

Annual Budget 2018- 2019

Adopted August 21, 2018

City of Alpine

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BUDGET STATEMENT

The following statement is provided in accordance with state law:

This budget will raise more revenue from property taxes than last year's budget by an amount of \$101,647, which is a 5.4% increase in tax dollars from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$23,364.

The members of the governing body voted on the adoption of the budget on August 21, 2018, as follows:

For: Maria Curry, Ward 1
 Ramon Olivas, Ward 2
 James Fitzgerald, Ward 3
 Lucy Escovedo, Ward 4
 Rick Stephens, Ward 5

Against: None

Property Tax Rate Comparison:

	<u>FY2017-2018</u>	<u>FY2018-2019</u>
Property Tax Rate:	0.534970/\$100	0.534970/\$100
Effective Tax Rate:	0.500000/\$100	0.515907/\$100
Effective Maintenance & Operations Tax Rate:	0.472097/\$100	0.494278/\$100
Rollback Tax Rate:	0.560000/\$100	0.575313/\$100
Debt Rate:	0.062873/\$100	0.040692/\$100

Municipal Debt Obligations:

Total debt obligation for City of Alpine FY2018-2019 Budget secured by property taxes: \$146,917.

Budget Letter



To the Honorable Mayor, Mayor Pro-Tem and City Council,

I am pleased to submit the FY 2018-19 City Manager's Proposed Budget for City Council's consideration. The FY 2018-19 Proposed Budget was prepared through collective efforts of all departments to balance City Council priorities with a sustainable, and sound financial plan for the City of Alpine.

As FY 2017-18 winds down, we accomplished several goals and Capital Improvement items. Just a few of our accomplishments over the past year:

- Created a Financial and Budget Policy that creates reserve benchmarks to ensure fiscal sustainability.
- Completed the preliminary process for the \$3 million airport taxi way reconstruction.
- Completed the preliminary process for the Fire Hydrant CDBG Project for southeast Alpine.
- Completed year two of the fleet replacement program.
- Prepared funding alternatives for Capital Improvements for the water system and wastewater treatment plant.
- Created personnel training program to increase internal capacity and improve employee retention.
- Allocated funds for streets, transportation, and parks master planning, as well as a needs assessment for the water and wastewater infrastructure to provide strategies for the future.

You will note that each funding area within this guide provides a breakdown of personnel costs and a set of performance measures. Performance measures provide insights into organizational performance and information to identify where improvement needs to be made. From the public perspective, performance measures communicate how the city is investing time and resources paid with public funds and create a platform for accountability to build public confidence.

Benchmarks that have been set for this year's budget are based on current numbers without prediction of future needs. This starting point will provide data in the future to justify funding requests, highlight areas that may need further analysis, support strategic planning and evaluate efficiency.

FY 2018-19 Proposed Budget Priorities

The budget was prepared with the following goals as priorities:

- Provide funding for equal or greater quality services.
- Address employee retention and internal capacity with adequate funding.
- Maintain the current tax rate.

In addition, this budget addresses additional needs, challenges and opportunities. The strategies and investments included in the FY 2018-19 budget are summarized in this budget message, with additional detail throughout the budget document. This budget represents a balance of meeting the needs of the City while providing for a fiscally sound and conservative approach to managing taxpayer dollars.

It is important to note that while the FY 2018-19 Proposed Budget is fiscally balanced, there remains identified unfunded needs throughout the City. The Capital Improvement Plan (CIP) list approximately \$11.8 million for items such as equipment, technology and water and wastewater system improvements. Street and transportation reconstruction, sustaining the operations of the Hal Flanders Recycling Center

and other enhancements are not yet reflected on the CIP. The public has expressed a desire for recreational programs and improved park facilities, which are also not reflected.

Another area that has not yet been analyzed for feasibility and cost are elements of the **Vision Plan** and Creek Trail Project. With tourism being the number one economic driver for the City, it is important that the City continue the discussion not only for downtown enhancements, but workforce development, housing and revitalization.

FY 2018-19 Tax Rate

The proposed tax rate is equal to the current tax rate of .534970/\$100. During this past year, we were able to set aside unrestricted reserve funds into an investment account to repay debt. This allowed us to shift the savings of the Interest & Sinking (I&S - debt service) portion of the tax rate to the Operations & Maintenance (O&M - General Fund) portion of the tax rate. While the total tax rate remains unchanged, the Interest & Sinking (I&S - debt service) portion of the rate totals .040692/\$100 while the Operations & Maintenance (O&M - General Fund) portion of the rate totals .494278/\$100.

FY 2017-18 tax rate recap - As a reminder, last year the overall rate was reduced by 0.00353/\$100. Last fiscal year, the tax rate presented was higher than the effective rate but less than the rollback rate. Texas law requires that taxing units calculate and publish two additional rates before adopting the final rate, the effective rate and the rollback rate. The effective rate is the rate needed to provide the same amount of revenue on properties on the rolls in the prior year and the current year. The calculation of the rollback rate is calculated by taking the effective rate, subtracting out the debt rate, multiplying the net rate by 1.08% and then adding back the debt rate.

Taxable Assessed Valuation – FY 2018-19

Based on the certified values of the Brewster County Appraisal District, total assessed values in Alpine increased by nearly 5.34 percent. The Brewster County Appraisal Office reported there are 2,208 single family residences in Alpine. The average value of those properties is \$119,854. For this coming tax year, the average city portion of a property tax bill for a City of Alpine homeowner will be \$641.00.

BUDGET PLANNING AND PUBLIC INVOLVEMENT

The City Council was presented a Budget Calendar in April to begin discussion on the FY 2018-19 budget. Budget actions began with the placement of funds from reserves into investment accounts, as well as allocations for future strategic plans. Discussions with the departments began in May with the review of year-to-date reports, overtime reports and a deadline to encumber funds for capital projects authorized but not yet realized. The preliminary FY 2018-19 budget was submitted and presented to council on July 17th and workshops were held on July 17th and 18th. The budget review provided an opportunity for council to review increased allocations for salary adjustments and training goals for employee retention programs.

Presentations to council were made by the External Auditor for the City, Gibson Ruddock, LLP., and by the Financial Advisor to the city, U. S. Capital Services, during budget planning. While the overall fiscal health of the city is good, there are areas that can be improved. The City's fiscal health is measured by sensitivity to external and internal influences and internal controls in place to prevent major loss. Improvements in these areas will place the city in a position to obtain debt at a lower cost in the future, if needed, to realize long term goals and to implement strategies to complete Capital Improvement projects.

Public engagement continues to present a challenge. A Public Meeting was held on July 31st and a notice was published for the Public Hearing on August 6th. For both meetings, a total of one (1) person from the public was in attendance. This challenge is one we will continue to work toward improving as public input is important in developing policies, as well as funding initiatives in the Proposed Budget and determining appropriate levels of Municipal Services.

OVERVIEW

The FY 2018-19 Proposed Budget revenue totals \$12, 870,775 for all funds which is slightly higher than the FY 2017-18 Adopted Budget. The increase is mainly due to an increase in the appraised values and the shift from the I&S tax rate to the O&M tax rate. General Fund expenditures increase by \$548,380 in FY 2018-19. The majority of these funds are allocated to addressing the increase in starting salaries and salary compression, in addition to the growing needs of the organization.

The debt service requirement decreases in FY 2018-19 due to reallocation of the unrestricted reserve funds. This year's total principal and interest payments are \$146,917.00.

Of the total debt service amount for FY 2018-19 approximately 70% (\$345.395.00) is paid by water and wastewater revenues.

The General Fund and Water/Wastewater Enterprise Fund are the only funds carrying debt service.

There are no outstanding debts against the Hotel Occupancy Tax Fund, Gas Fund or Airport Fund.

Employee Compensation:

Despite comparable employee benefit packages, the turnover rate from January 1, 2017 to December 31, 2017, was at 43%. Less than 1% were terminated due to disciplinary reasons. The starting salary for hourly employees was at \$10.00 per hour. That rate, for a full-time employee is approximately \$16,346 less than the Median Household Income for the City of Alpine and only \$2,320.00 above the federal poverty level. The main source of workforce competition comes from the oil fields. This is not unique to Alpine but to other cities and entities in the region.

In FY 2018-19, funding is included to increase employees earning less than \$13.50 per hour to \$13.50, or \$28,080.00 per year (\$9,066 below MHI and \$9,600 above FPL). This change in starting wages is a step towards closing the economic gap. In addition to the salary adjustment, implementation will begin on October 1, 2018, of a wage scale which provides for upward movement within the organization, certification differential pay and a mechanism to reward/address employee performance.

RESERVE FUNDS

The proposed budget has allocated funds towards the benchmarks set in the Fiscal and Budget Policy. \$140,584 has been allocated for the General Fund Contingency, \$161,914 for the Water/Wastewater/Sanitation Fund Reserve Account, \$278,672 for the Gas Department Reserves and \$17,005 for the Hotel Occupancy Tax Reserve Fund.

EFFECTIVE MANAGEMENT & PRIORITIES

In preparing this budget, special attention was given to four specific areas:

- Quality of Services
- Public Engagement & Transparency
- Employee Retention
- Asset Management

Quality of services

Efforts continue to merge the utility billing for water, sewer, gas and sanitation. The implementation of this merger is not only administrative but operational. Administratively, cross training of utility clerks and cross referencing of service address has begun. Cross training within the departments is priority to ensure consistent service and prevent the possibility of loss of services to the public.

Operationally, the water/sewer departments have been merged and cross training has also begun, as well as reading meters concurrently with the utility departments to bill on the same cycles.

New software is being considered for records management to improve delivery time for public information requests.

A new procedure was put in place to address work orders for maintenance & repairs. This procedure also provides benchmarks for work orders to be completed and average time of completion. This budget provides allocations for public engagement applications to allow for the public to submit requests from their personal phones and computers.

Public Engagement & Transparency

Technology and social media continue to grow as methods and sources of information received by the public. A new website was launched in the Spring and continues to be updated to include information and reports relevant to the public. The Budget proposes to increase staffing to include dedicated IT (Information Technology) and Communications staff. The Finance Department will be submitting budget and financial documentation to the website monthly.

Communications staff will be tasked with providing regular content to traditional media outlets and social media. The city currently does not have a social media account, even though several departments do. A public relations and social media policy will be created and presented to council for approval.

New plans for streets, transportation, parks and recreation, housing and economic development will provide opportunities for the public to share their needs, ideas and visions for Alpine. These plans also provide guidance in the future for strategic planning and aid in seeking alternative funding to meet the future needs of the population.

Employee Retention

In addition to the wages, training and recognition programs discussed earlier, a new position has been created, Human Resources Coordinator, who will be tasked with all things employee related. New programs for employee engagement will be implemented, as well as analysis of progress towards reducing turnover rates.

A wage scale, category chart and updated job descriptions will provide additional transparency for employees. Employees will be aware of expectations and provided a guide for upward mobility within the organization.

Asset Management

Progress continues with the Fleet Replacement Program implemented last fiscal year. There is a total of 12 vehicles scheduled for replacement and allocated in the budget. This coming year, a plan will be created for equipment replacement, similar to the fleet program, to defer the full cost of new equipment in one fiscal year.

City owned buildings and properties will be verified and appraised to ensure that current values are reflected within the financial statements of the city. To date, four of the seven approved by council have had appraisals completed. The process of reviewing properties provides the council an opportunity to analyze use, condition and benefit of buildings and facilities.

Conclusion

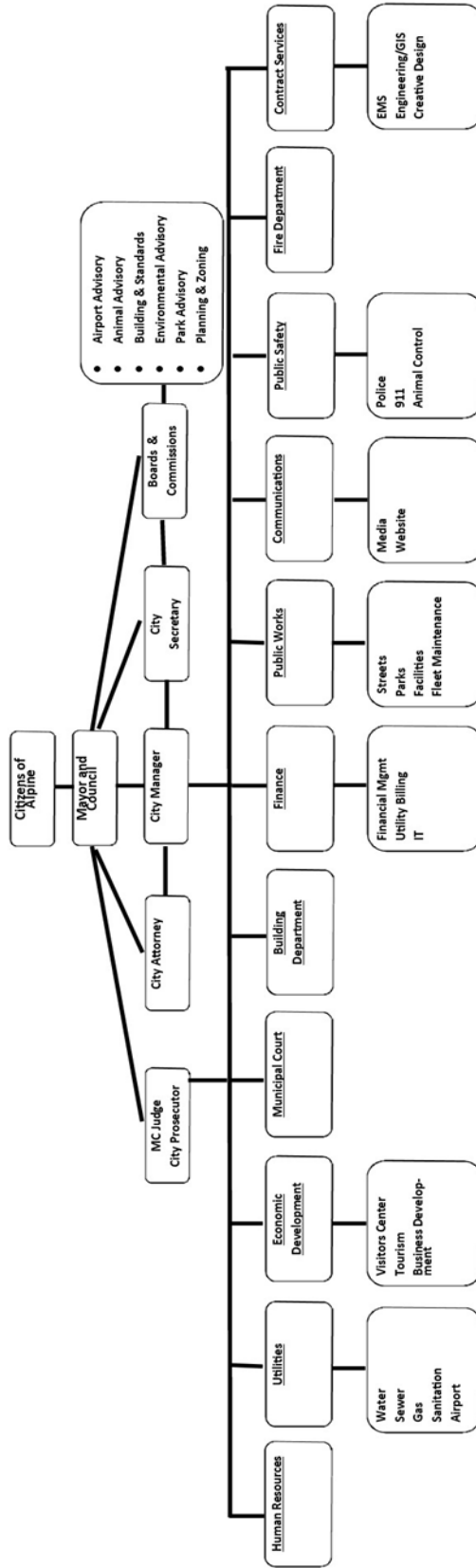
I am grateful for the opportunity to collaborate with the Finance Department and all the department heads throughout this process. As stated earlier, the FY 2018-2019 Proposed Budget was carefully prepared through a collective effort by all departments to balance City Council priorities with a sustainable and sound financial plan for the City of Alpine. This proposed budget reflects a commitment to provide efficient and effective uses of the public funds that we have been entrusted with.

Respectfully,



Jessica Garza, City Manager

City of Alpine – Organization Chart



Approved March 6, 2018

City of Alpine Organizational Chart

Elected Officials and Council Appointed Boards

Mayor	Andres “Andy” Ramos (5/2020)
Councilmember, Ward 1	Maria Curry (5/2019)
Councilmember, Ward 2	Ramon Olivas (5/2020)
Councilmember, Ward 3	Jim Fitzgerald (5/2019)
Councilmember, Ward 4	Lucy Escovedo (5/2020)
Councilmember, Ward 5	Rick Stephens (5/2019)

Airport Advisory Board

Ward 1- Cade Woodward (5/2019)
Ward 2- Jimmy Morris (5/2020)
Ward 3- Derek Richardson (5/2019)
Ward 4- Kyp Angel (5/2020)
Ward 5- Dennis Miller (5/2019)

Animal Advisory Board

Ward 1- Amit Rangra (5/2019)
Ward 2- Eva Maria Calderon (5/2020)
Ward 3- Lauren Spear (5/2019)
Ward 4- Cheryl Eaken (5/2020)
Ward 5- Kathy Bork (5/2019)
ACO- Jennifer Stewart
Vet.- Mary Dodson
Council- Maria Curry
Human Soc.- Patsey Culver

Beautification & Environment

Mayor - Angie Bermudez (5/2020)
Ward 1- Tami Nue (5/2019)
Ward 2- Mike Davidson (5/2020)
Ward 3- Eileen Rourke (5/2019)
Ward 4- Gerri Davis (5/2020)
Ward 5- vacant (5/2019)

Parks Advisory Board

Ward 1- Kirsten Moody (5/2019)
Ward 2- Norma Olivo (5/2020)
Ward 3- Kurt Manchen (5/2019)
Ward 4- Joe Torres (5/2020)
Ward 5- Marci Tuck (5/2019)

Planning & Zoning

Ward 1- Rawles Williams (5/2019)
Ward 2- Tim Pearce (5/2020)
Ward 3- Eileen Rouke (5/2019)
Ward 4- Joe Torres (5/2020)
Ward 5- Curtis Lilley (5/2019)
At Large- Dick Zimmer
At Large- Carl Flemming

Building & Standards

Ward 1- Clayton Shoot (5/2019)
Ward 2- Bob Savery (5/2020)
Ward 3- Glenn Criddle (5/2019)
Ward 4- Gerri Davis (5/2020)
Ward 5- David Busey (5/2019)
At Large- Jesse Lara

Budget Calendar

City of Alpine 2018 Budget Calendar

All dates of local meetings are subject to progress made during workshops.
Meetings and adoption dates are subject to change.

INTERNAL DATES:

June 8- Final day to encumber funds for capital purchases

June 11-15- Dept. meetings with City Manager and Finance to finalize draft of budget

July 18- File balanced budget with City Secretary

July 25- Certified Appraisal Roll- BCAD

July 26- Publish Notice of Public Hearing

August 3- Final day for depts. To purchase supplies thru 9/30

August 6- Publish Public Hearing Notice on proposed Tax Rate

August 30- Publish Public Hearing notice (if needed)

PUBLIC DATES:

June 5- Present budget amendments, Fiscal Policy and approve budget schedule, budget process, identify challenges and priorities to City Council.

June 30- Deadline to submit request for HOT funding

July 17 & 18- City Council to workshop proposed revenue and expenses for Enterprise Funds

July 24- City Council to workshop proposed revenue and expenses for General Fund

July 31- Public Meeting & Final workshop day (if needed)

August 6- Public Hearing on proposed budget

August 21- City Council to adopt budget

August 27 Public Hearing on proposed Tax Rate

September 4- City Council to adopt tax rate

September 10- Public Hearing on proposed Tax Rate (if needed)

September 18- Final date to adopt Tax Rate (if needed)

Fund Structure

Accounts are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund, as shown in the annual budget, are accounted for with a separate set of self-balancing accounts that comprise its revenues and expenditures, as appropriate. Government resources are allocated to and accounted for in individual funds, based upon the purpose for which they are to be spent and the means by which spending activities are controlled. The following fund types and account groups are maintained by the City:

GOVERNMENTAL FUND TYPES

General Fund (GF) - the general operating fund of the City. The General Fund accounts for the normal recurring operating activities of the City (i.e. public safety, fire services, municipal courts, public works, and general government). Principally property taxes, sales tax, franchise taxes, and user fees fund these activities. The City targets to maintain an unrestricted fund balance in the amount equal to at least 10 percent of the regular GF operating revenues. In addition, the City targets to maintain a three (3) percent (of annual revenue) contingency fund for emergency purchases. As additional funds become available, they are used to meet these targets.

Hotel Occupancy Tax (HOT) - under Texas Tax Code Chapter 351, the City is allowed to collect Hotel Occupancy Tax from hotels, motels, bed & breakfasts and inns. Under state law, the revenue from the HOT may be used only to directly promote tourism and the convention and hotel industry. Expenditures must fall under one of the eight categories set by the State of Texas; 1. Convention Centers and Visitor Information Centers, 2. Registration of Convention Delegates, 3. Advertising, Solicitations and Promotions that Directly Promote Tourism and the Hotel and Convention Industry, 4. Promotions of the Arts that Directly Promote Tourism and the Hotel and Convention Industry, 5. Historical Restoration and Preservation Activities that Directly Promote Tourism and the Hotel and Convention Industry, 6. Sporting Event Expenses that Substantially Increase Economic Activity at hotels, 7. Transportation System, and 8. Signage. The City also targets to set aside two (2) percent of the annual revenue from HOT funds for the purpose of capital improvements.

Debt Service Fund - the debt service fund accounts for the payment of long-term principal and interest debt payments. The City targets appropriate net position in the amount equal to two (2) percent of regular operating revenues.

ENTERPRISE FUNDS

Enterprise funds are self-supporting from their own source rates, fees, and charges. Cost recovery includes direct operating and maintenance expense, indirect cost recovery, in - lieu of transfers to the General Fund for property taxes and franchise fee payments, capital expenditures and debt service payments, where appropriate. Rate models are maintained to identify all sources and uses of funds and provide a 10-year planning tool for rate setting. Rate increases are proposed for consideration to City Council during the annual budget process.

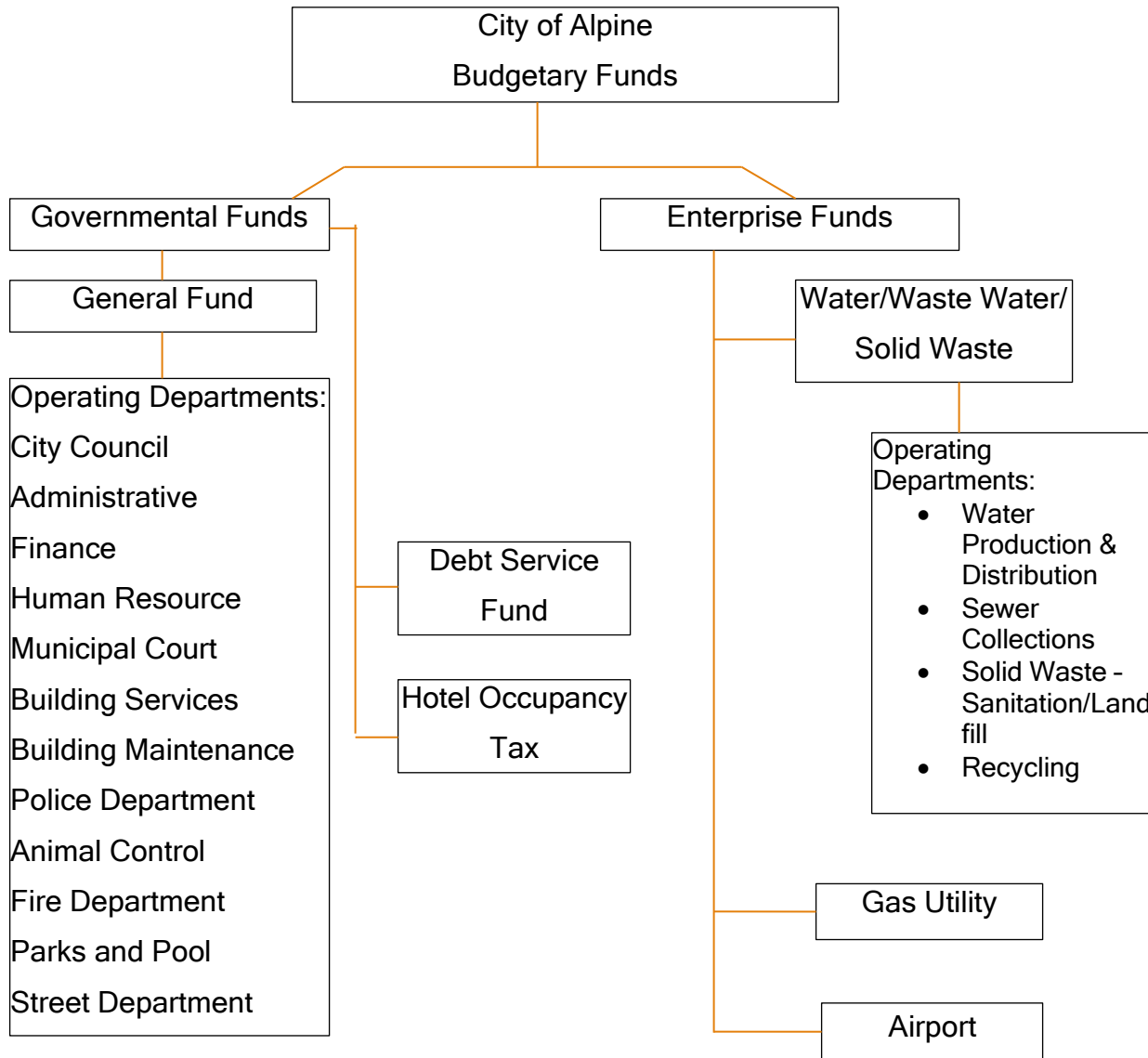
Types of Enterprise Funds

Water/Waste Water/ Solid Waste (W/WW/S) - this fund provides for water and sewer services through customer charges. No tax revenues are used to provide water, waste water, and sanitation services. The fund targets appropriable net position in the fund in the amount equal to 15 percent of the regular operating revenues. In addition the City targets to set aside two (2) percent of the annual revenue from Water and Wastewater annually for capital infrastructure improvements. The City also targets to set aside two (2) percent of the annual revenue from Solid Waste annually for the purpose of covering the City's landfill sites when solid waste is no longer accepted.

