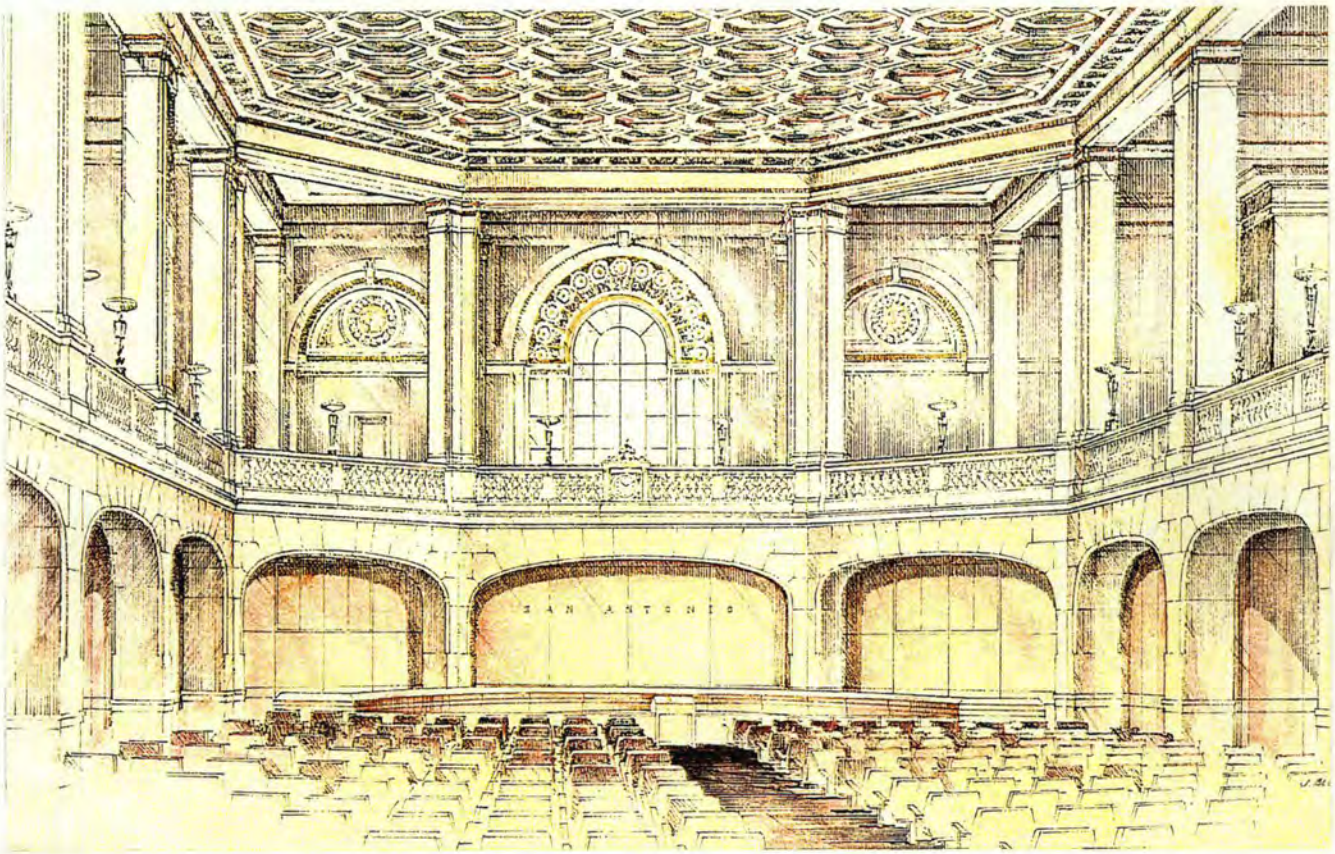
City of San Antonio
Texas



Proposed
Annual Budget
FY 1997-98

CITY OF SAN ANTONIO
PROPOSED ANNUAL BUDGET

FISCAL YEAR 1997-1998

OCTOBER 1, 1997 - SEPTEMBER 30, 1998

CITY COUNCIL

HOWARD W. PEAK, MAYOR

ROGER FLORES II
MARIO SALAS
DEBRA GUERRERO
RAUL PRADO
RICK VASQUEZ

JOSE MENENDEZ
ED GARZA
ROBERT MARBUT
TIM BANNWOLF
JEFF S. WEBSTER

CITY MANAGER

ALEXANDER E. BRISEÑO

PREPARED BY:
OFFICE OF BUDGET & MANAGEMENT ANALYSIS

TERRY M. BRECHTEL, DIRECTOR

TRACI M. CLAY
ROY COLES
MARIA GONZALES
SANDRA GRABOW
LOU LENDMAN

EVERETT D. LOTT
CHUCK MARTINEZ
RODERICK SANCHEZ
JACK SCHULER
JANETTE SHELTON

SYLVIA SORIANO
CAROLE C. STINSON
KEN WACLAWCZYK
ERIK WALSH
PETER ZANONI

Other Budget Support:

EDWARD BELMARES

JULIE GERMAN

NIKKI MONTEVERDI

City of San Antonio

MISSION STATEMENT

THE CITY OF SAN ANTONIO SHALL PROVIDE FOR THE SAFETY, HEALTH, QUALITY OF LIFE AND GENERAL WELFARE OF OUR COMMUNITY.

ALL GOVERNMENTAL ACTIONS SHALL RESPECT THE ETHNIC AND CULTURAL DIVERSITY OF OUR CITIZENS AND SHALL BE CONDUCTED IN AN OPEN, RESPONSIVE, AND ETHICAL MANNER.

SERVICES SHALL BE DELIVERED IN AN EQUITABLE, EFFICIENT, AND EFFECTIVE MANNER WITH REGARD FOR THE ENVIRONMENT AND WISE USE OF AVAILABLE RESOURCES.

City of San Antonio

City Council Priorities

1997-98

Education, Youth & Human Development

Economic Development

Public Safety

Infrastructure

Planning & Development

Neighborhood Revitalization & Housing

Culture & Recreation. Services/Quality of Life

Environmental

Health, Families, & Human Services

CITY COUNCIL GOALS & OBJECTIVES WORKSESSION

SERVICE CATEGORY CONSOLIDATED RANKINGS

July 12, 1997

SVC RANK	SERVICE CATEGORY	KEY RESULT AREA
1	Crime Prevention/Community Oriented Policing	Public Safety
Tied for 2	After School Programs	Education, Youth & Human Development
	Neighborhood Police Patrol	Public Safety
	Street Maintenance	Infrastructure
5	Education Partnerships	Education. Youth & Human Development
Tied for 6	Sidewalks, Streets, & Curbs Reconstruction	Education. Youth & Human Development
	Year Round Youth Recreation Programs	Culture & Rec. Svcs./Quality of Life
Tied for 8	Kelly Redevelopment	Economic Development
	Workforce Development	Education. Youth & Human Development
	Business/Industrial Attraction	Economic Development
	Neighborhood Planning	Planning & Development
	Drainage Maintenance	Infrastructure
	Code Compliance	Neighborhood Revitalization & Housing
	Senior Citizen Nutrition Program	Health, Families, & Human Services
Tied for 15	Commercial Revitalization	Economic Development
	Youth Crime	Public Safety
	Fire Suppression	Public Safety
	Master Plan Policies Implementation	Planning & Development
	Neighborhood Housing Revitalization	Neighborhood Revitalization & Housing
Tied for 20	Local Business Development & Retention	Economic Development
	Small Business Econ. Develop. Advoc. Prgm.	Economic Development
	Transportation Planning	Planning & Development
	Housing Stock Preservation/Rehabilitation	Neighborhood Revitalization & Housing
	Park Development	Culture & Rec. Svcs./Quality of Life
	Water Quality & Quantity	Environmental
	Air Quality	Environmental
Tied for 27	Biomedical Industry Development	Economic Development
	Parenting Classes	Education, Youth & Human Development
	Family Health	Health, Families, & Human Services
Tied for 30	International Trade	Economic Development
	Property Crime	Public Safety
	Park Maintenance	Infrastructure
	City Wide Rezoning	Planning & Development
	Affordable Housing	Neighborhood Revitalization & Housing
	Arts and Cultural Programs	Culture & Rec. Svcs./Quality of Life
	Immunization Program	Health, Families, & Human Services
Tied for 37	Mega Events	Economic Development
	Gang/Youth Intervention Programs	Education, Youth & Human Development
	Child Care	Education, Youth & Human Development
	Summer Youth Employment Programs	Education, Youth & Human Development
	Emergency Medical Services	Public Safety
	Violent Crime	Public Safety
	Domestic Violence/Victims Advocacy	Public Safety
	Narcotics Enforcement	Public Safety
	Traffic Enforcement	Public Safety
	Emergency Management	Public Safety
	Subdivision Regulation/Zoning	Planning & Development

SVC RANK	SERVICE CATEGORY	KEY RESULT AREA
	Historic Preservation	Planning & Development
	Senior Citizen Housing	Neighborhood Revitalization & Housing
	Summer Youth Recreation Programs	Culture & Rec. Svcs./Quality of Life
	Sports and Special Purpose Facilities	Culture & Rec. Svcs./Quality of Life
	Solid Waste Disposal/Landfill	Environmental
	Dental Health	Health, Families & Human Services
54	Brush Collection	Environmental
Tied for 55	Branch Library Services	Education, Youth & Human Development
	Graffiti Abatement Programs	Neighborhood Revitalization & Housing
	Senior Citizens & Dis. Persons Supp Svcs.	Health, Families & Human Services
Tied for 58	Foreign Trade Zones/ Logistic Codes	Economic Development
	Fire Prevention/Code Enforcement	Public Safety
	Building Code Enforcement	Public Safety
	Capital Projects Management	Infrastructure
	Buildings and Facilities Maintenance	Infrastructure
	Recycling	Environmental
	Street Cleaning	Environmental
Tied for 65	Development Code Enforcement	Planning & Development
	Traffic Operations	Infrastructure
	Swimming Program	Culture & Rec. Svs./Quality of Life
	Animal control	Health, Families & Human Services
Tied for 69	Literary Center Operations	Education, Youth & Human Development
	Refuse Collection	Environmental
	Environmental Project Management	Environmental
Tied for 72	Convention/Vistors Industry	Economic Development
	Military Retention	Economic Development
	Disability Access	Infrastructure
	Community relations	Culture & Rec. Svcs./Quality of Life
	Communicable Disease Control	Health, Families, & Human Services
Tied for 77	Central Library Services	Education, Youth & Human Development
	Aviation Industry Development	Economic Development
	Homeless assistance Program	Neighborhood Revitalization & Housing
	Adult Recreation Programs	Culture & Rec. Svcs./Quality of Life
	Mini-Dump Clean-Up	Environmental
	Emergency Assistance	Health, Families, & Human Services
Tied for 83	Vice Enforcement	Public Safety
	Hazat & Specialized Operations	Public Safety
	Downtown/Riverwalk Maintenance	Infrastructure
	Cultural Facilities	Culture & Rec. Svcs./Quality of Life
	Food Protection Services	Health, Families, & Human Services
88	AIDS/HIV Programs	Health, Families, & Human Services
Tied for 89	Arson	Public Safety
	Municipal Building Security	Public Safety
	Urban Design	Planning & Development
	Annexation	Planning & Development
	Downtown Housing	Neighborhood Revitalization & Housing
	Insect & Rodent Control	Health, Families, & Human Services
Tied for 95	Downtown Development	Economic Development
	Special Events	Culture & Rec. Svcs./Quality of Life

SVC RANK	SERVICE CATEGORY	KEY RESULT AREA
Tied for 2	After School Programs	Education, Youth, & Human Development
5	Education Partnerships	
Tied for 8	Workforce Development	
Tied for 27	Parenting Classes	
Tied for 37	Gang/Youth Intervention Programs	
Tied for 37	Child Care	
Tied for 37	Summer Youth Employment Programs	
Tied for 55	Branch Library Services	
Tied for 69	Literacy Center Operations	
Tied for 77	Central Library Services	
Tied for 8	Kelly Redevelopment	Economic Development
Tied for 8	Business/.Industrial Attraction	
Tied for 15	Commercial Revitalization	
Tied for 20	Local Business Development & Retention	
Tied for 20	Small Business Econ. Develop. Advoc. Prgm	
Tied for 27	Biomedical Industry Development	
Tied for 30	International Trade	
Tied for 37	Mega-Events	
Tied for 58	Foreign Trade Zones/Logistic Centers	
Tied for 72	Convention/Vistors Industry	
Tied for 72	Military Retention	
Tied for 77	Aviation Industry Development	
Tied for 95	Downtown Development	
1	Crime Prevention/Community Oriented Policing	Public Safety
Tied for 2	Neighborhood Police Patrol	
Tied for 15	Youth Crime	
Tied for 15	Fire Suppression	
Tied for 30	Property Crime	
Tied for 37	Emergency Medical Services	
Tied for 37	Violent Crime	
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Tied for 37	Narcotics Enforcement	
Tied for 37	Traffic Enforcement	
Tied for 37	Emergency Management	
Tied for 58	Fire Prevention/Code Enforcement	
Tied for 58	Building Code Enforcement	
Tied for 83	Vice Enforcement	
Tied for 83	Hazmat & Specialized Operations	
Tied for 89	Arson	
Tied for 89	Municipal Building Security	
Tied for 2	Street Maintenance	Infrastructure
Tied for 6	Sidewalks, Streets, & Curbs Reconstruction	
Tied for 8	Drainage Maintenance	
Tied for 30	Park Maintenance	
Tied for 58	Capital Projects Management	
Tied for 58	Buildings and Facilities Maintenance	
Tied for 65	Traffic Operations	
Tied for 72	Disability Access	
Tied for 83	Downtown/Riverwalk Maintenance	

SVC RANK	SERVICE CATEGORY	KEY RESULT AREA
Tied for 8	Neighborhood Planning	Planning & Development
Tied for 15	Master Plan Policies Implementation	
Tied for 20	Transportation Planning	
Tied for 30	City-Wide Rezoning	
Tied for 37	Sudivision Regulation/Zoning	
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Tied for 37	Sports and Special Purpose Facilities	
Tied for 65	Swimming Program	
Tied for 72	Community Relations	
Tied for 77	Adult Recreation Programs	
Tied for 83	Cultural Facilities	
Tied for 95	Special Events	
Tied for 20	Water Quality & Quantity	
Tied for 20	Air Quality	
Tied for 37	Solid Waste Disposal/Landfill	
54	Brush Collection	
Tied for 58	Recycling	
Tied for 58	Street Cleaning	
Tied for 69	Refuse Collection	
Tied for 69	Environmental Project Management	
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Tied for 72	Communicable Disease Control	
Tied for 77	Emergency Assistance	
Tied for 83	Food Protection Services	
88	AIDS/HIV Programs	
Tied for 89	Insect & Rodent Control	

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of San Antonio for its annual budget for the fiscal year beginning October 1, 1996.

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

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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User's Guide

How to Use the Budget Document

The Proposed Budget Document of the City government of San Antonio is prepared in accordance with the modified accrual method. The Finance Department utilizes this method in accounting for the City's revenues and expenditures. This section is designed to explain and simplify the use of this document. It will acquaint you with the types of information you can expect to find, such as:

- Sources of money raised by the City
- Where and how the money is spent
- Who provides City services
- What policies and objectives are set for the upcoming year

DEFINITION - What is the Budget Document?

The budget document explains the City's official financial management plan for the upcoming fiscal year. The City Manager is responsible for enforcing the spending limits established in this plan.

The budget not only outlines the day-to-day functions of City departments for a one-year period, it also lists the major capital projects for six years. The document addresses the policy objectives for the upcoming year.

FUNCTION: What does each section of the budget do?

The budget is divided into the following major areas:

(1) User's Guide;
(2) Budget Overview;
(3) Policy Issues;
(4) Budget Schedules;
(5) Department Allocations
(6) Capital Budget

User's Guide- This informational section is intended to provide the reader a synopsis of what is contained in the budget document. An additional goal of this section is to educate the user on the City of San Antonio's financial structure and flow.

Budget Overview - This section contains a summary of the policy issues proposed to the City Council and consists of the City Manager's transmittal letter and executive summary. The executive summary describes the policies affecting the budget, and presents a synopsis of the revenues the City will collect, the funds the City will spend, and the changes that have occurred from the previous year.

Policy Issues - This section contains a brief explanation of the three major revenues sources (Sales Tax, Property Tax and City Public Service) and rate adjustments proposed for the FY 1997-98 Budget. This section also includes a listing of Mandates, Program Improvements and One-Time Improvements. An explanation of the proposed employee compensation package is also included.

Budget Schedules - This section is organized by fund and contains a schedule of revenues and appropriations for each City fund. First, you will find the 1997-98 All Funds Budget Summary which covers the spending side of the budget for all funds. Next is a schedule of personnel by fund and department which shows the number of uniform versus non-uniform employees. The last personnel schedule indicates how the staffing of the organization has changed since the previous year. Grant funded positions are accounted for in a separate listing by department.

Following the personnel information are the detailed schedules for each fund. Fund schedules are included to account for the revenues a fund will raise and its appropriations. City money is categorized into funds according to their purpose or source of revenues. For instance, the Aviation Department collects moneys from commercial airlines and other businesses serving travelers. These revenues, among others, help pay for the operations and maintenance of the City's airport. Because of this, the Airport Fund is an enterprise fund. See how City funds operate in Exhibits IIa and IIb called "Operating Flow of Funds" on page viii and ix.

Department Allocations - This section is organized by department and will give you a better understanding of the kind of services provided by each department and the sources of funding allocations which support these services. Individual department summaries contain an explanation of the particular functions of each department, their funding levels, personnel, performance measures and policy issues.

Capital Budget - This covers major capital programs which usually operate beyond a year's time from start to finish. Examples of capital projects are: street and bridge construction, drainage construction, park development, etc. Since these projects involve the City's attention for more than a year, this section looks at the City's obligations for a six-year period. A schedule is provided (on page 457) to help you understand the revenue sources for the Capital Budget. A description of how funds flow is in Exhibit IIIa called "Debt Service Flow of Funds" on page x. The Capital Budget provides the Operating Funds needed to program and fund operating and maintenance requirements for capital facilities as they become necessary. At times, the completion of certain capital projects may be delayed for a period of time if operating and maintenance moneys are not available.

Index - This section is designed to assist the user in locating information quickly and easily. Thus making the document increasingly user friendly as a research document.

Q & A

What am I getting for my taxes?

Departmental summaries provide information on what a department does, how many employees are included, what the department spends, and performance measures on the services being budgeted.

Where do I find the particular funding level of a community agency?

Refer to the Table of Contents or Index under "Agencies" to find where the agencies are listed.

What if I can't find a community agency in the document?

If the agency is not listed in the Budget, it is not funded. Community Development Block Grant projects, however, are listed in a separate document.

Where do I find a quick overview of the entire budget, including funds in the budget?

If you are interested in the financial overview of the budget, refer to the All Funds Summary. If you would prefer to read about changes in the overall budget, go to the Budget Overview, for a narrative explanation.

The City of San Antonio is a large organization with a consolidated budget.

In order to keep track of all City funds, accounting guidelines have been established to insure strict accounting of City financial transactions. The Budget is a comprehensive plan for the City's annual operations and follows the same procedures as the accounting system.

The framework for the organization of the City's accounts is described in the Chart of Accounts, Exhibit I, page vii.

The City has many similarities, in its structure and functioning, to a conglomerate or holding company in the private sector which owns a number of separate businesses.

The accounts for the holding company are kept in the General Fund, which has its own lines of business (General Fund departments) and sources of revenue. Since the General Fund supports central services for other funds, these funds pay the General Fund for these services. These payments are shown in the General Fund budget as transfers into the fund. These transfers also appear in the budgets of other funds as transfers out of these funds (See a demonstration of the flow of funds in Exhibit IIb, page ix).

There are three major types of other funds:

1. *Enterprise Funds* - Governmental accounting funds in which the services provided are supported entirely through charges to the users of the service, e.g., Alamodome, aviation, golf, parking and solid waste.

2. *Special Revenue Funds* - These funds are used to account for the proceeds of special revenue sources that are legally restricted to expenditures for specific purposes.

3. *Internal Services Funds* - Funds that provide services to other parts of the City organization (e.g., information services, motor pool, vehicle maintenance, purchasing and insurance).

Most payments to the Internal Service Funds are not shown as transfers, but as line items within the budgets of the departments in all operating funds.

The chart on page ix illustrates the many channels that this Operating Flow of Funds can take. It gives some idea why this budget document may appear so complex. It is also intended to help readers find their way through the budget.

The All Funds Summary on pages 46 and 48 presents the comprehensive summary of all budgeted funds.

How are revenue projections made?

Revenue projections are made primarily based on historical trends coupled with projected inflation, personal income and growth in the local area. Tourist-related factors such as the Mexican economy and major attractions are also considered. Since one method of projecting revenue sources is not feasible, each source is considered on its own merit and projected accordingly.

Where does the money come from for the Capital Budget?

The debt service chart on page xi presents this flow of funds (See Exhibit IIIb). The revenues for debt service payments are shown in the budget in the various debt service fund schedules. All General Obligation Debt is shown on page 115 and debt schedules for other funds are located immediately behind the operating schedule for each fund.

What procedures are used to amend the expenditure budget during the year?

The City of San Antonio Adopted Budget can be amended in one of two ways:
Transferring Funds within a Department: To transfer funds within a department the requesting department must complete a Budget Adjustment. This form details where the funds are being transferred "from" and "to" and provides an explanation for the adjustment. Once completed, the Budget Adjustment must be approved by the department head and then submitted to Finance, Budget and the City Manager's office for approval before it can be enacted.

The budget may also be amended by submitting an ordinance to the City Council for approval. The ordinance must include substantiated analyzed reasoning for the amendment.

EXHIBIT I

Chart of Accounts

FINANCIAL INFORMATION STRUCTURE

The purpose of structuring a financial system is to organize and identify the sources and use of funds, revenues and expenditures, activities related to each of these, and to allow for the maintenance, retention, and retrieval of this information.

The first step in accessing financial information is identifying the FUND (i.e., General Fund, Grants-In-Aid Trust Funds, etc.) which contains the desired data. The next step is the SUBFUND (i.e., National Endowment for the Arts).

After the subfund, access is available to either the PROJECT (i.e., Artists in Education) or DEPARTMENT (i.e., Library) level. The department level then provides access to both the DIVISION and SECTION (i.e., Office of the Library Director) levels of information.

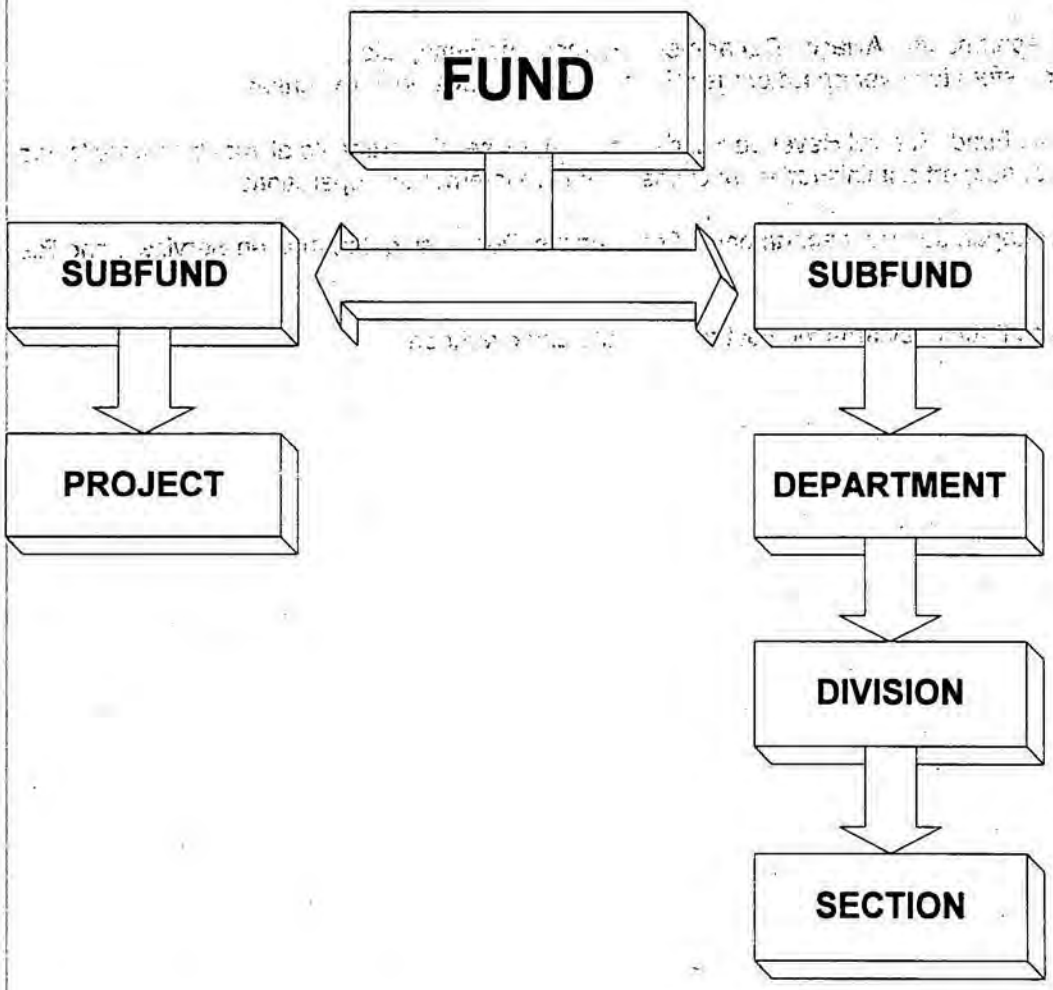


EXHIBIT IIa

Operating Flow of Funds

1. Revenues are paid into the General Fund and Enterprise Funds as a result of specific activities. For example:

General Fund	Enterprise Funds
Property Taxes	Rates
Sales Taxes	Fees
CPS	Leases
Licenses & Permits	Intergovernmental Contracts

2. Expenditures are made from the General Fund and Enterprise Funds to support activities related to each. For example:

General Fund

- General Fund Departments - Police, Fire, Public Works, Library, etc.
- Enterprise Funds - Payments for services provided to City facilities by Enterprise Fund departments
- Special Revenue Funds - EMS, Capital Reserve, Outside Agencies, etc. Payments to support these funds.

Enterprise Funds

- Enterprise Fund Departments - Aviation Department, Alamodome Fund, etc.
- General Fund - Transfers to cover an Enterprise Fund's portion of overhead expenses.

3. General Fund, Enterprise Fund, Special Revenue Funds, and Other User departments all make payments into Internal Service Funds to support administrative functions which are internal City operations.

4. Internal Service Funds support specific departments. For example, Purchasing, Information Services, and Risk Management.

5. Internal Service Funds contribute towards the cost of General Fund overhead.

EXHIBIT IIb

Operating Flow of Funds

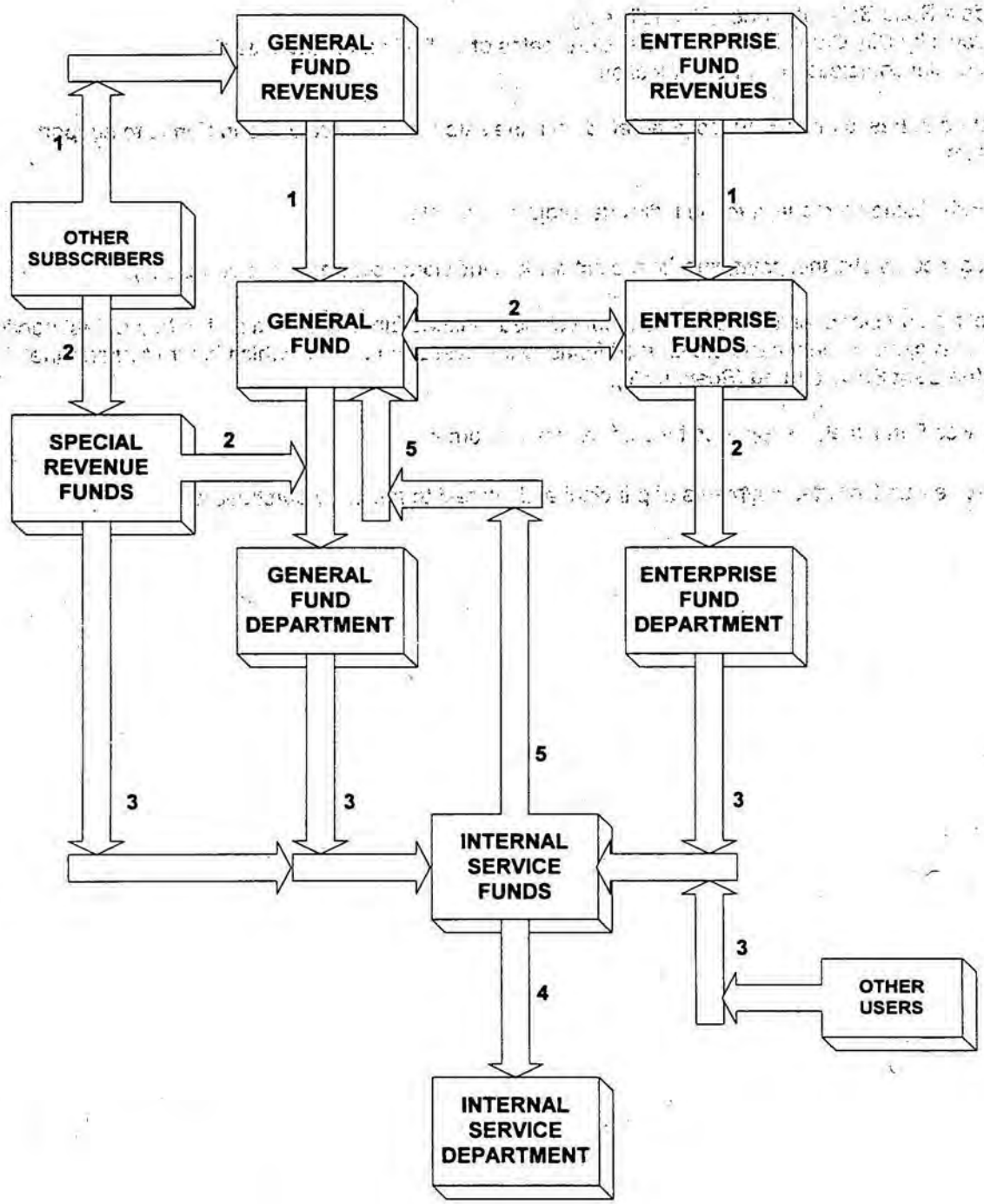


EXHIBIT IIIa

Debt Service Flow of Funds

1. The City holds a Bond Sale after one of the following:
   A. Approval by City Council to issue either Certificates of Obligation or Revenue Bonds.
   B. Successful completion of a Bond Election.

2. The Bonds are purchased and the funds generated from the sale are allocated to Bond Funds to support specific projects.

3. The Bond Funds distribute moneys to the individual project accounts.

4. Open project accounts channel payments for project work to individual contractors (Scenario X).

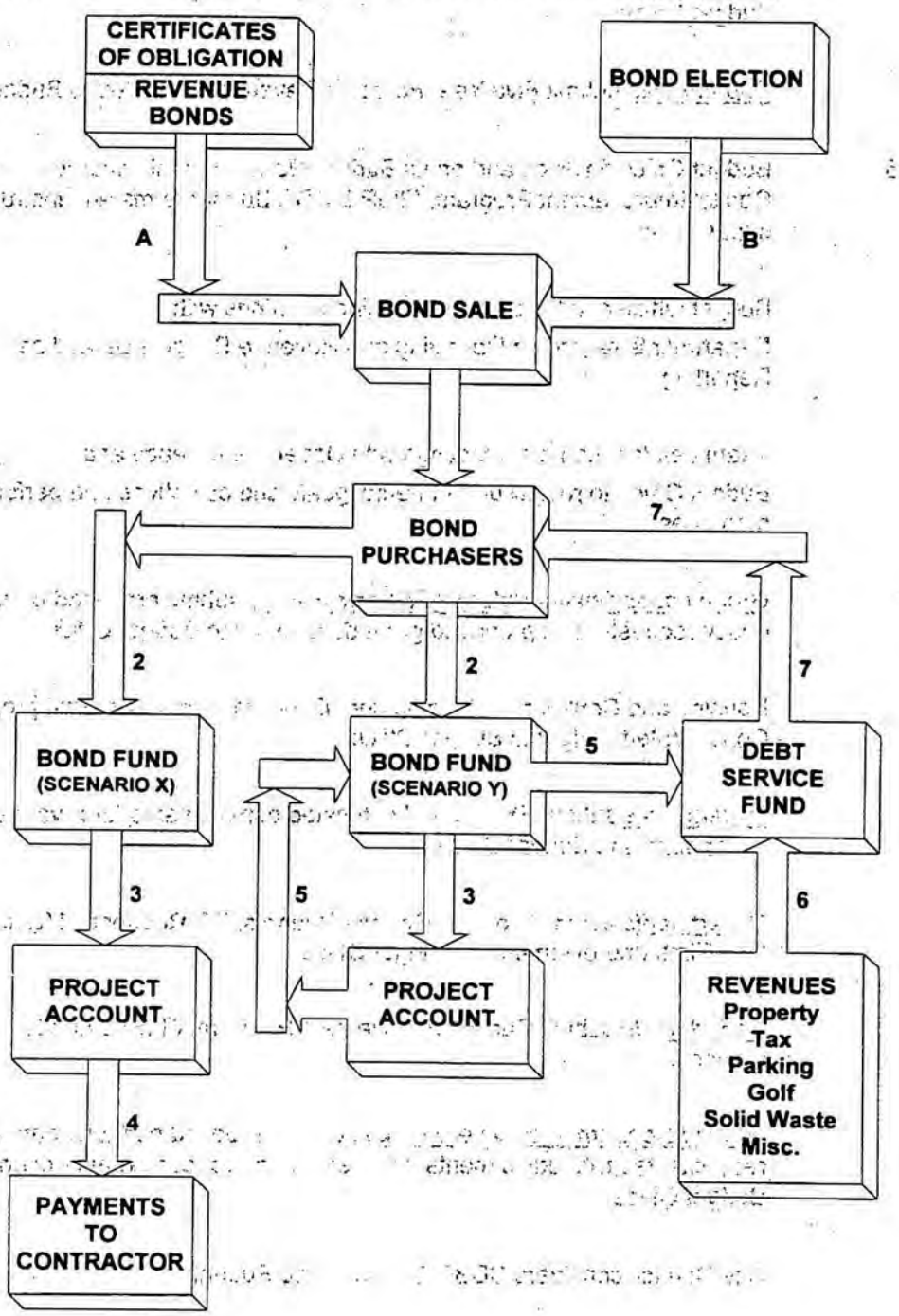
5. When a project is completed and the project account closed, unused funds can be directed to the debt service obligation. The project account transfers unused funds to the overall bond fund, which in turn transfer the moneys into the Debt Service Fund (Scenario Y).

6. The Debt Service Fund is also supported by other revenue sources.

7. The Debt Service Fund initiates payments of principal and interest to the bond purchasers.

EXHIBIT IIIb

Debt Service Flow of Funds



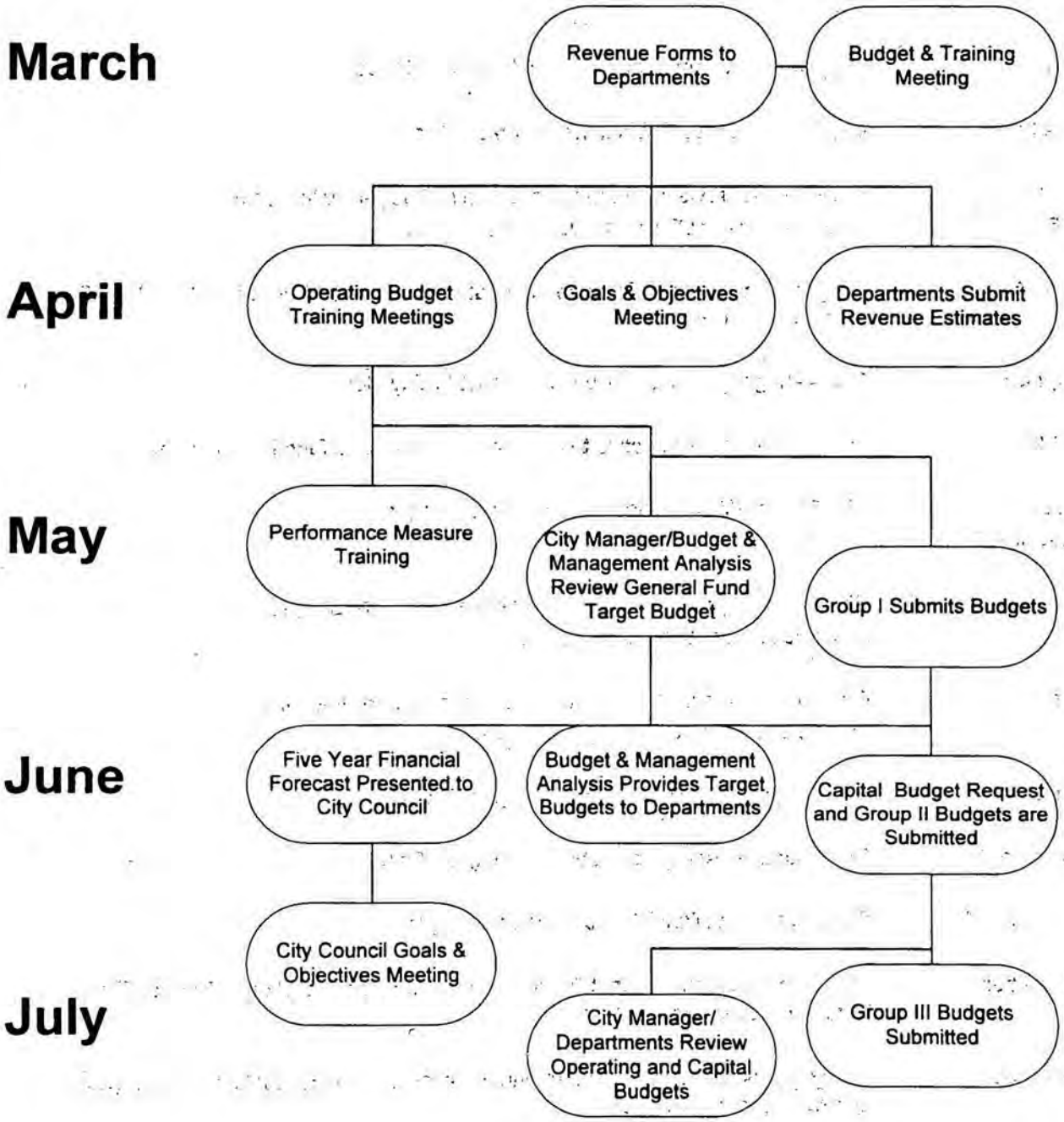
BUDGET CALENDAR FOR FISCAL YEAR 1997-98

Monday, January 27	Budget Office distributes Five Year Financial Forecast materials to Departments
Friday, February 21	*Departments* submit Mandates and Strategic Issues for Financial Forecast to Budget Office
Friday, February 28	*Departments* submit Five Year Forecast Revenue Estimates to Budget Office
Wednesday, March 26	Budget Office finalizes and prints Budget Manual and distributes forms, including Capital Improvement Program, FIMP & ADA Budget forms and instructions, to departments
Monday, March 31 - Friday , April 4	Budget Office conducts Budget training meetings with Departments regarding Operating and Revenue Budgets as well as Grant Reporting
Monday, April 7 - Friday, April 18	Team Leaders conduct meetings with Department Heads and Budget Office to review departmental goals and objectives and performance measures
Monday, April 14	*Group I departments (Internal Services Funds)* submit proposed budgets, capital outlay requests, and proposed grant documents to Budget Office
Thursday, April 24	Housing and Community Development Department submits draft proposed Consolidated budget to Budget Office
Thursday, April 24	*Departments* submit FY 1996-97 estimated commitments for revenues and expenditures to Budget Office
Monday, May 12	*Departments* submit Program Change Budgets, PC Requests, Mandates, and One-Time Improvements to Budget Office
Friday, May 16	*Departments* submit Capital Improvement Program, FIMP and ADA budget requests
Friday, May 16	*Group I Departments (Other Funds)* submit proposed budgets, capital outlay requests, fee rate adjustments, new fees, and proposed grant documents to the Budget Office
Thursday, May 22	City Council considers CDBG Consolidated Budget
Thursday, June 12	City Manager presents the Five Year Financial Forecast to the City Council

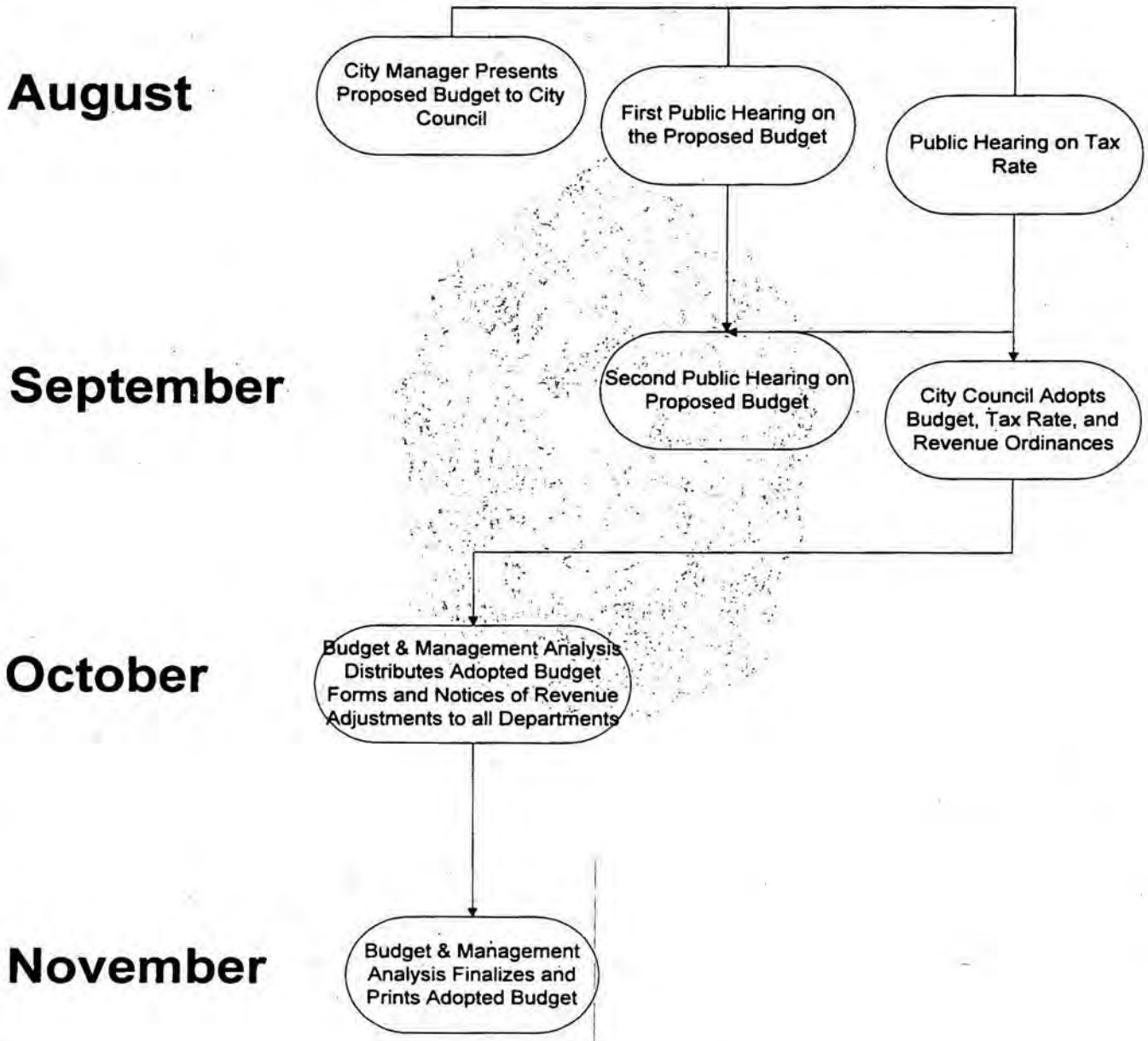
BUDGET CALENDAR FOR FISCAL YEAR 1997-98

Monday, June 16	*Group II and Group III Departments* submit proposed budgets, capital outlay requests, fee rate adjustments, new fees, and proposed grant documents to Budget Office
Friday, June 20	*Departments* submit Target PCB's to Budget Office
Saturday, June 21	City Council Goals & Objectives Worksession
Tuesday, July 1 - Friday, July 25	City Manager reviews operating and capital budgets with Team Leaders, Budget Office and Department Heads
Monday, August 11	Budget Office delivers Proposed Operating and Capital Budget to City Clerk, City Manager and City Council
Thursday, August 14	City Manager presents Proposed Budget to City Council
Friday, August 15	Finance publishes effective tax rate, rollback rate and fund balances (twice)
Monday, August 18 - Tuesday, September 9	City Council Worksessions on Proposed Budget
Thursday, August 21	City Council considers Proposed Tax Rate and sets date, time and place for adoption of the tax rate
Friday, August 22	*Departments* forward Requests for Ordinance to Budget Office for all proposed new and adjusted revenues
Monday, August 25	*Departments* submit items for Closing Ordinance
Tuesday, September 2	City Council First Budget Public Hearing, 7:00 pm
Thursday, September 4	City Council Tax Rate Public Hearing, 3:00 pm
Thursday, September 11	City Council Second Budget Public Hearing and Consideration of Budget, Tax Rate and Revenues, 3:00 p.m.
Thursday, September 11	*Departments* submit grant letters and 2 copies of Criminal Justice Division (CJD) approval letters to Budget
Thursday, September 18	City Council considers Closing Ordinance
Thursday, September 25	City Council considers CJD grant acceptance ordinance

Budget Process



Budget Process



CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

Budget Message

CITY OF SAN ANTONIO

P.O. BOX 839966
SAN ANTONIO, TEXAS 78283-3966

August 11, 1997

To the Honorable Mayor and City Council:

I am pleased to transmit to you the Proposed Annual Budget for FY 1997-98. The Consolidated Annual Budget, comprised of all Funds, excluding transfers, totals $1.022 billion. The proposed operating expenditures total $797.7 million and capital improvements projects total $224.26 million. Within the operating expenditures total, General Fund expenditures and transfers represent $457.8 million, an increase of 1.89% over the FY 97 Revised Adopted Budget.

This Proposed Budget represents the organization's continued efforts to address community priorities while reducing programs to fund mandated expenditures and other important improvements. Preparation of the Proposed Budget was particularly challenging due to the General Fund shortfall projected in the Five Year Financial Forecast for FY 1997-98. As a consequence, staff was compelled to prepare a program of reductions and revenue adjustments balanced by mandated expenditures and improvements reflecting the priorities of City Council.

A total of $457.8 million is available for appropriation in the General Fund for FY 1997-98. In keeping with the City's philosophy of conservative revenue projections, General Fund collections are primarily based upon existing revenue sources, with slight increases in fees and charges. Additional property tax revenues will be generated from new improvements and annexed areas. Overall, current revenues proposed for FY 98 exceed the level in the FY 97 Adopted Budget by 1%.

In past years, the adopted budgets have included increases for inflation for non-personnel related expenses. However, the Proposed Budget has been prepared without an inflationary adjustment, and with base budget reductions totaling $7.5 million. These reductions have been structured to minimize the impact on priority programs.

Mandated costs total $10.86 million and are necessary in order for the City to meet its legal obligations and provide for operations of completed capital projects. The Proposed Budget addresses basic services such as public safety and infrastructure needs including $6.75 million in Public Safety mandates related to the collective bargaining agreement for the Police and Fire contracts. Other mandates include operating and maintaining several new improved parks facilities funded by the 1994 General Obligation Parks Bond package and added services for newly annexed areas.

Program improvements and one-time improvements totaling $12.83 million are targeted to continue basic high priority services. The Proposed Budget includes funds for the second year implementation of the Vision 2001 Plan and the Fire Master Plan. Important improvements to the Infrastructure include increasing contractual street maintenance, sidewalk construction and the neighborhood speed hump program. Initiating implementation of the Master Plan and marshalling resources for neighborhood revitalization are also highlighted.

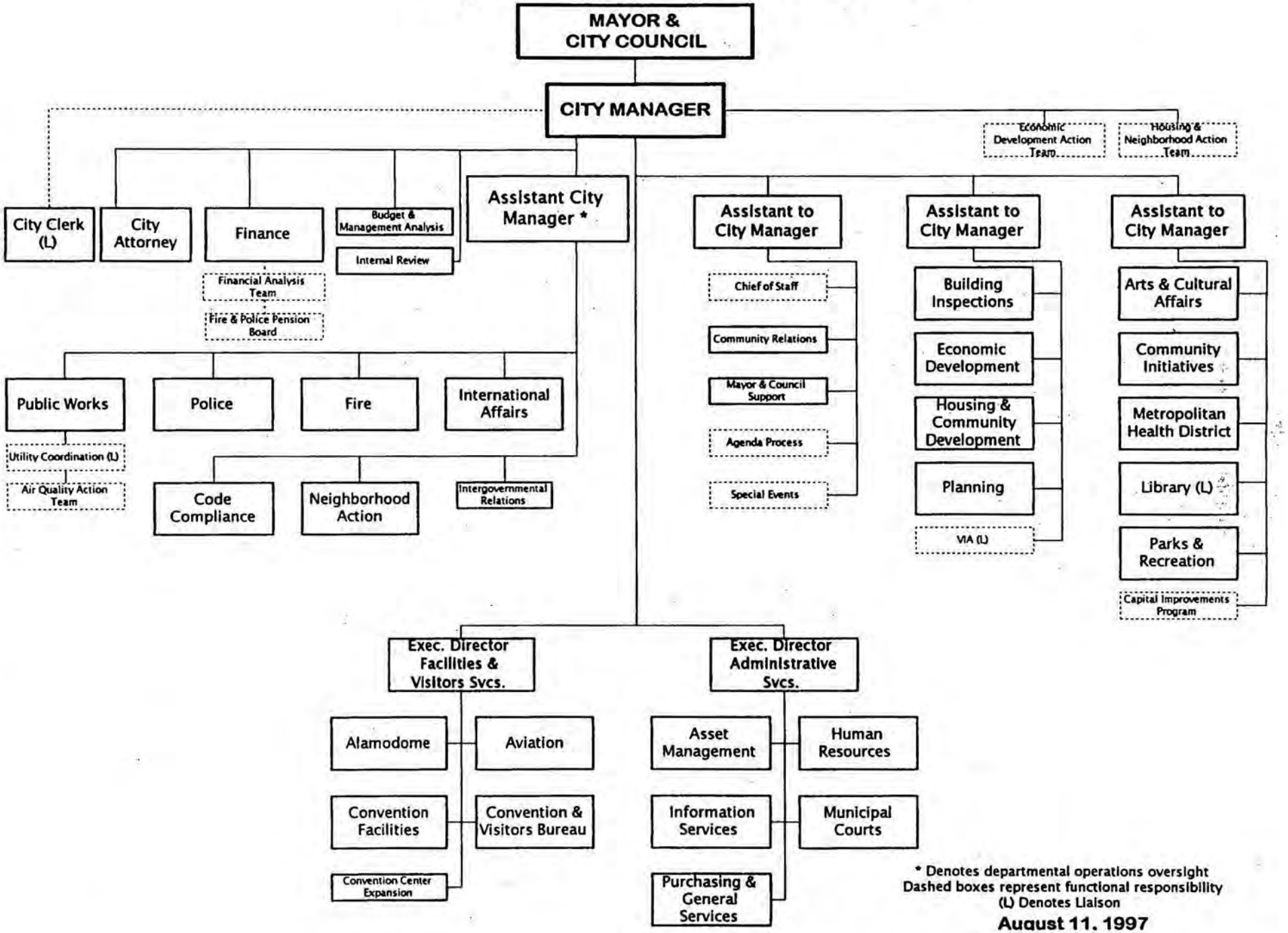
The Proposed Budget for FY 98 achieves a number of important goals identified by the City Council. First, for the fifth consecutive year, there is no proposed increase to the overall property tax rate. Second, recommended mandates and program improvements are proposed which enhance service delivery to reflect the priorities established by the City Council. Finally, the Proposed Budget maintains the General Fund's solid financial status by preserving the $18 million reserve for revenue loss.

The development of the Proposed Budget represents the culmination of a significant effort on the part of all City departments. I would like to express my sincere appreciation to the City Council for providing valuable policy guidance to the process at the July 10-12 Goals and Objectives Worksessions. I would also like to thank the staff in each department for their professionalism throughout the process. Finally, I would like to call particular attention to the dedication and commitment of the Management Team and the staff of the Office of Budget & Management Analysis in this important effort.

Respectfully submitted,

Alexander E. Briseño
City Manager

City of San Antonio



* Denotes departmental operations oversight
Dashed boxes represent functional responsibility
(L) Denotes Liaison

August 11, 1997

Executive Summary

BUDGET OVERVIEW
FY 1997-98 Proposed Budget

PROCESS

The Proposed Budget for FY 98 is the result of a complex process which seeks to address the critical priorities of the City Council within the constraints of available revenues and with due regard for sound financial practices. To accomplish this task, staff begins early in the year with the development of the Five Year Financial Forecast. The Forecast is a financial and budgetary planning tool which identifies emerging issues which will be encountered in the next five years and will have a fiscal impact upon the City's program of services. In addition, the Forecast serves as an early warning device for the upcoming budget process by projecting revenues and anticipated expenditures under a defined set of assumptions. Development of the Forecast allows staff to identify financial problems in sufficient time to develop a proactive strategy in order to meet the service priorities of the community.

The Forecast, which was presented to the City Council on June 12, 1997, assumed modest growth in current revenues and expenditures. Projections for FY 98 were based upon the continuation of existing services at the 1997 level with adjustments for inflation and mandates. The Forecast provides a preview of the anticipated fiscal climate, allowing staff the opportunity to prepare a sound strategy for developing the upcoming budget. The forecast projected a General Fund ending balance of $11.6 million in FY 97 with revenue shortfalls anticipated in FY 98 and FY 99 of $9.4 and $6.8 million, respectively, followed by three years with positive fund balances.

Following the completion and presentation of the Five Year Financial Forecast, the City Council held the Goals and Objectives Worksessions on July 10-12. This year was the eighth consecutive year in which the City Council has met to determine its priorities for the coming budget deliberations. Under the leadership of the Mayor, participation in this year's worksessions was expanded to include not only City Council members, but policy advisors from each respective Council district and City department heads. Participants worked in small groups with an outside facilitator over a three day period. The objective behind expanding the worksessions was to create and enhance discussion regarding the City Council's priorities for the upcoming budget. This was accomplished by looking at San Antonio's past, present and future from various perspectives in order to establish common themes from which nine key result areas were identified. Each key result area represents a group of identifiable programs or services for which resources are allocated through the budget process. Prior to ranking individual service categories the participants reviewed and discussed existing programs within each service category in order to gain a better understanding of City services. This list was amended and new categories added through group consensus resulting in a listing of 96 service categories. Councilmembers then participated in an open session of prioritizing the service categories through three separate rounds of rankings. The end result is a complete priority ranking by service category and key result area which is in turn utilized by staff in formulating the Proposed Budget for the upcoming fiscal year. The results of these worksession are listed immediately following the title page of the Proposed Budget document.

Continuing to recognize the need to effectively communicate the City's ability to address City Council priorities and demonstrate the organization's ability to meet the needs of the community, the proposed budget document reflects updated program information, goals and objectives and performance measures for each department. Department directors met with their respective Team Leaders in April to review the departments' goals and objectives for the upcoming fiscal year. During these meetings, staff presented existing and proposed performance indicators which would help them track the City's progress in the efficient and effective delivery of services to citizens and achieve their stated goals and objectives.

The performance indicators are divided into four categories which track the following: the demand for service (Input), the workload produced (Output), the management of resources (Efficiency), and the quality of the work performed (Effectiveness). These categories are also designed to demonstrate and validate the impact of proposed improvements to service delivery.

The FY 98 Proposed Budget was developed within the context of projected funds available and City Council priorities. Departments were given target budgets based on current service requirements and allowed to submit expenditure proposals within the target amount. The target budgets submitted represent the departments' best judgment on how resources should be allocated based on their experience on the most effective method for delivering services. Prior to FY 96, the target budgets have included increases for inflation. However, in FY 96 and FY 97, the proposed target budgets reflected an actual reduction of $3.1 million and $3.42 million respectively, which was attributed to the elimination of inflationary adjustments. For the third straight year, the proposed target budgets do not include an across-the-board inflationary adjustment which represent a $3.3 million reduction. By not adjusting for inflation, departments have been forced to operate and provide the same level of service within their target budget. This has also had the effect of reducing departmental base budgets over the last three years.

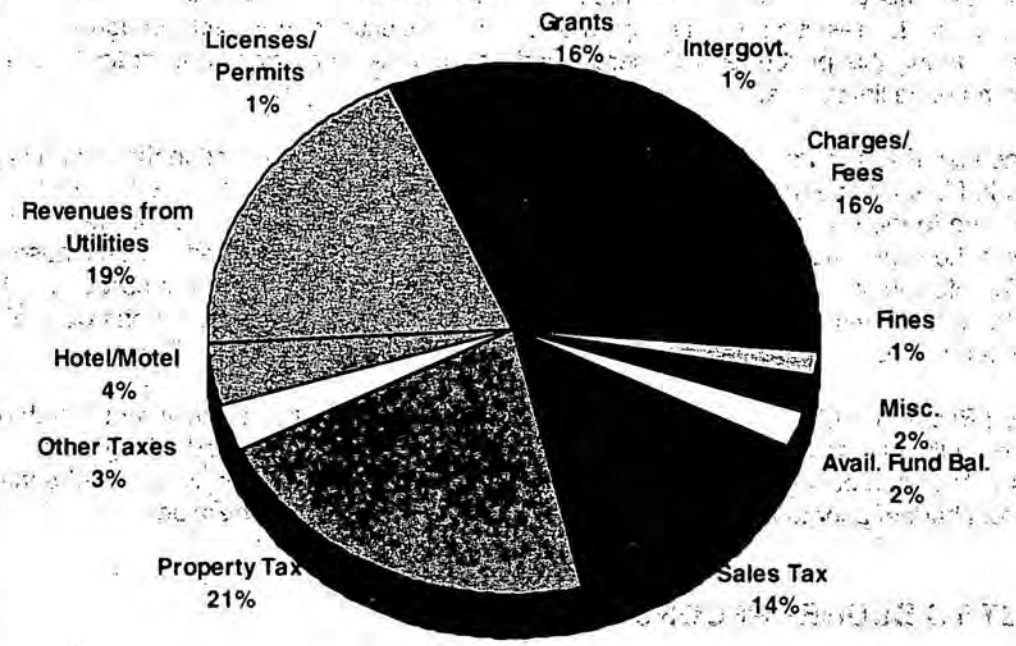
During the month of July, the City Manager and the Management Team met with each department director to review the department's estimated commitments for FY 97, FY 98 base budgets, proposed program improvements, revenue enhancements, program reductions and performance measures. Based upon the priorities decided upon during the City Council's Goals and Objectives Worksession, improvements and reductions were recommended for approval. In the General Fund reductions to the current services budgets totaling $2.79 million were achieved through program reductions, and an additional $1.4 million was reduced from departmental base budgets. Departments generally elected to manage the across-the-board reduction by adjusting selected line items and managing personnel resources which is difficult to quantify the impact on service delivery. The impact will vary by department and may result in service delays within the organization.

The City Manager's Proposed Budget for FY 98 represents staff's professional recommendation on a program of revenues and expenditures which provide the highest level of service possible within available resources. Departmental base budgets have been reduced from the current budget by $4.7 million by not adding an inflationary adjustment and through other adjustments such as reduced departmental health assessments. Overall, proposed expenditures have been examined closely to ensure the most efficient use of resources and to identify opportunities for improving the effectiveness of service delivery and reducing cost. Given the challenge represented by the size of this year's shortfall, the available resources, and the strategy used to prepare the budget, the recommendations incorporated in the Proposed Budget reflect the various options exercised in order to deliver a balanced budget.

FY 98 ALL FUNDS PROPOSED BUDGET SUMMARY

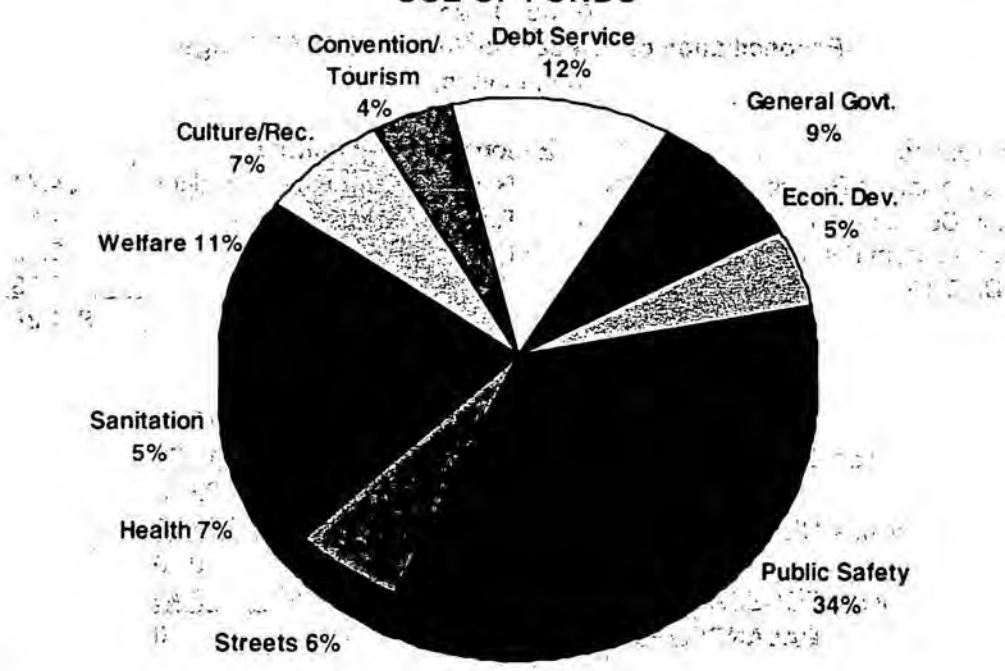
The FY 98 Proposed Budget appropriation for **all funds is $1.022 billion**, excluding transfers of **$107.71 million**. This amount includes **total operating expenses of $797.7 million and $224.26 million in capital expenditures**. The following charts show operating appropriations and revenues for all funds for FY 98.

PROPOSED CONSOLIDATED OPERATING BUDGET SOURCE OF CURRENT REVENUES



TOTAL: $797,706,281

PROPOSED CONSOLIDATED OPERATING BUDGET USE OF FUNDS



TOTAL: $797,706,281

FY 98 GENERAL FUND PROPOSED BUDGET

Although balancing this year's budget presented a difficult challenge, the City has experienced shortfalls of a similar magnitude resulting in the implementation of reductions in FY 90 through FY 93 totaling $28.6 million. During this period, 930 General Fund positions were eliminated in order to balance the budget within revenue limitations.

The challenge identified this year is sizeable yet less than shortfalls experienced in the prior two years of $11.3 million in FY 96 and $13.7million in FY 97. The FY 96 Budget reflected an effective decrease in expenditures due to the lack of an adjustment for inflation. As a result of this action, the FY 96 Budget did not require the elimination of jobs. The shortfall identified in FY 97 required not only absorbing the adjustment for inflation for the second year, effectively holding spending for current services to the base level for FY 96, but implemented program reductions. In FY 97, 68 authorized positions were eliminated and program reductions were initiated. Program reductions in FY 97, totaled $4.28 million.

The Proposed Budget for FY 98 represents the third year budgets were effectively reduced through the elimination of adjustments for inflation. Program reductions are proposed along with additional adjustments to the base budget resulting in a new base expenditure projection which is $7.5 million less than the current budget prior to adding mandates, improvements and reorganizations.

FORECAST TO BUDGET RECONCILIATION

The Proposed Budget represents a balanced program of revenues and expenditures for FY 98. Several factors contributed to closing the $9.4 million gap projected in the Five Year Financial Forecast while allowing for improvements to the General Fund totaling $12.83 million. The following table summarizes the significant changes from the forecast to budget for FY 98.

Table 1
General Fund
Reconciliation of Forecast to Proposed FY 98 Budget
(in millions)

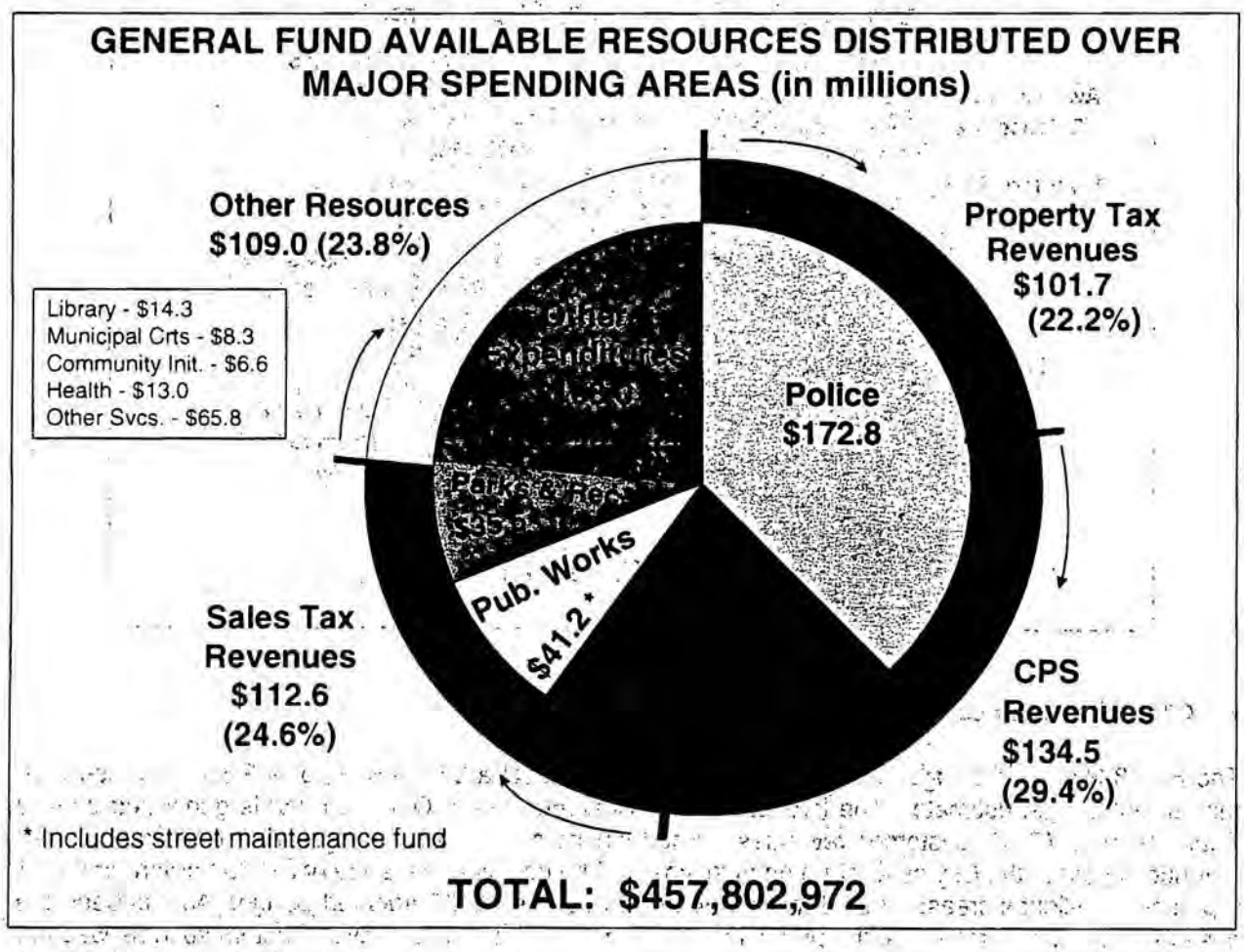
Revenue Increases		**Expenditure Reductions**	
Additional Beginning Balance	$7.24	Reduce - Current Srvc Budget	$4.74
Increase in Current Revenues	1.16	Reduce - Mandates	1.12
New Revenue from Fees	2.45	Program Reductions	2.79
TOTAL CHANGE	**$10.85**	Stormwater Offset	2.73
		TOTAL CHANGE	**$11.38**

	TOTAL INCREASE TO REVENUES	$10.85
plus	TOTAL REDUCTION TO EXPENDITURES	11.38
		22.23
minus	NEW PROGRAM IMPROVEMENTS	12.83
		9.40
minus	FORECAST DEFICIT	9.40
	BALANCED BUDGET - FY 98	**$0**

Notable factors include an additional **$7.24 million projected beginning balance** for FY 98 over the forecast projection. This change is due to increased revenues and savings in the FY 97 budget due to prudent fiscal management. In addition, **revenue projections increased by $3.61 million** from forecast to budget. The change includes a **$1.16 million increase in current revenue and $2.45 million in new revenue from fee changes.** The key changes in expenditures resulted from **reducing the current services budget for FY 98 by $4.74 million** over forecast projections which included modest inflationary adjustments, **reducing mandates by $1.12 million, program reductions totaling $2.79 million and reducing the General Fund burden for stormwater by $2.73 million for a total savings of $11.38 million.** Combined additional revenue and expenditure reductions **generated sufficient changes ($22.23 million) to cover the additional cost of program improvements ($12.83 million) and eliminate the $9.4 million shortfall.**

GENERAL FUND REVENUES

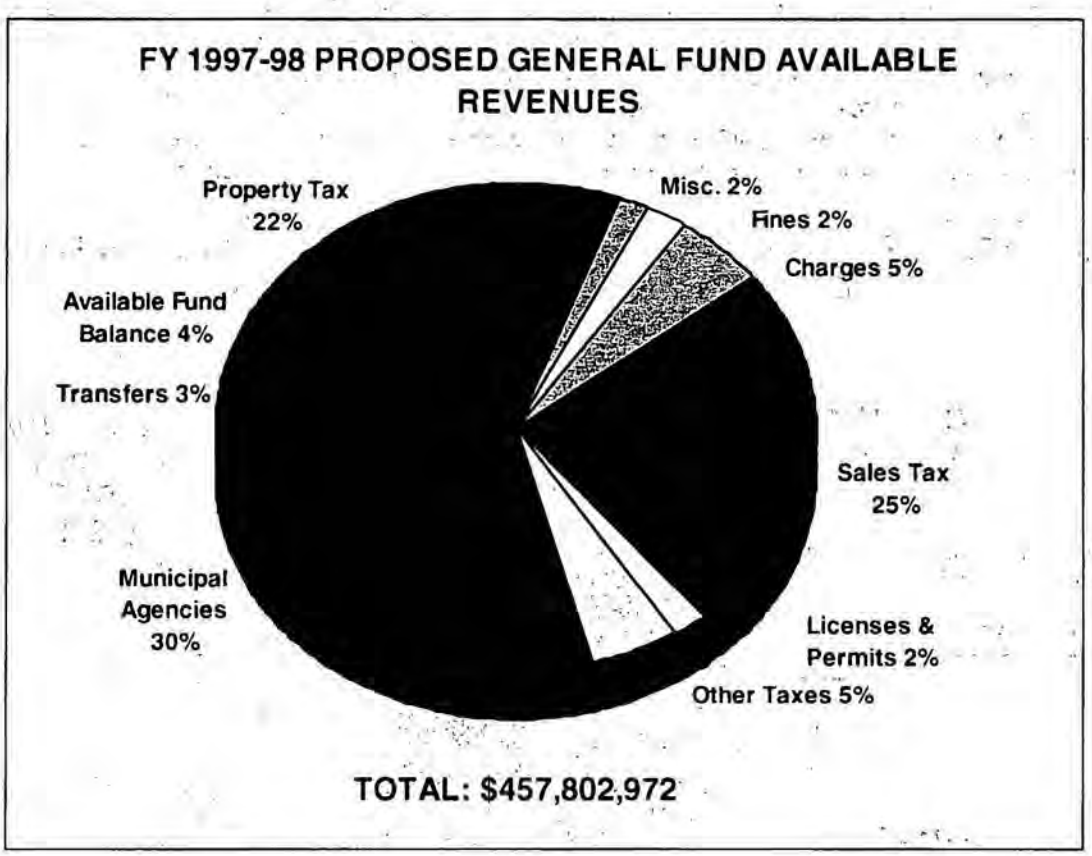
General Fund available resources are anticipated to be $457.8 million. Three principal sources of General Fund revenue exist: City Sales Tax, City Public Service, and Property Tax. Taken together, these three sources of revenue account for approximately $348.77 million, or 76.18%, of the total General Fund available resources. As shown on the graph below, the FY 98 Proposed Budget appropriations for the Police, Fire/EMS, Public Works and Parks & Recreation Departments consume all property tax revenue, all revenue from City Public Service, and all sales tax revenue.



A summary of the significant assumptions and policy issues related to the General Fund is included below. For the purpose of presentation, the Streets & Drainage, and Emergency Medical Services Funds, which are dependent on the General Fund, will also be discussed in this section.

In addition to the major revenue sources mentioned above, the Proposed Budget includes a number of new and/or enhanced revenues. Although no increase in the fee is recommended, the most significant increase includes $1.9 million in additional revenue generated by the existing stormwater fee and collected by the San Antonio Water System (SAWS) for new stormwater maintenance programs. New fees or increases in revenue from all other sources to the General Fund due to proposed policy changes totals $4.35 million.

In sum, a total of $457.8 million is available for appropriation as noted in the chart below. A corresponding pie chart appears in the expenditures section depicting seven areas of service delivery by which the $457.8 million has been appropriated.



- **City Public Service** **$134.5 million**

The FY 98 Proposed Budget amount of $134.5 million reflects a $4.3 million, or a 3.3%, increase over the current budget estimate. The largest source of revenue to the General Fund is generated by City Public Service (CPS) customer revenues. Fourteen percent of all CPS gas and electric customer revenue is paid to the City as a return on investment. The estimated revenue of $130.2 million for FY 97 represents a slight increase of $1.3 million, or 1.0%, over the FY 97 Adopted Budget. As has been the case for the last several years, the projection for this revenue is conservative. Factors such as weather conditions and fuel prices can easily affect the amount of revenue realized by the City. Therefore, FY 98

projections for this revenue are conservative, accounting for only projected growth in the CPS customer base.

- **Sales Tax** **$112.6 million**

In keeping with the City's philosophy of conservative revenue projections for volatile revenue sources, the Proposed Budget assumes a continuing moderate rate of increase for sales tax growth in FY 98 of 3.4% totaling $112.6 million. The FY 97 Adopted Budget assumed an annual increase in the City Sales Tax of 3.0% over FY 96. The re-estimate for FY 97 Sales Tax revenue is 5.6% over actual collections in FY 96.

- **City Property Tax** **$99.1 million**

The FY 98 Proposed Budget includes $99.1 million in maintenance and operations support for the General Fund from property taxes. With the City's total taxable value of $29.485 billion, **one penny** on the tax roll **equates to $2.95 million**. The property tax rate consists of two components. The first is the debt service component which is determined by the City's debt service requirements. The current debt service rate for FY 97 is 23.267 cents per $100 of assessed value. Funds from this component are deposited in the Debt Service Fund and are used exclusively to pay the principal and interest on debt. The second component of the tax rate is the amount for maintenance and operations contributed to the General Fund. The current maintenance rate for FY 97 is 34.712 cents per $100 of assessed value. These two components taken together provided for a total tax rate for FY 97 of 57.979 cents per $100 of assessed value.

Property tax values are established by the Bexar Appraisal District (BAD) in conformance with State law. Values for the City of San Antonio recently reported by BAD for FY 98 show an increase in net taxable value of approximately $1.143 billion, or 4.03%, above last year. Included in this total, however, is $946.53 million for new improvements and $90.03 million in annexations, which reflects real growth of 3.66% over last year's total taxable value. The taxable value less new improvements and annexations yields the base valuation. The increase in the base valuation from last year is $106.79 million or 0.37%. The following chart breaks down the components of total taxable value:

Table 2
Taxable Values in Billions
(FY 98)

Base Value FY 97	Increase in Base Value	Annexation	New Improvements	Total New Value FY 98
$28.449	**$0.107**	**$0.090**	**$.946**	**$29.485**
% of Increase:	**0.37%**	**0.32%**	**3.34%**	**4.03%**

State Property Tax law requires cities to structure the maintenance and operations portion of the "effective tax rate" to yield the same amount of operating revenue from year to year on base valuations. As mentioned above, this refers to the taxable value less new improvements and annexations. Therefore, if assessed base valuations increase, as is the case for FY 98, the effective tax rate for maintenance and operations decreases. For FY 98, the computation of the effective tax rate for M & O is 34.669 cents per $100 valuation, a decrease from FY 97 of 0.043 cents or 0.12%. The debt service portion of the tax rate is dependent on the City's debt service requirements. The debt service component will increase to 23.310 cents per $100 valuation or 0.18% from the current rate. This amount

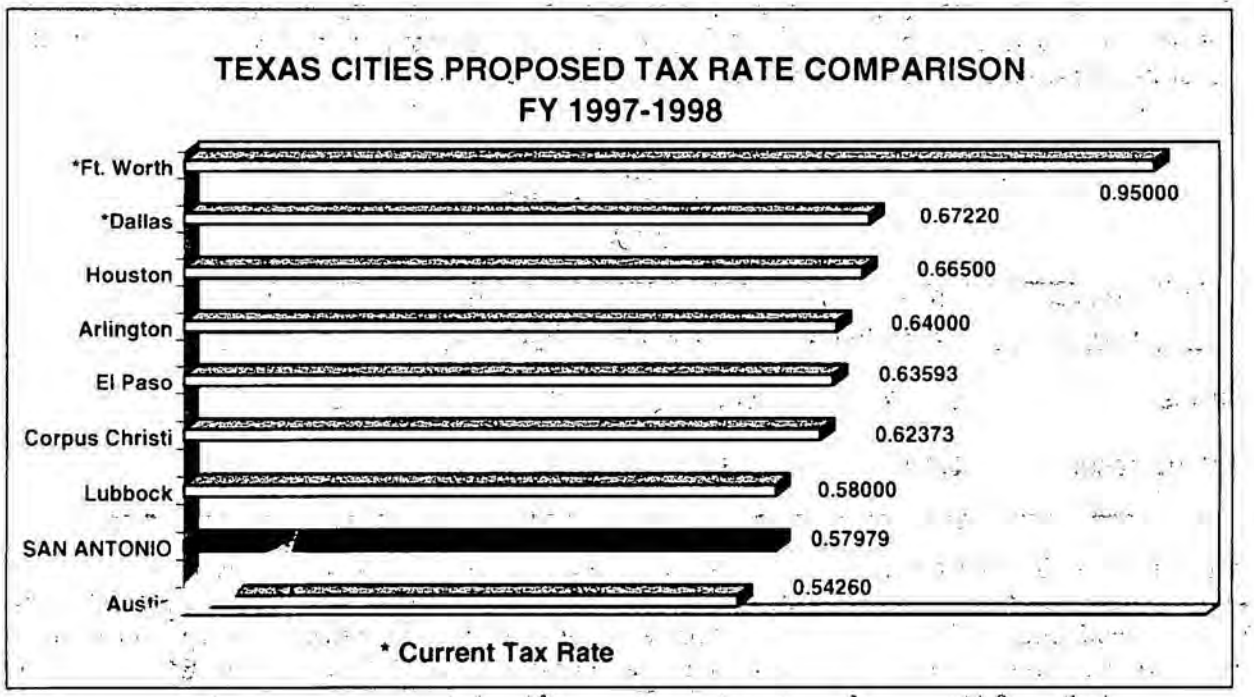
is required to meet the debt service requirements for next year and is consistent with the debt management plan.

Together, these two proposed rates combine to equal the current total property tax rate of 57.979 cents per $100 valuation. Therefore, for the fifth straight year the overall tax rate has not increased, and for the sixth straight year there is no increase in the effective M & O tax rate. For the individual homeowner whose assessed value has not changed from 1996 to 1997, there will be no change in their property tax bill. However, if the Bexar Appraisal District changes the assessed value on the same home, the impact will vary, depending on the value which is established by BAD. The following chart shows the change in the components of the tax compared to the current year.

Table 3
Effective Tax Rate
Cents Per $100 Valuation

	FY 97	FY 98	Cents Change	% Increase/Decrease
M & O	34.712¢	34.669¢	-0.043¢	-0.12%
Debt Srvc	23.267	23.310	+0.043¢	0.18%
Total	57.979¢	57.979¢		

The proposed tax rate for FY 98 of 57.979 cents per $100 valuation places San Antonio as the second lowest of the major cities in Texas. The following chart shows the proposed FY 98 rate for San Antonio as compared to the proposed rates in other major Texas cities.



The sample statement of taxes due demonstrates the portion of local taxes which are collected by the City of San Antonio. This sample statement compares current and proposed tax rates for taxing entities

with the proposed tax rate for the City of San Antonio. Of the total tax bill due for a $65,172 home, which is the average certified homestead value, City taxes represent $377.86, or 21.29% of the total taxes due.

Account #: 11111-222-3333
Owner: Doe, John A. &Jane C.
1234 Any Street
San Antonio, Texas 78201
Property Address: 1234 Any Street

SAMPLE STATEMENT
PROPERTY TAXES
BEXAR COUNTY, TEXAS

Taxing Unit	1997 Assessed Value	Homestead Exemption	Taxable Value	Tax Rate	Tax Levy	% of Total Levy
*San Antonio I.S.D.	65,172	5,000	60,172	$1.54670	$930.68	52.43%
Alamo Comm. College District	65,172		65,172	$0.10900	$71.04	4.00%
*Bexar County	65,172		65,172	$0.34426	$224.36	12.64%
*University Health System	65,172		65,172	$0.24469	$159.47	8.98%
*Road & Flood	65,172	3,000	62,172	$0.01864	$11.59	0.65%
City of S. A.	**65,172**		**65,172**	**$0.57979**	**$377.86**	**21.29%**
Totals				**$2.8431**	**$1,775.00**	**100.00%**

**Current property tax rate*

The senior citizen homestead tax exemption is maintained at $60,000 for FY 98. According to the Bexar Appraisal District, there are 58,453 senior citizen owned property accounts. Of these accounts, **39,717, or 68%, pay no City property tax.**

The average monthly amount of taxes due is **$31.49**, which compares favorably with common consumer services such as the typical cable T.V. bill, not including franchise fee and sales tax, of $28.11 per month. Alternatively, the average City tax represents $1.04 per day, while a daily newspaper costs 50 cents, the average cost of a gallon of gas is $1.15, and a round trip on VIA is $1.50.

- **Franchise Revenue - Southwestern Bell $13.4 million**

In FY 98, the City is expected to receive $13.4 million in revenue, which is 50.8% higher than the amount budgeted for FY 97. This past spring, the City Council approved a revised franchise agreement with Southwestern Bell Telephone (SWBT). This franchise agreement allows SWBT to use and occupy the City's streets and rights of way to construct, maintain and operate a telecommunications system. Under the terms of the revised agreement, the City is projected to receive $10.427 million in revenue in FY 97 - 17.28% over the $8.89 million budgeted for FY 97. Payment to the City is based on a Municipal Telecommunications fee charged per line with future payments subject to changes based on growth in the number of lines and the CPI. The new agreement provides a method for more directly reimbursing the City for a greater share of the cost incurred in maintenance of the City's streets under which Southwestern Bell operates its telecommunications lines.

- **San Antonio Water Systems (SAWS) - Stormwater Revenue $1.9 million**

The City will obtain $1.9 million in added revenue from the Stormwater Fund to offset a greater proportion of the costs incurred in the engineering of the City's drainage system, the Whitewings program, flood control gate operations, and indirect costs. Specifically, in FY 97, 25% of costs for the

drainage engineering activity in the Public Works Department is reimbursed from the Stormwater Fund. In FY 98, 100% of the costs will be reimbursed by the Stormwater Fund.

- **Additional Revenues and Fee Increases**

In order to address the pressure on available funds, the Proposed General Fund Budget includes recommendations to increase some existing fees and permits, and creating new fees and permits. These recommended revenue items total $2.45 million. A majority of the proposed increases are due to revenue items which have not been increased in many years. Similarly, new revenue items have been identified to more directly recoup the costs for certain City services which benefit specific customers. Licenses and permits are methods by which the City may recoup the cost of monitoring, providing services, enforcing, and regulating activities and services.

The Building Inspections Department is proposing increases totaling $108,251 to several inspection fees, some of which have not been increased since 1989, including, heating and air-conditioning, electrical, and gas/plumbing/sewer. Increases to permits are also proposed, specifically to the under 15 square foot sign permit and to the temporary certificate of occupancy fee. The department will also begin issuing a paint permit to be used in historic districts.

The Fire Department has analyzed the current rate structure of many of its permit fees, and has proposed $230,410 in additional revenue. The more significant revenue increases are to the fire sprinkler system permit fee, the fire alarm permit fee, and the underground storage tank fee. The underground storage tank fee has not been increased since 1989, and will increase from $50 per tank permit to $200 per tank permit.

The Health Department is increasing a variety of food establishment, child care, swimming pool, and animal control permit and license fees. The estimated total of the proposed increases is $58,113.

The Parks & Recreation Department has proposed increasing fees on several cemetery related items such as opening and closing graves, lot purchases, and foundation costs. The department is also proposing to establish a no refund policy for pavilions at Brackenridge, Camargo, Rosedale, and Eisenhower Parks.

Increases in user fees for softball fields, baseball diamonds, tennis tournaments, and football fields are also proposed. The department is establishing several new fees to recover the cost of services provided such as plant displays, guided tours of Sunken Gardens and the River Walk, and the sale of surplus plants and firewood. The total proposed increase in Parks & Recreation revenue is $190,892.

In addition to the above revenues, the Proposed Budget includes changes to the Yanaguana River Barge contract. The amendment would authorize Yanaguana to increase its rates, specifically for regular ride as well as the rates it charges for regular and dinner charter cruises. The amendment will increase the City's share of revenue by $500,000, from $2.7 million to $3.2 million.

The Public Works Department has proposed an increase to the temporary street space use permit. The increase is expected to net an additional $49,400.

The Police Department has proposed $1.38 million in new and existing revenues. The department will begin recouping the costs of providing security and traffic control for parades and special events. An off-duty employment surcharge of $1.50 per hour will also be added to the cost of providing security at special events. Alarm permit fees will increase from $5 for residential and commercial to $10 for residential and $25 for commercial. The department will also begin collecting an alarm renewal fee of $10 for residential and $25 for commercial. Burglar alarm service fees will increase from $30 to $50 per

false alarm after the first five false alarms. The Robbery alarm service fee will increase from $50 per alarm after three false alarms to $100 after one false alarm. Other revenues include a records viewing fee after three daily requests, an arrest record and search fee, and a fee to outside law enforcement agencies wanting to train on the department's ICAT firearms simulator.

- **Fund Balance**

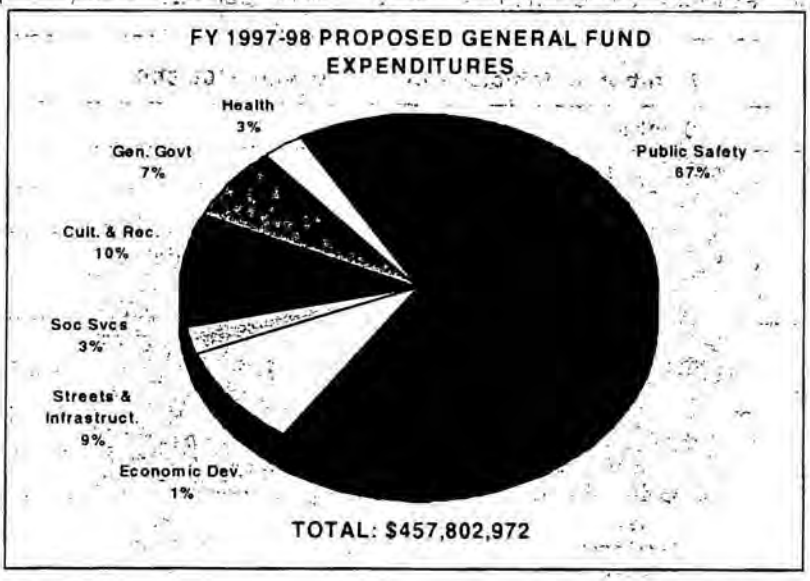
The final element of resources available in the General Fund is fund balance in excess of the Reserve for Revenue Loss. The General Fund is estimated to have an unreserved fund balance of $18.9 million which will be used to augment available resources for FY 98. Although the City has enjoyed several successful years of fund balances beyond projections, this may not always be the case as the gap between projected expenditures and actual expenses narrows. In the FY 97 Adopted Budget, the projected unreserved beginning fund balance was $31.1 million. The $18.9 million unreserved fund balance in FY 98 represents a 39% decline from FY 97 to FY 98.

Included within the Proposed Budget is **$18 million for the City's Reserve for Revenue Loss**. In FY 96 and FY 97, $700,000 and $2 million respectively were added to the City's "rainy day" fund. Those increases were possible because of one-time CPS revenues the City received. In FY 98, the reserve will be 4% of the General Fund's operating budget. Although the reserve is not proposed to increase this fiscal year and will remain $18 million, the City is committed to the phased **goal of reserving 5%** of the General Fund's operating budget.

GENERAL FUND EXPENDITURES

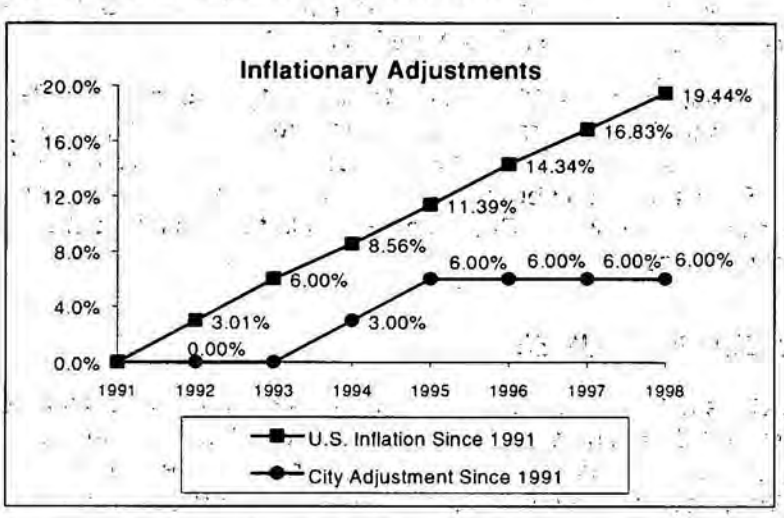
The FY 98 Proposed General Fund expenditures are **$457.8 million**. This amount represents a modest 1.9% increase over the FY 97 Adopted Budget. This section will outline and discuss current services, new initiatives, annexation, mandates and improvements by key result area, and one-time improvements. Included at the end is a brief summary of program improvements which were recommended by the departments and were not funded due to limited resources. For purposes of presentation, the Emergency Medical Services (EMS) Fund and Streets & Drainage Fund, which are dependent on the General Fund, will also be discussed in this section.

The pie chart below depicts the seven general areas of service delivery among which the **$457.8 million** in General Fund expenditures has been appropriated.

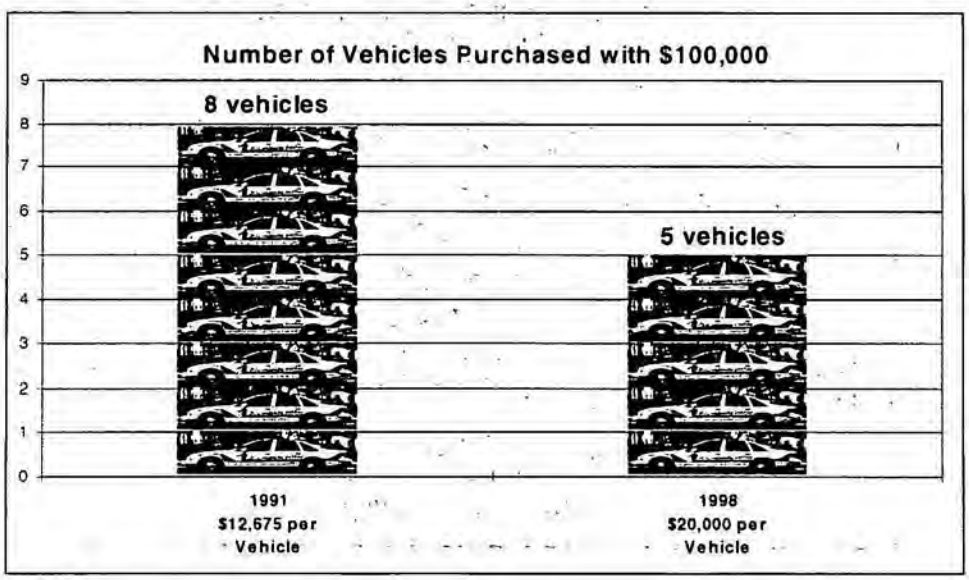


- **Current Services**

The current services budget represents the cost of providing services at the FY 97 level before mandates or improvements are considered, and without considering increases in population or service demand. Current services takes into account the full cost of existing personnel at FY 97 staffing levels with adjustments for related benefits. No inflationary adjustments were made to commodities, contractual services, other expenditures or capital outlay budgets, which effectively limits that portion of the departmental budgets by the 2.61 % overall inflation rate originally projected in the Financial Forecast. **This translates to a reduction equivalent to $3.3 million in FY 98**. As was mentioned earlier, departments have not received inflationary adjustments since FY 95. The cumulative effect of this forced reduction over the last three years results in a $10.12 million reduction. The following graph compares the U.S. inflation rate since 1991 projected though 1998 which totals 19.44% with the City's adjustment for inflation over the same period which totals 6%.



Although departments have been able to adjust resources within their base budgets allocation to accommodate the absence of an inflation adjustment, continuation of this practice will severely erode purchasing power in the future. A specific example of the impact of inflation can be seen in the unit price of a police car. As shown on the chart below, the price of a police vehicle is projected to increase 57.8 % from the FY 91 unit price of $12,675 to $20,000 in FY 98. In FY 98, the City will be able to purchase 5 patrol vehicles for the same amount of money used to purchase 8 vehicles in FY 91.



- **Changes to Service Delivery**

The FY 98 Proposed Budget includes **$10.86 million in mandated improvements** and **$12.83 million for program improvements and one-time improvements**. The proposed budget also **includes $2.79 million in program reductions** in addition to the **$4.7 million base adjustments and inflation absorption**. Departments reviewed current services and programs, and by using City Council priorities, identified program improvements. The senior level staff reviewed the anticipated effect to services and fiscal impact of the improvements and reductions. The following section outlines the recommended changes to service for FY 98.

This section is divided into two subsections. The first is a description of annexation related mandates, followed by a listing of key result area program reductions, program improvements, mandates, and one-time improvements by departments.

Annexation

The proposed budget includes **$949,178 in mandated annexation improvements**. In accordance with the City's rolling Three Year Annexation Plan, approved by City Council in May 1997, the following improvements are needed to provide City services to newly annexed areas.

Scheduled for annexation to the City on December 31, 1997, the Stone Oak area has a population of 5,970 and encompasses 6,974 acres. As part of the three year rolling annexation plan, all service related departments are tasked with developing and determining future service delivery requirements. All service delivery models are based upon current City-wide or County-wide service levels. For example, the Police Department utilizes a formula which includes the County population and the total number of requests for service. The resulting ratio is used against the average man-hours spent on requests for service. The outcome determines how many additional patrol officers are needed to provide police patrol services to an area. The Fire Department's approach is to drive an area, and time the emergency response to key intersections. Table 4 provides a breakdown by department of the proposed mandated expenditures.

Table 4

DEPARTMENT	PROPOSED FY 98 MANDATE
Building Inspections	
1 Building Inspector & vehicle	$47,385
Fire	
Promotional costs - Pumper Company	$19,000
1 Pumper Truck	$314,537
Police	
7 uniform personnel	$312,000
2 patrol vehicles & 1 admin. Vehicle	$64,688
Public Works	
Street Maintenance	$181,701
Traffic	$9,867
TOTAL	**$949,178**

Proposed Changes to Service Delivery By Key Result Areas

After the current services for each department were identified and analyzed, the target budgets were computed, the City Manager and Management Team asked staff to prepare a process of prioritization of programs. As a result of this request, a part of the budget preparation for FY 98 involved asking departments to undergo an internal process designed to evaluate programs, and assess their efficiency and effectiveness and recommend program reductions or new revenues from increased fees. Understanding limited resources were available for new programs, the departments submitted requests for funding mandates and program improvements based on their mission, goals and with due regard for the City Council's priorities established at the Goals and Objectives Worksession. This strategy produced options from which the City Manager and the Management Team selected the final recommendations. This evaluation produced a dynamic plan for FY 98 which resulted in changes to service delivery in the form of program reductions to current services, and funding for mandates, program improvements and one-time expenditures for improvements. These changes to service delivery are presented according to the Key Result Areas identified by City Council for FY 98.

KEY RESULT AREA: EDUCATION, YOUTH & HUMAN DEVELOPMENT

The City recognizes the need for a highly trained and well-educated workforce to attract and retain industry and to maintain overall quality of life. Equally important is the social and economic well being of citizens, especially youth which represent San Antonio's future. A new key result area which was tied with Economic Development this year combines Education, Youth and Human Development into one area in an effort to focus on the interrelationship of programs in this area. Priorities in this key result area include funding for the Comprehensive Nutrition Program, the San Antonio Education Partnership, Project Quest and the Child Care Management Services. Improvements in this key result area are in the Community Initiatives, Library and Parks and Recreation Departments.

• CONTRIBUTIONS TO OTHER AGENCIES

Reductions

Although Contributions to Outside Agencies cross several Key Result Areas, the reduction is included here for the purpose of discussing the proposed reduction. Delegate Agency funding was reduced by a total of $20,820 in a way which reflects City Council priorities. This reduction is consistent with the reductions proposed for the Community Initiatives Department.

• COMMUNITY INITIATIVES

Improvements

Nutrition sites provide vital nutritional requirements and a forum of interaction for senior citizens. Currently, there are 36 nutrition sites citywide, which are estimated to serve over 900,000 meals to senior citizens in FY 97. The Proposed Budget includes sufficient funds for two sites approved in the current fiscal year which are slated for opening in FY 98. The nutrition sites will be located at St. James Parish and at a yet to be determined location in the northeast part of the City. Funding for these sites is proposed to cover the cost of approximately 25,000 meals to senior citizens beginning in April 1998. The City's commitment to provide funding to the Comprehensive Nutrition Program will grow to $1.69 million in the General Fund.

In addition, the proposed budget includes increased funding for the Runaway Youth Program in the amount of $25,454 for a total of $33,994. The program offers early intervention to families with runaway youths. This program will be in its third year of funding which will require sixty percent of the program's funding to come from the General Fund, and forty percent from the State's Criminal Justice Division.

- **LIBRARY**

Reductions

The department will selectively hold vacant positions to achieve savings in personnel related costs. Additional proposed reductions include reductions to operational line items such as computer maintenance, professional fees, freight and storage, and binding and reproduction. Total proposed savings is $70,500.

Improvements

The Proposed Budget includes an additional $75,000 for library resources including books, periodicals, and videos. These funds will be part of a challenge program to the Library Foundation to match City funds for materials. With the proposed increase, the department will have $1.65 million for library resources. Funds are included to restore library hours at the San Pedro Branch Library which were reduced in FY 97. The branch library will increase hours of operation from 40 hours to 56 hours. Funding for two part-time positions, a Library Assistant II and a Library Circulation Attendant will cost $13,365.

The third program improvement proposed in the Library Department is funding for three After School pilot library programs. Building on the success and experience of the Parks & Recreation Department's After School Challenge Program, an additional $50,000 is allocated to the Library Department to develop a program to provide access to public library materials and instruct children and adults on how to access library data bases such as on-line encyclopedia magazines and newspapers. In partnership with the educational community, Library staff will be working with school district staff to publicize these programs. This pilot program will be held at libraries and computer centers at three schools.

- **PARKS & RECREATION**

Improvements

Included in the Parks & Recreation Proposed Budget is $146,000 to fund 10 additional After School sites. This would bring the total number of Citywide sites to 146. The program currently provides after school care to 33,100 children, and is expecting to serve an additional 2400 children with the new sites. Total funding for all 146 sites will be $2.243 million in FY 98.

The department is also adding two support personnel to the Youth Services Administration Division. The division provides administrative oversight to programs such as the After School Program, the "CO", and other recreation and cultural programs.

KEY RESULT AREA: ECONOMIC DEVELOPMENT

Continued growth in the economy is vital to the City's ability to realize and achieve its goals for the future. The importance of economic development programs were recognized by City Council during the Goals and Objectives Worksessions last July.

- **ECONOMIC DEVELOPMENT DEPARTMENT**

Reductions

A proposed reduction of $5,861 will be achieved by holding positions vacant during the year. The delay of not filling vacancies as quickly will affect the department's ability to provide needed services on a timely basis.

Improvements

The Proposed Budget includes a $35,000 improvement to allow the City to participate in a Regional Certification Agency for the purpose of certifying Small, Minority, and Women business enterprises. The Small Business Economic Development Advocacy Citizens Advisory Committee along with the City Council Small Business Strategies Committee led efforts to create and obtain financial support from other interested entities. The agency would be open for participation by other local government entities such as Bexar County, VIA Metropolitan, City Public Service, and the San Antonio Water Systems all of which currently operate business certification programs. This improvement will allow the Small Business Economic Development Advocacy (SBEDA) to increase its focus on contract compliance and outreach to small, minority, and women businesses.

- **GREATER KELLY DEVELOPMENT CORPORATION (GKDC)**

Improvements

The City continues to be challenged to redevelop the Kelly Air Force Base as a center of privately operated industrial activity. Included within the Proposed Budget is $358,953 in additional City General Fund support for requested improvements by the GKDC for a total of $611,686 next fiscal year. The proposed improvements are cash matching funds for two additional grants from the Office of Economic Adjustment. The Economic Development Conveyance grant is to conduct a financial analysis and management study for facilities, equipment, infrastructure, and land acquisition, and is required by the U.S. Air Force. The Civilian Aircraft Operations grant is to assist GKDC with the planning and operation of aviation related facilities. GKDC will also receive funds to expand its personnel complement with the addition of a Special Projects Officer and a Grant Writer.

- **INTERNATIONAL AFFAIRS**

Reductions

Included within the Proposed Budget is a reduction of one trade mission to Mexico and reduction to the number of advertisements purchased. The proposed reduction will save $1,652.

KEY RESULT AREA: PUBLIC SAFETY

The Proposed Budget recognizes the continued high priority given to public safety by the Council. Approximately $10.07 million in public safety mandates and $4.16 million in improvements are included for FY 98 in Police, Fire, Emergency Medical Services, Building Inspections and Municipal Courts. These departments also have proposed reductions totaling $1.64 million.

- **BUILDING INSPECTIONS**

Reductions

The Proposed Budget includes $22,640 in proposed personnel related savings and reductions to operational line items such as continuing education for Inspectors, memberships renewal funds, and office supplies.

Improvements

In May 1997, the City Council approved revisions to the Electrical Code to permit property owners to secure an electrical maintenance permit to allow routine maintenance work to be performed by on-site staff. The Proposed Budget includes $27,015 for the addition of one Electrical Inspector to monitor and ensure compliance.

Two program improvements totaling $37,650 are aimed at improving customer service in the Building Inspections Department. The addition of 16 cellular phones for Building, Electrical, Plumbing, and Mechanical Inspectors will provide flexibility to the Inspectors in the field to respond promptly to questions from citizens and contractors. Funds are provided to modify and update the department's conversant telephone system to check the status of inspections including a new feature to allow the public to obtain the status of construction plans. This new system will decrease the amount of time Building Inspections personnel spend answering calls freeing up time which can be directed toward other activities.

- **FIRE AND EMERGENCY MEDICAL SERVICES**

Reductions

The Proposed Budget includes a $191,614 reduction in the Fire Department. The reduction will be achieved by keeping positions vacant to save personnel related costs. The effect of this reduction will be the delay of full implementation of the 4 person pumper staffing for the first quarter of the fiscal year. Beginning January 1998, the department will supplement pumper companies with uniform personnel on an overtime basis. The Fire Master Plan had established a goal of 33 of the 43 pumper companies per shift staffed with 4 persons. This reduction will limit the department to achieve 4 person pumper safety until the last nine months of FY 98.

The Emergency Medical Services Proposed Budget includes a reduction of $49,107 in overtime funds for Peak Period staffing. The reduction will reduce the amount of peak period overtime available, to $1.14 million.

Mandates

The Proposed Budget contains funding to meet the requirements of the collective bargaining agreement between the City of San Antonio and the San Antonio Chapter Local 624 of the International Association of Firefighters. This includes a 3% wage increase, health insurance increases, and CLEAT insurance increases. The cost of the collective bargaining agreement is $2.83 million for FY 98 for both the Fire Department and the EMS Fund. FY 98 will be the last year of the current four year contract.

In the Fire Department, contractually obligated requirements will increase funding for education pay, emergency medical technician pay, and longevity pay. The City's contribution to the Fire & Police Pension Fund will also increase as mandated by State law. The EMS Fund has increased paramedic

certification pay, increased longevity pay, and increased funding for pension contributions. These mandates total $142,852.

Improvements

To date, the City has committed $12.6 million in program improvements to the Fire Master Plan which began in FY 95. The Proposed Budget includes $2.77 million for Fire Master Plan program improvements. The department underwent an extensive review of the Fire Master Plan this year, and will now treat the plan as a rolling five year plan.

One of the Fire Master Plan goals is to staff pumper trucks with at least 4 persons. Included in the improvements are funds to accelerate the filling of vacant positions and provide overtime funding for additional personnel if needed for pumper staffing. These two improvements will assist the department in strategically assigning personnel to ensure at least 33 of the 43 pumper companies are staffed with at least 4 persons at all times. The department anticipates beginning a fire cadet class in September 1997 and another in March 1998. The supplemental pumper overtime program is scheduled to begin in January 1998.

Another Fire Master Plan improvement is the purchase of a new pumper truck for Fire Station #45 at Westover Hills. Originally, the pumper company from Fire Station #12 (1102 S. Flores) was to be transferred to Fire Station #45. As a result of the review process which included input from the community and City Council, the Fire Department recommended moving the pumper company from Fire Station #12 to another location at one of the downtown fire stations. Fire Station #45 will be staffed with a new company made up of existing positions and will require a new pumper.

In FY 97, two fire inspectors were added to the department's inspection function. Proposed in FY 98 is the addition of three additional fire inspectors. The department anticipates using two of the new positions to increase the number of safety inspections at potentially high life-loss occupancies such as night clubs, schools, and meeting facilities. The third inspector will be used to train firefighters stationed at the City's fire stations to conduct fire safety inspections in the community.

Related to the goal of filling vacancies quicker, two other improvements will give the department necessary resources. One additional Lieutenant will be added to the Fire Academy's staff and a Secretary will be added to assist with administrative duties in the Applicant Processing Section.

In a continuation of the City Manager's initiative in FY 97 to reward departments for lower workers compensation incidents, the Workers Compensation Fund will purchase diesel exhaust systems for fire apparatus. In FY 97, the fund purchased personal firefighting helmets, an extractor washing machine, and a fire scene personnel accountability system.

Proposed in the Emergency Medical Services Division's budget is a Fire Master Plan request to add four Lieutenant positions. The City has 23 full-time EMS ambulances, and has the ability to deploy up to 10 Peak Period ambulances. Currently twelve lieutenants supervise the Emergency Medical Services With the addition of 4 new Lieutenant positions, a Lieutenants' span of control will decrease from 10 units during fully deployed peak periods to 8 units allowing for consistent on-scene supervision at emergency locations.

- **MUNICIPAL COURTS**

Reductions

The Proposed Budget includes a savings in personnel related costs of $41,432. The department will eliminate a vacant senior administrative clerk and vacant court officer, thereby delaying citizens receiving court services and processing payments of tickets.

One-Time Improvements

A new card access control and photographic identification system is proposed for the Frank D. Wing Municipal Courts Building. The system will limit access to employees and authorized persons. The cost of the system is $250,000. Revenue from the security fee levied on all fines will provide the necessary funding.

- **POLICE**

Reductions

The Proposed Budget includes the reduction of half of the DARE (Drug Abuse & Resistance Education) program and all of the Police Athletic League (PAL). These programs are ancillary programs and this reduction will not impact patrol availability and criminal investigations. Eight of the fifteen DARE offices will continue to work in local schools educating children on the dangers of drug abuse and gang involvement although at a reduced rate. The Police Department will offset the impact of this reduction by utilizing SAFFE officers whenever possible to assist in meeting the demand for this program. The PAL program consists of five uniform personnel organizing various sporting activities for children and young adults. As an alternative, other departments such as Parks and Recreation will work with the Police Department to mitigate the impact of this reduction. This reduction will not result in the loss of uniform personnel. These positions will be reassigned to other areas such as Traffic, Downtown Foot and Bike Patrol and other patrol positions within the department. Other reductions including Fiscal Management, Applicant Processing, managing vacant positions and above programs result in a savings of $1.36 million.

Mandates

The Proposed Budget includes funding required to meet the provisions of the City's collective bargaining agreement with the San Antonio Police Officers Association (SAPOA) for the fourth and final year of the collective bargaining agreement. The contract calls for a 3% wage increase, health insurance increases, and CLEAT insurance increases for police officers in FY 98. The financial impact of the collective bargaining agreement is $3.93 million for FY 98.

Other associated contractual mandates include increased education and longevity pay. Also included is an increase in the City's contribution to the Fire & Police Pension Fund of $285,000.

FY 98 will be the last year of grant funding for 43 COPS AHEAD officers. Included within the Proposed Budget is a General Fund grant match of $1.49 million for the first eight months of the fiscal year. The grant is scheduled to end in May 1998, and the Proposed Budget includes $941,785 to fully fund the officers out of the General Fund for the remainder of FY 98. The officers are the second part of the department's SAFFE (San Antonio Fear Free Environment) program. Forty SAFFE officers were added to the department's budget in FY 94 and were fully absorbed by the General Fund in the current fiscal year. A total of 83 officers provide direct community oriented policing services to neighborhoods and communities across the City for a total cost of $5.5 million in the General Fund.

The Police Department will receive a Local Law Enforcement Block Grant for the second consecutive year. In FY 97, the City received $1.4 million to spend on one-time equipment and technological needs. The department purchased two new helicopters, 12 patrol cars for supplemental patrol, and bicycle carriers for patrol vehicles. Next fiscal year the federal government will allocate an additional $1.4 million to be shared between the City and the County. The Police Department will receive an award of $507,038. The City is obligated to provide a match amount of $161,761 for this year's grant. The total grant match necessary in FY 98 is $197,305 for Law Enforcement Block Grants. The department plans on using the grant funds to purchase 12 additional vehicles for the supplemental patrol unit, DWI vehicle cameras, and computer equipment.

A $263,024 increase in the Bexar County Medical Examiner's contract is also funded in the Police Department to provide criminal laboratory services. The increase in the contract is to partially fund eight additional positions and equipment at the Crime Lab to ensure quick test result turnaround time and maintain high test standards. A $142,800 contractual increase in the cost of examining rape and sexual assault victims is also included as a mandated improvement.

FY 98 will be the final year of the current collective bargaining agreement with the San Antonio Chapter Local 624 of the International Association of Firefighters and the San Antonio Police Officers Association (SAPOA). The City anticipates negotiations with the two unions will begin next fiscal year, and has programmed $72,000 for negotiations expenses in the proposed budget.

Improvements

The Police Department's Proposed Budget includes over $1.5 million in improvements associated with the second year of the Vision 2001 Strategic Plan. Vision 2001 is a five-year comprehensive plan centered around goal-oriented strategies such as community oriented policing, enhanced enforcement programs, training, support services, human resource management, equipment and technological improvements, police officer professional standards, capital improvements, and performance measurement.

Included in the first year of the Vision 2001 Plan were permanent and one-time improvements to begin implementation of many of the Police Department's Vision 2001 goals. Permanent improvements included five uniformed positions in the Downtown Foot & Bike Patrol, the Street Crimes Arrest Team (SCAT), and the Strategic Nuisance Abatement Program (SNAP); funds for overtime and patrol vehicles to begin a targeted supplemental patrol program increasing police patrol presence during peak emergency calls for service periods; and civilianization of seven detective positions in the Evidence Unit for placement in the Night Criminal Investigation Unit. One-time improvements included in the FY 97 Budget were two new police helicopters, patrol vehicles, two new mobile substations, and a new SWAT van.

Funds to continue implementation of the plan in FY 98 are proposed building upon many of the improvements made in the current budget. Overtime funds will be added to the supplemental patrol program, the Evidence Unit will be further civilianized by adding seven civilian Evidence Technicians, an additional Dispatcher position is recommended to provide communications support during targeted Street Crimes Arrest Team (SCAT) operations, and two additional patrol officers for the Downtown Foot & Bike Patrol Division.

A third traffic shift will be added to the department's Traffic Division. By reorganizing the hours of the current two shifts and adding the DWI unit, the third shift will target areas plagued by fatalities and injury accidents and increase DWI enforcement. The program improvement adds one lieutenant and eight patrol officers. The cost of this improvement is $321,202.

In FY 97, the department purchased 18 automated 35mm cameras for Evidence Unit personnel. In FY 98, the department will purchase an Automated Mug Photography System to allow photographic image input from multiple locations. The system will be compatible with the Automated Fingerprint Identification System (AFIS), and allow officers in the field to have instant access to criminal or suspect information. The cost of this improvement is $521,000.

One Lieutenant will be added to the Night Criminal Investigations Unit. This improvement will enhance the department's response to felony crimes in the evening hours. The position will cost $93,674.

Several support positions are included in the Proposed Budget for the Traffic Investigations Unit, the Citizens Police Academy, the Victims Advocacy Program, and the Recruiting and Applicant Processing Unit. Funds are also proposed for maintaining two new helicopters, two new mobile substations, and the new SWAT vehicle.

- **PARKS & RECREATION**

Improvements

The Proposed Budget includes the addition of four Park Rangers and one Dispatcher. The new Park Rangers will augment the department's presence in City parks. The Dispatcher will provide relief to the department's current dispatching staff. This relief function was previously being done by a uniformed Park Ranger. This proposed improvement would allow the uniform position to remain on patrol duties full-time. The cost of this improvement is $119,152.

KEY RESULT AREA: INFRASTRUCTURE

- **BUDGET & MANAGEMENT ANALYSIS**

One-Time Improvements

In an effort to provide coordinated assistance between departments, $25,000 will be allocated to create a data base system to reconcile capital project fiscal data being maintained by City departments. A key element of the system is to provide access to multiple users to maintain a centralized system. Users will have the capability to identify for each capital project, funds allocated for a project by revenue source; estimated time for completion; expenditures to date by type of expenditure (i.e., ROW, design, construction) and by source of funding (i.e., C of O, G.O. Bond); what variances to cost projections have been made and by whom; and how much funding is needed to complete a project.

- **FACILITIES IMPROVEMENT & MAINTENANCE PROGRAM**

Reductions

An annual appropriation of $1.3 million from the General Fund is dedicated to the Facilities Improvement & Maintenance Program for various repair needs at city facilities. The funds are allocated based on the following priorities: code and safety, high priority maintenance, Americans with Disabilities (ADA) projects, routine maintenance and operational needs. The annual request typically surpasses funds available and in FY 98 the request totaled over $4.8 million. Included in the Proposed Budget is a recommendation to reduce this year's General Fund transfer by $600,000 in an effort to reduce the budget in service categories which ranked as lower priority.

♦ PARKS & RECREATION

Mandates

Operational mandates related to the upkeep of newly opened community centers expanded with funds allocated in the 1994 Parks Bond Issue require the addition of equipment, maintenance personnel, and administrative staff totaling $400,205 of which $117,230 is one-time capital purchases. The expansion at Normoyle and Tobin Community Centers, also approved in the 1994 Parks Bond Issue, will require the addition of two part-time Recreational Aides at a cost of $29,901.. The expanded facilities will provide more activities, and the department is anticipating an increase in the number of children participants. With the increase in participatory activities, more supervision is needed.

Crockett Park will undergo renovations in FY 98 to upgrade the lighting, irrigation, landscaping and sidewalks. A shelter will also be built and jogging trails will be constructed. A Gardener I position and equipment will be added to maintain the improved infrastructure at the park. The total cost of this mandate is $40,026

♦ PUBLIC WORKS

Improvements

Next fiscal year, the City will have added over 260 traffic signal and school flasher sites within a two year period. A program improvement to add a Traffic Signal Technician is proposed in the Public Works Department to begin a preventative maintenance program on the flasher sites. Warranties on over half of the flashers added in the last two years, will expire next year. A proactive preventative program is recommended to decrease the possibility of malfunctioning lights.

Improving the level of basic services such as street maintenance remains a high priority of City Council. The Proposed Budget includes an additional $700,000 to the Contractual Street Maintenance program, representing the fifth year the City has added resources to this program. Contractual street maintenance funds will total $7.7 million next year. Over the last five years, the City has added $5.4 million to the program.

The creation of a new five person sidewalk construction crew and associated materials totaling $386,625 is included in the Proposed Budget. The crew will be responsible for sidewalk construction on streets undergoing reconstruction. The Public Works Department anticipates constructing an additional 75,050 square feet of sidewalks in FY 98.

The department will also expand the City's Neighborhood Traffic Management Program by an additional $120,000. The total funding level in the department's budget will be $360,000. The program installs speed humps in neighborhoods to reduce motorist traffic speed. The speed hump program began in FY 96 and was expanded in FY 97. The FY 98 allocation provides for an additional 90 new locations within the City with nine locations per Council district.

KEY RESULT AREA: PLANNING & DEVELOPMENT

♦ PLANNING DEPARTMENT

Reductions

The proposed reductions include delaying filling positions in various divisions of the department to achieve $10,953 in personnel related savings. Completion time of projects assigned to these sections may be extended.

Improvements

With the recent approval of the Master Plan, improvements to the Planning Department to begin implementation are funded in the Proposed Budget. The addition of a Senior Planner, a Planner II, and funds for printing and advertising are included in the department's budget at a cost of $82,581. The Planner II position will be responsible for managing and coordinating the policies of the Master Plan, as well as tracking all City expenditures on related projects. The Senior Planner will supervise the department's Data Management Unit which provides demographic, GIS, and mapping support. The position will also be responsible for linking other departmental statistical information to be made available to the entire City organization.

In FY 98, the Planning Department will begin a four-year process to review and update the Unified Development Code. Currently, the City has areas which are zoned under the 1938 and 1965 Zoning Codes. These regulations do not address many current issues including current State development laws, Master Plan policies, the telecommunication industry, and environmental regulations. For FY 98, $75,000 will be allocated to hire a consultant to begin this process.

KEY RESULT AREA: NEIGHBORHOOD REVITALIZATION & HOUSING

♦ CODE COMPLIANCE

Reductions

The base budget includes a $14,021 reduction to fuel and other contractual services achieved through the decentralization of code investigators to field offices.

Improvements

Among the recommendations included in the Performance Review conducted on the Code Compliance Department, was the addition of Investigators. A total of six Code Investigators are proposed, three of the Investigators will be assigned to the Target Teams, bringing the total number of Target Team members to nine. The performance review found that Target Teams were very successful in resolving code compliance cases. The Target Teams approach allows the City to become a proactive participant in neighborhood issues, much like the Police Department's SAFFE program. The remaining three Investigators will be assigned throughout the City's work areas to address the increased demand for service.

The Code Compliance Department has enjoyed success over the last three years in its response to complaints of code violations. In FY 94, the department responded to complaints within seven days 59% of the time. In FY 98, the department will respond within seven days 85% of the time. As was

recommended in the performance review, the department will also focus enforcement resources on case closure.

Currently, the department only has four Code Compliance Supervisors to direct enforcement activities throughout the City's five work areas. The Proposed Budget includes the addition of one Code Compliance Supervisor to assume enforcement responsibility of one of the work areas and supervise eight Code Compliance Officers. The proposed cost of this improvement is $55,735.

- **COMMUNITY INITIATIVES**

Reductions

The Department of Community Initiatives will eliminate a vacant Field Service Coordinator position in the Fair Housing Program. The supervisory duties of the coordinator will be assumed by a Program Manager currently overseeing another section of the Fair Housing Unit. This reduction will result in savings totaling $34,730.

- **NEIGHBORHOOD ACTION DEPARTMENT**

Improvements

The Proposed Budget includes the creation of the Neighborhood Action Department to affect and stimulate neighborhood revitalization. The department will be charged with coordinating in a targeted fashion, a menu of City services to promote neighborhood renewal and revitalization. The cost of creating the department and adding four Special Projects Coordinators, a Division head for Neighborhood Renewal, and a Management Analyst is $301,319. Two existing positions will be transferred to the department from the General Fund and ten positions from the Housing and Community Development Budget for a total of eighteen positions to undertake this new initiative. This improvement is discussed further in the reorganization section.

KEY RESULT AREA: CULTURE & RECREATIONAL SERVICES/QUALITY OF LIFE

- **COMMUNITY RELATIONS**

Reductions

The department will reduce the number of promotional videos and films created. The proposed reduction in photographic supplies will save $4,025.

Improvements

The Community Relations Department will have four community link kiosks located at North Star, Windsor Park, South Park, and Ingram Park Malls by the end of FY 97. The Proposed Budget includes $15,333 to enhance programming capabilities for the four kiosks. The department also anticipates establishing four additional sites by September 1998. The four new sites will be at Rolling Oaks Mall, McCreless Mall, HEB at I-10 West & DeZavala, and HEB at Martin Luther King, Jr. & W.W. White. Funding for one month of operation for the new sites is $28,483.

- **COMMUNITY INITIATIVES**

Improvements

Additional funding for the Urban smARTS program is proposed for FY 98. The program hires local artists to work with at-risk youth. Urban smARTS is partially funded through the State Criminal Justice Division. This is the fifth and final year of grant funding. The General Fund contribution in FY 98 is $95,639 which leverages $23,902 in grant funds.

- **PARKS & RECREATION**

Reductions

The Proposed Budget includes a reduction of $183,354 in the Parks and Recreation budget. The department will pursue outsourcing options for water features and interior maintenance at the Paseo del Alamo and landscape maintenance at the south channel of the riverwalk. Additionally, conversion of departmental maintenance river barges to compressed natural gas (CNG) will result in $2,000 in savings. The departments will also retire two elderly horses at Friedrich Park for a proposed savings of $3,083.

The City has traditionally paid for potable water used at the San Antonio Zoo; however, the lease agreement between the City and Zoo is expired and is currently being re-negotiated. The Proposed Budget includes a reduction of $137,700 in the allocation of funds for potable water to $200,000 next year in an effort to encourage water conservation measures at the Zoo.

Improvements

The Proposed Budget includes funding to add a Community Center Coordinator and a Senior Administrative Clerk for the Youth Recreation Division. The positions will be responsible for developing program and all administrative functions. The positions currently are funded as temporary positions. The cost of adding fringe benefits is $8,841.

An Administrative Clerk II will also be added at the Friedrich Wilderness Park to oversee the new City-wide volunteer program. The clerk will train and educate community volunteers in principles of natural resources. The volunteers will be part of the Master Naturalists Program. The cost of adding the position is $16,758.

KEY RESULT AREA: ENVIRONMENTAL

- **PARKS & RECREATION**

Mandate

In an effort to comply with federal environmental laws, a City ordinance was approved which prohibits the discharging of grease into the storm sewer system. The FY 98 Proposed Budget includes $28,300 to purchase and install grease traps for open air drains at Market Square.

- **PUBLIC WORKS**

Improvements

In order to address environmental compliance issues, an Environmental Contingency Fund of $100,000 is proposed to perform environmental studies. The funds will be used for environmental assessment contracts to drill core samples, perform lab test and minor abatement projects as needed.

KEY RESULT AREA: HEALTH, FAMILIES & HUMAN SERVICES

- **HEALTH DEPARTMENT**

Reductions

The Health Department is proposing the elimination of two Sanitarian positions for a savings of $64,057. The Sanitarians are responsible for the inspection of food service establishments, retail food stores, mobile vending units, temporary food establishments, and day care centers. The effect of reducing these two positions is a decrease in the number of regular food establishment inspections and re-inspections performed by approximately 2,700 per year.

Improvements

A program improvement to pay for Continuing Education classes for the department's doctors, dentists, registered nurses, nurse practitioners, veterinarians, and registered sanitarians is included in the Proposed Budget for a cost of $10,000.

The department will also add a Department Systems Specialist to oversee the maintenance, repair, and upgrading of the department's computer system. The position will also coordinate the development of the department's electronic document management system to maintain comprehensive health records. The cost of this improvement is $18,102.

SUPPORT SERVICES

Salary and related benefits comprise the majority of the budget for many of the smaller support services departments. Many of these departments are able to generate savings in the General Fund through prudent management of resources such as maintaining vacant positions and reducing line item expenditures.

The **Asset Management Department** will reduce the number of appraisals and surveys of property required for departmental projects by approximately three to five per year. This proposed program reduction will save $2,865.

The proposed budget of the **Office of Budget & Management Analysis** includes a reduction of $5,721 in savings to printing and binding expenses incurred by the department when publishing the Proposed Budget Document, the Adopted Annual Budget Document, and the Five-Year Financial Forecast. The acquisition of technologically advanced copying and printing machinery in the City's Print Shop, will allow the department to print document covers and color copies at a much lower cost.

The **City Attorney's Office** will downgrade an existing vacant Administrative General Counsel Attorney to an Assistant City Attorney III. Existing administrative responsibilities will be reassigned to existing staff with no impact on departmental operations. The proposed reduction will save $45,469.

The **Finance Department** will manage authorized positions and maintain vacancies to achieve a savings of $27,080.

The **Human Resources Department** will reduce the number of City employee training courses offered by outside contractors. A total of twenty-seven courses will be eliminated in FY 98, most of which are computer training classes which will be replaced with in-house courses available at the Technology Center. This reduction will achieve savings of $8,567.

The **Internal Review Department** will reduce travel, fees to professionals, memberships, and subscriptions for the Internal Audit Division. The reduction is training funds may result in employees paying for professional development training. The department will also reduce the services of a consultant attorney for telecommunication issues from 12 months to 4 months. The proposed reductions will save $5,408.

Enhancing audit services by increasing the number of audits, focusing on audit resolutions and increasing monitoring capabilities is a high priority. Six additional auditor positions are proposed at no cost to the General Fund as the cost for these positions will be offset by other funds.

The **City Council Support** Proposed Budget includes a reduction to the department's travel and temporary administrative services budget. The proposed reduction totals $3,011.

The council district contingency fund allows council to hire contractual assistants, provide funds for unprogrammed improvements, supplement travel allowances, and assist community and civic groups. Currently, each council district is budgeted $35,000 for district contingencies. At one time the contingency account was as high as $75,000 per district. This amount was reduced in the early 90's and increased demands have limited its impact in the community. Included in the Proposed Budget is an additional $15,000 per district for contingency funds of $50,000 per district. The total cost of this improvement is $165,000.

Each councilmember receives a maximum $700 per month reimbursement expense account for city related expenses such as mileage reimbursement, telephone or other district office operations. Since the reimbursement amount has not increased since 1984, it is recommended the $700 be adjusted for inflation (51% over the past twelve years), and indexed for the future by the CPI. The proposed maximum reimbursement would increase to $1,050. The cost of this improvement is $46,200.

One-Time Technological Improvements

In FY 96, the City began a program that increased productivity through a greater use of technological advancements. Resources have been identified to be set aside for a comprehensive technological upgrade program. Funds in the amount of $711,350 are included in the FY 98 Proposed Budget for these one-time technological improvements. During FY 98, the City will conduct a comprehensive assessment of departmental needs to determine areas where the greatest increase in productivity can be realized through heightened use of computer based technology.

OTHER FUNDS

- **ALAMODOME OPERATING FUND**

The Proposed Budget for the Alamodome fund is $8.43 million. FY 98 is once again a year in which the Alamodome Fund will have a positive fund balance due to increased revenues and careful management

of resources. The renewal and improvement fund proposes to increase by $306,954, bringing the current balance to $1.6 million. The improvement and contingency fund is proposed to increase by $28,477, for a total balance of $63,179. The policy designating these appropriations was established in FY 96. The Fund also includes a $1.2 million two month operating reserve.

