

AN ORDINANCE **84788**

ADOPTING THE ANNUAL CAPITAL AND OPERATING BUDGETS FOR THE CITY OF SAN ANTONIO FOR THE FISCAL YEAR 1996-97 BEGINNING OCTOBER 1, 1996 AND ENDING SEPTEMBER 30, 1997; SAVE AND EXCEPT THE BUDGET APPROPRIATIONS AND CITY'S 1996-97 CONTRIBUTION TO THE BIG BROTHERS & BIG SISTERS AND THE SYMPHONY SOCIETY OF SAN ANTONIO; APPROPRIATING FUNDS AND AUTHORIZING PERSONNEL POSITIONS IN ACCORDANCE WITH SAID BUDGET; AUTHORIZING CONTRACTS WITH OUTSIDE AGENCIES; SETTING THE FY 1996-97 HOLIDAY SCHEDULE AND PAY PLAN FOR CITY EMPLOYEES; SETTING DISTRICT CONTINGENCY FUNDS; AND APPROVING THE 1996/97 - 2001/2002 CAPITAL IMPROVEMENTS PROGRAM FOR THE CITY OF SAN ANTONIO.

* * * * *

WHEREAS, in accordance with the City Charter, it is necessary to adopt a budget for the Fiscal Year 1996-97; and

WHEREAS, a Proposed Annual Budget for the period commencing October 1, 1996, and ending September 30, 1997, has been prepared by the City Manager in accordance with Article VII of the City Charter, and the City Council has considered the City Manager's proposals; and

WHEREAS, after public notice, hearings were held on the Proposed Budget and the City Council has considered the issue for several weeks; **NOW THEREFORE:**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. The Proposed Annual Budget as set out in Attachment A hereto, incorporated herein by reference, for the fiscal year commencing October 1, 1996 and ending September 30, 1997, with the amendments outlined in Attachments I through VI and in the following sections, is hereby approved and adopted. (The 1996/97 - 2001/2002 Capital Improvements Program for the City of San Antonio as also set out in Attachment A, is hereby approved and adopted.)

SECTION 2. The sums set forth in Attachment I are hereby appropriated for the ensuing 1996-97 fiscal year for the different departments and purposes of the city.

SECTION 3.

A. The number of City-funded personnel positions in any City fund Department shall not exceed the total number as follows:

<u>FUND</u>	<u>AUTHORIZED</u>
General	7,875
Alamodome	59
Aviation	434
Convention Center Expansion Project	3
Fiduciary	18
Self Insurance	55
Golf Course Revenue	143
Hotel/Motel Tax	388
Information Services	159
Internal Services - Temporary Services	150
Parking Facilities	145
Public Health Support	79
Purchasing & General Services	224
Solid Waste Revenue	637
TOTAL ALL FUNDS	10,369

employees will receive the extra four (4) hours off. The one-time extra eight (8) hours or four (4) hours off may only be used during the 1996-97 fiscal year and may not be accumulated as part of an employee's annual or personal leave balance. Only employees who have commenced working for the City on or before September 30, 1996 shall be eligible to receive the extra hours off.

SECTION 6. Subject to Section 9, the City Manager is authorized to enter into an Operating Agency Contract in substantially the same form and content as shown in Attachment V with each of the Outside agencies shown in Attachment VI for the amounts indicated. The Council may terminate any operating agency contract at any time upon a finding that the agency's activities, programs, services, or operations no longer are in the best interest of the City or if funds need to be redirected to other public services and for those future anticipated services of outside agencies in partial fulfillment of the City's goal of promoting public health, safety, and welfare. Agency budgets may be adjusted by the City Manager to provide for annual audits contracted by the City to a single outside auditor.

SECTION 7. The City Manager shall cause the 1996-97 budget documents and Pay Plan to be revised in accordance with this and subsequent ordinances, and shall file such documents with the City Clerk.

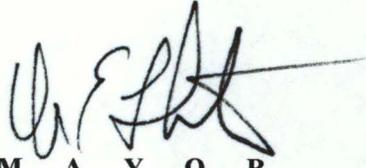
SECTION 8. Each Council district shall be allocated \$35,000 in District Contingency Funds per year, all of which may be used for the following public purposes: administrative assistants and office space in accordance with Ordinance No. 65984, passed and approved on October 29, 1987; city improvements; supplemental council member travel expenses; and non-city groups and activities submitting qualifying applications for projects advancing a City purpose or goal. These expenditures shall be reimbursed only upon approval of City Council of each request in accordance with Ordinance No. 82647, passed and approved on August 17, 1995.

SECTION 9. The Ethics Ordinance adopted by City Council on June 16, 1994, and amended by Ordinance No. 81020, passed and approved on October 20, 1994, and further amended by Ordinance No. 81835, passed and approved on June 16, 1995, requires that before certain contracts can be considered by the City Council, certain information must be obtained about the proposed contractor. This requirement does not apply to non-profit agencies. For those agencies which have not complied with the Ethics Ordinance disclosure requirement, the funds will be appropriated through this Ordinance but not considered for expenditure until such time as the agency has fully complied with the disclosure requirements. Authorization to execute contracts with agencies that have not complied with the Ethics Ordinance will be accomplished by separate ordinance.

SECTION 10. Any discrepancies between this Ordinance and the attachments shall be resolved in favor of any of the Attachments I through VI, which are incorporated into this Ordinance as if set out herein.

SECTION 11. This ordinance shall take effect on the first day of October, 1996.

PASSED AND APPROVED THIS 19th day of September, 1996


M A Y O R

ATTEST Norma S. Rodriguez
City Clerk

APPROVED AS TO FORM: F. J. Gargallo
City Attorney

APPROVED AS TO FUND: _____
City Manager

96-38

MEETING OF THE CITY COUNCIL

3:00 PM PUBLIC HEARING & ORDINANCE

*ADOPTING 96-97 BUDGET
(EXCEPT BIG BROTHERS & SISTERS,
AND SYMPHONY SOCIETY)*

ALAMODOME
ARTS & CULTURAL AFFAIRS
ASSET MANAGEMENT
AVIATION
BUDGET & MANAGEMENT ANALYSIS
BUILDING INSPECTIONS
HOUSE NUMBERING
CITY ATTORNEY
MUNICIPAL COURT
REAL ESTATE (FASSNIDGE)
REAL ESTATE (WOOD)
CITY MANAGER
SPECIAL PROJECTS - FRANCES GONZALES
CITY PUBLIC SERVICE - GENERAL MANAGER
CITY PUBLIC SERVICE - MAPS AND RECORDS
CODE COMPLIANCE
COMMERCIAL RECORDER
COMMUNITY INITIATIVES
COMMUNITY RELATIONS
PUBLIC INFORMATION
CONVENTION AND VISITORS BUREAU
CONVENTION CENTER EXPANSION OFFICE
CONVENTION FACILITIES
ECONOMIC DEVELOPMENT
FINANCE - DIRECTOR
FINANCE - ASSESSOR
FINANCE - CONTROLLER
FINANCE - GRANTS
FINANCE - RISK MANAGEMENT
FINANCE - TREASURY
FIRE DEPARTMENT
HOUSING AND COMMUNITY DEVELOPMENT
HUMAN RESOURCES (PERSONNEL)
INFORMATION SERVICES
INTERGOVERNMENTAL RELATIONS
INTERNAL REVIEW
INTERNATIONAL AFFAIRS
LIBRARY
METROPOLITAN HEALTH DISTRICT
MUNICIPAL CODE CORPORATION
MUNICIPAL COURT
PARKS AND RECREATION
MARKET SQUARE
PLANNING DEPARTMENT
DISABILITY ACCESS OFFICE
LAND DEVELOPMENT SERVICES
POLICE DEPARTMENT
GROUND TRANSPORTATION
PUBLIC WORKS DIRECTOR
CAPITAL PROJECTS
CENTRAL MAPPING
ENGINEERING
PARKING DIVISION
REAL ESTATE DIVISION
SOLID WASTE
TRAFFIC ENGINEERING
PURCHASING AND GENERAL SERVICES
SAN ANTONIO WATER SYSTEMS (SAWS)
VIA
YOUTH INITIATIVES

ACENDA ITEM NUMBER: 5A

DATE: SEP 19, 1996

MOTION: Ambs ^{2ND} Adm

ORDINANCE NUMBER: 84788

RESOLUTION NUMBER: _____

ZONING CASE NUMBER: _____

TRAVEL AUTHORIZATION: _____

NAME	ROLL	AYE	NAY
ROGER FLORES, II District 1		✓	
DOLORES M. LOTT District 2		✓	
LYNDA BILLA BURKE District 3		✓	
HENRY AVILA District 4		✓	
JUAN F. SOLIS, III District 5		✓	
ROBERT A. HERRERA District 6		<i>absent</i>	
BOB ROSS District 7		✓	
ROBERT MARBUT District 8		✓	
HOWARD W. PEAK District 9		✓	
JEFF S. WEBSTER District 10		✓	
WILLIAM E. THORNTON Mayor		✓	

96-38

ATTACHMENT I

**ATTACHMENT I
FISCAL YEAR 1996-97 REVENUES**

<u>FUND</u>	<u>ADOPTED AMOUNT</u>
GENERAL FUND FY 1996-97 REVENUES	
Beginning Balance	47,060,160
Revenues	
City Sales Tax	106,175,000
Liquor by the Drink Tax	2,453,000
Current Property Tax	95,068,763
Delinquent Property Tax	1,633,800
Penalty and Interest on Delinquent Taxes	1,029,290
Judgments	
Business and Franchise Tax	14,758,880
Licenses and Permits	8,848,250
City Public Service Board	128,885,000
San Antonio Water System	4,795,000
SAWS - Stormwater	6,684,373
Other Agencies	2,099,620
Charges for Current Services	
General Government	4,898,934
Planning	1,128,580
Public Safety	3,331,040
Highways/Streets/Sanitation	66,310
Health	1,681,205
Recreation and Culture	7,909,770
Fines	9,258,350
Miscellaneous Revenue	
Sale of Property	962,240
Use of Money and Property	3,492,090
Recovery of Expenditures	1,028,800
Miscellaneous	409,640
Interfund Charges	2,311,450
Total Revenue	408,909,385
Other Revenues	
Transfers from Other Funds	11,020,041
TOTAL REVENUE AND TRANSFERS	419,929,426
TOTAL AVAILABLE FUNDS	466,989,586

**ATTACHMENT I (CONTINUED)
FISCAL YEAR 1996-97 APPROPRIATIONS**

<u>FUND</u>	<u>ADOPTED AMOUNT</u>
GENERAL FUND FY 1996-97 APPROPRIATIONS	
Operating Appropriations	
Asset Management	607,691
Building Inspections	4,206,986
City Attorney	3,061,422
City Clerk	775,920
City Manager	870,780
Code Compliance	2,756,110
Community Initiatives	6,859,507
Economic Development	1,157,662
Finance	5,184,296
Fire	72,762,261
Health	12,736,833
Human Resources	1,814,025
International Affairs	328,553
Library	13,986,995
Mayor and Council	385,215
Municipal Court	8,132,556
Parks and Recreation	34,263,927
Planning	2,146,225
Police	162,475,818
Public Works	16,712,280
Special Purpose Offices	
Budget & Management Analysis	1,103,820
Community Relations	802,599
Council Support	596,550
Internal Review/Municipal Integrity	1,057,508
Municipal Elections	949,068
Special Projects Office	728,505
Total Operating Appropriations	<u>356,463,112</u>
Other Appropriations	
Non-Departmental/Non-Operating	18,264,586
Agencies	4,137,168
Special Projects	5,300,000
Transfers	
Emergency Medical Services	20,722,228
Streets and Drainage	29,572,109
Other Transfers	14,472,775
Total Other Appropriations	<u>92,468,866</u>
TOTAL GENERAL FUND APPROPRIATIONS	<u>448,931,978</u>

<u>FUND</u>	<u>ADOPTED AMOUNT</u>
DEBT SERVICE FUNDS	
Debt Service Funds	67,946,639
Airport System Bonds Series 1992,1993 and 1996	11,558,721
Golf Courses	835,560
Parking Facilities	1,723,370
Solid Waste	<u>446,670</u>
TOTAL DEBT SERVICE FUNDS	<u>82,510,960</u>
SPECIAL REVENUE FUNDS	
Alamodome Revenue	7,655,085
Capital Improvements Reserve	8,730,590
Confiscated Property	700,600
Convention Center Expansion	376,140
Emergency Medical Services	28,580,097
Hotel/Motel Tax	31,657,560
Public Health Support	2,067,227
Streets and Drainage	<u>30,143,638</u>
TOTAL SPECIAL REVENUE FUNDS	<u>109,910,937</u>
ENTERPRISE FUNDS	
Airport Revenue	33,787,069
Airport Improvement & Contingency Funds	5,418,019
Airport Confiscated Property	40,440
Golf	7,108,081
Parking Facilities	7,068,946
Solid Waste	<u>37,548,666</u>
TOTAL ENTERPRISE FUNDS	<u>90,971,221</u>
TRUST AND AGENCY FUNDS	
Rabies Control	144,420
CASA San Antonio Program	389,600
San Antonio Local Development Corp.	<u>127,100</u>
TOTAL TRUST AND AGENCY FUNDS	<u>661,120</u>
TOTAL OTHER APPROPRIATED FUNDS INCLUDING TRANSFERS	<u>284,054,238</u>
INTERGOVERNMENTAL GRANTS	
Categorical Grants & CDBG	116,795,100
CAPITAL PROJECTS	157,541,000
TOTAL OTHER OPERATING/CAPITAL PROJECT FUNDS	558,390,338

<u>FUND</u>	<u>ADOPTED AMOUNT</u>
INTERNAL SERVICE FUNDS	
Employee Benefits Insurance Fund	33,595,966
Employee Wellness/Occupational Health Clinic Prog.	465,327
Extended Sick Leave Program	50,000
Information Services Fund	13,271,471
Liability Insurance Fund	9,835,756
Public Safety Pre-Funded Retiree Benefits Fund	1,865,675
Purchasing & General Services Fund	20,418,259
Equipment Renewal & Replacement Fund	12,566,011
Unemployment Compensation Fund	295,420
Workers Compensation Fund	13,190,379
TOTAL INTERNAL SERVICES FUNDS	105,554,264
TOTAL ALL OTHER FUNDS	663,944,602
TOTAL ALL APPROPRIATIONS	1,112,876,580

ATTACHMENT II

**ATTACHMENT II
PERSONNEL SCHEDULE BY FUND AND DEPARTMENT
FY 1996-97 ADOPTED BUDGET**

GENERAL FUND	FY 1994-95 AUTHORIZED	FY 1995-96 AUTHORIZED	FY 1996-97 PROPOSED	NET CHANGE IN POSITIONS
Asset Management	11	11	11	0
Building Inspections	98	100	104	+4
City Attorney	57	60	61	+1
City Clerk	17	17	17	0
City Manager	11	11	11	0
Code Compliance	63	64	64	0
Community Initiatives	211	214	205	-9
Economic Development	24	25	24	-1
Finance	96	104	102	-2
Fire	1,021	1,039	1,049	+10
Health	354	357	356	-1
Human Resources	35	35	35	0
International Affairs	6	6	6	0
Library	459	465	475	+10
Municipal Courts	201	208	210	+2
Parks & Recreation	1,120	1,133	1,145	+12
Planning	48	49	48	-1
Police	2,476	2,588	2,662	+74
Public Works	369	393	390	-3
SP-Budget & Management Analysis	20	24	20	-4
SP-Community Relations	0	14	14	0
SP-Council Support	16	16	16	0
SP-Defense Transition	0	3	0	-3
SP Intergovernmental Relations	4	5	0	-5
SP-Internal Review	14	20	23	+3
SP-Municipal Integrity	3	0	0	0
SP-Organizational Review	4	0	0	0
SP-Public Information Office	6	0	0	0
SP-Special Projects Office	0	0	7	+7
SP-Youth Initiatives	3	4	0	-4
Emergency Medical Services	297	310	311	+1
Streets & Drainage Maint. & Improve	438	478	509	+31
TOTAL GENERAL FUND	7,482	7,753	7,875	+122

OTHER FUNDS				
Alamodome	67	60	59	-1
Aviation	419	425	434	+9
Convention Center Expansion Project	3	3	3	0
Fiduciary	18	18	18	0
Self Insurance	50	53	55	+2
Golf Revenue Fund	143	143	143	0
Hotel/Motel Tax Fund	381	385	388	+3
Information Services	151	159	159	0
Internal Services/Temporary Services	150	150	150	0
Public Health Support Fund	58	79	79	0
Parking Facilities	118	132	145	+13
Public Works/Solid Waste	640	643	637	-6
Purchasing and General Services	241	242	224	-18
TOTAL OTHER FUNDS	2,439	2,492	2,494	+2
TOTAL ALL FUNDS	9,921	10,245	10,369	+124

**PERSONNEL SCHEDULE
REGULAR AND UNIFORMED EMPLOYEES**

SUMMARY OF ADOPTED 1996-97 POSITIONS BY TYPE

		AUTHORIZATION
REGULAR		<u>7,156</u>
UNIFORM		
	Police	1,893
	Fire	<u>1,320</u>
	Sub-total	<u>3,213</u>
TOTAL		<u>10,369</u>

Total authorized positions include temporary, part-time, and seasonal positions.

**GRANT FUNDED EMPLOYEES
SUMMARY OF ADOPTED 1996-97 POSITIONS**

ARTS	0
AVIATION	0
COMMUNITY INITIATIVES	365
ECONOMIC DEVELOPMENT	4
FIRE	6
HEALTH	239
HOUSING & COMMUNITY DEVELOPMENT	28
LIBRARY	12
PARKS	6
PLANNING	2
POLICE	83
TOTAL	745

ATTACHMENT III

ATTACHMENT III

Holidays

The City Council has approved 12 Holidays (11 scheduled and 1 floating - 96 hours) for the 1996-97 Fiscal Year, which begins October 1, 1996. Those holidays are:

<u>Holiday</u>	<u>Day</u>	<u>Date</u>
Veteran's Day	Monday	November 11, 1996
Thanksgiving Day	Thursday	November 28, 1996
Day After Thanksgiving	Friday	November 29, 1996
Christmas Day	Wednesday	December 25, 1996
New Year's Day	Wednesday	January 1, 1997
Martin Luther King	Monday	January 20, 1997
President's Day	Monday	February 17, 1997
Fiesta San Jacinto	Friday	April 25, 1997
Memorial Day	Monday	May 26, 1997
Independence Day	Friday	July 4, 1997
Labor Day	Monday	September 1, 1997

Floating Holidays

Employees will choose, with the Department Director's approval, one day from the following list of authorized days.

Employee's Birthday		
Anniversary Date of Employment		
Columbus Day	Monday	October 14, 1996
Hanukkah	Friday	December 6, 1996
Christmas Eve	Tuesday	December 24, 1996
Day After Christmas	Thursday	December 26, 1996
New Year's Eve	Tuesday	December 31, 1996
Day After New Year	Thursday	January 2, 1997
Good Friday	Friday	March 28, 1997
Easter Monday	Monday	March 31, 1997
Passover	Tuesday	April 22, 1997
Emancipation Day	Thursday	June 19, 1997
Diez y Seis	Tuesday	September 16, 1997

ATTACHMENT IV

PAY PLAN
CITY OF SAN ANTONIO
1996-1997

CLASS NO.	JOB CLASS --TITLE--	EXEMPT STATUS	EEO	-----MINIMUM-----				-----MAXIMUM-----			
				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0001	MAIL CLERK	N	06B	12,840	1,070	493.84	6.17	17,976	1,498	691.38	8.64
0002	ADMINISTRATIVE CLERK I	N	06A	11,640	970	447.69	5.59	16,296	1,358	626.76	7.83
0003	ADMINISTRATIVE CLERK II	N	06A	12,840	1,070	493.84	6.17	17,976	1,498	691.38	8.64
0004	SR ADMINISTRATIVE CLERK	N	06A	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0007	RECORDS SUPERVISOR	E	06B	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0008	PERSONNEL RECORDS CLERK	N	06A	14,148	1,179	544.15	6.80	19,812	1,651	762.00	9.52
0011	COURT CLERK	N	06A	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0014	SECRETARY II	N	06A	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0015	PARALEGAL	E	05A	20,904	1,742	804.00	10.05	31,356	2,613	1,206.00	15.07
0016	E.E.O. OFFICER II	E	02A	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0017	SECRETARY I	N	06A	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0018	PROPERTY ROOM ATTENDANT	N	06B	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0020	SWITCHBOARD OPERATOR	N	06B	12,840	1,070	493.84	6.17	17,976	1,498	691.38	8.64
0021	STOCK CLERK II	N	06B	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0023	FACILITIES OPERATIONS MANAGER	E	01C	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0024	ACCOUNT EXECUTIVE I	E	02D	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0026	STOCK CONTROL SUPERVISOR	E	05B	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0027	STOCK CLERK I	N	06B	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
0028	STOCK CONTROL CREW LEADER	N	06B	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
0029	VISITOR INFORMATION CLERK	N	06A	14,148	1,179	544.15	6.80	19,812	1,651	762.00	9.52
0031	REGISTRATION CLERK	N	06A	12,840	1,070	493.84	6.17	17,976	1,498	691.38	8.64
0032	ASST VISITOR INFO CENTER SUPV	E	05A	19,608	1,634	754.15	9.42	29,412	2,451	1,131.23	14.14
0033	REGISTRATION CLERK SUPERVISOR	N	06A	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0034	AIRPORT OPERATIONS SUPERVISOR	E	02B	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0035	AIRPORT OPERATIONS MANAGER	E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0036	ADMINISTRATIVE SERVICES MANAGER	E	01C	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
0037	MARKETING MANAGER	E	01C	42,804	3,567	1,646.30	20.57	64,212	5,351	2,469.69	30.87
0038	ADMINISTRATIVE SECRETARY	N	06A	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
0039	EXECUTIVE ASSISTANT	E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0040	ADMINISTRATIVE ASSISTANT I	E	05A	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0041	ADMINISTRATIVE ASSISTANT II	E	02A	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0042	SR ADMINISTRATIVE ASSISTANT	E	02A	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0043	ACCOUNT EXECUTIVE II	E	02D	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0044	ACCOUNT TECHNICIAN	N	05A	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0046	MANAGEMENT ANALYST	E	02A	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0047	SPECIAL ACTIVITIES COORDINATOR	E	02D	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0050	ASST MARKETING MANAGER	E	02D	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0053	BOOKING SPECIALIST	E	02D	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0054	CAPITAL PROGRAMS MANAGER	E	01C	43,764	3,647	1,683.23	21.04	65,652	5,471	2,525.07	31.56
0056	DEPUTY CITY ATTORNEY	E	01C	52,044	4,337	2,001.69	25.02	78,072	6,506	3,002.76	37.53

PAY PLAN
CITY OF SAN ANTONIO
1996-1997

CLASS NO	JOB CLASS --TITLE--	EXEMPT STATUS	EEO	-----MINIMUM-----				-----MAXIMUM-----			
				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0057	DATA CLERK II	N	06A	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0058	SR LEGAL INVESTIGATOR	E	02A	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0059	LEGAL INVESTIGATOR	E	02A	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0060	ORGANIZATIONAL REVIEW MANAGER	E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0061	E.E.O. OFFICER I	E	02A	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0062	SR E.E.O. OFFICER	E	01C	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0063	ASST CITY ATTORNEY II	E	02F	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0064	PUBLIC INFORMATION MANAGER	E	01C	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0066	ASST CITY ATTORNEY I	E	02F	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
0067	ADMINISTRATIVE AIDE	N	06A	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57
0068	PERSONNEL ADMINISTRATOR	E	01C	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0069	SR ACCOUNT EXECUTIVE	E	02D	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0071	PUBLIC INFORMATION OFFICER	E	02D	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0072	DISPATCHER I	N	06B	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
0073	COMMUNICATIONS CLERK	N	06B	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
0074	INTERNATIONAL VISITOR REPR	N	06A	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
0075	PERSONNEL SPECIALIST I	E	05A	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0076	PERSONNEL SPECIALIST II	E	02A	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0077	SR EVENTS COORDINATOR	E	02D	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0079	BOOKING & SERVICES MANAGER	E	01C	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0080	PUBLIC RELATIONS MANAGER	E	01C	35,220	2,935	1,354.61	16.93	52,836	4,403	2,032.15	25.40
0081	COMMUNICATIONS SUPERVISOR	N	06B	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0085	AIRPORT FACILITIES SUPERVISOR	E	07C	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0086	TELECOMMUNICATIONS MANAGER	E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0087	SERVICES AND SUPPLY SUPERINTENDENT	E	02A	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0088	POSITION CONTROL PROCESSOR	N	06A	21,848	1,829	844.15	10.55	30,732	2,561	1,182.00	14.77
0089	AIRPORT FACILITIES MANAGER	E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0090	CLEAN COMMUNITY COORDINATOR	E	02C	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0091	SAFETY SPECIALIST	E	02A	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0092	TRAINING OFFICER	E	02A	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0093	LEGAL SECRETARY	N	06A	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
0094	RADIO SERVICES MANAGER	E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0096	SR VISITOR INFORMATION CLERK	E	01C	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0097	AIRPORT MANAGER	E	06A	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0098	AIRPORT PROP & DEVELOP MANAGER	E	01C	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0099	PROJECT DEVELOPMENT MANAGER	E	02A	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0100	SR PERSONNEL SPECIALIST	E	02A	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0101	DOME LEASE COORDINATOR	E	02D	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0103	SURVEYOR I	N	08B	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0104	SAFETY TECHNICIAN	N	03B	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57

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				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0105	SURVEYOR II	N	08B	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57
0110	SURVEY PARTY CHIEF	N	03B	20,904	1,742	804.00	10.05	29,268	2,439	1,125.69	14.07
0111	SURVEYING SUPERVISOR	E	03B	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0116	ASST CITY ARCHITECT	E	02E	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0118	CITY ARCHITECT	E	01C	44,952	3,746	1,728.92	21.61	67,428	5,619	2,593.38	32.41
0119	SIGN PAINTER	N	03A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0120	DRAFTING TECHNICIAN I	N	03A	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0121	DRAFTING TECHNICIAN II	N	03A	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57
0122	DRAFTING SUPERVISOR	N	03A	20,904	1,742	804.00	10.05	29,268	2,439	1,125.69	14.07
0123	ARCHITECT ASSISTANT	E	03B	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0124	ARCHITECT	E	02D	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0125	SR REAL ESTATE SPECIALIST	E	02B	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0126	REAL ESTATE SUPERVISOR	E	02A	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0127	GRAPHICS DESIGNER	E	03A	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0128	GRAPHICS TECHNICIAN	N	03A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0131	ENGINEERING TECHNICIAN	N	03B	20,904	1,742	804.00	10.05	29,268	2,439	1,125.69	14.07
0132	SR ENGINEERING TECHNICIAN	N	03B	25,404	2,117	977.07	12.21	35,568	2,964	1,368.00	17.10
0133	IRRIGATION CREW SUPERVISOR	N	07D	23,040	1,920	886.15	11.07	32,256	2,688	1,240.61	15.50
0134	LANDSCAPE IRRIGATOR	N	07D	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0135	CONSTRUCTION COORDINATOR	E	02B	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0136	GEOGRAPHIC INFO SYSTEMS MANAGER	E	02B	35,220	2,935	1,354.61	16.93	52,836	4,403	2,032.15	25.40
0137	ENVIRON SERVICES MANAGER	E	01C	49,560	4,130	1,906.15	23.82	74,340	6,195	2,859.23	35.74
0138	CITY ENGINEER	E	01C	57,372	4,781	2,206.61	27.58	86,064	7,172	3,310.15	41.37
0139	ENGINEER I	E	02E	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0140	ENGINEER II	E	02E	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0141	ASST CITY ENGINEER	E	02E	49,560	4,130	1,906.15	23.82	74,340	6,195	2,859.23	35.74
0142	SR ENGINEER	E	02E	42,804	3,567	1,646.30	20.57	64,212	5,351	2,469.69	30.87
0144	PARKS DESIGN SUPERINTENDENT	E	01C	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0145	PARK PROJECTS MANAGER	E	01C	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0149	REAL ESTATE MANAGER	E	01C	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0150	PROPERTIES MGMT & LEASING COORD	E	02A	42,804	3,567	1,646.30	20.57	64,212	5,351	2,469.69	30.87
0151	REAL ESTATE SPECIALIST	E	02B	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0152	TRAFFIC ENGINEER	E	01C	42,804	3,567	1,646.30	20.57	64,212	5,351	2,469.69	30.87
0154	PROJECT CONTROL MANAGER	E	01C	44,952	3,746	1,728.92	21.61	67,428	5,619	2,593.38	32.41
0155	CAPITAL PROJECTS OFFICER	E	02A	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0156	DOWNTOWN INITIATIVES MANAGER	E	01C	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0158	HISTORIC PRESERVATION OFFICER	E	02D	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0159	PLANNER I	E	02D	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0160	PLANNER II	E	02D	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0161	SR PLANNER	E	02D	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94

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CLASS NO.	JOB CLASS --TITLE--	EXEMPT STATUS	EEO	-----MINIMUM-----				-----MAXIMUM-----			
				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0162	PLANNING MANAGER	E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0164	PLANNING TECHNICIAN	N	05D	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0181	RATE ANALYST I	E	02A	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0182	RATE ANALYST II	E	02A	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0190	SAFETY PROGRAM SUPERVISOR	E	02A	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0200	SANITARIAN I	E	02C	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0202	SANITARIAN II	E	02C	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0203	SANITARIAN SERVICES MANAGER	E	02C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0204	SR SANITARIAN	E	02C	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0205	VETERINARY SERVICES MANAGER	E	01C	44,952	3,746	1,728.92	21.61	67,428	5,619	2,593.38	32.41
0209	VETERINARY TECHNICIAN	N	03C	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0213	VETERINARIAN	E	02K	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0215	LABORATORY TECHNOLOGIST I	E	02C	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0216	LABORATORY TECHNOLOGIST II	E	02C	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0217	ENVIRON COMPLIANCE TECH I	N	03B	18,060	1,505	694.61	8.68	25,284	2,107	972.46	12.15
0218	ENVIRON COMPLIANCE TECH II	N	03B	20,904	1,742	804.00	10.05	29,268	2,439	1,125.69	14.07
0219	ANIMAL CONTROL SUPERINTENDENT	E	02B	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0220	ENVIRON PROTECTION OFFICER II	E	02C	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0221	ANIMAL CONTROL SUPERVISOR	N	05C	20,904	1,742	804.00	10.05	29,268	2,439	1,125.69	14.07
0223	ANIMAL CONTROL OFFICER	N	05C	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0228	KENNEL WORKER II	N	08B	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0227	KENNEL WORKER I	N	08B	12,840	1,070	493.84	6.17	17,976	1,498	691.38	8.64
0229	ENVIRON PROTECTION OFFICER I	E	03C	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0231	LABORATORY TECHNICIAN I	N	03C	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0232	LABORATORY TECHNICIAN II	N	03C	21,948	1,829	844.15	10.55	30,732	2,561	1,182.00	14.77
0234	LABORATORY MANAGER	E	01C	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
0237	ENVIRON PROTECTION PROGRAM MGR	E	02C	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0238	CASE MANAGER	E	02A	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0239	PUBLIC HEALTH AIDE II	N	05C	14,148	1,179	544.15	6.80	19,812	1,651	762.00	9.52
0240	PUBLIC HEALTH AIDE I	N	05C	12,228	1,019	470.30	5.87	17,124	1,427	658.61	8.23
0241	REHABILITATION SPECIALIST	E	02C	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0242	REHABILITATION NURSE	E	02J	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0243	PUBLIC HEALTH NURSE PRACTITIONER	E	02J	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0244	SR PUBLIC HEALTH NURSE	E	02J	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0246	PUBLIC HEALTH NURSE	E	02J	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0247	PUBLIC HEALTH NURSING SUPV	E	02J	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0248	ASST NURSING PROGRAM MANAGER	E	02J	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0249	NURSING PROGRAM MANAGER	E	01C	42,804	3,567	1,646.30	20.57	64,212	5,351	2,469.69	30.87
0250	PUBLIC HEALTH ADMINISTRATOR	E	01C	66,420	5,535	2,554.61	31.93	99,636	8,303	3,832.15	47.90
0251	EPIDEMIOLOGIST	E	02K	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03

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			EEO	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0252	EPIDEMIOLOGY PROGRAM MANAGER	E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0253	VECTOR CONTROL TECHNICIAN I	N	03C	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
0254	VECTOR CONTROL TECHNICIAN II	N	03C	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0261	SR PUBLIC HEALTH PHYSICIAN	E	02K	60,252	5,021	2,317.38	28.96	90,384	7,532	3,476.30	43.45
0262	PUBLIC HEALTH PHYSICIAN	E	02K	54,636	4,553	2,101.38	26.26	81,960	6,830	3,152.30	39.40
0264	PSYCHOLOGIST	E	02A	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0267	LICENSED VOCATIONAL NURSE	E	05C	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0269	DENTAL ASSISTANT	N	05C	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0270	PUBLIC HEALTH DENTIST	E	02K	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0271	DENTAL HYGIENIST	N	05C	20,904	1,742	804.00	10.05	29,268	2,439	1,125.69	14.07
0275	STATISTICIAN	E	03A	19,608	1,634	754.15	9.42	29,412	2,451	1,131.23	14.14
0281	VITAL STATISTICS REGISTRAR	E	01C	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0282	HEALTH PROGRAM SPECIALIST	E	02C	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0284	HEALTH PROGRAM SUPERVISOR	E	02C	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0285	DEPARTMENT FACILITIES COORDINATOR	E	02A	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
0286	NUTRITIONIST	E	02C	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0287	LABORATORY ASSISTANT	N	08B	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
0288	NUTRITIONIST/DIETITIAN	E	02C	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0289	NUTRITIONIST SUPERVISOR	E	02C	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0401	PARK MAINTENANCE CREW LEADER	E	08A	18,672	1,556	718.15	8.97	28,008	2,334	1,077.23	13.46
0402	PARK MAINTENANCE SUPERVISOR	E	08A	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0404	PARK MAINTENANCE MANAGER	E	01C	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0405	HORTICULTURAL EDUCATION COORD	E	02B	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0407	LANDSCAPE CONSTRUCTION SUPERVISOR	E	02B	19,608	1,634	754.15	9.42	29,412	2,451	1,131.23	14.14
0409	PARK OPERATIONS SUPERVISOR	E	08A	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0410	GARDENER I	N	08B	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0411	SR GARDENER	N	08A	18,060	1,505	694.61	8.68	25,284	2,107	972.46	12.15
0412	GARDENER II	N	08B	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0413	ASST HORTICULTURAL SERV SUPT	E	02B	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0417	CEMETERY OPERATIONS SUPT	E	02B	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0418	PARKS CONSTRUCTION SUPERVISOR	E	08A	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0419	ASST PARKS MAINTENANCE SUPT	E	02B	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0421	CEMETERY SERVICES CREW LEADER	N	08A	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57
0422	SR TREE MAINTENANCE WORKER	N	08A	18,060	1,505	694.61	8.68	25,284	2,107	972.46	12.15
0423	TREE MAINTENANCE WORKER II	N	08B	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0424	TREE MAINTENANCE WORKER I	N	08B	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0430	SWIMMING POOL ATTENDANT	E	08B	9,888	824	380.30	4.75	13,344	1,112	513.23	6.41
0431	RECREATION ATTENDANT	N	08B	9,888	824	380.30	4.75	13,344	1,112	513.23	6.41
0432	LIFEGUARD	N	08B	11,640	970	447.69	5.59	16,296	1,358	626.76	7.83
0433	AQUATICS SUPERINTENDENT	E	02D	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94

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				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0436	AQUATIC SERVICES SUPERVISOR	E	05D	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0437	SWIMMING POOL SUPERVISOR	E	05B	16,932	1,411	651.23	8.14	25,404	2,117	977.07	12.21
0438	TOUR COORDINATOR	N	06A	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0439	TOUR GUIDE	N	06A	13,478	1,123	518.30	6.47	18,864	1,572	725.53	9.06
0440	RECREATION AIDE	N	08B	12,840	1,070	493.84	6.17	17,976	1,498	691.38	8.64
0441	COMMUNITY CENTER LEADER I	N	05D	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0442	COMMUNITY CENTER LEADER II	N	05D	18,060	1,505	694.61	8.68	25,284	2,107	972.46	12.15
0443	SR COMMUNITY CENTER LEADER	E	05D	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0444	COMMUNITY CENTER SUPERVISOR	E	02D	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0445	COMMUNITY CENTER COORDINATOR	E	02D	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0446	LEISURE SERVICES MANAGER	E	01C	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0447	YOUTH DEVELOPMENT/PROGRAM MGR	E	01C	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0448	GOLF OPERATIONS MANAGER	E	01C	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0450	RECREATION SPECIALIST	N	05D	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0451	SR RECREATION SPECIALIST	E	02D	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0452	MUSEUM ASSISTANT	N	05A	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0453	MUSEUM AIDE	N	06B	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
0454	MUSEUM ADMINISTRATOR	E	01C	35,220	2,935	1,354.61	16.93	52,836	4,403	2,032.15	25.40
0456	YOUTH ATHLETICS SUPERVISOR	E	02D	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0459	BUILDING MAINTENANCE OFFICER	E	07C	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0460	ATHLETIC PROGRAMS SUPERVISOR	E	02D	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0461	ASST ATHLETIC PROGRAMS SUPV	E	02D	19,608	1,634	754.15	9.42	29,412	2,451	1,131.23	14.14
0462	ATHLETICS SUPERINTENDENT	E	02D	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0465	NATURE PRESERVE COORDINATOR	E	02A	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0466	GOLF COURSE MAINTENANCE SUPV II	E	08A	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0467	GOLF ACTIVITIES ATTENDANT II	N	08B	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0468	ASST BOTANICAL GARDENS SUPT	E	02B	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0469	BOTANICAL GARDENS SUPT	E	01C	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0470	ASST RECREATION SERVICES SUPT	E	02D	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0471	SPECIAL PROGRAMS SUPERVISOR	E	02D	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0472	EVENTS COORDINATOR	E	02D	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0474	DISABLED RECREATION PROGRAM SUPV	E	02D	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0475	GOLF COURSE EQUIPMENT OPERATOR	N	07D	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0476	GOLF ACTIVITIES ATTENDANT I	N	08B	12,840	1,070	493.84	6.17	17,976	1,498	691.38	8.64
0477	GOLF COURSE MAINTENANCE WORKER	N	08B	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0478	GOLF COURSE EQUIPMENT MECHANIC	N	07A	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0479	GOLF ACTIVITIES SUPERVISOR I	E	02B	19,608	1,634	754.15	9.42	29,412	2,451	1,131.23	14.14
0480	ASST GOLF OPERATIONS SUPT	E	02B	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0481	GOLF OPERATIONS SUPERINTENDENT	E	01C	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0482	GOLF COURSE EQUIP MAINT SUPV	N	07C	18,060	1,505	694.61	8.68	25,284	2,107	972.46	12.15