Gas Funds - the City targets appropriable net position in the Gas funds in the amount equal to 15 percent of regular operating revenues. The City also targets to set aside two (2) percent of the annual revenue from the Gas funds for the purpose of capital improvements.

Airport Fund - City targets appropriable net position in the Airport fund in the amount equal to 10 percent of the regular operating revenues to meet capital project needs.

Fund Structure Diagram



Budget Policy

PURPOSE

To establish policies related to the preparation of the annual budget for the City of Alpine:

- To enhance and facilitate accountability and innovation in all city business;
- Provide superior customer services that are responsive and transparent to the public;
- Provide analysis and long range thinking that supports responsible decision making;
- Proactively protects and maintains city resources; and
- Ensures regulatory and policy compliance.

SCOPE

These policies apply to both operating, enterprise and capital budgets. Capital budgets include appropriations for items such as heavy equipment, machinery, and rolling stock.

OBJECTIVES

The budget policies for the City of Alpine will guide the development of the City's budget and help manage financial pressures to address growing demands upon City resources, while preserving long-term fiscal stability.

BUDGET PROCESS

The purpose of the budget process is to help decision makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process. The following is a summary of policies that will guide the process.

1. The City Manager and Council will set parameters/priorities at the beginning of each budget cycle.
2. The City Manager and Council will adopt an annual budget preparation and adoption calendar.
3. The budget process should include a three-year financial forecast to assess long-term financial implications of current and proposed policies, programs, and assumptions that develop appropriate strategies to achieve Council's goals.
4. Upon submission of the departmental requests, the City Manager reviews and evaluates all baseline budget requests to determine whether they fulfill City Council goals and objectives, improve management effectiveness, and service delivery (Sec. 102.001).
5. The City Manager submits a proposed budget to City Council for approval no later than 45 days prior to the close of the fiscal year (Charter 5.02). The City Manager's Budget Message, a concise summary of the budget, shall include:
 - a) Summary of the major changes in priorities or service levels from the current year and the factors leading to those changes.
 - b) The priorities and key issues for the new budget period.
 - c) Identify and summarize major financial factors and trends affecting the budget, such as economic factors; long-range outlook; significant changes in revenue collections, tax rates, or other changes; current and future debt obligations; and significant use of or increase in unreserved fund balance.

- d) Provide financial summary data on revenues, other resources, and expenditures for at least a three-year period, including prior year actual, current year budget and/or estimated current year actual and the proposed budget.
- e) Identify the City Charter requirement to have a balanced budget.

BALANCED BUDGET

The general fund, which is the main operating fund of the City, is required to annually have a balanced budget. Appropriations will equal revenues in the proposed City Manager's budget submitted to Council for review and approval. (LGC Sec. 102.002) Council will adopt a balanced budget by ordinance.

The budget must contain (LGC Sec. 102.003 (b)):

- Outstanding obligations of the city
- Cash on hand to the credit of each fund
- Funds received from all sources during the preceding year
- Estimated Revenue available to cover the proposed budget; and
- Estimated tax required to cover the proposed budget.

Unreserved fund balance in the general fund will only be appropriated for one-time type expenditures at the request of the City Manager and approval of Council (Financial Policy). The City Manager will provide Council with a report of financial impact to the City utilizing the unreserved fund.

While in any given year all or a portion of the unreserved balance in a fund may be appropriated for expenditure, the long-term goal is that operating expenditures not exceed operating revenues on an annualized basis such that structural balance is maintained within each fund. Consistent with this long-term goal, the better practice is to appropriate portions of the beginning balance only to the extent they support non-recurring expenditures, replace temporary declines in revenue, or are reasonably anticipated to be offset by increased revenue not yet officially recognized in a revenue estimate.

It is the policy of the City that the budget for each of its funds always be balanced in that the appropriations from each fund for the fiscal year not exceed the resources available to that fund for the year, including estimated revenues and any unreserved balance in the fund at the beginning of the year. This policy assures that the city does not spend beyond its means.

LONG-TERM PLANNING

It is the policy of the City to maintain a multi-year budget projection of revenues, expenditures, and reserves. The multi-year revenue and expenditure projection shall be reviewed at least semi-annually, once prior to the budget process and after adoption of the budget. The multi-year budget projection will also be updated upon the approval of any capital improvement plan submitted to Council and should be updated based on any dramatic changes in policy, legislation and the economy. The projection will cover a minimum of three years.

The Director of Finance is responsible for presenting the multiyear projections to the City Manager and Council as part of a Proposed Operating Budget cycle.

REVENUE POLICIES

A. REVENUE DIVERSIFICATION

The City shall maintain a broad revenue base to distribute the revenue burden equitably to minimize the risk exposure of unforeseen down turns in any one revenue stream supporting the City budget.

During each year of a budget process the Finance Department will review any tax exemptions approved by Council and will submit recommendations to City Administration identifying

possible increases or decreases in the approved exemptions or any new exemptions being proposed. The Finance Director will also identify both the short and long-range effects on City resources available to fund existing and proposed programs. City Council will review tax exemptions only during the budget process.

Based on economic conditions, the Finance Department will identify specific revenue sources that may be severely impacted by elasticity. Revenue sources are reviewed on a monthly basis to report any significant changes that may impact the budget and identify corrective action if necessary to City administration. Potential new revenue sources when identified and evaluated are to be submitted during the budget process.

Revenue directly related to a restricted fund shall only be used for purposes legally permissible and in a fiscally responsible manner for that fund. Programs and services funded by restricted revenue will be clearly designated as such.

B. ONE-TIME REVENUES

The City shall limit the use of one-time revenues for purposes other than to maintain sustained operating expenses due to the disruptive effects on services due to the non-recurrence of these sources. Such one-time revenue sources shall be solely utilized for the purchase of one-time expenditures, such as capital items or short-term contractual obligations of duration of less than twelve months.

C. UNPREDICTABLE REVENUE

The City shall identify major revenue sources it considers unpredictable and define how these revenues may be used. It is important to consider how significant a variation in revenue receipts will affect the City's financial outlook and ability to operate programs in the current and future budget periods. A City should decide, in advance, on a set of tentative actions to be taken if one or more of these sources generate revenues substantially higher or lower than projected. The plans should be publicly discussed and used in budget decision-making.

D. REVENUE ESTIMATES

City departments that generate revenue are required to submit revenue estimates annually for the preceding fiscal year to the Finance Department with supporting documentation identifying the methodology utilized in preparing revenue estimates. The Finance Director will review the estimates and include them in the budget process.

Revenues should be estimated using a conservative approach to avoid any budget shortfalls during the fiscal year. Departments should provide estimates annually during the budget process of the revenue generated by their department. There should be a consensus by the Department, the Finance Director, and the City Manager on the estimate prior to inclusion in the proposed budget submitted to Council for adoption.

E. SETTING CHARGES/FEEES

1. Departments will review at least biannually any fees associated with their department and make changes based on factors such as the impact of inflation, indirect cost adjustments, and any other related expenses that impact the cost of providing services to the public. Proposed changes must be submitted to City Manager for review and adoption by City Council as part of the budget process.
2. New fees are to be included as part of the budget process and if approved by administration, included in the proposed budget submitted to Council for adoption.
3. Fees are to be established at a level that ensures the recovery of the full cost of the services provided. In the event that a fee or license amount is limited by state statute, said fee or license will be established accordingly.
4. Enterprise Funds shall be self-supporting so that the relationship between costs and revenues is clearly identified.

F. COLLECTION

The City monitors revenue collection throughout the fiscal year. When revenue is less than estimated, the Finance Department shall notify administration with expected impact on the current fiscal year budget and provide recommended corrective action. The City Manager initiates action consistent with prudent financial management and notifies Council of such action.

G. INDIRECT COSTS

Indirect costs should be recovered from other funds according to the Financial Policy of the City.

APPROPRIATION POLICIES

A. APPROPRIATION ESTIMATES

Appropriations shall be sufficient to provide quality services at a reasonable cost and within available financial resources. All new requests for program funding should be accompanied with concise statements of program's mission, objectives, and intended measurable outcomes.

B. PERSONNEL SERVICES

1. The budget ordinance shall specify the authority Department Directors will have in respect to changing their personnel budgets.
2. Benefits such as health insurance, life insurance, worker's compensation, and pension will be budgeted in each department.
3. During budget process, all personnel requests must be fully justified to show that they will either meet new program purposes or maintain or enhance service delivery. The City Manager shall approve all position additions.

C. BUDGET REDUCTIONS

In developing recommendations that may require operational reductions, departments should ensure that administrative and non-service areas have been reduced to the maximum extent possible. In general, any service reduction, which may be necessary, should include reductions in administrative functions, such as management/supervisory, payroll, or other support staff.

All reductions should include an overall review of management structure to ensure efficiency and economy of resources. Further, reductions should focus on positions most recently added and/or programs most recently augmented or identified as a non-core function.

Focus reductions in programs which are discretionary or where the service level is discretionary and are not mandated by charter or addressed in City's strategic plan.

D. REPLACEMENT OF ROLLING STOCK

An equipment management and replacement plan should be followed citywide to ensure systematic replacement of equipment and vehicles based on the particular life cycle. A replacement policy shall be adopted and established to ensure departments systematically replace equipment and vehicles, within the guidelines of the policy.

E. CAPITAL IMPROVEMENT PLAN

A five-year Capital Improvement Program (CIP) with three-year implementation schedules will be developed and submitted to Council for approval (Charter 5.08). The CIP must include:

1. A list of proposed capital improvements with cost estimates, methods of financing, recommended time schedules for each improvement and the estimated income or cost of maintaining the facilities to be constructed. CIP projects will be for infrastructure or facilities over \$50,000.

2. Capital projects presented in the CIP will show related operating and maintenance costs and will be considered during the operating budget evaluation. Departments shall have a plan developed with adequate funding for further repairs and replacement.
3. A balance of pay-as-you-go capital improvements versus financing will be evaluated taking various economic factors into consideration. It is financed through a combination of:
 - Revenue-supported debt
 - Tax-supported debt
 - Internally generated revenues

OPERATING CONTINGENCY

The City appropriates a minimum of 3% of operating revenues in an operating contingency account, to address any unforeseen expenditures throughout the fiscal year. Withdrawing from the contingency account must have approval from the City Manager and must be utilized only for urgent and immediate repair or replacement of equipment or facilities. The operating contingency of 3 % is to implemented over a 5-year period with 1/12 of the annual general fund revenue moved each year.

RESERVES

An unrestricted general fund balance will be maintained to respond to emergencies equal to an average of three months of general fund expenditures. Flexibility will be allowed in the use of fund balance, but its use should be prioritized in the following order:

1. Unforeseen events or emergencies
2. Future year capital expenditures

Funding of this reserve will come from one-time revenues, excess fund balance and revenues in excess of expenditures. The City shall implement this plan over a five-year period beginning with the passage of this policy. Reserves shall be set aside each year in a Reserve Fund. Interest earned on the reserve funds may be incorporated into general fund revenue in excess of fund reserve levels.

BUDGET ADOPTION

The budget shall be adopted by ordinance not later than the last day of the eleventh month of the fiscal year; but, in the event the budget is not adopted, it must be adopted no later than the fifteenth day of the twelfth month of the fiscal year according to the City Charter (Charter 5.05 (c); LGC Sec. 102.011). If the Council fails to adopt the budget by such date, the appropriation for personnel and essential operating supplies made in the previous year shall be extended until the new budget is adopted or as provided by state law.

BUDGET CONTROLS

Budgetary controls and authority will be set at the object level. The department head is ultimately responsible for making sure his/her department does not go over budget.

MODIFICATIONS TO THE BUDGET

1. Department Heads are authorized to make line item adjustments up to \$5,000.00. Those exceeding this limit will require City Manager approval.
2. A budget amendment for personnel services appropriations or impacting revenue accounts requires the approval of the City Council by ordinance.

3. A budget modification must be approved prior to the occurrence of the expenditure except for emergency expenditures when approved by the City Manager and then ratified by the Council.
4. The City Manager shall have the authority to establish the budget for any capital projects that are approved by the Council.
5. Budget amendments submitted to Council shall be accompanied by an explanation from the department and a recommendation from the City Manager. The department's explanation must be sufficiently clear and provide sufficient detail for the members of Council to determine the need for the amendment.
6. The City Manager is authorized to establish budgets and staffing table changes for grants and similar awards when the applications for such grants and awards have been previously approved by the City Council or the City Manager. All grant applications requiring City Council approval shall be prepared in accordance with established procedures. The agenda item shall state clearly the type and amount of the required City match and the funding source of the grant match.

PERFORMANCE MEASURES

In addition to staffing and line item requests, department budgets should also include performance measures for each major function within the department. Performance measures are predicated on the expected outcomes of department services and programs and should focus on the most meaningful results.

They are used to indicate whether and to what extent departments are accomplishing a mandated mission and are tools for City administration to measure the effectiveness of services in order to make strategic decisions.

Performance measures are maintained for critical services over a period of time in order to show historical deviation, to establish a service standard, and for use as a benchmark of City services against those of other government entities. Performance measures must be updated annually at a minimum.

COSTING GOVERNMENT SERVICES

The Finance Department will maintain a program to calculate the full cost of the different services the City provides. The full cost of a service encompasses all direct and indirect costs related to that service.

REPORTING

Departments will submit to the Finance Department an expenditure analysis no later than 10 days after the accounting period has been closed. The Finance Director will monitor expenditures monthly and report to Council on a monthly basis.

DISTINGUISHED BUDGET PRESENTATION

The City will seek to comply with suggested criteria of the Government Finance Officer's Association in producing a budget document that meets the Distinguished Budget Presentation criteria as policy document, as an operating guide, as a financial plan, and a communication device.

Financial Policy

The City has an important responsibility to its citizens to carefully account for public funds, prudently manage municipal finances, and to plan for the adequate funding of services desired by the public. These financial policies enable the City to achieve a long - term stable and positive financial condition by exercising integrity, prudence, responsible stewardship, planning, accountability, and full and continuous disclosure.

A. REVENUES

Property Tax: All taxable property within the City is subject to the assessment, levy, and collection by the City of a continuing, direct annual ad valorem tax. The ad valorem tax is sufficient to provide payment of principal and interest on all ad valorem tax debt and for operations and maintenance costs as allowed by V.T.C.A. Tax Code § 302.001 (c). An average collection rate of at least 98 percent of current levy shall be maintained.

Sales Tax: The State imposes a 6.25 percent sale and use tax on all retail sales, leases and rentals of most goods, as well as taxable services (a list of taxable services is provided on the State Comptrollers website). Local taxing jurisdictions (cities, counties, special purpose districts and transit authorities) can also impose up to 2 percent sales and use tax for a maximum combined rate of 8.25 percent. The City of Alpine imposes 1.5 percent and Brewster County imposes the other .5 percent for a total of 2 percent. Collection and enforcement of the City's sales tax is handled through the offices of the Comptroller of Public Accounts, State of Texas, who remits the proceeds of the tax to the City on a monthly basis, after deduction of a two percent service fee.

Donations/Contributions: Donations from individuals and/or groups are managed in accordance with intended use and restrictions. Assets donated or dedicated to the city are managed as directed by City Council. Assets are to be recorded at estimated fair market value at time of transfer.

Interest Earnings: Investments are managed in accordance with the City of Alpine Investment Policy.

Grants: The City applies for grants that are consistent with the objectives and high priority needs identifies by the City Council. The potential for incurring ongoing costs, including the assumption of support for grant funded positions from local revenue, will be considered prior to applying for a grant. The City recovers indirect costs whenever possible. All grant applications are reviewed for their cash match requirements, their potential impact on the operating budget, and the extent to which they meet City policies. Funding sources for local matches will be identified prior to the application process. The City terminates grant funded programs and associated positions when grant funds expire unless an alternate funding source is identified.

Hotel/Motel Occupancy Tax: Hotel/Motel Occupancy tax is 13 percent of the cost of a room night for hotels, motels, bread and breakfasts, and AirBnb's within the City. There is an amount of six percent that is remitted to the State of Texas and seven percent that is remitted to the City. Hotel/Motel taxes are allocated in accordance with Chapter 90, Article III, Section 90-86 - 90-98 of the City Ordinances. A detailed allocation is provided in the Operating Budget. Changes to this allocation must be approved by City Council.

Enterprise Funds: Enterprise funds are self - supporting from their own source rates, fees, and charges. Cost recovery includes direct operating and maintenance expense, indirect cost recovery, in - lieu of transfers to the General Fund for property taxes and franchise fee payments, capital expenditures and debt service payments, where appropriate. Rate models are maintained to identify

all sources and uses of funds and provide a 10-year planning tool for rate setting. Rate increases are proposed for consideration to City Council during the annual budget process.

Collections: The City utilizes a collection firm to collect delinquent property tax revenues. City Council reviews annual the progress of collections.

Other Revenue Collections: The City monitors and minimizes administrative costs necessary to generate revenues. Delinquent accounts and insufficient checks are turned over to an outside collections agency for collection. As collections are made, the collection agency remits the payments (net of fees) to the City. If insufficient checks are uncollectable, they are returned to the City and turned over to the District Attorney's office for collection. Collection efforts for overdue payments are pursued to the fullest extent of the law.

B. EXPENDITURES

The City operates on a current funding basis. Expenditures are budgeted and controlled so as not to exceed an amount equal to current revenues plus the planned use of appropriable net position accumulated through prior years savings. (Appropriable net position is guided by the Appropriable Net position policy in section C.)

City staff and City management review expenditures on a monthly basis, at a minimum, to ensure that expenditures track budget projections. If at any time operating deficit exists or is projected, corrective action will be recommended. Corrective action may include, but is not limited to, a hiring freeze, expenditure reductions, fee increases, or use of fund balance. Expenditure deferrals to the following fiscal year, short-term loan, or use of one-time revenue sources will be avoided as attempts to balance the budget.

Purchasing

Purchasing functions include two important aspects:

1. The control aspect or commitment to full compliance with State purchasing statutes, which serve to maintain the public's confidence and trust in all contracting activities.
2. The service commitment of the Finance Department to each City Department.

Purchasing Methods

1. Routine Purchases - Departments may issue purchase orders for all allowable purchases on behalf of the City of Alpine. Purchases must include all necessary documentation to process. Documentation includes, but not limited to, quotes, purchase orders, invoices, tear sheets, contracts, copies of minutes, City reimbursement/travel forms, and all authorized signatures.
 - a. Purchases over \$500 are required to be reviewed and approved by the Finance Director to ensure appropriate funds are available.
 - b. Purchases over \$2,500 are required to be reviewed and approved by the City Manager and Finance Director to ensure appropriate funds are available.
 - c. Departments may make purchases for which there is an approved budget and when the item does not require technical or administrative review by specific departments (i.e. computer hardware and software, radio equipment, telecommunication equipment, fleet vehicle/equipment supplies and services, printing/ reproduction services).
2. Petty Cash Purchases - Purchases using Petty Cash are subject to the same rules and documentation as other City purchases. Additional information regarding petty cash purchases may be found in the Petty Cash Policy.

3. Credit Card Purchases- Purchases using City issued credit cards are subject to the same rules and documentation as other City purchases.
4. The City of Alpine will follow the State of Texas Purchasing and Procurement laws that pertain to cities competitive bidding procedures under V.T.C.A. Local Government Code Chapter 252.
5. The City Manager shall obtain prior authorization for payment of any bill or obligation owed by the City that has not been previously approved in the City's budget.
6. Emergency Purchases - An emergency is defined as a disruption, which may vitally affect the public health, welfare or safety (i.e. flood, bombing, tornado, etc.). Department supervisors or designees may purchase goods or services and then follow up later with purchases orders describing the emergency along with an invoice(s) indicating the receipt of goods or services.
When an emergency has been declared that qualifies for reimbursement under the Federal Emergency Management Agency (FEMA), the Finance Department will be notified. The Finance Department will assign the emergency subsidiary accounts and apply all purchases under the appropriate accounts. Department heads are responsible for including the appropriate emergency subsidiary account for any items directly related to the emergency.

Additional information regarding purchases may be found in the Purchasing Policy.

C. Financial Conditions, Reserves, and Stability Ratios

Fund Balance Net Position - when fund resources exceed uses, the result is fund balance accumulations for governmental funds and net position for proprietary funds. Reserves are maintained in fund balances/net position, at levels sufficient to protect the City's creditworthiness and to provide contingency funds in the event of emergency and/or unforeseen cash outlays. City Council may create reserves by taking action to set funds aside for a specific purpose or according to legal restrictions on the use of assets. Designation of fund balance/reserves are made when the appropriate level of management requests an amount, purpose, and timeframe for the designation. Designations are not authoritative and may not be reallocated at any time. Reserves require City Council action to reallocate.

Reserve accounts will be implemented over a two (2), three (3) year, or five (5) year period. The first year 1/12 of the annual revenue will be moved to the reserve account from each established fund. Funds will be transferred in February of each year, if permitted. In years two (2), three (3), four (4), and five (5) the same 1/12 of the annual revenue will be moved. The following years the reserve account will be maintained at the established percentage.

1. General Fund - City targets an unrestricted fund balance in an amount equal to at least 10 percent of the regular General Fund operating revenues to meet unanticipated contingencies and fluctuations in revenue.
 - a. GF - Contingency reserve - the City targets to maintain a three (3) percent (of the annual revenue) contingency fund for emergency purchases.
2. Water/ Wastewater/ Solid Waste Funds - the City targets appropriate net position in the Water and Wastewater funds in the amount equal to 15 percent of regular operating revenues. A rate model shall be established and reviewed in order to properly project revenues, operating and capital disbursements, debt service requirements, and transfers in/out. The model determines the rate necessary to yield the targeted ending balance and possible future rate increases.

- a. The City targets to set aside 2 percent of the annual revenue from Water and Wastewater annually for capital infrastructure improvements.
- b. The City targets to set aside 2 percent of the annual revenue from Solid Waste annually for the purpose of covering the City's landfill sites when solid waste is no longer accepted and to perform certain maintenance and monitoring functions at the site.
3. Gas Funds - the City targets appropriable net position in the Gas funds in the amount equal to 15 percent of regular operating revenues. A rate model shall be established and reviewed in order to properly project revenues, operating and capital disbursements, debt service requirements, and transfers in/out. The model determines the rate necessary to yield the targeted ending balance and possible future rate increases.
 - a. The City targets to set aside 2 percent of the annual revenue from the Gas funds for the purpose of capital improvements.
4. Airport Fund - City targets appropriable net position in the Airport fund in the amount equal to 10 percent of the regular operating revenues to meet capital project needs.
5. HOT Fund - the City targets to set aside 2 percent of the annual revenue from HOT funds for the purpose of capital improvements.
6. Interest and Sinking - the City targets appropriable net position in the Interest and Sinking in an amount equal to 2 percent of regular operating revenues.

Self - Insurance Health Fund - the City's health insurance plan is a self - insured under Texas Municipal League IEBP. The City purchases stop loss coverage on an individual and aggregate basis in the event that costs exceed a certain threshold. Funding for the health plan is derived from charges to departments on a per employee basis. The City provides health coverage to all full time employee. Employees are provided an opportunity to purchase health insurance coverage for their dependents. Employees contribute to the health insurance plan through payroll deductions for dependent coverage.

Investments - The City's principal investment objectives are:

1. Compliance - with all Federal, State, and other legal requirements (includes but is not limited to Chapter 2256 "Public Funds Investment Act" as amended and Chapter 2257 "Public Funds Collateral Act" as amended, of the Texas Government Code.)
2. Safety - Preservation of capital and protection of investment principal.
3. Liquidity - Maintenance of sufficient liquidity to meet anticipated disbursements and cash flows.
4. Diversification - Maintenance of diversity in market sector and maturity to minimize risk in a particular sector.
5. Yield - Attainment of a market rate of return equal to or higher than the benchmark performance established by the Investment Committee.

The City has a formal written investment policy that is reviewed annually and approved by City Council. The Investment Committee meets annually to monitor investment policies and results. Written reports are provided to Council on a quarterly basis.

Retirement Plans - Each qualified employee is included in the City's retirement plan - Texas Municipal Retirement System. TMRS is a statewide agent multiple -employee retirement system that provides pension benefits through a nontraditional joint contributory, defined contribution plan. The City does not maintain accounting records, hold the investments or administer the fund. Funds are appropriated annually to meet the actuarially determined funding levels of the plan. The City also provides qualified volunteer firefighters with retirement through the Texas Emergency Services Retirement System. TESRS maintains accounting records, holds investments and administers the fund.

Inventories - Inventories in Enterprise funds consist of expendable supplies held for consumption. Inventories are valued at cost using the average cost method of valuation and when issued, it is accounted for using the consumption method. The targeted inventory turnover ratio is set at 2 times. Therefore, if an inventory item is not sold and replaced 2 times during a year, it is evaluated to determine if there is sufficient need to keep the item in stock.