The Alamodome is proposing a reorganization of an existing division and the addition of one position to improve the level of service provided by its technical, audio and rigging staff. It is anticipated that through the establishment of this division, recouping charges for rigging and audio services will be easier to obtain from the promoters of events.
It is proposed that operational control of the Nelson W. Wolff Municipal Stadium be transferred from the Parks & Recreation Department to the Alamodome. This reorganization will allow for improved facility operations and for exploring possible revenue opportunities that will result in stronger financial stability for the stadium. As part of the reorganization Wolff Stadium is proposed as a special revenue fund to ensure accountability of funds and performance. Revenue to support operations will come from charges for utilizing the facility and a transfer from the General Fund.

- **AVIATION FUND**

The Proposed Budget for the Aviation Fund is $35.67 million. In FY 98, the fund will continue to maintain a three month operational reserve of $5.27 million. In FY 96, the Aviation Fund issued $38 million in revenue bonds to fund the construction of a five-level, 2,700 parking space garage scheduled to be completed in the fall 1999. Other facility improvements related to the bond issuance are the construction of a new exit toll plaza and improvements to surface parking lots.

Proposed improvements included in the Aviation Fund are the creation of two Building Custodian positions to increase the cleaning frequency of terminal facilities such as public area vistas, restrooms, offices, and terminal frontages. The Proposed Budget also includes the addition of four Airport police officers for the International Airport's police bicycle patrol service. With the approval of this improvement, the bicycle patrol would increase from four officers to eight and extend operation from five days to seven days a week.

The Proposed Budget also includes the funding of one Environmental Protection Officer to coordinate all International and Stinson Airport environmental efforts. A Senior Auditor is also proposed to be housed in Internal Review to enhance audit and audit resolution services available in the Aviation Fund.

- **GOLF FUND**

The FY 98 Proposed Budget for the Golf Fund is $7.02 million. The Proposed Budget includes increases in revenue from the sale of the City's Golf Discount Card. The price of the card is proposed to increase from $25 to $30 for City residents and from $40 to $50 for County residents. The Fund will continue to pursue and expand initiatives such as the Junior Golf Program, utilizing recycled water for irrigation, and promotion of the City's golf courses to the hotel and convention industry while maintaining one month's operating reserve. In FY 98, the Fund will work with the Information Services Department to implement an automated tee reservation system.

- **HOTEL/MOTEL TAX FUND**

The Proposed Budget for the Hotel/Motel Tax Fund is $ 31.94 million. This self sustaining Special Revenue Fund supports the Convention & Visitors Bureau, Convention Facilities, International Affairs, Arts & Cultural Affairs, outside arts agencies, and other convention/tourist related activities. The Fund

anticipates moderate growth with an increase in hotel/motel tax collection of 3.33%. Hotel Motel Occupancy Tax revenue projections are based upon an analysis of anticipated lodging demand, projected average daily room rates, estimated hotel/motel room supply and inflation rates.

The Proposed Hotel/Motel Budget includes funding for a bid for a National Political Convention in the year 2000, a New Year's Eve celebration, NCAA Final Four, and the Latino Laugh Festival. A mandate in the amount of $325,399 is funded for various hosting obligations for groups holding conventions is San Antonio in FY 98. The Convention & Visitors Bureau and International Affairs Department will move to offices in the new International Center in the fall of 1997. Funds are proposed for moving expenses, rental and utilities related to the move of the offices. In addition, funds are proposed for maintenance and operation of the International Center. Other program improvements include additional funding to the San Antonio Sports Foundation of $35,500 to assist in offsetting bid proposals to attract future sporting events, and booking and management software to streamline operations between the Convention & Visitor Bureau and the Convention Center.

The Art Agencies are funded at $2.71 million which is consistent with last year's funding. The Arts & Cultural Facilities Revitalization Plan recommended the Carver Community Center be transferred from the Community Initiatives Department to Arts & Cultural Affairs. This reorganization anticipates the move to increase Carver's marketability and exposure to the community. This proposal was based on inter-departmental planning and teamwork to strengthen one of the City's entertainment facilities. The Carver Center operations will remain in the General Fund and will continue to receive a transfer from the Hotel/Motel Occupancy Tax.

- **PARKING FACILITIES FUND**

The FY 98 Proposed Budget of the Parking Facilities Fund is $7.5 million. The fund continues to maintain its financial stability, and projects total revenues to exceed $7.5 million. The Proposed Budget includes program improvements to add four Security Guards for $91,490 to monitor downtown parking garages and one Auditor position to be housed in Internal Review for $29,129 to provide increased monitoring and auditing capabilities. Proposed one-time improvements include $60,000 to paint the Mid-City parking garage and $30,000 to implement a Parking Management System.

- **SELF INSURANCE - EMPLOYEE BENEFITS FUND**

The FY 98 Proposed Budget for the Self Insurance Employee Benefits Fund is $31.9 million. The Fund will continue to offer City employees the choice of selecting the City's health insurance program or coverage under a Health Maintenance Organization (HMO). The Proposed Budget for all funds includes a change in the health assessments reflecting a restructuring and redistribution to more accurately reflect changes to the benefit package. An Auditor position, housed in Internal Review, is proposed to be added for $29,129 to provide increased monitoring and auditing capabilities in the Fund.

- **SELF INSURANCE - WORKERS COMPENSATION FUND**

The FY 98 Proposed Budget for the Self Insurance Workers Compensation Fund appropriation is $12.6 million. Revenue collected by the fund are received through departmental assessments based upon claim loss history. Since FY 92, the Fund balance has turned around from a shortfall of $9.8 million to a projected balance of $10.5 million in FY 98. Aggressive management of claims and improved performance in employee safety have aided the financial recovery of this fund and allowed for periodic rebates.

For the second consecutive year, the Fund will purchase one-time equipment for the Fire Department to recognize the department's improvements in employee safety. The Proposed Budget includes $100,000 for diesel exhaust systems on fire apparatus.

The Proposed Budget also includes funding for the Employee Assistance Program. The program will provide counseling and support to employees. Also included as a proposed program improvement, is the addition of an Auditor in Internal Review to provide an increased level of monitoring and auditing capabilities.

- **SELF INSURANCE - LIABILITY FUND**

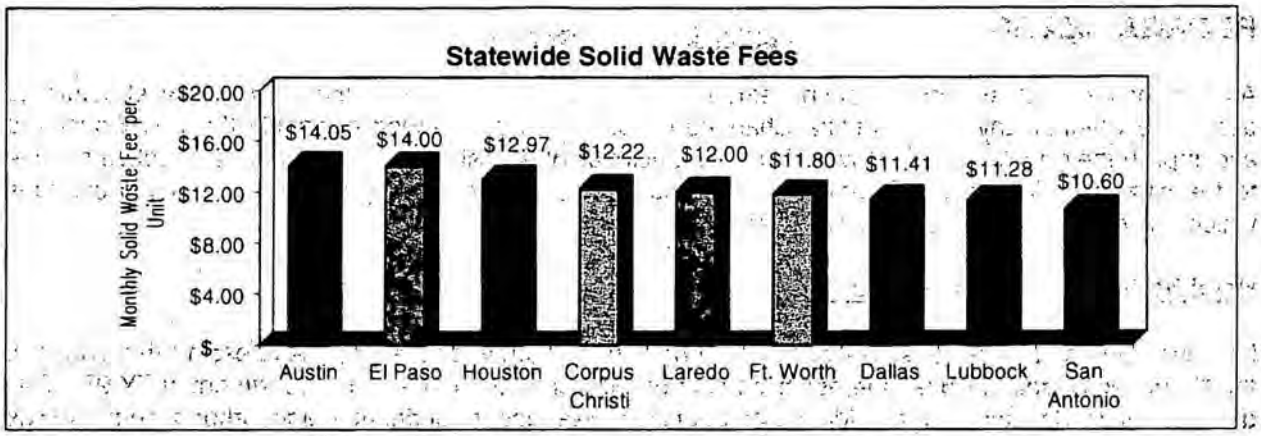
The FY 98 Proposed Budget for the Self Insurance Liability Fund is $10.0 million. The Liability Fund consolidates the City's liability insurance programs and collects revenues through assessments based upon a formula which considers a department's claim history, property value and budget. Aggressive management of claims through the newly created Claims Board and assessment rate adjustments made over recent years and continuing into FY 98 will finally permit this fund to go from a $7.2 million deficit projected in the FY 97 Budget to a surplus of $560,196 in the FY 98 Budget. The rate adjustments will be of marginal impact to FY 98 operating budgets among the various City funds.

- **SOLID WASTE**

The FY 98 Proposed Budget for the Solid Waste Fund is $38.77 million. The budget reflects changes resulting from streamlining operations, improving efficiencies and accountability while maintaining the same level of service and positively impacting the overall financial condition of the Fund. The following changes are proposed to sharpen operations, improve customer service and maintain the divisions' overall position relative to the private sector. Currently, the Division has Waste Collection, Brush Collection and Recycling sections. Each section is independent with a Superintendent in charge and supervisors assisting with the operations. The reorganization proposes to combine the three sections at each of the four service centers. A Service Center Operations Manager would be in charge of all personnel in the three areas of waste collection, recycling and brush collection. An assistant and three supervisors would assist in checking the routes and responding to customer calls and inquiries, directing personnel, managing equipment and preparing reports. This change would provide the manager at each service center more flexibility on using personnel where needed most. In addition, it would allow management the opportunity to assess each service center improving the managers' control and enhance the efficient use of resources. If approved, twenty-one vacant positions and seventeen filled positions, a total of thirty-eight positions, would be eliminated. All personnel will be placed in other jobs within Solid Waste or the Public Works Department.

Streamlining operations allows the Solid Waste Division to add two program improvements and not raise fees. Required by TNRCC, the first improvement includes the purchase, transport and application of cover material for all closed City landfills. The second, proposes to add one Auditor position in Internal Review to examine overall operations which would increase accountability.

Finally, for the fourth consecutive year the City will not raise its $10.60 per month residential solid waste fee. San Antonio now has the lowest rate in comparison to other Texas major cities.



♦ STORMWATER OPERATING FUND

The FY 98 Proposed Budget of the Stormwater Operating Fund is $15.2 million. The fund receives all revenue from the stormwater fee, assessed by the San Antonio Water System (SAWS). The stormwater fee is collected to ensure runoff flowing through drainage systems into streams and rivers meets federal water quality standards. Two hundred and three positions will be transferred to the Stormwater Operating Fund from the Streets Maintenance and Improvement Fund. The positions are assigned to drainage maintenance, street cleaning, and flood control activities.

The fund's Proposed Budget includes a transfer of $1.9 million to the General Fund for drainage engineering functions, the Whitewings program, flood control gate operations and indirect costs. Included in the Proposed Budget is a program improvement to begin wet dredging of area lakes and the waterways such as Woodlawn Lake to remove silt and other contaminants. The proposed cost of Two Senior Equipment Operators, four Equipment Operator II's, and equipment is $791,869.

♦ CAPITAL BUDGET

The FY 98 Proposed Capital Budget totals $224.3 million which represents a 42.4% increase from the FY 97 Adopted Capital Budget of $157.7 million. The increase can be primarily attributed to the construction of the Convention Center Expansion Project which is now in its second year. In FY 98, $67.2 million, or 30% of the entire Capital Budget Revenue Sources, is scheduled to be allocated for the Expansion Project. FY 98 represents the fourth year implementation of the 1994 General Obligation Bond projects approved by the voters in May 1994.

The Proposed Six Year Capital Budget for the years FY 98 through FY 03 totals $430.1 million of which 77% represents those projects that are currently funded with General Obligation Bonds, Revenue Bonds, issued Certificates of Obligation, Federal Grants and other funding Sources. The 23% balance is anticipated new debt which is planned to be issued over the six year period. In addition, $79.1 million, or 18%, of the Proposed Six Year Capital Budget includes projects approved in the May 1994 bond election. These infrastructure improvement projects include street improvements, drainage enhancement projects and City park development projects. The six year budget also includes Convention Center Expansion and Aviation Revenue Bonds. Respectively, these comprise 30% and 7.4% of the entire Six Year Capital Budget.

REORGANIZATION

As part of the budget process each year, the City Manager examines the overall City structure to determine whether any organizational changes should be recommended to enable the City Council to accomplish their goals and objectives, improve efficiency of operations or provide more effective service to the citizens. The FY 98 Proposed Budget includes a number of proposed organizational changes which reflect the results of the review process.

Neighborhood Action Department

Neighborhood and housing issues continue to be a high priority for the City. Addressing this concern, the Proposed Budget includes the establishment of the Neighborhood Action Department in FY 98. This department is designed to provide comprehensive cleanups throughout neighborhood communities followed by longer term neighborhood renewal and investment. This department will be charged with coordinating in a targeted fashion, a menu of City services to promote neighborhood renewal and revitalization. Additionally, the department will work to empower homeowner groups to proactively stimulate the development and maintenance of their communities. The Neighborhood Action Department will consist of two divisions: Neighborhood Target Teams and Neighborhood Renewal

The Neighborhood Target Teams will focus on coordinating City services in a targeted approach in neighborhood communities. Once a neighborhood has been selected, the coordinators will heavily rely upon the resources of a cross section of department teams from the Code Compliance Department, the Health Department, Public Works, Police, Fire and others as neighborhood requests and needs are identified. This "sweep" will focus on identifying, and as necessary, enforcing code violations and animal control ordinances; collecting and disposing waste and brush; removing area mini-dump sites; housing preservation; vegetation control and drainage maintenance; repairs of median strips, pavement markings, streets, sidewalks, speed humps, existing traffic signal and sign systems; SAFFE officer resources and graffiti abatement. The Neighborhood Renewal Division will concentrate on programs such as the Affordable Housing Parade of Homes initiative, city-wide rental rehabilitation program, and provide staff support to the Housing & Neighborhoods Action Team.

This new department will be staffed with a total of eighteen positions. Administratively, the Department Director and Secretary positions will come from existing positions with the elimination of the Special Projects Office. A Management Analyst will be added to provide analytical support to the new department. Four target team coordinators and a division head will be added in the General Fund to be augmented by a total of ten CDBG funded positions, three will be transferred from the Special Projects Office and seven positions will be transferred from the Housing Resources Section in the Housing and Community Development Department. The total General Fund added cost of creating this department is $301,319.

Human Development Fund

In an initial effort to identify and highlight human development programs, the Proposed Budget includes the creation of the Human Development Fund. The purpose behind creating the new fund is to establish a more focused effort in identifying all expenditures and revenues associated with programs which provide training, education, social and support services to citizens. In the first year, a total of approximately $9.56 million will be transferred from the General Fund to support programs such as after school challenge ($2.39 million), literacy services ($853,893), the San Antonio Education Partnership ($295,701), an after school pilot program at branch libraries ($50,000), selected delegate agencies ($3.14 million), grant matches for the senior nutrition program ($1.7 million), child care services ($1.2 million), and supportive services to the elderly ($92,300).

By funding such programs as these an estimated $31.79 million is leveraged in state grants, corporate contributions, and school district funding. The establishment of this fund will serve as the basis for future fundraising efforts and challenges to secure additional revenues for these important programs.

Facilities Reorganization

As recommended in the Arts & Cultural Facilities Revitalization Plan presented to City Council this year, oversight of two of the City's facilities will be transferred to other departments to strengthen the promotion and development of future venues. Management of the Wolff Municipal Baseball Stadium will be transferred to the Alamodome. It is the City's goal to consolidate the two sports facilities to allow for the maximum number of events to occur each year and benefit from the combined resources of the operational staff. To accomplish this goal, a joint marketing and promotional effort will be implemented next year. Wolff Stadium will be placed in a separate special revenue fund, relying on charges to use the facility and a transfer from the General Fund, to support its operations.

Management of the Carver Cultural Center will be transferred from the Department of Community Initiatives to the Arts & Cultural Affairs Department in an effort to increase promotion of this facility while centralizing responsibility for the City's cultural venues and events. Funding for the operation of the Carver Center will continue to come from the General Fund and from the Hotel/Motel Fund.

Stormwater Operations Fund

The Stormwater Program enacted by City Council in May, 1993 has been accounted for under the Street & Drainage Maintenance Fund. The Proposed Budget creates a separate Stormwater Operations Special Revenue Fund to account for drainage operations and maintenance, street cleaning operations and flood control. The Proposed Budget of the new Stormwater Fund is $15.2 million. Two-hundred-and-three drainage maintenance, street cleaning, and flood control positions from the Streets & Drainage Fund will be transferred the new fund. Included within the proposed budget is a program improvement to begin the dredging of area lakes and waterways such as Woodlawn Lake. The proposed cost of the improvement is $791,869.

Management Restructuring

To address the high level of demand for executive resources to oversee complex issues, improve operational efficiencies, manage and negotiate contracts, and sharpen accountability in the organization, the Proposed Budget includes the addition of two non-General Fund Executive Director positions. Reorganizing these assignments effectively moves the organization beyond the Team Leader concept which served as a means to provide collegial leadership to functional areas during the early nineties when budget reductions included the elimination of three Assistant City Managers. The Team Leader concept utilized over the last seven years required department directors to serve in dual roles providing coordination to functional areas while managing the operations of individual departments.

The creation of two executive directors will provide additional resources to focus on important issues. The Executive Director of Administrative Services will provide departmental supervision for the Asset Management Department, the Human Resources Department, the Information Services Department, Municipal Courts, and the Purchasing & General Services Department. The proposed cost of adding an executive director position will be funded by the Employee Benefits Fund, the Information Services Fund, and the Purchasing & General Services Fund.

The Executive Director of Facilities and Visitor Services will be responsible for Aviation, the Convention & Visitors Bureau, Convention Facilities, the Alamodome, and the Convention Center Expansion Office. The proposed cost of adding the executive director position will be fully funded out of the Hotel/Motel and Aviation Funds.

With the elimination of the Special Projects Office, the Youth Initiatives Manager will be re-assigned to the Parks and Recreation Director and the Neighborhood Revitalization function will be transferred to the newly created Neighborhood Action Department. This new department and Code Compliance along with basic service departments such as Police, Fire and Public Works will report directly to the Assistant City Manager. The Parks and Recreation and Library Departments will be grouped with other community service departments such as Health and Community Initiatives. Building Inspections will join other planning and development related functions represented by the Economic Development and Planning Department. The Finance Director will lead an ad hoc Financial Analysis Team created to coordinate and develop fiscal policy directives, overhaul revenue contracts, and implement an automated Financial Reporting System incorporating budgetary, financial and auditing functions. An Assistant to the City Manager will continue to serve as the Chief of Staff responsible for the agenda process, Community Relations Office, Council Support and special events. These changes are summarized in the organization chart on page S-5. This restructuring is achieved without impact to the General Fund.

Performance Audits

Through the Mayor's initiative and leadership much discussion has been generated regarding outside performance audits of the city government. The Proposed Budget includes $500,000 to begin a new initiative next year to identify potential cost savings, improve the efficiency and effectiveness of city government, and examine opportunities for eliminating duplication of services by conducting performance audits of ten major topical areas of city government. These areas are grouped to span several departments in the city organization slicing major functions of a department into a topical area where appropriate in order to comprehensively review each area. The ten major areas are: Health and Human Services, Infrastructure and Facilities Maintenance, Housing and Neighborhood Services, Development Process, Economic Development, Community and Recreational Services, Public Safety, Administration and Financial Services, Environment Services, Legislative and General Government. A key element in designing the performance audits includes the establishment of a task force comprised of members from the business community, university representatives, community groups and designated city staff. The task force will serve as liaison overseeing the performance audit process and results as well as identify the highest areas of priority for inclusion in next year's program.

In addition to the outside performance audits, the Office of Budget & Management Analysis will continue to conduct departmental performance reviews on a selected basis. The reviews are designed to provide City Council and the City Manager with a thorough evaluation of programs and service delivery. The analysis examines the scope and cost of services as they relate to the overall priorities of the City Council, as well as, how they relate to the mission, goals, objectives, and performance of the department under review. The review also examines the possibility of the privatization of city services, City-County cooperation, and decentralization of City resources.

The first departmental review of the Code Compliance Department was presented to City Council in March 1997. Highlighted in the review were the department's accomplishments such as productivity improvements, successful endeavors, and initiatives. Challenges and major issue points were identified, and recommendations were made to improve the delivery of service to the community. Listed on the next page are specific recommendations which were presented and implemented:

Recommendation	Implementation
Increase the time Code Enforcement Officers are in the field	Enhance technology and decentralize inspectors increasing the minimum number of inspections a day from 15 to 20, the equivalent to 8 field personnel.
Re-align and relocate current workforce to better address the demand for service.	Five work areas were established.
Relocate customer service and field support staff to decentralized areas of the City.	1 Citizen Action Officer & 1 Data Clerk to be relocated to each service center in FY 98.
Redistribute current workforce and expand target teams. Focus on case closure.	FY 98 Proposed Budget includes 1 Code Compliance Investigator Supervisor & 6 additional Code Compliance Investigators.
Hire an outside collection agency to collect on delinquent property and structure clean-up accounts	Selection process completed and implemented by October, 97. Proposed Budget includes an additional $25,000 in revenues from delinquent property and structure clean-up accounts.
Implement an "Adopt-A-Sector" program by designated work area and alerting all City employees working in the area to report nuisances	Department will begin program in FY 98.

Currently, the Asset Management Department and the Convention & Visitors Bureau are undergoing similar comprehensive reviews. Presentation of the Asset Management Review will be in late August, and the Convention & Visitors Bureau will be in September.

Managed Competition

Increasingly, local governments, including San Antonio, are looking for innovative ways to provide consistent or improved levels of service in an environment of scarce resources. Under the managed competition concept, local government agencies compete with private sector bidders to obtain contracts for providing service formally accomplished exclusively by the local government agencies.

The first City service planned for a managed competition are solid waste services. The City Manager has appointed a Solid Waste Services Task Force to oversee the process. The task force is considering qualifications from consultants to manage the competitive process by which a solid waste contractor will be selected. Various alternatives are under consideration to begin a pilot program by dividing the City into geographic areas to bid out next year. City Council action to select the consultant is anticipated in late fall. Awarding of the solid waste contract is expected to occur in the summer 1998, with services to begin October 1, 1998. The Public Works Department will be competing for this contract.

Additional services to be considered for managed competition will be identified next year to include building maintenance, mowing and landscape services, automotive maintenance, traffic signal maintenance, and sale of surplus property.

City/County Cooperative Efforts

In an effort to foster a cooperative relationship, the City and County will continue to work together to provide efficient services to the citizens. Projects currently involving the City and County include the implementation of a new public safety radio system, the County's use of the City's Print Shop, and addressing the City magistration process and County jail population through a cooperative juvenile diversion program. Issues which have been identified as possible areas of further cooperation are capital projects development, safety program development, preparation of a joint regional economic

forecast, the acquisition of surplus land for affordable housing initiatives, and joint negotiations with corporations seeking tax abatements. Regarding annexation, the City hopes to discuss the possibility of re-deploying animal control personnel patrolling the County to include areas which are newly annexed. The County is also considering participation in the International City/County Management Association (ICMA) Performance Measurement Consortium.

• CITY EMPLOYEE PERSPECTIVE

The City recognizes the dedication and commitment to public service portrayed by City employees. Among our most valuable assets, city employees are responsible for delivery of critical services to over a million citizens each day. Providing an enhanced compensation package was a top priority for the City Manager and Management Team in preparing the FY 98 Proposed Budget.

Civilians employees did not receive a cost of living adjustment in FY 97. A cost of living adjustment based on current salary levels is proposed to become effective October 1997. Employees who earn less than $20,000 will receive a 4% adjustment, employees earning between $20,000 and $60,000 will receive a 3% adjustment, and employees earning over $60,000 will receive a 2% adjustment. The cost of implementing this adjustment in the General Fund is $2.95 million and $1.83 million in Other Funds.

Performance Pay for outstanding employees who excel in their respective job responsibilities is included in the Proposed Budget. One of the main goals of the performance pay system in FY 98, is to reward teams of employees who must rely on each other to complete an assigned task. The Proposed Budget includes $500,000 in the General Fund and $300,000 in all Other Funds to implement a performance pay program. This amount equates to a 2% increase for approximately one-half the employees. A thoughtful and objective program will be developed during the first half of the year which will include employee evaluations designed to measures performance against expectations. It is anticipated this program will be implemented in April 1998.

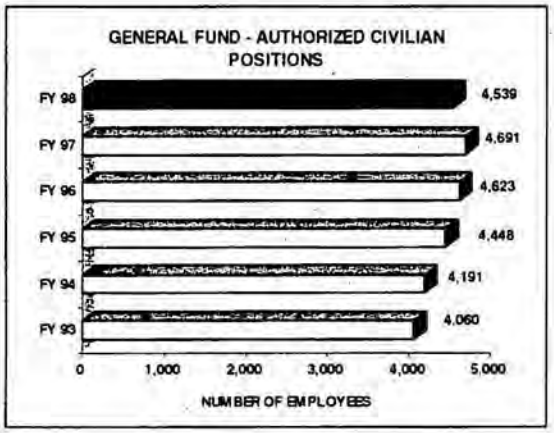
Adjustments for the City's seven lowest pay ranges are recommended as part of the compensation package. Based on a compensation survey and job audits conducted by the Human Resources Department, the Proposed Budget includes funding for increasing the lowest starting salary for a full-time position from $11,640 to $12,500. Increases to minimum salaries would range from a 0.33% to 7.39% increase. Eighty-two job classes are impacted at a cost of $54,893 in the General Fund and $33,960 in all Other Funds.

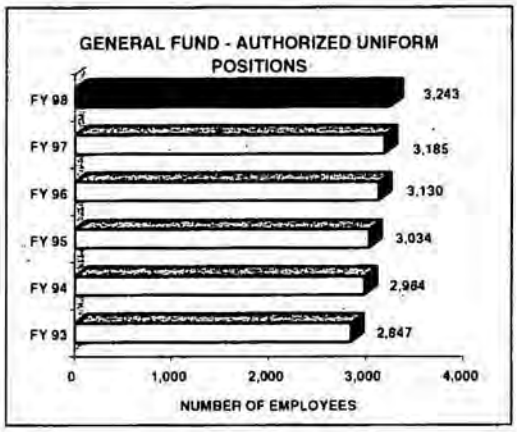
The Police Department proposed budget will receive $3.93 million for contractual related increases. The Fire Department and Emergency Medical Services proposed budgets include a total of $2.83 million for contractual related increases FY 98 is the fourth and final year of the City's collective bargaining agreements with the San Antonio Chapter Local 624 of the International Association of Firefighters and the San Antonio Police Officers Association. Included in the Proposed Budget is funding for a 3% wage increase, health insurance increases, CLEAT insurance increases, and longevity increases. Pension contribution increases required by State law total $194,940 for Fire and EMS and $285,000 for Police.

A new initiative included in the FY 98 Proposed Budget and funded by the Worker's Compensation Fund is the implementation of an Employee Assistance Program at a cost of $148,488. The program will provide counseling services to employees experiencing marital or family problems, alcoholism, substance abuse, or legal and financial difficulties. The program will also provide support and guidance through the counseling process.

In addition, the Proposed Budget includes $31,000 to provide funds for changes to the law affecting minimum wage. The minimum wage will increase from $4.75 to $5.15 an hour effective September 1, 1997. This increase will impact all part-time positions in the City such as Library Aides and Recreation Aides.

The following charts show the number of uniform and civilian positions authorized in the General Fund over the last six years. The charts provide a summary of the net result in positions after program reductions, mandates, program improvements, and reorganizations. Proposed for FY 98 is a net decrease of 152 civilians and a net increase of 58 uniform positions for a total decrease of 94 General Fund positions. The total number of positions for all funds including grants has grown by 187 positions in FY 98 to 11,307. Of that total, 809 positions are grant funded.





CONCLUSION

The Proposed Budget for FY 98 represents the staff's best professional judgment on a program of revenues and expenditures which provide for a high level of basic services to the community such as Police, Fire, Emergency Medical Services (EMS) and street and drainage maintenance programs possible within the limits of available resources. The task was particularly challenging due to the desire to balance the budget without a tax rate increase and with due regard for the priorities identified by City Council this year. To that end, the Proposed Budget was balanced utilizing available beginning balances, increasing fees and charges where appropriate, offsetting the General Fund's burden for stormwater related activities to the stormwater fee, and reducing expenditures for various programs in order to provide improvements to high priority programs.

Focusing on basic services, the FY 98 budgets for Police, Fire and EMS will grow by an additional $18.32 million or 7% increase while street maintenance and stormwater budgets will increase by $3.6 million which equates to a 12% increase for these programs. Growth in basic service budgets are proposed with improvements in high priority key result areas such as Education, Youth and Human Development, Planning & Development and Neighborhood Revitalization and Housing. A total of $196,000 in program improvements are recommended to expand successful partnerships with the educational community such as the After School Challenge Program and implement new programs such as the After School Pilot Library Program.

Stimulating neighborhood renewal and revitalization is an important theme of the Proposed Budget as the City moves forward with implementing the Master Plan and begins a new initiative focused on coordinating City services in a targeted approach throughout neighborhoods in the community. The creation of the Neighborhood Action Department and the combining of available and new resources to accomplish this goal is key to the success of this new initiative.

Investing in our most valuable asset, city employees, is essential to the success of the organization especially in times of limited resources when employees are expected to deliver a high level of service with the current level of funding. In addition to the contractually obligated pay increase for uniform

personnel, the budget provides funds to enhance the civilian employee compensation package both with a cost of living adjustment and a performance pay program.

Finally, there is no increase in the overall property tax rate, while maintaining the Reserve for Revenue Loss at $18 million next year.

SUMMARY OF POLICY ISSUES BY FUND AND DEPARTMENT
REVENUES
FY 1997-98 PROPOSED BUDGET

	ACTUAL FY 1995-96	REV. BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	CURRENT FY 1997-98	TOTAL POLICY ADJ.	PROPOSED FY 1997-98
GENERAL FUND						
Revenue						
City Sales Tax	$ 103,032,541	$ 106,175,000	$ 108,856,054	$ 112,600,702	$ 0	$ 112,600,702
Liquor by the Drink Tax	2,511,937	2,453,000	2,512,000	2,565,000	0	2,565,000
Current Property Tax	91,780,793	95,068,763	96,277,736	99,157,843	0	99,157,843
Delinquent Property Tax	1,587,046	1,633,800	1,161,874	1,402,750	0	1,402,750
Penalty and Interest on Delinquent Taxes	1,199,117	1,029,290	1,025,400	1,102,340	0	1,102,340
Judgments	0	0	20	0	0	0
Business and Franchise Tax	14,523,942	14,758,880	16,408,158	19,355,120	0	19,355,120
Licenses and Permits	9,438,492	8,946,090	9,193,130	9,250,539	197,254	9,447,793
City Public Service Board	133,091,351	128,885,000	130,193,000	134,509,000	0	134,509,000
San Antonio Water System	4,799,553	4,795,000	4,795,000	4,838,000	0	4,838,000
SAWS - Stormwater	6,513,000	6,684,373	6,684,000	6,231,018	(6,231,018)	0
Other Agencies	2,141,719	2,123,980	2,293,710	2,337,070	0	2,337,070
Charges for Current Services						
General Government	4,492,574	4,877,934	4,440,130	4,786,061	15,000	4,801,061
Planning	1,273,826	1,128,580	1,271,208	1,306,136	51,375	1,357,511
Public Safety	3,298,863	3,331,040	3,345,937	3,365,052	1,395,555	4,760,607
Highways/Streets/Sanitation	65,545	66,310	65,580	90,337	8,760	99,097
Health	1,793,147	1,681,175	1,743,723	1,710,098	9,750	1,719,848
Recreation and Culture	7,498,529	7,909,770	7,542,330	7,572,206	70,142	7,642,348
Fines	9,051,481	9,279,350	8,965,110	10,050,700	0	10,050,700
Miscellaneous Revenue						
Sale of Property	992,980	962,240	948,700	951,700	0	951,700
Use of Money and Property	4,299,945	3,492,090	3,994,564	3,703,872	0	3,703,872
Recovery of Expenditures	1,769,736	1,028,800	1,095,014	1,030,764	124,794	1,155,558
Miscellaneous	511,419	567,609	371,032	83,150	0	83,150
Interfund Charges	2,139,378	2,311,450	2,306,450	2,361,450	0	2,361,450
TOTAL GENERAL FUND	**$ 407,806,914**	**$ 409,189,524**	**$ 415,489,860**	**$ 430,360,908**	**(4,358,388)**	**$ 426,002,520**
OTHER FUNDS						
Alamodome	$ 7,836,154	$ 7,519,068	$ 7,535,607	$ 8,489,848	$ 0	$ 8,489,848
Aviation	34,235,908	34,145,987	34,739,693	36,078,342	0	36,078,342
Capital Improvements Reserve	2,150,525	5,780,650	6,176,501	1,450,000	0	1,450,000
Confiscated Property	877,334	665,200	875,915	844,272	0	844,272
Convention Center Expansion	305,584	369,626	406,534	8,510,113	0	8,510,113
Emergency Medical Services	27,324,851	28,672,936	29,052,537	28,801,603	0	28,801,603
Equip. Renewal & Replacement	9,783,948	12,804,549	12,278,236	14,518,896	0	14,518,896
Fiduciary	872,283	623,420	864,111	868,414	30,000	898,414
Finance/Self Insurance	66,588,627	67,479,693	65,381,960	70,993,747	0	70,993,747
Golf Revenue Fund	6,567,765	7,061,480	6,606,074	6,874,902	130,846	7,005,748
Hotel/Motel Tax Fund	30,296,870	29,642,630	30,535,559	30,837,248	24,500	30,861,748
Information Services	11,766,989	12,862,455	13,137,070	13,171,035	0	13,171,035
Nelson Wolff Stadium Fund	0	0	0	668,006	0	668,006
Parking Facilities	7,328,636	7,961,310	7,239,834	7,464,335	50,000	7,514,335
Public Health Support Fund	1,319,755	1,190,650	1,237,716	765,488	17,000	782,488
Public Works/Solid Waste	39,504,444	36,039,440	36,611,688	37,443,457	0	37,443,457
Purchasing & General Services	24,844,222	17,391,070	18,212,701	18,959,062	0	18,959,062
Streets Maint. & Impr.	29,680,961	30,098,609	30,368,091	24,653,457	0	24,653,457
Stormwater Operating Fund	0	0	0	13,443,316	0	13,443,316
Temporary Services Fund	1,337,501	1,108,650	1,343,766	1,030,592	0	1,030,592
TOTAL OTHER FUNDS	*$ 302,622,357*	*$ 301,417,423*	*$ 302,603,593*	*$ 325,866,133*	*$ 252,346*	*$ 326,118,479*
TOTAL ALL FUNDS	**$ 710,429,271**	**$ 710,606,947**	**$ 718,093,453**	**$ 756,227,041**	**(4,106,042)**	**$ 752,120,999**

GENERAL FUND
SUMMARY OF PROPOSED BUDGET
APPROPRIATION POLICY ISSUES BY DEPARTMENT

APPROPRIATIONS	ACTUAL FY 1995-96	BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	CRT. SVCS. FY 1997-98	REDUCTIONS FY 1997-98
Departmental Appropriations:					
Asset Management	$ 496,246	$ 607,691	$ 599,030	$ 585,048	$ (2,865)
Arts & Cultural Affairs	0	0	0	0	0
Building Inspections	3,996,957	4,393,012	4,350,397	4,606,535	(22,640)
City Attorney	3,069,813	3,061,422	3,061,410	2,676,688	(45,469)
City Clerk	844,172	780,920	753,319	786,406	(3,891)
City Manager	799,568	870,780	849,253	897,216	(4,452)
Code Compliance	2,634,291	2,756,110	2,718,973	2,874,892	(14,021)
Community Initiatives	6,765,058	6,859,507	6,634,664	7,192,169	(34,730)
Economic Development	1,071,573	1,157,662	1,140,946	1,196,478	(5,861)
Finance	4,726,050	5,184,296	5,007,338	5,459,608	(27,080)
Fire	71,057,152	73,000,761	73,832,286	75,040,492	(191,614)
Health	12,629,853	12,736,833	12,712,073	13,002,047	(64,057)
Human Resources	1,676,864	1,814,025	1,740,374	1,729,526	(8,567)
International Affairs	342,382	328,553	304,611	332,955	(1,652)
Library	13,334,900	13,986,995	13,624,500	14,212,071	(70,500)
Mayor and Council	352,984	385,215	350,622	435,905	(2,179)
Municipal Court	7,706,398	8,132,556	8,058,685	8,365,694	(41,432)
Neighborhood Action	0	0	0	0	0
Parks and Recreation	33,637,273	34,480,321	33,904,533	35,497,312	(183,354)
Planning	2,106,156	2,146,225	2,084,817	2,241,139	(10,953)
Police	149,171,316	162,475,819	161,600,444	166,187,854	(1,358,601)
Public Works	15,678,971	16,800,683	16,729,106	17,036,665	0
Special Purpose Offices					
Budget & Management Analysis	1,061,558	1,103,820	1,008,761	1,155,661	(5,721)
Community Relations	376,918	802,599	755,078	783,758	(4,025)
Council Support	621,470	596,550	554,205	609,592	(3,011)
Internal Review	715,199	1,057,508	1,031,633	1,086,452	(5,408)
Municipal Elections	1,410	949,068	808,615	0	0
Special Projects Office/Intergov. Relations	632,744	728,505	727,228	724,522	(3,590)
Non-Departmental/Non-Operating	15,759,495	17,779,386	14,619,835	17,485,315	0
Agencies	3,981,293	4,158,250	4,158,250	4,158,250	(20,820)
Special Projects	1,888,830	5,300,000	5,300,000	0	0
Transfers					
Emergency Medical Services	19,625,948	20,799,928	20,722,228	19,291,289	(49,107)
Streets Maint. & Impr.	28,902,860	29,572,109	29,572,109	29,764,603	0
Other Transfers	9,891,090	14,472,775	14,260,710	9,113,851	(600,000)
Total Appropriations	*$ 415,556,792*	*$ 449,279,884*	*$ 443,576,033*	*$ 444,529,993*	*(2,785,600)*
TOTAL AVAILABLE FUNDS	**$ 469,731,375**	**$ 467,354,788**	**$ 480,514,444**	**$ 478,304,809**	**$**
GROSS ENDING BALANCE	**$ 54,174,583**	**$ 18,074,904**	**$ 36,938,411**	**$ 33,774,816**	
RESERVE FOR REVENUE LOSS	**$ 16,000,000**	**$ 18,000,000**	**$ 18,000,000**	**$ 18,000,000**	
ENDING BALANCE	**$ 38,174,583**	**$ 74,904**	**$ 18,938,411**	**$ 15,774,816**	

GENERAL FUND
SUMMARY OF PROPOSED BUDGET
APPROPRIATION POLICY ISSUES BY DEPARTMENT

MANDATES FY 1997-98	IMPRVMNTS FY 1997-98	REORGS. FY 1997-98	TOTAL POLICY ISSUES	PROPOSED FY 1997-98	APPROPRIATIONS
					Departmental Appropriations:
$ 0	$ 0	$ 0	$ (2,865)	$ 582,183	Asset Management
0	0	538,390	538,390	538,390	Arts & Cultural Affairs
47,385	43,015	0	67,760	4,674,295	Building Inspections
72,000	0	0	26,531	2,703,219	City Attorney
0	0	0	(3,891)	782,515	City Clerk
0	0	0	(4,452)	892,764	City Manager
0	407,822	0	393,801	3,268,693	Code Compliance
0	40,175	(538,390)	(532,945)	6,659,224	Community Initiatives
0	35,000	0	29,139	1,225,617	Economic Development
0	0	0	(27,080)	5,432,528	Finance
2,649,995	2,686,460	0	5,144,841	80,185,333	Fire
0	28,102	0	(35,955)	12,966,092	Health
0	0	0	(8,567)	1,720,959	Human Resources
0	0	0	(1,652)	331,303	International Affairs
0	138,365	0	67,865	14,279,936	Library
0	0	0	(2,179)	433,726	Mayor and Council
0	0	0	(41,432)	8,324,262	Municipal Court
0	301,319	122,599	423,918	423,918	Neighborhood Action
498,432	315,832	(566,662)	64,248	35,561,560	Parks and Recreation
0	157,581	0	146,628	2,387,767	Planning
6,463,795	1,470,892	0	6,576,086	172,763,940	Police
9,867	47,817	0	57,684	17,094,349	Public Works
					Special Purpose Offices
0	0	0	(5,721)	1,149,940	Budget & Management Analysis
0	43,816	0	39,791	823,549	Community Relations
0	0	0	(3,011)	606,581	Council Support
0	0	0	(5,408)	1,081,044	Internal Review
0	0	0	0	0	Municipal Elections
0	0	(223,943)	(227,533)	496,989	Special Proj. Office/Intergov. Rel.
31,000	3,650,110	0	3,681,110	21,166,425	Non-Departmental/Non-Operating
0	0	0	(20,820)	4,137,430	Agencies
0	1,608,000	0	1,608,000	1,608,000	Special Projects
					Transfers
708,520	164,850	0	824,263	20,115,552	Emergency Medical Services
181,701	1,206,625	(7,054,448)	(5,666,122)	24,098,481	Streets and Drainage
197,305	480,046	95,206	172,557	9,286,408	Other Transfers
$ *10,860,000*	$ *12,825,827*	$ *(7,627,248)*	$ *13,272,979*	$ *457,802,972*	*Total Appropriations*
				$ 475,851,985	**TOTAL AVAILABLE FUNDS**
				$ 18,049,013	**GROSS ENDING BALANCE**
				$ 18,000,000	**RESERVE FOR REVENUE LOSS**
				$ 49,013	**ENDING BALANCE**

1997-98 ALL FUNDS
BUDGET SUMMARY

ORGANIZATIONS	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT/ HOME	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY
Departmental Appropriations						
Alamodome	$ 0	$ 0	$ 0	$ 8,261,747	$ 0	$ 0
Asset Management	582,183	0	0	0	0	0
Arts & Cultural Affairs	538,390	0	1,259,231	789,627	0	0
Aviation	0	0	7,422,688	0	11,741,694	0
Building Inspections	4,674,295	0	0	0	0	0
City Attorney	2,703,219	216,406	0	0	0	0
City Clerk	782,515	0	0	0	0	0
City Manager	892,764	0	0	0	0	0
Code Compliance	3,268,693	163,212	43,339	0	0	0
Community Initiatives	6,659,224	183,012	68,753,488	0	0	0
Convention Facilities	0	0	0	10,351,476	0	0
Convention & Visitors Bureau	0	0	0	11,923,462	0	0
Economic Development	1,225,617	145,280	4,831,673	0	0	163,556
Finance	5,432,528	43,500	0	0	0	0
Finance/Self-Ins. Programs	0	0	0	0	0	0
Fire	80,185,333	0	293,044	29,509,910	0	0
Health	12,966,092	0	13,336,525	1,730,285	0	150,191
Housing and Community Development	0	8,589,552	0	0	0	0
Human Resources	1,720,959	0	0	0	0	0
Information Services	0	0	0	0	0	0
International Affairs	331,303	0	0	349,896	0	386,662
Library	14,279,936	0	1,071,414	0	0	0
Mayor & Council	433,726	0	0	0	0	0
Municipal Court	8,324,262	0	0	0	0	0
Neighborhood Action	423,918	490,410	0	0	0	0
Parks & Recreation	35,561,560	388,212	514,390	0	790,180	94,542
Planning	2,387,767	227,220	150,000	0	0	0
Police	172,763,940	0	9,451,045	615,121	0	0
Public Works	17,094,349	270,000	0	30,397,580	1,969,139	0
Purchasing & General Services	0	0	0	0	0	0
Solid Waste	0	0	0	0	449,566	0
Special Purpose Offices						
Budget & Management Analysis	1,149,940	0	0	0	0	0
Community Relations	823,549	0	0	0	0	0
Convention Center Expansion	0	0	0	391,345	8,877,950	0
Council Support	606,581	0	0	0	0	0
Internal Review	1,081,044	114,870	0	0	0	0
Municipal Elections	0	0	0	0	0	0
Intergovernmental Relations	496,989	0	0	0	0	0
Non-Departmental/ Non-Operating	21,166,425	0	0	592,997	0	0
Contribution to Other Agencies	4,137,430	7,641,001	0	2,711,474	0	0
Special Projects	1,608,000	0	0	0	0	0
G.O. Debt Service	0	0	0	0	71,590,570	0
Total Net Appropriations	$ *404,302,531*	$ *18,472,675*	$ *107,126,837*	$ *97,624,920*	$ *95,419,099*	$ *794,951*
Transfers	$ *53,500,441*	$ *0*	$ *0*	$ *23,524,868*	$ *0*	$ *34,000*
TOTAL APPROPRIATIONS	$ **457,802,972**	$ **18,472,675**	$ **107,126,837**	$ **121,149,788**	$ **95,419,099**	$ **828,951**

1997-98 ALL FUNDS
BUDGET SUMMARY

ENTERPRISE FUNDS	TOTAL OPERATING FUNDS	CAPITAL PROJECTS	TOTAL OPERATING/ CAPITAL PROJECTS FUND	INTERNAL SERVICE FUND	ORGANIZATIONS
					Departmental Appropriations
$ 0	$ 8,261,747	$ 0	$ 8,261,747	$ 0	Alamodome
0	582,183	2,935,000	3,517,183	0	Asset Management
0	2,587,248	0	2,587,248	0	Arts & Cultural Affairs
26,850,590	46,014,972	41,678,000	87,692,972	0	Aviation
0	4,674,295	0	4,674,295	0	Building Inspections
0	2,919,625	0	2,919,625	0	City Attorney
0	782,515	0	782,515	0	City Clerk
0	892,764	0	892,764	0	City Manager
0	3,475,244	0	3,475,244	0	Code Compliance
0	75,595,724	1,000,000	76,595,724	0	Community Initiatives
0	10,351,476	0	10,351,476	0	Convention Facilities
0	11,923,462	0	11,923,462	0	Convention & Visitors Bureau
0	6,366,126	0	6,366,126	0	Economic Development
0	5,476,028	0	5,476,028	0	Finance
0	0	0	0	57,362,365	Finance/Self-Ins. Programs
0	109,988,287	5,521,000	115,509,287	0	Fire
0	28,183,093	0	28,183,093	0	Health
0	8,589,552	0	8,589,552	0	Housing and Community Development
0	1,720,959	0	1,720,959	0	Human Resources
0	0	1,000,000	1,000,000	12,553,225	Information Services
0	1,067,861	0	1,067,861	0	International Affairs
0	15,351,350	2,279,000	17,630,350	0	Library
0	433,726	0	433,726	0	Mayor & Council
0	8,324,262	0	8,324,262	0	Municipal Court
0	914,328	0	914,328	0	Neighborhood Action
5,820,993	43,169,877	17,189,000	60,358,877	0	Parks & Recreation
0	2,764,987	0	2,764,987	0	Planning
0	182,830,106	2,135,000	184,965,106	0	Police
4,935,890	54,666,958	83,370,000	138,036,958	0	Public Works
0	0	0	0	37,815,604	Purchasing & General Services
36,357,795	36,807,361	0	36,807,361	0	Solid Waste
					Special Purpose Offices
0	1,149,940	0	1,149,940	0	Budget & Management Analysis
0	823,549	0	823,549	0	Community Relations
0	9,269,295	67,158,000	76,427,295	0	Convention Center Expansion
0	606,581	0	606,581	0	Council Support
0	1,195,914	0	1,195,914	0	Internal Review
0	0	0	0	0	Municipal Elections
0	496,989	0	496,989	0	Intergovernmental Relations
0	21,759,422	0	21,759,422	0	Non-Departmental/ Non-Operating
0	14,489,905	0	14,489,905	0	Contribution to Other Agencies
0	1,608,000	0	1,608,000	0	Special Projects
0	71,590,570	0	71,590,570	0	G.O. Debt Service
$ *73,965,268*	$ *797,706,281*	$ *224,265,000*	$ *1,021,971,281*	$ *107,731,194*	*Total Net Appropriations*
$ *21,845,026*	$ 98,904,335	$ *0*	$ 98,904,335	$ *2,438,152*	*Transfers*
$ **95,810,294**	$ **896,610,616**	$ **224,265,000**	$ **1,120,875,616**	$ **110,169,346**	**TOTAL APPROPRIATIONS**

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

Revenues

REVENUES

- **GENERAL FUND**

General Fund available resources for FY 98 are anticipated to be $457.80 million. Three principal sources of General Fund revenue exist: City Sales Tax, City Public Service (CPS), and Property Tax. Taken together, these three sources of revenue account for approximately $348.77 million or 76.18 percent of the total General Fund available resources.

In addition to the major revenue sources mentioned above, the Proposed Budget includes a number of new and/or enhanced revenues. Although no increase is recommended, the most significant increase includes $1.9 million in additional revenue generated by the existing stormwater fee and collected by the San Antonio Water System (SAWS) for new stormwater maintenance programs. New fees or increases in revenue from all other sources to the General Fund due to proposed policy changes totals $4.35 million.

In sum, a total of $457.8 million is available for appropriation as noted in the chart below. A corresponding pie chart appears in the expenditures section depicting seven areas of service delivery by which the $457.8 million has been appropriated.

- **City Public Service** **$134.5 million**

The FY 98 Proposed Budget amount of $134.5 million reflects a $4.3 million, or a 3.3 %, increase over the current budget estimate. The largest source of revenue to the General Fund is generated by City Public Service (CPS) customer revenues. Fourteen percent of all CPS gas and electric customer revenue is paid to the City as a return on investment. The estimated revenue of $130.2 million for FY 97 represents a slight increase of $1.3 million, or 1.0 %, over the FY 97 Adopted Budget. As has been the case for the last several years, the projection for this revenue is conservative. Factors such as weather conditions and fuel prices can easily affect the amount of revenue realized by the City. Therefore, FY 98 projections for this revenue are conservative, accounting for only projected growth in the CPS customer base.

- **Sales Tax** **$112.6 million**

In keeping with the City's philosophy of conservative revenue projections for volatile revenue sources, the Proposed Budget assumes a continuing moderate rate of increase for sales tax growth in FY 98 of 3.4 % totaling $112.6 million. The FY 97 Adopted Budget assumed an annual increase in the City Sales Tax of 3.0 % over FY 96. The re-estimate for FY 97 Sales Tax revenue is 5.6 % over actual collections in FY 96.

- **City Property Tax** **$99.1 million**

The FY 98 Proposed Budget includes $99.1 million in maintenance and operations support for the General Fund from property taxes. The property tax rate consists of two components. The first is the debt service component which is determined by the City's debt service requirements. The current debt service rate for FY 97 is 23.267 cents per $100 of assessed value. Funds from this component are deposited in the Debt Service Fund and are used exclusively to pay the principal and interest on debt. The second component of the tax rate is the amount for maintenance and operations contributed to the General Fund. The current maintenance rate for FY 97 is 34.712 cents per $100 of assessed value. These two components taken together provided for a total tax rate for FY 97 of 57.979 cents per $100 of assessed value.

Property tax values are established by the Bexar Appraisal District (BAD) in conformance with State law. Values for the City of San Antonio recently reported by BAD for FY 98 show an increase in net taxable value of approximately $1.143 billion, or 4.03%, above last year. Included in this total, however, is $946.53 million for new improvements and $90.03 million in annexations, which reflects real growth of 3.66% over last year's total taxable value. The taxable value less new improvements and annexations yields the base valuation. The increase in the

base valuation from last year is $106.79 million or 0.37 %. The following chart breaks down the components of total taxable value.

Taxable Values in Billions
(FY 98)

Base Value FY 97	Increase in Base Value	Annexation	New Improvements	Total New Value FY 98
$28.449	$0.107	$0.090	$.946	$29.485
% of Increase:	0.37%	0.32%	3.34%	4.03%

State Property Tax law requires cities to structure the maintenance and operations portion of the "effective tax rate" to yield the same amount of operating revenue from year to year on base valuations. As mentioned above, this refers to the taxable value less new improvements and annexations. Therefore, if assessed base valuations increase, as is the case for FY 98, the effective tax rate for maintenance and operations decreases. For FY 98, the computation of the effective tax rate for M & O is 34.669 cents per $100 valuation, a decrease from FY 97 of 0.043 cents or 0.12 %. The debt service portion of the tax rate is dependent on the City's debt service requirements. The debt service component will increase to 23.310 cents per $100 valuation or 0.18 % from the current rate. This amount is required to meet the debt service requirements for next year and is consistent with the debt management plan.

Together, these two proposed rates combine to equal the current total property tax rate of 57.979 cents per $100 valuation. Therefore, for the fifth straight year the overall tax rate has not increased, and for the fifth straight year there is no increase in the effective tax rate. For the individual homeowner whose assessed value has not changed from 1996 to 1997, there will be no change in their property tax bill However, if the Bexar Appraisal District changes the assessed value on the same home, the impact will vary, depending on the value which is established by BAD. The following chart shows the change in the components of the tax compared to the current year.

Effective Tax Rate
Cents Per $100 Valuation

	FY 97	FY 98	Cents Change	% Increase/Decrease
M & O	34.712¢	34.669¢	-0.043¢	-0.12%
Debt Srvc	23.267	23.310	+0.043¢	0.18%
Total	57.979¢	57.979¢		

- **Franchise Revenue - Southwestern Bell** **$13.4 million**

In FY 98, the City is expected to receive $13.4 million in revenue, which is 50.8% higher than the amount budgeted for FY 97. This past spring, the City Council approved a revised franchise agreement with Southwestern Bell Telephone (SWBT). This franchise agreement allows SWBT to use and occupy the City's streets and rights of way to construct, maintain and operate a telecommunications system. Under the terms of the revised agreement, the City is projected to receive $10.427 million in revenue in FY 97 - 17.28 % over the $8.89 million budgeted for FY 97. Payment to the City is based on a Municipal Telecommunications fee charged per line with future payments subject to changes based on growth in the number of lines and the CPI. The new agreement provides a method for more directly reimbursing the City for a greater share of the cost incurred in maintenance of the City's streets under which Southwestern Bell operates its telecommunications lines.

- **San Antonio Water Systems (SAWS) - Stormwater Revenue**

The City will obtain $1.9 million in added revenue from the Stormwater Fund to offset a greater proportion of the costs incurred in the engineering of the City's Drainage system, the Whitewings program, River Walk maintenance, and indirect costs. Specifically, in FY 97, 25% of costs for the drainage engineering activity in the Public Works Department is reimbursed from the Stormwater Fund. In FY 98, 100% of the costs will be reimbursed by the Stormwater Fund.

- **Additional Revenues and Fee Increases**

In order to address the pressure on available funds, the Proposed General Fund Budget includes recommendations to increase some existing fees and permits, and creating new fees and permits. These recommended revenue items total $2.45 million. A majority of the proposed increases are to revenue items which have not been increased in many years. Similarly, new revenue items have been identified to more directly recoup the costs for certain City services which benefit specific customers. Licenses and permits are methods by which the City may recoup the cost of monitoring, providing services, enforcing, and regulating activities and services.

The Building Inspections Department is proposing increases totaling $108,251 to several inspection fees, some of which have not been increased since 1989, including, heating and air-conditioning, electrical, and gas/plumbing/sewer. Increases to permits are also proposed, specifically to the under 15 square foot sign permit and to the temporary certificate of occupancy fee. The department will also begin issuing a paint permit to be used in historic districts.

The Fire Department has analyzed the current rate structure of many of its permit fees, and has proposed $230,410 in additional revenue. The more significant revenue increases are to the fire sprinkler system permit fee, the fire alarm permit fee, and the underground storage tank fee. The underground storage tank fee has not been increased since 1989, and will increase from $50 per tank permit to $200 per tank permit.

The Health Department is increasing a variety of food establishment, child care, swimming pool, and animal control permit and license fees. The estimated total of the proposed increases is $58,113.

The Parks & Recreation Department has proposed increasing fees on several cemetery related items such as opening and closing graves, lot purchases, and foundation costs. The department is also proposing to establish a no refund policy for pavilions at Brackenridge, Camargo, Rosedale, and Eisenhower Parks.

Increases in user fees for softball fields, baseball diamonds, tennis tournaments, and football fields are also proposed. The department is establishing several new fees to recover the cost of services provided such as plant displays, guided tours of Sunken gardens and the River Walk, and the sale of surplus plants and firewood. The total proposed increase in Parks & Recreation revenue is $190,892.

In addition to the above revenues, the Proposed Budget includes changes to the Yanaguana River Barge contract. The amendment would authorize Yanaguana to increase its rates, specifically for regular ride as well as the rates it charges for regular and dinner charter cruises. The amendment will increase the City's share of revenue by $500,000, from $2.7 million to $3.2 million.

The Public Works Department has proposed an increase to the temporary street space use permit. The increase is expected to net an additional $49,400.

The Police Department has proposed $1.38 million in new and existing revenues. The department will begin recouping the costs of providing security and traffic control for parades and special events. An off-duty employment surcharge of $1.50 per hour will also be added to the cost of providing security at special events. Alarm permit fees will increase from $5 for residential and commercial to $10 for residential and $25 for commercial. The department will also begin collecting an alarm renewal fee of $10 for residential and $25 for

commercial. Burglar alarm service fees will increase from $30 to $50 per false alarm after the first five false alarms. The Robbery alarm service fee will increase from $50 per alarm after three false alarms to $100 for each false alarm after the first false alarm. Other revenues include a records viewing fee after three daily requests, an arrest record and search fee, and a fee to outside law enforcement agencies wanting to train on the department's ICAT firearms simulator.

OTHER FUNDS

Hotel/Motel Tax Fund **$24,500**

The Convention Facilities Department proposes several fee adjustments associated with its operations to better recover the added costs of operating the Convention Center, the Lila Cockrell Theater and the Municipal Auditorium. Specifically, the department proposes to increase the maximum rates per day for the North/South Exhibit Halls and the Centro/Plaza Halls in the Convention Center. Additionally, the department proposes to establish clean-up fees for the Banquet Hall, Lila Cockrell Theatre, and the Municipal Auditorium to recoup the added clean-up costs for use of these facilities.

Golf Fund **$130,846**

The FY 98 Proposed Budget for the Golf Fund includes increases in revenue from the sale of the City's Golf Discount Card. The price of the card is proposed to increased from $20 to $25 for City residents and from $30 to $40 for County residents.

Parking Fund **$55,000**

The Parking Division of the Public Works Department proposes to implementing four fee adjustments in FY 98. The division proposes to increase the I-35 Fiesta Parking Rate and the I-35 Event Parking Rate from $3.00 to $4.00. An increase to the I-35 Monthly Parking Permit from $17.00 to $20.00 is also proposed. To encourage use of the Cattleman's Square parking lot, the division proposes to decrease the monthly parking rate from $35.00 to $25.00.

Public Health Support Fund **$17,000**

The Health Department proposes to increase the Foreign Travel Vaccination Certification Fee and move the revenue from the fee from the General Fund to the Public Health Support Fund. Expenditures associated with the program will also be moved to the Public Health Support Fund.

Casa San Antonio Fund **$30,000**

The International Affairs Department proposes to establish an International Business fee to be assess for consulting services provided by the Casa San Antonio program to international business clients. A $200 fee would be assessed for Trade Mission consulting services and a $50 fee would be assessed to General Business clients. This fee would allow the Casa San Antonio program to better offset its own operating costs.

Reductions by Key Result Area

FY 98 PROGRAM REDUCTIONS

Key Result Area	Reduction Description	Reduction Amount
GENERAL FUND		
Education, Youth, & Human Development		
Library		
	Departmental Savings	70,500
	Total Education, Youth, & Human Development Reductions	**70,500**
Economic Development		
Economic Development		
	Managing Resources	5,861
International Affairs		
	Trade Missions	1,652
	Total Economic Development Reductions	**7,513**
Public Safety		
Building Inspections		
	Building Code Enforcement Program	22,640
Fire		
	Delay Four Person Staffing Program	191,614
Municipal Court		
	Eliminate Two Positions	41,432
Police		
	Half of DARE, PAL and Other Programs	1,358,601
	Total Public Safety Reductions	**1,614,287**
Infrastructure		
Transfers		
	Reduction in Funding of Facilities Improvements and Maintenance Program	600,000
	Total Infrastructure Reductions	**600,000**
Planning & Development		
Planning		
	Salary Savings	10,953
	Total Planning & Development Reductions	**10,953**
Neighborhood Revitilization & Housing		
Code Compliance		
	Decentralization Savings	14,021

Key Result Area	Reduction Description	Reduction Amount
	Community Initiatives	
	Field Services Coordinator Position	34,730
	Total Neighborhood Revitilization & Housing Reductions	**48,751**
Culture & Rec. Services/Quality of Life		
	Community Relations	
	Photographic Supplies	4,025
	Contributions to Other Agencies	
	Reduction in Funding	20,820
	Parks and Recreation	
	River Operations	42,571
	S.A. Zoo Water	137,700
	Friedrich Park	3,083
	Total Culture & Rec. Services/Quality of Life Reductions	**208,199**
Health, Families & Human Services		
	San Antonio Metro Health District	
	Food Sanitation	64,057
	Total Health, Families & Human Services Reductions	**64,057**
Support Services		
	Asset Management	
	Appraisals & Surveys	2,865
	Budget & Management Analysis	
	Binding, Printing, & Reproduction	5,721
	City Attorney	
	Program Efficiency	45,469
	City Clerk	
	Binding, Printing & Reproduction	3,891
	City Manager	
	Personal Services	4,452
	Council Support	
	Travel	1,807
	Temporary Services	1,204
	Finance	
	Program Efficiency	27,080
	Human Resources	
	Training Program	8,567

Key Result Area	Reduction Description	Reduction Amount
	Intergovernmental Relations	
	Fees to Professional Contractors	3,590
	Internal Review	
	Training	3,308
	Professional Services	2,100
	Mayor and Council	
	Official Host Expenses	2,179
	Total Support Services Reductions	**112,233**
	TOTAL REDUCTIONS FOR THE GENERAL FUND	***2,736,493***
EMS FUND		
Public Safety		
	Fire	
	Overtime	49,107
	Total Public Safety Reductions	**49,107**
	TOTAL REDUCTIONS FOR THE EMS FUND	***49,107***
SOLID WASTE OPERATING FUND		
Environmental		
	Solid Waste	
	Reorganization/Service Center Concept	878,174
	Reduce Landfill Closure & Household Hazardous Waste Programs	139,898
	Total Environmental Reductions	**1,018,072**
	TOTAL REDUCTIONS FOR THE SOLID WASTE OPERATING FUND	***1,018,072***
	TOTAL REDUCTIONS - ALL FUNDS	***3,803,672***

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

Mandates by Key Result Area

FY 98 MANDATED PROGRAM IMPROVEMENTS

Key Result Area	Mandate Description	Total Amount Funded
GENERAL FUND		
Public Safety		
Building Inspections		
	Add One Building Inspector	47,385
City Attorney		
	Fire and Police Collective Bargaining Negotiations	72,000
Fire		
	Labor Contract	257,000
	Fire Contract	1,910,370
	Pension Contribution	149,088
	Annexation	333,537
Non Departmental		
	Local Law Enforcement Block Grant	197,305
Police		
	Education Pay	117,928
	AFIS Maintenance	159,570
	Annexation	376,688
	COPS AHEAD	941,785
	Police Contract	3,510,000
	Labor Contract	417,000
	Pension Contribution	285,000
	Increased Cost of Rape Kits & Victim Exams	142,800
	Retroactive FLSA	250,000
	Medical Examiner's Contract	263,024
	Total Public Safety Mandates	**9,430,480**
Infrastructure		
Parks and Recreation		
	Market Square Grease Traps	28,300
	Add Two Recreation Aides for the 94 Bond Program Projects	29,901
Public Works		
	Annexation - Traffic Markings	9,867
	Total Infrastructure Mandates	**68,068**

Key Result Area	Mandate Description	Total Amount Funded
Culture & Rec. Services/Quality of Life		
Parks and Recreation		
	Add Nine Positions - Manpower & Equipment for the 94 Bond Program Projects	400,205
	Crockett Park Renovations	40,026
	Total Culture & Rec. Services/Quality of Life Mandates	**440,231**
Support Services		
Non Departmental		
	Minimum Wages	31,000
	Total Support Services Mandates	**31,000**
	TOTAL MANDATES FOR THE GENERAL FUND	***9,969,779***
EMS FUND		
Public Safety		
Fire		
	Pension Contribution	45,852
	Paramedic Certification Pay	31,000
	EMS Contract Cost	565,668
	Automatic Longevity Pay	66,000
	Total Public Safety Mandates	**708,520**
	TOTAL MANDATES FOR THE EMS FUND	***708,520***
HOTEL MOTEL TAX FUND		
Economic Development		
Convention and Visitors Bureau		
	Hosting Obligations/Moving Requirements	544,399
	Total Economic Development Mandates	**544,399**
	TOTAL MANDATES FOR THE HOTEL MOTEL TAX FUND	***544,399***
STREET MAINTENANCE & IMPROVEMENT FUND		
Infrastructure		
Public Works		
	Street Maintenance to Annexed Areas	181,701

Key Result Area	Mandate Description	Total Amount Funded
	Total Infrastructure Mandates	**181,701**
	TOTAL MANDATES FOR THE STREET MAINTENANCE & IMPROVEMENT FUND	***181,701***
SOLID WASTE OPERATING FUND		
Environmental		
Solid Waste		
	Annexation - Solid Waste Collection Service	241,920
	Total Environmental Mandates	**241,920**
	TOTAL MANDATES FOR THE SOLID WASTE OPERATING FUND	***241,920***
	TOTAL MANDATES - ALL FUNDS	***11,646,319***

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

Improvements by Key Result Area

FY 98 PROGRAM IMPROVEMENTS

Key Result Area	Improvement Description	Total Amount Funded
GENERAL FUND		
Education, Youth, & Human Development		
Community Initiatives		
	Assistant Program Coordinator	40,175
Library		
	Increase San Pedro Branch Library Service Hours	13,365
	Library Book - Budget Match Program	75,000
	After School Library Pilot-Program	50,000
Parks and Recreation		
	After School Program - 10 Sites	146,000
	Youth Services - Administration	17,881
Transfers		
	Support for Runaway Youth Program	25,454
	Total Education, Youth, & Human Development Improvements	**367,875**
Economic Development		
Economic Development		
	Regional Certification Agency	35,000
Transfers		
	Transfer to GKDC	358,953
	Total Economic Development Improvements	**393,953**
Public Safety		
Building Inspections		
	Cellular Phones for Inspectors	16,000
	Add One Electrical Inspector Position	27,015
Fire		
	Five Year Master Plan Fourth Year Implementation	2,257,795
	Applicant Processing	10,529
	Training Academy Staff	84,932
Non Departmental		
	Fire & Police Exam Test Validation	200,000
Parks and Recreation		
	Field Officer Training Pay	7,200
	Add Five Positions to the Park Rangers Program	119,152

Key Result Area	Improvement Description	Total Amount Funded
	Police	
	Vision 2001 Five Year Strategic Plan Second Year	1,470,892
	Total Public Safety Improvements	**4,193,515**
Infrastructure		
	Public Works	
	Traffic Signal and School Flasher Maintenance Program	47,817
	Total Infrastructure Improvements	**47,817**
Planning & Development		
	Planning	
	Master Plan Policies Implementation	82,581
	Total Planning & Development Improvements	**82,581**
Neighborhood Revitilization & Housing		
	Code Compliance	
	Add Six Code Compliance Investigator Positions	352,087
	Add One Position - Supervisor for Code Investigators	55,735
	Neighborhood Action	
	Creation of Neighborhood Action Department	301,319
	Total Neighborhood Revitilization & Housing Improvements	**709,141**
Culture & Rec. Services/Quality of Life		
	Community Relations	
	Implementation of Community Link Kiosks	43,816
	Parks and Recreation	
	Community Center Coordinator & Senior Admin. Clerk	8,841
	Administrative Clerk II for Friedrich Park	16,758
	Transfers	
	Support for Urban smARTS Program	95,639
	Total Culture & Rec. Services/Quality of Life Improvements	**165,054**
Health, Families & Human Services		
	San Antonio Metro Health District	
	Continuing Education	10,000
	Department System Specialist	18,102
	Total Health, Families & Human Services Improvements	**28,102**

Key Result Area	Improvement Description	Total Amount Funded
Support Services		
Non Departmental		
Performance Pay		500,000
Cost of Living Adjustments/Performance Pay		2,950,110
	Total Support Services Improvements	**3,450,110**
	TOTAL IMPROVEMENTS FOR THE GENERAL FUND	***9,438,148***

CONVENTION CENTER EXPANSION PROJECT FUND

Economic Development		
Convention Center Expansion Office		
Construction Management Services		122,203
	Total Economic Development Improvements	**122,203**
Support Services		
Convention Center Expansion Office		
Cost of Living Adjustments/Performance Pay		3,629
	Total Support Services Improvements	**3,629**
	TOTAL IMPROVEMENTS FOR THE CONVENTION CENTER EXPANSION PROJECT FUND	***125,832***

EMS FUND

Public Safety		
Fire		
Civilian Stock Clerk Supervisor		0
Five Year Master Plan		164,850
	Total Public Safety Improvements	**164,850**
	TOTAL IMPROVEMENTS FOR THE EMS FUND	***164,850***

HOTEL MOTEL TAX FUND

Economic Development	
Convention and Visitors Bureau	
Convention Name Badges	60,000
Customer Service Representative	22,680
Sports Foundation Funding	35,500

Key Result Area	Improvement Description	Total Amount Funded
	Non Departmental	
	Relocation Expenses	15,241
	Management Restructuring	107,770
	Total Economic Development Improvements	**241,191**
Infrastructure		
	Convention Facilities	
	Maintenance & Operations of the International Center Facility	294,950
	Total Infrastructure Improvements	**294,950**
Support Services		
	Arts & Cultural Affairs	
	Cost of Living Adjustments/Performance Pay	15,502
	Convention and Visitors Bureau	
	Cost of Living Adjustments/Performance Pay	92,311
	Convention Facilities	
	Cost of Living Adjustments/Performance Pay	142,890
	International Affairs	
	Cost of Living Adjustments/Performance Pay	6,528
	Total Support Services Improvements	**257,231**
	TOTAL IMPROVEMENTS FOR THE HOTEL MOTEL TAX FUND	***793,372***
ALAMODOME REVENUE FUND		
Culture & Rec. Services/Quality of Life		
	Alamodome	
	Technical Systems Support	39,042
	Total Culture & Rec. Services/Quality of Life Improvements	**39,042**
Support Services		
	Alamodome	
	Cost of Living Adjustments/Performance Pay	49,964
	Total Support Services Improvements	**49,964**
	TOTAL IMPROVEMENTS FOR THE ALAMODOME REVENUE FUND	***89,006***

Key Result Area	Improvement Description	Total Amount Funded
STREET MAINTENANCE & IMPROVEMENT FUND		
Infrastructure		
Public Works		
	Neighborhood Speed Hump Program	120,000
	Contractual Street Maintenance Improvements	700,000
	Sidewalk Construction Crew	386,625
	Total Infrastructure Improvements	**1,206,625**
	TOTAL IMPROVEMENTS FOR THE STREET MAINTENANCE & IMPROVEMENT FUND	***1,206,625***
STORMWATER OPERATING FUND		
Infrastructure		
Public Works		
	Wet Dredging Program for Area Lakes	791,869
	Total Infrastructure Improvements	**791,869**
	TOTAL IMPROVEMENTS FOR THE STORMWATER OPERATING FUND	***791,869***
AIRPORT OPERATING FUND		
Public Safety		
Aviation		
	Enhance Airport Law Enforcement & Security Services	73,460
	Total Public Safety Improvements	**73,460**
Infrastructure		
Aviation		
	Improve Custodial Services	34,460
	Total Infrastructure Improvements	**34,460**
Environmental		
Aviation		
	Centralize Airport Environmental Issues	30,634
	Total Environmental Improvements	**30,634**

Key Result Area	Improvement Description	Total Amount Funded
Support Services		
Aviation		
	Cost of Living Adjustments/Performance Pay	320,658
	Enhance Audit Services	32,446
	Total Support Services Improvements	**353,104**
	TOTAL IMPROVEMENTS FOR THE AIRPORT OPERATING FUND	***491,658***
PARKING FACILITIES OPERATING FUND		
Public Safety		
Public Works		
	Add Four Security Guards	91,490
	Total Public Safety Improvements	**91,490**
Support Services		
Public Works		
	Cost of Living Adjustments/Performance Pay	86,414
	Add One Auditor Position	29,129
	Total Support Services Improvements	**115,543**
	TOTAL IMPROVEMENTS FOR THE PARKING FACILITIES OPERATING FUND	***207,033***
GOLF COURSES OPERATING FUND		
Support Services		
Parks and Recreation		
	Cost of Living Adjustments/Performance Pay	68,786
	Total Support Services Improvements	**68,786**
	TOTAL IMPROVEMENTS FOR THE GOLF COURSES OPERATING FUND	***68,786***
SOLID WASTE OPERATING FUND		
Support Services		
Solid Waste		
	Cost of Living Adjustments/Performance Pay	510,439
	Add One Auditor Position	29,129
	Total Support Services Improvements	**539,568**

Key Result Area	Improvement Description	Total Amount Funded
	TOTAL IMPROVEMENTS FOR THE SOLID WASTE OPERATING FUND	***539,568***

INTERNAL SERVICES OPERATING FUND

Support Services

Purchasing

	Senior Auditor Position in Internal Review	32,446
	Cost of Living Adjustments/Performance Pay	189,660
	Management Restructuring	112,081
	Department System Specialist	25,348
	Fixed Asset Replacement Fund	25,000
	Docutech Publisher System	145,094
	Tool Reimbursement	5,250
	Total Support Services Improvements	**534,879**
	TOTAL IMPROVEMENTS FOR THE INTERNAL SERVICES OPERATING FUND	***534,879***

INFORMATION SERVICES FUND

Support Services

Information Services Department

	Cost of Living Adjustments/Performance Pay	180,642
	Total Support Services Improvements	**180,642**
	TOTAL IMPROVEMENTS FOR THE INFORMATION SERVICES FUND	***180,642***

LIABILITY RESERVE FUND

Support Services

City Attorney

	Cost of Living Adjustments/Performance Pay	17,974
	Total Support Services Improvements	**17,974**
	TOTAL IMPROVEMENTS FOR THE LIABILITY RESERVE FUND	***17,974***

Key Result Area	Improvement Description	Total Amount Funded
EMPLOYEE BENEFITS INSURANCE FUND		
Support Services		
Human Resources		
	Cost of Living Adjustments/Performance Pay	12,503
	Auditor I Position in Internal Review	29,129
	Total Support Services Improvements	**41,632**
	TOTAL IMPROVEMENTS FOR THE EMPLOYEE BENEFITS INSURANCE FUND	***41,632***
WORKERS COMPENSATION FUND		
Support Services		
City Attorney		
	Auditor I Position in Internal Review	29,129
	Cost of Living Adjustments/Performance Pay	17,542
	Total Support Services Improvements	**46,671**
	TOTAL IMPROVEMENTS FOR THE WORKERS COMPENSATION FUND	***46,671***
OCCUPATIONAL HEALTH FUND		
Education, Youth, & Human Development		
Human Resources		
	Employee Assistance Program	148,488
	Total Education, Youth, & Human Development Improvements	**148,488**
Support Services		
Human Resources		
	Cost of Living Adjustments/Performance Pay	6,208
	Total Support Services Improvements	**6,208**
	TOTAL IMPROVEMENTS FOR THE OCCUPATIONAL HEALTH FUND	***154,696***
	TOTAL IMPROVEMENTS - ALL FUNDS	***14,893,241***

One-Time Improvements by Key Result Area

FY 98 ONE-TIME PROGRAM IMPROVEMENTS

Key Result Area	One-Time Improvement Description	Total Amount Funded
GENERAL FUND		
Public Safety		
	Building Inspections	
	Modification and Creation of Conversant Systems	21,650
	Fire	
	Five Year Master Plan Fourth Year Implementation	333,204
	Municipal Court	
	Card Access Control and Photo ID System	250,000
	Total Public Safety One-Time Improvements	**604,854**
Infrastructure		
	Budget & Management Analysis	
	Capital Projects Database	25,000
	Total Infrastructure One-Time Improvements	**25,000**
Planning & Development		
	Planning	
	Review and Update the Unified Development Code	75,000
	Total Planning & Development One-Time Improvements	**75,000**
Support Services		
	Special Projects	
	Establishment of Environmental Contingency Fund	100,000
	Departmental Performance Audits	500,000
	One-Time Technological Improvements	711,350
	Total Support Services One-Time Improvements	**1,311,350**
	TOTAL ONE-TIME IMPROVEMENTS FOR THE GENERAL FUND	***2,016,204***
HOTEL MOTEL TAX FUND		
Economic Development		
	Convention and Visitors Bureau	
	Marketing/Sales Software	108,000
	Convention Facilities	
	Booking and Event Management Software	20,000

Key Result Area	One-Time Improvement Description	Total Amount Funded
	Total Economic Development One-Time Improvements	**128,000**
Infrastructure		
	Convention Facilities	
	Convention Center Lighting Upgrade	50,000
	Municipal Auditorium - Roof Repairs	40,000
	Total Infrastructure One-Time Improvements	**90,000**
Support Services		
	Convention and Visitors Bureau	
	One-Time Technological Improvements	21,000
	Total Support Services One-Time Improvements	**21,000**
	TOTAL ONE-TIME IMPROVEMENTS FOR THE HOTEL MOTEL TAX FUND	***239,000***

AIRPORT OPERATING FUND

Support Services		
	Aviation	
	One-Time Technological Improvements	42,245
	Total Support Services One-Time Improvements	**42,245**
	TOTAL ONE-TIME IMPROVEMENTS FOR THE AIRPORT OPERATING FUND	***42,245***

PARKING FACILITIES OPERATING FUND

Infrastructure		
	Public Works	
	Painting Mid-City Garage	60,000
	Total Infrastructure One-Time Improvements	**60,000**
Support Services		
	Public Works	
	Parking Management System	30,000
	One-Time Technological Improvements	4,131
	Total Support Services One-Time Improvements	**34,131**
	TOTAL ONE-TIME IMPROVEMENTS FOR THE PARKING FACILITIES OPERATING FUND	***94,131***

Key Result Area	One-Time Improvement Description	Total Amount Funded
SOLID WASTE OPERATING FUND		
Environmental		
Solid Waste		
	Improvements to Closed Landfills	350,000
	Total Environmental One-Time Improvements	**350,000**
Support Services		
Solid Waste		
	One-Time Technological Improvements	59,610
	Total Support Services One-Time Improvements	**59,610**
	TOTAL ONE-TIME IMPROVEMENTS FOR THE SOLID WASTE OPERATING FUND	***409,610***
INTERNAL SERVICES OPERATING FUND		
Support Services		
Purchasing		
	One-Time Technological Improvements	42,015
	Enhance Procurement System	20,000
	Total Support Services One-Time Improvements	**62,015**
	TOTAL ONE-TIME IMPROVEMENTS FOR THE INTERNAL SERVICES OPERATING FUND	***62,015***
EMPLOYEE BENEFITS INSURANCE FUND		
Support Services		
Human Resources		
	One-Time Technological Improvements	32,205
	Total Support Services One-Time Improvements	**32,205**
	TOTAL ONE-TIME IMPROVEMENTS FOR THE EMPLOYEE BENEFITS INSURANCE FUND	***32,205***
WORKERS COMPENSATION FUND		
Public Safety		
City Attorney		
	Diesel Apparatus	100,000
	Total Public Safety One-Time Improvements	**100,000**

Key Result Area	One-Time Improvement Description	Total Amount Funded
Support Services		
City Attorney		
	One-Time Technological Improvements	7,000
	Total Support Services One-Time Improvements	**7,000**
	TOTAL ONE-TIME IMPROVEMENTS FOR THE WORKERS COMPENSATION FUND	***107,000***
	TOTAL ONE-TIME IMPROVEMENTS - ALL FUNDS	***3,002,410***

Reorganizations

FY 98 REORGANIZATIONS

Key Result Area	Reorganization Description	Total Amount Funded
GENERAL FUND		
Arts & Cultural Affairs		
	Assumption of Carver Cultural Community Center Activities	538,390
	Net change in funding for Arts & Cultural Affairs due to Reorganizations	***538,390***
Community Initiatives		
	Removal of Carver Center	-538,390
	Net change in funding for Community Initiatives due to Reorganizations	***-538,390***
Intergovernmental Relations		
	Intergovernmental Relations - Loss of Youth Services, Neighborhood Action Programs	-223,943
	Net change in funding for Intergovernmental Relations due to Reorganizations	***-223,943***
Neighborhood Action		
	Combination of Neighborhood Action Department	122,599
	Net change in funding for Neighborhood Action due to Reorganizations	***122,599***
Parks and Recreation		
	Nelson W. Wolff Municipal Stadium	-668,066
	Youth Initiatives	101,344
	Net change in funding for Parks and Recreation due to Reorganizations	***-566,722***
Public Works		
	New Funding Source for Stormwater Activities	-7,054,448
	Net change in funding for Public Works due to Reorganizations	***-7,054,448***
Transfers		
	Support for Nelson W. Wolff Municipal Stadium	95,206
	Net change in funding for Transfers due to Reorganizations	***95,206***
	TOTAL NET CHANGE WITHIN THE GENERAL FUND	***-7,627,308***

Key Result Area	Reorganization Description	Total Amount Funded
NELSON W. WOLFF STADIUM FUND		
Alamodome		
	Net Assumption of Nelson W. Wolff Stadium Activities	572,860
	Net change in funding for Alamodome due to Reorganizations	***572,860***
	TOTAL NET CHANGE WITHIN THE NELSON W. WOLFF STADIUM FUND	***572,860***
STORMWATER OPERATING FUND		
Public Works		
	New Funding Source for Stormwater Activities	7,054,448
	Net change in funding for Public Works due to Reorganizations	***7,054,448***
	TOTAL NET CHANGE WITHIN THE STORMWATER OPERATING FUND	***7,054,448***

Personnel Compensation

PERSONNEL COMPENSATION POLICY ISSUES

The City recognizes the dedication and commitment to public service portrayed by City employees. Among our most valuable assets, city employees are responsible for delivery of critical services to over a million citizens each day. Providing an enhanced compensation package was a top priority for the City Manager and Management Team in preparing the FY 98 Proposed Budget.

• COST -OF-LIVING INCREASE

A cost of living adjustment based on current salary levels will become effective October 1997. Employees who earn less than $20,000 will receive a 4% adjustment, employees earning between $20,000 and $60,000 will receive a 3% adjustment, and employees earning over $60,000 will receive a 2% adjustment. The cost of implementing this adjustment in the General Fund is $2.95 million and $ 1.83 million in Other Funds.

Performance Pay for outstanding employees who excel in their respective job responsibilities is included in the Proposed Budget. One of the main goals of the performance pay system in FY 98, is to reward teams of employees who must rely on each other to complete an assigned task. The performance pay will be based upon the recommendation of supervisors and Department Directors. The Proposed Budget includes $500,000 to implement a performance pay program. This amount equates to a 2% increase for approximately one-half the employees beginning in April 1998.. The cost to all Other Funds is $300,000.

Adjustments for the City's seven lowest pay ranges are recommended as part of the compensation package. Based on a compensation survey and job audits conducted by the Human Resources Department, the Proposed Budget includes funding for increasing the lowest starting salary for a full-time position from $11,640 to $12,500. Other changes to minimum salaries would range from a 0.33% to 7.39% increase. Eighty two job classes are impacted at a cost of $54,893 in the General Fund and $33,960 in all Other Funds.

The fourth and final year of the City's collective bargaining agreements with the San Antonio Chapter Local 624 of the International Association of Firefighters and the San Antonio Police Officers Association. Included in the Proposed Budget is funding for a 3% wage increase, health insurance increases, CLEAT insurance increases, longevity increases, and pension contribution increases. The Police Department proposed budget will receive $4.2 million for contractual related increases. The Fire Department and Emergency Medical Services proposed budgets include a total of $2.94 million for contractual related increases.

• EMPLOYEE ASSISTANCE PROGRAM

A new initiative included in the FY 98 Proposed Budget is the implementation of a Employee Assistance Program. The program will provide counseling services to employees experiencing marital or family problems, alcoholism, substance abuse, or legal and financial difficulties. The program will also provide support and guidance through the counseling process

• HOLIDAY SCHEDULE

A proposed holiday schedule for FY 98, which begins October 1, 1997, can be found on the following page. The schedule includes the same number of holidays (11 holidays and 1 floating holiday) as was approved in the Adopted FY 97 Budget.

Holidays

The City Council has approved 12 Holidays (11 scheduled and 1 floating - 96 hours) for the 1997-98 Fiscal Year, which begins October 1, 1998. Those holidays are:

Holiday	Day	Date
Veteran's Day	Tuesday	November 11, 1997
Thanksgiving Day	Thursday	November 28, 1997
Day After Thanksgiving	Friday	November 29, 1997
Christmas Day	Thursday	December 25, 1997
New Year's Day	Thursday	January 1, 1998
Martin Luther King	Monday	January 19, 1998
President's Day	Monday	February 16, 1998
Fiesta San Jacinto	Friday	April 24, 1998
Memorial Day	Monday	May 25, 1998
Independence Day	Friday	July 3, 1998
Labor Day	Monday	September 7, 1998

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		
Rosh Hashanah	Thursday	October 2, 1997
Columbus Day	Monday	October 13, 1997
Hanukkah/Christmas Eve	Wednesday	December 24, 1997
Day After Christmas	Friday	December 27, 1996
New Year's Eve	Wednesday	December 31, 1997
Day After New Year	Friday	January 2, 1998
Good Friday	Friday	April 10, 1998
Easter Monday	Monday	April 13, 1998
Emancipation Day	Friday	June 19, 1998
Diez y Seis	Wednesday	September 16, 1998
Rosh Hashanah	Monday	September 21, 1998
Yom Kippur	Wednesday	September 30, 1998

All Funds


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

1997-98 ALL FUNDS
BUDGET SUMMARY

ORGANIZATIONS	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT/ HOME	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY
Departmental Appropriations						
Alamodome	$ 0	$ 0	$ 0	$ 8,261,747	$ 0	$ 0
Asset Management	582,183	0	0	0	0	0
Arts & Cultural Affairs	538,390	0	1,259,231	789,627	0	0
Aviation	0	0	7,422,688	0	11,741,694	0
Building Inspections	4,674,295	0	0	0	0	0
City Attorney	2,703,219	216,406	0	0	0	0
City Clerk	782,515	0	0	0	0	0
City Manager	892,764	0	0	0	0	0
Code Compliance	3,268,693	163,212	43,339	0	0	0
Community Initiatives	6,659,224	183,012	68,753,488	0	0	0
Convention Facilities	0	0	0	10,351,476	0	0
Convention & Visitors Bureau	0	0	0	11,923,462	0	0
Economic Development	1,225,617	145,280	4,831,673	0	0	163,556
Finance	5,432,528	43,500	0	0	0	0
Finance/Self-Ins. Programs	0	0	0	0	0	0
Fire	80,185,333	0	293,044	29,509,910	0	0
Health	12,966,092	0	13,336,525	1,730,285	0	150,191
Housing and Community Development	0	8,589,552	0	0	0	0
Human Resources	1,720,959	0	0	0	0	0
Information Services	0	0	0	0	0	0
International Affairs	331,303	0	0	349,896	0	386,662
Library	14,279,936	0	1,071,414	0	0	0
Mayor & Council	433,726	0	0	0	0	0
Municipal Court	8,324,262	0	0	0	0	0
Neighborhood Action	423,918	490,410	0	0	0	0
Parks & Recreation	35,561,560	388,212	514,390	0	790,180	94,542
Planning	2,387,767	227,220	150,000	0	0	0
Police	172,763,940	0	9,451,045	615,121	0	0
Public Works	17,094,349	270,000	0	30,397,580	1,969,139	0
Purchasing & General Services	0	0	0	0	0	0
Solid Waste	0	0	0	0	449,566	0
Special Purpose Offices						
Budget & Management Analysis	1,149,940	0	0	0	0	0
Community Relations	823,549	0	0	0	0	0
Convention Center Expansion	0	0	0	391,345	8,877,950	0
Council Support	606,581	0	0	0	0	0
Internal Review	1,081,044	114,870	0	0	0	0
Municipal Elections	0	0	0	0	0	0
Intergovernmental Relations	496,989	0	0	0	0	0
Non-Departmental/ Non-Operating	21,166,425	0	0	592,997	0	0
Contribution to Other Agencies	4,137,430	7,641,001	0	2,711,474	0	0
Special Projects	1,608,000	0	0	0	0	0
G.O. Debt Service	0	0	0	0	71,590,570	0
Total Net Appropriations	$ *404,302,531*	$ *18,472,675*	$ *107,126,837*	$ 97,624,920	$ *95,419,099*	$ *794,951*
Transfers	$ *53,500,441*	$ *0*	$ *0*	$ *23,524,868*	$ *0*	$ *34,000*
TOTAL APPROPRIATIONS	$ **457,802,972**	$ **18,472,675**	$ **107,126,837**	$ **121,149,788**	$ **95,419,099**	$ **828,951**

1997-98 ALL FUNDS
BUDGET SUMMARY

ENTERPRISE FUNDS	TOTAL OPERATING FUNDS	CAPITAL PROJECTS	TOTAL OPERATING/ CAPITAL PROJECTS FUND	INTERNAL SERVICE FUND	ORGANIZATIONS
					Departmental Appropriations
$ 0	$ 8,261,747	$ 0	$ 8,261,747	$ 0	Alamodome
0	582,183	2,935,000	3,517,183	0	Asset Management
0	2,587,248	0	2,587,248	0	Arts & Cultural Affairs
26,850,590	46,014,972	41,678,000	87,692,972	0	Aviation
0	4,674,295	0	4,674,295	0	Building Inspections
0	2,919,625	0	2,919,625	0	City Attorney
0	782,515	0	782,515	0	City Clerk
0	892,764	0	892,764	0	City Manager
0	3,475,244	0	3,475,244	0	Code Compliance
0	75,595,724	1,000,000	76,595,724	0	Community Initiatives
0	10,351,476	0	10,351,476	0	Convention Facilities
0	11,923,462	0	11,923,462	0	Convention & Visitors Bureau
0	6,366,126	0	6,366,126	0	Economic Development
0	5,476,028	0	5,476,028	0	Finance
0	0	0	0	57,362,365	Finance/Self-Ins. Programs
0	109,988,287	5,521,000	115,509,287	0	Fire
0	28,183,093	0	28,183,093	0	Health
0	8,589,552	0	8,589,552	0	Housing and Community Development
0	1,720,959	0	1,720,959	0	Human Resources
0	0	1,000,000	1,000,000	12,553,225	Information Services
0	1,067,861	0	1,067,861	0	International Affairs
0	15,351,350	2,279,000	17,630,350	0	Library
0	433,726	0	433,726	0	Mayor & Council
0	8,324,262	0	8,324,262	0	Municipal Court
0	914,328	0	914,328	0	Neighborhood Action
5,820,993	43,169,877	17,189,000	60,358,877	0	Parks & Recreation
0	2,764,987	0	2,764,987	0	Planning
0	182,830,106	2,135,000	184,965,106	0	Police
4,935,890	54,666,958	83,370,000	138,036,958	0	Public Works
0	0	0	0	37,815,604	Purchasing & General Services
36,357,795	36,807,361	0	36,807,361	0	Solid Waste
					Special Purpose Offices
0	1,149,940	0	1,149,940	0	Budget & Management Analysis
0	823,549	0	823,549	0	Community Relations
0	9,269,295	67,158,000	76,427,295	0	Convention Center Expansion
0	606,581	0	606,581	0	Council Support
0	1,195,914	0	1,195,914	0	Internal Review
0	0	0	0	0	Municipal Elections
0	496,989	0	496,989	0	Intergovernmental Relations
0	21,759,422	0	21,759,422	0	Non-Departmental/ Non-Operating
0	14,489,905	0	14,489,905	0	Contribution to Other Agencies
0	1,608,000	0	1,608,000	0	Special Projects
0	71,590,570	0	71,590,570	0	G.O. Debt Service
$ *73,965,268*	$ *797,706,281*	$ *224,265,000*	$ *1,021,971,281*	$ *107,731,194*	*Total Net Appropriations*
$ *21,845,026*	$ 98,904,335	$ *0*	$ 98,904,335	$ *2,438,152*	*Transfers*
$ **95,810,294**	$ **896,610,616**	$ **224,265,000**	$ **1,120,875,616**	$ **110,169,346**	**TOTAL APPROPRIATIONS**

PROPOSED ANNUAL BUDGET 1997-98
COMBINED BUDGET SUMMARY OF ALL FUND TYPES

	GOVERNMENTAL FUND TYPE		
	GENERAL	SPECIAL REVENUE	DEBT SERVICE
BEGINNING BALANCE	$ 36,938,411	$ 18,780,907	$ 53,919,864
REVENUES			
Taxes	$ 236,183,755	$ 26,890,000	$ 68,247,600
Licenses and Permits	9,447,793	0	0
Intergovernmental	2,337,070	2,622,601	0
Revenues from Utilities	139,347,000	13,498,200	0
Charges for Services	20,380,472	19,334,983	0
Fines & Forfeits	10,050,700	433,798	0
Miscellaneous	8,255,730	2,206,096	4,575,382
Grants	0	0	0
Subtotal Revenues	$ *426,002,520*	$ *64,985,678*	$ *72,822,982*
Transfers from other funds	$ *12,911,054*	$ *53,519,173*	$ *881,245*
TOTAL REVENUES	$ **438,913,574**	$ **118,504,851**	$ **73,704,227**
TOTAL AVAILABLE FUNDS	$ **475,851,985**	$ **137,285,758**	$ **127,624,091**
APPROPRIATIONS			
Current:			
General Government	$ 54,753,799	$ 615,121	$ 0
Public Safety	260,892,261	0	0
Streets and Roadways	17,094,349	30,388,330	0
Health Services	12,966,092	31,240,195	0
Environmental Protection and Control	0	0	0
Sanitation	0	0	0
Welfare	6,659,224	0	0
Culture and Recreation	50,379,886	668,006	0
Convention and Tourism	331,303	34,704,018	0
Conservation	0	0	0
Urban Redevelopment & Housing	0	0	0
Economic Development and Opportunity	1,225,617	0	0
Capital Projects	0	9,250	0
Debt Service	0	8,877,950	71,590,570
Subtotal Appropriations	$ *404,302,531*	$ *106,502,870*	$ *71,590,570*
Transfers to other funds	$ *53,500,441*	$ *23,524,868*	$ *0*
TOTAL APPROPRIATIONS	$ **457,802,972**	$ **130,027,738**	$ **71,590,570**
GROSS ENDING FUND BALANCE	$ **18,049,013**	$ **7,258,020**	$ **56,033,521**

PROPOSED ANNUAL BUDGET 1997-98
COMBINED BUDGET SUMMARY OF ALL FUND TYPES

PROPRIETARY FUND TYPES	FIDUCIARY FUND TYPES		TOTAL	
ENTERPRISE	TRUST AND AGENCY	CATEGORICAL GRANTS	ALL FUNDS 1997-98	
$ 44,354,676	$ 755,721,385	$ 0	$ 909,715,242	**BEGINNING BALANCE**
				REVENUES
$ 0	$ 0	$ 0	$ 331,321,355	Taxes
0	0	0	9,447,793	Licenses and Permits
448,362	150,191	0	5,558,224	Intergovernmental
136,530	0	0	139,693,730	Revenues from Utilities
85,875,752	30,000	0	138,909,207	Charges for Services
26,000	0	0	10,510,498	Fines & Forfeits
2,676,260	189,360	0	17,902,828	Miscellaneous
0	0	125,599,512	125,599,512	Grants
$ 89,162,904	$ 369,551	$ 125,599,512	$ 778,943,147	*Subtotal Revenues*
$ 17,551,126	$ 528,863	$ 0	$ 85,391,461	*Transfers from other funds*
$ 106,714,030	$ 898,414	$ 125,599,512	$ 864,334,608	**TOTAL REVENUES**
$ 151,068,706	$ 756,619,799	$ 125,599,512	$ 1,774,049,850	**TOTAL AVAILABLE FUNDS**
				APPROPRIATIONS
				Current:
$ 4,967,610	$ 0	$ 8,542,027	$ 68,878,557	General Government
0	0	9,950,640	270,842,901	Public Safety
0	0	270,000	47,752,679	Streets and Roadways
0	0	13,336,525	57,542,812	Health Services
0	150,191	0	150,191	Environmental Protection and Control
36,357,795	0	0	36,357,795	Sanitation
0	0	68,936,500	75,595,724	Welfare
5,820,993	94,542	3,233,247	60,196,674	Culture and Recreation
0	386,662	0	35,421,983	Convention and Tourism
0	0	0	0	Conservation
0	0	8,930,932	8,930,932	Urban Redevelopment & Housing
0	163,556	4,976,953	6,366,126	Economic Development and Opportunity
26,818,870	0	7,422,688	34,250,808	Capital Projects
14,950,579	0	0	95,419,099	Debt Service
$ 88,915,847	$ 794,951	$ 125,599,512	$ 797,706,281	*Subtotal Appropriations*
$ 21,845,026	$ 34,000	$ 0	$ 98,904,335	*Transfers to other funds*
$ 110,760,873	$ 828,951	$ 125,599,512	$ 896,610,616	**OTAL APPROPRIATIONS**
$ 40,307,832	$ 755,790,848	$ 0	$ 877,439,234	**GROSS ENDING FUND BALANCE**

PERSONNEL SCHEDULE BY FUND AND DEPARTMENT
FY 1997-98 PROPOSED BUDGET

GENERAL FUND	FY 1995-96 AUTHORIZED	FY 1996-97 AUTHORIZED	FY 1997-98 PROPOSED	NET CHANGE IN POSITIONS
Arts & Cultural Affairs	0	0	8	+8
Asset Management	11	11	11	0
Budget & Management Analysis	24	20	20	0
Building Inspections	100	109	111	+2
City Attorney	60	61	52	-9
City Clerk	17	17	17	0
City Manager	11	11	11	0
Code Compliance	64	64	71	+7
Community Initiatives	214	205	193	-12
Community Relations	14	14	14	0
Council Support	16	16	16	0
Defense Transition	3	0	0	0
Economic Development	25	24	24	0
Emergency Medical Services	310	311	316	+5
Finance	104	102	102	0
Fire	1,039	1,048	1,054	+6
Health	357	356	357	+1
Human Resources	35	35	35	0
Internal Review	20	23	23	0
International Affairs	6	6	6	0
Library	465	470	478	+8
Municipal Courts	208	210	208	-2
Neighborhood Action	0	0	8	+8
Non-Departmental/Non-Operating	0	0	4	+4
Parks & Recreation	1,133	1,146	1,155	+9
Planning	49	48	50	+2
Police	2,588	2,662	2,728	+66
Public Works	393	391	392	+1
Spec. Proj./Intergov. Rel./Youth Init.	9	7	4	-3
Streets Maint. & Improve	478	509	314	-195
TOTAL GENERAL FUND	**7,753**	**7,876**	**7,782**	**-94**
OTHER FUNDS				
Alamodome	60	59	68	+9
Aviation	425	434	442	+8
Convention Center Expansion Project	3	4	7	+3
Fiduciary	18	18	22	+4
Self Insurance	53	56	68	+12
Golf Revenue Fund	143	143	143	0
Hotel/Motel Tax Fund	385	388	395	+7
Information Services	159	159	156	-3
Internal Services/Temporary Services	150	150	150	0
Public Health Support Fund	79	78	78	0
Parking Facilities	132	145	150	+5
Public Works/Solid Waste	643	637	600	-37
Purchasing and General Services	242	224	228	+4
Stormwater Operations	0	0	209	+209
TOTAL OTHER FUNDS	**2,492**	**2,495**	**2,716**	**+221**
TOTAL ALL FUNDS	**10,245**	**10,371**	**10,498**	**+127**

PERSONNEL SCHEDULE
REGULAR AND UNIFORMED EMPLOYEES

SUMMARY OF PROPOSED 1997-98 POSITIONS BY TYPE

		AUTHORIZATION
REGULAR		7,227
UNIFORM		
	Police	1,943
	Fire	1,328
	Sub-total	3,271
TOTAL		**10,498**

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

GRANT FUNDED EMPLOYEES
SUMMARY OF PROPOSED 1997-98 POSITIONS

ARTS	12
AVIATION	0
CODE COMPLIANCE	1
COMMUNITY INITIATIVES	364
ECONOMIC DEVELOPMENT	4
FIRE	3
HEALTH	352
HOUSING & COMMUNITY DEVELOPMENT	20
LIBRARY	12
PARKS	0
PLANNING	1
POLICE	40
TOTAL	**809**

CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Tax Supported Funds

GENERAL FUND
SUMMARY OF PROPOSED BUDGET
AVAILABLE FUNDS

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 50,826,873	$ 47,060,160	$ 54,174,583	$ 36,938,411
Accounting Adjustment	(399,510)	0	0	0
Net Balance	**$ 50,427,363**	**$ 47,060,160**	**$ 54,174,583**	**$ 36,938,411**
Revenue				
City Sales Tax	$ 103,032,541	$ 106,175,000	$ 108,856,054	$ 112,600,702
Liquor by the Drink Tax	2,511,937	2,453,000	2,512,000	2,565,000
Current Property Tax	91,780,793	95,068,763	96,277,736	99,157,843
Delinquent Property Tax	1,587,046	1,633,800	1,161,874	1,402,750
Penalty and Interest on Delinquent Taxes	1,199,117	1,029,290	1,025,400	1,102,340
Judgments	0	0	20	0
Business and Franchise Tax	14,523,942	14,758,880	16,408,158	19,355,120
Licenses and Permits	9,438,492	8,946,090	9,193,130	9,447,793
City Public Service Board	133,091,351	128,885,000	130,193,000	134,509,000
San Antonio Water System	4,799,553	4,795,000	4,795,000	4,838,000
SAWS - Stormwater	6,513,000	6,684,373	6,684,000	0
Other Agencies	2,141,719	2,123,980	2,293,710	2,337,070
Charges for Current Services				
General Government	4,492,574	4,877,934	4,440,130	4,801,061
Planning	1,273,826	1,128,580	1,271,208	1,357,511
Public Safety	3,298,863	3,331,040	3,345,937	4,760,607
Highways/Streets/Sanitation	65,545	66,310	65,580	99,097
Health	1,793,147	1,681,175	1,743,723	1,719,848
Recreation and Culture	7,498,529	7,909,770	7,542,330	7,642,348
Fines	9,051,481	9,279,350	8,965,110	10,050,700
Miscellaneous Revenue				
Sale of Property	992,980	962,240	948,700	951,700
Use of Money and Property	4,299,945	3,492,090	3,994,564	3,703,872
Recovery of Expenditures	1,769,736	1,028,800	1,095,014	1,155,558
Miscellaneous	511,419	567,609	371,032	83,150
Interfund Charges	2,139,378	2,311,450	2,306,450	2,361,450
TOTAL REVENUE	**$ 407,806,914**	**$ 409,189,524**	**$ 415,489,860**	**$ 426,002,520**
TRANSFERS FROM OTHER FUNDS	**$ 11,497,098**	**$ 11,105,104**	**$ 10,850,001**	**$ 12,911,054**
TOTAL REVENUE AND TRANSFERS	**$ 419,304,012**	**$ 420,294,628**	**$ 426,339,861**	**$ 438,913,574**
TOTAL AVAILABLE FUNDS	**$ 469,731,375**	**$ 467,354,788**	**$ 480,514,444**	**$ 475,851,985**

GENERAL FUND
SUMMARY OF PROPOSED BUDGET
APPROPRIATIONS

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
APPROPRIATIONS				
Departmental Appropriations:				
Asset Management	$ 496,246	$ 607,691	$ 599,030	$ 582,183
Arts & Cultural Affairs	0	0	0	538,390
Building Inspections	3,996,957	4,393,012	4,350,397	4,674,295
City Attorney	3,069,813	3,061,422	3,061,410	2,703,219
City Clerk	844,172	780,920	753,319	782,515
City Manager	799,568	870,780	849,253	892,764
Code Compliance	2,634,291	2,756,110	2,718,973	3,268,693
Community Initiatives	6,765,058	6,859,507	6,634,664	6,659,224
Economic Development	1,071,573	1,157,662	1,140,946	1,225,617
Finance	4,726,050	5,184,296	5,007,338	5,432,528
Fire	71,057,152	73,000,761	73,832,286	80,185,333
Health	12,629,853	12,736,833	12,712,073	12,966,092
Human Resources	1,676,864	1,814,025	1,740,374	1,720,959
International Affairs	342,382	328,553	304,611	331,303
Library	13,334,900	13,986,995	13,624,500	14,279,936
Mayor and Council	352,984	385,215	350,622	433,726
Municipal Court	7,706,398	8,132,556	8,058,685	8,324,262
Neighborhood Action	0	0	0	423,918
Parks and Recreation	33,637,273	34,480,321	33,904,533	35,561,560
Planning	2,106,156	2,146,225	2,084,817	2,387,767
Police	149,171,316	162,475,819	161,600,444	172,763,940
Public Works	15,678,971	16,800,683	16,729,106	17,094,349
Special Purpose Offices				
Budget & Management Analysis	1,061,558	1,103,820	1,008,761	1,149,940
Community Relations	376,918	802,599	755,078	823,549
Council Support	621,470	596,550	554,205	606,581
Internal Review	715,199	1,057,508	1,031,633	1,081,044
Municipal Elections	1,410	949,068	808,615	0
Special Projects Office	632,744	728,505	727,228	496,989
Non-Departmental/Non-Operating	15,759,495	17,779,386	14,619,835	21,166,425
Agencies	3,981,293	4,158,250	4,158,250	4,137,430
Special Projects	1,888,830	5,300,000	5,300,000	1,608,000
Transfers				
Emergency Medical Services	19,625,948	20,799,928	20,722,228	20,115,552
Streets and Drainage	28,902,860	29,572,109	29,572,109	24,098,481
Other Transfers	9,891,090	14,472,775	14,260,710	9,286,408
Total Appropriations	*$ 415,556,792*	*$ 449,279,884*	*$ 443,576,033*	*$ 457,802,972*
TOTAL AVAILABLE FUNDS	**$ 469,731,375**	**$ 467,354,788**	**$ 480,514,444**	**$ 475,851,985**
GROSS ENDING BALANCE	**$ 54,174,583**	**$ 18,074,904**	**$ 36,938,411**	**$ 18,049,013**
RESERVE FOR REVENUE LOSS	**$ 16,000,000**	**$ 18,000,000**	**$ 18,000,000**	**$ 18,000,000**
ENDING BALANCE	**$ 38,174,583**	**$ 74,904**	**$ 18,938,411**	**$ 49,013**

CURRENT PROPERTY TAX REVENUE
ALL TAX SUPPORTED FUNDS
SUMMARY OF PROPOSED BUDGET

Description:

The Bexar Appraisal District provides the City with the value, ownership, and taxability of property within the City limits. Property taxes are levied each year by the City on real property, mobile homes, and personal property at 100% of the appraised market value. In addition to providing General Fund operating support, property tax revenue is used to retire tax supported debt.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
ASSESSED VALUATION				
Real Property	$ 24,663,646,745	$ 26,243,783,229	$ 26,150,719,600	$ 27,168,266,621
Mobile Homes	26,810,210	27,210,260	29,253,160	30,737,750
Personal Property	5,085,504,950	5,262,315,072	5,256,716,840	5,498,485,909
Sub-Total	$ 29,775,961,905	$ 31,533,308,561	$ 31,436,689,600	$ 32,697,490,280
Less Exemptions				
Over 65	$ 2,323,008,291	$ 2,430,214,965	$ 2,445,814,850	$ 2,541,094,204
Disabled Veterans	19,558,573	75,496,310	75,091,350	77,379,224
Historic Property	37,628,085	28,695,685	28,628,500	28,239,120
Freeport Exemption	256,914,109	285,820,820	286,090,470	287,349,460
Tax Abatement	345,086,976	331,871,864	298,866,880	277,553,059
Transition Housing	40,900	0	0	0
TOTAL TAXABLE VALUE	$ 26,793,724,971	$ 28,381,208,917	$ 28,302,197,550	$ 29,485,875,213
TAX RATE/$100 VALUATION				
General Fund	0.34979	0.034712	0.34712	0.34669
G.O. Debt Service Fund	0.23000	0.02327	0.23267	0.23310
TOTAL TAX RATE	0.57979	0.057979	0.57979	0.57979
CURRENT PROPERTY TAX REVENUE				
Current Levy (Gross)	$ 155,347,338	$ 164,551,411	$ 164,093,311	$ 170,956,156
Less Delinquencies	3,173,540	5,759,299	3,281,866	5,128,685
CURRENT LEVY (NET)	$ 152,173,798	$ 158,792,112	$ 160,811,445	$ 165,827,471
PERCENT OF LEVY COLLECTED	97.96%	96.50%	98.00%	97.00%
DISTRIBUTION BY FUND				
General Fund	$ 91,807,159	$ 95,068,763	$ 96,277,736	$ 99,157,843
G.O. Debt Service Fund	60,366,639	63,723,349	64,533,709	66,669,628
CURRENT COLLECTIONS	$ 152,173,798	$ 158,792,112	$ 160,811,445	$ 165,827,471

DELINQUENT PROPERTY TAX REVENUE
ALL TAX SUPPORTED FUNDS
SUMMARY OF PROPOSED BUDGET

Description:

This schedule reflects estimated delinquent property tax revenue. Property taxes paid after January 31st are considered delinquent and are subject to various penalty and interest charges. Delinquent property tax revenues are dedicated to the support of General Fund operations and required debt service payments.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
DELINQUENT TAXES RECEIVABLE				
Real Property	$ 9,393,196	$ 9,397,270	$ 8,885,273	$ 9,015,550
Mobile Homes	284,497	301,700	302,107	322,660
Personal Property	5,884,828	5,873,390	6,225,273	5,969,180
TOTAL DELINQUENT TAXES RECEIVABLE	**$ 15,562,521**	**$ 15,572,360**	**$ 15,412,653**	**$ 15,307,390**
TAX RATE FOR DISTRIBUTION				
General Fund	$ 0.36066	$ 0.34979	$ 0.34979	$ 0.34712
G.O. Debt Service Fund	0.22731	0.02300	0.23000	0.23267
TOTAL TAX RATE	**$ 0.58797**	**$ 0.37279**	**$ 0.57979**	**$ 0.57979**
COLLECTIONS				
Real Property	$ 2,159,522	$ 2,169,830	$ 1,777,050	$ 1,932,340
Mobile Homes	9,474	8,300	5,300	8,060
Personal Property	438,187	469,870	143,500	356,150
TOTAL COLLECTIONS	**$ 2,607,183**	**$ 2,648,000**	**$ 1,925,850**	**$ 2,296,550**
PERCENT OF DELINQUENT TAXES COLLECTED	16.75%	17.00%	12.50%	15.00%
DISTRIBUTION BY FUND				
General Fund	$ 1,599,243	$ 1,597,550	$ 1,161,874	$ 1,374,943
G.O. Debt Service Fund	1,007,940	1,050,450	763,976	921,607
TOTAL DISTRIBUTION BY FUND	**$ 2,607,183**	**$ 2,648,000**	**$ 1,925,850**	**$ 2,296,550**

Special Revenue Funds

ALAMODOME REVENUE FUND
OPERATING AND MAINTENANCE FUND
SUMMARY OF PROPOSED BUDGET

Description:
The Alamodome is a multi-purpose facility that will be used for a variety of sporting events, convention activities as well as civic, religious, and social functions.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 1,785,407	$ 1,310,119	$ 1,381,489	$ 1,206,930
Accounting Adjustment	(51,638)	0	0	0
Net Balance	$ 1,733,769	$ 1,310,119	$ 1,381,489	$ 1,206,930
Revenue				
Facility Rental	$ 1,622,624	$ 1,330,853	$ 1,556,909	$ 1,784,939
Office & Club Rental	270,000	280,040	270,000	280,040
Club Level Revenue	393,807	284,087	186,215	210,971
Concessions Revenue	2,482,098	2,365,202	2,222,176	2,774,226
Advertising	275,000	285,230	275,000	285,230
Parking	437,396	597,307	576,925	604,590
Tours	20,000	22,500	12,569	13,000
Box Office	126,463	176,230	148,425	211,868
Facility Fee	272,390	282,075	264,948	325,959
Utilities	191,232	226,150	163,681	210,200
Reimbursable Expenses	1,041,004	991,144	1,032,997	1,151,845
Supplemental Rental	250,000	250,000	250,000	250,000
Interest on Time Deposits	105,204	110,000	149,365	115,850
Other Reimbursable Expenses	258,558	258,330	325,980	225,000
Miscellaneous	90,378	59,920	100,417	46,130
Total Operating Revenues	$ 7,836,154	$ 7,519,068	$ 7,535,607	$ 8,489,848
TOTAL AVAILABLE FUNDS	$ 9,569,923	$ 8,829,187	$ 8,917,096	$ 9,696,778
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 3,156,982	$ 3,010,010	$ 3,408,170	$ 3,469,799
Contractual Services	2,613,635	2,751,100	2,291,386	2,840,132
Commodities	277,785	303,310	278,940	405,260
Other Expenditures	651,840	685,360	894,160	726,550
Capital Outlay	28,893	0	85,320	152,000
Subtotal Operating	$ *6,729,135*	$ *6,749,780*	$ *6,957,976*	$ *7,593,741*
Transfers to:				
Hotel/Motel Tax Fund	$ 0	$ 8,550	$ 2,850	$ 0
C.O. Debt Service	439,721	499,340	499,340	498,840
R & I Fund	763,052	348,277	250,000	306,954
Improvement & Contingency Fund	256,526	49,138	0	28,477
Subtotal Transfers	$ *1,459,299*	$ *905,305*	$ *752,190*	$ *834,271*
TOTAL APPROPRIATIONS	$ 8,188,434	$ 7,655,085	$ 7,710,166	$ 8,428,012
GROSS ENDING BALANCE	$ 1,381,489	$ 1,174,102	$ 1,206,930	$ 1,268,766
RESERVE FOR REVENUE LOSS	$ 1,381,489	$ 1,124,963	$ 1,139,511	$ 1,240,290
ENDING BALANCE	$ 0	$ 49,139	$ 67,419	$ 28,476

SPECIAL REVENUE FUND
CAPITAL IMPROVEMENTS RESERVE FUND
SUMMARY OF PROPOSED BUDGET

Description:

In June 1982, the City established a Capital Improvements Reserve Fund to account for revenues dedicated to provide pay-as-you-go financing on a limited basis. Specific revenues include the sale of fixed assets, sale of surplus land, right-of-way and interest on time deposits. This special revenue fund has improved the financial flexibility of capital projects and minimized the impact of project shortfalls of the operating budget.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 4,974,847	$ 3,454,657	$ 5,108,711	$ 2,681,928
Accounting Adjustment	(466,675)	0	0	0
Net Balance	$ 4,508,172	$ 3,454,657	$ 5,108,711	$ 2,681,928
Revenue				
Sale of Surplus Land	$ 172,961	$ 194,100	$ 500,000	$ 350,000
Sale of Fixed Assets	30,542	6,000	140,000	100,000
Interest on Time Deposits	101,007	260,000	415,951	100,000
Developer Street Lights	266,941	200,000	200,000	200,000
Transfer from General Fund	1,300,000	5,120,550	4,920,550	700,000
Trf. from Sale of Rogers Cable System Fund	196,169	0	0	0
Net Transfer from Closed Capital Projects	82,905	0	0	0
Total Revenue & Transfers	$ 2,150,525	$ 5,780,650	$ 6,176,501	$ 1,450,000
TOTAL AVAILABLE FUNDS	$ 6,658,697	$ 9,235,307	$ 11,285,212	$ 4,131,928
APPROPRIATIONS				
Operating Expenses				
Appraisal Services	$ 4,200	$ 6,700	$ 6,700	$ 7,000
Other Land Sale Expenses	0	200	200	250
Survey on Land Sales	0	1,700	1,700	2,000
Subtotal Operating	$ 4,200	$ 8,600	$ 8,600	$ 9,250
Transfers To:				
Municipal Facilities	$ 860,421	$ 1,484,000	$ 2,870,009	$ 700,000
Facilities ADA Improvements	0	120,000	120,000	163,200
Critical Facilities	1,400	1,504,490	0	1,565,610
District Contingency Fund	385,000	385,000	385,000	550,000
Traffic Signal Installation	298,965	349,500	390,675	350,000
Traffic Signal Maintenance	0	275,000	275,000	275,000
Environmental Services I & C Fund	0	0	0	100,000
MPO Grant Match	0	4,000,000	4,000,000	0
Transfer to Public Health	0	365,000	365,000	0
Hemisfair Water Re-use Project	0	200,000	0	0
Municipal Security	0	39,000	39,000	0
Fire Equipment Improvements	0	0	150,000	0
Subtotal Transfers	$ 1,545,786	$ 8,721,990	$ 8,594,684	$ 3,703,810
TOTAL APPROPRIATIONS	$ 1,549,986	$ 8,730,590	$ 8,603,284	$ 3,713,060
GROSS ENDING BALANCE	$ 5,108,711	$ 504,717	$ 2,681,928	$ 418,868
RESTRICTED RESERVE	$ 5,108,711	$ 504,717	$ 2,681,928	$ 418,868
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

SPECIAL REVENUE FUND
CONFISCATED PROPERTY FUND
SUMMARY OF PROPOSED BUDGET

Description:

The Confiscated Property Fund was established for the deposit and use of confiscated monies seized by the San Antonio Police Department The revenues will be used for the enhancement of Police operations.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 274,387	$ 730,215	$ 964,519	$ 1,301,314
Accounting Adjustment	1,413,406	0	0	0
Net Balance	$ 1,687,793	$ 730,215	$ 964,519	$ 1,301,314
Revenue				
Car Sales	$ 253,902	$ 175,200	$ 446,560	$ 361,952
Confiscated Property	510,913	434,000	383,360	433,798
Interest on Time Deposits	112,519	56,000	45,995	48,522
Total Revenue & Transfers	$ 877,334	$ 665,200	$ 875,915	$ 844,272
TOTAL AVAILABLE FUNDS	$ 2,565,127	$ 1,395,415	$ 1,840,434	$ 2,145,586
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 46,263	$ 42,000	$ 72,650	$ 114,808
Contractual Services	91,084	548,150	41,175	412,267
Commodities	14,259	41,450	17,200	17,950
Other Expenditures	0	0	0	0
Capital Outlay	1,449,002	69,000	84,600	70,096
Subtotal Operating	$ *1,600,608*	$ *700,600*	$ *215,625*	$ *615,121*
Transfers to:				
Equip Renewal & Replacement	$ 0	$ 0	$ 323,495	$ 323,493
SAPD Property Room	0	0	0	0
Subtotal Transfers	$ *0*	$ *0*	$ *323,495*	$ *323,493*
TOTAL APPROPRIATIONS	$ 1,600,608	$ 700,600	$ 539,120	$ 938,614
GROSS ENDING BALANCE	$ 964,519	$ 694,815	$ 1,301,314	$ 1,206,972
RESTRICTED RESERVE	$ 964,519	$ 694,815	$ 1,301,314	$ 1,206,972
NET ENDING BALANCE	$ 0	$	$ 0	$ 0

SPECIAL REVENUE FUND
CONVENTION CENTER EXPANSION PROJECT
SUMMARY OF PROPOSED BUDGET

Description:
The Convention Center Expansion Project Fund was established to record all operating expenditures and revenues associated with the development and expansion of the Convention Center.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 12,054	$ 57,219	$ 10,318	$ 20,418
Accounting Adjustment	(1,575)	0	0	0
Net Balance	$ **10,479**	$ **57,219**	$ **10,318**	$ **20,418**
Revenue				
Recovery of Current Year Expense	$ 116	$ 0	$ 0	$ 0
Contr. from Conv. Ctr. Exp. Cap. Proj.	305,429	369,586	405,903	601,612
Contribution from 2% Hotel/Motel Tax	0	0	0	7,908,321
Interest on Time Deposits	39	40	631	180
Total Revenue & Transfers	$ **305,584**	$ **369,626**	$ **406,534**	$ **8,510,113**
TOTAL AVAILABLE FUNDS	$ **316,063**	$ **426,845**	$ **416,852**	$ **8,530,531**
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 147,140	$ 154,344	$ 151,617	$ 290,428
Contractual Services	70,237	60,875	65,029	81,725
Commodities	6,062	5,100	5,100	6,952
Other Expenditures	1,630	1,230	1,610	1,140
Capital Outlay	2,104	3,060	3,060	11,100
Subtotal Operating	$ *227,173*	$ *224,609*	$ *226,416*	$ *391,345*
Transfers to:				
General Fund	$ 78,572	$ 165,320	$ 154,221	$ 173,811
Self Insurance Fund	0	15,797	15,797	50,183
Debt Services	0	0	0	7,908,321
Subtotal Transfers	$ 78,572	$ 181,117	$ 170,018	$ 8,132,315
TOTAL APPROPRIATIONS	$ **305,745**	$ **405,726**	$ **396,434**	$ **8,523,660**
GROSS ENDING BALANCE	$ **10,318**	$ **21,119**	$ **20,418**	$ **6,871**
RESTRICTED RESERVE	$ **10,318**	$ **21,119**	$ **20,418**	$ **6,871**
NET ENDING BALANCE	$ **0**	$ **0**	$ **0**	$ **0**

SPECIAL REVENUE FUND
EMERGENCY MEDICAL SERVICES FUND
SUMMARY OF PROPOSED BUDGET

Description:

The Emergency Medical Service Fund was established in FY 1976-77 to account for revenue and expenditures made in conjunction with the City's Emergency Medical Service. The Emergency Medical Service provides life support at the emergency site and medical assistance enroute to medical facilities. Sources of revenues are service fees, fees from participating municipalities, and funds transferred from the General Fund.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ (81,108)	$ 43,355	$ 64,433	$ 708,307
Accounting Adjustment	(313,990)	0	0	0
Net Balance	$ (395,098)	$ 43,355	$ 64,433	$ 708,307
Revenue				
Ambulance Service Fee	$ 5,198,673	$ 5,463,758	$ 5,828,992	$ 6,240,825
Interest on Time Deposits	15,326	24,500	39,961	44,625
Contribution from Other Agencies	2,479,398	2,376,460	2,456,056	2,395,101
Contribution from General Fund	19,625,948	20,799,928	20,722,228	20,115,552
EMS Records Search Fee	3,197	4,590	5,300	5,500
Other	2,309	3,700	0	0
Total Revenue & Transfers	$ 27,324,851	$ 28,672,936	$ 29,052,537	$ 28,801,603
TOTAL AVAILABLE FUNDS	$ 26,929,753	$ 28,716,291	$ 29,116,970	$ 29,509,910
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 21,980,751	$ 23,400,842	$ 23,117,597	$ 24,362,816
Contractual Services	2,529,872	2,513,368	2,480,939	2,704,465
Collection Expense	727,813	764,930	841,479	873,716
Commodities	1,062,471	1,156,798	1,043,528	1,159,518
Other Expenditures	382,350	323,380	429,070	328,750
Capital Outlay	182,063	496,978	496,050	80,645
Subtotal Operating	$ *26,865,320*	$ *28,656,296*	$ *28,408,663*	$ *29,509,910*
TOTAL APPROPRIATIONS	$ 26,865,320	$ 28,656,296	$ 28,408,663	$ 29,509,910
GROSS ENDING BALANCE	$ 64,433	$ 59,995	$ 708,307	$ 0
RESTRICTED RESERVE	$ 64,433	$ 59,995	$ 708,307	$ 0
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

SPECIAL REVENUE FUND
HOTEL-MOTEL TAX FUND
SUMMARY OF PROPOSED BUDGET

Description:

This self-sustaining fund includes the Convention and Visitors Bureau, Convention Facilities, Arts and Cultural Affairs and International Affairs. This fund also makes a transfer to the General Fund to support tourist related activities surrounding the Convention Center, such as HemisFair Park, the Riverwalk and La Villita.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 2,522,718	$ 4,004,079	$ 4,334,868	$ 3,173,779
Accounting Adjustment	42,201	0	0	0
Net Balance	$ 2,564,919	$ 4,004,079	$ 4,334,868	$ 3,173,779
Revenue				
Hotel-Motel Occupancy Tax	$ 26,609,267	$ 26,011,080	$ 26,696,620	$ 26,890,000
Convention Center Revenue	2,972,638	3,058,560	3,210,670	3,342,180
Municipal Auditorium Revenue	250,231	0	316,300	342,958
Miscellaneous Revenue	286,365	320,140	131,850	74,300
Interest on Time Deposits	111,255	74,300	177,269	212,310
Contribution from Closed Projects	67,114	170,000	0	0
Contribution from Alamodome	0	8,550	2,850	0
Total Revenue & Transfers	$ 30,296,870	$ 29,642,630	$ 30,535,559	$ 30,861,748
TOTAL AVAILABLE FUNDS	$ 32,861,789	$ 33,646,709	$ 34,870,427	$ 34,035,527
APPROPRIATIONS				
Operating Expenses:				
CONVENTION & VISITORS BUREAU				
Personal Services	$ 2,965,425	$ 3,078,470	$ 2,942,489	$ 3,315,801
Contractual Services	8,055,801	8,245,850	8,294,135	8,352,696
Commodities	194,752	78,890	99,442	165,410
Other Expenditures	82,530	63,840	83,290	62,280
Capital Outlay	128,771	26,910	26,910	27,275
Subtotal	$ *11,427,279*	$ *11,493,960*	$ *11,446,266*	$ *11,923,462*
ARTS & CULTURAL AFFAIRS				
Personal Services	$ 523,829	$ 547,780	$ 568,031	$ 574,996
Contractual Services	152,946	187,990	186,331	191,271
Commodities	16,091	15,210	15,740	14,110
Other Expenditures	9,270	1,280	2,530	1,250
Capital Outlay	8,433	30,000	31,228	8,000
Subtotal	$ *710,569*	$ *782,260*	$ *803,860*	$ *789,627*
CONVENTION FACILITIES				
Personal Services	$ 4,403,386	$ 5,308,150	$ 4,898,511	$ 5,637,116
Contractual Services	2,627,340	3,294,180	3,222,263	3,431,275
Commodities	463,698	415,020	413,592	353,855
Other Expenditures	710,790	772,360	1,007,670	779,230
Capital Outlay	127,644	147,140	147,140	150,000
Subtotal	$ *8,332,858*	$ *9,936,850*	$ *9,689,176*	$ *10,351,476*

SPECIAL REVENUE FUND
HOTEL-MOTEL TAX FUND
SUMMARY OF PROPOSED BUDGET
CONTINUATION

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
INTERNATIONAL AFFAIRS				
Personal Services	$ 202,403	$ 207,010	$ 205,396	$ 216,576
Contractual Services	89,175	81,490	68,896	79,010
Commodities	39,983	42,480	42,480	42,480
Other Expenditures	3,460	2,020	2,640	1,830
Capital Outlay	2,835	12,500	12,500	10,000
Subtotal	*$ 337,856*	*$ 345,500*	*$ 331,912*	*$ 349,896*
NON-DEPARTMENTAL				
Personal Services	$ 0	$ 0	$ 0	$ 107,770
Contractual Services	143,372	146,000	146,000	146,000
Commodities	0	0	0	0
Other Expenditures	375,244	320,186	342,896	323,986
Capital Outlay	0	0	0	15,241
Subtotal	*$ 518,616*	*$ 466,186*	*$ 488,896*	*$ 592,997*
CONTRIBUTIONS TO OTHER AGENCIES	*$ 2,847,508*	*$ 2,711,474*	*$ 2,707,208*	*$ 2,711,474*
TOTAL OPERATING EXPENSES				
Personal Services	*$ 8,095,043*	*$ 9,141,410*	*$ 8,614,427*	*$ 9,852,259*
Contractual Services	*11,068,634*	*11,955,510*	*11,917,625*	*12,200,252*
Commodities	*714,524*	*551,600*	*571,254*	*575,855*
Other Expenditures	*4,028,802*	*3,871,160*	*4,146,234*	*3,880,050*
Capital Outlay	*267,683*	*216,550*	*217,778*	*210,516*
Total Operating	*$ 24,174,686*	*$ 25,736,230*	*$ 25,467,318*	*$ 26,718,932*
Transfers to:				
General Fund	$ 740,943	$ 780,810	$ 780,810	$ 810,231
Support for History and Tourism	2,645,570	3,032,100	3,032,100	3,123,063
C. O. Debt Service	410,112	395,740	395,740	382,410
Improvement & Contingency Fund	350,000	1,970,000	1,710,000	585,000
Employee Benefits Insurance Fund	21,050	21,050	21,050	21,050
Contribution to Carver Community Center	75,000	154,250	154,250	154,250
CASA Program	75,000	97,380	135,380	139,171
Other Transfers	34,560	0	0	0
Subtotal Transfers	*$ 4,352,235*	*$ 6,451,330*	*$ 6,229,330*	*$ 5,215,175*
TOTAL APPROPRIATIONS	**$ 28,526,921**	**$ 32,187,560**	**$ 31,696,648**	**$ 31,934,107**
GROSS ENDING BALANCE	**$ 4,334,868**	**$ 1,459,149**	**$ 3,173,779**	**$ 2,101,420**
RESTRICTED RESERVE	**$ 4,334,868**	**$ 1,459,149**	**$ 1,459,149**	**$ 2,095,045**
NET ENDING BALANCE	**$ 0**	**$ 0**	**$ 1,714,630**	**$ 6,375**

