFORMATION

POPULATION		MEDIAN HOUSEHOLD INCOME	\$ 46,581
		PER CAPITA INCOME	\$ 28,432
AVERAGE HOUSEHOLD SIZE		HOUSING	
2019 CAFR Estimate	24,931	Median home value up to \$149,999	\$ 171,600 42.9%
2010 Census	22,347	\$150,000 to \$199,999	15.6%
		\$200,000 to \$299,999	23.9%
		\$300,000 to \$499,999	12.2%
POPULATION BY MEDIAN AGE		\$500,000 to \$999,999	4.6%
Under 18 years	19.6%	\$1,000,000 or more	0.8%
18 years and over	80.4%		
65 and over	26.8%		
POPULATION BY GENDER		Total housing units	10,440
Female	52.3%	Occupied housing units	92.6%
Male	47.7%	Vacant housing units	7.4%
		Owner occupied	61.4%
		Renter occupied	38.6%
POPULATION BY RACE			
White	65.8%	UNEMPLOYMENT RATE (September 2020)	5.7%
Hispanic or Latino	28.7%		
African American	2.7%	MEAN TRAVEL TIME TO WORK	14.1 minutes
Asian	0.9%		
Other	1.9%	MAJOR EMPLOYERS IN KERR COUNTY	EMPLOYEES
EDUCATION (AGE 25+)		Peterson Health	1,200
No High School Diploma	11.6%	Kerrville Independent School District	700
High School Diploma	26.6%	James Avery Craftsman	685
College, No Diploma	28.1%	Kerrville State Hospital	550
Associate's Degree	6.6%	H-E-B	400
Bachelor's Degree	16.7%	Kerrville Veterans Administration Hospital	400
Graduate/Professional Degree	10.5%	City of Kerrville	300
		Kerr County	300
		Walmart	250
		Brookdale Senior Services	150
		All Others	<u>16,339</u>
		TOTAL EMPLOYED	<u>21,274</u>

sources: 2019 CAFR, US Bureau of Labor Statistics, US Census Bureau



HISTORY

In 1856, Joshua Brown donated four acres of land located on the Guadalupe River to Kerr County. The tract of land became known as Kerrsville and was established as the new county seat of Kerr County. Eventually, no one knows why or when, the "s" in Kerrsville was dropped and the settlement became known as Kerrville.

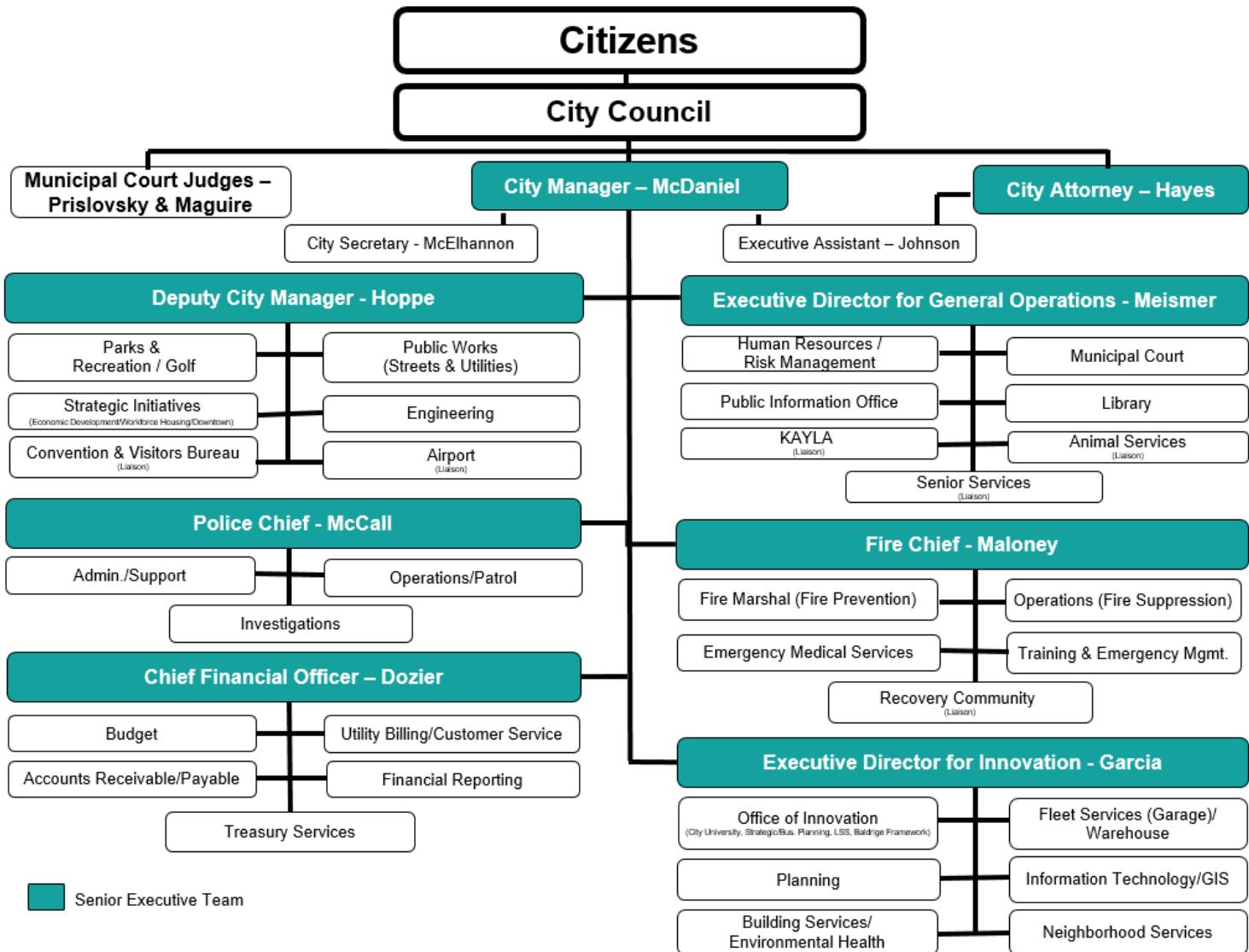
Early settlers were typically merchants or ranchers of German origin. The opening of the cattle trails to Kansas in the 1870's contributed to the early growth of Kerrville, drawing new settlers to the area and fostering business expansion. As a result of this growth, the citizens voted to establish Kerrville as an incorporated city in 1889.



After incorporation, Captain Joseph A. Tivy was elected to be the first mayor of Kerrville. The early city administrators oversaw city development and were responsible for establishing the public schools. To honor the Captain's crucial role in this process, Kerrville's high school is named Tivy High School.

The Kerrville Water Works Company began to provide water service in 1894. Telephone service was started shortly after, in 1896. The City began to pave the streets in 1912. Kerrville adopted a new City Charter and became a home rule city in 1942. Today, Kerrville is the principal commercial center for the area and has grown to a population of over 24,000 residents.





BUDGET SUMMARY





BUDGET SUMMARY

**City of Kerrville
Consolidated Budget Totals by Fund
FY2021 Budget**

PROGRAM FUNDS						
#	Fund Name	Estimated Beginning Fund Balance	Revenue	Expenditure	Net	Estimated Ending Fund Balance
1	General	\$ 9,293,872	\$ 28,064,250	\$ 28,064,250	-	\$ 9,293,872
2	Water	3,123,161	13,062,669	13,062,669	-	3,123,161
3	Garage	9,099	395,001	395,001	-	9,099
5	Employee Benefit Trust	320,320	3,498,000	3,498,000	-	320,320
8	Parkland Dedication	129,218	25,063	25,063	-	129,218
13	Police Special Revenue	112,142	30,953	51,760	(20,808)	91,335
14	Golf	(239,654)	947,705	947,705	-	(239,654)
15	Library Memorial	2,740,309	43,220	456,624	(413,404)	2,326,905
18	General Asset Replacement	2,054,837	13,750	587,109	(573,359)	1,481,478
19	Water Asset Replacement	318,946	176,500	445,092	(268,592)	50,354
20	Hotel Occupancy Tax	1,347,046	1,281,685	1,281,685	-	1,347,046
21	P.E.G. Special Revenue	66,427	60,225	60,225	-	66,427
22	Muni Court Special Revenue	107,134	38,600	67,175	(28,575)	78,559
26	Landfill	773,896	43,650	-	43,650	817,546
28	Landfill Post Closure	2,363,264	61,858	-	61,858	2,425,121
29	Development Services	330,084	886,090	1,003,647	(117,556)	212,527
50	General Debt Service	1,176,034	2,828,428	2,741,456	86,971	1,263,006
51	TIRZ #1	22,915	49,611	-	49,611	72,526
53	Water Debt Service	1,780,765	4,099,552	4,099,552	-	1,780,765
68	History Center	219,905	14,850	18,057	(3,207)	216,698
83	Library Endowment	1,287,593	25,500	7,000	18,500	1,306,093
84	Cailloux Theater Endowment	662,707	4,875	37,375	(32,500)	630,207
85	Grant	3,117	-	-	-	3,117
90	Insurance Reserve	160,974	100,938	100,938	-	160,974
TOTAL		\$ 28,164,111	\$ 55,752,970	\$ 56,950,380	\$ (1,197,410)	\$ 26,966,699
CAPITAL PROJECT FUNDS						
70	General Capital Projects	10,789,746	275,000	7,988,641	(7,713,641)	3,076,104
71	Water Capital Projects	4,883,366	2,134,100	5,553,066	(3,418,966)	1,464,401
	TOTAL	\$ 15,673,112	\$ 2,409,100	\$ 13,541,707	\$ (11,132,607)	\$ 4,540,505
COMPONENT UNIT FUND						
40	Economic Improvement Corp	\$ 3,085,638	\$ 3,524,089	\$ 2,523,657	\$ 1,000,432	\$ 4,086,069



BUDGET SUMMARY

CITY OF KERRVILLE
CONSOLIDATED BUDGET SUMMARY
FISCAL YEAR 2021

	GOVERNMENTAL FUND TYPES			PROPRIETARY FUND TYPES				Internal Service	COMBINED TOTAL
	General Fund	Debt Service	Other Gov't	Water	Other Water	Golf			
UNRESTRICTED									
BEGINNING FUND BALANCE	\$ 9,293,872	\$ -	\$ -	\$ 3,123,161	\$ -	\$ (239,654)	\$ 329,419		\$ 12,506,798
REVENUES									
Property Tax	10,234,372	1,714,854	49,461	-	-	-	-		11,998,687
Sales Tax	7,022,613	-	-	-	-	-	-		7,022,613
Franchise Fees	2,033,550	-	1,334,185	-	-	-	-		3,367,735
Permits and Fees	24,195	-	638,330	-	-	-	-		662,525
Intergovernmental Revenue	1,461,057	1,102,324	-	-	-	-	3,498,000		6,061,381
Service Revenues	3,743,970	-	38,475	13,022,981	-	-	394,627		17,200,053
Recreation Revenue	674,430	-	-	-	-	866,705	-		1,541,135
Grant Revenue	29,500	-	248,200	-	1,164,100	-	-		1,441,800
Fines and Forfeitures	485,500	-	38,000	-	-	-	-		523,500
Interest and Miscellaneous	245,970	11,250	292,723	39,688	1,012,250	1,000	374		1,603,254
Operating Transfer In	2,109,093	-	316,493	-	4,233,802	80,000	-		6,739,387
TOTAL REVENUES	28,064,250	2,828,428	2,955,866	13,062,669	6,410,152	947,705	3,893,001		58,162,070
EXPENDITURES									
FOR COMPARATIVE PURPOSES THE SAME EXPENDITURES ARE SHOWN GROUPED BY CATEGORY (VIEW #1) AND BY FUNCTION (VIEW #2)									
VIEW #1 - EXPENDITURES by CATEGORY									
Personnel	20,240,282	-	925,035	3,423,869	-	512,088	351,686		25,452,960
Supplies	1,375,737	-	162,316	834,420	210,000	161,404	18,252		2,762,129
Maintenance	3,218,184	-	294,954	915,466	-	59,598	9,939		4,498,141
Services	2,404,316	1,000	1,098,481	1,087,612	422,642	205,556	3,513,124		8,732,730
Other Expenses	466,136	2,696,224	392,333	332,453	4,297,002	9,059	-		8,193,206
Capital Outlay	30,950	-	8,772,178	142,340	5,168,066	-	-		14,113,534
Operating Transfers Out	328,647	44,233	40,000	6,326,508	-	-	-		6,739,387
TOTAL EXPENDITURES	28,064,250	2,741,456	11,685,297	13,062,669	10,097,710	947,705	3,893,001		70,492,087
VIEW #2 - EXPENDITURES by FUNCTION									
Public Safety	14,598,246	-	51,760	-	-	-	-		14,650,006
Parks and Recreation	3,040,796	-	25,063	-	-	947,705	-		4,013,563
Streets	3,577,891	-	-	-	-	-	-		3,577,891
General Government	6,847,316	-	11,608,474	-	-	-	3,893,001		22,348,791
Water	-	-	-	13,062,669	5,998,158	-	-		19,060,827
Debt Service	-	2,741,456	-	-	4,099,552	-	-		6,841,008
TOTAL EXPENDITURES	28,064,250	2,741,456	11,685,297	13,062,669	10,097,710	947,705	3,893,001		70,492,087
TOTAL EXPENDITURES	28,064,250	2,741,456	11,685,297	13,062,669	10,097,710	947,705	3,893,001		70,492,087
CHANGE IN NET POSITION	-	86,971	(8,729,431)	-	(3,687,558)	-	-		(12,330,017)
UNRESTRICTED									
ENDING FUND BALANCE	\$ 9,293,872	\$ -	\$ -	\$ 3,123,161	\$ -	\$ (239,654)	\$ 319,591		\$ 12,496,970



CONSOLIDATED CITY BUDGET

The FY2021 budget for all funds totals \$58,162,070 in revenues and \$70,492,087 in expenditures, including transfers between funds and capital project spending. In accordance with City Council guidelines, the budget is fiscally sustainable. The City's two largest funds, the General Fund and Water Fund, show balanced FY2021 budgets. The 24 other funds included in the consolidated city total show expenses exceeding revenues by \$12,330,017, due primarily to capital projects expenditures.

Due to the multi-year nature of most capital projects, it is common for project funding (shown in a budget as revenue) to occur in a different fiscal year than project expenditures. All projects are funded before contracts are awarded. City Council approves capital project contracts.

Please note that the consolidated budget does not include the Economic Improvement Corporation component unit fund. In accordance with financial reporting guidelines, this fund is presented separately.

CONSOLIDATED CITY BUDGET NET OF TRANSFERS

Accounting standards require the City to account for financial transactions in separate funds. This means that transfers into a fund are shown as a revenue for that fund and transfers out of a fund are shown as an expenditure. Also, internal service funds, such as our City Garage, generate all of their revenue by billing the funds that use their services. When the revenue of one fund is considered the expense of another fund, the result is effectively a double counting when the budget is viewed at a consolidated level.

Without careful consideration of interfund activity, the casual user might misunderstand the size and economic impact of the consolidated budget. To aid in transparency, we will show two views of the consolidated budget. One view will include interfund activity and the second view will show the consolidated totals net of interfund activity. The first view reflects the required fund accounting, while the second view facilitates a better understanding of the true economic impact of the budget.

After eliminating the impact of interfund activity, the consolidated revenue budget for FY2021 is \$48,628,608 and consolidated expenses are \$60,958,624.

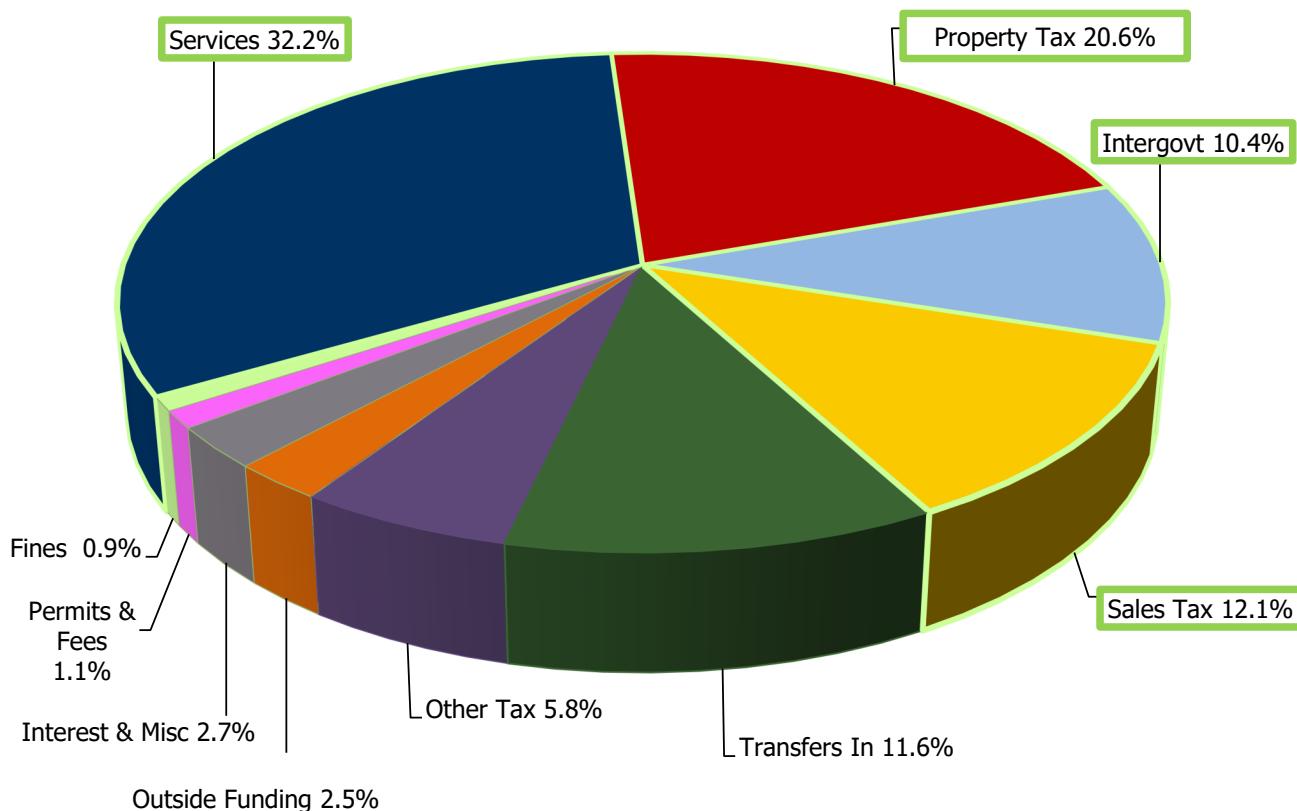
CONSOLIDATED REVENUE

FY2021 citywide budgeted revenues total \$58,162,070. Primary revenue sources are service revenue (utility, EMS and parks), property tax, intergovernmental revenue and sales tax. Property tax, intergovernmental, utility and parks revenue sources are expected to increase, while sales tax and EMS revenues are expected to decrease in FY2021.

REVENUE SOURCES

Primary revenue sources for the City are charges for services, property tax, intergovernmental revenue, and sales tax. Together, these categories make up 75.3% of total budgeted revenues.

Citywide - Revenue Sources



The **SERVICES** category includes charges for water, sewer, EMS, solid waste, parks and recreation, library, and other miscellaneous services.

PROPERTY TAX is a \$0.5116 tax levied on each \$100 of assessed property value.

SALES TAX is a 1% tax levied on eligible retail sales, rentals, leases, and taxable services.

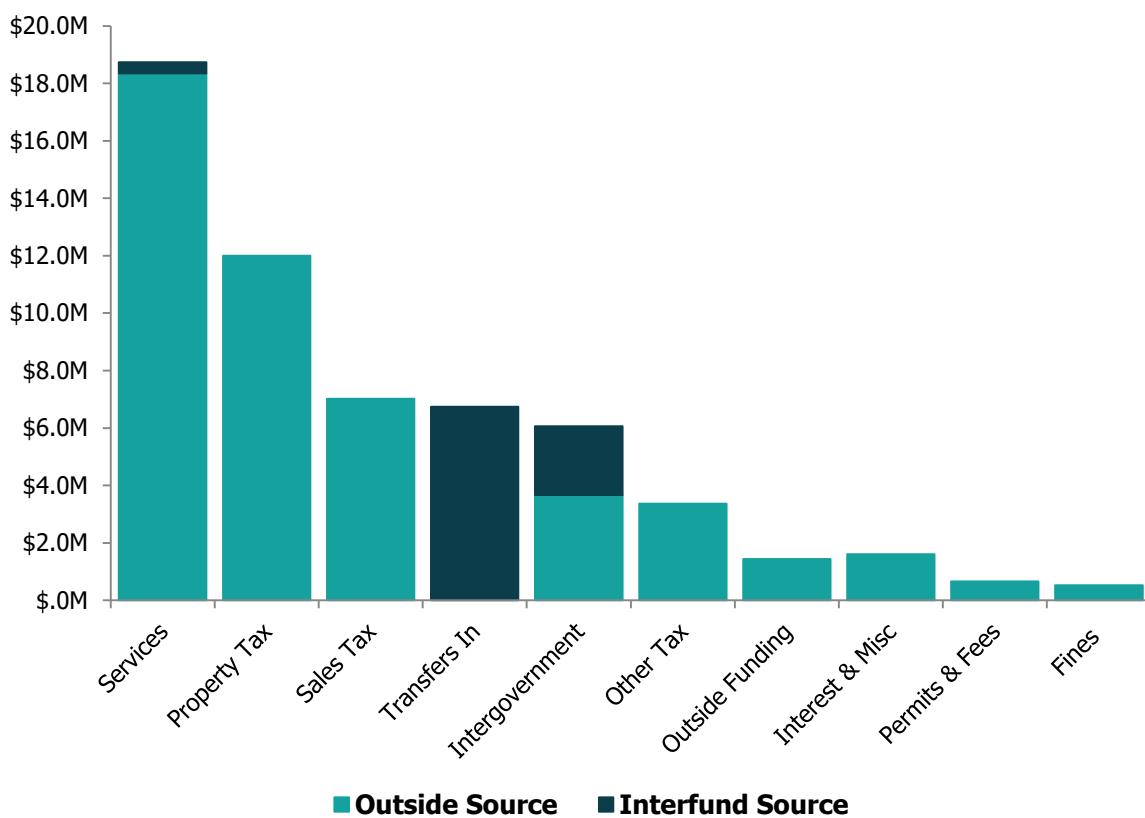
INTERGOVERNMENTAL REVENUE includes EIC contributions to City projects or debt service, City payments to the Employee Benefit Trust Fund, and payments from Kerr County for Fire and EMS service.



REVENUE SOURCES - NET OF INTERFUND ACTIVITY

To measure the true economic impact of the budget, it is helpful to eliminate the effect of interfund activity. Interfund activity represents payments between funds, rather than outside cash coming in to the City. Accounting standards require that these be accounted for as revenue in the receiving fund and an expenditure in the fund transferring the money out. The chart below shows that revenue coming from outside sources is budgeted at \$48,603,608 for FY2021.

Citywide Revenues



Revenue Type	Outside Source	Interfund Source	Total Revenue
Services	\$ 18,346,561	\$ 394,627	\$ 18,741,188
Property Tax	11,998,687	-	11,998,687
Sales Tax	7,022,613	-	7,022,613
Transfers In	-	6,739,386	6,739,386
Intergovernment	3,661,931	2,399,450	6,061,381
Other Tax	3,367,735	-	3,367,735
Outside Funding	1,441,800	-	1,441,800
Interest & Misc	1,603,255	-	1,603,255
Permits & Fees	662,525	-	662,525
Fines	523,500	-	523,500
TOTAL	\$ 48,628,608	\$ 9,533,463	\$ 58,162,070

REVENUE FORECASTING

The City of Kerrville uses a two step revenue forecast methodology:

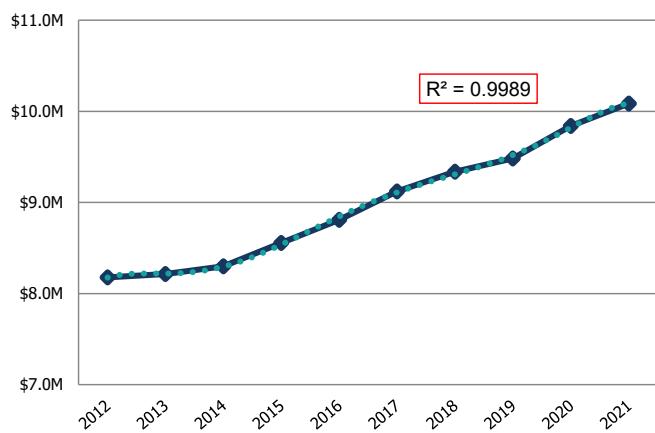
1. Regression analysis
2. External factor unique impact analysis

Regression Analysis

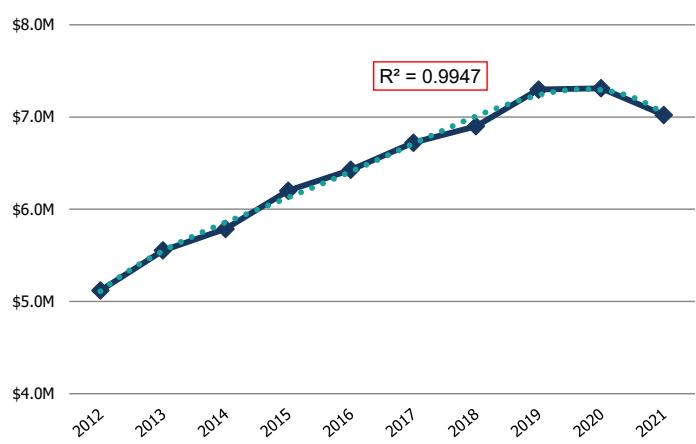
We begin our forecast process by performing regression analysis on historical data to develop a predictive model. Due to the curved path seen historically in all of our major revenue streams, we found that using a polynomial regression model results in the best goodness of fit (R^2 value closest to 1).

The charts below show examples of this analysis for the major revenue sources of property tax, sales tax, water service, and sewer service.

Property Tax Revenue



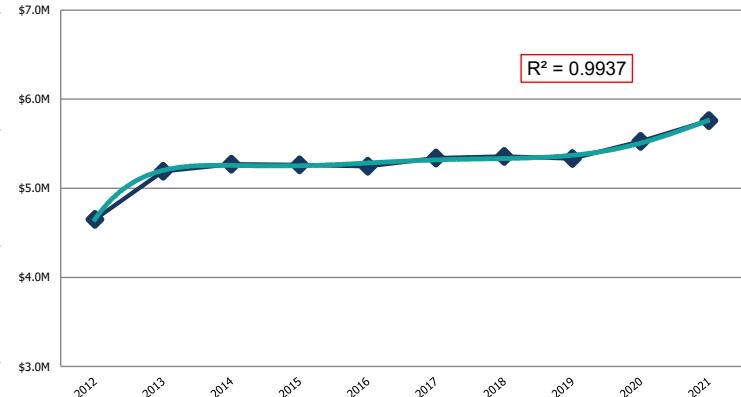
Sales Tax Revenue



Water Service Revenue



Sewer Service Revenue





BUDGET SUMMARY

REVENUE FORECASTING

External Factor Unique Impact Analysis

Once we have developed a predictive model using regression analysis, we adjust the predictions to account for unique external factors. For FY2021, these factors include:

1. Property tax revenue -

- a. Rate** - The property tax rate was lowered from \$0.5400 to \$0.5116 per \$100 of assessed value.
- b. Property appraisals** - In accordance with State law, property values are determined by an independent property appraisal district. The City receives a certified tax roll at the end of July that includes valuations on existing and new property. The tax levy calculated from this roll is adjusted to account for valuation challenges and collection rates. Based on this analysis, we are estimating an increase of 3.1% from FY2020.

2. Sales tax revenue -

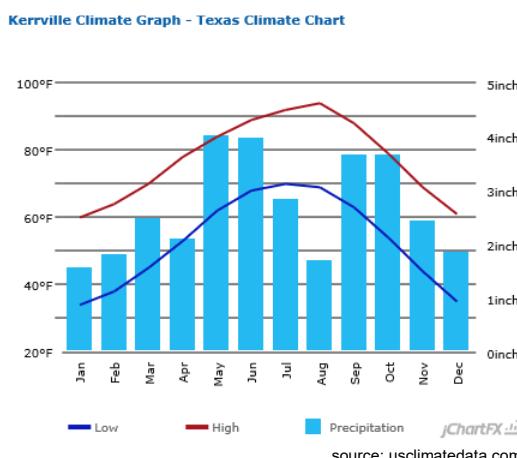
- a. Overall economy** - Sales tax is heavily dependent on the health of the overall economy. We closely monitor unemployment figures, oil prices, statewide sales tax trends, the consumer price index, and consumer confidence, then adjust the trend analysis accordingly. The economy is officially in a recession due to COVID-19. Predictions for how deep and how long the recession will be vary widely and are heavily dependent on what happens with the pandemic. The City closely analyzes sales tax information by payer each month. We expected June sales tax, representing April sales, to be the worst sales tax month due to business closures and stay at home recommendations that month. After adjusting the June results for anomalies seen with individual payers, sales tax was down 6%. This level of decline was assumed for the entire FY2021 budget.

- b. Sector Analysis** - Kerrville continues to benefit from regional retail as well as online orders for products manufactured and fulfilled in Kerrville.

3. Water and sewer service revenue -

- a. Rates** - No changes to rates or rate structure are planned for FY2021. FY2020 was the first year of using a new model developed during a rate study in 2019. For FY2021, the water consumption model has been adjusted downward and the sewer consumption model has been adjusted upward. The changes offset each other to result in essentially flat revenues for FY2021.

- b. Climate** - Predicting the weather is one of our most difficult budget challenges. A wet year results in lower water revenues due to decreased irrigation. A very dry year results in lower revenues due to water restrictions. For the budgeting purposes, we are assuming average rainfall in FY2021.

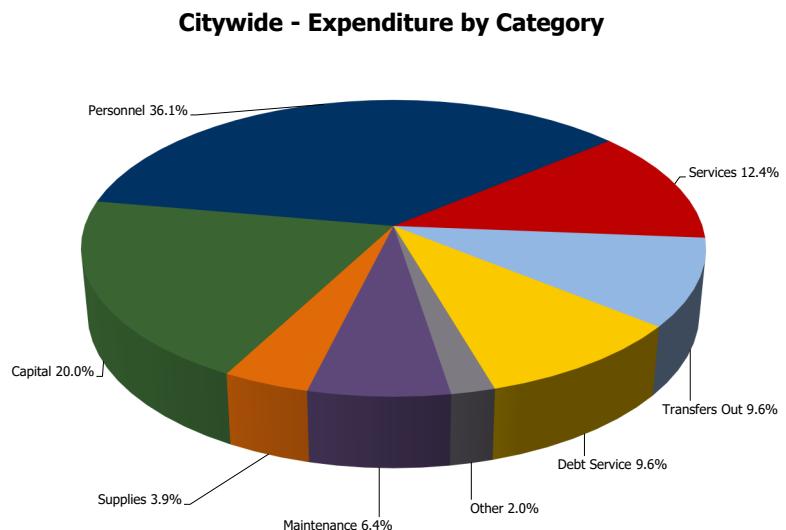


CONSOLIDATED EXPENDITURES

Consolidated citywide expenditures for FY2021 are budgeted at \$70,492,087 including internal transfers. As previously mentioned, these numbers do not include expenditures for the Economic Improvement Corporation, which is presented as a separate component unit fund.

BY CATEGORY

Personnel is the largest category of expenditure, representing 36.1% of the total. Due to falling revenues, City employees are not budgeted to receive merit raises, scheduled promotions, cost of living adjustments or salary adjustments of any kind in FY2021. Employee medical insurance has increased 8% and the actuarially calculated retirement contribution rate has increased 3% for FY2021. These increases were offset by reduced employee counts due to the elimination of two positions and delayed hiring for several other vacant positions.



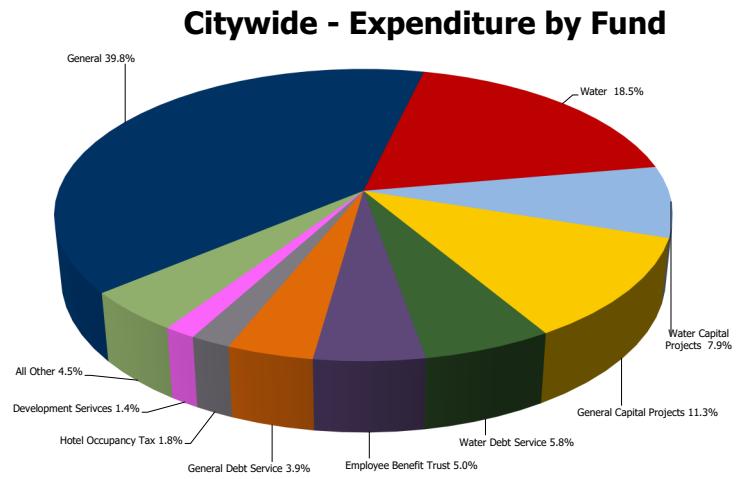
Expenditure Type	Outside Source	Interfund Source	Total Expenditures
Personnel	\$ 23,053,509	\$ 2,399,450	\$ 25,452,959
Services	8,732,732	-	8,732,732
Debt Service	6,793,226	-	6,793,226
Transfers Out	-	6,739,387	6,739,387
Other	1,399,981	-	1,399,981
Maintenance	4,103,514	394,627	4,498,141
Supplies	2,762,129	-	2,762,129
Capital	14,113,534	-	14,113,534
TOTAL	\$ 60,958,624	\$ 9,533,463	\$ 70,492,087

BY CATEGORY - NET OF INTERFUND ACTIVITY

It is helpful to assess the true economic impact of the citywide budget by eliminating transfers between funds. The outside source column shows true cash expenditures planned citywide for FY2021.

BY FUND

The General Fund accounts for 39.8% of the City's expenditures. Police, Fire, Parks, and Streets are the major departments included in this fund. The Water Fund with its Water Production, Water Reclamation, Water Distribution, Wastewater Collections, Utility Laboratory and Utility Billing departments represents 18.5% of the expense. Capital projects accounts for 19.2% and smaller funds make up the remaining amount.



COMMUNITY STRONG



FIVE YEAR FISCAL FORECAST





FIVE YEAR FISCAL FORECAST- GENERAL FUND

GENERAL FUND - FIVE YEAR FISCAL FORECAST

	FY19 Actual	FY20 Estimated	FY21 Budget	FY22 Forecast	FY23 Forecast	FY24 Forecast	FY25 Forecast
BEGINNING FUND BALANCE	\$ 8,419,116	\$ 8,577,240	\$ 9,293,872	\$ 9,293,872	\$ 9,293,872	\$ 9,293,872	\$ 9,293,872
REVENUES							
Property Tax	9,578,673	9,984,974	10,234,372	10,490,231	10,752,487	11,021,299	11,296,832
Sales Tax	7,297,167	7,825,534	7,022,613	8,060,300	8,302,109	8,551,172	8,807,707
Other Taxes & Franchise Fees	1,995,083	1,889,070	2,033,550	2,084,389	2,136,498	2,189,911	2,244,659
Permits and Fees	29,015	39,971	24,195	24,800	25,420	26,055	26,707
Intergovernmental Revenue	1,431,074	1,457,455	1,461,057	1,497,584	1,535,023	1,573,399	1,612,734
Service Revenues	3,517,654	3,616,303	3,743,970	3,837,569	3,933,508	4,031,846	4,132,642
Grant Revenue	89,579	50,442	29,500	30,238	30,993	31,768	32,562
Fines and Forfeitures	485,763	286,338	485,500	497,638	510,078	522,830	535,901
Interest and Miscellaneous	584,014	358,477	245,970	252,119	258,422	264,883	271,505
Operating Transfer In	2,069,089	2,320,431	2,109,093	2,161,820	2,215,866	2,271,262	2,328,044
TOTAL REVENUES	27,767,475	28,475,880	28,064,250	29,627,978	30,408,979	31,210,714	32,033,737
EXPENDITURES							
Personnel	19,288,497	18,215,563	20,240,282	20,847,490	21,472,915	22,117,102	22,780,615
Supplies	1,218,654	1,316,873	1,375,737	1,396,373	1,417,319	1,438,579	1,460,157
Maintenance	2,545,796	1,984,220	3,218,184	3,266,456	3,315,453	3,365,185	3,415,663
Services	2,483,121	2,271,357	2,404,316	2,440,380	2,476,986	2,514,141	2,551,853
Other Expenses	218,572	294,393	466,136	473,128	480,225	487,428	494,739
Capital Outlay	75,243	112,397	30,950	31,414	31,885	32,364	32,849
Operating Transfers Out	1,895,713	3,790,595	328,647	633,577	643,080	652,727	662,517
TOTAL EXPENDITURES	27,725,596	27,985,399	28,064,250	29,088,819	29,837,863	30,607,525	31,398,394
CHANGE IN NET POSITION	41,879	490,482	-	539,159	571,115	603,189	635,343
CAFR PRESENTATION ADJUSTMENT	116,245	226,150	-	-	-	-	-
ENDING FUND BALANCE	\$ 8,577,240	\$ 9,293,872	\$ 9,293,872	\$ 9,833,031	\$10,404,146	\$10,436,220	\$10,468,374
DEV SVCS OPERATING EXP	\$ 569,482	\$ 710,338	\$ 745,000	\$ 772,198	\$ 792,083	\$ 812,514	\$ 833,509
Reserve %	30.3%	32.4%	32.3%	32.9%	34.0%	33.2%	32.5%
Reserve Target (25%)	7,073,770	7,173,934	7,202,312	7,465,254	7,657,487	7,855,010	8,057,976
Over (Under) Reserve	1,503,470	2,119,938	2,091,560	2,367,777	2,746,660	2,581,210	2,410,398

Key assumptions for FY22 - FY25:

1. Property Tax revenue grows at 2.5% annually
2. Sales tax revenue growth at 3.0% annually
3. Other revenues grow at 2.5% annually
4. Personnel expenses grow at 3.0% annually
5. Other expenses grow by 1.5% annually
6. An additional \$300,000 annual transfer out to the Asset Replacement Fund added in FY2022 - FY2025



FIVE YEAR FISCAL FORECAST - WATER FUND

WATER FUND - FIVE YEAR FISCAL FORECAST

	FY19 Actual	FY20 Estimated	FY21 Budget	FY22 Forecast	FY23 Forecast	FY24 Forecast	FY25 Forecast
BEGINNING FUND BALANCE	\$ 5,649,283	\$ 2,932,082	\$ 3,123,161	\$ 3,123,161	\$ 3,123,161	\$ 3,150,833	\$ 3,179,059
REVENUES							
Service Revenues	11,502,674	12,851,848	13,022,981	13,547,406	13,858,962	14,171,819	14,342,177
Interest and Miscellaneous	232,326	123,821	39,688	40,481	41,291	42,117	42,959
TOTAL REVENUES	11,735,000	12,975,669	13,062,669	13,587,887	13,900,253	14,213,936	14,385,136
EXPENDITURES							
Personnel	3,133,145	3,339,292	3,423,869	3,526,585	3,632,383	3,741,354	3,853,595
Supplies	605,818	598,640	834,420	981,937	996,666	1,011,616	1,026,790
Maintenance	960,283	776,440	915,466	942,930	971,218	1,000,355	1,030,365
Services	970,728	952,163	1,087,612	1,103,926	1,120,485	1,137,292	1,154,352
Other Expenses	77,030	69,726	332,453	337,440	342,501	347,639	352,853
Capital Outlay	147,787	258,881	142,340	144,475	146,642	148,842	151,074
Operating Transfers Out	6,208,573	6,575,653	6,326,508	6,535,684	6,662,685	6,798,612	6,788,900
TOTAL EXPENDITURES	12,103,365	12,570,795	13,062,669	13,572,978	13,872,580	14,185,710	14,357,930
CHANGE IN NET POSITION	(368,365)	404,874	-	14,909	27,672	28,226	27,206
NONCASH ADJUSTMENTS	(2,348,836)	(213,795)	-	-	-	-	-
ENDING FUND BALANCE	\$ 2,932,082	\$ 3,123,161	\$ 3,123,161	\$ 3,138,070	\$ 3,150,833	\$ 3,179,059	\$ 3,206,265
CASH + RECEIVABLES	\$ 2,924,094	\$ 3,125,582	\$ 3,259,138	\$ 3,390,180	\$ 3,468,115	\$ 3,546,380	\$ 3,589,094
RESERVE %	24.2%	24.9%	25.0%	25.0%	25.0%	25.0%	25.0%

Key assumptions for FY22 - FY25:

1. Possible rate increases as previously modeled. Actual rate changes are to be determined.

	FY22	FY23	FY24
Water	3%	5%	6%
Sewer	4%	5%	6%

2. Personnel expenditures grow at 3.0% annually

3. Supply increases include additional allocation for carbon filter replacements on new filtration system.

4. Maintenance expenditures grow by 3.0%.

5. Other expenditures grow by 1.5% annually

COMMUNITY STRONG



BUILDING THE BUDGET





BUILDING THE BUDGET - KEY PRIORITY AREAS

KEY PRIORITY AREAS

After extensive input from the community over a nine month period, the Kerrville 2050 Comprehensive Plan (Kerrville 2050) identified the following Key Priority Areas as the City's strategic goals:

- 1. Community & Neighborhood Character / Placemaking**
- 2. Downtown Revitalization**
- 3. Economic Development**
- 4. Housing**
- 5. Mobility / Transportation**
- 6. Parks, Open Space & The River Corridor**
- 7. Public Facilities & Services**
- 8. Water, Wastewater & Drainage**

Every function performed by the City ties directly back to one of these Kerrville 2050 Key Priority Areas. The Key Priority Areas govern the preparation of the budget as well as the operation of each department. Accordingly, this budget book presents FY2021 objectives for each department along with the Key Priority Area to which the objective relates on the departmental information pages found within the fund sections.

The Kerrville 2050 Comprehensive Plan can be viewed in its entirety at kerrville2050.com.





BUILDING THE BUDGET - BUDGET PHILOSOPHY

BUDGET PHILOSOPHY

To prepare a budget, the City establishes a fiscal approach and then applies the principles of priority based budgeting.

Fiscal Approach

1. Sustainability - The City's budget uses conservative revenue projections and does not use one-time revenues to fund on-going or recurring expenditures.
2. Balanced - For the City's largest operating funds, expenditures do not exceed revenues.
3. Maintains current tax rate - For FY2021, City Council is proposing a tax rate DECREASE, meaning that tax rate has stayed same or decreased for the 11th consecutive year.
4. Water and sewer rates - No rate changes are recommended for FY2021.
5. No use of fund balance - General Fund and Water Fund do not use fund balance to meet regular, recurring expenditures.

Priority Based Budgeting

Priority based budgeting offers a structured process to effectively allocate scarce resources. Using this approach, the City identifies its key priority areas and allocates funds based on how effectively a program or service aligns with the priorities that the community has deemed to be of greatest value.

In 2018, the community completed a comprehensive plan, called Kerrville 2050. Kerrville 2050 is the official statement of our community's long-term vision for the future. It consists of a set of coordinated plans such as land use, transportation, economic development, parks, etc. Kerrville 2050 was developed over nine months with input from hundreds of citizens. The plan was officially adopted by City Council in June 2018 and provides the Key Priority Areas (strategic goals) for the this budget.

Each City department has developed a business plan that ties to the key priority areas in Kerrville 2050. The business plans identify goals and objectives for each department and serve as the basis for a department's budget request.

During the budget process, the Finance Department identifies the amount of available resources. On the expenditures side, each department identifies priorities. Using the Kerrville 2050 key priorities as a guide, the priorities are ranked and resources are allocated accordingly. Metrics are gathered to create accountability for results and to continually monitor progress.





BUILDING THE BUDGET - PURPOSE & PROCESS

PURPOSE

The City of Kerrville's budget serves four primary purposes:

- 1. Policy Tool** – The budget process allows the City Council, City Manager, and all department directors to comprehensively review the direction of the City and to direct its activities by allocating financial resources to achieve its goals. The budget process will also facilitate the evaluation of City programs to determine their effectiveness and allocate resources to those programs that require additional support.
- 2. Operational Guide** – The budget provides financial control by setting forth legislative and administrative guidance to City employees regarding the character and scope of their activities in both summary and detail form.
- 3. Financial Plan** – The budget outlines the manner in which the financial resources of the City are managed during the budget period. This allocation of resources is based on an understanding of both the current year's needs and a long-term view. The budget takes into account unforeseen contingencies and provides a process for periodic adjustments.
- 4. Communication Medium** – The budget book provides management, Council, and readers of the budget book a comprehensive tabulation of information regarding both the character and scope of City activities. The budget process seeks to communicate a clear policy at a usable level of detail to City employees, to communicate significant policy issues and options in a form that can be acted upon by City officials, and to communicate the plans of the City to its constituents in a manner which affords them an opportunity to provide meaningful comments to the elected officials.

PROCESS

The following steps are completed to build the budget:

Priority Based Budgeting - The following steps are completed as part of the priority based budgeting approach:

1. Finance identifies available resources
2. Departments create department level business plans
3. Department priorities are identified through the business plans and Kerrville 2050
4. Departments quantify their prioritized budget requests
5. Departments meet with Finance for a preliminary budget review
6. Departments meet with the Budget Committee (City Manager, Deputy City Manager and CFO) for a final budget review
7. The Budget Committee prioritizes funding allocations
8. Metrics are tracked for ongoing service/program evaluation



BUILDING THE BUDGET - PURPOSE & PROCESS

PROCESS (CONTINUED)

Preliminary Draft Budget - A preliminary draft budget is assembled and presented to Council by the City Manager during a series of budget workshops in June and July. The preliminary draft budget focuses on priorities for the coming year and summarizes expected revenues and expenditures by fund.

Proposed Budget - Following any changes to the preliminary draft budget, the City Manager formally submits a proposed budget to the City Secretary by July 31st. This budget includes all funds and departments. The City Manager prepares a budget presentation for Council shortly after the proposed budget is submitted.

Public Hearings and Adoption - Per Tax Code Section 26.05, a public hearing on the tax rate is required if the proposed tax rate exceeds the lower of the no-new-revenue rate or voter-approval tax rate. For FY2021, the City is proposing a rate equal to the no-new-revenue rate. Per the City's charter and Section 102.006 of the Local Government Code a public hearing for the proposed budget is required to be held after the proposed budget is filed. Following the public hearing, the City Council must approve separate ordinances, each requiring two readings and two votes, approving the budget and the tax rate before the end of September. The new budget is effective as of October 1.

MONITORING AND AMENDMENT

Monitoring - During the fiscal year, actual revenues and expenditures are closely monitored against the budget. Monthly reports are provided by Finance staff to the City's management team. Financial updates are given to Council monthly during regular City Council meetings. In addition, all departments have access to the City's general ledger software to facilitate continuous monitoring of their budgets.

Amendment - The budget can be amended during the year to account for unforeseen events. The City Manager can approve department requests for reallocation of funding as long as the request results in a \$0 net impact to the fund. The City Council must authorize all changes to the budget that result in a change to the net position of a particular fund.





BUILDING THE BUDGET - BUDGET CALENDAR

FY2021 BUDGET CALENDAR

February

Finance prepares resource estimates
Human Resources prepares personnel estimates
Finance conducts budget training with departments

March

Departments prepare line item budgets and submit fixed asset requests

April

Departments meet with Finance for preliminary budget review
April 29 - Preliminary tax roll received from Kerr Central Appraisal District

May

Departments meet with Budget Committee for final budget review
Budget Committee prioritizes requests

June

Finance prepares preliminary draft budget
June 12 - City Council Annual Retreat
June 16 - City Council Budget Workshop

July

July 21 - City Council Budget Workshop
July 24 - Certified tax roll received from Chief Appraiser
July 31 - Proposed budget filed with City Secretary

August

August 11 - City Manager presents FY2021 Budget to City Council
Resolution to set proposed tax rate

August 25 - Public hearing for budget
First Reading - Budget Ordinance & Tax Ordinance

September

September 8 - Second Reading - Budget Ordinance & Tax Ordinance
Fee Schedule Resolution

October

October 1 - FY2021 Budget goes into effect



BUILDING THE BUDGET - BUDGET BASIS

BUDGET BASIS

BASIS OF ACCOUNTING

The accounting and financial reporting policies of the City conform to Generally Accepted Accounting Principles (GAAP) and the accounting principles prescribed by the Governmental Accounting Standards Board (GASB). The City uses ***fund accounting*** to ensure and demonstrate compliance with finance related legal requirements.

Governmental Funds - Governmental activities, which normally are supported by taxes, grants, and intergovernmental revenues, are reported in governmental funds. The largest governmental fund is the General Fund. Other governmental funds include special revenue funds, debt service funds, and general capital projects. Governmental fund financial statements are reported using the current financial resources measurement focus and the ***modified accrual basis of accounting***. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current year or soon enough thereafter to pay liabilities of the current year. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the fiscal year. Expenditures generally are recorded when a liability is incurred, as under accrual accounting.

Proprietary Funds - The proprietary fund category includes enterprise and internal service funds. These funds are used to account for activities that are similar to private sector businesses. The largest proprietary fund is the Water Fund. Proprietary fund financial statements are reported using the economic resources measurement focus and the ***accrual basis of accounting***. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flow.

BASIS OF BUDGETING

In most cases, the City's budget follows the same basis as the accounting and financial reporting previously described. Exceptions to this treatment are as follows:

Capital Items - For budget purposes, the full purchase price of a capital item is shown as an expenditure in the year the item is purchased. Accordingly, depreciation expense is not budgeted. In the Comprehensive Annual Financial Report (CAFR), capital items are recorded as assets when purchased and depreciated over the useful life of the item.

Compensated Absences - Compensated absences, which include accrued but not used vacation leave, are not budgeted. This item is reported as an expense in the CAFR.

Debt Service - The City budgets for all debt service payments, both principal and interest, as an expenditure in the debt service fund. In the CAFR, principal payments reduce the balance sheet liability for debt in the government wide and enterprise fund statements.

Amortization - Similar to the policy for depreciation, amortization is not budgeted, but it is recorded in the CAFR according to GASB accounting standards.

Pension and Other Postemployment Benefits - Actuarially estimated liabilities and deferred amounts are recorded for financial statement presentation in the CAFR in accordance with GASB Statements No. 68 and 75. These noncash adjustments are not budgeted.



BUILDING THE BUDGET - FUND STRUCTURE

FUND ACCOUNTING

Fund accounting is used for both budgeting and accounting purposes. Each fund is established for a specific purpose and is considered a separate accounting entity.

The flow of revenues and expenditures within each fund is somewhat like a bank checking account. Revenues are deposited into the account and are used to fund maintenance and operations throughout the year. At the end of the fiscal year, any excess of revenues over expenditures remains in the account and is called fund balance. The fund balance can be reserved or designated to be spent only for certain items in the future, such as capital projects.

City Council must approve, or appropriate, any expenditure from the various funds, including expenditures from reserves. The authorization is typically granted before the fiscal year begins, but it can also be done with approval from City Council anytime during the year, if sufficient funds are available.

FUND STRUCTURE

In accordance with the Governmental Accounting Standards Board (GASB), our annual report is grouped in reporting sections for governmental funds, proprietary funds and component unit funds. Funds are further broken down into fund types within each GASB grouping. Fund types include general, capital projects, special revenue, debt service, enterprise, internal service, and economic improvement. The next level down is individual funds, which are shown below with our internally assigned fund number in parenthesis.

Governmental Funds Category			
General	Capital Projects	Special Revenue	Debt Service
<ul style="list-style-type: none">- General Fund (01)- General Asset Replacement (18)- Landfill Closure (26)- Landfill Post Closure (28)- Development Services (29)- Library Endowment (83)- Cailloux Theater Endowment (84)- Insurance Reserve (90)	<ul style="list-style-type: none">- General CIP (70)- Parkland Dedication (08)	<ul style="list-style-type: none">- Police Special Revenue (13)- Library Memorial (15)- Hotel Occupancy Tax Reserve (16)- Hotel Occupancy Tax (20)- PEG Special Revenue (21)- Muni Court Special Revenue (22)- TIRZ #1 (51)- Remschel-Deering History Center (68)- Grant Fund (85)	<ul style="list-style-type: none">- General Debt Service (50)
Proprietary Funds Category			
Major Enterprise	Non Major Enterprise	Internal Service	
<ul style="list-style-type: none">- Water Fund (02)- Water Asset Replacement (19)- Water Debt Service (53)- Water Capital Projects (71)	<ul style="list-style-type: none">- Golf Course Fund (14)	<ul style="list-style-type: none">- Garage (03)- Employee Benefit Trust Fund (05)	
Component Unit Funds Category			
Economic Improvement Corporation			
<ul style="list-style-type: none">- Economic Improvement Corporation (40)			



BUILDING THE BUDGET - FUND STRUCTURE

General Funds – The General category is a governmental fund type that includes the majority of City services. Services provided in this category include: City Council, City Secretary, City Attorney, City Administration, Human Resources, Finance, Information Technology, Municipal Court, Police, Fire/EMS, Planning, Building Services, Code Compliance, Parks and Recreation, Engineering, Streets, and Library. The following funds are included in the General category:

1. General Fund
2. General Asset Replacement Fund
3. Landfill Closure Fund
4. Landfill Post Closure Fund
5. Development Services Fund
6. Library Endowment
7. Cailloux Theater Endowment
8. Insurance Reserve

Capital Projects Funds - The following funds are governmental funds used to account for resources that are restricted, committed or assigned to expenditure for capital outlays:

1. General CIP Fund
2. Parkland Dedication Fund

Special Revenue Funds - The following funds are governmental funds used to account for specific revenue sources that are legally restricted or committed to expenditure for specified purposes:

1. Police Special Revenue Fund
2. Library Memorial Fund
3. Hotel Occupancy Tax Reserve Fund
4. Hotel Occupancy Tax Fund
5. PEG Special Revenue Fund
6. Municipal Court Special Revenue Fund
7. TIRZ #1 Fund
8. Remschel-Deering History Center Fund
9. Grant Fund

Debt Service Fund - The following fund is a governmental fund type, also known as an interest and sinking fund, and is used to account for the accumulation and expenditure of funds required to make principal and interest payments on tax supported debt:

1. General Debt Service Fund

Enterprise Funds - The following funds are proprietary funds used to account for business type activities that are financed primarily through fees charged for goods or services provided:

1. Water Fund
2. Water Asset Replacement Fund
3. Water Debt Service Fund
4. Water Capital Projects Fund
5. Golf Course Fund

Internal Service Funds - The following funds are proprietary funds used to account for goods and services provided to other City departments on a cost reimbursement basis:

1. Garage Fund
2. Employee Benefit Trust Fund

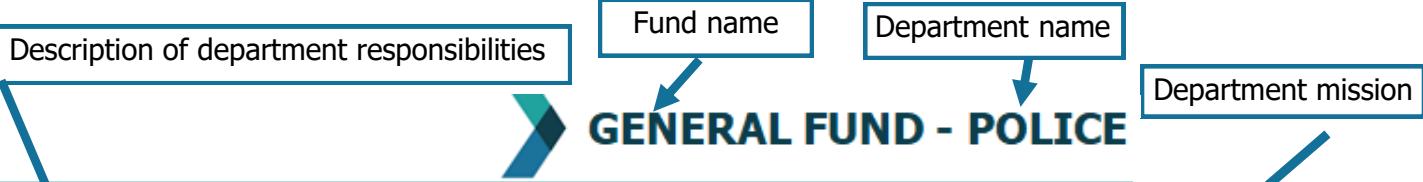
Component Units Fund - GASB Statement No. 14 defines component units as legally separate organizations for which the elected officials of the primary government are financial accountable. They may be a governmental organization, a nonprofit corporation or a for profit corporation. Component unit funds are NOT part of the citywide budget totals presented in this book and are presented separately in the CAFR. The City's Component Unit Fund presented in this book is:

1. Economic Improvement Corporation



BUILDING THE BUDGET - GUIDE TO DEPT PAGES

The first page of each department section is arranged as follows:



The Kerrville Police Department is dedicated to the protection of life and property, the preservation of peace and the prevention of crime in our community. The department believes in proactive enforcement and community problem-solving to enhance the quality of life for everyone in Kerrville.

DEPARTMENT RESPONSIBILITIES

- Patrol and Crime Prevention:** responsible for providing a police presence in neighborhoods, responding to calls for service, investigating traffic crashes, managing traffic, and collaborating on community initiatives
- Investigations and Evidence:** responsible for investigating criminal offenses and working with crime victims and other agencies to address social and criminal offenses
- Communications:** responsible for answering and dispatching calls for service for the City of Kerrville Police, Fire and EMS departments. Serves as the Public Safety Answering Point (PSAP) for the entire Kerr County 9-1-1 system
- Community Service:** responsible for establishing partnerships with citizens in order to improve safety and quality of life within the



COVID-19 Testing at the Kroc Community Center

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Responded to **7,746** calls for service with an average response time of less than 5.2 minutes
- Completed **261** criminal investigations
- Processed and stored **2,014** pieces of evidence
- Conducted **33** community outreach programs
- Provided active shooter response training to local organizations, businesses, and church groups

Department accomplishments from FY2019 and the first part of FY2020

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Suppress criminal activity through proactive enforcement activities
- Answer all 9-1-1 calls ASAP and handle calls through general dispatch numbers through the implementation of NEXTGEN 9-1-1 protocols
- Achieve full staffing of the public safety dispatch center
- Expand Community Outreach Programs
- Improve procurement and application of technology as a force multiplier and efficiency tool

Specific department objectives to be completed in FY2021

Kerrville 2050 Key Priority Area (presented in bold) to which department objectives relate

Did you know?

The Kerrville Police Department conducted traffic control at the Kroc Center during COVID-19 free mobile testing, hosted by the Texas Military Department. More than 200 Kerrville citizens were tested.

An interesting or little known fun fact that relates to this department



BUILDING THE BUDGET - GUIDE TO DEPT PAGES

The next pages of the department section present budget line item detail for revenues and expenditures are shown below:

Fund name

Department name

GENERAL FUND - FIRE PREVENTION

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Fire Sprinkler - No Bldg Permit	255	1,500	1,500	-	500
Fire Sprinkler - Repair/Remodel	495	-	-	2,600	500
Fire Alarm - Commercial Only	350	1,000	1,000	-	500
Fire Alarm - Repair/Remodel	2,700	300	300	1,800	1,000
Fire Permit - Misc.	330	-	-	3,405	-
General Resources	224,016	249,740	249,224	246,069	255,580
Total Revenues	228,146	252,540	252,024	251,964	259,180
Expenditures					
Salaries	168,501	176,765	176,765	177,047	177,853
Benefits	46,367	45,799	46,933	47,803	52,065
Travel and Training	861	6,858	5,208	4,000	6,230
Total Personnel Services	215,730	229,422	228,906	228,849	236,148
Office Supplies	271	400	400	400	785
Tools and Equipment	2,397	2,500	2,500	2,500	1,150
Fuel	2,706	2,500	2,500	2,500	2,400
Wearing Apparel	50	975	975	975	3,695
Postage and Shipping	-	70	70	70	70
Other Supplies	657	875	875	875	375
Total Supplies and Materials	6,080	7,320	7,320	7,320	8,475
Vehicle	737	1,004	1,004	1,000	989
Technology	2,770	11,110	11,110	11,110	9,816
Total Maintenance and Repairs	3,507	12,113	12,113	12,110	10,805
Utilities	1,172	2,040	2,040	2,040	1,992
Total Services	1,172	2,040	2,040	2,040	1,992
Other	1,657	1,645	1,645	1,645	1,760
Total Other Expenses	1,657	1,645	1,645	1,645	1,760
Total Expenditures	\$ 228,146	\$ 252,540	\$ 252,024	\$ 251,964	\$ 259,180

If a department specifically generates revenue, the line items are shown in this section. General resources revenue represents expenditures not funded by department specific revenue.

Subtotals for each expenditure category are shown on the green lines.

Total expenditures represent the combined total of all expenditure categories for the department.

FY2020 Budget numbers include both the original and current budget. The current budget includes amendments approved by City Council and line item transfers approved by the City Manager.



BUILDING THE BUDGET - BUDGET ORDINANCE

CITY OF KERRVILLE, TEXAS ORDINANCE NO. 2020-16

AN ORDINANCE ADOPTING THE ANNUAL BUDGET FOR THE CITY OF KERRVILLE, TEXAS, FISCAL YEAR 2021; PROVIDING APPROPRIATIONS FOR EACH CITY DEPARTMENT AND FUND; CONTAINING A CUMULATIVE CLAUSE; AND CONTAINING A SAVINGS AND SEVERABILITY CLAUSE

WHEREAS, in accordance with Sections 8.01 and 8.03 of the City Charter and Section 102.005 of the Texas Local Government Code, the City Manager prepared and filed with the City Secretary on July 31, 2020, a proposed budget for the City of Kerrville, Texas, for the fiscal year beginning October 1, 2020, and ending September 30, 2021 (sometimes referred to as "Fiscal Year 2021" or "FY2021"); and

WHEREAS, in accordance with Section 8.03 of the City Charter and Sections 102.006 and 102.065 of the Texas Local Government Code, and after providing the required public notice in the City's official newspaper not less than two weeks prior to the date of the public hearing, a public hearing was duly held on August 25, 2020, at the time and place set forth in the public notice, said date being more than fifteen days subsequent to the filing of the proposed budget by the City Manager, at which all interested persons were given an opportunity to be heard for or against any item within the proposed budget; and

WHEREAS, after due deliberation, study, and consideration of the proposed budget, to include the opportunity of making any amendments to the budget proposed by the City Manager that City Council has determined are (1) warranted by law or (2) in the best interest of the taxpayers of the City, City Council is of the opinion that the Official Budget for the Fiscal Year 2021, with any such amendments described and discussed, should be approved and adopted, in accordance with Section 8.05 of the City Charter and Section 102.007 of the Texas Local Government Code;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KERRVILLE, KERR COUNTY, TEXAS:

SECTION ONE. The Official Budget of the City of Kerrville, Texas, a copy of which is on file in the office of the City Secretary, referenced by the date and number of this Ordinance, and incorporated herein by reference as if fully set out herein, is adopted, in accordance with Article VIII of the City Charter and Chapter 102 of the Texas Local Government Code.

SECTION TWO. The appropriations by department, fund, or other organization unit and the authorization and allocation for each program or activity are hereby deemed to provide a complete financial plan of City funds and activities



BUILDING THE BUDGET - BUDGET ORDINANCE

for the Fiscal Year 2021, in accordance with Section 8.04 of the City Charter and Chapter 102 of the Texas Local Government Code.

SECTION THREE. The following policies, which City Council has previously approved, are included within the budget document referenced in Section One. Some of the policies include amendments, as indicated, which City Council hereby approves. City Council may revise a policy(s) before the adoption of next year's budget, by the adoption of a resolution indicating the revisions. The policies are as follows:

- Financial Management Policy
- Investment Policy
- Purchasing Policy
- Real Estate Policy
- Travel Policy
- Vehicle and Equipment Replacement Policy
- Fee Schedule
- Official Bonds Applicable to Specified Employees

SECTION FOUR. By adoption of this Ordinance, City Council is also approving and adopting the City's Holiday Schedule for FY2021, which is attached as **Exhibit A**.

SECTION FIVE. The provisions of this Ordinance are to be cumulative of all other ordinances or parts of ordinances governing or regulating the same subject matter as that covered herein; provided, however, that all prior ordinances or parts of ordinances inconsistent with or in conflict with any of the provisions of this Ordinance are hereby expressly repealed to the extent of any such inconsistency or conflict.

SECTION SIX. If any section, subsection, sentence, clause or phrase of this Ordinance is, for any reason, held to be unconstitutional or invalid, such holding shall not affect the validity of the remaining portions of this Ordinance. The City Council of the City of Kerrville, Texas, hereby declares that it would have passed this Ordinance and each section, subsection, sentence, clause, or phrase hereof irrespective of the fact that any one or more sections, subsections, sentences, clauses, or phrases be declared unconstitutional or invalid.

THE MEMBERS OF CITY COUNCIL VOTED AS FOLLOWS IN ACCORDANCE WITH THE CITY CHARTER AND STATE LAW:

BUILDING THE BUDGET - BUDGET ORDINANCE

FIRST READING:

City Secretary to take record vote as follows:

	YES	NO
Bill Blackburn, Mayor	X	
Gary Cochrane, Place 1		did not vote, excused absence
Kim Clarkson, Place 2	X	
Judy Eychner, Place 3	X	
Delayne Sigerman, Place 4	X	

PASSED AND APPROVED ON FIRST READING, this the 25 day of
August A.D., 2020.

SECOND READING:

City Secretary to take record vote as follows:

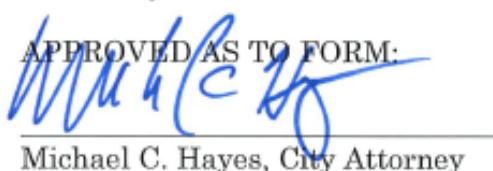
	YES	NO
Bill Blackburn, Mayor	X	
Gary Cochrane, Place 1	X	
Kim Clarkson, Place 2	X	
Judy Eychner, Place 3	X	
Delayne Sigerman, Place 4	X	

PASSED AND APPROVED ON SECOND AND FINAL READING, this
the 08 day of SEPTEMBER, A.D., 2020.

ATTEST:


Bill Blackburn, Mayor
Shelley McElhanon, City Secretary

APPROVED AS TO FORM:


Michael C. Hayes, City Attorney



BUILDING THE BUDGET - BUDGET ORDINANCE

City of Kerrville FY2021 Holiday Schedule

Veteran's Day	Wednesday, November 11, 2020
Thanksgiving Day	Thursday, November 26, 2020
Friday After Thanksgiving	Friday, November 27, 2020
Christmas Eve Holiday	Thursday, December 24, 2020
Christmas Day Holiday	Friday, December 25, 2020
New Year's Day	Friday, January 1, 2021
Martin Luther King Day	Monday, January 18, 2021
Good Friday	Friday, April 2, 2021
Memorial Day	Monday, May 31, 2021
Independence Day (observed)	Monday, July 5, 2021
Labor Day	Monday, September 6, 2021
Floating Holiday	Day of Employee Choice (Supervisor Approval Required)

For Fire Fighters Only

HB 2113, which amended 142.013, TX. Local Government Code, was passed and signed by the Governor of the State of Texas on June 19, 2009. The new law states: "A fire fighter shall be granted the same number of vacation days and holidays, or days in lieu of vacation days or holidays, granted to other municipal employees, at least one of which shall be designated as September 11th."

The City will designate the regular City floating holiday as the September 11th holiday for City of Kerrville Fire Fighters. The September 11th holiday may be used on a date other than September 11th but must have supervisor approval. Upon separation from the City, a fire fighter will not be paid for an unused September 11th holiday.



BUILDING THE BUDGET - TAX ORDINANCE

CITY OF KERRVILLE, TEXAS ORDINANCE NO. 2020-17

AN ORDINANCE LEVYING AN AD VALOREM TAX FOR THE USE AND THE SUPPORT OF THE MUNICIPAL GOVERNMENT FOR THE CITY OF KERRVILLE, TEXAS, FOR THE FISCAL YEAR 2021; PROVIDING FOR APPORTIONING EACH LEVY FOR SPECIFIC PURPOSES; AND PROVIDING WHEN TAXES SHALL BECOME DUE AND WHEN SAME SHALL BECOME DELINQUENT IF NOT PAID

WHEREAS, City Council finds that an ad valorem tax must be levied to provide for expenses and improvements for the City of Kerrville, Texas, during Fiscal Year 2021; and

WHEREAS, City Council further finds that an ad valorem tax must be levied to provide for the payment of principal and interest on outstanding debt maturing in Fiscal Year 2021; and

WHEREAS, after due deliberation, study, and consideration of the proposed tax rate for Fiscal Year 2021, City Council has determined that adoption of the rate is in the best interest of the taxpayers of the City and it should be adopted in accordance with law;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KERRVILLE, KERR COUNTY, TEXAS:

SECTION ONE. There is hereby levied and there shall be collected for the use and support of the municipal government of the City of Kerrville, Texas, and to provide interest and sinking funds for the Fiscal Year 2021, a tax of **\$0.5116** on each one hundred dollars (\$100.00) valuation of all property, real, personal, and mixed, within the corporate limits of the City subject to taxation, for the specific purposes herein set forth:

A. For the current expenditures of the City of Kerrville and for the general improvement, use, and support of the City and its property, there is hereby levied and ordered to be assessed and collected for the Fiscal Year 2021 on all property situated within the corporate limits of the City, and not exempt from taxation by a valid law, an ad valorem tax rate of **\$0.4381** on each one hundred dollars (\$100.00) valuation of such property.

B. For the purpose of paying principal and interest and providing payments into various debt service funds for each issue of tax supported debt, there is hereby levied and ordered to be assessed and collected for the Fiscal Year 2021 on all property situated within the corporate limits of the City and not exempt



BUILDING THE BUDGET - TAX ORDINANCE

from taxation by a valid law, an ad valorem tax for each issue of debt described in this Section, the sum of such levies being **\$0.0735** on each one hundred dollars (\$100.00) valuation of such property.

SECTION TWO. The ad valorem taxes levied are due on October 1, 2020, and may be paid up to and including January 31, 2021, without penalty, but if not paid, such taxes are delinquent on February 1, 2021; provided, however, in accordance with Section 31.03(a) of the Texas Tax Code, the ad valorem taxes due hereunder may, at the option of the taxpayer, be paid in two payments without penalty or interest so long as the first payment of one-half of the taxes levied is paid before December 1, 2020, and the remaining one-half is paid before July 1, 2021.

SECTION THREE. No discounts are authorized on property tax payments made prior to January 31, 2021.

SECTION FOUR. All taxes become a lien upon the property against which assessed and the designated City tax collector for the City of Kerrville is authorized and empowered to enforce the collection of such taxes according to the Constitution and Laws of the State of Texas and ordinances of the City of Kerrville, and shall by virtue of the tax rolls, fix and establish a lien by levying upon such property, whether real or personal, for the payment of said taxes, penalty, and interest. All delinquent taxes shall bear interest and other charges from date of delinquency as prescribed by state law.

FIRST READING:

City Secretary to take record vote as follows:

	YES	NO	
Bill Blackburn, Mayor	X	—	
Gary Cochrane, Place 1	—	—	Did not vote, excused absence
Kim Clarkson, Place 2	X	—	
Judy Eychner, Place 3	X	—	
Delayne Sigerman, Place 4	X	—	

PASSED AND APPROVED ON FIRST READING, this the 25 day of
August, A.D., 2020.



BUILDING THE BUDGET - TAX ORDINANCE

SECOND READING:

City Secretary to take record vote as follows:

	YES	NO
Bill Blackburn, Mayor	X	
Gary Cochrane, Place 1	X	
Kim Clarkson, Place 2	X	
Judy Eychner, Place 3	X	
Delayne Sigerman, Place 4	X	

PASSED AND APPROVED ON SECOND AND FINAL READING, this
the 08 day of SEPTEMBER, A.D., 2020.


Bill Blackburn, Mayor

APPROVED AS TO FORM:


Michael C. Hayes, City Attorney

ATTEST:


Shelley McElhannon, City Secretary

TaxLegalINFINITI Good Levy Ad Valorem Tax Rate for FY2021_BUDGET does

GENERAL FUND



COMMUNITY STRONG



GENERAL FUND BUDGET SUMMARY





GENERAL FUND - BUDGET SUMMARY

GENERAL FUND - BUDGET SUMMARY

	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Budget	Budget % Change
BEGINNING FUND BALANCE	\$8,419,116	\$8,577,240	\$8,577,240	\$9,293,872	
REVENUES					
Property Tax	9,578,673	9,922,412	9,984,974	10,234,372	3.1%
Sales Tax	7,297,167	7,470,865	7,825,534	7,022,613	-6.0%
Franchise Fees	1,995,083	2,009,325	1,889,070	2,033,550	1.2%
Permits and Fees	29,015	24,545	39,971	24,195	-1.4%
Intergovernmental Revenue	1,431,074	1,450,859	1,457,455	1,461,057	0.7%
Service Revenue	3,517,654	3,931,490	3,616,303	3,743,970	-4.8%
Recreation Revenue	690,365	664,728	646,885	674,430	1.5%
Grant Revenue	89,579	29,500	50,442	29,500	0.0%
Fines and Forfeitures	485,763	605,000	286,338	485,500	-19.8%
Interest and Miscellaneous	584,014	399,727	358,477	245,970	-38.5%
Operating Transfer In	2,069,089	2,253,626	2,320,431	2,109,093	-6.4%
TOTAL REVENUES	27,767,475	28,762,077	28,475,880	28,064,250	-2.4%
EXPENDITURES					
Personnel	19,288,497	20,436,344	18,215,563	20,240,282	-1.0%
Supplies	1,218,654	1,521,260	1,316,873	1,375,737	-9.6%
Maintenance	2,545,796	3,206,480	1,984,220	3,218,184	0.4%
Services	2,483,121	2,684,324	2,271,357	2,404,316	-10.4%
Other Expenses	218,572	493,119	294,393	466,136	-5.5%
Capital Outlay	75,243	25,000	112,397	30,950	23.8%
Operating Transfers Out	1,895,713	395,550	3,790,595	328,647	-16.9%
TOTAL EXPENDITURES	27,725,596	28,762,077	27,985,399	28,064,250	-2.4%
CHANGE IN NET POSITION	41,879	-	490,482	-	
CAFR PRESENTATION ADJUSTMENT	116,245	-	226,150	-	
ENDING FUND BALANCE	\$8,577,240	\$8,577,240	\$9,293,872	\$9,293,872	
DEV SVCS OPERATING EXP	\$ 569,482	\$ 894,754	\$ 710,338	\$ 745,000	
Reserve %	30.3%	28.9%	32.4%	32.3%	
Reserve Target (25%)	7,073,770	7,045,648	7,173,934	7,414,208	
Over (Under) Reserve	1,503,470	1,531,593	2,119,937	1,007,871	



GENERAL FUND - BUDGET SUMMARY

The General Fund is the general operating fund and the largest fund of the City. It includes government services such as Police, Fire and EMS, Parks and Recreation, and Streets. In addition, administrative and internal services (City Council, City Secretary, City Attorney, Administration, Information Technology, Human Resources, Finance) are a part of the General Fund. These services are funded primarily by property tax and sales tax. For accounting and financial reporting purposes, this is considered a governmental fund that uses the modified accrual basis of accounting.

The FY2021 budget for the General Fund includes \$28.1 million in revenues and expenses, resulting in a balanced budget. Variance analysis on property tax, sales tax and other significant changes between the FY2020 budget and FY2021 budget is as follows:

1. **Property Tax** - up 3.1% - This number is based on the 2020 certified tax roll provided by Kerr Central Appraisal District. Appraised value increased 11.0%. Net taxable value increased 9.8% and freeze adjusted taxable value increased 9.1%. To ease the impact of the valuation increases, this budget proposes lowering the tax rate from \$0.5400 per \$100 of assessed value to the no-new-revenue tax rate of \$0.5116. The no-new-revenue tax rate is calculated according to rules in the tax code. The rate represents the tax rate required to raise the same amount of tax revenue as the previous year using values from the current year. New property is excluded from the no-new-revenue rate calculation. This revenue category also includes prior year property tax collections and 380 agreements.
2. **Sales Tax** - down 6.0% - Sales tax is especially difficult to project due to the current recession and the COVID-19 pandemic. To date, Kerrville has not seen significant negative impacts to sales tax due to the pandemic. Kerrville's position as a regional retail hub, in addition to sales tax revenue received from online sales of locally manufactured products have provided strategic advantages during FY2020. However, unemployment remains high, Federal stimulus payments are likely running out and there is uncertainty about the impact that current and/or continuing case spikes may have on the local economy. The City closely analyzes sales tax information by payer each month. We expected June sales tax, representing April sales, to be the worst sales tax month due to business closures and stay at home recommendations that month. After adjusting the June results for anomalies seen with individual payers, sales tax was down 6%. This level of decline was assumed for the entire FY2021 budget.
3. **Service Revenue** - down 4.8% - Service revenue includes funding from the state for unreimbursed Medicaid costs related to EMS service through a program called the Ambulance Supplemental Payment Program. FY2020 contained a \$400,000 estimate for this payment. However, there is significant uncertainty about the State's funding source for the program in FY2021. Therefore, the FY2021 budget has been decreased to \$200,000.
4. **Interest and Miscellaneous** - down 38.5% - This category is down primarily due to a significant change in interest rates. Interest rates on typical City investments have fallen by 75% over the last 9 months. Interest rates are expected to remain low throughout FY2021 due to the recession.



GENERAL FUND - BUDGET SUMMARY

5. **Personnel** - down 1.0% - The decrease is due to fewer budgeted positions due to delayed hiring for vacant positions and the elimination of two positions (one in Finance and one in Municipal Court) in response to revenue declines created by the pandemic. General Fund employees, including Public Safety employees, will not receive any salary adjustments in FY2021. The FY2021 budget does include a 8% increase in health insurance premiums and 3% increase in retirement contribution rates. These increases are offset by salary savings to result in a net decrease of 1% compared to the FY2020 budget.
6. **Supplies** - down 9.6% - The decrease is due to technology replacement purchases that will be delayed until FY2022 and Police department expenses for tactical helmets and iPads that have been moved to the Police Special Revenue Fund.
7. **Services** - down 10.4% - Service expenses have been reduced due to:
 - A. Closing the drop off recycling center at the transfer station. Curbside recycling services will still be provided to residential garbage customers.
 - B. Changing the timing of the household hazardous waste recycling event so that one occurs at the end of FY2020 and the next event does not occur until FY2022
 - C. Negotiating a new network services contract at a lower price
 - D. Reducing contracted services for multiple departments



GENERAL FUND REVENUES





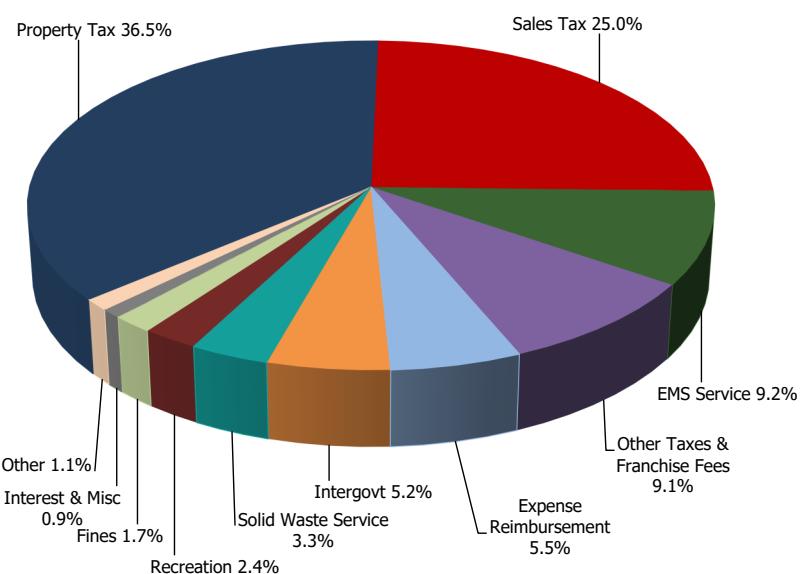
GENERAL FUND - REVENUES

GENERAL FUND REVENUES

FY2021 budgeted revenue totals \$28,064,250, which is 2.4% less than FY2020 budgeted revenue. The decrease is due primarily to COVID-19 related revenue impacts to sales tax, service revenue and fines and forfeitures. In addition, the budget proposes the no-new-revenue tax rate so that homeowners do not face a higher tax burden during a recession.

Property tax and sales tax are the largest revenue categories, accounting for 61.5% of total revenue.

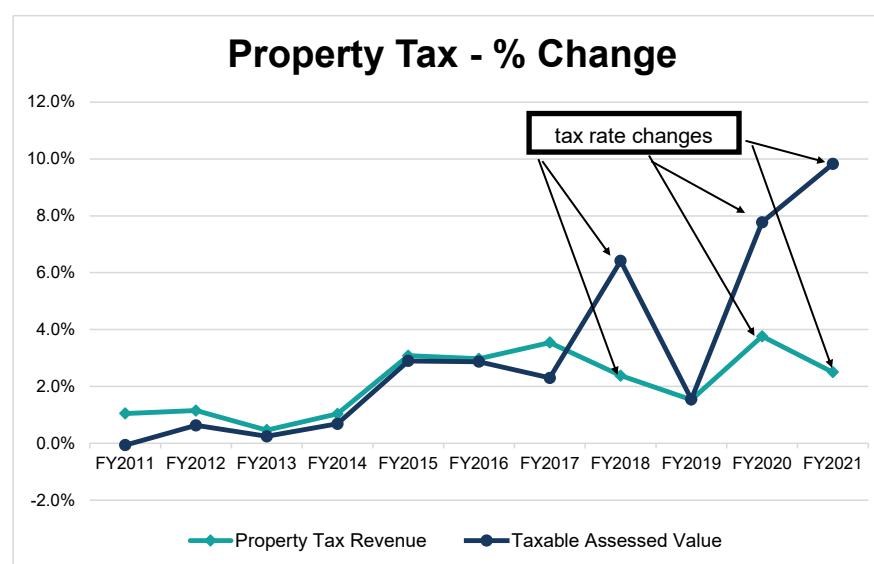
General Fund - Revenue Sources



PROPERTY TAX

The City's largest revenue source, property tax, is expected to increase 3.1% to \$10,234,372 in FY2021. The FY2021 budget contains a property tax rate decrease from \$0.5400 per \$100 of assessed value to \$0.5116. The rate reduction is the 3rd in 4 years and takes the property tax rate back to rates not seen since the 1980s. In addition, the rate has stayed the same or decreased for the 11th consecutive year. \$0.4381 of that rate will be used to support maintenance and operations in the General Fund. The remaining \$0.0735 goes directly to repay debt through the General Debt Service Fund. The property tax revenue budget assumes a 98% collection rate of the 2020 certified tax roll. This collection rate is consistent with our historical average.