D. Budget Appropriation/Control

Budget controls are designed to ensure compliance with legal provisions embodied in the annual appropriated budget approved by City Council. Activities of the General Fund are included in the annual appropriated budget. Financial plans are adopted for capital program funds. The City follows all State, Federal, and Charter guidelines in the development of the City's budget.

A budget amendment/supplement must be approved by City Council, if actual expenditures will exceed total budget. Fund appropriations of the City Council are allocated to programs, offices, departments, divisions, and projects by the City Manager.

The City's budget is adopted annually. Each department develops and maintains a mission to implement City Council goals and objectives. Performance benchmarks and activity measures are developed as part of the budget process that measure and track actual performance to budget benchmarks. When performance measures are developed, resources necessary to achieve the performance are estimated and submitted to the City Manager for review and modification.

The City Manager submits to City Council a proposed operating budget and capital program for the upcoming fiscal year. Public hearings are conducted to obtain taxpayer comments, and budget is legally enacted through passage of an ordinance by the City Council.

Control of expenditures is accomplished administratively through City Council adopted budget ordinances. Departmental budgets are reviewed monthly with management. The Finance Department prepares the monthly Revenues/Expense report to advise the City Manager and City Council.

E. Accounting, Auditing, and Financial Reporting

Basis of Accounting - The Financial states of the City conform to generally accepted accounting principles (GAAP) of the Governmental Accounting Standards Board (GASB) and recommended practices adopted by Government Finance Officers Association (GFOA).

Additional information regarding accounting procedures may be found in the Accounting Policy.

Internal Control - The City is responsible for establishing and maintaining an internal control structure designed to provide reasonable, but not absolute, assurance that the assets of the City are protected from loss, theft, or misuse.

External Auditing - The City is audited annually by outside independent auditors. The auditors must be a CPA firm that has the breadth and depth of staff to conduct the City's audit in accordance with GAAP and contractual requirements. The auditor's report on the City's financial statements must be completed in sufficient time such that it may be presented to the City Council at a Council meeting in March following the fiscal year end.

F. Capital Assets

Capital Improvement Projects - Within the resources available each fiscal year, the City shall maintain capital assets and infrastructure at a sufficient level to protect the City's investment to minimize future

replacement and maintenance costs, and to maintain service levels. As part of the annual budget process, the City reviews a projected five - year need for capital improvements and equipment, the current status of the City's infrastructure, replacement and renovation needs, and potential new projects. When projects are contemplated, related costs such as operations and maintenance costs are evaluated along with capital expenditures to assess affordability prior to proposal of the projects. All operation and maintenance costs are required to be included in any capital project proposal. All projects, ongoing and proposed, will be prioritized based on an analysis of current needs and resource availability. Capital project appropriations are approved on a project length basis.

Capital Project Funds are used to accumulate resources to construct, install, or purchase new assets. They also enhance or improve existing facilities. Capital Projects must have a cost of \$50,000 or more and generally have a life of five or more years. Capital summaries include the projects and funds necessary over the next five years as part of the overall long-term capital planning. Major sources of funding for capital projects are contributions from operating funds, debt issuance, Federal and State grants, and surpluses in fund balances/net position.

Project costs are capitalized and added to the City's Fixed Assets. If a project does not meet the criteria for capitalization, the costs will be treated as operating expenses and expensed as incurred.

Fixed assets are reported in the Government Wide Financial Statements and the proprietary fund statements. Capital assets are recorded at cost or estimated historical cost if purchased or constructed. Donated assets are recorded at the estimated fair value on the date of donation.

Capital Replacement Policy - The City shall annually prepare a schedule for the replacement of its non-infrastructure capital assets and replace those assets within the resources available each fiscal year.

Financing - the City utilizes any of three basic methods for financing capital projects:

1. Funds may be budgeted from current revenues.
2. Purchases may be financed through surplus unreserved/undesignated fund balance.
3. Debt may be issued. (Items financed with debt must have useful lives that are less than the maturity of the debt).

Combined Budget Summary

REVENUE	FY 2017 - 2018	PROPOSED FY 2018-2019	
NON DEPARTMENTAL – GENERAL	\$ 15,000	\$ 65,000	
ADMINISTRATION	\$ 788,085	\$ 772,917	
MUNICIPAL COURT	\$ 35,200	\$ 50,350	
POLICE	\$ 3,800	\$ 19,800	
AD VALOREM TAX	\$ 1,649,764	\$ 1,821,026	
BUILDING SERVICES	\$ 31,050	\$ 46,050	
ANIMAL CONTROL	\$ 35,120	\$ 42,920	
PARKS / COMMUNITY RECREATION	\$ 20,805	\$ 22,600	
STREETS	\$ 181,550	\$ 95,200	
TRANSFERS	\$ -	\$ 291,891	
ALL TAXES	\$ 1,826,000	\$ 1,832,000	
FIRE DEPARTMENT	\$ -	\$ 75,000	
General Fund Sub-Total	\$ 4,586,374	\$ 5,134,754	
INTEREST & SINKING	\$ 608,827	\$ 146,918	
NON DEPARTMENTAL – ENTERPRISE	\$ 8,500	\$ 22,100	
WATER	\$ 1,679,000	\$ 1,819,000	
SEWER	\$ 834,851	\$ 855,000	
SANITATION / RECYCLING	\$ 1,855,400	\$ 1,960,375	
TRANSFERS	\$ -	\$ 12,028	
AIRPORT	\$ 564,100	\$ 564,100	
GAS FUND	\$ 1,731,500	\$ 1,731,500	
Enterprise Fund Sub-Total	\$ 6,673,351	\$ 6,964,103	
Tourism Fund - Hotel Occupancy Tax Sub-Total	\$ 700,000	\$ 625,000	
TOTAL REVENUE	\$ 12,568,552	\$ 12,870,775	2.40%

<u>EXPENSES</u>	<u>FY 2017 - 2018</u>	<u>PROPOSED FY 2018-2019</u>	
NON DEPARTMENTAL – GENERAL	\$ 474,200	\$ 649,386	
CITY GOVERNMENT	\$ 153,300	\$ 114,574	
ADMINISTRATION	\$ 364,840	\$ 464,006	
HUMAN RESOURCE	\$ -	\$ 44,989	
FINANCE	\$ 318,920	\$ 329,533	
MUNICIPAL COURT	\$ 80,067	\$ 42,787	
SUNSHINE HOUSE	\$ 8,000	\$ -	
NEIGHBORHOOD CENTER	\$ 2,250	\$ -	
POLICE	\$ 1,126,883	\$ 1,204,923	
FIRE DEPARTMENT	\$ 91,125	\$ 148,112	
AD VALOREM TAX	\$ 78,760	\$ -	
BUILDING SERVICES	\$ 107,096	\$ 261,543	
ANIMAL CONTROL	\$ 193,700	\$ 287,614	
PARKS / COMMUNITY RECREATION	\$ 447,070	\$ 343,721	
STREETS	\$ 1,140,163	\$ 1,112,980	
BUILDING MAINTENENACE	\$ -	\$ 130,587	
General Fund Sub-Total	\$ 4,586,374	\$ 5,134,754	
INTEREST & SINKING	\$ 608,827	\$ 146,918	
NON DEPARTMENTAL – UTILITY BILLING	\$ 402,592	\$ 428,142	
WATER	\$ 1,466,383	\$ 1,343,239	
SEWER	\$ 887,454	\$ 697,145	
WATER/WASTE WATER RESERVES	\$ -	\$ 191,331	
SANITATION / RECYCLING	\$ 1,621,322	\$ 2,008,646	
AIRPORT	\$ 564,100	\$ 564,100	
GAS FUND	\$ 1,731,500	\$ 1,452,828	
GAS FUND RESERVES	\$ -	\$ 278,672	
Enterprise Fund Sub-Total	\$ 6,673,351	\$ 6,964,103	
Tourism Fund - HOT Sub-Total	\$ 700,000	\$ 625,000	
TOTAL EXPENDITURES	\$ 12,568,552	\$ 12,870,775	2.40%

GENERAL FUND

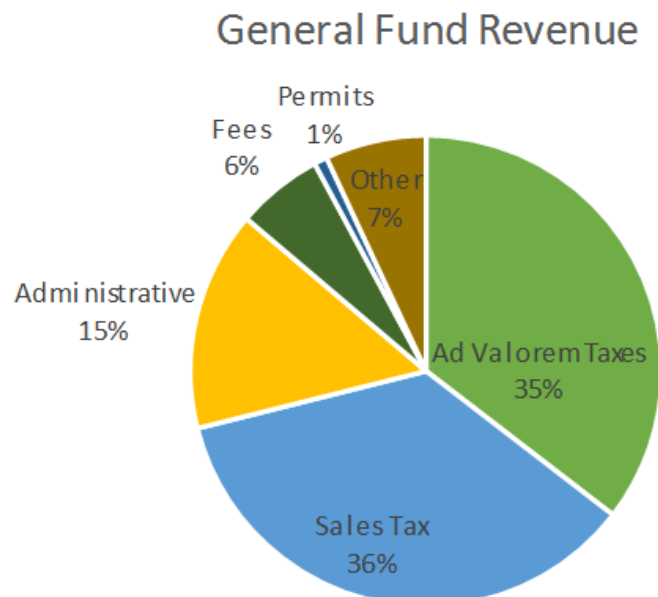
Taxpayer dollars are deposited in the General Fund, along with, building permit fees, state shared revenues (from sales and beverage taxes), interest income, and miscellaneous revenues. This portion of the budget is comprised largely of **discretionary** funds, since the Mayor and City Council can allocate the funds to departments for services in any area. General fund dollars are used to support such City services as streets, police, and parks, as well as planning, community development and administrative support services.

Fund Summary

GENERAL FUND							
REVENUE	FY 17-18 Budget	Proposed 18-19	difference	EXPENSE	FY 17-18 Budget	Proposed 18-19	difference
NON DEPARTMENTAL	\$15,000.00	\$65,000.00	(\$50,000.00)	NON DEPARTMENTAL	\$546,460.00	\$649,386.00	(\$102,926.00)
AD VALOREM TAXES	\$1,649,764.00	\$1,821,026.00	(\$171,262.00)				
CITY SALES TAX	\$1,826,000.00	\$1,832,000.00	(\$6,000.00)				
				CITY COUNCIL	\$153,300.00	\$114,573.75	\$38,726.25
ADMINISTRATIVE	\$788,085.00	\$775,993.00	\$12,092.00	ADMINISTRATION	\$364,840.00	\$464,006.46	(\$99,166.46)
				HUMAN RESOURCE	\$0.00	\$44,989.18	(\$44,989.18)
MUNICIPAL COURT	\$35,200.00	\$50,350.00	(\$15,150.00)	FINANCE DEPARTMENT	\$318,920.00	\$329,532.98	(\$10,612.98)
				MUNICIPAL COURT	80,067.00	\$42,787.13	\$37,279.87
POLICE DEPARTMENT	\$3,800.00	\$19,800.00	(\$16,000.00)	POLICE DEPARTMENT	\$1,133,383.00	\$1,204,922.54	(\$71,539.54)
FIRE DEPARTMENT		\$75,000.00		FIRE DEPARTMENT	\$0.00	\$148,111.70	(\$148,111.70)
BUILDING SERVICES	\$31,050.00	\$46,050.00	(\$15,000.00)	BUILDING SERVICES	\$107,096.00	\$261,542.73	(\$154,446.73)
ANIMAL CONTROL	\$35,120.00	\$42,920.00	(\$7,800.00)	ANIMAL CONTROL	\$193,700.00	\$287,613.91	(\$93,913.91)
PARKS & POOL	\$20,805.00	\$22,600.00	(\$1,795.00)	PARKS & POOL	\$447,070.00	\$343,720.78	\$103,349.22
STREET DEPARTMENT	\$181,550.00	\$95,200.00	\$86,350.00	STREETS DEPARTMENT	\$1,140,163.00	\$1,116,055.83	\$24,107.17
				BUILDING MAINTENANCE	\$28,250.00	\$130,587.41	(\$102,337.41)
TRANSFERS		\$291,891.00	(\$291,891.00)	TRANSFERS		\$0.00	\$0.00
TOTAL		\$5,137,830.00		TOTAL		\$5,137,830.38	

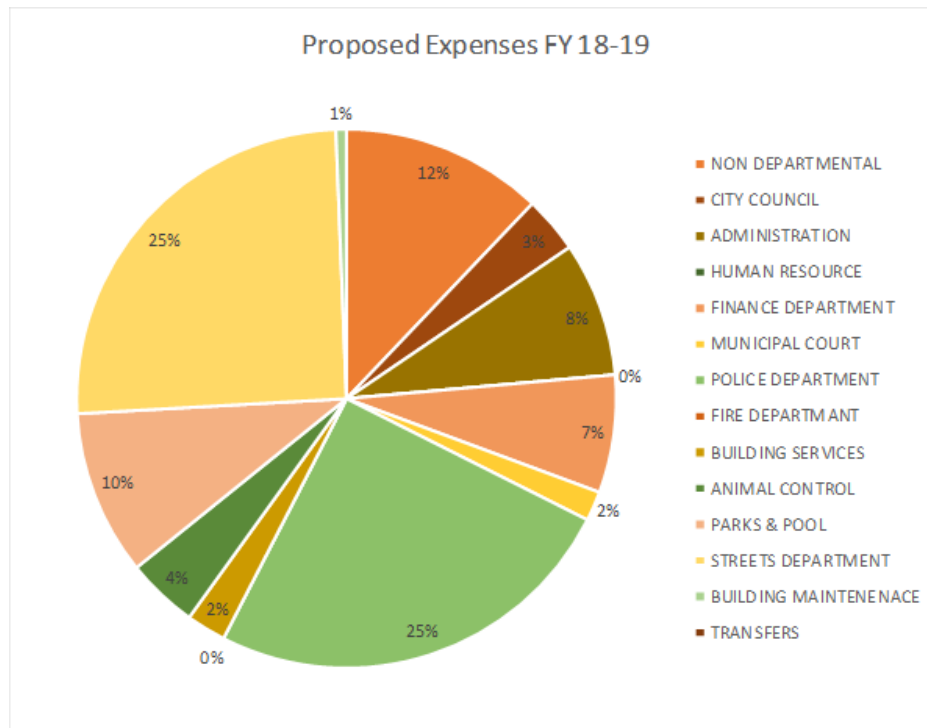
Revenue By Type

The City receives most of its revenue from Sales Tax Receipts and Ad Valorem Taxes collected. The Administrative Revenue comes from services provided to oversee the administration of enterprise activities.



Expense By Department Table

A large portion of revenue is utilized to support law enforcement (25%) and street maintenance and repair (25%).



City Council

The City of Alpine is governed by Manager- Council form of municipal government. The Mayor and City Council are responsible for policy-making decisions and the City Manager is responsible for implementation of the policies adopted by the Council. As a Home Rule city, the Council acts within the guidelines set forth by the City Charter.

Personnel Resources

There are no proposed changes to the personnel resources for this department.

Title	Status	Hr./Sal.	Authorized Positions		Diff.
			FY 2017-18	FY 2018-19 Proposed	
Mayor	L	Sal.	1	1	0
Council	L	Sal.	5	5	0

*Legislative

Performance Measures

The following reflects the formal activities of the Mayor & Council. The City council has two regular scheduled meetings per month. The Budget and Tax Rate time of year usually require additional meeting dates to ensure the budget is completed in time per the Texas Government Code.

City Council Performance Measures	FY 2018-19 Proposed
Council Meetings Held	26
Special Called Meetings	4
Workshops Held	4
Emergency Meetings Held	1
Total Training Hours	120
Training hours per official	20

Expenditures

There are no significant changes to this department budget. New line items were added for the sake of transparency. The new line items separate the travel, training and discretionary funds more clearly. Each elected official is budgeted \$1000.00 under a discretionary line item to cover expenses for uniforms or Town Hall meeting expenses. There is one (1) line item for training registration costs and a separate line item for travel expenses for training.

There was an overall reduction in total legal expenses. The city is not currently, and does not anticipate, any civil legal action that would require legal services in addition to normal City Attorney fees.

CITY COUNCIL EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
01-622-0101	SALARIES	\$6,300.00	\$6,200.00	\$7,500.00	\$7,500.00	\$6,200.00	\$7,500
01-622-0201	SOCIAL SECURITY	\$481.95	\$474.28	\$300.00	\$300.00	\$474.28	\$574
01-622-0202	HEALTH INSURANCE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
01-622-0204	UNEMPLOYMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
01-622-0205	INS - WORKMEN'S COMP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
01-622-0501	SUPPLIES	\$1,460.17	\$871.93	\$1,500.00	\$1,500.00	\$577.89	\$1,000
01-622-0502	HOSPITALITY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500
01-622-1302	Liability Insurance Errors & Omissi	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
01-622-1500	TRAVEL & TRAINING - MAYOR FY 19 TRAINING	\$382.69	\$3,443.94	\$4,000.00	\$4,000.00	\$1,612.28	\$4,000
01-622-1501	TRAVEL & TRAINING - WARD 1 FY 19 TRAVEL	\$716.23	\$2,593.31	\$4,000.00	\$4,000.00	\$0.00	\$20,000
01-622-1502	TRAVEL & TRAINING - WARD 2 FY 19 DISCRETIONARY-Mayor	\$494.52	\$2,467.28	\$4,000.00	\$4,000.00	\$1,612.28	\$1,000
01-622-1503	TRAVEL & TRAINING - WARD 3 FY 19 DISCRETIONARY Ward 1	\$2,413.56	\$1,734.94	\$4,000.00	\$4,000.00	\$529.92	\$1,000
01-622-1504	TRAVEL & TRAINING - WARD 4 FY 19 DISCRETIONARY Ward 2	\$248.34	\$119.59	\$4,000.00	\$4,000.00	\$551.80	\$1,000
01-622-1505	TRAVEL & TRAINING - WARD 5 FY 19 DISCRETIONARY Ward 3	\$0.00	\$0.00	\$4,000.00	\$4,000.00	\$0.00	\$1,000
01-622-1506	FY 19 WARD 4 DISCRETIONARY			\$0.00	\$0.00	\$0.00	\$1,000
01-622-1507	FY 19 WARD 5 DISCRETIONARY			\$0.00	\$0.00	\$0.00	\$1,000
01-622-2000	BUILDING AND STANDARDS COMM		\$10,047.55	\$10,000.00	\$10,000.00	\$0.00	\$0
01-622-2121	LEGAL EXPENSES	\$43,446.85	\$63,521.14	\$80,000.00	\$80,000.00	\$47,345.24	\$75,000
01-622-2122	LEGAL EXPENSES - CIVIL	\$92,796.15	\$31,485.79	\$30,000.00	\$30,000.00	\$23,000.00	\$0
	TOTAL	\$148,740.46	\$122,959.75	\$153,300.00	\$153,300.00	\$81,903.69	\$114,574

Non-Departmental

The Non-Departmental Budget accounts for recurring annual expenses for services or one time expenses that cannot be attributed to one specific department and benefit the whole organization.

Personnel Resources

There are no Personnel Resources associated with this department.

Performance Measures

There are no Performance Measures associated with this department.

Expenditures

NON DEPARTMENTAL EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
01-620-0205	Workmans Comp All GF Depts.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
01-620-0510	FY 19 UNIFORMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500
01-620-1301	Insurance-General & Liability	\$55,881.87	\$51,032.34	\$55,000.00	\$55,000.00	\$50,318.22	\$47,000
01-620-1302	Insurance-Property/Fire/EC	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
01-620-1303	Insurance-Auto/Collision/Mobile	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
01-620-1400	CUSTODIAL SERVICE-GF DEPTS	\$5,253.36	\$6,540.53	\$6,000.00	\$6,000.00	\$6,331.82	\$6,000
01-620-1401	JANITORIAL SUPPLIES	\$2,797.58	\$2,894.19	\$3,000.00	\$3,000.00	\$2,693.72	\$3,000
01-620-1500	COPY EXPENSE-ALL GF DEPTS	\$15,940.33	\$11,582.77	\$12,000.00	\$12,000.00	\$11,990.16	\$12,000
01-620-1602	MAILING - ALL GF DEPTS.	\$12,051.60	\$9,118.45	\$10,000.00	\$10,000.00	\$3,424.82	\$6,000
01-620-1700	COMPUTER ASST -ALL GF DEPTS	\$7,901.61	\$9,555.81	\$15,000.00	\$15,000.00	\$20,801.86	\$4,000
01-620-1801	DUES/SUB/MEM -ALL GF DEPTS.	\$8,464.94	\$8,631.68	\$10,000.00	\$10,000.00	\$13,025.20	\$15,000
01-620-1802	PUB/NOT/ADV - ALL GF DEPTS.	\$8,352.14	\$12,921.32	\$9,000.00	\$9,000.00	\$5,915.58	\$10,000
01-620-1900	PRINTING - ALL GF DEPTS.	\$214.24	\$79.50	\$2,000.00	\$2,000.00	\$0.00	\$3,000
01-620-2101	AMBULANCE SUBSIDY	\$84,000.00	\$92,400.00	\$112,400.00	\$112,400.00	\$112,400.00	\$132,400
01-620-2102	LIBRARY SUBSIDY	\$39,999.96	\$39,999.96	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000
01-620-2104	FAMILY CRISIS CENTER	\$7,500.00	\$7,500.00	\$8,000.00	\$8,000.00	\$8,000.00	\$0
01-620-2105	CHILDRENS ADVOCACY CENTER	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$0
01-620-2120	CONTINGENCY	\$0.00	\$20,841.30	\$10,000.00	\$10,000.00	\$9,301.22	\$140,584
01-620-2121	MAINT - BUILDING - OLD FIRE STATI	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
01-620-2122	FY 18 CITY HALL/ COURT FURNITURE	\$0.00	\$0.00	\$25,000.00	\$25,000.00	\$0.00	N/A
01-620-2200	ELECTION EXPENSE	\$5,327.71	\$5,952.10	\$6,000.00	\$0.00	\$0.00	\$7,000
01-620-2201	INTERNSHIP			\$0.00	\$6,000.00	\$2,400.00	\$4,800
01-620-2300	EMPLOYEE RELATIONS	\$950.85	\$873.15	\$6,000.00	\$6,000.00	\$2,524.40	\$6,000
01-620-2301	PUBLIC RELATIONS	\$525.00	\$40.73	\$1,000.00	\$1,000.00	\$596.00	\$1,000
01-620-3000	IRS PENALTY/FINE/VOIDED	\$0.00	(\$22,870.70)	\$0.00	\$0.00	(\$292.75)	\$0
01-620-4500	APPRAISAL BOARD	57,118.36	46,362.00	61,957.00	61,957.00	61,949.96	\$62,000
01-620-4501	TAX COLLEC. CONTRACT	15,240.00	16,002.00	16,803.00	16,803.00	16,002.00	\$16,802
01-620-6900	AUDIT	\$89,850.00	\$89,825.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000
01-620-7900	CO HANDLING FEES	\$1,906.25	\$2,406.25	\$2,500.00	\$2,500.00	\$2,406.25	\$2,500
01-620-8000	BANK NOTES-PUMPER TRUCK	\$29,752.70	\$29,752.70	\$29,800.00	\$29,800.00	\$29,752.70	\$29,800
TOTAL		\$454,029	\$446,441	\$546,460	\$546,460	\$504,541	\$649,386

Administration

Mission Statement

To be efficient stewards of public funds and ensure that programs and services enhance the quality of life in the City of Alpine.

Department Narrative

The Administration of the City of Alpine consists of the City Manager's and City Secretary's office. The City Manager is responsible for administration and oversight for all City business, services and departments. The City Secretary is responsible for keeping all records of the city, including agendas, minutes, ordinances, resolutions, requests for information. The City Secretary also serves as the Elections Administrator.

The City Manager is appointed by Council and is the chief administrative and executive officer of the city. The City Manager's responsibilities include implementing activities to meet the goals and objectives of the city in an efficient manner. The City Manger also acts as the city's liaison with other governmental and non-governmental groups and businesses at the community, county, state and federal levels.

The City Secretary is appointed by Council and operates under the direction of the City Manager. The City Secretaries responsibilities include keeping all records and documents pertinent to city administration and is a supportive role for the Council, City Manager and the public.

Personnel Resources

This budget reflects an increase in staffing for this department to better serve the employees and citizens of the City of Alpine. This budget includes the addition of Communications personnel and adds a second part time employee to provide support to the City Secretary. The chart also reflects the re-allocation of the "Receptionist" position from the Finance Department to Administration.