HUMAN DEVELOPMENT FUND
SUMMARY OF PROPOSED BUDGET

Description:

The Human Development Fund is proposed to be established in FY 98 to initiate a separate accounting of City expenditures which support training, education, social and support services to disadvantaged residents. Grant matches provided for in this fund will leverage over $31 million in added funding from state and local sources to provide among other things child care, elderly nutritional services and elderly transportation services

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ N/A	$ N/A	$ N/A	$ 0
General Fund Transfer				
Grant Matches	$	$	$	$ 2,987,043
Delegate Agencies				3,135,232
Literacy Center Operations				853,893
After School Challenge Program				2,243,384
Library After School Pilot Program				50,000
S.A. Education Partnership				295,701
Total Revenue & Transfers	$	$	$	$ **9,565,253**
TOTAL AVAILABLE FUNDS	$	$	$	$ **9,565,253**
APPROPRIATIONS				
Transfers to General Fund				
Library - After School Pilot Program	$	$	$	$ 50,000
Parks & Recreation After School Challenge				2,243,384
Community Initiatives - Literacy Ctr. Operations				853,893
Community Initiatives - S.A. Education Partnership				295,701
Subtotal	$	$	$	$ *3,442,978*
Delegate Agencies:				
Education Partnerships				401,264
Year Round Youth Recreation Programs				113,740
Workforce Development				633,160
Senior Citizens Nutritional Program				79,878
Parenting Classes				259,825
Family Health				220,081
Gang/Youth Intervention Programs				550,462
Child Care				152,680
Domestic Violence/Victims Advocacy				52,216
Seniors & Disabled Persons Support Services				390,812
Emergency Assistance				281,114
Subtotal Delegate Agencies	$	$	$	$ *3,135,232*
Transfers for Grant Matches				
Nutrition Program	$	$	$	$ 1,694,743
Child Care Support				1,200,000
Supportive Services to the Elderly				92,300
Subtotal Grant Matches	$	$	$	$ *2,987,043*
TOTAL APPROPRIATIONS	$	$	$	$ **9,565,253**
GROSS ENDING BALANCE	$	$	$	$ 0
NET ENDING BALANCE	$	$	$	$ 0

SPECIAL REVENUE FUND
NELSON W. WOLFF STADIUM
SUMMARY OF PROPOSED BUDGET

Description:
The Wolff Stadium Fund was created as a centralizing mechanism for the various sources that fund sporting events, civic, and social functions at the facility. Centralization of funding sources will ensure efficient accountability for funds and performance. Most revenue is generated from charge for utilizing the facility and a transfer from the General Fund.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ N/A	$ N/A	$ N/A	$ 0
Net Balance	$	$	$	$ 0
Revenue				
Facility Rental	$	$	$	$ 141,300
Event Parking				115,500
Skyboxes				21,000
Food & Beverage				250,000
Advertising				40,000
Miscellaneous Income				5,000
Contribution from General Fund				95,206
Total Revenues & Transfers	$	$	$	$ 668,006
TOTAL AVAILABLE FUNDS	$	$	$	$ 668,006
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$	$	$	$ 326,325
Contractual Services				246,371
Commodities				58,936
Other Expenditures				13,870
Capital Outlay				22,504
Subtotal Operating	$	$	$	$ *668,006*
TOTAL APPROPRIATIONS	$	$	$	$ 668,006
GROSS ENDING BALANCE	$	$	$	$ 0
ENDING BALANCE	$	$	$	$ 0

SPECIAL REVENUE FUND
PUBLIC HEALTH SUPPORT REVENUE FUND
SUMMARY OF PROPOSED BUDGET

Description:

This special revenue fund was established during FY 1989-90 to account for the revenues and expenditures originating from the co-payment system The contract between the City of San Antonio and the Texas Department of Health which provides aid to the City's Health Department, requires that this patient co-payment system be implemented.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 2,093,089	$ 1,241,112	$ 2,039,578	$ 1,334,910
Accounting Adjustment	(34,659)	0	0	0
Net Balance	$ 2,058,430	$ 1,241,112	$ 2,039,578	$ 1,334,910
Revenue				
Medicaid/Medicare	$ 945,041	$ 578,000	$ 460,000	$ 328,000
Patient Co-Pay	242,525	205,650	216,300	216,800
Community First HMO	0	0	45,000	41,000
PCA HMO	0	0	25,000	10,000
U.T. Health Science Ctr.	0	0	6,000	5,000
Foreign Travel Vaccine	0	0	0	110,000
Interest on Time Deposits	120,197	40,000	98,416	61,688
Program Income	1,424	1,000	0	0
Contributions	6,000	1,000	0	0
Miscellaneous	0	0	22,000	10,000
Transfer from Cap. Imprv. Res. Fd.	0	365,000	365,000	0
Transfer from Unspent Funds	4,568	0	0	0
Total Revenue & Transfers	$ 1,319,755	$ 1,190,650	$ 1,237,716	$ 782,488
TOTAL AVAILABLE FUNDS	$ 3,378,185	$ 2,431,762	$ 3,277,294	$ 2,117,398
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 1,026,427	$ 1,601,387	$ 1,250,120	$ 1,348,315
Contractual Services	87,357	168,785	110,150	148,865
Commodities	116,966	135,050	118,100	212,370
Other Expenditures	22,433	21,855	11,730	20,735
Capital Outlay	77,730	0	12,250	0
Subtotal Operating	$ *1,330,913*	$ *1,927,077*	$ *1,502,350*	$ *1,730,285*
Transfers to:				
TB Clinic	$ 0	$ 0	$ 210,000	$ 0
Texas Healthy Steps	0	0	71,000	30,000
Public Health Support Grant	0	0	30,000	30,000
Renovation of Basilla Pharmacy	7,694	0	0	0
General Fund	0	140,150	129,034	106,411
Subtotal Transfers	$ *7,694*	$ *140,150*	$ *440,034*	$ *166,411*
TOTAL APPROPRIATIONS	$ 1,338,607	$ 2,067,227	$ 1,942,384	$ 1,896,696
GROSS ENDING BALANCE	$ 2,039,578	$ 364,535	$ 1,334,910	$ 220,702
RESTRICTED RESERVE	$ 2,039,578	$ 364,535	$ 1,334,910	$ 220,702
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

SPECIAL REVENUE FUND
STORMWATER OPERATING FUND
SUMMARY OF PROPOSED BUDGET

Description:

Beginning in FY 98, the Streets & Drainage Fund will only consist of Street operations. Drainage operations will be recorded in the Stormwater Fund. The Stormwater Fund was established to account for all revenues and expenditures associated with the operation and maintenance of all City Stormwater activities. Revenue is generated from a Stormwater fee. The Stormwater Program consists of several City activities that are responsible for Stormwater prevention, as well as reimbursement to the San Antonio Water System for their operations pertaining to Stormwater.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ N/A	$ N/A	$ N/A	$ 7,765,783
Revenue				
Stormwater Revenues	$	$	$	$ 13,288,000
Interest on Time Deposits				155,316
Total Revenue & Transfers	$	$	$	$ **13,443,316**
TOTAL AVAILABLE FUNDS	$	$	$	$ **21,209,099**
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$	$	$	$ 4,655,491
Contractual Services				1,983,276
SAWS - Reimbursement				4,230,400
Commodities				613,626
Other Expenditures				97,480
Capital Outlay				1,283,807
Subtotal Operating	$	$	$	$ *12,864,080*
Transfers to:				
Solid Waste Household Hazardous Waste	$	$	$	$ 448,362
General Fund - Parks & Recreation				930,203
General Fund - Drainage Engineering				494,856
General Fund - Indirect Costs				480,505
Subtotal Transfers	$	$	$	$ *2,353,926*
TOTAL APPROPRIATIONS	$	$	$	$ **15,218,006**
GROSS ENDING BALANCE	$	$	$	$ **5,991,093**
RESTRICTED RESERVE	$	$	$	$ **2,536,334**
NET ENDING BALANCE	$	$	$	$ **3,454,759**

SPECIAL REVENUE FUND
STREET MAINTENANCE AND IMPROVEMENT FUND
SUMMARY OF PROPOSED BUDGET

Description:

Prior to FY 98, this fund also included Drainage operations. Beginning in FY 98, the Street Maintenance and Improvement Fund will be a centralizing mechanism for the various sources that fund maintenance and improvements of street infrastructure. Centralization of funding sources will ensure efficient accountability for funds and performance. Most revenue is generated from a transfer from the General Fund and street resurfacing charges.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 1,365,747	$ 172,781	$ 441,573	$ 587,538
Accounting Adjustment	(1,407,539)	0	0	0
Net Balance	$ (41,792)	$ 172,781	$ 441,573	$ 587,538
Revenue				
Street Resurfacing/Sewer Installation	$ 57,372	$ 45,000	$ 46,000	$ 46,000
Miscellaneous				
Interest on Time Deposits	472,497	250,000	517,982	272,475
Recovery of Expenditures	8,577	8,500	9,000	9,000
Contribution from VIA	218,142	223,000	223,000	227,500
Contribution from Closed Capital Projects	21,513	0	0	0
Contribution from General Fund	28,902,860	23,779,990	23,779,990	24,098,482
Contribution from Stormwater	0	5,792,119	5,792,119	0
Total Revenue & Transfers	$ 29,680,961	$ 30,098,609	$ 30,368,091	$ 24,653,457
TOTAL AVAILABLE FUNDS	$ 29,639,169	$ 30,271,390	$ 30,809,664	$ 25,240,995
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 10,164,777	$ 11,668,979	$ 10,565,835	$ 8,019,538
Contractual Services	4,040,572	3,717,433	4,614,429	3,331,194
Commodities	5,682,489	5,484,284	5,648,920	4,719,802
Other Expenditures	660,960	556,250	556,250	474,850
Capital Outlay	2,714,422	1,819,947	1,819,947	978,866
Subtotal Operating	$ 23,263,220	$ 23,246,893	$ 23,205,381	$ 17,524,250
Transfers to:				
Contractual Street Repair	$ 5,850,279	$ 7,016,745	$ 7,016,745	$ 7,716,745
Other Projects	84,097	0	0	0
Subtotal Transfers	$ 5,934,376	$ 7,016,745	$ 7,016,745	$ 7,716,745
TOTAL APPROPRIATIONS	$ 29,197,596	$ 30,263,638	$ 30,222,126	$ 25,240,995
GROSS ENDING BALANCE	$ 441,573	$ 7,752	$ 587,538	$ 0
RESTRICTED RESERVE	$ 441,573	$ 7,752	$ 587,538	$ 0
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

Enterprise Funds

AIRPORT REVENUE FUND
OPERATING AND MAINTENANCE FUND
SUMMARY OF PROPOSED BUDGET

Description:

The Airport Revenue Fund is an enterprise fund established to record all revenues and expenditures associated with the operations and maintenance of the San Antonio International and Stinson Field airport facilities. Airport user fees provide for operation and maintenance and required debt service for outstanding bonds. Aviation Bond ordinance prohibits any credit to Improvement and Contingency Reserve Fund which would reduce the Restricted Reserve balance less than 3 months of operation and maintenance expenses.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 5,414,419	$ 4,855,090	$ 5,242,084	$ 4,867,524
Net Balance	$ 5,414,419	$ 4,855,090	$ 5,242,084	$ 4,867,524
Revenue				
Operating Revenue	$ 32,317,977	$ 33,547,947	$ 34,283,336	$ 35,581,695
Interest on Time Deposits	612,261	525,000	316,523	351,750
Other Revenue	1,305,670	73,040	139,834	144,897
Total Revenue	$ 34,235,908	$ 34,145,987	$ 34,739,693	$ 36,078,342
TOTAL AVAILABLE FUNDS	$ 39,650,327	$ 39,001,077	$ 39,981,777	$ 40,945,866
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 12,920,616	$ 12,761,537	$ 12,638,647	$ 13,761,785
Contractual Services	3,559,383	3,672,012	3,493,197	4,079,410
Commodities	1,194,579	1,219,253	1,191,095	1,338,754
Other Expenditures	1,010,159	1,143,938	1,437,184	1,162,616
Capital Outlay	951,776	612,243	614,280	784,061
Subtotal Operating	$ *19,636,513*	$ *19,408,983*	$ *19,374,403*	$ *21,126,626*
Transfers to:				
General Fund	$ 723,549	$ 754,933	$ 626,528	$ 663,765
General Fund - SMWBA	101,480	72,120	83,443	87,005
Improvements & Contingency Fund	4,889,641	2,838,213	3,885,779	2,651,036
Revenue Bond Debt Service	8,972,470	10,783,620	11,059,900	11,059,900
Employee Benefits Insurance Fund	84,200	84,200	84,200	84,200
Other Transfers	390	0	0	0
Subtotal Transfers	$ *14,771,730*	$ *14,533,086*	$ *15,739,850*	$ *14,545,906*
TOTAL APPROPRIATIONS	$ 34,408,243	$ 33,942,069	$ 35,114,253	$ 35,672,532
GROSS ENDING BALANCE	$ 5,242,084	$ 5,059,009	$ 4,867,524	$ 5,273,334
RESTRICTED RESERVE	$ 5,242,084	$ 5,059,009	$ 4,867,524	$ 5,273,334
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

AIRPORT REVENUE FUND
AIRPORT CONFISCATED PROPERTY FUND
SUMMARY OF PROPOSED BUDGET

Description:

The Confiscated Property Fund was established for the deposit and use of confiscated monies by the Airport Security Police. Revenue will be used for the purchase of equipment and material for the enhancement of the Airport Security Police.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 224,498	$ 211,225	$ 213,752	$ 212,294
Revenue				
Confiscated Property	$ 20,793	$ 20,500	$ 25,000	$ 26,000
Interest on Time Deposits	11,261	11,000	13,982	11,813
Total Revenue	$ 32,054	$ 31,500	$ 38,982	$ 37,813
TOTAL AVAILABLE FUNDS	$ 256,552	$ 242,725	$ 252,734	$ 250,107
APPROPRIATIONS				
Contractual Services	$ 13,401	$ 2,000	$ 2,000	$ 3,320
Commodities	1,358	10,300	10,300	11,000
Capital Outlay	28,041	28,140	28,140	17,400
TOTAL APPROPRIATIONS	$ 42,800	$ 40,440	$ 40,440	$ 31,720
GROSS ENDING BALANCE	$ 213,752	$ 202,285	$ 212,294	$ 218,387
RESTRICTED RESERVE	$ 213,752	$ 202,285	$ 212,294	$ 218,387
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

AIRPORT REVENUE FUND
AIRPORT IMPROVEMENT AND CONTINGENCY FUND
SUMMARY OF PROPOSED BUDGET

Description:

This fund was established for the purpose of paying for capital improvements and other capital expenditures related to the Airport System. At the end of each fiscal year, the City will transfer the unrestricted balance remaining in the Airport Operation and Maintenance Fund to this Airport Improvement and Contingency Fund.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 10,678,267	$ 6,679,363	$ 12,212,026	$ 12,568,078
Net Balance	**$ 10,678,267**	**$ 6,679,363**	**$ 12,212,026**	**$ 12,568,078**
Revenue				
Transfer from Airport Revenue Fund	$ 4,889,641	$ 2,838,213	$ 3,885,779	$ 2,651,036
Interest on Time Deposits	466,220	0	520,556	407,400
Total Revenue & Transfers	**$ 5,355,861**	**$ 2,838,213**	**$ 4,406,335**	**$ 3,058,436**
TOTAL AVAILABLE FUNDS	**$ 16,034,128**	**$ 9,517,576**	**$ 16,618,361**	**$ 15,626,514**
APPROPRIATIONS				
Capital Projects	$ 408,927	$ 3,652,644	$ 2,390,469	$ 5,325,000
Capital Program Administration	356,000	111,000	111,000	67,244
Transfer to Grant Funds	2,427,005	1,154,375	1,048,814	1,099,422
Transfer to Stinson Improvement Fund	500,000	500,000	500,000	300,000
Transfer to Airport Construction	130,170	0	0	0
TOTAL APPROPRIATIONS	**$ 3,822,102**	**$ 5,418,019**	**$ 4,050,283**	**$ 6,791,666**
GROSS ENDING BALANCE	**$ 12,212,026**	**$ 4,099,557**	**$ 12,568,078**	**$ 8,834,848**
RESTRICTED RESERVE	**$ 12,212,026**	**$ 4,099,557**	**$ 12,568,078**	**$ 8,834,848**
NET ENDING BALANCE	**$ 0**	**$ 0**	**$ 0**	**$ 0**

GOLF COURSE REVENUE FUND
OPERATING AND MAINTENANCE FUND
SUMMARY OF PROPOSED BUDGET

Description:

The Golf Course Revenue Fund was established to record all expenditures and revenues associated with the six existing 18 hole municipal golf courses, the Polo Field Driving Range, and the San Antonio Pitch and Putt.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 820,768	$ 607,540	$ 563,791	$ 520,007
Net Balance	$ **820,768**	$ **607,540**	$ **563,791**	$ **520,007**
Revenue				
Brackenridge Golf Course	$ 848,214	$ 883,160	$ 865,480	$ 904,439
Riverside Golf Course	849,043	969,860	807,570	896,784
Willow Springs Golf Course	759,866	836,070	807,960	844,376
Olmos Golf Course	969,754	1,064,350	974,120	1,020,533
Mission Del Lago Golf Course	739,844	825,070	757,920	804,000
Cedar Creek Golf Course	1,504,728	1,521,520	1,493,990	1,545,294
Polo Field Driving Range	149,608	168,650	147,080	159,950
San Pedro Pitch and Putt	332,036	374,280	362,040	373,790
Resident Golf Card	208,804	204,010	215,900	266,890
Interest on Time Deposit	32,515	55,000	37,674	35,142
Miscellaneous	38,071	18,020	3,860	18,020
Water Surcharge	135,282	141,490	132,480	136,530
Total Revenues	$ **6,567,765**	$ **7,061,480**	$ **6,606,074**	$ **7,005,748**
TOTAL AVAILABLE FUNDS	$ **7,388,533**	$ **7,669,020**	$ **7,169,865**	$ **7,525,755**
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 3,183,954	$ 3,236,710	$ 2,951,062	$ 3,375,411
Contractual Services	1,311,498	1,326,062	1,255,716	1,482,611
Commodities	951,506	890,979	884,488	842,511
Other Expenditures	95,447	72,760	94,930	67,860
Capital Outlay	92,819	229,550	215,440	52,600
Subtotal Operating	$ *5,635,224*	$ *5,756,061*	$ *5,401,636*	$ *5,820,993*
Transfers to:				
General Fund	$ 125,000	$ 130,000	$ 130,000	$ 130,000
General Fund-Overhead	278,990	289,830	281,382	284,611
Golf Course Debt Service	534,688	574,900	586,000	587,000
Golf Carts & Equipment Reserve Fund	248,730	248,730	248,730	197,378
Employee Benefits Insurance Fund	2,110	2,110	2,110	2,110
Subtotal Transfers	$ *1,189,518*	$ *1,245,570*	$ *1,248,222*	$ *1,201,099*
TOTAL APPROPRIATIONS	$ **6,824,742**	$ **7,001,631**	$ **6,649,858**	$ **7,022,092**
GROSS ENDING BALANCE	$ **563,791**	$ **667,389**	$ **520,007**	$ **503,663**
RESTRICTED RESERVE	$ **464,824**	$ **460,543**	$ **432,183**	$ **480,699**
NET ENDING BALANCE	$ **98,967**	$ **206,846**	$ **87,824**	$ **22,963**

PARKING FACILITIES REVENUE FUND
OPERATING AND MAINTENANCE FUND
SUMMARY OF PROPOSED BUDGET

Description:

The Parking Fund was established in FY 1979-80 to account for revenues and expenditures associated with the operation, maintenance and debt to the City's parking structures and parking areas. The Public Works Department is responsible for the administration of the Parking Facilities Fund, which is a self-supporting operation.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 1,525,881	$ 2,097,531	$ 1,869,245	$ 2,202,930
Net Balance	$ 1,525,881	$ 2,097,531	$ 1,869,245	$ 2,202,930
Revenue				
Parking Lot Fees	$ 5,467,414	$ 6,108,990	$ 5,332,005	$ 5,563,163
Parking Meter Collections	872,513	901,930	872,000	880,720
Retail Space Leases	489,125	463,600	505,000	510,998
Employee Bus Fare/Carpool	76,390	75,600	106,000	111,300
Miscellaneous	840	250	450	450
Recovery of Expenditures	40,489	20,600	20,600	21,620
Interest on Time Deposits	110,493	98,000	123,509	129,938
Contribution from General Fund	271,372	292,340	280,270	296,146
Total Revenue & Transfers	$ 7,328,636	$ 7,961,310	$ 7,239,834	$ 7,514,335
TOTAL AVAILABLE FUNDS	$ 8,854,517	$ 10,058,841	$ 9,109,079	$ 9,717,265
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 2,819,909	$ 3,143,445	$ 2,898,194	$ 3,435,089
Contractual Services	1,064,063	915,629	933,359	997,992
Commodities	205,443	205,427	184,057	209,807
Other Expenditures	151,015	145,420	184,820	197,550
Capital Outlay	113,291	160,475	178,635	95,452
Subtotal Operating	$ *4,353,721*	$ *4,570,396*	$ *4,379,065*	$ *4,935,890*
Transfers to:				
General Fund	$ 239,577	$ 254,270	$ 249,774	$ 295,354
General Fund - Market Square	300,000	300,000	300,000	100,000
General Fund - Payment In-Lieu-of Taxes	126,210	130,000	130,000	130,000
Improvements & Contingencies	100,000	100,000	100,000	100,000
Parking Facility Debt Service	1,743,654	1,712,170	1,745,200	1,960,100
Employee Benefits Insurance Fund	2,110	2,110	2,110	2,110
Contribution to Cattleman's Square	120,000	0	0	0
Subtotal Transfers	$ *2,631,551*	$ *2,498,550*	$ *2,527,084*	$ *2,587,564*
TOTAL APPROPRIATIONS	$ 6,985,272	$ 7,068,946	$ 6,906,149	$ 7,523,454
GROSS ENDING BALANCE	$ 1,869,245	$ 2,989,895	$ 2,202,930	$ 2,193,811
RESTRICTED RESERVE	$ 353,369	$ 367,493	$ 350,036	$ 403,370
NET ENDING BALANCE	$ 1,515,876	$ 2,622,402	$ 1,852,894	$ 1,790,441

PARKING REVENUE FUND
PARKING IMPROVEMENT AND CONTINGENCY FUND
SUMMARY OF PROPOSED BUDGET

Description:

This fund was established to provide a reserve for capital improvements, acquisitions, and other capital expenditures related to the City's parking system.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 107,417	$ 214,872	$ 214,872	$ 325,829
Revenue				
Trans. from Parking Revenue Fund	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Interest On Time Deposits	7,455	10,957	10,957	11,130
Total Revenue & Transfers	$ 107,455	$ 110,957	$ 110,957	$ 111,130
TOTAL AVAILABLE FUNDS	$ 214,872	$ 325,829	$ 325,829	$ 436,959
APPROPRIATIONS				
Trans. to Parking Revenue Fund	$ 0	$ 0	$ 0	$ 0
TOTAL APPROPRIATIONS	$ 0	$ 0	$ 0	$ 0
GROSS ENDING BALANCE	$ 214,872	$ 325,829	$ 325,829	$ 436,959
RESTRICTED RESERVE	$ 214,872	$ 325,829	$ 325,829	$ 436,959
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

SOLID WASTE REVENUE FUND
OPERATING AND MAINTENANCE FUND
SUMMARY OF PROPOSED BUDGET

Description:

The Solid Waste Revenue Fund was created to record all revenue and expenditures associated with the operation and maintenance of the Solid Waste Program. Revenues are used to fund refuse collection and disposal.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 5,959,150	$ 5,014,738	$ 9,843,694	$ 9,710,562
Net Balance	$ 5,959,150	$ 5,014,738	$ 9,843,694	$ 9,710,562
Revenue				
Solid Waste Processing Fee	$ 34,577,688	$ 34,151,790	$ 34,859,079	$ 35,742,700
Commercial Collection Fee	83,634	85,000	95,867	96,800
Landfill Charges	6,830	0	1,408	0
Commercial Brush Fee	11,265	9,500	16,658	16,800
Special Request Pickup	73,067	51,300	75,268	76,020
Recycling Program	614,505	425,000	224,392	179,500
Franchise Fee	309,150	300,000	299,350	300,000
Interest on Time Deposits	615,842	575,000	601,147	583,275
Miscellaneous Revenue	25,463	4,850	1,517	0
Contribution from Stormwater	437,000	437,000	437,000	448,362
Recovery on Landfill Closure Re-estimate	1,975,000	0	0	0
Remediation Costs	775,000	0	0	0
Total Revenue & Transfers	$ 39,504,444	$ 36,039,440	$ 36,611,688	$ 37,443,457
TOTAL AVAILABLE FUNDS	$ 45,463,594	$ 41,054,178	$ 46,455,382	$ 47,154,019
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 16,964,239	$ 18,282,380	$ 16,665,810	$ 17,922,764
Contractual Services	13,506,653	13,584,201	13,734,777	14,544,280
Commodities	1,926,695	2,932,988	2,714,090	2,928,714
Other Expenditures	543,916	555,120	719,260	516,640
Capital Outlay	360,711	511,980	512,510	445,397
Subtotal Operating	$ 33,302,214	$ 35,866,669	$ 34,346,447	$ 36,357,795
Transfers to:				
General Fund	$ 1,344,792	$ 1,471,876	$ 1,395,645	$ 1,395,009
General Fund-Dumping Enforcement	79,397	105,000	105,150	117,856
General Fund-Environmental	86,705	93,161	93,161	93,354
Improvement & Contingency Fund	250,000	250,000	250,000	250,000
Employee Benefits Insurance Fund	105,250	105,250	105,250	105,250
Solid Waste Debt Service Fund	432,639	437,710	449,167	449,566
Grant Fund	17,263	0	0	0
Other	1,640	0	0	0
Subtotal Transfers	$ 2,317,686	$ 2,462,997	$ 2,398,373	$ 2,411,035
TOTAL APPROPRIATIONS	$ 35,619,900	$ 38,329,666	$ 36,744,820	$ 38,768,830
GROSS ENDING BALANCE	$ 9,843,694	$ 2,724,512	$ 9,710,562	$ 8,385,189
RESTRICTED RESERVE	$ 2,745,125	$ 2,946,224	$ 2,819,495	$ 2,992,700
NET ENDING BALANCE	$ 7,098,569	$ (221,712)	$ 6,891,067	$ 5,392,489

SOLID WASTE REVENUE FUND
SOLID WASTE IMPROVEMENT AND CONTINGENCY FUND
SUMMARY OF PROPOSED BUDGET

Description:

This fund was established to provide a reserve for capital improvements, acquisitions, and other capital expenditures related to the City's Solid Waste functions. A yearly transfer of available funds will be moved from the operating fund to this Improvement and Contingency Fund.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 520,344	$ 800,846	$ 800,846	$ 317,028
Revenue				
Trans. from Solid Waste Operating Fund	$ 250,000	$ 250,000	$ 250,000	$ 250,000
Interest On Time Deposits	36,332	30,839	30,839	32,025
Total Revenue & Transfers	$ 286,332	$ 280,839	$ 280,839	$ 282,025
TOTAL AVAILABLE FUNDS	$ 806,676	$ 1,081,685	$ 1,081,685	$ 599,053
APPROPRIATIONS				
Trans. to Solid Waste Operating Fund	$ 5,830	$ 0	$ 0	$ 0
Landfill Gas Recovery System	0	0	764,657	0
	5,830		764,657	
TOTAL APPROPRIATIONS	$ 5,830	$ 0	$ 764,657	$ 0
GROSS ENDING BALANCE	$ 800,846	$ 1,081,685	$ 317,028	$ 599,053
RESTRICTED RESERVE	$ 800,846	$ 1,081,685	$ 317,028	$ 599,053
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

Categorical Grants

CITY OF SAN ANTONIO
SUMMARY OF GRANT PARTICIPATION

DEPARTMENT	PROGRAM	FEDERAL	STATE	CITY	OTHER	PROPOSED FY98
Arts & Cultural Affairs	Carver Center	70,000	6,384	460,391	262,812	799,587
Arts & Cultural Affairs	CORE Program	30,000	-	30,000	55,000	115,000
Arts & Cultural Affairs	Community Program Support	-	6,591	-	6,591	13,182
Arts & Cultural Affairs	Subgranting	-	159,231	-	159,231	318,462
Arts & Cultural Affairs	Youth Arts Development Project	13,000	-	-	-	13,000
Arts & Cultural Affairs Total		***113,000***	***172,206***	***490,391***	***483,634***	***1,259,231***
Aviation	Airway & Airport Improvement	5,798,266	-	-	1,624,422	7,422,688
Aviation Total		***5,798,266***	-	-	***1,624,422***	***7,422,688***
Code Compliance	Abatement Officer Program	-	43,339	-	-	43,339
Code Compliance Total		-	***43,339***	-	-	***43,339***
Community Initiatives	Head Start Early Child Care	-	20,702,962	-	5,175,741	25,878,703
Community Initiatives	Title III (AACOG) Transportation	-	243,818	92,300	6,000	342,118
Community Initiatives	Comprehensive Nutrition Program	-	1,635,894	1,573,650	250,000	3,459,544
Community Initiatives	Urban smARTS	-	23,902	95,639	-	119,541
Community Initiatives	Medical Transportation TDoH	-	200,002	-	-	200,002
Community Initiatives	Runaway Youth Program	-	16,969	25,454	-	42,423
Community Initiatives	Client Managed Program	-	1,243,423	-	7,000	1,250,423
Community Initiatives	Personal Attendant Services	-	400,000	-	27,000	427,000
Community Initiatives	Federal Emergency Management Assistanc	37,000	-	-	-	37,000
Community Initiatives	Community Services Block Grant (CSBG)	-	1,193,253	-	-	1,193,253
Community Initiatives	Friends in Supportive Housing	1,721,699	-	-	-	1,721,699
Community Initiatives	Fair Housing Administration	183,012	-	-	-	183,012
Community Initiatives	Housing Opportunities for Persons with Aids	709,000	-	-	-	709,000
Community Initiatives	Dwyer Building Transitional Housing	240,115	87,211	-	-	327,326
Community Initiatives	Emergency Shelter Grant (ESG)	537,000	-	-	537,000	1,074,000
Community Initiatives	Supportive Housing Initiatives Program (SHI	486,111	-	-	-	486,111
Community Initiatives	Supportive Housing Opportunities Program (	802,333	-	-	-	802,333
Community Initiatives	Child Care Management Services (CCMS)	-	29,300,000	1,200,000	-	30,500,000
Community Initiatives Total		***4,716,270***	***55,047,434***	***2,987,043***	***6,002,741***	***68,753,488***
Economic Development	1996 Defense Conversion Program	3,369,730	-	-	1,123,243	4,492,973
Economic Development	Procurement Technical Assistance	149,950	-	-	188,750	338,700
Economic Development Total		***3,519,680***	-	-	***1,311,993***	***4,831,673***
Fire	Federal Emergency Management Assistanc	78,335	-	-	203,556	281,891
Fire	Arson Training	-	8,593	2,560	-	11,153
Fire Total		***78,335***	***8,593***	***2,560***	***203,556***	***293,044***
Health	HIV Services	-	1,782,059	-	-	1,782,059
Health	Childhood Immunization Project	4,420,357	177,182	-	8,000	4,605,539
Health	STD Control Project	128,454	77,146	-	-	205,600
Health	Special TB Outreach Projects	189,979	375,746	-	-	565,725
Health	Texas Health Steps Project	-	578,100	-	-	578,100
Health	Maternal Residential Treatment Project	-	272,006	-	-	272,006
Health	Parent/Child Inc. Health Services Project	34,600	-	-	36,000	70,600
Health	Adult Health Services	-	206,157	-	-	206,157
Health	Women, Infant & Children Project	-	4,665,780	-	-	4,665,780
Health	Family Planning Services	-	180,959	-	204,000	384,959
Health Total		***4,773,390***	***8,315,135***	-	***248,000***	***13,336,525***
Housing & Community Development	CDBG Entitlement Grant Program	20,761,100	-	-		20,761,100
Housing & Community Development	Home Entitlement Grant Program	6,137,000	-	-		6,137,000
Housing & Community Development Total		***26,898,100***	-	-	-	***26,898,100***
Library	Interlibrary Loan Services	172,298	-	-	-	172,298
Library	Library System Services - Federal Grant	-	427,466	-	-	427,466
Library	Library System Services - State Grant	324,754	-	-	-	324,754
Library	MURL-Federal Grant	146,896				146,896
Library Total		***643,948***	***427,466***	-	-	***1,071,414***
Parks & Recreation	Summer Food Services Program	-	514,390	-	-	514,390
Parks & Recreation Total		-	***514,390***	-	-	***514,390***
Planning	Metropolitan Planning Organization (MPO)	150,000	-	-	-	150,000
Planning Total		***150,000***	-	-	-	***150,000***
Police	Technical unit	-	40,507	124,159	-	164,666
Police	Training Grant	-	9,000	6,000	-	15,000
Police	Local Law Enforcement Block Grant 1997	310,760	-	35,545		346,305
Police	Local Law Enforcement Block Grant 1998	1,455,833	-	161,760	-	1,617,593
Police	COPS Ahead Grant	835,600	-	1,487,700	-	2,323,300
Police	Regional Auto Crimes Team (ReACT)	-	1,225,000	308,477	1,523,755	3,057,232
Police	GRAASP	500,000	-	-	-	500,000
Police	High Intensity Drug Trafficking Area (HIDTA)	200,856	-	-	-	200,856
Police	High Intensity Drug Trafficking Area (HIDTA)	642,948	-	-	294,541	937,489
Police	South Texas Intelligence Ctr (HIDTA)	288,604	-	-	-	288,604
Police Total		***4,234,601***	***1,274,507***	***2,123,641***	***1,818,296***	***9,451,045***
Grand Total		***$ 50,925,590***	***$ 65,803,070***	***$ 5,603,635***	***$ 11,692,642***	***$ 134,024,937***

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

Expendable Trust Funds

EXPENDABLE TRUST FUND
BEXAR COUNTY RABIES CONTROL FUND
SUMMARY OF PROPOSED BUDGET

Description:

The Rabies Control Fund was established to account for reimbursement by the County for rabies control in unincorporated Bexar County. This program is supervised by the City of San Antonio Animal Control Division of the Health Department and is responsible for patrolling this area in order to impound stray dogs and injured and unwanted animals. All expenses of the project are paid by Bexar County.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 0	$ 0	$ 0	$ 0
Revenue				
Contribution from Other Agencies	$ 138,794	$ 144,420	$ 147,756	$ 150,191
Total Revenue & Transfers	$ 138,794	$ 144,420	$ 147,756	$ 150,191
TOTAL AVAILABLE FUNDS	$ 138,794	$ 144,420	$ 147,756	$ 150,191
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 106,271	$ 113,180	$ 112,112	$ 118,901
Contractual Services	13,261	11,440	10,834	11,440
Commodities	15,052	15,960	20,970	15,960
Other Expenditures	4,210	3,840	3,840	3,890
TOTAL APPROPRIATIONS	$ 138,794	$ 144,420	$ 147,756	$ 150,191
ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

EXPENDABLE TRUST FUND
CASA SAN ANTONIO PROGRAM
SUMMARY OF PROPOSED BUDGET

Description:

The Casa San Antonio foreign office program was established to develop U.S. - Mexico commerce by developing business partnerships and investment and co-investment programs between Mexico and San Antonio. The program also promotes San Antonio as a major tourist destination. The program has established Casa San Antonio offices in Guadalajara, Jalisco; Monterrey, Nuevo Leon, and Mexico City.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 5,719	$ 66,619	$ 35,698	$ 3,148
Revenue				
Transfers:				
General Fund - Economic Initiatives	$ 336,870	$ 226,620	$ 226,620	$ 226,620
Special Revenue - Hotel/Motel	75,000	97,380	135,380	139,171
Fees for Services	0	0	0	30,000
Total Revenue & Transfers	$ 411,870	$ 324,000	$ 362,000	$ 395,791
TOTAL AVAILABLE FUNDS	$ 417,589	$ 390,619	$ 397,698	$ 398,939
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 156,826	$ 160,490	$ 167,250	$ 166,862
Contractual Services	198,281	218,860	211,700	209,860
Commodities	12,965	7,790	11,380	7,790
Other Expenditures	2,280	2,460	3,200	2,150
Capital Outlay	11,539	0	1,020	0
TOTAL APPROPRIATIONS	$ 381,891	$ 389,600	$ 394,550	$ 386,662
ENDING BALANCE	$ 35,698	$ 1,019	$ 3,148	$ 12,277

EXPENDABLE TRUST FUND
SAN ANTONIO LOCAL DEVELOPMENT CORPORATION
SUMMARY OF PROPOSED BUDGET

Description:

The San Antonio Local Development Corporation, Inc. (SALDC) is a Certified Development Corporation which is authorized to administer SBA 502, SBA 504 and EDA Revolving Loan Fund loan programs. The primary objective for these programs is to create and retain jobs and increase the tax base of the City by providing industrial and commercial loans to assist small businesses. This fund was created to finance the activities of staff supporting the SALDC.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ (11,889)	$ 251	$ (17,206)	$ 1,534
Revenue				
Transfers - General Fund	$ 82,700	$ 82,500	$ 82,500	$ 70,072
SALDC Loan Programs (SBA and EDA)	25,000	10,000	40,000	45,000
Recovery of Expenditures - Microloan	29,595	62,500	48,000	48,000
Total Revenue & Transfers	$ 137,295	$ 155,000	$ 170,500	$ 163,072
TOTAL AVAILABLE FUNDS	$ 125,406	$ 155,251	$ 153,294	$ 164,606
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 127,546	$ 137,230	$ 132,450	$ 145,166
Contractual Services	13,706	16,450	16,760	16,070
Commodities	650	600	1,700	1,500
Other Expenditures	710	640	850	820
Capital Outlay	0	0	0	0
TOTAL APPROPRIATIONS	$ 142,612	$ 154,920	$ 151,760	$ 163,556
ENDING BALANCE	$ (17,206)	$ 331	$ 1,534	$ 1,050

EXPENDABLE TRUST FUND
SAN JOSE BURIAL FUND
SUMMARY OF PROPOSED BUDGET

Description:

The San Jose Burial Fund was established to account for the maintenance of the San Jose Burial Park. This park is supervised by the City of San Antonio Parks and Recreation Department.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 3,114,698	$ 0	$ 3,277,686	$ 3,334,909
Revenue				
Sale of Lots	$ 28,966	$ 0	$ 21,329	$ 25,000
Interest on Investments	73,779	0	3,373	0
Interest on Time Deposits	81,579	0	159,652	164,360
Total Revenue & Transfers	$ 184,324	$ 0	$ 184,355	$ 189,360
TOTAL AVAILABLE FUNDS	$ 3,299,022	$ 0	$ 3,462,041	$ 3,524,269
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 0	$ 0	$ 81,047	$ 85,212
Contractual Services	0	0	0	0
Commodities	904	0	9,330	9,330
Other Expenditures	0	0	0	0
Capital Outlay	20,432	0	0	0
Subtotal Operating	$ *21,336*	$ *0*	$ *90,377*	$ *94,542*
Transfers to:				
General Fund	$ 0	$ 0	$ 36,755	$ 34,000
TOTAL APPROPRIATIONS	$ 21,336	$ 0	$ 127,132	$ 128,542
ENDING BALANCE	$ 3,277,686	$ 0	$ 3,334,909	$ 3,395,727

EXPENDABLE TRUST FUNDS
FIDUCIARY FUNDS
SUMMARY OF PROPOSED BUDGET

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
MEMORIAL AND GIFTS FUND				
Beginning Balance	$ 2,149,485	$ 1,779,761	$ 2,784,505	$ 2,681,633
Accounting Adjustment	0	0	0	0
Net Balance	**$ 2,149,485**	**$ 1,779,761**	**$ 2,784,505**	**$ 2,681,633**
Revenues	$ 2,845,226	$ 0	$ 943,008	$ 1,000,000
Expenditures	2,210,206	0	1,045,880	1,000,000
Ending Balance	**$ 2,784,505**	**$ 1,779,761**	**$ 2,681,633**	**$ 2,681,633**
FIRE AND POLICEMEN'S PENSION FUND				
Beginning Balance	**$ 648,015,251**	**$ 568,308,764**	**$ 741,594,996**	**$ 738,746,167**
Revenues	$ 127,080,110	$ 0	$ 64,838,325	$ 65,000,000
Expenditures	33,500,365	0	67,687,154	65,000,000
Ending Balance	**$ 741,594,996**	**$ 568,308,764**	**$ 738,746,167**	**$ 738,746,167**
PARKS AND RECREATION ATHLETIC FUND				
Beginning Balance	**$ 802,833**	**$ 801,624**	**$ 844,495**	**$ 903,470**
Revenues	$ 372,434	$ 0	$ 305,040	$ 250,000
Expenditures	330,772	0	246,065	250,000
Ending Balance	**$ 844,495**	**$ 801,624**	**$ 903,470**	**$ 903,470**
911 DISTRICT FUND				
Beginning Balance	**$ 254,504**	**$ 34,400**	**$ 93,905**	**$ 42,550**
Revenues	$ 572,993	$ 0	$ 457,489	$ 500,000
Expenditures	733,592	0	508,844	500,000
Ending Balance	**$ 93,905**	**$ 34,400**	**$ 42,550**	**$ 42,550**
HOUSING TRUST FUND				
Beginning Balance	$ 10,837,248	$ 10,352,590	$ 10,482,874	$ 10,007,974
Accounting Adjustment	(1,048,789)	0	0	0
Net Balance	**$ 9,788,459**	**$ 10,352,590**	**$ 10,482,874**	**$ 10,007,974**
Revenues	$ 890,030	$ 0	$ 610,639	$ 600,000
Expenditures	195,615	0	1,085,539	600,000
Ending Balance	**$ 10,482,874**	**$ 10,352,590**	**$ 10,007,974**	**$ 10,007,974**

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

Internal Service Funds

INTERNAL SERVICE FUND
INFORMATION SERVICES FUND
SUMMARY OF PROPOSED BUDGET

Description:

The Information Services Department provides data processing, telephone & radio services 24 hours a day, 7 days a week to all City departments as well Data Communications services to the San Antonio Water System and Bexar County in support of the county-wide Criminal Justice Information System. This department develops and maintains computer systems, produces scheduled reports, assists users with ad-hoc reports and special programs and also provides a Customer Service Function that responds to citizen inquiries regarding City Services.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 1,908,516	$ 701,700	$ 331,545	$ 254,615
Accounting Adjustment	49,796	0	0	0
Net Balance	**$ 1,958,312**	**$ 701,700**	**$ 331,545**	**$ 254,615**
Revenue				
City of San Antonio Billings	$ 9,436,674	$ 10,426,995	$ 10,548,125	$ 10,778,405
Bexar County Billings	94,719	107,000	112,000	109,140
SAWS Billings	29,831	30,000	16,320	9,600
Other Agency Billings	62,066	65,000	64,500	66,300
Telecommunications Charges	341,810	584,250	659,250	595,950
Radio Shop Charges	1,697,136	1,557,580	1,642,565	1,588,740
Miscellaneous Revenue	32,771	10,630	89,470	2,900
Interest on Time Deposits	69,873	80,000	4,000	20,000
Sale of Fixed Assets	2,109	1,000	840	0
Total Revenue	**$ 11,766,989**	**$ 12,862,455**	**$ 13,137,070**	**$ 13,171,035**
TOTAL AVAILABLE FUNDS	**$ 13,725,301**	**$ 13,564,155**	**$ 13,468,615**	**$ 13,425,650**
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 6,051,855	$ 6,287,245	$ 6,203,690	$ 6,241,855
Contractual Services	2,957,728	2,901,534	2,825,623	3,460,770
Commodities	1,160,950	1,604,225	1,503,130	1,721,300
Other Expenditures	173,290	148,850	148,850	109,300
Lease Purchase Contracts	522,007	435,010	435,010	0
Capital Outlay	358,594	351,680	349,380	170,000
Inventories	1,589,827	940,000	1,143,820	850,000
Subtotal Operating	*$ 12,814,251*	*$ 12,668,544*	*$ 12,609,503*	*$ 12,553,225*
Transfers to:				
Employee Benefits Insurance Fund	$ 8,420	$ 8,420	$ 8,420	$ 8,420
General Fund	571,084	594,507	596,077	588,259
Transfer to Purchasing Department	0	0	0	22,418
Subtotal Transfers	*$ 579,505*	*$ 602,927*	*$ 604,497*	*$ 619,097*
TOTAL APPROPRIATIONS	**$ 13,393,756**	**$ 13,271,471**	**$ 13,214,000**	**$ 13,172,322**
GROSS ENDING BALANCE	**$ 331,545**	**$ 292,684**	**$ 254,615**	**$ 253,328**
RESTRICTED RESERVE	**$ 331,545**	**$ 292,684**	**$ 254,615**	**$ 253,328**
NET ENDING BALANCE	**$ 0**	**$ 0**	**$ 0**	**$ 0**

INTERNAL SERVICE FUND
PURCHASING AND GENERAL SERVICES FUND
SUMMARY OF PROPOSED BUDGET

Description:

Internal Service Fund 71 was established to record all expenditures and revenues associated with provision of services to City departments and other government entities. The Purchasing Department provides support services on a charge-back basis to other City departments, as well as other governmental agencies.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 6,069,986	$ 4,498,943	$ 4,252,181	$ 3,850,714
Accounting Adjustment	(2,533,848)	0	0	0
Net Balance	$ 3,536,138	$ 4,498,943	$ 4,252,181	$ 3,850,714
Revenue				
Central Stores	$ 1,258,710	$ 1,235,200	$ 1,428,460	$ 1,565,890
Automotive	23,285,481	15,969,970	16,583,313	17,119,680
Interest on Time Deposits	169,846	160,000	176,628	170,625
Other Revenue	130,185	25,900	24,300	26,150
Transfer from Information Services	0	0	0	22,418
Trf. from Employee Benefits Ins. Fund	0	0	0	54,299
Total Revenue & Transfers	$ 24,844,222	$ 17,391,070	$ 18,212,701	$ 18,959,062
TOTAL AVAILABLE FUNDS	$ 28,380,360	$ 21,890,013	$ 22,464,882	$ 22,809,776
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 6,134,646	$ 6,654,744	$ 6,103,774	$ 7,020,046
Contractual Services	955,674	1,179,761	1,106,756	1,352,076
Commodities	184,725	175,997	179,160	202,936
Other Expenditures	135,421	116,170	111,950	111,360
Capital Outlay	212,525	172,714	172,780	241,304
Commodities/Services-Resale	10,701,020	10,225,310	10,238,750	11,012,290
Subtotal Operating	$ *18,324,011*	$ *18,524,696*	$ *17,913,170*	$ *19,940,012*
Transfers to:				
Equip Renewal and Replacement Fund	$ 5,045,018	$ 0	$ 0	$ 0
General Fund	589,170	643,408	548,514	635,659
Employee Benefits Insurance Fund	71,570	71,570	71,570	71,570
Small Business Minority Program	98,410	69,935	80,914	84,368
Transfer to Capital Projects	0	0	0	125,000
Subtotal Transfers	$ *5,804,168*	$ *784,913*	$ *700,998*	$ *916,597*
TOTAL APPROPRIATIONS	$ 24,128,179	$ 19,309,609	$ 18,614,168	$ 20,856,609
GROSS ENDING BALANCE	$ 4,252,181	$ 2,580,404	$ 3,850,714	$ 1,953,167
RESTRICTED RESERVE	$ 4,252,181	$ 2,580,404	$ 3,850,714	$ 1,953,167
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

INTERNAL SERVICE FUND
EQUIPMENT RENEWAL AND REPLACEMENT FUND
SUMMARY OF PROPOSED BUDGET

Description:

The Equipment Renewal and Replacement Fund was established to record all expenditures and revenues associated with the replacement function. Revenues are generated from lease payments which are collected from all City departments participating in the replacement program.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 16,218,184	$ 15,452,252	$ 15,059,313	$ 14,041,823
Net Balance	$ 16,218,184	$ 15,452,252	$ 15,059,313	$ 14,041,823
Revenue				
Sale of Vehicles	$ 1,969,616	$ 2,741,520	$ 2,377,100	$ 2,826,350
Interest on Time Deposits	793,231	735,000	868,229	823,148
Lease of Rolling Equipment	6,852,265	9,131,920	8,801,586	10,655,711
Miscellaneous	168,836	100,000	140,000	140,000
Interest from Golf Course Fund	0	17,655	17,655	8,298
Interest from Confiscated Property	0	78,454	73,666	65,389
Total Revenue	$ 9,783,948	$ 12,804,549	$ 12,278,236	$ 14,518,896
TOTAL AVAILABLE FUNDS	$ 26,002,132	$ 28,256,801	$ 27,337,549	$ 28,560,719
APPROPRIATIONS				
Operating Expenses:				
Contractual Services	$ 104,012	$ 110,000	$ 54,970	$ 110,000
Capital Outlay	9,688,937	12,456,011	13,240,756	16,735,000
Subtotal Operating	$ *9,792,949*	$ *12,566,011*	$ *13,295,726*	$ *16,845,000*
Transfers to:				
Transfer to General Fund	1,149,870	0	0	0
Subtotal Transfers	$ *1,149,870*	$ *0*	$ *0*	$ *0*
TOTAL APPROPRIATIONS	$ 10,942,819	$ 12,566,011	$ 13,295,726	$ 16,845,000
GROSS ENDING BALANCE	$ 15,059,313	$ 15,690,790	$ 14,041,823	$ 11,715,719
RESTRICTED RESERVE	$ 15,059,313	$ 15,690,790	$ 14,041,823	$ 11,715,719
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

INTERNAL SERVICE FUND
TEMPORARY SERVICES
SUMMARY OF PROPOSED BUDGET

Description:

The Temporary Services Fund was established to record all expenditures and revenues associated with the provision of temporary services to City departments. These services are in response to injuries, extended illness or special projects. The Human Resources Department provides temporary support services on a charge-back basis to other City departments.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 0	$ 0	$ 0	$ 0
Net Balance	$ 0	$ 0	$ 0	$ 0
Revenue				
Temporary Services	1,337,501	1,108,650	1,343,766	1,030,592
TOTAL AVAILABLE FUNDS	$ **1,337,501**	$ **1,108,650**	$ **1,343,766**	$ **1,030,592**
APPROPRIATIONS				
Operating Expenses:				
Temporary Services	1,337,501	1,108,650	1,343,766	1,030,592
TOTAL APPROPRIATIONS	$ **1,337,501**	$ **1,108,650**	$ **1,343,766**	$ **1,030,592**
GROSS ENDING BALANCE	$ 0	$ 0	$ 0	$ 0
RESTRICTED RESERVE	$ 0	$ 0	$ 0	$ 0
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

SELF INSURANCE FUND
EMPLOYEE BENEFITS INSURANCE FUND
SUMMARY OF PROPOSED BUDGET

Description:

This fund consolidates the revenues and expenditures associated with the City's Employee Benefits Insurance Program. The major portion of the funding comes from premiums paid by departments for their employees. Costs include a third party administrator to process health claims, the Health Department's Employee Wellness Clinic, and administrative staff.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 5,479,662	$ 8,111,825	$ 7,012,485	$ 3,004,449
Accounting Adjustment	(75,174)	0	0	0
Net Balance	$ 5,404,488	$ 8,111,825	$ 7,012,485	$ 3,004,449
Revenue				
City Medical Plan Assessments	$ 18,524,086	$ 18,872,820	$ 18,788,700	$ 17,975,206
HMO Medical Plan Assessments	7,699,050	7,983,260	7,674,560	8,912,098
City Dental Plan Assessments	273,792	301,790	277,390	277,370
DMO Dental Plans	293,734	322,920	314,800	293,020
City Vision Plan Assessments	204,581	220,100	211,500	208,780
Life Insurance Plan Assessments	422,752	457,460	463,000	477,000
Other Insurance Plans Assessments	89,403	92,240	94,700	97,600
Interest on Time Deposits	579,474	525,000	381,081	328,125
Recovery of Expenditures	351,056	594,640	423,100	390,800
Transfers from General Fund	1,825,680	1,825,680	1,825,680	1,843,900
Transfers from Other Funds	294,710	294,710	294,710	297,600
Total Revenue & Transfers	$ 30,558,318	$ 31,490,620	$ 30,749,221	$ 31,101,499
TOTAL AVAILABLE FUNDS	$ 35,962,806	$ 39,602,445	$ 37,761,706	$ 34,105,948
APPROPRIATIONS				
Operating Expenses:				
Administration - City	$ 543,409	$ 765,375	$ 684,700	$ 759,298
Administration - Contracts	968,942	956,310	899,591	983,550
Leave Buy Back	0	3,735,000	4,493,543	0
CitiMed Claims	18,880,841	19,050,811	19,754,952	20,868,310
HMO Payments	6,894,649	7,206,023	7,133,610	7,441,760
DMO Payments	414,185	407,271	420,825	435,000
CitiDent Claims	322,569	344,141	342,714	350,800
Vision Claims	237,388	268,500	241,000	250,000
Other Insurance Payments	489,339	525,370	475,000	515,000
Subtotal Operating	$ 28,751,322	$ 33,258,801	$ 34,445,935	$ 31,603,718
Transfers to:				
General Fund	$ 0	$ 92,845	$ 67,002	$ 120,474
Employee Wellness Program	199,000	244,320	244,320	200,000
Purchasing	0	0	0	54,299
Subtotal Transfers	$ 199,000	$ 337,165	$ 311,322	$ 374,773
TOTAL APPROPRIATIONS	$ 28,950,322	$ 33,595,966	$ 34,757,257	$ 31,978,491
GROSS ENDING BALANCE	$ 7,012,484	$ 6,006,479	$ 3,004,449	$ 2,127,457

SELF INSURANCE FUND
EXTENDED SICK LEAVE PROGRAM
SUMMARY OF PROPOSED BUDGET

Description:

The Internal Service Fund for the Extended Sick Leave Program provides a single account for settlement of claims associated with the City's Employee Long-Term Disability Plan. Claims are administered by City Staff and departments are assessed premiums to cover expenditures.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 34,118	$ 38,421	$ 35,953	$ 33,953
Revenue				
Participant Assessments	$ 41,727	$ 50,000	$ 41,000	$ 46,500
Recovery of Expenses	1,835	3,500	3,800	3,500
Total Revenue	$ 43,562	$ 53,500	$ 44,800	$ 50,000
TOTAL AVAILABLE FUNDS	$ 77,680	$ 91,921	$ 80,753	$ 83,953
APPROPRIATIONS				
Personal Services	$ 41,727	$ 50,000	$ 46,800	$ 50,000
TOTAL APPROPRIATIONS	$ 41,727	$ 50,000	$ 46,800	$ 50,000
GROSS ENDING BALANCE	$ 35,953	$ 41,921	$ 33,953	$ 33,953

SELF INSURANCE FUND
LIABILITY INSURANCE FUND
SUMMARY OF PROPOSED BUDGET

Description:

This fund consolidates the City's Liability Insurance Programs. The fund's revenues are collected through charges to City departments and expenditures are made to settle tort claims against the City. This fund includes the administrative cost for Risk Management and City Attorney's staff, insurance premiums, and the third party administrative fees.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ (7,405,916)	$ (7,048,903)	$ (4,943,567)	$ (209,523)
Accounting Adjustment	12,406	0	0	0
Net Balance	$ (7,393,510)	$ (7,048,903)	$ (4,943,567)	$ (209,523)
Revenue				
Department Assessments	$ 10,133,033	$ 9,846,600	$ 12,846,600	$ 9,846,600
Interest on Time Deposits	490,699	450,000	629,729	741,510
Stop Loss Payments	2,060	20,000	20,000	20,000
Recovery of Expenditures	64,733	101,500	1,500	1,500
Compensation for Damages	161,197	250,000	125,000	175,000
Trf. from Convention Ctr. Expansion	0	0	0	50,183
Total Revenue & Transfers	$ 10,851,722	$ 10,668,100	$ 13,622,829	$ 10,834,793
TOTAL AVAILABLE FUNDS	$ 3,458,212	$ 3,619,197	$ 8,679,262	$ 10,625,270
APPROPRIATIONS				
Operating Expenses:				
Administration - Risk Management	$ 556,424	$ 641,102	$ 577,410	$ 307,894
Administration - City Attorney	99,127	100,934	101,800	629,880
Administration - Contracts	372,324	558,200	558,200	597,300
Claims - City Attorney	388,370	574,999	557,375	1,500,000
Claims - Insurance	5,540,012	6,875,000	5,865,000	5,830,000
Premiums - Excess Liability	1,154,002	1,383,213	1,229,000	1,200,000
Subtotal Operating	$ 8,110,259	$ 10,133,448	$ 8,888,785	$ 10,065,074
Transfers to:				
Transfer to General Obligation	290,700	0	0	0
Transfer to General Fund	820	0	0	0
Transfer to Special Revenue Fund	0	711,000	0	0
Subtotal Transfers	$ 291,520	$ 711,000	$ 0	$ 0
TOTAL APPROPRIATIONS	$ 8,401,779	$ 10,844,448	$ 8,888,785	$ 10,065,074
GROSS ENDING BALANCE	$ (4,943,567)	$ (7,225,251)	$ (209,523)	$ 560,196
RESTRICTED RESERVE	$ (4,943,567)	$ (7,225,251)	$ (209,523)	$ 560,196
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

SELF INSURANCE FUND
OCCUPATIONAL HEALTH PROGRAM
SUMMARY OF PROPOSED BUDGET

Description:

This Self Insurance Fund includes revenues and operating expenses of the City Employee Health Clinic operated by the San Antonio Metropolitan Health District. The clinic operation is supported by transfers from the Workers' Compensation and the Employee Benefits Insurance Fund.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 55,005	$ 1,523	$ 51,407	$ 127,539
Accounting Adjustment	(4,901)	0	0	0
Net Balance	$ 50,104	$ 1,523	$ 51,407	$ 127,539
Revenue				
Contributions from:				
Workers' Compensation Fund	$ 199,000	$ 244,320	$ 244,320	$ 350,000
Employee Benefits Ins. Fund	199,000	244,320	244,320	200,000
Interest on Time Deposits	1,167	0	792	1,139
Total Revenue & Transfers	$ 399,167	$ 488,640	$ 489,432	$ 551,139
TOTAL AVAILABLE FUNDS	$ 449,271	$ 490,163	$ 540,839	$ 678,678
APPROPRIATIONS				
Operating Expenses:				
Personal Services	$ 228,771	$ 254,707	$ 228,590	$ 297,497
Contractual Services	153,309	187,290	162,030	331,475
Commodities	12,104	20,955	20,250	21,400
Other Expenditures	3,680	2,430	2,430	2,470
Capital Outlay	0	0	0	6,000
TOTAL APPROPRIATIONS	$ 397,864	$ 465,382	$ 413,300	$ 658,842
GROSS ENDING BALANCE	$ 51,407	$ 24,781	$ 127,539	$ 19,836

SELF INSURANCE FUND
PUBLIC SAFETY PREFUNDED RETIREE BENEFITS FUND
SUMMARY OF PROPOSED BUDGET

Description:

This fund was established to account for transactions associated with the Public Safety Prefunded Retiree Benefits Fund. This plan requires contributions from City employees and retirees as a result of contract negotiations between the City of San Antonio and Local 624 International Association of Fire Fighters and the San Antonio Police Officers' Association.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 22,108,523	$ 27,156,612	$ 27,937,823	$ 34,780,083
Revenue				
Assessments from:				
Firefighters	$ 733,400	$ 729,000	$ 754,350	$ 774,790
Fire Department	1,883,927	2,114,100	2,206,040	2,851,240
Fire Retirees	6,464	39,280	19,090	77,440
Police Officers	1,096,600	1,077,600	1,116,700	1,150,560
Police Department	2,757,926	3,965,568	4,109,380	6,328,080
Police Retirees	73,190	72,300	75,920	19,470
Interest Income	1,376,856	1,500,000	1,445,700	1,517,980
Total Revenue	$ 7,928,363	$ 9,497,848	$ 9,727,180	$ 12,719,560
TOTAL AVAILABLE FUNDS	$ 30,036,886	$ 36,654,460	$ 37,665,003	$ 47,499,643
APPROPRIATIONS				
Contractual Services for:				
Fire Department	$ 25,161	$ 40,220	$ 26,060	$ 43,450
Fire Department Claims Paid	1,077,849	701,053	1,291,230	1,035,790
Police Department	33,938	50,642	38,450	58,540
Police Department Claims Paid	962,115	1,073,760	1,529,180	1,421,840
TOTAL APPROPRIATIONS	$ 2,099,063	$ 1,865,675	$ 2,884,920	$ 2,559,620
GROSS ENDING BALANCE	$ 27,937,823	$ 34,788,785	$ 34,780,083	$ 44,940,023

SELF INSURANCE FUND
UNEMPLOYMENT COMPENSATION PROGRAM
SUMMARY OF PROPOSED BUDGET

Description:

The Self Insurance Fund for the Unemployment Compensation Program provides a central account for resolving unemployment compensation claims. Claims are administered by a third party administrator and paid through the central account.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 219,337	$ 230,303	$ 262,783	$ 368,859
Revenue				
Department Assessments	$ 290,000	$ 290,000	$ 290,000	$ 290,000
Interest on Time Deposits	13,062	7,000	17,976	18,165
Total Revenue	$ 303,062	$ 297,000	$ 307,976	$ 308,165
TOTAL AVAILABLE FUNDS	$ 522,399	$ 527,303	$ 570,759	$ 677,024
APPROPRIATIONS				
Operating Expenses:				
Management Contract	$ 12,124	$ 0	$ 0	$ 0
Unemployment Compensation Claims	247,492	275,420	181,900	250,000
Subtotal Operating	$ *259,616*	$ *275,420*	$ *181,900*	$ *250,000*
Transfers to:				
General Fund	$ 0	$ 20,000	$ 20,000	$ 20,000
TOTAL APPROPRIATIONS	$ 259,616	$ 295,420	$ 201,900	$ 270,000
GROSS ENDING BALANCE	$ 262,783	$ 231,883	$ 368,859	$ 407,024

SELF INSURANCE FUND
WORKERS' COMPENSATION FUND
SUMMARY OF PROPOSED BUDGET

Description:

This fund consolidates the workers' compensation liabilities into one account. Each department is charged a premium based on their own history of claim loss experience. A third party administrator processes workers' compensation claims paid from this fund. This fund provides for the costs of the City's Employee Safety Program, the City Attorney's administration of in-suit claims, and the Health Department's Occupational Health Clinic.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 3,312,219	$ 6,464,442	$ 8,726,241	$ 7,831,453
Accounting Adjustment	(26,332)	0	0	0
Net Balance	$ 3,285,887	$ 6,464,442	$ 8,726,241	$ 7,831,453
Revenue				
Department Assessments	$ 15,593,662	$ 15,693,720	$ 15,693,720	$ 14,124,348
Assessment Rebate General Fund	(697,307)	(1,394,279)	(4,880,689)	0
Assessment Rebate Other Funds	(302,693)	(605,721)	(2,119,311)	0
Interest on Time Deposits	1,080,253	950,000	1,331,532	1,014,143
Stop Loss Payments	373,133	0	75,000	0
Recovery of Expenditures	457,385	290,100	290,100	290,100
Total Revenue & Transfers	$ 16,504,433	$ 14,933,820	$ 10,390,352	$ 15,428,591
TOTAL AVAILABLE FUNDS	$ 19,790,320	$ 21,398,262	$ 19,116,593	$ 23,260,044
APPROPRIATIONS				
Operating Expenses:				
Administration - Risk Management	$ 589,297	$ 816,052	$ 785,462	$ 1,190,437
Administration - City Attorney	148,110	189,715	215,550	259,774
Administration - Contracts	959,252	908,660	870,000	899,900
Premiums - Excess Liability	191,060	225,000	225,000	225,000
Claims - Insurance	8,977,360	10,800,000	8,700,000	9,600,000
Safety Program	0	121,000	121,000	0
Subtotal Operating	$ *10,865,079*	$ *13,060,427*	$ *10,917,012*	$ *12,175,111*
Transfers to:				
Employee Wellness Program	$ 199,000	$ 244,320	$ 244,320	$ 200,000
Employee Assistance Program	0	150,000	0	150,000
Transfer to General Fund	0	146,190	123,808	157,685
Subtotal Transfers	$ *199,000*	$ *540,510*	$ *368,128*	$ *507,685*
TOTAL APPROPRIATIONS	$ 11,064,079	$ 13,600,937	$ 11,285,140	$ 12,682,796
GROSS ENDING BALANCE	$ 8,726,241	$ 7,797,325	$ 7,831,453	$ 10,577,248

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

Debt Management

DEBT MANAGEMENT

Overview

The City of San Antonio issues debt for the purpose of financing long-term infrastructure capital improvements. Some of these projects have multiple sources of funding which include debt financing. Infrastructure, as referred to by the City, means those economic externalities essentially required to be provided by government to support a community's basic human needs, economic activity, safety, education and quality of life. Types of debt issued by the City include General Obligation Bonds which are secured by ad valorem taxes and Certificates of Obligation which are typically secured by a pledge of revenues and ad valorem taxes and are issued for smaller programs that support the major infrastructure facilities and for certain revenue producing facilities. Revenue bonds are utilized to finance long-term capital improvements to proprietary enterprise operations. Currently, revenue bonds have provided the financing required for the City's International Airport facilities, and the Henry B. Gonzalez Convention Center Expansion.

The long-term infrastructure financing process commences with the identification of major projects throughout the City to be financed with General Obligation Bonds or Certificates of Obligation. These City-wide projects typically involve public safety, street improvements, drainage, flood control, construction and improvements to municipal facilities, as well as quality of life enhancements related to municipal parks. Major projects that are financed with General Obligation Bonds and supported by ad valorem taxes are presented to the electorate for approval. Upon voter approval, the City is authorized to issue General Obligation Bonds to finance the approved projects. Bond elections are held as needs of the community are ascertained. Revenue bonds do not require an election and are sold as needed for construction, expansion and/or renovation of facilities in amounts that are in compliance with revenue bond covenants. The process for any debt issuance begins with the budget process and planned improvements to be made during the ensuing fiscal year.

Authorization

General Obligation Bonds

The City is authorized to issue General Obligation Bonds pursuant to the City Charter and the general laws of the State of Texas and by ordinance adopted by the City Council. General Obligation Bonds are authorized by the voters of the City at elections held within the City. Shown in the table below is the City's currently authorized but unissued ad valorem tax supported bonds.

AUTHORIZED BUT UNISSUED AD VALOREM TAX BONDS

Date of Authorization	Purpose	Amount Authorized	Previously Issued Bonds	Projected Bonds to Be Issued in FY 1998	Bonds Authorized but Unissued
01/26/80	Drainage and Flood Control	$ 21,637,000	$ 17,413,000	$ -0-	$ 4,224,000
01/26/80	Fire Protection	4,257,000	2,125,000	-0-	2,132,000
01/26/80	Libraries	4,978,000	3,926,000	-0-	1,052,000
01/26/80	Street, Bridge and Related Improvements	43,287,000	34,035,000	-0-	9,252,000
05/07/94	Street Improvements	25,600,000	9,010,000	5,000,000	11,590,000
05/07/94	Drainage Improvements	34,400,000	1,965,000	10,000,000	22,435,000
05/07/94	Parks	41,600,000	19,060,000	7,000,000	15,540,000
		$175,759,000	$ 87,534,000	$22,000,000	$66,225,000

The City does not intend to sell the remaining unissued $16,660,000 bonds authorized pursuant to an election held on January 26, 1980.

Certificates of Obligation

The City is authorized to issue Certificates of Obligation pursuant to the City Charter, applicable State laws and ordinances adopted by the City Council. Certificates are issued for various purposes to include financing revenue producing capital improvements and for infrastructure support and development. For the fiscal year to end September 30, 1997, the City will have $71,100,000 outstanding Certificates of Obligation, comprising 9.603% of the total outstanding ad valorem tax supported debt. It is projected that during fiscal year 1998 an additional $16,750,000 Certificates of Obligation will be issued for various municipal purposes to include, public safety, streets and sidewalks, renovations to municipal buildings, and land acquisition to be paid from ad valorem taxes.

Revenue Bonds

The City is authorized to issue revenue bonds under the provisions of the City Charter, applicable State laws, and ordinances adopted by City Council. At fiscal year ending September 30, 1997, the City's outstanding revenue bonds will be airport revenue bonds in the aggregate principal amount of $122,545,000, and Henry B. Gonzalez Convention Center Expansion Project Revenue Bonds aggregating to $182,012,480.

The airport and convention center revenue bonds are not secured by ad valorem taxes and are limited obligations of the City, payable solely from the gross revenues of the airport system and hotel occupancy tax collections respectively.

Debt Limitations

The amount of ad valorem tax supported debt that the City may incur is limited by City Charter and by the Constitution of the State of Texas. The City Charter establishes a limitation on the General Obligation debt supported by ad valorem taxes to an amount not to exceed ten percent of the total assessed valuation.

The Constitution of the State of Texas provides that the ad valorem taxes levied by the City for debt service and maintenance and operation purposes shall not exceed $2.50 for each one hundred dollars of assessed valuation of taxable property. There is no limitation within the $2.50 rate for interest and sinking fund purposes; however, it is the policy of the Attorney General of the State of Texas to prohibit the issuance of debt by a city if such issuance produces debt service requirements that exceed the amount that can be paid from $1.50 tax rate calculated at 90% collections.

Long-Term Debt Planning

The City employs a comprehensive multi-year, long-term capital improvement planning program that is updated annually. Debt management is a major component of the financial planning model which incorporates projected financing needs for infrastructure development that is consistent with the City's growth while at the same time measuring and assessing the cost and timing of each debt issuance.

Refinancing Issues:

Historically, the long-term debt plan for the City included refunding analyses of certain of its outstanding bonds for interest cost savings and debt restructuring purposes. The timely analyses of refinancing opportunities has enabled the City to be in a position to issue refunding bonds during favorable, low interest rate periods to realize interest cost savings. Refundings were effectuated in 1992, 1993 and 1996.

The table below shows the results of the refundings.

General Obligation Refundings:

	Tax-Exempt Advance Refunding Series 1996A	Taxable Advance Refunding Series 1996B	Tax-Exempt Forward Refunding Series 1998*	Tax-Exempt Advance Refunding Series 1993	Tax-Exempt Advance Refunding Series 1992	Total
Refunding Bonds	52,330,000.00	6,030,000.00	53,950,000.00	56,780,000.00	400,620,000.00	569,710,000.00
Refunded Bonds	48,600,000.00	5,500,000.00	53,695,000.00	51,700,000.00	360,404,424.00	519,899,424.00
Gross Savings	3,548,851.00	616,766.00	6,272,522.00	3,687,852.00	32,876,165.00	47,002,156.00
Present Value Savings	2,325,615.00	433,037.00	4,593,994.00	2,986,042.00	26,205,431.00	36,544,119.00
PV Savings as a % of Refunded Bonds	4.785%	7.873%	8.556%	5.776%	7.271%	7.029%

* The General Improvement Forward Refunding Bonds, Series 1998 are scheduled to be delivered on May 5, 1998.

New Money Issues:

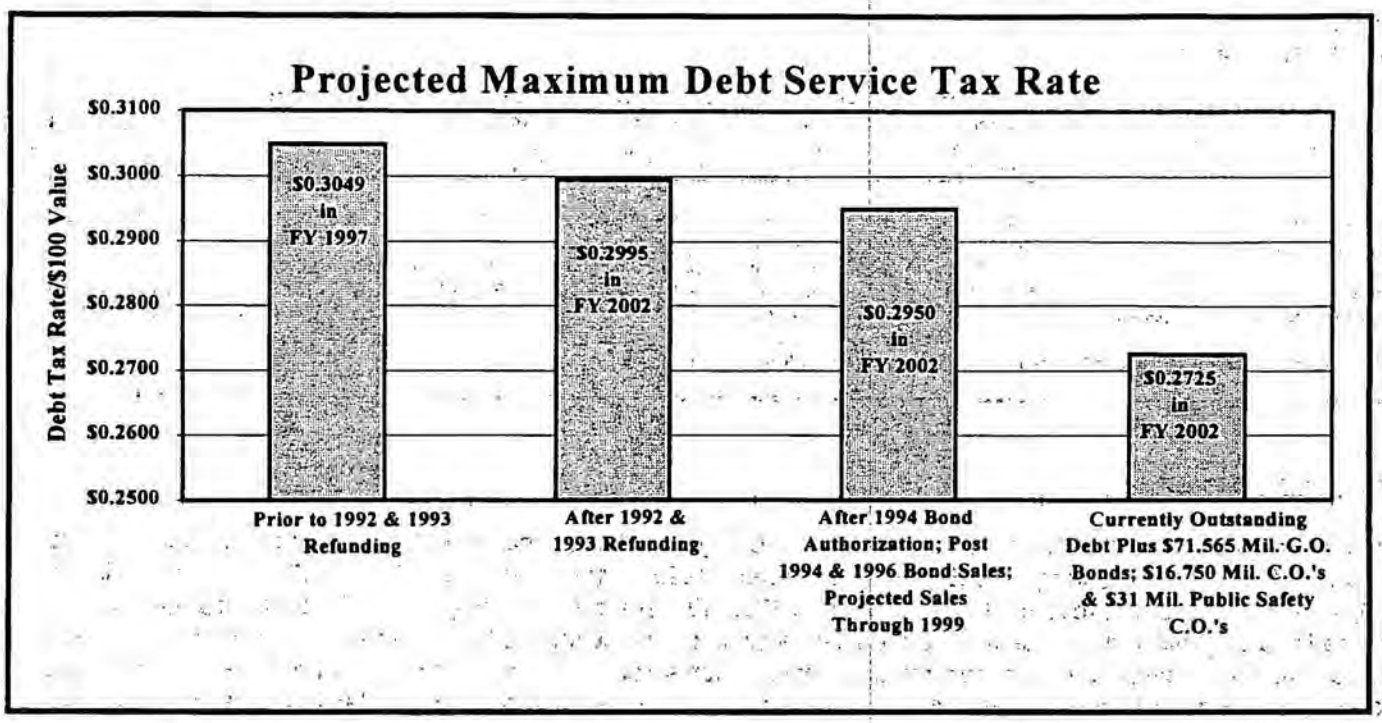
On-going capital improvement needs have required the City to sell additional ad valorem tax supported obligations in December, 1994, January, 1996 and November, 1996, aggregating to $142,350,000 which included $96,180,000 General Improvement Bonds and $46,170,000 Certificates of Obligation. Proceeds from the bonds and certificates provide the funds required to finance costs of improvements to various streets, drainage and flood control projects; acquisition, construction and improvements related to park facilities, public safety, municipal facilities, parking structures, environmental clean-up and land acquisition. It is planned that an additional $71,565,000 of authorized but unissued debt will be sold in approximately equal installments through fiscal year 2000 to finance improvements to drainage, streets and parks and recreation. Over this same time period, Certificates of Obligation may be sold to finance capital improvements related to public safety, municipal facilities and land acquisition with the first installment of approximately $16,750,000 to be sold in fiscal year 1998.

In March, 1996, the City sold $182,012,480 Hotel Occupancy Tax Revenue Bonds, Series 1996 as the major source of funds to finance the construction and expansion of the Henry B. Gonzalez Convention Center. Additional sources of funding include interest earned on construction fund balances, and collection of the 2% hotel occupancy tax revenues dedicated to the convention center expansion project.

In July, 1996, the City sold $38,000,000 Airport System Revenue Bonds, Series 1996 to finance capital improvements to the international airport which include construction of additional parking facilities, terminal building improvements and costs related to the noise compatibility program.

The projected maximum debt service tax rate prior to the refundings and prior to the authorization of an additional $109,700,000 General Obligation Bonds on May 7, 1994, was $0.3049 (FY 1997). After the refundings the maximum debt service tax rate was projected to be $0.2995 (FY 2002) which included an estimated $110,000,000 bond authorization and projected bond and Certificate of Obligation sales through fiscal year 2000. Subsequent to the refundings and aforementioned $109,700,000 bond authorization, the City experienced favorable economic growth, increased assessed values and historically low interest rates. This combination of favorable economic activity and low interest rates for the 1994 and 1996 bond and certificate of obligation sales produced a projected maximum debt service tax rate of $0.2950 (FY 2002) after giving effect of projected issues through fiscal year 2000. Based on continued positive results, the current debt management plan projects the maximum debt service tax rate to be $0.2725 (FY 2002) taking into effect the projected issuances through fiscal year 2000.

Shown in the table below is a representation of the historical projected debt service tax rates since 1992.



In summary, the projects to be financed had included projected increases in debt service tax rates. The City's debt management program has: (1) contributed to the reduction of the projected $0.3049 debt service tax rate to a projected debt service tax rate of $0.2725 in FY 2002; (2) provided for an additional $109,700,000 1994 bond authorization scheduled to be sold in continued annual installments through FY 2000; and (3) allowed for an additional $31,000,000 public safety improvement Certificates of Obligation scheduled to be sold in 1997, 1998 and 1999.

Utilization of comprehensive financial analysis and computer modeling in the debt management plan incorporates numerous variables such as sensitivity to interest rates, changes in assessed values, annexations, current ad valorem tax collection rates, self-supporting debt and fund balances. The analytical modeling and effective debt management has enabled the City to maximize efficiencies through refundings and debt structuring. Strict adherence to conservative financial management has allowed the City to meet its financing needs while at the same time maintaining its "AA" rating by three rating agencies, i.e., Moody's Investors Service, Standard & Poor's Ratings Group and Fitch Investors Service, Inc.

Debt Service Funds

DEBT SERVICE FUND
SUMMARY OF PROPOSED BUDGET

Description:

This schedule reflects the consolidation of the General Obligation Debt Service Fund and the Certificates of Obligation Debt Service Fund. The General Obligation Debt Service Fund was established to account for the accumulation of ad valorem taxes collected for the purpose of paying principal and interest on long term debt. The Certificates of Obligation Debt Service Fund was established to account for the accumulation of ad valorem and pledged revenues collected for the purpose of paying principal and interest on long term certificates of obligation and short term contractual obligation certificates.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1997-98	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 46,493,108	$ 48,691,585	$ 49,353,932	$ 53,919,864
Revenue				
Current Property Tax	$ 60,366,639	$ 63,723,349	$ 64,533,709	$ 66,669,628
Delinquent Property Tax	1,007,940	1,050,450	763,976	940,250
Judgments Collected	0	0	0	0
Interest on Time Deposits	3,770,267	3,609,600	4,394,455	4,575,382
Interest on Investments	0	0	0	0
Penalty & Interest on Delinquent Taxes	755,791	661,782	534,783	637,722
Proceeds of Bond Issuances	167,108	0	0	0
Transfer from:				
Hotel/Motel Tax Fund	410,113	395,738	367,326	382,410
Alamodome Revenue Fund	500,665	499,335	499,335	498,835
Tower of Americas	101,433	104,107	0	0
Total Revenue & Transfers	$ 67,079,956	$ 70,044,361	$ 71,093,584	$ 73,704,227
TOTAL AVAILABLE FUNDS	$ 113,573,064	$ 118,735,946	$ 120,447,516	$ 127,624,091
APPROPRIATIONS				
Operating Expenses:				
Bond Principal	$ 24,075,000	$ 26,265,000	$ 27,145,000	$ 31,225,000
Bond Interest	40,144,132	41,681,639	40,382,652	40,365,570
Issue Costs	0	0	0	0
Payment to Escrow Agent	0	0	0	0
TOTAL APPROPRIATIONS	$ 64,219,132	$ 67,946,639	$ 67,527,652	$ 71,590,570
GROSS ENDING BALANCE	$ 49,353,932	$ 50,789,307	$ 52,919,864	$ 56,033,521
RESTRICTED RESERVE	$ 49,353,932	$ 50,789,307	$ 52,919,864	$ 56,033,521
NET ENDING BALANCE	$	$	$	$

AIRPORT REVENUE FUND
AIRPORT SYSTEM REVENUE BOND SERIES 1992, 1993 AND 1996
SUMMARY OF PROPOSED BUDGET

Description:

The Airport Revenue Refunding Bond Series 1992, 1993 and 1996 Debt Service Funds were created to account for revenues transferred from the Airport System Revenue Fund to pay for principal and interest on these bonds, to provide fund for the bond reserve to pay other costs and expenses.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 12,442,504	$ 12,521,468	$ 12,486,294	$ 12,739,974
Revenue				
Contr. from Airport Revenue Fund	$ 8,972,470	$ 10,783,620	$ 11,059,900	$ 11,059,900
Interest on Time Deposits	725,387	805,930	810,000	822,900
Accrued Interest on Bond Sale	0	0	0	0
Total Revenue & Transfers	$ 9,697,857	$ 11,589,550	$ 11,869,900	$ 11,882,800
TOTAL AVAILABLE FUNDS	$ 22,140,361	$ 24,111,018	$ 24,356,194	$ 24,622,774
APPROPRIATIONS				
Bond Principal	$ 3,230,000	$ 3,445,000	$ 3,502,500	$ 3,805,000
Bond Interest	6,424,067	8,113,721	8,113,720	7,936,694
TOTAL APPROPRIATIONS	$ 9,654,067	$ 11,558,721	$ 11,616,220	$ 11,741,694
GROSS ENDING BALANCE	$ 12,486,294	$ 12,552,297	$ 12,739,974	$ 12,881,080
Bond Reserve Fund	$ 8,844,787	$ 8,844,787	$ 8,844,787	$ 8,844,787
Reserve for Future Payments	3,641,507	3,707,510	3,895,187	4,036,293
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0
Succeeding Yr. Principal & Interest	$ 11,616,220	$ 11,611,690	$ 11,741,694	$ 11,959,625

CONVENTION CENTER EXPANSION
CONVENTION CENTER EXPANSION REVENUE BOND SERIES 1996
SUMMARY OF PROPOSED BUDGET

Description:

The Convention Center Expansion Debt Service Fund was established to account for the issuance of bonds to fund the Convention Center Expansion Project. The principal and interest is paid from revenues generated through 2% of Hotel/Motel Tax Collections and transferred into this Debt Service Fund.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 0	$ 18,983,745	$ 18,983,745	$ 18,979,790
Revenue				
Bond Proceeds	$ 16,999,830	$ 0	$ 0	$ 0
Contr. from CCE Rev. Fund	4,643,239	7,753,255	$ 7,753,255	7,908,321
Interest on Time Deposits	595,924	1,120,740	1,120,740	1,120,000
Accrued Interest on Bond Sale	789,151	0	0	0
Total Revenue & Transfers	$ 23,028,144	$ 8,873,995	$ 8,873,995	$ 9,028,321
TOTAL AVAILABLE FUNDS	$ 23,028,144	$ 27,857,740	$ 27,857,740	$ 28,008,111
APPROPRIATIONS				
Bond Principal	$ 0	$ 0	$ 0	$ 0
Bond Interest	4,044,399	8,877,950	8,877,950	8,877,950
TOTAL APPROPRIATIONS	$ 4,044,399	$ 8,877,950	$ 8,877,950	$ 8,877,950
GROSS ENDING BALANCE	$ 18,983,745	$ 18,979,790	$ 18,979,790	$ 19,130,161
Bond Reserve Fund	$ 16,999,830	$ 16,999,830	$ 16,999,830	$ 16,999,830
Reserve for Future Payments	1,983,917	1,979,960	1,979,960	2,130,331
NET ENDING BALANCE	$ 18,983,747	$ 18,979,790	$ 18,979,790	$ 19,130,161

GOLF COURSE REVENUE FUND
CERTIFICATES OF OBLIGATION, SERIES 1986, 1986A, 1993 AND 1992 REFUNDING
SUMMARY OF PROPOSED BUDGET

Description:

The Golf Course Debt Service Fund was established to account for the issuance of bonds to fund the construction of two additional golf courses. The principal and interest is paid from revenues generated through golf fees in the Golf Course Revenue Fund and transferred into this Debt Service Fund.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 218,410	$ 186,490	$ 182,628	$ 197,117
Revenue				
Contr. from Golf Course Rev Fund	$ 783,417	$ 823,630	$ 834,730	$ 784,378
Interest on Time Deposits	18,846	16,200	19,500	19,400
Total Revenue & Transfers	$ 802,263	$ 839,830	$ 854,230	$ 803,778
TOTAL AVAILABLE FUNDS	$ 1,020,673	$ 1,026,320	$ 1,036,858	$ 1,000,895
APPROPRIATIONS				
Bond Principal	$ 265,000	$ 280,000	$ 284,167	$ 310,833
Bond Interest	324,315	306,830	306,844	290,969
Notes Principal	221,760	231,080	231,080	180,080
Notes Interest	26,970	17,650	17,650	8,298
TOTAL APPROPRIATIONS	$ 838,045	$ 835,560	$ 839,741	$ 790,180
GROSS ENDING BALANCE	$ 182,628	$ 190,760	$ 197,117	$ 210,715
Restricted Reserve	$ 182,628	$ 190,760	$ 197,117	$ 210,715
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0
Succeeding Yr. Principal & Interest	$ 839,741	$ 793,350	$ 790,180	$ 466,637

PARKING FACILITIES REVENUE FUND
PARKING FACILITY REFUNDING BOND SERIES 1985, 1992, 1993 AND 1994
SUMMARY OF PROPOSED BUDGET

Description:

This Parking Facility Debt Service schedule includes Refunding Bonds, Series 1985 and 1992, and Certificates of Obligation, Series 1992, 1993 and 1994. The principal and interest is paid from revenues generated in the Parking Revenue Fund and transferred into these debt service funds.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 439,503	$ 456,173	$ 560,714	$ 595,765
Revenue				
Contr. from Parking Revenue Fund	$ 1,743,654	$ 1,712,170	$ 1,745,200	$ 1,960,100
Interest on Time Deposits	41,087	50,370	57,100	64,800
Total Revenue & Transfers	$ 1,784,741	$ 1,762,540	$ 1,802,300	$ 2,024,900
TOTAL AVAILABLE FUNDS	$ 2,224,244	$ 2,218,713	$ 2,363,014	$ 2,620,665
APPROPRIATIONS				
Bond Principal	$ 585,000	$ 650,000	$ 689,167	$ 930,833
Bond Interest	1,078,530	1,073,370	1,078,082	1,038,306
TOTAL APPROPRIATIONS	$ 1,663,530	$ 1,723,370	$ 1,767,249	$ 1,969,139
GROSS ENDING BALANCE	$ 560,714	$ 495,343	$ 595,765	$ 651,526
RESTRICTED RESERVE	$ 560,714	$ 495,343	$ 595,765	$ 651,526
NET ENDING BALANCE	$	$ 0	$ 0	$ 0
Succeeding Yr. Principal & Interest	$ 1,767,249	$ 1,927,370	$ 1,969,139	$ 2,152,179

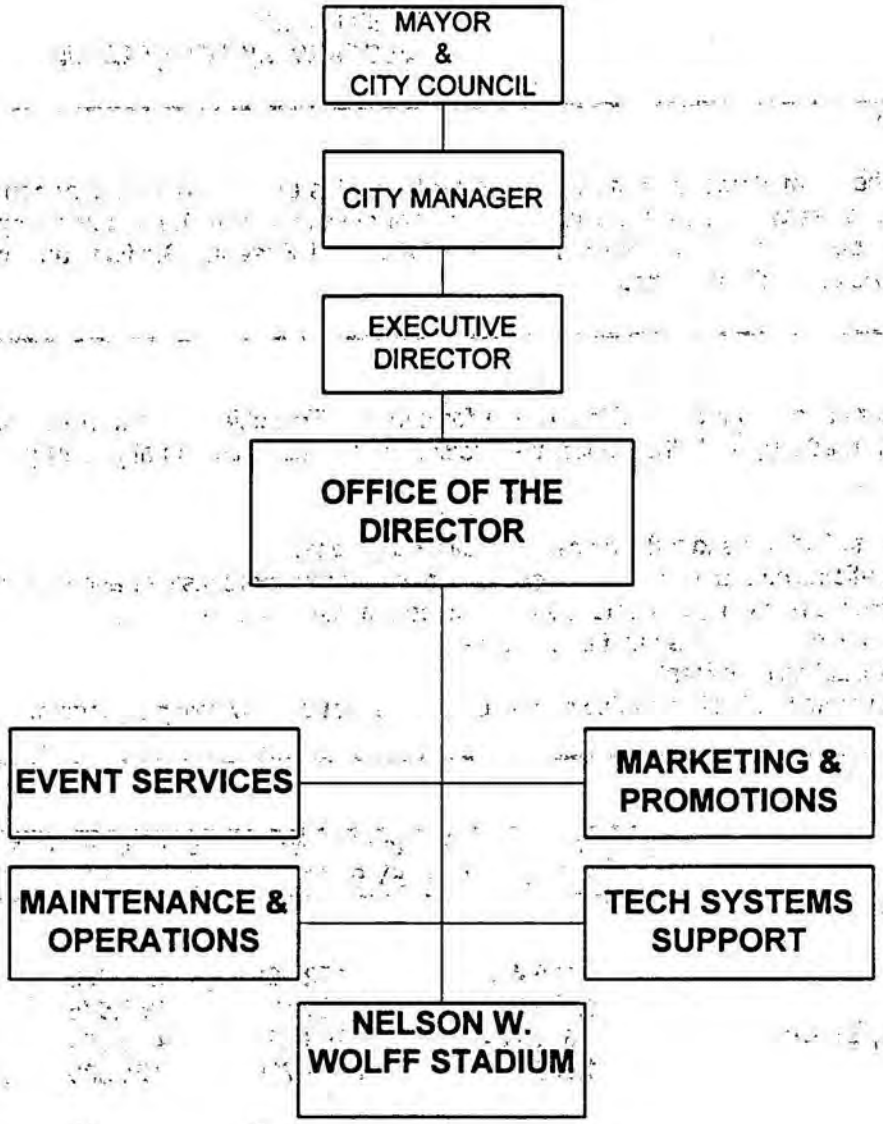
SOLID WASTE REVENUE FUND
CERTIFICATES OF OBLIGATIONS, SERIES 1993
SUMMARY OF PROPOSED BUDGET

Description:

The Solid Waste Debt Service Fund was established to account for the debt service requirements for the Regional Environmental Enterprise Zone. The principal and interest is paid from revenues generated through solid waste fees in the Solid Waste Revenue Fund and transferred into this debt service fund.

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	RE-ESTIMATE FY 1996-97	PROPOSED FY 1997-98
AVAILABLE FUNDS				
Beginning Balance	$ 73,924	$ 68,264	$ 76,868	$ 97,568
Revenue				
Contr. from Solid Waste Revenue Fund	$ 432,639	$ 437,710	$ 449,167	$ 449,566
Interest on Time Deposits	10,905	11,460	20,700	21,700
Total Revenue & Transfers	$ 443,544	$ 449,170	$ 469,867	$ 471,266
TOTAL AVAILABLE FUNDS	$ 517,468	$ 517,434	$ 546,735	$ 568,834
APPROPRIATIONS				
Bond Principal	$ 380,000	$ 400,000	$ 402,500	$ 418,333
Bond Interest	60,600	46,670	46,667	31,233
TOTAL APPROPRIATIONS	$ 440,600	$ 446,670	$ 449,167	$ 449,566
GROSS ENDING BALANCE	$ 76,868	$ 70,764	$ 97,568	$ 119,268
Bond Reserve	$ 0	$ 0	$ 0	$ 0
Restricted Reserve	76,868	70,764	97,568	119,268
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0
Succeeding Yr. Principal & Interest	$ 449,167	$ 446,230	$ 449,566	$ 377,000

ALAMODOME DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
Special Revenue Fund - Alamodome	60.00	8,428,012
Special Revenue Fund - Wolff Stadium	8.00	668,006
Total Funding	**68.00**	**$9,096,018**

ALAMODOME

FUND ***ALAMODOME***
NELSON W. WOLFF STADIUM

PROGRAM INFORMATION

The Department operates the Alamodome as a multi-purpose facility that is used for a variety of sporting events, convention activities, concerts, as well as civic, religious, and social functions. The Alamodome Department will also maintain and oversee operations at the Nelson W. Wolff Municipal Baseball Stadium and maximize its potential use and revenues as entertainment sites.

GOALS & OBJECTIVES

To enhance the image and marketability of the Alamodome for events. To achieve financial responsibility and accountability. To establish credibility with the public, the media, the business community, and potential users (promoters).

- To analyze expenditures to find ways to reduce costs and eliminate waste
- To work with local and national contracts to develop events that will attract more visitors and tourists
- To improve tenant and media relations, customer service and community relations
- To operate the Alamodome in a safe, clean and efficient manner
- To intensify professional staff development
- To generate sufficient revenue to offset operating expenses and debt at Wolff Municipal Stadium.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Attendance:				
Concerts	185,469	172,000	208,489	340,500
Sporting Events	1,024,298	931,422	760,575	977,000
Conventions/Other/Family Shows	383,724	268,287	455,266	186,260
TOTAL ATTENDANCE	1,593,491	1,371,709	1,424,330	1,503,760
Event Days				
Concerts	13	12	13	19
Sporting Events	60	50	56	55
Conventions/Other/Family Shows	41	35	40	34
TOTAL EVENT DAYS	114	97	109	108
Number of Municipal Stadium Events	87	88	85	90
Output:				
Total Operating Revenue[1]	$7,836,154	$7,519,068	$7,535,607	$8,489,848
Gross Event Revenue[2]	$6,548,828	$5,965,568	$5,849,602	$6,941,533
Operating Revenue Per Event Type :				
Concerts	$1,222,516	$1,370,707	$1,362,584	$2,206,567
Sporting Events	$3,413,739	$2,814,017	$2,632,758	$3,380,153
Conventions/Others/Family Shows	$1,912,573	$1,780,844	$1,854,260	$1,354,813
Attendance at Municipal Stadium Events	448,083	455,420	370,503	460,000

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Efficiency:				
Avg. Operating Revenue Per Attendee	$4.91	$5.48	$5.29	$5.63
Avg. Operating Cost Per Attendee	$4.22	$4.93	$4.85	$4.96
Avg. Food Service per Attendee:				
Concerts	$4.16	$4.88	$4.13	$4.92
Sporting Events	$4.21	$4.27	$4.22	$4.36
Conventions/Others/Family Shows	$1.51	$2.30	$1.88	$1.91
Municipal Stadium Revenue	$541,678	$566,700	$516,618	$572,800
Effectiveness:				
% Revenue Generated from Events	84%	90%	78%	82%
% Costs Recovered	116%	112%	109%	113%
% Change in Municipal Stadium Attendance	(.6%)	1%	(18%)	19%

EXPLANATORY INFORMATION

[1] This amount includes all Alamodome Budgeted Revenue.
[2] This amount includes all revenue generated from events.

POLICY ISSUES BY KEY RESULT AREA

- **CULTURE & RECREATION SERVICES / QUALITY OF LIFE** **$39,042**

TECHNICAL SYSTEMS SUPPORT

This ***improvement*** will reorganize and improve the level of service provided by the Alamodome's technical, audio, and rigging staff. Currently, a position and several part-time staff members provide these services through the Engineering section. Costs associated with these services are reimbursed by the promoters and establishing a separate activity will allow the Department to capture those costs. The proposed budget recommends the addition of a Stage Manager and the creation of the Technical Systems Support activity to provide management and technical expertise for those activities. The total cost of adding this position in FY 98 is $39,042 and full year funding will increase to $45,847 in FY 99.

- **REORGANIZATION** **$668,006**

NELSON W. WOLFF MUNICIPAL BASEBALL STADIUM

As recommended in the Performing Arts & Entertainment Study the maintenance and oversight operations of Wolff Municipal Stadium will be transferred to the Alamodome Department. This proposal was based on inter-departmental planning and teamwork to strengthen one of the City's entertainment facilities. As part of the reorganization, Nelson Wolff Stadium will become a Special Revenue Fund to ensure accountability for funds and performance. Revenue from the Fund is generated from charges for utilizing the facility and a transfer from the General Fund of $95,206.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

- **COST OF LIVING ADJUSTMENT/PERFORMANCE PAY** **$49,964**

Funding in the amount of $49,964 is included in the Alamdome's budgets for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance pay will be distributed to employees beginning April 1998.

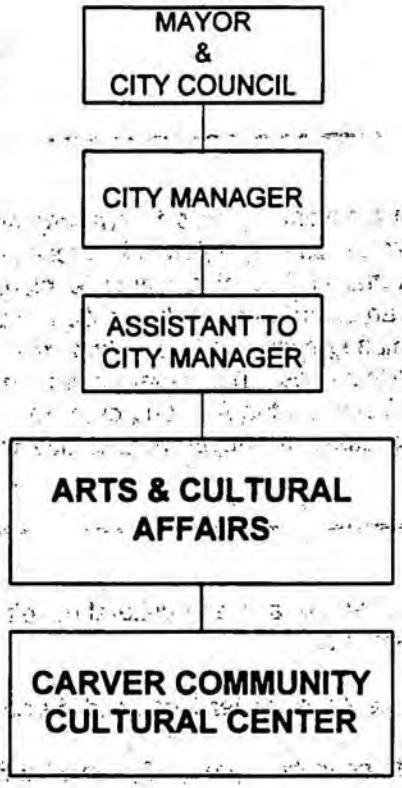
ALAMODOME EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$3,156,982	$3,010,010	$3,408,170	$3,469,799
CONTRACTUAL SERVICES	2,613,635	2,751,100	2,291,386	2,840,132
COMMODITIES	277,785	303,310	278,940	405,260
OTHER	651,840	685,360	894,160	726,550
CAPITAL OUTLAY	28,893	0	85,320	152,000
TRANSFERS	1,459,299	905,305	752,190	834,271
TOTAL EXPENDITURES	**$8,188,434**	**$7,655,085**	**$7,710,166**	**$8,428,012**
AUTHORIZED POSITIONS	**60**	**59**	**59**	**60**
FULL-TIME EQUIVALENTS	**60.00**	**59.00**	**59.00**	**60.00**

WOLFF STADIUM EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	N/A	N/A	N/A	$326,325
CONTRACTUAL SERVICES	-	-	-	246,371
COMMODITIES	-	-	-	58,936
OTHER	-	-	-	13,870
CAPITAL OUTLAY	-	-	-	22,504
TOTAL EXPENDITURES	**-**	**-**	**-**	**$668,006**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**	**8**
FULL-TIME EQUIVALENTS	**-**	**-**	**-**	**8.00**

ARTS & CULTURAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
Hotel/Motel Tax Fund	14.00	789,627
Categorical Grants	12.00	1,259,231
General Fund	8.00	538,390
Total Funding	**34.00**	**$2,587,248**

ARTS & CULTURAL AFFAIRS

FUND ***HOTEL/MOTEL TAX GENERAL FUND***

PROGRAM INFORMATION

The department is responsible for funding and monitoring grants to arts organizations and individual artists, implementing marketing and audience development strategies, providing technical assistance to organizations and artists, operating arts in education programs and leading city-wide planning and coordination efforts, implementing a public art program that includes art exhibitions in City facilities, implementing a long-term plan for City-owned cultural facilities, overseeing the management and operation of the Carver Community Cultural Center, and coordinating international cultural exchanges. The department receives financial support from the National Endowment for the Arts, Texas Commission on the Arts and other foundation and corporate sources. With respect to grant-making policies and processes, the department is advised by the Cultural Arts Board, appointed by the Mayor and City Council.

GOALS & OBJECTIVES

To provide leadership and resources for comprehensive arts and cultural development, enhancing the quality of life through improving the quality of arts in San Antonio.

- To support programs that further artistic excellence, foster increased public participation, and address City social and public priorities.
- To lead city-wide efforts to make arts basic to education, pre-K-12, serve "at-risk" youth, and enhance cultural literacy.
- To plan and implement a public art program linked to the City's capital improvement program, neighborhood revitalization efforts, and other infrastructure development in San Antonio.
- To ensure viability of City-owned cultural facilities through planning and long-term support system.
- To promote cultural tourism initiatives as an economic development strategy.
- To promote international cultural exchanges.
- To sponsor or co-sponsor a season of multi-disciplined, multi-ethnic events and an instruction and training program at the Carver, and ensure access for community-sponsored events.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of Art agency events funded	1,533	1,526	1,878	2,049
Amount of grants awarded[1]	$2,862,200	$2,711,474	$2,662,464	$2,847,185
No. of education partnerships (dist./schools served)	6/68	6/68	6/68	6/75
No. of education partnership presentations[2]	N/A	700	1,185	1,500
No. of public art projects initiated[3]	2	6	41	38
No. of cultural tourism projects[4]	N/A	N/A	1	7
Carver Center's marketing expenses[5]	$52,163	$40,900	$55,200	$67,150
Output:				
Number of audience members	2,802,240	2,919,238	2,644,745	2,715,753
Amount of non-City dollars leveraged	$15,659,193	$15,755,382	$14,835,840	$18,007,802

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
No. of youth served in after-school programs[6]	420	8,480	10,909	13,300
No. of youth served in education partnerships[7]	17,000	20,000	16,677	18,500
No. of art-prevention hrs. in after-school programs	N/A	N/A	3,695	3,890
No. of public art projects completed	N/A	N/A	5	6
No. of cultural tourism participants[4]	N/A	N/A	60	615
Carver Center's Ticket Revenue	$121,722	N/A	$71,904	$94,493
Efficiency:				
Avg. attendance at art agency funded events	1,828	1,913	1,408	1,325
Avg. daily student participation in education Partnerships programs	107	109	106	108
Avg. daily student attendance in after school programs	N/A	N/A	N/A	44
Avg. no. of participants per cultural tourism project	N/A	N/A	60	123
Carver's marketing expense to revenue ratio	$.43:$1	N/A	$.77:$1	$.71:$1
Effectiveness:				
% increase/decrease in audience members	N/A	4.0%	(6.00%)	2.6%
Ratio of City dollars to non-City dollars spent	$1:$5.47	$1:$5.81	$1:$5.57	$1:$6.32
% increase in students participation	14%	16%	17%	19%
% improvement in academic scores [8]	48%	50%	50%	52%
% improvement in attendance [8]	18%	19%	19%	20%
% of Carver's gross ticket revenue realized	43%	N/A	40%	80%

EXPLANATORY INFORMATION

[1] Amount includes the City's allocation, $2,711,474; plus Texas Commission on the Arts' allocation, $135,711, provided through its new decentralized funding program.

[2] Includes CORE, a curriculum development and teacher and artist training program; and Arts-Teach, a visiting artist program in K-5.

[3] Ongoing projects; plus projects approved by Council in the 1996-97 Public Art Plan.

[4] Reflects projections for new Cultural Tourism Partnerships, which initiates in October 1998.

[5] Includes advertising, direct mail, promotional production and design fees.

[6] Pertains to 3 after-school programs; Urban smARTS, Challenge Arts Enrichment and Graffiti Prevention Program at Midtown on Blanco. The Challenge and Graffiti Prevention Program were newly implemented in FY 1996-97.

[7] Includes CORE and Artsteach figures only.

[8] Pertains to Urban smARTS. These are estimated figures; final results pending an independent evaluation of program due September 1997.

POLICY ISSUES BY KEY RESULT AREA

- **REORGANIZATION** **$538,390**

CARVER COMMUNITY CULTURAL CENTER

As recommended in the Performing Arts & Entertainment Facilities Study maintenance and oversight operations of the Carver Community Cultural Center will be transferred to the Arts & Cultural Affairs Department. This proposal was based on inter-departmental planning to strengthen one of the City's entertainment facilities. As a result of the reorganization 3 support positions (Secretary II and 2 Building Custodians) within Community Initiatives Administrative will move to the Carver Center activity along with 5 existing positions. The Carver Center operations will remain in the General Fund and will continue to receive a transfer from the Hotel/Motel Occupancy Tax.

- **COST OF LIVING ADJUSTMENT/PERFORMANCE PAY** **$15,502**

Funding is included in the amount of $15,502 is included in the Hotel/Motel Fund for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance pay will be distributed to employees beginning April 1998.

HOTEL/MOTEL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$523,829	$547,780	$568,031	$574,996
CONTRACTUAL SERVICES	152,946	187,990	186,331	191,271
COMMODITIES	16,091	15,210	15,740	14,110
OTHER	9,270	1,280	2,530	1,250
CAPITAL OUTLAY	8,433	30,000	31,228	8,000
TOTAL EXPENDITURES	**$710,569**	**$782,260**	**$803,860**	**$789,627**
AUTHORIZED POSITIONS	**14**	**14**	**14**	**14**
FULL-TIME EQUIVALENTS	**14.00**	**14.00**	**14.00**	**14.00**

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	N/A	N/A	N/A	$229,823
CONTRACTUAL SERVICES	-	-	-	269,974
COMMODITIES	-	-	-	13,850
OTHER	-	-	-	4,380
CAPITAL OUTLAY	-	-	-	20,363
TOTAL EXPENDITURES	-	-	-	**$538,390**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**	**8.00**
FULL-TIME EQUIVALENTS	-	-	-	**8.00**

ARTS AND CULTURAL AFFAIRS

ACTIVITY NO.	*28-11-25, 28-11-26*
DIVISION	*CULTURAL ARTS CENTER*
PROGRAM	*CARVER CENTER*

PROGRAM DESCRIPTION

Carver Center is an arts presenting organization which offers a season productions and exhibits for cultural edification and enlightenment. An educational component provides opportunities for study and skill acquisition from master artisans. Facilities are available for lease to the general public at nominal rates.

Program Dates: 10/97 - 9/98	*Current Authorized FTEs: 11*
Current Authorization: $810,861	*Grant Number: 26-TBA*
City Council Priority:	*Culture & Rec. Svcs./Quality of Life*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - NEA	$73,000	$37,000	$70,000
State - Texas Commission on the Arts	14,785	9,664	6,384
City - General Fund	575,260	460,454	460,391
Other - Transfer from the Hotel/Motel Fund	75,000	154,250	154,250
Other - Transfer from 62-014007	235,832	131,417	78,195
Other - Transfer from 62-014012	10,000	13,076	15,000
Other - Foundations (NEFA)	-	-	8,500
Other - Foundations	109.732	-	
Other - MAAA	22,030	5,000	6,867
Total	$1,115,639	$810,861	$799,587

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$476,659	$427,291	$401,134
Contractual	619,830	361,700	373,538
Commodities	13,850	17,420	20,465
Other Expenditures	5,300	4,450	4,450
Capital Outlay	-	-	-
Total	$1,115,639	$810,861	$799,587

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Carver Center's Marketing Expenses	$52,163	$55,200	$67,150
Output:			
Carver Center's Ticket Revenue	$121,722	$71,904	$94,493
Efficiency:			
Carver's Expense to Revenue Ration	$.43:$1	$.77:$1	$.71:$1
% of Gross Realized	43%	40%	80%

ARTS AND CULTURAL AFFAIRS

ACTIVITY NO.	*28-01-01*
DIVISION	*ADMINISTRATION*
PROGRAM	*COMMUNITY PROGRAM SUPPORT*

PROGRAM DESCRIPTION

The Texas Commission on the Arts funds will allow the department to further implement its plan in supporting Marketing and Audience Development, Arts in Education (AID), and Public Art. TCA support will be used to continue development of our Internet Web page. These funds will also support the Department's Arts in Education "ArtsTeach" Program, a visiting artist program, and support development of forums/workshops associated with our Public Art Program.

Program Dates : 9/1/97 - 8/31/98	*Current Authorized FTEs: 0*
Current Authorization: $6,591	*Grant Number: 26-TBA*
City Council Priority:	*Culture & Rec. Svcs./Quality of Life*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Commission on the Arts	$21,638	$7,714	$6,591
Other - InKind Contribution	21,638	$7,714	6,591
Total	$43,276	$15,428	$13,182

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel			
Contractual	$17,425	$5,714	$4,394
Commodities	4,213	2,000	2,197
Other Expenditures	-	-	-
Capital Outlay	-	-	-
In-kind	21,638	7,714	6,591
Total	$43,276	$15,428	$13,182

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of individual artists on roster	56	60	60
No. ArtsTeach Directories distributed	1,800	1,300	1,300
No. of days on Internet Web site [1]	N/A	N/A	365
No. of Consultants participating in Public Art forums/workshops	N/A	7	8
Output:			
No. of students reached through artist workshops	16,700	17,500	20,000
No. of schools in programs	68	74	78
No. of ArtsTeach Directories printed	2,000	0	1,500
No. of Internet Web Site Hits	N/A	N/A	2,500

ARTS AND CULTURAL AFFAIRS

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Output Continued:			
No. of individuals attending Public Art forums/workshops	N/A	80	90
Efficiency:			
Revenues collected from the schools for artist fees	$21,750	$20,000	$20,000
Avg. dollars spent by school district by participant	2.28	2.29	N/A
Cost of printing the ArtsTeach directory	7,500	6,500	6,100
Avg. cost of ArtsTeach directory per participant	$0.45	$0.37	$0.35
Avg. No. of Internet Web Site Hits per day	N/A	N/A	6.84
Dollars spent on Public Art forum/workshops	N/A	1,929	2,197
Effectiveness:			
No. of teachers requesting art workshops	500	600	650
No. of artists paid as temporary employees	56	60	60
% of increase/decrease of local artists apply for Public Art projects	N/A	20%	25%

EXPLANATORY INFORMATION

[1] Internet Web Site was not tracked previously

ARTS AND CULTURAL AFFAIRS

ACTIVITY NO.	*28-01-01*
DIVISION	*ARTS IN EDUCATION*
PROGRAM	*CORE PROGRAM*

PROGRAM DESCRIPTION

NEA funds will be used to complete a 3-year teacher and artist training program, entitled CORE. Components include (1) a 2-week seminar that provides instruction in cultural/aesthetic education to new teachers; (2) eight advanced teacher workshops held during the school year to reinforce interdisciplinary instructional strategies; (3) parents workshop to build a consistent foundation among parents, teachers, and students so that parents are able to help their children reach their maximum potential; (4) "Focus and Performance", a series of arts events which help teachers prepare appropriate units of study. The project provides instruction and resources with diverse ethnic content. Federal funds will be matched by City resources, coupled with grants from school districts and local foundation and corporate sources. This project tracks the department's strategic plan.

Program Dates: 6/95 - 6/98	*Current Authorized FTEs: 0*
Current Authorization: $90,000	*Grant Number: 26-005098*
City Council Priority: Culture & Rec. Svcs./Quality of Life	

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - National Endowment for the Arts	$30,000	$30,000	$30,000
Other - Outside Cash Contributions	66,500	91,000	55,000
City - Inkind	29,433	77,544	30,000
Total	$125,933	$198,544	$115,000

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel			
Contractual	83,175	107,675	70,000
Commodities	13,325	13,325	15,000
Other Expenditures	-	-	-
Capital Outlay	-	-	-
In-kind	29,433	77,544	30,000
Total	$125,933	$198,544	$115,000

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input: [1]			
No. of teachers trained	13	23	29
No. of artists trained	16	24	34
No. of focus works presented	14	14	20
No. of schools	5	10	13
Output: [2]			
No. of units of study presented	72	108	108
No. of students reached through study units	1,933	2,783	3,000

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Output Continued:			
No. of Parent workshops presented	4	5	10
No. of Advanced Teacher workshops	4	4	4
No. of focus works presented	24	24	4
No. of out of school performances	12	14	14
Efficiency:			
Avg. # of students per classes	20	20	20
Avg. # of teacher training hours	72	72	72
Avg. # of artist training hours	60	60	60
Avg. # of parents trained per school site	25	88	n/a
Avg. # of focus works/presentations per school	5	5	8
Effectiveness:			
% of artist agencies/artist contracted	100%[3]	25%	75%
% of teachers/artists trained	100%[3]	38%	-15%
% of students taught through CORE components	100%[3]	44%	55%

EXPLANATORY INFORMATION

Total funding for this three year grant which began in June 1995 is $90,000.

[1] The first and most critical component to the CORE program is the summer training sessions.

[2] The output is the results of the training throughout the year i.e., units of study, parent workshops, etc.

[3] CORE is a new 3 year experimental program targeted for 7 teachers and 6 artists, the first effectiveness % will be at 100%.

ARTS AND CULTURAL AFFAIRS

ACTIVITY NO.	*28-01-01*
DIVISION	*ADMINISTRATION*
PROGRAM	*SUBGRANTING PROGRAM*

PROGRAM DESCRIPTION

The Texas Commission on the Arts funds will be used for the purpose of subgranting to agencies. This year, the Texas Commission on the Arts established a "Decentralization Program" in six major Texas cities which utilizes a per capita base in its funding formula. Local arts organizations will now be required to apply directly to the city for arts funding. The funds will continue to provide partial support to organizations or individual artists recommended for funding by the Cultural Arts Board through the regular City funding process.

Program Dates: 9/97 - 8/98	*Current Authorized FTEs: 1*
Current Authorization: $159,231	*Grant Number: 26-TBA*
City Council Priority:	*Culture & Rec. Svcs./Quality of Life*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Commission on the Arts	$3,702	$7,745	$159,231
Other - Inkind	3,702	7,745	159,231
Total	$7,404	$15,490	$318,462

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	-	-	$22,643
Contractual	3,702	7,745	136,588
Commodities	-	-	-
Other Expenditures	-	-	-
Capital Outlay	-	-	-
Inkind Contribution	3,702	7,745	159,231
Total	$7,404	$15,490	$318,462

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Individual artists grants	7	N/A	N/A
No. of agencies served [1]	N/A	2	N/A
No. of events funded [1]	N/A	99	2,049
Output:			
No. of audience members	N/A	26,000	3,715,753
Amount of non-city funds leveraged	N/A	41,800	18,007,802
Efficiency:			
Avg. attendance at events	N/A	263	1,814

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Effectiveness:			
Ratio of city to non-city dollars spent	N/A	$1:$2.16	$1:$6.32

EXPLANATORY INFORMATION

[1] Only "No. of Events funded" will be used in the future for tracking progress because it more accurately reflects the activity at the agency level. Definition: Non-City dollars leveraged - is the total private, state and federal dollars raised by the agencies to support the total production costs in City-funded arts and cultural events. These leveraged funds satisfy the City's matching requirements.

ARTS AND CULTURAL AFFAIRS

ACTIVITY NO.	*28-01-01*
DIVISION	*ARTS IN EDUCATION*
PROGRAM	*YOUTH ARTS DEVELOPMENT PROJECT*

PROGRAM DESCRIPTION

The department is collaborating with local art agencies in Portland, Atlanta and the Nathan Cummings Foundation on a special "Chairman's Grant". This grant is a two-year program that intends to develop and implement assessment and reporting systems for the "at-risk" youth initiatives currently operating in the three cities and expand artist training components. Improvements in program evaluation will help "at-risk" initiatives fit into overall public educational systems, including curriculum development and performance assessment.

Program Dates: 5/1/97 - 4/30/98	*Current Authorized FTEs: 0*
Current Authorization: $13,000	*Grant Number: 26-TBA*
City Council Priority:	*Culture & Rec. Svcs./Quality of Life*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Other - Nathan Cummings Foundation	$19,750	$20,000	$13,000
Total	$19,750	$20,000	$13,000

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$6,765	$7,000	$4,000
Contractual	11,401	12,000	5,000
Commodities	930	1,000	4,000
Other Expenditures	654	-	-
Capital Outlay	-	-	-
In-kind	-	-	-
Total	$19,750	$20,000	$13,000

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of caseworkers trained [1]	31	35	14
No. of teachers trained	7	9	7
No. of artists trained	25	35	26
Output:			
No. of training seminars presented	5	15	15
No. of evaluations completed	2	1	1
No. of schools served	9	9	9
Efficiency:			
Avg. cost of training per participant	$0	$128	$100
Avg. cost of evaluations [2]	$0	$0	$3,000

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Effectiveness:			
No. of cities reached with final reports [3]	0	0	450
No. of total tool kits distributed [4]	0	0	500

EXPLANATORY INFORMATION

This is a three-city collaboration, and Fiscal Activity reflects only San Antonio.

1 This will drop to two per site in FY 97-98.

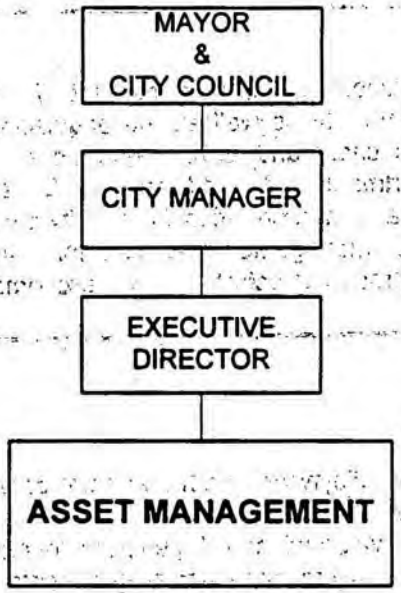
2 The evaluation cost was picked up by the Federal Dept. of Justice in FY 96-97.

3 This project was extended another year in order to complete objectives/research

4 This project will yield a "tool kit" for use by local arts agencies seeking to establish and/or improve "at-risk" youth arts services. The National Assembly of Local Arts Agencies (NALAA) will act a conduit for the distribution of these materials.

CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

ASSET MANAGEMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	11.00	582,183
Community Development Block Grant (CDBG)	1.00	26,602
Capital Projects	0.00	2,935,000
Total Funding	**12.00**	**$3,543,785**

ASSET MANAGEMENT

FUND ***GENERAL***

PROGRAM INFORMATION

The Department of Asset Management is responsible for the management of the City's Real Property Assets, including the disposition of surplus City-owned property as well as the acquisition of real property assets. The Department of Asset Management also negotiates leases and license agreements and is responsible for reviewing lease agreements initiated by other City departments. In addition, the Department is responsible for the development and maintenance of a central database of information for all City-owned property. The Department also provides property management and project management services for various City departments and is responsible for special projects involving revenue-producing activities and improvements at City-owned facilities.

GOALS & OBJECTIVES

To manage the City's Real Property Assets:

- Through the closure and disposal of streets and alleyways which no longer serve a public need and which the City can derive revenue and expand its tax base
- Through the sale of surplus property at market value which will generate revenue, increase the tax base and provide for Affordable Housing, as well as reduce City maintenance requirements
- Through the negotiation of leases and licenses of City-owned property
- By providing technical assistance for leases of non City-owned property
- By answering citizen inquiries regarding City-owned property and non City-owned property
- By providing technical assistance and support to other departments in the review of leases, concession agreements and other sources of revenue using City property/assets
- By expanding the property management program for City-owned facilities
- By negotiating telecommunications leases using City-owned property/assets to generate revenue to the City and minimize the number of cellular transmitter towers in the City

PERFORMANCE MEASURES

	Actual FY 94-95	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of staff assigned to manage leases	1	2	2	2
No. of staff assigned to license agreements/street alley closures	3	3	3	3
No. of staff assigned to surplus property and affordable housing	2	2	2	2
No. of inquiries regarding leases licenses, street/alley closure and surplus property	2,517	1,962	1,760	1,860
Square footage of city-owned facility leases managed[1]	N/A	N/A	40,091	88,851
Output:				
No. of leases & concession agreements reviewed for other departments	53	53	38	68
Total rent collected from leases of City-owned property (buildings only)[1]	$110,880	$75,300	$106,937	$323,226

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
Proceeds collected from telecommunications leases (annual)	N/A	N/A	$55,000	$60,000
Number of license agreements & street/alley projects	58	59	52	63
Proceeds collected for licenses and street/alley closures	$636,851	$670,000	$459,548	$450,000
No. of telecommunication leases negotiated	2	5	5	4
No. of surplus parcels canvassed	N/A	N/A	66	40
No. of surplus properties reviewed by City Council	29	40	25	35
No. of surplus properties sold	8	28	4	20
Revenue from surplus properties sold[2]	$27,905	N/A	$74,760	$40,000
Efficiency:				
Rent collected from City-owned buildings per staff assigned to leases	N/A	N/A	$53,469	$161,613
Leases & concessions reviewed for other departments per staff assigned	53	27	19	34
Revenue collected from licenses/street/alley projects per staff assigned	$212,284	$233,333	$153,183	$150,000
License agreements & street/alley projects per staff assigned	19	19	17	21
Surplus property projects per staff assigned	N/A	N/A	33	20
No. of weeks to close surplus property projects	N/A	N/A	37	35
Effectiveness:				
Average time to process leases for other departments (days)	N/A	N/A	7	7
% of lease revenue collected on due date	N/A	N/A	89%	95%
Average time to canvass/process license/street/alley closures (days)	N/A	N/A	172	150
% of licenses/street/alley projects closed within 180 days	N/A	N/A	83%	95%
% increase in revenue from surplus properties sold[3]	N/A	N/A	7%	34%
% increase in revenue from licenses, street/alley closure projects	N/A	N/A	N/A	(2%)

EXPLANATORY INFORMATION

[1] FY 1997-98 Proposed increase due to the new International Center building.
[2] FY 1996-97 Re-Estimate includes revenue from the sale of 9 surplus structures (Funston) $45,000.
[3] Comparison excludes revenue from surplus structures (Funston) $45,000.

ASSET MANAGEMENT

REDUCTIONS BY KEY RESULT AREA

- **ECONOMIC DEVELOPMENT** **$2,865**

APPRAISALS & SURVEYS

This reduction reduces the number of appraisals or surveys required for departmental projects of approximately 3 to 5 for the next fiscal year.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$430,581	$483,321	$479,401	$525,936
CONTRACTUAL SERVICES	36,648	$117,010	114,299	$42,737
COMMODITIES	2,469	$4,230	2,200	$3,230
OTHER	4,090	$3,130	3,130	$10,280
CAPITAL OUTLAY	22,458	$0	$0	$0
TOTAL EXPENDITURES	**$496,246**	**$607,691**	**$599,030**	**$582,183**
AUTHORIZED POSITIONS	**11**	**11**	**11**	**11**
FULL-TIME EQUIVALENTS	**11.00**	**11.00**	**11.00**	**11.00**

ASSET MANAGEMENT

FUND *COMMUNITY DEVELOPMENT BLOCK GRANT*

PROGRAM DESCRIPTION

The Community Development Block Grant will provide funding for a Real Estate Specialist in the Asset Management Department. The Real Estate Specialist position will assist with locating City property where affordable housing can be built and assisting citizens with City real estate issues and questions.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) EXPENDITURES BY CHARACTER

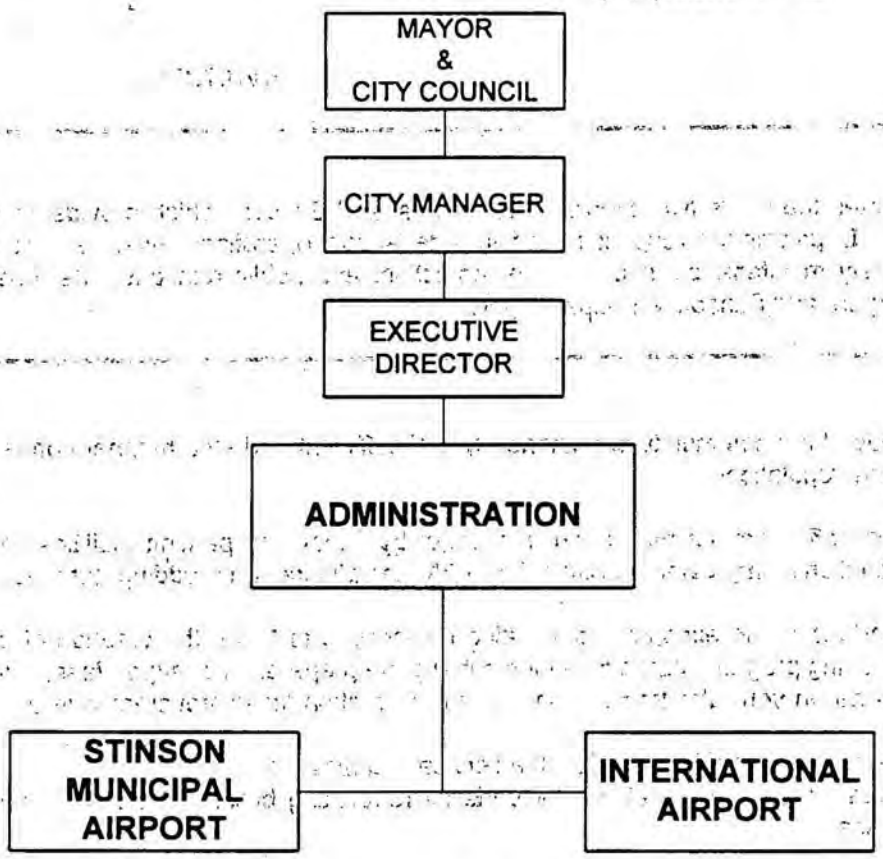
	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	N/A	N/A	N/A	$26,602
CONTRACTUAL SERVICES	-	-	-	0
COMMODITIES	-	-	-	0
OTHER	-	-	-	0
CAPITAL OUTLAY	-	-	-	$0
TOTAL EXPENDITURES	-	-	-	**$26,602**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**	**1**
FULL-TIME EQUIVALENTS	-	-	-	**1.00**

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

AVIATION DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
Enterprise Fund Aviation Funds	438.68	$35,672,532
Debt Service Funds	0.00	11,882,800
Categorical Grants	0.00	7,422,688
Capital Projects	0.00	41,678,000
Total Funding	**438.68**	**$96,656,020**

AVIATION

FUND ***AVIATION***

PROGRAM INFORMATION

The Aviation Department operates the City's two airports, International and Stinson, which provide general and commercial aviation services. Departmental responsibilities include airport operations, financial and property administration, vehicle and facility maintenance, security, fire protection, and public relations. Its divisions are Administration, International Airport, and Stinson Municipal Airport.

GOALS & OBJECTIVES

To provide for the aviation needs of the community in a financially self-sufficient and safe manner consistent with applicable City, State and Federal regulations.