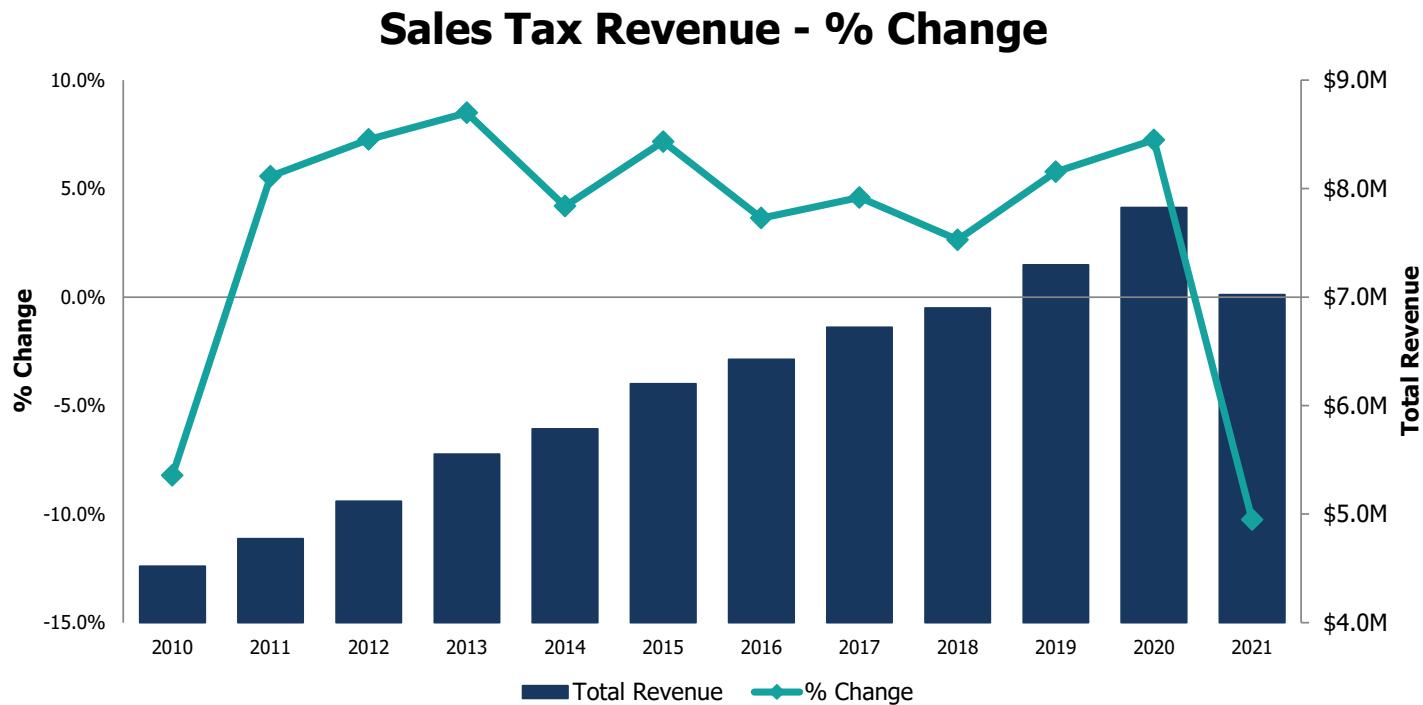
Property Tax - % Change



Year	Rate	M&O	I&S
FY2010	0.5625	0.4851	0.0774
FY2011	0.5625	0.4890	0.0735
FY2012	0.5625	0.4890	0.0735
FY2013	0.5625	0.4890	0.0735
FY2014	0.5625	0.4890	0.0735
FY2015	0.5625	0.4890	0.0735
FY2016	0.5625	0.4890	0.0735
FY2017	0.5625	0.4890	0.0735
FY2018	0.5514	0.4779	0.0735
FY2019	0.5514	0.4779	0.0735
FY2020	0.5400	0.4665	0.0735
FY2021	0.5116	0.4381	0.0735

SALES TAX

The graph below shows the volatility of the City's second largest revenue source, sales tax. Sales tax is expected to generate \$7,022,613 in FY2021 revenue, a decrease of 6.0% compared to the FY2020 budget. Sales tax is especially difficult to project due to the current recession and the COVID-19 pandemic. The 6% budgeted decline is based on an actual decline seen for sales tax received in June 2020 representing April 2020 sales after adjusting for anomalies with individual taxpayers.



SERVICE REVENUE

Services are forecasted to generate \$3,743,970 in FY2021 revenue, a decrease of 4.8% compared to the FY2020 budget. Significant changes to service revenue include:

- An decrease from \$400,000 to \$200,000 for an estimated payment from the Ambulance Supplemental Payment Program (ASPP). ASPP is a state program administered by Texas Health and Human Services that partially reimburses EMS providers for unrecovered costs related to Medicaid patients. The City's unrecovered costs have not decreased, but funding from the State is expected to be less in FY2021.

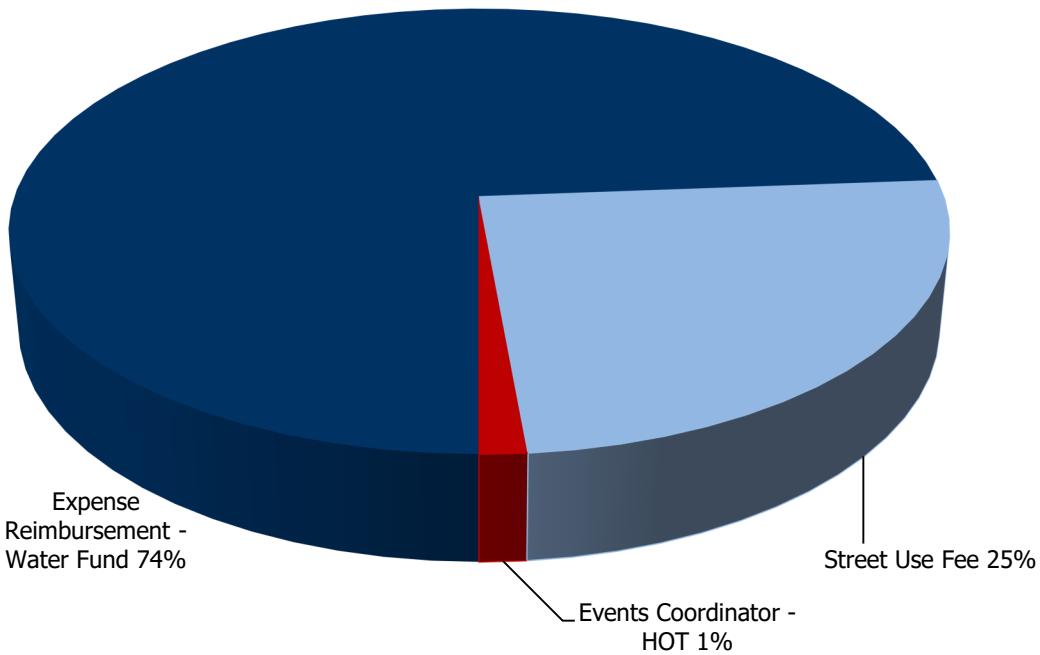


TRANSFERS IN

Transfers in from other funds total \$2,109,093 and are included as revenue for the General Fund. This category is comprised of:

1. **Expense Reimbursement from the Water Fund** - \$1,556,586 - The Water Fund reimburses the General fund for expenditures incurred by the General Fund on behalf of the Water Fund. These include a portion of support services provided by the General Fund, such as Human Resources, Information Technology, Finance, City Secretary, City Council, City Attorney and City Administration. Costs for each department are allocated based on different applicable measures for that department.
2. **Street Use Fee** - \$522,507 - This fee is similar to a franchise fee paid by other public utilities. The Water Fund has water and wastewater lines buried under many City streets. Street cuts and repairs are required for maintenance on these lines. In addition, heavy Water Fund vehicles and equipment cause wear and tear on the City's streets. This fee is equal to 4% of Water Fund revenues and goes directly to the Streets department paving budget. In FY2020, the fee was increased from 3% to 4%.
3. **Events Coordinator** - \$30,000 - The Hotel Occupancy Fund reimburses the General Fund for a portion of the Events Coordinator salary and benefits. This position supports programming that bring out of town guests to Kerrville such as 4th on the River, Kerrville River Festival, and the Holiday Lighted Parade.

General Fund - Transfers In



GENERAL FUND REVENUES BY LINE ITEM





GENERAL FUND - REVENUES

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Property Tax - Current	\$ 9,481,409	\$ 9,838,272	\$ 9,838,272	\$ 9,878,450	\$ 10,084,372
Property Tax - Prior Year	101,359	75,000	75,000	80,276	75,000
Property Tax - Penalty & Interest	71,765	85,000	85,000	88,355	75,000
Sales And Use Tax	7,297,167	7,470,865	7,470,865	7,825,534	7,022,613
Mixed Beverage Tax	112,508	90,000	90,000	98,861	100,000
Franchise Fee - KPUB	1,363,611	1,400,000	1,400,000	1,284,639	1,400,000
Franchise Fee - Natural Gas	161,180	190,000	190,000	153,594	175,000
Telephone R.O.W. Use Fee	50,690	37,200	37,200	45,783	54,400
Franchise Fee - Taxicabs	150	125	125	125	150
Franchise Fee - Cable	306,945	292,000	292,000	306,068	304,000
Property Tax - 380 Agreements	(75,860)	(75,860)	(75,860)	(62,107)	-
Total Taxes & Franchise Fees	18,870,922	19,402,602	19,402,602	19,699,578	19,290,535
KPD - Parade Permits	50	-	-	50	-
KPD - Alarm Permit Fee	6,450	2,100	2,100	2,550	5,000
Alcoholic Beverage License	9,400	13,000	13,000	20,490	10,000
Sidewalk Fee	500	-	-	500	-
Tent Permit	840	500	500	420	500
Fire Sprinkler - No Bldg Permit	255	1,500	1,500	-	500
Fire Sprinkler - Repair/Remodel	495	-	-	5,700	500
Fire Alarm - Commercial Only	350	1,000	1,000	-	500
Fire Alarm - Repair/Remodel	2,700	300	300	4,700	1,000
Fire Permit - Misc.	330	-	-	1,665	-
Waterflow Test Permit	1,600	1,500	1,500	1,350	1,500
Flood Plain Permit Fee	50	250	250	225	250
Manifest Books	850	400	400	1,381	450
Banner Fee	3,620	2,820	2,820	-	2,820
Banner Admin. Fee	1,525	1,175	1,175	940	1,175
Total Permits and Fees	29,015	24,545	24,545	39,971	24,195
State - Emergency Management	23,225	17,000	17,000	24,585	20,000
Kerr County - Emergency Mgt	1,387	1,300	1,300	1,408	1,300
Kerr County- Fire/EMS Contract	1,279,450	1,298,316	1,298,316	1,298,316	1,298,316
KISD-School Resource Officer	127,012	134,243	134,243	133,146	141,441
Total Intergovernmental	1,431,074	1,450,859	1,450,859	1,457,455	1,461,057
Child Support - Admin Fee	995	1,040	1,040	913	910
Library - Non-Resident Fees	3,282	3,500	3,500	2,353	3,500
Library - Equip Rental Fees	-	-	-	2	-
Library - Meeting Room	1,290	350	350	855	1,000
Library - Copies	1,273	1,200	1,200	674	1,100
Library - Fax Machine	-	-	-	0	-
Library - Internet Printing	7,037	6,000	6,000	4,617	7,000
Library - Inter-Library Mailing	1,664	1,400	1,400	1,077	1,400
Fire - TEEEX Classes	-	-	-	1,000	-
KPD - Accident Reports	3,015	2,000	2,000	2,173	2,000
KPD - Funeral Procession Fees	14,205	13,000	13,000	13,355	13,000
KPD - Finger Printing	610	1,000	1,000	300	800
KPD - Offense Reports	1,416	700	700	3,019	1,400
KPD - Letters Of Clearance	20	-	-	50	-
KPD - Oversize Load Escort	43,550	38,500	38,500	14,850	19,000



GENERAL FUND - REVENUES

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Requested Service/Repairs	-	-	-	2,000	
SW - Recycling Proceeds	545	700	700	809	300
SW - Curbside Recycle Proceeds	3,533	4,200	4,200	4,281	3,360
SW - Hauler Fee	545	-	-	855	-
SW - Admin Fee	91,994	91,500	91,500	97,425	96,000
SW - Surcharge	809,497	756,000	756,000	947,244	840,000
EIC - Admin Svc Fee	180,000	185,000	185,000	185,000	185,000
EMS - Medical Records	2,000	1,500	1,500	3,303	2,000
EMS - Base Rate	4,279,953	4,280,000	4,280,000	4,031,323	4,280,000
EMS - Mileage	1,478,133	1,500,000	1,500,000	1,399,236	1,500,000
EMS - Transfer Agreement	1,861	3,000	3,000	3,426	2,000
EMS - On-Site Standby	6,388	4,500	4,500	598	6,500
EMS - Aid Only	57,375	42,000	42,000	52,455	58,000
EMS - Response Fee	56,850	50,400	50,400	31,575	56,000
EMS - Ambulance Supplement	118,935	400,000	400,000	198,417	200,000
EMS - Charges Disallowed	(2,078,414)	(2,016,000)	(2,016,000)	(2,126,146)	(2,023,000)
EMS - Bad Debt Write-Off	(1,569,896)	(1,440,000)	(1,440,000)	(1,260,734)	(1,513,300)
Total Services	3,517,654	3,931,490	3,931,490	3,616,303	3,743,970
KSP - Annual Permit	23,201	20,625	20,625	32,298	23,125
KSP - Day Pass	35,885	33,750	33,750	45,636	35,000
KSP - Excess Vehicle Fee	3,034	3,250	3,250	3,580	3,000
KSP - Pecan Loop-30 Amp	63,067	55,500	55,500	60,092	60,000
KSP - Deerfield Loop-30 Amp	120,660	103,500	103,500	118,948	120,000
KSP - Sycamore Circle-50 Amp	75,689	73,500	73,500	88,741	77,000
KSP - Tent Site	37,277	44,000	44,000	31,875	36,000
KSP - Mountain View Loop (W/E)	52,493	48,750	48,750	57,149	50,000
KSP - Mini Cabins	106,767	114,000	114,000	95,061	108,000
KSP - Park Cabin	13,264	13,200	13,200	10,885	13,200
KSP - Ranch House	18,338	11,000	11,000	7,790	17,000
KSP - Group Recreation Hall	19,140	17,500	17,500	4,810	17,500
KSP - Group Dining Hall	3,720	4,350	4,350	765	3,335
KSP - Equipment Rental	270	200	200	25	60
KSP - Dump Station	118	200	200	425	200
KSP - Cancellation Fee	14,206	12,000	12,000	14,189	14,000
KSP - Leased Concession	4,940	6,000	6,000	6,701	5,000
KSP - Ancillary Item Sales	2,781	2,400	2,400	2,894	3,200
KSP - Public Deer Hunt	2,400	2,400	2,400	2,400	2,400
Aquatics - Admissions	12,264	12,000	12,000	7,612	12,000
Aquatics - Programs	17,970	12,820	12,820	9,685	15,760
Aquatics - Rentals	4,580	4,290	4,290	1,405	4,500
Aquatics- Concessions	-	-	-	376	
Parks And Rec - Programs	28,783	39,733	39,733	36,395	31,650
Parks And Rec - Rentals	14,568	15,000	15,000	3,607	14,500
KSC - Soccer League Fees	4,250	7,500	7,500	-	-
KSC - Soccer - Field Rental	1,860	2,760	2,760	900	-
KSC - Concessions	8,840	4,500	4,500	2,641	8,000
Total Recreation	690,365	664,728	664,728	646,885	674,430



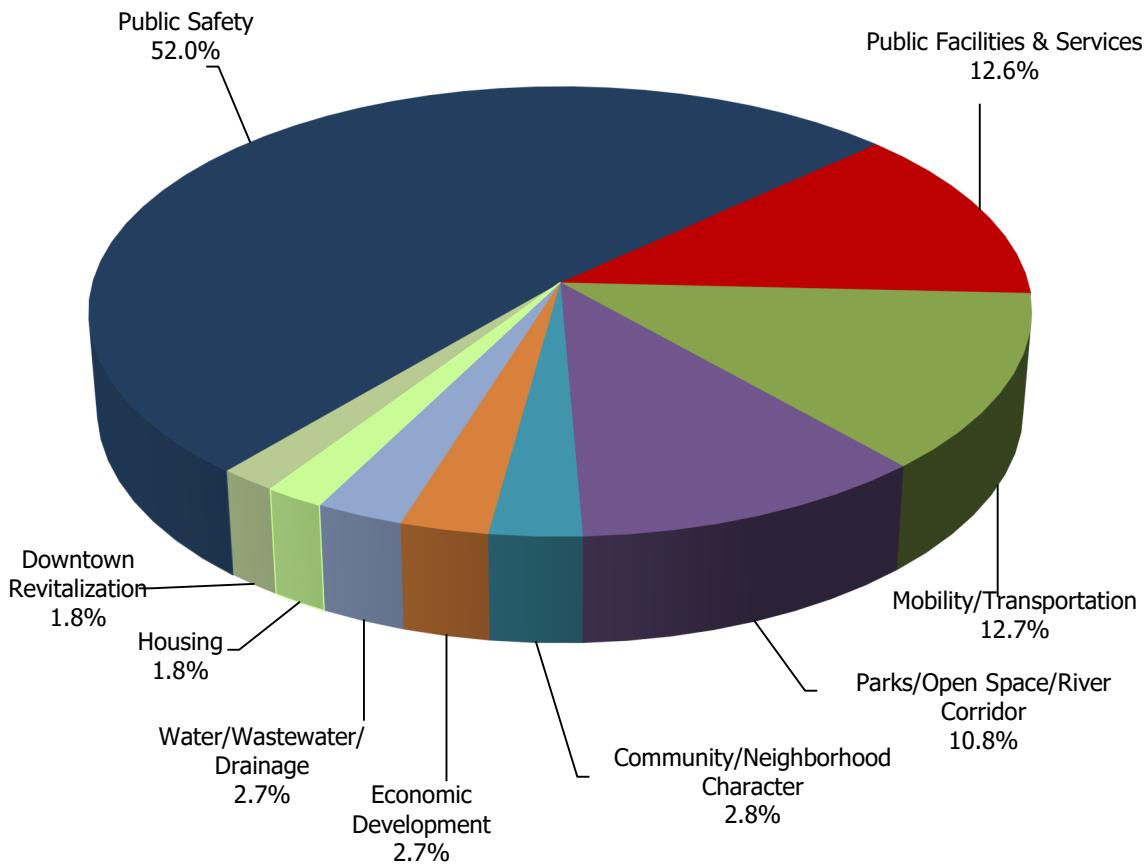
GENERAL FUND - REVENUES

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
MC - City Portion Omnibase	1,124	1,200	1,200	612	1,200
MC - Time Payments/City	4,481	5,500	5,500	2,327	4,800
MC - Time Pmts/Adm. Of Justice	1,118	1,400	1,400	919	1,200
MC - Municipal Court Fine	371,017	474,000	474,000	221,803	370,000
MC - 10% Collection Fee	19,956	23,000	23,000	13,226	20,000
MC - Warrant Fees Collected	12,299	12,000	12,000	9,258	12,000
MC - Arrest Fee Collected	16,917	20,000	20,000	9,374	17,600
MC - Special Expense Fee	32,494	40,000	40,000	16,111	33,000
MC - Jury Trial Fee	-	-	-	82	-
MC - Child Safety Fine	225	-	-	-	-
MC - Traffic	6,787	9,000	9,000	3,267	8,000
MC - Contempt Fine	1,950	1,500	1,500	775	1,500
MC - Summons Fee	-	2,500	2,500	-	-
MC - Judicial Support Fee/City	2,017	2,500	2,500	380	2,500
Library - Extended Use Fees	8,344	8,000	8,000	5,022	8,000
Library - Lost Books/Equipment	1,741	1,500	1,500	1,491	1,500
Library - Past Due Collections	769	400	400	166	700
KPD - False Alarm Fees	4,525	2,500	2,500	1,525	3,500
Total Fines and Forfeitures	485,763	605,000	605,000	286,338	485,500
Cailloux Foundation	10,000	10,000	10,000	10,000	10,000
July 4th Fireworks-Sponsor	11,952	12,000	12,000	-	12,000
Police - Grants/Donations	4,861	-	-	950	-
Fire - Grants/Donations	18,841	-	-	1,300	-
EMS - Grants/Donations	14,013	-	-	13,395	-
Donation - Parks	29,912	7,500	7,500	24,797	7,500
Total Grants and Donations	89,579	29,500	29,500	50,442	29,500
Asset Disposal Proceeds	102,000	-	-	-	-
Returned Item Fee	50	-	-	-	-
Election Filing Fee	200	300	300	500	300
Soccer Lease	50	-	-	-	-
UPS - Lease	16,127	16,497	16,497	16,531	16,870
Building Lease	105,805	90,930	90,930	87,807	91,050
Radio Control Airplane Lease	100	100	100	100	100
Purchasing Card Rebate	13,130	13,000	13,000	12,991	13,000
Purchasing Co-Op Rebate	834	900	900	1,185	900
EMS - Bad Debt Recovered	74,591	58,000	58,000	73,994	60,000
Mowing/Cleaning	-	-	-	1,122	-
Interest Revenue	247,821	170,000	170,000	155,636	63,750
Miscellaneous Revenue	23,306	50,000	50,000	8,611	-
Total Interest and Miscellaneous	584,014	399,727	399,727	358,477	245,970
Transfer In - Water Fund	2,044,089	2,152,089	2,152,089	2,152,089	2,079,093
Transfer In - HOT	25,000	30,000	30,000	30,000	30,000
Transfer In - Development Services	-	31,537	31,537	31,537	-
Transfer In - Gen Capital Projects	-	40,000	40,000	40,000	-
Transfer In - Grant Fund	-	-	-	66,805	-
Total Transfer In	2,069,089	2,253,626	2,253,626	2,320,431	2,109,093
Total Revenues	\$ 27,767,475	\$ 28,762,077	\$ 28,762,077	\$ 28,475,880	\$ 28,064,251

GENERAL FUND EXPENDITURES



General Fund - Expenditure by Key Priority Area



EXPENDITURE BY KEY PRIORITY AREA

In June 2018, the City completed a comprehensive plan after extensive input from the community over a nine month period. The plan is called Kerrville 2050 and identifies the following Key Priority Areas as the City's strategic goals:

1. **Community & Neighborhood Character / Placemaking**
2. **Downtown Revitalization**
3. **Economic Development**
4. **Housing**
5. **Mobility / Transportation**
6. **Parks, Open Space & The River Corridor**
7. **Public Facilities & Services**
8. **Water, Wastewater & Drainage**

Every function performed by the City ties directly back to one of these Kerrville 2050 Key Priority Areas. The key priority areas guide the City's priority based budgeting process as well as the operation of each department. Placing the highest priority on Public Safety is guiding principle within the Key Priority Area of Public Facilities and Services. However, since Public Safety accounts for over half of the General Fund budget, it is broken out separately for this analysis.

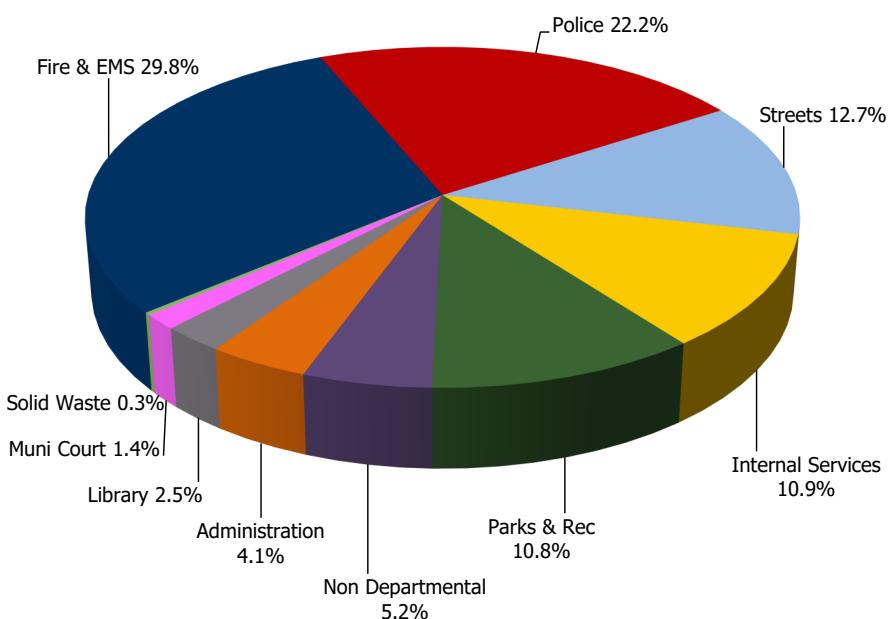


GENERAL FUND - EXPENDITURES

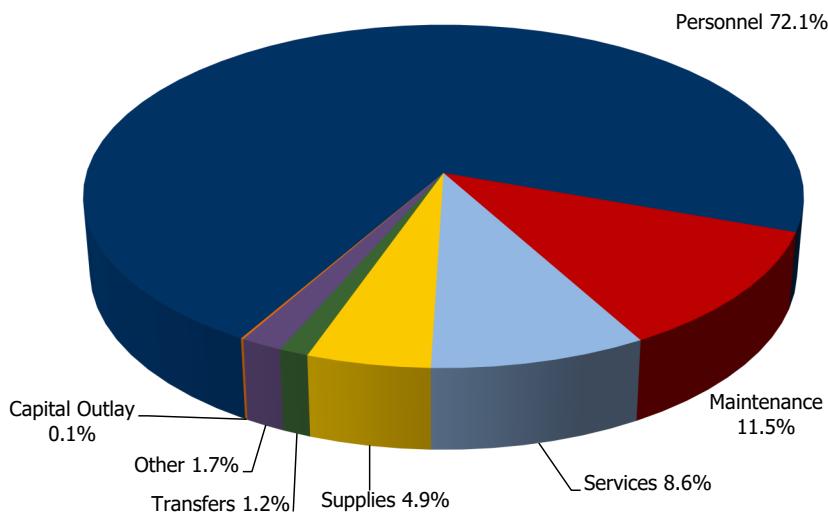
BY DEPARTMENT

Public Safety (Police, Fire & EMS) is a priority for Kerrville and accounts for 52% of the General Fund budget. These departments have decreased their budgets from FY2020 due primarily to reduced budgets for supplies, equipment and services. Streets also remains a priority in FY2021. Despite lower budgeted revenues, the City has increased the paving budget from \$1.75 million in FY2020 to \$1.8 million in FY2021. Parks and Recreation's budget has decreased by \$121,214 due to delayed hiring of vacant positions and reduced supplies and services expense as events are scaled back due to the pandemic.

General Fund - Expenditure by Department



General Fund - Expenditure by Category



BY CATEGORY

At 72.1%, personnel is the largest spending category in the General Fund. In response to the anticipated revenue decline in FY2021, all General Fund employees will remain at their current pay. In FY2021, there will be no merit raises, no step plan adjustments for Public Safety employees and no cost of living adjustments. In addition, multiple departments will delay hiring vacant positions and two positions have been eliminated (one in Finance, one in Municipal Court). Medical insurance premiums are budgeted to increase by 8% and the City's actuarially calculated retirement plan contribution rate has increased by 3%. These increases are more than offset by decreases in salaries.

COMMUNITY STRONG



GENERAL FUND EXPENDITURES BY DEPARTMENT



City Council

The City Council provides leadership and policy direction to the City. The vision of City Council is to make Kerrville a vibrant, welcoming, and inclusive community.

DEPARTMENT RESPONSIBILITIES

- **City Governance:** responsible for the care, oversight and direction of the City
- **Policy Setting:** responsible for determining the needs of the community and setting intermediate and long range policies consistent with those needs
- **Financial Planning:** responsible for approving a balanced budget with adequate reserves to ensure sustainability

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Approved the Mayor's Declaration of Disaster related to COVID-19, which allowed the City to activate its Emergency Management Plan, including the opening of the Emergency Operation Center
- Worked diligently to support the City's Emergency Management Team in relaying facts regarding the COVID-19 pandemic
- Postponed City elections from May to November, in light of COVID-19
- Approved development plan for Doyle Community
- Completed Workforce Housing Study
- Approved lot size variance for a developer to provide over 500 new affordable homes
- Adopted the City's first long range water plan and stormwater management plan

Did you know?

Councilmembers Sigerman and Eychner led a campaign that raised over \$110,000 for local food relief and established a food hotline (258-1234) to ensure citizens in need of food had adequate resources during the pandemic.

FY2021 OBJECTIVES

Key Priority Area: Economic Development

- Promote new retail development
- Support growth of the tourism industry
- Support activities that will promote growth after the economic downturn due to the COVID-19 disaster

Key Priority Area: Housing

- Support local developers in their efforts to build affordable workforce housing

Key Priority Area: Mobility & Transportation

- Complete street reconstruction projects

Key Priority Area: Downtown Revitalization

- Support growth of small businesses
- Encourage public events that promote arts, culture, and music in the downtown area

Key Priority Area: Water, Wastewater, & Drainage

- Complete the City's drainage reconstruction projects



Judy Eychner & Delayne Sigerman

Revenues & Expenditures by Line Item

This department does not track performance measures.

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Transfer In - Water Fund	\$ 4,819	\$ 5,116	\$ 4,819	\$ 4,819	\$ 5,903
General Resources	12,918	7,673	6,548	3,270	8,855
Total Revenues	\$17,737	\$12,789	\$11,367	\$8,089	\$14,758
Expenditures					
Salaries	5,943	3,250	3,097	3,039	6,000
Benefits	455	239	239	233	478
Travel and Training	10,614	8,900	7,481	4,657	7,680
Total Personnel Services	17,012	12,389	10,817	7,929	14,158
Office Supplies	412	300	300	10	500
Other Supplies	313	100	-	-	-
Total Supplies and Materials	725	400	300	10	500
Utilities	-	-	150	150	-
Total Services	-	-	150	150	-
Other	-	-	100	-	100
Total Other Expenses	-	-	100	-	100
Total Expenditures	\$ 17,737	\$ 12,789	\$ 11,367	\$ 8,089	\$ 14,758



City Secretary

The City Secretary serves as the Records Management Officer for the City and is dedicated to providing accurate and efficient record keeping and election services for City Council, staff, and citizens of Kerrville.

DEPARTMENT RESPONSIBILITIES

- **Document Management:** responsible for maintaining official records of the City, including Charter, Code of Ordinances, resolutions, contracts, leases, studies, and preserving the City's legislative history
- **Recording Secretary:** responsible for preparing and posting agendas for all meetings, attending meetings, and preparing minutes for City Council, Economic Improvement Corporation, and Charter Review Committee
- **Boards and Commissions:** responsible for processing appointments to all City boards, providing board member training regarding open government rules and procedures, and posting agendas for all meetings
- **Elections:** responsible for managing all City elections in accordance with state law
- **Open Records Requests:** responsible for processing all public information requests in accordance with state law
- **Reception:** responsible for staffing the reception desk at City Hall, which provides information to citizens and support to City departments

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Prepared for Council Meetings, in accordance with COVID-19 guidelines, including management of written comments, calls for public speakers in lieu of in-person communication between citizens and Council, and served as Zoom Moderators for meeting
- Implemented automation features including paperless files
- Created an online application for Boards and Commissions

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Facilitate election process for November 2020 and May 2021 elections
- Process public information requests
- Review contracts and destroy in accordance with state records retention schedule
- Continue TCMA certification requirements and complete recertification requirements
- Become a more technology-driven department to provide faster and easier access to information
- Improve street banner advertising program for citizens and local organizations



City Secretary staff working in the EOC

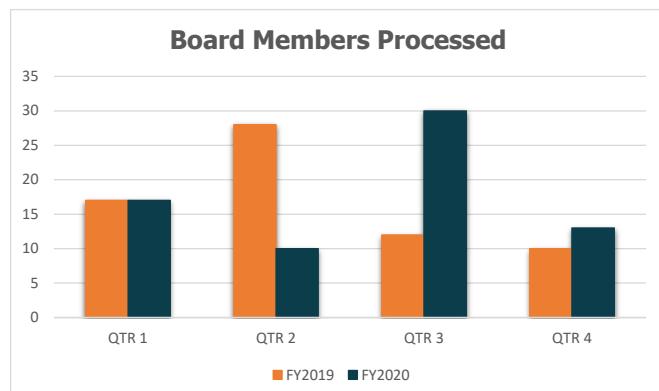
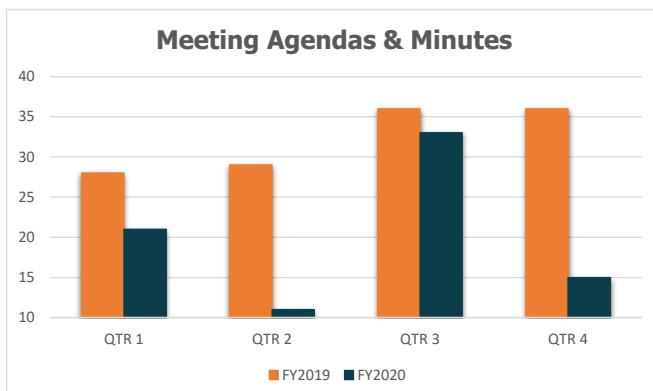
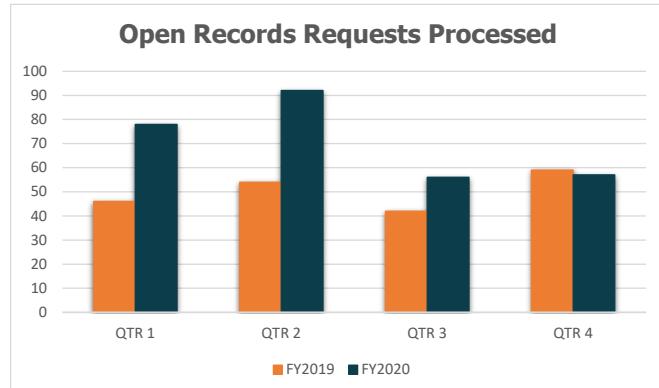
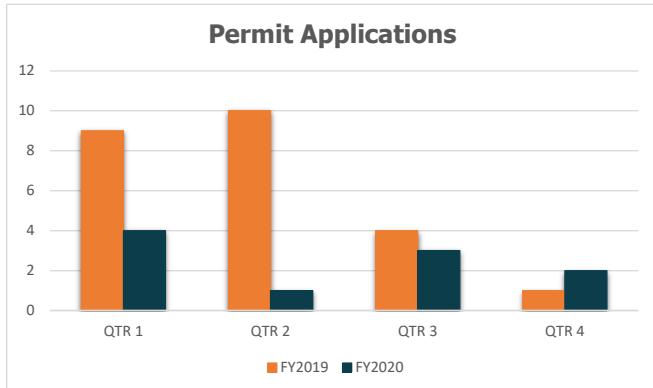
Did you know?

During the pandemic, the City created a hotline for citizens to call with questions about COVID-19. The hotline was staffed at the Emergency Operations Center (EOC) by a member of the City Secretary's office.



GENERAL FUND - CITY SECRETARY

Performance Measures





Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Election Filing Fee	\$ 200	\$ 300	\$ 300	\$ 500	\$ 300
Transfer In - Water Fund	75,346	101,599	101,599	101,599	96,764
EIC - Admin Services Fee	3,600	3,700	3,700	3,700	3,700
General Resources	122,936	148,399	142,211	123,829	141,146
Total Revenues	202,083	253,998	247,810	229,629	241,910
Expenditures					
Salaries	138,454	154,710	153,044	152,580	159,569
Benefits	40,834	49,206	48,331	45,840	48,809
Travel and Training	4,220	7,905	4,258	3,205	3,435
Total Personnel Services	183,508	211,821	205,633	201,625	211,813
Office Supplies	615	500	500	608	500
Tools and Equipment	1,294	-	-	642	-
Other Supplies	-	-	-	79	-
Total Supplies and Materials	1,909	500	500	1,328	500
Technology	-	16,000	16,000	-	-
Total Maintenance and Repairs	-	16,000	16,000	-	-
Utilities	544	552	552	839	552
Professional Services	3,932	12,200	10,564	9,117	4,700
Insurance	559	350	350	350	350
Advertising	4,108	2,400	2,400	4,396	4,100
Total Services	9,143	15,502	13,866	14,702	9,702
Other	7,522	10,175	11,811	11,975	19,895
Total Other Expenses	7,522	10,175	11,811	11,975	19,895
Total Expenditures	\$ 202,083	\$ 253,998	\$ 247,810	\$ 229,629	\$ 241,910

Significant changes for FY2021 include:

- Granicus agenda and meeting software will be paid from the PEG Fund in FY2021.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	2	2	3	3

City Attorney

The City Attorney provides legal advice and acts as the attorney for the City Council as well as all departments and boards of the City. The City Attorney helps these entities achieve their missions in defensible, law-abiding, and socially acceptable manners.

DEPARTMENT RESPONSIBILITIES

- **General Counsel:** responsible for providing legal advice and preparing or approving ordinances, resolutions, contracts, and other legal documents
- **Legal Representation:** responsible for representing or monitoring the representation of the City in civil litigation and proceedings
- **Prosecution:** responsible for conducting all Municipal Court prosecutions

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Prepared a Declaration of Disaster in response to the COVID-19 pandemic
- Drafted and/or reviewed contracts, including economic development agreements
- Reviewed City policy revisions including Financial Management and Purchasing Policies to ensure compliance with state laws
- Attended all City Council and EIC meetings to ensure legality of proceedings
- Advised Charter Review Committee

Did you know?

On March 16, 2020, Mayor Bill Blackburn declared a local state of disaster related to COVID-19. This declaration allowed the City to activate its emergency management plan, apply to state and federal agencies for funding and even suspend utility disconnections.

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Continue to review Code of Ordinances, including drafting amendments, with a focus on building codes and the subdivision code
- Monitor and prepare report from 2021 Legislative session
- Review and prepare amendments to standard building code, nuisance regulations (junk vehicles), and peddler regulations
- Lead the City's Make a Difference Committee
- Maintain individual Municipal Law accreditation with the Texas City Attorneys Association
- Advise staff in all areas of implementation of Kerrville 2050
- Provide legal guidance to City Council and City staff
- Coordinate outside council when necessary



DECLARATION OF DISASTER

Revenues & Expenditures by Line Item

This department does not track performance measures.

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Transfer In - Water Fund	\$ 114,004	\$ 116,732	\$ 116,732	\$ 116,732	\$ 131,314
EIC - Admin Svc Fee	12,600	12,950	12,950	12,950	12,950
General Resources	152,097	162,148	148,704	148,402	184,021
Total Revenues	278,701	291,830	278,386	278,084	328,286
Expenditures					
Salaries	167,190	171,591	170,127	170,033	214,930
Benefits	37,526	37,586	39,668	39,784	57,118
Travel and Training	4,300	4,895	64	64	3,084
Total Personnel Services	209,017	214,072	209,859	209,880	275,132
Office Supplies	297	941	4	20	700
Tools and Equipment	446	300	-	-	-
Postage	45	-	106	106	100
Total Supplies and Materials	787	1,241	110	126	800
Utilities	561	552	514	514	1,104
Professional Services	64,980	72,800	64,315	63,994	47,800
Total Services	65,541	73,352	64,829	64,508	48,904
Other	3,356	3,165	3,588	3,570	3,450
Total Other Expenses	3,356	3,165	3,588	3,570	3,450
Total Expenditures	\$ 278,701	\$ 291,830	\$ 278,386	\$ 278,084	\$ 328,286
Net Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

Significant changes for FY2021 include:

- Addition of an Assistant City Attorney position for 6 months.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	1	1	1	1.5

City Administration

City Administration provides professional management of City Council policy initiatives; directs, supports, and creates systems that allow departments to anticipate and respond to customer expectations; establishes and promotes a positive working relationship with community leaders; ensures the economic viability and sustainability of the City; operates in accordance with the Texas City Management Code of Ethics.

DEPARTMENT RESPONSIBILITIES

- **Administration:** responsible for administering programs to ensure the policies and initiatives of the City Council are implemented efficiently and effectively in accordance with all legal requirements
- **Intergovernmental Affairs:** responsible for developing and maintaining relationships with other agencies and governments
- **Economic Development:** responsible for business development activities through the Economic Improvement Corporation, Chamber of Commerce, Convention and Visitors Bureau, and a partnership with Kerrville Economic Development Corporation



Prayer Vigil

Did you know?

City Administrators and local religious leaders, led by Mayor Blackburn, hosted weekly prayer vigils during the COVID-19 pandemic outside City Hall to pray for the health and stability of our community.

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Led the City's efforts to protect citizens during the COVID-19 pandemic
- Continued implementation of the Kerrville 2050 comprehensive plan
- Implemented KSTAT, a tool used by the City's leadership team to track departmental metrics and aid in the implementation of departmental business plans in support of Kerrville 2050
- Created the Doyle Community Improvement Plan in order to focus on improving parks, infrastructure, housing options, and maintaining neighborhood character
- Completed Workforce Housing study

FY2021 OBJECTIVES

Key Priority Area: Economic Development

- Continue to encourage the development of workforce housing and the opening of new businesses in the City
- Facilitate economic recovery from the COVID-19 pandemic through programs, policies, and state and federal funding sources

Key Priority Area: Water, Wastewater & Drainage

- Complete projects as outlined in Pavement and Drainage Master Plans

Key Priority Area: Downtown Revitalization

- Support programming at new Arcadia Live to encourage downtown visitors
- Encourage downtown business growth



Revenues & Expenditures by Line Item

This department does not track performance measures.

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Transfer In - Water Fund	\$ 232,715	\$ 304,398	\$ 304,398	\$ 304,398	\$ 254,588
Transfer In - Development Services	-	31,537	31,537	31,537	-
EIC - Admin Svc Fee	61,200	62,900	62,900	62,900	62,900
General Resources	464,377	362,160	342,269	341,321	318,982
Total Revenues	758,292	760,995	741,104	740,156	636,470
Expenditures					
Salaries	557,325	567,510	556,735	555,405	465,128
Benefits	132,828	136,666	145,796	145,986	124,147
Travel and Training	12,772	12,711	10,166	9,958	12,834
Total Personnel Services	702,925	716,887	712,697	711,350	602,109
Office Supplies	2,644	2,500	1,857	1,979	2,500
Tools and Equipment	1,929	1,100	605	610	1,800
Other Supplies	802	1,400	1,359	1,311	1,840
Total Supplies and Materials	5,375	5,000	3,821	3,899	6,140
Equipment	3,333	-	-	-	-
Technology	5,856	5,100	6,755	6,755	5,100
Total Maintenance and Repairs	9,189	5,100	6,755	6,755	5,100
Utilities	3,751	3,912	3,744	3,765	2,016
Professional Services	26,822	17,000	3,212	3,212	9,450
Insurance	550	-	-	450	550
Advertising	1,233	1,700	1,233	1,233	200
Total Services	32,356	22,612	8,189	8,660	12,216
Other	8,447	11,396	9,642	9,492	10,905
Total Other Expenses	8,447	11,396	9,642	9,492	10,905
Total Expenditures	\$ 758,292	\$ 760,995	\$ 741,104	\$ 740,156	\$ 636,470

Significant changes for FY2021 include:

- Moved Public Information Officer out to a newly created Public Information department.
- Moved Main Street Manager in from the General Operations department.
- Moved 75% of the Executive Director for Innovation to Development Services (50%) and Garage (25%).
- Reduced expense for outside trainers/teachers for City University.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	6	5	5	4.25

Human Resources

Human Resources ensures a fair and equitable workplace for the employees of the City of Kerrville and protects the assets of the City through its risk management program. In addition, HR ensures the City will not discriminate against any employee or applicant for employment because of race, color, national origin, sex, religion, age or any other unlawful basis in accordance with applicable federal, state and local laws.

DEPARTMENT RESPONSIBILITIES

- **HR Management:** responsible for ensuring compliance with federal, state and local laws; providing competitive compensation analysis; and ensuring adequate and affordable benefits packages for employees
- **Risk Management:** responsible for maintaining property, liability, and workers compensation coverage for all City properties, vehicles, equipment, employees, and functions in order to maintain a safe working environment for our employees
- **Support Services:** responsible for ensuring all City policies are followed; providing training opportunities for all employees; ensuring timely payroll processing in compliance with FLSA; and assisting departments with recruiting qualified candidates



DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Maintained compliance with federal, state and local laws
- Successfully negotiated an employee benefits package with minimal financial impact to the City
- Developed new employee leave policies in accordance with State and Federal laws for employees affected by the COVID-19 pandemic
- Implemented tracking of all labor resources dedicated to COVID-19 management and response

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Improve the productivity and efficiency of the Human Resources Operations
- Maintain good financial management of resources assigned
- Create online application process
- Provide educational opportunities for Human Resource staff
- Offer online benefit enrollment

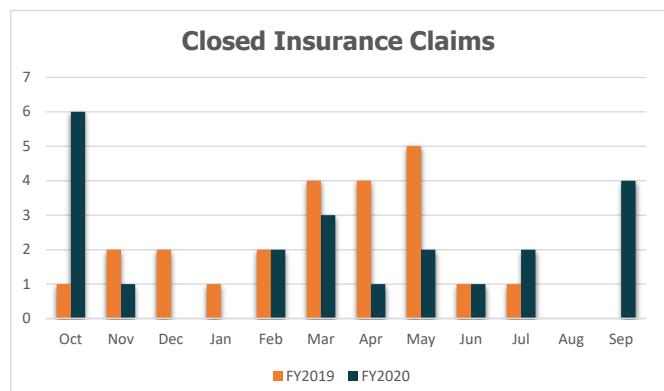
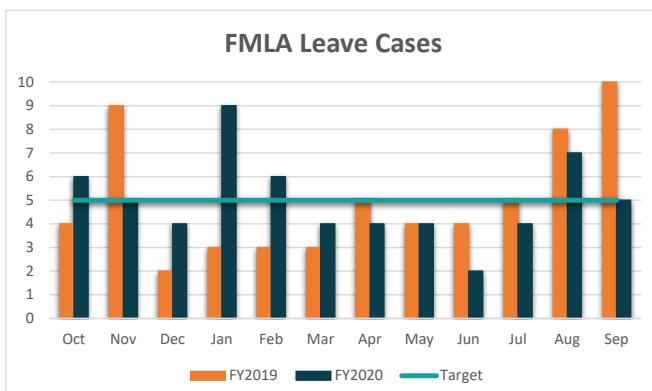
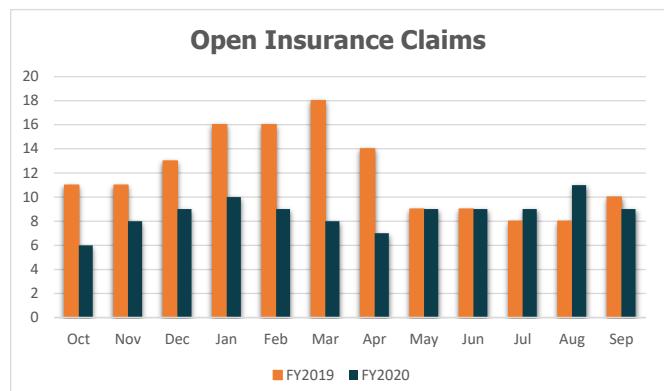
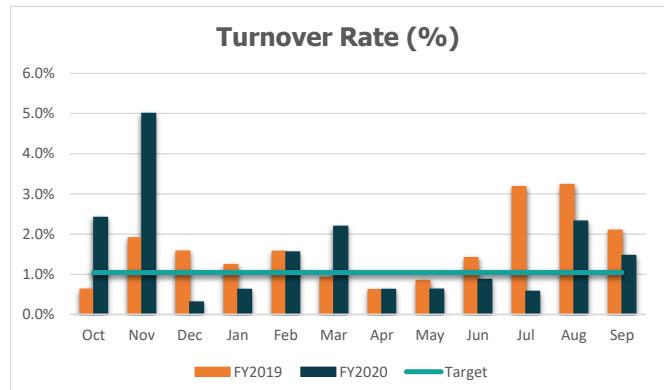
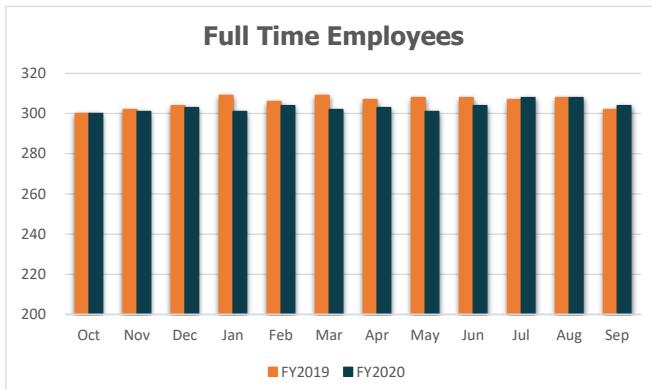
Did you know?

Human Resources oversees the Kerrville Area Youth Leadership Academy (KAYLA). KAYLA made ribbons for display around the City as part of a citywide campaign to demonstrate support for our community during the COVID-19 pandemic.



GENERAL FUND - HUMAN RESOURCES

Performance Measures





Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Child Support - Admin Fee	\$ 995	\$ 1,040	\$ 1,040	\$ 913	\$ 910
Transfer In - Water Fund	57,763	59,546	59,546	59,546	61,742
General Resources	322,572	336,389	322,277	322,282	348,963
Total Revenues	381,330	396,976	382,864	382,741	411,615
Expenditures					
Salaries	258,129	274,582	269,959	271,985	282,638
Benefits	71,412	76,811	72,822	73,551	73,476
Travel and Training	5,259	5,860	3,590	3,069	5,360
Total Personnel Services	334,800	357,253	346,371	348,606	361,475
Office Supplies	3,574	3,955	3,955	2,958	4,055
Tools and Equipment	4,200	300	1,100	1,224	-
Postage and Shipping	51	180	180	76	200
Other Supplies	493	298	298	-	298
Total Supplies and Materials	8,317	4,733	5,533	4,259	4,553
Utilities	624	672	672	737	672
Professional Services	21,768	23,606	22,356	21,979	19,824
Insurance	400	500	500	600	500
Advertising	2,181	2,250	1,750	1,710	2,250
Total Services	24,973	27,028	25,278	25,026	23,246
Other	13,240	7,962	5,682	4,850	22,342
Total Other Expenses	13,240	7,962	5,682	4,850	22,342
Total Expenditures	\$ 381,330	\$ 396,976	\$ 382,864	\$ 382,741	\$ 411,615

Significant changes for FY2021 include:

- Employee appreciation and recognition budget moved from General Operations to Human Resources.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	4	4	4	4

Finance

Finance provides good stewardship of public resources and assets through sound financial management practices that ensure fiscal sustainability.

DEPARTMENT RESPONSIBILITIES

- **Budgeting:** responsible for preparing and monitoring the City's annual budget, including preparation of this book, and dissemination of regular financial updates to City departments and City Council
- **Financial Reporting:** responsible for preparing and reporting financial statements in accordance with accounting standards, including coordination of the annual audit and Comprehensive Annual Financial Report
- **Financial Management:** responsible for accounts payable, accounts receivable, general ledger, fixed asset management, and treasury management services for the City

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Adjusted the FY2020 budget, including implementing substantial cuts to maintain a strong financial position and protect City resources throughout the COVID-19 disaster, which caused extreme revenue shortfalls for the City
- Applied for state and federal grants to help cover some expenses incurred during the management of COVID-19, including personal protective equipment, sanitation supplies, and technology required to maintain social distancing
- Updated cash flow forecasting and purchasing policy
- Completed debt refunding to save the City approximately \$90K over the life of the loan
- Received GFOA excellence awards for our FY2019 Comprehensive Annual Financial Budget Report and FY2020 Budget
- Applied for and received \$500,000 in disaster recovery assistance from the Texas Water Development Board

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Prepare and submit a balanced budget (for major operating funds) to City Council that focuses on budgeting for outcomes
- Increase occupancy tax reporting compliance of Short Term Rental (STR) owners
- Implement purchasing policy training to ensure City funds are spent in the most responsible way
- Increase the number of vendors paid by Electronic Funds Transfer to reduce costs
- Complete bond refunding that will result in cost savings for the City
- Utilize KSTAT performance measures in the budgeting process and in the operation of the department
- Manage investments to maximize return in accordance with the City's Investment Policy



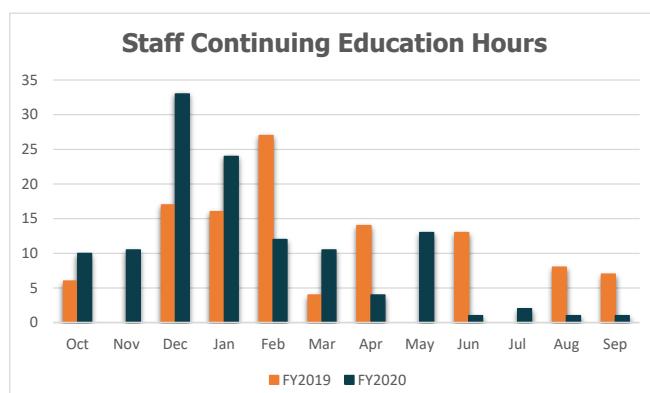
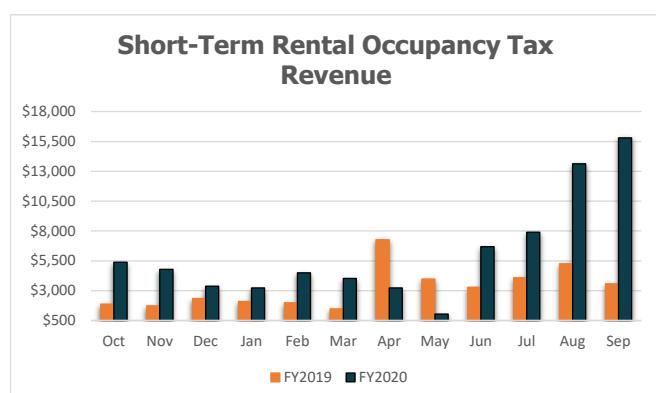
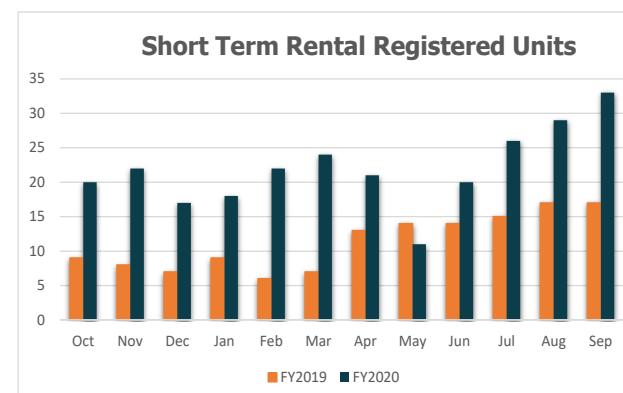
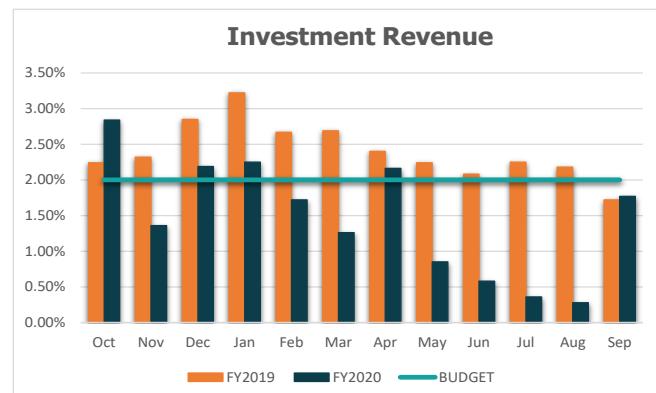
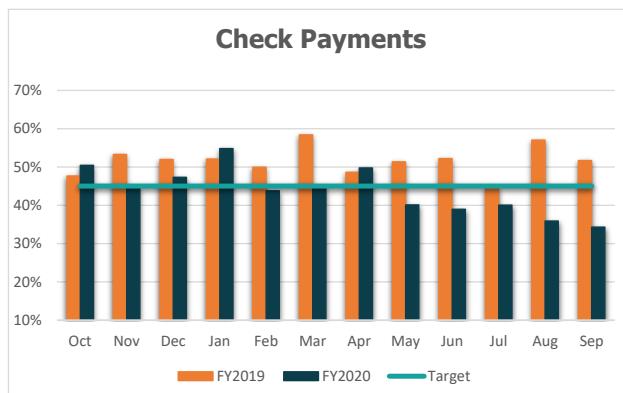
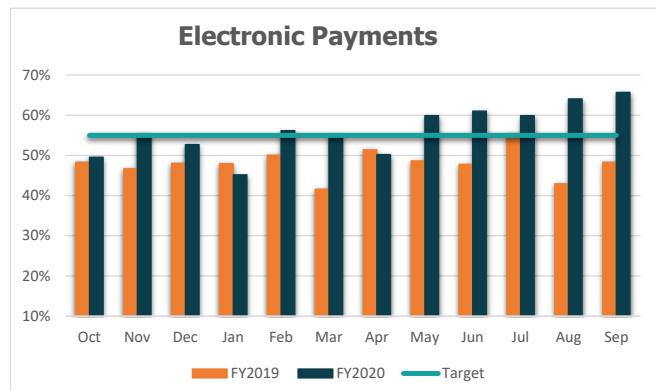
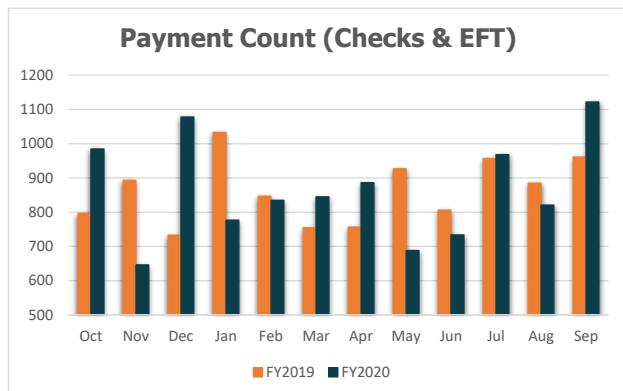
Did you know?

In order to help our community recover from the COVID-19 pandemic as quickly as possible, the City applied for multiple grants. To date, the City has received funding from the CARES Act through several agencies and from the Community Foundation of the Texas Hill Country.



GENERAL FUND - FINANCE

Performance Measures





Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Interest Revenue	\$ 247,821	\$ 170,000	\$ 170,000	\$ 155,636	\$ 63,750
Transfer In - Water Fund	316,991	240,111	240,111	240,111	208,927
EIC - Admin Svc Fee	10,800	11,100	11,100	11,100	11,100
General Resources	233,591	361,486	350,146	344,650	435,852
Total Revenues	809,203	782,697	771,357	751,497	719,629
Expenditures					
Salaries	346,625	316,210	304,848	299,758	252,958
Benefits	109,216	92,311	97,055	94,118	84,150
Travel and Training	3,085	4,925	1,153	1,336	3,030
Total Personnel Services	458,926	413,447	403,057	395,211	340,138
Office Supplies	1,968	2,400	1,650	1,759	2,200
Tools and Equipment	913	-	650	650	950
Postage and Shipping	306	100	147	143	125
Other Supplies	-	-	288	288	-
Total Supplies and Materials	3,187	2,500	2,735	2,840	3,275
Utilities	158	-	-	-	-
Professional Services	344,836	364,450	363,265	351,447	373,982
Insurance	750	650	650	650	650
Total Services	345,744	365,100	363,915	352,097	374,632
Other	1,346	1,650	1,650	1,348	1,584
Total Other Expenses	1,346	1,650	1,650	1,348	1,584
Total Expenditures	\$ 809,203	\$ 782,697	\$ 771,357	\$ 751,497	\$ 719,629

Significant changes for FY2021 include:

- The Assistant Director position was moved to Utility Billing. The Utility Billing Manager position was eliminated and Assistant Director took over those job responsibilities.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	5	5	5	4



GENERAL FUND - INFORMATION TECHNOLOGY

Information Technology

Information Technology provides the highest quality technology based services, in the most cost effective manner to facilitate the City's mission.

DEPARTMENT RESPONSIBILITIES

- **Communication Systems:** responsible for communication systems within the City such as email, voice and messaging, website, and broadcasting of public meetings
- **Data Management:** responsible for providing the management, storage, backup, and recovery services of all the City data
- **Network Management:** responsible for configuring, supporting, and managing the network equipment connecting remote offices with the City's data center
- **Technology Support Services:** responsible for support of City staff by providing break/fix services on technology citywide
- **GIS Services:** responsible for developing, documenting, and implementing GIS applications



Did you know?

The IT department completed a quick rollout of new technology, including Zoom meetings for City Council and staff meetings, in order to comply with COVID-19 social distancing requirements.

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Completed citywide Windows 10 conversion
- Increased storage capacity
- Completed upgrade of GIS portal
- Rolled out Office 365 pilot program
- Implemented citywide cybersecurity training
- Created active 911 deployment
- Completed upgrades to EMS mobile routers
- Upgraded active directory infrastructure
- Increased remote work capabilities due to COVID-19
- SCADA network separation for better security
- Modernized access to construction plans in a Web GIS environment
- Created secure remote access for public safety systems

FY2021 OBJECTIVES

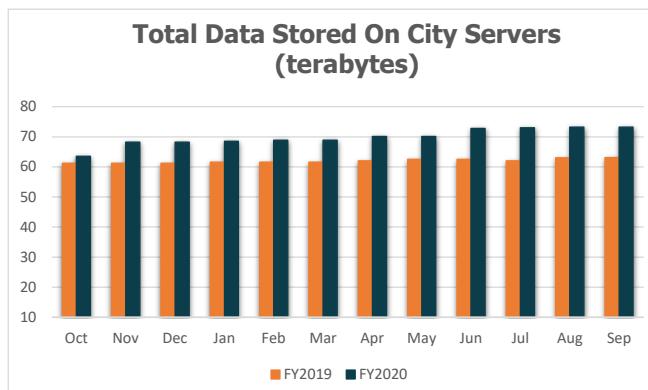
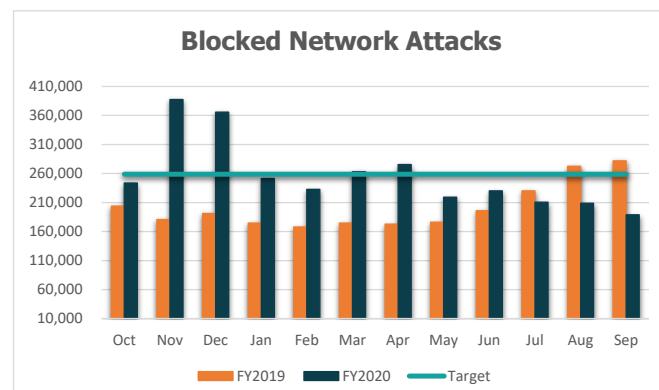
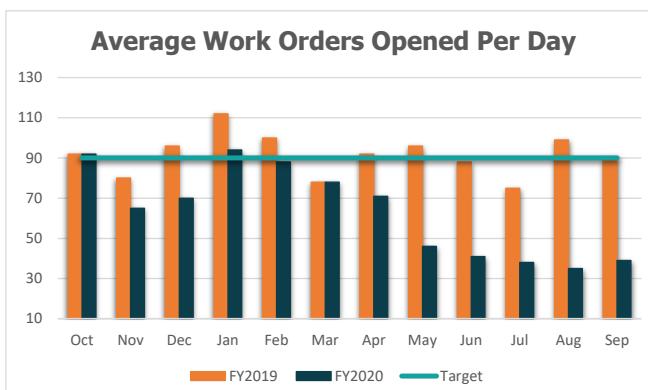
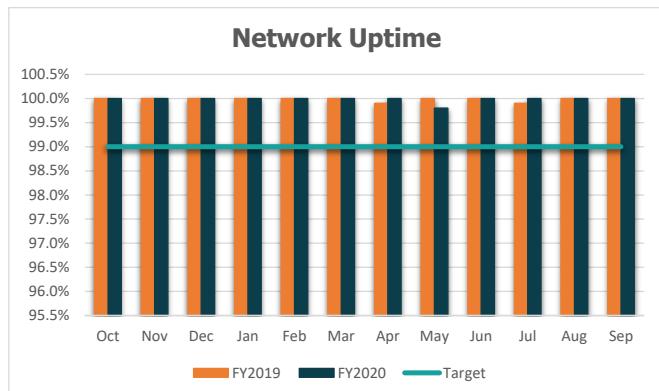
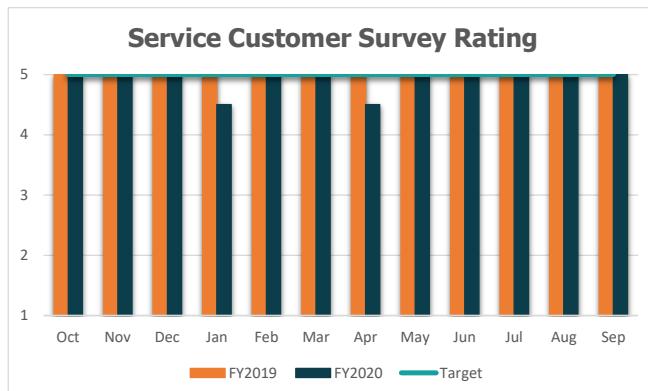
Key Priority Area: Public Facilities & Services

- Upgrade Library Public infrastructure
- New aerials and base map for GIS system
- Public WIFI at select locations
- Implement mobile work orders
- Upgrade Fire / EMS to Cloud version
- Expand server virtualization
- Increase network capacity at remote facilities
- Refresh / update City website
- Update Parks and Recreation software



GENERAL FUND - INFORMATION TECHNOLOGY

Performance Measures



Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Transfer In - Water Fund	\$ 513,717	\$ 320,186	\$ 320,186	\$ 320,186	\$ 208,927
EIC - Admin Svc Fee	3,600	3,700	3,700	3,700	3,700
General Resources	599,742	996,961	949,173	927,947	962,223
Total Revenues	1,117,060	1,320,847	1,273,059	1,251,833	1,174,850
Expenditures					
Salaries	410,566	446,822	427,423	424,722	386,559
Benefits	122,860	126,314	133,119	132,969	124,129
Travel and Training	12,089	8,912	9,597	9,596	3,600
Total Personnel Services	545,514	582,048	570,139	567,287	514,288
Office Supplies	1,451	618	618	343	640
Tools and Equipment	78,573	118,523	143,688	141,578	76,972
Chemical and Medical	183	25	175	136	25
Fuel	217	213	213	204	200
Postage and Shipping	95	75	75	-	75
Other Supplies	575	100	450	327	83
Total Supplies and Materials	81,095	119,554	145,219	142,588	77,995
Building, Structure and Land	1,801	2,300	660	517	1,800
Vehicle	47	109	109	66	99
Equipment	93,301	118,702	104,960	99,568	108,838
Technology	257,234	298,755	278,755	272,183	292,100
Total Maintenance and Repairs	352,382	419,866	384,484	372,333	402,837
Utilities	116,328	157,860	128,836	128,868	133,580
Professional Services	3,600	20,000	2,710	2,706	25,000
Total Services	119,928	177,860	131,546	131,574	158,580
Other	18,141	21,519	21,519	17,899	21,150
Total Other Expenses	18,141	21,519	21,519	17,899	21,150
Machinery, Tools and Equipment	-	-	20,152	20,152	-
Total Capital Outlay	-	-	20,152	20,152	-
Total Expenditures	\$ 1,117,060	\$ 1,320,847	\$ 1,273,059	\$ 1,251,833	\$ 1,174,850

Significant changes for FY2021 include:

- A new Project Analyst position budgeted for 6 months in FY2020 was not filled in FY2020 due to COVID-19 related revenue impacts. The position is budgeted for 3 months in FY2021.
- The Multimedia Coordinator position was moved from Information Technology to new Public Information department.
- Some IT replacement plan equipment purchases have been delayed until FY2022.
- Utilities expense for transparent local area network services was reduced due to a new contract with a lower negotiated price.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	6	6	6.5	5.25

Public Information

The Public Information Department serves as the single voice for City information by providing citizens, business owners, and City staff with pertinent information about City news and events through press releases, social media posts, the City's website, local newspaper articles, and press conferences.

DEPARTMENT RESPONSIBILITIES

- **Communication:** responsible for communicating to citizens, using various medias, to ensure accurate information is released regarding City business and events
- **Technology Management:** responsible for maintaining up-to-date social media platforms as well as the City's website
- **Social Media:** responsible for growing the City's audience on various social media channels in order to communicate current and accurate information

DEPARTMENT ACCOMPLISHMENTS

- This department is newly created in FY2021 by putting the City's current Public Information Officer and current Multimedia Coordinator into a single department
- In FY2019, the Public Information Officer coordinated 202 press releases and 517 Facebook posts

Did you know?

The City's Public Information Office coordinates and films Kerrville Clips, a series of short video segments hosted by City Councilmembers or City staff as a way to share information from community members, business owners, and experts relating to COVID-19.

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Ensure the citizens of Kerrville are well-informed about City business and events using various media outlets
- Maintain user-friendly website
- Ensure accuracy of information provided to the public on social media outlets, newspaper articles, and news reports
- Maintain up-to-date Instagram, Facebook, Twitter, and You Tube accounts for the City to ensure citizens have multiple options to receive information
- Continue good working relationships with community organizations

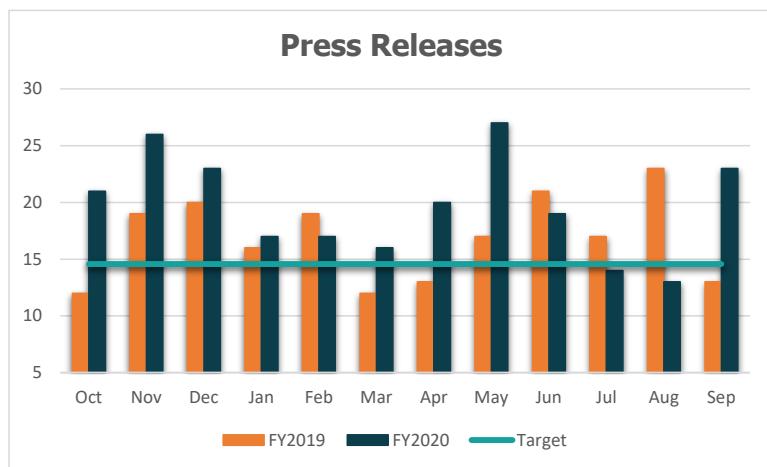
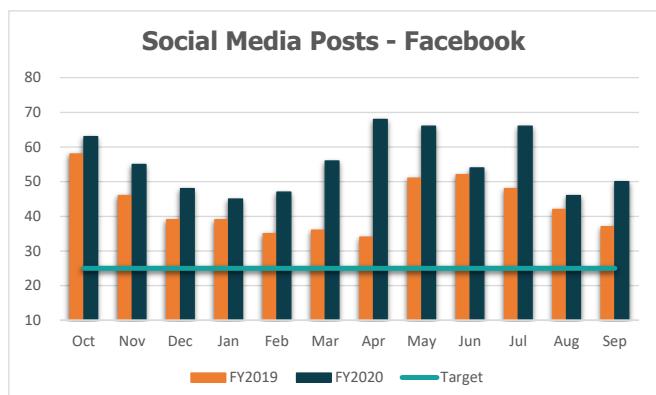
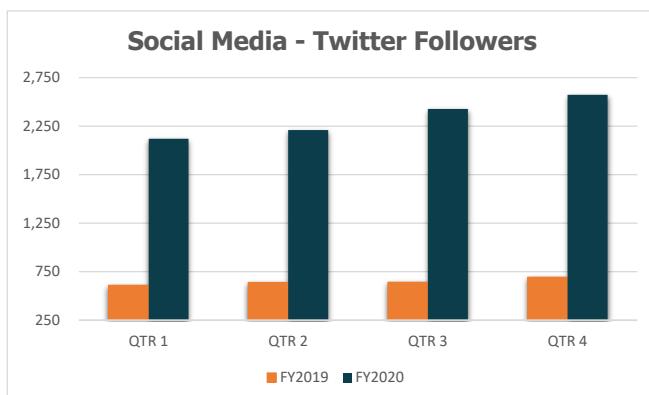
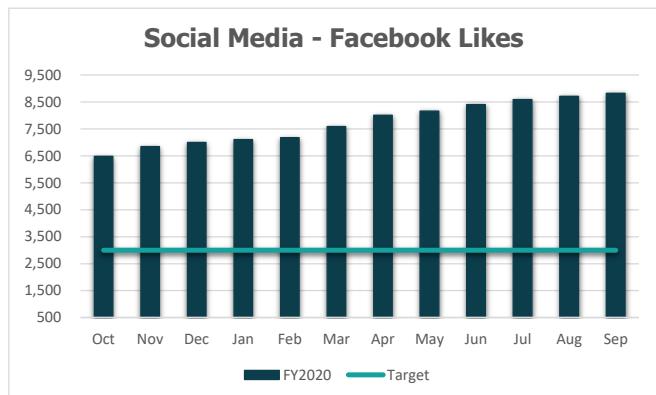
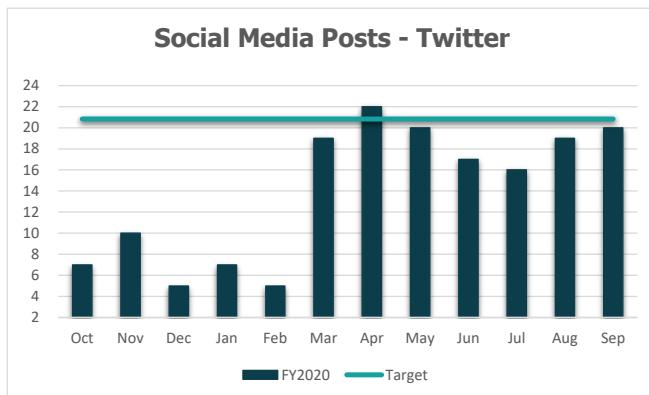


Talking food bank operations on Kerrville Clips



GENERAL FUND - PUBLIC INFORMATION

Performance Measures





GENERAL FUND - PUBLIC INFORMATION

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Transfer In - Water Fund	\$ -	\$ -	\$ -	\$ -	\$ 16,651
General Resources	-	-	-	-	149,857
Total Revenues	-	-	-	-	166,508
Expenditures					
Salaries	-	-	-	-	114,029
Benefits	-	-	-	-	44,044
Total Personnel Services	-	-	-	-	158,074
Office Supplies	-	-	-	-	200
Total Supplies and Materials	-	-	-	-	200
Technology	-	-	-	-	2,800
Total Maintenance and Repairs	-	-	-	-	2,800
Utilities	-	-	-	-	1,224
Professional Services	-	-	-	-	3,360
Advertising	-	-	-	-	850
Total Services	-	-	-	-	5,434
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 166,508

Significant changes for FY2021 include:

- Moved Multimedia Coordinator from Information Technology to new Public Information department.
- Moved Public Information Officer from Administration to new Public Information department.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	0	0	0	2

Municipal Court

The Municipal Court strives to ensure that all case processing within the Court is handled in an efficient, fair, and timely manner. Municipal Court has jurisdiction in the areas of traffic and parking violations, Class C misdemeanors, truancy, and City ordinance violations.

DEPARTMENT RESPONSIBILITIES

- **Court Administration and Case Management:** responsible for filing of Class C misdemeanors, creating dockets for trials and hearings, conducting trials, and issuing warrants
- **Collection Services:** responsible for daily collection and consideration of fine payments
- **State Filing:** responsible for recording, reporting, and paying State fees

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Filed approximately 3,000 cases
- Filed 100% of cases within 24 hours of the citation issuance
- Installed digital signage in the lobby to communicate procedures and provide general information
- Upgraded TV in courtroom used for observing video evidence during trials
- Installed a secure drop box for customers to drop off paperwork during the time the offices were closed due to the COVID-19 disaster
- Organized filing for 3 years of closed case files, consisting of over 22,000 cases

Did you know?

Municipal Court did not hear any cases between March 20th and June 10th due to COVID-19. Staff was available by phone. Online and kiosk services were available for payment of fines.

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Incorporate Citation Smart, a program that sends initial text notifications, periodic reminders, and offers plea and payment options to persons who have received citations
- Invest in Court staff training to ensure expertise in customer service and court procedures
- Attend TMCEC seminar to help educate staff regarding changes in legislation and to keep certifications up-to-date
- Ensure efficient processing and up-to-date technology by upgrading to Incode 10 software
- Revamp standing orders, standard operating procedures, and forms to improve efficiency and processing times for case files

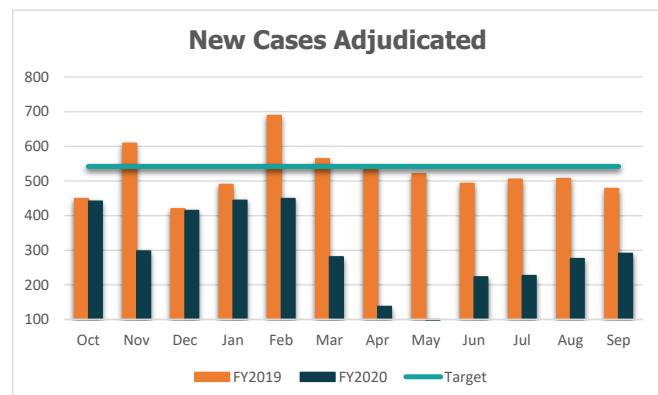
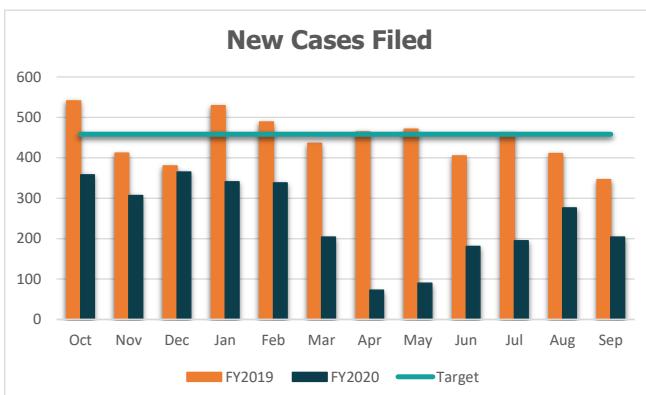
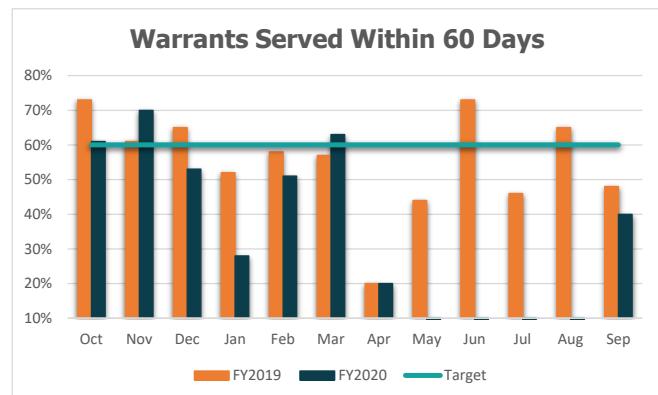
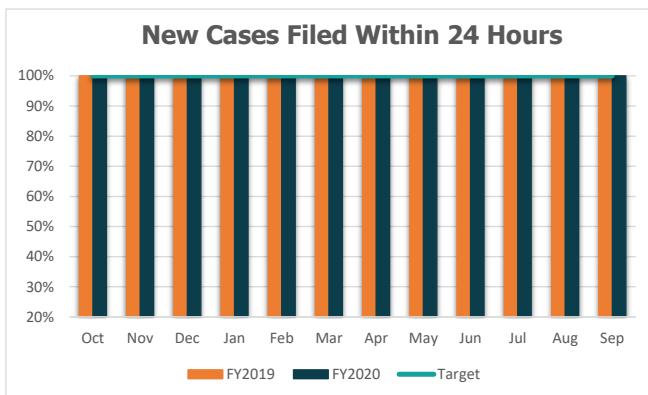
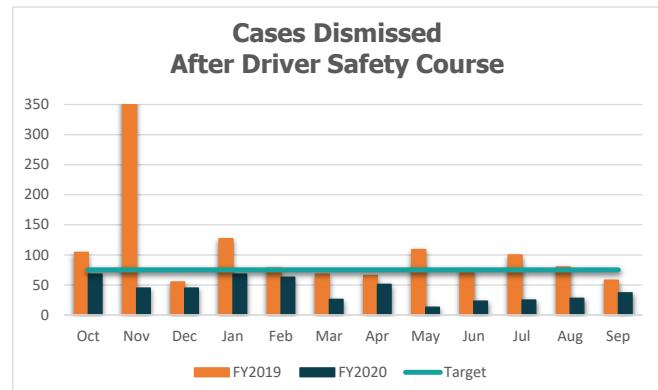
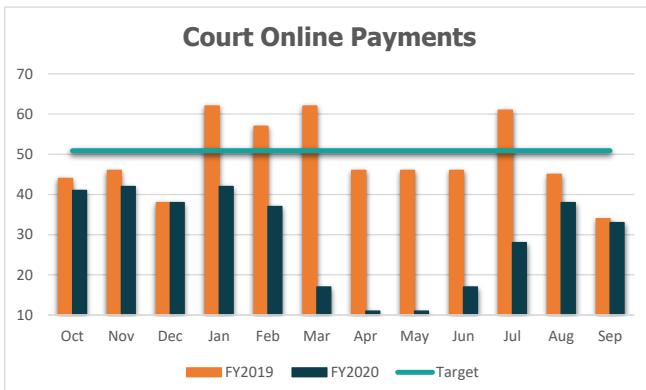


City of Kerrville Municipal Court during the COVID-19 pandemic



GENERAL FUND - MUNICIPAL COURT

Performance Measures





GENERAL FUND - MUNICIPAL COURT

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
MC - City Portion Omnibase	\$ 1,124	\$ 1,200	\$ 1,200	\$ 612	\$ 1,200
MC - Time Payments/City	4,481	5,500	5,500	2,327	4,800
MC - Time Pmts/Adm. Of Justice	1,118	1,400	1,400	919	1,200
MC - Municipal Court Fine	371,017	474,000	474,000	221,803	370,000
MC - 10% Collection Fee	19,956	23,000	23,000	13,226	20,000
MC - Warrant Fees Collected	12,299	12,000	12,000	9,258	12,000
MC - Arrest Fee Collected	16,917	20,000	20,000	9,374	17,600
MC - Special Expense Fee	32,494	40,000	40,000	16,111	33,000
MC - Jury Trial Fee	-	-	-	82	-
MC - Child Safety Fine	225	-	-	-	-
MC - Traffic	6,787	9,000	9,000	3,267	8,000
MC - Contempt Fine	1,950	1,500	1,500	775	1,500
MC - Summons Fee	-	2,500	2,500	-	-
MC - Judicial Support Fee/City	2,017	2,500	2,500	380	2,500
Excess from (to) General Resources	(44,423)	(146,568)	(165,905)	121,300	(71,573)
Total Revenues	425,961	446,032	426,695	399,434	400,227
Expenditures					
Salaries	315,457	320,447	306,934	285,579	291,505
Benefits	87,314	96,642	96,864	93,541	84,668
Travel and Training	4,219	3,500	2,966	2,766	3,129
Total Personnel Services	406,990	420,590	406,764	381,886	379,302
Office Supplies	4,301	6,409	3,221	3,050	4,861
Tools and Equipment	518	610	688	688	350
Chemical and Medical	-	25	25	-	50
Fuel	918	1,050	1,050	803	800
Wearing Apparel	139	320	320	104	340
Other Supplies	426	250	133	133	250
Total Supplies and Materials	6,301	8,664	5,438	4,779	6,651
Building, Structure and Land	2,774	3,200	3,720	3,124	3,140
Vehicle	357	839	537	462	1,514
Technology	-	75	75	-	-
Total Maintenance and Repairs	3,130	4,114	4,332	3,585	4,654
Utilities	7,358	8,532	8,532	8,071	6,904
Professional Services	1,438	3,432	904	538	2,016
Insurance	742	550	575	575	550
Total Services	9,538	12,514	10,011	9,184	9,470
Other	-	150	150	-	150
Total Other Expenses	-	150	150	-	150
Total Expenditures	\$ 425,961	\$ 446,032	\$ 426,695	\$ 399,434	\$ 400,227

Significant changes for FY2021 include:

- Elimination of a Municipal Court Clerk position.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	6	6	6	5
Part-Time (Judges)	2	2	2	2



Police

The Kerrville Police Department is dedicated to the protection of life and property, the preservation of peace and the prevention of crime in our community. The department believes in proactive enforcement and community problem-solving to enhance the quality of life for everyone in Kerrville.