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				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0483	GOLF ACTIVITIES SUPERVISOR II	E	02B	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0484	PARKS MAINTENANCE SUPERINTENDENT	E	01C	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0485	RECREATION SERVICES SUPT	E	01C	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0486	VISITOR INFORMATION CENTER SUPV	E	01C	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0487	RECREATION SERVICES SUPERVISOR	E	02D	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0488	HORTICULTURAL SERVICES MANAGER	E	01C	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0489	SR HORTICULTURIST	E	02B	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0490	HORTICULTURE SERVICES SUPT	E	01C	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0491	GOLF COURSE MAINTENANCE SUPV I	E	08A	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0492	HORTICULTURIST I	E	02B	19,608	1,634	754.15	9.42	29,412	2,451	1,131.23	14.14
0493	HORTICULTURIST II	E	02B	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0494	LANDSCAPE ARCHITECT	E	02D	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0495	GOLF COURSE MAINT CREW LEADER	N	08A	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57
0496	RIVER OPERATIONS SUPERVISOR	E	02B	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0497	RIVER OPERATIONS SUPERINTENDENT	E	01C	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0498	AGRONOMIST	E	02B	19,608	1,634	754.15	9.42	29,412	2,451	1,131.23	14.14
0499	PARK NATURALIST	E	02B	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0500	BUILDING INSPECTOR	E	07D	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0501	SR BUILDING INSPECTOR	E	07C	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0504	BUILDING INSPECTIONS SUPERVISOR	E	07C	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0505	SR CODE COMPLIANCE INVEST	E	05B	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0506	CODE COMPLIANCE INVESTIGATOR	E	05B	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0507	CODE COMPLIANCE SUPERVISOR	E	05B	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0508	PERMIT CLERK II	N	06B	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0509	PERMIT CLERK I	N	06B	14,148	1,179	544.15	6.80	19,812	1,651	762.00	9.52
0510	ELECTRICAL INSPECTOR	E	07D	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0511	SR PERMIT CLERK	E	06B	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0513	SR ELECTRICAL/SIGN INSPECTOR	E	07C	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0514	PERMIT SUPERVISOR	E	05B	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0515	ELECTRICAL INSPECTIONS SUPERVISOR	E	07C	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0520	PLUMBING INSPECTOR	E	07D	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0521	PLUMBING INSPECTOR SUPV	E	07C	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0522	SR PLUMBING INSPECTOR	E	07C	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0526	HVAC INSPECTOR	E	07D	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0527	HVAC INSPECTIONS SUPV	E	07C	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0528	SR HVAC INSPECTOR	E	07C	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0530	COMBINATION INSPECTOR	E	07D	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0535	SIGN INSPECTOR	E	07D	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0547	BUILDING LOCATION SPECIALIST	N	06B	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0553	CONSTRUCTION INSPECTOR I	E	07D	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59

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				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0554	CONSTRUCTION INSPECTOR II	E	07D	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0555	SR CONSTRUCTION INSPECTOR	E	07D	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0556	CONSTRUCTION INSPECTIONS SUPV	E	07C	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0557	CONSTRUCTION INSPECTIONS SUPT	E	02B	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
0558	CONSTRUCTION SPECIALIST I	E	07D	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0559	CONSTRUCTION SPECIALIST II	E	02B	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0565	TRANSPORTATION INSPECT SUPV	E	02B	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0566	TRANSPORTATION INSPECT I	N	05B	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0567	TRANSPORTATION INSPECT II	N	05B	20,904	1,742	804.00	10.05	29,288	2,439	1,125.69	14.07
0568	TRANSPORTATION SERVICES MANAGER	E	01C	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
0569	TRANSPORTATION AGENT	N	05B	20,904	1,742	804.00	10.05	29,268	2,439	1,125.69	14.07
0570	SR TRANSPORTATION AGENT	N	05B	26,676	2,223	1,026.00	12.82	37,344	3,112	1,436.30	17.95
0573	PLANS COORDINATOR	E	05A	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0575	PLANS EXAMINER II	E	03A	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0576	SR PLANS EXAMINER	E	07C	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0577	PLANS EXAMINER I	N	03A	18,060	1,505	694.61	8.68	25,284	2,107	972.46	12.15
0595	AIRPORT OPERATIONS AGENT	N	05B	20,904	1,742	804.00	10.05	29,268	2,439	1,125.69	14.07
0600	POLICE OFFICER	N	04B	29,184	2,432	1,122.46	14.03	37,140	3,095	1,428.46	17.85
0601	POLICE OFFICER (PROBATIONARY)	N	04B	25,356	2,113	975.23	12.19	25,356	2,113	975.23	12.19
0602	POLICE CADET	N	04B	20,892	1,741	803.53	10.04	20,892	1,741	803.53	10.04
0603	POLICE DETECTIVE-INVESTIGATOR	N	04B	40,176	3,348	1,545.23	19.31	40,176	3,348	1,545.23	19.31
0604	POLICE SERGEANT	E	04B	46,140	3,845	1,774.61	22.18	46,140	3,845	1,774.61	22.18
0605	POLICE LIEUTENANT	E	02I	51,888	4,324	1,995.69	24.94	51,888	4,324	1,995.69	24.94
0606	POLICE CAPTAIN	E	02I	59,652	4,971	2,294.30	28.67	59,652	4,971	2,294.30	28.67
0607	SR ABATEMENT OFFICER	N	04C	26,676	2,223	1,026.00	12.82	37,344	3,112	1,436.30	17.95
0608	DEPUTY CHIEF	E	02I	68,508	5,709	2,634.92	32.93	68,508	5,709	2,634.92	32.93
0609	CRIME ANALYST	E	02A	19,608	1,634	754.15	9.42	29,412	2,451	1,131.23	14.14
0610	DISPATCHING SUPERVISOR	N	05B	24,192	2,016	930.46	11.63	33,864	2,822	1,302.46	16.28
0612	ALARMS INVESTIGATOR	N	05B	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
0613	ALARMS INV SUPERVISOR	E	05B	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0614	ABATEMENT OFFICER	N	04C	21,948	1,829	844.15	10.55	30,732	2,581	1,182.00	14.77
0615	DISPATCHER II	N	05B	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0616	POLICE DISPATCHER	N	05B	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57
0618	SR DISPATCHER	N	05B	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0619	PARK RANGER CORPORAL	N	04C	23,040	1,920	886.15	11.07	32,256	2,688	1,240.61	15.50
0620	ARMORER	E	04C	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0621	CRISIS RESPONSE TEAM MANAGER	E	04C	42,804	3,567	1,646.30	20.57	64,212	5,351	2,469.69	30.87
0622	PARK RANGER LIEUTENANT	E	04C	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0623	SCHOOL CROSSING GUARD	N	08B	3,984	332	153.23	5.10	5,376	448	206.76	6.89
0624	SCHOOL CROSSING GUARD SUPV	N	08A	12,228	1,019	470.30	5.87	17,124	1,427	658.61	8.23

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			EEO	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0625	PARK RANGER SERGEANT	E	04C	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0626	PARK RANGER	N	04C	20,904	1,742	804.00	10.05	29,268	2,439	1,125.69	14.07
0627	PARK RANGER CHIEF	E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0628	DETENTION OFFICER	N	04C	18,060	1,505	694.61	8.68	25,284	2,107	972.46	12.15
0629	AIRPORT POLICE OFFICER	N	04C	20,904	1,742	804.00	10.05	29,268	2,439	1,125.69	14.07
0630	AIRPORT POLICE SERGEANT	E	04C	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0631	AIRPORT POLICE LIEUTENANT	E	04C	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0632	AIRPORT POLICE CHIEF	E	04C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0633	POLICE SERVICES OFFICER	N	04B	20,892	1,741	803.53	10.04	20,892	1,741	803.53	10.04
0634	SECURITY GUARD I	N	04C	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0635	SECURITY GUARD II	N	04C	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57
0636	COMMUNICATIONS OPERATOR	N	05B	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0637	SR COMMUNICATIONS OPERATOR	N	05B	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
0638	AIRPORT POLICE CORPORAL	N	04C	23,040	1,920	886.15	11.07	32,256	2,688	1,240.61	15.50
0639	FINGERPRINT CLASSIFIER	N	04C	18,060	1,505	694.61	8.68	25,284	2,107	972.46	12.15
0640	PHOTOGRAPHER	N	03A	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0641	PHOTO LAB SUPERVISOR	N	03A	24,192	2,016	930.46	11.63	33,864	2,822	1,302.46	16.28
0642	LATENT FINGERPRINT EXAMINER	N	04C	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0643	VIDEO PRODUCTION TECHNICIAN	N	03B	26,676	2,223	1,026.00	12.82	37,344	3,112	1,436.30	17.95
0644	PERSONNEL INVESTIGATOR	E	05A	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0645	SR CRIME ANALYST	E	02A	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0647	FILM DEVELOPMENT MANAGER	E	01C	42,804	3,567	1,646.30	20.57	64,212	5,351	2,469.69	30.87
0648	MUNICIPAL COURT ASSISTANT	N	06A	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
0649	COURT OFFICER	N	04C	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0650	MUNICIPAL INTEGRITY MANAGER	E	02D	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0651	SECURITY GUARD CHIEF	E	04C	24,192	2,016	930.46	11.63	33,864	2,822	1,302.46	16.28
0652	SR POLICE SERVICES AGENT	N	04C	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0653	POLICE SERVICES SUPERVISOR	E	04C	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0656	DETENTION SUPERVISOR	N	04C	21,948	1,829	844.15	10.55	30,732	2,561	1,182.00	14.77
0657	POLICE SERVICES AGENT	N	04C	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0658	FIREFIGHTER TRAINEE	N	04A	20,892	1,741	803.53	10.04	20,892	1,741	803.53	10.04
0659	FIREFIGHTER (PROBATIONARY)	N	04A	31,776	2,648	1,222.15	11.52	31,776	2,648	1,222.15	11.52
0660	FIREFIGHTER	N	04A	31,776	2,648	1,222.15	14.54	35,940	2,995	1,382.30	16.45
		N	04A	31,776	2,648	1,222.15	11.52	35,940	2,995	1,382.30	13.04
0661	FIRE APPARATUS OPERATOR	N	04A	38,652	3,221	1,486.61	18.58	39,384	3,282	1,514.76	18.93
		N	04A	38,652	3,221	1,486.61	17.69	39,384	3,282	1,514.76	18.03
		N	04A	38,652	3,221	1,486.61	14.02	39,384	3,282	1,514.76	14.29
0662	FIRE LIEUTENANT	N	02H	44,184	3,682	1,699.38	21.24	44,184	3,682	1,699.38	21.24
		N	02H	44,184	3,682	1,699.38	20.23	44,184	3,682	1,699.38	20.23
		N	02H	44,184	3,682	1,699.38	16.03	44,184	3,682	1,699.38	16.03

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					ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0663	FIRE CAPTAIN	BWW 40	E	02H	50,520	4,210	1,943.07	24.28	50,520	4,210	1,943.07	24.28
		BWW 42	E	02H	50,520	4,210	1,943.07	23.13	50,520	4,210	1,943.07	23.13
		BWW 53	E	02H	50,520	4,210	1,943.07	18.33	50,520	4,210	1,943.07	18.33
0664	DISTRICT FIRE CHIEF	BWW 40	E	02H	57,816	4,818	2,223.69	27.79	57,816	4,818	2,223.69	27.79
		BWW 53	E	02H	57,816	4,818	2,223.69	20.97	57,816	4,818	2,223.69	20.97
0666	ASST FIRE CHIEF	BWW 40	E	02H	66,264	5,522	2,548.61	31.85	66,264	5,522	2,548.61	31.85
		BWW 53	E	02H	66,264	5,522	2,548.61	24.04	66,264	5,522	2,548.61	24.04
0669	FIRE PROTECTION ENGINEER		E	02B	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0670	PARKING ENFORCEMENT OFFICER		N	05B	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0671	ASST PARK OPER & ENF MGR		E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0675	PARKING ENFORCEMENT SUPERVISOR		E	05B	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0676	PARKING OPS. & ENFORCEMENT MGR		E	01C	44,952	3,746	1,728.92	21.61	67,428	5,619	2,593.38	32.41
0687	TRAFFIC ANALYST		E	03A	19,608	1,634	754.15	9.42	29,412	2,451	1,131.23	14.14
0690	RADIO SERVICES TECHNICIAN II		N	03B	24,192	2,016	930.46	11.63	33,864	2,822	1,302.46	16.28
0691	RADIO SERVICES SUPV		E	03B	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0693	RADIO SERVICES TECHNICIAN I		N	03B	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
0694	SR RADIO SERVICES TECHNICIAN		E	03B	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0695	TELECOMMUNICATIONS TECHNICIAN		N	03B	26,676	2,223	1,026.00	12.82	37,344	3,112	1,436.30	17.95
0696	TELECOMMUNICATION SYSTEMS SUPV		E	02B	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0697	COURT OPERATIONS SUPERVISOR		E	01C	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0698	COURTS SUPERVISOR		N	06A	18,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
0699	MUNICIPAL COURT MANAGER		E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0801	CASHIER I		N	06A	12,228	1,019	470.30	5.87	17,124	1,427	658.61	8.23
0802	CASHIER II		N	06A	14,148	1,179	544.15	6.80	19,812	1,651	762.00	9.52
0803	SR CASHIER		N	06A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0804	PARKING MANAGER		E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0805	PARKING SUPERINTENDENT		E	02B	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0806	PARKING SUPERVISOR		E	05B	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0807	NETWORK SERVICES SUPERVISOR		N	03A	23,040	1,920	886.15	11.07	32,256	2,688	1,240.61	15.50
0808	SEASONAL CASHIER		N	06A	10,056	838	386.76	4.83	14,076	1,173	541.38	6.76
0809	NETWORK SERVICES OPERATOR		N	03A	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0810	PARKING ATTENDANT		N	06B	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
0811	COMPUTER OPERATOR		N	03A	18,060	1,505	694.61	8.68	25,284	2,107	972.46	12.15
0812	SR COMPUTER OPERATOR		N	03A	24,192	2,016	930.46	11.63	33,864	2,822	1,302.46	16.28
0813	PURCHASING AGENT		E	01C	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0814	BUYER II		E	02A	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0815	COMPUTER SCHEDULING SUPERVISOR		E	02A	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0816	COMPUTER OPERATIONS MANAGER		E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0817	FINANCIAL ANALYST		E	02A	35,220	2,935	1,354.61	16.93	52,836	4,403	2,032.15	25.40
0818	EQUIPMENT AND FACILITIES MANAGER		E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66

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				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0819	COMPUTER OPERATIONS SUPERVISOR	E	02A	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0820	SYSTEMS PROGRAMMING SUPERVISOR	E	02A	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0821	SR SYSTEMS PROGRAMMER	E	02A	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
0822	SYSTEMS PROGRAMMER II	E	02A	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0823	SYSTEMS PROGRAMMER I	E	02A	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0824	FISCAL MANAGEMENT ACCOUNTANT	E	02A	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0825	DATA CLERK SUPERVISOR	N	06A	18,060	1,505	694.61	8.68	25,284	2,107	972.46	12.15
0826	FISCAL PLANNING MANAGER	E	01C	45,672	3,806	1,756.61	21.95	68,508	5,709	2,634.92	32.93
0828	TAX INVESTIGATION SUPERVISOR	E	03A	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0829	TAX INVESTIGATOR	N	03A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0830	SR TAX INVESTIGATOR	E	03A	21,948	1,829	844.15	10.55	30,732	2,561	1,182.00	14.77
0831	TAX ASSESSOR AND COLLECTOR	E	01C	42,804	3,567	1,646.30	20.57	64,212	5,351	2,469.69	30.87
0832	SOFTWARE SPECIALIST	E	02A	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0833	DATA CLERK I	N	06A	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
0834	PROPERTY TAX SUPERVISOR	E	02B	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0835	INFORMATION SERVICES MANAGER	E	01C	44,952	3,746	1,728.92	21.61	67,428	5,619	2,593.38	32.41
0837	REVENUE BILLING & COLLECTION SUPV	E	02A	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0838	PRODUCTION & QUALITY CONTROL SPEC	E	03A	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0841	BUYER I	E	02A	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0842	TAX ANALYST	N	05A	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0843	SR BUYER	E	02A	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0844	GRANTS MANAGEMENT OFFICER	E	02A	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0845	EMPLOYEE BENEFITS SPECIALIST	E	02A	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0847	ASST DIR OF AVIATION FIN/ADMIN	E	01B	53,508	4,459	2,058.00	25.72	77,052	6,421	2,963.53	37.04
0848	RECORDS TECHNICIAN	N	06A	12,840	1,070	493.84	6.17	17,976	1,498	691.38	8.64
0849	SR RECORDS TECHNICIAN	N	06A	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0850	FISCAL OPERATIONS MANAGER	E	01C	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0852	RECORDS CONTROL MANAGER	E	02A	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0853	PARTS & EQUIPMENT SUPV	E	05B	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0854	CLAIMS SPECIALIST	E	02B	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0855	RISK MANAGER	E	01C	42,804	3,567	1,646.30	20.57	64,212	5,351	2,469.69	30.87
0856	LIABILITY CLAIMS SUPERVISOR	E	02A	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
0858	SR TAX ANALYST	E	03A	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
0859	CLAIMS EXAMINER	E	02B	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0860	EMPLOYEE BENEFITS ADMINISTRATOR	E	01C	42,804	3,567	1,646.30	20.57	64,212	5,351	2,469.69	30.87
0861	EMPLOYEE BENEFITS MANAGER	E	02A	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0862	DEPARTMENT SYSTEMS MANAGER	E	02A	45,672	3,806	1,756.61	21.95	68,508	5,709	2,634.92	32.93
0863	HEARING OFFICER	E	02A	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0864	COURT REPORTER	E	02B	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0865	SPECIAL PROJECTS OFFICER	E	02D	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89

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				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0866	SPECIAL PROJECTS MANAGER	E	01C	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0867	CLERK OF MUNICIPAL COURT	E	01C	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0868	SR ACCOUNTING CLERK	N	06A	18,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
0869	CENTRAL STORES MANAGER	E	01C	31,832	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0870	SPECIAL PROJECTS COORDINATOR	E	02A	35,220	2,935	1,354.61	16.93	52,836	4,403	2,032.15	25.40
0871	ACCOUNT CLERK I	N	06A	12,840	1,070	493.84	6.17	17,976	1,498	691.38	8.64
0872	ACCOUNT CLERK II	N	06A	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
0873	ACCOUNTANT I	E	02A	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0874	ACCOUNTANT II	E	02A	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0875	ACCOUNTING SUPERVISOR	E	02A	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0876	ASST CONTROLLER	E	02A	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0877	CONTROLLER	E	01C	47,196	3,933	1,815.23	22.69	70,800	5,900	2,723.07	34.03
0878	REVENUE ACCOUNTING SUPERVISOR	E	02A	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0879	BUDGET & MANAGEMENT COORDINATOR	E	01C	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
0880	BUDGET AND MANAGEMENT ANALYST I	E	02A	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0881	BUDGET AND MANAGEMENT ANALYST II	E	02A	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0882	AUDITOR	E	02A	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0883	SR AUDITOR	E	02A	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0884	AUDIT SUPERVISOR	E	02A	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0885	PROGRAMMING CONTROL CLERK	N	06A	14,148	1,179	544.15	6.80	19,812	1,651	762.00	9.52
0886	PROGRAMMER/ANALYST I	E	02A	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0887	PROGRAMMER/ANALYST II	E	02A	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0888	SR PROGRAMMER/ANALYST	E	02A	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0889	DEPARTMENT SYSTEMS SUPERVISOR	E	02A	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0890	WORKERS' COMPENSATION SUPV	E	02A	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
0891	FINANCIAL SPECIALIST	E	02A	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0892	FISCAL OFFICER	E	02A	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0893	PROGRAMMER/ANALYST SUPV	E	02A	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
0894	INFORMATION SYSTEMS PROJECT SUPV	E	02A	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0895	CASH AND DEPT MANAGER	E	01C	42,804	3,567	1,846.30	20.57	64,212	5,351	2,469.69	30.87
0896	DEPARTMENT SYSTEMS SPECIALIST	E	02A	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0897	ASST INFO SERVICES MANAGER	E	01C	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0898	EDP AUDITOR	E	02A	35,220	2,935	1,354.61	16.93	52,836	4,403	2,032.15	25.40
0899	COMPUTER TAPE LIBRARIAN	N	03A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0901	ELDERLY SERVICES SUPERVISOR	E	02D	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0902	FAMILY CARE PROVIDER	N	05D	10,056	838	386.76	4.83	14,076	1,173	541.38	6.76
0903	HOMEMAKER AIDE	N	05D	9,888	824	380.30	4.75	13,344	1,112	513.23	6.41
0904	ELDERLY SERVICES COUNSELOR	N	05D	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
0905	JOB DEVELOPER	E	02A	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0906	SOCIAL SERVICES MANAGER	E	01C	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40

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				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0907	CHAUFFEUR	N	05D	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0908	ASST SOCIAL SERVICES MANAGER	E	02D	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0909	CUSTOMER SERVICES REPRESENTATIVE	N	06A	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0910	SR CUSTOMER SERVICES REPR	N	06A	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57
0911	CUSTOMER SERVICES SPECIALIST	E	02D	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0912	SR PROJECT MANAGEMENT SPEC	E	02D	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0913	LITERACY PROGRAM COORD	E	02D	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0914	PROGRAM COUNSELOR	E	05D	18,672	1,556	718.15	8.97	28,008	2,334	1,077.23	13.46
0915	PROGRAM COORDINATOR	E	02D	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0916	ASST PROGRAM COORDINATOR	E	02D	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0918	PROGRAM MANAGER	E	02D	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0919	PROJECT MANAGEMENT SPECIALIST	E	02D	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0920	CHAUFFER SERVICES SUPERVISOR	N	05D	21,948	1,829	844.15	10.55	30,732	2,561	1,182.00	14.77
0923	SR ECONOMIC DEVELOPMENT SPEC	E	02D	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0924	ECONOMIC DEVELOPMENT SPECIALIST II	E	02D	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0926	ECONOMIC DEVELOPMENT MANAGER	E	01C	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
0928	CHILD CARE SERVICES COORDINATOR	E	02D	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0929	CONTRACT SPECIALIST	E	02A	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0931	CHILD CARE COUNSELOR	E	02D	18,672	1,556	718.15	8.97	28,008	2,334	1,077.23	13.46
0932	INTERGOVERNMENTAL RELATIONS MGR	E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.68
0933	COMMUNITY DEVELOPMENT ANALYST	E	02D	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0936	COMMUNITY DEVELOPMENT MANAGER	E	01A	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0937	COMMUNITY DEVELOPMENT COORDINATOR	E	02D	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0939	CITIZEN ACTION OFFICER	E	02D	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0941	YOUTH ALTERNATIVES MANAGER	E	01C	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0943	YOUTH CENTER SUPERVISOR	E	02D	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0944	LIBRARY CIRCULATION ATTENDANT I	N	06B	14,148	1,179	544.15	6.80	19,812	1,651	762.00	9.52
0945	MARKETING SPECIALIST	E	02D	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0946	SR MARKETING SPECIALIST	E	01C	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0947	INTERNATIONAL AFFAIRS MANAGER	E	01C	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
0948	SR INTERNATIONAL AFFAIRS SPEC	E	02D	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
0949	ECONOMIC DEVELOPMENT SPECIALIST I	E	02D	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
0950	INTERNATIONAL AFFAIRS SPECIALIST	E	02D	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0952	LIBRARY ASSISTANT I	N	05A	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57
0953	LIBRARY AIDE	N	06B	5,196	433	199.84	4.99	7,020	585	270.00	6.75
0954	LIBRARIAN I	E	02G	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
0955	LIBRARIAN II	E	02G	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0956	LIBRARIAN III	E	02G	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
0957	LIBRARY SERVICES ADMINISTRATOR	E	01C	42,804	3,567	1,646.30	20.57	64,212	5,351	2,469.69	30.87
0958	BOOKMOBILE LIBRARY ASSISTANT	N	05A	18,060	1,505	694.61	8.68	25,284	2,107	972.46	12.15

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				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
0959	BOOKMOBILE LIBRARY CLERK	N	06B	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
0960	MULTI-SERVICE CENTER SUPV	E	02D	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0961	CASEWORKER I	E	02D	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0962	LIBRARY ASSISTANT II	N	05A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0963	LIBRARIAN IV	E	02G	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0964	CULTURAL CENTER SUPERVISOR	E	02D	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0965	LIBRARY CLERK	N	06B	12,840	1,070	493.84	6.17	17,976	1,498	691.38	8.64
0966	CULTURAL AFFAIRS SUPERINTENDENT	E	02D	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0969	SR CLIENT/VENDOR SERVICES SPEC	E	02D	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
0970	LIBRARY CIRCULATION ATTENDANT II	N	06B	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
0971	CASEWORKER II	E	02D	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0972	CASEWORK SUPERVISOR	E	02D	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
0973	HOUSING COUNSELOR	E	02D	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0974	SR COMM SRV EMPL PROJ ENR	N	05D	9,888	824	380.30	4.75	13,344	1,112	513.23	6.41
0975	SR CIRCULATION ATTENDANT	N	06B	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0980	FOOD SERVICE COORDINATOR	E	02D	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0984	NUTRITION SITE SUPERVISOR	N	05D	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
0985	CASE AIDE	N	05D	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57
0986	CLIENT/VENDOR SERVICES SPECIALIST	E	02D	23,040	1,920	886.15	11.07	34,560	2,880	1,329.23	16.61
0987	CHILD AND FAMILY THERAPIST	E	02D	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
0988	ASST MULTI-SERVICE CENTER SUPV	E	02D	25,032	2,086	962.78	12.03	37,548	3,129	1,444.15	18.05
0989	FIELD SERVICE COORDINATOR	E	02D	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0990	SR CHILD CARE COUNSELOR	E	02D	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
0991	CHILD CARE SERVICES SUPV	E	02D	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
0992	FINE ARTS COORDINATOR	E	02D	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
0993	CHILD DEVELOPMENT SPECIALIST	E	02D	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
0994	COOK	N	08B	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
0995	COOK HELPER	N	08B	12,228	1,019	470.30	5.87	17,124	1,427	658.61	8.23
0996	CHILD CARE SERVICES MANAGER	E	02D	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
0997	SR MANAGEMENT COORDINATOR	E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
0999	SR MANAGEMENT ANALYST	E	01C	35,220	2,935	1,354.61	16.93	52,836	4,403	2,032.15	25.40
1000	CITY ATTORNEY	E	01A	75,312	6,276	2,896.61	36.20	108,444	9,037	4,170.92	52.13
1001	FINANCE DIRECTOR	E	01A	71,724	5,977	2,758.61	34.48	103,284	8,607	3,972.46	49.65
1002	POLICE CHIEF	E	01A	71,724	5,977	2,758.61	34.48	103,284	8,607	3,972.46	49.65
1003	FIRE CHIEF	E	01A	71,724	5,977	2,758.61	34.48	103,284	8,607	3,972.46	49.65
1004	PUBLIC WORKS DIRECTOR	E	01A	75,312	6,276	2,896.61	36.20	108,444	9,037	4,170.92	52.13
1005	PUBLIC HEALTH DIRECTOR	E	01A	75,312	6,276	2,896.61	36.20	108,444	9,037	4,170.92	52.13
1006	PARKS & RECREATION DIRECTOR	E	01A	71,724	5,977	2,758.61	34.48	103,284	8,607	3,972.46	49.65
1007	COMMUNITY RELATIONS DIRECTOR	E	01A	59,004	4,917	2,269.38	28.36	84,960	7,080	3,267.69	40.84
1008	PLANNING DIRECTOR	E	01A	68,304	5,692	2,627.07	32.83	98,352	8,196	3,782.76	47.28

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				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
1010	CONVENTION FACILITIES DIRECTOR	E	01A	65,052	5,421	2,502.00	31.27	93,672	7,806	3,602.76	45.03
1011	BUILDING INSPECTIONS DIRECTOR	E	01A	68,304	5,692	2,627.07	32.83	98,352	8,196	3,782.76	47.28
1012	ECONOMIC DEVELOPMENT DIRECTOR	E	01A	68,304	5,692	2,627.07	32.83	98,352	8,196	3,782.76	47.28
1013	CONVENTION & VISITORS BUREAU DIR.	E	01A	68,304	5,692	2,627.07	32.83	98,352	8,196	3,782.76	47.28
1014	MUNICIPAL COURT DIRECTOR	E	01A	68,304	5,692	2,627.07	32.83	98,352	8,196	3,782.76	47.28
1015	CITY CLERK	E	01A	SET BY COUNCIL							
1016	ASST CITY CLERK	E	01B	46,224	3,852	1,777.84	22.22	66,564	5,547	2,560.15	32.00
1017	LIBRARY DIRECTOR	E	01A	68,304	5,692	2,627.07	32.83	98,352	8,196	3,782.76	47.28
1018	ASST LIBRARY DIRECTOR	E	01B	53,508	4,459	2,058.00	25.72	77,052	6,421	2,963.53	37.04
1019	ARTS & CULTURAL AFFAIRS DIRECTOR	E	01A	56,196	4,683	2,161.38	27.01	80,928	6,744	3,112.61	38.90
1020	COMMUNITY DEVELOPMENT DIRECTOR	E	01A	56,196	4,683	2,161.38	27.01	80,928	6,744	3,112.61	38.90
1021	OFF OF BUDGET & MGMT ANAL DIRECTOR	E	01A	65,052	5,421	2,502.00	31.27	93,672	7,806	3,602.76	45.03
1022	CITY MANAGER	E	01A	SET BY COUNCIL							
1023	PRESIDING JUDGE	E	01E	SET BY COUNCIL							
1024	JUDGE	E	01E	SET BY COUNCIL							
1025	GENERAL SERVICES DIRECTOR	E	01A	68,304	5,692	2,627.07	32.83	98,352	8,196	3,782.76	47.28
1026	ALAMODOME DIRECTOR	E	01A	65,052	5,421	2,502.00	31.27	93,672	7,806	3,602.76	45.03
1027	CONV FAC/PLN & CONSTR DIRECTOR	E	01A	61,956	5,163	2,382.92	29.78	89,220	7,435	3,431.53	42.89
1028	INTERNAL REVIEW DIRECTOR	E	01A	56,196	4,683	2,161.38	27.01	80,928	6,744	3,112.61	38.90
1029	AVIATION DIRECTOR	E	01A	71,724	5,977	2,758.61	34.48	103,284	8,607	3,972.46	49.65
1030	COMMUNITY INITIATIVES DIRECTOR	E	01A	68,304	5,692	2,627.07	32.83	98,352	8,196	3,782.76	47.28
1031	ASST TO CITY MANAGER	E	01A	68,304	5,692	2,627.07	32.83	98,352	8,196	3,782.76	47.28
1032	ASST CITY MANAGER	E	01A	79,080	6,590	3,041.53	38.01	113,880	9,490	4,380.00	54.75
1033	OFFICE OF SPE PROJECTS DIRECTOR	E	01A	52,044	4,337	2,001.69	25.02	78,072	6,506	3,002.76	37.53
1034	MARKET SQUARE DIRECTOR	E	01C	46,224	3,852	1,777.84	22.22	66,564	5,547	2,560.15	32.00
1035	EXECUTIVE DIR F&P PENSION FUND	E	01A	75,312	6,276	2,896.61	36.20	108,444	9,037	4,170.92	52.13
1036	ASSETS MANAGEMENT DIRECTOR	E	01A	71,724	5,977	2,758.61	34.48	103,284	8,607	3,972.46	49.65
1038	INTERNATIONAL AFFAIRS DIRECTOR	E	01A	65,052	5,421	2,502.00	31.27	93,672	7,806	3,602.76	45.03
1039	INFORMATION SERVICES DIRECTOR	E	01A	68,304	5,692	2,627.07	32.83	98,352	8,196	3,782.76	47.28
1040	HUMAN RESOURCES DIRECTOR	E	01A	68,304	5,692	2,627.07	32.83	98,352	8,196	3,782.76	47.28
1041	ASST BUILDING INSPECTIONS DIRECTOR	E	01B	53,508	4,459	2,058.00	25.72	77,052	6,421	2,963.53	37.04
1042	ASST DIRECTOR FOR HEALTH ADMIN	E	01A	53,508	4,459	2,058.00	25.72	77,052	6,421	2,963.53	37.04
1044	FIRST ASSISTANT CITY ATTORNEY	E	01B	61,956	5,163	2,382.92	29.78	89,220	7,435	3,431.53	42.89
1047	ASST HUMAN RESOURCES DIRECTOR	E	01B	53,508	4,459	2,058.00	25.72	77,052	6,421	2,963.53	37.04
1048	ASST ECONOMIC DEVELOPMENT DIR	E	01B	53,508	4,459	2,058.00	25.72	77,052	6,421	2,963.53	37.04
1049	ASST CODE COMPLIANCE DIRECTOR	E	01B	48,528	4,044	1,866.46	23.33	69,876	5,823	2,687.53	33.59
1052	ASST FINANCE DIRECTOR	E	01B	59,004	4,917	2,269.38	28.36	84,960	7,080	3,267.69	40.84
1058	ASST PUBLIC WORKS DIRECTOR	E	01B	61,956	5,163	2,382.92	29.78	89,220	7,435	3,431.53	42.89
1059	ASST CONVENTION BUREAU DIRECTOR	E	01B	53,508	4,459	2,058.00	25.72	77,052	6,421	2,963.53	37.04
1060	ASST CONVENTION FACILITIES DIR	E	01B	53,508	4,459	2,058.00	25.72	77,052	6,421	2,963.53	37.04

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				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
1061	ASST AVIATION DIRECTOR	E	01B	56,196	4,683	2,161.38	27.01	80,928	6,744	3,112.61	38.90
1062	ASST PARKS & RECREATION DIRECTOR	E	01B	59,004	4,917	2,269.38	28.36	84,960	7,080	3,267.69	40.84
1063	ASST PUBLIC WORKS DIR/SOLID WASTE	E	01B	61,956	5,163	2,382.92	29.78	88,220	7,435	3,431.53	42.89
1065	ASST GENERAL SERVICES DIRECTOR	E	01B	53,508	4,459	2,058.00	25.72	77,052	6,421	2,963.53	37.04
1067	ASST PLANNING DIRECTOR	E	01B	53,508	4,459	2,058.00	25.72	77,052	6,421	2,963.53	37.04
1071	ASST TO CITY COUNCIL	E	01B	48,528	4,044	1,866.46	23.33	69,876	5,823	2,687.53	33.59
1072	ASST TO MAYOR	E	01B	48,528	4,044	1,866.46	23.33	69,876	5,823	2,687.53	33.59
1075	SECRETARY TO CITY MANAGER	E	06A	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
1076	EXECUTIVE SECRETARY	E	08A	20,592	1,716	792.00	9.90	30,888	2,574	1,188.00	14.85
1077	COMMUNITY ACTION MANAGER	E	01C	48,528	4,044	1,866.46	23.33	69,876	5,823	2,687.53	33.59
1078	PUBLIC UTILITIES SUPERVISOR	E	01C	48,528	4,044	1,866.46	23.33	69,876	5,823	2,687.53	33.59
1079	CODE COMPLIANCE DIRECTOR	E	01A	59,004	4,917	2,269.38	28.36	84,960	7,080	3,267.69	40.84
7000	FIELD MAINTENANCE WORKER I	N	08B	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
7005	FIELD MAINTENANCE AIDE	N	08B	9,888	824	380.30	4.75	13,344	1,112	513.23	6.41
7010	SOLID WASTE COLLECTION WORKER	N	08B	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
7011	SOLID WASTE COLL/RECY TRUCK DRIVER	N	08B	18,060	1,505	694.61	8.68	25,284	2,107	972.46	12.15
7020	WASTE DISPOSAL SUPT	E	02B	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
7040	FIELD MAINTENANCE CREW LEADER	N	08A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
7060	ASST FLEET OPERATIONS MANAGER	E	02A	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
7070	HVAC TECH SUPERVISOR	E	07A	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
7100	STREET MAINTENANCE SUPERVISOR	E	08A	25,032	2,086	982.78	12.03	37,548	3,129	1,444.15	18.05
7140	HEAVY EQUIPMENT MECHANIC I	N	07A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
7150	ASST STREETS SUPERINTENDENT	E	02B	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
7160	HEAVY EQUIPMENT MECHANIC II	N	07A	23,040	1,920	886.15	11.07	32,256	2,688	1,240.61	15.50
7168	SR MARKINGS TECHNICIAN	N	07C	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
7169	TRAFFIC SYSTEMS SPECIALIST	E	08A	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
7170	MARKINGS SUPERVISOR	E	07C	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
7171	SIGN TECHNICIAN I	N	07A	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
7172	SIGN TECHNICIAN II	N	07A	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
7173	MARKINGS TECHNICIAN I	N	07A	14,148	1,179	544.15	6.80	19,812	1,651	762.00	9.52
7174	MARKINGS TECHNICIAN II	N	07A	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
7175	ELECTRONIC TECHNICIAN I	N	07B	14,148	1,179	544.15	6.80	19,812	1,651	762.00	9.52
7176	ELECTRONIC TECHNICIAN II	N	03B	20,904	1,742	804.00	10.05	29,268	2,439	1,125.69	14.07
7177	SR ELECTRONIC TECHNICIAN	N	03B	25,404	2,117	977.07	12.21	35,568	2,964	1,368.00	17.10
7178	ELECTRONIC TECHNICIAN SUPERVISOR	E	03B	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
7179	TRAFFIC SIGNALS SUPT	E	02B	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
7185	SIGN TECHNICIAN SUPERVISOR	E	07C	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
7187	SIGN TECHNICIAN CREW LEADER	N	07C	20,904	1,742	804.00	10.05	29,268	2,439	1,125.69	14.07
7188	SIGN SHOP SUPERVISOR	E	07C	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
7190	TRAFFIC SIGNAL TECHNICIAN I	N	07A	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99