The Communications personnel will provide administrative support to efficiently disseminate information that originates within the City and ensures that the City's key messages reach the public using traditional methods as

Title	Authorized Positions			FY 2018-19 Proposed	Diff.
	Status *	Hr./Sal.	FY 2017-18		
City Manager	F	Sal.	1	1	0
City Secretary	F	Sal.	1	1	0
Support Staff	F	Hr.	2	3	1
Support Staff	P	Hr.	0.5	1	0.5

*Full-Time

*Part-Time
well as digital.

Performance Measures

City Manager Performance Measures	FY 2018-19 Proposed
Department Meetings Held	12
Outreach Events Attended	8
Press Releases Sent	24
Website Updates	52
Public Awareness Initiatives	4
Recognitions awarded to City	2
Employee Recognitions	24
Grant Applications Submitted	6
Dollar Amount Grants Awarded	
Total Training Hours	80
Training hours per employee	40

City Secretary Performance Measures	FY 2018-19 Proposed
Council Agendas prepared	34
Board Agendas prepared	72
Emergency Meetings Held	1
Request for Information	85
Avg. response time (days)	7
Total Training Hours	80
Training hours per employee	40

Expenditures

There is a \$99,000 (apprx.) increase in the administration budget. The main purpose for the increase is due to turnover plus additional staffing and training needs. Each employee within this department has been with the city for less than one year at the time the budget was prepared.

ADMINISTRATIVE EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
01-623-0101	SALARIES	\$221,266.44	\$244,159.18	\$231,235.00	\$231,235.00	\$220,000.84	\$336,522
01-623-0103	OVERTIME	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
01-623-0104	CM - CAR ALLOWANCE	\$7,579.00	\$7,579.00	\$7,200.00	\$7,200.00	\$0.00	N/A
01-623-0201	SOCIAL SECURITY	\$16,939.91	\$17,684.51	\$17,650.00	\$17,650.00	\$16,295.63	\$25,744
01-623-0202	INSURANCE - GROUP	\$26,644.83	\$22,617.83	\$25,200.00	\$25,200.00	\$24,177.55	\$34,300
01-623-0203	RETIREMENT	\$2,741.68	\$2,626.84	\$2,800.00	\$2,800.00	\$5,731.13	\$4,207
01-623-0204	UNEMPLOYMENT	\$0.00	\$131.54	\$855.00	\$855.00	\$696.87	\$1,134
01-623-0205	INS - WORKMEN'S COMP	\$955.42	\$1,098.88	\$1,300.00	\$1,300.00	\$2,505.00	\$700
01-623-0501	SUPPLIES	\$5,770.48	\$6,485.58	\$7,500.00	\$7,500.00	\$8,947.50	\$8,000
01-623-0706	MAINT - BUILDING FY 19 - INACTIVE	\$2,986.74	\$2,407.21	\$3,000.00	\$3,000.00	\$2,161.32	N/A
01-623-0708	FIRE SAFETY INSPEC FY 19 - INACTIVE	\$43.15	\$121.90	\$500.00	\$500.00	\$0.00	N/A
01-623-1101	Electricity	\$3,404.51	\$2,067.91	\$3,000.00	\$3,000.00	\$2,643.04	\$3,000
01-623-1500	TRAVEL & TRAINING	\$6,006.11	\$5,058.51	\$8,000.00	\$8,000.00	\$4,152.08	\$2,900
01-623-1501	FY 19 TRAVEL			\$0.00	\$0.00	\$0.00	\$10,000
01-623-2120	FY 18 Contingency	\$0.00	\$0.00	\$5,000.00	\$5,000.00	\$0.00	N/A
01-623-2200	TML REGIONAL MEETING	\$0.00	\$500.00	\$0.00	\$0.00	\$1,649.00	\$0
01-623-2700	Telephone Expense	\$28,334.19	\$22,415.31	\$22,400.00	\$22,400.00	\$23,783.46	\$24,000
01-623-2750	Cell Phone Expense	\$1,038.82	\$1,224.96	\$1,200.00	\$1,200.00	\$824.62	\$1,000
01-623-2800	DRUG TESTING						\$0
01-623-3000	Codification - Ordinance Revisions	\$0.00	\$0.00	\$3,000.00	\$3,000.00	\$0.00	\$2,000
01-623-9800	CIP - Computers/IT	\$5,231.68	\$20,952.76	\$25,000.00	\$25,000.00	\$13,362.96	\$2,500
01-623-9801	FY 19 LEASED VEHICLE			\$0.00	\$0.00	\$0.00	\$8,000
TOTAL		\$328,942.96	\$357,131.92	\$364,840.00	\$364,840.00	\$326,931.00	\$464,006

Human Resources

Mission Statement

To provide support and guidance to all employees recognizing that each employee is a valuable asset to the organization.

Department Narrative

This is a new department for FY 18-19. The Human Resource Coordinator supports the City Manager's Office. The Human Resources Coordinator's responsibilities include processing applications to ensure that the most/best qualified persons are hired, ensure that employees receive proper training and opportunity for advancement, assist department heads with disciplinary matters and provide support for all employees. This department also evaluates personnel policies, compensation surveys and makes recommendations to the City Manager to improve employee relations.

2018-2019 Goals and Objectives

- Develop a compensation and benefit structure that provides equitable and competitive compensation packages.
- Pursue a "time-to-fill" rate for vacant positions of 60 days or less.
- Mitigate and reduce turnover rates.

Personnel Resources

This new department proposes the addition on one new full-time employee.

Human Resources	Authorized Positions				
	Status *	Hr./Sal.	FY 2017-18	FY 2018-19 Proposed	Diff.
Title					
HR Coordinator	F	Hr.	0	1	1
Support Staff			0	0	0

Performance Measures

Human Resources Performance Measures	FY 2018-19 Proposed
Employee Turnover	25%
Employee Health Benefit Outreach	4
Employee Retirement Benefit Outreach	4
Employee Counseling Sessions	20
Workers Comp Cases	8
Total Training Hours	40
Training hours per employee	40

Public Safety

Police Department & Communications

Mission Statement

To protect and serve Alpine's diverse community so that residents and visitors feel and are safe.

Department Narrative

Alpine Police Department serves the incorporated city of Alpine, Texas, and has a positive impact on the entire Big Bend region.

Our vision to be the premier law enforcement agency by building trust within the community, creating partnerships, and encouraging a leadership style within the Alpine Police Department to strive for a safe and friendly community. Officers are cognizant of the fact that they are not only part of the community they serve, but are accountable to the community for their decisions and the consequences of those decisions. Officers make every effort to involve the community, in a partnership, in crime suppression and prevention and are strongly urged to get to know the citizens they serve.

The officers and employees of the Alpine Police Department are, by both words and actions, professionals. Each realizing that our main function and responsibility is the protection of community we serve. When guided by the philosophy set forth in the mission statement and the procedures and policies of the department and the City of Alpine, we will ensure the citizens of our community that the men and women of this department are indeed the City's finest.

2017-2018 Major Accomplishments

- Replaced portion of patrol vehicle fleet utilizing Enterprise Lease Program.
- Replaced storage equipment and upgraded evidence collection and processing room.
- Continued Active Shooter Response training between Alpine Police Department, Brewster County Sheriff's Office, and Sul Ross State University police including the acquisition of a portable firearms training simulator.
- Collaboration with SRSU on Law Enforcement Academy to conduct Basic Peace Officer Course during Summer 2017 and Spring 2018, Alpine police officers assisted as certified instructors in providing training to cadets.
- Several officers have received specialized training including SFST and Intoxilyzer Certifications.
- Held another successful "National Night Out" event in October 2017.
- Held a successful abandoned vehicle auction in the summer of 2017.
- Improved retention of officers and dispatchers.

2018-2019 Goals and Objectives

- Continue replacement of patrol vehicle fleet utilizing Enterprise Lease Program.
- Replaced some aging portable radios for officers utilizing grant funding.
- Acquisition of MDIS tablets for mobile communications.
- Continue to improve training including Active Shooter Response training between Alpine Police Department, Brewster County Sheriff's Office, and Sul Ross State University police as well as other training in which agencies can collaborate.
- Seek additional specialized training for officers and dispatchers.
- Increase pay for officers and dispatchers so that we can compete with other agencies in recruiting and retaining qualified personnel.

Personnel Resources

Police	Authorized Positions			FY 2018-19 Proposed	Diff.
	Status *	Hr./Sal.	FY 2017-18		
Title					
Chief of Police	F	Sal.	1	1	0
Captain	F	Sal.	1	1	0
Lt.	F	Hr.	1	3	0
Sargent	F	Hr.	2	1	0
Patrol Officers	F	Hr.	6	6	0
Dispatch Supv.	F	Hr.	1	1	0
Communication III	F	Hr.	0	0	0
Communication II	F	Hr.	0	2	2
Communication I	F	Hr.	6	4	-2
Communication I	P	Hr.	1	2	0

Performance Measures

Police Performance Measures	FY 2018-19 Proposed
Officers/population	537
Calls for Service	
Calls/officer	
Citations Issued	
Arrests	
Cases Logged	550
Felony Cases Filed	120
Misdemeanor Cases- County	120
Misdemeanor Cases- City	
Cost per capita	\$204
Public Awareness Events/Activities	8
Total Training Hours	760
Training Hours per employee	40

Expenditures

This budget represents a slight increase over the prior year, mainly due to normal salary increases. The Police department will be replacing and ordering two (2) new vehicles through the lease program.

POLICE DEPARTMENT EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016		2017-2018		2017-2018	PROPOSED BUDGET 2019
		Actual	2016-2017 Actual	Budget	2017-2018 Amended Budget	Projected End of Year	
01-631-0101	SALARIES	\$567,546.78	\$628,243.25	\$682,900.00	\$682,900.00	\$685,916.68	\$771,860
01-631-0103	OVERTIME	\$38,838.59	\$50,552.42	\$45,000.00	\$45,000.00	\$43,477.47	N/A
01-631-0104	EVENT SECURITY	\$1,350.00	\$1,500.00	\$0.00	\$0.00	\$600.00	\$1,000
01-631-0201	SOCIAL SECURITY	\$44,368.15	\$49,901.53	\$51,100.00	\$51,100.00	\$57,101.64	\$59,124
01-631-0202	INSURANCE GROUP	\$113,246.98	\$120,512.61	\$142,800.00	\$142,800.00	\$139,768.31	\$151,200
01-631-0203	RETIREMENT	\$8,093.67	\$7,954.30	\$8,100.00	\$8,100.00	\$9,571.51	\$9,661
01-631-0204	UNEMPLOYMENT	\$0.00	\$636.65	\$2,565.00	\$2,565.00	\$3,359.07	\$3,078
01-631-0205	INS - WORKMEN'S COMP	\$12,266.01	\$16,116.98	\$15,868.00	\$15,868.00	\$22,526.00	\$25,000
01-631-0206	UNIFORMS	\$4,475.47	\$6,848.26	\$7,500.00	\$7,500.00	\$8,808.40	N/A
01-631-0400	SAFETY PROGRAM	\$1,458.60	\$64.07	\$1,000.00	\$1,000.00	\$1,284.55	\$1,000
01-631-0501	SUPPLIES - FY 19 OFFICE SUPPLIES	\$11,418.45	\$14,030.95	\$9,000.00	\$9,000.00	\$12,143.25	\$7,000
01-631-0502	FY19 FIELD SUPPLIES			\$0.00	\$0.00	\$0.00	\$2,000
01-631-0510	UNIFORMS						\$4,000
01-631-0700	MAINT - EQUIPMENT	\$7,272.98	\$11,158.04	\$5,000.00	\$5,000.00	\$11,713.24	\$5,000
01-631-0701	MAINT-VEHICLE	\$25,782.55	\$21,534.04	\$20,000.00	\$20,000.00	\$17,277.41	\$15,000
01-631-0706	MAINT - BUILDING FY 19 - INACTIVE	\$4,982.53	\$4,217.22	\$4,000.00	\$4,000.00	\$2,200.82	N/A
01-631-0708	FIRE SAFETY INSPEC FY 19 - INACTIVE	\$226.10	\$206.60	\$500.00	\$500.00	\$750.00	N/A
01-631-0713	MAINT - DRUG DOG	\$430.00	\$602.00	\$1,000.00	\$1,000.00	\$1,118.00	\$1,000
01-631-0900	FUEL & OIL	\$16,911.48	\$20,135.76	\$19,000.00	\$19,000.00	\$20,942.50	\$20,000
01-631-1101	Electricity	\$9,529.07	\$5,957.33	\$8,200.00	\$8,200.00	\$8,267.35	\$8,400
01-631-1301	Law Enforcement Liability Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,000
01-631-1401	FY 18 JANITORIAL SUPPLIES		\$0.00	\$3,000.00	\$3,000.00	\$0.00	\$3,000
01-631-1500	TRAVEL & TRAINING	\$5,847.92	\$14,080.97	\$8,000.00	\$8,000.00	\$9,758.79	\$3,000
01-631-1501	FY19 TRAVEL			\$0.00	\$0.00	\$0.00	\$5,000
01-631-2120	Contingency	\$6,037.40	\$0.00	\$0.00	\$0.00	\$0.00	N/A
01-631-2700	Telephone Expense	\$15,011.32	\$13,576.02	\$13,850.00	\$13,850.00	\$15,134.08	\$15,000
01-631-2750	Cell Phone Expense	\$7,697.33	\$8,229.60	\$8,300.00	\$8,300.00	\$7,052.76	\$12,500
01-631-2800	Drug Testing	\$337.50	\$1,846.98	\$500.00	\$500.00	\$625.00	\$600
01-631-3000	HEPATITIS SHOTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
01-631-3100	INFORMANT MONEY	\$500.00	\$580.00	\$500.00	\$500.00	\$0.00	
01-631-3300	INVESTIGATIVE EXPENSES	\$4,248.71	\$5,872.10	\$8,000.00	\$8,000.00	\$8,127.26	\$8,000
01-631-3301	FY 18 LAB TESTS FY19 INACTIVE		\$0.00	\$7,400.00	\$7,400.00	\$0.00	N/A
01-631-3500	FY 19 ABANDONED VEH EXPENSES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,500
01-631-3600	FY 19 PD/FES EXPENSES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000
01-631-3700	COPSYNC - FY 18 SOUTHERN SOFTWARE	\$11,213.00	\$23,985.20	\$25,000.00	\$25,000.00	\$0.00	\$12,000
01-631-7000	CODE RED SERVICES	\$3,750.00	\$0.00	\$4,000.00	\$4,000.00	\$0.00	\$4,000
01-631-7001	FEDERAL WARNING SYSTEM	\$750.00	\$2,350.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500
01-631-8001	FY 18 LEASED VEHICLES		\$0.00	\$28,800.00	\$28,800.00	\$22,302.33	\$34,500
01-631-9922	FY 19 INSURANCE CLAIMS - PROPERTY			\$0.00	\$0.00	\$0.00	\$0
TOTAL		\$923,590.59	\$1,030,692.88	\$1,133,383.00	\$1,133,383.00	\$1,112,326.42	\$1,204,923

Animal Control

Mission Statement

To protect the health and safety of our residents, and to protect animals and promote their humane treatment.

Department Narrative

City of Alpine Animal Services serves the incorporated city of Alpine, Texas, and has a positive impact on the entire Big Bend region.

It is important for this department to secure the confidence and respect of our community in our efforts to provide effective and efficient animal control and animal related services. Through proper performance, our Animal Services staff maintain a humane and caring attitude in their service to the community and our officers are essential in meeting this goal.

2017-2018 Major Accomplishments

- Animal Services did not have to euthanize a healthy/adoptable shelter animal for the year.
- There were 263 adoptions/ shelter transfers; a total of 252 animals were reunited with their owners; currently, we have a very low number of animals being housed at the shelter due to our success in transfers, adoptions and returns.
- Volunteers have increased, Alpine Humane society has played a part in that success; Alpine Humane Society added a part-time paid employee that spends several hours a week at the shelter doing play groups and socializing the animals.
- Animal Services provided 139 private cremations for the community.
- Animal Services has had at least one adoption event every month this year. These events were held on the last Saturday of the month, either at the shelter or True Value Garden Center. On occasion we will attend other events such as National Night out and Art Walk.
- One Animal Services officer successfully finished her basic animal control officer training and a local rabies control authority seminar June 20-22, 2017.
- The shelter manager completed 15 continuing education hours at the Texas Animal Control Association conference November 13-15, 2017. She also was able to renew her euthanasia training at this seminar.

2018-2019 Goals and Objectives

- Addition of 1 new Animal Services officer on full-time basis.
- Replacement of 2 - 3 Animal Services vehicles, possibly utilizing Enterprise Lease Program.
- Anticipated to have all new Animal Services officers receive basic ACO certification and euthanasia training and certification.
- Seek additional specialized training for officers.

Personnel Resources

Animal Control	Authorized Positions				
	Status *	Hr./Sal.	FY 2017-18	FY 2018-19 Proposed	Diff.
AC Supervisor	F	Hr.	1	1	0
AC Officers	F	Hr.	2	3	1
Support Staff	P	Hr	2	2	0

Performance Measures

Animal Control Performance Measures	FY 2018-19 Proposed
Calls for Service	
Citations Issued	
Animals Received	
Animals Adopted	
# Animals returned to owner	
Benefit Outreach Events	
Cost per call	
Total Training Hours	
Training hours per employee	

Expenditures

This budget reflects an increase of \$94,000 (apprx.) over the previous year. Animal Services will be adding one (1) additional officer and will be replacing and ordering three (3) new vehicles through the lease program.

ANIMAL CONTROL EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
01-638-0101	SALARIES	\$94,843.93	\$95,886.74	\$98,225.00	\$98,225.00	\$96,364.06	\$149,763
01-638-0103	OVERTIME	\$3,565.10	\$2,162.98	\$4,000.00	\$4,000.00	\$2,033.22	N/A
01-638-0201	SOCIAL SECURITY	\$7,307.88	\$7,199.96	\$7,800.00	\$7,800.00	\$7,361.66	\$11,457
01-638-0202	INSURANCE-GROUP	\$22,813.55	\$23,720.44	\$25,200.00	\$25,200.00	\$20,929.80	\$33,600
01-638-0203	RETIREMENT	\$1,238.66	\$1,035.13	\$1,125.00	\$1,125.00	\$1,166.54	\$1,872
01-638-0204	UNEMPLOYMENT	\$0.00	\$119.37	\$700.00	\$700.00	\$521.00	\$972
01-638-0205	INS-WORKMEN'S COMP	\$2,836.54	\$5,128.13	\$3,000.00	\$3,000.00	\$4,776.00	\$6,500
01-638-0501	SUPPLIES	\$5,063.79	\$5,219.61	\$9,000.00	\$9,000.00	\$9,114.86	\$6,000
01-638-0502	FY 19 FIELD SUPPLIES			\$0.00	\$0.00	\$0.00	\$3,000
01-638-0510	FY 19 UNIFORMS			\$0.00	\$0.00	\$0.00	\$1,000
01-638-0700	MAINT - EQUIPMENT	\$376.99	\$1,000.00	\$1,000.00	\$1,000.00	\$705.20	\$750
01-638-0701	MAINT-VEHICLE	\$2,384.34	\$1,895.65	\$2,000.00	\$2,000.00	\$727.98	\$1,200
01-638-0900	FUEL & OIL	\$5,481.28	\$5,100.95	\$5,500.00	\$5,500.00	\$4,109.02	\$5,000
01-638-1101	Electricity	\$5,218.22	\$3,204.78	\$4,200.00	\$4,200.00	\$4,485.49	\$4,500
01-638-1500	TRAVEL & TRAINING	\$1,197.33	\$1,865.18	\$3,000.00	\$3,000.00	\$2,010.29	\$1,500
01-638-1501	FY 19 TRAVEL			\$0.00	\$0.00	\$0.00	\$2,000
01-638-2700	Telephone Expense	\$1,563.53	\$1,832.07	\$2,200.00	\$2,200.00	\$2,043.56	\$2,000
01-638-2750	Cell Phone Expense	\$2,720.53	\$2,824.38	\$3,250.00	\$3,250.00	\$2,052.69	\$2,000
04-638-2800	DRUG TESTING						
01-638-3200	ANIMAL CARE	\$13,061.48	\$16,546.57	\$17,000.00	\$17,000.00	\$21,472.61	\$22,000
01-638-3301	MAINT-BUILDING FY19 INACTIVE	\$4,748.50	\$6,962.24	\$5,500.00	\$5,500.00	\$7,132.75	N/A
01-638-3400	OFFICER CARE-MEDICAL FY19 HEAL	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$250.00	\$500
01-638-8001	FY 19 LEASED VEHICLE			\$0.00	\$0.00	\$0.00	\$24,000
01-638-9000	CIP - SHADE STRUCTURE @ SHELTER			\$0.00	\$0.00	\$0.00	\$8,000
TOTAL		\$174,421.65	\$181,704.18	\$193,700.00	\$193,700.00	\$187,256.73	\$287,614

Fire Department

This is a newly structured and staffed department for FY 18-19 and supports Public Safety under the direction of the City Manager. The Fire Department responsibilities include ensuring the responsive and responsible delivery of services, evaluate service levels and strengthen relationships with other emergency service providers in the region. The Fire Department also collaborates with Brewster County, per an interlocal agreement to provide services outside of the city limits. The Fire Department provides guidance to the Alpine Volunteer Fire Department to ensure training that meets required mandates and provide outreach. The Fire Department also seeks out grants to obtain or replace equipment, supplies and financial support.

2018-2019 Goals and Objectives

- Ensure responsive, proactive and fiscally responsible delivery of services while embracing new and emerging technologies to improve the efficiency and effectiveness of the department.
- Evaluate service levels and promote relationships with our citizens and city, county, regional, state and federal emergency services partners to ensure we are providing the most effective and efficient services possible.
- Ensure fire training that meets required mandates, addresses specialized needs and is consistent with industry standards.
- Ensure fire prevention education efforts are age appropriate, hazard specific and delivered in a proactive and timely manner,
- Ensure that all unwanted fires are investigated, and adopted codes and ordinances are fairly, equitably and consistently enforced.

Personnel Resources

This department proposes to add one full time employee and one part time employee.

Fire Department	Authorized Positions				
Title	Status *	Hr./Sal.	FY 2017-18	FY 2018-19 Proposed	Diff.
Fire Chief	F	Sal.	0	1	1
Support Staff	F	Hr.	0	1	1
AVFD Chief	V	Mon.	1	1	0
AVFD Asst. Chief	V	Mon.	1	1	0
AVFD Secretary	V	Mon.	1	1	0
AVFD Fire Fighters	V	Mon.	8	18	10

Performance Measures

Fire Department Performance Measures	FY 2018-19 Proposed
Firefighters/ population	454
Cost/ Capita	\$25
Calls for Service- In City	60
Calls for Service- County	48
FD Cost/call	\$1,372
Volunteer Hours	
Avg. response time	8 min.
Cost recovered through billing	
Public Awareness Events/Activities	4
Total Training Hours	290
Training Hours per employee	22

Expenditures

FIRE DEPARTMENT EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
01-632-0101	FY 18 ADMINISTRATOR FY 19 SALARIES		\$0.00	\$12,000.00	\$12,000.00	\$0.00	\$77,491
01-632-0201	FY 18 SOCIAL SECURITY		\$0.00	\$925.00	\$925.00	\$0.00	\$5,928
01-632-0202	FY 19 INSURANCE			\$0.00	\$0.00	\$0.00	\$16,800
01-632-0203	RETIREMENT	\$1,944.00	\$8,352.00	\$10,000.00	\$10,000.00	\$3,240.00	\$969
01-632-0204	FY 19 UNEMPLOYMENT			\$0.00	\$0.00		\$324
01-632-0205	INS - WORKMANS COMP	\$1,465.76	\$2,197.77	\$3,500.00	\$3,500.00	\$5,506.00	\$6,000
01-632-0501	FY 19 OFFICE SUPPLIES			\$0.00	\$0.00	\$0.00	\$1,000
01-632-0502	FY 19 FIELD SUPPLIES			\$0.00	\$0.00	\$0.00	\$500
01-632-0503	SUPPLIES FY 19 INACTIVE	\$565.44	\$3,174.20	\$4,000.00	\$4,000.00	\$469.90	N/A
01-632-0700	MAINT - EQUIPMENT	\$476.83	\$7,644.59	\$9,000.00	\$9,000.00	\$6,664.63	\$8,000
01-632-0701	MAINT-VEHICLES	\$1,185.59	\$1,991.92	\$7,500.00	\$7,500.00	\$1,346.48	\$2,000
01-632-0900	FUEL & OIL	\$3,559.01	\$2,776.78	\$5,000.00	\$5,000.00	\$2,445.55	\$3,000
01-632-1101	Electricity	\$877.19	\$936.80	\$900.00	\$900.00	\$1,614.40	N/A
01-632-1500	TRAVEL & TRAINING FY 19 TRAINING	\$275.00	\$523.14	\$5,000.00	\$5,000.00	\$1,030.00	\$600
01-632-1501	FY 19 TRAVEL			\$0.00	\$0.00	\$0.00	\$1,000
01-632-2700	Telephone Expense	\$5,524.81	\$2,277.90	\$2,500.00	\$2,500.00	\$2,473.93	\$2,500
01-632-2750	Cell Phone Expense	\$1,686.54	\$1,655.02	\$1,800.00	\$1,800.00	\$920.73	\$1,000
01-632-2800	DRUG TESTING						
01-632-3702	FIRE CALLS	\$26,000.00	\$23,960.00	\$29,000.00	\$29,000.00	\$20,453.33	\$21,000
01-632-9002	LADDER TRUCK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
TOTAL		\$43,560.17	\$55,490.12	\$91,125.00	\$91,125.00	\$46,164.95	\$148,112

Building Services

Mission Statement

To guide the development process, provide professional and efficient services to builders, land owners, and citizens of the community and ensure compliance with ordinances and state laws.