DEPARTMENT RESPONSIBILITIES

- **Patrol and Crime Prevention:** responsible for providing a police presence in neighborhoods, responding to calls for service, investigating traffic crashes, managing traffic, and collaborating on community initiatives
- **Investigations and Evidence:** responsible for investigating criminal offenses and working with crime victims and other agencies to address social and criminal offenses
- **Communications:** responsible for answering and dispatching calls for service for the City of Kerrville Police, Fire and EMS departments. Serves as the Public Safety Answering Point (PSAP) for the entire Kerr County 9-1-1 system
- **Community Service:** responsible for establishing partnerships with citizens in order to improve safety and quality of life within the community



COVID-19 Testing at the Kroc Community Center

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Responded to 13,404 calls for service with an average response time of less than 5.5 minutes
- Completed 392 criminal investigations
- Processed and stored 3,583 pieces of evidence
- Conducted 35 community outreach programs
- Provided active shooter response training to local organizations, businesses, and church groups

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Suppress criminal activity through proactive enforcement activities
- Answer all 9-1-1 calls ASAP and handle calls through general dispatch numbers through the implementation of NEXTGEN 9-1-1 protocols
- Achieve full staffing of the public safety dispatch center
- Expand Community Outreach Programs
- Improve procurement and application of technology as a force multiplier and efficiency tool

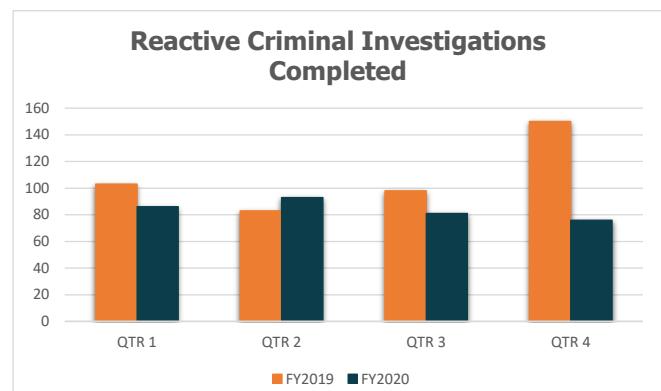
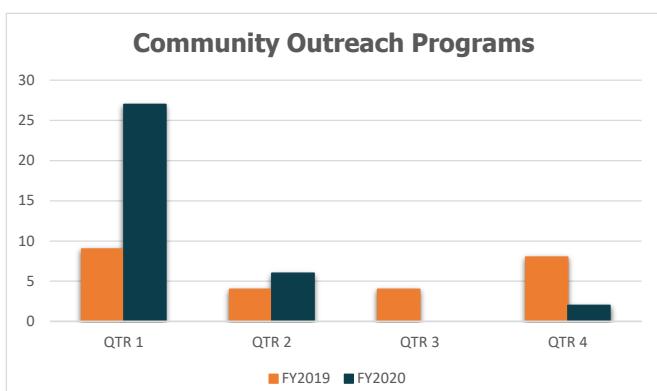
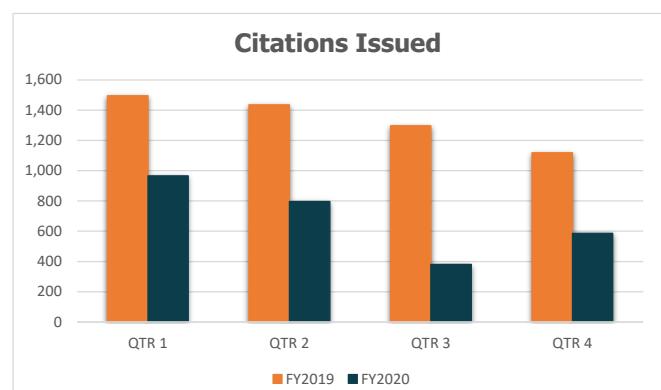
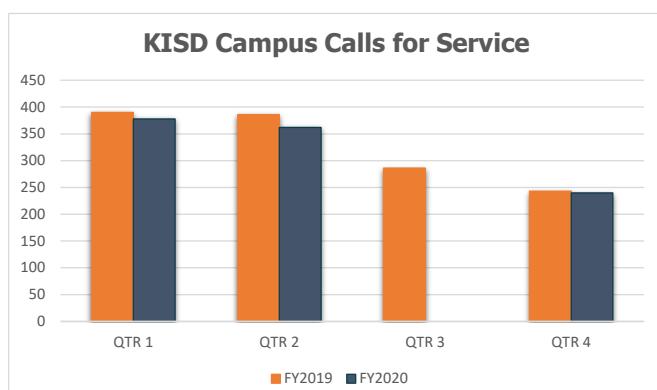
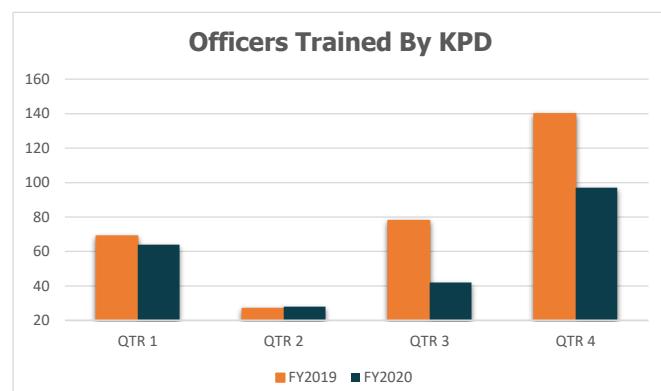
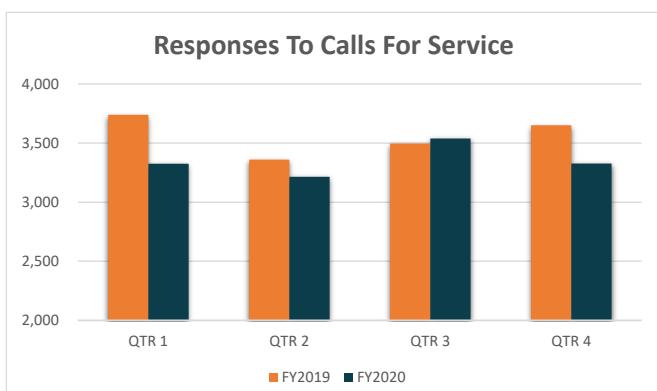
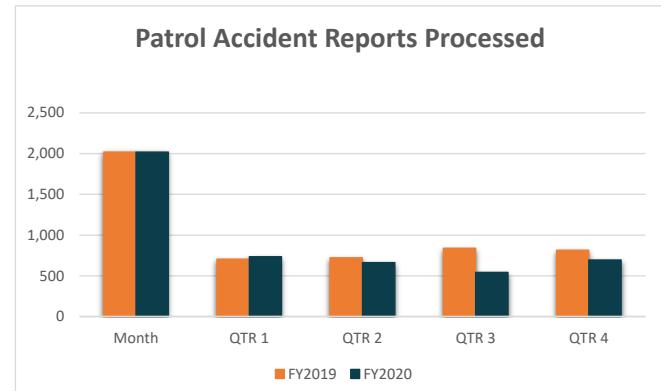
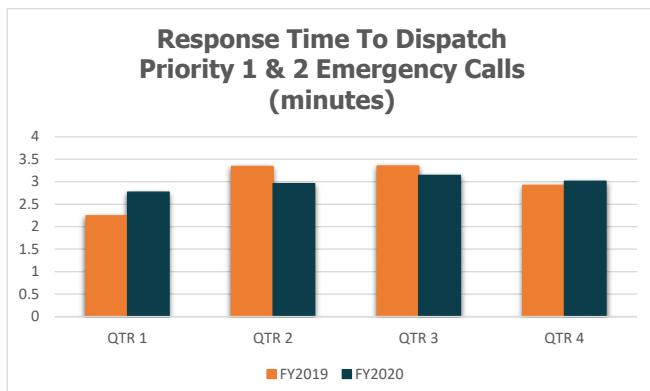
Did you know?

The Kerrville Police Department conducted traffic control at the Kroc Community Center during COVID-19 free mobile testing, conducted by the Texas Military Department.



GENERAL FUND - POLICE

Performance Measures





Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
KPD - Parade Permits	\$ 50	\$ -	\$ -	\$ 50	\$ -
KPD - Alarm Permit Fee	6,450	2,100	2,100	2,550	5,000
KISD-School Resource Officer	127,012	134,243	134,243	133,146	141,441
KPD - Accident Reports	3,015	2,000	2,000	2,173	2,000
KPD - Funeral Procession Fees	14,205	13,000	13,000	13,355	13,000
KPD - Finger Printing	610	1,000	1,000	300	800
KPD - Offense Reports	1,416	700	700	3,019	1,400
KPD - Letters Of Clearance	20	-	-	50	-
KPD - Oversize Load Escort	43,550	38,500	38,500	14,850	19,000
KPD - False Alarm Fees	4,525	2,500	2,500	1,525	3,500
General Resources	5,649,322	6,100,034	5,846,521	4,357,969	6,051,554
Total Revenues	5,850,175	6,294,078	6,040,564	4,528,987	6,237,695
Expenditures					
Salaries	4,095,924	4,357,957	4,147,291	3,119,322	4,343,331
Benefits	1,226,378	1,294,779	1,251,179	928,549	1,350,938
Travel and Training	48,271	68,155	55,015	26,519	58,651
Total Personnel Services	5,370,574	5,720,892	5,453,485	4,074,390	5,752,920
Office Supplies	9,355	13,202	9,202	6,193	12,632
Tools and Equipment	36,412	25,028	26,528	18,046	14,411
Chemical and Medical	10,606	17,954	15,954	5,807	19,265
Fuel	80,859	100,000	90,000	62,507	57,600
Wearing Apparel	32,927	53,725	53,725	41,118	33,673
Postage and Shipping	303	550	550	215	550
Other Supplies	21,960	30,004	27,804	25,859	29,618
Total Supplies and Materials	192,423	240,463	223,763	159,746	167,748
Building, Structure and Land	12,038	14,550	21,250	18,977	14,550
Vehicle	44,859	46,011	42,011	36,852	46,011
Equipment	13,892	19,165	8,965	9,595	20,535
Technology	69,174	83,236	74,236	43,774	66,636
Total Maintenance and Repairs	139,963	162,962	146,462	109,199	147,732
Utilities	47,939	54,360	54,060	46,781	56,448
Professional Services	83,352	94,278	80,778	57,029	92,610
Insurance	400	300	300	400	300
Leases/Rents	9,460	9,396	9,396	9,460	9,480
Total Services	141,151	158,334	144,534	113,670	158,838
Other	6,065	11,427	11,427	11,090	10,457
Total Other Expenses	6,065	11,427	11,427	11,090	10,457
Machinery, Tools and Equipment	-	-	60,893	60,893	-
Total Capital Outlay	-	-	60,893	60,893	-
Total Expenditures	\$ 5,850,175	\$ 6,294,078	\$ 6,040,564	\$ 4,528,987	\$ 6,237,695



GENERAL FUND - POLICE

Revenues & Expenditures by Line Item

Significant changes for FY2021 include:

- In FY2020, \$1.3 million in patrol officer salaries and benefits was moved to the Grant Fund. These expenditures were eligible for reimbursement using CARES Act Funding distributed through the Texas Department of Emergency Management. The Police Department is not increasing overall personnel or expenditures in FY2021. Instead, the increase from FY2020 Estimated to FY2021 Budget shows that the City does not expect to receive outside funding for Police expenditures in FY2021.
- Tactical helmets and new iPads for patrol vehicles were moved to the Police Special Revenue Fund in FY2021.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	72	72	72	72

Consolidated Fire Department

The mission of the Kerrville Fire Department is to ensure an exceptional team using efficient methods and providing excellent service to citizens. The vision of the Fire Department is to excel as an intellectually vibrant public safety organization that is admired by citizens and responsive to the needs of the community.

Section Organization

The Fire Department is divided into 4 separate divisions: Fire, Emergency Management, Fire Prevention, and EMS that all report to the Fire Chief. This section shows a combined view as well as detail on the individual divisions as follows:

1. Consolidated Fire Department (all divisions)
 - A. Performance Measures
 - B. Revenues and expenditures by line item
2. Fire Division
 - A. Responsibilities, accomplishments, and objectives
 - B. Revenues and expenditures by line item
3. Emergency Management Division
 - A. Responsibilities, accomplishments, and objectives
 - B. Revenues and expenditures by line item
4. Fire Prevention Division
 - A. Responsibilities, accomplishments, and objectives
 - B. Revenues and expenditures by line item
5. EMS Division
 - A. Responsibilities, accomplishments, and objectives
 - B. Revenues and expenditures by line item



Fire Department staff working at the EOC

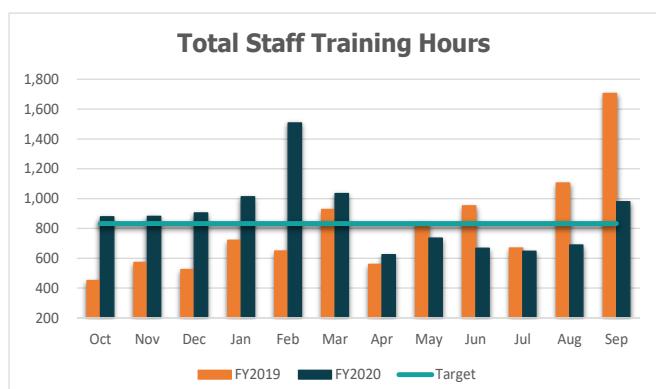
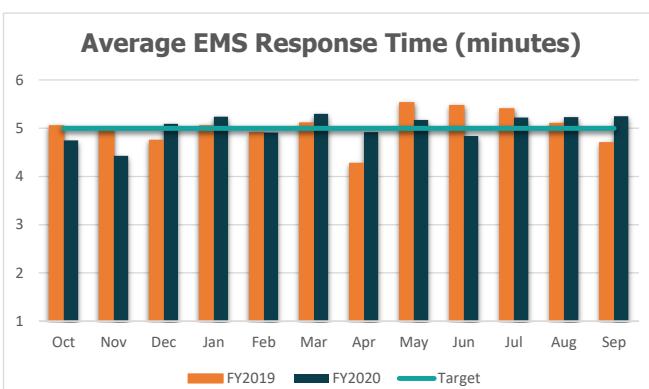
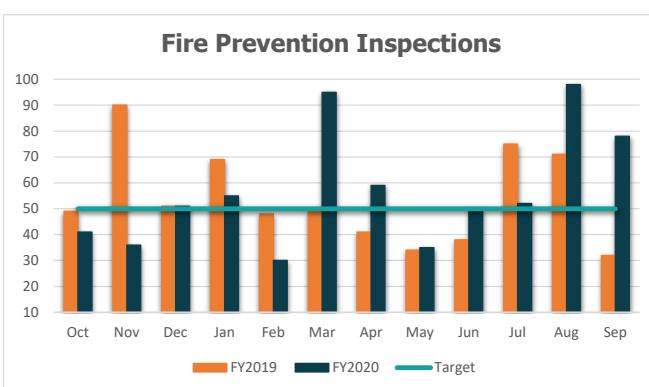
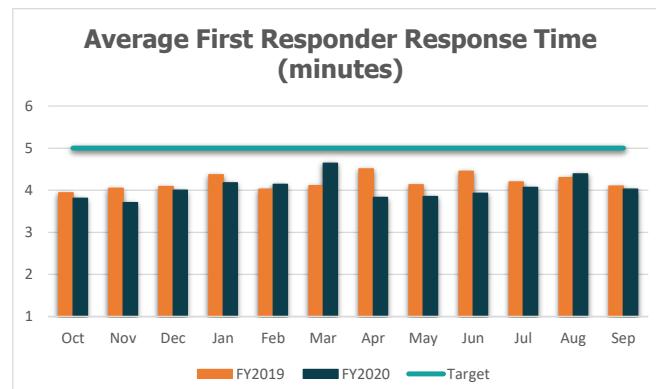
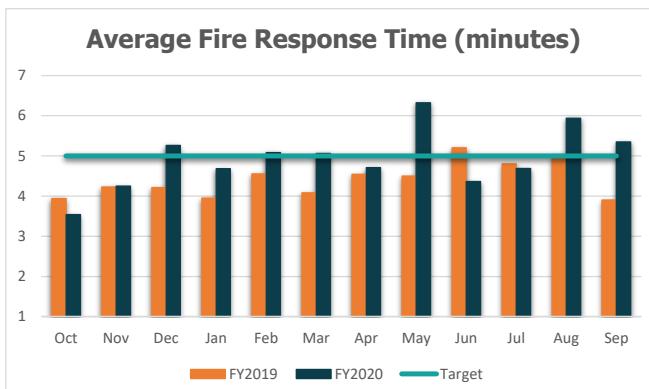
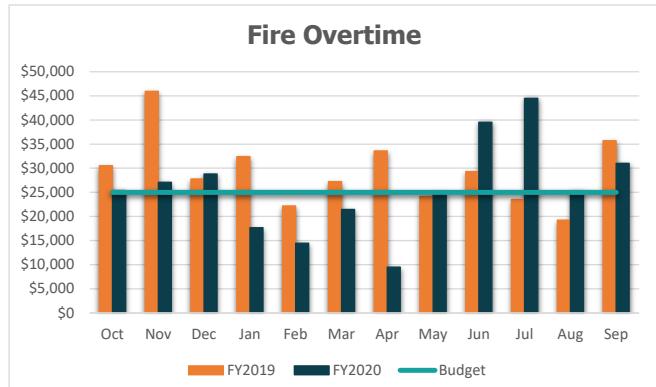
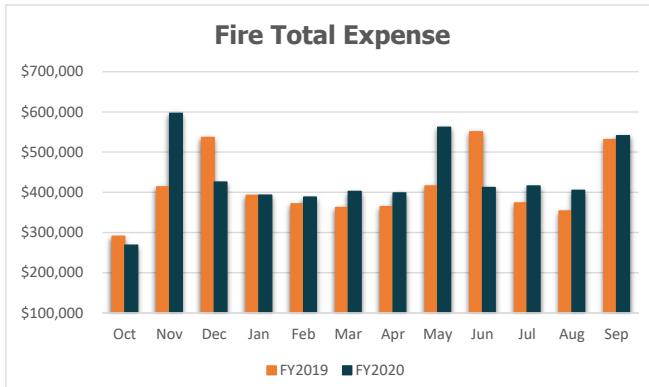
Did you know?

To "stand up the EOC" means to activate the City's Emergency Operations Center (EOC), from which local response is coordinated during a disaster. The City's EOC was activated in March of 2020 in response to the COVID-19 disaster.



GENERAL FUND - FIRE DEPARTMENT

Performance Measures - All Divisions





Combined Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Fire Sprinkler - No Bldg Permit	\$ 255	\$ 1,500	\$ 1,500	\$ -	\$ 500
Fire Sprinkler - Repair/Remodel	495	-	-	5,700	500
Fire Alarm - Commercial Only	350	1,000	1,000	-	500
Fire Alarm - Repair/Remodel	2,700	300	300	4,700	1,000
Fire Permit - Misc.	330	-	-	1,665	-
State - Emergency Management	23,225	17,000	17,000	24,585	20,000
Kerr County - Emergency Mgmt	1,387	1,300	1,300	1,408	1,300
Kerr County- Fire/EMS Contract	1,279,450	1,298,316	1,298,316	1,298,316	1,298,316
Fire - Grants/Donations	18,841	-	-	1,300	-
EMS - Medical Records	2,000	1,500	1,500	3,303	2,000
EMS - Base Rate	4,279,953	4,280,000	4,280,000	4,031,323	4,280,000
EMS - Mileage	1,478,133	1,500,000	1,500,000	1,399,236	1,500,000
EMS - Transfer Agreement	1,861	3,000	3,000	3,426	2,000
EMS - On-Site Standby	6,388	4,500	4,500	598	6,500
EMS - Aid Only	57,375	42,000	42,000	52,455	58,000
EMS - Response Fee	56,850	50,400	50,400	31,575	56,000
EMS - Ambulance Supplement	118,935	400,000	400,000	198,417	200,000
EMS - Charges Disallowed	(2,078,414)	(2,016,000)	(2,016,000)	(2,126,146)	(2,023,000)
EMS - Bad Debt Write-Off	(1,569,896)	(1,440,000)	(1,440,000)	(1,260,734)	(1,513,300)
EMS - Grants/Donations	14,013	-	-	13,395	-
EMS - Bad Debt Recovered	74,591	58,000	58,000	73,994	60,000
General Resources	4,122,773	4,198,682	4,088,540	4,357,152	4,410,235
Total Revenues	7,891,593	8,401,498	8,291,356	8,115,668	8,360,551



Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Expenditures					
Salaries	5,320,477	5,603,753	5,569,103	5,511,197	5,551,175
Benefits	1,534,990	1,551,162	1,653,118	1,632,685	1,684,503
Travel and Training	69,400	104,404	41,723	37,329	97,022
Total Personnel Services	6,924,866	7,259,320	7,263,944	7,181,211	7,332,700
Office Supplies	5,485	8,314	6,514	4,113	7,230
Tools and Equipment	75,564	115,241	79,926	76,137	90,788
Chemical and Medical	148,792	163,663	180,072	183,609	167,628
Fuel	93,092	105,913	80,686	70,021	100,575
Wearing Apparel	70,324	85,120	76,841	68,745	98,176
Postage and Shipping	353	310	310	248	310
Other Supplies	16,177	14,535	17,435	17,942	14,335
Total Supplies and Materials	409,787	493,096	441,784	420,815	479,042
Building, Structure and Land	47,753	27,376	21,850	22,140	29,300
Vehicle	113,399	96,107	75,807	67,303	95,292
Equipment	37,714	54,246	56,330	56,734	45,920
Technology	16,109	23,253	20,266	19,178	24,283
Total Maintenance and Repairs	214,975	200,981	174,252	165,355	194,795
Utilities	73,871	79,794	73,643	75,230	80,752
Professional Services	202,673	301,187	250,887	187,150	196,687
Insurance	200	200	200	200	200
Leases/Rents	46,424	47,141	47,141	47,140	48,770
Total Services	323,168	428,322	371,871	309,720	326,409
Other	18,797	19,780	19,780	18,928	21,655
Total Other Expenses	18,797	19,780	19,780	18,928	21,655
Vehicles	-	-	-	-	-
Machinery, Tools and Equipment	-	-	19,725	19,638	5,950
Total Capital Outlay	-	-	19,725	19,638	5,950
Total Expenditures	\$ 7,891,593	\$ 8,401,498	\$ 8,291,356	\$ 8,115,668	\$ 8,360,551

Significant changes for FY2021 include:

- Expense for professional services decreased due to a lower than anticipated Ambulance Supplemental Payment Plan payment in FY2021. The professional services fee is a based on a percentage of the payment received.

Combined Fire Department Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	76	77	77	77

Fire

The mission of the Kerrville Fire Department is to ensure an exceptional team using efficient methods and providing excellent service to our citizens. The vision of the Fire Department is to excel as an intellectually vibrant public safety organization that is admired by and responsive to the needs of our community.

DEPARTMENT RESPONSIBILITIES

- **Emergency Operations:** responsible for providing high quality fire protection and advanced life support that saves lives and minimizes the ravaging effects of fire
- **Administration:** responsible for preparing and monitoring the budget and grant applications, implementing policies and procedures, and overseeing daily operations
- **Community Service:** responsible for community programs including fire safety education, home safety surveys, smoke detector distribution and installation, ceremonial duties, school presentations, and charitable fund raisers

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Responded to over 500 fire-related calls and 2,000 medical 1st responder calls
- Completed 3 Fire Recruit Academies which resulted in the training of 6 new firefighters
- Replaced 2001 KME Fire Engine with a 2019 Sutphen Monarch custom pumper

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Manage department assets and budget utilizing sound fiscal practices
- Host 1st annual Citizens Fire Academy
- Expand training resources and opportunities to enhance employee knowledge, skills, and abilities
- Provide excellent customer care and service
- Collaborate and enhance county, regional, and national relationships, and efficiency tools

Did you know?

Code Red is a web-based notification system used to notify residents of emergencies and/or general information quickly and easily. Citizens can visit the City's website to verify that their phone number is registered to receive alerts.





Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Kerr County- Fire/EMS Contract	\$ 851,084	\$ 843,144	\$ 862,584	\$ 881,284	\$ 851,151
Fire - Grants/Donations	18,841	-	-	1,300	-
General Resources	4,099,473	4,304,045	4,367,002	4,346,622	4,318,250
Total Revenues	4,969,398	5,147,189	5,229,585	5,229,206	5,169,401
Expenditures					
Salaries	3,592,928	3,727,858	3,768,780	3,768,227	3,678,470
Benefits	1,018,602	1,008,367	1,103,691	1,104,793	1,106,746
Travel and Training	2,582	8,030	2,152	1,417	3,868
Total Personnel Services	4,614,113	4,744,255	4,874,622	4,874,437	4,789,083
Office Supplies	4,028	4,163	2,863	2,726	4,745
Tools and Equipment	33,958	65,171	56,826	57,032	48,088
Chemical and Medical	4,642	5,400	4,900	4,928	5,400
Fuel	25,113	29,638	19,338	19,321	29,925
Wearing Apparel	65,181	72,395	63,095	63,406	79,191
Postage and Shipping	279	-	-	177	-
Other Supplies	15,205	12,880	15,780	16,922	12,880
Total Supplies and Materials	148,406	189,646	162,801	164,512	180,229
Building, Structure and Land	29,303	27,376	21,850	22,140	29,300
Vehicle	70,667	48,177	38,877	35,087	47,377
Equipment	18,423	31,800	29,500	29,904	22,200
Technology	1,178	1,755	1,755	1,178	1,755
Total Maintenance and Repairs	119,571	109,108	91,982	88,309	100,632
Utilities	60,870	62,298	56,898	58,797	62,596
Professional Services	500	15,375	5,075	4,937	9,375
Insurance	100	100	100	100	100
Leases/Rents	19,851	20,172	20,172	20,172	20,986
Total Services	81,321	97,945	82,245	84,005	93,057
Other	5,987	6,235	6,235	6,329	6,400
Total Other Expenses	5,987	6,235	6,235	6,329	6,400
Machinery, Tools and Equipment	-	-	11,700	11,613	-
Total Capital Outlay	-	-	11,700	11,613	-
Total Expenditures	\$ 4,969,398	\$ 5,147,189	\$ 5,229,585	\$ 5,229,206	\$ 5,169,401

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	48	48	48	48

Emergency Management

The primary function of the City of Kerrville's Emergency Management Department is to ensure the emergency preparedness of the City in order to maintain safety for all citizens. The City's Emergency Management plan consists of specific hazard plans focusing on management procedures for Fire, EMS, law enforcement, shelter and mass care, evacuations, and donations.

DEPARTMENT RESPONSIBILITIES

- **Emergency Management:** responsible for coordination of local planning, preparedness, training, and exercises of the emergency plan for the City of Kerrville
- **Training:** responsible for coordinating Fire and EMS professional development and continuing education programs for all department personnel

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Responded to COVID-19 crisis of 2020
- Organized community Stakeholders meeting in response to COVID-19
- Improved Fire training ground at Station 3, with the support of the Streets Department and outside stakeholders
- Provided training and protocol for City staff regarding health and safety prevention measures in response to COVID-19
- Ensured adequate availability of personal protective equipment (PPE) for EMS, Fire, Police, and other City staff during the COVID-19 pandemic
- Worked closely Peterson Regional Medical Center and Kerr County to ensure community safety during the COVID-19 pandemic

Did you know?

The Emergency Management Department led the City's response and preparedness efforts during the COVID-19 pandemic, including community outreach and education, staff education, and community planning with area stakeholders.

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Continue to monitor the threat of COVID-19
- Provide emergency management training to all City staff
- Conduct emergency drills among City employees to ensure preparedness
- Conduct community training to enhance emergency preparedness of citizens
- Provide emergency planning materials to citizens
- Achieve operational efficiency through proven policies and practices
- Continue to provide certifications for Technical Rescue, Instructors, Officers, and Driver Operators



Jeremy Hughes, Emergency Management Division Chief



GENERAL FUND - EMERGENCY MANAGEMENT

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
State - Emergency Management	\$ 23,225	\$ 17,000	\$ 17,000	\$ 24,585	\$ 20,000
Kerr County - Emergency Mgt	1,387	1,300	1,300	1,408	1,300
General Resources	168,248	204,756	157,233	146,530	194,851
Total Revenues	192,859	223,056	175,533	172,523	216,151
Expenditures					
Salaries	80,202	90,387	96,638	96,679	87,568
Benefits	19,724	23,253	20,960	22,348	21,129
Travel and Training	61,725	82,471	34,236	31,834	80,735
Total Personnel Services	161,651	196,112	151,835	150,861	189,432
Office Supplies	9	300	300	23	300
Tools & Equipment	986	10,800	280	809	7,350
Chemical and Medical	-	-	-	11	-
Fuel	1,361	2,625	2,625	1,106	2,100
Wearing Apparel	492	325	325	324	400
Postage and Shipping	-	-	-	44	-
Other Supplies	-	-	-	736	300
Total Supplies and Materials	2,848	14,050	3,530	3,055	10,450
Building, Structure, and Land	18,410	-	-	-	-
Vehicle	-	128	128	18	128
Technology	-	-	-	-	2,324
Total Maintenance and Repairs	18,410	128	128	18	2,452
Utilities	4,850	6,816	6,065	5,540	7,272
Total Services	4,850	6,816	6,065	5,540	7,272
Other	5,100	5,950	5,950	5,025	6,545
Total Other Expenses	5,100	5,950	5,950	5,025	6,545
Machinery, Tools and Equipment	-	-	8,025	8,025	-
Total Capital Outlay	-	-	8,025	8,025	-
Total Expenditures	\$ 192,859	\$ 223,056	\$ 175,533	\$ 172,523	\$ 216,151

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	0	1	1	1

Fire Prevention

The Kerrville Fire Prevention Division identifies and eliminates potential fire hazards and reduces the frequency and effects of fire through education, code administration, enforcement, plan review, and fire origin/cause investigations.

DEPARTMENT RESPONSIBILITIES

- **Inspection and Plan Review:** responsible for ensuring all commercial buildings in the City are in compliance with the currently adopted fire code
- **Investigation:** responsible for determining the origin and cause of a fire to further fire prevention education and accountability for intentionally set fires
- **Community Service:** responsible for community programs including fire safety education, school presentations, and home visits

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Developed and hosted a fire investigator course
- Fire Marshal attended and completed a Texas Law Enforcement class on Crime Scene Investigation
- 10 Fire Department members received Youth Fire Prevention and Intervention Specialists II certification
- 12 Fire Department members completed training and became certified Fire Investigators
- Fire Marshal and Deputy Fire Marshal obtained Fire and Life Safety Educator II certification from the Texas Fire Commission on Fire Protection

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Expand youth fire prevention & intervention in the community
- Expand fire safety education in the community
- Enroll Deputy Fire Marshal in Police Academy
- Achieve operational efficiency through proven policies and practices
- Attend an arson conference to ensure utilization of the latest techniques and information for fire investigations



MAXIMUM OCCUPANT LOAD FOR THIS ESTABLISHMENT IS

72

Did you know?

The Fire Marshal reviewed occupancy limits for restaurants and other establishments to help establish maximum capacity limits during the COVID-19 re-opening phases.



GENERAL FUND - FIRE PREVENTION

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Fire Sprinkler - No Bldg Permit	255	1,500	1,500	-	500
Fire Sprinkler - Repair/Remodel	495	-	-	5,700	500
Fire Alarm - Commercial Only	350	1,000	1,000	-	500
Fire Alarm - Repair/Remodel	2,700	300	300	4,700	1,000
Fire Permit - Misc.	330	-	-	1,665	-
General Resources	224,016	249,740	241,724	227,361	256,680
Total Revenues	228,146	252,540	244,524	239,426	259,180
Expenditures					
Salaries	168,501	176,765	174,040	174,407	177,853
Benefits	46,367	45,799	50,729	50,343	52,065
Travel and Training	861	6,858	1,737	454	6,230
Total Personnel Services	215,730	229,422	226,506	225,204	236,148
Office Supplies	271	400	400	284	785
Tools and Equipment	2,397	2,500	2,500	1,694	1,150
Fuel	2,706	2,500	2,500	2,046	2,400
Wearing Apparel	50	975	975	503	3,695
Postage and Shipping	-	70	70	-	70
Other Supplies	657	875	875	136	375
Total Supplies and Materials	6,080	7,320	7,320	4,664	8,475
Vehicle	737	1,004	1,004	323	989
Technology	2,770	11,110	6,010	5,499	9,816
Total Maintenance and Repairs	3,507	12,113	7,013	5,822	10,805
Utilities	1,172	2,040	2,040	1,945	1,992
Total Services	1,172	2,040	2,040	1,945	1,992
Other	1,657	1,645	1,645	1,792	1,760
Total Other Expenses	1,657	1,645	1,645	1,792	1,760
Total Expenditures	\$ 228,146	\$ 252,540	\$ 244,524	\$ 239,426	\$ 259,180

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	2	2	2	2

EMS

The Fire Department's Emergency Medical Services (EMS) division provides a superior level of emergency service in order to continually improve the quality of life, health and safety for the citizens we serve.

DEPARTMENT RESPONSIBILITIES

- **Field Operations:** responsible for providing continuous emergency medical response and inter-facility transfers for sick and injured citizens in Kerrville and Kerr County
- **Billing and Collections:** responsible for monitoring the billing and collections for over 6,900 customers each year

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Maintained a response time of just over 5 minutes within the City
- Enrolled 7 firefighters in the Paramedic course at UTSA Health Science Center
- Received the HB3588 and TOB911 grant for \$13,395 to upgrade communications and equipment
- Purchased a second LUCAS (Automated Chest Compression Device) for Medic 3
- Assisted the Emergency Management Team with presentations to City Council, City staff, and the community regarding prevention of the spread of COVID-19

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Manage department assets and budget utilizing sound fiscal practices
- Utilize GoTo Meeting for guest speakers and lecturers
- Plan Department of State Health Services sponsored Medic First Responder course
- Continue Stop The Bleed program for local businesses and groups
- Provide excellent customer care and service
- Collaborate and enhance county, regional, and national relationships
- Maintain robust vehicle and capital equipment replacement plan
- Expand training resources and opportunities to enhance employee knowledge skills and abilities

Did you know?

The City's EMS calls for service actually declined during the COVID-19 pandemic.





GENERAL FUND - EMS DIVISION

Revenues & Expenditures by Line Item

	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Current Budget	FY 2020 Estimated	FY 2021 Budget
Revenues					
Kerr County- Fire/EMS Contract	\$ 428,366	\$ 455,172	\$ 435,732	\$ 417,032	\$ 447,165
EMS - Medical Records	2,000	1,500	1,500	3,303	2,000
EMS - Base Rate	4,279,953	4,280,000	4,280,000	4,031,323	4,280,000
EMS - Mileage	1,478,133	1,500,000	1,500,000	1,399,236	1,500,000
EMS - Transfer Agreement	1,861	3,000	3,000	3,426	2,000
EMS - On-Site Standby	6,388	4,500	4,500	598	6,500
EMS - Aid Only	57,375	42,000	42,000	52,455	58,000
EMS - Response Fee	56,850	50,400	50,400	31,575	56,000
EMS - Ambulance Supplement	118,935	400,000	400,000	198,417	200,000
EMS - Charges Disallowed	(2,078,414)	(2,016,000)	(2,016,000)	(2,126,146)	(2,023,000)
EMS - Bad Debt Write-Off	(1,569,896)	(1,440,000)	(1,440,000)	(1,260,734)	(1,513,300)
EMS - Grants/Donations	14,013	-	-	13,395	-
EMS - Bad Debt Recovered	74,591	58,000	58,000	73,994	60,000
Excess to General Resources	(368,964)	(559,858)	(677,419)	(363,362)	(359,545)
Total Revenues	2,501,190	2,778,714	2,641,713	2,474,512	2,715,819
Expenditures					
Salaries	1,478,846	1,608,743	1,529,645	1,471,885	1,607,284
Benefits	450,296	473,743	477,737	455,201	504,564
Travel and Training	4,231	7,045	3,598	3,624	6,189
Total Personnel Services	1,933,373	2,089,532	2,010,981	1,930,710	2,118,037
Office Supplies	1,176	3,452	2,952	1,024	1,400
Tools and Equipment	38,224	36,770	20,320	16,601	34,200
Chemical and Medical	144,150	158,263	175,172	178,680	162,228
Fuel	63,912	71,150	56,223	47,548	66,150
Wearing Apparel	4,601	11,425	12,446	4,511	14,890
Postage and Shipping	74	240	240	71	240
Other Supplies	315	780	780	148	780
Total Supplies and Materials	252,452	282,080	268,133	248,584	279,888
Building, Structure and Land	40	-	-	-	-
Vehicle	41,995	46,799	35,799	31,876	46,799
Equipment	19,291	22,446	26,830	26,830	23,720
Technology	12,161	10,388	12,501	12,501	10,388
Total Maintenance and Repairs	73,487	79,632	75,129	71,207	80,906
Utilities	6,979	8,640	8,640	8,948	8,892
Professional Services	202,173	285,812	245,812	182,213	187,312
Insurance	100	100	100	100	100
Leases/Rents	26,573	26,969	26,969	26,969	27,784
Total Services	235,825	321,521	281,521	218,230	224,088
Other	6,053	5,950	5,950	5,782	6,950
Total Other Expenses	6,053	5,950	5,950	5,782	6,950
Machinery, Tools and Equipment	-	-	-	-	5,950
Total Capital Outlay	-	-	-	-	5,950
Total Expenditures	\$ 2,501,190	\$ 2,778,714	\$ 2,641,713	\$ 2,474,512	\$ 2,715,819

Employee Count

Employee Type	FY 2018	FY 2019	FY 2020	FY 2021
Full-Time	26	26	26	26

Consolidated Parks and Recreation

The City of Kerrville Parks and Recreation Department provides quality, innovative, diverse, and safe parks, facilities and recreation programs to improve the quality of life that makes Kerrville a special place to live, work, visit, and play.

Section Organization

Parks and Recreation is divided into 8 separate divisions including Kerrville-Schreiner Park, Tennis Center, Aquatics, Parks Maintenance, Sports Complex, Recreation, Community Events, and Golf. All divisions report to the Director of Parks and Recreation. Although Golf is under the supervision of Parks and Recreation, it is presented separately because it is a unique fund. This section shows a combined view of all other divisions as well as detail on the individual divisions as follows:

1. Consolidated Parks and Recreation (all divisions)
 - A. Performance Measures
 - B. Revenues and expenditures by line item
2. Kerrville-Schreiner Park
 - A. Responsibilities, accomplishments, and objectives
 - B. Revenues and expenditures by line item
3. Tennis Center
 - A. Responsibilities, accomplishments, and objectives
 - B. Revenues and expenditures by line item
4. Aquatics
 - A. Responsibilities, accomplishments, and objectives
 - B. Revenues and expenditures by line item



City Manager, Mark McDaniel, at Holiday Lighted Parade



Kerrville Roadster Show



Bart Crow at Kerrville River Fest



Parks and Recreation Continued

5. Parks Maintenance
 - A. Responsibilities, accomplishments, and objectives
 - B. Revenues and expenditures by line item
6. Sports Complex
 - A. Responsibilities, accomplishments, and objectives
 - B. Revenues and expenditures by line item
7. Recreation
 - A. Responsibilities, accomplishments, and objectives
 - B. Revenues and expenditures by line item
8. Community Events
 - A. Responsibilities, accomplishments, and objectives
 - B. Revenues and expenditures by line item



"Snow" on Tranquility Island



Light the Island

**PLEASE BE
MINDFUL
OF SOCIAL
DISTANCING**

**FAILURE TO ADHERE
TO GUIDELINES MAY
RESULT IN CLOSURE**



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**BARK BARK
WOOF
BARK BARK
WOOF**

**WOOF WOOF WOOF
WOOF BARK BARK
BARK BARK WOOF**



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Parks and Recreation Continued



River Trail Extension to Schreiner University



Youth Soccer at KSC



Kerrville Schreiner Park RV Area



Family Fright Night



Hill Country Tennis Academy

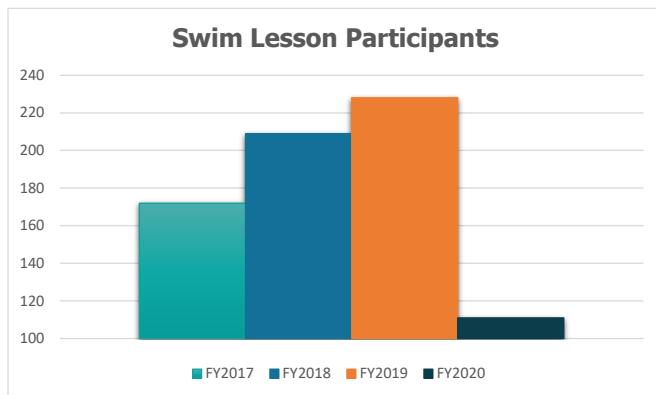
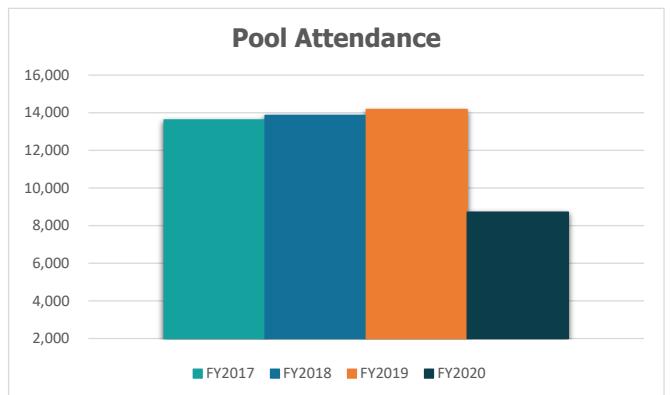
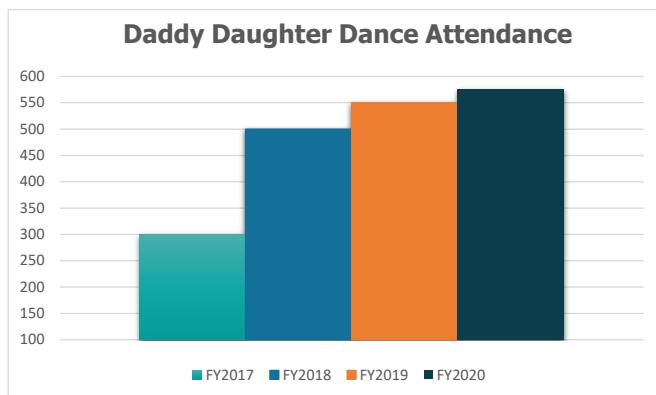
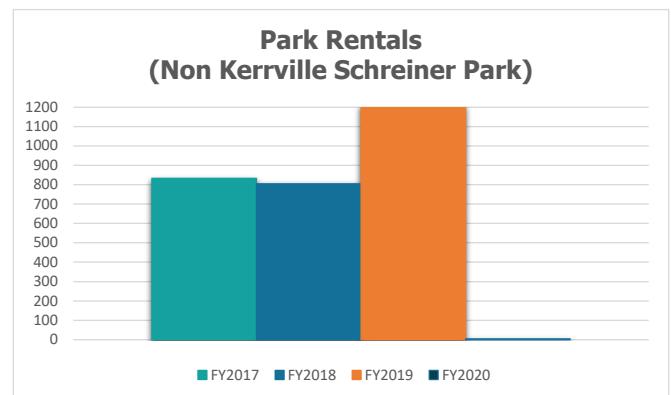
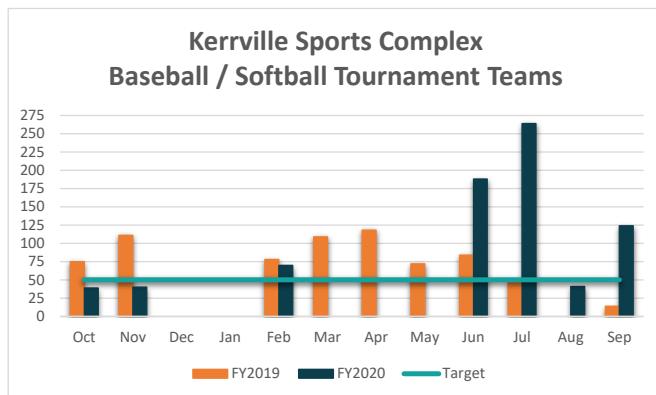
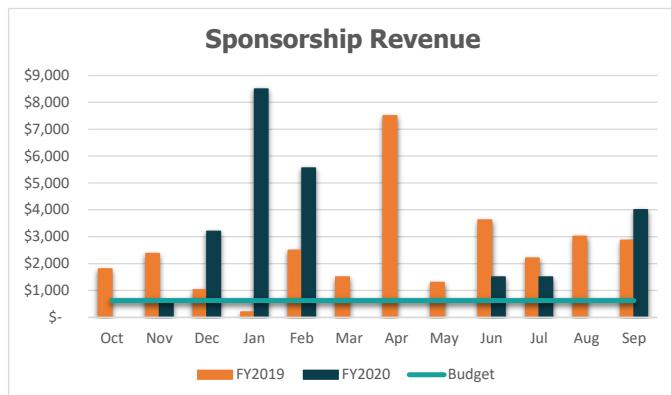
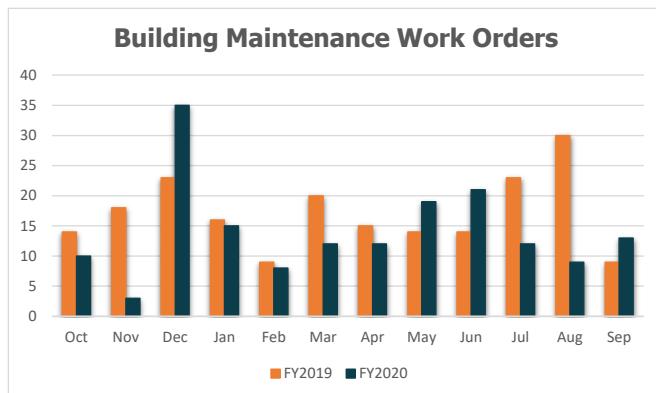


Adult Flag Football League



GENERAL FUND - PARKS & RECREATION

Performance Measures - All Divisions





Revenues by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
KSP - Annual Permit	\$ 23,201	\$ 20,625	\$ 20,625	\$ 32,298	\$ 23,125
KSP - Day Pass	35,885	33,750	33,750	45,636	35,000
KSP - Excess Vehicle Fee	3,034	3,250	3,250	3,580	3,000
KSP - Pecan Loop-30 Amp	63,067	55,500	55,500	60,092	60,000
KSP - Deerfield Loop-30 Amp	120,660	103,500	103,500	118,948	120,000
KSP - Sycamore Circle-50 Amp	75,689	73,500	73,500	88,741	77,000
KSP - Tent Site	37,277	44,000	44,000	31,875	36,000
KSP - Mountain View Loop (W/E)	52,493	48,750	48,750	57,149	50,000
KSP - Mini Cabins	106,767	114,000	114,000	95,061	108,000
KSP - Park Cabin	13,264	13,200	13,200	10,885	13,200
KSP - Ranch House	18,338	11,000	11,000	7,790	17,000
KSP - Group Recreation Hall	19,140	17,500	17,500	4,810	17,500
KSP - Group Dining Hall	3,720	4,350	4,350	765	3,335
KSP - Equipment Rental	270	200	200	25	60
KSP - Dump Station	118	200	200	425	200
KSP - Cancellation Fee	14,206	12,000	12,000	14,189	14,000
KSP - Leased Concession	4,940	6,000	6,000	6,701	5,000
KSP - Ancillary Item Sales	2,781	2,400	2,400	2,894	3,200
KSP - Public Deer Hunt	2,400	2,400	2,400	2,400	2,400
Aquatics - Admissions	12,264	12,000	12,000	7,612	12,000
Aquatics - Programs	17,970	12,820	12,820	9,685	15,760
Aquatics - Rentals	4,580	4,290	4,290	1,405	4,500
Parks And Rec - Programs	28,783	39,733	39,733	36,395	31,650
Parks And Rec - Rentals	14,568	15,000	15,000	3,607	14,500
KSC - Soccer League Fees	4,250	7,500	7,500	-	-
KSC - Soccer - Field Rental	1,860	2,760	2,760	900	-
KSC - Concessions	8,840	4,500	4,500	2,641	8,000
Cailloux Foundation	10,000	10,000	10,000	10,000	10,000
July 4th Fireworks-Sponsor	11,952	12,000	12,000	-	12,000
Donation - Parks	29,912	7,500	7,500	24,797	7,500
Transfer In - Water Fund	25,805	25,765	25,765	25,765	30,787
Transfer In - HOT	25,000	30,000	30,000	30,000	30,000
General Resources	1,931,893	2,412,017	2,167,284	1,966,919	2,276,079
Total Revenues	2,724,927	3,162,010	2,917,277	2,703,991	3,040,796



Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Expenditures					
Salaries	\$ 1,413,295	\$ 1,563,692	\$ 1,412,148	\$ 1,365,582	\$ 1,510,880
Benefits	470,023	539,328	507,775	467,788	529,986
Travel and Training	19,713	27,771	14,408	13,581	17,719
Total Personnel Services	1,903,031	2,130,791	1,934,331	1,846,951	2,058,585
Office Supplies	5,972	7,080	6,980	4,603	6,797
Tools and Equipment	43,510	41,255	54,713	54,300	40,668
Chemical and Medical	70,855	99,565	81,170	80,871	98,762
Fuel	37,032	51,908	31,853	27,740	39,317
Wearing Apparel	15,217	17,952	14,708	11,913	15,707
Postage and Shipping	2	50	12	12	70
Other Supplies	126,481	200,523	200,704	186,528	189,898
Total Supplies and Materials	299,069	418,333	390,141	365,966	391,218
Building, Structure and Land	106,356	127,799	122,059	94,010	115,751
Vehicle	19,987	20,534	18,979	12,907	19,949
Equipment	52,606	27,303	56,088	59,489	33,965
Technology	3,012	2,700	2,700	2,616	6,100
Total Maintenance and Repairs	181,959	178,336	199,827	169,023	175,765
Utilities	186,960	252,944	258,944	209,115	242,840
Professional Services	68,134	100,458	53,083	44,354	90,406
Insurance	900	900	1,000	700	900
Advertising	21,475	28,300	12,800	9,577	25,964
Leases/Rents	38,981	45,846	48,546	45,718	49,532
Total Services	316,450	428,449	374,374	309,465	409,642
Other	3,333	6,102	6,308	5,290	5,586
Total Other Expenses	3,333	6,102	6,308	5,290	5,586
Machinery, Tools and Equipment	21,085	-	5,000	-	-
Total Capital Outlay	21,085	-	5,000	-	-
Total Expenditures	\$ 2,724,927	\$ 3,162,010	\$ 2,917,277	\$ 2,703,991	\$ 3,040,796

Combined Parks & Recreation Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	33	37	37.5	36.25
Seasonal	25	27	30	30
Part-Time (grant-funded)	1	1	1	1

Kerrville-Schreiner Park

Kerrville-Schreiner Park operates and maintains a 517 acre park that includes 154 overnight facilities, day use facilities, hiking and biking trails, river access, concessions, and special event venues.

DEPARTMENT RESPONSIBILITIES

- **Operations and Maintenance:** responsible for operating and maintaining all Kerrville-Schreiner Park grounds and facilities
- **Customer Service:** responsible for all Parks and Recreation system reservations and administrative support

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Began beautification efforts including landscaping, establishment of wildflowers, and tree maintenance at the park
- Processed 15,964 reservations
- Developed a logo for branding of the park
- Trained all staff in CPR, First Aid, and Stop the Bleed
- Participated in citywide efforts to maintain a healthy working environment during the COVID-19 pandemic
- Provided information to travelers during the COVID-19 pandemic
- Processed more than 800 cancellations during the COVID-19 pandemic
- Provided a safe and affordable vacation opportunity during Reopen Texas

Did you know?

Kerrville-Schreiner Park (KSP) was forced to cancel many reservations for cabin, RV, and other facility rentals due to the COVID-19 stay-at-home order issued by the Governor. KSP offered quick, no-hassle cancellations and refunds to all customers who had previously booked stays or events at the park.

FY2021 OBJECTIVES

Key Priority Area: Parks, Open Space & The River Corridor

- Maintain a quality park and facilities
- Invest in park improvements to address and maintain aging infrastructure to improve services
- Provide excellent customer service through customer interactions and service
- Increase public usage of the park through advertising and awareness
- Instill confidence in park visitors after the COVID-19 pandemic by offering a safe place to stay and play



Revenues by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
KSP - Annual Permit	\$ 23,201	\$ 20,625	\$ 20,625	\$ 32,298	\$ 23,125
KSP - Day Pass	35,885	33,750	33,750	45,636	35,000
KSP - Excess Vehicle Fee	3,034	3,250	3,250	3,580	3,000
KSP - Pecan Loop-30 Amp	63,067	55,500	55,500	60,092	60,000
KSP - Deerfield Loop-30 Amp	120,660	103,500	103,500	118,948	120,000
KSP - Sycamore Circle-50 Amp	75,689	73,500	73,500	88,741	77,000
KSP - Tent Site	37,277	44,000	44,000	31,875	36,000
KSP - Mountain View Loop (W/E)	52,493	48,750	48,750	57,149	50,000
KSP - Mini Cabins	106,767	114,000	114,000	95,061	108,000
KSP - Park Cabin	13,264	13,200	13,200	10,885	13,200
KSP - Ranch House	18,338	11,000	11,000	7,790	17,000
KSP - Group Recreation Hall	19,140	17,500	17,500	4,810	17,500
KSP - Group Dining Hall	3,720	4,350	4,350	765	3,335
KSP - Equipment Rental	270	200	200	25	60
KSP - Dump Station	118	200	200	425	200
KSP - Cancellation Fee	14,206	12,000	12,000	14,189	14,000
KSP - Leased Concession	4,940	6,000	6,000	6,701	5,000
KSP - Ancillary Item Sales	2,781	2,400	2,400	2,894	3,200
KSP - Public Deer Hunt	2,400	2,400	2,400	2,400	2,400
Excess to General Resources	(142,430)	(53,614)	(73,307)	(121,485)	(77,813)
Total Revenues	454,819	512,511	492,818	462,779	510,207



GENERAL FUND - KERRVILLE-SCHREINER PARK

Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Expenditures					
Salaries	235,040	268,132	254,460	248,641	268,310
Benefits	88,381	105,725	102,324	95,910	105,828
Travel and Training	564	350	343	342	861
Total Personnel Services	323,985	374,208	357,127	344,893	374,999
Office Supplies	4,764	4,220	4,220	3,269	4,465
Tools and Equipment	8,422	4,842	5,309	5,226	7,070
Chemical and Medical	930	1,835	1,835	685	2,035
Fuel	7,178	8,320	7,395	6,133	7,455
Wearing Apparel	3,935	2,026	2,026	1,633	1,500
Postage and Shipping	-	-	7	7	-
Other Supplies	7,001	10,489	7,769	7,725	11,079
Total Supplies and Materials	32,230	31,732	28,561	24,678	33,604
Building, Structure and Land	14,961	18,228	18,603	14,617	18,228
Vehicle	3,002	4,400	2,845	888	2,910
Equipment	4,464	4,105	5,676	6,989	4,205
Technology	3,012	2,700	2,700	2,616	3,500
Total Maintenance and Repairs	25,439	29,433	29,824	25,110	28,843
Utilities	63,539	74,988	74,988	66,236	71,912
Insurance	300	500	600	300	500
Advertising	937	1,300	1,300	1,409	-
Leases/Rents	385	350	350	85	350
Total Services	65,161	77,138	77,238	68,030	72,762
Other	19	-	68	68	-
Total Other Expenses	19	-	68	68	-
Machinery, Tools, & Equipment	7,985	-	-	-	-
Total Capital Outlay	7,985	-	-	-	-
Total Expenditures	\$ 454,819	\$ 512,511	\$ 492,818	\$ 462,779	\$ 510,207

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	7	8	8	8

Tennis Complex

The Tennis Complex provides a safe and well maintained recreation opportunity for the citizens of Kerrville.

DEPARTMENT RESPONSIBILITIES

- The Tennis Complex is operated and managed by a contracted tennis professional. Accordingly, this department does not track department responsibilities, accomplishments, goals, performance measures, or personnel counts.

RENOVATION COMPLETE

- The Tennis Complex Renovation was completed and included the following:
 - New sidewalks
 - Drainage infrastructure
 - Landscaping
 - Updated parking areas
 - ADA accessibility
 - New court surfaces
 - Fencing
 - Spectator areas
 - Walkways connecting courts
 - Modern, pleasing look
 - Held a socially distanced ribbon cutting in accordance with Governor Abbott's order

FY2021 OBJECTIVES

Key Priority Area: Parks, Open Space & The River Corridor

- Maintain professional relationship with contracted tennis professional
- Assist with social media marketing
- Increase usage of courts after renovation
- Encourage an active lifestyle to improve quality of life of Kerrville citizens

Did you know?

The newly renovated Tennis center provides a great opportunity for socially distanced recreation.





GENERAL FUND - TENNIS CENTER

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
General Resources	\$ 28,622	\$ 27,294	\$ 39,590	\$ 28,713	\$ 20,694
Total Revenues	28,622	27,294	39,590	28,713	20,694
Expenditures					
Tools and Equipment	338	1,000	1,000	329	1,000
Chemical and Medical	1,647	-	-	-	1,440
Other Supplies	59	2,000	2,120	693	2,800
Total Supplies and Materials	2,044	3,000	3,120	1,022	5,240
Building, Structure and Land	3,136	2,150	2,420	1,249	3,130
Equipment	-	-	306	306	800
Total Maintenance and Repairs	3,136	2,150	2,726	1,554	3,930
Utilities	5,441	14,644	24,644	17,037	11,524
Professional Services	18,000	7,500	9,100	9,100	-
Total Services	23,441	22,144	33,744	26,137	11,524
Total Expenditures	\$ 28,622	\$ 27,294	\$ 39,590	\$ 28,713	\$ 20,694

Significant changes for FY2021 include:

- The tennis professional was paid a contract amount during tennis renovation project. The contract payment ended when the Tennis Center reopened and tournaments and lessons could resume.

Aquatics

Aquatics provides safe and fun recreational opportunities at the Olympic Pool, Carver Park Sprayground, and the Louise Hays Park Fountain Plaza.

DEPARTMENT RESPONSIBILITIES

- **Facility Operations:** responsible for safe operations at the Olympic Pool, Carver Park Sprayground, and the Louise Hays Park Fountain Plaza, to ensure all state and federal regulations are met, including lifeguard licensing
- **Programs:** responsible for structured activities at the Olympic Pool, including lifeguard training, swim lessons, Jr. Lifeguard Camp, open swim, lap swim, rentals, and events

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Met expectations on all operational safety audits at the Olympic Pool
- Delayed opening the Olympic Pool due to COVID-19 and stayed open an additional week due to the delay of back to school
- Re-plastered the Olympic Pool which included new tile lanes for lap swim
- Completed repairs to pool pump room filters
- Completed Aquatics Feasibility Study
- Held 2 sessions of Group Swim Lesson with participation of 78% capacity, due to COVID-19
- Celebrated the 50th anniversary of the Olympic Pool in FY2020

Did you know?

The Olympic Pool opened in mid-June, a few weeks later than normal, due to the COVID-19 pandemic.

FY2021 OBJECTIVES

Key Priority Area: Parks, Open Space & The River Corridor

- Invest in improvements and updates to address aging infrastructure, evolve with current trends to increase opportunities for programming, recreation and leisure activities and services
- Invest in staff by providing adequate resources for staffing levels and training opportunities
- Provide quality services and maximize revenue stream
- Increase marketing opportunities
- Continue training competitive lifeguard teams
- Encourage an active lifestyle to improve quality of life in Kerrville





Revenues & Expenditures by Line Item

	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Current Budget	FY 2020 Estimated	FY 2021 Budget
Revenues					
Aquatics - Admissions	\$ 12,264	\$ 12,000	\$ 12,000	\$ 7,612	\$ 12,000
Aquatics - Programs	17,970	12,820	12,820	9,685	15,760
Aquatics - Rentals	4,580	4,290	4,290	1,405	4,500
General Resources	130,610	149,973	148,246	146,405	142,548
Total Revenues	165,424	179,083	177,356	165,107	174,808
Expenditures					
Salaries	79,009	87,500	60,200	60,194	87,500
Benefits	6,155	6,431	4,931	4,605	6,431
Travel and Training	7,850	10,782	4,176	4,033	7,174
Total Personnel Services	93,014	104,713	69,307	68,833	101,105
Office Supplies	61	250	150	85	250
Tools and Equipment	1,688	965	2,001	1,700	540
Chemical and Medical	13,020	18,745	19,945	18,784	18,438
Fuel	47	-	-	-	-
Wearing Apparel	2,313	2,839	2,895	1,939	2,723
Other Supplies	2,451	8,947	17,764	14,149	7,725
Total Supplies and Materials	19,579	31,746	42,754	36,657	29,676
Building, Structure and Land	2,976	3,500	8,531	7,405	3,050
Equipment	15,882	2,190	20,690	20,358	2,190
Total Maintenance and Repairs	18,857	5,690	29,221	27,763	5,240
Utilities	28,029	28,124	29,124	24,930	31,224
Professional Services	5,815	6,580	6,220	6,220	6,220
Advertising	-	2,100	600	573	1,214
Total Services	33,844	36,804	35,944	31,723	38,658
Other	130	130	130	130	130
Total Other Expenses	130	130	130	130	130
Total Expenditures	\$ 165,424	\$ 179,083	\$ 177,356	\$ 165,107	\$ 174,808

Employee Count				
Employee Type	FY 2018	FY 2019	FY 2020	FY 2021
Full-Time	0	0	0	0
Seasonal	25	27	30	30

Parks Maintenance

Parks Maintenance is responsible for grounds and structure maintenance at City parks, buildings, and other City-owned sites, in addition to managing all park and building construction projects.

DEPARTMENT RESPONSIBILITIES

- **Parks/Grounds Maintenance:** responsible for maintaining the grounds and facilities at City parks, along right of ways, well sites, and all other City owned sites
- **Building Maintenance:** responsible for maintaining and repairing all 38 City buildings and for custodial services for 15+ City buildings
- **Projects:** responsible for planning and construction of park renovations and repairs

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Began the establishment of wildflowers along Holdsworth Drive
- Planted several trees along the River Trail
- Made landscaping improvements at Memorial Park
- Installed several commemorative benches along the River Trail
- Purchased a grapple truck
- Completed enhancements to Carver Park
- Improved tree maintenance program to include ball moss mitigation
- Regraded and widened the trail at Singing Wind Park
- Completed the River Trail extension to Schreiner University
- Trained all Parks Maintenance staff in CPR, First Aid, and Stop the Bleed
- Installed the City's first rainwater catchment system

FY2021 OBJECTIVES

Key Priority Area: Parks, Open Space & The River Corridor

- Maintain quality parks and facilities for the community as a whole
- Invest in staff by providing adequate resources for staffing levels and training opportunities
- Invest in park improvements and updates to address aging infrastructure, evolve with current trends, and to increase opportunities for programming, recreation and leisure activities and services
- Provide excellent customer service through working relationships with internal and external customers

ALL CITY PLAYGROUNDS ARE CLOSED UNTIL FURTHER NOTICE



Did you know?

Parks Maintenance was responsible for closing and barricading all City playgrounds, spray parks, picnic areas, etc. due to the COVID-19 pandemic.



Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Parks And Rec - Rentals	\$ 14,568	\$ 15,000	\$ 15,000	\$ 3,607	\$ 14,500
Donation - Parks	29,912	7,500	7,500	24,797	7,500
Transfer In - Water Fund	25,805	25,765	25,765	25,765	30,787
General Resources	1,196,145	1,365,154	1,251,618	1,172,699	1,289,984
Total Revenues	1,266,429	1,413,419	1,299,883	1,226,868	1,342,771
Expenditures					
Salaries	756,481	826,917	738,592	705,457	777,012
Benefits	259,523	295,601	272,077	250,320	285,623
Travel and Training	5,122	7,294	6,179	5,922	4,405
Total Personnel Services	1,021,125	1,129,812	1,016,849	961,699	1,067,040
Office Supplies	775	714	714	526	764
Tools and Equipment	9,050	20,388	23,399	23,695	19,550
Chemical and Medical	13,801	18,014	18,769	18,869	18,614
Fuel	22,493	30,579	14,749	16,011	22,132
Wearing Apparel	5,092	6,220	5,220	4,382	6,900
Postage and Shipping	2	50	-	-	50
Other Supplies	41,722	43,276	55,797	55,849	45,759
Total Supplies and Materials	92,934	119,241	118,648	119,331	113,769
Building, Structure and Land	70,223	73,350	66,935	56,258	71,400
Vehicle	16,451	15,500	15,500	11,508	15,300
Equipment	10,700	8,800	10,114	10,505	8,540
Total Maintenance and Repairs	97,373	97,650	92,549	78,271	95,240
Utilities	54,686	65,356	65,356	61,817	65,972
Leases/Rents	-	750	750	234	750
Total Services	54,686	66,106	66,106	62,051	66,722
Other	311	610	617	404	-
Total Other Expenses	311	610	617	404	-
Vehicles	-	-	5,114	5,113	-
Total Capital Outlay	-	-	5,114	5,113	-
Total Expenditures	\$ 1,266,429	\$ 1,413,419	\$ 1,299,883	\$ 1,226,868	\$ 1,342,771

Significant changes for FY2021 include:

- An Assistant Parks & Recreation Director position was budgeted for 6 months in FY2020, but the vacancy was not filled due to COVID-19 related revenue impacts. The position is budgeted for 3 months in FY2021.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	20	20	20.5	19.25

Sports Complex

The City of Kerrville Sports Complex provides quality baseball, softball, and soccer practice, game and tournament facilities to local and regional athletes.

DEPARTMENT RESPONSIBILITIES

- **Maintenance:** responsible for all athletic turf maintenance and management, field marking, sports equipment maintenance, and building and grounds maintenance for the 104 acre Kerrville Sports Complex
- **Operations:** responsible for managing field rentals, use agreements, the D-BAT tenant, and facilitating sporting leagues, and tournaments

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Maintained 11 baseball and softball fields
- Maintained 18 Kerrville Sports Complex soccer fields and three off-site soccer fields
- Facilitated two local youth soccer leagues
- Facilitated one youth local baseball league
- Hosted over 600 baseball and softball tournament teams
- Added irrigation in common areas to improve overall aesthetics
- Trained all staff in CPR, AED, and Stop the Bleed
- Added lights to Pod 3, pursuant to grant award
- Facilitated 1 college prep baseball league
- Facilitated 1 college soccer I.D. camp

Did you know?

The Sports Complex was closed during most of March, and the entire months of April and May of 2020 due to the COVID-19 pandemic. No sporting events were allowed during this time period causing many City and D-Bat events hosted at the Sports Complex to be cancelled.

FY2021 OBJECTIVES

Key Priority Area: Parks, Open Space & The River Corridor

- Maintain quality facilities to the highest standards
- Invest in staff by providing adequate resources for staffing levels and training opportunities
- Continue to support opportunities for programming and special events
- Provide excellent customer service through customer interactions
- Complete grand funded improvements





GENERAL FUND - KERRVILLE SPORTS COMPLEX

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
KSC - Soccer League Fees	\$ 4,250	\$ 7,500	\$ 7,500	\$ -	\$ -
KSC - Soccer - Field Rental	1,860	2,760	2,760	900	-
KSC - Concessions	8,840	4,500	4,500	2,641	8,000
General Resources	527,461	595,223	563,497	521,643	582,988
Total Revenues	542,412	609,983	578,257	525,184	590,988
Expenditures					
Salaries	219,462	245,359	235,359	231,501	243,444
Benefits	77,362	87,106	86,296	81,093	86,472
Travel and Training	2,787	2,040	1,124	1,680	2,208
Total Personnel Services	299,611	334,505	322,780	314,274	332,125
Office Supplies	315	574	574	125	568
Tools and Equipment	19,152	6,550	17,950	20,421	5,435
Chemical and Medical	41,457	60,970	40,620	42,533	58,235
Fuel	6,675	12,100	8,800	5,236	8,930
Wearing Apparel	2,402	3,017	3,017	2,356	2,464
Other Supplies	51,101	50,965	39,815	37,538	52,930
Total Supplies and Materials	121,102	134,177	110,777	108,209	128,562
Building, Structure and Land	15,060	30,570	25,570	14,482	19,943
Vehicle	334	405	405	290	1,510
Equipment	21,560	12,208	19,608	21,637	18,230
Total Maintenance and Repairs	36,955	43,183	45,583	36,409	39,683
Utilities	33,816	68,176	63,176	37,984	60,552
Professional Services	9,875	1,940	2,940	-	1,990
Insurance	100	100	100	100	100
Leases/Rents	27,237	27,146	27,146	27,146	27,146
Total Services	71,028	97,362	93,362	65,231	89,788
Other	616	755	755	1,062	830
Total Other Expenses	616	755	755	1,062	830
Machinery, Tools and Equipment	13,100	-	5,000	-	-
Total Capital Outlay	13,100	-	5,000	-	-
Total Expenditures	\$ 542,412	\$ 609,983	\$ 578,257	\$ 525,184	\$ 590,988

Significant changes for FY2021 include:

- A decrease in budgeted expenditures for irrigation water and fertigation chemicals after refining budgeted quantities based on a year of actuals that include expanded irrigation areas and a fertigation system.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	4	6	6	6

Recreation

Recreation provides community based programming for youth and adults, including sports leagues and special events such as the Daddy Daughter Dance and Mother Son Dance.

DEPARTMENT RESPONSIBILITIES

- **Programs:** responsible for creating and operating recreational programs such as sports leagues (basketball, soccer, flag football, and kickball), tournaments, and youth sports camps
- **Special Events:** responsible for planning community-wide special events throughout the year such as the Daddy Daughter Dance, Mother Son Dance, Haunted Ghoul Pool, Kids Triathlon, Running Home for the Holidays 5K, and more

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Sold out for the Daddy Daughter Dance for the 12th straight year
- Had over 50 participants in the City's first-ever 5K special event
- Trained all staff in CPR, First Aid, and Stop the Bleed
- Developed a department tag line: Get Outdoors. Be Active. Play.
- Completed and expanded our annual Activity Guide
- Enhanced marketing and social media presence

Did you know?

While the Daddy Daughter Dance was a huge success, other events planned for the community, such as the Mother Son Dance and the Spring Family Picnic, had to be cancelled due to the COVID-19 pandemic.

FY2021 OBJECTIVES

Key Priority Area: Parks, Open Space & The River Corridor

- Ensure continued success in events by providing adequate resources for staffing levels and training opportunities
- Provide quality programming and special events for citizens of all ages and areas of interest
- Increase marketing opportunities to improve participation in special events and sports leagues
- Create awareness of parks system and programming
- Encourage an active lifestyle to improve quality of life within Kerrville



Daddy Daughter Dance



Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Parks And Rec - Programs	\$ 28,783	\$ 39,733	\$ 39,733	\$ 36,395	\$ 31,650
Cailloux Foundation	10,000	10,000	10,000	10,000	10,000
General Resources	124,663	159,470	113,083	95,903	162,607
Total Revenues	163,446	209,203	162,816	142,298	204,257
Expenditures					
Salaries	95,998	100,098	87,550	84,115	98,262
Benefits	28,344	30,866	29,175	24,487	34,037
Travel and Training	3,251	3,210	1,641	1,538	926
Total Personnel Services	127,594	134,175	118,367	110,140	133,225
Office Supplies	57	1,322	1,322	598	750
Tools and Equipment	1,799	4,550	2,250	322	823
Fuel	640	910	910	360	800
Wearing Apparel	188	800	500	545	800
Postage and Shipping	-	-	13	13	-
Other Supplies	6,141	20,605	14,194	10,673	16,540
Total Supplies and Materials	8,824	28,187	19,189	12,511	19,713
Vehicle	199	229	229	221	229
Technology	-	-	611	611	1,300
Total Maintenance and Repairs	199	229	840	832	1,529
Utilities	1,028	1,104	1,104	597	1,104
Professional Services	9,459	28,158	19,266	15,034	28,356
Insurance	300	200	200	200	200
Advertising	15,646	15,400	2,500	1,896	18,250
Leases/Rents	-	-	-	-	600
Total Services	26,434	44,862	23,070	17,727	48,510
Other	395	1,750	1,350	1,088	1,280
Total Other Expenses	395	1,750	1,350	1,088	1,280
Total Expenditures	\$ 163,446	\$ 209,203	\$ 162,816	\$ 142,298	\$ 204,257

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	2	2	2	2
Part-Time (grant-funded)	1	1	1	1

Community Events

The Community Events division of Parks and Recreation was created in FY2019. This division focuses on supporting action items outlined in Kerrville 2050 including enhancing programming to attract tourism and providing additional community events.

DEPARTMENT RESPONSIBILITIES

- **Programming:** responsible for planning community events and activities and designing programs in order to attract tourism and provide local opportunities including: Kerrville River Festival, Holiday Lighted Parade, Wet N' Wag, Family Fright Night, Light the Island, Concerts by the River, and more
- **Marketing:** responsible for promotion of tourism efforts for City events, activities, facilities, and services
- **Financial Management:** responsible for spending, tracking and reporting appropriate use of hotel occupancy tax funding

DEPARTMENT ACCOMPLISHMENTS

- Developed a Kerrville River Festival event logo
- Made it "snow" on Tranquility Island for two Saturdays in December
- Expanded Light the Island experience on Tranquility Island
- Trained all staff in CPR, First Aid, and Stop the Bleed
- Increased marketing and social media presence

Did you know?

Community workouts were posted online during the pandemic to provide citizens a socially distanced exercise routine.

FY2021 OBJECTIVES

Key Priority Area: Economic Development

- Plan community events that cater to the interest of all citizens
- Increase the number of community events provided for the citizens of Kerrville

Key Priority Area: Parks, Open Space & The River Corridor

- Plan programming to support Kerrville's tourism industry





Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
July 4th Fireworks-Sponsor	\$ 11,952	\$ 12,000	\$ 12,000	\$ -	\$ 12,000
Transfer In - HOT	25,000	30,000	30,000	30,000	30,000
General Resources	66,822	168,518	124,558	123,041	155,070
Total Revenues	103,774	210,518	166,558	153,041	197,070
Expenditures					
Salaries	27,306	35,686	35,986	35,674	36,351
Benefits	10,258	13,599	12,972	11,374	11,595
Travel and Training	138	4,094	944	65	2,145
Total Personnel Services	37,703	53,378	49,902	47,113	50,091
Tools and Equipment	3,060	2,960	2,804	2,607	6,250
Wearing Apparel	1,288	3,050	1,050	1,057	1,320
Postage and Shipping	-	-	12	12	20
Other Supplies	18,006	64,240	63,245	59,901	53,065
Total Supplies and Materials	22,354	70,250	67,112	63,577	60,655
Technology	-	-	1,247	1,247	1,300
Total Maintenance and Repairs	-	-	1,247	1,247	1,300
Utilities	420	552	552	514	552
Professional Services	24,984	56,280	15,557	14,000	53,840
Insurance	200	100	100	100	100
Advertising	4,891	9,500	8,400	5,699	6,500
Leases/Rents	11,359	17,600	20,300	18,253	20,686
Total Services	41,855	84,032	44,910	38,566	81,678
Other	1,862	2,857	3,388	2,539	3,346
Total Other Expenses	1,862	2,857	3,388	2,539	3,346
Total Expenditures	\$ 103,774	\$ 210,518	\$ 166,558	\$ 153,041	\$ 197,070

Significant changes for FY2021 include:

- Reduced event supply expense as event plans have been scaled back due to COVID-19.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	-	1	1	1

Engineering

Engineering provides consistent, thorough, and accurate professional engineering services, support, and oversight to ensure efficient, economic, and safe development of public infrastructure constructed as part of private or public capital improvement projects.

DEPARTMENT RESPONSIBILITIES

- **Design Services:** responsible for providing in-house civil construction plans, details, and specifications for various capital projects
- **Capital Projects Management:** responsible for a capital projects program that includes designing, inspecting, and managing contracts for the City's Community Investment Plan
- **Development Services:** responsible for reviewing plans for private development involving public infrastructure to ensure compliance with design standards, specifications, and engineering principles
- **Floodplain Administration:** responsible for managing development within the special flood hazard areas within the City limits



Legion Lift Station

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Provided project inspections for capital projects throughout the City
- Reviewed plans and provided construction inspections for private development of public infrastructure to ensure compliance with design standards and code
- Engaged in feasibility studies for prospective future projects
- Completed the Legion Lift Station and TTHM projects
- Completed the River Trail Extension to Schreiner University

FY2021 OBJECTIVES

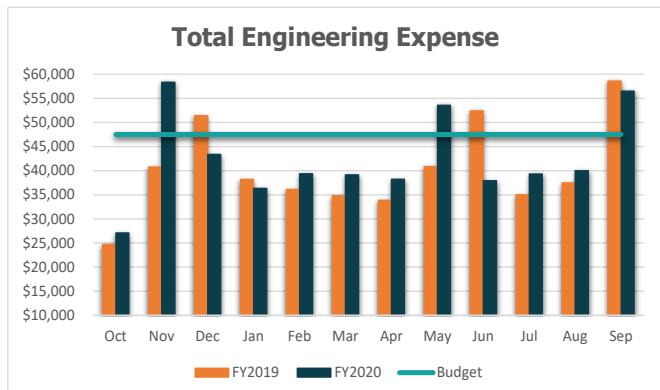
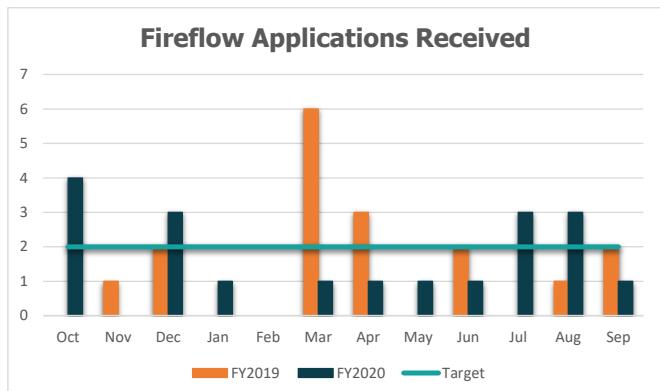
Key Priority Area: Economic Development

- Ensure fiscal responsibility of project budgets
- Invest in updating policies and procedures for development design specifications
- Develop cross-training and other programs to retain and motivate high quality staff
- Improve communication processes for both citizens and consultants in order to promote City and private development projects

Did you know?

In Kerrville, the construction industry continued working during the COVID-19 pandemic, allowing the City's capital improvement projects to continue on schedule. These projects are managed by the Engineering Department.

Performance Measures





Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Transfer In - Water Fund	\$ 243,397	\$ 284,922	\$ 284,922	\$ 284,922	\$ 310,598
Transfer In - General Capital Projects	-	40,000	40,000	40,000	-
EIC - Admin Svc Fee	88,200	90,650	90,650	90,650	90,650
General Resources	158,820	154,272	109,530	108,674	116,415
Total Revenues	490,417	569,845	525,103	524,247	517,663
Expenditures					
Salaries	327,314	373,049	344,639	348,013	362,113
Benefits	98,413	105,993	98,152	106,934	115,570
Travel and Training	2,218	9,526	1,400	1,944	5,072
Total Personnel Services	427,945	488,568	444,191	456,891	482,755
Office Supplies	1,290	2,450	2,950	2,038	2,976
Tools and Equipment	8,415	11,605	13,768	9,882	5,820
Fuel	3,831	5,000	3,900	4,235	4,000
Wearing Apparel	2,526	3,000	2,400	2,901	3,250
Postage and Shipping	66	-	-	-	-
Other Supplies	27	400	814	430	400
Total Supplies and Materials	16,156	22,455	23,832	19,486	16,446
Vehicle	647	918	2,118	1,642	758
Technology	2,323	10,600	5,178	3,046	10,700
Total Maintenance and Repairs	2,970	11,518	7,296	4,687	11,458
Utilities	4,235	6,324	3,304	3,189	6,204
Professional Services	38,750	40,300	40,300	39,842	-
Total Services	42,985	46,624	43,604	43,031	6,204
Other	362	680	680	151	800
Total Other Expenses	362	680	680	151	800
Machinery, Tools, & Equipment	-	-	5,500	-	-
Total Capital Outlay	-	-	5,500	-	-
Total Expenditures	\$ 490,417	\$ 569,845	\$ 525,103	\$ 524,247	\$ 517,663

Significant changes for FY2021 include:

- A new Project Engineer position was budgeted for 6 months in FY2020, but the vacancy was not filled due to COVID-19 related revenue impacts. The position is budgeted for 3 months in FY2021.
- A contract position has been eliminated from this department.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	4	5	5.5	5.25



Streets

The Streets department works to improve the quality of life of citizens through maintenance and operation of street and drainage infrastructure.

DEPARTMENT RESPONSIBILITIES

- **Streets/ROW:** responsible for street and right of way (ROW) operation and maintenance including herbicide, street sweeping, alley repair, sight obstruction removal, tree trimming, and bridge maintenance and repair
- **Traffic/Street Lighting:** responsible for the installation, maintenance, inspection, and repair of all traffic control devices including traffic signals, school flashers, and pavement markings. Additional responsibilities include collecting traffic data, in-house sign fabrication, and managing requests for street light installation and repair. Street lights are operated and maintained by Kerrville Public Utility Board (KPUB). This service is paid for from the Streets budget.
- **Paving:** responsible for pavement rehabilitation including crack seal, pothole repair, utility cut repair, milling, overlay, and reconstruction
- **Drainage:** responsible for inspection, maintenance, and repair of all drainage systems including cleaning, grading, and erosion control



DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Committed additional funds and staff hours to storm water drainage maintenance
- Dedicated 2,500 staff hours to drainage & rehabilitation
- Helped implement the Doyle Community Plan by installing new street signs, clearing right of way areas, and repairing damaged roadways
- Assisted the Police department with traffic control for the City's Lighted Holiday Parade by setting up barricades throughout the City

FY2021 OBJECTIVES

Key Priority Area: Mobility/Transportation

- Manage allocated funding to ensure that services are provided in a cost effective manner
- Assist with public safety efforts by improving pavement markings, improving damaged roadways, and maintaining visibility for drivers
- Maintain healthy, positive relationship with the public
- Share information with citizens regarding road and drainage repair
- Assist in completion of Kerrville 2050 projects
- Utilize in-house expertise and strategic outsourcing to maximize project delivery

Did you know?

The Streets department helped ensure the safety of citizens during COVID-19 testing by providing signage and traffic control at mobile testing sites.