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CLASS NO.	JOB CLASS TITLE	EXEMPT STATUS	EEO	MINIMUM				MAXIMUM			
				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
7200	TRAFFIC SIGNAL TECHNICIAN II	N	07A	20,904	1,742	804.00	10.05	29,268	2,439	1,125.69	14.07
7210	TRAFFIC SIGNALS SUPERVISOR	E	07C	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
7230	ASST DRAINAGE SUPERINTENDENT	E	02B	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
7240	DRAINAGE SUPERVISOR	E	08A	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
7250	DRAINAGE SUPERINTENDENT	E	02B	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
7255	STREET CLEANING SUPERINTENDENT	E	02B	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
7260	STREET CLEANING SUPERVISOR	E	08A	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
7262	STREETS SUPERINTENDENT	E	02B	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
7263	ASST STREETS & DRAINAGE MANAGER	E	02B	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
7264	STREETS & DRAINAGE MANAGER	E	01C	47,196	3,933	1,815.23	22.69	70,800	5,900	2,723.07	34.03
7265	SOLID WASTE MANAGER	E	01C	49,560	4,130	1,906.15	23.82	74,340	6,195	2,859.23	35.74
7266	ASST SOLID WASTE MANAGER	E	02B	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
7270	SOLID WASTE COLL/RECY SUPT	E	08A	38,820	3,235	1,493.07	18.66	58,236	4,853	2,239.84	27.99
7280	SOLID WASTE COLLECTION ROUTE SUPV	E	08A	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
7281	TRANSFER STATION SUPERVISOR	E	02B	27,588	2,299	1,061.07	13.26	41,388	3,449	1,591.84	19.89
7290	WASTE DISPOSAL SUPERVISOR	E	08A	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
7300	ASST SOLID WASTE COLLECTION SUPT	E	02B	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
7310	BRUSH ROUTE SUPERVISOR	E	08A	23,844	1,987	917.07	11.46	35,772	2,981	1,375.84	17.19
7311	BRUSH COLLECTION SUPERINTENDENT	E	02B	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
7320	DRAINAGE SECTION CREW LEADER	N	08A	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
7370	TRUCK DRIVER	N	08B	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.89
7400	EQUIPMENT OPERATOR I	N	07D	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
7410	EQUIPMENT OPERATOR II	N	07D	18,060	1,505	694.61	8.68	25,284	2,107	972.46	12.15
7420	SR EQUIPMENT OPERATOR	N	07D	21,948	1,829	844.15	10.55	30,732	2,561	1,182.00	14.77
7421	HEAVY EQUIPMENT-MECH CREW LEADER	E	08A	26,676	2,223	1,026.00	12.82	37,344	3,112	1,438.30	17.95
7422	HEAVY EQUIPMENT MAINTENANCE SUPV	E	07C	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
7430	WRECKER DRIVER	N	08B	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
7450	SR ELECTRICIAN	N	07A	25,404	2,117	977.07	12.21	35,568	2,964	1,368.00	17.10
7470	PUMP MECHANIC	N	07A	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57
7475	INDUSTRIAL EQUIPMENT MECHANIC	N	07A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
7480	MATERIAL TESTING TECH I	N	03B	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
7500	MATERIAL TESTING TECH II	N	03B	26,676	2,223	1,026.00	12.82	37,344	3,112	1,436.30	17.95
7509	SR MATERIAL TESTING TECHNICIAN	N	03B	28,800	2,400	1,107.69	13.84	40,320	3,360	1,550.76	19.38
7510	MATERIAL TESTING SUPERVISOR	E	03B	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
7511	PRINTER I	N	07A	14,148	1,179	544.15	6.80	19,812	1,651	762.00	9.52
7512	PRINTER II	N	07A	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57
7514	PRINT SHOP SUPERVISOR	E	07C	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
7520	PLANT OPERATOR	N	07D	14,148	1,179	544.15	6.80	19,812	1,651	762.00	9.52
7560	BUILDING CUSTODIAN	N	08B	12,228	1,019	470.30	5.87	17,124	1,427	658.61	8.23
7561	CUSTODIAL SERVICES SUPV	E	08A	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59

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CLASS NO.	JOB CLASS --TITLE--	EXEMPT STATUS	EEO	MINIMUM				MAXIMUM			
				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
7562	CUSTODIAL SERVICES CREW LDR	N	08A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
7579	FIELD MAINTENANCE WORKER II	N	08B	14,148	1,179	544.15	6.80	19,812	1,651	762.00	9.52
7580	BUILDING MAINTENANCE MECHANIC	N	07D	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
7590	SR BUILDING MAINTENANCE MECHANIC	N	07D	17,196	1,433	661.38	8.26	24,072	2,006	925.84	11.57
7592	SWIMMING POOL MECHANIC	N	07D	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
7593	SWIMMING POOL MECHANIC SUPERVISOR	N	07C	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
7600	PUMP MECHANIC SUPERVISOR	E	02B	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
7610	CARPENTRY SUPERVISOR	E	07C	22,704	1,892	873.23	10.91	34,056	2,838	1,309.84	16.37
7616	HVAC PLANT SUPT	E	02B	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
7620	SR HVAC TECHNICIAN	N	07A	23,040	1,920	886.15	11.07	32,256	2,688	1,240.61	15.50
7630	HVAC TECH I	N	07A	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
7640	PLUMBING SUPERVISOR	E	07C	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
7650	HVAC TECH II	N	07A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
7679	CARPENTER I	N	08B	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
7680	CARPENTER II	N	07A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
7689	MAINTENANCE ELECTRICIAN	E	07A	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
7690	ELECTRICIAN	N	07A	21,948	1,829	844.15	10.55	30,732	2,561	1,182.00	14.77
7700	ELECTRICAL SUPERVISOR	E	07C	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
7710	PLUMBER	N	07A	21,948	1,829	844.15	10.55	30,732	2,561	1,182.00	14.77
7715	FLEET MAINTENANCE & OPER ADMIN	E	02A	42,804	3,567	1,646.30	20.57	64,212	5,351	2,469.69	30.87
7720	FLEET OPERATIONS MANAGER	E	01C	36,972	3,081	1,422.00	17.77	55,464	4,622	2,133.23	26.66
7740	AUDIO VISUAL TECHNICIAN	N	07D	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
7741	STAGE MANAGER	N	07C	23,040	1,920	886.15	11.07	32,256	2,688	1,240.61	15.50
7742	TECHNICAL SYSTEMS SUPV	E	07C	25,032	2,086	962.76	12.03	37,548	3,129	1,444.15	18.05
7743	SR AUDIO VISUAL TECHNICIAN	N	07D	21,948	1,829	844.15	10.55	30,732	2,561	1,182.00	14.77
7744	CLUB LEVEL MANAGER	E	07C	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59
7750	WELDER	N	07A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
7760	SHOP ATTENDANT	N	08B	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
7762	AUTO PARTS CLERK	N	06B	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
7763	SR AUTO PARTS CLERK	N	06B	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
7765	TIRE REPAIRER	N	08B	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
7770	MECHANIC I	N	07A	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
7780	PLUMBER HELPER	N	07B	14,856	1,238	571.38	7.14	20,796	1,733	799.84	9.99
7790	MECHANIC II	N	07A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
7800	MASTER MECHANIC	N	07A	24,192	2,016	930.46	11.63	33,864	2,822	1,302.46	16.28
7810	FLEET MAINTENANCE CREW LEADER	N	07C	26,676	2,223	1,026.00	12.82	37,344	3,112	1,436.30	17.95
7830	BUILDING MAINT CREW LEADER	N	07C	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
7840	PAINTER II	N	07A	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
7841	PAINTER I	N	07B	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
7850	PAINTING SUPERVISOR	E	07C	21,624	1,802	831.69	10.39	32,436	2,703	1,247.53	15.59

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CLASS NO.	JOB CLASS --TITLE--	EXEMPT STATUS	EEO	-----MINIMUM-----				-----MAXIMUM-----			
				ANNUAL	MONTHLY	BI-WEEKLY	HOURLY	ANNUAL	MONTHLY	BI-WEEKLY	HOURLY
7855	LIGHT EQUIPMENT OPERATOR	N	07D	13,476	1,123	518.30	6.47	18,864	1,572	725.53	9.06
7860	TIRESHOP CREW LEADER	N	07D	18,960	1,580	729.23	9.11	26,544	2,212	1,020.92	12.76
7890	BUILDING MAINTENANCE SUPT	E	02B	31,932	2,661	1,228.15	15.35	47,904	3,992	1,842.46	23.03
7891	BUILDING MAINTENANCE MANAGER	E	01C	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
7897	DOME MAINT & OPERATIONS MANAGER	E	01C	40,764	3,397	1,567.84	19.59	61,152	5,096	2,352.00	29.40
7898	DOME FACILITIES MANAGER	E	01C	47,196	3,933	1,815.23	22.69	70,800	5,900	2,723.07	34.03
7900	EVENTS SERVICES MANAGER	E	01C	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
7910	ELECTRICIAN HELPER	N	07B	15,600	1,300	600.00	7.50	21,840	1,820	840.00	10.50
7920	BUILDING MAINTENANCE SUPERVISOR	E	02B	26,280	2,190	1,010.76	12.63	39,420	3,285	1,516.15	18.95
7940	PARKING METER TECHNICIAN	N	07A	16,380	1,365	630.00	7.87	22,932	1,911	882.00	11.02
7950	SIGNS & MARKINGS SUPT	E	02B	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
7960	PARKING METER TECHNICIAN SUPV	N	07C	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
7970	AREA FLEET MAINT SUPV	E	07C	28,968	2,414	1,114.15	13.92	43,452	3,621	1,671.23	20.89
7980	AIRPORT FACILITIES SUPERINTENDENT	E	02B	30,420	2,535	1,170.00	14.62	45,636	3,803	1,755.23	21.94
7981	GROUND TRANSPORTATION MANAGER	E	02B	33,540	2,795	1,290.00	16.12	50,316	4,193	1,935.23	24.19
7990	CONCRETE FINISHER	N	07A	19,908	1,659	765.69	9.57	27,876	2,323	1,072.15	13.40
9001	TEMPORARY EMPLOYEE	N	06B	9,888	824	380.30	4.75	13,344	1,112	513.23	6.41
9002	TEMPORARY SERVICES EMPLOYEE	N	06B	9,888	824	380.30	4.75	13,344	1,112	513.23	6.41
9003	TEMPORARY SUMMER EMPLOYEE	N	06B	9,888	824	380.30	4.75	13,344	1,112	513.23	6.41

ATTACHMENT V

STATE OF TEXAS

DELEGATE AGENCY CONTRACT

COUNTY OF BEXAR

CITY OF SAN ANTONIO

This Agreement, entered into by and between the City of San Antonio and through its City Manager pursuant to Ordinance No. _____ of _____, hereinafter referred to as "City" and the _____, hereinafter referred to as "Contractor",

WITNESSETH:

WHEREAS, the Department of Community Initiatives is designated as the representative agency of San Antonio and Bexar County, and

WHEREAS, the City has provided certain funds from the _____, and

WHEREAS, the City has adopted a budget for expenditure of such funds, and included therein is an allocation of funds for a project entitled _____, and

WHEREAS, the City wishes to engage the Contractor to carry out such project, NOW THEREFORE:

The parties hereto agree as follows:

1. The Contractor will provide, oversee, administer, and carry out all activities and services in compliance with the _____ attached hereto in a satisfactory and efficient manner. Goals, objectives and performance standards are to be determined by the City's Department of Community Initiatives.
2. In consideration, the City will reimburse Contractor for expenses incurred in accordance with the budget approved by City Council in Ordinance No. _____. It is specifically agreed that reimbursement hereunder shall not exceed the amount of \$ _____.
3. The term of this Agreement shall begin on/or as of _____ and shall terminate _____.
4. The Contractor understands that certain funds provided it pursuant to this Agreement are funds which have been made available by the City and that it will, therefore, comply with all rules, regulations, policies, and procedures applicable to these funds as directed by the City. This section shall also incorporate and the Contractor agrees to abide by any and all future amendments or additions to such rules and regulations as they may be promulgated.
5. The City's Department of Community Initiatives will have the authority to perform all accounting functions or delegate all or part of the responsibility to the Contractor. All contractor funds and accounts will be subject to City Operational Guidelines and Accounting Functions.
6. Payment and financial transactions shall be as follows:
 - (a) reimbursement of eligible expenses as determined by the City's Department of Community Initiatives shall be made monthly upon receipt of billing from the Contractor based on the obligation to perform and accomplish tasks hereinafter described;
 - (b) all requests for reimbursement shall be accompanied with documentation as may be required by the City's Department of Community Initiatives;
 - (c) all vendor bills received by the Contractor will be settled within ten (10) working days of billing;

- (d) no budget line item shifts of funds may be made by the Contractor without the prior written approval of the City's Department of Community Initiatives;
- (e) the final request for payment to the City must be submitted not later than forty-five (45) days after the contract end date. All vendors must be notified that bills, adjustments, etc., presented after forty-five (45) days will not be honored for payment;
- (f) all purchases of equipment must be handled by the City Purchasing Department through the Department of Community Initiatives;
- (g) no consultant, contractual services expense will be allowed or subcontracts awarded without prior written approval from the City's Department of Community Initiatives;
- (h) an accounting system using the accrual basis of generally accepted accounting principles which accurately reflects all costs chargeable (paid and unpaid) to the project should the project terminate the next day is mandatory. A Receipts and Disbursements Ledger must be maintained. A general ledger with an Income and Expense Account for each budgeted line item is necessary. Paid invoices revealing check number, date paid and evidence of goods or services received are to be filed according to the expense account to which they were charged. The City must review and approve Contractor's accounting system and internal controls prior to the release of funds;
- (i) all such records will be open for inspection and audit at any reasonable time during the term hereof by representatives of the City or the Federal Government, and shall continue to be so available for a period of three (3) years after the termination date hereof;
- (j) Contractor will establish an account in a commercial bank as a depository for receipt and disbursement of funds provided hereunder;
- (k) the City shall not be obligated to any third parties (including any subcontractors of the Contractor) and the Contractor is cautioned against entering into agreements or contracts extending beyond the expiration date of this contract;
- (l) Contractor is liable for complying with all local, State and Federal laws including, but not limited to:
 - (1) being a legal entity
 - (2) possessing tax exempt status from Internal Revenue Service and State Comptroller Office, where applicable
 - (3) Worker's Compensation
 - (4) Unemployment Insurance
 - (5) timely deposits of payroll deductions
 - (6) filing of Return or Organization Exempt from Income Tax, Form 990 or 990T, Quarterly Tax Return, Form 940, Form W-2, Form 1099 or individuals who received compensation other than wages, such as car allowance, contract or consultant work, etc.
 - (7) minimum wage and discrimination laws
 - (8) Occupational Safety and Health Act regulations;
- (m) All program income earned during the contract period must be reported to the City's Department of Community Initiatives. The program income shall be retained by the agency and in accordance with this contract be:
 - (1) committed to the agency by approval of the City's Department of Community Initiatives and be used to further eligible program objectives; or

- (2) deducted from the total agency budget for the purpose of determining the net costs on which Federal Share of Costs will be based;
- (n) at the termination of the contract, all unclaimed (30 days or older) salaries or wages must be returned to City in the following form:
 - (1) a cashier's check for the aggregate amount made payable to the City of San Antonio
 - (2) a listing showing the Social Security number, full name, last known complete address and the amount for each person involved;
- (o) notwithstanding any other remedy contained herein or provided by law, the City may delay, suspend, limit, or cancel rights or privileges herein given the Contractor for failure to comply with the letter or spirit of this Agreement. Specifically, the City may withhold reimbursements in cases where it determines that the Contractor is not in compliance with this Agreement or has not obtained satisfactory accomplishment of projected program goals;
- (p) equipment or major non-recurring expenses (\$200.00 or more) may not be purchased without prior written consent of the City during the last four (4) months of the contract.

7. Administration of contract.

This contract shall be administered in accordance with the following:

- (a) Federal Management Circular A-87, entitled "Cost Principles for State and Local Governments";
- (b) Office of Management and Budget Circular A-128, entitled "Audits of State and Local Governments";
- (c) Office of Management and Budget Circular A-95, entitled "Evaluation, Review and Coordination of Federal and Federally Assisted Programs and Projects";
- (d) Office of Management and Budget Circular A-102, entitled "Uniform Administrative Requirements for Grants-In-Aid to State and Local Governments";
- (e) Treasury Department Circular 1075, as revised, entitled "Regulations Governing Withdrawal of Cash from the Treasury for Advance under Federal Grant and Other Programs";
- (f) City of San Antonio Operational Guidelines;
- (g) United States Accounting Office "Guidelines for Financial and Compliance Audits of Federally Assisted Programs";
- (h) Office of Management and Budget Circular A-122, entitled "Cost Principles for Non-Profit Organizations"; and
- (i) Uniform Grant and Contract Management Standards for State Agencies.

8. The Contractor shall furnish the Department of Community Initiatives with three (3) copies of an audit report, such audit to be conducted by an independent certified public accountant covering funds awarded under this contract for the contract period, within ninety (90) calendar days of termination of this contract. The audit must ascertain the effectiveness of the financial management system and internal procedures that have been

established to meet the terms and conditions of the contract. The audit shall be made in accordance with the Single Audit Act of 1984 and Office of Management and Budget Circular A-128.

9. The City's Department of Community Initiatives is assigned monitoring, fiscal control, and evaluation of all projects. Therefore, at such times and in such form as may be required, the Contractor shall furnish such statements, records, data, and information and permit such interviews with personnel and board members pertaining to the matters covered by this contract.
10. The Contractor will submit to the City's Department of Community Initiatives such reports as may be required by the _____ or the City, including the Contract Management Report.

The Contract Management Report is to be submitted by the fifth (5) working day of each month. Documentation for the reports will be maintained by the Contractor for a period of three (3) years after the termination date hereof.

The City's Department of Community Initiatives may from time to time, request changes in the scope of the services to be performed by the Contractor. Such changes, including any increase or decrease in the amount of the Contractor's compensation, must be incorporated in written amendments to this contract.

XI. INSURANCE REQUIREMENTS

- 11.1 Prior to the commencement of any work, under this CONTRACT, CONTRACTOR shall furnish a completed Certificate of Insurance to the Community Initiatives Department and City Clerk's Office, which shall be completed by an agent authorized to bind the named underwriter(s) and their company to the coverage, limits, and termination provisions shown thereon, and which shall furnish and contain all required information referenced or indicated thereon. The CITY shall have no duty to pay or perform under this CONTRACT until such certificate shall have been delivered to the Community Initiatives Department and the City Clerk's Office, and no officer or employee shall have authority to waive this requirement.
- 11.2 The CITY reserves the right to review the insurance requirements of this section during the effective period of this CONTRACT and any extension or renewal hereof and to modify insurance coverage and their limits when deemed necessary and prudent by the CITY's Risk Manager based upon changes in statutory law, court decisions, or circumstances surrounding this Contract, but in no instance will the CITY allow modification whereupon the CITY may incur increased risk.
- 11.3 A CONTRACTOR's financial integrity is of interest to the CITY, therefore, subject to CONTRACTOR's right to maintain reasonable deductibles in such amounts as are approved by the CITY, CONTRACTOR shall obtain and maintain in full force and effect for the duration of this CONTRACT, and any extension hereof, at CONTRACTOR's sole expense, insurance coverage written on an occurrence basis, by companies authorized and admitted to do business in the State of Texas and rated A- or better by A.M. Best Company and/or otherwise acceptable to the CITY, in the following types and amounts:

<u>TYPE</u>	<u>AMOUNT</u>
1. Workers' Compensation	Statutory
Employers' Liability	\$500,000/\$500,000/\$500,000
2. Commercial General (public) Liability Insurance to include coverage for the following:	
a. Premises operations	Combined Single Limit
b. Independent contractors	for Bodily Injury and
c. Products/completed operations	Property Damage of
d. Contractual liability	\$1,000,000 per occurrence
e. Broad form property damage, to include fire legal liability	

3. Business Automobile Liability

- | | |
|--------------------------|-----------------------------------|
| a. Owned/leased vehicles | Combined Single Limit for Bodily |
| b. Non-owned vehicles | Injury and Property Damage of |
| c. Hired vehicles | \$1,000,000 per occurrence or its |
| | equivalent. |

11.4 The CITY shall be entitled, upon request and without expense, to receive copies of the policies and all endorsements thereto as they apply to the limits required by the CITY, and may make a reasonable request for deletion, revision, or modification of particular policy terms, conditions, limitations or exclusions (except where policy provisions are established by law or regulation binding upon either of the parties hereto or the underwriter of any such policies). Upon such request by the CITY, the CONTRACTOR shall exercise reasonable efforts to accomplish such changes in policy coverage, and shall pay the cost thereof.

11.5 CONTRACTOR agrees that with respect to the above required insurance, all insurance contracts and Certificate(s) of Insurance will contain the following required provisions.

- Name the CITY and its officers, employees, agents and elected representatives as additional insureds as respects operations and activities of, or on behalf of, the named insured performed under contract with the CITY, with the exception of the workers' compensation policy;
- Provide for an endorsement that the "other insurance" clause shall not apply to the City of San Antonio where the CITY is an additional insured shown on the policy;
- Workers' compensation and employers' liability policy will provide a waiver of subrogation in favor of the CITY.

11.6 CONTRACTOR shall notify the CITY in the event of any notice of cancellation, non-renewal or material change in coverage and shall give such notices not less than 30 days prior to the change, which notice must be accompanied by a replacement Certificate of Insurance. All notices shall be given to the CITY at the following address:

City of San Antonio
Community Initiatives Department
P.O. Box 839933
San Antonio, Texas 78283-3966

City of San Antonio
City Clerk's Office
P.O. Box 839966
San Antonio, Texas 78283-3966

11.7 If CONTRACTOR fails to maintain the aforementioned insurance, or fails to secure and maintain the aforementioned endorsements, the CITY may obtain such insurance, and deduct and retain the amount of the premiums for such insurance from any sums due under the agreement; however, procuring of said insurance by the CITY is an alternative to other remedies the CITY may have, and is not the exclusive remedy for failure of CONTRACTOR to maintain said insurance or secure such endorsement. In addition to any other remedies the CITY may have upon CONTRACTOR's failure to provide and maintain any insurance or policy endorsements to the extent and within the time herein required, the CITY shall have the right to order CONTRACTOR to stop work hereunder, and/or withhold any payment(s) which become due, to CONTRACTOR hereunder until CONTRACTOR demonstrates compliance with the requirements hereof.

Nothing herein contained shall be construed as limiting in any way the extent to which CONTRACTOR may be held responsible for payments of damages to persons or property resulting from CONTRACTOR's or its subcontractors' performance of the work covered under this agreement.

XII. INDEMNITY

- 12.1 CONTRACTOR covenants and agrees to fully indemnify, and hold harmless, the CITY and the elected officials, agents, employees, officers, directors, volunteers, and representatives of the CITY, individually or collectively, from and against any and all costs, claims, liens, damages, losses, expenses, fees, fines, penalties, proceedings, actions, demands, causes of action, liability and suits of any kind and nature, including but not limited to, personal injury or death and property damage, made upon the CITY directly arising out of, resulting from or related to CONTRACTOR's activities under this CONTRACT, including any acts or omissions of CONTRACTOR, any agent, officer, director, representative, employee, consultant or subcontractor of CONTRACTOR, and their respective officers, agents, employees, directors and representatives while in the exercise of performance of the rights or duties under this CONTRACT, all without however, waiving any governmental immunity available to the CITY under Texas Law and without waiving any defenses of the parties under Texas Law. The provisions of this indemnification are solely for the benefit of the parties hereto and not intended to create or grant any rights, contractual or otherwise, to any other person or entity. CONTRACTOR shall promptly advise the CITY in writing of any claim or demand against the CITY or CONTRACTOR known to CONTRACTOR related to or arising out of CONTRACTOR's activities under this CONTRACT and shall see to the investigation of and defense of such claim or demand at CONTRACTOR's cost. The CITY shall have the right, at its option and at its own expense, to participate in such defense without relieving CONTRACTOR of any of its obligations under this paragraph.**
- 12.2 It is the expressed intent of the parties to this contract, that the indemnity provided for in this section, is an indemnity extended by CONTRACTOR to indemnify and protect the CITY from the consequences of the CITY's own negligence, provided however, that the indemnity provided for in this section shall apply only when the negligent act of the CITY is a contributory cause of the resultant injury, death, or damage, and shall have no application when the negligent act of the CITY is the sole cause of the resultant injury, death, or damage. CONTRACTOR further agrees to defend, at its own expense, and on behalf of the CITY and in the name of CITY, any claim or litigation brought in connection with any such injury, death, or damage.**
13. The Contractor agrees not to discriminate against any employee or applicant for employment because of race, creed, color, handicap, religion, sex, national origin, age, political affiliation or belief.
14. Ownership and possession of permanent, non-expendable property which is purchased under this contract shall, upon termination of this contract, revert to and become the property of the City. All non-expendable property must be insured against fire, loss and theft. All motor vehicles are required to have liability insurance.
15. The Contractor agrees to comply with wage rates and labor standards as required by the Fair Labor Standards Act of 1938, as amended.
16. The Contractor will adhere to City of San Antonio policies and procedures, as they now exist or as they may subsequently be adopted, in all respects, so that Contractor's policies will be no more liberal than the City of San Antonio's policy and procedures. These are highlighted in Operational Guidelines for the City of San Antonio Funded Projects, and may be amended from time to time to reflect any subsequent Operational Guidelines incorporating City policies and procedures.
17. Upon completion or termination of this project, any unused funds, rebates or credits must be returned immediately upon receipt to the City.
18. Should any expense or charge that has been reimbursed be subsequently disapproved or disallowed as a result of any audit, the Contractor will refund such amount to the City. The Contractor further authorizes the City to deduct such amount or charge as a claim against future payments.
19. The Contractor warrants that no person or selling agency or other organization has been employed or retained to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee. For breach or violation of this warrant the City shall have the right to annul this contract without

liability or, at its discretion, to deduct from the contract or otherwise recover the full amount of such commission, percentage, brokerage, or contingent fee, or to seek such other remedies as legally may be available.

20. Termination for Cause - Should the Contractor fail to fulfill, in a timely and proper manner, obligations under this contract to include performance standards established by the City, or if this Contractor should violate any of the convenience, agreements, or stipulations of the contract, the City shall thereupon have the right to terminate this contract by sending written notice to the Contractor of such termination and specify the effective date thereof (which date shall not be sooner than the end of thirty (30) days following the day on which such notice is sent). The Contractor shall be entitled to receive just and equitable compensation for any work satisfactorily completed prior to such termination date. The question of satisfactory completion of such work shall be determined by the City alone, and its decision shall be final. It is further expressly understood and agreed by the parties that Contractor's performance upon which final payment is conditioned shall include, but not be limited to, the Contractor's complete and satisfactory performance, of its obligations for which final payment is sought.

Notwithstanding the above, the Contractor shall be relieved of liability to the City for damages sustained by the City by virtue of any breach of this contract, and the City may withhold funds otherwise due as damages.

21. Termination for Convenience - This Agreement may be terminated in whole or in part when the City determines that continuation of the project would not produce beneficial results commensurate with the further expenditure of funds. The Contractor shall also have the right to terminate this contract and specify the date thereof, which date shall not be sooner than the end of thirty (30) days following the day on which notice is sent. The Contractor shall be entitled to receive just and equitable compensation for any work satisfactorily completed prior to such termination date. The question of satisfactory completion of such work shall be determined by the City alone, and its decision shall be final. It is further expressly understood and agreed by the parties that Contractor's performance upon which final payment is conditioned shall include, but not be limited to, the Contractor's complete and satisfactory performance of its obligations for which final payment is sought.

Notwithstanding the above, the Contractor shall not be relieved of liability to the City for damages sustained by the City by virtue of any breach of this contract, and the City may withhold funds otherwise due as damages.

22. The Contractor agrees that neither the program nor the funds provided therefore, nor the personnel employed in the administration of the program, shall be in any way or in any extent engaged in the conduct of political activities. Prohibited activities include, but are not necessarily limited to, the assignment of any employee in the agency to work for or on behalf of a political activity, to take part in voter registration activities, to provide voters and prospective voters with transportation to the polls, or to participate in partisan political activities, such as lobbying, collecting funds, making speeches, assisting at meetings, doorbell ringing, and distributing political pamphlets in an effort to persuade others of any political view.

23. The Contractor will comply with the terms and conditions of the _____ contract with the City of San Antonio. Said contract is included as an addendum to this Agreement.

24. The funding level of this contract is based on the grant awarded to the Department of Community Initiatives by _____ . The grant is based on an appropriation for the _____ Program, and Department of Community Initiative's receipt of grant through the _____. The budget to this contract may be adjusted to correspond to the actual grant awarded.

25. Special Provisions:

Indemnification:

- (a) Contractor shall indemnify, defend and hold harmless the City and its agents, employees, officers and directors of the City from, including but not limited to, any and all claims, liens, damages, expenses, fees, fines, penalties, proceedings, actions, demands and suits made upon the City arising out of, either directly or indirectly, resulting from, related to, or based on the Contractor's activities under this Agreement, including any acts or omissions of the contractor,

any employee, contractor or subcontractor of the Contractor, and their respective officers, agents, employees and representatives while in the exercise of performance of the rights or duties under this contract and such indemnity shall apply where any such claims, losses, damages, causes of action, suits or liability arise in part from the negligence of the City or its agents, employees, officers, or directors.

- (b) It is the express intention of the City and the Contractor that the indemnity provided for in this paragraph by the Contractor to indemnify and protect the City from the consequences of the City's own negligence, excluding only where the cause of the injury, death, or damage was the sole active negligence of the City or its officers, agents, employees, and representatives.
- (c) Contractor shall promptly advise the City in writing of any claim or demand against the Contractor, known to the Contractor, related to or arising out of the Contractor's activities under this Contract, and shall see to the investigation of and defense of such claim or demand at the Contractor's cost. The City shall have the right, at its option and at its own expense, to participate in such defense without relieving the Contractor of any of its obligations under this Paragraph.
- (d) For additional provisions see appendix _____.

In witness of which this Agreement has been executed effective the _____ day of _____, 19__.

CONTRACTING AGENCY:

BY: _____
Executive Director

Date: _____

Board President

Date: _____

CITY OF SAN ANTONIO:

RECOMMENDED APPROVAL:

Rolando J. Morales, Acting Director,
Department of Community Initiatives

Date: _____

APPROVED BY:

Alexander E. Briseño
City Manager

Date: _____

ATTACHMENT VI

ATTACHMENT VI

General Fund Delegate Agency
FY 1996-97

	Actual FY 1994-95	Estimated FY 1995-96	Proposed* FY 1996-97
SOCIAL SERVICES			
Children Services			
Special Needs:			
Center for Health Care: Early Childhood Intervention	116,052	180,973	179,163
MAUC Child/Family MH	210,982	222,944	220,715
MAUC Family Therapeutic Center	142,065	144,818	143,370
PEEIP Early Intervention Child Care	39,058	45,113	44,662
Any Baby Can, Inc.	40,946	42,174	41,752
Senior Community Services-Foster Grand Parents	29,291	29,877	29,578
Parenting:			
Avance Parent-Child	205,331	215,832	213,674
Children Services Total	783,725	881,731	872,914
Elderly Services			
Nutrition:			
Ella Austin Meals on Wheels	63,959	81,745	80,111
Medical/Supportive:			
Centro del Barrio-Activity Center for the Frail & Elderly	48,177	50,912	49,894
MAUC Palacio del Sol	9,338	8,393	0
Senior Community Services-RSVP	50,312	49,961	48,962
OASIS Project	15,338	15,759	15,444
Elderly Services Total	187,124	206,770	194,410
EMERGENCY SERVICES			
Housing:			
Women & Children's Resource Center	74,256	54,141	52,517
Utilities:			
Catholic Charities	41,187	41,599	40,351
Guadalupe Community Center	17,981	18,161	17,616
Helping Hands Lifeline	29,786	30,084	29,181
Medical:			
Community Clinic, Inc.	12,706	12,833	0
Head of Household Intervention:			
Avance Basic Literacy	11,765	10,513	10,198
Respite Care, Inc.	0	25,000	24,250
Bexar County Women's Center	74,246	0	0
Emergency Services Total	261,927	192,331	174,113

**General Fund Delegate Agency
FY 1996-97**

	<u>Actual</u>	<u>Estimated</u>	<u>Proposed*</u>
	FY 1994-95	FY 1995-96	FY 1996-97
YOUTH SERVICES			
Delinquency Prevention:			
Big Brothers & Sisters	0	0	0
Centro del Barrio - Child & Adolescent	88,588	101,519	100,504
Healy Murphy Center - Youth Training Project	334,634	406,498	402,433
Presa Community Service Center	46,951	44,313	43,870
YWCA Teen Volunteers	44,292	45,621	45,165
Good Samaritan	57,589	51,500	50,985
City Year	0	70,000	35,000
Shelter:			
Boys Town of San Antonio	76,008	78,288	77,505
Roy Maas Youth Alternatives, Inc.	112,542	99,901	98,902
Teen Pregnancy:			
Ella Austin Community Center	120,228	174,231	172,488
Child Abuse Prevention	72,896	47,380	46,906
Youth Services Total	953,728	1,119,251	1,073,758
OTHER SERVICES			
Joven	0	0	50,000
Partnership for Hope	0	100,000	0
Funding Information Center-MAP	16,357	15,263	14,805
	16,357	115,263	64,805
ECONOMIC DEVELOPMENT			
Job Training:			
Project QUEST	526,638	500,000	635,000
Other:			
Avenida Guadalupe-Community Improvements	160,512	112,350	108,980
Avenida Guadalupe-Plaza	35,218	37,090	35,977
Neighborhood Housing-Eastside	238,073	194,938	189,090
Economic Development Total	960,441	844,378	969,047
RECREATION			
Boy's Club	51,603	53,150	52,619
San Antonio Zoo	668,022	694,898	674,050
YMCA-Alamo	25,958	30,242	29,940
YWCA-Las Palmas	28,976	31,831	31,513
	774,559	810,121	788,122
GRAND TOTAL	\$3,937,861	\$4,169,845	\$4,137,168

* The total allocation for the delegate agencies is \$4,137,168, which provides for the continuation of existing agencies. The funding decrease is based on City Council rankings for FY 96: Youth - 1%; Elderly & Disabled - 2%; and Other Rankings - 3%.

CITY OF SAN ANTONIO
Office of Budget & Management Analysis

PUBLIC HEARING
TIME CERTAIN
ITEM NO. 5

A-N
3:00 p.m.

TO: Mayor and Council

FROM: Terry M. Brechtel, Director of Budget & Management Analysis

COPIES: File

SUBJECT: Adoption of the FY 1996-97 Budget, Tax Rate Ordinances, Revenue Ordinances and Texas Municipal Retirement System Policy Changes - Items 5.A. through 5.N.

DATE: September 13, 1996

Summary and Recommendation

Item 5 on the City Council Agenda for September 19, 1996 includes a public hearing and the ordinances necessary (Items 5.A. through 5.N) to implement the program of services, appropriations, revenue policy changes and employee retirement system changes reflected in the City Manager's Proposed Budget for FY 1996-97 as amended by Council direction. Each of these items is summarized below:

Item 5.A. An Ordinance adopting the Annual Consolidated Capital and Operating Budgets for the City of San Antonio for the Fiscal Year 1996-97, beginning October 1, 1996 and ending September 30, 1997; save and except the budget appropriations and the City's 1996-97 contribution to the Big Brothers & Big Sisters and the Symphony Society of San Antonio; appropriating funds and authorizing personnel positions in accordance with said budget; authorizing contracts with outside agencies; setting the FY 1996-97 Holiday Schedule and Pay Plan for City employees; setting District Contingency Funds; and approving the 1996/97 - 2001/2002 Capital Improvements Program for the City of San Antonio.

Item 5.B. An Ordinance adopting the Annual Capital and Operating Budget for the Big Brothers & Big Sisters and the Symphony Society of San Antonio for the Fiscal Year 1996-97; appropriating the amount of \$21,082 from the General Fund representing the City's FY 1996-97 contribution to the Big Brothers & Big Sisters and appropriating \$530,000 from the Hotel/Motel Occupancy Tax Fund representing the City's FY 1996-97 contribution to the Symphony Society of San Antonio; and authorizing the contracts with the Big Brothers & Big Sisters and the Symphony Society of San Antonio.

Item 5.C. An Ordinance levying an Ad Valorem Tax for the support of the City Government of San Antonio; fixing the Maintenance and Operations rate of \$0.34712 cents per \$100 of valuation, said taxes being levied for the Tax Year beginning January 1, 1996 and ending December 31, 1996.

Item 5.D. An Ordinance levying an Ad Valorem Tax to pay the principal and interest on the funded debt of the City of San Antonio and to create a sinking fund therefore; fixing the Debt Service Rate of \$0.23267 cents per \$100 valuation, said taxes being levied for the Tax Year beginning January 1, 1996 and ending December 31, 1996.

Item 5.E. An Ordinance establishing a building permit administrative processing fee of \$20; amending the swimming pool plan review fee from \$10 to \$20; establishing a minimum commercial and residential plan review fee of \$30; amending the commercial and residential plan review rate schedules based upon valuation; and consolidating all Building Inspection Fees into one section of the City Code.

Item 5.F. An Ordinance authorizing a \$75 fee for a videotape copy of an arson evidence record; amending the hazardous material storage flat fee from \$150 to \$250 per location; amending the hazardous material response fee for responses over 4 hours in duration from \$25 per hour to \$100 per hour to be assessed in addition to \$400 for the first 4 hours; amending the Emergency Medical Services patient transportation fee from \$220 per patient to \$250 per patient; establishing a \$4 per mile patient transport fee to be charged in addition to the \$250 per patient fee; and amending the Emergency Medical Services non-transport fee from \$27.50 to \$30.

Item 5.G. An Ordinance amending the fee for water bacteriology tests performed for non-governmental entities from \$10 to \$15 per test.

