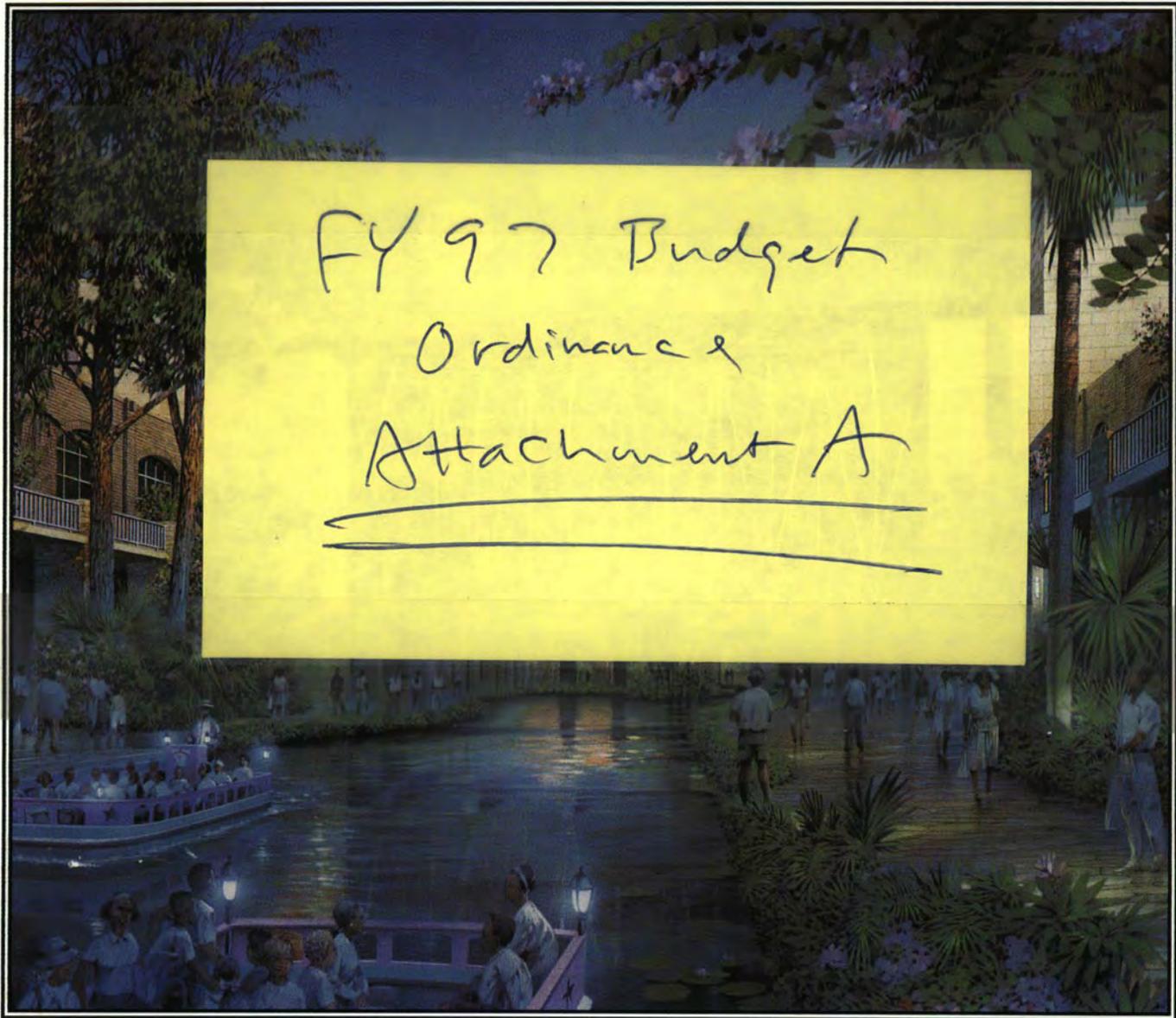


CITY OF SAN ANTONIO

TEXAS



PROPOSED ANNUAL BUDGET
FY 1996-97

**CITY OF SAN ANTONIO
PROPOSED ANNUAL BUDGET**

FISCAL YEAR 1996-1997

OCTOBER 1, 1996 - SEPTEMBER 30, 1997

CITY COUNCIL

WILLIAM E. THORNTON, MAYOR

**ROGER FLORES II
RUTH JONES McCLENDON
LYNDA BILLA BURKE
HENRY AVILA
JUAN F. SOLIS, III**

**ROBERT A. HERRERA
BOB ROSS
ROBERT MARBUT
HOWARD W. PEAK
JEFF S. WEBSTER**

CITY MANAGER

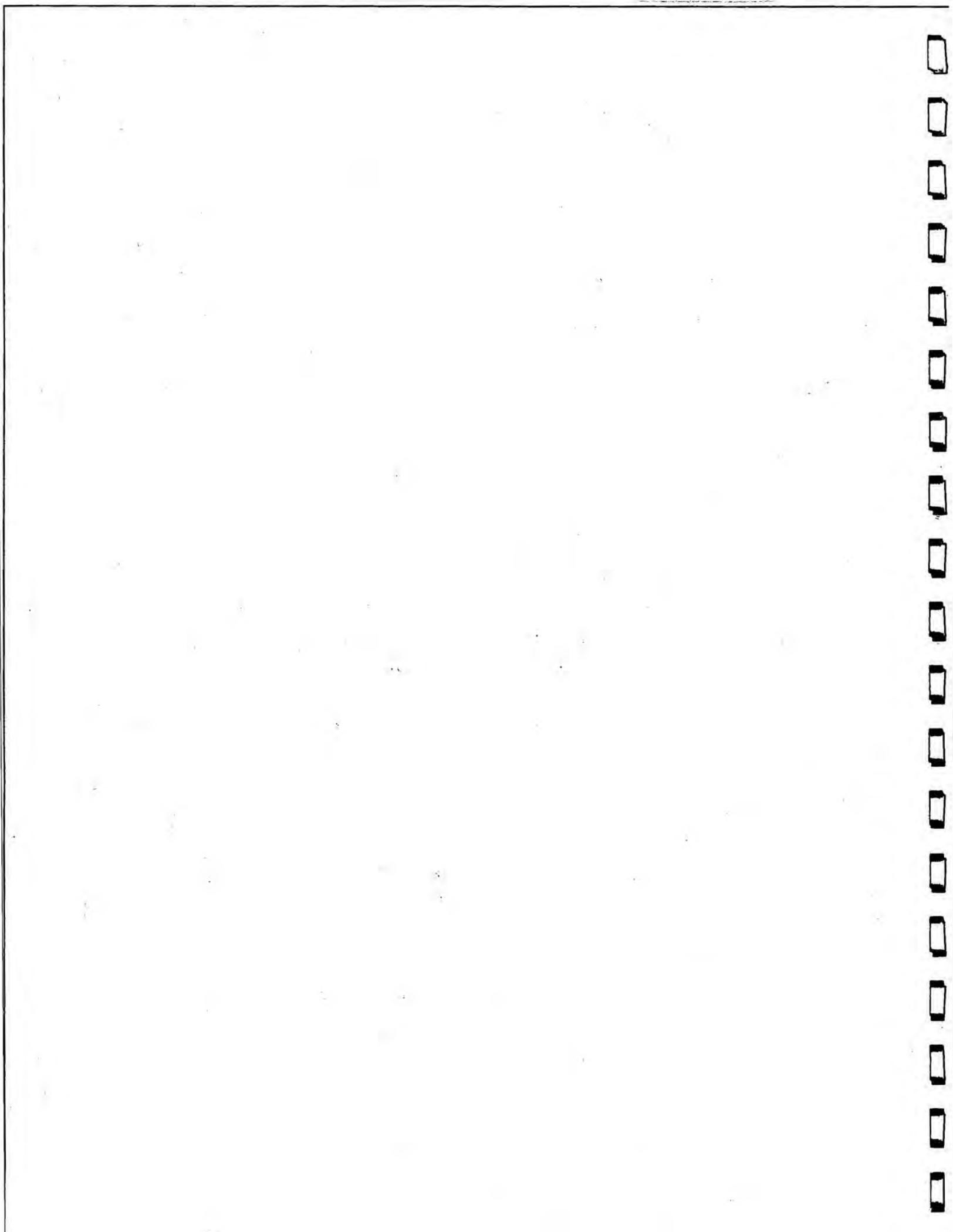
ALEXANDER E. BRISEÑO

**PREPARED BY:
OFFICE OF BUDGET & MANAGEMENT ANALYSIS**

**TERRY M. BRECHTEL
TRACI M. CLAY
ROY COLES
MARIA GONZALES
ARNIE JACOB**

**SANDRA KIOLBASSA
LOU LENDMAN
EVERETT D. LOTT
LETICIA MARTINEZ
RODERICK SANCHEZ**

**JACK SCHULER
SYLVIA ARREDONDO SORIANO
CAROLE C. STINSON
KEN WACLAWCZYK
ERIK WALSH**



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

1996-97

Public Safety

Youth

Infrastructure

Economic Development

Education & Human Development Services

Quality of Life

Housing

Environmental Issues

Planning & Physical Development

Health

CITY COUNCIL GOALS & OBJECTIVES WORKSESSION

SERVICE CATEGORY CONSOLIDATED RANKINGS

JUNE 15, 1996

SVC RANK	SERVICE CATEGORY	KEY RESULT AREA
1	Crime Prevention	Public Safety
2	Neighborhood Police Patrol	Public Safety
3	Homicide/Violent Crime	Public Safety
4	Narcotics Enforcement	Public Safety
5	Community Oriented Policing	Public Safety
6	Gang/Youth Intervention Prog	Youth
7	Property Crimes	Public Safety
8	Youth Crime	Youth
9	Street Maintenance	Infrastructure
10	Kelly Redevelopment	Economic Development
11	After School Programs	Youth
12	Summer Youth Recreation Prog	Youth
13	Summer Youth Employment Prog	Youth
14	Emergency Medical Services	Public Safety
15	Swimming Program	Youth
16	Year Round Youth Rec Prog	Youth
17	Drainage Maintenance	Infrastructure
18	Traffic Enforcement	Public Safety
19	Domestic Violence/Victims Support	Public Safety
20	Emergency Management	Public Safety
21	Child Care	Youth
22	Code Compliance	Environmental Issues
23	Fire Suppression	Public Safety
24	Air Quality	Environmental Issues
25	Building Codes Enforcement	Public Safety
26	Hazmat & Specialized Oper.	Public Safety
27	Sports/Special Purpose Fac.	Quality of Life
28	Vice	Public Safety
29	Military Retention	Economic Development
30	Fire Prevention/Code Enf.	Public Safety
31	Municipal Bldg Security	Public Safety
32	Arson	Public Safety
33	Traffic Operations	Infrastructure
34	Local Bus. Dev./Retention	Economic Development
35	Park Maintenance	Infrastructure
36	Sr Citizens Nutrition Prog	Education & Human Dev Services
37	Bus./Industrial Attraction	Economic Development
38	Convention/Visitors Ind	Economic Development
39	Graffiti Abatement	Environmental Issues
40	Bldgs and Facilities Maint.	Infrastructure
41	Sr Citizens Support Serv	Education & Human Dev Services
42	Affordable Housing	Housing
43	Downtown/Riverwalk Maint.	Infrastructure
44	International Trade	Economic Development
45	Water Quality	Environmental Issues
46	Education Partnership	Education & Human Dev Services

SVC RANK	SERVICE CATEGORY	KEY RESULT AREA
47	Downtown Development	Economic Development
48	Frgn Trade Zones/Logistic Ctr	Economic Development
49	Senior Citizen Housing	Housing
50	Disability Access	Infrastructure
51	Literacy Ctr Operations	Education & Human Dev Services
52	SMWBA Program	Economic Development
53	Neighborhood Comm Rev.	Economic Development
54	Central Library Services	Education & Human Dev Services
55	Branch Library Services	Education & Human Dev Services
56	Aviation Ind. Dev.	Economic Development
57	Job Training/Project Quest	Education & Human Dev Services
58	Adult Recreation Programs	Quality of Life
59	Biomedical Industry Dev.	Economic Development
60	Emergency Assistance	Education & Human Dev Services
61	Street Cleaning	Environmental Issues
62	Housing Stock Pres/Rehab	Housing
63	Downtown Housing	Housing
64	Neigh/Housing Revitalization	Housing
65	Neigh/Mini-Dump Clean-Up	Environmental Issues
66	Special Events	Quality of Life
67	Brush Collection	Environmental Issues
68	Cultural Facilities	Quality of Life
69	Homeless Assistance Program	Housing
70	City-Wide Rezoning	Planning & Physical Dev
71	Master Plan Policies Dev.	Planning & Physical Dev
72	Recycling	Environmental Issues
73	Solid Waste Disposal	Environmental Issues
74	Arts and Cultural Programs	Quality of Life
75	Public Art	Quality of Life
76	Immunization Program	Health
77	Neighborhood Planning	Planning & Physical Dev
78	Animal Control	Health
79	Envir. Project Management	Environmental Issues
80	Neigh. Insect/Rodent Ctl	Health
81	Family Health	Health
82	Residential Refuse Collection	Environmental Issues
83	Communicable Disease Control	Health
84	Food Protection Services	Health
85	Urban Design	Planning & Physical Dev
86	Annexation	Planning & Physical Dev
87	Transportation Planning	Planning & Physical Dev
88	Historic Preservation	Planning & Physical Dev
89	AIDS/HIV Programs	Health
90	Subdivision Regulation/Zoning	Planning & Physical Dev
91	Dental Health	Health
92	Development Policies	Planning & Physical Dev
99	Support Services	



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, 1995.

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.





Table of Contents



TABLE OF CONTENTS

DESCRIPTIONS	PAGE
User's Guide	
How to Use the Budget Document	xi
Charts Exhibits I - IIIb	xv
Budget Calendar	xx
Budget Process	xxiii
Budget Overview	
Budget Message	S1
Transmittal Letter	S3
Organizational Chart	S5
Executive Summary	S9
Summary of Policy Issues - Revenues	S41
Appropriation Policy Issues by Department	S42
All Funds Budget Summary	S43
Policy Issues	
Revenues	3
Reductions by Key Result Area	9
Mandates by Key Result Area	19
Improvements by Key Result Area	25
One-Time Improvements by Key Result Area	33
Personnel Compensation Policy Issues	37
Budget Schedules	
All Funds Budgeted	
Combined Budget Schedule of all Fund Types	44
All Funds Budget Summary	46
Personnel Schedule	48
Tax Supported Funds	
General Fund - Available Funds	53
General Fund - Appropriations	54
Current Property Tax Revenue	55
Delinquent Property Tax Revenue	56
Special Revenue Funds	
Alamodome Revenue Fund	57
Capital Improvements Reserve Fund	58
Confiscated Property	59
Convention Center Expansion Office	60
Emergency Medical Services	61
Hotel Motel Tax	62
Special Revenue Public Health Support	64
Special Revenue Streets & Drainage	65
Enterprise Funds	
Airport Revenue Operating & Maintenance	69
Airport Revenue Confiscated Property	70
Airport Revenue Improvement & Contingency	71

TABLE OF CONTENTS

DESCRIPTIONS	PAGE
Golf Course Revenue Operating & Maintenance	72
Parking Facilities Revenue Operating & Maintenance	73
Parking Revenue Improvement & Contingency	74
Solid Waste System Operating & Maintenance	75
Solid Waste System Improvement & Contingency	76
Categorical Grants - Summary	79
Expendable Trust Funds	
Expendable Trust Bexar County Rabies Control	83
Expendable Trust Casa San Antonio Program	84
Expendable Trust SA Local Development Corporation	85
Expendable Trust Fiduciary Funds	86
Internal Services Funds	
Internal Services Information Services Fund	89
Internal Services Purchasing & General Services Fund	90
Internal Services Equipment Renewal & Replacement	91
Self Insurance Fund Employee Benefits Insurance	92
Self Insurance Fund Employee Wellness/Occupational Health	93
Self Insurance Extended Sick Leave Program	94
Self Insurance Liability Insurance	95
Self Insurance Public Safety Prefunded Retiree	96
Self Insurance Unemployment Compensation	97
Self Insurance Workers' Compensation	98
Debt Service Funds	
Debt Management Summary	99
Debt Service Fund Schedule	103
Airport Revenue System Revenue Bond Series	104
Golf Course Revenue Certificate of Obligation	105
Parking Facilities Revenue Refunding Bond	106
Solid Waste System Certificate of Obligation	107
Departmental Appropriations	
Alamodome	109
Arts & Cultural Affairs	113
Asset Management	129
Aviation	133
Office of Budget and Management Analysis	139
Building Inspections	143
City Attorney	149
City Clerk	157
City Manager	161
Code Compliance	165
Community Initiatives	171
Community Relations	203
Convention Center Expansion	207
Convention Facilities	211

TABLE OF CONTENTS

DESCRIPTIONS	PAGE
Convention & Visitors Bureau	215
Council Support	221
Economic Development	225
Finance	231
Fire	239
Emergency Medical Services Fund	245
Health	251
Housing & Community Development	271
Human Resources	283
Information Services	295
Internal Review	301
International Affairs	305
Library	311
Mayor & Council	321
Municipal Courts	323
Municipal Elections	327
Parks & Recreation	329
Golf Course System	337
Planning	339
Police	345
Public Works	371
Streets & Drainage	377
Parking Facilities	382
Solid Waste System	386
Purchasing & General Services	389
Special Projects Office	395
Other Appropriations	
Special Purpose Offices	
Non-Departmental/Non-Operating Schedule	401
Delegate Agencies	405
Special Projects	414
Transfers	415
Contribution to Other Agencies	419
Hotel/Motel Non Departmental	428
Hotel/Motel Transfers	429
<hr style="border: 1px solid black;"/>	
Capital Budget	
Overview	
Six Year	433
One Year	447
<hr style="border: 1px solid black;"/>	
Appendix	
Statistical Data	461
Glossary	469



User's Guide



How to Use the Budget Document

The Adopted 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;
- (7) Index

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 1996-97 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 1996-97 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 *xvi* and *xvii*.

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 **437**) 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 *xviii*. 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.

Why does the document seem so complicated?

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 xv.

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 xvii).

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 xvii 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 47 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 xvii 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 103 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.

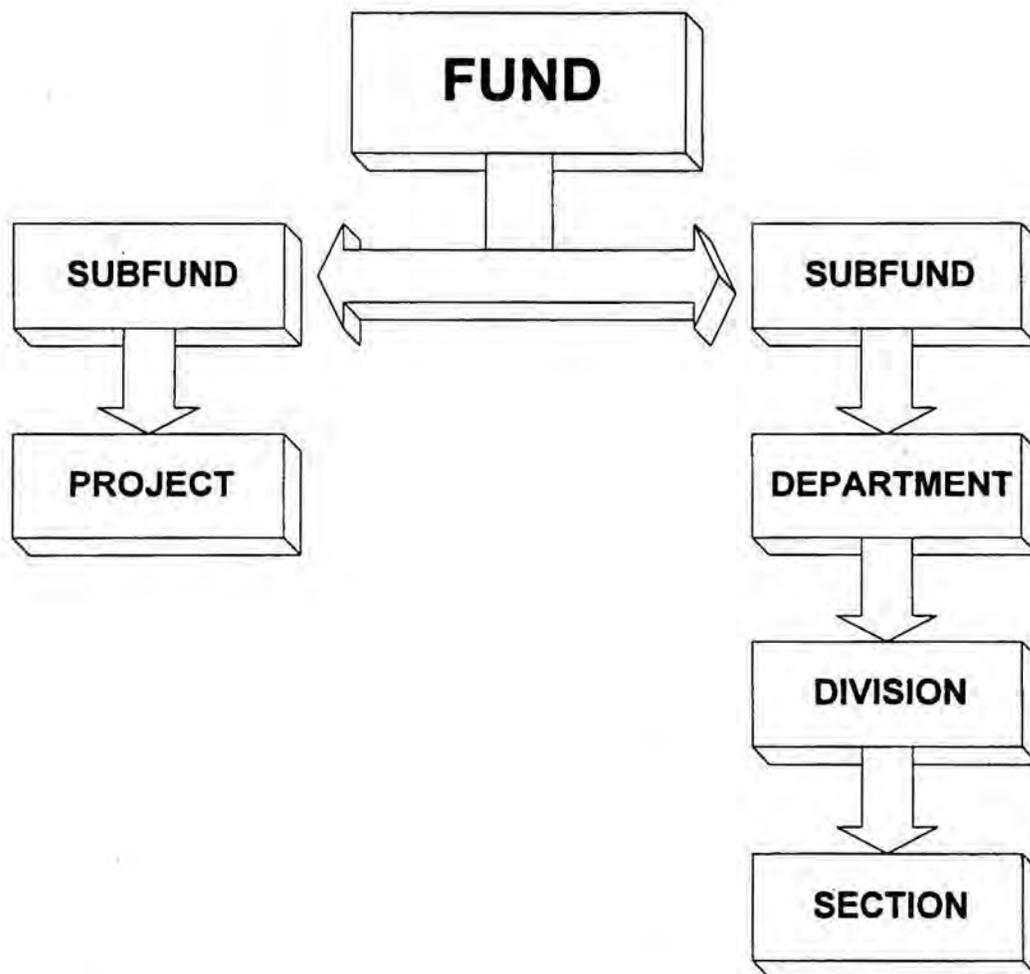
Chart of Accounts

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.



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

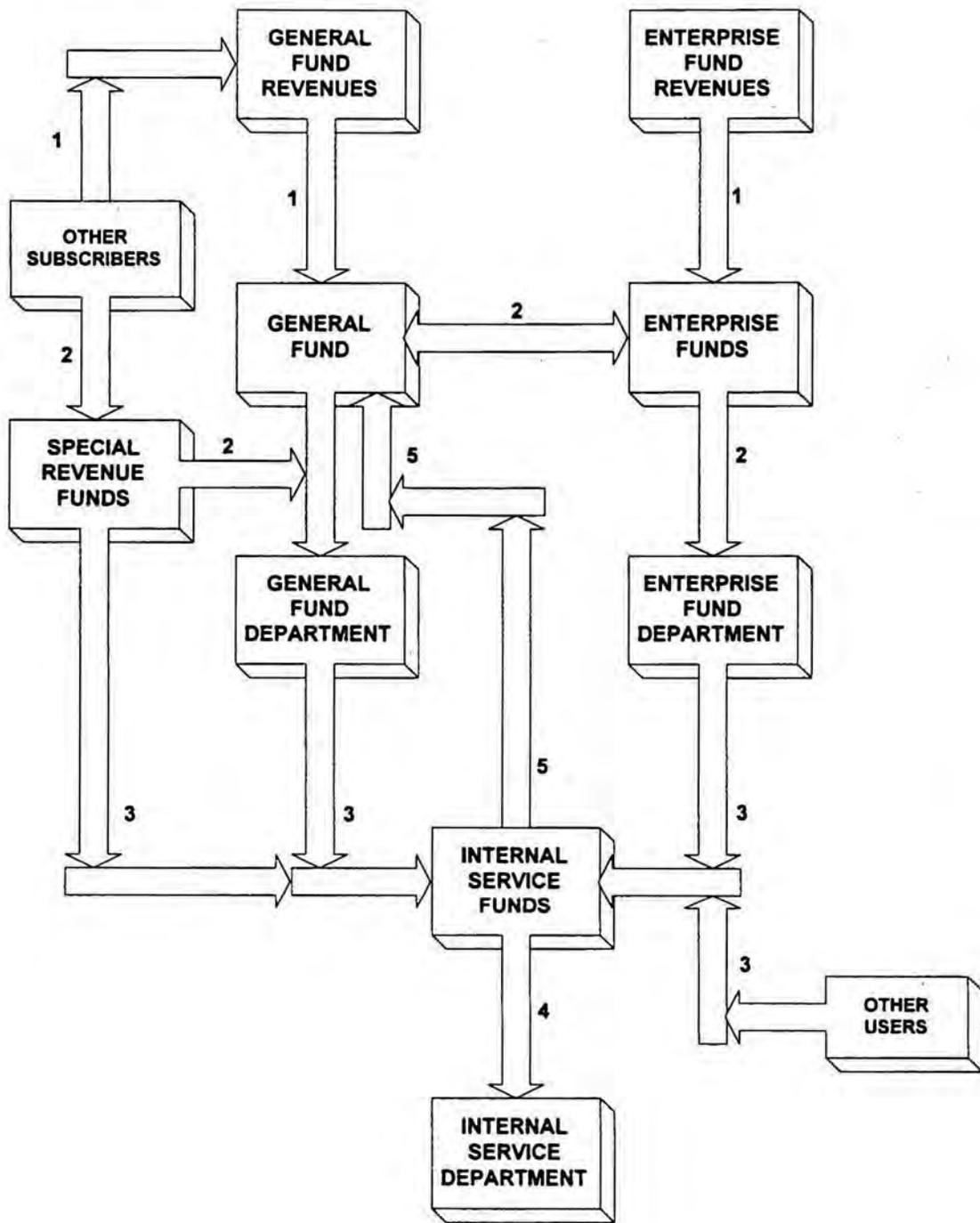
- ◆ General Fund Departments - Police, Fire, Public Works, Library, etc.
- ◆ Enterprise Funds - Payments for services provided to City facilities by Enterprise Fund departments
- ◆ Special Revenue Funds - EMS, Capital Reserve, Outside Agencies, etc. Payments to support these funds.

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.

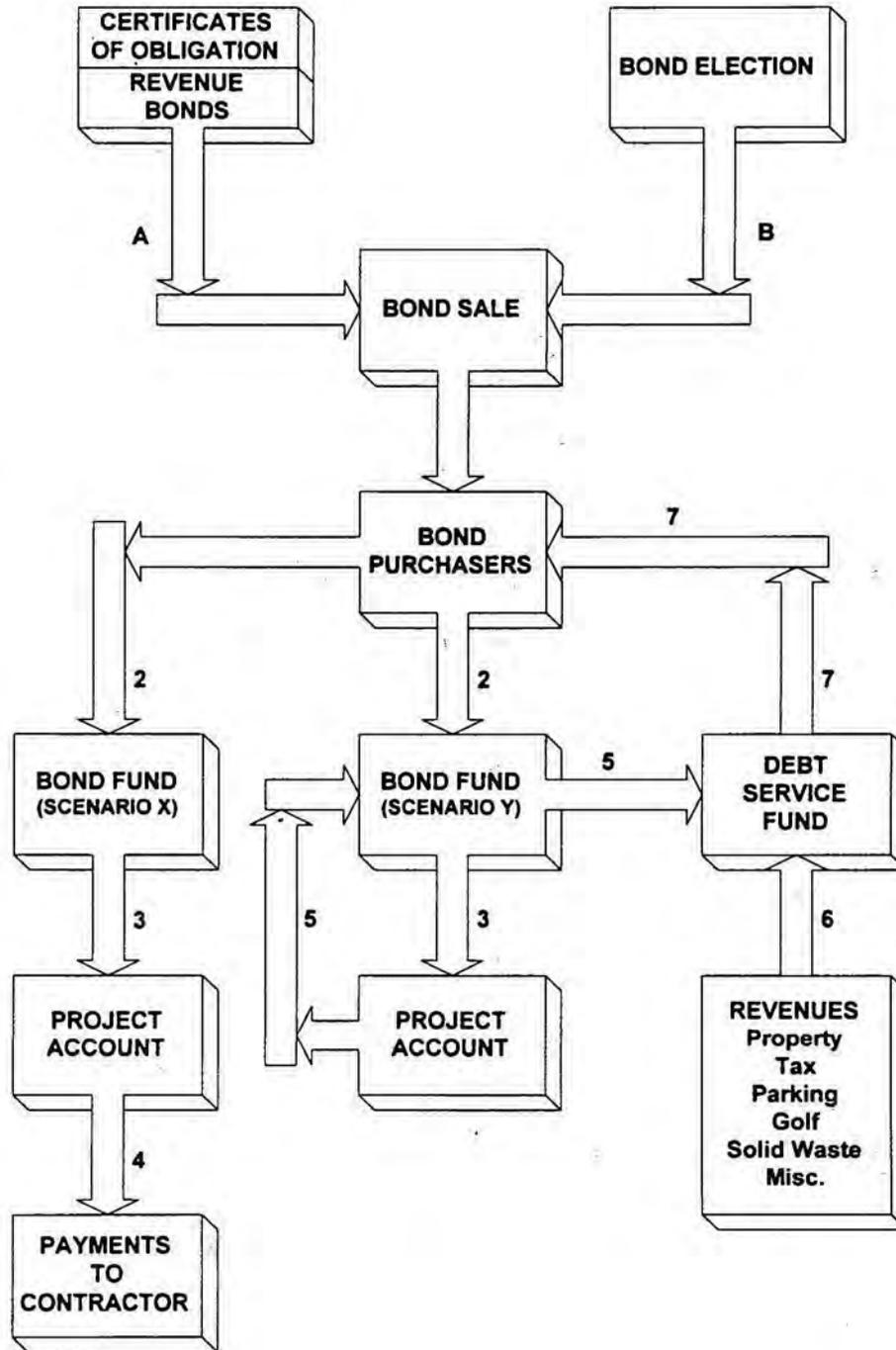
Operating Flow of Funds



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.

Debt Service Flow of Funds



BUDGET CALENDAR FOR FY 1996-97

Monday, January 25	Budget Office Distributes Five Year Financial Forecast materials to departments
Friday, February 23	Departments submit Mandates and Strategic Issues for Financial Forecast to Budget Office
Friday, March 1	Departments submit Five Year Revenue Forecast Estimates to Budget Office
Friday, March 1	Meeting on Capital Improvement Process with departments
Monday, March 18	Budget Office sends revenue forms to Departments
Monday, March 18	In-lieu of Requests due to Budget Office
Monday, March 25	Budget Office finalizes and prints Budget Manual and distributes forms
Tuesday April 9 - Friday April 12	Budget Office conducts Budget training meetings with Departments regarding Operating and Revenue Budgets as well as Grant Reporting
Monday, April 1 - Friday, April 19	Team Leaders conduct meetings with Department Heads and Budget Office to review departmental goals and objectives and performance measures
Monday, April 8 - Friday, July 5	Budget Analysts work with departments on proposed budgets for FY 1996-97
Monday, April 15	Group I departments (Internal Services Funds) submit proposed budgets, capital outlay requests, and proposed grant documents to Budget Office
Monday, April 15	Budget Office distributes Capital Improvement Program, FIMP & ADA Budget forms and instructions to departments
Friday, April 19	Departments submit revenue estimates, proposed rate adjustments, and new fee recommendations to Budget Office
Friday, April 19	Finance reviews the Comprehensive Annual Financial Report (CAFR) with Budget Office
Monday, April 22	Budget Office submits draft Financial Forecast to City Manager
Thursday, April 25	Departments submit estimated commitments to Budget Office
Monday, May 13	Departments submit Program Change Budgets, PC Requests, Mandates, One-Time Improvements and Reductions to Budget Office
Thursday, May 16	City Manager presents Five Year Financial Forecast to City Council
Friday, May 17	Departments submit Capital Improvement Program, FIMP and ADA budget requests
Friday, May 17	Group I departments (Other Funds) submit proposed budgets, capital outlay requests, and proposed grant documents to the Budget Office

BUDGET CALENDAR FOR FY 1996-97

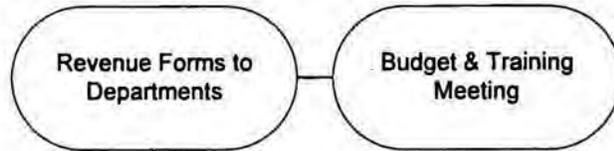
Friday, May 24	Budget Office reviews General Fund Target Budget amounts with City Manager
Monday, June 3	Departments submit Program Reductions related to Current Service Budgets.
Monday, June 3 - Friday, June 7	Budget Office provides and reviews Target Budget Amounts with General Fund Departments
Friday, June 7	Departments submit Program Change Budgets related to Target Budgets to Budget Office
Monday, June 10 - Friday, June 21	Budget Office has on-site meetings with Departments to discuss Program Change Budgets, Mandates, One-Time Improvements and Reductions
Monday, June 10 - Friday, June 28	Budget Office reviews and finalizes Capital Improvement, FIMP, and ADA programs with departments
TBA	Final Purchase requisitions due to the Purchasing Department
Monday, June 10	Group II departments submit proposed budgets, capital outlay requests, and proposed grant documents to Budget Office
Thursday, June 13	Housing and Community Development submits draft proposed Consolidated Plan budget to Budget Office
Saturday, June 15	City Council holds Goals & Objectives work session
Monday, June 17	Group III departments submit proposed budgets, capital outlay requests, and proposed grant documents to Budget Office
Monday, July 1, - Friday, July 26	City Manager reviews operating and capital budgets with Budget Office and Department Heads
Thursday, July 25	Budget Office analyzes notice of assessed valuation from Bexar Appraisal District
Monday, July 29	Final Consolidated Plan CDBG Budget submitted to Budget Office
Monday, August 12	Budget Office delivers Proposed Operating and Capital Budget to City Clerk, City Manager and City Council
Thursday, August 15	City Manager presents Proposed Budget to City Council
Friday, August 16	Budget Office publishes notices of first public hearing on Proposed Budget in newspaper
Thursday, August 22	Vote by City Council to propose a tax rate
Monday, August 26 - Thursday September 19	City Council Work Sessions on Proposed Budget

BUDGET CALENDAR FOR FY 1996-97

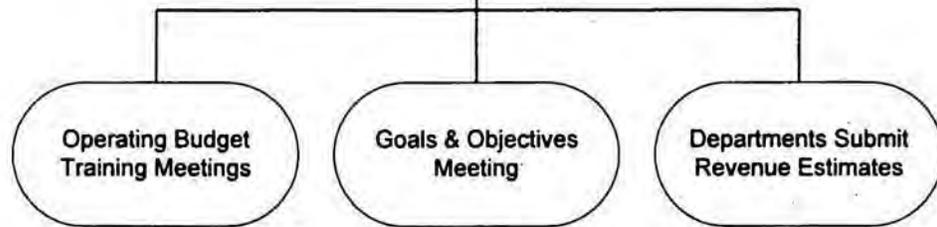
Monday, August 26	Finance Department publishes notices of public hearing on tax rate in newspaper (twice)
Monday, August 26	Departments submit information for closing ordinance
Tuesday, August 27	City Council holds Public Hearing on Proposed Budget
Friday, August 30	Departments recommending rate adjustments and new fees submit Request for Ordinance, council memo, and draft ordinance(s) to Budget Office
Thursday, September 5	Public Hearing on tax rate
Monday September 9	Budget Office publishes notices of second public hearing on Proposed Budget in newspaper
Thursday, September 19	City Council holds second public hearing on proposed budget
Thursday, September 19	City Council adopts budget, tax rate, and revenue ordinances
Thursday, September 26	City Council adopts closing ordinance
Thursday, September 26	Departments submit grant approval letters and (2) copies of approved applications for CJD (421) Funds to Budget Office for coordination of acceptance ordinance
Friday, October 4	Budget Office distributes budget forms as adopted and notices of revenue adjustments to Departments
Friday, November 8	Budget Office finalizes and prints Adopted Budget
Friday, November 29	Budget Office distributes CJD application kits to Departments

Budget Process

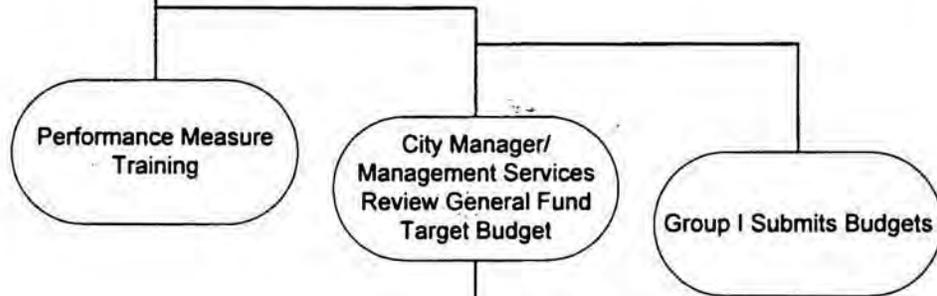
March



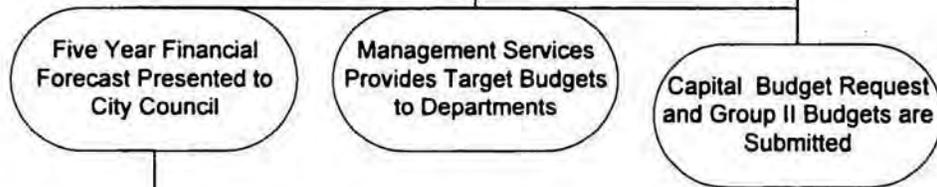
April



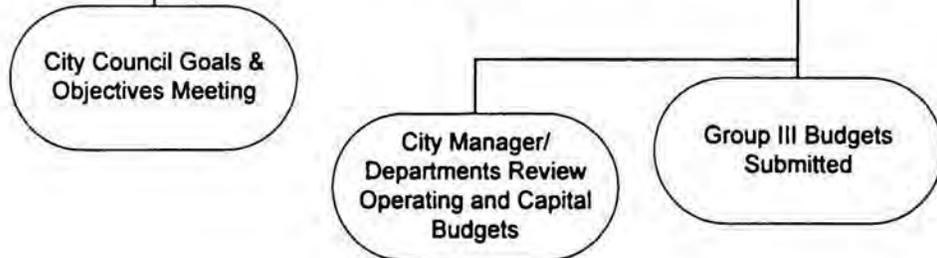
May



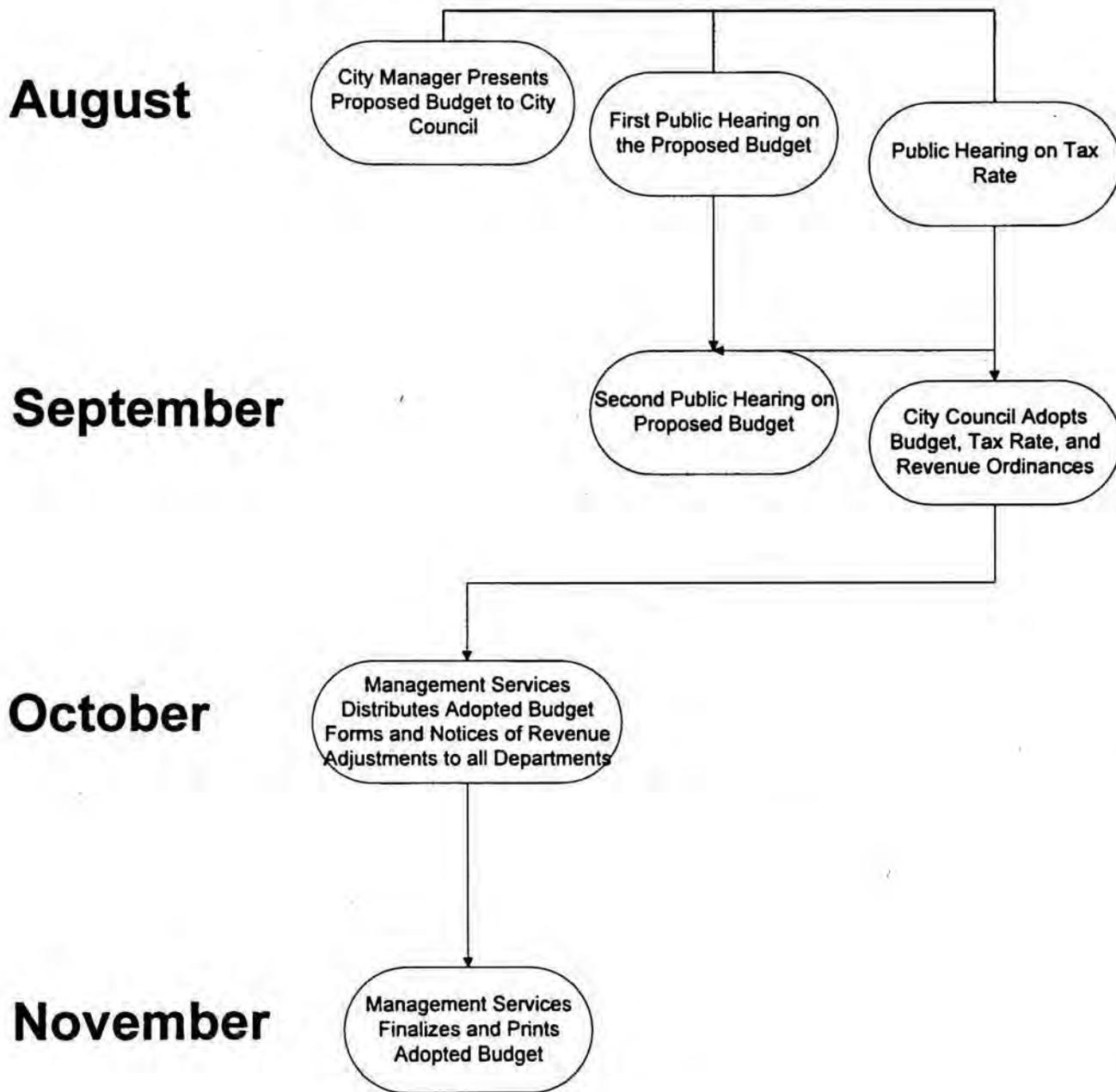
June



July



Budget Process





Budget Message





CITY OF SAN ANTONIO

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

August 12, 1996

To the Honorable Mayor and City Council:

I am pleased to transmit to you the Proposed Annual Budget for FY 1996-97. The Consolidated Annual Budget, comprised of all Funds, excluding transfers, totals \$897.1 million. The proposed operating expenditures total \$739.6 million and capital improvement projects total \$157.5 million. Within the operating expenditures total, General Fund expenditures and transfers represent \$448.1 million, an increase of 6.6 percent over the FY 96 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 1996-97. As a consequence, staff was compelled to prepare a program of reductions balanced against the allocation of one-time resources and mandated expenditures.

With these limitations in mind, the Proposed Budget for FY 97 was developed with several important themes:

- **Leveraged resources** - The budget provides General Fund resources coupled with grant funds in several program areas. Significant headway is made in the first year of Vision 2001 with the use of \$1.3 million in federal grant funds combined with \$1.4 million in the General Fund for a total of \$2.7 million. The Economic Development Department proposes to utilize a match of \$15,000 to leverage \$200,000 in loan program assistance through the SBA Microloan Program. Three Code Compliance Investigators will be added with grant funds along with a General Fund position to complement the community policing program.
- **Productivity improvements** - The use of one-time resources for technological enhancements are aimed at improving operational efficiencies. One-time non-recurring expenditures of \$1.3 million support an organizational-wide program for computer-related enhancements and other improvements will provide selected departments with imaging capabilities. The Department of Public Works will initiate a pilot program aimed at conserving energy costs for a total projected savings of \$300,000 next year and a 30 percent savings gas and electric cost when fully implemented.
- **One-time resources for one-time expenditures** - Allocating one-time funds for capital projects in lieu of Certificates of Obligation reduces the demand for debt issuance. A total of \$4.0 million in funding is proposed as a match to federal funds for the Metropolitan Planning Organization street projects. Another \$4.0 million is proposed as an initial payment for the replacement of the Public Safety Radio System. Additional funds in the amount of \$700,000 are set aside for the contractual street maintenance program. Other examples of one-time spending include funding for the restoration of the Health Department's tuberculosis clinic, the HemisFair Park Water Re-Use System and personal firefighter helmets.

- **Enterprising Service Delivery** - Examples of delivering services through privatization efforts include the Police Department proposals to outsource the operation of the City's vehicle storage facility on Growdon Rd. and privatizing event clean-up at the Alamodome. Alternatively, other services will be subject to competitive outsourcing. In order to stimulate competition, landscape maintenance at several City facilities will be open for competitive bidding by both private contractors and the City's Parks and Recreation Department. The custodial services contract at the Municipal Court detention facility will also undergo a similar process with the Public Works Department competing with private industry for this contract.

A total of \$448.1 million is available for appropriation in the General Fund for FY 1996-97. 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 97 exceed the level in the FY 96 Adopted Budget by about \$20.7 million.

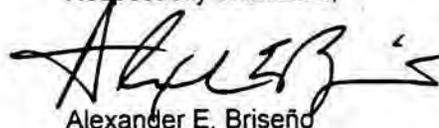
In past years, the adopted budgets have included increases for inflation for non-personnel related expenses. However, the Proposed Budget has been prepared without an inflationary adjustment representing an effective reduction of \$3.4 million. Another \$4.3 million in program reductions are proposed in the General Fund.

Mandated costs total \$14.9 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 includes \$12.0 million in Public Safety mandates related to the collective bargaining agreement for the Police and Fire contracts. Other mandates include \$1.088 million to add collector streets to the Street Cleaning Program (Phase II) as mandated by the National Water Quality Act and \$442,160 to begin operating and maintaining several new improved parks facilities funded by the 1994 Parks General Obligation Bond package. In addition the Proposed Budget includes \$15 million in improvements, of which \$11.72 million are proposed primarily for one-time expenditures.

The Proposed Budget for FY 97 achieves a number of important goals identified by the City Council. **First, there is no increase in the overall tax rate in FY 97.** 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 continues to build a solid financial basis increasing the Reserve for Revenue Loss from \$16 million to \$18 million.

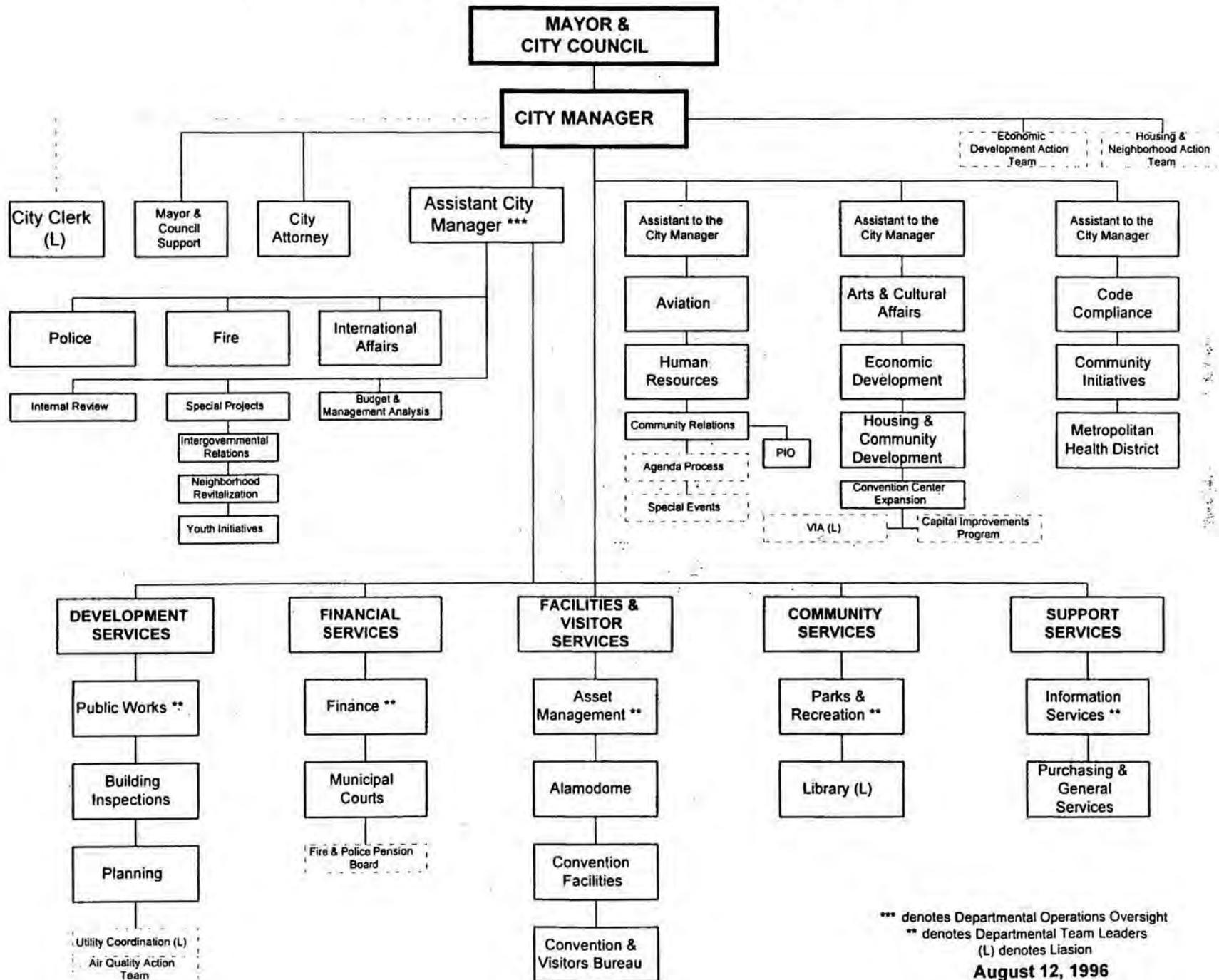
The development of the Proposed Budget represents the culmination of a significant effort on the part of all City departments. I would like to express my sincere appreciation to the City Council for providing valuable policy guidance to the process at the annual Goals and Objectives Worksession this summer. 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 and Management Analysis in this important effort.

Respectfully submitted,



Alexander E. Briseño
City Manager

City of San Antonio



*** denotes Departmental Operations Oversight
 ** denotes Departmental Team Leaders
 (L) denotes Liaison

August 12, 1996



Executive Summary



BUDGET OVERVIEW

FY 1996-97 Proposed Budget

THE BUDGET PROCESS AND ITS ENVIRONMENT

The Proposed Budget for FY 1996-97 is the result of an intense and difficult 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 May 16, 1996 assumed modest growth in current revenues and a significantly higher growth in expenditures. Projections for FY 97 were based upon the continuation of existing services at the 1996 level with adjustments for inflation. 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 \$14.6 million in FY 96 with revenue shortfalls anticipated in FY 97 and FY 98 of \$13.7 and \$16.9 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 a Goals and Objectives Worksession on June 15. This was the seventh consecutive year in which the City Council has met in advance of the budget process to determine its priorities for the coming budget deliberations. During the Worksession, Council reaffirmed the City's Mission Statement and prioritized ten key result areas and 92 service categories. The results of this worksession are listed immediately following the title page of the Proposed Budget document. Each key result area represents a group of identifiable programs or services for which resources are allocated through the budget process. The City Council weighs each key result area and rates each service category from highest to lowest priority. The end result is a complete priority ranking by service category and key result area which is in turn used by staff in formulating the Proposed Budget for the upcoming fiscal year. The City Council also developed a policy agenda covering those priority initiatives which the Council expects to address for the balance of the current Council term.

Similarly, the Management Team met with each department director 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 and achieve their stated goals and objectives.

Continuing to recognize the need to effectively communicate the City's ability to address Council priorities and demonstrate the organization's ability to meet the needs of the community, the proposed budget document reflects updated performance measures for each department for the second year. Staff from all departments worked to design and apply measures to help track the City's progress in the efficient and effective delivery of services to citizens. 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.

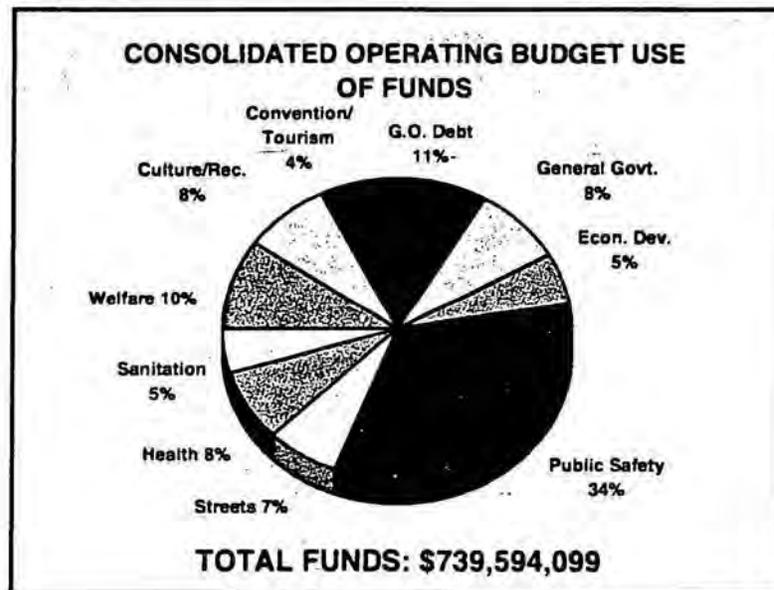
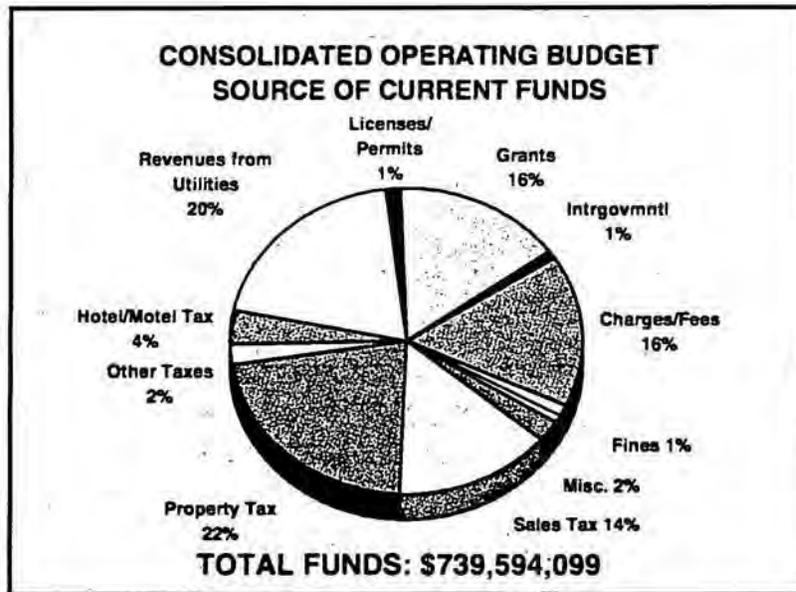
The FY 1996-97 Proposed Budget was developed within the context of projected funds available and City Council priorities. Departments were given target budgets based on current service requirements and allowed to submit expenditure proposals within the target amount. The target budgets submitted represent the departments' best judgment on how resources should be allocated based on their experience on the most effective method for delivering services. In past years, the target budgets have included increases for inflation. However, in FY 96, the proposed target budget reflected a *de facto* reduction of \$3.1 million which was attributed to the elimination of inflationary adjustments and the FY 97 Proposed Budget has again been prepared without an inflationary adjustment representing a \$3.42 million reduction.

Because of the projected shortfall in FY 97 for the General Fund, the City Manager directed department heads to prepare program reduction options equal to 7% of the current services budget. This process required departments to identify and evaluate programs within key result areas, assess their efficiency and effectiveness and then based on this evaluation, submit recommendations for program reduction. This approach resulted in a comprehensive list of potential reductions from which the final recommendations are incorporated in the Proposed Budget. The City Manager and the Management Team reviewed each department's target budget along with recommended program reductions and proposed program improvements during the month of July. This process allowed the Management Team to consider program reductions which are lower in priority as compared against more critical programs of higher priority.

The City Manager's Proposed Budget for FY 97 represents staff's professional recommendation on a program of revenues and expenditures which provide the highest level of service possible within available resources. 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 eliminating cost. Given the challenge represented by the size of this year's shortfall 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.

1996-97 BUDGET SUMMARY

The FY 97 Proposed Budget appropriation for all funds is \$897.1 million, excluding transfers of \$109.5 million. This amount includes total operating expenses of \$739.6 million and \$157.5 million in capital expenditures. The following charts show operating appropriations and revenues for all funds for FY 97.



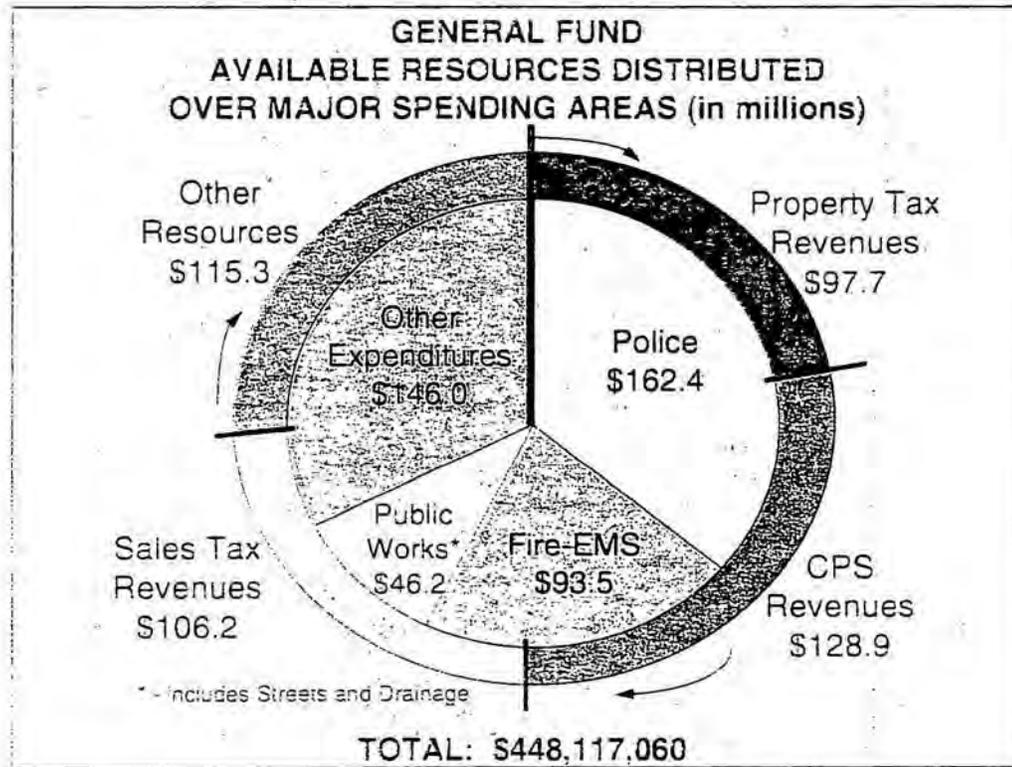
Although the challenge presented this year is significant, the City has experienced shortfalls of a similar magnitude resulting in the implementation of reductions in FY 90 through FY 93 totaling \$28.6 million. During this period, 930 General Fund positions were eliminated in order to balance the budget within revenue limitations. The proposed budget for FY 97 represents the second year that budgets were effectively reduced through the elimination of adjustments for inflation. 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 requires not only absorbing the adjustment for inflation, effectively holding spending for current services to the base level for FY 96, but implementing program reductions while minimizing impact to service delivery. Of the 68 authorized positions recommended to be eliminated next year, 47 positions are vacant and 21 positions are currently filled. It is anticipated that all of the employees whose jobs are eliminated can be absorbed and placed in other positions within the City structure. Detailed information is available in the budget schedule and the department narratives.

GENERAL FUND PROPOSED BUDGET

REVENUES

General Fund available resources are anticipated to be \$448.1 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 \$332.8 million or 74.2 percent of total General Fund revenues. Although significant, these revenues are focused on key services. For example property tax alone pales in comparison to the San Antonio Police Department budget next year. The following chart overlays the distribution of major revenues to major expenditures in FY 97.

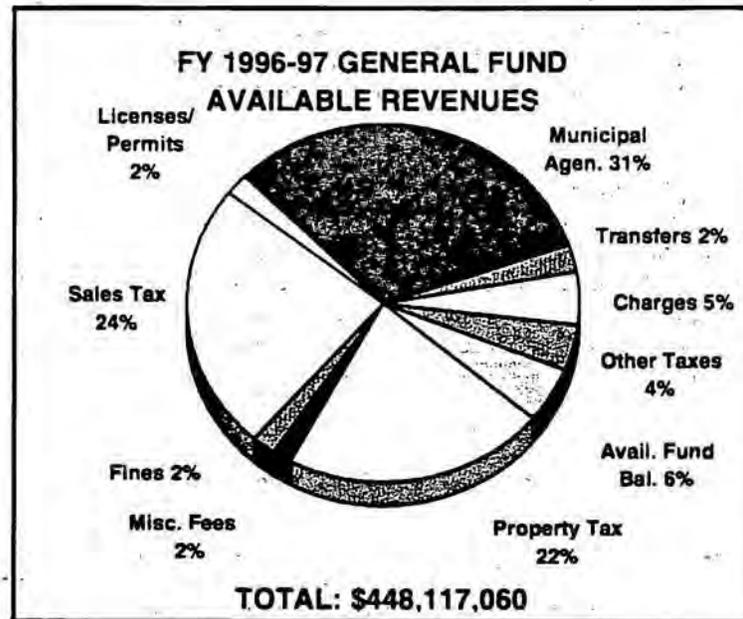


A summary of the significant assumptions and policy issues related to the General Fund is included below. For the purpose of presentation, the Streets & Drainage, and Emergency Medical Services Funds, which are dependent on the General Fund, will also be discussed in this section.

In addition to the major revenue sources mentioned above, the Proposed Annual Budget includes a number of new and/or enhanced revenues. The most significant change includes \$1.685 million in additional revenue generated by the stormwater fees 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 is \$ 1.261 million.

In sum a total of \$ 448.1 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 among which \$448.1 million has been appropriated.



◆ **Sales Tax**

The FY 96 Budget assumed an annual increase in the City Sales Tax of **4.0 percent** over FY 95. The re-estimate for FY 96 Sales Tax revenue is **5.4 percent** over actual collections in FY 95 and **1.2 percent** over the adopted budget amount in FY 96. Included in the re-estimate for FY 96 is an estimated \$1.2 million increase primarily attributed to the NBA All-Star Weekend event held last February. 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 97 of **3.6 percent** totaling **\$106.1 million**.

◆ **City Public Service**

The largest single source of revenue is generated by City Public Service which is based on a percentage of CPS gas and electric revenues. The estimated revenue of **\$129.7 million** for FY 96 represents a substantial **increase of \$5.1 million or 4.1 percent** over the **FY 96 Adopted Budget**. The main factors contributing to the increase are higher than projected gas prices and electric fuel costs combined with high electric usage beginning in late spring and continuing through the summer months due to hot weather. The **Proposed Budget** amount of **\$128.9 million** reflects a **\$4.3 million or a 3.4 percent increase over the current budget**. As has been the case for the last several years, the projection for this revenue is conservative. Factors such as natural gas fuel prices tend to have the greatest impact on CPS revenues coupled with continued growth in customers and weather conditions. Using the CPS revenue model, modifications to consumption rates are made to yield a conservative projection. The FY 97 budget projection assumes the continued fuel price trends, strong electric sales due to consumer growth, and a normal winter/summer.

◆ **Property Tax**

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 96 is **23.00 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 96 is **34.979 cents per \$100 of assessed value**. These two components taken together provided for a **total tax rate for FY 96 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 97 show an **increase in net taxable value of approximately \$1.56 billion or 5.82 percent** above last year. Included in this total, however, is **\$957.23 million for new improvements and \$476.77 million in annexations, which reflects real growth of 5.3% over last year's base valuation**. The taxable value less new improvements and annexations yields the base valuation. The **increase in the base valuation** from last year is **\$127.88 million or 0.47 percent**. The following chart breaks down the components of total taxable value.

**Taxable Values in Billions
(FY 97)**

Base Value FY 96	Increase in Base Value	Annexation	New Improvements	Total New Value FY 97
\$26.819	\$0.1279	\$0.4768	\$.957	\$28.381
Percent of Increase:	.47%	1.78%	3.57%	5.82%

Property Tax State 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 97, the effective tax rate for maintenance and operations decreases. For FY 97, the computation of the effective tax rate for **M & O is 34.712 cents per \$100 valuation, a decrease from FY 96 of 0.267 cents or 0.76 percent**. The debt service portion of the tax rate is dependent on the City's debt service requirements. The **debt service component will increase to 23.267 cents per \$100 valuation or 1.16 percent** from the current rate. This amount is required to meet the debt service requirements for next year. Although a 2 cent increase was originally planned in FY 97, refinancings and favorable interest rates have reduced that need. It is anticipated that future debt service requirements will necessitate a series of increases to debt service rates as initially called for in the debt management plan. The actual increase will depend on changes in values, annexations, improvements, debt issuance and interest rates.

Together, these two proposed rates combine to equal the current total property tax rate of **57.979 cents per \$100 valuation**. **Therefore, there is no change in the overall tax rate**. For the individual homeowner whose assessed value has not changed from 1995 to 1996, 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 96	FY 97	Cents Increase/Decrease	% Increase/Decrease
M & O	34.979¢	34.712¢	-0.267¢	-0.76%
Debt Srvc	23.000	23.267	0.267¢	1.16%
Total	57.979¢	57.979¢		

The proposed tax rate for FY 97 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 FY 97 rate for San Antonio as compared to the proposed rates in other major cities.

**TEXAS CITIES PROPOSED TAX RATE COMPARISON
FY 1996-97**



* current tax rate

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 tax rates for taxing entities with the proposed tax rate for the City of San Antonio. The senior citizen homestead tax exemption is maintained at \$60,000 for FY 97. Of those seniors over the age of 65 who qualify under this exemption, 69 percent pay no City property tax. Of the total tax bill due for a \$64,900 home, which is the average certified home value, City taxes represent \$376.28 or 21.21 percent of the total taxes due. This amounts to an average of \$31.36 per month which compares favorably with common consumer services such as the average cable T.V. bill of \$30.61 per month. Alternatively, the average City tax represents \$1.03 per day, while a daily newspaper costs 50 cents and the average cost of a gallon of gas is \$1.15.

**STATEMENT OF TAXES DUE
BEXAR COUNTY, TEXAS**

AGENT:
ABC Mortgage Company
4321 Any Highway
Anytown, USA
LOCATION: 1234 Any Street
ACCOUNT: XXXXXX-XXX-XXXXX

OWNER:
Doe, John A. & Jane C.
1234 Any Street
San Antonio, Tx

Tax Year: 1996
PROPOSED

Taxing Units	Market Value	Homestead Exemption	TAXABLE VALUE	TAX RATE	TAX LEVY	% of Total Levy
SA. Ind. School District	64,900	5,000	59,900	1.54680	926.53	52.22
Alamo Comm. Coll. Dist.	64,900		64,900	0.11000	71.39	4.02
Bexar County	64,900		64,900	0.35143	228.08	12.85
Univ. Health System	64,900		64,900	0.24692	160.25	9.03
Road & Flood	64,900	3,000	61,900	0.01931	11.95	.67
City of San Antonio	64,900		64,900	0.57979	376.28	21.21
TOTALS:				\$ 2.87356	\$ 1,774.48	100.0

◆ **Stormwater Maintenance**

The Proposed Budget includes \$ 1.685 million in program improvements related to enhanced stormwater services that are provided by the City. These improvements are fully reimbursable under the Stormwater Program enacted by City Council on May 13, 1993. The proposed improvements provide for flood control tunnel maintenance, maintenance of the High Water Detection System, and maintenance of the hazardous material traps located above the Edwards Aquifer Recharge Zone. In addition, the improvements to the Program include the implementation of a closed circuit inspection systems to identify damage to the closed conduit portion of the Municipal Separate Storm Sewer System. The proposed improvements to the Stormwater Program also include implementation of Phase II of the Street Cleaning Program which has been expanded to include collector streets in addition to the downtown area and arterials initiated under Phase I in FY 96. There will be no increase in the average monthly stormwater fees in order to fund these improvements.

◆ **Additional Revenues and Fee Increases**

In a continuing effort to innovate sources of revenue, City staff is proposing new revenues as well as increases to several existing fees which total \$1.26 million for the General Fund. The Parks and Recreation Department proposes fee increases for the rental of community centers, Sunken Garden Theater, and other rentals which are estimated to increase revenues by \$223,300. In total, an estimated \$288,030 in revenues are proposed as a result of increases to admissions, permits and usage fees at various Parks facilities as well as fee increases for street closures. The department is proposing an additional revenue source generated through recovering capital projects administrative costs associated with parks projects. The anticipated revenue from this source is estimated to be \$232,500.

Currently, public intoxicants are housed at the City's detention facility until processed for release by the judge at no cost. Municipal Court is recommending the assessment of a new fine of \$100 for individuals booked for public intoxication. The department is projecting that the collection of revenues as a result of this assessment will be approximately \$50,000. A second new fine proposed by the department affects defendants with a Failure to Appear (FTA) charge. This would initially apply to those defendants who are scheduled for trial but fail to show. Based on the results of this initial FTA charge, it is feasible that the program could be expanded to include all defendants who fail to appear as required. An estimated \$55,000 in additional revenue is projected for FY 97.

The Department of Building Inspections is also proposing fee increases for FY 97 in the area of plan review and building fees. The building permit administrative processing fee has not been increased since 1985. The department is also proposing an increase in plan review fees for commercial projects. These fees have not been increased since 1983. These fee increases along with other miscellaneous fees are projected to generate \$386,244 in additional revenue which will offset operational improvements outlined in the proposed budget.

Additional revenues are anticipated for the Department of Public Works with regard to the fees for demolition. Recovery of expenditures are expected to net \$119,000 in revenue for the department. The Fire Department proposes to increase the required Hazardous Materials Storage Fee. The increase is projected to net approximately \$55,700 in additional revenue.

In addition to the projected increase in revenue as a result of the enhancements of fees and other charges in the departments described in this section, other revenues of lesser financial impact are proposed for the departments of Health and Library.

The Fire Department is also proposing enhancing revenues through several changes to the current EMS fee schedule. The ambulance transport fee is proposed to increase from \$225 to \$250 with a mileage charge of \$4 per mile. These changes are structured to complement other goals to improve response time. This is coupled with a fee increase from \$27.50 to \$30.00 for EMS aid only (non-transport) and are projected to yield approximately \$191,068 in revenues.

◆ Fund Balance

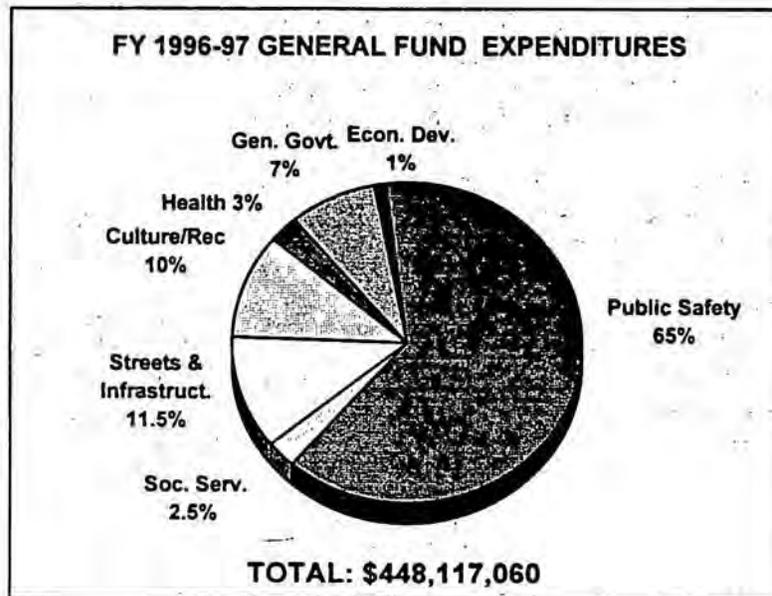
The final element of resources available in the General Fund is the Fund Balance. A total of \$30.2 million is available to augment FY 97 revenues exclusive of the Adopted Budget amount of \$16 million for this Reserve for Revenue Loss this year. One-time resources have enabled the City to further build the Reserve for Revenue Loss by \$2 million to \$18 million next fiscal year with an overall goal of achieving a reserve equal to 5 percent of the General Fund operating budget. Although the City has enjoyed several successful years of fund balances beyond projection, this may not always be the case as the gap between projected expenditures and actual expenses narrows. Increases to this reserve such as the one proposed will provide an additional buffer to mitigate against fluctuations in revenue in the future.

As an example, revenue from City Public Service (CPS) increased substantially beyond budget projections due to sustained high fuel costs combined with high electric usage from hot weather to producing significant gains in city payment revenue. A conservative re-estimate of revenue for FY 96 is projected to be \$129.7 million, a \$5.1 million increase over the budget. In addition, the Governmental Accounting Standards Board (GASB) promulgated policy changes in accounting for sales tax which called for the recognition of 13 months of sales tax revenue in FY 94. This resulted in a one-time adjustment in sales tax of \$7.2 million increasing the fund balance available in FY 95. Combined these two changes provided \$12.3 million in one-time resources for the ensuing year, which should prudently be allocated for one-time expenditures.

GENERAL FUND EXPENDITURES

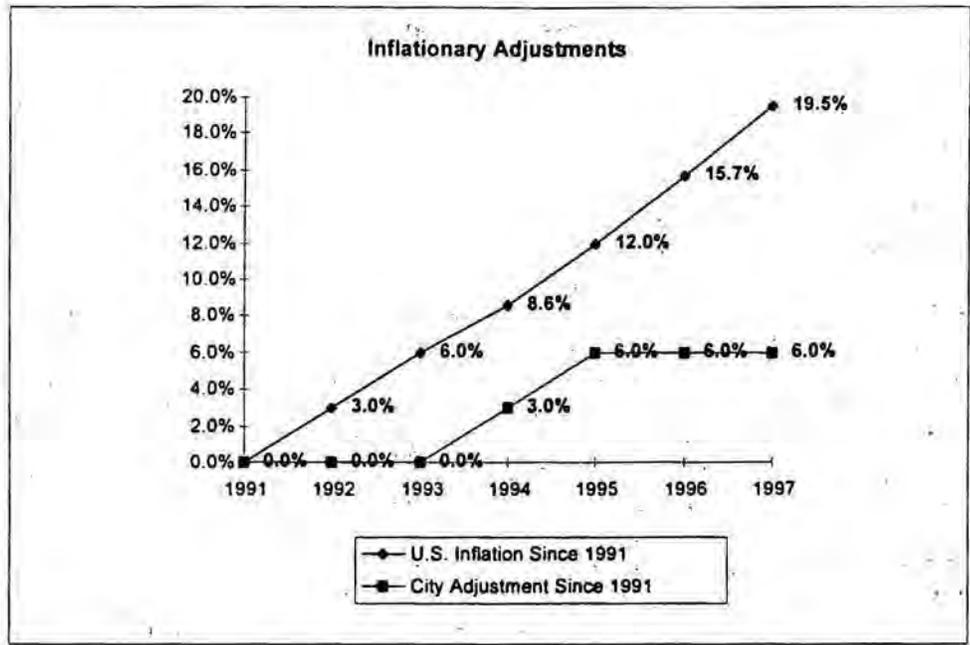
Proposed appropriations for the General Fund total \$448.1 million. This amount represents a 6.6 percent increase over the FY 96 Adopted Budget for the General Fund. Total appropriations can be supported with the available funds while increasing the Reserve for Revenue Loss from \$16 million to \$18 million. These changes will be listed by key result area and will include current services, reductions, program improvements and one-time improvements. New expenditures are further delineated within each Council priority area to include mandates, program improvements, and one-time improvements. For purposes of presentation, the Emergency Medical Services (EMS) Fund and the 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 \$448.1 million in General Fund revenues has been appropriated.

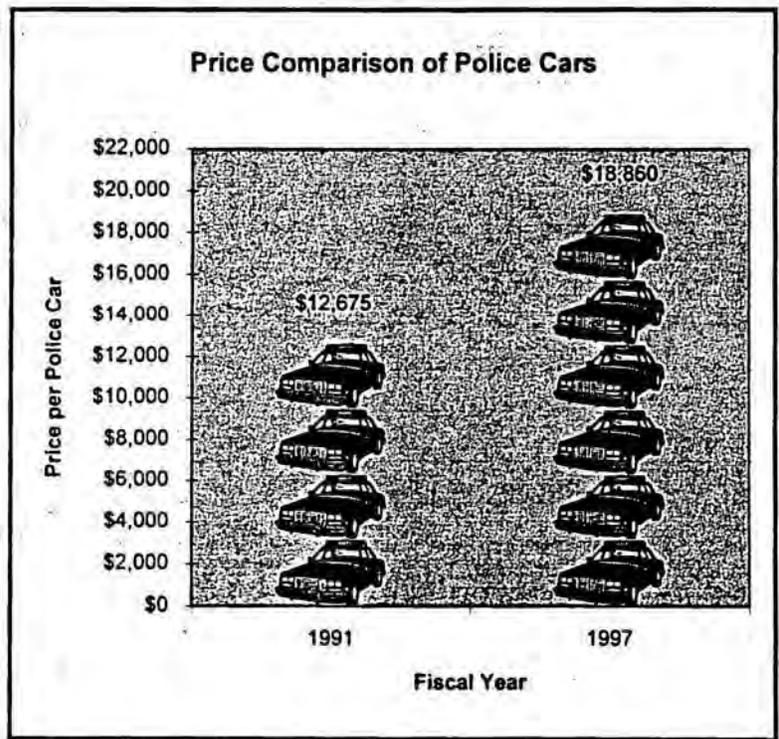


◆ CURRENT SERVICES

The current services budget represents the cost of providing services at the FY. 96 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 96 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 3.72 percent inflation rate originally projected in the Financial Forecast. This translates to a reduction equivalent to \$ 3.42 million in FY 97. The cumulative effect of this *de facto* reduction over the last two years results in a \$6.5 million reduction. The following graph compares the U.S. inflation rate since 1991 projected though 1997 which totals 19.5 percent with the City's adjustment for inflation over the same period which totals 6 percent.



Although departments have been able to make adjustments in the past to accommodate the loss of an inflation adjustment, continuation of this practice will severely erode purchasing power. A specific example of the impact of inflation can be seen in the unit price of a police car. As shown on the following chart, the price of a police vehicle has increased 50 percent from the FY 91 unit price of \$12,675 to \$18,860 in FY 97.



◆ 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 Council goals and objectives, improve efficiency of operations or provide more effective service to the citizens. The FY 97 Proposed Budget includes a number of proposed organizational changes which reflect the results of the review process.

The Proposed Budget includes several reorganizations which consolidate functions, improve coordination and enhance customer service. The budget recommends the restructuring of several special purpose offices under one Office of Special Projects. The Intergovernmental Relations Office, Office of Youth Initiatives, and HNAT (Housing and Neighborhood Action Team) staff will be consolidated into one office. The intergovernmental/interagency coordination is a common theme and will be further augmented in this reorganization. The proposed consolidation will include the establishment of three areas: Intergovernmental Relations, Youth Initiatives, and Neighborhood Revitalization. These offices will continue to provide expertise in monitoring of state and federal legislation, development of the City's Legislative Programs, City-County contract administration and coordination with all youth programs operated by the City. In addition development of new policies for affordable housing as well as coordination and implementing new program initiatives such as the Fall Parade of Homes will be the responsibility of this office.

Solving problems expeditiously during the plan review or permit process is a high priority. The Proposed Budget recommends dedicating resources to provide an ombudsman whose role will be to serve as the first point of contact in the Building Inspections Department. The specific duties will be aimed at guiding the small business or infrequent customer through the building and permit process. The effectiveness of this effort will be further enhanced by consolidating the plan review function under the Building Inspections Department. Civilian Fire Protection Engineers will be transferred to the department. This will be further augmented by the proposed addition of three plan review positions in their specific trade areas. The enhancement of the Plans Review component will ensure that comprehensive plan reviews will be expedited in a timely manner as well as improved consistency in plan reviews. The department predicts that this enhancement will lead to a streamlined development process.

With the elimination of the Office of Defense Transition, the third proposed change involves the creation of the Military Initiatives Unit in the Department of Economic Development. The primary goal of this function is to optimize military installation conversion opportunities and to preserve and create employment opportunities at existing military installations.

The fourth proposed change transfers the Risk Management operations to the City Attorney's Office while maintaining fiscal responsibility for the Insurance Funds in the Finance Department. This move is the second step in a long term process aimed at improving the City's Self Insurance Liability Fund. The City Manager addressed several issues regarding this fund in the current budget by appointing a committee of top ranking City officials to review the policies and procedures for processing insured and uninsured legal claims filed against the City. The transfer of the Risk Management Division will provide continuity and focused responsibility in resolving claims.

The final change in the Proposed Budget is an internal reorganization and realignment of functions along functional lines within the Public Works Department which can be accomplished at no cost.

◆ ENTERPRISING SERVICE DELIVERY

Local governments today are reinventing their roles as deliverers of basic municipal services. This occurs out of the necessity to prioritize and re-distribute scarce resources derived from property taxes, sales taxes and other revenues available. The City of San Antonio must be more innovative in finding other sources of funding to continue operating basic programs. However, departments must also evaluate the efficiency and effectiveness of their programs and decide the most cost effective way of delivering services without compromising the quality of the service delivered.

Solutions to the problem of managing scarce resources lay in innovative thinking toward re-engineering our methods of delivering basic services. City staff continues to strategize to effectively manage resources by applying various methods.

Outsourcing or contracting out services is not new to the City of San Antonio. Departments such as Public Works have contracted out for specialized services for many years. For example, Solid Waste outsources 100 percent of landfill services, processing and marketing of recycling collections, and geotechnical engineering services for maintenance of the closed landfill is privatized. Building Maintenance also privatizes several services such as, roof repairs and security service. Engineering services are 95 percent outsourced while construction of capital projects are 100 percent outsourced. Street maintenance will include \$7 million in contractual street maintenance.

In addition to these established methods of contracting-out, the City of San Antonio is proposing some re-engineering strategies by totally privatizing selected programs and injecting competition into service delivery. For example, the Police Department has been operating the City's vehicle storage facility on Growden Rd. for 23 years. The unit is responsible for impounding, releasing, and auctioning all wrecked, abandoned, and recovered vehicles. In addition, vehicles belonging to imprisoned individuals are impounded at this location as well. The Vision 2001 Plan called for improvements of \$755,000, however the Police Department decided to privatize this function by April 1, 1997, and will save \$85,528.

Currently, landscape maintenance at the City Library branches, Health Department facilities and the Police Department headquarters and the Police Academy are all contracted separately. Each of these departments have expressed dissatisfaction with the current contractors and requested an in-house solution. City staff proposes not only to consolidate these contracts but to open up the competition for the contract between private contractors and the City's Parks and Recreation Department. The objective is to provide the City with quality service and reduced costs for landscape maintenance through competition. Resources have been set aside for this contract in FY 97.

Municipal Courts operates the Detention Center on a 24-hour basis and requires daily cleaning of cells, health rooms, DWI and AFIS offices, administrative offices, courtroom and staff areas. The private contractor schedules the cleaning of this facility at least once per day. The department has indicated that the performance is not satisfactory and proposed maintenance by Public Works. Since the contract is up for renewal, the department is opening the janitorial services contract to competitive bidding as well. The Public Works Department will be invited to bid on this contract along with the private contractors.

These programs are described in more detail in the following section. Other services will be reviewed during the course of the fiscal year and city staff will determine if additional services are candidates for privatization.

◆ DEPARTMENTAL PERFORMANCE AND ORGANIZATIONAL REVIEW

The Organizational Review Division of the Office of Budget and Management Analysis will be conducting comprehensive departmental performance reviews based on a standardized process. This

process will include a performance report on department accomplishments, workload statistics, efficiency and effectiveness measures and will assess the cost of providing a service relative to benefits. The review will also focus on city-wide issues such as opportunities for privatization and decentralization of services; opportunities for productivity improvement which may be achieved through technological enhancements or other means; and areas where a process can be streamlined or refined. Four departments will be reviewed each year on a quarterly basis depending on the size and complexity. It is anticipated that beginning with the General Fund Departments and continuing through all City funds, all departments/offices can be reviewed over the next five to seven years.

◆ CHANGES TO SERVICE DELIVERY

After the current services budgets for each department were identified and analyzed, and 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 preparations for FY 97 involved asking departments to undergo an internal process designed to evaluate programs, and assess their efficiency and effectiveness. The departments then submitted requests for the funding of mandates and program improvements based on their mission, goals and priorities. In addition to requests for additional funding, the departments were asked to submit a 7% reduction package. 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 97 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 97.

PUBLIC SAFETY

The Proposed Budget recognizes the continued high priority given to public safety by the Council. Approximately \$14.7 million in public safety mandates and improvements and \$4.3 million in one-time improvements are included for FY 97 in Police, Fire, Emergency Medical Services (EMS), Building Inspections and Municipal Courts. Included in the one-time improvements of \$4.3 million is \$4.0 million for the replacement of the current public safety radio system. These departments also have proposed reductions totaling \$1,066,254.

◆ POLICE SERVICES

Reductions

The proposed budget calls for \$429,510 in Police public safety reductions. Among the reductions are the elimination of the Fredericksburg Road and El Paso Street store front operations. The store fronts provide nearby residents with a number of police services including complaint intake and report filing. These early attempts to shape community-oriented policing have evolved into a more sophisticated policing practice. With the implementation of the SAFFE program in FY 95 and COPS Ahead in FY 96, the Police department has added 83 community policing officers. Responsibilities for community police officers include resolving neighborhood problems and providing neighborhoods with easy access to police and other city services. These community policing officers will assume the responsibilities otherwise assigned to the store fronts proposed for closure. The elimination of these store fronts will provide a savings of \$130,798 and the officers assigned to these store fronts will be returned to patrol duty.

The grant-funded El Protector and Americorp Programs are among those reductions proposed by the Police Department. The El Protector program which educates the Hispanic community on the issues of child restraint, safety belts and provide a DWI preventative message will be replaced by SAFFE

officers who will continue to work with all elements of the community. Americorp is a federal grant program designed to promote public safety within a target area with high incidence of crime and economic and social problems. The Police Department will work with the United Way funded Fighting Back organization which will administer the program and ensure a smooth transition. The combined savings to the General Fund is \$80,000.

Other reductions impacting Public Safety in the Police Department total \$142,687. The Police Department's Vision 2001 plan calls for the elimination of two police mobile substations and replacing them with two newer smaller vehicles. The replacing of the two older mobile substations will result in a savings of \$67,687 annually in maintenance cost. The Police Fiesta overtime budget will be reduced by \$75,000 or 8.1 percent. The Police Department will be able to provide the same level of service with a smaller Fiesta overtime budget through better management.

The Police Department currently has seven full-time sworn personnel dedicated to the Alamo City Heat Band. The group performs approximately 120 concerts per year for various schools and social groups with the purpose of presenting a positive image of the department while delivering an anti-gang and anti-drug message. Elimination of the full time band is recommended in order to provide a higher priority service through placement of these police officers in other visible community and patrol functions. It is anticipated that the band will continue with the aid of volunteers from the Police Department similar to the volunteer program for the Backdraft Band in the Fire Department. In addition to the increase in patrol availability, a savings of \$16,100 in overtime and professional fees will be realized.

Mandates

The Proposed Budget also includes funding required to meet the provisions of the City's collective bargaining agreement with the San Antonio Police Officers Association (SAPOA) for the third year of the collective bargaining agreement. The contract calls for a 4% wage increase, health insurance increases, higher classification pay and certification pay for police officers in FY 97. The financial impact of the collective bargaining agreement is \$6.56 million for FY 97.

FY 97 will represent the third and final year of the San Antonio Fear Free Environment Program (SAFFE) grant. In December, the General Fund will assume full responsibility for funding this program. This mandate allocates an additional \$1.5 million to fund 40 officers to enhance community-oriented policing for a total cost of \$2.7 million for this program next year. Under the terms of the three year grant from the Department of Justice, the City is responsible for equipping and training the police officers as well as for providing the funding for the officers salaries and benefits beyond the amount provided for in the grant.

Mandated by State law, the Police Department must provide separate processing facilities for juveniles. Five Police Service Agents are proposed to document juvenile criminal history, fingerprint, photograph for a total cost of \$156,876.

Improvements

In the spring of this year, the Police Department presented the Vision 2001 plan to City Council. Vision 2001 sets forth a comprehensive and detailed look at the needs of the Police Department as it enters the 21st Century. Specifically, the plan proposes a series of programs to be implemented over the next five years to meet these needs. The City will receive a \$1.465 million Federal block grant of which \$1.288 million has been earmarked in the first year to implement the capital portions of the plan such as purchasing helicopters and other equipment. For FY 97, the Proposed Budget contains \$1.393 million in the General Fund for a total of \$2.681 million available to implement the first year of the plan.

Other major programs to be implemented include the following:

- Targeted Supplemental Patrol (\$365,831) is a program to reduce response time with the utilization of experienced patrol officers on an overtime basis during periods of high calls for service. Both personnel costs and added vehicles are included in this cost.
- Civilianization (\$108,171) of seven detective positions is proposed for FY 97. This improvement would be the first phase of a five year program to ultimately civilianize thirty-one detective positions. The civilianization will free detectives for regular investigative duties away from work more suited for civilian technicians.
- Downtown Foot/Bicycle Patrol (\$86,985) improvements are proposed due to additional activity in the downtown area. Specifically, the improvements will add three patrol officer positions and bicycles funded at five months for FY 97.
- A Street Crimes Arrest Team (SCAT) (\$92,142) is enhanced as a special tactical unit focusing on gangs, drug violence and fugitive apprehension. The unit will direct its energies primarily against violent youth gangs and their leaders. Proposals to improve SCAT involve funding for two positions to better coordinate the activities of existing police officers under the SCAT concept.
- A Strategic Nuisance Abatement Program (SNAP) (\$78,578) is a joint venture between Code Compliance, Building Inspections, the Texas Alcoholic Beverage Commission and the Police Department to aggressively enforce narcotics, liquor and gambling laws. One Sergeant to work full-time on this activity is proposed to be funded for a nine-month period.

One-time Improvements

A total of \$362,000 in one-time expenditures from Vision 2001 are proposed in the Police Department. Intermediate weapons such as the ASP baton or other non deadly weapons will provide the San Antonio Police Officers with the latest technology in weaponry and training available to deal with violent individuals during situations that may result in serious injury or death. The purchase of two smaller mobile substations to replace the out dated mobile substation is proposed for more operational efficiency at a cost of \$117,000. The request for replacement of a SWAT van at a cost of \$115,000 is also a one-time expenditure proposed for the Police Department. The new SWAT van with up-to-date technological enhancements will replace the current vehicle which has become obsolete.

An additional one-time expenditure is the initial payment of \$4.0 million for the replacement of the current Public Safety Radio System.

Together, the Police Departments improvements are aimed at enhancing patrol availability and technology in order to improve the level of service to the citizens.

◆ FIRE SERVICES

Reductions

A total reduction of \$323,716 is recommended in the Fire Department to be achieved through salary savings and the elimination of one position. A savings of \$258,000 will be achieved through the management of vacant positions throughout the year and strategically scheduling firefighter training to significantly reduce the number of firefighter vacancies by the end of next fiscal year given the Fire Academy's limited space and training capacity resources. The elimination of an Arson Investigator will reduce the personnel complement for this function to fourteen investigators. This reduction will be

partially offset by adding an administrative position to collect, process, document and store arson case evidence, freeing the investigators to conduct investigations

Mandates

Additionally, 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 4% wage increase, health insurance increases, CLEAT insurance increases, higher classification pay, and certification pay. The cost of the collective bargaining agreement is \$3.658 million for FY 97.

Improvements

Continued implementation of the recommendations of the Fire Department Master Plan is proposed for FY 97. Specifically, the plan contains programs to improve upon the level of fire and emergency medical service over a five year period which began in FY 1995. The Proposed Budget contains \$156,263 for implementation of the third year of the Fire Master Plan. Among the FY 97 proposed improvements are the addition of nine firefighters to achieve the department's goal of an average of four firefighters per pumper. These nine firefighters will bring the total to twenty seven firefighters added toward this goal since FY 95 and result in an average of 3.67 firefighters per pumper by the end of the next fiscal year.

Updating substandard stations and expanding facilities to meet equipment needs requires the relocation of two fire stations as outlined in the Master Plan. The new stations will require additional furniture and equipment at a cost of \$10,000. Other proposed fire master plan improvements include the addition of two Fire Inspectors for the inspections of schools and other public meeting places.

The purchase of firefighter helmets, a personnel fire scene accountability system, and an extractor washing machine for cleaning contaminated bunker gear is also recommended for a total of \$121,000. More information regarding the funding of this improvement and the proposed program which rewards outstanding performance in the area of worker safety is discussed in Other Funds - Worker Compensation Fund.

For Emergency Medical Service (EMS), the objective of the Master Plan is to achieve an average EMS response time of 6 minutes in the City, 7 minute average for suburban cities of Bexar County and a 15 minute response time 75 percent of the time to unincorporated areas of the County. Embodied in the Proposed EMS Budget is \$315,898 for the Peak Period Staffing Program. Peak Period Staffing provides overtime for personnel to staff EMS units during those hours which are known to have the highest demand for service. This improvement provides funding for two new ambulances and two additional peak units three days per week, with overtime for a lieutenant. In FY 97, the EMS Budget provides funding for 23 full-time ALS units with the capacity to add 6 to 8 additional peak period units depending on deployment for a total of 31 units on the street. As an example, EMS has deployed an additional 8 to 10 units on Friday or Saturday nights. An average response time of 6.12 minutes in the City is projected in FY 97.

◆ MUNICIPAL COURTS

Reductions

Municipal Courts will also be using technology to become more efficient. Beginning next fiscal year the department will start a new imaging process for storing of closed cases. This new process will enable the department to operate at the same level with less personnel. The new imaging process will provide

a savings of \$13,594 which comes from the elimination of one part-time Senior Administrative Clerk. Over the next few years, this new process will achieve additional savings for the department.

Improvements

The creation of a special docket court for the Family Violence Program is proposed. The addition of a new court as recommended by the San Antonio Crime Commission will also aid Municipal Courts in achieving another goal established by the Commission to set trials by judge within 6 weeks and jury trials within 8 weeks. This improvement will require the establishment of an additional courtroom at Municipal Courts for the Family Violence special docket court. The total projected cost for the improvement is \$75,590. An additional Assistant City Attorney I position is also proposed to prosecute additional cases at a cost of \$ 27,410.

◆ BUILDING INSPECTIONS

Reductions

Technological enhancements have contributed to overall savings of \$82,763 in the Building Inspections Department. Recent improvements to the City's geographic information system (GIS) now allow all City departments involved in the delivery of land development services access to City maps. As a result, the Building Inspections Department will no longer need to create and update their own maps. Three of the five Drafting Technician positions can be eliminated without impact on services for a savings of \$72,011.

Improvements

Improvements are proposed in the amount of \$95,867. There are 18 Sexually Oriented Businesses (S.O.B.s) that have the right to seek appeal to the Board of Adjustment for an extended amortization period beyond the specified period of one year authorized by City ordinance. For a total cost of \$20,000, the department proposes to contract with an outside Certified Public Accountant to provide an independent opinion on amortization schedules submitted to the Board of Adjustment as it pertains to Sexually Oriented Businesses.

YOUTH

Enhancing youth services was among the City Council's highest priorities again this year. A total of \$286,257 in mandates and program improvements are proposed for the Key Result Area of Youth. Changes in service delivery including reductions with minimal impact to service delivery involve the Departments of Community Initiatives, Parks and Recreation and the Special Projects Office.

◆ COMMUNITY INITIATIVES

Reductions

The realignment of the Criminal Research component of the Youth Services Division of Community Initiatives to the Police Department is recommended. The Criminal Research unit is responsible for looking up arrest records and providing Juvenile Court with offense status reports on youth who are issued Class "C" misdemeanor citations and ordinance violations. This function will be handled by the proposed Police Service Agents. This unit will assume responsibility for the criminal research function along with documenting juvenile criminal history, fingerprinting and photography in FY 97. This reduction eliminates five positions in Community Initiatives for a cost savings of \$125,801.

An additional \$95,275 in savings is projected as a result of the transfer of two City programs to other agencies. The first is the Adolescent Sex Offender Program which includes the elimination of one position and the cancellation of a counseling contract with a private professional counselor. Client caseloads will be referred to other agencies for counseling and follow-up. The second reduction is the elimination of the Parenting Education Workshops. The impact will be minimal since the department will work with other agencies to ensure the continued delivery of this service.

Mandates

Also provided in the Proposed Budget in the Department of Community Initiatives is an additional \$25,447 for the Urban smARTS program which contracts with local artists to teach art to at-risk-youth.

◆ PARKS AND RECREATION DEPARTMENT

Reductions

In the Parks and Recreation Department, the proposed budget recommends eliminating funding for two annual dances sponsored by the City for the "CO" and costume purchases for the Danza Hispana for a total of \$11,640. The department will work to find sponsorships for these programs.

Mandates

Several of the improvements funded by the 1994 Parks General Obligation Bond package will be completed in FY 97. These improvements include the expansion and addition of community centers at several parks. The Proposed Budget includes \$167,810 in mandated funding to begin operating and maintaining these new youth-related capital improvements.

Improvements

The Proposed Budget contains \$93,000 in new improvements to maintain and enhance on-going programs such as the After School Challenge Program. The extension of the After School Challenge Program to cover ten area year-round schools. This improvement will extend the current staff's schedule to match the calendars of schools holding year-round classes by offering the After School Challenge Program during the three inter-session periods.

◆ OFFICE OF SPECIAL PROJECTS

Reductions

The Office of Special Projects is eliminating one Part-time Administrative Assistant II position which was dedicated to expanding the City's employee Mentorship Program. This program has doubled in the number of employees serving as mentors from 40 to 80 over the most recent two years. This function will be absorbed by existing personnel for a net savings of \$12,220.

INFRASTRUCTURE

As the City's physical infrastructure continues to grow through development, annexation and capital improvements, the City's inventory of streets, drainage structures, parks, and facilities also increases. Allocating preventive maintenance dollars to this effort helps defer expensive reconstruction in future years. Enhancements to the City's infrastructure and related services represent a significant share of

the overall recurring improvements in the Proposed Budget. A total of \$1.61 million in infrastructure-related mandates, including annexation costs and program improvements are included in the FY 97 budget.

◆ **PUBLIC WORKS/STREETS & DRAINAGE**

Reductions

The Public Works Streets and Drainage Division proposes to reduce funding for alley maintenance. Under these reductions a program will be designed to eliminate alley maintenance over time. Various options for ensuring proper maintenance of alleys will be explored with homeowners and residents including deeding the property to owners in exchange for maintenance of the easement. The proposed budget initiates this program with a \$125,000 reduction for alley maintenance. As a result of this reduction, solid waste collection for these residents will be relocated to the street. The long term impact of this reduction could net additional savings in the Workers Compensation and Liability Reserve Funds due to a reduction in vehicle damage and injuries occurring in alleys. The City has historically experienced a higher rate of accidents in alleys than in the street.