GENERAL FUND - STREETS

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Transfer In - Water Fund (Street Use)	\$ 376,666	\$ 521,424	\$ 521,424	\$ 521,424	\$ 522,507
Transfer In - WF (Public Works Admin)	106,007	100,292	100,292	100,292	100,561
General Resources	2,403,141	2,901,428	1,834,121	1,751,692	2,954,823
Total Revenues	2,885,813	3,523,144	2,455,837	2,373,407	3,577,891
Expenditures					
Salaries	788,135	833,538	811,270	811,079	822,557
Benefits	259,734	278,520	264,444	263,173	276,540
Travel and Training	3,379	7,712	2,776	3,145	2,542
Total Personnel Services	1,051,247	1,119,770	1,078,490	1,077,397	1,101,639
Office Supplies	1,938	2,612	1,662	899	2,012
Tools and Equipment	32,635	34,250	34,250	34,470	33,350
Chemical and Medical	4,833	4,600	1,899	953	4,600
Fuel	46,879	47,775	33,275	33,193	39,650
Wearing Apparel	12,765	19,169	15,064	12,395	15,141
Postage and Shipping	40	100	100	24	100
Other Supplies	40,051	45,400	52,750	57,736	79,150
Total Supplies and Materials	139,141	153,906	139,000	139,669	174,003
Building, Structure and Land	5,563	3,000	8,008	8,149	3,000
Vehicle	95,360	69,780	65,880	66,025	63,340
Equipment	30,617	10,550	20,819	21,242	12,112
Technology	-	48	48	-	-
Street	1,232,635	1,811,697	833,716	752,048	1,857,284
Total Maintenance and Repairs	1,364,175	1,895,075	928,471	847,464	1,935,737
Utilities	295,437	285,488	298,088	298,758	305,528
Professional Services	24,403	38,000	-	-	33,800
Advertising	102	-	-	-	-
Leases/Rents	8,003	1,985	1,985	2,035	1,984
Total Services	327,946	325,473	300,073	300,793	341,313
Other	3,304	3,920	3,203	1,485	200
Total Other Expenses	3,304	3,920	3,203	1,485	200
Buildings and Structures	-	25,000	6,600	6,600	25,000
Total Capital Outlay	-	25,000	6,600	6,600	25,000
Total Expenditures	\$ 2,885,813	\$ 3,523,144	\$ 2,455,837	\$ 2,373,407	\$ 3,577,891

Significant changes for FY20201 include:

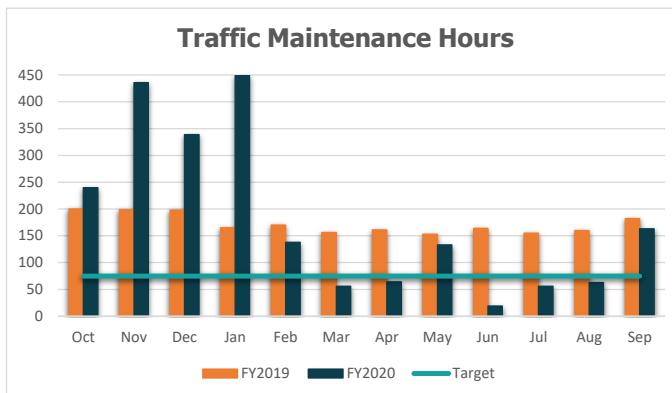
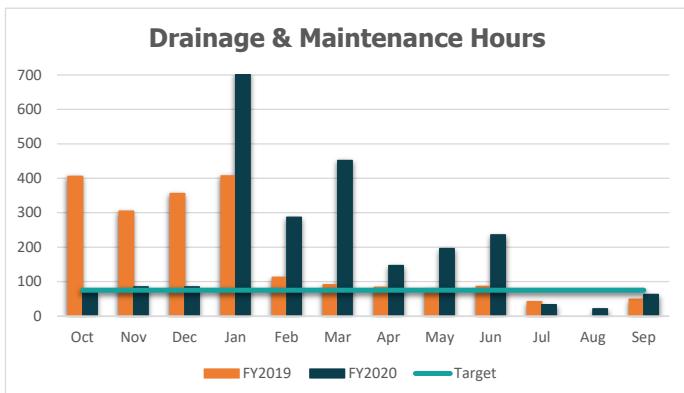
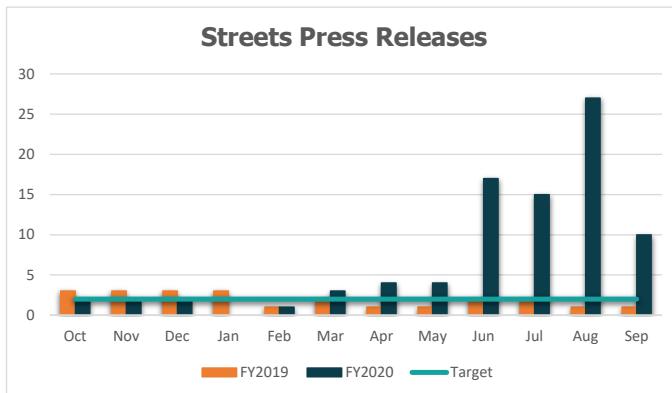
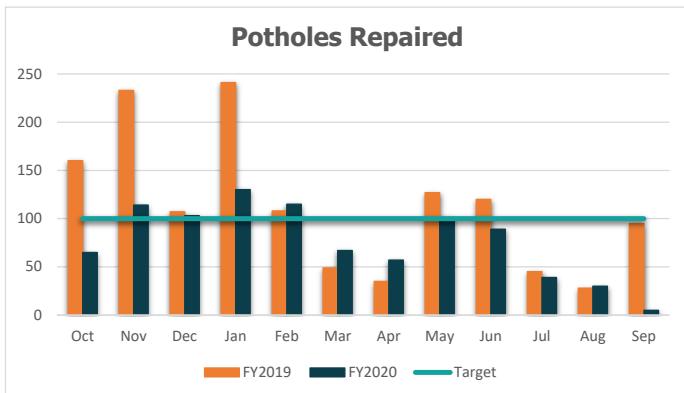
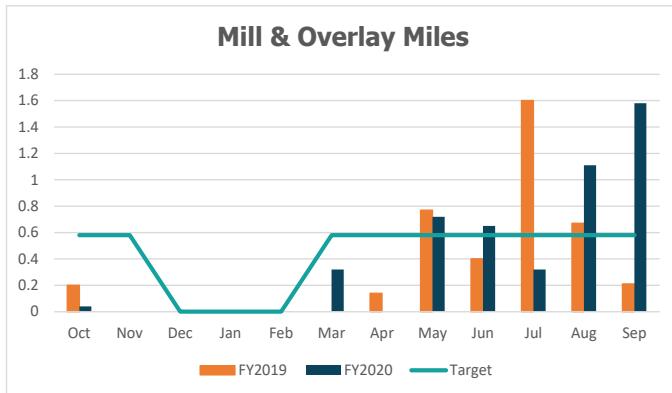
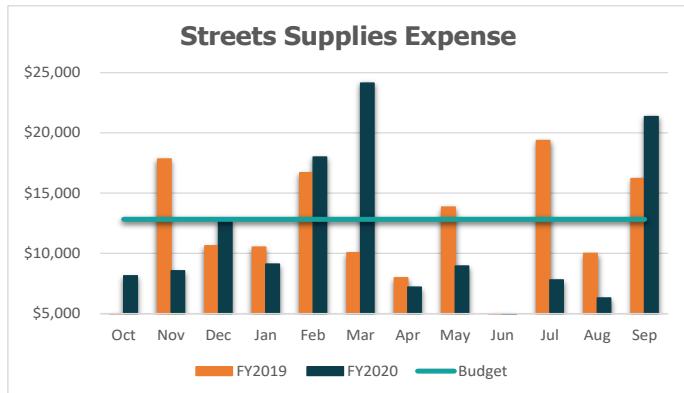
- Hiring for a vacant Light Equipment Operator position has been delayed until April 2020.
- The paving budget (part of Street Maintenance line item above) has been increased from \$1.75 million to \$1.8 million in accordance with City Council and citizen priorities. In addition, when FY2020 revenues came in better than anticipated, City Council authorized a \$1.25 million transfer to the Capital Projects fund for additional Streets projects.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	18	19	18	17.5



GENERAL FUND - STREETS

Performance Measures



Solid Waste

To protect public health and safety, Solid Waste provides safe, efficient, and environmentally responsible integrated municipal solid waste services. Solid Waste contracts with Republic Services to provide curbside services including collection of regular garbage, recyclables, yard waste, and bulky items. The department also oversees Republic Services' operation of the City landfill, transfer station, and composting facility.

DEPARTMENT RESPONSIBILITIES

- **Customer Service:** responsible for providing customer service to City residents by acting as a liaison between the City and the collection contractor, Republic Services
- **City Contracts:** responsible for overseeing both contracts with Republic Services, which include, Landfill Operations and Disposal Agreement and the Collection Agreement for Residential Solid Waste and Recyclable Materials
- **Community Outreach:** responsible for providing assistance and information to the public on various environmental topics
- **Public Health** - responsible for collecting and disposing of dead animals within the City limits



Curbside recycling

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Obtained Landfill Expansion Permit from Texas Commission on Environmental Quality (TCEQ)
- Received grant funding for household hazardous waste pProgram
- Received grant funding for reusable bottle initiative
- Issued over 500 vouchers for bulk waste
- Executed multi-year contract for Household Hazardous Waste events

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Coordinate with Republic Services to provide excellent customer service
- Distribute recycling bins to all City offices, parks, and complexes
- Increase educational awareness in order to minimize waste

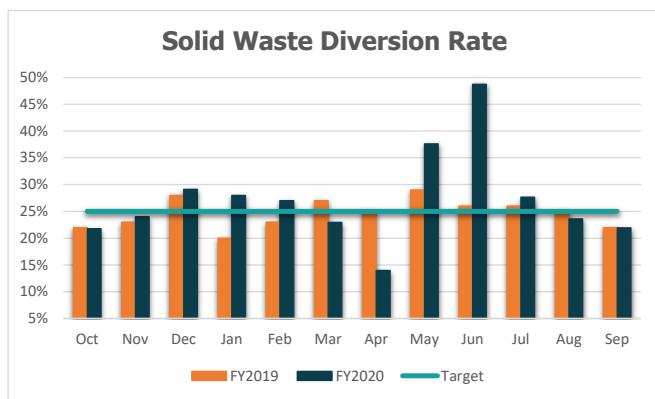
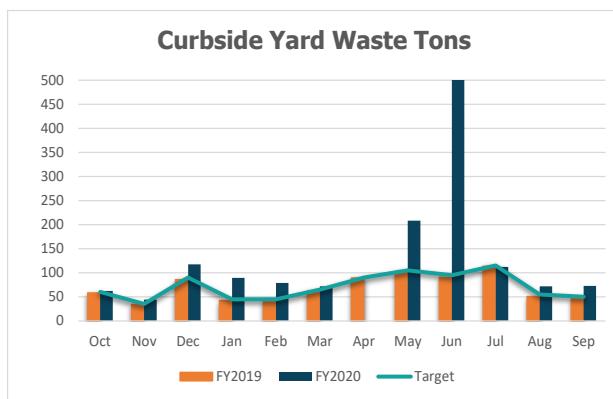
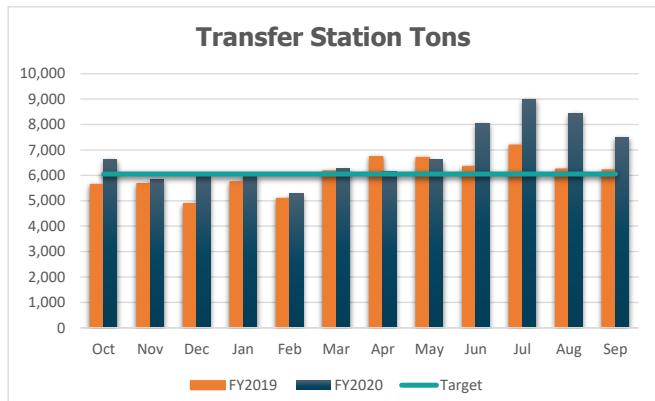
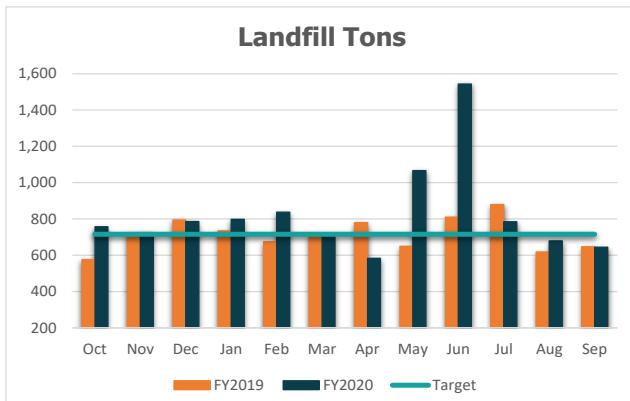
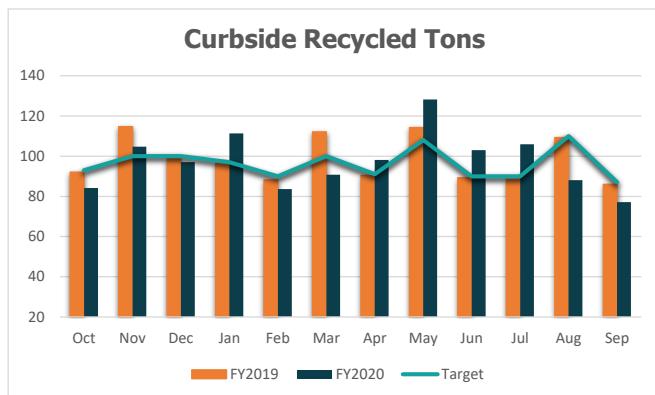
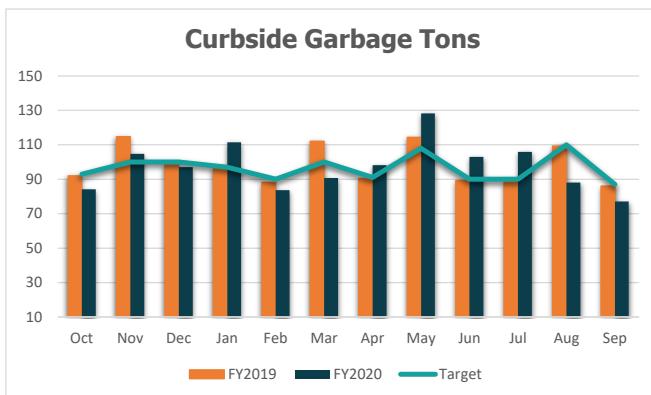
Did you know?

Operating the recycling drop off center costs City taxpayers almost \$60,000 per year. Research showed that few City residents use the center. Instead, the vast majority of City residents use curbside recycling. Accordingly, closing the recycling drop off center was identified as a COVID-19 cost saving measure that would have minimal impact on City residents.



GENERAL FUND - SOLID WASTE

Performance Measures





Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
SW - Recycling Proceeds	\$ 545	\$ 700	\$ 700	\$ 809	\$ 300
SW - Curbside Recycle Proceeds	3,533	4,200	4,200	4,281	3,360
SW - Hauler Fee	545	-	-	855	-
SW - Admin Fee	91,994	91,500	91,500	97,425	96,000
SW - Surcharge	809,497	756,000	756,000	947,244	840,000
Excess to General Resources	(777,810)	(681,313)	(701,311)	(904,844)	(863,067)
Total Revenues	128,303	171,087	151,089	145,769	76,593
Expenditures					
Salaries	34,623	35,980	35,280	36,037	36,363
Benefits	11,312	13,650	13,013	11,435	11,670
Travel and Training	796	2,710	652	82	1,375
Total Personnel Services	46,731	52,340	48,944	47,555	49,408
Office Supplies	581	596	96	-	561
Tools and Equipment	4,760	3,825	2,925	2,635	525
Chemical and Medical	-	252	100	38	244
Fuel	3,100	4,125	3,875	2,372	3,190
Wearing Apparel	841	1,003	853	419	1,245
Postage and Shipping	(29)	100	100	17	50
Other Supplies	2,318	617	617	541	937
Total Supplies and Materials	11,572	10,518	8,566	6,022	6,752
Building, Structure and Land	-	-	-	16	-
Vehicle	322	575	2,075	2,455	1,029
Equipment	42	-	-	114	-
Technology	-	24	24	-	24
Total Maintenance and Repairs	364	599	2,099	2,585	1,053
Utilities	402	780	780	1,470	780
Professional Services	60,981	96,200	80,300	79,474	8,200
Lease/Rent	340	-	-	-	-
Total Services	61,723	96,980	81,080	80,944	8,980
Other	7,914	10,650	10,400	8,664	10,400
Total Other Expenses	7,914	10,650	10,400	8,664	10,400
Total Expenditures	\$ 128,303	\$ 171,087	\$ 151,089	\$ 145,769	\$ 76,593

Significant changes for FY2021 include:

- The recycling drop off center at the Landfill was closed in May 2020. The City continues to offer curbside recycling services for all residential garbage customers.
- The City is not scheduled to host a household hazardous waste event in FY2021.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	1	1	1	1

Butt-Holdsworth Memorial Library

The Library serves as an information center for our community, offering a wide variety of materials and services for education, entertainment, and enrichment in a welcoming and helpful environment.

DEPARTMENT RESPONSIBILITIES

- **Reference:** responsible for helping patrons answer research questions with relevant information
- **Circulation:** responsible for assembling, organizing, and making accessible materials which offer opportunities for personal, educational, cultural, and recreational enrichment. Librarians develop collections, services, and programs which respond to individual and community needs.
- **Programs:** responsible for providing opportunities for patrons of all ages to participate in library activities and programs and encourage lifelong learning

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Offered 274 programs that were attended by 5,648 children and 4,049 adults in FY2019
- Kicked off a public-private partnership with Heart of the Hills Heritage Center to develop a first class history and cultural museum in downtown Kerrville.
- Continued service to citizens during COVID-19 by providing curbside pickup, quarantining returned items for safety, and implemented safety procedures for citizens and staff entering the library

Did you know?

During the COVID-19 pandemic, library staff offered curbside service to patrons who checked out books either online or by phone. Books were quarantined for 4 days after check-in to ensure safety for other patrons.

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Provide a vibrant library collection that will inspire people of all ages to read, view and listen for pleasure while addressing space considerations in the building
- Be good stewards of taxpayer dollars
- Expand awareness of the Kerr Regional History Center (KRHC) so that it may communicate the story of Kerrville and Kerr County to members of the community and visitors
- Promote lifelong learning in the community through educational and recreational programming for all ages
- Invest in training to ensure continued proficient support by staff to library patrons and visitors
- Provide excellent library experience to all patrons and visitors
- Develop the library into a leading technology center that will address the needs and wants of the community

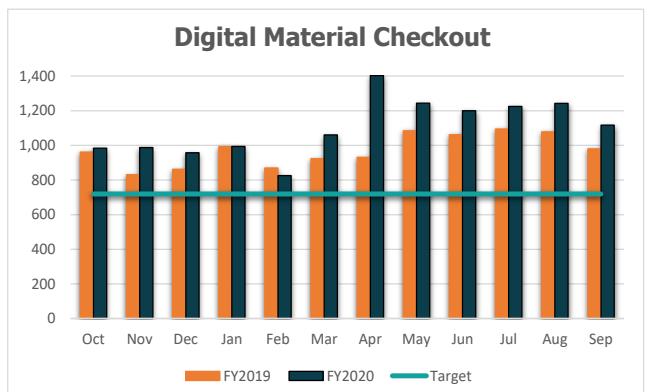
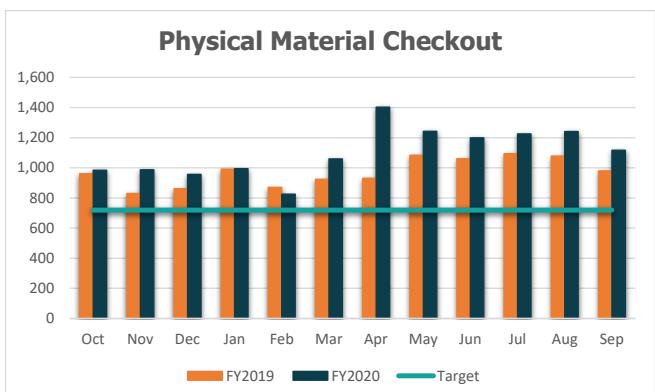
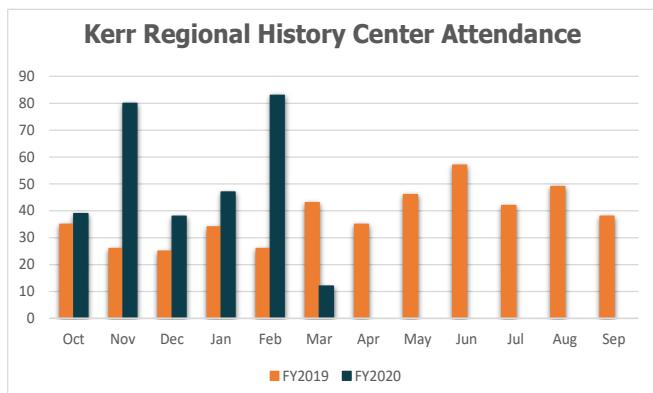
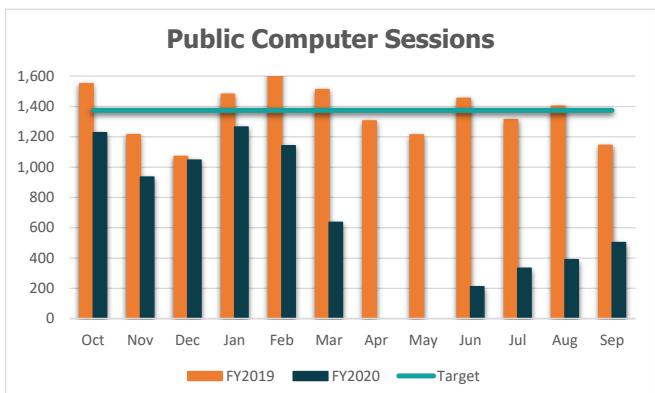
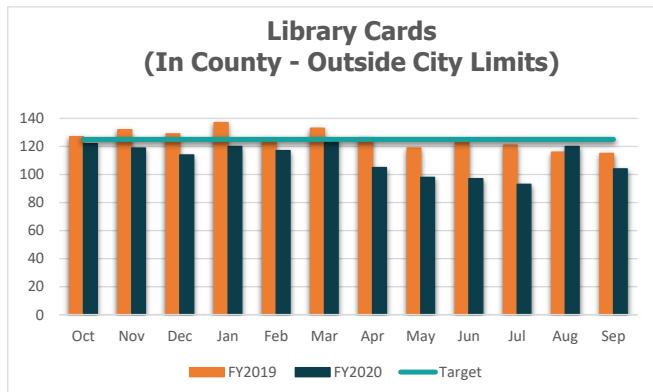
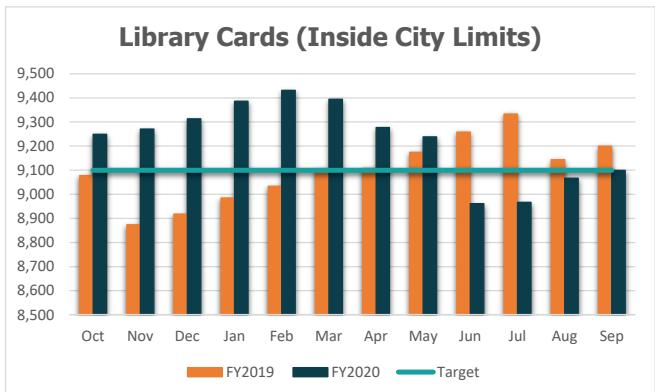


Curbside service at the Library



GENERAL FUND - LIBRARY

Performance Measures





Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Library - Non-Resident Fees	\$ 3,282	\$ 3,500	\$ 3,500	\$ 2,353	\$ 3,500
Library - Equip Rental Fees	-	-	-	2	-
Library - Meeting Room	1,290	350	350	855	1,000
Library - Copies	1,273	1,200	1,200	674	1,100
Library - Internet Printing	7,037	6,000	6,000	4,617	7,000
Library - Inter-Library Mailing	1,664	1,400	1,400	1,077	1,400
Library - Extended Use Fees	8,344	8,000	8,000	5,022	8,000
Library - Lost Books/Equipment	1,741	1,500	1,500	1,491	1,500
Library - Past Due Collections	769	400	400	166	700
General Resources	673,330	693,958	675,362	659,404	679,916
Total Revenues	698,729	716,308	697,712	675,662	704,116
Expenditures					
Salaries	397,120	420,571	414,757	413,846	420,596
Benefits	119,282	138,436	133,073	121,089	126,421
Travel and Training	1,071	1,819	-	17	1,070
Total Personnel Services	517,473	560,827	547,830	534,953	548,087
Office Supplies	6,512	7,275	5,675	4,734	7,113
Tools and Equipment	1,409	350	350	257	-
Chemical and Medical	11	20	20	-	20
Fuel	259	250	250	221	420
Postage and Shipping	3,877	4,400	4,400	3,911	4,400
Other Supplies	5,267	4,444	4,444	4,629	5,108
Total Supplies and Materials	17,334	16,739	15,139	13,752	17,061
Building, Structure and Land	18,242	11,857	13,357	12,417	11,782
Vehicle	49	65	65	330	129
Equipment	9,600	10,223	10,223	8,398	7,231
Technology	10,811	12,478	15,078	14,953	14,524
Total Maintenance and Repairs	38,703	34,622	38,722	36,098	33,666
Utilities	32,529	37,182	34,182	32,327	35,876
Professional Services	24,646	25,420	25,320	23,957	18,910
Advertising	-	5,000	-	-	5,000
Community Support	-	-	-	-	6,600
Total Services	57,175	67,602	59,502	56,284	66,386
Other	13,885	36,518	36,518	34,575	38,916
Total Other Expenses	13,885	36,518	36,518	34,575	38,916
Library Collection	54,158	-	-	-	-
Total Capital Outlay	54,158	-	-	-	-
Total Expenditures	\$ 698,729	\$ 716,308	\$ 697,712	\$ 675,662	\$ 704,116

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	9	9	9	9
Part-Time	2	2	2	2



GENERAL FUND - GENERAL OPERATIONS

This department is used to account for expenditures that benefit the entire General Fund, but can not be easily identified as relating to an individual department. Accordingly, the department only has budgeted expenditures with no responsibilities, accomplishments, objectives or performance measures.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
General Resources	\$ 3,065,272	\$ 1,657,943	\$ 7,004,352	\$ 4,876,207	\$ 1,454,695
Total Revenues	3,065,272	1,657,943	7,004,352	4,876,207	1,454,695
Expenditures					
Salaries	51,500	28,093	54,408	51,557	(50,000)
Benefits	105,465	111,083	106,763	91,922	85,000
Travel and Training	30,971	31,153	30,073	28,964	22,700
Total Personnel Services	187,936	170,329	191,243	172,443	57,700
Office Supplies	5,235	5,440	4,240	3,799	5,424
Tools and Equipment	427	600	1,415	1,923	-
Chemical and Medical	-	-	113	113	-
Fuel	542	250	250	172	250
Postage and Shipping	15,222	15,430	15,430	15,276	10,690
Other Supplies	4,052	1,440	10,735	10,287	6,490
Total Supplies and Materials	25,477	23,160	32,183	31,570	22,854
Building, Structure and Land	44,981	47,000	45,500	34,124	45,800
Vehicle	189,494	226,806	226,806	226,631	252,988
Equipment	3,511	3,500	3,953	4,218	3,800
Total Maintenance and Repairs	237,986	277,306	276,258	264,973	302,588
Utilities	52,254	65,772	63,370	57,325	63,060
Professional Services	206,959	-	35,260	35,430	32,000
Insurance	316,873	310,000	324,678	324,678	320,000
Advertising	273	500	500	-	-
Leases/Rents	3,941	4,300	3,000	3,941	4,300
Joint Ventures	25,000	58,000	58,000	30,175	25,000
Total Services	605,299	438,572	484,808	451,550	444,360
Community Support	72,979	105,000	118,277	93,777	84,500
Other	39,881	248,025	2,101,200	71,300	214,046
Total Other Expenses	112,860	353,025	2,219,477	165,077	298,546
Transfer Out - Golf	70,000	70,000	70,000	70,000	70,000
Transfer Out - Asset Replacement	200,000	-	1,451,030	1,451,030	-
Transfer Out - Development Services	666,713	225,550	176,527	166,740	258,647
Transfer Out - General CIP	959,000	100,000	2,102,825	2,102,825	-
Total Transfers Out	1,895,713	395,550	3,800,382	3,790,595	328,647
Total Expenditures	\$ 3,065,272	\$ 1,657,943	\$ 7,004,352	\$ 4,876,207	\$ 1,454,695



GENERAL FUND - GENERAL OPERATIONS

Revenues & Expenditures by Line Item

Significant changes for FY2021 include:

- When the pandemic began in March 2020, the City implemented budget cuts in anticipation of a significant decline in revenues. Revenues declined, but only slightly. In addition, the City received \$1.4 million in CARES Act funding. Reduced expenditures due to budget cuts combined with better than expected revenues and CARES Act funding resulted in excess funds at year end. Accordingly, City Council voted to amend the budget so that the excess funds could be transferred to the General Asset Replacement Fund and the General Capital Project Fund at year end. The transfers will be used to pay for one time purchases or to reinstate items cut from the budget. These transfers are not budgeted to recur in FY2021.
- The Main Street Manager position was moved from General Operations to City Administration in FY2021. General Operations has no budgeted employees in FY2021. \$50,000 in salary savings due to unplanned vacancies is budgeted in this department.
- Some charges were reclassified from Other Expense to Professional Services in FY2021.

DEVELOPMENT SERVICES FUND



DEVELOPMENT SVCS FUND - BUDGET SUMMARY

	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Budget	Budget % Change
BEGINNING FUND BALANCE	\$ -	\$ 117,557	\$ 117,557	\$ 330,084	
REVENUES					
Permits and Fees	645,065	688,870	910,995	613,830	-10.9%
Operating Transfer In	708,688	237,421	178,611	272,260	14.7%
TOTAL REVENUES	1,353,753	926,291	1,089,605	886,090	-4.3%
EXPENDITURES					
Personnel	773,680	794,409	762,194	889,985	12.0%
Supplies	6,087	9,250	14,854	11,939	29.1%
Maintenance	342	42,661	25,305	42,523	-0.3%
Services	74,938	45,344	33,160	26,903	-40.7%
Other Expenses	1,949	3,091	1,276	32,298	945.1%
Capital Outlay	-	-	8,750	-	
Operating Transfers Out	379,200	31,537	31,537	-	-100.0%
TOTAL EXPENDITURES	1,236,196	926,291	877,078	1,003,647	8.4%
CHANGE IN NET POSITION	117,557	-	212,527	(117,557)	
ENDING FUND BALANCE	\$ 117,557.0	\$ 117,557	\$ 330,084	\$ 212,527	

Beginning in FY2019, Development Services was broken out into its own fund to provide focus on improvements and enhance transparency. This fund accounts for Planning, Building Services, and Code Compliance activities of the City. Kerrville 2050 specifically identified the need for to improve these activities in the Community & Neighborhood Character/Placemaking Key Priority Area.

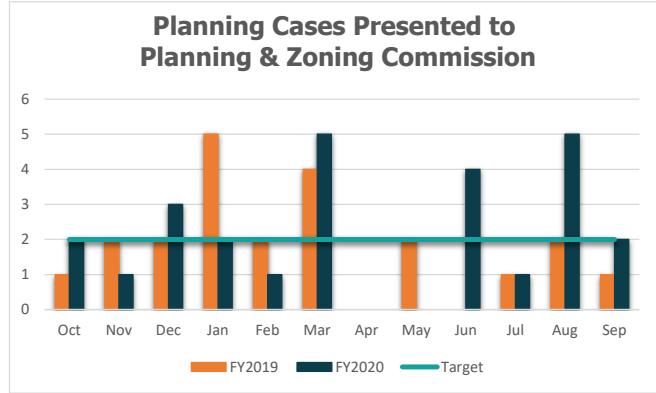
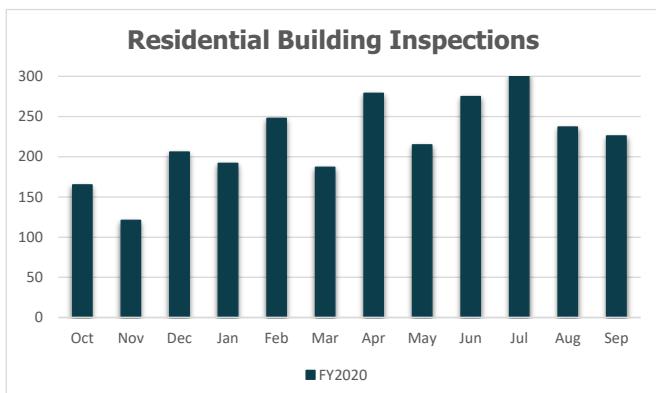
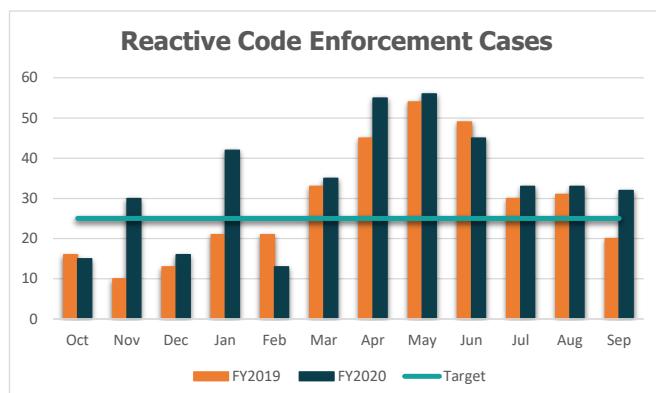
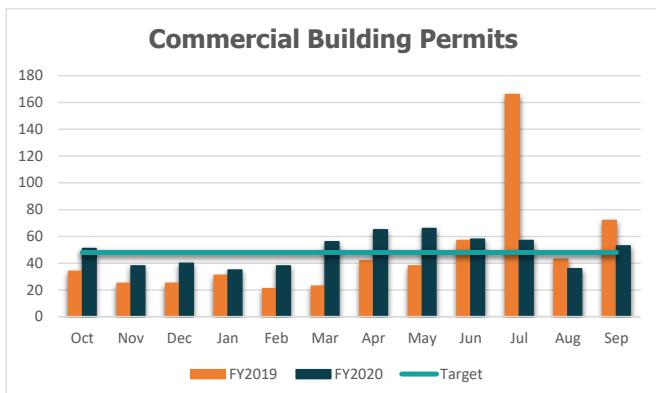
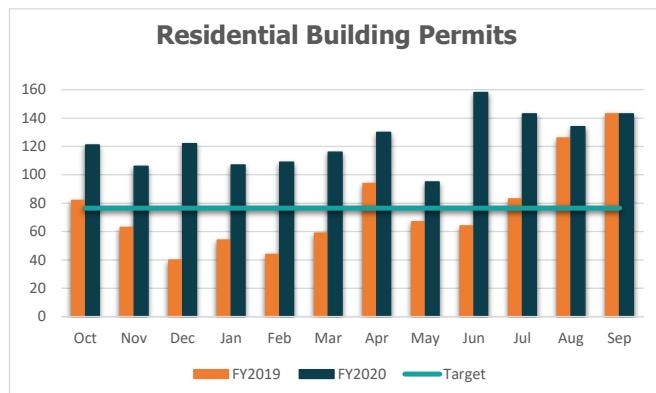
Significant changes for FY2021 include:

- Fees for multiple large projects such as the new middle school, The Landing and the new HEB store occurred at the end of FY2019 and during FY2020. These projects will not recur in FY2021, so revenues are expected to be lower.
- In FY2021, 50% of the Executive Director of Innovation is being recorded in the Building Services department. In FY2020, this position was in the General Fund, with 25% billed to the Development Services Fund through an interfund transfer. This change results in an increased operating transfer in, increased personnel expense, and a decreased operating transfer out.
- The Development Services Fund ended FY2019 with a positive fund balance. This fund will usually maintain a zero fund balance. The transfer in from the General Fund will be reduced in FY2021 to intentionally draw the fund balance down.



DEV SVCS FUND - PERFORMANCE MEASURES

Performance Measures - All Divisions





DEVELOPMENT SVCS FUND - REVENUES

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Contractor License	\$ 39,900	\$ 39,000	39,000	44,050	\$ 34,320
Building Permits	273,914	287,000	287,000	423,780	252,560
Electrical Permits	27,319	32,000	32,000	40,169	32,000
Plumbing And Gas Permits	28,564	35,000	35,000	38,762	30,800
Backflow Inspection Fee	35	3,000	3,000	40	3,000
Tear Down Permit	600	500	500	1,480	500
Zoning And Subdivision Fees	16,431	15,000	15,000	25,780	13,200
Mechanical Permits	29,114	37,000	37,000	63,316	32,560
Moving Permit	40	120	120	-	120
Sidewalk Fee	-	500	500	-	-
Irrigation Permit	2,115	1,000	1,000	3,067	1,000
LP Gas Permit	1,350	1,050	1,050	1,800	1,050
Plan Check Fee	188,977	202,500	202,500	222,680	178,200
Health Permit - Pool	3,220	3,100	3,100	2,655	3,000
Health Permit - Mobile	1,350	1,000	1,000	1,350	1,000
Health Permit - Seasonal	1,640	900	900	720	900
Health Permit - Fixed Facility	20,025	19,000	19,000	24,170	16,720
Hotel - Annual Permit	750	750	750	750	750
Health Permit - Inspection	-	-	-	280	-
Vendor/Solicitor Permit	2,600	3,000	3,000	1,800	3,000
Group Home - Annual Permit	5,950	6,950	6,950	5,746	6,950
Group Home - Other Fees	300	500	500	-	500
Interest Revenue	823	-	-	3,950	-
Administrative Fee	50	-	-	4,648	1,700
Total Permits and Fees	645,065	688,870	688,870	910,995	613,830
Transfer In - General Fund	666,713	225,550	177,640	166,740	258,647
Transfer In - Water Fund	41,974	11,871	11,871	11,871	13,613
Total Transfers In	708,688	237,422	189,511	178,611	272,260
Total Revenues	\$ 1,353,753	\$ 926,292	\$ 878,381	\$ 1,089,605	\$ 886,090

Planning

Planning administers and enforces ordinances and codes for land use, zoning, and subdivision standards in addition to facilitating collaboration between the City Council, planning boards and commissions, citizens, and developers.

DEPARTMENT RESPONSIBILITIES

- **Planning:** responsible for reviewing residential and commercial permits to ensure compliance with all codes and ordinances
- **Boards and Committees:** responsible for facilitating meetings and ordinance updates with the Planning & Zoning Commission and the Zoning Board of Adjustment
- **Customer Service:** responsible for assisting property owners and developers in understanding current codes and ordinances that affect new development and reinvestment in our community

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Improved overall departmental procedures
- Created pre-development procedures
- Started implementation of MGO Planning Module
- Implemented new Zoning Code
- Implemented new Sign Code
- Worked with committee to begin process of updating the City's Subdivision Code
- Conducted six month review for sign and zoning codes

Did you know?

Planning staff built safety barriers within the department in order to protect staff and the community from the spread of COVID-19.

FY2021 OBJECTIVES

Key Priority Area: Community & Neighborhood Character / Placemaking

- Ensure fiscal responsibility of budgeted funds
- Maintain responsive and efficient processes
- Facilitate safe community growth
- Ensure customer service that exceeds expectations
- Leverage technology to improve efficiency
- Promote a positive culture of safety, respect, action, growth, and accountability
- Complete Subdivision Code update
- Promote growth and development of staff



Custom barriers built by staff



Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Proposed Budget
Expenditures					
Salaries	\$ 103,269	\$ 212,862	\$ 171,785	\$ 170,925	\$ 216,331
Benefits	28,813	59,470	52,846	52,637	65,452
Travel and Training	1,433	4,195	1,231	1,231	1,543
Total Personnel Services	133,515	276,527	225,863	224,793	283,326
Office Supplies	25	887	687	329	912
Tools and Equipment	96	-	845	845	-
Fuel	-	125	-	-	-
Wearing Apparel	32	240	120	-	160
Postage and Shipping	-	-	-	-	900
Other Supplies	-	-	-	15	-
Total Supplies and Materials	154	1,252	1,652	1,190	1,972
Utilities	1,167	1,344	1,344	1,919	1,344
Professional Services	1,471	-	-	-	-
Insurance	100	-	-	200	100
Total Services	2,738	1,344	1,344	2,119	1,444
Other	523	523	523	654	596
Total Other Expenses	523	523	523	654	596
Total Expenditures	\$ 136,930	\$ 279,646	\$ 229,382	\$ 228,755	\$ 287,338

Significant changes for FY2021 include:

- A Planner I position was hired in March 2020 and budgeted for a full year in FY2021.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	2	2	3	3

Building Services

Through consistent enforcement of a well defined building code and a proactive relationship with the building industry, Building Services commits to ensure the safety of buildings and structures in our community and work with the construction industry to maintain a standard of construction quality in the City of Kerrville.

DEPARTMENT RESPONSIBILITIES

- **Inspection:** responsible for reviewing and inspecting buildings and structure plans
- **Permits:** responsible for issuing permits for construction projects
- **Enforcement:** responsible for enforcing building codes through the inspection and permit process
- **Customer service:** responsible for assisting developers and property owners with the permit process in an expedient and efficient manner

DEPARTMENT ACCOMPLISHMENTS

In the past year, we:

- Improved Development Services website
- Improved permitting process for customers
- Developed new and improved standard operating procedures
- Presented new Building Codes to Council
- Completed internal plan reviews in an average of 5.1 days

FY2021 OBJECTIVES

Key Priority Area: Community & Neighborhood Character /Placemaking

- Ensure fiscal responsibility of budgeted funds
- Maintain responsive and efficient processes
- Facilitate safe community growth
- Ensure customer service that exceeds expectations
- Leverage technology to improve efficiency
- Promote a positive culture of safety, respect, action, growth, and accountability
- Promote growth and development of staff



Did you know?

Permitting and inspections did not decrease during the COVID-19 pandemic. Inspectors utilized remote inspections, whenever possible, to limit contact with customers. When face-to-face inspections were required, inspectors utilized personal protective equipment for themselves and customers and practiced social distancing.



DEVELOPMENT SVCS FUND - BUILDING SERVICES

Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Expenditures					
Salaries	\$ 381,482	\$ 282,250	\$ 285,638	\$ 284,837	\$ 334,246
Benefits	117,156	86,317	94,185	94,385	113,832
Travel and Training	4,054	8,630	4,945	6,062	3,541
Total Personnel Services	502,691	377,198	384,768	385,284	451,619
Office Supplies	1,715	2,000	1,800	1,015	2,000
Tools and Equipment	25	569	1,435	1,869	869
Chemical and Medical	-	90	0	-	90
Fuel	1,806	1,375	1,375	1,553	1,460
Wearing Apparel	314	900	258	258	1,100
Postage and Shipping	-	200	100	-	900
Other Supplies	-	-	-	482	50
Total Supplies and Materials	3,860	5,134	4,968	5,176	6,469
Vehicle	304	805	305	444	784
Technology	-	41,260	24,860	24,760	41,260
Total Maintenance and Repairs	304	42,065	25,165	25,204	42,044
Utilities	2,578	3,600	2,600	2,453	3,987
Professional Services	64,680	8,500	27,000	26,907	19,496
Insurance	100	100	100	-	200
Total Services	67,358	12,200	29,700	29,360	23,683
Other	1,136	1,068	1,068	245	1,127
Total Other Expenses	1,136	1,068	1,068	245	1,127
Total Expenditures	\$ 575,349	\$ 437,664	\$ 445,668	\$ 445,269	\$ 524,941

Significant changes for FY2021 include:

- Half of the salary and benefit costs for the Executive Director of Innovation position was moved to this department in FY2021. In FY2020, the Development Services Fund was billed for this position through an interfund transfer, but the accounting was changed in FY2021.
- The budget for credit card fees, shown in Professional Services, has been increased as most permits are now being paid online using credit cards rather than in person with cash or check due to the FY2019 software conversion to My Government Online.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	6	6	5	5.5



Code Compliance

Through consistent enforcement of well defined standards and a proactive relationship with local business, neighborhoods, and property owners, Code Compliance ensures the quality of life in Kerrville by working to protect public health and the safe use and maintenance of property structures in our community.

DEPARTMENT RESPONSIBILITIES

- **Inspection:** responsible for inspecting all commercial restaurants, commercial kitchens, pools, and convenience stores for health and safety hazards
- **Enforcement:** responsible for enforcing codes related to buildings, grounds, and nuisances
- **Customer service:** responsible for developing programs and relationships within the community to beautify our City through voluntary compliance with codes

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Implemented Neighborhood Enhancement Team (NET) program in the Doyle Community in order to improve the community as a whole
- Implemented My Government Online (MGO) Code Enforcement Module

In FY2019, we:

- Managed 777 total enforcement cases
 - 398 Reactive
 - 379 Proactive
- Maintained 99.4% compliance (of Code Enforcement cases filed)

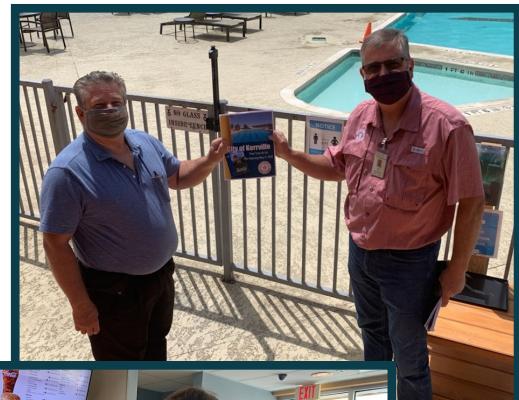
Did you know?

Health and Code Enforcement Officers shifted their focus from enforcement to providing support and information to help support businesses during the COVID-19 disaster. Officers created Restaurant and Pool Tool Kits for added communication and followed up with one-on-one conversations with business owners to ensure safe reopening practices were followed.

FY2021 OBJECTIVES

Key Priority Area: Community & Neighborhood Character / Placemaking

- Ensure fiscal responsibility of budgeted funds
- Maintain responsive and efficient processes
- Facilitate safe community growth
- Ensure customer service that exceeds expectations
- Leverage technology to improve efficiency
- Promote a positive culture of safety, respect, action, growth, and accountability
- Promote growth and development of staff



The City's Health Inspector delivering a Pool Re-Opening Tool Kit to the YO Ranch Hotel and Restaurant Re-Opening Tool Kit to McDonald's



DEVELOPMENT SVCS FUND - CODE COMPLIANCE

Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Expenditures					
Salaries	\$ 98,403	\$ 102,147	\$ 108,147	\$ 107,838	\$ 107,557
Benefits	36,557	32,629	39,629	41,627	43,955
Travel and Training	2,514	5,908	2,849	2,653	3,529
Total Personnel Services	137,473	140,684	150,625	152,118	155,040
Office Supplies	511	720	370	333	720
Tools and Equipment	503	485	235	88	1,261
Fuel	602	688	688	671	568
Wearing Apparel	364	740	451	451	740
Other Supplies	94	231	6,150	6,945	209
Total Supplies and Materials	2,073	2,864	7,894	8,488	3,498
Vehicle	38	596	252	101	479
Total Maintenance and Repairs	38	596	252	101	479
Utilities	1,341	1,800	1,800	1,346	1,776
Professional Services	3,501	30,000	1,972	335	-
Total Services	4,842	31,800	3,772	1,681	1,776
Community Support	-	1,000	0	-	30,000
Other	290	500	500	377	575
Total Other Expenses	290	1,500	500	377	30,575
Building and Structures	-	-	8,750	8,750	-
Total Capital Outlay	-	-	8,750	8,750	-
Total Expenditures	\$ 144,716	\$ 177,444	\$ 171,793	\$ 171,516	\$ 191,368

Significant changes for FY2021 include:

- Expenditures for the Neighborhood Enhancement Team were moved from Professional Services to Community Support in FY2021.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	2	2	2	2



General Operations

This department is used to account for expenditures that benefit the entire Development Services Fund, but can not be easily identified as relating to an individual department. Accordingly, the department only has budgeted expenditures with no responsibilities, accomplishments, objectives or performance measures.

Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Total Revenues		-	-		-
Expenditures					
Transfer Out - General Fund	\$ -	\$ 31,537	\$ 31,537	\$ 31,537	\$ -
Transfer Out - General CIP	379,200	-	-	-	-
Total Transfer Out	379,200	31,537	31,537	31,537	-
Total Expenditures	\$ 379,200	\$ 31,537	\$ 31,537	\$ 31,537	\$ -
Net Expenditures	\$ (379,200)	\$ (31,537)	\$ (31,537)	\$ (31,537)	\$ -

Significant changes for FY2021 include:

- In FY2020, 25% of personnel costs for the Executive Director of Innovation were billed to the Development Services Fund through this interfund transfer. In FY2021, the accounting was changed so that 50% of the position is now shown in the Building Services department.

COMMUNITY STRONG





COMMUNITY STRONG



WATER FUND BUDGET SUMMARY





WATER FUND - BUDGET SUMMARY

WATER FUND - BUDGET SUMMARY

	FY2019 Actual	FY2020 Budget	FY2020 Estimated	FY2021 Budget	Budget % Change
BEGINNING FUND BALANCE	\$ 5,649,283	\$ 2,932,082	\$ 2,932,082	\$ 3,123,161	
REVENUES					
Service Revenues	11,502,674	12,981,194	12,851,848	13,022,981	0.3%
Interest and Miscellaneous	232,326	54,400	123,821	39,688	-27.0%
TOTAL REVENUES	11,735,000	13,035,594	12,975,669	13,062,669	0.2%
EXPENDITURES					
Personnel	3,133,145	3,416,835	3,339,292	3,423,869	0.2%
Supplies	605,818	788,169	598,640	834,420	5.9%
Maintenance	960,283	871,312	776,440	915,466	5.1%
Services	970,728	994,316	952,163	1,087,612	9.4%
Other Expenses	77,030	351,604	69,726	332,453	-5.4%
Capital Outlay	147,787	137,707	258,881	142,340	3.4%
Operating Transfers Out	6,208,573	6,475,653	6,575,653	6,326,508	-2.3%
TOTAL EXPENDITURES	12,103,365	13,035,595	12,570,795	13,062,669	0.2%
CHANGE IN NET POSITION	(368,364)	-	404,874	-	
NONCASH ADJUSTMENTS	(2,348,836)	-	(213,795)	-	
ENDING FUND BALANCE	\$ 2,932,082	\$ 2,932,082	\$ 3,123,161	\$ 3,123,161	
CASH + RECEIVABLES	\$ 2,924,094	\$ 3,334,049	\$ 3,125,582	\$ 3,259,138	
RESERVE %	24.2%	25.6%	24.9%	25.0%	



WATER FUND - BUDGET SUMMARY

The Water Fund accounts for the provision of water and sewer services to the residents of the City. All activities necessary to provide those services are accounted for in this fund, including Water Production, Water Reclamation, Water Distribution, Wastewater Collections, Laboratory, and Utility Billing. For accounting and financial reporting purposes, the Water Fund is considered an enterprise fund that uses the full accrual basis of accounting.

The FY2021 budget for the Water Fund includes \$13.1 million in revenues and expenditures, resulting in a balanced budget. This budget anticipates having cash and current receivables on hand of \$3.3 million at the end of FY2021, creating a reserve of 24.9% of annual expenditures. Variance analysis on changes over \$100,000 is as follows:

1. **Operating Transfer Out** - down 2.3% - The transfer out to other funds fell due decrease in two transfers:
 - A. Transfer Out - General Fund - the transfer for reimbursement of administrative services expense fell \$72,996 due to reduced costs in the General Fund.
 - B. Transfer Out - Water Debt Service - the transfer out to the Water Debt Service fund is \$147,891 less than FY2020 due to fluctuations in debt service requirements from year to year. More information on debt service paid by the Water Fund can be found in the Water Debt Service Fund section of this book.

COMMUNITY STRONG



WATER FUND REVENUES





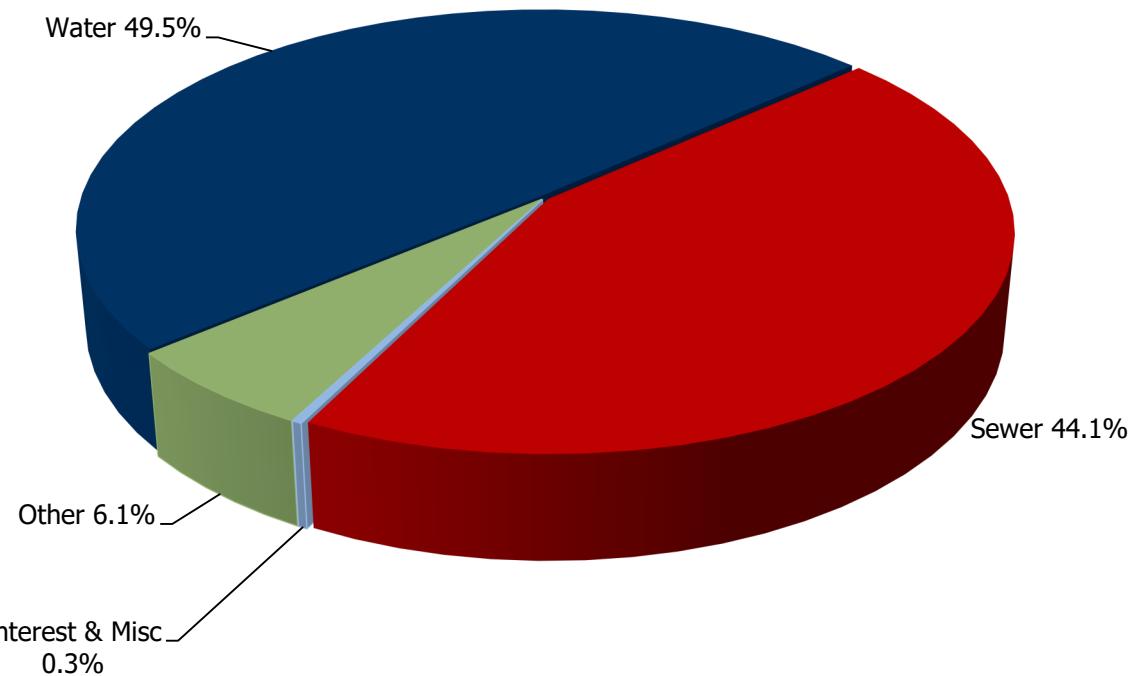
WATER FUND - REVENUES

WATER FUND REVENUES

FY2021 Water Fund revenue is budgeted at \$13,062,669. Water sales, including sales of reuse water, comprise almost half of the total revenue. Sewer sales are the next largest revenue source at 44.1% of total revenue. Other revenue includes waste disposal fees from septic haulers as well as other items such as late fees, tap fees and sales of new meters.

The City worked with an outside consultant on a rate study in FY2019. In FY2020, a new fee structure was implemented and a new model was used to budget water and sewer revenue. With 9 months of actual data in FY2020, the assumptions in the new model have been tweaked some for FY2021. As a result, water sales are budgeted at a lower level than FY2020 and sewer sales are budgeted at a higher level. Overall, revenue is expected to be basically flat in FY2021 compared to the FY2020 budget.

Water Fund - Revenue Sources



UTILITY RATES

Water and sewer rates were changed in FY2020. This included a change to the amount and the structure of rates. The change was made after undertaking a long term rate study with input from outside consultants. **Rates for FY2021 remain unchanged.** However, the long term modeling project from FY2019 indicated that rates would need to change annually by small amounts beginning in FY2022 due to inflation as well as repairs and maintenance on an aging system and expansion needed to accommodate expected growth.

WATER FUND REVENUES BY LINE ITEM





WATER FUND - REVENUES

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Backflow Inspection Fee	\$ 4,400	\$ -	\$ -	\$ 5,040	\$ -
Water Sales	5,276,364	6,487,507	6,487,507	6,261,541	6,315,482
Reuse Water Sales	85,654	154,181	154,181	162,610	145,495
Water Tap	89,741	70,353	70,353	85,751	72,100
Sewer Service	5,333,128	5,525,753	5,525,753	5,532,873	5,758,854
Sewer Tap	25,855	34,500	34,500	38,598	36,050
Waste Disposal	373,576	402,500	402,500	404,624	394,000
New Meters	46,713	26,000	26,000	76,455	29,000
Requested Service/Repair	23,270	20,000	20,000	50,356	20,000
Water Sample Test	24,273	22,000	22,000	26,900	23,000
Wastewater Sample Test	4,552	4,500	4,500	4,829	6,000
Capacity Analysis	2,500	1,500	1,500	1,000	1,500
Service Charge	52,815	50,400	50,400	38,871	50,000
New Account Fee	32,705	42,000	42,000	39,175	35,000
Late Fee / Penalty	127,128	140,000	140,000	123,226	136,500
Total Services	11,502,674	12,981,194	12,981,194	12,851,848	13,022,981
Asset Gain or Loss on Disposal	(7,997)	-	-	-	-
Returned Item Fee	8,800	12,900	12,900	25,750	21,000
Recovery Of Bad Debts	450	-	-	-	-
Interest Revenue	227,488	36,500	36,500	84,665	13,688
Miscellaneous Revenue	3,586	5,000	5,000	13,406	5,000
Total Interest and Miscellaneous	232,326	54,400	54,400	123,821	39,688
Total Revenues	\$11,735,000	\$13,035,594	\$13,035,594	\$12,975,669	\$13,062,669

WATER FUND EXPENDITURES

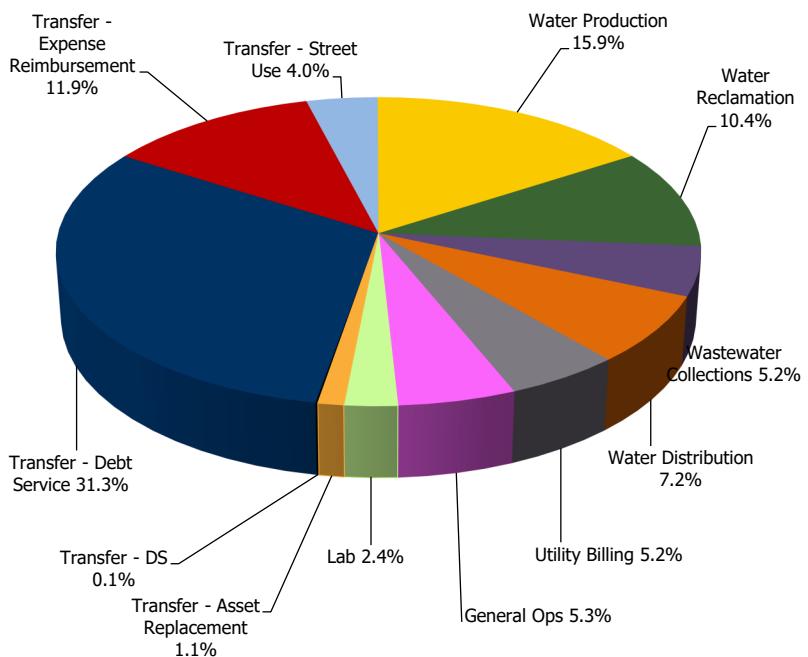


WATER FUND - EXPENDITURES

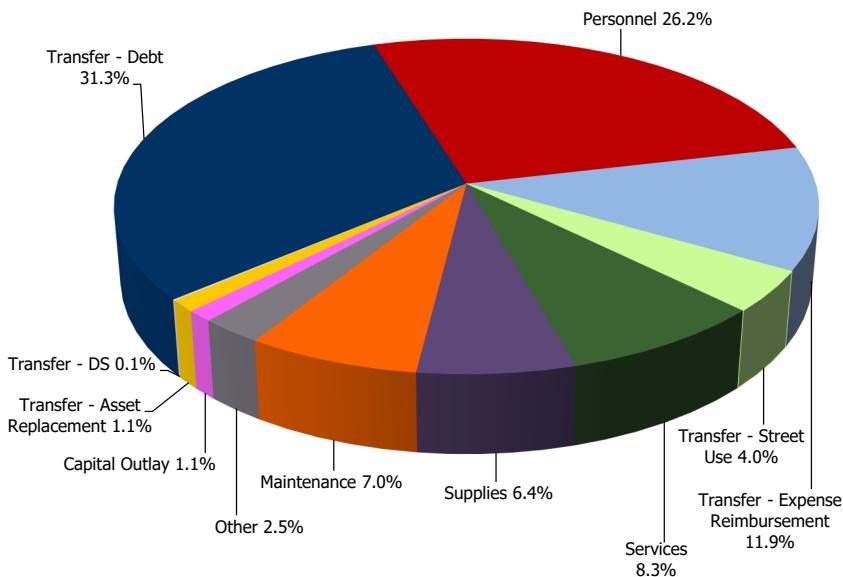
BY DEPARTMENT

Water Production, Water Reclamation, and Water Distribution are the largest operating departments in the Water Fund. Other large expenditures include transfers out for debt service and to the General Fund for expense reimbursement and a street use fee.

Water Fund - Expenditure by Department



Water Fund - Expenditure by Category



BY CATEGORY

From this view, transfers to debt service are the largest category of expenditure. The second largest category is personnel. Consistent with other funds, Water Fund employees are not budgeted to receive any pay adjustments in FY2021. However, personnel costs have increased due to an 8% increase in medical insurance premiums and a 3% increase in the actuarially calculated retirement plan contribution rate.

WATER FUND EXPENDITURES BY DEPARTMENT



Utility Billing

The Utility Billing Department provides timely and accurate billing services, reliable meter infrastructure and exemplary customer service to the City's utility customers.

DEPARTMENT RESPONSIBILITIES

- **Billing and Collections:** responsible for billing utility services in a timely and accurate manner, collecting and recording customer payments, establishing new utility service, and providing exceptional customer service
- **Meter Services:** responsible for meter reading, meter maintenance, and providing exceptional customer service and customer education

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Provided service to 10,186 accounts
- Implemented credit check process in lieu of letters of credit
- Re-designed website for improved customer usability
- Increased cross training for better customer service and efficiency
- Improved customer email data base
- Increased field training for clerks to improve customer service
- Worked as a team with Kerrville Kindness Utility Fund to assist customers struggling to pay bills due to COVID-19

FY2021 OBJECTIVES

Key Priority Area: Public Facilities & Services

- Implement phase I of Advanced Metering Infrastructure project
- Upgrade to Neptune 360 software
- Continue to increase the number of electronic payments and e-bills to reduce costs
- Implement more customer communication tools to better serve citizens

Key Priority Area: Water, Wastewater & Drainage:

- Continue to maintain and upgrade infrastructure through consistent meter maintenance processes
- Continue to upgrade meter registers and antennas for improved readability
- Learn more about SCADA information system to improve knowledge of reuse water system
- Implement standardized processes for meter technicians

Did you know?

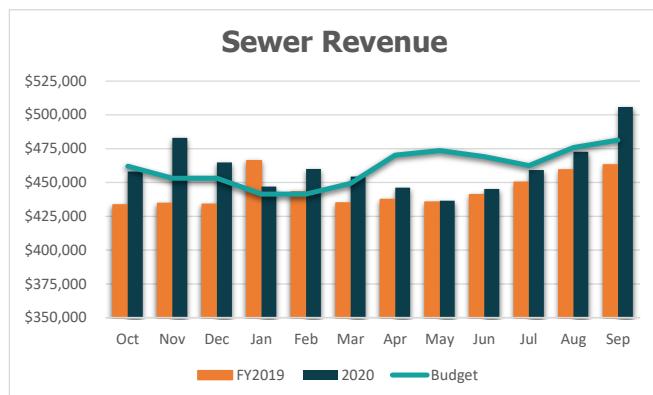
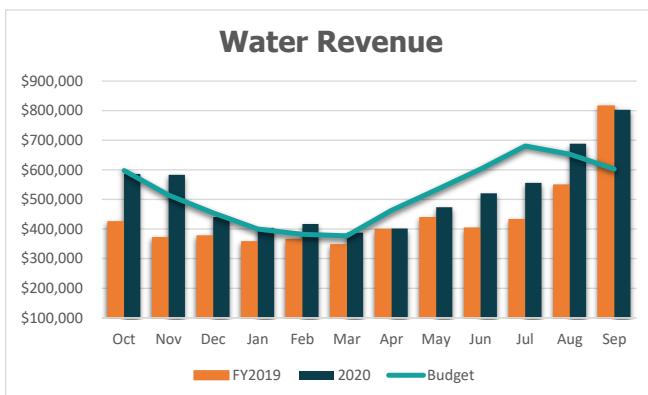
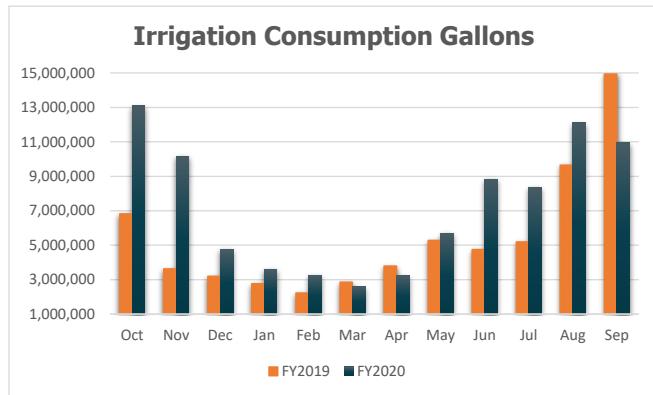
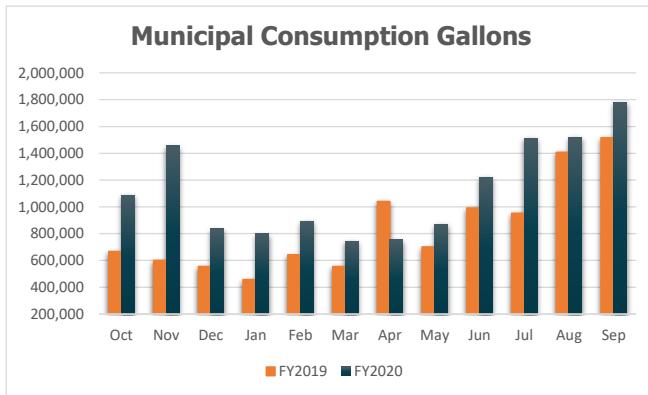
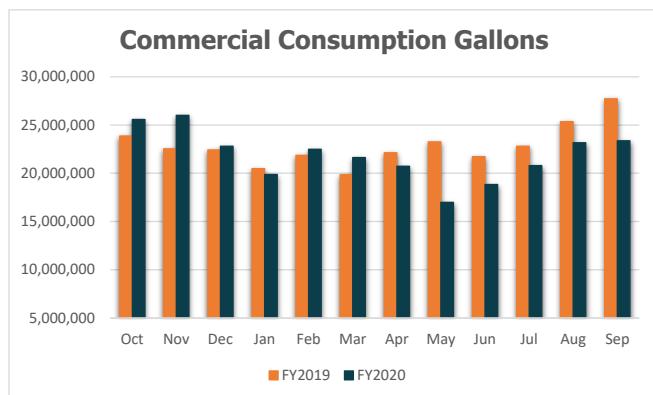
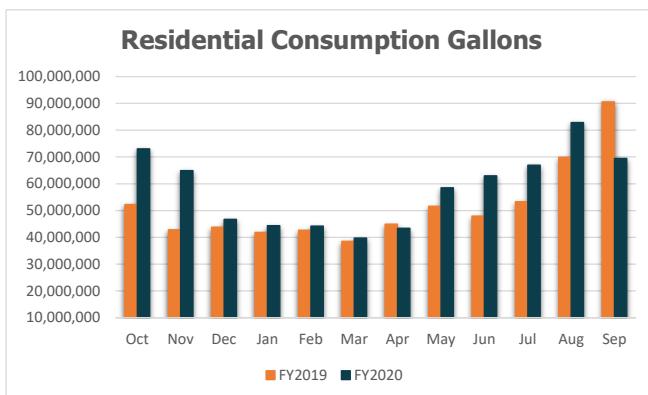
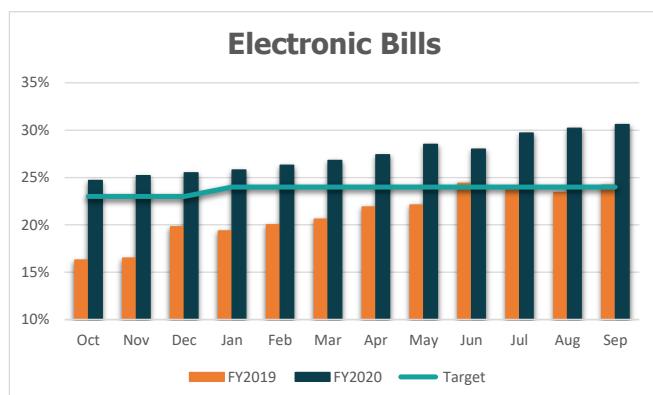
As a courtesy to customers, the City did not disconnect utility services for non-payment for several months during the disaster period. In addition, the Community Foundation of the Texas Hill Country established the Kerrville Kindness Utility Fund to assist with utility bill payments for customers impacted by COVID-19.





WATER FUND - UTILITY BILLING

Performance Measures





Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Service Charge	\$ 52,815	\$ 50,400	\$ 50,400	\$ 38,871	\$ 50,000
New Account Fee	32,705	42,000	42,000	39,175	35,000
Late Fee / Penalty	127,128	140,000	140,000	123,226	136,500
Returned Item Fee	8,800	12,900	12,900	25,750	21,000
Recovery Of Bad Debts	450	-	-	-	-
General Resources	331,269	384,221	407,016	423,003	433,283
Total Revenues	553,167	629,521	652,316	650,024	675,783
Expenditures					
Salaries	282,367	326,004	327,599	328,467	343,535
Benefits	89,465	115,940	107,115	105,620	112,128
Travel and Training	1,680	3,198	289	243	4,584
Total Personnel Services	373,512	445,142	435,003	434,330	460,246
Office Supplies	2,292	2,045	1,785	1,746	2,100
Tools and Equipment	3,450	5,804	10,823	10,629	6,160
Chemical and Medical	126	225	38	38	200
Fuel	4,945	4,950	3,950	3,938	4,160
Wearing Apparel	1,488	1,410	1,022	938	1,750
Postage and Shipping	41,863	47,040	41,540	42,470	44,040
Other Supplies	899	1,650	1,725	1,529	2,785
Total Supplies and Materials	55,063	63,124	60,883	61,289	61,195
Vehicle	1,624	2,304	1,404	1,350	2,304
Equipment	3,980	4,450	4,450	4,240	6,775
Technology	1,536	1,650	1,500	1,761	10,715
Water System	29,804	55,000	53,000	53,599	70,500
Total Maintenance and Repairs	36,944	63,404	60,354	60,949	90,294
Utilities	2,130	3,060	3,060	3,012	2,988
Professional Services	12,134	14,191	13,916	13,548	15,460
Insurance	700	600	600	600	600
Total Services	14,964	17,851	17,576	17,160	19,048
Other	-	-	200	200	-
Total Other Expenses	42,276	-	200	200	-
Water System	30,408	40,000	78,300	76,095	45,000
Total Capital Outlay	30,408	40,000	78,300	76,095	45,000
Total Expenditures	\$ 553,167	\$ 629,521	\$ 652,316	\$ 650,024	\$ 675,783

Significant changes for FY2021 include:

- The Utility Billing Manager position was eliminated and replaced by shifting those duties to the Assistant Director of Finance. That position was moved from the General Fund to the Water Fund resulting in a net reduction of 1 employee in the General Fund.
- Water System Maintenance expenses are increasing in order to replace meter boxes, lids and antennas in conjunction with the advanced metering infrastructure project.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	7	7	8	8

Water Production

Water Production focuses on producing high quality drinking water using native groundwater wells, surface water from the Guadalupe River and Aquifer Storage and Recovery (ASR) wells as water sources.

DEPARTMENT RESPONSIBILITIES

- **Water Treatment and Storage:** responsible for treating water from the Guadalupe River and the Lower Trinity Aquifer to drinking water standards and storing excess drinking water into aquifer storage and recovery (ASR) wells for use during times of need
- **Water Pressure and Volume:** responsible for moving drinking water to storage tanks using booster stations to provide the necessary pressure and volume to meet daily customer demand and emergency fire flow requirements
- **Water Data Collection:** responsible for recording tank and aquifer levels, pumping flow, pumping totals, chemical usage, disinfection levels, treatment parameters, and historical data to comply with regulatory requirements

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Completed construction on the Granular Activated Carbon System (GAC)
- Completed new covered parking area for equipment
- Painted Meadowview and Travis well sites
- Installed back up generator at Meadowview Lane well site
- Installed portable generator connections at booster stations and 2 well sites
- Installed new electric lines at the water plant to backwash sump pumps
- Completed Zebra Mussel Action Plan

FY2021 OBJECTIVES

Key Priority Area: Water, Wastewater & Drainage:

- Improve the water quality program to meet TTHM standards set by EPA
- Provide excellent customer service and educational information
- Upgrade and maintain infrastructure to improve efficiencies and water quality
- Invest in training to ensure staff is operating in a safe and competent manner



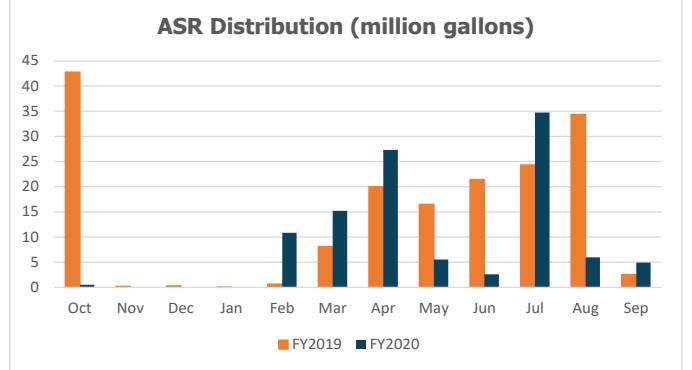
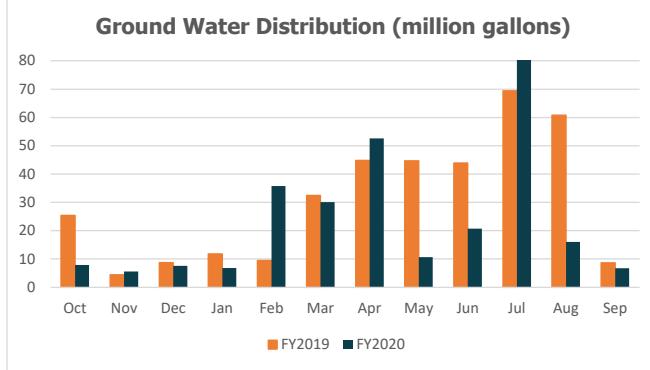
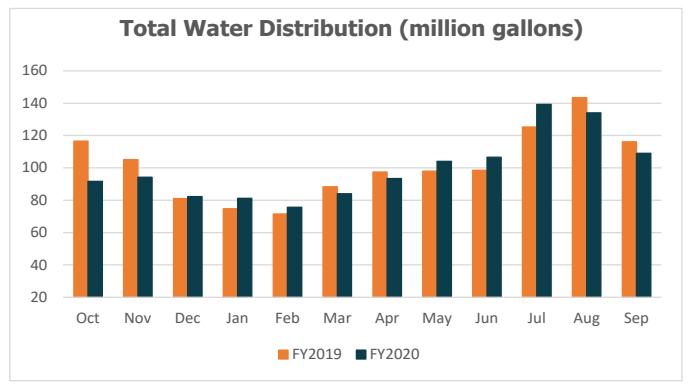
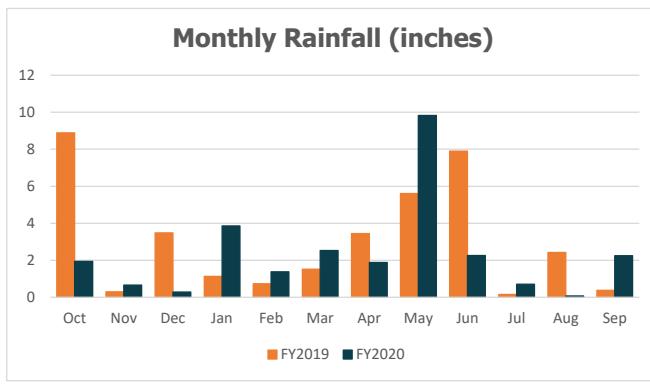
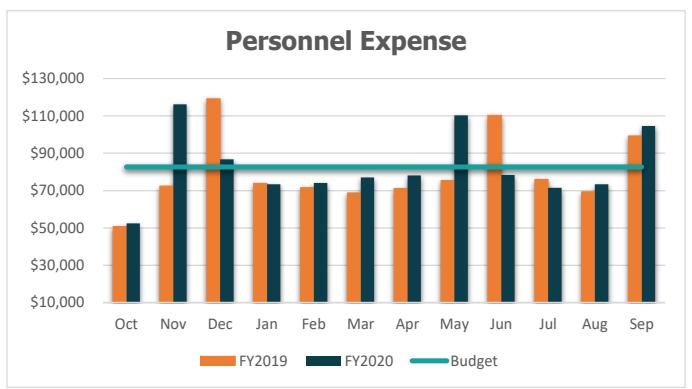
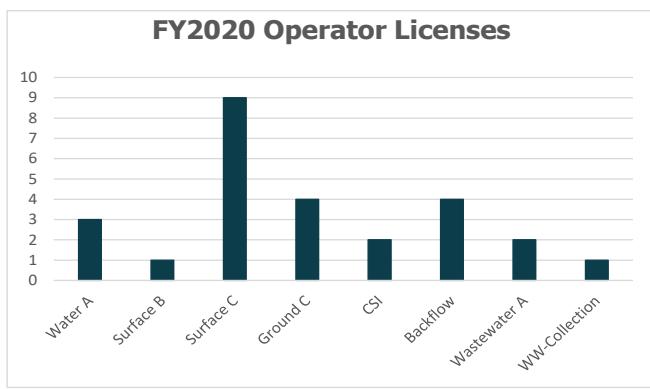
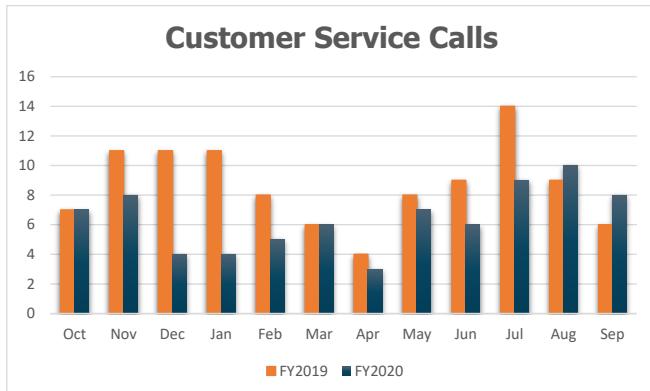
Did you know?

During the COVID-19 pandemic, the water production plant was turned off and the City received water from aquifer storage and recovery (ASR) wells and native ground water wells, which reduced workforce and chemical demands.



WATER FUND - WATER PRODUCTION

Performance Measures





Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Water Sales	\$ 5,276,364	\$ 6,487,507	\$ 6,487,507	\$ 6,261,541	\$ 6,315,482
Excess to General Resources	(3,368,564)	(4,428,189)	(4,477,213)	(4,273,716)	(4,232,263)
Total Revenues	1,907,801	2,059,318	2,010,294	1,987,825	2,083,219
Expenditures					
Salaries	722,341	746,602	744,802	746,263	713,944
Benefits	226,196	226,675	242,504	242,091	250,699
Travel and Training	9,503	14,250	7,689	7,634	13,599
Total Personnel Services	958,040	987,527	994,996	995,988	978,241
Office Supplies	2,855	3,158	2,958	2,807	2,950
Tools and Equipment	9,336	34,270	15,538	15,577	40,320
Chemical and Medical	122,522	231,405	155,387	157,726	240,780
Fuel	7,028	11,490	6,788	7,000	9,556
Wearing Apparel	21,060	9,655	5,255	5,583	8,974
Postage and Shipping	2,995	4,445	2,945	779	4,820
Other Supplies	3,676	8,239	5,948	5,867	7,683
Total Supplies and Materials	169,472	302,662	194,819	195,339	315,083
Building, Structure, Land Maintenance	3,083	13,080	13,776	13,332	14,640
Vehicle	4,785	5,942	3,942	3,779	6,642
Equipment	106,834	76,000	118,606	118,592	75,800
Technology	9,147	11,398	11,398	9,370	11,750
Street Maintenance	-	3,200	1,400	1,381	3,200
Water System	191,335	178,561	128,214	118,347	179,850
Wasterwater System	-	850	12,139	12,139	850
Total Maintenance and Repairs	315,184	289,031	289,475	276,940	292,732
Utilities	374,922	382,900	353,489	342,948	397,140
Professional Services	21,910	34,500	21,730	20,893	40,250
Adverstising	374	600	0	-	600
Lease / Rent	674	2,850	2,623	2,623	2,850
Total Services	397,880	420,850	377,842	366,464	440,840
Other	42,276	59,247	38,463	38,396	49,322
Total Other Expenses	42,276	59,247	38,463	38,396	49,322
Buildings and Structures	-	-	36,547	36,547	-
Machinery, Tools and Equipment	24,948	-	52,823	52,823	7,000
Instruments and Apparatus	-	-	-	-	-
Street and Drainage	-	-	25,329	25,329	-
Total Capital Outlay	24,948	-	114,699	114,699	7,000
Total Expenditures	\$ 1,907,801	\$ 2,059,318	\$ 2,010,294	\$ 1,987,825	\$ 2,083,219

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	13	13	13	13

Water Distribution

Water Distribution provides 24/7 construction support and maintenance for the City's water and wastewater infrastructure. Water Distribution also installs new water and sewer taps for new development.

DEPARTMENT RESPONSIBILITIES

- **Construction, Maintenance, and Repair:** responsible for the construction, maintenance, and repair of City water and wastewater infrastructure
- **Fire Hydrant & Valve Program:** responsible for installation, maintenance, and repair of all fire hydrants and valves located within the City's distribution system

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- FY19: Relocated over 2,300 feet of water mains
- FY19: Started a valve exercising program, exercising 20%
- FY19: Responded to 2,280 Texas 811 utility locate requests
- FY19: Completed over 2,600 customer requested work orders, including new taps and other repairs
- FY19: Performed maintenance on over 1,000 fire hydrants, 600 new valves, 43 replacement valves
- FY19: Installed 32 new water taps
- Installed 23 new sewer taps



FY2021 OBJECTIVES

Key Priority Area: Water, Wastewater & Drainage:

- Upgrade and maintain infrastructure to improve efficiencies and water quality
- Ensure that all fire hydrants within the distribution system are properly maintained
- Exercise 20 percent of the control valves in the distribution system
- Evaluate all existing water valves and make necessary replacements
- Ensure infrastructure is accurately updated in GIS

Key Priority Area: Public Facilities & Services

- Provide a high level of customer service by responding to all dig test requests within the allowed time, responding to any main leaks within 3 hours, and making all necessary notifications to the public when needed
- Invest in training so staff is operating with optimal knowledge of safety and operations

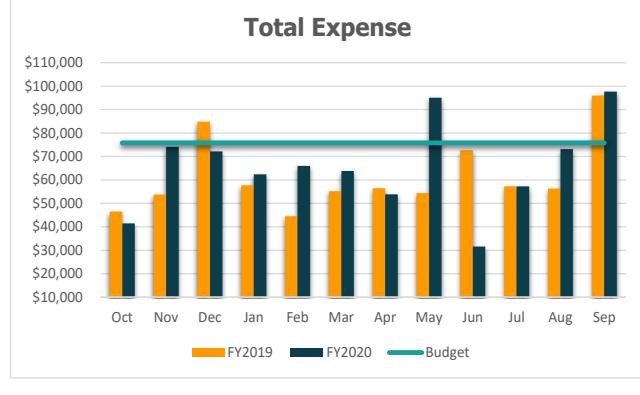
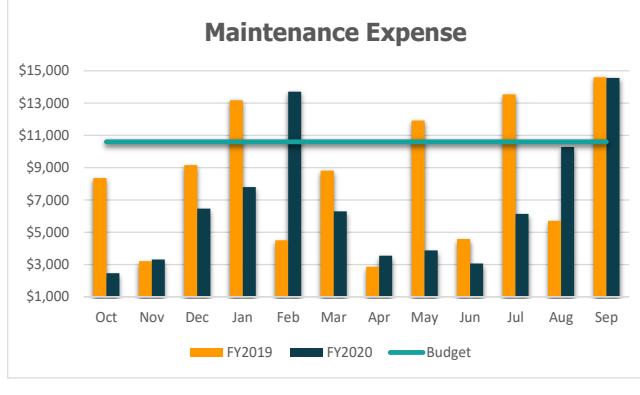
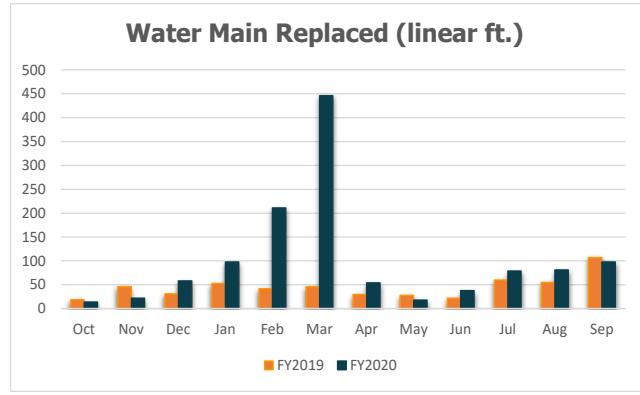
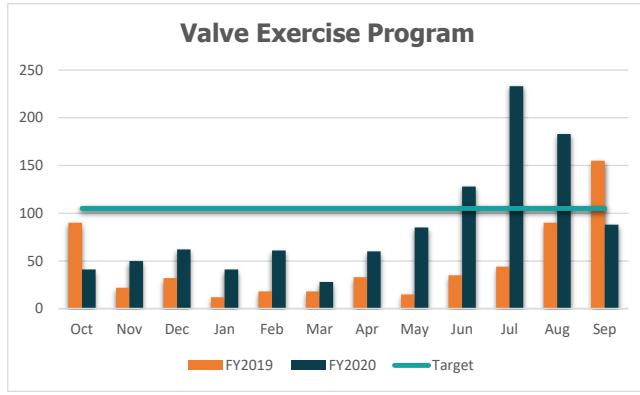
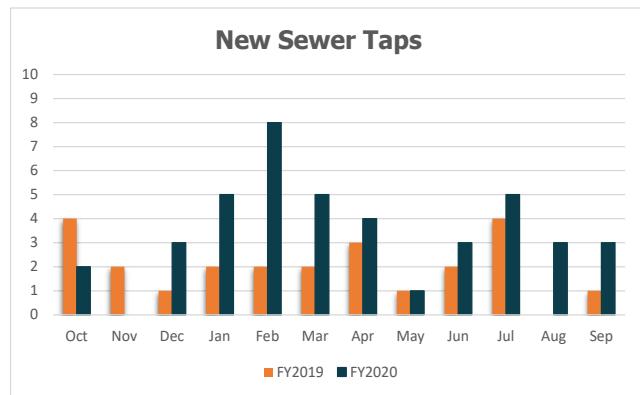
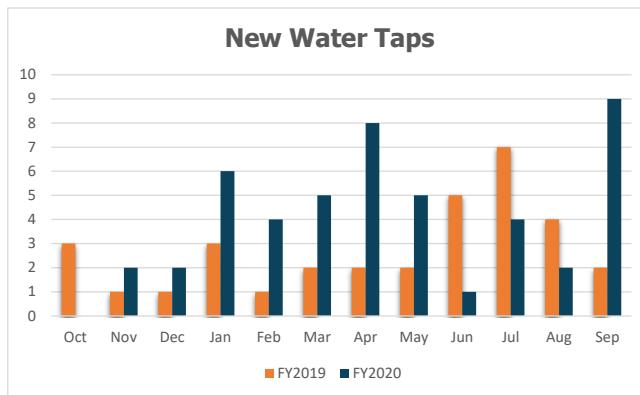
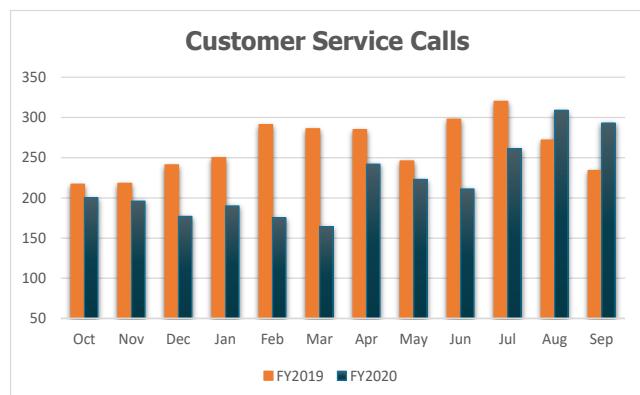
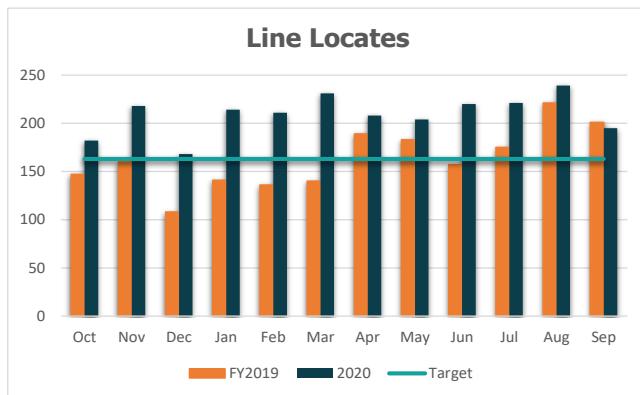
Did you know?