Item 5.H. An Ordinance authorizing the collection of penalties for overdue, damaged, or lost Library materials; establishing a fee for the replacement of lost borrowers' cards and non-resident borrowers' cards; creating service fees for custodial, security or professional assistance requested by persons renting meeting space at the Central Library of not less than \$10 per hour and not more than \$30 per hour; authorizing a \$1 per page service fee for the faxing of documents by request; authorizing a cost-recovery fee for database searches done by request; establishing a \$0.10 per page fee for the printing of information from coin-operated copiers, microfilm and computer printers; and authorizing the collection of 15% of food service charges and 25% of liquor charges from vendors who cater events at the Central Library.

Item 5.I. An Ordinance establishing a \$10 per hour/2 hour minimum rental fee for the use of community center facilities; authorizing a \$300 use fee for large rooms and \$150 for small rooms in the La Villita-McAllister Building; creating a more precise definition of "Non-Profit Use" for the purpose of assessing the non-profit rental rate at the Sunken Garden Theater; amending the Botanical Center admissions fee seniors age 55 and over from \$1.50 to \$2 and the adult tour fee from \$1.50 to \$2; establishing a \$2 adult student/military admissions fee for the Botanical Center; amending the weekend park pavilion rental fee from \$25 to \$50; amending the downtown park rental fee from \$25 for the first 4 hours/\$5 for each additional hour to \$50 for the first 4 hours/\$10 for each additional hour; amending the admissions fee to the Natatorium Pool for persons aged 13 and less from \$0.25 to \$0.50; amending the instructional swimming classes per session fee from \$10 to \$15; amending the San Saba Street closure fee from \$350 to \$500 per day; changing the Market Square temporary artist/craftsman monthly fee from \$225 to \$275 and the daily fee from \$18 to \$20; amending the Market Square plazas rental fee from \$200 to \$300 per day; and changing the Market Square event garbage disposal fee from \$155 to \$200 per event.

Item 5.J. An Ordinance amending the fees charged for City demolition of dangerous buildings from \$150 per hour for all types of structures to \$400 per hour for single residences without asbestos, \$800 per hour for other structures without asbestos, \$600 per hour for single residences with asbestos, and \$975 per hour for other structures with asbestos. In addition to the hourly rates, the Ordinance authorizes the assessment of fees sufficient to recover other costs incurred by the City in the demolition of a structure to satisfy the requirements of a government agency or other legal requirements plus a 10 percent administrative charge.

Item 5.K. An Ordinance authorizing a \$12 fee for the parking of buses at the Crockett Parking Lot during special events; creating a \$3 fee for the parking of cars during Fiesta parades; and amending the monthly fee assessed for parking at the Dolorosa Parking Lot from \$40 to \$30.

Item 5.L. An Ordinance amending the daily maximum short term parking rate at the International Airport from \$8 to \$10.

Item 5.M. An Ordinance amending the Class I (all events for which admission is charged), Class II (no admission/non-profit groups) and Class III (non-commercial) facility rental and equipment rental fee schedules for utilization of the Convention Center North/South Exhibit Halls, North Banquet Hall, South Banquet Hall, Lila Cockrell Theater, and the Municipal Auditorium.

Item 5.N. Four ordinances amending City employee retirement policies with respect to the Texas Municipal Retirement System (TMRS):

(1) An Ordinance authorizing the adoption of the 20-Year Any Age Retirement Eligibility Option for City employees under the TMRS. State law requires a public hearing to be held on this policy change. The hearing for this item will be included with the budget public hearing scheduled prior to consideration of Items 3.A through 3.N. at 3:00 pm.

(2) An Ordinance authorizing the adoption of the Restricted Prior Service Credit Option for City employees under the TMRS.

(3) An Ordinance authorizing the adoption of the Military Service Credit Option for City employees under the TMRS.

(4) An Ordinance authorizing the adoption of the Probationary Prior Service Credit Option for City employees under the TMRS.

It is recommended that these ordinances be approved.

Policy Issues

Adoption of the Annual Capital and Operating Budgets, tax rates, and revenue policy changes is required by the City Charter and state law to implement a program of City services for the 1996-97 fiscal year. With respect to the proposed employee retirement policy changes, state law requires that the Council adopt such changes by ordinance.

Financial Impact

The City Manager's Proposed Budget for FY 1996-97 totals \$897.1 million. At the time of budget adoption, the implementing ordinances will reflect adjustments to the Proposed Budget as directed by Council based on the recommendations of the Council committee appointed to consider budget amendments.

Coordination

These ordinances are the end result of the City Manager's FY 1996-97 Budget presentation and several Budget Worksessions with the City Council in which every City department and office made an individual presentation. These actions have been coordinated between the City Manager's Office, the Office of Budget & Management Analysis and all City departments and offices.

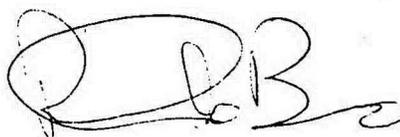


Terry M. Brechtel
Director of Budget & Management Analysis

APPROVED



Alexander E. Briseño
City Manager



J. Rolando Bono
Assistant City Manager

CITY OF SAN ANTONIO

Office of Budget & Management Analysis

Memorandum

TO: Mayor and City Council

FROM: Terry M. Brechtel, Director of Budget & Management Analysis

SUBJECT: FY 1996 - 97 Budget Amendments

COPIES: City Attorney's Office, file

DATE: September 18, 1996

Summary & Recommendation

Items 5A and 5B, which can be found on the City Council agenda for September 19, 1996, has been amended as requested in your memorandum regarding amendments to the FY 1996 - 97 Proposed Budget.

Staff recommends approval of these ordinances.

Policy Analysis

City staff has prepared the appropriate amendments to the budget to reflect the changes outlined by the City Council Budget Amendments Committee, chaired by Mayor William Thornton and comprised of Councilman Roger Flores, Councilman Juan Solis, III, Councilman Bob Ross, and Councilman Jeff Webster. The amendments were concurred by a majority of City Council and the budget ordinance has been drafted to reflect the appropriate changes.

The committee's memorandum outlines recommendations for additional funding for a number of City agencies as well as other high priority programs in the area of public safety and infrastructure improvements. Staff has noted that the committee emphasized the one-time nature of many of these changes and has directed staff to notify the appropriate agencies.

Financial Analysis

As directed, the Proposed Budget has been amended to reflect additional appropriations in the General Fund of \$836,000 and \$97,000 in the Hotel Motel Tax Fund. A detailed listing of these changes can be found on the attached schedule.

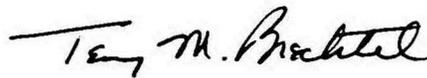
The primary revenue source identified to accommodate these changes is the recent one time City Public Service (CPS) rebate to the General Fund which totals \$809,000 and available fund balance of \$27,000 projected for next fiscal year. In addition, \$97,000 is available from the fund balance in the Hotel Motel Tax Fund to accommodate the recommended amendments. City staff also identified other revenues from grant funds and program income totaling \$327,769 to help offset the impact of these changes to the General Fund. An amendment to increase the recommended donation for meals served at senior nutrition centers from 25 cents to 50 cents is also included.

Taken together, the revenue and expenditure increases total \$1,260,769 in changes reflecting new budget totals as follows:

- General Fund - \$448,953,060
- Hotel Motel Tax Fund - \$32,187,560
- Total Consolidated Budget - \$898,395,868

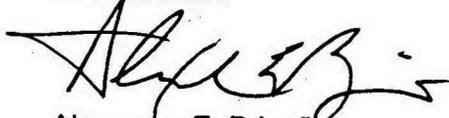
Coordination:

This action has been coordinated with the City Attorney's Office to ensure appropriate measures are taken to make the amendments noted above.



Terry M. Brechtel
Director, Budget & Management Analysis

APPROVED:



Alexander E. Briseño
City Manager



J. Rolando Bono
Assistant City Manager

ATTACHMENT
1996-97 Budget Amendments

(9/18/96)

Agency	Council Recommendation	Funding Source
Arts Agencies:		
Children's Museum	50,000	Hotel Motel Tax
Arts & Cultural Affairs/Parks & Recreation:		
After School Challenge	47,000	Hotel Motel Tax
Delegate Agencies:		
Avance	50,000	CSBG Funds
Community Clinic	12,448	HOPWA Funds
City Year	35,000	General Fund
Project Quest	150,000	General Fund
	50,000	CSBG Funds
	30,000	Project Warm
JOVEN	50,000	General Fund
Transfers/Non-departmental:		
San Antonio Bus. Development Fund	60,000	General Fund
Greater Kelly Development Corporation	335,000	General Fund
Speed Hump Program (Streets & Drainage)	120,000	General Fund
Community Initiatives:		
Comprehensive Nutrition Program	35,000	offset by revenues
	80,000	offset by revenues
Education Partnership	86,000	General Fund
Project Learn to Read	70,321	Enterprise Community
TOTALS	<u>1,260,769</u>	
General Fund	836,000	
Hotel Motel Fund	97,000	
Other/Grant Funding Sources	327,769	
TOTALS	<u>1,260,769</u>	

CITY OF SAN ANTONIO

Mayor & City Council

Memorandum

TO: Mayor & City Council

FROM: Council Budget Amendments Committee

SUBJECT: Amendments to the FY 1996-97 Proposed Budget

COPIES TO: City Manager's Office
Budget & Management Analysis Office

DATE: September 16, 1996

Several requests for increased funding were received at the City Council's public hearing on the budget on August 27th as well as other high priority programs, which can be found on the attachment, were discussed and reviewed by the City Council committee appointed to consider and recommend changes to the Proposed Budget for FY 1996-97. Many of these changes recognize reductions in social service programs due to cut backs in federal and other funding sources as well as across the board reductions in the General Fund. The Committee further recognizes the uncertainty of available funds in the future and the limited resources to extend commitments beyond next fiscal year. It should be noted that the Social Services Committee, chaired by Councilman Ross, is recommending a comprehensive needs assessment and resource allocation system be developed next year. With this in mind, the Committee worked with City staff to explore all opportunities for funding these needed programs and recommends the following:

In the area of Delegate Agencies, the following changes are proposed for a net amount of \$235,000 to the General Fund. In some cases, other sources of funding have been identified as noted below.

- **AVANCE - San Antonio, Inc.**, which operates a parent child education program at the Alazan Center is a bilingual, comprehensive education program serving 62 low-income, high risk parents and their children under the age of three. Parents and children participate in a nine month program where parents attend classes in parenting and community awareness while their children participate in age appropriate activities in a day care setting. Other supportive services offered are transportation and emergency food distribution. The Proposed Budget included General Funds of \$213,674 in addition to the \$55,000 which was recently approved in Community Development Grant (CDBG) Program for a total of \$268,674 allocated to AVANCE for parent-child programs. The agency requested an additional \$50,000 which we understand is available and already earmarked in the Community Action Program. **There is no additional impact to the General Fund for this program.**
- **City Year** was a new agency which was funded \$70,000 from the General Fund and \$70,000 from the Community Development Block Grant (CDBG) in the current budget to fund two innovations teams. This program is a national service organization for youth between the ages of 17 and 23 who provide a year of full-time community service, leadership development, and civic engagement. The agency is requesting another \$70,000 next fiscal year. The committee recommends sponsoring one-half of a team (six corps members) **for a total of \$35,000 from the General Fund.**

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City Nutrition Program. Expanding the City's comprehensive nutrition program with the addition of two new sites, one site to be located at the New Creation Fellowship is recommended to be implemented in the second half of the fiscal year for a total cost of \$35,000 and a second site to be located at St. James Parish for a full year cost of \$80,000. These new sites which are located in District 10 and District 5, respectively, will increase the total number of sites to 38 centers providing hot nutritious meals to residents ages 60 years and older throughout Bexar County.

It is further recommended that the additional costs associated with these two new sites be offset by increasing the recommended donation per meal from 25 cents to 50 cents. The last increase was in 1993 and this increase is anticipated to generate enough income to cover the cost of these sites next year. The Proposed Budget will be amended to include two new sites for a total of \$3.539 million of which the General Fund will contribute \$1.574 million. This amount will be augmented by \$1.654 million in state funds and increased program income. **There is no additional impact to the General Fund next year.**

San Antonio Education Partnership. This program focuses on increasing the number of high school graduates at ten schools with high dropout rates and low standardized test results by assisting students in improving academic performance with a reward of a college scholarship for tuition. Funds for approximately 975 scholarships will be available next year for new and returning students in exchange for maintaining an 80 grade point average and 95% attendance in the program. The Education Partnership requested a total of \$276,000 next fiscal year, of which the Proposed Budget includes \$190,000. The committee recommends an additional \$86,000 in the General Fund restoring funding to the \$276,000 level. The Council also challenges the school districts to provide \$1 match for every \$2 the City contributes to this worthwhile and successful program. **There is an additional \$86,000 impact to the General Fund in FY 97.**

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by City in-kind services of approximately the same amount. Federal fund in the amount of \$70,000 were eliminated and the CDBG allocation was reduced from \$60,000 to \$40,000 next year. An additional \$90,000 has been requested to maintain services at the two branch libraries next year. City staff has informed us that \$70,321 was recommended as part of the overall allocation of the Enterprise Community funds. This amount when combined with the \$40,000 CDBG allocation totals \$110,321 available next year for which an equal amount can be achieved through in-kind contributions of office space and volunteer hours. The committee concurs with this proposed action. **There is no additional impact to the General Fund.**

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Greater Kelly Development Corporation (GKDC). The GKDC has requested additional funding due largely to an increase in the cost of the planning phase of the redevelopment contract that was recently awarded and funding of the Executive Director salary. The actual cost of the redevelopment contract is \$2.66 million (compared to \$1.2 million originally planned) which will require a larger non-federal match and is due to accelerating various components of the redevelopment phase. More specifically, the acceleration of privatization efforts related to the C-5 contract will in turn accelerate the environmental impact study component of the contract. The amount of matching funds needed has been reduced from the original request of \$415,915 to \$335,000 by identifying available balances after final close out of the project. The committee recommends funds in the amount of \$335,000 be allocated to this critically important effort. **The General Fund will be impacted by an additional \$335,000 in FY 97.**

Open Space Advisory Committee. The Committee has been informed by City staff that the additional \$9,000 requested by the Open Space Advisory Committee will not be needed as funds were included in the Planning Department's Proposed Budget for this purpose next year. **There is no additional impact to the General Fund.**

Speed Hump Program. Public safety and infrastructure continues to be a high priority for the City Council in next year's budget. The Proposed Budget identified additional funds to begin a program to provide speed humps at various locations in the City which included 3 locations per district for a total of 30 locations across the City. The committee recommends this program be expanded to include six locations per district next year for **an additional cost of \$120,000 in the General Fund.** This program will cost a total of \$240,000 next fiscal year.

The Children's Museum. This agency has requested \$100,000 per year over the next two years to provide for expanding the museum through construction and fabrication of exhibits. The City has contributed a total of \$300,000 in matching funds over the past three years towards the construction and start up costs for the museum. The committee recommends this request be funded at \$50,000 per year over a two year period with Hotel Motel Tax Funds. In addition, the Committee challenges the Children's Museum to identify new resources (not previously used for the City's match) equal to a two for one contribution. **The additional amount of \$50,000 will impact the Hotel Motel Tax Fund next fiscal year.**

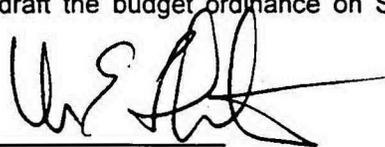
After School Challenge Program. A total of \$110,000 was requested and the committee recommended \$47,000 be allocated for arts enrichment programming. These funds will expand and enhance arts-centered programming at nine After School Challenge Program sites for the second half of the school year and one summer program site. This program which will be led by trained professional artists and supported by school liaisons, will be managed by the Arts & Cultural Affairs Department in coordination

with the Parks and Recreation and Community Initiatives Departments. **The additional Hotel Motel Tax Fund impact is \$47,000.**

The committee also reviewed the alternative of providing a cost of living adjustment in lieu of the \$300 bonus included in the Proposed Budget. While the committee is committed to providing compensation enhancements such as a cost of living adjustment to civilian employees, it was determined that this would not be possible at this time. It is strongly recommended that funding a cost of living adjustment for civilian employees be given top priority in the FY 98 budget process.

In total, an additional \$836,000 is recommended for programs which will impact the General Fund and \$97,000 is recommended for programs in the Hotel/Motel Tax Fund. Staff has informed the Committee that the recently settled City Public Service lawsuit resulted in a one time rebate to the City. As a result the General Fund will receive a one time amount equal to approximately \$809,000. This amount along with the projected fund balance of \$63,526 for next year will provide adequate funds to cover the General Fund amendments. In addition, funds are available in the Hotel Motel Tax Fund balance for next year to cover the recommendations that impact this fund. A total of \$327,769 is also recommended for a number of programs which have identified alternative funding sources. Taken together, these changes total \$1,260,769 which represent the collective efforts and recommendations of the committee.

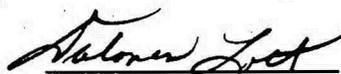
We believe these enhancements will impact the level of service delivery for human development and complement the Council priorities for FY 97. Please indicate below if you concur with these changes. With Council support, staff is asked to draft the budget ordinance on September 19 to include these amendments.



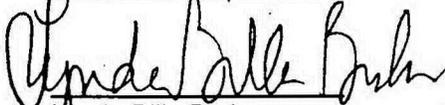
William E. Thornton
Mayor



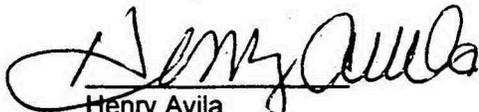
Roger Flores II
Councilman, District 1



Dolores Lott
Councilwoman, District 2



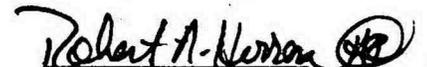
Lynda Billa Burke
Councilwoman, District 3



Henry Avila
Councilman, District 4



Juan F. Solis, III
Councilman, District 5



Robert Herrera
Councilman, District 6



Bob Ross
Councilman, District 7

Robert Marbut
Councilman, District 8

Howard Peak
Councilman, District 9

Jeff Webster
Councilman, District 10

ATTACHMENT
1996-97 Budget Amendments
(9/16/96)

Agency	Additional Request	Council Recommendation	Funding Source
Arts Agencies:			
Children's Museum	100,000	50,000	Hotel Motel Tax
Delegate Agencies:			
Avance	50,000	50,000	CSBG Funds
City Year	70,000	35,000	General Fund
Community Clinic	12,833	12,448	HOPWA Funds
Project Quest	300,000	150,000 50,000 30,000	General Fund CSBG Funds Project Warm
JOVEN	50,000	50,000	General Fund
Parks and Recreation Department:			
After School Challenge	110,000	47,000	Hotel/Motel Tax
Planning Department:			
Open Space Advisory Committee	9,000	0	
Transfers/Non-departmental:			
San Antonio Bus. Development Fund	60,000	60,000	General Fund
Greater Kelly Development Corporation:	415,915	335,000	General Fund
Public Works:			
Speed Hump Allocation		120,000	General Fund
Community Initiatives:			
Comprehensive Nutrition Program		35,000 80,000	offset by revenues offset by revenues
Education Partnership	86,000	86,000	General Fund
Project Learn to Read	90,000	70,321	Enterprise Community
TOTALS	<u>1,353,748</u>	<u>1,260,769</u>	
General Fund		836,000	
Hotel Motel Fund		97,000	
Other/Grant Funding Sources		327,769	
TOTALS		<u>1,260,769</u>	

AGENDA ITEM NO. 5

TIME CERTAIN 3:00 P.M.

REGISTER HERE FOR
DISCUSSION ON TIME CERTAIN
(TIME LIMIT: 5 MINUTES PER PERSON)

NAME	ADDRESS OR ORGANIZATION	AGENDA ITEM(S)	AUDIO-VISUAL ASSISTANCE REQUESTED
1. Thomas Rockymore ✓	COPS/Metro Alliance	5	NO
2. Elaine Joseph ✓	"		
3. Joe Soliz ✓	"		
4. Eleanor Kancz X	Independent	5	no
5. ARTURO CHAVEZ ✓	BENEDICTINE RESOURCE CENTER	5	NO
6. Joe Krier ✓	Greater Chamber	5	no
7. Jeff Judson ✓	TX Public Policy Foundation	5	no
8. Maria Dominguez ✓			
9. ADOLPH HERNANDEZ ✓	913 S. ST. MARY'S - AFSCME	Public Hearing 5	
10. Rosa Rosales ✓	NAT. ASSOC. OF GOV. EMPLOYEES	5	NO
11.	09-19-96P03:00 RCVD		
12.			
13.			
14.			
15.			

CITY OF SAN ANTONIO

Office of Budget & Management Analysis

Memorandum

TO: Mayor and City Council

FROM: Terry M. Brechtel, Director of Budget & Management Analysis

SUBJECT: FY 1996 - 97 Budget Amendments

COPIES: City Attorney's Office, file

DATE: September 18, 1996

Summary & Recommendation

Items 5A and 5B, which can be found on the City Council agenda for September 19, 1996, has been amended as requested in your memorandum regarding amendments to the FY 1996 - 97 Proposed Budget.

Staff recommends approval of these ordinances.

Policy Analysis

City staff has prepared the appropriate amendments to the budget to reflect the changes outlined by the City Council Budget Amendments Committee, chaired by Mayor William Thornton and comprised of Councilman Roger Flores, Councilman Juan Solis, III, Councilman Bob Ross, and Councilman Jeff Webster. The amendments were concurred by a majority of City Council and the budget ordinance has been drafted to reflect the appropriate changes.

The committee's memorandum outlines recommendations for additional funding for a number of City agencies as well as other high priority programs in the area of public safety and infrastructure improvements. Staff has noted that the committee emphasized the one-time nature of many of these changes and has directed staff to notify the appropriate agencies.

Financial Analysis

As directed, the Proposed Budget has been amended to reflect additional appropriations in the General Fund of \$836,000 and \$97,000 in the Hotel Motel Tax Fund. A detailed listing of these changes can be found on the attached schedule.

The primary revenue source identified to accommodate these changes is the recent one time City Public Service (CPS) rebate to the General Fund which totals \$809,000 and available fund balance of \$27,000 projected for next fiscal year. In addition, \$97,000 is available from the fund balance in the Hotel Motel Tax Fund to accommodate the recommended amendments. City staff also identified other revenues from grant funds and program income totaling \$327,769 to help offset the impact of these changes to the General Fund. An amendment to increase the recommended donation for meals served at senior nutrition centers from 25 cents to 50 cents is also included.

Taken together, the revenue and expenditure increases total \$1,260,769 in changes reflecting new budget totals as follows:

- General Fund - \$448,953,060
- Hotel Motel Tax Fund - \$32,187,560
- Total Consolidated Budget - \$898,395,868

Coordination:

This action has been coordinated with the City Attorney's Office to ensure appropriate measures are taken to make the amendments noted above.

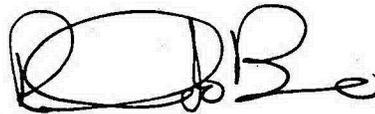


Terry M. Brechtel
Director, Budget & Management Analysis

APPROVED:



Alexander E. Briseño
City Manager



J. Rolando Bono
Assistant City Manager

ATTACHMENT
1996-97 Budget Amendments
(9/18/96)

Agency	Council Recommendation	Funding Source
Arts Agencies:		
Children's Museum	50,000	Hotel Motel Tax
Arts & Cultural Affairs/Parks & Recreation:		
After School Challenge	47,000	Hotel Motel Tax
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Avance	50,000	CSBG Funds
Community Clinic	12,448	HOPWA Funds
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	50,000	CSBG Funds
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JOVEN	50,000	General Fund
Transfers/Non-departmental:		
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Greater Kelly Development Corporation	335,000	General Fund
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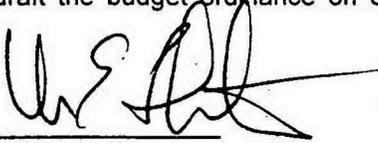
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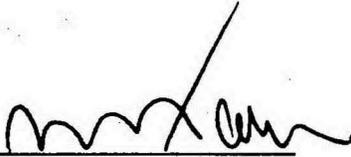
The committee also reviewed the alternative of providing a cost of living adjustment in lieu of the \$300 bonus included in the Proposed Budget. While the committee is committed to providing compensation enhancements such as a cost of living adjustment to civilian employees, it was determined that this would not be possible at this time. It is strongly recommended that funding a cost of living adjustment for civilian employees be given top priority in the FY 98 budget process.

In total, an additional \$836,000 is recommended for programs which will impact the General Fund and \$97,000 is recommended for programs in the Hotel/Motel Tax Fund. Staff has informed the Committee that the recently settled City Public Service lawsuit resulted in a one time rebate to the City. As a result the General Fund will receive a one time amount equal to approximately \$809,000. This amount along with the projected fund balance of \$63,526 for next year will provide adequate funds to cover the General Fund amendments. In addition, funds are available in the Hotel Motel Tax Fund balance for next year to cover the recommendations that impact this fund. A total of \$327,769 is also recommended for a number of programs which have identified alternative funding sources. Taken together, these changes total \$1,260,769 which represent the collective efforts and recommendations of the committee.

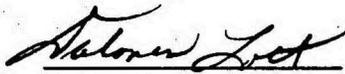
We believe these enhancements will impact the level of service delivery for human development and complement the Council priorities for FY 97. Please indicate below if you concur with these changes. With Council support, staff is asked to draft the budget ordinance on September 19 to include these amendments.



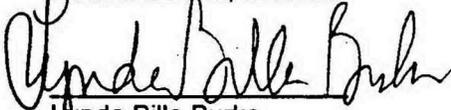
William E. Thornton
Mayor



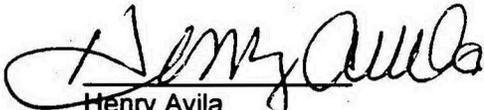
Roger Flores II
Councilman, District 1



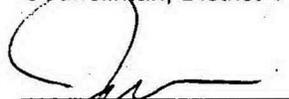
Dolores Lott
Councilwoman, District 2



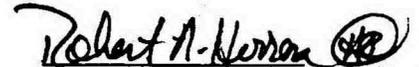
Lynda Billa Burke
Councilwoman, District 3



Henry Avila
Councilman, District 4



Juan F. Solis, III
Councilman, District 5



Robert Herrera
Councilman, District 6



Bob Ross
Councilman, District 7

Robert Marbut
Councilman, District 8

Howard Peak
Councilman, District 9

Jeff Webster
Councilman, District 10

ATTACHMENT
1996-97 Budget Amendments

(9/16/96)

Agency	Additional Request	Council Recommendation	Funding Source
Arts Agencies:			
Children's Museum	100,000	50,000	Hotel Motel Tax
Delegate Agencies:			
Avance	50,000	50,000	CSBG Funds
City Year	70,000	35,000	General Fund
Community Clinic	12,833	12,448	HOPWA Funds
Project Quest	300,000	150,000 50,000 30,000	General Fund CSBG Funds Project Warm
JOVEN	50,000	50,000	General Fund
Parks and Recreation Department:			
After School Challenge	110,000	47,000	Hotel/Motel Tax
Planning Department:			
Open Space Advisory Committee	9,000	0	
Transfers/Non-departmental:			
San Antonio Bus. Development Fund	60,000	60,000	General Fund
Greater Kelly Development Corporation:	415,915	335,000	General Fund
Public Works:			
Speed Hump Allocation		120,000	General Fund
Community Initiatives:			
Comprehensive Nutrition Program		35,000 80,000	offset by revenues offset by revenues
Education Partnership	86,000	86,000	General Fund
Project Learn to Read	90,000	70,321	Enterprise Community
TOTALS	<u>1,353,748</u>	<u>1,260,769</u>	
General Fund		836,000	
Hotel Motel Fund		97,000	
Other/Grant Funding Sources		327,769	
TOTALS		<u>1,260,769</u>	

CITY OF SAN ANTONIO
Office of Budget & Management Analysis

TO: Mayor and Council

THRU: J. Rolando Bono, Assistant City Manager 

FROM: Terry M. Brechtel, Director of Budget & Management Analysis

COPIES: Alexander E. Briseño, City Manager

SUBJECT: Rates of Increase: Square Miles, Population and
Number of City Employees

DATE: September 18, 1996

There has been interest in the community over the size of City government as measured in terms of the number of City employees compared to the rate of San Antonio's growth. This memorandum attempts to place into clear context the rate of growth in the number of City employees relative to the population and physical growth of the City since 1980.

The attached graph compares the cumulative percentage rates of increase in square miles, population and the number of City employees from 1980 to the amounts projected for these measurements in 1997. The table below provides a summary comparison of these measurements between 1980 and 1997:

	<u>1980</u>	<u>1997</u>	<u>Total Pctg. Increase</u>	<u>Avg. Ann. Incr. Rate</u>
Square Miles	266.50	397.46	49.14%	2.4%
Population	798,195	1,133,004	41.95%	2.1%
City Employees	7,730	10,369	34.14%	1.8%

As can be seen from the graph and from the above table, the rate of growth in City employees has not kept up with the rate of growth in both population and area as measured in square miles. In fact, the rate of area growth has outpaced City employee growth by 14.99 percent and the rate of population growth has exceeded City employee growth by 7.8 percent. The average annual increase rate for City employees is also less than those for the population and square mile measures.

Page 2
September 18, 1996

Additionally, as shown in the below table, the number of employees per square mile and the number of employees as a percentage of population have actually declined from 1980 to the predicted numbers for 1997.

	<u>1980</u>	<u>1997</u>
Number of Employees per Square Mile	29.01	26.09
Employees as a Percentage of City Population	0.97%	0.92%

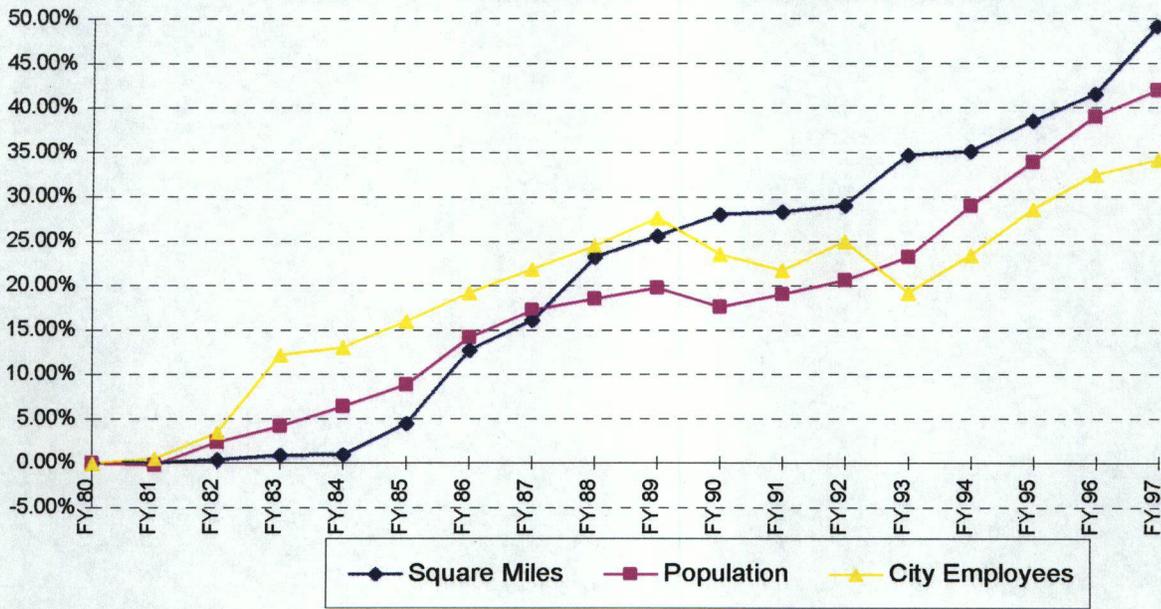
I hope this information places the relationship between the growth in the number of City employees to the population and physical growth of San Antonio in the proper perspective. Should you have any additional questions, please contact me at 207-8360.



Terry M. Brechtel
Director of Budget & Management Analysis

Attachment

CITY OF SAN ANTONIO
Rates of Increase Since FY 1980:
Square Miles, Population and Number of City Employees



FY 1996-97 Budget Adoption

FY 97 Budget Process

- ◆ **Departmental Goals & Objectives Worksessions**
- ◆ **Five Year Financial Forecast**
- ◆ **Council Goals & Objectives Worksession**
- ◆ **City Manager's Proposed Budget**
- ◆ **Eight Council Budget Worksessions**
- ◆ **Three Public Hearings**
- ◆ **Budget Adoption**

FY 1996-97 Budget Adoption

(In Millions)	City Manager's Proposed <u>Budget</u>	City Council Comm. <u>Amend.</u>	Amended <u>Budget</u>
Consolidated Budget	\$ 897.14	\$ 1.26	\$ 898.40
Capital Budget	157.54	-	157.54
Operating Budget	739.60	1.26	740.85
General Fund	448.12	0.83	448.95
Hotel/Motel Fund	32.09	0.10	32.19

Amendments to FY 1996-97 Proposed Budget

◆ General Fund	\$ 836,000
◆ Hotel/Motel Fund	97,000
◆ Grant Programs	327,769
	=====
◆ TOTAL	\$1,260,769

General Fund

- Delegate Agencies

◆ City Year	\$ 35,000
◆ Project Quest	150,000
◆ Joven	50,000
	=====
◆ TOTAL	\$235,000

General Fund

-Transfers & Non-Dept.

◆ S.A. Bus. Dev. Fd.	\$ 60,000
◆ Greater Kelly Dev. Corp.	335,000
◆ Speed Humps (S&D Fund)	120,000
	=====
◆ TOTAL	\$515,000

General Fund

- Community Initiatives

◆ San Antonio
Education
Partnership

\$86,000

Hotel/Motel Fund

◆ After School Challenge	\$47,000
◆ Children's Museum	50,000
	=====
◆ TOTAL	\$97,000

Grant Programs

◆ Avance	\$ 50,000
◆ Community Clinic	12,448
◆ Comp. Nutrition Program	115,000
◆ Project Learn to Read	70,321
◆ Project Quest	80,000
	=====
◆ TOTAL	\$327,769



Privatization: A Winning Solution to City Council Budget Dilemma

For Immediate Release

September 19, 1996

Contact: Melinda Wheatley
Communications Director
(210) 614-0080

San Antonio -- TPPF President Jeff Judson will offer testimony to the San Antonio City Council today urging the use of privatization to solve the city budget standoff. "So far, only two options have been discussed -- either slash services or raise taxes. The best option, privatizing services, would create a win-win situation for everyone concerned. Privatization will allow taxpayers and City Council to have their cake and eat it, too." said Judson.

Numerous cities across the nation have achieved significant cost savings through competition. "Citizens can have all the government services they currently enjoy, but at a significant cost savings," said Judson.

TPPF is a nonprofit, nonpartisan research institute headquartered in San Antonio. It is guided by the core principle of limited government and free enterprise, and has released numerous studies which show the success of government downsizing through the use of privatization.

Jeff Judson will be available for additional comment today at City Council Chambers, Municipal Plaza, 3:00 p.m.

-30-

Presented by Jeff Judson

**PRIVATIZATION COST SAVINGS:
A COMPILATION OF STUDY FINDINGS**

SOURCE	FINDINGS
Property Tax Assessment (financial administration) 1 source: 1973	50% cost savings
Bus Service 9 sources: 1976-1987	10%-65% cost savings
Cleaning Services (general maintenance of public buildings) 7 sources: 1972-1987	13.4%-60% cost savings
Motor Vehicle Maintenance 3 sources: 1985-1988	1%-50% cost savings
Parks and Recreation 5 sources: 1980-1987	20%-50% cost savings
Payroll and Data Processing 2 sources: 1984	15% cost savings
Prisons 1 source: 1987	Construction Costs: 15% cost savings Service Contracts: 35% cost savings
Refuse Collection 11 sources: 1965-1984	14%-60% cost savings
Sewage/Waste Water Treatment 2 sources: 1985, 1988	20%-50% cost savings
Street Cleaning 1 source: 1984	43% cost savings
Water Utilities 4 sources: 1976-1982	15%-25% cost savings

**SUGGESTED REMARKS FOR JOSEPH R. KRIER
TESTIMONY: FISCAL YEAR 1997 CITY BUDGET
The Greater San Antonio Chamber of Commerce
Thursday, September 19, 3:00 p.m.
City Council Chambers**

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I'm Joe Krier, President of The Greater San Antonio Chamber of Commerce, which consists of approximately 3,000 businesses, representing more than 364,000 jobs.

The Greater Chamber has always advocated the prioritization of municipal services provided to our citizens, and providing these services within our existing tax generating revenue.

Alex Briseño and his staff are to be commended for producing an honest budget requiring no additional taxes.

However, in reviewing the proposed annual budget, we are very concerned about the cuts in funding for essential educational and job training programs.

We are all familiar with the San Antonio Education Partnership. The Education Partnership is a shining example of a successful public-private partnership which produces real results.

The Partnership was an initiative of the COPS/Metro Alliance organizations and The Chamber is proud to have accepted Mayor Cisneros' invitation to join as a founding organization. We did so with the participating school districts and San Antonio's higher education institutions.

- **SAN ANTONIO**
- **EDGEWOOD**
- **SOUTHSIDE**
- **SOUTH SAN ANTONIO**
- **SOUTHWEST**
- **HARLANDALE**

In the 8 years since its founding, the Partnership has produced dramatic increases in the number of qualified students who graduate and dramatic decreases in the drop-out rate at participating schools.

One Lanier High School graduate said the San Antonio Education Partnership Scholarship was a definite incentive to stay in school. She worked hard while in high school to earn the scholarship, and she worked hard once in college to keep it.

And she is the program's best kind of ambassador. She routinely returns to high schools in participating school districts to encourage students to take advantage of the San Antonio Education Partnership.

To be eligible for a scholarship, students must have a 95% attendance record, and maintain a "B" average. The lesson learned here by students is: responsibility, consistency, and perseverance.

These are personality characteristics that once learned, remain with an individual forever.

The Education Partnership is much too important to San Antonio for the city not to be completely involved in maintaining its success.

In San Antonio, one of every three children lives in a family whose annual income is below the poverty line. Maintaining a "B" average, and a 95% attendance record is a goal too many inner-city students have a hard time achieving. Many students ask: "What's the point?"

The point, as you and I know, is that education is the singular vehicle that can take the student living below the poverty line to a brighter, better tomorrow.