Department Narrative

The purpose of this department is to administer and enforce ordinances and codes for land use, zoning and subdivision standards and building construction. The Building Official and Code Enforcement Officer protect the public health, safe use and maintenance of property in the City of Alpine.

2017-2018 Major Accomplishments

- Create a department structure to better serve the public.
- Increase personnel from 1.5 to 3, to include a full-time compliance officer and administrative personnel to better address complaints and permit applications.
- Create a format to collect data for services being provided.

2018-2019 Goals and Objectives

- To better serve the public by assuring that code compliance reduces the number of complaints.
- To provide quality inspections to protect the safety and welfare of all citizens by assuring structures are designed and built per the building codes and ordinances.
- To reduce the processing time for permits and response time for inspections.
- Implement technology to better track and map permits and enforcement efforts.

Personnel Resources

This department underwent minor reorganization in 2018. In addition to the full-time Building Official the Code

Building Services	Authorized Positions				
Title	Status *	Hr./Sal.	FY 2017-18	FY 2018-19 Proposed	Diff.
Building Official	F	Sal.	1	1	0
Code Enforcement Off	F	Hr.	0.5	1	0.5
Permit Tech	F	Hr.	1	1	0

Enforcement Officer was fully allocated to this department as a full-time employee. City Council also approved the addition of a full time Permit Tech to assist with administrative duties and recordkeeping.

Performance Measures

Building Services Performance Measures	FY 2018-19 Proposed	Code Enforcement Performance Measures	FY 2017-18 Actual
Residential Permits Issued		CE Cases	
Commercial Permits Issued		Weed Cases	
Processing time for permits		Junked Vehicle Cases	
Building Inspections		Citations Issued	
Electrical Inspections		Total Training Hours	40
Plumbing inspections		Training Hours per employee	40
Mechanical Inspection			
Zoning requests Processed			
All Other Requests Processed			
Total Training Hours	80		
Training Hours per employee	40		

Expenditures

Formerly know as “Code Enforcement” department, the Building Services Department budget reflects and increase of \$155,000 (apprx.). This department has absorbed the Code Enforcement Officer position and added one (1) new support staff position. This department will also be replacing one (1) vehicle and ordering one (1) additional new vehicle through the lease program..

BUILDING SERVICES EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
01-635-0101	SALARIES	\$71,606.59	\$73,931.09	\$76,250.00	\$76,250.00	\$72,258.27	\$139,997
01-635-0201	SOCIAL SECURITY	\$5,420.31	\$5,603.00	\$5,825.00	\$5,825.00	\$5,527.73	\$10,710
01-635-0202	INSURANCE-GROUP	\$8,475.95	\$8,371.92	\$8,400.00	\$8,400.00	\$6,976.60	\$25,200
01-635-0203	RETIREMENT	\$508.83	\$875.40	\$950.00	\$950.00	\$907.45	\$1,750
01-635-0204	UNEMPLOYMENT	\$0.00	\$9.00	\$171.00	\$171.00	\$207.60	\$486
01-635-0205	INS-WORKERS COMP	\$350.12	\$366.31	\$400.00	\$400.00	\$842.67	\$1,500
01-635-0501	SUPPLIES - FY 19 OFFICE SUPPLIES	\$902.42	\$883.88	\$1,000.00	\$1,000.00	\$1,515.96	\$750
01-635-0502	FY 19 FIELD SUPPLIES			\$0.00	\$0.00	\$0.00	\$1,000
01-635-0510	FY 19 UNIFORMS			\$0.00	\$0.00	\$0.00	\$600
01-635-0701	MAINT-VEHICLE	\$0.00	\$0.00	\$500.00	\$500.00	\$370.52	\$500
01-635-0900	FUEL & OIL	\$683.13	\$746.83	\$1,000.00	\$1,000.00	\$586.68	\$1,000
01-635-1500	TRAVEL & TRAINING	\$2,382.98	\$3,962.55	\$4,500.00	\$4,500.00	\$0.00	\$700
01-635-1501	FY 19 TRAVEL			\$0.00	\$0.00	\$0.00	\$1,500
01-635-1700	FY 19 IT EQUIPMENT/SOFTWARE			\$0.00	\$0.00	\$0.00	\$3,000
01-635-2000	VEHICLE ABATEMENT	\$725.00	\$455.00	\$250.00	\$250.00	\$0.00	\$0
01-635-2100	ENFORCEMENT CLEAN UP	\$0.00	\$1,384.00	\$2,000.00	\$2,000.00	\$250.93	\$20,000
01-635-2120	Contingency FY 19 INACTIVE	\$250.00	\$0.00	\$300.00	\$300.00	\$1,659.95	N/A
01-635-2700	Telephone Expense	\$4,517.91	\$4,555.62	\$4,600.00	\$4,600.00	\$5,128.03	\$5,200
01-635-2750	Cell Phone Expense	\$718.36	\$1,108.45	\$950.00	\$950.00	\$1,095.29	\$1,500
01-635-2800	DRUG TESTING						\$150
01-644-3500	Engineering	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$34,000
01-635-8001	FY 19 LEASED VEHICLE			\$0.00	\$0.00	\$0.00	\$12,000
TOTAL		\$96,541.60	\$102,253.05	\$107,096.00	\$107,096.00	\$97,327.68	\$261,543

Municipal Court

Mission Statement

To provide courteous and efficient services to public and ensure that justice is administered in a fair, efficient and timely manner.

Department Narrative

The Municipal Court represents the judicial branch of city government. Class C misdemeanors and ordinance violations are process through the Municipal Court. The court personnel reports to the City Manager and a Judge appointed by the City Council. The Court also processes summons, complaints, warrants and show cause hearings. Collection services are provided by a third party company through a service agreement, as well as the state's Failure To Appear program.

2017-2018 Major Accomplishments

- A new third-party collection firm was hired to collect on outstanding fines and fees.

2018-2019 Goals and Objectives

- To provide outstanding customer service to internal and external users of the court.
- To reduce the amount of outstanding warrants.
- To bring resolution to cases in a timely manner.

Personnel Resources

This department is proposed to be reduced to a part time municipal court with the start of the new fiscal year. The Budget reflects a change from full time staff to part time.

Municipal Court	Authorized Positions				
	Status *	Hr./Sal.	FY 2017-18	FY 2018-19 Proposed	Diff.
Title					
Court Clerk	F	Sal.	1	0.5	-.5
Judge	C	Mon.	1	1	0
Prosecutor	C	Mon.	1	1	0

*Full-Time, Contract

Performance Measures

Municipal Court Performance Measures	FY 2018-19 Proposed
Citations Filed	
Citations Paid- Trial	
Avg. cases /Docket	
Open Warrants	
Cases Cleared by Round Ups Held	
Cases cleared by Omni Base	
Cases Cleared By 3rd Party	
Total Training Hours	20
Training hours per employee	20

Expenditures

This budget reflects the downsizing of the court for the upcoming fiscal year.

MUNICIPAL COURT EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
01-624-0101	SALARIES	\$42,925	\$48,297	\$48,000	\$48,000	\$46,803	\$24,743
01-624-0103	OVERTIME	\$37	\$89	\$1,000	\$1,000	\$85	N/A
01-624-0201	SOCIAL SECURITY	\$3,287	\$3,695	\$3,750	\$3,750	\$3,503	\$1,893
01-624-0202	INSURANCE - GROUP	\$7,757	\$7,668	\$8,400	\$8,400	\$8,372	\$4,200
01-624-0203	RETIREMENT	\$213	\$348	\$375	\$375	\$383	\$309
01-624-0204	UNEMPLOYMENT	\$0	\$113	\$342	\$342	\$235	\$162
01-624-0205	INS - WORKMEN'S COMP	\$0	\$0	\$0	\$0	\$0	\$50
01-624-0208	FINE COLLECTION/FTA FEES	\$210	\$246	\$200	\$200	\$0	\$0
01-624-0501	SUPPLIES FY 19 OFFICE SUPPLIES	\$3,342	\$2,654	\$5,000	\$5,000	\$4,025	\$1,750
01-624-0502	FY 19 SUPPLIES			\$0	\$0	\$0	\$300
01-624-1500	TRAVEL & TRAINING	\$1,647	\$1,590	\$5,000	\$5,000	\$0	\$660
01-624-1501	FY 19 TRAVEL			\$0	\$0	\$0	\$970
01-624-2200	FY 19 TECHNOLOGY FUND	\$0	\$0	\$0	\$0	\$0	\$1,250
01-624-2700	Telephone Expense	\$5,930	\$5,728	\$6,000	\$6,000	\$6,436	\$6,500
01-624-2800	DRUG TESTING						\$0
01-624-3000	TRIAL EXPENSE	\$0	\$0	\$2,000	\$2,000	\$0	\$0
	TOTAL	\$65,347	\$70,429	\$80,067	\$80,067	\$69,843	\$42,787

Finance Department

Mission Statement

To minimize short and long- term costs of financial services by efficiently monitoring and managing City resources.

Department Narrative

The Finance Department strives to provide timely and accurate financial information to the citizens, Council, and employees of the City of Alpine. To accomplish this the department maintains central accounting records, distributes and maintains controls on payroll records, prepares financial statements, disburses on all City obligations, collects all revenue, maintains City bank accounts, and investments. Finance staff work daily with all departments within the City, as well as vendors, to ensure all documentation and procedures are followed. In addition to the financial duties, the department oversees Information Technology, Purchasing, and all City Assets.

2017-2018 Major Accomplishments

- Developed and implemented a new Finance Policy
- Developed and implemented new Accounting Policy
- Developed and implemented Credit Card Policy and Petty Cash Policy

2018-2019 Goals and Objectives

- Continue to provide quality services to the citizens of Alpine.
- Obtain the State of Texas Transparency Stars for
 - Debt Obligations
 - Traditional Finances
- Enhance communication and transparency via the City Website
- Consolidate Utility Billing

Finance	Authorized Positions			FY 2018-19 Proposed	Diff.
	Status *	Hr./Sal.	FY 2017-18		
Title					
Director of Finance	F	Sal.	1	1	0
Accounting Clerk III	F	Hr.	0	0	0
Accounting Clerk II	F	Hr.	2	2	0
Accounting Clerk I	F	Hr.	1	1	0

Personnel Resources

Performance Measures

	FY 2018-19 Proposed
Finance Performance Measures	
Comptroller Transparency Stars	4
GFOA- CAFR	1
GFOA-Budget	1
Investment Accounts	4
Purchase Orders Processed	
Funds From Auctions	
Budget Mod./Amend.	2
Improve Annual Audit Results	3
Total Training Hours	160
Training hours per employee	40

Expenditures

This budget reflects a slight increase over the previous year. There are no significant changes to this department.

FINANCE DEPARTMENT EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
01-637-0101	SALARIES	\$197,748.83	\$202,733.86	\$224,550.00	\$224,550.00	\$222,775.66	\$231,775
01-637-0103	OVERTIME	\$3,277.40	\$1,373.96	\$4,000.00	\$4,000.00	\$3,001.18	N/A
01-637-0201	SOCIAL SECUIRTY	\$15,294.48	\$15,700.23	\$17,500.00	\$17,500.00	\$17,385.78	\$17,731
01-637-0202	INSURANCE-GROUP	\$32,943.89	\$32,641.14	\$33,600.00	\$33,600.00	\$33,487.68	\$33,600
01-637-0203	RETIREMENT	\$2,141.58	\$2,471.87	\$2,775.00	\$2,775.00	\$2,998.64	\$2,897
01-637-0204	UNEMPLOYMENT	\$0.00	\$36.00	\$684.00	\$684.00	\$638.21	\$810
01-637-0205	INS - WORKMEN'S COMP	\$605.28	\$0.00	\$861.00	\$861.00	\$0.00	\$920
01-637-0501	SUPPLIES	\$4,757.72	\$3,269.79	\$5,500.00	\$5,500.00	\$6,595.35	\$3,500
01-637-1500	TRAVEL & TRAINING	\$3,935.68	\$5,550.21	\$6,000.00	\$6,000.00	\$4,551.19	\$2,050
01-637-1501	FY 19 TRAVEL			\$0.00	\$0.00	\$0.00	\$4,000
01-637-1700	IT EQUIPMENT/SOFTWARE						\$5,000
01-637-2700	Telephone Expense	\$27,502.85	\$21,608.05	\$21,700.00	\$21,700.00	\$25,416.03	\$25,500
01-637-2750	Cell Phone Expense	\$1,050.45	\$1,108.46	\$1,750.00	\$1,750.00	\$1,095.33	\$1,750
01-637-2800	DRUG TESTING						
	TOTAL	\$289,258	\$286,494	\$318,920	\$318,920	\$317,945	\$329,533

Utility Billing

This department is a sub-department of the Finance Department, however is funded under the Utility Fund Revenues.

Personnel Resources

Utility Billing	Authorized Positions				
Title	Status *	Hr./Sal.	FY 2017-18	FY 2018-19	Diff.
Billing Supervisor	F	Hr.	1	1	0
Customer Service Clerk III	F	Hr.			
Customer Service Clerk II	F	Hr.			
Customer Service Clerk I	F	Hr.	2	3	1
Support Staff	P	Hr.			

*Full-Time

Performance Measures

Utility Billing Performance Measures	FY 2018-19 Proposed
Customer Payments Made Remotely	260
Billing Accuracy	90%
Water/wastewater Customers (avg. mo.)	2747
Gas Customers (avg. mo.)	2412
Sanitation Customers (avg. mo.)	2525
Work Orders Generated	2125
Total Training Hours	160
Training hours per employee	40

Expenditures

This budget reflects a slight increase over the previous year. There are no significant changes to this department.

UTILITY BILLING EXPENSES							
(Non-Departmental Ent. Exp.)							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
04-651-0100	Non-Departmental	\$194,321.92	\$208,960.03	\$200,517.00	\$200,517.00	\$205,530.11	\$231,719
04-651-0900	Administrative Fee						\$16,729
04-651-0101	FY 18 UTILITY CLERKS SALARY		\$0.00	\$95,000.00	\$95,000.00	\$72,417.44	\$121,321
04-651-0102	FY 18 CONTRACT - CLERICAL		\$0.00	\$12,000.00	\$12,000.00	\$6,060.00	\$0
04-651-0103	FY 18 OVERTIME		\$0.00	\$5,000.00	\$5,000.00	\$2,229.15	N/A
04-651-0201	FY 18 SOCIAL SECURITY		\$0.00	\$7,650.00	\$7,650.00	\$5,543.08	\$9,281
04-651-0202	FY 18 INSURANCE - GROUP		\$0.00	\$25,200.00	\$25,200.00	\$16,478.10	\$33,600
04-651-0203	FY 18 RETIREMENT		\$0.00	\$1,225.00	\$1,225.00	\$929.36	\$1,517
04-651-0204	FY 18 UNEMPLOYMENT		\$0.00	\$500.00	\$500.00	\$0.00	\$972
04-651-0205	Workmans Comp All EF Depts	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$920
04-651-1301	INSURANCE	\$3,974.47	\$0.00	\$0.00	\$0.00	\$0.00	\$0
04-651-1303	Auto & Property Liability Insurance	\$8,573.64	\$12,755.67	\$15,000.00	\$15,000.00	\$15,248.02	\$0
04-651-1400	FY 18 SUPPLIES - OFFICE	\$0.00	\$0.00	\$3,000.00	\$3,000.00	\$1,426.09	\$2,000
04-651-1401	JANITORIAL SUPPLIES	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$32.52	\$250
04-651-1500	COPY EXPENSE-ALL EF DEPTS	\$2,152.44	\$2,153.40	\$2,500.00	\$2,500.00	\$1,776.77	\$2,000
04-651-1601	TELEPHONE - ALL EF DEPTS.	(\$344.64)	\$0.00	\$0.00	\$0.00	\$0.00	
04-651-1602	MAILING - ALL EF DEPTS.	\$23,985.59	\$26,359.36	\$20,000.00	\$20,000.00	\$31,280.64	\$30,000
04-651-1700	COMPUTER ASST -ALL EF DEPTS	\$8,555.00	\$12,231.58	\$10,000.00	\$10,000.00	\$3,799.77	\$4,000
04-651-1801	DUES/SUB/MEM -ALL EF DEPTS.	\$621.72	\$2,055.00	\$0.00	\$0.00	\$733.63	\$1,000
04-651-1802	PUB/NOT/ADV - ALLEF DEPTS.	\$1,559.20	\$4,948.80	\$4,000.00	\$4,000.00	\$2,090.88	\$2,000
04-651-1803	FINES & PENALTIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
04-651-1901	FY 17 UNIFORMS	\$1,709.79	\$2,936.61				\$250
04-651-1902	FY 17 ROAD REPAIR	\$59,796.00	\$57,500.00				N/A
	TOTAL	\$304,905.13	\$329,900.45	\$402,592.00	\$402,592.00	\$365,575.56	\$457,558

Public Works

Mission Statement

To minimize short and long- term costs of financial services by efficiently monitoring and managing City resources.

Department Narrative

The Public Works Department oversees Streets, Parks, Facilities and Fleet Maintenance.

Streets

The department oversees the streets, drainage and easements within the corporate limits of the city.

Fleet Maintenance

All vehicles and some equipment are maintained and repaired by the Fleet Department whose budget is reflected within the Street Department Budget. It is staffed by one (1) full time mechanic.

2018-2019 Goals and Objectives

- To improve employee productivity and internal capacity through adequate training.
- Enhance public perception by becoming more proactive and collaborating with other departments to address public infrastructure needs.
- Provide cost effective services and management of city resources and assets.

Personnel Resources

Street Department	Authorized Positions				
Title	Status *	Hr./Sal.	FY 2017-18	FY 2018-19 Proposed	Diff.
Director	F	Sal.	1	1	0
Foreman	F	Hr.	1	1	0
Worker III	F	Hr.	0	0	0
Worker II	F	Hr.	1	2	1
Worker I	F	Hr.	5	4	-1
Mechanic	F	Hr.	1	1	0

Performance Measures

Street Department Performance Measures	FY 2018-19 Proposed
Street resurfaced (blocks)	36
Potholes Repaired by ton	250
Street Signs Replaced	200
Works Orders Placed	120
Work Orders Completed	120
Vehicles Repaired/Maintained	12
ROW acres maintained	
Drainage Maintained	30 miles
Total Training Hours	360
Training Hours per employee	40

Expenditures

The overall budget for this department is slightly lower than previous years, however there are significant line item increase for salaries and engineering services.

STREET DEPARTMENT EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
01-644-0101	SALARIES	\$296,952.14	\$276,045.17	\$305,675.00	\$305,675.00	\$264,185.79	\$360,661.00
01-644-0103	OVERTIME	\$17,199.91	\$11,395.20	\$12,000.00	\$12,000.00	\$11,386.91	N/A
01-644-0201	SOCIAL SECURITY	\$23,339.18	\$21,185.04	\$24,250.00	\$24,250.00	\$20,428.03	\$27,590.57
01-644-0202	INSURANCE - GROUP	\$67,265.76	\$56,430.14	\$67,200.00	\$67,200.00	\$49,086.18	\$92,400.00
01-644-0203	RETIREMENT	\$3,435.02	\$3,154.95	\$3,850.00	\$3,850.00	\$3,447.23	\$4,508.26
01-644-0204	UNEMPLOYMENT	\$0.00	\$71.59	\$1,710.00	\$1,710.00	\$1,015.37	\$1,782.00
01-644-0205	INS - WORKMEN'S COMP	\$17,203.25	\$21,245.11	\$21,822.00	\$21,822.00	\$28,248.00	\$19,800.00
01-644-0501	SUPPLIES - FY 19 OFFICE SUPPLIES	\$10,330.94	\$13,049.76	\$15,000.00	\$15,000.00	\$8,510.59	\$2,000.00
01-644-0502	FY 19 FIELD SUPPLIES			\$0.00	\$0.00	\$0.00	\$6,000.00
01-644-0510	FY 19 UNIFORMS			\$0.00	\$0.00	\$0.00	\$1,000.00
01-644-0700	MAINT - EQUIPMENT	\$17,187.96	\$32,997.22	\$30,000.00	\$30,000.00	\$11,380.17	\$20,000.00
01-644-0701	MAINT - VEHICLES	\$3,953.72	\$5,834.24	\$15,000.00	\$15,000.00	\$5,301.88	\$8,000.00
01-644-0706	MAINT - BUILDINGS FY 19 INACTIVE	\$1,462.28	\$617.38	\$5,000.00	\$5,000.00	\$2,657.41	N/A
01-644-0708	FIRE SAFETY INSPEC FY 19 - INACTIVE	\$36.00	\$438.82	\$500.00	\$500.00	\$0.00	N/A
01-644-0718	STREET SIGNS	\$4,137.05	\$4,134.27	\$10,000.00	\$10,000.00	\$8,837.31	\$10,000.00
01-644-0719	Street Maintenance Materials	\$29,597.42	\$42,541.98	\$40,000.00	\$40,000.00	\$41,360.07	\$40,000.00
01-644-0900	FUEL	\$14,782.02	\$14,125.29	\$20,000.00	\$20,000.00	\$12,332.76	\$18,000.00
01-644-0901	OIL	\$0.00	\$0.00	\$1,500.00	\$1,500.00	\$0.00	\$1,500.00
01-644-1101	Electricity	\$71,091.20	\$58,952.95	\$66,600.00	\$66,600.00	\$71,973.15	\$72,000.00
01-644-1500	TRAVEL & TRAINING	\$170.01	\$438.69	\$2,000.00	\$2,000.00	\$0.00	\$500.00
01-644-1501	FY 19 TRAVEL			\$0.00	\$0.00	\$0.00	\$1,000.00
01-644-1700	IT EQUIPMENT/ SOFTWARE						\$1,500.00
01-644-2700	Telephone Expense	\$5,103.61	\$5,494.74	\$5,500.00	\$5,500.00	\$5,569.57	\$5,500.00
01-644-2750	Cell Phone Expense	\$1,485.41	\$1,777.63	\$2,500.00	\$2,500.00	\$1,535.73	\$2,000.00
01-644-2800	Drug Testing	\$62.50	\$187.50	\$313.00	\$313.00	\$250.00	\$300.00
01-644-3500	ENGINEERING			\$0.00	\$0.00	\$0.00	\$20,000.00
01-644-8001	FY 18 LEASED VEHICLE		\$0.00	\$16,000.00	\$16,000.00	\$2,093.60	\$18,450.00
01-644-8100	EASEMENT/ROAD SEAL (ANNUAL)	\$0.00	\$2,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
01-644-9000	CAP IMPROVEMENT STREETS	\$186,236.71	\$386,097.40	\$472,743.00	\$472,743.00	\$32,959.47	\$380,564.00
01-644-9001		\$0.00	\$477,248.83	\$0.00	\$0.00	\$0.00	N/A
TOTAL		\$771,032.09	\$1,435,463.90	\$1,140,163.00	\$1,140,163.00	\$583,559.22	\$1,116,055.83

Parks & Pool

To provide quality outdoor recreation facilities year-round for residents and visitors to the City. The Parks Department operates within the Public Works Department and has its own dedicated budget for personnel, supplies and equipment necessary to maintain the properties dedicated as “Parks” and to operate the municipal pool.