- To improve convenience and efficiency for the airport passenger by expanding parking facilities, increasing the number of flight destinations, improving facilities for ADA compliance and adding terminal building amenities.
- To attract new business and aid in the expansion of existing businesses to foster the creation of additional local jobs by a focused marketing program, cargo development and the preparation of airport lease sites.
- To accommodate future growth in vehicular traffic by initiating construction for improvements in the terminal roadway and US 281 access.
- To increase utilization of the airport by publicizing available service and facilities.
- To maximize service facilities and properties at both airports by renovating buildings and redeveloping the North Loop Service Center site.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of Airport Public Parking Spaces	4,091	4,087	4,000	4,000
Terminal O & M Expenses	$3,862,980	$3,977,268	$3,957,000	$4,059,956
Airfield O & M Expenses	$1,312,961	$1,465,374	$1,525,000	$1,450,890
Parking O & M Expenses	$1,914,497	$1,864,036	$2,021,000	$2,116,212
Output:				
No. of Private Sector Airport Jobs	5,840	5,950	6,000	6,180
No. of Public Sector Airport Jobs	280	305	335	350
No. of Aviation Department Jobs	425	434	434	441
No. of Business Development Prospects	35	40	40	42
No. of Aircraft Noise Line Responses	215	190	220	200
No. of Terminal Enplaned Passengers	3,431,679	3,325,000	3,603,000	3,747,000
No. of Int'l Passengers Utilizing Customs/ Immigration	90,694	94,000	100,000	106,000
No. of Aircraft Landings and Takeoffs	258,255	257,700	261,000	265,000
No. of Non-stop Destinations	31	32	30	32
No. of Direct (Same Plane) Flight Destinations	71	72	74	76
No. of Parking Customers	1,570,806	1,560,000	1,727,000	1,727,000

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
Parking Revenue	$7,654,235	$7,643,496	$8,033,000	$8,084,000
No. of Contracts & Leases	231	240	237	242
No. of Taxicab/Shuttle Vehicle Departures	262,874	275,000	281,000	293,000
Efficiency:				
Dept. Employees Per 10,000 Passengers	1.37	1.31	1.20	1.18
Avg. No. of Airline Stage III Aircraft to Total Aircraft	67%	72%	72%	73%
Avg. No. of Noise Complaints Per 1,000 Aircraft Operations	.83	.74	.84	0.75
Avg. No. of Parking Customers Per Hour	179.32	178.08	197.15	197.15
Revenue Per Parking Space	$1,871	$1,870	$2,008	$2,021
Airline Rent Per Passenger	$3.59	$3.62	$3.78	$3.78
Terminal Concession Revenue Per Passenger	$2.13	$2.34	$2.16	$2.21
O & M Terminal Expenses Per Passenger	$1.13	$1.20	$1.10	$1.08
Avg. No. of Aircraft Takeoffs & Landings Per Hour	29.48	29.42	29.79	30.25
O & M Airfield Expenses Per Takeoff & Landings	$5.08	$5.69	$5.84	$5.48
Effectiveness:				
% of Passengers To Destination On Direct Flights	50%	52%	50%	52%
% of Increase In Airport Passengers	10.90%	3.50%	4.99%	4.00%
% of Increase Of International Passengers	11.03%	24.90%	10.26%	6.00%
% of Increase Of Aircraft Takeoff & Landings	8.38%	3.00%	1.06%	1.53%
% of Increase Of Parking Customers	8.18%	4.00%	9.94%	0.00%
% of Increase Of Private Airport Jobs	1.50%	2.00%	2.74%	3.00%
% of Increase Of Taxi/Shuttle Departures	6.97%	3.70%	6.90%	4.27%

POLICY ISSUES BY KEY RESULT AREA

- **INFRASTRUCTURE** **$34,460**

IMPROVE CUSTODIAL SERVICES

San Antonio International Airport continues to experience an increase in airline passengers. This has resulted in the need for an increase in cleaning frequencies of the facilities in order to maintain sanitary and housekeeping standards. (A cleaning frequency represents a repeat cleaning-task of a given area once an initial cleaning has been performed.) This proposed program ***improvement*** would provide for the funding of two Building Custodians in FY 98— one at an eleven month funding length and the other at a twelve month length— to increase the cleaning frequencies throughout the terminal facilities including public area vistas, restrooms, offices and the terminal frontages. To implement the service improvement in FY 99 with full year funding of both Building Custodians, the cost would be $35,162.

- **PUBLIC SAFETY** **$73,460**

ENHANCE AIRPORT LAW ENFORCEMENT & SECURITY SERVICES

This proposed ***improvement*** would result in the addition of four Airport Police Officers to the Airport Security Division allowing for the enhancement of International Airport security and mobile-patrol availability. The four Officers would expand the bicycle patrol service from a four-person unit to an eight-person unit and would allow the service to be extended from five days to seven days a week. The officer bicycle patrol would be assigned to handle vehicular traffic congestion (resulting from the public parking expansion project currently underway) and to patrol the ten parking lots and all public areas within the International Airport facilities. Additionally, all eight patrol officers would be available to work other posts reducing overtime costs by approximately fifty percent, or $42,000. One-time costs associated with this improvement would be $1,740. The total *net* cost of the program improvement would be $73,460 in FY 98. Full year funding of all four Officers in FY 99 would be $73,394.

- **ENVIRONMENTAL** **$30,634**

CENTRALIZE AIRPORT ENVIRONMENTAL ISSUES

This program ***improvement*** would allow for the funding of an Environmental Protection Officer I position. The position would centralize all International and Stinson Airport environmental service efforts and issues resulting, most notably, in a reduction of environmental incidents. The Officer would function as the Stormwater Pollution Prevention Plan Administrator, a responsibility that is mandated by the Environmental Protection Agency (EPA); would supervise all Hazardous Material abatement and fuel containment programs ensuring compliance with EPA and Texas Natural Resources Conservation Commission (TNRCC) regulations; and, would assist the Facilities Maintenance Division with Hazardous Material Inventory, control and disposal. Funding for the Officer at an eleven month level in FY 98 would equal $30,634 which would include a one-time cost of $3,979. Full year funding in FY 99 would equate to $27,077.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

- **SUPPORT SERVICES** **$32,446**

ENHANCE AUDIT SERVICES

This program ***improvement***, consisting of an additional Senior Auditor, would provide for a higher level of accountability in providing Aviation services. The additional position would provide an increase in audits and audit resolution, as well as increased monitoring capabilities. These responsibilities would ultimately result in more audit projects being identified and completed annually. The FY 98 cost for this improvement with a nine-month funding length of the position would be $32,446. This figure would include a one-time cost of $3,820. The recurring costs in FY 99 calculated on a twelve-month position funding length would be $37,462.

ONE-TIME TECHNOLOGICAL IMPROVEMENTS **$42,245**

In FY 96, the City began a program that increased productivity through a greater use of technological advancements. Resources have been identified to be set aside for a comprehensive technological upgrade program. Funds in the amount of $42,245 are included in this year's Budget for these one-time technological improvements. During FY 98, the City will conduct a comprehensive assessment of departmental needs to determine areas where the greatest increase in productivity can be realized through heightened use of computer based technology.

COST OF LIVING ADJUSTMENTS/PERFORMANCE PAY **$320,658**

Funding in the amount of $320,658 is included in the Department's budget for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance Pay will be distributed to eligible employees beginning April, 1998.

ENTERPRISE FUND EXPENSES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$12,920,616	$12,761,537	$12,638,647	$13,761,785
CONTRACTUAL SERVICES	3,559,383	3,672,012	3,493,197	4,079,410
COMMODITIES	1,194,579	1,219,253	1,191,095	1,338,754
OTHER	1,010,159	1,143,938	1,437,184	1,162,616
CAPITAL OUTLAY	951,776	612,243	614,280	784,061
TRANSFERS	14,771,730	14,533,086	15,739,850	14,454,906
TOTAL EXPENDITURES	**$34,408,243**	**$33,942,069**	**$35,114,253**	**$35,672,532**
AUTHORIZED POSITIONS	**425**	**434**	**434**	**442**
FULL-TIME EQUIVALENTS	**422.18**	**430.68**	**430.68**	**438.68**

AVIATION

ACTIVITY NO.	*33-01-01*
DIVISION	*ADMINISTRATION*
PROGRAM	*AIRWAY & AIRPORT IMPROVEMENT*

PROGRAM DESCRIPTION

This Airway & Airport Improvement Program is a program designed to assist airport owners in planning, constructing and maintaining the basic airfield infrastructure at airports nationwide. The program can be used for airport planning, airfield construction and/or reconstruction, and noise abatement purposes.

Program Dates: 10/01/97 - 09/30/98	*Current Authorized FTEs: 0*
Current Authorization: $4,820,255	*Grant Number: Various*
City Council Priority:	*Economic Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - FAA/AIP Grants	$2,719,316	$3,646,441	$5,798,266
Other - Airport Revenue Funds	906,439	1,173,814	1,624,422
Total	$3,625,755	$4,820,255	$7,422,688

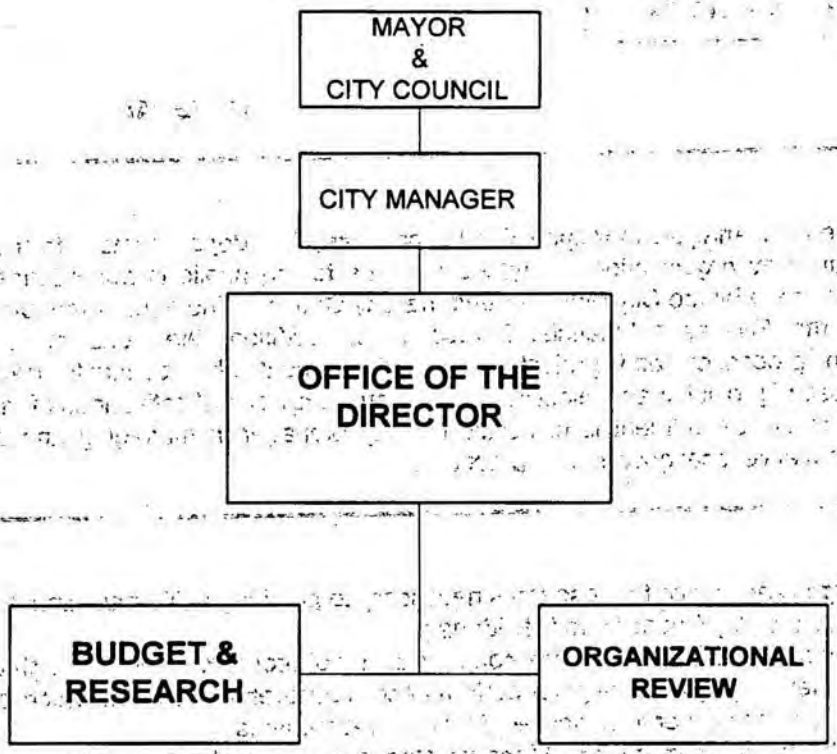
FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	-	-	-
Contractual	$1,081,103	$765,761	$425,000
Commodities	-	-	170,000
Construction	2,554,652	4,054,494	3,100,000
Total	$3,635,755	$4,820,255	$3,695,000

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
U.S. 281/Airport Connector	$ -	$4,195,255	$3,827,688
Taxiway F Reconstruction	-	-	400,000
Pavement Friction Testing Vehicle	-	-	170,000
Noise Compatibility Program	-	220,641	3,125,000
Taxiway H Reconstruction	2,807,392	-	5,100,000
SAT Master Plan Phase II	818,362	1,066,667	-

BUDGET AND MANAGEMENT ANALYSIS



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	20.00	1,149,940
Total Funding	**20.00**	**$1,149,940**

BUDGET & MANAGEMENT ANALYSIS

FUND ***GENERAL***

PROGRAM INFORMATION

The Office of Budget and Management Analysis is responsible for providing City departments with the financial resources necessary to enable the City organization to provide services to the public in accordance with the policies, goals and objectives established by the City Manager and the City Council. The department prepares the Annual Budget Document and the Five-Year Financial Forecast. In addition, the department performs cost/revenue analysis of certain processes and projects. The department also conducts departmental performance reviews for the purpose of providing an assessment of the efficiency and effectiveness of the delivery of public services. The mission of the department is to assist the City Manager in managing and evaluating resources through creative and innovative local government practices.

GOALS AND OBJECTIVES

To provide each unit of the City organization with the resources necessary to provide quality municipal services to meet the goals and objectives set by the City Council and City Manager.

- To improve the management of public resources and the communication of program results through a process of continuous improvement in developing a meaningful performance measurement system which accurately reflects the efficiency and effectiveness of services delivered by City departments.
- To continue participation in the ICMA Performance Measure Consortium in order to develop comparable measures with other large urban communities across the country.
- To continue to implement technological advancements to assist the development, monitoring, and management of the City's resources by utilizing a PC based budget and capital improvements management system.
- To provide analytical and technical assistance to departments to enhance communication with City Council, the City Manager's Office and the Office of Budget and Management Analysis.

To enhance the quality and efficiency by which municipal services are delivered by conducting a systematic review of selected departments focusing on performing analysis of selected processes and program areas and recommending tailor-made innovative solutions.

- To identify and recognize through the use of performance measures the operations of departments where substantial improvements have been made or where high levels of service are provided.
- To identify through interviews, site visits, research and analysis departmental operations which require improvements and recommend specific enhancements in each of those cases.
- To provide guidance to departments during the implementation of recommended enhancements and provide monitoring support to measure the effectiveness of recommendations.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of Departmental full-time employees	24	20	20	20
Budget & Management Analysts unit (FTEs)	12	12	12	12
Organizational Review unit (FTEs)	3	4	4	4
No. of staff hours expended for reviews	N/A	6,240	5,188	7,247

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output:				
Training classes conducted	5	6	5	5
Employees trained by Department	132	158	129	140
Departmental performance reviews conducted	N/A	4	3	4
Performance measures developed/monitored (technical assistance)	950	1,573	1,509	1,525
ICMA Consortium Performance Measures Developed/Reported	445	450	450	475
Number of Budget Adjustments Processed[2]	305	N/A	255	325
Number of Purchase Requisitions Processed[2]	605	N/A	850	880
Number of Classification Action Forms Processed[2]	110	N/A	70	75
Budget Monthly Status Reports	3	6	12	12
Special Projects Completed	9	10	16	20
RFPs/RFQs developed/coordinated/technical assistance	1	3	7	8
Surveys conducted/responded	6	6	11	13
Efficiency:				
Avg. No. of Departmental Activities per budget analyst[1]	33.6	N/A	34	34.8
Avg. Time (hours) per review[2]	N/A	N/A	1,729	1,812
Cost per Review[2]	N/A	N/A	$41,630	$43,158
Effectiveness:				
Turnaround time - Monthly Status report	15 days	12 days	10 days	10 days
% of training participants ranking Budget Training Courses from "Good to Excellent"	79%	84%	89%	90%
% of review recommendations implemented[2]				
Code Compliance	N/A	N/A	60%	100%
Asset Management	N/A	N/A	N/A	100%
Convention & Visitors Bureau	N/A	N/A	N/A	100%

EXPLANATORY INFORMATION

[1] A departmental activity is an organizational subgroup which details the department, division, and section and by which budgets are developed.

[2] New performance measure.

REDUCTIONS BY KEY RESULT AREA

- **SUPPORT SERVICES** **$5,721**

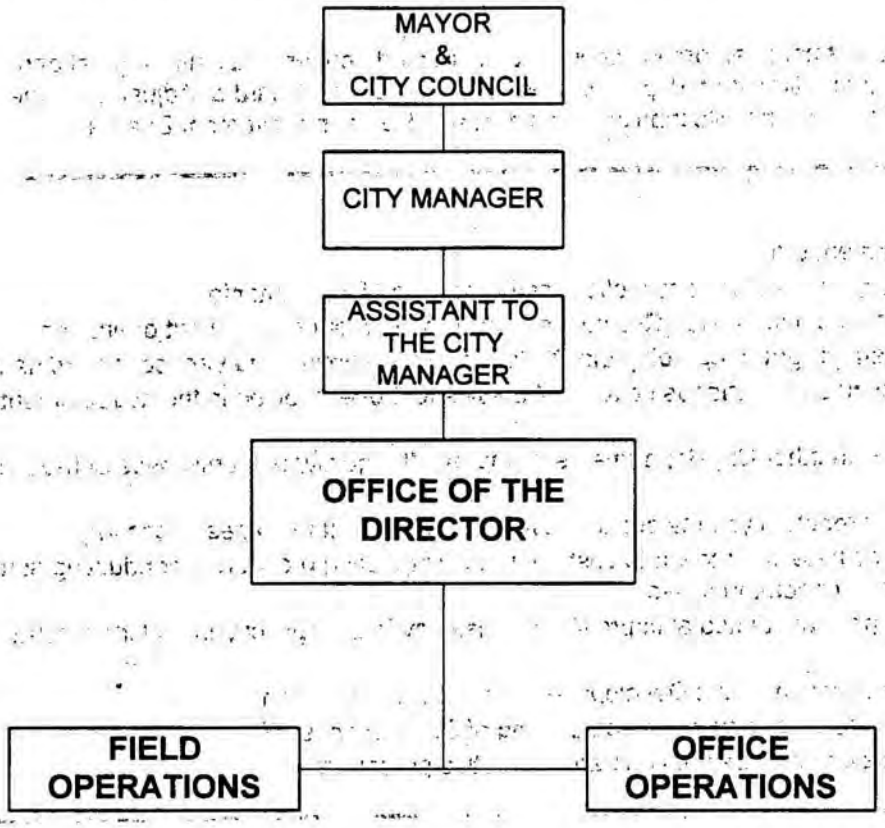
BINDING, PRINTING & REPRODUCTION

A reduction in binding, printing & reproduction is proposed due to savings in outsourcing expenses incurred when publishing the Proposed Budget Document, the Adopted Annual Budget Document, and the Five-Year Financial Forecast. The acquisition of technologically advanced copying and printing machinery in the City's Print Shop will allow the department to print document covers and color copies at a much lower cost. This reduction will provide a savings of $5,721.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$782,419	$806,163	$698,920	$847,971
CONTRACTUAL SERVICES	252,920	260,197	274,995	276,069
COMMODITIES	8,660	24,070	17,380	16,120
OTHER EXPENDITURES	16,740	13,390	13,390	9,780
CAPITAL OUTLAY	819		4,076	0
TOTAL EXPENDITURES	**$1,061,558**	**$1,103,820**	**$1,008,761**	**$1,149,940**
AUTHORIZED POSITIONS	**24**	**20**	**20**	**20**
FULL-TIME EQUIVALENTS	**24.00**	**20.00**	**20.00**	**20.00**

BUILDING INSPECTIONS



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	111.00	4,674,295
Total Funding	**111.00**	**$4,674,295**

BUILDING INSPECTIONS

FUND ***GENERAL***

PROGRAM INFORMATION

The Building Inspections Department enforces construction related codes, zoning regulations, reviews construction plans, issues all construction related permits and staffs the Zoning Board of Adjustment, the Building, and Fire Code Board of Appeals, Plumbing, Mechanical, Electrical and Home Improvement Boards.

GOALS AND OBJECTIVES

The Building Inspections Department will:

- Assure the protection of the health, safety, and welfare of the citizens of San Antonio
  - -Vigorously enforce construction related City codes, zoning and other development ordinances
  - -Provide an enforcement program regarding the City's Tree Preservation and Landscape ordinances
- Continue to provide an efficient and courteous delivery of service to those involved in the development process
  - -Coordinate and work with other City departments to improve the quality and timeliness of the plan review process
  - -Continue to upgrade computer systems and improve technology as it becomes necessary
  - -Continue to provide accurate information to customers by distributing brochures, conducting seminars and/or using other means of communication
- Continue the quality control program aimed at improving consistency in the application and interpretation of Code requirements
  - -Promote the services provided by the Development Services Ombudsman
  - -Seek to further the professional education and training of Department staff
  - -Encourage the certification of inspectors and administrative personnel

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of Personnel	100	109	109	111
Personnel Costs	$3,193,849	$3,420,868	$3,396,938	$3,697,801
No. of Inspectors	39	39	39	41
No. of Building Code Plans Examiners	7	7	7	7
Building Valuation on Projects Submitted	$865,546,303	$972,000,000	$908,206,414	$930,366,650
Platted Lots within the City				
Output:				
Total Inspections (All Trades)	164,938	164,000	163,303	173,487
Total Permits (All Trades)	66,996	72,000	66,289	69,613
Total Residential Plans Checked	4,441	4,550	4,566	4,927
Total Commercial Plans Checked	2,433	2,450	2,362	2,469
Trade Permit Revenue	$6,033,670	$6,200,000	$6,028,210	$6,425,478
Plan Review Revenue	$789,513	$780,000	$913,724	$995,868

BUILDING INSPECTIONS

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Efficiency:				
Inspection per Officer per Week (All Trades)	81.33	80.87	80.52	81.37
Average Cost per Inspection	$19.36	$20.86	$20.80	$21.31
Average Permit Revenue per Inspection	$36.58	$37.80	$36.91	$37.04
Number of Plans per Plans Examiner	982	1,000	990	1,056
Effectiveness:				
Average % of Inspections Completed by End of Next Business Day	99%	99%	99%	99%
Average No. of Days for Initial Plan Review (Building Only)				
-Interior Finish Outs	9 Days	7 Days	10 Days	9 Days
-New Structures (Commercial)	20 Days	18 Days	25 Days	20 Days
-Residential Plans	12 Days	12 Days	11 Days	11 Days
% of Plans Completing the Plan Review Process 45 Days or Less	71%	95%	91%	94%

REDUCTIONS BY KEY RESULT AREA

- **PUBLIC SAFETY** **$22,640**

BUILDING CODE ENFORCEMENT PROGRAM

This ***reduction*** proposes to reduce the Building Code Enforcement Program by $22,640. As a result, inspection review time will slightly increase and professional development opportunities for Inspectors will be limited.

POLICY ISSUES BY KEY RESULT AREA

- **PUBLIC SAFETY** **$112,050**

ADD ONE BUIILDING INSPECTOR POSITION FOR ANNEXATION

This ***mandate*** will add one Building Inspector position to meet the demands for growth in newly annexed areas. This position is proposed to be partially funded for nine months. The total cost of adding this position in FY 98 will be $47,385, which includes $20,370 for one-time costs. The full year funding for this position will decrease to $36,378 in FY 99.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

- **PUBLIC SAFETY CONTINUED**

ADD ONE ELECTRICAL INSPECTOR POSITION

This ***improvement*** proposes the addition of one Electrical Inspector position to monitor and ensure maintenance compliance with the recently approved revisions to the Electrical Code. These new regulations permit property owners to secure an electrical maintenance permit so that routine maintenance work may be performed by on-site staff. The program improvement is proposed to be partially funded for nine months. The total cost of adding this position in FY 98 will be $27,015. The full year funding for this position will increase to $36,378 in FY 99.

MODIFICATION AND CREATION OF CONVERSANT SYSTEMS

In order to achieve a more expeditious and accurate response to the customer, the Building Inspections Department is proposing modifications to an existing telephone conversant system for checking inspection status and to also establish a new conversant system to obtain construction plan status information. Currently, the conversant system does not identify the new permit types, permit status, and/or inspection types. Furthermore, the Department relies on staff to communicate plan status information to the customer, increasing the time spent on the telephone answering calls. This in turn affects plan review response time. The one-time cost to modify the existing conversant system is $7,650. In addition, the one-time cost to develop a conversant system to obtain plan status information will be $14,000. The total cost for this ***one-time improvement*** in FY 98 totals $21,650.

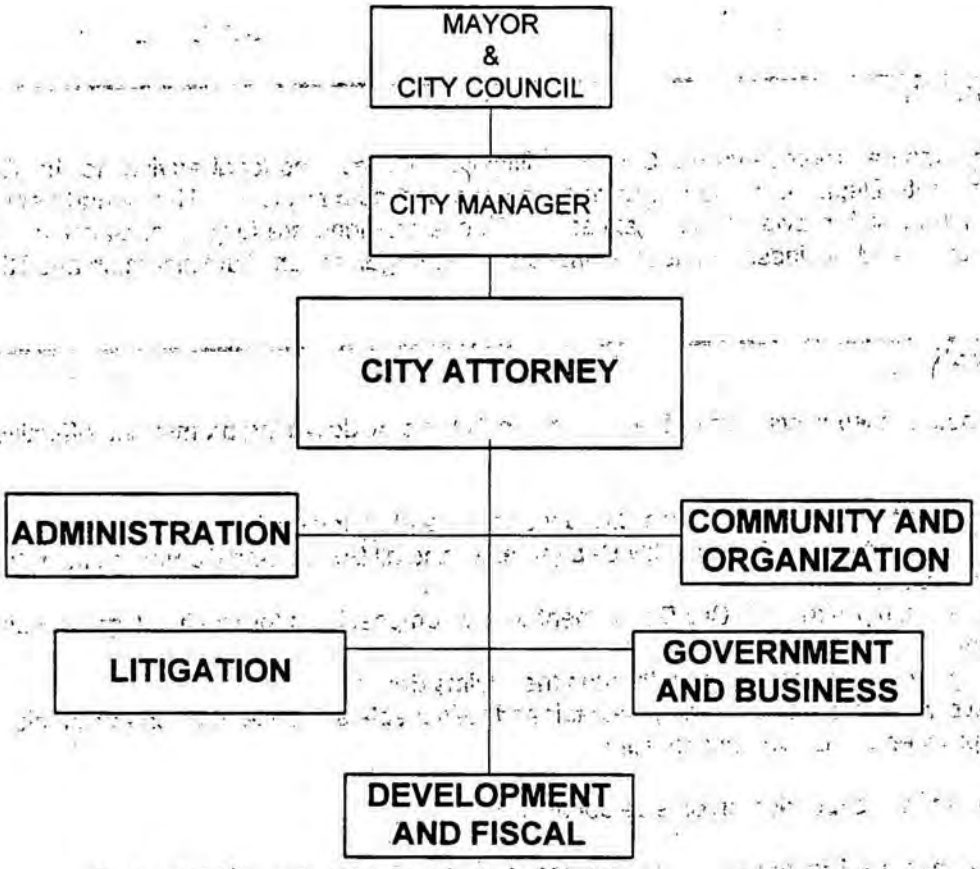
CELLULAR PHONES FOR INSPECTORS

Aimed at providing a more prompt, efficient and customer friendly service to the contractor or homeowner, this program ***improvement*** proposes to add a total of 16 cellular phones for the Plumbing, Building, Mechanical and Electrical Inspectors in the department. The total cost of adding this improvement in FY 98 totals $16,000. In FY 99, the recurring cost will be $14,880.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$3,193,849	$3,420,868	$3,396,939	$3,697,801
CONTRACTUAL SERVICES	620,934	703,298	691,541	763,524
COMMODITIES	90,628	125,276	118,347	122,111
OTHER EXPENDITURES	58,930	47,810	47,810	54,780
CAPITAL OUTLAY	32,616	95,760	95,760	36,079
TOTAL EXPENDITURES	**$3,996,957**	**$4,393,012**	**$4,350,397**	**$4,674,295**
AUTHORIZED POSITIONS	**100**	**109**	**109**	**111**
FULL-TIME EQUIVALENTS	**100.00**	**109.00**	**109.00**	**111.00**

CITY ATTORNEY



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	52.00	2,703,219
Community Dev. Block Grant (CDBG)	5.00	216,406
Self-Insurance Liability Reserve	16.00	9,975,348
Self-Insurance Worker's Compensation	27.00	12,682,796
Total Funding	**100.00**	**$25,577,769**

CITY ATTORNEY

FUND ***GENERAL***

PROGRAM INFORMATION

The Office of the City Attorney represents the City in all litigation and acts as legal advisor to the City Council, City Manager, City Departments and appointed boards and commissions. The department is comprised of six divisions which provide specific expertise. These divisions are Litigation, Development and Financial, Government and Business Services, Community and Organization, Administration and Risk Management.

GOALS & OBJECTIVES

To represent and promote the legal interests of the City of San Antonio by delivering prompt and effective legal services.

- Continue to obtain specific knowledge of each City Department and their legal issues
- To increase confidence of the City Council; City Departments; and all Boards and Commissions in the handling of all legal issues
- Develop a team relationship with each City Department with an emphasis on forecasting legal issues and problem solving
- Continue the litigation management program through the Claims Board
- Fully investigate every claim and lawsuit; negotiate fair and reasonable settlements when applicable; and aggressively proceed to trial when necessary

To reduce the amount of funds expended on outside counsel.

- Implement a comprehensive litigation strategic plan encompassing Litigation Guidelines, a Case Management System and aggressive pro-active planning

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of Attorneys - All Funds	46	46	46	46
No. of Attorneys - Litigation	8	8	8	8
No. of Attorneys - Prosecution	9	10	10	10
No. of new cases (lawsuits) filed annually - Litigation	182	175	177	173
No. of cases (lawsuits) pending	265	260	260	255
No. of cases[1] set on trial dockets by Municipal Courts[2]	33,047	35,800	32,300	32,900
No. of Statutory, Charter, Council & Client / Dept. created Boards and Commissions requiring legal advice	31	33	34	34

PERFORMANCE MEASURES CONTINED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output:				
No. of cases (lawsuits) closed annually - Litigation	183	180	182	178
No. of Trials - Litigation[3]	19	25	20	22
No. of cases resolved by Municipal Prosecutors[4]	31,395	34,010	30,685	31,255
No. of formal legal written opinions	342	367	383	410
No. of informal verbal opinions	3,793	3,917	3,932	4,050
No. of ordinances prepared	1,949	2,013	1,960	2,000
No. of administrative Hearings / Contract grievances filed				
Police / Fire	101	94	119	125
Civilian	134	130	157	160
Efficiency:				
Avg. no. of cases per Attorney	33	32.5	32.5	31.87
Avg. no. cases resolved per week by Attorneys at Municipal Courts	75	77	69	67
No. of informal opinions rendered per Attorney	172	178	178	184
No. of ordinances prepared per Attorney	103	117	103	105
Avg. turnaround ordinance preparation per Attorney	3 days	3 days	3 days	3 days
Effectiveness:				
% of cases tried with Favorable dispositions	90%	92%	85%	90%
% of convictions - all cases tried at Municipal Courts	N/A	N/A	86%	88%
% of informal opinions issued within three days	95%	98%	94%	96%
% of formal opinions issued within ten days	90%	92%	90%	92%
% of new cases assigned to outside counsel	13.2%	6.0%	7.0%	6.0%
Ratio of outside counsel to in-house	24/182	11/175	12/177	10/173

EXPLANATORY INFORMATION

[1]Includes Traffic, Code Violations, Juvenile, Environmental and Miscellaneous cases
[2]Taken from Municipal Courts performance measures
[3]Case was tried before a judge or jury (in-house counsel)
[4]Approximately 5% of all cases set on trial dockets are Administrative Hearings which do not require any services from Municipal Court Prosecutors
[5] Favorable dispositions capture favorable rulings administered in court; also where the City filed appropriate motions and
case was dismissed; or the case was settled favorably.

REDUCTIONS BY KEY RESULT AREA

- **SUPPORT SERVICES** **$45,469**

PROGRAM EFFICIENCY

The City Attorney's Office is proposing a reduction of $45,469 in salary savings. This will be accomplished by downgrading an existing higher level Administrative General Counsel Attorney to an Assistant City Attorney III. Existing administrative responsibilities will be reassigned to existing staff with no impact on day to day operations or departmental efficiency. The Assistant City Attorney III will assist in the preparation of various contracts and ordinances and the rendering of legal opinions.

POLICY ISSUES BY KEY RESULT AREA

- **EDUCATION, YOUTH & HUMAN DEVELOPMENT** **$72,000**

FIRE AND POLICE COLLECTIVE BARGAINING NEGOTIATIONS

The negotiation process for both Fire and Police Collective Bargaining Agreements will begin early FY 98. The City Attorney's office proposes $72,000 as a ***mandate*** for legal services to aide in the Fire and Police Collective Bargaining Agreements.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$2,698,152	$2,791,284	$2,761,210	$2,387,882
CONTRACTUAL SERVICES	296,548	201,721	220,600	262,527
COMMODITIES	42,716	36,710	46,620	35,360
OTHER	27,450	22,470	22,470	16,500
CAPITAL OUTLAY	4,948	9,237	10,510	950
TOTAL EXPENDITURES	**$3,069,814**	**$3,061,422**	**$3,061,410**	**$2,703,219**
AUTHORIZED POSITIONS	**60**	**61**	**61**	**52**
FULL-TIME EQUIVALENTS	**60.00**	**61.00**	**61.00**	**52.00**

CITY ATTORNEY

FUND ***LIABILITY***

PROGRAM DESCRIPTION

The Liability Section's function is to administer the City's Self-Insured Liability Program. This includes assisting the City's Claims Board and facilitating the litigation management process. This section is also responsible for the recovery of damages to City personnel , property or equipment from third parties who are liable for same; placement of excess insurance coverage's; maintaining current property listings for all insurance policies; and for advising all departments by providing services including, but not limited to, responding to department insurance inquiries; reviewing and approving vendor insurance policies; reviewing departmental insurance requirements; and monitoring activities of Third Party Administrators.

GOALS & OBJECTIVES

Improve the overall financial status of the Liability Fund.

- Identify and communicate to the City's executive staff members the Cost of Risk for the Self -Insured Liability Program.
- Ensure the City provides compensation for only claims for which it is responsible.
- Identify and pursue all potential recovery from negligent third parties.
- Implement and train City Departments on the use of the Risk Management Policy Manual.
- Identify and obtain all recoveries due from excess insurance carriers.
- Reduce the frequency of motor vehicle accidents and other damage to City property.

Ensure the Liability Fund is actuarially sound.

Coordinate the litigation management program with the City Attorney through the Claims Board.

- Reduce the frequency of litigated claims and the associated cost to settle claims.
- Assist the City's Claims Board in their duties and responsibilities.

Ensure the City's risks are properly identified, evaluated and addressed.

- Ensure compliance with all contracts administered.
- Provide timely and relevant guidance to City Departments regarding contractual insurance and indemnification requirements.
- Have staff members obtain and/or maintain professional certifications/licenses by providing professional development opportunities.

Coordinate the $110 million Owner Controlled Insurance Program (OCIP) on the HBG Convention Center Expansion Project.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input:				
FTE's [1]	13	5	5	5
No. of Tort Claims Reported during Fiscal	1,098	1,000	1,076	1,100

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output:				
Cost of Risk (millions) [2]	$7.87	$9.85	$8.22	$9.75
No. of Tort Claims Closed (for Claims Reported during the Fiscal Year)	988	800	900	935
No. of Cases Pending Recovery from Negligent 3rd Parties	312	350	260	300
Value of Pending Recoveries	$475,063	$400,000	$350,000	$400,000
Number of Cases in Litigation [3]	265	270	260	255
No. of Inspection/Investigation Hours	N/A	500	600	500
Efficiency:				
Amount Recovered from Negligent 3rd	$267,095	$294,000	$157,500	$200,000
Effectiveness:				
Percent of Cost of Risk vs. Total Operating Budget	0.96%	1.16%	0.97%	1
Percent of Value Recovered from Negligent 3rd Parties	56%	63%	45%	50%
Percent of Tort Claims Closed within 12	88%	80%	84%	85%

EXPLANATORY INFORMATION

[1] FTE's: Changed in FY 1996-97 to reflect the Risk Management Liability staff.
[2] Cost of Risk: Includes Administrative Costs, Retained Losses, Uninsured Losses, and Excess Insurance Premiums.
[3] Number of active cases in litigation as of September 30

POLICY ISSUES BY KEY RESULT AREA

- **COST OF LIVING ADJUSTMENTS/PERFORMANCE PAY** **$17,974**

  Funding in the amount of $17,974 is included in the department's budget for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance Pay will be distributed to eligible employees beginning April, 1998.

CITY ATTORNEY

INSURANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$591,000	$655,376	$595,440	$774,517
CONTRACTUAL SERVICES	681,187	727,795	735,215	658,879
COMMODITIES	3,590	8,590	8,050	8,492
OTHER	6,823,858	8,741,687	7,550,080	8,533,460
CAPITAL OUTLAY	10,624	0	0	0
TRANSFERS	291,520	711,000	0	0
TOTAL EXPENDITURES	**$8,401,779**	**$10,844,448**	**$8,888,785**	**$9,975,348**
AUTHORIZED POSITIONS	**15**	**15**	**15**	**16**
FULL-TIME EQUIVALENTS	**15.00**	**15.00**	**15.00**	**16.00**

CITY ATTORNEY

FUND ***SELF INSURANCE WORKERS' COMPENSATION***

PROGRAM INFORMATION

The Workers' Compensation Section's function is to ensure the City's compliance with applicable federal, state, and local statutes and regulations dealing with employee injuries or illnesses in the course and scope of employment. The Texas Workers' Compensation Act is the main statute in this regard. The Safety Section's function is to eliminate, reduce, or otherwise mitigate the City's exposure to loss resulting from occupational injuries/illnesses, vehicle accidents, third party liability claims, and property losses.

GOALS & OBJECTIVES

Ensure compliance with the Texas Workers' Compensation Act.

- Train departmental representatives on the requirements, guidelines, and benefits of the Texas Workers' Compensation Act.
- Have staff members obtain and/or maintain professional certifications/licenses by providing professional development opportunities.

Maintain the financial status of the Workers' Compensation Fund.

- Identify and communicate to the City's executive staff members the Cost of Risk for the Self-Insured Workers' Compensation Program.
- Ensure compliance with all provisions of contracts administered.
- Increase the effectiveness of the Modified Duty Program.
- Reduce the severity and rate of injury to City employees.
- Aggressively pursue all potential recovery from negligent third parties.

Ensure the Workers' Compensation Fund is actuarially sound.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
FTE's	14	14	13	12
No. of Employee Work Hours	18,380,488	18,000,000	18,844,550	18,900,000
No. of Miles Driven (all City Employees)	36,834,200	37,000,000	37,500,000	37,800,000
No. of 1st Report of Injury Received Late from Departments	49	40	100	40
Output:				
Cost of Risk (Millions)	$10.03	$12.77	$10.42	$11.74
No. of Insp/Tng/Invest/JSA Hours	4,186	4,000	3,500	4,000
No. of Injury Claims New in FY	2,014	1,900	1,952	1,950
No. of City Vehicle Accidents in fiscal year	807	750	700	675

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Efficiency:				
Injury Rate Per 100 employees (200,000 Hours Worked)	21.7	21.1	20.7	20.6
Lost Time Injury Claims per 100 Employees (200,000 Hours Worked)	10.3	10	10	9
Vehicle Accident Rate Per 1,000,000 Miles Driven	21.9	20.3	18.7	17.9
Recoveries From Negligent 3rd Parties	$267,095	$300,000	$300,000	$283,540
Effectiveness:				
% First Report of Injury Forms Submitted to TWCC on time (8 Days)	99%	100%	100%	100%
% of First Report of Injury Forms Received from Depts on time (2 Working Days)	N/A	N/A	85.00%	90.00%
% of Cost of Risk vs. Total City Budget	1.23%	1.50%	1.23%	1.25%

POLICY ISSUES BY KEY RESULT AREA

- **PUBLIC SAFTEY** **$100,000**

DIESEL APPARATUS

In an effort to secure the safety of our firefighters, a diesel exhaust filter for each existing apparatus is proposed for FY 98. The bay area of the fire stations, where the fire trucks are parked, accumulate cancer causing fumes from the apparatus engines known as carcinogens. Replacement of the current apparatus system will eliminate this problem. The FY 98 one-time cost of this ***improvement*** is $100,000.

- **SUPPORT SERVICES** **$129,129**

AUDITOR I POSITION IN INTERNAL REVIEW

With the increasing desire for accountability comes a need for additional auditing of city-related functions. This need will be addressed by the addition of an Auditor to be housed in the Office of Internal Review. The additional position will provide for an increase in audits, audit resolution, and monitoring capabilities and ultimately result in more projects being identified and completed annually. The FY 98 cost for this ***improvement*** is $29,129. The recurring costs will be $33,039.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

- **ONE-TIME TECHNOLOGICAL IMPROVEMENTS** **$7,000**

In FY 96, the City began a program that increased productivity through a greater use of technological advancements. Resources have been identified to be set aside for a comprehensive technological upgrade program. Funds in the amount of $7,000 are included in this year's Budget for these one-time technological improvements. During FY 98, the City will conduct a comprehensive assessment of departmental needs to determine areas where the greatest increase in productivity can be realized through heightened use of computer based technology.

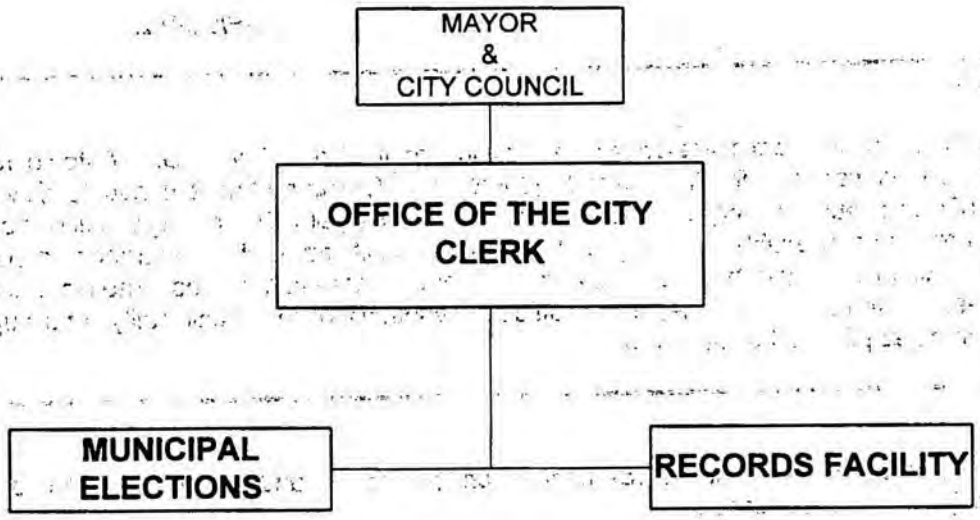
- **COST OF LIVING ADJUSTMENTS/PERFORMANCE PAY** **$17,542**

Funding in the amount of $17,542 is included in the department's budget for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance Pay will be distributed to eligible employees beginning April, 1998.

INSURANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$524,761	$597,816	$618,670	$1,145,036
CONTRACTUAL SERVICES	1,075,677	953,578	995,951	1,032,469
COMMODITIES	72,610	157,799	158,540	49,006
OTHER	9,174,379	11,140,080	8,931,720	9,832,510
CAPITAL OUTLAY	17,652	211,154	212,131	116,090
TRANSFERS	**199,000**	**540,510**	**368,128**	**507,685**
TOTAL EXPENDITURES	**$11,064,079**	**$13,600,937**	**$11,285,140**	**$12,682,796**
AUTHORIZED POSITIONS	**15**	**17**	**19**	**27**
FULL-TIME EQUIVALENTS	**15.00**	**17.00**	**19.00**	**27.00**

OFFICE OF THE CITY CLERK



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	17.00	782,515
Total Funding	**17.00**	**$782,515**

OFFICE OF THE CITY CLERK

FUND ***GENERAL***

PROGRAM INFORMATION

The Office of the City Clerk is the administrative and recording agent of the City of San Antonio municipal government, providing support services for the legislative process. The department conducts City Council meetings, records the official minutes of those meetings, and is the principal office through which the various municipal publications are made available for sale to the public. Additionally, the department conducts all municipal elections, bid procedures, official honorariums and board and commission actions. The Records Facility division receives, processes, protects and retrieves the official documents of the municipality, and supervises destruction of official records as provided by state law.

GOALS AND OBJECTIVES

To provide accessible municipal government records information, preserving and protecting mandated official records, and administering municipal elections by:

- Processing, preserving, protecting and, as needed, restoring permanent municipal records and archival materials.
- Seeking a permanent City Records Facility/Elections Center and a working interdepartmental records liaison program to better maintain municipal records through enhanced automation of records management procedures.
- Providing PC capability for all five personnel in the Records Facility through the addition of two personal computers.
- Implementing the pilot imaging program to provide comprehensive networking for a shared ordinance database linking the City Clerk, City Attorney, Planning and Finance Departments by personal computer network, enabling these City departments to merge documents electronically and improve work flow systems.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of City Clerk employees serving Customer Svc walk-ins, taking Customer Svc telephone calls, and performing research projects	12	12	12	12
No. of Records Facility employees providing microfilming services	4	4	4	4
Output:				
No. of walk-in Cust Svc contacts for City Clerk - daily	67	88	68	70
No. of Cust Svc telephone call contacts for City Clerk - daily	235[1]	212	185	190
No. of research projects completed - weekly	49[1]	30	22	25

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
No. of claims/lawsuits received and processed weekly	23	25	24	26
No. of municipal records microfilmed - weekly	51,290	46,000	38,000	42,000
Efficiency:				
No. of walk-in Cust Svc contacts assisted per employee - daily	6	7	7	9
No. of Cust Svc telephone call contacts per employee - daily	20	18	16	18
No. of research projects completed per employee- weekly[2]	4	N/A	2	3
Effectiveness:				
% of research projects completed within 2 days (Excluding Open Records requests)	100%	100%	100%	100%
% of microfilming goal achieved	167%	120%	85%	90%
% of claims/lawsuits responded to within 2 days[2]	N/A	N/A	N/A	100%

EXPLANATORY INFORMATION

[1] In FY 96, the Office of the City Clerk and Records Facility were combined into a single departmental total.
[2] New performance measure.

REDUCTIONS BY KEY RESULT AREA

- **SUPPORT SERVICES** **$3,891**

BINDING, PRINTING & REPRODUCTION

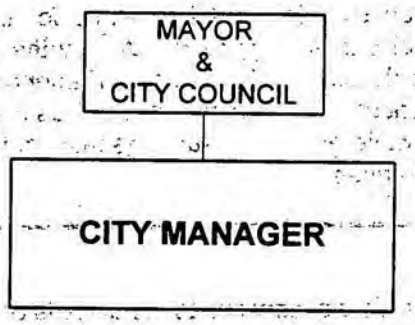
Reductions in Binding, Printing & Reproduction will result in total savings of $3,891. This will decrease funds used for the reproduction of various code books, local agreements, and the City Charter.

OFFICE OF THE CITY CLERK

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$611,001	$605,848	$611,582	$626,378
CONTRACTUAL SERVICES	127,496	156,112	117,052	136,187
COMMODITIES	9,008	11,650	17,375	11,650
OTHER EXPENDITURES	12,447	7,310	7,310	8,300
CAPITAL OUTLAY	84,220	0	0	
TOTAL EXPENDITURES	**$844,172**	**$780,920**	**$753,319**	**$782,515**
AUTHORIZED POSITIONS	**17**	**17**	**17**	**17**
FULL-TIME EQUIVALENTS	**17.00**	**17.00**	**17.00**	**17.00**

CITY MANAGER'S OFFICE



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	11.00	892,764
Total Funding	**11.00**	**$892,764**

CITY MANAGER

FUND ***GENERAL***

PROGRAM INFORMATION

The City Manager's Office provides centralized direction and leadership for the effective administration and operation of all municipal services for the City of San Antonio as directed by the City Council, and serves as the focal point for administrative direction and coordination of the City's staff agencies. The City Manager's Office prepares and submits to the City Council a balanced plan of municipal services in adherence with the policy goals and objectives established by the City Council while employing such managerial techniques as needed to assure efficient and effective utilization of the City's resources.

GOALS AND OBJECTIVES

- To administer and coordinate the efficient delivery of services to the citizens of San Antonio.
- To direct the preparation and distribution of the weekly City Council agenda and related materials to the City Council, staff and the citizens of San Antonio.
- To analyze, evaluate and monitor departmental, as well as community-based program proposals and needs through the efforts of the City Manager's managerial staff, Housing and Neighborhood Action Team (HNAT) and the Economic Development Action Team (EDAT).
- To coordinate City Council requests for information and support services in a timely manner.
- To ensure that appropriate customer service/community relations mechanisms are implemented to assist citizens in the resolution of complaints and requests for service.
- To review and direct the operation of all municipal activities and services in an equitable, efficient and effective manner.
- To develop programs that enhance the quality of employee performance in their effective delivery of services.

REDUCTIONS BY KEY RESULT AREA

- **SUPPORT SERVICES** **$4,452**

PERSONAL SERVICES

This office has initiated measures which will curtail associated personnel costs resulting in a savings of $4,452. Through a concerted effort anticipated shortfalls will be efficiently accomplished with the remaining resources.

CITY MANAGER

GENERAL FUND EXPENDITURES BY CHARACTER

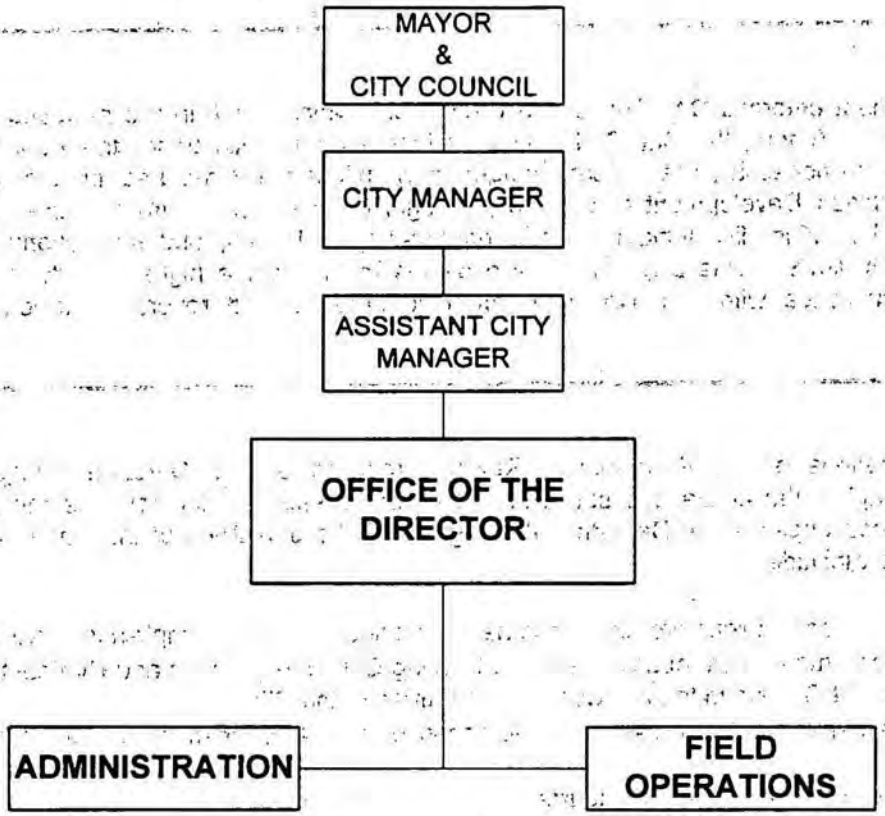
	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$700,544	$734,838	$727,223	$755,982
CONTRACTUAL SERVICES	87,761	123,182	110,910	122,872
COMMODITIES	3,673	6,940	5,300	6,040
OTHER EXPENDITURES	7,170	5,820	5,820	5,370
CAPITAL OUTLAY	420	0	0	2,500
TOTAL EXPENDITURES	**$799,568**	**$870,780**	**$849,253**	**$892,764**
AUTHORIZED POSITIONS	**11**	**11**	**11**	**11**
FULL-TIME EQUIVALENTS	**11.00**	**11.00**	**11.00**	**11.00**

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

CODE COMPLIANCE



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	71.00	3,268,693
Community Dev. Block Grant (CDBG)	4.00	163,212
Categorical Grants	1.00	43,339
Total Funding	**76.00**	**$3,475,244**

CODE COMPLIANCE

FUND ***GENERAL***

PROGRAM INFORMATION

The Code Compliance Department enforces City Codes and Regulations which result in the protection of the health and welfare of all citizens. Among the City Codes and Ordinances which fall under this department's jurisdiction to enforce and abate as necessary are: vacant dangerous premises and structures, junked vehicles, weeded vacant lots, zoning (Unified Development Code), noise, illegal dumping, minimum housing including unsanitary premises, front yard parking, livestock, alley and right-of-way violations, and inspections of 100 salvage/junkyards within the City limits. This Department also strives to promote a higher quality of life by promoting awareness and compliance with City Codes in order to stabilize and reverse deterioration of neighborhoods.

GOALS AND OBJECTIVES

To implement the recommendations of the Performance Review prepared by the Office of Budget and Management Analysis. Accomplish the challenges set forth in the report while striving towards the goal of improving the efficiency and effectiveness of the Department's programs. The objectives of the Department as outlined in the performance review include:

- To work closely with community and citizens groups to increase awareness of Code Compliance services
  - -Continue to decentralize enforcement operations by co-locating Customer Service and Clerical Support staff with Field Enforcement Officers in the five work location areas of the City
  - -Ensure the workforce deployment addresses the demands of the Department in the most efficient manner
- Expand self-promotion efforts by tapping existing resources
  - -To seek alternative funding sources to increase enforcement manpower, such as Federal or State grants, special project funding, and cooperative funding from other departments such as in the SNAP and Weed & Seed programs
  - -Continue to foster interdepartmental coordination and public/private partnerships
- Implement a Case Management System that concentrates and reduces the amount of time for case closure
  - -Focus on reducing the pending caseload of each Enforcement Officer
  - -Ensure case priority according to the severity of violation is uniformly addressed by field personnel
- Increase revenue collections for overdue vacant lot clean-up and clean and secure fees by outsourcing
  - -1st year goal an increase of $25,000
- Implement an Adopt-A-Sector Program
- Continue to provide an efficient and effective service to the community
  - -Expand the number of inspections per field investigator per day from 15 to 20
  - -Continue to integrate new technology applications in the Department
  - -Increase field support availability by contracting for services for vacant lot clean-up and clean and secure by contracting on a quarterly time frame versus weekly

CODE COMPLIANCE

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Code Enforcement Officers	38	39	39	45
Abatement Officers	4	4	4	4
Complaints (Added during fiscal year)	58,276	49,550	58,500	63,180
Complaints (Carried from previous fiscal year)	11,925	11,540	10,209	9,500
Total Complaints	70,201	61,090	68,709	72,680
Output:				
Total Inspections (All Categories)	133,608	132,147	145,200	174,600
Abatement Unit - Noise Abatement Inspections	5,260	5,000	4,200	5,040
Abatement Unit - Litter Abatement Inspections	6,654	6,510	4,050	5,200
Demolitions (City)	261	130	100	155
Demolitions (Owner)	90	240	60	115
Demolitions (Weed & Seed)	17	20	0	25
TOTAL DEMOLITIONS	368	390	160	295
Clean/Secured (City)	207	260	160	288
Clean/Secured (Owner)	1,174	1,725	1,500	2,094
Clean/Secured (Owner Repaired)	132	N/A	80	174
TOTAL CLEAN/SECURED	1,513	1,985	1,740	2,556
Vacant lots Cleaned (City)	1,032	1,300	1,200	1,750
Vacant Lots Cleaned (Owner)	3,474	3,800	4,000	5,115
TOTAL VACANT LOTS CLEANED	4,506	5,100	5,200	6,865
Cases Filed in Court (All Categories)	964	750	760	888
Noise Citations filed by Abatement unit	99	80	74	100
Litter Citations filed by Abatement Unit	43	80	50	55
Total No. of Cases Closed	67,898	N/A	59,209	66,912
Code Enforcement Target Sweeps	101	130	115	140
Neigh./Comm./Task Force Meetings	156	160	168	180
Total No. Outreach Programs	N/A	N/A	45	50
Efficiency:				
Inspection per Officer per Week	61	59	65	75
Inspections per Complaint	1.90	2.16	2.11	2.40
Average Cost per Cleaning Vacant Lots	$140	$150	$100	$95
Average Cost per Cleaned/Secured	$229	$350	$275	$305

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Effectiveness:				
Voluntary Compliance	80%	80%	83%	85%
Average Response Time				
-7 Days or Less	79%	80%	82%	85%
-Over 30 Days	7%	5%	3%	1%
Average Number of Days to Close a Case	32	N/A	32	30

REDUCTIONS BY KEY RESULT AREA

- **NEIGHBORHOOD REVITALIZATION AND HOUSING** **$14,021**

DECENTRALIZATION SAVINGS

As a result of decentralizing Field Operations and Abatement Patrol to satellite centers throughout the community, the Department projects a decrease in the number of miles driven by Code Investigators and Abatement Patrol Officers. Consequently, the Department proposes a savings in motor fuel and lubricants. In addition, savings will be generated in contractual services. Recommended in the Department Performance Review, the Department proposes to contract out for vacant lot clean-up and clean & secure on a quarterly basis time frame versus weekly. This ***reduction*** proposes to save $14,021 in FY 98.

POLICY ISSUES BY KEY RESULT AREA

- **NEIGHBORHOOD REVITALIZATION & HOUSING** **$407,822**

ADD ONE POSITION - SUPERVISOR FOR CODE INVESTIGATORS

This ***improvement*** will add one Code Compliance Supervisor position to meet the growing demand for Code Compliance services. Supervising approximately 9 Code Compliance Investigators in one of the City's five work areas, this position will provide guidance to Code Investigators and target team members, compile performance reports aimed at increasing departmental productivity and meet with community groups to provide a more proactive approach in deterring City code violations. The FY 98 cost for this improvement totals $55,735. In FY 99, the cost will be $44,771.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

- **NEIGHBORHOOD REVITALIZATION & HOUSING CONTINUED**

ADD SIX CODE COMPLIANCE INVESTIGATOR POSITIONS

This ***improvement*** proposes the addition of six Code Compliance Investigator positions. Of the total six positions, three Code Investigator positions are proposed to be added to the Target Team. This would expand the number of team members from six to nine. The concept of the Target Team has proven to be a successful strategy enforcing City Codes, as identified in the recent Code Compliance Performance Review. To enhance community policing initiatives, the Target Team members will utilize bicycles to enforce compliance with City codes. The implementation of the Target Team (proactive) approach of code enforcement is especially effective, productive and expedient in case closure.

The remaining three Code Investigator positions would be distributed into the five work areas throughout the City. These positions would be utilized to provide a more proactive approach in deterring City code violations focusing on case closure. Enhancing community policing initiatives, these additional positions are necessary in order to manage increasing workloads brought about by the increasing demands of the community. The FY 98 cost for this improvement totals $352,087. In FY 99, the cost will be $262,110.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$1,931,918	$1,974,480	$1,920,811	$2,207,811
CONTRACTUAL SERVICES	575,467	633,678	650,452	708,306
COMMODITIES	69,531	109,512	108,819	139,773
OTHER EXPENDITURES	22,560	20,210	20,210	32,400
CAPITAL OUTLAY	34,815	18,230	18,681	180,403
TOTAL EXPENDITURES	**$2,634,291**	**$2,756,110**	**$2,718,973**	**$3,268,693**
AUTHORIZED POSITIONS	**64**	**64**	**64**	**71**
FULL-TIME EQUIVALENTS	**64.00**	**64.00**	**64.00**	**71.00**

CODE COMPLIANCE

ACTIVITY NO.	*26-30-01-08*
DIVISION	*ADMINISTRATION*
PROGRAM	*ABATEMENT OFFICER PROGRAM*

PROGRAM DESCRIPTION

This program is an enhancement to the current Abatement Officer program. It is designed to protect the public health, the environment and to conserve natural resources by the enforcement of the City of San Antonio Ordinance No. 85195, State Laws and rules/regulations related to liter abatement and illegal dumping. The Grant provides for the salaries of one Abatement Officer and limited support costs.

Program Dates: 10/01/96 - 9/30/97	*Current Authorized FTEs: 1*
Current Authorization: $34,497	*Grant Number: 26-008010*
City Council Priority:	*Public Safety*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Natural Resource Conservation Commission (TNRCC)	$30,170	$34,497	$43,339
Total	$30,170	$34,497	$43,339

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	-	$25,847	$28,258
Contractual	-	2,700	300
Commodities	-	5,250	1,520
Capital Outlay	30,170	700	2,700
Indirect Costs	-	-	10,561
Total	$30,170	$34,497	$43,339

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Number of Grant Funded Abatement Officers	1	1	1
Output:			
Litter Site Inspections	0	675	1,627
Efficiency:			
Warnings Issued	0	11	20
Citations Issued	0	5	15
Effectiveness:			
Dumpsites Cleaned Up Due to Enforcement	0%	8%	12%

CODE COMPLIANCE

ACTIVITY NO.	*28-30-01-07*
DIVISION	*ADMINISTRATION*
PROGRAM	*CODE COMPLIANCE - CDBG AREAS*

PROGRAM DESCRIPTION

This program is an enhancement to the current Code Compliance Investigator program. It is designed to protect the public health, the environment and to conserve natural resources by the enforcement of the City of San Antonio Ordinances, State Laws and rules/regulations which fall under this Department's jurisdiction. Of all their diverse responsibilities as Code Compliance Investigators, the primary emphasis of their duties are related to vacant lots and lots with vacant structures that have to be cleaned and the structures secured. The Grant provides for the salaries of one Code Enforcement Supervisor, two Code Enforcement Officers and one Senior Administrative Clerk. The Grant also includes limited support costs.

Program Dates: 10/01/96 - 09/30/97	*Current Authorized FTEs: 4*
Current Authorization: $141,554	*Grant Number: 28-022029*
City Council Priority:	*Public Safety*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Community Development Block Grant	$120,000	$141,554	$163,212
Total	$120,000	$141,554	$163,212

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$42,405	$85,585	$112,109
Contractual	66,888	48,119	36,499
Commodities	10,032	7,150	12,000
Capital Outlay	675	700	2,604
Total	$120,000	$141,554	$163,212

PERFORMANCE MEASURES

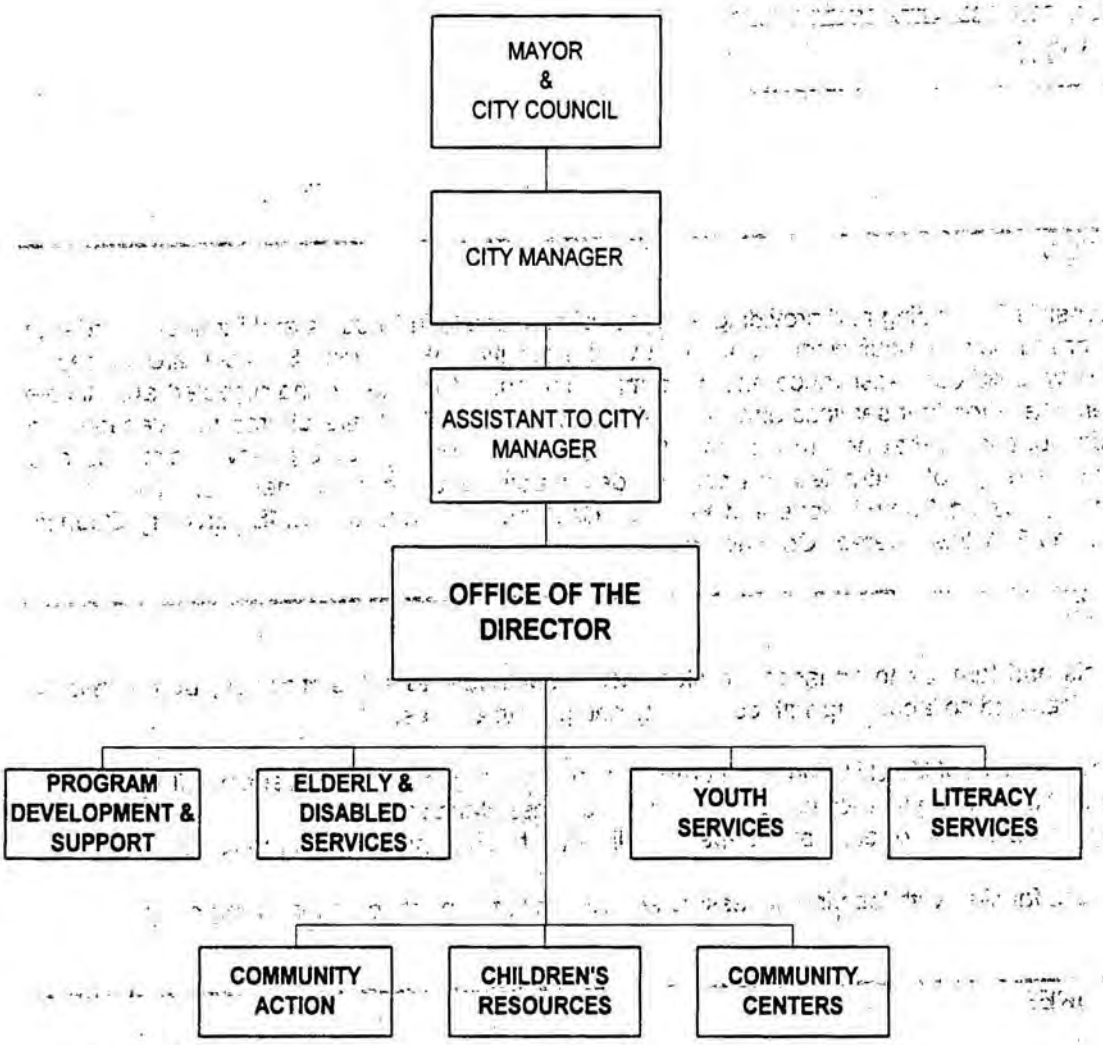
	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Number of CDBG Funded Code Enforcement Officers	2	3	3
CDBG Funded Senior Administrative Clerk	1	1	1
Output:			
Cleaned/Secured	75	113	75
Vacant Lots Cleaned	400	600	340

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

COMMUNITY INITIATIVES



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	193.00	6,659,224
Categorical Grants	364.00	68,753,488
Community Development Block Grant (CDBG)	4.00	156,410
Delegate Agencies	0.00	3,021,492
Total Funding	**561.00**	**$78,590,614**

COMMUNITY INITIATIVES

FUND *GENERAL*

PROGRAM INFORMATION

The Department is responsible for funding and providing a variety of services to individuals and families in order to attain life skills, achieve or maintain self-sufficiency, and improve the quality of their lives. Services are offered to adults in the form of literacy, child care assistance and case management. The elderly and disabled are eligible for nutrition services, personal attendant services and medical transportation. Youth are offered intervention and counseling to prevent delinquency behavior. In addition, the department provides emergency assistance and homeless assistance. A wide range of contracted services include job training, emergency shelter and Head Start. The Department staffs the following Commissions and Boards: CAD Advisory Board, CCMS Advisory Council, Commission for Children and Families, Literacy Commission.

GOALS AND OBJECTIVES

To partner with individuals and families to enhance life skills which contribute to self-sufficiency, by committing resources, delivering services and collaborating with community and private entities.

- To encourage the development of life skills through community education and early intervention with youth.
- To facilitate employment by offering literacy classes and child care assistance to adults.
- To enable the elderly land disabled to retain an independent lifestyle through provision of meals, personal care and transportation.
- To assist individuals and families with locating necessary services in times of need and in emergency situations.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimate FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Contracts Managed [1]	61	67	75	65
Literacy Centers Operational [2]	5	5	5	7
Youth Served through Youth Services Division	4,941	N/A	5,040	5,361
Adult Learners Served at Literacy Centers	8,319	7,697	10,740	12,348
Elderly Served through Nutrition Program	8,463	N/A	7,928	8,106
Number of Family Members Served at Dwyer	71	N/A	81	70
Education Partnership Senior Students Served	1,810	N/A	2,074	2,700
Output:				
Counseling Hours Received by Youth	17,972	16,383	14,654 [3]	15,093
Adults Enrolled in GED Classes	N/A	N/A	1,894	2,648
Meals Served to Seniors	956,789	924,462	938,571	973,975
Number of Bed Nights Provided to Dwyer Center Family Members [4]	13,905	N/A	14,532	15,362
One-way Transportation Trips [5]	46,236	32,779	41,511	39,466
Attendant Care Service Hours [6]	279,735	276,800	273,812	252,731
CCMS Child Care Placements	10,143	11,500	13,105	10,000
Head Start Children Served	5,592	4,600	5,600	5,650

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimate FY 96-97	Proposed FY 97-98
Output Continued:				
Emergency Services Provided [7]	17,153	9,000	17,106	17,961
Education Partnership Students that Graduated from High School	1,831	N/A	1,728	2,400
Efficiency:				
Grants Funds Received/$ City Match	$10.33	$10.28	$11.33	$10.53
Avg. Monthly Cases/Youth Worker	39	40	46	48
Avg. Literacy Class Hours per Student per Month	23	21	22	20
Avg. Cost/Senior Meal	$3.67	$3.77	$3.73	$3.78
Avg. Bed Nights per Family Member	196	N/A	179	219
Avg. Cost per Eligible Education Partnership Student	$287	N/A	$255	$197
Effectiveness:				
% Recidivism Rate for Youth Served [8]	3%	N/A	3%	4%
% Students that received their G.E.D.	N/A	N/A	7%	7%
% Elderly w/Improved Quality of Life	82%	97%	94%	95%
% CCMS Parents who attained or maintained employment	99%	98%	99%	98%
% Dwyer Center Families Who Move to Permanent Housing	57%	50%	47%	48%
% Education Partnership Students Eligible for Scholarships	54%	N/A	49%	89%

EXPLANATORY INFORMATION

[1] These figures represent delegate agency contracts for general fund, Community Service Block Grants and Housing and Urban Development Funds.

[2] Project to open the St. Philips and McCreless sites in FY 96-97 and the St. Mary's site in FY 97-98.

[3] Decrease resulted from refocusing of counseling to areas of life skills and achieving departmental turnover rate.

[4] This output is a new area to track services provided to families at the Dwyer Avenue Center.

[5] The Department is submitting a proposal to increase number of trips provided to kidney dialysis clients.

[6] A 12.4% reduction by the Texas Department on Human Services is anticipated for FY 97-98

[7] The Department received additional CSBG funds for the period Jan 1, 1997 thru Dec 31, 1997.

[8] "% Recidivism Rate" will track the number of youth who return to the program and are re-referred by the police or county.

[9] This is a new effectiveness measure.

COMMUNITY INITIATIVES

REDUCTIONS BY KEY RESULT AREA

- **NEIGHBORHOOD REVITALIZATION & HOUSING** **$34,730**

FIELD SERVICES COORDINATOR POSITION

The elimination of one vacant Field Services Coordinator position in the Community Improvement section is proposed. This position coordinates the investigative and mediation aspect of Fair Housing and tenant-landlord complaints. The salary related to this position equates to savings of $34,730.

POLICY ISSUES BY KEY RESULT AREA

- **EDUCATION, YOUTH & HUMAN DEVELOPMENT** **$40,175**

ASSISTANT PROGRAM COORDINATOR

This ***improvement*** proposes to fund one Assistant Program Coordinator position which will be utilized by the current literacy centers on a rotating basis. Various operational requirements involving extended hours can be systematically resolved in addition to coverage during unexpected illnesses. Currently 5 literacy centers are open and an additional 2 sites are scheduled to open by March 98. This program improvement will provide the necessary management of one of the City's most recognizable human development services. The position would be funded initially for 9 months at a cost of $40,175 and includes $19,867 for non-personal expenses.

- **REORGANIZATION** **$538,390**

As recommended in the Performing Arts & Entertainment Facilities Study maintenance and oversight operations of the Carver Community Cultural Center will be transferred to the Arts & Cultural Affairs Department. This proposal was based on inter-departmental planning to strengthen one of the City's entertainment facilities. As a result of the reorganization 3 support positions (Secretary II and 2 Building Custodians) within Community Initiatives Administrative section will move to the Carver Center activity along with 5 existing positions. The Carver Center operations will remain in the General Fund and will continue to receive a transfer from the Hotel/Motel Occupancy Tax.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$4,905,599	$5,320,684	$4,871,810	$5,228,473
CONTRACTUAL SERVICES	1,195,986	968,367	1,184,354	743,910
COMMODITIES	124,177	88,936	94,820	74,586
OTHER EXPENDITURES	505,626	481,520	482,520	482,780
CAPITAL OUTLAY	33,670	0	1,160	129,475
TOTAL EXPENDITURES	**$6,765,058**	**$6,859,507**	**$6,634,664**	**$6,659,224**
AUTHORIZED POSITIONS	**214**	**205**	**205**	**193**
FULL-TIME EQUIVALENTS	**212.50**	**203.50**	**203.50**	**193.00**

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-03-25*
DIVISION	*ELDERLY & DISABLED SERVICES*
PROGRAM	*SUPPORTIVE SERVICES FOR THE ELDERLY TITLE III (AACOG) TRANSPORTATION*

PROGRAM DESCRIPTION

The AACOG funded component of the Supportive Services for the Elderly Project (SSEP) provides specialized transportation services to persons, 60 years and older within San Antonio and Bexar County, to medical, Social Security, food stamp and legal assistance appointments, to grocery stores and to the bank. Persons in life-threatening situations, such as kidney dialysis and cancer, receive the highest priority. All other appointments are on a first come, first serve basis. Services are free, but donations from clients are encouraged. There is a contribution from the City's General Fund to the program.

Program Dates: 10/96 - 09/97	*Current Authorized FTEs: 20*
Current Authorization: $356,950	*Grant Number: 26-011054*
City Council Priority:	*Education, Youth & Human Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Alamo Area Council of Governments (AACOG) Grant	$259,181	$256,650	$243,818
City - General Fund	164,300	92,300	92,300
Other - Program Income	11,000	8,000	6,000
Total	$434,481	$356,950	$342,118

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$304,809	$231,678	$228,600
Contractual	41,796	67,942	69,535
Commodities	78,186	49,140	36,793
Other Expenditures	7,190	7,190	7,190
Capital Outlay	2,500	1,000	-
Total	$434,481	$356,950	$342,118

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Personnel	18	16	16
Vehicles	16	16	16
Output:			
No. of Unduplicated Clients	1,879	2,000	1,900
No. of One-Way Trips	29,771	23,329	22,165
Efficiency:			
3 Cost of one-way trips	$14.59	$15.30	$15.44
4 Average cost of private and other public agencies	$22.00	$20.42	$20.62

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Effectiveness:			
Percentage of clients who feel that transportation services have improved the quality of their lives	95%	90%	92%

EXPLANATORY INFORMATION

[1] TDOA/AACOG is projecting a 5% reduction for FY 979-98
[2] Program income is based on donations, therefore, this amount fluctuates.
[3] Although this is the actual cost for a trip, the funding source has set the reimbursement per trip as follows: for FY 95-96 ($9.39) and FY 96-97 it is at $11.00
[4] As quoted by taxi companies and the public transportation system; five companies and VIA were contacted for FY96/97.

COMMUNITY INITIATIVES

ACTIVITY NO.	*36-01-20, 38-12-39, 50*
DIVISION	*COMMUNITY ACTION*
PROGRAM	*HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS*

PROGRAM DESCRIPTION

Housing Opportunities for Persons with AIDS (HOPWA) is a $1 million, three-year competitive grant. The HOPWA funds service gaps in the existing community continuum of care service delivery system. Housing and other supportive services is provided to PWAs (Persons with AIDS) through a collaborative partnership between the City's two delegate agencies: Hispanic AIDS Committee and House of Hope.

Program Dates: 10/01/96 - 09/30/97	*Current Authorized FTEs: 1*
Current Authorization: $605,000	*Grant Number 26-054078*
City Council Priority:	*Health, Families & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Community Development Block Grant (CDBG)[1]	$637,000	$605,000	$709,000
Total	$637,000	$605,000	$709,000

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$19,110	$68,495	$70,000
Contractual	-	1,080	2,000
Commodities	-	750	1,270
Other Expenditures	-	340,377	335,730
Capital Outlay	-	-	-
Subgranting	617,890	194,298	300,000
Total	$637,000	$605,000	$709,000

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of beds maintained	22	22	22
Staff hired (Delegate Agencies)	9	9	9
No. of target population [2]	1,024	1,335	1,405
Output:			
No. of PWAs	55	57	25
Delegate agency contracts	NA	5	NA
No. of family members served	12	13	0
Efficiency:			
No. of clients per FTEs	7	8	3
Effectiveness:			
% of PWA who are helped	5%	4%	2%
Customer Satisfaction[2]	NA	3%	3%

COMMUNITY INITIATIVES

EXPLANATORY INFORMATION

[1] This is a $1 million grant spent over a three-year period.
[2] Customer satisfaction survey measured bi-annually.
Note: Grant ends in December 1997.

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-12-01, 21, 44, 51*
DIVISION	*COMMUNITY ACTION*
PROGRAM	*COMMUNITY SERVICE BLOCK GRANT*

PROGRAM DESCRIPTION

As the City of San Antonio's designated anti-poverty agency, the Community Action Division receives Community Services Block Grant (CSBG) funds through the Texas Department of Housing and Community Affairs. The CSBG funds staff who provide long term case management and emergency assistance services at Community Services Program centers and the Dwyer Avenue Center. These funds also offset costs related to homeless services and fund the Division's administrative section. CSBG also funds 8 diverse delegate agencies that provide a host of social services in Bexar County.

Program Dates: 01/10/97 - 12/31/97	*Current Authorized FTEs: 47*
Current Authorization: $1,521,027	*Grant Number 26-060064*
City Council Priority:	*Health, Families & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Dept. of Housing & Community Affairs	$1,186,812	$1,521,027	$1,193,253
Total	$1,186,812	$1,521,027	$1,193,253

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$843,875	$803,836	$835,485
Contractual	170,120	104,778	89,556
Commodities	18,080	7,393	13,475
Other Expenditures	51,479	57,929	51,479
Capital Outlay	0	38,000	0
Subgranting	103,258	509,091	203,258
Total	$1,186,812	$1,521,027	1,193,253

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of FTEs[2]	41	40	40
Output:			
Unduplicated Clients Served	29,823	29,986	30,000
Emergency Services[3]	17,153	17,100	14,400
Other Service Units[4]	88,534	95,184	102,501
Efficiency:			
Cost per client[5]	$36.33	$33.75	$33.00
Cost per service unit[6]	$10.25	$9.01	$8.47
Clients per caseworker[7]	1,657	1,578	1,579

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Effectiveness:			
% of clients enrolled into self sufficiency projects[8]	0.67%	22%	25%
% of clients transitioned to self-sufficiency[9]	0%	12%	15%
% of change in customer satisfaction[10]	N/A	3%	3%
% of target population impacted[11]	11%	8%	9%

EXPLANATORY INFORMATION

[1] FY97 received a one-time surplus allocation. No additional funding expected for FY97-98.
[2] Includes caseworkers which are estimated to be at least 19 for FY96-97 and FY97-98.
[3] Services specifically include: child care, uniforms, emergency food, bus tickets/tokens, passes, fuel assistance and medical/pharmaceutical assistance. Projected numbers are lower due to vouchers, implementation of long-term case management.
[4] Categorized as linkages with other programs for FY95-96 and FY96-97. Services specifically include: tools, license fees, classroom training, books/supplies, tuition assistance, budget/financial training, VITA, referrals, general information, family/individual counseling, outreach, presentations, intakes, form filing/letter writing and follow-ups.
[5] Cost is total grant minus the amount in the subcontracting line item.
[6] Emergency services and other service units are combined.
[7] FY95-96 - 18 caseworkers
[8] Self-sufficiency is defined as a client who improves economic stability through increase in skills or education within 6 months to twenty-four months, and maintains an income above the federal poverty guidelines for a minimum of 990 days.
[9] A comparison ration statistic: transition/total clients served.
[10] Customer satisfaction survey measured bi-annually.
[11] Target population is the number of low-income persons in San Antonio.

Delegate agencies for FY96-97: Avance, Boys and Girls Club of San Antonio, Ella Austin Community Center, House of Neighborly Services, Mexican-American Unity Council, Project QUEST, San Antonio Education Partnership and San Antonio Homeownership Collaborative.

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-15-14, 16, 17, 19, 28*
DIVISION	*CHILDREN'S RESOURCES DIVISION*
PROGRAM	*CHILD CARE MANAGEMENT SERVICES (CCMS)*

PROGRAM DESCRIPTION

Funding is provided by federal and state sources to offer child care assistance to qualifying parents allowing them to become or maintain self sufficiency. Recruitment, monitoring, payment and direct assistance to qualified child care providers is a program responsibility. The City of San Antonio operates the CCMS program for Bexar County and the Alamo Area Council of Governments provides client services for the eleven surrounding rural counties of the Texas Workforce Commission region.

Program Dates: 09/01/96 - 08/31/97	*Current Authorized FTEs: 118*
Current Authorization: $32,533,095	*Grant Number26-017085*
City Council Priority:	*Education, Youth & Human Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Department of Human Services	$26,812,469	$31,333,095	$29,300,000
City - General Fund Cash Contribution	1,200,000	1,200,000	1,200,000
Total	$28,012,469	$32,533,095	$30,500,000

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$2,672,108	$2,617,639	$2,620,000
Contractual	25,216,365	29,604,311	27,588,866
Commodities	25,075	24,911	24,900
Other Expenditures	14,520	181,833	181,833
Capital Outlay	-	20,000	-
Subgranting	84,401	84,401	84,401
Indirect Costs	-	-	-
Total	$28,012,469	$32,533,095	$30,500,000

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of Client Service Staff (FTEs)	43	49	50
No. of Vendor Management Staff (FTEs)	19	15	15
Output:			
No. of child care placements	10,143	13,105	10,000
No. of child care providers recruited	81	75	72
Efficiency:			
No. of cases per child care counselor[1]	597	771	605
No. of provider recruitment per staff	4	5	5

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Authorized 96-97	Proposed 97-98
Effectiveness:			
% of employed parents who remained employed due to the receipt of CCMS subsidized care	99%	98%	98%
% of Returned Surveys indicating Vendor Satisfaction	89%	92%	93%

EXPLANATORY INFORMATION

[1] Number of cases per child care counselor reflects children placement divided by the number of child care counselors: FY 95/96: 17; FY 96/97: 21; FY 97/98: 21.

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-11-20, 38-11-21*
DIVISION	*ELDERLY & DISABLED SERVICES*
PROGRAM	*CLIENT MANAGED PROGRAM*

PROGRAM DESCRIPTION

The Client managed Program (CMP) provides attendant care services to disabled persons ages 18 and over who reside in Bexar County, have a permanent disability, and need assistance with at least one personal care task. The disabled individual needs to be capable of self-directing their attendant care and can communicate their instructions directly, through medical aids or a third party who can understand the client. Attendant care services include personal care, meal preparation, light housekeeping and escort services.

Program Dates: 09/96 - 08/97	*Current Authorized FTEs: 93*
Current Authorization: $1,431,432	*Grant Number 26-017086*
City Council Priority:	*Education, Youth & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	[1] Proposed 97-98
State - TDHS Grant	$1,419,431	$1,419,432	$1,243,423
Other - Client Fees	12,000	12,000	7,000
Other - Carryover	48,039	-	-
Total	$1,479,470	$1,431,432	$1,250,423

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$1,402,725	$1,350,437	$1,185,802
Contractual	43,830	41,125	36,025
Commodities	11,405	11,000	3,306
Other Expenditures	18,710	18,720	16,399
Capital Outlay	2,800	10,150	8,891
Total	$1,479,470	$1,431,432	$1,250,423

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of Attendant Slots	163	163	140
No. of Office Staff	9	8	8
Output:			
No. of Service Hours	168,100	170,401	149,270
No. of Personal Care Units[2]	49,546	49,900	39,900
Efficiency:			
Actual cost per service hour[3]	$8.80	$8.40	$8.38
Comparison average cost for private agencies[4]	$17.49	$17.50	$18.00

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Effectiveness:			
Percentage of clients who feel that attendant care services have a positive impact on their lives and who are satisfied with CMP services	100%	100%	99%

EXPLANATORY INFORMATION

[1] Possible 12.4% reduction
[2] One item of Personal Care. Example: Assist with bathing, dressing, transfer, etc.
[3] Actual Cost Per Service Hour=Prg. Cost + Service Hours (a cost factor).
[4] Annual telephone survey conducted with 5 major home health agencies.

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-12-40, 46, 47, 48, 90*
DIVISION	*COMMUNITY ACTION*
PROGRAM	*EMERGENCY SHELTER GRANT (ESG)*

PROGRAM DESCRIPTION

The Emergency Shelter Grant (ESG) is a two-year formula allocated grant funded through the Community Development Block Grant. ESG funds are used to improve the quality of existing shelters, build additional shelter for the homeless, meet the cost of operating a shelter, and provide supportive services including homeless prevention activities. The City of San Antonio has executed delegate agency contracts with eight community-based human service providers.

Program Dates: 10/01/96 - 09/30/97	*Current Authorized FTEs: 3*
Current Authorization: $1,072,000	*Grant Number 26-054077*
City Council Priority:	*Health, Families & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Community Development Block Grant (CDBG)	$769,000	$536,000	$537,000
Other - City In-Kind Services	769,000	536,000	537,000
Total	$1,538,000	$1,072,000	$1,074,000

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$161,239	$167,350	$165,000
Contractual	77,358	66,600	66,000
Commodities	9,515	9,350	9,350
Other Expenditures	58,838	63,500	95,650
Capital Outlay	2,500	1,000	1,000
Subgranting	459,550	228,200	200,000
In-Kind	769,000	536,000	537,000
Total	$1,538,000	$1,072,000	$1,074,000

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of FTEs	3	3[1]	3[1]
Output:			
Clients served [2]	5,260	828	820
No. of bed nights [3]	172,823	173,168	165,124
Efficiency:			
Avg. no. of days to locate permanent housing	N/A	100 days	90 days
Avg. caseworker response time for rental assistance	N/A	15 days	10 days

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Authorized 96-97	Proposed 97-98
Effectiveness			
% of families assisted which resulted in homeless prevention [4]	100%	100%	99%
% of families who remained in a stable living situation [5]	N/A	30%	25%
Recidivism Rate	N/A	10%	8%

EXPLANATORY INFORMATION

1. This program receives staff support through the Community Services Block Grant; two staff members provide assistance for homeless prevention. For FY 97/98, one position is not anticipated to be filled.
2. These are clients one served through CSBG homeless prevention and SAMM Shelter.
3. These bed nights are those provided through the Dwyer and delegate agency contracts.
4. Rental assistance prevented homelessness for the next 30 days.
5. Families remaining in permanent housing for 6 months after exiting the SAMM Shelter.
6. Number of clients who lost housing and returned to the SAMM Shelter during the same fiscal year.

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-12-30*
DIVISION	*COMMUNITY ACTION*
PROGRAM	*FAIR HOUSING ADMINISTRATION*

PROGRAM DESCRIPTION

The Fair Housing Administration funding allows staff to investigate and mediate Fair Housing and tenant-landlord complaints. The program monitors housing discrimination practices, seeks to attain voluntary compliance to City, State, and Federal Fair Housing laws. Program staff are also charged with implementing Fair Housing/tenant-landlord education and outreach activities.

Program Dates: 10/01/96 - 09/30/97	*Current Authorized FTEs 6*
Current Authorization: $212,000	*Grant Number 28-022205*
City Council Priority:	*Neighborhood Revitalization & Housing*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Community Development Block Grant (CDBG)	$200,000	$212,000	$183,012
Total	$200,000	$212,000	$183,012

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$179,200	$179,100	$132,912
Contractual	20,800	32,900	49,000
Commodities	-	-	1,100
Capital Outlay	-	-	-
In-Kind	-	-	-
Subgranting	-	-	-
Total	$200,000	$212,000	$183,012

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
FTEs	6	6	6
Output:			
Investigative & Monitoring Service Units	4,311	6,732	8,100
Education & Outreach Service Units	15,083	20,645	26,400
Unduplicated Client Count[1]	1,913	3,708	3,902
Efficiency:			
Cost per client	$104.54	$57.17	$46.90
Cost per service unit	$10.31	$7.74	$5.30
Client per Housing Counselor[2]	478	927	976
Avg. case resolution by counselor	41	40	42

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Effectiveness			
% of resolution of all cases	100%	100%	100%
% of impact into target population	7.7%	9%	18%
% of change in customer satisfaction	N/A	3%	3%

EXPLANATORY INFORMATION

[1] Unduplicated client count reflects only tenant/landlord calls since June 1996.
[2] Client per Housing Counselor reflects 4 housing counselors.
[3] Target population includes low and moderate income levels for FY 95/96, 213,381 persons were at or below the poverty level.
[4] Customer satisfaction survey measured bi-annually.

COMMUNITY INITIATIVES

ACTIVITY NO. ***38-12-11, 12, 91***
DIVISION ***COMMUNITY ACTION***
PROGRAM ***1996 SUPPORTIVE HOUSING PROGRAM: FRIENDS IN SUPPORTIVE HOUSING***

PROGRAM DESCRIPTION

The U.S. Department of Housing and Urban Development awarded the 1996 Supportive Housing Program for Friends in Supportive Housing Program to the Department of Community Initiatives Community Action Division to administer $5,165,099 over a three year period to five delegate homeless service providers. Services include extended hour child care, case management, job training and transitional housing.

Program Dates: 11/1/96 - 10/31/99	*Current Authorized FTEs: 4*
Current Authorization: $$5,165,099	*Grant Number 26-054079*
City Council Priority:	*Education, Youth & Human Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - U.S. Dept. of Housing & Urban Develop.	-	$1,721,699	$1,721,699
Total		$1,721,699	$1,721,699

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel		$94.932	$94,932
Contractual	-	6,547	6,547
Commodities	-	833	833
Other Expenditures	-	10,006	10,006
Capital Outlay	-	3,000	3,000
Subgranting	-	1,606,381	1,606,381
In-Kind	-	-	-
Total		$1,721,699	$1,721,699

ACTIVITY NO.	*38-02-02, 38-02-04*
DIVISION	*PROGRAM DEVELOPMENT AND SUPPORT*
PROGRAM	*HEAD START EARLY CHILD CARE*

PROGRAM DESCRIPTION

The Department of Health and Human Services funds the Head Start program. This program provides services to low-income, pre-school children, ages 3 to mandatory school age, and to their families. Services include: child care, education, health, nutrition, social services and parent involvement for the children and their families. Ten percent of the children served have some type of disability. The program year is August through May of each year. The fiscal year is February to January.

Program Dates: 2/1/97 - 1/31/98	*Current Authorized FTEs: 8*
Current Authorization: $20,702,962	*Grant Number: 26-022071*
City Council Priority:	*Education, Youth & Human Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Department of Health and Human Services	$20,237,895	$20,702,962	$20,702,962
Other - In-Kind (space and volunteer hours)1	5,059,474	5,175,741	5,175,741
Total	$25,297,369	$25,878,703	$25,878,703

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$170,578	$169,788	$169,788
Contractual	16,325	11,554	11,554
Commodities	6,114	5,225	5,225
Capital Outlay	5,350	11,800	11,800
In-Kind	5,059,474	5,175,741	5,175,741
Subgranting (Contractual Services 38-02-04)	20,039,528	20,504,595	20,504,595
Total	$25,297,369	$25,878,703	$25,878,703

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of FTEs	938	981	1,071
No. Days Centers Opened	184	184	180
Output:			
No. of Children Served	5,592	5,600	5,650
No. of Progress Reports/Home Visits	18,410	18,400	18,400
No. of Children with Special Needs	514	460	565
No. of Parent Involvement Activities	3,778	4,072	4,400
No. of Parent/Staff Training Sessions	450	491	500
No. of Social Service Home Visits	9,602	9,200	9,300
No. of Health Services/Screenings	18,478	19,300	19,500

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Efficiency:			
Average daily cost per child [1]	23.91	24.46	25.00
Effectiveness:			
Customer Satisfaction Rating: based on minimum 20% sampling; returned from parents	98%	97%	98%

EXPLANATORY INFORMATION

Services are subcontracted to Parent/Child, Inc. a delegate agency that administers the Head Start program.
[1] Ratio: Delegate Budget, # of days center opened, # of slots (4,600).

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-12-54, 55*
DIVISION	*COMMUNITY ACTION*
PROGRAM	*SUPPORTIVE HOUSING OPPORTUNITIES PROGRAM*

PROGRAM DESCRIPTION

The U.S. Dept. of Housing and Urban Development awarded the 1995 Supportive Housing Opportunities Program to the Department of Community Initiative's Community Action Division to administer $2,406,999 to three delegate homeless service providers: Bexar County Housing and Human Services, Salvation Army, and Providence Home. Services include: transitional housing for homeless youth, homeless families and individuals, and housing for homeless children with HIV/AIDS. Supportive services provided include: child care, counseling, meals, case management, bus tickets, assistance in purchasing books and materials for school and assistance in paying G.E.D. test fees.

Program Dates: 10/95 through 10/98 [1]	*Current Authorized FTEs: 1*
Current Authorization: $2,406,999	*Grant Number 26-054073*
City Council Priority:	*Neighborhood Revitalization & Housing*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Community Development Block Grant (CDBG)	$802,333	$802,333	$802,333
Total	$802,333	$802,333	$802,333

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$36,673	$36,673	$36,673
Contractual	1,316	1,316	1,317
Commodities	217	217	217
Subgranting [2]	764,127	764,127	764,126
Total	$802,333	$802,333	$802,333

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Funding	$802,333	$802,333	$802,333
Output:			
Unduplicated Clients Served	94	118	127
Supportive Service Units	2,088	2,784	3,000
Shelter Nights	10,476	13,968	14,000
Efficiency:			
Cost per client[3]	$8,535	$6,799	$6,318
Cost per Support Service Unit	$384	$288	$267
Cost per Shelter Night	$77	$57	$57

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Effectiveness:			
% of clients who increased residential stability	42%	50%	70%
% of clients who increased skills or income	83%	84%	85%
$ impact on target population[4]	0.5%	0.6%	0.7%

EXPLANATORY INFORMATION

[1] This program year is according to the ordinance. Due to HUD start up requirements, each delegate agency has its own program year. The program year for Bexar County Housing and Human Services is 4/1/96 through 6/30/97. There currently is a request for extension to June 30, 1998. City staff are in negotiations on the extended contract with County staff. Salvation Army's program year is 3/1/96 through 2/28/99. Please note that the program year for Providence Home has not yet been established due to construction delays.

[2] Due to varied start up dates and rates of expenditures, this amount may vary from year to year.

[3] Cost per client includes specialized supportive services, which increases cost per bed night.

[4] Target population is homeless individuals and families residing in San Antonio and Bexar County.

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-03-42*
DIVISION	*ELDERLY & DISABLED SERVICES*
PROGRAM	*SUPPORTIVE SERVICES FOR THE ELDERLY MEDICAL TRANSPORTATION TDOH*

PROGRAM DESCRIPTION

The Texas Department of Health (TDOH) funded component of the Supportive Services for the Elderly Project (SSEP) provides specialized transportation services to persons of all ages who are on Medicaid and need kidney dialysis. There is no contribution to the program by the City's General Fund and the clients may not be asked to contribute either through fees or donations. The service area covers San Antonio and Bexar County. Clients are assigned daily by the TDOH to Supportive Services for the Elderly for transportation services.

Program Dates:09/96 - 08/97	*Current Authorized FTEs: 8*
Current Authorization: $200,002	*Grant Number26-016021*
City Council Priority:	*Education, Youth & Human Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Department of Health	$200,002	$200,002	$200,002
Other - Carryover	6,270	0	0
Total	$206,272	$200,002	$200,002

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	137,701	165,707	165,707
Contractual	31,140	15,306	15,306
Commodities	31,325	15,183	15,183
Other Expenditures	3,806	3,806	3,806
Capital Outlay	2,300	0	0
Total	$206,272	$200,002	$200,002

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Personnel	7	6	8
Vehicles	8	8	8
Output:			
No. of Unduplicated Clients	150	135	133
No. of One-Way Trips	16,465	18,182	17,301
Efficiency:			
Cost of One-Way Trips	$12.53	$11.00	$11.56
Average cost of private and other public agencies	$22.00	$20.42	$20.62

COMMUNITY INITIATIVES

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Effectiveness:			
Percentage of clients who feel that transportation services have improved the quality of their lives	95%	90%	92%

EXPLANATORY INFORMATION

1. In June '96, the program was authorized an additional $30,008.
2. $6,270 Carryover revenues for FY 95-96.
3. This is actual cost per trip.
4. As quoted by taxi companies and public transportation system; five companies and VIA were contacted for FY 96-97.

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-03-26, 31, 32 33*
DIVISION	*ELDERLY & DISABLED SERVICES*
PROGRAM	*COMPREHENSIVE NUTRITION PROGRAM*

PROGRAM DESCRIPTION

The Comprehensive Nutrition Project (CNP) provides elderly persons, 60 years and older and their spouses, with a nutritionally balanced noon meal in either a congregate setting or a homebound delivery service. The congregate centers, in addition, provide an array of supportive services, however, the homebound program is limited in supportive services. The nutrition services are provided five days per week, Monday through Friday, within Bexar County.

Program Dates: 10/96 - 09/97	*Current Authorized FTEs: 25*
Current Authorization: $ 3,558,996	*Grant Number 26-011055*
City Council Priority:	*Education, Youth & Human Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	[1] Authorized 96-97	[3] Proposed 97-98
State - Texas Dept. on Aging thru AACOG	$1,685,387	$1,684,108	$1,635,894
City - General Fund	1,339,649	1,573,650	1,694,743
Other - Program Income [2]	262,979	301,238	260,000
Total	$3,288,015	$3,558,996	$3,590,637

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	672,773	678,081	678,081
Contractual	1,254,060	1,299,845	1,359,845
Commodities	1,289.677	1,527,806	1,499,447
Other Expenditures	6,880	12,390	12,390
Capital Outlay	64,625	40,874	40,874
Total	$3,288,015	$3,558,996	$3,590,637

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of Volunteers [4]	1,145	1,155	1,155
Output:			
No. of Unduplicated Clients	8,463	7,928	8,106
No. of Meals Served	956,789	938,571	973,975
No. of Volunteer Hours	180,351	184,542	184,542[4]
Efficiency:			
Average cost of each meal	$3.67	$3.73	$3.78
Average hours worked per volunteer	158	160	160

PERFORMANCE MEASURES CONTINUED

Effectiveness:

Percentage of respondents who feel that the nutrition project has improved the quality of their lives	82%	94%	95%

EXPLANATORY INFORMATION

[1] FY 96-97 - AACOG/TDOA reinstated 5%
-2 sites scheduled to open, did not and this affected the number of meals and volunteer hours
[2] Based on voluntary donations which fluctuate during the year.
[3] Proposed 5% reduction by TDOA/AACOG for FY 97-98
[4] With the opening of two (2) new centers, an increase in volunteers is anticipated.
[5] As the allocation of funds fluctuates from the funding source and actual units served vary, the unit rate will adjust.

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-07-19*
DIVISION	*YOUTH SERVICES*
PROGRAM	*RUNAWAY YOUTH SERVICES*

PROGRAM DESCRIPTION

The Runaway Youth Program is a tracking system created to assist the San Antonio Police Department with addressing the increasing levels of runaway cases reported in San Antonio. Casework staff will work with the San Antonio Police Department in following-up with approximately 500 calls per month reporting youth missing.

Program Dates: 10/01/96 - 09/30/97	*Current Authorized FTEs: 1*
Current Authorization: $37,881	*Grant Number 26-055281*
City Council Priority:	*Education, Youth & Human Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Criminal Justice Division	$43,739	$30,305	$16,969
City - General Fund Cash Contribution	0	7,576	25,454
Total	$43,739	$37,881	$42,423

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$34,426	$34,218	$38,233
Contractual	2,500	1,110	0
Commodities	1,000	29	160
Other Expenditures	0	0	0
Capital Outlay	5,813	0	0
Subgranting	0	0	1,452
Indirect Costs	0	2,324	2,578
Total	$43,739	$37,881	$42,423

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of Runaway Youth Program staff	*3	*3	*3
Output:			
No. of reports researched/entered	5,548	5,700	5,871
No. of youth contacted	1,817	883,516	3,621
Efficiency:			
Average number of reports researched/entered by worker	1,849	1,900	1,957
Effectiveness:			
Percentage reduction of youth reported missing (runaway)	5%	5%	5%

EXPLANATORY INFORMATION

- * Diversion staff assigned
- ** Figure is based on 7 months actual = 2051 divided by 7 mos. - 293 per mo. X 12 mos. = 3516 per year

COMMUNITY INITIATIVES

ACTIVITY NO.	***38-07-18***
DIVISION	***YOUTH SERVICES***
PROGRAM	***URBAN smARTS***

PROGRAM DESCRIPTION

Urban smARTS is an after school prevention/intervention program designed to divert minor offenders and "at-risk" youth away from gang related activities during the school year. The program is a collaborative partnership among the Department of Community Initiatives, the Department of Arts and Cultural Affairs, the Department of Parks and Recreation, and the San Antonio Independent School District. The program targets elementary and middle school youth in an effort to provide early intervention and prevention activities in an after school safe haven setting. Urban smARTS incorporated the arts as a form of intervention. Youth Services' Diversion caseworker staff coordinate conflict management activities and education field trips.

Program Dates: 10/01/96 - 09/30/97	*Current Authorized FTEs: 1*
Current Authorization: $114,971	*Grant Number 26-055282*
City Council Priority:	*Education, Youth & Human Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Criminal Justice Division	$80,657	$45,988	$23,902
Other - General Fund Cash Contribution	53,772	68,983	95,639
Total	$134,429	$114,971	$119,541

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$71,922	$99,717	$102,307
Contractual	10,980	7,546	9,450
Commodities	21,392	0	0
Expenditures	6,429	0	0
Capital Outlay	23,706	0	0
Indirect Costs	0	7,708	7,784
Total	$134,429	$114,971	$119,541

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of Diversion Program Staff	*39	*18	*18
No. of Artists/Program Manager	21	33	33
Output:			
No. of unduplicated clients served	472	600	618
No. of counseling hours provided to youth	3,111	540	556
No. of life skills training hours provided to youth	NA	11,520	11,860

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Efficiency:			
Avg. annual cases per caseworker	12	33	34
Avg. annual counseling hours provided per caseworker	80	40	41
Avg. annual life skills training hours per caseworker	N/A	640	659
Avg. daily attendance for Arts/Case Management	N/A	N/A	30
Effectiveness:			
% of youth that complete program	NA	80%	80%
% of youth that exhibit improved conduct, attendance and academic performance	50%	50%	50%

EXPLANATORY INFORMATION

- These are the same staff that provide services in the Diversion Program.

During FY97 Urban smARTS will expand from seven sites to fourteen. Of these sites, seven will be middle schools and seven will be elementary schools. The life skills curriculum and the arts intervention will combine caseworkers and artists working together as a team with youth. Six sites receive on site life skills intervention (5 middle schools and 1 elementary school), while the remaining seven elementary school sites will receive case management services on an as needed basis. Middle school arts and intervention hours are based on an average daily attendance of 30 youth per site. Elementary school arts and intervention hours are based on an average daily attendance of 25 per site.

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-11-25, 26*
DIVISION	*ELDERLY & DISABLED SERVICES*
PROGRAM	*PERSONAL ATTENDANT SERVICES*

PROGRAM DESCRIPTION

The Personal Attendant Services (PAS) Program enables a person with a physical disability to live independently by using a personal attendant to assist with personal care, home management and transportation.

Program Dates: 09/96 - 08/97	*Current Authorized FTEs 21:*
Current Authorization: $424,000	*Grant Number 26-011054*
City Council Priority:	*Education, Youth & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Rehabilitation Commission (TRC)	440,000	400,000	400,000
Other - Client Fees	27,400	24,000	27,000
Other - Carryover	3,402	-	-
Total	$470,802	$424,000	$427,000

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$385,163	$370,196	$373,196
Contractual	59,531	45,034	45,034
Commodities	5,903	6,670	6,670
Other Expenditures	7,820	2,050	2,100
Capital Outlay	12,385	50	0
Total	$470,802	$424,000	$427,000

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of attendants	49	52	52
Output:			
No. of Service Hours	56,355	56,050	56,100
No. of Personal Care Units	9,262	9,695	9,700
Efficiency:			
Actual cost per service hour	$8.35	$7.56	$7.61
Compared to the cost for private agencies	$17.41	$17.41	$18.55
Effectiveness:			
% retraining independent living	100%	100%	100%
Consumer Satisfaction Rating	100%	100%	100%

EXPLANATORY INFORMATION

[1] Reflects additional $40,000

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-12-01*
DIVISION	*COMMUNITY ACTION*
PROGRAM	*FEMA*

PROGRAM DESCRIPTION

The Emergency Food & Shelter Program's Federal Emergency Management Assistance (FEMA) funds supplement the Division's homeless prevention activities by providing first month's and one month's rental assistance.

Program Dates: 10/01/96 - 09/30/97	*Current Authorized FTEs: 0*
Current Authorization: $36,210	*Grant Number26-056027*
City Council Priority:	*Health, Families & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Federal Emergency Mgmt. Assistance	$35,000	$36,210	$37,000
Total	$35,000	$36,210	$37,000

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel			
Contractual	0	0	0
Commodities	35,500	36,210	37,000
Other Expenditures	0	0	0
Capital Outlay	0	0	0
Subgranting	0	0	0
Indirect Costs	0	0	0
In-Kind	0	0	0
Total	$35,500	$36,210	$37,000

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
FTEs[1]	5	5	5
Output:			
No. of Service Units	220	280	362
No. of Unduplicated Clients	660	840	1,086
Efficiency:			
Cost per Service Unit	$161	$129	$102
Cost per client	$54	$43	$34
Caseworker Response Time (award received)	7-10 days	7-10 days	7-10 days

COMMUNITY INITIATIVES

PERFORMANCE MEASURES CONTINUED

Effectiveness:			
Homeless prevention [2]	90%	91%	90%
% in change in customer satisfaction [3]	NA	2%	2%

EXPLANATORY INFORMATION

[1] FTEs are supported through General Fund
[2] Rental assistance prevented homelessness for the next 90 days
[3] Customer satisfaction survey measured bi-annually

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-12-40, 41, 42*
DIVISION	*COMMUNITY ACTION*
PROGRAM	*DWYER BUILDING TRANSITIONAL HOUSING*

PROGRAM DESCRIPTION

This five year grant provides funding for the operation of the transitional housing portion of the center for families only. The primary goal is to help eligible homeless families transition from emergency shelter housing into permanent housing by providing temporary housing (12 - 24 months) while helping them achieve personal growth goals that will move them to self-sufficiency.

Program Dates: 03/93 - 02/98	*Current Authorized FTEs: 6*
Current Authorization: $2,120,873	*Grant Number 26-054055*
City Council Priority:	*Neighborhood Revitalization & Housing*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - U.S. Dept. of Housing & Urban Develop. [1]	$218,709	$218,709	$240,115
Other - City In-Kind Services	174,422	174,422	87,211
Total	$393,131	$393,131	$327,326

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$114,856	$114,856	$116,000
Contractual	22,052	22,052	24,500
Commodities	3,693	3,693	3,800
Other Expenditures	20,695	20,695	21,000
Capital Outlay	1,083	1,083	18,485
Subgranting	56,330	56,330	56,330
In-Kind	174,422	174,422	87,211
Total	$393,131	$393,131	$327,326

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
FTEs	3	6	6
Housing Units	16	16	16
No. of target population in San Antonio	9,512	10,123	19,123
Output:			
Unduplicated Clients Served	71	81	70
Bed nights provided	13,905	14,532	15,362
Supportive service units provided	2,237	2,500	2,675
Efficiency:			
Cost per Unduplicated Client	$5,537	$4,483	$4,676
Cost per bed night	$28.27	$27.05	$21.30

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Efficiency Continued:			
Cost per supportive service unit	$176	$157	$12.20
Clients per caseworker	24	14	13
Effectiveness:			
% of persons transitioned to self-sufficiency[2]	N/A	47%	48%
% impacted of target population[3]	74%	71%	71%
% of change in customer satisfaction[4]	N/A	2%	2%

EXPLANATORY INFORMATION

1 Funding from HUD ends February 1998; an extension has been requested.

2 Self-sufficiency is defined as an individual who remains in permanent housing for six months after existing program.

3 Target population taken from the 1995 Status Report on Hunger & Homelessness: US Conference of Mayors.

4 Customer satisfaction based on a questionnaire administered to all participants exiting the program measured bi-annually.

COMMUNITY INITIATIVES

ACTIVITY NO.	*38-12-49, 51*
DIVISION	*COMMUNITY ACTION*
PROGRAM	*SUPPORTIVE HOUSING INITIATIVES PROGRAM*

PROGRAM DESCRIPTION

The U.S. Dept. of Housing and Urban Development awarded the 1994 Supportive Housing Opportunities Program to the Department of Community Initiative's Community Action Division to administer $2,500,000 over a three year period to eleven delegate homeless service providers: Services include: transitional housing, permanent housing, child care, mental health counseling, legal services, and children's art therapy.

Program Dates: 05/01/95 - 04/30/98	*Current Authorized FTEs: 1*
Current Authorization: $2,500,000	*Grant Number 26-050471*
City Council Priority:	*Neighborhood Revitalization & Housing*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Community Development Block Grant (CDBG)	$833,333	$833,333	$486,111
Total	$833,333	$833,333	$486,111

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$38,151	$38,151	$22,255
Contractual	2,595	2,595	1,514
Commodities	500	500	292
Capital Outlay	420	420	244
Subgranting	791,667	791,667	461,806
Total	$833,333	$833,333	$486,111

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Funding	833,333	806,613	486,111
Number of FTEs[1]	23.7	24.7	24.7
Output:			
Unduplicated Clients Served[2]	1,267	2,200	1,270
Service Units Provided [3]	30,365	32,000	18,560
Efficiency:			
Cost per client	$658.00	$379.00	$383.00
Cost per Service Unit	$27.44	$26.04	$26.19
Client per staff	53	89	51

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Authorized 96-97	Proposed 97-98
Effectiveness:			
% of clients who increased residential stability	98%	97%	98%
% of clients who increased skills or income	83%	80%	83%
% of clients who achieved greater self-determination	77%	76%	77%
% impact on target population [4]	8%	13%	8%

EXPLANATORY INFORMATION

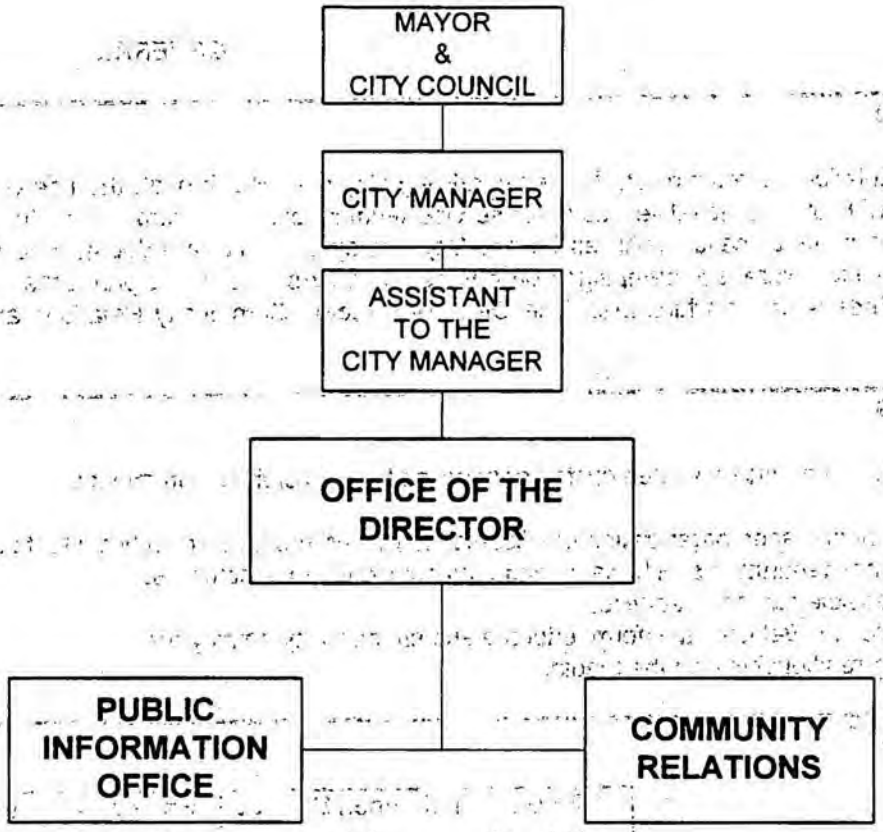
[1] The number of FTEs represent staff employed by the eleven delegate agencies that provide services under this grant.

[2] A majority of funding for the SHIP goes to agencies who provide transitional housing. Several agencies had funding for construction, rehabilitation, and acquisition of property. These factors contributed to a low unduplicated client output.

[3] SHIP funded eleven, diverse delegate agencies. A service unit includes: counseling hours, shelter bed nights, one-way transportation trips, etc.

[4] Target population is homeless individuals and families residing in San Antonio and Bexar County.

OFFICE OF COMMUNITY RELATIONS



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	13.00	823,549
Total Funding	**13.00**	**$823,549**

COMMUNITY RELATIONS

FUND ***GENERAL***

PROGRAM INFORMATION

The Office of Community Relations is responsible for decentralizing City services through the use of kiosks and community centers, along with other innovative customer service techniques. The purpose of the Community Relations Office is to create communication vehicles for the City Manager to inform, educate and support city employees, as well as providing awareness campaigns on a variety of City services and programs. Community Relations is comprised of three sections which are: The Office of Director, Community Relations and Office of Public Information.

GOALS AND OBJECTIVES

To position the city as a leader in providing valued customer services for a diversified community.

- Promote the City as a well managed organization that listens, cares and responds effectively to its customers.
- Initiate and support internal departments with media and community relations activities.
- Deliver convenient, accessible customer service.
- Create internal communication vehicles to inform, educate and support City employees.
- Foster a positive working relationship with the media.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of Public Information Officers	2.5	2.5	2.5	2.5
No. of Production Technicians	2.5	2.5	2.5	2.5
No. of Special Projects Officers	N/A	N/A	2	2
No. of Community Service Reps	2	2	2	2
No. of Community Link kiosks	N/A	4	4	8
No. of Community Link Service Centers	N/A	2	1	1
No. of Showcase Events[1]	N/A	N/A	5	7
Output:				
No. of News releases	425	430	408	435
No. of Media events coordinated	165	170	163	180
No. of City Beat newsletters	4	6	6	6
No. of 21-CHIC programs	250	265	158	275
No. of video productions[1]	N/A	N/A	150	180
No. of 21-CHIC notices	N/A	720	720	720
No. of Municipal Magazine newscasts	2	6	6	6
No. of Municipal Leadership Institute (MLI) sessions	3	3	3	3
No. of Community Link Svc Center special event days	N/A	8	1	6

COMMUNITY RELATIONS

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
No. of Information campaigns for departments	N/A	5	5	5
No. of Speakers Bureau training sessions	N/A	4	5	4
No. of Community Link Newsletters	N/A	N/A	3	6
No. of Departments participating in Showcase Events[1]	N/A	N/A	23	24
No. of customers reached in Showcase Events[1]	N/A	N/A	10,200	14,000
No. of direct services provided in Showcase Events[1]	N/A	N/A	4,600	5,000
Efficiency:				
Avg. of articles per PIO	170	172	163	174
Avg. no. of video productions (monthly)[1]	N/A	N/A	13	15
Avg. no. of monthly media interviews coordinated[1]	N/A	N/A	N/A	8
Avg. no. of MLI participants per session	N/A	50	31	40
Avg. no. of transactions per kiosk (monthly)	N/A	N/A	400	500
Avg. no. of customers served at the Community Link Service Centers (monthly)	N/A	N/A	500	1,000
Avg. no. of speakers trained per session	N/A	12.5	20	22
Avg. no. attending Community Link Service Center Special Event days	N/A	40	40	50
Avg. no. of customer service brochures distributed	N/A	15,000	15,000	18,000
No. of Mystery City Shopper contacts (annual)	N/A	594	485	600
Effectiveness:				
% of media attending City news conferences	86%	87%	87%	90%
% of media interviews booked[1]	N/A	N/A	N/A	80%
% of MLI participant satisfaction level	N/A	90%	90%	91%
Kiosk customer service satisfaction	N/A	90%	90%	90%
% of customers satisfied with Community Link Svc Ctr	N/A	85%	90%	90%
% of customers rating Showcase excellent/good	N/A	N/A	92%	93%

EXPLANATORY INFORMATION

[1] New performance measure.

COMMUNITY RELATIONS

REDUCTIONS BY KEY RESULT AREA

- **SUPPORT SERVICES** **$4,025**

PHOTOGRAPHIC SUPPLIES

A reduction in Photographic Supplies will be facilitated by decreasing promotional items, such as video, film, and overhead supplies. This will minimize the ability of the Department to actively promote City functions or events.

POLICY ISSUES BY KEY RESULT AREA

- **CULTURE & RECREATION SERVICES/QUALITY OF LIFE** **$43,816**

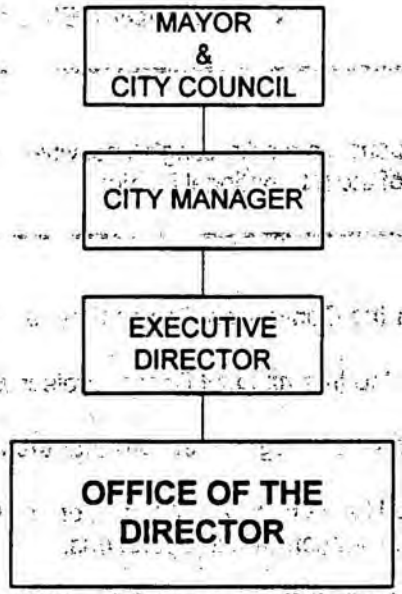
IMPLEMENTATION OF COMMUNITY LINK KIOSKS

This ***improvement*** maintains and enhances the programming capabilities of the existing four Community Link Kiosks, which will serve to decentralize City services. These kiosks are located at North Star, Windsor Park, South Park and Ingram Park Malls. It is anticipated that an additional four Kiosks will be established in September 1998. The four new sites are Rolling Oaks Mall, McCreless Mall, HEB at IH 10 West & DeZavala and HEB at Martin Luther King, Jr. & W.W. White. The FY 98 cost for this **improvement** is $43,816.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$282,532	$483,232	$437,923	$430,942
CONTRACTUAL SERVICES	50,347	279,127	278,845	343,823
COMMODITIES	13,347	36,230	34,310	33,055
OTHER EXPENDITURES	1,827	4,010	4,000	4,650
CAPITAL OUTLAY	28,865	0	0	11,079
TOTAL EXPENDITURES	**$376,918**	**$802,599**	**$755,078**	**$823,549**
AUTHORIZED POSITIONS	**14**	**14**	**14**	**14**
FULL-TIME EQUIVALENTS	**13.00**	**13.00**	**13.00**	**13.00**

CONVENTION CENTER EXPANSION



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
Special Revenue Fund	7.00	615,339
Debt Service Fund	0.00	8,877,950
Capital Projects	0.00	67,158,000
Total Funding	**7.00**	**$76,651,289**

CONVENTION CENTER EXPANSION

FUND ***CONVENTION CENTER EXPANSION***

PROGRAM INFORMATION

The Convention Center Expansion Office is responsible for directing all activities associated with the Convention Center Expansion Project and the construction of the International Center.

GOALS & OBJECTIVES

- To provide for the successful completion of the Convention Center Expansion Project within the allotted time frame and budget.
- To provide for the successful completion of the International Center Project within the allotted time frame and budget.
- To monitor project revenues and track the project budget to ensure that the financial objectives of the project are fulfilled.
- To coordinate the construction activity related to the new Convention Center Headquarter Hotel.
- Ensure effective operations of the current Convention Center operations.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Loss Fund Reserve (OCIP)	N/A	N/A	$1,800,000	$1,800,000
Overall Construction Budget[1]	N/A	N/A	$147,100,336	$147,100,336
Overall Contingency Management Budget (CCEP)[2]	$259,377	N/A	$270,882	$6,619,515
Output:				
Construction Costs Paid[3]	$2,548,710	$32,173,073	$5,930,978	$53,206,427
Contingency Management Costs[4]	$68,403	$1,447,780	$13,385	$2,394,289
AdHoc, Sub-Committee Mtgs. Community & Park Tenant Mtgs.[5]	21	36	8	8
Public Awareness Mtgs.	20	24	24	36
Mitigate Construction Issues for Convention Center Clients	N/A	N/A	5	20
Efficiency:				
Actual Construction Cost over/under estimate	25%	N/A	(82%)	0%
Contingency Management Over/Under Budget	(74%)	N/A	(95%)	0%
Effectiveness:				
% of insurance claims settled / % of claims in litigation	N/A	N/A	0%	0%
% of overall Construction Budget Spent	2%	N/A	4%	36%
% of overall Construction Schedule Expended (Cumulative)	N/A	N/A	42%	55%
Avg. no of construction jobs created by the Expansion Project	N/A	N/A	215	215

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Effectiveness Continued:				
Professional Services:				
% Minority Contracts - Goal.Awarded[6]	28%/52%	28%	50.35%	29.7%
% Women Owned Business Contracts Goal/Awarded	14%/4%	14%	(3.98%)	14.9%
% Small Business Contracts - Goal/Awarded	40%/17.6%	40%	(37.53%)	45%
% African American Business Contracts	2%/6.2%	2%	5.95%	2%
Construction:				
% Minority Contract - Goal/Awarded	N/A	30%	(14.6%)	30%
% Women Owned Business Contracts Goal/Awarded	N/A	14%	(2.34%)	14%
% Small Business Contracts - Goal/Awarded	N/A	45%/	(20.36%)	45%
% African American Business Contracts	N/A	2%	(.1%)	2%
Customers' Willingness to Return Survey[7]	N/A	N/A	N/A	97%

EXPLANATORY INFORMATION

[1] The total construction dollars allocated for the Convention Center Expansion Project. FY 1995-96 represents the total construction dollars for that year.
[2] FY 1995-96 Actual for Contingency Management represents the total contingency amount for that fiscal year.
[3] The Construction Cost Paid is the dollar amount of anticipated expenditures during the fiscal year.
[4] The Contingency Management Cost is the dollar amount of estimated field alterations during the fiscal year. The Re-Estimate for FY 1996-97 represents a lower budgeted amount due to cost savings in the project.
[5] The AdHoc & Sub-Committee Mtgs. And the Community & Park Tenant Mtgs are held quarterly as opposed to monthly.
[6] SMWBA goals reflect overall performance.
[7] Survey used by the Convention Center to track customer satisfaction during the Convention Center Expansion Project.

POLICY ISSUES BY KEY RESULT AREA

- **ECONOMIC DEVELOPMENT** **$122,203**

CONSTRUCTION MANAGEMENT SERVICES

This program ***improvement*** will coordinate, implement, and assist the project manager in the coordination of the construction of the Convention Center Expansion Project. Included in the improvement is the addition of a Construction Coordinator, an Administrative Assistant II and converting a temporary Secretary II to full time (no additional cost) for $95,749 in FY 98. The additional personnel will assist with on-site review of all trade contractors and project consultants, maintain and coordinate document control, and manage the anticipated increase in telephone calls, document and mail dissemination. The addition of the aforementioned staff impacts the departmental office accommodations and telecommunication requirements. The additional office space and communication linkage totals $26,454.

POLICY ISSUES CONTINUED

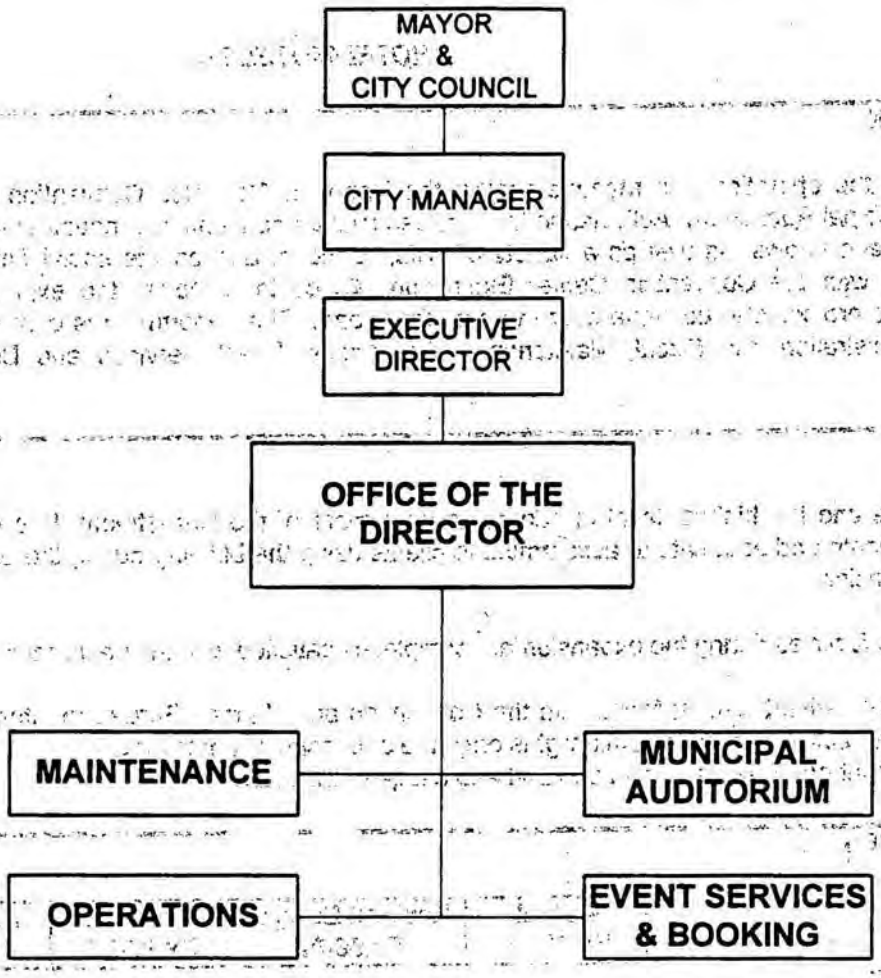
- **COST OF LIVING ADJUSTMENT/PERFORMANCE PAY** **$3,629**

Funding in the amount of $3,629 is included in the department's budget for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance pay will be distributed to employees beginning April 1998.

SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$147,140	$154,344	$151,617	$290,428
CONTRACTUAL SERVICES	70,237	60,875	65,029	81,725
COMMODITIES	6,062	5,100	5,100	6,952
OTHER	1,630	1,230	1,610	1,140
CAPITAL OUTLAY	2,104	3,060	3,060	11,100
TRANSFERS	78,572	181,117	170,018	8,132,315
TOTAL EXPENDITURES	**$305,745**	**$405,726**	**$396,434**	**$8,523,660**
AUTHORIZED POSITIONS	**3**	**4**	**4**	**7**
FULL-TIME EQUIVALENTS	**3.00**	**4.00**	**4.00**	**7.00**

CONVENTION FACILITIES



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
Hotel/Motel Tax Fund	203.40	10,351,476
Total Funding	**203.40**	**$10,351,476**

CONVENTION FACILITIES

FUND ***HOTEL/MOTEL TAX***

PROGRAM INFORMATION

This department oversees the operation and management of the Henry B. Gonzalez Convention Center, Lila Cockrell Theater, and Municipal Auditorium. Activities in the facilities include conventions, industrial trade shows, concerts, and consumer trade shows, as well as a variety of civic, religious, and private social functions. This department will also work with the Convention Center Expansion Office to complete the expansion of the Convention Center which is projected to continue over the next four years. The department is comprised of five divisions which are Administration and Fiscal, Maintenance, Operations, Event Services and Booking, and Municipal Auditorium.

GOALS & OBJECTIVES

To provide improved space and the highest level of service to customers of the Department. It is important to ensure the expansion is smooth and adequate to accommodate clients using the building during the expansion as well as those after the expansion.

- Ensure clients using the facilities during the expansion are completely satisfied with their accommodations and service.
- Coordinate use of various advertisement forms with the Convention and Visitor's Bureau to inform clients of San Antonio Convention Facilities anticipated highlights once the expansion is completed.
- Maximize revenues without negative impact on demand and usage of facilities.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Attendance- Convention Center	1,761,948	2,179,715	1,775,001	1,744,850
Attendance- Municipal Auditorium	143,659	185,669	165,000	173,349
Output:				
Conventions/meetings (Int'l, Nat'l, State) - Convention Center	92	103	85	106
Conventions/meetings (Int'l, Nat'l, State) - Municipal Auditorium	12	12	12	19
Conventions/meetings (Local, Regional) - Convention Center[1]	218	217	205	64
Conventions/meetings (Local, Regional) - Municipal Auditorium	27	28	28	17
Public Events - Convention Center	69	78	78	56
Public Events - Municipal Auditorium	14	15	15	21
Private Events - Convention Center	50	63	42	38
Private Events - Municipal Auditorium	14	19	19	26
City Events - Convention Center	89	98	78	52
City Events - Convention Center	8	9	9	6

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Efficiency:				
Operating Cost per Attendee - Convention Center	$4.12	$4.08	$4.84	$4.87
Operating Cost per Attendee - Municipal Auditorium	$6.61	$5.56	$6.32	$5.48
Revenue per Sq. Foot - Convention Center	$7.01	$7.01	$7.01	$7.97
Revenue per Sq. Foot - Municipal Auditorium	$1.98	$2.54	$2.29	$2.66
Effectiveness:				
Customers' Willingness to Return[2]	99%	N/A	99%	98%
Occupancy Rate - Exhibit Halls[3]	92%	N/A	90%	93%
Occupancy Rate - Municipal Auditorium[3]	55%	N/A	69%	62%

EXPLANATORY INFORMATION

[1] Decrease in FY 97-98 due to leasing of Beethoven Hall.
[2] New question added to survey to track customer satisfaction during the Convention Center Expansion Project.
[3] Occupancy rate incorporates required time for pest control service, building maintenance, table and chair set-up/breakdown and clean-up between customers.

POLICY ISSUES BY KEY RESULT AREA

- **ECONOMIC DEVELOPMENT** **$20,000**

BOOKING AND EVENT MANAGEMENT SOFTWARE

This ***improvement*** will facilitate all operations of the Convention Center and provide linkage to the Convention Division of the Convention & Visitors Bureau for space reservations. Currently, the Department operates a manual system that takes approximately 5-6 weeks to complete with posting, and approval checks between the Convention Center and Convention & Visitors Bureau. The $20,000 is the Convention Center cost of the computer system.