And what is the cost to San Antonio in actual dollars? In fiscal year 1996, the Partnership received \$275,000 to achieve their goal of reducing the drop-out rates in targeted high schools.

In 1987-1988, the year prior to the implementation of the partnership, the eight targeted high schools collectively enrolled nearly 2300 senior high school students. 81% of the seniors graduated, but only 19%, 359 students, would have met the partnerships eligibility criteria their senior year.

In 1988-1989, the Partnership's first year, the eight targeted schools again enrolled nearly 2300 senior students, with 89% of the seniors graduating, and 55% of the graduates meeting the Partnership criteria.

In subsequent years, the eligibility criteria for the students was expanded to include not only their senior year, but their junior year, their sophomore year, and their freshman year.

Since the implementation of the San Antonio Education Partnership, positive results are measurable in a

- 90% graduation rate;**
- 9% drop-out reductions;**
- 60% attendance and grade point eligibility; and**
- 35% college enrollment.**

The Partnership definitely has a positive impact on San Antonio. The cost to San Antonio to ensure this program remains viable is \$275,000. Private funds exceed the city's funding level each year by \$340,000. For the last three years private corporations have contributed \$615,000 annually to the Partnership's Adopt-A-School program.

Corporate sponsors participate in this program at three different levels. They can choose to contribute either \$60,000, \$30,000, or \$15,000 annually. Fifteen community conscious corporations participate, including SBC Communications, HEB, Levi-Strauss, Paragon Cable, and USAA, to name but a few. Their contributions account for more than 90% of the budget. A budget of more than \$1.2 million, that would not be possible, but for the commitment from this city council.

Additionally, area businesses and individuals contribute to the endowed McDermott Scholarship Fund. This investment account has approximately \$500,000 in it, with the Partnership having access to \$10,000 annually, at this point. The plan is to build the endowment's financial base, before granting access to more funds.

These funds are used to provide scholarships to the eligible students from eight participating high schools in six local school districts. Two new schools have joined, with the "initial" class eligible for scholarships next year.

The city's continued involvement is still necessary. You will recall that the primary goal of the Partnership was and is to reduce the drop-out rate. The \$275,000 provided from the city's general funds are used to maintain a counselor at participating high schools to monitor, and encourage students to maintain their eligibility. This human contact is necessary to provide students with a roadmap. Students who otherwise may have no idea where they are headed.

The Partnership is a complex, community project that is working. In the last school year more than 800 students received \$450,000 in scholarships. In a single, four year high school cycle, 15,000 students are reached. This school year is the eighth year of the program. The Partnership will have reached some 30,000 students by May 31, 1997.

If you, and I, and the community are serious about improving the quality of life for our residents, and encouraging economic development in San Antonio, then continue your \$275,000 commitment to San Antonio's youth. The City Council should NOT reduce their financial support of the San Antonio Education Partnership, and it should NOT be phased out over the next three fiscal years.

Hand-in-hand with the efforts of the Education Partnership is Project QUEST and job training.

Local control is a political buzz phrase. Well, Project QUEST is not solely about local control, but is firmly about local initiative.

City leaders responded to what appeared to be one bit of dismal news after another in late 1989, early 1990.

You will recall the sudden closing of the Levi-Strauss plant in January 1990, which came on the heels of several other plant closings and workforce reductions. Defense cutbacks threatened good paying jobs. The only apparent options for displaced San Antonio workers seemed to be low paying jobs in low skill service industries, while skilled, stable jobs in the health care industry were virtually going unfilled for lack of a skilled workforce.

Enter Project QUEST. Like the Partnership, QUEST was an initiative of COPS/Metro Alliance.

Project QUEST makes a long term and substantial investment in its clients. Project QUEST puts their trainees through a two year program, providing enrollees real support as they pursue job training for jobs that actually exist.

Project QUEST is about community building, not just job training. Their job training program is rooted in a closely working relationship with the business community in order to design training to meet employer needs. Project QUEST, unlike much job training, is driven by the demand side of the market. Project QUEST aims to achieve institutional change in San Antonio, and not solely in job training. Institutional change can be seen in the business community's active involvement in determining which job skills are needed to meet future job demands. Institutional change can be seen in the community college system which provides much of the training for Project QUEST enrollees.

Project QUEST asked for \$800,000 in general revenue funds. You will note that this is an increase of \$300,000 over their historical funding level of \$500,000.

The proposed budget suggests a funding level of \$485,000, a reduction from last year's support. The city's general revenue funds allow QUEST to provide support services to their enrollees. Funds provide books, relevant coursework material, transportation assistance.

Project QUEST has made a difference and with your support can continue to do so for even more San Antonians. In the last six years QUEST has placed 458 enrollees in jobs paying an average hourly wage of \$8.00. I urge you to grant QUEST's \$800,000 request.

You may ask yourself, "Well Chamber of Commerce, we would love to spend more money on truly worthwhile projects. In your infinite wisdom, where would you suggest we get the money?" Part of the answer, is in the privatization of city services, a trend that is sweeping the country. Cities like Indianapolis have privatized city services from their waste treatment

systems, to their airports. The result has been hundreds of millions of dollars in cost savings.

These savings can be put into programs like the Partnership and Project QUEST. They can also be put into top relief.

Let me discuss a couple of local privatization opportunities:

The idea of privatization is not a foreign one to the city budget staff. I was impressed by the recommendations for privatization in the FY '97 budget proposal.

The two track approach to privatization suggested -- privatization that just makes sense, and competitive outsourcing -- is a sound, economic move in the city budget proposed by the city manager.

Privatization that just makes sense is the effort to privatize The Growdon Road Car Pound and the Alamodome Event Cleaning contract.

The Police Department has operated the city's vehicle storage facility on Growdon Road for years. This facility, as you know, is responsible for the impounding, releasing, and auctioning of all wrecked, abandoned, and recovered vehicles.

The Police Department recommends privatization of the car pound. The city should follow their recommendation. Initial estimates credit this privatization move with saving the city some \$85,000, and avoiding an estimated \$755,000 in improvements.

San Antonio should explore the competitive outsourcing of landscape maintenance, custodial services at detention facilities, and ultimately allowing city departments to compete on a cost and quality of service basis with the private sector.

You will find that Phoenix, Arizona, and Indianapolis, Indiana, have both adopted privatization components to their city services with wonderful success.

Phoenix is credited as a pioneer in privatization. But Phoenix does not simply turn government operations over to private companies. Phoenix competitively outsources for services, and then carefully monitors the performance.

This approach has created a competitive, corporate atmosphere at city departments, with city staff actively involved in innovative, cost-cutting, streamlined, productive measures. The ultimate beneficiary here is the taxpayer.

Since 1979, Phoenix has seen a savings of nearly \$30 million in cost savings / avoidance through its competitive proposal process; outsourcing such services as street light maintenance and custodial services.

Indianapolis has also realized significant savings, and increased efficient services through privatization. Privatizing their wastewater treatment facility has saved the city \$75 million. Likewise, the privatization of the airport management brought a savings of \$100 million.

Local governments must be creative in providing citizens with basic municipal services on a limited budget. Test competitive outsourcing, and see how it works.

A final example you all are aware, The Greater Chamber has been a strong advocate for the Alamodome, from conception to completion.

It is in a constructive spirit of support, that we suggest once again that the city engage a private, professional enterprise to manage the Alamodome. It is only then that the City may realize the full potential and value of the facility. As our blue ribbon task force chaired by Mike Burke said two years ago:

A non-political, highly competent independent authority should be developed to oversee the Alamodome by undertaking the following:

- 1. Appoint an Alamodome Board consisting of five to seven appointees, with expertise in the management of public arenas.**

- 2. Charge this board to submit to the City Manager and the City Council a plan for creating, within two years, a permanent, independent, oversight commission.**

- 3. Seek enabling legislation in the 1997 legislative session authorizing the Alamodome Board to function as an independent body similar to the board which oversees City Public Service.**

- 4. The Alamodome should be marketed by a private firm specializing in event planning geared toward the type of clients who can utilize the many unique characteristics of the facility.**

In closing:

- 1. We commend the City Manager for an honest, no new taxes budget proposal.**

- 2. We urge continued full funding for The San Antonio Education Partnership, and thereby committing the city to an active level of involvement in reducing the high school drop-out rate in San Antonio, and helping more students get to college.**

- 3. We urge full funding at the \$800,000 level for Project QUEST to assist in their efforts to provide real job training for real jobs.**

4. We urge you to aggressively take steps toward privatization, starting with the management and marketing of the Alamodome in order to reap the real financial benefits to support programs such as Project QUEST and the San Antonio Education Partnership.

We likewise urge you to implement competitive outsourcing programs to privatize municipal services where it just makes sense.

Thank you for the dedicated service you provide to our city.

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MEMORANDUM



TO: YOLANDA LEDESMA

FROM: DONZE LOPEZ
VICE PRESIDENT
GOVERNMENT AFFAIRS COUNCIL

DATE: September 20, 1996

RE: TESTIMONY ON THE CITY BUDGET

Attached you find the testimony Mr. Joseph Krier made before the City Council on Thursday, September 19, 1996.

Please enter these remarks into the public record for the said mentioned date.

COST SAVINGS FROM PRIVATIZATION: A Compilation of Study Findings

by
John Hilke

EXECUTIVE SUMMARY

Opponents of privatization and other methods of increasing competition in government-financed services frequently claim that privatization/competition rarely results in cost savings for government or society at large. In fact, some argue that privatization increases costs to the taxpayer.

These claims are refuted by a substantial body of research that has documented significant savings from privatization/competition. More than 100 studies over the course of the last 20 years have demonstrated privatization/competition cost savings in service areas from airport operation to weather forecasting.

The wide variety of reasons for the cost savings include, for example: 1) better management techniques; 2) better and more productive equipment; 3) greater incentives to innovate; 4) incentive pay structures; 5) more efficient deployment of workers; 6) greater use of part-time and temporary employees; 7) utilization of comparative-cost information; and 8) more work scheduled for off-peak hours. All these benefits stem primarily from the introduction of competition into the bidding process to perform the service.

Insulated from competition, most government units have lower incentives to or are even prohibited from adopting the productivity-increasing techniques of private firms. When government units compete against private bidders to provide a service, cost savings are significant regardless of who wins the contract because the government unit typically responds by cutting its costs greatly.

The following service-by-service table is a compilation of cost studies that compare the costs of in-house (sole-source) government agencies versus alternative and mostly private-sector providers. It is derived from my book, *Competition in Government Financed Services*, published by Quorum Books in 1992. The over 100 independent studies typically found cost reductions of 20 percent to 50 percent that resulted from privatization and, more importantly, increased competition.

INTRODUCTION

This table updates and expands an earlier 1982 compilation of studies on the effect of competition on the costs of government services.¹ It references over one hundred independent studies of increased competition in specific government services and the cost discrepancies observed. Studies that collected quantitative results usually demonstrated cost savings of 20 percent to 50 percent as a result of increased competition.

The primary method of increasing competition is contracting out public services to private firms. However, this is not the only method of increasing competition examined in the studies presented in the table. Findings from two other methods of increasing competition are also detailed.

One alternative is allowing management and workers of the in-house government unit to bid against private firms. The other method is termed intergovernmental contracting and refers to agreements between two or more government jurisdictions to purchase service from another government. Competition takes place between in-house units in all the jurisdictions that might contract with each other.

RESEARCH FINDINGS

UPDATED COST SAVINGS RESEARCH FINDINGS		
Arranged Alphabetically by Service Category		
SOURCE	COMPARISON	FINDINGS
AIRLINE OPERATION AND AIRPLANE MAINTENANCE		
Savas 1987	In-House versus contract maintenance support for air force bases.	Contract maintenance reduced costs by 13% while improving availability of parts and planes. Cost savings were primarily attributable to use of 25% fewer personnel by contractors.
Davies 1971, 1977	Australia/sole private airline versus its lone public counterpart.	Efficiency indices of private airline were 12% to 100% higher.
Domberger and Piggott 1986	Survey article dealing with many services. Focus on Australian Airlines.	Concludes that private firms are generally more efficient, unless the public firms are faced with equivalent competition.

Privatization Cost Savings (Continued)

AIRPORTS		
Auditor General of Canada 1985	Tax-supported Canadian airport operations versus comparable U.S. airport authorities that must borrow in capital markets to finance their facilities.	Airports subject to capital market discipline are much more efficient. Work-year requirements are 30% to 40% lower. Canadian government workers have inflexible work assignments and procedures. Canadian airports are overbuilt and neglect many commercial opportunities. Fail to monitor trends in operating costs. Overall savings rate is 40%.
Moore 1987	In-house versus contract air-traffic control.	Government pricing policies for landing rights and other airport services lead to inefficient congestion and inability to finance expansion of facilities.
Roth 1987	Government-managed versus private-managed airports.	Government pricing policies for landing rights and other airport services lead to inefficient congestion and inability to finance expansion of facilities.
ALL SERVICES		
Deacon 1979	In-house versus intergovernmental production of all services.	Intergovernmental contracting saved 14% relative to in-house production.
David 1987	In-house versus private contracted services.	Surveyed local administrators reported that cost savings were achieved in 98% of contracting efforts. The range of operating-cost savings was large: 10% reported more than 40% savings. The weighted average cost saving was 19%.
Savas 1987	Los Angeles county in-house services versus contracted services from 1979 to 1984.	Cost of contracted services averaged 30% less than in-house services.
Moore 1987	In-house versus contract in Mirada, California.	Contracting has 30% lower costs.
ASSESSING PROPERTY TAX (financial administration) also see Payroll and Data Processing (service category 28).		
Stocker 1973	In-house versus private contractors in Ohio.	Private assessments provided 50% cost savings and were found to be more accurate.
BANKS		
Davies 1982	Australia/one public versus one private bank.	Sign and magnitude of all indices of productivity, responsiveness to risk, and profitability favor private banks.
BUS SERVICE (Utilities) also see Electric Utilities and Water Utilities (service categories 10 and 43).		
Morlok and Moseley 1986	Municipal in-house agency versus competitive contracts.	Contract winners supplied services at 28% lower costs.
Morlok and Viton 1985	Municipal in-house agency versus contracts awarded in competitive bidding versus noncompetitive contracts.	Contract providers had cost 50% to 60% lower than municipal agencies they replaced. Noncompetitive contracts were similar to municipal agency costs.
Oelert 1976	Municipal in-house versus	Public bus services have 160% higher costs per

Privatization Cost Savings (Continued)

	private bus service in W. Germany.	kilometer than private equivalents.
Walters 1987	Municipal in-house versus private bus service in various cities.	Private bus services typically charge similar prices, but have 50% to 65% lower costs.
Perry and Babitsky 1986	Private versus cost-plus contract versus municipal in-house versus regional in-house authority bus operators.	Private operators are significantly more efficient. Cost-plus contractors and municipal bus lines are less efficient. Inefficient private operators are sold to government.
Prommehne and Schneider 1985	In-house versus private firms in West Germany.	Private costs were 60% lower than public costs for commercial bus operations.
Talley and Anderson 1986	In-house motor bus versus contracted dial-a-ride service.	Substituting dial-a-ride for scheduled service decreased costs by reducing overtime and idle time and utilizing less costly vehicles. It also reduced costs indirectly by encouraging competition with traditional services of the agency.
Teal, Guiliano, and Morlok 1986	In-house versus competitive contract operators.	Competitive contract operations provided cost savings from 10% to 50% (larger fleets). Cost savings are due both to less overhead/greater productivity and lower wages.
Rice Center 1985	In-house versus contract express commuter services.	Contract operators have 30% to 60% lower costs.
CLEANING SERVICES (General maintenance of public buildings) also see Security Services (service category 37).		
Bundesrechnung-shoff 1972	In-house versus private contracting of cleaning services in West German post offices.	In-house service 40% to 60% more costly.
Hamburger Senat 1974, Fischer-Menshausen 1975	In-house versus private contracting out in West German public buildings.	Public service 50% more costly than private alternative.
Kaiser 1977	In-house versus contract services in schools.	Contracting saved 13.4% of costs.
Pommehne and Schneider 1985	In-house versus private-sector costs of services in West Germany.	Private costs were 33% lower than public costs for commercial cleaning services.
U.S. GAO 1981b	In-house staff versus GSA contractors versus private landlords.	Private window cleaning costs averaged 47% lower than GSA staff while contractor costs were 38% lower. Higher costs were due to higher wages as well as more workers.
Stevens 1984	In-house versus contract janitorial services.	Contract service had 42% lower costs even after accounting for quality, service levels, and economies of scale.
U.S. GAO 1982b, Fixler and Poole 1987	In-house versus contracted janitorial services in post offices.	Contracted janitorial services were 50% less costly than in-house services.

Privatization Cost Savings (Continued)

DAY CARE CENTERS		
Bennett and DiLorenzo 1983	In-house versus private providers of equivalent services. Article is based on GAO studies.	Private day care was found to be 45% less costly because of fewer teachers, lower wages, and fewer nonteaching staff.
DEBT COLLECTION		
Bennett and DiLorenzo 1983	In-house versus private providers of equivalent services.	Private debt collection procedures were faster and 60% less costly.
Bennett and Johnson 1980	In-house versus privately contracted equivalent services.	Government 200% more costly per dollar of debt pursued.
ELECTRIC UTILITIES (Utilities) also see Bus Services and Water Utilities (service categories 6 and 43).		
Bennett and DiLorenzo 1983	In-house federal agencies versus private hydroelectric plants.	Private utility costs averaged 17% lower due primarily to federal overstaffing.
Hellman 1972	In-house versus electric utilities that compete versus regulated private monopolies.	Competition produced lower rates than regulation. Government production produced the lowest rates due to tax exemptions.
Meyer 1975	In-house versus private firms, sample of sixty to ninety U.S. utilities.	Slightly higher costs of private production. Threat of competition improved cost efficiency somewhat.
Moore 1970	In-house versus private U.S. utilities.	Overcapitalization greater in public firms. Total operating costs of public firms higher.
Primeaux 1975	In-house versus private U.S. utilities.	Municipal utilities facing competition have 11% lower cost on average. Economies of scale offset X-inefficiency at big firms.
Spann 1977	In-house versus private firms in Texas and California.	Private firms, adjusted for scale, are as or more efficient in operating cost and investment.
Atkinson and Halvorsen 1986	U.S. public utilities.	Public Utilities are as efficient as private utilities.
Wallace and Junck 1970	In-house versus private firms by region of the U.S.	Operating costs 40% to 75% higher in public mode. Investment is 40% higher (per kilowatt) in public mode.
Bellamy 1981	Monopoly versus competing utilities.	Competing utilities had 20% lower prices.
FINANCIAL ADMINISTRATION See Assessment, Property Tax (service category 4), and Payroll and Data Processing (service category 28).		
FIRE PROTECTION		
Ahlbrandt 1973, 1974 Moore 1988	In-house (Seattle) versus private (Scottsdale, Arizona).	Municipal fire departments 39% to 88% higher per capita.
Hilke 1986	In-house versus varying degrees of use of volunteers in New York, and Pennsylvania cities (not suburbs) with	Use of volunteers reduced firefighting costs. Cities in New York with all-volunteer departments had 62% lower costs per capita. Pennsylvania's all-volunteer cities saved an average of 79% per capita. A 10%

Privatization Cost Savings (Continued)

	populations between 10,000 and 50,000.	increase in use of volunteers provides a 2.8% decrease in costs.
Kristensen 1983	In-house versus major private provider in Denmark.	The principal private firm provided services at 65% lower costs. Differences in costs due to economies of scale, lower input costs, and especially part-time reservists and lower X-inefficiencies.
McDavid and Butler 1984	In-house versus major private provider in Denmark.	Mixed fire departments averaged 33% lower costs than purely municipal departments.
Poole 1976, Smith 1983	Private versus contract fire fighting.	Switching to private contract fire fighting reduces costs by 20% to 50%.
FORESTRY		
Bundesregierung Deutschland 1976	In-house versus private in West Germany.	Annual operating revenues 45 DM per hectare higher in private forests (approximately \$6 per acre).
Pfister 1976	In-house versus private in the state of Baden-Wurttemberg, Germany.	Labor input twice as high per unit of output in public as compared with private firms.
GENERAL MAINTENANCE OF PUBLIC BUILDINGS See Cleaning Services (service category 7) and Security Services (service category 37).		
HEALTH SERVICES also see Nursing Homes (service category 25).		
Schlesing, Dorwart, and Pulice 1986	In-house versus contract mental health services.	Nominally competitive-contracting procedures resulted in sole-source supply with little increase in efficiency.
Valente and Manchester 1984	In-house supply of substance abuse programs versus volunteer-based program.	Systematic volunteer program allowed service expansion with cost savings to the community.
HIGHWAYS		
Deacon 1979	In-house (local) versus intergovernmental provision of street repair.	Intergovernmental contracting saved 30%.
Stevens 1984	In-house versus contract provision of asphalt overlay and traffic light maintenance.	Contracting out was half as costly with equivalent quality. Contractors used more experienced staff and more equipment. Cost savings in the traffic light maintenance averaged 36%.
HOSPITALS		
Lindsay 1975	In-house Veterans Administration (VA) versus private.	VA hospitals have lower costs and lower quality. Resource use is distorted towards outputs that are easily monitored by Congress. Actual costs per medically necessary hospital stay may be higher in VA hospitals after controlling for length of stay.
Robinson and Luft 1988	Investor-owned versus public hospitals using a sample of 5,490 hospitals.	Cost increases at public hospitals were 15% lower than those in investor-owned hospitals from 1982 to 1986 after controlling for various demand and cost factors.
Becker and Sloan 1985	Investor-owned versus nonfederal government hospitals.	Government hospitals had no higher costs per admission.

Privatization Cost Savings (Continued)

Shortell and Hughes 1988	Investor-owned versus nonfederal government versus nonprofit private hospitals.	No differences in quality, measured in death rates between different types of hospitals.
Register and Bruning 1987	Investor-owned versus thirty-six nonfederal state and local government owned and operated hospitals.	No significant efficiency differences between types after controlling for size and other factors that should effect efficiency.
Grannemann, Brown, and Pauly 1986	Investor-owned versus nonfederal government hospitals using a national sample of short-term hospitals.	Investor-owned hospitals had 24% higher costs than nonfederal government hospitals.
Noether 1987	Investor-owned versus nonprofit hospitals including nonfederal government hospitals sampled from 223 metropolitan areas.	Investor-owned hospitals are significantly more efficient once tax payments are taken into consideration.
Lindsay 1976	In-house Veterans Administration versus private.	Cost per patient day less in VA hospital, unadjusted for type of care and quality. Less "serious" cases and longer patient stays were observed in the VA facilities. The VA had a higher proportion of minority group professionals compared to proprietary hospitals.
Benton 1979	In-house versus private home care.	Government had 43% lower cost. No controls for quality were made in the study.
Wilson and Jadow 1978	In-house versus private in 1,200 U.S. hospitals providing nuclear medicine services.	Proprietary hospitals more efficient than public hospitals.
Hatry 1983	In-house managements versus contract management.	Experience with contract managements has varied. Seven out of fifteen large California public hospitals signing new management contracts with private management firms between 1973 and 1980 terminated the contracts. The hospitals noted small savings, service problems, and the hospital's ability to learn and then duplicate the cost-saving management techniques of private contractors.
HOUSING AND COMMUNITY DEVELOPMENT		
Muth 1973	In-house versus private construction costs in U.S. cities.	Public agencies 20% more costly per constant quality housing unit.
Rechnungshof Rheinland Pfalz 1972	In-house versus private cost of supplying large public projects in West Germany.	Public agencies 20% more costly than private contracting.
Schneider and Schuppener 1971	In-house versus private construction in West Germany.	Public firms significantly more expensive suppliers.
Pommerehne and Schneider 1985	In-house versus private costs in West Germany.	Private costs were lower than public costs for commercial services generally, 17% for construction.

Privatization Cost Savings (Continued)

President's Commission on Privatization 1988	Publicly constructed versus various privatization alternatives.	Public housing costs per unit over twenty years total \$69,863 versus \$27,892 to obtain private units through housing subsidies to individual need families.
Weicher 1980	Government-financed construction versus private.	Government-financed construction 25% more costly. Government management is also more costly.
INSURANCE CLAIMS PROCESSING		
Hsiao 1978	In-house versus private.	Equivalent claims processing costs of private insurers were between 15% and 26% lower. Most of the differences were attributable to compensation and organizational differences. Some cost difference were attributable to efforts by public insurance programs to control medical costs generally.
INSURANCE SALES AND SERVICING		
Finsinger 1981	In-house (five firms) versus private (seventy-seven firms) liability and life coverage in West Germany.	Competition between public and private firms prompted equivalent efficiency.
Kennedy and Mehr 1977	In-house (in Manitoba) versus private (in Alberta).	Private insurance quality and service higher than those of the public insurance with equivalent costs.
LAUNDRY SERVICE		
Pommerehne and Schneider 1985	In-house versus private in West Germany.	Private costs were 46% lower than public costs for commercial services in laundry services.
LEGAL SERVICES		
Houlden and Balkin 1985	Ordered assigned counsel versus contract counsel for indigents.	Contract counsel had at least 50% lower costs. Contract counsel processed cases in half the time of assigned counsel. The authors note that since fees per hour are roughly equal, the primary difference is due to less attorney time per case under the contract system. This may imply a lower quality of service with contracts, but this does not affect the average jail term.
LIBRARIES		
White 1983	In-house libraries before and after federal aid.	After federal aid started in 1960s, productivity slowed as libraries added federally sponsored programs with lower marginal impact on output and fewer volunteers. Total factor productivity was at least 27% lower as a result.
LIQUOR STORES		
Simon and Simon 1987	In-house versus private.	State stores have higher compensation rates, but higher sales per hour. If hours of operation (quality) are considered, private stores have lower costs.
MILITARY SUPPORT SERVICES		
Bennett and Dilorenzo 1983	In-house versus private providers of equivalent services.	Average cost savings in base support services were 15%.

Privatization Cost Savings (Continued)

U.S. GAO 1985b	Precontract bids versus post-contract costs for competitive Department of Defense contracts.	Most post-contract prices were in accord with bids. Some unsatisfactory performance seen in 33% of the contracts. Personnel turnover and low staffing were main problems. Contract prices increases due largely to contract changes and Davis-Bacon wage regulations.
U.S. GAO 1981a	In-house versus contract.	Savings from both higher employee productivity and lower wages.
U.S. GAO 1985b	Contract bids versus actual contract experience.	Contract costs increased over time in 95% of sample. In 89%, increases were too small to eliminate the net savings from contracting. (Contracts were rebid in 35% of the cases due to failures of the initial contractor.) Main causes of the cost increases were general wage increases, rebidding of contracts, contract errors, or additional requirements not originally included.
MOTOR VEHICLE MAINTENANCE		
Campbell 1988	In-house versus contract services.	Contractor costs are 1% to 38% below municipal costs for equivalent or higher levels of service. In conversions to contracting, wage levels generally remain similar, but the number of operating and overhead employees is reduced because of greater productivity.
Pommerehne and Schneider 1985	In-house versus private costs in West Germany.	Private costs were 50% lower than public costs for automobile motor maintenance repairs.
Stolzenberg and Berry 1985	Noncompetitive in-house versus competitive contract versus competitive in-house.	Competition resulted in lower costs through large reductions in personnel. Contracting saved approximately 17%. The lowest costs occurred where an in-house operator won competitive contracts. Costs averaged over 40% lower at these bases. Quality of maintenance was similar, but slightly better in government operations operating under competitive conditions. Higher government costs came from staffing for peak-load demand, higher government fringe benefits and difficulties in hiring and firing.
NURSING HOMES (health services) also see Health Services (service category 13).		
Lindsay 1975	In-house (VA) versus contract.	Contract operated homes had 45% lower per day costs.
PARKING		
Caponiti and Booher 1986	In-house versus contract parking meter and parking restrictions enforcement.	Contracting is less costly, primarily because of lower fringe benefits and greater flexibility in meeting staffing requirements. Productivity (violations ticketed) improves as much as 10%, averaging 5%.
PARKS AND RECREATION		
Stevens 1984	In-house versus contract park turf maintenance.	Contract service had 28% lower costs and equivalent quality of service.
Savas 1987	Government versus privately	Costs of privately constructed sports arenas averaged

Privatization Cost Savings (Continued)

	constructed sports facilities.	31% less than those of public arenas.
Holmes 1985	In-house versus contract recreation program.	Cost savings of 20% obtained by privatizing. Savings come from more use of volunteers and better use of employees.
Poole 1980	In-house versus private facilities operations and programs.	Cost savings of 20% obtained by privatizing. Savings come from more use of volunteers and better use of employees.
Fixler and Poole 1987 Valente and Manchester 1984	In-house versus contracted profit and nonprofit organizations.	Contracting allowed maintenance of quality recreation services, even though budgets were reduced under California's Proposition 13 by as much as 50%.
PAYROLL AND DATA PROCESSING (financial administration) also see Assessment, Property Tax (service category 4).		
Valente and Manchester 1984	In-house versus private competitive contractors.	Contractor performed higher quality data processing service with cost savings of 15%.
Stevens 1984	In-house versus private contractors.	No cost differences found after accounting for quality and other factors.
POLICE		
Deacon 1979	In-house (local) versus intergovernmental.	Intergovernmental contracting saved 42%.
Mehay 1979	In-house (local) versus contract with county (Lakewood Plan).	Contract costs were lower due to fewer police officers per capita. However, contract cities experienced higher rates of violent and property crime. Net effects were probably negative for contract cities. Problem attributable to inability of contract cities to specify quality of service and monitor performance.
Mehay and Gonzalez 1985	In-house monopoly versus in-house production with competition to serve additional jurisdictions.	Costs in counties that sell their police services to other jurisdictions are estimated to be 9% to 20% lower. The authors conclude that competition encourages police departments to keep their costs down.
POSTAL SERVICE		
U.S. GAO 1982a	In-house versus contracted routes.	Contracted delivery routes save up to 66% on delivery costs.
Hanke 1985a	In-house versus contracted window service.	Contractors (retail stores with postal services) provided window service at 88% lower cost than USPS operated.
Savas 1987	In-house versus private parcel delivery services.	Private firms have lower rates, faster delivery, lower losses from damage, better tracking systems, wider variety of services, and lower costs.
PRINTING		
Pommerehne and Schneider 1985	In-house versus private in West Germany.	Private costs were 33% lower than public costs for commercial printing services.
PRISONS		
Grant and Bast 1987	In-house versus contract facilities and services.	Contractor prison construction costs are at least 45% lower than government averages. Service contracts for prison operations are at least 35% below average per prisoner costs in recent cases.

Privatization Cost Savings (Continued)

PUBLIC WELFARE		
Poole 1980	In-house versus private variety of welfare services.	Privately supplied programs operating under competitive bidding saved 20% to over 60%.
Hatry 1983, Wedel, Katz, and Weick 1979	In-house versus private contracting for vocational rehabilitation, childrens' protective services, and programs for the elderly.	Competitive contracting efforts have often devolved into single source contracting with little evidence of efficiency gains. Nonprofit firms are the predominate suppliers. Improved program characteristics are the primary objective of contracting, but no quantifiable quality information is available.
RAILROADS		
Bennett and DiLorenzo 1983	In-house versus private providers of equivalent tract repair. Article is based on GAO studies.	Private railroads repaired ties, replaced track, and surfaced rails at least 70% more efficiently.
Caves and Christensen 1980	In-house (Canadian National) versus private (Canadian Pacific) costs and productivity differences.	No current productivity differences. The public firm substantially increased its efficiency after competition increased in 1965.
REFUSE COLLECTION (Sanitation other than Sewerage) also see Street Cleaning (service category 41).		
Collins and Downes 1977	In-house versus private contracting-out in St. Louis area.	No significant cost differences. Private firms lost density economies because several firms served the same areas. Public suppliers had monopoly status.
Savas 1974, 1977a,b, 1980; Stevens and Savas 1978; Edwards and Stevens 1979	In-house versus private monopoly franchise versus private nonfranchise firms.	Public supply was 40% to 60% more expensive than private. Private monopoly price was only slightly 5% higher than price of private non-franchised collectors. Density economies offset otherwise higher costs.
Stevens 1984	In-house versus competitive contract.	Cost savings of 22% were found, controlling for quality.
Hirsch 1965	In-house (St. Louis City-County area) versus private firms.	No significant cost differences. Private competing suppliers lost density economies.
Kemper and Quigley 1976	In-house versus private monopoly contract versus private nonfranchise versus municipal firms in Connecticut.	Municipal collection costs were 14% to 43% higher, but private nonfranchise costs were 25% to 36% higher than municipal collection. Loss of density economies increased costs of nonfranchise suppliers.
Kitchen 1976	In-house versus private firms in forty-eight Canadian cities.	Municipal suppliers were more costly than proprietary firms.
Petrovic and Jaffee 1977	In-house versus private contracting in midwestern cities.	Cost of city collection was 15% higher than the price of private contract collectors.
Pier, Vernon, and Wicks 1974	In-house versus private firms in Montana.	Municipal suppliers appear to be more efficient, not controlling for quality and community characteristics.
Savas 1977a	In-house versus private firms in Minneapolis.	No significant cost differences if suppliers compete through tight control of municipal costs imposed by

Privatization Cost Savings (Continued)

		legislature using private costs as a comparison.
Savas 1981	In-house and franchise contractors in a single district jurisdiction versus contractors and in-house in a multidistrict setting.	The average number of bids per area increases when cities are divided into small districts. Competitive bidding leads to lower costs for contractor service. Cities that actively monitor municipal agencies using private contractor costs have lower average costs. No benefits are obtained without these policies.
Spann 1977	In-house versus private firms. (Survey of literature.)	Public firms were 45% more costly.
SCHOOLS		
Peterson 1981	In-house versus private contractor-operated public schools.	Private contracting prompted small gains in math and reading and losses in other subjects. No cost savings.
SECURITY SERVICES (general maintenance of public buildings) also see Cleaning Services (service category 7).		
Hanke 1985a	In-house versus private security guards.	Private security services save 50% or more.
SEWERAGE/WASTEWATER TREATMENT		
Hanke 1985a	In-house versus contractor-built and operated treatment facilities.	Contractor costs averaged 20% to 50% less due to shorter construction lags and lower construction costs. Competition also reduces operating costs 20% to 50%.
Savas 1987, Moore 1988	In-house versus outside contracts	Contracted wastewater service is 20% to 50% less costly because federally financed projects involve higher construction (Davis-Bacon Act) and design costs.
SHIP REPAIR AND MAINTENANCE		
Bennett and Johnson 1980	In-house versus commercial tankers and oilers.	U.S. GAO reports that the private ship repair costs averaged 80% less than the U.S. Navy's costs.
SLAUGHTERHOUSES		
Pausch 1976	In-house versus private firms in 5 major West German cities.	Public firms were significantly more costly because of overcapacity and overstaffing.
STREET CLEANING (refuse collection) also see Refuse Collection (service category 35).		
Stevens 1984	In-house versus competitively contracted.	Contract cities have 43% lower costs after accounting for quality and other factors.
TOWING		
Kaiser 1976	In-house versus contractors in New York.	Contract towing bids provided cost savings of more than 40%.
TRANSIT see Bus Service (service category 6).		
UTILITIES see Bus Service (service category 6), Electric Utilities service category 10), and Water Utilities (service category 43).		
WATER UTILITIES (utilities) also see Bus Services and Electric Utilities (service categories 6 and 10).		
Crain and Zardkoohi 1978	In-house versus private suppliers; comparisons of 112 firms and detailed case study of 2 firms that switched type of ownership.	Public firms were 40% less productive. Private firms had 25% lower costs. Public firms going private had 25% increase in output per employee. Private firm going public had an output per employee decrease of 40%.

Privatization Cost Savings (Continued)

Feigenbaum and Teeples 1982	In-house versus private water companies.	No cost differences were found after controlling for other cost factors.
Mann and Mikesell 1976	In-house versus private suppliers.	Found public modes were 20% more expensive after adjusting for input prices.
Morgan 1977	In-house versus private suppliers covering 143 firms in six states.	Costs 15% higher for public firms.
WEATHER FORECASTING		
Bennett and DiLorenzo 1983	In-house versus private. Based on U.S. GAO studies.	Private weather forecasting contractors provided equivalent weather forecasting with 35% lower cost.

SOURCE: John Hilke, *Competition in Government-Financed Services*, 69-94.

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ENDNOTE

- i.. Borcharding, T., W. Pommerehene, and F. Schneider, "Comparing the Efficiency of Private and Public Production: the Evidence from Five Countries," *Journal of Economics* (suppl. 2), 1982, 127-56.

How-To Guide #2
February 1993

DESIGNING COMPREHENSIVE PRIVATIZATION PROGRAMS FOR CITIES

by
John Stainback

EXECUTIVE SUMMARY

Mayors, city council members, and city managers across the nation continue to confront unprecedented fiscal constraints as the cost of operating government continues to outpace revenues. City officials need a solution to the fiscal crisis that is practical, responsive, entrepreneurial, and comprehensive, yet provides flexibility as to project scope and the timing of implementation.

Comprehensive, city-wide privatization programs meet these criteria. Comprehensive privatization programs apply nine types of privatization on a city-wide basis to government-owned assets, services, facility operations, debt and needed new facilities or infrastructure. Typically, two to three types of privatization apply to each government activity. Such privatization programs can generate at least 100 to 200 privatization opportunities for a city.

Governments should view comprehensive privatization programs as a means to reinforce and enhance their ability to govern and increase the level and quality of services for their constituents. Government officials actively participate in designing the program. They select the criteria that determine whether privatization opportunities proceed beyond the first phase. They determine the number, type, and scope of privatization opportunities that are fully developed. Moreover, they set the ground rules because they identify: 1) the level of control they want; 2) the level of risk they are willing to incur; and 3) which assets are in play. Tradeoffs and compromises will be necessary in order to implement a comprehensive privatization program, and changes and flexibility are required of government.

However, the benefits are likely to outweigh any risks that city officials may have to take. If properly structured and implemented, comprehensive privatization plans can generate non-tax revenue, reduce government costs, and assist in the finance and development of needed new facilities and infrastructure.