The Streets and Drainage Division also proposes to reduce the number of crack seal crews from two to one. The continuing addition of resources for contractual street maintenance in recent years, including \$700,000 proposed for FY 97 has provided the additional benefit of reducing the need for the spot repair work performed by the crack seal crews. A total savings of \$216,042 is projected.

A pilot program aimed at reducing overall energy cost at several city facilities is proposed in the Public Works Department. Through the use of new technologies which are aimed at conserving energy cost the Department estimates that the City will reduce electricity and gas costs by a total of \$550,000 annually (a 30 percent reduction) when the program is fully implemented. For the first year of the program the savings will be achieved through a combination of reduced energy cost (\$300,000) and through the management of vacant positions during the year resulting in savings of \$250,000.

The elimination of two positions in the Building Maintenance Division for a savings of \$40,557 is also recommended. Both positions have been vacant for the last two fiscal years, therefore, this reduction will not impact the level of service provided by this department.

Public Works proposes to defer hiring an Engineer II position in the Convention Center Expansion Office for FY 97. Since the position is vacant, this reduction will have no effect on current service levels. This reduction will produce a savings of \$48,088.

Mandates

Mandated expenditures total \$470,760 for Infrastructure-related issues in the Proposed Budget. Funding is provided for streets and drainage maintenance as well as the installation of new traffic markings for the newly annexed sections. Other mandated expenditures include a new EPA - mandated street striping program and improved tunnel maintenance to bring the current flood control system into compliance with NPDES Water Quality Act of 1987.

Improvements

In addition to mandates for streets and drainage maintenance, proposed improvements to the Street Cut Monitoring Program total \$150,000 which would provide for increased inspections of street cut projects performed by contractors. Increasing the number of inspections will insure that more repairs to streets and drainage facilities are in accordance with City standards.

Another proposed streets and drainage improvement would provide funding for the implementation of the Drainage Facilities' Closed Circuit Inspection Program at a proposed cost of \$279,000. The proposed closed circuit inspection program will detect any damages to the City's (MS-4) storm sewer system and identify any unauthorized connections to the system.

Included in the Proposed Budget is an additional \$88,840 for maintenance and cleaning of City Facilities. As recommended by the Fire Master Plan, two positions are proposed to be added for additional maintenance to fire stations and other fire facilities. Other facility improvements include funding for pressure washing of the City Hall Building, and a contract for janitorial services at the Frank Wing Municipal Courts Building.

One-time Improvements

A proposed infrastructure improvement is funding in the amount of another \$700,000 for the contractual street maintenance program increasing the total amount available for this program to \$7 million. This represents a cumulative increase of \$4.7 million over a four year period.

In addition, \$4.0 million is proposed as a match to Federal funds for the Metropolitan Planning Organization transportation projects managed by the City. This one-time improvement will avoid the issuance of additional Certificates of Obligation, and ease demands on the debt service fund.

◆ PARKS AND RECREATION DEPARTMENT

Reductions

Among the \$365,661 in program reductions in the Parks & Recreation Department are several activities aimed at reducing maintenance for city facilities and parks. The most significant impact is reductions in maintenance which includes mowing and solid waste collection at 28 city parks; elimination of 3 positions in the maintenance program for La Villita and Tower of the Americas; facilities repair projects; and the HemisFair grounds. This reduction will result in delayed maintenance. Park staff will assume the workload as a result of this reduction which will net savings of \$206,185.

The use of interest funds earned on principal balance in the San Jose Burial Park Trust Fund will go toward financing costs associated with the maintenance of that cemetery. This transfer is proposed to net \$90,890 in General Fund savings. Maintenance of tunnel operations has been consolidated under the Public Works Department. The Parks and Recreation Department has one position dedicated to this effort which will be eliminated and job functions will be transferred to the Public Works Department at no cost to this department. The elimination of one position and associated costs will net \$35,824 in savings. An additional savings of \$32,762 to the department can be attributed to the following: elimination of one position in the Nighttime Garbage Collection Crew without interruption of service; a decrease in the amount of chemicals needed to treat water due to the reduction of the number of ponds as a result of the Convention Center Expansion; and elimination of temporary positions at La Villita.

◆ MUNICIPAL COURTS

Improvement

This department operates the Detention Center 24-hours per day which requires cleaning of cells, health rooms, DWI and AFIS offices, administrative offices, courtroom and staff areas. The contractor cleans the Detention Center once per day. The janitorial services contract for FY 96 which proved to be inadequate will be competitively re-bid next year for an estimated base increase of \$25,340. The

City has historically struggled with quality service in the area of janitorial service contracts. The Proposed Budget recommends the Building Maintenance Division in Public Works prepare a bid for this contract next year effectively increasing qualified competition for these services.

ECONOMIC DEVELOPMENT

◆ ECONOMIC DEVELOPMENT DEPARTMENT

Reductions

Elimination of the General Fund cash match for the Procurement Technical Assistance Program (formerly POP) operated by the Economic Development Department is recommended. This program which promotes economic development and business retention by assisting small businesses in competing for contracts with federal, state and local government agencies will be consolidated with the efforts of the Small Business Outreach Program. The reduction of \$85,000 includes elimination of two positions. This savings to the General Fund is made possible by the ability to use City in-kind services in lieu of a cash match.

Improvements

The City continues to focus its effort on economic development programs designed to assist in generating opportunities for small businesses in the San Antonio community. Two program improvements totaling \$45,000 are proposed. These improvements are important to expanding our economic development efforts and continuing to promote and support small, minority, and women-owned businesses. The SMWBA Citizen Advisory Committee and the City Council Small Business Strategies Committee recommended an update of the availability study on M/WBE utilization goals initially conducted in 1992. This \$30,000 study will be used as a basis to establish M/WBE utilization goals on all City contracts emphasizing the areas of construction, professional services, and procurement.

Secondly, the proposed budget reflects the continued support of the San Antonio Local Development Corporation (SALDC). The SALDC loan program assists small businesses in obtaining loans. Funds totaling \$15,000 will be allocated from the general fund as a match for a SBA Microloan - Second Round Funding in an amount of \$200,000. The SALDC will match the same amount of \$15,000. In addition to the \$200,000 funding, the SALDC will be eligible to receive a SBA Technical Assistance grant of \$25,000 which would fund a position to provide technical assistance to new microloan borrowers.

◆ INTERNATIONAL AFFAIRS

Reductions

The International Affairs Department produces the Directory of Exporters and Support Organizations. By seeking private sector sponsorship to partially fund this program, the department will reduce funding from the General Fund by \$5,000.

EDUCATION & HUMAN DEVELOPMENT

Program improvements in Proposed Budget includes improvements in the areas of education and human development services. Priorities in this key result area include funding for the Comprehensive Nutrition Program and transitional funding for the San Antonio Educational Partnership. Remaining funding in this key result area is proposed for programs in the Community Initiatives and Library

Departments. Reductions in this key result area total \$444,680 and impact the Departments of Community Initiatives, Library and Contributions to Other Agencies.

◆ **COMMUNITY INITIATIVES**

Reductions

The Department of Community Initiatives will achieve \$50,548 in savings by consolidating all referral services in the department including the 225-READ Central Referral Center into one centralized unit. This effort will allow the department to eliminate a position without reducing the current level of service.

Improvements

The Proposed Budget includes an additional \$234,000 to meet the increasing costs being incurred to support the Comprehensive Nutrition Program for senior citizens. The increase is due to rising food costs, two new sites opened this year and a reduction in funding from AACOG.

◆ **CONTRIBUTIONS TO OTHER AGENCIES**

Reductions

Although Contributions to Outside Agencies cross several Key Result Areas, the reduction is included in the Education & Human Development Key Result Area for purpose of discussing the proposed reduction. The reductions are categorized based on the following City Council rankings: Youth programs were reduced by 1 percent; Elderly and Disabled programs by 2 percent; and Other miscellaneous programs were reduced by 3 percent for a total reduction of \$76,664. In addition, funding for the Community Clinic (\$12,833), Palacio Del Sol (\$8,393), City Year (\$70,000) and Partnership for Hope (\$100,000) will be eliminated. This reduction will result in a total of \$191,226 in savings. This reduction is consistent with reductions proposed for the Community Initiatives Department. Finally, the Proposed Budget reduces funding for the San Antonio Education Partnership from \$280,675 to \$190,000. This reduction is consistent with the City Council's direction to increase support by other partners and reduce reliance on the General Fund over a three year period.

◆ **LIBRARY**

Funds in the amount of \$151,970 are proposed for three improvement projects for the library system's branches. Reductions in the amount of \$48,400 will have minimal impact on the current delivery of services within the Library system.

Reductions

The Library Department will restrict the funding for the "materials by mail" service by 50 percent. This will be achieved by restricting the services to serve only homebound and disabled persons. The net savings due to this reduction is \$16,400.

Improvements

Due to an increase in the use of four expanded or renovated branch libraries, additional personnel is needed to serve patrons and to reshelve items. One full-time and eight part-time Librarians, Library Aides and Library Circulation Attendants are proposed for the Collins Garden, McCreless, Brookhollow and Thousand Oaks branches. The second program provides \$50,000 in supplemental funding for books and materials at various branch libraries. Funding is proposed for distribution among the

following branches: Great Northwest, Carver, Las Palmas, and Bazan. The third improvement proposes funding for the addition of four part time custodial positions for four branch libraries.

QUALITY OF LIFE

◆ OFFICE OF COMMUNITY RELATIONS

Reductions

The Office of Community Relations will postpone plans to open one of two proposed Community Link Service Centers in FY 97. The amount of savings attributed to this action will be \$54,265.

◆ PARKS AND RECREATION DEPARTMENT

Reductions

The Parks and Recreation Department will reduce the operating hours of the Tower of the Americas and in turn decrease maintenance and personnel costs without causing a negative impact on revenues. In addition, an Administrative Assistant II position dedicated to Public Relations will be eliminated. Each individual operation within the Parks and Recreation Department will assume responsibility for this function. Both of these reductions total \$46,967.

Mandates

Funding for the maintenance and operations for two community centers that have undergone improvements funded by the 1994 Parks General Obligation Bonds is proposed as a mandate for FY 1997. A total of \$ 49,990 in funding would support the maintenance of Lackland Terrace Mental/Physical Disability Center and Lions Field Adult Center.

Improvements

Increased funding of \$86,500 is proposed for adding two administrative positions for the Parks Department's Volunteer program. These positions will provide coordination and support for volunteers. This successful program resulted in equivalent manpower savings to the City of an estimated \$730,000 in FY 96.

ENVIRONMENTAL ISSUES

◆ PUBLIC WORKS DEPARTMENTS

Reductions

In order to bring the City's demolition cost in line with the private sector, Public Works proposes an increase in the demolition fee. It is intended that this fee increase will reduce demand for the City's demolition services which will result in a projected net decrease in the City's cost for providing this service by \$100,000.

Mandates

Within the context of the Environmental Issues Key Result Area, the Public Works Department proposes improvements applied to the Street Cleaning Program. The program includes three phases.

Phase I which was funded in FY 96, required cleaning of the City's downtown area and arterials. Phase II is proposed for funding in FY 97 and will add collector streets to the program. Phase III increases requirements to include residential streets, which will be implemented in the following three fiscal years. Positions and equipment associated with cleaning of collector streets will be funded for six months to include one time costs for a total of \$1,088,180.

◆ **CODE COMPLIANCE**

Improvements

Enhancing the quality of neighborhoods is an important environmental concern which is linked to public safety. An amount totaling \$41,977 is proposed for enhancements to complement programs such as the San Antonio Fear Free Environment (SAFFE) and the Strategic Nuisance Abatement Program (S.N.A.P.) created in the Police Department to meet this threat in an innovative, coordinated manner. The addition of one Code Compliance Investigator and equipment is proposed in the General Fund further augmented by three positions (pending approval from grant funds). Teaming up with SAFFE Officers, these Code Investigators would provide a proactive approach in citing criminal and code violations in targeted areas of the community. The one-year grant would fund the personnel costs for the three positions and associated training.

PLANNING AND PHYSICAL DEVELOPMENT

◆ **PLANNING DEPARTMENT**

Reductions

Among the total of \$54,509 reductions, the Planning Department proposes to achieve savings through the vacancy of a Transportation Planner. Much of the responsibilities for this position can be assigned to Metropolitan Planning Organization (MPO) contractors. The Planning Department also proposes the elimination of a Planner II from the Urban Corridor Program for a savings of \$33,311. The needs of the Urban Corridor Program are now being addressed through the passing of more restrictive ordinances such as the landscape and the sign ordinances.

HEALTH

◆ **HEALTH DEPARTMENT**

Reductions

The Proposed Budget contains four reductions in the Health Department for a total savings of \$102,427. The Insect and Rodent Control Program will be reduced by two Vector Control Technician positions. The workload from these positions will be distributed to the remaining eleven Technicians. The department also proposes a 50% reduction in the Milk Testing Program which includes the elimination of one Laboratory Technician position. The remaining staff and other state laboratories will continue to provide this service.

Improvements

A total of \$124,513 is proposed for funding program improvements in the Health Department. The more notable improvement provides funding for two positions in the General Fund which will be leveraged with additional federal dollars to implement a Hepatitis A Vaccine Program. This program targets cities

with moderate to high numbers of persons with Hepatitis A and is aimed to provide more timely follow-up and to carefully document clients receiving the vaccine.

Another proposed improvement will provide for the upgrading of telephone and data communication systems at the South Flores and Kenwood Clinics.

SUPPORT SERVICES

Reductions

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.

Reorganizations and redistribution of the Management Team workload will allow the **City Manager** to eliminate a vacant team leader position, the Director of Management Services. The reduction of this position nets a total savings to the general fund of \$103,901.

The **Finance Department** will achieve a savings of \$99,218 through increased salary savings from vacant positions; reducing overtime; and transferring funding for an Accountant II position from General Fund to the Liability Reserve Fund where the accounting duties are performed.

The **Department of Human Resources** will generate savings of \$50,381 through the prudent management of vacant positions.

In the **Office of the City Attorney**, a vacant Deputy City Attorney position is proposed for reduction for an additional savings of \$64,727. In addition, a reorganization involving key services within the department has created an opportunity for additional savings linked to the implementation of technical enhancements. The net savings is \$12,312.

The **Office of Internal Review** proposes a savings to the General Fund of \$37,739 by transferring funding for one Auditor position to the Hotel-Motel Tax Fund. This position is responsible for collecting delinquent hotel-motel tax revenue.

The Office of **Intergovernmental Relations** will reduce the travel budget for the Federal Initiatives Program. The **Office of Budget and Management Analysis** will be eliminating membership and participation in the ICMA Comparative Performance Measurement Consortium in FY 97.

The **Office of the City Clerk** proposes reducing the funding for restoration and preservation of historical records by 50 percent. Since FY 94, the City Clerk has restored and preserved archival records on a contractual basis. A total of \$5,000 remains in the budget for the continuation of this program.

Improvements

One time and other Improvements which support the City's internal services and administrative functions are proposed. The **City Attorney's Office** is proposing to enhance the trial team program in the Litigation Division. This improvement would provide a third Paralegal for assistance with discovery, research and coordination of witnesses. Trial teams with assistance are able to handle significantly more cases at an efficient level than those without. The total cost of this improvement is \$28,371.

Both the **Finance and Library Departments** are proposing improvements in the area of customer service. The Library is proposing to upgrade the speed and capacity of existing data lines at all branch

libraries for a cost of \$40,410. This improvement will speed up processing time at the check out terminals decreasing delays for the customers. The Finance Department has operated tax collection substations for a number of years in order to provide convenient locations to pay tax bills. The department is proposing substations at a local supermarket chain where payments will be accepted during their normal business hours, seven days per week at a total cost of \$7,910.

One-Time Improvements

A one-time non-recurring expenditure proposed is for an organizational-wide program for computer related enhancements at a cost of \$1.3 million.

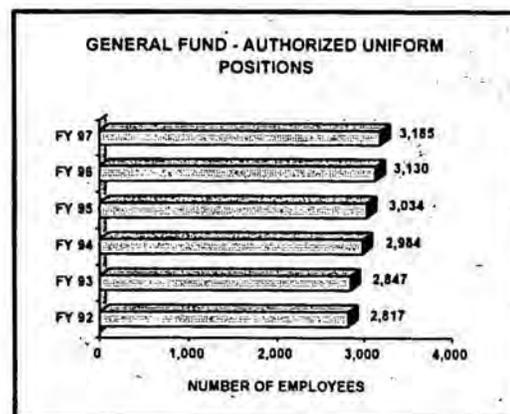
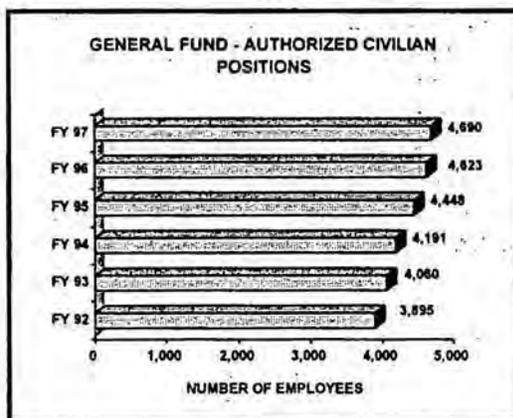
• **Personnel Perspective**

Among the City's most valuable assets are its employees. Cost of living adjustments, benefit improvements and other one-time adjustments over the past several years reflect the City's commitment to employees. However, increased fiscal pressure coupled with the charge to produce a balanced budget without an overall tax rate increase has made it particularly difficult to provide significant salary adjustments for civilian employees next year. Nevertheless, the Proposed Budget includes funds to be appropriated for a one-time pay adjustment/"bonus" of \$300 accompanied by a one-time bonus day of leave at a cost of \$1.3 million in the General Fund.

Recent legislative changes to the Texas Municipal Retirement System (TMRS) allowed participating cities to adopt certain options to provide enhanced retirement benefits to employees. These options include retirement for any employee with 20 years of service with the City at any age; prior service credit for those employees who did not contribute to TMRS during a probation period; restricted prior service credit for employees previously employed at a non-TMRS city or local government agency; the option to update up to five years of active military service credit. This can be accomplished within the target budget allocation for TMRS.

The Proposed Budget includes full funding for the second year of the Language Skills Pay program. Under this program employees utilizing a second language skill in the provision of services to the City's customers receive an additional \$50 per month.

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 reductions, mandates, program improvements, and reorganizations. Proposed for FY 97 is a net increase of 67 civilians and a net increase of 55 uniform positions for a total of 122 new General Fund positions. The total number of positions for all funds including grants in FY 97 is 11,114. Of that total, 745 positions are grant funded.



OTHER FUNDS

The General Fund supports a significant portion of services provided to San Antonio citizens, representing approximately **60 percent** of the total proposed operating budget. Aside from the General Fund, the City provides other key services through dedicated operating revenues. These other funds include Enterprise Funds, Special Revenue Funds, and Internal Services Funds. Some of the predominant funds are highlighted in this section.

◆ **ALAMODOME OPERATING FUND**

The Proposed Budget for the Alamodome fund is \$ 7.65 million. FY 97 marks the fourth year of operation for this facility and once again a positive fund balance is projected. In addition to growing the reserve for revenue loss by another \$100,000 to \$1.1 million, additional revenue beyond projections and prudent management of resources will provide increased reserves in the renewal and improvement fund by another \$348,277 for a total of \$1.1 million and a total of \$235,501 available in the improvement and contingency fund. These amounts are within the policy guidelines established for the Fund in the last budget process.

The Alamodome Department proposes to become more efficient in the use of its resources by privatizing janitorial services. The proposed contract will provide cleaning services during and after events for an estimated annual cost of \$341,250. The Proposed Budget also includes several reductions for the Alamodome Fund. These reductions include reducing contractual security hours and reducing the part-time staffing, janitorial maintenance and building maintenance programs. Other reductions include better management of overtime for Alamodome staff and the elimination of a Senior Events Coordinator position. Alamodome Fund reductions total \$386,424 for FY 97.

◆ **AVIATION FUND**

The Proposed Budget for the Aviation Fund is \$33.7 million. Because of a consistent and steady growth in revenue, this fund continues to rate high in financial performance, indicated by the recent upgrade of the system bond ratings to A+. Recommended improvements include equipment for a federally-mandated pavement management system, additional shuttle service and computer upgrades for the Aviation Department. In an effort to increase this fund's efficiency, the Proposed Aviation Budget includes a 25% reduction in vegetation control.

◆ **EQUIPMENT RENEWAL & REPLACEMENT FUND**

The Proposed Budget for the Equipment Renewal & Replacement Fund is \$12.56 million. Significant restructuring and improvements over the last year will benefit all the customers of the fund. In FY 96, consultants were obtained to review the City's fleet replacement program and rate policy. In working with the consultants several recommendations were proposed which are being implemented next year with regard to the Automotive Division's charges for services. In prior years departments were charged a combined rate which covered the acquisition, repair, and replacement cost for the vehicle. In FY 97, specific rates have been developed and will be charged for labor, parts, work done by outside contractors, and replacement. This new policy is aimed towards giving departments better information to manage their vehicle resources. The Division will also begin utilizing an automated fleet inventory system to better manage labor, parts, and inventories. As a result of the new management controls which will be implemented, eighteen authorized positions will be eliminated at a savings of \$414,220 annually.

The impact of these changes to the General Fund will result in an overall decrease of \$21,452 for vehicle replacement, labor, parts, outside contracting and management. In addition, the Solid Waste Fund will see a decline of \$218,941 as a result of these changes.

◆ **GOLF FUND**

The Proposed Budget for the Golf Course Operations Fund is \$7.12 million for FY 97. The Golf Fund has improved its financial position over the past several fiscal years, yet continues to face the challenges of maintaining that position. To improve upon the fund's economic position, a number of steps have been taken toward increasing operational efficiency of the golf operations. These steps include modifying the procedure for buying golf balls and implementing a water reuse system at the golf courses and reducing the tree planting program for an overall savings of \$148,050 while maintaining one month's operating reserve.

◆ **HOTEL/MOTEL TAX FUND**

The Proposed Budget for the Hotel/Motel Tax Fund is \$32 million. This self-sustaining Special Revenue Fund supports the Convention and Visitors Bureau, Convention Facilities, Arts and Cultural Affairs, International Affairs, outside arts agencies, and other convention/tourist related activities. The Fund continues to demonstrate strength and financial stability. The Proposed Budget includes the results of a comprehensive study performed by McNabb, DeSoto, Salter and Company which projects a 5.2% increase in the Hotel/Motel Occupancy Tax revenues. The Hotel/Motel Occupancy Tax is projected to provide 87.7% of the revenue for the Fund.

The Proposed Hotel/Motel Budget includes funding for the City's involvement in the NCAA Final Four, a potential National Political Convention, consultant services for Phase II of the developer selection process for the Convention Headquarters Hotel, communication costs for moving the Convention and Visitors Bureau and the International Affairs Department to the new International Center and for moving the Arts and Cultural Affairs Department to the Alameda Building. In addition continued attention to Convention Center maintenance is addressed.

Other increases for Hotel/Motel funding are for the Carver Community Cultural Center and the CASA Program. Given the reductions made in the General Fund, these improvements are necessary to maintain the same level of city funding in both areas. A total of \$254,000 is allocated to Centro Alameda Inc. for operations and restoration of the Alameda Theater, after completing the City's three year challenge grant commitment to the Children's Museum and the Empire Theater.

Reductions of \$232,163 are proposed in all areas. The Proposed budget also includes a 2% reduction in funding to all outside agencies supported by the Hotel/Motel Fund with the exception of youth agencies. Given the high priority given to youth by City Council, support for youth agencies will drop by 1%. Finally, the original commitment to "seed" the development of Medical Destination San Antonio is concluded with elimination of funding in the proposed budget.

◆ **PARKING FUND**

The proposed budget for the Parking Fund is \$7.07 million. The Parking Fund remains in sound economic condition and continues to show signs of improvement. In FY 97, the Parking Fund will realize a savings totaling \$117,438 from discontinuing funding of the Alameda lot, by installing a pay/honor box at the Basila Lot and through the demolition of 30% of the parking spaces at the HemisFair Garage. Improvements totaling \$293,167 include providing personnel and equipment for the Cattleman's Square and U.T.S.A. Downtown parking lots and adding the necessary staff and equipment to increase maintenance at the existing parking facilities. No parking rate increases are recommended in the Proposed Budget.

◆ **SELF-INSURANCE - EMPLOYEE BENEFIT FUND**

The FY 97 Proposed Budget for the Self Insurance Employee Benefits Fund is \$33.59 million. Continued success in managing the Employee Benefits Program has enabled the City to maintain a

healthy fund balance of \$6 million while retaining the same level of health insurance benefits for all City employees. The fiscal stability of this fund is indicative of the overall health of our employees thus making it possible to pay for all civilian personal leave buy back, Police sick leave buy back and Fire bonus day buy back from this Fund. A total of \$3.7 million will be allocated next year, \$2.9 million on behalf of the General Fund and \$807,165 in all Other Funds effectively freeing up resources to pay for the one-time pay adjustment/"bonus" for civilian employees.

◆ SELF-INSURANCE - WORKERS COMPENSATION FUND

The FY 97 Proposed Budget for the Self Insurance Workers' Compensation Fund is \$13.2 million, with a fund balance of \$8.2 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 \$9.84 million to a projected balance of \$8.2 million in FY 97. Aggressive management of claims and improved performance in employee safety has aided the financial recovery of this fund. As a reward for stabilizing and turning around this fund, a \$2 million rebate in premiums is proposed to be given to the departments. This rebate will result in \$1.39 million in savings to the General Fund and \$605,000 in all Other Funds.

As an example, significant improvements in safety and a decrease in the number of claims will result in a 50 percent reduction in the Fire Department from the current budget \$3.29 million to \$1.66 million in FY 97. In order to recognize outstanding performance in departments, a new program will be implemented to credit safety awareness. Included within the Proposed Budget is \$121,600 for a new Safety Program. In FY 97, the fund will purchase a personnel fire scene accountability system, personal firefighter helmets for each firefighter and an extractor washing machine to clean contaminated fire bunker gear.

◆ SELF-INSURANCE - LIABILITY FUND

The Proposed Budget for the City's Self Insurance Liability Fund in FY 97 is \$9.8 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. In order to continue to address the deficit fund balance which is projected to decline from \$7.3 to \$6.2 million in FY 97, departmental assessments have been increased by 5 percent. This increase will help offset the reserve amount for claims accrued against the City which have been incurred but have not been paid. The City will continue to efficiently manage claims and the overall fund, in order to turnaround the fund balance.

◆ SOLID WASTE FUND

The proposed budget for the Solid Waste fund is \$37.56 million in FY 97 which is 2 percent less than the current budget. The budget reflects changes that will impact the overall financial position of the Fund while maintaining over one month's operating reserve. The reduction of two full-time and four part-time positions are proposed. These positions have been vacant since the closing of the Nelson Gardens Landfill and should therefore, show no impact to the current level of service. A program improvement required by TNRCC is also part of Solid Waste's proposed budget. This improvement includes the purchase, transport and application of cover material for all closed City owned landfill sites. No fee increase is proposed in FY 97.

CAPITAL BUDGET

The FY 97 Proposed Capital Improvements Budget totals \$157.5 million, which represents a 45.4 percent increase from the FY 96 Adopted Capital Improvements Budget of \$108.3 million. The increase can be primarily attributed to the addition of the Convention Center Expansion and the

International Center project in the amounts of \$40.0 million and \$10.4 million respectively. FY 97 represents the third year implementation of 1994 General Obligation Bond projects approved by the voters in May 1994. The remaining 1994 G.O. Bond projects will be phased in over the term of the Six Year Capital Improvements Program.

The Proposed Six Year Capital Budget for the years FY 97 through FY 02 totals \$500.9 million. This projection represents only those projects with funding authorized through the issuance of voter approved General Obligation Bonds, Revenue Bonds, Certificates of Obligation, and projects funded through Community Development Block Grants. The Proposed Six Year Capital Budget includes projects approved in the May 1994 bond election that included projects for improvements in streets, drainage ways, parks and law enforcement facilities. With respect to Community Development Grant (CDBG) funding, or other grant funding, the Six Year Budget only includes those projects that have been funded to date.

CONCLUSION

The Proposed Budget for FY 97 represents the staff's best professional judgment on a program of revenues and expenditures which provide the highest level of services possible within the limits of available resources. The task was particularly challenging due to the size of the projected shortfall and the need to balance recommended program reductions against the allocation of one-time resources and mandated expenditures consistent with City Council priorities. Staff was particularly careful to fund projects which can leverage additional savings or reduce needs in the future. With this in mind, several important themes run throughout the Proposed Budget:

- **Leveraged resources** - The budget provides General Fund resources coupled with grant funds in several program areas. Significant headway is made in the first year of Vision 2001 with the use of \$1.3 million in federal grant funds combined with \$1.4 million in the General Fund for a total of \$2.7 million. Through a combined effort between the Police and the Code Compliance Departments, the City anticipates receiving a Community Policing grant from the federal government to fund three Code Compliance Investigators to work along side SAFFE officers in the community. A General Fund match of \$5,000 is expected to generate \$102,605 in grant funds. The Economic Development Department proposes to utilize a match of \$15,000 to leverage \$200,000 in loan program assistance through the SBA Microloan Program.
- **Productivity improvements** - The use of one-time resources for technological enhancements aimed at improving operational efficiencies. One-time non-recurring expenditures of \$1.3 million supports an organizational-wide program for computer-related enhancements. Enhancements to the electronic data management system (EDMS) will provide selected departments with imaging capabilities while continued enhancements to the geo-processing system will provide City departments involved in land development services access to a variety of City base maps. The Department of Public Works will initiate a pilot program aimed at conserving energy costs for a total projected savings of \$300,000 next year and a 30 percent gas and electric bill reduction when fully implemented.
- **One-time resources for one-time expenditures** - Allocating one-time funds for capital projects in lieu of Certificates of Obligation reduces the overall size of debt to be issued. A total of \$4.0 million in funding is proposed as a match to Federal funds for Metropolitan Planning Organization street projects. Another \$4.0 million is proposed as an initial payment for the replacement of the Public Safety Radio System. For contractual street maintenance, increased funding in the amount of \$700,000 is proposed. Other examples, include funding of the restoration of the Tuberculosis Clinic, the HemisFair Park Water Re-Use System, and personal firefighter helmets.

- **Enterprising Service Delivery** - Examples of delivering services through privatization efforts include the Police Department proposals to outsource the operation of the City's vehicle storage facility on Growden Road and privatizing event cleanup at the Alamodome. Alternatively, other services will be subject to competitive outsourcing. In order to stimulate competition, the landscape maintenance at several City facilities will be open for competitive bidding by both private contractors and the City's Parks and Recreation Department. The custodial services contract at the Municipal Court detention facility will also undergo a similar process with the Public Works Department competing with private industry for this contract.

Finally, there is no increase in the overall property tax rate, while increasing the Reserve for Revenue Loss from \$16.0 million to \$18.0 million next year.

Staff looks forward to working with the City Council as it considers these recommendations in anticipation of adopting an Annual Budget in September.

CITY OF SAN ANTONIO
SUMMARY OF POLICY ISSUES BY FUND AND DEPARTMENT
REVENUES
FY 1996-97 PROPOSED BUDGET

	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	CURRENT FY 1996-97	POLICY ADJUSTMENTS	PROPOSED FY 1996-97
GENERAL FUND					
City Sales Tax	\$ 97,313,074	\$ 102,525,000	\$ 106,175,000	\$ 0	\$ 106,175,000
Liquor by the Drink	2,353,139	2,386,000	2,453,000	0	2,453,000
Current Property Tax	85,690,446	90,527,924	95,068,763	0	95,068,763
Delinquent Property Tax	1,447,809	1,595,010	1,633,800	0	1,633,800
Penalty & Interest on Delin. Taxes	1,109,725	997,920	1,029,290	0	1,029,290
Judgments	68	0	0	0	0
Business and Franchise Tax	13,952,025	14,289,100	14,758,880	0	14,758,880
Licenses and Permits	8,530,428	8,672,730	8,848,250	0	8,848,250
City Public Service Board	119,237,659	129,770,000	128,885,000	0	128,885,000
San Antonio Water System	4,775,015	4,741,000	4,795,000	0	4,795,000
SAWS-Stormwater	3,330,991	6,513,000	4,999,302	1,685,071	6,684,373
Other Agencies	2,016,305	2,059,000	2,099,620	0	2,099,620
Charges for Current Services					
General Government	4,220,350	4,616,266	4,491,690	407,244	4,898,934
Planning	1,052,703	1,127,070	1,128,580	0	1,128,580
Public Safety	3,246,950	3,198,660	3,274,890	56,150	3,331,040
Highways/Streets/Sanitation	53,259	66,250	66,310	0	66,310
Health	1,647,088	1,660,090	1,649,050	32,155	1,681,205
Recreation and Culture	6,450,171	7,582,160	7,601,390	308,380	7,909,770
Fines	8,262,390	9,035,280	9,153,350	105,000	9,258,350
Miscellaneous Revenue					
Sale of Property	1,005,867	935,240	962,240	0	962,240
Use of Money and Property	4,871,579	3,839,050	3,492,090	0	3,492,090
Recovery of Expenditures	1,426,648	713,560	677,300	351,500	1,028,800
Miscellaneous	406,380	322,050	409,640	0	409,640
Interfund Charges	2,053,764	2,311,450	2,311,450	0	2,311,450
TOTAL GENERAL FUND	\$ 374,453,833	\$ 399,483,810	\$ 405,963,885	\$ 2,945,500	\$ 408,909,385
OTHER FUNDS					
Alamodome	\$ 7,123,725	\$ 7,577,410	\$ 7,519,070	\$ 0	\$ 7,519,070
Aviation	30,871,623	31,921,702	33,990,987	0	33,990,987
Confiscated Property	2,234,092	664,460	665,200	0	665,200
Convention Center Expansion	141,781	363,000	340,040	0	340,040
Emergency Medical Services	25,815,161	27,295,160	28,404,168	191,068	28,595,236
Equip. Renewal & Replacement	10,340,585	10,129,988	12,804,549	0	12,804,549
Fiduciary	532,747	702,080	599,420	0	599,420
Finance/Self Insurance	62,720,398	67,662,780	67,429,528	0	67,429,528
Golf Revenue Fund	6,643,750	6,697,460	7,061,480	0	7,061,480
Hotel/Motel Tax Fund	28,225,187	27,953,220	29,514,815	127,815	29,642,630
Information Services	10,518,923	11,912,650	12,862,455	0	12,862,455
Parking Facilities	6,724,323	7,403,050	7,958,670	2,640	7,961,310
Public Health Support Fund	1,232,493	981,117	1,190,650	0	1,190,650
Public Works/Solid Waste	35,846,729	35,777,950	36,039,440	0	36,039,440
Purchasing & General Services	26,111,920	26,377,830	18,499,720	0	18,499,720
Streets & Drainage Maint. & Improv.	26,708,606	29,631,610	29,978,610	0	29,978,610
TOTAL OTHER FUNDS	\$ 281,592,043	\$ 293,051,467	\$ 294,858,802	\$ 321,523	\$ 295,180,325
TOTAL ALL FUNDS	\$ 656,045,876	\$ 692,535,277	\$ 700,822,687	\$ 3,267,023	\$ 704,089,710

GENERAL FUND
SUMMARY OF PROPOSED BUDGET
APPROPRIATION POLICY ISSUES BY DEPARTMENT

APPROPRIATIONS	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	CURRENT SVCS. FY 1996-97	REDUCTIONS FY 1996-97
Departmental Appropriations:				
Asset Management	\$ 466,405	\$ 458,400	\$ 532,691	0
Building Inspections	3,814,112	4,047,550	4,013,959	(82,763)
City Attorney	2,827,378	3,058,945	3,082,880	(77,039)
City Clerk	714,198	843,960	786,368	(10,448)
City Manager	738,034	822,083	874,170	(3,390)
Code Compliance	2,557,219	-2,697,270	2,734,723	(20,590)
Community Initiatives	7,037,367	7,148,110	7,411,785	(411,385)
Economic Development	960,954	1,105,800	1,127,862	0
Finance	4,292,931	-4,986,810	5,275,604	(99,218)
Fire	66,503,401	71,527,287	69,956,565	(323,716)
Health	11,995,047	12,589,950	12,915,127	(102,427)
Human Resources	1,123,965	1,656,864	1,864,406	(50,381)
International Affairs	251,090	329,841	333,553	(5,000)
Library	10,990,329	13,189,290	13,882,619	(88,000)
Mayor and Council	360,064	364,608	385,215	
Municipal Court	7,842,118	7,821,050	8,045,220	(13,594)
Parks and Recreation	31,607,411	34,279,100	34,109,837	(484,963)
Planning	2,008,233	2,215,050	2,256,990	(81,112)
Police	140,096,029	147,993,990	153,532,123	(429,510)
Public Works	15,113,439	15,853,250	16,416,874	(738,645)
Special Purpose Offices				
Budget & Management Analysis	1,383,799	1,165,054	1,216,224	(112,404)
Community Relations	0	609,348	856,864	(54,265)
Council Support	580,595	625,780	596,550	0
Internal Review	802,751	733,380	1,095,247	(37,739)
Municipal Elections	804,877	0	949,068	0
Municipal Integrity	48,439	0	0	0
Organizational Review	147,497	0	0	0
Public Information Office	215,175	0	0	0
Special Projects Office	896,634	693,140	750,725	(22,220)
Non-Departmental/Non-Operating				
Agencies	3,965,209	4,191,140	4,191,140	(267,890)
Special Projects	864,500	1,670,000	0	
Transfers				
Emergency Medical Services	17,918,630	19,625,948	19,824,319	(191,068)
Streets and Drainage	25,820,000	28,902,860	27,158,584	(341,042)
Other Transfers	8,111,260	11,483,223	9,362,819	(165,000)
Total Appropriations	\$ 387,510,741	\$ 418,150,019	\$ 422,471,297	\$ (4,288,809)
TOTAL AVAILABLE FUNDS	\$ 440,556,451	\$ 464,401,179	\$ 463,235,086	
GROSS ENDING BALANCE	\$ 53,044,710	\$ 46,251,160	\$ 40,763,789	
RESERVE FOR REVENUE LOSS	\$ 15,300,000	\$ 16,000,000	\$ 16,000,000	
ENDING BALANCE	\$ 37,744,710	\$ 30,251,160	\$ 24,763,789	

**GENERAL FUND
SUMMARY OF PROPOSED BUDGET
APPROPRIATION POLICY ISSUES BY DEPARTMENT**

	MANDATES FY 1996-97	IMPRVMTS FY 1996-97	REORGS. FY 1996-97	TOTAL POLICY ISSUES	PROPOSED FY 1996-97	
						Departmental Appropriations:
\$	0	\$ 75,000	\$ 0	\$ 75,000	\$ 607,691	Asset Management
	0	95,867	179,923	193,027	4,206,986	Building Inspections
	0	55,781	0	(21,258)	3,061,422	City Attorney
	0	0	0	(10,448)	775,920	City Clerk
	0	0	0	(3,390)	870,780	City Manager
	0	41,977	0	21,387	2,756,110	Code Compliance
	25,447	0	(252,340)	(638,278)	6,773,507	Community Initiatives
	30,000	0	0	30,000	1,157,662	Economic Development
	0	7,910	0	(91,308)	5,184,296	Finance
	3,060,158	219,524	(150,270)	2,805,696	72,762,261	Fire
	0	124,513	(200,380)	(178,294)	12,736,833	Health
	0	0	0	(50,381)	1,814,025	Human Resources
	0	0	0	(5,000)	328,553	International Affairs
	151,966	40,410	0	104,376	13,986,995	Library
	0	0	0	0	385,215	Mayor and Council
	0	100,930	0	87,336	8,132,556	Municipal Court
	442,070	196,983	0	154,090	34,263,927	Parks and Recreation
	0	0	(29,653)	(110,765)	2,146,225	Planning
	8,248,008	1,551,497	(426,300)	8,943,695	162,475,818	Police
	53,931	101,100	879,020	295,406	16,712,280	Public Works
	0	0	0	(112,404)	1,103,820	Special Purpose Offices
	0	0	0	(54,265)	802,599	Budget & Management Analysis
	0	0	0	0	596,550	Community Relations
	0	0	0	(37,739)	1,057,508	Council Support
	0	0	0	0	949,068	Internal Review
	0	0	0	0	0	Municipal Elections
	0	0	0	0	0	Municipal Integrity
	0	0	0	0	0	Organizational Review
	0	0	0	(22,220)	728,505	Public Information Office
	0	1,348,000	0	1,273,000	18,204,586	Special Projects Office
	0	0	0	(267,890)	3,923,250	Non-Departmental/Non-Operating
	0	5,300,000	0	5,300,000	5,300,000	Agencies
	700,142	388,835	0	897,909	20,722,228	Special Projects
	1,505,009	1,129,558	0	2,293,525	29,452,109	Transfers
	690,956	4,249,000	0	4,774,956	14,137,775	Emergency Medical Services
\$	14,907,687	15,026,885	0	25,645,763	448,117,060	Streets and Drainage
						Other Transfers
						Total Appropriations
					\$ 466,180,586	TOTAL AVAILABLE FUNDS
					\$ 18,063,526	GROSS ENDING BALANCE
	\$ 2,000,000		\$ 2,000,000		\$ 18,000,000	RESERVE FOR REVENUE LOSS
					\$ 63,526	ENDING BALANCE

**1996-97 ALL FUNDS
BUDGET SUMMARY**

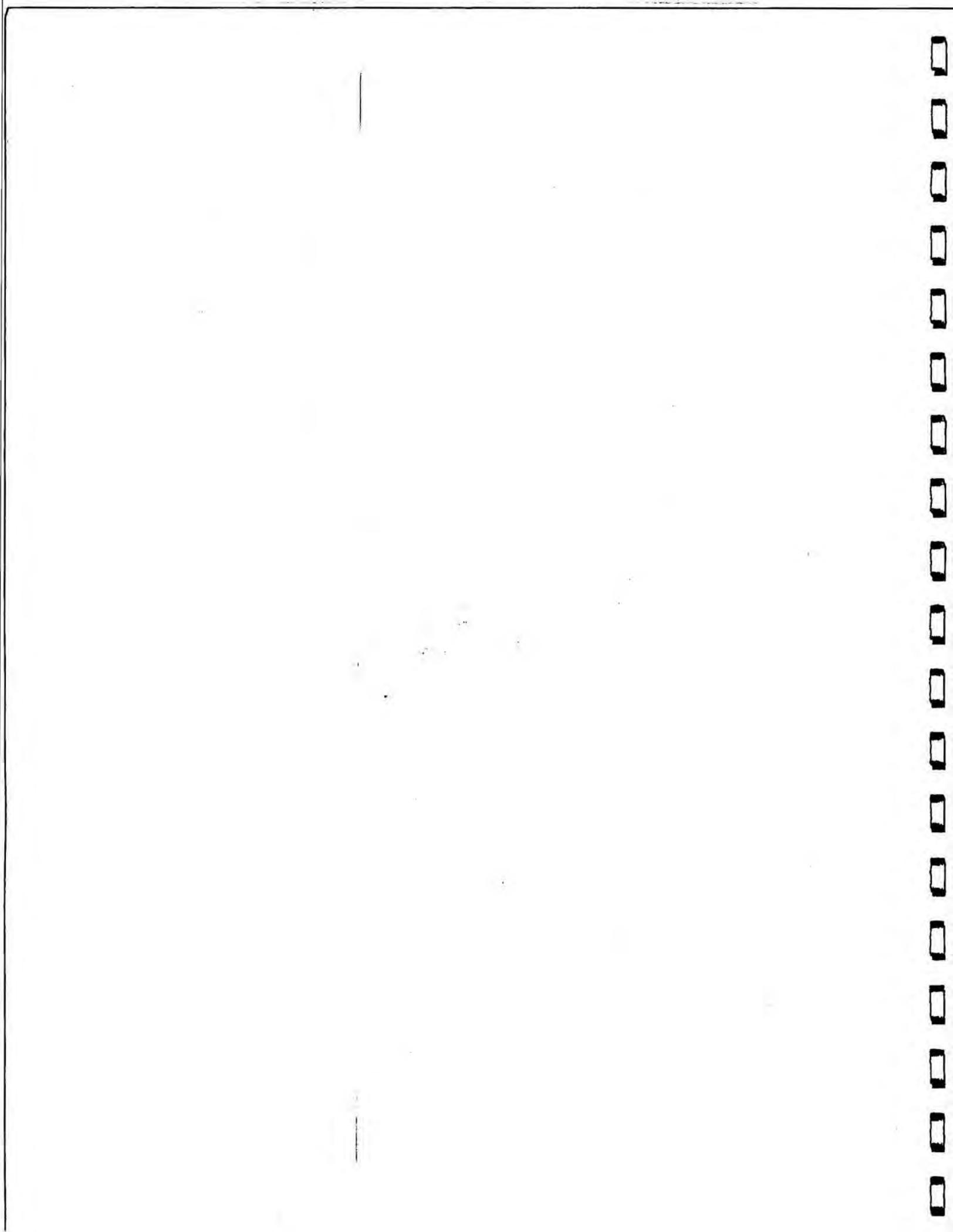
	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY
ORGANIZATIONS						
Departmental Appropriations						
Alamodome	\$ 0	\$ 0	\$ 0	6,749,780	\$ 0	0
Asset Management	607,691	0	0	0	0	0
Arts & Cultural Affairs	0	0	2,026,650	735,260	0	0
Aviation	0	0	9,235,000	0	11,558,721	0
Building Inspections	4,206,986	0	0	0	0	0
City Attorney	3,061,422	208,715	0	0	0	0
City Clerk	775,920	0	0	0	0	0
City Manager	870,780	0	0	0	0	0
Code Compliance	2,756,110	141,554	20,760	0	0	0
Community Initiatives	6,773,507	212,000	54,362,268	0	0	0
Convention Facilities	0	0	0	9,936,850	0	0
Convention & Visitors Bureau	0	0	0	11,493,960	0	0
Economic Development	1,157,662	90,000	5,791,826	0	0	127,100
Finance	5,184,296	0	0	0	0	0
Finance/Self-Ins. Programs	0	0	0	0	0	0
Fire	72,762,261	0	301,542	28,580,097	0	0
Health	12,736,833	0	14,539,205	1,927,077	0	144,420
Housing and Community Development	0	5,095,605	0	0	0	0
Human Resources	1,814,025	0	0	0	0	0
Information Services	0	0	0	0	0	0
International Affairs	328,553	0	0	345,500	0	389,600
Library	13,986,995	38,000	1,056,751	0	0	0
Mayor & Council	385,215	0	0	0	0	0
Municipal Court	8,132,556	0	0	0	0	0
Parks & Recreation	34,263,927	474,160	706,460	0	835,560	0
Planning	2,146,225	144,400	225,000	0	0	0
Police	162,475,818	0	7,322,869	700,600	0	0
Public Works	16,712,280	8,853,816	0	23,135,493	1,723,370	0
Purchasing & General Services	0	0	0	0	0	0
Solid Waste	0	0	0	0	446,670	0
Special Purpose Offices						
Budget & Management Analysis	1,103,820	0	0	0	0	0
Community Relations	802,599	0	0	0	0	0
Convention Center Expansion	0	0	0	210,820	0	0
Council Support	596,550	0	0	0	0	0
Internal Review/Municipal Integrity	1,057,508	79,933	0	0	0	0
Municipal Elections	949,068	0	0	0	0	0
Special Projects Office	728,505	30,000	0	0	0	0
Other Appropriations						
Non-Departmental/ Non-Operating	18,204,586	0	0	466,240	0	0
Contribution to Other Agencies	3,923,250	5,510,817	0	2,661,420	0	0
Special Projects	5,300,000	0	0	0	0	0
G.O. Debt Service	0	0	0	0	67,946,639	0
Total Net Appropriations	\$ 383,804,948	\$ 20,879,000	\$ 95,588,331	\$ 86,943,097	\$ 82,510,960	\$ 661,120
Transfers	\$ 64,312,112	\$ 0	\$ 0	\$ 23,400,840	\$ 0	\$ 0
TOTAL APPROPRIATIONS	\$ 448,117,060	\$ 20,879,000	\$ 95,588,331	\$ 110,343,937	\$ 82,510,960	\$ 661,120

**1996-97 ALL FUNDS
BUDGET SUMMARY**

ENTERPRISE FUNDS	TOTAL OPERATING FUNDS	CAPITAL PROJECTS	TOTAL OPERATING/CAPITAL PROJECTS FUND	INTERNAL SERVICE FUND	ORGANIZATIONS
\$ 0	\$ 6,749,780	\$ 0	\$ 6,749,780	\$ 0	Departmental Appropriations
0	607,691	0	607,691	0	Alamodome
0	2,761,910	0	2,761,910	0	Asset Management
23,713,067	44,506,788	28,689,000	73,195,788	0	Arts & Cultural Affairs
0	4,206,986	0	4,206,986	0	Aviation
0	3,270,137	0	3,270,137	0	Building Inspections
0	775,920	0	775,920	0	City Attorney
0	870,780	0	870,780	0	City Clerk
0	2,918,424	0	2,918,424	0	City Manager
0	61,347,775	0	61,347,775	0	Code Compliance
0	9,936,850	0	9,936,850	0	Community Initiatives
0	11,493,960	0	11,493,960	0	Convention Facilities
0	7,166,588	0	7,166,588	0	Convention & Visitors Bureau
0	5,184,296	0	5,184,296	0	Economic Development
0	0	0	0	58,400,848	Finance
0	101,643,900	5,805,000	107,448,900	0	Finance/Self-Ins. Programs
0	29,347,535	0	29,347,535	0	Fire
0	5,095,605	0	5,095,605	0	Health
0	1,814,025	0	1,814,025	0	Housing and Community Development
0	0	0	0	12,668,544	Human Resources
0	1,063,653	0	1,063,653	0	Information Services
0	15,081,746	3,495,000	18,576,746	0	International Affairs
0	385,215	0	385,215	0	Library
0	8,132,556	0	8,132,556	0	Mayor & Council
5,862,511	42,142,618	8,559,000	50,701,618	0	Municipal Court
0	2,515,625	0	2,515,625	0	Parks & Recreation
0	170,499,287	0	170,499,287	0	Planning
4,545,396	54,970,355	70,968,000	125,938,355	0	Police
0	0	0	0	32,199,357	Public Works
35,085,669	35,532,339	0	35,532,339	0	Purchasing & General Services
0	1,103,820	0	1,103,820	0	Solid Waste
0	802,599	0	802,599	0	Special Purpose Offices
0	210,820	40,025,000	40,235,820	0	Budget & Management Analysis
0	596,550	0	596,550	0	Community Relations
0	1,137,441	0	1,137,441	0	Convention Center Expansion
0	949,068	0	949,068	0	Council Support
0	758,505	0	758,505	0	Internal Review/Municipal Integrity
0	18,670,826	0	18,670,826	0	Municipal Elections
0	12,095,487	0	12,095,487	0	Special Projects Office
0	5,300,000	0	5,300,000	0	Other Appropriations
0	67,946,639	0	67,946,639	0	Non-Departmental/ Non-Operating
\$ 59,206,643	\$ 739,594,099	\$ 157,541,000	\$ 897,135,099	\$ 103,268,749	Total Net Appropriations
\$ 21,764,578	\$ 109,477,530	\$ 0	\$ 109,477,530	\$ 2,285,515	Transfers
\$ 90,971,221	\$ 849,071,629	\$ 157,541,000	\$ 1,006,612,629	\$ 105,554,264	TOTAL APPROPRIATIONS



Revenues



REVENUES

◆ GENERAL FUND

Total General Fund revenues and transfers are proposed at \$419,924,426. This represents an increase of \$8,572,957 or 2.08 percent over estimated collections in FY 96. Significant revenue sources along with rate adjustments are examined below.

BASE REVENUES

Base or "current" revenues are revenues generated by sources and rates existing in the prior fiscal year. In FY 97 these General Fund sources are expected to produce \$405,963,885 including transfers. This amount reflects an increase of \$6,513,105 or 1.6 percent over re-estimated collections for FY 96. This increase is due to a projected rise in City Public Service, in Sales Tax and Property Tax revenues over the FY 96 revised budget. The three revenues sources comprise approximately 80 percent of the total General Fund sources of revenue and are discussed in greater detail below.

Sales Tax

The FY 96 Budget assumed an annual increase in the City Sales Tax of 4.0 percent over FY 95. The re-estimate for FY 96 Sales Tax revenue is 5.4 percent over actual collections in FY 96 and 1.2 percent over the proposed budget amount in FY 96. Included in the re-estimate for FY 96 is an estimated \$1.2 million attributed to the All-Star Weekend event held last February. 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 97 of 3.6 percent totaling \$106.1 million.

Property Tax

The property tax rate consists of two components. The first is the debt service component which is set on the basis of the City's debt service requirements. The current debt service rate for FY 96 is 23.00 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 96 is 34.979 cents per \$100 of assessed value. These two components taken together provided for a total tax rate for FY 96 of 57.979 cents per \$100 of assessed value.

Property tax values are established by the Bexar Appraisal District in conformance with State law. Values for the City of San Antonio recently reported by the BAD for FY 97 show an increase in net taxable value of approximately \$1.56 billion or 5.82 percent from last year. Included in this total, however, is \$957.23 million for new improvements and \$476.77 million in annexations, together accounting for 5.35 percent of the increase over last year's base valuation. The taxable value less new improvements and annexations yields the base valuation. The increase in the base valuation from last year is \$127.88 million or 0.47 percent.

Property Tax State 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 97, the effective tax rate for maintenance and operations decreases. For FY 97, the computation of the effective tax rate for M & O is 34.712 cents per \$100 valuation, a decrease from FY 96 of 0.267 cents or 0.7 percent. The debt service portion of the tax rate is dependent on the City's debt service requirements. The debt service component will increase to 23.267 cents per \$100 valuation or 1.16 percent from the current rate. This amount is required to meet the existing debt service and enable the City to meet future debt service needs consistent with the City's debt management plan. Altogether, these two proposed rates combine to match the current total property tax rate of 57.979 cents per \$100 valuation. No increase in the total property tax rate is proposed for FY 1996-97

Using the current average assessed value for a home in San Antonio of approximately \$60,000 as an example, the homeowner will see no increase in City property taxes if the assessed value does not change. 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.

City Public Service

The largest single source of revenue is generated by City Public Service, with anticipated collections of \$ 128.9 million for FY 97. This represents a healthy increase of \$ 4.3 million or 3.5% percent over the FY 96 Proposed Budget. These payments are based on a percentage of City Public Service gas and electric revenues. As has been the case for the last several years, the projection for this revenue is conservative. Using the CPS revenue model, modifications to consumption rates are made to yield a conservative projection. Other factors such as the weather and fuel prices tend to have a greater impact on CPS revenues than do various economic variables for the current fiscal year. The main factors contributing to the increase are higher than projected gas prices and electric fuel costs combined with high electric usage beginning in late spring and continuing through the summer months. The FY 97 budget projection assumes the continued trend of strong electric sales due to consumer growth and fuel price trends.

REVENUE ADJUSTMENTS

Stormwater Program

\$1,685,000

The Proposed Budget includes \$ 1.685 million in program improvements related to enhanced stormwater services that are provided by the City. These improvements are fully reimbursable under the Stormwater Program enacted by City Council on May 13, 1993. The proposed improvements provide for flood control tunnel maintenance, maintenance of the High Water Detection System, and maintenance of the hazardous material traps located above the Edwards Aquifer Recharge Zone. In addition, the improvements to the Program include the implementation of a closed circuit inspection systems to identify damage to the closed conduit portion of the Municipal Separate Storm Sewer System (MS4). The proposed improvements to the Stormwater Program also include implementation of Phase II of the Street Cleaning Program which adds collectors to enhance the cleaning of the City's downtown area and arterials initiated under Phase I funded in FY 96.

Fire

\$56,150

The Fire Department proposes to increase the Hazardous Materials Storage Fee required by service stations engaged in retail sales of fuel in the City. The increase is projected to net approximately \$55,700 in additional revenue. The department also proposes a new fee to cover the costs of providing copies of videotaped arson evidence to insurance companies and other civil proceeding litigants. This fee is expected to generate \$450 in new revenue.

Fire/EMS

\$191,068

The Fire Department is also proposing enhancing revenues in the EMS fund for FY 97. An increase to the fee for ambulance transport is projected to net approximately \$191,068 in revenues for the fund. The transport fee is proposed to be increased from \$225 to \$250 plus a \$4 per mile mileage fee. The fee for EMS aid only (non-transport) is proposed to increase from \$27.50 to \$30.00.

Building Inspections

\$370,000

The Department of Building Inspections is also proposing new fee increases for FY 97 in the area of plan review. The building permit administrative processing fee has not been increased since 1985 although there has been an increase in the number of reviews to conduct prior to permit issuance. Among these additional reviews are urban corridor, landscape requirements, on-premise sign regulations, and additional zoning classifications. The

department is also proposing an increase in plan review fees for commercial projects which have not been increased since 1983.

Health

\$32,155

The Health Department is proposing two fee increases. An increase to the Foreign Travel Vaccination and Certification Fee is proposed to recover the higher administrative and vaccine costs and will generate \$2,155 in new revenue. The second fee proposed to be increased is the Water Bacteriology Testing Fee, an increase which is also intended to recover the increased costs of conducting testing of water samples. This increase will generate an estimated \$30,000 in added revenue.

Library

\$20,530

The Library Department is proposing two new fees designed to recover the direct costs of providing certain information services to customers (Fax Service Fee and Library Data Service Fee) and one fee to receive a 15% share of revenue from privately-operated catering activities conducted at the Central Library.

Municipal Court

\$126,000

Municipal Court is recommending the assessment of a new fine for individuals booked for public intoxication. The department is projecting that the collection of revenues as a result of this assessment will be approximately \$50,000. A second new fine proposed by the department affects defendants with a Failure to Appear (FTA) charge. This would initially apply to those defendants who are scheduled for trial but fail to show. Based on the results of this initial FTA charge, it is feasible that the program could be expanded to include all defendants who fail to appear as required. An estimated \$55,000 in additional revenue is projected for FY 97. The department is also proposing to impose a Court Building Security Fee to offset the costs of providing security to the Municipal Court Building. Specifically, a defendant convicted in a trial for a misdemeanor offense would be required to pay an additional \$3 fee. This fee is estimated to generate \$21,000 in additional revenue.

Parks

\$520,530

The Parks and Recreation Department proposes fee increases for the rental of community centers, Sunken Garden Theater, and La Villita Plaza which are estimated to increase revenues by \$223,300. Additionally, an estimated \$288,030 in revenues are proposed as a result of increases to admissions, permits and usage fees at various Parks facilities as well as fee increases for street closures. The department is proposing an additional revenue source generated through recovering costs from capital projects associated with parks projects. The anticipated revenue from this source is estimated to be \$232,500.

Public Works

\$135,000

The Public Works Department is proposing two fee adjustments. To more accurately recover the costs of demolishing unsafe structures from property owners, the department is proposing to increase the Demolition Fee which will generate \$119,000 in added revenue. The other fee adjustment involves increasing the fee charged for providing copies of Capital Improvement Project bid packages to prospective bidders. This fee increase will generate an estimated \$16,000 in added revenue.

OTHER FUNDS

Hotel/Motel Tax Fund

\$127,815

The Convention Facilities Department is proposing several fee adjustments 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 Facility Rental Fee and the Equipment Rental Fee currently charged at each of the three facilities. The revised rates will remain competitive with rates charge at comparable local, regional and national facilities. These increases combined will generate an estimated \$127,815.

Parking Fund

\$2,640

The Parking Division of the Public Works Department is proposing three minor fee adjustments. The first is a proposed fee reduction in the monthly parking fee for the Dolorosa Lot from \$40 to \$30 which is intended to make the parking lot more affordable for area employees. With increased usage encouraged by the decreased fee, no adverse impact on Parking Fund revenues is anticipated. The division is also proposing a new fee to charge \$12 a bus to recover the costs of managing special event bus parking at the Crockett Lot. This adjustment is projected to generate \$1,440 in added revenue for the Parking Fund. The third adjustment is a proposed new \$3.00 fee per vehicle for parking during the Fiesta parades. This new fee is projected to add \$1,200 in new revenue annually.



Reductions by Key Result Area



FY 97 REDUCTIONS

KEY RESULT AREA	DEPARTMENT	DESCRIPTION	REDUCTION AMOUNT
GENERAL FUND			
PUBLIC SAFETY			
	Building Inspections	Eliminate (3) Drafting Tech II positions	72,011
	Building Inspections	Reduce cellular phone costs	10,752
	Fire	Generate salary savings through position management	258,000
	Fire	Eliminate (1) Arson Investigator position	65,716
	Municipal Court	Eliminate (1) Part-Time Senior Admin. Clerk Position	13,594
	Police	Eliminate (1) Police Officer from the Fredericksburg Rd. Store front operation	69,508
	Police	Eliminate (1) Police Officer from the El Paso Street Store front operation	61,290
	Police	Eliminate Mobile Substations	67,687
	Police	Eliminate Alamo City Heat Band	16,100
	Police	Eliminate (2) Police Officers from the Vehicle Storage unit	85,528
	Police	Reduce funding for Fiesta overtime	75,000
	Transfers	Eliminate the El Protector Program	25,000
	Transfers	Eliminate (2) positions from the Federal Grant Program - Americorp	55,000
	Transfers	Reduce transfer to EMS fund due to added revenue from higher ambulance fee	191,068
SUBTOTAL FOR PUBLIC SAFETY			1,066,254
YOUTH			
	Community Initiatives	Eliminate (1) Caseworker II from the Adolescent Sex Offender Program	48,275
	Community Initiatives	Realign the Criminal research component through the elimination of (5) positions	125,801
	Community Initiatives	Eliminate (1) Program Coordinator, discontinuing the Parenting Education Workshops	47,000
	Parks and Recreation	Reduce funding for Costume Purchase Program	5,000

KEY RESULT AREA	DEPARTMENT	DESCRIPTION	REDUCTION AMOUNT
<i>YOUTH continued ...</i>			
Parks and Recreation		Reduce funding for the Coalition Programs	6,640
Special Projects Office		Eliminate (1) part-time Administrative Assistant II position	12,220
SUBTOTAL FOR YOUTH			244,936
INFRASTRUCTURE			
Library		Savings due to Conserving Gas & Electricity usage at the Parking Garage	21,600
Parks and Recreation		Replace General Fund funding with interest revenues from San Jose Burial Trust Fund for cemetery maintenance	90,890
Parks and Recreation		Reduce funding for maintenance and repair of buildings	15,750
Parks and Recreation		Reduce funding for elevator maintenance	42,280
Parks and Recreation		Reduce funding for renovation of Graphics Cases in 1995-96	15,000
Parks and Recreation		Reduce mowing contract with Work Study Youth	25,000
Parks and Recreation		Reduce funding for disposal of in-house solid waste	7,805
Parks and Recreation		Use Capital Reserve Fund to fund Roman HVAC project	25,000
Parks and Recreation		Use Capital Reserve Fund to fund Lockwood, Tobin, and Harlandale Roofs	40,000
Parks and Recreation		Reduce funding for tree trimming	5,000
Parks and Recreation		Reduce funding for painting	7,350
Parks and Recreation		Eliminate (1) Electronic Tech Supervisor from tunnel maintenance	35,824
Parks and Recreation		Reduce funding for HemisFair Park painting projects	4,000
Parks and Recreation		Reduce funding for HemisFair Park maintenance of historic houses	13,000
Parks and Recreation		Reduce funding for HemisFair Park masonry repair projects	3,000
Parks and Recreation		Reduce funding for HemisFair Park playground maintenance	3,000
Parks and Recreation		Reduce funding for water fountain treatment	6,095
Parks and Recreation		Eliminate Temporary positions at La Villita	5,030
Parks and Recreation		Eliminate (1) Solid Waste Collection Worker from nighttime garbage collection crew	21,637

KEY RESULT AREA	DEPARTMENT	DESCRIPTION	REDUCTION AMOUNT
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INFRASTRUCTURE continued ...

Public Works		Eliminate (1) Plumber Helper & (1) Electrician Helper in Building Maintenance	40,557
Public Works		Initiate Energy Cost Reduction Program	300,000
Public Works		Salary savings for Engineer II position	48,088
Public Works		Generate salary savings through position management	250,000
SUBTOTAL FOR INFRASTRUCTURE			1,025,906

ECONOMIC DEVELOPMENT

International Affairs		Reduce General Fund support for the directory of exporters and support organizations	5,000
Non-Dept/Non Operating		Eliminate funding for Bank CDC	75,000
Transfers		Eliminate (2) positions from the Procurement Outreach Program (POP)	85,000
SUBTOTAL FOR ECONOMIC DEVELOPMENT			165,000

EDUCATION & HUMAN DEVELOPMENT

Community Initiatives		Reduce funding the San Antonio Education Partner	90,675
Community Initiatives		Eliminate (1) Literacy Program Coordinator to re-align the 225-READ Central Referral Center	50,548
Contributions to Other Agencies		Elimination of funding to an outside agency - City Year	70,000
Contributions to Other Agencies		Reduce contributions to all outside agencies	76,664
Contributions to Other Agencies		Eliminate funding to outside agency - Partnership for Hope	100,000
Contributions to Other Agencies		Eliminate funding to outside agency - Mexican American Unity Council, Inc.	8,393
Library		Eliminate (1) Librarian I from the San Pedro Branch Library	32,000
Library		Eliminate (1) Library Circulation Attendant I from the Materials by Mail Service	16,400
SUBTOTAL FOR EDUCATION & HUMAN DEVELOPMENT			444,680

KEY RESULT AREA	DEPARTMENT	DESCRIPTION	REDUCTION AMOUNT
QUALITY OF LIFE			
	City Clerk	Discontinue the purchasing of Code Books for re-sale	5,448
	Community Relations	Delay funding for Community Link Center	54,265
	Parks and Recreation	Reduce operating hours at Tower of the Americas	9,000
	Parks and Recreation	Eliminate (1) Admin. Assistant II from the Public Relations Support Unit	37,967
SUBTOTAL FOR QUALITY OF LIFE			106,680
ENVIRONMENTAL ISSUES			
	Public Works	Reduce demolition contracts	100,000
SUBTOTAL FOR ENVIRONMENTAL ISSUES			100,000
PLANNING & PHYSICAL DEVELOPMENT			
	Planning	Salary savings from vacant Planner II position in Transportation	21,198
	Planning	Eliminate (1) Planner II position in the Urban Corridor Program	33,311
SUBTOTAL FOR PLANNING & PHYSICAL DEVELOPMENT			54,509
HEALTH			
	Contributions to Other Agencies	Eliminate funding to outside agency - Community Clinic, Inc.	12,833
	Health	Reduce fees to Professional Contractors - Dental Program	31,800
	Health	Eliminate (1) Lab Tech I from the Milk Testing program	21,180
	Health	Eliminate (2) Vector Control Tech II's from the Vector Control program	49,447
SUBTOTAL FOR HEALTH			115,260
SUPPORT SERVICES			
	Budget & Mgmt. Analysis	Eliminate vacant Team Leader position	103,901
	Budget & Mgmt. Analysis	Phase out membership in the ICMA Performance Measure Program	8,503
	City Attorney	Reduce law book purchases	6,000
	City Attorney	Reduce usage of Westlaw research	6,312

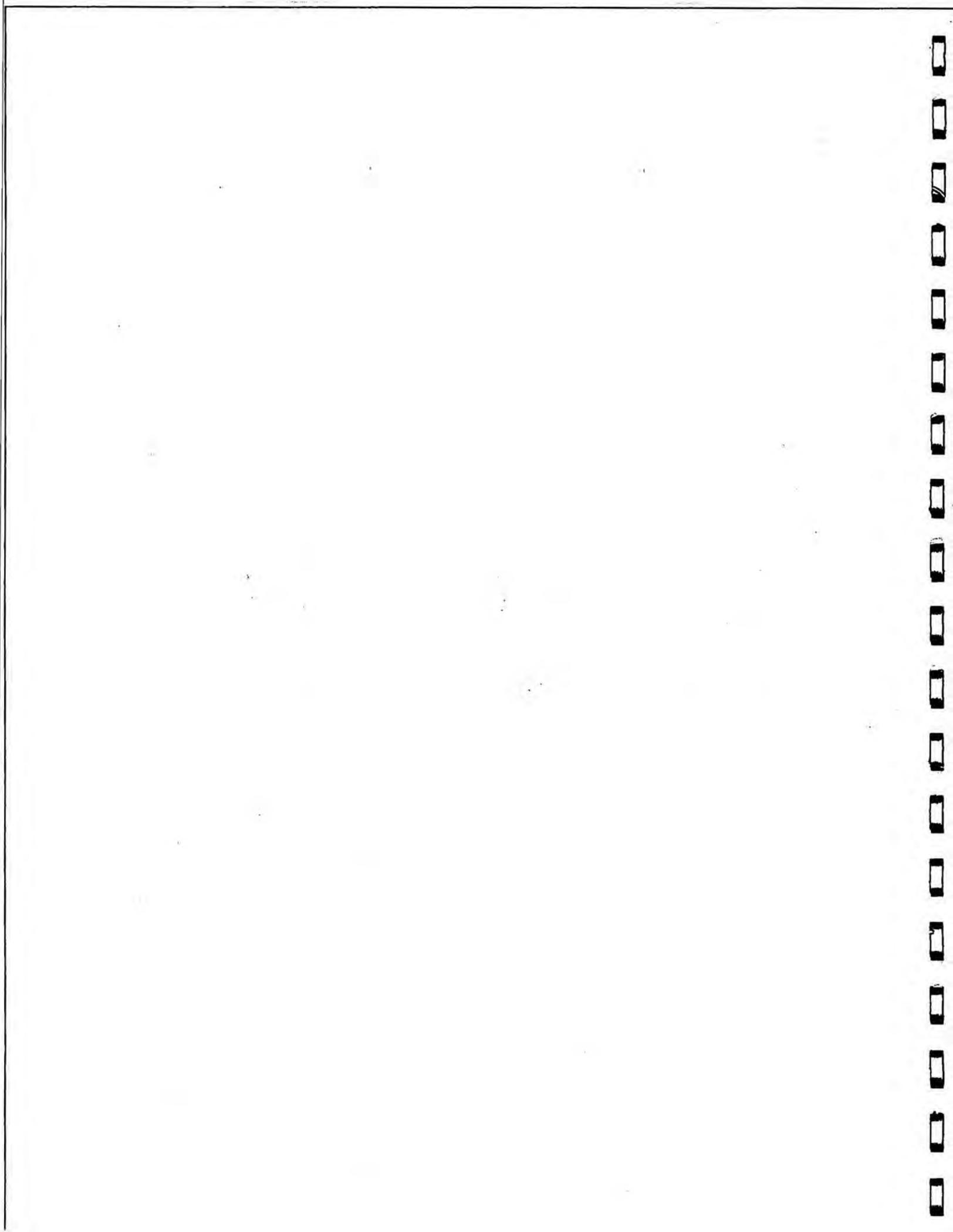
KEY RESULT AREA	DEPARTMENT	DESCRIPTION	REDUCTION AMOUNT
SUPPORT SERVICES continued ...			
	City Attorney	Eliminate (1) Deputy City Attorney position	64,727
	City Clerk	Reduce funding for the restoration/preservation of historical records	5,000
	City Manager	Reduce funding for travel	3,390
	Code Compliance	Eliminate (1) Data Clerk II position	20,590
	Community Initiatives	Eliminate (1) Department Systems Supervisor from the computer operations support function	49,086
	Finance	Transfer funding for (1) Accountant II in the Self-Insurance Section to Liability Reserve, Fund 75	34,745
	Finance	Reduce overtime for salaries and wages	20,000
	Finance	Reduce Subscriptions to Publications	1,000
	Finance	Eliminate (1) part-time Accountant II position	13,473
	Finance	Generate salary savings through position management	30,000
	Human Resources	Generate salary savings through position management	50,381
	Internal Review	Transfer funding for (1) Auditor II position to the Hotel/Motel Tax Fund	37,739
	Library	Generate salary savings through position management	18,000
	Parks and Recreation	Generate salary savings through position management	60,695
	Planning	Salary savings from vacant Executive Secretary position	26,603
	Police	Generate salary savings through position management	54,397
	Special Projects Office	Reduce official travel- Federal Initiatives Program	10,000
SUBTOTAL FOR SUPPORT SERVICES			624,542
TOTAL REDUCTIONS FOR THE GENERAL FUND			3,947,767
CONVENTION CENTER EXPANSION			
SUPPORT SERVICES			
	Conv. Ctr. Expansion Office	Reduce funding for a temporary Senior Admin. Clerk	8,397
SUBTOTAL FOR SUPPORT SERVICES			8,397
TOTAL REDUCTIONS FOR THE CONVENTION CENTER EXPANSION			8,397

KEY RESULT AREA	DEPARTMENT	DESCRIPTION	REDUCTION AMOUNT
HOTEL/MOTEL FUND			
ECONOMIC DEVELOPMENT			
		Conv. & Visitors Bureau Eliminate the Client Promotional Giveaway Program	20,000
		Conv. & Visitors Bureau Eliminate the Holiday River Parade Program	4,000
		Conv. & Visitors Bureau Reduce the San Antonio Sports Foundation	650
		SUBTOTAL FOR ECONOMIC DEVELOPMENT	24,650
QUALITY OF LIFE			
	Arts & Cultural Affairs	Reduce Public Art Program	7,000
		SUBTOTAL FOR QUALITY OF LIFE	7,000
		TOTAL REDUCTIONS FOR THE HOTEL/MOTEL FUND	31,650
STREETS & DRAINAGE FUND			
INFRASTRUCTURE			
	Public Works/S&D	Reduce funding for alley maintenance	125,000
	Public Works/S&D	Eliminate (5) positions from the crack seal program	216,042
		SUBTOTAL FOR INFRASTRUCTURE	341,042
		TOTAL REDUCTIONS FOR THE STREETS & DRAINAGE FUND	341,042
AVIATION FUND			
INFRASTRUCTURE			
	Aviation	Reduction in hours for Vegetation Control	24,435
		SUBTOTAL FOR INFRASTRUCTURE	24,435
		TOTAL REDUCTIONS FOR THE AVIATION FUND	24,435
PARKING FUND			
ECONOMIC DEVELOPMENT			
	Public Works/Parking	Eliminate (2) Parking Attendant Positions at the Alameda Lot	31,236
	Public Works/Parking	Eliminate (2) Filled Parking Attendant Positions at the Basila Lot	35,743

KEY RESULT AREA	DEPARTMENT	DESCRIPTION	REDUCTION AMOUNT
<i>ECONOMIC DEVELOPMENT continued ...</i>			
Public Works/Parking		Reduce Electrical Consumption at HemisFair Parking Garage (Demolition of 471 Spaces)	50,459
SUBTOTAL FOR ECONOMIC DEVELOPMENT			117,438
TOTAL REDUCTIONS FOR THE PARKING FUND			117,438
SOLID WASTE FUND			
ENVIRONMENTAL ISSUES			
Solid Waste		Eliminate (2) full-time and (4) part-time Senior Equipment Operators from Landfill Operations	104,772
SUBTOTAL FOR ENVIRONMENTAL ISSUES			104,772
TOTAL REDUCTIONS FOR THE SOLID WASTE FUND			104,772
PURCHASING FUND			
SUPPORT SERVICES			
Purchasing		Eliminate (18) Automotive Section positions	414,220
SUBTOTAL FOR SUPPORT SERVICES			414,220
TOTAL REDUCTIONS FOR THE PURCHASING FUND			414,220
INFORMATION SYSTEMS FUND			
SUPPORT SERVICES			
Information Services		Eliminate (1) Computer Operations Supervisor position	51,135
SUBTOTAL FOR SUPPORT SERVICES			51,135
TOTAL REDUCTIONS FOR THE INFORMATION SYSTEMS FUND			51,135
TOTAL REDUCTIONS:			5,040,856



**Mandates by Key
Result Area**



FY 97 SERVICE DELIVERY MANDATES

KEY RESULT AREA	DEPARTMENT	PROGRAM DESCRIPTION	AMOUNT FUNDED
GENERAL FUND			
PUBLIC SAFETY			
Fire		Fire Contract	2,987,758
Fire		Education Incentive Pay	26,400
Fire		E.M.T. Certification Pay	36,000
Fire		Fire Station Relocation	10,000
Police		Police Contract	6,560,000
Police		SAFFE	1,531,132
Police		Juvenile Criminal Processing	156,876
Transfers		Police Pension Additional Contribution	358,444
Transfers		STRIP	77,675
Transfers		Technical Support Unit	70,379
Transfers		Family Assistance Crisis Team	20,269
Transfers		Child Abuse Counseling	30,469
Transfers		LLEB Grant Match	133,720
SUBTOTAL FOR PUBLIC SAFETY			11,999,122
YOUTH			
Community Initiatives		Urban Smarts (CJD)	25,447
Parks and Recreation		Maint. of Dorie Miller Community Center	57,830
Parks and Recreation		Maint. of Miller's Pond Community Center	16,030
Parks and Recreation		Maint. of Ramirez Community Center	19,480
Parks and Recreation		Maint. of Lincoln Community Center	19,480
Parks and Recreation		Maint. of Melendrez Community Center	19,480
Parks and Recreation		Maint. of Copernicus Community Center	19,480
Parks and Recreation		Maint. of Palm Heights Community Center	16,030
SUBTOTAL FOR YOUTH			193,257

KEY RESULT AREA	DEPARTMENT	PROGRAM DESCRIPTION	AMOUNT FUNDED
INFRASTRUCTURE			
	Parks and Recreation	Maint. of Various Capital Improvement Projects	224,360
	Public Works	Annexation Traffic Markings	6,831
	Public Works	Street Striping Program	47,100
SUBTOTAL FOR INFRASTRUCTURE			278,291
ECONOMIC DEVELOPMENT			
	Economic Development Availability Study		30,000
SUBTOTAL FOR ECONOMIC DEVELOPMENT			30,000
EDUCATION & HUMAN DEV. SERVICES			
	Library	Purchase Resources for Branch Libraries	50,000
	Library	Add positions to 4 Branch Libraries	73,678
	Library	Add four custodial positions to maintain 4 Branches	28,288
SUBTOTAL FOR EDUCATION & HUMAN DEV. SERVICES			151,966
QUALITY OF LIFE			
	Parks and Recreation	Maint. of Lackland/Terrace Building Addition	26,220
	Parks and Recreation	Maint. of Lions Field Building Addition	23,680
SUBTOTAL FOR QUALITY OF LIFE			49,900
TOTAL MANDATES FOR THE GENERAL FUND			12,702,536
EMS FUND			
PUBLIC SAFETY			
	Fire-EMS	Fire Contract - EMS Portion	670,242
	Fire-EMS	Education Incentive Pay	8,400
	Fire-EMS	Paramedic Certification Pay	21,500
SUBTOTAL FOR PUBLIC SAFETY			700,142
TOTAL MANDATES FOR THE EMS FUND			700,142
HOTEL/MOTEL FUND			

KEY RESULT AREA	DEPARTMENT	PROGRAM DESCRIPTION	AMOUNT FUNDED
ECONOMIC DEVELOPMENT			
		Conv. & Visitors Bureau Hosting Obligations	271,103
		SUBTOTAL FOR ECONOMIC DEVELOPMENT	271,103
QUALITY OF LIFE			
	Arts & Cultural Affairs	Alameda Relocation Expenses	8,100
		SUBTOTAL FOR QUALITY OF LIFE	8,100
		TOTAL MANDATES FOR THE HOTEL/MOTEL FUND	279,203
STREETS & DRAINAGE FUND			
INFRASTRUCTURE			
	Public Works/S&D	Annexation Streets	99,496
	Public Works/S&D	Drainage Tunnel Maintenance	317,333
		SUBTOTAL FOR INFRASTRUCTURE	416,829
ENVIRONMENTAL ISSUES			
	Public Works/S&D	Street Cleaning Program - Phase II	1,088,180
		SUBTOTAL FOR ENVIRONMENTAL ISSUES	1,088,180
		TOTAL MANDATES FOR THE STREETS & DRAINAGE FUND	1,505,009
AIRPORT FUNDS			
PUBLIC SAFETY			
	Aviation	Fire Contract	97,531
		SUBTOTAL FOR PUBLIC SAFETY	97,531
INFRASTRUCTURE			
	Aviation	Pavement Management System equipment	32,200
		SUBTOTAL FOR INFRASTRUCTURE	32,200
SUPPORT SERVICES			
	Aviation	9 Part-time Chauffeur's for Shuttle Service	61,926
		SUBTOTAL FOR SUPPORT SERVICES	61,926

KEY RESULT AREA	DEPARTMENT	PROGRAM DESCRIPTION	AMOUNT FUNDED
		TOTAL MANDATES FOR THE AIRPORT FUNDS	191,657
SOLID WASTE			
ENVIRONMENTAL ISSUES			
Solid Waste		Maintenance of Closed Landfill Sites	350,000
		SUBTOTAL FOR ENVIRONMENTAL ISSUES	350,000
		TOTAL MANDATES FOR THE SOLID WASTE	350,000
		TOTAL MANDATES:	15,728,547



Improvements by Key Result Area



FY 97 IMPROVEMENTS TO SERVICE DELIVERY

KEY RESULT AREA	DEPARTMENT	PROGRAM DESCRIPTION	AMOUNT FUNDED
OTHER IMPROVEMENTS			
GENERAL FUND			
PUBLIC SAFETY			
Building Inspections		Contractual Certified Public Account	20,000
Building Inspections		Consolidated Plan Review	75,867
City Attorney		Family Violence Court - Attorney I	27,410
Fire		Nine Firefighters to Increase Pumper Staffing (MP)	42,794
Fire		Authorize 2 FAO positions (MP)	69,131
Fire		Administrative Support	50,000
Fire		Applicant Processing Vehicles	36,200
Fire		Administrative Aide	21,399
Municipal Court		Family Violence Court	75,590
Police		Downtown Foot/Bike Expansion Vision 2001	86,985
Police		Substation Bikes Vision 2001	16,100
Police		Civilianization Vision 2001	108,171
Police		SCAT Vision 2001	92,142
Police		SNAP Vision 2001	78,578
Police		Helicopter Detail Vision 2001 - Funded through LLEB Grant	0
Police		Volunteers In Policing Vision 2001	29,942
Police		Traffic Reorganization Vision 2001	20,047
Police		Neighborhood Speed Enf. Vision 2001 - Funded through LLEB	0
Police		Recruiting and Applicant Processing Vision 2001	4,375
Police		Targeted Supplemental Patrols Vision 2001	365,831
Police		AFIS Operation Vision 2001	82,314
Police		Early Warning System Vision 2001	18,199
Police		Community links Vision 2001	81,158
Police		Vehicle Make Ready	70,000
Police		Municipal Security	47,655
SUBTOTAL FOR PUBLIC SAFETY			1,519,888

KEY RESULT AREA	DEPARTMENT	PROGRAM DESCRIPTION	AMOUNT FUNDED
YOUTH			
<i>YOUTH continued ...</i>			
	Parks and Recreation	Develop Intersession Program similar to After School Program	93,000
SUBTOTAL FOR YOUTH			93,000
INFRASTRUCTURE			
	Municipal Court	Detention Center - Janitorial Service Contract	25,340
	Non Dept./ Non Operating	Consolidated Landscape Maint.	50,000
	Parks and Recreation	Increase personnel in Volunteer Services Section	86,500
	Parks and Recreation	Addition of Administration Clerk II to administer Capital Projects	17,483
	Public Works	Fire Department Master Plan Facility Maintenance	38,500
	Public Works	Neighborhood Traffic Management (Speed Humps)	20,000
	Public Works	Telephone Upgrade for Belknap Office	17,600
	Public Works	Pressure Washing the City Hall Building	25,000
SUBTOTAL FOR INFRASTRUCTURE			280,423
EDUCATION & HUMAN DEV. SERVICES			
	Transfers	Increased Comprehensive Nutrition Costs	234,000
SUBTOTAL FOR EDUCATION & HUMAN DEV. SERVICES			234,000
ENVIRONMENTAL ISSUES			
	Code Compliance	Additional Field Personnel	36,977
	Code Compliance	Equipment for 3 Grant Funded Code Compliance Officers	5,000
	Police	Vehicles for 3 Grant Funded Code Compliance Officers	41,000
SUBTOTAL FOR ENVIRONMENTAL ISSUES			82,977
PLANNING & PHYSICAL DEVELOPMENT			
	Asset Management	Master Plan - Property Mgmt	75,000
SUBTOTAL FOR PLANNING & PHYSICAL DEVELOPMENT			75,000
HEALTH			
	Health	Add two positions to the Hepatitis A Vaccine Program	63,513
	Health	Purchase & install Non-slip surfaces for the Anima	20,000
SUBTOTAL FOR HEALTH			83,513
SUPPORT SERVICES			
	City Attorney	Paralegal for Community & Organization Division	28,371

KEY RESULT AREA	DEPARTMENT	PROGRAM DESCRIPTION	AMOUNT FUNDED
SUPPORT SERVICES continued ...			
Finance		Tax collection sub-stations	7,910
Health		Upgrade of telephone equipment	41,000
Library		Upgrade of communications lines for computer catalog	40,410
SUBTOTAL FOR SUPPORT SERVICES			117,691
TOTAL IMPROVEMENTS FOR THE GENERAL FUND			2,486,492
EMS FUND			
PUBLIC SAFETY			
Fire-EMS		Peak Period Staffing	315,898
Fire-EMS		Lieutenant Driving Trainer	15,000
Fire-EMS		Mechanic I, EMS Supply	1,937
Fire-EMS		Continuing Education Overtime Pay	20,000
Fire-EMS		Blood Pressure Monitors	36,000
SUBTOTAL FOR PUBLIC SAFETY			388,835
TOTAL IMPROVEMENTS FOR THE EMS FUND			388,835
HOTEL/MOTEL FUND			
INFRASTRUCTURE			
Convention Facilities		Convention Center Lighting Upgrade	100,000
Convention Facilities		Cooling Tower basin Mun. Aud.	20,000
Convention Facilities		HVAC Duct Cleaning	30,000
Convention Facilities		Lighting Retrofit - Theater and Municipal Auditorium	22,050
SUBTOTAL FOR INFRASTRUCTURE			172,050
ECONOMIC DEVELOPMENT			
Conv. & Visitors Bureau		Management Analyst	42,250
Conv. & Visitors Bureau		Collateral Production	90,000
Conv. & Visitors Bureau		Research Advertising Conversion Study	50,000
Conv. & Visitors Bureau		Change of Part-time to Full-time	30,195
Conv. & Visitors Bureau		Incentive Travel Advertising	200,000
International Affairs		Natl. League of Cities Pavilion	15,000
SUBTOTAL FOR ECONOMIC DEVELOPMENT			427,445
TOTAL IMPROVEMENTS FOR THE HOTEL/MOTEL FUND			599,495

KEY RESULT AREA	DEPARTMENT	PROGRAM DESCRIPTION	AMOUNT FUNDED
STREETS & DRAINAGE FUND			
INFRASTRUCTURE			
Public Works/S&D		Stormwater Televising Crew	279,558
Public Works/S&D		Enhance Street Cut Monitoring Program	150,000
SUBTOTAL FOR INFRASTRUCTURE			429,558
TOTAL IMPROVEMENTS FOR THE STREETS & DRAINAGE FUND			429,558
PARKING FACILITIES			
ECONOMIC DEVELOPMENT			
Public Works/Parking		Cattleman's Square	71,154
Public Works/Parking		I-35/U.T.S.A. Lots	59,103
Public Works/Parking		Municipal Courts Security	24,268
SUBTOTAL FOR ECONOMIC DEVELOPMENT			154,525
SUPPORT SERVICES			
Public Works/Parking		Maint. of Existing Facilities	93,231
Public Works/Parking		Account Clerk II	15,336
SUBTOTAL FOR SUPPORT SERVICES			108,567
TOTAL IMPROVEMENTS FOR THE PARKING FACILITIES			263,092
INFORMATION SERVICES FUND			
SUPPORT SERVICES			
Information Services		Sun Print Systems Upgrade	12,680
Information Services		Automatic Cartridge Tape Library	25,000
Information Services		Infrastructure Components	200,000
Information Services		Electronic Document Management System (EDMS)	100,000
Information Services		Infrastructure of Fiber Optic Network	100,000
SUBTOTAL FOR SUPPORT SERVICES			437,680
TOTAL IMPROVEMENTS FOR THE INFORMATION SERVICES FUND			437,680
SELF INSURANCE PROGRAMS			
SUPPORT SERVICES			
City Attorney		Enhance Litigation Program	28,371
SUBTOTAL FOR SUPPORT SERVICES			28,371
TOTAL IMPROVEMENTS FOR THE SELF INSURANCE PROGRAMS			28,371

KEY
RESULT
AREA

DEPARTMENT

PROGRAM DESCRIPTION

AMOUNT
FUNDED

TOTAL OTHER IMPROVEMENTS 4,633,523

TOTAL IMPROVEMENTS: 4,633,523





**One-Time
Improvements by
Key Result Area**



FY 97 ONE-TIME IMPROVEMENTS TO SERVICE DELIVERY

KEY RESULT AREA	DEPARTMENT	PROGRAM DESCRIPTION	AMOUNT FUNDED
ONE-TIME IMPROVEMENTS			
GENERAL FUND			
PUBLIC SAFETY			
Police		Intermediate Weapon Vision 2001	130,000
Police		Mobile Substation Replacement Program Vision 2001	117,000
Police		Replacement for SWAT van Vision 2001	115,000
Police		Photography Enhancements	47,000
Special Projects		Radio System	4,000,000
SUBTOTAL FOR PUBLIC SAFETY			4,409,000
ECONOMIC DEVELOPMENT			
Transfers		Increased transfer to SALDC for SBA loan program match	15,000
SUBTOTAL FOR ECONOMIC DEVELOPMENT			15,000
SUPPORT SERVICES			
Non Dept./ Non Operating		One-time bonuses of \$300 per full time employee	1,298,000
Special Projects		One-time Technological Improvements	1,300,000
Transfers		MPO match to Capital Improvements Reserve Fund	4,000,000
SUBTOTAL FOR SUPPORT SERVICES			6,598,000
TOTAL IMPROVEMENTS FOR THE GENERAL FUND			11,022,000
STREETS & DRAINAGE FUND			
INFRASTRUCTURE			
Public Works/S&D		Street Preventive Contractual Maintenance	700,000
SUBTOTAL FOR INFRASTRUCTURE			700,000
TOTAL IMPROVEMENTS FOR THE STREETS & DRAINAGE FUND			700,000
TOTAL ONE-TIME IMPROVEMENTS			11,722,000
TOTAL IMPROVEMENTS:			11,722,000



Personnel Compensation





PERSONNEL COMPENSATION POLICY ISSUES

Among the City's most valuable assets are its employees. Cost of living adjustments, benefit improvements, merit raises and other one-time adjustments over the past several years reflect the City's commitment to employees. However, increased fiscal pressure coupled with the charge to produce a balanced budget without an overall tax rate increase has made it particularly difficult to provide significant salary adjustments for civilian employees next year.

◆ ONE-TIME BONUS

Within the proposed Budget includes funds to be appropriated for a one-time bonus of \$300 accompanied by an additional one day of bonus leave. The one-time bonus pay for all General Fund civilians has a proposed cost of \$1,298,000. The one-time bonus pay for civilians in all Other Funds will be budgeted in the respective departments and totals \$712,200.

◆ TEXAS MUNICIPAL RETIREMENT SYSTEM (TMRS) ENHANCEMENTS

Recent legislation to the TMRS has allowed participating cities to adopt certain options to provide additional retirement benefits to employees. The options are as follows:

- 20 Year Retirement - Any employee with 20 years of service at a city which has adopted this option is eligible. An actuarial study and a public hearing are required prior to adoption of this ordinance. Funding for this option has been included in the Proposed Base Budget in the General Fund at a cost of \$233,825, and at a cost of \$159,306 in all Other Funds.
- Probationary Prior Service Credit - Eligible employees are those employees which did not contribute to TMRS during a probation period. Funding for this option have been included in the Proposed Base Budget of the General Fund at a cost of \$83,409, and at a cost of \$56,895 in all Other Funds.
- Military Service Credit - Eligible employees must have 10 years of contributions in TMRS. Employees may purchase up to one month of Military Service Credit for each month of active duty military service up to five years. The only cost of this option occurs at the time of the employees retirement.
- Restricted Prior Service Credit - Any employee with service credit at a non-TMRS city in Texas, or any Council of Government in Texas, or any incorporated municipality in the United States is eligible. This credit has no monetary value and is not included in any retirement calculations. There is no cost associated with this option.

◆ LANGUAGE SKILLS PAY

Many City employees are frequently called upon to utilize their second language skills in the provision of services to the City's residents. Often, use of second language skills is the only way to communicate with a resident concerning a service matter. In FY 95, City Council approved a program providing compensation for use of other language skills in the workplace. Under this program, qualified employees filling designated positions receive \$50 per month additional compensation. The Proposed Budget includes \$1,030,400 for employees who are currently qualified and for additional testing of other employees in FY 97.

◆ POLICE AND FIRE COLLECTIVE BARGAINING AGREEMENTS

FY 97 is the third year of a four year collective bargaining agreement with the San Antonio Police Officers Association and the San Antonio Professional Firefighters Association. Included in the Proposed Police Department Budget is \$6,560,000 for the Police Agreement. This represents a 4% wage increase, additional pre-paid health insurance contributions, additional supplementary insurance benefits, and certification incentive pay.

The Proposed Fire & Emergency Medical Service Departmental Budgets include a combined \$3,658,000. This amount represents a 4% wage increase, additional pre-paid health insurance contributions, additional supplementary insurance benefits, Emergency Medical Technician tenure pay, aviation incentive pay, training instructor incentive pay, technical rescue incentive pay, and fire inspector incentive pay. Budgeted within the Employee Benefits Fund is \$261,000 for bonus day buyback.

◆ **HOLIDAY SCHEDULE**

A proposed holiday schedule for FY 97, which begins October 1, 1996, 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 96 Budget.