- **INFRASTRUCTURE** **$384,950**

CONVENTION CENTER LIGHTING UPGRADE

Lighting upgrades will be performed on the North Exhibit Hall, South Exhibit Hall and the South Banquet Hall to equal the lighting in the new spaces of the Convention Center. This is the second phase of a 3 year upgrade ***improvement*** that will provide the facility with uniform illumination throughout the old and new exhibit areas. This upgrade is in response to customer recommendations. Last fiscal year the Department received $100,000 for the first phase of the project and this fiscal year the project totals $50,000.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

MUNICIPAL AUDITORIUM - ROOF REPAIRS

This ***Improvement*** of $40,000 will eliminate existing roof leaks and water damage in the Municipal Auditorium due to ongoing roof problems. During fiscal year 1997-98, constant repairs will have to be made which requires additional funds to complete. These repairs will insure customer events will not be interrupted and equipment will not be damaged.

MAINTENANCE & OPERATIONS OF THE INTERNATIONAL CENTER FACILITY

This ***Improvement*** funds all basic costs for operating the new International Center for a period of 9 months. It is anticipated that the development of this facility will be completed in December 1997. A combination of contractual services and authorized City positions are proposed. The total cost of $294,950 includes 5 positions (Custodial Services Supervisor, 3 Building Custodians, and a Maintenance Mechanic) along with ancillary support.

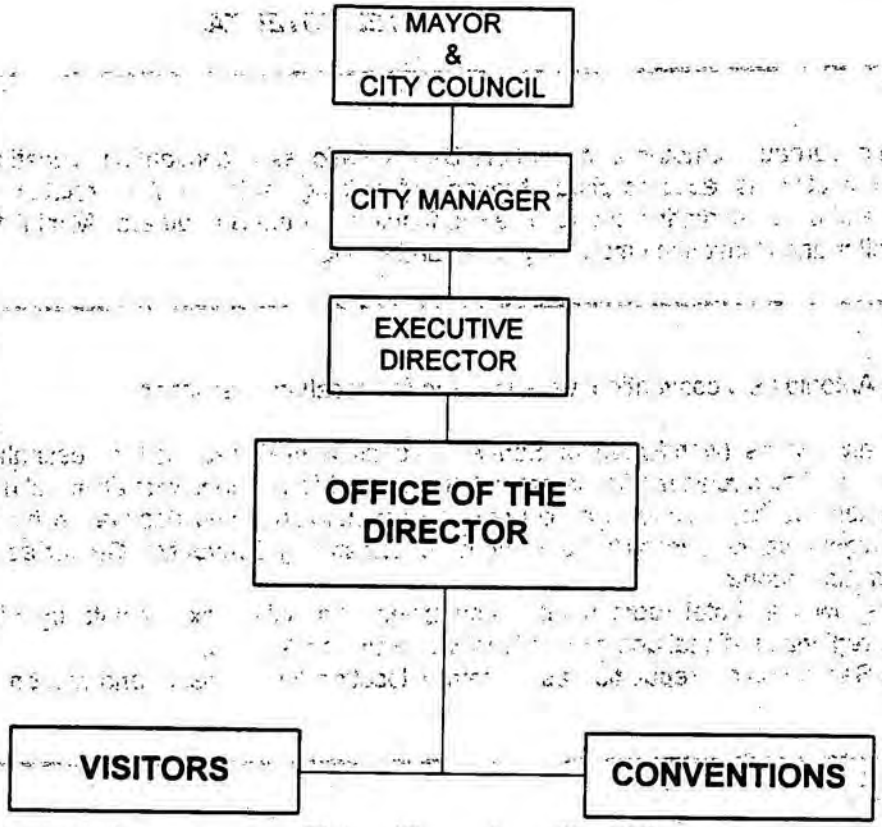
- **COST OF LIVING ADJUSTMENT/PERFORMANCE PAY** **$142,890**

Funding in the amount of $142,890 is included in the department's budget for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance pay will be distributed to employees beginning April 1998.

HOTEL/MOTEL TAX FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$4,403,386	$5,308,150	$4,898,511	$5,637,116
CONTRACTUAL SERVICES	2,627,340	3,294,180	3,222,263	3,431,275
COMMODITIES	463,698	415,020	413,592	353,855
OTHER	710,790	772,360	1,007,670	779,230
CAPITAL OUTLAY	127,644	147,140	147,140	150,000
TOTAL EXPENDITURES	**$8,332,858**	**$9,936,850**	**$9,689,176**	**$10,351,476**
AUTHORIZED POSITIONS	**220**	**221**	**221**	**226**
FULL-TIME EQUIVALENTS	**197.40**	**198.40**	**198.40**	**203.40**

CONVENTION & VISITORS BUREAU



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
Hotel/Motel Tax Fund	104.40	11,923,462
Total Funding	**104.40**	**$11,923,462**

CONVENTION AND VISITORS BUREAU

FUND ***HOTEL/MOTEL TAX***

PROGRAM DESCRIPTION

The Convention and Visitor's Bureau promotes and markets San Antonio as a convention, vacation, and film location destination. This objective is accomplished through advertising, sales, public relations, servicing programs, market research, and other marketing efforts. The five functions of the Bureau are: Administration, Film Liaison, Public Relations, Visitor and Convention marketing sales and service.

GOALS & OBJECTIVES

To promote and market San Antonio as a convention, vacation, and film location destination.

- To increase consumer awareness (worldwide) of San Antonio as a preferred visitor destination through editorial placement of print and electronic media via promotions and public relations with all travel media.
- To maintain and strengthen the city's position as a premier convention/meeting destination by maximizing utilization of hotel room nights via the successful booking of an expanding Convention Center as well as the Municipal Auditorium and Alamodome.
- To generate continued growth in hotel room night consumption and sales tax receipts by attracting an expanding base of state, regional, national and international visitor to San Antonio.
- To continue to enhance San Antonio's reputation as a premier location for television and motion picture film industry.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
# of Hotel Rooms (Metro Area)	24,111	24,500	25,800	26,500
Exhibit Space Capacity (GSF)	242,000	242,000	242,000	242,000
Alamodome Capacity	160,000	160,000	160,000	160,000
Output:				
# of Bureau Initiated Room Nights	846,810	1,075,000	950,000	1,023,000
# of Convention Room Nights Hosted[1]	924,711	1,024,168	954,020	975,000
# of Delegates - Conventions Hosted	557,218	560,000	572,410	585,000
# of Reported Tour & Travel Room Nights	335,203	369,203	369,300	375,000
# of Feature Film, TV, Coml. & Misc. Shoots	113	123	125	130
# of Site Inspections - Bureau	1,400	1,280	1,330	1,400
Advertising Responses[2]	229,528	N/A	219,100	N/A
# of Delegates Using Convention Center	267,338	N/A	244,400	251,960
# of First Time Citywide Conventions Booked / Room Nights (New Market Penetration)[3]	8 / 132,547	N/A	8 / 153,775	10 / 201,145
# of Room Nights Sold[4]	5,155,000	N/A	5,320,900	5,506,900
Hotel Occupancy Tax Collections (Millions)	26.6	26.0	26.7	26.9

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Efficiency:				
Average Daily Rates	$76.62	$78.16	$78.16	$79.10
Average Occupancy Rates	64%	60%	60%	60%
# of Articles Measured for Media Value	910	950	1,000	1,050
Cost per Inquiry	$8.11	N/A	$5.76	N/A
Effectiveness:				
Direct Tour & Travel Exp.--Reflects Group(Mil)	$58.4	$58.1	$58.1	$59
Direct Film Expenditures (Mil)	$12.9	$12.5	$5.5	$10
Monetary Value of Articles Published (Mil)	$3.3	$4.3	$4.6	$5
Direct Convention Delegate Exp. Hosted (Mil)[5]	$334	$414	$468.7	$479

EXPLANATORY INFORMATION

[1] Due to a revised construction schedule, Jan. - July 2001 were removed from date availability and prohibited meeting budgeted goals.
[2] FY 96 projected by the Atkins Agency from May - September, proposed figures are unavailable.
[3] Citywide conventions are greater than 2,000 peak hotel rooms and utilizing the majority of the SACC facilities.
[4] Source: Source Strategies Incorporated
[5] $818.82 per delegate expenditure per Deloitte/Touche for International Association of Convention & Visitors Bureaus.

POLICY ISSUES BY KEY RESULT AREA

- **ECONOMIC DEVELOPMENT** **$770,579**

HOSTING OBLIGATIONS / MOVING REQUIREMENTS

The Convention & Visitors Bureau will have ***mandated*** cost totaling $544,399. During FY 98 the Bureau will utilize $325,399 for hosting obligations related to 12 associations meeting in San Antonio. The remaining $219,000 will be used for moving expenses, rental and utilities related to the move of the Bureau offices to the International Center during FY 98.

CUSTOMER SERVICE REPRESENTATIVE

This ***improvement*** proposes to fund a Customer Service Representative to answer inquiries and direct visitors of the new International Center. This position will accommodate those city departments and private businesses operating in the building in FY 98. This program improvement is partially funded for 9 months at $22,680. Full year funding in FY 99 is $21,680.

CONVENTION NAME BADGES

This ***improvement*** for $60,000 will purchase 250,000 convention name badges to provide to delegates attending future meetings. The City of San Antonio is one of few bureaus in the Country that offer complimentary materials thus providing San Antonio with a competitive edge over other cities.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

MARKETING/ SALES SOFTWARE

This program ***improvement*** will facilitate all operations of the Convention Division of the Bureau and provide linkage to the Convention Center for space reservations. The Department will be able to provide seamless integration with all databases. Currently, the Department operates a manual system that takes approximately 5-6 weeks to complete with posting, and approval checks between the Convention & Visitors Bureau and Convention Center. The $108,000 is Convention & Visitors Bureau cost of the computer system.

SPORTS FOUNDATION FUNDING

This ***improvement*** will allow the Convention & Visitors Bureau to increase funding by $35,500 for the San Antonio Sports Foundation as they continue to court members of the USOC, NGBs, NCAA, AAU, and other amateur athletic organizations. The Department would like to increase funding to continue the Foundations involvement in bids for future events. For every dollar the Bureau provides the San Antonio Sports Foundation will provide a matching dollar to be used for bid submittals. The current contract amount totals $64,500.

OTHER POLICY ISSUES

- **ONE-TIME TECHNOLOGICAL IMPROVEMENTS** **$21,000**

In FY 96 the City began a program that increased productivity through a greater use of technological advancements. Funds in the amount of $21,000 are included in the year's Proposed Budget for one-time technological improvements.

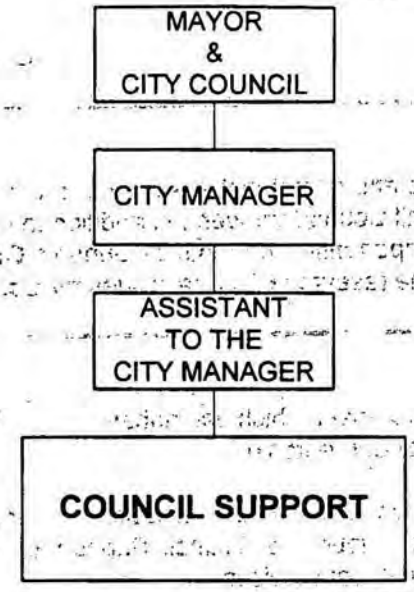
- **COST OF LIVING ADJUSTMENT** **$92,311**

Funding in the amount of $92,311 is included in the department's budget for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance pay will be distributed to employees beginning April 1998.

HOTEL/MOTEL TAX FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$2,965,425	$3,078,470	$2,942,489	$3,315,801
CONTRACTUAL SERVICES	8,055,801	8,245,850	8,294,135	8,352,696
COMMODITIES	194,752	78,890	99,442	165,410
OTHER	82,530	63,840	83,290	62,280
CAPITAL OUTLAY	128,771	26,910	26,910	27,275
TOTAL EXPENDITURES	**$11,427,279**	**11,493,960**	**11,446,266**	**$11,923,462**
AUTHORIZED POSITIONS	**146**	**148**	**148**	**149**
FULL-TIME EQUIVALENTS	**100.80**	**103.43**	**103.43**	**104.43**

COUNCIL SUPPORT



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	16.00	606,581
Total Funding	**16.00**	**$606,581**

COUNCIL SUPPORT

FUND ***GENERAL***

PROGRAM INFORMATION

The Council Support Office provides administrative and secretarial assistance to the Mayor and Members of the City Council. Staff serves as constituent liaison to all Councilmembers, in addition to responding to incoming calls, scheduling meetings, and appointments. Most importantly, the Council Support Office disseminates pertinent information to the citizens of San Antonio through the research of critical issues for Councilmembers.

GOALS AND OBJECTIVES

To provide an efficient and professional work environment which will enhance the effective delivery of services from the Mayor and the City Council to the citizens of San Antonio.

- To ensure that citizens' requests for information and services are expedited in a timely manner.
- To implement customer service awareness/techniques to Council Support Employees in order to assist citizens in the resolution of complaints and requests for services.
- To provide assistance to Councilmembers' requests which will ensure the efficient delivery of services.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Number of Full Time Employees	16	16	16	16
Numbers of Constituents (Walk-Ins) assisted	3,667	3,500	2,240	2,500
Number of Phone Call Inquiries (annual)	65,876	68,000	77,184	78,000
Output:				
Constituent Calls Responded To/Followed Through	22,444	23,800	21,112	22,500
Code Compliance Referrals for Svc & Info (annual)	1,307	1,300	1,090	1,200
Other Departments Referrals for Svc & Info	1,399	1,500	1,586	1,650
Efficiency:				
Avg No. of Phone Calls per Employee (annual)[1]	5,490	5,666	6,432	6,500
Effectiveness:				
Turnaround time responding to initial call[2]	N/A	N/A	8 hrs.	6 hrs.
Avg. wait for Walk-ins to receive assistance from district office personnel[2]	N/A	N/A	15 min.	10 min.

EXPLANATORY INFORMATION

[1] Number derived by using 12 FTE's to handle constituent calls.
[2] Denotes a new measure.

COUNCIL SUPPORT

REDUCTIONS BY KEY RESULT AREA

- **SUPPORT SERVICES** **$3,011**

TRAVEL

A reduction in the Travel budget will result in total savings of $1,806.60. Scheduled conferences involving assistance and support to the Mayor and City Council will be maintained at a minimum level.

TEMPORARY SERVICES

A reduction in Temporary Services will yield the savings of $1,204.40. Through a cost effective restructuring the use of temporary services involving administrative assistance to the City Council when full-time employees are unavailable will continue.

GENERAL FUND EXPENDITURES BY CHARACTER

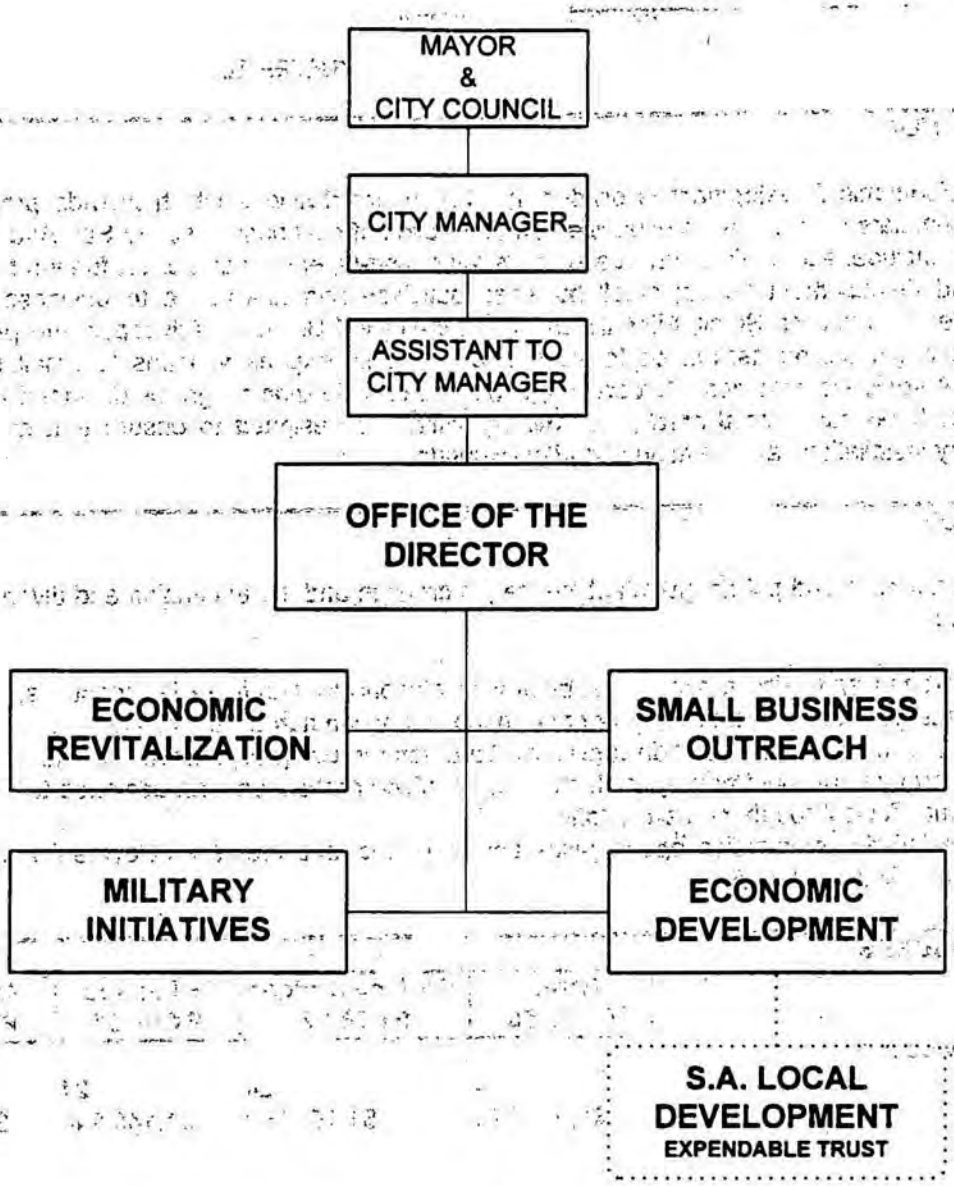
	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$555,200	$549,890	$497,915	$562,912
CONTRACTUAL SERVICES	54,175	39,300	47,930	36,089
COMMODITIES	6,168	3,910	4,910	3,210
OTHER EXPENDITURES	4,570	3,450	3,450	3,170
CAPITAL OUTLAY	1,357	0	0	1,200
TOTAL EXPENDITURES	**$621,470**	**$596,550**	**$554,205**	**$606,581**
AUTHORIZED POSITIONS	**16**	**16**	**16**	**16**
FULL-TIME EQUIVALENTS	**16.00**	**16.00**	**16.00**	**16.00**

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

ECONOMIC DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	24	1,225,617
Community Development Block Grant (CDBG)	3	145,280
Categorical Grants	4	4,831,673
Trust and Agency	4	163,556
Total Funding	**35.00**	**$6,366,126**

ECONOMIC DEVELOPMENT

FUND ***GENERAL***

PROGRAM INFORMATION

The Department of Economic Development is divided into five major divisions which provide programs and services designed to stimulate local business expansion and attraction of new businesses to San Antonio. These programs and services include: economic incentives such as tax phase-in, enterprise zones, foreign trade zones, aviation incentives and development bonds; small business outreach and assistance to businesses seeking contracting opportunities through the Small, Minority and Women-Owned Business Advocacy and procurement programs; technical and counseling assistance to start-up businesses; expansion loans to small businesses through the local San Antonio Development Corporation; economic revitalization programs designed to stimulate downtown and neighborhood commercial areas; and military initiatives designed to ensure that missions and activities at local military installations are maintained and/or expanded.

GOALS & OBJECTIVES

To initiate and support activities and policies which stimulate job creation and the expansion and diversification of the local economic base.

- Promote and support new and existing businesses by providing economic and financial incentives.
- Promote and facilitate government contracting for small, minority and women-owned businesses.
- Encourage neighborhood commercial and downtown revitalization through project development.
- Promote and support international trade by implementing an inland port action plan designed to capture and add value to trade that flows through the San Antonio region.
- Optimize military installation conversion opportunities and to protect and create employment and business opportunities at local military installations

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of positions	24	24	24	24
General Fund Budget	$1,071,573	$1,157,662	$1,140,946	$1,225,617
Output:				
No. of new jobs (Announced by Prospects)	1,415	2,050	1,896	2,000
No. of Jobs Created/Retained	1,937	1,960	2,045	2,330
No. of Clients/Business Served[1]	1,611	1,810	2,060	2,095
No. of Prospects Announced	9	14	10	8
SBE Contracting Dollars	$76,053,630	$99,000,000	$86,115,758	$65,250,000
MBE Contracting Dollars	$27,506,497	$61,380,000	$67,122,058	$40,455,000
WBE Contracting Dollars	$17,605,099	$29,920,000	$15,829,994	$19,720,000
AABE Contracting Dollars	$3,428,577	$4,400,000	$2,791,899	$3,000,000
Total Contracting Dollars[2]	$145,857,382	$220,000,000	$265,341,212	$145,000,000
No. of Loans Approved	36	50	34	38
Amount of Loans Approved	$11,329,780	$16,500,000	$10,250,000	$10,500,000
Private Leverage through SALDC loans	$16,835,370	$23,000,000	$15,375,000	$17,500,000
Total No. of SALDC Loans Serviced	83	105	110	135
Total SALDC Loan Portfolio	$11,958,564	$16,900,000	$17,250,000	$22,500,000

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
No. of Tax Phase-In Projects Approved	6	8	4	6
Private Investment generated by Tax Phase-In Projects	$197,100,000	$139,590,000	$54,680,000	$175,000,000
Property tax revenue generated by Tax Phase-In approved[3]	$245,509	N/A	$224,717	$235,113
No. of Projects/initiatives coordinated through economic revitalization[4]	N/A	N/A	18	20
Potential New Investment of Economic Revitalization Projects coordinated[4]	N/A	N/A	$524,500,000	$481,500,000
Efficiency:				
Cost Per Job Created/Retained	$553	$589	$557	$503
Cost Per Job Business/Client Served	$665	$637	$644	$559
Percent Awarded to SBE	50%	45%	32%	45%
Percent Awarded to MBE	18%	28%	25%	28%
Percent Awarded to WBE	12%	14%	6%	14%
Percent Awarded to AABE	2%	2%	1%	2%
Effectiveness:				
Avg. No. Jobs created per prospect	157	146	190	250
Avg. No. Jobs created per tax phase-in approved[3]	232	N/A	98	167
SBE Percent of Goal	118%	100%	81%	100%
MBE Percent of Goal	69%	100%	90%	100%
WBE Percent of Goal	90%	100%	40%	100%
AABE Percent of Goal	120%	100%	53%	100%

EXPLANATORY INFORMATION

[1] Actual service that EDD provides to prospective business clients (15 hours per client).
[2] Contracting Dollars for SBE, MBE, WBE, and AABE are higher in FY 96-97 due to the Convention Center Expansion Project.
[3] N/A - New measure for FY 1997-98.
[4] These projects are coordinated through the Economic Revitalization efforts of this department.

REDUCTIONS BY KEY RESULT AREA

- **ECONOMIC DEVELOPMENT** **$5,861**

MANAGING RESOURCES

This proposed reduction would be achieved by holding positions vacant during the fiscal year. This reduction will affect the Department's ability to provided needed services in programs where vacancies occur.

ECONOMIC DEVELOPMENT

POLICY ISSUES BY KEY RESULT AREA

- **ECONOMIC DEVELOPMENT** **$35,000**

REGIONAL CERTIFICATION AGENCY

The Small Business Economic Development Advocacy Citizens Advisory Committee has recommended that the City of San Antonio participate in a Regional Certification Agency for the purpose of certifying Small, Minority and Women business enterprises. Currently, Economic Development personnel certifies those business enterprises. Other potential contributing entities include VIA Metropolitan Transit, City Public Service, San Antonio Water Systems and Bexar County. All of these entities operate business certification activities which prove cumbersome for local businesses. The Small Business Economic Development Advocacy (SBEDA) Office will discontinue the existing certification program and will increase its focus on contract compliance, outreach, and assistance to small, minority and women businesses.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$891,503	$958,220	$907,812	$986,954
CONTRACTUAL SERVICES	155,914	179,850	207,544	205,639
COMMODITIES	13,132	10,032	16,030	10,532
OTHER	7,880	9,560	9,560	20,060
CAPITAL OUTLAY	3,144	0	0	2,432
TOTAL EXPENDITURES	**$1,071,573**	**$1,157,662**	**$1,140,946**	**$1,225,617**
AUTHORIZED POSITIONS	**25**	**24**	**24**	**24**
FULL-TIME EQUIVALENTS	**25.00**	**24.00**	**24.00**	**24.00**

ECONOMIC DEVELOPMENT

ACTIVITY NO:	*16-01-05*
DIVISION	*MILITARY INITIATIVES*
PROGRAM	*1996 DEFENSE CONVERSION PROGRAM*

PROGRAM DESCRIPTION

The City of San Antonio has been awarded a $4,100,000 grant in Economic Development Administration funds under the 1996 Defense Conversion Assistance Program. This award requires a match of $1,366,666 in non-federal funds. The EDA funds will be used to establish an umbrella grant for the City of San Antonio. The proposed $4.1 million economic revitalization grant will consist of four sub-grants. All sub-grants will be related to the assistance of workers at Kelly AFB, contractors, and local businesses directly impacted by the privatization and realignment of Kelly AFB.

Program Dates: 8/96 - 7/99	*Current Authorized FTEs: 1*
Current Authorization: $4,100,000	*Grant Number26-053034*
City Council Priority:	*Economic Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Economic Development Administration (EDA)	-	$730,270	$3,369,730
Other - In-Kind	-	$243,423	$1,123,243
Total	$0	$973,693	$4,492,973

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	-	$35,000	$56,784
Contractual	-	2,000	2,600
Commodities	-	100	346
Other Expenditures	-	-	-
Capital Outlay	-	3,170	-
Subgranting	-	690,000	3,310,000
In-kind	-	243,423	1,123,243
Total	-	$973,693	$4,492,973

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Total Number of City Staff Positions	N/A	1	1
Cost of Grant Administration [1]	N/A	$53,693	$79,640
No. of Targeted Federal Civilian Employees	N/A	10,000	9,000
Output:			
No. of Defense Conversion Sub-Grants Awarded/Administered	N/A	4/4	1/5
No. of Defense Conversion Inquiries Addressed	N/A	111	148
Defense Conversion Sub-Grant Outreach Workshops	N/A	138	184
No. of Employee Workshops held	N/A	127	169

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Output Continued:			
No. of Contractor Forums	N/A	11	15
Defense Conversion Sub-Grant Outreach Participants	N/A	3,246	4,328
Workshop Attendance	N/A	2,562	3,416
Contractor Forums Attendance	N/A	684	912
Defense Conversion Sub-Grant Consulting Clients		105	140
No. of Consulting Clients - One-time		66	88
No. of Consulting Clients - Continuous	N/A	0	1
Efficiency:			
Sub-Grants Administered per Staff Position	N/A	4	5
Cost of Sub-Grant Administration per Sub-Grant per Month	N/A	$1,491	$1,327
Effectiveness:			
Program Participants as a % of Target Civilian Employees	N/A	32%	48%

EXPLANATORY INFORMATION

[1] FY 96-97 costs are for 9 months

ECONOMIC DEVELOPMENT

ACTIVITY NO.	*16-02-03*
DIVISION	*SMALL BUSINESS OUTREACH*
PROGRAM	*PROCUREMENT TECHNICAL ASSISTANCE*

PROGRAM DESCRIPTION

The Procurement Technical Assistance (PTA) promotes economic development and business retention by assisting small businesses to competitively obtain government procurement contracts. The PTA administers the City's cooperative agreement with the U.S. Department of Defense (DOD) to provide services in the San Antonio Area and twelve surrounding counties. The program assists businesses to develop the knowledge, processes and systems to effectively interface, diversify markets and competitively obtain contracts with all federal, state and local government agencies. This activity helps to stimulate job creation, increase the tax base and also supports the City's Small, Minority & Women-owned procurement goals.

Program Dates: 10/97 - 9/98	*Current Authorized FTEs: 3*
Current Authorization: $388,700	*Grant Number26-032006*
City Council Priority:	*Economic Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - U.S. Department of Defense	$149,750	$149,950	$149,950
City - General Fund Cash Contribution	85,000	-	-
City - In-Kind	145,200	175,210	188,750
Total	$379,950	$325,160	$338,700

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$311,068	$272,210	$287,405
Contractual	46,937	41,402	39,388
Commodities	3,500	3,000	3,200
Other Expenditures	11,495	8,048	6,707
Capital Outlay	6,950	500	2,000
Total	$379,950	$325,160	$338,700

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of business/clients served	4	650	1
No. of business inquiries	57	5,200	451,600
No. of contracts awarded	1	640	9,000
POP clients contracting dollars	$80,200,523	$41,100,000	$45,000,000
Output:			
Cost per contracts awarded	$30	$508	$971
Cost per business/clients served	$9	$500	$598

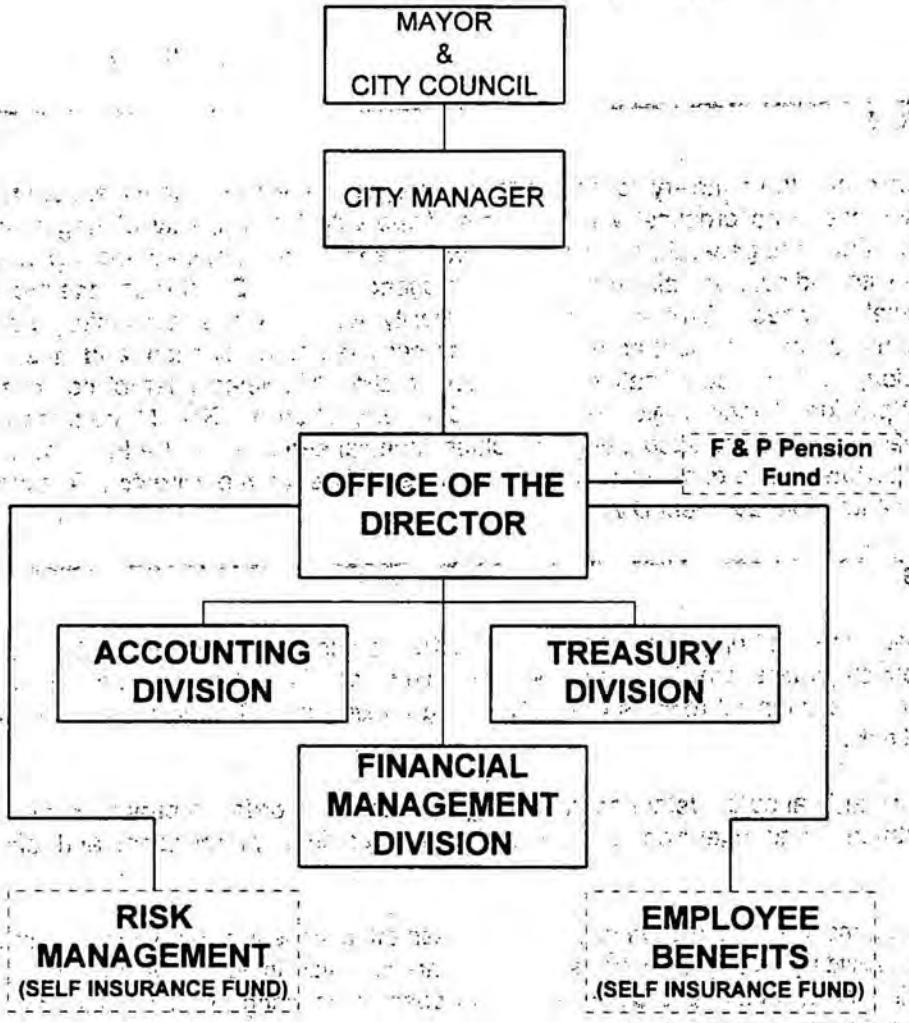
PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Effectiveness:			
Average contract dollar per contracts awarded	$6,365	$64,219	$64,220

EXPLANATORY INFORMATION

[1] FY 96-97 costs are for 9 months

FINANCE DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED FY 97-98
General Fund	102.00	5,432,528
Self-Insurance Liability Reserve Fund	2.00	89,726
Total Funding	**104.00**	**$5,522,254**

*———denotes fiscal oversight

FINANCE

FUND ***GENERAL***

PROGRAM DESCRIPTION

The Department of Finance has the fiduciary responsibility to safeguard the City's financial assets and manage its financial resources in accordance with the goals of the City Council, City Manager and in compliance with applicable laws and generally accepted accounting and financial management principles. The department interacts with and supports all departments and agencies of the City through the provision of comprehensive financial services. This includes responsibility for the City's accounting system, treasury management, banking services, debt administration, property tax administration, and investment portfolio management, along with the coordination and implementation of related internal controls. In addition, the Department provides financial oversight for the City comprehensive Risk Management and Employee Benefits Programs, as well as accounting and other financial services for the Fire and Police Pension Fund. The department is organized into four divisions: Office of the Director, Accounting, Treasury Division and Financial Management Division.

GOALS & OBJECTIVES

To continue applying, assessing, and upgrading resources in order to sustain the Department's ability to perform its fiduciary responsibilities which include safeguarding the City's assets, preparing and maintaining the accounting and financial records of the City, and maximizing efficient use of City funds, while minimizing financial risks.

- Keep pace with municipal finance industry change and specialization in order to provide customers, including City departments and agencies, core financial services in a professional and efficient manner.
- Review processes, systems, and automation in order to assess effectiveness and implement potential improvements, while providing quality financial services in areas which include investment portfolio management, bond financing, receipt and disbursement of cash, accounting and financial statement preparation, etc., without compromising controls.
- Continue with the integration of accounting, treasury management, and financial management functions, in order to maximize efficiencies and provide comprehensive services, while minimizing financial risk exposure to the City.
- Work with other departments to evaluate their requirements in order to provide the financial analysis and management information necessary to assist with the efficiency and productivity of their assignments and projects, and to enhance the accuracy and usefulness of the information developed.
- Continue to improve the work environment consistent with the standards of the profession, and continue to maintain a focus on mentoring and professional development programs to expand the growth of professionalism, technical capabilities, pride in the workplace, and to assist in staff retention.

FINANCE

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of Tax Accounts Administered	350,876	360,000	362,406	367,000
No. of Revenue Contracts Collected	119	132	252	300
No. of Tax Office Phone Inquiries-Data Bank	52,727	45,000	44,326	42,275
No. of Tax Office Phone Inquiries- (CVIS)[1]	11,122	30,000	24,461	26,725
No. of Non-Escrow Taxpayers	146,971	N/A	148,851	150,470
Investment Portfolio Value-at cost	$452Mil	$500Mil	$475Mil	$525Mil
Principal Amt. Of General Bonded Indebtedness[2]	$714Mil	$768Mil	$740Mil	$763Mil
Principal Amt. Of Revenue Indebtedness	$308Mil	N/A	$305Mil	$301Mil
$ Value of Assets Accounted for at FYE	$2.98Bil	N/A	$3.49Bil	$3.70Bil
No. of Fund Types/Funds Accounted for	9/59	9/59	9/60	9/60
No. of Accounts Payable Vendors Served	N/A	19,500	20,423	20,900
No. of Component Units Reported On	8	N/A	10	11
No. of Accounting Staff Hours on Annual Audit	N/A	N/A	6,605	7,300
Output:				
Amt. of Current Property Tax Revenue Deposits	$152.78Mil	$158.79Mil	$160.83Mil	$165.65Mil
Amt. of Tax Office Non-Property Tax Revenue Deposits	$70.34Mil	$69.34Mil	$71.84Mil	$73.64Mil
No. of On-Site License Inspections	2,117	3,000	2,575	2,800
No. of Non-Escrow Taxpayers Paying at Sub-Station	14,663	25,000	15,015	15,000
Value of Investment Trades-cost basis	N/A	$1.75Bil	$3.10Bil	$2.50Bil
No. of Regulatory Filings	N/A	53	53	56
No. of Checks Issued (Excludes payroll)	52,798	N/A	52,191	52,800
Efficiency:				
No. of Phone Inquiries per Tax Office Clerk per Month	1,099	938	927	900
No. of Customers Served per Tax Office Cashier per Month	2,318	2,458	2,103	2,500
No. of Checks Processed per Accounts Payable Clerk per Month	733	N/A	725	734
No. of Transactions per Accountant per Month	2,155	N/A	2,162	2,160
Effectiveness:				
Current Property Tax Collection Rate (budgeted/actual)	96.00/97.96%	96.50/96.50%	96.50/98.00%	96.50/96.50%
% of Property Tax Revenue Processed Internally (excludes lockbox)	72.56%	73.00%	72.55%	72.75%

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Effectiveness Continued:				
% of Non-Escrow Taxpayers Served by Sub-Stations	9.98%	12.50%	10.10%	10.00%
Avg Life of General Bonded Indebtedness at FYE (Years)	9.66	N/A	9.14	8.52
Avg Cost of Aggregate General Bonded Indebtedness at FYE [3]	5.85%	N/A	5.71%	5.72%
Tax Exempt[4]	5.79%	N/A	5.65%	5.67%
Taxable[5]	8.28%	N/A	7.30%	7.30%
Turnaround Time on Month-End Closing (working days)	9	10	10	9
Turnaround Time for Comprehensive Annual Financial Report Completion (days)	173	180	173	143

EXPLANATORY INFORMATION

[1] CVIS is the Tax Office Conversant Voice Information System for assisting taxpayers.

[2] Principal amount of General Obligation Bonds and Certificates of Obligation secured by ad valorem taxes, outstanding as of fiscal year end.

[3] Average Cost of Aggregate General Bonded Indebtedness - The average rate of interest on all outstanding general obligation bonds and certificates of obligation secured by ad valorem taxes, as of fiscal year-end, combining both tax-exempt and taxable indebtedness.

[4] Average Cost of Tax—Exempt General Bonded Indebtedness - The average rate of interest on the tax-exempt portion of City indebtedness secured by ad valorem taxes, as of fiscal year-end.

[5] Average Cost of Taxable General Bonded Indebtedness - The average rate of interest on the taxable portion of City indebtedness secured by ad valorem taxes, as of fiscal year-end.

REDUCTIONS BY KEY RESULT AREA

- **SUPPORT SERVICES** **$27,080**

PROGRAM EFFICIENCY

In an effort to streamline operational costs, the Finance Department identified a total realized savings of $27,080. Although a reduction to operational services will adversely effect the department's staffing level, it will continue to provide functions such as financial analysis, fund balance, financial statement consulting, revenue collection, debt and investment management, while continuing to make technical improvements.

FINANCE

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$2,947,646	$3,415,205	$3,158,773	3,478,638
CONTRACTUAL SERVICES	1,673,304	1,705,451	1,759,338	1,868,910
COMMODITIES	30,658	26,910	52,495	53,620
OTHER	48,790	36,730	36,730	31,360
CAPITAL OUTLAY	25,651	0	0	0
TOTAL EXPENDITURES	**$4,726,049**	**$5,184,296**	**$5,007,336**	**$5,432,528**
AUTHORIZED POSITIONS	**104**	**102**	**102**	**102**
FULL-TIME EQUIVALENTS	**104.00**	**102.00**	**102.00**	**102.00**

FINANCE

FUND ***LIABILITY***

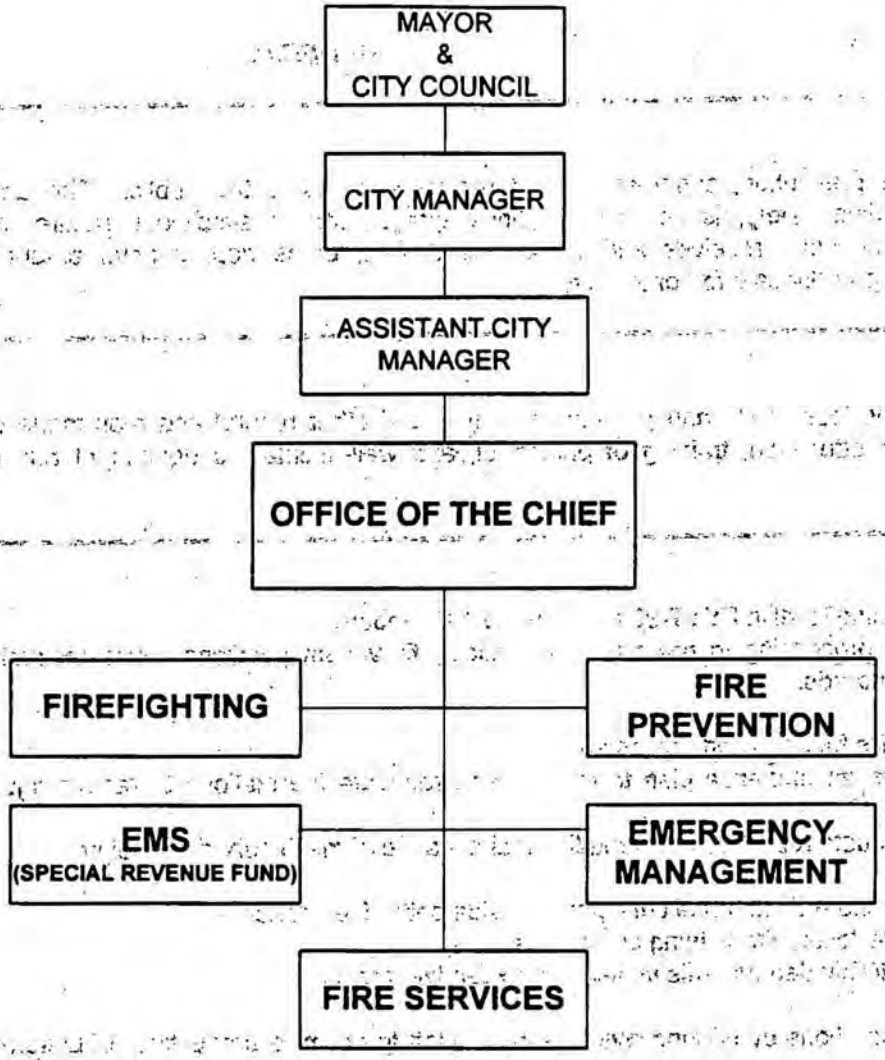
PROGRAM DESCRIPTION

The Liability Section's function is to provide fiscal support to the administration of the Liability Program managed by the City Attorney's Office. Two personnel will remain under the Finance Department's control in FY 98.

INSURANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$0	$0	$0	$83,697
CONTRACTUAL SERVICES	0	0	0	5,672
COMMODITIES	0	0	0	357
OTHER	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	0	0	0	0
TOTAL EXPENDITURES	**$ 0**	**$ 0**	**$ 0**	**$89,726**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**2**
FULL-TIME EQUIVALENTS	**0**	**0**	**0**	**2.00**

FIRE DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	1,054.00	80,185,333
EMS-Special Revenue Fund	322.00	29,509,910
Categorical Grants	6.00	293,044
Capital Projects	0	5,521,000
Total Funding	**1,376.00**	**$115,509,287**

FIRE DEPARTMENT

FUND ***GENERAL***

PROGRAM INFORMATION

This department provides fire prevention, suppression, and rescue services to the public. The department conducts inspections for building safety, issues permits, investigates fires of suspicious nature, maintains firefighting apparatus and equipment, receives and dispatches alarms, trains departmental personnel, and coordinates the emergency preparedness effort of the City.

MISSION STATEMENT

To minimize and prevent injury, loss of life and property from fire, and other natural and man-made disasters through community prevention education, training of personnel, and well-maintained equipment and optimum distribution of resources.

GOALS & OBJECTIVES

- To achieve four person staffing level in FY 97-98 on 33 of the 43 pumpers.
  - To improve applicant processing in order to more quickly fill vacant positions, while maintaining the Department's high standards.
- To optimize the Department's facilities and equipment.
  - To continue a facilities maintenance plan to replace and renovate fire stations to reduce injuries and maintenance costs.
  - To provide for the adequate repair and preventative maintenance of machinery and equipment.
- To optimize area coverage and reduce travel times, and provide better fire services.
  - To add and strategically locate fire fighting companies.
  - To work closely with all City departments in new and expanding areas.
- To enhance department operations by utilizing civilian support staff to optimize productivity of uniformed staff and by implementing safety and wellness programs.
- To routinely inspect buildings to detect and eliminate fire and safety hazards; to educate the public on fire safety; and to intervene in the fire-setting behavior of children.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of fire fighting authorized positions	987	996	996	996
No. of fire fighting apparatus	100	105	106	106
No of vehicles maintained by fire service shops	163	163	164	164
No. of incoming calls to dispatch center	258,704	260,000	247,625	251,551
No. of incidents of juvenile fire setters	468	500	192	171
No of pumpers with minimum 4 person staffing	N/A	N/A	N/A	32.23

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output:				
No. of dispatches for reported fires	13,430	18,685	8,651	10,554
No. of assist EMS responses	21,656	23,407	23,993	26,582
No. of structure fires	1,588	1,941	1,405	1,489
No. of persons receiving fire safety education	99,511	120,000	101,500	104,305
No. of children contacted by Juvenile Fire Setter program	21,942	18,000	23,000	23,100
No. of juvenile fire setters referral/counseled	178/79	/95	153/74	210/105
No. of firefighter training hours	214,710	220,000	221,000	225,000
No. of inspections conducted	10,538	11,500	10,500	11,500
Efficiency:				
Operating expenditures per capita	$65.05	$66.44	$66.14	$69.28
Avg. no. of vehicles serviced per day	20	20	20	21
Avg. no. of arson cases handled per investigator[1]	75	120	121	96
Avg. no. of hrs. of in-service training received per firefighter	76	105	108	109
Effectiveness:				
% of calls < 4 minutes travel time	62.40%	69.40%	65.60%	69.20%
% of calls < 5 minutes travel time	77.3%	78.9%	79.3%	84.7%
% of calls < 6 minutes travel time	85.50%	87.30%	87.40%	91.80%
Structure fires per 1,000 occupancies - residential single family	3.70	4.94	3.56	3.77

EXPLANATORY INFORMATION

[1] FY 97 had three Arson Investigators in training, these three will be in the field effective FY 98.

REDUCTIONS BY KEY RESULT AREA

- **PUBLIC SAFETY** **$191,614**

DELAY THIRTY-THREE OF FORTY-THREE FOUR PERSON PUMPERS

The proposed reduction would forestall the Fire Department from augmenting the funding request for the proposed four person-staffing program. This delay will result in implementing 33 of 43 four person pumpers until December 1997.

POLICY ISSUES BY KEY RESULT AREA

- **PUBLIC SAFETY** **$5,336,455**

FIRE CONTRACT

On November 14, 1995 the City Council approved a new collective bargaining agreement with the San Antonio Professional Firefighter's Association. The agreement was effective October 1, 1994 and ends September 30, 1998. According to this ***mandate***, a three percent wage increase for all uniformed firefighters will be budgeted for the upcoming fiscal year. The cost of the new contract in FY 98 is $1,910,370.

LABOR CONTRACT

Mandated expenditures arising from the collective bargaining agreement with the San Antonio Professional Firefighter's Association agreement include additional longevity pay for the increased seniority of firefighters ($210,000), education pay for those firefighters who obtain associate or bachelor's degrees ($35,000), and E.M.T. Certification for those firefighters who have completed E.M.T. Certification Training ($12,000).

PENSION CONTRIBUTION

The Texas Fire and Police Pension Fund Act requires that the City increase its contribution to the Fire and Police Pension Fund by one-third of a percent each year through the Year 2001. The increase is ***mandated*** to fund the outstanding actuarial liability. The contribution increase for FY 98 is $149,088.

ANNEXATION

This one-time and recurring cost of this ***mandate*** provides fire services to the area annexed as part of the annexation plan. The cost to purchase a pumper and associated equipment and the promotion costs for staffing a new fire station in the Stone Oak area is $333,537.

FIVE YEAR MASTER PLAN FOURTH YEAR IMPLEMENTATION

Accelerated Hiring: This program ***improvement*** supplements the department's budget to accelerate the hiring and training 38 new cadets to fill existing vacancies. The FY 98 cost for this improvement is $1,635,000.

Purchase One Vehicle and Equipment for New Fire Station: The funds will purchase one Pumper vehicle and associated equipment for the new Fire Station #45 in Westover Hills. The total cost of this ***improvement*** for FY 98 is $333,204. The FY 99 cost will be $18,667 for subsequent maintenance.

Pumper Overtime-Full year: In order to staff 33 of 43 pumpers with 4 firefighters each, increased firefighter overtime pay will be required. The total pay amount is based upon projected manpower needs at a rate of approximately $22 an hour. This program ***improvement*** will phase in beginning December 16, 1997. The cost for FY 98 is $522,240.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

Fire Apparatus Operators: The three new FAO's under this ***improvement*** will function as fire inspectors. The department anticipates using two of the new positions to increase the number of safety inspections at potentially high life-loss occupancies such as night clubs, schools, and meeting halls. The third inspector will be used to train firefighters stationed at the City's 45 fire stations to conduct fire safety inspections in the community. The FY 98 proposed cost for this improvement at 1.5 months is $95,844. The FY 99 cost is $226,062.

Training Academy Staff: This ***Improvement*** authorizes one new Lieutenant position to the Training Academy Staff. In addition to conducting cadet training, this position will function as a Continuing Education Coordinator, a Fire Officer Development Instructor, and an Emergency Driving Training Program Coordinator. The 9 month total cost for FY 98 is $84,932.

Heavy Mechanic I: This ***Improvement*** adds one Heavy Equipment Mechanic I to work the evening and night shifts. This position will also cover weekends and perform the duties of absent personnel. In FY 98, the proposed 2 month funding cost of this program is $4,711. The full year cost in FY 99 is $25,571.

APPLICANT PROCESSING

This ***improvement*** adds a Secretary I position to support the applicant processing function. This program will eliminate downtime retraining personnel every year. The proposed 6 month funding for this program is $10,529. The full year cost in FY 99 is $21,480.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 95-96	REVISED BUDGET FY 96-97	ESTIMATED FY 96-97	PROPOSED FY 97-98
PERSONAL SERVICES	$64,997,934	$66,698,908	$67,552,151	$72,940,065
CONTRACTUAL SERVICES	3,012,567	2,861,345	2,938,646	3,092,233
COMMODITIES	1,557,772	1,444,349	1,349,730	1,450,648
OTHER EXPENDITURES	478,202	708,350	708,350	666,010
CAPITAL OUTLAY	1,010,677	1,287,809	1,283,409	2,036,377
TOTAL EXPENDITURES	**$71,057,152**	**$73,000,761**	**$73,832,286**	**$80,185,333**
AUTHORIZED POSITIONS	**1,039**	**1,048**	**1,048**	**1,054**
FULL-TIME EQUIVALENTS	**1,039.00**	**1,048.00**	**1,048.00**	**1,054.00**

EMERGENCY MEDICAL SERVICES

FUND ***SPECIAL REVENUE***

PROGRAM INFORMATION

Emergency Medical Services provides advanced life support at the site of a medical emergency and transports patients to appropriate medical facilities. Medical control is provided by physicians on a 24-hour basis and continuing education is administered by registered nurses. Mobile Data terminals have been installed in all EMS units for voiceless communication.

MISSION STATEMENT

To minimize the loss of life or serious injury by providing immediate and reliable response to medical emergencies and to transport and stabilize patients until they can receive definitive medical care.

GOALS & OBJECTIVES

- To optimize area coverage and reduce the average response time within Emergency Medical Service response areas.
  - Reduce average response time within the City to 6.0 minutes.
  - Reduce the average response times within the city to 6.0 minutes.
  - Reduce response time to the County.
    - 70% less than 15.0 minutes
    - 80% less than 20.0 minutes
    - 90% less than 25.0 minutes
- To maximize net revenue from ambulance services.
  - Increase the percent of net billings collected.
- To provide adequate replacement and support vehicles, supplies and maintenance to effectively and efficiently maintain department operations.
- To increase capabilities of the EMS division to respond to citizen's concerns.
  - Increase operational efficiency by reducing supervisory span of control.
- To enhance employee performance by utilizing civilian support staff to optimize productivity of uniformed staff and by implementing safety and wellness programs.
- To achieve a goal of 6.0 minute travel time in the city.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Number of Incidents	86,694	94,758	87,920	89,200
Patient records maintained	92,773	98,128	94,177	94,550
No. of Full time ambulance hours available	201,480	201,480	201,480	201,480
No of Peak hour unit hours available	13,140	18,746	18,746	18,746
No. of full-time ambulances	23	23	23	23
No. of Peak Hour Units	1.5	2.14	2.14	2.14

EMERGENCY MEDICAL SERVICES

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output:				
No of Full time units responding to incidents	80,057	85,083	79,599	80,602
No of Peak Hour units responding to incidents	12,120	12,881	13,641	13,798
No. of transports	41,896	42,032	41,063	41,650
No. of patients transported	42,492	42,196	42,000	42,800
Efficiency:				
No. of responses per hour for Full time units	0.40	.42	.40	.40
No. of responses per Hour for Peak Hour units	0.92	.69	.75	.74
Effectiveness:				
Average response time (minutes)				
City	6.18	6.12	6.04	6.07
Suburbs	7.50	7.40	6.92	6.94
County	13.44	14.29	13.95	13.99
Average time from receipt of request to hospital arrival				
Code II (non-life-threatening)	46.28	47.1	46.0	46.01
Code III (life-threatening)	43.43	43.3	42.32	42.33

REDUCTIONS BY KEY RESULT AREA

- **PUBLIC SAFETY** **$49,107**

OVERTIME

The proposed reduction to the EMS overtime budget would lessen the availability of personnel for use during peak periods of EMS activity.

POLICY ISSUES BY KEY RESULT AREA

- **PUBLIC SAFETY** **$873,370**

EMS CONTRACT COST

On November 14, 1995, the City Council approved a new Collective Bargaining Agreement with the San Antonio Professional Firefighters Association. The agreement was effective October 1, 1994 and ends September 30, 1998. According to this ***mandate***, a three percent increase in wages for all uniformed officers is budgeted for the upcoming fiscal year. The proposed cost for FY 98 for this mandate is $565,668.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

PENSION CONTRIBUTION

The Texas Fire and Police Pension Fund Act requires that the City increase its contribution to the Fire and Police Pension Fund by one-third of a percent each year through the Year 2001. The increase is ***mandated*** to fund the outstanding actuarial liability. The proposed contribution increase for FY 98 is $45,852.

PARAMEDIC CERTIFICATION PAY

Under the contract, paramedics receive increases in Paramedic Certification pay as they reach specified years of service as paramedics. The pay starts at $150/month up through 4 years of service, $200/month from year 5 to year 8, and $250/month beginning in the 9th year. The total increase is based on the past year's average increase, and additional paramedic positions. The total FY 98 proposed cost for this ***mandate*** is $31,000.

AUTOMATIC LONGEVITY PAY

The Collective Bargaining Agreement stipulates that the City provide an increase in salaries based on years of employment for all uniformed personnel. This mandate will increase base salaries by 3 percent for each block of five years served, with a maximum of 18 percent for 30 years of tenure. The amounts shown are an estimated incremental average for all uniformed employees in the EMS Fund. The proposed cost for this ***mandate*** in FY 98 is $66,000.

FIVE YEAR MASTER PLAN

Add Four EMS Lieutenant Positions: EMS currently operates 23 full-time active EMS units and up to 10 additional Peak Period Staffing (PPS) units, supervised by three full time active EMS District Officers and one PPS officer (8 hours per day). Due to increasing administrative duties and the limited number of District Officers available, the majority of responses by EMS ambulances requiring on-scene supervision are not addressed. One additional Full-time District Officer will reduce the time required per Officer for administrative duties, and allow more time for on-scene supervision. This will improve scene control, increase adherence to standards of care, and assure quality service to the public. As a result of this program improvement the Fire overtime budget will be reduced by $85,000. The proposed 9 month net cost of this ***improvement*** for FY 98 is $164,850. The FY 99 cost is $311,580.

SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 95-96	REVISED BUDGET FY 96-97	ESTIMATED FY 96-97	PROPOSED FY 97-98
PERSONAL SERVICES	$21,980,751	$23,400,842	$23,117,597	$24,362,816
CONTRACTUAL SERVICES	2,529,872	2,513,368	2,480,939	2,704,465
COLLECTION EXPENSE	727,813	764,930	841,479	873,716
COMMODITIES	1,062,471	1,156,798	1,043,528	1,159,518
OTHER EXPENDITURES	382,350	323,380	429,070	328,750
CAPITAL OUTLAY	182,063	496,978	496,050	80,645
TOTAL EXPENDITURES	**$26,865,320**	**$28,656,296**	**$28,408,663**	**$29,509,910**
AUTHORIZED POSITIONS	**310**	**311**	**311**	**316**
FULL-TIME EQUIVALENTS	**322.00**	**322.00**	**322.00**	**326.00**

FIRE DEPARTMENT

ACTIVITY NO.	*20-02-02*
DIVISION	*FIRE PREVENTION*
PROGRAM	*ARSON TRAINING*

PROGRAM DESCRIPTION

State Criminal Justice Division funds will enable City arson investigators to receive additional specialized arson investigative training. The fiscal year for the program is January 1 to December 31.

Program Dates: 01/98 - 12/98	*Current Authorized FTEs: 0*
Current Authorization: $11,153	*Grant Number 26-055280*
City Council Priority:	*Public Safety*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Criminal Justice Division	$8,240	$8,593	$8,593
City - Matching Funds	2,560	2,560	2,560
Total	**$10,800**	**$11,153**	**$11,153**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$10,800	$11,153	$11,153
Contractual	-	-	-
Commodities	-	-	-
Capital Outlay	-	-	-
Total	**$10,800**	**$11,153**	**$11,153**

FIRE DEPARTMENT

ACTIVITY NO.	*20-06-01*
DIVISION	*EMERGENCY MANAGEMENT*
PROGRAM	*EMERGENCY MANAGEMENT*

PROGRAM DESCRIPTION

The Federal Emergency Management Assistance Program (FEMA) provides up to one-half of the administrative cost of the City's Fire Department Emergency Management Office. The Emergency Office prepares and coordinates the City's response to local and regional emergencies. The fiscal year for the program is from October 1 to September 30.

Program Dates: 10/01/97 - 09/30/98	*Current Authorized FTEs: 3.3*
Current Authorization: $ 78,335	*Grant Number 26-056024*
City Council Priority:	*Public Safety*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Federal Emergency Management Assistance	$83,821	$78,335	$78,335
City - General Fund Cash Contribution	203,501	203,556	203,556
Total	**$287,322**	**$281,891**	**$281,891**

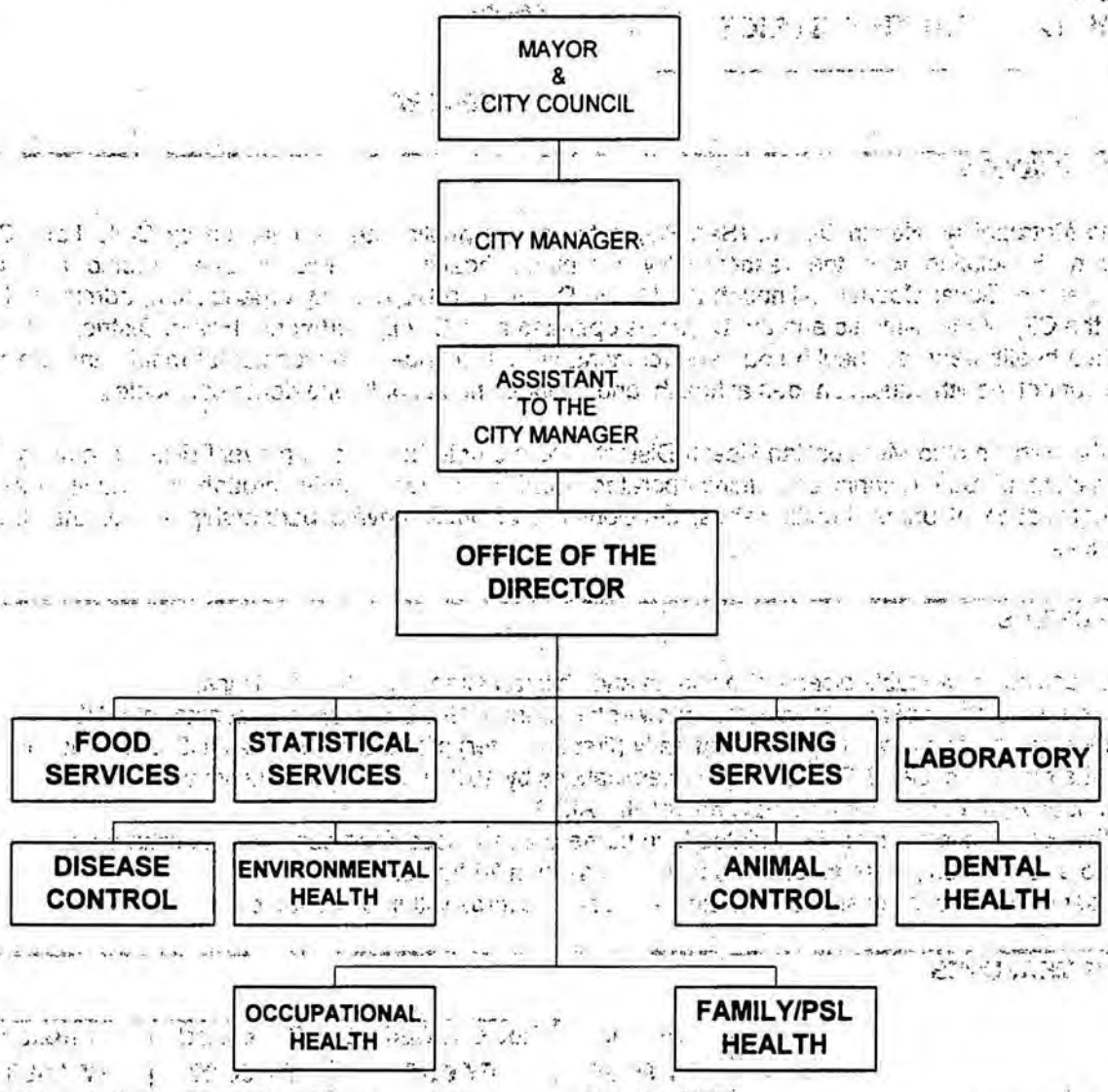
FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$177,832	$180,499	$180,499
Contractual	78,980	73,120	73,129
Commodities	4,490	3,1331	3,133
Capital Outlay	26,020	25,130	25,130
In-Kind	-	-	-
Total	**$287,322**	**$281,891**	**$281,891**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of Speaking Engagements	25	30	30
No. of Planning Activities	24	24	24

HEALTH DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	353.00	12,966,092
Public Health Support Revenue Fund	75.70	1,896,696
Internal Service Fund - Occupational Health	5.50	658,845
Categorical Grants	324.00	13,336,525
Trust & Agency	4.00	150,191
Total Funding	**762.20**	**29,008,349**

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

FUND ***GENERAL***

PROGRAM INFORMATION

The San Antonio Metropolitan Health District (SAMHD) is the single public agency charged by State Law, City Code and County Resolution with the responsibility for public health programs in San Antonio and the unincorporated areas of Bexar County. Although the Health District is a City/County organization, administrative control is under the City of San Antonio and the District is operated as a City Department. Health District services include: preventive health services, health code enforcement, clinical services, environmental monitoring, animal control, disease control, health education, dental health, and maintenance of birth and death certificates.

The mission of the San Antonio Metropolitan Health District is to promote health and prevent disease among the residents and visitors of San Antonio and unincorporated areas of Bexar County through community health assessment, identification of unmet health needs, development of public-private partnership and/or the direct provision of services.

GOALS & OBJECTIVES

- To eliminate vaccine preventable diseases in infants and children attending SAMHD clinics.
- To maintain the percentage of infants with low birthweights (born to SAMHD prenatal patients) at <6%.
- To maintain the percentage of women receiving early (first trimester) prenatal care in SAMHD clinics at 75%.
- To increase the number of SAMHD adult health examinations by 10% over the previous year.
- To test at least 95% of all high risk STD patients for HIV/AIDS.
- To prevent the occurrence of any substantiated food borne illness at local food service establishments.
- To respond to all animal control requests for service in less than 24 hours.
- To maintain serving 95% of all customers for birth and death records within 30 minutes.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
General Fund Budget	$12,629,853	$12,736,833	$12,712,073	$12,966,092
Total Budget-All Sources	$30,311,010	$29,953,012	$29,803,409	$29,008,349
Total Employees	768	770	770	768
Output:				
Immunizations given	371,977	435,000	353,791	368,523
Prenatal visits	29,272	28,325	28,946	27,250
Well-Child visits	36,720	35,132	30,119	29,100
Adult Health visits	3,278	3,020	2,619	2,881
STD Clinic visits	11,708	13,500	12,125	12,625
Routine food establishment inspections	34,610	64,010	30,774	31,520
Animals impounded	52,425	50,000	50,009	50,259
Birth/Death certificates issued	140,916	139,050	147,132	149,205
Dental clinic visits	17,341	19,000	16,153	17,133

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
Environmental inspections	28,380	26,000	18,921	19,575
Laboratory tests conducted	409,971	409,000	398,090	401,126
Vector control site inspections	76,662	85,100	83,687	84,766
Efficiency:				
Immunizations given/day	1,482	1,733	1,415	1,474
Birth/Death copies issued/day	561	554	589	597
Animals impounded/day	160	141	141	142
Dental visits/day	69	76	65	69
Laboratory tests conducted/day	1,633	1,629	1,592	1,605
Cost/prenatal visit	$34.95	$34.95	$34.20	$36.69
Food inspections/day/sanitarian	5.00	5.20	4.94	5.00
Vector control inspections/day	305	339	335	339
Effectiveness:				
% of infants born to SAMHD patients with low birthweights	6.4%	<6%	5.9%	<6%
% of prenatal patients receiving early prenatal care	66%	75%	69%	75%
% of high risk STD clients tested for HIV	94%	95%	94%	95%
% of Animal Control requests responded to within 24 hrs.	96%	98%	98%	99%
% of Birth/Death certificate customers served within15 minutes	N/A	95%	95%	95%

REDUCTIONS BY KEY RESULT AREA

- **HEALTH** **$64,057**

FOOD SANITATION

This reduction will eliminate two Sanitarian positions. The Sanitarian I positions, are responsible for the inspection of food service establishments, retail food stores, mobile vending units, temporary food establishments and day care centers, assists in resolving disputes, and insures consistency in the inspection of establishments. As a result of this reduction, delinquent accounts will not be as rapidly reconciled.

POLICY ISSUES BY KEY RESULT AREA

- **HEALTH** **$28,102**

DEPARTMENT SYSTEM SPECIALIST

This ***improvement*** establishes a Department Systems Specialist position. The specialist will be responsible for maintaining, repairing, and upgrading the computers used by the department; overseeing the implementation and use of e-mail and electronic scheduling functions; insuring that salient computer files are backed up regularly; coordinating staff computer and software training; overseeing hardware/software purchases; maintaining and expanding the departmental web page; and coordinating the development and implementation of the departmental electronic document management system. The total cost for six month funding of the position is $18,102 in FY 98.

CONTINUING EDUCATION

This ***improvement*** will allow the professional staff to receive Continuing Education credits for attending various classes held for re-certification in their respective fields. Those professions requiring Continuing Education include: Medical Doctors, Nurse Practitioners, Registered Nurses, Dentists, Veterinarians, and Registered Sanitarians. This change, at a cost of $10,000, will allow these professionals to keep abreast with the latest academic and technological advances and to stay current in their licensures for two years.

GENERAL FUND EXPENDITURE BY CHARACTER

	ACTUAL FY 95-96	REVISED BUDGET FY 96-97	ESTIMATED FY 96-97	PROPOSED FY 97-98
PERSONAL SERVICES	$10,085,556	$10,534,290	$10,272,140	$10,778,586
CONTRACTUAL SERVICES	1,761,833	1,565,817	1,671,653	1,518,867
COMMODITIES	541,427	473,835	603,650	488,635
OTHER EXPENDITURES	192,944	151,240	151,240	137,980
CAPITAL OUTLAY	48,093	11,651	13,390	42,024
TOTAL EXPENDITURES	**$12,629,853**	**$12,736,833**	**$12,712,073**	**$12,966,092**
AUTHORIZED POSITIONS	**357**	**356**	**356**	**357**
FULL-TIME EQUIVALENTS	**353.84**	**352.20**	**352.20**	**353.00**

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

FUND ***SPECIAL REVENUE FUND***

PROGRAM INFORMATION

The special revenue fund was established during FY 1991-92 to account for the revenues and expenditures originating from a patient co-pay system. The contract between the City of San Antonio and the Texas Department of Health provides aid to the City's Health Department and requires that the patient co-payment system be implemented. Additionally, this contract stipulated that all funds collected through this system be spent on contract-related activities. One of the primary uses of this fund is to provide personnel support to the various health activities of the department.

EXPLANATORY INFORMATION

- Goals, objectives, and related performance measures for the Public Health Support Fund have been accounted for in the Health Department's overall General Fund summary. Since this activity supports all Health Department General Fund and grant-funded activities by providing support personnel, these measures have been incorporated into the department's summary and performance information.

SPECIAL REVENUE EXPENDITURES BY CHARACTER

	ACTUAL FY 95-96	REVISED BUDGET FY 96-97	ESTIMATED FY 96-97	PROPOSED FY 97-98
PERSONAL SERVICES	$1,026,427	$1,601,387	$1,250,120	$1,348,315
CONTRACTUAL SERVICES	87,357	168,785	110,150	148,865
COMMODITIES	116,966	135,050	118,100	212,370
OTHER EXPENDITURES	22,433	21,855	11,730	20,735
CAPITAL OUTLAY	77,730	0	12,250	0
TRANSFERS	7,694	140,150	440,034	166,411
TOTAL EXPENDITURES	**$1,338,607**	**$2,067,227**	**$1,942,384**	**$1,896,696**
AUTHORIZED POSITIONS	**79**	**79**	**79**	**78**
FULL-TIME EQUIVALENTS	**76.71**	**76.71**	**76.71**	**75.71**

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

ACTIVITY NO.	*36-06-21 & 36-06-16*
DIVISION	*NURSING SERVICES*
PROGRAM	*ADULT HEALTH SERVICES*

PROGRAM DESCRIPTION

Adult Health Services manages three TDH grant programs: Breast & Cervical Cancer Prevention (BCCP), Put Prevention Into Practice (PPIP), & Dysphasia. The goals of the adult Health Services Program is to provide for early detection and diagnosis of cancer, diabetes, hypertension, cardiovascular disease, along with related health prevention & promotion.

Program Dates:7/97 - 6/98, 9/96 - 8/97	*Current Authorized FTEs: 10*
Current Authorization: $206,157	*Grant Number 26-016020*
City Council Priority:	*Health, Families & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Department of Health (TDH)	$200,489	$206,157	$206,157
Total	**$200,489**	**$206,157**	**$206,157**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$116,550	$119,803	$119,803
Contractual	74,942	76,793	76,793
Commodities	5,027	6,491	6,491
Other Expenditures	1,820	1,820	1,820
Capital Outlay	2,150	1,250	1,250
Total	**$200,489**	**$206,157**	**$206,157**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Output:			
No. of women screened for breast & cervical cancer (BCCP)	1,000	1,125	1,237
No. of clients screened for health risk factors (PPIP)	1,200	1,400	1,540
No. of DYSPHASIA clients visits*	1,673	1,700	1,870

EXPLANATORY INFORMATION

* Dysphasia is a specialty clinic for diagnosis and treatment of suspicious pap smear results.

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

ACTIVITY NO.	*36-06-08*
DIVISION	*NURSING SERVICES*
PROGRAM	*FAMILY PLANNING SERVICES*

PROGRAM DESCRIPTION

This grant from the Texas Department of Health funds the Family Planning Services by the City Health Department. Eligibility of services is determined by grantor. This grant provides comprehensive reproduction health care assessment by a physician, appropriated lab tests, counseling and contraceptive supplies.

Program Dates: 9/96 - 8/97	*Current Authorized FTEs 16:*
Current Authorization: $384,959	*Grant Number 26-016022*
City Council Priority:	*Health, Families & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Department of Health (TDH)	$417,493	$180,959	$180,959
Other - Medicaid Reimbursement	181,076	150,000	150,000
Other - Dysphasia contract	2,302	1,000	1,000
Other - Patient co-pay system	-	3,000	3,000
Other - Carryover from previous fiscal year	117,427	50,000	50,000
Total	**$600,871**	**$384,959**	**$384,959**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$361,224	$311,294	$311,294
Contractual	19,724	21,780	21,780
Commodities	191,945	47,635	47,635
Other Expenditures	8,810	4,000	4,000
Capital Outlay	19,168	250	250
Total	**$600,871**	**$384,959**	**$384,959**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Output:			
No. of clients visits	14,596	16,587	17,000

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

ACTIVITY NO.	*36-07-20/07-28/07-34/07-53*
DIVISION	*DISEASE CONTROL*
PROGRAM	*HIV SERVICES*

PROGRAM DESCRIPTION

The HIV division serves as the lead agency overseeing the provision of services to HIV positive and AIDS patients. The division maintains a surveillance program to ensure accurate and timely reporting of cases. The division provides counseling and testing service to clients at risk for HIV and conduct educational activities, including outreach, to inform and educate on HIV/AIDS and methods of preventing infection.

Program Dates:1/97-12/97, 4/97-3/98, 9/97-8/98	*Current Authorized FTEs: 21*
Current Authorization: $424,000	*Grant Number 26-016020 & 26-016024*
City Council Priority:	

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Department of health (TDH)	$2,207,335	$1,782,059	$1,782,059
Total	**$2,207,335**	**$1,782,059**	**$1,782,059**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$252,400	$465,743	$465,743
Contractual	1,919,521	1,078,167	1,078,167
Commodities	18,279	181,099	181,099
Other Expenditures	10,062	44,404	44,404
Capital Outlay	7,074	3,267	3,267
Indirect Costs	-	9,379	9,379
Total	**$2,207,335**	**$1,782,059**	**$1,782,059**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Identify Potential contractors	17	15-20	20
Provide staff to perform HIV counseling	7	6-8	8
No. of clients post-test counseled	5,872	6,000	7,100
Output:			
Establish a contractor referral system	9	8-10	10
Offer HIV testing to clients	120	8,400	9,210
Conduct partner elicitation with positive clients	82	100	150

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

ACTIVITY NO. *36-07-08 & 36-07-30*
DIVISION *DISEASE CONTROL*
PROGRAM *CHILDHOOD IMMUNIZATION PROJECT*

PROGRAM DESCRIPTION

Funding from the U.S. Department of Health & Human Services (HHS) provides immunization protection against Diphtheria, Pertusis, Tetanus, Polio, Measles, Rubella, Mumps, Meningitis for children in San Antonio and Bexar County in clinic locations, schools and day care centers.

Program Dates: 1/97-12/97 & 9/97-8/98	*Current Authorized FTEs 34:*
Current Authorization: $4,605,539	*Grant Number 26-022072 & 26-016020*
City Council Priority:	*Health, Families & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Department of Health & Human Services	$1,404,105	$1,261,197	$1,261,197
Federal - HHS in-kind personnel	-	58,913	58,913
Federal - HHS vaccine in-kind	3,648,890	3,100,247	3,100,247
State - Texas Department of Health (TDH)	177,182	177,182	177,182
Other - Miscellaneous revenue	8,000	8,000	8,000
Total	**$5,238,177**	**$4,605,539**	**$4,605,539**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$1,147,839	$1,105,607	$1,105,607
Contractual	208,943	178,104	178,104
Commodities	97,111	36,141	36,141
Other Expenditures	116,268	108,527	108,527
Capital Outlay	19,026	18,000	18,000
In-Kind personnel	-	58,913	58,913
In-Kind vaccine	3,648,890	3,100,247	3,100,247
Total	**$5,238,177**	**$4,605,539**	**$4,605,539**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Output:			
No. of vaccinations given	371,977	394,000	400,000

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

ACTIVITY NO.	*36-06-24*
DIVISION	*NURSING SERVICES*
PROGRAM	*MATERNAL RESIDENTIAL TREATMENT PROJECT*

PROGRAM DESCRIPTION

This grant for the Texas Commission on Alcohol and Drug Abuse (TCADA) established a program to provide coordination, referral, substance abuse counseling, prenatal and pediatric clinic services for pregnant women with children in residential substance abuse treatment program.

Program Dates: 10/96 - 9/30	*Current Authorized FTEs: 7*
Current Authorization: $ 272,006	*Grant Number 26-015006*
City Council Priority:	*Health, Families & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Commission on Alcohol and Drug Abuse (TCADA)	$257,187	$272,006	$272,006
Total	**$257,187**	**$272,006**	**$272,006**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$172,929	$183,038	$183,038
Contractual	70,650	77,087	77,087
Commodities	1,871	1,250	1,250
Other Expenditures	11,737	10,631	10,631
Capital Outlay	-	-	-
Total	**$257,187**	**$272,006**	**$272,006**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Output:			
No. of women treated	59	75	80
No. of infants entered into program	46	60	70

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

ACTIVITY NO.	*36-06-23*
DIVISION	*NURSING SERVICES*
PROGRAM	*PARENT/CHILD INC. HEALTH SERVICES PROJECT*

PROGRAM DESCRIPTION

The San Antonio Metropolitan Health District provides comprehensive physicals and examinations for children enrolled in the Parent/Child Incorporated (PCI) headstart program.

Program Dates: 8/96 to 7/97	*Current Authorized FTEs: 4*
Current Authorization: $113,000	*Grant Number 26-064001*
City Council Priority:	*Health, Families & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - PCI Headstart Program	$116,400	$103,000	$34,600
Other - Dental Medicaid	30,000	5,000	-
Other - EPSDT Medicaid	57,600	5,000	36,000
Total	**$204,000**	**$113,000**	**$70,600**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$91,615	$76,205	$33,676
Contractual	66,520	35,629	35,854
Commodities	8,250	1,166	1,070
Other Expenditures	-	-	-
Capital Outlay	37,615	-	-
Total	**$204,000**	**$113,000**	**$70,600**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Output:			
No. of Medical Exams performed	2,082	2,179	2,300
No. of Dental Exams performed	2,113	2,265	2,800
No. of Clinics held	59	67	70

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

ACTIVITY NO.	*36-07-07 & 36-07-29*
DIVISION	*DISEASE CONTROL*
PROGRAM	*STD CONTROL PROJECT*

PROGRAM DESCRIPTION

This program is to control the spread of sexually transmitted diseases (STD's) and to conduct counseling, testing, referrals and partner notification activities to help reduce the spread of human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS).

Program Dates: 9/96 - 8/97 & 1/97 - 12/97	*Current Authorized FTEs: 21*
Current Authorization: $205,600	*Grant Number 26-016024 & 26-016020*
City Council Priority:	*Health, Families & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Department of Health & Human Services	$150,654	$128,454	$128,454
State -	77,146	77,146	77,146
Total	**$227,800**	**$205,600**	**$205,600**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$198,291	$197,070	$197,070
Contractual	13,919	6,640	6,640
Commodities	2,550	550	550
Other Expenditures	1,340	1,340	1,340
Capital Outlay	11,700	-	-
Total	**$227,800**	**$205,600**	**$205,600**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Output:			
No. of patient visits	11,708	11,847	12,000

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

ACTIVITY NO.	*36-06-27*
DIVISION	*NURSING SERVICES*
PROGRAM	*TEXAS HEALTH STEPS PROJECT*

PROGRAM DESCRIPTION

This grant from TDH is to increase participation in the Texas Health Steps screenings program for well-child care and dental checkups. The system to include client outreach, information, educational activities and provider recruitment.

Program Dates: 9/96 - 8/97	*Current Authorized FTEs: 18*
Current Authorization: $578,000	*Grant Number 26-016020*
City Council Priority:	*Health, Families & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Department of Health (TDH)	$578,138	$578,100	$578,100
Total	**$578,138**	**$578,100**	**$578,100**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$481,613	$425,200	$425,200
Contractual	90,000	149,800	149,800
Commodities	3,425	500	500
Other Expenditures	2,500	2,500	2,500
Capital Outlay	600	-	-
Total	**$578,138**	**$578,000**	**$578,000**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Output:			
No. of client contacts by telephone	N/A	29,485	32,500
No. of client contacts by mail	N/A	85,536	90,000
No. of client contacts in person	N/A	23,830	28,500

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

ACTIVITY NO.	*36-07-04 & 36-07-14*
DIVISION	*DISEASE CONTROL*
PROGRAM	*SPECIAL TB OUTREACH PROJECTS*

PROGRAM DESCRIPTION

The Tuberculosis (TB) control unit provides full clinic and home services for people with exposure, infection, and suspected or confirmed active disease. The city chest clinic offers full assessments, including Radiographs and Physician Evaluations. The field office offers home delivery of nursing services and medications, which includes direct observation of therapy (DOT) and direct observation of preventive therapy (DOPT). The clinic offers public education and full surveillance services for the City of San Antonio and Bexar County, in cooperation with TDH.

Program Dates: 9/96 - 8/97 & 1/97 - 12/97	*Current Authorized FTEs:*
Current Authorization: $565,725	*Grant Number 26-016020 & 26-016024*
City Council Priority:	*Health, Families & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Department of Health & Human Services	$189,979	$189,979	$189,979
State - Texas Department of Health (TDH)	361,512	375,746	375,746
Total	**$551,491**	**$565,725**	**$565,725**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$499,735	$486,598	$486,598
Contractual	30,350	61,650	61,650
Commodities	4,300	11,800	11,800
Other Expenditures	5,606	5,677	5,677
Capital Outlay	1,500	-	-
Total	**$551,491**	**$565,725**	**$565,725**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Patient qualifying for DOT & DOPT	170	175	175
No. of eligible at home delivery services/nursing services	19,000	19,000	19,000
Patients eligible to receive clinical services	10,200	10,200	10,200
Output:			
Patients assigned DOT and DOPT	140	140	150
No. of home services provided	16,500	17,000	17,150
No. of patient visits	8,500	8,800	8,800

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Efficiency:			
Percent of qualifying patients placed on DOT and DOPT	70%	75%	75%
Percent of eligible home services accomplished	80%	88%	88%
Percent of eligible patients who received clinical services	80%	88%	88%
Effectiveness:			
Patients completing DOT & DOPT	85%	90%	92%
No. of home services delivered	16,500	16,575	16,600
Clinic service visits provided	8,500	8,742	8,800

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

ACTIVITY NO.	*36-06-11*
DIVISION	*NURSING SERVICES*
PROGRAM	*WOMEN, INFANT & CHILDREN PROJECT*

PROGRAM DESCRIPTION

This program provides supplemental food vouchers, nutrition education, and immunizations as an adjunct to good health care at no cost to low income pregnant and postpartum women, infants, and children identified to be at nutritional risk.

Program Dates: 10/96 - 9/97	*Current Authorized FTEs: 200*
Current Authorization: $4,665,780	*Grant Number 26-016020*
City Council Priority:	*Health, Families & Human Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Texas Department of Health (TDH)	$5,137,072	$4,665,780	$4,665,780
Total	**$5,137,072**	**$4,665,780**	**$4,665,780**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$3,670,112	$3,646,615	$3,646,615
Contractual	581,819	630,784	630,784
Commodities	291,574	189,200	189,200
Other Expenditures	287,059	81,599	81,599
Capital Outlay	306,508	117,582	117,582
Total	**$5,137,072**	**$4,665,780**	**$4,665,780**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Clinic locations	12 full-time 2 part-time	15 full-time 3 part-time 1 mobile clinic	15 full-time 3 part-time 1 mobile clinic
No. of weekly clinic hours (day/evening hours)	760	795	810
Output:			
No. of infants served monthly (1 yr. & under)	10,116	11,577	11,780
No. of children served monthly (1 to 5 yr.)	25,022	26,019	27,000
No. of women served monthly	10,103	10,970	11,250
Effectiveness:			
New clinics opened	2	4	6
Number of dollars spent with grocers within local economy	$20,130,780	$22,255,144	$22,250,000

SAN ANTONIO METROPOLITAN HEALTH DISTRICT

FUND — *SELF INSURANCE*
OCCUPATIONAL HEALTH PROGRAM

PROGRAM INFORMATION

The Occupational Health Program provides minor emergency treatment to civilian and uniformed employees for work-related injuries, referral services for medical care to injured employees requiring specialized intervention, pre-employment physicals for all prospective City employees in selected job classes, promotional / special physicals for uniformed employees, and specified immunizations for City employees and their dependents. This program also provides evaluations for work / fitness for duty physicals as needed for all classes of employees, employee health assessments evaluation, light duty program evaluation, and workers' compensation claims. In addition, special occupational hazard evaluations are conducted.

GOALS & OBJECTIVES

- Increase the number of Health Assessment Evaluations for employees by 15%.
- Decrease the turnaround time from three days to 1-2 days for processing new applicants.
- Increases the pass rate above 90% on drug testing for prospective City employees and 96% for the US Department of Transportation (DOT) drug and alcohol screening for employees holding commercial drivers licenses.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 97-96	Proposed FY 97-98
Input/Demand on Services:				
No. of Physicians	2	2	2	2
No. of Nurses	2	2	2	2
No. of Personnel processed for physicals	2,908	N/A	1,917	775
Pre-employment	145	N/A	113	125
Promotion	800	N/A	80	82
Fitness for Duty				
Output:				
No. of Physical Exams Accomplished	3,053	3,200	2,030	900
No. of Fitness for Duty Exams	80	60	80	82
No. of First Aid Patients	212	230	150	150
No. of Health Assessment Evaluations	501	375	800	920
No. of DOT Tests	887	700	900	900
No. of Pre-Employment Drug Tests	N/A	N/A	1,594	2,900
No. of Immunizations Administered	469	N/A	553	560
Efficiency:				
Avg. exams per Physician	1,672	1,745	1,130	322

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 97-96	Proposed FY 97-98
Effectiveness:				
Avg. turn around time per exam in days	3	1	1-2	1
Drug test pass rate for prospective employees	N/A	N/A	Pending	>90%
Drug test pass rate for DOT employees	N/A	N/A	Pending	>96%

POLICY ISSUES BY KEY RESULT AREA

- **EDUCATION, YOUTH & HUMAN DEVELOPMENT** **$148,488**

EMPLOYEE ASSISTANCE PROGRAM

An employee assistance program will provide services to deal with personal problems, such as marital and family discord, alcoholism, substance abuse, legal and financial difficulties that hinder their job performance and attendance. This improvement will facilitate early recognition, intervention and resolution of an employee's personal problem. It will also direct employees toward the best assistance possible and provide support and guidance through the problem solving process. This program will serve as a resource for management in intervening with employees whose personal problems adversely affect their job performance. Services will be provided by a third party organization. Funding for this program is already allocated totaling $148,488.

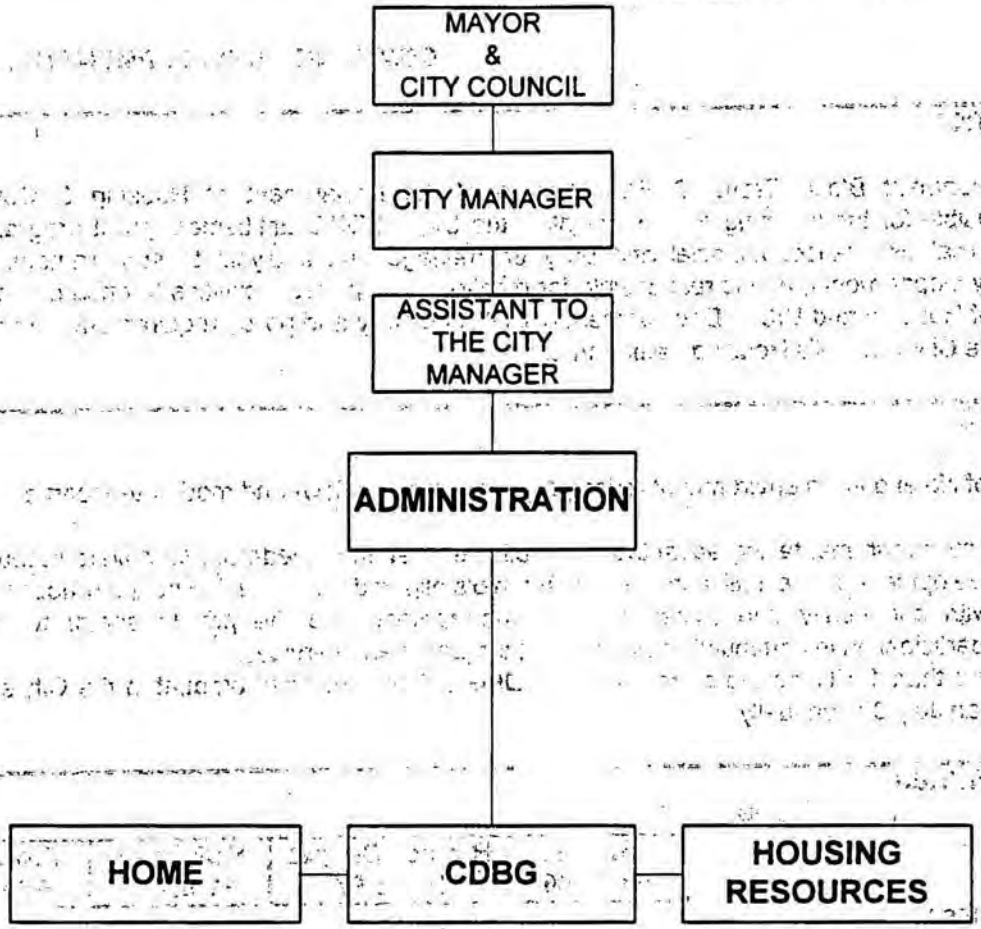
- **COST OF LIVING ADJUSTMENTS/PERFORMANCE PAY** **$6,208**

Funding in the amount of $6,208 is included in the department's budget for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance Pay will be distributed to eligible employees beginning April, 1998.

INSURANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$228,771	$254,707	$228,590	$297,497
CONTRACTUAL SERVICES	153,309	187,290	162,030	331,475
COMMODITIES	12,104	20,955	20,250	21,400
OTHER	3,680	2,430	2,430	2,470
CAPITAL OUTLAY	0	0	0	6,000
TOTAL EXPENDITURES	**$397,864**	**$465,382**	**$413,300**	**$658,842**
AUTHORIZED POSITIONS	**6**	**6**	**6**	**7**
FULL-TIME EQUIVALENTS	**5.50**	**5.50**	**5.50**	**6.50**

HOUSING & COMMUNITY DEV



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
Community Development Block Grant (CDBG)		
Housing & Community Development	13.00	$700,245
Other City Departments	31.50	1,565,698
Neighborhood/Housing/Public Svc. Projects	0.00	10,119,732
Capital Projects	0.00	8,375,425
HOME Grant		
HOME Administration	6.00	272,376
HOME Project Funds	0.00	5,864,624
Total Funding	**50.50**	**$26,898,100**

HOUSING & COMMUNITY DEVELOPMENT

FUND ***COMMUNITY DEVELOPMENT (28)***

PROGRAM DESCRIPTION

The Community Development Block Grant (CDBG) Division of the Department of Housing & Community Development is responsible for the planning and oversight of the City's CDBG Entitlement grant program. This division provides technical assistance, financial and program management analysis to sub-grantees, project sponsors and other City Departments, and is responsible for monitoring all project activities to ensure compliance with U.S. Department of Housing and Urban Development (HUD) regulatory and policy requirements. In addition, this division supports the City Council's Housing Task Force.

GOALS & OBJECTIVES

To improve the quality of life and living environment, principally for persons of low- and moderate-income.

- To develop and initiate programs, taking advantage of available local, state, federal and private resources, to assist with the redevelopment and revitalization of San Antonio's blighted and declining neighborhoods.
- To work closely with community and citizen groups, sub-grantees and the private sector to increase awareness of, and participation in community development programs and services.
- To maintain not more than 1.5 times the current year's CDBG entitlement grant amount in the City's Line of Credit by no later than July 30th annually.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Number of Analysts	6	6	6	7
Number of Active CDBG Projects	497	484	499	492
Capital	386	345	380	346
Housing	54	61	65	79
Public Service	45	61	43	58
Neighborhood Revitalization/Economic Development	12	17	11	9
Total Available CDBG Funds	$49,953,308	$44,423,707	$50,053,500	$46,695,489
CDBG Entitlement Award	$21,143,000	$20,679,000	$20,679,000	$20,461,000
Output:				
Number of Projects Completed	127	150	125	197
Total CDBG Funds Expended	$20,270,929	$30,963,324	$18,424,820	$18,941,000
Non-Capital Project Expenditures	$4,049,890	$14,243,129	$6,547,500	$6,200,000
Capital Project Expenditures	$16,221,039	$16,720,195	$11,877,320	$12,741,000
Efficiency:				
Avg. Number of Projects Per Analyst	83	81	83	70
% Timeliness (Line of Credit Balance to Entitlement)[1]	1.4	0.7	1.5	1.4

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Effectiveness:				
% Projects Completed	26%	31%	25%	40%
% CDBG Funds Expended	41%	70%	37%	41%

EXPLANATORY INFORMATION

[1]HUD/CDBG regulations require entitlement cities to evidence no more than 1.5 times the current year entitlement allocation in their line of credit by July 30th annually.

EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$879,186	$1,087,750	$851,180	$639,042
CONTRACTUAL SERVICES	239,339	195,710	153,517	48,953
COMMODITIES	18,800	13,050	11,640	10,500
OTHER	0	0	0	0
CAPITAL OUTLAY	14,700	44,990	27,635	1,750
TOTAL EXPENDITURES	**$1,152,025**	**$1,341,500**	**$1,043,972**	**$700,245**
AUTHORIZED POSITIONS	**22**	**22**	**22**	**13**
FULL-TIME EQUIVALENTS	**22.00**	**22.00**	**22.00**	**13.00**

FUND *HOUSING RESOURCES (28)*

PROGRAM INFORMATION

The Housing Resources Division of the Department of Housing & Community Development is responsible for implementing the Rental Rehabilitation Program, Indian Creek Housing Revitalization Program, and the Empowerment Zone Housing Program. All activities result in the funding and rehabilitation of rental and owner-occupied housing that is affordable to low- and moderate-income households. This division provides technical assistance to the owners and contractors, and is responsible for monitoring all phases of the lending and rehabilitation process, including construction and loan servicing, to ensure compliance with U.S. Department of Housing & Urban Development (HUD) affordability and other regulatory requirements.

GOALS & OBJECTIVES

To increase the supply of decent housing in San Antonio, affordable for low- and moderate-income households and individuals.

- To leverage private sector and other public sector resources to assist with the redevelopment and production of affordable rental and owner-occupied housing opportunities throughout San Antonio.
- To offer incentives to property owners to improve dilapidated, deteriorated structures to comply with all San Antonio Uniform Building Code standards.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Number of Construction Specialists	4	4	4	4
Number of Single-Family Units Under Contract	10	10	15	30
Number of Multi-Family Units [10-100 Units] Under Contract	267	60	199	60
Number of Multi-Family Units [100+ Units] Under Contract	840	300	840	300
Output:				
Number of Single-Family Units Completed	8	20	12	20
Number of Multi-Family [10-100] Units Completed	73	60	34	60
Number of Multi-Family [100+] Units Completed	745	300	622	300
Total Private Funds Expended				
Single-Family	$7,500	$200,000	$45,000	$250,000
Multi-Family	$9,500,000	$1,000,000	$7,000,000	$6,000,000
Total Public Funds Expended				
Single-Family	$179,121	$500,000	$230,000	$250,000
Multi-Family	$3,085,899	$800,000	$2,994,686	$3,060,000

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Efficiency:				
Avg. Number of Units/Construction Spec.	279	93	264	98
Avg. Private Cost/Single-Family Unit	$750	$2,000	$3,000	$8,333
Avg. Private Cost/Multi-Family Unit	$8,582	$2,778	$6,737	$16,667
Avg. Public Cost/Single-Family Unit	$17,912	$50,000	$15,333	$8,333
Avg. Public Cost/Multi-Family Unit	$2,788	$2,222	$2,882	$8,500
Ratio: Public/Private Investment [Single-Family]	$1:$0.04	$1:$0.40	$1:$0.20	$1:$1.00
Ratio: Public/Private Investment [Multi-Family]	$1:$3.08	$1:$1.25	$1:$2.34	$1:$1.96
Effectiveness:				
% Single-Family Units Completed	80%	200%	80%	67%
% Multi-Family Units [10-100] Completed	27%	100%	17%	100%
% Multi-Family Units [100+] Completed	89%	100%	74%	100%

POLICY ISSUES BY KEY RESULT AREA

- **REORGANIZATION**

The reorganization proposes to combine two current positions in the Special Projects Office, a Director and Secretary position, with the six new positions provided by a program improvement, and 10 CDBG positions, seven of which reside in the Housing Resources section in the Housing and Community Development Department to create the new Neighborhood Action Department. These seven CDBG funded positions include: one Community Development Coordinator, four Community Development Analysts, one Construction Specialist II, three Construction Specialist and one Secretary II position. The Housing Resources section is responsible for implementing the Rental Rehabilitation Program, Indian Creek Housing Revitalization Program and the Empowerment Zone Housing Program. This section would continue to provide technical assistance to the owners and contractors, and is responsible for monitoring all phases of the lending and rehabilitation process, including construction and loan servicing, to ensure compliance with the U.S. department of Housing & Urban Development (HUD) affordability and other regulatory requirements.

HOUSING & COMMUNITY DEVELOPMENT

FUND ***HOME ENTITLEMENT (25)***

PROGRAM DESCRIPTION

The HOME Division of the Department of Housing & Community Development is responsible for the planning and oversight of the City's HOME Entitlement Grant program. All activities result in the renovation or production of housing affordable to low and moderate income households. This division provides technical assistance to sub-grantees and project sponsors, and is responsible for monitoring all project activities to ensure compliance with U.S. Department of Housing and Urban Development (HUD) affordability and regulatory requirements.

GOALS & OBJECTIVES

To increase the supply of decent affordable housing in San Antonio, for very low, and low- and moderate-income households and individuals.

- To take advantage of available local, state, federal and private resources to assist with the redevelopment and production of affordable rental and owner-occupied housing opportunities throughout San Antonio.
- To work closely with community and citizen groups, sub-grantees and the private sector to increase awareness of, and participation in program activities to improve the condition and availability of affordable housing.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Available HOME Program Funds	$14,584,011	$13,764,946	$13,764,946	$11,934,000
Owner-Occupied Units Under Contract	127	123	115	150
First-Time Homebuyer Units Under Contract	361	332	127	200
Rental Units Under Contract	476	534	388	229
Tenant-Based Rental Clients Under Contract	8	6	8	35
Output:				
Total HOME Funds Expended	$5,946,393	$6,255,001	$5,324,150	$4,773,600
Total Private Sector Funds Expended	$7,504,812	$4,003,111	$4,340,150	$4,296,240
Owner-Occupied Units Completed	72	174	82	90
First-Time Homebuyer Units Completed	182	200	100	140
Rental Units Completed	0	346	333	229
Tenant-Based Rental Clients	8	6	6	35
Efficiency:				
Ratio: HOME / Private Investment	$1: $1.26	$1: $0.64	$1: $0.82	$1: $0.90
Effectiveness:				
% HOME Funds Expended	41%	45%	39%	40%
% Owner-Occupied Units Completed	57%	141%	71%	60%
% First-Time Homebuyer Units Completed	50%	60%	79%	70%
% Rental Units Completed	0%	65%	86%	100%
% Tenant-Based Rental Clients Contracted	100%	100%	133%	100%

HOUSING & COMMUNITY DEVELOPMENT

EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$220,811	$228,610	$197,611	$226,730
CONTRACTUAL SERVICES	55,120	42,650	42,646	43,346
COMMODITIES	3,100	1,800	1,800	1,800
OTHER	0	0	0	0
CAPITAL OUTLAY	2,700	19,180	19,178	500
TOTAL EXPENDITURES	**$281,731**	**$292,240**	**$261,235**	**$272,376**
AUTHORIZED POSITIONS	**6**	**6**	**6**	**6**
FULL-TIME EQUIVALENTS	**6.00**	**6.00**	**6.00**	**6.00**

HOUSING & COMMUNITY DEVELOPMENT

ACTIVITY NO.	***31-01-01, 31-01-02, 31-01-03 (28)***
DIVISION	***COMMUNITY DEVELOPMENT***
PROGRAM	***CDBG ENTITLEMENT GRANT PROGRAM***

PROGRAM DESCRIPTION

For the past 22 years the City has used its CDBG Entitlement funds to provide housing programs, streets and drainage reconstruction, parks, neighborhood facilities, and public services to assist low and moderate income residents and to address deteriorated conditions in the city's older neighborhoods. In accordance with U.S. Department of Housing & Urban Development (HUD) regulations, all activities supported with CDBG resources must directly benefit low and moderate income persons or eliminate slum and blight. The FY 1997-98 Entitlement allocation will continue housing and neighborhood revitalization project efforts. The fiscal year for the program is from October 1 through September 30.

Program Dates: 10/01/97 - 09/30/98	*Current Authorized FTEs: 21*
Current Authorization: $23,257,919	*Grant Number 28-023000*
City Council Priority:	*Neighborhood Revitalization & Housing*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - U.S. Dept. of Housing & Urban Dev. (HUD)	$21,143,000	$20,679,000	$20,761,000
Other - Program Income	2,304,281	2,578,919	800,000
Total	$23,447,281	$23,257,919	$21,561,000

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel*	$716,524	$859,138	$854,274
Contractual	248,880	153,061	175,101
Commodities	38,826	11,250	10,500
Capital Outlay	82,500	27,750	1,750
Subgranting	22,360,551	22,206,720	20,519,375
Total	$23,447,281	$23,257,919	$21,561,000

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Housing Program	$5,539,984	$8,304,536	$7,513,092
Streets & Drainage Program	12,080,747	8,587,214	7,830,425
Parks Improvement Program	319,008	185,000	25,000
Public Service Program	2,439,374	2,645,465	2,947,971
Neighborhood Revitalization Program	1,344,212	1,114,419	915,000
City Administration	1,723,956	2,145,083	2,265,943
Program Contingency	-	-	63,569

HOUSING & COMMUNITY DEVELOPMENT

ACTIVITY NO.	***31-01-04 (25)***
DIVISION	***HOME***
PROGRAM	***HOME ENTITLEMENT GRANT PROGRAM***

PROGRAM DESCRIPTION

In accordance with the National Housing Act of 1990 (NAHA), the City of San Antonio will receive approximately $6,137,000 in Home Investment Partnership Entitlement Program (HOME) funds, of which approximately $920,550 (15%) must support housing projects owned/sponsored or developed by certified, eligible Community Housing Development organizations (CHDOs). Ten percent (10%), $613,700 is set-aside, by federal regulation to support general administration of the program. All remaining entitlement funds must be used for housing activities; 100% of the units directly benefiting low-and moderate-income persons, in accordance with HUD Section 8 Income Guidelines, adjusted for household size. In addition, as required by law, each project allocation must be matched at 12.5% with non-federal resources. The fiscal year for the program is from October 1 through September 30.

Program Dates: 10/01/97 - 09/30/98	*Current Authorized FTEs :6*
Current Authorization: $6,247947	*Grant Number 25-006000*
City Council Priority:	*Neighborhood Revitalization & Housing*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - U.S. Dept. of Housing & Urban Dev. (HUD)	$6,287,000	$6,47,000	$6,137,000
Other - Program Income	10,831	947	
Other - City Match Liability	703,288	714,538	696,203
Total	$7,001,119	$6,962,485	$6,833,203

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$220,811	$228,612	$226,730
Contractual	55,120	42,646	43,346
Commodities	3,100	1,800	1,800
Capital Outlay			
In-Kind	2,700	19,178	500
Subgranting	6,719,388	6,670,249	6,560,827
Total	$7,001,119	$6,962,485	$6,833,203

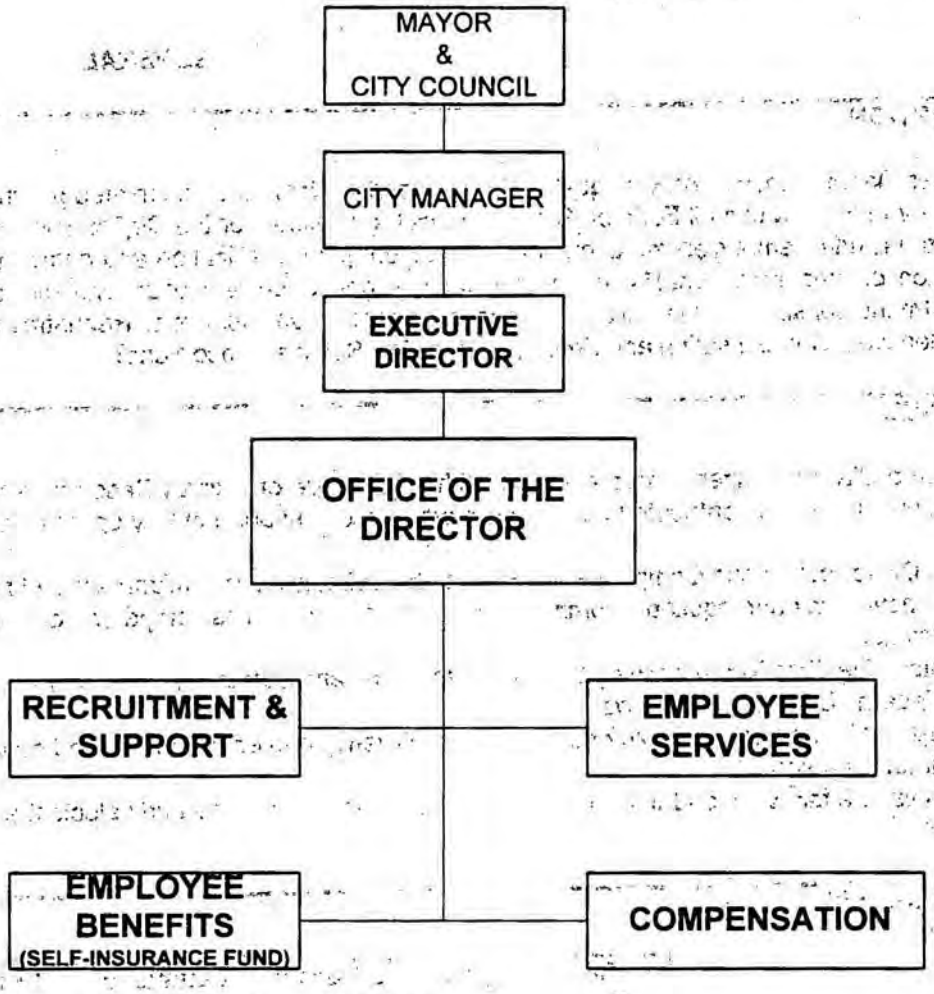
PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
First-Time Homebuyers	$2,986,400	$3,086,035	$3,132,000
Owner-Occupied Housing Rehabilitation	2,731,500	2,587,500	2,638,827
Rental-New Construction	547,031	733,500	168,750
Rental - Rehabilitation	50,738		101,250
Tenant-Based Rental Assistance	24,750	24,750	225,000

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input Continued:			
Sub-Grantee Administration	378,969	238,464	295,000
City Administration	281,731	292,236	272,376

HUMAN RESOURCES



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	35.00	1,720,959
Self-Insurance Employee Benefits	16.00	31,978,490
Self-Insurance Unemployment Compensation Program	0.00	270,000
Self-Insurance Extended Sick Leave Program	50.00	50,000
Self-Insurance Public Safety Prefunded Retiree Benefits	0.00	2,559,620
Self-Insurance Temporary Services	75.00	1,030,592
Total Funding	**176.00**	**$37,609,661**

HUMAN RESOURCES

FUND ***GENERAL***

PROGRAM DESCRIPTION

The Human Resources Department will provide quality support services for personnel related programs in a fair, consistent, timely manner within all Federal, State and local guidelines for the City of San Antonio. These responsibilities include: employee recruitment and selection, job classification and compensation analysis, administration of employee benefits, employee training, grievance resolution and disciplinary actions. The department consists of the following five divisions: Administration, Recruitment and Support, Employee Services, Compensation and Employee Benefits (Self Insurance Fund).

GOALS & OBJECTIVES

To efficiently provide the City's managers and employees with a full range of Human Resource services consistent with sound principles that contribute to an effective workforce in support of City operations.

- Maintain a civilian Classification and Compensation System that reflects internal alignment and market competitiveness, ensures fair and equitable compensation, attracts and retains competent, qualified employees at all levels.
- Ensure the administrative directives pertaining to human resources and personnel policies are in compliance with Federal, State and local laws.
- Provide City sponsored training to maximize employee job proficiency and effectiveness and develop employees to their fullest potential.
- Develop and administer a fair, valid and objective selection system that identifies and selects the most qualified individual.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. job studies requested [1]	196	150	40	50
No. job studies initiated [2]	N/A	250	200	200
No. of training programs offered	97	165	150	150
No. of applications processed	42,974	40,000	45,000	43,000
City employees	9,691	9,200	9,090	9,200
Non-City employees	29,696	26,400	31,238	29,400
Fire & Police	3,587	4,400	4,672	4,400
No. of light duty referrals received [3]	205	170	170	170
Output:				
No. of class specifications reviewed	N/A	175	116	183
No. of positions reviewed	N/A	N/A	853	1,632
No. of A.D.'s reviewed [4]	N/A	79	7	15

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
No. of training hours provided	14,330	19,828	20,340	20,000
No. of eligibility lists established [5]	1,903	1,600	1,575	1,600
No. of new hires processed	1,484	1,118	1,100	1,200
No. of light-duty placements	74	66	66	70
No. employees providing 2nd language skills:	N/A	1,992	2,000	2,040
Uniformed	N/A	1,007	965	1,000
Civilian	N/A	985	1,035	1,040
Efficiency:				
% Light duty referrals placed	36%	39%	39%	41%
Effectiveness:				
% of class specifications reviewed [6]	N/A	24.5%	15.9%	25%
% of positions reviewed [7]	N/A	N/A	13%	25%
% of A.D.'s revised	N/A	100%	14.6%	16%
Avg. no. applications processed per placement officer per wk	207	256	346	276
Avg. turnaround time (days) completion - new hire processing [8]	4.5	3.2	4	3.2
Avg. turnaround time (days) closing advertisement until establishment of eligibility list	6	4	6.5	4
Turnover Rate [9]	6.70%	6%	6%	6%

EXPLANATORY INFORMATION:

[1] Job studies requested includes annual requests made by departments.
[2] Job studies initiated include those resulting from law changes, mandates and others initiated to meet goal to study 25% of job class annually
[3] Light duty referrals are applications submitted by the worker's compensation and short term disability administrators; the purpose is to return employees to light duty until released for regular duty.
[4] A.D.'S are the Administrative Directives for the City of San Antonio.
[5] Eligibility lists identify applicants who meet the minimum qualifications for the position advertised.
[6] A Class specification includes a job summary, essential job functions, job requirements and physical demands of all the positions in a particular job class. There are 730 class specifications.

EXPLANATORY INFORMATION CONTINUED

[7] Positions reviewed means the review of a particular job. There are 6,528 civilian positions.
[8] New hire processing begins when a selectee arrives to complete necessary forms, initiate an arrest and traffic record verification and submits to the pre-employment drug test and/or physical; it concludes when all results are received by the Human Resources Department.
[9] Turnover is determined by annualizing the number of termination's and dividing it by the number of full time employees.

REDUCTIONS BY KEY RESULT AREA

- **EDUCATION, YOUTH & HUMAN DEVELOPMENT** **$8,567**

TRAINING PROGRAM

The Human Resources Department reduced their budget by limiting the number of training contractors, and the number of employees who will have the opportunity to attend training programs. The operational impact reduces the number of training hours by 216. This improvement will be partially offset by providing computer training classes with Information Services Department staff at the new Technology Center. Total cost of this reduction is $8,567.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$1,148,436	$1,268,135	$1,183,794	$1,305,961
CONTRACTUAL SERVICES	486,136	525,270	531,692	385,488
COMMODITIES	28,104	9,240	13,508	19,580
OTHER	12,950	11,380	11,380	9,930
CAPITAL OUTLAY	1,237	0	0	0
TOTAL EXPENDITURES	**$1,676,863**	**$1,814,025**	**$1,740,374**	**$1,720,959**
AUTHORIZED POSITIONS	**35**	**35**	**35**	**35**
FULL-TIME EQUIVALENTS	**35.00**	**35.00**	**35.00**	**35.00**

HUMAN RESOURCES

FUND ***SELF INSURANCE***
EMPLOYEE BENEFITS INSURANCE

PROGRAM INFORMATION

The Employee Benefits Division implements and administers benefit programs offered to City employees, retirees, the Mayor and City Council. These programs include the self-insured indemnity health care plan, Health Maintenance Organizations (HMOs) plans, life insurance plans and optional insurance coverages. The Division is responsible for the internal administration, education, customer service and contract compliance associated with each of these programs.

GOALS & OBJECTIVES

To develop and coordinate comprehensive employee benefits in the most efficient and cost effective manner.

- Evaluate the plan design of the City's self-insured indemnity and HMO plans and make appropriate changes based on cost containment trends, utilization and ability to provide full service coverage.
- Provide a comprehensive selection of optional programs to supplement basic health and life insurance and make appropriate changes based on cost containment trends and utilization.
- Provide for independent audits to determine contract compliance.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Total CitiMed Participants	7,023	7,243	7,242	7,322
CitiMed Employees	6,308	6,494	6,480	6,545
CitiMed Retirees	715	749	762	777
Total HMO Participants	2,877	2,939	2,915	2,948
HMO Employees	2,456	2,488	2,508	2,533
HMO Retirees	421	451	407	415
No. of Employee Benefits Customer Service Representatives	4	4	4	4
Output:				
Total CitiMed Claims Paid	$18,880,841	$19,050,811	$19,754,952	$20,868,310
Total HMO Cost	$6,894,649	$7,206,023	$7,133,610	$7,441,760
No. of Walk-Ins (per week)	74	73	130	81
No. of Phone Inquiries (per week)	334	288	426	367
Efficiency:				
Avg. CitiMed Cost per Participant	$2,688	$2,630	$2,728	$2,850
Avg. HMO Cost per Participant	$2,396	$2,452	$2,447	$2,524
Avg. No. of Walk-Ins per Customer Service Representative (per week)	19	18	33	20

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Efficiency Continued:				
Avg. No. of Phone Inquiries per Customer Service Representative (per week)	84	72	107	92
Third Party Administrator (TPA) -				
Avg. Length of Phone Inquiry for TPA	3 minutes	3 minutes	3 minutes	3 minutes
Avg. Number of Claims	2,985	4,005	2,970	4,005
Avg. Number of Claims Pended (week)	232	360	162	360
Avg. Number of Claims Paid (week)	2,753	3,645	2,805	3,645
Avg. Turn Around Time for Claims Paid	6 Days	6 Days	6 Days	6 Days
Effectiveness:				
CitiMed Cost (increase/decrease)	+5%	+1%	+4%	+6%
HMO Cost (increase/decrease)	+5%	+5%	(1)%	+4%

EXPLANATORY INFORMATION

[1] HMO Cost - The amount paid in premiums and administration cost.
[2] Avg. Number of Claims Processed - The number of claims presented for payment.
[3] Avg. Number of Claims Pended - The number of claims presented for payment, which are not paid, but set aside
until missing documentation is received.
[4] Avg. Number of Claims Paid - The number of claims processed to a conclusion during a work week.
[5] Avg. Turn Around Time for Claims Paid - The number of business days it takes the TPA to process claims from
the date a claim is presented for payment until the claim is paid, pended or denied.

POLICY ISSUES BY KEY RESULT AREA

- **SUPPORT SERVICES** **$29,129**

AUDITOR I POSITION IN INTERNAL REVIEW

With the increasing desire for accountability comes a need for additional auditing of city-related functions. This need will be addressed by the addition of an Auditor to be housed in the Office of Internal Review. The additional position will provide for an increase in audits, audit resolution, and monitoring capabilities and ultimately result in more projects being identified and completed annually. The FY 98 cost for this ***improvement*** is $29,129. The recurring costs will be $33,039.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

- **ONE-TIME TECHNOLOGICAL IMPROVEMENTS** **$32,205**

In FY 96, the City began a program that increased productivity through a greater use of technological advancements. Resources have been identified to be set aside for a comprehensive technological upgrade program. Funds in the amount of $32,205 are included in this year's Budget for these one-time technological improvements. During FY 98, the City will conduct a comprehensive assessment of departmental needs to determine areas where the greatest increase in productivity can be realized through heightened use of computer based technology.

- **COST OF LIVING ADJUSTMENTS/PERFORMANCE PAY** **$12,503**

Funding in the amount of $12,503 is included in the department's budget for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance Pay will be distributed to eligible employees beginning April, 1998.

INSURANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$406,066	$526,545	$404,050	$571,643
CONTRACTUAL SERVICES	28,323,299	32,661,276	33,942,455	30,989,344
COMMODITIES	10,230	14,100	13,050	6,556
OTHER	6,823	12,480	12,480	150
CAPITAL OUTLAY	4,904	44,400	73,900	36,025
TRANSFERS	199,000	337,165	311,322	374,772
TOTAL EXPENDITURES	**$28,950,322**	**$33,595,966**	**$34,757,257**	**$31,978,490**
AUTHORIZED POSITIONS	**14**	**15**	**15**	**16**
FULL-TIME EQUIVALENTS	**14.00**	**15.00**	**15.00**	**16.00**

HUMAN RESOURCES

FUND ***SELF INSURANCE***
UNEMPLOYMENT COMPENSATION

PROGRAM INFORMATION

This is a self-insured program administered in-house to pay unemployment benefits to qualified individuals.

GOALS & OBJECTIVES

To review and properly respond to all unemployment claims within specified time requirements.

- Monitor and reduce the cost of unemployment claims.
- Track unemployment claims to identify potential problem areas and determine appropriate action.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of UC Claims Filed [1]	254	232	N/A	N/A
No. of UC Claims Notifications	N/A	N/A	N/A	193
Output:				
No. of UC Claims Processed	N/A	N/A	N/A	193
No. of UC Claims Protested [2]	N/A	73	71	98
No. Favorable UC decisions	N/A	48	52	73
No. of UC Claims Paid	N/A	184	199	200
Total Cost of UC Claims Paid	$247,493	$275,420	$181,900	$250,000
Efficiency:				
Avg. Cost per UC Claim Paid	N/A	$1,497	$914	$1,250
Effectiveness:				
% of Favorable decisions on Protested UC	N/A	66%	73%	75%

EXPLANATORY INFORMATION

[1] No. of UC Claims filed with TWC is inconsistent with the notifications received by the City. Therefore, the measures will be tracked by the number notifications in FY 97-98.

[2] No. of UC claims protested is defined as the total number of claims determined to be inappropriate

HUMAN RESOURCES

INSURANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$0	$0	$0	$0
CONTRACTUAL SERVICES	259,616	275,420	181,900	250,000
COMMODITIES	0	0	0	0
OTHER	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	0	20,000	20,000	20,000
TOTAL EXPENDITURES	**$259,616**	**$295,420**	**$201,900**	**$270,000**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**	**0.00**

HUMAN RESOURCES

FUND ***SELF INSURANCE***
EXTENDED SICK LEAVE PROGRAM

PROGRAM INFORMATION

The City's Extended Sick Leave Program is designed to provide short-term and long-term disability benefits to employees who become disabled due to a non-work related illness or injury.

GOALS & OBJECTIVES

To minimize the loss of employee wages during extended periods of time when an employee is unable to work.

- Reduce the average time employees are in short-term disability by coordinating with the attending physicians on the employee's ability to return to regular work or light duty work.
- Coordinate the City's disability benefits with benefits received from other disability programs such as the Federal Social Security Act, Texas Municipal Retirement System, Rehabilitative Employment, Workers Compensation, or any law of similar intent.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 97-96	Proposed FY 97-98
Input/Demand on Services:				
Total no. of Participants on Long-Term Disability (LTD)	22	24	22	24
Output:				
No. of LTD Applications Approved	13	14	8	14
LTD Payments	$43,722	$46,500	$40,000	$45,000
Efficiency:				
Avg. Annual payment per Participant City portion Offset	$1,987	$1,938	$1,818	$1,875

HUMAN RESOURCES

INSURANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$41,727	$50,000	$46,800	$50,000
CONTRACTUAL SERVICES	0	0	0	0
COMMODITIES	0	0	0	0
OTHER	0	0	0	0
CAPITAL OUTLAY	0	0	0	
TOTAL EXPENDITURES	**$41,727**	**$50,000**	**$46,800**	**$50,000**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**	**0.00**

HUMAN RESOURCES

FUND ***SELF INSURANCE***
FIRE AND POLICE PREFUNDED BENEFITS PROGRAM

PROGRAM INFORMATION

The Public Safety Prefunded Retiree Benefits Program is mandated by the City of San Antonio and Local 624 International Association of Fire Fighters and the San Antonio Police Officers' Association. The Employee Benefits Division is responsible for administering and monitoring the health care program for the Fire and Police Retirees.

GOALS & OBJECTIVES

To insure proper funding of the health care program for Fire and Police Retirees.

- Initiate periodic actuarial studies in compliance with the Fire & Police contracts.
- Monitor monthly claim activity.
- Provide for independent audits to determine contract compliance.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 97-96	Proposed FY 97-98
Input/Demand on Services:				
Total Retirees - Fire Dept.	149	156	156	164
Total Retirees - Police Dept.	233	245	245	257
Output:				
Total Retiree Cost - Fire Dept.	$1,077,849	$701,053	$1,291,230	$1,035,790
Total Retiree Cost - Police Dept.	$962,115	$1,073,760	$1,529,180	$1,421,840
Efficiency:				
Avg. Cost per Retiree - Fire Dept.	$7,234	$4,494	$8,277	$6,316
Avg. Cost per Retiree - Police Dept.	$4,129	$4,383	$6,242	$5,532
Effectiveness:				
Cost per Retiree - Fire Dept. (Increase/Decrease)	72%	(54)%	46%	(25)%
Cost per Retiree - Police Dept. (Increase/Decrease)	5%	10%	30%	(8)%

HUMAN RESOURCES

INSURANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$0	$0	$0	$0
CONTRACTUAL SERVICES	2,099,063	1,865,675	2,884,920	2,559,620
COMMODITIES	0	0	0	0
OTHER	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$2,099,063**	**$1,865,675**	**$2,884,920**	**$2,559,620**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**	**0.00**

HUMAN RESOURCES

FUND *INTERNAL SERVICES*

PROGRAM INFORMATION

This Division provides temporary services to all City departments.

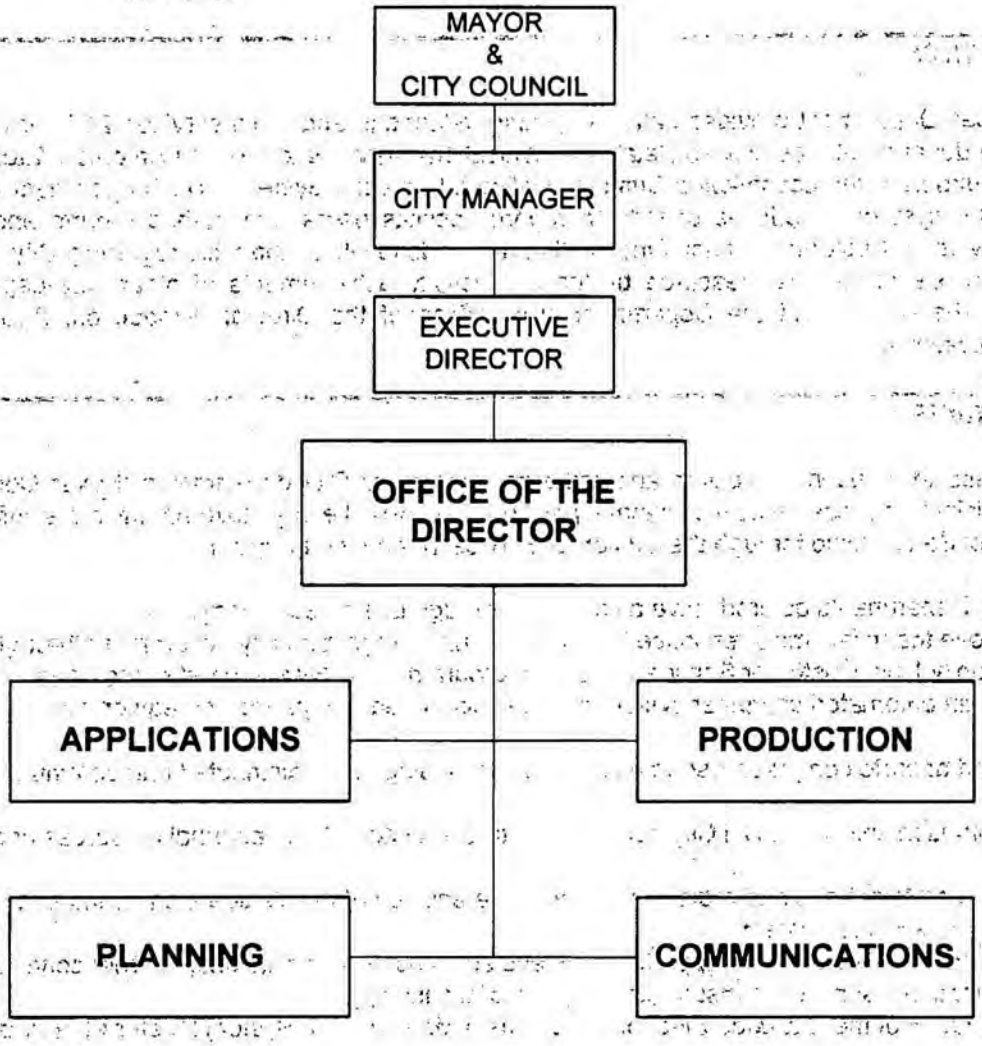
PERFORMANCE MEASURES

This department's budget is included in Fund 71, Internal Services. However, the actual administration of Temporary Services is provided by the Human Resources Department.

INSURANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$1,337,501	$1,108,650	$1,099,816	$1,030,592
CONTRACTUAL SERVICES	0	0	0	0
COMMODITIES	0	0	0	0
OTHER	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$1,337,501**	**$1,108,650**	**$1,099,816**	**$1,030,592**
AUTHORIZED POSITIONS	**150**	**150**	**150**	**150**
FULL-TIME EQUIVALENTS	**75.00**	**75.00**	**75.00**	**75.00**

INFORMATION SERVICES



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
Internal Service Fund	156.00	13,172,322
Total Funding	**156.00**	**$13,172,322**

INFORMATION SERVICES

FUND ***INTERNAL***

PROGRAM INFORMATION

The Information Services Department provides data processing, telephone and radio services 24 hours a day, 7 days a week to all City departments, as well as Data Communications services to the San Antonio Water System and Bexar County in support of the county-wide Criminal Justice Information System. This department develops and maintains computer systems, produces scheduled reports, assists users with ad-hoc reports and special programs and also provides a Customer Service function that responds to citizen inquiries regarding City services. The performance of the department is measured by the productivity achievements of other City departments through automation. The divisions of the Department are: Office of the Director, Production, Applications, Planning and Communications.

GOALS AND OBJECTIVES

To provide data processing, telecommunication and radio services to all City departments, Bexar County and others in the most efficient and cost-effective manner possible. Also make city government more information friendly to the citizens of San Antonio through the Customer Service Telephone program.