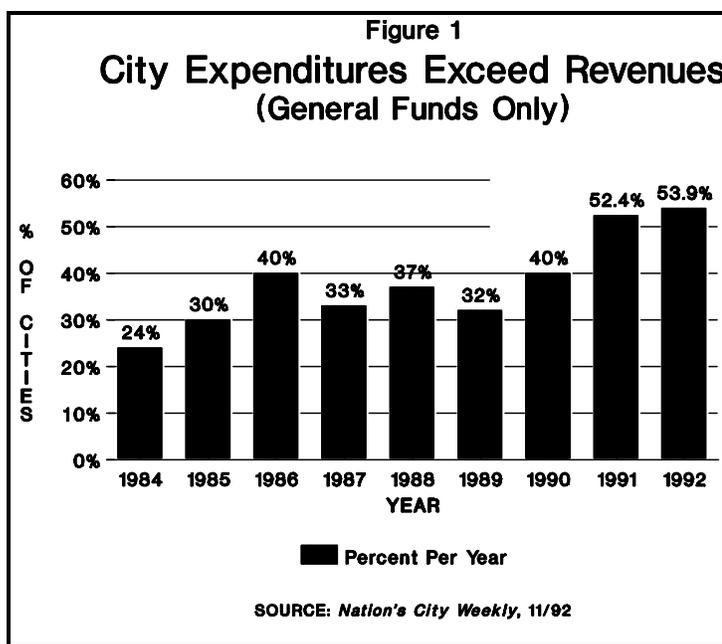
I. INTRODUCTION: FISCAL CRISIS IN CITIES

According to a report from the National League of Cities, over half of the country's cities and towns were facing budget deficits as of July 1992. Of the 620 cities and towns that responded to the League of Cities survey, 54 percent reported budget deficits for 1992, slightly more than in 1991. Moreover, small cities and towns are just as likely to be facing red ink as large urban cities.

A number of interrelated trends are causing the fiscal problems. These include: 1) surging city-government spending; 2) rapid escalation in government employee salaries and fringe benefits; 3) unfunded state and federal mandates; 4) the recession; and 5) a declining tax base in many cities.

TREND #1: The Tremendous Growth in City-Government Spending and Taxes. Per capita city-government spending doubled in real terms from 1960 to 1990, according to Census Bureau data.ⁱ In the ten fastest-shrinking of the 40 largest cities, real per capita government spending increased even faster, rising an average of \$855 between 1960 and 1990.ⁱⁱ

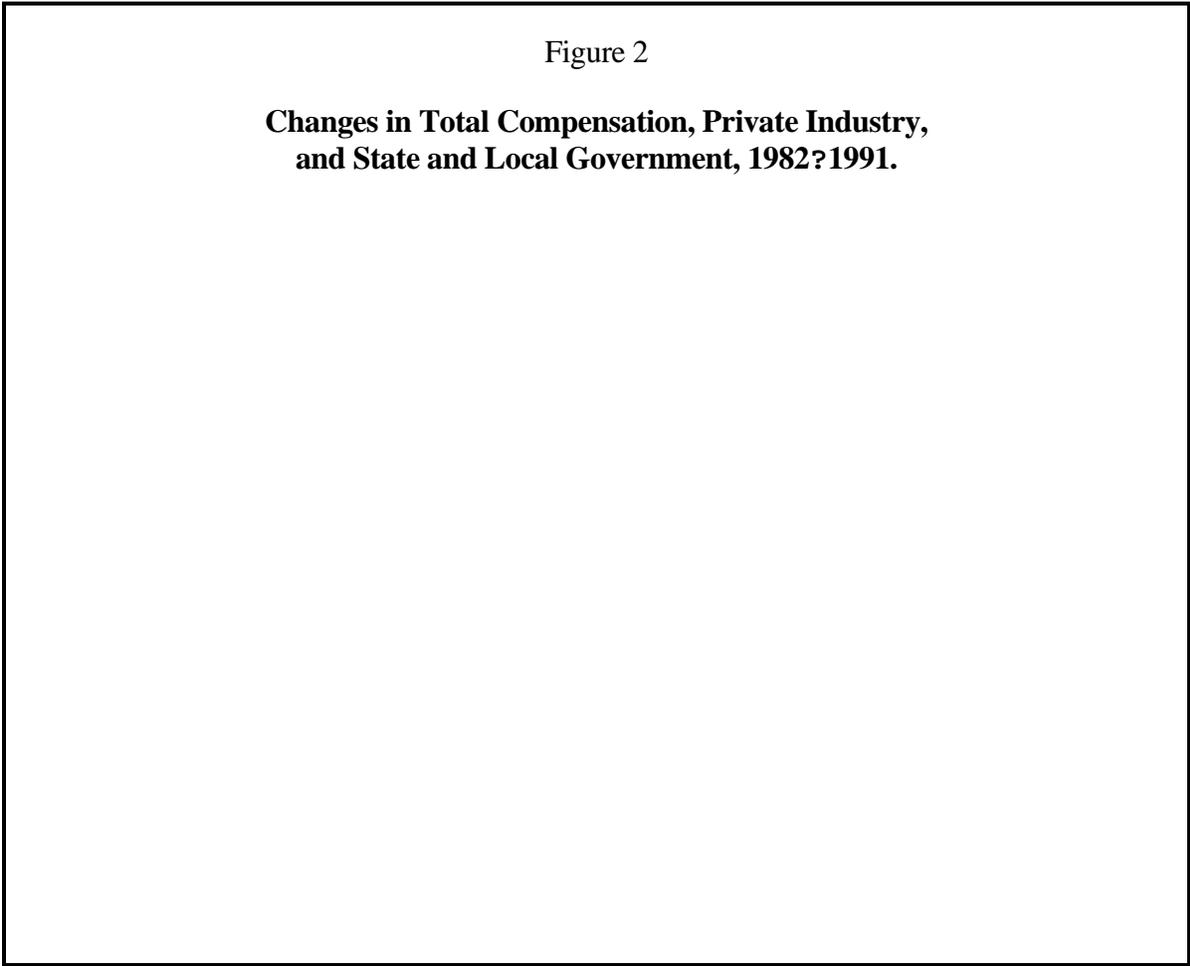
Increases in city revenues have been driving the growth in government spending. (see Figure 1) City revenues increased 22 percent after adjusting for inflation and population from 1980 to 1990.ⁱⁱⁱ State and local governments collected \$531 billion in taxes in 1991, a 5 percent increase from the previous year.^{iv}



Much of this money has been spent on expanding government by greatly increasing the number of city-government employees. The number of public employees in the country's largest cities rose 38 percent faster than did their populations from 1960 to 1990.^v State and local governments employed 15.1 million people as of 1991, an increase of 149 percent since 1960, according to the Census data.^{vi}

Even during the latest recession, state and local government employment has continued to grow rapidly. Local government payrolls grew by 173,000 workers between January 1992 and December 1992, according to the Department of Labor.^{vii}

TREND #2: The Rapid Escalation in Government Employees' Salaries and Fringe Benefits. Not only has the number of city employees mushroomed over the last decades, but so has their pay. From 1980-1990, state and local public employees received an average annual compensation increase of \$4,258. This amounts to increases of \$6.32 for every \$1.00 of private-employee increase during the same time period, according to a report from the American Legislative Exchange Council (ALEC).^{viii} These findings were reinforced by the December 1991 U.S. Department of Labor report on *Employment Cost Indexes and Levels 1975-91* (see Figure 2).



Moreover, on average, public employees have: 4.4 days more in paid holidays;^{ix} 3.1 more days in paid vacation time after one year of work;^x and 28 percent higher pension and insurance benefits than workers in private industry.^{xi}

TREND #3: Unfunded State and Federal Mandates. State and federal mandates are also adding

greatly to cities' financial obligations. A federal EPA storm water mandate for cities of under 100,000, for instance, is projected to cost as much as \$20,000 per family in every community.^{xii} Another EPA regulation, this mandating new regulations on radon levels in drinking water, may force many cities and towns to pass on \$14.5 billion in new capital and operating costs to local ratepayers and taxpayers.

Columbus, Ohio, a city with a population of 633,000 did a thorough analysis of the costs of complying with federal mandates from the Clean Water and Safe Drinking Acts. Total costs to the city were estimated to approach \$1 billion? \$770 million for Clean Water and \$105 million for Safe Drinking Water.^{xiii}

TREND #4: The Movement of People from the Cities to the Suburbs and Exurbs. Jobs and residents have been leaving the nation's major central cities for the suburbs at high rates over the last 40 years. Since 1950, the population in St. Louis has fallen by over 50 percent, while in Detroit and Cleveland it has declined by more than 40 percent.^{xiv} On average, central cities contain only one-fourth of the population in metropolitan areas of more than one million. Furthermore, two-thirds of the job growth in America between 1960 and 1980 was in the suburbs.^{xv} The population loss has meant a smaller tax base in cities, thus further exacerbating the fiscal problems.

TREND #5: The Recession. The recession has also taken a toll on cities. Slow economic growth has caused income and sales taxes to fall short of revenue projections. Nearly four out of five respondents to the National League of Cities survey reported that they were less able to meet their financial needs in 1992 than in 1991.^{xvi}

Trends Are Interrelated. These five trends are highly interrelated. For example: since employee salaries and benefits amount to 60 percent of the average city's budget, the rapid growth in public employee compensation was a driving force behind the increase in spending. Moreover, there appears to be a correlation between the high taxes required to fund the large increases in government and the movement of people away from these cities. In the cities whose governments grew most quickly between 1960 and 1990, for example, population declined by 37 percent. Population loss, in turn, reduces a city's tax base, meaning in order to raise the same amount of revenues as previously, the city must increase taxes.

THE FAILURE OF TRADITIONAL METHODS

METHOD #1: Tax Increases. The most common methods for cities and towns to deal with budget deficits is to increase taxes and fees, reduce services, and/or issue short-term debt. Of the cities responding to the National League of Cities survey, 72 percent raised taxes or fees or imposed new ones in 1992. This reliance on tax increases has numerous adverse effects, including slowing economic growth, driving businesses away from the cities, and causing citizens to rebel with tax revolts.

METHOD #2: Service Cuts. While city taxes and spending have been skyrocketing, services have been *reduced* in many cities. According to a survey of 50 cities by the U.S. Conference of Mayors covering the period from 1980?1990, the majority of cities raised taxes; of these cities, 60 percent had also reduced services.^{xvii}

Cuts in essential services, such as police and courts, are unnecessary at a time when city taxes and spending are rising greatly. The problem is not insufficient government funds, but rather the often inefficient public-sector delivery of services. This inefficiency drives up operating costs. City operating costs increased 22 percent from 1980 to 1990.^{xviii} The operating cost increases in turn are largely the result of increases in unit costs, meaning the costs of providing services outstrip the overall cost increases in the general economy. According to ALEC, unit-cost escalation averaged 28 percent (inflation and population adjusted) between 1980 and 1990 among 41 large cities surveyed.^{xix} Insulated from competition, government units have little incentive to cut costs or implement innovative techniques to increase productivity.

METHOD #3: Short-term Debt. Another method of balancing budgets increasingly used by city governments is to issue short-term debt.

In 1990, state and local government debt totaled \$648.6 billion.^{xx} This is more than double the \$303.7 billion of total debt in 1981 and 900 percent greater than in 1960.

The increasing reliance on short-term fixes such as tax increases and debt to finance budget shortfalls has resulted in lowered credit ratings for many cities, thereby reducing their ability to incur additional debt. (see Figure 3)

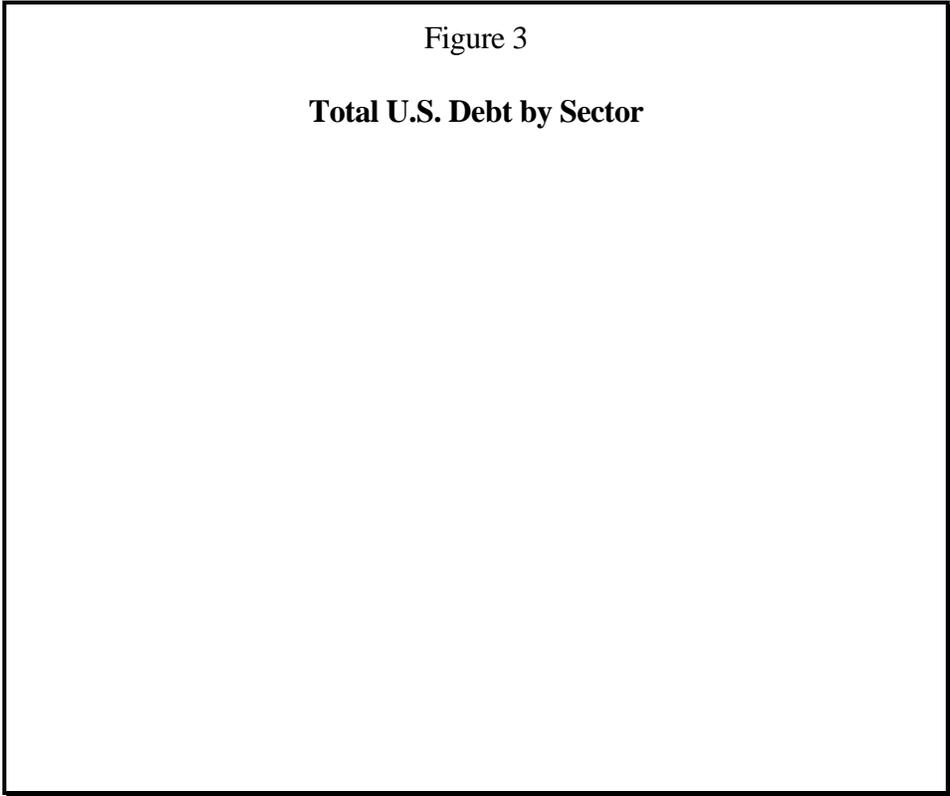
II. COMPREHENSIVE PRIVATIZATION PROGRAMS: A SOLUTION FOR CITY GOVERNMENTS

There is a better way to balance budgets and put a stop to continually escalating city government spending. **The solution:** generate new nontax revenue and cut the costs of government by implementing a comprehensive city-wide program to privatize selected government services, operations, facilities, and assets.^{xxi}

Comprehensive privatization programs involve systematically applying a variety of privatization techniques across an entire range of government services, facility operations, and assets. Privatization techniques can also be applied to a city government's organizational structure, cash management and debt, facilities and infrastructure which need to be renovated or expanded, and new facilities and infrastructure. Applying different privatization methods to these government activities can generate 100 to 200 privatization opportunities in an average city.

Objectives of a Comprehensive Privatization Program.

There are many reasons for policymakers to explore the possibilities of privatization. Studies have demonstrated that carefully implemented privatization efforts can lead to significant cost savings, efficiency gains, and greater flexibility, while allowing city officials more time to determine policy, rather than manage personnel.^{xxii} City-wide privatization programs have ten main objectives. These are to:



1. Improve the quality, responsiveness, and efficiency of public services.
2. Finance and build needed new facilities and infrastructure, not defer construction.
3. Reduce or eliminate government equity, and/or debt for needed rehabilitation and construction of facilities and infrastructure, rather than increasing cash outlays or municipal bond financing, or deferring maintenance.
4. Proactively manage all hard and soft government-owned assets to generate additional revenue from prior and current government investments.
5. Maintain, and possibly increase, employment opportunities in the local and regional economy.
6. Enhance the economic performance of facilities and infrastructure to generate additional revenue rather than continuing operational deficits.
7. Dispose of government-owned companies, pulling governments out of businesses that the private-sector can provide.

8. Improve government organizations and management, rather than duplicate efforts and fostering inefficiency.
9. Dispose of government-owned facilities and infrastructure, rather than continuing to be fully responsible for operational deficits and owner risks.
10. Reduce, and possibly eliminate, income lost from ineffective management of cash and/or debt.

In addition to the benefits listed above, privatization, if structured well, can reduce most of the problems and risks associated with owning and operating businesses and facilities that compete in the commercial industry.

Why a ?Comprehensive? Approach to Privatization? City-wide privatization programs provide government officials with a much wider array of financially feasible privatization projects than do piecemeal approaches to privatization. Comprehensive privatization programs enable governments to enhance the effectiveness and quality of government services, facilities and infrastructure, while requiring less, not more, tax-based funds. The cumulative total of additional nontax revenue and cost savings from the anticipated 100 to 200 privatization opportunities will also have a profound effect on the financial condition of a government. There are other advantages:

- **Flexibility.** Governments can select from a menu of different privatization opportunities and have great flexibility about when to implement the chosen opportunities.
- **Short and Long-Term Results.** If a government is facing a budget shortfall and wants to focus on short-term results, privatization opportunities can be selected which produce an economic return and/or cost savings in as little time as three months.
- **Greater Impact.** The cumulative impact on the quality of services and the financial impact of privatization is much greater under a comprehensive approach.

III. THE NUTS AND BOLTS OF A COMPREHENSIVE PRIVATIZATION PROGRAM

A city-wide privatization program consists of six separate and distinct phases. These phases are clearly interdependent. The phases include:

- Phase 1: Choosing the Privatization Team.
- Phase 2: Identifying Appropriate Privatization Techniques.
- Phase 3: Identifying Privatization Opportunities.

- Phase 4: Evaluating Privatization Opportunities.
- Phase 5: Developing Implementation Plans.
- Phase 6: Overcoming Obstacles to Privatization.

PHASE ONE: CHOOSING THE PRIVATIZATION TEAM.

A team needs to be assembled that will design and implement the privatization program. Structuring successful privatization programs requires a careful balance of intangible ingredients, such as creativity and insight into the marketplace. (see Figure 4)

Other important qualities team members should possess include:

- Entrepreneurial spirit.
- Knowledge of the economic return required by the private investment community for each type of project.
- Ability to develop alternative privatization plans that balance a government's constraints and opportunities with the often rigorous requirements of private investors and the capital market.
- Knowledge and access to the national network of private companies offering the services required for each of the privatization opportunities.
- Ability to carry out exhaustive financial analyses and develop alternative deal structures from the perspective of both the government and private-sector perspective.
- A high level of sensitivity and responsiveness to the participating public and private groups, as well as users, media and the voters.

Ideally, the team of advisors would include individuals with expertise in the following areas:

- Public/Private Deal Structures/Privatization Plans
- State-of-the-Art Public/Private Finance Plans and Instruments
- Financial Models and Cost Analysis
- Traditional Public Finance and Current Private Finance
- Legislation and Regulation
- Public/Private Partnership Agreements
- Land and Building Development
- Taxes
- Asset Valuation
- Facility Operations
- Cash Management and Debt Restructuring
- Business Management
- Investment and Development Incentives
- Local Commercial Development Market

- Delivery of Services
- Building Construction
- Architecture and Engineering

The government's team for a privatization program must continually consider future contingencies, such as: 1) how to implement a privatization opportunity; 2) what the political obstacles will be; 3) when the project should be implemented, and so on. One individual should have responsibility for the entire project.

PHASE TWO: IDENTIFYING APPROPRIATE PRIVATIZATION TECHNIQUES.

Most governments using privatization to generate new revenue or reduce costs typically use only one or two types of privatization. The most common types of privatization are contracting out public services to the private sector and selling government-owned enterprises. In order to fully utilize privatization, governments should expand their arsenal by using nine types of privatization and a wide variety of privatization techniques. The nine types of privatization and examples of the various privatization techniques (see Table 1) used for each type are as follows:

Table 1

A GENERIC ?MENU OF PRIVATIZATION OPPORTUNITIES?	
An example of privatization opportunities that result from applying the nine types of privatization on a city-wide basis for a relatively large U.S. city.	
TYPE 1: Transfer Facility Operations to Private-Sector Management Companies.	
<ul style="list-style-type: none"> · Civic Arena · Stadium · Convention Center 	<ul style="list-style-type: none"> · Airport(s) · Water Treatment Plant · Municipal Golf Courses
TYPE 2: Fully Utilize Government-Owned Hard and Soft Assets.	
<ul style="list-style-type: none"> · Disposition of Selected Properties Among the City's Inventory of Real Estate · A Real Estate Asset Management Plan for the Entire Inventory 	
TYPE 3: Structure and Implement the Public/Private Finance and Development of Facilities and Infrastructure.	
<ul style="list-style-type: none"> · Highways and Bridges · Utility Systems 	<ul style="list-style-type: none"> · Major New Civic Facilities · Expansion or Rehabilitation of Existing Civic Facilities
TYPE 4: Structure the Public/Private Lease or Partial Disposition of Facilities and Infrastructure.	
<ul style="list-style-type: none"> · Airport(s) · Civic Arena · Stadium 	<ul style="list-style-type: none"> · Port · Selected Public Housing · Public Garages
TYPE 5: Enhance the Economic Performance of Existing Government-Owned and Operated	

Table 1

A GENERIC ?MENU OF PRIVATIZATION OPPORTUNITIES?	
Facilities.	
<ul style="list-style-type: none"> · Airport(s) · Convention Center · Arena and/or Stadium 	<ul style="list-style-type: none"> · Public Garages · City Parks · Higher Education System
TYPE 6: Structure Selected Public Services to be More Competitive.	
<ul style="list-style-type: none"> · Solid Waste Collection and/or Disposal · Vehicle Maintenance · Building and Grounds Services · Health and Mental Health Care 	<ul style="list-style-type: none"> · Data Processing · Transportation Services · Legal and Security Services · Correctional and Related Facilities and Operations
TYPE 7: Streamline Government Organization and Restructure Selected Administrative Groups and Departments.	
<ul style="list-style-type: none"> · Housing Agencies · Parks and Recreation Agencies · Transportation Agencies 	<ul style="list-style-type: none"> · Health Care Agencies · An Incentive Program for Operation of Agencies and Management of Assets
TYPE 8: Enhance Cash Management and Restructure Debt.	
<ul style="list-style-type: none"> · Restructure Debt on Major Civic Facilities · Restructure Debt on Major Infrastructure 	<ul style="list-style-type: none"> · Revenue Collection of Traffic/Parking Fines · Revenue Collection of License Fees
TYPE 9: Structure the Disposition of Government-Owned Companies.	
<ul style="list-style-type: none"> · Utility Companies · Supply Companies 	<ul style="list-style-type: none"> · Television or Radio Stations

TYPE 1: Transfer Facility Operation to a Private-Sector Management Company. Many governments operate facilities that could be operated by private management firms specializing in a particular type of facility. Example: sports and entertainment facilities. A number of highly qualified facility management companies are available to government. These firms take advantage of their economies of scale and their ability to specialize in one type of facility or, in some cases, one type of operation.

By leveraging their national network of entertainers and events, these private management firms are better able to generate new bookings. Private management firms, or operators, also introduce innovative management techniques to control operational costs. By retaining private management companies, governments are often able to reduce or even eliminate the need for operating subsidies, and share the additional net income stream.

TYPE 2: Fully Utilize Government-Owned Hard and Soft Assets. Most governments passively manage their real estate properties, which in most instances represent valuable assets. Not only are governments not monetizing selected assets, they are having to fund maintenance and insurance costs. While wholesale selling of assets is never advocated, a selected few assets could be sold and returned to the property-tax rolls to generate long-term streams of income for governments.

TYPE 3: Structure and Implement the Public/Private Finance and Development of Facilities and Infrastructure. Governments are continually studying and analyzing the feasibility of public and public/private development projects. However, many of these efforts neglect to fully consider all of the potential sources of revenue or cost sharing. Nor are innovative public/private finance and development plans explored.

There are many ways to structure public/private development projects. Three techniques increasingly employed around the world include:

- **Build-Operate-Transfer (BOT)** of a new facility. Basically, a private entity structures the public/private finance of a road, airport, or other entity, and then builds and operates the facility for a specified term, typically 20 to 40 years. Title and operation are transferred to the government at little, or no cost upon expiration of the term of the agreement.
- **Build-Transfer-Operate (BTO)** technique. BTO requires a private entity to finance the facility, but title to the facility is transferred to the government upon completion of construction. The private entity then operates the facility for a term of 20 to 40 years to collect all revenues and recoup its investment.
- **Perpetual Franchise** technique. The title, financing, construction, and operation of an entity becomes the primary responsibility of a private firm. The government has oversight controls on safety, quality of construction, and day-to-day service.

TYPE 4: Structure the Public/Private Lease or Partial Disposition of Facilities and Infrastructure. Governments have made an enormous investment in public facilities and infrastructure. The management and operation of these investments is complex. Owning, and especially operating, this wide array of facilities and infrastructure, may not always be the most appropriate means for a government to meet the needs of residents. Public/private partnerships can be structured in a manner whereby the government retains ownership, or at a minimum, maintains a comfortable level of oversight control without being burdened with all of the costs, risks, and responsibilities traditionally required of an owner and operator.

Investments in stadiums, arenas, theaters, garages, and other revenue-generating facilities can be very attractive to the private sector. Governments can recognize an economic return from these valuable assets by structuring long-term lease agreements, or partial dispositions, in which the private sector is responsible for the day-to-day operation of the facility. Governments receive an up-front cash payment and a negotiated portion of the net or gross revenues. Governments also benefit from the interest income from the initial payment, plus the enhanced future revenue stream while maintaining partial ownership and quality control.

Governments should also capitalize on the privatization breakthroughs contained in passage of the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1992.

TYPE 5: Enhance the Economic Performance of Existing Government-Owned and Operated Facilities. There are a number of ways to improve the economic performance of government-owned and operated facilities. Increasing or implementing user-fees, establishing or expanding concessions, or joint-development opportunities can increase revenues and/or reduce expenses.

TYPE 6: Introduce Competition into Public Services. The cost of government operations and services, as well as compensation for public employees, has grown at a faster rate than the private market. Yet the quality and scope of public services has sometimes decreased. Government officials need to remember three important points: 1) services are tax-supported; 2) delivery of services should be as effective and efficient as the competitive private market where taxpayers live and work; and 3) the services provided should be customer-driven.

Governments have considerable flexibility in structuring privatization plans for services, because at least seven privatization techniques apply to services:

- **Contracting Out.** Governments structure a contract with private companies, or nonprofit organizations for the delivery of services, or government supplies.
- **Intergovernmental Agreements.** One government agrees to pay another government to provide a service, or a government unit is designated to provide a service to several governments within a region.
- **Vouchers.** The government pays for the service, however, the user, or consumer of the service can freely select producers in the marketplace.
- **Grants.** Grants are a form of government subsidy to a private entity producing the product, or service. The primary objective is to reduce the retail price of services for participating consumers.
- **Franchise.** The government structures the contract, but the user pays the private company for goods or services such as infrastructure, utilities, telephone service, and cable television.
- **Self-help.** Small community organizations and charitable groups perform public services on a voluntary basis. Examples: street cleaning, neighborhood security, social services, recreational programs, and volunteer fire departments.
- **Load Shedding.** Government discontinues providing a service and lets the private sector take over the function.

TYPE 7: Streamline Government Organization and Restructure Selected Administrative Groups and Agencies. Governments can benefit from establishing clear and distinct responsibilities for each of their administrative groups and agencies. Often several agencies have overlapping responsibilities that lead to inefficiencies. By restructuring the management and responsibilities of

these agencies and groups, government can realize substantial cost savings and increase efficiency, as well as short- and long-term effectiveness.

TYPE 8: Enhance Cash Management and Restructure Debt. Cash management is exactly what it sounds like? governments seeking to increase their access to cash from their financial claims and maximize their income on that cash.

The objectives for cash management are: 1) to collect the cash as fast as possible; 2) to disburse the cash as slowly as possible; and 3) to maximize income from the idle cash. Privatization opportunities for cash management typically focus on collection procedures, accounts-payable systems, and investment programs.

For debt, the primary focus is to explore any opportunities for government to capitalize on restructuring debt. This could include benefits such as reducing the cost of financing, and maximizing the paydown of principal on selected investments.

TYPE 9: Structure the Disposition of Government-Owned Companies. Many government-owned enterprises, or companies, are attractive privatization candidates. If the private sector acquires a government-owned enterprise, the government usually benefits from a large cash infusion, as well as added corporate and property taxes.

In some situations a sale or disposition eliminates the government's need to support enterprises that have operating deficits. In these situations, a sale or disposition should be viewed as an expense reduction rather than a revenue source.

When selling a government-owned enterprise, it is imperative that the government's actual cost of operation be quantified. Frequently, the full costs associated with security, vehicle maintenance, and administrative support are not reflected in an enterprises' operating budget. Conversely, in many situations the revenue generated by an enterprise is understated in the operating budget.

PHASE THREE: IDENTIFY PRIVATIZATION OPPORTUNITIES.

The primary objective of this phase is to uncover privatization opportunities on a government-wide basis. There are three main steps in this phase.

1. Assemble and Organize Data.
2. Establish Criteria to Qualify Each Privatization Opportunity.
3. Apply Privatization Techniques to a Whole Range of Government Services and Facilities.

STEP 1: Assemble and Organize Data. The more that is known about the government services and facilities, the greater the number of privatization opportunities. Data will include such items as:

- Current Financial Report;
- Capital Improvement Program (CIP);
- Existing legislation, regulations, and procurement laws, which may be constraints or opportunities for privatization. This type of data would address: public employees, contracting out, financing capital improvements, etc;
- Facility Master Plans or Urban Development Plans;
- Current major contracts with private operators, concessionaires, and management companies;
- Any information on prior privatization transactions or nontraditional financing;
- Current Costs for Providing Services; and
- Revenue and Expenditures for Major Facilities.

The type of data relevant will be somewhat dependent on the sponsoring government's goals and objectives for the privatization program.

STEP 2: Establish Criteria to Qualify Each Privatization Opportunity. This criteria, jointly established by the sponsoring government and their advisor, will also be used later in evaluating and implementing privatization opportunities. The number and type of criteria used will reflect the government's needs and objectives. The total number of criteria typically ranges from 25 to 50.

The criteria will be used in this phase to qualify or ensure that each privatization opportunity included in the ?menu of privatization opportunities? generally meets the government's specific needs. Once the privatization opportunities are identified, these criteria are used later to more thoroughly evaluate each privatization opportunity.

The evaluation criteria are generally organized into eight to ten generic categories. They would in reality be specifically tailored to reflect the government's goals for the privatization program. The criteria generally fall under categories such as:

- Characteristic of Privatization Opportunities (project scope, cost, level of risk, complexity of deal structure, etc.);
- Economic Return/Cost Savings (annualized and term);
- Public/Private Finance (source, technique, and instrument);
- Implementation (management issues and approvals);
- Impact on Public and Private Groups (intergovernmental, unions, media, etc.);
- Schedule Requirements;
- Anticipated Problems.

STEP 3: Apply Privatization Techniques to a Whole Range of Government Services and Facilities. By applying one or more of the privatization techniques identified earlier to government assets, facilities, infrastructure, services, government-owned companies, facility operations, and other selected government activities, a government-wide privatization program yields 100 to 200 privatization opportunities. Consequently, there is a menu of privatization opportunities from which

governments select privatization projects for further development and/or implementation. A detailed example of how several privatization options can be generated by applying a variety of techniques to a single facility is described in the appendix.

The opportunities comprise a wide range of characteristics, such as:

- small to large project scopes;
- low to high levels of risk;
- immediate to lengthy implementation schedules; and
- varying equity/debt ratio requirements.

PHASE FOUR: EVALUATE PRIVATIZATION OPPORTUNITIES

Once privatization opportunities are identified, they must be evaluated in detail to determine whether they should proceed to the implementation phase. Each privatization opportunity is put through exhaustive analyses, such as financial feasibility, legal review and cost/benefit analysis. These analyses will require obtaining additional data. Moreover, each privatization opportunity will be tested against the evaluation criteria established earlier. There are three principal elements in this phase.

1. Analyze the Legislative and Regulatory Constraints.
2. Determine the General Marketability of Each Privatization Opportunity.
3. Develop Deal Structures for Each Privatization Opportunity.

ONE: Analyze the Legislative and Regulatory Constraints. Because privatization is a relatively new tool for governments, most government legislation and regulations are not geared to facilitate the use of privatization. Therefore, early in the privatization process, task forces should identify the potential roadblocks to privatization. Depending on the particular privatization opportunity, or privatization techniques, existing legislation may require modification(s). If this step is ignored, or not thoroughly explored, a government could invest time and money to develop privatization opportunities that will eventually be "killed" by existing legislation.

Another reason to explore legislative constraints and opportunities in this phase is that if existing legislation has to be modified, or new legislation introduced, in order to implement a privatization opportunity, the time required for implementing privatization will be substantially longer. If short-term results are expected from a certain privatization opportunity, it needs to be known early on which privatization opportunities, if any, will require the additional time to modify or introduce enabling legislation.

TWO: Determine the General Marketability of Each Privatization Opportunity. Private markets, such as the capital markets, land and building development markets, and sports and entertainment markets are continually changing. The ups and downs of a market will substantially affect the level of interest of private companies in structuring and implementing a public/private

partnership with government.

Even if private-sector interest exists, the requirements, or terms of a "deal structure" could be affected by a market change occurring a few weeks or months earlier. Therefore, current insights and access to these markets is important.

If a privatization opportunity involves several markets, companies in one market could be interested but still face new, or more rigorous requirements in another market. A member of the privatization advisory team needs to have a pulse on the anticipated markets.

A prime example of this situation is a city's need for a convention hotel near their convention center in today's market. While a building developer may be interested in working with the city, attracting financing for a hotel could be difficult. This situation is compounded by the financial instability of some hotel operators. Thus, a government could discover that an apparently viable privatization opportunity on paper is actually highly risky and unlikely to be financed. It is best to discover this before the local government has made a sizeable investment of time and/or money in the pre-development phase.

THREE: Develop Deal Structures for Each Privatization Opportunity. Alternative privatization plans, or conceptual public/private "deal structures" are developed for each opportunity that has passed up to this stage. These plans illustrate how the government and the private sector would share project responsibilities, costs, risks, and the projected economic return. These alternative plans provide governments with a large amount of flexibility. The alternative privatization plans range from a public/public partnership of two or more governments, to a plan where the private sector takes on nearly 100 percent of the responsibilities, costs, and risk.

The government selects one or all of the alternative privatization plans to be quickly tested for financial feasibility. The surviving alternative(s) would be comprehensively analyzed to cover issues such as:

- Marketability;
- Sources of Public and Private Finance;
- Legal and Regulatory Issues;
- Public/Private Financing Instrument(s);
- Implementation Schedule; and
- Level of Control of Each Party.

Each privatization opportunity is then evaluated against the established 35 to 50 criteria, and ranked from 1 to 10 to provide the government with a sense of how well each opportunity meets their needs and objectives.

PHASE FIVE: DEVELOPING IMPLEMENTATION PLANS

The privatization opportunities that receive a high ranking are generally selected to proceed with the preparation of implementation plans. Implementation plans outline the specific steps required to complete the transaction, and typically include:

- Detailed Financial Analyses and Valuation(s);
- Implementation Schedules;
- Specific Responsibilities of Each Party;
- Solicitation Processes;
- An Evaluation of Private-Sector Proposals;
- Negotiation with the Selected Private-Sector Team; and
- Preparation of the Required Public/Private Partnership Agreement(s).

Prior to distributing any solicitation, governments need to analyze privatization opportunities from the perspective of the particular private industries required to successfully implement each project. In other words, a government needs to know the answer before they ask the private sector the question.

Loss of control is perceived as one of the foremost implementation problems with privatization. It is also one of the easiest to resolve. Governments can use four methods to deal with this important issue.

METHOD 1: Identify Government Control as a Critically Important Criterion in the Privatization Process. If a government wants to maintain a certain level of control over selected facilities, operations or services, this factor should be weighted heavily when establishing the criteria to qualify and evaluate the privatization opportunities.

METHOD 2: State the Desired Level of Control in the RFP. Government officials should also indicate in the RFP the extent and nature of the control they wish to retain over contracted service provision.

METHOD 3: Document Performance Standards. If the required level of control by the government is marketable and negotiations begin with the selected private company(s), the government needs to develop specific performance standards to which the private company(s) will be held in the evaluation of their work.

Performance standards address issues such as:

- Quality of Service;
- Timeliness of Service and Repairs;
- Actual Versus Expected Savings; and
- Availability/Access to Government.

A potential problem with developing performance standards is to specify performance requirements that are so specific that they obviate the entire purpose of contracting out. By over-specifying, governments can also kill the interest of private companies in participating in privatization projects or public/private partnerships.

METHOD 4: Additional Control Mechanisms for Governments. Governments should develop and document performance standards and other requirements as if there will be a problem or dispute in the future with the private company selected for each privatization. Governments can specify a rate schedule to cover the cost of government intervention, if the private company fails to perform to the documented standards.

METHOD 5: Performance Bonds. Governments can also demand bid bonds and performance bonds. The objective of the bid bond is to create an incentive for private companies to “close” an agreement. In other words, if the “shortlisted,” or selected private company(s) declines the award, it must forfeit the amount of the bid bond. The performance bond goes into action when private companies default in some manner during the term of the contract. Governments should be careful not to set the size of the performance bond too high, because it inhibits the participation of small companies, and could serve as a catalyst for higher consumer costs. The size of the bond should be determined in advance to cover only the cost incurred by government to correct the situation or structure a contract with another company.

METHOD 6: Monitoring Techniques. In order for governments to detect a less-than-adequate performance by a private contractor, they will need to establish a system of monitoring and maintaining accurate records. Governments can use a variety of methods to monitor the performance of a contractor. These methods include:

- Scheduled On-site Inspections;
- Surprise On-site Inspections;
- User Surveys;
- Complaint Monitoring; and
- Periodic Cost Comparisons.

Unless governments retain at least oversight control, and manage the privatization contract, there will always be the danger of losing the advantages of competition, or having a private monopoly evolve.

PHASE SIX: OVERCOMING OBSTACLES TO PRIVATIZATION

Privatization efforts face many obstacles, including existing legislation and regulations, public employee resistance, misperceptions about privatization, and a general resistance by governments to change.

Privatization programs, if they are to be successful, must incorporate innovative strategies to overcome obstacles to privatization. These strategies need to be developed and put in place early on in the development of the privatization program. Most of the obstacles can be substantially reduced or eliminated by well-conceived and structured privatization plans and agreements.

Public Employee Opposition. The main obstacle to privatization in cities is likely to be public employee unions. In a 1992 Reason Foundation survey of the 24 largest cities in the United States, public employee unions were cited by more than 80 percent of the cities as a major obstacle to contracting out. In 1988 a survey conducted by the International City/County Managers Association (ICMA), 40 percent of respondents cited public employee opposition as an impediment to privatization.^{xxiii}

Unions primarily focus on three types of problems they believe are created by privatization:

- Elimination of Well-paying Public-sector Jobs;
- Undermining of Wage and Benefit Standards; and
- Decline in Service Quality.