2018-2019 Goals and Objectives

- To maintain safe environments for the use by the public.
- Provide the public with a well-maintained park system and facilities.
- To provide employees with additional training to increase productivity and internal capacity.

Personnel Resources

Parks Department	Authorized Positions			FY 2018-19 Proposed	Diff.
	Status *	Hr./Sal.	FY 2017-18		
Foreman	F	Hr.	1	1	0
Worker III	F	Hr.	0	0	0
Worker II	F	Hr.	0	2	2
Worker I	F	Hr.	5	3	-2

Performance Measures

Park Department Performance Measures	FY 2018-19 Proposed
City Owned Parks-Special Parks	3
City Owned Parks-Neighborhood Parks	2
City Owned Parks-Playing Fields	3
City Owned Parks-Passive Parks	2
City Owned Parks-Community Parks	1
Acres per resident	
Sports Fields Maintained	5
Cost per acre	
Pavilion Rentals	40
Field Rentals	200
Pool Rentals	20
Pool Admissions (Total)	1000
Total Training Hours	160
Training Hours per employee	40

Expenditures

This budget reflects a decrease of \$103,000 (apprx.). \$47,000 for the purchase of a tractor and a trailer was not repeated for this fiscal year. Turnover is also reflected in the salaries line item, with new employees starting at lower salaries.

PARKS AND POOL EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
01-642-0101	SALARIES	\$111,906.10	\$141,300.05	\$193,450.00	\$193,450.00	\$192,952.10	\$171,211
01-642-0103	OVERTIME	\$8,383.50	\$11,462.78	\$7,500.00	\$7,500.00	\$13,024.03	N/A
01-642-0201	SOCIAL SECURITY	\$8,915.37	\$11,322.10	\$15,350.00	\$15,350.00	\$13,440.93	\$13,098
01-642-0202	INSURANCE - GROUP	\$23,479.38	\$31,918.57	\$50,400.00	\$50,400.00	\$42,234.22	\$42,000
01-642-0203	RETIREMENT	\$897.59	\$1,557.64	\$2,500.00	\$2,500.00	\$2,072.20	\$2,140
01-642-0204	UNEMPLOYMENT	\$0.00	\$48.92	\$1,500.00	\$1,500.00	\$1,297.76	\$972
01-642-0205	INS - WORKMEN'S COMP	\$2,676.32	\$3,662.95	\$2,857.00	\$2,857.00	\$4,339.00	\$11,000
01-642-0501	SUPPLIES	\$12,562.91	\$11,099.70	\$10,000.00	\$10,000.00	\$6,492.18	\$2,000
01-642-0502	FY19 FIELD SUPPLIES	\$3,048.15	\$0.00	\$0.00	\$0.00	\$0.00	\$4,000
01-642-0510	Uniforms Expense	\$2,336.93	\$3,318.29	\$4,500.00	\$4,500.00	\$4,826.84	\$3,500
01-642-0700	MAINT - EQUIPMENT	\$3,353.86	\$3,750.99	\$7,000.00	\$7,000.00	\$2,137.64	\$2,200
01-642-0701	MAINT - VEHICLES	\$1,462.87	\$2,747.10	\$5,000.00	\$5,000.00	\$3,079.64	\$3,000
01-642-0706	MAINT - BUILDING FY 19 - INACTIVE	\$328.66	\$1,357.13	\$3,000.00	\$3,000.00	\$3,561.29	N/A
01-642-0707	Maintenance - Pool	\$6,992.44	\$8,046.51	\$10,000.00	\$10,000.00	\$7,092.04	\$10,000
01-642-0708	FIRE SAFETY INSPEC FY 19 INACTIVE	\$9.00	\$34.15	\$500.00	\$500.00	\$378.00	N/A
01-642-0709	SUPPLIES - CIVIC CENTER FY 19 INACT		\$0.00	\$4,000.00	\$4,000.00	\$4,970.32	N/A
01-642-0730	MAINT - ALL PARKS	\$9,625.70	\$26,649.98	\$32,000.00	\$32,000.00	\$23,836.59	\$20,000
01-642-0900	FUEL & OIL	\$5,540.32	\$4,102.25	\$9,000.00	\$9,000.00	\$4,558.91	\$6,000
01-642-1101	Electricity (lights)	\$23,864.94	\$18,079.52	\$17,000.00	\$17,000.00	\$21,602.86	\$22,000
01-642-1301	General Liability Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
01-642-1302	Real & Personal Property Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
01-642-1500	Training	\$758.61	\$0.00	\$1,200.00	\$1,200.00	\$0.00	\$500
01-642-1501	FY 19 TRAVEL			\$0.00	\$0.00	\$0.00	\$1,000
01-642-1700	IT EQUIPMENT/ SOFTWARE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
01-642-2700	Tele phone Expense	\$5,002.29	\$5,383.29	\$5,500.00	\$5,500.00	\$5,460.00	\$5,500
01-642-2750	Cell Phone Expense	\$1,010.71	\$1,147.97	\$1,500.00	\$1,500.00	\$906.57	\$1,000
01-642-2800	Drug Testing	\$62.50	\$125.00	\$313.00	\$313.00	\$0.00	\$600
01-642-8001	FY 18 LEASED VEHICLE		\$0.00	\$16,000.00	\$16,000.00	\$11,758.31	\$22,000
01-642-9000	FY 17 - TRACTOR/TRAILER	\$0.00	\$55,000.00	\$47,000.00	\$47,000.00	\$45,779.99	
TOTAL		\$232,218.15	\$342,114.89	\$447,070.00	\$447,070.00	\$415,801.42	\$343,721

Facility Maintenance

This is a new department within the Public Department with a budget dedicated to the maintenance of City owned buildings.

- Airport Terminal
- Animal Shelter
- City Hall
- Civic Center
- Neighborhood Center
- Old City Hall
- Old Fire Department
- Sunshine House
- Streets Warehouse
- Visitors Center

2018-2019 Goals and Objectives

- To maintain safe environments for the use by the public and employees.
- Provide the public with well-maintained and aesthetically pleasing facilities.
- To provide employees with additional training to increase productivity and internal capacity.

Personnel Resources

This budget proposes to add two full time employees that will also be utilized to support the street and parks department.

Facilities Department	Authorized Positions				
Title	Status *	Hr./Sal.	FY 2017-18	FY 2018-19 Proposed	Diff.
Worker III	F	Hr.	0	0	0
Worker II	F	Hr.	0	1	1
Worker I	F	Hr.	0	1	1

Performance Measures

Facilities Department Performance Measures	FY 2018-19 Proposed
Properties Maintained	10
Buildings Maintained	6
Cost per Building	\$21,765
Cost per employee	\$65,294
Total Training Hours	80
Training Hours per employee	40

Expenditures

BUILDING MAINTENANCE EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
01-641-0101	SALARIES			\$0.00	\$0.00	\$0.00	\$65,072
01-641-0201	SOCIAL SECURITY			\$0.00	\$0.00	\$0.00	\$4,978
01-641-0202	INSURANCE			\$0.00	\$0.00	\$0.00	\$16,800
01-641-0203	RETIREMENT			\$0.00	\$0.00	\$0.00	\$813
01-641-0204	UNEMPLOYMENT			\$0.00	\$0.00	\$0.00	\$324
01-641-0205	WORKMEN COMP			\$0.00	\$0.00	\$0.00	\$4,400
01-641-0501	OFFICE SUPPLIES			\$0.00	\$0.00	\$0.00	\$0
01-641-0502	FIELD SUPPLIES			\$0.00	\$0.00	\$0.00	\$500
01-641-0510	UNIFORMS			\$0.00	\$0.00	\$0.00	\$600
01-641-0700	MAINT EQUIPMENT			\$0.00	\$0.00	\$0.00	\$1,000
01-641-0701	MAINT VEHICLE			\$0.00	\$0.00	\$0.00	\$1,000
01-641-0708	FIRE SAFETY INSPECTION			\$0.00	\$0.00	\$0.00	\$2,600
01-641-1500	TRAINING			\$0.00	\$0.00	\$0.00	\$500
01-641-1501	TRAVEL			\$0.00	\$0.00	\$0.00	\$1,000
01-641-6000	MAINT - CITY HALL			\$28,500.00	\$0.00	\$0.00	\$4,000
01-641-6001	MAINT - POLICE DEPT			\$4,500.00	\$0.00	\$0.00	\$3,000
01-641-6002	MAINT - ANIMAL SHELTER			\$5,500.00	\$0.00	\$0.00	\$3,000
01-641-6003	MAINT - SUNSHINE HOUSE			\$8,000.00	\$0.00	\$0.00	\$7,000
01-641-6004	MAINT - NEIGHBORHOOD CENTER			\$2,250.00	\$0.00	\$0.00	\$12,000
01-641-6005	MAINT - MAINTENANCE YARD			\$3,500.00	\$0.00	\$0.00	\$2,000
TOTAL		\$0.00	\$0.00	\$52,250.00	\$0.00	\$0.00	\$130,587

Capital Improvement Program

2017-2018 CIP Update					
Complete/In Process					
2018-2019 Budget					
	Item	Fiscal Year	Amount	Priority	Funding Strategy
Airport	Reconstruct and mark apron and taxiway along runway 19	2018-19	\$3,000,000	1	TxDOT Aviation - \$2,700K, Local \$300K
Airport	Tractor/Mower	2018	\$25,000	2	Annual operating budget
Airport	Fuel Truck	2019-20	\$100K-\$200K	2	Auctions, increased fuel prices
Public Works - Parks	Kokernot Pool - Convert toddler pool to a Vortex/Splashpad type solution	2019	\$68,000	3	Grants
Public Works - Streets	2 New dump trucks	2018	\$150,000	1	General Fund- Lease
Public Works - Streets	Street Signs to convert Yields to Stops	2018	\$4,900	1	General Fund
City Administration	Visitor Center Parking Expansion	2018	\$70,000	1	Target funding through HOT Fund
City Administration - Finance	Cloud based billing system	2018	\$6,000	1	Through Funds 04 and 08
Code Enforcement	Software for Permitting	2018	\$5,000	3	General Fund
Fire Department	Create department structure	2019		1	General Fund
Fire Department	replace ladder truck	2019		1	General Fund
Police	Replace two patrol vehicles	2018	\$104,000	2	General fund - through lease program
Police	Five (5) In-Car mobile data computer systems	2018	\$31,000	2	Target funding through grants
Police	Five (5) mobile radar speed detection units	2018	\$17,500	2	Target funding through grants
Animal Control	Replace two work vehicles (three)	2018	\$60,000	2	General fund - through lease program
Animal Control	Outside Canopy	2018	\$10,000	2	Target funding through annual operating budget
Animal Control	Replace two (2) computer systems (1)	2018	\$1,500	2	Through general fund
Utilities- Water	Fire Hydrant additions	2018	\$20,000	1	Target funding through annual operating budget
Utilities- Wastewater	Manhole additions and Sewer Line replacements	2018-2022	\$250K-\$500K	1	TWDB
Utilities- Water	Water line replacement program	2018-2022	\$250K-\$500K	1	TWDB
Utilities- Water	Refurbish two inactive wells at Musquiez	2018	\$190,000	1	TWDB
Utilities- W/ Ww	Camera for sewer and water pipe field detection	2018	\$40,000	1	Operating Funds
Utilities- Water	New SCADA system - Ignition	2018	\$39K-\$50K	1	Reserve Funds
Utilities- Water	Meter read vehicle - Kubota type machine	2018	\$19,000	2	Operating Funds
Utilities- Wastewater	Step Screen	2018	\$30K-\$50K	1	Fund 04
Utilities-	Service Program - Pump Stations	2018	\$40K-\$52K	1	Fund 04
Utilities- Wastewater	Sludge Belt-Press	2018	\$100K-\$200K	1	Fund 04
Utilities- Wastewater	Lift Station Repair and Replace	2019-2020	\$50K-\$200K	1	Fund 04
Utilities- Water	Addition/Replacement of Musquiez Line	2020-2021	\$5M-\$15M	2	Fund 04
Utilities- Gas	Ditch Witch (RT55H, AT30, FX30)	2018-19	\$35,000	3	Operating Funds
Utilities- Gas	Enclosure for Bays	2018	\$5,500	2	Operating Funds
Utilities- Gas	Low Profile Gooseneck Trailer	2018	\$20,000	2	Operating Funds

Funding for Parks and Water/Wastewater Improvements are a challenge due to the high cost of improvements and deferred maintenance items. The city will continue to work with partners to identify alternative funding sources and grants to offset the high dollar costs. Texas Water Development Board is the city's best prospect to obtain a loan to address line replacements and upgrades needed for the larger projects due to the funding availability and lower interest rate.

The City continues to utilize the Enterprise Fleet Replacement program for city owned vehicles in all departments.

GENERAL DEBT SERVICE FUND

Debt Service has been broken out and separated. Below is the anticipated revenue and payment amounts on debt supported by property taxes. Debt supported through utility revenue has been moved to the Utility (Enterprise) Fund budgets.

INTEREST & SINKING REVENUE							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
75-534-0410	CURRENT I & S ADVALOREM	\$291,606	\$271,419	\$215,316	\$215,316	\$209,192	\$146,918
75-534-0420	DELINQUENT I & S	\$6,909	\$10,186	\$0	\$0	\$7,500	\$0
75-534-0502	PENALTY & INTEREST	\$6,164	\$7,561	\$0	\$0	\$5,000	\$0
75-534-0503	INTEREST/MISC	\$0	\$71	\$0	\$0	\$450	\$0
75-534-0504	WATER/SEWER DEBT	\$468,080	\$453,083	\$393,511	\$393,511	\$393,511	
75-599-9100	SYSTEM ADDED TRANSFER IN	\$0	\$0	\$0	\$0	\$0	\$0
75-599-9110	SYSTEM ADDED TRANSFER OUT	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL		\$772,759	\$742,320	\$608,827	\$608,827	\$615,653	\$146,918

INTEREST & SINKING EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
75-600-0200	PRINCIPAL - CO SERIES 2011	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$30,800
75-600-0201	INTEREST - CO SERIES 2011	\$24,517	\$23,333	\$22,148	\$22,148	\$10,152	\$20,905
75-600-0300	PRINCIPAL - GO SERIES 2011	\$204,000	\$195,000	\$144,000	\$144,000	\$144,000	\$78,000
75-600-0301	INTEREST - GO SERIES 2011	\$34,319	\$27,209	\$21,168	\$21,168	\$9,889	\$17,213
75-601-0200	PRINCIPAL - CO SERIES 2011	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	N/A
75-601-0201	INTEREST - CO SERIES 2011	\$19,264	\$18,333	\$17,403	\$17,403	\$10,152	N/A
75-601-0300	PRINCIPAL - GO SERIES 2011	\$136,000	\$130,000	\$96,000	\$96,000	\$96,000	N/A
75-601-0301	INTEREST - GO SERIES 2011	\$22,878	\$18,139	\$14,113	\$14,113	\$9,889	N/A
75-601-0400	PRINCIPAL - CO 2005 TWDB	\$138,000	\$138,000	\$138,000	\$138,000	\$138,000	N/A
75-601-0401	CO 2005 TWDB	\$500	\$0	\$0	\$0	\$0	
75-601-0700	PRINCIPAL - RB SERIES 2003A	\$75,000	\$75,000	\$80,000	\$80,000	\$80,000	N/A
75-601-0701	INTEREST - RB SERIES 2003A	\$21,048	\$17,898	\$14,748	\$14,748	\$14,748	N/A
75-602-0500	PRINCIPAL - ARREATOR	\$20,508	\$21,271	\$0	\$0	\$0	N/A
75-602-0501	INTEREST - ARREATOR	\$1,784	\$951	\$0	\$0	\$0	N/A
75-602-0600	PRINCIPAL - CO 12 COMBO RE	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	RESERVE ACCOUNT
75-602-0601	INTEREST - CO 12 COMBO REV	\$1,864	\$1,721	\$1,247	\$1,247	\$737	RESERVE ACCOUNT
TOTAL		\$759,681	\$726,855	\$608,827	\$608,827	\$573,567	\$146,918

UTILITY FUND

The City of Alpine's Public Utility Departments provide residents with safe and reliable gas, sanitation, water and wastewater services in a cost-effective manner. The utility departments also support the infrastructure for future growth.

Gas

Mission Statement

To maintain a gas distribution system and facilities that will ensure public safety and efficient operations to the communities we serve.

Department Narrative

The former gas company (Southwest Texas Municipal Gas Corp.) was created in 1964 as a cooperative effort between the cities of Alpine and Marfa, Texas. An 84 mile transmission pipeline was constructed from a point of 5 miles north of Saragosa, Texas through the mountains, and finally to Alpine and Marfa, for the purpose of supplying natural gas to the two cities. Along the way, Fort Davis, was also served by the new pipeline and in addition to the transmission pipeline, distribution pipelines within each of the mentioned communities were constructed in order to provide natural gas to its customers.

As of February 22, 2012, the Alpine and Fort Davis systems, now known as the City of Alpine Gas Department, combined together. The system consists of steel and polyethylene(PE) mains ranging from 1" to 6" and services ranging from ½" to 4" piping along with system valves. The maximum allowable operating pressure (M.A.O.P) for the system is 60 psig.

2017-2018 Major Accomplishments

- The department is currently on track regarding DIMP.
Footages required per year in Alpine: 3432ft.-completed 3664ft.
Footages required per year in Fort Davis: 792ft.-completed 1166ft.
- Newly hired Service Worker I earned qualifications for and was promoted to Service Worker II.
- Ten years of service-Service Worker III
- A successful Texas Railroad Commission Audit this winter

2018-2019 Goals and Objectives

- Upgrading Fort Davis meters for AMR's
To be replaced: 100-old American/ 32-Lancasters/9-Superiors
- Upgrading gas software for credit card payments/or online payments
- Purchasing three more department vehicles (2 trucks and 1 dually)
- Ditch Witch RT 45
- Purchasing 2 UTV's for meter reading
- An increase in promoting gas safety awareness and damage prevention
April-Alpine Safe Digging Month (hot dogs or hamburgers at main office)
August-Texas 811 Awareness Month (hot dogs or hamburgers at main office)

Revenue/Expenditures

GAS DEPARTMENT REVENUES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018	2017-2018	PROPOSED BUDGET 2019
					Amended Budget	Projected End of Year	
08-558-0110	Natural Gas Sales - Alpine	\$1,471,901.87	\$1,325,629.50	\$1,450,000.00	\$1,450,000.00	\$1,579,914.72	\$1,450,000
08-558-0120	Natural Gas Sales - Ft. Davis	\$274,705.91	\$225,862.93	\$250,000.00	\$250,000.00	\$261,454.14	\$250,000
08-558-0200	Service Fees - Alpine	\$15,275.00	\$15,010.00	\$8,000.00	\$8,000.00	\$22,450.00	\$8,000
08-558-0201	Service Fees - Ft. Davis	\$2,425.00	\$2,700.00	\$2,000.00	\$2,000.00	\$3,950.00	\$2,000
08-558-0240	Service Tap Fees-Alpine	\$0.00	\$1,250.00	\$0.00	\$0.00	\$0.00	\$0
08-558-0241	Service Tap Fees - Ft. Davis	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
08-558-0250	Penalty Fees - Alpine	\$9,784.89	\$8,387.69	\$10,000.00	\$10,000.00	\$10,612.38	\$10,000
08-558-0251	Penalty Fees - Ft. Davis	\$1,822.46	\$1,635.91	\$2,000.00	\$2,000.00	\$2,188.18	\$2,000
08-558-0400	MISC. INCOME	\$3,685.14	\$16,509.74	\$2,000.00	\$2,000.00	\$10,979.24	\$2,000
08-558-0401	GAS BANK ACCT INT	\$2,305.16	\$5,868.76	\$2,500.00	\$2,500.00	\$10,981.00	\$2,500
08-558-0402	WC REIMBURSEMENT	\$0.00	\$1,018.68	\$0.00	\$0.00	\$0.00	\$0
08-558-0403	WTG ROYALTIES	\$4,915.70	\$5,160.13	\$5,000.00	\$5,000.00	\$4,579.73	\$5,000
08-558-0404	VIRTUS	\$1.67	\$100.45	\$0.00	\$0.00	\$0.00	\$0
08-558-0500	Sales Taxes Collected	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
08-558-7000	BILLING ADJUSTMENTS	(\$30,732.77)	(\$26,277.94)	\$0.00	\$0.00	(\$3,173.58)	\$0
08-558-7001	CUSTOMER DEPOSIT INTEREST			\$0.00	\$0.00	\$0.00	\$0
08-558-9000	AUCTION			\$0.00	\$0.00	\$0.00	\$0
08-599-9100	TRANSFER IN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
08-599-9110	TRANSFER OUT	\$457,500.00	\$0.00	\$0.00	\$0.00	(\$107,505.30)	\$0
TOTAL		\$2,213,590.03	\$1,582,855.85	\$1,731,500.00	\$1,731,500.00	\$1,796,430.51	\$1,731,500