Employees from the Streets department cross trained with Water Distribution employees during the COVID-19 pandemic to help ensure that our water system could continue operations even if a significant number of employees were out sick.



WATER FUND - WATER DISTRIBUTION

Performance Measures





WATER FUND - WATER DISTRIBUTION

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Water Tap	\$ 89,741	\$ 70,353	\$ 70,353	\$ 85,751	\$ 72,100
Sewer Tap	25,855	34,500	34,500	38,598	36,050
New Meters	46,713	26,000	26,000	76,455	29,000
Requested Service/Repair	23,270	20,000	20,000	50,356	20,000
General Resources	550,047	761,113	706,873	592,285	778,644
Total Revenues	735,625	911,966	857,726	843,444	935,794
Expenditures					
Salaries	373,271	465,980	450,480	456,784	474,991
Benefits	121,813	155,245	154,343	157,615	172,703
Travel and Training	2,290	5,827	5,140	3,510	6,218
Total Personnel Services	497,373	627,052	609,962	617,908	653,912
Office Supplies	655	1,031	1,031	1,209	751
Tools and Equipment	18,674	16,135	15,285	13,793	9,512
Chemical and Medical	355	942	644	757	403
Fuel	11,985	16,195	13,393	10,785	16,351
Wearing Apparel	7,147	9,607	9,607	8,501	10,013
Postage and Shipping	73	92	92	39	-
Other Supplies	7,617	9,622	11,622	12,708	10,068
Total Supplies and Materials	46,507	53,624	51,674	47,791	47,098
Building, Structure, Land Maintenance	873	1,778	4,878	4,657	1,754
Vehicle	20,249	20,346	15,646	11,538	18,866
Equipment	1,433	18,650	12,650	10,195	15,560
Technology	600	96	96	-	400
Street Maintenance	13,498	22,115	10,615	10,692	20,850
Water System	60,181	60,000	53,900	55,120	70,730
Waster Reclamation System	3,592	4,203	4,203	6,979	4,580
Total Maintenance and Repairs	100,426	127,188	101,988	99,182	132,740
Utilities	7,243	12,780	12,780	9,640	9,816
Total Services	7,243	12,780	12,780	9,640	9,816
Other	974	1,666	1,666	836	1,888
Total Other Expenses	974	1,666	1,666	836	1,888
Water System	77,917	80,155	72,155	68,088	81,500
Water Reclamation System	5,184	9,501	7,501	-	8,840
Total Capital Outlay	83,101	89,656	79,656	68,088	90,340
Total Expenditures	\$ 735,625	\$ 911,966	\$ 857,726	\$ 843,444	\$ 935,794

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	9	10	10	10

Water Reclamation

Water Reclamation collects and treats wastewater so that it can be reused for irrigation purposes or released back into the waters of Texas, meeting all environmental and regulatory requirements.

DEPARTMENT RESPONSIBILITIES

- **Wastewater Collection and Treatment:** responsible for treating wastewater through biological, chemical, and filtration processes so that it meets all TCEQ and EPA standards and can be reused for irrigation or discharged back into Texas waterways
- **Plant Maintenance and Repair:** responsible for operation, maintenance, and repair of the Water Reclamation Treatment Facility
- **Reclaimed Water System:** responsible for the operation and maintenance of the Reclaimed Water Storage Pond and distribution pumping system as well as the regulatory oversight of all Reclaimed Water customer sites



DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Treated an average of 2.0 million gallons of wastewater daily
- Dewatered and transported more than 690 dry metric tons of sludge in FY2019
- Distributed more than 145 million gallons of reclaimed water that was used for irrigation in FY2019
- Replaced composite sampler for effluent flow regulatory testing samples
- Replaced chlorine hoist for 1 ton cylinders
- Multiple facility employees attained higher levels of occupational licensing

FY2021 OBJECTIVES

Key Priority Area: Water, Wastewater & Drainage:

- Maintain compliance with TCEQ permit for all operations
- Attain advanced SCADA certification for system operator
- Provide an environment that motivates staff and encourages professional development
- Maintain fiscal responsibility for operations throughout the division
- Complete planning for clarifier #3 rehab
- Clarifier #1 rehab of wiers and launders

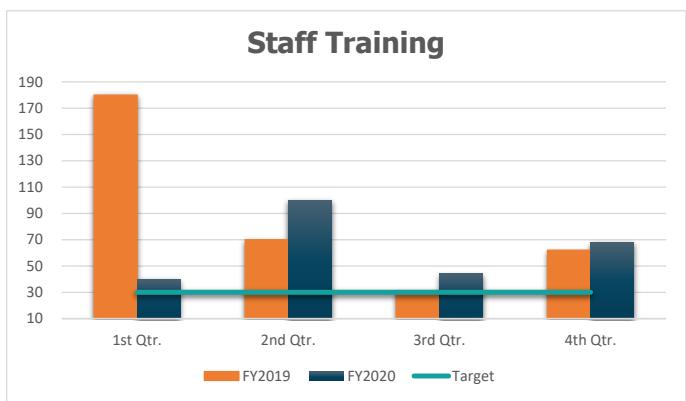
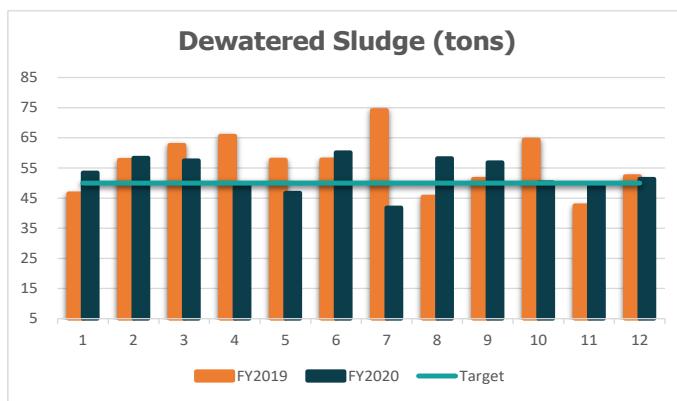
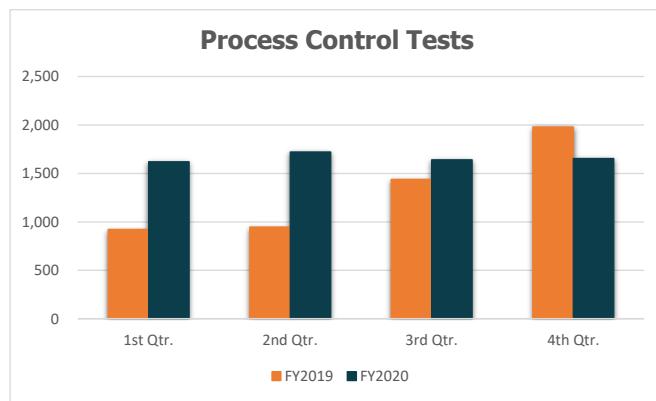
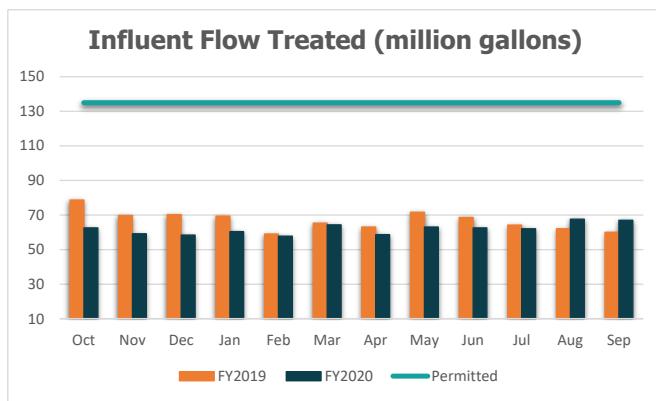
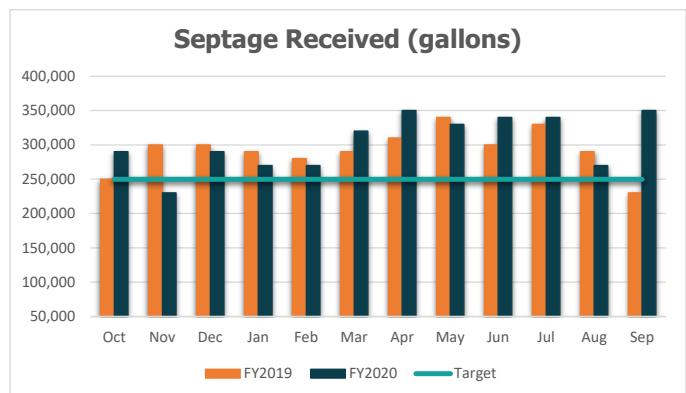
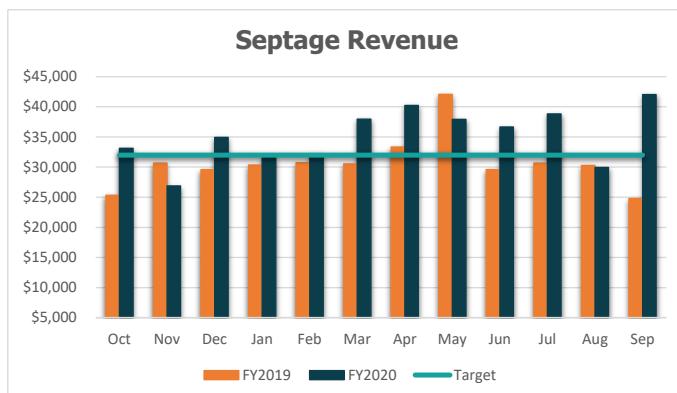
Did you know?

The Water Reclamation (WR) plant serves as a disposal center for waste haulers. During the COVID-19 pandemic, WR management adjusted operations to service septic haulers curbside, allowing uninterrupted service while limiting person-to-person contact.



WATER FUND - WATER RECLAMATION

Performance Measures





Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Reuse Water Sales	\$ 72,528	\$ 122,625	\$ 154,181	\$ 162,610	\$ 145,495
Sewer Service	5,357,415	5,559,473	3,674,996	3,769,211	3,848,759
Waste Disposal	390,609	360,000	402,500	404,624	394,000
Excess to General Resources	(4,517,635)	(4,721,342)	(2,966,841)	(3,102,504)	(3,027,086)
Total Revenues	\$1,302,917	1,320,756	1,264,836	1,233,942	1,361,169
Expenditures					
Salaries	514,826	504,378	510,991	508,330	508,089
Benefits	156,866	154,723	154,542	158,548	171,034
Travel and Training	9,104	28,422	7,527	3,993	12,336
Total Personnel Services	680,795	687,523	673,060	670,871	691,459
Office Supplies	3,531	4,100	3,600	2,144	3,159
Tools and Equipment	11,870	11,214	5,663	5,571	6,863
Chemical and Medical	200,965	219,056	197,635	197,288	264,812
Fuel	12,072	5,825	9,027	8,171	14,060
Wearing Apparel	3,882	6,190	5,840	3,169	4,643
Postage and Shipping	535	780	780	220	780
Other Supplies	1,766	5,299	4,163	2,631	4,094
Total Supplies and Materials	234,621	252,464	226,708	219,195	298,410
Building, Structure, Land Maintenance	15,178	16,467	9,817	458	11,155
Vehicle	5,714	17,500	8,900	8,428	3,289
Equipment	32,037	32,271	52,271	50,831	54,607
Technology	600	1,948	1,948	-	1,898
Street Maintenance	-	1,880	1,880	-	1,580
Water System	223	-	-	-	-
Waster Reclamation System	112,119	45,447	35,447	35,238	40,079
Total Maintenance and Repairs	165,871	115,512	110,262	94,955	112,608
Utilities	177,397	203,556	193,656	188,715	202,620
Professional Services	20,327	22,320	25,820	26,188	26,590
Lease / Rent	5,998	6,758	7,758	7,584	6,548
Total Services	203,722	232,634	227,234	222,488	235,758
Other	17,908	24,571	27,571	26,433	22,934
Total Other Expenses	17,908	24,571	27,571	26,433	22,934
Water Reclamation System	-	8,051	-	-	-
Total Capital Outlay	-	8,051	-	-	-
Total Expenditures	\$ 1,302,917	\$ 1,320,756	\$ 1,264,836	\$ 1,233,942	\$ 1,361,169

Significant changes for FY2021 include:

- Anticipated increases in chemical costs.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	15	9	9	9

Environmental Laboratory

The Environmental Laboratory (Lab) provides sampling and analysis support to the Water Production and Water Reclamation Divisions. The Lab also responds to environmental complaints and wastewater overflows in addition to assisting in wastewater pre-treatment operations.

DEPARTMENT RESPONSIBILITIES

- **Internal Testing:** the Lab is responsible for providing sampling and analysis support for Water Production and Water Reclamation to ensure compliance with TCEQ and EPA regulations
- **External Testing:** the Lab provides water and wastewater testing for a fee to commercial and private customers in the region

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Performed over 3,800 lab tests for the Water Reclamation Plant
- Performed approximately 900 lab tests for Water Production
- Performed approximately 900 water analyses on public samples
- Performed 420 tests on grease trap samples



FY2021 OBJECTIVES

Key Priority Area: Water, Wastewater & Drainage:

- Maintain NELAC Certification at Laboratory
- Maintain TCEQ Drinking Water Laboratory Approval
- Provide quality testing of samples for Water Production & Water Reclamation
- Provide sampling, sample analysis, and tracking of grease trap program
- Maintain fiscal responsibility for all laboratory and pretreatment operations
- Maintain a high level of service to new and existing customers
- Monitor the removal of organic carbon and disinfection by-products by the new Granular Activated Carbon (GAC) system at the Water Treatment Plant

Did you know?

The Lab analyzes over 100 samples monthly for State and Federally regulated water and wastewater systems. The Lab offered curbside sample drop off to customers in order to maintain social distancing while continuing to provide superior lab services during the COVID-19 pandemic.



WATER FUND - ENVIRONMENTAL LABORATORY

Revenues & Expenditures by Line Item

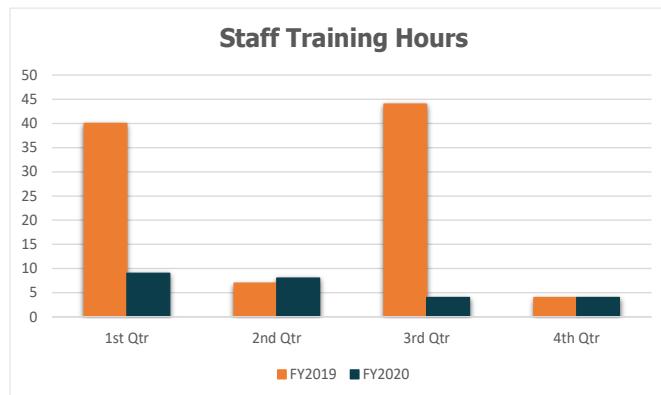
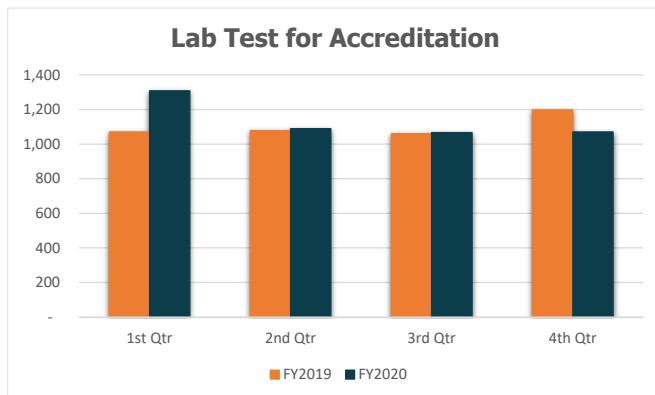
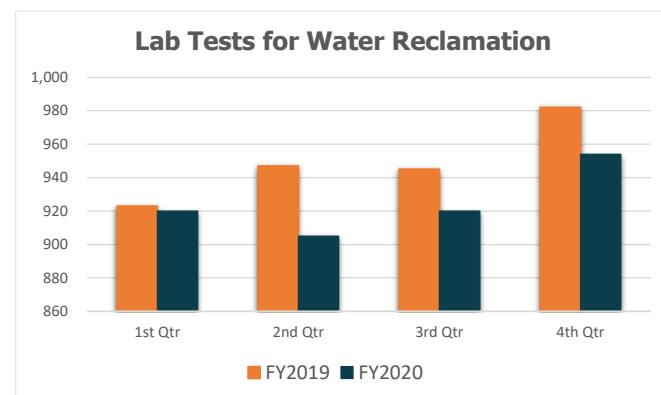
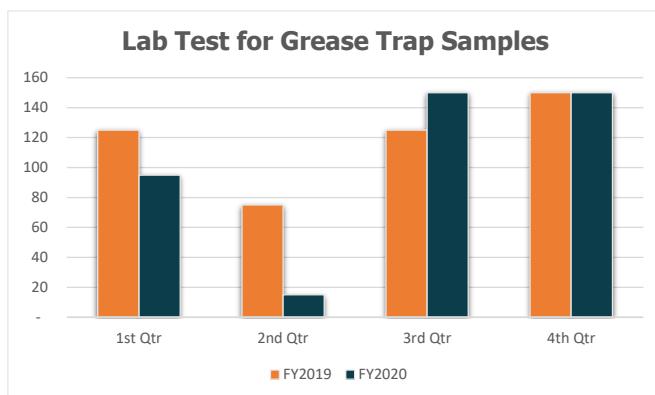
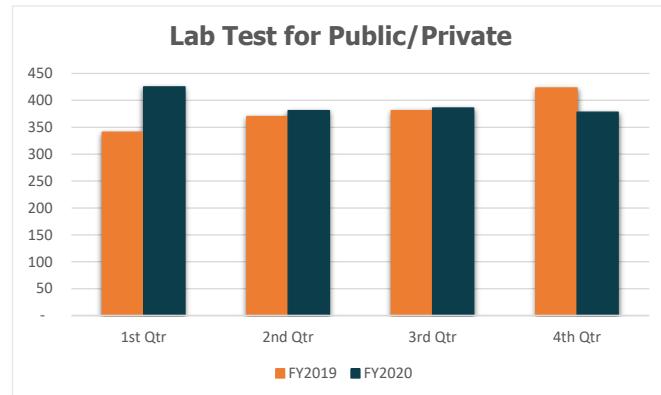
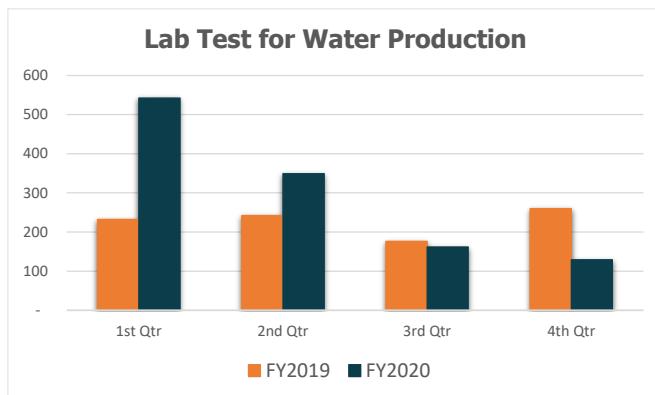
	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Capacity Analysis	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,000	\$ 1,500
Water Sample Test	11,325	13,000	22,000	26,900	23,000
Wastewater Sample Test	4,681	4,500	4,500	4,829	6,000
General Resources	267,567	289,061	274,979	270,210	279,741
Total Revenues	284,572	308,061	302,979	302,938	310,241
Expenditures					
Salaries	169,298	175,112	179,012	180,727	176,606
Benefits	56,202	60,107	60,122	62,995	63,474
Travel and Training	3,498	6,977	2,353	1,033	7,236
Total Personnel Services	228,998	242,196	241,486	244,755	247,316
Office Supplies	782	1,758	558	321	1,492
Tools and Equipment	4,680	4,850	2,651	2,559	5,990
Chemical and Medical	27,833	28,900	27,794	27,465	29,830
Fuel	443	450	450	330	440
Wearing Apparel	1,052	2,190	1,518	1,304	2,190
Postage and Shipping	69	350	150	13	350
Other Supplies	1,439	1,842	1,342	1,434	1,870
Total Supplies and Materials	36,298	40,340	34,463	33,426	42,162
Building, Structure, Land Maintenance	129	3,300	5,405	5,519	3,850
Vehicle	356	707	607	196	635
Equipment	7,742	8,600	8,100	7,964	3,210
Technology	-	48	48	-	-
Total Maintenance and Repairs	8,227	12,655	14,160	13,679	7,695
Utilities	4,249	4,968	4,968	4,407	4,944
Professional Services	4,717	5,700	5,700	4,610	5,900
Total Services	8,966	10,668	10,668	9,017	10,844
Other	2,083	2,202	2,202	2,061	2,224
Total Other Expenses	2,083	2,202	2,202	2,061	2,224
Total Expenditures	\$ 284,572	\$ 308,061	\$ 302,979	\$ 302,938	\$ 310,241

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	4	4	4	4



WATER FUND - ENVIRONMENTAL LABORATORY

Performance Measures



Wastewater Collections

Wastewater Collections (WWC) maintains the collection system for wastewater throughout the City, including general maintenance and repair and new construction.

DEPARTMENT RESPONSIBILITIES

- **Customer Service:** responsible for protecting public health by responding to all sanitary sewer system related problems 24 hours a day
- **Collection System:** responsible for maintenance and repair of 27 lift stations, 227 miles of collection lines, 3,163 sewer manholes, and 2,254 cleanouts
- **System Infrastructure:** responsible for maintaining the integrity of the sanitary sewer system by performing various activities including: collection line cleaning and repair, tap installation, manhole repairs/rehab, CCTV inspections, pipeline locates, and televising the system
- **System Monitoring:** responsible for monitoring sanitary sewer system utilizing SCADA and GIS software to ensure functionality, determine unforeseen issues in pumping system, monitor flow rates, and collection points and to identify infiltrations during and after rain events

Did you know?

During the COVID-19 disaster, the WWC division reevaluated daily operations, prioritizing manpower to lift stations and problematic sewer lines. WWC slowed construction efforts in order to focus on the essential components of the collections system.

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Cleaned 451,265 feet of collection lines
- Televised over 64,000 feet of collection lines
- Documented 11,327 man hours on repair orders
- Streamlined customer calls and improved response time
- Updated webpage to improve customer service
- Developed public outreach plan for 8-1-1 call before you dig hotline

FY2021 OBJECTIVES

Key Priority Area: Wastewater & Drainage:

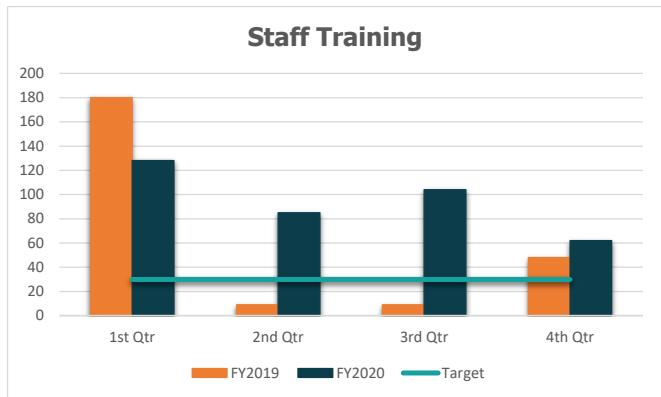
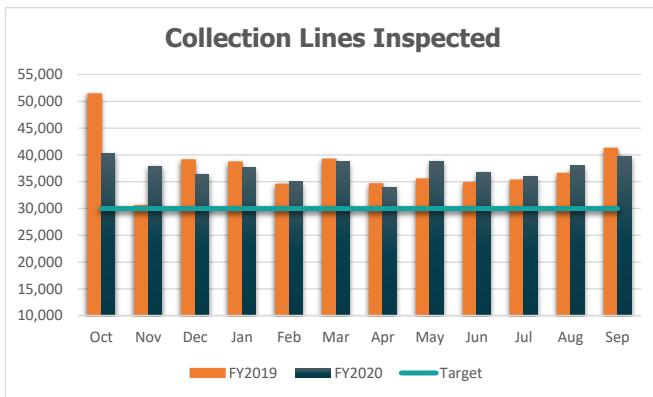
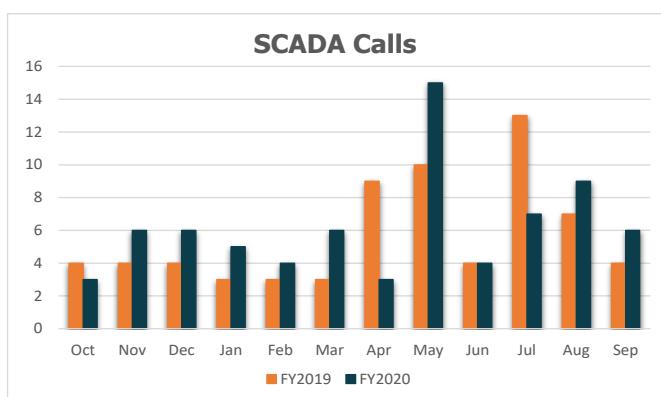
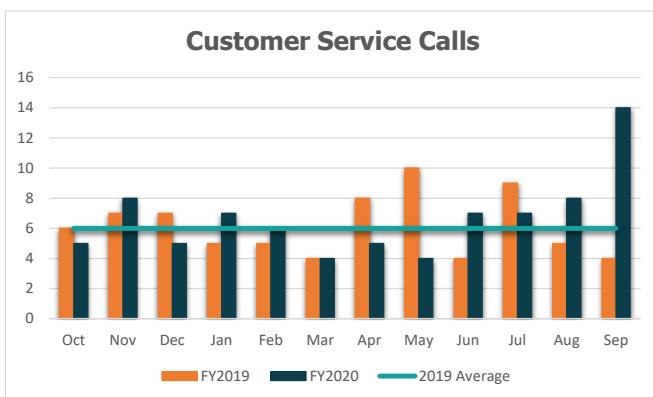
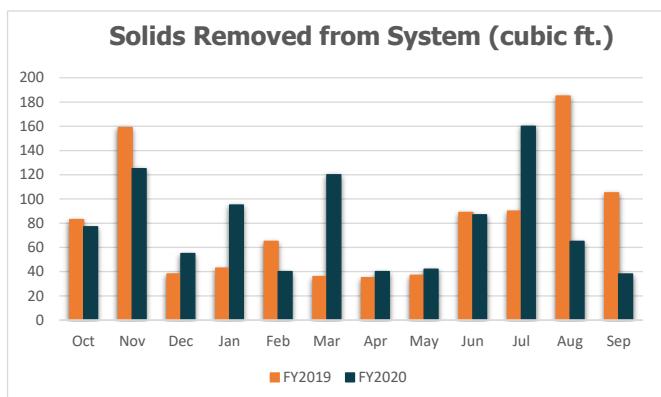
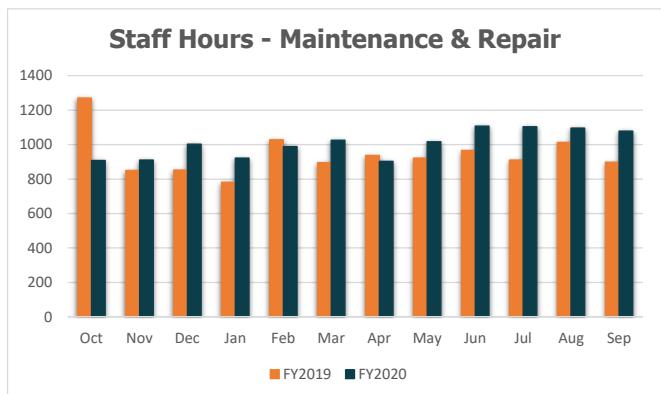
- Implement new work order system
- Bring Thompson Drive utility extension online
- Complete training for Legion Lift Station operation
- Complete demolition of old Legion Lift Station
- Perform quarterly safety training
- Complete new/existing staff training in order to maintain necessary licenses





WATER FUND - WASTEWATER COLLECTIONS

Performance Measures





Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
Sewer Service	\$ 1,541,223	\$ 1,447,942	\$ 1,850,756	\$ 1,763,662	\$ 1,910,095
Excess to General Resources	(833,553)	(771,920)	(1,213,775)	(1,186,285)	(1,234,563)
Total Revenues	707,670	676,021	636,981	577,377	675,532
Expenditures					
Salaries	276,130	289,683	287,337	262,252	267,595
Benefits	89,896	94,929	92,919	84,229	88,061
Travel and Training	2,489	7,781	2,182	2,390	7,039
Total Personnel Services	368,515	392,393	382,438	348,872	362,694
Office Supplies	708	1,062	862	858	750
Tools and Equipment	9,713	10,898	8,748	5,141	7,625
Chemical and Medical	29,297	35,479	13,277	7,995	35,330
Fuel	14,586	12,616	14,818	15,742	12,560
Wearing Apparel	4,137	4,008	3,333	3,783	4,370
Postage and Shipping	127	-	-	176	475
Other Supplies	5,289	11,891	9,606	7,906	6,602
Total Supplies and Materials	63,857	75,955	50,645	41,600	67,712
Building, Structure, Land Maintenance	25,544	15,674	12,734	7,620	14,100
Vehicle	11,829	4,600	9,898	10,544	15,100
Equipment	22,606	8,567	2,470	650	8,295
Street	-	800	625	-	-
Wastewater System Maintenance	105,108	99,840	87,440	77,880	100,000
Total Maintenance and Repairs	165,087	129,481	113,166	96,694	137,495
Utilities	97,102	74,022	86,422	86,337	101,656
Lease / Rent	1,979	3,510	2,510	2,074	3,650
Total Services	99,082	77,532	88,932	88,410	105,306
Other	1,800	660	1,800	1,800	2,325
Total Other Expenses	1,800	660	1,800	1,800	2,325
Building and Structures	9,330	-	-	-	-
Total Capital Outlay	9,330	-	-	-	-
Total Expenditures	\$ 707,670	\$ 676,021	\$ 636,981	\$ 577,377	\$ 675,532

Significant changes for FY2021 include:

- Staffing turnover has created lower salary expense as new employees were brought in at lower rates.
- Staff expects higher electric expense based on actual experience in FY2019.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	0	6	6	6

General Operations

This department is used to account for expenditures that benefit the entire Water Fund, but can not be easily identified as relating to an individual department. Accordingly, the department only has budgeted expenditures with no responsibilities, accomplishments, objectives, or performance measures.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Revenues					
General Resources	\$ 6,653,889	\$ 7,129,951	\$ 7,410,461	\$ 7,118,688	\$ 7,020,932
Total Revenues	6,653,889	7,129,951	7,410,461	7,118,688	7,020,932
Expenditures					
Benefits	25,911	35,000	26,581	170,010	30,000
Total Personnel Services	25,911	35,000	26,581	170,010	30,000
Vehicle	154,146	134,040	134,040	134,040	141,904
Water System	14,400	-	-	-	-
Total Maintenance and Repairs	168,546	134,040	134,040	134,040	141,904
Professional Services	132,728	102,000	129,627	128,023	151,000
Insurance	106,143	120,000	111,000	110,962	115,000
Total Services	238,871	222,000	240,627	238,985	266,000
Other	1,815	263,258	433,560	-	253,760
Total Other Expenses	1,815	263,258	433,560	-	253,760
Transfer Out - General Fund	2,044,089	2,152,089	2,152,089	2,152,089	2,079,093
Transfer Out - Water Asset Replacement	221,926	80,000	180,000	180,000	150,000
Transfer Out - Development Services	41,974	11,871	11,871	11,871	13,613
Transfer Out - Water Debt Service	3,484,897	4,231,693	4,231,693	4,231,693	4,083,802
Total Transfers Out	6,208,573	6,475,653	6,575,653	6,575,653	6,326,508
Total Expenditures	\$ 6,653,889	\$ 7,129,951	\$ 7,410,461	\$ 7,118,688	\$ 7,020,932

Significant changes for FY2021 include:

- Additional Professional Services expense for a risk and resilience assessment, which is new TCEQ requirement.
- Lower transfer to the General Fund based on lower expenditures in administrative departments.
- Lower transfer to Debt Service based on variations in the annual debt service payment schedule.

DEBT SERVICE FUNDS





OVERVIEW

The City uses separate funds called Debt Service Funds in order to budget for annual principal and interest payments on outstanding debt. The General Debt Service Fund uses the modified accrual accounting method, like the General Fund. The Water Debt Service Fund is combined with other Water Funds for annual financial reporting and uses the full accrual method of accounting, like other enterprise funds.

The City has an AA rating from Standard & Poor's rating service for its general obligation debt. This rating indicates a high credit quality and investment grade status.

DEBT LIMITS

There are no dollar amount limits for tax supported debt under state law or the City's home rule charter. However, there are property tax limits that impact the amount of debt a city can issue. The Texas Constitution limits property tax for a home rule city of over 5,000 in population to not more than \$2.50 per \$100 of assessed value. Kerrville's \$0.5116 total tax rate is well below the \$2.50 constitutional limit.

The Texas Attorney General's Administrative Code limits the debt service portion of the levy to no more than \$1.50 per \$100 of assessed value. The City's Financial Management Policy directs that debt service obligations for the General Fund should not cause the debt portion of the tax rate to exceed 25% of the total tax rate. Kerrville debt rate for FY2020 is \$0.0735 or 14.4% of the total \$0.5116 tax rate and much less than the \$1.50 Administrative Code limit.

During the FY2010 budget process, City Council established a policy that no new property tax supported debt requiring a tax rate increase would be issued without voter approval. This means that in order to issue new debt, the City must pay off existing debt or there must be growth in the tax base.

Debt for the Water Fund is limited by City's Financial Management Policy that is adopted by the City Council. The Council has directed that annual Water Fund debt service not exceed 35% of the Water Fund annual revenue. For the FY2021 budget, this limit means that debt service should be less than \$4.6 million. Actual debt service in FY2021 is 31.4% of revenue at \$4.1 million.

DEBT CHANGES

In December 2019, the City completed a debt refunding of its Series 2011A debt that was used to fund the River Trail. The refunding will save the City approximately \$90,000 over the remaining life of the debt. The true interest cost of the refunded debt is 2.04%.

In addition, in October 2020, the City was able to take advantage of historically low interest rates created by the recession by refunding approximately \$11 million in debt that is supported by both the Economic Improvement Corporation and the Water Fund. The refunding will save the City \$854,832 over the remaining life of the debt. The true interest cost of the refunded debt is just 1.355%. Since 2020 refunding results were not available when the FY2021 budget was passed by City Council, this budget book presents all debt service according to debt service schedules in effect as of September 8, 2020, before the refunding took place.

In late September 2020, after the budget was passed, the City and EIC finalized an economic development incentive agreement with Killdeer Mountain Manufacturing. A portion of the incentive was funded with a \$1 million loan from KPUB to the City, which will be paid by EIC. The loan can be repaid early at any time without penalty. Without an early repayment, EIC will pay \$20,000 in interest only in FY2021. This loan is not included in this section because it was not in place when the budget was passed.

GENERAL DEBT SERVICE FUND



GENERAL DEBT SERVICE FUND

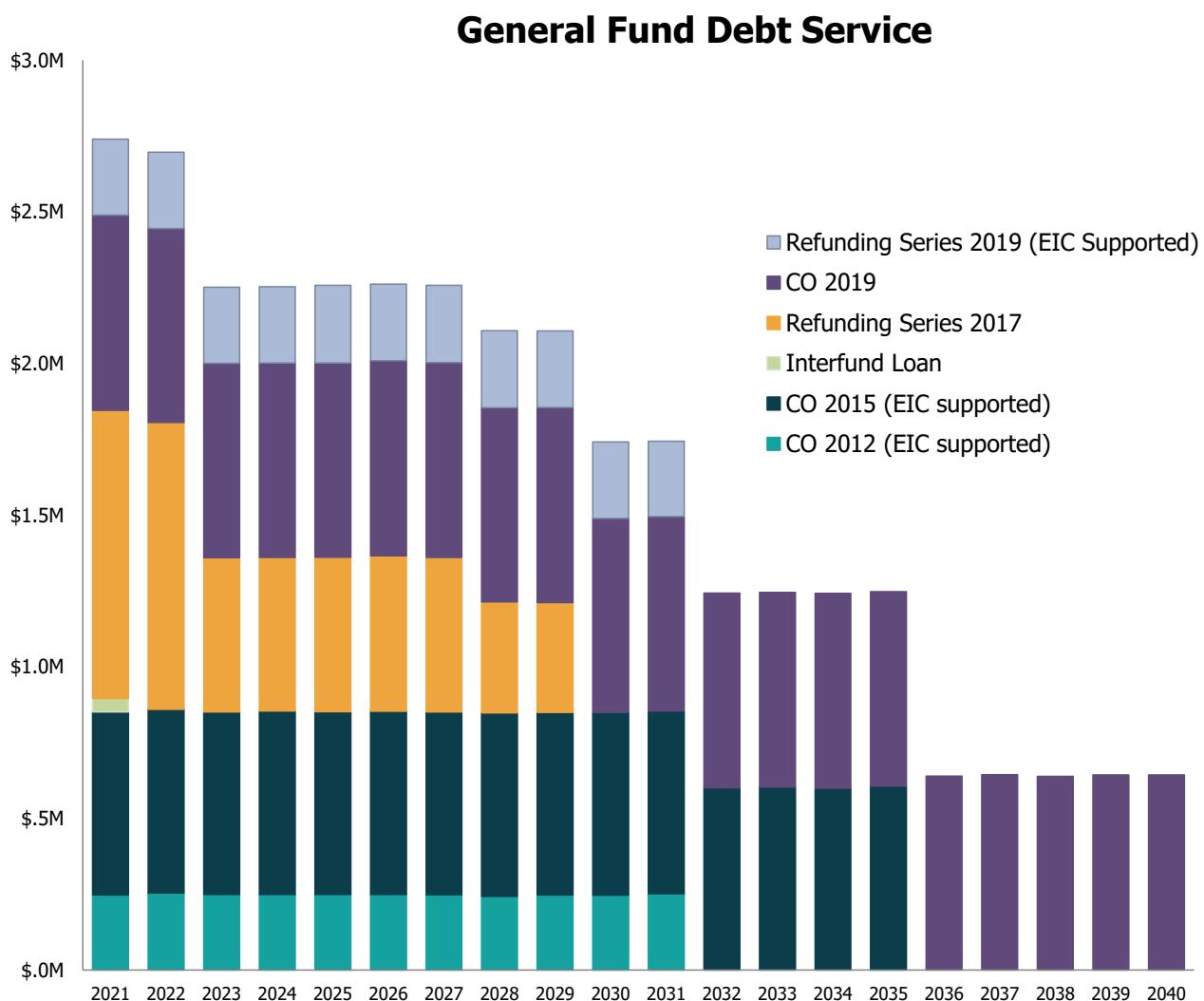
Debt service is funded from property tax revenue and 4B sales tax revenue contributed by the Economic Improvement Corporation to pay for the River Trail, Kerrville Sports Complex and economic incentive related debt.

Expenditures represent both principal and interest payments for debt service.

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Restricted Fund Balance	\$ 1,144,466	\$ 1,243,043	\$ 1,243,043	\$ 1,243,043	\$ 1,176,034
Revenues					
Property Tax - Current	1,457,648	1,542,025	1,542,025	1,553,445	1,691,854
Property Tax - Prior Year	15,253	10,000	10,000	12,273	12,000
Property Tax - Penalty & Interest	10,838	11,000	11,000	13,496	11,000
Total Taxes	1,483,739	1,563,025	1,563,025	1,579,214	1,714,854
EIC - Debt Funding	1,112,186	1,117,236	1,117,236	1,111,400	1,102,324
Total Intergovernmental	1,112,186	1,117,236	1,117,236	1,111,400	1,102,324
Donation	5,947	-	-	-	-
Total Grants and Donations	5,947	-	-	-	-
Interest Revenue	35,434	24,000	24,000	24,624	11,250
Total Interest and Miscellaneous	35,434	24,000	24,000	24,624	11,250
Total Revenues	2,637,306	2,704,261	2,704,261	2,715,238	2,828,428
Expenditures					
Professional Services	400	400	400	700	1,000
Total Services	400	400	400	700	1,000
Debt Principal	1,907,201	1,875,000	1,875,000	1,915,000	1,880,000
Debt Interest	548,993	871,855	871,855	822,314	816,224
Total Other Expenses	2,456,194	2,746,855	2,746,855	2,737,314	2,696,224
Transfer Out - Landfill Closure	37,902	-	-	-	-
Transfer Out - Landfill Post Closure	44,232	44,232	44,233	44,233	44,233
Total Transfer Out	82,134	44,232	44,233	44,233	44,233
Total Expenditures	2,538,729	2,791,487	2,791,488	2,782,246	2,741,456
Net Revenue (Expenditures)	98,577	(87,227)	(87,227)	(67,008)	86,971
Ending Restricted Fund Balance	\$ 1,243,043	\$ 1,155,816	\$ 1,155,816	\$ 1,176,034	\$ 1,263,006



The chart below shows annual debt service through FY2040.





GENERAL DEBT SERVICE FUND

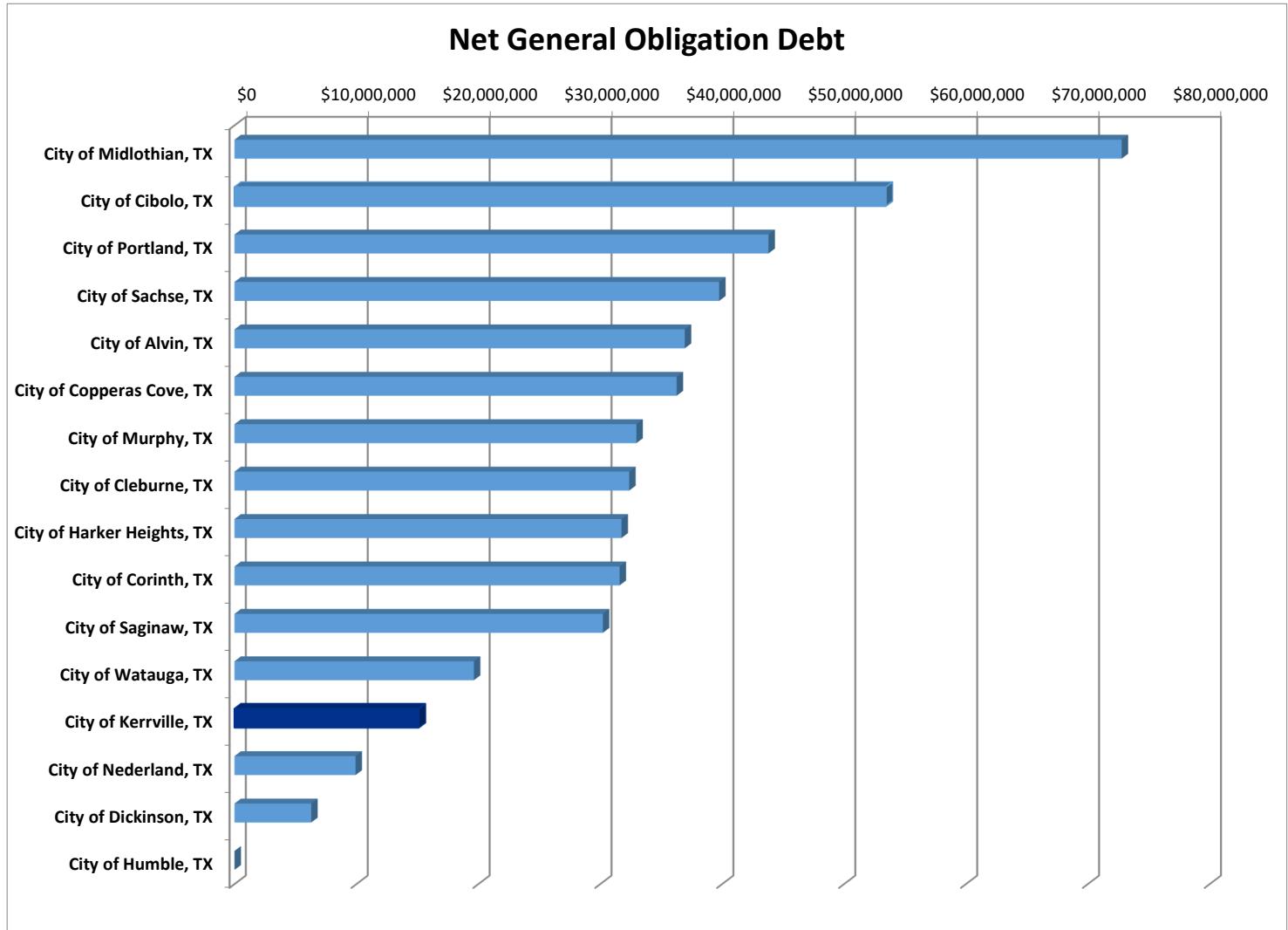
The table below shows annual debt service through FY2040.

General Fund Debt Schedule

	Interfund Loan	CO 2012 (EIC supported)	CO 2015 (EIC supported)	Refunding Series 2017	CO 2019	Refunding Series 2019 (EIC Supported)	Total Payments
2021	44,233	247,830	603,150	950,625	643,275	251,344	2,740,456
2022		254,030	605,350	946,475	639,875	251,019	2,696,749
2023		249,030	602,350	508,325	640,975	250,891	2,251,571
2024		249,030	605,200	506,325	641,475	251,206	2,253,236
2025		248,904	602,600	509,625	640,275	256,700	2,258,104
2026		248,655	604,700	512,750	643,575	252,200	2,261,880
2027		248,280	602,463	509,750	642,475	254,700	2,257,668
2028		242,780	604,950	366,100	640,775	253,950	2,108,555
2029		247,280	602,025	362,100	643,375	252,700	2,107,480
2030		246,530	602,625		640,275	252,150	1,741,580
2031		251,125	602,775		641,475	248,675	1,744,050
2032			601,200		641,875		1,243,075
2033			603,481		641,475		1,244,956
2034			599,406		642,975		1,242,381
2035			606,206		641,550		1,247,756
2036					639,675		639,675
2037					643,750		643,750
2038					638,875		638,875
2039					643,625		643,625
2040					642,938		642,938

DEBT PAID BY PROPERTY TAX

The chart below was prepared by the City's Financial Advisor, Hilltop Securities, and looks at debt paid by property taxes only. The comparison is to other Texas cities of similar size with a AA bond rating. Kerrville's debt paid by property taxes ranks near the bottom in comparison to these cities.



Source: Hilltop Securities

COMMUNITY STRONG



WATER DEBT SERVICE FUND





WATER DEBT SERVICE FUND

The City uses Water Fund debt to finance significant public infrastructure projects such as wells, lift stations, pump stations, transmission lines and water lines. Revenue in this fund is transferred in from the Water Fund. Budgeted expenditures represent both principal and interest payments for debt service.

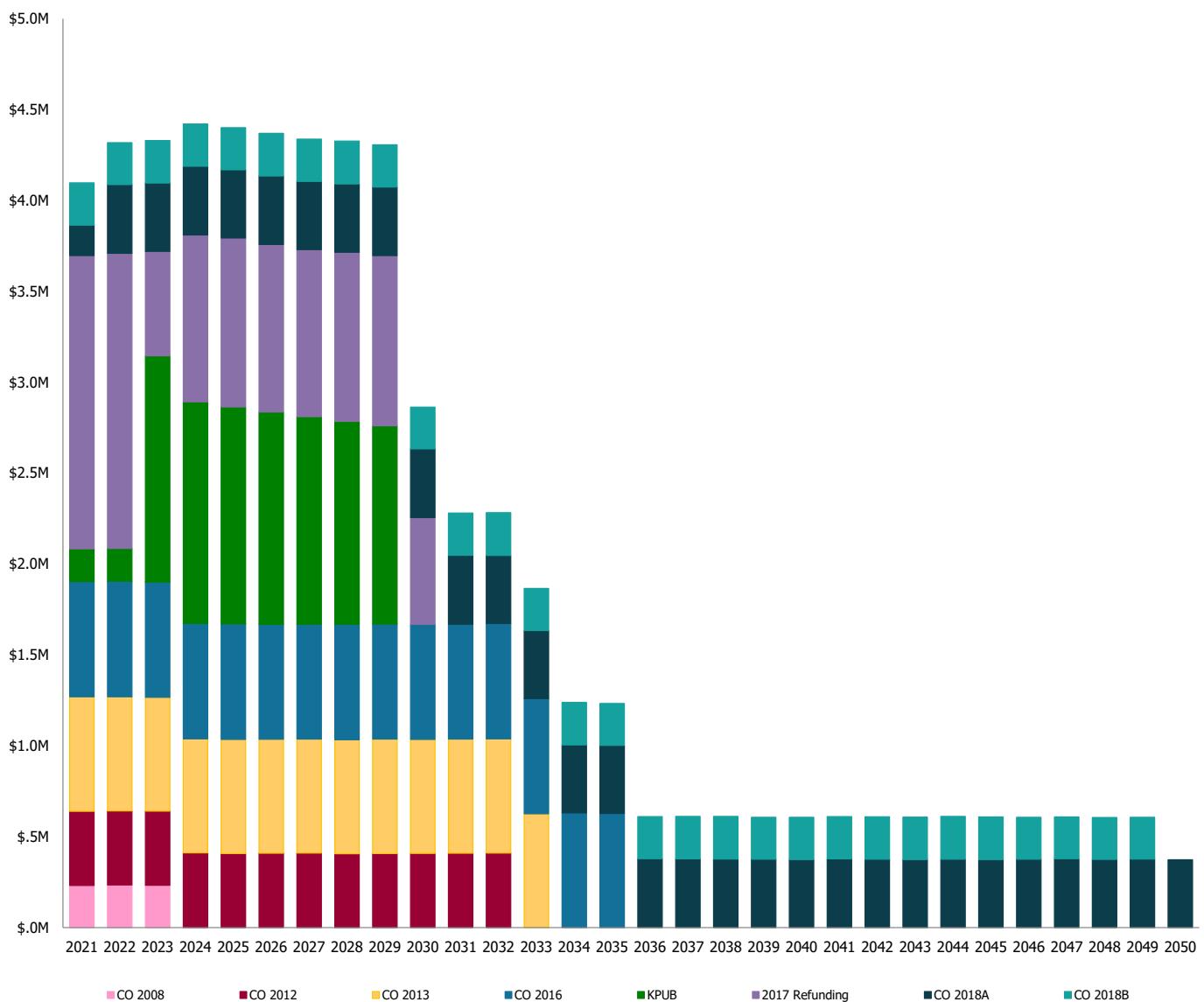
Debt for the Water Fund is limited by City Council policy. The Council has directed that annual Water Fund debt service not exceed 35% of the Water Fund annual revenue. For the FY2021 budget, this limit means that debt service should be less than \$4.6 million. Actual debt service in FY2021 is 31.4% of revenue at \$4.1 million.

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Restricted Fund Balance	\$ 1,732,696	\$ 1,743,521	\$ 1,743,521	\$ 1,743,521	\$ 1,780,765
Revenues					
Interest Revenue	48,860	44,000	44,000	29,373	15,750
Total Interest and Miscellaneous	48,860	44,000	44,000	29,373	15,750
Transfer In - Water Fund	3,900,583	4,231,693	4,231,693	4,231,693	4,083,802
Total Transfer In	3,900,583	4,231,693	4,231,693	4,231,693	4,083,802
Total Revenues	3,949,444	4,275,693	4,275,693	4,261,067	4,099,552
Expenditures					
Professional Services	925	1,925	1,925	1,925	2,550
Total Services	925	1,925	1,925	1,925	2,550
Debt Principal	2,634,626	2,930,000	2,930,000	2,930,000	2,865,000
Debt Interest	1,303,068	1,299,768	1,299,768	1,291,897	1,232,002
Total Other Expenses	3,937,693	4,229,768	4,229,768	4,221,897	4,097,002
Total Expenditures	3,938,618	4,231,693	4,231,693	4,223,822	4,099,552
Net Revenue (Expenditures)	10,825	44,000	44,000	37,244	-
Ending Restricted Fund Balance	\$ 1,743,521	\$ 1,787,521	\$ 1,787,521	\$ 1,780,765	\$ 1,780,765

The chart below shows annual debt service through FY2050.

Water Fund debt is supported by revenues generated in the Water Fund. This graphic representation shows when debt ladders off, indicating capacity to issue additional debt, if needed, for capital projects at that time.

Water Fund Debt Service





WATER DEBT SERVICE FUND

The table below shows detail for annual debt service by issuance through 2050.

Water Fund Debt Schedule

	CO 2008	CO 2012	CO 2013	CO 2016	KPUB	Refunding Series 2017	CO 2018A (Legion)	CO 2018B (TTHM)	Total Payments
2021	231,812	407,715	630,650	633,750	180,000	1,613,550	167,742	231,784	4,097,002
2022	234,819	406,615	628,450	636,150	180,000	1,623,800	377,696	230,596	4,318,125
2023	232,493	408,865	626,175	633,100	1,245,000	574,850	375,503	234,286	4,330,271
2024		410,865	627,600	634,750	1,219,286	917,925	378,116	232,802	4,421,344
2025		407,615	627,600	635,950	1,193,571	929,050	375,454	231,178	4,400,418
2026		409,240	627,400	631,450	1,167,857	922,175	377,572	234,414	4,370,108
2027		410,615	627,000	631,850	1,142,143	918,925	374,377	232,428	4,337,337
2028		406,740	626,400	635,825	1,116,429	930,300	375,912	235,267	4,326,873
2029		407,740	629,250	633,200	1,090,714	936,200	377,140	232,882	4,307,126
2030		408,490	626,763	632,750		587,600	378,028	230,332	2,863,962
2031		409,750	627,638	631,850			378,636	232,662	2,280,535
2032		410,000	628,138	635,500			374,030	234,826	2,282,493
2033			626,775	633,550			374,326	231,834	1,866,484
2034				631,150			374,401	233,762	1,239,312
2035				628,300			374,250	230,511	1,233,061
2036							378,868	232,178	611,046
2037							378,144	233,659	611,803
2038							377,176	234,949	612,125
2039							375,988	231,061	607,049
2040							374,604	232,119	606,723
2041							377,992	232,994	610,986
2042							376,092	233,719	609,811
2043							374,016	234,292	608,308
2044							376,793	234,732	611,525
2045							374,305	235,038	609,343
2046							376,668	230,208	606,875
2047							378,762	230,357	609,118
2048							375,585	230,369	605,954
2049							377,255	230,243	607,498
2050							373,687		373,687

COMMUNITY INVESTMENT PLAN



WHAT IS THE COMMUNITY INVESTMENT PLAN?

The Community Investment Plan is a 10 year capital project plan that focuses on priorities identified in the Kerrville 2050 Comprehensive Plan. Due to the multi-year nature of most projects, the budget focus is on the project budget rather than a fiscal year budget. Budgeting for a project is difficult before plans are complete and bids are received. In addition, priorities over a ten year period are subject to change. Therefore, the Community Investment Plan is reviewed and updated annually to incorporate new information.

WHAT IS A CAPITAL IMPROVEMENT PROJECT?

Capital improvement project funds may be used for:

- A single project that spans more than one fiscal year
- Projects costing more than \$25,000
- Improvement projects that are capitalized as a City owned asset
- A large maintenance project that does not result in a new asset
- Expenditures such as professional services that do not create a capitalizable asset, for example master plans or feasibility studies



HOW ARE PROJECTS PAID FOR?

Capital projects are paid for in a variety of ways including:

- Cash transfers from General Fund or Water Fund
- Debt (General or Water)
- Grants and donations
- 4B funds from the Economic Improvement Corporation

COMMUNITY STRONG





GENERAL CAPITAL PROJECTS FUND

CITY OF KERRVILLE
General Capital Projects Fund

PROJECT FUNDING	GENERAL FUND PROJECTS						
	TOTAL	Previous Years	FY2019	FY2020	FY2021	FY2022	FY2023
1 Beginning Fund Balance			\$4,194,281	\$ 14,165,566	\$ 10,789,746	\$ 3,076,104	\$ 278,874
2 Certificates of Obligation - General Fund	11,100,041	600,041	10,500,000				
3 Certificates of Obligation - EIC supported	13,259,745	13,259,745					
4 General Obligation Bonds - General Fund	TBD						TBD
5 Pay As You Go - transfer from General operating	3,015,887	1,923,887	959,000	133,000		TBD	TBD
6 Pay As You Go - transfer from EIC	6,123,948	4,015,355	788,868	1,319,725			
7 Pay As You Go - transfer from Water Fund	93,586	93,586					
8 Pay As You Go - transfer from other funds	682,502	353,966	379,200	(50,664)			
9 Pay As You Go - interest income	717,793	281,874	108,669	220,000	75,000	10,000	3,000
10 Pay As You Go - asset disposal proceeds	641,640	641,640					
11 Grant / Donation / Outside Funding	4,328,502	2,224,763		1,903,739	200,000		
TOTAL FUNDING AVAILABLE	39,963,644	23,394,857	16,930,018	17,691,366	11,064,746	3,086,104	281,874

PROJECT EXPENDITURES						
1 Street Reconstruction	8,505,784			1,500,000	5,000,000	2,005,784
2 Drainage Improvements	2,001,446			300,000	1,000,000	701,446
3 Olympic Drive Extension	2,593,739		93,741	1,499,998	1,000,000	
4 Downtown Clock Tower Elevator	400,000	30	13,536	26,434	360,000	
5 Sports Complex Grant Funded Improvements	500,000			300,000	200,000	
6 Sidewalk Improvements	300,000			50,000	25,000	25,000
7 Airport T Hangar Project	150,000				150,000	
8 Development Services Software	79,200		38,993	663	39,544	
9 Wayfinding Signs	162,000	133,000			29,000	
10 Body Cameras (Purchase and Replace)	189,720	144,623			45,097	
11 Parks/Facilities Master Plan	20,000				20,000	
12 Subdivision Code	70,000				70,000	
13 Kerrville 2050 Projects	125,000				50,000	75,000
14 Public Safety Complex	TBD					TBD
COMPLETED PROJECTS:						
1 Tennis Center Renovation	1,750,000	129,924	536,966	1,083,110		
2 River Trail to Schreiner University	1,500,000		144,494	1,355,506		
3 Street Improvement Carryover FY2019	350,000			350,000		
4 Street Improvement Carryover - Prior Years	1,070,953	1,036,699	34,254			
5 Downtown & Garage Streetscape Improvements	73,693	47,968	22,595	3,129		
6 Olympic Pool replaster	178,288		62,517	115,771		
7 Aquatics Center Feasibility Study	105,000	95	93,630	11,275		
8 Kerrville Sports Complex	10,745,435	10,570,453	149,673	25,309		
9 Landfill Permitting	757,597	665,382	31,732	60,483		
10 Zoning Code Rewrite	325,476		232,848	92,629		
11 Parking Garage Repairs	775,615	82,707	687,765	5,143		
12 Drainage Master Plan	220,000		182,847	37,153		
13 Drainage Utility Study	60,000			60,000		
14 Pavement Master Plan	107,750		91,060	16,690		
15 Rainwater Harvesting	46,175		37,848	8,327		
16 River Trail	6,491,083	6,316,430	174,652			
17 Public Safety Complex Feasibility Study	101,014	95	100,919			
18 Library Complex	95,554	73,169	22,385			
19 Building Security	11,998		11,998			
TOTAL PROJECTS	39,862,520	19,200,576	2,764,452	6,901,620	7,988,641	2,807,230
REMAINING BALANCE	\$ 101,124	\$ 4,194,281	\$ 14,165,566	\$ 10,789,746	\$ 3,076,104	\$ 278,874
						\$ 256,874

*** THE COMMUNITY INVESTMENT PLAN IS REVIEWED AND ADJUSTED ANNUALLY ***



GENERAL CAPITAL PROJECTS FUND

CITY OF KERRVILLE
General Capital Projects Fund
COMMUNITY INVESTMENT PLAN

PROJECT FUNDING	GENERAL FUND PROJECTS						
	PREDESIGN ESTIMATE						
	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
1 Beginning Fund Balance	\$ 256,874	\$ 234,624	\$ 213,374	\$ 191,374	\$ 169,374	\$ 146,999	\$ 124,249
2 Certificates of Obligation - General Fund							
3 Certificates of Obligation - EIC supported							
4 General Obligation Bonds - General Fund							
5 Pay As You Go - transfer from General operating	TBD	TBD	TBD	TBD	TBD	TBD	TBD
6 Pay As You Go - transfer from EIC							
7 Pay As You Go - transfer from Water Fund							
8 Pay As You Go - transfer from other funds							
9 Pay As You Go - interest income	2,750	3,750	3,000	3,000	2,625	2,250	1,875
10 Pay As You Go - asset disposal proceeds							
11 Grant / Donation / Outside Funding							
TOTAL FUNDING AVAILABLE	259,624	238,374	216,374	194,374	171,999	149,249	126,124
PROJECT EXPENDITURES							
1 Street Reconstruction							
2 Drainage Improvements							
3 Olympic Drive Extension							
4 Downtown Clock Tower Elevator							
5 Sports Complex Grant Funded Improvements							
6 Sidewalk Improvements	25,000	25,000	25,000	25,000	25,000	25,000	25,000
7 Airport T Hangar Project							
8 Development Services Software							
9 Wayfinding Signs							
10 Body Cameras (Purchase and Replace)							
11 Parks/Facilities Master Plan							
12 Subdivision Code							
13 Kerrville 2050 Projects	TBD	TBD	TBD	TBD	TBD	TBD	TBD
14 Public Safety Complex							
COMPLETED PROJECTS:							
1 Tennis Center Renovation							
2 River Trail to Schreiner University							
3 Street Improvement Carryover FY2019							
4 Street Improvement Carryover - Prior Years							
5 Downtown & Garage Streetscape Improvements							
6 Olympic Pool replaster							
7 Aquatics Center Feasibility Study							
8 Kerrville Sports Complex							
9 Landfill Permitting							
10 Zoning Code Rewrite							
11 Parking Garage Repairs							
12 Drainage Master Plan							
13 Drainage Utility Study							
14 Pavement Master Plan							
15 Rainwater Harvesting							
16 River Trail							
17 Public Safety Complex Feasibility Study							
18 Library Complex							
19 Building Security							
TOTAL PROJECTS	25,000	25,000	25,000	25,000	25,000	25,000	25,000
REMAINING BALANCE	\$ 234,624	\$ 213,374	\$ 191,374	\$ 169,374	\$ 146,999	\$ 124,249	\$ 101,124

*** THE COMMUNITY INVESTMENT PLAN IS REVIEWED AND ADJUSTED ANNUALLY ***



GENERAL CAPITAL PROJECTS FUND

CITY OF KERRVILLE

General Capital Projects Fund

COMMUNITY INVESTMENT PLAN

GENERAL FUND PROJECTS

POTENTIAL FUTURE PROJECTS:

Public Safety Complex	TBD
Parks Improvements:	\$ 3,265,000
Tranquility Island Electrical Infrastructure	150,000
KSP Waterline Replacement	300,000
KSP Playground Replacement	75,000
KSP Wi-Fi	TBD
KSP RV Loop Expansion	TBD
Loop 534 Sports Fields Lighting Update	25,000
Carver Park Playground Awning	70,000
Carver Park Field Lighting Improvements	20,000
Olympic Pool Mechanical Room Updates	2,500,000
Guadalupe Park Playground Replacement	50,000
KSC Additional Soccer Parking	50,000
Singing Wind Disc Golf Course	25,000
Golf Course Restroom Rehab	TBD
Golf Course Green Replacement	TBD
Fiber Infrastructure	1,500,000
Louise Hays Park Dam Repairs	741,501
Fire Station 3 Remodel	500,000
Simulcast FD Primary Radio Channel	375,000
TOTAL UNFUNDED PROJECTS	6,381,501 + TBD projects

Detail for project spending over \$200,000 in FY2021 is provided on the following pages.

CIP - STREET IMPROVEMENTS

COMMUNITY INVESTMENT PLAN

CITY OF KERRVILLE

PROJECT NAME:

Street Reconstruction

DESCRIPTION:

This project will focus on full depth reconstruction of streets identified in the Pavement Master Plan



DEPARTMENT:

Streets

FUNDING SOURCE

	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Certificates of Obligation - General Fund supported		8,505,784												8,505,784
Other	-	-	8,505,784	-	-	-	-	-	-	-	-	-	-	8,505,784
TOTAL FUNDING														

PROJECT COST

	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Street Reconstruction			1,500,000	5,000,000	2,005,784									8,505,784
TOTAL PROJECT COST			-	1,500,000	5,000,000	2,005,784	-	-	-	-	-	-	-	8,505,784
OPERATING BUDGET IMPACT														

	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Street Reconstruction														

CIP - DRAINAGE IMPROVEMENTS

CITY OF KERRVILLE

COMMUNITY INVESTMENT PLAN



PROJECT NAME:
Drainage Improvements
DEPARTMENT:
Streets

DESCRIPTION:
This project will focus on drainage improvements around Lois St. and Take It Easy RV Park.

FUNDING SOURCE	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Certificates of Obligation - General Fund supported		2,001,446												2,001,446
Other		-	2,001,446											2,001,446
TOTAL FUNDING														

PROJECT COST	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL	
Drainage Improvements		300,000	1,000,000	701,446										2,001,446	
TOTAL PROJECT COST		-	300,000	1,000,000	701,446									2,001,446	
OPERATING BUDGET IMPACT		PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL

Drainage must be continually maintained, but this project should reduce overall maintenance in the area as frequent flooding will be eliminated.

*** THE COMMUNITY INVESTMENT PLAN IS REVIEWED AND ADJUSTED ANNUALLY ***

CIP - OLYMPIC DRIVE EXTENSION

COMMUNITY INVESTMENT PLAN

CITY OF KERRVILLE

PROJECT NAME:
Olympic Drive Extension
DEPARTMENT:
Streets

DESCRIPTION:
This project will extend Olympic Drive near the new middle school.



FUNDING SOURCE	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Pay As You Go - transfer from EIC		156,000	894,000											1,050,000
Outside Funding - KISD		1,543,739												1,543,739
TOTAL FUNDING	-	156,000	2,437,739	-	-	-	-	-	-	-	-	-	-	2,593,739

PROJECT COST	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Olympic Drive Extension		93,741	1,499,998	1,000,000										2,593,739
TOTAL PROJECT COST	-	93,741	1,499,998	1,000,000	-	-	-	-	-	-	-	-	-	2,593,739

OPERATING BUDGET IMPACT	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Operations & Maintenance				1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000

*** THE COMMUNITY INVESTMENT PLAN IS REVIEWED AND ADJUSTED ANNUALLY ***

CITY OF KERRVILLE

COMMUNITY INVESTMENT PLAN

PROJECT NAME:
Clock Tower Elevator

DESCRIPTION:

The clock tower elevator continues to go out of service on a regular basis because the elevator is exposed to weather and elements. This project proposes enclosing the elevator to alleviate current maintenance and safety issues.



PROJECT COST

FUNDING SOURCE	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Pay as You Go - interest income		100,000												100,000
Pay as You Go - asset disposal proceeds		300,000												300,000
TOTAL FUNDING		400,000		-	-	-	-	-	-	-	-	-	-	400,000

OPERATING BUDGET IMPACT

PROJECT COST	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Clock Tower Elevator	30	13,536	26,434	360,000										400,000
TOTAL PROJECT COST	30	13,536	26,434	360,000	-	-	-	-	-	-	-	-	-	400,000

OPERATING BUDGET IMPACT	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
We anticipate that this project will reduce maintenance costs as the enclosed elevator should require fewer repairs.														

*** THE COMMUNITY INVESTMENT PLANS REVIEWED AND ADJUSTED ANNUALLY ***



CIP - SPORTS COMPLEX IMPROVEMENTS

COMMUNITY INVESTMENT PLAN



PROJECT NAME: Kerrville Sports Complex Improvements

DESCRIPTION:

The City received a donation designated for the Sports Complex that will be used to add softball field lighting and make other improvements.

*** THE COMMUNITY INVESTMENT PLANS REVIEWS AND ADJUSTED ANNUALLY ***



WATER CAPITAL PROJECTS FUND

CITY OF KERRVILLE
Water Capital Projects Fund

PROJECT FUNDING	TOTAL	WATER FUND PROJECTS		ESTIMATED	PREDESIGN ESTIMATES		
		Previous Years	FY2019		FY2021	FY2022	FY2023
1 Beginning Fund Balance			\$6,305,079	\$ 2,806,911	\$4,883,366	\$1,464,401	\$909,401
2 Certificates of Obligation	15,495,058	11,295,058					
3 KPUB Loan	7,500,000	7,500,000					
4 TWDB - Legion Lift & Knapp	8,000,000		789,165	3,610,835	940,000	2,660,000	
5 TWDB - TTHM Mitigation	5,000,000		501,849	4,498,151			
6 TWDB - Disaster Recovery Grant	1,500,000		285,900	50,000	1,164,100		
7 Pay As You Go - EIC Funding	5,000,000	3,000,000	1,000,000	1,000,000			
8 Pay As You Go - Transfer from Water Fund	7,341,889	6,141,889					
9 Pay As You Go - Other funds	245,292	245,292					
10 Pay As You Go - Interest income	854,933	456,735	157,848	90,000	30,000	20,000	10,000
TOTAL FUNDING AVAILABLE	50,937,171	28,638,974	9,039,841	12,055,897	7,017,466	4,144,401	919,401

PROJECT EXPENDITURES

1 Guadalupe River Utility Crossing	1,500,000		286,934	50,000	1,163,066		
2 Bluebell Waterline Replacement	350,000			150,000	200,000		
3 Wastewater Collection/ Plant Master Plan Update*	400,000				200,000		
4 Water Distribution/ Plant Master Plan Update*	400,000				200,000		
5 Ellenburger Well	1,250,000			50,000	1,200,000		
6 System Looping	350,000				150,000	100,000	100,000
7 Knapp Wastewater Collection Projects	3,600,000				940,000	2,660,000	
8 Advanced metering infrastructure	735,000				210,000	275,000	250,000
9 Lois Tank Rehabilitation / Replacement	1,000,000			60,000	940,000		
10 Olympic Drive Utilities	200,000				200,000		
11 21" Interceptor downstream Jefferson LS	1,900,000						
12 12"/18" Interceptor upstream of Knapp LS	2,350,000						
13 Capital Contingency for oversizing, etc.	1,650,000				150,000	200,000	200,000
COMPLETED PROJECTS:							
1 Legion Lift Station	6,400,000	552,296	3,087,749	2,759,956			
2 TTHM Mitigation (Filtration System)	5,000,000	162,044	842,219	3,995,737			
3 Rehabilitate Conventional Plant Clarifier at WTP	1,500,000	91,112	1,363,496	45,391			
4 Rehabilitate Oxidation Ditch at WWTP	413,988	99,376	314,612				
5 GIS technology updates	50,000			50,000			
6 Long Range Water Supply Plan	80,513		70,376	10,137			
7 Reuse System	21,697,920	21,429,067	267,544	1,310			
TOTAL PROJECTS	50,827,421	22,333,895	6,232,930	7,172,530	5,553,066	3,235,000	550,000
REMAI NING BALANCE	\$ 109,751	\$ 6,305,079	\$ 2,806,911	\$ 4,883,366	\$ 1,464,401	\$ 909,401	\$ 369,401

***** THE COMMUNITY INVESTMENT PLAN IS REVIEWED AND ADJUSTED ANNUALLY *****

*Future projects may be adjusted or changed due to master plan updates

POTENTIAL FUTURE PROJECTS:

Water Conservation Projects	TBD
1 MG Clearwell Expansion	2,950,000
Rehabilitate Return Activated Sludge Pump Station	50,000
Water Rights Permit Acquisition	TBD



WATER CAPITAL PROJECTS FUND

CITY OF KERRVILLE

COMMUNITY INVESTMENT PLAN

Water Capital Projects Fund

PROJECT FUNDING	WATER FUND PROJECTS						
	PREDESIGN ESTIMATES						
	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
1 Beginning Fund Balance	\$369,401	\$174,401	\$180,401	\$2,225,401	\$5,401	\$59,151	\$109,451
2 Certificates of Obligation			4,200,000				
3 KPUB Loan							
4 TWDB - Legion Lift & Knapp							
5 TWDB - TTHM Mitigation							
6 TWDB - Disaster Recovery Grant							
7 Pay As You Go - EIC Funding							
8 Pay As You Go - Transfer from Water Fund		200,000	200,000	200,000	200,000	200,000	200,000
9 Pay As You Go - Other funds							
10 Pay As You Go - Interest income	5,000	6,000	45,000	30,000	3,750	300	300
TOTAL FUNDING AVAILABLE	374,401	380,401	4,625,401	2,455,401	209,151	259,451	309,751
PROJECT EXPENDITURES							
1 Guadalupe River Utility Crossing							
2 Bluebell Waterline Replacement							
3 Wastewater Collection/ Plant Master Plan Update*			200,000				
4 Water Distribution/ Plant Master Plan Update*			200,000				
5 Ellenburger Well							
6 System Looping							
7 Knapp Wastewater Collection Projects							
8 Advanced metering infrastructure							
9 Lois Tank Rehabilitation / Replacement							
10 Olympic Drive Utilities							
11 21" Interceptor downstream Jefferson LS			1,900,000				
12 12"/18" Interceptor upstream of Knapp LS				2,350,000			
13 Capital Contingency for oversizing, etc.	200,000	200,000	100,000	100,000	150,000	150,000	200,000
COMPLETED PROJECTS:							
1 Legion Lift Station							
2 TTHM Mitigation (Filtration System)							
3 Rehabilitate Conventional Plant Clarifier at WTP							
4 Rehabilitate Oxidation Ditch at WWTP							
5 GIS technology updates							
6 Long Range Water Supply Plan							
7 Reuse System							
TOTAL PROJECTS	200,000	200,000	2,400,000	2,450,000	150,000	150,000	200,000
REMAINING BALANCE	\$ 174,401	\$ 180,401	\$ 2,225,401	\$ 5,401	\$ 59,151	\$ 109,451	\$ 109,751

*** THE COMMUNITY INVESTMENT PLAN IS REVIEWED AND ADJUSTED ANNUALLY ***

Detail for the largest FY2021 projects follows is provided on the following pages.



CIP - GUADALUPE RIVER UTILITY CROSSING

CITY OF KERRVILLE

PROJECT NAME:
Guadalupe River Utility Crossing
DEPARTMENT:
Public Works

DESCRIPTION:

In October 2018, flooding on the Guadalupe River washed away water and reuse lines that crossed the river near Loop 534 along a footbridge. This project replaces and elevates the lines by moving them under the Loop 534 bridge.

COMMUNITY INVESTMENT PLAN



FUNDING SOURCE	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
TWDB Disaster Recovery Assistance		285,900	50,000	1,164,100										1,500,000
Other	-	285,900	50,000	1,164,100	-	-	-	-	-	-	-	-	-	1,500,000
TOTAL FUNDING														
PROJECT COST	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Flood Damage Repair		286,934	50,000	1,163,066										1,500,000
TOTAL PROJECT COST	-	286,934	50,000	1,163,066	-	-	-	-	-	-	-	-	-	1,500,000
OPERATING BUDGET IMPACT	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
No operating budget impact is anticipated.														

*** THE COMMUNITY INVESTMENT PLAN IS REVIEWED AND ADJUSTED ANNUALLY ***

CIP - BLUEBELL WATERLINE REPLACEMENT

CITY OF KERRVILLE

COMMUNITY INVESTMENT PLAN

PROJECT NAME:
Bluebell Waterline Replacement

DEPARTMENT:
Public Works

DESCRIPTION:

Removal and replacement of an existing 6" cast iron pipe located under Bluebell Road between Jackson Road and Bluebonnet Drive due to age and condition which causes frequent main breaks and service disruptions in the area. The project also includes replacing fire hydrants and curbs, plus repaving the street.



FUNDING SOURCE	PRIOR YRS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Pay as You Go - transfer from Water Fund	350,000													350,000
Other														-
TOTAL FUNDING	350,000	-	350,000											

PROJECT COST	PRIOR YRS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Bluebell Waterline Replacement			150,000	200,000										350,000
TOTAL PROJECT COST	-	-	150,000	200,000	-	350,000								

OPERATING BUDGET IMPACT	PRIOR YRS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Maintenance cost is expected to decrease as the new waterline will require less frequent repairs.														

*** THE COMMUNITY INVESTMENT PLAN IS REVIEWED AND ADJUSTED ANNUALLY ***

COMMUNITY INVESTMENT PLAN

CITY OF KERRVILLE

PROJECT NAME:
Ellenburger Well

DEPARTMENT:
Water Production

DESCRIPTION:
This project is for a future water source. Exploratory drilling is now complete and work is beginning on creating a new well water source.



FUNDING SOURCE	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Certificates of Obligation - Water Fund supported	1,250,000													1,250,000
Other	1,250,000	-	-	-	-	-	-	-	-	-	-	-	-	1,250,000
TOTAL FUNDING														

PROJECT COST	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Ellenburger Well	-	50,000	1,200,000											1,250,000
TOTAL PROJECT COST		50,000	1,200,000	-	-	-	-	-	-	-	-	-	-	1,250,000

OPERATING BUDGET IMPACT	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Operations & Maintenance					20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	180,000

*** THE COMMUNITY INVESTMENT PLAN IS REVIEWED AND ADJUSTED ANNUALLY ***

CITY OF KERRVILLE
COMMUNITY INVESTMENT PLAN

PROJECT NAME:
Knapp Wastewater Collection Projects

DESCRIPTION:

This project expands wastewater system capacity within the Knapp Road basin and downstream of the basin by installing new lines and interceptors. The Legion Lift Station project was completed in FY2020 for less than the amount borrowed from the Texas Water Development Board (TWDB) for that project. The remaining funds are being reallocated to this wastewater project that meets the same criteria for a TWDB subsidized loan.



DEPARTMENT:
Water Reclamation

FUNDING SOURCE

	PRIOR YRS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
TWDB Certificates of Obligation - Water Fund supported	3,600,000													3,600,000
Other	3,600,000	-	-	-	-	-	-	-	-	-	-	-	-	3,600,000
TOTAL FUNDING														

PROJECT COST

	PRIOR YRS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Knapp Wastewater Collection Projects	-	-	-	940,000	2,660,000	-	-	-	-	-	-	-	-	3,600,000
TOTAL PROJECT COST				940,000	2,660,000	-	-	-	-	-	-	-	-	3,600,000

OPERATING BUDGET IMPACT

	PRIOR YRS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Operations & Maintenance	-	-	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	80,000

*** THE COMMUNITY INVESTMENT PLAN IS REVIEWED AND ADJUSTED ANNUALLY ***



CIP - ADVANCED METERING INFRASTRUCTURE

CITY OF KERRVILLE

PROJECT NAME:

Advanced Metering Infrastructure

DESCRIPTION:

This project involves installing data collectors and replacing registers and antennas on existing water meters. The registers and antennas are at the end of their useful life and need to be replaced. Adding the data collectors will allow Utility Billing to read meters from the office resulting in the ability to quickly identify leaks, provide customers better information and reduce water loss. The additional operating costs relate to annual maintenance on new software that will be required.

COMMUNITY INVESTMENT PLAN

DEPARTMENT:
Utility Billing



FUNDING SOURCE	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Pay as You Go - Transfer from Water Fund		465,000	200,000	70,000										465,000
Other - Interest Income			70,000											270,000
TOTAL FUNDING		665,000	200,000	70,000										735,000

PROJECT COST	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Advanced Metering Infrastructure				210,000	275,000	250,000								735,000
TOTAL PROJECT COST				-	210,000	275,000	250,000							735,000

OPERATING BUDGET IMPACT	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Operations & Maintenance						16,000	19,000	22,000	22,000	22,000	22,000	22,000	22,000	189,000

*** THE COMMUNITY INVESTMENT PLAN IS REVIEWED AND ADJUSTED ANNUALLY ***

COMMUNITY INVESTMENT PLAN

CITY OF KERRVILLE

PROJECT NAME:

Lois Tank Rehabilitation / Replacement

DEPARTMENT:

Water Production

DESCRIPTION:

This project involves either rehabilitating or replacing the water tank on Lois Street.



FUNDING SOURCE	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Certificates of Obligation - Water Fund supported Pay as You Go - transfer from Water Fund		680,000												680,000
		320,000												320,000
TOTAL FUNDING		1,000,000	-	-	-	-	-	-	-	-	-	-	-	1,000,000

PROJECT COST	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Lois Tank Rehabilitation / Replacement	-		60,000	940,000										1,000,000
TOTAL PROJECT COST		-	60,000	940,000	-	-	-	-	-	-	-	-	-	1,000,000

OPERATING BUDGET IMPACT	PRIOR YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
Maintenance expenses is expected to decrease as less maintenance will be required on a new or rehabilitated tank.														