Policymakers must address these concerns in the early stages of designing privatization programs. They can use a number of techniques, for example, to minimize job losses of public-employees.

Attrition. The most common technique for avoiding public employee job loss is to phase in privatization and then rely on yearly attrition of public employees, which averages around 5 percent in most jurisdictions. Early retirement incentives can also be given to workers to reduce the size of the current work force.

First Consideration. Many public employees will go to work for the private firm when a service or facility is privatized. A 1989 nationwide survey by the National Commission on Employment Policy (NCEP) found that 58 percent of public employees went to work for the participating private contractors.^{xxiv} If necessary, city governments can encourage or require private contractors to give first consideration to public employees for new positions. In Los Angeles County, bonus points in the bidding process are awarded to contractors who provide public employee accommodation plans.

ESOPs. Another option is to set up mechanisms whereby public employees are encouraged and assisted in taking their departments private and providing the public service themselves. Employees could set up Employee Stock Ownership Plans (ESOPs) and operate the public services as private enterprises. Employee buy-outs of government enterprises and services have been widely employed in Britain.

Noncompetitive Public-Employee Wages and Benefits. Public employees strongly oppose privatization because they believe that private firms pay lower salaries and provide less fringe benefits than public agencies. Although there are important exceptions, most research on this subject

has demonstrated that wages and benefits paid by public agencies are higher than private contractors in most cases, depending in part on job category. In many social services, however, private wages are typically higher than public-sector wages.

Higher pay in some public-sector job categories results largely from the lack of competition in labor prices in public employment, rather than rock-bottom pay from private contractors. Public-sector compensation tends to be determined on the basis of administrative and political factors, rather than on prevailing rates in the competitive market.^{xxv} If public-sector wages had just kept pace with private-sector wages, state and local governments could have reduced employment costs by \$39 billion in 1989 alone.^{xxvi}

Service Quality. Some cities also argue that privatization causes an erosion in service quality. Again, the evidence indicates that generally this is not the case. In a 1992 Survey on State Government Privatization conducted by Apogee Research and sponsored by the National Association of State Comptrollers, "Higher Quality Services" was ranked near the top of the "Advantages of Privatization." Only "Capital Cost Savings" and "Operating Cost Savings" were ranked higher. In a 1980 survey of 89 municipalities, 63 percent of public officials reported that contracting out resulted in better services.^{xxvii}

IV. CONCLUSION

Comprehensive privatization programs offer city governments a means to maximize revenue, cut costs, and make greater use of private capital for public services and facilities.

The traditional methods of solving budget crises such as tax increases, deep service cuts, or issuing short-term debt have significant economic or political pitfalls.

Comprehensive programs offer three main advantages over traditional governing strategies. First, they afford governments great flexibility by allowing officials to choose between a variety of privatization techniques for each government-owned asset, facility operation, service, debt structure, and needed facility and infrastructure.

Second, the cumulative economic impact of implementing all, or some portion of, the menu of privatization opportunities is potentially much greater and longer lasting than short-term fixes such as tax increases or bond offerings.

Finally, if governments properly manage the privatization process and carefully monitor the implemented privatization projects, government spending can be held in check.

ABOUT THE AUTHOR

John Stainback is President and CEO of Privatization For America, Inc. (PFA), a privatization advisory firm based in Houston, Texas. After seven years in the privatization industry, Mr. Stainback has structured public/private finance and development plans for facilities and infrastructure valued at \$4.2 billion. In addition, the "added value" generated by the Comprehensive Privatization Programs he has completed to date is conservatively estimated at several billion dollars. He is a Vice President of The Privatization Council's Board of Directors, and holds a Master of City Planning and Master of Architecture from the University of Pennsylvania (PENN), and a Bachelor of Architecture and Bachelor of Arts from the University of Maryland.

APPENDIX A

An Example of the Privatization Opportunities Generated for One Facility

An example of how a combination of the nine types of privatization can be applied to one facility will begin to reveal the power of a city-wide privatization program. A city-owned and operated civic arena would be one facility among a multitude of facilities included in the city's responsibility of owning and operating public facilities and infrastructure. Five of the nine types of privatization could be used on this single facility, and they could be implemented in this sequence, or grouped:

- Enhance the economic performance of the arena by tapping most, if not all, of the 28 sources of revenue, which are possible for this type of facility. (Type 5)
- Structure the arena's public services to be competitive. (Type 6)
- Transfer the management of the arena to a private operator. (Type 1)
- Depending on such factors as how the arena was financed, and the balance of the principal debt, the remaining debt could be restructured. (Type 8)
- Structure a disposition plan for the arena to offer it to the private sector on the basis of an outright sale, or long-term lease-acquisition. The latter would allow the government to retain ownership. (Type 4)

Privatization of the civic arena alone generates five privatization opportunities. To further illustrate why so many privatization opportunities evolve from a comprehensive privatization process, assume a government owns and operates ten facilities, and on average only two of the nine types of privatization are applicable, the number of privatization opportunities generated is 20.

Comprehensive Privatization Programs should be designed around these privatization methods. Often the combination of methods further enhances the results. For example, on an engagement involving the sale of sports and entertainment facilities, it is recommended that government first enhance the economic performance of its facilities (privatization Type 5) and transfer operations to a private management company (Type 1) prior to structuring the sale of these government-owned assets (Type 9). The increase in the sale price resulting from these sequential privatization actions will likely exceed the estimated proceeds from the disposition of the facility on an as-is basis.

APPENDIX B

The Comprehensive Privatization Program for the City of Philadelphia

In 1992, the author designed a comprehensive privatization plan for the city of Philadelphia. The primary objective of the plan was to generate nontax revenue and reduce the cost of government. The city could not support its \$2.1 billion budget and taxes could not be increased without causing a furor. The citizens of Philadelphia are taxed at one of the highest rates in the nation. These problems were compounded by the fact that the city had recently experienced difficulty in securing debt financing.

During the first step of the CPP process, 35 evaluation criteria were identified, in conjunction with the city, and used as a means to qualify the privatization opportunities. Applying nine types of privatization to the city's real estate assets, existing facilities, transit and bus systems, and city-operated facilities and services, 71 privatization opportunities were identified. The wide array of privatization opportunities included projects small and large in scope, and projects which could be implemented in time to affect the city's bottom line prior to the end of the fiscal year.

In conjunction with city officials, twenty of the most viable privatization opportunities were selected for further financial analysis and refinement of each of the proposed privatization plans. Some of the more important criteria used to select the twenty projects included:

- Projected Economic Return;
- Marketability (the anticipated level of interest of the private sector);
- Cost of Implementation;
- Schedule Required to Implement; and
- Level of Sensitivity of Various Public and Private Groups.

Drawing on the results of the comprehensive analyses of each privatization opportunity, five of the twenty opportunities were recommended for priority implementation. The final step of the comprehensive privatization program was to prepare detailed implementation plans for each of the priority projects.

The five privatization projects recommended for priority implementation and the estimated proceeds to the city were:

- **Philadelphia International Airport - \$490 million.** It was recommended the city establish an airport authority and enhance the economic performance of the airport, then transfer the operation of the airport to a private management company. After the true annual income stream was determined, it would then be the appropriate time to structure the disposition of the airport to the private sector.

- **Philadelphia Gas Works - \$400 million.** It was recommended that the city structure the disposition of this city-owned and operated company. Three different methods of valuation were used to determine the value of this asset.
- **Veterans Stadium - \$153 million.** At the time the privatization program was being prepared, the owners of the Philadelphia Phillies were proposing to purchase the stadium. Our team recommended, since the stadium was currently underperforming asset, to stop negotiations and proceed with a three-phase privatization plan. The first-phase plan included ways to enhance the economic performance of the stadium. In the second phase, a solicitation would be distributed to private operators to manage the stadium. In the third phase, a solicitation would be distributed to the private sector for competitive offers to acquire the facility.
- **Real Estate Asset Management Board - \$125 million.** The city owns over 10,000 properties valued at \$2.4 billion. It was recommended to establish a management group to proactively manage these assets and dispose of at least 5 percent of the properties, which would generate \$120 million, and an additional \$5 million annually by placing the selected properties back on the tax roll.
- **Philadelphia Computing Center - \$2 million.** It was recommended to introduce competition into the operation of this facility, which had become a government monopoly.

The total value of these five privatizations is \$1.2 billion.

The total amount of nontax and tax revenue, and cost savings, which the city could realize from implementing all 71 of the privatization opportunities is difficult to assess, but a conservative estimate would be \$3 to \$5 billion over the next 3 to 5 years.

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RIGHTSIZING GOVERNMENT: LESSONS FROM AMERICA'S PUBLIC-SECTOR INNOVATORS

by
William D. Eggers

EXECUTIVE SUMMARY

State and local governments now face a series of unprecedented challenges: budget deficits, bloated workforces, decaying infrastructure, shrinking tax bases, citizen opposition to new taxes, and taxpayer-imposed tax and spending limitations.

A new breed of public-sector managers, inspired by the successful streamlining of American business are trying to meet these challenges—not by increasing taxes or government spending—but by fundamentally transforming government through a process called *rightsizing*.

Rightsizing means establishing clear priorities and asking questions that successful companies regularly ask, such as: If we were not doing this already, would we start? Is this activity central to our mission? If we were to design this organization from scratch, given what we now know about modern technology, what would it look like?

A roadmap to rightsizing government would include these six key strategies:

Competition. “Opening up city hall to the competitive process must be the fundamental aspect of change,” says Indianapolis Mayor Stephen Goldsmith. Since taking office in January 1992, Goldsmith has shifted over 50 government services into the marketplace by making city departments compete with private firms to deliver public services. Savings: \$28 million annually.

Activity-Based-Costing (ABC). Few governments know how much it costs to deliver most public services. Without such data, it is impossible to know if city costs are competitive with those in the marketplace or how scarce tax dollars could be best allocated to serve citizens.

By attaching explicit costs to individual activities, and measuring the costs versus the efficiency and effectiveness of service outputs, ABC systems can provide an important tool for controlling costs and increasing productivity in the public sector. ABC brings to light costs which previously were hidden allowing managers to determine where they need to get costs down. ABC systems also lead to more accurate cost comparisons between in-house and contracted services when governments bid out services.

Entrepreneurial, Performance-Based Budgeting. Government typically rewards managers for poor performance: if crime goes up, police departments receive more money; if student test scores go down, the schools are given more cash. Poor outcomes lead to more inputs, rather than an improved process.

A number of political leaders are changing these perverse incentives by overhauling the annual budget process. Milwaukee's new budget is “performance-based”: success is measured according to outcomes, not inputs. Managers submit five strategic objectives and are held accountable for achieving these outcomes. Rather than measuring the number of road crew workers, for example, the Road Maintenance Department is judged according to the smoothness of the streets.

For performance budgeting to work, mayors and governors must hold the line on spending by freezing or capping budget allocations to each department. Capping spending growth helps create a culture where managers see their purpose as maximizing their accomplishments with available resources rather than trying to grow their budgets.

Focusing on Core Businesses. Across the country, governments operate all kinds of enterprises and programs far removed from the central missions of government. Does the city of Dallas really need its own classical radio station? Should New York City be operating off-track betting parlors? In order to provide high quality basic public services, governments should concentrate on doing fewer things better.

Some noncore services—such as zoos, museums, fairs, remote parks, and some recreational programs—can be turned over to nonprofit organizations. Other city assets—such as airports, water systems, utilities and parking garages—can be sold to the highest bidder. All over the world, such enterprises are being privatized, allowing governments to turn physical capital into financial capital.

Reengineering. In the private sector, companies are saving millions of dollars and increasing productivity by radically rethinking and redesigning work processes. This practice, called reengineering, helped Union Carbide cut \$400 million out of its fixed costs in just three years.

If pursued aggressively, reengineering could lead to dramatic productivity gains in the public sector. For example, installing document-imaging technology—whether in the courthouse, police station or welfare office—can eliminate the need to store millions of paper files. Dallas expects to realize significant space savings and handle court document requests with 10 fewer employees a year through document imaging. Yearly savings: \$250,000.

Reorganizing Work Structures. Government's organizational structures, management systems, and job classifications also need to be reinvented. Rightsizing governments are tearing down rigid hierarchies and replacing them with flatter, leaner, and more flexible structures. They are organizing employees into self-managing work teams focused on their customers rather, and empowering them to make many decisions independently of department directors.

These rightsizing strategies and others are being employed by America's leading public-sector innovators to fundamentally transform government. They represent the cutting edge of government innovation, and hopefully, the future of state and local government.

INTRODUCTION

A series of unprecedented challenges—the fourth year of a recession-induced severe fiscal crisis; strong citizen opposition to tax increases; and growing unfunded federal mandates—are causing real pain for state and local governments.

By compelling governments to change, these challenges also provide opportunities. By forcing governments to streamline, the fiscal pressures can have a positive long-term impact on government finances, efficiency, and organization. The most stunning example has come from Philadelphia. Under the leadership of Mayor Edward Rendell, Philadelphia—once nearly bankrupt—has eliminated a \$208-million deficit without raising taxes. Says Joseph Torsella, Philadelphia's former Deputy Mayor for Policy and Planning:

We are lucky we had such a terrible fiscal crisis in Philadelphia. It was an opportunity for the city. By making people understand that change was absolutely necessary and could no longer be avoided, in the long run, the crisis will be one of the best things that happened to Philadelphia.¹

Philadelphia is not the only government that has chosen to tighten its belt rather than increase taxes in the face of the fiscal crisis. Across the country, innovative governments are undertaking fundamental changes.²

- **Charlotte**, North Carolina now has fewer General Fund employees per capita than in 1970. Over 400 positions have been eliminated in the last three years, saving the city about \$8 million a year.
- Between 1988 and 1992, the city of **Corvallis**, Oregon reduced its budget 24 percent in real terms, allowing it to cut property taxes by 5.6 percent.
- In the first 21 months of his administration, **Massachusetts** Governor, William Weld decreased the number of state employees from 49,750 to 42,864, a 13.8 percent decrease.
- **Milwaukee** has cut property taxes each of the last five years and kept spending increases below the rate of inflation.
- In two years, **Indianapolis** has erased an \$18-million budget gap and at the same time launched a \$500-million capital improvement program. Instead of increasing taxes, Indianapolis has increased productivity: the number of budgeted city employees was cut from 5,140 in fiscal 1991 to 4,329 in fiscal 1994—with no service reductions.

How have these governments been able to do it? Though each has embraced change in its own way, they have all fundamentally altered their organization's structure, priorities, and service delivery. This reorientation of government is called “rightsizing.”

What is Rightsizing?

Rightsizing is a mission-driven process of continuous improvement. It requires government officials—with community input—to formulate a strategic vision for city hall or the state, including a plan for the future.³ In rightsizing, public leaders establish clear priorities and ask questions that successful companies regularly ask, such as:

- If we were to design services anew, what would they look like?
- If we were not doing this already, would we start today?
- If we were to recreate city hall or state government today, given what we now know and given modern technology, what would it look like?

¹Interview with Joseph Torsella, June 7, 1993.

²Although most of the examples from this study are from cities, the rightsizing strategies outlined are also applicable to state government.

³Gerald Seals, “What is Rightsizing?,” unpublished paper, Greenville County, South Carolina.

Rightsizing governments focus funding on core functions, deliver these services more efficiently, abolish unnecessary work, and reduce or eliminate nonpriority programs.

Rightsizing Versus Downsizing

Rightsizing is sometimes thought of as a polite term for downsizing. This is incorrect. Downsizing, usually coming in response to a fiscal crisis, tends to consist mostly of across-the-board spending cuts and employee reductions.

Downsizing in the public sector often amounts to little more than a short-term budget-balancing fix. As with a starvation diet, cutbacks are usually undone as soon as tax revenues begin flowing back into government coffers. Moreover, across-the-board spending cuts provide little guidance about what services government should deliver in the first place or how they should be delivered.

Rightsizing may include downsizing. For instance, to ensure that all agencies—including those usually exempt from efficiency improvements like police and fire—trim some fat from their budget, some governments make downsizing the first step in the rightsizing process.⁴ However, to ensure lasting change in government, downsizing needs to be followed up with an aggressive rightsizing, restructuring program.

⁴ Penelope Lemov, “Tailoring Local Government to the 1990s,” *Governing* July 1992, pp. 29–32.

A review of rightsizing programs around the country reveals dozens of rightsizing techniques.⁴ Most of these techniques fall into six categories. These constitute a **Six-Plank Program for Rightsizing Government**:

- #1: Injecting Competition into Public Services
- #2: Activity-Based Costing of Government Activities
- #3: Entrepreneurial, Performance-Based Budgeting
- #4: Focusing on Core Businesses
- #5: Reengineering Government Processes
- #6: Restructuring the Organization of Government

Integrated into a comprehensive rightsizing program, these six strategies can provide public officials with a powerful set of tools to dramatically transform government by cutting costs, increasing efficiency, shrinking the workforce, and improving the quality of services.

PLANK #1: Injecting Competition into Public Services

Opening up city hall to the competitive process must be approached as the fundamental aspect of change in order for a city that is successful to stay successful.

—Indianapolis Mayor Stephen Goldsmith⁵

⁴ For a listing of 37 rightsizing strategies see, Frank Benest, “Rightsizing for Local Governments,” Innovations Group, Tampa, FL, 1992.

⁵ “Moving Municipal Services Into the Marketplace,” speech to the Carnegie Council, New York City, November 20, 1992.

Introducing markets and competition into government wherever possible is the most important component of a rightsizing plan. Absent enduring competitive pressures, other elements of a rightsizing program are likely to fall prey to the powerful weight of bureaucratic inertia.

In the private sector, competition drives companies to cut costs and increase innovation in order to deliver the highest quality products at the lowest possible prices. The public sector—usually thought of as a monopoly service provider—is insulated from such competitive pressures. With no direct negative consequences for failing to achieve desired outcomes, the public sector lacks any strong incentives to institute the fundamental changes required to dramatically cut costs and increase efficiency. The result: a lack of innovation and continually rising public-sector costs.

By opening up public services to competition from private providers, public officials assure that taxpayers are getting the best value and best quality services for their money.

The evidence that competition in public services can spur lower delivery costs is overwhelming. A number of independent governmental and academic studies looking at the effect of competition on service delivery have found it to generate cost savings in the range of 20 percent to 50 percent.⁶

Table 1

COST SAVINGS FROM COMPETITION

City	Cost Savings
<u>Indianapolis</u>	
Printing	47%
Microfilm	61%
Chuck hole filling	25%
<u>Philadelphia</u>	
Water Dept: Billing	50%
Custodial: City Hall	33%
Street Maintenance	50%
<u>Chicago</u>	
Custodial Services	33%
Cable Casting	83%

Source: Reason Foundation

Savings of this magnitude are prompting public officials throughout the country to expose government to the light of competition through a variety of methods:

- Competition between in-house units and private providers;
- Competition limited to private providers; and
- Vouchers given to citizens to freely select producers in the marketplace.

A. Direct Public/Private Competition

For over a decade the **Phoenix** public works department, under the leadership of Department Director Ron Jensen, has required city units and private firms to compete to deliver a variety of public services. In 1978, garbage collection became the first service opened to competitive bidding. Initially, private trash haulers were able to win all of the contracts. It took the public works department several years before it became competitive with the private firms. During this time, a new accounting system was brought into track costs, new

trucks were purchased to reduce crew size, and a suggestion program offering up to \$2,000 for cost-saving ideas was implemented. By the early 1980s, municipal workers were regularly winning contracts—18 out of 51 contracts put out to bid. Competition has saved the city over \$25 million.⁷

Currently, the most comprehensive competition program of any large city in America exists in **Indianapolis**. Since taking office in January 1992, the administration of Mayor Stephen Goldsmith has identified over 150 competition opportunities, and over 50 government services have already been shifted into the marketplace.⁸

⁶ John Hilke, "Cost Savings from Privatization: A Compilation of Study Findings," Reason Foundation, *How-to Guide* No. 6, March 1993.

⁷ David Graham, "Phoenix is Beacon of Trash Collection," *The Flint Journal*, April 25, 1993.

Already, this competitive process is resulting in about \$38 million in annual cost savings to the city.⁹ Savings have averaged 25 percent in the half-dozen cases when city units beat out private firms in the bidding process. Services opened up to competition include trash collection, printing, equipment maintenance, municipal golf courses, street repair, and wastewater treatment operation.

Philadelphia. Mayor Rendell is also aggressively pursuing a competitive process for delivering city services. Since October 1992, 13 services have been exposed to competition and another 16 services are in the pipeline. Competitive bidding is saving the city \$16.4 million annually. Dozens of other candidates have been identified, including the city's entire water operation and management information system. City officials expect the number of services put out to bid to climb past 100 by 1995.¹⁰

Cost savings from competitive bidding are averaging 40–50 percent.¹¹ Moreover, the threat of privatization is having a ripple effect across city government. To avert privatization, in-house units are discovering ways to save 20 to 30 percent from their previous costs. Says Mayor Rendell:

*The knowledge that your department can be bid out is an enormous motivating factor. Ironically, privatization is the most effective way we know to restore productivity and the taxpayer's faith in government.*¹²

Support Services. Internal support services that serve other government units, such as computer repair and copying, can also be exposed to market forces. Called “internal markets” in the private sector, this management technique requires every business unit within a corporation to operate as an independent firm, deciding whether to purchase input supplies from other departments of the corporation or from outside suppliers.¹³

The logic behind internal markets is that large private corporations have many of the same characteristics as bloated government bureaucracies. Says MIT professor emeritus Jay Forrester, “They have central planning, central ownership of capital, central allocation of resources, and lack of internal competition.”¹⁴ Proponents of internal markets believe the only way to get employees—in the public or private sector—to act like entrepreneurs is to expose them to the same competitive forces that drive real entrepreneurs in the marketplace.

In the public sector, the city of **Milwaukee** has introduced internal markets into some city services to push support service units to lower costs and become more competitive. The city's Internal Service Improvement Project (ISIP) allows city departments to purchase six different internal services from private firms, instead of city departments, if they can obtain a lower price and/or better quality.

Rather than setting rules and guidelines for improving the quality of their services, the ISIP program essentially says to city units, “If you want to survive, you must become competitive.” The program, launched in 1992, has already produced results. Some departments are cutting costs and obtaining better quality services by contracting with outside vendors. This has spurred the internal units to make dramatic changes and operate efficiently. The building maintenance division, for instance, is doing customer surveys and beginning to come in with lower bids than private firms.

⁸ Interview with Charles “Skip” Stitt, director of Enterprise Development, City of Indianapolis, October 4, 1993.

⁹ Interview with Charles “Skip” Stitt, director of Enterprise Development, City of Indianapolis, September 30, 1993.

¹⁰ Interview with Linda Morrison, city of Philadelphia, September 30, 1993.

¹¹ *Ibid.*

¹² Nancy Hass, “Philadelphia Freedom,” *Financial World*, August 3, 1993, p. 36.

¹³ Michael Rothschild, “Coming Soon: Internal Markets,” *Forbes ASAP*, June 7, 1993, p.19.

¹⁴ *Ibid.*

B. Making Competition Work

In the long run, to be competitive with private firms, government units will have to be relieved of many regulations and bureaucratic procedures that decrease their productivity. For instance, a road maintenance crew in Indianapolis—now exposed to competition—complained that it took a week to get supplies from the city's purchasing department, while private firms can be confident of receiving necessary supplies the next day. Unless government units are given more autonomy when governments institute competition, they are being forced to operate in both worlds—the entrepreneurial and the bureaucratic.

In addition, workers and managers may be unprepared for a competitive environment. Training in structuring bids, writing business plans, developing unit costs, and putting the bid package together can give them the tools needed to make the transition to competition.¹⁵

At the same time, competition must have real consequences if it is to induce lasting change. If a government unit competes and loses in the bidding process to a private firm, it should be disbanded and the employees shifted to other work.¹⁶

C. Private-Sector Competition

Instituting a systematic competitiveness program doesn't mean it will always be appropriate or worthwhile to let government units bid on every service. There may be a number of reasons why a public manager may want to limit competition to private-sector bidders for certain services:

- the service may require specialized expertise;
- there is adequate, sustainable competition in the private sector;
- for new or expanded services, city officials may not want to finance the large start-up costs necessary for new equipment and training personnel; or
- city officials may want to reduce liabilities and the size of the city payroll.

In addition, a mayor or governor may simply want government to get out of delivering certain services so resources and management attention can be focused elsewhere. Almost two years after launching his competition program, for instance, Indianapolis Mayor Goldsmith thinks that rather than letting city units compete for every service, a better approach may be to take the 20 percent of services farthest from city hall's core activities and competitively contract them out to the private sector and then let city units compete for the remaining 80 percent of services.¹⁷

D. Vouchers

The most effective and appropriate way to inject competition into some public services—especially “soft services” like housing, job training, and health and social services—may be to issue vouchers to recipients so they can choose their own

¹⁵John O'Leary and William D. Eggers, “Privatization and Public Employees: Guidelines for Fair Treatment,” Reason Foundation Privatization Center *How-To Guide* No. 9, September 1993, p. 11.

¹⁶For an extensive review of strategies for implementing competition, see E.S. Savas, *Privatization: The Key to Better Government* (Chatham, N.J.: Chatham House Publishers, 1987), pp. 255–273.

¹⁷ Answer to audience question in speech at Tahoe Summit on Privatization conference, Incline, Nevada, February 11, 1993.

service providers. In addition to providing greater freedom of choice, vouchers bring consumer pressure to bear, creating incentives for consumers to shop around for services and for service providers to supply high-quality, low-cost services.

Vouchers have been used primarily by local governments for services to low-income residents such as day care, paratransit services, recreation services, cultural activities, drug treatment programs, housing, and job training.¹⁸ Food stamps also represent a voucher system.

PLANK #2: Activity-Based Costing (ABC)

*Activity-Based Costing is the first step in deciding which businesses the city wants to or should provide to the citizen and defining core, versus ancillary activities.*¹⁹

—Bridget Anderson, KPMG Peat Marwick Management Consultant

Few governments know how much it costs to fill a pothole, do a building inspection, or to clean out the sewers. In fact, most governments don't know how much it costs to deliver most public services.²⁰ Without such data, it is impossible for public officials to answer important managerial questions such as:

- Is this a good use of tax dollars?
- Are government costs competitive with those in the marketplace?
- How could scarce tax dollars be best allocated to serve our citizens?²¹

A number of years ago, some private companies began addressing their own problems involving the lack of good cost data by introducing new accounting systems to capture the true, “fully loaded” costs—direct, indirect and overhead—of delivering a product or service. Usually called “activity-based costing” (ABC) or “full-cost accounting,” such systems define input, output, and cost per unit data. They account for every hour of work, each piece of equipment, as well as all capital, facility, and overhead costs of an organization.²²

According to Bridget Anderson, there are four main components of ABC systems.²³

- Activities.* Defining what tasks are performed by the organization.
- Drivers.* The technique used to allocate activity costs to outputs.
- Outputs.* The final results or outcomes.
- Consumption.* The degree to which each activity should be allocated to each output.

By attaching explicit costs to individual activities, and measuring the costs versus the efficiency and effectiveness of service outputs, ABC systems have proven important tools for controlling costs and increasing productivity in the private sector. ABC brings to light costs which previously were hidden allowing managers to determine where they need to get costs down. (see figure below for a step-by-step approach to implementing ABC)

¹⁸ Savas, *Privatization*, p.79.

¹⁹ Bridget Anderson, “Performance Accountability System: Identifying Services and Costs,” Government Services Newsletter, KPMG Peat Marwick, Vol. 10, No. 3, May 1993.

²⁰ The primary exception is those services that are fully supported by user fees.

²¹ Anderson, *Performance Accountability System*.

²² Memo from Indianapolis Mayor Steven Goldsmith to Department Directors, January, 1993.

²³ *Ibid.*

Five-Phase Approach to Activity-Based Costing

Phase I – Define project objectives and establish department activities and outputs.

This first phase focuses on a familiarization with department operations, personnel, and means of quantifying data. The most effective means of identifying activities and outputs, which serve as the foundation for the ABC model, are determined.

Phase II – Collect and analyze appropriate cost and allocation methods. In this phase, relevant cost information is collected. Then, appropriate cost drivers for the activities defined in phase I are developed and the most effective means of measuring departmental outputs are determined.

Phase III – Collect the remaining current direct and indirect cost information. The most probable activity cost pools are personnel costs, direct materials, vehicles and equipment, fixed asset and facility costs, and administrative overhead.

Phase IV – Develop an ABC model. Using the information in the first three phases, an ABC model is developed that is used to drive the activity cost pools to each output.

Phase V – Summarize cost information and expand the departments' capabilities to include continuing use of the ABC model. In order for the ABC model to be utilized most effectively, a training session is held to assist department personnel in understanding how to use the ABC model on an ongoing basis.

Source: KPMG Peat Marwick, *Government Services Newsletter*, May 1993, p. 9.

With a few exceptions, activity-based costing has not been widely utilized in the public sector.²⁴ This is beginning to change as governments discover several important uses for ABC. These are:

A. ABC identifies all the services city hall provides and details what each service costs.

Detailed cost information is crucial to providing government managers with the necessary information to be able to optimally allocate their limited set of resources. Once the full costs of performing a certain function are known, a government executive may decide that the costs of performing a certain function are greater than its value to the taxpayers and that the government should discontinue that activity.

After going through ABC, and having its full costs loaded on to its budget, Indianapolis' Advanced Wastewater Treatment Plant determined it no longer needed to operate a video conferencing center.

B. ABC leads to accurate public/private cost comparisons.

Without instituting ABC, opening up city services to competition may result in flawed comparisons of public and private delivery costs. By excluding indirect costs such as fringe benefits, facility costs, management/oversight, and utility and pension costs, cost comparisons tend to unfairly favor government delivery. A study of 68 cities found that cities on

²⁴ Milwaukee is a notable exception. Since the early 1980s, the city has had in place a fairly sophisticated computerized costing system. Other cities that have utilized one form or another of full-cost accounting include Sunnyvale, Calif., Visalia, Calif., and Phoenix, Ariz.

average underestimated their true costs of service delivery by 30 percent.²⁵ By adding up the full costs of government delivery, ABC systems eliminate this problem and put public units and private firms on equal footing when competing to deliver services.

C.ABC can lead to cost savings.

By exposing the full costs of performing each function of city hall, ABC can assist managers with discovering and eradicating inefficiencies in their departments.

ABC can also reduce costs by stimulating healthy competition between government units. For example, if it is costing one city street crew much more to fill potholes than the other city crews, there is no way this can be concealed. The exposure creates powerful incentives to reduce costs.

By going through ABC, Indianapolis discovered that the cost for snow plowing in one district (\$117 per mile) was almost three times greater than in another district (\$38 per mile).²⁶ ABC helped the managers and workers determine that the higher cost district had an inefficient mix of supervisors and workers and had no control over its materials.

Case Study: Activity-Based Costing Works in Indianapolis

Among big cities, Indianapolis has moved the furthest to institute activity-based costing across city departments. According to Mayor Goldsmith, by adopting activity-based costing, "all sorts of wonderful things occur. It is the door by which competition and privatization have been opened up."

The first service to undergo ABC was pothole repair in which a city department was competing for a contract. In order to bid on the service, the department had to determine how much it really cost to fill a pothole.

The Transportation Department crew and their union approached Mr. Goldsmith recognizing that overhead would drive up their costs. They complained, "there are 92 of us truck drivers and 32 supervisors above us. We can't compete if you are going to attribute their salaries into our costs of doing business." The crew asked the mayor to reduce the overhead burden. The Mayor acknowledged that the crew was right, and many of the 32 supervisors were laid off.

The crew also discovered they could fill potholes with four workers rather than eight and, one truck instead of two. The city crew eventually came in with a bid thousands of dollars under the closest private bidder, saving the city 25 percent from its previous costs.

Source: William D. Eggers, "City Lights: America's Boldest Mayors," *Policy Review*, Washington, D.C., Summer 1993.

D.ABC assists government managers in setting appropriate levels of user fees.

The user fees governments charge citizens or other governments for various services often fail to correspond to the true cost of providing the service. The result: the general fund ends up subsidizing user fee-funded activities or vice versa. In Corvallis, Oregon, ABC exposed utility rates to be higher than operating costs, meaning utility users were subsidizing the city's general fund. The result: the city reduced its utility rates.²⁷

²⁵ Savas, *Privatization*, p. 259.

²⁶ For more details, see upcoming Reason Foundation *How-to Guide*, "Developing Performance-Based Budgets for Government," by Mark Abramson, March 1994.

²⁷ Interview with former City Manager, Gerald Seals, Corvallis, Oreg., September 23, 1993.

PLANK #3: Entrepreneurial, Performance-Based Budgeting

The budgeting process must be used as a lever (to rightsize) government. It is the most important lever available to a mayor or city manager.

—Anne Spray Brooker, Director of Administration, City of Milwaukee²⁸

In the public sector, the budgeting process typically unintentionally rewards managers for decreasing productivity. If crime goes up, the police department gets more money. If test scores go down, the schools are given more cash. Poor outcomes lead to more inputs, rather than an improved process (this phenomenon is also sometimes present in the private sector).

Consider Westminster, California. The Police Department was proud when it came in \$400,000 under budget in 1992. But when the Fire Department ended up \$400,000 *over* budget, city officials reacted by taking funds away from the police department and giving it to the fire department. The Westminster Police Department learned that in government, efficient performance and high productivity often get penalized.²⁹

One way governments are attempting to change these paradoxical incentives is by transforming their budgets. These new budgeting strategies go by names such as “expenditure control budgeting,” “performance budgeting,” “results-oriented budgeting,” and “mission-driven budgeting.” While differing in their details, the central objectives of each of these budgeting strategies are the same. These are:

- Central control of the growth of *total* spending;
- Decentralized control to department managers of the authority for *specific* spending; and
- Increased *accountability* for performance.³⁰

Because the main emphasis is on getting department managers to act more entrepreneurially and measuring programs by their performance, as a shorthand, these budgeting strategies can be called “entrepreneurial, performance-based budgeting.”³¹

Entrepreneurial, performance-based budgeting shifts the focus of the budgeting process from internal concerns—such as line items and inputs—to external considerations—customers and outputs. By measuring efficiency and effectiveness and linking the money spent on services to actually achieving certain outcomes, this kind of budgeting is more accountable to the taxpayers. The concept of performance-based budgeting is not new—the idea goes back over 20 years. “What is new,” says Mark Abramson, a government budgeting expert who has assisted a number of cities in implementing performance budgeting, “is the emphasis on *managing* by results.”³²

²⁸ Interview with Ann Spray Brooker, City of Milwaukee, August 10, 1993.

²⁹ John O’Leary and William D. Eggers, “Chopping Big Government,” *Los Angeles Daily News*, September 12, 1993.

³⁰ Dan Cothran, “Entrepreneurial Budgeting: An Emerging Reform,” *Public Administration Review*, September/October 1993, Vol. 53, No.5, pp.445-454.

³¹ For a more detailed guide to implementing performance-based budgeting see the upcoming Reason Foundation *How-to Guide*, “Developing Performance-Based Budgets for Government,” by Mark Abramson, March 1994.

³² Interview with Mark Abramson, November 22, 1993.

Cities with Entrepreneurial Budgeting Systems

Indianapolis, IN Kingsburg, CA
 Milwaukee, WI Westminster, CO
 Sunnyvale, CA Chandler, AZ
 Fairfield, CA Visalia, CA

Entrepreneurial, performance-based budgeting also requires changes in the way public employees are compensated. Automatic, across-the-board pay increases and seniority-based salaries are replaced by compensation based primarily on performance—the *value* each employee creates.

Sunnyvale, Calif., is the pioneer of entrepreneurial budgeting for performance. Since 1972, the city's sophisticated budgeting system, called (PAMS), has rewarded managers according to how well they achieved desired outcomes, with their salaries raised or lowered based on measured performance.

With detailed information at their fingertips on the quantity, quality, and cost of each service they deliver, the Sunnyvale city council doesn't even bother voting on line items.³³ The council tells each department what results it wants and the department returns to the council with detailed figures on how much achieving this outcome will cost. The council then, in essence, “buys” the level and quantity of service desired.

Sunnyvale's successes with performance budgeting have been so dramatic that its budgeting system was highlighted in an August 1993 visit by President Clinton. Between 1985 and 1990 the average cost of delivering service dropped 20 percent; one year the city even rebated \$1 million in property taxes.³⁴ In a 1990 comparison with other cities of its size, Sunnyvale found that it accomplished most functions with 35 to 45 percent fewer employees and that Sunnyvale employees tended to be better paid. On a per-capita basis, Sunnyvale's taxes were lower than any city in the survey.³⁵

Another problem with traditional budgets is that, loaded with terms such as “subfunds” and “noncapitalizable equipment” and containing an abundance of meaningless data on inputs, they don't really tell citizens how their tax dollars are being spent. To rectify this, in August 1993, **Indianapolis** introduced its own outcome-based, entrepreneurial budget.

The city's budget is now called the “popular budget” because, for the first time in decades, people can actually understand what it contains. The popular budget contains each department's goals, expenditures and desired outcomes, and the activities proposed to achieve these outcomes.³⁶ This information is designed to spur debate over both the city's goals and whether each department's proposed activities advance the city towards these goals. It also allows city councilmembers and citizens to make informed choices about tradeoffs. For example, should an extra \$100,000 be spent to get the streets cleaned twice a week or would the additional dollars be better spent on extra police foot patrols?³⁷

³³ David Osborne and Ted Gaebler, *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector* (Reading, Massachusetts: Wesley Addison Publishing Company, Inc., 1992), p. 145.

³⁴ Financing Local Government, Vol. 5, No. 19, March 31, 1993, p. 1.

³⁵ Osborne and Gaebler, *Reinventing Government*, p. 145.

³⁶ 1994 Popular Budget, City of Indianapolis, August 1993.

³⁷ Bridget Anderson, “A ‘Popular’ Budget Focuses on Management,” KPMG Peat Marwick's Government Management Casebook, in *City & State* magazine, September 13, 1993, p. 7.

Case Study: Milwaukee Uses Budget to Transform Managerial Incentives

In the spring of 1993, **Milwaukee** became the first big city to adopt to an entrepreneurial, performance-based budget. Milwaukee's new budgeting system is based on the recognition that the annual budget should articulate the city's long-term, strategic goals.