- Strive to make City Departments as productive as possible through use of technology.
- Continue and improve the most timely response to citizens inquiries regarding city government through such projects as Community Link, Customer Service Telephone program, and City's Internet home page.
- Develop and maintain automated computer system by continuing to add upgrades and equipment enhancements.
- Install, maintain, and operate computer resources city-wide by adding to the distributed and communication networks.
- Support office automation solutions in all City departments through internal and external resources and training.
- Manage the City-owned telephone and radio systems with the addition of mobile telephone communications and a new Public Safety Radio System.
- Provide high-level customer service for supported tools and services (PC installations, internet connections)
- Provide quality educational services to insure effective use of technology.
- Continue implementation of the City-wide Electronic Document Management System Master Plan (Imaging)

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of personal computers supported	1,755	1,850	2,155	2,305
No. of Mobile Data Terminals (MDT) supported	745	785	760	785
No. of terminals supported	1,560	1,500	1,350	1,345
No. of printers supported	1,794	1,900	1,950	2,025
No. of telephones supported	6,731	6,800	6,860	6,900
No. of cellular phones supported	1,239	860	1,310	1,335

INFORMATION SERVICES

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input Continued:				
No. of radios supported	5,195	5,240	5,200	5,250
No. of pagers supported	1,844	2,050	1,976	2,075
Output:				
Total citizen calls for service processed (207-CITY)	28,889	29,500	29,125	29,300
No. of mainframe information request transactions processed (millions)	296	350	315	325
No. of MDT information requests processed (millions)	63	70	69	71
No. of city personnel provided PC training annually	715	850	890	1,000
No. of requests for computer application services (New/Ad-hoc) completed annually	739	775	750	625
Efficiency:				
Avg. no. of citizen requests processed per employee per year (207-CITY)	7,220	6,725	7,281	7,325
Avg. no. of mainframe terminal transactions/day (thousands)	828	825	865	890
Avg. cost per request for computer application services completed	$924.83	$950.00	$975.00	$1,000.00
Avg. hours charged per request for computer application services completed	37.00	36.75	35.00	35.00
Avg. no. hardware/software related service calls processed per week (207-8888)	572	421	577	586
Effectiveness:				
% of citizens calls processed - no more than 1 transfer (207-CITY)	75.50%	80.00%	78.00%	80.00%
Avg. % of requests for computer application services completed	89.10%	83.00%	83.00%	80.00%
Avg. % of communication service calls repaired				
< 60 minutes	61%	37%	60%	65%
> 1 hour	39%	63%	40%	35%

INFORMATION SERVICES

POLICY ISSUES BY KEY RESULT AREA

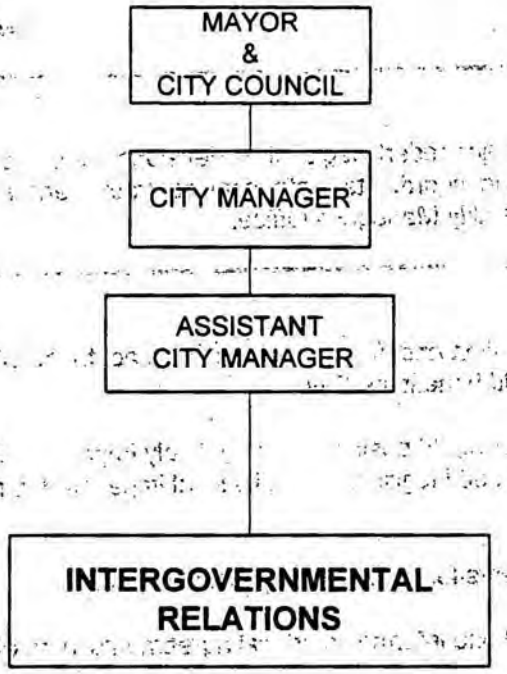
- **COST OF LIVING ADJUSTMENTS/PERFORMANCE PAY** **$180,642**

Funding in the amount of $180,642 is included in the department's budget for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance Pay will be distributed to eligible employees beginning April, 1998.

INTERNAL SERVICE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	6,051,855	6,287,245	6,203,690	6,241,855
CONTRACTUAL SERVICES	2,957,728	2,901,534	2,825,623	3,460,770
COMMODITIES	1,160,950	1,604,225	1,503,130	1,721,300
OTHER EXPENDITURES	695,298	583,860	583,860	109,300
CAPITAL OUTLAY	358,594	351,680	349,380	170,000
INVENTORIES	1,589,827	940,000	1,143,820	850,000
TRANSFERS	579,504	602,927	604,497	619,097
TOTAL EXPENDITURES	**$13,393,756**	**$13,271,471**	**$13,214,000**	**$13,172,322**
AUTHORIZED POSITIONS	**159**	**159**	**159**	**156**
FULL-TIME EQUIVALENTS	**159.00**	**159.00**	**159.00**	**156.00**

INTERGOVERNMENTAL RELATIONS



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	4.00	496,989
Total Funding	**4.00**	**$496,989**

INTERGOVERNMENTAL RELATIONS

FUND ***GENERAL***

PROGRAM INFORMATION

Intergovernmental Relations monitors state and federal legislation, develops the City's Regular Legislative Session Program as approved by City Council, and coordinates interlocal contracts, agreements and initiatives. This special purpose office reports directly to the City Manager's Office.

GOALS AND OBJECTIVES

To review federal and state proposed legislation and determine the full impact to the City. To take a pro-active role in filing legislative initiatives which would benefit the City.

- To identify and analyze legislation which would positively or negatively impact the City.
- To provide in-depth analysis of the proposed legislation and its local impact to the members of the congressional and state delegations.

To review and assess all interlocal agreements for quality and efficient service.

- To thoroughly analyze all current formal and informal interlocal agreements in an effort to determine their full fiscal impact and accountability.
- To assess potential interlocal agreements with other local, state and federal agencies.

PERFORMANCE MEASURES

	Actual FY 95-96[1]	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
State initiatives adopted in legislative program by City Council[2]	0	20	48	25
Federal initiatives adopted in legislative program by City Council	24	25	8	12
Interlocal agreements administered/managed	16	17	19	20
Output:				
State legislative bills monitored (municipal-related)	0	690	1,160	0
State initiatives enacted[3]	N/A	N/A	27	0
Interlocal agreements approved[4]	12	2	7	3
Interim legislative studies/regulatory issues monitored	14	18	14	16

INTERGOVERNMENTAL RELATIONS

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96[1]	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Efficiency:				
Avg. monthly revenue received from interlocal agreements[4]	$388,371	$263,785	$395,640	$392,383
Effectiveness:				
% of State legislative initiatives enacted[3]	N/A	N/A	54%	0

EXPLANATORY INFORMATION

[1] Reflects minimal State activity since no Legislative Session.
[2] City's Legislative Program is scheduled to be adopted by City Council during FY 98.
[3] New performance measure.
[4] In FY 97, 4 are new agreements negotiated during the fiscal year.

REDUCTIONS BY KEY RESULT AREA

- **SUPPORT SERVICES** **$3,590**

FEES TO PROFESSIONAL CONTRACTORS

Reductions in Fees to Professional Contractors will result in total savings of $3,590. The reduction may curtail certain expenditures related to recognition of the Bexar County Legislative Delegation.

POLICY ISSUES BY KEY RESULT AREA

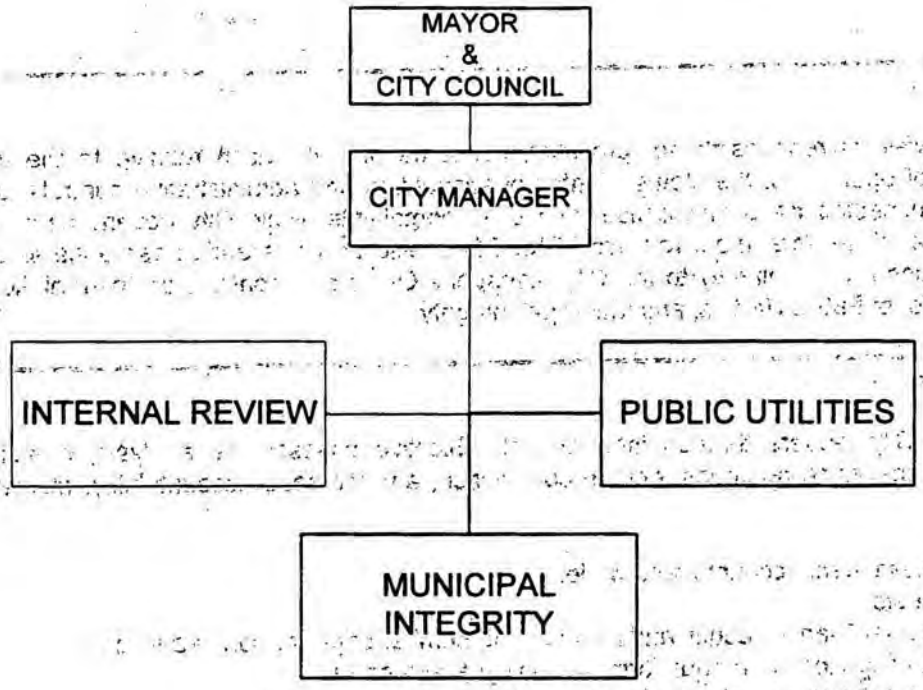
- **REORGANIZATION** **$223,943**

In FY 97 the Office of Special Projects was expanded to serve the three functions of Intergovernmental Relations, Neighborhood Revitalization and Youth Initiatives. Youth Initiatives will be transferred to the Director's Office in the Parks & Recreation Department. Neighborhood housing preservation and revitalization issues will be addressed by the creation of the Neighborhood Action Department in FY 98. Intergovernmental Relations will function as a special purpose office in FY 98.

INTERGOVERNMENTAL RELATIONS

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$340,277	$332,580	$336,449	$188,910
CONTRACTUAL SERVICES	280,154	376,305	376,399	300,368
COMMODITIES	8,090	18,245	13,000	5,491
OTHER EXPENDITURES	1,240	1,100	1,100	2,220
CAPITAL OUTLAY	2,984	275	280	0
TOTAL EXPENDITURES	**$632,745**	**$728,505**	**$727,228**	**$496,989**
AUTHORIZED POSITIONS	**9**	**7**	**7**	**4**
FULL-TIME EQUIVALENTS	**8.50**	**7.00**	**7.00**	**4.00**



INTERNAL REVIEW

APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	23.00	1,081,044
Hotel/Motel (Special Revenue Fund)	1.00	39,168
Aviation (Enterprise Fund)	1.00	32,446
Employee Benefits (Self Insurance Fund)	1.00	29,129
Purchasing (Internal Service Fund)	1.00	32,446
Parking (Enterprise Fund)	1.00	29,129
Solid Waste (Enterprise Fund)	1.00	29,129
Workers Comp (Self Insurance Fund)	1.00	29,129
Community Dev. Block Grant (CDBG)	3.00	114,870
Total Funding	**33.00**	**$1,416,490**

INTERNAL REVIEW

FUND ***GENERAL***

PROGRAM INFORMATION

The Office of Internal Review is responsible for providing a source of information relative to the validity of statements; the efficiency of operations; the status of internal accounting and administrative controls; utility rate review; investigations of suspected fraud and abuse, and EEO complaints within City government; and other special studies including franchise agreement reviews. The Office also provides audit assistance to the City's External Auditors. The Office reports directly to the City Manager's Office and consists of: Internal Audit; Audit Resolution; EEO Investigations; Public Utilities; and Municipal Integrity.

GOALS AND OBJECTIVES

To provide information to City leaders through independent, objective assessment, analysis, oversight, and investigation in an effort to maximize revenues, ensure compliance, and increase accountability, efficiency, and effectiveness.

- Reduce the number of delinquent accounts receivable.
- Reduce external audit costs.
- Expand the scope of internal financial audits and increase the number of performance audits.
- Resolve complaints and allegations of non-uniformed employee misconduct.
- Increase employee awareness of and education on Equal Employment and related issues.
- Resolve EEO complaints internally.
- Maximize City revenues for the use of its public property and rights of way.
- Finalize JTPA audit resolution findings.
- Maintain emphasis on system evaluations and desk reviews.
- Respond to complaints, resolve civil cases, and refer criminal cases to the San Antonio Police Department.
- Advise and assist the City Council to exercise its regulatory authority over municipally owned utilities and franchises.
- Assure cost effective utilization of utility services by City departments.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Amt. of delinquent Hotel/Motel tax fund revenue[1]	N/A	N/A	$507,000	$325,000
No. of staff hours provided to external auditors[2]	1,437	1,450	4,365	1,450
No. of audit projects requested or identified	185	151	210	200
No. of Municipal Integrity investigations received	271	300	300	250
No. of EEO complaints [1]	38	N/A	36	35
Hrs. devoted to telecomm contract negotiations[3]	N/A	2,000	1,727	500
Hrs. dedicated to processing cust. Complaints	N/A	936	663	700
No. of utility complaints received[1]	N/A	N/A	754	890
Delinquent Hotel/Motel tax fund revenue recovered	$1,309,931	$350,000	$400,000	$275,000
Hourly rate of external auditors [1]	$35	N/A	$35	$35

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output:				
No. of audit projects completed [1]	N/A	N/A	165	170
No. of Municipal investigations resolved	271	300	285	235
No. of EEO complaints resolved internally [1]	31	N/A	27	30
No. of city employees provided with EEO training[4]	1,003	1,100	2,700	900
No. of telecomm contracts negotiated[3]	N/A	7	4	3
No. of utility contracts monitored	N/A	15	16	23
No. of utility complaints resolved	N/A	1,800	679	800
Efficiency:				
No. of hrs. per telecomm contract negotiation[3]	N/A	286	431	167
No. of hrs. per utility customer complaint[1]	N/A	N/A	0.7	0.5
No. of hrs. per EEO complaint	68	67	67	76
Effectiveness:				
% delinquent revenue resulting in recoveries	79%	90%	79%	85%
Estimated savings of external audit costs[1]	$50,295	N/A	$152,775	$57,750
% of audit projects completed[1]	N/A	N/A	79%	85%
% of Municipal investigations resolved	100%	100%	95%	94%
% of EEO complaints resolved internally [1,5]	82%	N/A	75%	86%
Additional utility revenue negotiated[6]	N/A	$140,000	$543,750	$2,300,000
% of utility complaints resolved	N/A	90%	90%	90%

EXPLANATORY INFORMATION

[1] New performance measure.

[2] It is anticipated that in FY 97 more hrs. will be provided to external auditors due to Internal Audit assistance to KMPG with the Nutrition Program Audit.

[3] For FY 98, the number of staff hrs. devoted to telecomm. Contract negotiation decreased by 1,500 due to the development of a Standardized franchise agreement. The number of contracts to be negotiated decreased from 7 in FY 97 to 3 in FY 98 as a result of improved efficiency from 431 hrs. per contract to 167 hrs. per contract.

[4] It is anticipated that more employees will be provided with EEO training during the summer months.

[5] Cases not resolved internally include cases that were filed with the EEOC and cases not yet resolved in the current fiscal year.

[6] Utility revenue negotiated increased significantly from FY 97 with the re-negotiation of the Southwestern Bell Franchise Agreement. It is anticipated this agreement will provide an additional $2.3 million in revenue per year for five years.

INTERNAL REVIEW

REDUCTIONS BY KEY RESULT AREA

- **SUPPORT SERVICES** **$5,408**

TRAINING

Reductions in travel, professional fees, memberships and subscriptions for the Internal Audit Division will result in total savings of $3,308. Certification for staff auditors (CPA) requires continuing education. The information from training is essential to ensure proper and efficient audits. Reducing training line items may result in staff paying for training out of pocket.

PROFESSIONAL SERVICES

Reductions in professional fees and subscriptions for the Public Utilities Division will result in total savings of $2,100. The services of a consultant attorney for telecommunication issues will be reduced from 12 months to 4. Limiting these services will impact negotiating strength.

POLICY ISSUES BY KEY RESULT AREA

- **SUPPORT SERVICES** **$181,408**

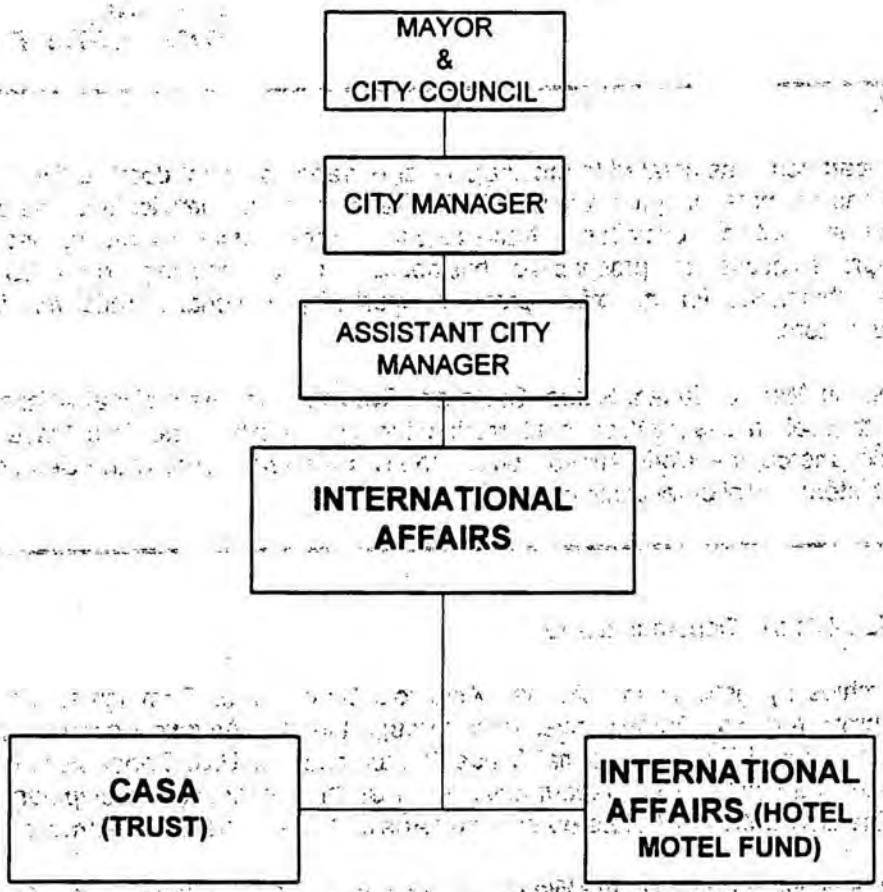
ENHANCE AUDIT SERVICES

With the increasing desire for accountability comes a need for increased internal auditing. The addition of two Senior Auditor positions and four Auditor positions will fulfill this need. Additional positions will provide an increase in audits and audit resolutions, as well as increase monitoring capabilities. The ultimate result will be an increase in audit projects identified and completed annually. No additional funding will be required from the General Fund. These positions' costs will be offset utilizing the following funds: Aviation (Senior Auditor), Purchasing (Senior Auditor), Solid Waste (Auditor), Parking (Auditor), Employee Benefits (Auditor) and Workers Comp/General Liability (Auditor). The total FY 98 cost for this ***improvement*** is $181,408. In FY 99 the cost will be $207,080.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$611,958	$959,687	$933,207	$993,271
CONTRACTUAL SERVICES	87,629	83,709	83,335	76,706
COMMODITIES	7,899	5,782	6,761	5,447
OTHER EXPENDITURES	7,438	8,330	8,330	5,620
CAPITAL OUTLAY	274	0	0	0
TOTAL EXPENDITURES	**$715,198**	**$1,057,508**	**$1,031,633**	**$1,081,044**
AUTHORIZED POSITIONS	**20**	**23**	**23**	**23**
FULL-TIME EQUIVALENTS	**20.00**	**23.00**	**23.00**	**23.00**

INTERNATIONAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	6.00	331,303
Hotel/Motel Tax Fund	5.00	349,896
Trust and Agency	3.00	386,662
Total Funding	**14.00**	**1,067,861**

INTERNATIONAL AFFAIRS

FUND ***GENERAL***
HOTEL/MOTEL TAX

PROGRAM INFORMATION

The International Affairs Department was created to provide a clear entrance or "front door" to City programs and services in order to attract and promote foreign investment in San Antonio. To accomplish this, the department is the focal point for protocol, international business & trade inquiries. These functions are carried out through services which include presentations to prospective businesses, match making, business counseling, conference/seminar sponsorships, the foreign office program, marketing materials, trade missions, hosting international dignitaries and visitors.

San Antonio has sister cities in Mexico, Japan, Korea, Spain and Taiwan. The International Affairs Department plays a coordinating role with local entities involved in international relations such as the Free Trade Alliance San Antonio, local chamber of commerce, the World Affairs Council, the UTSA International Trade Center, NAD Bank, and several other important international organizations.

GOALS & OBJECTIVES

The mission of the International Affairs Department is to:

- Promote Local Partnerships by networking with San Antonio's Chamber of Commerce, the Free Trade Alliance San Antonio; promoting San Antonio investment through the San Antonio Economic Development Foundation; export training by UTSA International Trade Center and the U.S. Department of Commerce Export Assistance Center; as well as City Departments, such as the Economic Development Department (Foreign Trade Zone), the Convention & Visitors Bureau, and Arts & Cultural Affairs Department.

- Develop Global Relations by interfacing with the World Affairs Council, Mexican trade offices, Greater Austin-San Antonio Corridor Council, Bancomext, Ethnic Groups, and Universities; hosting official delegations referred by USA, Texas Consular Corps, Sister Cities, Embassies, and foreign governments.

- Increase International Business by fostering two-way trade with Mexico through the CASA San Antonio Program and establishing contacts through our trade representatives in Asia and exploring trade opportunities with Latin America.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of employees-Local	11	11	11	11
No. of employees-CASAs	3	3	3	3
International delegations/Inbound-Protocol	70	80	80	80
International delegations-Business	25	30	30	33
Output:				
No. clients/businesses served [1] Local	400	500	425	400
No. clients/businesses served-CASAs	650	675	675	685
Technical assistance [2] Local	1,200	1,225	1,000	1,200
Technical assistance-CASAs	800	825	900	830

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
No. of delegates hosted	2,100	2,300	1,700	2,100
Conferences, seminars, & exhibits	50	50	55	58
Trade missions[3]	15	15	18	18
Contribution to City Hosting acitivies	$50,000	$50,000	$60,000	$60,000
Dollar value of business generated by CASAs program [4]	$10,821,300	$12,000,000	$12,000,000	$15,000,000
No. of businesses posted in Directory of Exporters and Support Organizations	665	795	795	875
No. of internet site visits of Directory of Exporters and Support Organizations[5]	350	350	1,200	1,300
Efficiency:				
Avg. no of clients served per CASA	217	217	225	230
Rate of Return per $1 invested in CASAs program[6]	$28	$30	$30	$37
Effectiveness:				
Direct expenditures by official guests to San Antonio[7]	$1,719,552	$1,883,286	$1,800,000	$1,719,552
% change of S.A. companies listed in export directory	20%	20%	20%	10%
% CASA San Antonio clients who had never traded internationally[8]	31%	20%	20%	20%

EXPLANATORY INFORMATION

[1] A San Antonio businessperson or company requiring specific trade information, match-making and/or trade mission participant.

[2] A San Antonio business person or company needing general trade information; assistance can be provided within a couple of hours.

[3] A trade mission is an international business delegation lead by the International Affairs Department. Usually these missions travel to the CASAs in Mexico and/or a specific trade show. Also included are trade missions sponsored by the FTA.

[4] Based on yearly survey of clients. This dollar value is the total value of bilateral trade. It accounts for sales to and from San Antonio.

[5] The Directory Homepage was set-up in June of 1996.

[6] Rate of Return calculation used: Actual-$362,564; Estimated-$394,550; Proposed $386,662.

[7] Direct Protocol expenditures are based on a per delegate expenditure of $818.82 as reflected by a 1993 Deloitte and Touche study, International Association of Convention and Visitors Bureaus.

[8] Based on yearly survey of clients.

REDUCTIONS BY KEY RESULT AREA

- **ECONOMIC DEVELOPMENT** **$1,652**

TRADE MISSIONS

This ***reduction*** will result in one less trade mission to Mexico, and reduces the opportunity to advertise in a Business Magazine from three ads to two for the next fiscal year.

POLICY ISSUES

- **COST OF LIVING ADJUSTMENT/PERFORMANCE PAY** **$6,528**

Funding is included in the amount of $6,528 for the Hotel/Motel Fund for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance pay ill be distributed to employees beginning April 1998.

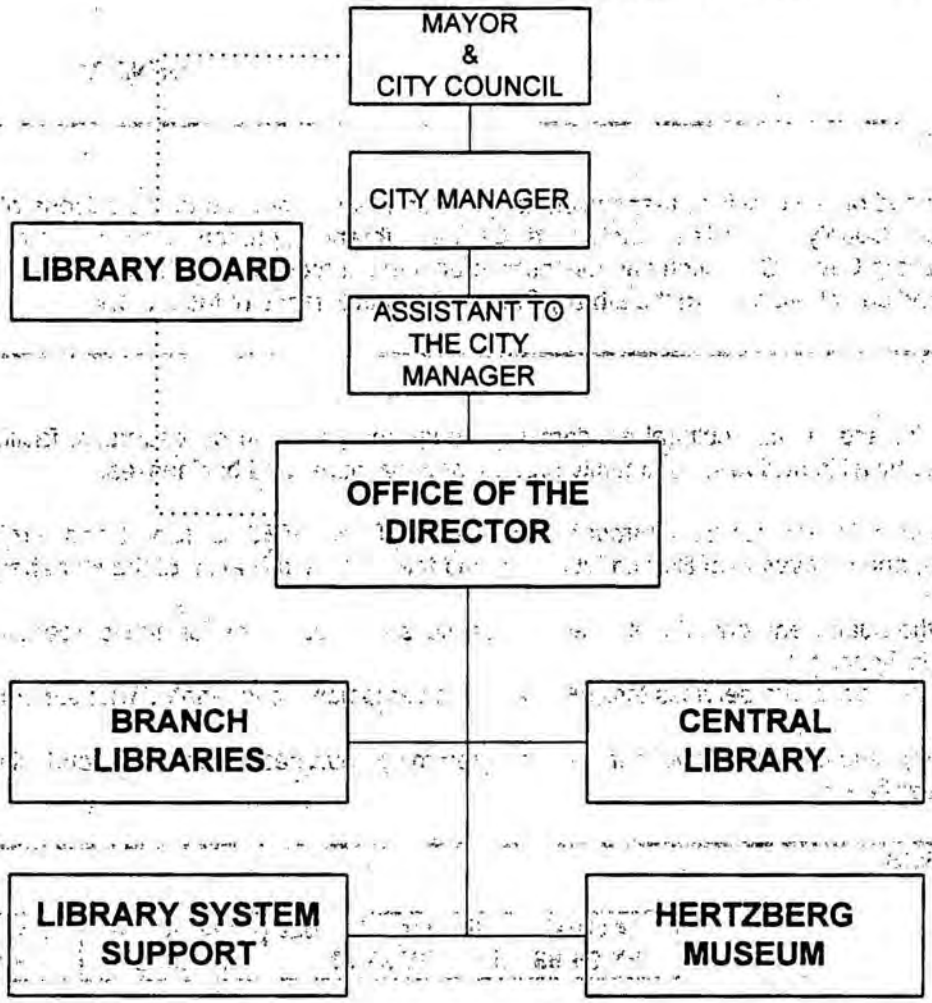
GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$282,932	$282,133	$258,699	$286,235
CONTRACTUAL SERVICES	53,250	43,540	42,047	41,728
COMMODITIES	4,059	1,080	2,065	1,600
OTHER	2,140	1,800	1,800	1,740
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$342,382**	**$328,553**	**$304,611**	**$331,303**
AUTHORIZED POSITIONS	**6**	**6**	**6**	**6**
FULL-TIME EQUIVALENTS	**6.00**	**6.00**	**6.00**	**6.00**

HOTEL/MOTEL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$202,403	$207,010	$205,396	$216,576
CONTRACTUAL SERVICES	89,175	81,490	68,896	79,010
COMMODITIES	39,983	42,480	42,480	42,480
OTHER	3,460	2,020	2,640	1,830
CAPITAL OUTLAY	2,835	12,500	12,500	10,000
TOTAL EXPENDITURES	**$337,856**	**$345,500**	**$331,912**	**$349,896**
AUTHORIZED POSITIONS	**5**	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**	**5.00**

LIBRARY DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	381.50	14,279,936
Categorical Grants	12.00	1,071,414
Capital Projects	0.00	2,279,000
Total Funding	**393.50**	**$17,630,350**

LIBRARY

FUND ***GENERAL***

PROGRAM INFORMATION

The Public Library is comprised of five divisions responsible for providing Library service to the citizens of the City of San Antonio and Bexar County. Facilities include a Central Library, eighteen branch libraries, three Bookmobiles, and the Hertzberg Circus Collection and Museum. Funding sources include the City of San Antonio, State and Federal grants, and contributions from the Library Foundation and Friends of the Library.

GOALS & OBJECTIVES

To inform, educate, entertain, and provide cultural enrichment through the provision of resources, facilities, and professional services for use by all individuals, community groups, organizations, and businesses.

- Improve access to public library facilities through completion of the 1989 Library Bond projects for construction, expansion, and renovation of Branch Libraries, and the ADA modification of the Hertzberg Circus Museum.
- Evaluate and improve the quality and quantity of reference services and resources for adults, teenagers, and children in English and in Spanish.
- Promote awareness of resources and services through marketing campaigns, coordinated with support groups and other City initiatives.
- Continue to solicit supplemental funding to enhance programming, purchase resources, and utilize new technologies to meet user needs.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
# of items available for use	1,660,470	1,697,000	1,710,000	1,730,000
# of registered borrowers	444,614	450,000	445,100	457,000
# of public service hours	50,061	52,500	52,000	53,000
# of Public Access terminals in libraries	178	N/A	186	201
# of children's items available for use	664,188	N/A	684,000	695,000
# of children registered for Summer Reading Program	12,474	N/A	17,125	19,000
# of staff FTE's designated for children's and young adult services	27	N/A	30	32
Output:				
# of visits by library users	2,681,786	2,756,000	2,756,700	2,838,680
# of questions answered by staff	1,843,678	1,751,000	2,290,700	2,370,000
# of items borrowed	3,450,299	3,385,000	3,434,000	3,537,000
# of electronic access uses	N/A	N/A	228,500	247,500
# of children's items borrowed	1,353,239	N/A	1,490,800	1,640,000
# of programs presented in schools	951	N/A	1,100	1,300
Attendance at programs in schools	30,518	N/A	46,000	52,000

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Efficiency:				
Avg. # of customers using all libraries, per hour	766	787	788	811
Avg. # of questions answered systemwide per service hour	527	500	654	677
Avg. systemwide circulation, per hour	986	967	981	1,011
Materials budget per capita, General Fund only	$1.16	$1.10	$1.10	$1.13
Materials budget per capita, all sources	$1.84	N/A	$1.80	$1.79
Effectiveness:				
% increase(decrease) in items borrowed	6.0%	(2.0%)	1.0%	3.0%
%increase(decrease) in questions answered	0.3%	(5.0%)	24.0%	3.0%
%increase(decrease) in use of electronic access	N/A	N/A	N/A	8%
% of eligible residents registered	34%	34%	34%	35%
% increase of user visits	2%	3%	3%	3%
% increase(decrease) in circulation of children's materials	(5%)	N/A	10%	10%
Ratio of Children and Young Adult staff to population aged 0-17 years old	1:12,813	N/A	1: 11,531	1: 10,811

REDUCTIONS BY KEY RESULT AREA

- **SUPPORT SERVICES** **$70,500**

DEPARTMENTAL SAVINGS

This proposed ***reduction*** would be the result of decreases in the funding of a variety of support services in the Central Library, most notably, fees for consultant services, dues for professional memberships, and expenses in salaries and wages. The latter potential reduction totaling $58,000 would be achieved through a selective hiring delay on existing vacant positions. With regards to outside consultants, the Department would delay, for a savings of $2,000, the use of such services that would have been used to facilitate a long-range planning process as requested by the Library Board. Lastly, the Department would reduce the number and level of memberships in professional organizations in FY 98 which would equate to a $1,500 savings.

POLICY ISSUES BY KEY RESULT AREA

- **EDUCATION, YOUTH, & HUMAN DEVELOPMENT** **$138,365**

AFTER-SCHOOL LIBRARY PILOT- PROGRAM

This proposed pilot-program ***improvement*** would offer after school library service at three schools that are distanced from one of the eighteen City Branch Libraries. The service would consist of library staff using school computer labs to train students and adults how to access library information on-line such as encyclopedias, magazines and newspapers. Additionally, to provide access to the City library collection, the bookmobiles will be taken to the school sites on a regular basis. Four part-time positions, two Librarian I's and two Library Assistants, would be needed to provide these services. The pilot-project would be funded at $50,000 for FY 98 and implemented for nine months. The one-time cost associated with this improvement is $5,000. Full year funding for after school service at three schools in FY 99 would be $56,839.

INCREASE SAN PEDRO BRANCH LIBRARY SERVICE HOURS

The public service hours at the San Pedro Branch Library will increase from 40 to 56 hours per week as a result of this proposed program ***improvement***. The increased service would be provided on Tuesday morning, Wednesday evening, and all day Saturday of each week. In order to provide the additional sixteen public service hours each week, two part-time positions, a Library Circulation Attendant I and a Library Assistant II, would be funded for nine months. There are no one-time costs associated with this program improvement which totals $13,365 for FY 98. Funding the additional service hours for 12 months in FY 99 would be $17,820. With this proposed improvement, the San Pedro Branch Library service hours would be Monday 1-9; Tuesday - Wednesday 9-9; and Thursday - Saturday 9-5.

LIBRARY BOOK-BUDGET MATCH PROGRAM

This proposed ***improvement*** increases the materials budget by $75,000. The improvement addresses increased demand for books, videos, compact discs, tapes, periodicals, software and databases in the Central and Branch Libraries. The City's proposed contribution would be matched with an additional $75,000 from the Library Foundation Board. This private sector funded match would enable the library system to purchase approximately 7,500 additional library resources (books, videos, CDs, etc.) and would allow the libraries to meet expanding customer service requests and expectations.

LIBRARY

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$9,398,485	$9,944,954	$9,545,395	$10,131,490
CONTRACTUAL SERVICES	1,828,760	2,015,007	2,022,689	1,947,667
COMMODITIES	1,794,222	1,687,624	1,715,498	1,819,105
OTHER	292,650	339,410	340,918	331,140
CAPITAL OUTLAY	20,783	0	0	50,534
TOTAL EXPENDITURES	**$13,334,900**	**$13,986,995**	**$13,624,500**	**$14,279,936**
AUTHORIZED POSITIONS	**465**	**470**	**470**	**478**
FULL-TIME EQUIVALENTS	**372.00**	**376.50**	**376.50**	**381.50**

LIBRARY

ACTIVITY NO.	*04-01-16*
DIVISION	*TEXAS STATE LIBRARY*
PROGRAM	*LIBRARY SYSTEM SERVICES - FEDERAL GRANT*

PROGRAM DESCRIPTION

Federal funds support networking of library resources and services for 41 libraries in a 21 county area known as the Alamo Area Library System (AALS). Grant funds are used for consultant personnel, library materials, continuing education programs, and equipment. The Central Library serves as the Major Resource Center and coordinating office for the area.

Program Dates: 9/96 - 8/97	*Current Authorized FTEs: 3.0*
Current Authorization: $292,107	*Grant Number 26-TBA*
City Council Priority:	*Education & Human Development Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Library Systems & Construction Act, Title 1	$434,786	$292,107	$324,754
Total	**$434,786**	**$292,107**	**$324,754**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	96,018	17,145	15,298
Contractual	24,025	7,226	8,301
Commodities	302,572	263,910	298,089
Other Expenditures			
Capital Outlay	4,437	2,474	1,860
Indirect Costs	7,734	1,352	1,206
Total	**$434,786**	**$292,107**	**$324,754**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Number of books purchased	23,500	18,917	21,183
Number of FTE in consultant program	2.05	1.20	2.10
Number of Spanish language & large print materials purchased	5,166	4,214	4,563
Output:			
Number of library staff assisted	3,697	1,995	4,800
Number of Spanish language & large print materials circulated	15,987	9,975	22,000
Efficiency:			
Average number of staff assisted per FTE consultant	1,803	1,174	2,286
Average number of circulations per materials purchased	3.1	2.4	4.8

ACTIVITY NO.	*04-01-16*
DIVISION	*TEXAS STATE LIBRARY*
PROGRAM	*LIBRARY SYSTEM SERVICES - FEDERAL GRANT*

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Effectiveness:			
Percent of library staff served per FTE consultant	49%	59%	48%

EXPLANATORY INFORMATION

[1] Total estimated revenues (from both State and Federal funds) is anticipated to be approximately the same as in prior years; the amount from both sources is expected to be $752,220. Final grant allocation between State and Federal grants will not be known until September 1, 1997.

LIBRARY

ACTIVITY NO.	*04-01-15*
DIVISION	*TEXAS STATE LIBRARY*
PROGRAM	*INTERLIBRARY LOAN SERVICES*

PROGRAM DESCRIPTION

Interlibrary Loan provides services to libraries in a 21 county service area. Library materials are borrowed and loaned for the needs of customers in these libraries, including the San Antonio Public Library. Loans are also provided to member libraries of OCLC, an international cooperative work.

Program Dates: 9/97 - 8/98	*Current Authorized FTEs: 4.5*
Current Authorization: $171,620	*Grant Number 26-TBA*
City Council Priority:	*Education, Youth & Human Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - LSCA Title 1	$169,279	$171,620	$172,298
Total	$169,279	$171,620	$172,298

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$123,781	$127,423	$127,587
Contractual	30,960	30,120	30,620
Commodities	5,176	4,500	4,500
Other Expenditures	-	50	50
Capital Outlay	-	-	-
Subgranting	9,362	9,527	9,541
Total	$169,279	$171,620	$172,298

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Total FTE	4.5	4.5	4.5
No. of service area libraries	50	50	52
Output:	12,000	12,000	12,000
No. of ILL requests	49,856	49,000	49,500
No. of materials loaned	18,758	18,500	19,000
No. of materials borrowed	11,187	11,175	11,000
Efficiency:			
No. of requests per FTE	11,079	10,888	11,111
Average response time	24 hrs.	24 hrs.	24 hrs.
Turnaround time	21 days	16 days	15 days
Effectiveness:			
% of requests filled	60%	60%	60%
Cost per request	$3.39	$3.50	$3.44
Cost per filled request	$5.62	$5.78	$5.74

LIBRARY

ACTIVITY NO.	*04-01-16*
DIVISION	*LIBRARY*
PROGRAM	*MURL-FEDERAL GRANT*

PROGRAM DESCRIPTION

Federal funds are made available annually for the purchase of library resources for use by residents of the area served by a Major Urban Resource Library (MURL), and also for use by non-residents of the area. Materials purchased with these funds must be made available at the Central Library, or through an electronic network, and must contribute to enhancing the resources available for in-depth research. For FY 97/98, granting agency has specified that the funds be used exclusively for the purchase of electronic resources.

Program Dates: 9/96 - 8/98	*Current Authorized FTEs: 0*
Current Authorization: $120,821	*Grant Number 26-TBA*
City Council Priority:	*Education & Human Development Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal-LSCA Title 1	$86,481	$120,821	$146,896

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$ -	$ -	$ -
Contractual	-	-	-
Commodities	$86,481	$120,821	$146,896
Other Expenditures	-	-	-
Capital Outlay	-	-	-
Indirect Costs	-	-	-
Total	$86,481	$120,821	$146,896

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Number of volumes purchased	1,735	2,418	0
Number of electronic databases contracted	0	11	11
Output:			
Number of reference questions answered by volumes purchased	248,856	261,953	0
Number of non-residents using the reference materials	10,396	8,000	0
Number of inquiries to electronic databases	0	480,000	504,000
Number of inquiries to SAPL Homepage	0	160,357	168,375

ACTIVITY NO.	*04-01-16*
DIVISION	*LIBRARY*
PROGRAM	*MURL-FEDERAL GRANT*

PERFORMANCE MEASURES CONTINUED

Efficiency:			
Reference questions answered with volumes purchased	97	108	0
Number of uses per volume by non-residents	4	4	0
Effectiveness			
% of Central Library reference collection updated	N/A	5%	0%
% increase in use of electronic resources, due to MURL Grant purchases	0%	0%	5%

EXPLANATORY INFORMATION

Final grant allocation amount will not be finalized until it is awarded in September 1997.

LIBRARY

ACTIVITY NO.	*04-01-20*
DIVISION	*TEXAS STATE LIBRARY*
PROGRAM	*LIBRARY SYSTEM SERVICES - STATE GRANT*

PROGRAM DESCRIPTION

This grant provides support for 41 libraries in a 21 county area known as the Alamo Area Library System. Grant funds are used for consultant personnel, library materials, continuing education programs, and equipment. The Central Library of San Antonio Public Library serves as the Major Resource Center and coordinating office for the area.

Program Dates: 9/96 - 8/97	*Current Authorized FTEs: 4.5*
Current Authorization: $459,909	*Grant Number 26-TBA*
City Council Priority:	*Education & Human Development Services*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal			
State General Revenue - Texas State Library	313,936	459,909	427,466
Total	$313,936	$459,909	$427,466

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$155,323	$238,990	$252,976
Contractual	52,300	131,888	99,650
Commodities	70,551	53,271	36,901
Other Expenditures			
Capital Outlay	23,450	16,934	18,210
Indirect Costs	12,312	18,826	19,729
Total	$313,936	$459,909	$427,466

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Number of videos purchased	2,895	413	711
Number of books-on-tape purchased	622	336	302
Number of workshops held	33	26	29
Output:			
Number of video viewers	233,545	230,800	202,548
Number of books-on-tape listeners	10,478	8,762	12,900
Number of student hours at workshops	1,249	1,340	5,760
Efficiency:			
Average number of student hrs. per workshop	37.85	51,54	198.62
Average number of circulations per video purchased	81	52	54
Average number of circulations per books-on-tape purchased	17	26	43

ACTIVITY NO. *04-01-20*
DIVISION *TEXAS STATE LIBRARY*
PROGRAM *LIBRARY SYSTEM SERVICES - STATE GRANT*

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Effectiveness:			
Percent of people in 21 county area using videos & books-on-tape	18%	14%	13%

EXPLANATORY INFORMATION

MAYOR & CITY COUNCIL

MAYOR & CITY COUNCIL

APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	0.00	433,726
Total Funding	**0.00**	**$433,726**

MAYOR & COUNCIL

FUND ***GENERAL***

PROGRAM INFORMATION

The City Council is comprised of the Mayor, who is elected at large, and ten City Council members, who are elected from single-member districts. The City Council acts as the policy-making and legislative body within the City's government. Operating within the guidelines of the City Charter, the City Council appoints the City Manager, Municipal Court judges, the City Clerk, and members of the City's various boards and commissions.

GOALS AND OBJECTIVES

- To respond to citizen needs in a timely manner.
- To provide municipal services at the lowest possible cost to the citizens.
- To provide readily-accessible representation for citizen input into the functions of municipal government
- To actively seek and support legislation advantageous to the City of San Antonio and its citizenry.

REDUCTIONS BY KEY RESULT AREA

- **SUPPORT SERVICES** **$2,179**

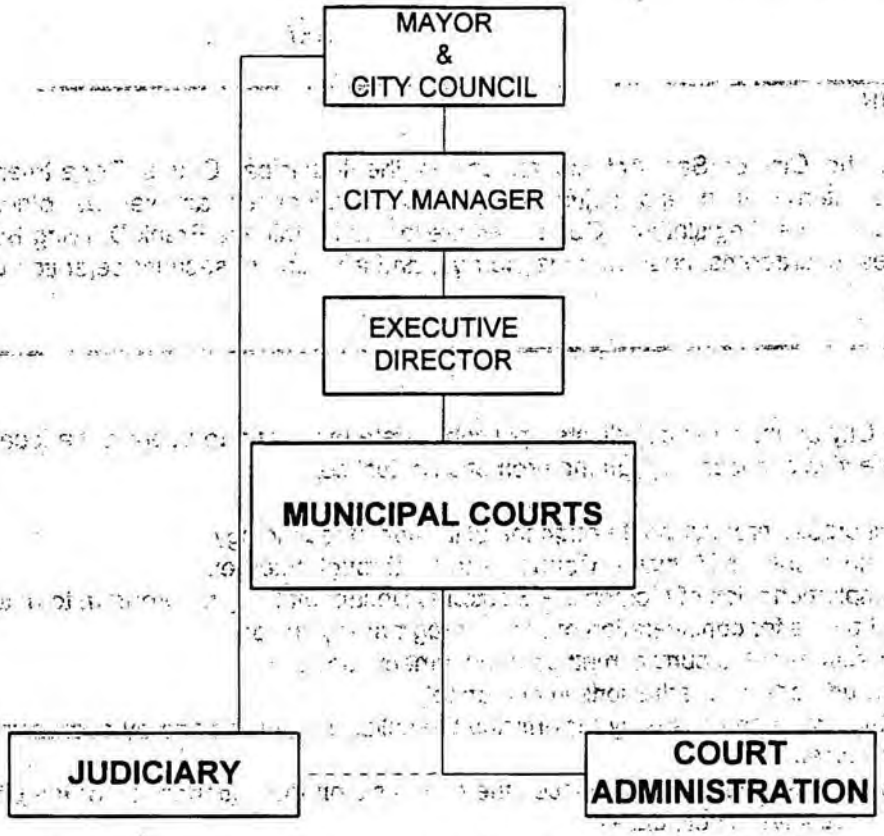
OFFICIAL HOST EXPENSES

A reduction in Official Host Expenses will result in a total savings of $2,179. This will reduce the amount of funds available to host various state and national delegations.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$39,299	$40,550	$40,110	$45,190
CONTRACTUAL SERVICES	287,122	319,376	281,218	366,857
COMMODITIES	18,723	18,379	20,304	18,379
OTHER EXPENDITURES	7,590	5,990	5,990	3,300
CAPITAL OUTLAY	250	920	3,000	0
TOTAL EXPENDITURES	**$352,984**	**$385,215**	**$350,622**	**$433,726**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**	**0.00**

MUNICIPAL COURTS



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	199.70	$8,324,262
Total Funding	**199.70**	**$8,324,262**

MUNICIPAL COURTS

FUND ***GENERAL***

PROGRAM INFORMATION

The judiciary authority for the City of San Antonio resides in the Municipal Courts Department. Primary responsibilities include the interpretation and adjudication of City ordinances as well as other Class "C" misdemeanors enacted by the Texas Legislature. Operations are located within the Frank D. Wing Building which houses administrative offices, courtrooms, court records storage, and a minimum security detention center which is open 24 hours every day.

GOALS & OBJECTIVES

To interpret and adjudicate City ordinances; adjudicate applicable state laws; and to support the local community by providing efficient and effective services through the promotion of justice.

- Promote efficiency and increase productivity through the utilization of technology.
  - Provide information and access to Municipal Courts' case file through Internet.
- To evaluate the partial implementation of a complete Electronic Document Imaging program to determine:
  - Effectiveness of initial phase for consideration of further program expansion.
  - Cost effectiveness as compared to current method of document control.
  - Related benefits to include possible reductions in personnel.
- To increase the percentage of closed cases by maximizing the collection of fines and by decreasing the length of time for cases to be finalized.
  - Conduct quarterly Warrant Roundups which places the emphasis on the importance for the citizen to take positive action to pay and resolve tickets/cases.
- To maintain or decrease magistration time for the expeditious movement and processing of prisoners.
- Encourage and assist employees in individual growth in job and leadership skills.
  - Develop Departmental policy manual
  - Develop Section procedures and operations guidelines
  - Develop Staff Training Program for enhancing staff development to result in excellent customer service.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of delinquent/pending cases	632,845	560,100	560,100	595,900
No. of new cases filed:	375,426	381,300	370,700	377,100
Traffic	232,372	230,500	227,200	231,800
Non-traffic	32,442	39,600	36,400	37,100
Non-traffic juvenile cases	4,510	5,100	4,600	4,700
Parking	106,102	106,100	102,500	103,500
Total No. of cases open	1,008,271	941,400	930,800	973,000
No. of court service hours	2,375	2,375	2,375	2,375
No. of prisoners brought before magistrate/week	1,432	1,454	1,385	1,394

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output:				
No. of cases paid	236,971	232,600	226,800	243,200
Delinquent/pending cases paid	102,845	100,900	96,600	103,600
New cases paid	134,126	131,700	130,200	139,600
No. of cases granted Deferred Adjudication/Probation	58,027	58,400	56,700	57,800
No. of cases granted Defensive Driving Course	35,762	38,700	27,000	28,400
No. of Community Services cases	23,090	24,900	20,800	21,000
No. of Bond Forfeiture Hearings	N/A	2,600	1,000	2,600
No. of trials set	33,047	35,800	32,300	32,900
1st. time trial setting	20,985	22,900	20,200	21,000
Trial resets	12,062	12,900	12,100	11,900
No. of warrants issued	230,070	252,600	218,000	220,200
No. of Parking Administrative Hearings	6,352	6,600	6,610	6,700
Total no. of documents filed	1,576,181	1,728,300	1,306,855	1,341,600
No. of cases closed:	448,213[1]	345,300	334,900	354,400
Delinquent cases closed	250,076	160,100	155,300	164,300
New cases closed	198,137	185,200	179,600	190,100
No. of cases magistrated	198,277	210,100	191,000	192,100
General Fund Revenue collected	$11,029,271	$11,470,730	$10,892,770	$12,218,770
Fines	$9,050,264	$9,258,350	$9,112,270	$10,286,530
Fees	$1,979,007	$2,212,380	$1,780,500	$1,932,240
Efficiency:				
Average revenue collected per case paid	$47	$49	$48	$50
Cost per case filed	$14.33	$15.18	$14.97	$15.81
Cost per prisoner to magistrate	$39.19	$39.47	$40.38	$40.10
Average number of court cases per service hour	380	352	392	410
Average no. of documents filed per employee per week	2,526	2,770	2,285	2,345
Effectiveness:				
Percent of cases paid:	23.5%	24.7%	24.4%	25.0%
Delinquent cases paid	16.3%	18.0%	17.2%	17.4%
New cases paid	35.7%	34.5%	35.1%	37.0%
Percent of trials reset:	36.5%	36.0%	37.5%	36.2%

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Effectiveness continued:				
Percent of cases closed:	44.5%[1]	36.7%	36.0%	36.4%
Delinquent cases closed	39.5%	28.6%	27.7%	27.6%
New cases closed	52.8%	48.6%	48.4%	50.4%

EXPLANATORY INFORMATION

[1] 121,629 cases administratively purged resulting from warrant recall due to State of Texas Court Case ruling.

REDUCTIONS BY KEY RESULT AREA

- **PUBLIC SAFETY** **$41,432**

This reduction equates to the annual salaries of one Court Officer position and one Senior Administrative Clerk. The direct impact of this reduction is that citizens would be delayed in receiving court services and in processing payment of tickets.

POLICY ISSUES BY KEY RESULT AREA

- **PUBLIC SAFETY** **$250,000**

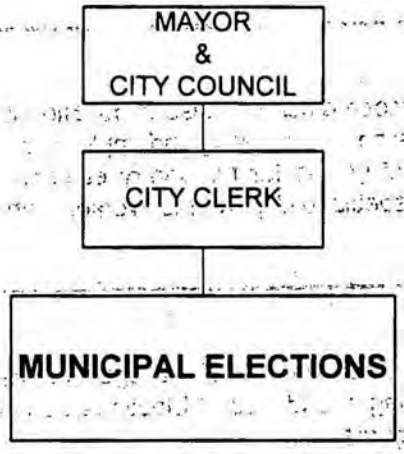
CARD ACCESS CONTROL AND PHOTO ID SYSTEM

This ***one-time improvement*** will increase exterior and interior security at the Frank D. Wing Municipal Courts Building. The ID function allows an employee's photo to be imprinted on an access card, and will allow authorized personnel to access specified doors/readers. The one-time cost of this improvement, $250,000, will be offset by an enhanced security fee authorized by state legislation.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 95-96	REVISED BUDGET FY 96-97	ESTIMATED FY 96-97	PROPOSED FY 97-98
PERSONAL SERVICES	$5,785,367	$6,052,318	$5,953,100	$6,135,486
CONTRACTUAL SERVICES	1,735,968	1,902,780	1,895,073	2,021,550
COMMODITIES	80,870	99,160	91,460	88,970
OTHER EXPENDITURES	98,800	93,630	93,630	75,980
CAPITAL OUTLAY	5,393	8,670	18,420	2,275
TOTAL	**$7,706,398**	**$8,132,556**	**$8,058,685**	**$8,324,262**
AUTHORIZED POSITIONS	**208**	**210**	**210**	**210**
FULL-TIME EQUIVALENTS	**197.15**	**197.15**	**199.70**	**199.70**

MUNICIPAL ELECTIONS



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	0.00	0
Total Funding	**0.00**	**$0**

MUNICIPAL ELECTIONS

FUND ***GENERAL***

PROGRAM INFORMATION

Municipal Elections is considered a special purpose office because its function is administered and staffed by the Office of the City Clerk. Expenditures reflect the cost of planning and implementing municipal elections for the City of San Antonio. Personnel expenditures reflect wages for temporary election workers including Presiding and Alternate Judges, Election Clerks, and other specialized part-time workers who provide administrative support during the electoral process.

GOALS AND OBJECTIVES

- To remain abreast of the Texas Election Code and all of its legal requirements so as to conduct lawful elections for the City of San Antonio, including attendance at Elections Seminars whenever possible to insure implementation of the latest elections procedures.
- To work closely with the Bexar County Elections Administrator in a cooperative effort to present the most efficient and cost-effective elections procedures and voting methods available.
- To ensure to the fullest extent the right of every lawfully-registered voter in the City of San Antonio to cast ballots on municipal governmental positions of legislative authority and other measures as prescribed by the City Charter and state law.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Total no. of employees paid under "H" payroll	N/A	N/A	1,380	N/A
Approx. hours worked by Judges/Clerks	N/A	N/A	44,300	N/A
No. of City Clerk's staff overtime hours	N/A	N/A	1,207	N/A
No. of City Clerk's temporary staff hours	N/A	N/A	5,035	N/A
Approx. hrs. worked by other City staff & non-City employees	N/A	N/A	3,100	N/A
No. of election training seminars	N/A	N/A	15	N/A
Total training hours	N/A	N/A	32	N/A
No. of ballot preparation hours	N/A	N/A	190	N/A
Output:				
No. of election officials trained	N/A	N/A	850	N/A
Ballots processed and returned by mail [1]	N/A	N/A	12,677	N/A
Ballots processed and tabulated [1]	N/A	N/A	334,840	N/A

MUNICIPAL ELECTIONS

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
No. of candidate packets prepared	N/A	N/A	200	N/A
No. of polling locations secured	N/A	N/A	297	N/A
Efficiency:				
Turnaround time for release of results	N/A	N/A	2 hrs. 20 min.	N/A

*Previous election - 4 hours

EXPLANATORY INFORMATION

Note: There was no election in FY 1995-96 and there is none expected in FY 1997-98.
Note: Numbers for Estimated FY 96-97 reflect new performance measures.

[1] Totals include both the May 3rd regular election and the May 27th run-off election.

GENERAL FUND EXPENDITURES BY CHARACTER

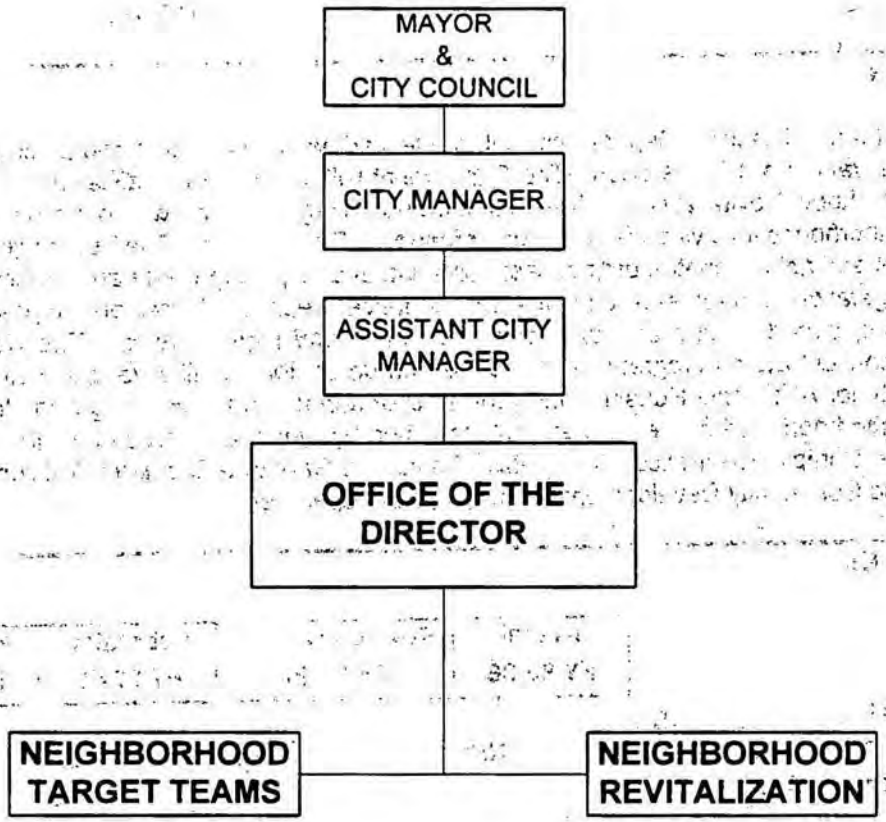
	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$0	$575,980	$489,583	$0
CONTRACTUAL SERVICES	1,410	363,272	310,283	0
COMMODITIES	0	7,116	6,049	0
OTHER EXPENDITURES	0	2,700	2,700	0
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$1,410**	**$949,068**	**$808,615**	**$0**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**	**0.00**

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

NEIGHBORHOOD ACTION



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	8.00	$423,918
Community Dev. Block Grant (CDBG)	10.00	490,410
Total Funding	**18.00**	**$914,328**

NEIGHBORHOOD ACTION

FUND ***GENERAL***

PROGRAM INFORMATION

The newly created Neighborhood Action Department will be tasked with interdepartmental coordination of responses to requests for a variety of City services. The Department will consist of two divisions, Neighborhood Target Teams and Neighborhood Revitalization. The Neighborhood Target Teams will focus on coordinating strategic "sweeps" on neighborhoods involving the resources of multiple Departments. The Team will concentrate on enforcing code violations and animal control ordinances; collecting and disposing waste and brush; eradicating area mini-dump sites; vegetation control and drainage maintenance; repairs of median stripes, pavement markings, streets, sidewalks, speed humps and existing traffic signal and sign systems. The Neighborhood Revitalization Division will concentrate on programs such as the Parade of Homes initiative, the conveyance and appraisal of surplus property for Affordable Housing, and provide staff support to the Housing and Neighborhood Action Team. The Neighborhood Action Department will rely heavily upon City resources in a variety of departments including Code Compliance, Police, Fire, Public Works, the Streets & Drainage Divisions, the Solid Waste Division, Housing and Community Development and the Health Department.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of graffiti clean-up requests	N/A	N/A	N/A	1,440
Housing projects reviewed and assisted	13	8	15	12
Output:				
No. of graffiti clean-up recurrences	N/A	N/A	N/A	935
No. of corridors (major thoroughfares) cleaned	4	8	8	12
No. of affordable housing units recycled [1]	60	N/A	75	0
Addtl. property tax valuation from projects initiated	$3,223,095	$3,750,000	$4,350,000	0
No. of Targeted Sweeps	N/A	N/A	N/A	20
Efficiency:				
Avg. area per graffiti cleanup completed (sq. ft.)	N/A	N/A	N/A	243
Effectiveness:				
% of repeat requests for graffiti clean-up	N/A	N/A	N/A	64%

EXPLANATORY INFORMATION

[1]There will not be an Affordable Parade of Homes during FY 98 due to one scheduled in FY 99.
[2] Prior to FY 98, these performance measures were for the Special Projects Office.

NEIGHBORHOOD ACTION

POLICY ISSUES BY KEY RESULT AREA

- **NEIGHBORHOOD REVITALIZATION & HOUSING** **$301,319**

CREATE A NEIGHBORHOOD ACTION DEPARTMENT

To concentrate on neighborhood and housing issues, this ***improvement*** proposes to provide the staffing complement that is necessary to create the Neighborhood Action Department. This improvement will add four Special Project Coordinator positions. Two positions are partially funded for nine months, one at seven and one at six months. In addition, one division head partially funded at ten months and one Management Analyst position partially funded at nine months are proposed. The FY 98 total for this improvement totals $301,319. The full year funding of this program will be $355,867 in FY 99.

- **REORGANIZATION**

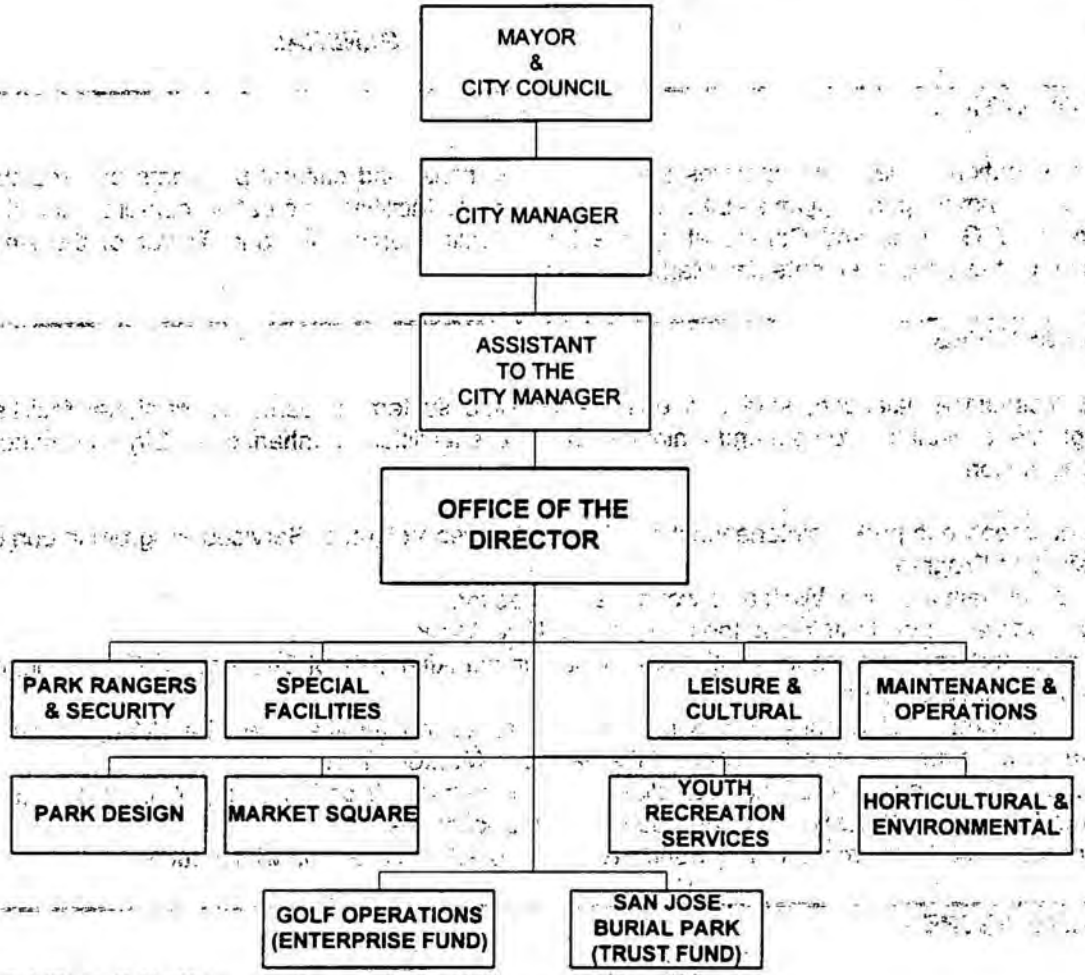
The reorganization proposes to combine two current positions in the Special Projects Office, a Director and Secretary position, with the six new positions provided the program improvement, and 10 CDBG positions, seven of which reside in the Housing Resources section in the Housing and Community Development Department. These seven CDBG funded positions include: one Community Development Coordinator, four Community Development Analysts, one Construction Specialist II, three Construction Specialist and one Secretary II position. The Housing Resources section is responsible for implementing the Rental Rehabilitation Program, Indian Creek Housing Revitalization Program and the Empowerment Zone Housing Program. This section provides technical assistance to the owners and contractors, and is responsible for monitoring all phases of the lending and rehabilitation process, including construction and loan servicing, to ensure compliance with the U.S. department of Housing & Urban Development (HUD) affordability and other regulatory requirements.

NEIGHBORHOOD ACTION

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$0	$0	$0	$286,639
CONTRACTUAL SERVICES	-	-	-	103,206
COMMODITIES	-	-	-	4,733
OTHER EXPENDITURES	-	-	-	1,560
CAPITAL OUTLAY	-	-	-	27,780
TOTAL EXPENDITURES	**$0**	**$0**	**$0**	**$423,918**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**8**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**	**8.00**

PARKS & RECREATION



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	869.58	35,561,560
Golf Operations (Enterprise Fund)	128.70	7,022,092
San Jose Burial Park (Trust Fund)	4.00	128,542
Community Dev. Block Grant (CDBG)	0.00	388,212
Categorical Grants	0.00	514,390
Outside Agencies	0.00	788,122
Capital Projects	0.00	17,189,000
Debt Service	0.00	790,180
Total Funding	**1,002.28**	**$62,382,098**

PARKS AND RECREATION

FUND ***GENERAL***

PROGRAM INFORMATION

The Parks and Recreation Department operates the City's recreational and cultural programs and maintains all City-owned parks, swimming pools, gymnasiums, cemeteries, sports facilities, recreation centers, municipal golf courses, the Botanical Gardens and Conservatory, the River Walk, HemisFair Park, Tower of the Americas, historic facilities, downtown improvements and Market Square.

GOALS AND OBJECTIVES

To provide and maintain a balanced, safe and easily accessible system of parks, recreational facilities and recreational programs, as well as promote and maintain world-class facilities to enhance the City's prominence as a major tourist destination.

- To increase neighborhood park maintenance through an enhanced Volunteer Services Program in conjunction with the Restitution Program.
- To continue to maintain the River Walk as a world-class attraction.
- To reduce air and water pollutants along the San Antonio River Walk.
- To provide increased opportunities for youth to participate in our After School Challenge, CO, athletic, cultural and other recreational programs.
- To increase the number of visitors to departmental tourist/cultural facilities, i.e., La Villita, Tower of the Americas, Spanish Governor's Palace, Botanical Gardens and Market Square.
- To ensure the financial and operational compliance of contractual obligations, i.e., River Walk, La Villita, HemisFair, Market Square, Witte Museum and San Antonio Zoo leases.
- To implement the 1994 Parks Improvement Bond Program projects on time and within budget.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Number of Park Maint. grounds employees	125	126	126	127
Participation by Restitution Program enrollees	24,084	23,996	26,000	26,960
O & M costs - Market Square [1]	$1,297,273	$1,250,269	$1,251,854	$1,293,243
Number of After School Program sites	130	136	136	146
Number of CO registration sites	373	380	385	390
Number of year-round community centers [2]	24	24	25	25
Number of Roving Leader sites	6	6	6	6
Number of City pool days open (outdoors) [3]	1,470	1,475	1,552	1,480
River Walk Maintenance expenditures	$1,316,516	$1,275,224	$1,296,719	$1,306,869
Number of volunteer workers	5,536	6,200	7,800	9,880
Number of field Park Rangers	N/A	N/A	100	104
Employees recruited for mentorship program	40	115	76	114
Output:				
Park acreage maintained by Park Maintenance	4,877	5,177	5,217	5,527

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
Hours worked by Restitution Program enrollees	177,555	165,972	172,060	178,377
Market Square revenue	$1,035,929	$1,005,470	$1,042,350	$1,040,760
After School Program registration	31,637	30,305	33,100	35,500
CO membership	87,279	94,000	94,500	98,500
Year-round community center registration [4]	27,232	20,500	22,185	27,000
Roving Leader registration	5,810	6,500	6,600	6,800
Paid attendance at City pools (outdoor)	219,302	195,500	200,000	174,094
Miles of River Walk maintained	3.5	3.7	3.7	3.7
Volunteer hours worked	25,577	26,908	31,200	39,520
Park Ranger hours spent in the parks per shift [5]	N/A	N/A	5	5.75
Efficiency:				
Cost per acre per mowing	$4.66	$4.66	$4.64	$4.64
Dollar value of Restitution Program [6]	$887,775	$829,860	$1,073,840	$1,113,240
Average cost/After School participant/day	$0.41	$0.45	$0.43	$0.42
Average cost/CO participant/year	$2.90	$3.42	$3.40	$3.31
Average registration per community center	1,134	854	890	1,080
Average registration per Roving Leader site	970	1,080	1,100	1,133
Average attendance per pool	10,965	9,775	9,524	8,705
River Walk expenditures per mile maintained	$376,147	$344,655	$350,465	$353,208
Number of volunteer program FTE's	12	13	15	19
Effectiveness:				
Market Square cost recovery	79.9%	80.4%	83.3%	79.2%
% Change in After School Prog. Registration	14.8%	(4.2%)	4.6%	7.3%
% Change in CO membership	4.2%	7.7%	8.3%	4.2%
% Change in community center registration	48.9%	(24.7%)	(18.5%)	21.7%
% Change in Roving Leader registration	65.6%	11.8%	13.6%	3.0%
% Change in pool attendance	17.7%	(10.9%)	(8.8%)	(13.0%)
% Change in Park Ranger hrs. spent in parks/shift	N/A	N/A	N/A	15.0%
% increase in new members	33%	N/A	47%	50%

EXPLANATORY INFORMATION

[1] O & M costs include Market Square, Horticultural Services, Park Maintenance and Police Department Fiesta Overtime.

[2] Includes Dorie Miller Community Center operational in January, 1997.

EXPLANATORY INFORMATION CONTINUED

[3] Re-estimate FY 97 includes acquisition of New Territories pool (21 outdoor pools); pools open seven days/week; six hrs/day.
[4] Operation Cool-It Program was not operational in FY 97; CDBG funding to restore program for FY 98.
[5] This new measure is an estimate based on an 8-hour shift. With the new computer-aided dispatch system, a Park Ranger Patrol Availability Factor will be developed in FY 98.
[6] FY 96 & 97 dollar value @ $5.00 per hour; FY 98 adjusted to $6.47 to reflect entry level wage; Restitution workers average 6 hours of work per person.

REDUCTIONS BY KEY RESULT AREA

- **INFRASTRUCTURE** **$183,354**

RIVER OPERATIONS

Reductions in River Operations will result in total savings of $42,571 consisting of gas savings ($2,000), the outsourcing of water features and interior maintenance at the Paseo del Alamo ($39,670), and outsourcing of the landscape maintenance of the south channel of the River Walk ($901).

FRIEDRICH PARK

Through this reduction, the boarding of 2 horses, which are ridden through the park by Park Rangers for security purposes, will be eliminated for a savings of $3,083.

S.A. ZOO WATER

A savings of $137,700 is realized by reducing the FY 98 allocation of funds to $200,000 for potable water services at the San Antonio Zoo. While the current lease agreement stipulates that the Zoo is responsible for all utility payments, the City has traditionally paid the Zoo's water bills out of the Parks Maintenance budget. City staff is currently re-negotiating the lease agreement, which expired in June, 1992 and has been operating on a month-to-month basis, and will make provisions for the Zoo to again be responsible for all utility services.

POLICY ISSUES BY KEY RESULT AREA

- **EDUCATION, YOUTH, & HUMAN DEVELOPMENT** **$146,000**

AFTER SCHOOL PROGRAMS - 10 SITES

This ***improvement*** will fund 10 additional After School Programs at a cost of $146,000. This program provides for an extended school day of three hours and provides positive socialization, constructive competition and academic enhancement to participating children. A variety of activities are planned on a daily basis with participation in tutorial and homework assistance as a priority. All services are provided free of charge.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

- **PUBLIC SAFETY** **$126,352**

FIELD OFFICER TRAINING PAY

This ***improvement*** requests funding for Field Officer Training pay. Field Training Officers are assigned to field train the Park Ranger recruits on the duties and responsibilities of a Park Ranger for solo duty on the River Walk and District Patrol. This is a 10 week program for each recruit. Granting of pay will establish pay equity of Park Rangers to that of Airport Police. The cost for this improvement is $7,200.

ADD FIVE POSITIONS TO THE PARK RANGERS PROGRAM

This ***improvement*** requests four Park Ranger and one Dispatcher positions along with two vehicles. The additional Park Rangers are required to supplement patrol operations throughout the parks system, as well as increase patrol in park areas added by the bond program. The Dispatcher position will provide relief to the three existing dispatchers. Current relief is provided by uniformed park rangers. The FY 98 cost is $119,152. Second year costs will total $147,534.

- **INFRASTRUCTURE** **$486,890**

ADD TWO RECREATION AIDES FOR THE 94 BOND PROGRAM PROJECTS

This ***mandate*** provides for two additional part-time Recreation Aide positions due to the proposed expansion of Normoyle and Tobin, two community centers which are scheduled to come on line in FY 98. These two capital projects were approved in the 1994 bond program. The total cost for this mandate in FY 98 is $29,901.

ADD NINE POSITIONS - MANPOWER & EQUIPMENT FOR 94 BOND PROGRAM PROJECTS

This ***mandate*** will provide the manpower, vehicles, equipment, tools and materials to properly maintain the projected facilities expansion and improvements associated with the 1994 Bond issue, which will be completed in FY 98. The FY 98 cost for this mandate is $400,205. In FY 99 the cost will be $387,298.

CROCKETT PARK RENOVATIONS

Renovations at Crockett Park have been implemented to include the upgrading of the lighting, irrigation, landscaping and sidewalks, plus the construction of jogging trails and a shelter. A Gardener I is required to maintain these improvements. The FY 98 cost for this ***mandate*** is $40,026. The recurring costs will be $27,371.

ADMINISTRATIVE CLERK II FOR FRIEDRICH PARK

This ***improvement*** will add an Administrative Clerk II position for Friedrich Wilderness Park to oversee a volunteer program. The program was initiated with an Urban Forestry grant from the Texas Forest Service, but will now be co-sponsored by Natural Initiatives, a local educational non-profit organization and Texas Parks and Wildlife non-game program. An increase in visitors to FWP and the Master Naturalist also bring a need for this position. The cost in FY 98 for this improvement is $16,758 with 9 month funding for the position. The full year funding in FY 99 will be $19,760.

POLCY ISSUES BY KEY RESULT AREA CONTINUED

- **CULTURE & REC. SERVICES/QUALITY OF LIFE** **$26,722**

YOUTH SERVICES-ADMINISTRATION

This ***improvement*** requests an Administrative Aide position for the Youth Services Division. This position will provide administrative support for the CO and AfterSchool Challenge programs. The FY 98 cost for 9 month funding for this improvement is $17,881. Second year costs will be $23,787.

COMMUNITY CENTER COORDINATOR & SENIOR ADMIN. CLERK

This ***improvement*** provides fringe-benefit funding for a full-time Community Center Coordinator and a full-time Senior Administrative Clerk. The Coordinator position is required to develop all programs, to evaluate programs and related components, and to maintain accounts for all records. The Senior Administrative Clerk position is required to handle all administrative matters regarding this program to include payrolls, ordering snacks, as well as recreation supplies, and reimbursement of all S.A.I.S.D. schools. The cost for this improvement is $8,841.

- **ENVIRONMENTAL** **$28,300**

MARKET SQUARE GREASE TRAPS

This ***mandate*** will provide for the installation of grease traps to correct the use of five open air drains. The FY 98 cost is $28,300. The recurring costs will be $2,300.

- **REORGANIZATION** **($566,662)**

NELSON W. WOLFF MUNICIPAL BASEBALL STADIUM

Based upon a recommendation by the Cultural Facilities Committee to strengthen the City's entertainment facilities, Wolff Municipal Stadium will be transferred to a Special Revenue fund to be managed by the Alamodome Department in FY 98. The proposed FY 98 budget for this facility is $668,006 and includes eight authorized positions.

YOUTH INITIATIVES

Youth Initiatives will be transferred to the Office of the Director in the Parks and Recreation Department. This reorganization will augment Youth programs currently operated by the Parks and Recreation Department.

PARKS AND RECREATION

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$23,903,929	$24,408,154	$23,957,085	$25,005,574
CONTRACTUAL SERVICES	6,333,458	6,473,907	6,336,070	6,428,944
COMMODITIES	2,338,260	2,536,180	2,529,020	2,856,053
OTHER EXPENDITURES	672,753	731,580	756,580	790,110
CAPITAL OUTLAY	388,873	330,500	325,778	480,879
TOTAL EXPENDITURES	**$33,637,273**	**$34,480,321**	**$33,904,533**	**$35,561,560**
AUTHORIZED POSITIONS	**1,133**	**1,146**	**1,146**	**1,155**
FULL-TIME EQUIVALENTS	**847.08**	**860.08**	**860.08**	**869.58**

PARKS AND RECREATION - GOLF OPERATIONS

FUND *ENTERPRISE*

PROGRAM INFORMATION

The Golf Courses Revenue Fund was established to record all revenues and expenditures associated with the operation of the City's six 18-hole golf courses, two Par 3 nine-hole courses, and four golf ranges. In addition to maintaining and operating these facilities, staff is responsible for the maintenance and provision of the golf car fleet.

GOALS AND OBJECTIVES

To serve the maximum number of golf patrons and maintain all golf facilities at the highest standards, with a fee structure competitive with the local market, while allowing for a margin of profitability as required for Enterprise Funds.

- To continue selective upgrading and renovating of golf facilities.
- To continue the development of a strong Junior Golf Program.
- To further enhance an aggressive golf promotional program with local hotels and convention business.
- To continue emphasis of the systematized golf car fleet replacement program.
- To continue the pursuit of recycled water for irrigation at all golf facilities.
- To develop, through ISD, an automated tee reservation system.
- To convert selected fairways from common to hybrid bermuda grass.
- To continue to be competitive with all regional public and private courses.
- To continue promotions for the local golfing public.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Full-time equivalent employees	128.70	128.70	128.70	128.70
O & M costs - Total	$5,670,707	$5,862,511	$5,468,106	$5,820,993
O & M costs - Golf Cars	$711,670	$518,889	$642,574	$604,040
Number of golf courses	6	6	6	6
Number of golf cars	460	460	460	460
Output:				
Rounds played - 18 hole equivalent	358,689	374,040	353,273	363,871
Golf revenue (less golf cars)[1]	$5,495,986	$5,822,920	$4,479,913	$5,396,048
Golf car revenue[1]	$1,071,779	$1,183,590	$1,126,161	$1,609,700
Gross pro shop sales [2]	$379,057	$427,080	$303,815	$371,476
Gross food and beverage sales[2]	$1,097,755	$1,117,920	$1,048,027	$1,075,800
Registered in Junior Golf Program	523	547	769	787
Student rounds played	16,406	14,946	16,734	16,901
Discount card sales - City	6,962	7,062	6,909	6,978
Discount card sales - County	817	1,014	952	962
Discount card sales - Outside County[3]	N/A	N/A	26	236

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Efficiency:				
Revenue per round (including car revenue)	$18.31	$18.73	$15.87	$19.25
Operating expense per round	$15.81	$15.67	$15.48	$16.00
Revenue per car	$2,330	$2,573	$2,448	$3,499
Operating expense per car	$1,547	$1,128	$1,397	$1,313
Gross pro shop sales per round [2]	$1.06	$1.14	$0.86	$1.02
Gross food and beverage sales per round [2]	$3.06	$2.99	$2.97	$2.96
Effectiveness:				
Percent of City discount card holders	89.5%	87.4%	87.6%	85.3%
Percent of County discount card holders	10.5%	12.6%	12.1%	11.8%
Percent of Outside County discount card holders [3]	N/A	N/A	0.3%	2.9%
Percent of Discount play	63.0%	66.2%	63.2%	66.0%
Percent of Non-Discount/Visitor play	37.0%	33.8%	36.8%	34.0%

EXPLANATORY INFORMATION

[1] On July 6, 1997, the Golf Point of Sale cash registers were reprogrammed to identify golf car revenue collected in 9 Hole Specials, 19 Hole Specials and Advanced Reservations. Revenue was previously recorded under green fees.

[2] In addition to adverse weather conditions in January and February 1997, sales show a downward trend this fiscal year; Olmos Basin Golf Clubhouse has been under renovations since December, 1996.

[3] Authorized by Ordinance effective July 6, 1997.

POLICY ISSUES

- **COST OF LIVING ADJUSTMENTS/PERFORMANCE PAY** **$68,786**

Funding in the amount of $68,786 is included in the department's budget for a cost of living adjustment and performance pay. The COLA, effective October 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance Pay will be distributed to eligible employees beginning April, 1998.

PARKS AND RECREATION - GOLF OPERATIONS

ENTERPRISE FUND EXPENSES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$3,183,954	$3,236,710	$2,951,062	$3,375,411
CONTRACTUAL SERVICES	1,311,498	1,326,062	1,255,716	1,482,611
COMMODITIES	951,506	890,979	884,488	842,511
OTHER EXPENDITURES	95,447	72,760	94,930	67,860
CAPITAL OUTLAY	92,819	229,550	215,440	52,600
TRANSFERS	1,189,518	1,245,570	1,248,222	1,201,099
TOTAL EXPENDITURES	**$6,824,742**	**$7,001,631**	**$6,649,858**	**$7,022,092**
AUTHORIZED POSITIONS	**143**	**143**	**143**	**143**
FULL-TIME EQUIVALENTS	**128.70**	**128.70**	**128.70**	**128.70**

PARKS AND RECREATION - SAN JOSE BURIAL PARK

FUND ***EXPENDABLE TRUST***

PROGRAM INFORMATION

The San Jose Burial Park Fund was established to record account for the maintenance of the San Jose Burial Park. This park provides a perpetual resting place for many San Antonio citizens. The daily operation of this fund is maintained by the Parks and Recreation Department staff.

GOALS AND OBJECTIVES

- Goals and objectives, and related performance measures for the San Jose Burial Park Fund have been accounted for in the Parks and Recreation Department's overall General Fund summary.

POLICY ISSUES

- **COST OF LIVING ADJUSTMENTS/PERFORMANCE PAY** **$2,430**

  Funding in the amount of $2,430 is included in the department's budget for a cost of living adjustment and performance pay. The COLA, effective October 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase; persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance Pay will be distributed to eligible employees beginning April, 1998.

EXPENDABLE TRUST FUND EXPENSES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$0	$0	$81,047	$85,212
CONTRACTUAL SERVICES	0	0	0	0
COMMODITIES	904	0	9,330	9,330
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	20,432	0	0	0
TRANSFERS	0	0	36,755	34,000
TOTAL EXPENDITURES	**$21,336**	**$ 0**	**$127,132**	**$128,542**
AUTHORIZED POSITIONS	**0**	**0**	**4**	**4**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**4.00**	**4.00**

ACTIVITY NO.	*26-06-11*
DIVISION	*YOUTH RECREATION SERVICES*
PROGRAM	*SUMMER FOOD SERVICES PROGRAM -T.D.H.S.*

PROGRAM DESCRIPTION

The objective of the 1997 Summer Food Service program (S.F.S.P.) is to provide nutritional assistance to children, eighteen (18) years of age and younger, who would otherwise be deprived of the nutrition they get, at other times of the year, under the National School Lunch and Breakfast Program. The S.F.S.P. is a program established by the United States Department of Agriculture (U.S.D.A.), monitored by the Texas Department of Human Services (T.D.H.S.) and in San Antonio sponsored by the Parks and Recreation Department.

Program Dates: 1996-1998	*Current Authorized FTEs: 0*
Current Authorization: $514,390	*Grant Number 26-017087*
City Council Priority:	*Education, Youth & Human Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal	-	-	-
State - Texas Dept. of Human Services	559,876	514,390	514,390
City	-	-	-
Other -	-	-	-
Total	$559,876	$514,390	$514,390

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$37,190	$43,000	$43,000
Contractual	18,238	31,200	31,200
Commodities	404,977	436,990	436,990
Other Expenditures (Labor Cost - Operational)	96,452	-	-
Capital Outlay	-	-	-
Indirect Costs	3,019	3,200	3,200
Total	$559,876	$514,390	$514,390

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of Nutrition sites	108	108	108
Output:			
No. of meals served at nutrition sites	397,641	391,400	391,400
Efficiency:			
Avg. meals served per nutrition site	3,682	3,624	3,624
Effectiveness:			
% change in number of meals served	0.38%	-1.58%	0%

PARKS AND RECREATION

ACTIVITY NO.	*26-06-16*
DIVISION	*YOUTH RECREATION SERVICES*
PROGRAM	*S.A.H.A. ROVING LEADER PROGRAM*

PROGRAM DESCRIPTION

This program provides outreach recreational and referral services targeted at youth on the west, near downtown and east areas of the City. The program offers activities like basketball, volleyball, softball, football, and table games. In addition to recreation services, the Roving Leaders counsel participants, encourage them to stay in school/return to school and refer them to the many other services available to them in the community. The San Antonio Housing Authority partly funded five of these Roving Leaders and Parks and Recreation funded one Roving Leader in FY 97. For FY 98, this program will be funded from Community Development Block Grant (CDBG) sources.

Program Dates: 10/1/97-09/30/98	*Current Authorized FTEs: 0*
Current Authorization: $217,400	*Grant Number 26-TBD*
City Council Priority:	*Youth*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed [1] 97-98
Federal	-	-	-
State -	-	-	-
City	$135,000	$110,000	-
Other - Community Development Block Grant (CDBG)	-	-	$217,400
Total	$135,000	$110,000	$217,400

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed [1] 97-98
Personnel	$125,475	$110,000	$202,182
Contractual	6,195	-	10,870
Commodities	3,330	-	4,348
Other Expenditures (Labor Cost - Operational)	-	-	-
Capital Outlay	-	-	-
Indirect Costs	-	-	-
Total	$135,000	$110,000	$217,400

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of Roving Leader sites	6	6	6
Output:			
Roving Leader Registration	5,812	6,600	6,800
Efficiency:			
Avg. registration per site	969	1,100	1,133

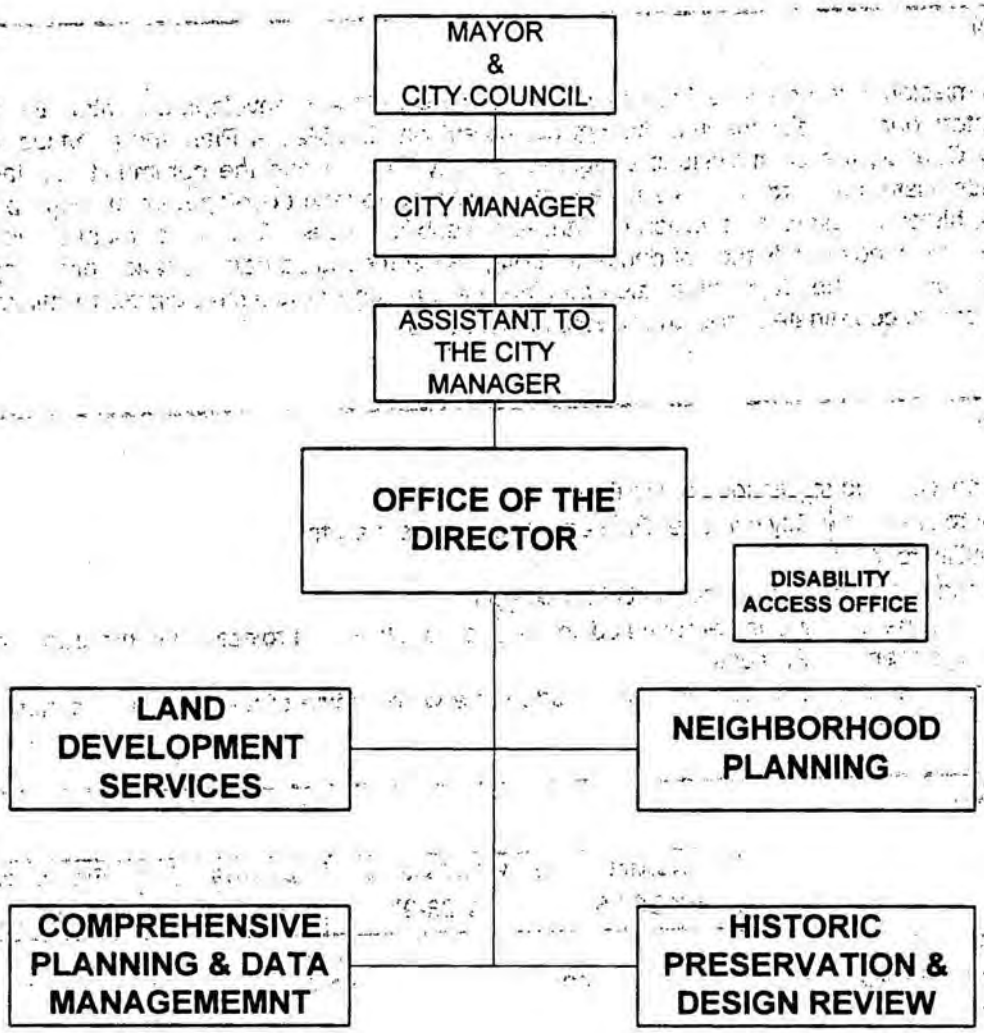
PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Effectiveness:			
% change in registration	65.63%	13.56%	3.03%

EXPLANATORY INFORMATION

[1] The grant received from the Housing Authority of the City of San Antonio (SAHA) expired in November 1996. This program is being continued by funding from the Community Development Block Grant (CDBG) of $217,400.

PLANNING DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	50.00	2,387,767
Community Dev. Block Grant (CDBG)	4.00	227,220
Categorical Grants	1.00	150,000
Total Funding	**55.00**	**$2,764,987**

PLANNING

FUND ***GENERAL***

PROGRAM INFORMATION

The Planning Department's mission is to provide a framework for orderly growth and development within the City of San Antonio and its extraterritorial jurisdictions in a manner consistent with the Master Plan, the priorities and policies established by City Council, the Commissions appointed by City Council and the community-at- large. The Planning Department administers the ordinances and regulations related to land development through plats, zoning, neighborhood plans, historic preservation, urban design, and disability access. The department strives to predict infrastructure and service needs in advance of demand through such means as transportation plans, open space plans, and annexation plans. The Department also administers land use regulation policies to minimize conflicts between land uses and to coordinate public and private investments.

GOALS AND OBJECTIVES

- Administer the land use policies and regulations of the City
- Develop, maintain, and implement the City's Master Plan and its component parts
- Promote access and mobility for ADA
- Preserve the City's historical resources and quality in Urban Design
- Ensure that a neighborhood perspective is represented in all appropriate City projects and programs and administer the Neighborhood Planning Process
- Continue to plan for a safer and higher service of mobility offering a wide choice of transportation options to the community

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of General Fund Authorized Positions	49	48	48	50
No. of Drafting Tech's	6	6	6	6
No. of Zoning Applications Received	280	280	295	300
No. of Plat Applications Reviewed	362	360	450	475
No. of Demolition Requests Received	462	400	398	420
Output:				
No of Zoning Cases Acted Upon by City Council	230	230	274	278
No. of New Area-Wide Rezoning & Annexation Cases Completed	8	8	3	3
No. of Neighborhood and Sector Plans Completed	3	1	1	3
No. of Preliminary Overall Area Dev. Plans (POADP's) Reviewed	37	50	40	55
No. of Neighborhood Notices Sent	N/A	1,200	4,320	3,500

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
No. of Demolition Requests Approved	439	376	380	396
No. of HDRC Cases & Administrative Approvals Acted Upon	589	540	545	555
Total No. of Building Access Modification Plan Facility Modifications Initiated[1]	120	142	142	143
Number of Maps Produced for City Use	3,160	3,200	3,008	3,000
No. of Transportation Plans & Studies Completed	4	4	4	4
Efficiency:				
Avg. Annual Maps Produced per Drafting/GIS Staff	527	533	501	500
Average Zoning Cases Acted Upon by City Council per Month	19	19	20	22
Average No. of Zoning Days from Zoning Application to Council Action	60	60	73	70
No. of ADA Facilities Remaining to be Completed	282	237	266	242
Effectiveness:				
% of HDRC Cases Addressed within a Month	88%	88%	80%	80%
% of HDRC Cases Expedited by Consent Agenda or Administrative Approval	57%	57%	60%	60%
% of Demolition Requests Resolved within 3 Days	95%	95%	95%	96%
% of B.A.M.P. Facilities Completed[2]	18%	31%	22%	29%

EXPLANATORY INFORMATION

[1] Total number of projects designed or in the design phase but have not been completed.
[2] This performance measure is cumulative. The goal of the plan is to modify 342 facilities.

PLANNING

REDUCTIONS BY KEY RESULT AREA

- **PLANNING & DEVELOPMENT** **$10,953**

SALARY SAVINGS

The Planning Department proposes to delay filling vacant positions to generate a salary savings of $10,953. As a result of this ***reduction***, completion time for affected projects would be extended.

POLICY ISSUES BY KEY RESULT AREA

- **PLANNING AND DEVELOPMENT** **$157,581**

MASTER PLAN POLICIES IMPLEMENTATION

The initiation of the Master Plan will require the addition of one Planner II position and one Senior Planner to effectively manage and coordinate the implementation of the Master Plan policies. The Planner II position, partially funded at 9 months, would allow the Planning Department to monitor the status of the Master Plan policies, prepare an annual report for the Planning Commission and City Council, provide staff support to the Master Plan Policy Advisory Committee and provide inter-departmental coordination. The Senior Planner position, partially funded at 6 months, will supervise the Department's Data Management Unit as well as provide accurate and relevant socio-economic and forecast information by developing and enhancing a data management system for all City departments to utilize. Additionally, $20,000 is proposed to be included for binding & printing, mail & parcel post and advertising expenses. The FY 98 cost for this program ***improvement*** totals $82,581. The full year funding for these positions will increase to $96,685 in FY 99.

REVIEW AND UPDATE THE UNIFIED DEVELOPMENT CODE

This program ***improvement*** proposes to add $75,000 for phase one of a four year program to begin revision of the Unified Development Code. In 1985, recognizing the fact that the City was operating under both the 1938 and 1965 Zoning Codes, the City made it a priority to rezone areas under the 1938 Zoning Code while extending the 1965 Code to all new annexed areas by the City. However, the City must begin to comprehensively review and update the 1965 Codes. Present regulations are inadequate with many issues not being addressed. This improvement would allow for the incorporation of neighborhood planning concepts into the zoning and platting process, encourage the revitalization of older neighborhoods including commercial areas, bring the present plan into conformance with state and federal statutes and eliminate the conflict between the 1938 and 1965 zoning ordinances.

PLANNING

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$1,746,481	$1,765,035	$1,685,224	$1,878,973
CONTRACTUAL SERVICES	311,318	335,873	356,381	438,447
COMMODITIES	25,519	28,912	27,182	33,972
OTHER EXPENDITURES	20,493	16,030	16,030	24,340
CAPITAL OUTLAY	2,345	375		12,035
TOTAL EXPENDITURES	**$2,106,156**	**$2,146,225**	**$2,084,817**	**$2,387,767**
AUTHORIZED POSITIONS	**49**	**48**	**48**	**50**
FULL-TIME EQUIVALENTS	**49.00**	**48.00**	**48.00**	**50.00**

PLANNING

ACTIVITY NO.	*50-10-02*
DIVISION	*TRANSPORTATION*
PROGRAM	*ISTEA PLANNING PROGRAM*

PROGRAM DESCRIPTION

Every year the City of San Antonio applies for transportation planning grants through the Metropolitan Planning Organization to conduct various studies eligible under the Intermodal Surface Transportation Efficiency Act (STEA). The studies vary significantly from year to year.

Program Dates: 10/01/97 - 09/30/98	*Current Authorized FTEs : 1.00*
Current Authorization: $150,000	*Grant Number 26-059177*
City Council Priority:	*Planning & Development*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Metropolitan Planning Organization	$335,000	$225,000	$150,000
Total	$335,000	$225,000	$150,000

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$154,350	$75,220	$44,865
Contractual	175,150	145,000	100,000
Commodities	1,000	780	500
Capital Outlay	45,000	4,000	4,635
Total	$375,500	$225,000	$150,000

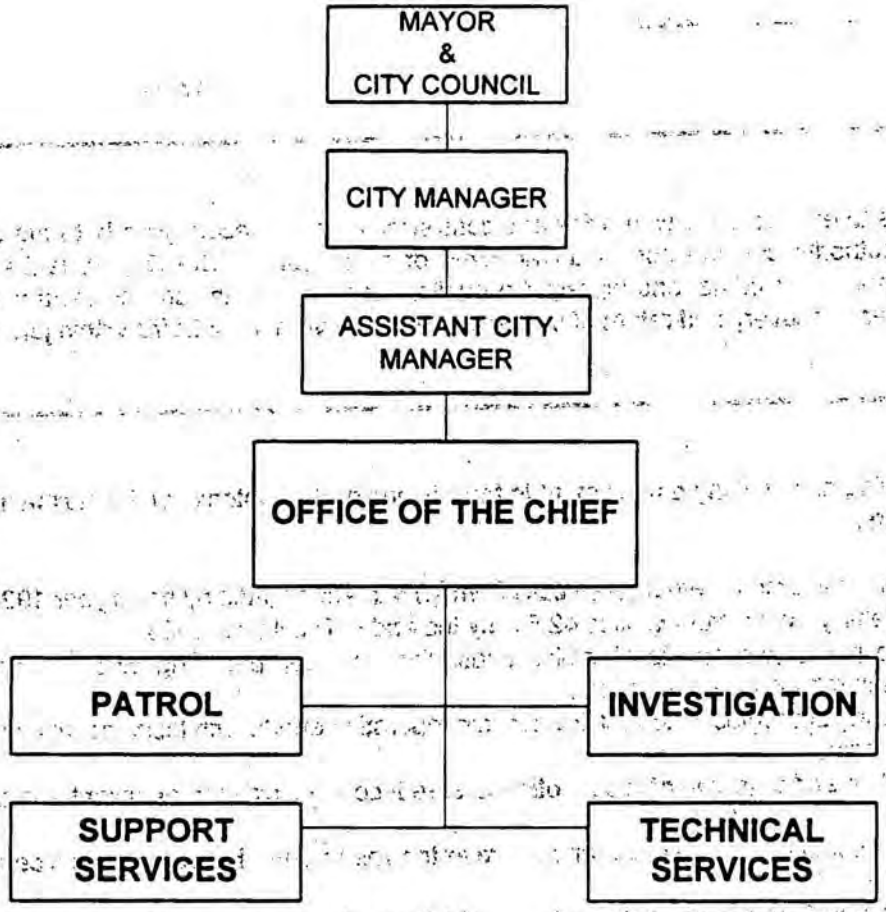
PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
Full-time professional staff equivalents	4.25	2.25	1.00
Output:			
No. of Adopted Studies/Plans	5	4	3
Efficiency:			
No. of Plans produced per full-time equivalents	1	2	3
Effectiveness:			
Mandated long range transp. plans completed	100%	100%	100%

EXPLANATORY INFORMATION

Transportation studies vary from year to year. The traffic engineering division of Public Works, and the Street Maintenance staff continue to be involved in the ISTEA federally funded programs.

POLICE DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	2,575.83	172,763,940
Categorical Grants	123.00	9,451,045
Confiscated Property Fund	0.00	938,614
Capital Projects	0.00	2,135,000
Total Funding	**2,695.83**	**$185,288,599.00**

POLICE

FUND ***GENERAL***

PROGRAM INFORMATION

The Police Department's role is to enforce the law in a fair and consistent manner, recognizing both the statutory and judicial limitations of its authority and the constitutional rights of all persons. The Department's primary responsibility is to uphold the law, deter crime, and protect the public. Components include crowd and disaster control, apprehension of offenders, recovery and return of property and the movement of traffic within jurisdictional boundaries.

GOALS & OBJECTIVES

To continue to provide a safe living and working environment to the citizens of San Antonio, while maintaining safe working conditions for the officers.

- To reduce the City Wide response time for emergency calls from 4.75 to 4.5 minutes by fiscal year 1998.
- To increase the Patrol Availability Factor from 42% to 42.5% by the end of fiscal year 1998.
- To continue to decentralize police services to all police substations thereby providing citizens convenient access in areas such as the purchase of police reports.
- Develop and implement policing strategies which will involve joint operative efforts with local, county, state and federal law enforcement agencies.
- Through increased prosecution and targeting of repeat offenders, reduce the incidence of violent and property crimes by 10%.
- To enhance communication, customer satisfaction, and improve the relationship between the police and the community.
- To reduce the number of line and formal complaints filed against officers through Community Policing efforts.

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of Patrol Officers	1,058	1,098	1,098	1,148
No. of Traffic Officers	87	95	95	105
No. of Sworn Personnel	1,848	1,893	1,893	1,943
No. of Violent Crimes Reported (Murder, Rape, Robbery, Aggravated Assault)	4,928	4,091	4,149	3,940
No. of Property Crimes Reported (Burglary, Theft, Vehicle Theft)	80,418	73,189	83,698	86,210
No. of Calls Dispatched	775,118	786,395	786,395	809,580
No. of Line/Formal Complaints Against Officers	288/204	250/200	250/200	225/180
No. of Victims Advocacy Program Staff	19	28	28	29
No. of Volunteers in Policing participants[1]	N/A	N/A	N/A	100
Output:				
No. of Citizens Police Academy Graduates	200	225	200	250

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
No. of Citizens participating in Cellular on Patrol Program	2,453	3,206	3,228	4,003
No. of New Citizens Participating in Cellular on Patrol Program	1,077	775	700	650
No. of Reports sold to Public	89,487	92,807	68,788	77,225
No. of Violent Crimes Cleared	2,181	1,841	1,868	1,852
No. of Property Crimes Cleared	9,442	9,300	10,462	11,638
No. of Juvenile Violent Crime Arrests (Murder, Rape, Robbery, Aggravated Assault)	654	746	625	600
No. of Fatal Traffic Accidents	129	120	124	120
No. of DWI Arrests	3,887	4,200	3,365	3,500
No. of Firearms Recovered	1,288	1,650	1,515	1,368
No. of Nuisance Abatement Cases investigated	65	75	75	80
No. of Victims Advocacy Volunteers trained/hours worked	115/5,561	117/5,660	117/5,660	120/5,700
Clients Served (adult/juvenile) by Victims Advocacy Program	3,957/466	4,025/500	4,025/ 500	4,050/510
No. of hours per month for Volunteers in Policing participants	N/A	N/A	N/A	1,000
Efficiency:				
Avg. No. of Calls for Service per Patrol Officer	732	747	716	705
Avg. No. of Violent Crimes per 1,000 population	4.51	3.74	3.72	3.48
Avg. No. of Property Crimes per 1,000 population	73.62	67.00	75.03	76.09
Avg. Juvenile Violent Crime Arrests per 1,000 population	0.60	0.68	0.56	0.53
Average no. of hours per month per participant in Volunteers in Policing	N/A	N/A	N/A	10
Effectiveness:				
Avg. total no. min. to respond to code-3 calls[2]	4.90	4.50	5.00	4.50
Avg. no. min. to respond to regular calls[3]	12.32	14.00	12.80	12.00
% Change in Violent Crimes Reported	(9.1%)	(10.0%)	(15.8%)	(5.0%)
% Violent Crimes Cleared	44.3%	45%	45.0%	47.0%
% Change in Property Crimes Reported	5.5%	5.0%	4.1%	3.0%
% Property Crimes Cleared	11.7%	12.5%	12.5%	13.5%
% Change in Juvenile Violent Crime Arrests (Murder, Rape, Robbery, Aggravated Assault)	(7.2%)	2.8%	(4.4%)	(4.0%)
% Change in Fatal Traffic Accidents	3.2%	(3.2%)	(3.9%)	(3.2%)

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Effectiveness Continued:				
% Change in DWI Arrests	(2.8%)	5.0%	(13.4%)	4.0%
% Change in Firearms Recovered	(30.7%)	2.7%	(13.0%)	(9.7%)
% Change in Nuisance Abatement Cases Investigated	91.2%	4.2%	15.4%	6.7%
% Change in Victims Advocacy Volunteers trained/hours worked	(8.0%)/ (8.01%)	1.7%/1.7%	1.73%/1.78	2.6%/0.71%
% Change in Clients Served (adult/juvenile) by Victims Advocacy Program	(1.25%)/ (1.33%)	(1.30%)/(7.3%)	1.70%/ (7.3%)	(10%)/(10%)
% Change in Line/Formal Complaints	(33.5%)/ (35.6%)	(13.2%)/(2.0%)	(13.2%)/ (2.0%)	(10%)/(10%)
Patrol Availability Factor	42.7%	42.00%	42.0%	42.5%
% Change in Patrol Availability Factor	2.1%	2.43%	(1.6%)	1.2%

EXPLANATORY INFORMATION

[1] Volunteers in Policing is a new program initiated in mid-FY 96-97; therefore, baseline performance measures are not available for current and previous years.

[2] Total No. of minutes to respond to Code-3 call is the combination of: Avg. minute to dispatch code-3 call + Avg. # of minutes to arrive at scene of Code-3 call.

[3] Total No. of minutes to respond to regular call is the combination of: Avg. minute to dispatch regular call + Avg. # of minutes to arrive at scene of regular call.

REDUCTIONS BY KEY RESULT AREA

- **PUBLIC SAFETY** **$1,358,601**

The Police Department has offered the DARE and PAL programs as reductions because they are ancillary programs that will not have a direct impact on patrol availability and criminal investigations. The San Antonio Fear Free Environment (SAFFE) and other programs in the department will be used to continue reducing juvenile crime. As an alternative, other departments such as Parks and Recreation will be used to help offset the loss of these programs.

The Proposed Budget includes the reduction of half of the DARE (Drug Abuse & Resistance Education) program and all of the Police Athletic League (PAL). These programs are ancillary programs and this reduction will not impact patrol availability and criminal investigations. Eight of the fifteen DARE officers will continue to work in local schools educating children on the dangers of drug abuse and gang involvement although at a reduced rate. The Police Department will offset the impact of this reduction by utilizing SAFFE officers whenever possible to assist in meeting the demand for this program. The PAL program consists of five uniform personnel organizing various sporting activities for children and young adults. As an alternative, other departments such as Parks and Recreation will work with the Police Department to mitigate the impact of this reduction. This reduction will not result in the loss of uniform personnel. These positions will be reassigned to other areas such as Traffic, Downtown Foot and Bike Patrol and other patrol positions within the department. Other reductions including Fiscal Management, Applicant Processing, managing vacant positions and above programs result in a savings of $1.36 million for FY 98.

POLICY ISSUES BY KEY RESULT AREA

- **PUBLIC SAFETY** **$7,934,687**

POLICE CONTRACT

On May 31, 1995, the City Council approved a new collective bargaining agreement with the San Antonio Police Officer's Association. The agreement was effective October 1, 1994 and ends September 30, 1998. A three percent increase in wages for all uniformed officers will be budgeted for the upcoming fiscal year. The cost of the new ***mandated*** contract in FY 98 is $3,510,000.

LABOR CONTRACT

Mandated expenditures arising from the collective bargaining with the San Antonio Police Officer's Association agreement include additional longevity pay for the increased seniority of police officers ($417,000).

PENSION CONTRIBUTION

The Texas Fire and Police Pension Act requires the City to increase the contribution to the Fire and Police Pension Fund by one-third of a percent through the year 2001. The increase is ***mandated*** to fund the outstanding actuarial liability. The amount included in the Police Department's Proposed Budget for FY 98 is $285,000.

COPS AHEAD

COPS AHEAD is an acronym for Community Oriented Policing Services, Accelerated Hiring, Education and Deployment. Over a three year period the grant is providing $3,225,000 to fund salaries and selected fringe benefits for 43 new officers. The total General Fund contribution for FY 98 is $2,412,060 ($1,487,700 base plus $941,785 FY 98 contribution). Grant funds will be exhausted by May 1998; therefore, the 43 positions must be transferred to the General Fund at that time. The FY 98 cost for this ***mandate*** is $941,785.

LOCAL LAW ENFORCEMENT BLOCK GRANT

This ***mandate*** is the Local Law Enforcement Block Grant (LLEBG) funded by the Bureau of Justice Assistance, U.S. Department of Justice. In 1997 the City received a $1,465,385 grant requiring a total match of $169,265. $133,720 was budgeted in FY 97 and the remaining $35,545 is needed in FY 98. BJA plans to award an additional $1,455,833 in grant money this year to be shared by the City and County. Of this amount, the city will receive $507,038 and the county will receive $948,795. The General Fund grant match for this mandate is $197,305.

MEDICAL EXAMINER'S CONTRACT

The Bexar County contract will provide Criminal Laboratory Services to the SAPD for Medical Examiner Services. The monthly payment increases by $15,252 for the first six months and by $25,252 for the second six months. The increase in the contract is to partially fund additional staff and equipment at the Crime Lab to ensure quick test result turnaround time and maintain high testing standards. Occasionally forensic testing will be outsourced totaling up to 30 cases per year. The yearly cost for testing will be $20,000. The total cost of this ***mandate*** is $263,024.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

AFIS MAINTENANCE

First year maintenance for the Automated Fingerprint Identification System (AFIS) was included with the contract to purchase the system. However, after September 30, 1997, the Police Department must pay for annual maintenance. The FY 98 cost for this ***mandate*** is $159,570.

RETROACTIVE FLSA

This ***mandate*** is designed to make the remainder of a required FLSA payment in the amount of $250,000. This amount is based on requirements of a legal settlement with the San Antonio Police Association.

EDUCATION PAY

Because education pay is a contractual requirement, the addition of new officers causes total education pay to increase annually. Based on the history and projected expenditures this year and new requirements, the increase is 6% ($95,380) for next year. This amount generates a requirement for an additional $22,548 in Police and Fire pension contributions as well for a grand total of $117,928 for the Education Pay ***mandate***.

ANNEXATION - RECURRING

Recurring added costs of providing new police officer positions to serve the areas to be annexed under the ***mandated*** three year annexation plan. The annexation plan calls for 7 new uniform positions in FY 98 at a cost of $312,000.

ANNEXATION - ONE TIME

One-time added costs of providing equipment for the 7 new police officer positions to serve the areas to be annexed under the three year annexation plan. The one-time cost of this ***mandate*** is $64,688.

INCREASED COST OF RAPE KITS & VICTIM EXAMS

Article 447m, V.T.C.S., requires an investigating law enforcement agency requesting a medical examination necessary for the investigation or prosecution of an alleged episode of sexual assault to pay for the costs of such an examination. The agencies that currently perform such examinations for the SAPD are increasing the price of the exams by $142,800 in FY 98.

VISION 2001 FIVE YEAR STRATEGIC PLAN SECOND YEAR

Vision 2001 represents the Police Department's vision for the future. Vision 2001 sets forth a comprehensive and detailed look at the goals and methodology that the San Antonio Police Department intends to utilize as it enters the Twenty-first Century. In FY 97, the Police Department received a Local law Enforcement Block Grant for $1.4 million to fund various one-time programs of the Vision 2001 plan. In FY 98, the department expects to receive an additional Local Law Enforcement Block Grant for $507,038.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

Civilianization: This program ***Improvement*** will continue to identify opportunities for innovative management practices which maximize the number of police officers performing police duties while replacing positions not requiring a certified police officer with capable non-sworn employees. Through this program, 31 detective positions will be civilianized, allowing the personnel to be reassigned to other areas. Seven non-sworn positions were added in FY 97. In FY 98, the six month proposed cost for funding seven Evidence Technicians totals $110,241. The full year personnel cost in FY 99 is $212,361.

Street Crimes Arrest Team (SCAT): This ***Improvement*** continues the Street Crimes Arrest Team (SCAT) enhancements which direct proactive enforcement activities against violent youth gangs for a second year. A dispatcher scheduled for FY 1997 was delayed to FY 1998. The Sergeant position was added in January of 1996. The Local Law Enforcement Block Grant funded 2 unmarked vehicles in the Vision 2001 Plan, April 1996. This will result in less down time for training. For this improvement, the FY 98 proposed 6 months cost for one Dispatcher I is $20,444. The full year personnel cost in FY 99 is $18,553.

Night CID: The expansion of the Night CID Unit will initiate personnel strategies designed to enhance the department's response to felony crimes during the evening hours. One Lieutenant position is funded for 12 months through this ***improvement*** for a total program cost for FY 98 of $93,674. The FY 99 full year cost is $93,016.

Traffic Reorganization: This program ***improvement*** enhances Driving While Intoxicated enforcement efforts by adding a third Traffic Shift. The third shift will be established by altering the hours of the current two shifts and includes the DWI Unit in the additional shift. One Lieutenant, and eight officers will be added. The shift's mission will be to target fatal and injury accident locations and increase DWI enforcement. The proposed FY 98 six month funding totals $321,202. The Local Law Enforcement Block Grant will purchase $50,000 of patrol vehicle video cameras. The FY 99 full year personnel cost is $606,116.

Helicopter Unit: The Helicopter program ***improvement*** enhances detection of criminal activities and apprehension of criminal suspects through the planned acquisition of modern equipment to replace aging or obsolete aircraft. In addition, it improves the Units' response in all areas of public safety while increasing overall Department effectiveness, and officer and citizen safety. This program change is for maintenance and repair as programmed in Vision for Year two. The cost of this improvement in FY 98 is $25,000.

Targeted Supplemental Patrol: The Supplemental Patrol Program reduces the response time and increases the Patrol Availability Factor by the utilization of 25 experienced patrol officers on an overtime basis. It is more cost effective to place experienced officers on the streets in an overtime status rather than to hire and train additional officers. In order to place more patrol officers on the street during selected time periods, the Department will utilize an overtime directed patrol initiative. This program ***improvement*** will enhance problem-solving policing efforts and increase the number of patrols in neighborhoods as well as the Patrol Availability Factor. The Local Law Enforcement Block Grant will purchase 12 vehicles for $373,800. The total cost of this improvement for FY 98 is $184,359.

Traffic Investigations Unit: This program ***improvement*** addresses administrative requirements of the Traffic Investigations Detail. The improvement increases unit staffing to allow the unit detectives to devote their day duty to investigating hit and run accidents and handling the processing of evading arrest, DWI, and other traffic-related cases. The increased staff will ensure the presentation of criminal cases to the District Attorney within the required time limitations. The proposed six month funding for one Data Entry Clerk I is $9,124. The FY 99 full year cost is $18,671.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

Photography Enhancements: This program ***improvement*** will improve crime scene photography, by implementing an Automated Mug Photography System that allows photographic image input from several locations simultaneously. This program enhancement will also provide a central storage and retrieval system for all photographs. Eighteen new professional cameras were purchased in FY 97. This is the last year for this enhancement per Vision 2001 Plan. The cost of this improvement for FY 98 is $521,000.

Downtown Foot and Bike Expansion: This program ***improvement*** requires the addition of two patrol officers and one civilian position (Mechanic II) as per Vision 2001. The addition of the Mechanic II allows the Police Department to reduce their maintenance contract by $12,000. The FY 98 proposed net cost for 2 police officers and 1 mechanic II is $66,298. The FY 99 full year cost is $148,168.

Substation Bikes: The purpose of this ***improvement*** is to improve police visibility and enhance the safety and security of the substation service areas, their residents and visitors through the expanded efforts of the Bicycle Patrol concept. Each substation would eventually be equipped with 7 bicycles the first year of operation. The bicycles will be purchased with donations and grants; however, maintenance and carriers must be funded. This program has proven the viability of using bicycles in the larger community outside the downtown area. Bicycle patrols have become a successful component of the community policing initiative. The FY 98 cost for this program improvement is $3,900.

Citizen Police Academy: Presently the Citizen Police Academy (CPA) is coordinated by one person. With the increased number of classes, an Administrative Aide is needed to track applicants and coordinate instructors. The Volunteers in Policing Program also began this year. The proposed administrative aide position will assist both programs in administrative duties. Funding of the CPA will improve citizen understanding and support of the department. The 11-week CPA experience informs citizens about the structure and functions of the department and its various divisions. The proposed 6 months cost for one Administrative Aide position in FY 98 is $12,549 for this ***improvement***. The FY 99 full year cost is $24,270.

Victims Advocacy: This program ***improvement*** requests one Administrative Aide for FY 1998 for six months to assist and involve community volunteers in providing prompt crisis intervention services to victims of domestic violence. This improvement will cost $11,321 in FY 98. The FY 99 full year cost is $23,065.

Recruiting and Applicant Processing: The recruiting efforts of the SAPD are aimed at reflecting the city's ethnic diversity in the Police Department by the year 2001 to the highest possible degree without compromising civil service hiring standards. The requested $6,000 for this ***improvement*** in FY 98 will be used for recruitment and travel. If approved, four computers will be purchased by the Local Law Enforcement Block Grant for $17,510.

Intermediate Weapons: This program ***improvement*** will provide Police Officers with the latest technology and training available to deal with violent individuals during situations that have the potential of resulting in death or serious injury. The funds will be used to purchase tools, apparatus and accessories such as pepper spray for officers and MR-35 Punch Guns for special units. The FY 98 cost for this improvement is $50,780.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

Mobile Substation Maintenance Program: This program ***improvement*** will provide for the maintenance and operation of two new Mobile Substations, purchased in FY 1996-1997. The vehicle was a scheduled purchase item under the first year of Vision 2001. The FY 98 cost is $25,000.

Maintenance for SWAT Vehicle: This program ***improvement*** provides for the maintenance and operation of Special Operations Vehicle, purchased in FY 1996-1997. The vehicle was a scheduled purchase item under the first year of Vision 2001. This improvement in FY 98 is a cost of $10,000.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 1995-96	REVISED BUDGET FY 1996-97	ESTIMATED FY 1996-97	PROPOSED FY 1997-98
PERSONAL SERVICES	$126,067,222	$138,824,780	$138,482,927	$147,427,666
CONTRACTUAL SERVICES	16,124,058	16,472,084	16,358,176	18,066,282
COMMODITIES	3,597,514	4,136,362	3,756,969	3,963,534
OTHER EXPENDITURES	2,475,970	2,503,990	2,503,990	2,678,020
CAPITAL OUTLAY	906,552	538,603	498,382	628,438
TOTAL EXPENDITURES	**$149,171,316**	**$162,475,819**	**$161,600,444**	**$172,763,940**
AUTHORIZED POSITIONS	**2,588**	**2,662**	**2,662**	**2,728**
FULL-TIME EQUIVALENTS	**2,321.47**	**2,504.20**	**2,504.20**	**2,575.83**

POLICE

ACTIVITY NO.	*17-10-25*
DIVISION	*INVESTIGATIONS DIVISION*
PROGRAM	*REGIONAL AUTO CRIMES TEAM (ReACT)*

PROGRAM DESCRIPTION

The Regional Auto Crimes Team is a multi-jurisdictional, multi-agency effort that will allow authorities to focus all their resources into the fight against auto theft and other vehicle related crimes. It will eliminate the problems of redundancy and increase the cooperative efforts required to reduce the rate of auto crimes. With an emphasis on proactive efforts and conducting salvage inspections, this unit will work to eliminate the market for stolen vehicles and stolen vehicles parts.

Program Dates: 09/97 - 08/98	*Current Authorized FTEs: 16*
Current Authorization: $1,508,813	*Grant Number 26-TBA*
City Council Priority:	*Public Safety*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Automobile Theft Prevention Authority	1,122,000	948,776	1,225,000
City - General Fund Cash Contribution	182,325	260,000	308,477
Other - In-Kind Contributions	309,385	299,037	1,523,755
Total	**$1,613,710**	**$1,507,813**	**$3,057,232**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$1,039,469	$953,131	$995,796
Contractual	215,987	250,252	530,030
Commodities	6,173	5,393	7,650
Capital Outlay	-	-	-
In-Kind	42,696	-	-
Subgranting	309,385	299,037	1,523,756
Total	**$1,613,710**	**$1,507,813**	**$3,057,232**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of Sworn Personnel	14	14	14
No. of Non-Sworn Personnel	2	2	2
No. of Man-hours per position (2080)	33,280	33,280	66,560
Output:			
No. of cases & investigations	1,360	1,360	2,040
Value of recovered vehicles	$3,330,000	$3,330,000	$5,000,000
Efficiency:			
Avg. no. of cases & investigations per officer	$97	$97	$97
Value of Recovered Vehicles per Officer	$237,850	$237,850	$357,000
Effectiveness:			
% Reduction in Auto Theft Rate from Prior Year	(15%)	4%	2%

EXPLANATORY INFORMATION

The increase in the proposed budget for 97/98 is due to Auto Theft being combined with STRIP. In FY 97/98 STRIP will be called ReACT (Regional Auto Crimes Team).

POLICE

ACTIVITY NO.	*17-10-35, 17-10-36*
DIVISION	*OFFICE OF THE CHIEF*
PROGRAM	*COPS AHEAD GRANT*

PROGRAM DESCRIPTION

COPS AHEAD is an acronym for Community Oriented Policing Services Accelerated Hiring, Education and Deployment. Grants authorized under this program are part of the 1994 Crime Bill's initiative to place 100,000 police officers on the streets of the nation's cities. The 43 new officers hired by this grant replaced veteran officers selected to enhance the community policing initiative begun with Project SAFFE. In 1998 the 43 positions revert to the General Fund, Activity No. 17-06-17 when grant funds are exhausted.

Program Dates: 4/95 - 3/98	*Current Authorized FTEs: 43*
Current Authorization: $3,225,000	*Grant Number 26-0208016*
City Council Priority:	*Public Safety*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal-Department of Justice, COP Service Office	$986,735	$1,402,665	$835,600
City - General Fund contribution	999,130	1,487,700	1,487,700
Total	**$1,985,865**	**$2,890,365**	**2,323,300**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$1,375,105	$2,449,540	$1,882,475
Contractual	62,975	256,155	258,455
Commodities	79,895	184,670	182,370
Other Expenditures	-	-	-
Capital Outlay	467,890	-	-
Total	**$1,985,865**	**$2,890,365**	**$2,323,300**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of officers	43	43	43
No. of man-hours per officer (2,080)	89,440	89,440	89,440
No. of Violent Crimes Reported (Murder, Rape, Robbery, Aggravated Assault)	4,928	4,149	3,940
No. of Property Crimes Reported (Burglary, Theft, Vehicle Theft)	80,418	83,698	86,210

PERFORMANCE MEASURES CONTINUED

	Actual 95-96	Estimated 96-97	Proposed 97-98
Output:			
No. of Violent Crimes Cleared	2,181	1,868	1,852
No. of Property Crimes Cleared	9,442	10,426	11,630
No. of Juvenile Violent Crime Arrests (Murder, Rape, Robbery, Aggravated Assault)	654	625	600
No. of Fatal Traffic Accidents	129	124	120
No. of DWI Arrests	3,887	3,365	3,500
No. of Firearms Recovered	1,288	1,140	1,050
No. of Nuisance Abatement Cases investigated	65	75	80
No. of Victims Advocacy Volunteers trained/hours worked	115/5,561	117/5,660	120/5,700
Clients served (adult/juvenile) by Victims Advocacy Prog.	3,975/4,466	4,025/500	4,050/510
Efficiency:			
Avg. Violent Crime per 1,000 population	4.51%	3.72%	3.48%
Avg. Property Crime per 1,000 population	73.62%	75.03%	76.09%
Avg. Juvenile Violent Crime Arrests per 1,000 population	0.60%	0.56%	0.53%
Effectiveness:			
Avg. Response time on All Calls	12.32	12.80	12.00
Avg. Response time on Emergency Calls	4.9	5.0	4.5
% change in Violent Crimes Reported	-9.1%	15.8%	5.0%
% Violent Crimes Cleared	44.30%	45.00%	47.0%
% change in Property Crimes Reported	5.50%	4.1%	3.0%
% change in Property Crimes Cleared	11.70%	12.5%	13.5%
% change in Juvenile Violent Crimes Arrests (Murder, Rape, Robbery, Aggravated Assault)	7.2%	4.4%	4.0%
% change in Fatal Traffic Accidents	3.2%	-3.9%	-3.2%
% change in DWI arrests	-2.8%	-3.9%	4.0%
% change in Firearms Recovered	N/A	-11.5%	-7.9%
% change in Nuisance Abatement Cases investigated	N/A	15.4%	6.7%
% change in Victims Advocacy Volunteers trained/hours worked	N/A	1.7%/1.7%	2.6%/0.71%
% change in Clients served (adult/juvenile) by Victims Advocacy Program	N/A	1.7%/7.3%	0.6%/2.0%
Patrol Availability factor	42.7%	42.00%	42.50%
% change in Patrol Availability Factor	2.11%	1.6%	1.2%

POLICE

ACTIVITY NO.	*17-10-47*
DIVISION	*OFFICE OF THE CHIEF*
PROGRAM	*LOCAL LAW ENFORCEMENT BLOCK GRANT*

PROGRAM DESCRIPTION

The Omnibus FY 1996 Appropriations Act authorized the Bureau of Justice Assistance, U.S. Department of Justice, to make funds available to units of local government under the Local Law Block Grant (LLEBG) Program. San Antonio will receive $1,455,833 from this program for FY97-98. Funds must be spent within two years of receipt, and a minimum match of 10% is required. This grant will fund equipment initiatives in the Police Department's Vision 2001 Plan. In addition, by Interlocal Agreement the City is required to pay Bexar County 38% of the sum of last year's grant plus this year's grant.

Program Dates: 10/97 - 9/99	*Current Authorized FTEs: 0*
Current Authorization: $1,455,833	*Grant Number 26-TBA*
City Council Priority:	*Public Safety*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal-Bureau of Justice Assistance	N/A	-	$1,455,833
City - General Fund Cash Contribution	N/A	-	161,780
Total			**$1,617,594**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	-	-	-
Contractual	-	-	-
Commodities	-	-	-
Other Expenditures	-	-	-
Capital Outlay	-	-	-
	-		1,617,593
Total	**$0**	**$0**	**$1,617,593**

ACTIVITY NO.	*17-10-34*
DIVISION	*INVESTIGATIONS DIVISION*
PROGRAM	*GRAASP*

PROGRAM DESCRIPTION

This program funded by a $500,000 grant from the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Justice, is designed to address the gang problem in San Antonio. Goals of the grant are (1) to establish a community-based task force to develop a comprehensive, collaborative gang prevention, intervention, and suppression program and (2) to collaboratively develop strategies to minimize gang activity and violent crimes. This is the second year of the program. The second year is a one year grant renewable for one additional year. Four civilian positions are included, and it funds 20% of the salary of the Youth Crime Unit Commander.

Program Dates: 08/01/97 - 03/31/98	*Current Authorized FTEs: 4*
Current Authorization: $500,000	*Grant Number 26-028029*
City Council Priority:	*Public Safety*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Dept. of Justice, Ofc. Of Juvenile Justice & Delinquency Prevention	$200,000	-	$500,000
Total	**$200,000**	**$0**	**$500,000**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$78,239	$-	$170,695
Contractual	83,854	-	280,851
Commodities	10,728	-	28,120
Other Expenditures	5,565	-	-
Capital Outlay	21,614	-	20,334
Total	**$200,000**	**$0**	**$500,000**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of staff positions	2		4
No. of Man-Hours	4,160		8,320
Output:			
No. of community-based agencies collaborating	11		11
No. of known or potential gang members screened for inclusion in program	0		100
Efficiency:			
No. of known or potential gang members placed in program	0		100
No. of individuals completing program	0		100
Effectiveness:			
% of individuals placed in program	0		100%

EXPLANATORY INFORMATION

Note 1 - The original funding period (4/95-5/96) was extended to March 31, 1997. The request for refunding has been accepted, approved, and the grant accepted, to run through the period of April 1, 1997 through March 31, 1998.

Note 2 - Because of program changes directed by the program manager oat OJJDP, actual screening of potential participants has been postponed until Year 2. A detailed needs assessment of the target area has been directed and is under way.

ACTIVITY NO.	*17-10-30*
DIVISION	*INVESTIGATIONS DIVISION*
PROGRAM	*(HIDTA) SAN ANTONIO MULTI-PARTNERSHIP*

PROGRAM DESCRIPTION

The HIDTA grant is designed to enhance the Police Department's narcotics enforcement efforts by allowing the unit task force concept to target narcotics organizations. This grant targets both organizational and financial aspects of the narcotics organizations by focusing on middle to upper level traffickers and on the money laundering and assets obtained with proceeds from the sale of narcotics.

Program Dates: 1/98 -12/98	*Current Authorized FTEs: 13*
Current Authorization: $1,031,085	*Grant Number 26-TBA*
City Council Priority:	*Public Safety*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Office of National Drug Control Policy (ONDCP)	$523,736	$1,032,085	$200,856
Total	**$523,736**	**$1,031,085**	**$200,856**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$317,951	$646,259	$200,856
Contractual	175,785	371,326	-
Commodities	23,000	13,500	-
Capital Outlay	7,000	-	-
Total	**$523,736**	**$1,031,085**	**$200,856**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of Sworn Personnel	5	5	2
No. of Non-Sworn Personnel	2	2	2
Total no. of Man-hours	14,560	14,560	8,320[1]
Output:			
Dollar value of Assets/Holding Seized	73,266	100,000	200,000
Efficiency:			
Avg. dollar value of Assets/Holdings seized	$14,653	$20,000	$100,000
Effectiveness:			
% change of Assets/Holdings seized	400%	-300%	493%

EXPLANATORY INFORMATION

[1] For the period 1/1/97-12/31/97, two grants (17-10-30 and 17-10-31) were combined into one grant (17-10-30). Therefore, the personnel compliments were combined to reflect the 13 FTE's, the single grant will be separated again effective 1/1/98 with the resultant personnel complement change shown above. Effectiveness FY 95/96 used as base year.