*** THE COMMUNITY INVESTMENT PLAN IS REVIEWED AND ADJUSTED ANNUALLY ***

COMMUNITY STRONG



OTHER FUNDS

Golf Course Fund

Scott Schreiner Golf Course is a division of the Parks and Recreation Department. The course provides citizens and guests of Kerrville with an exceptional golfing experience including excellent customer service and immaculate course conditions at a reasonable price. The Golf Course Fund is an enterprise fund for financial reporting purposes.

DEPARTMENT RESPONSIBILITIES

- **Course Operation and Administration:** responsible for daily operation and administration of the golf course including scheduling, tournament administration, capital improvements, lease management, marketing, and financial management
- **Pro Shop:** responsible for operating a well stocked pro-shop with knowledgeable employees that provides desired inventory at a competitive price
- **Course Maintenance:** responsible for maintaining excellent course conditions that meet United States Golf Association specifications using sustainable and recommended turf management techniques

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Redesigned layout of 3 existing maintenance barns and the maintenance yard to better house equipment, supplies, fertilizer, and chemicals
- Reshaped tees, fairways and green surrounds to give course fresh look
- Implemented intensive winter tree trimming program
- Added Taylor Made system for custom fit golf club sales
- Converted to new software to allow online reservations
- Transitioned Golf into the Parks and Recreation Department

FY2021 OBJECTIVES

Key Priority Area: Parks, Open Space & The River Corridor

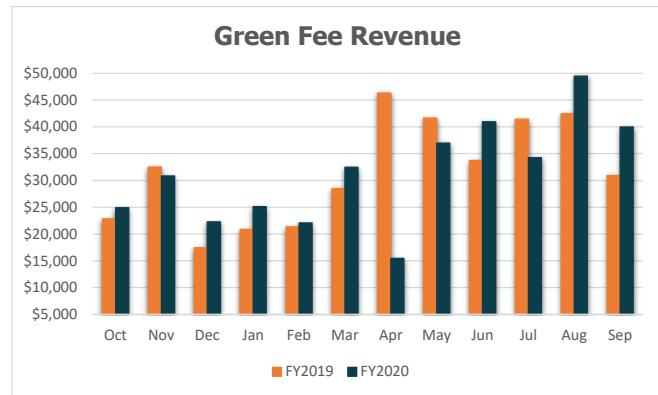
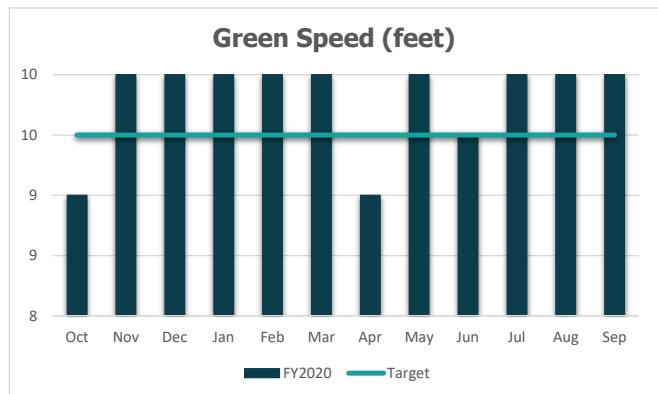
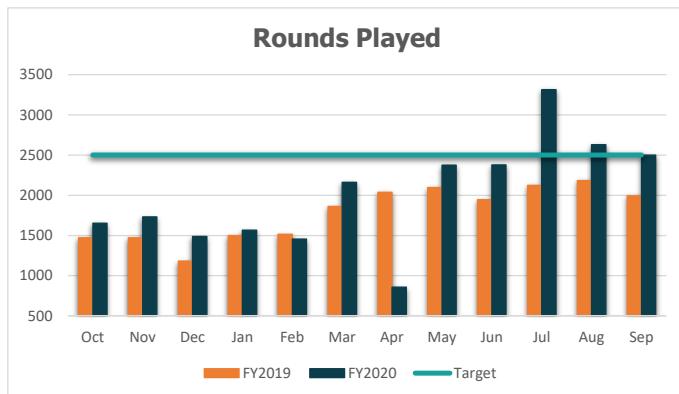
- Elevate instruction by utilizing staff members to teach, coach, and lead clinics
- Add additional tee boxes for Championship Flight players, as well as youth golfers
- Improve marketing efforts and increase customer base
- Grow relationship with South Texas PGA and West Texas Junior Golf Tour to expand number of junior tournaments
- Add Under Armour Golf to vendor line up



Did you know?

Scott Schreiner Golf Course closed temporarily during the COVID-19 pandemic. As part of the re-opening phase, the course accepted reservations and payments only by phone. Golf staff disinfected carts and other equipment and arranged a contact-free experience for customers.

Performance Measures



Revenues by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Fund Balance	\$ (99,406)	\$ (213,768)	\$ (213,768)	\$ (213,768)	\$ (239,654)
Revenues					
Green Fees	379,929	410,749	410,749	374,777	377,303
Cart Rentals	209,526	243,813	243,813	239,009	217,132
Membership Dues	69,956	76,475	76,475	58,252	75,970
Private Cart Revenue	4,583	3,000	3,000	6,515	3,000
Driving Range Revenue	27,344	26,500	26,500	25,626	26,800
Golf Merchandise	77,677	75,000	75,000	78,019	80,000
Merchandise - Tax Exempt	16,103	7,000	7,000	4,133	7,000
Food Sales	15,274	23,000	23,000	21,000	20,000
Beer Sales	37,769	50,000	50,000	49,680	49,500
Trade Rounds	-	-	-	5,418	10,000
Handicap Membership - Dues	-	-	-	50	-
Total Recreation	838,161	915,537	915,537	862,479	866,705
Timely Discount	-	1,000	1,000	-	-
Interest Revenue	242	-	-	77	-
Miscellaneous Revenue	5,119	1,000	1,000	6,338	1,000
Total Interest and Miscellaneous	5,360	2,000	2,000	6,415	1,000
Transfer In - General Fund	70,000	70,000	26,340	70,000	70,000
Transfer In - HOT	10,000	10,000	10,000	10,000	10,000
Total Transfer In	80,000	80,000	36,340	80,000	80,000
Total Revenues	923,521	997,537	953,877	948,894	947,705

Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Expenditures					
Salaries	359,256	418,129	362,568	375,305	381,541
Benefits	200,821	124,778	124,778	117,329	123,143
Travel and Training	2,395	3,870	3,870	845	7,404
Total Personnel Services	562,473	546,777	491,216	493,480	512,088
Office Supplies	2,047	2,862	2,862	2,220	2,721
Tools and Equipment	10,589	12,353	11,603	7,065	7,233
Chemical and Medical	22,906	29,725	29,725	27,955	30,415
Fuel	9,344	9,125	9,125	4,305	6,642
Wearing Apparel	670	1,725	1,125	847	2,372
Postage and Shipping	321	350	350	192	250
Cost of Goods Sold	105,449	88,000	88,000	105,597	88,200
Other Supplies	14,117	23,286	18,686	18,355	23,571
Total Supplies and Materials	165,442	167,426	161,476	166,536	161,404
Building, Structure, Land Maintenance	2,081	4,631	4,631	4,090	3,140
Vehicle	3,640	-	-	145	-
Equipment	42,933	41,883	61,183	55,369	46,458
Technology	393	-	5,500	5,418	10,000
Total Maintenance and Repairs	49,046	46,514	71,314	65,022	59,598
Utilities	53,143	74,041	67,841	67,755	69,591
Professional Services	13,943	39,000	44,200	40,166	14,400
Insurance	8,365	8,800	8,800	9,077	9,300
Advertising	-	500	0	-	500
Equipment Lease	108,012	105,400	101,200	95,307	111,765
Total Services	183,462	227,741	222,041	212,305	205,556
Community Support	4,411	821	821	10	920
Other	7,778	8,258	7,008	6,691	8,139
Total Other Expenses	12,189	9,079	7,829	6,701	9,059
Total Expenditures	972,612	997,537	953,877	944,043	947,705
Net Revenue (Expenditures)	(49,092)	-	-	4,851	-
Non Cash Adjustments	(65,270)	(40,000)	(40,000)	(30,738)	(40,000)
Ending Fund Balance	(213,768)	(253,768)	(253,768)	(239,654)	(279,654)
Ending Cash Balance	\$ 29,677	\$ 29,677	\$ 29,677	\$ 72,020	\$ 34,528

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	10	10	7	7
Part-Time	6	7	7	7



GENERAL ASSET REPLACEMENT FUND

The General Asset Replacement Fund is a governmental fund type that is consolidated with the General Fund for financial reporting purposes. The fund is dedicated for the replacement of General Fund capital items such as fleet vehicles, heavy equipment, and IT purchases.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Committed Fund Balance	\$ 2,869,576	\$ 1,920,045	\$ 1,920,045	\$ 1,920,045	\$ 2,054,837
Revenues					
Asset Disposal Proceeds	55,797	25,000	25,000	8,303	10,000
Interest Revenue	58,943	20,000	20,000	17,615	3,750
Total Interest and Miscellaneous	114,740	45,000	45,000	25,918	13,750
Transfer In - General Fund	200,000	-	1,451,030	1,451,030	-
Transfer In - Gen Capital Projects	-	-	-	-	-
Transfer In - Insurance Reserve	-	-	-	3,678	-
Total Transfer In	200,000	-	1,451,030	1,454,708	-
Total Revenues	314,740	45,000	1,496,030	1,480,626	13,750
Expenditures					
Tools and Equipment	35,512	-	40,100	39,954	-
Total Supplies and Materials	35,512	-	40,100	39,954	-
Vehicle Lease	-	14,924	14,924	9,055	15,167
Total Services	-	14,924	14,924	9,055	15,167
Vehicles	1,050,870	1,166,900	1,113,500	1,081,537	455,542
Machinery-Tools-Equipment	177,890	229,400	242,700	215,289	116,400
Total Capital Outlay	1,228,759	1,396,300	1,356,200	1,296,826	571,942
Total Expenditures	1,264,271	1,411,224	1,411,224	1,345,835	587,109
Net Revenue (Expenditures)	(949,531)	(1,366,224)	84,806	134,791	(573,359)
Ending Committed Fund Balance	\$ 1,920,045	\$ 553,821	\$ 2,004,851	\$ 2,054,837	\$ 1,481,478

GENERAL ASSET REPLACEMENT FUND

The General Asset Replacement Fund is a governmental fund type that is consolidated with the General Fund for financial reporting purposes. The fund is dedicated for the replacement of General Fund capital items such as fleet vehicles, heavy equipment, and IT purchases.

Note: The City began utilizing Enterprise Fleet Management Lease Services in FY2020 as part of the vehicle replacement program for some City vehicles. This is not only a money-saving option, but allows the City to replace vehicles more frequently than if vehicles were owned by the City. Having the ability to replace vehicles more frequently increases the safety of City drivers by ensuring that vehicles are equipped with up-to-date safety features. This program does not include public safety or heavy use vehicles.

FY2021 expenditures include:

- 3 Virtual Hosts for Information Technology - \$33,000 each
- 2 Streets Dump Trucks - \$85,271 each
- 3 Patrol Vehicles - \$45,000 each
- Quantar Repeater for Police - \$17,400
- Ambulance for EMS - \$150,000
- 3 Vehicle Leases - \$15,167

Vehicle Lease includes:

- 3 Parks Maintenance Trucks



Kerrville Police Department 2020 Explorer



Parks Grappling Truck purchased in FY2020



First Enterprise Lease Vehicle



WATER ASSET REPLACEMENT FUND

The Water Asset Replacement Fund is an enterprise fund for financial reporting purposes dedicated for the replacement of Water Fund capital items such as fleet vehicles and heavy equipment.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Fund Balance	\$ 425,581	\$ 330,751	\$ 330,751	\$ 330,751	\$ 318,946
Revenues					
Asset Disposal Proceeds	6,705	10,000	10,000	-	25,000
Interest Revenue	10,382	2,000	2,000	3,657	1,500
Total Interest and Miscellaneous	17,087	12,000	12,000	3,657	26,500
Transfer In - Water Fund	221,926	80,000	180,000	180,000	150,000
Total Transfer In	221,926	80,000	180,000	180,000	150,000
Total Revenues	239,013	92,000	192,000	183,657	176,500
Expenditures					
Vehicle Lease	-	7,679	7,679	912	20,092
Total Services	-	7,679	7,679	912	20,092
Vehicles	49,990	-	-	-	395,000
Machinery-Tools-Equipment	283,853	166,000	194,550	194,550	30,000
Total Capital Outlay	333,843	166,000	194,550	194,550	425,000
Total Expenditures	333,843	173,679	202,229	195,462	445,092
Net Revenue (Expenditures)	(94,830)	(81,679)	(10,229)	(11,805)	(268,592)
Ending Fund Balance	\$ 330,751	\$ 249,072	\$ 320,522	\$ 318,946	\$ 50,354

FY2021 expenditures include:

- Vac-Con Cleaner - \$395K
- Total Organic Carbon (TOC) Analyzer for Lab - \$30K
- Vehicle Lease - \$20K

Vehicle Lease includes:

- 1 Lab Truck
- 1 Water Reclamation Truck
- 1 Water Production Truck





The Hotel Occupancy Tax Fund is a special revenue fund in the governmental funds category for financial reporting purposes that accounts for revenues and expenditures related to the hotel/motel occupancy tax received by the City. Money in this fund must be used to promote the convention and tourism industry in Kerrville.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Restricted Fund Balance	\$ 1,169,842	\$ 1,327,410	\$ 1,327,410	\$ 1,327,410	\$ 1,347,046
Revenues					
Occupancy Tax	1,415,761	1,438,500	1,438,500	1,173,973	1,274,185
Total Tax Revenue	1,415,761	1,438,500	1,438,500	1,173,973	1,274,185
Interest Revenue	28,809	20,000	20,000	17,808	7,500
Total Interest and Miscellaneous	28,809	20,000	20,000	17,808	7,500
Transfer In - Hot Reserve	-	-	3,340	3,340	-
Total Transfer In	-	-	3,340	3,340	-
Total Revenues	1,444,571	1,458,500	1,461,840	1,195,121	1,281,685
Expenditures					
Postage and Shipping	126	-	-	-	-
Total Supplies and Materials	126	-	-	-	-
Professional Services	13,331	52,500	52,500	40,475	4,800
Advertising	942,000	990,000	990,000	841,500	891,000
Total Services	955,331	1,042,500	1,042,500	881,975	895,800
Community Support	128,100	189,500	189,500	112,269	195,885
Other	168,445	160,000	160,000	141,241	150,000
Contingency	-	26,500	26,500	-	-
Total Other Expenses	296,545	376,000	376,000	253,510	345,885
Transfer Out - General Fund	25,000	30,000	30,000	30,000	30,000
Transfer Out - Golf	10,000	10,000	10,000	10,000	10,000
Total Transfer Out	35,000	40,000	40,000	40,000	40,000
Total Expenditures	1,287,003	1,458,500	1,458,500	1,175,485	1,281,685
Net Revenue (Expenditures)	157,568	-	3,340	19,636	-
Ending Restricted Fund Balance	\$ 1,327,410	\$ 1,327,410	\$ 1,330,750	\$ 1,347,046	\$ 1,347,046

FY2021 funding includes:

- CVB Funding: \$891,000
- Arts Coop (administered by CVB): \$50,000
- Kerrville River Festival: \$81,385
- 4th on the River, Festival of the Arts, MOWA Exhibits and Triathlon: \$25,000 for each event
- Kerrville Sports Complex Super Rake: \$14,500
- Playhouse 2000: \$50,000 for operations, \$50,000 grant matching
- Events Coordinator position in General Fund: \$30,000
- Golf Tournaments: \$10,000



HOT OCCUPANCY TAX RESERVE FUND

The HOT Reserve Fund is a special revenue fund in the governmental funds category for financial reporting purposes that accounts for funds that originated from hotel occupancy tax and will be used for activities or projects that promote tourism in Kerrville.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Restricted Fund Balance	\$ 391,797	\$ 401,462	\$ 401,462	\$ 401,462	\$ -
Revenues					
Interest Revenue	9,665	403	403	1,878	-
Total Interest and Miscellaneous	9,665	403	403	1,878	-
Total Revenues	9,665	403	403	1,878	-
Expenditures					
Transfer Out to Hotel Occupancy Fund	-	-	3,340	3,340	-
Project Contribution	-	400,000	400,000	400,000	-
Total Expenditures	-	400,000	403,340	403,340	-
Net Revenue (Expenditures)	9,665	(399,597)	(402,937)	(401,462)	-
Ending Restricted Fund Balance	\$ 401,462	\$ 1,865	\$ (1,475)	\$ -	\$ -

- This fund was completely distributed to fund the Arcadia Theater renovations in FY2020. The fund was closed at the end of FY2020.



Garage

The Garage Fund is an internal service fund established to account for the costs of operating a maintenance facility for City owned vehicles and equipment. All funds with vehicles are assessed a charge for the garage.

DEPARTMENT RESPONSIBILITIES

- **Preventative Maintenance:** responsible for providing routine and preventative maintenance to vehicles and equipment
- **Response Maintenance:** responsible for repairing vehicles and equipment in a timely and cost effective manner
- **Predictive Maintenance:** responsible for analyzing repairs and developing a predictive model to anticipate break downs before they occur to reduce unscheduled repairs and costs
- **Emergency Response:** responsible for responding to roadside emergencies of the City owned fleet
- **Inventory, Purchasing, and Fleet Management:** responsible for citywide ordering of supplies and inventory as well as overall fleet management services

DEPARTMENT ACCOMPLISHMENTS

In the last year, we:

- Improved vehicle replacement plan, utilizing data from I-Works software
- Received training to ensure better service for ambulances and fire trucks
- Purchased and installed new lift to maintain heavy equipment
- Purchased and installed new tire balancer for increased capacity
- Implemented Enterprise Lease Program

FY2021 OBJECTIVES

Key Priority Area: Mobility & Transportation

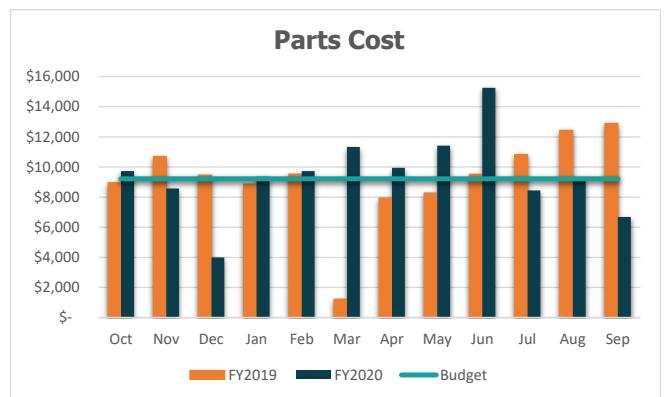
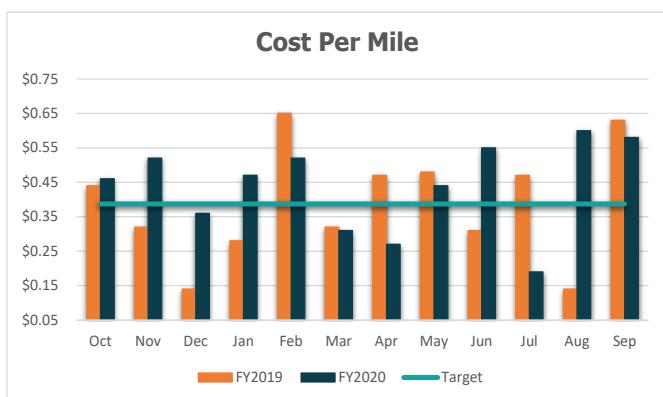
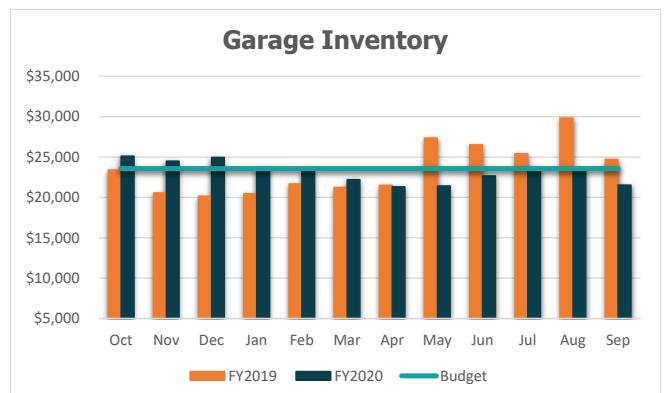
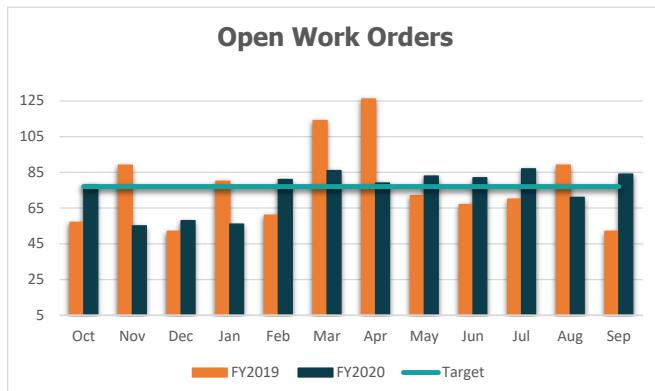
- Ensure fiscal responsibility of assigned budget
- Control and reduce vehicle operating costs
- Ensure procurement, replacement, and reassignment of quality vehicles that meet operational demands
- Provide exceptional customer service to City departments
- Ensure effective inventory management
- Staff the garage with highly qualified employees
- Maintain a highly satisfied workforce



Did you know?

The City's Purchasing Specialist is an employee of the Garage. During the COVID-19 pandemic, the Purchasing Specialist was assigned to locate sources for personal protective equipment (PPE) for all City employees.

Performance Measures



Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Fund Balance	\$ 21,951	\$ 17,140	\$ 17,140	\$ 17,140	\$ 9,099
Revenues					
Maintenance Contracts	346,332	360,631	345,519	360,631	394,627
Total Service Revenue	346,332	360,631	345,519	360,631	394,627
Interest Revenue	1,616	1,100	1,100	708	375
Miscellaneous Revenue	2,500	-	-	-	-
Total Interest and Miscellaneous	4,116	1,100	1,100	708	375
Total Revenues	350,448	361,731	346,619	361,339	395,001
Expenditures					
Salaries	216,753	230,464	230,464	234,487	259,415
Benefits	75,212	78,277	78,777	79,332	90,038
Travel and Training	5,585	3,589	5,341	5,211	2,233
Total Personnel Services	297,550	312,330	314,582	319,030	351,686
Office Supplies	659	652	602	453	652
Tools and Equipment	9,697	13,100	13,249	14,098	11,375
Chemical and Medical	222	505	405	613	300
Fuel	1,838	1,388	1,388	1,587	1,500
Wearing Apparel	2,992	3,145	3,045	3,191	3,245
Other Supplies	1,300	1,300	650	782	1,180
Total Supplies and Materials	16,708	20,090	19,339	20,724	18,252
Building, Structure, Land Maintenance	2,655	3,892	500	794	3,900
Vehicle	1,586	544	544	636	1,729
Equipment	3,696	5,090	2,690	2,450	4,310
Total Maintenance and Repairs	7,937	9,526	3,733	3,881	9,939
Utilities	4,594	5,436	4,936	3,972	4,972
Professional Services	485	350	650	615	550
Insurance	4,082	4,000	4,000	4,438	4,000
Vehicle Lease	-	5,603	3,103	3,132	5,603
Total Services	9,161	15,389	12,689	12,157	15,125
Building and Structure	-	24,397	-	-	-
Machinery, Tools and Equipment	-	-	16,276	16,276	-
Total Capital Outlay	-	24,397	16,276	16,276	-
Total Expenditures	331,355	381,732	366,619	372,067	395,002
Net Revenue (Expenditures)	19,093	(20,000)	(20,000)	(10,727)	-
Non-Cash Adjustments	(23,904)	-	-	2,687	-
Ending Fund Balance	\$ 17,140	\$ (2,860)	\$ (2,860)	\$ 9,099	\$ 9,099

Revenues & Expenditures by Line Item

Significant changes for FY2021 include:

- 25% of the salary and benefit costs for the Executive Director of Innovation position was moved to this fund in FY2021. In FY2020, the cost was netted out of the maintenance contract revenue, but the accounting was changed in FY2021.
- FY2020 contains capital equipment purchases that will not recur in FY2021.

Employee Count				
Employee Type	FY2018	FY2019	FY2020	FY2021
Full-Time	5	5	5	5.25



The Employee Benefit Trust Fund is an internal service fund in the proprietary funds financial reporting category used to account for insurance payments for employee health care. Expenditures from this fund are made in accordance with Texas Insurance Code, Chapter 222, which establishes trusts for the payment of employee benefit premiums. Fund balance may be used to absorb the cost of increased premiums so that employee contributions can remain unchanged or increase at a lower rate.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Fund Balance	\$ 318,945	\$ 255,819	\$ 255,819	\$ 255,819	\$ 320,320
Revenues					
City and Employee Premiums	3,095,169	3,369,000	3,369,000	3,196,215	3,498,000
Refunded Claims	-	-	-	36	-
Total Revenues	3,095,169	3,369,000	3,369,000	3,196,251	3,498,000
Expenditures					
Professional Services	30,000	30,000	30,000	30,181	30,000
Insurance	3,128,295	3,339,000	3,339,000	3,101,570	3,468,000
Total Services	3,158,295	3,369,000	3,369,000	3,131,750	3,498,000
Total Expenditures	3,158,295	3,369,000	3,369,000	3,131,750	3,498,000
Net Revenue (Expenditures)	(63,127)	-	-	64,501	-
Ending Fund Balance	\$ 255,819	\$ 255,819	\$ 255,819	\$ 320,320	\$ 320,320

Significant changes for FY2021 include:

- The City renegotiated its contract for employee medical insurance with Blue Cross Blue Shield of Texas for FY2021. Rates will increase by 8% in the new contract. Per City Council instruction, the City will pay the entire increase. Employee's premiums will remain unchanged in FY2021.



The Parkland Dedication Fund is a capital projects fund for financial reporting purposes that allocates a portion of new construction permit revenue for the purchase and development of future parkland. Funds are reserved by location, according to whether the new construction is located east or west of Sidney Baker Street.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Committed Fund Balance	\$ 154,226	\$ 112,396	\$ 112,396	\$ 112,396	\$ 129,218
Revenues					
Parkland Fee - East	6,975	20,000	20,000	8,475	15,000
Parkland Fee - West	13,650	4,000	4,000	6,650	9,500
Total Fees	20,625	24,000	24,000	15,125	24,500
Interest Revenue	3,566	400	400	1,696	563
Total Interest and Miscellaneous	3,566	400	400	1,696	563
Total Revenues	24,191	24,400	24,400	16,821	25,063
Expenditures					
Building and Structures	66,021	54,400	54,400	-	25,063
Total Capital Outlay	66,021	54,400	54,400	-	25,063
Total Expenditures	66,021	54,400	54,400	-	25,063
Net Revenue (Expenditures)	(41,830)	(30,000)	(30,000)	16,821	-
Ending Committed Fund Balance	\$ 112,396	\$ 82,396	\$ 82,396	\$ 129,218	\$ 129,218



POLICE SPECIAL REVENUE FUND

The Police Special Revenue Fund is a special revenue fund in the governmental funds category for financial reporting purposes that accounts for revenue restricted for Police related expenditures. Revenue includes distributions from the State of Texas for law enforcement officer standards and education (LEOSE). This funding must be used for law enforcement training. In addition, funds awarded to the City through a judgement of forfeiture that arises from seized cash or proceeds from the sale of seized items are recorded in this fund and must be used for law enforcement related expenditures.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Restricted Fund Balance	\$ 60,979	\$ 79,841	\$ 79,841	\$ 79,841	\$ 112,142
Revenues					
State - LEOSE - PD	4,397	4,000	4,000	4,299	4,200
State - LEOSE - Fire Marshal	738	700	700	741	740
Police - Grants/Donations	4,937	-	-	-	-
Proceeds - Seized Items sold	2,349	3,500	3,500	39,886	4,000
Restitution	1,815	450	450	494	450
Cash Seizures Awarded	34,577	20,000	20,000	8,842	20,000
Interest Revenue	2,457	1,800	1,800	1,517	563
Miscellaneous Revenue	938	1,000	1,000	1,481	1,000
Total Interest and Miscellaneous	52,209	31,450	31,450	57,259	30,953
Total Revenues	52,209	31,450	31,450	57,259	30,953
Expenditures					
Travel and Training	-	4,700	4,700	-	4,700
Total Personnel Services	-	4,700	4,700	-	4,700
Tools and Equipment	3,462	3,000	3,000	-	41,560
Wearing Apparel	-	19,542	19,542	19,542	-
Other Supplies	267	500	500	-	500
Total Supplies and Materials	3,729	23,042	23,042	19,542	42,060
Other	9,783	5,000	5,000	5,416	5,000
Total Other Expenses	9,783	5,000	5,000	5,416	5,000
Vehicles	19,835	40,000	40,000	-	-
Total Capital Outlay	19,835	40,000	40,000	-	-
Total Expenditures	33,347	72,742	72,742	24,958	51,760
Net Revenue (Expenditures)	18,862	(41,292)	(41,292)	32,301	(20,808)
Ending Restricted Fund Balance	\$ 79,841	\$ 38,549	\$ 38,549	\$ 112,142	\$ 91,335

FY2021 funding includes:

- Replacement tactical helmets: \$22,310
- Replacement iPads for patrol vehicles: \$19,250
- Training: \$4,700



LIBRARY MEMORIAL FUND

The Library Memorial Fund is a special revenue fund in the governmental funds category for financial reporting purposes that accounts for contributions from private sources that must be used for special programs or other expenses at the Butt-Holdsworth Memorial Library. An organization called Friends of the Library (FOTL) is the primary source of recurring annual contributions.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Committed Fund Balance	\$ 431,719	\$ 2,632,745	\$ 2,632,745	\$ 2,632,745	\$ 2,740,309
Revenues					
Friends of the Library Contribution	29,872	31,000	31,000	25,168	25,000
Donations	2,179,566	30,000	30,000	140,776	10,000
Total Grants and Donations	2,209,438	61,000	61,000	165,943	35,000
Oil and Gas Revenue	867	720	720	621	720
Interest Revenue	20,424	9,400	9,400	34,821	7,500
Total Interest and Miscellaneous	21,291	10,120	10,120	35,442	8,220
Transfer In - Gen Capital Projects	-	-	-	76,690	-
Total Transfer In	-	-	-	76,690	-
Total Revenues	2,230,729	71,120	71,120	278,076	43,220
Expenditures					
Tools and Equipment	3,857	-	43,000	44,441	
Other Supplies	2,347	3,800	3,800	904	3,800
Total Supplies and Materials	6,203	3,800	46,800	45,345	3,800
Technology	2,170	-	-	-	-
Total Maintenance and Repairs	2,170	-	-	-	-
Professional Services	3,474	4,500	4,500	200	4,500
Advertising	309	500	500	-	500
Total Services	3,783	5,000	5,000	200	5,000
Other	61	8,095	8,095	3,111	9,150
Total Other Expenses	61	8,095	8,095	3,111	9,150
Buildings and Structures	-	242,000	156,000	-	300,000
Vehicles	-	77,000	77,000	-	77,000
Technology Equipment	-	35,000	78,000	77,806	-
Books and Records	17,486	61,674	61,674	44,049	61,674
Total Capital Outlay	17,486	415,674	372,674	121,855	438,674
Total Expenditures	29,703	432,569	432,569	170,512	456,624
Net Revenue (Expenditures)	2,201,026	(361,449)	(361,449)	107,564	(413,404)
Ending Committed Fund Balance	\$ 2,632,745	\$ 2,271,296	\$ 2,271,296	\$ 2,740,309	\$ 2,326,905

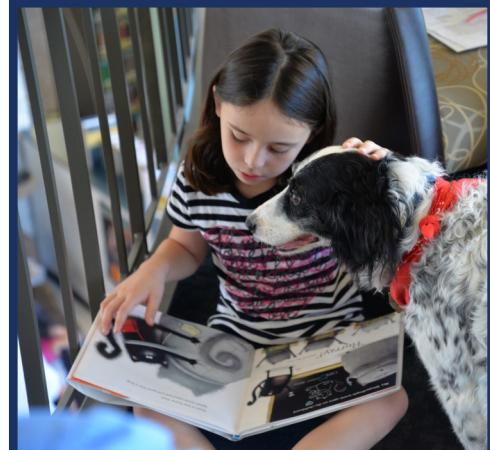


LIBRARY MEMORIAL FUND

In addition to regular funding from the Friends of the Library organization, the Library Memorial Fund received a large gift in FY2019. FY2021 expenditures include projects related to that gift.

FY2021 funding includes:

- \$150,000 for HVAC and lighting improvements
- \$150,000 for outside Library stairs
- \$77,000 for an outreach vehicle
- \$61,674 for books
- \$8,300 for the youth programs and summer reading program
- \$9,050 for Mango Language program and Overdrive eBook service



Read to a therapy dog



Lego Club



Magic Show- Summer Youth Program



PEG SPECIAL REVENUE FUND

PEG is an acronym for Public, Educational, and Governmental access television channels. PEG Special Revenue Fund is a special revenue fund in the governmental funds category for financial reporting purposes that accounts for franchise fee revenue received from cable providers that is restricted for use on expenditures which directly support PEG access channel facilities.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Restricted Fund Balance	\$ 51,595	\$ 51,242	\$ 51,242	\$ 51,242	\$ 66,427
Revenues					
Franchise Fee - PEG	60,802	56,000	56,000	61,046	60,000
Total Franchise Fee Revenue	60,802	56,000	56,000	61,046	60,000
Interest Revenue	778	600	600	518	225
Total Interest and Miscellaneous	778	600	600	518	225
Total Revenues	61,580	56,600	56,600	61,563	60,225
Expenditures					
Tools and Equipment	13,439	22,600	19,900	19,687	22,225
Total Supplies and Materials	13,439	22,600	19,900	19,687	22,225
Equipment Maintenance	-	6,000	6,000	-	6,000
Technology	22,506	28,000	28,000	24,006	32,000
Total Maintenance and Repairs	22,506	34,000	34,000	24,006	38,000
Professional Services	2,860	-	2,700	2,685	-
Total Services	2,860	-	2,700	2,685	-
Machinery, Tools and Equipment	23,128	-	-	-	-
Total Capital Outlay	23,128	-	-	-	-
Total Expenditures	61,933	56,600	56,600	46,378	60,225
Net Revenue (Expenditures)	(353)	-	-	15,185	-
Ending Restricted Fund Balance	\$ 51,242	\$ 51,242	\$ 51,242	\$ 66,427	\$ 66,427

FY2021 funding includes:

- Technology and equipment upgrades: \$22,225
- Granicus annual maintenance: \$32,000
- Camera maintenance: \$6,000



MUNICIPAL COURT SPECIAL REVENUE FUND

The Municipal Court Special Revenue Fund is a special revenue fund in the governmental funds category for financial reporting purposes that accounts for fees received by the court that are restricted for court technology, court security, and child safety or truancy related expenditures.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Restricted Fund Balance	\$ 79,021	\$ 99,575	\$ 99,575	\$ 99,575	\$ 107,134
Revenues					
MC - Child Safety Fine	7,620	8,000	8,000	1,387	3,000
Vehicle Registration - Child Safety Fee	-	-	-	-	13,000
MC - Technology Fee	13,533	15,000	15,000	7,554	10,500
MC - Security Fee	10,134	11,500	11,500	7,210	10,500
MC - Truancy Fee	450	400	400	4,158	1,000
Total Fines and Forfeitures	31,737	34,900	34,900	20,309	38,000
Interest Revenue	2,220	1,600	1,600	1,399	600
Total Interest and Miscellaneous	2,220	1,600	1,600	1,399	600
Total Revenues	33,957	36,500	36,500	21,708	38,600
Expenditures					
Salaries	-	-	-	-	30,000
Total Personnel Services	-	-	-	-	30,000
Office Supplies	76	-	-	-	-
Tools and Equipment	-	8,000	8,000	-	4,500
Technology Equipment	1,586	2,900	2,900	3,139	-
Total Supplies and Materials	1,662	10,900	10,900	3,139	4,500
Other Building Maintenance	4,000	8,100	8,100	-	-
Equipment Maintenance	5,349	5,000	5,000	4,874	7,625
Technology Maintenance	2,392	12,500	12,500	5,366	12,050
Street Maintenance	-	-	-	-	13,000
Total Maintenance and Repairs	11,741	25,600	25,600	10,240	32,675
Professional Services	-	-	-	-	-
Total Services	-	-	-	-	-
Machinery, Tools and Equipment	-	-	-	-	-
Technology Equipment	-	-	-	772	-
Total Capital Outlay	-	-	-	772	-
Total Expenditures	13,403	36,500	36,500	14,150	67,175
Net Revenue (Expenditures)	20,554	-	-	7,558	(28,575)
Ending Restricted Fund Balance	\$ 99,575	\$ 99,575	\$ 99,575	\$ 107,134	\$ 78,559

FY2021 funding includes:

- Software conversion: \$10,000
- Automated kiosk maintenance: \$5,000
- Child safety seats: \$4,500
- Bailiff salary: \$30,000
- Newly imposed child safety vehicle registration fee: \$13,000
- New fee will be used for school crosswalk striping: \$13,000



The Landfill Fund is a governmental fund type that is consolidated with the General Fund for financial reporting purposes. The fund is used to account for funds that are restricted for uses related to purchasing, developing, extending, closing, or otherwise pursuing additional capacity for the City's landfill or any other method of solid waste disposal.

Revenues & Expenditures by Line Item

	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Current Budget	FY 2020 Estimated	FY 2021 Budget
Beginning Restricted Fund Balance	\$ 631,655	\$ 724,846	\$ 724,846	\$ 724,846	\$ 773,896
Revenues					
Environment Fee	38,385	38,400	38,400	38,743	38,400
Total Tax Revenue	38,385	38,400	38,400	38,743	38,400
Interest Revenue	16,904	14,000	14,000	10,307	5,250
Total Interest and Miscellaneous	16,904	14,000	14,000	10,307	5,250
Transfer In - General Debt Service	37,902	-	-	-	-
Total Transfer In	37,902	-	-	-	-
Total Revenues	93,191	52,400	52,400	49,050	43,650
Expenditures					
	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Net Revenue (Expenditures)	93,191	52,400	52,400	49,050	43,650
Ending Restricted Fund Balance	\$ 724,846	\$ 777,246	\$ 777,246	\$ 773,896	\$ 817,546



LANDFILL POST CLOSURE FUND

The Landfill Post Closure Fund is a governmental fund type that is consolidated with the General Fund for financial reporting purposes. The fund is used to account for funds that are restricted for post closure expenses of the Subtitle D permitted landfill that is currently accepting waste, and to provide financial assurance required by the TCEQ for the 30 year period after the landfill no longer accepts waste.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Restricted Fund Balance	\$ 2,187,135	\$ 2,286,517	\$ 2,286,517	\$ 2,286,517	\$ 2,363,264
Revenues					
Interest Revenue	55,149	46,800	46,800	32,514	17,625
Total Interest and Miscellaneous	55,149	46,800	46,800	32,514	17,625
Transfer In - General Debt Service	44,233	44,233	44,233	44,233	44,233
Total Transfer In	44,233	44,233	44,233	44,233	44,233
Total Revenues	99,382	91,033	91,033	76,747	61,858
Expenditures					
	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Net Revenue (Expenditures)	99,382	91,033	91,033	76,747	61,858
Ending Restricted Fund Balance	\$ 2,286,517	\$ 2,377,549	\$ 2,377,549	\$ 2,363,264	\$ 2,425,121



REMSCHEL-DEERING HISTORY CENTER FUND

The Remschel-Deering History Center Fund is a special revenue fund in the governmental funds category for financial reporting purposes that accounts for the History Center's operating revenues and expenditures.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Committed Fund Balance	\$ 199,145	\$ 209,972	\$ 209,972	\$ 209,972	\$ 219,905
Revenues					
Library - Copies	1	-	-	2	-
Library - Internet Printing	79	75	75	5	75
Total Service Revenue	80	75	75	6	75
Deering Trust Income	13,200	13,200	13,200	13,200	13,200
Donation	6	398	398	800	-
Total Grants and Donations	13,206	13,598	13,598	14,000	13,200
Interest Revenue	5,010	4,200	4,200	2,972	1,575
Total Interest and Miscellaneous	5,010	4,200	4,200	2,972	1,575
Total Revenues	18,296	17,873	17,873	16,978	14,850
Expenditures					
Travel and Training	-	350	350	67	350
Total Personnel Services	-	350	350	67	350
Office Supplies	474	1,110	1,110	14	800
Tools and Equipment	644	-	-	100	300
Chemical and Medical	-	-	-	-	10
Postage and Shipping	-	1,500	1,500	-	250
Other Supplies	321	300	300	97	2,335
Total Supplies and Materials	1,439	2,910	2,910	211	3,695
Building, Structure, Land Maintenance	1,326	1,836	1,836	1,109	2,100
Equipment	249	1,800	1,800	-	1,800
Technology Maintenance	-	-	-	249	-
Total Maintenance and Repairs	1,575	3,636	3,636	1,358	3,900
Utilities	4,132	5,652	5,652	4,558	5,712
Professional Services	98	4,500	4,500	150	2,900
Total Services	4,230	10,152	10,152	4,708	8,612
Library Collection	225	825	825	701	1,500
Total Capital Outlay	225	825	825	701	1,500
Total Expenditures	7,469	17,873	17,873	7,046	18,057
Net Revenue (Expenditures)	10,827	-	-	9,932	(3,207)
Ending Committed Fund Balance	\$ 209,972	\$ 209,972	\$ 209,972	\$ 219,905	\$ 216,698



LIBRARY ENDOWMENT FUND

The Library Endowment Fund is a governmental fund type that is consolidated with the General Fund for financial reporting purposes. The fund is used to account for funds that are restricted for use by the Library in accordance with the Butt-Holdsworth Memorial Library Endowment Fund Trust document that created the fund in 1989. The City became the trustee for these funds in FY2020.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Restricted Fund Balance	\$ -	\$ -	\$ -	\$ 1,248,489	\$ 1,287,593
Revenues					
Interest Revenue	-	-	-	48,245	25,500
Total Revenues	-	-	-	48,245	25,500
Expenditures					
Professional Services	-	-	9,140	9,140	7,000
Total Services	-	-	9,140	9,140	7,000
Total Expenditures	-	-	9,140	9,140	7,000
Net Revenue (Expenditures)	-	-	(9,140)	39,105	18,500
Ending Restricted Fund Balance	\$ -	\$ -	\$ (9,140)	\$ 1,287,593	\$ 1,306,093

Significant changes for FY2021 include:

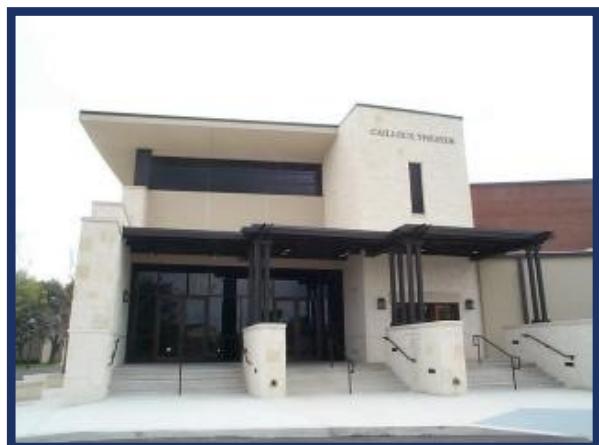
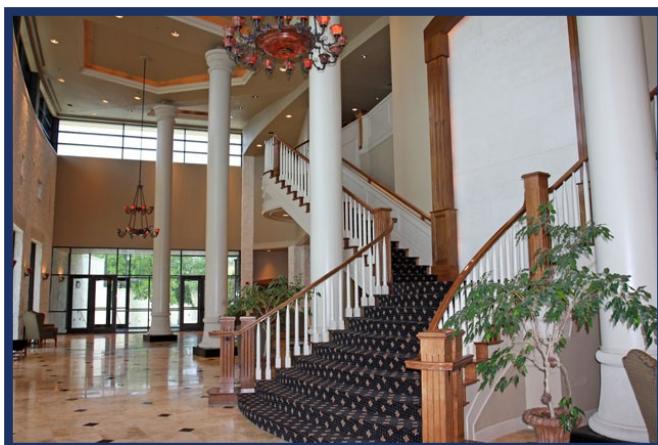
- The City became trustee of these funds in FY2020. When the funds were transferred, City Council amended the City's investment policy to allow for additional investment types within the endowment fund. Patterson and Associates serves as the Investment Advisor.



The Cailloux Theater Endowment Fund is consolidated with the General Fund in the governmental funds category for financial reporting purposes. The endowment agreement specifies that fund revenue can be used to maintain the Kathleen C. Cailloux City Center for the Performing Arts. No more than 5% of the corpus may be used annually. Maintenance expenses at the Kit Werlein Annex are not eligible for reimbursement from this fund.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Restricted Fund Balance	\$ 682,619	\$ 670,138	\$ 670,138	\$ 670,138	\$ 662,707
Revenues					
Cailloux Foundation Donation	10,000	-	-	10,000	-
Interest Revenue	16,466	13,400	13,400	9,180	4,875
Total Interest and Miscellaneous	26,466	13,400	13,400	19,180	4,875
Total Revenues	26,466	13,400	13,400	19,180	4,875
Expenditures					
Building, Structure, Land Maintenance	38,947	46,900	28,854	8,565	37,375
Total Maintenance and Repairs	38,947	46,900	28,854	8,565	37,375
Building, Structure, Land Maintenance	-	-	18,046	18,046	-
Total Capital Outlay	-	-	18,046	18,046	-
Total Expenditures	38,947	46,900	46,900	26,611	37,375
Net Revenue (Expenditures)	(12,481)	(33,500)	(33,500)	(7,430)	(32,500)
Ending Restricted Fund Balance	\$ 670,138	\$ 636,638	\$ 636,638	\$ 662,707	\$ 630,207



The Grant Fund is a special revenue fund reported in the governmental funds category for financial reporting purposes. It is used to account for grant money received and spent. Revenues and expenditures are not budgeted until grants have been awarded.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Restricted Fund Balance	\$ 3,117	\$ 3,117	\$ 3,117	\$ 3,117	\$ 3,117
Revenues					
Police Grants	-	-	55,712	55,712	-
COVID-19 Grants	-	-	1,399,180	1,399,180	
Recycle Grants	35,000	-	25,000	25,000	-
Total Grants and Donations	35,000	-	1,479,892	1,479,892	-
Total Revenues	35,000	-	1,479,892	1,479,892	-
Expenditures					
Salaries	-	-	1,021,128	1,021,128	-
Benefits	-	-	311,247	311,247	-
Total Personnel Services	-	-	1,332,375	1,332,375	-
Tools and Equipment	10,000	-	6,187	6,187	-
Total Supplies and Materials	10,000	-	6,187	6,187	-
Professional Services	25,000	-	25,000	25,000	-
Total Services	25,000	-	25,000	25,000	-
Machinery, Tools and Equipment	-	-	49,525	49,525	-
Total Capital Outlay	-	-	49,525	49,525	-
Transfer Out - General Fund	-	-	66,805	66,805	-
Total Transfer Out	-	-	66,805	66,805	-
Total Expenditures	35,000	-	1,479,892	1,479,892	-
Net Revenue (Expenditures)	-	-	-	-	-
Ending Restricted Fund Balance	\$ 3,117	\$ 3,117	\$ 3,117	\$ 3,117	\$ 3,117

Significant grants received in FY2020 include:

- CARES Act - Texas Department of Emergency Management - Patrol Officers' payroll - \$1,332,375
- CARES Act - Health & Human Services - EMS lost revenue - \$66,805
- Office of the Governor - Narcotics Analyzer Grant - \$49,525
- AACOG Grant - Household Hazardous Waste Collection Event - \$25,000



INSURANCE RESERVE FUND

The Insurance Reserve Fund is a governmental fund type that is consolidated with the General Fund for financial reporting purposes. The fund accounts for losses incurred by the City for physical damages to fleet, equipment, and buildings.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Committed Fund Balance	\$ 246,309	\$ 162,363	\$ 162,363	\$ 162,363	\$ 160,974
Revenues					
Reimbursement - Vehicle/Equipment	22,588	40,000	55,515	55,516	40,000
Reimbursement - Building/Structure	59,887	60,000	108,850	108,850	60,000
Interest Revenue	5,740	3,000	3,000	2,140	938
Total Interest and Miscellaneous	88,215	103,000	167,365	166,506	100,938
Total Revenues	88,215	103,000	167,365	166,506	100,938
Expenditures					
Tools and Equipment	-	-	-	-	-
Total Supplies and Materials	-	-	-	-	-
Building, Structure, Land Maintenance	124,965	60,000	62,000	70,410	60,000
Vehicle	15,655	43,000	43,000	34,593	40,938
Total Maintenance and Repairs	140,619	103,000	105,000	105,003	100,938
Professional Services	31,542	-	53,500	53,419	-
Leases/Rents	-	-	-	322	-
Total Services	31,542	-	53,500	53,740	-
Transfer to Asset Replacement	-	-	3,800	3,678	-
Total Transfers Out	-	-	3,800	3,678	-
Machinery, Tools and Equipment	-	-	5,600	5,474	-
Total Capital Outlay	-	-	5,600	5,474	-
Total Expenditures	172,161	103,000	167,900	167,895	100,938
Net Revenue (Expenditures)	(83,946)	-	(535)	(1,389)	-
Ending Committed Fund Balance	\$ 162,363	\$ 162,363	\$ 161,828	\$ 160,974	\$ 160,974



TIRZ #1 was established by ordinance in 2018. The ordinance created a tax increment reinvestment zone (TIRZ) in the downtown area. Incremental property tax received in excess of the property tax collected in FY2019 for the 2018 base tax year, must be used for allowable projects in the TIRZ #1 zone. TIRZ spending is governed by a separate TIRZ Board that meets at least annually. The TIRZ #1 Fund is a special revenue fund in the governmental funds category for financial reporting purposes.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Restricted Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 22,915
Revenues					
Property Tax	-	30,051	30,051	22,899	49,461
Total Tax Revenue	-	30,051	30,051	22,899	49,461
Interest Revenue	-	-	-	15	150
Total Interest and Miscellaneous	-	-	-	15	150
Total Revenues	-	30,051	30,051	22,915	49,611
Expenditures					
	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Net Revenue (Expenditures)	-	30,051	30,051	22,915	49,611
Ending Restricted Fund Balance	\$ -	\$ 30,051	\$ 30,051	\$ 22,915	\$ 72,526

COMMUNITY STRONG



ECONOMIC IMPROVEMENT CORPORATION



GASB Statement No. 14 defines component units as legally separate organizations for which the elected officials of the primary government are financial accountable. They may be a governmental organization, a nonprofit corporation or a for profit corporation.

The Economic Improvement Corporation is a component unit fund and is NOT part of the citywide budget totals presented in this book.



The Economic Improvement Corporation (EIC) Fund is a fiduciary fund that is a component unit of the City. This fund accounts for the collection and disbursement of funds received through a half cent 4B sales tax. The fund is governed by the EIC Board. The Board proposes the budget before it is approved and adopted by the City Council. The EIC Board contracts with the City to provide administrative services such accounting, legal and secretarial.

The Texas Local Government Code governs type B expenditures. Allowable expenditures include spending to develop primary jobs or cultivate communities through quality of life improvements.

Revenues & Expenditures by Line Item

	FY2019 Actual	FY2020 Original Budget	FY2020 Current Budget	FY2020 Estimated	FY2021 Budget
Beginning Fund Balance	\$ 4,654,148	\$ 4,516,054	\$ 4,516,054	\$ 4,516,054	\$ 3,085,638
Revenues					
Sales Tax	3,648,217	3,689,250	3,689,250	3,912,345	3,511,307
Total Tax Revenue	3,648,217	3,689,250	3,689,250	3,912,345	3,511,307
Bond Proceeds	-	-	-	1,000,000	-
Interest Revenue	93,077	33,750	33,750	33,402	12,782
Miscellaneous Revenue	-	-	-	-	-
Total Interest and Miscellaneous	93,077	33,750	33,750	1,033,402	12,782
Total Revenues	3,741,293	3,723,000	3,723,000	4,945,748	3,524,089
Expenditures					
Office Supplies		500	500	60	500
Total Supplies and Materials	-	500	500	60	500
Professional Services	180,000	185,000	185,000	185,000	195,000
Kerr Economic Development Corp	140,000	250,000	250,000	220,000	197,500
Total Services	320,000	435,000	435,000	405,000	392,500
Debt Service	1,112,186	1,117,236	1,117,236	1,111,400	1,122,324
Project Contribution	2,447,201	3,851,667	5,783,197	4,859,705	1,008,333
Total Other Expenses	3,559,387	4,968,903	6,900,433	5,971,104	2,130,657
Total Expenditures	3,879,387	5,404,403	7,335,933	6,376,164	2,523,657
Net Revenue (Expenditures)	(138,094)	(1,681,403)	(3,612,933)	(1,430,417)	1,000,432
Ending Fund Balance	\$ 4,516,054	\$ 2,834,651	\$ 903,121	\$ 3,085,638	\$ 4,086,069
Ending Cash Balance	\$ 3,921,213	\$ 2,239,810	\$ 1,308,280	\$ 2,397,178	\$ 3,397,609

Significant funding for FY2021 include:

- Thompson Drive Utility Infrastructure - \$283,333
- KERV Airport Projects - \$225,000
- Doyle Community School - \$450,000
- Downtown River Trail Extension Feasibility Study - \$50,000

APPENDIX

COMMUNITY STRONG



PERSONNEL SCHEDULES



FULL TIME EMPLOYEES (FTE) BY DEPARTMENT

Department	FY2019	FY2020	FY2021
General Fund Personnel Count			
City Secretary	2	3	3
City Attorney	1	1	1.50
City Administration	5	5	4.25
Human Resources	4	4	4
Finance	5	5	4
Information Technology	6	7	5
Public Information Office	0	0	2
Municipal Court	6	6	5
Police	72	72	72
Fire	48	48	48
Emergency Management	1	1	1
Fire Marshal	2	2	2
EMS	26	26	26
Kerrville-Schreiner Park	8	8	8
Parks Maintenance	20	21	19.25
Sports Complex	6	6	6
Recreation	2	2	2
Community Events	1	1	1
Engineering	5	6	5.25
Streets	19	18	17.50
Solid Waste	1	1	1
Library	9	9	9
General Operations	1	1	0
Total General Fund	250	253	247.00
Development Services Fund Personnel Count			
Planning	2	2	3
Building Services	6	6	5.50
Code Compliance	2	2	2
Total Development Services Fund	10	10	10.50
Water Fund Personnel Count			
Utility Billing	7	8	8
Water Production	13	13	13
Water Distribution	10	10	10
Water Reclamation	15	15	9
Wastewater Collection	0	0	6
Utility Lab	4	4	4
Total Water Fund	49	50	50
Garage Fund Personnel Count			
Garage	5	5	5.25
Golf Fund Personnel Count			
Golf Course Maintenance	7	5	5
Golf Pro Shop	3	2	2
Total Golf Fund	10	7	7
Total City FTEs	324	325	319.75



GENERAL GOVERNMENT PAY PLAN

City of Kerrville						
FY2021 General Government Pay Plan						
Pay Grade	Position Title	FLSA	Min	Mid	Max	Hourly Min
13	Duty Desk Clerk (PT)	NE	\$20,563	\$24,671	\$28,780	\$9.89
13	Pro Shop Attendant (PT/15)	NE	\$20,563	\$24,671	\$28,780	\$9.89
13	Pro Shop Attendant (PT/20)	NE	\$20,563	\$24,671	\$28,780	\$9.89
13	Pro Shop Attendant	NE	\$20,563	\$24,671	\$28,780	\$9.89
16	Building Maintenance Worker/Custodian	NE	\$23,775	\$28,517	\$33,281	\$11.43
16	Groundskeeper - Golf	NE	\$23,775	\$28,517	\$33,281	\$11.43
17	Admin Clerk - Police - Property-Evidence Unit	NE	\$24,956	\$29,938	\$34,920	\$12.00
17	Admin Clerk - Police - Records & Investigations	NE	\$24,956	\$29,938	\$34,920	\$12.00
17	Facility Coordinator - (PT) - Grant Funded	NE	\$24,956	\$29,938	\$34,920	\$12.00
17	Library Clerk	NE	\$24,956	\$29,938	\$34,920	\$12.00
17	Library Clerk (PT/19)	NE	\$24,956	\$29,938	\$34,920	\$12.00
17	Maintenance Specialist	NE	\$24,956	\$29,938	\$34,920	\$12.00
17	Receptionist/Administrative Assistant	NE	\$24,956	\$29,938	\$34,920	\$12.00
18	Maintenance Worker - Kerrville Schreiner Park	NE	\$26,201	\$31,424	\$36,668	\$12.60
18	Maintenance Worker - Parks	NE	\$26,201	\$31,424	\$36,668	\$12.60
18	Maintenance Worker - Sports Complex	NE	\$26,201	\$31,424	\$36,668	\$12.60
18	Office Clerk - Kerrville Schreiner Park	NE	\$26,201	\$31,424	\$36,668	\$12.60
19	Utility Clerk	NE	\$27,490	\$32,975	\$38,482	\$13.22
20	Municipal Court Deputy Clerk	NE	\$28,845	\$34,614	\$40,383	\$13.87
21	Distribution/Collection Operator	NE	\$30,288	\$36,341	\$42,394	\$14.56
21	EMS Billing Coordinator	NE	\$30,288	\$36,341	\$42,394	\$14.56
21	Laboratory Assistant	NE	\$30,288	\$36,341	\$42,394	\$14.56
21	Library Assistant	NE	\$30,288	\$36,341	\$42,394	\$14.56
21	Light Equipment Operator - Streets	NE	\$30,288	\$36,341	\$42,394	\$14.56
21	Recreation Coordinator	NE	\$30,288	\$36,341	\$42,394	\$14.56
21	Senior Utility Clerk	NE	\$30,288	\$36,341	\$42,394	\$14.56
21	Tourism & Event Coordinator	NE	\$30,288	\$36,341	\$42,394	\$14.56
21	Wastewater Collections Operator I	NE	\$30,288	\$36,341	\$42,394	\$14.56
21	Water Production Operator I	NE	\$30,288	\$36,341	\$42,394	\$14.56
21	Water Reclamation Operator I	NE	\$30,288	\$36,341	\$42,394	\$14.56
22	Equipment Operator - Golf Maintenance	NE	\$31,795	\$38,296	\$44,797	\$15.29
22	Equipment Operator - Parks Maintenance	NE	\$31,795	\$38,296	\$44,797	\$15.29
22	Equipment Operator - ROW Mowing & Drainage	NE	\$31,795	\$38,296	\$44,797	\$15.29
22	Equipment Operator - Sports Complex	NE	\$31,795	\$38,296	\$44,797	\$15.29
22	Meter Technician	NE	\$31,795	\$38,296	\$44,797	\$15.29



GENERAL GOVERNMENT PAY PLAN

City of Kerrville						
FY2021 General Government Pay Plan						
Pay Grade	Position Title	FLSA	Min	Mid	Max	Hourly Min
23	Administrative Assistant - Fire	NE	\$33,369	\$40,034	\$46,699	\$16.04
23	Administrative Assistant - Planning	NE	\$33,369	\$40,034	\$46,699	\$16.04
23	Administrative Assistant - Police	NE	\$33,369	\$40,034	\$46,699	\$16.04
23	Administrative Assistant - Public Works	NE	\$33,369	\$40,034	\$46,699	\$16.04
23	Heavy Equipment Operator - Streets	NE	\$33,369	\$40,034	\$46,699	\$16.04
23	Pretreatment Technician - Lab	NE	\$33,369	\$40,034	\$46,699	\$16.04
23	Supervisor, Administrative Records - Police	NE	\$33,369	\$40,034	\$46,699	\$16.04
23	Traffic Controls Technician	NE	\$33,369	\$40,034	\$46,699	\$16.04
24	Crew Leader - Building Maintenance/Custodians	NE	\$35,030	\$42,022	\$49,037	\$16.84
24	Crew Leader - Downtown Parks	NE	\$35,030	\$42,022	\$49,037	\$16.84
24	Crew Leader - Kerrville Schreiner Park	NE	\$35,030	\$42,022	\$49,037	\$16.84
24	Crew Leader - Parks	NE	\$35,030	\$42,022	\$49,037	\$16.84
24	Crew Leader - ROW Mowing & Drainage	NE	\$35,030	\$42,022	\$49,037	\$16.84
24	Crew Leader - Streets	NE	\$35,030	\$42,022	\$49,037	\$16.84
24	Crew Leader - Water Distribution	NE	\$35,030	\$42,022	\$49,037	\$16.84
24	Permit Technician	NE	\$35,030	\$42,022	\$49,037	\$16.84
24	Wastewater Collections Operator II	NE	\$35,030	\$42,022	\$49,037	\$16.84
24	Water Production Maintenance Technician	NE	\$35,030	\$42,022	\$49,037	\$16.84
24	Water Production Operator II	NE	\$35,030	\$42,022	\$49,037	\$16.84
24	Water Reclamation Maintenance Technician	NE	\$35,030	\$42,022	\$49,037	\$16.84
24	Water Reclamation Operator II	NE	\$35,030	\$42,022	\$49,037	\$16.84
25	Accounting Specialist	NE	\$36,778	\$44,120	\$51,484	\$17.68
25	Billing Specialist	NE	\$36,778	\$44,120	\$51,484	\$17.68
25	Accounts Payable Specialist	NE	\$36,778	\$44,120	\$51,484	\$17.68
25	City Marshal	NE	\$36,778	\$44,120	\$51,484	\$17.68
25	Health Specialist	NE	\$36,778	\$44,120	\$51,484	\$17.68
25	Laboratory Analyst	NE	\$36,778	\$44,120	\$51,484	\$17.68
26	Vehicle & Equipment Mechanic/Technician	NE	\$38,613	\$46,327	\$54,041	\$18.56
26	Water Production Specialist	NE	\$38,613	\$46,327	\$54,041	\$18.56
26	Water Reclamation Technician	NE	\$38,613	\$46,327	\$54,041	\$18.56
27	Assistant Wastewater Collections Superintendent	NE	\$40,536	\$48,644	\$56,751	\$19.49
27	Assistant Water Distribution Superintendent	NE	\$40,536	\$48,644	\$56,751	\$19.49
27	Executive Assistant	NE	\$40,536	\$48,644	\$56,751	\$19.49
27	Human Resources Assistant	NE	\$40,536	\$48,644	\$56,751	\$19.49
27	Human Resources/Risk Management Assistant	NE	\$40,536	\$48,644	\$56,751	\$19.49
27	Water Production Chief Operator	NE	\$40,536	\$48,644	\$56,751	\$19.49
27	Water Reclamation Chief Operator	NE	\$40,536	\$48,644	\$56,751	\$19.49
28	Building Inspector	NE	\$42,547	\$51,047	\$59,548	\$20.46
28	Construction Inspector	NE	\$42,547	\$51,047	\$59,548	\$20.46
28	Deputy City Secretary	NE	\$42,547	\$51,047	\$59,548	\$20.46
28	Sports Complex Supervisor	NE	\$42,547	\$51,047	\$59,548	\$20.46
28	Technical Support Analyst	NE	\$42,547	\$51,047	\$59,548	\$20.46



GENERAL GOVERNMENT PAY PLAN

City of Kerrville						
FY2021 General Government Pay Plan						
Pay Grade	Position Title	FLSA	Min	Mid	Max	Hourly Min
29	Human Resources Analyst	NE	\$46,895	\$56,270	\$65,645	\$22.55
29	Senior Building Inspector	NE	\$46,895	\$56,270	\$65,645	\$22.55
29	Senior Inspector	NE	\$46,895	\$56,270	\$65,645	\$22.55
30	Assistant Municipal Court Administrator	E	\$47,476	\$56,561	\$65,645	\$22.83
30	Communications Manager - Police	E	\$47,476	\$56,561	\$65,645	\$22.83
30	Garage Supervisor	E	\$47,476	\$56,561	\$65,645	\$22.83
30	Garage/Purchasing Coordinator	E	\$47,476	\$56,561	\$65,645	\$22.83
30	GIS Coordinator	E	\$47,476	\$56,561	\$65,645	\$22.83
30	Golf Course Maintenance Superintendent	E	\$47,476	\$56,561	\$65,645	\$22.83
30	Laboratory Manager	E	\$47,476	\$56,561	\$65,645	\$22.83
30	Lead Pro Shop Attendant	E	\$47,476	\$56,561	\$65,645	\$22.83
30	Librarian - Patron Services	E	\$47,476	\$56,561	\$65,645	\$22.83
30	Librarian - Youth Services	E	\$47,476	\$56,561	\$65,645	\$22.83
30	Meter Technician Supervisor	E	\$47,476	\$56,561	\$65,645	\$22.83
30	Multimedia Coordinator	E	\$47,476	\$56,561	\$65,645	\$22.83
30	Office Manager - Kerrville Schreiner Park	E	\$47,476	\$56,561	\$65,645	\$22.83
30	Parks & Recreation Specialist	E	\$47,476	\$56,561	\$65,645	\$22.83
30	Project Analyst	E	\$47,476	\$56,561	\$65,645	\$22.83
31	Assistant Street Division Manager	E	\$49,234	\$59,067	\$69,923	\$23.67
31	Accounting Manager	E	\$49,234	\$59,067	\$69,923	\$23.67
31	Neighborhood Enhancement/Code Enforcement Manager	E	\$49,234	\$59,067	\$69,923	\$23.67
31	Public Information Officer	E	\$49,234	\$59,067	\$69,923	\$23.67
32	Engineering Project Manager	E	\$51,681	\$62,017	\$72,354	\$24.85
33	Assistant Library Director	E	\$54,260	\$65,099	\$75,959	\$26.09
33	Planner II	E	\$54,260	\$65,099	\$75,959	\$26.09
33	Sports Facilities Manager	E	\$54,260	\$65,099	\$75,959	\$26.09
33	Superintendent of Park Operations & Facilities	E	\$54,260	\$65,099	\$75,959	\$26.09
34	Street Division Manager	E	\$56,969	\$68,355	\$79,740	\$27.39
34	Systems Administrator	E	\$56,969	\$68,355	\$79,740	\$27.39
34	Water Distribution Superintendent	E	\$56,969	\$68,355	\$79,740	\$27.39
34	Wastewater Collections Superintendent	E	\$56,969	\$68,355	\$79,740	\$27.39
34	Water Production Superintendent	E	\$56,969	\$68,355	\$79,740	\$27.39
34	Water Reclamation Superintendent	E	\$56,969	\$68,355	\$79,740	\$27.39
35	Assistant Director of Development Services *	E	\$59,810	\$73,250	\$86,711	\$28.75
35	Assistant Director of Parks & Recreation *	E	\$59,810	\$73,250	\$86,711	\$28.75
35	Assistant Director of Public Works *	E	\$59,810	\$73,250	\$86,711	\$28.75
35	Chief Building Official *	E	\$59,810	\$73,250	\$86,711	\$28.75
35	Municipal Court Administrator *	E	\$59,810	\$73,250	\$86,711	\$28.75
36	Project Engineer *	E	\$62,801	\$76,913	\$91,047	\$30.19



GENERAL GOVERNMENT PAY PLAN

City of Kerrville						
FY2021 General Government Pay Plan						
Pay Grade	Position Title	FLSA	Min	Mid	Max	Hourly Min
37	Assistant City Attorney *	E	\$65,907	\$80,723	\$95,561	\$31.69
37	Assistant Director of Finance *	E	\$65,907	\$80,723	\$95,561	\$31.69
37	City Secretary *	E	\$65,907	\$80,723	\$95,561	\$31.69
37	Head Golf Professional *	E	\$65,907	\$80,723	\$95,561	\$31.69
38	Library Director *	E	\$69,185	\$84,744	\$100,303	\$33.26
39	Director of Information Technology *	E	\$72,638	\$88,961	\$105,307	\$34.92
40	Assistant Chief of Police *	E	\$76,265	\$93,419	\$110,574	\$36.67
40	Deputy Fire Chief *	E	\$76,265	\$93,419	\$110,574	\$36.67
42	Director of Engineering *	E	\$86,544	\$106,006	\$125,469	\$41.61
42	Director of Parks & Recreation *	E	\$86,544	\$106,006	\$125,469	\$41.61
42	Director of Public Works *	E	\$86,544	\$106,006	\$125,469	\$41.61
42	Planning Director *	E	\$86,544	\$106,006	\$125,469	\$41.61
44	Chief Financial Officer *	E	\$95,414	\$116,872	\$138,330	\$45.87
44	Chief of Police *	E	\$95,414	\$116,872	\$138,330	\$45.87
44	Executive Director for General Operations *	E	\$95,414	\$116,872	\$138,330	\$45.87
44	Executive Director for Innovation *	E	\$95,414	\$116,872	\$138,330	\$45.87
44	Fire Chief *	E	\$95,414	\$116,872	\$138,330	\$45.87
46	Deputy City Manager *	E	\$105,194	\$128,851	\$155,000	\$50.57
Per Contract	City Attorney *	E	N/A	N/A	N/A	N/A
Per Contract	City Manager *	E	N/A	N/A	N/A	N/A

* Denotes executive level position



FIRE PAY PLAN

FY2021 FIRE STEP PLAN									
GRADE	POSITION		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
			2 Years						
FD-1	EMS Crew (12 hr)	ANNUAL (1976 Annual Hrs / 76 Hrs/Pay Period)	32,771.07	34,081.91	35,445.18	36,862.99	38,337.51	39,871.01	41,465.85
		HOURLY	16.58	17.25	17.94	18.66	19.40	20.18	20.98
FD-2	Paramedic (Part Time)	ANNUAL	37,449.46						
		HOURLY	18.00						
FD-3	Firefighter (24 hr)	ANNUAL (2912 Annual Hrs / 112 Hrs/Pay Period)	47,141.27	49,026.92	50,988.00	53,027.52	55,148.62	57,354.57	
		HOURLY	16.19	16.84	17.51	18.21	18.94	19.70	
FD-3P	Paramedic ONLY (24 hr)	ANNUAL (2912 Annual Hrs / 56 Hrs/Wk)	44,472.07						
		HOURLY	13.36						
FD-4	Fire Apparatus Driver (24 hr)	ANNUAL (2912 Annual Hrs / 112 Hrs/Pay Period)	59,653.71	62,039.85	64,521.45	67,102.31	69,786.40		
		HOURLY	20.49	21.30	22.16	23.04	23.97		
FD-5	Lieutenant (24 hr)	ANNUAL (2912 Annual Hrs / 112 Hrs/Pay Period)	70,499.83	73,319.83	76,252.62	79,302.73			
		HOURLY	24.21	25.18	26.19	27.23			
FD-5A	Deputy Fire Marshal (8 hr)	ANNUAL (2080 Annual Hrs / 80 Hrs/Pay Period)	70,499.83	73,319.83	76,252.62	79,302.73			
		BIWEEKLY	2,711.53	2,819.99	2,932.79	3,050.10			
FD-8	Battalion Chief (24 hr)	ANNUAL (2080 Annual Hrs / 80 Hrs/Pay Period)	79,770.55	82,961.37	86,279.82	89,731.02			
		HOURLY	27.39	28.49	29.63	30.81			
FD-8A	Division Chief - EMS Coordinator (8 hr) Division Chief - Fire Marshal (8 hr) Division Chief - Training/EMC (8 hr)	ANNUAL (2080 Annual Hrs / 80 Hrs/Pay Period)	79,770.55	82,961.37	86,279.82	89,731.02			
		BIWEEKLY	3,068.10	3,190.82	3,318.45	3,451.19			
		HOURLY	38.35	39.89	41.48	43.14			



FY2021 POLICE STEP PLAN

GRADE	POSITION		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
			2 Years								
PD-A	Telecommunications Specialist-Police Dispatch	ANNUAL	40,519.43	42,140.21	43,825.81	45,578.85	47,402.00	49,298.08	51,270.00	53,320.80	55,453.64
		BIWEEKLY	1,558.44	1,620.78	1,685.61	1,753.03	1,823.15	1,896.08	1,971.92	2,050.80	2,132.83
		HOURLY	19.48	20.26	21.07	21.91	22.79	23.70	24.65	25.64	26.66
PD-1	Police Officer, Evidence Officer, Investigator	ANNUAL	49,039.36	51,000.93	53,040.97	55,162.61	57,369.11	59,663.87	62,050.43		
		BIWEEKLY	1,886.13	1,961.57	2,040.04	2,121.64	2,206.50	2,294.76	2,386.55		
		HOURLY	23.58	24.52	25.50	26.52	27.58	28.68	29.83		
PD-3	Sergeant	ANNUAL	63,429.57	65,966.75	68,605.42	71,349.64	74,203.62	77,171.77	80,258.64		
		BIWEEKLY	2,439.60	2,537.18	2,638.67	2,744.22	2,853.99	2,968.14	3,086.87		
		HOURLY	30.49	31.71	32.98	34.30	35.67	37.10	38.59		
PD-4	Police Lieutenant	ANNUAL	83,468.99	86,807.75	90,280.06	93,891.26					
		BIWEEKLY	3,210.35	3,338.76	3,472.31	3,611.20					
		HOURLY	40.13	41.73	43.40	45.14					



OFFICIAL BONDS

Section 14.03 of the City's Charter directs that certain City employees including the Chief Financial Officer and others shall be bonded in an amount and with surety approved by City Council. The premiums for these bonds are paid by the City and are part of the expenditures set forth in this budget document. Total expense for FY2021 is estimated at \$5,300.

Bond amounts range from \$10,000 to \$50,000. Bonds are required for certain executives as well as certain employees that handle cash, credit card, municipal court records, Police evidence, medical records, social security numbers, or other sensitive information.

By adopting this budget document through a budget ordinance, City Council is complying with section 14.03 of the Charter regarding official bonds.

The following employees will be bonded for FY2021:

City Manager	Deputy City Manager
Chief Financial Officer	Assistant Director of Finance
Executive Director for General Operations	Executive Director for Innovation
City Secretary	Deputy City Secretary
Human Resources Analysts	Payroll Analyst
Accounting Manager	Accounting Specialist
Accounts Payable Specialist	Main Street Manager
Municipal Court Administrator	Municipal Court Assistant Administrator
Municipal Court Clerks	
Police evidence officers, clerks and administrative assistants	
EMS Billing Coordinator	Fire Department Administrative Assistant
Parks and Recreation employees that handle cash or credit cards	
Utility Billing employees that handle cash or credit cards	
Development Services employees that handle cash or credit cards	
Golf employees that handle cash or credit cards	

COMMUNITY STRONG



FINANCIAL MANAGEMENT POLICY





FINANCIAL MANAGEMENT POLICY

I. Purpose

The City of Kerrville, Texas financial policies set forth the basic framework for the fiscal management of the City. These policies were developed within the parameters established by applicable provisions of the Texas Local Government Code and the City of Kerrville City Charter. The policies are intended to assist the City Council and City staff in evaluating current activities and proposals for future programs. The policies are to be reviewed on an annual basis and modified to accommodate changing circumstances or conditions. Debt and arbitrage compliance policies are included in the financial policies in lieu of having separate policies.

II. Annual Budget

The fiscal year of the City of Kerrville shall begin on October 1st of each calendar year and will end on September 30th of the following calendar year. The fiscal year will also be established as the accounting and budget year.

Each year, the City Manager shall prepare a budget to cover all proposed expenditures of the government of the City of Kerrville for the succeeding year. Such budget shall be carefully itemized so as to make as clear a comparison as practicable between expenditures included in the proposed budget and actual expenditures for the same or similar purposes for the preceding year. The budget shall also show, as definitely as possible, each of the various projects for which appropriations are set up in the budget, and the estimated amount of money carried in the budget for each of these projects. The budget shall also contain a complete financial statement of the City showing all outstanding obligations of the City, the cash on hand to the credit of each and every fund, the funds received from all sources during the previous year, the funds available from all sources during the ensuing year, the estimated revenue available to cover the proposed budget, and the estimated rate of tax which will be required.

On or before July 31st of each year, the City Manager shall submit to the City Council and City Secretary a budget for the ensuing fiscal year and an accompanying budget message. The full text of the proposed budget and message shall be made available for public review in the office of the City Secretary, at the City's library, and prominently linked on the City's website.

The City Manager's budget message shall explain the budget both in fiscal terms and in terms of the work programs, linking those programs to organizational goals and community



FINANCIAL MANAGEMENT POLICY

priorities. It shall outline the proposed financial policies of the City for the ensuing fiscal year and the impact of those policies future years. It shall describe the important features of the budget, indicate any major changes from the current year in financial policies, expenditures, and revenues together with the reasons for such changes, summarize the City's debt position, including factors affecting the ability to raise resources through debt issuances, and include such other material as the City Manager deems desirable.

III. City Council Action on Budget

A. Notice and Hearing

The City Council shall publish the general summary of the budget and a notice stating:

1. The times and places where copies of the message and budget are available for inspection by the public, and
2. The time and place, not less than two weeks after such publication, for a public hearing(s) on the budget.

B. Amendment Before Adoption: After the public hearing, the City Council may adopt the budget with or without amendment. In amending the budget, it may add or increase programs or amounts and may delete or decrease any programs or amounts, except expenditures required by law or for debt service or for an estimated cash deficit, provided that no amendment to the budget shall increase the authorized expenditures to an amount greater than total estimated income.

C. Adoption: The City Council shall adopt the budget on or before the 30th day of September of the fiscal year currently ending. If it fails to adopt the budget by this date, the budget proposed by the City Manager shall go into effect.

D. Publish: As used in this section, the term "publish" means to print in the contemporary means of information sharing, which includes, a newspaper of general circulation which is published in the City, and on the City's website. In addition, the budget shall be made available in the office of the City Secretary and in the City's library.

IV. Budget as a Financial Plan: The budget shall provide a complete financial plan of all City funds and activities for the ensuing fiscal year and, except as required by law or this Charter, shall be in such form as the City Manager deems desirable or the City Council may require for effective management and an understanding of the relationship between the budget and the City's strategic goals. The budget shall begin with a clear general summary of its contents;

shall show in detail all estimated income, indicating the proposed property tax levy; and all proposed expenditures, including the amount of salary or compensation of officers and employees and debt service for the ensuing fiscal year; and shall be so arranged as to show comparative figures for actual and estimated income and expenditures of the current fiscal year and actual income and expenditures of the preceding fiscal year. It shall indicate in separate sections:

- A. The proposed goals and expenditures for current operations during the ensuing fiscal year, detailed for each fund by department or by other organization unit, and program, purpose or activity, method of financing such expenditures, and methods to measure outcomes and performance related to the goals;
- B. Proposed longer-term goals and capital expenditures during the ensuing fiscal year, detailed for each fund by department or by other organization unit when practicable, the proposed method of financing each such capital expenditure, and methods to measure outcomes and performance related to the goals; and
- C. The proposed goals, anticipated income and expense, profit and loss for the ensuing year for each utility or other enterprise fund or internal service fund operated by the City, and methods to measure outcomes and performance related to the goals. For any fund, the total of proposed expenditures shall not exceed the total of estimated income plus carried forward fund balance exclusive of reserves.

V. Appropriation and Revenue Ordinances

To implement the adopted budget, the City Council shall adopt, prior to the beginning of the fiscal year:

- A. An appropriation ordinance making appropriations by department, fund, or other organizational unit and authorizing an allocation for each program or activity; and
- B. A tax levy ordinance authorizing the property tax levy or levies and setting the tax rate or rates.

VI. Amendments after Adoption

- A. **Supplemental Appropriations:** If during or before the fiscal year the City Manager certifies that there are available for appropriation revenues in excess of those estimated in the



FINANCIAL MANAGEMENT POLICY

budget, the City Council by ordinance may make supplemental appropriations for the year up to the amount of such excess.

- B. **Emergency Appropriations:** To address a public emergency affecting life, health, property, or the public peace, the City Council may make emergency appropriations. Such appropriations may be made by emergency ordinance in accordance with the provisions of Section 3.06 of the City Charter. To the extent that there are no available unappropriated revenues or a sufficient fund balance to meet such appropriations, the Council may by such emergency ordinance authorize the issuance of emergency notes, which may be renewed from time to time, but the emergency notes and renewals of any fiscal year shall be paid or refinanced as long-term debt not later than the last day of the fiscal year next succeeding that in which the emergency appropriation was made.
- C. **Reduction of Appropriations:** If at any time during the fiscal year it appears probable to the City Manager that the revenues or fund balances available will be insufficient to finance the expenditures for which appropriations have been authorized, the manager shall report to the City Council without delay, indicating the estimated amount of the deficit, any remedial action taken by the manager, and recommendations as to any other steps to be taken. The Council shall then take such further action as it deems necessary to prevent or reduce any deficit and for that purpose it may, by ordinance, reduce or eliminate one or more appropriations.
- D. **Transfer of Appropriations:** At any time during or before the fiscal year, the City Council may, by resolution, transfer part or all of the unencumbered appropriation balance from one department, fund, or organizational unit to the appropriation for other departments or organizational units or a new appropriation. The manager may transfer funds among programs within a department, fund, or organizational unit and shall report such transfers to the Council in writing in a timely manner.
- E. **Limitation Effective Date:** No appropriation for debt service may be reduced or transferred, except to the extent that the debt is refinanced and less debt service is required, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof. The supplemental and emergency appropriations and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption.



FINANCIAL MANAGEMENT POLICY

VII. Independent Audit: As soon as practicable after the close of each fiscal year, an independent audit shall be made of all accounts of the City government by certified public accountants, to be selected by the Council, who have no personal interest directly or indirectly in the financial affairs of the City government. The results of this audit shall be published immediately upon its completion.

VIII. Basis of Accounting and Budgeting

The City's finances shall be accounted for in accordance with generally accepted accounting principles (GAAP) as established by the Governmental Accounting Standards Board (GASB).

A. The accounts of the City are organized and operated based on funds and account groups.

Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements. Account groups are a reporting device to account for certain assets and liabilities of the governmental funds not recorded directly in those funds.

B. Governmental funds are used to account for the government's general activities and

include the General, Special Revenue, Debt Service, and Capital Project Funds. Governmental fund types use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they are "measurable and available"). "Measurable" means the amount of the transaction that can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Substantially all revenues are considered susceptible to accrual. Ad valorem, sales, hotel, franchise and tax revenues recorded in the General Fund and ad valorem tax revenues recorded in the Debt Service Fund are recognized under the susceptible to accrual concept. Licenses and permits, charges for services, fines and forfeitures, and miscellaneous revenues (except earnings on investments) are recorded as revenues when received in cash because they are generally not measurable until actually received. Investment earnings are recorded as earned since they are measurable and available. Expenditures are recognized when the related fund liability is incurred, if measurable, except for principal and interest on general long-term debt, which are recorded when due, and compensated absences, which are recorded

when payable from currently available financial resources.

- C. The City utilizes encumbrance accounting for its governmental fund types, under which purchase orders, contracts and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.
- D. The City's proprietary fund types are accounted for on a flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

The City's annual budgets shall be prepared and adopted on a basis consistent with generally accepted accounting principles for all governmental and proprietary funds except the capital projects funds, which adopt project-length budgets. Also, depreciation of fixed assets is not recognized in proprietary fund budgets. All annual appropriations lapse at fiscal year-end. Under the City's budgetary process, outstanding encumbrances are reported as restricted fund balances and do not constitute expenditures or liabilities since the commitments will be appropriated and honored the subsequent fiscal year.