The budgeting process begins with the mayor setting an overall expenditure limit (spending has been kept under the rate of inflation since Mayor John Norquist took office five years ago). Each department's allocation then reflects the mayor's priorities for the city. This central control of overall spending growth ends the annual budget game in which individual departments inflate their budget request and then contend they cannot possibly deliver basic services when their requests are cut by the budget office.

After receiving its fund allocation, each department is charged with developing a strategic plan that contains no more than five objectives. Managers are then given great freedom to put together a mix of activities to achieve these objectives.

With increased autonomy, however, also comes increased accountability. Through a system of annual performance measures, Milwaukee department managers are held accountable for achieving the outcomes. Unlike other performance measuring systems—which tend to evaluate managers on the basis of internal management indicators like accounting inputs and workloads—Milwaukee's system measures actual impact on the community. The Road Maintenance department is held accountable for the smoothness of the streets, rather than the number of crews on the street.

By giving managers greater freedom to achieve pre-stated objectives, and by holding them accountable for results, Mayor Norquist is trying to create a culture where managers see their purpose as maximizing their accomplishments with available resources rather than trying to grow their budgets. Explains Department of Administration Director Anne Spray Brooker:

We're trying to use market forces to generate improvement rather than set up a whole system of rules and regulations. By holding department managers accountable for outcomes we are generating pressures from the departments themselves to do away with inefficient city practices.

Source: William D. Eggers, *Policy Review*, Summer 1993.

Public officials experienced with entrepreneurial, performance-based budgeting suggest a number of basic lessons to ensure its success:

1. Freeze or strictly control budget allocations. In order to force managers to cut costs and increase efficiency, government executives must hold the line on budget appropriations. When denied budget increases, managers may argue that services will have to be cut. However, when the recourse to more funding is gone, managers usually display creativity and imagination and find ways to get the job done. Writes Matthew Ridenour, the former Director of Management Services at Indianapolis:

When budgets are frozen, managers may be inclined to refocus on core services and make tough decisions on how to deliver them efficiently. This strategy is almost risk-free in a government environment since the less an organization is exposed to competition, the more capacity exists in the system to improve service while reducing cost.³⁸

³⁸Matthew Ridenour "Performance Accountability System: Services and Costs—Setting the Stage," Government Services Newsletter, KPMG Peat Marwick, Vol. 10, No. 3, May 1993.

2. Performance budgets should incorporate long-term strategic plans. A long-term strategic plan is especially important for new administrations moving toward performance budgeting because many managers will be unsure of the chief executive's new goals. By giving managers cues into the chief executive's long-term desired outcomes, a strategic plan frees up managers to try innovative approaches to realize these goals. Without this vision, middle managers will be very reluctant to diverge far from past practices.

3. The same people should be involved in writing the strategic plan and budget. Unless the same teams draw up the strategic plan and annual budget, the necessary linkage between the two may fail to materialize.³⁹

4. Don't let managers duck accountability. Department managers inevitably will claim they can't be held accountable for achieving certain results because all outcome determinants are not under their control. While there will usually be some truth to these claims, department managers should still not be allowed to skirt responsibility. They must be forced to take ownership of the outcomes. "When they tell me they can't be held accountable," says Milwaukee's Ann Spray Brooker, "I say, you can certainly influence an outcome. If not, why are we spending \$800 million a year."⁴⁰

Corvallis, Oregon Borrows a Budget Innovation from Honda Motors

The city of **Corvallis, Oregon** boosted its productivity and cut costs by taking a lesson from Honda Motors and making city hall compete with itself. From 1988 to 1992, under the direction of former City Manager Gerald Seals, the city had an unwritten rule that the budget submitted each year to city council would be less than the previous year's budget and even this amount would be underspent over the course of the year. The result: between 1988 and 1992, the city's budget dropped by over \$20 million (inflation-adjusted).

PLANK #4: Focusing on Core Businesses

*The only time government ever kills programs is by refusing to feed them. This is policymaking by neglect. City officials need to go back to first cases, look at everything city hall does, and ask whether government has to do this at all.*⁴¹

—Ronald Henry, Director, Pennsylvania Intergovernmental Cooperation Association (PICA)

The fourth plank of a comprehensive rightsizing program is evaluating what government should do and not do in the first place. One of the most important features of entrepreneurial budgeting is that it compels public managers to focus financial resources on their core businesses. This forces managers to ask questions such as:

- Is this activity advancing me towards one of my desired outcomes?
- Does this fit in with my strategic plan?
- If not, should we even be doing this at all?

Across the country, governments operate all kinds of enterprises and programs that may be far removed from the core missions of city hall or the state house. **Dallas** runs a classical radio station; **New York City** operates off-track betting parlors; **Denver** and numerous other cities manage botanical gardens; **Jacksonville**, Florida runs a canning plant; and dozens of cities own and operate zoos. Says Indianapolis Mayor Goldsmith, "It is great to privatize to create competition, but if government is not receiving any value from this at all, it ought to be just closed down and let the market operate on its own."

³⁹ Brooker interview, August 10, 1993.

⁴⁰ *Ibid.*

⁴¹ Interview with Ronald Henry, June 7, 1993.

In order to adequately focus on government's core businesses, cities and states should consider getting out of ancillary activities that often serve mainly as distractions. One way to do this is through privatization. The three most common privatization techniques used by governments to divest the financing and delivery of a service or enterprise to the private sector are:

- Transfer to a nonprofit organization or neighborhood group;
- Transfer to the for-profit, competitive market through “commercialization”; and
- Sale or lease of assets.

A. Transfer to Nonprofit Organization or Neighborhood Group

Facing the prospect of imminent closure due to severe fiscal restraints, government officials are looking for alternatives to government management and funding of many non-core services and facilities. They are increasingly discovering that by turning some noncore services—such as zoos, museums, fairs, remote parks, and some recreational programs—over to nonprofit organizations, they are able to ensure that these institutions don't drain the budget. Consider a few recent examples:

- In July 1992, the city of **Pittsburgh** turned over the city Aviary to a group of concerned citizens.⁴²
- In **Norfolk**, Virginia, on January 1, 1993, the nonprofit Norfolk Botanical Society took over the formerly city-owned botanical gardens. On the same day, the gardens received its first \$1 million private donation.⁴³
- In 1992, **Milwaukee** turned over operation of the city's numerous farmers markets to the private sector.
- In July 1992, the Mint Museum in **Charlotte**, North Carolina was leased to the museum's private board of trustees.

When government-owned cultural institutions such as zoos and museums are transferred to private, nonprofit operators, the city or state usually continues to subsidize these entities. Charlotte's Mint Museum, for instance, will continue to receive \$1.1 million from the city annually. The difference is that the subsidy is usually lower than previously, and the annual amount is often frozen or decreasing in the future. This encourages the nonprofit operators to operate the cultural institutions more entrepreneurially in order to seek greater private support from patrons and donors, and to improve offerings to generate more user fees.

Self-Help Approaches. Local governments can also empower neighborhood residents, organizations, and churches to generate self-help programs to meet community needs. Community groups can be assisted in forming neighborhood crime watches, maintaining their neighborhoods, providing recreation programs for youths at local parks, and developing job training programs.

⁴² “Privatization Potpourri,” *Privatization Watch*, February 1993, p. 5.

⁴³ Donna Lee Braunstein, “Botanical Gardens Flourish Under Private Management,” *Privatization Watch*, March 1993, p. 3.

B. Transfer to Competitive Market

Some public services can be transferred to the private for-profit sector without any continuing subsidies. Private firms recover their costs by charging fees on a subscription basis to resident users. This form of privatization is sometimes called “commercialization” or “service shedding.”

The public services most likely to provide the best opportunities for commercialization are solid-waste collection and disposal, meter maintenance and installation, vehicle towing and storage, recreation programs, and emergency medical services. Private delivery and financing of many of these services is already quite prevalent in the United States.

In a 1990 International City/County Management Association (ICMA) survey, for instance, 30 percent of government respondents reported that residents contract directly with private haulers for garbage collection in their municipalities.⁴⁴

One factor that often induces cities to get out of the trash collecting business is the prospect of large capital investment in new equipment. In 1990, **Traverse City**, Michigan's garbage trucks needed to be replaced. Rather than spend over \$250,000 for two new trucks, the city decided to get out of the waste business.⁴⁵ The city sold its two waste-packer machines and its list of 2,200 residential trash customers to West Michigan Disposal for \$224,000. By purchasing the list from the city, West Michigan Disposal gained an edge in attracting customers; however, city residents were allowed to contract with any of the many area waste haulers for trash collection.

Emergency and nonemergency ambulance services are also often provided without taxpayer subsidy. Most communities have at least one private ambulance service providing services without taxpayer support. About two dozen cities, including **Las Vegas** and **Fort Wayne**, Indiana, have full-service, state-of-the-art emergency medical services systems that are 100 percent user-funded.⁴⁶

Prioritizing Services

One way of arriving at a consensus about which services to cut or eliminate and/or which services to increase funding for is to prioritize services. Citizens, city councilmembers, and city employees are surveyed and asked to rank all city services according to their importance to the community. The goal is to arrive at a rough consensus about the most critical and least critical services the city provides. The surveys should also ask about the most appropriate levels of service given current fiscal realities. **San Antonio**, and **Wilmington** and **Charlotte**, North Carolina, and numerous other cities have developed weighted rating systems that rank services according to their value to the community.

⁴⁴ William D. Eggers, ed., *Privatization 1993: Seventh Annual Report on Privatization*, Reason Foundation, April 1993.

⁴⁵ “Traverse City Puts Innovation in Waste Contracting,” *The Michigan Privatization Report*, The Mackinac Center for Public Policy, No. 93-3, Summer 1993, p. 1.

⁴⁶ Interview with Brenda Staffen, American Ambulance Association, October 5, 1993.

Case Study: Rancho Palos Verdes, Calif. "Citizens often assume the service will no longer be provided, but the private sector, possibly now suppressed by the city, will usually spring to life to fill the gap."⁴⁷

SALABLE STATE AND MUNICIPAL ENTERPRISES

Whenever proposals surface for government to discontinue a service, citizens often assume the service will no longer be provided, but the private sector, possibly now suppressed by the city, will usually spring to life to fill the gap.⁴⁷

This is what happened in the Southern California city of Rancho Palos Verdes when a budget shortfall in 1993 caused it to eliminate its recreation programs.

Fears that Rancho Palos Verdes residents would be left without any recreation programs were unfounded. Before getting out of the recreation business, the city did a survey of the surrounding area and discovered that private for-profit and nonprofit organizations were already providing—at reasonable prices—most of the recreation services the city was running.

After hearing the city would be dropping the recreation programs, many of the class instructors came to the city and said, "We will continue the programs if you will rent us your facilities."

The end result: many of the city recreation classes are still being offered. The only difference is they are being run privately and without subsidy from the city. In fact, the city is now making a small net profit from the facility rental.

Source: *Privatization Watch*, Reason Foundation, September 1993.

Enterprise	Number	Value (Billions \$)
Airports (Commercial)	87	29.0
Electric Utilities	2,010	167
Gas Utilities	800	2.0
Highways and Bridges	n/a	95.0
Ports	45	11.4
Water Systems	34,461	23.9
Waste-to-Energy Plants	77	4.0
TOTAL ESTIMATED		\$226.8

Source: Reason Foundation, "Mining the Government Balance Sheet,"

Policy Insight, No. 139, April 1992.

C. Asset Sales: Mining the Public Balance Sheet

In the private sector, businesses periodically inventory their balance sheets and sell off unproductive divisions or assets. Under new leadership, these divisions often receive a new lease on life and become dynamic independent companies. This management practice is called "mining the balance sheet."

Governments worldwide have followed the private-sector lead and are "mining the public balance sheets" by selling or leasing state-owned assets to the private sector. Over the last decade, \$328 billion in state-owned enterprises have been sold or turned over to private owners—\$69 billion in 1992 alone.⁴⁷ These assets have included many enterprises typically owned by states, cities or independent city authorities such as airports, water and wastewater systems, ports, gas and electric utilities, parking structures, stadiums, convention centers, and waste-to-energy plants (see Table 2.)

The worldwide trend toward private ownership of formerly government enterprises is prompting governments throughout America to explore the possibility of selling or leasing assets to the private sector. For example:

- Los Angeles Mayor Richard Riordan has proposed leasing Los Angeles International airport to a private operator.
- Philadelphia is studying selling its water system.
- The state of Michigan plans to sell off the state liquor system and accident fund.
- The city of Milwaukee is getting out of the parking business by selling its parking structures.
- A Charlotte city task force has recommended the city examine the feasibility of selling the Coliseum and other city assets.
- Hundreds of city and county hospitals have been sold to nonprofit or for-profit organizations since the mid-1970s.

By selling or leasing state enterprises to private entities, governments can turn dormant physical capital into financial capital, which can be used for more pressing needs such as rebuilding decaying infrastructure, debt relief, or tax relief. Governments also benefit financially by putting the asset on the tax rolls. Moreover, a substantial body of evidence—

⁴⁷Eggers, *Privatization 1993*.

including a major eight-volume World Bank study—suggests that privatizing government assets can result in increased investment and improved efficiency and productivity.⁴⁸

PLANK #5: Reengineering Work Processes

Don't Automate, Obliterate.

—*Michael Hammer, management consultant and author of "Reengineering the Corporation: A Manifesto for Business Revolution"*

In the private sector, companies are saving millions of dollars and increasing productivity, performance, and service by leaps and bounds by rethinking and redesigning the way jobs are performed.⁴⁹ One way they are doing this is by "reengineering": organizing work processes in radically different ways than they were done before.

When organizations reengineer, workloads are reduced by greatly cutting down on paper flow, procedures, and internal requirements.

Although it usually involves making better use of technology, reengineering is not the same as automation. "Automating existing processes with information technology is analogous to paving cowpaths. Automation simply provides more efficient ways of doing the wrong kinds of things," write reengineering experts Michael Hammer and James Champy.⁵⁰

Reengineering is also not merely streamlining existing processes and procedures. Rather than first asking how current processes can be improved, reengineering practitioners start over from scratch and ask what is the desired end result from the *customer's* perspective.

Reengineering is currently the foremost private-sector management trend. Union Carbide has used it to cut \$400 million out of its fixed costs in just three years, while Blue Cross of Washington and Alaska employed reengineering to increase labor productivity by one-fifth in only 15 months.⁵¹

⁴⁸Ahmed Galal, et al., World Bank Conference on the Welfare Consequences of Selling Public Enterprises (Washington, D.C.: Country Economics Department, Public Sector Management and Private Sector Development Division), June 1992.

⁴⁹Michael Hammer and James Champy, *Reengineering the Corporation: A Manifesto for Business Revolution* (New York: Harper Collins Publishers, 1993), p. 32.

⁵⁰*Ibid.*, p. 48.

⁵¹Thomas A. Stewart, "Reengineering: The Hot New Managing Tool," *Fortune*, August 23, 1993, pp. 41–48.

Reengineering's promise of dramatic productivity gains is beginning to draw the attention of innovative public officials. Dozens of state and local government processes have been reengineered with impressive results over the last several years including: **Napa County**, California's welfare caseload system; **Oregon's** Department of General Services Request for Proposal process; and **Connecticut's** Department of Labor job training and unemployment compensation program.⁵²

Implementing Reengineering

1. Prepare and Disseminate the Case for Reengineering
2. Assemble Reengineering Teams and Select Reengineering Czar
3. Choose Processes to Reengineer
4. Understand Current Processes
5. Redesign Processes

Source: Derived from information in *Reengineering the Corporation*. See Footnote.

⁵² John Martin, "Reengineering Government," *Governing* March 1993, pp. 26-30.

Reengineering often involves purchasing new technology. So, in order to realize substantial future cost savings, government will often need to invest some upfront money in new technology. To fund its reengineering initiatives, Philadelphia has created a Productivity Bank. The bank is a revolving loan fund backed by \$20 million in city seed money.

Departments submit reengineering proposals to the bank's board. If the proposal is approved, the department must enter into a signed loan agreement with the board to pay back the bank in cost savings at a 2-1 ratio over a five-year period. The board includes the city budget director who makes sure the savings are taken out of the department's future allocations. By October 1993, the bank had made \$12 million worth of loans for 11 projects. In return for the loans, the city expects to realize \$42 million in cost savings and revenue enhancements over the next five years.⁵³

Philadelphia still has a long way to go in restructuring. The city still hasn't achieved the kind of dramatic results typically associated with private-sector reengineering efforts. Most work process changes have been incremental. Nevertheless, once fully implemented, the reengineering projects, together with nearly 200 management and productivity reforms, should save the city over \$119 million annually according to Philadelphia officials and result in improved and more responsive services to taxpayers.⁵⁴

Reducing Inventory

A private-sector task force is helping the city of Indianapolis to identify opportunities for cost savings, service improvements, and new ways of organizing work processes. The Service, Efficiency, and Lower Taxes for Indianapolis Commission (SELTIC), composed of nine of the city's leading entrepreneurs and over 100 volunteers, has spent nearly two years combing through city operations.

One of SELTIC's early discoveries was that city hall was not managing its inventory very well. In the private sector, corporations must carefully manage their inventories because holding too many supplies involves high financing and storage costs. Government officials, on the other hand, rarely pay attention to their inventories. After touring the transportation department facilities, SELTIC commissioner Jean Wojtowicz was stunned by the supplies, used furniture, and equipment lying around. Says Wojtowicz, "The government mentality is: If we don't use it, we better hold onto it, we might need it next year. The problem with stockpiling all this stuff is that it takes up expensive real estate."

A SELTIC team put in place a system in which the city would begin holding periodic "garage sales" of furniture, equipment, and materials. Eventually the city plans on eliminating, through this process, over 40,000 square feet of current leased space, saving as much as half a million dollars in leasing costs.

Source: William D. Eggers, "Competitive Instinct: Indianapolis Mayor Stephen Goldsmith is serious about cutting back city hall," *Reason*, August/September 1993, p.24.

Other government reengineering efforts include:

- **Internal Mail Delivery.** In most cities, each department, and sometimes many sub-departments, have their own unit to handle mail. By consolidating these mailrooms into one operation, city hall can realize around an 80

⁵³ Interview with Mike Nadol, assistant deputy mayor, City of Philadelphia, October 4, 1993.

⁵⁴ "Management and Productivity Initiatives Progress Report," City of Philadelphia, June 30, 1993.

percent space savings.⁵⁵ Reengineering its internal mail delivery is saving **Indianapolis** about \$300,000 annually.⁵⁶

·**Court document systems.** Installing document-imaging technology eliminates the need to store millions of paper files. The city of **Dallas** expects to realize significant space savings and handle court document requests with 10 fewer employees a year through document imaging, for a yearly savings of \$250,000.

·**Hand-held Computers.** In **Chicago's** Public Health department, field nurses previously had spent about half of each day filling out forms for different funding sources, tracking patients, and other paperwork tasks. In 1993, the department purchased hand-held computers for the nurses, similar to those used by Federal Express delivery people. By allowing the nurses to enter in codes on sight, the computers have permitted the nurses to spend much more of each day helping sick people rather than doing paperwork.⁵⁷

Outside Expertise.

Bringing in outside expertise is often critical for success in reengineering. Outsiders tend to be more objective, bring a new perspective to the process, and sometimes are more apt than insiders to insist on radical change.⁵⁸ Says Indianapolis SELTIC Commissioner Jean Wojtowicz, "I think if you are inside government you're too close to the forest. Sometimes you need someone from the outside to come in and take a fresh look. Private businesses sometimes need this also."⁵⁹

All the expertise provided by outsiders is of little use unless their recommendations are implemented—and governments have a long history of ignoring private-sector reports on streamlining government. To ensure that reengineering recommendations are carried through and also to involve internal units in reengineering, it is important to create a reengineering team within government. To drive changes through the bureaucracy, Philadelphia, for example, has its Office of Management and Productivity Improvement; Indianapolis has an Office of Enterprise Development; and Seattle and Charlotte have innovations teams.

Because there will be a natural tendency to resist change, the team leader or reengineering "czar" should be someone with the mayor's or governor's trust who is capable of jolting the system into action. Only with energetic proponents within government and the strong backing of the chief executive is reengineering likely to result in dramatic improvements. Says David Pingree, who directed Philadelphia's Private Sector Task Force on Management and Productivity Improvement, "If we didn't have the very strong support of the mayor, we would have ended up generating lots of good government studies that ended up on shelves—unread and unused."⁶⁰

⁵⁵ Interview with Charles Gibbons, Chairman of the Board, Tascor Corporation, September 7, 1992.

⁵⁶ Interview with SELTIC Commissioner Roy Nicholson, April 9, 1993.

⁵⁷ Interview with Carolyn Grisko, Director, Mayor's Fellowship program, City of Chicago, September 28, 1993.

⁵⁸ Hammer, p. 110.

⁵⁹ Eggers, "Competitive Instinct," *Reason*.

⁶⁰ Interview with David Pingree, April 1, 1993.

PLANK #6: Reorganizing Work Structures

Excessive layering may be the biggest problem of the slow-moving, rigid bureaucracy...extra layers of management mainly create distracting work for others to justify their own existence.

*—Tom Peters and Bob Waterman, *In Search of Excellence*⁶¹*

Reengineering government cannot succeed in a vacuum. The organizational structures, management systems, and job classifications that now characterize most governments also have to be overhauled.

The present systems are archaic: elaborate controls and inflexible bureaucracies; thousands of job classifications; rigid hiring and firing procedures; layers and layers of middle management; stifling bureaucratic rules and regulations; and myriad procedures that virtually ensure that no employee, no matter how incompetent, will ever be fired. Government is like this because politicians and many taxpayers want a zero risk environment in the public sector. Zero risk, however, is impossible to achieve and has proven too costly—resulting in a lack of public-sector innovation and bloated bureaucracies. It has simply become too expensive to run government organizations the way they have been run. Reorganizing work structures is a business necessity.

Indianapolis Mayor Stephen Goldsmith believes job classifications, descriptions, and hiring forms should be eliminated—governments should foster an environment of “chaos.” “All city government really ought to be is a series of 100 projects around different clusters. We finish a project and we move on to the next one,” declares Goldsmith.⁶²

A. Flattening the Organization.

Management guru Tom Peters contends that no organization should have more than five layers of management.⁶³ After all, Peters reasons, the Catholic Church is able to oversee one of the largest organizations in the world, with over 800 million members, with just five levels.

The city of **Charlotte** has taken Peters' advice to heart. Until recently, the city's organizational chart was like that in most other city halls. The city had four employees who spent their time doing nothing but writing job classifications. And somehow, eight layers of management were needed just to oversee the maintenance of city streets.⁶⁴

This is changing. By making the organization flatter and more flexible, Wendell White, Charlotte's City Manager is trying to move city hall into the modern era. The city's 24 departments have been merged into nine key businesses organized around city hall's core activities, and at least one layer of management has been cut away in each department.⁶⁵

⁶¹ Thomas Peters and Bob Waterman, Jr., *In Search of Excellence* (New York: WarnerBooks, 1982).

⁶² Eggers, “Competitive Instinct,” *Reason*, p. 22.

⁶³ Tom Peters, *Thriving on Chaos: Handbook for the Management Revolution* (New York: Alfred A. Knopf, 1987).

⁶⁴ William D. Eggers, “Charlotte: The Good News,” *Carolina Journal*, Vol. 3, No. 1, August/September 1993, p. 21.

⁶⁵ Interview with Wendell White, City Manager, City of Charlotte, July 26, 1993.

Previously, there were at least five departments, for instance, charged with providing some form of neighborhood services such as neighborhood development and public housing. These departments have been combined into one key business, “neighborhood services.” This eliminated substantial duplication of overhead and overlapping responsibilities which often create intergovernmental turf battles. Charlotte’s department director positions have been eliminated, and replaced by Key Business Executives who are being freed from a lot of red tape and bureaucratic micromanaging.

Another city that eliminated cumbersome management layers is **San Antonio**. In 1990, new city manager Andrew Briseno cut the number of assistant city managers from five to one, saving about \$600,000 a year in salaries for the managers and secretaries.⁶⁶ He then organized city hall around five different teams. The parks, recreation, art, library, and health departments, for example, while still remaining autonomous, are now part of the community service team. Many decisions that previously had to be approved by the city manager—such as pay raises and promotions—are now made by the department directors themselves (in some cases requiring approval from the team leader).

Government executives often discover when they flatten hierarchies and trim the size of the workforce that most of the excess employment in government is in middle management not in the front-line workers.

Many middle managers exist only as umpires, enforcing countless rules and regulations that impede creativity. Reducing the number of middle managers—both in the public and private sector is important not only because they are often superfluous, but because they can also prove to be the biggest barriers to organizational change. Through delay, sabotage, or inaction, organizational reform can be impeded. Reducing the number of middle managers need not mean mass layoffs, however. Middle management can often be reduced through attrition, early retirement plans, or transfers to other work. As part of its rightsizing program, the city of Corvallis, Oregon returned many of its middle managers to the front lines as lead workers.⁶⁷

After the number of managers are trimmed, those left need to be transformed from protectors of the status quo to risk-taking architects of change. To do so, they need to be given much greater freedom to flexibly manage their employees and departments. In most governments, this means work rules and, in some cases, city charters, will have to be reformed, meaning city executives will also have to get the public to “buy-in,” allowing managers greater freedom.

City of Charlotte: Results of Rightsizing

The Numbers:

- Innovations totaling over \$2.8 million.
- No department has more than 5 layers of management.
- Eliminated 272 positions.
- Public Safety now makes up 53% of all positions.
- Annualized savings exceed \$8 million.
- No layoffs.

Source: Pamela Syfert, Deputy City Manager, City of Charlotte

⁶⁶ Interview with George Noe, Director of Management Services, City of San Antonio, September 8, 1993.

⁶⁷ Benest, “Rightsizing for Local Governments,” p. 87.

B. Work Rules.

Myriad job classifications and work rules in the public sector severely constrain the ability of managers to manage creatively and flexibly. Work rules, job classifications, and regulations sustain antiquated positions and inefficient work processes for years.

This needs to end. In the rapidly changing marketplace within which local governments now operate, public-sector jobs and employees need to be constantly evolving.

Aims for Work Rule and Charter Reforms

- Simplify Procedures and Job Classifications
- Redesign Jobs
- Improve Time Management
- Ease Procurement Regulations
- Give Managers Greater Flexibility

Source: Reason Foundation

The first step to reforming productivity-killing work rules is to survey middle managers about their constraints. Some of the questions Philadelphia Mayor Rendell asked all managers upon taking office included:

- What are the constraints that make your job harder to perform?
- What part of the union contract now impedes your operations?
- What isn't working in your department, and what changes are needed to make it work better?⁶⁸

The survey resulted in a report containing hundreds of examples of work rules—many outlandish, some simply unnecessary. A major public campaign highlighting these examples helped the mayor garner popular support for work rule changes. As importantly, however, the manager survey helped to garner cooperation in reform from many middle managers. No mayor had ever systematically asked the managers these kinds of questions before. By asking them what obstacles prevented them from efficient performance and following through on eliminating many of the problems, Rendell was able to get many managers to buy-in to his rightsizing program and inspire them to be agents of change.

Philadelphia Before Reform: Work Rules Handcuff Managers

Up until Mayor Rendell won some concessions in the fall of 1992, Philadelphia had some of the most costly, unproductive work rules of any city in the country. Firing employees was almost impossible; there were over 3000 job classifications; and employees could not be compelled to work overtime or perform any work under their job classification. Other examples included:

- Three city employees were required to change a light bulb at the airport: a mechanic to take off the light cover; an electrician to change the bulb; and a janitor to sweep up the dust.
- Requirements in the department of Public Works required sludge to first be shoveled from the water pipes to trucks, then unloaded onto the ground, and then scooped into another dumptruck. The effect was that it took 10 people just to move sludge from a water pipe to a sanitation truck.
- Employees at the Department of Human Services declined to use computers in their jobs because using a computer was not in their job classification.

Source: Eggers, *Policy Review*, Summer 1993.

⁶⁸ Interview with Joseph Torsella, former deputy mayor of Policy & Planning, City of Philadelphia, June 7, 1993.

C. Independent Businesses.

Another way to empower managers and workers is by turning departments into independent businesses. For city managers to run government's core functions more in the manner of innovative, cost-cutting private managers, and less like bureaucrats, they need to be given more freedom.

For instance, they could be given responsibility for the following: all personnel decisions including salary and bonuses; acquiring all goods and services approved in the budget; and choosing between outside vendors and internal government units for support services such as fleet maintenance and computer services. Some of these reforms may require changes in state law or in a city's charter.

This is not to suggest that there should be no controls on public managers. With taxpayer money involved, the public sector has to be more vigilant than private companies in guarding against graft and other improprieties. However, a better balance needs to be struck between control and flexibility.

D. Empowering Line Workers.

Empowering line workers is also essential to the rightsizing process. The ratio of managers to staff should be significantly reduced. Rightsizing governments let self-managed work teams make decisions previously made somewhere up the bureaucratic hierarchy.

Organizing work by self-managed teams can increase employee morale and raise productivity. "By putting people in teams, even in government, you are able to empower workers and drum out the laggards who are bringing everyone else down," says Charles Gibbons, the former CEO of Tascor, one of the country's leading companies specializing in outsourced services.⁶⁹

Charlotte has gotten employees involved in finding savings and driving the process of change by creating innovations teams which solicit cost savings ideas from employees. In some departments, these teams are authorized to implement the cost-cutting ideas without the department director's approval. Working with the employees, the innovations teams have come up with \$2.8 million in savings.

SUCCESSFULLY MANAGING THE TRANSITION TO RIGHTSIZING

In implementing the rightsizing process, local government officials can easily destroy organizational morale and productivity. To maintain organizational effectiveness, those in charge of the rightsizing process must exert firm, yet humane and creative leadership.⁷⁰

—Frank Benest, City Manager, Brea, Calif.

Government executives must be careful not to demoralize the organization's employees as they precede through rightsizing.

Even when rightsized, public employees will be state government's or city hall's most important asset. Low workforce morale negatively affects public service delivery and could negate many of the gains from rightsizing.

⁶⁹ Interview with Charles Gibbons, Chairman of the Board, Tascor, September 7, 1992.

⁷⁰ Benest, "Rightsizing for Local Governments."

A. Visionary Leadership: The Key to Managing Change.

Effectively communicating both the need for change and the nature of change is important for successful rightsizing. This must start with the person at the top of the organization.

The chief executive has to create a sense of urgency. This means being able to clearly explain to employees and taxpayers the changes in the marketplace that are driving the need for change. Each employee—or at the very least, all managers—must have an understanding and appreciation for what is to be accomplished and why. The fundamental changes that rightsizing involves will be resisted by many public managers and workers. The chief executive must get “buy-in” from public employees and taxpayers by infusing citizens and employees with hope about the city or state's future and by articulating a strategic vision for the organization. This message should be repeated frequently in five-minute stump speeches, brown bag luncheons, or informal roundtable discussions.

Techniques for Obtaining Employee Buy-In

1. Have top city officials hold regular brown bag lunches with managers and line employees.
2. Begin a rightsizing newsletter and hotline communicating upcoming changes and airing employee concerns.
3. Provide rewards for excellence and celebrate successes.
4. Create a talent bank for temporarily displaced employees.
5. Train employees in new skills and cross-train them to perform various functions.

Source: City of Charlotte, City of Indianapolis, and Reason Foundation

Without this kind of determined, visionary leadership, fundamental rightsizing is unlikely to succeed. Opponents of change within government will, silently but surely, kill parts of the rightsizing agenda through inaction, delay, and obstruction. It is also important for the chief executive to demonstrate strong support for the department directors and task forces that are trying to bring about change.

Moreover, if layoffs are necessary, government executives should get these over with right away. Delaying layoffs is inadvisable because of the uncertainty it creates among employees. It is preferable to do lay-offs upfront and then, if possible, promise that all future workforce reductions will occur through attrition.

Governments can use numerous strategies to ease the rightsizing process for employees and help to keep lines of communication open. Charlotte—which has an extensive rightsizing program (see Figure 1)—employs numerous strategies to ease the transition to rightsizing. The city has adopted a no-layoff policy so employees will not be reluctant to bring cost-savings ideas into the open for fear that increased efficiency will result in job loss. Moreover, those people transferred to a lower job classification due to rightsizing are not subject to pay reductions for the first year, and all employees receive training in self-managing work teams and handling change.⁷¹

B. Reward Successes.

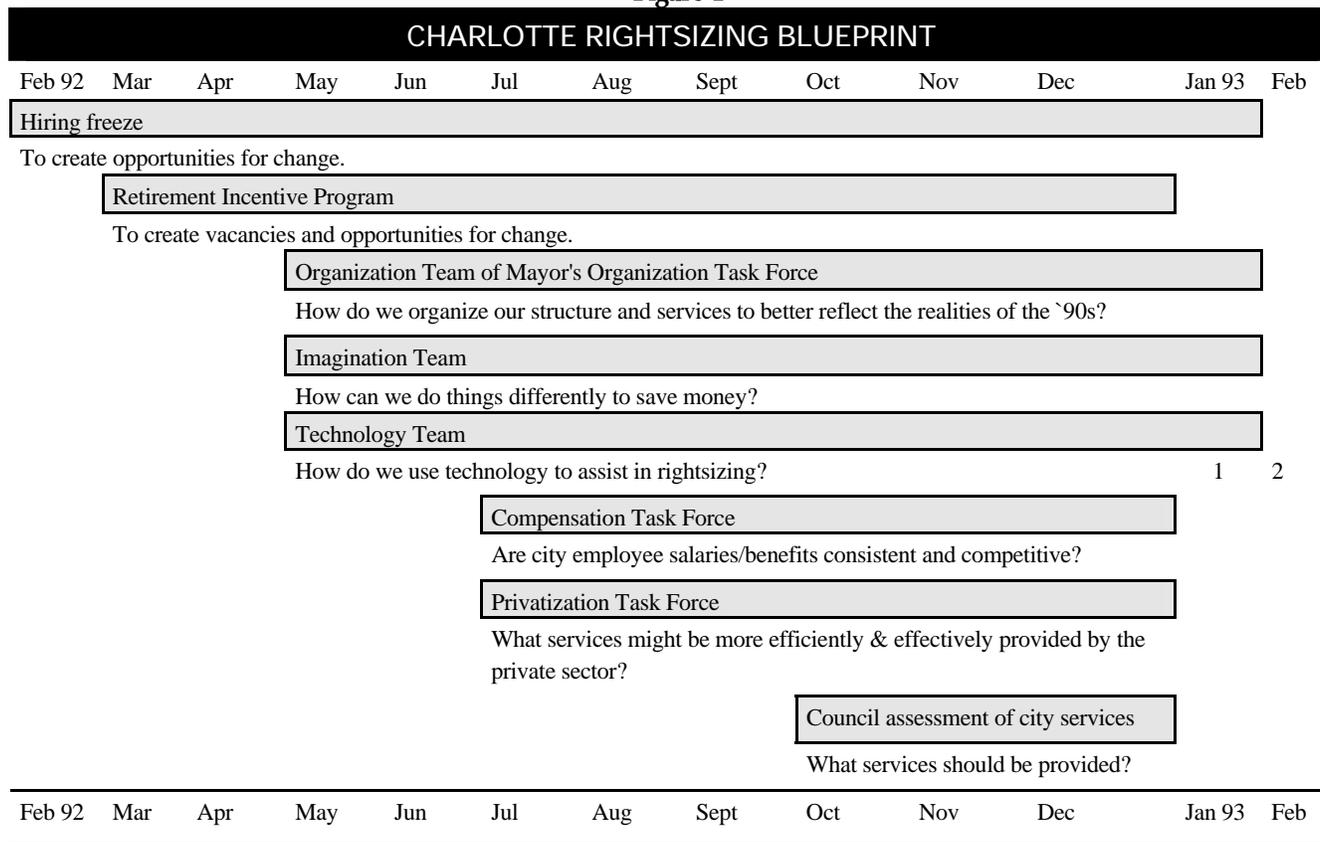
To maintain and increase morale in government and to get public employees to act as facilitators of change, government executives must reward and celebrate employee successes.

Each month, Mayor Goldsmith presents the “Golden Garbage” award to the Indianapolis city employee who finds the most egregious examples of government waste. The winning employee gets a toy plastic truck glued to a piece of wood and lots of press coverage for drawing attention to the waste. The first award went to an employee who found a garbage truck that broke down so often and was so expensive to repair that it cost the city \$39 for every mile it operated.⁷²

⁷¹ “Rightsizing Update,” presented to the Charlotte City Council, City of Charlotte, March 1, 1993.

⁷² Eggers, “Competitive Instinct,” *Reason*.

Figure 1



Notes: 1 Development of Rightsizing Action Plan
 2 Presentation of Action Plan to City Council

Governments may also want to consider sharing part of the savings generated by employee cost saving ideas with the employees. In Charlotte, the Department of Transportation gives gift certificates to employees who present cost-savings ideas to the department's Innovations Team. Phoenix also pays employees for cost savings ideas.

Lastly, managers can be encouraged to streamline department operations by allowing them to retain part of any unused budgeted funds and utilize them for capital projects or other long-term improvement projects.

CONCLUSION

Faced with intense global competition and rapidly changing technology, American businesses have radically transformed the way they do business over the past dozen years.

Corporate hierarchies, layers of middle management, and bureaucratic rules and regulations have given way to self-managed work teams and environments of "chaos" that stimulate innovation. Unproductive divisions have been sold off, decision-making decentralized, overhead slashed, and non-core services farmed out to other companies. Over a decade after this war on bureaucracy began, American businesses are now prepared for the challenges of the 21st century.

Facing continuing fiscal stress and the negative economic and political consequences of more tax increases, state and local governments must declare their own “war on bureaucracy.” For most governments, instituting a comprehensive rightsizing program will mean a host of dramatic changes from past practices.

For most public-sector employees, rightsizing—whether viewed as painful or revitalizing—will require a complete change in psychology. For the first time, they will be asked to refocus nearly all their attention and energy on government’s customers: the taxpayer. “It is their responsibility to focus their complete energy on shifting resources towards activities that produce meaningful outcomes for citizens,” contends Matthew Ridenour, formerly of the city of Indianapolis. “If they cannot link a dollar of cost to more than a dollar’s worth of outcome, they must not spend the dollar.”⁷³

As the 21st Century draws nearer, city and state governments throughout America would be wise to closely examine the rightsizing strategies now being employed by some of America’s leading public innovators.

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⁷³ Ridenour, *Performance Accountability*.

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