POLICE

ACTIVITY NO.	*17-10-31*
DIVISION	*INVESTIGATIONS DIVISION*
PROGRAM	*HIGH INTENSITY DRUG TRAFFICKING AREA (HIDTA)*

PROGRAM DESCRIPTION

The HIDTA grant is designed to enhance the Police Department's narcotics enforcement efforts allowing the unit task force concept to target narcotics organizations. This grant targets both organizational and financial aspects of the narcotics organizations by focusing on middle to upper level traffickers and on the money laundering and assets obtained with proceeds from the sale of narcotics.

Program Dates: 1/98 -12/98	*Current Authorized FTEs:0*
Current Authorization: $	*Grant Number 26-TBA*
City Council Priority:	*Public Safety*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Office of National Drug Control Policy (ONDCP)	$750,000	$ -	$642,948
Other - Confiscated Property Fund	-		294,541
Total	**$750,000**	**$0**	**$937,489**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$308,019	-	$710,148
Contractual	308,681	-	209.341
Commodities	38,700	-	
Other Expenditures	-	-	-
Capital Outlay	94,600	-	-
Total	**$750,000**		**$937,489**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of Sworn Personnel	5	5	8
No. of Non-Sworn Personnel	1	1	1
Total no. of Man-hours	11,480	12,480	18,720
Output:			
Quantity of Narcotics seized	N/A	20	3,000
Efficiency:			
Avg. Narcotics seized per officer	N/A	4 lbs.	375 lbs.
Effectiveness:			
% change of Narcotics	N/A	50%	-15%

EXPLANATORY INFORMATION

[1] The reason for no funds being charged to this grant for FY 96/97 is that this grant combined with HIDTA 17-10-30 to form one grant; all the funds are under 17-10-30.

POLICE

ACTIVITY NO.	*17-10-46*
DIVISION	*OFFICE OF THE CHIEF*
PROGRAM	*LOCAL LAW ENFORCEMENT BLOCK GRANT*

PROGRAM DESCRIPTION

The Omnibus FY 1996 Appropriations Act authorized the Bureau of Justice Assistance, U.S. Department of Justice, to make funds available to units of local government under the Local Law Block Grant (LLEBG) Program. San Antonio received $1,465,385 from this program. Funds must be spent within two years of receipt, and a minimum match of 10% is required. This grant will fund equipment initiatives in the Police Department's Vision 2001 Plan.

Program Dates: 10/96 - 9/98	*Current Authorized FTEs: 0*
Current Authorization: $1,465,385	*Grant Number 26-028025*
City Council Priority:	

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Bureau of Justice Assistance	N/A	$1,154,625	$310,760
City - General Fund Cash Contribution	N/A	$133,720	$35,545
Total		**$1,288,345**	**$346,305**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	-	-	-
Contractual	-	-	-
Commodities	-	2,230	2,230
Other Expenditures	-	-	-
Capital Outlay	-	1,286,15	344,075
Total		**$1,288,345**	**$346,305**

POLICE

ACTIVITY NO.	*17-10-44*
DIVISION	*INVESTIGATIONS DIVISION*
PROGRAM	*SOUTH TEXAS INTELLIGENCE CTR (HIDTA)*

PROGRAM DESCRIPTION

The South Texas Intelligence Center HIDTA Grant is designed to enhance narcotics enforcement efforts by collecting, analyzing, and disseminating drug trafficking data and information to local, state and federal law enforcement agencies to ensure office safety and increase enforcement efficiency.

Program Dates: 1/98 - 12/98	*Current Authorized FTEs: 5*
Current Authorization: $273,619	*Grant Number 26-TBA*
City Council Priority:	*Public Safety*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
Federal - Office of National Drug Control Policy (ONDCP)	-	$273,519	$288,604
Total	**$0**	**$273,519**	**$288,604**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	-	$135,714	$178,363
Contractual	-	106,633	99,237
Commodities	-	14,320	11,004
Capital Outlay	-	-	-
In-Kind	-	16,952	-
Total	**$0**	**$273,619**	**$288,604**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of Personnel	N/A	5	5
No. of Man-hours	N/A	5,200	10,400
Output:			
No. of Cases Requiring Support	N/A	25	25
No. of Inquiries	N/A	100	100
Efficiency:			
Avg. No. of Cases Requiring Support per Staff	N/A	5	5
Avg. No. of Inquiries per Staff	N/A	20	20
Effectiveness:			
% of Cases Supported	N/A	N/A	N/A

EXPLANATORY INFORMATION

This is a new HIDTA initiative; therefore there are no calculations for the Effectiveness Section of the Summary. In the future we will use the 96/97 estimate as the base year when calculating figures.

POLICE

ACTIVITY NO.	*17-10-33*
DIVISION	*INVESTIGATIONS DIVISION*
PROGRAM	*TECHNICAL UNIT*

PROGRAM DESCRIPTION

The Technical Support Detail is a support unit that supplies electronic surveillance capabilities to the entire San Antonio Police Department and surrounding local, state and federal agencies. The Technical Support Detail provides centralization of specialized equipment, constant research and development of the ever changing field of electronic surveillance, and fabrication of specialized equipment.

Program Dates: 10/01/97 - 09/30/97	*Current Authorized FTEs: 2*
Current Authorization: $164,666	*Grant Number 26-TBA*
City Council Priority:	*Public Safety*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Office of the Governor - Criminal Justice Division	81,013	60,760	40,507
City - General Fund Cash Contribution	30,907	101,286	124,159
Total	**$111,920**	**$162,046**	**$164,666**

FINANCIAL

	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	$111,817	$161,806	$164,426
Contractual	-	-	-
Commodities	103	240	240
Capital	-	-	-
Total	**$111,920**	**$162,046**	**$164,666**

PERFORMANCE MEASURES

	Actual 95-96	Estimated 96-97	Proposed 97-98
Input:			
No. of Surveillance Technicians (sworn officers)	1	2	2
No. of Man-hours Surveillance Technician	2,080	4,160	4,160
Output:			
No. of video tapes received	550	550	550
No. of video tapes copied	1,700	1,700	1,700
No. of video tapes enhanced	150	200	200
No. of video tapes cataloged	950	600	600
Efficiency:			
Avg. hours tapes copied	1.22	1.22	1.22
Avg. hours tapes enhanced	2.19	2.19	2.19
Effectiveness:			
No. of video tapes criminal activity leading to arrests	265	275	285

POLICE

ACTIVITY NO.	***17-01-09***
DIVISION	***OFFICE OF THE CHIEF***
PROGRAM	***TRAINING GRANT***

PROGRAM DESCRIPTION

This grant funds selected law enforcement training of individual officers.

Program Dates: 10/01/97 - 09/30/98	*Current Authorized FTEs: 0*
Current Authorization: $15,000	*Grant Number 26-TBA*
City Council Priority:	*Public Safety*

FUNDING SOURCES AND AMOUNTS

	Actual 95-96	Authorized 96-97	Proposed 97-98
State - Office of the Governor - Criminal Justice Division	$8,593	$8,593	$9,000
City - General Fund Cash Contribution	5,407	5,407	6,000
Total	**$14,000**	**$14,000**	**$15,000**

FINANCIAL

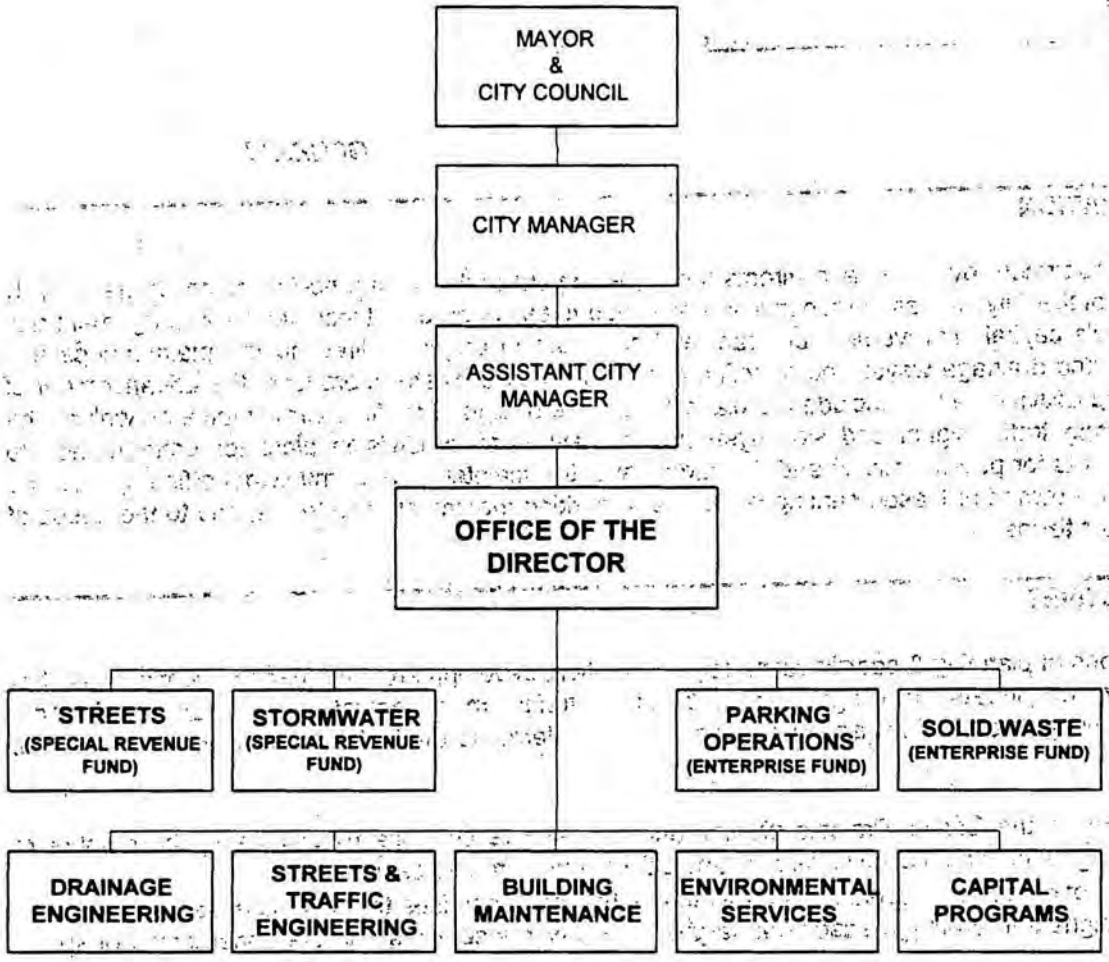
	Actual 95-96	Authorized 96-97	Proposed 97-98
Personnel	-	-	-
Contractual	$14,000	$14,000	$15,000
Commodities	-	-	-
Capital Outlay	-	-	-
In-Kind	-	-	-
Total	**$14,000**	**$14,000**	**$15,000**

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

PUBLIC WORKS DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
General Fund	392.00	17,094,349
Enterprise Parking Facility Fund	133.30	7,523,454
Enterprise Solid Waste Fund	578.62	38,768,830
Community Dev. Block Grant (CDBG)	0.00	270,000
Capital Projects	0.00	83,370,000
Streets Special Revenue Fund	299.00	25,240,995
Stormwater Special Revenue Fund	179.00	15,218,006
Debt Service Funds	0.00	2,409,666
Total Funding	**1,581.92**	**$189,895,330**

PUBLIC WORKS

FUND ***GENERAL***

PROGRAM INFORMATION

The Public Works Department oversees and directs the development and maintenance of much of the publicly owned infrastructure of the City. Areas of responsibility assigned to this department include: the management and monitoring of the City's capital improvement program and construction projects; directing the maintenance and repair of City streets and drainage ways; the direction of the City's solid waste operations; the advancement of City traffic engineering activities, which include the planning and the design of traffic improvements as well as the maintenance of existing traffic signal and sign systems; the review of subdivision plats for conformance to engineering requirements for public facilities and drainage ways; the maintenance of municipal office space; and the management of City owned or leased parking facilities and parking meters, striving to respond to the needs of the community and its citizens.

GOALS AND OBJECTIVES

To perform the functions of planning & coordination, implementation, development, and management of the City's infrastructure system of streets, drainage, public parking, traffic management, solid waste collection, environmental programs, public buildings and civil engineering standards, to the highest safety and cost-effective standards possible.

- To continue improving the Capital Projects division and City Architect's office by increasing the number of projects under design and construction while reducing citizen inquiry response time
- To improve coordination and effectiveness of targeted neighborhood services through increased maintenance of streets, traffic signs and drainage easement, targeted solid waste services and the construction of speed humps
- To enhance traffic safety and minimize traffic congestion through effective operation and maintenance of traffic signals and other traffic control devices and ordinances
- To improve the accuracy of the City's base maps and provide enhanced GIS related services
- To continue development of the Environmental Services division increasing the City's ability to manage environmental concerns such as ozone standards attainment along with soils, surface water and aquifer protection
- To implement improvements for City facilities, including renovation projects, ADA modifications, and cost-effective Indoor Air Quality improvements
- Strive to achieve energy savings utilizing the latest technologies and technologies

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Signalized Intersections Maintained [1]	1,030	1,040	1,042	1,056
Flashing Beacon Intersections Maintained	31	31	31	32
School Beacon Flashers Maintained	149	150	152	272
Office Space Cleaned - Sq. Ft. (Inventory)	981,820	981,820	989,700	993,600
Emergency Traffic Signal Repair - Calls per Year	12,646	11,500	11,900	13,900

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output:				
Capital Improvement Projects Under Design	181	175	250	165
Capital Improvement Projects Under Construction	93	100	103	145
Capital Improvement Project Parcels Acquired	221	230	100	155
Subdivision Plats Reviewed	394	430	370	420
Plumbing Work Orders	1,544	1,590	1,555	1,550
Electrical Work Orders	760	810	798	800
ADA & Indoor Air Quality Related Work Orders	675	680	650	677
Building Maintenance Renovation Projects	166	170	165	168
Traffic Signs Produced	16,372	16,880	15,800	16,400
Traffic Studies Conducted	1,356	1,400	1,200	1,350
Emergency Traffic Signal Repair - Person Hours	22,892	20,700	20,815	20,565
Efficiency:				
Capital Improvement Parcels Acquired per Right of Way Agent	22.4	21.0	9.5	22.0
Work Orders per Week - Building Maintenance	105	110	98	108
Traffic & Other Signs Produced per Man Hour	1.97	2.04	1.99	2.02
Custodial Maintenance Cost - per Sq. Ft. per Year	$1.32	$1.36	$1.37	$1.36
Emergency Traffic Signal Repair	37.81	38.16	38.28	41.21
Effectiveness:				
Emergency Traffic Signal Repair - Downtime Hours per Call	2.60	2.48	2.70	2.59
Base Map Average Accuracy - Error Ft.	110	30	30	28
Subdivision Plat Review Average Turnaround - Days	57	50	51	50
No. of Hours to Complete Plumbing Work Order	4.75	4.70	4.80	4.70
No. of Hours to Complete Electrical Work Order	12.33	12.30	12.40	12.30
Citizen Inquiries Response Time				
% within 1-7 Days	13%	15%	14%	17%
% within 8-30 Days	78%	80%	80%	79%
% 31+ Days	9%	5%	6%	4%

EXPLANATORY INFORMATION

[1] Signalized intersection inventory restated to exclude school flashers, flashing beacons and flood warning systems. Flood warning systems transferred to stormwater program in FY 97.

POLICY ISSUES BY KEY RESULT AREA

- **INFRASTRUCTURE** **$57,684**

ANNEXATION - TRAFFIC MARKINGS

This ***mandate*** proposes to fund the costs to install and maintain traffic markings within the areas to be annexed as part of the annexation plan. The FY 98 cost for this program totals $9,867.

TRAFFIC SIGNAL AND SCHOOL FLASHER MAINTENANCE PROGRAM

This program ***improvement*** will provide for the necessary maintenance of equipment that is part of the Traffic Signals and School Flasher Systems Program. Using a preventative maintenance approach, this program proposes the addition of one Traffic Signal Tech II position to be partially funded for six months. The FY98 cost will be $47,817. The full year funding of this program will increase to $56,446 in FY 99.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$11,540,219	$12,005,842	$11,573,546	$12,411,788
CONTRACTUAL SERVICES	2,341,459	3,029,667	3,361,409	3,056,256
COMMODITIES	1,335,814	1,300,464	1,329,441	1,322,410
OTHER EXPENDITURES	123,269	420,800	420,800	239,790
CAPITAL OUTLAY	338,210	43,910	43,910	64,105
TOTAL EXPENDITURES	**$15,678,971**	**$16,800,683**	**$16,729,106**	**$17,094,349**
AUTHORIZED POSITIONS	**393**	**391**	**391**	**392**
FULL-TIME EQUIVALENTS	**393.00**	**391.00**	**391.00**	**392.00**

PUBLIC WORKS - STREETS & DRAINAGE

FUND *SPECIAL REVENUE*

PROGRAM INFORMATION

The Streets and Drainage Divisions of Public Works are responsible for the overall planning and coordination of the performance of street and drainage maintenance. The Divisions were separated from the General Fund in FY 1989-90 to ensure efficient maintenance of streets and drainage facilities throughout the City. Tasks include street resurfacing, pothole patching, sidewalk construction, drainage channel mowing, bridge repair, monitoring railroad crossings, demolition of vacant structures, river tunnel maintenance, and the phase-in of City street cleaning.

GOALS AND OBJECTIVES

To perform the functions of planning & coordination, implementation, development, and management of the City's infrastructure system of streets and drainage and emergency response services in a responsive manner, focusing on quality, customer needs and the effective protection of public investment in the City's infrastructure.

- To increase utilization of the Pavement Management by completion of the collection of functionally classified roadways City-wide (MPO) and continue collection of non-functionally classified roadways (City) for computerized tracking of roadway condition, treatment history and budget allocations
- To consider financing strategies and affordability options for improved performance of San Antonio's Street & Drainage infrastructure
- To expand the Street Cleaning Program from Arterial and Collector streets (functionally classified roadways City-wide) to include one-third of the City's Residential streets (NDPES Storm Water Permit)
- To fully implement an operations (mechanical) and maintenance program for the two flood diversion tunnels constructed by the Army Corps of Engineers
- To implement an ADA Curbramp/Sidewalk Construction and Maintenance Program to connect paths of travel
- To improve efficiency, effectiveness and accountability of division activities by reorganizing and modifying existing programs
- To continue to develop partnerships and coordinate activities among government at all levels, private enterprise and the public
- To adopt strategies that maintain and improve the health of employees through the redevelopment of a Safety Program

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Street Total Inventory - Center Lane (CL) Miles	3,609	3,750	3,630	3,675
Acres of Open Rivers and Channels [1]	5,968	3,920	5,737	5,760
Number of Authorized Positions	478	507	507	523
Requests for Service - Streets	43,000	44,000	45,000	44,500
Requests for Service - Drainage	23,000	24,000	26,000	25,000
Output:				
Tons of Hot Mix Used for Pothole Patching	15,600	15,700	16,000	15,650
Number of Potholes Patched	101,250	114,000	118,000	114,500

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output Continued:				
Center Lane Miles of Sealcoat Applied by City Crews	95	125	106	110
Street Base Failure Repairs by City Crews	325,000	330,000	341,000	331,000
Total Center Lane Miles for Contractual Street Maintenance	98	108	125	94
- Funded in Prior Years	30	30	49	10
- Funded in Current Year	68	78	76	84
Sidewalk Construction - City Crews (Sq. Ft.)	1,230	1,250	1,244	76,300
Speed Hump Locations - Funded in Current Year [2]	9	60	60	90
Lake & River Dredging - City Crews (Cubic Yards)	0	0	0	225,000
Street Cleaning (Gutter Miles)	21,470	24,000	28,015	34,650
Buildings Demolished	279	130	100	135
Number of River and Channel Acres Mowed Annually	22,792	13,000	22,944	23,200
Number of Street Parkway Acres Mowed Annually	4,031	4,400	4,060	4,076
Number of Herbicide Applications Annually (Acres)	3,300	3,500	3,620	3,550
Number of Street Cut Permits - Each	12,000	12,500	12,860	12,750
Efficiency:				
River and Channel Mowing - Cycles per Year [3]	4	4	4	4
Pothole Patching - Sq. Yds. Per Crew [4]	7,789	7,900	9,077	8,808
Street Total Inventory per Employee	17.8	18.6	17.8	18.1
Cost of Street Maint. Per CL Mile - City Crews [5]	$67,691	N/A	$57,172	$57,350
Cost of Street Maint. Per CL Mile - Contract [6]	$94,615	N/A	$92,241	$93,333
Acres of Open Rivers & Channels per Employee	105.5	72.7	106.2	106.7
River & Channel Mowing - Acres/Employee	422	500	500	505
Effectiveness:				
% of Potholes Patched Within 48 Hours	91.00%	92.00%	91.70%	92.20%
Street Repair Response Time				
- % 1-7 Days	46.00%	46.00%	46.20%	46.40%
- % 8-30 Days	44.00%	45.00%	44.60%	44.75%

EXPLANATORY INFORMATION

[1] Reinventory resulted in an increase to open river and channel area acreage count in FY 1996-97

[2] Does not include an additional estimated 20 locations funded by private donations.

[3] Mowing schedule begins March 4, 1997 and ends December 5, 1997. Carry-over from FY 1995-96 mowing season included.

[4] Measure changed from tons of hot mix/crew to sq. yds. At 4" depth at 1.5 tons per cubic yd.

EXPLANATORY INFORMATION CONTINUED

[5] Measure includes average cost of cumulative cost per CL mile inclusive of seal coat, rehabilitation and crack seal
[6] Measure includes average cost of cumulative cost per CL mile inclusive of asphalt overlay, base failure repair and seal coat.

POLICY ISSUES BY KEY RESULT AREA

- **INFRASTRUCTURE** **$2,180,195**

STREET MAINTENANCE TO ANNEXED AREAS

This ***mandate*** proposes to fund street maintenance in areas to be annexed in accordance with the City's annexation plan. Proposed positions include an Equipment Operator II, a Field Maintenance Worker I and a Construction Inspector all partially funded for nine months. In FY 98, the cost of this improvement totals $181,701. In FY 99, the full year funding of these positions will total $102,635.

CONTRACTUAL STREET MAINTENANCE IMPROVEMENTS

Aimed at improving and extending the life expectancy of City streets, this ***improvement*** proposes to augment the current funding of contractual street maintenance. In accordance with the City Council's high priority ranking for street maintenance, this program provides the 5th consecutive year of enhanced funding to increase the level of support for the street resurfacing program. The total cost of this improvement is $700,000. This addition increases funding for contractual street maintenance from $7.0 to $7.7 million.

SIDEWALK CONSTRUCTION CREW

In accordance with the City Council's high priority ranking for sidewalks, streets and curb reconstruction, this program ***improvement*** proposes to add $386,625 to provide funding for a City sidewalk crew. This would provide the necessary resources to begin repairing and building more City sidewalks particularly in neighborhoods. Personnel added to support this program, which are partially funded for six months, include a Carpentry Supervisor, a Concrete Finisher, a Carpenter II, a Field Maintenance Worker I and an Equipment Operator I. First year costs for this program totals $386,625. One-time costs in FY 98 total $191,181. Full year funding of this improvement in FY-99 will total $381,530.

NEIGHBORHOOD SPEED HUMP PROGRAM

This program ***improvement*** proposes to continue and expand the traffic calming (speed hump) pilot program initiated in 1995-96 and expanded in FY 1996-97. This proposed addition would increase the funding for the Speed Hump Program from $240,000 in FY 97 to a proposed $360,000 in FY 98.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

- **INFRASTRUCTURE CONTINUED**

WET DREDGING PROGRAM FOR AREA LAKES

This ***improvement*** proposes to fund a Wet Dredging Program for the removal of silt and other contaminants from area lakes and water ways such as the Woodlawn Lake. Found to be more economical than dry excavation, this improvement would minimize the disturbance of natural habitat surrounding those areas. This improvement is considered part of the Stormwater activities, the cost of which would be offset by the Stormwater Operating Fund. New positions to be added include two Senior Equipment Operator positions and four Equipment Operator II positions, all of which would be partially funded for nine months. First year recurring costs of this program total $191,869, with one-time costs of $600,000 for equipment. In FY 99, full year funding of this program will total $255,828.

- **REORGANIZATION**

Beginning in FY 98, the Streets & Drainage Divisions will be separated due to the financing of all Drainage operations by the Stormwater Operations Fund. Thus, two special revenue fund will be created: 1) Street Maintenance & Improvement Fund, and a 2) Stormwater Operations Fund.

STREET MAINTENANCE & IMPROVEMENT SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	10,164,777	$11,668,979	$10,565,835	$8,019,538
CONTRACTUAL SERVICES	4,040,572	3,717,433	4,614,429	3,331,194
COMMODITIES	5,682,489	5,484,284	5,648,920	4,719,802
OTHER EXPENDITURES	660,960	556,250	556,250	474,850
CAPITAL OUTLAY	2,714,422	1,819,947	1,819,947	978,866
TRANSFERS	5,934,376	7,016,745	7,016,745	7,716,745
TOTAL EXPENDITURES	**$29,197,596**	**$30,263,638**	**$30,222,126**	**$25,240,995**
AUTHORIZED POSITIONS	**478**	**509**	**509**	**314**
FULL-TIME EQUIVALENTS	**426.40**	**464.00**	**464.00**	**299.00**

STORMWATER OPERATIONS SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER (New in FY 98)

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$0	$0	$0	$4,655,491
CONTRACTUAL SERVICES	-	-	-	1,983,276
SAWS - REIMBURSEMENT	-	-	-	4,230,400
COMMODITIES	-	-	-	613,626
OTHER EXPENDITURES	-	-	-	97,480
CAPITAL OUTLAY	-	-	-	1,283,807
TRANSFERS	-	-	-	2,353,926
TOTAL EXPENDITURES				**$15,218,006**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**209**
FULL-TIME EQUIVALENTS				**179.00**

PUBLIC WORKS - PARKING

FUND ***ENTERPRISE***

PROGRAM INFORMATION

This Public Works division manages twenty-six parking facilities in the downtown area. These include structures such as Central Library, HemisFair, Marina, Mid-City and Riverbend garages as well as many surface lots. This division also installs and maintains all parking meters, enforces downtown parking regulations and manages retail office space in the garages. Several lease agreements with state and federal government owned parking lots are coordinated and managed through this division.

GOALS AND OBJECTIVES

To perform the functions of planning & coordination, implementation, development, and management of the City's infrastructure system of public parking, and facilities to the highest safety and most cost effective standards possible.

- Implement Year 3 of the Five Year Action plan for the design and construction of parking facilities, such as Cattleman's Square and the Houston Street Corridor (Travis to Jefferson)
- To continue; 1) the implementation of operation at the Cattleman's Square Parking Facility as it relates to the proposed development and, 2) to monitor the parking needs and work cooperatively with U.T.S.A. Downtown Campus' first full year of operation
- Establish State-Of-The-Art parking meter technology to improve device and reduce costs through the conversion to electronic meters
- Develop and implement City Employees car pool program

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Spaces at Surface Lots	4,493	4,853	4,839	4,871
Spaces in Parking Garages	3,530	3,059	3,059	3,059
Office & Retail Space (Inventory) (Sq. Ft.)	42,001	42,001	42,001	42,001
Output:				
Vehicles Parked; Garages & Lots	2,179,599	2,685,572	2,480,635	2,812,840
Parking Tickets Issues	86,255	93,100	83,140	90,000
Vehicles Booted	1,300	1,350	1,125	1,200
Office & Retail Space Leased (Sq. Ft.)	38,641	42,001	42,001	42,001
Downtown Residents Parking	168	170	167	169
Office & Retail Space Revenue	$464,420	$505,130	$505,130	$510,997
Efficiency:				
Garage & Lot Revenue/Space	$694	$770	$675	$729
Garage & Lot Expense/Space	$470	$508	$480	$532
Parking Meter Revenue/Space	$390	$390	$375	$380

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Efficiency Continued:				
Parking Meter Expense/Space	$80	$80	$75	$83
Garage & Lot Net Income/Space	$224	$262	$195	$197
Parking Meter Net Income/Space	$310	$310	$300	$297
Effectiveness:				
Office & Retail Occupancy Rate	92%	100%	100%	100%
Availability of Downtown Parking [1]				
- 10:00 a.m.	N/A	57%	53%	51%
- 12:00 noon	N/A	29%	25%	27%
- 2:00 p.m.	N/A	55%	50%	48%

EXPLANATORY INFORMATION

[1] Includes availability for Riverbend, Mid-City and Marina Garages only.

POLICY ISSUES BY KEY RESULT AREA

- **PUBLIC SAFETY** **$91,490**

ADD FOUR SECURITY GUARDS

This program ***improvement*** proposes to add four Security Guard I positions to monitor garage activities. As growth continues in the downtown area, the need for security becomes even more crucial. Adding four security guards is consistent with the Parking Division's long range phased-in goal to establish a centralized security area to monitor garage activity through closed circuit television. The FY 98 cost for this improvement is $91,490. In FY 99, the recurring cost totals $81,724.

- **INFRASTRUCTURE** **$60,000**

PAINTING MID-CITY PARKING GARAGE

In FY 1992, the City purchased the Mid-City parking garage. Since that time, the Parking Division has painted approximately half the garage. This ***one-time improvement*** proposes to add $60,000 to complete the project and paint the remaining floors of the garage. If approved, this request would provide for an increase in customer visibility and enhance passive security in the entire parking garage.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

- **SUPPORT SERVICES** **$59,129**

ADD ONE AUDITOR POSITION

With the increasing desire for accountability comes a need for additional auditing of city-related functions. This need will be addressed by the addition of an Auditor position to be housed in the Office of Internal Review. The additional position will provide for an increase in audits, audit resolution, and monitoring capabilities and ultimately result in more projects being identified and completed annually. The FY 98 cost for this ***improvement*** is $29,129. The recurring costs in FY 99 will be $32,617.

PARKING MANAGEMENT SYSTEM

This ***one-time improvement*** proposes to add $30,000 to purchase a Parking Management System to be utilized at the Mid-City Parking Garage. Aimed at improving efficiency and productivity in the fiscal operations office, this computer package will provide management with real time data on revenue receipts and occupancy rates, calculate parking space turnover rates, immediately notify employees of equipment malfunctions, and generate financial and statistical reports.

- **ONE-TIME TECHNOLOGICAL IMPROVEMENTS** **$4,131**

In FY 96, the City began a program that increased productivity through a greater use of technological advancements. Resources have been identified to be set aside for a comprehensive technological upgrade program. Funds in the amount of $4,131 are included in this year's Budget for these one-time technological improvements. During FY 98, the City will conduct a comprehensive assessment of departmental needs to determine areas where the greatest increase in productivity can be realized through heightened use of computer based technology.

- **COST OF LIVING ADJUSTMENTS/PERFORMANCE PAY** **$86,414**

Funding in the amount of $86,414 is included in the department's budget for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance Pay will be distributed to eligible employees beginning April, 1998.

PUBLIC WORKS - PARKING

ENTERPRISE FUND EXPENSES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$2,819,909	$3,143,445	$2,898,194	$3,435,089
CONTRACTUAL SERVICES	1,064,063	915,629	933,359	997,992
COMMODITIES	205,443	205,427	184,057	209,807
OTHER EXPENDITURES	151,015	145,420	184,420	197,550
CAPITAL OUTLAY	113,291	160,475	178,635	95,452
TRANSFERS	2,631,551	2,498,550	2,527,084	2,587,564
TOTAL EXPENSES	**$6,985,272**	**$7,068,946**	**$6,906,149**	**$7,523,454**
AUTHORIZED POSITIONS	**132**	**145**	**145**	**150**
FULL-TIME EQUIVALENTS	**118.30**	**128.30**	**128.30**	**133.30**

PUBLIC WORKS - SOLID WASTE

FUND *ENTERPRISE*

PROGRAM INFORMATION

The Solid Waste Division is responsible for the weekly collection of refuse generated by over 270,000 homes and businesses within the City. Implementation of the city wide curbside recycling program was completed in August 1995. The division is also responsible for the removal and disposal of brush and other bulky refuse as well as special request pickups. Another major responsibility for the division is the monitoring and maintenance of closed landfills. The last City owned landfill was closed in 1993, therefore disposal of all waste is contracted to private landfill sites. Other duties which the division performs on an as needed basis include clean-up of special events, emergencies and accidents.

GOALS AND OBJECTIVES

To perform the functions of planning & coordination, implementation, development, and management of the City's infrastructure system of solid waste collection, environmental programs and civil engineering standards to the highest safety and cost-effective standards possible.

- To continue to find ways to reduce costs and defer rate increases for Solid Waste services while maintaining the high level of service the citizens of San Antonio have come to expect
- To work with area political leaders and citizen groups to find a long range solution to the waste disposal needs of San Antonio
- To maintain the frequency of brush collection at three times per year, while brush tonnage may increase due to increased rainfall
- To improve the City-wide curbside recycling program through increased participation and reduced operating costs.
- To complete the implementation of the new Environmental Services division and increase the City's ability to manage environmental concerns such as ozone standards attainment and soils, surface water and aquifer protection

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
Customers (Avg. Paying per Quarter)				
- Serviced by City Crews	246,900	249,520	251,800	256,840
- Serviced by Contractors	18,800	18,990	20,000	22,640
TOTAL CUSTOMERS (Avg. Paying per Quarter)	265,700	268,510	271,800	279,480
Waste Collection Crews (Routes)	99	99	99	100
Recycling Collection Crews (Routes)	40	40	40	30
Brush Collection Crews	18	18	18	18
No. of Missed Service Calls	9,919	12,000	10,150	10,350
Number of Authorized Positions	643	637	637	614

PERFORMANCE MEASURES CONTINUED

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Output:				
Waste Collection Curbside - In-House - Landfilled (Tons)	294,856	310,000	301,600	307,600
Waste Collection Curbside - Contracted - Landfilled (Tons)	16,940	17,200	17,450	21,530
Mixed Brush/Trash Collected Curbside -Landfilled (Tons)	52,986	51,000	80,000	54,060
TOTAL WASTE LANDFILLED (TONS)	364,782	378,200	399,050	383,190
Recycling Collection Curbside - In-House - Recycled (Tons)	25,471	26,500	26,100	26,600
Recycling Collection Curbside - Contracted - Recycled (Tons)	1,432	1,515	1,500	1,970
Brush Curbside Collections - Recycled (Tons)	3,549	8,150	3,630	3,700
Tires Curbside Collections - Recycled (Tons)	399	420	400	410
Metals Curbside Collections - Recycled (Tons)	294	320	300	310
Household Hazardous Waste Collections - Recycled (Tons)	168	160	170	180
Bitters Brush Site Only - Residential Brush Recycled (Tons)	12,612	21,000	21,000	22,000
TOTAL WASTE RECYCLED (TONS)	43,925	58,065	53,100	55,170
TOTAL WASTE LANDFILLED AND RECYCLED (TONS)	408,707	436,265	452,150	438,360
Amount Paid to Private Contractors for Collection	$1,633,073	N/A	$1,822,252	$2,054,731
Amount Paid to Private Contractors for Disposal	$4,068,046	N/A	$4,247,748	$4,968,539
Efficiency:				
Waste Tonnage Collected per Crew per Week	57.3	60.2	58.6	59.2
Recycling Tonnage Collected per Crew per Week	12.2	12.7	12.5	17.1
Tons of Waste Collected per Household per Year	1.538	1.625	1.664	1.568
Tons of Waste Recycled per Household per Year	0.165	0.216	0.195	0.197
Brush Tonnage Collected per Crew per Week	61.1	64.0	90.1	62.5
Brush Zones Completed (12 Total in City)	42	36	36	36
Effectiveness:				
Recycling Collection (% Participation In-House)	31%	36%	30%	30%
% of Missed Service Calls - City-Wide	0.0302%	N/A	0.0305%	0.0303%
% of Waste Diverted from Landfills	10.75%	13.31%	11.74%	12.59%
% of Households Contracted for				
- Collections	7.08%	N/A	7.36%	8.01%
- Disposal	100.00%	N/A	100.00%	100.00%

REDUCTIONS BY KEY RESULT AREA

- **ENVIRONMENTAL** **$1,018,072**

REORGANIZATION/SERVICE CENTER CONCEPT

The Solid Waste Division currently has Waste Collection, Brush Collection and Recycling sections. Each section is independent with a Superintendent in charge and supervisors assisting with the operations. This ***reduction*** proposes to combine the three sections at each of the four service centers. A Solid Waste Collection Superintendent (Service Center Operations Manager) would be in charge of all personnel in the three areas of waste collection, recycling and brush collection. An assistant and three supervisors would assist in checking the routes and responding to customer calls and inquiries, directing personnel, managing equipment and preparing reports. This change would provide the manager at each service center more flexibility on using personnel where it is needed most. In addition, it would allow management the opportunity to assess further and streamline operations for each service center. If approved, nineteen positions would be eliminated effective October 1, 1997. These positions include eight vacant Solid Waste Collection Workers, five vacant Solid Waste Collection/Recycling Truck Driver positions, three filled and two vacant Field Maintenance Worker I positions and one vacant Truck Driver position. In addition, fourteen filled positions are proposed to be eliminated effective January 1, 1998. These filled positions include eight Solid Waste Collection Supervisors, five Field Maintenance Worker I positions and one Brush Collection Superintendent. The total reduction savings in FY 98 totals $878,174.

REDUCE LANDFILL CLOSURE & HOUSEHOLD HAZARDOUS PROGRAMS

In an effort to reduce costs, the Landfill Closure section proposes to eliminate two vacant positions and the Household Hazardous Waste Program will eliminate three vacant positions. These positions have been vacant between six to eighteen months. Remaining staff will continue to assume the duties and responsibilities of these position providing the same level of service to the community. If approved, the FY 98 ***reduction*** savings would total $139,898.

POLICY ISSUES BY KEY RESULT AREA

- **ENVIRONMENTAL** **$591,920**

SOLID WASTE COLLECTION SERVICE TO ANNEXED AREAS

This ***mandate*** proposes to fund the services provided to the 2,240 homes to be annexed in December, 1997. The division proposes to contract out with private collection disposal companies to service these additional customers. The total cost for this mandate totals $241,920.

IMPROVEMENTS TO CLOSED LANDFILLS

This ***one-time improvement*** proposes to fund maintenance and improvements to closed landfills as required by TNRCC. Erosion of cover material at all closed City landfill sites, requires the acquisition, transportation and application of approximately 100,000 cubic yards of cover material. Average cost for material is $3.50 per cubic yard, which translates to a $350,000 total cost for this improvement in FY 98.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

- **SUPPORT SERVICES** **$29,129**

ADD ONE AUDITOR POSITION

With the increasing desire for accountability comes a need for additional auditing of city-related functions. This need would be addressed by the addition of an Auditor position to be housed in the Office of Internal Review. The additional position would provide for an increase in audits, audit resolution, and monitoring capabilities and ultimately result in more projects being identified and completed annually. Partially funded for nine months, the FY 98 cost for this proposed ***improvement*** is $29,129. The recurring costs will be $33,039.

- **ONE-TIME TECHNOLOGICAL IMPROVEMENTS** **$59,610**

In FY 96, the City began a program that increased productivity through a greater use of technological advancements. Resources have been identified to be set aside for a comprehensive technological upgrade program. Funds in the amount of $59,610 are included in this year's Budget for these one-time technological improvements. During FY 98, the City will conduct a comprehensive assessment of departmental needs to determine areas where the greatest increase in productivity can be realized through heightened use of computer based technology.

- **COST OF LIVING ADJUSTMENTS/PERFORMANCE PAY** **$510,439**

Funding in the amount of $510,439 is included in the department's budget for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance Pay will be distributed to eligible employees beginning April, 1998.

ENTERPRISE FUND EXPENSES BY CHARACTER

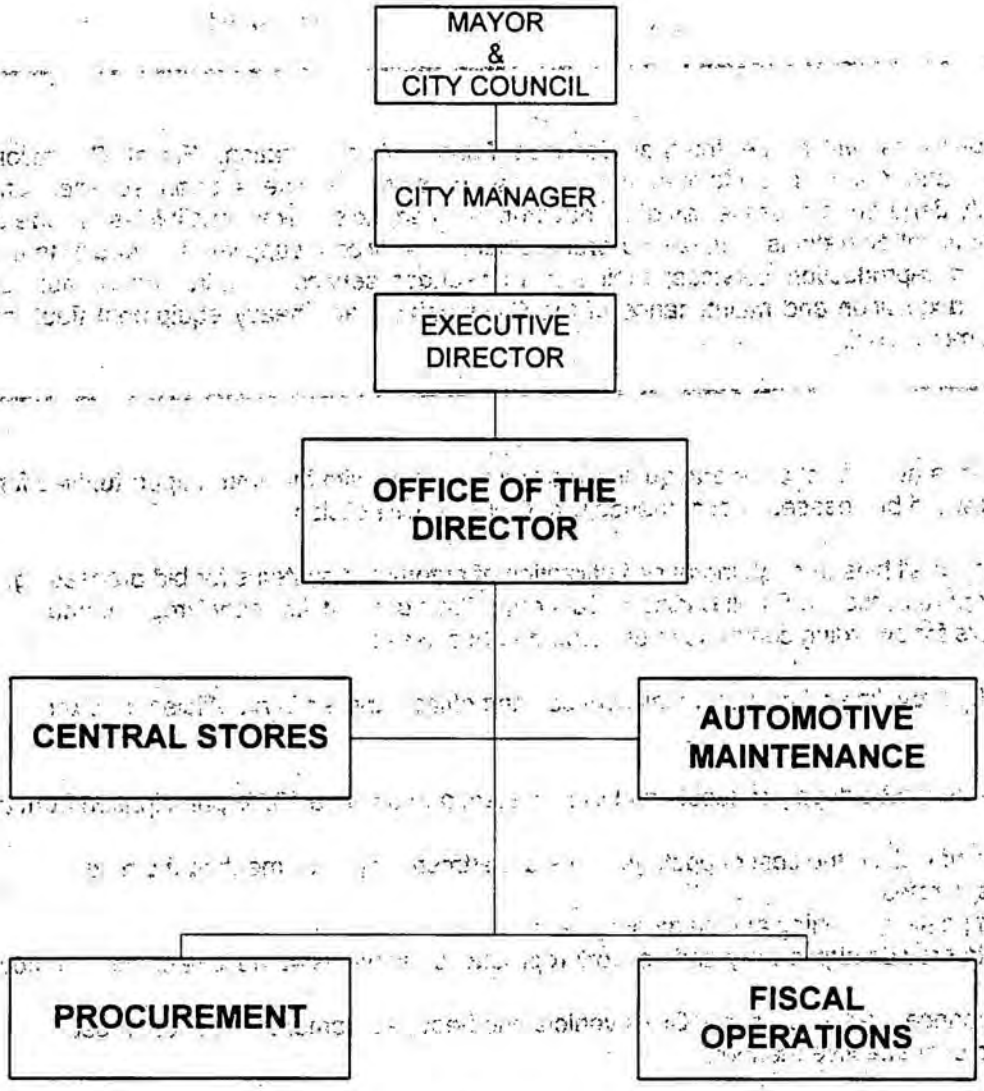
	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$16,964,239	$18,282,380	$16,665,810	$17,922,764
CONTRACTUAL SERVICES	13,506,653	13,584,201	13,734,777	14,544,280
COMMODITIES	1,926,695	2,932,988	2,714,090	2,928,714
OTHER EXPENDITURES	543,916	555,120	719,260	516,640
CAPITAL OUTLAY	360,711	511,980	512,510	445,397
TRANSFERS	2,317,686	2,462,997	2,398,373	2,411,035
TOTAL EXPENDITURES	**$35,619,900**	**$38,329,666**	**$36,744,820**	**$38,768,830**
AUTHORIZED POSITIONS	**643**	**637**	**637**	**600**
FULL-TIME EQUIVALENTS	**628.90**	**615.62**	**615.62**	**578.62**

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

PURCHASING AND GENERAL SERVICES



APPROPRIATIONS BY FUND	FTE	PROPOSED 97-98
Internal Service Fund	228.00	20,856,609
Equipment Replacement & Renewal Fund	0.00	16,845,000
Total Funding	**228.00**	**$37,701,609**

PURCHASING & GENERAL SERVICES

FUND ***INTERNAL***

PROGRAM INFORMATION

This department has five divisions within the Internal Services Fund: Administration, Fiscal Operations, Procurement, Central Stores, and Automotive Maintenance. These divisions provide support services on a charge-back basis to other City departments, as well as other governmental agencies. Responsibilities include the management of departmental fiscal operations; centralized procurement of services, supplies and equipment for all City activities; printing and reproduction services; mail and messenger services; central acquisition and distribution of office supplies; acquisition and maintenance of the City's vehicle and heavy equipment fleet; and management of a centralized motor pool.

GOALS AND OBJECTIVES

To procure products and services at the best price and quality in a timely fashion with maximum opportunities for Small, Minority, and Women owned businesses in accordance with City Council policies.

- Decrease processing time for all bids through increased utilization of automated systems for bid processing.
- Increase opportunities for participation in Small Business Economic Development Advisory Program and achieve departmental goals for awarding contracts to underutilized businesses.

To support City departments by providing printing and mail services and office supplies in an efficient and prompt manner.

- Improve and expand the automated supply request and billing system and achieve 100% participation from all City departments.
- Improve mail processing and reduce the cost of postage to the departments by implementing the new presorted/barcoded postage rates.
- Continue enhancement of postal screening and security system.
- Expand printing services to provide high quality and network reproduction services at the lowest possible cost.

To provide acquisition, maintenance, and repair of the City's vehicle and heavy equipment fleet in the most environmentally beneficial and cost effective manner.

- Provide city departments with vehicle maintenance service at lowest possible cost.
- Initiate pilot program to determine feasibility of converting the City's van fleet to alternative fuel.
- Continue to make reformulated gasoline available during the peak ozone season, a result of the successful pilot program and continue the air quality inspection and maintenance program.
- Convert an additional 18 vehicles to alternative fuel and achieve 95% conversion of eligible fleet.
- Enhance automated systems capabilities to provide better control of inventory, vehicle fleet management, and mechanic hour accountability.

To consolidate departmental fiscal operations, establish and improve cost control measures, and revise internal rate structure.

- Complete the departmental billing system with emphasis on increased accountability.
- Consolidate and refine accounts payable process in order to take advantage of vendor discounts.

PURCHASING & GENERAL SERVICES

PERFORMANCE MEASURES

	Actual FY 95-96	Revised Budget FY 96-97	Estimated FY 96-97	Proposed FY 97-98
Input/Demand on Services:				
No. of authorized buyers[1]	9	9	10	10
No. of requisitions received	6,921	7,800	7,300	7,500
No. of authorized mechanics	116	105	105	105
No. of heavy equipment in fleet	599	615	615	631
No. of on-road vehicles in fleet	2,630	2,717	2,702	2,780
No. of miscellaneous equipment in fleet	430	N/A	371	380
No. of authorized print/mail stock clerk personnel[2]	9	9	9	10
Output:				
No. of bids processed	5,204	6,720	6,500	6,600
Total dollars awarded	$58M	$61M	$60.5M	$62M
No. of preventive maintenance orders	16,458	17,952	17,400	18,000
No. of in-house repair orders	107,001	N/A	102,398	105,000
No. of contractual vehicle repair orders	10,285	N/A	9,602	9,630
No. of print jobs processed	7,308	6,100	7,000	7,500
Pieces of mail processed	1,747,746	1,850,000	1,800,000	1,890,000
Efficiency:				
Avg. no. of bids per buyer	578	746	650	660
Avg. no of vehicles/equipment per mechanic	32	N/A	35	36
Avg. cost of car, light truck oil change[3]	$12.31	$14.42	$13.88	$13.53
Avg. cost per page/print job	$0.020	$0.025	$0.025	$0.025
Effectiveness:				
Avg. time to process informal bids	20 days	14 days	15 days	14 days
Avg. time to process formal bids	59 days	58 days	60 days	58 days
% of total dollars awarded to AABE's	5%	2%	3%	3%
% of total dollars awarded to MBE's	17%	24%	24%	24%
% of total dollars awarded to WBE's	11%	12%	8%	9%
Avg. time per repair order	1.37 hrs.	1.31 hrs.	1.29 hrs.	1.27 hrs.
% of eligible fleet converted to alternative fuels	81%	94%	90%	95%
Turnaround time/printing	4 hrs.	3.75 hrs.	3.75 hrs.	3.75 hrs.

EXPLANATORY INFORMATION

[1] In FY 97 the overall personnel complement does not increase; position transferred from another section.
[2] Position transferred from Internal Services Department for FY 98.
[3] In FY 97 lower cost of parts and oil has resulted in a lower cost of oil change.

POLICY ISSUES BY KEY RESULT AREA

- **SUPPORT SERVICES** **$359,278**

MANAGEMENT RESTRUCTURING

Addressing the high level of demand for executive resources to oversee complex issues, improve operational efficiencies, contract negotiation, management and accountability, the proposed budget includes the addition of an Executive Director. This position will provide departmental oversight for the Asset Management Department, the Human Resources Department, the Information Services Department, Municipal Courts Department, and the Purchasing & General Services Department. The proposed Executive Director position will allow a much broader and focused view of important and interdepartmental issues.

DEPARTMENT SYSTEM SPECIALIST

This proposed ***improvement*** creates a new position which will provide assistance in daily maintenance and trouble-shooting of the Purchasing Department systems operations. Consequently, the coordination requirements to implement up-grades for various programs (i.e. automotive inventory and work order system) at the current 9 service centers will be accomplished in a more efficient and timely manner. Over a 6 year period the current System Specialist's responsibilities has grown dynamically from maintaining systems in one division to troubleshooting throughout all divisions, conversion of Wyse terminals to PC's , training staff and development of 2 department websites. The position will be located in the Director's activity and initially funded for 9 months ($25,348).

SENIOR AUDITOR IN INTERNAL REVIEW

With the increasing desire for accountability comes a need for additional auditing of city-related functions. This need will be addressed by the addition of one senior auditor. The additional position will provide for an increase in audits, audit resolution, and monitoring capabilities and ultimately result in more projects being identified and completed annually. The FY 98 cost for this ***improvement*** is $26,505.

ENHANCE PROCUREMENT SYSTEM

The proposed program change is an ***improvement*** involving the conversion and upgrade of existing procurement database to a PC and Windows based database management system. It is comprised of enhanced reporting capabilities including the tracking of Small and Minority Business Enterprise contracting efforts and will bring the existing bid and contract processing applications into line with the City's current computer and data processing systems. The one-time cost for this improvement is $20,000.

POLICY ISSUES BY KEY RESULT AREA CONTINUED

FIXED ASSET REPLACEMENT FUND

This ***improvement*** allows for the implementation of a Fixed Asset Replacement Fund which would be available to all divisions in the Purchasing Department. Current depreciation schedules for fixed assets ranging from 5 to 10 years will be the basis for charged rates. Monthly contributions to the fund will be made by each Purchasing Department activity. Equipment included in this program would be limited to newly purchased, high dollar items such as welders, fuel pedestals, emission analyzers, floor jacks, high pressure washers and parcel screening machines. The recurring cost for this improvement is $25,000.

TOOL REIMBURSEMENT

This proposed ***improvement*** is to replace tools utilized by mechanics which have been broken or stolen during their course of employment. The program will be limited to the following automotive positions: Heavy Equipment Mechanic, Auto Mechanics and Master Mechanics. The eligible staff member will be required to submit a receipt when requesting reimbursement and is limited to a yearly total of $50. The recurring cost for this **improvement** is $5,250.

DOCUTECH PUBLISHER SYSTEM

To upgrade the Black & White Xerox duplicator utilized by the Print Shop, this ***improvement*** proposes the acquisition of the Docutech Production Publisher system. The current Xerox equipment is over three years old and operates with older printing technology. The requested upgrade utilizes current digital technology and will allow the Print Shop to expand its printing services in addition to networking/electronic transfer of print jobs directly to the new equipment. The total first year cost for this **improvement** is $145,094.

- **ONE-TIME TECHNOLOGICAL IMPROVEMENTS** **$42,015**

In FY 96, the City began a program that increased productivity through a greater use of technological advancements. Resources have been identified to be set aside for a comprehensive technological upgrade program. Funds in the amount of $42,015 are included in this year's Budget for these one-time technological improvements. During FY 98, the City will conduct a comprehensive assessment of departmental needs to determine areas where the greatest increase in productivity can be realized through heightened use of computer based technology.

- **COST OF LIVING ADJUSTMENT/PERFORMANCE PAY** **$189,660**

Funding in the amount of $189,660 is included in the department's budget for a cost of living adjustment and performance pay. The COLA, effective October, 1997, will be distributed as follows: those persons making less than $20,000 will receive a 4% increase, persons between $20,000 and $60,000 a 3% increase and persons over $60,000 a 2% increase. Performance Pay will be distributed to eligible employees beginning April, 1998.

PURCHASING & GENERAL SERVICES

INTERNAL SERVICE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$6,134,646	$6,654,744	$6,103,774	7,020,046
CONTRACTUAL SERVICES	955,674	1,179,761	1,106,756	1,352,076
COMMODITIES	184,725	175,997	179,160	202,936
OTHER EXPENDITURES	135,421	116,170	111,950	111,360
CAPITAL OUTLAY	212,525	172,714	172,780	241,304
INVENTORIES	10,701,020	10,225,310	10,238,750	11,012,290
TRANSFERS	5,804,168	784,913	700,998	916,597
TOTAL EXPENDITURES	**$24,128,179**	**$19,309,609**	**$18,614,168**	**$20,856,609**
AUTHORIZED POSITIONS	**242**	**224**	**224**	**228**
FULL-TIME EQUIVALENTS	**242.00**	**224.00**	**224.00**	**228.00**

PURCHASING & GENERAL SERVICES

FUND *INTERNAL*

PROGRAM INFORMATION

This fund records all expenditures and revenues associated with the replacement of the City's rolling fleet and heavy equipment. Revenues are generated from lease payments and sale of vehicles.

INTERNAL SERVICE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$0	$0	$0	$0
CONTRACTUAL SERVICES	104,012	110,000	54,970	110,000
COMMODITIES	0	0	0	0
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	9,688,937	12,456,011	13,240,756	16,735,000
TRANSFERS	1,149,870	0	0	
TOTAL EXPENDITURES	**$10,942,819**	**$12,566,011**	**$13,295,726**	**$16,845,000**

CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Other Appropriations

	ACTUAL 1995-96	BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
Accrued Annual and Sick Leave	135,262	112,538	112,538	112,538
Street Lighting Energy Charges	8,277,227	8,472,190	8,472,190	8,726,356
Traffic Signal Light Charges	805,803	808,200	808,200	832,446
Professional Fees	120,147	222,590	222,590	259,737
Bexar County Detention Contract	450,150	500,000	500,000	500,000
NCAA Hosting	0	100,000	100,000	100,000
Outside Auditor Contract	111,303	203,650	203,650	203,650
Alarm and Security Services	350,867	355,000	355,000	355,000
Sales Tax Collection Fees	2,232,797	2,133,500	2,160,680	2,234,920
S.A. City Employee Star Program	21,094	30,000	30,000	30,000
Reserve for Fringe Benefits Adjustments	330,690	450,310	450,310	450,310
Police Assessment Center	40,991	91,100	42,520	191,100
Fire Assessment Center	6,558	9,900	6,470	109,900
Adjustments, Claims and Settlements	1,127	0	0	0
Grant Audit Disallowances	11,058	0	0	0
Reserve for Salary Adj./ Bilingual Pay	0	1,561,478	(1,600,373)	4,256,472
Lease of Office Space	471,361	545,580	572,710	538,052
Council Discretionary Accounts	285,591	0	0	0
Association Dues	269,379	382,510	382,510	386,385
Downtown Improvement District	75,034	75,040	75,040	75,040
Economic Development Bank CDC	75,000	60,000	60,000	50,000
Economic Development Initiatives	54,366	30,000	30,000	30,000
SAHA Lighting	6,447	7,200	7,200	7,200
Palo Alto Pool Maintenance	68,600	68,600	68,600	68,600
Bexar Appraisal District	1,558,644	1,560,000	1,560,000	1,648,719
TOTAL	**15,759,496**	**17,779,386**	**14,619,835**	**21,166,425**

♦ Accrued Annual & Sick Leave **$112,538**

This amount represents the General Fund portion of FY 98 estimated liability for payment of accrued annual and sick leave.

♦ Street Lights Energy **$8,726,356**
♦ Traffic Signal Lights Energy **$832,446**

These budgets provide for the energy costs of the traffic signals and the energy costs and equipment amortization of street lighting.

♦ Professional Fees **$259,737**

This budget provides for fees paid ($33,090) to arbitrators to conduct hearings arising from grievances filed under the collective bargaining agreements with the San Antonio Police Officers Association and the San Antonio Professional Firefighters Association. The City Manager's Management Assistant program is also funded out this activity. The budget also includes fees paid ($28,200) for language skills testing to determine employee eligibility for monthly language skills pay.

♦ Bexar County Detention Contract **$500,000**

The amount represents the payment by the City to the Bexar County Jail for housing Class C Misdemeanor violators after magistration.

♦ NCAA Hosting Obligation **$100,000**

For the NCAA Final Four series in 1998, the proposed budget includes funds in the amount of $100,000 to be set aside for future hosting obligations. Funding in the Hotel/Motel Fund is also being set aside to assist in meeting this obligation.

♦ Outside Auditor Contract **$203,650**

This budget provides for the independent audit of the City's financial records.

♦ Alarm and Security Services **$355,000**

This budget provides for contract security at four City facilities - City Hall, City Annex Building, the Municipal Court Building, and the Council Chambers in the Municipal Plaza Building.

♦ Sales Tax Collection Expense **$2,234,920**

This budget contains the estimated administrative fee charged by the State Comptroller for collection of the local sales tax. The amount is 2% of the anticipated revenues for FY 98. In addition, the City contracts with a local law firm to collect delinquent property taxes.

♦ S.A. City Employee Star Program **$30,000**

This budget includes funding for the S.A. Star Program which recognizes outstanding performance by City employees. This program provides an important opportunity for management to recognize superior performance on the part of employees, and also provides the kind of reward and recognition that is necessary to motivate employees to continue to provide excellent service to the citizens of San Antonio. Award recipients receive a one-time bonus of $200 plus a number of commemorative gifts.

◆ Reserve for Fringe Benefits Adjustments **$450,310**

This budget includes the regular annual requirements for the General Fund contribution to the Extended Sick Leave Fund ($39,800) and Unemployment Compensation ($160,510). A reserve amount of $250,000 is also included to offset potential additional liabilities for unemployment compensation.

◆ Police and Fire Promotional Assessment Centers **$301,000**

Vacancies in the positions of Police Captain, Police Lieutenant and Fire District Chief are anticipated to occur in FY 1997-98. Under the terms of the respective collective bargaining agreements with the San Antonio Police Officers Association and the San Antonio Professional Firefighters Association, assessment centers must be used as part of the promotional examinations for these positions. Under these agreements, the services of outside consultants must be acquired to prepare and administer the assessment center examinations. This budget also includes improvements in the amount of $200,000 to provide for independent validation and preparation of Fire and Police Department promotional examinations for uniformed positions.

◆ Reserve for Salary Adjustments **$4,256,472**

This reserve provides for the estimated General Fund share of the civilian employee compensation package for FY 98. This package includes a cost-of-living adjustment as follows: 4% raises for employees making less than $20,000, 3% raises for employees making between $20,000 and $60,000, and 2% raises for employees making more than $60,000. Funds are also included in this reserve to fund a Performance Pay program for General Fund employees. This budget includes implementation of reclassification/regrade actions arising from completed job classification studies as well as funding for language skill pay for new employees successfully meeting the necessary qualifications. Finally, the amount includes funding needed for General Fund departments to meet the increased federal minimum wage requirements taking effect on September 1, 1997 - from $4.75 per hour to $5.15 per hour.

◆ Lease of Office Space **$538,052**

This budget consolidates the annual space rental of several General Fund departments, including Police, Internal Review, Library, Health, Community Initiatives and the City Clerk's records storage.

◆ Association Dues **$386,385**

This amount provides for the annual membership dues to the Alamo Area Council of Governments ($56,160), Texas Municipal League ($34,706), National League of Cities ($18,477), Austin-San Antonio Corridor Council ($50,000), the U.S. Conference of Mayors ($13,857), Public Technology, Inc. ($27,500), and the Free Trade Alliance ($150,000).

◆ Downtown Improvement District **$75,040**

This budget provides for the City's annual assessment by the Downtown Improvement District.

◆ Bank Community Development Corporation **$50,000**

In April 1993, City Council approved an ordinance to support the establishment of the San Antonio Business Development Fund and to provide financial support for administrative costs. The Bank CDC has requested that the City continue to provide support for these costs.

◆ Economic Development Initiatives **$30,000**

The budget includes funds to promote San Antonio as a location for businesses to move or expand their operations.

- **San Antonio Housing Authority Lighting** **$7,200**

This amount will finance the monthly charges assessed by City Public Service for street lighting at four San Antonio Housing Authority (SAHA) projects. These expenditures will be reimbursed by SAHA as per the City's agreement with SAHA.

- **Palo Alto Pool Maintenance** **$68,600**

This budget represents the City's annual contribution to the fund established by the Alamo Community College District (ACCD) for major repairs and replacement at Palo Alto Natatorium. This pool is a joint venture of the City and ACCD, with the City and ACCD contributing toward the maintenance of the facility.

- **Bexar Appraisal District** **$1,648,719**

This budget is the estimated City share of the Bexar Appraisal District annual budget for FY 98. The cost for a participating entity is based on its pro-rata share of the most recent prior year actual overall tax levy.

GENERAL FUND DELEGATE AGENCY
FY 1997-98

SERVICE CATEGORIES	Actual FY 1995-96	Estimated FY 1996-97	Proposed FY 97-98
Education Partnerships			
Healy Murphy Center - Youth Training Project	406,498	402,433	401,095
Year Round Youth Recreation Programs			
Boy's Club	53,150	52,619	52,345
San Antonio Zoo	694,898	674,050	671,892
YMCA - Davis Scott	32,805	29,940	29,733
YWCA-Las Palmas	30,841	31,513	31,299
	811,694	**788,122**	**785,269**
Workforce Development			
Project QUEST	372,538	635,000	632,960
Senior Citizens Nutrition Program			
Ella Austin Meals on Wheels	52,831	80,111	79,751
Parenting Classes			
Avance Parent-Child	232,817	213,674	212,907
Child Abuse Prevention	47,380	46,906	46,652
	280,197	**260,580**	**259,559**
Family Health			
MAUC Child/Family MH	213,886	220,715	219,935
Gang/Youth Intervention Programs			
Big Brothers & Sisters	21,084	21,082	20,836
City Year - Youth: BE SAFE	70,000	35,000	34,672
Centro del Barrio - Child & Adolescent	96,921	100,504	99,775
Family Services Association	0	0	34,245
Ella Austin Community Center	163,960	172,488	171,329
Good Samaritan	63,911	50,985	50,565
Joven	0	50,000	49,581
Presa Community Service Center	45,331	43,870	43,488
YWCA Teen Volunteers	44,389	45,165	44,780
	505,596	**519,094**	**549,272**

GENERAL FUND DELEGATE AGENCY
FY 1997-98

SERVICE CATEGORIES	Actual FY 1995-96	Estimated FY 1996-97	Proposed FY 97-98
Child Care			
Avance Basic Literacy	10,072	10,198	10,022
MAUC Family Therapeutic Center	131,747	143,370	142,385
	141,819	**153,568**	**152,408**
Domestic Violence/Victims Advocacy			
Family Violence Prevention: Battered Women	54,141	52,517	52,086
Seniors & Disabled Persons Supp Svcs			
Center for Health Care: Early Childhood Intervention	157,605	179,163	177,959
Centro del Barrio-Activity Center for the Frail & Elderly	53,376	49,894	49,472
MAUC Palacio de Sol	4,920	0	0
OASIS Project	19,621	15,444	15,230
PEEIP Early Intervention Child Care	53,337	44,662	44,273
Respite Care, Inc.	25,000	24,250	26,909
Senior Community Services-Foster Grand Parents	27,315	29,578	27,506
Senior Community Services-RSVP	65,534	48,962	48,547
	406,708	**391,953**	**389,896**
Emergency Assistance			
Any Baby Can, Inc.	42,174	41,752	41,191
Catholic Charities	41,599	40,351	39,806
Guadalupe Community Center	18,161	17,616	17,317
Community Clinic, Inc.	12,833	0	0
Helping Hands Lifeline	31,085	29,181	28,755
Shelter			
Boys Town of San Antonio	53,306	77,505	55,894
Roy Maas Youth Alternatives, Inc.	83,250	98,902	97,735
	282,408	**305,307**	**280,699**

GENERAL FUND DELEGATE AGENCY
FY 1997-98

SERVICE CATEGORIES	Actual FY 1995-96	Estimated FY 1996-97	Proposed FY 97-98
Other			
San Antonio Development Agency	0	0	4,336
Avenida Guadalupe-Community Improvements	111,375	108,980	107,713
Avenida Guadalupe-Plaza	35,331	35,975	35,483
Neighborhood Housing-Eastside	207,288	189,090	186,969
Partnership for Hope	83,720	0	0
Funding Information Center - MAP	15,263	14,805	0
	452,977	**348,850**	**334,501**
GRAND TOTAL	**$3,981,293**	**$4,158,250**	**$4,137,430**

* The total allocation for the delegate agencies is $4,137,430, which provides for the continuation of existing agencies. Decreases were based on City Council rankings and pro-rated in order to meet a city wide 0.5% reduction equating to $20,820.

CONTRIBUTIONS TO DELEGATE AGENCIES HIGHLIGHTS

The budget is comprised of programs which are designed to address issues or availability of services for children, youth, the elderly, emergency assistance, and special target groups. For FY 98 funding for the "Funding Information Center - MAP" has been eliminated. Decreases were based on City Council rankings and pro-rated in order to meet a city wide 0.5% reduction equating to $20,820.

Education Partnerships

- *Healy Murphy Center - Youth Training Project* *$401,095*

This program is designed for high school students who have dropped-out or are no longer acceptable in the public school system complete their graduation requirements. The program provides students with academic and/or vocational training to enable them to return to the public school system or to enter the labor market. The program targets high school non-graduates, ages 14 to 20, who are high-risk, pregnant, and inner-city residents.

Year-Round Youth Recreation Programs

- *Boy's and Girl's Club* *$52,345*

This budget supports recreational programs conducted by the Boy's and Girl's Clubs in two City-owned facilities. The programs provide an alternative to juvenile antisocial behavior in areas where youths are economically disadvantaged and have no other source of recreational activities available.

- *San Antonio Zoological Society* *$671,892*

This budget provides assistance to the San Antonio Zoo to help pay staff salaries other than administrative personnel. The Zoo is operated under a 25-year contract between the City and the San Antonio Zoological Society. Attracting nearly 1 million visitors per year, the zoo is the City's sixth most popular tourist attraction.

- *YMCA - Davis Scott* *$29,733*

This agency operates recreational programs out of a City-owned facility on the Eastside. Funds provide facility operating expense assistance.

- YWCA - *Las Palmas* *$31,299*

This YWCA provides recreational programs from a City-owned facility in the Las Palmas community. Funds provide facility operating costs.

Workforce Development

- *Project QUEST* *$632,960*

Project QUEST is a community-based workforce development program which demonstrates the social and economic benefits of long-term training for economically disadvantaged adults by providing them with skills required for long-term employment and higher incomes. Supportive services are provided to participants while they are in training. The project develops job placement agreements with local businesses and agencies prior to training participants for those jobs.

Senior Citizens Nutrition Program

- *Ella Austin Meals on Wheels* *$79,751*

The program provides a home delivered meal to low income, frail homebound elderly and disabled residents of San Antonio and Bexar County. A hot nutritious meal is provided Monday through Friday. The funding supplements the operating costs of the Community Action Meals-on-Wheels Program.

Parenting Classes

- *Avance-Parent-Child Education Program* *$212,907*

Avance Parent-Child is a bilingual community-based program designed to enhance parenting skills among primarily low-income, high risk families, with children 3 years and younger. Services provided to parents during the nine month program include classes in parenting, toy making, and community awareness. Children participate in age appropriate activities that will stimulate their cognitive, social, emotional, and physical abilities. Services are provided at Mirasol, Southside, and Lincoln Heights Courts.

- *Child Abuse Prevention Services* *$46,652*

This program offers two services: Family Support Services (FSS) works to strengthen school-age, teen parents and promote their infants' healthy child development. FSS promotes positive parent child interaction through regular home visits, parenting and child development education, support groups and case management. Safety Through Assertiveness Response (STAR) is a school-based personal safety program designed to teach anti-victimization skills to elementary school children who may be at risk for sexual exploitation, abuse or neglect.

Family Health

- *Mexican-American Unity Council - Child & Family Mental Health* *$219,935*

This program is a bilingual/bicultural mental health center that provides short-term therapy to children, adolescents and their families who are experiencing psychological, family, and social adaptation problems. The services provided include counseling, psychiatric consultation, clinical assessment, medical screenings/follow-ups, and supportive services.

Gang/Youth Intervention Programs

Big Brothers & Sisters *$20,836*

This program fosters emotional stability and growth in children and youth, ages 7 to 17, who come primarily from single-parent homes by matching the youth with carefully screened adult volunteers to provide companionship and friendship through a positive adult role model that the child may not otherwise have in his or her life. Professional caseworkers assess children, screen volunteers, establish match relationships and provide ongoing support.

- *City Year - Youth: BE SAFE (new)* *$34,672*

This program will provide domestic and dating violence education by presenting basic domestic violence facts, personal safety, and behavioral characteristics of domestic violence to middle and high school students. The services will be provided through community volunteers and twelve City Year San Antonio Corps members, ages 17-24, who will be paid a stipend while providing these services.

DELEGATE AGENCIES HIGHLIGHTS
(continued)

- *Centro del Barrio - Child & Adolescent Therapeutic Counseling* *$99,775*

This program provides clinical evaluations and therapeutic services to low-income children and adolescents, ages 3 to 20 (if in school), and their families, who are experiencing emotional and mental health problems. A team of professional mental health staff provide bicultural/bilingual individual and group counseling services and work to alleviate the emotional problems of these clients.

- *Family Services Association - Best of Two Worlds* *$34,245*

The program will focus on reducing the sense of isolation and enhancing the sense of intergenerational connection by bringing seniors in district 2 and 5 nutrition centers and youth together on a semi-weekly basis to participate in activities such as journalizing, mutual tutoring, physical mobility, table games which reinforce cognitive learning and arts and crafts. By building relationships through this intergenerational program, the elderly and youth can connect and interact with each other for their benefit and that of the community.

- *Ella Austin Community Center - Youth and Family Services* *$171,329*

The program provides a holistic approach emphasizing prevention and intervention services to youth, 6-21 years of age. The focus is on: conflict resolution, improving self esteem, social awareness, promoting self-responsibility, strengthening family relationships, and assistance in achieving educational/vocational goals. This is achieved through family, group, and individual counseling and by providing educational enhancement services.

- *Good Samaritan - Youth In Conflict* *$50,565*

This program provides middle and high school age students identified as gang members and/or at risk of gang involvement opportunities to explore alternatives to violence. Staff promote positive peer relations through mediation, counseling, recreational group activities, individual, family and group counseling, and enhancement of job skills through leadership training classes.

- *Project JOVEN* *$49,581*

This program provides health, remedial, social and recreational services to at-risk children, youth and their families. The services are provided through case management and referrals. The services provided will give the youth the encouragement and support needed to withstand negative pressures in the neighborhoods and schools and succeed in school.

- *Presa Community Service Center - Prevention of Delinquency/Substance Abuse* *$43,488*

This program provides supervised, educational, recreational and counseling activities for community youth, ages 5 to 17, for the purpose of preventing delinquency and substance abuse. Individual, group counseling and education assistance through tutoring are also provided at the center.

- *YWCA - Teen Volunteers* *$44,780*

This program serves teens, ages 13 to 19, by providing exposure to pre-employment training and placement in a different work environments. The program recruits and places teenage volunteers in profit and non-profit organizations in San Antonio. Specific training is provided to teen and employer participants to help establish beneficial and productive placements.

DELEGATE AGENCIES HIGHLIGHTS
(continued)

Child Care

- *Avance-Basic Literacy and Advanced Education* *$10,022*

This program proposes to provide child care services through four child care providers while parents attend literacy meetings, complete financial aid documents, and attend one-to-one counseling related to G.E.D., ESL, or college issues.

- *Mexican-American Unity Council - Family Therapeutic Center* *$142,385*

This program is designed as a bilingual/bicultural early childhood diagnostic center for children, ages 3 to 5 years, and their families who are experiencing family violence, child abuse and neglect, and alcohol and drug abuse. These children who have special needs require intervention in overcoming a multitude of problems and delays. The program provides psychological, psychiatric, and support services to the children and their families.

Domestic Violence/Victims Advocacy

- *Family Violence Prevention Services, Inc. (formerly Women & Children Resources) - Battered Women's Shelter* *$52,086*

This program provides temporary shelter, counseling, and case management services to women and children who are experiencing family violence.

Seniors & Disabled Persons Supp Svcs

- *Center for Health Care - Parent and Child Educational Services* *$177,959*

This program provides comprehensive services to children, under three years of age, who are visually or auditorially impaired, developmentally delayed, or have a diagnosed physical or mental condition resulting in developmental delay. This program assists in transitioning training of children in their home into the public school system. These program services are provided to children in five school districts: San Antonio, East Central, Harlandale, Somerset, and Southside.

- *Centro del Barrio - Activity Center for the Frail and Elderly* *$49,472*

This program provides a bilingual/bicultural elderly day care environment in which low income elderly persons 60 years or older who are physically or mentally frail or incapacitated engage in structured, supervised socialization, recreation and educational activities. This program is located on the southside of San Antonio.

- *OASIS Project* *$15,230*

OASIS provides services to older adults, by offering programs in the arts, humanities, wellness and volunteer services. Older adults can continue their personal growth and meaningful service to the community. OASIS is also proposing to add an intergenerational tutoring component to provide tutoring to children, grades one through three, to improve reading skills. OASIS membership is free to anyone 55+ years of age.

- *Parent Education Early Intervention Program (P.E.E.I.P)* *$44,273*

This program provides comprehensive intervention and therapeutic services to developmentally delayed children under three years of age and to their families. Supportive services to parents include family counseling, case management, group parent meetings, information regarding community services and assistance in transitioning their children into the public school system. Family involvement is promoted in all aspects of services and provided in the context of child's daily routine.

- *Respite Care of San Antonio, Inc. - The Davidson Respite House* *$26,909*

This agency will operate The Davidson Respite House which is an eleven bed, five-crib emergency shelter restricted to serving children, ages 6 weeks and older, with disabilities - homeless children, children who have been removed from their homes by Child Protective Services for abuse and neglect and for whom a qualified foster care provider must be located, and children whose families are experiencing other types of crises. Services include food, shelter, clothing, necessary medical supplies and equipment, and appropriate or adaptive educational and recreational activities. The average of stay will be 30 days. 90% of all children will be low-income.

- *Senior Community Services - Foster Grandparents* *$27,506*

The Foster Grandparent Program recruits low income adults, 60 years or older as direct care providers to provide individual attention and care to children, who reside at the Children's Shelter of San Antonio during periods of family crisis. The eight foster grandparents receive a modest stipend.

- *Senior Community Services - Retired Senior Volunteer Program (RSVP)* *$48,547*

This program recruits and places retired persons, 55+ years, in volunteer assignments in San Antonio in areas that address many social and economic problems facing the City. RSVP provides over 3,000 volunteers per year to non-profit charitable or governmental agencies and groups.

Emergency Assistance

- *Any Baby Can of San Antonio - Crisis Assistance* *$41,191*

This program is designed to provide short-term crisis intervention services and direct assistance to families with infants or children ages birth to 12 years who are either medically fragile, chronically ill, developmentally delayed, or disabled. The program provides case management to ensure that clients' needs are met directly or by referrals to appropriate agencies in securing early intervention assistance. Support services are coordinated by social services professionals who help family members access community resources to meet the special health care needs of their children.

- *Catholic Charities* *$39,806*

This agency operates an emergency assistance program that provides one-time financial assistance grants to pay utilities, rent, medical and food assistance to eligible low-income families/individuals in a financial crisis and who reside within the San Antonio city limits. A minimum of 75% of the funds allocated to this contract is utilized for direct assistance payments for clients.

- *Guadalupe Community Center* *$17,317*

This agency operates an emergency assistance program that provides one-time financial assistance grants to pay utilities, rent, medical and food assistance to eligible low-income families/individuals in a financial crisis and who reside within the San Antonio city limits. A minimum of 75% of the funds allocated to this contract is utilized for direct assistance payments for clients.

- *Helping Hands Lifeline* *$28,755*

This agency operates an emergency assistance program that provides one-time financial assistance grants to pay utilities, rent, medical and food assistance to eligible low-income families/individuals in a financial crisis and who reside within the San Antonio city limits. A minimum of 75% of the funds allocated to this contract is utilized for direct assistance payments for clients.

DELEGATE AGENCIES HIGHLIGHTS
(continued)

- *Father Flanagan's Boys Town of San Antonio - Youth Emergency Shelter* *$55,894*

This program provides short-term emergency shelter and long-term residential services to abused, neglected, dependent, homeless, and emotionally disturbed youth, ages 6 to 17. The City's Youth Services Division and San Antonio Police Department refer clients to this program.

- *Roy Maas Youth Alternatives, Inc - Alternate Sentencing* *$97,735*

This program provides temporary shelter and counseling for juveniles, ages 6 to 17, who have been taken into custody by the police for misdemeanor offenses and for youth who are experiencing some type of major crisis. Referrals to this program are made by the City's Youth Services Division and the San Antonio Police Department.

- *San Antonio Development Agency* *$4,336*
- *Avenida Guadalupe - Community Improvements* *$107,713*
- *Avenida Guadalupe - Plaza* *$35,483*

The purpose of this program is to develop and implement a plan for revitalizing the Avenida Guadalupe project area. The project area is bounded on the south and east by Alazan-Apache Creek, on the north by West Commerce Street, and on the west by South Zarzamora Street. Goals are improved housing, development of business and light industry, and increased participation by neighborhood residents in the development of the area. The General Fund provides for the administrative and planning costs associated with the project. The Avenida Guadalupe Association is also responsible for maintenance and management of the City-owned Plaza Guadalupe facility.

- *Neighborhood Housing - Eastside* *$186,969*

The Eastside Revitalization Agency is charged with planning improved housing and business development of the Eastern sector of San Antonio. This budget provides for contract administration and coordination of the City's housing programs provided by the Neighborhood Housing Service (NHS).

- ***TOTAL FUNDING*** ***$4,137,430***

SPECIAL PROJECTS HIGHLIGHTS - FY 1997-98

- **One-Time Technological Improvements** **$1,108,000**

The Adopted Budget includes $1.108 million in General Fund resources that have been designated for organizational-wide computer related enhancements. This funding will be used to fund one-time computer related enhancements to include distribution of computer resources from a centralized to a desktop environment. The City anticipates this conversion will allow Departments to improve customer service through decreased response time both internally and externally. Departmental requests will be submitted to an interdepartmental committee that will review and assess need based on guidelines developed by the Information Services Department.

- **Performance Audits** **$500,000**

The Proposed Budget includes $500,000 to begin a new initiative to identify potential cost savings, improve the efficiency and effectiveness of city government, and examine opportunities for eliminating duplication of services by conducting performance audits of ten major topical areas of city government. These areas are grouped to span several departments in the city organization slicing major functions of a department into a topical area where appropriate in order to comprehensively review each area. The ten major areas are: Health and Human Services, Infrastructure and Facilities Maintenance, Housing and Neighborhood Services, Development Process, Economic Development, Community and Recreational Services, Public Safety, Administration and Financial Services, Environment Services, Legislative and General Government. A key element in designing the performance audits include the establishment of a task force comprised of members from the business community, university representatives, community groups and designated city staff. The task force will serve as liaison overseeing the performance audit process and results as well as identify the highest areas of priority for inclusion in next year's program.

FY 98 SPECIAL PROJECTS

DESCRIPTION	AMOUNT
One-Time Technological Improvements	$1,108,000
Departmental Performance Audit	500,000
TOTAL	**$1,608,000**

TRANSFERS

	ACTUAL 1995-96	BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
Police and Fire Pension Fund	122,289	522,444	522,444	164,000
Actuarial Report/GASB5	15,030	14,000	14,000	14,000
Local Law Enforcement Block Grant Match	0	133,720	133,720	197,305
Transfer to Aging Program	39,295	0	0	0
Criminal Justice Grant Projects	257,939	398,237	398,237	253,753
Retired Employees Health Insurance Program	1,825,680	1,825,680	1,825,680	1,843,900
Nutrition Project	1,339,649	1,573,650	1,573,650	0
Diez y Seis Celebration	25,000	25,000	25,000	15,000
D.O.D. Procurement Outreach Project	85,000	0	0	0
Child Care Support	1,200,000	1,200,000	1,200,000	0
Streets Maintenance & Improvement Fund	28,902,860	29,572,109	29,572,109	24,098,481
EMS Fund	19,625,948	20,799,928	20,722,228	20,115,552
Parking Facilities Fund	271,372	292,335	280,270	296,146
Supportive Services for the Elderly	164,300	92,300	92,300	0
Carver Community Cultural Center	82,400	0	0	0
Arson Information Reward Program	500	500	500	500
CASA San Antonio	336,870	226,620	226,620	226,620
Transfer to Nutrition Prog. (26-011050)	121,765	0	0	0
Weed and Seed Program	45,421	0	0	0
SAFFE Federal Grant Match	1,085,167	424,999	424,999	0
COPS AHEAD Federal Grant Match	941,019	1,487,700	1,487,700	1,487,700
Auto Theft Prev. Grant Match (REACT)	182,330	260,005	260,005	308,477
El Protector Federal Grant Match	4,890	0	0	0
Capital Improvements Reserve Fund	1,300,000	5,120,553	4,920,553	700,000
Martin Luther King, Jr. Celebration	15,000	15,000	15,000	15,000
Grant Match for Greater Kelly Development Corp.	116,817	673,424	673,424	611,686
Transfer to SALDC	82,700	82,500	82,500	70,072
Contr. to Debt Service (Tower of Americas Repairs)	101,433	104,108	104,108	0
Transfer to Recreation Study (40-005063)	43,900	0	0	0
Contr to Health Program (40-003019)	14,664	0	0	0
Selective Traffic Enforcement Projects	15,160	0	0	0
Transfer to Downtown Strategic Plan	55,500	0	0	0
Transfer to Wolff Stadium Fund	0	0	0	95,206
Transfer to Human Development Fund	0	0	0	2,987,043
TOTAL	**58,419,898**	**64,844,812**	**64,555,047**	**53,500,441**

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 1997-98

♦ Firemen and Policemen Pension Fund **$164,000**
♦ Actuarial Report/GASB5 **$ 14,000**

The $164,000 represents a State statutory obligation for payment to the Pension Fund from the City's General Fund. The payment is based on bringing existing pensioners in the system to various minimum pension payment standards. The $14,000 actuarial/GASB5 budget provides the City's share of the cost of the annual study of pension system in keeping with GAAP requirements.

♦Local Law Enforcement Block Grant Match **$197,305**

This amount provides the local funds required for grants received through the federal Local Law Enforcement Block Grant program. Projects to be funded address key provisions of the Vision 2000 Plan.

♦ Criminal Justice Grant Projects **$253,753**

This amount provides the local funds required for grants received through the State Criminal Justice division. Projects to be funded address crime prevention and increased security programs, juvenile programs, victims assistance, and other programs for law enforcement training and system improvement.

♦ Retired Employees Health Insurance Program **$1,843,900**

This transfer to the Employee Benefits Fund is required to fund the costs of providing medical benefits to civilian retirees.

♦Diez y Seis Celebration **$15,000**

This appropriation provides support to the Diez y Seis de Septiembre holiday celebrations throughout the community.

♦ Streets Maintenance and Improvement Fund **$24,098,481**

This transfer provides the estimated General Fund subsidy required to support the Streets Maintenance and Improvement Fund. The figure includes an additional allocation of $700,000 for Contractual Street Maintenance. The Proposed Budget transfer amount is reduced from the FY 97 budgeted amount due to the shifting of the source of funding for drainage maintenance activities from the General Fund to the Stormwater Fund.

♦Emergency Medical Services Fund **$20,115,552**

The budget for this account represents the General Fund subsidy required to support operations of the Emergency Medical Services System.

♦Parking Facilities Fund **$296,146**

These funds provide the General Fund subsidy required to support operations of the parking meter enforcement activity which is budgeted in the Parking Fund.

♦Arson Information Reward Program **$500**

This transfer budget was established by City Ordinance # 77174 as an arson information reward account with a minimum of $250 for information leading to the conviction of any person(s) who commit arson in the City. The additional $250 added to the original amount is to comply with the proposed State requirements that arson reward programs be funded at a minimum of $500.

♦CASA San Antonio in Guadalajara, Monterrey and Mexico City **$226,620**

This transfer is the General Fund contribution for the funding of the CASA San Antonio Program which provides staff support for the two offices located in Guadalajara, Jalisco; an office in Monterrey, Nuevo Leon; and an office in Mexico City. These offices are responsible for promoting economic development and tourism for San Antonio. In addition to the City's contribution, funding is also provided by Hotel/Motel Tax Fund.

♦ Police Department Grant Matches **$1,796,177**

Included in this amount is $1,487,700 which represents the General Fund contribution for the COPS AHEAD Program. The 43 uniformed police officer positions supported by this program will transitioned to full General Fund funding in FY 98. An additional $941,785 has been budgeted as a mandate in the Police Department's Proposed FY 98 budget to begin supporting these added positions. Also included in this amount is $308,477 to match the REACT Automobile Theft Prevention Grant program.

♦Capital Improvements Reserve Fund **$700,000**

Included in the transfer to the Capital Improvements Reserve Fund is $600,000 to finance one-time capital projects, deferred maintenance and City Council discretionary funds. The remaining $100,000 of the transfer amount provides resources to address environmental-related contingencies creating potential adverse impact to the City organization and its facilities. The Capital Improvements Reserve Fund is designed to improve the financial flexibility of the Capital Improvements Program and minimize the impact of project shortfalls on the operating budget.

♦Martin Luther King, Jr. Celebration Project **$15,000**

This appropriation continues the support of the Martin Luther King, Jr. Memorial City/County Commission to plan and coordinate a week-long celebration honoring the memory of Martin Luther King, Jr.

♦Grant Match for Greater Kelly Development Corporation **$611,686**

The City receives federal grant dollars from the Department of Defense, Office of Economic Adjustment to fund costs associated with the Greater Kelly Development Corporation (GKDC). This amount represents the General Fund cash match for FY 98 and includes $358,953 in City added grant match dollars to support improvements to GKDC operations.

♦San Antonio Local Development Corporation **$70,072**

This transfer supports the operations of the San Antonio Local Development Corporation, a City-operated agency which loans capital to small businesses.

♦Transfer to Nelson W. Wolff Stadium Fund **$95,206**

This amount represents the General Fund contribution to support operation of the Nelson W. Wolff Stadium in FY 98. The Proposed Budget proposes to account for the operational fiscal activity of the stadium in a separate fund. Additionally, operation of the stadium is proposed to be supervised by the Alamodome Department. The transfer amount equals the difference between projected operational revenues and expenses in FY 98 for the stadium.

♦Transfer to Human Development Fund **$2,987,043**

The Human Development Fund is proposed to be established in FY 98 to initiate a separate accounting of City expenditures which support training, education, social and support services to disadvantaged residents. The amount shown here represents three General Fund-funded grant matches to be made from the new fund. First, the budget includes a $1.695 million grant match to the Comprehensive Nutrition Program. This grant match leverages an additional $1.636 million in state funding to support the nutritional program which will serve almost 8,000 clients with over 942,000 meals in FY 98. Second, the budget amount includes a $1.2 million match to the Child Care Management Services (CCMS) program. The City's match leverages an additional $29.3 million from the state to support the CCMS program which will make 13,000 childcare placements allowing parents to seek and

maintain employment. Also included in the match is $100,000 for match by the private sector on a three-to-one basis. Finally, the budget includes $92,300 in grant match to the Supportive Services for the Elderly Program which will leverage an additional $243,818 in state resources. Specifically, the program is housed at the West and East Side Multi-Service Centers, and provides transportation and escort services to those elderly citizens needing medical attention or other benefits.

HOTEL/MOTEL OCCUPANCY TAX FUND
PROPOSED CONTRIBUTIONS TO OTHER AGENCIES
BUDGET FY 1997-98

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98[1]
CULTURE & REC SERVICES / QUALITY OF LIFE				
ARTS AND CULTURAL PROGRAMS				
Alamo City Men's Chorale	4,000	4,018	4,018	4,018
Alamo Public Telecommunications	14,627	0	0	0
Alamo YMCA	7,095	8,820	8,820	0
Arts San Antonio	124,806	92,205	92,205	102,395
Bexar County Detention - Arts Program	8,000	9,800	9,800	9,800
Centro Cultural Aztlan	80,000	78,400	78,400	78,400
Contemporary Arts for San Antonio	34,000	25,480	25,480	25,480
Esperanza, Peace & Justice Center	45,372	69,231	69,231	62,531
Guadalupe Cultural Arts Center	514,773	514,693	514,693	516,052
Ile Bahia de San Antonio	2,500	4,900	4,900	6,696
Individual Artist Program	20,650	18,326	18,326	18,326
Inner City Development	0	2,295	2,342	2,295
Jewish Community Center	5,510	12,054	12,054	11,537
Jump-Start Performance Company	45,500	49,575	49,575	51,742
Mainstreet Alliance of San Antonio(SOUTHTOWN)	0	0	0	2,378
National Association of Latino Arts & Culture	1,500	0	0	0
San Antonio Children's Museum	100,000	50,000	50,000	50,000
San Antonio Choral Society	3,970	4,312	0	0
San Antonio Dance Umbrella	21,507	25,036	25,036	24,414
San Antonio Intl. Piano Competition	0	0	0	2,717
San Antonio Museum of Art	359,000	362,700	362,700	356,099
San Antonio Municipal Band	5,000	0	0	0
San Antonio Public Library Foundation	9,990	0	0	0
Southwest Craft Center	26,650	42,425	42,425	42,792
Stonemetal Press	7,000	0	0	0
Symphony Society	548,000	490,000	490,000	493,397
Symphony Society Contractual	0	40,000	40,000	40,000
Texas Bach Choir	2,000	0	0	2,245
The Urban - 15 Group	15,500	22,198	22,198	17,550
Winters Chamber Orchestra	4,000	7,252	7,252	8,264
The Witte Museum	350,000	351,967	351,967	352,375
	$2,360,950	**$2,285,688**	**$2,281,422**	**$2,281,503**

CONTRIBUTIONS TO OTHER AGENCIES
(continued)
BUDGET FY 1997-98

	ACTUAL 1995-96	REVISED BUDGET 1997-98	ESTIMATED 1996-97	PROPOSED 1997-98
EDUCATION, YOUTH & HUMAN DEVELOPMENT				
YEAR ROUND YOUTH RECREATION PROGRAMS				
Children's Chorus of San Antonio	2,000	5,841	5,841	5,841
Children's Fine Art Series	8,000	8,514	8,514	9,397
Class Acts	17,000	9,900	9,900	9,026
Commerce St. Stage	0	2,871	2,871	3,397
Ella Austin Community Center	0	4,950	4,950	4,755
Musician's Society of San Antonio	0	0	0	1,698
Opera Guild of San Antonio	17,540	0	0	0
Opera in Schools	0	13,984	13,984	17,859
San Antonio Boy's Choir	5,000	0	0	0
San Antonio Brass Inc.	11,000	0	0	0
San Antonio Dance Theatre	12,000			
San Antonio Metropolitan Ballet	0	4,950	4,950	7,195
Say Si, San Antonio, Youth YES!	3,500	5,940	5,940	5,940
The Social & Health Research Center	0	0	0	679
Trinity Episcopal Church	0	3,960	3,960	2,717
Youth Orchestras of S.A.	22,500	23,265	23,265	23,265
	$98,540	**$84,175**	**$84,175**	**$91,769**
CULTURE & REC SERVICES / QUALITY OF LIFE				
CULTURAL FACILITIES				
Alameda Theater	0	254,000	254,000	254,000
Las Casas - Empire Theater Restoration	333,333	0	0	0
Teatro Guadalupe Maintenance	23,975	11,760	11,760	11,760
	$357,308	**$265,760**	**$265,760**	**$265,760**

CONTRIBUTIONS TO OTHER AGENCIES
(continued)
BUDGET FY 1997-98

	ACTUAL 1995-96	REVISED BUDGET 1997-98	ESTIMATED 1996-97	PROPOSED 1997-98
CULTURE & REC SERVICES / QUALITY OF LIFE				
SPECIAL EVENTS				
Centro Alameda, Inc.	0	3,920	3,920	0
City Dance	10,090	0	0	0
Cloggers Showcase of San Antonio	2,500	2,450	2,450	4,148
India-Asia Association	0	3,920	3,920	2,663
San Antonio Living History Association	0	0	0	1,698
	$12,590	**$10,290**	**$10,290**	**$8,509**
OTHER SERVICES				
Arts Stabilization Fund	0	49,000	49,000	0
Nonprofit Resource Center of Texas	11,324	9,800	9,800	9,800
Technical Assistance/Grants	6,796	6,761	6,761	6,831
Cultural Tourism Partnership	0	0	0	47,302
	$18,120	**$65,561**	**$65,561**	**$63,933**
TOTAL	**$2,847,508**	**$2,711,474**	**$2,707,208**	**$2,711,474**

[1] Proposed FY 1997-98 recommended by Cultural Arts Board

CONTRIBUTIONS TO OTHER AGENCIES HIGHLIGHTS

The Hotel/Motel Fund provides contributions to Art Agencies with emphasis on Arts & Cultural Programs, Cultural Facilities, Public Art, Special Events, Year Round Arts & Cultural Programs and other art related services.

- **CULTURE & RECREATION / QUALITY OF LIFE**

Arts and Cultural Programs

- *Alamo City Men's Chorale* *$4,018*

The agency will utilize the operational support allocation for the presentation of four diverse and creative concerts.

- *Arts San Antonio* *$102,395*

The agency will utilize the operational support allocation ($92,205) to present a variety of events in dance, classical music, contemporary music, ethnic performances and theatre to appeal to audiences of different interest, ages, and ethnic backgrounds. A project award of ($10,190) was provided to continue the agency's educational outreach program of student performances and master classes.

- *Bexar County Detention Ministries* *$9,800*

The agency will utilize the operational support allocation to provide inmates at the Bexar County Adult Detention Center with a means of positive self-expression while improving self-esteem. The program includes classes in drawing, graphic illustration, mural production, folk art, art history and creative writing.

- *Centro Cultural Aztlan* *$78,400*

The agency will utilize the operational support allocation for its 97-98 season which include cultural events related to significant dates and/or themes in Chicano Cultural History, the management and operation of a year-round art gallery, and a poetry series.

- *Contemporary Arts for S.A. (Blue Star Art Space)* *$25,480*

The agency will utilize the operational support allocation for its 1997-98 exhibition season which will mount five major exhibitions by curators and artists who are culturally diverse.

- *Esperanza Peace & Justice Center* *$62,531*

The agency will utilize the operational support allocation ($44,100) to support the PazArte 97-98 season, a multi-disciplinary arts program that includes art shows, a film/video festival, dialogue series, and a community based women's art cooperative. The agency will receive project support ($11,746) to continue a media project which include workshops on video/film production involving youth from throughout San Antonio. Sponsoring the San Antonio Lesbian & Gay Media Project, the project allocation ($5,326) will support film/video screening and related presentations at the "Out at the Movie: San Antonio's Annual Festival of Lesbian & Gay Films". The agency also sponsors "VâN" ($1,359) for an artist residency project.

- *Guadalupe Cultural Arts Center* *$516,052*

The agency will utilize the operational support allocation ($514,693) for the continued creation, presentation, and instruction in, Mexican, Chicano, Latino, and indigenous cultural and artistic expression in the performing, visual, literary, and cinematic arts, including festivals, performances, exhibitions, and classes in all disciplines. An additional project allocation of ($1,359) will be utilized to develop and create two marketing and audience development tools: a center-wide annual calendar of events, and a gift shop catalog.

CONTRIBUTIONS TO OTHER AGENCIES
(continued)

- *Ile Bahia de San Antonio* — *$6,696*

The agency will utilize the operational support allocation ($4,900) to provide professional level instruction in the art of Capoeira, an African-Brazilian martial arts/dance form. A project support allocation ($1,796) will provide for a "Batizado" which formalizes and reinforces a student's training by awarding the student a symbol of achievement.

- *Individual Artist Program* — *$18,326*

The program provides funds through a competitive process to individual artists as a means to encourage creativity in the arts community. Each artist is committed to a public presentation of the work produced.

- *Inner City Development Corp.* — *$2,295*

The agency will utilize the operational support allocation for the creation of murals primarily in the Alazan-Apache Housing Project area. Each mural will involve two lead artists and three or four junior artists usually area youth with an interest in drawing or painting.

- *Jewish Community Center* — *$11,537*

The agency will utilize the operational support allocation ($8,820) for support of their Fifteenth Annual Jewish Book Fair. The agency will also receive project support ($2,717) for one of the four 97-98 theater season productions.

- *Jump-Start Performance Co.* — *$51,742*

The agency will utilize the operational support allocation ($44,100) for support of the 97-98 season which includes major works by company members, works-in-progress by the company and associated artists, a guest artist series, and other programs. The agency will also receive project support ($6,793) for their arts in education program entitled "Historias y Cuentos:Stories and Tales", a collaboration activity with three local elementary schools. The agency also sponsors the San Antonio Theater Coalition's project of ($849) to support communication and collaboration among the theaters of San Antonio.

- *Mainstreet Alliance of San Antonio (Southtown)* — *$2,378*

The agency will utilize the project support to coordinate art projects such as murals, permanent installations and other facade improvements, among the large youth population of the Victoria Courts area.

- *San Antonio Children's Museum* — *$50,000*

By having the City's allocation replenish operational funds used for completion of Phase I exhibit cost, the agency will utilize the funds to support their interactive multi-arts and multi-cultural exhibits and programs which serve over 80,000 visitors annually.

- *San Antonio Dance Umbrella* — *$24,414*

The agency will utilize the operational support allocation ($15,988) for arts services in the dance community to include educational programs, forums for dancers and an arts in education project. The agency will also receive project support ($5,160) to continue an arts education project in two elementary schools. The agency also sponsors a project ($3,266) by B'Alamo entitled "Harvesting: Wading the Grant River" a multidisciplinary performance project uniting artists in a six month workshop process that will culminate in the major work.

CONTRIBUTIONS TO OTHER AGENCIES
(continued)

- *San Antonio International Piano Competition (formally San Antonio Key Board Competition)* *$2,717*

The agency will utilize the project support to organize an international piano competition which will provide not only major awards but also over twenty-five hours of concerts and lectures which will be free and open to the public.

- *San Antonio Museum of Art* *$356,099*

The agency will utilize the operational support allocation ($352,800) for their program of exhibitions, lectures, special events and educational activities. Each exhibit will be accompanied by educational programming, to include lectures, gallery talks, films or other programming. The agency will also receive project support ($3,299) for "Sense of Site: Manifestations of Contemporary Art", an innovative lecture/performance series organized in conjunction with the San Antonio Dance Umbrella.

- *Southwest Craft Center* *$42,792*

The agency will utilize the operational support allocation ($29,868) for their visiting artist program which will include 64 artists contracted to develop and implement an extensive visual arts program for artists, art students and audiences of all ages from San Antonio and surrounding region. The agency will receive project support ($12,924) to continue their Children's Outreach programs that include Saturday Morning Discovery which serves 100 children every Saturday and a Mobile Arts Program which serves at-risk youth in San Antonio schools.

- *Symphony Society of San Antonio* *$533,397*

The agency will utilize the operational support allocation ($490,000) for a 39 week season of 16 Classical, 10 Pops, 3 Chamber Orchestra and 4 Young People's Concert Series. The contractual obligation to the agency of $40,000 will be used towards the Majestic Theater capital improvement expansion project. The agency will receive support ($3,397) for a project entitled "Face to Face/De Cara a Cara", a community outreach/Composer in Residence program.

- *Texas Bach Choir* *$2,245*

The agency will receive project support for its twenty-first choral season of which will include five performances and three free concerts in inner city schools.

- *The Urban-15 Group* *$17,550*

The agency will utilize the operational support allocation for year round instruction of dance and percussion to citizens of all ages and the continued performances of their community-based dancing/marching units, "Carnival de San Anto" and their smaller ensemble "Grupo Vida".

- *Winters Chamber Orchestra* *$ 8,264*

The agency will utilize the operational support allocation ($4,998) for their 97-98, three concert season. The agency, in collaboration with the Carver Cultural Center, will also receive project support ($3,266) for the opera "Daughter of the Regiment", performed by the New York City Opera Company.

- *Witte Museum* *$352,375*

The agency will utilize the operational support allocation ($345,842) to educate and inform our visitors about history, science, humanities, and the arts through exhibits and interpretive programming targeting a culturally and economically diverse audience. The agency will also receive project support ($6,533) for the hosting of a seventy black and white photographic, nationwide traveling art exhibit entitled "Children of Children: Portraits and Stories of Teenage Parents".

CULTURE & RECREATION / QUALITY OF LIFE

Cultural Facilities

- *Alameda Theater* *$254,000*

Funds will be utilized for restoration of the Alameda theater and on the supporting operations which will establish the Theater as a cultural backbone where people of many different backgrounds could come together and enjoy entertainment.

- *Teatro Guadalupe Maintenance* *$11,760*

The program provides funds for exterior maintenance and repair of the Guadalupe Theater. Only repair and maintenance activity as stipulated in the lease agreement with the Guadalupe Cultural Arts Center on the Theater is allowable.

CULTURE & RECREATION / QUALITY OF LIFE

Special Events

- *Cloggers' Showcase of San Antonio* *$4,148*

The agency will utilize the operational support allocation ($2,450) to host the Tenth Annual Cloggers' Showcase to be held in the Arneson River Theater involving 19 clogging groups from Texas, Oklahoma, and Louisiana. A project support allocation of ($1,698) will be used to pay the performing artists modest honorariums.

- *India-Asia Association* *$2,663*

The agency will utilize the project support allocation for presentation of folk dances of India and Indian classical dances, as well as, workshops.

- *San Antonio Living History Association* *$1,698*

The agency will utilize the project support allocation ($1,698) for a year long project which includes six historical reenactments portraying events, clothing, and daily life skills of Texan colonists, native Tejanos, Soldados Mejicanos and American newcomers in 1830s Bejar (City of San Antonio before 1873).

♦ YOUTH, EDUCATION & HUMAN DEVELOPMENT

Year Round Youth Recreation Programs

♦ *Children's Chorus of San Antonio* *$5,841*

The agency will utilize the operational support allocation to present four concerts and two appearances in two Symphony performances. The chorus consists of 119 youths ranging in age from 9-18.

♦ *Children's Fine Arts Series* *$9,397*

The agency will utilize the operational support allocation ($8,514) to provide five free-day children performances serving approximately 10,000 school children. A project support allocation of ($ 883) will allow the hosting of two authors of the books the children's performances are based.

♦ *Class Acts* *$9,026*

The agency will utilize the operational ($4,950) and project ($4,076) support allocations to present a variety of arts offerings in 96 San Antonio schools who are not able to afford the Class Acts events.

♦ *Commerce Street Stage* *$3,397*

The agency, also known as the MAGIK Theater, a children's theater company, will receive project support to collaborate with Naomi Nye, a nationally known poet and children's author, to adapt and produce a production of a play based upon her children's book, Benito's Dream Bottle.

♦ *Ella Austin Community Center* *$4,755*

The agency will utilize the project support allocation to support a multi-disciplinary arts in education program in their Child Care Center. The project will assist in the development of the children's listening/memory skills, balance and coordination, flexibility, and self-discipline attributes.

♦ *Musician's Society of San Antonio* *$1,698*

The agency will utilize the project support allocation to provide high school students a viable rehearsing and performing medium in the Tejano music genre.

♦ *Opera in the Schools* *$17,859*

The agency will utilize the operational support allocation for the presentation of a thirty minute opera entitled "The Ugly Duckling" to approximately 118,000 children.

♦ *San Antonio Metropolitan Ballet* *$7,195*

The agency will utilize the operational support allocation of ($4,950) for its 97/98 season which will two performances of the "Dance Kaleidoscope" program with professional guest artists. An additional project support allocation of ($2,245) will be used to include five performances of the holiday ballet, "La Boutique Fantasque,".

CONTRIBUTIONS TO OTHER AGENCIES
(continued)

- *Say Si, San Antonio Youth YES! (formally known as King William Association)* *$5,940*

The agency will utilize the operational support allocation to continue an entrepreneurial arts program for artistically talented students from San Antonio's inner city high-schools.

- *The Social & Health Research Center* *$679*

The agency will utilize the project support for the production and performance of theatrical plays with fourth grade children from five local schools as part of a larger school-based health intervention program.

- *Trinity Episcopal Church* *$2,717*

The agency will utilize the project support allocation for a 13 week course in mariachi music and folkloric dance during the fall of 1997 and an intensive six week 98 summer program of the same curriculum.

- *Youth Orchestra of San Antonio* *$23,265*

The agency will utilize the operational support allocation to present approximately nine concerts throughout the City and conduct a summer string clinic and orchestra camp. The orchestras are comprised of youth from throughout San Antonio.

- **OTHER SERVICES**

- *Cultural Tourism Partnership Program* *$47,302*

An initiative established to foster understanding and communication between the visitor and hospitality industry and the arts community by coordinating cultural tourism seminars and requesting proposals that initiate collaborative projects.

- *Nonprofit Resource Center of Texas (formally known as Funding Information Center)* *$9,800*

The agency will provide workshops to assist non-profit arts agencies and individual artists increase their effectiveness by enhancing their management skills, refining their programs, and increase the efficiency of their operations.

- *Technical Assistance Program* *$6,831*

The program provides funds to contract with various consultants who will assist in strengthening the structure of arts organizations. The technical services are in areas not provided by the Nonprofit Resource Center of Texas.

- ***Total Funding*** ***$2,711,474***

NON-DEPARTMENTAL/NON-OPERATING

FUND *HOTEL/MOTEL TAX*

EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$0	$0	$0	$107,770
CONTRACTUAL SERVICES	143,372	146,000	146,000	146,000
COMMODITIES	0	0	0	0
OTHER	375,244	320,186	342,896	323,986
CAPITAL OUTLAY	0	0	0	15,241
TOTAL EXPENDITURES	**$518,616**	**$466,186**	**$488,896**	**$592,997**

NON-DEPARTMENTAL/NON-OPERATING

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
Management Restructuring	$0	$0	$0	$107,770
Collection Expense	248,844	247,186	247,186	247,186
Guadalupe Theater Expense	143,372	146,000	146,000	146,000
Liability Insurance - Guadalupe Theater	73,000	73.000	95,710	76,800
Medical Destinations - San Antonio	53,400	0	0	0
Relocation Expenses	0	0	0	15,241
TOTAL	**$518,616**	**$466,186**	**$488,896**	**$592,997**

POLICY ISSUES BY KEY RESULT AREA

- **ECONOMIC DEVELOPMENT** **$107,770**

MANAGEMENT RESTRUCTURING

Addressing the high level of demand for executive resources to oversee complex issues, improve operational efficiencies, contract negotiations and management within the Hotel/Motel and Aviation Funds, the Proposed Budget includes the addition of an Executive Director. The Executive Director will provide departmental overview for the Convention & Visitors Bureau, Convention Facilities, Alamodome, Convention Center Expansion Office, and Aviation. The proposed Executive Director position will allow a much broader and focused view of important and interdepartmental issues.

TRANSFERS

FUND ***HOTEL/MOTEL TAX***

EXPENDITURES BY CHARACTER

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
PERSONAL SERVICES	$0	$0	$0	$0
CONTRACTUAL SERVICES	0	0	0	0
COMMODITIES	0	0	0	0
OTHER	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	4,352,235	6,451,330	6,229,330	5,215,175
TOTAL EXPENDITURES	**$4,352,235**	**$6,451,330**	**$6,229,330**	**$5,215,175**

TRANSFERS

	ACTUAL 1995-96	REVISED BUDGET 1996-97	ESTIMATED 1996-97	PROPOSED 1997-98
General Fund	$740,943	$780,810	$780,810	$810,231
Support for Historical Preservation & Tourism	2,645,570	3,032,100	3,032,100	3,123,063
Certificates of Obligation Debt Service	410,112	395,740	395,740	382,410
Improvement & Contingency Fund	350,000	1,970,000	1,710,000	585,000
Employee Retiree Health Insurance Fund	21,050	21,050	21,050	21,050
Carver Community Cultural Center	75,000	154,250	154,250	154,250
CASA Program	75,000	97,380	135,380	139,171
Other Transfers	34,560	0	0	0
TOTAL	**$4,352,235**	**$6,451,330**	**$6,229,330**	**$5,215,175**

CITY OF SAN ANTONIO

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Six Year Capital Budget

FY 98 - FY 03 PROPOSED CAPITAL BUDGET INTRODUCTION

Overview

The FY 98 - FY 03 Capital Budget is an update to the City's annual six year capital improvement plan. It provides a schedule of capital projects that are to be designed and/or constructed along with a funding schedule with specific anticipated revenue allocations. The first year of the plan is the Proposed FY 98 Capital Budget. Programs in the six year scope include new streets and sidewalks, street improvements, bicycle lanes, drainage enhancement projects, park and library facilities, public safety enhancements, airport improvements, and municipal facility construction and refurbishment.

Organization

The following provides an outline of the Capital Budget. The outline includes reference to the Debt Management Plan. This plan, an integral element of the Capital Budget, is described in the front of the *Debt Service Funds* section of this document.

Debt Management Plan
FY 98 - FY 03 Proposed Capital Budget Introduction
Six Year Capital Budget
- Overview / Highlights
- Table 1 Summary of Capital Budget by Revenue Source
- Table 2 Summary of Capital Budget by Function and Program
- Table 3 Annual Capital Budget by Function, Program and Project
- Table 4 Annual Capital Budget by Revenue Source

FY 98 Capital Budget
- Overview / Highlights
- Table 5 FY 98 Capital Budget by Function, Program and Project

The Six Year Capital Budget

The Proposed Six Year Capital Budget for the years FY 98 through FY 03 total $430.1 million. This represents projects for which a schedule of work is in progress or has been planned.

The FY 98 Capital Budget

The FY 98 Proposed Capital Budget totals $224.3 million and represents projects for which a schedule of work is in progress or has been planned.

Capital Budget Schedules

The information below provides a brief description for each of the five Capital Budget schedules that can be found on the following pages.

TABLE	DESCRIPTION
1	Summary of projected revenue sources needed for the Six Year Capital Program
2	Summary of anticipated capital project expenditures by four functions and nine program areas
3	Summary of planned annual capital expenditures for all projects by function and program
4	Summary of all annual capital project expenditures by revenue source and department
5	Summary of anticipated capital project expenditures for FY 98 by function and program

SIX YEAR CAPITAL BUDGET

Overview

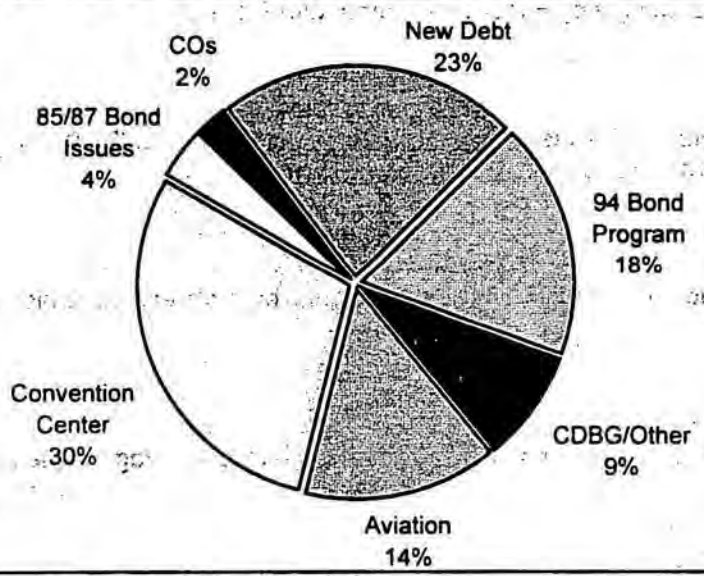
The FY 98 - FY 03 Six Year Capital Budget Program for the City of San Antonio totals $430,125,000. The program represents the City's plan for long-range physical infrastructure development and improvements. Seventy seven percent of this amount represents those projects that are currently funded with voter approved General Obligation Bonds, Revenue Bonds, issued Certificates of Obligation, Federal Grants and other funding sources. The twenty three percent balance is anticipated new debt which will be issued over the six year period.

Capital improvements, because of long-term usefulness and complexity, require large expenditures of funds frequently programmed over more than one year. Items in the capital program include street improvements and drainage enhancement construction projects; City park development projects; and fire and police service-delivery infrastructure projects. These and other projects contained within the Six Year Capital Program are evaluated annually to reflect changing priorities and up-to-date project work progress and cost estimates.

During the City's annual budget process, the various City departments involved in the Capital Program provide the Office of Budget and Management Analysis new project requests and updated schedule and cost information for on-going and future authorized projects. The Office, along with the City Manager's Office and the Finance Department review the project proposals and debt plan ensuring that recommended projects meet long term infrastructure needs, service delivery plans, funding availability and debt capacities.

Funding of the Six Year Capital Budget, as depicted in the pie chart below, is comprised of a variety of General Obligation and Revenue Bond Issuances, Certificates of Obligation, Federal Grants and other funding sources.

Figure 1 FY 98 - 03 CAPITAL BUDGET BY REVENUE SOURCE



The most recent bond authorization that accounts for eighteen percent ($79.1 million) (see Figure 1) of the total funding of the Six Year Capital Program was voter approved in May, 1994. This authorization is often referred to as the 1994 Bond Program. Its total of $123.6 million in complement projects is comprised of $109.7 million in Streets, Drainage, Parks and Law Enforcement G.O. Bonds authorized in 1994 plus an additional $13.9 million in excess bond funds from the 1985 and 1987 G.O. Drainage Bond Authorizations. Fiscal year 1998 marks the turning point of the FY 1994 Bond Program as it enters the fourth year of infrastructure improvements.

Another major component of the Six Year Capital Budget's financial resources is the Convention Center Expansion Revenue Bonds. As Figure 1 shows, this authorization comprises 30% of the total revenues in the Six Year Capital Program. Other Revenue Bonds include $31.6 million in Aviation Revenue Bonds. These were authorized in July, 1996 as part of a $38 million issuance for the purpose of constructing a five level parking garage and improving other parking-related facilities at the International Airport. The 14% of Aviation Revenues depicted on Figure 1 also include $29.7 million from the Aviation's Improvement and Contingency Fund.

Highlights

The following is a brief description and analysis of particularly noteworthy capital projects for each of the nine program areas of the Six Year Capital Budget.

General Government

- Government Real Property
  The Government Real Property program includes those projects involved with the acquisition and design of real property. $4.5 million is programmed in FY 98 for the final payment of the Van de Walle Farms land, engineering services for the North Loop Service Center and the environmental improvements to the Pearsall Landfill.

- Municipal Facilities
  This program area includes the Convention Center Expansion Project which will increase total exhibit space at the Henry B. Gonzalez Convention Center from an existing 240,00 to 440,00 square feet. In its second year, the project is evidence of the City's continued efforts at heightening convention activity. This project will allow the City to compete in a more competitive manner with other cities in the South West for various national conventions. The renovations and expansions for the facility are scheduled to be completed by 2001 at a total cost of $165.6 million.

Public Safety

- Drainage
  The Six Year Capital Budget includes $46.2 million for drainage and flood control projects. This includes one project from the 85 G.O. Drainage Election and three from the 87 G.O. Drainage Election. The majority, $35.6 million, of the projects in the six year plan are part of the 94 Bond Program. One of the thirty seven drainage programs in the 94 Bond Program is the Goliad Road Drainage project, from Pecan Valley to Military Drive. This $3.4 million project will relieve drainage problems on Goliad Road from Pecan Valley to Military Drive.

- Fire Protection
  The Six Year Capital Budget incorporates the projects detailed in the *Fire Master Plan* which City Council approved in May 1997. Those projects found within the Capital Budget address the Fire Department's plans for future development including the construction of eleven new stations, the remodeling of six existing stations and the architectural and engineering work for a Fire Training Academy. The total planned expenditures for Fire Protection over six years is $22.4 million.

- Law Enforcement
  The Capital Budget incorporates those Capital Projects the Police Department has listed in its *Vision 2001 Strategic Plan*. The total cost over six years for eight major projects is $56.2 million. Of this amount, $31 million is programmed for the Radio System Improvement Project. This project will provide a new wide area radio system to support both City and County Operations. The new radio system is being developed to replace the City's existing ten year old system currently in operation.

Recreation and Culture

- Libraries
  The library program of the FY 98 - 03 Capital Budget includes $2.2 million in projects financed with 89 G.O. Library Bonds. Five branch libraries will receive some type of improvement including additional library space, fire safety enhancements and general mechanical improvements.

- Parks
  Over the next two fiscal years, the Six Year Capital Budget Parks program's projects involve much of the construction work that was initially programmed into the 94 Bond Program for Parks. The San Pedro Park Rehabilitation project is an example of the construction work planned over FY 98 and FY99. $4 million is programmed for the park's improvements in FY 98. The project's scope of work includes the rehabilitation of the park's lake, pool, springs, open play fields, picnic facilities, trails, lighting, peripheral parking, and San Pedro Playhouse exterior. Over the six year period from FY 98 - FY 03, $27.6 million is planned for some 55 Park projects.

Transportation

- Air Transportation
  The Air Transportation program involves those projects planned or currently under construction at the City's International Airport and Stinson Municipal Airport. Two of the most notable projects that comprise the $81.5 million programmed over six years include the US 281 Elevated Connector and the Parking Facilities Renovations. The former project entails construction of an elevated connector from northbound US 281 directly into the parking and terminal areas of the International Airport. The latter project includes a five-story 2,700 parking-space garage scheduled for completion in the fall of 1999.

- Streets
  The Streets program is mostly comprised of those projects identified in the 94 Bond Program but includes one project from both the 85 and 87 G.O. Streets Elections. A number of projects schedule in the six year program include the City match to grant monies provided by the Texas Metropolitan Planning Organization (MPO). There is a total of $50.2 programmed over the next six years for street projects. $1.2 million will be spent in FY 98 on the Wurzbach Road at IH 10 Intersection project which will widen the existing street to lengthen left turn lanes.