Holidays

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

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

Floating Holidays

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

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





All Funds





PROPOSED ANNUAL BUDGET 1996-97
COMBINED BUDGET SUMMARY OF ALL FUND TYPES

	GOVERNMENTAL FUND TYPES		
	GENERAL	SPECIAL REVENUE	DEBT SERVICE
BEGINNING BALANCE	\$ 46,251,160	\$ 10,718,369	\$ 48,758,877
REVENUES			
Taxes	\$ 221,118,733	\$ 26,011,080	\$ 65,435,581
Licenses and Permits	8,848,250	0	0
Intergovernmental	2,099,620	2,599,460	0
Revenues from Utilities	140,364,373	5,792,120	0
Charges for Services	19,015,839	16,730,276	0
Fines & Forfeits	9,258,350	434,000	0
Miscellaneous	8,204,220	1,927,830	3,609,600
Grants	0	0	0
<i>Subtotal Revenues</i>	<u>\$ 408,909,385</u>	<u>\$ 53,494,766</u>	<u>\$ 69,045,181</u>
<i>Transfers from other funds</i>	<u>\$ 11,020,041</u>	<u>\$ 50,512,488</u>	<u>\$ 999,180</u>
TOTAL REVENUES	<u>\$ 419,929,426</u>	<u>\$ 104,007,254</u>	<u>\$ 70,044,361</u>
TOTAL AVAILABLE FUNDS	<u>\$ 466,180,586</u>	<u>\$ 114,725,623</u>	<u>\$ 118,803,238</u>
APPROPRIATIONS			
Current:			
General Government	\$ 55,644,016	\$ 700,600	\$ 0
Public Safety	242,201,175	0	0
Streets and Roadways	16,712,280	23,126,893	0
Health Services	12,736,833	30,507,174	0
Environmental Protection and Control	0	0	0
Sanitation	0	0	0
Welfare	6,773,507	0	0
Culture and Recreation	48,250,922	0	0
Convention and Tourism	328,553	32,599,830	0
Conservation	0	0	0
Urban Redevelopment & Housing	0	0	0
Economic Development and Opportunity	1,157,662	0	0
Capital Projects	0	8,600	0
Debt Service	0	0	67,946,639
<i>Subtotal Appropriations</i>	<u>\$ 383,804,948</u>	<u>\$ 86,943,097</u>	<u>\$ 67,946,639</u>
<i>Transfers to other funds</i>	<u>\$ 64,312,112</u>	<u>\$ 23,400,840</u>	<u>\$ 0</u>
TOTAL APPROPRIATIONS	<u>\$ 448,117,060</u>	<u>\$ 110,343,937</u>	<u>\$ 67,946,639</u>
GROSS ENDING FUND BALANCE	<u>\$ 18,063,526</u>	<u>\$ 4,381,686</u>	<u>\$ 50,856,599</u>

**PROPOSED ANNUAL BUDGET 1996-97
COMBINED BUDGET SUMMARY OF ALL FUND TYPES**

PROPRIETARY FUND TYPES		FIDUCIARY FUND TYPES		CATEGORICAL GRANTS		TOTAL ALL FUNDS 1996-97	
ENTERPRISE		TRUST AND AGENCY					
\$	33,527,421	\$	584,458,707	\$	0	\$	723,647,242
\$	0	\$	0	\$	0	\$	312,565,394
	0		0		0		8,848,250
	437,000		144,420		0		5,280,500
	141,490		0		0		146,297,983
	82,812,627		25,000		0		118,583,742
	20,500		0		0		9,712,850
	2,299,720		35,000		0		16,076,370
	0		0		116,467,331		116,467,331
\$	85,711,337	\$	204,420	\$	116,467,331	\$	733,832,420
\$	17,082,683	\$	406,500	\$	0	\$	80,020,892
\$	102,794,020	\$	610,920	\$	116,467,331	\$	813,853,312
\$	136,321,441	\$	585,069,627	\$	116,467,331	\$	1,537,500,554
\$	4,585,836	\$	0	\$	688,048	\$	61,618,500
	0		0		7,786,725		249,987,900
	0		0		8,853,816		48,692,989
	0		0		14,539,205		57,783,212
	0		144,420		0		144,420
	35,085,669		0		0		35,085,669
	0		0		54,574,268		61,347,775
	5,862,511		0		4,302,021		58,415,454
	0		389,600		0		33,317,983
	0		0		0		0
	0		0		10,606,422		10,606,422
	0		127,100		5,881,826		7,166,588
	23,672,627		0		9,235,000		32,916,227
	14,564,321		0		0		82,510,960
\$	83,770,964	\$	661,120	\$	116,467,331	\$	739,594,099
\$	21,764,578	\$	0	\$	0	\$	109,477,530
\$	105,535,542	\$	661,120	\$	116,467,331	\$	849,071,629
\$	30,785,899	\$	584,408,507	\$	0	\$	688,428,925

BEGINNING BALANCE

REVENUES

- Taxes
- Licenses and Permits
- Intergovernmental
- Revenues from Utilities
- Charges for Services
- Fines & Forfeits
- Miscellaneous
- Grants

Subtotal Revenues

Transfers from other funds

TOTAL REVENUES

TOTAL AVAILABLE FUNDS

APPROPRIATIONS

Current:

- General Government
- Public Safety
- Streets and Roadways
- Health Services
- Environmental Protection and Control
- Sanitation
- Welfare
- Culture and Recreation
- Convention and Tourism
- Conservation
- Urban Redevelopment & Housing
- Economic Development and Opportunity
- Capital Projects
- Debt Service

Subtotal Appropriations

Transfers to other funds

TOTAL APPROPRIATIONS

GROSS ENDING FUND BALANCE

**1996-97 ALL FUNDS
BUDGET SUMMARY**

	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY
ORGANIZATIONS						
Departmental Appropriations						
Alamodome	\$ 0	\$ 0	\$ 0	6,749,780	\$ 0	0
Asset Management	607,691	0	0	0	0	0
Arts & Cultural Affairs	0	0	2,026,650	735,260	0	0
Aviation	0	0	9,235,000	0	11,558,721	0
Building Inspections	4,206,986	0	0	0	0	0
City Attorney	3,061,422	208,715	0	0	0	0
City Clerk	775,920	0	0	0	0	0
City Manager	870,780	0	0	0	0	0
Code Compliance	2,756,110	141,554	20,760	0	0	0
Community Initiatives	6,773,507	212,000	54,362,268	0	0	0
Convention Facilities	0	0	0	9,936,850	0	0
Convention & Visitors Bureau	0	0	0	11,493,960	0	0
Economic Development	1,157,662	90,000	5,791,826	0	0	127,100
Finance	5,184,296	0	0	0	0	0
Finance/Self-Ins. Programs	0	0	0	0	0	0
Fire	72,762,261	0	301,542	28,580,097	0	0
Health	12,736,833	0	14,539,205	1,927,077	0	144,420
Housing and Community Development	0	5,095,605	0	0	0	0
Human Resources	1,814,025	0	0	0	0	0
Information Services	0	0	0	0	0	0
International Affairs	328,553	0	0	345,500	0	389,600
Library	13,986,995	38,000	1,056,751	0	0	0
Mayor & Council	385,215	0	0	0	0	0
Municipal Court	8,132,556	0	0	0	0	0
Parks & Recreation	34,263,927	474,160	706,460	0	835,560	0
Planning	2,146,225	144,400	225,000	0	0	0
Police	162,475,818	0	7,322,869	700,600	0	0
Public Works	16,712,280	8,853,816	0	23,135,493	1,723,370	0
Purchasing & General Services	0	0	0	0	0	0
Solid Waste	0	0	0	0	446,670	0
Special Purpose Offices						
Budget & Management Analysis	1,103,820	0	0	0	0	0
Community Relations	802,599	0	0	0	0	0
Convention Center Expansion	0	0	0	210,820	0	0
Council Support	596,550	0	0	0	0	0
Internal Review/Municipal Integrity	1,057,508	79,933	0	0	0	0
Municipal Elections	949,068	0	0	0	0	0
Special Projects Office	728,505	30,000	0	0	0	0
Other Appropriations						
Non-Departmental/ Non-Operating	18,204,586	0	0	466,240	0	0
Contribution to Other Agencies	3,923,250	5,510,817	0	2,661,420	0	0
Special Projects	5,300,000	0	0	0	0	0
G.O. Debt Service	0	0	0	0	67,946,639	0
Total Net Appropriations	\$ 383,804,948	\$ 20,879,000	\$ 95,588,331	\$ 86,943,097	\$ 82,510,960	\$ 661,120
Transfers	\$ 64,312,112	\$ 0	\$ 0	\$ 23,400,840	\$ 0	\$ 0
TOTAL APPROPRIATIONS	\$ 448,117,060	\$ 20,879,000	\$ 95,588,331	\$ 110,343,937	\$ 82,510,960	\$ 661,120

1996-97 ALL FUNDS
BUDGET SUMMARY

ENTERPRISE FUNDS	TOTAL OPERATING FUNDS	CAPITAL PROJECTS	TOTAL OPERATING/CAPITAL PROJECTS FUND	INTERNAL SERVICE FUND
\$ 0	\$ 6,749,780	\$ 0	\$ 6,749,780	\$ 0
0	607,691	0	607,691	0
0	2,761,910	0	2,761,910	0
23,713,067	44,506,788	28,689,000	73,195,788	0
0	4,206,986	0	4,206,986	0
0	3,270,137	0	3,270,137	0
0	775,920	0	775,920	0
0	870,780	0	870,780	0
0	2,918,424	0	2,918,424	0
0	61,347,775	0	61,347,775	0
0	9,936,850	0	9,936,850	0
0	11,493,960	0	11,493,960	0
0	7,166,588	0	7,166,588	0
0	5,184,296	0	5,184,296	0
0	0	0	0	58,400,848
0	101,643,900	5,805,000	107,448,900	0
0	29,347,535	0	29,347,535	0
0	5,095,605	0	5,095,605	0
0	1,814,025	0	1,814,025	0
0	0	0	0	12,668,544
0	1,063,653	0	1,063,653	0
0	15,081,746	3,495,000	18,576,746	0
0	385,215	0	385,215	0
0	8,132,556	0	8,132,556	0
5,862,511	42,142,618	8,559,000	50,701,618	0
0	2,515,625	0	2,515,625	0
0	170,499,287	0	170,499,287	0
4,545,396	54,970,355	70,968,000	125,938,355	0
0	0	0	0	32,199,357
35,085,669	35,532,339	0	35,532,339	0
0	1,103,820	0	1,103,820	0
0	802,599	0	802,599	0
0	210,820	40,025,000	40,235,820	0
0	596,550	0	596,550	0
0	1,137,441	0	1,137,441	0
0	949,068	0	949,068	0
0	758,505	0	758,505	0
0	18,670,826	0	18,670,826	0
0	12,095,487	0	12,095,487	0
0	5,300,000	0	5,300,000	0
0	67,946,639	0	67,946,639	0
\$ 69,206,643	\$ 739,594,099	\$ 157,541,000	\$ 897,135,099	\$ 103,268,749
\$ 21,764,578	\$ 109,477,530	\$ 0	\$ 109,477,530	\$ 2,285,515
\$ 90,971,221	\$ 849,071,629	\$ 157,541,000	\$ 1,006,612,629	\$ 105,554,264

ORGANIZATIONS

Departmental Appropriations

Alamodome
Asset Management
Arts & Cultural Affairs
Aviation
Building Inspections
City Attorney
City Clerk
City Manager
Code Compliance
Community Initiatives
Convention Facilities
Convention & Visitors Bureau
Economic Development
Finance
Finance/Self-Ins. Programs
Fire
Health
Housing and Community Development
Human Resources
Information Services
International Affairs
Library
Mayor & Council
Municipal Court
Parks & Recreation
Planning
Police
Public Works
Purchasing & General Services
Solid Waste
Special Purpose Offices
Budget & Management Analysis
Community Relations
Convention Center Expansion
Council Support
Internal Review/Municipal Integrity
Municipal Elections
Special Projects Office
Other Appropriations
Non-Departmental/ Non-Operating
Contribution to Other Agencies
Special Projects
G.O. Debt Service

Total Net Appropriations

Transfers

TOTAL APPROPRIATIONS

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

GENERAL FUND	FY 1994-95 AUTHORIZED	FY 1995-96 AUTHORIZED	FY 1996-97 PROPOSED	NET CHANGE IN POSITIONS
Asset Management	11	11	11	0
Building Inspections	98	100	104	+4
City Attorney	57	60	61	+1
City Clerk	17	17	17	0
City Manager	11	11	11	0
Code Compliance	63	64	64	0
Community Initiatives	211	214	205	-9
Economic Development	24	25	24	-1
Finance	96	104	102	-2
Fire	1,021	1,039	1,049	+10
Health	354	357	356	-1
Human Resources	35	35	35	0
International Affairs	6	6	6	0
Library	459	465	475	+10
Municipal Courts	201	208	210	+2
Parks & Recreation	1,120	1,133	1,145	+12
Planning	48	49	48	-1
Police	2,476	2,588	2,662	+74
Public Works	369	393	390	-3
SP-Budget & Management Analysis	20	24	20	-4
SP-Community Relations	0	14	14	0
SP-Council Support	16	16	16	0
SP-Defense Transition	0	3	0	-3
SP Intergovernmental Relations	4	5	0	-5
SP-Internal Review	14	20	23	+3
SP-Municipal Integrity	3	0	0	0
SP-Organizational Review	4	0	0	0
SP-Public Information Office	6	0	0	0
SP-Special Projects Office	0	0	7	+7
SP-Youth Initiatives	3	4	0	-4
Emergency Medical Services	297	310	311	+1
Streets & Drainage Maint. & Improve	438	478	509	+31
TOTAL GENERAL FUND	7,482	7,753	7,875	+122
OTHER FUNDS				
Alamodome	67	60	59	-1
Aviation	419	425	434	+9
Convention Center Expansion Project	3	3	3	0
Fiduciary	18	18	18	0
Self Insurance	50	53	55	+2
Golf Revenue Fund	143	143	143	0
Hotel/Motel Tax Fund	381	385	388	+3
Information Services	151	159	159	0
Internal Services/Temporary Services	150	150	150	0
Public Health Support Fund	58	79	79	0
Parking Facilities	118	132	145	+13
Public Works/Solid Waste	640	643	637	-6
Purchasing and General Services	241	242	224	-18
TOTAL OTHER FUNDS	2,439	2,492	2,494	+2
TOTAL ALL FUNDS	9,921	10,245	10,369	+124

**PERSONNEL SCHEDULE
REGULAR AND UNIFORMED EMPLOYEES**

SUMMARY OF ADOPTED 1996-97 POSITIONS BY TYPE

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

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

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

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





**GENERAL FUND
SUMMARY OF PROPOSED BUDGET
AVAILABLE FUNDS**

AVAILABLE FUNDS	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
Beginning Balance	\$ 62,784,215	\$ 53,044,710	\$ 46,251,160
Accounting Adjustment	(5,652,690)	0	0
Net Balance	\$ 57,131,525	\$ 53,044,710	\$ 46,251,160
Revenue			
City Sales Tax	\$ 97,313,074	\$ 102,525,000	\$ 106,175,000
Liquor by the Drink Tax	2,353,139	2,386,000	2,453,000
Current Property Tax	85,690,446	90,527,924	95,068,763
Delinquent Property Tax	1,447,809	1,595,010	1,633,800
Penalty and Interest on Delinquent Taxes	1,109,725	997,920	1,029,290
Judgments	68	0	0
Business and Franchise Tax	13,952,025	14,289,100	14,758,880
Licenses and Permits	8,530,428	8,672,730	8,848,250
City Public Service Board	119,237,659	129,770,000	128,885,000
San Antonio Water System	4,775,015	4,741,000	4,795,000
SAWS - Stormwater	3,330,991	6,513,000	6,684,373
Other Agencies	2,016,305	2,059,000	2,099,620
Charges for Current Services			
General Government	4,220,350	4,654,005	4,898,934
Planning	1,052,703	1,127,070	1,128,580
Public Safety	3,246,950	3,198,660	3,331,040
Highways/Streets/Sanitation	53,259	66,250	66,310
Health	1,647,088	1,660,090	1,681,205
Recreation and Culture	6,450,171	7,582,160	7,909,770
Fines	8,262,390	9,035,280	9,258,350
Miscellaneous Revenue			
Sale of Property	1,005,867	935,240	962,240
Use of Money and Property	4,871,579	3,839,050	3,492,090
Recovery of Expenditures	1,426,648	713,560	1,028,800
Miscellaneous	406,380	322,050	409,640
Interfund Charges	2,053,764	2,311,450	2,311,450
TOTAL REVENUE	\$ 374,453,834	\$ 399,521,549	\$ 408,909,385
TRANSFERS FROM OTHER FUNDS	\$ 8,970,092	\$ 11,834,920	\$ 11,020,041
TOTAL REVENUE AND TRANSFERS	\$ 383,423,926	\$ 411,356,469	\$ 419,929,426
TOTAL AVAILABLE FUNDS	\$ 440,555,451	\$ 464,401,179	\$ 466,180,586

**GENERAL FUND
SUMMARY OF PROPOSED BUDGET
APPROPRIATIONS**

APPROPRIATIONS	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
Departmental Appropriations:			
Asset Management	\$ 466,405	\$ 458,400	\$ 607,691
Building Inspections	3,814,112	4,047,550	4,206,986
City Attorney	2,827,378	3,058,945	3,061,422
City Clerk	714,198	843,960	775,920
City Manager	738,034	822,083	870,780
Code Compliance	2,557,219	2,697,270	2,756,110
Community Initiatives	7,037,367	7,148,110	6,773,507
Economic Development	960,954	1,105,800	1,157,662
Finance	4,292,931	4,986,810	5,184,296
Fire	66,503,401	71,527,287	72,762,261
Health	11,995,047	12,589,950	12,736,833
Human Resources	1,123,965	1,656,864	1,814,025
International Affairs	251,090	329,841	328,553
Library	10,990,329	13,189,290	13,986,995
Mayor and Council	360,064	364,608	385,215
Municipal Court	7,842,118	7,821,050	8,132,556
Parks and Recreation	31,607,411	34,279,100	34,263,927
Planning	2,008,233	2,215,050	2,146,225
Police	140,096,029	147,993,990	162,475,818
Public Works	15,113,439	15,853,250	16,712,280
Special Purpose Offices			
Budget & Management Analysis	1,383,799	1,165,054	1,103,820
Community Relations	0	609,348	802,599
Council Support	580,595	625,780	596,550
Internal Review	802,751	733,380	1,057,508
Municipal Elections	804,877	0	949,068
Municipal Integrity	48,439	0	0
Organizational Review	147,497	0	0
Public Information Office	215,175	0	0
Special Projects Office	896,634	693,140	728,505
Non-Departmental/Non-Operating			
Agencies	14,651,651	15,460,938	18,204,586
Special Projects	3,965,209	4,191,140	3,923,250
Transfers	864,500	1,670,000	5,300,000
Emergency Medical Services	17,918,630	19,625,948	20,722,228
Streets and Drainage	25,820,000	28,902,860	29,452,109
Other Transfers	8,111,260	11,483,223	14,137,775
Total Appropriations	\$ 387,510,741	\$ 418,150,019	\$ 448,117,060
TOTAL AVAILABLE FUNDS	\$ 440,555,451	\$ 464,401,179	\$ 466,180,586
GROSS ENDING BALANCE	\$ 53,044,710	\$ 46,251,160	\$ 18,063,526
RESERVE FOR REVENUE LOSS	\$ 15,300,000	\$ 16,000,000	\$ 18,000,000
ENDING BALANCE	\$ 37,744,710	\$ 30,251,160	\$ 63,526

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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
ASSESSED VALUATION			
Real Property	\$ 22,434,275,341	\$ 24,689,016,007	\$ 26,243,783,229
Mobile Homes	24,513,490	26,810,210	27,210,260
Personal Property	4,588,033,693	5,085,504,950	5,262,315,072
<i>Sub-Total</i>	<u>\$ 27,046,822,524</u>	<u>\$ 29,801,331,167</u>	<u>\$ 31,533,308,561</u>
Less Exemptions			
Over 65	\$ 2,209,970,686	\$ 2,322,725,296	\$ 2,430,214,965
Disabled Veterans	18,071,731	19,575,573	75,496,310
Historic Property	39,579,629	37,662,285	28,695,685
Freeport Exemption	190,583,242	256,914,109	285,820,820
Tax Abatement	278,407,382	345,086,976	331,871,864
Transition Housing	334,690	40,900	0
TOTAL TAXABLE VALUE	<u>\$ 24,309,875,164</u>	<u>\$ 26,819,326,028</u>	<u>\$ 28,381,208,917</u>
TAX RATE/\$100 VALUATION			
General Fund	0.36066	0.34979	0.34712
G.O. Debt Service Fund	0.22731	0.23000	0.23267
TOTAL TAX RATE	<u>0.58797</u>	<u>0.57979</u>	<u>0.57979</u>
CURRENT PROPERTY TAX REVENUE			
Current Levy (Gross)	\$ 142,934,773	\$ 155,495,770	\$ 164,551,411
Less Delinquencies	3,285,670	3,887,394	5,759,299
CURRENT LEVY (NET)	<u>\$ 139,649,103</u>	<u>\$ 151,608,376</u>	<u>\$ 158,792,112</u>
PERCENT OF LEVY COLLECTED	<u>97.70%</u>	<u>96.50%</u>	<u>96.50%</u>
DISTRIBUTION BY FUND			
General Fund	\$ 85,660,446	\$ 90,527,924	\$ 95,068,763
G.O. Debt Service Fund	53,921,241	59,525,494	63,723,349
CURRENT COLLECTIONS	<u>\$ 139,581,687</u>	<u>\$ 150,053,418</u>	<u>\$ 158,792,112</u>

**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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
DELINQUENT TAXES RECEIVABLE			
Real Property	\$ 8,855,143	\$ 8,913,460	\$ 9,397,270
Mobile Homes	269,836	285,070	301,700
Personal Property	5,366,538	5,791,110	5,873,390
TOTAL DELINQUENT TAXES RECEIVABLE	\$ 14,491,517	\$ 14,989,640	\$ 15,572,360
TAX RATE FOR DISTRIBUTION			
General Fund	\$ 0.36866	\$ 0.36066	\$ 0.34979
G.O. Debt Service Fund	0.22731	0.22731	0.23000
TOTAL TAX RATE	\$ 0.59597	\$ 0.58797	\$ 0.57979
COLLECTIONS			
Real Property	\$ 1,953,640	\$ 2,077,730	\$ 2,169,830
Mobile Homes	7,401	7,840	8,300
Personal Property	253,623	463,290	469,870
TOTAL COLLECTIONS	\$ 2,214,664	\$ 2,548,860	\$ 2,648,000
PERCENT OF DELINQUENT TAXES COLLECTED			
	15.28%	17.00%	17.00%
DISTRIBUTION BY FUND			
General Fund	\$ 1,369,965	\$ 1,563,460	\$ 1,597,550
G.O. Debt Service Fund	844,699	985,400	1,050,450
TOTAL DISTRIBUTION BY FUND	\$ 2,214,664	\$ 2,548,860	\$ 2,648,000

**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.

AVAILABLE FUNDS	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
Beginning Balance	\$ 1,165,395	\$ 1,785,407	\$ 1,310,119
Accounting Adjustment	(39,635)	0	0
Net Balance	\$ 1,125,760	\$ 1,785,407	\$ 1,310,119
Revenue			
Facility Revenue	\$ 1,470,607	\$ 1,400,620	\$ 1,207,239
Equipment Rental	5,838	20,542	17,846
Office & Club Rental	180,000	270,000	280,040
Club Level Seats	68,852	164,102	55,780
Club Level Suites	168,791	148,975	148,975
Trade Commissions	12,869	31,032	29,670
Suite Food Service	87,712	83,728	79,332
Misc. Event Catering	32,014	80,591	71,905
Food & Beverage	2,508,345	2,125,915	2,065,346
Novelty/Merchandise	122,027	210,213	227,951
Advertising	225,000	275,000	285,230
Event Parking	191,289	324,292	512,307
Non-Event Parking	52,366	46,672	70,000
Reimbursable Expenses	910,173	1,046,499	991,144
Tours	32,943	21,875	22,500
Box Office	30,214	140,138	176,230
Facility Fee	203,624	285,582	282,075
Utilities	140,797	170,779	226,150
Conversion Fee	70,515	104,847	105,768
Electrical Contractors	0	23,076	23,890
Exhibitor Parking	5,013	14,029	15,000
Supplemental Rental	250,000	250,000	250,000
Interest on Time Deposits	69,985	100,000	110,000
Other Reimbursable Expenses	235,703	238,635	258,330
Miscellaneous	49,048	250	6,360
Total Operating Revenues	\$ 7,123,725	\$ 7,577,392	\$ 7,519,068
TOTAL AVAILABLE FUNDS	\$ 8,249,485	\$ 9,362,799	\$ 8,829,187
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 2,858,777	\$ 3,102,720	\$ 3,010,010
Contractual Services	2,047,760	2,508,620	2,751,100
Commodities	182,555	305,330	303,310
Other Expenditures	582,240	651,840	685,360
Capital Outlay	30,117	174,800	0
Subtotal Operating	\$ 5,711,449	\$ 6,743,310	\$ 6,749,780
Transfers to:			
Hotel/Motel Tax Fund	\$ 0	\$ 0	\$ 8,550
C.O. Debt Service	502,629	500,670	499,340
R & I Fund	250,000	622,467	348,277
Improvement & Contingency Fund	0	186,233	49,138
Subtotal Transfers	\$ 752,629	\$ 1,309,370	\$ 905,305
TOTAL APPROPRIATIONS	\$ 6,464,078	\$ 8,052,680	\$ 7,655,085
GROSS ENDING BALANCE	\$ 1,785,407	\$ 1,310,119	\$ 1,174,102
RESTRICTED RESERVE	\$ 1,785,407	\$ 0	\$ 0
RESERVE FOR REVENUE LOSS	\$ 0	\$ 1,123,885	\$ 1,124,963
ENDING BALANCE	\$ 0	\$ 186,234	\$ 49,139

**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 on the operating budget.

	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 3,243,278	\$ 4,974,847	\$ 3,159,487
Accounting Adjustment	2,921,724	0	0
<i>Net Balance</i>	<u>\$ 6,165,002</u>	<u>\$ 4,974,847</u>	<u>\$ 3,159,487</u>
Revenue			
Sale of Surplus Land	\$ 40,932	\$ 194,100	\$ 194,100
Sale of Fixed Assets	3,649	6,000	6,000
Interest on Time Deposits	278,475	295,000	260,000
Developer Street Lights	286,112	225,000	200,000
Transfer from General Fund	1,300,000	1,300,000	5,120,550
Transfer from Solid Waste	100,000	0	0
Transfer for Reimbursable Approp.	0	785,910	295,170
Refunded G O Funds	800,000	0	0
Net Transfer from Closed Capital Projects	613,351	0	0
<i>Total Revenue & Transfers</i>	<u>\$ 3,422,519</u>	<u>\$ 2,806,010</u>	<u>\$ 6,075,820</u>
TOTAL AVAILABLE FUNDS	<u>\$ 9,587,521</u>	<u>\$ 7,780,857</u>	<u>\$ 9,235,307</u>
APPROPRIATIONS			
Operating Expenses			
Appraisal Services	\$ 9,642	\$ 6,700	\$ 6,700
Other Land Sale Expenses	0	200	200
Survey on Land Sales	0	1,700	1,700
<i>Subtotal Operating</i>	<u>\$ 9,642</u>	<u>\$ 8,600</u>	<u>\$ 8,600</u>
Transfers To:			
Municipal Facilities	\$ 635,994	\$ 2,744,030	\$ 1,484,000
Critical Facilities	85,087	62,520	1,504,490
Facilities ADA Improvements	0	0	120,000
Municipal Security	0	0	39,000
District Contingency Fund	385,000	385,000	385,000
Dome Soil Remediation	1,851,181	0	0
Legal Expense Remediation	328,211	0	0
MPO Grant Match	0	0	4,000,000
Street Improvements	257,606	0	0
Traffic Signal Maintenance	0	0	275,000
Traffic Signal Installation	366,098	340,140	349,500
Sale of Rogers Cable System	693,855	0	0
Transfer to Public Health	0	0	365,000
Hemisfair Water Re-use Project	0	0	200,000
Reimbursable Appropriations	0	1,081,080	0
<i>Subtotal Transfers</i>	<u>\$ 4,603,032</u>	<u>\$ 4,612,770</u>	<u>\$ 8,721,990</u>
TOTAL APPROPRIATIONS	<u>\$ 4,612,674</u>	<u>\$ 4,621,370</u>	<u>\$ 8,730,590</u>
GROSS ENDING BALANCE	<u>\$ 4,974,847</u>	<u>\$ 3,159,487</u>	<u>\$ 504,717</u>
RESTRICTED RESERVE	<u>\$ 4,974,847</u>	<u>\$ 3,159,487</u>	<u>\$ 504,717</u>
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 781,516	\$ 274,387	\$ 730,217
Accounting Adjustment	(1,366,827)	0	0
<i>Net Balance</i>	<u>\$ (585,311)</u>	<u>\$ 274,387</u>	<u>\$ 730,217</u>
Revenue			
Car Sales	\$ 185,067	\$ 173,000	\$ 175,200
Confiscated Property	539,262	436,120	434,000
Recovery of Prior Year Expenditures	40,000	0	0
Interest on Time Deposits	83,709	55,340	56,000
Proceeds from Notes Received from Fund 72	1,386,054	0	0
<i>Total Revenue & Transfers</i>	<u>\$ 2,234,092</u>	<u>\$ 664,460</u>	<u>\$ 665,200</u>
TOTAL AVAILABLE FUNDS	<u>\$ 1,648,781</u>	<u>\$ 938,847</u>	<u>\$ 1,395,417</u>
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 32,454	\$ 41,260	\$ 42,000
Contractual Services	93,130	99,630	548,150
Commodities	64,904	14,740	41,450
Other Expenditures	0	0	0
Capital Outlay	1,183,906	53,000	69,000
<i>Subtotal Operating</i>	<u>\$ 1,374,394</u>	<u>\$ 208,630</u>	<u>\$ 700,600</u>
Transfers to:			
Equip Renewal & Replacement	\$ 0	\$ 0	\$ 0
SAPD Property Room	0	0	0
<i>Subtotal Transfers</i>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
TOTAL APPROPRIATIONS	<u>\$ 1,374,394</u>	<u>\$ 208,630</u>	<u>\$ 700,600</u>
GROSS ENDING BALANCE	<u>\$ 274,387</u>	<u>\$ 730,217</u>	<u>\$ 694,817</u>
RESTRICTED RESERVE	<u>\$ 274,387</u>	<u>\$ 730,217</u>	<u>\$ 694,817</u>
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**SPECIAL REVENUE FUND
CONVENTION CENTER EXPANSION PROJECT
SUMMARY OF PROPOSED BUDGET**

Description:

The Convention Center System Development Fund was established to record all expenditures and revenues associated with the development and expansion of the Convention Center.

	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 0	\$ 12,054	\$ 57,219
Accounting Adjustment	(2,525)	0	0
<i>Net Balance</i>	<u>\$ (2,525)</u>	<u>\$ 12,054</u>	<u>\$ 57,219</u>
Revenue			
Recovery of Current Year Expense	\$ 175	\$ 0	\$ 0
Contr. from Conv. Ctr. Exp. Cap. Proj.	141,606	363,000	340,000
Interest on Time Deposits	0	40	40
<i>Total Revenue & Transfers</i>	<u>\$ 141,781</u>	<u>\$ 363,040</u>	<u>\$ 340,040</u>
TOTAL AVAILABLE FUNDS	<u>\$ 139,256</u>	<u>\$ 375,094</u>	<u>\$ 397,259</u>
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 64,369	\$ 146,560	\$ 144,030
Contractual Services	31,222	55,080	60,560
Commodities	4,457	4,600	5,000
Other Expenditures	750	1,500	1,230
Capital Outlay	13,547	5,620	0
<i>Subtotal Operating</i>	<u>\$ 114,345</u>	<u>\$ 213,360</u>	<u>\$ 210,820</u>
Transfers to:			
General Fund	\$ 12,857	\$ 104,515	\$ 165,320
TOTAL APPROPRIATIONS	<u>\$ 127,202</u>	<u>\$ 317,875</u>	<u>\$ 376,140</u>
GROSS ENDING BALANCE	<u>\$ 12,054</u>	<u>\$ 57,219</u>	<u>\$ 21,119</u>
RESTRICTED RESERVE	<u>\$ 12,054</u>	<u>\$ 57,219</u>	<u>\$ 21,119</u>
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ (342,800)	\$ 31,612	\$ 43,355
Accounting Adjustment	175,933	0	0
Net Balance	\$ (166,867)	\$ 31,612	\$ 43,355
Revenue			
Ambulance Service Fee	\$ 5,052,817	\$ 5,160,715	\$ 5,463,758
Interest on Time Deposits	20,928	24,500	24,500
Contribution from Other Agencies	2,622,786	2,479,397	2,376,460
Contribution from General Fund	17,918,630	19,625,948	20,722,228
EMS Records Search Fee	0	4,590	4,590
Other	0	0	3,700
Total Revenue & Transfers	\$ 25,615,161	\$ 27,295,150	\$ 28,595,236
TOTAL AVAILABLE FUNDS	\$ 25,448,294	\$ 27,326,762	\$ 28,638,591
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 20,443,556	\$ 22,147,979	\$ 23,324,943
Contractual Services	2,382,552	2,463,933	2,513,068
Collection Expense	707,288	722,500	764,930
Commodities	1,033,046	1,167,130	1,156,798
Other Expenditures	347,120	347,120	323,380
Capital Outlay	503,120	434,745	496,978
Subtotal Operating	\$ 25,416,682	\$ 27,283,407	\$ 28,580,097
Transfers to:			
General Fund	\$ 0	\$ 0	\$ 0
TOTAL APPROPRIATIONS	\$ 25,416,682	\$ 27,283,407	\$ 28,580,097
GROSS ENDING BALANCE	\$ 31,612	\$ 43,355	\$ 58,494
RESTRICTED RESERVE	\$ 31,612	\$ 43,355	\$ 58,494
NET ENDING BALANCE	\$ 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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 3,738,233	\$ 4,383,569	\$ 4,004,079
Accounting Adjustment	438,165	0	0
<i>Net Balance</i>	<u>\$ 4,176,398</u>	<u>\$ 4,383,569</u>	<u>\$ 4,004,079</u>
Revenue			
Hotel-Motel Occupancy Tax	\$ 24,240,718	\$ 24,724,040	\$ 26,011,080
Convention Center Revenue	3,111,194	2,660,240	3,058,560
Convention Arena Revenue	245,949	0	0
Municipal Auditorium Revenue	379,698	313,700	320,140
Miscellaneous Revenue	114,099	75,240	74,300
Interest on Time Deposits	133,529	180,000	170,000
Contribution from Alamodome	0	0	8,550
<i>Total Revenue & Transfers</i>	<u>\$ 28,225,187</u>	<u>\$ 27,953,220</u>	<u>\$ 29,642,630</u>
TOTAL AVAILABLE FUNDS	<u>\$ 32,401,585</u>	<u>\$ 32,336,789</u>	<u>\$ 33,646,709</u>
APPROPRIATIONS			
Operating Expenses:			
CONVENTION & VISITORS BUREAU			
Personal Services	\$ 2,646,075	\$ 2,892,440	\$ 3,078,470
Contractual Services	8,289,061	7,982,450	8,245,850
Commodities	106,463	149,510	78,890
Other Expenditures	76,050	82,530	63,840
Capital Outlay	27,376	125,000	26,910
<i>Subtotal</i>	<u>\$ 11,145,025</u>	<u>\$ 11,231,930</u>	<u>\$ 11,493,960</u>
ARTS & CULTURAL AFFAIRS			
Personal Services	\$ 421,646	\$ 482,020	\$ 514,780
Contractual Services	179,000	172,330	177,990
Commodities	21,783	12,950	11,210
Other Expenditures	1,280	9,270	1,280
Capital Outlay	13,462	6,000	30,000
<i>Subtotal</i>	<u>\$ 637,171</u>	<u>\$ 682,570</u>	<u>\$ 735,260</u>
CONVENTION FACILITIES			
Personal Services	\$ 4,117,683	\$ 4,367,210	\$ 5,308,150
Contractual Services	2,599,019	2,759,540	3,294,180
Commodities	388,404	427,500	415,020
Other Expenditures	632,350	710,920	772,360
Capital Outlay	176,724	177,940	147,140
<i>Subtotal</i>	<u>\$ 7,914,180</u>	<u>\$ 8,443,110</u>	<u>\$ 9,936,850</u>

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

INTERNATIONAL AFFAIRS			
Personal Services	\$ 160,746	\$ 202,870	\$ 207,010
Contractual Services	68,908	80,980	78,990
Commodities	24,213	46,120	42,480
Other Expenditures	3,250	3,460	2,020
Capital Outlay	6,694	3,320	15,000
<i>Subtotal</i>	<u>\$ 263,811</u>	<u>\$ 336,750</u>	<u>\$ 345,500</u>
NON-DEPARTMENTAL			
Personal Services	\$ 0	\$ 0	\$ 0
Contractual Services	145,239	143,370	146,000
Commodities	0	0	0
Other Expenditures	333,933	300,000	320,240
Capital Outlay		0	0
<i>Subtotal</i>	<u>\$ 479,172</u>	<u>\$ 443,370</u>	<u>\$ 466,240</u>
CONTRIBUTIONS TO OTHER AGENCIES	<u>\$ 3,209,598</u>	<u>\$ 2,887,700</u>	<u>\$ 2,661,420</u>
TOTAL OPERATING EXPENSES			
Personal Services	\$ 7,346,150	\$ 7,944,540	\$ 9,108,410
Contractual Services	11,281,227	11,138,670	11,943,010
Commodities	540,863	636,080	547,600
Other Expenditures	4,256,461	3,993,880	3,821,160
Capital Outlay	224,256	312,260	219,050
<i>Total Operating</i>	<u>\$ 23,648,957</u>	<u>\$ 24,025,430</u>	<u>\$ 25,639,230</u>
Transfers to:			
General Fund	\$ 666,366	\$ 730,550	\$ 780,810
Support for History and Tourism	2,574,090	2,645,570	3,032,100
C. O. Debt Service	424,488	410,110	395,740
Improvement & Contingency Fund	420,000	350,000	1,970,000
Employee Benefits Insurance Fund	21,050	21,050	21,050
Carver Community Cultural Center	75,000	75,000	154,250
CASA Program	75,000	75,000	97,380
Other Transfers	113,065	0	0
<i>Subtotal Transfers</i>	<u>\$ 4,369,059</u>	<u>\$ 4,307,280</u>	<u>\$ 6,451,330</u>
TOTAL APPROPRIATIONS	<u>\$ 28,018,016</u>	<u>\$ 28,332,710</u>	<u>\$ 32,090,560</u>
GROSS ENDING BALANCE	<u>\$ 4,383,569</u>	<u>\$ 4,004,079</u>	<u>\$ 1,556,149</u>
RESTRICTED RESERVE	<u>\$ 4,383,569</u>	<u>\$ 4,004,079</u>	<u>\$ 1,288,700</u>
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 267,449</u>

**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.

AVAILABLE FUNDS	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
Beginning Balance	\$ 2,063,671	\$ 2,093,089	\$ 1,241,112
Accounting Adjustment	(22,114)	0	0
Net Balance	\$ 2,041,557	\$ 2,093,089	\$ 1,241,112
Revenue			
Medicaid/Medicare	\$ 626,983	\$ 634,500	\$ 578,000
Patient Co-Pay	232,800	199,650	205,650
Interest on Time Deposits	112,701	95,000	40,000
Program Income	644	967	1,000
Contributions	1,000	51,000	1,000
Transfer from Cap. Imprv. Res. Fd.	0	0	365,000
Transfer from Unspent Funds	258,365	0	0
Total Revenue & Transfers	\$ 1,232,493	\$ 981,117	\$ 1,190,650
TOTAL AVAILABLE FUNDS	\$ 3,274,050	\$ 3,074,206	\$ 2,431,762
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 691,288	\$ 1,026,960	\$ 1,601,387
Contractual Services	31,174	479,610	168,785
Commodities	96,543	106,750	135,050
Other Expenditures	11,120	21,250	21,855
Capital Outlay	350,158	115,830	0
Subtotal Operating	\$ 1,180,283	\$ 1,750,400	\$ 1,927,077
Transfers to:			
Int. Eligibility	\$ 678	\$ 0	\$ 0
Public Health Support Grant	0	75,000	0
Renovation of Basilla Pharmacy	0	7,694	0
General Fund	0	0	140,150
Subtotal Transfers	\$ 678	\$ 82,694	\$ 140,150
TOTAL APPROPRIATIONS	\$ 1,180,961	\$ 1,833,094	\$ 2,067,227
GROSS ENDING BALANCE	\$ 2,093,089	\$ 1,241,112	\$ 364,535
RESTRICTED RESERVE	\$ 2,093,089	\$ 1,241,112	\$ 364,535
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0

**SPECIAL REVENUE FUND
STREETS AND DRAINAGE MAINTENANCE AND IMPROVEMENT FUND
SUMMARY OF PROPOSED BUDGET**

Description:

The Street and Drainage Maintenance and Improvement Fund was created as a centralizing mechanism for the various sources that fund maintenance and improvements of street and drainage facilities. 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.

AVAILABLE FUNDS	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
Beginning Balance	\$ (785,122)	\$ 1,365,747	\$ 172,781
Accounting Adjustment	(2,150,444)	0	0
Net Balance	\$ (2,935,566)	\$ 1,365,747	\$ 172,781
Revenue			
Street Resurfacing/Sewer Installation	\$ 51,213	\$ 45,000	\$ 45,000
Miscellaneous			
Interest on Time Deposits	320,054	460,000	250,000
Recovery of Expenditures	18,802	8,500	8,500
Contribution from VIA	211,788	215,250	223,000
Contribution from Closed Capital Projects	286,749	0	0
Contribution from General Fund	25,820,000	28,902,860	23,659,990
Contribution from Stormwater	0	0	5,792,120
Total Revenue & Transfers	\$ 26,708,606	\$ 29,631,610	\$ 29,978,610
TOTAL AVAILABLE FUNDS	\$ 23,773,040	\$ 30,997,357	\$ 30,151,391
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 9,270,315	\$ 10,535,525	\$ 11,699,081
Contractual Services	3,812,103	4,260,671	3,580,949
Commodities	5,026,239	5,239,340	5,470,666
Other Expenditures	604,460	604,460	556,250
Capital Outlay	992,164	2,580,289	1,819,947
Subtotal Operating	\$ 19,705,281	\$ 23,220,285	\$ 23,126,893
Transfers to:			
Contractual Street Repair	\$ 2,585,638	\$ 6,474,381	\$ 7,016,745
Pavement Management System	116,374	0	0
Prior Yr. Designation of Street Maintenance	0	1,129,910	0
Subtotal Transfers	\$ 2,702,012	\$ 7,604,291	\$ 7,016,745
TOTAL APPROPRIATIONS	\$ 22,407,293	\$ 30,824,576	\$ 30,143,638
GROSS ENDING BALANCE	\$ 1,365,747	\$ 172,781	\$ 7,753
RESTRICTED RESERVE	\$ 1,365,747	\$ 172,781	\$ 7,753
NET ENDING BALANCE	\$ 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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 4,989,013	\$ 5,414,419	\$ 4,855,090
Accounting Adjustment	136,650	0	0
Net Balance	\$ 5,125,663	\$ 5,414,419	\$ 4,855,090
Revenue			
Operating Revenue	\$ 29,293,455	\$ 31,242,763	\$ 33,392,947
Interest on Time Deposits	548,914	600,000	525,000
Other Revenue	1,029,254	78,939	73,040
Total Revenue & Transfers	\$ 30,871,623	\$ 31,921,702	\$ 33,990,987
TOTAL AVAILABLE FUNDS	\$ 35,997,286	\$ 37,336,121	\$ 38,846,077
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 12,037,683	\$ 12,889,402	\$ 12,761,537
Contractual Services	2,581,580	3,224,435	3,676,512
Commodities	935,635	1,108,887	1,219,253
Other Expenditures	1,163,763	1,269,457	1,139,438
Capital Outlay	396,054	665,393	612,243
Subtotal Operating	\$ 17,114,715	\$ 19,157,574	\$ 19,408,983
Transfers to:			
General Fund	\$ 676,174	\$ 826,700	\$ 754,933
General Fund - SMBA	98,000	101,480	72,120
Improvements & Contingency Fund	3,967,960	3,607,677	4,765,233
Revenue Bond Debt Service	8,641,818	8,703,400	8,701,600
Employee Benefits Insurance Fund	84,200	84,200	84,200
Other Transfers	0	0	0
Subtotal Transfers	\$ 13,468,152	\$ 13,323,457	\$ 14,378,086
TOTAL APPROPRIATIONS	\$ 30,582,867	\$ 32,481,031	\$ 33,787,069
GROSS ENDING BALANCE	\$ 5,414,419	\$ 4,855,090	\$ 5,059,008
RESTRICTED RESERVE	\$ 5,414,419	\$ 4,855,090	\$ 5,059,008
NET ENDING BALANCE	\$ 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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 198,408	\$ 224,498	\$ 211,225
Revenue			
Confiscated Property	\$ 27,750	\$ 20,000	\$ 20,500
Interest on Time Deposits	12,195	11,000	11,000
<i>Total Revenue & Transfers</i>	\$ 39,945	\$ 31,000	\$ 31,500
TOTAL AVAILABLE FUNDS	\$ 238,353	\$ 255,498	\$ 242,725
APPROPRIATIONS			
Contractual Services	\$ 6,115	\$ 13,448	\$ 2,000
Commodities	3,204	3,300	10,300
Capital Outlay	4,536	27,525	28,140
TOTAL APPROPRIATIONS	\$ 13,855	\$ 44,273	\$ 40,440
GROSS ENDING BALANCE	\$ 224,498	\$ 211,225	\$ 202,285
RESTRICTED RESERVE	\$ 224,498	\$ 211,225	\$ 202,285
NET ENDING BALANCE	\$ 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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 10,872,153	\$ 9,261,759	\$ 6,679,363
Accounting Adjustment	(1,163,071)	0	0
<i>Net Balance</i>	<u>\$ 9,709,082</u>	<u>\$ 9,261,759</u>	<u>\$ 6,679,363</u>
Revenue			
Transfer from Airport Revenue Fund	\$ 3,967,960	\$ 3,291,521	\$ 2,683,213
Other Revenue	157,595	0	0
<i>Total Revenue & Transfers</i>	<u>\$ 4,125,555</u>	<u>\$ 3,291,521</u>	<u>\$ 2,683,213</u>
TOTAL AVAILABLE FUNDS	<u>\$ 13,834,637</u>	<u>\$ 12,553,280</u>	<u>\$ 9,362,576</u>
APPROPRIATIONS			
Capital Projects	\$ 3,086,440	\$ 2,986,904	\$ 4,263,644
Transfer to Grant Funds	1,486,438	2,887,013	1,154,375
TOTAL APPROPRIATIONS	<u>\$ 4,572,878</u>	<u>\$ 5,873,917</u>	<u>\$ 5,418,019</u>
GROSS ENDING BALANCE	<u>\$ 9,261,759</u>	<u>\$ 6,679,363</u>	<u>\$ 3,944,557</u>
RESTRICTED RESERVE	<u>\$ 9,261,759</u>	<u>\$ 6,679,363</u>	<u>\$ 3,944,557</u>
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 128,162	\$ 731,578	\$ 607,540
Accounting Adjustment	358,311	0	0
Net Balance	\$ 486,473	\$ 731,578	\$ 607,540
Revenue			
Brackenridge Golf Course	\$ 824,332	\$ 873,320	\$ 883,160
Riverside Golf Course	918,254	870,283	969,860
Willow Springs Golf Course	789,758	779,513	836,070
Olmos Golf Course	993,703	1,036,402	1,064,350
Mission Del Lago Golf Course	770,348	750,000	825,070
Cedar Creek Golf Course	1,483,897	1,485,124	1,521,520
Polo Field Driving Range	138,877	156,470	168,650
San Pedro Pitch and Putt	318,423	345,000	374,280
Resident Golf Card	195,160	214,295	204,010
Interest on Time Deposit	52,278	32,000	55,000
Miscellaneous	17,265	10,770	18,020
Water Surcharge	141,457	144,283	141,490
Total Revenue & Transfers	\$ 6,643,752	\$ 6,697,460	\$ 7,061,480
TOTAL AVAILABLE FUNDS	\$ 7,130,225	\$ 7,429,038	\$ 7,669,020
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 3,019,211	\$ 3,204,840	\$ 3,236,710
Contractual Services	1,221,947	1,312,310	1,492,512
Commodities	892,246	857,480	830,979
Other Expenditures	86,428	98,139	72,760
Capital Outlay	111,879	155,867	229,550
Subtotal Operating	\$ 5,331,711	\$ 5,628,636	\$ 5,862,511
Transfers to:			
General Fund	\$ 100,000	\$ 125,000	\$ 130,000
General Fund-Overhead	256,487	277,722	289,830
Golf Course Debt Service	418,367	537,550	574,900
Golf Carts & Equipment Reserve Fund	289,972	250,480	248,730
Employee Benefits Insurance Fund	2,110	2,110	2,110
Subtotal Transfers	\$ 1,066,936	\$ 1,192,862	\$ 1,245,570
TOTAL APPROPRIATIONS	\$ 6,398,647	\$ 6,821,498	\$ 7,108,081
GROSS ENDING BALANCE	\$ 731,578	\$ 607,540	\$ 560,939
RESTRICTED RESERVE	\$ 731,578	\$ 607,540	\$ 560,939
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0

**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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 990,323	\$ 1,525,881	\$ 2,097,531
Accounting Adjustment	16,374	0	0
Net Balance	\$ 1,006,697	\$ 1,525,881	\$ 2,097,531
Revenue			
Parking Lot Fees	\$ 4,979,741	\$ 5,568,400	\$ 6,108,990
Parking Meter Collections	849,880	893,000	901,930
Retail Space Leases	472,249	471,980	463,600
Employee Bus Fare/Carpool	34,810	72,000	75,600
Miscellaneous	203	250	250
Recovery of Expenditures	21,192	20,200	20,600
Interest on Time Deposits	83,817	98,000	98,000
Contribution from General Fund	282,431	279,220	292,340
Total Revenue & Transfers	\$ 6,724,323	\$ 7,403,050	\$ 7,961,310
TOTAL AVAILABLE FUNDS	\$ 7,731,020	\$ 8,928,931	\$ 10,058,841
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 2,610,587	\$ 2,837,880	\$ 3,143,445
Contractual Services	808,063	976,070	890,629
Commodities	274,484	174,840	205,427
Other Expenditures	146,819	152,020	145,420
Capital Outlay	203,297	151,710	160,475
Subtotal Operating	\$ 4,043,250	\$ 4,292,520	\$ 4,545,396
Transfers to:			
General Fund	\$ 201,856	\$ 228,580	\$ 254,270
General Fund - Street Lighting	120,000	300,000	300,000
General Fund - Payment In-Lieu-of Taxes	100,000	125,000	130,000
Improvements & Contingencies	100,000	100,000	100,000
Parking Facility Debt Service	1,421,233	1,638,190	1,712,170
Employee Benefits Insurance Fund	2,110	2,110	2,110
Alamodome-Reimb. for Marketing	25,000	25,000	25,000
Contribution to Cattleman's Square	0	120,000	0
Library Renovations	191,690	0	0
Subtotal Transfers	\$ 2,161,889	\$ 2,538,880	\$ 2,523,550
TOTAL APPROPRIATIONS	\$ 6,205,139	\$ 6,831,400	\$ 7,068,946
GROSS ENDING BALANCE	\$ 1,525,881	\$ 2,097,531	\$ 2,989,895
RESTRICTED RESERVE	\$ 1,525,881	\$ 2,097,531	\$ 2,989,895
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0

**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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 6,867	\$ 7,578	\$ 112,578
Revenue			
Trans. from Parking Revenue Fund	\$ 0	\$ 100,000	\$ 100,000
Interest On Time Deposits	711	5,000	5,000
<i>Total Revenue & Transfers</i>	\$ 711	\$ 105,000	\$ 105,000
TOTAL AVAILABLE FUNDS	\$ 7,578	\$ 112,578	\$ 217,578
APPROPRIATIONS			
Trans. to Parking Revenue Fund	\$ 0	\$ 0	\$ 0
TOTAL APPROPRIATIONS	\$ 0	\$ 0	\$ 0
GROSS ENDING BALANCE	\$ 7,578	\$ 112,578	\$ 217,578
RESTRICTED RESERVE	\$ 7,578	\$ 112,578	\$ 217,578
NET ENDING BALANCE	\$ 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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 7,605,794	\$ 5,282,749	\$ 5,014,738
Accounting Adjustment	5,909,730	0	0
Net Balance	\$ 13,515,524	\$ 5,282,749	\$ 5,014,738
Revenue			
Solid Waste Processing Fee	\$ 33,183,167	\$ 33,613,090	\$ 34,151,790
Commercial Collection Fee	85,556	85,000	85,000
Landfill Charges	15,279	0	0
Commercial Brush Fee	19,938	9,500	9,500
Special Request Pickup	85,899	61,500	51,300
Recycling Program	1,199,480	677,000	425,000
Franchise Fee	313,225	300,000	300,000
Interest on Time Deposits	641,705	575,000	575,000
Miscellaneous Revenue	302,480	19,860	4,850
Contribution from Stormwater	0	437,000	437,000
Total Revenue & Transfers	\$ 35,846,729	\$ 35,777,950	\$ 36,039,440
TOTAL AVAILABLE FUNDS	\$ 49,362,253	\$ 41,060,699	\$ 41,054,178
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 15,989,156	\$ 17,066,147	\$ 18,282,380
Contractual Services	11,632,858	13,990,660	12,804,321
Commodities	2,178,565	2,000,720	2,931,868
Other Expenditures	6,236,173	545,890	555,120
Capital Outlay	5,815,630	124,890	511,980
Subtotal Operating	\$ 41,852,382	\$ 33,728,307	\$ 35,085,669
Transfers to:			
General Fund	\$ 1,230,614	\$ 1,348,503	\$ 1,471,876
General Fund-Dumping Enforcement	101,924	103,596	105,000
General Fund-Environmental	68,460	86,705	93,161
Improvement & Contingency Fund	150,000	250,000	250,000
Environmental Services	100,000	0	0
Employee Benefits Insurance Fund	105,250	105,250	105,250
Solid Waste Debt Service Fund	437,719	423,600	437,710
Fund 26-008002	33,155	0	0
Subtotal Transfers	\$ 2,227,122	\$ 2,317,654	\$ 2,462,997
TOTAL APPROPRIATIONS	\$ 44,079,504	\$ 36,045,961	\$ 37,548,666
GROSS ENDING BALANCE	\$ 5,282,749	\$ 5,014,738	\$ 3,505,512
RESTRICTED RESERVE	\$ 5,282,749	\$ 5,014,738	\$ 3,505,512
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0

**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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 348,332	\$ 520,344	\$ 800,344
Revenue			
Trans. from Solid Waste Operating Fund	\$ 150,000	\$ 250,000	\$ 250,000
Interest On Time Deposits	22,012	30,000	30,000
<i>Total Revenue & Transfers</i>	\$ 172,012	\$ 280,000	\$ 280,000
TOTAL AVAILABLE FUNDS	\$ 520,344	\$ 800,344	\$ 1,080,344
APPROPRIATIONS			
Trans. to Solid Waste Operating Fund	\$ 0	\$ 0	\$ 0
TOTAL APPROPRIATIONS	\$ 0	\$ 0	\$ 0
GROSS ENDING BALANCE	\$ 520,344	\$ 800,344	\$ 1,080,344
RESTRICTED RESERVE	\$ 520,344	\$ 800,344	\$ 1,080,344
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0



Categorical Grants



**CITY OF SAN ANTONIO
SUMMARY OF
GRANT PARTICIPATION**

<i>Department</i>	<i>Program</i>	<i>Federal</i>	<i>State</i>	<i>City-Match</i>	<i>Other-In-Kind</i>	<i>Proposed 96-97</i>
Arts & Cultural	Operational Support	-	7,714	-	7,714	15,428
Arts & Cultural	Planning	9,000	-	-	19,188	28,188
Arts & Cultural	Planning and Stabilization	250,000	-	-	1,509,000	1,759,000
Arts & Cultural	Youth Arts Development Project	20,000	-	-	-	20,000
Arts & Cultural	Core Program	20,000	-	-	168,544	188,544
Arts & Cultural	Subgranting	-	7,745	-	7,745	15,490
Arts & Cultural Total		299,000	15,459	-	1,712,191	2,026,650
Aviation	Airway & Airport Improvement	6,926,250	-	2,308,750	-	9,235,000
Aviation Total		6,926,250	-	2,308,750	-	9,235,000
Code Compliance	Enforcing Anti-Dumping Laws	-	20,760	-	-	20,760
Code Compliance Total		-	20,760	-	-	20,760
Community Initiatives	Child Care Management Services	-	23,376,612	1,200,000	-	24,576,612
Community Initiatives	Client Managed Program	-	1,419,431	-	12,000	1,431,431
Community Initiatives	Community Food & Nutrition Health Screening	50,000	-	-	-	50,000
Community Initiatives	Community Services Block Grant	-	1,186,812	-	-	1,186,812
Community Initiatives	Comprehensive Nutrition Program	-	1,596,897	1,573,650	186,238	3,356,785
Community Initiatives	Dwyer Building Transitional Housing	301,566	-	-	174,422	475,988
Community Initiatives	Emergency Shelter Grant 1995	384,500	-	-	155,975	540,475
Community Initiatives	FEMA	35,500	-	-	-	35,500
Community Initiatives	Head Start	19,514,278	-	-	-	19,514,278
Community Initiatives	Housing Opportunity for Persons w/AIDS	333,333	-	-	-	333,333
Community Initiatives	Medical Transportation TDOH	-	169,994	-	-	169,994
Community Initiatives	Personal Assistance	141,379	-	-	15,807	157,186
Community Initiatives	Personal Attendant Services	-	400,000	-	24,000	424,000
Community Initiatives	Responsible Adolescent Parenting (RAP)	-	114,225	5,000	-	119,225
Community Initiatives	Runaway Youth Program	-	30,305	7,576	-	37,881
Community Initiatives	Supportive Housing Initiatives Program (SHIP)	833,333	-	-	-	833,333
Community Initiatives	Supportive Housing Opportunities (SHOP)	800,000	-	-	-	800,000
Community Initiatives	Title III (AACOG) Transportation	-	326,615	92,300	8,000	426,915
Community Initiatives	Urban Smarts	-	50,608	75,913	-	126,521
Community Initiatives Total		22,393,889	28,671,499	2,954,439	576,442	54,596,289
Economic Development	1996 Defense Conversion Program	4,100,000	-	-	1,366,666	5,466,666
Economic Development	Procurement Outreach Program	149,950	-	-	175,210	325,160
Economic Development Total		4,249,950	-	-	1,541,876	5,791,826
Fire	Arson Training	-	8,593	2,560	-	11,153
Fire	Emergency Management	78,335	-	212,054	-	290,389
Fire Total		78,335	8,593	214,614	-	301,542
Health	Bicycle Injury Prevention Project	-	-	-	-	-
Health	Cancer Prevention Project	-	99,981	-	-	99,981
Health	Childhood Immunization Project	3,712,184	-	-	-	3,712,184
Health	Drug Use Forecasting Project	70,300	-	-	-	70,300
Health	EPSDT Project	-	-	-	-	-
Health	Family Planning Services	100,000	181,868	-	136,620	418,488
Health	HIV Services	-	1,672,653	-	-	1,672,653
Health	Maternal Residential Treatment Project	-	136,175	-	-	136,175
Health	PCI Health Services Project	-	-	-	204,000	204,000
Health	Ryan White Title I	2,331,261	-	-	-	2,331,261
Health	Special TB Outreach Project	361,512	189,979	-	-	551,491
Health	STD Control Project	128,454	77,146	-	-	205,600
Health	WIC Program	-	5,137,072	-	-	5,137,072
Health Total		6,703,711	7,494,874	-	340,620	14,539,205
Housing & Community Dev	CDBG Program	20,679,000	-	-	1,045,000	21,724,000
Housing & Community Dev	Home Entitlement Program	6,247,000	-	-	-	6,247,000
Housing & Community Dev Total		26,926,000	-	-	1,045,000	27,971,000
Library	Interlibrary Loan Services	171,620	-	-	-	171,620
Library	Library System Services - Federal Grant	411,736	-	-	-	411,736
Library	Library System Services - State Grant	-	336,987	-	-	336,987
Library	Library-Internet Assistance Grant	-	-	-	15,527	15,527
Library	MURL-Federal Grant	120,881	-	-	-	120,881
Library Total		704,237	336,987	-	15,527	1,056,751
Parks & Recreation	Roving Leader Outreach Program	110,000	-	-	-	110,000
Parks & Recreation	Summer Food Svc Prg for Children	-	596,460	-	-	596,460
Parks & Recreation Total		110,000	596,460	-	-	706,460
Planning	Metropolitan Planning Program - (MPO)	225,000	-	-	-	225,000

**CITY OF SAN ANTONIO
SUMMARY OF
GRANT PARTICIPATION**

<i>Department</i>	<i>Program</i>	<i>Federal</i>	<i>State</i>	<i>City-Match</i>	<i>Other-In-Kind</i>	<i>Proposed 96-97</i>
Planning Total		225,000	-	-	-	225,000
Police	AACOG (CJD) Training Grant	-	8,593	5,407	-	14,000
Police	Child Abuse Counseling Program	-	-	152,744	-	152,744
Police	Cops Ahead Grant	1,402,666	-	1,487,700	-	2,890,366
Police	Family Assistance Crisis Team	-	17,851	71,809	-	89,660
Police	GRAASP - Gang Rehab Prg	200,000	-	-	-	200,000
Police	High Intensity Drug Trafficking Area-Financial	776,775	-	-	-	776,775
Police	High Intensity Drug Trafficking Area-HIDTA	612,278	-	-	-	612,278
Police	Police Hiring Supplement Grant-SAFFE	-	-	425,000	-	425,000
Police	Salvage & Theft Reduction Insp Prog	1,120,000	-	260,000	320,000	1,700,000
Police	Weed and Seed Program 1996	200,000	-	-	-	200,000
Police	Weed and Seed Program/DEA	100,000	-	-	-	100,000
Police	Youth Firearms Violence Initiative	-	-	-	-	-
Police	Technical Support Detail	-	60,760	101,286	-	162,046
Police Total		4,411,719	87,204	2,503,946	320,000	7,322,889
Grand Total		73,028,091	37,231,836	7,981,749	5,551,656	123,793,332



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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 0	\$ 0	\$ 0
Revenue			
Contribution from Other Agencies	\$ 130,328	\$ 147,510	\$ 144,420
<i>Total Revenue & Transfers</i>	<u>\$ 130,328</u>	<u>\$ 147,510</u>	<u>\$ 144,420</u>
TOTAL AVAILABLE FUNDS	<u>\$ 130,328</u>	<u>\$ 147,510</u>	<u>\$ 144,420</u>
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 99,976	\$ 110,720	\$ 113,180
Contractual Services	10,987	15,970	11,440
Commodities	15,545	17,000	15,960
Other Expenditures	3,820	3,820	3,840
TOTAL APPROPRIATIONS	<u>\$ 130,328</u>	<u>\$ 147,510</u>	<u>\$ 144,420</u>
ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**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. Currently, the Casa San Antonio program is funded by the City of San Antonio and the San Antonio International Affairs foundation.

	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 86,347	\$ 5,719	\$ 66,619
Revenue			
Transfers:			
General Fund - Economic Initiatives	\$ 206,936	\$ 336,870	\$ 226,620
Special Revenue - Hotel/Motel	75,000	75,000	97,380
Corporate Contributions	0	0	0
<i>Total Revenue & Transfers</i>	<u>\$ 281,936</u>	<u>\$ 411,870</u>	<u>\$ 324,000</u>
TOTAL AVAILABLE FUNDS	<u>\$ 368,283</u>	<u>\$ 417,589</u>	<u>\$ 390,619</u>
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 103,175	\$ 158,580	\$ 160,490
Contractual Services	232,077	166,700	218,860
Commodities	9,662	6,680	7,790
Other Expenditures	2,040	2,280	2,460
Capital Outlay	15,610	16,730	0
TOTAL APPROPRIATIONS	<u>\$ 362,564</u>	<u>\$ 350,970</u>	<u>\$ 389,600</u>
ENDING BALANCE	<u>\$ 5,719</u>	<u>\$ 66,619</u>	<u>\$ 1,019</u>

**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.

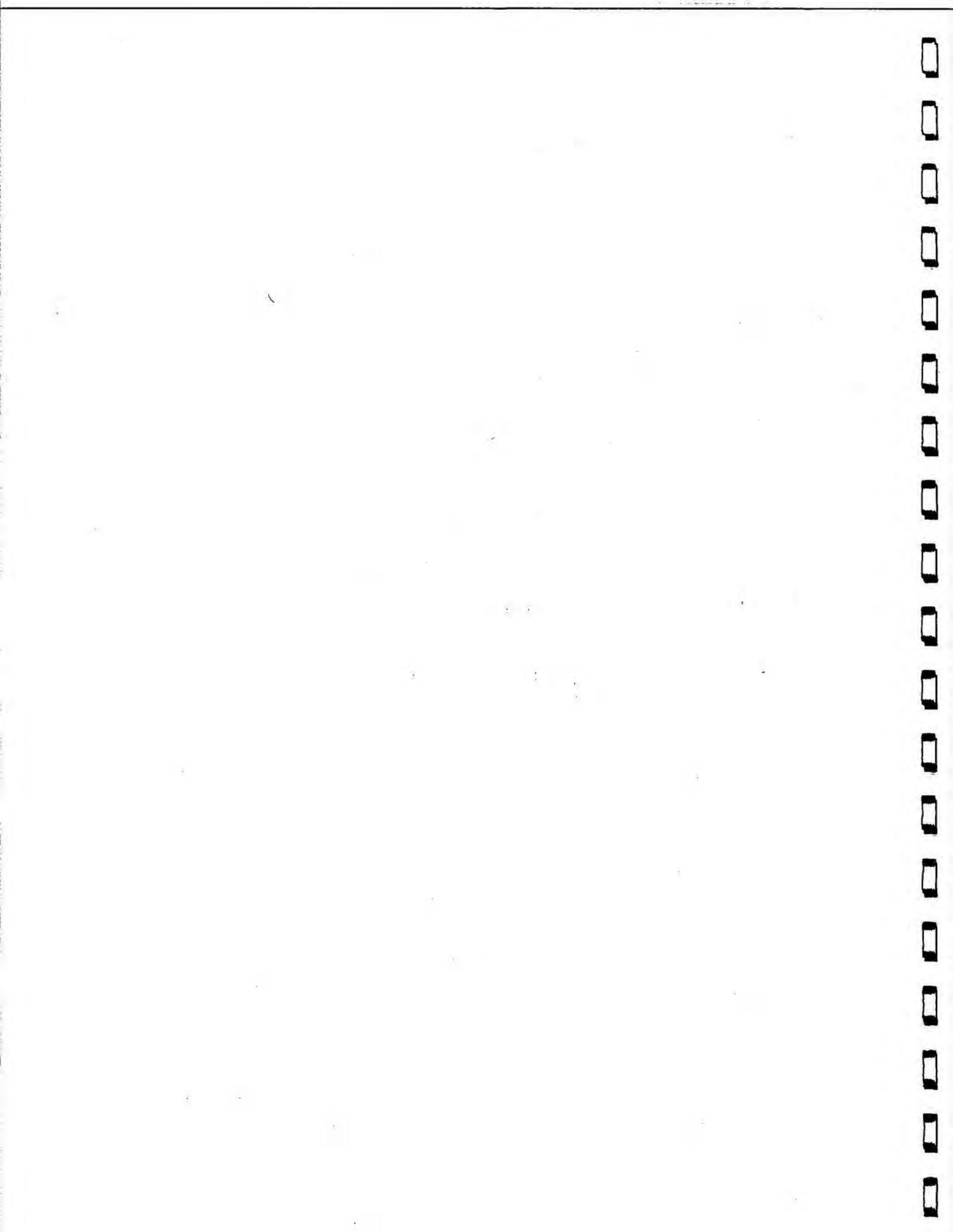
	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 1,833	\$ (11,889)	251
Revenue			
Transfers	\$ 0	\$ 82,700	82,500
SALDC Loan Programs (SBA and EDA)	20,000	25,000	25,000
Bond Companies (CSAIDA, HFDC, HEA)	75,000	0	0
Recovery of Expenditures	25,483	35,000	35,000
<i>Total Revenue & Transfers</i>	<u>\$ 120,483</u>	<u>\$ 142,700</u>	<u>142,500</u>
TOTAL AVAILABLE FUNDS	<u>\$ 122,316</u>	<u>\$ 130,811</u>	<u>142,751</u>
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 117,613	\$ 116,880	109,410
Contractual Services	14,727	12,170	16,450
Commodities	1,225	800	600
Other Expenditures	640	710	640
Capital Outlay	0	0	0
TOTAL APPROPRIATIONS	<u>\$ 134,205</u>	<u>\$ 130,560</u>	<u>127,100</u>
ENDING BALANCE	<u>\$ (11,889)</u>	<u>251</u>	<u>15,651</u>

**EXPENDABLE TRUST FUNDS
FIDUCIARY FUNDS
SUMMARY OF PROPOSED BUDGET**

	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
SAN JOSE BURIAL PARK PERM. FUND			
Beginning Balance	\$ 2,975,104	\$ 3,114,698	\$ 3,114,698
Revenues	\$ 190,615	\$ 0	\$ 0
Expenditures	51,021	0	0
Ending Balance	\$ 3,114,698	\$ 3,114,698	\$ 3,114,698
MEMORIAL AND GIFTS FUND			
Beginning Balance	\$ 1,535,220	1,779,761	1,779,761
Accounting Adjustment	(2,275,058)	0	0
<i>Net Balance</i>	<i>\$ (739,838)</i>	<i>\$ 1,779,761</i>	<i>\$ 1,779,761</i>
Revenues	\$ 3,266,537	\$ 0	\$ 0
Expenditures	746,938	0	0
Ending Balance	\$ 1,779,761	\$ 1,779,761	\$ 1,779,761
FIRE AND POLICEMEN'S PENSION FUND			
Beginning Balance	\$ 507,885,051	\$ 568,308,764	\$ 568,308,764
Revenues	\$ 107,365,876	\$ 0	\$ 0
Expenditures	46,942,163	0	0
Ending Balance	\$ 568,308,764	\$ 568,308,764	\$ 568,308,764
PARKS AND RECREATION ATHLETIC FUND			
Beginning Balance	\$ 765,837	\$ 801,624	\$ 801,624
Revenues	\$ 346,382	\$ 0	\$ 0
Expenditures	310,595	0	0
Ending Balance	\$ 801,624	\$ 801,624	\$ 801,624
911 DISTRICT FUND			
Beginning Balance	\$ 20,472	\$ 34,400	\$ 34,400
Revenues	\$ 615,317	\$ 0	\$ 0
Expenditures	601,389	0	0
Ending Balance	\$ 34,400	\$ 34,400	\$ 34,400
HOUSING TRUST FUND			
Beginning Balance	\$ 10,701,118	\$ 10,352,590	\$ 10,352,590
Accounting Adjustment	(1,073,734)	0	0
<i>Net Balance</i>	<i>\$ 9,627,384</i>	<i>\$ 10,352,590</i>	<i>\$ 10,352,590</i>
Revenues	\$ 725,206	\$ 0	\$ 0
Expenditures	0	0	0
Ending Balance	\$ 10,352,590	\$ 10,352,590	\$ 10,352,590



Internal Service Funds



**INTERNAL SERVICE FUND
INFORMATION SERVICES FUND
SUMMARY OF PROPOSED BUDGET**

Description:

This department provides data processing and telephone services to all City Departments, as well as data communications services to the San Antonio Water System, Bexar County and several smaller users. This department develops and maintains computer systems, produces scheduled reports, and assists users with ad hoc reports and special programs.

	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 2,702,844	\$ 1,908,516	\$ 701,700
Accounting Adjustment	(431,594)	0	0
Net Balance	\$ 2,271,250	\$ 1,908,516	\$ 701,700
Revenue			
City of San Antonio Billings	\$ 9,603,026	\$ 9,620,000	\$ 10,426,995
Bexar County Billings	106,967	106,000	107,000
SAWS Billings	68,184	30,000	30,000
Other Agency Billings	72,132	64,360	65,000
Telecommunications Charges	494,731	450,730	584,250
Radio Shop Charges	0	1,549,260	1,557,580
Miscellaneous Revenue	6,596	10,190	10,630
Interest on Time Deposits	167,287	80,000	80,000
Sale of Fixed Assets	0	2,110	1,000
Total Revenue & Transfers	\$ 10,518,923	\$ 11,912,650	\$ 12,862,455
TOTAL AVAILABLE FUNDS	\$ 12,790,173	\$ 13,821,166	\$ 13,564,155
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 4,789,593	\$ 5,988,507	\$ 6,212,245
Contractual Services	2,610,200	3,170,540	2,977,017
Commodities	1,382,602	1,459,020	1,617,742
Other Expenditures	241,615	173,290	148,850
Lease Purchase Contracts	0	522,000	435,010
Capital Outlay	882,749	287,385	337,680
Inventories	563,358	940,000	940,000
Subtotal Operating	\$ 10,470,117	\$ 12,540,742	\$ 12,668,544
Transfers to:			
Employee Benefits Insurance Fund	\$ 8,420	\$ 8,420	\$ 8,420
General Fund	403,120	570,304	594,507
Subtotal Transfers	\$ 411,540	\$ 578,724	\$ 602,927
TOTAL APPROPRIATIONS	\$ 10,881,657	\$ 13,119,466	\$ 13,271,471
GROSS ENDING BALANCE	\$ 1,908,516	\$ 701,700	\$ 292,684
RESTRICTED RESERVE	\$ 1,908,516	\$ 701,700	\$ 292,684
NET ENDING BALANCE	\$ 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.

AVAILABLE FUNDS	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
Beginning Balance	\$ 6,487,700	\$ 3,585,934	\$ 4,498,943
Accounting Adjustment	(3,572,877)	0	0
<i>Net Balance</i>	<u>\$ 2,914,823</u>	<u>\$ 3,585,934</u>	<u>\$ 4,498,943</u>
Revenue			
Temporary Services	\$ 1,046,416	\$ 1,192,100	\$ 1,108,650
Central Stores	1,119,995	1,191,090	1,235,200
Automotive	22,114,817	23,802,940	15,969,970
Radio Communication Services	1,660,853	0	0
Interest on Time Deposits	115,153	170,000	160,000
Other Charges	54,686	21,700	25,900
<i>Total Revenue & Transfers</i>	<u>\$ 26,111,920</u>	<u>\$ 26,377,830</u>	<u>\$ 18,499,720</u>
TOTAL AVAILABLE FUNDS	<u>\$ 29,026,743</u>	<u>\$ 29,963,764</u>	<u>\$ 22,998,663</u>
APPROPRIATIONS			
Operating Expenses:			
Temporary Services	\$ 1,068,076	\$ 1,192,100	\$ 1,108,650
Personal Services	6,962,440	6,550,878	6,654,744
Contractual Services	956,176	1,014,633	1,179,761
Commodities	177,568	245,450	175,997
Other Expenditures	106,593	136,050	116,170
Capital Outlay	264,394	970,490	172,714
Commodities/Services-Resale	10,285,082	9,288,350	10,225,310
<i>Subtotal Operating</i>	<u>\$ 19,820,329</u>	<u>\$ 19,397,951</u>	<u>\$ 19,633,346</u>
Transfers to:			
Equip Renewal and Replacement Fund	\$ 5,199,980	\$ 5,310,100	\$ 0
General Fund	253,900	586,790	643,408
Employee Benefits Insurance Fund	71,570	71,570	71,570
Small Business Minority Program	95,030	98,410	69,935
<i>Subtotal Transfers</i>	<u>\$ 5,620,480</u>	<u>\$ 6,066,870</u>	<u>\$ 784,913</u>
TOTAL APPROPRIATIONS	<u>\$ 25,440,809</u>	<u>\$ 25,464,821</u>	<u>\$ 20,418,259</u>
GROSS ENDING BALANCE	<u>\$ 3,585,934</u>	<u>\$ 4,498,943</u>	<u>\$ 2,580,404</u>
RESTRICTED RESERVE	<u>\$ 3,585,934</u>	<u>\$ 4,498,943</u>	<u>\$ 2,580,404</u>
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**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.

AVAILABLE FUNDS	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
Beginning Balance	\$ 14,227,308	\$ 16,218,184	\$ 15,452,252
Accounting Adjustment	656,024	0	0
Net Balance	\$ 14,883,332	\$ 16,218,184	\$ 15,452,252
Revenue			
Sale of Vehicles	\$ 2,255,169	\$ 2,123,080	\$ 2,321,520
Sale of Heavy Equipment	0	0	0
Sale of Fire Equipment	6,750	12,724	0
Sale of EMS Equipment	2,750	0	420,000
Interest on Time Deposits	937,164	770,000	735,000
Lease of Rolling Equipment	6,912,595	7,116,195	9,131,920
Miscellaneous	226,157	73,800	100,000
Payment from Golf Course Fund	0	26,970	17,655
Payment from Confiscated Property	0	7,219	78,454
Total Revenue & Transfers	\$ 10,340,585	\$ 10,129,988	\$ 12,804,549
TOTAL AVAILABLE FUNDS	\$ 25,223,917	\$ 26,348,172	\$ 28,256,801
APPROPRIATIONS			
Operating Expenses:			
Contractual Services	\$ 63,628	\$ 119,600	\$ 110,000
Capital Outlay-EMS Equipment	0	0	1,785,000
Capital Outlay-Rolling Equip.	8,859,525	8,872,830	10,582,821
Capital Outlay-Heavy Vehicles	82,580	753,620	88,190
Capital Outlay-Golf Course Fund	0	0	0
Subtotal Operating	\$ 9,005,733	\$ 9,746,050	\$ 12,566,011
Transfers to:			
Transfer to Solid Waste	\$ 0	\$ 0	\$ 0
Transfer to General Fund	0	1,149,870	0
Subtotal Transfers	\$ 0	\$ 1,149,870	\$ 0
TOTAL APPROPRIATIONS	\$ 9,005,733	\$ 10,895,920	\$ 12,566,011
GROSS ENDING BALANCE	\$ 16,218,184	\$ 15,452,252	\$ 15,690,790
RESTRICTED RESERVE	\$ 16,218,184	\$ 15,452,252	\$ 15,690,790
NET ENDING BALANCE	\$ 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.

AVAILABLE FUNDS	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
Beginning Balance	\$ 3,617,342	\$ 5,404,489	\$ 8,111,825
Accounting Adjustment	(60,594)	0	0
Net Balance	\$ 3,556,748	\$ 5,404,489	\$ 8,111,825
Revenue			
City Medical Plan Assessments	\$ 17,876,386	\$ 18,380,800	\$ 18,872,820
HMO Medical Plan Assessments	7,378,681	7,662,504	7,983,260
City Dental Plan Assessments	262,794	275,545	301,790
DMO Dental Plans	252,236	291,950	322,920
City Vision Plan Assessments	197,696	203,500	220,100
Life Insurance Plan Assessments	389,861	425,420	457,460
Other Insurance Plans Assessments	77,417	88,370	92,240
Interest on Time Deposits	492,178	560,000	525,000
Recovery of Expenditures	372,993	468,320	594,640
Transfers from General Fund	1,825,680	1,825,680	1,825,680
Transfers from Other Funds	294,710	294,710	294,710
Total Revenue & Transfers	\$ 29,420,632	\$ 30,476,799	\$ 31,490,620
TOTAL AVAILABLE FUNDS	\$ 32,977,380	\$ 35,881,288	\$ 39,602,445
APPROPRIATIONS			
Operating Expenses:			
Administration - City	\$ 504,406	\$ 695,315	\$ 765,375
Administration - Contracts	1,000,889	1,015,528	956,310
Leave Buy Back	0	0	3,735,000
CitiMed Claims	17,987,781	17,845,269	19,050,811
HMO Payments	6,566,657	6,731,657	7,206,023
DMO Payments	370,538	350,808	407,271
CitiDent Claims	273,640	304,596	344,141
Vision Claims	278,269	208,573	268,500
Other Insurance Payments	436,711	433,397	525,370
Subtotal Operating	\$ 27,418,891	\$ 27,585,143	\$ 33,258,801
Transfers to:			
General Fund	\$ 0	\$ 0	\$ 92,845
Employee Wellness Program	154,000	184,320	244,320
Subtotal Transfers	\$ 154,000	\$ 184,320	\$ 337,165
TOTAL APPROPRIATIONS	\$ 27,572,891	\$ 27,769,463	\$ 33,595,966
GROSS ENDING BALANCE	\$ 5,404,489	\$ 8,111,825	\$ 6,006,479

**SELF-INSURANCE FUND
EMPLOYEE WELLNESS/OCCUPATIONAL HEALTH CLINIC 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 1994-95	ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 44,398	\$ 50,103	\$ 1,523
Accounting Adjustment	(2,145)	0	0
Net Balance	\$ 42,253	\$ 50,103	\$ 1,523
Revenue			
Contributions from:			
Workers' Compensation Fund	\$ 154,000	\$ 184,320	\$ 244,320
Employee Benefits Ins. Fund	154,000	184,320	244,320
Interest on Time Deposits	1,438	1,200	0
Total Revenue & Transfers	\$ 309,438	\$ 369,840	\$ 488,640
TOTAL AVAILABLE FUNDS	\$ 351,691	\$ 419,943	\$ 490,163
APPROPRIATIONS			
Operating Expenses:			
Personal Services	\$ 152,969	\$ 231,610	\$ 254,707
Contractual Services	125,445	165,580	187,290
Commodities	15,026	17,800	20,900
Other Expenditures	3,430	3,430	2,430
Capital Outlay	4,718	0	0
TOTAL APPROPRIATIONS	\$ 301,588	\$ 418,420	\$ 465,327
GROSS ENDING BALANCE	\$ 50,103	\$ 1,523	\$ 24,836

**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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 28,694	\$ 34,118	\$ 38,421
Revenue			
Participant Assessments	\$ 25,524	\$ 48,000	\$ 50,000
Recovery of Expenses	6,475	3,370	3,500
<i>Total Revenue & Transfers</i>	\$ 31,999	\$ 51,370	\$ 53,500
TOTAL AVAILABLE FUNDS	\$ 60,693	\$ 85,488	\$ 91,921
APPROPRIATIONS			
Personal Services	\$ 26,575	\$ 47,067	\$ 50,000
TOTAL APPROPRIATIONS	\$ 26,575	\$ 47,067	\$ 50,000
GROSS ENDING BALANCE	\$ 34,118	\$ 38,421	\$ 41,921

**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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ (9,860,508)	\$ (7,393,510)	\$ (7,048,903)
Accounting Adjustment	12,816	0	0
Net Balance	\$ (9,847,692)	\$ (7,393,510)	\$ (7,048,903)
Revenue			
Department Assessments	\$ 9,139,782	\$ 9,591,930	\$ 9,846,600
Interest on Time Deposits	307,174	447,148	450,000
Stop Loss Payments	19,759	4,120	20,000
Recovery of Expenditures	58,336	60,000	101,500
Compensation for Damages	0	129,524	250,000
Transfer from Certificate of Obligation	1,000,000	2,530,000	0
Transfer from Unemployment Compensation	100,000	0	0
Transfer from Insurance Reserve fund	0	93,500	0
Transfer from General Fund	0	629,970	0
Total Revenue & Transfers	\$ 10,625,051	\$ 13,486,192	\$ 10,668,100
TOTAL AVAILABLE FUNDS	\$ 777,359	\$ 6,092,682	\$ 3,619,197
APPROPRIATIONS			
Operating Expenses:			
Administration - Finance	\$ 386,578	\$ 554,459	\$ 641,702
Administration - City Attorney	169,796	97,963	100,334
Administration - Contracts	254,829	438,400	558,200
Claims - City Attorney	2,424,037	2,906,500	500,000
Claims - Insurance	3,767,533	5,479,763	6,825,000
Premiums - Excess Liability	1,168,096	1,041,000	1,210,520
Subtotal Operating	\$ 8,170,869	\$ 10,518,085	\$ 9,835,756
Transfers to:			
Transfer to Insurance Reserve Fund	\$ 0	\$ 93,500	\$ 0
Transfer to Certificate of Obligation	0	2,530,000	0
Subtotal Transfers	\$ 0	\$ 2,623,500	\$ 0
TOTAL APPROPRIATIONS	\$ 8,170,869	\$ 13,141,585	\$ 9,835,756
GROSS ENDING BALANCE	\$ (7,393,510)	\$ (7,048,903)	\$ (6,216,559)
RESTRICTED RESERVE	\$ (7,393,510)	\$ (7,048,903)	\$ (6,216,559)
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0

**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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 18,326,746	\$ 22,108,523	\$ 27,156,612
Accounting Adjustment	0	0	0
Net Balance	\$ 18,326,746	\$ 22,108,523	\$ 27,156,612
Revenue			
Assessments from:			
Firefighters	\$ 727,000	\$ 735,600	\$ 729,000
Fire Department	974,180	1,474,727	2,114,100
Fire Retirees	37,408	12,928	39,280
Police Officers	1,058,000	1,084,200	1,077,600
Police Department	1,414,906	2,130,866	3,965,568
Police Retirees	68,849	72,504	72,300
Interest Income	1,086,895	1,260,000	1,500,000
Recovery of Expenses	0	0	0
Total Revenue & Transfers	\$ 5,367,238	\$ 6,770,825	\$ 9,497,848
TOTAL AVAILABLE FUNDS	\$ 23,693,984	\$ 28,879,348	\$ 36,654,460
APPROPRIATIONS			
Contractual Services for:			
Fire Department	\$ 45,253	\$ 26,769	\$ 40,220
Fire Department Claims Paid	594,545	655,190	701,053
Police Department	35,033	37,263	50,642
Police Department Claims Paid	910,630	1,003,514	1,073,760
TOTAL APPROPRIATIONS	\$ 1,585,461	\$ 1,722,736	\$ 1,865,675
GROSS ENDING BALANCE	\$ 22,108,523	\$ 27,156,612	\$ 34,788,785

**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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 260,758	\$ 219,337	\$ 230,303
Revenue			
Department Assessments	\$ 279,000	\$ 290,000	\$ 290,000
Interest on Time Deposits	16,055	12,000	7,000
Other Revenue	0	0	0
<i>Total Revenue & Transfers</i>	<u>\$ 295,055</u>	<u>\$ 302,000</u>	<u>\$ 297,000</u>
TOTAL AVAILABLE FUNDS	<u>\$ 555,813</u>	<u>\$ 521,337</u>	<u>\$ 527,303</u>
APPROPRIATIONS			
Operating Expenses:			
Management Contract	\$ 18,554	\$ 16,800	\$ 0
Unemployment Compensation Claims	217,922	274,234	275,420
<i>Subtotal Operating</i>	<u>\$ 236,476</u>	<u>\$ 291,034</u>	<u>\$ 275,420</u>
Transfers to:			
General Fund	\$ 0	\$ 0	\$ 20,000
Unemployment Compensation Claims	100,000	0	0
<i>Subtotal Transfers</i>	<u>\$ 100,000</u>	<u>\$ 0</u>	<u>\$ 20,000</u>
TOTAL APPROPRIATIONS	<u>\$ 336,476</u>	<u>\$ 291,034</u>	<u>\$ 295,420</u>
GROSS ENDING BALANCE	<u>\$ 219,337</u>	<u>\$ 230,303</u>	<u>\$ 231,883</u>

**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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ (2,950,014)	\$ 3,285,887	\$ 6,464,442
Accounting Adjustment	(28,823)	0	0
Net Balance	\$ (2,978,837)	\$ 3,285,887	\$ 6,464,442
Revenue			
Department Assessments	\$ 15,639,089	\$ 15,525,970	\$ 15,693,720
Assessment Rebate General Fund	0	(697,307)	(1,394,279)
Assessment Rebate Other Funds	0	(302,693)	(605,721)
Interest on Time Deposits	707,139	930,838	950,000
Stop Loss Payments	0	400,000	0
Recovery of Expenditures	324,757	348,940	290,100
Total Revenue & Transfers	\$ 16,670,985	\$ 16,205,748	\$ 14,933,820
TOTAL AVAILABLE FUNDS	\$ 13,692,148	\$ 19,491,635	\$ 21,398,262
APPROPRIATIONS			
Operating Expenses:			
Administration - Finance	\$ 469,559	\$ 811,029	\$ 614,754
Administration - City Attorney	195,172	150,584	189,715
Administration - Contracts	1,029,028	971,100	798,800
Premiums - Excess Liability	292,362	270,000	225,000
Claims - Insurance	8,255,497	10,640,160	10,700,000
Claims - SAWS	10,643	0	0
Safety Program	0	0	121,600
Subtotal Operating	\$ 10,252,261	\$ 12,842,873	\$ 12,649,869
Transfers to:			
Employee Wellness Program	\$ 154,000	\$ 184,320	\$ 244,320
Employee Assistance Program	0	0	150,000
Computer & Financial Center	0	0	146,190
Subtotal Transfers	\$ 154,000	\$ 184,320	\$ 540,510
TOTAL APPROPRIATIONS	\$ 10,406,261	\$ 13,027,193	\$ 13,190,379
GROSS ENDING BALANCE	\$ 3,285,887	\$ 6,464,442	\$ 8,207,883

DEBT MANAGEMENT

Overview

To keep pace with the ever changing infrastructure requirements and to address some of the pertinent quality of life issues the City of San Antonio faces, large scale capital projects must be initiated on an annual basis. The use of debt financing, allows the expenditures for those projects to be amortized over their expected life. Thus, the expense of the project is incurred primarily by its users.

The two basic types of debt issued by the City include General Obligation Bonds and Certificates of Obligation. General Obligation Bonds are secured by ad valorem taxes, while Certificates of Obligation that are typically secured by a pledge of revenues and ad valorem taxes, and are issued for smaller programs that support the major infrastructure facilities. In addition, Revenue bonds can be 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. These City-wide projects typically involve public safety, street improvements, drainage, construction and improvements to municipal facilities, as well as quality of life enhancements related to municipal parks. Major projects that are solely 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.

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 1997	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	
11/03/87	Drainage	83,800,000	63,400,000	20,400,000	-0-	
05/07/94	Street Improvements	25,600,000	7,010,000	2,000,000	16,590,000	
05/07/94	Drainage Improvements	34,400,000	1,965,000	-0-	32,435,000	
05/07/94	Parks	41,600,000	11,060,000	8,000,000	22,540,000	
05/07/94	Public Safety Improvements	8,100,000	8,100,000	-0-	-0-	
		<u>\$267,659,000</u>	<u>\$149,034,000</u>	<u>\$ 30,400,000</u>	<u>\$88,225,000</u>	

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, 1996, the City will have \$71,280,000 outstanding certificates of obligation, comprising 9.9787% of the total outstanding ad valorem tax supported debt. It is projected that during fiscal year 1997 an additional \$19,725,000 certificates of obligation will be issued for various municipal purposes to include park and recreation improvements, public safety, streets and sidewalks, renovations to municipal buildings, and land acquisition to be paid from ad valorem taxes and revenues generated from certain projects.

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, 1996, the City's outstanding revenue bonds will be airport revenue bonds in the aggregate principal amount of \$125,990,000, 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 Service Tax Rate Calculation

As stated earlier, General Obligation bonds as well as most Certificates of Obligation are secured by ad valorem taxes. The debt service taxation rate fluctuates up and down based on changes to the debt service requirements and/or variations in property values. The Debt Tax Rate is calculated as the total debt to be paid less the prior years excess debt collection divided by the total taxable property value. Thus, the debt taxation rate is dependent on both property valuations and the debt service requirements. Any increase to indebtedness will have a corresponding increase to the debt service taxation rate. Transversely, any increase in property valuations will have an inverse effect on the debt service taxation rate.

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

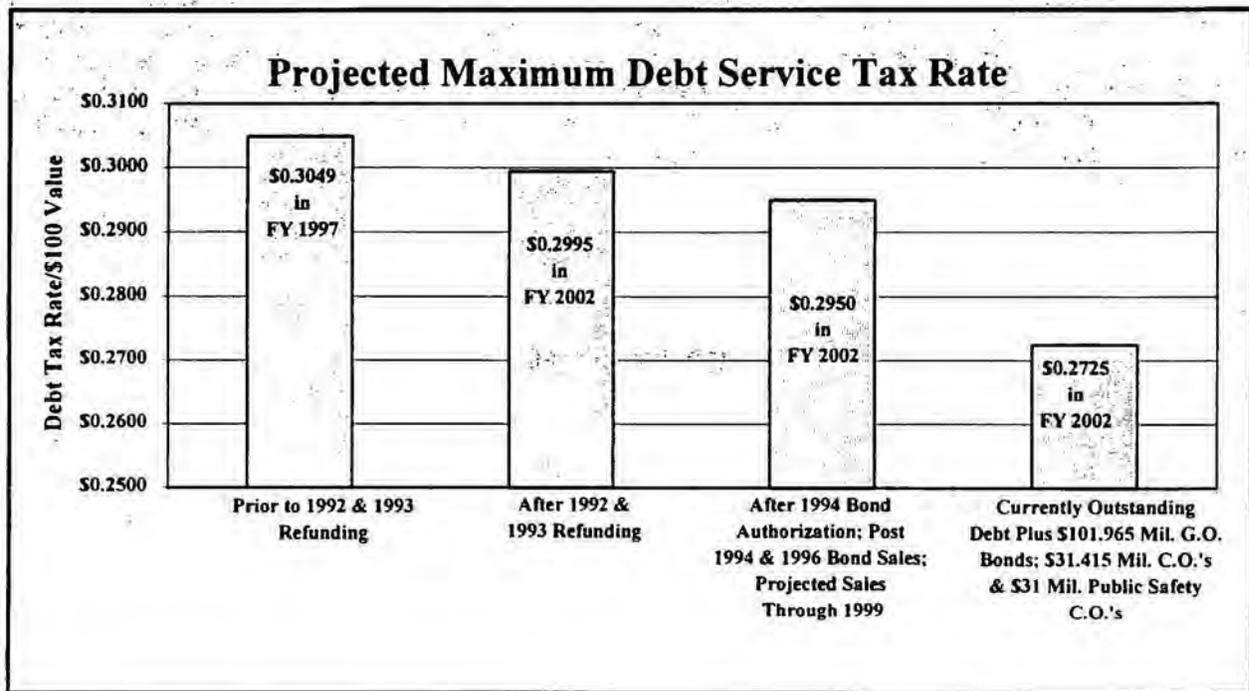
The City employs a comprehensive multi-year, long-term capital improvement planning program that is updated annually. Debt management is a major component of the financial planning model that incorporates projected financing needs for infrastructure development that is consistent with the City's growth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

Beginning in 1991, 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. These preliminary analyses enabled the City to take advantage of improved market conditions and lower interest rates culminating in advance refunding issues that were completed in 1992 and 1993. These refundings realized a total savings of \$36,400,000 while at the same time restructuring the debt service design to allow for moderately stepped tax rate increases to accommodate new money financings for infrastructure improvements.

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.

The debt management plan dated May 9, 1996, projected the maximum debt service tax rate to be \$0.2705 (FY 2002) taking into effect the projected issuances through fiscal year 2000. Subsequent revisions that include an increase in assessed values, project the maximum debt service tax rate of \$0.2725 in fiscal year 2002. This slight increase in tax rate over the \$0.2705 tax rate projected in the May 9, 1996, debt management plan includes an additional \$31,000,000 for public safety issues to be sold in 1997 and 1998 which was not included in the original debt management plan calculation.

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



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 and 1998.

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 Management Summary

The preparation for any debt issuance begins with the budget process and planning of improvements to be made during the ensuing fiscal year and over the Six Year Capital Program. Planning is an essential component in ensuring the public is afforded the correct equilibrium between improvements to infrastructure and corresponding changes to the debt service tax levy. Currently, the City has \$101,965,000 in unissued general obligation bonds which were authorized by voters in the 1987 and 1994 bond sale referendums. Of that amount \$30,400,000 has already been programmed into the FY 97 debt service tax rate, leaving a balance of \$71,565,000 to be issued beyond the subsequent fiscal year.

Intensified efforts to manage outstanding debt through restructuring, coupled with an extremely favorable interest rate market in recent history, have allowed staff to decrease the debt service tax rate from an estimated \$0.3049 per \$100 of valuation to a proposed rate of \$0.23267 for FY 97. The decrease in the rate was achieved without making adjustments to project scheduling.

With interest rates inching up, the possibility of additional future debt capacity realized through refundings is highly unlikely. Thus, it appears that the City has reached the threshold for the amount of debt it can carry without increasing the debt service tax rate. To fulfill the Capital Improvement needs that have been identified and authorized by voters in the 94 General Obligation bonds election, City Council must balance the need for bond issuance for those projects against any effectual change in the debt service taxation rate. Conformance to the debt management plan, dated May 9, 1996 will require the debt service tax rate to increase annually to a maximum amount of \$0.2725 per \$100 of valuation by FY 02.

**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.

AVAILABLE FUNDS	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
Beginning Balance	\$ 44,369,834	\$ 46,493,108	\$ 48,691,585
Revenue			
Current Property Tax	\$ 53,921,241	\$ 59,525,494	\$ 63,723,349
Delinquent Property Tax	876,737	985,400	1,050,450
Judgments Collected	950	0	0
Interest on Time Deposits	3,456,806	3,504,500	3,609,600
Interest on Investments	209,218	0	0
Penalty & Interest on Delinquent Taxes	669,129	620,798	661,782
Proceeds of Bond Issuances	0	167,108	0
Transfer from:			
Hotel/Motel Tax Fund	424,488	410,113	395,738
Alamodome Revenue Fund	502,628	500,665	499,335
Tower of Americas	71,060	101,433	104,107
<i>Total Revenue & Transfers</i>	<u>\$ 60,132,257</u>	<u>\$ 65,815,511</u>	<u>\$ 70,044,361</u>
TOTAL AVAILABLE FUNDS	<u>\$ 104,502,091</u>	<u>\$ 112,308,619</u>	<u>\$ 118,735,946</u>
APPROPRIATIONS			
Operating Expenses:			
Bond Principal	\$ 18,805,000	\$ 23,880,000	\$ 26,265,000
Bond Interest	39,203,983	39,737,034	41,681,639
Issue Costs	0	0	0
Payment to Escrow Agent	0	0	0
TOTAL APPROPRIATIONS	<u>\$ 58,008,983</u>	<u>\$ 63,617,034</u>	<u>\$ 67,946,639</u>
GROSS ENDING BALANCE	<u>\$ 46,493,108</u>	<u>\$ 48,691,585</u>	<u>\$ 50,789,307</u>
RESTRICTED RESERVE	<u>\$ 46,493,108</u>	<u>\$ 48,691,585</u>	<u>\$ 50,789,307</u>
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

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, and to pay other costs and expenses.