The issuance of Statement 34 by GASB has influenced the creation and reporting of individual funds. GASB 34 essentially mandates dual accounting systems: one for government-wide (i.e. the government as a single entity) reporting and another for individual fund reporting. Under GASB 34 for individual funds, the City will continue utilizing the accounting and budgeting processes as described in paragraphs (1) and (2) of this section. However, because GASB 34 mandates the flow of economic resources measurement focus and accrual basis of accounting for the government-wide reporting, extensive reconciliation must be performed to present aggregated fund information in the government-wide reporting model. Therefore, individual operating funds will be created with the objective of reducing fund to government-wide reconciliation as much as possible. When appropriate, individual funds will be examined as to whether it will be appropriate to account for them as proprietary fund types.

The Governmental Accounting Standards Board (GASB) issued Statement Number 54, *"Fund Balance Reporting and Governmental Fund Type Definitions"* effective for periods after June 15, 2010. The objective of this Statement was to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by



FINANCIAL MANAGEMENT POLICY

clarifying the existing governmental fund type definitions. This Statement establishes limitations on the purposes for which Fund Balance can be used.

1. Non-spendable Fund Balance: Some assets reported in governmental funds may be inherently non-spendable from the vantage point of the current period.
 - a. Assets that will never convert to cash such as prepaid items or inventories.
 - b. Assets that will not convert to cash soon enough to affect the current period such as non-financial assets held for resale or resources that must be maintained intact pursuant to legal or contractual requirements such as capital of a revolving loan fund.
2. Restricted Fund Balance: This represents the portion of fund balance that is subject to externally enforceable legal restrictions. Such restrictions are typically imposed by parties altogether outside the City such as creditors, grantors, contributors or other governments.
3. Restrictions can also arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose
4. Committed Fund Balance – This represents the portion of fund balance whose use is constrained by limitations that the City imposes on itself by City Council (highest decision-making level) and remains binding unless removed in the same manner. The City does not use committed funds in its normal course of business.
 - a. Requires action by City Council to commit fund balance
 - b. Formal City Council action is necessary to impose, remove or modify a constraint reflected in the committed fund balance
5. Assigned Fund Balance: This describes the portion of fund balance that reflects the City's intended use of resources. This authority rests with City Manager and is delegated to staff through the use of encumbrances.
6. Unassigned Fund Balance: This describes total fund balance in the General Fund in excess of non-spendable, restricted, committed and assigned fund balance.

IX. Financial Reporting

Following the conclusion of the fiscal year, the Chief Financial Officer shall cause to be prepared a Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting and financial reporting principles established by GASB. The document

shall also satisfy all criteria of the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting Program.

The CAFR shall show the status of the City's finances based on GAAP. The CAFR shall show fund revenues and expenditures on both a GAAP basis and budget basis for comparison purposes. In all but two cases, this reporting conforms to the way the City prepares its budget. Compensated absences (accrued but unused vacation leave) are not reflected in the budget but are accounted for in the CAFR's long-term debt account group. Depreciation expense is not shown in the budget's proprietary funds, although the full purchase price of equipment and capital improvements is reflected as uses of working capital.

Included as part of the CAFR shall be the results of the annual audit prepared by independent certified public accountants designated by the City Council. The Chief Financial Officer shall issue reports to the City Council reflecting the City's financial condition as requested, but not less than once a quarter. Financial reporting should reflect budget to actual comparisons.

X. Revenues

To protect the City's financial integrity, the City will maintain a diversified and stable revenue system to shelter it from fluctuations in any one revenue source. Recognizing that sales tax is a volatile, unpredictable source of revenue, the City will attempt to reduce its dependence on sales tax revenue.

For every annual budget, the City shall levy two property tax rates: (operation and maintenance) and (interest and sinking). The debt service levy shall be sufficient for meeting all principal and interest payments associated with the City's outstanding general obligation debt for that budget year. The interest and sinking levy and related debt service expenditures shall be accounted for in the Debt Service Fund. The operation and maintenance levy shall be accounted for in the General Fund. The operation and maintenance levy will be established within the eight percent rollback rate as defined by the State of Texas Property Tax Code. City Council will consider exceeding the rollback rate only after options have been presented by staff to avoid the rollback by increasing revenue from other sources or reducing expenditures.



FINANCIAL MANAGEMENT POLICY

The City will maintain a policy of levying the lowest tax rate on the broadest tax base. The City may consider providing tax abatements or other incentives to encourage development. The City will establish user charges and fees at a level that attempts to recover the full cost of providing the service.

- A. User fees, particularly utility rates, should identify the relative costs of serving different classes of customers.
- B. Where possible, utility rates should be designed to reduce peak (hour and day) demands on the utility systems.
- C. The City will make every reasonable attempt to ensure accurate measurement of variables impacting taxes and fees (e.g. verification of business sales tax payments, verification of appraisal district property values, and accuracy of water meters).

The City will attempt to maximize the application of its financial resources by obtaining supplementary funding through agreements with other public and private agencies for the provision of public services or the construction of capital improvements. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees, and charges.

When developing the annual budget, the City Manager shall project revenues from every source based on actual collections from the preceding year and estimated collections of the current fiscal year, while taking into account known circumstances that will impact revenues for the new fiscal year. The revenue projections for each fund should be made conservatively, so that total actual fund revenues exceed budgeted projections.

One Time or unpredictable revenues are discouraged for use for ongoing expenditures. Funding will be used from the most restricted to least restricted when different funding sources are available.

XI. Operating Expenditures

Expenditures shall be accounted, reported, and budgeted for in the following major categories:

- A. Personnel
- B. Supplies



FINANCIAL MANAGEMENT POLICY

- C. Maintenance
- D. Services
- E. Other Expenses
- F. Capital Outlay

The annual budget shall appropriate sufficient funds for operating, recurring expenditures necessary to maintain established (i.e., status quo) quality and scope of City services.

The City will constantly examine the methods for providing public services in order to reduce operating, recurring expenditures and/or enhance quality and scope of public services with no increase to cost.

Personal service expenditures will reflect the minimum staffing needed to provide established quality and scope of City services. To attract and retain employees necessary for providing high-quality service, the City shall maintain a compensation and benefit package competitive with the public and, when quantifiable, private service industries.

Supply expenditures shall be sufficient for ensuring the optimal productivity of City employees. Maintenance expenditures shall be sufficient for addressing the deterioration of the City's capital assets to ensure the optimal productivity of the capital assets. Maintenance should be conducted to ensure a relatively stable level of maintenance expenditures for every budget year.

The City will utilize contracted labor for the provision of City services whenever private contractors can perform the established level of service at less expense to the City. The City will regularly evaluate its agreements with private contractors to ensure the established levels of service are performed at the least expense to the City.

Capital equipment is defined as equipment that exceeds \$5,000 and has a useful life of at least one year. Existing capital equipment shall be replaced when needed to ensure the optimal productivity of City employees.

Expenditures for additional capital equipment shall be made only to enhance employee productivity, improve quality of service, or expand scope of service. To assist in controlling the growth of operating expenditures, operating departments will submit their annual budgets to the City Manager within a ceiling calculated by the City Manager. Projected expenditures that exceed



FINANCIAL MANAGEMENT POLICY

- C. Maintenance
- D. Services
- E. Other Expenses
- F. Capital Outlay

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FINANCIAL MANAGEMENT POLICY

the ceiling must be submitted as separate budget adjustment requests. The City Manager will recommend the adjustment requests to the City Council, which will vote on the requests.

XII. Fund Balance

The annual budget shall be presented to City Council with the General Fund reflecting an unassigned fund balance or unrestricted net position that is 15 to 25 percent of that fund's annual operating expenditures. The Water Fund's cash and current receivables should be 15 to 25 percent of the fund's annual operating expenditures. To satisfy the particular needs of individual funds, unassigned fund balances may be established which exceed the 25 percent minimum.

Fund balance that exceeds the minimum level established for each fund may be appropriated for non-recurring capital projects or debt.

The City will exercise diligence in avoiding the appropriation of fund balance for recurring operating expenditures. In the event fund balance is appropriated for recurring operating expenditures to meet the needs of the Kerrville community, the budget document shall include an explanation of the circumstances requiring the appropriation and the methods to be used to arrest the future use of fund balance for operating expenditures.

XIII. Fund Transfers

Transfer may occur when one fund provides goods or services to another fund. Fund transfers may occur when surplus fund balances are used to support nonrecurring capital expenses or when needed to satisfy debt service obligations. Transfers are permitted between funds to support economic development programs.

XIV. Debt Expenditures

The City will issue debt only to fund capital projects that cannot be supported by current, annual revenues.

To minimize interest payments on issued debt, the City will seek to maintain a rapid debt retirement policy by issuing debt with maximum maturities not exceeding twenty (20) years, except in instances when the capital improvements will significantly benefit the community.



FINANCIAL MANAGEMENT POLICY

The City will attempt to maintain base bond ratings (prior to insurance) of AA- or better (Standard & Poor's) on its general obligation debt. When needed to minimize annual debt payments, the City will obtain insurance for new debt issues.

Debt service obligations for the General Fund shall not cause the I&S tax rate to exceed 25 percent of the total tax rate.

Debt Obligations in the Water Fund shall not exceed 35 percent of the annual revenues. The Chief Financial Officer shall include in the Comprehensive Annual Financial Report (CAFR) a report summarizing all debt outstanding by type (tax supported and revenue backed), remaining balance of bond proceeds, update of arbitrage liability, and update of pertinent legislative changes.

The City shall retain an independent financial advisor for advice on the structuring of new debt, financial analysis of various options, the rating review process, the marketing of debt issue, marketability of City obligations, sale and post-sale services, the review of the official statement, and other services, as necessary. The City will seek the advice of the financial advisor on an ongoing basis.

The City shall retain bond counsel for legal and procedural advice on all debt issues. Bond counsel shall advise the City Council in all matters pertaining to its bond ordinance(s) and/or resolutions(s). The City will also seek the advice of bond counsel on all other types of debt and on any other questions involving federal tax or arbitrage law.

The preparation of the Official statement is the responsibility of the financial advisor in concert with the Chief Financial Officer. Information for the Official statement is gathered from departments/divisions throughout the City.

The City will take all appropriate steps to comply with federal disclosure rules (i.e., Securities and Exchange Commission Rule 15c2-12). The City will provide annual and material event disclosure to information repositories throughout the term of securities for the benefit of the primary and secondary municipal markets as required by Rule 15c2-12. When feasible and economical, obligations shall be issued by competitive rather than negotiated sales.

The City will follow a policy of full compliance with all arbitrage rebate requirements of the federal tax code and Internal Revenue Service regulations, and will perform (internally or by contract consultants) arbitrage rebate calculations for each issue subject to rebate as necessary. Each year the City will evaluate the needs for arbitrage calculation for that year.

XV. Capital Project Expenditures

The City will develop a multi-year plan for capital projects, which identifies all projects likely to be constructed within a five-year horizon. The multi-year plan will reflect for each project the likely source of funding and attempt to quantify the project's impact to future operating expenditures.

Capital projects will be constructed to:

- A. Protect or improve the community's quality of life
- B. Protect or enhance the community's economic vitality
- C. Support and service new development

To minimize the issuance of debt, the City will attempt to support capital projects with appropriations from operating revenues or excess fund balances (i.e., "pay-as-you-go").

XVI. Utility Capital Expenditures

The City will design utility rates sufficient for both current and long term obligations.

XVII. Long-Term Financial Plans

The City will adopt every annual budget in context of a long-term financial plan for the General Fund and Water Fund. Financial plans for other funds may be developed as needed.

The General Fund long-term plan will establish assumptions for revenues, expenditures and changes to fund balance over a five-year horizon. The assumptions will be evaluated each year as part of the budget development process.

COMMUNITY STRONG



INVESTMENT POLICY



I. General Policy Information

It is the policy of the City of Kerrville (the "City") to administer its funds and the investment of those funds, as its highest public trust. The funds shall be invested in a manner, which provides for maximum safety of principal through risk management and diversification while meeting the City's daily cash needs. The investment of the City's funds should provide a reasonable investment return. The earnings from investments will be used in a manner that best serves the interests of the City, as determined by City Council.

The City shall administer its investment activities in conformance with the Public Funds Investment Act, Chapter 2256, Texas Government Code (the "Act"), the Public Collateral Act (Texas Government Code, Chapter 2257), and in conformance with other applicable state and federal laws, applicable bond requirements, and this investment policy (the "Policy").

II. SCOPE

This Policy governs the investment of all financial assets of the City as accounted for in the City's Comprehensive Annual Financial Report ("CAFR"). This includes the financial assets of all City funds other than those of the Kerrville Public Utility Board and Kerrville Joint Airport Board, which are set up and operated as entities separate from the City.

III. GOALS AND OBJECTIVES

Investment of City funds is governed by the following investment objectives, in their order of priority:

- A. Safety - Safety of principal is the foremost objective of the investment program of the City. Investment shall be undertaken in a manner that seeks to ensure the preservation of capital and avoids security defaults or erosion of market values.
- B. Liquidity - The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements that are reasonably anticipated. Ongoing cash flow analysis will be used to identify changing liquidity needs. Demand deposits or other liquid investments should be maintained as a liquidity buffer for unanticipated expenses. To the extent possible, the City will attempt to match its investment maturities with anticipated liabilities and cash flow requirements. To reflect the cash flow requirements and risk tolerance levels of the City, the weighted average maturity of the overall portfolio shall not exceed one (1) year.
- C. Diversification - In order to minimize investment and market risk, the City will diversify its investments by market sector (security type) and maturity.
- D. Yield - The City's investment portfolio shall be designed with the objective of attaining a reasonable rate of return throughout budgetary and economic cycles, commensurate with the City's investment risk constraints and the cash flow characteristics of the portfolio. The portfolio(s) risk shall be measured quarterly against a benchmark of the six-month Treasury Bill.

Effective cash management is recognized as essential to good fiscal management. The City shall maintain a cash management program, which includes collection of accounts receivable, prudent investment of its available cash, disbursement of payments in accordance with invoice terms, and the management of banking services.

IV. Strategy

The City maintains one (1) commingled portfolio for City funds and its investment strategy incorporates the specific investment strategy considerations and the unique characteristics of the fund groups represented in the portfolio as follows:

- A. The investment strategy for operating, enterprise, and special revenue funds has as its primary objective the assurance that anticipated liabilities are matched and adequate investment liquidity provided. The secondary objective is to create a portfolio structure which will experience minimal volatility. This may be accomplished by purchasing high credit quality securities in a laddered maturity structure that permits some extension for yield enhancement. The maximum dollar weighted average maturity of one (1) year or less will be calculated using the stated final maturity date of each security.
- B. The investment strategy for debt service funds shall have as its primary objective the assurance of available funds adequate to fund the debt service obligations on a timely basis. Successive debt service dates will be fully funded before extension.
- C. The investment strategy for reserve funds shall have as its primary objective the ability to generate a revenue stream.
- D. The investment strategy for capital projects or capital project funds will have as its primary objective the assurance that anticipated cash flows are matched and provide adequate investment liquidity.
- E. The investment strategy for each Trust Fund with a restricted corpus will have as its primary objective to grow the income used for specific purposes, as outlined in the individual trust document. The City acts as trustee for certain funds, the corpus of which is permanent and the income used for specific operating purposes. These are established as separate portfolios. Currently, the funds so structured include:

1. Butt-Holdsworth Memorial Library Endowment Fund Trust

The principal is not to be used for any ongoing expenditures. Therefore, these funds are to be managed within the parameters of the Policy, but the longer term needs of the funds require a strategy focused on high-credit quality, intermediate term securities which will protect the corpus and generate a reasonable income stream on an annual basis. The portfolio of each trust will maintain a maximum weighted average maturity for the fixed income portion of two (2) years and the maximum stated maturity for any security will be three (3) years. The risk benchmark for the fund will be the two-year US Treasury Note for the comparable period.

The City shall pursue an active versus a passive portfolio management strategy. That is, securities may be sold before they mature if market conditions present an opportunity for the City to benefit from the trade. The City's Investment Officers or Advisor will monitor the contents of the portfolio, the available markets, and the relative value of competing instruments to adjust the portfolio in response to market conditions.

V. Investment Officers

The Chief Financial Officer, Assistant Finance Director, and Accounting Manager are authorized to administer the investment activities of the City and are designated as "Investment Officers" for the purposes of this Policy. City Council may, through its direction to the City Manager, designate additional qualified employees or an SEC registered Investment Advisor as Investment Officer(s). Authority and designation as an Investment Officer is effective until rescinded by the City, expiration of the officer's term, or until termination of employment. Investment Officers shall be familiar with this Policy. No Investment Officer may engage in an investment transaction except as provided under the terms of this Policy and the procedures established by the Chief Financial Officer. A trading resolution is established by adoption of this Policy authorizing any Investment Officer to engage in investment transactions and open City designated accounts for time and demand deposits on behalf of the City. The persons so authorized to transact business are also authorized to approve wire transfers used in the process of investing.

VI. Training

All Investment Officers shall comply with training requirements under state law.

VII. Standard of Care

The standard of care to be used by the Investment Officer(s) shall be the "prudent person standard" and shall be applied in the context of managing the overall portfolio rather than a consideration as to the prudence of a single investment; and whether the investment decision was consistent with this Policy. The standard states:

All investments shall be made with judgment and care, under prevailing circumstances, that a person of prudence, discretion, and intelligence would exercise in the management of their own affairs, not for speculation but for investment, considering the probable safety of the capital and the probable income to be derived.

Investment Officer(s) acting in accordance with the Policy and exercising due diligence shall be relieved of personal liability for an individual security's credit risk or market price change, provided that deviations from expectations are reported in a timely manner and appropriate action is taken to control adverse developments.

An Investment Officer shall refrain from personal business activity that could conflict with proper execution of the investment program or that could impair their ability to make impartial investment decisions. An Investment Officer who has a personal business relationship with a business organization offering to engage in an investment transaction with the City shall file a statement disclosing that personal business interest to the City and the Texas Ethics Commission.

VIII. Standard of Ethics

An Investment Officer shall act as custodians of the public trust and shall refrain from any transaction that might involve a conflict of interest, the appearance of a conflict of interest, or any activity that might otherwise discourage public confidence.

IX. Authorized Professional Services and Investments

The City recognizes that the fiduciary responsibility for the investment of City funds is the responsibility of the City Council, which directs its Investment Officers through its adoption of this Policy.

All Investment Advisors and brokers/dealers conducting business with the City shall make every reasonable effort to adhere to the spirit, philosophy, and specific terms of this Policy. All Investment Advisors and brokers/dealers shall avoid recommending or suggesting transactions outside the spirit, philosophy, and specific terms of this Policy and toward that end, shall adhere to the following:

- A. **Brokers/Dealers** - A list of not less than five (5) authorized brokers/dealers, adopted by the City Council, shall be maintained to assure a competitive process. The list is adopted by the Council annually with the Policy adoption. *See Exhibit A for a list of approved brokers/dealers.* Investment Officers will collectively establish the criteria, monitor the service, and evaluate the brokers/dealers for:
 1. Adherence to the City's policies and strategies;
 2. Responsiveness to the City's requests for service and information;
 3. The quality of communications and bids/offers; and
 4. Understanding of the inherent fiduciary responsibility of public funds.
- B. **Information/Qualifications** - All broker/dealers will be furnished with a copy of this Policy. Financial Institutions and brokers/dealers who desire to transact business with the City must supply the following documents to the Investment Officer(s) or Investment Advisor(s), as applicable:
 1. Current year audited financial statements;
 2. Financial Institutions Regulatory Agency (FINRA) certification and FINRA's Central Depository Registration (CRD) number;
 3. Proof of Texas State Securities registration; and
 4. Brokers/dealers shall also provide timely trade documentation and confirmations. In order to perfect delivery versus payment, no authorized brokers/dealers or their affiliated bank will be used for safekeeping.
- C. **Certification** - Before transacting any business with the City, an Investment Officer or Investment Advisor shall present each pool in which the City participates with a current copy of the Policy and an authorized representative of the pool shall, in writing to the City, certify substantially to the effect that:
 1. The pool has received and reviewed the Policy; and
 2. The pool has implemented reasonable procedures and controls to preclude investments with the City not authorized by the Policy.

Note: If material changes are made to the Policy, an updated copy shall be provided to all authorized broker/dealers.
- D. **Investment Advisor** - Investment Advisors shall be required to be registered with the U.S. Security and Exchange Commission and shall provide their SEC ADV Form to the City on an annual basis.

X. Authorized Investments

Authorized investments under this Policy shall be limited to the instruments listed below as further described by the Act.

- A. Obligations of the United States Government, its agencies and instrumentalities, excluding mortgage backed securities, with a stated final maturity not to exceed three (3) years.
- B. Fully collateralized or Federal Deposit Insurance Corporation ("FDIC") insured depository certificates of deposit (CD) from banks doing business in Texas with a final stated maturity not to exceed twenty-four (24) months. Funds shall be collateralized in accordance with this Policy and governed by a written agreement that complies with federal and state regulations for properly securing a pledged security interest.
- C. FDIC insured brokered certificates of deposit securities from a bank in any US state, delivered versus payment to the City's safekeeping agent, not to exceed one (1) year to maturity. Before purchase, an Investment Officer must verify the FDIC status of the bank to assure that the bank is FDIC insured.
- D. Fully insured share certificates from credit unions in Texas not to exceed twenty-four (24) months to stated maturity and insured by the National Credit Union Share Insurance Fund or its successor.
- E. Commercial paper rated A1/P1 or its equivalent by two (2) nationally recognized rating agencies and with a final stated maturity not to exceed two-hundred seventy (270) days from the date of issuance.
- F. AAA-rated SEC registered money market mutual funds which strive to maintain a \$1 net asset value and comply with SEC Rule 2a-7.
- G. Constant-dollar, AAA-rated (or equivalent) rated Texas Local Government Investment Pools, approved by resolution of the City Council which strive to maintain a \$1 net asset value and complies with the Act. The City investment in any investment pool shall not exceed 5 percent of the total assets of the pool.
- H. Fully insured or collateralized interest bearing accounts in any bank in Texas. Accounts requiring collateralization must be under the provisions of a written collateral/depository agreement.
- I. State and municipal obligations of any state rated not less than A by at least one (1) nationally recognized rating agency and with a stated maturity not to exceed three (3) years.
- J. Fully collateralized repurchase agreements transacted with a primary securities dealer as defined by the Federal Reserve, under a written master repurchase agreement, with a defined termination date, secured by obligations as defined by this Policy held by an independent third party custodian approved by the City, and with a stated final maturity not to exceed ninety (90) days.

K. Flexible repurchase agreements ("flex repos") to be utilized only in the investment of bond proceeds with a stated final maturity not to exceed the expenditure plan on the bond proceeds.

XI. Delivery Versus Payment

All security transactions shall be settled on a delivery versus payment (DVP) basis in order to ensure that the City has total control of its investments and its funds at all times.

XII. Competitive Bidding

All investment transactions, including certificates of deposit, shall be made on a competitive basis to assure that the City is receiving fair market prices. Bids may be solicited orally, in writing, electronically, or in any combination of those methods.

XIII. Monitoring Credit Ratings

An Investment Officer or Investment Advisor shall monitor, on no less than a monthly basis, the credit rating on all authorized investments in the portfolio based upon independent information from a nationally recognized rating agency. If any security(s) falls below the minimum rating required by this Policy, an Investment Officer or Advisor shall notify the Chief Financial Officer immediately of the loss of rating and within (3) three days make a recommendation as to the conditions affecting the rating and possible loss of principal with available liquidation options.|

XIV. Monitoring FDIC Status

An Investment Officer or Investment Advisor shall monitor, on no less than a weekly basis, the status and ownership of all banks issuing brokered CDs owned by the City based upon information from the FDIC. If any bank has been acquired or merged with another bank in which brokered CDs are owned, an Investment Officer or Advisor shall immediately liquidate any brokered CD which places the City above the FDIC insurance level.

XV. Collateralization

Consistent with state law requirements, the City shall require collateral market value equal to at least 102 percent of total deposits including accrued interest on all repurchase agreements and all time and demand deposits above the limits of federal insurance on City and trust funds.

XVI. Time and Demand Deposits- Pledged Collateral

Collateral pledged to the City must be maintained with a market value margin of at least 102 percent of the total time or demand amounts being collateralized including accrued interest. The banking institution shall be held responsible for monitoring and maintaining the required margins daily. All collateral shall be held by an independent third party banking institution outside the holding company of the pledging bank. A clearly marked evidence of ownership must be provided to the City for all securities pledged and must clearly state that the security is pledged to the City. Substitution of collateral shall only be made after prior written approval by the City or on terms agree to by the City.

The pledging institution shall be responsible for providing, at a minimum, a monthly report, preferably from the custodian, on pledged collateral listing at a minimum, the security description, Committee on Uniform Securities Identification Procedures (CUSIP), par value, maturity, and current market value.

Financial institutions serving as City depositories are required to execute a depository/collateral agreement with the City outlining, among other conditions, collateral conditions and limitations. The agreement must define the City's rights to the collateral in case of default, bankruptcy, or closing. Collateral authorized by the City will be limited to the following:

- A. Obligations of the U.S. Government, its agencies and instrumentalities, including Mortgage Backed Securities and Collateralized Mortgage Obligation (CMO) which pass the Federal Reserve bank test
- B. Obligations of any state, its agencies and instrumentalities, and municipalities rated A or better by two (2) nationally recognized rating agencies

XVII. Repurchase Agreement- Owned Collateral

Collateral under a master repurchase agreement is owned by the City under a buy-sell transaction. It will be held by an independent third party safekeeping agent approved by the City under an executed Bond Market Association Master Repurchase Agreement. Collateral with a market value totaling at least 102 percent of the principal and accrued interest is required and the counter-party is responsible for the monitoring and maintaining of collateral and margins at all times.

XVIII. Safekeeping of City-Owned Securities

All securities shall be settled on a delivery versus payment basis and be held in safekeeping by an independent third party financial institution contracted by the City. The City shall contract with its banking services depository or another financial institution(s) as safekeeping agent for the safekeeping of any securities owned by the City. The designated safekeeping agent will be responsible for the clearing and safekeeping of all security trades and will provide a monthly report of holdings. All securities held by the safekeeping agent on behalf of the City shall be evidenced by a safekeeping receipt.

XIX. Internal Control

The Chief Financial Officer shall maintain a system of internal controls over the investment activities of the City and his/her subordinate employees. The controls shall be designed to address fraud, employee error, misrepresentation by third parties, unanticipated market changes, and imprudent actions. Controls deemed most important include: control of collusion, separation of duties, custody and safekeeping, delegation of authority, securities losses, and remedial actions, and documentation on all transactions. The City's internal controls over investment activities and quarterly investment reports shall be reviewed annually by the City's independent auditor as part of the annual audit process. Any irregularities or suggestions for improvement shall be reported to the City Council.

XX. Cash Flow Forecasting

Cash flow forecasting is a control designed to protect and sustain cash flow requirements of the City. An Investment Officer shall maintain a cash flow forecasting process designed to monitor and forecast cash positions of investment purposes.

XXI. Reporting

Not less than quarterly, the Chief Financial Officer shall report to the City Council regarding the City's investment activities for the quarter in compliance with the Act. The reports shall contain sufficient information to permit an informed outside reader to evaluate the performance of the investment program and be prepared in accordance with the Act. Market prices for market value calculations shall be obtained from independent sources. The quarterly report shall be signed by an Investment Officer and Investment Advisor as applicable.

XXII. Depositories

The City will designate one banking institution through a competitive process as its central banking services provider at least every five (5) years. In selecting a depository, the services, cost of services, credit worthiness, earnings potential, and collateralization of each financial institution shall be considered. This institution will be used for normal banking services including disbursement, deposits, and safekeeping of securities. A depository agreement(s), executed in accordance with FIRREA (Financial Institutions Resource and Recovery Enforcement Act), shall be established before funds are transferred. Other banking institutions from which the City may purchase depository certificates of deposit (CD) will also be designated as depositories and must execute a written depository (collateral) contract in accordance with the provisions of this Policy if funds exceed FDIC insurance limits.

XXIII. Policies and Strategy Review

City Council shall review and adopt an investment policy, strategy, and broker/dealer list annually in conjunction with the adoption of the budget. Additional changes to the Policy may be adopted by City Council as needed. The adopting resolution shall reference any changes made to the Policy.

The City's investment activities shall be reviewed annually by the City's independent auditors as part of the annual audit process. The objective of the review shall be to ascertain compliance of the City's investment activities with the investment policy, investment strategy, and applicable laws. Any irregularities shall be reported to the City Council through a report as prescribed by the audit engagement agreement.

EXHIBIT A

AUTHORIZED BROKER / DEALERS

1. Bank of America Merrill Lynch
2. Piper Sandler & Co.
3. FHN Financial
4. Intl F.C.Stone
5. Mizuho Securities
6. Morgan Stanley
7. Mutual Securities
8. Raymond James
9. RBC Capital Markets
10. Robert W. Baird
11. Stifel Nicolaus
12. Siebert Williams Shank & Co LLC
13. Cantor Fitzgerald
14. BOK Financial
15. Oppenheimer & Co.,Inc.
16. UBS Financial Services

PURCHASING POLICY



I. Introduction

This is the Purchasing Policy and Procedures Manual ("manual") for the City of Kerrville, Texas ("City"). Texas law is the primary authority for purchasing procedures, and therefore, portions of this manual use language taken directly from state statutes. At other times, the manual paraphrases and generalizes state law in an effort to assist in the understanding and application of purchasing requirements. This manual does not address every purchasing situation. Should a City employee have any questions or when an unusual situation occurs, please consult the City's Finance Department ("Finance") and/or the City Attorney's Office. State law supersedes the City's policy in the event of a conflict.

A. Purchasing Goals

1. Ensure compliance with Federal, State, and local purchasing laws
2. Establish policies and procedures that maintain the integrity of the purchasing process, encourage competition, and achieve cost savings.
3. Procure goods and services of the requested quality and quantity from responsible sources using the most efficient and economical means at the best possible price with availability when and where they are needed

B. General Purchasing Information

1. Purchasing Authorization: The City Manager, pursuant to the City's Charter and City Council's approval of this manual, has delegated purchasing authority and responsibilities with respect to the purchasing of goods and services to certain City positions including members of the Finance Department with purchasing certifications and training, as well as Department Directors and their designees. City Council authorizes the City Manager to sign contracts that are below thresholds for which explicit City Council approval is required.
2. Public Funds Agreements: In addition, the City Council authorizes the City Manager to enter into agreements to grant public funds to various organizations as appropriated by the budget. Such grants include proceeds from occupancy tax and funding related to community support. Such agreements are limited to one (1) year.

See table on following page for general purchasing guidelines.

The following table provides general guidelines for purchases and the required quotes/bids.

CITY OF KERRVILLE PURCHASING COMPLIANCE QUICK REFERENCE			
Total Amount of Request	Compliance Requirement	Responsible Party	Approvals Required
Contracts Valued at \$50,000 or more	Competitive bids opened at a public meeting	Department or Project Manager	City Council and City Manager Finance
Goods Valued at \$50,000 or more	At least 3 competitive bids / quotes based on like products or proof of purchasing co-op pricing	Department, Project Manager, Purchasing Agent	City Council and City Manager Finance
\$25,000 to \$49,999.99	At least 3 competitive bids / quotes based on like products or proof of purchasing co-op pricing	Department, Project Manager, or Purchasing Agent	Department Director and Finance
\$5,000.00 to \$24,999.99	At least 3 competitive bids / quotes based on like products or proof of purchasing co-op pricing	Department purchasing staff	Department Purchasing Approver and/or Finance
up to \$4,999.99	Compare pricing and quality to obtain the best value for the City	Department purchasing staff	Department Purchasing Approver and/or Finance

- * All bids, quotes and/or purchasing co-op pricing must be obtained **PRIOR** to purchase.
- * All requisitions related to a Capital Improvement Project (CIP) require Finance approval.
- * The City Manager may approve contracts or purchases up to \$50,000 without prior Council Approval.
- * For purchasing compliance consideration, the amount is determined by the total amount of related purchases or total term value of a contract, not individual invoice.
- * Purchasers should refer to full policy for specific requirements related to the table above.
- * It is the responsibility of each Department to maintain and actively monitor their department's agreements, schedule service calls under the agreements, and renew agreements as necessary.

II. Purchasing Considerations

A. Tax Exempt Status

The City is exempt from federal, state, and local taxes in most cases. An exemption certificate is available from the Finance Department to provide to City vendors or contractors.

B. Historically Underutilized Business (HUB)

Section 252.0215 of the Texas Local Government Code (TLGC) requires Texas cities to contact at least two (2) historically underutilized businesses (HUB) on a rotating basis when making any expenditure of more than \$3,000 but less than \$50,000. A HUB vendor list may be obtained at: www.window.state.tx.us/procurement. If the list fails to identify a disadvantaged business in Kerr County, the City is not required to follow this requirement.

C. Contractors and any sub-contractors employed by the City of Kerrville shall ensure compliance with TLGC section 2258 by using the prevailing wage rate as determined by the United States Department of Labor in accordance with the Davis-Bacon Act and subsequent amendments.

III. Competitive Bidding

A. Legal Requirements-Expenditures Over \$50,000

Pursuant to state law, before the City may enter into a contract that requires an expenditure greater than \$50,000 (including insurance and technology), the City must (Ch. 252, Subchapter. B, TX. Local Gov't Code):

1. comply with the procedure established by state law for competitive sealed bidding or competitive sealed proposals (where necessary);
2. use the reverse auction procedure as defined by Section 2155.062(d) of the Government Code for purchasing; or
3. comply with a method described by Chapter 2269 (Contracting and Delivery Procedures for Construction Projects) of the Government Code.

B. Alternate Delivery Methods

The City may use the best-value competitive bidding process, competitive sealed proposal method, construction manager-agent method, construction manager-at-risk method, design-build method, and the job order contract method for public procurement in place of the standard competitive bidding method that is also allowed under Chapter 2269 of the Government Code or Chapters 252 and 271 of the TLGC. The City may use any of the alternative delivery methods for any project involving an improvement to real property.

IV. Requirements for Purchases Under \$50,000

A. Purchases of Goods or Services Under \$5,000

1. Assigned purchaser should compare pricing and quality to obtain the best value for the City
2. All purchasing documentation must be attached to the requisition (invoice, quotes, special information, etc.)
3. Department purchasing approver must review all documentation **PRIOR** to approval
4. Assistant Director of Finance, Accounting Manager, or CFO must approve prior to payment

B. Requirements for Purchases \$5,000-\$49,999

1. At least (3) three written quotes for like items or services, proof of co-op pricing, or exemption information must be obtained **PRIOR** to placing order for, making purchase of, or entering into agreement for goods or services
2. Department purchasing approver, depending on the value of purchases, should review quotes prior to purchase
3. All quotes must be attached to requisition along with other purchasing documentation (invoice, agreement, special information, etc.)
4. Notes should be made to indicate why staff chose to purchase from a particular vendor, example, price, quality, availability, etc.
5. In the event that every effort has been made to obtain at least (3) three quotes but are unable to do so, adequate documentation must be attached to purchasing requisition proving staff efforts to obtain minimum number of quotes
6. Department purchasing approver must review all documentation prior to approving
7. Assistant Director of Finance, Accounting Manager, or CFO must approve prior to payment

C. Other Considerations

1. It is the responsibility of each staff member with purchasing authority to utilize all resources when expending funds belonging to the citizens of Kerrville. The best value method should be used, regardless of how small the purchase.
2. All purchases are subject to review during the City's annual audit by an external auditing firm to determine compliance with the City's policies along with state and federal purchasing requirements.
3. Purchases over the amount of \$5,000 are subject to capitalization, as part of the City's fixed Asset Management process. Items purchased independently that are part of a project or product valued over \$5,000 should be reported to the Finance Department upon purchase.
4. Finance purchasing staff have the responsibility to ensure compliance with the City's Purchasing Policy, up to and including reporting employees who repeatedly fail to meet the requirements of the Policy, which may lead to revocation of purchasing privileges.

5. It is the responsibility of each department to obtain proper vendor information prior to doing business with vendor. Vendor information is located on the p: drive in the Finance Department "forms" folder. Vendor information can be submitted electronically to: accountspayable@kerrvillebx.gov.
6. All invoices should be directed to Accounts Payable staff electronically at: accountspayable@kerrvillebx.gov.
7. Requisitions should be entered and approved timely by deadlines set by the Finance Department. Any questions regarding purchasing compliance should be directed to the Finance Department, Purchasing Agent, or the City Attorney's Office PRIOR to purchase.

V. Exemptions from Competitive Bidding (see "Additional Information" section for specific details)

Section 252.022 of the TLGC provides the following exemptions from competitive bidding:

- A. a procurement made because of a public calamity that requires the immediate appropriation of money to relieve the necessity of the City's residents or to preserve the property of the City;
- B. a procurement necessary to preserve or protect the public health or safety of the City's residents;
- C. a procurement necessary because of unforeseen damage to public machinery, equipment, or other property;
- D. a procurement for personal, professional, or planning services;
- E. a procurement for work that is performed and paid for by the day as the work progresses;
- F. a purchase of land or a right-of-way
- G. a procurement of items that are available from only one source (sole source), including:
 1. items that are available from only one source because of patents, copyrights, secret processes or natural monopolies;
 2. films, manuscripts, or books;
 3. gas, water, and other utility services;
 4. captive replacement parts or components for equipment;
- H. a purchase of rare books, papers, and other library materials for a public library;
- I. paving drainage, street widening, and other public improvements, or related matters, if at least one-third of the cost is to be paid by or through special assessments levied on property that will benefit from improvements;

J. Personal property sold:

1. at an auction by a state licensed auctioneer;
2. at a going out of business sale held in compliance with Subchapter F, Chapter 17, Business & Commerce Code;
3. by a political subdivision of this state, an agency of this state, or an entity of the federal government; or
4. under an interlocal contract for cooperative purchasing administered by a regional planning commission established under Chapter 391

K. Services performed by blind or severely disabled persons;

L. Goods purchased by a municipality for subsequent retail sale by the municipality;

M. Advertising, other than legal notices;

N. Purchases made through an existing state contract (Chapter 271, Subchapter D), Cooperative purchasing program (Chapter 274, Subchapter F), or inter-local cooperation (Interlocal Cooperation Act, Chapter 791 Government Code).

VI. Bids, Proposals, and Contracts

A. The City Manager has authority to approve any contract or the purchase of goods not valued at more than \$50,000. The total value is determined by the aggregate value over the term of the contract or individual purchase.

B. Only City Council has the authority to approve and award bids, proposals, and contracts that exceed \$50,000. State law (§252.021, TLGC) provides that all purchases and contracts estimated at greater than \$50,000 require advertising which requests sealed bids or proposals. The Department or Project Manager, with assistance from the City Secretary's Office, when requested, is responsible for the advertisement and distribution of the requests for bids or proposals. The Department or Project Manager is responsible for the advertisement and distribution of the requests for bids or proposals. City Council is responsible for approving the bid or proposal, in accordance with state law. Criminal penalties may apply to those who fail to comply with competitive bidding requirements.

C. Bid Process

1. The Department or Project Manager will prepare bid specifications, bidder mailing lists, advertising dates, and schedule the bid opening date, time, and location. Where appropriate, the City will utilize website notices for national advertising.
2. The City must publish a notice indicating the time and place at which the bids or proposals will be publicly opened and read aloud. The notice must be published at least once a week for two consecutive weeks. The first publication must appear before the 14th day before the date that the bids or proposals are publicly opened and read aloud. The notice must be placed in the City's official newspaper.
3. The City will accept bids in both paper and electronic formats. The City Secretary will accept all paper bids and maintain them in a secure confidential file until the date of the bid opening. Electronic bids will only be accepted via the City's current procurement software, which can be accessed via the City's website: www.kerrvilletx.gov. This software ensures the identification, security, and confidentiality of electronic bids or proposals and ensures that the electronic bids or proposals remain effectively unopened until the proper time in compliance with Texas Local Government Code. (§252.0415, TLGC)
4. At the time of the bid opening, the City Secretary or designee will present all bids to the Department or Project Manager for opening, review, and analysis. The City will reject any bid or proposal which is received after the due date and time. The time stamp in the City Secretary's Office will be the official time. Specific rules regarding the security of electronic submissions can be found in the appendix section of this policy.
5. The Department or Project Manager will conduct the bid opening and read the bids aloud at the designated time and place. Bid openings are open to the public.
6. Pursuant to state law, the City must award bids on the basis of the lowest, responsible bidder or the bid that provides the best value. As for "best value", the City, pursuant to law, may consider:
 - a. price
 - b. reputation of the bidder, including any safety record or financial capability
 - c. reputation of the bidder's goods or services, including personnel
 - d. extent to which the goods and services meet the needs of the City
 - e. bidder's past relationship with the City
 - f. impact to the City's ability to comply with HUB requirements
 - g. total longer-term cost to the City of acquiring goods or services
 - h. any other relevant criteria that the City listed in specifications (§252.043, TLGC)

7. After reviewing the bids, the Department or Project Manager will prepare an agenda bill with staff recommendation for City Council consideration, approval, and award.
8. The City has the option to reject any or all bids, even if only one bid is received.
(§ 252.043(f), 271.027(a), TLGC)

D. General Contract Requirements

1. Bids with Residents vs. Non-Residents

- a. If two or more bidders have bids that are identical in nature and amount, with one bidder being a resident of the City and the other bidder or bidders being non-residents, the City must select the resident bidder or reject all bids. (§271.901, TLGC)
- b. For contracts less than \$100,000, if the City receives one or more competitive bids or quotations from a bidder whose principal place of business is in the City and whose bid is within five percent of the lowest bid price received by the City from a bidder who is not a resident of the City, the City may enter into a contract with the lowest bidder or the bidder whose principal place of business is in the City if the City Council determines, in writing, that the local bidder offers the City the best combination of contract price and additional economic development opportunities for the City created by the contract award, including the employment of residents of the City and increased tax revenues to the City. (§271.9051, TLGC)

2. Bonding for Public Works Projects

State law requires contractors to submit bonds to the City for bids, payment, and performance of contracts on certain public works projects. State law establishes standards for when the bonds are required and the amount of the bond. A corporate surety duly authorized and admitted to do business in the State of Texas must issue the bonds. Although the term "public work" is not defined by statute, it is generally understood to mean the construction, repair, or renovation of a structure, road, highway, utilities, or other improvement or addition to real property. Bonds are required in the following amounts:

- a. Bid Bond: A bid bond, in the amount of 10 percent of the proposed contract price, is required where a contract is in excess of \$100,000.
- b. Performance Bond: A performance bond, in the total amount of the contract, is required if the contract is in excess of \$100,000.
- c. Payment Bond: A payment bond is required if the contract is in excess of \$50,000, in the total amount of the contract. The bond is intended solely for the protection of all claimants supplying labor and material in the prosecution of the work provided for in the contract.

- d. Maintenance Bond: In addition to the above statutorily required bonds, the City will require a Maintenance Bond for all public works projects for a minimum time period of one (1) year. (Chapter 2253, TX. Gov't Code)
- 3. Bonds for Non-Public Works Projects
 - Based upon good business practices, whenever the City enters into a contract for purchases of a product system, or service in which the system or service will be of little value to the City until it is complete, the City may require performance and payment bonds.
- 4. Change Orders
 - Section 252.048 of the TLGC allows change orders as long as the contract price is not increased by more than 25 percent and the change order is not being used to purchase new products or to create an entirely new project. Pursuant to this section, the City Manager has authority to approve such change orders that are less than \$50,000. Change orders over \$50,000 are subject to City Council approval.
- 5. Insurance Requirements
 - Where the City contracts with an outside party (contractor, consultant, vendor, or concessionaire) for goods or services, the contract should include indemnity and hold harmless provisions that appropriately transfer the project risks from the City to the contractor. Because the contractor may or may not have the financial resources to account for the risks, the City requires the contractor to purchase and maintain valid insurance to help ensure the financial security required by the City. The insurance types and amounts are as follows:
 - a. Workers Compensation: Workers Compensation covering all employees per the state statutory requirement is required on all contracts.
 - b. Liability Insurance: The following insurance is required on all contracts over \$15,000:
 - 1. Employer's Liability of \$100,000;
 - 2. Comprehensive General Liability and Bodily Injury & Property Damage \$1,000,000, per occurrence and \$2,000,000 general aggregate; and
 - 3. Business Automobile Liability covering owned vehicles, rented and non-owned vehicles, and employee non ownership Bodily Injury Property Damage \$1,000,000 (per occurrence and aggregate).
 - c. Reasonable Coverage: Although insurance coverage is not required for every project, and limits will vary by exposure, understanding insurance is important to assure that all of the City's potential liabilities and exposures from a project are properly and reasonably protected. Where questions arise about the types of insurance or amounts the Department should contact the City's Director of General Operations.

6. Boycotting Israel

House Bill 793 provides that contracts for goods and services must have written verification from the company that it:

- a. Does not boycott Israel / will not boycott Israel during the term of the contract by providing that:
 1. The company does not include a sole proprietorship; and
 2. The law applies only to a contract that:
 - a. Is between a governmental entity and a company with more than 10 full-time employees, and;
 - b. Has a value of \$100,000 or more that is to be paid wholly or partly from public funds of the government entity

VII. Other Purchasing Arrangements

A. Warranties and Service Agreements

A Department should include any requirement for warranties or service agreements in the purchase specifications documents. It is the responsibility of each Department to maintain and actively monitor their department's agreements, schedule service calls under the agreements, and renew agreements as necessary.

B. Simple Leases (auto, office equipment, etc.)

Competitive bidding or proposal requirements apply to any lease of personal property that will require an expenditure of more than \$50,000 in City funds, unless the expenditure is covered by a specific statutory exception that would relieve the City from the duty to bid or seek proposals on the item. For example, if the lease were for an item that was necessary to preserve or protect the public health or safety of the City's residents, the City would not be under a duty to use competitive bidding or proposals for its acquisition.

C. Lease Purchase Agreements

Normal statutory procurement requirements generally apply to these lease purchase agreements. That is, a lease purchase agreement for personal property shall be competitively procured unless the type of item purchased is covered by a specific exception to the statutory procurement requirements. Competitive bidding requirements do not apply to the lease of real property.

VIII. Purchasing Methods

A. Purchase Requisition

Most purchases are made using a requisition that is processed through Incode. The requisitions prepared and approved by the department requesting the purchase or other necessary approver. The requisition is completed and submitted electronically along with all supporting documentation (invoice,

receipt, bids or quotes, if necessary, sole source or emergency justification forms, if necessary). Appropriate staff must approve requisitions for payment. Accounts Payable must have a W-9 on file for all vendors in order to make payment. Accounts Payable processes payments for approved purchase orders weekly.

B. Purchasing Card (P-card)

1. Overview: The City issues and authorizes the use of Purchasing Cards (P-card) to efficiently purchase goods or services needed for City business that require immediate payment. The P-card is designed to delegate the authority and capability to purchase limited items directly to an authorized employee. A P-card will enable authorized employees to purchase non-restricted goods directly from vendors without the issuance of a purchase order. Authorized employees may use a P-card with vendors that accept VISA. P-cards are ordered through the Finance Department with a P-card Request form
2. Responsibilities:
 - a. The Accounting Manager, Assistant Director of Finance, and the Chief Financial Officer are the administrators for the P-card program.
 - b. A Department Director, where appropriate, may authorize an employee(s) under their direction to use a P-card. The Director will make recommendations to the Finance Department as to recommended limits on the account, to include monthly spending limits, number of transactions per day, number of transactions per billing cycle, and merchant category restrictions.
 - c. An employee authorized to use a P-card must sign a Purchasing Card Cardholder Agreement prior to being issued a P-card. The employee is responsible for not only protecting the card, but is also responsible and accountable for all purchases made using the P-card. The employee will assume responsibility that all purchases made with the P-card adhere to this policy and will insure that no unauthorized purchases are made. The City will consider unauthorized purchases to be misappropriation of City funds that violates City policy and potentially state law. The employee authorized to use the P-card and the Department Director are responsible for the integrity and accuracy of P-card purchases and as such, are responsible for receipts for all P-card purchases and transactions. All purchases processed against a P-card must be made by, or under the immediate direction of, the employee to whom the card is issued. P-card receipts must specify all purchased items. Receipts that show only a total amount without any itemized details are unacceptable. The employee must inform the merchant of the City's tax-exempt status. The City may hold the employee personally responsible for items purchased without the supporting documentation.

- d. The Finance Department will return incomplete receipts to the P-card holder and the Department Director who will then be responsible for obtaining a detailed receipt or attaching a signed statement.
- e. P-card holders who do not retain acceptable receipts for P-Card purchases may have their authority for using the P-card revoked. The Accounting Manager or Chief Financial Officer will notify a Department Director concerning any misuse of a P-card.
- f. Reconciliation: Finance places spending limits and other restrictions on each P-card issued to an authorized employee depending on the purchasing authority of the cardholder. The Department must maintain receipts for each purchase throughout the month. During the month and at month's end the Department may view all purchases online. The Department must re- view the charges, print the register, and reconcile the amounts with the receipts for the purchases. The Department must then forward the register and receipts to Finance.
- g. Disputed Charges: An authorized employee who is issued a P-card holder is responsible for attempting to resolve any dispute with a vendor. If a resolution is not possible, the employee must immediately notify the bank of the disputed item and follow the bank's dispute process. The employee shall keep the Finance Department informed of any such charge.
- h. Termination or Transfer of an Employee: When an employee who has been issued a P-card terminates from City employment or transfers from a Department, the Department Director should notify the Accounting Manager of the change immediately. The employee's P-card approver will be responsible for a final reconciliation of the employee's P-card account.
- i. Loss of P-Card: A P-card holder must report a lost P-card immediately but in any event, within one business day of discovered loss. The City may hold an employee liable for any losses not covered by the protection plan. The City may also hold an employee responsible for the cost of a replacement card.
- j. Travel Expenses: All travel expenses paid for using a P-card must be documented in accordance with the City's Travel Policy.

IX. Petty Cash

- A. Purpose: Petty cash funds are for the purpose of infrequent, small dollar, non-travel departmental purchases when an employee does not have access to a p-card, a p-card cannot be used for payment, or there is a reason, approved by Assistant Director of Finance or CFO, why the purchase cannot go through the accounts payable process.
- B. Requesting Petty Cash: Requests for petty cash or requests for reimbursement from petty cash should be submitted to the Utility Billing Office or the Department's Petty Cash Custodian, if the department maintains a petty cash fund.

1. The request may not exceed \$50.00.
2. All petty cash slips must be signed, approved by the Department Director, include the amount, reason for expenditure, date and the account number to be charged.
3. Cash will only be reimbursed when accompanied by itemized receipts.
4. In the event that petty cash is requested in order to make a purchase on the City's behalf, a petty cash voucher will be issued and a signature of the person given cash will be required. An itemized receipt and unspent cash must be returned the same day that the petty cash was given.

C. Maintaining Petty Cash: Petty cash vouchers, receipts, and cash on hand should equal the total amount authorized for the petty cash fund. The itemized sales receipt must be attached to the petty cash voucher after the purchase. The petty cash voucher should include the amount and description of the expenditure, the expense account number, and be signed and dated by the recipient.

D. Replenishing Petty Cash Fund: If a department maintains a departmental petty cash fund, the department should turn in petty cash vouchers with receipts to the Utility Billing Department to exchange for cash to reimburse the departmental petty cash. Petty cash should be replenished by departments monthly. It is CRITICAL that all petty cash vouchers are redeemed and petty cash is replenished no later than September 30th of each year.

E. Performing Petty Cash Audits: The Finance Department will periodically audit petty cash funds at least twice each year to verify compliance with the petty cash policies and procedures.

F. Travel advances, meals, mileage, or other travel-related expenditures will not be reimbursed using a petty cash fund under any circumstance. All travel expenses must be recorded on the appropriate travel form and be submitted through Accounts Payable.

X. Disposal of Surplus Property

All departments shall review their assets and supplies each year and determine whether any items are no longer needed. A department may submit a list of any surplus, obsolete, or unused supplies, materials, or equipment to the purchasing agent, including a description, make, model, and serial number, if applicable. Finance, in coordination with a department and the purchasing agent, may transfer items between departments based upon needs. Where equipment or durable goods are deemed to be surplus, obsolete, or unused, the City may attempt to sell the property using an online auction, competitive bid, or in any other legal way that provides value and a public benefit to the City. In addition, property can be traded in toward the purchase of new property. Proceeds received will be credited to the fund that owned the property.

XI. Ethics Requirements

A. City Policies

The City demands the highest ethical standards of conduct from its employees and from vendors or contractors dealing with the City. City employees engaged in purchasing shall comply with the following ethical standards:

1. **Gratuities:** Certain kinds of conduct such as offering gifts, gratuities, or discounts to City employees to influence their decisions in the purchasing process are expressly prohibited. The City may reject a bid or cancel a contract without liability if it is determined by the City that gratuities were offered or given by a vendor or contractor, or an agent or representative of the vendor or contractor, to any officer or employee of the City with a view toward securing a contract or securing favorable treatment with respect to the awarding or amending, or the making of any determinations with respect to the performance of such a contract.
1. **Confidential Information:** It is a violation of City policy for any employee to use confidential information for actual or anticipated personal gain, or for the actual or anticipated gain of any person.
2. **Purchase of materials, equipment, and supplies for personal use:** Employees may only purchase City property for personal use if purchased through the City's normal disposal of surplus property procedures including public or online auction. Such purchases are subject to City Manager approval.
4. **Purchases for personal, private use:** Employees may not use the purchasing power of the City to make purchases for personal, private use.
5. **Travel, meals, and other expenses paid by vendor or contractor:** Travel costs to a vendor's or contractor's site shall be paid by the vendor or contractor only if the bid or proposal solicitation states that such visits would be at the vendor's or contractor's expense. The City will pay all other travel costs.

B. State Requirements

City officials and employees shall comply with various state laws with respect to purchasing. The following provides a summary and the general requirements of the laws:

1. **Chapter 171, Texas Local Gov't Code:** Chapter 171 regulates a local public official's conflicts of interest. The law defines "local public official" as an elected official, such as a Councilmember, or an appointed official (paid or unpaid) who exercises responsibilities that are more than advisory in nature.
2. The law prohibits a local public official from voting or participating in any matter involving a business entity or real property in which the official has a substantial interest if an action on the

matter will result in a special economic effect on the business that is distinguishable from the effect on the public or, in the case of a substantial interest in real property, it is reasonably foreseeable that the action will have a special economic effect on the value of the property, distinguishable from its effect on the public.

- a. A local public official who has such interest is required to file, before a vote or decision on any matter involving the business entity or real property, an affidavit with City Secretary, stating the nature and extent of the interest.
- b. A local public official is required to abstain from participating in the matter.
- c. A local public official who is required to file an affidavit is not required to abstain from participating in the matter if a majority of the members of the governing body have a substantial interest and file affidavits of similar interests on the same official matter.

3. Chapter 176, Texas Local Gov't Code: Chapter 176 is a related ethics law.

- a. Chapter 176 is applicable to the City. The law also applies to a local government corporation, board, commission, district or authority whose members are appointed by City Council and local government officers. Local government officers include (1) a mayor or City Council member, (2) a director, superintendent, administrator, president or any other person who is designated as the executive officer of the local government entity; and (3) an agent (including an employee) of the local government entity who exercises discretion in the planning, recommending, selecting, or contracting of a vendor.
- b. An officer is required to file a conflicts disclosure statement if:
 1. the officer or officer's family member has an employment or other business relationship with a vendor that results in the officer or officer's family member receiving taxable income of more than \$2,500 in the preceding twelve months.
 2. the officer or officer's family member accepts one or more gifts from a vendor with an aggregate value of more than \$100 in the preceding 12 months.
 3. an officer has a family relationship with a vendor.

c. Anyone meeting this condition or circumstance should consult with the Finance Department and/or the Legal Department with respect to this law.

4. Chapter 252, Texas Local Government Code: Chapter 252 contains laws related to competitive bidding. If a person fails to comply with the competitive bidding or competitive proposal procedures required by Chapter 252 that person may be convicted of a Class B or C misdemeanor, removed from office or employment and made ineligible to hold office in the state or to be employed by the City for four years after the conviction. This includes a situation in which a person

makes or authorizes separate, sequential, or component purchases in an attempt to avoid competitive bidding requirements.

5. Section 2252.908, Texas Local Government Code: Section 2252.908 relates to interested party disclosures and applies to contracts entered into after January 1, 2016. The law provides that:
 - a. The City is prohibited from entering into a contract with a business entity unless the business entity submits a disclosure of interested parties (i.e., discloses a person who has a controlling interest in the business or who actively participates in facilitating the contract for the business) if the contract requires an action OR vote by the City Council before the contract may be signed;
 - b. The disclosure must be on a form prescribed by the Texas Ethics Commission; and
 - c. The City must, not later than 30 days after receiving a disclosure, submit a copy to the Texas Ethics Commission.

Additional Purchasing Information

I. Additional Exemption Information

A. Professional Services

1. Section 252.022 of the TLGC specifically exempts contracts for professional services from the competitive bidding requirements. The Professional Services Procurement Act states that a City may not use traditional competitive bidding procedures to obtain the services of architects, engineers, certified public accountants, land surveyors, physicians, optometrists or state certified real estate appraisers. If the professional services desired by the City do not fall under the Professional Services Procurement Act, state law permits the services to be obtained with or without the use of competitive bidding, as the City desires.
2. Fees must be fair and reasonable, consistent with and not in excess of published recommended practices and fees of applicable professional organizations, and not in excess of any maximums specified by state law.
3. The Professional Services Procurement Act specifies that when obtaining architectural, engineering, or land surveying services, the City must first select the most highly qualified provider of those services on the basis of demonstrated competence and qualifications; and then attempt to negotiate a contract with that provider at a fair and reasonable price. If a satisfactory contract cannot be negotiated with the most highly qualified provider of architectural, engineering, or land surveying services, the City must formally end negotiations with that provider, select the next most highly qualified provider, and attempt to negotiate and attempt to negotiate a contract with that provider at a fair and reasonable price. The City must continue this process to select and negotiate with providers until a contract is entered into.
4. The Professional Services Procurement Act does not specify the exact process by which a City may procure accounting, medical, optometrist, interior design, or real estate appraisal services. The law merely prohibits obtaining these services through competitive bidding and requires that such services be selected on the basis of demonstrated competence and qualifications.

B. Emergency Purchases

1. Emergency purchases occur when a situation arises that is unforeseen and must be remedied immediately. Pursuant to state law, emergency purchases are exempt from the bidding process. An emergency is described as follows:
 - a. Acts of God (e.g., flood damage, tornado)
 - b. Machinery that is critical to the operation of the City and rendered out of service

- c. To preserve or protect the health and safety of the municipalities of residents
- d. Procurement necessary because of unforeseen damage to public machinery, equipment, or other property (§252.022(a)(1-3) TLGC)

2. Where an emergency exists and a purchase estimated over \$5,000.00 is required, the following procedure will be used:

- a. The Department should notify Finance of the purchase and attach an approved emergency justification form signed by the Department Director and the Assistant Director of Finance or Chief Financial Officer, and attach to the Purchase Requisition.
- b. If the emergency purchase causes a department to exceed their annual budget, the Department Director will work with the Finance Department, City Manager and, if necessary, City Council, to secure funding needed for the purchase.

3. Sole Source Purchases

According to Section 252.022 TLGC, competitive bidding requirements do not apply to items that are available from only one source due to patents, copyrights, secret processes, or natural monopolies. Items such as captive replacement parts or components may be considered as sole source items.

- a. Sole source purchases greater than \$5,000; The Department must contact the vendor or manufacturer for verification and justification as to why the procurement is sole source. Documentation on vendor letterhead or on the sole source form should be attached to the purchase order.
- b. Sole source purchases greater than \$50,000. Sole source purchases greater than \$50,000 must be reviewed by the City Manager and approved by City Council. Documentation on vendor letterhead or on the sole source form should be attached to the requisition. Sole source documentation is valid for two years.

II. Insurance

All purchases of insurance related products are processed through the Director of General Operations. Cities must seek competitive bids or proposals when purchasing insurance that will cost more than \$50,000. Chapter 252 of the TLGC does not specifically address the need to use a competitive bidding or proposals if a City's liability coverage is gained through participation in a group risk pool. Under state law, the coverage provided by risk pools is not considered to be insurance or subject to the traditional requirements applicable to insurance policies. Therefore, most risk pools take the position that statutory procurement requirements do not apply. (§252.021, TLGC)

III. Purchasing Cooperatives

- A. The City works with many purchasing cooperatives whose sole purpose is to source vendors for purchasers with the goal of offering a variety of goods and/or services with competitive pricing
- B. A purchaser may use a vendor's co-op membership as purchasing compliance in lieu of obtaining quotes as long as:
 1. The vendor's membership with co-op is current
 2. The quote AND invoice clearly notates co-op pricing along with the vendor's co-op contract number
 3. The City has a current relationship with the co-op

REAL ESTATE POLICY



I. Purpose

It is the intent of the City to strategically utilize its inventory of real estate to further the City's goals while avoiding the unnecessary acquisition of additional real estate. The purpose of this policy helps ensure that decisions regarding the acquisition and/or disposition of real estate reflect effective and efficient use of the City's current real property assets, a long-term vision, and a balance of operational, financial, environmental, and other relevant factors. Decisions regarding the acquisition or disposition of real estate should also consider plans and policies adopted by the City Council that provide guidance for the use of property located within identified geographic areas.

II. Policy and Procedure

A. Preliminary Decision

Proper planning activities involve the appropriate balance of fact-finding, public input, and expertise under a defined scope to determine the needs of the City. Initially, a Department Director shall consult with the City Manager regarding the necessity to purchase real estate for a particular project or need. The City Manager will be responsible for consultant selection, if applicable, to assist with the preliminary decision making process. Consultants will be chosen in accordance with applicable state laws and related City policies and procedures. Special cases for acquisitions not included in specific projects, including when a property owner contacts the City, will be evaluated and handled individually as the situation dictates. Council will make both initial and final decisions concerning real estate acquisitions over \$50,000. Council will make its decisions based on information gathered from any combination of staff reports and/or outside consultant information.

B. Authorization

The City Manager is authorized to approve the City's acceptance of easements, rights-of-way, license agreements, use agreements, and similar property interests pursuant in part to the City's application of its subdivision regulations and the requirement of dedication of various property interests for public use. In addition, the City Manager is authorized to acquire a property interest whose value is less than \$50,000. However, City Council must make decisions regarding acquisitions for any property interest with a value of more than \$50,000.

C. Preliminary Evaluation

1. conduct a general analysis to determine the overall feasibility of a proposed acquisition; and
2. prepare an assessment reflecting as many relevant factors as deemed appropriate. These factors can be revisited or further expanded upon as the acquisition process continues.

D. Due Diligence

All real estate acquisitions will undergo the proper due diligence to protect the City's immediate and long-term interests. Inspections, including environmental and other studies, may be necessary to protect the City. This includes situations where an owner wants to donate real

estate to the City, which the City may decide to accept. The City may hire a real estate consultant to assist with this process. Emphasis will be placed on confirmation of real estate decisions made.

E. Determination of Fair Market Value

When identified real estate is determined to be necessary and appropriate for completion of a project, an estimation of fair market value shall be obtained for each tract or property interest. If probable value of a tract is less than \$50,000, an estimate of fair market value may be obtained from tax appraisal records or from an informal analysis. The fair market value of any tract with a probable cost greater than \$50,000 or where acquisition involves the use of eminent domain shall be determined by an appraisal from a licensed independent real estate appraiser. In addition, the City, pursuant to Section 252.051, Tx. Local Gov't Code, may not purchase property wholly or partly with bond proceeds until it obtains an independent appraisal of the property's market value. The determination of fair market value shall be presented to the City Council or City Manager as appropriate when authorization to purchase real estate is granted.

F. Negotiation/Offers

The City Manager may enter into preliminary negotiations once City Council has given approval for a project or specific acquisition. The City Manager, however, has no authority to commit the City to a binding contract in excess of \$50,000. Except where an acquisition cost is less than \$50,000, City Council must make the decision regarding the acquisition of real estate. Any negotiations entered into by the City prior to final authorization by City Council, when needed, must clearly communicate that the final decision is to be made by City Council.

G. Title Insurance and Reports

Title reports and title insurance policy, when necessary, from a title insurance and abstract company shall be obtained for all real estate purchases, where appropriate. The report shall state an opinion of current record title ownership and the list of all liens or records filed against the property. Responsibility of the costs for these items will be negotiated between the buyer and seller.

H. Deeds and Contracts

Deeds, Contracts of Sale, and other documents needed to convey title or clear title may be prepared or reviewed by the City Attorney or other consultant attorney. All purchase contracts will be subject to satisfying all contingencies before closing. Where the City Attorney does not prepare the documents, the Department Director or City Manager shall ensure that the City Attorney is informed of the pending purchase and has an opportunity to review all of the documents prior to the actual sale and closing.

I. Taxes

All taxes that have accrued but which are not due should either be paid at closing or immediately thereafter. The Department Director or City Manager shall verify that the City ownership of the property is reflected on the current tax rolls.

J. Filing and Recording of Documents

The City Secretary is responsible for verifying the recording of all deeds and other documents requiring filing and/or recording in the County Clerk's Office. Documents recorded at the County Clerk's Office shall have a return address to the County Clerk's office and after filed and/or recorded, all documents shall be delivered to the City Secretary and maintained within that office.

K. Disposal of Real Property

When the City Manager and/or City Council has determined that any real estate (real property, easements, rights-of-way) owned by the City is no longer needed, the property may be sold or disposed of in accordance with state and/or federal law. The City Manager shall seek approval from City Council for each disposition of real property unless the property interest involves the vacation of an easement, other than right-of-way, that the City is not using and has no plans to use. The City may terminate the sale procedures used at any time and may reinitiate the same or different procedures at a later date. When appropriate, appraisals will be conducted to ensure the City's interests are protected when disposing of real property.

L. Eminent Domain

Where it becomes necessary, the City Manager may consult with the City Attorney concerning recommendation to and/or advising City Council on the use of eminent domain proceedings and decisions to employ experts needed in the process.

M. Applicability

These policies and procedures are intended as guidelines for the City. No express or implied rights or responsibilities are intended to be created for any party by these policies and procedures. Failure to comply with these policies and procedures is not intended to give any party the right to change, rescind, or delay any decision or transaction or to provide any claim for damages or other relief. These policies and procedures apply to all City departments and to all acquisitions of real estate by the City, except as otherwise provided by ordinance, charter, or existing law.

N. Legal Consistency and Compliance

This policy shall be interpreted and applied in accordance with federal, state, and local law. In addition, any proposed real estate acquisition shall be consistent with the City's Comprehensive Plan and other applicable planning policies whenever possible. The City Attorney should be consulted as needed in proposed acquisitions and at minimum, on the following matters: (a) compliance of proposed acquisition actions with local, state, and federal ordinances, statutes, regulations, plans, and policies; (b) the need for specific analyses, including applicable environmental studies; and (c) the form and substance of any proposed transaction documents for Council adoption. This policy is not intended to supersede policies or procedures reflected in any ordinances or resolutions adopted by the City Council and that specifically authorize the acquisition of real estate. In cases of inconsistency or conflict, the specific policies adopted by the City Council for the property in question shall prevail.

TRAVEL POLICY



The City of Kerrville maintains an Accountable Plan under IRS guidelines (IRS Publication 463). This means that reimbursement for an employee's or official's business related travel expenses is NOT considered taxable income.

I. Authorization

An employee must estimate the cost of travel, check for available budget, and obtain approval from their supervisor prior to incurring any business travel expense. If the cost of the trip is expected to exceed \$1,000, the employee/official must complete the "Travel Authorization Form" located at P:/Forms/Finance and submit the signed form to the Finance Department for approval at least 2 weeks prior to the trip.

II. Eligible Expenses

Employees/officials are eligible to receive reimbursement for the following:

1. Registration for conferences, seminars, classes, etc.
2. Lodging
3. Per diem meal allowance (must involve an overnight stay)
4. Transportation – air travel, mileage, car rental, shuttle, taxi, tolls, parking, public transportation
 - Note-if a City vehicle is available, employees are encouraged to utilize a City vehicle in lieu of mileage reimbursement. Budget is not always available for mileage reimbursement.
5. Miscellaneous – necessary expenses for items such as internet access, copies, etc.

III. Lodging

1. Room rate and tax will be reimbursed to an employee/official, however, employees are encouraged to utilize their purchasing card for room expenses.
2. Best efforts should be used to obtain a reasonable rate, including use of government rates when available. If the employee/official is staying at a conference/convention hotel, reimbursement is limited to the conference or convention rate.
3. Reimbursement is based on the single room rate unless the lodging is for more than one City employee/official.

IV. Per Diem Meal Allowance

1. Per Diem is a daily allowance paid to a traveler to cover the cost of meals. If the traveler does not use the entire per diem for meals, the traveler may keep the remainder and the difference is not taxable income. If the traveler's meal expense exceeds the per diem amount, the traveler will not be reimbursed for the additional amount.

2. Per the IRS, per diem meal allowance is allowed only for travel that includes an overnight stay. Day trip meals are not eligible for reimbursement.
3. Meals are reimbursed using a standard daily rate (per diem) set annually by the US General Services Administration (GSA). Determine the rate for a destination at gsa.gov/perdiem. The employee/official should attach a copy of the rate obtained at this site to the expense report. This rate covers the cost of meals, tax, and tip. No receipts are required.
4. Per diem on departure and return travel days is calculated at 75 percent of the daily rate.

V. Transportation

A. Air travel

1. Employees/officials should book the lowest available airfare that reasonably meets travel needs.
2. Air travel should be coach class or lower and booked in advance to avoid premium last minute pricing.
3. Employees/officials should minimize luggage fees by checking as few bags as possible.

B. Mileage

1. Mileage is payable when an employee/official uses a personal vehicle for business travel.
2. Mileage is reimbursed at the IRS standard mileage rate.
3. Mileage should be calculated from the work place (not home) to the travel destination with mapquest.com mileage documentation attached to the expense report.
4. Employee/official must be properly insured to use their own vehicle and should attach a copy of their personal insurance ID card to the expense report.
5. Employees/officials receiving a vehicle allowance are eligible for mileage reimbursement ONLY for destinations more than 75 miles (each way) from their work place.
6. Mileage reimbursement represents reimbursement for all vehicle related expenses including gas, wear and tear, and personal auto insurance.

C. Car rental

1. Employees/officials should choose the least expensive car rental company and car class that will meet the business needs of the trip.
2. Additional insurance coverage through the rental car agency is not necessary.
3. Rental cars should be returned with a full tank of gas to avoid more expensive fuel rates.

D. Gas

1. Gas is a valid travel expense only when using a City vehicle or rental car.
2. When using a City vehicle, it should be returned with a full tank of fuel.
3. Gas for personal vehicles is not a valid travel expense as it is included in mileage reimbursement.

VI. Payment Methods

- A. Purchase Card: A City issued purchase card (pcard) is the preferred method of payment for travel expenses such as registration, hotel, airfare, car rental and gas. Pcards should not be used for meals reimbursed by per diem or gas for personal vehicles.
- B. Gas Card: Gas cards are available for check out from Accounts Payable. These cards can be used if an employee/official is traveling in a City-owned vehicle and does not have a p-card.
- C. Travel Advance: A personal travel advance can be requested for meal per diems. Checks payable directly to a hotel, conference, etc. can also be requested in advance. Mileage reimbursement must be requested following the trip.
- D. Expense Report: An expense report should be submitted within 1 week following the trip that details the entire cost of the trip, including the amount of remaining reimbursement requested. Reimbursement will be paid through the requisition process either as a check or direct deposit. Please contact Accounts Payable to set up direct deposit for expense reimbursement.

VII. Documentation

Travel forms can be found under P:/Forms/Finance. The following items document travel expenses:

- A. Travel Authorization Form – required only for trips > \$1,000. Signed form must be turned in to Finance prior to trip.
- B. Travel Advance Form – submit this form with a PO only if requesting a travel advance. Personal travel advances should be submitted at least **2 weeks prior to departure**. Travel advances not approved in purchasing by deadline will not be processed until the next accounts payable date.
- C. Travel Expense Report – ****REQUIRED FOR ALL BUSINESS TRAVEL EVEN IF NO EMPLOYEE/ OFFICIAL REIMBURSEMENT IS REQUESTED****

Submit the Travel Expense Report form with a requisition (if requesting employee/official reimbursement) within one (1) week of returning from a trip. If no reimbursement is being requested, expense reports should be submitted to Finance within (1) week of returning from a trip.

VEHICLE AND EQUIPMENT REPLACEMENT POLICY





VEHICLE AND EQUIPMENT REPLACEMENT POLICY

Purpose

To provide a fiscally responsible vehicle and equipment replacement policy, which will enable the City of Kerrville to maximize asset utilization while maintaining a positive public image and being fiscally responsible in our budgeting and fleet replacement programs.

Summary

It is generally accepted that all types of mechanical devices have a finite life. The length of that life depends on many factors, including vehicle mileage and engine hours, quality of the preventative maintenance program, quality of driver training program, whether the mechanical device was used within the design parameters, was manufactured on a customer or commercial chassis, quality of workmanship by the original manufacture, quality of the components used, and availability of replacement parts, to name a few.

Additional Considerations

The following guidelines provide criteria for routine vehicle replacement based on their usage category. Each city vehicle and small equipment have been placed in a specific category (as listed below) in order to allow for uniformity in replacement standards.

1. Extreme Use – Consists of the front-line emergency response vehicles, which include marked patrol and traffic units, fire apparatus (such as engines, aerial apparatus or ladder trucks, brush trucks, rescue trucks), and ambulances, which are used as front-line emergency response vehicles.

	Police	Fire Pumpers	Ambulance	Ambulance Chassis
Years of service	3	15 +5 yrs. in reserve	4 +3yrs. Reserve	7 +7 after remount
Mileage	100,000			

2. Heavy Usage – Consists of heavy use vehicles, which are used to serve the public on a day-to-day basis and pull trailers and/or equipment.
3. Normal Usage – Consists of all other cars and pickups, which include pool vehicles. These vehicles are generally assigned to departments.
4. Moderate Usage – Consists of all other cars and pickups, which include pool vehicles. These vehicles are generally assigned to departments.



VEHICLE AND EQUIPMENT REPLACEMENT POLICY

5. Light Usage – Consists of all other cars and pickups, which include pool vehicles and light equipment (weed-eaters, chain saws, pumps, generators, trailers, and other small hand-operated equipment) which are used to serve the public on an "as needed" basis.

	Mileage Scale	Estimated Years	Hours
Extreme	>33,333	3	
Heavy	20,000-32,999	4	
Normal	10,000-19,999	7	
Moderate	5,000-9,999	13	
Light	<4,999	20	

Early Replacement

The point range system is used to determine replacement consideration. The Fleet Management Software includes a Fleet Replacement Rating that is to be used to calculate if a vehicle qualifies to be replaced. The Fleet Information report from the Fleet Management system will be used in the consideration for replacement. Each city vehicle and small equipment have been placed in a specific category (as listed below) in order to allow for uniformity in replacement standards.

Point Scale	Condition	Description
>30	Replace	Needs priority replacement
25-29.99	Poor	Qualifies to replace. Replacement if funds are budgeted
14.00-24.99	Good	Re-evaluate and include 5-year forecast.
7.00-13.99	Great	Do not replace
0.00-6.99	Excellent	Do not replace

Point Range Chart Note: The City may decide to retain a vehicle beyond the stated criteria after an evaluation of anticipated usage, repairs and operating costs.

The consideration of early replacement of a vehicle often arises when major expenditures are necessary to restore it to a safe operating condition (e.g. major component failure or incident damage). The economic effect of such repairs cannot be avoided because the cost is normally about the same whether the vehicle is sold in un-repaired condition or restored to repaired condition.

However, replacement prior to the normal criteria for vehicles will result in an acceleration of all future replacement cost cycles required to satisfy a continuing vehicle need. This acceleration of cost cycles causes



VEHICLE AND EQUIPMENT REPLACEMENT POLICY

a sizable increase in the total present value cost of all fixture cycles and should be avoided whenever possible. Major vehicle repairs should always be made, with two exceptions:

1. Major expenditures for repair should not be made when the cost of the repair plus the vehicle salvage in unrepainted condition exceeds its wholesale value in repaired condition.
2. Major deferrable expenditures should not be made when a vehicle is in the final six months of its retention cycle. During this period the penalty for replacement is small and, therefore, the vehicle should be replaced rather than repaired.

GLOSSARY OF TERMS





GLOSSARY OF TERMS

ACCOUNT NUMBER

An Account number is a line item code defining appropriation.

ACCRUAL ACCOUNTING

Accrual accounting is a basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they occur.

ACCRUAL BASIS

Accrual basis is a method of accounting that recognizes revenue when earned, rather than when collected and expenses are recognized when incurred rather than when paid.

ADMINISTRATIVE SUPPORT

Administrative Support is funding transferred to the General Fund from enterprise funds for specific central administrative functions that benefit those funds, such as the City Manager's Office, the Finance Department, or the Human Resources Department.

AD VALOREM TAX

Also known as the PROPERTY TAX, the ad valorem tax is payable at a rate per \$100 of taxable property value. The City Council sets the ad valorem tax rate every year as part of the budget process. A portion of the tax funds General Fund operations. The remaining portion funds General Obligation Debt Service.

ALLOT (ALLOTMENT)

To "allot" is to divide an appropriation into amounts that may be encumbered or expended during a time period.

AMENDED BUDGET

Amended budget, as used throughout the budget document, represents the original adopted budget plus any amendments passed by the City Council as of September 30 each year. This figure does not include prior year encumbrances or re-appropriations.

APPROPRIATION

Appropriation is the legal device by which the City Council authorizes the spending of City funds for specific purposes. Appropriations are usually limited in the amount and timeframe for expenditure.

APPROVED BUDGET

Approved budget, as used in fund summaries and department and program summaries within the budget document, represents the budget as originally adopted by the City Council.

ASSESSED VALUATION

A government sets a valuation upon real estate or other property as a basis for levying taxes. An assessed valuation represents the appraised valuation less any exemptions.



GLOSSARY OF TERMS

BAD DEBT

The U.S. Comptroller of the Currency, Administrator of National Banks defines a bad debt as an unsecured debt for which interest or payment is past due and unpaid for six months (and which is not in process of collection). Some businesses set aside a reserve on their books to offset losses from bad debts.

BALANCED BUDGET

A balanced budget is a budget in which planned expenditures can be met by current income from taxation and other central government receipts.

BASIS OF ACCOUNTING

Basis of Accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial records of the City, regardless of the measurement focus applied. Accounting records for governmental fund types are maintained on a modified accrual basis, with revenue being recorded when available and measurable, and expenditures being recorded when services or goods are received and the liabilities are incurred.

BASIS OF BUDGETING (See also MODIFIED ACCRUAL)

The City's basis for budgeting is the modified accrual basis for governmental funds, including the General Fund. Budgeting for proprietary funds, which includes enterprise and internal service funds, is essentially on the full accrual basis. Encumbrances are recognized by both governmental and proprietary funds since encumbrances represent a commitment of funding for goods and services.

BEGINNING BALANCE

The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

BONDS

Bonds are debt instruments that require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or formula for determining the interest rate.

BOND DEBT

Bond debt is that portion of indebtedness represented by outstanding bonds.

BUDGET AMENDMENT

A Budget amendment is a revision of the adopted budget that, when approved, replaces the original provision and increases or decreases the budget appropriation.

BUDGET CALENDAR

The budget calendar is the schedule of key dates that a government follows in preparation and adoption of the budget.

BUDGET ORDINANCE

The budget ordinance refers to the schedule of key dates that a government follows in preparation and adoption of the budget.



GLOSSARY OF TERMS

BUDGET PERIOD

The period for which a budget is approved or a budget ordinance is adopted. It is known as the budget period, normally coincides with the fiscal year.

BUDGET TRANSFER

A budget transfer is a procedure utilized by City Departments to revise budget appropriations within the departmental operating budget accounts.

BUDGETARY CONTROL

Budgetary control is the management of a government or enterprise in accordance with an approved budget for the purpose of keeping spending within available appropriations and available revenues.

BUDGETARY EXPENDITURES

Budgetary expenditures are decreases in net assets. In contrast to conventional expenditures, budgetary expenditures do not include amounts represented by non-current liabilities.

BUDGET

A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them.

CAPITAL BUDGET

The capital budget is a plan of proposed capital outlays and the means of financing them. The annual capital budget is the primary means by which most of the acquisition and construction activities for facilities and major improvements of a government are controlled.

CAPITAL EXPENDITURES

Capital expenditures are funds used to acquire or improve long-term assets.

CAPITAL OUTLAY

Capital outlay is an item costing more than \$5,000 and having a useful life of more than one year.

CERTIFICATES OF OBLIGATION

Certificates of obligation are used to obtain quick financing. The full faith and credit of the City secure them. Under the State Act, the intent to issue certificates must be published in the local newspaper fourteen (14) days In advance. Voter approval is not required unless 5 percent of the qualified voters sign a petition and file it with the City Clerk. Certificates can be used for real property purchase and construction.

COMMERCIAL PAPER

Commercial paper refers to short-term, unsecured promissory notes, usually due within 30-45 days. Generally, the notes are backed by a line of credit with a bank.



GLOSSARY OF TERMS

COMMODITIES

Commodities are consumable goods such as office supplies, small tools, and fuel, which are used by the City.

COMMUNITY INVESTMENT PLAN (CIP)

The Community Investment Plan is a comprehensive program that projects the capital needs of a community. Generally, it is a cyclical process that estimates the needs for ten years. The Community Investment Plan is essential for sound infrastructure and financial planning.

CONTRACTUAL OBLIGATION

A contractual obligation is a short-term debt instrument which does not require voter authorization, used to finance the purchase of items, such as equipment and vehicles.

COST

Cost is the amount of money or other consideration exchanged for property, services, or an expense.

CURRENT

The term "current" designates the present fiscal period, as opposed to past or future periods. It usually means items likely to be used up or converted into cash within one year.

DEBT SERVICE

Debt service is the amount of money required for interest and principal payments on an outstanding debt in any given year.

DEBT SERVICE FUND

The debt service fund—also called a SINKING FUND—is a fund established to account for the accumulation of resources for the payment of principal and interest on long term debt.

DEFICIT

A deficit is the excess of expenditures over revenues during an accounting period or, in the case of proprietary funds, the excess of expense over income during an accounting period.

ENCUMBRANCE

Encumbrances include obligations in the form of requisitions, purchase orders, contracts, or other commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or actual liability is set up, at which point they become expenditures.

ENDING BALANCE

The dollars remaining after current expenditures for operations and debt service are subtracted from the sum of the beginning fund balance and current resources. Portions of the fund balance may be reserved for various purposes, such as contingencies or encumbrances.

ENTERPRISE FUND

An enterprise fund is established to provide accountability for operations which: (a) finance and operate in a manner similar to private business enterprises whose governing body's intent is for the costs (expenses,



GLOSSARY OF TERMS

including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges, or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, and accountability of other purposes. Examples of enterprise funds are those for the Water Fund and Golf Fund.

EXPENDITURES

Expenditures are decreases in net financial resources. They include current operating expenses that require the current or future use of net current assets, debt service, and capital outlay.

EXPENSE REFUND

An expense refund is a cost reimbursement from other departments. It is usually associated with some service provided by one department on behalf of another.

EXPENSES

Expenses are decreases in net total assets. They represent the total cost of operations during a period, regardless of the timing of related expenditures.

FEES

Fees are charges for services.

FIXED ASSETS

Fixed assets are of long-term character and are intended to continue to be held or used. Examples are land, buildings, and improvements such as machinery and equipment.

FIXED COST

A fixed cost, such as rent, does not change with increases or decreases in the amount of services provided.

FTE

An FTE is a full-time equivalent authorized position, filled or vacant.

FIDUCIARY FUND

A fiduciary fund is a trust and agency funds used to account for assets held by a local government in a trustee capacity or as an agent for individuals, private organizations, other governmental units, or other funds.

FISCAL YEAR

The accounting period for which an organization's budget is termed the fiscal year. The fiscal year for the City of Kerrville runs from October 1st to September 30th of the following year.

FUNCTIONAL CLASSIFICATION

Functional classification is the expenditure classification according to the principal purposes for which expenditures are made. Examples are public safety, human services, and recreation and culture.



GLOSSARY OF TERMS

FUND

A fund is a fiscal and accounting entity with a self-balancing set of accounts. It records cash and other financial resources, all related liabilities, residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE

Fund balance refers to the balance of net financial resources that are spendable or available. Portions of the fund balance may be reserved for various purposes, such as contingencies or encumbrances.