TABLE 1 - SUMMARY OF CAPITAL BUDGET BY REVENUE SOURCE FOR FY 98 THROUGH FY 03 (IN THOUSANDS)

REVENUE SOURCE	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	TOTAL
85 G.O. Drainage	2,896	0	0	0	0	0	2,896
85 G.O. Streets	885	0	0	0	0	0	885
87 G.O. Crime Prevention	150	60	75	0	0	0	285
87 G.O. Drainage	6,626	0	0	0	0	0	6,626
87 G.O. Streets	2,181	0	0	0	0	0	2,181
89 G.O. Library	3,253	0	0	0	0	0	3,253
94 G.O. Drainage	28,085	7,528	0	0	0	0	35,613
94 G.O. Parks	16,949	10,016	365	0	0	0	27,330
94 G.O. Streets	10,321	5,910	0	0	0	0	16,231
Airport Construction Fund (Bond Proceeds)	29,625	2,000	0	0	0	0	31,625
Airport Improvement & Contingency Fund	6,382	6,621	5,095	4,975	3,842	2,775	29,690
Certificates of Obligation	10,644	0	0	0	0	0	10,644
Community Development Block Grant	13,728	0	0	0	0	0	13,728
Convention Center Construction Fund	67,158	29,888	24,466	6,087	0	0	127,599
New Certificates of Obligation	16,750	38,688	25,245	8,784	5,749	3,174	98,390
Other Funds	8,632	2,764	2,175	2,625	3,203	3,750	23,149
Total Revenue Sources	***224,265***	***103,475***	***57,421***	***22,471***	***12,794***	***9,699***	***430,125***

TABLE 2 - SUMMARY OF CAPITAL BUDGET BY FUNCTION AND PROGRAM FOR FY 98 THROUGH FY 03 (IN THOUSANDS)

FUNCTION / PROGRAM	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	TOTAL
General Government							
Government Real Property	4,485	0	0	0	0	0	4,485
Municipal Facilities	72,546	31,641	26,219	7,840	0	0	138,246
Total General Government	**77,031**	**31,641**	**26,219**	**7,840**	**0**	**0**	**142,731**
Public Safety							
Drainage	38,703	7,528	0	0	0	0	46,231
Fire Protection	5,521	9,793	3,563	485	1,560	1,493	22,415
Law Enforcement	3,135	26,036	15,985	5,147	4,189	1,681	56,173
Total Public Safety	**47,359**	**43,357**	**19,548**	**5,632**	**5,749**	**3,174**	**124,819**
Recreation & Culture							
Libraries	3,279	0	0	0	0	0	3,279
Parks	17,189	10,016	365	0	0	0	27,570
Total Recreation & Culture	**20,468**	**10,016**	**365**	**0**	**0**	**0**	**30,849**
Transportation							
Air Transportation	41,678	11,385	7,270	7,600	7,045	6,525	81,503
Streets	37,729	7,076	4,019	1,399	0	0	50,223
Total Transportation	**79,407**	**18,461**	**11,289**	**8,999**	**7,045**	**6,525**	**131,726**
Total Capital	***224,265***	***103,475***	***57,421***	***22,471***	***12,794***	***9,699***	***430,125***

TABLE 3 - ANNUAL CAPITAL BUDGET BY FUNCTION, PROGRAM, AND PROJECT FOR FY 98 THROUGH FY 03 (IN THOUSANDS)

FUNCTION / PROGRAM / PROJECT	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	TOTAL
General Government							
Government Real Property							
Land Acquisition Van De Walle Farms	2,635	0	0	0	0	0	2,635
Landfill Assessment Study	100	0	0	0	0	0	100
Northeast Service Center	250	0	0	0	0	0	250
Pearsall Landfill	1,500	0	0	0	0	0	1,500
Total Government Real Property	***4,485***	***0***	***0***	***0***	***0***	***0***	***4,485***
Municipal Facilities							
(Critical Facilities) City Hall Annex Remodel	3,100	0	0	0	0	0	3,100
(Critical Facilities) City Hall Improvements	216	0	0	0	0	0	216
(Critical Facilities) Municipal Plaza Building Improvements	1,772	0	0	0	0	0	1,772
Alameda Theater	300	1,753	1,753	1,753	0	0	5,559
Convention Center Expansion	67,158	29,888	24,466	6,087	0	0	127,599
Total Municipal Facilities	***72,546***	***31,641***	***26,219***	***7,840***	***0***	***0***	***138,246***
Total General Government	***77,031***	***31,641***	***26,219***	***7,840***	***0***	***0***	***138,246***
Public Safety							
Drainage							
36th & Growdon Drainage	321	0	0	0	0	0	321
Benrus/Witt #1059	353	0	0	0	0	0	353
Blossom/Woodbury #1007 (near Nacogdoches)	879	0	0	0	0	0	879
Bobolink 96A (Storeywood to Deneice)	1,787	0	0	0	0	0	1,787
Callaghan Drainage Improvement (at Little Lane)	214	0	0	0	0	0	214
Calle Morelia Drainage (Driftwood)	750	0	0	0	0	0	750
Chipinque Drainage (Driftwood)	518	0	0	0	0	0	518
Duval (Pierce to Seguin/Seguin to Walters)	830	0	0	0	0	0	830
Elsmere/Gramercy #57	191	0	0	0	0	0	191
Escalon Street #1008	2,562	0	0	0	0	0	2,562
Espada Dam Modifications & Silt Removal	2,896	0	0	0	0	0	2,896
Goliad (Pecan Valley to Military Drive)	3,460	0	0	0	0	0	3,460
Hazel Drainage	1,088	0	0	0	0	0	1,088
Hi-Lions 80 Modified Ph III/IV	2,530	0	0	0	0	0	2,530
Hi-Lions 80 Modified Ph V	1,286	0	0	0	0	0	1,286
Hollyhock at Huebner Creek Drainage Structure	246	0	0	0	0	0	246
Janda Susan/Ridgecrest	38	0	0	0	0	0	38
Kentwood Manor (Springhill at Pipestone)	90	0	0	0	0	0	90
Leon Creek Drainage Improvements	0	1,189	0	0	0	0	1,189
Martinez Creek Drainage	750	0	0	0	0	0	750
Mission Trails	2,453	0	0	0	0	0	2,453
N. Flores/Breeden/Beacon Outfall	614	0	0	0	0	0	614

FUNCTION / PROGRAM / PROJECT	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	TOTAL
Oakwook #58 BY	1,041	0	0	0	0	0	1,041
Observation Street #1003 (near Bronco)	450	0	0	0	0	0	450
Octavia #63 Ph I	3,388	0	0	0	0	0	3,388
Queen Ann/Elmhurst Drainage	812	0	0	0	0	0	812
Quintana Rd. 64B Extension (King St.)	1,505	0	0	0	0	0	1,505
Rittiman & Holbrook	631	0	0	0	0	0	631
Roselawn Drainage	1,579	0	0	0	0	0	1,579
S. Flores 70-70A Modified Ph II-Part 3	2,810	0	0	0	0	0	2,810
Science Park Drainage #58 H, I & J Ph III	600	0	0	0	0	0	600
Shady Oaks - Encino Grande Improvement	75	0	0	0	0	0	75
Sunshine (E. of Hillcrest) Drainage Structure	99	0	0	0	0	0	99
Upper Six Mile Crk #83F	215	3,525	0	0	0	0	3,740
W.W. White Road Ph I	361	2,814	0	0	0	0	3,175
Whitby at Huebner Creek Drainage Structure	268	0	0	0	0	0	268
Wingate/Oriental/Floyd #1050	1,013	0	0	0	0	0	1,013
Total Drainage	***38,703***	***7,528***	***0***	***0***	***0***	***0***	***46,231***
Fire Protection							
Fire Station # 1 Remodel	55	759	215	0	0	0	1,029
Fire Station # 5 Remodel	18	411	252	0	0	0	681
Fire Station # 6 Remodel	276	402	0	0	0	0	678
Fire Station # 7 New	520	1,136	379	0	0	0	2,035
Fire Station # 8 New	413	984	0	0	0	0	1,397
Fire Station # 9 Remodel	21	411	303	0	0	0	735
Fire Station #10 Remodel	227	236	0	0	0	0	463
Fire Station #11 New	1,203	301	0	0	0	0	1,504
Fire Station #13 Remodel	2	661	0	0	0	0	663
Fire Station #16 New	354	985	328	0	0	0	1,667
Fire Station #20 New	985	0	0	0	0	0	985
Fire Station #25 New	354	985	328	0	0	0	1,667
Fire Station #45 (Westover Hills) Temporary/New	254	985	328	0	0	0	1,567
Fire Station #46 (Stone Oak) Temporary/New	551	985	0	0	0	0	1,536
Fire Station #47 (IH 10 Corridor) Temporary/New	208	552	1,061	0	0	0	1,821
Fire Station #48 (1604/Bulverde) Temporary/New	0	0	369	106	1,454	0	1,929
Fire Station #49 (Northwest) Temporary/New	0	0	0	379	106	1,493	1,978
Fire Training Academy	80	0	0	0	0	0	80
Total Fire Protection	***5,521***	***9,793***	***3,563***	***485***	***1,560***	***1,493***	***22,415***
Law Enforcement							
Dispatch Center	1,300	578	0	0	0	0	1,878
Field Entry Reporting System (FERS)	685	2,427	2,653	2,738	2,684	0	11,187
Optical Disk Storage & Retrieval System	0	200	645	556	341	496	2,238
Police Headquarters Renovations	0	0	56	976	265	265	1,562
Radio System Improvement Project	1,000	20,000	10,000	0	0	0	31,000

FUNCTION / PROGRAM / PROJECT	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	TOTAL
Renovation of Police Substations	0	1,700	1,700	0	0	0	3,400
Supplementary Reporting & Management System	0	1,071	856	877	899	920	4,623
Training Academy Renovations	150	60	75	0	0	0	285
Total Law Enforcement	***3,135***	***26,036***	***15,985***	***5,147***	***4,189***	***1,681***	***56,173***
Total Public Safety	***47,359***	***43,357***	***19,548***	***5,632***	***5,749***	***3,174***	***56,173***
Recreation & Culture							
Libraries							
Cody Branch Library	843	0	0	0	0	0	843
Collins Garden Branch Library	5	0	0	0	0	0	5
Forest Hills Branch Library	810	0	0	0	0	0	810
Hertzberg Circus Museum	21	0	0	0	0	0	21
Landa Branch Library	31	0	0	0	0	0	31
Northside Learning Center (District 8,9,10)	1,000	0	0	0	0	0	1,000
Pan American Branch Library	541	0	0	0	0	0	541
Westfall Branch Library	28	0	0	0	0	0	28
Total Libraries	***3,279***	***0***	***0***	***0***	***0***	***0***	***3,279***
Parks							
"J" Street Park	10	90	0	0	0	0	100
Apache Creek Parks (Cassiana, Escobar, Amistad)	35	315	0	0	0	0	350
Blossom Park	20	180	0	0	0	0	200
Botanical Center Improvements	350	0	0	0	0	0	350
Brackenridge Park Rehabilitation	3,500	3,265	0	0	0	0	6,765
Buckeye Park	0	100	0	0	0	0	100
Camelot/Park Village Land Acquisition	200	0	0	0	0	0	200
Collins Garden Park	15	135	0	0	0	0	150
Columbus Park	50	0	0	0	0	0	50
Crockett Park	170	0	0	0	0	0	170
Cuellar Community Center	270	0	0	0	0	0	270
Dawson Park & Community Center	70	0	0	0	0	0	70
Denver Heights Community Center	225	0	0	0	0	0	225
District 6 Park Land Acquisition	495	0	0	0	0	0	495
District 7 Park Land Acquisition - Phase II	220	0	0	0	0	0	220
District 9 Park Land Acquisition - Phase II (Walker Ranch City/County Park)	370	0	0	0	0	0	370
Elmendorf Park Improvements	540	0	0	0	0	0	540
Friesenhahn Park	0	57	0	0	0	0	57
Garza Park & Community Center	330	135	0	0	0	0	465
Government Canyon	0	400	0	0	0	0	400
Guadalupe Arts Center/School	350	350	0	0	0	0	700
Harlandale Park & Community Center	40	360	0	0	0	0	400
James Park	50	450	0	0	0	0	500
Joe Ward Park & Community Center	315	0	0	0	0	0	315

FUNCTION / PROGRAM / PROJECT	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	TOTAL
Kelly Area Park	145	0	0	0	0	0	145
Lady Bird Johnson Park - YMCA Project	0	400	0	0	0	0	400
Lady Bird Johnson Park/Lou Hamilton Community Center	367	0	0	0	0	0	367
Lakeside Park Development	360	0	0	0	0	0	360
Lee's Creek Park	75	0	0	0	0	0	75
Leon Creek Greenway - Phase I (Open Space Development)	90	0	0	0	0	0	90
Lincoln Community Center	216	0	0	0	0	0	216
Mahncke Park Development	100	0	0	0	0	0	100
Martin Luther King Park Improvements	20	180	0	0	0	0	200
Martinez Park	15	135	0	0	0	0	150
Mateo Camargo Park	80	720	0	0	0	0	800
McAllister Park Improvements	450	500	0	0	0	0	950
Meadowcliff Community Center	450	0	0	0	0	0	450
Monterrey Park & Community Center	405	0	0	0	0	0	405
Museum of Art (Latin American Exhibit)	250	0	0	0	0	0	250
Normoyle Park & Community Center	315	0	0	0	0	0	315
O.P. Schnabel Park	700	0	0	0	0	0	700
O.P. Schnabel Park - YMCA Project	0	500	0	0	0	0	500
Olmos Basin Park/Devine Road	20	180	0	0	0	0	200
Park Development at Detention Ponds	100	0	0	0	0	0	100
Pickwell Park	23	212	0	0	0	0	235
Quarry Park Development (Vulcan)	100	35	365	0	0	0	500
Roosevelt Park	50	0	0	0	0	0	50
San Fernando Gym	20	180	0	0	0	0	200
San Pedro Park Rehabilitation	4,000	0	0	0	0	0	4,000
Southcross Park	200	0	0	0	0	0	200
Southside Lions Park	150	0	0	0	0	0	150
Spicewood Park Development	18	157	0	0	0	0	175
Stinson Park	20	180	0	0	0	0	200
Witte Museum Improvements	250	0	0	0	0	0	250
Woodlawn Lake Park Improvements	575	800	0	0	0	0	1,375
Total Parks	***17,189***	***10,016***	***365***	***0***	***0***	***0***	***27,570***
Total Recreation & Culture	***20,468***	***10,016***	***365***	***0***	***0***	***0***	***27,570***
Transportation							
Air Transportation							
Airport Rescue & Fire Fighting (ARFF) Training Pit	0	500	0	0	0	0	500
Automated Access Control System Upgrade	0	0	0	3,500	0	0	3,500
Building Evaluation & Renovations	250	250	250	250	250	250	1,500
Central Plant Improvements	150	0	0	0	0	0	150
Communication Center Upgrade	0	0	0	0	500	0	500
Construct Holding Bays - Runways 21R & 30L	0	0	0	0	2,600	0	2,600

FUNCTION / PROGRAM / PROJECT	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	TOTAL
Construct New Runway Exits	0	0	0	0	0	5,000	5,000
Environmental Assessment/Clean Up	250	250	250	250	250	250	1,500
Expand Airport Maintenance Facilities	2,500	0	0	0	0	0	2,500
Expand East Air Cargo Facility	250	1,750	0	0	0	0	2,000
Joint Sealant Repair - Runway 12R	0	300	0	0	0	0	300
Noise Compatibility Program	3,125	0	0	0	0	0	3,125
Parking Expansion Project	28,000	2,000	0	0	0	0	30,000
Parking Facilities Renovations	500	500	500	0	0	0	1,500
Radio System Replacement	0	0	0	750	750	0	1,500
Reconstruct Service Road	0	0	0	225	0	0	225
Reconstruct Taxiway D	0	0	2,900	0	0	0	2,900
Reconstruct Taxiway F	400	0	0	0	0	0	400
Reconstruct Taxiway H	0	3,685	0	0	0	0	3,685
Resurface Runway 3-21	0	600	1,200	0	0	0	1,800
Roadway & Drainage Improvements	750	525	1,145	0	1,670	0	4,090
SAT Landscaping	0	500	500	500	500	500	2,500
SAT Washrack	295	0	0	0	0	0	295
SSF Washrack	105	0	0	0	0	0	105
Surface Movement Guidance & Control System	250	0	0	0	0	0	250
Surveying & Platting	25	25	25	25	25	25	150
Terminal 2 Electrical Upgrade	0	0	0	1,600	0	0	1,600
Terminal Modifications/Upgrading	1,000	500	500	500	500	500	3,500
US 281Elevated Connector	3,828	0	0	0	0	0	3,828
Total Air Transportation	***41,678***	***11,385***	***7,270***	***7,600***	***7,045***	***6,525***	***81,503***
Streets							
24th Street (Commerce to Culebra)	629	0	0	0	0	0	629
26th Street (Commerce to Culebra)	540	0	0	0	0	0	540
Acme Road (Old Highway 90 to Commerce)	707	0	0	0	0	0	707
Advance & Brice (F St.-H St.)	275	0	0	0	0	0	275
Alamo Street (Durango to Cedar)	410	0	0	0	0	0	410
Alamo/Broadway Corridor	6	0	8	0	0	0	14
Ansley Blvd. Infrastructure Street Extension	45	0	0	0	0	0	45
Apple Valley (Haven Valley to Ray Ellison)	0	542	0	0	0	0	542
Aurelia Ph II - Morningview (Amanda-Robeson)	435	0	0	0	0	0	435
Aurelia Street (Yucca to MLK)	383	0	0	0	0	0	383
Avenue B (North) Bikelane	14	0	18	0	0	0	32
Avenue B (South) Bikelane	36	0	53	0	0	0	89
Babcock & Hillcrest Intersection	250	0	0	0	0	0	250
Babcock Reconstruction & Bridges (Hausman to DeZavala)	441	1,463	0	0	0	0	1,904
Babcock Road Alternate Bikelane	37	0	0	54	0	0	91
Bandera Road (Evers to General McMullen)	885	0	0	0	0	0	885
Basse Road & San Pedro Intersection	235	0	0	0	0	0	235

FUNCTION / PROGRAM / PROJECT	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	TOTAL
Baylor Street (San Pedro Creek to Flores Street)	85	0	0	0	0	0	85
Bitters Road (Broadway to Nacogdoches)	174	0	401	0	0	0	575
Bitters Road (Embasy Road to Heimer)	619	0	0	0	0	0	619
Blanco & Jackson Keller Intersection	200	0	0	0	0	0	200
Boehmer (Burbank Loop to S. Flores)	99	0	0	0	0	0	99
Botanical Gardens Route (Avenue B)	19	0	24	0	0	0	43
Broadway at Wetmore	0	210	0	0	0	0	210
Calaveras (Saunders to Guadalupe)	434	0	0	0	0	0	434
Calaveras (W. Ashby to W. Woodlawn)	15	0	0	0	0	0	15
Callaghan Road (Bandera to Horseshoe Bend)	0	770	0	0	0	0	770
Callaghan Road (Hemphill to Cuelebra)	142	0	0	324	0	0	466
Callaghan Road (Old Hwy 90 to Castroville)	12	0	15	0	0	0	27
Callaghan Road (Old Hwy 90 to Commerce)	200	0	0	0	0	0	200
Callaghan Road (W Horseshoe Bend to Ingram Rd)	126	0	376	0	0	0	502
Casa Blanca (Broadway to Austin)	24	0	0	0	0	0	24
CBD to San Antonio College	7	0	9	0	0	0	16
Cincinnati (St. Mary's University to Naudad)	4	0	5	0	0	0	9
Cincinnati/Ashby (Naudad to N. St. Mary's)	4	0	5	0	0	0	9
Citywide Sidewalks MPO/ADA	99	0	200	0	0	0	299
Citywide Sidewalks Ph I-Part II	410	0	0	0	0	0	410
Claremont/Eleanor/Natalen-New Braunfels	1,219	0	0	0	0	0	1,219
Contour Drive Street Improvements	1,668	0	0	0	0	0	1,668
Courtland Place Ph II (St. Mary's to McCullough)	210	0	0	0	0	0	210
Culebra Area Streets Ph I	835	0	0	0	0	0	835
District 3 Sidewalks	205	0	0	0	0	0	205
Drury Lane (Escalon East to Dead End)	36	0	0	0	0	0	36
Drury Street (Longwood-Dead End)	303	0	0	0	0	0	303
Durango (San Marcos to Navidad)	60	0	0	0	0	0	60
El Monte Blvd. (San Pedro to McCullough)	330	0	0	0	0	0	330
Evers Road & Wurzbach Intersection	246	0	0	0	0	0	246
Evers Road (Glenridge to Daughty)	250	0	0	0	0	0	250
F Street (Pecan Valley-IH 10)	88	0	0	0	0	0	88
Fay Ph I (Quintana to Creighton)	80	0	0	0	0	0	80
Finch (IH 35 to Finton)	50	0	0	0	0	0	50
Flores Street (Durango to Franciscan)	288	0	0	0	0	0	288
Fredericksburg Rd. (Ph II-Sandoval to Woodlawn)	2,181	0	0	0	0	0	2,181
Frio (IH 35 to Guadalupe)	138	0	0	0	0	0	138
Frio City Road (Brazos to Zarzamora)	180	0	417	0	0	0	597
General McMullen (Roselawn to Commerce)	87	0	0	0	0	0	87
Gevers Street Sidewalks (IH 10 to Southcross)	51	0	0	0	0	0	51
Givens (200 to 500 Blocks)	30	0	0	0	0	0	30
Glenmore & Kentucky Streets	782	0	0	0	0	0	782

FUNCTION / PROGRAM / PROJECT	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	TOTAL
Glider & Landing Street (Gunsmoke to Loop 410)	50	0	0	0	0	0	50
Guadalupe Gardens	816	0	0	0	0	0	816
Hamilton (Guadalupe to Laredo)	512	0	0	0	0	0	512
Harvard Place Streets Ph II	483	0	0	0	0	0	483
Henderson Pass (Thousand Oaks to Gold Canyon)	150	0	0	19	0	0	169
Higgins Road (Nacogdoches to Stahl)	959	1,440	0	0	0	0	2,399
Hilderbrand (IH 10 to Breeden)	325	0	0	0	0	0	325
Hilderbrand at Hwy 281 Intersection	14	0	18	0	0	0	32
Hilton Street (Clovis to W. Amber)	48	0	0	0	0	0	48
Hobart Street (Acme to 40th)	119	0	0	0	0	0	119
Houston Area Streets Ph II	203	0	0	0	0	0	203
Houston Street (Bowie to Pine)	290	0	0	0	0	0	290
Hunt Lane (Maiback Road to U.S. 90)	203	0	470	0	0	0	673
Keitha Area Streets Ph I	515	0	0	0	0	0	515
Keitha Area Streets Ph II	607	0	0	0	0	0	607
Kings Crown Road (O'Connor Rd. to Bricken/Harding)	845	0	0	0	0	0	845
Lake Boulevard (Woodlawn to Donaldson)	330	0	0	0	0	0	330
Leal Street (Martinez Creek to Colorado)	416	0	0	0	0	0	416
Leonhardt Road	0	839	0	0	0	0	839
Lillita Street (Gen. McMullen to Las Palmas)	251	0	0	0	0	0	251
Lockhill-Selma Improvements (Wurzbach to George Road)	725	0	0	0	0	0	725
Madrid Street (Merida to Castroville)	306	0	0	0	0	0	306
Mahncke Area Streets Ph II	870	0	0	0	0	0	870
Malone Bike Lane (Theo-Quintana to Concepcion Pk)	9	0	0	12	0	0	21
Mantana St. Bike Lane (The Alamodome to Walters)	6	0	8	0	0	0	14
Mayfield Street Ph II (Somerset to Laredo Hwy)	456	0	0	0	0	0	456
Medical Drive (Babcock to Fredericksberg)	0	100	0	0	0	0	100
Miscellaneous Sidewalks (District 7)	80	0	0	0	0	0	80
Mistletoe Avenue (IH 10 to Martinez Creek)	43	0	0	0	0	0	43
Mitchell Street (Roosevelt-Presa)	150	0	0	0	0	0	150
N. St. Mary's (Alamo to Pereida)	68	0	0	0	0	0	68
N. St. Mary's Bike Lane (Huisache to McCullough)	0	7	0	0	0	0	7
Nacogdoches (Broadway to New Braunfels)	740	0	0	0	0	0	740
Navajo Area Streets	181	1,626	0	0	0	0	1,807
Navarro (St. Mary's to Dallas)	141	0	0	0	0	0	141
New Braunfels (IH 35 to Grayson)	73	0	0	0	0	0	73
Orange (Gladstone to Cluster)	19	0	0	0	0	0	19
Pecan (Main to Jefferson)	29	0	33	0	0	0	62
Pecan Valley Drive ("J" St. to IH 10)	112	0	340	0	0	0	452
Pine Street (Post to Cunningham)	113	0	0	0	0	0	113
Pleasant Road (Southcross to McCauley)	844	0	0	0	0	0	844
Probandt (U.S. 90 to Mitchell)	67	0	0	0	0	0	67

FUNCTION / PROGRAM / PROJECT	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	TOTAL
Prue Road (Laureate to Fredericksberg)	76	0	146	0	0	0	222
Rip Rap 69 Ph II C-Part II	456	0	0	0	0	0	456
Rounds Street (Calaveras to Navidad)	131	0	0	0	0	0	131
S. New Braunfels (IH 10 to Southcross)	0	61	0	0	0	0	61
San Pedro (Quincy to Romana)	145	0	0	0	0	0	145
San Pedro Alternate (Dot Rd to Howard Rd)	172	0	0	0	0	0	172
School Safety Program	0	0	200	0	0	0	200
Sewanee Street (Amanda to Artesia)	156	0	0	0	0	0	156
Sidewalks Northside (Southcross Pk to S Zarzamora)	179	0	0	0	0	0	179
Southcross Blvd. (S. New Braunfels to S. Presa)	164	0	477	0	0	0	641
Southcross Blvd. (W.W. White to IH 410)	353	0	0	0	0	0	353
St. Francis (Dowdy to Probandt)	25	0	0	0	0	0	25
Stahl Road #1038 Ph I (Bell to Bulverde)	1,295	0	0	0	0	0	1,295
Starcrest (Stuntman to Jones Maltsberger)	91	0	183	0	0	0	274
Streets Around Woodlawn Lake Park	210	0	0	0	0	0	210
Sunset Road (Jones Maltsberger to Broadway)	276	0	0	0	0	0	276
Tezel (Ridge Path to Old Tezel)	254	0	0	588	0	0	842
Tezel (Timberpath to Ridge Path)	182	0	0	392	0	0	574
Thorain (Blanco to San Pedro)	471	0	0	0	0	0	471
Thorain (R.R. Tracks to Blanco)	433	0	0	0	0	0	433
Thousand Oaks Extension	84	0	169	0	0	0	253
Timberpath Bike Lane (Les Harrison to Grissom)	0	18	0	0	0	0	18
Travis Street (Zarzamora to Hamilton)	268	0	0	0	0	0	268
Uhr Lane (Higgins to Thousand Oaks)	179	0	385	0	0	0	564
UTSA to OLLU Corridor (Houston to 24th St.)	41	0	59	0	0	0	100
Venice (West Avenue to Buckeye)	43	0	0	0	0	0	43
Villa Coronado Streets Ph III	555	0	0	0	0	0	555
Walton (Nogalitos to Zarzamora)	47	0	0	0	0	0	47
West French (N. Zarzamora to N. Navidad)	15	0	0	0	0	0	15
Woodlawn (St. Cloud past Lake Blvd.)	634	0	0	0	0	0	634
Wurzbach Road (IH 10 Intersection)	1,230	0	0	0	0	0	1,230
Wurzbach Road at Ironsides Intersection	50	0	0	0	0	0	50
Yellowstone (Mission Rd. to Roosevelt)	20	0	0	0	0	0	20
Zarzamora Bike Lane (IH 35 to IH 410)	4	0	0	5	0	0	9
Zarzamora Bike Lane (New Laredo Hwy to Theo/Malone)	4	0	0	5	0	0	9
Total Streets	***37,729***	***7,076***	***4,019***	***1,399***	***0***	***0***	***50,223***
Total Transportation	***79,407***	***18,461***	***11,289***	***8,999***	***7,045***	***6,525***	***50,223***
Grand Total	***224,265***	***103,475***	***57,421***	***22,471***	***12,794***	***9,699***	***430,125***

TABLE 4 - ANNUAL CAPITAL BUDGET BY REVENUE SOURCE FOR FY 98 THROUGH FY 03 (IN THOUSANDS)

REVENUE / DEPARTMENT / PROJECT		FY 98	FY 99	FY 00	FY 01	FY 02	FY 03
85 G.O. Drainage							
Public Works	Espada Dam Modifications & Silt Removal	2,896	0	0	0	0	0
	Total 85 G.O. Drainage	***2,896***	***0***	***0***	***0***	***0***	***0***
	Total Projects for 85 G.O. Drainage - 1						
85 G.O. Streets							
Public Works	Bandera Road (Evers to General McMullen)	885	0	0	0	0	0
	Total 85 G.O. Streets	***885***	***0***	***0***	***0***	***0***	***0***
	Total Projects for 85 G.O. Streets - 1						
87 G.O. Crime Prevention							
Police	Training Academy Renovations	150	60	75	0	0	0
	Total 87 G.O. Crime Prevention	***150***	***60***	***75***	***0***	***0***	***0***
	Total Projects for 87 G.O. Crime Prevention - 1						
87 G.O. Drainage							
Public Works	Hi-Lions 80 Modified Ph III/IV	2,530	0	0	0	0	0
	Hi-Lions 80 Modified Ph V	1,286	0	0	0	0	0
	S. Flores 70-70A Modified Ph II-Part 3	2,810	0	0	0	0	0
	Total 87 G.O. Drainage	***6,626***	***0***	***0***	***0***	***0***	***0***
	Total Projects for 87 G.O. Drainage - 3						
87 G.O. Streets							
Public Works	Fredericksburg Rd. (Ph II-Sandoval to Woodlawn)	2,181	0	0	0	0	0
	Total 87 G.O. Streets	***2,181***	***0***	***0***	***0***	***0***	***0***
	Total Projects for 87 G.O. Streets - 1						
89 G.O. Library							
Community Initiatives	Northside Learning Center (District 8,9,10)	1,000	0	0	0	0	0
Library	Cody Branch Library	843	0	0	0	0	0
	Forest Hills Branch Library	810	0	0	0	0	0
	Landa Branch Library	31	0	0	0	0	0
	Pan American Branch Library	541	0	0	0	0	0
	Westfall Branch Library	28	0	0	0	0	0
	Total 89 G.O. Library	***3,253***	***0***	***0***	***0***	***0***	***0***
	Total Projects for 89 G.O. Library - 6						
94 G.O. Drainage							
Public Works	36th & Growdon Drainage	321	0	0	0	0	0
	Benrus/Witt #1059	353	0	0	0	0	0
	Blossom/Woodbury #1007 (near Nacogdoches)	879	0	0	0	0	0
	Bobolink 96A (Storeywood to Deneice)	1,787	0	0	0	0	0
	Callaghan Drainage Improvement (at Little Lane)	214	0	0	0	0	0
	Calle Morelia Drainage (Driftwood)	750	0	0	0	0	0
	Chipinque Drainage (Driftwood)	518	0	0	0	0	0
	Duval (Pierce to Seguin/Seguin to Walters)	830	0	0	0	0	0
	Elsmere/Gramercy #57	191	0	0	0	0	0
	Escalon Street #1008	2,562	0	0	0	0	0
	Goliad (Pecan Valley to Military Drive)	3,460	0	0	0	0	0
	Hazel Drainage	1,088	0	0	0	0	0

REVENUE / DEPARTMENT / PROJECT		FY 98	FY 99	FY 00	FY 01	FY 02	FY 03
Public Works	Hollyhock at Huebner Creek Drainage Structure	246	0	0	0	0	0
	Janda Susan/Ridgecrest	38	0	0	0	0	0
	Kentwood Manor (Springhill at Pipestone)	90	0	0	0	0	0
	Leon Creek Drainage Improvements	0	1,189	0	0	0	0
	Martinez Creek Drainage	750	0	0	0	0	0
	Mission Trails	2,453	0	0	0	0	0
	N. Flores/Breeden/Beacon Outfall	614	0	0	0	0	0
	Oakwook #58 BY	1,041	0	0	0	0	0
	Observation Street #1003 (near Bronco)	450	0	0	0	0	0
	Octavia #63 Ph I	3,388	0	0	0	0	0
	Queen Ann/Elmhurst Drainage	812	0	0	0	0	0
	Quintana Rd. 64B Extension (King St.)	409	0	0	0	0	0
	Rittiman & Holbrook	631	0	0	0	0	0
	Roselawn Drainage	1,579	0	0	0	0	0
	Science Park Drainage #58 H, I & J Ph III	600	0	0	0	0	0
	Shady Oaks - Encino Grande Improvement	75	0	0	0	0	0
	Sunshine (E. of Hillcrest) Drainage Structure	99	0	0	0	0	0
	Upper Six Mile Crk #83F	215	3,525	0	0	0	0
	W.W. White Road Ph I	361	2,814	0	0	0	0
	Whitby at Huebner Creek Drainage Structure	268	0	0	0	0	0
	Wingate/Oriental/Floyd #1050	1,013	0	0	0	0	0
	Total 94 G.O. Drainage	***28,085***	***7,528***	***0***	***0***	***0***	***0***
	Total Projects for 94 G.O. Drainage - 33						
94 G.O. Parks							
Parks & Recreation	"J" Street Park	10	90	0	0	0	0
	Apache Creek Parks (Cassiana, Escobar, Amistad)	35	315	0	0	0	0
	Blossom Park	20	180	0	0	0	0
	Botanical Center Improvements	350	0	0	0	0	0
	Brackenridge Park Rehabilitation	3,500	3,265	0	0	0	0
	Buckeye Park	0	100	0	0	0	0
	Camelot/Park Village Land Acquisition	200	0	0	0	0	0
	Collins Garden Park	15	135	0	0	0	0
	Columbus Park	50	0	0	0	0	0
	Crockett Park	125	0	0	0	0	0
	Cuellar Community Center	270	0	0	0	0	0
	Dawson Park & Community Center	70	0	0	0	0	0
	Denver Heights Community Center	225	0	0	0	0	0
	District 6 Park Land Acquisition	495	0	0	0	0	0
	District 7 Park Land Acquisition - Phase II	220	0	0	0	0	0
	District 9 Park Land Acquisition - Phase II (Walker Ranch City/County Park)	370	0	0	0	0	0
	Elmendorf Park Improvements	540	0	0	0	0	0
	Friesenhahn Park	0	57	0	0	0	0
	Garza Park & Community Center	330	135	0	0	0	0
	Government Canyon	0	400	0	0	0	0
	Guadalupe Arts Center/School	350	350	0	0	0	0
	Harlandale Park & Community Center	40	360	0	0	0	0
	James Park	50	450	0	0	0	0
	Joe Ward Park & Community Center	315	0	0	0	0	0
	Lady Bird Johnson Park - YMCA Project	0	400	0	0	0	0

REVENUE / DEPARTMENT / PROJECT		FY 98	FY 99	FY 00	FY 01	FY 02	FY 03
Parks & Recreation	Lady Bird Johnson Park/Lou Hamilton Community Center	367	0	0	0	0	0
	Lakeside Park Development	360	0	0	0	0	0
	Lee's Creek Park	75	0	0	0	0	0
	Leon Creek Greenway - Phase I (Open Space Development)	40	0	0	0	0	0
	Lincoln Community Center	216	0	0	0	0	0
	Mahncke Park Development	100	0	0	0	0	0
	Martin Luther King Park Improvements	20	180	0	0	0	0
	Martinez Park	15	135	0	0	0	0
	Mateo Camargo Park	80	720	0	0	0	0
	McAllister Park Improvements	450	500	0	0	0	0
	Meadowcliff Community Center	450	0	0	0	0	0
	Monterrey Park & Community Center	405	0	0	0	0	0
	Museum of Art (Latin American Exhibit)	250	0	0	0	0	0
	Normoyle Park & Community Center	315	0	0	0	0	0
	O.P. Schnabel Park	700	0	0	0	0	0
	O.P. Schnabel Park - YMCA Project	0	500	0	0	0	0
	Olmos Basin Park/Devine Road	20	180	0	0	0	0
	Park Development at Detention Ponds	100	0	0	0	0	0
	Pickwell Park	23	212	0	0	0	0
	Quarry Park Development (Vulcan)	100	35	365	0	0	0
	Roosevelt Park	50	0	0	0	0	0
	San Fernando Gym	20	180	0	0	0	0
	San Pedro Park Rehabilitation	4,000	0	0	0	0	0
	Southcross Park	200	0	0	0	0	0
	Southside Lions Park	150	0	0	0	0	0
	Spicewood Park Development	18	157	0	0	0	0
	Stinson Park	20	180	0	0	0	0
	Witte Museum Improvements	250	0	0	0	0	0
	Woodlawn Lake Park Improvements	575	800	0	0	0	0
	Total 94 G.O. Parks	***16,949***	***10,016***	***365***	***0***	***0***	***0***
	Total Projects for 94 G.O. Parks - 54						
94 G.O. Streets							
Public Works	Apple Valley (Haven Valley to Ray Ellison)	0	542	0	0	0	0
	Babcock Reconstruction & Bridges (Hausman to DeZavala)	441	1,463	0	0	0	0
	Boehmer (Burbank Loop to S. Flores)	99	0	0	0	0	0
	Contour Drive Street Improvements	1,668	0	0	0	0	0
	El Monte Blvd. (San Pedro to McCullough)	330	0	0	0	0	0
	Guadalupe Gardens	816	0	0	0	0	0
	Higgins Road (Nacogdoches to Stahl)	959	1,440	0	0	0	0
	Hobart Street (Acme to 40th)	119	0	0	0	0	0
	Kings Crown Road (O'Connor Rd. to Bricken/Harding)	845	0	0	0	0	0
	Lake Boulevard (Woodlawn to Donaldson)	330	0	0	0	0	0
	Leal Street (Martinez Creek to Colorado)	416	0	0	0	0	0
	Leonhardt Road	0	839	0	0	0	0
	Lockhill-Selma Improvements (Wurzbach to George Road)	725	0	0	0	0	0
	Miscellaneous Sidewalks (District 7)	80	0	0	0	0	0

REVENUE / DEPARTMENT / PROJECT		FY 98	FY 99	FY 00	FY 01	FY 02	FY 03
Public Works	Nacogdoches (Broadway to New Braunfels)	740	0	0	0	0	0
	Navajo Area Streets	181	1,626	0	0	0	0
	Stahl Road #1038 Ph I (Bell to Bulverde)	1,295	0	0	0	0	0
	Streets Around Woodlawn Lake Park	210	0	0	0	0	0
	Thorain (R.R. Tracks to Blanco)	433	0	0	0	0	0
	Woodlawn (St. Cloud past Lake Blvd.)	634	0	0	0	0	0
	Total 94 G.O. Streets	***10,321***	***5,910***	***0***	***0***	***0***	***0***
	Total Projects for 94 G.O. Streets - 20						
Airport Construction Fund (Bond Proceeds)							
Aviation	Noise Compatibility Program	625	0	0	0	0	0
	Parking Expansion Project	28,000	2,000	0	0	0	0
	Terminal Modifications/Upgrading	1,000	0	0	0	0	0
	Total Airport Construction Fund (Bond Proceeds)	***29,625***	***2,000***	***0***	***0***	***0***	***0***
	Total Projects for Airport Construction Fund (Bond Proceeds) - 3						
Airport Improvement & Contingency Fund							
Aviation	Airport Rescue & Fire Fighting (ARFF) Training Pit	0	500	0	0	0	0
	Automated Access Control System Upgrade	0	0	0	875	0	0
	Building Evaluation & Renovations	250	250	250	250	250	250
	Central Plant Improvements	150	0	0	0	0	0
	Communication Center Upgrade	0	0	0	0	500	0
	Construct Holding Bays - Runways 21R & 30L	0	0	0	0	650	0
	Construct New Runway Exits	0	0	0	0	0	1,250
	Environmental Assessment/Clean Up	250	250	250	250	250	250
	Expand Airport Maintenance Facilities	2,500	0	0	0	0	0
	Expand East Air Cargo Facility	250	1,750	0	0	0	0
	Joint Sealant Repair - Runway 12R	0	300	0	0	0	0
	Parking Facilities Renovations	500	500	500	0	0	0
	Radio System Replacement	0	0	0	750	750	0
	Reconstruct Service Road	0	0	0	225	0	0
	Reconstruct Taxiway D	0	0	725	0	0	0
	Reconstruct Taxiway F	100	0	0	0	0	0
	Reconstruct Taxiway H	0	921	0	0	0	0
	Resurface Runway 3-21	0	600	1,200	0	0	0
	Roadway & Drainage Improvements	750	525	1,145	0	417	0
	SAT Landscaping	0	500	500	500	500	500
	SAT Washrack	295	0	0	0	0	0
	SSF Washrack	105	0	0	0	0	0
	Surface Movement Guidance & Control System	250	0	0	0	0	0
	Surveying & Platting	25	25	25	25	25	25
	Terminal 2 Electrical Upgrade	0	0	0	1,600	0	0
	Terminal Modifications/Upgrading	0	500	500	500	500	500
	US 281Elevated Connector	957	0	0	0	0	0
	Total Airport Improvement & Contingency Fund	***6,382***	***6,621***	***5,095***	***4,975***	***3,842***	***2,775***
	Total Projects for Airport Improvement & Contingency Fund - 27						
Certificates of Obligation							
Fire	Fire Station # 1 Remodel	55	0	0	0	0	0
	Fire Station # 5 Remodel	18	0	0	0	0	0
	Fire Station # 6 Remodel	276	0	0	0	0	0

REVENUE / DEPARTMENT / PROJECT		FY 98	FY 99	FY 00	FY 01	FY 02	FY 03
Fire	Fire Station # 7 New	520	0	0	0	0	0
	Fire Station # 8 New	413	0	0	0	0	0
	Fire Station # 9 Remodel	21	0	0	0	0	0
	Fire Station #10 Remodel	227	0	0	0	0	0
	Fire Station #11 New	1,203	0	0	0	0	0
	Fire Station #13 Remodel	2	0	0	0	0	0
	Fire Station #16 New	354	0	0	0	0	0
	Fire Station #20 New	985	0	0	0	0	0
	Fire Station #25 New	354	0	0	0	0	0
	Fire Station #45 (Westover Hills) Temporary/New	254	0	0	0	0	0
	Fire Station #46 (Stone Oak) Temporary/New	551	0	0	0	0	0
	Fire Station #47 (IH 10 Corridor) Temporary/New	208	0	0	0	0	0
	Fire Training Academy	80	0	0	0	0	0
Public Works	(Critical Facilities) City Hall Annex Remodel	1,535	0	0	0	0	0
	(Critical Facilities) City Hall Improvements	216	0	0	0	0	0
	(Critical Facilities) Municipal Plaza Building Improvements	1,772	0	0	0	0	0
	Landfill Assessment Study	100	0	0	0	0	0
	Pearsall Landfill	1,500	0	0	0	0	0
	Total Certificates of Obligation	***10,644***	***0***	***0***	***0***	***0***	***0***
	Total Projects for Certificates of Obligation - 21						
Community Development Block Grant							
Library	Collins Garden Branch Library	5	0	0	0	0	0
	Hertzberg Circus Museum	21	0	0	0	0	0
Parks & Recreation	Crockett Park	45	0	0	0	0	0
	Kelly Area Park	145	0	0	0	0	0
Public Works	26th Street (Commerce to Culebra)	540	0	0	0	0	0
	Advance & Brice (F St.-H St.)	275	0	0	0	0	0
	Ansley Blvd. Infrastructure Street Extension	45	0	0	0	0	0
	Aurelia Ph II - Morningview (Amanda-Robeson)	435	0	0	0	0	0
	Aurelia Street (Yucca to MLK)	383	0	0	0	0	0
	Baylor Street (San Pedro Creek to Flores Street)	85	0	0	0	0	0
	Calaveras (Saunders to Guadalupe)	434	0	0	0	0	0
	Calaveras (W. Ashby to W. Woodlawn)	15	0	0	0	0	0
	Citywide Sidewalks Ph I-Part II	410	0	0	0	0	0
	Claremont/Eleanor/Natalen-New Braunfels	1,219	0	0	0	0	0
	Courtland Place Ph II (St. Mary's to McCullough)	210	0	0	0	0	0
	Culebra Area Streets Ph I	835	0	0	0	0	0
	District 3 Sidewalks	205	0	0	0	0	0
	Drury Lane (Escalon East to Dead End)	36	0	0	0	0	0
	Drury Street (Longwood-Dead End)	303	0	0	0	0	0
	Durango (San Marcos to Navidad)	60	0	0	0	0	0
	F Street (Pecan Valley-IH 10)	88	0	0	0	0	0
	Fay Ph I (Quintana to Creighton)	80	0	0	0	0	0
	Finch (IH 35 to Finton)	50	0	0	0	0	0
	Givens (200 to 500 Blocks)	30	0	0	0	0	0
	Glenmore & Kentucky Streets	782	0	0	0	0	0
	Glider & Landing Street (Gunsmoke to Loop 410)	50	0	0	0	0	0
	Hamilton (Guadalupe to Laredo)	512	0	0	0	0	0
	Harvard Place Streets Ph II	483	0	0	0	0	0

REVENUE / DEPARTMENT / PROJECT		FY 98	FY 99	FY 00	FY 01	FY 02	FY 03
Public Works	Hilton Street (Clovis to W. Amber)	48	0	0	0	0	0
	Houston Area Streets Ph II	203	0	0	0	0	0
	Keitha Area Streets Ph I	515	0	0	0	0	0
	Keitha Area Streets Ph II	607	0	0	0	0	0
	Lillita Street (Gen. McMullen to Las Palmas)	251	0	0	0	0	0
	Madrid Street (Merida to Castroville)	306	0	0	0	0	0
	Mahncke Area Streets Ph II	870	0	0	0	0	0
	Mayfield Street Ph II (Somerset to Laredo Hwy)	456	0	0	0	0	0
	Mistletoe Avenue (IH 10 to Martinez Creek)	43	0	0	0	0	0
	Mitchell Street (Roosevelt-Presa)	150	0	0	0	0	0
	Orange (Gladstone to Cluster)	19	0	0	0	0	0
	Pine Street (Post to Cunningham)	113	0	0	0	0	0
	Rip Rap 69 Ph II C-Part II	456	0	0	0	0	0
	Rounds Street (Calaveras to Navidad)	131	0	0	0	0	0
	Sewanee Street (Amanda to Artesia)	156	0	0	0	0	0
	Sidewalks Northside (Southcross Pk to S Zarzamora)	179	0	0	0	0	0
	St. Francis (Dowdy to Probandt)	25	0	0	0	0	0
	Thorain (Blanco to San Pedro)	471	0	0	0	0	0
	Travis Street (Zarzamora to Hamilton)	268	0	0	0	0	0
	Venice (West Avenue to Buckeye)	43	0	0	0	0	0
	Villa Coronado Streets Ph III	555	0	0	0	0	0
	Walton (Nogalitos to Zarzamora)	47	0	0	0	0	0
	West French (N. Zarzamora to N. Navidad)	15	0	0	0	0	0
	Yellowstone (Mission Rd. to Roosevelt)	20	0	0	0	0	0
	Total Community Development Block Grant	***13,728***	***0***	***0***	***0***	***0***	***0***
	Total Projects for Community Development Block Grant - 52						
Convention Center Construction Fund							
Convention Center Expansion	Convention Center Expansion	67,158	29,888	24,466	6,087	0	0
	Total Convention Center Construction Fund	***67,158***	***29,888***	***24,466***	***6,087***	***0***	***0***
	Total Projects for Convention Center Construction Fund - 1						
New Certificates of Obligation							
Asset Management	Alameda Theater	300	1,753	1,753	1,753	0	0
	Land Acquisition Van De Walle Farms	2,635	0	0	0	0	0
Fire	Fire Station # 1 Remodel	0	759	215	0	0	0
	Fire Station # 5 Remodel	0	411	252	0	0	0
	Fire Station # 6 Remodel	0	402	0	0	0	0
	Fire Station # 7 New	0	1,136	379	0	0	0
	Fire Station # 8 New	0	984	0	0	0	0
	Fire Station # 9 Remodel	0	411	303	0	0	0
	Fire Station #10 Remodel	0	236	0	0	0	0
	Fire Station #11 New	0	301	0	0	0	0
	Fire Station #13 Remodel	0	661	0	0	0	0
	Fire Station #16 New	0	985	328	0	0	0
	Fire Station #25 New	0	985	328	0	0	0
	Fire Station #45 (Westover Hills) Temporary/New	0	985	328	0	0	0
	Fire Station #46 (Stone Oak) Temporary/New	0	985	0	0	0	0
	Fire Station #47 (IH 10 Corridor) Temporary/New	0	552	1,061	0	0	0

REVENUE / DEPARTMENT / PROJECT		FY 98	FY 99	FY 00	FY 01	FY 02	FY 03
Fire	Fire Station #48 (1604/Bulverde) Temporary/New	0	0	369	106	1,454	0
	Fire Station #49 (Northwest) Temporary/New	0	0	0	379	106	1,493
Information Services	Radio System Improvement Project	1,000	20,000	10,000	0	0	0
Police	Dispatch Center	1,300	578	0	0	0	0
	Field Entry Reporting System (FERS)	685	2,427	2,653	2,738	2,684	0
	Optical Disk Storage & Retrieval System	0	200	645	556	341	496
	Police Headquarters Renovations	0	0	56	976	265	265
	Renovation of Police Substations	0	1,700	1,700	0	0	0
	Supplementary Reporting & Management System	0	1,071	856	877	899	920
Public Works	24th Street (Commerce to Culebra)	629	0	0	0	0	0
	Acme Road (Old Highway 90 to Commerce)	707	0	0	0	0	0
	Alamo Street (Durango to Cedar)	410	0	0	0	0	0
	Alamo/Broadway Corridor	6	0	8	0	0	0
	Avenue B (North) Bikelane	14	0	18	0	0	0
	Avenue B (South) Bikelane	36	0	53	0	0	0
	Babcock & Hillcrest Intersection	250	0	0	0	0	0
	Babcock Road Alternate Bikelane	37	0	0	54	0	0
	Basse Road & San Pedro Intersection	235	0	0	0	0	0
	Bitters Road (Broadway to Nacogdoches)	174	0	401	0	0	0
	Bitters Road (Embasy Road to Heimer)	619	0	0	0	0	0
	Blanco & Jackson Keller Intersection	200	0	0	0	0	0
	Botanical Gardens Route (Avenue B)	19	0	24	0	0	0
	Broadway at Wetmore	0	210	0	0	0	0
	Callaghan Road (Bandera to Horseshoe Bend)	0	770	0	0	0	0
	Callaghan Road (Hemphill to Cuelebra)	142	0	0	324	0	0
	Callaghan Road (Old Hwy 90 to Castroville)	12	0	15	0	0	0
	Callaghan Road (Old Hwy 90 to Commerce)	200	0	0	0	0	0
	Callaghan Road (W Horseshoe Bend to Ingram Rd)	126	0	376	0	0	0
	Casa Blanca (Broadway to Austin)	24	0	0	0	0	0
	CBD to San Antonio College	7	0	9	0	0	0
	Cincinnati (St. Mary's University to Naudad)	4	0	5	0	0	0
	Cincinnati/Ashby (Naudad to N. St. Mary's)	4	0	5	0	0	0
	Citywide Sidewalks MPO/ADA	99	0	200	0	0	0
	Evers Road & Wurzbach Intersection	246	0	0	0	0	0
	Evers Road (Glenridge to Daughty)	250	0	0	0	0	0
	Flores Street (Durango to Franciscan)	288	0	0	0	0	0
	Frio (IH 35 to Guadalupe)	138	0	0	0	0	0
	Frio City Road (Brazos to Zarzamora)	180	0	417	0	0	0
	General McMullen (Roselawn to Commerce)	87	0	0	0	0	0
	Gevers Street Sidewalks (IH 10 to Southcross)	51	0	0	0	0	0
	Henderson Pass (Thousand Oaks to Gold Canyon)	150	0	0	19	0	0
	Hilderbrand (IH 10 to Breeden)	325	0	0	0	0	0
	Hilderbrand at Hwy 281 Intersection	14	0	18	0	0	0
	Houston Street (Bowie to Pine)	290	0	0	0	0	0
	Hunt Lane (Maiback Road to U.S. 90)	203	0	470	0	0	0
	Malone Bike Lane (Theo-Quintana to Concepcion Pk)	9	0	0	12	0	0
	Mantana St. Bike Lane (The Alamodome to Walters)	6	0	8	0	0	0
	Medical Drive (Babcock to Fredericksberg)	0	100	0	0	0	0
	N. St. Mary's (Alamo to Pereida)	68	0	0	0	0	0
	N. St. Mary's Bike Lane (Huisache to McCullough)	0	7	0	0	0	0

REVENUE / DEPARTMENT / PROJECT		FY 98	FY 99	FY 00	FY 01	FY 02	FY 03
Public Works	Navarro (St. Mary's to Dallas)	141	0	0	0	0	0
	New Braunfels (IH 35 to Grayson)	73	0	0	0	0	0
	Pecan (Main to Jefferson)	29	0	33	0	0	0
	Pecan Valley Drive ("J" St. to IH 10)	112	0	340	0	0	0
	Pleasant Road (Southcross to McCauley)	844	0	0	0	0	0
	Probandt (U.S. 90 to Mitchell)	67	0	0	0	0	0
	Prue Road (Laureate to Fredericksberg)	76	0	146	0	0	0
	S. New Braunfels (IH 10 to Southcross)	0	61	0	0	0	0
	San Pedro (Quincy to Romana)	145	0	0	0	0	0
	San Pedro Alternate (Dot Rd to Howard Rd)	172	0	0	0	0	0
	School Safety Program	0	0	200	0	0	0
	Southcross Blvd. (S. New Braunfels to S. Presa)	164	0	477	0	0	0
	Southcross Blvd. (W.W. White to IH 410)	353	0	0	0	0	0
	Starcrest (Stuntman to Jones Maltsberger)	91	0	183	0	0	0
	Sunset Road (Jones Maltsberger to Broadway)	276	0	0	0	0	0
	Tezel (Ridge Path to Old Tezel)	254	0	0	588	0	0
	Tezel (Timberpath to Ridge Path)	182	0	0	392	0	0
	Thousand Oaks Extension	84	0	169	0	0	0
	Timberpath Bike Lane (Les Harrison to Grissom)	0	18	0	0	0	0
	Uhr Lane (Higgins to Thousand Oaks)	179	0	385	0	0	0
	UTSA to OLLU Corridor (Houston to 24th St.)	41	0	59	0	0	0
	Wurzbach Road (IH 10 Intersection)	1,230	0	0	0	0	0
	Wurzbach Road at Ironsides Intersection	50	0	0	0	0	0
	Zarzamora Bike Lane (IH 35 to IH 410)	4	0	0	5	0	0
	Zarzamora Bike Lane (New Laredo Hwy to Theo/Malone)	4	0	0	5	0	0
	Total New Certificates of Obligation	***16,750***	***38,688***	***25,245***	***8,784***	***5,749***	***3,174***
	Total Projects for New Certificates of Obligation - 90						
Other Funds							
Aviation	Automated Access Control System Upgrade	0	0	0	2,625	0	0
	Construct Holding Bays - Runways 21R & 30L	0	0	0	0	1,950	0
	Construct New Runway Exits	0	0	0	0	0	3,750
	Noise Compatibility Program	2,500	0	0	0	0	0
	Reconstruct Taxiway D	0	0	2,175	0	0	0
	Reconstruct Taxiway F	300	0	0	0	0	0
	Reconstruct Taxiway H	0	2,764	0	0	0	0
	Roadway & Drainage Improvements	0	0	0	0	1,253	0
	US 281Elevated Connector	2,871	0	0	0	0	0
Parks & Recreation	Leon Creek Greenway - Phase I (Open Space Development)	50	0	0	0	0	0
Public Works	(Critical Facilities) City Hall Annex Remodel	1,565	0	0	0	0	0
	Northeast Service Center	250	0	0	0	0	0
	Quintana Rd. 64B Extension (King St.)	1,096	0	0	0	0	0
	Total Other Funds	***8,632***	***2,764***	***2,175***	***2,625***	***3,203***	***3,750***
	Total Projects for Other Funds - 13						
	Grand Total	***224,265***	***103,475***	***57,421***	***22,471***	***12,794***	***9,699***

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

One Year Capital Budget

FY 98 PROPOSED CAPITAL BUDGET

The FY 98 Proposed Capital Budget totals $224,265,000. This represents a 42% increase from the FY 97 Adopted Capital Budget of $157.5 million. The increase can be primarily attributed to the continuation of the Convention Center Expansion Project which is now under construction. Table 5 in the following pages summarizes, across four spending categories, the capital project expenditures for FY 98. These include Right of Way (ROW), (the acquisition of land and property); Architectural and Engineering (A/E); construction (Const); and, other expenditures. The two pie charts on the following page, Figure 4 and Figure 5 depict the one year Capital Budget by major revenues and expenditures. Lastly, below in Figure 2 and Figure 3 are two schedules which depict, in ascending order, the revenues and expenditures for the FY 98 Proposed Capital Budget by the major revenue sources and programs.

Figure 2 FY 98 CAPITAL BUDGET BY REVENUE SOURCES

Revenue Source	Amount (000s)	Percentage
Convention Center Funds	$67,158	29.93%
Drainage G.O. Bonds	37,607	16.77%
Aviation Funds	36,007	16.06%
Certificates of Obligation	27,394	12.22%
Federal Grants	20,545	9.16%
Parks G.O. Bonds	16,949	7.56%
Streets G.O. Bonds	13,387	5.97%
Library G.O. Bonds	3,253	1.45%
Other Funds	1,815	0.81%
Crime G.O. Bonds	150	0.07%
Total Revenue	***$224,265***	***100.00%***

Figure 3 FY 98 CAPITAL BUDGET BY PROGRAM CATEGORY

Program Category	Amount (000s)	Percentage
Municipal Facilities	$72,546	32.36%
Air Transportation	41,678	18.58%
Drainage	38,703	17.26%
Streets	37,729	16.82%
Parks	17,189	7.66%
Fire Protection	5,521	2.46%
Government Real Property	4,485	2.00%
Libraries	3,279	1.46%
Law Enforcement	3,135	1.40%
Total Revenue	***$224,265***	***100.00%***

Figure 4 FY 98 Capital Budget by Revenue Source

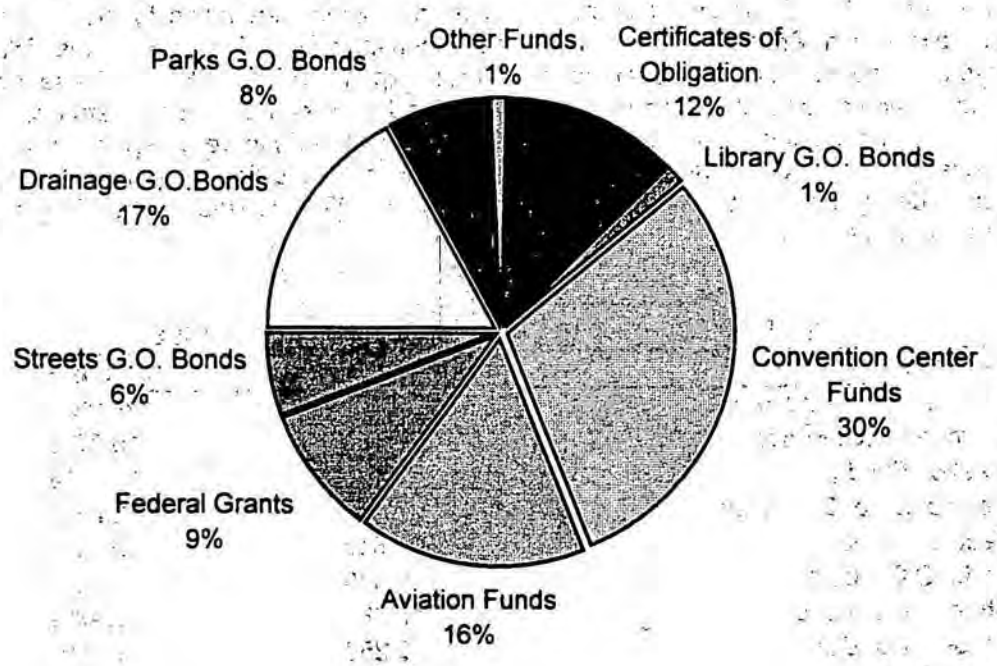


Figure 5 FY 98 Capital Budget by Program Category

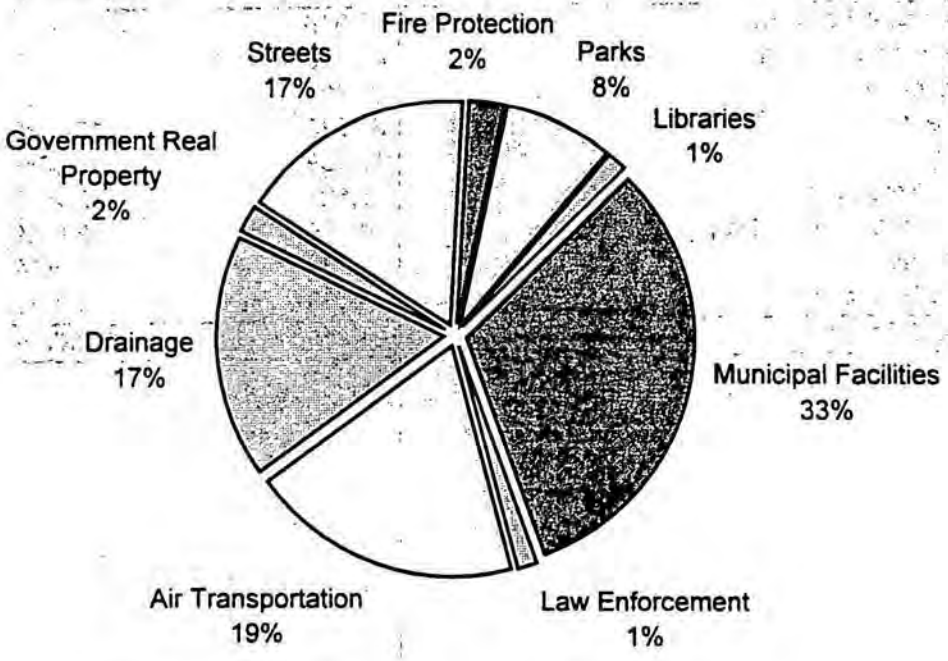


TABLE 5 - FY 98 CAPITAL BUDGET BY FUNCTION, PROGRAM, AND PROJECT
(IN THOUSANDS)

FUNCTION / PROGRAM / PROJECT	ROW	A/E	CONST.	OTHER	TOTAL
General Government					
Government Real Property					
Land Acquisition Van De Walle Farms	0	0	0	2,635	2,635
Landfill Assessment Study	0	100	0	0	100
Northeast Service Center	0	250	0	0	250
Pearsall Landfill	0	0	1,500	0	1,500
Total Government Real Property	***0***	***350***	***1,500***	***2,635***	***4,485***
Municipal Facilities					
(Critical Facilities) City Hall Annex Remodel	0	0	0	3,100	3,100
(Critical Facilities) City Hall Improvements	0	0	0	216	216
(Critical Facilities) Municipal Plaza Building Improvements	0	0	0	1,772	1,772
Alameda Theater	0	0	300	0	300
Convention Center Expansion	0	781	65,152	1,225	67,158
Total Municipal Facilities	***0***	***781***	***65,452***	***6,313***	***72,546***
Total General Government	***0***	***1,131***	***66,952***	***8,948***	***77,031***
Public Safety					
Drainage					
36th & Growdon Drainage	0	0	321	0	321
Benrus/Witt #1059	0	0	353	0	353
Blossom/Woodbury #1007 (near Nacogdoches)	0	0	879	0	879
Bobolink 96A (Storeywood to Deneice)	0	0	1,787	0	1,787
Callaghan Drainage Improvement (at Little Lane)	0	0	214	0	214
Calle Morelia Drainage (Driftwood)	0	0	750	0	750
Chipinque Drainage (Driftwood)	0	0	518	0	518
Duval (Pierce to Seguin/Seguin to Walters)	0	0	830	0	830
Elsmere/Gramercy #57	0	0	191	0	191
Escalon Street #1008	0	0	2,562	0	2,562
Espada Dam Modifications & Silt Removal	0	0	2,896	0	2,896
Goliad (Pecan Valley to Military Drive)	0	0	3,460	0	3,460
Hazel Drainage	0	0	1,088	0	1,088
Hi-Lions 80 Modified Ph III/IV	0	0	2,530	0	2,530
Hi-Lions 80 Modified Ph V	0	0	1,286	0	1,286
Hollyhock at Huebner Creek Drainage Structure	0	0	246	0	246
Janda Susan/Ridgecrest	0	0	38	0	38
Kentwood Manor (Springhill at Pipestone)	0	0	90	0	90
Martinez Creek Drainage	200	0	550	0	750
Mission Trails	0	0	2,453	0	2,453
N. Flores/Breeden/Beacon Outfall	0	0	614	0	614
Oakwook #58 BY	0	0	1,041	0	1,041
Observation Street #1003 (near Bronco)	0	0	450	0	450
Octavia #63 Ph I	0	0	3,388	0	3,388
Queen Ann/Elmhurst Drainage	0	0	812	0	812
Quintana Rd. 64B Extension (King St.)	0	0	1,505	0	1,505

FUNCTION / PROGRAM / PROJECT	ROW	A/E	CONST	OTHER	TOTAL
Rittiman & Holbrook	0	0	631	0	631
Roselawn Drainage	0	0	1,579	0	1,579
S. Flores 70-70A Modified Ph II-Part 3	0	0	2,810	0	2,810
Science Park Drainage #58 H, I & J Ph III	0	0	600	0	600
Shady Oaks - Encino Grande Improvement	0	0	75	0	75
Sunshine (E. of Hillcrest) Drainage Structure	0	0	99	0	99
Upper Six Mile Crk #83F	0	0	215	0	215
W.W. White Road Ph I	0	0	361	0	361
Whitby at Huebner Creek Drainage Structure	0	0	268	0	268
Wingate/Oriental/Floyd #1050	0	0	1,013	0	1,013
Total Drainage	***200***	***0***	***38,503***	***0***	***38,703***
Fire Protection					
Fire Station # 1 Remodel	0	55	0	0	55
Fire Station # 5 Remodel	0	18	0	0	18
Fire Station # 6 Remodel	0	37	239	0	276
Fire Station # 7 New	0	120	400	0	520
Fire Station # 8 New	0	91	322	0	413
Fire Station # 9 Remodel	0	21	0	0	21
Fire Station #10 Remodel	0	25	202	0	227
Fire Station #11 New	0	15	1,188	0	1,203
Fire Station #13 Remodel	0	2	0	0	2
Fire Station #16 New	0	104	0	250	354
Fire Station #20 New	0	20	965	0	985
Fire Station #25 New	0	104	0	250	354
Fire Station #45 (Westover Hills) Temporary/New	0	104	0	150	254
Fire Station #46 (Stone Oak) Temporary/New	0	94	457	0	551
Fire Station #47 (IH 10 Corridor) Temporary/New	0	46	0	162	208
Fire Training Academy	0	0	0	80	80
Total Fire Protection	***0***	***856***	***3,773***	***892***	***5,521***
Law Enforcement					
Dispatch Center	0	0	1,300	0	1,300
Field Entry Reporting System (FERS)	0	0	0	685	685
Radio System Improvement Project	0	0	0	1,000	1,000
Training Academy Renovations	0	0	150	0	150
Total Law Enforcement	***0***	***0***	***1,450***	***1,685***	***3,135***
Total Public Safety	***200***	***856***	***43,726***	***2,577***	***47,359***
Recreation & Culture					
Libraries					
Cody Branch Library	0	48	748	47	843
Collins Garden Branch Library	0	0	0	5	5
Forest Hills Branch Library	0	68	710	32	810
Hertzberg Circus Museum	0	1	20	0	21
Landa Branch Library	0	0	26	5	31
Northside Learning Center (District 8,9,10)	0	0	900	100	1,000
Pan American Branch Library	0	46	462	33	541

FUNCTION / PROGRAM / PROJECT	ROW	A/E	CONST	OTHER	TOTAL
Westfall Branch Library	0	0	0	28	28
Total Libraries	***0***	***163***	***2,866***	***250***	***3,279***
Parks					
"J" Street Park	0	10	0	0	10
Apache Creek Parks (Cassiana, Escobar, Amistad)	0	35	0	0	35
Blossom Park	0	20	0	0	20
Botanical Center Improvements	0	35	315	0	350
Brackenridge Park Rehabilitation	0	0	3,500	0	3,500
Camelot/Park Village Land Acquisition	200	0	0	0	200
Collins Garden Park	0	15	0	0	15
Columbus Park	0	3	47	0	50
Crockett Park	0	0	170	0	170
Cuellar Community Center	0	0	270	0	270
Dawson Park & Community Center	0	0	70	0	70
Denver Heights Community Center	0	0	225	0	225
District 6 Park Land Acquisition	495	0	0	0	495
District 7 Park Land Acquisition - Phase II	220	0	0	0	220
District 9 Park Land Acquisition - Phase II (Walker Ranch City/	0	0	370	0	370
Elmendorf Park Improvements	0	0	540	0	540
Garza Park & Community Center	0	0	330	0	330
Guadalupe Arts Center/School	0	0	350	0	350
Harlandale Park & Community Center	0	40	0	0	40
James Park	0	50	0	0	50
Joe Ward Park & Community Center	0	0	315	0	315
Kelly Area Park	0	0	145	0	145
Lady Bird Johnson Park/Lou Hamilton Community Center	0	0	367	0	367
Lakeside Park Development	0	0	360	0	360
Lee's Creek Park	0	5	70	0	75
Leon Creek Greenway - Phase I (Open Space Development)	0	0	90	0	90
Lincoln Community Center	0	0	216	0	216
Mahncke Park Development	0	10	90	0	100
Martin Luther King Park Improvements	0	20	0	0	20
Martinez Park	0	15	0	0	15
Mateo Camargo Park	0	80	0	0	80
McAllister Park Improvements	0	0	450	0	450
Meadowcliff Community Center	0	0	450	0	450
Monterrey Park & Community Center	0	0	405	0	405
Museum of Art (Latin American Exhibit)	0	0	0	250	250
Normoyle Park & Community Center	0	0	315	0	315
O.P. Schnabel Park	0	0	700	0	700
Olmos Basin Park/Devine Road	0	20	0	0	20
Park Development at Detention Ponds	0	0	100	0	100
Pickwell Park	0	23	0	0	23
Quarry Park Development (Vulcan)	100	0	0	0	100
Roosevelt Park	0	2	48	0	50
San Fernando Gym	0	20	0	0	20

FUNCTION / PROGRAM / PROJECT	ROW	A/E	CONST	OTHER	TOTAL
San Pedro Park Rehabilitation	0	0	4,000	0	4,000
Southcross Park	0	20	0	180	200
Southside Lions Park	0	15	135	0	150
Spicewood Park Development	0	18	0	0	18
Stinson Park	0	20	0	0	20
Witte Museum Improvements	0	0	0	250	250
Woodlawn Lake Park Improvements	0	0	575	0	575
Total Parks	***1,015***	***476***	***15,018***	***680***	***17,189***
Total Recreation & Culture	***1,015***	***639***	***17,884***	***930***	***20,468***
Transportation					
Air Transportation					
Building Evaluation & Renovations	0	75	175	0	250
Central Plant Improvements	0	50	100	0	150
Environmental Assessment/Clean Up	0	125	125	0	250
Expand Airport Maintenance Facilities	0	250	2,250	0	2,500
Expand East Air Cargo Facility	0	250	0	0	250
Noise Compatibility Program	0	300	2,825	0	3,125
Parking Expansion Project	0	0	28,000	0	28,000
Parking Facilities Renovations	0	150	350	0	500
Reconstruct Taxiway F	0	100	300	0	400
Roadway & Drainage Improvements	0	150	600	0	750
SAT Washrack	0	0	295	0	295
SSF Washrack	0	0	105	0	105
Surface Movement Guidance & Control System	0	50	200	0	250
Surveying & Platting	0	25	0	0	25
Terminal Modifications/Upgrading	0	100	900	0	1,000
US 281Elevated Connector	0	0	3,828	0	3,828
Total Air Transportation	***0***	***1,625***	***40,053***	***0***	***41,678***
Streets					
24th Street (Commerce to Culebra)	0	169	460	0	629
26th Street (Commerce to Culebra)	0	0	540	0	540
Acme Road (Old Highway 90 to Commerce)	180	167	360	0	707
Advance & Brice (F St.-H St.)	0	20	255	0	275
Alamo Street (Durango to Cedar)	0	73	337	0	410
Alamo/Broadway Corridor	0	6	0	0	6
Ansley Blvd. Infrastructure Street Extension	0	0	45	0	45
Aurelia Ph II - Morningview (Amanda-Robeson)	0	0	435	0	435
Aurelia Street (Yucca to MLK)	0	0	383	0	383
Avenue B (North) Bikelane	0	14	0	0	14
Avenue B (South) Bikelane	0	36	0	0	36
Babcock & Hillcrest Intersection	250	0	0	0	250
Babcock Reconstruction & Bridges (Hausman to DeZavala)	441	0	0	0	441
Babcock Road Alternate Bikelane	0	37	0	0	37
Bandera Road (Evers to General McMullen)	885	0	0	0	885
Basse Road & San Pedro Intersection	235	0	0	0	235

FUNCTION / PROGRAM / PROJECT	ROW	A/E	CONST	OTHER	TOTAL
Baylor Street (San Pedro Creek to Flores Street)	0	85	0	0	85
Bitters Road (Broadway to Nacogdoches)	0	174	0	0	174
Bitters Road (Embasy Road to Heimer)	350	89	180	0	619
Blanco & Jackson Keller Intersection	200	0	0	0	200
Boehmer (Burbank Loop to S. Flores)	0	0	99	0	99
Botanical Gardens Route (Avenue B)	0	19	0	0	19
Calaveras (Saunders to Guadalupe)	0	0	434	0	434
Calaveras (W. Ashby to W. Woodlawn)	0	15	0	0	15
Callaghan Road (Hemphill to Cuelebra)	0	142	0	0	142
Callaghan Road (Old Hwy 90 to Castroville)	0	12	0	0	12
Callaghan Road (Old Hwy 90 to Commerce)	0	200	0	0	200
Callaghan Road (W Horseshoe Bend to Ingram Rd)	0	126	0	0	126
Casa Blanca (Broadway to Austin)	24	0	0	0	24
CBD to San Antonio College	0	7	0	0	7
Cincinnati (St. Mary's University to Naudad)	0	4	0	0	4
Cincinnati/Ashby (Naudad to N. St. Mary's)	0	4	0	0	4
Citywide Sidewalks MPO/ADA	0	99	0	0	99
Citywide Sidewalks Ph I-Part II	0	0	410	0	410
Claremont/Eleanor/Natalen-New Braunfels	0	0	1,219	0	1,219
Contour Drive Street Improvements	0	0	1,668	0	1,668
Courtland Place Ph II (St. Mary's to McCullough)	0	0	210	0	210
Culebra Area Streets Ph I	0	0	835	0	835
District 3 Sidewalks	0	0	205	0	205
Drury Lane (Escalon East to Dead End)	0	36	0	0	36
Drury Street (Longwood-Dead End)	0	0	303	0	303
Durango (San Marcos to Navidad)	0	60	0	0	60
El Monte Blvd. (San Pedro to McCullough)	0	0	330	0	330
Evers Road & Wurzbach Intersection	190	0	56	0	246
Evers Road (Glenridge to Daughty)	250	0	0	0	250
F Street (Pecan Valley-IH 10)	0	0	88	0	88
Fay Ph I (Quintana to Creighton)	0	80	0	0	80
Finch (IH 35 to Finton)	0	0	50	0	50
Flores Street (Durango to Franciscan)	0	76	212	0	288
Fredericksburg Rd. (Ph II-Sandoval to Woodlawn)	0	0	2,181	0	2,181
Frio (IH 35 to Guadalupe)	0	44	94	0	138
Frio City Road (Brazos to Zarzamora)	0	180	0	0	180
General McMullen (Roselawn to Commerce)	0	19	68	0	87
Gevers Street Sidewalks (IH 10 to Southcross)	0	51	0	0	51
Givens (200 to 500 Blocks)	0	30	0	0	30
Glenmore & Kentucky Streets	0	0	782	0	782
Glider & Landing Street (Gunsmoke to Loop 410)	0	50	0	0	50
Guadalupe Gardens	0	0	816	0	816
Hamilton (Guadalupe to Laredo)	0	0	512	0	512
Harvard Place Streets Ph II	0	0	483	0	483
Henderson Pass (Thousand Oaks to Gold Canyon)	0	150	0	0	150
Higgins Road (Nacogdoches to Stahl)	0	0	959	0	959

FUNCTION / PROGRAM / PROJECT	ROW	A/E	CONST	OTHER	TOTAL
Hilderbrand (IH 10 to Breeden)	325	0	0	0	325
Hilderbrand at Hwy 281 Intersection	0	14	0	0	14
Hilton Street (Clovis to W. Amber)	0	48	0	0	48
Hobart Street (Acme to 40th)	0	0	119	0	119
Houston Area Streets Ph II	0	0	203	0	203
Houston Street (Bowie to Pine)	50	0	240	0	290
Hunt Lane (Maiback Road to U.S. 90)	0	203	0	0	203
Keitha Area Streets Ph I	0	0	515	0	515
Keitha Area Streets Ph II	0	0	607	0	607
Kings Crown Road (O'Connor Rd. to Bricken/Harding)	0	0	845	0	845
Lake Boulevard (Woodlawn to Donaldson)	0	0	330	0	330
Leal Street (Martinez Creek to Colorado)	0	0	416	0	416
Lillita Street (Gen. McMullen to Las Palmas)	0	0	251	0	251
Lockhill-Selma Improvements (Wurzbach to George Road)	83	145	497	0	725
Madrid Street (Merida to Castroville)	0	0	306	0	306
Mahncke Area Streets Ph II	0	0	870	0	870
Malone Bike Lane (Theo-Quintana to Concepcion Pk)	0	9	0	0	9
Mantana St. Bike Lane (The Alamodome to Walters)	0	6	0	0	6
Mayfield Street Ph II (Somerset to Laredo Hwy)	0	0	456	0	456
Miscellaneous Sidewalks (District 7)	0	0	80	0	80
Mistletoe Avenue (IH 10 to Martinez Creek)	0	43	0	0	43
Mitchell Street (Roosevelt-Presa)	0	0	150	0	150
N. St. Mary's (Alamo to Pereida)	0	0	68	0	68
Nacogdoches (Broadway to New Braunfels)	65	0	0	675	740
Navajo Area Streets	0	0	181	0	181
Navarro (St. Mary's to Dallas)	0	21	120	0	141
New Braunfels (IH 35 to Grayson)	0	0	73	0	73
Orange (Gladstone to Cluster)	0	19	0	0	19
Pecan (Main to Jefferson)	0	29	0	0	29
Pecan Valley Drive ("J" St. to IH 10)	0	112	0	0	112
Pine Street (Post to Cunningham)	0	0	113	0	113
Pleasant Road (Southcross to McCauley)	560	0	284	0	844
Probandt (U.S. 90 to Mitchell)	0	23	44	0	67
Prue Road (Laureate to Fredericksberg)	0	76	0	0	76
Rip Rap 69 Ph II C-Part II	0	0	456	0	456
Rounds Street (Calaveras to Navidad)	0	0	131	0	131
San Pedro (Quincy to Romana)	145	0	0	0	145
San Pedro Alternate (Dot Rd to Howard Rd)	0	0	172	0	172
Sewanee Street (Amanda to Artesia)	0	0	156	0	156
Sidewalks Northside (Southcross Pk to S Zarzamora)	0	0	179	0	179
Southcross Blvd. (S. New Braunfels to S. Presa)	0	164	0	0	164
Southcross Blvd. (W.W. White to IH 410)	165	0	188	0	353
St. Francis (Dowdy to Probandt)	0	25	0	0	25
Stahl Road #1038 Ph I (Bell to Bulverde)	0	0	1,295	0	1,295
Starcrest (Stuntman to Jones Maltsberger)	0	91	0	0	91
Streets Around Woodlawn Lake Park	0	0	210	0	210

FUNCTION / PROGRAM / PROJECT	ROW	A/E	CONST	OTHER	TOTAL
Sunset Road (Jones Maltsberger to Broadway)	225	0	51	0	276
Tezel (Ridge Path to Old Tezel)	0	254	0	0	254
Tezel (Timberpath to Ridge Path)	0	182	0	0	182
Thorain (Blanco to San Pedro)	0	0	471	0	471
Thorain (R.R. Tracks to Blanco)	0	0	433	0	433
Thousand Oaks Extension	0	84	0	0	84
Travis Street (Zarzamora to Hamilton)	0	0	268	0	268
Uhr Lane (Higgins to Thousand Oaks)	0	179	0	0	179
UTSA to OLLU Corridor (Houston to 24th St.)	0	41	0	0	41
Venice (West Avenue to Buckeye)	0	43	0	0	43
Villa Coronado Streets Ph III	555	0	0	0	555
Walton (Nogalitos to Zarzamora)	0	47	0	0	47
West French (N. Zarzamora to N. Navidad)	0	15	0	0	15
Woodlawn (St. Cloud past Lake Blvd.)	0	0	634	0	634
Wurzbach Road (IH 10 Intersection)	1,230	0	0	0	1,230
Wurzbach Road at Ironsides Intersection	50	0	0	0	50
Yellowstone (Mission Rd. to Roosevelt)	0	20	0	0	20
Zarzamora Bike Lane (IH 35 to IH 410)	0	4	0	0	4
Zarzamora Bike Lane (New Laredo Hwy to Theo/Malone)	0	4	0	0	4
Total Streets	***6,458***	***4,175***	***26,421***	***675***	***37,729***
Total Transportation	***6,458***	***5,800***	***66,474***	***675***	***79,407***
Grand Total	***7,673***	***8,426***	***195,036***	***13,130***	***224,265***

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

Statistical Data

Demographic Statistics
Last Ten Fiscal Years

Fiscal Year	Population (1)	Per Capita Income (1)	Median Age (1)	Education Levels In Years Of Formal Schooling (1)	School Enrollment (2)	Unemployment Rate(3)
1986	883,502	9,219	28.5	13.2	216,095	8.2%
1987	892,271	9,679	28.7	13.3	217,284	8.0%
1988	901,617	8,499	28.9	13.4	225,167	8.0%
1989	907,902	8,499	29.1	13.5	227,843	8.0%
1990	909,728	8,779 (1)	29.3	13.6	228,043	7.8%
1991	961,870	9,279	30.1	13.6	227,252	7.3%
1992	965,631	10,884	30.3	13.6	226,781	7.2%
1993	985,317	12,450	30.6	13.7	231,728	6.1%
1994	1,029,923	15,300	30.7	13.7	238,048	5.2%
1995	1,068,605	16,700	30.9	13.7	237,348	5.3%
1996	1,109,600	18,200	31.0	13.7	240,676	4.1%

Notes: (1) Fiscal year-end estimates by City of San Antonio, Texas Planning Department for all years except 1990 population figure. The 1990 population figure obtained from the 1990 Census Bureau.

(2) Individual School Districts Annual Census

(3) Texas Employment Commission

Miscellaneous Statistical Data

Date of Incorporation	December 14, 1837
Date of adoption of City Charter	October 21, 1951
Form of Government	Council-Manager
	Square Miles
Area	377
Miles of Sewer:	
Storm	355
Sanitary	4,300
Building Permits:	
Permits Issued	16,823
Estimated Cost	$865,564,303
Fire Protection and Emergency Medical Services:	
Number of Fire Stations	44
Number of EMS Units	23
Number of EMS Paramedics	283
Number of Firefighters	980
Police Protection:	
Number of Stations	6
Number of Employees	1,305
Number of School Crossing Guards	286
Recreation:	
Parks Acreage	6,831
Number of Parks and Recreation Areas over One Acre	131
Number of Municipal Golf Courses	6
Number of Municipal Swimming Pools	21
Number of Recreation Centers - All Year	24
Number of Recreation Centers - Summer	62
Sewer Service:	
Number of Sewer Customers	270,274
Estimated Number of Persons Served	1,029,744
Water Service:	
Number of Water Customers	269,657
Estimated Number of Persons Served	1,027,393

Miscellaneous Statistical Data

Education:	
(Eleven School District Wholly or Partly Within San Antonio City Limits)	
Number of Schools	312
Number of Teachers	16,093
Number of Students Registered	240,676
Average Daily Attendance	224,643
City Employees:	
Unclassified:	
Regular	92
Part-Time (Annual)	6
Classified:	
Regular	8,673
Temporary	2,481
Seasonal	217
Part-Time (Seasonal)	278
Part-Time (Annual)	284
Total	12,031
Election:	
Registered Voters	496,964(2)
Number of Votes Cast Last City Regular Election	86,720(2)
Percentage of Registered Voters voting	17.45%(2)

Population		Increase
1900 [1]	53,321	
1910[1]	96,614	81.2%
1920[1]	161,379	67.0%
1930[1]	231,543	43.5%
1940[1]	253,854	9.6%
1950[1]	408,442	60.9%
1960[1]	587,718	43.9%
1970[1]	654,153	11.3%
1980[1]	786,023	20.2%
1990	938,900	19.4%
1996 [2]	1,109,600	18.2%

NOTE: Source of this information is the Bureau of Census

[1] Estimated by the City of San Antonio, Texas, Planning Department, as of September 30, 1996
[2] Estimated by the City of San Antonio, Texas, Planning Department, as of April 1, 1996

Salaries and Fidelity Bonds of Principal Officials

OFFICIAL TITLE	AMOUNT OF SALARY	FIDELITY BOND
Mayor	$3,000 (1)	$500.00
Council Members	20 per meeting (2)	500.00
City Manager	129,981	500,000
Assistant City Manager	105,006	500,000
Director of Finance	89,528	1,000,000
City Controller	57,000	1,000,000
City Treasurer-Collector of Revenue & Tax	61,987	500,000
City Attorney - Acting	96,810	500,000
City Clerk	81,890	500,000
Fire Chief	91,080	500,000
Police Chief	94,380	500,000
Director of Alamodome	100,399	500,000
Director of Arts & Cultural Affairs	68,342	500,000
Director of Asset Management	89,964	500,000
Director of Aviation	80,466	500,000
Director of Budget &Management Analysis	72,500	500,000
Director of Building Inspections	80,477	500,000
Director of Code Compliance	66,980	500,000
Director of Community Initiatives	53,761	500,000
Director of Convention & Visitors Bureau	104,655	500,000
Director of Convention Center Expansion	66,300	500,000
Director of Convention Facilities	79,128	500,000
Director of Economic Development	90,444	500,000
Director of Human Resources	70,000	500,000
Director of Information Services	89,347	500,000
Director of International Affairs	69,180	500,000
Director of Internal Review	71,662	500,000
Director of Library	83,225	500,000
Director of Municipal Court	70,244	500,000
Director of Parks & Recreation	90,168	500,000
Director of Planning	72,911	500,000
Director of Public Health	93,948	500,000
Director of Public Works	97,289	500,000
Director of Purchasing and General Services	72,000	500,000
Director of Special Projects	62,264	500,000

NOTES:

(1) Plus $20.00 per meeting not to exceed $ 1,040 per annum.
(2) Not to exceed $ 1,040 per annum.

Principal Taxpayers

Southwestern Bell Telephone Company	Telecommunications	$452,361,190	1.69%
United Services Automobile Association	Diversified Financial Services	$353,980,868	1.32%
H.E.B. Butt Grocery Co.	Retail Grocery Chain	$329,148,250	1.23%
Methodist Healthcare System.	Healthcare/Hospital Provider	$141,296,250	0.53%
Simon Property Trust	Shopping Mall Development	$133,520,110	0.50%
Property Trust of America	Real Estate Investment	$121,081,730	0.45%
North Star Mall	Shopping Mall	$112,417,750	0.42%
Marriott Corporation	Hotel	$111,003,030	0.41%
Wal-Mart Corporation	Retail	$81,461,240	0.30%
Dillards Department Stores	Retail	$71,458,040	0.27%
	TOTALS	**$1,907,728,458**	**7.12%**

CITY OF SAN ANTONIO

TEXAS

LIBERTATIS CUNABULA

Glossary

Glossary

The Annual Budget contains specialized and technical terminology that is unique to public finance and budget. To assist the reader of the Annual Budget Document in understanding these terms, a budget glossary has been included in the document.

Accounting System: The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

Accrual Accounting: A basis of accounting in which revenues are recognized in the period in which they are earned and became measurable, and expenses are recognized in the period incurred instead of when cash is actually received or spent. For example, in accrual accounting a revenue that was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than July 10.

Activity: A special unit of work or service performed.

Administrative Transfer: see Transfer.

Adopted Budget: see Budget

Ad Valorem Tax: The tax is based "according to value" of property and is used as the source of revenue to pay general obligation debt and to support the General Fund.

African-American Business Enterprise (AABE): a sole proprietorship, partnership, or corporation owned, operated, and controlled by a minority group member(s) who have at least 51% ownership.

All Funds Summary: The comprehensive summary of all budgeted funds.

Allotment: To allot is to divide an appropriation into amounts that may be encumbered or expended during a time period.

Amended Budget: Represents the original adopted budget plus any amendments passed as of October 1, 19XX. This figure does not include prior year encumbrances or re-appropriation.

Appropriation: A legal authorization granted by the City Council to establish legal authority for city officials to make expenditures/expenses or incur obligations for specific purposes. It does not include prior year encumbrances or re-appropriation. – An authorization made by the City Council which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and typically granted for a one-year period.

Approved Budget: As used in fund summaries and department summaries within the budget document, represents the 1996-97 budget as originally adopted by the City Council. It does not include prior year encumbrances or re-appropriation.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. An assessed valuation represents the appraised valuation less any exemptions. (Note: Property values are established by the Bexar County Appraisal District.)

Assets: Property owned by the City which has monetary value.

Audit: A comprehensive examination as to the manner in which the government's resources were actually utilized concluding in a written report of its findings. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals. An accounting audit is intended to ascertain whether financial statements fairly present financial position and results of operations.

Bad Debt: In the United States, The National Bank Act defines a bad debt as an unsecured debt on which interest or payment is past due and unpaid for six months (and which is not in process of collection). Some businesses set aside a reserve on their books to offset losses from bad debts.

Bank Depository Agreement: A contract between a municipality and a depository, negotiated and entered into in accordance with the specifications of the Local Government Code, which sets forth the agreements between the parties regarding banking services.

Balance Sheet: A financial statement that discloses the financial position of an entity by disclosing its assets, liabilities, and equity as of a specific date.

Base Budget: On-going expense for personnel, contractual services, and the replacement of supplies and equipment required to maintain service levels previously authorized by the City Council.

Beginning Balance: The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

Bond: A debt instrument embodying a written promise to pay a specified sum of money, the face value or principal, at a specific date or dates in the future (maturity date), together with periodic interest at a specified rate. The most common types of bonds are general obligation and revenue bonds. Bonds are typically used for long term debt to pay for specific capital expenditures, such as buildings, streets, and bridges, or utility expansion/repair.

Bond – General Obligation (G.O.): A bond which is secured by the full faith and credit of the issuer. G. O. bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. They are usually issued to pay for general capital improvement projects such as parks and streets. In Texas, G.O. bonds must be authorized by public referenda.

Bond – Proceeds: Funds derived from the sale of bonds for the purpose of constructing major capital facilities.

Bond – Revenue: Bonds whose principal and interest are paid from earnings of an enterprise fund.

Budget: A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier the term usually indicates a financial plan for a single fiscal year. In practice, the term "budget" is used in two ways. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes it designates the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative (proposed) or whether it has been approved by the appropriating body (adopted).

Budget Adjustment: A legal procedure utilized during the fiscal year by the City staff and City Council to revise a budget appropriation. City staff has the prerogative to adjust expenditures within a department budget.

Budget Calendar: The schedule of key dates or milestones which the City departments follow in the preparation, adoption, and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the City Council. The adopted budget document presents the authorization made by the City Council for City officials to obligate and expend resources.

Budget Message (City Manager's Transmittal Letter): The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

Budget Ordinance: The official enactment by the City Council established the legal authority for the City officials to obligate and expend resources.

Budgetary Control: The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Budgetary Expenditures: Budgetary expenditures are decreases in net assets. In contrast to conventional expenditures, budgetary expenditures exclude amounts represented by non-current liabilities.

Budgeted Funds: Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The proposed budget document that is submitted for Council approval is composed of budgeted funds.

Capital Assets: Assets of significant value and having a useful life of 10 years or more. Capital assets are also referred to as fixed assets.

Capital Equipment Budget (Capital Outlay): The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items such as salaries, utilities, and office supplies. The Capital Outlay Budget includes funds for capital equipment purchases, such as typewriters, vehicles, furniture, machinery, building improvements, microcomputers, and special tools, which are usually distinguished from operating items according to their value and projected useful life. The dollar value varies according to the policy established by each jurisdiction.

Capital Improvement Program: A plan for capital expenditures to be incurred each year over a period of six future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures, to provide long-lasting physical improvements.

Capital Improvement Program Budget: A Capital Improvement Program (CIP) Budget is a plan separated from the operating budget. Items in the CIP are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects includes new streets, sewer lines, buildings, recreational facilities, and large scale remodeling.

Capital Improvement Project Activity: A capital improvement project activity is one of the following groups:

- *Planning and Engineering*: Inclusive of this group are architectural and engineering professional services, cultural resource surveys, real estate appraisal services; and special studies which may include cost-benefit analysis, and conceptual design alternatives

- *Right-of-Way Acquisition*: Inclusive of this group is the purchase or acquisition of easements, land for right-of-way, sites for construction, appraisal costs, relocation costs, and demolition for site clearance.

- *Utility Relocation*: Inclusive of this group are relocation costs necessary to replace utility capital improvements to prepare a site or right-of-way for construction or other appropriate project activities, with such costs commonly paid for by appropriate utility revenues.

- *Construction*: Inclusive of this group are costs for construction or reconstruction of capital improvements, such as: buildings, streets, bridges, curbs, sidewalks, storm drainage, flood control facilities, and recreation facilities.

- *Other*: Inclusive of this group are costs for initial capital equipment, such as fire-fighting apparatus, major recreational equipment, and library books normally associated with development of a municipal facility.

Cash Accounting: (Cash Basis): A basis of accounting which recognizes revenues when received and expenditures when paid.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

Certificate of Deposit: A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period for a specified rate of interest.

Certificate of Obligation (C.O.): Debt instruments secured by the ad valorem taxing power of a city. Short-term or long-term debt (pending on the project) which is authorized by the City Council and does not require prior voter approval.

Character Code: A basis for distinguishing types of expenditures; the five major characters used by the City of San Antonio are: Personal Services–01, Contractual–02, Commodities–03, Other–04, Capital Outlay–05. A five digit account code used to identify line items. The first two numbers identifying the major category and the last three numbers identifying the object code.

Charts of Accounts: A chart detailing the system of general ledger accounts.

City Council: The current elected officials of the City as set forth in the City's Charter. Unless otherwise stated, the Mayor is considered part of the City Council.

City Manager: The individual appointed by the City Council who is responsible for the administration of the affairs of the City.

City Public Service: San Antonio municipally-owned electric and gas systems. San Antonio acquired its gas and electric utilities in 1942 for the American Light and Traction Company which had been ordered by the Federal Government to sell properties under provisions of the Holding Company Act of 1933.
The Trust Indenture established management requirements and provides that the complete management and control of electric and gas systems, shall be vested in a Board of Trustees consisting of five citizens of the United States of America permanently residing in Bexar County, Texas, to be known as the "City Public Service Board of San Antonio". The Mayor of the City of San Antonio is a permanent ex officio member. A major revenue source to the General Fund is the City's 14% share of City Public Service (CPS) revenues, which represent a return to the City of its equity investment in the utility.

Closing Ordinance: A document detailing the closure of all funds and accounts and to provide for necessary adjustments at the Department level at the end of a fiscal budget year.

Commercial Paper: A short-term unsecured promissory note, supported by a bank line or letter of credit, which has a maturity of one to 270 days.

Commodities: Items of expenditure (in the operating budget) which, after use, are consumed or show a material change in their physical condition, and which are generally of limited value and are characterized by rapid depreciation. Office supplies and motor fuel are examples of Commodities.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services: Goods and services acquired under contract the City receives from an internal service fund or an outside company. Professional services, utilities, rentals, and insurance are examples of contractual services.

Competitive Bidding Process: The process following State law requiring that for purchases of $10,000 or more a city must advertise, solicit, and publicly open sealed bids from prospective vendors. After a review period, the Council then awards the bid to the successful bidder.

Council's Goals and Objective Session: The methods by which a government plans to achieve its service objectives. This session(s) is the basis upon which the annual budget is prepared. Also referred to as Council's Priorities.

Council Priorities: Together with the Financial Forecast serves as the foundation for the development of the Proposed Annual Budget.

Current: Designates the operation of the present fiscal period as opposed to past or future periods. It usually means items likely to be used up or converted into cash within one year.

Current Taxes: Taxes that are levied and due within on year.

Debt Services: The City's obligation to pay the principal and interest of all outstanding debt instruments according to a predetermined payment schedule.

Debt Service Rate: see Property Tax Rate

Debt Services Reserve: The debt service reserve is the fund which may be used to pay debt services of revenue bonds if the sources of the pledged revenues do not generate sufficient funds to satisfy the debt service requirements. The reserve fund is either funded in whole or in part from the proceeds of the bonds or is allowed to gradually accumulate over a period of years through required payments from the pledged revenues. If the reserve fund is used in whole or in part to pay the debt service, the issuer usually is required to replenish the reserve fund from the first available funds or revenues.
A typical reserve requirement might be the maximum annual debt service requirement for any year remaining until the bonds reach maturity.

Deficit: A deficit is the excess of expenditures over revenues during a single accounting period, in the case of proprietary funds, the excess of expenses over income during an accounting period.

Delinquent Taxes: Taxes that remain unpaid on and after the date on which a penalty for non-payment is imposed.

Department: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

Disadvantaged Business Enterprise (DBE): a corporation, partnership, sole proprietorship, or other legal entity that qualifies as both a MBE, WBE, or M/WBE and a Small Business Enterprise.

Disbursement: Payment for goods and services in cash or by check.

Division: An organizational unit within a department's structure representing the major functional divisions of work.

Effective Tax Rate: It is the rate which will generate the same tax levy next year from the properties on this year's tax roll.

Emergency: An unexpected occurrence, i.e., damaging weather conditions, that require the unplanned use of City funds.

Encumbrance: To encumber funds means to set aside or commit funds for a fixture expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise Fund: A governmental accounting fund used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is to recover the cost of providing goods through user fees. Rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds in San Antonio are established for services such as the Airport, the Golf Course, Parking facilities, the Alamodome, and Solid Waste.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year. It may also be defined as the proposed financing sources estimated to finance the proposed projected expenditures.

Executive Summary: describes the policies affecting the budget, and presents a synopsis of the revenues the City will collect, the funds the City will spend, and the changes that have occurred from the previous year.

Expenditure: Decrease in the use of net financial resources for the purpose of acquiring and providing goods and services.

Expenses: Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations, for example depreciation.

Fees: Charges for services (also see User Charges).

Fiscal Year: The 12 month time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of San Antonio has specified October 1st to September 30th as its fiscal year.

Fixed Asset: Assets of a long-term nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Fixed Cost: A fixed cost, such as rent, does not change with increases or decrease in the amount of services provided.

FTE: FTE means full-time equivalent, authorized positions, filled or vacant.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations. Seven major fund types and two account groups are commonly used: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, general fixed asset account group and general long-term debt account group.

Fund Balance: The excess of assets over liabilities and is therefore also known as surplus funds. A negative fund balance is also called a deficit.

Fund Schedule: A fund schedule is a financial forecasting statement that combines beginning and ending balances, including estimated revenue for any period of time.

Fund Summary: see Fund Schedule

Funding Source: A funding source is the specifically identified dollars allocated to meet budgeted requirements/expenses.

Fund Statement: usually pertains to a detailed breakdown of revenue or expenditures such as grants, and other awards.

GAAP: Generally Accepted Accounting Principals – Uniform minimum standards of and guidelines to financial accounting and reporting.

General and Administrative Cost: Cost associated with the administration of City services.

General Fund: The largest fund within the City, the General Fund accounts for all financial resources of the government except for those required to be accounted for in another fund. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes the basic operating services such as fire and police protection, finance, code enforcement, parks and recreation, libraries, public works, and general administration.

General Government: Refers to a group of activities associated with the administrative function of the City such as: Legislative/Administrative, Finance, Budget and Research, Planning, Computer Services, Legal, Municipal Court, Personnel, and Purchasing.

General Ledger: A file that contains a listing of the various accounts necessary to reflect the financial position and results of operation of the government.

General Obligation Bonds: See Bond – General Obligation

GFOA: Government Finance Officers Association of the United States; organization that awards the Distinguished Budget Presentation Award.

Goal: A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a special achievement in a specific time period.

Grant: A contribution by one government unit or funding source to another unit. The contribution is usually made to aid in a part of a specified function, but is sometimes also for general purposes.

Grant Match: City cost of in-kind services required to match Federal or State grant and programs.

Index Code: An Index Code is a six digit number. It is a unique code designed for convenience in referencing classification information for computer operations. It identifies the lowest cost or revenue classification. By means of a table look-up, the code is subsequently translated in the appropriate Fund, Sub fund, Type, etc. The index number matches the last three numbers of the 5-digit character code.

Indirect Cost: An indirect cost is an expense necessary for the functioning of the organization as a whole that cannot be directly assigned to one service.

Interfund Transfers: Amounts transferred from one fund to another.

Intergovernmental Grant: see Grant

Intergovernmental Revenue: see Revenue - Intergovernmental

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis; for example, the Information Services, Purchasing, Temporary Services, Equipment Rental and Replacement, Employee Health and Insurance related funds, etc.

Inventory: A detailed listing of property currently held by the City showing quantities, descriptions and values of the property, and units of measure and unit prices.

Investment: Securities and real estate purchased and held for the production of revenues in the form of interest, dividends, rentals or base payments.

Invoice: A bill requesting payment for goods or services by a vendor or other government unit.

Levy: To Inventory: A detailed listing of property currently held by the City showing quantities, descriptions and pose taxes, special assessments, or service charges for the support of City activities.

Liability: Debt or other legal obligations arising out of transactions in the past which must be paid, renewed or refunded at some future date. Note: The term does not include encumbrances.
Line-Item budget: A budget that lists each expenditure category separately along with the dollar amount budgeted for each specified category.

Local Business Enterprise: a corporation, partnership, sole proprietorship, or other legal entity for the purpose of making a profit, which is primarily located within Bexar County for at least one year. For a branch office of a non-local business to qualify as a Local Business Enterprise, the local branch office must be located in Bexar County for at least one year, and must employ a minimum of 10 resident of Bexar County of employ Bexar County residents for at least 25 percent of the entire company workforce for use at the local branch office.

Long-term debt: Debt with a maturity of more than one year after the date of issuance.

Maintenance and Operation Rate: see Property Tax Rate

Mandate: Is defined as changes to the current level of services which will be required to comply with Federal, State and Local laws/Ordinances; a contractual obligation, or the operation and maintenance requirement for a completed capital improvement.

Maturities: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

Minority Business Enterprise (MBE): a sole proprietorship, partnership, or corporation owned, operated, and controlled by a minority group member(s) who have at least 51% ownership.

Minority Corporation: a legal entity where 51 percent of each class of the shares of stock or other equitable securities is owned by minority group member(s). The minority group member(s) must have operational and managerial control, interest in capital, and earnings commensurate with their percentage of ownership.

Minority Group Member(s): African-Americans, Hispanic Americans, Asian Americans, American Indians and Handicapped Individuals legally residing and are citizens of the United States or its territories.

Minority and Women Business Enterprise (M/WBE): a corporation, or partnership, owned, operated, and controlled by a minority person(s) and women who, when combined, have 51% ownership. The minority person(s) and women must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of minority and women ownership. To qualify as a minority and women business enterprise, the enterprise shall be headquartered in Bexar County for any length of time, or shall be doing business in a locality or localities from which the City regularly solicits, or receives bids on or proposals for, City contracts within the minority and women business enterprise's category of contracting for at least one year.

Modified Accrual Accounting: A basis of accounting in which revenues should be recognized in the accounting period in which they become available and measurable and expenditures are recorded in the period that they are incurred. Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds. The budget is prepared using the modified accrual basis of accounting except for the recognition of encumbrances within the expenditure appropriations.

Net Working Capital: Current Assets less Current Liabilities.

Non-Departmental: see Revenue - Non Departmental

Non-Recurring Revenue: Resources recognized by the City that are unique and occur only one time or without pattern.

Object Code or Object of Expenditure: last 3 digits of the 5 digit account code providing the lowest level of description. The object code has the same level of description as an index code.

Objective: Desired output oriented accomplishments which can be measured and achieved within a given time frame. Achievement of the objective advances the activity and organization toward a corresponding goal.

Official Budget: The budget as adopted by the Council.

Operating Budget: The portion of the budget that pertains to daily operations that provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

Operating Expense: Operating expenses are proprietary fund expenses that directly relate to the fund's primary service activities.

Operating Fund: Resources derived from recurring revenue sources used to finance the general fund, enterprise funds, and pay-as-you-go capital improvement projects.

Ordinance: An ordinance is a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Overhead: Overhead is the element of cost necessary in the production of an article or the performance of a service which are of such a nature that the amount applicable to the product or service cannot be determined readily. Usually overhead relates to those objects of expenditures that do not become integral part of the finished product or services such as rent, heat, light, supplies, management, supervision, etc.

Outside Agency: A governmental unit or other organization which requests funding from the City for a specified purpose; for example, Santa Rosa Children's Hospital; Project ABC; Ella Austin Community Center; Youth Programs; Boys and Girls Club of San Antonio; the San Antonio Zoological Society; and the Battered Women's Shelter.

Partnership: a legal entity where 51 percent of the assets and interest in the partnership is owned by one or more minority group members. For M/WBE purposes, minority group member or women partners must have a proportionate interest in the control, operation, and management of the partnership affairs.

Performance Budget: A budget that focuses upon activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. Typical data collected might includes miles of street paved per year, cost of paved streets per mile, tons of garbage collected per man hour, or cost per man hour of garbage collection.

Performance Measures: Specific quantitative and qualitative measures of work performed as an objective of the department.

Personal Services: All cost related to compensating employees of the City including employee benefit costs such as City contributions for retirement, social security, and health and life insurance.

Policy Issues: refers to the listing of Program Improvements (PCB's), Mandates, and Reductions found in the budget document.

Positions Authorized: Full Time and Part Time positions budgeted in the personnel services category and included in the Departmental Position List.

Program: A program is a plan outlining funding for personnel and capital under which action may be taken toward specific goals and objectives.

Program Improvement (PCB): A program improvement is the addition of new equipment, personnel, or other expenditures aimed at improving the level of service or expanding services.

Program Budget: A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes or expenditures.

Property Tax (also known as Ad Valorem tax): Property taxes are levied on both real and personal property according to the property's value and the tax rate. Property values are established by the Bexar County Appraisal District.

Property Tax Rate: The property tax rate consists of two elements. The first is the maintenance and operation rate. Revenues received from this element are deposited in the General Funds and can be used for any public purpose. The maintenance and operation rate is subject to the provisions of state statute and an increase in the effective rate in excess of 8% is subject to a voter initiated rollback election. The second element is the debt service rate. This rate is set based on the City's debt service requirements. Funds received from this rate are deposited in the Debt Service Fund and are used solely to pay the principal and interest on present and projected debt. These two elements added together yield a total property tax rate for the current fiscal year.

Proposed Budget: see Budget

Proprietary Funds: A proprietary fund is an account that shows actual financial position and operations, such as actual assets, liabilities, reserves, fund balances, revenues, and expenditures, as distinguished from budgetary accounts.

Purchase Order System: A City's system of using documents authorizing the delivery of specified merchandise or services and making a charge for them.

Rating: The credit-worthiness of a City as evaluated by an independent agency such as Moody's or Standard and Poors.

Re-appropriation: By City Council action, an Operating Budget spending authorization lapses on September 30 of each fiscal year. Any authorization not expended or encumbered is no longer legally allowed to be expended, and the dollars associated with the authorization "fall" to the ending balance. Those items that are deemed important are brought to the City Council to be "re-appropriated" in the new fiscal year.

Reconciliation: A detail analysis of changes of revenue or expenditure balances within a fund.

Reduction: To reduce line items due to budgetary constraints.

Refunding: Refunding is a procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest cost or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the "refunding bonds," and the outstanding obligations being refinanced are referred to as the "refunded bonds," or the "prior issue."

Replacement Cost: The cost of a property, as of a certain date, which can render similar service (but which need not be of the same structural form) as the property to be replaced.

Requisition: A written request from a department to the purchasing office for specified goods or services. This action precedes the authorization of a purchase order.

Reserve: 1) An account used to indicate that a portion of a fund's equity is legally restricted for a specific purpose and is therefore not available for general appropriations (designated). 2) An account used to indicate a portion of a fund's equity is legally restricted but, not for a specific purpose (undesignated).

Resources: Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings: The equity account reflecting the accumulated earnings of the Utility Funds.

Revenue: *1)* Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers and increases in net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Included are such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

2) The term designates an increase to a fund's assets which:

- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

3) (Resources) An increase in assets due to the performance of a service of the sale of goods. Revenues are recognized when earned, measurable, and reasonably assured to be.

Revenue Bonds: When a government issues bonds which do not pledge the full faith and credit of the jurisdiction, it issues limited liability revenue bonds. Typically, pledges are made to dedicate one specific revenue source to repay these bonds. In San Antonio, revenues are typically derived from rates charged for utilities, airport leases and parking fees. Revenue bonds are not included in the 10% debt limit set by City Charter and under state law do not require voter approval.

Revenue Estimate: An estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

Revenue - Intergovernmental: Revenue received from another government for a specified purpose. In San Antonio these are funds from Bexar County, the State of Texas, and from special districts.

Revenue Non-Departmental: Refer to a group of activities which are not associated with or can be allocated to any particular department. These activities include outside agency contributions; boards, committees and commissions; intergovernmental contracts; general government contingency and liability expenses.

Revenues - Special: Specific revenues that are legally restricted to expenditures for specific purposes.

Risk Management: 1) An organized attempt to protect a governmental entity against accidental loss in the most economical method. 2) The liability, either realized or potential, related to the City's daily operations.

SAWS (San Antonio Water System): In May 1992, the City's Wastewater Management Department, the Alamo Water Reuse and Conservation District and the City Water Board merged to become the new San Antonio Water System (SAWS), a quasi-governmental entity. The bond indenture adopted by the City Council at the time SAWS was created endeavored to establish a business-like relationship between the City and SAWS. Specifically, it provided that SAWS would make a payment to the City not to exceed 5% of gross revenues and that the City would pay water and wastewater charges to SAWS. At the time of the consolidation it was agreed that the fee to the City would be set initially at a rate which would be "revenue neutral" to the City. That is, SAWS would remit to the City a payment calculated as a percentage of gross SAWS revenues in an amount which would cover the sewer and water charges the City would pay as well as to reimburse the City for the financial payments previously received from both the City Water Board and the Wastewater Department.

Services: Contribution to the welfare of others; a public good that is worthy of taxpayers support. Useful labor performed by the different City departments that produces results (Fire Department, Police Department, Building Inspections, Planning).

Services – Current Budget Level: Represents the cost of providing service at the present level before mandates, reductions or improvements are considered and without considering increases in population of service demand.

Sinking Fund: A sinking fund is an account into which a debt issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments therefore are determined by the terms of the bond contract.

Small Business Enterprise (SBE): a corporation, partnership, sole proprietorship or other legal entity for the purpose of making a profit which is independently owned and operated and which is less than 20 percent of the U.S. Small Business Administration (SBA) size standard for a small business, except in cases where the reduced definition drops below $1 million average gross receipts (as based on three years of sales) or less than 100 employees. All firms meeting these thresholds will be considered a SBE.

Sole Proprietorship: a legal entity that is 100 percent owned, operated and controlled by one or more minority group members. For MBE purposes, minority group member partners must have a proportionate interest in the control, operation, and management of the partnership affairs.

Source of Revenue: Revenues are classified according to their source or point of origin.

Taxes: Taxes are compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. The term also does not include charges for services rendered only to those paying such charges as sewer service.

Tax Levy: The total amount of funds to be raised by general property taxes for operating and debt service purposes specified in the Annual Tax Ordinance as determined by the Bexar County Appraisal District.

Tax Rate: The amount of tax levied for each $100 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purpose.

Transfers: *1)* Transfers are the authorized exchanges of cash or other resources between funds. 2) The General Funds supports central services for other funds or departments, the reimbursement of these services to the General Fund is an Administrative Transfer.

Trust Funds: Accounting entities used to account for monies held by the City in a trustee capacity for organization, programs, or other funds.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

Unit Cost: The cost required to produce a specific product or unit of service (i.e., the cost to purify one thousand gallons of water).

User Charges (also known as User Fees or User Based Fees): The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Utility Funds: The funds used to account for operations of the City's electric, water, sanitary sewer, and solid waste disposal activities.

Undesignated Fund Balance: That portion of fund balance that is unencumbered from any obligation of the City.

Voucher: A document indicating that a transaction has occurred. It usually contains the accounts related to the transaction.

Women Business Enterprise (WBE): a sole proprietorship, partnership, or corporation, owned, operated, and controlled by women who have 51% ownership. The women must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of women ownership. To qualify as a women business enterprise, the enterprise shall be headquartered in Bexar County for any length of time, or shall be doing business in a locality or localities from which the City regularly solicits, or receives bids on or proposals for, City contracts within the women business enterprise's category of contracting for at least one year.

Yield: The rate earned on a monetary investment.


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Performance Measure Definitions

Departmental Performance Measure Definitions

This list of definitions reflects selected key performance measures for each department. It is not a complete list of all measures covered in the Departmental Appropriations Section of this document.

Alamodome

Average operating revenue per attendee: calculated by dividing the total attendance by the revenues collected for the Alamodome.

Average operating cost per attendee: calculated by dividing the total attendance by the operating budget for the Alamodome.

Arts & Cultural Affairs

Percentage of improvement in Academic Scores: Intercultural Development Research Association (IDRA) Evaluation Report was based on 6 of the 7 participating Urban smARTS participants. Approximately 309 students performances were compared between their 1st semester and 2nd semester. The measure includes core courses, attendance and citizenship conduct.

Average attendance at funded events: attendance is based on all events funded by the Arts & Cultural Affairs Department as well as outside agencies funded by the Hotel Motel Fund.

Non-City Dollars leveraged: total private, state and federal dollars raised to support the total production costs of City-funded arts and cultural events. These leveraged funds satisfy the City's matching requirements.

Cultural Tourism: participation in arts, cultural, and historical activities through travel. Examples of program initiatives include: Internet Homepage, Telephone Hotline, National Tourism Week, promotional brochures and travel promotions.

Cost of productions: total expenses incurred in producing an arts and cultural event.

Asset Management

Percentage of increase in number of surplus properties canvassed: measures increase in the number of street and alley projects, and license agreement requests canvassed.

Percentage of increase in revenues for leases, license, street/alley closures & surplus property per fiscal year: measures increase in proceeds collected for surplus property sale, license agreements & street/alley closures.

Aviation

Average number of Parking Customers Per Hour: determined by dividing the number of parking customers by 8,760 hours (operational hours per year).

Average number of Aircraft Take-Offs and Landings Per Hour: number of Aircraft Landings and take-offs divided by 8,760 hours (operational hours per year).

Average percentage of Airline Stage III Aircraft to Total Aircraft: number of Stage III aircraft divided by total fleet. Stage III aircrafts are the quietest level of aircraft engines.

Airline Rent Per Passenger: terminal Rental revenue divided by enplanements.

Office of Budget & Management Analysis

Technical assistance given to departments per budget analyst: number of performance measures divided by the number of budget analysts, combined with the number of departmental activities per analyst.

Average review hours per management analyst per review: total number of review hours divided by the number of management analysts.

Building Inspections

Average Number of Days for Initial Plan Review: average time it takes for a plan (residential or commercial) to be initially passed for review by only the Building Inspections Department.

Percentage of Plans Completing the Plan Review Process within 45 Days or less: percentage of all plans that complete the process in which a plan is passed for review by several City departments and agencies in 45 days or less. The departments/entities involved in the Plan Review Process include the Health Department, Planning Department, San Antonio Water System, Public Works Department, Building Inspections Department, and the Fire Department.

City Attorney

Percent of informal verbal opinions issued within 3 days: number of verbal responses to legal opinion requests within 3 days taken as a percentage of the total.

Percent of favorable disposition: percent of favorable rulings to City administered in court. Include instances also where the City filed appropriate motions and cases were dismissed or a case was settled favorably.

Administrative Hearings - Civilian: appeals heard before the Municipal Civil Service Commission regarding suspension, demotion, and termination of civilian employees.

Administrative Hearings/Contract Grievances - Police/Fire: appeals of disciplinary actions taken by the Fire and Police Chiefs against sworn members of their respective departments as well as hearings before an arbitrator regarding alleged violations of the Police and Fire contracts.

Cost of Risk: includes administrative costs, retained losses, uninsured losses, and excess insurance premiums.

City Clerk

Average number of walk-in customers per employee: number of customers visiting the City Clerk's Office divided by the number of employees serving them.

Number of municipal records microfilmed per week: total number of municipal records microfilmed divided by 52 weeks.

Code Compliance

Average Response Time in Days: average number of days it takes for a complaint to be received and entered into the computer system by a Complaint Intake Officer until a Code Compliance Investigator arrives to conduct the first inspection.

Total Inspections (All Categories): number of inspections conducted to include, vacant lots, dangerous premises, minimum housing (unsanitary premises) and alleys and right of ways.

Voluntary Compliance Rate: percentage of city code violations brought into compliance as a result of a city notice being issued but without the need of City prosecution or abatement action.

Community Initiatives

Contracts Managed: These figures represent delegate agency contracts for general fund, Community Services Blo Grants and Housing and Urban Development Funds.

Youth Served: These figures represent youth served through the Diversion, Restitution, and Urban smARTs programs.

Adult Learners Served: These figures represent the number of adults served at the literacy sites.

Elderly Served through Nutrition Program: These figures represent the number of elderly, ages 60 and over and th spouses, who were served through a congregate setting or a homebound meal.

Number of Family Members Served at Dwyer: These figures represent the number of family members served through t Transitional Housing Program at the Dwyer.

Education Partnership Senior Students Served: These figure represent the number of senior students served throu the program who have maintained an overall 80 grade point average and 90% attendance rate. These students atte designated Education Partnership schools.

Counseling Hours Received by Youth: These figures represent the annual number of counseling hours provided casework staff to at-risk youth and their families annually.

Students Enrolled in GED Classes: These figures represents the annual number of adults enrolled in GED class These figures does not reflect other adults that are enrolled in Adult Basic Literacy Classes, English as a Second Langua and other classes offered by the Literacy sites.

Meals Served to Seniors: These figures represent the annual number of meals served at 36 sites, in a congregate setti to homebound participants, and homeless elderly participants. In FY 98, two (2) additional sites are scheduled to open.

Number of Bed Nights Provided to Dwyer Center Family Members: These figures represent the total number of b nights provided to families, annually.

One-Way Transportation Trips: These figures represent the total annual number of one way trips provided to elde clients to go to doctor's appointments. Transportation is also provided to individuals referred by Texas Department of Hea who need kidney dialysis treatment.

Attendant Care Service Hours: These figures represent the total annual number hours of care provided to clients by C attendants in their homes through three attendant care programs.

CCMS Child Care Placements: These figures represent the total annual placement of children in child care for families t meet eligibility requirements according to the funding source standards.

Head Start Children Served: These figures represent the total annual number of children served through the Head St Program which is subcontracted to Parent-Child, Incorporated to provide services at 65 child development centers.

Emergency Services Provided: These figures represent the total annual number of financial emergency services provid to families and individuals who have encountered a crisis for which short-term assistance is needed.

Education Partnership Students Who Graduated from High School: These figures represent the total annual number students who are enrolled in the Education Partnership program with whom staff work to encourage to continue upkeep grades and attendance at school.

Grant Funds Received/$ City Match: Based on General Fund-Transfer dollars divided into grant funds the General Fu dollars support.

Average Monthly Cases per Youth Worker: These figures represent the total number of cases divided by the number caseworkers per month.

Average Literacy Class Hours per Student per month: These figures represent the total number of instruction ho provided per month divided by the average number of students per class per month.

Average Cost per senior meal: Total program expenditures divided by actual meals served for the year.

Average bed nights per family member: These figures represent the total number of bed nights divided by total number family members served per month.

Average cost per eligible Education Partnership student: These figures represent the total General Fund cost divid by the total number of students served per year.

Percent Recidivism Rate for Youth Served: These figures represent the number of youth who completed the progr and are re-referred by the police or county divided by number of clients served per month.

% Students that Received their GED: These figures represent the total number of students that receive their GED month divided by the total number of students enrolled in GED classes per month.

% Elderly with Improved Quality of Life: These figures represent the result of annual survey sent to each nutrition cen and the results are tabulated for the participants who responded that the program improved their quality of life.

% CCMS parents who Attained or Maintained Employment: This figure is determined by tracking the number of pare employed at the beginning of the month and adding parents newly employed for a total of parents employed for the mon Parents who left employment are then deleted from the total amount. The percentage is determined by dividing those w continued to be employed by total employed at some period during the month.

% Dwyer Center Families who move to permanent housing: This figure is an annual figure determined by total num of clients moved to permanent housing divided by total provided services under the transitional housing program.

% Education Partnership Students Eligible for Scholarships: This figure is an annual figure which is determined by t total number of students that met the requirement of maintaining an overall 80 grade point average and a 90% attendan rate divided by the total number of participants served for the year.

Community Relations

Number of Mystery City Shopper Programs: shows number of mystery city shopper programs implemented. The Mystery City Shopper Program is a yearly evaluation program that utilizes volunteers as customers to gauge the quality of services provided by any city department.

Convention Center Expansion

Number of days to Convention Center Project Completion: number of days until the Convention Center Project will be completed.

Construction dollars awarded: reflects the dollar amount of construction dollars paid out in each specific year.

Convention Facilities

Operating cost per square foot - Convention Facilities: calculated by dividing the operating cost of the Convention Center by its square footage of 424,700.

Revenue per square foot - Municipal Auditorium: calculated by dividing the revenue of the Auditorium by its square footage of 126,234.

Convention & Visitors Bureau

Number of Articles Measured for Media Value: Public Relations Division only counts those articles in San Antonio and San Antonio attractions, hotels, that can be directly attributed to the efforts of our staff.

Number of Bureau Initiated Room Nights for Future: number of hotel room nights confirmed by Bureau sales staff for anytime in the future.

Number of Convention Room Nights Hosted: number of hotel nights occupied by convention delegates meeting in San Antonio during specific month and year.

Direct Film Expenditures: actual amount of dollars spent in the city.

Direct Sales Appointments: number of meetings with individual journalists which may occur in their office, in the press room at a major trade show an event organized specifically for media. The purpose of sales appointments is to familiarize the journalists with San Antonio and point out new developments, with the end result being production of an article or program on San Antonio.

Direct Sales Calls: number of preset appointments made with meeting planners to conduct direct sales presentations at their office headquarters.

Monetary Value of Articles Published: public relations articles are printed free of charge to be used for their media value. A cost estimate is made as to what the articles would have cost if the advertisement ads where charged at the same level they where printed this becomes the monetary value.

Number of Delegates Convention Hosted: this number indicates total attendance at conventions held in San Antonio during the specified time period.

Number of Room Nights: number of hotel rooms consumed for one night.

Number of Site Inspections: number of inspections in San Antonio by meeting planners reviewing meeting facilities, hotels, and potential venues being held tentatively for future meetings.

Council Support

Average number of phone calls per employee: total number of phone calls received divided by 12 members of the Council Support staff who handle constituent calls.

Turnaround time responding to initial call: the number of hours it takes for district office personnel (Councilmember, Administrative Assistant, Executive Secretary) to respond to initial telephone call request for service from constituent.

Average wait time for Walk-ins to receive assistance from district office personnel: the number of minutes in which district office personnel will respond to a constituent who has visited City Hall requesting a specific service.

Economic Development

Number of new jobs announced by Prospects: prospects are companies which are moving to San Antonio or are expanding and anticipate to create a specific number of jobs.

Small Business Enterprise Percentage of Goal: this measure is a combination of the Small Business Enterprise, Minority Business Enterprise, Women Business Enterprise and the African American Business Enterprise goals. (See Glossary for detailed definitions.)

Fire-Emergency Medical Services

Avg. minutes response travel time: fire company leaves station and arrives on scene.

Number of Fire Responses: number of calls where any fire is reported.

Number of Structure Fires: calls where structures are on fire, either commercial or residential.

Avg. response time in minutes: **dispatch to arrival**: Emergency call is received by Fire & Emergency Medical Services (EMS) communications call-taker and EMS unit arrives on scene.

Avg. city response time: average response time dispatch to arrival for emergency medical service calls within city limits

No. of Units Dispatched: actual number of ambulances dispatched on Emergency Calls

No. of Units Transporting: actual number of ambulances transporting patients to hospitals

Finance

Investment Portfolio Value -at cost (millions): value of the City's investment portfolio based on the cost of the securities acquired, as of fiscal year end.

Principal amount of General Bonded indebtedness (millions): principal amount of outstanding general obligation bonds and certificates of obligation secured by ad valorem taxes, as of fiscal year end.

No. of Fund Types/Funds Accounted for: funds administered are governmental, proprietary, and fiduciary types and vary in purpose, reporting and presentation requirements.

Amount of Current Property Tax Revenue Deposits (millions): amount of current property tax collections.

Amount of Tax Office Non-Property Tax Revenue Deposits (millions): amount of hotel/motel occupancy tax, alcoholic and occupational licenses, revenue contracts, building permits, revenues collected by the tax office, etc.

Turnaround time on month-end closing (working days): number of working days required to record financial transactions in order to close the most recent month ended.

Turnaround time for the comprehensive annual financial report (days): number of days required to prepare the comprehensive annual financial report for the most recent fiscal year ended.

Health Department

Percentage of Customers for Birth/Death Certificates Served in 30 min.: number of clients who are able to purchase birth/death certificates within 30 minutes of arrival divided by the total number of clients requesting birth/death certificates. The inability to be served within 30 minutes is likely due to having insufficient/incomplete information.

No. of Prenatal Visits: total number of visits during first, second and third trimester of pregnant women attending 13 clinic sites.

No. of Licensed Food Establishments: a licensed permanent Food Establishment is a business that has a valid certificate of occupancy and food license after having been inspected for and approved by all the required city departments . The permanent food establishment must be housed in a structure and is not a temporary food establishment or a mobile vending unit or any other type of vending operation.

No. of EPSDT Medicaid Claims Processed: total number of claim forms submitted to the National Heritage Insurance Corporation (NHIC) or an Health Maintenance Organization (HMO) for reimbursement of well child services provided throughout the clinic service delivery system. (EPSDT) Early Periodic Screening, Diagnosis and Treatment has been renamed Texas Health STEPS.

Average Exams Per Physician: total exams provided at the Occupational Clinic per year divided by the number of physicians to include physicals, return to work, new hires, seasonal examinations.

Housing and Community Development

Public/ Private Investment: ratio of government funding vs. private sector contributions

Appraised Value Before Rental Rehabilitation Program: Value of rental property prior to implementation of Rental Rehabilitation Program. This is a housing program, supported with Federal Community Development Block Grant (CDBG) resources, offering incentives to rental property owners to improve their rental units to a condition meeting all local building standards and codes. The City offers fiscal incentives in several different forms (i.e., low-interest loans, forgivable deferred payment loans, etc.). The owner is required to contribute a minimum of 50% in private funds toward the total rehabilitation costs. This program is implemented and administered by the City's Department of Housing & Community Development.

Human Resources

New hire processing: time required for processing of new hires. The time begins when a selectee arrives to complete necessary forms, initiates an arrest and traffic record verification process and submits to the pre-employment drug test and physical if required for the position. It concludes when all results are received by the Human Resources Department.

Turnover: determined by annualizing the number of terminations and dividing it by the number of full time employees.

Average number of applicants processed per week per placement officer: average number of applicants processed per week divided by the number of placement officers.

Class specification: includes a job summary, essential job functions, job requirements and physical demands of the positions in a particular job class.

Light duty referrals: applications submitted by the worker's compensation and short-term disability administrators. The purpose is to return employees to light duty until released for regular duty.

Information Services

Average number of citizen requests processed per employee per year (207-CITY): This is the average number of calls received and processed through the Citizen Information Line per employee per year. Citizens looking for answers to questions about city government.

Average number of terminal transactions/day (thousands): The average daily number of requests for information on any terminal accessing the host computer (mainframe). This includes Mobile Data Terminals used by City and County policing authorities, Emergency 911 dispatchers, general government, and outside agencies.

Intergovernmental Relations

State initiatives adopted in the Legislative Program: number of legislative initiatives adopted by City Council for passage by the Legislature.

Number of interlocal agreements administered/managed: agreements between the City and outside agencies to receive and/or provide services.

City related legislation monitored: legislation filed during the session which may have some impact on the City, either positively or negatively.

Average monthly revenue received from interlocal agreements: monthly revenue received from interlocal contracts between the City and other government agencies.

State initiatives enacted: initiatives adopted by the City Council which were passed and signed into law by the Governor.

Internal Review

Estimated savings of external audit costs: estimate of savings realized to the City of San Antonio when City Internal Audit staff perform audit procedures in conjunction with the City independent Public Accountant toward the completion of the Annual City Audit. ($35 x number of staff hours)

Utility contracts monitored for compliance: number of franchises, street use agreements, licenses, or contracts, with utilities or telecommunications companies, which are monitored for compliance.

International Affairs

Rate of return per $1 invested in CASAs program: rate of return from each dollar invested by the City in the CASA San Antonio program.

Direct expenditures by official guests to San Antonio: direct expenditures are based on a per delegate expenditure of $818.82 as reflected by a 1993 Deloitte and Touche study, International Association of Convention and Visitors Bureaus.

Library

Number of registered borrowers: total number of persons to whom a Library Borrower's Card has been issued within the last four years, excluding "expired" cards without delinquencies. This figure is taken from the CARL (computer) patron database.

Number of items borrowed: total number of items "circulated" (i.e. borrowed for use outside the library facilities) to the public during the current fiscal year. This figure is recorded monthly from the CARL Circulation report, and the total year-to-date is cumulated and by Library Administration.

Average number of items circulated per hour: a comparison of the total number of items borrowed by Library card-holders to the total number of hours that all Library facilities [except Hertzberg Museum] were available for use by the public. This calculation is made by dividing the total "Number of items borrowed" by the total "Number of public service hours"[minus the Hertzberg hours], year-to-date.

Percent of eligible residents registered: an indication of the depth of market saturation, this figure is a comparison of the number of registered borrowers to the estimated total number of persons residing in Bexar County. This calculation is made by dividing the number of registered borrowers by the current estimate of the population of Bexar County.

Percent change in circulation: number of items borrowed for use by registered borrowers during the current fiscal year compared to the same period in the prior fiscal year, stated as a percent of increase or decrease in use.

Percent change in materials budget since 1989 (General Fund): a comparison of the amount of General Fund monies spent for Library resources (e.g. books, videos, audiocassettes, periodicals, databases, etc.) in the Fiscal Year to that spent in 1989-90. This calculation is made by dividing the present-year expenditure by the 1989-90 expenditure.

Municipal Courts

Number of delinquent/pending cases: total number of open cases at the beginning of the fiscal year.

Total number of cases open: the summation of open cases at the beginning of the year and all new cases filed throughout the year.

Average revenue collected per case paid: total revenue collected divided by the total number of cases paid.

Cost per case filed: total operating cost of the courts divided by the number of new cases filed.

Average number of court cases per service hour: total number of cases open less parking cases divided by court service hours (2,375).

Percent of delinquent cases paid: total number of delinquent/pending cases paid for the year divided by the total number of delinquent/pending cases at beginning of the year.

Percent of new cases paid: total number of new cases paid divided by the total number of new cases filed.

Percent of trials reset: number of trial resets divided by total number of trials set.

Percent of cases closed: the number of delinquent and new cases closed divided by the total number of cases open.

Municipal Elections

Total no. of employees paid under "H" payroll: presiding judges, alternate presiding judges, election clerks and non-City election night workers paid under election payroll.

No. of candidate packets prepared: candidate packets contain important reporting dates & forms, explanation of election regulations and laws, candidate's election calendar, ethics and financial disclosure material and pertinent State publications relating to election requirements of a candidate.

Neighborhood Action

Number of graffiti clean-up requests: requests for graffiti clean-up of sidewalks, drainage areas, facilities and parks.

Number of housing projects reviewed and assisted: coordination and facilitation of housing projects with other departments and outside agencies requiring assistance with the development process.

Number of graffiti clean-up recurrences: subsequent requests for graffiti clean-up of city facilities, sidewalks, drainage areas and parks.

Number of corridors cleaned: cleaning of graffiti on public property (bridges, light poles, stop signs, etc.) on major thoroughfares which average five miles including two blocks on either side of the thoroughfare.

Number of affordable housing units recycled: housing units constructed on recycled land in conjunction with the Parade of Homes Program.

Parks and Recreation

Number of After School Program Sites: total number of schools which participate in the After School Challenge Program. The After School Challenge Program is a school-based program whereby Parks and Recreation Department staff work in conjunction with school district staff in providing tutoring, homework assistance, recreation activities and a safe place for students to assemble after school Monday through Friday during the school year.

Hours Worked by Restitution and Volunteer Participants: all hours worked for the benefit of the Parks and Recreation Department without cost to the City. The Restitution Program involves individuals who are assigned to work community service hours through the Municipal Courts and County Courts systems. The individuals serve their time by maintaining park property.

Parks and Recreation - Golf Operations

Earnings per Round based on Revenues and Operating Expenses: shows the current profit margin for each round. However, from that profit margin indirect costs, loan expenses, and debt service payments must be made.

Rounds Played, 18 Hole Equivalent: total number of rounds played if the rounds were played in full. Two 9 hole rounds are equivalent to one 18 hole round.

Planning

Average Number of Days from Zoning Application to Council Action: average number of days for a zoning application to be turned in to the Planning Department and then be considered by the City Council.

Percentage of Historic & Design Review Commission (HDRC) Cases Addressed in Same Month: reflects the speed of case resolution within a one month period. This percentage represents the total number of cases brought before the HDRC and then divided by the total number of cases approved in the same month period before the Commission.

Percentage of Facilities ADA Modified: percentage modified to comply with the Americans with Disabilities Act (ADA) which were facilities identified by the City's Buildings Access Modification Plan (B.A.M.P.).

Number of Historic & Design Review Commission Cases: number of cases that appear before the Historic & Design Review Commission.

Police

Average Response Time (All Calls): the combination of: average number of minutes to dispatch a regular call + average number of minutes to arrive at scene of a regular call.

Average Response Time (Emergency Calls): the combination of: average number of minutes to dispatch a Code-3 call + average number of minutes to arrive at scene of a Code-3 call.

Number of Formal Complaints: number of complaints that warrant a full investigation by the Department's Professional Standards Unit (SAPD General Manual, Procedure 303.04,B-2).

Number of Line Complaints: number of complaints addressed by the immediate supervisor, (SAPD General Manual, Procedure 303.4,B-1).

Number of Nuisance Abatement Cases Investigated: number of cases investigated seeking to address and resolve issues of properties or establishments which create a "nuisance" through Civil, Criminal, and Health and Safety regulations.

Patrol Availability Factor: measures the actual time a patrol officer is available to patrol. This does not include the time needed to respond to calls for service or administrative duties.

Percentage of Violent Crimes Cleared and Property Crimes Cleared: overall percentage of violent crimes and property crimes cleared for Uniformed Crime Rate (UCR) purposes. These clearances exist where law enforcement agencies clear or solve an offense when at least one person is arrested, charged with the commission of the offenses, and turned over to the court for prosecution.

Public Works - Parking

Parking Garage and Lot Revenue per Space: total of all revenues collected for garages and lots divided by the total number of parking spaces maintained by the Parking Facilities Division.

Total Number of Spaces Maintained by Parking Operations: total number of parking spaces maintained which includes both the number of spaces at surface lots and the number of spaces in parking garages. It should be noted that this calculation includes the partial demolition of spaces at the HemisFair Parking Garage.

Public Works - Solid Waste

Waste Tonnage Collected per Crew per Week: average waste tonnage collected by City crews on a regular work week.

Total Waste Collected: waste collected by City crews per year. Waste collected is broken down to waste which is recycled and waste which is landfilled.

Public Works - Streets and Drainage

Potholes Repaired Within 48 Hours: percentage of all requests placed to Public Works regarding pothole repair which are resolved within 48 hours of the request. Resolution includes survey of the site and action to conclude the situation.

Miles of Street Resurfaced: center lane miles of street which are resurfaced within the City limits each year. Streets are resurfaced through various appropriations of funds, including contractual street maintenance, City asphalt repair, and City sealcoat repair.

Public Works-General Fund

Number of Traffic Studies Conducted: number of studies performed on City streets to determine the level of usage. Traffic studies are conducted in an attempt to improve traffic flow and safety.

Number of Capital Improvement Projects Under Construction: total number of City projects planned to be designed and constructed to improve the value of governmental assets.

Purchasing & General Services

Percentage of eligible fleet converted to alternative fuels: percentage of light and medium duty vehicles operating on or programmed to be converted to operate on liquid propane.

Percentage of formal dollars awarded to WBE's, MBE's and AABE's: reflects the relationship between the total overall contract dollars awarded and the total dollars awarded to Women-Owned Business Enterprises (WBE's), Minority-Owned Business Enterprises (MBE's) and African-American Owned Business Enterprises (AABE's).