	ACTUAL FY 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 12,259,900	\$ 12,442,504	\$ 12,521,468
Revenue			
Contr. from Airport Revenue Fund	\$ 8,641,818	\$ 9,019,556	\$ 10,783,620
Interest on Time Deposits	909,811	755,905	805,930
Accrued Interest on Bond Sale	0	212,148	0
<i>Total Revenue & Transfers</i>	<u>\$ 9,551,629</u>	<u>\$ 9,987,609</u>	<u>\$ 11,589,550</u>
TOTAL AVAILABLE FUNDS	<u>\$ 21,811,529</u>	<u>\$ 22,430,113</u>	<u>\$ 24,111,018</u>
APPROPRIATIONS			
Bond Principal	\$ 3,010,000	\$ 3,230,000	\$ 3,445,000
Bond Interest	6,359,025	6,678,645	8,113,721
TOTAL APPROPRIATIONS	<u>\$ 9,369,025</u>	<u>\$ 9,908,645</u>	<u>\$ 11,558,721</u>
GROSS ENDING BALANCE	<u>\$ 12,442,504</u>	<u>\$ 12,521,468</u>	<u>\$ 12,552,297</u>
Bond Reserve Fund	\$ 8,844,787	\$ 8,844,787	\$ 8,844,787
Reserve for Future Payments	3,597,717	3,676,681	3,707,510
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Succeeding Yr. Principal & Interest	\$ 9,908,645	\$ 11,558,721	\$ 11,611,690

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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 211,834	\$ 218,410	\$ 186,490
Revenue			
Contr. from Golf Course Rev Fund	\$ 708,340	\$ 788,030	\$ 823,630
Interest on Time Deposits	23,770	18,100	16,200
<i>Total Revenue & Transfers</i>	<u>\$ 732,110</u>	<u>\$ 806,130</u>	<u>\$ 839,830</u>
TOTAL AVAILABLE FUNDS	<u>\$ 943,944</u>	<u>\$ 1,024,540</u>	<u>\$ 1,026,320</u>
APPROPRIATIONS			
Bond Principal	\$ 210,000	\$ 265,000	\$ 280,000
Bond Interest	225,561	324,320	306,830
Notes Principal	253,164	221,760	231,080
Notes Interest	36,809	26,970	17,650
TOTAL APPROPRIATIONS	<u>\$ 725,534</u>	<u>\$ 838,050</u>	<u>\$ 835,560</u>
GROSS ENDING BALANCE	<u>\$ 218,410</u>	<u>\$ 186,490</u>	<u>\$ 190,760</u>
Bond Reserve	\$ 0	\$ 0	\$ 0
Restricted Reserve	218,410	186,490	190,760
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Succeeding Yr. Principal & Interest	\$ 838,050	\$ 835,560	\$ 793,350

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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 403,945	\$ 439,503	\$ 456,173
Revenue			
Contr. from Parking Revenue Fund	\$ 1,421,233	\$ 1,638,190	\$ 1,712,170
Interest on Time Deposits	48,713	45,530	50,370
<i>Total Revenue & Transfers</i>	<u>\$ 1,469,946</u>	<u>\$ 1,683,720</u>	<u>\$ 1,762,540</u>
TOTAL AVAILABLE FUNDS	<u>\$ 1,873,891</u>	<u>\$ 2,123,223</u>	<u>\$ 2,218,713</u>
APPROPRIATIONS			
Bond Principal	\$ 380,000	\$ 585,000	\$ 650,000
Bond Interest	1,054,388	1,082,050	1,073,370
TOTAL APPROPRIATIONS	<u>\$ 1,434,388</u>	<u>\$ 1,667,050</u>	<u>\$ 1,723,370</u>
GROSS ENDING BALANCE	<u>\$ 439,503</u>	<u>\$ 456,173</u>	<u>\$ 495,343</u>
RESTRICTED RESERVE	<u>\$ 439,503</u>	<u>\$ 456,173</u>	<u>\$ 495,343</u>
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Succeeding Yr. Principal & Interest	<u>\$ 1,667,050</u>	<u>\$ 1,723,370</u>	<u>\$ 1,927,370</u>

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

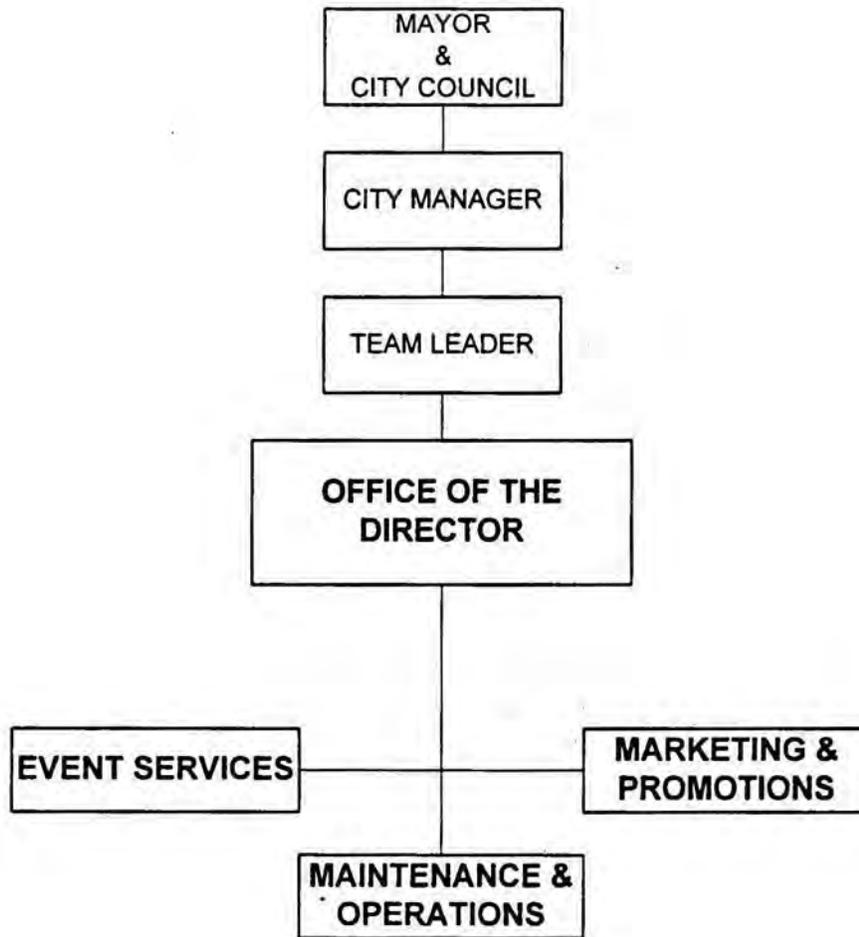
Description:

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 1994-95	RE-ESTIMATE FY 1995-96	PROPOSED FY 1996-97
AVAILABLE FUNDS			
Beginning Balance	\$ 71,664	\$ 73,924	\$ 68,264
Revenue			
Contr. from Solid Waste Revenue Fund	\$ 437,719	\$ 423,600	\$ 437,710
Interest on Time Deposits	13,609	11,340	11,460
<i>Total Revenue & Transfers</i>	\$ 451,328	\$ 434,940	\$ 449,170
TOTAL AVAILABLE FUNDS	\$ 522,992	\$ 508,864	\$ 517,434
APPROPRIATIONS			
Bond Principal	\$ 370,000	\$ 380,000	\$ 400,000
Bond Interest	79,068	60,600	46,670
TOTAL APPROPRIATIONS	\$ 449,068	\$ 440,600	\$ 446,670
GROSS ENDING BALANCE	\$ 73,924	\$ 68,264	\$ 70,764
Bond Reserve	\$ 0	\$ 0	0
Restricted Reserve	73,924	68,264	70,764
NET ENDING BALANCE	\$ 0	\$ 0	0
Succeeding Yr. Principal & Interest	\$ 440,600	\$ 446,670	\$ 446,230



ALAMODOME DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
Special Revenue Fund	59.00	7,655,085
Total Funding	59.00	\$7,655,085

ALAMODOME*FUND**HOTEL/MOTEL***PROGRAM INFORMATION**

The Alamodome is a multi-purpose facility that will be used for a variety of sporting events, convention activities, concerts, as well as civic, religious, and social functions. The mission of the Alamodome Department is to provide significant momentum to the overall marketability of the City of San Antonio.

GOALS & OBJECTIVES

To enhance the image and marketability of the Alamodome for events. To maintain 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 enhance professional staff development

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Attendance:			
Concerts	100,837	145,320	172,000
Sporting Events	1,363,343	1,025,781	931,422
Conventions/Other/Family Shows	314,356	269,861	288,287
TOTAL ATTENDANCE	1,778,536	1,440,962	1,391,709
Event Days			
Concerts	4	10	12
Sporting Events	69	58	50
Conventions/Other/Family Shows	32	40	36
TOTAL EVENT DAYS	105	108	98
Output:			
No. of Tours conducted	409	917	717
No. of guests on tours	8648	17,608	15,848
Efficiency:			
Avg. Operating revenue per attendee	\$4.01	\$5.26	\$5.40
Avg. Operating cost per attendee	\$3.21	\$4.68	\$4.85
Avg. Food Service per attendee:			
Concerts	\$6.82	\$3.89	4.88
Sporting Events	\$4.44	\$4.19	4.27
Conventions/Family/Other Shows	\$2.28	\$2.72	2.14
Effectiveness:			
% revenue generated from events	85%	90%	90%
% costs recovered	111%	113%	110%

ALAMODOME

POLICY ISSUES BY KEY RESULT AREA

♦ **INFRASTRUCTURE** **(\$42,390)**

OUTSIDE CLEANING CONTRACT

The Alamodome is proposing the use of contractual labor to provide cleaning services during and after events. This improvement proposes to cost an estimated \$341,250. This improvement will result in additional savings of \$42,390 based on this year's expenditures.

♦ **OTHER POLICY ISSUES** **\$14,700**

ONE-TIME BONUS

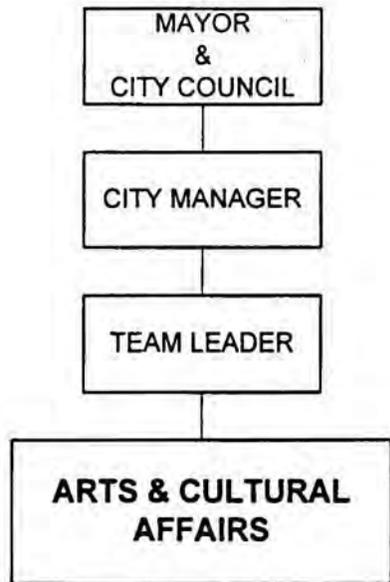
Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program completed last year. The total cost for this department is \$14,700.

SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$2,858,777	\$3,102,720	\$3,010,010
CONTRACTUAL SERVICES	2,047,760	2,508,620	2,751,100
COMMODITIES	192,555	305,330	303,310
OTHER	582,240	651,840	685,360
CAPITAL OUTLAY	30,117	174,800	0
TRANSFERS	752,629	1,309,370	905,305
TOTAL EXPENDITURES	\$6,464,078	\$8,052,680	\$7,655,085
AUTHORIZED POSITIONS	67	60	59
FULL-TIME EQUIVALENTS	67.00	60.00	59.00



ARTS & CULTURAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
Hotel/Motel Tax Fund	14.00	735,260
Categorical Grants	0.00	2,026,650
Total Funding	14.00	\$2,761,910

ARTS & CULTURAL AFFAIRS

FUND

HOTEL/MOTEL TAX

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, establishing a public art program that includes art exhibitions in City facilities, implementing a long-term plan for City-owned cultural facilities, 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. It 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 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.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of events funded	N/A	N/A	1,526
No. of projects funded ¹	47	73	N/A
Amount of grants awarded	\$2,843,400	\$2,862,200	\$2,847,700
No. of districts/schools served	6/88	6/68	6/68
No. of parent activities	N/A	N/A	15
No. of teacher training activities	N/A	N/A	20
No. of public art projects initiated ²	1	2	6
No. of art exhibitions ³	6	18	20
No. of cultural tourism projects initiated ⁴	7	13	16
Output:			
Number of audience members ⁵	2,324,368	2,802,240	2,919,238
Amount of non-City dollars leveraged ⁵	\$12,859,656	\$15,659,193	\$15,755,382
Number of students (K-5) served	15,000	17,000	20,000
Number of "at-risk" youth served ⁶	395	420	480
Number of parent participants	N/A	N/A	300
Number of teacher participants	N/A	N/A	523

ARTS & CULTURAL AFFAIRS

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output Continued:			
Number of Arts in Education presentations ⁷	N/A	N/A	700
Number of public art sites ⁸	1	2	27
Number of participants in cultural tourism projects	84,962	100,246	431,095
Efficiency:			
Average attendance at funded events ⁹	1,568	1,883	1,913
Average cost of productions per participant ⁹	\$6.76	\$6.61	\$6.37
Average daily student participation (K-5)	89	107	119
Average No. of participants/recipients per cultural tourism activity	12,137	7,711	26,943
Effectiveness:			
% increase/decrease in audience members	1.4%	20.6%	4.2%
% increase/decrease in average spent per participant ⁹	N/A	(2.2%)	(3.6%)
Ratio of City dollars to non-City dollars spent	\$1:\$4.52	\$1:\$5.47	\$1:\$5.53
% increase in students (K-5)	11%	14%	18%
% improvement in academic scores ¹⁰	46%	48%	50%
% improvement in attendance ¹⁰	17%	18%	19%
% increase in cultural tourism projects	17%	86%	23%

EXPLANATORY INFORMATION

- ◆ ¹ This measure will be replaced with the "No. of events funded" for FY 96-97.
- ◆ ² The number of projects associated with the Public Safety Technology Center, International Center, Convention Center Expansion, Mission Trails and selected capital improvement projects funded through construction.
- ◆ ³ The number of existing and scheduled art exhibits for the Airport, City Hall and Central Library Gallery.
- ◆ ⁴ Cultural Tourism is the activity of seeking out Arts, Cultural and Historical experiences through travel. Some examples of projects include the Internet Homepage, arteSAnia, the Hotline, Tejano Conjunto Festival Promotion, Internet Odyssey, etc.
- ◆ ⁵ The "non-City dollars leveraged" is the total private, state, and federal funds used to absorb the balance of the total cost to produce an arts and cultural event. 96-97 final figures pending adjusted program levels to recommended levels of funding.
- ◆ ⁶ "At-Risk" is the legislative definition of students who are at risk of dropping out of school. Some of the criteria used includes at or below poverty level, high crime demographics, public housing, etc. This at-risk factor is related to the Urban smARTS program which is in collaboration with the community Initiatives Department.
- ◆ ⁷ This is the number of art workshops, units of study, focus works and out of school performances/presentations.
- ◆ ⁸ Sites associated within each project.

ARTS & CULTURAL AFFAIRS

EXPLANATORY INFORMATION CONTINUED

- ◆ ⁹ The "cost of productions" is the total expenses incurred in producing an arts and cultural event. The "avg. spent per participant" is the total cost to produce an arts and cultural event divided by the total number of a calculation that establishes the average cost to produce an arts and cultural event per audience member. 96-97 final figures pending adjusted program levels to recommended levels of funding.
- ◆ ¹⁰ This is related to the Urban smARTS program. DACA provides art prevention hours which are reported through Community Initiatives. These figures are supported by the Intercultural Development Research Association Evaluation Report.

REDUCTIONS BY KEY RESULT AREA

- ◆ **QUALITY OF LIFE** **\$7,000**

PUBLIC ART PROGRAM

This program reduction proposes to decrease the number of Central Library Gallery exhibitions and reduce the number of educational and informational services related to the public art program. In addition to the Convention Center projects, it is anticipated that between 5-7 projects will be managed on an annual basis. The airport and City Hall exhibition programs, as well as the Artists Registry service, will continue. This reduction is proposed to be \$7,000.

POLICY ISSUES BY KEY RESULT AREA

- ◆ **QUALITY OF LIFE** **\$8,100**

ALAMEDA MOVE

Arts & Cultural Affairs will be moving to new offices located at the Alameda during FY 97. Voice and data wiring is required to operate telephone and computer systems. The cost for this move will be \$8,100.

- ◆ **OTHER POLICY ISSUES** **\$33,900**

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 \$30,000 are included in the year's Proposed Budget for these one-time technological improvements. During FY 97, 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.

ARTS & CULTURAL AFFAIRS

OTHER POLICY ISSUES CONTINUED

ONE-TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program completed last year. The total cost for this department is \$3,900.

HOTEL/MOTEL TAX FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$421,646	\$482,200	\$514,780
CONTRACTUAL SERVICES	179,000	172,330	177,990
COMMODITIES	21,783	12,950	11,210
OTHER	1,280	9,270	1,280
CAPITAL OUTLAY	13,462	6,000	30,000
TOTAL EXPENDITURES	\$637,171	\$682,750	\$735,260
AUTHORIZED POSITIONS	14	14	14
FULL-TIME EQUIVALENTS	14.00	14.00	14.00

ARTS & CULTURAL AFFAIRS

ACTIVITY NO.
DIVISION
PROGRAM

28-01-01
ARTS IN EDUCATION
CORE PROGRAM

PROGRAM INFORMATION

NEA funds will be used to complete a 3-year teacher and artist training program, entitled CORE. Components include: (1) a 3-week summer 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 helps 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.

<i>Program Dates 6/95 - 6/98</i>	<i>Current Authorized FTEs: 0</i>
<i>Current Authorization: \$111,000</i>	<i>Grant Number: 26-005098</i>
<i>City Council Priority: Quality of Life</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - National Endowment for the Arts	\$40,000	\$30,000	\$20,000
Other - Outside Cash Contributions	-0-	66,500	91,000
Other - In-Kind Contribution	22,456	29,433	77,544

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	-0-	-0-	-0-
Contractual	40,000	83,175	97,675
Commodities	-0-	13,325	13,325
Other Expenditures	-0-	-0-	-0-
Capital Outlay	-0-	-0-	-0-
In-Kind Contribution	22,456	29,433	77,544
Total	\$62,456	\$125,933	\$188,544

ARTS & CULTURAL AFFAIRS

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of teachers trained	7	13	23
No. of artists trained	6	16	24
No. of focus works presented	NA	14	14
No. of schools	5	5	10
Output:			
No. of units of study presented	NA	72	180
No. of students reached through study units	NA	1,933	2,783
No. of Parent workshops presented	NA	4	5
No. of Advanced Teacher workshops	NA	4	4
No. of focus works presented	NA	24	24
No. of out of school performances	NA	12	24
Efficiency:			
Avg. # of students per class	NA	20	20
Avg. # of teacher training hours	NA	72	72
Avg. # of artist training hours	NA	60	60
Avg. # of parents trained per school site	NA	25	88
Avg. # of focus works/presentations per school	NA	5	5
Effectiveness:			
No. of individual artists hired	NA	4	11
No. of art agencies contracted	NA	16	16
No. of interdisciplinary instructional strategies used by teachers	NA	72	180
No. of parents attending workshops	NA	85	255
No. of students attending art performances	NA	596	796
No. of students learning through the arts	NA	1,933	2,783

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.

ARTS & CULTURAL AFFAIRS

ACTIVITY NO.
DIVISION
PROGRAM

28-01-01
MARKETING & AUDIENCE DEVELOPMENT
PLANNING AND STABILIZATION

PROGRAM INFORMATION

This project seeks \$250,000 from the National Endowment for the Arts to be matched by equal amounts from the City, media outlets, corporate sources, and fundraising. The program is a promotional campaign to raise public awareness of and participation in the arts in San Antonio. This proposal is based on comprehensive marketing research that was completed in March 1995, and is similar to a previous NEA application.

Program Dates 5/1/97 - 4/30/98	Current Authorized FTEs: 0
Current Authorization: \$1,460,000	Grant Number: TBA
City Council Priority: Quality of Life	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - National Endowment for the Arts	-0-	-0-	\$250,000
Other - Foundation/Corporate Contributions	-0-	-0-	250,000
Other - Media Contributions	-0-	-0-	960,000
Other - In-Kind Contribution	-0-	-0-	299,000

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	-0-	-0-	-0-
Contractual	-0-	-0-	1,460,000
Commodities	-0-	-0-	-0-
Other Expenditures	-0-	-0-	-0-
Capital Outlay	-0-	-0-	-0-
In-Kind Contribution	-0-	-0-	299,000
Total	-0-	-0-	\$1,759,000

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of Media campaigns (1)	NA	NA	2
No. of Marketing training seminars	NA	NA	2
No. of Tracking Research	NA	NA	4
No. of Focus Tests of Creative Concepts (2)	NA	NA	4
Output:			
No. of Campaign Viewers	NA	NA	190,000
No. of Marketing Seminar Attendees	NA	NA	24
No. of Tracking Research Reports	NA	NA	4
No. of Focus Test Participants	NA	NA	160

ARTS & CULTURAL AFFAIRS

PERFORMANCE MEASURES CONTINUED

	Actual 94-95	Estimated 95-96	Proposed 96-97
Efficiency:			
Avg. No. of Viewings per viewer	NA	NA	14
Marketing plans completed	NA	NA	24
Tracking Reports reviewed	NA	NA	4
Focus Test Results presented	NA	NA	4
Efficiency:			
% of Campaign Viewers (San Antonio)	NA	NA	10
% Marketing plans completed	NA	NA	100
% Tracking reports utilized	NA	NA	100
% Focus Test Results utilized	NA	NA	100

EXPLANATORY INFORMATION

If awarded, this grant can begin no earlier than May, 1997 therefore project activity for FY 96-97 reflects five months only. This grant calls for a 3:1 match; local to federal.

- ◆ ¹ The proposed number of media campaigns reflect two months only.
- ◆ ² The proposed number of Focus tests reflect four months only.

ARTS & CULTURAL AFFAIRS

ACTIVITY NO.
DIVISION
PROGRAM

28-01-01
ADMINISTRATION
OPERATIONAL SUPPORT

PROGRAM INFORMATION

The Texas Commission on the Arts funds will allow the department to further implement its plan in supporting Marketing and Audience Development, and Arts in Education (AIE). TCA support will enhance the production and distribution of the Department's ongoing publication, "arteSAnia", and retain marketing expertise for the design of the advocacy and education campaigns. These funds will also support the Department's Arts in Education "Artsteach" Program, a visiting artist program.

Program Dates 9/96 - 8/97	Current Authorized FTEs: 0
Current Authorization: \$43,276	Grant Number: TBA
City Council Priority: Quality of Life	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Texas Commission on the Arts	\$21,638	\$21,638	\$7,714
City - In-Kind Contribution	21,638	21,638	7,714

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	-0-	-0-	-0-
Contractual	21,638	21,638	7,714
Commodities	-0-	-0-	-0-
Other Expenditures	-0-	-0-	-0-
Capital Outlay	-0-	-0-	-0-
In-Kind Contribution	21,638	21,638	7,714
Total	\$43,276	\$43,276	\$15,428

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of individual artists on roster	48	56	60
No. of Artsteach Directories distributed	1,800	1,800	1,300
No. of arteSAnia issues printed each quarter	8,000	8,000	8,000
Output:			
No. of students reached through artist workshops	15,000	16,700	17,500
No. of schools in programs	60	68	74
No. of Artsteach Directories printed	2,000	2,000	1,500
No. of arteSAnia issues distributed each quarter	7,800	7,800	8,000

ARTS & CULTURAL AFFAIRS

PERFORMANCE MEASURES CONTINUED

	Actual 94-95	Estimated 95-96	Proposed 96-97
Efficiency:			
Revenues collected from the schools for artist fees	\$36,000	\$38,000	\$40,000
Avg. dollars spent by school district by participant	\$2.40	\$2.28	\$2.29
Cost of printing the Artsteach directory	9,000	7,500	6,500
Avg. cost of Artsteach directory per participant	.60	.45	.37
Avg. cost of arteSAnia issues printed per quarter	900	880	850
Effectiveness:			
No. of teachers requesting art workshops	450	500	600
No. of artists paid as temporary employees	48	56	60
% increase/decrease in printing costs of arteSAnia issues	-1%	-2%	-3%

ARTS & CULTURAL AFFAIRS

ACTIVITY NO.
DIVISION
PROGRAM

28-01-01
ARTS IN EDUCATION
PLANNING

PROGRAM INFORMATION

The National Endowment for the Arts funds will support the completion of a comprehensive Arts in Education (AIE) plan for San Antonio. The school districts view the department as a valuable resource and partner in addressing their curriculum needs. The planning process will bring together representatives from 12 to 15 school districts as well as a number of public and private funding agencies. Local and state government officials, parents, art educators and individual artists representing each art discipline will also be involved.

<i>Program Dates 2/95 - 6/97</i>	<i>Current Authorized FTEs: 0</i>
<i>Current Authorization: \$9,000</i>	<i>Grant Number: 26-005097</i>
<i>City Council Priority: Quality of Life</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - National Endowment for the Arts	-0-	\$18,000	\$9,000
Other - In-Kind Contribution	-0-	19,188	19,188

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	-0-	-0-	-0-
Contractual	-0-	18,000	9,000
Commodities	-0-	-0-	-0-
Other Expenditures	-0-	-0-	-0-
Capital Outlay	-0-	-0-	-0-
In-Kind Contribution	-0-	19,188	19,188
Total	-0-	\$37,188	\$28,188

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of administrative/consultant pre-planning meetings	NA	1	2
No. of scheduled community planning sessions	NA	3	8
Output:			
No. of community participants in planning sessions	NA	300	500
No. of planning session reports	NA	1	5
Completion of AIE Plan	NA	0	1

EXPLANATORY INFORMATION

Although federal funding for this project was allocated during FY 94-95, project activity will take place during FY 95-96 and FY 96-97. Total funding for this two year grant is \$27,000.

ARTS & CULTURAL AFFAIRS

ACTIVITY NO.
DIVISION
PROGRAM

28-01-01
ARTS IN EDUCATION
YOUTH ARTS DEVELOPMENT PROJECT

PROGRAM INFORMATION

The department is collaborating with local arts agencies in Portland, Atlanta and the National Endowment for the Arts 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.

<i>Program Dates 10/96 - 10/97</i>	<i>Current Authorized FTEs: 0</i>
<i>Current Authorization: \$20,000</i>	<i>Grant Number: TBA</i>
<i>City Council Priority: Quality of Life</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - National Endowment for the Arts	-0-	\$19,750	\$20,000

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	-0-	\$6,765	\$7,000
Contractual	-0-	11,401	12,000
Commodities	-0-	930	1,000
Other Expenditures	-0-	654	-0-
Capital Outlay	-0-	-0-	-0-
Subgranting			
Indirect Costs			
Total	-0-	\$19,750	\$20,000

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of caseworkers trained	NA	31	35
No. of teachers trained	NA	7	9
No. of artists trained	NA	25	35
Output:			
No. of training seminars presented	NA	5	15
No. of evaluations completed	NA	2	2
No. of schools served	NA	9	9
Efficiency:			
Avg. cost of training per participant	NA	-0-	128
Avg. cost of evaluations	NA	-0-	3,000

ARTS & CULTURAL AFFAIRS

PERFORMANCE MEASURES CONTINUED

	Actual 94-95	Estimated 95-96	Proposed 96-97
Effectiveness:			
No. of cities reached with final reports	NA	0	450
No. of total tool kits distributed	NA	0	500

EXPLANATORY INFORMATION

This is a three-city collaboration. Fiscal activity reflects only San Antonio for FY 95-96 and FY 96-97. (1) 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 as conduit for the distribution of these materials.

ARTS & CULTURAL AFFAIRS

28-01-01
DIVISION
PROGRAM

ADMINISTRATION
SUBGRANTING

PROGRAM INFORMATION

The Texas Commission on the Arts funds will be used for the purpose of subgranting to agencies. This is an ongoing program that provides partial support to organizations or individual artists recommended for funding by the Cultural Arts Board through the regular City funding process.

Program Dates 9/96 -8/97	Current Authorized FTEs: 0
Current Authorization: \$7,745	Grant Number: TBA
City Council Priority: Quality of Life	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Texas Commission on the Arts	\$9,617	\$3,702	\$7,745
Other - In-Kind Contribution	9,617	3,702	7,745

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	-0-	-0-	-0-
Contractual	9,617	3,702	7,745
Commodities	-0-	-0-	-0-
Other Expenditures	-0-	-0-	-0-
Capital Outlay	-0-	-0-	-0-
In-Kind Contribution	9,617	3,702	7,745
Total	\$19,234	\$7,404	\$15,490

PERFORMANCE MEASURES

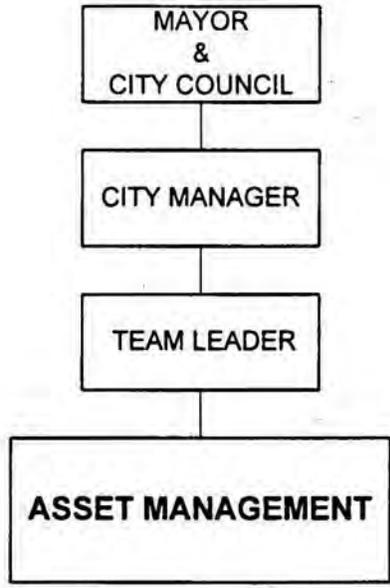
	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
Individual Artists grants	4	7	NA
No. of agencies served ¹	NA	NA	2
No. of Events funded	NA	NA	99
Output:			
No. of audience members	NA	NA	26,000
Amount of non-government funds leveraged	NA	NA	41,800
Efficiency:			
Avg. attendance at events	NA	NA	263
Effectiveness:			
Ratio of City to Non-City Dollars Spent	NA	NA	\$1:\$2.16

EXPLANATORY INFORMATION

♦ ¹ In FY 95-96 the scope of the program was changed to fund agencies only due to the reduction in funding.



ASSET MANAGEMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	11.00	607,691
Total Funding	11.00	\$607,691

ASSET MANAGEMENT

FUND

GENERAL

PROGRAM INFORMATION

The Department of Asset Management is responsible for the management of the City's Real Property Assets. When it is determined that a City-owned property no longer serves a public need, the Department of Asset Management disposes of the property. The Asset Management Department also negotiates leases, licenses and works with other departments in the planning and developing of revenue-producing activities and improvements to facilities. The department is responsible for the development of a central database of all City-owned property. The department provides property management, project management services and acquisition of improved and unimproved land.

GOALS & OBJECTIVES

To manage the City's Real Property Assets.

- ◆ To close and dispose of streets and alleyways which no longer serve a public need and which the City can derive revenue and expand its tax base
- ◆ To sell surplus property at market value and increase the City tax base, provide for Affordable Housing and reduce City maintenance requirements
- ◆ To negotiate leases and licenses of City-owned property
- ◆ To provide technical assistance for non City-owned property
- ◆ To answer citizen inquiries regarding City-owned property and non-City owned property
- ◆ To provide technical assistance and support to other Departments in the review of leases, concessions, agreements and other sources of revenue using City property/assets
- ◆ To expand property management program for City-owned facilities

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of inquiries regarding leases, licenses, street/alley closures & surplus property	1,815	1,869	1,962
No. of street and alley projects canvassed	28	23	32
No. of License Agreement requests canvassed	26	22	27
No. of surplus parcels reviewed by City Council ¹	25	29	40
No. of City facility leases ²	26	32	4
No. of leases/licenses reviewed for other departments	22	34	38
No. of Concessions reviewed for other depts.	N/A	15	15
No. of Telecommunications Leases	0	2	5
Output:			
Total rent collected from City facility leases ³	\$ 85,977	\$143,655	\$ 75,300
Proceeds collected for surplus property sale, license agreements & street/alley closures	\$470,390	\$681,836	\$670,000
Appraised value of property for Affordable Housing	\$ 77,000	\$208,000	\$ 68,000
Potential tax revenue of surplus properties & street/alley sales	\$ 2,950	\$ 2,270	\$ 3,625
Potential tax revenue of surplus property transferred for Affordable Housing	\$ 420	\$ 1,223	\$ 360

ASSET MANAGEMENT

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output Continued:			
No. of surplus parcels sold ⁴	6	24	28
Income from leases & concessions reviewed for other depts.	N/A	\$693,968	\$1,500,000
Income collected for Telecommunication Leases	0	\$ 6,250	\$ 87,500
Efficiency			
% of increase in revenue from rent collected from City facilities	N/A	67%	(48%)
% of increase in number of surplus properties canvassed	N/A	(17%)	31%
Effectiveness			
% of increase in revenues for leases, licenses, street/alley closures & surplus property per fiscal year	N/A	48%	(11%)
% of increase of inquiries for leases, licenses, street/alley closures & surplus property	N/A	3%	5%

EXPLANATORY INFORMATION

- ◆ ¹ The Housing Trust now reviews all surplus property offered for sale. The Trust has a first option on the acquisition of surplus property, therefore, the number of surplus parcels reviewed by City Council is greater than the number of parcels sold.
- ◆ ² Centro-Alameda, a non profit organization, will manage the Casa de Mexico Office building and receive all revenues to supplement the theater's operations in FY 97.
- ◆ ³ The amount of \$143,655 reflects a past due rent payment from FY 96.
- ◆ ⁴ This dollar value reflects the tax value of land only. After single family/multi family improvements, the total tax value will increase from an estimated \$3,625 in FY 97 to an estimated \$20,000.

POLICY ISSUES BY KEY RESULT AREA

- ◆ **PLANNING AND PHYSICAL DEVELOPMENT** **\$75,000**

PROPERTY MANAGEMENT CONSULTANT SERVICES

This program improvement is a one-time expenditure to hire a professional consulting firm to expand the property management services currently delivered by the Department of Asset Management. The Consultant will develop a comprehensive property management program which will eventually serve all City-owned properties. The Consultant firm will: 1) develop a phased plan utilizing City staff (Asset Management Department) to provide property management services for City-owned properties; 2) establish an expandable database inventory of all City-owned properties and; 3) devise a funding mechanism to allocate property management costs to individual departments.

ASSET MANAGEMENT**GENERAL FUND EXPENDITURES BY CHARACTER**

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$426,423	\$422,030	\$483,321
CONTRACTUAL SERVICES	22,201	31,300	117,010
COMMODITIES	9,642	1,300	4,230
OTHER	3,770	3,770	3,130
CAPITAL OUTLAY	4,368	0	0
TOTAL EXPENDITURES	\$466,404	\$458,400	\$607,691
AUTHORIZED POSITIONS	11	11	11
FULL-TIME EQUIVALENTS	11.00	11.00	11.00

AVIATION DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
Enterprise Fund Aviation Funds	435.70	33,787,069
Debt Service Funds	0	11,558,721
Categorical Grants	0	9,235,000
Capital Projects	0	28,689,000
Total Funding	435.70	\$83,269,790

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 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 improve convenience and efficiency for the airport passenger by expanding parking facilities and the international processing area, increasing the number of flight destinations and improving facilities for ADA compliance.
- ◆ To increase utilization of the airport by publicizing available service and facilities.
- ◆ To accommodate future growth by completing the Airport Airspace Study and Phase II of the Master Plan.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of Airport Public Parking Spaces	3,707	4,087	4,087
Terminal O & M Expenses	\$3,493,178	\$4,000,676	\$3,997,773
Airfield O & M Expenses	\$1,396,728	\$1,349,016	\$1,489,809
Parking O & M Expenses	\$1,750,574	\$1,893,012	\$1,864,036
Output:			
No. of Private Sector Airport jobs	5,726	5,840	5,950
No. of Public Sector Airport jobs	382	385	385
No. of Aviation Department Jobs	419	425	434
No. of Business Development Prospects	37	38	40
No. of Aircraft Noise Line Responses	188	200	190
No. of Terminal Enplaned Passengers	3,094,257	3,300,000	3,415,000
No. of International Enplaned Passengers	81,683	84,800	106,000
No. of Aircraft Landings and Takeoffs	238,289	250,200	257,700
No. of Non-stop Destinations	23	31	32
No. of Direct (Same Plane) Flight Destinations	68	71	72
No. of Parking Customers	1,451,994	1,500,000	1,560,000
Parking Revenue	\$6,849,992	\$7,233,383	\$7,469,580
No. of Contracts & Leases	230	235	240
No. of Taxicab/Shuttle Vehicle Departures	245,750	265,000	275,000

AVIATION

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Efficiency:			
Avg. Percentage of Airline Stage III Aircraft to Total Aircraft	67%	70%	72%
Avg. No. Noise Complaints Per 1,000 Aircraft Ops.	.78	.80	.73
Avg. No. of Parking Customers Per Hour	165.75	171.23	178.08
Revenue Per Parking Space	\$1,848	\$1,767	\$1,827
Airline Rent Per Passenger	\$2.80	\$2.97	\$3.26
Terminal Concession Revenue Per Passenger	\$4.75	\$4.87	\$4.87
O & M Terminal Expenses Per Passenger	\$1.12	\$1.20	\$1.18
Avg. No. of Aircraft Takeoffs & Landings Per Hour	27.20	28.56	29.41
O & M Airfield Expenses Per Takeoff & Landings	\$5.33	\$4.93	\$5.14
Effectiveness:			
% of Passengers To Destination On Direct Flights	48%	50%	52%
% of Increase/Decrease in Airport Passengers	3.5%	6.5%	3.5%
% of Increase/Decrease of International Passengers	(34.5)%	3.8%	25%
% of Increase/Decrease of Aircraft Takeoff & Landings	.005%	5.0%	3.0%
% of Increase/Decrease of Parking Customers	5.1%	3.3%	4.0%
% of Increase/Decrease of Private Airport Jobs	4.0%	¹ 2.0%	¹ 2.0%
% of Increase/Decrease of Taxicab/Shuttle Departures	3.4%	7.8%	3.7%

EXPLANATORY INFORMATION

♦ ¹ Figures are estimated - actual to be determined through survey of airport business.

REDUCTIONS BY KEY RESULT AREA

♦ **INFRASTRUCTURE** **\$24,435**

VEGETATION CONTROL

The Aviation Department has operational responsibility concerning the maintenance and improvement of Airport property comprising 350 acres enclosed by a 12 mile perimeter. This program encompasses curtailing the appropriate workcenter services by 25% in functions involving brush clearing, mowing, and herbicide application along fence lines, roadways and drainage systems. Savings in the amount of \$24,435 will be attained by this action.

AVIATION

POLICY ISSUES BY KEY RESULT AREA

♦ PUBLIC SAFETY \$97,531

FIRE CONTRACT

On November 14, 1995, the City Council approved a new collective bargaining agreement with the San Antonio Professional Fire Fighter's Association. The agreement was effective October 1, 1994 and ends September 30, 1998. A four percent wage increase for all uniformed firefighters will be budgeted for the upcoming fiscal year. The cost of the new contract in FY 97 is \$97,531.

PENSION CONTRIBUTION INCREASE

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. This increase is mandated to fund the outstanding actuarial liability. The contribution increase for FY 97 is \$3,969. This amount is contained in the base budget.

LONGEVITY PAY INCREASE

Mandated expenditures arising from the collective bargaining agreement with the San Antonio Professional Firefighter's Association include additional longevity pay for the increased seniority of firefighters. The cost is \$5,652. This amount is contained in the base budget.

♦ INFRASTRUCTURE \$32,200

PAVEMENT MANAGEMENT SYSTEM

This equipment will be utilized in the Pavement Management System (PMS), a Federally Mandated Program initiated by the Federal Aviation Administration in 1996. Future Airport Improvement Program funding is contingent upon an effective Pavement Management System. The equipment will augment and enhance the collection of data necessary to develop alternatives and strategies which are integral components of PMS. Total proposed cost for this improvement is \$32,200.

♦ SUPPORT SERVICES \$61,926

SHUTTLE SERVICE

This program improvement involves creating nine part-time positions to be used in providing shuttle service from remote parking areas to the terminals. Enhancements of customer related services will provide higher level of customer satisfaction and maximized parking lot usage. Total proposed cost for this improvement is \$61,926.

AVIATION**POLICY ISSUES BY KEY RESULT AREA CONTINUED**♦ **OTHER POLICY ISSUES** **\$130,182****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 \$25,782 are included in this year's Proposed Budget for these one-time technological improvements. During FY 97, 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.

ONE -TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program completed last year. The total cost for this department is \$104,400.

ENTERPRISE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$12,037,683	\$12,889,402	\$12,761,537
CONTRACTUAL SERVICES	2,581,580	3,224,435	3,676,512
COMMODITIES	935,635	1,108,887	1,219,253
OTHER	1,163,763	1,269,457	1,139,438
CAPITAL OUTLAY	396,054	665,393	612,243
TRANSFERS	13,468,152	13,323,457	14,378,086
TOTAL EXPENDITURES	\$30,582,867	\$32,481,031	\$33,787,069
AUTHORIZED POSITIONS	419	425	434
FULL-TIME EQUIVALENTS	424.62	431.79	435.70

AVIATION

33-01-01

ACTIVITY NO.

DIVISION
PROGRAM

ADMINISTRATION
AIRWAY & AIRPORT IMPROVEMENT

PROGRAM DESCRIPTION

The Airway & Airport Improvement Program is a program designed to assist owners in planning construction 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 : 10/1/96 -9/30/97	Current Authorized FTEs: 0
Current Authorization: \$3,625,754	Grant Number: various
City Council Priority: Economic Development	

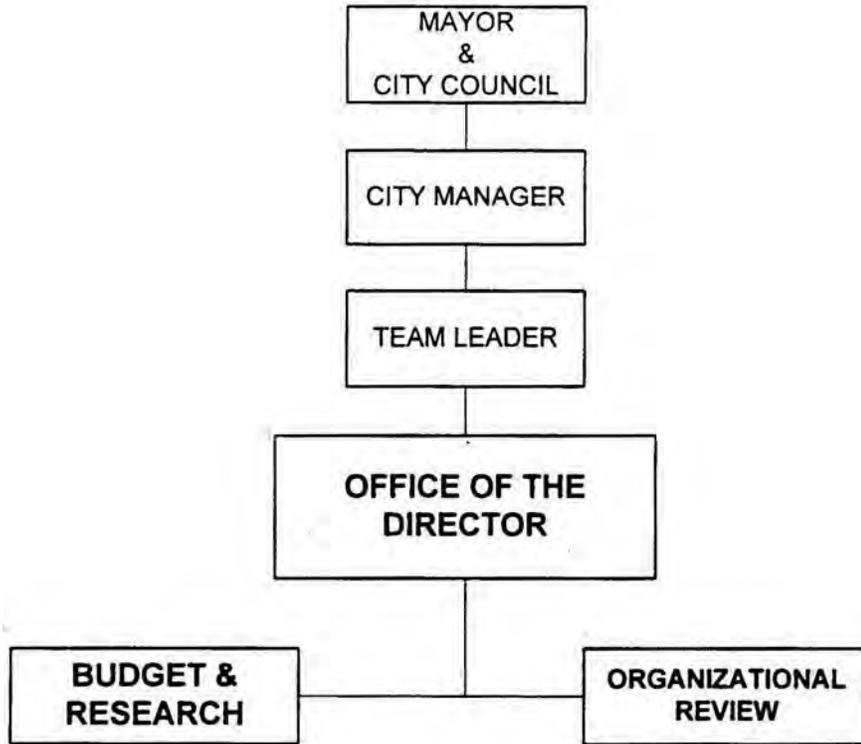
FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - FAA/AIP Grants	\$10,185,115	\$2,719,316	\$6,926,250
Other - Airport Revenue Funds	3,159,846	906,438	2,308,750

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	-0-	-0-	-0-
Contractual	\$3,341,961	\$3,625,754	\$9,235,000
Commodities	-0-	-0-	-0-
Other Expenditures	-0-	-0-	-0-
Capital Outlay	-0-	-0-	-0-
In-Kind Contribution	-0-	-0-	-0-
Total	\$13,344,961	\$3,625,754	\$9,235,000

OFFICE OF BUDGET AND MANAGEMENT ANALYSIS



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	20	1,103,820
Total Funding	20.00	\$1,103,820

OFFICE OF BUDGET AND MANAGEMENT ANALYSIS

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. This department conducts departmental performance reviews for the purpose of providing an assessment of the efficiency and effectiveness of the delivery of public services.

GOALS & 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 Manager and City Council.

- ◆ 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 enhance the quality and efficiency by which municipal services are delivered by conducting a systematic review of five departments per year focusing on performing analysis of selected processes and program areas and recommending tailor-made innovative solutions.
- ◆ To continue to streamline the budget process through the enhancement of automated systems used in the development of the annual budget.
- ◆ To provide analytical and technical assistance to departments to enhance communication with City Council, City Managers Office, and to improve the overall communication between the Office of Budget and Management Analysis and other departments.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of Departmental full-time employees	20	24	21
Budget & Management Analysts unit (FTEs)	12	12	12
Organizational Review unit (FTEs)	3	3	4
No. of staff hours per review	NA	NA	6,240
Output:			
Training classes conducted	10	5	6
Employees trained by Department	263	132	158
Departmental performance reviews conducted	NA	NA	4
Performance measures developed/monitored (technical assistance)	885	950	NA
ICMA Consortium Performance Measures Developed/Reported	436	445	450
Budget Monthly Status Reports	NA	3	6
Special Projects Completed	10	8	10
RFPs/RFQs developed	0	1	2
RFPs/RFQs coordinated/technical assistance	0	3	1
Surveys conducted	5	4	6

OFFICE OF BUDGET AND MANAGEMENT ANALYSIS

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Efficiency:			
Avg. No. of Depts./Offices per budget analyst	3.18	4	4
Avg. review hrs. per Management Analyst per review	NA	NA	312
Effectiveness:			
Turnaround time - Monthly Status report	NA	15 days	12 days
% of training participants ranking Budget Training Courses from "Good to Excellent"	NA	79%	84%

REDUCTIONS BY KEY RESULT AREA

◆ **SUPPORT SERVICES** **\$8,503**

MEMBERSHIP TO THE ICMA COMPARATIVE PERFORMANCE MEASUREMENT CONSORTIUM

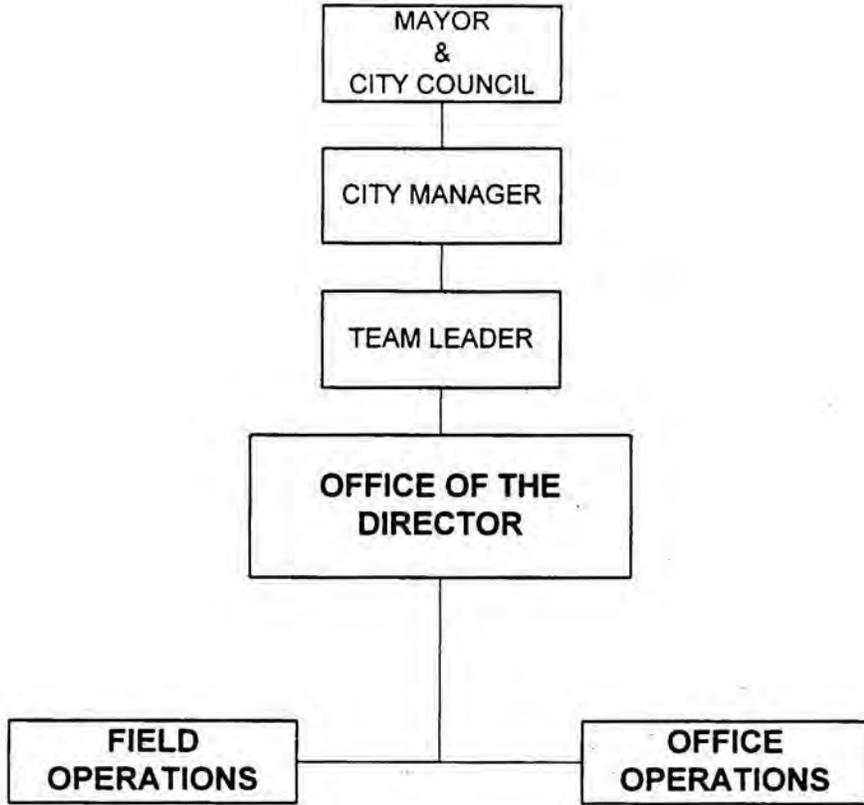
Eliminate the membership to the ICMA Comparative Performance Measurement Consortium. Although the membership would not be renewed in this Consortium, the department would continue to work with other City departments to update performance measures developed on an annual basis. In the future, the department intends to purchase updated Consortium reports prepared by ICMA and will continue to utilize this effort as a tool in our ongoing performance measure system. The total savings of this reduction is \$8,503.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	846,316	867,149	806,163
CONTRACTUAL SERVICES	504,951	267,895	260,197
COMMODITIES	15,285	14,930	24,070
OTHER	12,210	15,080	13,390
CAPITAL OUTLAY	5,038	0	0
TOTAL EXPENDITURES	\$1,383,800	\$1,165,054	\$1,103,820
AUTHORIZED POSITIONS	24	24	20
FULL-TIME EQUIVALENTS	24.00	24.00	20.00



BUILDING INSPECTIONS



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	104.00	4,206,990
Total Funding	104.00	\$4,206,990

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 & OBJECTIVES

The Building Inspections Department will ensure the safety, health, and welfare of the citizens of San Antonio is protected through the administration and enforcement of all construction codes. The Department will also enforce all zoning and other development related ordinances. During the next fiscal year, the Building Inspections Department will work in conjunction with other departments to develop an efficient plan review process. By doing so, the Department hopes to deliver quality, timely service to customers involved in the development process. Informing the public of code requirements for construction will also be a goal of the Department. Internally, the Department will work to upgrade computer systems, and further the professional education and training needed by the Department's staff.

- ◆ Provide accurate information, courteous, and efficient service to the public
- ◆ Continue to provide new information and handouts to customers on the development process
- ◆ Expand cross training of personnel
- ◆ Strive for constant quality full staffing throughout the Department
- ◆ Improve the quality and timeliness of the plan review process
- ◆ Continue to work with the Information Services Department to develop a technological Master Plan for the Department

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Personnel Cost	\$2,945,633	\$3,192,083	\$3,331,182
No. of Personnel	98	100	104
No. of Inspector I's (All Trades)	38	39	39
No. of Building Code Plans Examiners	6	7	7
Bldg. Valuation on Projects Submitted	\$738,001,735	\$971,414,942	\$972,000,000
No. of Plat Applications Received	509	362	360
Output:			
Total Inspections (All Trades)	156,719	163,164	164,000
Total Permits (All Trades)	70,631	71,570	72,000
Total Residential Plans Checked	4,049	4,519	4,550
Total Commercial Plans Checked	2,418	2,416	2,450
Trade Permit Revenue ¹	\$5,477,349	\$6,100,620	\$6,200,000
Plan Review Revenue ²	\$685,620	\$779,534	\$780,000
Quality Control Inspection Review	N/A	.5%	.5%

BUILDING INSPECTIONS

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Efficiency:			
Inspections per Inspectors per week (All Trades)	79	80	81
Avg. Building Inspections Direct Costs per Inspection	\$18.80	\$19.56	\$19.67
Avg. Permit Revenue per Inspection	\$34.95	\$37.39	\$37.80
Number of Plans per Plans Examiner	1,077	990	1,000
Effectiveness:			
Avg. % of Inspections completed by end of next business day	98%	99%	99%
Avg. # of Days for Initial Plan Review			
• Interior Finish Outs	14 days	9 days	9 days
• New Structures (Commercial)	30 days	20 days	20 days
• Residential Plans	15 days	12 days	12 days
% of Plans Completing the Plan Review Process within 45 days or less	N/A	N/A	95%

EXPLANATORY INFORMATION

- ♦ ¹ Includes revenue collected for Building, Electrical, Air Conditioning & Heating, Sign & Plumbing, Sewer & Gas permits.
- ♦ ² Includes Plan Checking Fees, Preliminary Plan Review, Additional Plan Review and Express Plan Review Fees.

REDUCTIONS BY KEY RESULT AREA

- ♦ **PUBLIC SAFETY** **\$82,763**

CELLULAR PHONES

The use of cellular phones by inspectors for all trades provides a more prompt and efficient service to the contractor or homeowner. A reduction in cellular phone costs can be achieved by switching to a flat rate option for all cellular phones. Currently, Building Inspections has eleven cellular phones distributed in the Plumbing, Mechanical, Building and Electrical sections for which the Department is charged for the amount of time the phones are used. The proposed flat rate option would achieve a total savings of \$10,752.

BUILDING INSPECTIONS

REDUCTIONS BY KEY RESULT AREA CONTINUED

DRAFTING SECTION

The elimination of three filled Drafting Tech II positions in the Drafting section is proposed. The current drafting unit, which consists of one Supervisor and four Drafting Tech II positions, perform various support services for the Board of Adjustment as well as update City maps for annexed areas and newly recorded maps. Currently, the Information Services Department is developing a program that would grant access to all City maps for those City Departments involved in the Land Development Services process. As a result, many of the duties performed by the three Drafting Tech's will be duplicated by other departments involved in the process. The total savings from this reduction is \$72,011.

POLICY ISSUES BY KEY RESULT AREA

◆ PUBLIC SAFETY

\$95,867

CONTRACTUAL CERTIFIED PUBLIC ACCOUNTANT (C.P.A.) SERVICES

Currently, there are 18 Sexually Oriented Businesses (S.O.B.'s) that have the right to seek appeal to the Board of Adjustment for an extended amortization period beyond the one year period specified by City ordinance. This program improvement proposes to contract with an outside Certified Public Accountant to provide an independent opinion on amortization schedules submitted to the Board of Adjustment as it pertains to Sexually Oriented Businesses. All amortization schedules will be reviewed by City staff. A third party opinion would settle all disagreements between the City and the S.O.B.'s, providing recommendations to the Board of Adjustment. The total cost of this improvement would be \$20,000.

CONSOLIDATED PLAN REVIEW

To enhance the level of service provided by the Building Inspections Department for the local development community, this program change proposes the addition of three Plans Examiners in their respective trades. By adding a Plumbing Plans Examiner, Electrical Plans Examiner, and a Heating & A/C Plans Examiner, more comprehensive plan review will be performed, resulting in specific corrective measures cited by each trade during the initial plan review stage. This program improvement would improve consistency in plan review, reduce interpretation conflicts between contractors, inspectors, and plans examiners and streamline the development process. The program improvement proposes to partially fund all three positions for nine months. The total cost of adding these positions in FY 97 is \$75,867. The full year funding for these positions will increase to \$90,753 in FY 98.

◆ REORGANIZATION

Continued improvements to the development services process are specifically aimed at guiding the small business or infrequent customer through the building and permit process. Solving problems expeditiously during the plan review or permit process is a high priority. The Proposed Budget recommends dedicating resources to provide an ombudsmen whose role will be to serve as a point of contact in the department while working to resolve issues and facilitate the process. The effectiveness of this effort will be further enhanced by consolidating the plan review function under the Building Inspections Department. Civilian Fire Protection Engineers will be transferred to the department and three additional plan review positions are proposed for the specific trades.

BUILDING INSPECTIONS**GENERAL FUND EXPENDITURES BY CHARACTER**

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$2,945,634	\$3,192,083	\$3,331,182
CONTRACTUAL SERVICES	630,005	666,987	696,598
COMMODITIES	89,328	97,347	116,080
OTHER	54,080	54,080	47,810
CAPITAL OUTLAY	95,065	37,055	15,320
TOTAL EXPENDITURES	\$3,814,112	\$4,047,552	\$4,206,990
AUTHORIZED POSITIONS	98	100	104
FULL-TIME EQUIVALENTS	98.00	100.00	104.00

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 five divisions which provide specific expertise. These divisions are Litigation, Development and Financial, Government and Business Services, Community and Organization, and Administration.

GOALS & OBJECTIVES

To represent and promote the legal interests of the City of San Antonio by delivering prompt and effective legal services as part of the City team effort to prevent and solve legal problems.

- ◆ Develop close familiarity with departments and their legal problems.
- ◆ Ensure prompt delivery of legal services.
- ◆ Foster a problem-solving team relationship with each department.
- ◆ Continue the implementation of the reorganization of the Office of the City Attorney started in FY 95.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of Attorneys - all Funds	44	46	46
No. of Attorneys - prosecution	9	9	9
No. of Attorneys - litigation	5	5	6
New cases filed annually - Litigation	187	175	175
Total no. of traffic cases filed ¹	275,247	226,000	228,100
No. Statutory, Charter, Council & client / dept. created boards & comm. requiring legal advice	30	31	33
Output:			
Cases closed annually - Litigation	170	171	179
Motions filed - Litigation ²	2,985	3,070	3,085
No. of court hearings	869	921	967
No. of Trials - Jury ³	24	30	31
No. of Trials - Court ³	52	60	63
No. traffic cases filed by Municipal Prosecutors	16,638	16,976	17,470
No. of formal legal written opinions ⁴	337	350	367
No. of informal verbal opinions ⁵	3,580	3,730	3,917
No. of ordinances prepared	1,936	1,974	2,013
No. Admin. Hearings/Contract Grievances filed			
Police/Fire	81	90	94
Civilian	118	125	130
Efficiency:			
Avg. no. cases (lawsuits) pending per month	281	270	260
Avg. no. of cases per attorney	38	38	37
Avg. no. of traffic cases resolved	15,550	15,861	16,320
No. of informal opinions rendered per attorney	162	170	178

CITY ATTORNEY

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Efficiency Continued			
No. of ordinances prepared per attorney per week	107	112	117
Avg. turnaround for ord preparation per attorney	3 Days	3 Days	3 Days
Effectiveness			
% favorable court rulings ⁶	78%	80%	82%
% favorable dispositions ⁷	90%	90%	92%
% convictions - traffic ⁸	95%	95%	95%
% informal opinions issued within 3 days	95%	95%	98%
% formal opinions issued within 10 days	90%	90%	92%
% of new cases handled by outside counsel distributed through Litigation division	9.1%	12.9%	6.0%

EXPLANATORY INFORMATION

- ◆ ¹ Taken from Municipal Courts performance measures
- ◆ ² Motion is a request for court action (requires a hearing in State cases; hearing is optional in Federal cases)
- ◆ ³ Trials contested by Litigation division
- ◆ ⁴ Formal legal written opinions are written responses to legal opinion requests
- ◆ ⁵ Informal verbal opinions are verbal responses to legal opinion requests
- ◆ ⁶ Favorable court rulings are favorable rulings administered in court
- ◆ ⁷ 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.
- ◆ ⁸ Actual Traffic court cases litigated.
- ◆ ⁹ Reorganization effective 03/28/95

REDUCTIONS BY KEY RESULT AREA

- ◆ **SUPPORT SERVICES** **\$77,039**

LAW BOOK PURCHASES

The City Attorney's Office is able to use automated resources more as a source for legal information. Therefore, the number of law books purchased annually can be reduced. This reduction provides for \$6,000 in savings.

WESTLAW RESEARCH

Reduce reliance on the Westlaw on-line research. This reduction will not affect the City Attorney's Office current level of service. It will be coupled with more reliance on CD-ROM update versions of Westlaw information. This reduction provides for \$6,312 in savings.

CITY ATTORNEY

REDUCTIONS BY KEY RESULT AREA CONTINUED

DEPUTY CITY ATTORNEY

Eliminate the Deputy City Attorney position which is currently vacant. The City Attorney's office will redistribute the workload among current staff. This reduction provides for \$64,727 in savings.

POLICY ISSUES BY KEY RESULT AREA

◆ SUPPORT SERVICES \$28,371

PARALEGAL FOR COMMUNITY & ORGANIZATION DIVISION

In the Community & Organization Services Division there are four attorneys which operate without the services of a paralegal. The paralegal's duties will include legal research on municipal law questions, legal document preparation coordination with all City Departments regarding backup documentation/information on council Agenda items, and track all the Division's assignments to assist the Division Chief. This position will be partially funded in FY 97. Thus, the total cost is \$28,371.

◆ PUBLIC SAFETY \$27,410

FAMILY VIOLENCE COURT

The City Council mandated Municipal Courts to set trials by judge within 6 weeks and jury trials within 8 week. The addition of a Family Violence Court compliments their recommendation and provides for a separate assault docket to be used by the SAPD family violence unit. All Class C assault cases documented by SAPD will be directly filed with Municipal Courts. It is anticipated that there will be approximately 300 cases directly filed by SAPD, a 1000% increase over current filings. The number of cases set on special dockets (bond forfeiture, juvenile, environmental, health, show cause, license & weights) are expected to escalate as the number of police officers and inspectors increase. As a result one Assistant City Attorney I will be needed to handle domestic violence cases. The total proposed cost of \$27,410 consists of funding the new position for six months along with associated costs.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	2,412,572	2,723,050	2,791,284
CONTRACTUAL SERVICES	278,252	259,215	201,721
COMMODITIES	58,244	46,540	36,710
OTHER	25,170	25,170	22,470
CAPITAL OUTLAY	53,140	4,970	9,237
TOTAL EXPENDITURES	\$2,827,378	\$3,058,945	\$3,061,422
AUTHORIZED POSITIONS	57	60	61
FULL-TIME EQUIVALENTS	57.00	60.00	61.00

CITY ATTORNEY*FUND**SELF-INSURANCE
LIABILITY RESERVE***PROGRAM INFORMATION**

This fund provides an account of uninsured tort claims associated with lawsuits filed against the City of San Antonio. The City Attorney's Office shares responsibility with Risk Management in administering the fund. The role of the City Attorney's Office is to defend lawsuits affecting the fund.

GOALS & OBJECTIVES

To represent the City of San Antonio and its employees in all litigation affecting the self insurance liability reserve.

- ◆ To reduce the cost per lawsuit.
- ◆ To reduce dependence on outside counsel.
- ◆ To improve communication with Risk Management and the Third Party Administrator.

PERFORMANCE MEASURES

See City Attorney General Fund

INTERNAL SERVICE EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	166,133	92,933	95,434
CONTRACTUAL SERVICES	2,047	2,350	2,220
COMMODITIES	436	1,500	1,500
OTHER	2,425,217	907,680	501,180
CAPITAL OUTLAY	0	0	0
TRANSFERS	0	0	0
TOTAL EXPENDITURES	\$2,593,833	\$1,004,463	\$600,334

AUTHORIZED POSITIONS	2	2	2
FULL-TIME EQUIVALENTS	2.00	2.00	2.00

CITY ATTORNEY

FUND

WORKERS' COMPENSATION

PROGRAM INFORMATION

This fund administers the City's workers compensation program. Responsibilities of the City Attorney's Office include representation of the City of San Antonio in appeals from decisions of the Texas Workers' Compensation Commission to State District Court and in pursuing subrogation claims.

GOALS & OBJECTIVES

- ◆ To reduce the cost of Workers' Compensation claims.
- ◆ To work closely with Risk Management and the Third Party Administrator.
- ◆ To achieve a fair result for both the employees and the City.

PERFORMANCE MEASURES

See City Attorney General Fund

POLICY ISSUES BY KEY RESULT AREA

- ◆ **SUPPORT SERVICES** **\$28,606**

ENHANCED LITIGATION PROGRAM

The City Attorney's Office Litigation Division is currently composed of three trial teams and an appellate lawyer. Two of the current teams of two lawyers each are assisted by a Paralegal for discovery, research and coordination of witnesses. The trial teams with Paralegal assistance are able to handle significantly more cases at an efficient level than the trial team without such support. The request for one additional paralegal is caused by the hiring of the Division Chief and an Attorney II, thus creating a fourth trial team. This program improvement will be partially funded for FY 97 for a total of \$28,606.

- ◆ **OTHER POLICY ISSUES** **\$1,800**

ONE-TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program last year. The total cost for this department is \$1,800.

CITY ATTORNEY

♦ REORGANIZATIONS

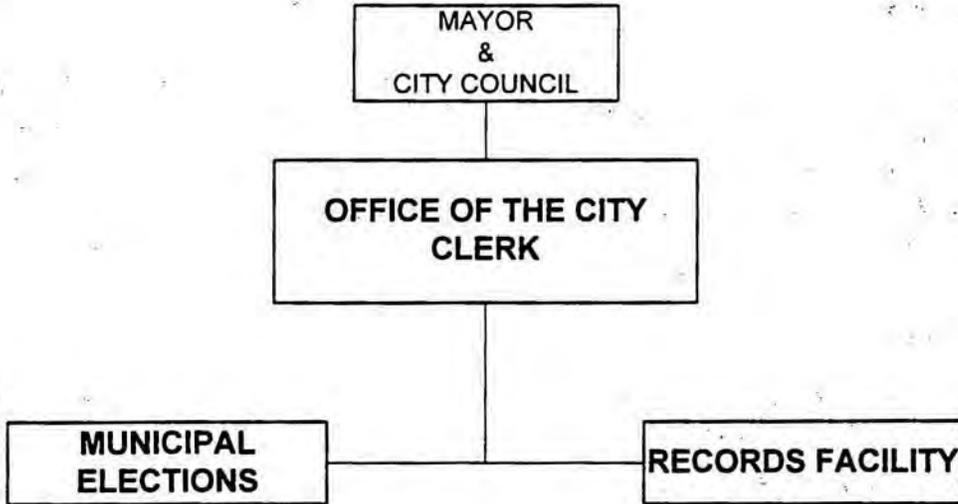
The Self-insurance Funds which includes the Liability Reserve, Worker's Compensation, Employee Benefits, Unemployment Compensation, Extended Sick Leave, Police and Fire Prefund, and Employee Wellness are proposed to be restructured. The Risk Management operations will be transferred to the City Attorney's Office while maintaining fiscal responsibility for the Insurance Funds in the Finance Department. This move is the second step in a long term process aimed at improving the City's Self Insurance Liability Fund. There is no additional monetary cost for this reorganization.

INTERNAL SERVICE EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$195,172	\$131,264	\$172,825
CONTRACTUAL SERVICES	16,332	16,740	14,010
COMMODITIES	806	900	1,400
OTHER	1,480	1,660	1,480
CAPITAL OUTLAY	0	0	0
TRANSFERS	0	0	0
TOTAL EXPENDITURES	\$213,790	\$150,564	\$189,715
AUTHORIZED POSITIONS	4	4	5
FULL-TIME EQUIVALENTS	4.00	4.00	5.00



OFFICE OF THE CITY CLERK



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	17.00	775,920
Total Funding	17.00	\$775,920

CITY CLERK

PROGRAM INFORMATION

The Office of the City Clerk is the administrative and recording agent of the City of San Antonio municipal government, which provides 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. 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. Additionally, the department conducts all municipal elections, bid procedures, official honorariums and board and commission actions.

GOALS & OBJECTIVES

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

- ◆ Planning, full implementation of office automation through completion of the personal computer package requirements.
- ◆ 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.
- ◆ Continuing the pilot program to provide networking for a shared ordinance database through linkage of City Clerk, City Attorney and Finance Department by personal computer network.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of City Clerk employees serving walk-ins Customer Svc	12	12	12
No. of employees taking Customer Service telephone calls	12	12	12
No. of employees performing research projects	12	12	12
No. of Records Facility employees taking customer svc calls	5	5	5
No. of employees performing research projects	4	4	4
No. of employees microfilming documents	4	4	4
Output:			
No. of walk-in cust svc contacts for City Clerk - daily	174	69	125
No. of cust svc telephone call contracts for City Clerk - daily	299	280	300
No. of ordinances/resolutions processed - weekly	42	37	40
No. of copies of ordinances/resolutions distributed - weekly	216	188	190
No. of research projects completed - weekly	47	30	42
Pages of City Council meetings prepared - weekly	29	25	28
No. of official ceremonial transactions completed- weekly	NA	NA	24
No. of board/commission transactions completed- weekly	NA	NA	49
Copies of documents reproduced	247	540	508
No. of bids received, opened and processed - weekly	49	59	60

CITY CLERK

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output Continued:			
No. of public notice/advertisements placed - weekly	21	16	20
No. of claims/lawsuits received and processed - weekly	28	21	25
No. of cust svc telephone call contacts for Records Facility - daily	30	39	40
No. of municipal records microfilmed - weekly	31,664	46,412	46,000
Cubic feet of records destroyed (quarterly)	649	2,013	1,500
No. of research projects completed - weekly	NA	NA	240
Copies of documents reproduced - weekly	NA	22	23
No. of records liaison coordination meetings held - weekly	NA	4	4
Efficiency:			
Avg. no. of walk-in cust svc contacts assisted in City Clerk - daily	15	6	10
Avg. no. of customer service telephone call contacts - daily	25	23	30
Avg. no. of research projects completed - weekly	4	3	5
Avg. no. of ceremonial transactions completed - weekly	NA	NA	26
Avg. no. of board/commission transactions completed - weekly	NA	NA	60
Avg. no. of documents reproduced - weekly	21	11	15
Avg. no. of cust svc telephone call contacts for Records - daily	8	8	8
Effectiveness:			
% of City Council minutes approved within 30 min.	NA	41.7%	70%
% of Contingency Funds pymts to outside agencies within 7 days	NA	75%	80%
% of board/commission appts proceed within 4 wks	NA	NA	80%
% of research projects completed within 2 days	NA	98%	100%
% of microfilming goal achieved	NA	121%	100%
% of research projects completed within 2 days	NA	98%	100%

REDUCTIONS BY KEY RESULT AREA

◆ SUPPORT SERVICES

\$10,448

SALE OF CODE BOOKS

Eliminate the sale of code books from the City Clerk's Office. This reduction will have a minimal effect upon the overall level of service in the City Clerk's Office. Purchasers of such code books may still purchase these stocks directly from the printer's facility or another local source. This reduction will result in \$5,448 in savings.

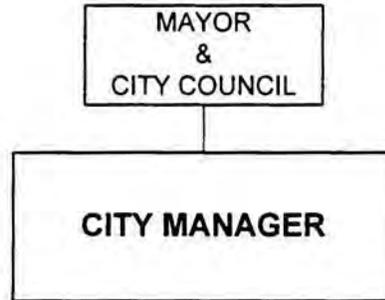
RESTORATION/PRESERVATION OF HISTORICAL RECORDS

The restoration program's purpose is to preserve and protect the deteriorating historical records of the City. A number of these archival documents and volumes have been restored in the two years of this program. This program will not be eliminated, but a portion of the costs will be reduced by \$5,000.

CITY CLERK**GENERAL FUND EXPENDITURES BY CHARACTER**

	ACTUAL	ESTIMATED	PROPOSED
	1994-95	1995-96	1996-97
PERSONAL SERVICES	531,227	607,370	605,848
CONTRACTUAL SERVICES	143,908	134,076	151,112
COMMODITIES	9,386	10,662	11,650
OTHER	7,160	7,160	7,310
CAPITAL OUTLAY	22,517	84,692	0
TOTAL EXPENDITURES	\$714,198	\$843,960	\$775,920
AUTHORIZED POSITIONS	17	17	17
FULL-TIME EQUIVALENTS	17.00	17.00	17.00

CITY MANAGER'S OFFICE



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	11	870,780
Total Funding	11.00	\$870,780

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 & 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**

\$107,291

EXECUTIVE TEAM LEADER POSITION

The City Manager's Office proposes to eliminate an executive team leader position that is currently vacant. The current level and quality of service will continue and the workload for the position will be distributed among staff. The total savings from this reduction is \$103,901.

OFFICIAL TRAVEL REDUCTION

Focusing on moderating our fiscal operations, the City Manager's Office has initiated a program evaluation of the current official travel budget. Thus, the City Manager's Office proposes to reduce resources budgeted for official travel by \$3,390.

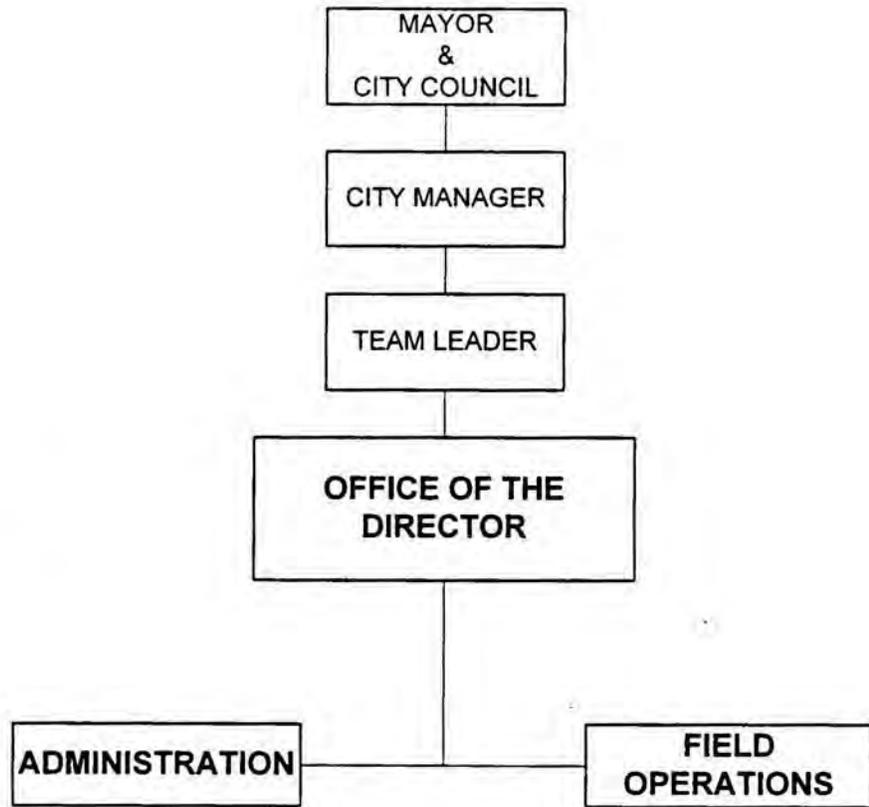
CITY MANAGER

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	641,918	692,148	734,838
CONTRACTUAL SERVICES	81,970	119,615	123,182
COMMODITIES	4,065	4,500	6,940
OTHER	5,820	5,820	5,820
CAPITAL OUTLAY	4,261	0	0
TOTAL EXPENDITURES	\$738,034	\$822,083	\$870,780
AUTHORIZED POSITIONS	11	11	11
FULL-TIME EQUIVALENTS	11.00	11.00	11.00



CODE COMPLIANCE



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	64.00	2,756,110
Community Dev. Block Grant (CDBG)	3.00	141,554
Categorical Grants	0.00	20,760
Total Funding	67.00	\$2,918,424

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 99 salvage/junkyards within the City limits as well as monitoring compliance with the City Code regarding certain materials received at these salvage/junkyards.

GOALS & OBJECTIVES

To protect the health and safety of the citizens of San Antonio and to serve in the elimination of adverse conditions. To promote a higher quality of life for all citizens by promoting awareness and compliance with City Codes in order to stabilize and reverse deterioration of our neighborhoods.

- ◆ To improve the quality of services by integrating technology, training, accountability and responsibility into work performance standards
- ◆ To work closely with community and citizens groups to increase awareness of Code Compliance services
- ◆ 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 SNAP and Weed & Seed
- ◆ To increase service delivery and effectiveness by continued decentralization of field and support personnel in community based areas

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Code Enforcement Officers ¹	36	38	39
Grant Funded Code Enforcement Officers ¹	N/A	N/A	3
Abatement Officers	5	5	4
Complaints (Added during fiscal year)	45,064	48,000	49,550
Complaints (Carried from previous fiscal year)	14,357	12,000	11,540
TOTAL COMPLAINTS	59,421	60,000	61,090
Output:			
Total Inspections (All Categories)	102,101	122,300	132,147
Abatement Unit - Noise Abatement Inspections	4,036	4,500	5,000
Abatement Unit - Litter Abatement Inspections	7,616	6,500	6,510
Demolitions (City)	317	250	260
Demolitions (Owner)	86	100	110
Demolitions (Weed and Seed)	0	18	20
TOTAL DEMOLITIONS	403	368	390
Cleaned/Secured (City)	243	250	260
Cleaned/Secured (Owner)	1,629	1,700	1,725

CODE COMPLIANCE

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output Continued:			
TOTAL CLEANED/SECURED	1,872	1,950	1,985
Vacant Lots Cleaned (City)	1,075	1,100	1,300
Vacant Lots Cleaned (Owner)	3,773	3,300	3,800
TOTAL VACANT LOTS CLEANED	4,848	4,400	5,100
Cases filed in Court (All Categories)	870	700	750
Noise Citations filed by Abatement Unit	101	75	80
Litter Citations filed by Abatement Unit	82	75	80
Code Enforcement Target Area Sweeps	101	120	130
Neighborhood /Commissions/Task Force Mtgs.	150	150	160
Efficiency:			
Inspections per Officer per Week ¹	55	62	61
Inspections per Complaint	1.72	2.04	2.16
Average Cost per Cleaning Vacant Lots	\$135	\$150	\$150
Average Cost per Cleaned/Secured	\$265	\$350	\$350
Effectiveness:			
Voluntary Compliance	79%	80%	80%
Average Response Time in Days	18	8	8
1-7 Days (First Response in a Percentage)	68%	78%	80%
8-30 Days (First Response in a Percentage)	17%	15%	15%
31+ Days (First Response in a Percentage)	15%	7%	5%

EXPLANATORY INFORMATION

- ¹ The three proposed Problem Solving Grant funded Code Compliance Officers and the one Proposed Code Compliance Officer funded from the General Fund are projected to be funded for only six months. In addition, two of those six months will be spent in training.

REDUCTIONS BY KEY RESULT AREA

- SUPPORT SERVICES** **\$20,590**

ADMINISTRATIVE PERSONNEL

This reduction proposes to reduce administrative support by eliminating one filled Data Clerk II position. This position is responsible for entering data into a database system that tracks, among other items, code violations and vacant lots that need to be cleaned as a result of illegal dumpings. The workload would be absorbed by the remaining Data Clerk II's. If approved, this proposed reduction would generate \$20,590 in savings.

CODE COMPLIANCE

POLICY ISSUES BY KEY RESULT AREA

◆ ENVIRONMENTAL ISSUES

\$41,977

ADDITIONAL INVESTIGATORS TO COMPLEMENT COMMUNITY POLICING EFFORTS

This program improvement proposes to add four Code Compliance Investigators to provide a more proactive approach in deterring City code violations. Recognizing the fact that code violations spur criminal activity, City programs such as the San Antonio Fear Free Environment (SAFFE) and the Strategic Nuisance Abatement Program (S.N.A.P.) were created to enhance community policing initiatives. Currently, Code Compliance is working in conjunction with the San Antonio Police Department in applying for a Community Orienting Policing Federal grant that would fund three of the four Investigator positions in FY 97. Teaming up with SAFFE Officers, these Code Investigators would provide a proactive approach in citing all criminal and code violations in targeted areas of the community. The one year grant would only fund the personnel costs of the three positions and associated training. If approved, this program improvement would support the goal of providing one Code Investigator for every two SAFFE Police Officers. The Proposed Budget includes one Code Compliance Investigator partially funded at six months, and \$5,000 for radios and uniforms. The total FY 97 cost for this improvement is \$41,977. In FY 98, the full year funding for these positions will total \$82,924.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$1,771,999	\$1,933,596	\$1,974,480
CONTRACTUAL SERVICES	634,083	632,612	634,178
COMMODITIES	73,761	76,958	109,012
OTHER	20,500	20,500	20,210
CAPITAL OUTLAY	56,876	33,608	18,230
TOTAL EXPENDITURES	\$2,557,219	\$2,697,274	\$2,756,110
AUTHORIZED POSITIONS	63	64	64
FULL-TIME EQUIVALENTS	63.00	64.00	64.00

CODE COMPLIANCE

ACTIVITY NO.
DIVISION
PROGRAM

26-30-01-01
ADMINISTRATION
EQUIPMENT USED IN ENFORCING
ANTI-DUMPING LAWS

PROGRAM INFORMATION

This program is an enhancement to the current Litter Abatement Program which is designed to protect the public health and the environment and to conserve natural resources by the enforcement of the City of San Antonio Ordinance No. 74249 and State Laws and rules related to litter abatement and illegal dumping. This Grant provides for a vehicle and the equipment needed by one Abatement Officer, to perform the duties of the job.

Program Dates 10/1/96-9/30/97	Current Authorized FTEs: N/A
Current Authorization: \$20,760	Grant Number: 26-008006
City Council Priority: 22	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Budgeted 95-96	Estimated 96-97
State - Texas Natural Resource Conservation Commission	N/A	N/A	\$20,760

FINANCIAL

	Actual 94-95	Estimated 95-96	Proposed 96-97
Capital Outlay: Machine and Equipment - Automotive	N/A	N/A	\$16,000
Capital Outlay: Machine and Equipment - Other	N/A	N/A	4,760
Total	N/A	N/A	\$20,760

EXPLANATORY INFORMATION

Performance Measures are not applicable in this Grant because this Grant only applies to equipment.

CODE COMPLIANCE

ACTIVITY NO.
DIVISION
PROGRAM

28-30-01-07
ADMINISTRATION
CODE COMPLIANCE - CDBG AREAS

PROGRAM INFORMATION

This program is an enhancement to the current Vacant Lots Cleaned and Cleaned & Secured 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 related to vacant lots and lots with vacant structures that have to be cleaned and the structures secured. The Grant provides for the salary of two Code Enforcement Officers and limited support costs.

<i>Program Dates 10/1/95-9/30/96</i>	<i>Current Authorized FTEs: 2</i>
<i>Current Authorization: \$120,000</i>	<i>Grant Number: 28-021029</i>
<i>City Council Priority:22</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Budgeted 95-96	Estimated 96-97
Community Development Block Grant	\$111,000	\$120,000	\$141,554

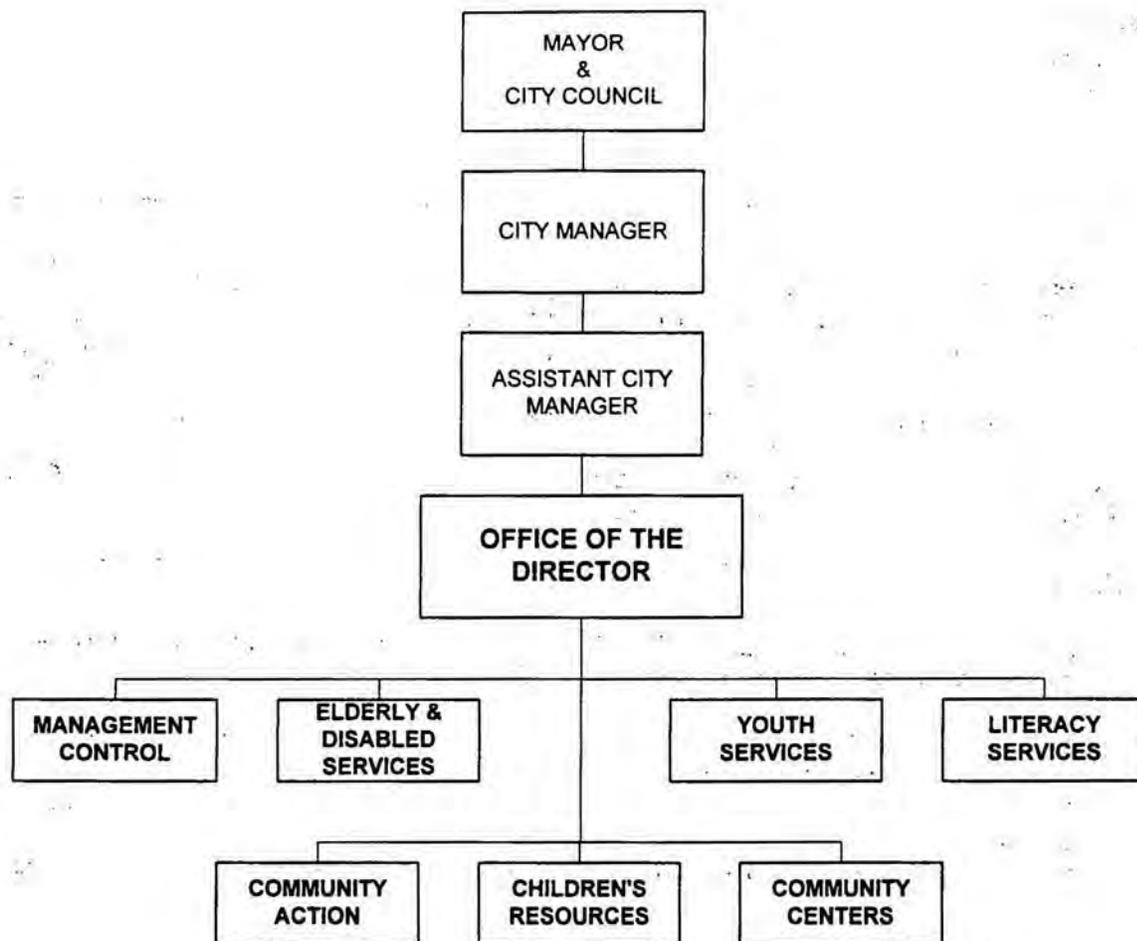
FINANCIAL

	Actual 94-95	Estimated 95-96	Proposed 96-97
Personnel Services	\$42,019	\$42,405	\$88,514
Contractual Services	\$57,581	\$66,888	\$34,496
Commodities	\$11,400	\$10,032	\$10,000
Capital Outlay	0	\$675	\$8,544
Total	\$111,000	\$120,000	\$141,554

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
Number of CDBG Funded Code Enforcement Officers	1/2	2	3
Output:			
Cleaned/Secured	N/A	75	113
Vacant Lots Cleaned	144	400	600

COMMUNITY INITIATIVES



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	203.50	6,773,507
Categorical Grants	365	54,596,296
Community Development Block Grant (CDBG)	0	212,000
Outside Agencies	0	3,923,250
Total Funding	568.50	\$65,505,053

COMMUNITY INITIATIVES

FUND

GENERAL

PROGRAM DESCRIPTION

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 & 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 and 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 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Grant Funds	\$64,488,521	\$53,383,763	\$54,362,268
Grant Fund FTEs	499	457	459
General Fund Positions	211	214	205
Department Programs	39	34	34
Outside Agency Contracts	64	67	67
Output:			
Counseling Hours Received by Youth	20,191	17,397	16,383
Adult Learners Recruited	5,341	7,582	7,697
Meals Served to Seniors	988,799	867,566	924,462
Dwyer Center Family Members Served	228	184	170
One-way Medical Transportation Trips	45,043	48,000	32,779
Homemaker Services Hours	302,323	302,000	276,800
CCMS Child Care Placements	12,058	12,310	11,500
Head Start Enrollment	4,706	4,600	4,600
Emergency Services Provided	13,023	10,166	9,000

COMMUNITY INITIATIVES

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Efficiency:			
Grant Funds Received/\$1 City Match	\$19.03	\$19.81	\$20.25
Avg. Monthly Cases/Youth Worker	135	116	118
Avg. Literacy Class Hours per Student per Month	23	24	21
Avg. Cost/Senior Meal	\$3.17	\$3.51	\$3.77
Dwyer Center Housing Support Cost/person/day	\$9.86	\$10.28	\$13.33
Monthly No. of CCMS Cases/Child Care Counselor	N/A	80	75
Effectiveness:			
Percent of Youth Diverted from Juvenile Justice System	95%	95%	95%
Percent of Students with increased level of Literacy	95%	95%	95%
Percent of Elderly with Improved Quality of Life	97%	97%	97%
Percent of CCMS parents achieve self-sufficiency	N/A	98%	98%
% of Dwyer Center Families who move to permanent housing	20%	75%	20%

REDUCTIONS BY KEY RESULT AREA

♦ YOUTH

\$221,076

ELIMINATE THE ADOLESCENT SEX OFFENDER PROGRAM

This reduction will eliminate a vacant Caseworker II position and cancel a counseling contract with a private professional counselor. This component provides case management and crisis intervention to juvenile sex offenders and their families. The counseling contract provides individual and group counseling as well as individual assessments. This reduction will impact the current caseload of eighty clients who will be referred to other agencies, such as the Family Services Association, Mexican American Unity Council, and the Child Guidance Center for counseling and follow-up. This reduction totals \$48,275.

REALIGN THE CRIMINAL RESEARCH COMPONENT FROM YOUTH SERVICES TO SAPD & MUNICIPAL COURTS

The reduction will eliminate five vacant positions, two full-time Caseworker II, a full-time Caseworker I, a part-time Caseworker I, and an Administrative Aide. This unit is responsible for looking up arrest records and providing offense status of youth who are issued Class "C" Misdemeanor citations and Ordinance violations to Municipal Court's Juvenile Court. The research function will now be the responsibility of Police Service Agents in the San Antonio Police Department. The department savings for this reduction is \$125,801.

ELIMINATE THE PARENTING EDUCATION WORKSHOPS

Parenting education workshops provided to non-profit groups in the community will be discontinued. The Program Coordinator position responsible for overseeing this program will be eliminated. There will be no impact felt by the community because this service will continue to be provided through collaboration between the department and outside agencies, like Any Baby Can, AVANCE and the Association for Retarded Citizens. The department will realize a recurring reduction of \$47,000.

COMMUNITY INITIATIVES

REDUCTIONS BY KEY RESULT AREA CONTINUED

◆ **EDUCATION & HUMAN DEVELOPMENT SERVICE** **\$141,223**

REALIGN THE 225-READ CENTRAL REFERRAL CENTER

The department is proposing to realign the 225-READ Central Referral Center as a component of the City's Adult Literacy Program. This reduction will eliminate a Literacy Program Coordinator position. The department is in the process of reorganization and plans to integrate this service into an expanded referral service component to provide "one-stop" service. The cost savings for this position and associated costs is \$50,548.

SAN ANTONIO EDUCATION PARTNERSHIP

The San Antonio Education Partnership was developed to assist students in improving academic performance with rewards of college tuition and access to jobs, thus increasing the number of high school graduates at schools with high dropout rates and low standardized tests results. The City will reduce the funding for FY 97 in the amount of \$90,675. Allocation of funds is dependent on the Education Partnership Board developing a plan to reduce reliance on the General Fund in the next two years and to transition into a non-profit organization.

◆ **SUPPORT SERVICES** **\$49,086**

ELIMINATE THE COMPUTER OPERATIONS SUPPORT FUNCTION

This function was created to support the use of the mainframe system for the City. With expanding expertise in the use of personal computers throughout the department, this function is no longer needed. This reduction will eliminate a Department Systems Specialist position and related non-personal services for a total of \$49,086.

POLICY ISSUES BY KEY RESULT AREA

◆ **YOUTH** **\$25,447**

URBAN SMARTS (CJD)

Urban smARTS is an after school prevention/intervention program designed to divert middle school youth from the juvenile justice system by incorporating arts, cultural activities, group counseling and field trips designed to show positive alternatives for youth. This amount of \$25,447 represents the incremental amount of funding required to provide General Fund support of the Texas CJD grant program.

◆ **EDUCATION AND HUMAN DEVELOPMENT SERVICES** **\$234,000**

SENIOR NUTRITION PROGRAM

The Senior Nutrition Program provides hot meals to senior citizens at various nutrition sites around the City. Due to rising costs of food to support this program, this improvement proposes to increase the funding to the nutrition centers by \$234,000 in FY 97. Traditionally, the department has absorbed the additional costs of meals through department savings.

COMMUNITY INITIATIVES

POLICY ISSUES BY KEY RESULT AREA CONTINUED

◆ REORGANIZATIONS

\$252,340

In order to initiate an energy cost reduction program, the Public Works Department is proposing to consolidate targeted segments of the Police, Health and Community Initiative's Departmental budget for electricity and gas costs into the Building Maintenance Division's budget. The reorganization would allow the Public Works Department to implement new technologies, available in the electric lighting and power conservation field, aimed at reducing facility energy costs. The reorganization will not impact the current level of service nor will it require any additional funding from the General Fund.

GENERAL FUND EXPENDITURES

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$5,037,006	\$5,261,670	\$5,253,677
CONTRACTUAL SERVICES	1,259,068	1,250,110	948,215
COMMODITIES	159,317	112,610	90,095
OTHER	463,124	507,810	481,520
CAPITAL OUTLAY	118,852	15,910	0
TOTAL EXPENDITURES	\$7,037,367	\$7,148,110	\$6,773,507
AUTHORIZED POSITIONS	211	214	205
FULL-TIME EQUIVALENTS	207.04	212.50	203.50

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-15-14, 16, 17, 19, 28, 31
CHILDREN'S RESOURCES DIVISION
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 eleven surrounding counties and the Alamo Area Council of Governments provides client services only for the eleven surrounding rural counties of the Texas Department of Human Services region.

Program Dates: 09/01/96 - 08/31/97	Current Authorized FTEs: 110
Current Authorization: \$24,576,612	Grant Number: 26-017085
City Council Priority: Youth	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State -Texas Department of Human Services	\$24,001,714	\$25,937,469	23,376,612
City -General Fund Cash Contribution	1,200,000	1,200,000	1,200,000

FINANCIAL

	Actual 94-95	Authorized 95- 96	Proposed 96-97
Personnel	\$ 1,941,871	\$ 2,678,230	\$ 2,124,202
Contractual	20,458,490	24,335,243	22,308,778
Commodities	29,745	25,075	24,711
Other Expenditures	12,100	14,520	14,520
Capital Outlay	262,881	0	20,000
Subgranting	47,290	84,401	84,401
TOTAL	\$22,752,377	\$27,137,469	\$24,576,612

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. Of CCMS staff	103	91	88
Output:			
No. Child care placements	12,058	12,310	11,500
Efficiency:			
No. Of cases per child care counselor monthly	*	80	75
Effectiveness:			
% of employed parents who remained employed or gained employment due to the receipt of CCMS subsidized care	*	98%	98%

EXPLANATORY INFORMATION

*Numbers unavailable - Division tracking for new performance measures

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-11-20, 38-11-21
ELDERLY & DISABLED SERVICES
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.

<i>Program Dates 09/96 - 08/97</i>	<i>Current Authorized FTEs: 93</i>
<i>Current Authorization: \$1,431,431</i>	<i>Grant Number: 26-TBA</i>
<i>City Council Priority: Education & Human Development Services</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Tx. Dept. of Human Services	\$1,468,760	\$1,419,431	\$1,419,431
Other - Client Fees	17,779	*12,000	12,000
Other - Prior Year Carryover		48,039	

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$1,381,698	\$1,402,725	\$1,350,061
Contractual	43,055	43,830	41,500
Commodities	11,213	11,405	11,000
Other Expenditures	18,710	18,710	18,720
Capital Outlay	13,838	2,800	**10,150
Total	\$1,468,514	\$1,479,470	\$1,431,431

COMMUNITY INITIATIVES

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of Attendants	146	163	163
No. of Office Staff	11	11	8
Output:			
No. of Service Hours	185,200	175,455	170,400
No. of Personal Care Units	47,195	44,500	40,500
Efficiency:			
Unit Rate (Actual cost per hour of services provided)	\$8.02	\$8.09	\$8.33
Comparison average cost for private agencies	\$17.41	\$17.49	\$18.85
Effectiveness:			
% of clients who feel that attendant care services have a positive impact on their lives.	100%	97%	97%

EXPLANATORY INFORMATION

* As the income guidelines change more clients are eligible for lower co-pay.

**Approved to purchase computers and software.

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-03-26, 31, 32, 33
ELDERLY & DISABLED SERVICES
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 whereas the homebound program is limited in this provision. The nutrition services are provided five days per week, Monday - Friday, within Bexar County.

Program Dates 10/96 - 9/97	Current Authorized FTEs: 25
Current Authorization: \$3,122,784	Grant Number: 26 - TBA
City Council Priority: Education & Human Development Services	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed** 96-97
State - Texas Dept. on Aging thru (AACOG)	\$1,740,558	\$1,734,892	\$1,596,897
City - General Fund	1,089,650	1,339,650	1,573,650
Other - Program Income	186,112	192,599	186,238

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$543,804	\$672,773	\$657,563
Contractual	\$1,398,456	\$1,389,426	\$1,556,523
Commodities	\$1,104,255	\$1,127,926	\$1,102,426
Other Expenditures	\$11,940	\$12,390	\$12,390
Capital Outlay	\$8,958	\$64,625	\$27,883
TOTAL	\$3,067,413	\$3,267,140	\$3,356,785

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of Volunteer Hours	153,744	163,584	163,584
Output:			
No. of Unduplicated Clients	5,527	7,162	***6,803
Efficiency:			
Average Cost of Each Congregate Meal	\$3.17	*\$3.69	\$3.77
Average Hours Worked Per Volunteer	167	156	164
Effectiveness:			
Percentage of Respondents Who Feel that the Nutrition Project has Improved the Quality of their Lives.	97%	97%	97%

EXPLANATORY INFORMATION

- * Based on voluntary donations which fluctuate during the year.
- ** Department will absorb additional costs of meals through departmental savings.
- *** There will be no open enrollment. Centers will adhere to contract and budgeted amounts.

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-11-06
ELDERLY & DISABLED SERVICES
COMMUNITY FOOD & NUTRITION HEALTH
SCREENING

PROGRAM DESCRIPTION

To provide diabetic screenings and other health related screenings through the Comprehensive Nutrition Program. The nurse will work cooperatively with the Nutritionist to develop special diets, to provide nutritional information and presentations, and work with other community agencies to educate seniors on the relationships between disease and nutrition.

Program Dates 08/96 - 07/97	Current Authorized FTEs: 1
Current Authorization: \$50,000	Grant Number: 26-TBA
City Council Priority: Education & Human Development Services	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - US Department of Health and Human Services	NA	\$50,000	\$50,000

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	NA	-0-	-0-
Contractual	NA	*\$43,810	*\$43,810
Commodities	NA	5,610	5,610
Other Expenditures	NA	-0-	-0-
Capital Outlay	NA	580	580
Total		\$50,000	\$50,000

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
Public Health Nurse	NA	1	1
Output:			
No. of Health Screenings	NA	4,000	4,000
No. of Nutritional Information Presentations	NA	36	36
No. of Medical Referrals/Follow-ups	NA	200	200
Efficiency:			
Cost of Health Screenings	NA	\$12.50	\$12.50
Comparison average cost for other agencies	NA	\$21.23	\$21.23
Effectiveness:			
No. of clients with increased awareness and knowledge of nutrition and health due to the screenings and seminars	NA	3,200	3,200

EXPLANATORY INFORMATION

This program was funded for one year and we have not received the RFP for next year.

**Due to inability to recruit a registered nurse, it was necessary to contract with outside professional services.

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-12-01, 20, 21, 44
COMMUNITY ACTION
COMMUNITY SERVICES BLOCK GRANT

PROGRAM DESCRIPTION

As the City of San Antonio's Council 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.

Program Dates 01/01/97 - 12/31/97	Current Authorized FTEs: 39
Current Authorization: \$1,186,812	Grant Number: 26-TBA
City Council Priority: Education & Human Services	

FUNDING SOURCES AND AMOUNTS

State: Tx. Dept. of Housing & Community Affairs

Actual 94-95	Authorized 95-96	Proposed 96-97
\$1,183,297	\$1,186,812	\$1,186,812

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$893,858	\$843,875	\$843,875
Contractual	81,191	170,120	170,120
Commodities	23,800	18,080	18,080
Other Expenditures	44,060	51,479	51,479
Capital Outlay	2,130	-0-	-0-
Subgranting	138,258	103,258	103,258
Total	\$1,183,297	\$1,186,812	\$1,186,812

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of employees	15	19	19
Output: (Household Members Served)			
Income Tax Assistance	2,483	2,958	2,958
Emergency Assistance	3,853	844	844
Utility Assistance	173	612	162
Self-Sufficiency Assistance	3,407	638	638
Unduplicated Clients Served	29,132	30,000	30,000
Efficiency:			
Unduplicated Clients Served Per Staff Member	1,942	1,579	1,579
Effectiveness:			
% *transitioned out of poverty have improved the quality of their lives	NA	NA	NA

EXPLANATORY INFORMATION

* measures clients enrolled in case management only.

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-12-40,41,42
COMMUNITY ACTION
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 Dwyer Avenue Center is a multi-purpose facility which includes transitional housing, emergency overflow shelter and related employment, educational, medical and social services for homeless individuals and families with children. This center has 16 family units, 88 single room occupancy rooms and 53 emergency shelter beds. The families' stay is long-term and ranges from one to two years.

<i>Program Dates: 2/97-1/98</i>	<i>Current Authorized FTEs: 5</i>
<i>Current Authorization: \$301,566</i>	<i>Grant Number: 26-054055</i>
<i>City Council Priority: Housing, Education & Human Services</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - U.S. Dept. of Housing & Urban Development	\$153,955	\$185,500	\$301,566
Other - City in-Kind Services	\$174,422	\$174,422	\$174,422

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$106,806	\$106,806	\$170,622
Contractual Services	27,247	47,000	99,250
Commodities	10,372	1,056	1,056
Other Expenditures	11,126	30,387	30,387
Capital Outlay	-<1,596>	251	251
In-Kind	174,422	174,422	174,422
Total	\$328,377	\$359,922	\$475,988

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input:			
HUD THP Funds	\$153,955	\$185,500	\$301,566
# of casework staff	3.00	3.00	6.00
# of beds	48	48	48
Output:			
# of families housed	25	20	20
No. of bed nights per year	17,520	17,520	17,520
Efficiency:			
Transitional services cost, per person, per night	\$18.73	\$18.63	\$18.63
Effectiveness:			
Families transitioned to permanent housing	20%	20%	20%

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-12-40, 46, 47, 48, 90
COMMUNITY ACTION
EMERGENCY SHELTER GRANT 1995

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.