GAS DEPARTMENT EXPENSES

ACCOUNT NUMBER	DESCRIPTION	2015-2016		2017-2018		2017-2018	PROPOSED BUDGET 2019
		Actual	2016-2017 Actual	Budget	Amended Budget	Projected End of Year	
08-658-0090	ADMINISTRATIVE FEE	\$141,126.96	\$128,180.00	\$121,856.00	\$121,856.00	\$121,856.00	\$101,204
08-658-0100	FRANCHISE FEE	\$90,580.24	\$81,570.86	\$86,575.00	\$86,575.00	\$81,570.00	\$86,575
08-658-0101	SALARIES	\$346,760.68	\$358,777.36	\$377,000.00	\$377,000.00	\$376,947.15	\$368,701
08-658-0103	OVERTIME	\$29,694.76	\$33,121.81	\$35,000.00	\$35,000.00	\$30,243.78	N/A
08-658-0201	SOCIAL SECURITY	\$27,765.56	\$28,486.40	\$31,450.00	\$31,450.00	\$29,742.69	\$28,206
08-658-0202	INSURANCE - GROUP	\$68,204.78	\$66,285.56	\$75,600.00	\$75,600.00	\$59,033.75	\$58,800
08-658-0203	RETIREMENT	\$5,481.94	\$4,608.76	\$5,000.00	\$5,000.00	\$5,074.98	\$4,609
08-658-0204	UNEMPLOYMENT	\$0.00	\$78.75	\$1,539.00	\$1,539.00	\$1,660.40	\$1,134
08-658-0205	INS - WORKMEN'S COMP	\$5,382.38	\$4,395.54	\$8,870.00	\$8,870.00	\$7,896.00	\$9,000
08-658-0410	Natural Gas Purchases - Alpine	\$494,083.80	\$469,923.08	\$480,000.00	\$480,000.00	\$402,129.04	\$405,000
08-658-0420	Natural Gas Purchases - Ft. Davis	\$82,955.56	\$77,969.60	\$94,000.00	\$94,000.00	\$57,992.56	\$60,000
08-658-0500	UNIFORM EXPENSE	\$7,964.79	\$7,467.00	\$9,000.00	\$9,000.00	\$6,861.50	N/A
08-658-0501	OFFICE SUPPLIES						\$1,500
08-658-0502	FIELD SUPPLIES						\$2,000
08-658-0503	SAFETY EQUIPMENT						\$10,000
08-658-0510	UNIFORMS						\$7,000
08-658-0600	EQUIPMENT MAINT.	\$10,098.96	\$8,088.16	\$11,000.00	\$11,000.00	\$9,000.27	\$10,000
08-658-0701	VEHICLE MAINT	\$5,481.88	\$11,067.34	\$14,000.00	\$14,000.00	\$11,796.48	\$10,000
08-658-0800	CP & METER MAINT	\$7,563.34	\$6,030.04	\$15,000.00	\$15,000.00	\$1,923.89	
08-658-0900	FUEL & OIL	\$10,372.76	\$11,562.49	\$15,000.00	\$15,000.00	\$13,209.32	\$15,000
08-658-1001	MISC/VOIDED	1,679.61-	5,728.84-	\$0.00	\$0.00	\$0.00	
08-658-1100	METERS	\$10,642.70	\$14,471.68	\$20,000.00	\$20,000.00	\$39,739.60	\$20,000
08-658-1101	Electricity	\$5,584.54	\$3,107.48	\$5,000.00	\$5,000.00	\$4,272.11	\$5,000
08-658-1200	Distribution System Maint	\$20,082.99	\$26,863.29	\$35,000.00	\$35,000.00	\$39,401.27	\$35,000
08-658-1300	FIELD SUPPLIES	\$16,075.13	\$16,986.82	\$20,000.00	\$20,000.00	\$21,358.61	N/A
08-658-1301	INSURANCE - GENERAL/AUTO LIABILITY	\$0.00	\$12,021.95	\$16,000.00	\$16,000.00	\$14,434.57	\$16,000
08-658-1400	EQUIPMENT RENTAL	\$736.40	\$5,000.00	\$5,000.00	\$5,000.00	\$1,216.00	\$2,000
08-658-1500	SAFETY EQUIPMENT	\$7,094.31	\$8,246.42	\$10,000.00	\$10,000.00	\$9,853.39	\$10,000
08-658-1600	POSTAGE/FREIGHT	\$10,516.27	\$8,044.29	\$15,000.00	\$15,000.00	\$9,586.72	\$10,000
08-658-1650	Copy Expense	\$41.62	\$86.12	\$1,000.00	\$1,000.00	\$0.00	\$1,000
08-658-1700	FY19 IT EQUIPMENT/SOFTWARE	\$0.00	\$0.00	\$500.00	\$500.00	\$0.00	\$600
08-658-1800	PENALTIES/FINES	(\$1,250.00)	\$2,500.00	\$5,000.00	\$5,000.00	\$0.00	\$0
08-658-1900	TRAVEL & TRAINING	\$5,176.10	\$6,520.14	\$7,000.00	\$7,000.00	\$8,471.79	\$1,800
08-658-1901	ROAD REPAIR	\$28,791.00	\$75,000.00	\$50,000.00	\$50,000.00	\$0.00	\$20,000
08-658-2300	RR COMMISSION FEES	\$2,861.50	\$2,847.50	\$5,000.00	\$5,000.00	\$2,835.50	\$5,000
08-658-2400	DIG TESS/TEXAS 811	\$1,026.00	\$1,115.30	\$2,000.00	\$2,000.00	\$564.93	\$1,200
08-658-2500	TML INS/TMP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
08-658-2600	Certification Expense	\$475.00	\$20,245.79	\$5,000.00	\$5,000.00	\$2,795.00	N/A
08-658-2700	Telephone Expense	\$9,692.60	\$8,546.78	\$8,750.00	\$8,750.00	\$9,503.27	\$10,000
08-658-2750	Cell Phone Expense	\$4,658.48	\$4,769.01	\$5,000.00	\$5,000.00	\$4,392.37	\$5,000
08-658-2800	DRUG TESTING	\$866.00	\$810.00	\$2,000.00	\$2,000.00	\$188.00	\$500
08-658-2900	DUES & MEMBERSHIPS	\$1,879.00	\$480.00	\$1,000.00	\$1,000.00	\$880.00	\$1,000
08-658-3000	OFFICE SUPPLIES	\$7,009.78	\$9,070.79	\$10,000.00	\$10,000.00	\$7,818.47	N/A
08-658-3050	PAP/DAMAGE PREVENTION	\$8,277.82	\$7,145.82	\$11,500.00	\$11,500.00	\$14,381.33	\$15,000
08-658-3100	ADVERTISING	\$2,749.00	\$2,371.00	\$3,860.00	\$3,860.00	\$1,922.83	\$5,000
08-658-3200	COMPUTER SERVICE	\$8,000.21	\$3,995.55	\$12,000.00	\$12,000.00	\$6,476.63	N/A
08-658-3300	SECURITY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
08-658-3800	BUILDING MAINT.	\$1,894.71	\$1,124.83	\$5,000.00	\$5,000.00	\$712.52	\$1,000
08-658-3900	Sales Taxes Remitted to State	\$45,313.77	\$43,894.58	\$50,000.00	\$50,000.00	\$51,785.00	\$52,000
08-658-8001	FY 18 LEASED VEHICLE		\$0.00	\$8,000.00	\$8,000.00	\$6,650.85	\$37,000
08-658-9800	CIP - KABOTA	\$75,631.88	\$0.00	\$0.00	\$0.00	\$0.00	\$20,000
08-658-9810	CIP - STOPPLE	\$1,593.87	\$3,156.27	\$2,000.00	\$2,000.00	\$0.00	
TOTAL		\$1,608,939.07	\$1,586,034.16	\$1,701,500.00	\$1,701,500.00	\$1,476,178.57	\$1,452,828

Water & Wastewater

Mission Statement

To provide the highest quality water and wastewater service in the most efficient and effective manner.

Department Narrative

The City of Alpine has approximately 125 miles of water distribution lines, 2,907 connections and produces 370 million gallons of water a year.

There are approximately 130 miles of sewer collection lines and processes approximately 164.25 million gallons at the treatment plant per year.

2017-2018 Major Accomplishments

- The department has submitted funding requests to the Texas Water Development Board for both water and wastewater system improvements.
- Phase II of the Supervisory Control and Data Acquisition (SCADA) implementation has been completed.
- Obtained funding to install new fire hydrants in southeast area of city.

2018-2019 Goals and Objectives

- Complete Phase III and final, of SCADA implementation
- Complete a Needs Assessment and Analysis for both systems
- Complete a Rate Analysis Study
- Continuing Education and Licensing for employees
- Obtain funding to implement a line replacement program

Personnel Resources

Water/Wastewater	Authorized Positions			FY 2018-19 Proposed	Diff.
	Status *	Hr./Sal.	FY 2017-18		
Title					
Director	F	Sal.	1	1	0
Manager	F	Sal.	1	1	0
Foreman	F	Hr.	0	1	1
Worker III	F	Hr.	1	0	-1
Worker II	F	Hr.	0	4	4
Worker I	F	Hr.	8	4	-4
Support Staff	F	Hr.	1	1	0

Performance Measures

Water/Wastewater Performance Measures	FY 2018-19 Proposed
Water Gallons Pumped	750 MG
Gallons Billed	690 MG
Leaks Repaired	250
Backups Repaired	100
Avg. time to complete	2 days
Water- New Services	50
Wastewater- New Services	50
Wastewater gallons Produced	325 MG
Gallons Effluent Delivered	250 MG
Total Training Hours	520
Training Hours per employee	40

WATER - WASTE WATER - SANITATION FUND SUMMARY

REVENUE		EXPENSES		
NON DEPARTMENTAL	\$22,100	UTILITY BILLING	\$457,558	-\$435,458
WATER	\$1,819,000	WATER	\$1,343,239	\$475,761
WASTE WATER	\$855,000	WASTE WATER	\$697,145	\$157,855
SANITATION	\$1,960,375	SANITATION	\$2,008,646	-\$48,271
TRANSFERS	\$12,028	TRANSFERS	\$0	\$12,028
TOTAL	\$4,668,503	TOTAL	\$4,506,589	\$161,914
	DIFFERENCE	\$161,914		

**Balance to be used to meet reserve goals as outlined in the financial policy:

- 1) W/WW Net Position- 15% of regular operating
- 2) W/WW Improvements- 2% of annual revenue
- 3) Landfill- 2% of annual revenue

Water/ Wastewater/Sanitation Revenue

WATER/WASTE WATER/ SANITATION REVENUE							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
NON DEPARTMENTAL REVENUE							
04-551-0500	RB 03 RESRV INTEREST	\$240.83	\$673.58	\$500.00	\$500.00	\$1,263.70	\$1,500
04-551-7000	W/S/S INTEREST	\$2,971.29	\$10,664.91	\$8,000.00	\$8,000.00	\$16,451.46	\$15,000
04-551-7001	CUSTOMER DEPOSIT INTEREST			\$0.00	\$0.00	\$426.00	\$1,000
04-551-7101	TXCLASS - INTEREST		\$1,699.37	\$0.00	\$0.00	\$8,886.28	\$4,000
04-551-9000	Overage in Cash Drawer	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
04-552-7600	EDAP L10000025 REVENUE	\$0.00	\$0.00	\$0.00	\$0.00	\$36.24	\$100
04-552-7700	EDAP G10000027 REVENUE	\$0.00	\$0.00	\$0.00	\$0.00	\$370.30	\$500
TOTAL		\$3,212.12	\$13,037.86	\$8,500.00	\$8,500.00	\$27,433.98	\$22,100
WATER REVENUE							
04-553-0601	WATER BILLING	\$1,548,571.22	\$1,571,172.81	\$1,600,000.00	\$1,600,000.00	\$1,981,172.52	\$1,750,000
04-553-0602	BULK WATER	\$16,207.00	\$7,388.25	\$7,000.00	\$7,000.00	\$167.89	\$7,000
04-553-0611	MISC INCOME	\$2,028.61	\$1,874.87	\$2,000.00	\$2,000.00	\$769.72	\$2,000
04-553-1309	SERVICE RECONNECT	\$30,514.32	\$32,410.74	\$40,000.00	\$40,000.00	\$9,866.67	\$15,000
04-553-1600	INSURANCE CLAIMS	\$0.00	\$5,564.00	\$0.00	\$0.00	\$0.00	\$0
04-553-6500	Water Line Extension Fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
04-553-6600	Water Tap Fees	\$18,930.11	\$25,312.67	\$30,000.00	\$30,000.00	\$25,816.67	\$30,000
04-553-7000	BILLING ADJUSTMENTS	(\$87,556.35)	(\$7,938.32)	\$0.00	\$0.00	(\$330,843.72)	\$0
04-553-8000	WC SALARY REIMB	\$0.00	\$200.00	\$0.00	\$0.00	\$0.00	\$0
04-553-9000	Overage (Underage) in Cash Draw	\$5.21	19.25-	\$0.00	\$0.00	\$44.44	\$0
04-553-9001	AUCTION			\$0.00	\$0.00	\$850.00	\$0
04-553-9800	BAD DEBT RECOVERY UTILITY DEP	\$314.15	\$0.00	\$0.00	\$0.00	\$0.00	\$15,000
TOTAL		\$1,529,014.27	\$1,635,985.02	\$1,679,000.00	\$1,679,000.00	\$1,687,844.19	\$1,819,000
WASTE WATER REVENUE							
04-554-0602	SEWER BILLING	\$800,779.28	\$761,739.22	\$650,000.00	\$650,000.00	\$783,127.93	\$800,000
04-554-0605	LIQUID SEWAGE DUMPING FEE	\$17,600.00	\$15,100.00	\$20,000.00	\$20,000.00	\$16,000.00	\$20,000
04-554-0606	Sewer Tap Fees	\$21,031.89	\$30,987.75	\$40,000.00	\$40,000.00	\$26,932.83	\$35,000
04-554-0610	Sewer Line Extension Fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
04-554-0611	MISC/REFUNDS	\$270.85	\$0.00	\$0.00	\$0.00	\$0.00	\$0
04-554-0700	INFRASTRUCTURE IMPROVEMEN	\$0.00	\$0.00	\$124,851.00	\$124,851.00	\$0.00	\$0
04-554-7000	BILLING ADJUSTMENTS	(\$75,091.43)	(\$1,876.73)	\$0.00	\$0.00	(\$51.90)	\$0
04-554-8000	WC SALARY REIMB	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
TOTAL		\$764,590.59	\$805,950.24	\$834,851.00	\$834,851.00	\$826,008.86	\$855,000
SANITATION REVENUE							
04-555-0603	SANITATION/RECYCLE BILLING	\$1,610,807.78	\$1,693,069.10	\$1,650,000.00	\$1,650,000.00	\$1,752,856.51	\$1,750,000
04-555-0604	Sales Taxes Collected	\$115,108.53	\$120,366.53	\$110,000.00	\$110,000.00	\$124,533.89	\$109,375
04-555-7000	BILLING ADJUSTMENTS	(\$4,668.22)	(\$2,475.24)	\$0.00	\$0.00	\$701.58	\$0
04-555-7001	LANDFILL/ASSURANCE INTEREST	\$163.48	\$457.27	\$400.00	\$400.00	\$965.59	\$1,000
04-555-7500	Landfill Lease	\$98,875.36	\$109,835.65	\$90,000.00	\$90,000.00	\$100,677.33	\$100,000
04-555-8000	KEEP ALPINE BEAUTIFUL (GBG)	\$3,786.95	\$2,388.70	\$5,000.00	\$5,000.00	\$0.00	\$0
04-555-8001	GRANT REIMBURSEMENTS	\$0.00	\$3,000.00	\$0.00	\$0.00	\$800.00	\$0
04-555-9100	2016 SWAC GRANT	\$7,225.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
TOTAL		\$1,831,298.88	\$1,926,642.01	\$1,855,400.00	\$1,855,400.00	\$1,980,534.90	\$1,960,375
TRANSFERS							
04-599-9100	SYSTEM ADDED TRANSFER IN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$12,028
04-599-9110	SYSTEM ADDED TRANSFER OUT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
TOTAL		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$12,028
TOTAL REVENUE		\$4,128,115.86	\$4,381,615.13	\$4,377,751.00	\$4,377,751.00	\$4,521,821.93	\$4,668,503

Water Expenditures

WATER DEPARTMENT EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016		2017-2018	2017-2018	2017-2018	PROPOSED BUDGET 2019
		Actual	2016-2017 Actual	Budget	Amended Budget	Projected End of Year	
04-653-0090	ADMINISTRATIVE FEE	\$67,203.00	\$73,336.00	\$94,830.00	\$94,830.00	\$94,830.00	\$74,805
04-653-0101	SALARIES	\$264,677.58	\$320,248.79	\$296,000.00	\$296,000.00	\$303,424.03	\$218,807
04-653-0103	OVERTIME	\$59,464.37	\$69,300.23	\$45,000.00	\$45,000.00	\$56,394.65	N/A
04-653-0201	SOCIAL SECURITY	\$23,268.38	\$27,930.02	\$26,100.00	\$26,100.00	\$2,694.03	\$16,739
04-653-0202	INSURANCE - GROUP	\$56,648.42	\$67,820.22	\$75,600.00	\$75,600.00	\$70,687.21	\$54,600
04-653-0203	RETIREMENT	\$3,796.56	\$5,578.82	\$4,200.00	\$4,200.00	\$4,871.72	\$2,735
04-653-0204	UNEMPLOYMENT	\$0.00	\$685.29	\$1,539.00	\$1,539.00	\$2,237.83	\$1,296
04-653-0205	INSURANCE - WORKMEN'S COMP	\$8,408.82	\$8,058.48	\$12,800.00	\$12,800.00	\$7,087.00	\$14,857
04-653-0501	SUPPLIES	\$15,454.28	\$36,983.81	\$2,000.00	\$2,000.00	\$6,103.68	\$4,000
04-653-0502	FY 18 SUPPLIES - FIELD		\$0.00	\$9,500.00	\$9,500.00	\$12,144.69	\$10,000
04-653-0503	FY 18 SAFETY EQUIPMENT		\$0.00	\$2,000.00	\$2,000.00	\$1,662.12	\$2,000
04-653-0508	CHEMICALS	\$9,299.97	\$8,994.37	\$9,000.00	\$9,000.00	\$7,584.87	\$10,000
04-653-0510	FY19 UNIFORMS				\$0.00	\$0.00	\$3,500
04-653-0700	MAINT - EQUIPMENT	\$7,408.46	\$6,589.36	\$9,000.00	\$9,000.00	\$11,517.17	\$10,000
04-653-0701	MAINT - VEHICLES	\$6,153.75	\$32,120.93	\$5,000.00	\$5,000.00	\$3,496.87	\$5,000
04-653-0711	DISTRIBUTION SYSTEM MAINT	\$36,919.11	\$83,468.15	\$75,000.00	\$75,000.00	\$95,151.32	\$150,000
04-653-0900	FUEL & OIL	\$9,295.43	\$11,219.11	\$10,000.00	\$10,000.00	\$16,676.12	\$15,000
04-653-1101	Electricity	\$121,314.00	\$77,739.41	\$100,000.00	\$100,000.00	\$105,666.67	\$105,000
04-653-1200	FAR WT WATER PLANNING GROUP	\$0.00	\$0.00	\$2,000.00	\$2,000.00	\$1,831.52	\$1,832
04-653-1500	TRAVEL & TRAINING	\$2,129.70	\$4,505.85	\$8,000.00	\$8,000.00	\$3,020.35	\$3,000
04-653-1501	FY19 TRAVEL			\$0.00	\$0.00	\$0.00	\$5,000
04-653-1700	FY19 IT EQUIPMENT/SOFTWARE						\$30,000
04-653-1701	Consulting/Contract Services	\$54,679.98	\$13,347.73	\$8,000.00	\$8,000.00	\$13,141.63	\$15,000
04-653-1801	FY 18 DUES/SUB/MEM		\$0.00	\$1,500.00	\$1,500.00	\$300.00	\$2,000
04-653-1901	FY 18 UNIFORMS		\$0.00	\$7,500.00	\$7,500.00	\$3,401.59	N/A
04-653-1902	FY 18 ROAD REPAIR		\$0.00	\$25,000.00	\$25,000.00	\$15,764.00	\$20,000
04-653-2000	CONTRACT	\$0.00	\$1,140.00	\$0.00	\$0.00	\$0.00	N/A
04-653-2120	Contingency/MISC/VOIDED	(\$1,529.78)	(\$9,239.24)	\$0.00	\$0.00	\$0.00	\$0
04-653-2700	Telephone Expense	\$9,937.13	\$7,042.61	\$7,250.00	\$7,250.00	\$7,906.49	\$8,000
04-653-2750	Cell Phone Expense	\$3,698.86	\$5,368.39	\$4,500.00	\$4,500.00	\$9,799.05	\$8,100
04-653-2800	Drug Testing	\$262.50	\$737.50	\$1,000.00	\$1,000.00	\$458.33	\$600
04-653-3500	FY 19 ENGINEERING			\$0.00	\$0.00	\$0.00	\$40,000
04-653-4000	JD WATER DISTRICT FEES	\$11,952.45	\$11,647.50	\$13,500.00	\$13,500.00	\$10,338.30	\$12,000
04-653-4801	WATER ROYALTIES	\$10,926.41	\$11,919.72	\$12,000.00	\$12,000.00	\$11,919.72	\$12,000
04-653-4802	ALL WELL MAINTENANCE/FY18 SCADA	\$14,035.46	\$101,699.52	\$6,000.00	\$6,000.00	\$22,967.93	\$10,000
04-653-4803	FY 18 MUSQUIZ WELL FIELD		\$0.00	\$20,000.00	\$20,000.00	\$17,653.27	\$15,000
04-653-4804	FY 18 MUSQUIZ PUMP STATION		\$0.00	\$20,000.00	\$20,000.00	\$15,943.00	\$15,000
04-653-4805	FY 18 SUNNY GLENN WELL FIELD		\$0.00	\$20,000.00	\$20,000.00	\$8,398.44	\$15,000
04-653-4806	FY 18 SUNNY GLENN PUMP STATION		\$0.00	\$20,000.00	\$20,000.00	\$12,942.94	\$15,000
04-653-4901	SAMPLES	\$3,430.96	\$3,810.42	\$3,500.00	\$3,500.00	\$4,337.37	\$5,000
04-653-4902	TCEQ WATR FEE (YR#90220001)	\$6,265.30	\$6,227.90	\$7,500.00	\$7,500.00	\$7,500.00	\$6,500
04-653-6004	TANK MAINTENANCE	\$0.00	\$0.00	\$10,000.00	\$10,000.00	\$0.00	\$10,000
04-653-6100	SEP TCEQ ENFORCEMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
04-653-6500	LINE EXTENSIONS/ NEW CONSTRUCTION	\$0.00	\$10,000.00	\$12,500.00	\$12,500.00	\$0.00	\$0
04-653-8001	FY 18 LEASED VEHICLES		\$1,114.68	\$46,800.00	\$46,800.00	\$31,532.00	\$32,500
04-653-9301	Bond Issue Cost Amortization	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
04-653-9500	Depreciation Expense - Water	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
04-653-9600	CIP - FIRE HYDRANTS	\$0.00	\$0.00	\$0.00	\$0.00	\$2,168.41	\$0
04-653-9700	LINE MAINTENANCE	\$10,990.49	\$23,691.15	\$50,000.00	\$50,000.00	\$25,893.45	\$30,000
04-653-9801	Principal - RB W&S Series 2003A	\$75,000.00	\$75,000.00	\$80,000.00	\$80,000.00	\$80,000.00	\$80,000
04-653-9802	Interest - RB W&S Series 2003A	\$21,048.00	\$17,898.00	\$14,748.00	\$14,748.00	\$14,748.00	\$11,268
04-653-9803	Principal - CO Series 2005 TWDB	\$138,000.00	\$138,000.00	\$138,000.00	\$138,000.00	\$138,000.00	\$138,000
04-653-9805	Principal - CO Series 2011	\$22,000.00	\$22,000.00	\$22,000.00	\$22,000.00	\$22,000.00	\$24,200
04-653-9806	Interest - CO Series 2011	\$19,264.00	\$18,333.00	\$17,403.00	\$17,403.00	\$17,403.00	\$16,425
04-653-9807	Principal - GO Ref Bond Series 2011	\$136,000.00	\$130,000.00	\$96,000.00	\$96,000.00	\$96,000.00	\$52,000
04-653-9808	Interest - GO Ref Bond Series 2011	\$22,879.00	\$18,139.00	\$14,113.00	\$14,113.00	\$14,113.00	\$11,475
TOTAL		\$1,250,282.59	\$1,442,456.72	\$1,466,383.00	\$1,466,383.00	\$1,411,711.77	\$1,343,239

Waste water Expenditures

WASTE WATER EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
04-654-0090	ADMINISTRATIVE FEE	\$43,849.92	\$49,211.00	\$64,905.00	\$64,905.00	\$64,905.00	\$50,749
04-654-0101	SALARIES	\$89,135.05	\$114,032.97	\$137,150.00	\$137,150.00	\$107,377.40	\$216,583
04-654-0103	OVERTIME	\$20,036.57	\$29,428.92	\$30,000.00	\$30,000.00	\$29,684.04	N/A
04-654-0201	SOCIAL SECURITY	\$7,498.43	\$9,499.29	\$9,025.00	\$9,025.00	\$10,000.84	\$16,569
04-654-0202	INSURANCE - GROUP	\$19,445.01	\$19,686.60	\$25,200.00	\$25,200.00	\$17,497.57	\$54,600
04-654-0203	RETIREMENT	\$1,043.83	\$1,612.94	\$1,500.00	\$1,500.00	\$1,720.63	\$2,707
04-654-0204	UNEMPLOYMENT	\$0.00	\$110.50	\$513.00	\$513.00	\$432.00	\$1,296
04-654-0205	INS - WORKMEN'S COMP	\$5,002.52	\$7,325.90	\$5,546.00	\$5,546.00	\$7,087.00	\$14,857
04-654-0501	SUPPLIES	\$10,764.41	\$4,404.33	\$10,500.00	\$10,500.00	\$4,247.77	\$6,000
04-654-0502	FY 19 FIELD SUPPLIES			\$0.00	\$0.00	\$0.00	\$600
04-654-0508	FY 18 CHEM - CHLORINE	\$22,581.83	\$18,192.09	\$12,500.00	\$12,500.00	\$13,657.28	\$15,000
04-654-0509	FY 18 CHEMICALS - SULFER DIOXIDE		\$0.00	\$12,500.00	\$12,500.00	\$3,389.72	\$12,000
04-654-0510	FY 19 UNIFORMS				\$0.00	\$0.00	\$500
04-654-0700	MAINT - EQUIPMENT	\$13,056.67	\$2,833.67	\$12,500.00	\$12,500.00	\$9,927.41	\$10,000
04-654-0701	MAINT - VEHICLES	\$1,625.49	\$31,243.58	\$2,500.00	\$2,500.00	\$1,089.57	\$2,000
04-654-0704	WWTP FACILITY MAINT	\$111,223.42	\$61,324.13	\$75,000.00	\$75,000.00	\$46,020.53	\$50,000
04-654-0705	Collection System Maintenance	\$11,705.47	\$40,107.13	\$25,000.00	\$25,000.00	\$42,326.65	\$100,000
04-654-0900	FUEL & OIL	\$9,856.97	\$11,290.30	\$10,000.00	\$10,000.00	\$4,728.19	\$5,000
04-654-1101	Electricity	\$60,137.71	\$37,193.20	\$53,755.00	\$53,755.00	\$46,020.53	\$50,000
04-654-1500	TRAVEL & TRAINING	\$2,342.24	\$839.35	\$4,000.00	\$4,000.00	\$1,880.44	\$1,200
04-654-1501	FY 19 TRAVEL			\$0.00	\$0.00	\$0.00	\$2,500
04-654-1700	Contract Services /IT EQUIP	\$53,415.49	\$16,122.77	\$10,000.00	\$10,000.00	\$5,466.67	\$6,000
04-654-1801	FY 18 DUES/SUB/MEM		\$0.00	\$1,000.00	\$1,000.00	\$0.00	\$1,000
04-654-1901	FY 18 UNIFORMS		\$0.00	\$2,000.00	\$2,000.00	\$422.51	N/A
04-654-1902	FY 18 ROAD REPAIR		\$0.00	\$25,000.00	\$25,000.00	\$0.00	\$20,000
04-654-2120	Contingency	\$3,300.00	\$0.00	\$0.00	\$0.00	\$0.00	
04-654-2700	Telephone Expense	\$6,327.50	\$5,856.01	\$6,000.00	\$6,000.00	\$6,579.20	\$6,500
04-654-2750	Cell Phone Expense	\$1,288.32	\$1,413.86	\$2,000.00	\$2,000.00	\$1,357.19	\$2,000
04-654-2800	Drug Testing	\$250.00	\$125.00	\$313.00	\$313.00	\$312.50	\$500
04-654-3000	HEPATITIS SHOTS	\$811.00	\$2,410.00	\$300.00	\$300.00	\$760.00	\$500
04-654-3100	SAFETY EQUIPMENT	\$793.35	\$27.00	\$3,000.00	\$3,000.00	\$18.00	\$600
04-654-3500	FY 19 ENGINEERING			\$0.00	\$0.00	\$0.00	\$20,000
04-654-4802	FY 18 SCADA		\$0.00	\$2,000.00	\$2,000.00	\$0.00	\$0
04-654-4901	SAMPLES	\$17,490.81	\$15,873.58	\$12,500.00	\$12,500.00	\$7,259.71	\$10,000
04-654-4902	ANNUAL SEWER INSPECTION	\$0.00	\$0.00	\$7,000.00	\$7,000.00	\$0.00	\$0
04-654-8001	FY 18 LEASED VEHICLE		\$0.00	\$8,000.00	\$8,000.00	\$2,023.87	\$5,856
04-654-9000	CIP - SLUDGE PROCESSING	\$28,500.00	\$0.00	\$250,000.00	\$250,000.00	\$8,835.50	\$0
04-654-9001	CIP - BAR SCREEN	\$0.00	\$0.00	\$40,000.00	\$40,000.00	\$0.00	\$0
04-654-9500	Depreciation Expense - Sewer	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
04-654-9801	Principal - CO Combo Tax&Rev 2012	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$11,000
04-654-9802	Interest - CO Combo Tax&Rev 2012	\$1,565.00	\$1,421.00	\$1,247.00	\$1,247.00	\$1,247.00	\$1,028
04-654-9803	PRINCIPAL - ARRERATOR	\$20,524.00	\$2,134.00	\$0.00	\$0.00	\$0.00	N/A
04-654-9804	INTEREST - ARRERATOR	\$1,800.00	\$918.00	\$0.00	\$0.00	\$0.00	N/A
TOTAL		\$575,371.01	\$494,637.12	\$872,454.00	\$872,454.00	\$456,274.72	\$697,145

Sanitation

Mission Statement

To provide comprehensive and cost-effective solid waste management in an environmentally sound manner, while incorporating sustainable methods and educating the public on responsible waste management and recycling.