FUNDING SOURCE

A funding source is the specifically identified dollars allocated to meet budgeted requirements.

GENERAL FUND

The General Fund is used to account for all financial resources except those required to be accounted for in another fund. Examples of General Fund departments include Parks and Recreation Department, Fire Department, Emergency Medical Services, Library, Municipal Court, and Police Department.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)

GAAP are the uniform minimum standards of, and guidelines to, financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures. GAAP provide a standard by which to measure financial presentations.

GENERAL OBLIGATION BONDS (GO BONDS)

General Obligation Bonds are bonds that are secured by the full faith and credit of the issuer. GO bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. They are usually issued to pay for general capital improvements such as parks and streets.

GOVERNMENTAL ACCOUNTING

Governmental accounting is the composite activity of analyzing, recording, summarizing, reporting and interpreting the financial transactions of government.

GOVERNMENTAL ACCOUNTING STANDARD BOARD (GASB)

GASB is the governing body that sets accounting standards specifically for governmental entities at the State and Local level.

GOVERNMENTAL FINANCE OFFICERS ASSOCIATION (GFOA)

GFOA is a professional association of state/provincial and local finance officers in the United States and Canada dedicated to the sound management of government financial resources.



GLOSSARY OF TERMS

GOVERNMENTAL FUNDS

Governmental funds are generally used to account for tax-supported activities. There are five different types of governmental funds: the general funds, special revenue funds, debt service funds, capital projects funds, and permanent funds.

GRANT

A grant is a contribution by one government unit or funding source to another unit. The contribution is usually made to aid in a specified function (for example, education), but it is sometimes also for general purposes.

INTERDEPARTMENTAL SERVICES

Interdepartmental services are budgeted expenses for services provided by another department.

INTERNAL SERVICE FUND

An internal service fund is a proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

INVESTMENTS

Investments are securities and real estate held for production of revenue in the form of interest, dividend, rentals or lease payments. The term does not include fixed assets used in governmental operations.

LEVY

To levy means to impose taxes, special assessments of service charges for the support of governmental activities.

LINE-ITEM BUDGET

A line item budget refers to a budget format in which departmental outlays are grouped according to the items that will be purchased with one item or group of items on each line.

MISSION

The reason or purpose for the organizational unit's existence is called its mission.

MODIFIED ACCRUAL

City of Kerrville governmental funds are budgeted using the modified accrual basis, with revenues recognized when they become measurable. Revenue is "measurable" when the amount of the transaction can be reasonably determined. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred and is expected to be liquidated within sixty (60) days.

NO-NEW-REVENUE TAX RATE

The no-new-revenue property tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year, based on a property tax rate that would produce the same amount of tax revenue if applied to the same properties taxed in both years. The idea is that if property valuations increase, the tax rate must decrease to produce the same amount of revenue.



GLOSSARY OF TERMS

NON-RECURRING REVENUE

Non-recurring revenue is a one-time windfall that is budgeted only for one fiscal year.

NOTE

A note is a written, short-term promise of the issuer to repay a specified principal amount on a certain date, together with interest at a stated rate, or according to a stated formula, payable from a defined source of anticipated revenue. Notes usually mature in fewer than five years.

OBJECT CLASS/CATEGORY

Object class is the expenditure classification according to the types of items purchased or services obtained; for example, personnel service, materials, supplies and equipment.

ORDINANCE

An ordinance is a formal legislative enactment by the City Council. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the City.

OVERHEAD

Overhead is the element of cost necessary for the production of an article or the performance of a service which is of such a nature that the amount applicable to the product or service cannot be determined readily. Usually, overhead relates to those objects of expenditures that do not become an integral part of the finished product or service such as rent, heat, light, supplies, and management.

PERFORMANCE MEASURES

Performance measures are specific measures of work performed within an activity or program (such as, total number of dispatched calls). Performance measures also are specific quantitative measures of results obtained through a program or activity.

PROGRAM

A program is a plan outlining funding for personnel, supplies, services, and capital for taking action toward specific goals and objectives.

PROPRIETARY FUND

A proprietary fund is an account that shows actual financial position and operations, such as actual assets, liabilities, reserves, fund balances, revenues, and expenditures, as distinguished from budgetary accounts.

REFUNDING

Refunding is when an issuer refinances an outstanding bond issue by issuing new bonds. There are two major reasons for refunding: to reduce the issuer's interest costs, or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the "refunding bonds" and the outstanding obligations being refinanced are referred to as the "refunded bonds" or the "prior issue."



GLOSSARY OF TERMS

REPLACEMENT COST

Replacement cost is the cost of a property, as of a certain date; which can render similar service (but which need not be of the same structural form) as the property to be replaced.

RESERVE

Reserve is an account in which a portion of the fund balance is segregated for a future use and which is, therefore, not available for further appropriation or expenditure. A reserve for inventories equal in amount to the inventory of supplies on the balance sheet of the general fund is an example of such a reserve.

RESOLUTION

A resolution is a special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

REVENUE BONDS

Revenue bonds are bonds payable from a specific source of revenue, which do not pledge the full faith and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the ad valorem tax rate. Pledged revenues may be derived from operation of the financed project, grants, excise, or other specified non-ad valorem tax.

REVENUE

Revenue is (1) an increase in a governmental fund net current assets from other than expenditure refunds and residual equity or (2) an increase in a proprietary fund net total assets from other than expense refunds, capital contributions, and residual equity transfers.

SINKING FUND

A sinking fund is an account into which a debt issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements. The revenue to be deposited into the sinking fund and payments from the fund are determined by the terms of the bond contract.

STRUCTURAL BALANCE

Structural balance is the state at which current revenue sufficiently supports current expenditures.

TAXES

Taxes are compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments, or charges for services rendered, such as sewer service.

TAX RATE

The tax rate is the amount of tax levied for each \$100 of assessed valuation.



GLOSSARY OF TERMS

TAX RATE LIMIT

The term "tax rate limit" refers to the maximum tax rate at which a governmental may levy tax. Overall tax rate limits usually restrict levies for all purposes and of all governments, state or local, having jurisdiction in a given area. The State of Texas has a maximum Ad Valorem limit of \$2.50 per \$100 of assess property value. Taxes are levied via a Tax Levy Ordinance.

TIMES COVERAGE

Times coverage, also known as debt service coverage, is an indicator of the financial strength of the project financed by revenue bonds. The times coverage calculation is net revenues divided by the debt service. Net revenues are total revenues less operating and maintenance expenses, and debt service is annual principal and interest payments on debt.

TRANSFERS

Transfers are the authorized exchanges of cash or other resources between funds.

VOTER-APPROVAL RATE

The voter-approval tax rate is a calculated maximum property tax rate allowed by law without voter approval. The calculation splits the voter-approval tax rate into two separate components - a no-new-revenue maintenance and operations (M&O) rate and a debt service rate. M&O includes such things as salaries, utilities and day-to-day operations. Debt service covers the interest and principal on bonds and other debt secured by property tax revenues. The voter-approval tax rate is the sum of no-new-revenue M&O and debt service rates, plus the unused increment rate (if applicable). In 2019, the Texas Legislature passed legislation requiring that the voter-approval rate be calculated at a 3.5% increase over the M&O no-new-revenue rate plus the debt service portion of the rate.

WORKING CAPITAL

Working capital is excess of current assets over current liabilities.

COMMUNITY STRONG



TAX RATE CALCULATION



 **TAX RATE CALCULATION**

2020 Tax Rate Calculation Worksheet

CITY OF KERRVILLE

No-New-Revenue Tax Rate

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

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

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

1. 2019 total taxable value. Enter the amount of 2019 taxable value on the 2019 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (will deduct taxes in Line 17). ¹	\$2,223,580,549
2. 2019 tax ceilings. Counties, Cities and Junior College Districts. Enter 2019 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other units enter "0" If your taxing units adopted the tax ceiling provision in 2019 or prior year for homeowners age 65 or older or disabled, use this step. ²	\$642,783,446
3. Preliminary 2019 adjusted taxable value. Subtract line 2 from line 1.	\$1,580,797,103
4. 2019 total adopted tax rate.	\$0.540000/\$100
5. 2019 taxable value lost because court appeals of ARB decisions reduced 2019 appraised value. A. Original 2019 ARB values: \$467,787 B. 2019 values resulting from final court decisions: - \$396,578 C. 2019 value loss. Subtract B from A. ³	\$71,209
6. 2019 taxable value subject to an appeal under Chapter 42, as of July 25. A. 2019 ARB certified value: \$4,899,974 B. 2019 disputed value: - \$1,563,239 C. 2019 undisputed value. Subtract B from A. ⁴	\$3,336,735
7. 2019 Chapter 42 related adjusted values. Add line 5 and line 6.	\$3,407,944
8. 2019 taxable value, adjusted for actual and potential court-ordered adjustments. Add line 3 and line 7.	\$1,584,205,047

1 Tex. Tax Code § 26.012(14)

2 Tex. Tax Code § 26.012(14)

3 Tex. Tax Code § 26.012(13)

4 Tex. Tax Code § 26.012(13)



TAX RATE CALCULATION

2020 Tax Rate Calculation Worksheet

CITY OF KERRVILLE

No-New-Revenue Tax Rate (continued)

9.	2019 taxable value of property in territory the taxing unit deannexed after January 1, 2019. Enter the 2019 value of property in deannexed territory. ⁵	\$51,530
10.	2019 taxable value lost because property first qualified for an exemption in 2020. If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freeport, goods-in-transit, temporary disaster exemptions. Note that lowering the amount or percentage of an existing exemption in 2020 does not create a new exemption or reduce taxable value. A. Absolute exemptions. Use 2019 market value: \$5,537,726 B. Partial exemptions. 2020 exemption amount or 2020 percentage exemption times 2019 value: + \$4,260,921 C. Value loss. Add A and B. ⁶	\$9,798,647
11.	2019 taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in 2020. Use only those properties that first qualified in 2020; do not use properties that qualified in 2019. A. 2019 market value: \$300,945 B. 2020 productivity or special appraised value: - \$4,546 C. Value loss. Subtract B from A. ⁷	\$296,399
12.	Total adjustments for lost value. Add lines 9, 10C and 11C.	\$10,146,576
13.	Adjusted 2019 taxable value. Subtract line 12 from line 8.	\$1,574,058,471
14.	Adjusted 2019 total levy. Multiply line 4 by line 13 and divide by \$100.	\$8,499,915
15.	Taxes refunded for years preceding tax year 2019. Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2019. Types of refunds include court decisions, Tax Code § 25.25(b) and (c) corrections and Tax Code § 31.11 payment errors. Do not include refunds for tax year 2019. This line applies only to tax years preceding tax year 2019. ⁸	\$48,975
16.	Taxes in tax increment financing (TIF) for tax year 2019. Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the unit has no 2020 captured appraised value in Line 18D, enter "0". ⁹	\$18,070
17.	Adjusted 2019 levy with refunds and TIF adjustment. Add lines 14 and 15, subtract line 16. ¹⁰	\$8,530,820

⁵ Tex. Tax Code § 26.012(15)

⁶ Tex. Tax Code § 26.012(15)

⁷ Tex. Tax Code § 26.012(15)

⁸ Tex. Tax Code § 26.012(13)

⁹ Tex. Tax Code § 26.03(c)

¹⁰ Tex. Tax Code § 26.012(13)



TAX RATE CALCULATION

2020 Tax Rate Calculation Worksheet CITY OF KERRVILLE

No-New-Revenue Tax Rate (continued)

18.	<p>Total 2020 taxable value on the 2020 certified appraisal roll today. This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in line 20). These homesteads includes homeowners age 65 or older or disabled.¹¹</p> <p>A. Certified values: \$2,306,440,268</p> <p>B. Counties: Include railroad rolling stock values certified by the Comptroller's office: + \$0</p> <p>C. Pollution control and energy storage system exemption: Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property: - \$0</p> <p>D. Tax increment financing: Deduct the 2020 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2020 taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in line 23 below.¹² - \$17,286,445</p> <p>E. Total 2020 value. Add A and B, then subtract C and D. \$2,289,153,823</p>	
19.	<p>Total value of properties under protest or not included on certified appraisal roll.¹³</p> <p>A. 2020 taxable value of properties under protest. The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value.¹⁴ \$123,602,449</p> <p>B. 2020 value of properties not under protest or included on certified appraisal roll. The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about but are not included at appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll.¹⁵ + \$0</p>	

11 Tex. Tax Code § 26.12, 26.04(c-2)

12 Tex. Tax Code § 26.03(c)

13 Tex. Tax Code § 26.01(c) and (d)

14 Tex. Tax Code § 26.01(c)

15 Tex. Tax Code § 26.01(d)



TAX RATE CALCULATION

2020 Tax Rate Calculation Worksheet

CITY OF KERRVILLE

No-New-Revenue Tax Rate (concluded)

19. (cont.)	C. Total value under protest or not certified. Add A and B.	\$123,602,449
20.	2020 tax ceilings. Counties, cities and junior colleges enter 2020 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter "0". If your taxing units adopted the tax ceiling provision in 2019 or a prior year for homeowners age 65 or older or disabled, use this step. ¹⁶	\$713,170,224
21.	2020 total taxable value. Add lines 18E and 19C. Subtract line 20. ¹⁷	\$1,699,586,048
22.	Total 2020 taxable value of properties in territory annexed after January 1, 2019. Include both real and personal property. Enter the 2020 value of property in territory annexed. ¹⁸	\$0
23.	Total 2020 taxable value of new improvements and new personal property located in new improvements. New means the item was not on the appraisal roll in 2019. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after January 1, 2019 and be located in a new improvement. New improvements do include property on which a tax abatement agreement has expired for 2020. ¹⁹	\$32,198,513
24.	Total adjustments to the 2020 taxable value. Add lines 22 and 23.	\$32,198,513
25.	Adjusted 2020 taxable value. Subtract line 24 from line 21.	\$1,667,387,535
26.	2020 NNR tax rate. Divide line 17 by line 25 and multiply by \$100. ²⁰	\$0.5116/\$100
27.	COUNTIES ONLY. Add together the NNR tax rates for each type of tax the county levies. The total is the 2020 county NNR tax rate. ²¹	\$/100

16 Tex. Tax Code § 26.012(6)(B)

17 Tex. Tax Code § 26.012(6)

18 Tex. Tax Code § 26.012(17)

19 Tex. Tax Code § 26.012(17)

20 Tex. Tax Code § 26.04(c)

21 Tex. Tax Code § 26.04(d)



TAX RATE CALCULATION

2020 Tax Rate Calculation Worksheet

CITY OF KERRVILLE

Voter-Approval Tax Rate

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

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

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

28.	2019 M&O tax rate. Enter the 2019 M&O tax rate.	\$0.4665/\$100
29.	2019 taxable value, adjusted for actual and potential court-ordered adjustments. Enter the amount in line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,584,205,047
30.	Total 2019 M&O levy. Multiply line 28 by line 29 and divide by \$100.	\$7,390,316
31.	Adjusted 2019 levy for calculating NNR M&O taxes. Add line 31E to line 30. A. 2019 sales tax specifically to reduce property taxes. For cities, counties and hospital districts, enter the amount of additional sales tax collected and spent on M&O expenses in 2019, if any. Other taxing units, enter 0. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent. B. M&O taxes refunded for years preceding tax year 2019: Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2019. This line applies only to tax years preceding tax year 2019. C. 2019 taxes in TIF.: Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2019 captured appraised value in Line 18D, enter 0.	\$0 + \$40,357 - \$13,955



TAX RATE CALCULATION

2020 Tax Rate Calculation Worksheet

CITY OF KERRVILLE

Voter-Approval Tax Rate (continued)

31. (cont.)	<p>D. 2019 transferred function.: If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in E below. The taxing unit receiving the function will add this amount in E below.</p> <p>Other taxing units enter 0.</p> <p>E. 2019 M&O levy adjustments.: Add A and B, then subtract C. For taxing unit with D, subtract if discontinuing function and add if receiving function.</p>	+/- \$0	
32.	Adjusted 2020 taxable value. Enter the amount in line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$26,402	\$7,416,718
33.	2020 NNR M&O rate. (unadjusted) Divide line 31 by line 32 and multiply by \$100.	\$0.4448/\$100	
34.	<p>Rate adjustment for state criminal justice mandate.²³ Enter the rate calculated in C. If not applicable, enter 0.</p> <p>A. 2020 state criminal justice mandate. Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose.</p> <p>B. 2019 criminal justice mandate. Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies.</p> <p>C. Subtract B from A and divide by line 32 and multiply by \$100.</p>	\$0	
		\$0	\$0/\$100

22 [Reserved for expansion]

23 Tex. Tax Code § 26.044



TAX RATE CALCULATION

2020 Tax Rate Calculation Worksheet

CITY OF KERRVILLE

Voter-Approval Tax Rate (continued)

35.	<p>Rate adjustment for indigent health care expenditures.²⁴ Enter the rate calculated in C. If not applicable, enter 0.</p> <p>A. 2020 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2019 and ending on June 30, 2020, less any state assistance received for the same purpose.</p> <p>B. 2019 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2018 and ending on June 30, 2019, less any state assistance received for the same purpose.</p> <p>C. Subtract B from A and divide by line 32 and multiply by \$100.</p>	\$0	\$0	\$0/\$100
36.	<p>Rate adjustment for county indigent defense compensation.²⁵ Enter the lesser of C and D. If not applicable, enter 0.</p> <p>A. 2020 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2019 and ending on June 30, 2020, less any state grants received by the county for the same purpose.</p> <p>B. 2019 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2018 and ending on June 30, 2019, less any state grants received by the county for the same purpose.</p> <p>C. Subtract B from A and divide by line 32 and multiply by \$100.</p> <p>D. Multiply B by 0.05 and divide by line 32 and multiply by \$100.</p>	\$0	\$0	\$0/\$100

24 Tex. Tax Code § 26.0442

25 Tex. Tax Code § 26.0442



TAX RATE CALCULATION

2020 Tax Rate Calculation Worksheet

CITY OF KERRVILLE

Voter-Approval Tax Rate (continued)

37.	<p>Rate adjustment for county hospital expenditures.²⁶ Enter the lesser of C and D, if applicable. If not applicable, enter 0.</p> <p>A. 2020 eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2019 and ending on June 30, 2020</p> <p>B. 2019 eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2018 and ending on June 30, 2019.</p> <p>C. Subtract B from A and divide by line 32 and multiply by \$100.</p> <p>D. Multiply B by 0.08 and divide by line 32 and multiply by \$100.</p>	\$0	
38.	<p>Adjusted 2020 NNR M&O rate. Add lines 33, 34, 35, 36, and 37.</p>	\$0.4448	\$100
39.	<p>2020 voter-approval M&O rate. Enter the rate as calculated by the appropriate scenario below.</p> <p>Special Taxing Unit. If the taxing unit qualifies as a special taxing unit, multiply line 38 by 1.08.</p> <p>Other Taxing Unit. If the taxing unit does not qualify as a special taxing unit, multiply Line 38 by 1.035</p> <p>Taxing unit affected by disaster declaration. If the taxing unit is located in an area declared as disaster area, the governing body may direct the person calculating the voter-approval rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval rate in this manner until the earlier of 1) the second year in which total taxable value on the certified appraisal roll exceeds the total taxable value of the tax year in which the disaster occurred, and 2) the third tax year after the tax year in which the disaster occurred. If the taxing unit qualifies under this scenario, multiply line 38 by 1.08.²⁷</p>	\$0.4603	\$100

26 Tex. Tax Code § 26.0443

27 Tex. Tax Code § 26.04(c-1)



TAX RATE CALCULATION

2020 Tax Rate Calculation Worksheet

CITY OF KERRVILLE

Voter-Approval Tax Rate (concluded)

40.	<p>Total 2020 debt to be paid with property taxes and additional sales tax revenue. Debt means the interest and principal that will be paid on debts that:</p> <p>(1) are paid by property taxes, (2) are secured by property taxes, (3) are scheduled for payment over a period longer than one year, and (4) are not classified in the taxing unit's budget as M&O expenses.</p> <p>A: Debt also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments.</p> <p>Enter debt amount.</p>	\$2,741,457
	<p>B: Subtract unencumbered fund amount used to reduce total debt.</p>	-\$26,000
	<p>C: Subtract certified amount spent from sales tax to reduce debt (enter zero if none).</p>	-\$0
	<p>D: Subtract amount paid from other resources.</p>	-\$1,102,324
	<p>E: Adjusted debt. Subtract B, C and D from A.</p>	\$1,613,133
41.	Certified 2019 excess debt collections. Enter the amount certified by the collector. ²⁸	\$362,603
42.	Adjusted 2020 debt. Subtract line 41 from line 40E.	\$1,250,530
43.	<p>2020 anticipated collection rate. If the anticipated rate in A is lower than actual rates in B, C or D, enter the lowest rate from B, C or D. If the anticipated rate in A is higher than at least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%.²⁹</p> <p>A. Enter the 2020 anticipated collection rate certified by the collector.³⁰</p>	100.0000%
	<p>B. Enter the 2019 actual collection rate.</p>	98.1000%
	<p>C. Enter the 2018 actual collection rate.</p>	100.0000%
	<p>D. Enter the 2017 actual collection rate.</p>	100.4000%
		100.0000%
44.	2020 debt adjusted for collections. Divide line 42 by line 43.	\$1,250,530
45.	2020 total taxable value. Enter the amount on line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,699,586,048
46.	2020 debt rate. Divide line 44 by line 45 and multiply by \$100.	\$0.0735/\$100
47.	2020 voter-approval tax rate. Add lines 39 and 46.	\$0.5338/\$100
48.	COUNTIES ONLY. Add together the voter-approval tax rates for each type of tax the county levies. The total is the 2020 county voter-approval tax rate.	\$/100

²⁸ Tex. Tax Code § 26.012(10) and 16.04(b)

²⁹ Tex. Tax Code § 26.04(h),(h-1) and (h-2)

³⁰ Tex. Tax Code § 26.04(b)



2020 Tax Rate Calculation Worksheet

CITY OF KERRVILLE

NNR Tax Rate and Voter-Approval Tax Rate Adjustments for Additional Sales Tax to Reduce Property Taxes

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

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

49.	Taxable Sales. For taxing units that adopted the sales tax in November 2019 or May 2020, enter the Comptroller's estimate of taxable sales for the previous four quarters. ³² Estimates of taxable sales may be obtained through the Comptroller's Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November 2019, skip this line.	\$0
50.	Estimated sales tax revenue. Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue. ³³ Taxing units that adopted the sales tax in November 2019 or in May 2020. Multiply the amount on Line 49 by the sales tax rate (.01, .005, or .0025, as applicable) and multiply the result by .95. ³⁴ -OR- Taxing units that adopted the sales tax before November 2019. Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	
51.	2020 total taxable value. Enter the amount from line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,699,586,048
52.	Sales tax adjustment rate. Divide line 50 by line 51 and multiply by \$100.	\$0/\$100
53.	2020 NNR tax rate, unadjusted for sales tax. ³⁵ Enter the rate from line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$0.5116/\$100
54.	2020 NNR tax rate, adjusted for sales tax. Taxing units that adopted the sales tax in November 2019 or in May 2020. Subtract line 52 from line 53. Skip to line 55 if you adopted the additional sales tax before November 2019.	\$0.5116/\$100
55.	2020 voter-approval tax rate, unadjusted for sales tax. ³⁶ Enter the rate from line 47 or 48, as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$0.5338/\$100
56.	2020 voter-approval tax rate, adjusted for sales tax. Subtract line 52 from line 55.	\$0.5338/\$100

31 [Reserved for expansion]

32 Tex. Tax Code § 26.041(d)

33 Tex. Tax Code § 26.041(i)

34 Tex. Tax Code § 26.041(d)

35 Tex. Tax Code § 26.04(c)

36 Tex. Tax Code § 26.04(c)



2020 Tax Rate Calculation Worksheet

CITY OF KERRVILLE

Voter-Approval Rate Adjustment for Pollution Control

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

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

57.	Certified expenses from the Texas Commission on Environmental Quality (TCEQ). Enter the amount certified in the determination letter from TCEQ. ³⁷ The taxing unit shall provide its tax assessor-collector with a copy of the letter. ³⁸	\$0
58.	2020 total taxable value. Enter the amount from line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,699,586,048
59.	Additional rate for pollution control. Divide line 57 by line 58 and multiply by 100.	\$0/\$100
60.	2020 voter-approval tax rate, adjusted for pollution control. Add line 59 to one of the following lines (as applicable): line 47, line 48 (counties) or line 56 (units with the additional sales tax).	\$0.5338/\$100

37 Tex. Tax Code § 26.045(d)

38 Tex. Tax Code § 26.045(i)



2020 Tax Rate Calculation Worksheet

CITY OF KERRVILLE

Voter-Approval Tax Rate Adjustment for Unused Increment Rate

The unused increment rate is the rate equal to the difference between the adopted tax rate and voter-approval tax rate before the unused increment rate for the prior three years.³⁹ In a year where a taxing unit adopts a rate by applying any portion of the unused increment rate, the unused increment rate for that year would be zero.

For each tax year before 2020, the difference between the adopted tax rate and voter-approval rate is considered zero, therefore the unused increment rate for 2020 is zero.⁴⁰

This section should only be completed by a taxing unit that does not meet the definition of a special taxing unit.⁴¹

61.	2019 unused increment rate. Subtract the 2019 actual tax rate and the 2019 unused increment rate from the 2019 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	\$0/\$100
62.	2018 unused increment rate. Subtract the 2018 actual tax rate and the 2018 unused increment rate from the 2018 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	\$0/\$100
63.	2017 unused increment rate. Subtract the 2017 actual tax rate and the 2017 unused increment rate from the 2017 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	\$0/\$100
64.	2020 unused increment rate. Add lines 61, 62, and 63.	\$0/\$100
65.	2020 voter-approval tax rate, adjusted for unused increment rate. Add line 64 to one of the following lines (as applicable): line 47, line 48 (counties), line 56 (taxing units with the additional sales tax) or line 60 (taxing units with pollution control).	\$0.5338/\$100

39 Tex. Tax Code § 26.013(a)

40 Tex. Tax Code § 26.013(c)

41 Tex. Tax Code § 26.063(a)(1)



TAX RATE CALCULATION

2020 Tax Rate Calculation Worksheet

CITY OF KERRVILLE

De Minimis Rate

The de minimis rate is the rate equal to the sum of the no-new-revenue maintenance and operations rate, the rate that will raise \$500,000, and the current debt rate for a taxing unit.⁴²

This section should only be completed by a taxing unit that is a municipality of less than 30,000 or a taxing unit that does not meet the definition of a special taxing unit.⁴³

66.	Adjusted 2020 NNR M&O tax rate. Enter the rate from line 38 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$0.4448/\$100
67.	2020 total taxable value. Enter the amount from line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,699,586,048
68.	Rate necessary to impose \$500,000 in taxes. Divide \$500,000 by line 67 and multiply by \$100.	\$0.0294/\$100
69.	2020 debt rate. Enter the rate from line 46 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$0.0735/\$100
70.	De minimis rate. Add lines 66,68, and 69.	\$0.5477/\$100

42 Tex. Tax Code § 26.012(8-a)

43 Tex. Tax Code § 26.063(a)(1)



TAX RATE CALCULATION

Total Tax Rate

Indicate the applicable total tax rates as calculated above.

No-New-Revenue tax rate. As applicable, enter the 2020 NNR tax rate from: line 26, line 27 (counties), or line 54 (adjusted for sales tax). \$0.5116/\$100

Voter-approval tax rate. As applicable, enter the 2020 voter-approval tax rate from: line 47, line 48 (counties), line 56 (adjusted for sales tax), line 60 (adjusted for pollution control), or line 65 (adjusted for unused increment). \$0.5338/\$100

De minimis rate. If applicable, enter the de minimis rate from line 70. \$0.5477/\$100



TAX RATE CALCULATION

Taxing Unit Representative Name and Signature

Enter the name of the person preparing the tax rate as authorized by the governing body of the taxing unit. By signing below, you certify that you are the designated officer or employee of the taxing unit and have calculated the tax rates in accordance with requirements in Tax Code.⁴⁴

Print Here

BOB REEVES, TAX COLLECTOR

Printed Name of Taxing Unit Representative

Sign Here

Bob Reeves

Taxing Unit Representative

Date

7-31-2020

⁴⁴ 44 Tex. Tax Code § 26.04(c)



TAX RATE CALCULATION

2020 Notice of No-New-Revenue Tax Rate Worksheet for Calculation of Tax Increase/Decrease

Entity Name: CITY OF KERRVILLE

Date: 07/29/2020

1.2019 taxable value, adjusted for court-ordered reductions. Enter line 8 of the No-New-Revenue Tax Rate Worksheet.	\$1,584,205,047
2.2019 total tax rate. Enter line 4 of the No-New-Revenue Tax Rate Worksheet.	0.540000
3.Taxes refunded for years preceding tax year 2019. Enter line 15 of the No-New-Revenue Tax Rate Worksheet.	\$48,975
4.Last year's levy. Multiply Line 1 times Line 2 and divide by 100. To the result, add Line 3.	\$8,603,682
5.2020 total taxable value. Enter Line 21 of the No-New-Revenue Tax Rate Worksheet.	\$1,699,586,048
6.2020 no-new tax rate. Enter line 26 of the No-New-Revenue Tax Rate Worksheet or Line 54 of the Additional Sales Tax Rate Worksheet.	0.511600
7.2020 taxes if a tax rate equal to the no-new-revenue tax rate is adopted. Multiply Line 5 times Line 6 and divide by 100.	\$8,695,082
8.Last year's total levy. Sum of line 4 for all funds.	\$8,603,682
9.2020 total taxes if a tax rate equal to the no-new-revenue tax rate is adopted. Sum of line 7 for all funds.	\$8,695,082
10.Tax Increase (Decrease). Subtract Line 8 from Line 9.	\$91,400



TAX RATE CALCULATION

CITY OF KERRVILLE

Tax Rate Recap for 2020 Tax Rates

Description of Rate	Tax Rate Per \$100	Tax Levy This is calculated using the Total Adjusted Taxable Value (line 21) of the No-New-Revenue Tax Rate Worksheet	Additional Tax Levy Compared to <u>last year's tax levy</u> of 8,536,304	Additional Tax Levy Compared to <u>no-new-revenue tax rate levy</u> of 8,695,082
Last Year's Tax Rate	0.540000	\$9,177,765	\$641,460	\$482,682
No-New-Revenue Tax Rate	0.511600	\$8,695,082	\$158,778	\$0
Notice & Hearing Limit*	0.511600	\$8,695,082	\$158,778	\$0
Voter-Approval Tax Rate	0.533800	\$9,072,390	\$536,086	\$377,308
Proposed Tax Rate	0.511600	\$8,695,082	\$158,778	\$0

No-New-Revenue Tax Rate Increase in Cents per \$100

0.00	0.511600	8,695,082	158,778	0
0.50	0.516600	8,780,062	243,757	84,979
1.00	0.521600	8,865,041	328,736	169,959
1.50	0.526600	8,950,020	413,716	254,938
2.00	0.531600	9,034,999	498,695	339,917
2.50	0.536600	9,119,979	583,674	424,897
3.00	0.541600	9,204,958	668,654	509,876
3.50	0.546600	9,289,937	753,633	594,855
4.00	0.551600	9,374,917	838,612	679,834
4.50	0.556600	9,459,896	923,592	764,814
5.00	0.561600	9,544,875	1,008,571	849,793
5.50	0.566600	9,629,855	1,093,550	934,772
6.00	0.571600	9,714,834	1,178,529	1,019,752
6.50	0.576600	9,799,813	1,263,509	1,104,731
7.00	0.581600	9,884,792	1,348,488	1,189,710
7.50	0.586600	9,969,772	1,433,467	1,274,690
8.00	0.591600	10,054,751	1,518,447	1,359,669
8.50	0.596600	10,139,730	1,603,426	1,444,648
9.00	0.601600	10,224,710	1,688,405	1,529,627
9.50	0.606600	10,309,689	1,773,385	1,614,607
10.00	0.611600	10,394,668	1,858,364	1,699,586
10.50	0.616600	10,479,648	1,943,343	1,784,565
11.00	0.621600	10,564,627	2,028,323	1,869,545
11.50	0.626600	10,649,606	2,113,302	1,954,524
12.00	0.631600	10,734,585	2,198,281	2,039,503
12.50	0.636600	10,819,565	2,283,260	2,124,483
13.00	0.641600	10,904,544	2,368,240	2,209,462
13.50	0.646600	10,989,523	2,453,219	2,294,441
14.00	0.651600	11,074,503	2,538,198	2,379,420
14.50	0.656600	11,159,482	2,623,178	2,464,400

- *Notice & Hearing Limit Rate: This is the highest tax rate that may be adopted without notices and a public hearing. It is the lower of the voter-approval tax rate or the no-new-revenue tax rate.



TAX RATE CALCULATION

Tax Levy: This is calculated by taking the adjusted taxable value (line 21 of No-New-Revenue Tax Rate Worksheet), multiplying by the appropriate rate, such as the No-New-Revenue Tax Rate and dividing by 100.

For School Districts: This is calculated by taking the adjusted taxable value (line 34 of the Voter-Approval Tax Rate Worksheet), multiplying by the appropriate rate, dividing by 100 and then adding this year's frozen tax levy on homesteads of the elderly.

Additional Levy Last Year: This is calculated by taking Last Year's taxable value (line 3 of No-New-Revenue Tax Rate Worksheet), multiplying by Last Year's tax rate (line 4 of No-New-Revenue Tax Rate Worksheet) and dividing by 100.

For School Districts: This is calculated by taking Last Year's taxable value, subtracting Last Year's taxable value for the elderly, multiplying by Last Year's tax rate, dividing by 100 and adding Last Year's tax ceiling.

Additional Levy This Year: This is calculated by taking the current adjusted taxable value, multiplying by the No-New-Revenue Tax Rate and dividing by 100.

For School Districts: This is calculated by taking the adjusted taxable value (line 34 of the Voter-Approval Tax Rate Worksheet), multiplying by the No-New-Revenue Tax Rate, dividing by 100 and adding This Year's tax ceiling.

COUNTIES ONLY: All figures in this worksheet include ALL County Funds. Tax Levy amounts are the sum of each Fund's Taxable Value X each Fund's Tax Rate.



2020 Notice of Tax Rates in CITY OF KERRVILLE

Property Tax Rates in CITY OF KERRVILLE. This notice concerns the 2020 property tax rates for CITY OF KERRVILLE. This notice provides information about two tax rates. The no-new-revenue tax rate would Impose the same amount of taxes as last year if you compare properties taxed in both years. The voter-approval tax rate is the highest tax rate a taxing unit can adopt without holding an election. In each case, these rates are calculated by dividing the total amount of taxes by the current taxable value with adjustments as required by state law. The rates are given per \$100 of property value.

This year's no-new-revenue tax rate:

Last year's adjusted taxes (after subtracting taxes on lost property)	\$8,530,820
This year's adjusted taxable value (after subtracting value of new property)	\$1,667,387,535
=This year's no-new-revenue tax rate	0.511600/\$100
+This year's adjustments to the no-new-revenue tax rate	\$0 /\$100
=This year's adjusted no-new-revenue tax rate	0.511600/\$100

This is the maximum rate the taxing unit can propose unless it publishes a notice and holds a hearing.

This year's voter-approval tax rate:

Last year's adjusted operating taxes (after adjusting as required by law)	\$7,416,718
This year's adjusted taxable value (after subtracting value of new property)	\$1,667,387,535
=This year's voter-approval operating tax rate	0.444800/\$100
\times (1.035 or 1.08, as applicable) = this year's maximum operating rate	0.460300/\$100
+This year's debt rate	0.073500/\$100
+The unused increment rate, if applicable	0.000000/\$100
=This year's total voter-approval tax rate	0.5338/\$100

This is the maximum rate the taxing unit can adopt without an election for voter approval.

Unencumbered Fund Balances:

The following estimated balances will be left in the taxing unit's accounts at the end of the fiscal year. These balances are not encumbered by a corresponding debt obligation.

Type of Fund	Balance
General Fund	\$8,617,335
Interest & Sinking Fund	\$1,158,744

2020 Debt Service:

The taxing unit plans to pay the following amounts for long-term debts that are secured by property taxes. These amounts will be paid from property tax revenues (or additional sales tax revenues, if applicable).

Description of Debt	Principal or Contract Payment to be	Interest to be Paid from Property Taxes	Other Amounts to be Paid	Total Payment



TAX RATE CALCULATION

	Paid from Property Taxes			
CO Series 2012	\$0	\$0	\$247,830	\$247,830
CO Series 2015	\$0	\$0	\$603,150	\$603,150
GO Refunding Series 2017	\$795,000	\$155,625	\$0	\$950,625
CO Series 2019	\$330,000	\$313,275	\$0	\$643,275
GO Refunding Series 2019	\$0	\$0	\$251,344	\$251,344
Landfill Post Closure Loan	\$42,328	\$1,905	\$0	\$44,233
Paying Agent Fees	\$1,000	\$0	\$0	\$1,000
 Total required for 2020 debt service				\$2,741,457
- Amount (if any) paid from funds listed in unencumbered funds				\$26,000
- Amount (if any) paid from other resources				\$1,102,324
- Excess collections last year				\$362,603
= Total to be paid from taxes in 2020				\$1,250,530
+ Amount added in anticipation that the unit will collect only 100.000000% of its taxes in 2020				\$0
 = Total Debt Levy				\$1,250,530

This notice contains a summary of the no-new-revenue and voter-approval calculations as certified by
Name of person preparing this notice: Bob Reeves
Position: Kerr County Tax Assessor/Collector
Date prepared: July 25, 2020

You can inspect a copy of the full calculations on the taxing unit's website at:
www.co.kerr.tx.us.

COMMUNITY STRONG



FEE SCHEDULE



FEE SCHEDULE

CITY SECRETARY	
PUBLIC INFORMATION REQUESTS	
Standard Size Copy (double sided copies count as 2 copies)	
Black and White	\$0.10 per page
Color	\$0.25 per page
Oversized Paper Copy	\$0.50 per page
Black and White	\$0.75 per page
Color	\$0.75 per page
Notary Fees	
Basic Notary Service	\$5.00 per document
Certified/Embossed Service	\$5.00 per embossment, plus \$1.00 per page \$20 per document max
Acknowledgement	\$5.00 per acknowledgement
Fax Transmissions	
Local	\$0.10 per page
Long distance	\$0.50 per page
Other	actual cost
Other	actual cost
Labor	\$15.00 per hour
Overhead charge (if applicable under state law)	20% of personnel charge
LAND RECORD FILING FEES	
First Page	\$26.00 per page
Additional Pages	\$4.00 per page
Records Management Fees	\$10.00 per document
Courthouse Security Fee	\$1.00 per document
Records Archive Fee	\$10.00 per document
Note: Fees subject to change based on County fee schedule	
OTHER	
FY 2021 PROPOSED FEE	
Vehicle for Hire Permit	\$25.00 per permit
Banners	
Permit Fee (non-refundable)	\$60.00 per permit
Administrative Fee (non-refundable)	\$25.00 per permit
Alcoholic Beverage Certificate	50% of TABC
Exception: Brewery, Brewpub, or similar	on premise retailer fee
Sidewalk Café Permit	\$50.00 per table/year



FEE SCHEDULE

DEVELOPMENT SERVICES DEPARTMENT	
BUILDING SERVICES	
PROFESSIONAL & OCCUPATIONAL LICENSES	
General Contractor License	\$300.00 initial license
General Contractor License: Renewal	\$100.00 annual
General Contractor License Renewal: Late Fee	\$200.00 late fee
General Contractor License: Single Project	\$150.00 per project
BUILDING PERMITS: SINGLE & TWO FAMILY RESIDENTIAL	
Building Permit: Minimum Charge	\$25.00 per permit
New Construction	\$0.36 per sq. foot (all floor area under one roof)
Addition	\$0.36 per sq. foot (all floor area under one roof)
Alteration or Remodel	\$0.21 per sq. foot (all floor area under one roof)
Fire Repair	\$0.21 per sq. foot (all floor area under one roof)
Storage or Accessory Building (>200 square feet)	\$0.21 per sq. foot (all floor area under one roof)
Building Permit Extension	50% of original permit fee
Plan Review Fee (per review) Due with permit application	50% of building permit fee
Flat work	\$150 Flat fee
BUILDING PERMITS: COMMERCIAL BY VALUE	
Permit (value up to \$1,000) plus	\$25.00 per permit
Value: \$1,000 and above	\$5.00 per \$1,000
Note: Value of construction is the greater of the value quoted by contractor or the calculated value using ICC valuation tables	
Temp Certificate of Occupancy (min 90 Days)	\$100.00 per certificate
Temp Certificate of Occupancy Extension (min 30 days)	\$100.00 per certificate
Building Permit Extension	50% of original permit fee
Plan Review Fee (per review) First review due with permit application Subsequent review due to substantial submittal or project changes	50% of original permit fee
SIGN PERMITS: BY VALUE	
Sign Permit: Non-Electric Value: up to \$1,000	\$25.00 per permit
Value: \$1,001 and up	\$5.00 per \$1,000
Sign Permit: Electric Value: up to \$1,000	\$25.00 per permit
Value: \$1,001 and up	\$5.00 per \$1,000



FEE SCHEDULE

DEVELOPMENT SERVICES DEPARTMENT, CONTINUED	
BUILDING SERVICES, CONTINUED	
BUILDING PERMIT: ELECTRIC	
Building Permit: Electric	\$40.00 per permit
Additional Fees	
Circuits	\$2.00 each
Fixtures	\$0.50 each
Motors (<1 HP)	\$2.00 each
Motors (1-10 HP)	\$2.50 each
Motors (11-25 HP)	\$3.00 each
Motors (>25 HP)	\$5.00 each
Services (per additional meter)	\$7.50 each
Appliances	\$2.00 each
Equipment (welder)	\$3.00 each
Equipment (transformers)	\$5.00 each
Equipment (other)	\$3.00 each
Signs	\$5.75 each
Neon Signs for Transformer	\$1.00 each
Temporary Service (T-Pole)	\$50.00 each
BUILDING PERMIT: MECHANICAL	
HVAC Permit Application Fee	
Permit	\$30.00 per permit
Value: Up to \$1,000	\$15.00 per permit
Value: Over \$1,000	\$3.00 per \$1,000
Inspection Fees	
Add or replace electrical wiring or panel	\$15.00 per unit
Replace equipment	\$15.00 per unit
New equipment	\$15.00 per unit
Alter existing equipment	\$15.00 per unit
BUILDING PERMIT: PLUMBING & GAS	
Permit	\$30.00 per permit
Fixtures	\$2.50 per unit
Building Drain	\$7.50 per unit
Water Heater and/or Vent	\$10.00 per unit
Gas Piping (1-5 outlets)	\$10.00 per unit
Piping for Water Treatment	\$7.50 per unit
Water/Sewer Yard Line	\$10.00 per unit
Gas Yard Line	\$7.50 per unit
Annual Gas Test	\$7.50 per unit
Pressure Regulator Valve	\$5.00 per unit
BUILDING PERMIT: POOLS (BY VALUE)	
Commercial Pool Building Permit (by value)	
Basic Permit (value up to \$1,000) plus	\$25.00 per permit
\$1,001 - \$49,999	\$5.00 per \$1,000
\$50,000 and up	\$5.00 per \$1,000
Residential Pool Building Permit (by value)	
Basic Permit (value up to \$50,000) plus	\$25.00 per permit
\$50,001 - \$99,999	\$4.00 per \$1,000
\$100,000 - \$499,999	\$3.00 per \$1,000
Note: Value of construction is the greater of the value quoted by contractor or the calculated value using ICC valuation tables	



FEE SCHEDULE

DEVELOPMENT SERVICES DEPARTMENT, CONTINUED	
BUILDING SERVICES, CONTINUED	
BUILDING PERMIT: IRRIGATION SYSTEM (BY VALUE)	
City Water Customer Permit (plus)	\$30.00 per permit
Value per \$1,000	\$3.00 per \$1,000
Plan Review	50% of permit fee
Non-City Water Customer Permit	\$45.00 per permit
2 inspection minimum	\$100.00 per inspection
Plan Review	50% of permit fee
DEMOLITION AND MOVING PERMITS	
Moving/Demolition Deposit	\$500.00 per permit
Demolition Permit	\$100.00 per permit
Moving Permit	\$100.00 per permit
INSPECTION FEES	
First Reinspection	\$0.00 same permit
Second Reinspection	\$100.00 same permit
Subsequent Reinspection	\$150.00 same permit
Special Inspection Fees	
During business hours: same day	\$50.00 per permit
After business hours: scheduled	\$50.00 per hr 2 hr min
After business hours: emergency	\$50.00 per hr 4 hr min
OTHER FEES	
Change of Contractor on Active Project	\$100.00 per permit
Note: Regular permit fees & requirements apply to new contractor for changes to original plans.	
Change of Occupancy (existing structure)	\$50.00 per structure
Certificate of Occupancy (vacant structures)	
Includes full inspection for structures vacant for more than 1 year or for change of use	\$150.00 per structure
Issuance of Permit (after start of project first occurrence by contractor)	Greater of double the permit fee or \$75
Issuance of Permit (after start of project subsequent occurrences by contractor)	Greater of double the permit fee or \$250
Appeal to Building Board of Adjustments Mechanics, Plumbing, Electrical Boards of Adjustments and Appeals	\$150.00 per appeal



FEE SCHEDULE

DEVELOPMENT SERVICES DEPARTMENT, CONTINUED	
CODE COMPLIANCE	
PERMITS/LICENSE	
Group Boarding Homes Permit	\$1,000.00 per permit
Permit renewal	\$350.00 per year
Re-inspection Fee	\$75.00 per inspection
Variance Fee for Distance	\$150.00 per variance
Junkyard Operation License	\$5.00 per site
Peddler and Solicitor Fees Base Charge	\$600.00 per year
Each additional person	\$10.00 30 days
Each additional person	\$100.00 per year
Deposit (refundable)	\$750.00 each
Sexually Oriented Business Annual License	\$500.00 per business
Annual Fee per Employee	\$50.00 per employee
Traveling Show and Exhibition License	\$100.00 per 30 days
Exemptions	
<ul style="list-style-type: none"> * Temporary special events * Sales/Festivals/Carnivals sponsored by IRS recognized charitable organizations * Governmental subdivisions * School districts * Chamber of Commerce * Visitor's Bureau * Council approved events * Open-air markets <ul style="list-style-type: none"> (required information must be provided showing compliance with laws and zoning regulations) * Traveling salespeople or solicitors calling only on commercial businesses * Garage Sales * Organized sales shows/conventions organized by charitable organizations * Fresh produce sales (fruits, nuts, vegetables) * Firewood sales * A business with a separate location in the City <ul style="list-style-type: none"> (must furnish proof of payment of all ad valorem and personal property taxes) 	



FEE SCHEDULE

DEVELOPMENT SERVICES DEPARTMENT, CONTINUED	
HEALTH	
PERMITS	
Bars and Lounges: Free Standing	
<1,000 square feet	\$70.00 per sq foot
1,000-1,999 square feet	\$85.00 per sq foot
2,000-2,999 square feet	\$100.00 per sq foot
3,000-3,999 square feet	\$125.00 per sq foot
4,000-4,999 square feet	\$150.00 per sq foot
5,000-10,000 square feet	\$200.00 per sq foot
>10,000 square feet	\$350.00 per sq foot
Catering License	\$70.00 per year
Health/Catering Permits	
<1,000 square feet	\$70.00 per sq foot
1,000-1,999 square feet	\$85.00 per sq foot
2,000-2,999 square feet	\$100.00 per sq foot
3,000-3,999 square feet	\$125.00 per sq foot
4,000-4,999 square feet	\$150.00 per sq foot
5,000-10,000 square feet	\$200.00 per sq foot
>10,000 square feet	\$350.00 per sq foot
Hotel Permit	\$50.00 per year
Mobile Food Establishment Permits	\$225.00 per unit / year
Peddler and Solicitor Fees	
Base Charge	\$600.00 per year
Each additional person	\$10.00 30 days
Each additional person	\$100.00 per year
Deposit (refundable)	\$750.00 each
Non-Profit Organization Permit (14 Consecutive Days)	\$50.00 per event
Temporary Food Service Permit	
Single Event	\$45.00 per 14 days
Non-profit Health Permit	\$50.00 per year
INSPECTIONS	
After Hours Inspection	
Emergency (4 hr minimum)	\$50.00 per hour
Certificate of Occupancy Inspection	\$50.00 per site
Hotel Complaint Inspection	
First complaint	\$100.00 per inspection
Subsequent complaints	\$150.00 per inspection
Reinspection Fees (same violation)	
First reinspection	no charge
Second reinspection	\$100.00 each
Subsequent reinspections	\$150.00 each
Sanitation and Environmental Inspections	
Foster homes, daycare centers, pools	\$40.00 per site
Semi-Public Pools/Spas	
Single pool facilities	\$75.00 each
Additional pool/spa	\$25.00 each
OTHER FEES	
Health Permit Late Fee	\$50.00 per permit
Replacement Permit or Certificate	\$5.00 each



FEE SCHEDULE

PLANNING FEES	
Preliminary Plats (plus)	\$300.00 each plus greater of \$20 per lot or \$10 per acre
Plats Minor, vacating, development, amendments, or replats	\$150.00 each plus \$10 per lot
Zoning Change Planned development/special use	\$300.00 per amendment
Zoning Variance	\$150.00 each
Appeals	
To City Council	\$15.00 each
To Planning & Zoning Commission	\$15.00 each
Administrative Appeal	\$150.00 each
Alcoholic Beverage Distance Variance Request	\$150.00 each
Note: In cases where legal notice of public hearing is required and applicant defers scheduled action, reapplication is required.	



FEE SCHEDULE

EMERGENCY MEDICAL SERVICES	
NON-EMERGENCY AMBULANCE LICENSE	
Annual License	\$400.00 per year
Annual Ambulance Permit	\$150.00 per year
Re-issue for Lost Permit	\$50.00 per unit
Inspection Reschedule Fee	\$50.00 per unit
NON-EMERGENCY TRANSFER AGREEMENT	
Local Transport	\$186.00 per person
Local Mileage	\$4.71 per loaded mile
RESPONSE/TRANSPORTATION	
Basic Life Support: Non-Emergency	\$453.06 per person
Basic Life Support: Emergency	\$724.90 per person
Advanced Life Support 1: Non-Emergency	\$543.68 per person
Advanced Life Support 1: Emergency	\$860.82 per person
Advanced Life Support 2: Emergency	\$1,245.92 per person
Specialty Care Transport	\$1,245.92 per person
Aid Only: No Transport	\$195.00 per person
Dedicated Standby	\$100.00 per hour
Response Fee	\$75.00 per person
Local Transport: No Supplies Used	\$150.00 per person
Mileage	\$22.86 per loaded mile



FEE SCHEDULE

ENGINEERING CAPACITY ANALYSIS	
Existing Water Capacity Analysis	\$500.00 per analysis
Existing Sewer Capacity Analysis	\$500.00 per analysis
Additional Capacity Analysis	to be determined per analysis
OTHER	
Construction Inspection Overtime (4 hr min on weekend)	\$50.00 per hour
Floodplain Development Permit	\$25.00 each
Sidewalk Waiver Application	\$300.00 per waiver
Right of Way Abandonment	\$300.00 per occurrence
PREVAILING WAGE RATES	
The City shall determine prevailing wages by using those rates determined by the United States Department of Labor in accordance with the Davis-Bacon Acts to ensure compliance with Texas Local Govt. Code section 2258.	



FEE SCHEDULE

FIRE DEPARTMENT PERMITS	
Access-Controlled Egress Doors, etc.	\$20.00 per device
Amusement Building Permit	\$50.00 per site
Blasting Permit	\$150.00 per site
Bulk Storage and Dispensing of LP Gas	\$100.00 per year
Commercial Bar-B-Que Pit	\$20.00 per site
Cooking Hood Fire Suppression System	\$100.00 per system
Event Permit (carnivals/fairs)	\$100.00 per event
Exhibit or Trade Show	\$100.00 per site
Fire Alarm Installation	
New installation, repair, remodel, or addition	\$100.00 per permit / per floor
Fire Protection/Detection Systems	
Electronic security gates, delay egress locks, security grills	\$100.00 per system
Fire Pump Acceptance Test	\$100.00 per test
Fire Pump Equipment Installation/Modification	\$100.00 per system
Fire Sprinkler	
New installation, repair, remodel, or addition (above ground)	\$100.00 per system / per floor
New installation, repair, remodel, or addition (underground)	\$100.00 per system
Standpipe system	\$100.00 per permit / per floor
Flammable/Combustible Liquids	
Storage, handling, dispensing	\$75.00 per incident
Hazardous Material Permit	\$150.00 per permit
High Pile Storage Permit	\$50.00 per site
Industrial Oven Permit	\$20.00 per site
Investigation Fee	
If permit is issued after construction is started without approved permit	applicable permit fee amount
Liquid Propane Tank Installation	\$75.00 per permit
Misc. Combustible Storage	\$75.00 per site
Ceremonial Fire Permits (bonfires)	\$250.00 per site
Controlled Burns	\$150.00 per site
Recreational Fire	
(less than 3ft. Diameter x 2ft height)	no charge for permit
Other Permit	
Designated by <i>International Fire Code</i>	\$20.00 per incident
Spray Room, Dip Tank or Booth used for combustible finishes	\$50.00 per space
Storage of Portable LP Gas Containers	\$20.00 per site
Storage or Handling of Compressed Gases	
In excess of amounts listed in table 105.6.9 of the e2006 <i>International Fire Code</i>	\$50.00 per site
Tent, Canopy, Membrane Structure	\$20.00 per structure
Underground Fuel Storage Tank Removal	\$100.00 per site
Under/Above Ground Fuel Storage Tank	
New installation	\$100.00 per tank
Repair/replace existing tank	\$100.00 per tank
Repair/replace existing product line	\$100.00 per site
FIRE ALARM FEES	
False Alarm Fee	
3-5 times in preceding 12 month period	\$50.00 per violation
6-7 times in preceding 12 month period	\$78.00 per violation
8+ times in preceding 12 month period	\$100.00 per violation



FEE SCHEDULE

FIRE DEPARTMENT, CONTINUED	
INSPECTION/RE-INSPECTION FEES	
State Mandated Occupancy Inspections (outside city limits) Change of Occupancy	\$20.00 per site
Daycare/Foster/Adoption/Group Home 7 Children or Less	\$50.00 per site
More than 7 Children	\$75.00 per site
Youth Camps and Day Camps	\$150.00 per site
Schools and Instructional Facilities	\$150.00 per site
Hospital, Nursing Home, and Assisted Living Facilities	\$150.00 per site
Fire Inspection Requested/Scheduled outside of business hours 2 hr. min. - paid in advance Non-holiday	\$100.00 per hour
City recognized holiday	\$100.00 per hour
All Other	\$100.00 per site
Re-inspection for Requested/Scheduled Inspections (excludes annual fire inspection) First inspection list(s) not completed on first or subsequent requests. Not ready for inspection upon arrival	\$50.00 per inspection
Contractor fails to keep appointment	\$50.00 per inspection
No access to site or building	\$50.00 per inspection
PUBLIC SAFETY STAFFING	
Personnel Minimum 2 hours per Fire Department staff	\$40.00 per hour
Vehicle Minimum 2 hours per vehicle	\$25.00 per hour
OTHER FEES	
Plan Review Fee (Credited to permit cost when approved)	\$100 per review plus \$0.05 per/sq ft. per review
Request for Public Information	see City Secretary
Water Flow Test	\$150.00 per hydrant
Appeal to Building Board of Adjustments	\$150.00 per appeal



FEE SCHEDULE

GOLF: SCOTT SCHREINER GOLF COURSE		
GREEN FEES		
Weekend Rates Apply Friday-Sunday (Except for Seniors)		
GUEST RATES	WALKING	WITH CART
<u>Regular</u>		
Weekday		
9 Holes	\$17.00	\$25.00
18 Holes	\$27.00	\$43.00
Weekend/Holiday		
9 Holes	\$23.00	\$31.00
18 Holes	\$34.00	\$50.00
<u>Twilight (after 2pm)</u>		
Weekday		
9 Holes	\$17.00	\$25.00
18 Holes	\$17.00	\$33.00
Weekend/Holiday		
9 Holes	\$22.00	\$30.00
18 Holes	\$22.00	\$38.00
SPECIAL RATES	WALKING	WITH CART
<u>Senior (age 65+)</u>		
Weekday (M-F)		
18 Holes	\$16.00	\$32.00
<u>Military</u>		
Weekday		
18 Holes	\$21.00	\$37.00
Weekend/Holiday		
18 Holes	\$27.00	\$43.00
MEMBER RATES	WALKING	WITH CART
<u>Regular</u>		
Weekday		
9 Holes	\$7.00	\$15.00
18 Holes	\$9.00	\$25.00
Weekend/Holiday		
9 Holes	\$8.00	\$16.00
18 Holes	\$10.00	\$26.00
<u>Twilight (after 2pm)</u>		
Weekday		
9 Holes	\$6.00	\$14.00
18 Holes	\$6.00	\$22.00
Weekend/Holiday		
9 Holes	\$7.00	\$15.00
18 Holes	\$7.00	\$23.00



FEE SCHEDULE

GOLF: SCOTT SCHREINER GOLF COURSE, CONTINUED			
JUNIOR/STUDENT RATES	WALKING	WITH CART	
<u>Grades K-12</u>			
Weekday			
9 Holes	\$7.00	\$15.00	
18 Holes	\$11.00	\$27.00	
Weekend/Holiday			
9 Holes	\$9.00	\$17.00	
18 Holes	\$12.00	\$28.00	
<u>College</u>			
18 Holes	\$17.00	\$33.00	
Weekend/Holiday			
18 Holes	\$23.00	\$39.00	
MEMBERSHIP FEES			
Annual Membership	\$575.00	Per Person	
Second Family Member	\$450.00	Per Person	
Quarterly Membership	\$220.00	Per Person	
Second Family Member	\$200.00	Per Person	
Annual Range Pass	\$300.00	Per Person	
Quarterly Range Pass	\$100.00	Per Person	
Family Membership	\$900.00	2 adults + all jr.s.	
UNLIMITED GOLF	WALKING	WITH CART	
18 Holes	\$200/month	\$300/month	
No course fees			
DRIVING RANGE FEES			
Small Bucket	\$5.00 Per Bucket		
Large Bucket	\$10.00 Per Bucket		
Range Memberships			
Annual	\$300.00 Per Year		
Quarterly	\$100.00 Per Quarter		



FEE SCHEDULE

GOLF: SCOTT SCHREINER GOLF COURSE, CONTINUED		
CART FEES		
	9 Holes	18 Holes
Cart Use Fees	\$8.00	\$16.00
Private Cart Membership Annual members only	\$220.00	\$220.00
Trail Fee Private Cart w/cart membership & green fees	\$5.00	\$8.00
Passenger or Private Cart without green fees	\$8.00	\$16.00
CART STORAGE		
Annual	\$420.00	Per Year
Quarterly	\$140.00	Per Quarter
TOURNAMENT FEES		
Weekday/Weekend Afternoons	\$40.00	Per player
Weekend Mornings	\$50.00	Per player
Note: Contact Pro-Shop in order to schedule tournament play.		
RENTAL AND OTHER FEES		
	9 Holes	18 Holes
Club Rental	\$15.00	\$25.00
Pull Cart Rental	\$3.00	\$6.00
Notes: Fees will be prorated, as necessary, to ensure that all fees expire on the same date.		



INFORMATION TECHNOLOGY	
GIS SERVICES	
Labor (locating, compiling, reproducing)	\$45.00 per hour
Overhead charge	20% of labor charge
Printouts	
8.5"x11"	\$5.00 per page
11"x17"	\$7.00 per page
24"x36"	\$10.00 per page
Shipping	\$15.00 per page
Map Tube	actual cost
USB Drive	actual cost
Custom Maps	quoted per job

**LIBRARY: BUTT HOLDSWORTH MEMORIAL LIBRARY****RENTALS**

Conference Room	\$10.00 per hour
Meeting Room Two Hour Minimum	\$15.00 per hour
Full Day Use (during operating hours)	\$100.00 per day
Gazebo	\$50.00 per day
In-House A/V Equipment (Set up and Use)	\$20.00 per day
Repairs for damages to furniture, equipment, or facilities	actual cost

COPIES / PRINTING

Photocopier Black & White	\$0.10 per page
Color	\$0.25 per page
Computer/Internet Black & White	\$0.10 per page
Color	\$0.25 per page

CIRCULATION CHARGES

Resident Card	No Charge
Non-Resident (Outside Kerr County) Materials Checkout Only	\$35.00 per year
Computer Use Only	\$35.00 per year
Temporary Use	\$8.00 per month
Full Use	\$65.00 per year
Library Card Replacement	\$1.00 per card

OVERDUE FINES

Books Adult Materials	\$0.10 per item, per day, \$15 max
Child Materials	\$0.10 per item, per day, \$15 max
Audiobooks & CDs	\$0.10 per item, per day, \$15 max
DVDs and Blu-ray	\$1.00 per item, per day, \$15 max
Story Time Kits	\$5.00 per item, per day, \$15 max
Other Kits	\$1.00 per item, per day, \$15 max
Collection Agency Submission Fee	\$10.00 per submission

Note: Fines of \$5.00 and above will result in suspension of borrowing privileges.

INTERLIBRARY LOAN

Any Overdue Item	\$1.00 per item, per day, \$15 max
Lost / Damaged Item (Cost assessed by lending library) plus	\$5.00 per item
Return Postage	\$3.00 per item

REPLACEMENT OF MISCELLANEOUS PARTS

CD/DVD Case Single	\$1.00 per item
Multiple	\$4.00 per item
Book on CD Case (up to 12 CDs)	\$10.00 per item
Book on CD Case (up to 24 CDs)	\$15.00 per item
CD Jewel Case (2 disc)	\$3.00 per item
AV Storage Bags	\$1.00 per item



FEE SCHEDULE

LIBRARY: BUTT HOLDSWORTH MEMORIAL LIBRARY CONTINUED	
LOST / DAMAGED ITEM CHARGES	
CDs, Audiobook, Music, MP3 Actual cost plus	\$5.00 per item
Individual CD in a set (Audiobook, Music, MP3, \$10.00 per disc) plus	\$5.00 per item
DVD-Includes Sets (actual cost plus)	\$5.00 per item
Kits (actual cost plus)	\$5.00 per item
Books	
Library (actual cost plus)	\$5.00 per item
History Center-Rare/Out of Print	
Lesser of appraised value plus	\$100.00 per item
Personal Earbuds	\$2.00 per set



FEE SCHEDULE

MUNICIPAL COURT	
Online Transaction Fee	\$1.50 per transaction
Technology Fee	\$4.00 per conviction
Building Service Fee	\$4.50 per conviction
Kiosk Payment Fee	\$1.50 per transaction
Administrative Fee	\$10.00 per offense
For full schedule of fees and other costs, visit the Municipal Court page on the City's website: kerrvilletx.gov . Fees are prescribed by the state and subject to change. Judges assess fines within limits set by the state.	



FEE SCHEDULE

PARKS AND RECREATION	
KERRVILLE - SCHREINER PARK	
DAY USE FEES	
Adult (13 and over) \$15 per vehicle max	\$6.00 per person
Veterans (with 60% or greater service connected disability or loss of lower extremity)	No Charge
Child (12 and under)	\$2.00 per person
Senior (over 65)	\$2.00 per person
Commercial Vehicles	\$20.00 per vehicle
School Sponsored Trip (ages 13-18 not overnight)	\$0.50 per person
Annual Day Use Pass	
First Vehicle	\$50.00 per year
Second Vehicle (when registered with first)	\$25.00 per year
CAMPING FEES	
Tent Site with Water	\$20.00 per night
RV SITE FEES	
Mountain View Loop (30 amp w/water)	\$25.00 per night
October-February	\$630.00 per month
Pecan Loop (Riverside) (30 amp w/water & sewer)	\$30.00 per night
October-February	\$750.00 per month
Deerfield Loop (30 amp w/water & sewer)	\$30.00 per night
October-February	\$750.00 per month
Sycamore Circle (Riverside) (30/50 amp w/water & sewer)	\$35.00 per night
October-February	\$900.00 per month
Note: Camping fees include entrance for up to 4 people per site. Campsites accommodate 8 people. Guests #5-8 must pay daily entrance fee.	
CABIN/HOUSE RENTAL FEES	
Mini Cabin	\$60.00 per night
Deposit	\$25.00 per stay
Park Cabin	\$120.00 per night
Deposit	\$50.00 per stay
Ranch House	\$200.00 per night
Deposit	\$150.00 per stay
Bunk House	\$55.00 per night
Deposit	\$50.00 per stay
Note: State and local hotel/motel tax will be added in addition to rental fee.	



FEE SCHEDULE

PARKS AND RECREATION, CONTINUED	
FACILITY RENTAL FEES	
HALLS, PARKS, & PAVILIONS	
KSP Group Dining Hall	\$145.00 per day
Deposit	\$50.00 per use
KSP Group Recreation Hall	\$350.00 per day
Deposit	\$100.00 per use
KSP Amphitheater	\$100.00 per day
Deposit	\$50.00 per use
KSP Pollinator Garden	\$50.00 per event
Boardwalk Pavilion	\$100.00 per hour
Deposit	\$200.00 per use
Louise Hays Park Large Pavilion & Plaza Area	\$200.00 per day
Deposit	\$200.00 per use
Table Rental	\$5.00 each
Chair Rental	\$2.00 each
Deposit: tables/chairs	\$100.00 per use
Louise Hays Park Family Pavilion	\$100.00 per day
Deposit	\$100.00 per use
Louise Hays Park Fountain and Plaza	\$500.00 per 1/2 day
Deposit	\$300.00 per use
Tranquility Island	\$200.00 per day
Deposit	\$200.00 per use
Carver Park Pavilion and BBQ Area	\$100.00 per day
Deposit	\$100.00 per use
Small Park Pavilions (various locations)	\$40.00 per day
Deposit	\$25.00 per use
River Trail Trailheads	\$200.00 per trailhead / per day
Deposit	total rental amount
Centennial Stage (with field)	
With electricity	\$200.00 per day
Without electricity	\$100.00 per day
Deposit	\$200.00 per use
OTHER FEES	
Cancellation Fee	
Applies to each site, facility, program	\$20.00 each
RV/Trailer Dump Fee	
If not camping in park - no entrance fee	\$25.00 per vehicle
Excess Vehicle Parking	\$5.00 per vehicle
Excess Person Occupancy Fee	\$6.00 per person



FEE SCHEDULE

PARKS AND RECREATION, CONTINUED	
ATHLETIC FIELDS/COURTS/AQUATICS RENTAL FEES	
FEES	
Athletic Field/Court Rental	
With lights	\$30.00 per hour
Without lights	\$20.00 per hour
Singing Wind Softball Fields	
With lights	\$170.00 per day
Without lights	\$150.00 per day
Deposits	
Tournament	\$150.00 per tournament
Scoreboard equipment	\$100.00 per event
Tennis Court	
Non-member	\$5.00 per person / per day
Tennis Tournament Fees	
Exemptions: KISD tournaments/practices / Schreiner University Tournaments	per agreement
Tennis Memberships	
Junior (under 21 years old)	\$100.00 per person/year
Adult (over 21 years old)	\$160.00 per person/year
Family	\$225.00 per year
KISD Joint Use	per agreement
Kerrville Sports Complex	
Soccer Fields	
Practice	
With lights	\$40.00 per field
Without lights	\$30.00 per field
Game (2 hour minimum)	
With lights	\$60.00 per field
Without lights	\$50.00 per field
Hill Country Youth Soccer Association	\$0.00 per field
Hill Country United	\$0.00 per field
ATHLETIC FIELDS/COURTS/AQUATICS RENTAL FEES	
OTHER FEES	
Soccer Tournament Fee	per agreement
Residents	\$250.00 per day
Non-residents	\$400.00 per day
Baseball/Softball Fields	dbatkerrville.com
Contact: D-BAT	830-955-8232
Kerrville Little League	\$0.00 per field
Olympic Pool Rental	\$250.00 per 2 hours
Deposit	\$100.00 per use
Olympic Pool Pavilion Rental	
Deposit	\$25.00 per use
2 hour rental	\$35.00 per 2 hours
Full day rental	\$95.00 per day
Olympic Pool Picnic Area	\$15.00 per day



FEE SCHEDULE

PARKS AND RECREATION, CONTINUED	
ATHLETIC FIELDS/COURTS/AQUATICS RENTAL FEES, CONTINUED	
EVENT FEES	
Swim Lessons	
Group	\$45.00 per person
Private	\$100.00 per person
Semi-Private	\$150.00 per 2 people
Junior Lifeguard Camp	\$60.00 per person
Mermaid Class	\$60.00 per person
EVENT FEES	
Special Event Permit	\$40.00 per event
Holiday Parade	\$20.00 per entry



FEE SCHEDULE

POLICE REPORTS	
Accident Reports	\$6.00 per report
Offense/Incident Reports	\$0.10 per page
Letters of Clearance	\$10.00 per person
ALARM FEES	
Alarm Service	\$25.00 per service
False Alarm Fee	
3-5 times in preceding 12 month period	\$50.00 per violation
6-7 times in preceding 12 month period	\$75.00 per violation
8 or more times in preceding 12 month period	\$100.00 per violation
Alarm Service Permit Fee	
Residential	\$50.00 per location
Commercial	\$100.00 per location
ESCORT FEES	
Oversized Load Escort (excludes mobile homes)	
Small	
10'-16' wide & under 110' long AND under 16'6" high	\$100.00 per load
Large	
EXCEEDS any of the small load criteria	\$350.00 per load
Funeral Escort	
Minimum of 2 officers for 2 hours each	\$160.00 per event
PARADE FEES	
Parade Deposit	
Class A	
Less than 50 entries	\$250.00 per event
Class B	
More than 50 entries	\$750.00 per event
Class C	
Motorcades, marches, etc.	\$100.00 per event
Parade Fees	
Class A	
Less than 50 entries	\$50.00 per event
Class B	
More than 50 entries	\$100.00 per event
Class C	
Motorcades, marches, etc.	\$25.00 per event
OTHER FEES	
Fingerprinting	\$10.00 per person
Public Safety Staffing	
Personnel	
Minimum of 2 hours per KPD staff member	\$40.00 per hour
Minimum of 2 hours per vehicle	\$5.00 per hour



FEE SCHEDULE

PUBLIC WORKS	
ALL PUBLIC WORKS DIVISIONS	
EQUIPMENT FEES	
Backhoe/Loader	\$55.00 per hour
Excavator	\$45.00 per hour
Dump Truck	\$45.00 per hour
Crane Truck	\$45.00 per hour
Vac-con Hydro-Jet Cleaner/Vacuum Truck	\$100.00 per hour
Vac-Trailer	\$60.00 per hour
Street Sweeper	\$85.00 per hour
Air Compressor	\$12.50 per hour
Televising Wastewater Mains Crew & Equipment	\$155.00 per hour
Service Truck with tools	\$25.00 per hour
Backflow Prevention Test Reduced pressure zone device	\$100.00 per test
Double check device	\$70.00 per test
Scale Fee	\$1.00 each
Inspection Fee Privately installed taps	\$50.00 each



FEE SCHEDULE

PUBLIC WORKS, CONTINUED	
LABORATORY	
SERVICES/TESTS	
Alkalinity	\$20.00 per test
Ammonia Nitrogen	\$30.00 per test
Biochemical Oxygen Demand (BOD)	\$33.00 per test
Carbonaceous BOD (CBOD)	\$40.00 per test
Chemical Oxygen Demand (COD)	\$20.00 per test
Chloride	\$10.00 per test
Conductivity	\$5.00 per test
Iron	\$15.00 per test
Hardness, Total	\$15.00 per test
Nitrate	\$18.00 per test
Nitrite	\$18.00 per test
Oil and Grease	\$45.00 per test
Phosphorus, Total	\$20.00 per test
Solids, Total Dissolved (TDS)	\$35.00 per test
Solids, Total Suspended (TSS)	\$15.00 per test
Solids, Volatile Suspended (VSS)	\$15.00 per test
Sulfate	\$15.00 per test
Total Organic Carbon	\$50.00 per test
BACTERIOLOGICAL TESTS	
Total Coliform/E. Coli Presence/absence (P/A)	\$20.00 per test
Total Coliform/E. Coli Enumeration Quanti-tray	\$22.00 per test
SAMPLE COLLECTION FEE	
Water Sample Collection (Inside City Limits Only)	\$25.00 per test
STANDARD ANALYSIS PACKAGE: DRINKING WATER	
Includes: Alkalinity, Chloride, Conductivity, Total Hardness Iron, Nitrate, Sulfate, Total Dissolved Solids Total Coliform/E.coli	\$100.00 per test



FEE SCHEDULE

PUBLIC WORKS, CONTINUED	
SOLID WASTE	
MUNICIPAL SOLID WASTE	
Compacted (plus surcharge)	\$62.46 per ton
Compacted minimal	\$62.46 less than 1 ton
Loose (plus surcharge)	\$62.46 per ton
Loose Minimal (plus surcharge)	\$22.60 less than 360lb
Surcharge	\$13.00 per ton
OTHER SOLID WASTE DISPOSAL FEES	
Special Waste--Liquids (plus surcharge)	\$0.28 per gallon
Small Animal (plus surcharge)	\$9.83 each
Large Animal (plus surcharge)	\$37.83 each
Weight/Scale	\$1.36 each
Ticket Copy	\$2.70 each
Loads Not Covered With Tarp	\$17.50 per occurrence
Surcharge	\$13.00 per ton
RESIDENTIAL GARBAGE COLLECTION	
Residential Garbage Collection: Curbside Fee Breakdown	
Garbage Collection	\$8.83 per month
Disposal Pass Through Fee	\$5.30 per month
Composting	\$2.40 per month
Recycling	\$3.94 per month
Total Garbage Collection: Curbside Service	\$20.47 per month
MOBILE HOME GARBAGE COLLECTION	
Mobile Home Garbage Collection: Curbside Fee Breakdown	
Garbage Collection	\$7.21 per month
Disposal Pass Through Fee	\$5.30 per month
Composting	\$2.40 per month
Recycling	\$3.94 per month
Total Garbage Collection: Curbside Service	\$18.85 per month
ADDITIONAL GARBAGE COLLECTION FEES	
Toter Exchange	\$25.00 per tote
Replacement Toter	
Lost/damaged by customer	\$50.00 per tote
Extra Toter	\$5.55 per month
Out of Cycle Brush or Bulk Waste Pick Up	
First 2 cubic yards	\$50.00 per 2 cu. yards
Additional pickup	\$25.00 per cu. yard
Animal Pickup (Greater than 10lb)	
Greater than 10lb.	\$50.00 per animal
OTHER FEES (BILLED WITH GARBAGE SERVICE)	
Environmental Fee	\$0.40 per month

Note: Rates are set by Republic Services based on Consumer Price Index, per contract.

 **FEE SCHEDULE**

PUBLIC WORKS, CONTINUED	
STREETS	
OTHER FEES	
Traffic Control Fee	\$29.00 per hr/person
Street Signs	\$250.00 per sign



PUBLIC WORKS, CONTINUED	
WATER DISTRIBUTION	
WATER TAPS (INCLUDES METER & SET FEE)	
3/4" Tap	\$1,947.00 per tap
1" Tap	\$2,163.00 per tap
1.5" Tap	\$3,945.00 per tap
1" Water Service Split	\$757.00 per split
2" Water Service (Commercial & Residential)	\$4,988.00 per tap
2" Irrigation Water Service	\$3,805.00 per tap
2" and above	quoted by job
Tap in TXDOT Right of Way	quoted by job
WATER METER SET/INSTALL IF WATER TAP EXISTS	
5/8" Meter	\$324.00 per meter
3/4" Meter	\$324.00 per meter
1" Meter	\$489.00 per meter
1.5" Meter	\$706.00 per meter
2" Meter and Above	quoted by job
SEWER TAPS (INCLUDES METER & SET FEE)	
4" Tap - Off City Main	\$1,730.00 per tap
4" Tap - Internal Manhole Drop	\$1,406.00 per tap
6" Tap - Out of Manhole	\$1,839.00 per tap
6" Tap - With Manhole	\$4,326.00 per tap
Additional charge for manholes over 8' deep	\$200.00 per foot
Tap in TXDOT Right of Way	quoted by job
REQUESTED SERVICES	
Labor	
Business Hours	\$29.00 per hr/person
After Business Hours	\$42.50 per hr/person



FEE SCHEDULE

PUBLIC WORKS, CONTINUED	
WATER RECLAMATION	
SEPTAGE	
Septage Received at Plant	
Inside Kerr County Customers	\$0.09 per gallon
Outside Kerr County Customers	\$0.18 per gallon
Chemical Toilet Waste Received at Plant	
Inside Kerr County Customers	\$0.12 per gallon
Outside Kerr County Customers	\$0.21 per gallon
Septage/Chemical Toilet Waste Spill Surcharge	\$200.00 per incident
Septic Hauler Drying Bed Washout	\$125.00 per use
Manifest Books	\$8.00 per book



FEE SCHEDULE

UTILITY BILLING	
NEW ACCOUNT FEES	
Without E-Bill or Auto-Pay	\$40.00 per account
With E-Bill	\$25.00 per account
With E-Bill & Auto-Pay	\$20.00 per account
UTILITY CUSTOMER DEPOSIT POLICY	
Residential	
With Acceptable Score Via Utility System	
Soft Credit Check	\$0.00 per account
With Unacceptable Score	\$100.00 per account
Commercial	
Greater of double average bill (see notes) or flat fee	\$200.00 per account
Personal guarantor required on all commercial accounts	or 2X Avg Usage at Address
Notes:	
*Residential deposits are refundable as an account credit after 12 consecutive months with no late payments.	
*Commercial deposits are based either water usage at their current location or the usage of a similar business.	
*Commercial deposits are refundable after 24 consecutive months with no late payments.	
*Deposits for fire hydrants will be refunded upon discontinuation of services, less the final bill.	
SERVICE CHARGES	
Lock or pull meter	\$30.00 per account
Turn on (after cutoff) after business hours	\$50.00 per account
Accounts not paid in full by 5pm on final due date	\$30.00 per account
Sewer Only--delinquent requiring disconnection of water services by Aqua Texas, Inc.	\$75.00 per account
Additional trips to meter locations	\$30.00 per account
Tampering with meter	\$50.00 per account
Late Payment Fees	
Accounts not paid by due date	10% of balance
Lien Filing Fee	actual cost + \$10.00 svc fee
Returned Item Handling Fees	
Checks	
Bank Drafts	
Declined Credit or Debit Card Drafts	\$30.00 per item
Collection Agency Submission Fee	\$10.00 per submission
Note: Damage to meters caused by tampering will be charged to customer at actual cost plus labor. Tampering with a meter constitutes criminal mischief.	

UTILITY BILLING, CONTINUED	
WATER	
RESIDENTIAL WATER RATES INSIDE CITY LIMITS	
Monthly Account Fee (plus)	\$15.18 per account
0-1,000 gallons	\$0.00 per 1,000 gallons
1,001-6,000 gallons	\$3.41 per 1,000 gallons
6,001-15,000 gallons	\$4.42 per 1,000 gallons
15,001-25,000 gallons	\$5.53 per 1,000 gallons
25,001-50,000 gallons	\$6.91 per 1,000 gallons
50,000 gallons and up	\$8.63 per 1,000 gallons
COMMERCIAL WATER RATES INSIDE CITY LIMITS	
Monthly Account Fee (plus)	\$13.00 per account
0-25,000 gallons	\$3.71 per 1,000 gallons
25,001-50,000 gallons	\$4.44 per 1,000 gallons
50,001 gallons and up	\$5.32 per 1,000 gallons
IRRIGATION RATES INSIDE CITY LIMITS	
Monthly Account Fee (plus)	\$13.00 per account
0-15,000 gallons	\$4.74 per 1,000 gallons
15,001-25,000 gallons	\$6.16 per 1,000 gallons
25,001 gallons and up	\$8.28 per 1,000 gallons
FIRE HYDRANTS RATES INSIDE CITY LIMITS	
Monthly Account Fee (plus)	\$67.00 per account
Refundable Deposit	\$2750.00 per account
Meter Set-up/Move	\$0.00 per account
0-15,000 gallons	\$4.74 per 1,000 gallons
15,001-25,000 gallons	\$6.16 per 1,000 gallons
25,001 gallons and up	\$8.28 per 1,000 gallons
RESIDENTIAL WATER RATES OUTSIDE CITY LIMITS	
Monthly Account Fee (plus)	\$22.77 per account
0-1,000 gallons	\$0.00 per 1,000 gallons
1,001-6,000 gallons	\$5.12 per 1,000 gallons
6,001-15,000 gallons	\$6.63 per 1,000 gallons
15,001-25,000 gallons	\$8.30 per 1,000 gallons
25,001-50,000 gallons	\$10.37 per 1,000 gallons
50,000 gallons and up	\$12.95 per 1,000 gallons
COMMERCIAL RATES OUTSIDE CITY LIMITS	
Monthly Account Fee (plus)	\$19.50 per account
25,001-50,000 gallons	\$6.66 per 1,000 gallons
50,001 gallons and up	\$7.98 per 1,000 gallons

UTILITY BILLING, CONTINUED	
WATER, CONTINUED	
IRRIGATION WATER RATES OUTSIDE CITY LIMITS	
Monthly Account Fee (plus)	\$19.50 per account
0-15,000 gallons	\$7.11 per 1,000 gallons
15,001-25,000 gallons	\$9.24 per 1,000 gallons
25,001 gallons and up	\$12.42 per 1,000 gallons
FIRE HYDRANT RATES OUTSIDE CITY LIMITS	
Monthly Account Fee (plus)	\$100.50 per account
Refundable Deposit	\$2,750.00 per account
Meter Set-up/Move	\$0.00 per account
0-15,000 gallons	\$7.11 per 1,000 gal.
15,001-25,000 gallons	\$9.24 per 1,000 gal.
25,001 gallons and up	\$12.42 per 1,000 gal.
EFFLUENT/REUSE WATER RATES	
Monthly Account Fee (plus)	\$13.00 per account
Commercial	\$0.65 per 1,000 gallons
Commercial Contract	per contract
Municipal	\$0.42 per 1,000 gallons
WATER BY LOAD--CUSTOMER PICK UP	
Reuse/Effluent Water	
0-3,000 gallons	\$10.00 per load
3,001-8,000 gallons	\$17.50 per load
Potable Water	
0-3,000 gallons	\$15.00 per load
3,001-8,000 gallons	\$22.00 per load


FEE SCHEDULE

UTILITY BILLING, CONTINUED	
SEWER	
RESIDENTIAL SEWER RATES INSIDE CITY LIMITS	
Monthly Account Fee (plus)	\$14.27 per account
Account with no consumption history	\$16.65 4,000 gal. min
Per winter average (Dec-Feb consumption)	\$0.00 per 1,000 gallons
	\$5.55 per 1,000 gallons > 1,001
COMMERCIAL SEWER RATES INSIDE CITY LIMITS	
Monthly Account Fee (plus)	\$14.61 per account
Per 1,000 of water usage	\$0.00 per 1,000 gallons
	\$5.91 per 1,000 gallons > 1,001
RESIDENTIAL SEWER RATES OUTSIDE CITY LIMITS	
Monthly Account Fee (plus)	\$21.41 per account
Account with no consumption history	\$24.98 4,000 gal. min
Per winter average (Dec-Feb consumption)	\$0.00 per 1,000 gallons
	\$8.33 per 1,000 gallons > 1,001
COMMERCIAL SEWER RATES OUTSIDE CITY LIMITS	
Monthly Account Fee (plus)	\$21.92 per account
Per 1,000 of water usage	\$0.00 per 1,000 gallons
	\$8.87 per 1,000 gallons > 1,001
WHOLESALE SEWER RATES	
Monthly Account Fee (plus)	\$13.50 per account
Per 1,000 of water usage	\$6.26 per 1,000 gallons
Excess capacity rate	\$1,000.00 per day