<i>Program Dates 10/01/96 - 09/30/97</i>	<i>Current Authorized FTEs: 3.00</i>
<i>Current Authorization: \$384,500</i>	<i>Grant Number: 26-054074</i>
<i>City Council Priority: Education & Human Services</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal: U.S. Dept. of Housing & Urban Development	-0-	\$384,500	\$384,500
Other: City In-Kind Services	-0-	\$155,975	\$155,975

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	-0-	\$80,909	\$80,909
Contractual	-0-	39,325	39,325
Commodities	-0-	5,625	5,625
Other Expenditures	-0-	29,500	29,500
Capital Outlay	-0-	616	616
Subgranting	-0-	228,525	228,525
In-Kind	0	155,975	155,975
Total	-0-	\$540,475	\$540,475

COMMUNITY INITIATIVES

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
FTEs	NA	3	3
Output:			
Clients served	NA	226	226
# of transitional bed nights	NA	40,872	40,872
Efficiency:			
Caseworker response time in placement	NA	2 days	2 days
Caseworker response time (award received)	NA	10 days	10 days
Effectiveness:			
Homeless prevention*	NA	90%	90%
No. of clients who remained in a stable living situation**	NA	30%	30%
Recidivism rate ***	NA	10%	10%

EXPLANATORY INFORMATION

*Rental assistance prevented homelessness for the next 30 days

**Family remained in permanent housing for 6 months after exiting shelter

***No. of clients losing housing and returning to the emergency shelters

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-12-30
COMMUNITY ACTION
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: 6.00
Current Authorization: \$212,000.00	Grant Number: 28-TBA
City Council Priority: Education & Human Services	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - U.S. Dept. of Housing & Urban Development Community Development Block Grant	\$121,866	\$200,000	\$212,000

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$105,873	\$179,200	\$159,238
Contractual Services	15,933	20,800	48,762
Commodities	0	0	1,500
Other Expenditures	0	0	0
Capital Outlay	0	0	2,500
Total	\$121,806	\$200,000	\$212,000

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Inputs:			
FTEs	5	6	6
Outputs:			
Investigative & Monitoring Service Units	5,332	5,622	6,732
Education & Outreach Service Units	27,429	17,133	20,645
Efficiencies:			
Initial response time	3 days	5 days	2 days
Avg. time spent per service unit	3.94 hours	4.37 hours	2.17 hours
Effectiveness:			
Accomplishment of annual goals	121%	85%	100%

EXPLANATORY INFORMATION

During FY 96, the average staffing level is projected to be 3.75 persons (vs. 5 authorized positions). Staffing shortages have impacted the effective implementation of the budget and the work plan.

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-12-01
COMMUNITY ACTION
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: 0 FTEs
Current Authorization: \$35,500	Grant Number: 26-TBA
City Council Priority: Education & Human Services	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - Federal Emergency Management Assistance	44,378	35,500	35,500

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	0	0	0
Contractual	0	0	0
Commodities	0	0	0
Other Expenditures	44,378	35,500	35,500
Capital Outlay	0	0	0
Total	44,378	35,500	35,500

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Inputs:			
FTEs	0	0	0
Outputs:			
No. of Grants Awarded	444	355	355
No. of Unduplicated Clients	888	710	710
Efficiency:			
Caseworker Response Time (award received)	N/A	7- 10 days	7-10 days
Effectiveness:			
Housing Placements/Homeless Prevention	290	350	350

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-02-02, 38-02-04
PROGRAM DEVELOPMENT AND SUPPORT
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: 2/1/96-1/31/97	Current Authorized FTEs: 6.00
Current Authorization: \$19,514,278	Grant Number: 26-022068
City Council Priority: Youth	

FUNDING SOURCES AND AMOUNTS

	Actual FY 95-96	Budgeted FY 96-97	Estimated FY 97-98
Federal - Department of Health and Human Services	\$20,344,539	\$19,514,278	\$19,514,278
Other - In-Kind (space and volunteer hours)*	5,870,778	4,878,570	4,878,570
*Not included in budget			

FINANCIAL

	Actual FY 95-96	Budgeted FY 96-97	Estimated FY 97-98
Personnel	\$164,608	\$176,965	\$176,965
Contractual	5,410	11,525	11,525
Commodities	1,182	2,250	2,250
Capital Outlay	2,530	7,628	7,628
Subgranting (Contractual Services 38-02-04)	20,170,808	19,315,910	19,315,910
Total	\$20,344,539	\$19,514,278	\$19,514,278

COMMUNITY INITIATIVES

PERFORMANCE MEASURES

	Actual FY 94-95	Budgeted FY 95-96	Estimated FY 96-97
Input:			
No. of FTEs	939	938	981
No. Days Centers Opened	179	184	184
Outputs:			
No. of Children Enrolled (per month)	4,706	4,600	4,600
No. of Progress Reports/Home Visits	22,712	18,400	18,400
No. of Children with Special Needs	470	460	460
No. of Parent Involvement Activities	5,071	4,058	4,058
No. of Parent/Staff Training Sessions	895	615	615
No. of Social Service Home Visits	9,643	9,200	9,200
No. of Health Services/Screenings	22,505	18,200	18,200
Efficiency:			
Cost per child per day	24.15	23.06	23.06
Effectiveness:			
Customer Satisfaction Rating: based on minimum 20% sampling; returned responses from parents	99%	98%	98%

Note: Services are subcontracted to Parent-Child, Inc. the delegate agency that administers the Head Start program.

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-12-29
COMMUNITY ACTION
Program Housing Opportunity 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 12/20/96 - 11/30/97	Current Authorized FTEs: 0.00
Current Authorization: \$333,334	Grant Number: 26-054068
City Council Priority: Education & Human Services	

FUNDING SOURCES AND AMOUNTS

Federal: U.S. Dept. of Housing & Urban Development

Actual 94-95	Authorized 95-96	Proposed 96-97
\$333,333	\$333,333	\$333,333

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	-0-	-0-	-0-
Contractual	6,676	1,462	1,462
Commodities	1,466	1,467	1,467
Other Expenditures	-0-	-0-	-0-
Capital Outlay	5,333	5,333	5,333
Subgranting	315,734	327,133	327,133
Total	\$329,209	\$335,395	\$335,395

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Output:			
Delegate agency contracts	2	NA	NA
Efficiency:			
Subcontracting agencies within 30 days of Council approval	NA	NA	NA
Subcontracting agencies within 90 days of Council approval	2	NA	NA
Effectiveness:			
Customer Satisfaction* have improved the quality of their lives	NA	NA	NA

EXPLANATORY INFORMATION

* Delegate agencies are completing a customer service satisfaction survey

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-11-25. 38-11-26
ELDERLY & DISABLED SERVICES
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-TBA
City Council Priority: Education & Human Development Services	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Texas Rehabilitation Commission (TRC)	\$381,233	\$440,000	\$400,000
Other - Client Fees	24,369	24,000	24,000
Other - Carryover	1,135	0	0

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	344,509	387,000	352,650
Contractual	49,150	55,462	55,000
Commodities	1,775	3,000	3,150
Other Expenditures	7,820	7,820	8,200
Capital Outlay	3,483	10,718	5,000
Total	406,737	464,000	424,000

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of attendants	55	58	58
No. of office staff	3	3	3
Output:			
No. of Personal Care Units**	3,921	8,000	9,000
No. of individuals able to continue to work	59	48	52
No. of individuals able to return to work	0	2	2
Efficiency:			
Unit rate (Actual cost per hour of service provided)	\$7.95	\$7.95	\$8.10
Compared to the cost for private agencies	\$17.41	\$17.41	\$18.55
Effectiveness:			
Percentage retaining independent living	100%	100%	100%
Consumer satisfaction rating	100%	100%	100%

EXPLANATORY INFORMATION

*Reflects additional \$40,000.00

**One item of Personal Care

Example: Assist with bathing, dressing, transfer, etc.

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-11-09, 38-11-10
ELDERLY & DISABLED SERVICES
PERSONAL ASSISTANCE

PROGRAM DESCRIPTION

The AACOG funded Personal Assistance program provides assistance to individuals 60 years and older, who reside in Bexar County, and do not have family members who can assume the responsibility of care giver or may choose not to undertake such a burden. Such individuals are unable to receive needed assistance from other agencies.

<i>Program Dates 10/96 - 9/97</i>	<i>Current Authorized FTEs: 31</i>
<i>Current Authorization: \$141,379</i>	<i>Grant Number: TBA</i>
<i>City Council Priority: Education & Human Development Services</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Budgeted 95-96	Estimated 96-97
State - AACOG	152,190	**141,379	**141,379
Other - PROGRAM INCOME	30	100	100
Other - *In-Kind	16,252	15,709	15,709

FINANCIAL

	Actual 94-95	Estimated 95-96	Proposed 96-97
Personnel	121,788	130,139	130,139
Contractual	4,671	5,290	5,290
Commodities	1,733	1,465	1,465
Other Expenditures	3,860	3,860	3,860
Capital Outlay	7,758	725	725
*In-Kind	16,252	15,709	15,709
TOTAL EXPENDITURES	156,062	157,188	157,188

COMMUNITY INITIATIVES

PERFORMANCE MEASURES

	Actual 94-95	Estimated- 95-96	Proposed 96-97
OUTPUT:			
No. of Service hours ****	16,729	17,973	17,973
No. of Personal care units	3,484	3,600	3,600
No. of Meal preparation units	3,828	3,300	3,300
No. of Home management services	5,060	4,500	4,500
EFFICIENCY			
Cost per hour of service	\$8.74	\$8.74	\$8.74
Avg. cost for private agencies *****	\$17.50	\$17.50	\$17.50
EFFECTIVENESS;			
% of respondents who feel that Homemaker-Home Health Aide Services help them to remain independent.	100%	100%	100%
% of respondents who feel that Homemaker /Home Health Aide care services has a positive impact on their lives.	100%	100%	100%

EXPLANATORY INFORMATION

- * In-Kind not reflected on Budget (or city books).
- ** Anticipate a decrease in funds - Services though are projected at same level.
- *** This money will be used for \$11,466 match for S.S.E.P. van.
- **** Includes In-Kind service hours
- ***** The rate per hour on a weekday from private agencies. City program does not provide services during the weekend or holidays. Average cost was \$17.50 on weekdays for private home health agencies.

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

04-01-19*
LITERACY SERVICES DIVISION
PROJECT LEARN TO READ

PROGRAM DESCRIPTION

Project Learn to Read provides one-to-one tutoring and small group (2-5) instruction in basic literacy skills to persons in the 0-5 grade level by providing classes in reading and writing, English as a Second Language, transitional Spanish literacy and transitional Pre-GED to the least and most difficult to serve population.

<i>Program Dates</i> 10/96 - 9/97	<i>Current Authorized FTEs:</i> 2
<i>Current Authorization:</i> \$40,000	<i>Grant Number:</i> 26-TBA
<i>City Council Priority:</i> Education & Human Development Services	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal-Department of Education (LSCA)	\$70,000	\$70,000	\$-0-
Federal - Department of Housing & Urban Dev (CDBG)	60,000	60,000	40,000
Other-In-kind	124,570	136,094	44,806

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$197,210	\$183,657	\$49,645
Contractual	33,640	39,280	19,494
Commodities	18,710	38,150	15,667
Other Expenditures	-0-	-0-	-0-
Capital Outlay	-0-	-0-	-0-
Subgranting	-0-	-0-	-0-
Indirect Costs	-0-	-0-	-0-
TOTAL	\$249,560	\$261,087	\$84,806

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
City Staff	6	6	2
In-kind Services & Contributions	\$124,570	\$136,094	\$44,806
Output:			
Instructional Hours Provided	26,553	28,771	9,008
Unduplicated Clients Served	561	589	190
Efficiency:			
Average Unduplicated Clients per Month	47	49	17
Average Daily Attendance per Month	55	58	19
Effectiveness:			
% Increase in Unduplicated Clients	N/A	+4%	-69%

EXPLANATORY INFORMATION

* Project Learn to Read responsibility was transferred to Community Initiatives Department, from the Library Department, on October 1, 1995. Per direction from Budget, a DCI/LSD activity number will be assigned with the start of the new fiscal year.

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-07-non assigned
YOUTH SERVICES
RESPONSIBLE ADOLESCENT PARENTING (RAP)

PROGRAM DESCRIPTION

The Responsible Adolescent Parenting (RAP) program's primary goal is to intervene in the cycle of violence by reducing potential emotional abuse, physical abuse, and neglect between the teen parent and his children. This will be accomplished by developing positive appropriate parenting skills for the teen father.

<i>Program Dates 10/01/96 - 09/30/97</i>	<i>Current Authorized FTEs: 2</i>
<i>Current Authorization: \$119,225</i>	<i>Grant Number: 26-TBA</i>
<i>City Council Priority: Youth</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - TX Criminal Justice Division	NA	NA	\$114,225
City - Transfer required as a cash match	NA	NA	\$5,000

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	NA	NA	69,376
Contractual	NA	NA	33,300
Commodities	NA	NA	1,955
Other Expenditures	NA	NA	-0-
Capital Outlay	NA	NA	10,000
Indirect Costs	NA	NA	4,594
Total	NA	NA	\$119,225

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
Number of RAP program staff	NA	NA	2
Output:			
No. of Youth Served	NA	NA	100
Efficiency:			
Average no. of counseling intervention hours per youth	NA	NA	50
Effectiveness:			
% of youth that exhibit a positive attitude towards parenting and parental responsibility	NA	NA	40%

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-07-19
YOUTH SERVICES
RUNAWAY YOUTH PROGRAM

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.

<i>Program Dates 10/01/96 - 09/30/97</i>	<i>Current Authorized FTEs: 1</i>
<i>Current Authorization: \$37,881</i>	<i>Grant Number: 26-TBA</i>
<i>City Council Priority: Youth</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Tx. Criminal Justice Division	NA	\$43,739	\$30,305
City - Transfer required as a cash match	NA	-0-	7,576

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	NA	\$34,426	\$34,218
Contractual	NA	2,500	1,110
Commodities	NA	1,000	229
Other Expenditures	NA	-0-	-0-
Capital Outlay	NA	5,813	-0-
Indirect Costs	NA	-0-	2,324
Total	NA	\$43,739	\$37,881

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
Number of staff	NA	1	1
Output:			
No. of reports researched/entered	NA	6,000	,5700
No. of youth identified and tracked	NA	3,000	3,000*
Efficiency:			
Avg. no. of reports per youth tracked	NA	1.5	1.5
Effectiveness:			
% reduction of youth reported running away	NA	5%**	5%

EXPLANATORY INFORMATION

* No statistical information available to provide an estimate of the total number of youth being reported.

**Based on 6,000 reports annually, a five (5) percent reduction equals 5,700 missing reports.

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-12-49,50
COMMUNITY ACTION
SUPPORTIVE HOUSING INITIATIVES PROGRAM (SHIP)

PROGRAM DESCRIPTION

The Department of Housing & Urban Developments Supportive Housing Program was designed to promote supportive housing and services to assist homeless persons. As the City of San Antonio's Council designated anti-poverty agency, the Community Action Division administers HUD funds to eleven agencies within the community to provide a broad spectrum of services. Both singles and families receive emergency shelter, counseling, child care, job training, and legal services through these programs. The City received funding in 1994 for a three year program, beginning June 1, 1995.

<i>Program Dates: 06/01/95-05/31/98</i>	<i>Current Authorized FTEs: 1.00</i>
<i>Current Authorization: \$833,333</i>	<i>Grant Number: 26-054071</i>
<i>City Council Priority: Education & Human Development Services</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - U.S. Department of Housing & Urban Development	\$151,138	\$833,333	\$833,333

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$15,824	\$38,151	\$38,151
Contractual	5,603	2,595	2,595
Commodities	75	500	500
Other Expenditures	0	0	0
Capital Outlay	1,679	421	421
Subgranting	127,957	791,666	791,666
Total	\$151,138	\$833,333	\$833,333

COMMUNITY INITIATIVES

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Outputs*:			
Child Care Sessions	N/A	8,980	10,440
Youth Shelter Nights	1,220	7,245	7,150
Legal Counseling & Referral Services	108	228	266
Efficiencies**:			
Cost per Child per Day	N/A	\$14.84	\$12.77
Cost per Legal Service	N/A	N/A	N/A
Invoices Processed (in days)***	N/A	N/A	3
Effectiveness:			
Customer Satisfaction****	N/A	N/A	15

EXPLANATORY INFORMATION

*Outputs reflect subcontracting agency's performance commitment to the homeless population. Salvation Army, the Children's Shelter, and St. Mary's Civil Justice Clinic are represented.

**HUD funds are allocated by a straight line average. Agencies listed propose improving the number of clients served based on the allocation per year.

***Defined as time of recorded receipt to time of check availability.

****Survey based on 15 maximum points including Timeliness, Organization, and Technical Assistance. Will be released at the end of each fiscal year (March/June).

COMMUNITY INITIATIVES

ACTIVITY NO. 38-12-54
DIVISION COMMUNITY ACTION
PROGRAM SUPPORTIVE HOUSING OPPORTUNITIES PROGRAM (SHOP)

PROGRAM DESCRIPTION

The Department of Housing & Urban Developments Supportive Housing Program was designed to promote supportive housing and services to assist homeless persons. As the City of San Antonio's Council designated anti-poverty agency, the Community Action Division administers HUD funds to three agencies within the community to provide a broad spectrum of services. The 1995 program will provide transitional housing for unaccompanied 15-17 year olds, scattered site housing for families, and hospice care for toddlers with AIDS. This three year program began October 1, 1995 and will continue through September 29, 1998. The transitional housing program for youth is funded for 15 months.

Program Dates: 10/01/95-09/29/98	Current Authorized FTEs: 1.00
Current Authorization: \$800,000	Grant Number: 26-054073
City Council Priority: Education & Human Development Services	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal-U.S. Department of Housing & Urban Development	N/A	\$800,000	\$800,000

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	N/A	\$39,303	\$39,303
Contractual	N/A	0	0
Commodities	N/A	0	0
Other Expenditures	N/A	0	0
Capital Outlay	N/A	814	814
Subgranting	N/A	759,883	759,883
Total	N/A	\$800,000	\$800,000

EXPLANATORY INFORMATION

All projects are currently under negotiation and performance standards have not been finalized.

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-03-25
ELDERLY & DISABLED SERVICES
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.

<i>Program Dates 10/96 - 09/97</i>	<i>Current Authorized FTEs: 18</i>
<i>Current Authorization: \$426,915</i>	<i>Grant Number: 26-TBA</i>
<i>City Council Priority: Education & Human Development Services</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Alamo Area Council of Governments (AACOG) Grant	\$274,441	\$259,181	\$326,615
City - General Fund	92,300	147,300	92,300
Other - Sale of Vehicles	2,760	-0-	-0-
Other - Program Income	8,045	11,000	8,000

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	256,572	287,809	289,323
Contractual	56,507	41,796	49,531
Commodities	42,194	78,186	60,236
Other Expenditures	6,190	7,190	7,190
Capital Outlay	12,083	2,500	20,635
Total	\$373,546	\$417,481	\$426,915

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
Personnel	18	18	18
Vehicles	16	16	16
Output:			
No. of Unduplicated Clients	1,804	2,100	2,100
No. of one-way trips*	30,369	30,000	30,000
Efficiency:			
Cost of one-way trips*	\$8.03	\$8.66	\$8.66
Avg. cost of private and other public agencies	\$22.00	\$22.00	\$22.00
Effectiveness:			
% of clients who feel that transportation services have improved the quality of their lives	100%	95%	95%

* Cost of trips is the unit rate established by contract.

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-03-42
YOUTH SERVICES
ELDERLY & DISABLED SERVICES
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.

<i>Program Dates 09/96 - 08/97</i>	<i>Current Authorized FTEs: 8</i>
<i>Current Authorization: \$169,994</i>	<i>Grant Number: 26-TBA</i>
<i>City Council Priority: Education & Health Development Services</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Texas Department of Health	\$148,472	**\$200,002	\$169,994
Other - Carryover	\$16,912	\$6,270	0

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$110,116	\$137,701	\$141,323
Contractual	25,311	31,140	13,810
Commodities	20,227	31,325	10,355
Other Expenditures	3,460	3,806	3,806
Capital Outlay	-0-	2,300	700
Total	\$159,114	\$206,272	\$169,994

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
Personnel	7	7	7
Vehicles	7	7	7
Output:			
No. of Unduplicated Clients	135	135	135
No. of One-way Trips	14,674	18,000	18,000
Efficiency:			
Cost of one-way trips***	\$11.00	\$11.00	\$11.00
Avg. cost of public and other private agencies	\$22.00	\$22.00	\$22.00
Effectiveness:			
% of clients who feel that transportation services have improved the quality of their lives	100%	95%	95%

*\$6,270.00 Carryover revenues for FY 95/96

In June '96, the program was authorized an additional \$30,008.00. It is unknown whether the same amount will be allocated for 96 - 97. *Cost of reimbursement set by contract

COMMUNITY INITIATIVES

ACTIVITY NO.
DIVISION
PROGRAM

38-07-18
YOUTH SERVICES
URBAN smARTS

PROGRAM DESCRIPTION

Urban smARTS is an after school prevention/intervention program designed to divert middle school youth from the juvenile justice system. Urban smARTS incorporates arts, cultural activities, group counseling, and field trips into its design and provides positive alternatives for youth.

<i>Program Dates 10/01/96 - 09/30/97</i>	<i>Current Authorized FTEs: 0</i>
<i>Current Authorization: \$126,521</i>	<i>Grant Number: 26-TBA</i>
<i>City Council Priority: Youth</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Tx. Criminal Justice Division	\$51,786	\$80,657	\$50,608
City - Transfer required as a cash match	12,947	53,772	75,913

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$44,438	\$71,922	\$85,453
Contractual	5,500	10,980	12,400
Commodities	11,080	21,392	21,730
Other Expenditures	3,715	6,429	-0-
Capital Outlay	-0-	23,706	-0-
Indirect Costs	-0-	-0-	6,938
Total	\$64,733	\$134,429	\$126,521

PERFORMANCE MEASURES

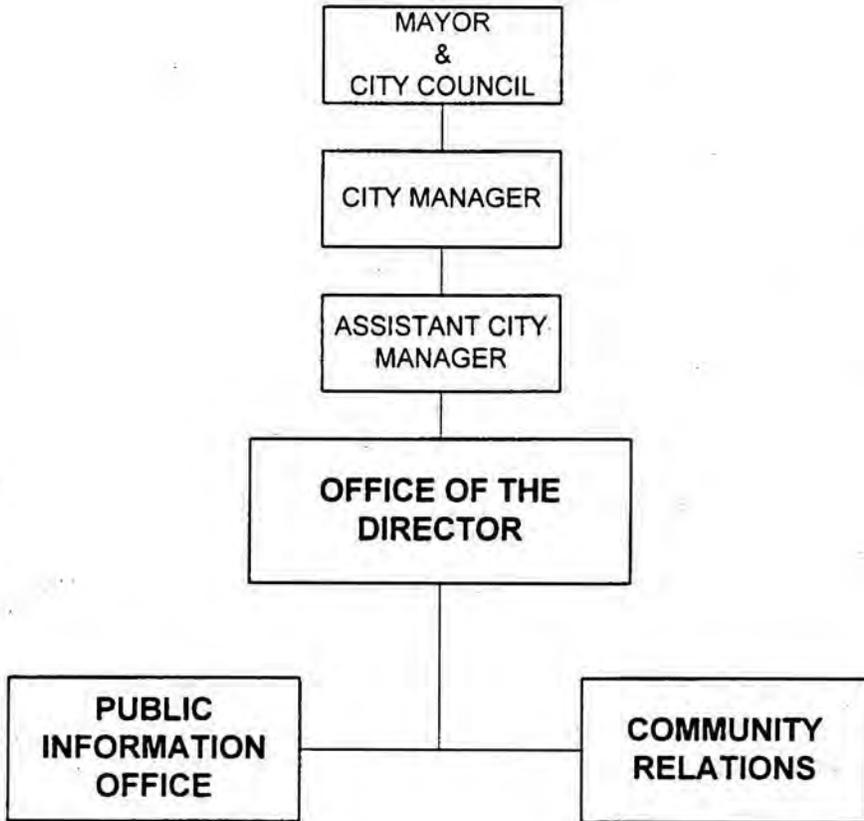
	Actual 94-95	Estimated 95-96	Proposed 96-97
Output:			
Number of youth served	240	300	306
Efficiency:			
Avg. no. of hours per youth	101	80	80
Effectiveness:			
% of youth with improved school attendance/academic performance	50%	50%	50%

EXPLANATORY INFORMATION

*21 artists are hired through the Urban smARTS grant. Each artist works 12 hours per week for 13 weeks for a total of 156 hours during the program period.



OFFICE OF COMMUNITY RELATIONS



APPROPRIATIONS BY FUND	FTE	PROPOSED FY 96-97
General Fund	14.00	802,599
Total Funding	14.00	\$802,599

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 & 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 94-95	Estimate FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of Public Information Officers	2	2.5	2.5
No. of Production Technicians	2	2.5	2.5
No. of Community Service Reps	NA	2.0	2.0
No. of Community Link kiosks	NA	NA	4
No. of Community Link service centers	NA	NA	2
Output:			
No. of News releases	408	425	430
No. of Media events coordinated	164	165	170
No. of Brochures/Publications	79	84	90
No. of City Beat newsletters	3	4	6
No. of 21-CHIC programs	242	250	265
No. of 21-CHIC notices	NA	NA	720
No. of Municipal Magazine newscasts	NA	2	6
No. of Annual Community Report	NA	1	1
No. of Municipal Leadership Institute (MLI) sessions	NA	3	3
No. of Kiosk Services decentralized	NA	NA	13
No. of Service Center special event days	NA	NA	8
No. of Information campaigns for departments	NA	NA	5
No. of Speakers Bureau training sessions	NA	NA	4
No. of Customer Service Brochure programs	NA	NA	1
No. of Mystery City Shopper program	NA	NA	1

COMMUNITY RELATIONS

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimate FY 95-96	Proposed FY 96-97
Efficiency:			
Avg. of articles per PIO	NA	170	172
Avg. of productions per Video Tech	NA	60	60
Avg. of MLI participants per session	NA	NA	50
Avg. of kiosk transactions/per month	NA	NA	2,000
Avg. of customers served at the svc ctrs per month	NA	NA	1,000
Avg. no. of speakers trained per session	NA	NA	12.5
Avg. no. attending community ctr special event days	NA	NA	40
Avg. no. of customer service brochures distributed	NA	NA	15,000
No. of Mystery City Shopper contacts/per year	NA	NA	594
Effectiveness:			
% of media attending City news conferences	NA	86%	87%
% of MLI participant satisfaction level	NA	NA	90%
Kiosk customer service satisfaction (quarterly surveys)	NA	NA	90%
% of customers satisfied with community ctrs svcs	NA	NA	85%
% of customer service survey brochures returned	NA	NA	10%

EXPLANATORY INFORMATION

Note: The Mystery City Shopper is an evaluation program that utilizes volunteers as customers to gauge the level of services provided by any city department.

REDUCTIONS BY KEY RESULT AREA

• **SUPPORT SERVICES** **\$54,265**

COMMUNITY LINK CENTER

Delay opening of one Community Link Center. The Office of Community Relations following the Community Link Task Force recommendations, had planned to open two Community Link Service Centers in FY 96. Only one service center would begin operations FY 97 under this recommendation. Savings from this delay will be \$54,265.

GENERAL FUND EXPENDITURES BY CHARACTER

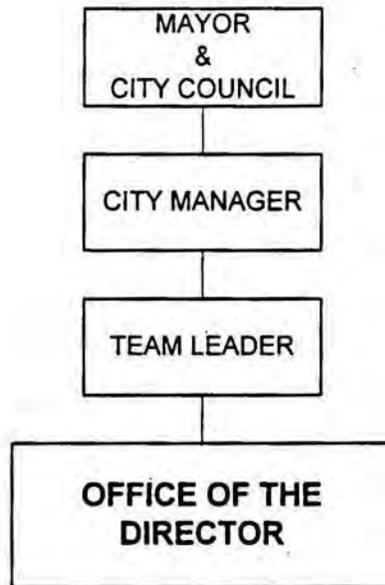
	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$175,454	266,691	483,232
CONTRACTUAL SERVICES	31,931	282,777	279,127
COMMODITIES	4,925	36,160	36,230
OTHER	1,420	1,420	4,010
CAPITAL OUTLAY	1,445	22,300	0
TOTAL EXPENDITURES	\$215,175¹	\$609,348	\$802,599

AUTHORIZED POSITIONS	0	14	14
FULL-TIME EQUIVALENTS	0.00	14.00	14.00

NOTE: This number represents the Office of Public Information. In FY 96, this office became Community Relations.



CONVENTION CENTER EXPANSION



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
Special Revenue Fund	3.00	376,140
Capital Projects	0.00	40,025,000
Total Funding	3.00	\$40,401,140

CONVENTION CENTER EXPANSION

FUND

CONVENTION CENTER SYSTEM DEVELOPMENT

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 monitor project revenues and track the project budget to ensure that the financial objectives of the project are fulfilled.
- ◆ To develop an International Center at the former Main Library to house the North American Development Bank (NAD Bank), Trade Commission of Mexico, Casas, Free Trade Alliance, International Affairs and Convention Visitors Bureau Departments and the International Conference Center.
- ◆ To insure the cost effective design of the project and quality of work.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Bond Surety Program	N/A	\$180,000	\$110,004
Construction Dollars Awarded (CCEP)	\$1,967,923	\$1,461,409	\$32,173,073
Output:			
Construction Costs Paid	\$844,839.85	\$2,548,710	\$32,173,073
Change Order Costs	N/A	\$68,403	\$1,447,788
No. of AdHOC & Sub-Committee Mtgs.	N/A	11	12
No. of Community & Park Tenant Mtgs.	N/A	10	24
No. of public forums & public awareness Mtgs.	1	20	24
Efficiency:			
Cumulative total of bid amounts over/under estimate	0% / 5%	21% / 0%	0% / 0%
Effectiveness:			
% of Convention Center Project completed	1%	2%	25%
Number of Days to Convention Center Project completion ¹	2190	1825	1460
No. of Construction Jobs created ²	25	215	215
% Minority Contracts - goal/awarded ³	28% / 64%	28% / 52%	28% / 28%
% Women Owned Business contracts - goal/awarded	14% / 4%	14% / 4%	14% / 14%
% Small Business contracts - goal/awarded	40% / 19%	40% / 17.6%	40% / 40%
% African American Business contracts - goal/awarded	2% / 6.2%	2% / 1.6%	2% / 2%

CONVENTION CENTER EXPANSION

EXPLANATORY INFORMATION

- ◆ ¹ The construction cost completed is recorded as a cumulative total through the duration of the Convention Center Expansion project.
- ◆ ² No. of Construction Jobs created is recorded as a cumulative total through the duration of the project.
- ◆ ³ SMWBA goals reflect overall performance.

REDUCTIONS BY KEY RESULT AREA

- ◆ **SUPPORT SERVICES** **\$8,397**

SENIOR ADMINISTRATIVE CLERK

This reduction proposes to reduce an unfilled temporary Senior Administrative Clerk by 50%. This position is currently budgeted to provide necessary clerical assistance and administrative services to the Construction Management team. The remaining funds will be contributed towards the Construction Management Team in hiring a temporary Secretary II.

- ◆ **OTHER POLICY ISSUES** **\$900**

ONE-TIME BONUS

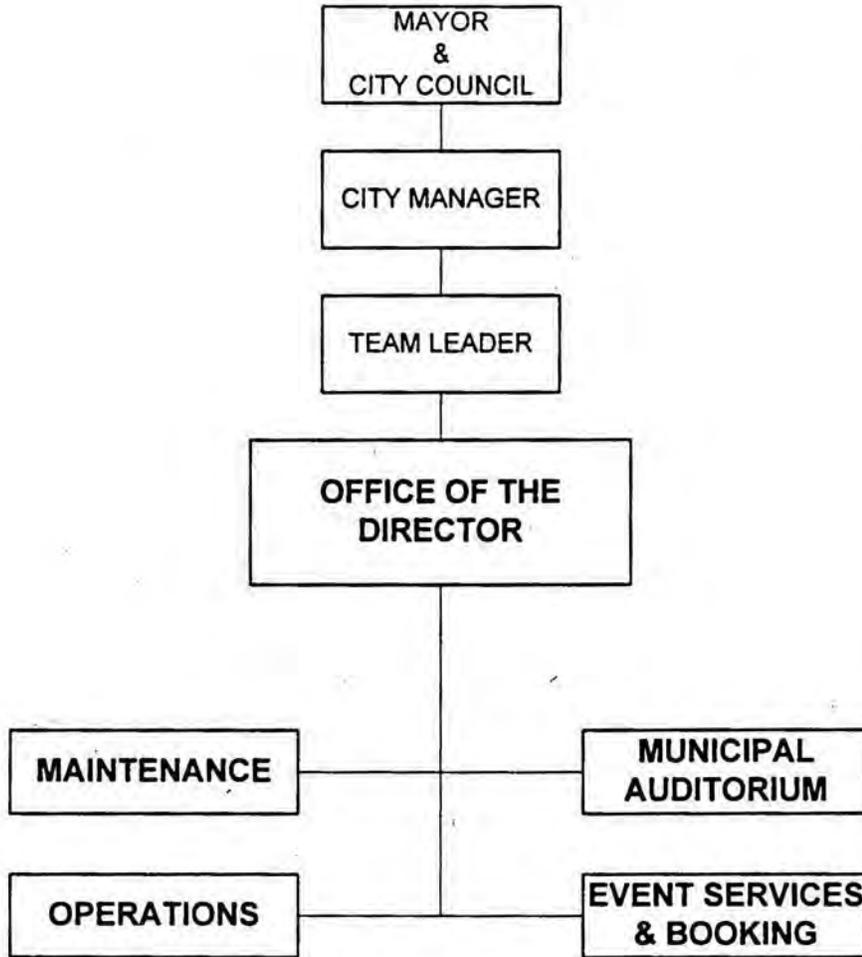
Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program completed last year. The total cost for this department is \$900.

SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$64,369	\$146,560	\$144,030
CONTRACTUAL SERVICES	31,222	55,080	60,560
COMMODITIES	4,457	4,600	5,000
OTHER	750	1,500	1,230
CAPITAL OUTLAY	13,547	5,620	0
TRANSFERS	12,857	104,515	165,320
TOTAL EXPENDITURES	\$127,202	\$317,875	\$376,140
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENTS	3.00	3.00	3.00



CONVENTION FACILITIES



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
Hotel/Motel Tax Fund	198.40	9,936,850
Total Funding	198.40	\$9,936,850

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, Beethoven Hall 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 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Attendance- Convention Center	2,106,005	2,165,376	2,179,715
Attendance- Municipal Auditorium	308,820	180,262	185,669
Output:			
Conventions/meetings (Int'l, Nat'l, State)	118	110	115
Conventions/meetings (Local, Regional)	234	235	245
Public Events	95	89	93
Private Events	74	78	82
City Events	102	102	107
Efficiency:			
Operating Cost per Attendee- Convention Center	\$3.21	\$3.44	\$4.08
Operating Cost per Attendee- Municipal Auditorium	\$3.18	\$5.48	\$5.56
Operating Cost per square foot- Convention Center	\$12.99	\$10.56	\$12.61
Operating Cost per square foot- Municipal Auditorium	\$7.77	\$7.82	\$8.18
Revenue per square foot- Convention Center	\$6.46	\$6.27	\$7.01
Revenue per square foot- Municipal Auditorium	\$3.01	\$2.49	\$2.54

CONVENTION FACILITIES

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Effectiveness:			
Collection Rate	97%	97%	97%
Client Approval Rating	95%	97%	97%

POLICY ISSUES BY KEY RESULT AREA

◆ INFRASTRUCTURE

\$172,050

CONVENTION CENTER LIGHTING UPGRADE

Lighting upgrades are being proposed for 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 upgrade will increase the level of illumination in the exhibit and banquet space of the existing facility to match the level of the new facility. This is the first phase of a 3 year upgrade program that will provide the facility with uniform illumination throughout the old and new exhibit areas. The upgrade for the first year of a 3 year phase-in is \$100,000.

MUNICIPAL AUDITORIUM COOLING TOWER BASIN

This one-time expenditure of \$20,000 is proposed to repair the basin liner for the Marley cooling tower of the Municipal Auditorium. Water leaks are causing continued damage to the tower itself and to the surrounding structure. The leaks must be located and repaired to prevent cooling tower failure.

HVAC DUCTS

In concurrence with the Health Department's recommendation, the Convention Center is proposing to improve the air quality for conventioners. This improvement proposes to clean the air duct that serves the north meeting rooms (Mission Room, River Room, and the 100's Rooms) of the Convention Center. The one-time cost is \$30,000.

LILA COCKRELL THEATER & MUNICIPAL THEATER LIGHTING RETROFIT

The current lighting controls in the Lila Cockrell Theater and Municipal Auditorium are becoming obsolete and repair parts are no longer manufactured. Technology has progressed beyond the level of current systems and traveling shows/production companies must bring their own Audio Visual equipment. This retrofit will bring the department's facilities on par with advancing technology. This improvement proposes a one-time expenditure of \$22,050 in addition to FY 96 funds of \$33,680 which are available in the current budget.

CONVENTION FACILITIES

POLICY ISSUES BY KEY RESULT AREA CONTINUED

♦ OTHER POLICY ISSUES \$60,600

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 \$12,600 are included in the year's Proposed Budget for these one-time technological improvements. During FY 97, 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.

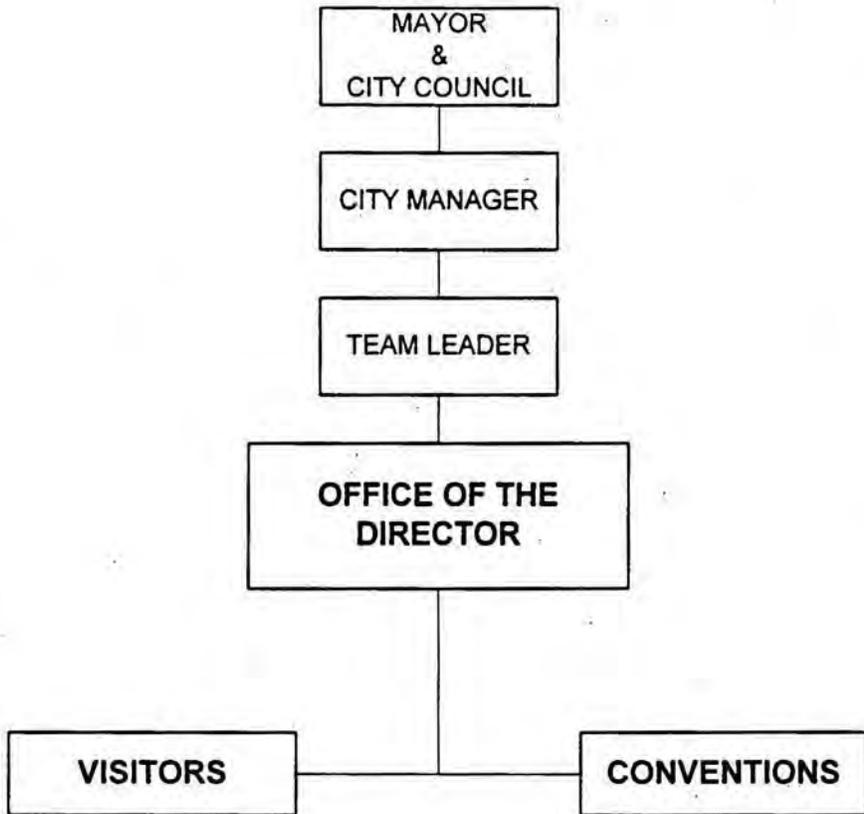
ONE-TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program completed last year. The total cost for this department is \$48,000.

HOTEL/MOTEL TAX FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$4,117,683	\$4,367,210	\$5,308,150
CONTRACTUAL SERVICES	2,599,019	2,759,540	3,294,180
COMMODITIES	388,404	427,500	415,020
OTHER	632,350	710,920	772,360
CAPITAL OUTLAY	176,724	177,940	147,140
TOTAL EXPENDITURES	\$7,914,180	\$8,443,110	\$9,936,850
AUTHORIZED POSITIONS	217	220	221
FULL-TIME EQUIVALENTS	187.02	197.40	198.40

CONVENTION & VISITORS BUREAU



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
Hotel/Motel Tax Fund	103.40	11,493,960
Total Funding	103.40	\$11,493,960

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 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
# of Citywide Hotel Rooms	21,464	24,111	24,500
Exhibit Space Capacity (GSF)	242,000	242,000	242,000
Alamodome	160,000	160,000	160,000
Output:			
# of Bureau Initiated Rm Nights Booked -future	892,708	975,000	1,075,000
# of Convention Room Nights Hosted	1,024,557	1,010,933	1,024,168
# of Delegates - Conventions Hosted	495,962	505,466	560,000
# of Reported Tour and Travel Group Rm Nights	334,874	351,622	369,203
# of Feature Film, TV, Coml. & Misc. Shoots	95	107	123
# of Site Inspections - Bureau	1,296	1,645	1,280
Efficiency:			
Average Daily Rates ¹	\$74.86	\$76.78	\$78.16
Average Occupancy Rates ¹	68.3%	65%	66%
# of Articles Measured for Media Value	999	900	950
Effectiveness:			
Direct Tour & Travel Exp.—Reflects Group Only	\$55.4 mil	\$58.3 mil	\$58.1 mil
Direct Film Expenditures	\$12.9 mil	\$12.2 mil	\$12.5 mil
Hotel Occupancy Tax Collections ²	\$23.8 mil	\$25.2 mil	\$26.5 mil
Monetary Value of Articles Published	\$3.3 mil	\$4.3 mil	\$4.3 mil
Direct Convention Delegate Exp.—Hosted ³	\$334 mil	\$414 mil	\$456 mil

CONVENTION AND VISITORS BUREAU

EXPLANATORY INFORMATION

- ◆ ¹ Average Daily Rates and Average Occupancy Rates are provided by Smith Travel Research.
- ◆ ² Hotel Occupancy Tax Collections - collection by the Finance Department.
- ◆ ³ \$818.82 per delegate expenditure per Deloitte/Touche for International Association of Convention and Visitors Bureaus.

REDUCTIONS BY KEY RESULT AREA

- ◆ **ECONOMIC DEVELOPMENT** **\$24,650**

HOLIDAY RIVER PARADE FLOAT

This program reduction proposes to eliminate the Convention & Visitor's Bureau's department's float in the annual Holiday River Parade which was a community service project promoting the City. Existing floats from other departments will still represent the City. The total savings of this reduction is \$4,000.

CLIENT PROMOTIONAL GIVEAWAY PROGRAM

The Bureau proposes to reduce their promotional giveaway program by 50% at a cost of \$20,000 eliminating the distribution of pens, posters, coffee cups and other miscellaneous items. These items were given away as a promotional tool in marketing San Antonio.

SAN ANTONIO SPORTS FOUNDATION

The San Antonio Sports Foundation is proposed to receive a 1% reduction in Hotel/Motel Funding. The San Antonio Sports Foundation is responsible for soliciting amateur, international, national and regional competitive sporting events in the San Antonio area. The foundation provides support in promoting conventions, meetings and community participation in sports and fitness activities. The cost savings will be \$650.

POLICY ISSUES BY KEY RESULT AREA

- ◆ **ECONOMIC DEVELOPMENT** **\$721,287**

HOSTING OBLIGATIONS

The Convention and Visitors Bureau regularly enters into agreements with organizations and groups to assist with the funding of certain activities. During FY 97, the Bureau has obligated \$271,103 for eight organizations meeting in San Antonio.

MANAGEMENT ANALYST

This improvement proposes to fund a Management Analyst to be responsible for data research and development concentrating on hotel development, room night consumption, estimated visitor expenditures and other special projects. The total cost for this position is \$42,250.

CONVENTION AND VISITORS BUREAU

POLICY ISSUES BY KEY RESULT AREA CONTINUED

CONVERSION STUDY

The conversion study proposes to determine if visitor inquiries were converted into actual visits. The data will be taken from both print and electronic media sources to measure the effectiveness of media placements and responses. The total cost of this one-time expenditure is \$50,000.

PART-TIME TO FULL-TIME POSITIONS

This program improvement seeks to convert six current part-time registration clerks to full-time positions. This up-date will ensure the availability of the number of information counselors necessary to provide and sustain full service at the Tourist Information Center. The recurring cost of this improvement is \$30,195.

INCENTIVE TRAVEL

Incentive Travel has become a new market niche for San Antonio. The bureau is seizing the opportunity to expose San Antonio to travel planners who specialize in incentive travel group business. Print advertising will be created and placed in incentive travel publications within the U.S. Canada and the United Kingdom. The proposed cost of this one-time improvement is \$200,000.

COLLATERAL PRODUCTION

Due to a 25% increase in media placements, the bureau is experiencing higher demands for information requests. Over the last three years an average of 900,000 Visitor Guides and Maps and 750,000 Lodging Guides were distributed per year. In anticipation of higher requests the bureau is planning to create 100,000 additional copies of Visitor Guides and Maps, Lodging Guides and 50,000 Kids Guide to San Antonio. The cost of this one-time improvement is \$90,000.

AUDITOR II

This program improvement proposes to transfer an Auditor II position from the Department of Internal Review. This position is solely responsible for collecting Hotel/Motel taxes. The total cost of this position is \$37,739.

◆ **OTHER POLICY ISSUES**

\$22,800

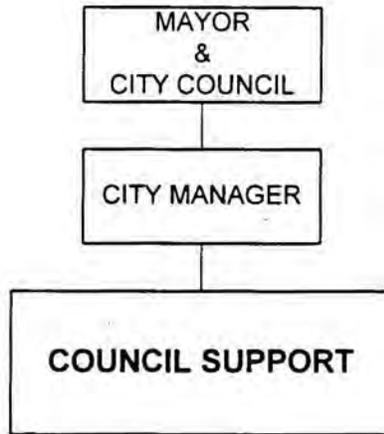
ONE-TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program completed last year. The total cost for this department is \$22,800.

CONVENTION AND VISITORS BUREAU**HOTEL/MOTEL TAX FUND EXPENDITURES BY CHARACTER**

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$2,646,075	\$2,892,440	\$3,078,470
CONTRACTUAL SERVICES	8,289,061	7,982,450	8,245,850
COMMODITIES	106,463	149,510	78,890
OTHER	76,050	82,530	63,840
CAPITAL OUTLAY	27,376	125,000	26,910
TOTAL EXPENDITURES	\$11,145,025	\$11,231,930	\$11,493,960
AUTHORIZED POSITIONS	146	146	148
FULL-TIME EQUIVALENTS	99.02	100.80	103.43





COUNCIL SUPPORT

APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	16.00	596,550
Total Funding	16.00	\$596,550

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 & 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 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Number of Full Time Employees	16	16	16
Numbers of Constituents ((WALK-INS)) assisted	2,748	2,957 ¹	3,500
Number of Phone Call Inquiries (annual)	58,356	64,585	68,000
Output:			
Calls Responded To/Followed Through	20,218	22,112	23,800
Code Compliance Referrals for Svc & Info (annual)	1,500	1,028	1,300
Other Departments Referrals for Svc & Info	1,944	1,233	1,500
Efficiency:			
Avg No. of Phone Calls per Employee (annual)	4,863	5,382	5,666
Effectiveness:			
Avg Turnaround Time for Service Requests (days)	30	29	29

EXPLANATORY INFORMATION:

- ◆ ¹ Numbers in column reflect a newly-elected City Council.

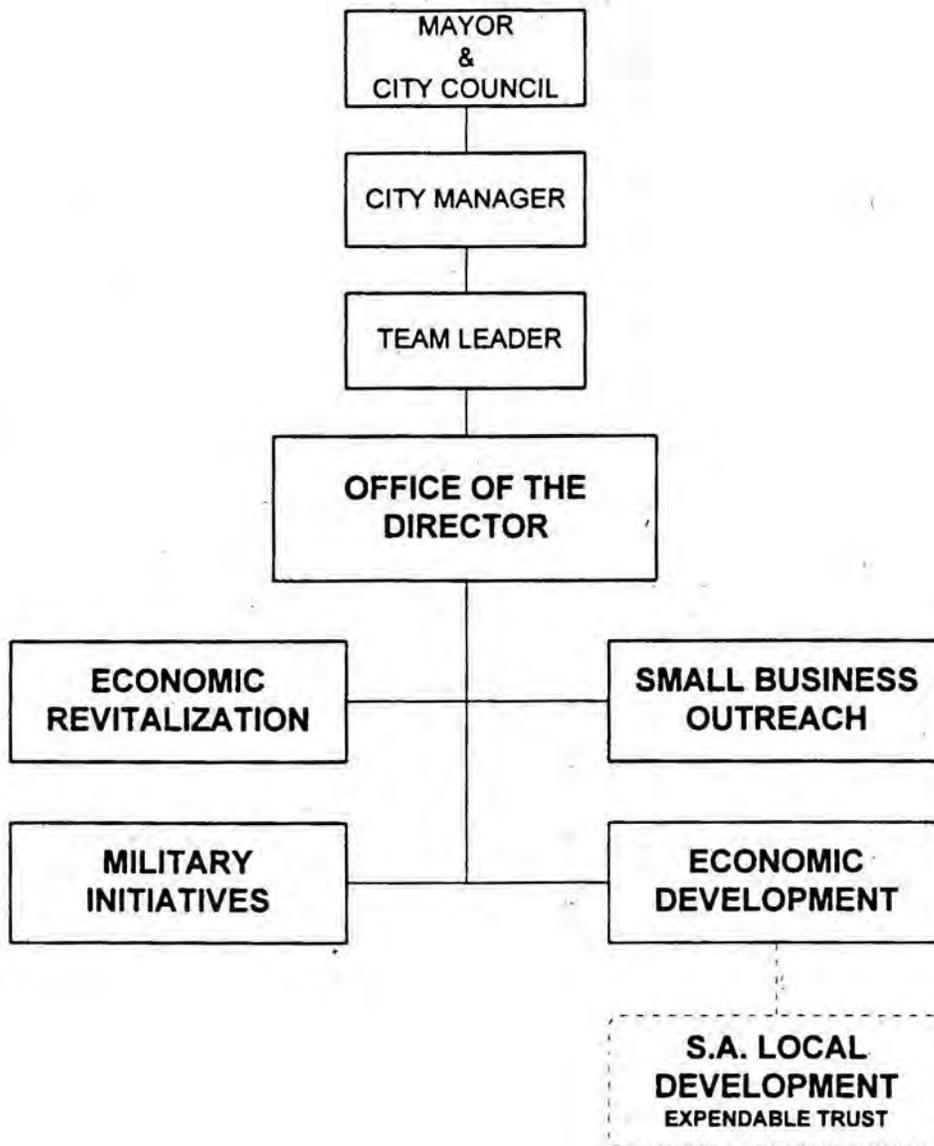
COUNCIL SUPPORT

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	520,791	565,300	549,890
CONTRACTUAL SERVICES	47,386	52,350	39,300
COMMODITIES	6,523	3,910	3,910
OTHER	4,220	4,220	3,450
CAPITAL OUTLAY	1,674	0	0
TOTAL EXPENDITURES	\$580,594	\$625,780	\$596,550
AUTHORIZED POSITIONS	16	16	16
FULL-TIME EQUIVALENTS	16.00	16.00	16.00



ECONOMIC DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	24	1,157,662
Community Dev. Block Grant (CDBG)	2	90,000
Categorical Grants	4	5,791,826
Trust and Agency	3	127,100
Total Funding	33.00	\$7,166,588

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 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Total number of positions	33	35	33
General Fund Budget	\$960,954	\$1,105,800	\$1,157,662
Output:			
No. of New Jobs (Announced by Prospects)	1,720	1,900	2,050
No. of Jobs Created/Retained	2,026	1,940	1,960
No. of Clients/Businesses Served	1,342	1,775	1,810
No. of EDF Clients/Announced	12	10	14
SBE Contracting Dollars	\$76,120,395	\$60,300,000	\$99,000,000
MBE Contracting Dollars	\$46,123,682	\$33,500,000	44,000,000
WBE Contracting Dollars	\$14,668,117	\$15,142,000	\$19,800,000
AABE Contracting Dollars	\$1,575,299	\$2,278,000	\$4,400,000
No. of Loans Approved ¹	51	38	50
Amount of Loans Approved	\$13,725,400	\$14,500,000	\$16,500,000
Private Investment Generated by Tax Phase-In Project	\$345,098,000	\$115,670,000	\$168,000,000
Private Investment Leveraged by SALDC Loans	\$32,283,288	\$33,500,000	\$40,500,000
Property tax revenues collected through tax phase-in projects	\$827,224	\$213,235	\$520,230
Additional Property tax revenues after tax phase-in period	\$2,462,606	\$1,156,419	\$1,809,513

ECONOMIC DEVELOPMENT

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Efficiency:			
Cost Per Job Created/Retained	\$474	\$570	\$589
Cost Per Business/Clients Served	\$716	\$623	\$637
Percent Awarded to SBE	46.2%	45%	45.0%
Percent Awarded to MBE	27.8%	25%	27.9%
Percent Awarded to WBE	8.9%	11%	13.6%
Percent Awarded to AABE	1.0%	1.7%	2.0%
Effectiveness:			
Avg. No. of Jobs Announced Per EDF Clients/Announced	143.3	190	146
Avg. No. of Jobs Created Per Loans Approved	16.1	11.6	10.0
SBE Percent of Goal	115%	100%	100%
MBE Percent of Goal	105%	90%	100%
WBE Percent of Goal	68%	83%	100%
AABE Percent of Goal	50%	85%	100%

EXPLANATORY INFORMATION

- ♦ ¹ Decreased due to Microloan fund availability.

REDUCTIONS BY KEY RESULT AREA

- ♦ **ECONOMIC DEVELOPMENT** **\$85,000**

PROCUREMENT OUTREACH PROGRAM

This program reduction proposes to eliminate the General Fund Cash match for the Procurement Outreach Program (POP). This program promotes economic development and business retention by assisting small businesses to competitively obtain contracts with all federal, state and local government agencies. The current funding source is made up of \$85,000 in general fund cash match, City In-Kind of \$145,200 and \$149,750 in Department of Defense (DOD) funds. The FY 97 grant proposal includes an elimination of the General Fund Cash match with the balance to be made up with City in-kind of \$175,210 and the DOD grant of \$149,950. With the elimination of the General Fund cash match, a vacant Economic Development Specialist II and a filled Library Assistant I position will be eliminated.

ECONOMIC DEVELOPMENT

POLICY ISSUES BY KEY RESULT AREA

- ◆ **ECONOMIC DEVELOPMENT** **\$30,000**

AVAILABILITY STUDY

This one-time improvement is proposed to update the availability study initially conducted in 1992. This study totaling \$30,000 will be used as a basis to establish M/WBE utilization goals on all City contracts. This improvement has been directed by the SMWBA Citizen Advisory Committee and the City Council Small Business Strategies Committee. This change will enable staff to better establish M/WBE utilization goals in the areas of construction, professional services and procurement.

- **REORGANIZATION**

The primary goal of the Military Initiatives Division of the Economic Development Department is to optimize military installation conversion opportunities and to protect, enhance and create employment opportunities at existing military installations. The primary objective of this Division is to ensure that existing military installations are maintained and/or expanded, to promote greater local business opportunities with the Department of Defense, and to coordinate with the Greater Kelly Development Corporation to develop the Kelly realigned facilities through privatization and commercialization.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$739,493	\$909,650	\$958,220
CONTRACTUAL SERVICES	153,094	177,800	179,850
COMMODITIES	24,924	12,040	10,032
OTHER	6,910	5,810	9,560
CAPITAL OUTLAY	36,533	500	0
TOTAL EXPENDITURES	\$960,954	\$1,105,800	\$1,157,662
AUTHORIZED POSITIONS	24	25	24
FULL-TIME EQUIVALENTS	24.00	25.00	24.00

ECONOMIC DEVELOPMENT

**ACTIVITY
DIVISION
PROGRAM**

**16-02-03
SMALL BUSINESS OUTREACH
PROCUREMENT OUTREACH PROGRAM**

PROGRAM INFORMATION

The Procurement Outreach Program (POP) promotes economic development and business retention by assisting small businesses to competitively obtain government procurement contracts. The POP 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 governments agencies. This activity helps to stimulate job creation, increase the tax base and also supports the City's Small, Minority & Women-owned procurement goals.

<i>Program Dates 1/96-12/96</i>	<i>Current Authorized FTEs: 3.00</i>
<i>Current Authorization: \$379,950</i>	<i>Grant Number: 26-032004</i>
<i>City Council Priority: Economic Development</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - U.S. Dept. of Defense	149,461	149,750	149,950
City - General Fund Cash Contribution	80,000	85,000	0
Other - City In-Kind	136,508	145,200	175,210

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	300,330	311,068	272,210
Contractual	44,402	46,937	41,402
Commodities	2,680	3,500	3,000
Other Expenditures	11,777	11,495	8,048
Capital Outlay	6,780	6,950	500
Total	\$365,969	\$379,950	\$325,160

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Output:			
No. of business/clients served	590	650	650
No. of business inquiries	5,080	5,100	5,200
No. of contracts awarded	553	600	640
POP clients contracting dollars	\$34,660,345	\$40,000,000	\$41,100,000
Efficiency:			
Cost per contracts awarded	\$662	\$633	\$508
Cost per business/clients served	\$620	\$585	\$500
Effectiveness:			
Average contract dollar per contracts awarded	\$67,677	\$66,667	\$64,220

ECONOMIC DEVELOPMENT

ACTIVITY NO.
DIVISION
PROGRAM

16-01-05
ECONOMIC DEVELOPMENT
1996 DEFENSE CONVERSION PROGRAM

PROGRAM INFORMATION

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-grant will be related to the assistance to workers at Kelly AFB, contractors, and local businesses directly impacted by the privatization and realignment of Kelly AFB.

<i>Program Dates 8/96-7/98</i>	<i>Current Authorized FTEs: 1.0</i>
<i>Current Authorization: \$4,100,000</i>	<i>Grant Number: 26-053034</i>
<i>City Council Priority: Economic Development</i>	

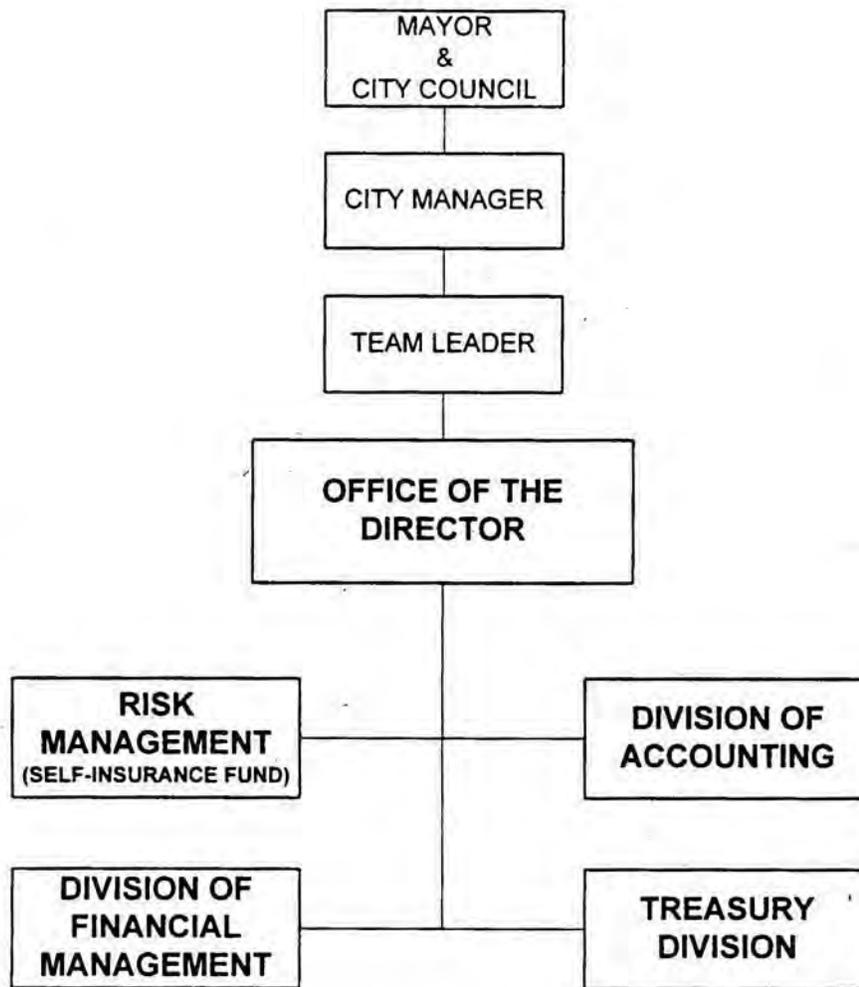
FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - EDA Defense Conversion Funds	0	0	\$4,100,000
Other - Sub-Grant Match	0	0	1,333,333
Other - City In - Kind	0	0	33,333

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$0	\$0	\$125,117
Contractual	0	0	4,600
Other Contractual - Sub-Grants	0	0	5,333,333
Commodities	0	0	500
Other Expenditures	0	0	0
Capital Outlay	0	0	3,116
Total	\$0	\$0	\$5,466,666

FINNANCE DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	102	5,184,296
Self-Insurance Liability Reserve Fund	13	9,235,422
Self-Insurance Workers' Compensation	14	12,460,154
Total Funding	129	\$26,879,872

FINANCE

FUND

GENERAL

PROGRAM INFORMATION

The Finance Department 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 the laws and generally accepted accounting and financial management principles. The department provides comprehensive financial services which include: maintaining the City's accounting system, coordinating the internal control functions; treasury management; debt administration; investment portfolio management; and a comprehensive risk management program. The Finance Department interacts and supports all departments and agencies of the City.

GOALS & OBJECTIVES

Continue to upgrade, implement, and employ resources that will enable the Department to exercise its fiduciary responsibilities which include safeguarding the City's financial assets, preparing and maintaining the financial accounting records of the City, and maximizing the efficiency and utilization of City revenues and balances.

- ◆ Recognize the evolution of legal and regulatory pronouncements within the treasury, accounting and finance functions and integrate these areas of specialization.
 - ◆ Continue to develop expertise in treasury management and services, accounting, debt administration, investment management and banking commensurate with the standards of municipal finance.
 - ◆ Work with other departments to evaluate and coordinate required financial input in order to improve efficiency and productiveness of projects, and to enhance the accuracy and usefulness of information developed.
- ◆ Continue analyzing and evaluating the financial operating functions to determine system enhancements, modifications and/or development, in conjunction with Information Services when computer and programming specialization is required.
- ◆ Modernize the key functional areas of the Department.
 - ◆ Rewrite procedures manuals reflective of departmental reorganization and functional specialization.
 - ◆ Improve the work environment to facilitate the development of professionalism, pride, and self-esteem in the workplace.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of Tax Accounts	339,003	350,770	360,000
No. of Revenue Contracts collected by Treasury ¹	0	0	132
No. of telephone inquiries - Data Bank (Tax Office)	59,704	53,500	45,000
No. of telephone inquires - Conversant Telephone System (CVIS)	N/A	14,300 ²	30,000
Avg. Investment Portfolio Value - cost basis (millions)	N/A	\$449.499	\$500.000
Principal amt. of total outstanding indebtedness (millions)	N/A	\$714	\$814
Total no. of Financial Fund Types/Funds administered ¹	N/A	N/A	9/59

FINANCE

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output:			
Amt. of deposits - Property Tax (millions)	\$139.649	\$150.053	\$158.792
Amt. of deposits - Non-Property Tax (millions)	\$62.077	\$66.038	\$69.340
Total no. of payroll checks issued	290,353	308,690	310,000
No. of On-Site License Inspections	1,617	2,000	3,000
Value of Investment Trades - cost basis (billions)	N/A	\$1.232	\$1.750
No. of annual regulatory filings ¹	N/A	N/A	53
No. of vendors served	N/A	N/A	19,500
Efficiency:			
Turnaround time on month-end closing (working days)	10	11	10
Turnaround time on annual financial statement (days)	260	200	180
No. of customers served per cashier per month	2,386	2,379	2,458
No. of telephone inquiries per clerk per month	14,926	13,380	11,250
Effectiveness:			
Property tax collection rate (budgeted/actual)	96.00% / 97.70%	96.00% / 97.50%	96.50% / 96.50%
% of tax revenues processed internally (Excludes Lockbox)	72.38%	72.64%	73.00%
% of Non-Escrow Taxpayers served by Sub-Stations ¹	N/A	N/A	12.5%

EXPLANATORY INFORMATION

- ◆ ¹ - New performance measure
- ◆ ² - Note - CVIS went on-line on February 15, 1996. The re-estimated is based on 7.5 months of actual utilization.

REDUCTIONS BY KEY RESULT AREA

- ◆ **SUPPORT SERVICES** **\$99,218**

ELIMINATION OF AN ACCOUNTANT II

This reduction proposes to eliminate a vacant part-time Accountant II in the Convention Facilities section. The Accountant II will generate \$13,473 in cost savings.

TRANSFER OF AN ACCOUNTANT II

Currently, an Accountant II performs work for the Liability Self-Insurance fund. This is a request to transfer the accountant that currently provides this function to the Liability Fund. The total cost of this position, to be transferred to the Liability Fund is, \$34,745.

FINANCE

REDUCTIONS BY KEY RESULT AREA CONTINUED

REDUCTION OF PUBLICATIONS

The Finance Department currently subscribes to several publications. The department will make adjustments and reduce the number of publications that the department receives. The total cost of this reduction is \$1,000.

PROGRAM EFFICIENCY

In an effort to streamline administration city departments were asked to analyze their internal programs, in order to provide efficient and effective services. Thus, the Finance department has identified \$50,000 in salary savings.

POLICY ISSUES BY KEY RESULT AREA

♦ SUPPORT SERVICES

\$7,910

TAX COLLECTION SUB-STATIONS

The tax collection sub-stations are a customer service that provide taxpayers more convenient locations to pay the current property tax from October to January. As a public service to the community, taxpayers can conveniently pay current property taxes at a local supermarket that has contracted with the City of San Antonio to serve as a sub-station. This program improvement will increase the number of sub-stations available to the citizens of San Antonio at a cost of \$7,910.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$2,618,339	\$3,059,614	\$3,414,205
CONTRACTUAL SERVICES	1,596,287	1,771,038	1,706,457
COMMODITIES	22,371	27,160	26,910
OTHER	45,040	45,040	36,730
CAPITAL OUTLAY	10,893	83,955	0
TOTAL EXPENDITURES	\$4,292,930	\$4,986,807	\$5,184,302
AUTHORIZED POSITIONS	96	104	102
FULL-TIME EQUIVALENTS	96.00	104.00	102.00

FINANCE

SELF-INSURANCE LIABILITY RESERVE

FUND

PROGRAM DESCRIPTION

The Liability Section's function is to administer the City's Liability Insurance Program. This would include assisting the City's Claims Board, and facilitating the litigation management process. This section is also responsible for the recovery of damages to City property, equipment or personnel from third parties who are liable for the same; for 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; and reviewing departmental insurance requirements.

GOALS & OBJECTIVES

Improve the overall financial status of the Liability Fund.

- ◆ Thoroughly review liability claims to ensure the City provides compensation for only claims for which it is responsible.
- ◆ Manage the Third Party Administrator activities to ensure the City receives the most cost-effective service.
- ◆ Identify and pursue all potential subrogation cases.

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

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

Provide timely and relevant guidance to City Departments regarding contractual insurance and indemnification requirements.

- ◆ Development and implement a comprehensive Risk Management Policy Manual for use by departments to manage liability related issues.
- ◆ Develop and implement an automated tracking system to improve the systematic processing of liability claims filed against the City.

Implement a comprehensive staff training program to enhance staff development.

- ◆ Expand the job skills of staff members to provide comprehensive and timely customer service.
- ◆ Expand certification levels of staff members by providing professional development classes.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimate FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of contracts administered (millions)	N/A	N/A	13
Value of contracts administered (millions)	N/A	N/A	\$1.532
Output:			
No. of tort claims processed	1,200	1,000	1,000
No. of cases subrogated/value of subrogation cases	390/\$300,000	325/\$409,000	350/\$400,000
No. of claims:			
Settled	N/A	N/A	1,100
Litigated	N/A	N/A	190
No. of inspection/investigation hours	N/A	N/A	500

FINANCE

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimate FY 95-96	Proposed FY 96-97
Efficiency:			
Administrative costs per claim processed	\$230	\$318	\$313
Effectiveness:			
(\$\$) Recovered amount/value of subrogation cases	\$220,000	\$273,000	\$294,000
% of General Liability Claims closed within 12 months	72%	80%	80%
% of Auto Liability Claims closed within 12 months	55%	65%	65%
% of Subrogation amount/value recovered vs. total value	73%	60%	63%

POLICY ISSUES BY KEY RESULT AREA

◆ OTHER POLICY ISSUES \$7,200

ONE-TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program last year. The total cost for this department is \$7,200.

INTERNAL SERVICE EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$327,583	\$492,242	\$559,942
CONTRACTUAL SERVICES	1,145,735	476,722	625,410
COMMODITIES	2,305	8,260	7,090
OTHER	4,100,035	8,117,010	8,042,980
CAPITAL OUTLAY	1,378	10,625	0
TRANSFERS	0	0	0
TOTAL EXPENDITURES	\$5,577,036	\$9,104,859	\$9,235,422
AUTHORIZED POSITIONS	13	13	13
FULL-TIME EQUIVALENTS	13.00	13.00	13.00

FINANCE**FUND****SELF-INSURANCE
WORKERS' COMPENSATION AND SAFETY****PROGRAM DESCRIPTION**

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 casualties in the course and scope of employment. The Texas Workers' Compensation Act is the main statute in this regard. In addition, 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 by providing effective training and education to departments on reporting procedures, requirements, and benefits required by the Texas Workers' Compensation Act and local policies.

Ensure City employees receive appropriate treatment and compensation, as required by law, following on-the-job injuries. Continue to work effectively with departments and medical providers to ensure that City employees receive appropriate medical treatment and compensation.

Reduce the severity and rate of injury to City employees by increasing the number of hours spent by Safety Specialists in conducting Job Safety Analysis, work site inspections, and facility property inspections.

Improve the overall financial status of the Workers' Compensation Fund.

- ◆ Ensure compliance for all provisions of the medical cost containment services contract are met.
- ◆ Thoroughly review injury claims forms to ensure accurate support and documentation.
- ◆ Aggressively pursue all potential subrogation cases.

Enhance the light duty program in order to provide meaningful temporary work for employees until they can return to their normal duties.

Reduce the frequency of motor vehicle accidents and other damage to City property.

- ◆ Provide timely technical expertise to departments related to safety equipment and procedural requirements.
- ◆ Increase the amount of hazard identification training to departmental safety coordinators.
- ◆ Upgrade the vehicle safety program.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimate FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No./value of contracts administered (millions)	N/A	N/A	8/\$1.020
No. of full-time employee hours	16,574,900	17,300,000	18,000,000
No. of 1st Rpt Injury forms rec'd late from depts to Risk Management	18	45	40
No. of miles driven (all City employees)	34,378,000	36,800,000	37,000,000
Output:			
No. of inspection/training/investigation hours	3,200	4,000	4,000
Total open injury claims	2,975	3,000	3,000
No. of new injury claims incurred in FY	1,882	1,948	1,900

FINANCE

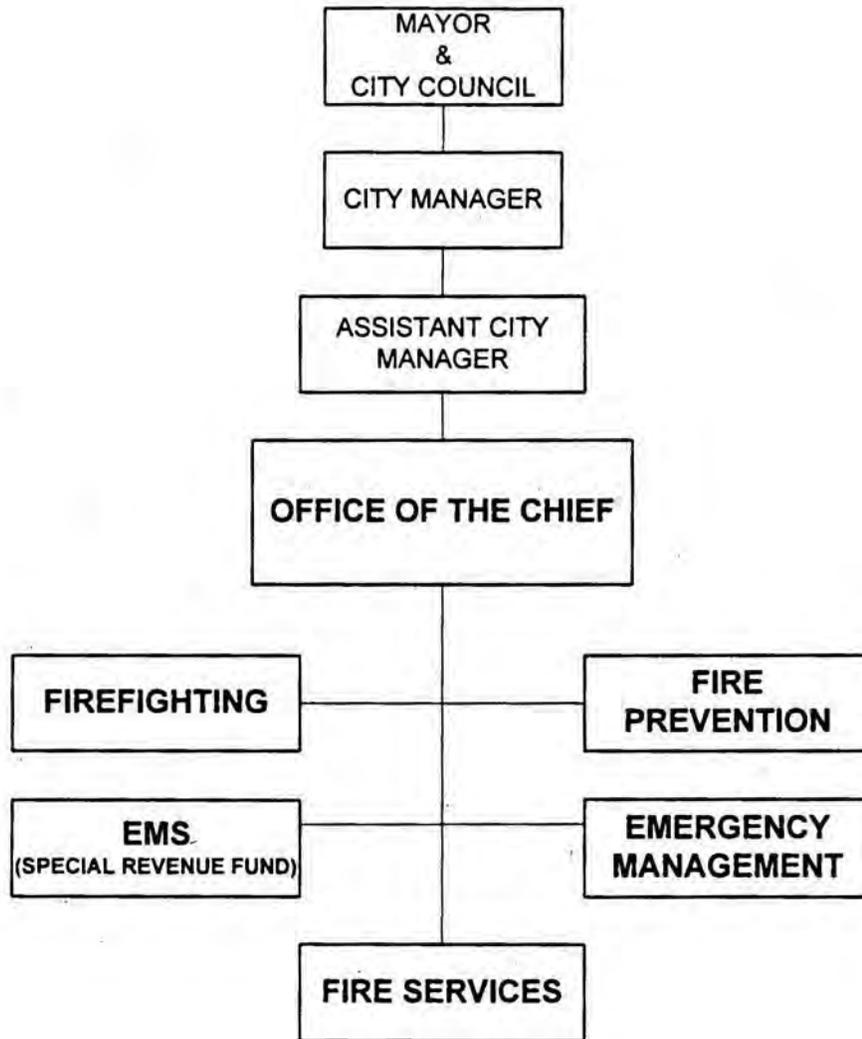
PERFORMANCE MEASURES

	Actual FY 94-95	Estimate FY 95-96	Proposed FY 96-97
Output Continued:			
Number of city vehicle accidents	693	800	750
Efficiency:			
Cost per inspection/training/investigation hours	\$68	\$71	\$70
Administrative cost per claim	\$74	\$74	\$75
Injury rate per 200,000 hours worked	22.7	22.5	21.1
Injury claims (with cost) per 100 employees	16.0	17.0	16.0
Amount recovered through subrogation	\$286,700	\$300,000	\$300,000
Vehicle accident rate per 1,000,000 miles driven	20.2	21.7	20.3
Effectiveness:			
% First Report of Injury forms submitted on time to TWCC	99%	99%	100%

INTERNAL SERVICE EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$349,886	\$374,912	\$424,991
CONTRACTUAL SERVICES	1,095,911	1,102,684	934,693
COMMODITIES	26,529	93,223	40,015
OTHER	8,562,522	10,914,180	10,928,740
CAPITAL OUTLAY	22,241	207,290	10,115
TRANSFERS	154,000	184,320	540,510
TOTAL EXPENDITURES	\$10,057,089	\$12,692,289	\$12,338,554
AUTHORIZED POSITIONS	11	13	14
FULL-TIME EQUIVALENTS	11.00	13.00	14.00

FIRE DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	1,049.00	72,762,261
EMS-Special Revenue Fund	322.00	28,580,097
Categorical Grants	6.00	301,542
Capital Projects	0	5,805,000
Total Funding	1,377.00	\$107,448,900

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.

GOALS & OBJECTIVES

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.

- ◆ To augment staffing with a safe average of four persons per pumper company within three years.
- ◆ To continue a facilities maintenance plan to replace and renovate fire stations to reduce injuries and maintenance costs.
- ◆ To optimize area coverage and reduce response times by relocating companies, placing all fire fighting apparatus into replacement funds and providing for the adequate repair and preventative maintenance of machinery and equipment
- ◆ 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 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of fire fighting personnel	977	987	996
No. of fire fighting apparatus	100	100	105
No. of vehicles maintained by fire services shops	139	163	163
No. of incoming calls to dispatch center	245,196	250,000	260,000
No. of incidents of juvenile fire setters	339	572	500
Output:			
No. of fire responses	13,222	16,987	18,685
No. of assist EMS responses	19,711	22,948	23,407
No. of structure fires	1,439	1,718	1,941
No. of persons receiving fire safety education	118,489	110,600	120,000
No. of children contacted by Juvenile Fire Setter program	7,182	16,000	18,000
No. of juvenile fire setters counseled	88	90	95
No. of firefighter training hours	190,000	217,500	220,000
No. of inspections conducted	11,789	11,400	11,500

FIRE DEPARTMENT

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Efficiency:			
Operating expenditures per capita	\$62.23	\$65.48	\$66.55
Avg. daily staffing per pumper	3.41	3.59	3.67
Avg. number of plan reviews conducted daily	13.30	13.96	14.57
Avg. no. of vehicles serviced per day	18	20	20
Avg. no. of arson cases handled per investigator	107	108	120
Avg. no. of hrs. of in-service training received per firefighter	60	95	105
Effectiveness:			
Avg. minutes response travel time	3.83	3.91	3.94
% response times less than 4.25 minutes	72.1%	68%	71.1%
Dollar loss per capita	\$17.37	\$17.85	\$18.19
Structure fires per 1,000 occupancies - residential single family	3.66	4.38	4.94

REDUCTIONS BY KEY RESULT AREA

◆ **PUBLIC SAFETY** **\$323,716**

FIRE ACADEMY SCHEDULED CLASSES

Due to the increase in the number of retirements, the Fire Department will not begin a FY 97 cadet class until March 1997. A second cadet class is scheduled for August 1997. The salary savings achieved by beginning the cadet class in March 1997 is \$258,000.

ARSON INVESTIGATION

This reduction involves eliminating one Arson Investigator position. The workload will be redistributed to the remaining thirteen Arson Investigators. Included within the Fire Department's Proposed Budget is a request for an Administrative Aide to assist with the collection, processing, documentation, and storage of arson evidence. This proposed improvement will offset any effect of eliminating the Arson Investigator position. Total savings from eliminating this position is \$65,716.

FIRE DEPARTMENT

POLICY ISSUES BY KEY RESULT AREA

◆ PUBLIC SAFETY

\$3,279,682

FIRE CONTRACT

On November 14, 1995, the City Council approved a new collective bargaining agreement with the San Antonio Professional Fire Fighter's Association. The agreement was effective October 1, 1994 and ends September 30, 1998. A four percent increase in wages, health insurance, CLEAT insurance, higher classification, certification pay, and incentive pay for all uniformed firefighters will be budgeted for the upcoming fiscal year. The cost of the new contract in FY 97 is \$2,987,758.

LABOR CONTRACT

Mandated expenditures arising from the collective bargaining agreement with the San Antonio Professional Firefighter's Association include additional longevity pay for the increased seniority of firefighters (\$144,384), education pay for those firefighters who obtain associates or bachelors degrees (\$26,400), and E.M.T. Certification for those firefighters who have completed E.M.T. Certification Training (\$36,000). Longevity is included in the base.

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 97 is \$135,915. This amount is included in the base.

FIRE STATION RELOCATION

Updating substandard stations and expanding facilities to meet equipment needs requires the relocation of two fire stations as outlined in the Master Plan. The new stations will require additional furniture and equipment at a cost of \$10,000.

FIVE YEAR MASTER PLAN THIRD YEAR IMPLEMENTATION

Nine Firefighters to Increase Pumper Staffing: The SAFD Master Plan recommends adding nine Firefighters every year for five years to increase the four average staffing per pumper company from three firefighters to four. These positions are funded at two months. Each four person company will improve effectiveness at the scene by 50% and reduce the potential for injuries by twenty percent. It is anticipated that the Fire Department will achieve an average daily staffing per pumper of 3.67 in FY 97. The total proposed cost for these positions is \$42,794. Full year funding for these positions will be \$477,558 in FY 98.

FIRE DEPARTMENT

POLICY ISSUES BY KEY RESULT AREA CONTINUED

Authorize Two Fire Inspectors: Two Fire Apparatus Operator positions are proposed to be added to provide the ability to inspect certain occupancies (schools and other public assemblies that accommodate fifty or more people) and to provide an additional person to conduct fire safety education. These positions are funded at two months. The total proposed cost for these positions is \$69,131. Full year funding for these positions will be \$113,469.

ADMINISTRATIVE SUPPORT

The addition of one Administrative Assistant II and one Account Clerk II will provide assistance in performing the daily operations in Fiscal Management and the Office of the Chief. These positions will support payroll processing, special projects, and arson computer applications. The Administrative Assistant II position will be funded at ten months and the Account Clerk II will be funded at eight months for a total program cost of \$50,000 in FY 97.

APPLICANT PROCESSING VEHICLES

Two vehicles will be purchased for the applicant processing investigators to conduct background checks on Fire Department applicants. This program enhancement will improve the ability to make remote contacts for recruitment. Applicant Processing Investigators use these vehicles to visit former employers, neighbors, friends, and associates of recruit applicants. The total amount funded for this improvement is \$36,200.

ADMINISTRATIVE AIDE

This program improvement proposes the addition of one Administrative Aide to collect, process, document and store evidence from arson cases. This position will allow arson investigators more time to complete investigative assignments. This position will be funded at nine months at a total proposed cost of \$21,399. The full year cost of this position will be \$22,599 in FY 98.

SAFETY PROMOTING PROGRAMS

In an effort to promote safety among the firefighters of the San Antonio Fire Department, a program improvement is proposed to increase firefighter safety. These improvements will be funded through the Workers Compensation Fund for a combined total of \$121,000. A Personnel Accountability System (\$6,000) establishes a system to account for personnel at an incident scene that requires an emergency evacuation. Providing each firefighter with a personal firefighter helmet is proposed by utilizing helmets currently in stock and purchasing additional helmets (\$100,000). These helmets will tie in to the personnel accountability system. One Extractor Washing Machine (\$15,000) designed to specifically clean and decontaminate firefighter protective clothing without contaminating personnel, the public or water/sewer systems is recommended. These program improvements will increase wear and safety of protective clothing and decrease chances of health hazard exposures.

FIRE DEPARTMENT

◆ **REORGANIZATION** **\$150,270**

Civilian Fire Protection Engineers will be transferred from the Fire Department to Building Inspections. Continued improvements to the development services process are specifically aimed at guiding the small business or infrequent customer through the building and permit process. Solving problems expeditiously during the plan review or permit process is a high priority. The effectiveness of this effort will be further enhanced by consolidating the plan review function under the Building Inspections Department.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$60,813,908	\$65,138,119	\$66,460,408
CONTRACTUAL SERVICES	2,697,591	2,982,671	2,861,345
COMMODITIES	1,260,363	1,396,441	1,444,349
OTHER	747,910	747,910	708,350
CAPITAL OUTLAY	983,629	1,262,146	1,287,809
TOTAL EXPENDITURES	\$66,503,401	\$71,527,287	\$72,762,261
AUTHORIZED POSITIONS	1,021	1,039	1,049
FULL-TIME EQUIVALENTS	1,021.00	1,039.00	1,049.00

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 (via radio) and continuing education is administered by registered nurses. Mobile Data terminals have been installed in all EMS units for voiceless communication.

GOALS & OBJECTIVES

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.

- ◆ To reduce the average response time within the City by .12 minutes for every full-time equivalent (FTE) ambulance added.
- ◆ To reduce the average response time by modifying operational procedures.
- ◆ To maximize net revenue from ambulance services.
- ◆ To provide adequate replacement and support vehicles, supplies and maintenance to effectively and efficiently maintain department operations.
- ◆ To enhance employee performance by utilizing civilian support staff to optimize productivity of uniformed staff and by implementing safety and wellness programs.
- ◆ To increase capabilities of the Administrative Office to respond to citizen's concerns.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Case records maintained (annual)	84,705	89,394	94,758
No. of ambulance hours available	193,720	211,008	220,248
No. of full-time equivalent (FTE) ambulances	22	24.09	25.14
Output:			
No. of responses	88,943	94,000	97,964
No. of transports	38,162	39,879	42,032
No. of patients transported	38,310	40,034	42,196
No. of inquiries requiring investigations	340	370	391
Efficiency:			
No. of responses per ambulance per year	3,516	3,858	3,896
No. of responses per ambulance per day	9.6	10.6	11.1
% of net billings collected	64.5%	64.5%	64.5%
Effectiveness:			
Average response time (minutes)			
City	6.10	6.11	6.12
Suburbs	6.90	7.27	7.40
County	13.40	14.12	14.29

EMERGENCY MEDICAL SERVICES

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Effectiveness continued:			
Average time from receipt of request to hospital arrival			
Code II (non-life-threatening)	47.23	47.08	47.10
Code III (life-threatening)	44.91	43.21	43.23
% of complaints investigated completed within 28 days	88%	74%	75%

POLICY ISSUES BY KEY RESULT AREA

♦ **PUBLIC SAFETY** **\$1,088,977**

FIRE CONTRACT

On November 14, 1995, the City Council approved a new collective bargaining agreement with the San Antonio Professional Fire Fighter's Association. The agreement was effective October 1, 1994 and ends September 30, 1998. A four percent increase in wages, health insurance, CLEAT insurance, higher classification, certification pay, and incentive pay for all uniformed officers will be budgeted for the upcoming fiscal year. The cost of the new contract in FY 97 is \$670,242.

LABOR CONTRACT

Mandated expenditures arising from the collective bargaining agreement with the San Antonio Professional Firefighter's Association include additional longevity pay for the increased seniority of firefighters (\$56,220), education pay for those firefighters who obtain associates or bachelors degrees (\$8,400), and Paramedic Certification for those firefighters who have completed Paramedic Certification Training (\$21,500).

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 1996-97 is \$43,682.

FIVE YEAR MASTER PLAN THIRD YEAR IMPLEMENTATION

Peak Period Staffing: This program enhancement seeks to improve response time by providing funding for two peak period EMS units. Included within the proposed improvement is 6 months of overtime funding for a Lieutenant and Paramedics. The total cost of the program is \$315,898. Response time will increase from 6.11 to 6.12 as a result of this improvement.

SPECIALIZED DRIVING TRAINING

This program improvement will provide overtime funding for personnel to evaluate Emergency Medical Service driving techniques, and driver's training in handling of emergency vehicles (ambulances). Funding for this proposed program will be \$15,000.

EMERGENCY MEDICAL SERVICES

POLICY ISSUES BY KEY RESULT AREA CONTINUED

MECHANIC I FOR EMS SUPPLY

This program improvement will add one Mechanic I position to the staff of EMS Supply to facilitate repairs of equipment and modification/repairs of modular compartments. The approval of this improvement will save \$20,000 per year in overtime. The proposed net cost of this improvement is \$1,937.

CONTINUING EDUCATION OVERTIME PAY

Paramedics are required by the Texas Department of Health to take forty hours of continuing education courses annually. This program improvement will allow Paramedics assigned to the EMS Communication Division to attend the courses on an overtime basis instead of during normal assigned work shifts. The total cost of this proposed improvement in FY 97 is \$20,000.

BLOOD PRESSURE MONITORS

According to the published "standards of care" it is necessary to obtain blood pressure and pulse readings every five minutes while transporting critically ill or injured patients. Automatic blood pressure monitors will safely allow paramedics to obtain the necessary readings automatically every five minutes. This proposed improvement will be phased in over three years. In FY 97, fifteen monitors will be purchased and deployed at a cost of \$36,000.

ENTERPRISE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$20,443,556	\$22,147,979	\$26,418,100
CONTRACTUAL SERVICES	2,382,552	2,463,933	3,142,614
COLLECTION EXPENSE	707,288	722,500	764,930
COMMODITIES	1,033,046	1,167,130	1,256,163
OTHER EXPENDITURES	347,120	347,120	323,380
CAPITAL OUTLAY	503,120	434,745	496,978
TOTAL EXPENDITURES	\$25,416,682	\$27,283,407	\$28,580,097
AUTHORIZED POSITIONS	297	310	310
FULL-TIME EQUIVALENTS	309.00	322.00	322.00

FIRE

**ACTIVITY NO.
DIVISION
PROGRAM**

**20-02-02
FIRE PREVENTION
ARSON TRAINING**

PROGRAM DESCRIPTION

State Criminal Justice Division funds will enable City arson investigators to receive additional specialization arson investigative training. The fiscal year for the program is January 1 to December 31.

<i>Program Dates 01/97-12/97</i>	<i>Current Authorized FTEs: 3.0</i>
<i>Current Authorization: \$11,153</i>	<i>Grant Number: 26-055280</i>
<i>City Council Priority: Public Safety</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Tx. Criminal Justice Division	\$17,803	\$8,593	\$8,593
Transfer - General fund cash contribution	3,419	2,560	2,560

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$14,412	\$11,153	\$11,153
Contractual			
Commodities			
Other Expenditures			
Capital Outlay	-0-	-0-	-0-
In-Kind Match			
Total	\$14,412	\$11,153	\$11,153

FIRE

ACTIVITY NO.
DIVISION
PROGRAM

20-02-02
EMERGENCY MANAGEMENT
EMERGENCY MANAGEMENT

PROGRAM DESCRIPTION

Program Dates 01/97-12/97	Current Authorized FTEs: 3.3
Current Authorization: \$287,760	Grant Number: 26-056024
City Council Priority: Public Safety	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - Federal Emergency Management Assistance	\$74,811	\$78,335	\$78,335
Other - General fund In-Kind	220,709	209,425	212,054

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$175,984	\$175,770	\$181,059
Contractual	74,250	81,480	79,710
Commodities	7,203	4,490	4,490
Other Expenditures	26,020	26,020	25,130
Capital Outlay	12,063	-0-	-0-
In-Kind Match			
Total	\$295,520	\$287,760	\$290,389

PERFORMANCE MEASURES

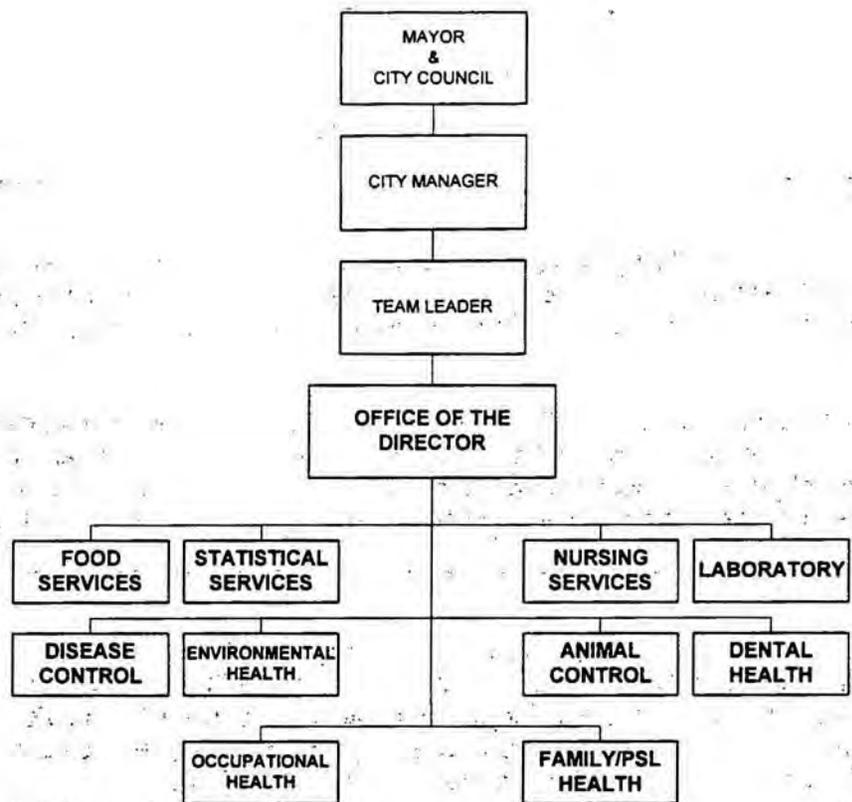
(By number of investigations)

Input:

	Actual 94-95	Estimated 95-96	Proposed 96-97
# of Speaking Engagements	25	30	30
# of Planning Activities	24	24	24



HEALTH DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	352.20	12,736,833
Public Health Support Revenue Fund	76.71	2,067,227
Internal Service Fund - Employee Wellness	5.50	467,500
Categorical Grants	324.00	14,539,205
Trust & Agency	4.00	144,420
Total Funding	762.41	\$29,955,185

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

FUND

GENERAL

PROGRAM INFORMATION

The San Antonio Metropolitan Health District (SAMHD) provides comprehensive public health services for San Antonio and unincorporated Bexar County. District activities include health code enforcement, clinical services, environmental monitoring, animal control, disease control, health education, dental health, and maintenance of birth and death records.

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 Bexar County through assessment of the health of the community identifying health needs, development of policies to meet these needs, and assurance that needs are met through the development of public-private partnership and/or the direct provision of services within the community.

GOALS & OBJECTIVES

- ◆ To increase the immunization rates of infants and children attending SAMHD clinics to 97%.
- ◆ To decrease the percentage of infants with low birthweights (born to SAMHD prenatal patients) to <6%.
- ◆ To improve the percentage of women receiving early prenatal care in SAMHD clinics to 75%.
- ◆ To increase the number of SAMHD adult health examinations by 10% over the previous year.
- ◆ To convince at least 95% of all high-risk STD patients to be tested for HIV/AIDS.
- ◆ To prevent the occurrence of any substantiated food-borne illness at local food service establishments.
- ◆ To respond to 98% of all animal control requests for service in less than 24 hours.
- ◆ To increase awareness in the community about animal immunizations.
- ◆ To serve 95% of all customers for birth and death records within 30 minutes.
- ◆ To maintain an error rate for laboratory procedures at less than 1%.

PERFORMANCE MEASURES

Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
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Input/Demand on Services:

General Fund Budget	\$11,995,047	\$12,589,950	\$12,736,833
Total Budget-All sources	\$31,025,099	\$31,602,443	\$31,600,000
Total employees - All programs	723	768	770

Output:

Immunizations given	385,470	362,923	435,000
Prenatal visits	27,317	27,930	28,325
Well-child visits	30,786	32,695	35,132
Adult health visits	2,482	2,930	3,020
STD clinic visits	12,033	12,000	13,500
Routine food establishment inspections	5,961	6,405	6,410
Animals impounded	46,868	48,000	50,000
Animal licenses sold	20,755	30,755	32,290
Birth/Death certificates issued	134,441	135,200	139,050
Disease control consultations	1,985	2,010	2,220
Dental clinic visits	20,016	18,500	19,000

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output Continued:			
Environmental inspections	25,800	26,000	26,000
Laboratory tests conducted	421,974	432,000	409,000
Vector control site inspections	82,368	84,100	85,100
Efficiency:			
Birth/Death copies issued/day	517	520	535
Animals impounded/day	188	185	193
Food inspections/day/sanitarian	4.1	5.0	5.2
Cost/well child visit	\$43.30	\$34.50	\$34.50
Cost/prenatal visit	\$46.96	\$34.95	\$34.95
Dental visits/day	81	75	76
Laboratory tests conducted/day	1,662	1,661	1,573
Daily vector control inspections/technician	24	18.3	23.7
Effectiveness:			
Immunization rate for infant and child patients at SAMHD clinics	85%	92%	97%
Percent of infants born to SAMHD patients with low birthweights	6.9%	6.4%	<6%
Percent of prenatal patients receiving first trimester care	48%	65%	75%
Percent of high risk STD clients tested for HIV	92%	94%	95%
Substantiated foodborne illnesses in local food service establishments	0	0	0
Percent of animal control requests responded to within 24 hours	96%	97%	98%
Percent of customers for birth or death certificates served within 30 minutes	N/A	90%	95%

REDUCTIONS BY KEY RESULT AREA

• **HEALTH** **\$102,427**

REDUCE THE INSECT AND RODENT CONTROL PROGRAM

This reduction will eliminate two Vector Control Technician II positions. The number of technicians available to service the City will be reduced from 13 to 11. The frequency of routine inspections such as mosquito breeding, rodent inspections and miscellaneous pest control inspections will be reduced by 15%. The total cost of this reduction is \$49,447.

REDUCE THE MILK TESTING PROGRAM

Mandatory testing of raw milk, retail milk, container sterility, and anti-bacterial inhibitors will be reduced by 50% for a total of \$21,180. One Laboratory Technician position will be eliminated along with non-personal services related to the position. The impact of this reduction is that lab tests will be delayed or referred to another state certified laboratory outside of South Texas.

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

REDUCTIONS BY KEY RESULT AREA CONTINUED

REDUCE THE DENTAL PROGRAM

This reduction will eliminate funding for three dentists working on a contract basis for the SAMHD for a total of \$31,800. The impact of this reduction on current service levels in the dental clinics will be 20% and eighty percent of the clients now being served will not be able to obtain services from any other publicly funded source.

POLICY ISSUES BY KEY RESULT AREA

♦ **HEALTH**

\$124,513

HEPATITIS A VACCINE PROGRAM

This program improvement will provide funding for two positions to enable implementation of a federally-funded Hepatitis A Vaccine Program. Guidelines have been established for the incorporation of the newly licensed Hepatitis A vaccine by cities with high to intermediate attack rates of Hepatitis A. The Health Program Specialist and License Vocational Nurse will offer the program more timely follow-up and will provide for complete documentation of clients. This improvement of \$63,513 will leverage added funding from private and federal sources of approximately \$606,000.

PURCHASE AND INSTALL NON-SLIP SURFACES

As recommended by the Risk Management Division audit regarding workplace safety, the Animal Control facility will purchase non-slip surfaces in the walkways of all kennels and the animal euthanasia building. The total cost is \$20,000.

UPGRADE TELEPHONE EQUIPMENT

This program improvement will provide for the upgrading of two clinic telephone systems located at the South Flores and Kenwood Clinics. This will allow for the voice/data communications and accessibility to pagers and touch tone services. The total cost of this one-time upgrade is \$41,000.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$9,436,181	\$10,235,060	\$10,544,559
CONTRACTUAL SERVICES	1,727,697	1,680,800	1,572,168
COMMODITIES	509,175	453,260	457,215
OTHER	174,440	174,390	151,240
CAPITAL OUTLAY	147,554	46,440	11,651
TOTAL EXPENDITURES	\$11,995,047	\$12,589,950	\$12,736,833
AUTHORIZED POSITIONS	354	358	356
FULL-TIME EQUIVALENTS	350.68	354.84	352.20

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

FUND

SPECIAL REVENUE FUND

PROGRAM INFORMATION

This 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 stipulates 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. For more information on this fund and its stream of revenues and expenditures, refer to the Public Health Support Fund schedule, which is included in the portion of this document labeled Budget Schedules.

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.

POLICY ISSUES BY KEY RESULT AREA

- ◆ **OTHER POLICY ISSUES** **\$12,600**

ONE-TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program completed last year. The total cost for the department is \$12,600.

SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$691,288	\$1,026,960	\$1,601,387
CONTRACTUAL SERVICES	31,174	479,610	168,785
COMMODITIES	96,543	106,750	135,050
OTHER	11,120	21,250	21,855
CAPITAL OUTLAY	350,158	115,830	0
TRANSFERS	678	82,694	140,150
TOTAL EXPENDITURES	\$1,180,961	\$1,833,094	\$2,067,227
AUTHORIZED POSITIONS	58	79	79
FULL-TIME EQUIVALENTS	55.36	76.71	76.71

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

**ACTIVITY NO.
DIVISION
PROGRAM**

**36-11-04
ENVIRONMENTAL HEALTH
BICYCLE INJURY PREVENTION PROJECT**

PROGRAM DESCRIPTION

This program provides a community-based bicycle injury prevention project for children five through fourteen years of age, targeting minority children. The goal of this project is to increase the rate of bicycle helmet usage among the target population by at least 47% by 1996.