Department Narrative

City of Alpine Sanitation Department is a Public/Private Partnership with Texas Disposal System (TDS). TDS provides the City of Alpine with landfill management as well as residential services through a service contract with the City. As part of that contract, TDS also provides resources for the Hal Flanders Recycling Center.

The City of Alpine provides employees to oversee, operate and manage the Recycling Center.

2018-2019 Goals and Objectives

- Accurately forecast the resources necessary to sustain the recycling center and for proper disposal of electronic waste and used tires.
- Reduce employee turnover to provide better service to the public.
- Create a strategy to address illegal dumping.
- Raise public awareness of the City's solid waste and recycling programs.
- Provide quality service at the best possible value.

Personnel Resources

This proposed budget provides for the addition of one part time employee to the previously budgeted one full time and one part time employees.

Sanitation	Authorized Positions				
Title	Status *	Hr./Sal.	FY 2017-18	FY 2018-19 Proposed	Diff.
Coordinator	F	Hr.	1	1	0
Support Staff	P	Hr.	1	2	1

Performance Measures

Sanitation Performance Measures	FY 2018-19 Proposed
Visitors- In City	
Visitors- County	
Tons Diverted from Landfill	
Operating Cost / Ton	
Used Oil (Gallons)	
Used Tires (Pass/Comm)	
Used electronics (Tons)	
Total Training Hours	80
Training Hours per employee	40

Sanitation Expenditures

		SANITATION EXPENSES						
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019	
04-655-0090	ADMINISTRATIVE FEE	\$116,707.92	\$120,664.00	\$120,100.00	\$120,100.00	\$120,100.00	\$148,789	
04-655-0101	SALARIES	\$42,279.82	\$48,334.80	\$46,550.00	\$46,550.00	\$50,663.89	\$100,803	
04-655-0103	OVERTIME	\$0.00	\$246.15	\$0.00	\$0.00	\$384.95	N/A	
04-655-0201	SOCIAL SECURITY	\$2,999.18	\$3,355.28	\$3,575.00	\$3,575.00	\$3,548.47	\$7,711	
04-655-0202	INSURANCE - GROUP	\$10,012.96	\$10,954.52	\$8,400.00	\$8,400.00	\$8,371.92	\$8,400	
04-655-0203	RETIREMENT	\$838.71	\$506.66	\$450.00	\$450.00	\$639.96	\$1,260	
04-655-0204	UNEMPLOYMENT	\$0.00	\$13.03	\$342.00	\$342.00	\$285.17	\$486	
04-655-0205	INS - WORKMEN'S COMP	\$2,166.00	\$2,197.77	\$3,555.00	\$3,555.00	\$4,557.00	\$4,047	
04-655-0501	SUPPLIES	\$9.00	\$478.24	\$400.00	\$400.00	\$390.80	\$500	
04-655-0502	FY 19 FIELD SUPPLIES			\$0.00	\$0.00	\$0.00	\$1,000	
04-655-0510	FY 19 Uniforms						\$200	
04-655-0604	Sanitation Sales Tax Remitted to St	\$112,302.96	\$112,831.28	\$115,000.00	\$115,000.00	\$130,071.56	\$100,000	
04-655-1101	Electricity	\$300.81	\$199.72	\$500.00	\$500.00	\$277.28	\$400	
04-655-1500	TRAVEL & TRAINING	\$0.00	\$1,518.28	\$1,500.00	\$1,500.00	\$0.00	\$600	
04-655-1501	FY19 TRAVEL			\$0.00	\$0.00	\$0.00	\$1,000	
04-655-2021	VOIDED CHECKS		234.54-	\$0.00	\$0.00	\$0.00		
04-655-2700	Telephone Expense	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
04-655-2750	Cell Phone Expense	\$875.69	\$592.00	\$750.00	\$750.00	\$307.29	\$750	
04-655-2800	Drug Testing	\$0.00	\$125.00	\$200.00	\$200.00	\$125.00	\$200	
04-655-4902	TCEQ/SOLID WSTE(QTR-#2197)	\$16,064.30	\$10,548.32	\$11,000.00	\$11,000.00	\$12,276.29	\$12,500	
04-655-5000	WASTE/RECYCLE COLL FEES	\$1,346,096.69	\$1,425,515.35	\$1,305,000.00	\$1,305,000.00	\$1,509,284.40	\$1,600,000	
04-655-8000	ENVIRONMENTAL OUTREACH	\$12,284.60	\$15,657.16	\$4,000.00	\$4,000.00	\$6,021.18	\$20,000	
04-655-8001	NATIVE PLANT GRANT	\$7,225.00	\$0.00	\$0.00	\$0.00	\$800.00	N/A	
04-655-9500	Depreciation Expense - Sanitation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL		\$1,670,163.64	\$1,753,737.56	\$1,621,322.00	\$1,621,322.00	\$1,848,105.16	\$2,008,646	

ALPINE CASPARIS MUNICIPAL AIRPORT

Mission Statement

To provide superior operations, safety, and quality customer service for pilots traveling to and from the Big Bend area.

Department Narrative

The Alpine Casparis Municipal Airport offers quality customer service by providing clean, safe, and affordable aviation services. Pilots have access to two runways: Runway 1/19 (6,003 feet by 75 feet) and Runway 5/23 (5,018 feet by 60 feet). The airport is open seven days a week and offers 24 hour self-serve fuel, full service fuel, pilots lounge and courtesy vehicle. There is also a mini visitor center set up in the terminal to provide pilots and visitors with information on everything the City has to offer. There are two full time employees, which are responsible for the administration, operations, and maintenance of the airport.

2017-2018 Major Accomplishments

- Approval of \$3 million for infrastructure improvements to the ramp and taxi way
- Improved Maintenance Program
- Additional hangar development

2018-2019 Goals and Objectives

- Continue to provide quality services to the citizens of Alpine.
- Provide a safe and secure operating environment for pilots and visitors
- Promote development
- Completion of infrastructure improvement
- Increase local youth exposure to the aviation industry and potential career opportunities

Personnel Resources

Airport	Authorized Positions				
Title	Status *	Hr./Sal.	FY 2017-18	FY 2018-19 Proposed	Diff.
Manager	F	Sal.	0	0	0
Foreman	F	Hr.	0	0	0
Worker III	F	Hr.	1	1	0
Worker II	F	Hr.	0	0	0
Worker I	F	Hr.	1	1	0

AIRPORT EXPENSES

ACCOUNT NUMBER	DESCRIPTION	2015-2016	2016-2017	2017-2018	2017-2018	2017-2018	PROPOSED BUDGET 2019
		Actual	Actual	Budget	Amended Budget	Projected End of Year	
05-627-0090	ADMINISTRATIVE FEE	\$45,516.96	\$48,825.00	\$41,786.00	\$41,786.00	\$41,786.00	\$41,786
05-627-0101	SALARIES	\$55,749.15	\$69,326.09	\$76,000.00	\$76,000.00	\$79,571.36	\$80,561
05-627-0103	OVERTIME	\$4,489.89	\$3,285.88	\$5,000.00	\$5,000.00	\$3,455.80	N/A
05-627-0201	SOCIAL SECURITY	\$4,608.24	\$5,539.13	\$6,200.00	\$6,200.00	\$6,325.04	\$6,163
05-627-0202	INSURANCE - GROUP	\$8,442.15	\$12,930.17	\$16,800.00	\$16,800.00	\$16,113.24	\$16,800
05-627-0203	RETIREMENT	\$331.67	\$831.78	\$1,000.00	\$1,000.00	\$1,079.10	\$1,007
05-627-0204	UNEMPLOYMENT	\$0.00	\$10.77	\$342.00	\$342.00	\$0.00	\$324
05-627-0205	INS - WORKMEN'S COMP	\$1,210.60	\$1,465.18	\$1,956.00	\$1,956.00	\$1,692.00	\$2,000
05-627-0501	SUPPLIES	\$2,464.40	\$1,643.96	\$3,000.00	\$3,000.00	\$1,457.32	\$1,500
05-627-0502	FY19 FIELD SUPPLIES			\$0.00	\$0.00	\$0.00	\$200
05-627-0510	FY19 UNIFORMS				\$0.00	\$0.00	\$200
05-627-0601	Licenses and Fees	\$514.40	\$100.00	\$200.00	\$200.00	\$0.00	\$100
05-627-0701	MAINT - EQUIPMENT	\$1,530.35	\$2,233.40	\$4,700.00	\$4,700.00	\$427.89	\$500
05-627-0702	MAINT - VEHICLE	\$961.94	\$819.53	\$1,500.00	\$1,500.00	\$745.08	\$1,020
05-627-0704	FACILITY MAINT	\$52,879.84	\$23,136.79	\$40,000.00	\$40,000.00	\$12,902.09	\$11,123
05-627-0708	FIRE SAFETY INSPEC	\$97.15	\$725.11	\$650.00	\$650.00	\$9.00	\$50
05-627-0900	FUEL & OIL	\$312.72	\$0.00	\$1,000.00	\$1,000.00	\$886.06	\$1,000
05-627-1001	MISC/VOIDED EXPENSES	1,059.14-	1,579.36-	\$0.00	\$0.00	\$0.00	\$0
05-627-1101	Electricity	\$7,430.09	\$4,916.47	\$6,350.00	\$6,350.00	\$6,570.95	\$6,500
05-627-1301	Airport Liability Insurance	\$932.00	\$1,845.04	\$2,500.00	\$2,500.00	\$2,009.88	\$2,100
05-627-1500	TRAVEL & TRAINING	\$766.95	\$921.60	\$1,000.00	\$1,000.00	\$0.00	\$400
05-627-1501	FY19 TRAVEL			\$0.00	\$0.00	\$0.00	\$600
05-627-1700	IT EQUIPMENT/SOFTWARE						\$800
05-627-2000	AV/JET FUEL/OIL PURCHASES	\$305,240.64	\$397,091.69	\$340,000.00	\$340,000.00	\$432,791.49	\$375,000
05-627-2120	VAISALA CONTRACT	\$5,966.00	\$5,966.00	\$5,966.00	\$5,966.00	\$5,966.00	\$5,966
05-627-2700	Telephone Expense	\$5,353.79	\$6,155.63	\$6,250.00	\$6,250.00	\$6,913.27	\$7,000
05-627-2750	Cell Phone Expense	\$863.64	\$1,172.65	\$1,500.00	\$1,500.00	\$895.25	\$1,000
05-627-4902	TCEQ TANK (Y#12182)	\$0.00	\$400.00	\$400.00	\$400.00	\$0.00	\$400
05-627-5600	CIP - 10% MATCH -	\$17,735.50	\$0.00	\$0.00	\$0.00	\$300,000.00	\$0
05-627-5601	TAXIWAY/RAMP REPAIRS	\$180,925.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
TOTAL		\$704,323.07	\$589,341.87	\$564,100.00	\$564,100.00	\$921,596.82	\$564,100

HOTEL OCCUPANCY TAX FUNDS

Department Narrative

The City of Alpine collects a 7 percent tax on all hotel, motel and other overnight accommodations rented in the City Limits. The Council has adopted a policy for the use and allocation of those funds for the promotion of tourism. As per state statute, 50% of these funds must be utilized for advertising and promoting the City of Alpine.

The Visitor's Center and Civic Center are maintained and operated by the City of Alpine, through the use of these funds. These facilities are utilized to disseminate promotional material, host trade shows, create social network forums and technology-based outlets to promote Alpine events, programs, facilities and other tourist activities in Alpine.

2017-2018 Major Accomplishments

2018-2019 Goals and Objectives

- Meet state requirements for use of funds.
- Create a strategy to promote Alpine as a premier location for conferences, seminars and corporate retreats.
- Increase visibility at regional and state events.
- Increase collaborative efforts with hoteliers to increase hotel stays.

Personnel Resources

This budget proposes a change in personnel from 1 full time and 1 part time employee to 2 full time employees.

Tourism	Authorized Positions				
	Status *	Hr./Sal.	FY 2017-18	FY 2018-19 Proposed	Diff.
Title					
Coodinator	F	Hr.	1	1	0
Support Staff	F	Hr.	0.5	1	0.5

* Full-Time, Part-Time

Performance Measures

	FY 2018-19 Proposed
Tourism Performance Measures	
Visitor Center- In City	
Visitor Center- Out of City	
Visitor Center- Out of State	
Number of Events	
Number of New events	
Civic Center Rental	
Conferences Hosted	
Room Rental Growth	
Total Training Hours	80
Training Hours per employee	40

HOTEL OCCUPANCY TAX FUND SUMMARY

REVENUE \$625,000.00

EXPENSES \$607,994.77

DIFFERENCE \$17,005.23

**Balance to be used to meet reserve goals as outlined in the financial policy:

1) CIP- 2% of revenue

Revenue/Expenditures

HOTEL OCCUPANCY TAX REVENUE							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
06-556-0408	HOT HOTEL OCCUPANCY TAX	\$0.00	\$0.00	\$700,000.00	\$700,000.00	\$621,714.84	\$625,000.00
06-556-0410	HOT INTEREST ACCT #7082339	\$400.52	\$2,504.70	\$0.00	\$0.00		\$0.00
06-556-9920	MISC/CONTRIBUTIONS	\$2,335.00	\$87.36	\$0.00	\$0.00		\$0.00
06-599-9100	SYSTEM ADDED TRANSFER IN	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
06-599-9110	SYSTEM ADDED TRANSFER OUT	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
06-599-9120	SYSTEM ADDED TRANSFER WITHIN	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
TOTAL		\$466,568.98	\$735,878.25	\$700,000.00	\$700,000.00	\$621,714.84	\$625,000.00

HOTEL OCCUPANCY - TOURISM EXPENSES							
ACCOUNT NUMBER	DESCRIPTION	2015-2016 Actual	2016-2017 Actual	2017-2018 Budget	2017-2018 Amended Budget	2017-2018 Projected End of Year	PROPOSED BUDGET 2019
06-656-0100	7 % FISCAL FEE	\$24,097.50	\$42,258.50	\$42,364.00	\$42,364.00	\$42,364.00	\$45,440.00
06-656-0101	SALARIES - VISITOR CENTER EMP		\$12,270.31	\$47,153.00	\$47,153.00	\$16,961.12	\$62,930.00
06-656-0103	OVERTIME		\$228.06	\$1,000.00	\$1,000.00	\$1,100.76	N/A
06-656-0201	SOCIAL SECURITY		\$956.11	\$3,674.00	\$3,674.00	\$1,381.78	\$4,814.15
06-656-0202	INSURANCE		\$0.00	\$8,400.00	\$8,400.00	\$4,185.96	\$16,800.00
06-656-0203	RETIREMENT		\$176.21	\$600.00	\$600.00	\$233.44	\$786.63
06-656-0204	UNEMPLOYMENT		\$5.21	\$0.00	\$0.00	\$14.60	\$324.00
06-656-0205	WORKMEN'S COMP		\$0.00	\$0.00	\$0.00	\$0.00	
06-656-0501	VC - SUPPLIES			\$2,000.00	\$2,000.00	\$1,331.06	\$2,500.00
06-656-1001	MISC/VOIDED	(\$926.50)	(\$3,865.56)	\$0.00	\$0.00	\$0.00	\$0.00
06-656-1101	VC - ELECTRICITY			\$1,500.00	\$1,500.00	\$508.54	\$700.00
06-656-1500	VC - TRAVEL/TRAINING			\$1,500.00	\$1,500.00	\$0.00	\$4,200.00
06-656-1602	VC - POSTAGE			\$2,000.00	\$2,000.00	\$266.08	\$1,000.00
06-656-1801	VC - SUBSCRIPTIONS			\$800.00	\$800.00	\$914.00	\$1,000.00
06-656-1900	VC - PRINTING/ADVERTISING			\$10,000.00	\$10,000.00	\$2,944.20	
06-656-2121	FACILITY MAINT/EQUIPMENT			\$4,700.00	\$4,700.00	\$410.53	\$12,000.00
06-656-2700	VC- TELEPHONE/INTERNET			\$2,500.00	\$2,500.00	\$941.16	\$1,200.00
06-656-5102	PROMO PLAN - DIRECTOR CONTRACT	\$113,659.80	\$138,353.14	\$252,750.00	\$252,750.00	\$66,967.18	\$32,500.00
06-656-5104	PROMOTION/ADVERTISING	\$75,377.13	\$50,487.79	\$48,629.00	\$48,629.00	\$654.02	\$292,500.00
06-656-5105	PROMOTION OF ARTS	\$23,706.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$55,400.00
06-656-5106	HISTORICAL RESTO.	\$16,799.56	\$16,812.29	\$20,000.00	\$20,000.00	\$0.00	\$11,000.00
06-656-5109	SPORTING EVENTS	\$17,000.00	\$15,000.00	\$20,000.00	\$20,000.00	\$296.95	\$13,000.00
06-656-5111	TRANSPORTATION	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$0.00	\$0.00
06-656-5113	SIGNAGE	\$5,000.00	\$0.00				\$10,000.00
06-656-5200	CIVIC CENTER REMODEL	\$84,167.98	\$59,168.04	\$15,000.00	\$15,000.00	\$114.95	\$39,900.00
	TOTAL	\$449,887.60	\$443,858.73	\$698,000.00	\$698,000.00	\$175,823.50	\$607,994.77

SUPPLEMENTAL REFERENCES

Personnel Overview

2017-2018 Fiscal Year Employee Demographics

# of authorized positions	<u>79 + POOL</u>					
# of regular employees as of 1-1-18	FULL TIME	<u>71</u>	PART-TIME	<u>3</u>	TOTAL	<u>74</u>
HIRED JAN-FEB 2018			PART-TIME	<u>4</u>		
# of person employed throughout 2017	<u>70</u>					
Average age of city employees	<u>41</u>					
Average years of service	<u>7</u>					
# of employees per 1000 citizens	<u>10</u>					
Citywide turnover for calendar year 2017:	<u>43%</u>					
Racial breakdown:	<u>36%</u>	WHITE	<u>64%</u>	NON-WHITE		
Ethnic breakdown:	<u>36%</u>	CAUCASIAN	<u>64%</u>	HISPANIC	<u>5%</u>	UNKNOWN
	<u>0%</u>	OTHER	<u>0%</u>	AFRICAN-AMERICAN		
Gender breakdown:	<u>36%</u>	FEMALE	<u>64%</u>	MALE		
Average annual base pay	FY 16-17	\$ 20,552.07				
Average pay including overtime	FY-16-17	\$ 22,369.39				

Proposed 2018-2019 Fiscal Year Summary

Dept	Current #	Current Wages	Projected FY	Full Time Proj.#	# new positions	Avg.Sal.	
Administration/City Sec./HR	3.5	\$ 211,391.96	\$ 373,793.24	7.5	+3 positions	\$46,724.16	high
Municipal Court	1.5	\$ 47,592.00	\$ 49,309.72	1.5	+0 positions	\$32,873.14	
Building Services	3	\$ 130,707.20	\$ 139,716.80	3	+0 positions	\$46,572.27	
Finance/Utility Billing	7	\$ 299,249.60	\$ 350,507.98	8	0 positions	\$38,945.33	
Fire Dept.	0	0	\$ 77,491.16	2	101	\$25,830.39	low
Public Safety	26	\$ 817,544.00	\$ 915,070.67	25	+1 positions	\$35,195.03	
Public Utilities/W/WW/Gas/Air./San.	24.5	\$ 928,708.04	\$ 1,003,745.43	25	+1 positions	\$38,605.59	
Public Works/Streets/Parks/Fac.	14	\$ 207,417.60	\$ 590,484.07	16	+2 positions	\$36,905.25	
Tourism	1.5	\$ 46,508.80	\$ 62,866.44	2	+0 positions	\$31,433.22	
	81	\$2,689,119.20	\$ 3,562,985.50	90			
	avg.sal.	\$ 33,199.00	\$ 39,588.73				

Community Profile

Population Comparision

	U.S.	State	County	Alpine
Population	308,745,538	25,145,561	9,232	5,905
Male/Female	49.2%/50.8%	49.6%/50.4%	47.5%/52.5%	46.7%/53.3%
Age				
Under 5 years	6.20%	7.30%	5.50%	7.10%
5 to 9 years	6.40%	7.50%	6.60%	7.60%
10 to 14 years	6.50%	7.40%	5.70%	5.00%
15 to 19 years	6.70%	7.10%	4.50%	4.10%
20 to 24 years	7.10%	7.30%	6.50%	5.90%
25 to 29 years	6.90%	7.30%	6.20%	8.10%
30 to 34 years	6.70%	7.20%	6.20%	7.70%
35 to 39 years	6.30%	6.80%	5.80%	6.60%
40 to 44 years	6.40%	6.70%	6.10%	4.90%
45 to 49 years	6.60%	6.40%	5.70%	5.60%
50 to 54 years	7.00%	6.50%	6.80%	6.00%
55 to 59 years	6.70%	5.90%	8.70%	8.80%
60 to 64 years	5.90%	5.00%	6.60%	5.30%
65 to 69 years	4.80%	4.00%	6.40%	6.10%
70 to 74 years	3.50%	2.80%	5.10%	4.30%
75 to 79 years	2.50%	2.00%	4.10%	3.40%
80 to 84 years	1.80%	1.40%	1.40%	0.90%
85 years and over	1.90%	1.30%	1.90%	2.50%
Median Age	37.7	49.2	42.5	38.9
Median Household Income	55,322	54,727	38,440	37,146
Below Poverty Level	15.10%	16.70%	11.20%	12.20%
Unemployment Rate	7.40%	6.40%	7.00%	6.30%

Budget & Tax Rate Ordinance