<i>Program Dates 10/95 - 9/96</i>	<i>Current Authorized FTEs: 1.00</i>
<i>Current Authorization: \$38,000</i>	<i>Grant Number: 26- 016017</i>
<i>City Council Priority: Health</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Texas Department of Health	\$40,000	\$38,000	-0-

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$33,289	\$34,732	-0-
Contractual	1,940	776	-0-
Commodities	2,350	-0-	-0-
Other Expenditures	2,421	2,492	-0-
Capital Outlay	-0-	-0-	-0-
Total	\$40,000	\$38,000	-0-

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

ACTIVITY NO.
DIVISION
PROGRAM

36-06-28
NURSING SERVICES
CANCER PREVENTION PROJECT

PROGRAM DESCRIPTION

A targeted cancer education outreach project to promote cancer awareness to minority populations located on the east side of San Antonio and to increase the number of individuals who receive low to no cost cancer screening services.

<i>Program Dates 09/95 - 08/96</i>	<i>Current Authorized FTEs: 2.00</i>
<i>Current Authorization: \$70,000</i>	<i>Grant Number: 26-034001</i>
<i>City Council Priority: Health</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Texas Cancer Council	-0-	\$70,000	\$99,981

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	-0-	\$61,428	\$90,711
Contractual	-0-	2,922	3,680
Commodities	-0-	3,114	4,090
Other Expenditures	-0-	-0-	-0-
Capital Outlay	-0-	2,536	1,500
Total	-0-	\$70,000	\$99,981

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of people directly served by council-funded cancer prevention and control activities	0	2,835	7,150
Output:			
No. of entities provided technical assistance on cancer prevention, screening diagnosis, treatment or rehabilitation	0	39	130
No. of hrs donated to cancer prevention, education, screening, diagnosis, treatment and rehabilitation intervention or contracts	0	3,013	2,000

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

**ACTIVITY NO.
DIVISION
PROGRAM**

**36-06-08
DISEASE CONTROL
CHILDHOOD IMMUNIZATION PROJECT**

PROGRAM DESCRIPTION

Funding from the U.S. Department of Health and 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.

<i>Program Dates 01/96 - 12/96</i>	<i>Current Authorized FTEs: 28.00</i>
<i>Current Authorization: \$3,712,184</i>	<i>Grant Number: 26-022070</i>
<i>City Council Priority: Health</i>	

FUNDING SOURCES AND AMOUNTS

Federal - Dept. of Health & Human Services

Actual 94-95	Authorized 95-96	Proposed 96-97
\$6,206,108	\$3,712,184	\$3,712,184

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$824,393	\$853,298	\$853,298
Contractual	241,252	169,914	169,914
Commodities	75,509	91,025	91,025
Other Expenditures	58,922	102,230	102,230
Capital Outlay	428,020	10,500	10,500
In-Kind Match	4,578,012	2,485,217	2,485,217
Total	\$6,206,108	\$3,712,184	\$3,712,184

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

**ACTIVITY NO.
DIVISION
PROGRAM**

**36-12-05
FAMILY HEALTH SERVICES
DRUG USE FORECASTING PROJECT**

PROGRAM DESCRIPTION

Funding from the Department of Justice enables the Health Department to use employees on an overtime basis to interview detainees in the jail and juvenile detention facility on drug use. Interviews are done once per quarter over a three week period.

<i>Program Dates 10/95 - 9/96</i>	<i>Current Authorized FTEs: 0.00</i>
<i>Current Authorization: \$70,300</i>	<i>Grant Number: 26- 028014</i>
<i>City Council Priority: Health</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - Department of Justice	\$70,104	\$70,300	\$70,300

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$63,096	\$63,692	\$63,692
Contractual	780	340	340
Commodities	1,200	1,200	1,200
Other Expenditures	5,028	5,068	5,068
Capital Outlay	-0-	-0-	-0-
Total	\$70,104	\$70,300	\$70,300

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

**ACTIVITY NO.
DIVISION
PROGRAM**

**36-06-27
NURSING SERVICES
EPSDT PROJECT**

PROGRAM DESCRIPTION

This program to develop a comprehensive delivery system for EPSDT (Early and periodic screening, diagnostic and treatment services) outreach services in public health. The system to include client outreach, information and educational activities, and provider recruitment.

<i>Program Dates 09/95 - 08/96</i>	<i>Current Authorized FTEs: 16.00</i>
<i>Current Authorization: \$578,138</i>	<i>Grant Number: 26-016017</i>
<i>City Council Priority: Health</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Texas Department of Health	\$254,00	\$578,138	-0-

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$123,802	\$481,613	-0-
Contractual	61,011	90,000	-0-
Commodities	7,512	3,425	-0-
Other Expenditures	2,000	2,500	-0-
Capital Outlay	59,675	600	-0-
Total	\$254,000	\$578,138	-0-

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

**ACTIVITY NO.
DIVISION
PROGRAM**

**36-06-08
NURSING SERVICES
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 reproductive health care services and contraceptive methods. Services include a physical assessment by a physician, appropriate lab tests, counseling and contraceptive supplies

<i>Program Dates 09/95 - 08/96</i>	<i>Current Authorized FTEs: 13.00</i>
<i>Current Authorization: \$418,488</i>	<i>Grant Number: 26-016019</i>
<i>City Council Priority: Health</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Texas Department of Health	\$181,868	\$181,868	\$181,868
Federal - Medicaid - Title 19	100,000	100,000	100,000
Other - Dysphasia Contract	-0-	6,000	6,000
Other - Cash Carry Over	225,000	130,620	130,620

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$311,976	\$310,776	\$310,776
Contractual	62,827	33,100	33,100
Commodities	97,650	65,042	65,042
Other Expenditures	30,415	8,070	8,070
Capital Outlay	4,000	1,500	1,500
Total	\$506,868	\$418,488	\$418,488

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

**ACTIVITY NO.
DIVISION
PROGRAM**

**36-07-20/07-26/07-32/07-34/07-49
DISEASE CONTROL
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.

<i>Program Dates 01/96 - 12/96, 4/96/3/97, 9/95-8/96</i>	<i>Current Authorized FTEs: 17.00</i>
<i>Current Authorization: \$2,207,335</i>	<i>Grant Number: 26-016017 & 26-016020</i>
<i>City Council Priority: Health</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Texas	\$2,179,002	\$2,207,335	\$1,672,653

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$235,659	\$252,400	\$234,322
Contractual	1,916,415.5	1,919,520.5	1,394,325
Commodities	14,581	18,279	29,904
Other Expenditures	8,874	10,062	7,045
Capital Outlay	3,472.50	7,073.50	7,057
Total	\$2,179,002	\$2,207,335	\$1,672,653

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

**ACTIVITY NO.
DIVISION
PROGRAM**

**36-06-24
NURSING SERVICES
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, and prenatal and pediatric clinic services for pregnant women and women with children in residential substance abuse treatment program.

<i>Program Dates 10/95 - 09/96</i>	<i>Current Authorized FTEs: 4.00</i>
<i>Current Authorization: \$272,350</i>	<i>Grant Number: 26-015004</i>
<i>City Council Priority: Health</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Texas Commission on Alcohol & Drug Abuse	\$314,280	\$272,350	\$136,175

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$169,626	\$175,296	\$87,648
Contractual	88,423	80,218	40,109
Commodities	9,708	5,371	2685.5
Other Expenditures	19,073	11,465	5,732.5
Capital Outlay	27,450	-0-	-0-
Total	\$314,280	\$272,350	\$136,175

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

**ACTIVITY NO.
DIVISION
PROGRAM**

**36-06-23
NURSING SERVICES
PCI HEALTH SERVICES PROJECT**

PROGRAM DESCRIPTION

The San Antonio Metropolitan Health District provides comprehensive physical and dental examinations for children enrolled in the PCI Headstart Program.

<i>Program Dates 08/95 - 07/96</i>	<i>Current Authorized FTEs: 2.00</i>
<i>Current Authorization: \$204,000</i>	<i>Grant Number: 26-012111</i>
<i>City Council Priority: Health</i>	

FUNDING SOURCES AND AMOUNTS

Other - Parent Child Incorporated (CPI) of San Antonio

Actual 94-95	Authorized 95-96	Proposed 96-97
\$83,570	\$204,000	\$204,000

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$51,960	\$91,615	\$91,615
Contractual	29,410	66,520	66,520
Commodities	2,200	8,250	8,250
Other Expenditures	-0-	-0-	-0-
Capital Outlay	-0-	37,615	37,615
Total	\$83,570	\$204,000	\$204,000

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

**ACTIVITY NO.
DIVISION
PROGRAM**

**36-07-47/07-48/08-04/08-05
DISEASE CONTROL
RYAN WHITE TITLE I**

PROGRAM DESCRIPTION

The HIV Division serves as the lead agency overseeing the provision of services to HIV positive and AIDS patients. The HIV Division monitors and provides technical assistance to HIV services contractors.

<i>Program Dates 11/29/95-11/28/96,2/27/96-2/26/97</i>	<i>Current Authorized FTEs: 3.00</i>
<i>Current Authorization: \$2,331,261</i>	<i>Grant Number: 26-063001 & 26-012110</i>
<i>City Council Priority: Health</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal	NA	\$1,683,204	\$2,331,261

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	-0-	\$77,940	\$55,172
Contractual	-0-	1,584,376	2,268,646
Commodities	-0-	19,420	5,215
Other Expenditures	-0-	-0-	-0-
Capital Outlay	-0-	1,468	2,228
Total	-0-	\$1,638,204	\$2,331,261

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
Number of contractors providing HIV services	NA	14-15	16-18
Output:			
Number of total contracts in place	NA	50-55	55-60
Efficiency:			
Minimum number of site visits to each contractor	NA	1	2
Effectiveness:			
Average time to implement/finalize contracts	NA	60-90 days	30-45 days

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

**ACTIVITY NO.
DIVISION
PROGRAM**

**36-07-06, 07-29
DISEASE CONTROL
STD CONTROL PROJECT**

PROGRAM DESCRIPTION

This program is to control the spread of sexually transmitted diseases (STD) and to conduct counseling, testing, referral and partner notification activities to help reduce the spread of human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS).

<i>Program Dates 09/95 - 09/96 & 01/96 - 12/96</i>	<i>Current Authorized FTEs: 7.00</i>
<i>Current Authorization: \$205,600</i>	<i>Grant Number: 26-016017 & 26-016020</i>
<i>City Council Priority: Health</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Texas Department of Health	\$81,646	\$77,146	\$77,146
Federal - Dept. of Health & Human Services	128,454	128,454	128,454

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$184,944	\$197,070	\$197,070
Contractual	13,993	6,640	6,640
Commodities	3,728	550	550
Other Expenditures	4,935	1,340	1,340
Capital Outlay	2,500	-0-	-0-
Total	\$210,100	\$205,600	\$205,600

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

ACTIVITY NO.
DIVISION
PROGRAM

36-07-04, 07-14
DISEASE CONTROL
SPECIAL TB OUTREACH PROJECT

PROGRAM DESCRIPTION

The Tuberculosis Control Unit provides full clinic and home services for people with tuberculosis exposure, infection, and suspected or confirmed active disease. The City Chest Clinic offers full assessments, including radiographs and physician evaluations. The Field Office offers at-home delivery of nursing services and medications, which includes Direct Observation of Therapy (DOT) and Direct Observation of Preventive Therapy (DOPT). The TB Clinic also offers public education on TB and full surveillance services for the City of San Antonio and Bexar County, in cooperation with TDH.

<i>Program Dates 09/95 - 09/96 & 01/96 - 12/96</i>	<i>Current Authorized FTEs: 19.00</i>
<i>Current Authorization: \$551,491</i>	<i>Grant Number: 26-016017 & 26-016020</i>
<i>City Council Priority: Health</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Texas Department of Health	\$189,979	\$189,979	\$189,979
Federal - Dept. of Health & Human Services	399,599	361,512	361,512

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$499,706	\$499,735	\$499,735
Contractual	41,485	40,350	40,350
Commodities	6,290	4,300	4,300
Other Expenditures	16,097	5,606	5,606
Capital Outlay	26,000	1,500	1,500
Total	\$589,578	\$551,491	\$551,491

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
Patients qualifying for DOT and DOPT	140-150	170-180	170-180
No. of eligible at-home delivery services/nursing services	18,000	19,000	19,000
Output:			
Patients assigned DOT and DOPT	120	140	140
No. of home services provided	16,000	16,500	16,500
Efficiency:			
Percent of qualifying patients placed on DOT and DOPT	70%	70%	70%
Percent of eligible home services accomplished	85%	85%	85%
Effectiveness:			
Patients completing DOT and DOPT	85%	85%	85%
No. of home services delivered	16,000	16,500	16,500
Clinic service visits provided	8,000	8,500	8,500

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

**ACTIVITY NO.
DIVISION
PROGRAM**

**36-06-11
NURSING SERVICES
WOMEN, INFANTS & CHILDREN NUTRITION
PROGRAM**

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.

<i>Program Dates 10/96 - 09/96</i>	<i>Current Authorized FTEs: 127.00</i>
<i>Current Authorization: \$5,137,072</i>	<i>Grant Number: 26-016017</i>
<i>City Council Priority: Health</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Texas Department of Health	\$3,940,299	\$5,137,072	\$5,137,072

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$3,190,804	\$3,670,112	\$3,670,112
Contractual	380,413	581,819	581,819
Commodities	91,900	291,574	291,819
Other Expenditures	236,682	287,059	287,059
Capital Outlay	40,500	306,508	306,508
Total	\$506,868	\$5,137,072	\$5,137,072

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

FUND

**SELF INSURANCE
EMPLOYEE WELLNESS/
OCCUPATIONAL HEALTH CLINIC**

PROGRAM INFORMATION

The Employee Wellness 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, promotional/special physicals for uniformed employees and adult immunizations. This program also provides evaluations for work/fitness-for-duty physicals as needed for all classes of employees, employee health risk assessments, Light Duty Program records, and workers' compensation claims in association with Risk Management.

GOALS & OBJECTIVES

- Increase the number of Health Risk Profile screenings for employees.
- Decrease the turnaround time, from two days to one, for processing new applicants.
- To work closely with the Risk Management Safety Division to fully implement the Department of Transportation (DOT) mandated Alcohol and Drug Screening for commercial driver licensed drivers.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of Physicians	2	2	2
No. of Nurses	2	2	2
Output:			
No. of Physical Exams	3,251	3,200	3,200
No. of Fitness for Duty	61	58	60
No. of First Aid Patients	252	225	230
No. of Health Assessment Evaluations	456	360	375
No. of DOT Tests	291	700	700
Efficiency:			
Avg. exams per Physician	1,782	1,741	1,745
Effectiveness:			
Avg. turnaround time per exam in days	2	1-2	1

EXPLANATORY INFORMATION

- ♦ The decrease in first-aid visits is a result of the implementation of Mednet by the Risk Management Division. DOT mandated drug testing program instituted mid-fiscal year 94-95.

**SAN ANTONIO
METROPOLITAN HEALTH DISTRICT**

POLICY ISSUES BY KEY RESULT AREA

♦ **OTHER POLICY ISSUES** **\$1,500**

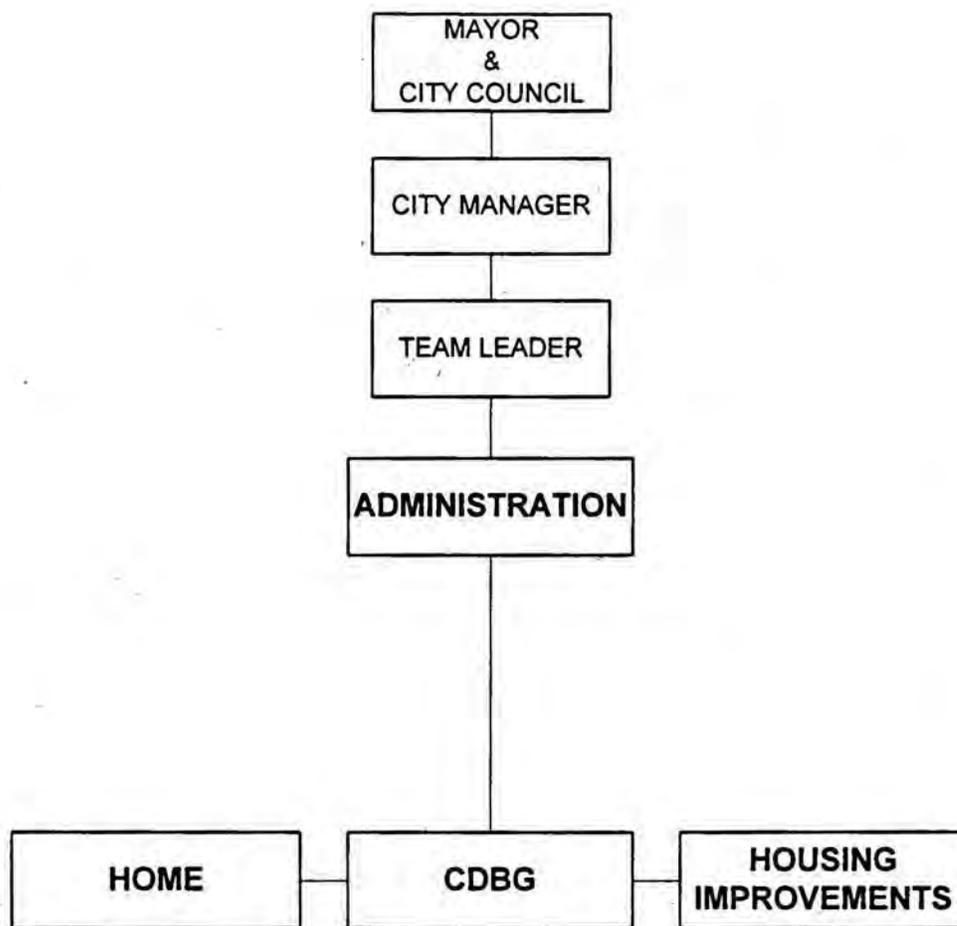
ONE-TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program last year. The total cost for this department is \$1,500.

INTERNAL SERVICE EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	152,969	231,610	254,707
CONTRACTUAL SERVICES	125,445	165,580	187,290
COMMODITIES	15,026	17,800	20,900
OTHER	3,430	3,430	2,430
CAPITAL OUTLAY	4,718	0	0
TRANSFERS			
TOTAL EXPENDITURES	\$301,588	\$418,420	\$465,327
AUTHORIZED POSITIONS	6	6	6
FULL-TIME EQUIVALENTS	5.5	5.5	5.5

HOUSING & COMMUNITY DEV



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
Community Development Block Grant (CDBG)	22	1,368,461
Categorical Grants - HOME	6	6,247,000
Outside Agencies	0	2,282,000
Capital Projects	0	9,487,816
Total Funding	28.00	\$19,385,277

HOUSING & COMMUNITY DEVELOPMENT

FUND

COMMUNITY DEVELOPMENT (28)

PROGRAM DESCRIPTION

The Housing & Community Development Department is comprised of four divisions responsible for supporting the City Council and the City Manager in the financial planning, allocation, implementation and monitoring of the City's Community Development Block Grant (CDBG), and HOME Entitlement funds. The Community Development Division 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 and project sponsors and the City departments, and is responsible for monitoring 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 that take 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 citizens groups to increase awareness of community development programs and services.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of Coordinators	1	1	1
No. of Analysts	5	6	6
No. of Support Staff	1	1	1
No. of New CDBG projects:			
- Capital	N/A	103	51
- Housing	N/A	17	28
- Public Service	N/A	40	40
- Neighborhood Revitalization/Economic Development	N/A	10	5
No. of Open/Continuing CDBG Projects:			
- Capital	N/A	276	250
- Housing	N/A	48	48
- Public Service	N/A	5	34
- Neighborhood Revitalization/Economic Development	N/A	3	14
Total Available CDBG Allocation	N/A	\$50,053,500	\$46,682,379
Economic Multiplier: Each \$1.00 Expended/Construction ¹	N/A	\$2.13	\$2.13
Output:			
No. of Contracts Executed	N/A	165	180
No. of Eligibility Documents Completed	N/A	185	180
No. of Environmental Reviews Completed	N/A	180	180
No. of Projects Completed	N/A	150	200
Total CDBG Funds Expended	N/A	\$25,058,513	\$37,760,151
- Non-Capital Project Expenditures	N/A	\$6,547,250	\$14,243,129
- Capital Project Expenditures	N/A	\$18,511,263	\$16,720,195

HOUSING & COMMUNITY DEVELOPMENT

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Efficiency:			
Avg. No. of Projects per Analyst	N/A	45	45
Avg. No. of days to Contract Execution	N/A	40	45
Effectiveness:			
Percent of Projects Completed	N/A	30%	80%
Percent of CDBG Funds Expended	N/A	50%	60%
Economic Multiplier Impact: Construction Expenditures ²	N/A	\$39,512,291	\$35,689,256

EXPLANATORY INFORMATION

- ◆ ¹Source: Regional Multiplier (RIMSII), Bureau of Economic Analysis, U.S. Department of Commerce
- ◆ ²Based on Formula: \$2.3145 x Total \$1.00 expended for construction/rehabilitation = Economic Multiplier

POLICY ISSUES BY KEY RESULT AREA

- ◆ **OTHER POLICY ISSUES** **\$7,800**

ONE-TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. The total cost for this department is \$7,800.

EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$879,186	\$1,041,150	\$1,087,750
CONTRACTUAL SERVICES	239,339	268,000	195,710
COMMODITIES	18,800	19,100	13,050
OTHER	0	0	0
CAPITAL OUTLAY	14,700	9,200	44,990
TRANSFERS	0	0	0
TOTAL EXPENDITURES	\$1,152,025	\$1,337,450	\$1,341,500
AUTHORIZED POSITIONS	18	22	22
FULL-TIME EQUIVALENTS	18.0	22.0	22.0

HOUSING & COMMUNITY DEVELOPMENT

FUND

HOUSING RESOURCES (28)

PROGRAM INFORMATION

The Housing Resources Division of the Department of Housing and 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 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of Coordinators	1	1	1
No. of Construction Specialists	N/A	4	4
No. of Loan Servicing Analysts	1	1	1
Total No. of Loans Serviced	N/A	105	113
No. of Single-Family Units Contracted	N/A	15	10
No. of Multi-Family Units Contracted (10-100 units)	N/A	199	60
No. of Multi-Family Units Contracted (101+ units)	N/A	840	300
Avg. Pre-Appraised Value: Single-Family ¹	N/A	\$26,900	\$24,000
Avg. Pre-Appraised Value: Multi-Family (10-100 units)	N/A	\$600,000	\$600,000
Avg. Pre-Appraised Value: Multi-Family (101+ units)	N/A	\$3,000,000	\$2,000,000
Economic Multiplier: Each \$1.00 Expended/Construction ²	N/A	\$2.13	\$2.31
Output:			
No. of Loans Closed			
- Rental Rehabilitation Program Loans	N/A	4	5
- Indian Creek Loans	N/A	10	20
- Empowerment Zone Housing Loans	N/A	2	10
Total Loans: Current Payment Status	N/A	35	37
Total Loans: Past Due Payment Status	N/A	3	3
Total Loans: Defaulted	N/A	0	0
No. of Single-Family Units Completed	N/A	12	20
No. of Multi-Family Units Complete (10-100 units)	N/A	34	60

HOUSING & COMMUNITY DEVELOPMENT

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output Continued:			
No. of Multi-Family Units Complete (101+ units)	N/A	622	300
Total Property Inspections	N/A	600	750
Avg. Post-Appraised Value: Single-Family ¹	N/A	\$27,500	\$33,000
Avg. Post-Appraised Value: Multi-Family (10-100 units)	N/A	\$2,500,000	\$2,500,000
Avg. Post-Appraised Value: Multi-Family (101+ units)	N/A	\$5,400,000	\$5,400,000
Public Funds Obligated (Single-Family)	N/A	\$230,000	\$500,000
Public Funds Obligated (Multi-Family) [10-100 units]	N/A	\$3,364,981	\$300,000
Public Funds Obligated (Multi-Family) [101+ units]	N/A	\$2,868,391	\$800,000
Private Funds Expended			
- Single-Family	N/A	\$45,000	\$200,000
- Multi-Family (10-100 units)	N/A	\$7,000,000	\$1,000,000
- Multi-Family (101+ units)	N/A	\$10,500,000	\$2,000,000
Efficiency:			
Avg. No. of Units Inspected/Construction Specialist	N/A	200	150
Avg. Public Cost/Unit-Single-Family ³	N/A	\$23,500	\$31,000
Avg. Public Cost/Unit-Multi-Family (10-100 units)	N/A	\$13,500	\$8,000
Avg. Public Cost/Unit-Multi-Family (101+ units)	N/A	\$3,500	\$5,000
Avg. Private Cost/Unit-Single-Family ³	N/A	\$2,013	\$3,000
Avg. Private Cost/Unit-Multi-Family (10-100 units)	N/A	\$28,032	\$25,000
Avg. Private Cost/Unit-Multi-Family (101+ units)	N/A	\$12,100	\$15,000
Ratio: Public/Private Investment	N/A	1:2.6	1:3
Effectiveness:			
Percent of Loans Current	N/A	96%	95%
Percent of Loans Past Due	N/A	4%	5%
Percent of Loans Defaulted	N/A	0%	0%
Percent Increase/Post Rehabilitation Appraised Value			
- Single-Family	N/A	10%	70%
- Multi-Family (10-100 units)	N/A	24%	20%
- Multi-Family (101+ units)	N/A	38%	30%
Percent of Single-Family Units Completed	N/A	90%	75%
Percent of Multi-Family Units Completed (10-100 units)	N/A	15%	75%
Percent of Multi-Family Units Completed (101+ units)	N/A	85%	75%
Economic Multiplier Impact: Construction Expenditures ⁴	N/A	\$49,556,413	\$20,000,000

HOUSING & COMMUNITY DEVELOPMENT

EXPLANATORY INFORMATION

- ◆ ¹ Average Pre/Post Rehabilitation Value: Single & Multi-Family Housing based on appraised value of each property before and after rehabilitation to determine increased property value as a result of the rehabilitation investment.
- ◆ ² Source: Regional Multiplier (RIMSII), Bureau of Economic Analysis, U.S. Department of Commerce
- ◆ ³ Figures are based primarily from the Indian Creek Housing Revitalization Program. This program targets a specific neighborhood located in Council District 4. Forgivable, deferred payment loans are available to eligible low- and moderate-income property owners. The maximum loan per eligible household is \$35,000. The owner contributes minimal private funds to the project.
- ◆ ⁴ Based on Formula $\$2.1345 \times \text{Total } \$1.00 \text{ expended for construction/rehabilitation} = \text{Economic Multiplier}$

HOUSING & COMMUNITY DEVELOPMENT

FUND

HOME ENTITLEMENT (25)

PROGRAM DESCRIPTION

The HOME Division of the Department of Housing and 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 other regulatory requirements.

GOALS & OBJECTIVES

To increase the supply of decent affordable housing in San Antonio, for very low, low and moderate income families 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 citizens 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 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of Coordinators	N/A	1	1
No. of Analysts ¹	N/A	5	5
Economic Multiplier: Each \$1.00 Expended/Construction ²	N/A	\$2.13	\$2.13
Available HOME Program Funds	N/A	\$14,584,011	\$15,220,504
- Owner Occupied Rehabilitation (Single-Family)	N/A	\$3,616,768	\$3,706,000
- First Time Homebuyers	N/A	\$5,113,572	\$5,369,250
- Rental Projects	N/A	\$5,831,671	\$6,123,254
- Tenant Based Rental Assistance	N/A	\$22,000	\$22,000
Avg. Pre-Rehabilitation Appraised Value:			
- Single-Family Units	N/A	\$25,498	\$25,500
- Multi-Family Units	N/A	\$1,191,667	\$362,500
No. of Sponsors/Sub-Grantees	N/A	12	10
No. New Projects Approved for Funding	N/A	38	28
Output:			
Total HOME Program Funds Expended	N/A	\$7,220,052	\$9,893,327
Total Construction/Rehabilitation HOME Expended	N/A	\$5,990,033	\$6,000,000
Total Other Public Funds Expended	N/A	\$115,500	\$475,000
Total Private Sector Funds Expended	N/A	\$6,610,441	\$9,474,609
Number of Contracts Executed	N/A	12	28
Number of Projects Completed	N/A	40	45
Total Monitoring Visits	N/A	300	400
Average Post-Rehabilitation Appraised Value:			
- Single-Family Units	N/A	\$47,774	\$48,000
- Multi-Family Units	N/A	\$0	\$435,000

HOUSING & COMMUNITY DEVELOPMENT

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output Continued:			
Total Units Completed/Households Assisted:			
- Owner Occupied	N/A	61	174
- First Time Homebuyers	N/A	140	200
- Rental Units	N/A	59	345
- Tenant Based Rental Assistance Contracts	N/A	6	6
Efficiency:			
Avg. No. of Projects per Analyst	N/A	9	31
Ratio: Public/Private Investment	N/A	1:1.09	1:1.09
Effectiveness:			
Economic Multiplier Impact: Construction Expenditures ³	N/A	\$13,032,260	\$12,087,000
Percent of HOME Funds Expended	N/A	55%	60%
- Owner Occupied Funds Expended	N/A	45%	50%
- First Time Homebuyers Funds Expended ⁴	N/A	60%	60%
- Rental Funds Expended	N/A	40%	60%
- Tenant Based Rental Assistance Expended	N/A	90%	90%
Percent Increase: After Rehabilitation Appraised Value:			
- Single-Family Units	N/A	87%	88%
- Multi-Family Units	N/A	0%	87%

EXPLANATORY INFORMATION

- ◆ Information for this report is based on HOME Project Expenditures and contracts executed for the period from October 1, 1995 through March 31, 1996.
- ◆ ¹ One position funded from non-HOME resources.
- ◆ ² Source: Regional Multiplier (RIMSII), Bureau of Economic Analysis, U.S. Department of Commerce
- ◆ ³ Based on Formula $\$2.1345 \times \text{Total } \$1.00 \text{ expended for construction/rehabilitation} = \text{Economic Multiplier}$
- ◆ ⁴ Previous case files not closed during the first three years of the program.

EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$199,115	\$220,810	\$228,610
CONTRACTUAL SERVICES	53,196	55,120	42,650
COMMODITIES	4,300	3,100	1,800
OTHER	0	0	0
CAPITAL OUTLAY	4,200	2,700	19,180
TRANSFERS	0	0	0
TOTAL EXPENDITURES	\$260,811	\$281,730	\$292,240
AUTHORIZED POSITIONS	5	6	6
FULL-TIME EQUIVALENTS	5.00	6.00	6.00

HOUSING & COMMUNITY DEVELOPMENT

ACTIVITY NO.
DIVISION
PROGRAM

31-01-01-28
COMMUNITY DEVELOPMENT
CDBG PROGRAM

PROGRAM DESCRIPTION

For the past 21 years the City has used its CDBG Entitlement funds to provide parks, neighborhood facilities, street and drainage reconstruction, public services, and housing programs 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 and Urban Development (HUD) regulations, all activities supported with CDBG resources must directly benefit low and moderate income persons, or eliminate slum and blight. It is expected that the FY 1996-97 Entitlement allocation will continue housing and neighborhood revitalization project efforts. The fiscal year for the program is from October 1 through September 30.

<i>Program Dates: 10/01/96-09/30/97</i>	<i>Current Authorized FTEs: 19.00</i>
<i>Current Authorization: \$22,233,452</i>	<i>Grant Number: 28-022000</i>
<i>City Council Priority: Housing</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Budgeted 95-96	Estimated 96-97
Federal - U.S. Department of Housing & Urban Dev (HUD)	\$21,307,000	\$21,143,000	\$20,679,000
Other - Program Income	1,555,644	1,090,452	1,045,000

FINANCIAL

	Actual 94-95	Estimated 95-96	Adopted 96-97
Personnel*	\$661,545	\$851,350	\$897,438
Contractual*	257,717	212,880	153,061
Commodities*	21,500	16,000	11,250
Other Expenditures*	0	0	0
Capital Outlay*	23,500	6,500	25,750
Subgranting	21,898,382	21,153,222	22,841,449
Indirect Costs	0	0	0
Total	\$22,862,644	\$22,233,452	\$21,724,000

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Adopted 96-97
Housing Program	\$6,694,808	\$4,383,307	\$7,549,640
Streets & Drainage Program	6,763,997	12,083,135	8,566,816
Recreation Program	1,420,119	283,323	185,000
Public Service Program	3,082,032	2,488,582	2,807,714
Neighborhood Revitalization Program	3,147,280	1,192,727	569,000
City Administration	1,754,408	1,802,178	2,009,497
Program Contingency	0	0	36,333

* H&CD Department Administration only. Eight (8) additional City Departments receive CDBG Administration funding support. Other City Departments' Administrative budgets are included in the Subgranting line item.

HOUSING & COMMUNITY DEVELOPMENT

ACTIVITY NO.
DIVISION
PROGRAM

31-01-04-25
HOME
HOME ENTITLEMENT PROGRAM

PROGRAM DESCRIPTION

In accordance with the National Affordable Housing Act of 1990 (NAHA), the City of San Antonio will receive approximately \$6,247,000 in Home Investment Partnership Entitlement Program (HOME) funds, of which approximately \$937,050 (15%) must be set aside to support housing projects owned/sponsored or developed by certified, eligible Community Housing Development Organizations (CHDOs). Ten percent (10%) \$624,700 is set-aside, by federal regulation, to support general administration of the program. All remaining entitlement funds must be used for housing activities, with 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%. The fiscal year for the program is from October 1 through September 30.

<i>Program Dates: 10/01/96-09/30/97</i>	<i>Current Authorized FTEs: 6.00</i>
<i>Current Authorization: \$6,287,000</i>	<i>Grant Number: 25-005000</i>
<i>City Council Priority: Housing</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Budgeted 94-96	Estimated 96-97
Federal - U.S. Department of Housing & Urban Dev (HUD)	\$5,828,000	\$6,287,000	\$6,247,000

FINANCIAL

	Actual 94-95	Estimated 95-96	Adopted 96-97
Personnel	\$201,115	\$220,811	\$228,612
Contractual	51,196	55,120	42,646
Commodities	4,300	3,100	1,800
Other Expenditures	0	0	0
Capital Outlay	4,200	2,700	19,178
Subgranting	5,567,189	6,005,269	5,954,764
Indirect Costs	0	0	0
Total	\$5,828,000	\$6,287,000	\$6,247,000

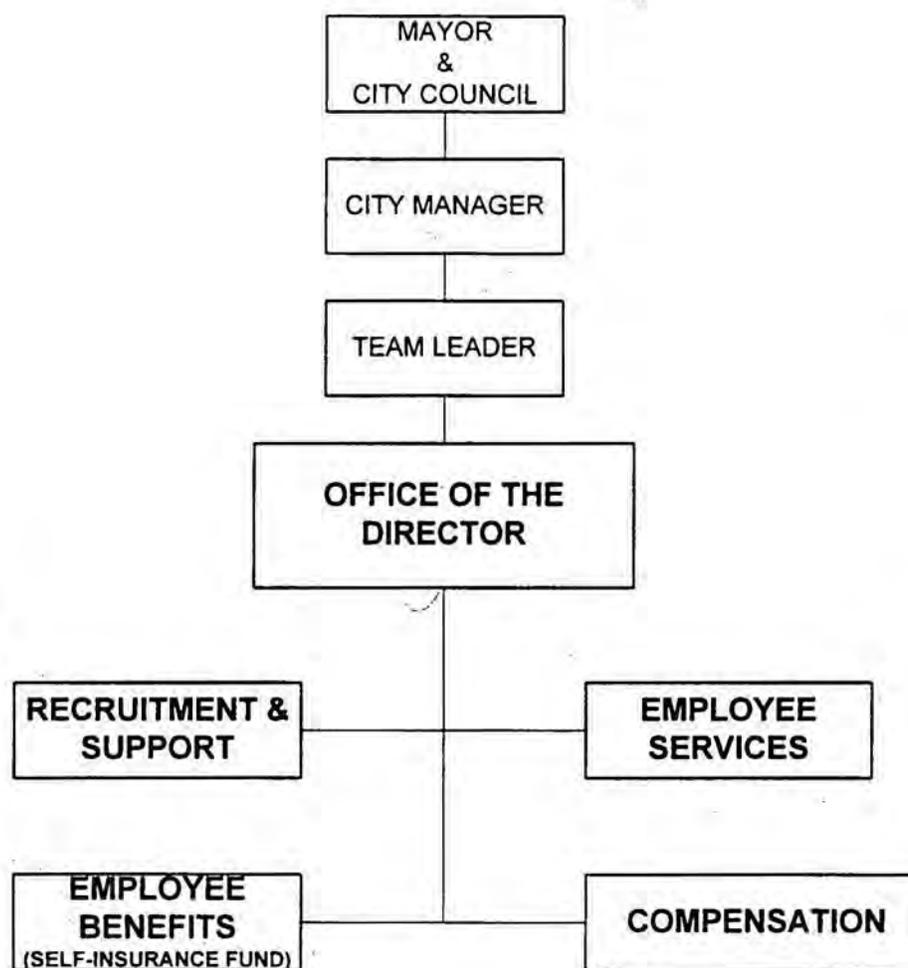
PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Adopted 96-97
First-Time Homebuyers	\$930,000	\$2,440,150	\$2,544,300
Owner-Occupied Housing Rehabilitation	2,215,200	2,824,000	2,450,000
Rental-New Construction	2,120,000	327,050	350,000
Rental-Rehabilitation	0	45,100	350,000
Tenant-Based Rental Assistance	0	22,000	22,000
Sub-Grantee Administration	301,989	346,969	238,464
City Administration	260,811	281,731	292,236





HUMAN RESOURCES



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	35	1,814,025
Self-Insurance Employee Benefits	15	33,595,966
Self-Insurance Unemployment Compensation Program	0	295,420
Self-Insurance Extended Sick Leave Program	50	50,000
Self-Insurance Public Safety Prefunded Retiree Benefits	0	1,865,675
Self-Insurance Temporary Services	150	1,108,650
Total Funding	250.00	\$38,729,736

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 Classification and Compensation System that reflects alignment and competitiveness to ensure fair and equitable compensation to attract and retain competent, qualified employees at all levels.
- ◆ Ensure all administrative directives and personnel policies are in compliance with Federal, State and local laws.
- ◆ 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 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. job studies requested ¹	196	213	150
No. job studies initiated ²	-	253	250
No. of class specifications ³ maintained	-	715	715
No. of A.D.'s ⁴ to review	-	-	79
No. of training programs offered	97	140	165
No. of applications processed	42,974	39,560	40,000
City employees	9,691	9,088	9,200
Non-City employees	29,696	26,226	26,400
Fire & Police	3,587	4,246	4,400
No. of light duty referrals ⁵ rcv'd	205	170	170
Output:			
No. of job studies completed	191	171	168
No. of class specifications reviewed	-	72	175
No. of A.D.'s reviewed	-	-	79
No. of training hours provided	14,330	18,025	19,828
No. of eligibility lists ⁶ established	1,903	1,596	1,600
No. of new hires processed	1,484	1,300	1,118
No. of light-duty placements	74	66	66
No. employees receiving language skills pay:	-	1,216	1,992
Uniformed	-	468	1,007

HUMAN RESOURCES

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output Continued:			
Civilian	-	748	985
Efficiency:			
% of Job studies completed	97%	37%	92%
Avg. no. applications processed per placement officer per wk	206	234	256
Cost per eligibility list established	\$84.05	\$98.88	\$102.08
Avg. turnaround time (days) completion - new hire processing	4.5	3.2	3.2
% Light duty referrals placed	36%	39%	39%
Avg. turnaround time (days) closing advertisement until establishment of eligibility list	6.0	3.9	4.0
Effectiveness:			
% change in job studies completed	-	-60%	+55%
% of class specifications reviewed	-	10.1%	24.5%
% of A.D.'s revised	-	-	100%
% of eligible employees receiving language skills pay	-	28%	35%
uniformed	-	26%	33%
civilian	-	29%	38%
% of Turnover Rate ⁸	6.7%	5.8%	6%

EXPLANATORY INFORMATION:

- ◆ ¹ Job studies requested include annual requests made by departments.
- ◆ ² Job studies initiated include those resulting from law changes, mandates and others initiated to meet 25% goal of annual review of job classifications.
- ◆ ³ A Class specification includes a job summary, essential job functions, job requirements and physical demands of all the positions in a particular job class.
- ◆ ⁴ A.D.'S are the Administrative Directives for the City of San Antonio.
- ◆ ⁵ 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.
- ◆ ⁶ Eligibility lists identify applicants who meet the minimum qualifications for the position advertised.
- ◆ ⁷ 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 physical; it concludes when all results are received by the Human Resources Department.
- ◆ ⁸ Turnover is determined by annualizing the number of termination's and dividing it by the number of full time employees.

HUMAN RESOURCES

REDUCTIONS BY KEY RESULT AREA

♦ **SUPPORT SERVICES** **\$50,381**

PROGRAM EFFICIENCY

In an effort to streamline administration city departments were asked to analyze their internal programs, in order to provide efficient and effective services. Thus, the Human Resources department has identified \$50,381 in salary savings.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	914,404	1,198,215	1,268,135
CONTRACTUAL SERVICES	182,123	410,393	525,270
COMMODITIES	9,721	9,824	9,240
OTHER	11,790	11,790	11,380
CAPITAL OUTLAY	5,927	26,642	0
TOTAL EXPENDITURES	\$1,123,965	\$1,656,864	\$1,814,025
AUTHORIZED POSITIONS	34	35	35
FULL-TIME EQUIVALENTS	34.00	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 coverage's. 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.
- ◆ Conduct audits to ensure contract compliance by vendors.
- ◆ Develop wellness initiatives for employees and their dependents to promote a healthier lifestyle, reduce costs to health care plans, reduce absenteeism and improve employee productivity.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Total CitiMed Total Participants	20,561	20,758	21,277
CitiMed Active Employees and Retirees	6,659	7,066	7,243
CitiMed Dependents	13,902	13,692	14,034
Total HMO Participants	4,258	5,626	5,767
HMO Active Employees and Retirees	2,348	2,867	2,939
HMO Dependents	1,910	2,759	2,828
Total No. of Cases > \$20,000	117	65	99
Total Preferred Provider Organization (PPO) Fees	\$402,450	\$296,870	\$165,000
Total PPO Charges	\$24,657,285	\$23,225,734	\$24,851,535
Total Non-PPO Charges	\$13,432,698	\$16,937,452	\$18,123,074
No. of Employee Benefits Customer Service Representatives	4	4	4
TPA Customer Satisfaction Surveys Distributed	-	500	500
Output:			
Medical			
Total CitiMed Claims Paid	\$17,987,781	\$17,845,269	\$20,050,811
CitiMed Claims < \$20,000	\$12,628,305	\$13,760,509	\$15,692,211
CitiMed Claims > \$20,000	\$5,359,476	\$4,084,760	\$4,358,600
Total HMO Premiums Paid	\$6,566,657	\$ 6,731,657	\$ 7,206,023
Preferred Provider Organization (PPO)			
Net PPO Savings	3,603,564	\$ 3,483,860	\$3,658,053
Customer Service			

HUMAN RESOURCES

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output Continued:			
Total no. of Orientation Meetings (non-uniform & uniform)	36	20	20
Total no. of Retirement Seminars (non-uniform & uniform)	2	10	10
No. of Employee /Retiree Walk-Ins (week)	82	70	73
No. of Employee/Retiree Phone Inquiries (week)	-	279	288
TPA Customer Satisfaction Surveys Returned	-	250	275
Efficiency:			
Avg. No. of Walk-Ins per Customer Service Rep. (week)	21	17	18
Avg. No. of Phone Inquiries per Customer Service Rep (week)	-	69	72
Avg. CitiMed Claims Paid < \$20,000 per Employee	\$1,896	\$1,947	\$2,167
Avg. CitiMed Claims Paid > \$20,000 per Employee	\$45,807	\$62,842	\$45,000
Avg. HMO Premium per Employee	\$2,797	\$2,348	\$2,452
Avg. PPO Savings per PPO Fees	\$9 Saved per \$1 Paid	\$12 Saved per \$1 Paid	\$22 Saved per \$1 Paid
Third Party Administrator			
Avg. Length of Phone Inquiry for TPA	-	3 minutes	3 minutes
Avg. Number of Claims Processed(week)	2,993	3,814	4,005
Avg. Number of Claims Pended (week)	324	405	360
Avg. Number of Claims Paid (week)	2,669	3,409	3,645
Effectiveness:			
% of PPO Discount: Net PPO Savings/Total PPO Charges	15%	15%	15%
% of TPA Customer Satisfaction Surveys Returned	-	50%	55%
% of Favorable Ratings on TPA Customer Satisfaction Survey	-	80%	80%
Third Party Administrator			
Avg. Turn Around Time for Claims Paid	7 days	6 days	6 days

EXPLANATORY INFORMATION

- ◆ ¹ Orientation Meetings - The meetings are held by the Human Resources Department to introduce new employees to City policies, procedures, and benefits.
- ◆ 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.

HUMAN RESOURCES

POLICY ISSUES BY KEY RESULT AREA

♦ **OTHER POLICY ISSUES** **\$48,000**

ONE-TIME TECHNOLOGICAL IMPROVEMENT

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 \$44,400 are included in the year's Proposed Budget for these one-time technological improvements. During FY 97, 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.

ONE-TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program last year. The total cost for this department is \$3,600.

INTERNAL SERVICE EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$320,234	\$442,237	\$526,545
CONTRACTUAL SERVICES	27,049,545	27,087,633	32,661,276
COMMODITIES	8,701	13,550	14,100
OTHER	5,428	6,823	12,480
CAPITAL OUTLAY	34,983	34,900	44,400
TRANSFERS	154,000	184,320	337,165
TOTAL EXPENDITURES	\$27,418,891	\$27,585,143	\$33,258,801
AUTHORIZED POSITIONS	14	14	15
FULL-TIME EQUIVALENTS	14.00	14.00	15.00

HUMAN RESOURCES

FUND

**SELF INSURANCE
UNEMPLOYMENT COMPENSATION**

PROGRAM INFORMATION

This is a self-insured program administered by a third party 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 94-95	Estimated FY 95-96	Proposed FY 96-97
Input:			
No. of Unemployment Compensation (UC) Claims Filed	254	227	232
Output:			
No. of UC Claims Protested	76	71	73
No. of UC Claims Won by City	38	47	48
No. of UC Claims Paid	216	180	184
Total Cost of UC Claims Paid	\$217,921	\$274,234	\$275,420
Efficiency:			
Avg. Cost per UC Claim Paid	\$1,009	\$1,524	\$1,497
Effectiveness:			
% of Protested UC Claims Won by City	50%	66%	66%

INTERNAL SERVICE EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$0	\$0	\$0
CONTRACTUAL SERVICES	236,475	291,034	275,420
COMMODITIES	0	0	0
OTHER	0	0	0
CAPITAL OUTLAY	0	0	0
TRANSFERS	100,000	0	20,000
TOTAL EXPENDITURES	\$336,475	\$291,034	\$295,420

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

Input:

Total no. of Participants on Long-Term Disability (LTD)

18

22

24

Output:

No. of LTD Applications Approved

3

13

14

LTD Payments

\$26,575

\$43,722

\$46,500

Efficiency:

Avg. LTD Payment per Participant

\$1,476

\$1,987

\$1,938

INTERNAL SERVICE EXPENDITURES BY CHARACTER

	ACTUAL 1993-94	ESTIMATED 1994-95	PROPOSED 1995-96
PERSONAL SERVICES	\$26,575	\$47,067	\$50,000
CONTRACTUAL SERVICES	0	0	0
COMMODITIES	0	0	0
OTHER	0	0	0
CAPITAL OUTLAY	0	0	0
TRANSFERS	0	0	0
TOTAL EXPENDITURES	\$26,575	\$47,067	\$50,000

HUMAN RESOURCES

FUND

SELF INSURANCE
FIRE AND POLICE PREFUNDED
BENEFITS PROGRAM

PROGRAM INFORMATION

The Public Safety Prefunded Retiree Benefits Program is mandated by the respective collective bargaining between 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.
- ◆ Conduct audits to insure contract compliance by vendors.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input:			
Total Fire Dept. CitiMed Participants	270	288	302
Fire Dept. Retiree Enrollment	108	149	156
Fire Dept. Dependent Enrollment	162	139	146
Total Police Dept. CitiMed Participants	489	487	511
Police Dept. Retiree Enrollment	216	233	245
Police Dept. Dependent Enrollment	273	254	266
No. of Employee Benefits Customer Service Representatives	4	4	4
Total Preferred Provider Organization (PPO) Fees	\$31,477	\$24,182	\$8,872
Output:			
Total Fire Dept. CitiMed Claims Paid	\$594,546	\$655,190	\$701,053
Fire Dept. CitiMed Claims Paid < \$20,000	\$368,811	\$301,566	\$399,153
Fire Dept. CitiMed Claims Paid > \$20,000	\$225,735	\$353,624	\$301,900
Total Police Dept. CitiMed Claims Paid	\$910,630	\$1,003,514	\$1,073,760
Police Dept. CitiMed Claims Paid < \$20,000	\$635,534	\$901,398	\$888,725
Police Dept. CitiMed Claims Paid > \$20,000	\$275,096	\$102,116	\$185,035
Total PPO Charges	\$1,654,611	\$1,140,074	\$1,219,879
Total Non-PPO Charges	\$1,574,398	\$2,503,018	\$2,678,229
Net PPO Savings	\$314,376	\$216,614	\$227,444
Efficiency:			
Avg. PPO Savings per PPO Fees Paid	\$10 / \$1	\$9 / \$1	\$25 / \$1
Avg. No. of Participants per Customer Service Representative	190	194	203
Avg. CitiMed Cost per Fire Participant	\$2,202	\$2,275	\$2,321
Avg. CitiMed Cost per Police Participant	\$2,275	\$2,060	\$2,101
Effectiveness:			
% Change in Total Fire/Police Retiree CitiMed Claims Paid	-	10%	7%

HUMAN RESOURCES

INTERNAL SERVICE EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$0	\$0	\$0
CONTRACTUAL SERVICES	1,585,461	1,722,736	1,865,675
COMMODITIES	0	0	0
OTHER	0	0	0
CAPITAL OUTLAY	0	0	0
TRANSFERS	0	0	0
TOTAL EXPENDITURES	\$1,585,461	\$1,722,736	\$1,865,675

HUMAN RESOURCES

FUND

INTERNAL SERVICES

PROGRAM INFORMATION

This Division provides temporary secretarial services to all City departments.

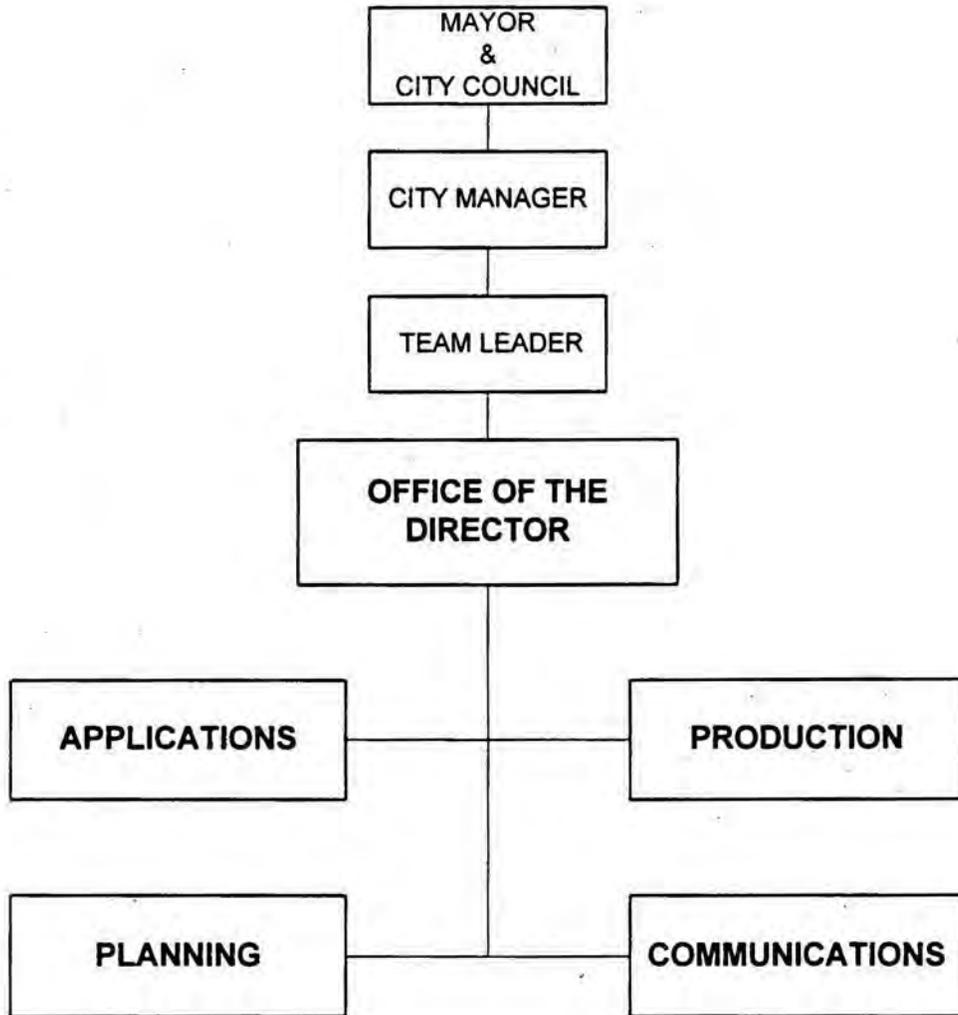
PERFORMANCE MEASURES

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.

INTERNAL SERVICE EXPENDITURES BY CHARACTER

	Actual FY 94-95	Estimate FY 95-96	Proposed FY 96-97
Personal Services	\$1,067,476	\$1,191,500	\$1,108,050
Contractual Services	600	600	600
Commodities	0	0	0
Other	0	0	0
Capital Outlay	0	0	0
TOTAL EXPENDITURES	\$1,068,076	\$1,192,000	\$1,108,650
AUTHORIZED POSITIONS	150.00	150.00	150.00
FULL-TIME EQUIVALENTS	75.00	75.00	75.00

INFORMATION SERVICES



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
Internal Service Fund	159.00	13,271,471
Total Funding	159.00	\$13,271,471

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, 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 Director, Production, Applications, Planning, and Communications.

GOALS & 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 service.

- ◆ Continue and improve the most timely response to citizen inquiries regarding city government through such projects as Community Link.
- ◆ 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.
- ◆ Provide quality educational services to insure effective use of technology.
- ◆ Complete the City-wide Electronic Document Management System Master Plan (Imaging).

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of personal computers supported	1,587	1,710	1,850
No. of Mobile Data Terminal's (MDT) supported	760	745	785
No. of terminals supported	1,326	1,390	1,500
No. of printers supported	1,824	1,910	1,900
No. of telephones supported	6,600	6,730	6,800
No. of cellular phones supported	525	830	860
No. of radios supported	4,579	5,190	5,240
No. of pagers supported	1,486	1,850	2,050

INFORMATION SERVICES

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output:			
Total citizen calls for service processed (207-CITY)	25,303	28,000	29,500
No. of mainframe information request transactions processed (millions)	294	300	350
No. of MDT information request processed (millions)	62	65	70
No. of city personnel provided PC training annually	680	720	850
No. of requests for computer application services completed annually	533	660	775
Efficiency:			
Avg. number of citizen request processed per employee per week (207-CITY)	122	128	187
Avg. number of mainframe terminal transactions/day (thousands)	805	800	825
Avg. hours charged per request for computer application services completed	40.31	32.50	36.75
Avg. number hardware/software related service calls processed per employee/year	276	370	450
Effectiveness:			
% of citizens calls processed - no more than 1 transfer (207-CITY)	72.00%	78.00%	80.00%
Avg. % of request for computer application services completed	89.08%	80.00%	83.00%
% of mainframe processor down time (24 hr. per day/7 days per week)	0.01%	0.01%	0.01%
Avg. % communication service calls repaired:			
< 30 minutes	N/A	20.00%	22.00%
> 31 minutes but < 59 minutes	N/A	13.00%	15.00%
> 1 hour but < 3:59 hours	N/A	23.00%	26.00%
> 4 hours but < 7:59 hours	N/A	17.00%	15.00%
> 8 hours	N/A	27.00%	22.00%

REDUCTIONS BY KEY RESULT AREA

◆ **SUPPORT SERVICES**

\$51,135

COMPUTER OPERATIONS

One Computer Operations Supervisor position in the Production Division will be eliminated. Operational responsibilities in the section will be assumed by the Operations Manager. Total annual savings will be approximately \$51,135.

INFORMATION SERVICES

POLICY ISSUES BY KEY RESULT AREA

◆ SUPPORT SERVICES

\$437,680

SUN PRINT SYSTEMS UPGRADE

Two Sun Sparcserver are attached to the Amdahl Mainframe to drive all print output from the mainframe. To increase the ability of these systems to handle increasing print requests, each existing Sparcserver will be upgraded with an additional processor and more memory. The total one-time cost for this program improvement is \$12,680.

AUTOMATIC CARTRIDGE TAPE LIBRARY SYSTEM

The Storage Technology Automatic Cartridge Tape Library System (SILO) has been in use for over 2 years. The unit has satisfied the need for automatic handling of off-site storage of tapes. The system's limited 3,000 cartridge has been reached. This expansion will increase the capacity to 4,500 tapes. The total one-time cost for this program improvement is \$25,000.

INFRASTRUCTURE COMPONENTS

These components consist of routers, hubs, circuit cards, communication modules, network cards, fiber cards, etc. These items are needed by the Data Communication section to perform voice and data network expansion, replacement, and repairs. This is an annual need to maintain the integrity of existing and future equipment. The total one-time cost for this program improvement is \$200,000.

ELECTRONIC DOCUMENT MANAGEMENT SYSTEM

The Information Services Department is currently involved in developing an Electronic Document Management System (EDMS) Master plan, which includes Imaging and Workflow functions. This plan will provide the road map for each department to implement components of the plan in the future. Part of the funds outlined in this improvement will be directed toward installing server hardware and software components that departments can utilize to bring on-line EDMS functions. The total one-time cost for this program improvement is \$100,000.

INFRASTRUCTURE OF FIBER OPTIC NETWORK

The Information Services Department will begin constructing the infrastructure of a fiber optic network for voice, data, video and imaging applications for major City facilities. Southwestern Bell conduits are available at no charge per license agreement. The City's only cost would involve the fiber material, engineering and installation costs. The total cost for this program improvement is \$100,000.

INFORMATION SERVICES

POLICY ISSUES BY KEY RESULT AREA CONTINUED

◆ OTHER POLICY ISSUES **\$45,000**

ONE -TIME BONUS

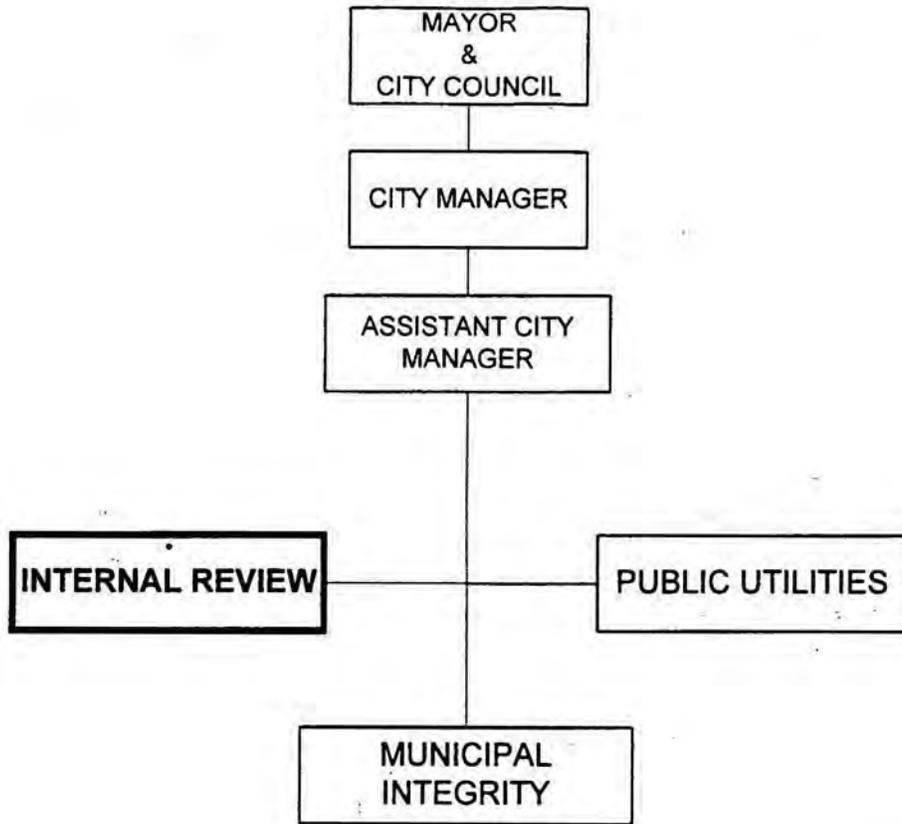
Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program completed last year. The total cost for this department is \$45,000.

INTERNAL SERVICE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$4,789,593	\$5,988,507	\$6,212,245
CONTRACTUAL SERVICES	2,610,200	3,170,540	2,977,017
COMMODITIES	1,382,602	1,459,020	1,617,742
OTHER	241,615	695,290	583,860
CAPITAL OUTLAY	882,749	287,385	337,680
INVENTORIES	563,358	940,000	940,000
TRANSFERS	411,540	578,744	602,927
TOTAL EXPENDITURES	\$10,881,657	\$13,119,486	\$13,271,471
AUTHORIZED POSITIONS	151	159	159
FULL-TIME EQUIVALENTS	151.00	159.00	159.00



INTERNAL REVIEW



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	23.00	1,057,518
Hotel/Motel Fund	1.00	37,739
Community Development Block Grant	3.00	79,933
Total Funding	27.00	\$1,175,190

INTERNAL REVIEW

FUND

GENERAL

PROGRAM INFORMATION

This special purpose office 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 & 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.
- ◆ Maximize City revenues for the use of its public property and rights of way.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of delinquent accounts identified	48	38	35
No. of staff hours provided for external auditors	3,014	1,300	1,450
No. of audit projects requested or identified	109	117	151
No. of Municipal Integrity staff hours	3,240	3,580	3,580
No. of staff hrs. devoted to EEO investigations	2,496	2,980	3,080
No. of staff hrs. devoted to EEO training	1,664	1,180	1,080
Hrs. devoted to telecomm contract negotiations	NA	NA	2,000
Hrs. dedicated to processing cust. complaints	NA	NA	936
No. of existing utility contracts	NA	NA	15
Output			
Amount of delinq. accounts recovered	\$750,806	\$1,200,000	\$350,000
Estimated savings of external audit costs	\$79,000	\$45,500	\$50,750
No. of municipal complaints processed	260	375	300
No. of EEO complaints processed	51	45	46
No. of City empl. provided w/EEO training	1,355	3,288	1,100
No. of telecomm contracts negotiated	NA	NA	7
No. of utility complaints processed	NA	NA	1,800
No. of utility contracts monitored for compl.	NA	NA	15

INTERNAL REVIEW

PERFORMANCE MEASURES CONTINUED:

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Efficiency			
Amt. of receivables collected per delinq. acct.	\$15,642	\$31,579	\$10,000
No. of hrs. per municipal complaint processed	12.5	9.5	12.0
No. of staff hrs. per EEO compl. investigation	48	66	67
No. of EEO. training hrs per staff hour	1.2	2.8	1.0
No. of hrs. per telecomm contract negotiation	NA	NA	286
Effectiveness			
% delinq. accts. resulting in recoveries	NA	NA	90%
% of recommend. implemented or resolved	71%	85%	85%
% of municipal complaints resolved	85%	100%	100%
% of EEO complaints resolved	87%	85%	85%
Avg. EEO training evaluation score (1 to 5)	4	4.3	4
Additional revenue negotiated	NA	NA	\$140,000
% of utility complaints resolved	NA	NA	90%

REDUCTIONS BY KEY RESULT AREA

◆ **SUPPORT SERVICES** **\$37,739**

ONE AUDITOR II POSITION

Currently, an Auditor II collects the Hotel/Motel Tax revenue. This reduction will transfer the auditor that currently provides this function to the Hotel/Motel tax fund. The total cost to transfer this position to the Hotel/Motel Fund, is \$37,739.

POLICY ISSUES BY KEY RESULT AREA

◆ **SUPPORT SERVICES** **\$87,500**

JTPA CONTRACT RESOLUTION

A noted authority in JTPA law is necessary to assist the City in resolution of a Department of Labor dispute, in which \$7.1 mil in JTPA program expenditures was disallowed. Subsequent informal resolution has reduced the disallowed to \$4.5 mil. It is necessary to enter into formal resolution in the Administrative Law Process through the use of a consultant. The cost of this program is \$87,500, which will be financed in the Liability Reserve Fund.

INTERNAL REVIEW

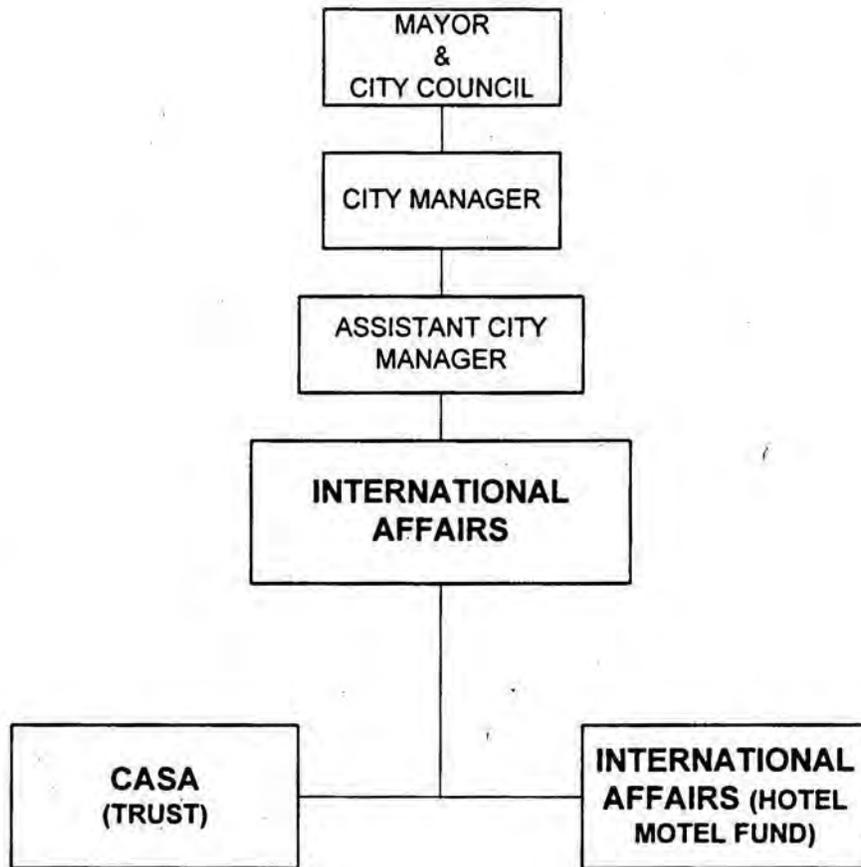
GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED ¹ 1996-97
PERSONAL SERVICES	\$702,009	\$650,527	\$959,687
CONTRACTUAL SERVICES	83,436	69,005	83,719
COMMODITIES	4,373	6,182	5,782
OTHER	5,880	5,880	8,330
CAPITAL OUTLAY	7,053	1,790	0
TOTAL EXPENDITURES	\$802,751	\$733,384	\$1,057,518

AUTHORIZED POSITIONS	14	20	23
FULL-TIME EQUIVALENTS	14.00	20.00	23.00

¹This Proposed number includes the Division of Public Utilities, which was transferred from the Office of Budget & Management Analysis.

INTERNATIONAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	6.00	328,553
Hotel/Motel Tax Fund	5.00	345,500
Trust and Agency	3.00	389,600
Total Funding	14.00	\$1,063,653

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 chambers of commerce, the World Affairs Council, the UTSA International Trade Center, the 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 chambers of commerce, the Free Trade Alliance San Antonio; promoting San Antonio investment through the 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 (FTZ) and the Convention and Visitors Bureau.
- ◆ Develop global relations by interfacing with the World Affairs Council, Ethnic Groups, and Universities; hosting official delegations referred by USIA, 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.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of employees-Local	11	11	11
No. of employees-CASAs	3	3	3
International delegations/Inbound-Protocol	95	70	80
International delegations-Business	23	25	30
Output:			
No. clients/businesses served ¹ Local	448	400	500
No. clients/businesses served-CASAs	777	650	675
Technical assistance ² Local	1,163	1,200	1,225
Technical assistance-CASAs	796	800	825
No. of delegates hosted	2,244	2,100	2,300

INTERNATIONAL AFFAIRS

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output Continued:			
Conferences, seminars, & exhibits	48	50	55
Trade missions ³	9	15	18
Non-City contributions to hosting activities	\$240,403	\$ 50,000	\$60,000
Dollar value of business generated by CASAs program ⁴	\$6,934,810	\$10,000,000	\$12,000,000
No. of businesses listed in Directory of Exporters and Support Organizations	652	665	795
No. of internet site visits of Directory of Exporters and Support Organizations	N/A	350	1,200
Efficiency:			
Avg. no of clients served per CASA	259	217	225
Rate of Return per \$1 invested in CASAs program ⁵	\$19	\$23	\$30
Effectiveness:			
Direct expenditures by official guests to San Antonio ⁶	\$1,837,432	\$1,719,522	\$1,883,286
% change of S.A. companies listed in export directory	+23%	+20%	+20%
% CASA San Antonio clients who had never traded internationally ⁷	19%	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 Rate of Return calculation used: Actual-\$362,564; Estimated-\$350,970; Proposed \$389,600.
- ◆ ⁶ 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.
- ◆ ⁷ Based on yearly survey of clients.

INTERNATIONAL AFFAIRS

REDUCTIONS BY KEY RESULT AREA

- ◆ **ECONOMIC DEVELOPMENT** **\$5,000**

EXPORT AND SUPPORT ORGANIZATIONS DIRECTORY

This program reduction proposes to reduce the General Fund appropriation for the production of the Directory of Exporters and Support Organizations by \$5,000. The department will seek private sector sponsorship to partially fund this program.

POLICY ISSUES BY KEY RESULT AREA

- ◆ **ECONOMIC DEVELOPMENT** **\$15,000**

NATIONAL LEAGUE OF CITIES PAVILION

At the NLC exhibition, the City of San Antonio will highlight the city's international programs and strong points with an emphasis on Mexico. This special pavilion will consist of a 10 to 15 minute audio/video presentation on the city's international programs. This includes: cultural aspects in the community, educational programs, the Inland Port San Antonio, Casa San Antonio Program, local international organizations, and Sister Cities Program. The proposed cost to the Hotel/Motel Tax Fund is \$15,000.

- ◆ **OTHER POLICY ISSUES** **\$1,200**

ONE-TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program completed last year. The total cost for this department is \$1,200.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$188,556	\$274,770	\$282,133
CONTRACTUAL SERVICES	45,216	47,800	43,540
COMMODITIES	4,929	4,100	1,080
OTHER	1,960	1,960	1,800
CAPITAL OUTLAY	10,430	1,210	0
TOTAL EXPENDITURES	\$251,090	\$329,840	\$328,553
AUTHORIZED POSITIONS	6	6	6
FULL-TIME EQUIVALENTS	6.00	6.00	6.00

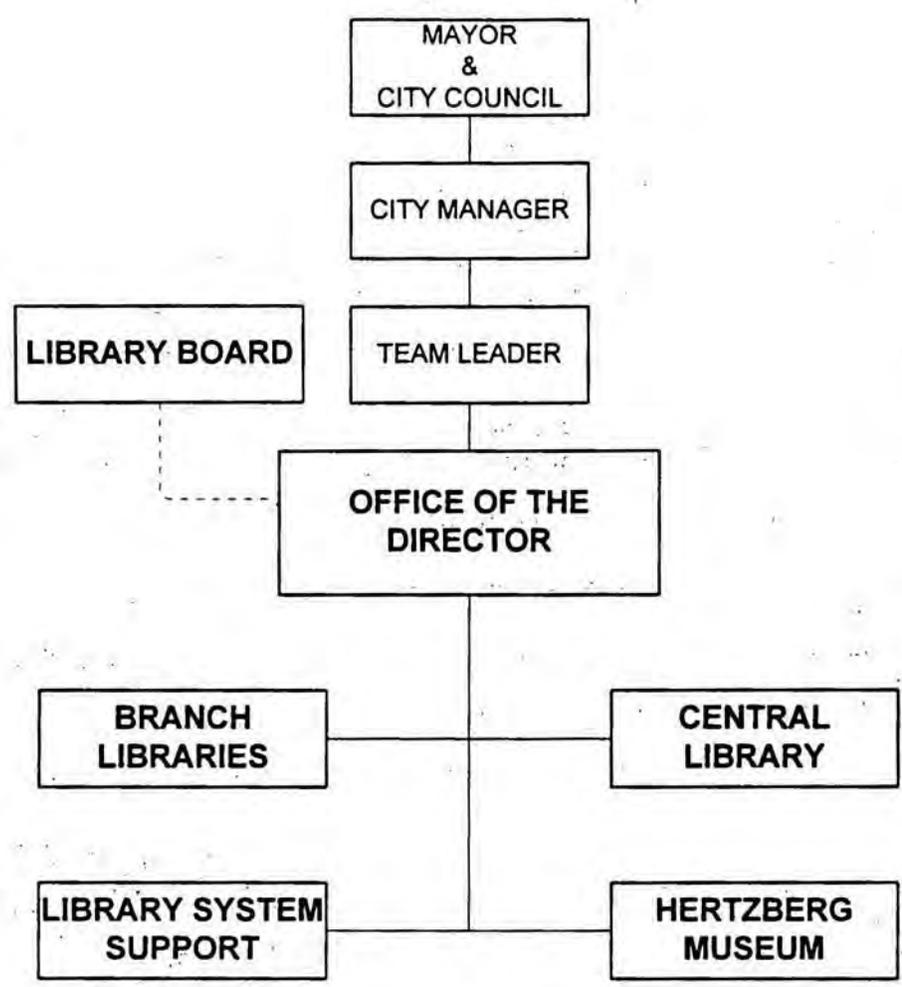
INTERNATIONAL AFFAIRS

HOTEL/MOTEL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$160,746	\$202,870	\$207,010
CONTRACTUAL SERVICES	68,908	80,980	78,990
COMMODITIES	24,213	46,120	42,480
OTHER	3,250	3,460	2,020
CAPITAL OUTLAY	6,694	3,320	15,000
TOTAL EXPENDITURES	\$263,811	\$336,750	\$345,500
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENTS	5.00	5.00	5.00



LIBRARY DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	377.50	13,986,995
Categorical Grants	12.00	1,056,751
Capital Projects	0	3,495,000
Total Funding	389.50	\$18,538,746

LIBRARY

FUND

GENERAL

PROGRAM INFORMATION

The Public Library is comprised of five divisions responsible for providing Library service to the citizens 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.

- ◆ To improve access to public library services through the provision of additional materials, new services, and high-quality facilities.
- ◆ To promote awareness of resources and services through marketing campaigns, coordinated with support groups and other City initiatives.
- ◆ To improve services and resources for children and youth, the physically-challenged, the business community, and cultural interests.
- ◆ To provide access via the on-line catalog to key City documents.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of copies of materials	1,714,213	1,695,000	1,697,000
No. of registered borrowers	435,561	439,000	450,000
Number of public service hours	49,424	48,938	52,200
Output:			
No. of visits to library by users	2,619,867	2,650,000	2,756,000
No. of questions answered by staff	1,837,815	1,700,000	1,751,000
No. of items borrowed	3,264,013	3,265,000	3,385,000
No. of volunteer hours, converted to FTE	18	20	20
Efficiency:			
Avg. no. of users per service hour	53 users/hr	54 users/hr	51 users/hr
Avg. no. of questions per service hour	37 ques./hr	35 ques./hr	33 ques./hr
Avg. no. of items circulated per hour	66 items/hr	67 items/hr	63 items/hr
Expenditures per service hour (General Fund only) ¹	\$222.37	\$270.00	\$269.00
Materials expenditure per capita (General Fund only) ²	\$1.26	\$1.17	\$1.13
Materials expenditures per capita (All sources) ²	\$1.66	\$1.84	\$1.75
Effectiveness:			
% of eligible residents registered	36%	33%	34%
% change in circulation	(7%)	4%	4%
% change in square feet facilities since 1989 ³	23%	24%	26%
% change in materials budget since 1989 (General Fund) ³	21%	20%	16%

LIBRARY

EXPLANATORY INFORMATION

- ◆ ¹ Fluctuations in service hours are due to construction projects: four branches were closed for part of FY 96, and three branches will be closed for part of FY 97.
- ◆ ² Expenditures per capita are based on 1996 estimates of the population of Bexar County [1,296,731 persons].
- ◆ ³ Increases in square footage and materials budget are related to 1989 Library Bond Program.

REDUCTIONS BY KEY RESULT AREA

- ◆ **INFRASTRUCTURE** **\$21,600**

REDUCE THE GAS & ELECTRICITY LINE ITEM FOR THE PARKING GARAGE:

The Library Department currently pays the gas and electricity bill for the newly constructed parking garage at the Central Library. Since the garage is operated by the Parking Facilities division, this fund will now assume responsibility for this payment. The cost of this reduction to the Library Department is \$21,600.

- ◆ **EDUCATION AND HUMAN DEVELOPMENT SERVICE** **\$48,400**

REDUCE THE MATERIALS BY MAIL SERVICE

This program serves about 1,000 homebound and disabled persons in the City. This reduction proposes to cut this service by 50% and institute a more effective way to certify and verify the persons receiving this service. The elimination of a part-time Library Circulation Attendant I is proposed for a reduction total of \$16,400.

REDUCE SAN PEDRO BRANCH LIBRARY HOURS

This program reduction proposes to reduce the library hours at the San Pedro Branch from 56 to 40 hours per week. This branches operating hours will now be: Monday and Tuesday 1-9 pm; Wednesday 9 am - 5 pm; Thursday and Friday 9 am - 5 pm; and Saturday Closed all day. One position, a Librarian I, will be eliminated resulting in department savings of \$32,000.

- ◆ **SUPPORT SERVICES** **\$18,000**

DEPARTMENTAL SAVINGS

The department will realize savings of \$18,000 in FY 97 because of vacant positions.

POLICY ISSUES BY KEY RESULT AREA

- ◆ **EDUCATION AND HUMAN DEVELOPMENT SERVICES** **\$151,966**

PURCHASE RESOURCES FOR BRANCH LIBRARIES

This program improvement will continue to fund books and materials at various branch libraries throughout the Library system to meet the needs of library patrons. This funding would be distributed to the Great Northwest Branch as well as at the Carver, Las Palmas, and Bazan Branches. The total cost of this improvement is \$50,000.

LIBRARY

POLICY ISSUES BY KEY RESULT AREA CONTINUED

ADD EIGHT PART-TIME POSITIONS TO FOUR EXPANDED AND RENOVATED BRANCH LIBRARIES

Due to the increase in the use of four expanded or renovated branch libraries additional personnel are needed to service the public and re-shelve items. This improvement proposes to fully fund a full-time Librarian I, two part-time Library Circulation Attendant I positions, and two part-time Library Aides for the Collins Garden and McCreless branches. A part-time Library Circulation Attendant I position and a part-time Library Aide will be funded for nine months for the Brook Hollow branch. Also an additional part-time Library Circulation Attendant I position will be funded for five months and assigned to the Thousand Oaks branch. The total cost of this improvement is \$73,678.

BUILDING CUSTODIANS

Four Branch Libraries have increased in size as a result of the 1989 Library Bond program. The current level of custodial staffing (one 20/hr per week custodian at each location) is not adequate for maintenance of clean and sanitary facilities. This program improvement would provide an additional 20/hr per week Custodian to each of these facilities with a cost to the department of \$28,288.

◆ **SUPPORT SERVICES** **\$40,410**

UPGRADE OF COMMUNICATIONS LINES

Upgrading the speed and capacity of existing data lines at all branch libraries from is proposed for FY 97. During peak periods the processing time at the terminals yields a slow response time and can cause long lines of customers delayed at the checkout. The cost of this one-time improvement is \$40,410.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$7,467,904	\$9,523,790	\$9,947,997
CONTRACTUAL SERVICES	1,710,360	1,666,980	2,017,098
COMMODITIES	1,515,451	1,740,370	1,682,490
OTHER	258,150	258,150	339,410
CAPITAL OUTLAY	38,463	0	0
TOTAL EXPENDITURES	\$10,990,328	\$13,189,290	\$13,986,995
AUTHORIZED POSITIONS	459	465	475
FULL-TIME EQUIVALENTS	367.50	372.00	377.50

LIBRARY

ACTIVITY NO.
DIVISION
PROGRAM

04-01-01
LIBRARY
LIBRARY - INTERNET ASSISTANCE GRANT

PROGRAM DESCRIPTION

The Internet Assistance Grant will increase the San Antonio Public Library dial-up modem bank from 26 to 64 modems, upgrade existing 14.4 bps modems to 28.8 bps modems, and provide internet host machines for Central Library, the branch libraries, and 28 AALS member libraries.

Program Dates 1/96-8/96	Current Authorized FTEs: 0.0
Current Authorization: \$177,063	Grant Number: 26-TBA
City Council Priority: Education & Human Development Services	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State General Revenue	\$0	\$177,063	\$0
City In-Kind Contributions	\$134,201	\$0	\$15,527

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$0	\$0	\$0
Contractual	-0-	9,605	15,527
Commodities	-0-	-0-	-0-
Other Expenditures	-0-	-0-	-0-
Capital Outlay	134,201	167,458	-0-
Total	\$134,201	\$177,063	\$15,527

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of training sessions		20	2
No. of modem lines installed		38	-0-
No. of internet host machines installed		47	-0-
Output:			
Estimated dial-up sessions per week	1,700	7,300	7,665
Estimated in-house internet sessions per week	0	1,200	1,260
Efficiency:			
No. of public service staff trained		350	15
Additional dial-up sessions per week		5,600	365
Additional in-house internet sessions per week		1,200	60
Effectiveness:			
% of public service staff trained		100%	100%
% increase of dial-up sessions		320%	5%
% increase of in-house sessions		NA	5%

LIBRARY

ACTIVITY NO.
DIVISION
PROGRAM

04-01-20
LIBRARY
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 the 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: \$313,936	Grant Number: 26-TBA
City Council Priority: Education & Human Development Services	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State General Revenue	\$331,444	\$313,936	\$336,987

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$160,327	\$155,323	\$169,997
Contractual	37,840	52,300	11,895
Commodities	118,809	70,551	24,300
Other Expenditures	12,468	12,312	13,362
Capital Outlay	2,000	23,450	17,433
Total	\$331,444	\$313,936	\$336,987

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of videos purchased	188	418	413
No. of books-on-tape purchased	101	476	354
No. of workshops held	11	27	26
Output:			
No. of video viewers	705,375	748,755	692,400
No. of books-on-tape listeners	6,822	7,677	9,222
No. of student hours at workshops	448	850	870
Efficiency:			
Avg. no. of student hrs. per workshop	40.73	31.48	33.46
Avg. no. of circulation's per video purchased	139	70	52
Avg. no. of circulation's per books-on-tape purchased	68	16	26
Effectiveness:			
% of people in 21 county area using videos & books-on-tape	45%	46%	42%

EXPLANATORY INFORMATION

Estimated revenues from State and Federal funds is expected to be \$748,723. Final grant allocation between State and Federal grants will not be known until September 1, 1996.

LIBRARY

ACTIVITY NO.
DIVISION
PROGRAM

04-01-15
LIBRARY
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 patrons in these libraries, including the San Antonio Public Library. Loans are also provided to member libraries of OCLC, an international cooperative network.

Program Dates 9/96-8/97	Current Authorized FTEs: 4.5
Current Authorization: \$170,798	Grant Number: 26-TBA
City Council Priority: Education & Human Development Services	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - LSCA Title I	\$179,967	\$170,798	\$171,620

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$117,424	\$122,781	\$127,423
Contractual	49,677	34,820	30,170
Commodities	4,000	4,000	4,500
Other Expenditures	8,866	9,197	9,527
Capital Outlay	-0-	-0-	-0-
Total	\$179,967	\$170,798	\$171,620

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
Total FTE	4.5	4.5	4.5
No. of service area libraries	50	50	50
No. of potential borrowing/lending libraries	12,000	12,000	12,000
Output:			
No. of ILL requests	44,885	48,500	50,000
No. of materials loaned	18,675	21,700	22,500
No. of materials borrowed	11,394	13,000	14,000
Efficiency:			
No. of requests per FTE	9,975	10,778	11,111
Average response time	24 hrs.	24 hrs.	24 hrs.
Turnaround time	6.36 days	6 days	6 days
Effectiveness:			
% of requests filled	67%	68%	68%
Cost per request	\$4.00	\$3.52	\$3.43
Cost per filled request	\$5.98	\$4.92	\$4.70

LIBRARY

ACTIVITY NO.
DIVISION
PROGRAM

04-01-16
LIBRARY
MURL - FEDERAL GRANT

PROGRAM DESCRIPTION

Federal funds are made available annually for purchase of library materials for use by non-residents and residents at the Major Urban Resource Library (MURL). Materials must be available at the Central Library and must be of a non-ephemeral nature to build an in-depth reference collection.

<i>Program Dates 9/96-8/97</i>	<i>Current Authorized FTEs: 0.0</i>
<i>Current Authorization: \$86,481</i>	<i>Grant Number: 26-TBA</i>
<i>City Council Priority: Education & Human Development Services</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal LSCA - Title 1	\$86,481	\$86,481	\$120,881

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$0	\$0	\$0
Contractual	-0-	-0-	-0-
Commodities	86,481	86,481	120,881
Other Expenditures	-0-	-0-	-0-
Capital Outlay	-0-	-0-	-0-
Total	\$86,481	\$86,481	\$120,881

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of volumes purchased	NA	2,471	2,418
Output:			
No. of reference questions answered	226,721	240,324	261,953
No. of non-residents using the reference collection	7,622	8,000	8,720
Efficiency:			
No. of reference questions answered per volumes purchased	NA	97	108
Non-resident collection use per volumes purchased	NA	3	4
Effectiveness:			
% of Central Library reference collection updated	NA	NA	5%

EXPLANATORY INFORMATION

Estimated revenues from Federal funds is expected to be \$120,881. Final grant allocation will be known by September 1, 1996.

LIBRARY

ACTIVITY NO.
DIVISION
PROGRAM

04-01-16
LIBRARY
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.

<i>Program Dates 9/96-8/97</i>	<i>Current Authorized FTEs: 3.0</i>
<i>Current Authorization: \$434,786</i>	<i>Grant Number: 26-TBA</i>
<i>City Council Priority: Education & Human Development Services</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - Library Systems & Construction Act, Title I	\$420,493	\$434,786	\$411,736

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$108,286	\$96,018	\$86,138
Contractual	64,694	24,025	23,326
Commodities	218,676	302,572	292,881
Other Expenditures	8,512	7,734	6,817
Capital Outlay	20,235	4,437	2,574
Total	\$420,493	\$434,786	\$411,736

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of books purchased	18,422	12,730	14,640
No. of FTE in consultant program	1.6	2.05	1.7
No. of Spanish language & large print materials purchased	4,625	5,577	4,214
Output:			
No. of library staff assisted	2,907	2,095	1,995
No. of Spanish language & large print books circulated	14,465	12,826	9,975
Efficiency:			
Avg. no. of staff assisted per FTE consultant	1,816	1,022	1,174
Avg. no. of circulation's per materials purchased	3.1	2.3	2.4
Effectiveness:			
% of library staff served per FTE consultant	57%	46%	41%

EXPLANATORY INFORMATION

Estimated revenues from State and Federal funds is expected to be \$748,723. Final grant allocation between State and Federal grants will not be known until September 1, 1996.



MAYOR & CITY COUNCIL

MAYOR
&
CITY COUNCIL

APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	0.00	385,215
Total Funding	0.00	\$385,215

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.

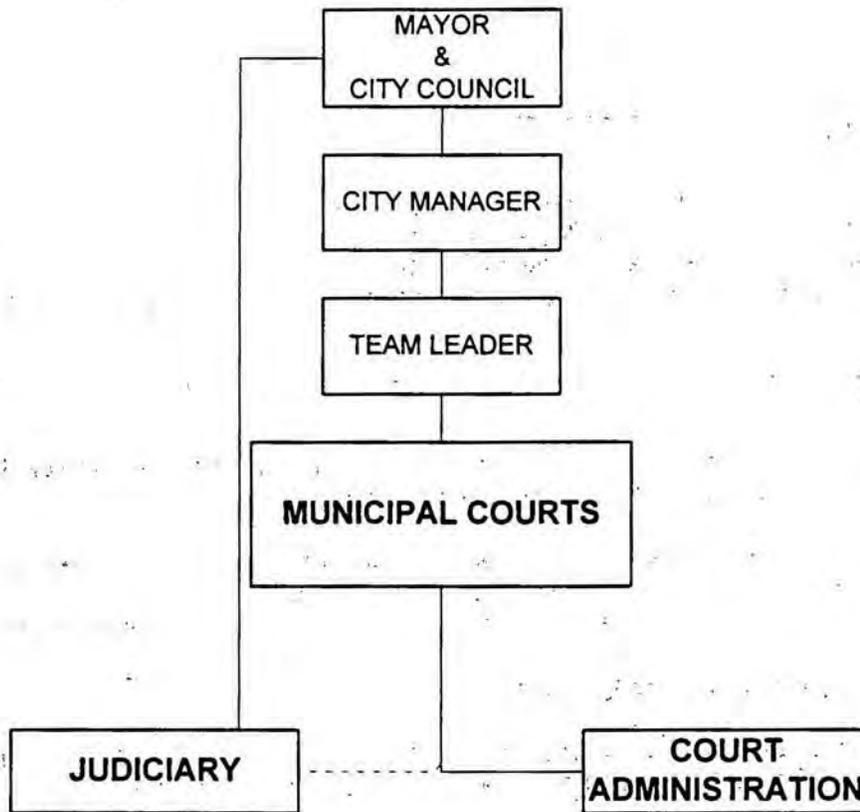
GOALS & OBJECTIVES

- ◆ 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.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1993-94	ESTIMATED 1994-95	PROPOSED 1995-96
PERSONAL SERVICES	\$40,461	\$39,610	\$40,550
CONTRACTUAL SERVICES	291,644	302,068	320,296
COMMODITIES	17,547	15,450	18,379
OTHER	6,980	6,980	5,990
CAPITAL OUTLAY	3,432	500	0
TOTAL EXPENDITURES	\$360,064	\$364,608	\$385,215
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENTS	0.00	0.00	0.00

MUNICIPAL COURTS



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	199.70	8,132,556
Total Funding	199.70	\$8,132,556

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.

- ◆ To utilize technology, promote efficiency and increase productivity through implementation of Electronic Document Management, Community Link Kiosk and telephone response systems.
- ◆ 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.
 - Implement partial payment plan allowing citizens to pay cases.
 - Establish an additional court for assault cases and bond forfeiture hearings, thus providing the ability to hear juvenile docket cases and other special docket cases on a more timely basis.
 - 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.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Total No. of cases filed:	422,587	366,400	381,300
Traffic	275,247	226,000	230,500
Non-traffic	30,478	30,200	39,600
Parking	111,543	105,000	106,100
Non-traffic juvenile cases	5,319	5,200	5,100
No. of court service hours	2,375	2,375	2,375
No. of prisoners magistrated	75,599	75,300	75,600
Non-Public Inebriates	66,296	66,500	66,800
Public Inebriates	9,303	8,800	8,800
Output:			
No. of cases paid	253,336	228,000	232,600
No. of cases granted Deferred Adjudication/Probation	52,551	57,800	58,400
No. of cases granted Defensive Driving Course	42,696	38,300	38,700
No. of Community Services cases	16,863	24,600	24,900
No. of Bond Forfeiture Hearings	N/A	N/A	2,600

MUNICIPAL COURTS

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output Continued:			
No. of trials set	27,222	35,300	35,800
No. of new warrants issued	245,922	245,400	252,600
No. of outstanding warrants	214,409	214,400	219,500
No. of admin. hearings for parking/ground transportation	7,564	6,500	6,600
Total no. of documents filed	1,428,184	1,903,600	1,728,300
No. of cases closed	338,925	339,280	345,300
No. of cases magistrated	200,430	209,200	210,100
General Fund Revenue collected	\$10,127,025	\$10,923,130	\$11,470,730
Fines	\$8,262,390	\$9,035,280	\$9,258,350
Fees	1,865,462	\$1,887,850	\$2,212,380
Efficiency:			
Average revenue collected per case paid	\$40	\$48	\$49
Avg. Deferred. Adjudications administered per employee/week	505	555	561
Defensive Driving cases administered per employee/week	410	294	297
Community Service cases per employee/week	648	473	477
Average no. of court cases per service hour	139	110	116
Cost per prisoner to magistrate	\$34.59	\$38.69	\$39.47
Average no. of documents filed per employee per week	3,231	3,050	2,881
No. of warrants cleared per week	3,978	4,248	4,390
Effectiveness:			
Percent of cases paid	60%	62%	61%
Percent of warrants cleared	84%	90%	90%
Percent of cases closed	80%	93%	91%

EXPLANATORY INFORMATION

- ◆ ¹ Includes 215,000 backlog cases.
- ◆ ² Percent of cases paid is cases filed FY 96 versus cases paid FY 96 (including cases filed from previous years).
- ◆ ³ Percent of cases closed is cases filed FY 96 versus cases closed FY 96 (including cases filed from previous years).

REDUCTIONS BY KEY RESULT AREA

- ◆ PUBLIC SAFETY \$13,594

ELIMINATE PART-TIME SENIOR ADMINISTRATIVE CLERK

Implementation of the initial phase of the City's Electronic Document Management System will result in the imaging of all closed cases. Current archive procedures will become obsolete and the new imaging process will save space and reduce man-hours. This program reduction will involve the elimination of one vacant Part-time Senior Administrative Clerk position.

MUNICIPAL COURTS

POLICY ISSUES BY KEY RESULT AREA

- ◆ **PUBLIC SAFETY** **\$75,590**

FAMILY VIOLENCE COURT

The City Council mandated Municipal Courts to set trials by judge within 6 weeks and jury trials within 8 weeks. The addition of a Family Violence Court compliments their recommendation and provides for a separate assault docket to be used by the SAPD family violence unit. All Class C assault cases documented by SAPD will be directly filed with Municipal Courts. It is anticipated that there will be approximately 300 cases directly filed by SAPD, a 1000% increase over current filings. The number of cases set on special dockets (bond forfeiture, juvenile, environmental, health, show cause, license & weights) are expected to escalate as the number of police officers and inspectors increase. This program improvement makes provisions for the court and creates the following positions: One Judge, one Court Officer and one Data Clerk II. The total proposed cost of \$75,590 consists of renovation expenses and six month funding of positions. The full year cost will be \$118,570 in FY 98.

- ◆ **INFRASTRUCTURE** **\$25,340**

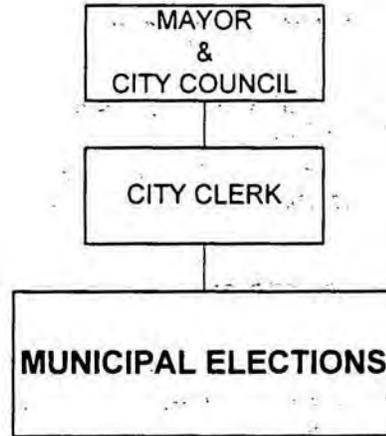
IMPROVED JANITORIAL SERVICES

The Detention Center is a 24 hour operation and requires daily cleaning of cells, health rooms, DWI & AFIS offices, administrative offices, courtroom and staff areas. In FY 97 bids for the janitorial contract will be open to the Building Maintenance Division of Public Works as well as private contractors, providing the City with quality service and reduced costs through fair competition. The total proposed cost for this improvement is \$25,340.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 94-95	ESTIMATED FY 95-96	PROPOSED FY 96-97
PERSONAL SERVICES	\$5,356,072	\$5,877,060	\$6,052,318
CONTRACTUAL SERVICES	2,261,212	1,768,980	1,878,778
COMMODITIES	86,172	77,180	99,160
OTHER	89,290	89,290	93,630
CAPITAL OUTLAY	49,372	8,540	8,670
TOTAL EXPENDITURES	\$7,842,118	\$7,821,050	\$8,132,556
AUTHORIZED POSITIONS	201	208	210
FULL-TIME EQUIVALENTS	191.05	197.15	199.70

MUNICIPAL ELECTIONS



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	0.00	\$949,068
Total Funding	0.00	\$949,068

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 & 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.

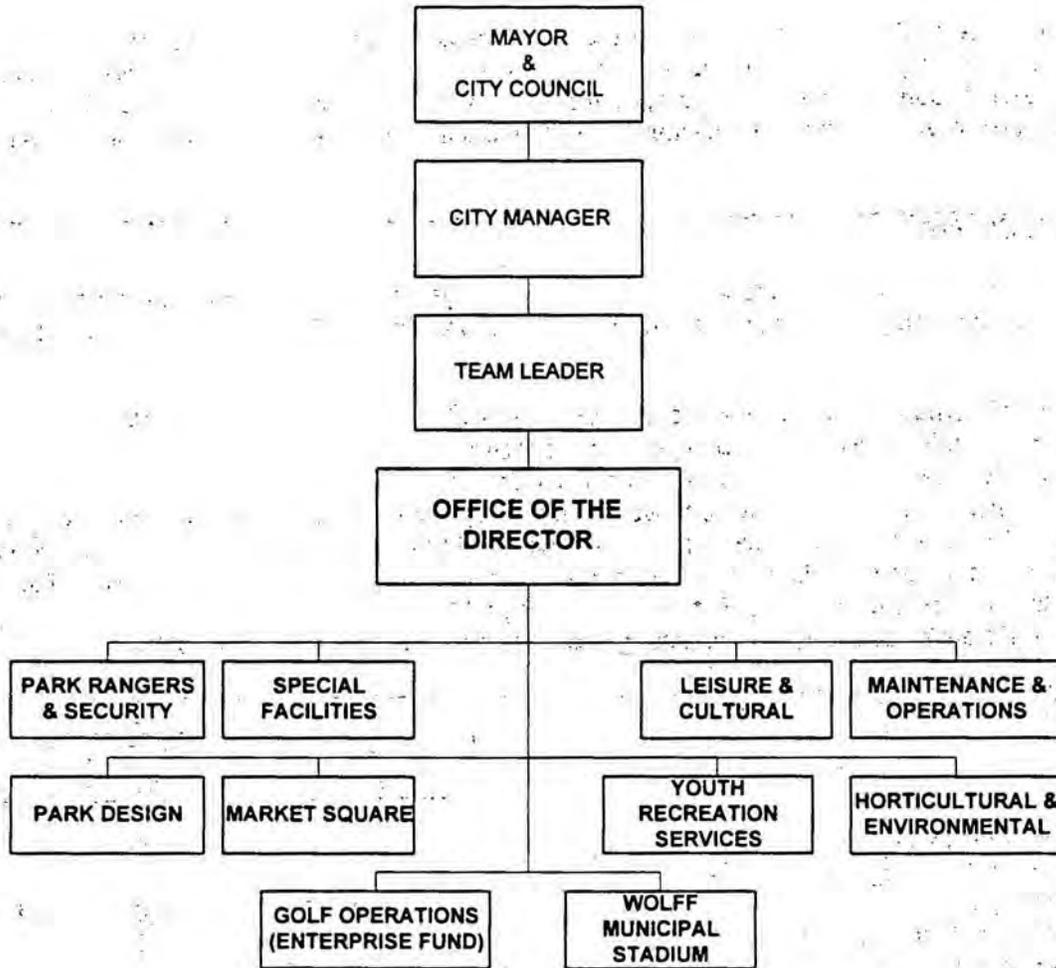
PERFORMANCE MEASURES

See City Clerk

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	415,735	0	575,980
CONTRACTUAL SERVICES	380,127	0	366,572
COMMODITIES	3,258	0	6,516
OTHER	2,700	0	0
CAPITAL OUTLAY	3,057	0	0
TOTAL EXPENDITURES	\$804,877	\$ 0	\$949,068
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENTS	0.00	0.00	0.00

PARKS & RECREATION



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	859.08	34,263,923
Golf Operations (Enterprise Fund)	128.70	7,124,176
Community Dev. Block Grant (CDBG)	0	474,160
Categorical Grants	6.00	706,460
Outside Agencies	0	788,122
Capital Projects	0	8,559,000
Total Funding	993.78	\$51,915,841

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 facilities, the Botanical Gardens and Conservatory, the River Walk, HemisFair Park, Tower of the Americas, historic facilities, downtown TriParty improvements, Market Square and Nelson W. Wolff Municipal Baseball Stadium.

GOALS AND OBJECTIVES

To provide and maintain a balanced, safe and easily accessible system of recreational facilities and recreational programs, as well as promote and maintain world-class facilities to further the City's prominence as a major tourist destination.

- ◆ To increase neighborhood park maintenance through the use of an enhanced volunteer effort.
- ◆ To continue to maintain the River Walk as a world-class facility.
- ◆ To reduce air and water pollutants in the San Antonio River.
- ◆ To provide an increased opportunity for Coalition members to participate by developing a marketing program and increasing the number of registration sites by attracting public and non-public youth serving agencies.
- ◆ 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 generate sufficient revenue to offset operating expenses and debt at Wolff Municipal Stadium.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Number of grounds employees	123	125	125
Participation by Restitution Program enrollees	19,989	20,892	21,101
O&M costs at Market Square	\$1,011,722	\$1,084,669	\$1,081,972
Number of After School Program sites	120	129	136
Number of CO registration sites	360	375	380
Number of Year-round Community Centers	23	24	24
Number of City pool days open (outdoor)	1,440	1,470	1,475
O&M costs for River Walk	\$1,316,081	\$1,326,544	\$1,327,694
Number of Municipal Stadium events	91	83	88
Number of Volunteer Workers	4,382	2,957	6,200
Output:			
Park acreage maintained by Park Maintenance	4,877	4,977	5,177
Hours worked by Restitution Program enrollees	137,020	130,655	131,961
Market Square revenue	\$985,640	\$1,026,570	\$1,005,470
After School Program registration	27,550	29,100	30,305
CO membership	83,784	92,165	94,000
Year-round Community Center registration	18,293	20,000	20,500
Paid attendance at City pools (outdoor)	186,328	211,488	195,500
Miles of River Walk maintained	3.5	3.5	3.7
Attendance at Municipal Stadium events	436,580	450,420	455,420
Volunteer hours worked	22,238	16,283	26,908

PARKS AND RECREATION

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Efficiency:			
Cost per acre per mowing	\$4.54	\$4.66	\$4.66
Dollar value of Restitution Program @ \$5.00/hr.	\$685,100	\$653,275	\$659,805
Average cost/After School participant/day	\$.46	\$.42	\$.45
Average cost/CO participant/year	\$2.63	\$3.20	\$3.14
Average registration per Community Center	795	833	854
Average attendance per pool	9,316	10,574	9,775
Cost per mile of River Walk maintained	\$376,023	\$379,013	\$358,836
Municipal Stadium revenue	\$531,378	\$546,314	\$566,700
Number of Volunteer Program FTE's	11	8	13
Effectiveness:			
Market Square Cost Recovery	97.42%	94.64%	92.93%
% Increase in After School Program registration	72.39%	5.63%	4.14%
% Increase in CO membership	16.65%	10%	2%
% Change in Community Center registration	(18.96%)	9.33%	2.50%
% Change in pool attendance	(.90%)	13.50%	(7.56%)
% Change in Municipal Stadium attendance	(3.32%)	3.17%	1.11%

REDUCTIONS BY KEY RESULT AREA

◆ YOUTH \$11,640

COSTUME PURCHASE PROGRAM

Through this proposed reduction, funds previously dedicated for the purchase of costumes for Danza Hispana would not be appropriated. This reduction may be offset by volunteer efforts to solicit funds for costume purchases through private resources. Total savings from this reduction is \$5,000.

COALITION PROGRAMS

This reduction proposes the elimination of funding for two dances for participants of the Coalition Program. Due to this proposed reduction, the Coalition program would need to raise funds from private resources to continue hosting these events. This reduction would net a savings of \$6,640.

◆ INFRASTRUCTURE \$365,661

USE OF INTEREST FUNDS FOR SAN JOSE BURIAL PARK

Costs associated with the maintenance of the City cemeteries would be offset by the use of interest funds earned on principal balance in the San Jose Burial Park Trust Fund. The transfer of responsibility for recovery of these costs would result in a total savings to the General Fund of \$90,890.

PARKS AND RECREATION

REDUCTIONS BY KEY RESULT AREA CONTINUED

CONTRACTUAL MAINTENANCE OF CITY FACILITIES AND PARKS

Reduction in contractual maintenance for La Villita, the Tower of the Americas, contractual mowing and solid waste collection at 28 City parks, facilities repair projects, and the HemisFair grounds. The workload previously completed by contractual maintenance would be performed by the existing complement of City staff, the total reduction of funds is \$206,185.

TUNNEL MAINTENANCE

Tunnel Operations would no longer be performed by the Parks and Recreation Department. This reduction would eliminate a filled Electronic Technician Supervisor position. Reduction of all costs associated with the department's previous involvement in Tunnel Operations total \$35,824. All operations are now conducted within the Department of Public Works.

WATER FOUNTAIN TREATMENT

Due to the Convention Center Expansion, the ponds adjacent to the center will be reduced. Water volume within these reconstructed pools will also decrease. Consequently, the amount of chemicals needed to treat this water would decrease. Total savings through this reduction is \$6,095.

LA VILLITA TEMPORARY MAINTENANCE

The elimination of temporary personnel at La Villita can be achieved by reallocating the schedule to accommodate this reduction. The value of this reduction to the City is \$5,030.

NIGHTTIME GARBAGE COLLECTION

The Nighttime Garbage Collection Crew is proposed to be reduced by one vacant Solid Waste Collection Worker position. The crew would be able to complete its rounds within the designated time allocated without a reduction in service level. This reduction would result in a savings of \$21,637.

◆ QUALITY OF LIFE

\$46,967

TOWER OF THE AMERICAS OPERATING HOURS

Reducing the operating hours of the Tower of the Americas is proposed, resulting in a decrease in maintenance and personnel costs without an adverse effect on revenue. Current operating hours of 8:00 AM to 11:00 PM every day would be reduced to 9:00 AM to 10:00 PM Sunday through Thursday, and 9:00 AM to 11:00 PM Friday and Saturday. Total savings to the City due to this reduction is \$9,000.

PUBLIC RELATIONS SUPPORT

The elimination of a filled Administrative Assistant II position dedicated to Public Relations is proposed, shifting the responsibility toward the individual operations within the Parks and Recreation Department. All Public Relations matters would be handled by staff within each operation, rather than flowing through one central location in the department. Savings from this reduction total \$37,967.

PARKS AND RECREATION

REDUCTIONS BY KEY RESULT AREA CONTINUED

- ◆ SUPPORT SERVICES \$60,695

CONTRACTUAL MAINTENANCE OF CITY FACILITIES AND PARKS

The department offers savings through more prudent management practices. Personnel within the department would be reassigned to achieve the greatest savings to the General Fund without decreasing service. Total salary savings would be \$60,695.

POLICY ISSUES BY KEY RESULT AREA

- ◆ YOUTH \$260,810

MAINTENANCE AND OPERATIONS OF COMPLETED YOUTH FACILITIES

The proposed budget includes funding for maintenance and operations of completed youth facilities projects. The 1994 G.O. bond program includes developing and improving community centers for the citizens of San Antonio. This program includes the addition of a Senior Community Center Leader, a Community Center Leader II, a Community Center Leader I, and six part-time Recreational Aides, which will be funded at less than a full year in FY 97. Operations associated with these improvements generate first year costs for maintenance of community centers totaling \$112,115, and one-time costs of \$55,695. The facilities to receive additional operating funds are: Dorie Miller Community Center, Miller's Pond Community Center, Ramirez Community Center, Lincoln Community Center, Melendrez Community Center, Copernicus Community Center, Palm Heights Community Center.

EXTENSION OF AFTER SCHOOL CHALLENGE PROGRAM

This proposed program extends the After School Challenge Program. Schools which provide full year education have breaks between each session, similar to summer break for traditional schools. During these breaks, this improvement would continue the programs offered through the After School Challenge Program. This proposal is budgeted for six weeks throughout the year. No additional staff would be required, as existing hourly staff would extend their schedule for the year. This program change would fund the costs for food and supplies, as well as an increase in personal services, in the amount of \$93,000.

- ◆ INFRASTRUCTURE \$328,343

MAINTENANCE AND OPERATIONS OF PARK FACILITIES

The proposed budget includes funding for maintenance and operations of 13 parks and 6 facilities within the dominion of the Parks and Recreation Department. The 1994 G.O. bond program includes developing and improving parks and facilities for the citizens of San Antonio. This program includes the addition of a Field Maintenance Worker I, which will be funded for 9 months in FY 97. Operations associated with these improvements generate first year costs for park and facility maintenance totaling \$224,360.

PARKS AND RECREATION

POLICY ISSUES BY KEY RESULT AREA CONTINUED

ENHANCEMENT OF THE VOLUNTEER SERVICES SECTION

The overwhelming response for volunteer work has prompted the Parks and Recreation Department to increase funding to support volunteer operations. Gross savings to the City through volunteer work alone is estimated at over \$730,000 for FY 96, and projected to increase 8% through the addition of personnel within this proposed improvement. Positions for this program improvement, which would be 10 months funded in FY 97, would include an Administrative Assistant II and an Administrative Clerk II. First year costs for FY 97 total \$80,010, and one-time costs are \$6,490.

ADMINISTRATION OF CAPITAL PROJECT COST RECOVERY PROGRAM

The Parks and Recreation Department will administer Capital Projects in the amount of \$9,300,000 in FY 97. A cost recovery program is proposed to recover administrative costs incurred by the department. To manage this cost recovery program, this proposal would add an Administrative Clerk II to the department. Total cost to the department in FY 97 would be \$17,483.

◆ **QUALITY OF LIFE** **\$49,900**

MAINTENANCE AND OPERATIONS OF ADDITIONAL COMPLETED FACILITIES

The proposed budget includes funding for maintenance and operations for the Lackland/Terrace Mental/Physical Disability Center and the Lions Field Adult and Senior Community Center building additions. The 1994 G.O. bond program includes developing and improving community facilities for the citizens of San Antonio. Due to the increase in usage through expansion, this program includes the addition of a Community Center Leader I funded for 9 months and a Community Center Leader II funded for 8 months. Operations associated with these improvements generate first year costs for maintenance of community centers totaling \$32,775, and one-time costs of \$17,125.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$21,973,664	\$24,023,675	\$24,211,635
CONTRACTUAL SERVICES	6,302,370	6,726,576	6,460,103
COMMODITIES	2,115,511	2,352,835	2,517,085
OTHER	740,800	713,200	731,580
CAPITAL OUTLAY	475,066	462,816	343,520
TOTAL EXPENDITURES	\$31,607,411	\$34,279,102	\$34,263,923
AUTHORIZED POSITIONS	1,120	1,133	1,145
FULL-TIME EQUIVALENTS	829.56	847.08	859.08

PARKS AND RECREATION

ACTIVITY NO.
DIVISION
PROGRAM

26-06-11
YOUTH RECREATION SERVICES
SUMMER FOOD SERVICE PROGRAM FOR
CHILDREN - 1996

PROGRAM DESCRIPTION

This grant from the U.S. Department of Agriculture, through the Texas Department of Human Services, provides funds for a daily lunch and snack for participants in the City's Summer Recreation Program. This program is designed to be a continuation of the school lunch program during the regular school year. This grant operates on reimbursement of expenditures, based on number of meals served.

<i>Program Dates 6/10/96-8/2/96</i>	<i>Current Authorized FTEs: 0.0</i>
<i>Current Authorization: \$596,460</i>	<i>Grant Number: 26-017084</i>
<i>City Council Priority: Youth</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Texas Dept. of Human Services	\$519,680	\$596,460	\$596,460

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$36,292	\$36,600	\$36,600
Contractual	15,290	14,555	14,555
Commodities	464,850	542,030	542,030
Other Expenditures	3,248	3,275	3,275
Capital Outlay	-0-	-0-	-0-
In-Kind Match			
Total	\$519,680	\$596,460	\$596,460

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of Nutrition Sites	100	108	108
Output:			
No. of Meals Served	396,122	446,125	446,125
Efficiency:			
Avg. no. of Meals Per Site	3,961	4,130	4,130
Effectiveness:			
Meals Served - % Change	(16.13%)	12.62%	0%

PARKS AND RECREATION

ACTIVITY NO.
DIVISION
PROGRAM

26-10-16
YOUTH RECREATION SERVICES
ROVING LEADER OUTREACH PROGRAM

PROGRAM DESCRIPTION

This program provides outreach recreational and referral services targeted at youth in San Antonio. 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.

<i>Program Dates 12/01/95-11/30/96</i>	<i>Current Authorized FTEs: 6.0</i>
<i>Current Authorization: \$110,000</i>	<i>Grant Number: 26-054070</i>
<i>City Council Priority: Youth</i>	

FUNDING SOURCES AND AMOUNTS

Federal - Housing Authority of the City of San Antonio - SAHA (HUD-Public Housing Drug Elimination Program)

Actual 94-95	Authorized 95-96	Proposed 96-97
\$135,000	\$110,000	\$110,000

FINANCIAL

Personnel
Contractual
Commodities
Other Expenditures
Capital Outlay

Actual 94-95	Authorized 95-96	Proposed 96-97
\$123,032	\$106,165	\$110,000
8,642	3,835	-0-
3,326	-0-	-0-
-0-	-0-	-0-
-0-	-0-	-0-

Total	\$135,000	\$110,000	\$110,000
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PERFORMANCE MEASURES

Input:
No. of Roving Leader Sites

Actual 94-95	Estimated 95-96	Proposed 96-97
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5 5 5

Output:
Registration

3,741 4,350 4,550

Efficiency:
Avg. Reg. per Site

748 870 910

Effectiveness:
Registration - % Change

19.52% 16.08% 4.60%

EXPLANATORY INFORMATION

Unlike "fiscal years", this contract operates from December 1 through November 30.

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 golf courses, and four golf and practice 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 do selective upgrading and renovating of several old line golf facilities.
- ◆ To continue the pursuit of a non-potable water source for irrigation.
- ◆ To continue the development of a strong Junior Golf Program.
- ◆ To further enhance an aggressive golf promotional program, to include state and national tournaments.
- ◆ To promote the advanced golf reservations program through local hotels and convention business.
- ◆ To continue emphasis of the systematized golf car fleet replacement program.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Full-time equivalent employees (golf course & golf car operation)	128.70	128.70	128.70
O&M costs - Total	\$5,219,832	\$5,483,106	\$5,632,961
O&M costs - Golf Cars	\$520,655	\$735,977	\$517,889
Number of golf courses	6	6	6
Number of golf cars	442	460	460
Output:			
Rounds played - 18 hole equivalent	356,539	366,710	374,040
Golf revenue (less golf cars)	\$5,464,960	\$5,657,375	\$5,822,920
Golf car revenue	\$1,126,513	\$1,171,980	\$1,183,590
Gross Pro Shop Sales	\$430,012	\$418,470	\$427,080
Gross Food and Beverage Sales	\$1,105,007	\$1,111,440	\$1,117,920
Registered in Jr. Golf Program	503	536	547
Student rounds played	13,596	14,371	14,946
Discount card sales - City	6,482	6,896	7,062
Discount card sales - County	871	930	1,014
Promotion brochures/booklets	7	9	9
Rounds from senior citizen permit sales	35,672	39,130	39,910
Revenue from senior citizen permit sales and water surcharge	\$127,091	\$140,440	\$143,250
Efficiency:			
Revenue per round (including car revenue)	\$18.49	\$18.62	\$18.73
Operating expense per round	\$14.64	\$14.95	\$15.06
Revenue per car	\$2,449	\$2,548	\$2,573

PARKS AND RECREATION - GOLF OPERATIONS

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Efficiency continued:			
Operating expense per car	\$1,177	\$1,599	\$1,126
Gross pro shop sales per round	\$1.21	\$1.14	\$1.14
Gross food and beverage sales per round	\$3.10	\$3.03	\$2.99
Average cost per senior citizen round of golf using a permit	\$3.56	\$3.59	\$3.59
Effectiveness:			
% of City discount card holders	88.15%	88.12%	87.44%
% of County discount card holders	11.85%	11.88%	12.56%
% of Discount play	61.43%	64.87%	66.17%
% of Non-Discount/visitor play	38.57%	35.13%	33.83%

POLICY ISSUES BY KEY RESULT AREA

◆ **OTHER POLICY ISSUES** **\$22,500**

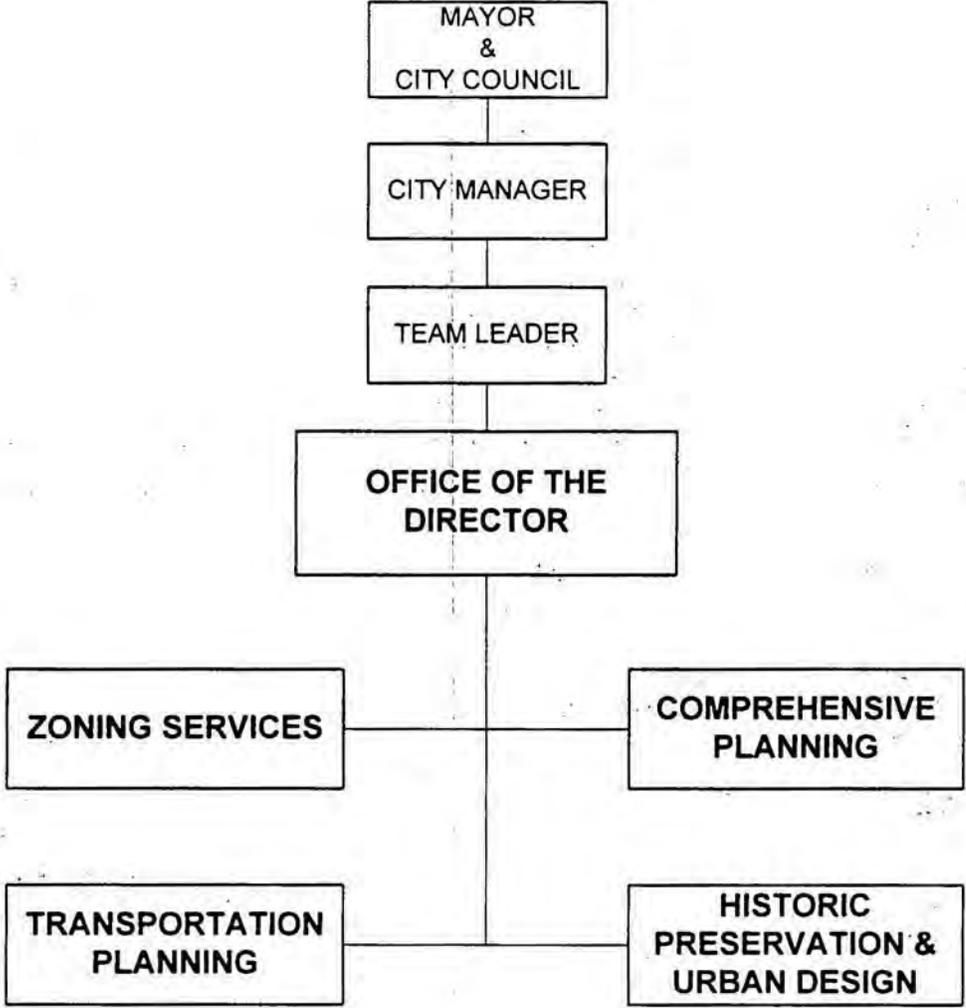
ONE-TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program completed last year. The total cost for this department is \$22,500.

ENTERPRISE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$3,019,211	\$3,204,840	\$3,236,710
CONTRACTUAL SERVICES	1,221,947	1,312,310	1,492,512
COMMODITIES	892,246	857,480	830,979
OTHER	86,428	98,139	72,760
CAPITAL OUTLAY	111,879	155,867	229,550
TRANSFERS	1,066,936	1,192,862	1,245,570
TOTAL EXPENDITURES	\$6,398,647	\$6,821,498	\$7,108,081
AUTHORIZED POSITIONS	143	143	143
FULL-TIME EQUIVALENTS	128.70	128.70	128.70

PLANNING DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	48.00	2,146,227
Community Dev. Block Grant (CDBG)	3.00	144,400
Categorical Grants	2.25	225,000
Total Funding	53.25	\$2,515,627

PLANNING

FUND

GENERAL

PROGRAM INFORMATION

The Planning Department's mission is to assist in the process of land development within the City of San Antonio and its extraterritorial jurisdiction in a manner consistent with the Master Plan, the priorities and policies established by City Council, Commissions appointed by City Council and the community-at-large. The Planning Department collects, maintains, and communicates information related to land as it affects the City of San Antonio, to its citizens and other interested groups. The Department assists in the process of land development and building construction within the City through plats, zoning, and other mechanisms. The Department also provides staff support for the Planning Commission, Zoning Commission, Historic & Design Review Commission, Disability Access Advisory Committee, Open Space Advisory Board, and other City Council appointed committees.

GOALS & 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

PERFORMANCE MEASURES

	Actual FY 1994-95	Estimated FY 1995-96	Proposed FY 1996-97
Input/Demand on Services:			
No. of New Area-Wide Rezoning Cases Received	3	8	8
No. of Zoning Change Applications Received	291	280	280
No. of Plat Applications Received	509	362	360
No. of Demolition Requests Submitted	651	394	400
No. of Preserve/Design Cases Appearing before HDRC	537	532	540
Total No. of Facility ADA Modifications Initiated	107	179	200
No. of Map Requests	1,800	3,160	3,200
Output:			
No. of Area-wide Rezoning Cases	3	10	10
No. of Zoning Cases Acted upon by City Council	281	230	230
No. of Plat Filings	N/A	400	400
No. of Preliminary Overall Area Dev. Plans (POADP's) Filed	62	37	50
No. of Demolition Requests Approved	590	376	376
No. of HDRC Cases/Administrative Approvals	536	530	540
No. of Facilities ADA Modified	19	55	105
Number of Maps Produced/City Use	1,800	3,160	3,200
Special Projects Initiated or Continued	N/A	N/A	42
Efficiency:			
Zoning Cases per Month	23	19	19

PLANNING

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Efficiency continued:			
Avg. Annual Maps Produced per Drafting/GIS Staff	360	526	530
Special Projects per Month	N/A	N/A	3.5
Effectiveness:			
Avg. Zoning Cases Acted Upon by City Council per Month	23	19	19
Avg. No. of Days from Zoning Application to Council Action	73.5	60	60
% of HDRC Cases Addressed per Month	69%	88%	88%
% of HDRC Cases Expedited by Consent Agenda or Administratively	55%	57%	57%
% of Demolition Requests Resolved within 3 Days or Less	91%	95%	95%
% of Facilities ADA Modified	6%	16%	31%

REDUCTIONS BY KEY RESULT AREA

◆ PLANNING & PHYSICAL DEVELOPMENT

\$54,509

TRANSPORTATION PLANNING

Salary savings in the Transportation Planning Division are proposed. If approved, many of the duties related to the Transportation Improvement Plan would be absorbed by MPO study contractors and other department staff. In FY 97, a five month savings of \$21,198 is projected. In FY 98, a full year savings of \$50,875 can be expected.

URBAN CORRIDOR PROGRAM

Eliminating a vacant Planner II position is proposed. This position's primary duty is administering the urban corridor program. Due to the introduction of new ordinances, which established sign and landscaping requirements, as well as the proposed tree ordinance, the existing urban corridor program will be superseded with more restrictive regulations. If approved, a savings of \$33,311 would be generated in FY 97.

PLANNING**REDUCTIONS BY KEY RESULT AREA CONTINUED**

♦ **SUPPORT SERVICES** **\$26,603**

ADMINISTRATIVE SUPPORT

This proposed reduction can be achieved through salary savings from the vacant Executive Secretary position in the Director's Office. The administrative duties have been absorbed to date by existing staff support. A savings of \$26,603 is projected in FY 97.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$1,637,202	\$1,780,808	\$1,765,035
CONTRACTUAL SERVICES	295,138	386,032	342,408
COMMODITIES	27,849	25,240	22,754
OTHER	19,800	19,800	16,030
CAPITAL OUTLAY	28,245	3,170	0
TOTAL EXPENDITURES	\$2,008,234	\$2,215,050	\$2,146,227
AUTHORIZED POSITIONS	48	49	48
FULL-TIME EQUIVALENTS	48.00	49.00	48.00

PLANNING

ACTIVITY NO.
DIVISION
PROGRAM

50-10-02
TRANSPORTATION
ISTEA PLANNING PROGRAM

PROGRAM INFORMATION

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 (ISTEA). The studies vary significantly from year to year.

<i>Program Dates 10/94-10/97</i>	<i>Current Authorized FTEs: 2.25</i>
<i>Current Authorization: \$225,000</i>	<i>Grant Number: 26-059177</i>
<i>City Council Priority: Planning & Physical Development</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - MPO/ISTEA	\$530,000	\$335,000	\$225,000

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$180,875	\$154,350	\$75,220
Contractual	325,901	175,150	146,000
Commodities	2,677	1,000	780
Other Expenditures	14,147	4,500	4,000
Capital Outlay	6,400	-0-	-0-
In-Kind Match			
Total	\$530,000	\$335,000	\$225,000

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
Full-time professional staff equivalents	4.25	4.25	2.25
Output:			
No. of Adopted Studies/Plans	5	5	4
Efficiency:			
No. of Plans produced per full-time equivalents	1.17	1.17	1.78
Effectiveness:			
Federal Certification for Mandated Long Range Transp. Plan 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.

PLANNING

ACTIVITY NO.
DIVISION
PROGRAM

50-05-01
ZONING SERVICES
REZONING

PROGRAM INFORMATION

Rezone CDBG eligible areas of San Antonio retaining 1938 zoning codes. Upgrade qualifying areas to standards established in 1965 zoning ordinance (City's most current zoning standard).

Program Dates 10/95-10/96	Current Authorized FTEs: 3.0
Current Authorization: \$134,608	Grant Number: 28-
City Council Priority: Housing	

FUNDING SOURCES AND AMOUNTS¹

Federal - Community Development Block Grant

Actual 94-95	Authorized 95-96	Proposed 96-97
\$50,000	\$134,608	\$144,400

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$24,487	\$110,589	\$97,664
Contractual	7,065	19,954	34,590
Commodities	6,718	3,065	3,856
Other Expenditures	-0-	-0-	-0-
Capital Outlay	11,727	1,000	8,290
In-Kind Match			
Total	\$50,000	\$134,608	\$144,400

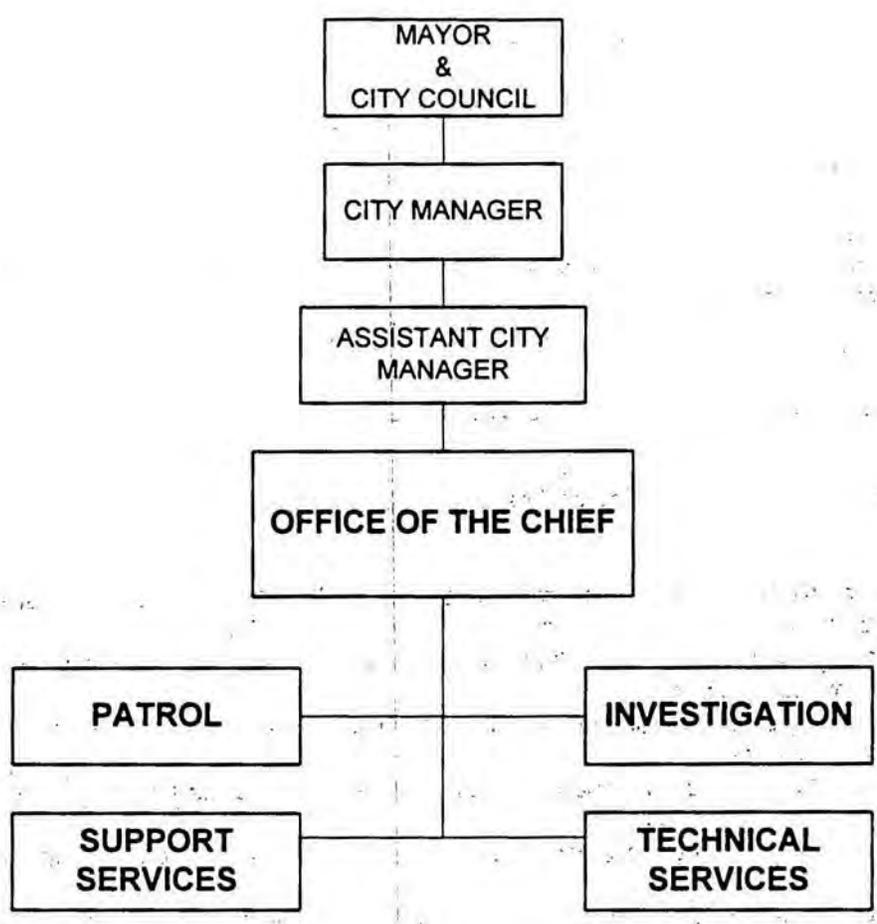
PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
Full-time professional staff equivalents	2.0	3.0	3.0
Output:			
4 CDBG Rezoning Projects Annually	0	4	4
Efficiency:			
No. of acres rezoned annually	NA	3,873	3,000
Effectiveness:			
Personal services costs per parcel rezoned	NA	\$8.09	\$8.14

EXPLANATORY INFORMATION

¹ Allocation of the funding is distributed through the Department of Housing and Community Development. Thus, the funding for this program is carried in the Community Development Block Grant schedule.

POLICE DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	2,504.00	162,475,821
Categorical Grants	123.00	7,322,869
Confiscated Property Fund	0.00	700,595
Total Funding	2,627.00	\$170,499,285

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. The Police Department is also held accountable for 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 1997.
- ◆ To increase the Patrol Availability Factor from 41% to 42% by the end of fiscal year 1997.
- ◆ 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 cooperative efforts with local, county, state and federal law enforcement agencies.
- ◆ Through increased prosecution and targeting of repeat offenders, reduce the incidence of violent 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 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of Patrol Officers ¹	1,026	1,058	1,098
No. of Traffic Officers	82	87	95
No. of Sworn Personnel	1,814	1,848	1,893
No. of Violent Crimes Reported (Murder, Rape Robbery, Aggravated Assault)	5,423	4,545	4,091
No. of Property Crimes Reported (Burglary, Theft, Vehicle Theft)	76,210	77,041	73,189
No. of Calls Dispatched	737,174	763,490	786,395
No. of Line/Formal Complaints Against Officers	444/261	288/204	250/200
No. of Victims Advocacy Program Staff	21	28	28
Output:			
No. of Citizen Police Academy Graduates	200	196	225
No. of Citizens participating in Cellular on Patrol Program	1,681	2,431	3,206
No. of new Citizens participating in Cellular on Patrol Program	1,197	750	775
No. of Reports sold to the Public	84,608	90,522	92,807
No. of Violent Crimes Cleared	2,388	1,962	1,841

POLICE

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output Continued:			
No. of Property Crimes Cleared	9,981	9,192	9,300
No. of Juvenile Violent Crime Arrests (Murder, Rape, Robbery, Aggravated Assault)	705	704	746
No. of Fatal Traffic Accidents	125	124	120
No. of DWI Arrests	3,998	4,000	4,200
No. of Firearms Recovered	1,859	1,798	1,650
No. of Nuisance Abatement Cases investigated ²	34	65	75
No. of Victims Advocacy Volunteers trained/Hours worked ²	125/6,045	115/5,561	117/5,660
Clients served (adult/juvenile) by Victims Advocacy Program ²	1,766/200	3,975/466	4,025/500
Efficiency:			
Avg. no. of Calls for Service per Patrol Officer	693	726	747
Avg. Violent Crime per 1,000 population	5.15	4.16	3.74
Avg. Property Crime per 1,000 population	72.38	70.53	67.00
Avg. Juvenile Violent Crime Arrests per 1,000 Population	.645	.664	.683
Effectiveness:			
Avg. Response time on All Calls	15.29 Min.	14.4 Min.	14.0 Min.
Avg. Response time on Emergency Calls	5.02 Min	4.75 Min.	4.5 Min.
% Change in Violent Crimes Reported	-18.8%	-16.19%	-10.0%
% Violent Crimes Cleared	44.0%	43.1%	45%
% Change in Property Crimes Reported	-7.4%	1.09%	5.0%
% Property Crimes Cleared	13.1%	12.0%	12.5%
% Change in Juvenile Violent Crime Arrests (Murder, rape, robbery, aggravated assault)	3.5%	-0.1%	2.8%
% Change in Fatal Traffic Accidents	3.3%	-0.8%	-3.2%
% Change in DWI Arrests	-7.2%	0.5%	5.0%
% Change in Firearms Recovered	N/A	N/A	2.7%
% Change in Nuisance Abatement Cases Investigated	N/A	N/A	4.2%
% Change in Victims Advocacy Volunteers trained/hours worked	N/A	N/A	1.7%/1.7%
% Change in clients served (adult/juvenile) by Victims Advocacy Program	N/A	N/A	1.3%/7.3%
% Change in Line/Formal Complaints	N/A	N/A	-13.2%/-2.0%
% Change in Patrol Availability Factor	3.49%	1.0%	2.43%
Patrol Availability Factor	40.57%	41.00%	42.00%

EXPLANATORY INFORMATION

- ¹ "FY 95-96 Adopted" included positions above the rank of Patrol Officer. All numbers have been revised to reflect only Authorized Patrol Officer positions.
- ² Both the Strategic Nuisance Abatement Program and the Victims Advocacy Program operated for only 9 months in FY 94-95.

POLICE

REDUCTIONS BY KEY RESULT AREA

♦ PUBLIC SAFETY

\$509,510

STORE FRONTS

As a result of changes in the methods of community policing and the re-allocation of resources, the Police Department is eliminating the Fredericksburg Road and the El Paso Store Fronts. By utilizing the San Antonio Fear Free Environment (SAFFE) officers and the growing involvement of neighborhood associations, community policing has moved in a new positive direction. Eliminating these programs will result in a savings of \$130,798 and two Police Officer positions being transferred to one of the six substation patrol units.

EL PROTECTOR GRANT PROGRAM

The reduction of the El Protector program will result in a savings of \$25,000. The elimination of this program will reduce the funds that are transferred from the General Fund. The SAFFE officers will be in place to promote the use of child restraints, safety belts, and to raise the awareness of the danger of driving while intoxicated. This reduction will be taken out of the General Fund Transfers budget.

AMERICORP GRANT PROGRAM

Americorp is a Federal Grant Program to promote public safety within a target area with high incidents of crime, economic, and social problems. Transferring this program to United Way Fighting Back will result in a savings of \$55,000. Two filled positions will be eliminated. This reduction will be taken out of the General Fund Transfers budget.

MOBILE SUBSTATIONS

Mobile Substations are utilized approximately 110 times throughout the year at different parts of the city. The substations provide logistical support when many arrests are made in a concentrated area. Eliminating these substations will result in a savings of \$67,687 for maintenance and communications related cost. Included within the Police Department's proposed budget is a request to purchase two smaller more cost effective replacement units.

VEHICLE STORAGE UNIT

The Vehicle Storage Unit is responsible for impounding, releasing, and auctioning all wrecked, abandoned, and recovered vehicles and also prisoners' vehicles. These vehicles are taken into the custody of the Police Department. A request for proposal is currently being developed to privatize this function by April 1997. Privatizing this program will result in a savings of \$85,528 and two vacant officer positions being transferred to one of the six substation patrol units.

FIESTA OVERTIME

The Fiesta security overtime budget will be reduced by \$75,000. Due to the absence of the Los Semana Alegre event and better management of the Fiesta overtime budget, this program is being reduced to \$851,200. Demand for service will be maintained with existing personnel with no major impact in the level of service. Total savings will be \$75,000.

POLICE

REDUCTIONS BY KEY RESULT AREA CONTINUED

ALAMO CITY HEAT BAND

The Alamo City Heat Band plays approximately 120 concerts per year for various schools and social groups. The purpose of this group is to provide a positive rapport for SAPD while delivering an anti-gang and anti-drug message. Discontinuing this program will result in transferring the six Police Officers and one Sergeant position from the Alamo City Heat to the six substation patrol units. Discontinuing this program will save \$16,100 annually.

SALARY SAVINGS

In an effort to streamline administration, city departments were asked to analyze their internal programs in order to provide efficient and effective services. The Police Department has identified \$54,397 in salary savings.

POLICY ISSUES BY KEY RESULT AREA

◆ **PUBLIC SAFETY**

\$9,799,505

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 four percent increase in wages, health insurance, CLEAT insurance, higher classification, certification pay, and incentive pay for all uniformed officers will be budgeted for the upcoming fiscal year. The cost of the new contract in FY 97 is \$6,560,000.

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 (\$286,812). This amount is in the base budget.

POLICE

POLICY ISSUES BY KEY RESULT AREA CONTINUED

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 97 is \$264,018. This amount is in the base budget.

SAN ANTONIO FEAR FREE ENVIRONMENT (SAFFE)

In January 1994, City Council accepted a \$3 million grant from the Department of Justice to hire forty police officers as part of a program dedicated to enhancing community policing initiatives. Presently at each Police Substation, the SAFFE officers work with the community and citizens in identifying and resolving issues. The SAFFE Grant will expire in November 1996. Included within the General Fund proposed base budget is \$1,187,937 in the Police Department and \$425,000 in General Fund Transfers. The total incremental increase for FY 97 for the full funding of the forty positions in the General Fund will be \$1,531,132.

VISION 2001 FIVE YEAR STRATEGIC PLAN FIRST YEAR IMPLEMENTATION

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. The San Antonio Police Department anticipates receiving a grant for \$1,465,385 to fund various one-time programs of the Police Department's Vision 2001 over the next two years.

Downtown Foot /Bicycle Patrol: This program improvement ensures the safety and security of the central business district, its residents, and visitors. The San Antonio Police Department has committed to the central business district to provide a greater sense of security to the downtown community. Funding this program in FY 97 for a total cost of \$86,985 will add three Patrol Officer positions and bicycles for five months.

Substation Bikes: This program improves visibility and enhances the safety and security of the substation service areas, their residents and visitors through the expanded efforts of the Bicycle Patrol concept. The funds for this program will be used for training seventy-two officers per year. The proposed cost of this improvement in FY 97 is \$16,100.

Civilianization: This program enhancement identifies opportunities for innovative management practices which maximize the number of police officers performing police duties. Through this program, thirty-one detective positions will be civilianized over a five year period, allowing the personnel to be reassigned to other areas. Seven Evidence Technician positions are funded in year one for six months at a total cost of \$108,171.

POLICE

POLICY ISSUES BY KEY RESULT AREA CONTINUED

Street Crimes Arrest Team (SCAT): This program improvement initiates a personnel strategy in which plain clothes detectives and uniformed officers create a special tactical unit dealing with gangs, drug violence, and fugitive apprehension. The funding for this program improvement will direct proactive enforcement activities against violent youth gangs with emphasis on targeting leaders. Two positions will be funded for nine months through this program: one Sergeant and one Dispatcher, for a total program cost in FY 97 of \$92,142. The full year cost for these positions in FY 98 is \$115,307.

Strategic Nuisance Abatement Program (SNAP): This program initiates a personnel strategy designed to respond to narcotics, gambling, and liquor violations through a comprehensive effort of this team. SNAP is a joint venture between Code Compliance, Building Inspections, the Texas Alcoholic Beverage Commission, and other agencies. One Sergeant position will be funded for nine months through this improvement for a total program cost for FY 97 of \$78,578. The FY 98 full year cost for this position will be \$82,700.

Helicopter Unit: The Helicopter unit will enhance the detection of criminal activities and apprehension of criminal suspects through the planned acquisition of modern equipment to replace aging or obsolete aircraft. The purchase of two helicopters will be made through the Local Law Enforcement Block Grant for \$1,000,000.

Volunteers in Policing: The Volunteers in Policing program helps to maintain a positive rapport between the Police Department and the community. This program gets people involved in non-criminal fingerprinting and the issuance of automobile theft stickers. The objective of this program is to recruit and train fifteen volunteers and log one hundred and fifty volunteer hours per week. A Program Coordinator position will be funded for nine months for a total program cost in FY 97 of \$29,942. The FY 98 cost for this position will be \$33,307.

Traffic Reorganization: This program enhancement addresses the driving while intoxicated concerns and ensures the safety for drivers through the expanded efforts of the DWI Enforcement Unit. One Police Service Agent position will be funded for nine months at a total program cost of \$20,047. The Police Service Agent will be trained, certified, and will administer the intoxilyzer test at Municipal Courts. The cost of this position in FY 98 will be \$21,637.

Neighborhood Speed Enforcement: This program improvement addresses the neighborhood speed enforcement concerns and ensures the safety for drivers through the expanded efforts of the traffic unit. The purchase of six radar guns for the substations will be paid for through the Local Law Enforcement Block Grant for \$15,000.

Recruiting and Applicant Processing: The recruiting efforts of the San Antonio Police Department are aimed at reflecting the city's ethnic diversity in the Police Department by the year 2001. The funds for this program will be used to purchase one computer and accessories. The total cost of this program for FY 97 is \$4,375.

POLICE

POLICY ISSUES BY KEY RESULT AREA CONTINUED

Targeted Supplemental Patrol: The aim of this program is to reduce response time by the utilization of experienced patrol officers on an overtime basis. Patrol Officer overtime totals \$169,000. Nine vehicles will be purchased for \$249,660 out of the Local Law Enforcement Block Grant. The remaining four vehicles will be purchased from the General Fund. This program will begin in the summer of 1997. The total cost of this program improvement for FY 97 is \$365,831.

Intermediate Weapons: This program improvement will provide the San Antonio 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 injuries. The Police Department will purchase 2,000 ASP batons in FY 97. The total one-time cost for this program enhancement is \$130,000.

Automated Fingerprint Identification System (A.F.I.S.): This program improvement will allow the Automated Fingerprint Identification System (AFIS) to be more effectively utilized through the expansion of operational hours. Six positions will be funded through this program for six months: three Fingerprint Classifiers and three Administrative Assistant I positions. The total cost for this improvement is \$82,314. The FY 98 cost for these positions will be \$150,657.

Early Warning System: The Early Warning Program is a behavioral trait identification system designed to identify officers with a pattern of behavior potentially detrimental to the achievement of the goals and objectives of the department. This program improvement will fund a Management Analyst position for six months in the first year. The total cost of this improvement for FY 97 is \$18,199. The cost for this position in FY 98 will be \$36,398.

Community Link: This program provides selected city services to citizens in Community Link Centers located at the City's six police substations. Three of the Police Department services provided through the Community Link program includes sale of police reports, collecting reports on simple assaults, and providing information on Police recruiting and applicant processing. A total of seven fax machines and six cash registers will be purchased. Six Police Service Agents will be funded in FY 97 for six months. Total cost of this program improvement is \$81,158. The FY 98 full year cost will be \$129,822 for these positions.

Mobile Substation Replacement Program: This program improvement enhances the relationship between citizens and the police through the replacement of the current mobile police substations with smaller more operationally efficient units. Two units will be purchased in FY 97. The total one-time cost of this program is \$117,000.

Replacement for SWAT Van: The Police Department will continue the evaluation and planned replacement of obsolete or depleted assets through the replacement of the current SWAT van with an improved vehicle. The vehicle will provide the flexibility needed to conduct Citizen (Hostage) and Officer rescues. In addition, it will dramatically improve officer safety. Total one-time cost of this program is \$115,000.

Photography Enhancements: This program improvement will replace obsolete 35mm cameras for the Evidence Unit by purchasing eighteen new professional cameras built to withstand abusive situations and inclement weather. Total one-time cost of this improvement is \$47,000.

POLICE

POLICY ISSUES BY KEY RESULT AREA CONTINUED

VEHICLES FOR SAFE COMMUNITY ORIENTED POLICING - CODE COMPLIANCE OFFICERS

Currently, Code Compliance is working in conjunction with the San Antonio Police Department in applying for a Community Oriented Policing Federal grant that would fund three Code Compliance Investigator positions in FY-97. Teaming up with SAFE Officers, these Code Investigators would provide a proactive approach in citing all criminal and code violations in targeted areas of the community. The one year grant would only fund the personnel costs of the three positions and associated training. If approved, this program improvement would support the goal of providing one Code Investigator for every two SAFE Police Officers. The proposed budget includes \$41,000 for the purchase of three vehicles for the three grant funded positions.

VEHICLE MAKE READY

This program improvement equips police cars with various accessories that are required before the car can be taken out on patrol. Many of these parts will be kept in storage to prevent the delay of waiting for replacement parts to come in. Total cost of this improvement is \$70,000.

MUNICIPAL SECURITY

This program improvement will create a Special Projects Coordinator position at nine months funding. This position will be tasked with the development of a comprehensive five year Municipal Security Plan to incorporate most major City buildings. Total Police Department cost for this program improvement is \$47,655. The cost for this position in FY 98 will be \$43,845. Funds for photo identification cards and equipment for tracking and monitoring will be budgeted in the Facilities Improvement Maintenance Program at a one-time cost of \$39,000.

JUVENILE CRIMINAL PROCESSING

Mandated by State Law, the Police Department must provide separate processing facilities for juveniles. This process includes the documenting of juvenile criminal history, fingerprinting, photographing, and juvenile justice reporting forms. The funding for this program improvement will provide law enforcement agencies dealing with juvenile crime with a comprehensive tool in identifying juvenile offenders. The five Police Service Agent positions are funded for nine months at a total cost of \$156,876. The full year cost of this mandate will be \$108,185 in FY 98.

POLICE**◆ REORGANIZATION****\$426,300**

In order to initiate an energy cost reduction program, the Public Works Department is proposing to consolidate targeted segments of the Police, Health, and Community Initiative's Departmental budget for electricity and gas costs into the Building Maintenance Division's budget. The reorganization would allow the Public Works Department to implement new technologies, available in the electric lighting and power conservation field, aimed at reducing facility energy costs. The reorganization will not impact the current level of service nor will it require any additional funding from the General Fund.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$117,026,313	\$125,486,820	\$138,824,780
CONTRACTUAL SERVICES	16,258,194	15,889,702	16,484,169
COMMODITIES	3,377,455	3,614,827	4,062,985
OTHER	2,219,580	2,221,790	2,503,990
CAPITAL OUTLAY	1,214,487	780,855	599,897
TOTAL EXPENDITURES	\$140,096,029	\$147,993,994	\$162,475,821
AUTHORIZED POSITIONS	2,476	2,588	2,662
FULL-TIME EQUIVALENTS	2,322.83	2,321.47	2,504.20

POLICE**FUND****SPECIAL REVENUE
CONFISCATED PROPERTY****PROGRAM INFORMATION**

The Confiscated Property Fund was established for the deposit and use of confiscated funds seized by the San Antonio Police Department. Expenditures are for the enhancement of police operations.

SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$32,454	\$41,262	\$42,000
CONTRACTUAL SERVICES	93,130	99,630	548,145
COMMODITIES	64,904	14,740	41,450
OTHER	0	0	0
CAPITAL OUTLAY	1,183,906	53,000	69,000
TRANSFERS			
TOTAL EXPENDITURES	\$1,374,394	\$208,632	\$700,595

POLICE

ACTIVITY NO.
DIVISION
PROGRAM

17-01-09
OFFICE OF THE CHIEF
AACOG (CJD) TRAINING GRANT

PROGRAM DESCRIPTION

This grant funds selected law enforcement training of individual officers.

<i>Program Dates 01/97 - 12/97</i>	<i>Current Authorized FTEs: 0</i>
<i>Current Authorization: \$14,000</i>	<i>Grant Number: 26-055279</i>
<i>City Council Priority: Public Safety</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State - Criminal Justice Division	\$9,414	\$8,593	\$8,593
City - General Fund Contribution	3,756	5,407	5,407

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$13,170	\$14,000	\$14,000
Contractual	-0-	-0-	-0-
Commodities	-0-	-0-	-0-
Other Expenditures	-0-	-0-	-0-
Capital Outlay	-0-	-0-	-0-
Subgranting	-0-	-0-	-0-
Indirect Costs	-0-	-0-	-0-
Total	\$13,170	\$14,000	\$14,000

POLICE

ACTIVITY NO.
DIVISION
PROGRAM

17-10-39
TECHNICAL SERVICES DIVISION
CHILD ABUSE COUNSELING PROGRAM

PROGRAM DESCRIPTION

The Child and Family Counseling program staff provides counseling to victims of child sexual abuse and to children who have witnessed family violence.

<i>Program Dates 2/96-1/97</i>	<i>Current Authorized FTEs: 3</i>
<i>Current Authorization: \$152,744</i>	<i>Grant Number: 26-055277</i>
<i>City Council Priority: Public Safety</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State-Criminal Justice Division	\$56,136	\$30,469	\$0
City-General Fund Contribution	37,861	122,275	152,744

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$49,991	99,932	99,932
Contractual	33,054	41,029	41,029
Commodities	4,840	4,480	4,480
Other Expenditures	3,479	7,483	7,483
Capital Outlay	2,633	-0-	-0-
In-Kind Match			
Total	\$93,997	\$152,744	\$152,744

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of staff positions	3	3	3
No. of man-hours per staff position (2,080)	6,240	6,240	6,240
Output:			
No. of therapy sessions conducted	821	1,700	1,700
No. of assessments and screenings	516	400	1,200
No. of referrals	136	240	240
No. of clients served	347	400	450
Efficiency:			
No. of therapy sessions per therapist	410.5	850	850
No. of assessments and screenings per therapist	258	200	600
No. of referrals per staff	45	80	80
No. of clients served per staff	115	133.3	150
Effectiveness:			
% decrease in problematic behavior	80%	80%	80%

POLICE

**ACTIVITY NO.
DIVISION
PROGRAM**

**17-10-35, 17-10-36
OFFICE OF THE CHIEF
COPS AHEAD GRANT**

PROGRAM DESCRIPTION

COPS AHEAD is a 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. Over a three year period the grant will provide \$3,225,000 to fund salaries and selected fringe benefits for 43 new officers. New officers hired under this program will replace veteran officers who will be selected to enhance the community policing initiative begun with Project SAFFE.

<i>Program Dates 4/95-3/98</i>	<i>Current Authorized FTEs: 43</i>
<i>Current Authorization: \$3,225,000</i>	<i>Grant Number: 26-028016</i>
<i>City Council Priority: Public Safety</i>	

B. FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal-Department of Justice, COP Services Office	\$0	\$920,695	\$1,402,666
City- General fund contribution	0	1,487,700	1,487,700

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$0	\$1,551,520	\$2,449,541
Contractual	-0-	117,290	256,155
Commodities	-0-	148,565	184,670
Other Expenditures	-0-	-0-	-0-
Capital Outlay	-0-	591,020	-0-
In-Kind Match			
Total	\$0	\$2,408,395	\$2,890,366

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of officers	40	40	40
No. of Man-Hours per position (2,080)	83,200	83,200	83,200
² No. of Violent Crimes reported	5,423	4,545	4,091
³ No. of Property Crimes Reported	76,210	74,504	67,054
Output:			
No. of Violent Crimes Cleared	2,388	1,962	1,841
No. of Property Crimes Cleared	9,981	10,058	10,126
² No. of Juvenile Violent Crime Arrests	705	704	746
No. of Fatal Traffic Accidents	125	140	120
No. of DWI Arrests	3,998	4,000	4,200
No. of Firearms Recovered	1,859	1,798	1,650
No. of Nuisance Abatement Cases investigated	34	65	75
No. of Victims Advocacy Volunteers trained/Hrs worked	125/6,045	115/5,561	117/5,660
Clients served (adult/juvenile)by Victims Advocacy Prog	1,766/200	3,975/4466	4,025/500

POLICE

PERFORMANCE MEASURES CONTINUED

	Actual 94-95	Estimated 95-96	Proposed 96-97
Efficiency:			
Avg. Violent Crime per 1,000 Population	5.15	4.16	3.74
Avg. Property Crime per 1,000 Population	72.38	68.2	61.38
Avg. Juvenile Violent Crime Arrests per 1,000 Population	.645	.664	.683
Effectiveness:			
Avg. Response time on All Calls	15.29 min.	14.4 min.	14.0 min.
Avg. Response time on Emergency Calls	5.02 min.	4.75 min.	4.5 min.
% Change in Violent Crimes Reported	-18.8%	-16.19%	-10.0%
% Violent Crimes Cleared	44.0%	43.1%	45%
% Change in Property Crimes Reported-7.4%	-7.4%	-2.23%	-10.0%
% Property Crimes Cleared	13.1%	13.5%	15%
² % Change in Juvenile Violent Crime Arrests	3.5%	-0.1%	2.8%
% Change in Fatal Traffic Accidents	3.3%	12.0%	-14.3%
% Change in DWI Arrests	-7.2%	0.5%	5.0%
% Change in Firearms Recovered	NA	NA	2.7%
% Change in Nuisance Abatement Cases investigated	NA	NA	4.2%
% Change in Victims Advocacy Volunteers trained/Hrs worked	NA	NA	1.7%/1.7%
% Change in Clients served (adult/juvenile) by Victims Advocacy Program	NA	NA	1.3%/7.3%
% Change in Patrol Availability Factor	3.49%	1.0%	2.43%
Patrol Availability Factor	40.57%	41.00%	42.00%

EXPLANATORY INFORMATION

¹ - Both the Strategic Nuisance Abatement Program and the Victims Advocacy Program operated for only 9 months in FY 94-95.

² Includes Murder, Rape, Robbery, Aggravated Assault

³ Includes Burglary, Theft, Vehicle, Theft

POLICE

ACTIVITY NO.
DIVISION
PROGRAM

17-10-51
OFFICE OF THE CHIEF
WEED AND SEED PROGRAM/DEA

PROGRAM DESCRIPTION

The Weed and Seed/DEA Program is a strategy designed to enhance and strengthen existing detection, apprehension and prosecution efforts in narcotics trafficking, weapons violations, and violent crimes through a multi-agency approach. This is accomplished in a covert manner.

<i>Program Dates 10/95-09/96</i>	<i>Current Authorized FTEs: 0</i>
<i>Current Authorization: \$250,000</i>	<i>Grant Number: 26-028019</i>
<i>City Council Priority: Public Safety</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal-Department of Justice	\$250,000	\$250,000	\$100,000

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$103,168	\$176,580	\$65,000
Contractual	80,000	40,000	24,000
Commodities	1,250	1,200	1,000
Other Expenditures	-0-	-0-	-0-
Capital Outlay	65,582	32,220	10,000
In-Kind Match			
Total	\$250,000	\$250,000	\$100,000

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of Personnel hours	2,981	3,279	1,500
Output:			
No. of Arrests	132	145	100
Efficiency:			
Amt. of narcotics seized			
crack cocaine	1279.4	1,407	850
heroin	160.8	176.8	75
Amt. of property seized	\$25,000	\$27,500	\$18,000
Amt. of cash seized	\$26,570	\$29,227	\$15,000
Amt. of weapons seized	48	52	25
Effectiveness:			
% increase in no. of arrests	NA	10%	NA (%31)

EXPLANATORY INFORMATION

¹ - the decrease in funding level will artificially reduce the effectiveness measure next year.

POLICE

ACTIVITY NO.
DIVISION
PROGRAM

17-10-33
INVESTIGATIONS DIVISION
TECHNICAL SUPPORT DETAIL

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.

<i>Program Dates 10/96-09/97</i>	<i>Current Authorized FTEs: 2.00</i>
<i>Current Authorization: \$111,920</i>	<i>Grant Number: 26-055283</i>
<i>City Council Priority: Public Safety</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State-Criminal Justice Division	\$101,266	\$81,013	\$60,760
City-General Fund Contribution	5,565	30,907	101,286

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$70,697	\$111,817	\$161,806
Contractual	16,393	-0-	240
Commodities	9,255	103	-0-
Other Expenditures	3,135	-0-	-0-
Capital Outlay	7,351	-0-	-0-
Total	\$106,831	\$111,920	\$162,046

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. Surveillance Technicians (sworn officers)	1	1	2
No. man-hours per Surveillance Technician	2,080	2,080	4,160
Output:			
No. of Video tapes received	950	550	550
No. of Video tapes copied	1,700	1,700	1,700
No. of Video tapes enhanced	500	150	200
No. of Video tapes cataloged	950	950	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 taped criminal activity leading to arrest	250	265	275

Note: Due to the collocation of the HIDTA Task Forces and anticipated joint investigations, the measures have changes.

POLICE

ACTIVITY NO.
DIVISION
PROGRAM

17-10-38
TECHNICAL SERVICES DIVISION
FAMILY ASSISTANCE CRISIS TEAM

PROGRAM DESCRIPTION

To involve community volunteers in providing prompt crisis intervention services to victims of domestic violence, to raise public awareness and educate the public about domestic violence, and to advocate for victims of domestic violence.

<i>Program Dates 10/96-9/97</i>	<i>Current Authorized FTEs: 2</i>
<i>Current Authorization: \$85,567</i>	<i>Grant Number: 26-055278</i>
<i>City Council Priority: Public Safety</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
State-Criminal Justice Division	\$40,974	\$34,027	\$17,851
City-General Fund Contribution	27,316	51,540	71,809

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$52,856	\$64,801	\$67,381
Contractual	8,841	13,504	14,974
Commodities	2,215	2,400	2,300
Other Expenditures	4,030	4,862	5,105
Capital Outlay	348	-0-	-0-
Total	\$68,290	\$85,567	\$89,760

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of staff positions	2	2	2
No. of man-hours per staff position (2,080)	4,160	4,160	4,160
No. of volunteers	125	135	115
No. of volunteer hours	6,045	5,900	6,000
Output:			
No. of crisis interventions	994	732	1,000
Efficiency:			
Avg. no. of clients assisted per month	83	62	83
Avg. no. of hours worked per volunteer per month	7	7	7
Value of volunteer hours at \$5 per hour	\$30,225	\$29,500	\$30,000
Effectiveness:			
% of new volunteers able to discuss knowledge attained during training	95%	95%	95%

EXPLANATORY INFORMATION

Estimated number of crisis interventions increased for 96-97 because the Victims Advocacy Section was established and case managers offer crisis intervention. Volunteers see 25-30 clients on a monthly basis.

POLICE

ACTIVITY NO.
DIVISION
PROGRAM

17-10-42
INVESTIGATIONS DIVISION
YOUTH FIREARMS VIOLENCE INITIATIVE

PROGRAM DESCRIPTION

The Youth Firearms Violence Initiative Grant is a one year grant funded by the Office of Community Policing Services (COPS), U.S. Department of Justice. This grant combines technology and innovative enforcement programs to reduce the number of firearms in the hands of young persons. Enforcement strategies are performed by officers in an overtime status.

<i>Program Dates: 10/95-9/96</i>	<i>Current Authorized FTEs: 0</i>
<i>Current Authorization: \$999,963</i>	<i>Grant Number: 26-028018</i>
<i>City Council Priority: Public Safety</i>	

FUNDING SOURCES AND AMOUNTS

Federal - Department of Justice, COPS Office

Actual 94-95	Authorized 95-96	Proposed 96-97
\$0	\$999,963	\$0

FINANCIAL

Personnel
 Contractual
 Commodities
 Other Expenditures
 Capital Outlay
 Total

Actual 94-95	Authorized 95-96	Proposed 96-97
\$0	\$679,950	\$0
0	204,494	0
0	12,410	0
0	0	0
0	103,109	0
\$0	\$999,963	\$0

PERFORMANCE MEASURES**Input:**

No. of officers per month
 No. of overtime hours per officer per month

50
 32

Output:

No. of firearms recovered
 No. of firearms recovered by grant officers

1,450
 250

Efficiency:

Avg. no. of firearms per officer

5

Effectiveness:

% of firearms recovered by grant officers

17%

EXPLANATORY INFORMATION

Note 1 - Officers rotate through the overtime assignments; therefore, the same 50 officers are not deployed each month.

POLICE

**ACTIVITY NO.
DIVISION
PROGRAM**

**17-10-34
INVESTIGATIONS DIVISION
GANG REHABILITATIVE, ASSESSMENT
AND SERVICES PROGRAM (GRAASP)**

PROGRAM DESCRIPTION

This program, funded by a \$200,000 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 a one year grant renewable for two additional years. Two civilian positions are included, and it funds 20% of the salary of the Youth Crime Unit Commander.

<i>Program Dates 4/95-8/96</i>	<i>Current Authorized FTEs: 2.00</i>
<i>Current Authorization: \$200,000</i>	<i>Grant Number: 26-028015</i>
<i>City Council Priority: Public Safety</i>	

FUNDING SOURCES AND AMOUNTS

Federal-Department of Justice, OJJDP

Actual 94-95	Authorized 95-96	Proposed 96-97
\$0	\$200,000	\$200,000

FINANCIAL

Personnel
Contractual
Commodities
Other Expenditures
Capital Outlay
Total

Actual 94-95	Authorized 95-96	Proposed 96-97
\$0	\$66,354	\$66,354
-0-	112,933	112,933
-0-	3,799	3,799
-0-	-0-	-0-
-0-	16,914	16,914
\$0	\$200,000	\$200,000

PERFORMANCE MEASURES

Output:

No. of community based agencies collaborating
No. of known or potential gang members screened

Actual 94-95	Estimated 95-96	Proposed 96-97
	11	11
	0	100

Efficiency:

No. of known or potential gang members placed in prog
No. of individuals completing program

	0	50
	0	50

Effectiveness:

% of individuals placed in the program
% of individuals completing the program

	0	50%
	0	100%

Note 1 - The original funding period (4/95 - 5/96) has been extended to 8/96. The request for refunding proposals has not yet been received; therefore, the proposed budget mirrors the current funding.

Note 2 - Because of the program changes directed by the program manager at 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.

POLICE

ACTIVITY NO.
DIVISION
PROGRAM

17-10-30
INVESTIGATIONS DIVISION
HIGH INTENSITY DRUG TRAFFICKING AREA
(HIDTA) - FINANCIAL

PROGRAM DESCRIPTION

The High Intensity Drug Trafficking Area Grant is designed to enhance the Police Department's narcotics enforcement efforts by allowing the unit to utilize task force concept to target narcotics organizations. A task force of 5 officers provide the capability to cross jurisdictional boundaries by employing law enforcement officers from the local, state and federal levels. This particular grant targets the financial aspect of the narcotics organizations by focusing on the money laundering and assets obtained with proceeds from the sales of narcotics.

Program Dates 01/96-12/96	Current Authorized FTEs: 7.00
Current Authorization: \$776,775	Grant Number: 26-028022
City Council Priority: Public Safety	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - Ofc. of National Drug Control Policy (ONDCP)	\$523,736	\$661,774	\$776,775

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$317,951	\$355,618	\$390,059
Contractual	175,785	270,131	364,916
Commodities	23,000	36,025	21,800
Other Expenditures	-0-	-0-	-0-
Capital Outlay	7,000	-0-	-0-
Total	\$523,736	\$661,774	\$776,775

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Output:			
No. of Targeted individuals identified	32	50	70
No. of Targeted organizations identified	4	1	5
# of Distribution networks identified	4	1	5
Quantity of narcotics seized - lbs.	2,262	500	-0-
Quantity of Assets/Holdings - \$ seized	\$73,266	\$100,000	\$150,000
# of assists	83	100	100
Efficiency:			
# of Targets identified by officer	6.4	10	14
Quantity of narcotics seized by officer (lbs)	452	100	0
Value of assets seized by officer	\$14,653	\$20,000	\$30,000
Effectiveness:			
% increase in organization covert operations	400%	(300)%	400%

Due to the collocation of the HIDTA Task Forces and anticipated joint investigations, the performance measures have changed from the current FY.

POLICE

ACTIVITY NO.
DIVISION
PROGRAM

17-10-31
INVESTIGATIONS DIVISION
HIGH INTENSITY DRUG TRAFFICKING AREA (HIDTA)

PROGRAM DESCRIPTION

The High Intensity Drug Trafficking Area Grant is designed to enhance the Police Department's narcotics enforcement efforts by allowing the unit to utilize task force concept to target narcotics organizations. A task force of 5 officers provide the capability to cross jurisdictional boundaries by employing law enforcement officers from the local, state and federal levels. This particular grant targets the financial aspect of the narcotics organizations by focusing on middle to upper level traffickers.

<i>Program Dates: 1/96-12/96</i>	<i>Current Authorized FTEs: 6.00</i>
<i>Current Authorization: \$612,278</i>	<i>Grant Number: 26-028023</i>
<i>City Council Priority: Public Safety</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - Ofc. of National Drug Control Policy (ONDCP)	\$750,000	\$629,778	\$612,278

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$308,019	\$368,386	\$349,897
Contractual	308,681	239,290	247,381
Commodities	38,700	22,102	15,000
Other Expenditures	-0-	-0-	-0-
Capital Outlay	94,600	-0-	-0-
Total	\$750,000	\$629,778	\$612,278

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Output:			
# of Dismantled Level I Narcotics Organizations	NA	7	5
# of Dismantled Level II Narcotics Organizations	NA	12	7
# of Felony Arrests	NA	38	40
# of Federal Prosecutions	NA	20	10
Quantity of Narcotics Seized (lbs)	NA	NA	65,000
Efficiency:			
# of Felony Arrests by officer	NA	7.6	6.2
# of Federal Prosecutions by officer	NA	4	1
Quantity of Narcotics Seized by officer (lbs)	NA		13,000
Effectiveness:			
% increase in High Level narcotics operations	NA	50%	(35)%

In addition to narcotics enforcement, this HIDTA unit will be working integrally with a DPS initiative involved in narcotics interdiction targeting Hotels/Motels, Railroad and Bus Stations, truck stops and Air Freight shippers in and around the San Antonio area.

POLICE

ACTIVITY NO.
DIVISION
PROGRAM

17-10-29
OFFICE OF THE CHIEF
POLICE HIRING SUPPLEMENT GRANT

PROGRAM DESCRIPTION

With funds from this grant, the Police Department hired 40 new police officers to replace veteran officers who are dedicated to enhancing the Department's community policing philosophy. Titled Project SAFFE (San Antonio Fear Free Environment), the initiative includes teams of six or seven experienced officers assigned to each of the six patrol substations in the city. These officers perform community policing operations as directed by general guidance from the Chief of Police and specific guidelines established by the individual substation commanders. Each officer has a specific geographic area to focus activities and to collaborate with the citizens to identify and resolve problems that perpetuate crime.

<i>Program Dates 12/93- 11/96</i>	<i>Current Authorized FTEs: 40</i>
<i>Current Authorization: \$3,798,225</i>	<i>Grant Number: 26-028010</i>
<i>City Council Priority: Public Safety</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - Department of Justice	\$1,120,537	\$2,185,288	\$0
City - General Fund cash contribution	99,265	1,612,937	425,000
Other - City contribution	823,725	-0-	-0-

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$1,122,123	\$2,621,977	\$354,350
Contractual	12,123	316,643	48,550
Commodities	14,865	228,750	22,100
Other Expenditures	-0-	-0-	-0-
Capital Outlay	70,691	630,855	-0-
In-Kind Match	823,725	-0-	-0-
Total	\$2,043,527	\$3,798,225	\$425,000

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Input:			
No. of officers	40	40	40
No. of man-hours per officer (2,080)	83,200	83,200	83,200
² No. of violent crimes reported	5,423	4,545	4,091
³ No. of property crimes reported	76,210	74,504	67,054
Output:			
No. of violent crimes cleared	2,388	1,962	1,841
No. of property crimes cleared	9,981	10,058	10,126
² No. of juvenile violent crime arrests	705	704	746
No. of fatal traffic accidents	125	140	120
No. of DWI arrests	3,998	4,000	4,200
No. of firearms recovered	1,859	1,798	1,650

POLICE

PERFORMANCE MEASURES CONTINUED

	Actual 94-95	Estimated 95-96	Proposed 96-97
No. of nuisance abatement cases investigated	34	65	75
No. of Victims Advocacy Volunteers trained/ Hrs. worked	125/6,045	115/5,561	117/5,660
Clients served (Adult/Juvenile) by Victims Advocacy Prog.	1,766/200	3,975/466	4,025/500
Efficiency:			
Avg. Violent Crime per 1,000 population	5.15	4.16	3.74
Avg. Property Crime per 1,000 population	72.38	68.2	61.38
Avg. Juvenile Violent Crime Arrests per 1,000 population	645	664	683
Effectiveness:			
Avg. Response time on all calls	15.29 min.	14.4 min.	14.0 min.
Avg. Response time on emergency calls	5.02 min.	4.75 min.	4.5 min.
% change in violent crimes reported	-18.8%	-16.19%	-10.0%
% violent crimes cleared	44.0%	43.1%	45%
% change in property crimes reported	-7.4%	-2.23%	-10.0%
% property crimes cleared	13.1%	13.5%	15%
³ % change in juvenile violent crime arrests	3.5%	-0.1%	2.8%
% change in fatal traffic accidents	3.3%	12.0%	-14.3%
% change in DWI arrests	-7.2%	0.5%	-5.0%
% change in firearms recovered	NA	NA	2.7%
% change in nuisance abatement cases investigated	NA	NA	4.2%
% change in victims advocacy volunteers trained/Hrs. worked	NA	NA	1.7%/1.7%
% change in clients served (Adult/Juvenile) by Victims Advocacy Program	NA	NA	1.3%/7.3%
% change in Patrol Availability Factor	3.49%	1.0%	2.43%
Patrol Availability Factor	40.57%	41.00%	42.00%

EXPLANATORY INFORMATION

¹ - Both the Strategic Nuisance Abatement Program and the Victims Advocacy Program operated for only 9 months in FY 94-95.

² Includes Murder, Rape, Robbery, Aggravated Assault

³ Includes Burglary, Theft, Vehicle, Theft

POLICE

ACTIVITY NO.
DIVISION
PROGRAM

17-10-25
INVESTIGATIONS DIVISION
SALVAGE & THEFT REDUCTION
INSPECTION PROGRAM

PROGRAM DESCRIPTION

The salvage and Theft Reduction Inspection Program (S.T.R.I.P.) Unit is comprised of one Sergeant who acts as the Project Director and Unit Supervisor, thirteen Detective-Investigators, two DPS Motor Vehicle Theft Services sergeants, one National Insurance Crime Bureau Agent, one Assistant District Attorney, and two Administrative Aides. This unit was established to perform pro-active programs such as conducting salvage inspections and surveillance of high-theft and high-recovery areas.

<i>Program Dates 09/96 - 08/97</i>	<i>Current Authorized FTEs: 17</i>
<i>Current Authorization: \$1,611,710</i>	<i>Grant Number: 26-031006</i>
<i>City Council Priority: Public Safety</i>	

FUNDING SOURCES AND AMOUNTS

	Actual 94-95	Authorized 95-96	Proposed 96-97
Federal - ATPA	\$1,400,000	\$1,120,000	\$1,120,000
Other - In-Kind match		309,385	320,000
City- General Fund Contribution		182,325	260,000

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$931,160	\$1,039,469	\$1,032,592
Contractual	409,702	213,987	285,769
Commodities	22,198	6,173	12,550
Other Expenditures	-0-	-0-	-0-
Capital Outlay	36,940	42,696	49,089
In-Kind Match	-0-	309,385	320,000
Total	\$1,400,000	\$1,611,710	\$1,700,000

PERFORMANCE MEASURES

	Actual 94-95	Estimated 95-96	Proposed 96-97
Output:			
No. of Cases & Investigations	1,336	1,545	1,545
No. of Auto Theft related assets	1,098	1,125	1,125
Value of recovered vehicles	\$4,018,100	\$3,183,170	\$3,183,170
No. of recovered vehicles	231	183	183
Efficiency:			
No. of Cases & Investigations per Officer	89.06	103	103
No. of Auto Theft related assets per officer	73.20	75	75
Value of recovered vehicles per officer	\$267,873	\$212,211	\$212,211
No. of recovered vehicles per officer	15.40	12.20	12.20
Effectiveness:			
% Reduction in Auto Theft rate from Prior Year	16.28%	14.72%	5%

POLICE

ACTIVITY NO.
DIVISION
PROGRAM

17-10-50
OFFICE OF THE CHIEF
WEED AND SEED PROGRAM 1996

PROGRAM DESCRIPTION

The Weed and Seed Program is a strategy designed to enhance and strengthen existing detection, apprehension and prosecution efforts in narcotics trafficking, weapons violations, and violent crimes through a multi-agency approach. Community mobilization and neighborhood restoration are accomplished through the collaborative efforts of the Police and other City Departments, neighborhood associations, community agencies and the grassroots organizations.

<i>Program Dates 10/95-09/96</i>	<i>Current Authorized FTEs: 1</i>
<i>Current Authorization: \$500,000</i>	<i>Grant Number: 26-028021</i>
<i>City Council Priority: Public Safety</i>	

FUNDING SOURCES AND AMOUNTS

Federal-Department of Justice

Actual 94-95	Authorized 95-96	Proposed 96-97
\$600,000	\$500,000	\$200,000

FINANCIAL

	Actual 94-95	Authorized 95-96	Proposed 96-97
Personnel	\$361,275	\$342,922	\$147,352
Contractual	209,796	99,726	22,900
Commodities	11,384	15,318	12,300
Other Expenditures	10,043	5,896	1,722
Capital Outlay	7,502	36,138	15,726
Total	\$600,000	\$500,000	\$200,000

PERFORMANCE MEASURES

Input:

No. of overtime hours

No. of PAL overtime hours

Output:

No. of Projects

No. of PAL Projects

No. of Demolition's

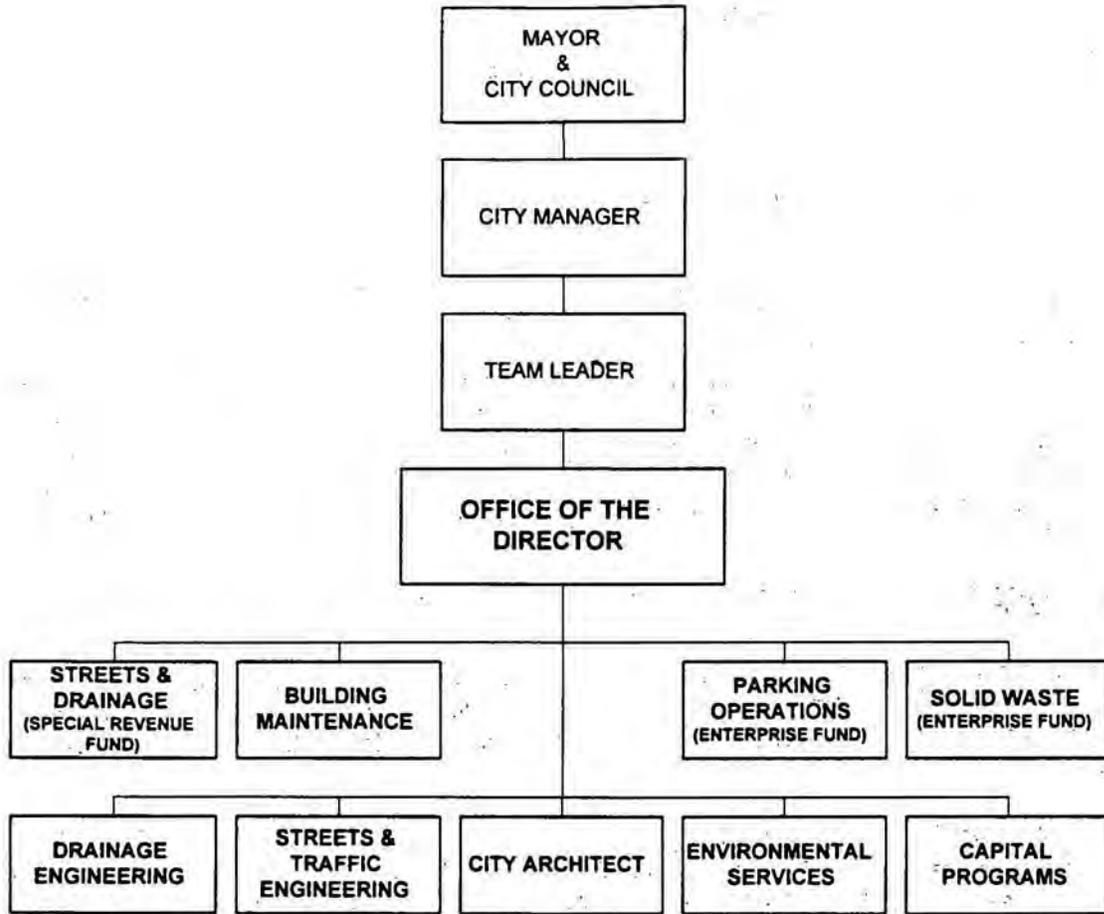
Efficiency:

Avg. No. of hours per project

Avg. No. of PAL hours per project

	Actual 94-95	Estimated 95-96	Proposed 96-97
No. of overtime hours	2,085	1,500	1,000
No. of PAL overtime hours	146	150	75
No. of Projects	175	50	35
No. of PAL Projects	21	5	5
No. of Demolition's	23	15	10
Avg. No. of hours per project	12	6	4
Avg. No. of PAL hours per project	7	4	4

PUBLIC WORKS DEPARTMENT



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	389.18	16,712,278
Enterprise Parking Facility Fund	128.30	7,068,946
Enterprise Solid Waste Fund	624.90	37,548,666
Community Dev. Block Grant (CDBG)	0.00	157,000
Capital Projects	0.00	70,968,000
Special Revenue Funds	464.00	30,143,638
Debt Service Funds	0.00	2,170,037
Total Funding	1,606.38	\$164,768,565

PUBLIC WORKS

FUND

GENERAL

PROGRAM INFORMATION

This 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; 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 & 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 the improvements to the Capital Projects Division and Architect's office begun last year by using organizational and automated systems improvements and working closely with Council and citizen groups
- ◆ To improve coordination and effectiveness of targeted neighborhood services provided by existing programs and by possibly modifying existing programs
- ◆ To implement innovative methods for traffic management to improve public safety and quality of life issues
- ◆ To implement improvements to the City's base maps and provide enhanced GIS related services
- ◆ To complete the implementation of the 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
- ◆ To implement improvements for City facilities, including deferred maintenance, ADA modifications, and cost-effective Indoor Air Quality improvements

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Signalized intersections maintained (inventory) ³	1,029	1,241	1,251
Traffic signal controllers maintained (inventory)	973	1,185	1,195
Office space cleaned sq ft (inventory) ²	620,000	981,820	981,820

PUBLIC WORKS

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output:			
Capital Improvement Projects under design	182	180	175
Capital Improvement Projects under construction	72	90	100
Capital Improvement Project parcels acquired	164	220	230
Subdivision Plats Reviewed	402	390	430
Plumbing work orders	1,510	1,540	1,590
Electrical work orders	780	750	810
ADA & indoor air quality related work orders	N/A	675	680
Building Maint. deferred maintenance projects	N/A	160	170
Traffic signs produced	16,880	16,270	16,880
Traffic studies conducted	912	1,330	1,400
Efficiency:			
Capital Improvement Project parcels acquired per ROW Agent	16.4	22.4	21.0
Work orders/week Bldg Maint	116	105	110
Traffic & other signs produced per man hour	2.04	1.97	2.04
Custodial Maintenance Cost (sq-ft per yr)	\$1.32	\$1.32	\$1.36
Effectiveness:			
Total Traffic Accidents Reported per 1,000 population	44.6	20.0	40.0
Base Map average accuracy - error ft.	110	110	30
Subdivision plat review average turnaround - days	N/A	57	50
Average time to complete plumbing work order - hours ¹	4.85	4.75	4.70
Average time to complete electrical work order - hours ¹	12.64	12.33	12.30
Citizen inquiries response time			
% 1-7 Days	10%	12%	15%
% 8-30 Days	75%	78%	80%
% 31+ Days	15%	10%	5%

EXPLANATORY INFORMATION

- ◆ ¹ Reported in units of hours rather than days as used in previous reports
- ◆ ² Inventory of office space is revised to include Police substations and other areas added to budget since FY 1994-95
- ◆ ³ Signalized intersection inventory increase in FY 1995-96 includes school flashers and EFWS devices

PUBLIC WORKS

REDUCTIONS BY KEY RESULT AREA

◆ **INFRASTRUCTURE** **\$638,645**

ENERGY COST REDUCTION PROGRAM

This program reduction initiates an aggressive energy cost reduction program. Utilizing new technologies available in the electric lighting and power conservation field, this program would significantly reduce facility energy costs in the Public Works, Police, Health, and Community Initiatives Departments. Proposed as a pilot program, much of the new technology would be utilized in conjunction with the current level of service. Once the program is fully implemented, it is anticipated that utility expenditures for the General Fund would decrease by approximately 30%. Since this program would be phased in over FY 97, the total conservation savings will not be completely realized until FY 98. As a result, savings will be realized through reduced energy costs and increased salary savings in the Department. The total savings projected in FY 97 would be \$550,000.

REDUCE BUILDING MAINTENANCE

This reduction proposes to eliminate one vacant Plumber Helper and one vacant Electrician Helper position in the Building Maintenance Division. These positions have been vacant over the last two years and should have no effect on the current level of service. If approved, the total savings would be \$40,557.

CAPITAL PROJECT MANAGEMENT

Salary savings are proposed by delaying the hiring of one vacant Engineer II position. This position was created in FY 95 to coordinate and provide engineering assistance on capital projects, including the Convention Center Expansion. The total savings generated from this reduction would be \$48,088.

◆ **ENVIRONMENTAL SERVICES** **\$100,000**

REDUCE DEMOLITION CONTRACTS

An increase in the demolition fee has been proposed in the Streets and Drainage Division of the Public Works Department to bring the City charges for demolition in line with the private sector cost. As a result of the proposed fee increase, the number of demolitions are expected to have a corresponding decrease. This projected decrease in demand for demolition contracts would generate a savings of \$100,000.

POLICY ISSUES BY KEY RESULT AREA

◆ **INFRASTRUCTURE** **\$155,031**

TRAFFIC MARKING FOR ANNEXED AREAS

This program funds the costs to install and maintain traffic markings within the area to be annexed as part of the annexation plan. The total cost for this mandated improvement is \$6,831.

PUBLIC WORKS

POLICY ISSUES BY KEY RESULT AREA

STREET STRIPING PROGRAM

In April 1997, EPA regulations will mandate alternative materials to be used for street striping. A new program of marking street center lines with thermal-plastic tape will require a truck and additional supplies. The level of service provided to the community will be enhanced as a result of the increased durability of the new plastic markings. The total cost of this mandated improvement is \$196,900. However, using funds accumulated in the Equipment Renewal and Replacement Fund, the FY 97 General Fund cost for this mandated improvement is \$47,100.

FIRE DEPARTMENT MASTER PLAN FACILITY MAINTENANCE

This program improvement is a continuation of Public Work's support for enhanced facility maintenance. This improvement will be staffed with one HVAC Tech II position and one Field Maintenance Worker I. The HVAC Tech II position will be partially funded at six months and the Field Maintenance Worker I at four months. The FY 97 cost of this program will be \$38,500. The FY 98 cost will total \$43,982.

NEIGHBORHOOD TRAFFIC MANAGEMENT

This program improvement continues and expands the traffic calming (speed hump) pilot program initiated in 1995-96 by proposing to install 20 more speed humps in FY 97. In addition to installing speed humps, this program would provide neighborhood communities with speed limit and reduced speed warning signs. To assist with the implementation of this neighborhood safety program, one Engineering Tech position partially funded at nine months is requested. The FY 97 cost for this improvement is \$20,000. Full year funding in FY 98 would total \$26,970.

BELKNAP OFFICE

This program improvement is to upgrade the telephone system at the Belknap Office adding voice mail and an automated attendant. This office receives approximately 220 calls per day which could be more efficiently managed improving response time to construction contractors, builders, and citizens requesting inspections. The total FY 97 cost for this improvement would be \$17,600.

PRESSURE WASHING THE CITY HALL BUILDING

This program improvement requests additional funding to pay for a contract to have the exterior of the City Hall Building pressure washed at a minimum of once a year. Professional pressure cleaning of this facility would protect and preserve this historic structure resulting in an overall lower maintenance cost. The total cost of this improvement is \$25,000.

◆ REORGANIZATION

In order to initiate an energy cost reduction program, the Public Works Department is proposing to consolidate targeted segments of the Police, Health and Community Initiative's Departmental budget for electricity and gas costs into the Building Maintenance Division's budget. The reorganization would allow the Public Works Department to implement new technologies, available in the electric lighting and power conservation field, aimed at reducing facility energy costs. The reorganization will not impact the current level of service nor will it require any additional funding from the General Fund.

PUBLIC WORKS

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$10,814,866	\$11,446,270	\$12,005,842
CONTRACTUAL SERVICES	2,288,614	2,469,804	2,888,094
COMMODITIES	1,283,458	1,343,902	1,367,342
OTHER	208,200	208,200	420,800
CAPITAL OUTLAY	518,301	385,078	30,200
TOTAL EXPENDITURES	\$15,113,439	\$15,853,254	\$16,712,278
AUTHORIZED POSITIONS	369	393	390
FULL-TIME EQUIVALENTS	367.10	392.18	389.18

PUBLIC WORKS - STREETS & DRAINAGE

FUND

SPECIAL REVENUE

PROGRAM DESCRIPTION

The Streets and Drainage Divisions are responsible for the overall planning and coordination of the performance of streets 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, and the phase-in of City street cleaning.

GOALS & OBJECTIVES

To perform the functions of planning & coordination, implementation, development, and management of the City's infrastructure system of streets and drainage to the highest safety and cost-effective standards possible.

- ◆ To continue the implementation of a pavement management system for computerized tracking of roadway condition, treatment history and budget allocations.
- ◆ To continue to explore possible revenue sources for improved preventive maintenance for San Antonio streets.
- ◆ To continue implementation of the City's permit for NPDES (stormwater) management and improve accounting methods for these activities.
- ◆ To improve coordination and effectiveness of targeted neighborhood services provided by existing programs and modifying existing programs.
- ◆ To fully implement the program for maintenance of the two flood diversion tunnels constructed by the Army Corps of Engineers.
- ◆ To improve efficiency, effectiveness and accountability of division activities by reorganizing and modifying existing programs.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Street total inventory - center lane (cl) miles	3,200	3,700	3,750
Acres of open rivers and channels ¹	2,738	3,900	3,920
Number of authorized positions	438	478	507
Requests for service - streets	43,420	43,000	44,000
Requests for service - drainage	22,560	23,000	24,000
Output:			
Tons of hot mix used for pothole patching	12,000	15,600	15,700
Number of potholes patched	89,000	101,250	114,000
Center lane miles of asphalt overlay applied by City crews	5	8	11
Center lane miles of sealcoat applied by City crews	110	95	125
Street base failure repairs by city crews - sq yds	322,000	325,000	330,000
Center lane miles of asphalt overlay by contractual maintenance	68	98	108
Funded in prior years	22	30	30
Funded in current year	46	68	78

PUBLIC WORKS - STREETS & DRAINAGE

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output continued:			
Buildings demolished by City crews	317	279	130
River & channel mowing - acres	10,952	12,612	13,000
Street parkway mowing - acres	3,900	4,200	4,400
Herbicide applications - acres	3,300	3,300	3,500
Street cut permits - each	9,400	12,000	12,500
Efficiency:			
River & channel mowing - cycles per year	4	4	4
Pothole patching - sq yds per crew ²	7,715	7,800	7,900
Street total inventory per employee	16.5	18.4	18.6
Acres of open rivers and channels per employee	27.0	39.0	39.2
River & channel mowing - acres/employee	421	485	500
Effectiveness:			
% Potholes Repaired Within 48 Hours	85%	91%	92%
Street repair response time			
% 1-7 Days	35%	46%	46%
% 8-30 Days	55%	44%	45%

EXPLANATORY INFORMATION

- ◆ ¹ Reinventory resulted in increase to open river and channel area in actual FY 1995-96.
- ◆ ² Measure changed from tons of hot mix/crew to sq yds at 4" depth at 1.5 tons per sq yd

REDUCTIONS BY KEY RESULT AREA

- ◆ **INFRASTRUCTURE** **\$341,042**

REDUCE ALLEY MAINTENANCE

This proposed reduction would reduce contractual alley maintenance in residential areas, placing the responsibility of maintenance on homeowners. A program to transfer ownership of these alleys to the homeowner is also under consideration. Alley garbage collection would be relocated to the street in order to implement this reduction without impact on the Solid Waste collection service. This reduction of \$125,000 would reduce current funding for contractual alley maintenance by 25%.

PUBLIC WORKS - STREETS & DRAINAGE

REDUCTIONS BY KEY RESULT AREA CONTINUED

REDUCE CRACK SEAL PROGRAM

This proposed reduction would reduce the number of Crack Seal Crews from two to one. When the Crack Seal Crews were implemented, the estimate for the increase in street life expectancy was approximately seven years. However, due to the area's climatic conditions, the increase in street life expectancy from these repairs has been reduced to only two years, adversely impacting the cost effectiveness of this program. Based on this information, one of the two crews can be eliminated for a total reduction of \$216,042.

POLICY ISSUES BY KEY RESULT AREA

♦ INFRASTRUCTURE

\$1,546,387

STREET MAINTENANCE TO ANNEXED AREAS

This mandate will fund street maintenance in areas to be annexed in accordance with the City's annexation plan. An additional Street Maintenance Supervisor funded for 6 months and an Equipment Operator funded for a full year are proposed. The recurring cost of this mandate is \$67,821, with one-time costs totaling \$21,245. Full year funding of this mandate in FY 98 would be \$82,574.

INTERNAL DRAINAGE MAINTENANCE TO ANNEXED AREAS

This mandate will fund drainage maintenance in areas to be annexed in accordance with the City's annexation plan. The cost of this mandate is \$10,430.

DRAINAGE FACILITIES - TUNNEL MAINTENANCE

The proposed funding of this improvement would enhance the current Flood Control System maintained by the Public Works Department. This system would be enhanced to comply with the NPDES Water Quality Act of 1987. This program would fund maintenance and operations for the following facilities: San Pedro Creek Tunnel, San Antonio River Tunnel, Olmos Dam, Espada Dam, 19th Street Dam, La Cantera Hazardous Material Traps, High Water Detection System, and the Floatable Debris Program. A Senior Electrician and an Industrial Equipment Mechanic are proposed to be funded for a full year in FY 97. Seven additional positions are funded for 6 months in FY 97, which include a Facilities Supervisor, an Electronic Technician, a Senior Electrician, an Industrial Equipment Mechanic, an Equipment Operator, and two Field Maintenance Worker II's. This improvement is considered part of the Stormwater activities, the cost of which is offset by the Stormwater Fee. First year recurring costs for this program total \$256,985, with one-time costs of \$60,348 for equipment. Full year funding of this proposed program would be \$351,144.

CONTRACTUAL STREET MAINTENANCE IMPROVEMENTS

This proposed program would augment current funding of contractual street maintenance. In accordance with the City Council's high priority ranking for street maintenance, this program would provide the 4th year of enhanced funding to increase the level of support for the street resurfacing program. Current funding allows the City to perform maintenance on City streets every 12 years. If adopted, the additional funding would decrease the maintenance cycle to under 11 years. The total cost for this improvement is \$700,000. This addition would increase funding for contractual street maintenance from \$6.3 to \$7.0 million.

PUBLIC WORKS - STREETS & DRAINAGE

POLICY ISSUES BY KEY RESULT AREA CONTINUED

DRAINAGE FACILITIES CLOSED CIRCUIT INSPECTION PROGRAM

This proposed improvement would implement a closed circuit inspection system to identify damage to the closed conduit portion of the Municipal Separate Storm Sewer System (MS4). This program would also aid identification of illicit connections to the system by tracking and investigating unidentified junctions into the sewer system. The equipment would provide accurate engineering designs for maintenance of future and existing stormwater facilities. The development of an up-to-date mapping resource of the drainage system would also be achieved with the proposed televising system. Personnel added to support this program, which are funded for 6 months in FY 97, are a Stormwater Supervisor, a Senior Equipment Operator, a Senior Audio Visual Technician, and a Field Maintenance Worker I. This improvement is considered part of the Stormwater activities, the cost of which is offset by the Stormwater Fee. First year costs for this program total \$84,758. One-time costs in FY 97 total \$194,800. Full year funding of this improvement in FY 98 would total \$159,604.

ENHANCEMENT OF THE STREET CUT MONITORING PROGRAM

This proposal would increase inspection frequency for the street cut monitoring program through additional personnel. The City inspects street cut projects performed by contractors for utilities to insure that repairs to the City's streets and drainage facilities are in accordance with City standards. This improvement increases personnel for inspection and follow up investigation for this program mitigating further repairs by City crews. The new positions, which are funded for 9 months in FY 97, are an Engineer I, two Construction Inspector I's and a Senior Permit Clerk. First year cost due to the increase in personnel is \$66,296, while the one-time cost totals \$83,704. Full year costs for this program in FY 98 would be \$100,144.

◆ ENVIRONMENTAL ISSUES

\$1,088,180

STREET CLEANING PROGRAM - PHASE II

This is the second phase of the street cleaning program. The entire program is designed to be implemented in three phases. Phase I required cleaning of the City's downtown area and arterials, which was funded in FY 96. Phase II adds collectors to the program, which is proposed this fiscal year. Phase III increases requirements to include residential streets, which would be implemented through the next three fiscal years. The City will continue downtown and arterial street cleaning. The initiation of Phase II would expand street cleaning to collectors by June 1, 1997. Positions and equipment associated with cleaning of arterials would be funded for six months. All costs associated with this program would be reimbursed by the Stormwater fee. A Street Cleaning Supervisor, six Equipment Operator II's, four Equipment Operator I's, and two Field Maintenance Worker I's would be funded in FY 97 at a total cost of \$255,420. The one-time cost associated with this phase is \$832,760. Full year funding of Phase II would be \$383,734.

PUBLIC WORKS - STREETS & DRAINAGE

SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$9,270,315	\$10,535,525	\$11,699,081
CONTRACTUAL SERVICES	3,812,103	4,260,671	3,580,949
COMMODITIES	5,026,239	5,239,340	5,470,666
OTHER	604,460	604,460	556,250
CAPITAL OUTLAY	992,164	2,580,289	1,819,947
TRANSFERS	2,702,012	7,604,291	7,016,745
TOTAL EXPENDITURES	\$22,407,293	\$30,824,576	\$30,143,638

AUTHORIZED POSITIONS	438	478	509
FULL-TIME EQUIVALENTS	386.40	426.40	464.00

PUBLIC WORKS - PARKING

FUND

ENTERPRISE

PROGRAM INFORMATION

This division manages all City-owned parking facilities in the downtown area. These include the Marina, HemisFair, Riverbend, Mid-City and Central Library garages, as well as several surface lots. It also installs and maintains all parking meters and enforces downtown parking regulations and manages retail and office space in the garages. This division also manages several state and federal government owned parking lots through lease contracts. New parking garages are also being planned to serve increased parking demand.

GOALS & OBJECTIVES

To perform the functions of planning & coordination, implementation, development, and management of the City's infrastructure system of public parking to the highest safety and cost effective standards possible.

- ◆ Implement the five year action plan for future parking facilities and improve cost-effective service to downtown parking customers
- ◆ To coordinate parking division services with the HemisFair expansion project to minimize disruptions for parking customers as well as lease space customers
- ◆ To implement the startup of new facilities, including the Basila, Commerce and Dolorosa lots, in close cooperation with local citizen groups, developers and parking customers to maximize the cost-effective utilization of these investments
- ◆ To continue to use the latest technology to reduce costs and improve services in the areas of parking meter and parking lot management

PERFORMANCE MEASURES

	Actual FY 1994-95	Estimated FY 1995-96	Proposed FY 1996-97
Input/Demand on Services:			
Spaces at surface lots	4,156	4,493	4,853
Spaces in parking garages ¹	3,115	3,530	3,059
Office & Retail space (inventory)(sq ft) ²	45,001	42,001 ²	42,001
Output:			
Vehicles Parked; garages & lots	1,876,700	2,179,599	2,685,572
Parking Tickets issued	89,493	86,255	93,100
Vehicles booted	1,200	1,300	1,350
Office space leased (sq ft)	40,051	38,641	42,001
Office space revenue	\$499,450	\$464,420	\$505,130
Efficiency:			
Garage & lot revenue/space ³	\$690	\$694	\$770
Garage & lot expense/space	\$492	\$470	\$508
Parking meter revenue/space	\$399	\$390	\$390
Parking meter expense/space	\$79	\$80	\$80
Garage & lot net income/space ³	\$198	\$224	\$262
Parking Meter net income/space	\$320	\$310	\$310

PUBLIC WORKS - PARKING

PERFORMANCE MEASURES CONTINUED

	Actual FY 1994-95	Estimated FY-1995-96	Proposed FY 1996-97
Effectiveness:			
Office & Retail occupancy rate	89%	92%	100%
Availability of Downtown Parking ⁴			
10:00 a.m.	N/A	N/A	57%
12:00 noon			29%
2:00 p.m.			55%

EXPLANATORY INFORMATION

- ◆ ¹ Includes partial demolition of HemisFair Parking Garage
- ◆ ² Operations section relocated from HemisFair to Center Street
- ◆ ³ Revenue and Expenses included for La Margarita Lot proposed acquisition (Lot still under negotiations)
- ◆ ⁴ Includes Availability for Riverbend, Mid-City and Marina Garages only

REDUCTIONS BY KEY RESULT AREA

- ◆ **ECONOMIC DEVELOPMENT** **\$117,438**

ALAMEDA LOT

This proposed reduction would eliminate one full-time and one part-time vacant Parking Attendant position at the Alameda Lot. This lot is currently being operated by a private contractor, therefore this reduction will have no impact to the current level of service. This reduction will result in \$31,236 in savings.

BASILA LOT

This proposed reduction would eliminate one full-time filled Parking Attendant position and one part-time filled Parking Attendant position. The services provided by the positions would be achieved by a pay/honor box having minimal impact to service. The total savings from eliminating these two positions is \$35,743.

HEMISFAIR GARAGE ENERGY SAVINGS

This reduction proposes that the electrical consumption and the related facilities maintenance costs of the garage would decrease by approximately 30%, due to the demolition of 471 parking spaces at the HemisFair Garage. If approved, this reduction can be achieved without any loss of service. A savings of \$50,459 is projected in FY 97.

PUBLIC WORKS - PARKING

POLICY ISSUES BY KEY RESULT AREA

♦ ECONOMIC DEVELOPMENT

\$154,525

CATTLEMAN'S SQUARE

This proposed program improvement would provide the necessary personnel and associated equipment for the operations of the Cattleman's Square Parking Lot located between Commerce and Buena Vista streets west of I-35. The Cattleman's Square Lot will be staffed with one full-time Parking Supervisor, two full-time Parking Attendants and two part-time Parking Attendants. All positions are funded for a full year, except one full-time Parking Attendant, which is partially funded at three months. Revenues are projected to exceed expenses by the second year of operation. The total cost of this productivity improvement is \$71,154. The recurring cost for FY 98 will be \$84,815.

U.T.S.A. ACCESSIBILITY PARKING

The U.T.S.A. Downtown Campus is set to commence operations in August, 1997. In order to provide the necessary parking needed by U.T.S.A. students, this proposed program improvement requests additional personnel and equipment for the operation of the parking lots south of Durango underneath I-35 and at the Frank Wing Municipal Building. Both lots are scheduled to begin operations by July, 97. The I-35/U.T.S.A. lots would be staffed with two full-time and four part-time Parking Attendants. Since the Downtown campus is not scheduled to begin operations until August, these positions will be partially funded at three months. The Frank Wing Municipal Building parking lot will be staffed with two part-time Parking Attendants also partially funded for three months. The total cost for this cost effective improvement in FY 97 is \$83,371. The full year cost to provide this service in FY 98 will be \$90,556.

♦ SUPPORT SERVICES

\$108,567

MAINTENANCE OF EXISTING FACILITIES

This program improvement proposes to add the necessary personnel and equipment to provide maintenance of existing facilities and any others obtained in FY 1996-97. Three surface parking lots were added to the Parking Division's inventory in FY 95-96 with no increase in maintenance personnel. The program will be staffed with a Field Maintenance Crew Leader, Field Maintenance Worker I, and a Building Maintenance Mechanic. The total cost for this improvement is \$93,231.

PUBLIC WORKS - PARKING

POLICY ISSUES BY KEY RESULT AREA CONTINUED

FISCAL OPERATIONS

This program improvement will fund the addition of one Account Clerk II position. Three surface parking lots were added to the inventory last year with no increase in fiscal operations. Consequently, the number of spaces per Account Clerks have increased from 1,212 in FY 95 to 1,332 in FY 96, a 9.9% increase. This position will replace many of the fiscal duties currently being performed by temporary employees, resulting in a corresponding reduction of \$10,000 for temporary services. As a result, the total cost for this improvement is \$15,336.

♦ **OTHER POLICY ISSUES**

\$59,175

ONE TIME TECHNOLOGICAL IMPROVEMENTS

In FY 95-96, 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 \$30,075 are included in this year's Proposed Budget for these one-time technological improvements. During FY 97, 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.

ONE-TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program completed last year. The total cost for this Department is \$29,100.

ENTERPRISE FUND EXPENSES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$2,610,587	\$2,837,883	\$3,143,445
CONTRACTUAL SERVICES	833,063	976,067	890,629
COMMODITIES	274,484	174,840	205,427
OTHER	146,819	152,020	145,420
CAPITAL OUTLAY	203,297	151,710	160,475
TRANSFERS	2,136,889	2,538,877	2,523,550
TOTAL EXPENDITURES	\$6,205,139	\$6,831,397	\$7,068,946
AUTHORIZED POSITIONS	118	132	145
FULL-TIME EQUIVALENTS	104.76	118.30	128.30

PUBLIC WORKS - SOLID WASTE

FUND

ENTERPRISE

PROGRAM INFORMATION

The Solid Waste Division is responsible for the weekly collection of refuse generated by approximately 266,000 homes and some businesses within the City. Implementation of the city wide curbside recycling program was completed in August 1995. Also, the solid waste division is responsible for the removal and disposal of brush and other bulky refuse as well as dead animals. 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 with private landfill sites. Other duties which the division performs on an as needed basis include clean-up of special events, emergencies and accidents.

GOALS & OBJECTIVES

To perform the functions of planning & coordination, implementation, development, and management of the City's infrastructure system of solid waste collection and environmental programs to the highest safety and cost-effective standards possible.

- ◆ To continue the implementation of the 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.
- ◆ To continue to find ways to reduce costs and hold down rate increases while retaining the high level of service that 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 retain the frequency of brush collection at three times per year.
- ◆ To improve the City-wide curbside recycling program through increased participation and reduced operating costs.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
Customers (average paying per quarter)			
Served by City crews	245,300	246,900	249,520
Customers (average paying per quarter)			
Served through Outside Contracts	12,300	18,800	18,990
Total Customers (average paying per quarter)	257,600	265,700	268,510
Waste Collection Crews (Routes)	104	99	99
Recycling Collections Crews (Routes)	24	40	40
Brush Collection Crews	18	18	18
Number of authorized positions	640	643	637
Output:			
Waste Collection Curbside - In-House - Landfilled (tons)	314,529	307,000	310,000
Waste Collection Curbside - Contracted - Landfilled (tons)	13,874	17,000	17,200
Mixed Brush/Trash Collected Curbside - Landfilled (tons)	40,738	48,900	51,000
Total Waste Landfilled (tons)	369,142	372,900	378,200

PUBLIC WORKS - SOLID WASTE

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Output continued:			
Recycling Collection Curbside - In-House - Recycled (tons)	16,593	24,100	26,500
Recycling Collection Curbside - Contracted - Recycled (tons)	1,004	1,500	1,515
Brush Curbside Collections - Recycled (tons)	8,312	8,000	8,150
Tires Curbside Collections - Recycled (tons)	410	400	420
Metals Curbside Collections - Recycled (tons)	675	300	320
Household Hazardous Waste Collections - Recycled (tons)	84	150	160
Bitters Brush Site Only - Residential Brush Recycled (tons)	28,613	20,000	21,000
Total Waste Recycled (tons)	55,692	54,450	58,065
Total Waste Landfilled and Recycled (tons)	424,833	427,350	436,265
Number of Service Calls	41,436	40,000	50,000
Number of Missed Service Calls	10,817	10,450	12,000
Number of Informational Inquires	76,281	90,000	100,000
Efficiency:			
Waste Tonnage Collected per Crew per Week	58.2	59.6	60.2
Recycling Tonnage Collected per Crew per Week	13.3	11.6	12.7
Tons of Waste Collected per Household per Year	1.649	1.608	1.625
Tons of Waste Recycled per Household per Year	0.216	0.205	0.218
Brush Tonnage Collected per Crew per Week	53.6	61.5	64.0
Brush Zones Completed (12 total in City)	30	36	36
Effectiveness:			
Recycling collection (% participation in-house)	32.50%	35.00%	36.00%
Percentage of City in Recycling Program	25.00%	100.00%	100.00%
Percentage of Waste Diverted from Landfills	13.11%	12.74%	13.31%

REDUCTIONS BY KEY RESULT AREA

♦ ENVIRONMENTAL ISSUES **\$104,772**

ELIMINATE VACANT LANDFILL POSITIONS

This program change proposes the reduction of two full-time and four part-time Senior Equipment Operators in the Solid Waste Landfills section. These positions have been vacant since the landfills were closed. Existing staff is currently taking on the additional workload, and would continue to do so with the elimination of these positions. Savings from this elimination total \$104,772.

PUBLIC WORKS - SOLID WASTE

POLICY ISSUES BY KEY RESULT AREA

- ◆ ENVIRONMENTAL ISSUES\$350,000

IMPROVEMENTS TO CLOSED LANDFILLS

This program improvement would fund maintenance and improvements of closed landfills as required by TNRCC. Erosion of cover material at all closed City owned landfill sites will require 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 97.

- ◆ OTHER POLICY ISSUES\$178,600

ONE-TIME TECHNOLOGICAL IMPROVEMENT

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 \$10,000 are included in this year's Proposed Budget for these one-time technological improvements. During FY 97, 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.

ONE-TIME BONUS

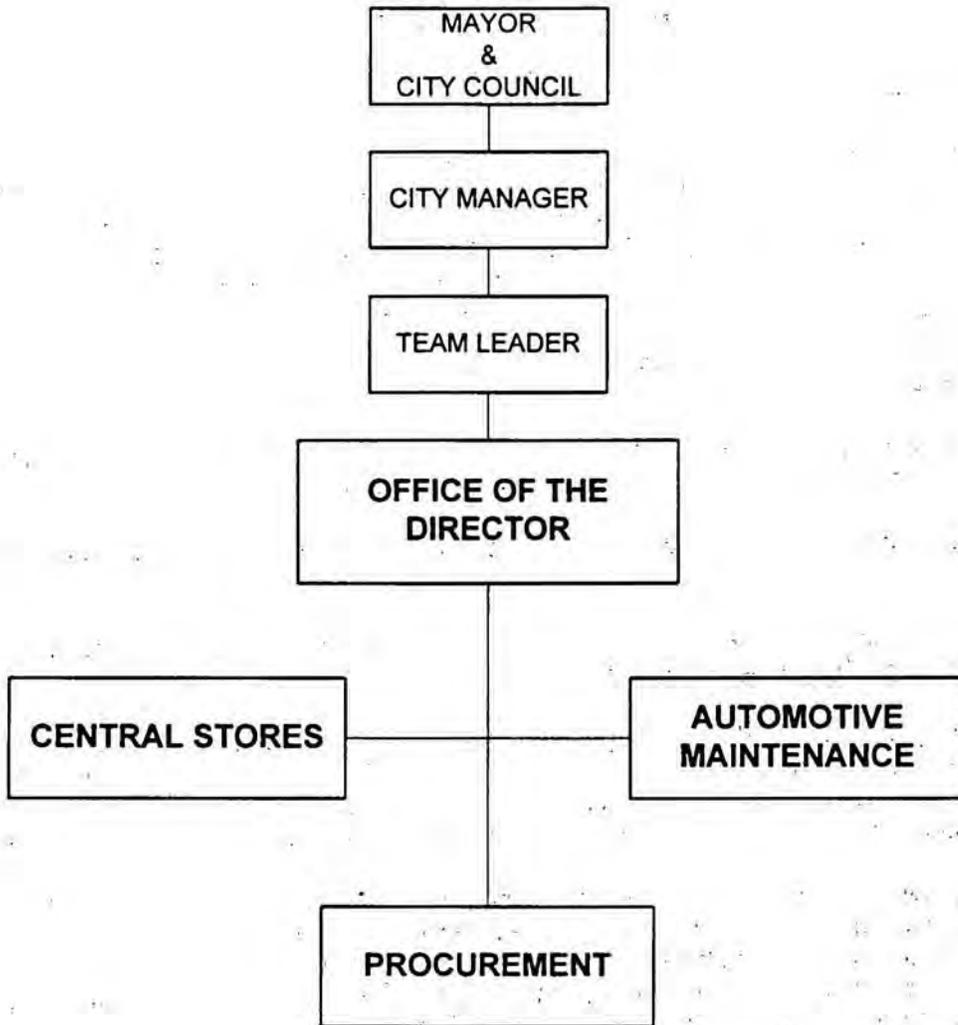
Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program completed last year. The total cost for this department is \$168,600.

ENTERPRISE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$15,989,156	\$17,066,147	\$18,282,380
CONTRACTUAL SERVICES	11,632,858	13,990,660	12,804,321
COMMODITIES	2,178,565	2,000,720	2,931,868
OTHER	6,236,173	545,890	555,120
CAPITAL OUTLAY	5,815,630	124,890	511,980
TRANSFERS	2,310,505	2,317,654	2,462,997
TOTAL EXPENDITURES	\$44,162,887	\$36,045,961	\$37,548,666

AUTHORIZED POSITIONS	640	643	637
FULL-TIME EQUIVALENTS	624.40	628.90	624.90

PURCHASING AND GENERAL SERVICES



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
Internal Service Fund	224.00	19,309,609
Equipment Replacement & Renewal Fund	0	12,566,011
Total Funding	224.00	\$31,875,620

PURCHASING & GENERAL SERVICES

FUND

INTERNAL

PROGRAM INFORMATION

This department has four divisions within the Internal Services Fund: Administration, 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. Departmental responsibilities include the centralized procurement of services, supplies and equipment for all City activities; printing and reproduction; 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 & 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.

To support City departments by providing printing and mail services and office supplies in an efficient and prompt manner.

To provide acquisition, maintenance, and repair of the City's vehicle and heavy equipment fleet in the most environmentally beneficial and cost effective manner.

- ◆ Decrease processing time for all bids through increased utilization of automated systems for bid-processing.
- ◆ Increase opportunities for participation of Small, Minority, and Women owned businesses and to achieve departmental goals for awarding contracts to underutilized businesses.
- ◆ Improve and expand the automated supply request and billing system and achieve 100% participation from all City departments.
- ◆ Expedite and improve mail processing by implementing the new mail reclassification system and expand services to provide high quality reproduction services at the lowest possible cost.
- ◆ Convert an additional 44 vehicles to alternative fuel and achieve 94% conversion of eligible fleet.
- ◆ Using a modified air quality inspection and maintenance program, compare results of exhaust emission test for vehicles consuming reformulated gasoline to those operating on regular unleaded gasoline.
- ◆ Increase automated systems capabilities to provide better control of inventory, vehicle fleet management, and mechanic- hour accountability.
- ◆ Activate a new departmental billing system with emphasis on increased accountability by users and the automotive operations division.

PURCHASING & GENERAL SERVICES

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
No. of authorized buyers	9	9	9
No. of requisitions received	7,054	7,600	7,800
No. of M/WBE's on bid list	3,144	3,290	3,400
No. of authorized mechanics	117	116	105
No. of heavy equipment in fleet	531	587	615
No. of on-road vehicles in fleet	2,318	2,488	2,560
No. of authorized print/mail personnel	7	9	9
Output:			
No. of informal bids processed	5,653	5,834	6,100
No. of formal and annual bids processed	561	600	620
Total dollars awarded	\$56,128,510	\$60,000,000	\$61,000,000
No. of vehicle maintenance orders	17,473	16,072	17,952
No. of vehicle repair orders ¹	71,470	104,188	105,664
No. of vehicles issued	755	744	729
No. of print jobs processed	3,686	6,000	6,100
Pieces of mail processed	N/A	1,802,000	1,850,000
Efficiency:			
Avg. no of informal bids per buyer	625	600	677
Avg. no. of formal and annual bids per buyer	62	75	80
Avg. cost / car, light truck oil change	\$13.48	\$13.71	\$14.42
Avg. cost per page/print jobs	\$.020	\$.025	\$.025
Effectiveness:			
Avg. time to process Informal bids	18 days	14 days	14 days
Avg. time to process formal and annual bids	85 days	60 days	58 days
% of formal dollars awarded to AABE's	23%	4%	3%
% of informal dollars awarded to AABE's	2%	8%	8%
% of formal dollars awarded to MBE's	18%	18%	20%
% of informal dollars awarded to MBE's	17%	20%	22%
% of formal dollars awarded to WBE's	13%	12%	12%
% of informal dollars awarded to WBE's	15%	16%	16%
Avg. time per repair order	1.43 hrs.	1.39 hrs.	1.31 hrs.
% of eligible fleet converted to alternative fuels	56%	81%	94%
Turn around time/printing	5.0 hrs.	4.0 hrs.	3.75 hrs.

EXPLANATORY INFORMATION

- ◆ ¹ The large difference in the number of vehicle repair orders is due to increased accountability of labor time for all direct labor positions.

PURCHASING & GENERAL SERVICES

REDUCTIONS BY KEY RESULT AREA

- ◆ SUPPORT SERVICES\$414,220

AUTOMOTIVE MAINTENANCE

The Automotive Maintenance section has implemented an automated fleet inventory system which will track the maintenance and replacement cost of all City vehicles from the starting service date to re-sale, salvage, or disposition. A re-structuring of the work management system produced higher levels of proficiency and cost-effectiveness. The final phase involved a consultant study which aided in computerization of several tasks relating to automotive maintenance and replacement. Subsequently, eighteen authorized positions will be eliminated as a result of improved vehicle warranties, increased productivity, and refined accountability of procurement and maintenance functions. Total annual savings will be \$414,220.

POLICY ISSUES BY KEY RESULT AREA

- ◆ OTHER POLICY ISSUES\$60,600

ONE -TIME BONUS

Included within the Proposed Budget are various components which provide compensation and other adjustments for civilian employees. As a way to reward employees during a difficult financial time, funding for a one-time pay adjustment of \$300 accompanied by a one-time bonus day of leave is proposed. Additional funding is included to continue on a limited basis the classification and compensation program completed last year. The total cost for this department is \$60,600.

INTERNAL SERVICE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$6,962,440	\$6,550,878	\$6,654,744
CONTRACTUAL SERVICES	956,176	1,014,633	1,179,761
COMMODITIES	177,568	245,450	175,997
OTHER	106,593	136,050	116,170
CAPITAL OUTLAY	264,394	970,490	172,714
INVENTORIES	10,285,082	9,288,350	10,225,310
TRANSFERS	5,620,480	6,066,870	784,913
TOTAL EXPENDITURES	\$24,372,733	\$24,272,721	\$19,309,609
AUTHORIZED POSITIONS	241	242	224
FULL-TIME EQUIVALENTS	241.00	242.00	224.00

PURCHASING & GENERAL SERVICES*FUND**EQUIPMENT REPLACEMENT & RENEWAL***PROGRAM INFORMATION**

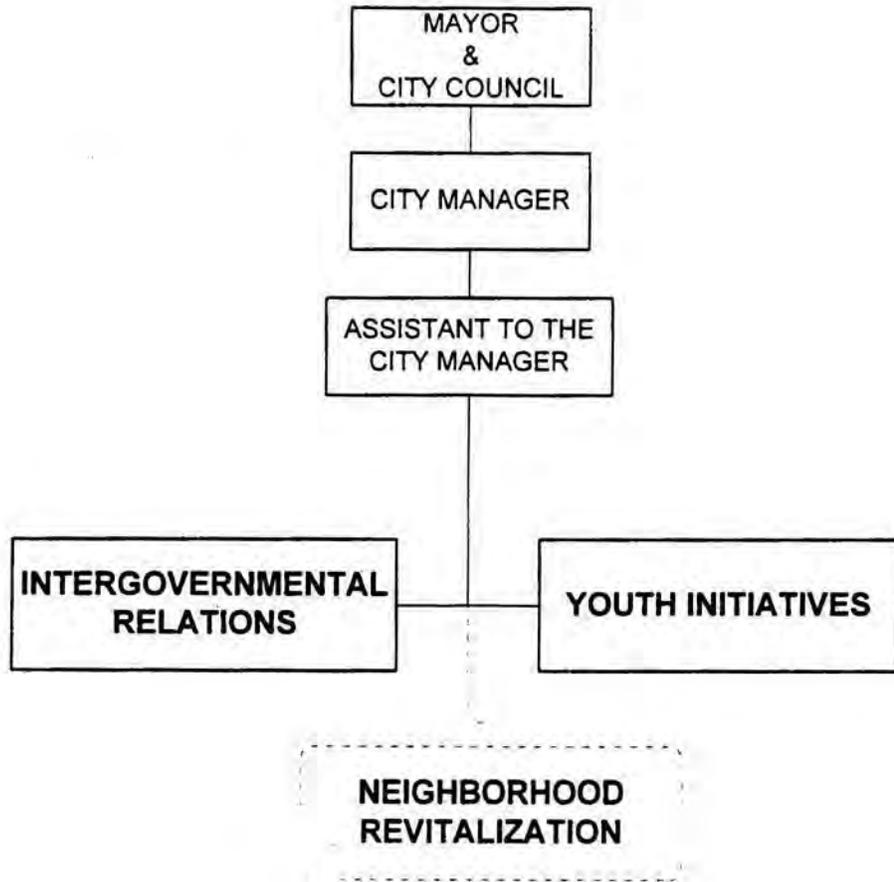
This fund records all expenditures and revenues associated with the replacement of the City's rolling fleet and heavy equipment. Revenues are generated from lease payments and sale of vehicles.

INTERNAL SERVICE FUND EXPENDITURES BY CHARACTER

	ACTUAL	ESTIMATED	PROPOSED
	1994-95	1995-96	1996-97
PERSONAL SERVICES	\$0	\$0	\$0
CONTRACTUAL SERVICES	63,628	119,600	110,000
COMMODITIES	0	0	0
OTHER	0	0	0
CAPITAL OUTLAY	8,942,105	9,626,450	12,456,011
TRANSFERS	0	1,149,870	0
TOTAL EXPENDITURES	\$9,005,733	\$10,895,920	\$12,566,011



SPECIAL PROJECTS OFFICE



APPROPRIATIONS BY FUND	FTE	PROPOSED 96-97
General Fund	7.00	728,505
Community Development Block Grant (CDBG)	0	30,000
Total Funding	7.00	\$758,505

SPECIAL PROJECTS OFFICE

FUND

GENERAL

PROGRAM INFORMATION

The Special Projects Office has three functions which are Intergovernmental Relations, Neighborhood Revitalization, and Youth Initiatives. 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. Neighborhood Revitalization develops housing initiatives and coordinates the Housing and Neighborhood Action Team (HNAT). Youth Initiatives provides staff support to the San Antonio Youth and Greater San Antonio Crime Prevention Commissions, oversees the Grants Coordinating Team, Youth Policy Committee, the Comprehensive Graffiti Abatement Program, Youth Recognition Program, Mentor Program and the multi-departmental Youth Initiatives Team. The Youth Initiatives section has some oversight over City-operated youth programs and the responsibility for developing recommendations on youth policies for the City Manager and Mayor and City Council.

GOALS & OBJECTIVES

- ◆ To identify and analyze legislation which would positively or negatively impact the City.
- ◆ To communicate to members of the local congressional and state delegations an in-depth analysis of the proposed legislation and its local impact;
- ◆ To actively seek avenues of pending legislation which would promote the best interests of the City;
- ◆ To thoroughly analyze all current formal and informal interlocal agreements in an effort to determine their full fiscal impact and accountability; and
- ◆ To assess potential interlocal agreements with other local, state and federal agencies.
- ◆ To ensure that the youth of San Antonio are provided the best possible services and opportunities for development and growth through a comprehensive and coordinated youth services delivery system focused on promoting positive lifestyles, and aimed at reducing juvenile crime, youth victimization, gang involvement and youth alienation.

PERFORMANCE MEASURES

	Actual FY 94-95	Estimated ¹ FY 95-96	Proposed FY 96-97
Input/Demand on Services:			
State legislative bills filed	4,957	0	5,000
State initiatives adopted in legislative program by City Council	34	20	20
Federal initiatives adopted in legislative program by City Council	5	24	25
Requests for legislation (State and Federal)	647	95	650
Detrimental State legislation monitored	34	0	40
Interlocal agreements administered/managed	17	17	17
Interlocal agreements renewed	5	12	2
Bond projects approved by City Council	7	6	6
Housing projects reviewed and assisted	4	9	8
Current property tax valuation on tax roll (Projects Initiated)	N/A	\$142,000	\$108,400
Acres recycled for affordable housing	N/A	15	15.8
HNAT meetings	24	24	24
Special Projects	6	7	7
No. of grant applications submitted	20	5	10

SPECIAL PROJECTS OFFICE

PERFORMANCE MEASURES CONTINUED

	Actual FY 94-95	Estimated ¹ FY 95-96	Proposed FY 96-97
Input/Demand on Services Continued:			
No. of corridors identified for graffiti clean up	1	2	8
Youth Commission applications mailed out	100	139	150
Employees recruited for the mentorship program	40	80	115
No. of television programs scheduled	24	22	24
Output:			
State legislative bills monitored (municipal-related)	665	20	690
State legislation/amendments drafted	11	5	8
State initiatives passed	27	0	32
Priority state legislation	104	36	115
No. of detrimental State legislation defeated	29	0	35
Federal initiatives monitored	15	34	42
Interim studies/committees monitored	10	6	18
No. of occasions testimony was provided	45	10	55
Interlocal agreements researched/evaluated	13	12	3
Interlocal agreements approved	8	12	2
Housing Policy Initiatives adopted by City Council	2	1	2
Additional property tax valuation from projects initiated	N/A	\$3,120,000	\$3,750,000
Additional affordable housing units placed on tax roll	N/A	60	75
No. of grant applications funded	18	5	9
No. of corridors cleaned	1	2	8
No. of public presentations on youth programs/activities	75	85	100
Youth Commission applications returned	85	120	150
No. of youth participants in Mentor Program	38	70	100
Efficiency:			
Avg. monthly revenue received from interlocal agreements	\$278,288	\$272,363	\$263,785
Ratio of legislative bills coordinated per staff	1:113	1:14	1:105
Units per acre recycled for affordable housing	N/A	4:1	5:1
Dollar value of youth grants to City	\$2 million	\$1 million	\$1 million
Avg. number of attendees at youth presentations	N/A	6	3
No. of youth appointed to the Youth Commission	16	22	22
No. of new mentors recruited	N/A	42	40
Avg. number of youth television programs taped monthly	2	2	2
Effectiveness:			
% of State legislative initiatives passed ²	79.4%	0	80%
% of detrimental State legislation defeated ³	85.2%	0	88%
% of expiring agreements renewed	100%	100%	100%
% increase in property tax valuation	N/A	2097%	3359%
% of grant applications funded	90%	100%	90%
% reduction in corridor re-cleaning	N/A	N/A	50%
% of applicants successfully recruited for Youth Commission	85%	90%	100%
% change in juvenile crimes (arrests) ⁴	(29%)	(35%)	(35%)
% change in juvenile victimization ⁴	N/A	(18%)	(20%)

SPECIAL PROJECTS OFFICE

EXPLANATORY INFORMATION

¹Reflects minimal State activity since no Legislative Session.

²Includes initiatives adopted during FY 1995-96.

³Detrimental legislation is defined as legislation that would not be in the best interest for the City.

⁴Part I offenses as calculated by the San Antonio Police Department.

REDUCTIONS BY KEY RESULT AREA

◆ **SUPPORT SERVICES** **\$10,000**

FEDERAL INITIATIVES PROGRAM OFFICIAL TRAVEL

This reduction proposes to lower the official travel related to the Federal Initiatives Program. Consultant support will be retained to represent the City's interest in Washington.

◆ **YOUTH** **\$12,220**

PART-TIME ADMINISTRATIVE ASSISTANT II

This program reduction proposes to eliminate a vacant part-time Administrative Assistant II position responsible for expanding the City's employee Mentorship Program through recruitment, recognition events and incentive development. Volunteers for the mentorship program have doubled from one year ago and are anticipated to increase next year. A recurring savings to the department for this position totals \$12,220.

◆ **REORGANIZATION**

A restructuring of three special purpose office functions will be consolidated under one Office of Special Projects. The Intergovernmental Relations Office, Office of Youth Initiatives, and Neighborhood Initiatives staff will be combined into one office. These offices will continue to provide expertise in monitoring of state and federal legislation, development of the City Legislative Programs, City-County contract administration and coordination with all youth programs operated by the City. In addition development of new policies for affordable housing as well as coordination and implementing new program initiatives.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$293,241	\$344,283	\$332,580
CONTRACTUAL SERVICES	580,279	332,845	376,305
COMMODITIES	9,494	9,820	18,520
OTHER	1,130	1,130	1,100
CAPITAL OUTLAY	12,490	5,059	0
TOTAL EXPENDITURES	\$896,634	\$693,137	\$728,505
AUTHORIZED POSITIONS	7	9	7
FULL-TIME EQUIVALENTS	7.00	8.50	7.00

**Other
Appropriations**



NON-DEPARTMENTAL/NON-OPERATING

	<u>ACTUAL</u> <u>1994-95</u>	<u>RE-EST.</u> <u>1995-96</u>	<u>PROPOSED</u> <u>1996-97</u>
Accrued Annual and Sick Leave	116,549	108,528	112,538
Street Lighting Energy Charges	7,945,698	8,212,880	8,472,190
Traffic Signal Light Charges	785,853	795,200	808,200
Professional Fees	55,874	101,190	222,590
Bexar County Detention Contract	0	499,100	500,000
NCAA Hosting	0	100,000	100,000
Outside Auditor Contract	180,463	203,650	203,650
Alarm and Security Services	325,759	348,000	355,000
Sales Tax Collection Fees	1,951,644	2,056,000	2,133,500
S.A. City Employee Star Program	46,977	20,000	30,000
Reserve for Fringe Benefits Adjustments	219,690	230,690	450,310
Police Assessment Center	81,634	71,100	91,100
Fire Assessment Center	0	7,420	9,900
Adjustments, Claims and Settlements	14,074	75,000	0
Reserve for Salary Adj./ Bilingual Pay	0	0	2,069,678
Representative in Austin	88,000	0	0
Lease of Office Space	483,173	511,710	522,580
Council Discretionary Accounts	203,971	0	0
Association Dues	442,964	306,430	382,510
Downtown Improvement District	75,034	75,040	75,040
Economic Development Bank CDC		75,000	0
Economic Development Initiatives	16,461	30,000	30,000
SAHA Lighting	7,132	7,100	7,200
Palo Alto Pool Maintenance	68,600	68,600	68,600
Bexar Appraisal District	1,542,101	1,558,300	1,560,000
TOTAL	14,651,651	15,460,938	18,204,586

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 1996-97

◆ **Accrued Annual & Sick Leave** **\$112,540**

This amount represents the General Fund portion of FY 1996-97 estimated liability for payment of accrued annual and sick leave.

◆ **Street Lights Energy** **\$8,472,190**
 ◆ **Traffic Signal Lights Energy** **\$808,200**

These budgets provide for the energy costs of the traffic signals and the energy costs and equipment amortization of street lighting.

◆ **Professional Fees** **\$222,590**

This budget includes \$50,000 for a competitively bid, consolidated landscape maintenance services contract to provide lawn care to Health Department facilities, all branch libraries, the Police Academy and the Police Headquarters. The City's Parks & Recreation Department will bid on this contractual effort in addition to the private sector. This budget also 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 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. The City pays \$50 a day per prisoner for up to three days.

◆ **NCAA Hosting Obligation** **\$100,000**

In anticipation of 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.

◆ **Tax Collection Expense** **\$2,133,500**

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 97. 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** **\$101,000**

Vacancies in the positions of Police Captain, Police Lieutenant and Fire District Chief are anticipated to occur in FY 1996-97. 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.

◆ **Reserve for Salary Adjustments** **\$2,069,678**

This reserve provides for the estimated General Fund share of the civilian employee compensation package for FY 97. This package includes a one-time \$300 bonus for each civilian employee, completion of the bilingual pay program, and implementation of reclassification/regrade actions arising from completed job classification studies.

◆ **Lease of Office Space** **\$522,580**

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** **\$382,510**

This amount provides for the annual membership dues to the Alamo Area Council of Governments (\$56,160), Texas Municipal League (\$33,020), National League of Cities (\$17,090), Austin-San Antonio Corridor Council (\$50,000), the U.S. Conference of Mayors (\$13,060), Public Technology, Inc. (\$27,500), and Association of South Texas Communities (\$25,000) 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.

◆ **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**

\$1,560,000

This budget is the estimated City share of the Bexar Appraisal District annual budget for FY 1996-97. 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 1996-97**

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

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

	<u>Actual</u>	<u>Estimated</u>	<u>Proposed*</u>
	<u>FY 1994-95</u>	<u>FY 1995-96</u>	<u>FY 1996-97</u>
YOUTH SERVICES			
Delinquency Prevention:			
Big Brothers & Sisters	20,674	21,295	21,082
Centro del Barrio - Child & Adolescent	88,588	101,519	100,504
Healy Murphy Center - Youth Training Project	334,634	406,498	402,433
Presa Community Service Center	46,951	44,313	43,870
YWCA Teen Volunteers	44,292	45,621	45,165
Good Samaritan	57,589	51,500	50,985
City Year	0	70,000	0
Shelter:			
Boys Town of San Antonio	76,008	78,288	77,505
Roy Maas Youth Alternatives, Inc.	112,542	99,901	98,902
Teen Pregnancy:			
Ella Austin Community Center	120,228	174,231	172,488
Child Abuse Prevention	72,896	47,380	46,906
Youth Services Total	974,402	1,140,546	1,059,840
OTHER SERVICES			
Partnership for Hope	0	100,000	0
Funding Information Center-MAP	16,357	15,263	14,805
	16,357	115,263	14,805
ECONOMIC DEVELOPMENT			
Job Training:			
Project QUEST	526,638	500,000	485,000
Other:			
Avenida Guadalupe-Community Improvements	160,512	112,350	108,980
Avenida Guadalupe-Plaza	35,218	37,090	35,977
Neighborhood Housing-Eastside	238,073	194,938	189,090
Economic Development Total	960,441	844,378	819,047
RECREATION			
Boy's Club	51,603	53,150	52,619
San Antonio Zoo	668,022	694,898	674,050
YMCA-Alamo	25,958	30,242	29,940
YWCA-Las Palmas	28,976	31,831	31,513
	774,559	810,121	788,122
GRAND TOTAL	\$3,958,535	\$4,191,140	\$3,923,250

* The total allocation for the delegate agencies is \$3,923,250, which provides for the continuation of existing agencies. The funding decrease is based on City Council rankings for FY 96: Youth - 1%; Elderly & Disabled - 2%; and Other Rankings - 3%.

CONTRIBUTIONS TO DELEGATE AGENCIES HIGHLIGHTS

The budget provides an array of programs with emphasis on services for children, youth, the elderly, emergency assistance, and special target groups. For FY 97 funding for City Year, Mexican-American Unity Council - Palacio del Sol, Community Clinic, and Partnership for Hope is proposed to be eliminated. Funding decreased in all of the listed agencies based on City Council rankings for FY 96 as follows: Youth - 1%; Elderly and Disabled - 2%; and Other rankings - 3% for a total of \$76,664.

◆ SOCIAL SERVICES

Children's Services

Special Needs: Children

- ◆ *Center for Health Care: Early Childhood Intervention.* \$179,163

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 that has a probability of resulting in developmental delay. This program assists in transitioning training of children in their natural environment for entrance into the public school system. (Youth)

- ◆ *Mexican-American Unity Council: Child & Family Mental Health* \$220,715

This program is designed as a comprehensive bilingual/bicultural mental health center that provides numerous services to children and their families. The services provided include psychological counseling, psychiatric consultation, clinical assessment, medical screenings/follow-ups, and social services. (Youth)

- ◆ *Mexican-American Unity Council: Family Therapeutic Center* \$143,370

This program is designed as a comprehensive bilingual/bicultural early childhood diagnostic center for children, ages 3 to 5 years, and their families to specifically address child abuse/neglect, developmental delays, and family problems. The program provides psychological, psychiatric, and social services to the children and their families. (Youth)

- ◆ *Parent Education Early Intervention Program (P.E.E.I.P)* \$44,662

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 group parent meetings, information regarding community services and assistance in transitioning their children into the public school system. (Youth)

- ◆ *Any Baby Can of San Antonio* \$41,752

This program is designed to provide direct assistance to families with infants or children ages birth to 12 years who are either medically fragile, chronically ill, developmentally delayed, or disabled for the purpose of stabilizing the home environment in times of crisis. The program provides case management to ensure that clients' needs are met directly or by referral to appropriate agencies in securing early intervention assistance. (Youth)

DELEGATE AGENCIES HIGHLIGHTS
(continued)

Special Needs: Children (cont'd)

- ◆ *Senior Community Services - Foster Grandparents* \$29,578

The Foster Grandparents Project at the Children's Shelter provides individual attention and care for children in a family crisis and alleviates problems associated with the aging population, such as loss of identity and inadequate income. The program provides low-income men and women, ages 60 or older, with an opportunity for meaningful services to children 17 years of age and under who have exceptional needs, and are often deprived of normal relationships with adults. Foster Grandparents receive small stipends which enable them to service without cost to themselves and to fill a useful role in society. The City-supported program provides all of the Foster Grandparents for the Children's Shelter of San Antonio. (Youth)

Special Needs: Children-Parenting Programs

- ◆ *Avance Parent-Child* \$213,674

Avance Parent-Child is a bilingual comprehensive community-based programs designed to enhance parenting skills among primarily low-income individuals in becoming effective parents in order to help their children reach their optimum potential by helping them grow to be competent, healthy, responsible individuals. The agency instructs the parents in the basic social and emotional needs of young children and explains how these needs can be met by the family in a manner which enhances the growth and development of the children. Services are provided at Mirasol, Southside, and Lincoln Heights Courts. (Youth)

Elderly Services

Elderly Services: Nutritional

- ◆ *Ella Austin Meals on Wheels* \$80,110

The program provides a home delivered meal to the homebound elderly and disabled residents of San Antonio and Bexar County. The funding supplements the operating costs of the Community Action Meals-on-Wheels Program. (Elderly & Disabled)

Elderly Services: Medical/Supportive Services

- ◆ *Centro del Barrio - Activity Center for the Frail and Elderly* \$49,894

This program provides a protective elderly day care environment in which elderly persons who are physically or mentally frail or incapacitated engage in structured, supervised socialization, recreation and educational activities that promote social and physical functioning and emotional well-being. (Elderly & Disabled)

- ◆ *Senior Community Services - RSVP* \$48,962

This program recruits and places retired persons, 55+ years, in meaningful 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. This direct service is beneficial and useful to both senior citizens and the organizations served. (Elderly & Disabled)

DELEGATE AGENCIES HIGHLIGHTS
(continued)

Elderly Services: Medical/Supportive Services (cont'd)

- ◆ *OASIS Project* \$15,444

This City matched program is administered by Santa Rosa Hospital to support the Older Adult Service and Information System (OASIS). OASIS offers lecture programs on many topics including health, music, art, drama, exercise, nutrition, financial management, estate planning, consumer affairs, history and more. OASIS membership is free to anyone 55+ years of age. (Elderly & Disabled)

- ◆ **EMERGENCY SERVICES**

Emergency Assistance: Housing

- ◆ *Family Violence Prevention Services, Inc. (formerly Women & Children Resc.)* \$52,517

This program provides temporary shelter and case management services to women and children who have been victims of physical, emotional, or sexual abuse. (Other)

Emergency Assistance: Utilities

All of the programs in this category operate emergency assistance programs to provide utilities, housing, medical and food assistance to persons in crisis. A minimum of 75% of the funds allocated in these contracts are utilized for direct assistance payments for clients. Services are provided by the following agencies: (Other)

- ◆ *Catholic Charities* \$40,351
- ◆ *Guadalupe Community Center* \$17,616
- ◆ *Helping Hands Lifeline* \$29,181

Emergency Assistance: Head of Household Intervention

- ◆ *Avance Basic Literacy* \$10,198

This program provides services that enable graduates of a parenting program to improve their educational levels and employability. Coursework includes English as a Second Language, GED preparation, basic literacy and college-level courses, all of which are taught by staff of various community agencies. Limited child care and transportation services are available. (Other)

- ◆ *Respite Care of San Antonio, Inc.* \$24,250

The first and only crisis emergency shelter to be established for disabled and homeless children in San Antonio and Bexar County. Respite House will provide eleven beds and five cribs for specialized shelter care of disabled, homeless children who cannot be sheltered at other area shelters of the city. Parenting training will also be provided to their parents on the unique needs of these children. (Other)

DELEGATE AGENCIES HIGHLIGHTS
(continued)

◆ **YOUTH SERVICES**

Youth: Delinquency Prevention

- ◆ *Big Brothers & Sisters* \$21,082

This program is designed to foster emotional stability and growth in children and youth, ages 7 to 17, who come primarily from single-parent homes. This is accomplished by matching an adult with each child to provide companionship and friendship through a positive adult role model that the child may not otherwise have in his or her life. (Youth)

- ◆ *Centro del Barrio - Child & Adolescent* \$100,504

This program provides clinical evaluations and therapeutic services to children and adolescents, ages 3 to 17, and their families, who are experiencing emotional and mental health problems. A team of professional mental health staff works to alleviate the emotional problems of the child and adolescent clients. (Youth)

- ◆ *Healy Murphy Center - Youth Training Project* \$402,433

This program is designed for high school students who have dropped-out or are no longer acceptable in the public school system. 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. (Youth)

- ◆ *Presa Community Service Center* \$43,870

This program provides supervised, recreational and counseling activities for community youth, ages 6 to 16, for the purpose of preventing delinquency and substance abuse. Activity areas are age specific and focus on building a positive self-image as well as enhancing social, educational, physical, and mental development. The program also seeks to promote self-worth and high standards of citizenship. Youth are from low and moderate-income families who live immediately south of the downtown area. (Youth)

- ◆ *YWCA Teen Volunteers* \$45,165

This program seeks to enhance the employment possibilities of teens, ages 13 to 17, by providing pre-employment training and placement. 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. (Youth)

- ◆ *Good Samaritan* \$50,985

This program provides gang members and other opposing youth groups opportunities to explore alternatives to violence. Experienced staff provide counseling, crisis intervention, tutoring and job placement for youth. Individuals are assigned caseworkers to facilitate communication with juveniles and their families to appropriate law enforcement agencies, welfare offices, and schools. (Youth)

DELEGATE AGENCIES HIGHLIGHTS
(continued)

Youth: Shelter

- ◆ *Father Flanagan's Boys Town of San Antonio* \$ 77,505

This program provides emergency shelter and long-term residential services to abused, neglected, dependent, homeless, and emotionally disturbed youth, ages 10 to 17. The City's Youth Services Division and San Antonio Police Department refer clients to this program. (Youth)

- ◆ *Roy Maas Youth Alternatives, Inc.* \$98,902

This program provides counseling and temporary shelter for juveniles, ages 10 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. (Youth)

Youth: Teen Pregnancy

- ◆ *Ella Austin Community Center* \$172,488

This program enhances the positive growth of youth, ages 6 - 21 years, by promoting positive self-esteem and strengthening family relationships. It also educates and trains adolescents who are pregnant, and/or already have a small child, to become effective parents; to reduce the possibility of child neglect or abuse; to improve their decision-making skills; to decrease further pregnancy; and to help adolescent parents attain their educational/vocational goals. (Youth)

- ◆ *Child Abuse Prevention* \$46,906

This is a peer support program that assists young, first-time mothers and their infants through personal intervention, support groups, and networking of community resources. Its primary objectives are to provide parent education and supportive services, prevent child abuse and neglect, and improve education and career goal orientation. (Youth)

- ◆ **OTHER SERVICES**

- ◆ *Funding Information Center - MAP* \$14,805

This program provides training workshops to assist non-profit organizations to increase their effectiveness by enhancing their management skills, refining their programs, and increasing the efficiency of their operations. These workshops utilize volunteers with expertise in their respective fields that come from corporate, foundation and governmental organizations. This program provides services to agencies funded by the General Fund. to their parents on the unique needs of these children. (Other)

- ◆ **ECONOMIC DEVELOPMENT**

The economic development area includes one job training program and three community development programs as follows:

DELEGATE AGENCIES HIGHLIGHTS
(continued)

Job Training: Project Quest

- ◆ *Project QUEST* \$485,000

Project QUEST is a job training program that provides economically eligible applicants with skills required for long-term employment and higher incomes. Supportive services are provided to participants while they are in training. The project will develop job placement agreements with local businesses and agencies prior to training participants for those jobs. (Other)

- ◆ *Avenida Guadalupe - Community Improvements* \$108,980
- ◆ *Avenida Guadalupe - Plaza* \$35,977

This 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. (Other)

- ◆ *Neighborhood Housing - Eastside* \$189,090

The East Side 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). (Other)

- ◆ **RECREATIONAL SERVICES**

The programs in this category represent the maintenance of the City's capital investment in the Zoo and City-owned facilities operated by delegate agencies.

- ◆ *Boy's and Girl's Club* \$52,619

This budget supports recreational programs conducted by the Boy's and Girl's Club 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. (Youth)

- ◆ *San Antonio Zoological Society* \$674,051

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 1.0 million visitors per year, the zoo is the City's sixth most popular tourist attraction. (Other)

DELEGATE AGENCIES HIGHLIGHTS
(continued)

◆ *YMCA - Alamo Branch* \$29,940

This agency operates recreational programs out of a City-owned facility on the Eastside. Funds provide facility operating expense assistance. (Youth)

◆ *YWCA - Las Palmas* \$31,513

This YWCA provides recreational programs from a City-owned facility in the Las Palmas community. Funds provide facility operating costs. (Youth)

◆ ***Total Funding*** **\$3,923,250**

SPECIAL PROJECTS HIGHLIGHTS - FY 1996-97

◆ **One-Time Technological Improvements** **\$1,300,000**

The Proposed Budget includes \$1.3 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.

◆ **Public Safety Radio System** **\$4,000,000**

The Proposed Budget provides \$4 million for an initial payment for a replacement Public Safety Radio System. The new system is needed to rectify serious communications problems identified in the current radio system. The total projected cost for the new radio system is \$35 million. The initial \$4 million amount will permit implementation of Phase 2 of the Radio System project. Specifically, Phase 2 will involve finalization of the list of user equipment and affected using agencies, development of system specifications, issuance of a Request for Proposal, and modification of the City's Federal Communications Commission (FCC) licenses. Full acquisition of the new system will begin in FY 1997-98.

FY 97 PROPOSED SPECIAL PROJECTS

DESCRIPTION	AMOUNT
One-Time Technological Improvements	\$1,300,000
Public Safety Radio System	4,000,000
TOTAL	\$5,300,000

TRANSFERS

	<u>ACTUAL</u> <u>1994-95</u>	<u>RE-EST.</u> <u>1995-96</u>	<u>PROPOSED</u> <u>1996-97</u>
Police and Fire Pension Fund	130,811	164,000	522,444
Actuarial Report/GASB5	14,100	14,000	14,000
Local Law Enforcement Block Grant Match	0	0	133,720
Criminal Justice Grant Projects	255,268	280,000	398,237
Retired Employees Health Insurance Program	1,825,680	1,825,680	1,825,680
Nutrition Project	1,089,650	1,539,650	1,573,650
Diez y Seis Celebration	25,000	25,000	25,000
D.O.D. Procurement Outreach Project	79,622	85,000	0
Child Care Support	1,200,000	1,200,000	1,200,000
Streets and Drainage Fund	25,820,000	28,902,860	29,452,109
EMS Fund	17,918,630	19,625,948	20,722,228
Parking Facilities Fund	282,431	279,220	292,335
Supportive Services for the Elderly	92,300	92,300	92,300
Carver Community Cultural Center	113,220	82,400	0
Arson Information Reward Program	500	500	500
CASA San Antonio	206,936	336,870	226,620
Weed and Seed Program	42,879	55,000	0
SAFFE Federal Grant Match	0	1,612,930	424,999
COPS AHEAD Federal Grant Match	0	1,487,700	1,487,700
Auto Theft Prevention Grant Match	0	79,000	260,005
EI Protector Federal Grant Match	10,656	25,000	0
Capital Improvements Reserve Fund	1,300,000	1,300,000	5,120,553
Martin Luther King, Jr. Celebration	10,000	15,000	15,000
Transfer to Alternative Fuels Project Grant Match	36,290	0	0
Transfer to Liability Fund	1,000,000	0	0
Grant Match for Greater Kelly Development Corp.	43,019	70,470	338,424
Transfer to SALDC	0	82,700	82,500
Transfer to SABD	75,000	0	0
Pavement Management System	5,000	0	0
Contr. to Debt Service (Tower of Americas Repairs)	71,060	101,433	104,108
Transfer to Water Conservation Program	13,553	0	0
Transfer to Recreation Study	0	43,900	0
Transfer to Roving Leader Program	12,500	0	0
Transfer to El Mercado Restroom Capital Project	32,000	0	0
Transfer to Supp Service Vehicle	20,917	0	0
Family Violence Education Project	11,660	0	0
Transfer to Liability Fund (One-Time)	0	629,970	0
Selective Traffic Enforcement Projects	111,208	0	0
Transfer to Downtown Strategic Plan	0	55,500	0
TOTAL	51,849,890	60,012,031	64,312,112

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 1996-97

◆ Firemen and Policemen Pension Fund	\$522,444
◆ Actuarial Report/GASB5	\$ 14,000

The \$522,444 includes 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 amount also includes a one-time payment required by state law of \$358,444 to transfer the retirement benefits of 28 police officers from the Texas Municipal Retirement System into the Fire and Police Pension Fund. 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	\$133,720
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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	\$398,237
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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	\$1,825,680
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This transfer to the Employee Benefits Fund is required to fund the costs of providing medical benefits to civilian retirees.

◆ Nutrition Project	\$1,573,650
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The federally funded Nutrition Project provides meals, counseling, and recreational activities to the elderly at various locations within the City and County.

◆ Diez y Seis Celebration	\$25,000
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This appropriation provides support to the Diez y Seis de Septiembre holiday celebrations throughout the community.

◆ Child Care Support	\$1,200,000
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This amount includes a continuation into FY 97 of the current year's \$1,200,000 contribution to the Child-Care Management System (CCMS) which is matched by the State on a two-for-one basis. The City's contribution amount and State match combined, subsidize approximately 800 child care placements in support of working parents. Also included in this amount is \$100,000 for match by the private sector on a three-to-one basis.

◆ Streets/Drainage Maintenance-Improvement Fund	\$29,452,109
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This transfer provides the estimated General Fund subsidy required to support the Streets and Drainage Maintenance and Improvements Fund. The Proposed figure includes an additional allocation of \$700,000 for Contractual Street Maintenance, \$1,088,180 for the Street Cleaning Program (Phase II), and \$279,560, for a Stormwater Televising Crew.

◆ Emergency Medical Services Fund	\$20,722,228
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The budget for this account represents the City subsidy required to support operations of the Emergency Medical Services System.

◆ **Parking Facilities Fund**

\$292,335

These funds provide the General Fund subsidy required to support operations of the parking meter enforcement activity which is budgeted in the Parking Fund.

◆ **Supportive Services for the Elderly**

\$92,300

The Supportive Services for the Elderly Program, housed at the West and East Side Multi-Service Centers, provides transportation and escort services to those elderly citizens needing medical attention or other benefits. The budget provides the local match for the federal grant.

◆ **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; 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 Match**

\$2,172,704

These funds represent the General Fund contribution for the San Antonio Fear Free Environment (SAFFE) grant (\$424,999); the Auto Theft Prevention Program (\$260,005); and the COPS AHEAD Program (\$1,487,700).

◆ **Capital Improvements Reserve Fund**

\$5,120,553

Included in this transfer is \$4,000,000 for a match for the federally-funded transportation projects grant program administered by the Metropolitan Planning Organization. Also included in the transfer to the Capital Improvements Reserve Fund is \$1,100,000 to finance one-time capital projects, deferred maintenance and City Council discretionary funds. 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**

\$338,420

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. This amount represents the General Fund cash match for FY 97.

◆ **San Antonio Local Development Corporation**

\$82,500

This transfer supports the operations of the San Antonio Local Development Corporation, a City-operated agency which loans capital to small businesses. The amount includes \$15,000 for a 50% match for a Small Business Administration microloan program.

◆ **Contribution to Debt Service (Tower of the Americas Repairs)**

\$104,110

This transfer represents the annual payment to retire debt incurred by a Certificate of Obligation issued to fund repairs to the Tower of the Americas. Revenues from operation of the facility, which are accounted for in the General Fund, are intended to offset the debt payment.

**HOTEL/MOTEL OCCUPANCY TAX FUND
PROPOSED CONTRIBUTIONS TO OTHER AGENCIES
BUDGET FY 1996-97**

	ACTUAL 1994-95	ESTIMATED 1995-96	PEER COMMITTEE RECOMMENDATION	PROPOSED 1996-97
QUALITY OF LIFE				
ARTS AND CULTURAL PROGRAMS				
Alamo City Men's Chorale	4,000	4,000	4,100	4,018
Alamo Public Telecommunications	32,299	26,000	0	0
Alamo YMCA	0	7,095	5,000	4,900
Arts San Antonio	119,806	124,806	94,087	92,205
Bexar County Detention - Arts Program	8,000	8,000	10,000	9,800
Centro Cultural Aztlan	79,961	80,000	80,000	78,400
Centro Cultural Aztlan Agent for Hispanic Art Consor	0	0	0	0
Contemporary Arts for San Antonio	24,000	29,000	26,000	25,480
Esperanza, Peace & Justice Center ¹	58,680	51,472	70,466	69,231
Guadalupe Cultural Arts Center	513,273	509,773	525,197	514,693
Ile Bahia de San Antonio	0	2,500	5,000	4,900
Individual Artist Program	18,850	18,700	18,700	18,326
Jewish Community Center	9,212	5,510	12,300	12,054
Jump-Start Performance Company ¹	40,750	41,000	50,530	49,575
National Association of Latino Arts & Culture	0	1,500	0	0
San Antonio Choral Society	3,970	3,970	4,400	4,312
San Antonio Dance Umbrella ¹	10,095	21,607	25,514	25,036
San Antonio Keyboard Competition	3,000	0	0	0
San Antonio Museum of Art ¹	350,780	359,000	370,000	362,700
San Antonio Museum Association	5,835	0	0	0
San Antonio Municipal Band	5,000	5,000	0	0
San Antonio Public Library Foundation	8,125	5,000	0	0
San Jose Mission Project	10,095	0	0	0
Southwest Craft Center ¹	21,276	28,500	43,157	42,425
Stonemetal Press	5,000	7,000	0	0
Symphony Society	500,000	508,000	500,000	490,000
Symphony Society Contractual	0	40,000	40,000	40,000
Texas Bach Choir	5,000	2,000	0	0
The Urban - 15 Group ¹	14,525	15,500	22,600	22,198
24th Street Experiment	3,070	0	0	0
Winters Chamber Orchestra	4,000	4,000	7,400	7,252
The Witte Museum	353,300	352,900	359,150	351,967
ARTS & CULTURAL SUBTOTAL	\$2,211,902	\$2,261,833	\$2,273,601	\$2,229,473

CONTRIBUTIONS TO OTHER AGENCIES

(continued)

	ACTUAL 1994-95	ESTIMATED 1995-96	PEER COMMITTEE RECOMMENDATION	PROPOSED 1996-97
YOUTH				
YEAR ROUND YOUTH PROGRAMS				
Children's Chorus of San Antonio ²	2,000	2,000	5,900	5,841
Children's Fine Art Series ²	8,000	8,000	8,600	8,514
Class Acts ²	12,000	17,000	10,000	9,900
Commerce St. Stage ²	0	0	2,900	2,871
Ella Austin Community Center ²	0	0	5,000	4,950
King William Association ²	3,496	3,500	6,000	5,940
Opera Guild of San Antonio ²	17,540	17,540	0	0
Opera in Schools ²	0	0	14,125	13,984
San Antonio Boy's Choir ²	5,000	5,000	0	0
San Antonio Brass Inc. ²	12,383	11,000	0	0
San Antonio Metropolitan Ballet ²	11,428	12,000	5,000	4,950
Trinity Episcopal Church ²	0	0	4,000	3,960
Youth Orchestras of S.A. ²	22,500	22,500	23,500	23,265
YOUTH SUBTOTAL	\$94,346	\$98,540	\$85,025	\$84,175
CULTURAL FACILITIES				
Alameda Theater	0	0	254,000	254,000
Las Casas - Empire Theater Restoration	666,663	333,333	0	0
San Antonio Children's Museum	200,000	100,000	0	0
Teatro Guadalupe Maintenance	5,509	12,000	12,000	11,760
CULTURAL FACILITIES SUBTOTAL	\$872,172	\$445,333	\$266,000	\$265,760
PUBLIC ART				
Inner City Development	0	0	2,342	2,295
PUBLIC ART SUBTOTAL	\$0	\$0	\$2,342	\$2,295

CONTRIBUTIONS TO OTHER AGENCIES

(continued)

	ACTUAL 1994-95	ESTIMATED 1995-96	PEER COMMITTEE RECOMMENDATION	PROPOSED 1996-97
SPECIAL EVENTS				
Cadence Cloggers	2,500	0	0	0
Centro Alameda, Inc.	0	0	4,000	3,920
City Dance	0	10,095	0	0
Cloggers Showcase of San Antonio	0	2,500	2,500	2,450
India-Asia Association	2,500	2,500	4,000	3,920
Take Charge Productions	0	0	4,000	3,920
SPECIAL EVENTS SUBTOTAL	\$5,000	\$15,095	\$14,500	\$14,210
OTHER SERVICES				
Arts Stabilization Fund	0	50,000	50,000	49,000
Funding Information Center	4,160	10,000	10,000	9,800
San Antonio Area Foundation	7,500	0	0	0
Technical Assistance/Grants	14,517	6,899	6,899	6,761
OTHER SERVICES SUBTOTAL	\$26,177	\$66,899	\$66,899	\$65,561
TOTAL	\$3,209,597	\$2,887,700	\$2,708,367	\$2,661,474

EXPLANATORY INFORMATION

- ¹ These art agencies are proposed to receive a combination of a 1% and 2% reduction of their total funding based on their programs being both youth and non-youth related.
- ² The proposed FY 96-97 column represents a 1% reduction of funding on the basis that these agencies serve youth. All other non-youth agencies are proposed to receive a 2% reduction.

CONTRIBUTIONS TO OTHER AGENCIES HIGHLIGHTS

All Art Agencies receiving funding from the Hotel/Motel Fund are proposed to receive an overall reduction of \$46,893. Youth related programs will receive a 1% reduction and non-youth related programs will receive a 2% reduction. The basis for the reductions are representative of the City Council priorities set in May.

◆ 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.

- ◆ *Alamo YMCA* \$4,900

By sponsoring the Hornsby Entertainment group, the agency will utilize the operational support allocation to present and produce for the Davis/Scott YMCA, quality theater presentations, and also offer classes, in theater, music, dance, and writing, to the San Antonio community, and surrounding areas.

- ◆ *Arts San Antonio* \$92,205

The agency will utilize the operational support allocation 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.

- ◆ *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 96-97 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.* \$25,480

The agency will utilize the operational support allocation for the presentation of a diverse season of events that includes an international exchange/collaboration with a European community, The Netherlands, a mural competition for junior/high school students, and exhibitions like Blue Star on Houston Street and the Texas Dialogue Series.

- ◆ *Esperanza, Peace & Justice Center* \$69,231

The agency will utilize the operational support allocation (\$44,100) to support the PazArte 96-97 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 (\$17,291) 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 (\$7,840) will support film/video screening and related presentations at the "Out at the Movie: San Antonio's 6th Annual Festival of Lesbian & Gay Films".

CONTRIBUTIONS TO OTHER AGENCIES
(continued)

- ◆ *Guadalupe Cultural Arts Center* \$514,693

The agency will utilize the operational support allocation for the continued creation, presentation of, 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.

- ◆ *Ile Bahia de San Antonio* \$4,900

The agency will utilize the operational support allocation to provide professional level instruction in the art of Capoeira, an African-Brazilian martial arts/dance form.

- ◆ *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.

- ◆ *Jewish Community Center* \$12,054

The agency will utilize the operational support allocation (\$8,820) for support of their Fourteenth Annual Jewish Book Fair. The agency will also receive project support (\$3,234) for one of the four 96-97 theater season productions.

- ◆ *Jump-Start Performance Co.* \$49,575

The agency will utilize the operational support allocation (\$44,100) for support of the 96-97 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 (\$5,475) for their arts in education program entitled "Historias y Cuentos: Stories and Tales", a collaboration activity with three local elementary schools.

- ◆ *S.A. Choral Society* \$4,312

The agency will utilize the operational support allocation for their 96-97 season which includes four concert performances and two appearances in the Symphony concerts. The season will include both classical and popular musical repertoires.

- ◆ *San Antonio Dance Umbrella* \$25,036

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 (\$3,168) to continue an arts education project in two elementary schools. The agency also sponsors a project (\$5,880) of the False Alarm Dance Company to continue their project entitled "Contemporary Dance Project" which provides free multidisciplinary dance classes in an underserved, low-income community in Westside San Antonio

**CONTRIBUTIONS TO OTHER AGENCIES
(continued)**

◆ *San Antonio Museum of Art* \$362,700

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 (\$9,900) to continue the arts in education program entitled "Artists' Residency Partnership"-a collaboration with the sixth grade classes at Mark Twain Middle School and Nimitz Middle School, and the third grade classes at Hawthorne Elementary and Jackson Keller Elementary.

◆ *Southwest Craft Center* \$42,425

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 (\$12,557) 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* \$530,000

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 Urban-15 Group* \$22,198

The agency will utilize the operational support allocation (\$17,550) for year round instruction of dance and percussion to citizens of all ages and the continued performances of their community-based dancing/marching units, "Carnaval de San Anto" and their smaller ensemble "Grupo Vida". The agency will also receive project support (\$4,648) for a cooperative venture between Urban-15 and Project Bridge to present work with the physical art form known as Capoeira in the public housing developments targeting prospective gang members.

◆ *Winters Chamber Orchestra* \$ 7,252

The agency will utilize the operational support allocation (\$4,998) for their 96-97, three concert season. The agency will also receive project support (\$2,254) for a jointly sponsored presentation of Puccini's opera "La Boheme".

◆ *Witte Museum* \$351,967

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 (\$6,125) for the "What About AIDS? Exhibit" which presents current medical research on HIV and AIDS within the context of clear and accessible public health messages.

CONTRIBUTIONS TO OTHER AGENCIES
(continued)

Cultural Facilities

- ◆ *Alameda Theater* \$254,000

Funds will be utilized for restoration of the Alameda theater marquee and facade. Emphasis will also be on supporting operations establishing 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.

Public Art

- ◆ *Inner City Development Corp.* \$2,295

The agency will utilize the project support allocation for the creation of five 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.

Special Events

- ◆ *Centro Alameda, Inc.* \$3,920

The agency will utilize the project support allocation for the design and installation of an exhibit on the general history of Mexican-American theater and vaudeville in San Antonio, as well as, throughout Texas and the Southwest.

- ◆ *Cloggers' Showcase of San Antonio* \$2,450

The agency will utilize the project support allocation to host the Ninth Annual Cloggers Showcase to be held in May, 1997 at the Arneson River Theater involving 19 clogging groups from Texas, Oklahoma, and Louisiana.

- ◆ *India-Asia Association* \$3,920

The agency will utilize the project support allocation for presentation of two productions "Purush: Expressions of Man" and "Songs of Tagore" as performed by the Battery Dance Company.

- ◆ *Take Charge Productions* \$3,920

The agency will utilize the project support allocation for the Juneteenth Film Festival to highlight films of the African-American chronicling the past, present, and future. The films will be loaned from the archives of Wiley College, Texas.

CONTRIBUTIONS TO OTHER AGENCIES
(continued)

◆ **YOUTH**

Year Round Arts & Cultural 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* \$8,514

The agency will utilize the operational support allocation to provide five free-day children performances serving approximately 10,000 school children.

- ◆ *Class Acts* \$9,900

The agency will utilize the operational (\$4,950) and project (\$4,950) 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* \$2,871

The agency, also known as the MAGIK Theater, a children's theater company, will receive project support to create after performance Family Activity Packets. The packets will be used as a means for parents to help their children understand the thematic structure of the play they viewed.

- ◆ *Ella Austin Community Center* \$4,950

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.

- ◆ *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.

- ◆ *Opera in the Schools* \$13,984

The agency will utilize the operational support allocation for the presentation of a thirty minute opera entitled "The Fisherman and His Wife" in various San Antonio schools.

- ◆ *San Antonio Metropolitan Ballet* \$4,950

The agency will utilize the operational support allocation for its 96/97 season which will include five performances of the holiday ballet, "La Boutique Fantasque," and two performances of the "Dance Kaleidoscope" program with professional guest artists.

CONTRIBUTIONS TO OTHER AGENCIES
(continued)

◆ *Trinity Episcopal Church* \$3,960

The agency will utilize the project support allocation for a 13 week course in mariachi music and folkloric dance during the fall of 1996 and an intensive six week 97 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**

◆ *Arts Stabilization Fund* \$49,000

The program provides funds to assist qualified funded arts agencies diversity their revenue sources, develop marketing plans, and address other operational concerns. Strategic planning that addresses financial operations, marketing an audience development, cultural tourism development and other entrepreneurial approaches is a funding prerequisite.

◆ *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* \$6,761

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 Funding Information Center.

◆ **Total Funding** **\$2,661,474**

NON-DEPARTMENTAL/NON-OPERATING

FUND

HOTEL/MOTEL TAX

EXPENDITURES BY CHARACTER

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$0	\$0	\$0
CONTRACTUAL SERVICES	145,239	143,370	146,000
COMMODITIES	0	0	0
OTHER	333,933	300,000	320,240
CAPITAL OUTLAY	0	0	0
TOTAL EXPENDITURES	\$479,172	\$443,370	\$466,240

NON-DEPARTMENTAL/NON-OPERATING

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
Hosting Obligations	\$0	\$0	\$0
Collection Expense	207,750	173,600	247,240
Guadalupe Theater Expense	145,239	143,370	146,000
Liability Insurance - Guadalupe Theater	73,000	73,000	73,000
Medical Destinations - San Antonio	53,183	53,400	0
TOTAL	\$479,172	\$443,370	\$466,240

REDUCTIONS BY KEY RESULT AREA

◆ **ECONOMIC DEVELOPMENT** **\$53,620**

MEDICAL DESTINATION

This reduction proposes to eliminate the funding for the Medical Destination Program in the amount of \$53,620. The Medical Destination program was developed to promote San Antonio as a premiere medical destination through the marketing of print materials, videos and other telecommunication devices. The Medical Destination focused on specific target markets to advocate the San Antonio medical community and health care services

TRANSFERS*FUND**HOTEL/MOTEL TAX***EXPENDITURES BY CHARACTER**

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
PERSONAL SERVICES	\$0	\$0	\$0
CONTRACTUAL SERVICES	0	0	0
COMMODITIES	0	0	0
OTHER	0	0	0
CAPITAL OUTLAY	0	0	0
TRANSFERS	4,369,059	4,307,280	6,451,330
TOTAL EXPENDITURES	\$4,369,059	\$4,307,280	\$6,451,330

TRANSFERS

	ACTUAL 1994-95	ESTIMATED 1995-96	PROPOSED 1996-97
General Fund	\$666,366	\$730,550	\$780,810
Support for Historical Preservation & Tourism	2,574,090	2,645,570	3,032,100
Certificates of Obligation Debt Service	424,000	410,110	695,740
Improvement & Contingency Fund	420,000	350,000	1,970,000
Employee Retiree Health Insurance Fund	21,050	21,050	21,050
Carver Community Cultural Center	75,000	75,000	154,250
CASA Program	75,000	75,000	97,380
Other Transfers	113,065	0	0
TOTAL	\$4,369,059	\$4,307,280	\$6,451,330





Six Year Capital Budget



PROPOSED CAPITAL BUDGET OVERVIEW

Six Year Proposed Capital Improvements Budget

The Proposed Six Year Capital Budget for the years FY 97 through FY 02 totals \$500.9 million. This projection represents only those projects with funding authorized through the issuance of Certificates of Obligation, Revenue Bonds, or through the issuance of voter approved General Obligation Bonds and projects funded through Community Development Block Grants. The Proposed Six Year Capital Budget includes projects approved in the May 1994 bond election that included projects for improvements in streets, drainage ways, parks and law enforcement facilities. With respect to Community Development Block Grant (CDBG) funding, or other grant funding, the Six-Year Budget only includes those projects that have been funded to date.

FY 97 Proposed Capital Improvements Budget

The FY 97 Proposed Capital Improvements Budget totals \$157.5 million, which represents a 45.4% increase from the FY 96 Adopted Capital Improvements Budget of \$108.3 million. The increase can be primarily attributed to the addition of the Convention Center Expansion and the International Center, in the amount of \$40.0 million and \$10.4 million respectively. FY 97 represents the third year implementation of 1994 General Obligation Bond projects approved by the voters in May 1994. The remaining 1994 G.O. Bond projects will be phased in over the term of the Six Year Capital Improvements Program.

SIX YEAR CAPITAL BUDGET

The FY 97 through FY 02 Six Year Capital Improvement Budget Program for the City of San Antonio totals \$500,919,000. The program represents the City's plan for long-range physical development and improvements.

The Six Year Program provides for the continuation of major multi-year projects initiated and authorized in previous years, as well as new projects authorized by the voters in May 1994 General Obligation Bond projects election. The Six Year Program includes \$87 million in projects approved in the 1994 G.O. Bond election, of that amount \$4.7 million are excess bond funds available from the 1985 and 1987 G.O. Drainage Bond Authorization.

Capital improvements, because of long term usefulness, size, complexity and cost, require large expenditures of funds frequently programmed over more than one year. Items in the capital program are usually construction projects that include street improvements, drainage enhancements, public buildings and recreation facilities. The projects contained within the Six Year Capital Improvement Program are re-evaluated annually to reflect changing priorities and updated cost estimates. During the City's annual budget process, the various City departments provide updated cost information for on-going and future authorized projects for inclusion in the Six Year Capital Program.

Capital Program Schedules

Various schedules have been included in the Capital Improvements Budget to make it more understandable. These schedules are described individually below:

- Table 1, Summary of Capital Budget by Revenue Source, indicates the revenue sources needed for the Six Year Capital Program.
- Table 2, 1994 G.O. Bonds & Associated 1985 and 1987 Drainage Bond Authorization Projected Expenditure Schedule, specifically addresses the remainder of the \$123,567,000 in bond projects approved in the May 1994 Bond Election. Over the six year period, \$87 million in projects are planned. A total of \$4.7 million of project funding was derived from excess bond funds available in the 1985 and 1987 G.O. Drainage Bond Authorization. The remaining amount, \$82.3 million, represents funds that will come from the issuance of the 1994 G.O. Bonds. In order to preclude any increase in the debt service property tax rate to support the issuance of the \$87 million in new bonds, the bonds must be sold incrementally over the remaining four years of the Program. The expenditure schedule shown in Table 2 reflects this requirement.
- Table 3, Annual Capital Budget by Function and Program, summarizes projected capital expenditures by function and program.
- Table 4, Annual Capital Budget by Function, Program and Project shows the projected annual capital expenditures for all of the projects in the Six Year Program. Projects are divided and totaled by program and function.

These tables list funding amounts for only those projects that have been previously authorized for funding. Projected expenditures in the schedules represent budget allocations for projects, but will not necessarily match actual expenditures for each fiscal year.

The following sections highlight improvements included in the Six Year Capital Program by function.

General Government

- Government Buildings

The General Government Capital Program funds renovations and or purchase of real property. The total expenditure's allocation for these renovations is \$181.3 million over the Six Year Capital Program.

Public Safety

This function includes the Drainage, Fire Protection and Law Enforcement programs. The Six Year Capital Program includes \$87.7 million for implementation of the Drainage Capital Program, Fire Protection Capital Program, and the Law Enforcement Capital Program.

- Drainage

The Six Year Capital Program includes \$50.4 million for drainage and flood control. This amount includes \$36.8 million in 94 G.O. Drainage projects. It also includes projects authorized under previous drainage bond issues. This program is administered by the Public Works Department.

- Fire Protection

The Capital Program includes \$13.0 million for Fire Protection projects. These projects would involve the relocation proposed in the Fire Master Plan of fire stations that currently provide overlapping coverage in certain parts of the City, as well as renovation of other fire stations. This program is administered by the Fire Department.

- Law Enforcement

The Six Year Capital Program includes \$24.3 million for the Law Enforcement Capital Program. The amount required represents the capital funds necessary to enact the Vision 2001 Police Master Plan.

Transportation

This function includes the Air Transportation and Streets Capital Programs. The Six Year Capital Program provides for \$196.8 million for the implementation of the Air Transportation Capital Program and the Streets Capital Program.

- Air Transportation

The Six Year Capital Program for Air Transportation includes \$156.5 for Airport terminal renovations and accessibility upgrades. This program is administered by the Aviation Department. Airport revenue bonds provide financing for renovations and runway improvements. Airport revenue bonds are paid back through rates, fees, and leases for the use of airport facilities. Other airport improvements are funded through the Airport Construction Fund that supports capital expenditures or unexpected repairs on a pay-as-you-go basis.

- Streets

The Six Year Capital Program proposes \$40.3 million for street improvements and reconstruction. The program includes \$19.6 million in streets projects authorized by the 1994 G.O. Streets Bond package as well as projects authorized in previous bond issues and the Community Development Block Grant program. This program is administered by the Public Works Department.

Recreation and Culture

This function includes the Libraries and Park Development Capital Programs. Over the term of the Six Year Capital Program, a total of \$35.2 million is allocated to finance these programs.

- Libraries

The Six Year Program provides \$3.5 million for completion of improvements to existing branches, and the construction of new Learning & Literacy Centers previously approved in the 1989 Library and Literacy G.O. Bond issue. The Library Department administers the library improvements and the Community Initiatives Department administers the literacy center improvements.

- Park Development

The Six Year Program includes \$31.7 million for the Park Development Capital Program. The program includes \$30.5 million in parks projects authorized by the 1994 G.O. Parks Bond package and projects authorized in the Community Development Block Grant program. This program is administered by the Parks & Recreation Department.

**Table 1 - SUMMARY OF CAPITAL BUDGET BY REVENUE SOURCE
FOR FY 97 THROUGH FY 02 (In Thousands)**

Source	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02	Total
1985 G.O. Drainage	5,440	0	0	0	0	0	5,440
1987 G.O. Drainage	5,221	1,405	0	0	0	0	6,626
1987 G.O. Streets	2,181	0	0	0	0	0	2,181
1989 G.O. Library	3,426	0	0	0	0	0	3,426
1994 G.O. Drainage	19,926	9,381	7,528	0	0	0	36,835
1994 G.O. Parks	8,374	11,386	10,760	0	0	0	30,520
1994 G.O. Streets	6,974	6,759	5,910	0	0	0	19,643
Airport Capital Imp. Reserve Fund	8,439	7,035	11,160	45,461	4,473	7,181	83,749
Airport Construction Fund	19,750	5,500	25,500	500	500	500	52,250
Certificates of Obligation	22,909	40,239	6,992	5,122	6,338	6,385	57,985
Community Development Block Grant	11,200	0	0	0	0	0	11,200
Convention Center Construction Fund	40,025	65,152	29,888	24,466	6,087	0	165,618
Other Funds	3,676	885	0	5,885	15,000	0	25,446
Total Revenue Sources	157,541	147,742	97,738	81,434	32,398	14,066	500,919

**Table 2 - 1994 G.O. BONDS INCLUDING ASSOCIATED 1985 AND 1987 DRAINAGE BOND AUTHORIZATION
PROJECTED EXPENDITURE SCHEDULE (In Thousands)**

Source	Prior Years	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02	Total
1994 G.O. Drainage	1,961	15,254	9,381	7,528	0	0	0	34,124
1994 G.O. Law Enforcement	8,100	0	0	0	0	0	0	8,100
1994 G.O. Parks	11,057	8,374	11,386	10,760	0	0	0	41,577
1994 G.O. Streets	5,921	6,974	6,759	5,910	0	0	0	25,564
Total 94 G.O. BONDS	27,039	30,602	27,526	24,198	0	0	0	109,365
1985 G.O. Drainage	2,008	140	0	0	0	0	0	2,148
1987 G.O. Drainage	7,522	4,532	0	0	0	0	0	12,054
Total OTHER	9,530	4,672	0	0	0	0	0	14,202
Total 94 G.O. BOND	36,569	35,274	27,526	24,198	0	0	0	123,567

**Table 3 - ANNUAL CAPITAL BUDGET BY FUNCTION AND PROGRAM
FOR FY 97 THROUGH FY 02 (In Thousands)**

Function/Program	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02	Total
General Government							
Government Real Property	53,060	67,787	29,888	24,466	6,087	0	181,288
Total General Government	53,060	67,787	29,888	24,466	6,087	0	181,288
Public Safety							
Drainage	32,092	10,786	7,528	0	0	0	50,406
Fire Protection	5,805	3,975	3,178	0	0	0	12,958
Law Enforcement	0	32,646	3,814	5,122	6,338	6,385	24,305
Total Public Safety	37,897	47,407	14,520	5,122	6,338	6,385	87,669
Recreation & Culture							
Libraries	3,495	0	0	0	0	0	3,495
Parks	8,559	12,369	10,760	0	0	0	31,688
Total Recreation & Culture	12,054	12,369	10,760	0	0	0	35,183
Transportation							
Air Transportation	28,689	12,535	36,660	50,961	19,973	7,681	156,499
Streets	25,841	7,644	5,910	885	0	0	40,280
Total Transportation	54,530	20,179	42,570	51,846	19,973	7,681	196,779
Total	157,541	147,742	97,738	81,434	32,398	14,066	500,919

Table 4 - ANNUAL CAPITAL BUDGET BY FUNCTION, PROGRAM AND PROJECT
For FY 97 Through FY 02 (In Thousands)

PROJECT	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02	Total
General Government							
Government Real Property							
Convention Center Expansion	40,025	65,152	29,888	24,466	6,087	0	165,618
International Center	10,400	0	0	0	0	0	10,400
Land Acquisition Van De Walle Farms	2,635	2,635	0	0	0	0	5,270
Total Government Real Property	53,060	67,787	29,888	24,466	6,087	0	181,288
Total General Government	53,060	67,787	29,888	24,466	6,087	0	181,288
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	879	0	0	0	0	0	879
Bobolink 96A (Storeywood to Deneice)	30	1,757	0	0	0	0	1,787
Calle Morelia Drainage (Driftwood)	60	690	0	0	0	0	750
Chipinque Drainage (Driftwood)	40	478	0	0	0	0	518
Duval (Pierce to Seguin/Seguin to Wal	830	0	0	0	0	0	830
Elsmere/Gramercy #57	191	0	0	0	0	0	191
Escalon St. #1008	2,622	0	0	0	0	0	2,622
Espada Dam Modifications & Silt Removal	2,896	0	0	0	0	0	2,896
Goliad (Pecan Valley to Military)	280	3,280	0	0	0	0	3,560
Hazel Drainage	1,088	0	0	0	0	0	1,088
Hi Lions 80 Mod. Ph III/IV	2,530	0	0	0	0	0	2,530
Hi Lions 80 Mod. Ph V	1,286	0	0	0	0	0	1,286
Hollyhock at Huebner Creek Drainage	246	0	0	0	0	0	246
Janda Susan/Ridgecrest	38	0	0	0	0	0	38
Kentucky-Zarzamora to Alazan Creek	202	0	0	0	0	0	202
Kentwood Manor (Springhill at Pipesto	90	0	0	0	0	0	90
Larkspur	100	0	0	0	0	0	100
Leon Creek Drainage Improvements	0	0	1,189	0	0	0	1,189
Martinez Creek Drainage	1,000	1,000	0	0	0	0	2,000
Mission Trails	1,204	1,249	0	0	0	0	2,453
N. Flores/Breeden/Beacon Outfall	48	566	0	0	0	0	614
Oakwood 58 BY	1,041	0	0	0	0	0	1,041
Observation Street #1003	450	0	0	0	0	0	450
Octavia #63 - Phase I	3,388	0	0	0	0	0	3,388
Queen Ann/Elmhurst Drainage	812	0	0	0	0	0	812
Quintana 64B Ext. (King St.)	1,505	0	0	0	0	0	1,505
Ray Bon/Galahad Intersection Surface	45	0	0	0	0	0	45
Rittiman & Holbrook	631	0	0	0	0	0	631
Roselawn Drainage	1,579	0	0	0	0	0	1,579
S. Flores 70, 70A Ph II, Pt 3	1,405	1,405	0	0	0	0	2,810
Shady Oaks - Encino Grande Improvement	75	0	0	0	0	0	75
Stonegate - Notre Dame Wake Forest	247	0	0	0	0	0	247
Sunshine (E. OF Hillcrest) Drainage	99	0	0	0	0	0	99
Upper Six Mile Crk #83F	215	0	3,525	0	0	0	3,740
W.W. White Road - Phase I	441	361	2,814	0	0	0	3,616
Western Ave 74, Ph III-B,C	2,544	0	0	0	0	0	2,544
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	32,092	10,786	7,528	0	0	0	50,406
Fire Protection							
Construct Fire Station	0	1,550	0	0	0	0	1,550

PROJECT	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02	Total
Construct Fire Station 7 & 8	2,260	0	0	0	0	0	2,260
Construct Northwest Station	1,550	0	0	0	0	0	1,550
Construct Station 16	695	780	0	0	0	0	1,475
Construct Station 25	0	695	780	0	0	0	1,475
Construct Station for FY98-99 Annex Area	0	0	2,398	0	0	0	2,398
Renovate Stations 5 & 6	1,300	0	0	0	0	0	1,300
Renovate Stations 9 & 10	0	950	0	0	0	0	950
Total Fire Protection	5,805	3,975	3,178	0	0	0	12,958
Law Enforcement							
Additional Police Substations	0	0	0	0	2,020	2,020	4,040
Field Entry Reporting System (FERS)	0	685	2,427	2,653	2,738	2,684	11,187
Optical Disk Storage & Retrieval System	0	845	325	556	341	496	2,563
Renovation of Police Headquarters Building	0	0	56	976	265	265	1,562
Supplementary Reporting and Management System	0	1,071	856	877	899	920	4,623
Training Academy Renovations	0	45	150	60	75	0	330
Total Law Enforcement	0	2,646	3,814	5,122	6,338	6,385	24,305
Total Public Safety	37,897	17,407	14,520	5,122	6,338	6,385	87,669
Recreation & Culture							
Libraries							
Cody Branch Library	447	0	0	0	0	0	447
District 7 L&L Center	725	0	0	0	0	0	725
Forest Hills Branch Library	374	0	0	0	0	0	374
Landa Branch Library	94	0	0	0	0	0	94
Library Computer System	69	0	0	0	0	0	69
McCreeless Branch Library	276	0	0	0	0	0	276
Northside Learning Ctr.	725	0	0	0	0	0	725
Pan American Branch Library	284	0	0	0	0	0	284
Thousands Oaks Branch Library	501	0	0	0	0	0	501
Total Libraries	3,495	0	0	0	0	0	3,495
Parks							
"J" St. Park	0	10	90	0	0	0	100
Alderete Park	25	0	0	0	0	0	25
Apache Creek Parks	0	35	315	0	0	0	350
Arnold Park/Ramirez Community Center	100	0	0	0	0	0	100
Blossom Park	0	20	180	0	0	0	200
Botanical Center Improvements	50	450	0	0	0	0	500
Brackenridge Park Rehabilitation	1,660	2,472	2,649	0	0	0	6,781
Buckeye Park	50	0	100	0	0	0	150
Collins Garden Park	0	15	135	0	0	0	150
Columbus Park	0	50	0	0	0	0	50
Comanche Lookout Acquisition & Int.	400	0	0	0	0	0	400
Copernicus Park Improvement	87	0	0	0	0	0	87
Crockett Park	45	0	0	0	0	0	45
Cuellar Community Center	30	270	0	0	0	0	300
Dawson Park and Community Center	30	70	0	0	0	0	100
Denver Heights Community Center	25	225	0	0	0	0	250
Elmendorf Park Improvements	60	540	0	0	0	0	600
Friedrich Park Improvements	225	0	0	0	0	0	225
Friesenhahn Park	0	0	57	0	0	0	57
Garza Park and Community Center	35	330	135	0	0	0	500
Government Canyon	0	0	400	0	0	0	400
Guadalupe Arts Center/School	200	350	350	0	0	0	900
Harlandale Park and Community Center	0	40	360	0	0	0	400
Haskin Park	40	0	0	0	0	0	40

PROJECT	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02	Total
James Park	0	50	450	0	0	0	500
Joe Ward Park and Community Center	85	315	0	0	0	0	400
John Tobin Community Center	180	0	0	0	0	0	180
Kingsborough Park	75	0	0	0	0	0	75
Lady Bird Johnson Park/Lou Hamilton Community Ctr.	50	457	300	0	0	0	807
Lakeside Park Development	40	360	0	0	0	0	400
Lee's Creek Park	0	75	0	0	0	0	75
Lincoln Community Center	24	216	0	0	0	0	240
Mahncke Park Development	90	0	0	0	0	0	90
Mario Farias Park-BB Roof	40	0	0	0	0	0	40
Martin Luther King Park Improvements	0	20	180	0	0	0	200
Martinez Park	0	15	135	0	0	0	150
Mateo Camargo Park	0	80	720	0	0	0	800
McAllister Park Improvements	50	450	500	0	0	0	1,000
Meadowcliff Community Center	50	450	0	0	0	0	500
Monterrey Park and Community Center	45	405	0	0	0	0	450
Museum of Art (Latin American Exhibit	100	200	200	0	0	0	500
Normoyle Park and Community Center	242	315	0	0	0	0	557
Northridge Park	60	0	0	0	0	0	60
Northwood Area Park	130	0	0	0	0	0	130
O.P. Schnabel Park	400	400	500	0	0	0	1,300
Olmos Basin Park/Devine Road	0	20	180	0	0	0	200
Olmos Sports Center	216	0	0	0	0	0	216
Olympia Park	100	0	0	0	0	0	100
Palo Alto Park	200	0	0	0	0	0	200
Park Development at Detention Ponds	0	70	100	0	0	0	170
Pickwell Park	0	23	212	0	0	0	235
Quarry Park Development	0	50	450	0	0	0	500
River Walk/A.D.A. Improvements	0	983	0	0	0	0	983
Roosevelt Park	0	50	0	0	0	0	50
Rosedale Park	150	0	0	0	0	0	150
San Antonio Natatorium	270	0	0	0	0	0	270
San Fernando Gym	0	20	180	0	0	0	200
San Pedro Park Rehabilitation	2,000	1,435	565	0	0	0	4,000
Southcross Park	0	20	180	0	0	0	200
Southside Lions Park	0	150	0	0	0	0	150
Spicewood Park Development	0	18	157	0	0	0	175
St. Clare Park Improvements (Golden Park)	100	0	0	0	0	0	100
Stinson Park	0	20	180	0	0	0	200
Vidaurri Park	50	0	0	0	0	0	50
Witte Museum Improvements	250	250	0	0	0	0	500
Woodlawn Lake Park Improvements	500	575	800	0	0	0	1,875
Total Parks	8,559	12,369	10,760	0	0	0	31,688
Total Recreation & Culture	12,054	12,369	10,760	0	0	0	35,183
Transportation							
Air Transportation							
281/Parking Garage Elevated Connector Phase I	3,718	0	0	0	0	0	3,718
ARFF Training Area Construction	0	0	500	0	0	0	500
Capital Program Administration	111	177	117	103	115	98	721
Environmental Assessment/Clean Up	250	250	250	250	250	250	1,500
Expand Airport Maint. Facilities	2,500	0	0	0	0	0	2,500
Expand East Air Cargo Facility	0	2,000	0	0	0	0	2,000
Extend Runway 21	0	0	0	15,000	0	0	15,000

PROJECT	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02	Total
Extend Taxiway N	0	0	0	5,000	0	0	5,000
Holding Bays	0	0	0	26,000	0	0	26,000
Land Reclamation & Dev	17,500	0	0	0	0	0	17,500
Noise Compatibility Program	1,250	5,000	0	0	0	0	6,250
Purchase Fire/Rescue Vehicle	500	0	0	0	0	0	500
Reconstruct Service Road	225	0	0	0	0	0	225
Reconstruct Taxiway D	400	0	0	0	0	2,725	3,125
Reconstruct Taxiway H	0	0	3,685	0	0	0	3,685
SAT Building Eval & Renovations	250	250	250	250	250	250	1,500
SAT Extend & Strength Runway 12L	0	0	0	0	10,000	0	10,000
SAT Taxiway R Construction	0	0	0	0	5,000	0	5,000
SAT Terminal 1 West Concourse	0	0	25,000	0	0	0	25,000
SAT Washrack	330	0	0	0	0	0	330
SAT-Landscaping	0	500	500	500	500	500	2,500
SSF Washrack	130	0	0	0	0	0	130
Stinson Airport Expansion	0	3,333	3,333	3,333	3,333	3,333	16,665
Surveying & Platting	25	25	25	25	25	25	150
Taxiway Q	0	0	2,500	0	0	0	2,500
Terminal Modifications/Upgrading	1,000	500	500	500	500	500	3,500
Transfer to Stinson Impr Fund	500	500	0	0	0	0	1,000
Total Air Transportation	28,689	12,535	36,660	50,961	19,973	7,681	156,499
Streets							
34th Street	241	0	0	0	0	0	241
Aaron Place (Commercial to Pleasanton)	739	0	0	0	0	0	739
Advance & Brice (F St.-H St.)-Eng.	40	0	0	0	0	0	40
Apple Valley	171	0	542	0	0	0	713
Arbor (Trinity to San Marcos)	476	0	0	0	0	0	476
Aurelia Ph. II- Morningview (Amanda-Robeson)	52	0	0	0	0	0	52
Babcock Reconst. & Bridges	169	441	1,463	0	0	0	2,073
Bandera Rd-Evers to Gen. McMullen	0	885	0	885	0	0	1,770
Barrio Clinic Expansion (1102 Barclay)	90	0	0	0	0	0	90
Boehmer (Burbank Loop to S. Flores)	99	0	0	0	0	0	99
Cardiff Avenue (Aransas to Dead End)-Eng.	39	0	0	0	0	0	39
Charben (Las Palmas-McMullen Drive)-Eng.	50	0	0	0	0	0	50
Chico, Margil & Knox Streets	177	0	0	0	0	0	177
Christian Senior Services Improvements	40	0	0	0	0	0	40
Claremont/Eleanor/Natalen-New Braunfe	1,219	0	0	0	0	0	1,219
Clark St. (Essex-Aransas)	491	0	0	0	0	0	491
Contour Drive Street Improvements	1,668	0	0	0	0	0	1,668
Culebra Area Streets Phase I	835	0	0	0	0	0	835
Custer (Orange-Weinberg)-Eng.	68	0	0	0	0	0	68
DeWitt (Flores-Fairmont)	90	0	0	0	0	0	90
Drury (Logwood-Dead End)	303	0	0	0	0	0	303
Eastlawn Neighborhood Streets Phase I	180	0	0	0	0	0	180
Edgewood Place Public Improvements-Eng. Shortfall	20	0	0	0	0	0	20
Edison Drive (West Ave. to Fredericksburg Rd)	500	0	0	0	0	0	500
El Monte (San Pedro/McCullough)	330	0	0	0	0	0	330
Elsmere (Michigan-Capital)-Eng.	18	0	0	0	0	0	18
Emory (Kentucky to Waverly)	58	0	0	0	0	0	58
Essex (Hackberry to Piedmont)	313	0	0	0	0	0	313
F Street (Pecan Valley-IH 10)	88	0	0	0	0	0	88
Fairdale (Rittiman to Bloomdale)	300	0	0	0	0	0	300
Finch St. (Finton-IH 35)-Eng.	10	0	0	0	0	0	10
Foylyn & Jersey	134	0	0	0	0	0	134

PROJECT	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02	Total
Fred'sbg Rd. (Ph II-Sandoval to Woodlawn)	2,181	0	0	0	0	0	2,181
Guadalupe Gardens	0	816	0	0	0	0	816
Gulf Street (1000 Block)	124	0	0	0	0	0	124
H Street (Amanda to Pecan Valley Dr.)-Eng.	44	0	0	0	0	0	44
Hamilton - Guadalupe to Laredo	512	0	0	0	0	0	512
Harvard Place Streets Phase I	427	0	0	0	0	0	427
Harvard Terrace (Yale-University)-Eng.	13	0	0	0	0	0	13
Higgins Road	0	959	1,440	0	0	0	2,399
Hobart Street (Acme to 40th)	0	119	0	0	0	0	119
Indianola (Garfield Alley-Camargo)-Eng.	24	0	0	0	0	0	24
J Street (Amanda-Artesia)	156	0	0	0	0	0	156
Keitha Area Streets Phase I	395	0	0	0	0	0	395
Kentucky Avenue (Emory to Wilson)	60	0	0	0	0	0	60
King Ave. (New Laredo Hwy.-Bynum)-Eng.	91	0	0	0	0	0	91
King Avenue (Somerset to New Laredo Hwy.)	535	0	0	0	0	0	535
Kings Crown Road	0	845	0	0	0	0	845
Lake Blvd. (Woodlawn to Donaldson)	0	330	0	0	0	0	330
Las Palmas (Charben to 26th)	476	0	0	0	0	0	476
Leal - Martinez Creek to Colorado	0	416	0	0	0	0	416
Leonhardt Road	0	0	839	0	0	0	839
Los Jardines Sidwalks	6	0	0	0	0	0	6
Luz Avenue (42nd St. to Dead End)	175	0	0	0	0	0	175
Madrid Street (Merida to Castroville)	306	0	0	0	0	0	306
Mahncke Area Streets, Phase III	180	0	0	0	0	0	180
McKay (400-500 Block)-Eng.	137	0	0	0	0	0	137
Miscellaneous Sidwalks	0	80	0	0	0	0	80
Mitchell St. (Roosevelt-Presa)	150	0	0	0	0	0	150
Monclova Street (N. Spring to N. Zarzamora)	62	0	0	0	0	0	62
Nacogdoches	673	0	0	0	0	0	673
Navajo Area Streets	0	181	1,626	0	0	0	1,807
Navidad Street (W. Poplar to Waverly)	377	0	0	0	0	0	377
Paso Hondo (S. New Braunfels-Walters)-Eng.	34	0	0	0	0	0	34
Pinn rd. - Commerce to Brownleaf Ph II	672	0	0	0	0	0	672
Prado Street (IH 35 to Edwards)	24	0	0	0	0	0	24
Republic Drive/Rector Drive	242	0	0	0	0	0	242
Rounds Street (Calaveras to Navidad)	131	0	0	0	0	0	131
Salado Creek ("J St Park) Drainage	130	0	0	0	0	0	130
San Fernando Street (S. San Joaquin to 36th St.)	353	0	0	0	0	0	353
San Pedro Ave & Ashby St.	425	0	0	0	0	0	425
Science Park Drainage, #58 H, I & J Ph III	600	0	0	0	0	0	600
Sidewalk (Cedarhurst-Eagle Rock Dr.)	50	0	0	0	0	0	50
Sidewalks (Westbriar; Meadow Way; Alice Fay)	10	0	0	0	0	0	10
Southlawn-Merida to Castroville	27	0	0	0	0	0	27
Stahl Rd. #1038 - Phase I	0	1,295	0	0	0	0	1,295
Streets Around Woodlawn Lake Park	0	210	0	0	0	0	210
Stretch (Chavaneaux-Malley)-Eng.	51	0	0	0	0	0	51
Sutton Drive (Cheryl to Zachary)	378	0	0	0	0	0	378
Thorain (Neer-S.P. Railroad)-Eng.	29	0	0	0	0	0	29
Thorain (R.R. tracks to Blanco)	0	433	0	0	0	0	433
Thorain Blvd. (Blanco to San Pedro)	471	0	0	0	0	0	471
Trinity (Martin-Travis)	168	0	0	0	0	0	168
Valley Hi Drive	730	0	0	0	0	0	730
Waverly (Zarzamora to Glenmore)	542	0	0	0	0	0	542
Woodlawn from St. Cloud past Lake Blvd	0	634	0	0	0	0	634

PROJECT	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02	Total
Wurzbach Parkway	4,000	0	0	0	0	0	4,000
Yucca (Amanda to Railroad Tracks)	662	0	0	0	0	0	662
Total Streets	25,841	7,644	5,910	885	0	0	40,280
Total Transportation	54,530	20,179	42,570	51,846	19,973	7,681	196,779
Grand Total:	157,541	117,742	97,738	81,434	32,398	14,066	500,919





One Year Capital Budget



FY 97 PROPOSED CAPITAL IMPROVEMENTS BUDGET

The FY 97 Proposed Capital Improvements Budget totals \$157.5 million, which represents a 45.4% increase from the FY 96 Adopted Capital Improvements Budget of \$108.3 million. The increase can be primarily attributed to the addition of the Convention Center Expansion Project to be under taken from FY 97 through FY 01 and the conversion of the old Main Library into the International Center. Included in the FY 97 budget is \$35.3 million for the third year of implementation of 1994 G.O. Bond projects approved by the voters in May 1994. Expenditure of the overall \$123.6 million in projects authorized in the May election (\$109.4 million from new G.O. Bonds and \$14.2 million from excess drainage bond funds) will occur over the remaining three years of the Capital Improvements Program, in order to preclude any increase in the debt service property tax rate.

The following is a breakdown of the revenues included in the FY 97 Proposed Capital Budget in thousands:

Revenue Source	Amount	Percentage
Aviation Funds	28,189	17.89%
Drainage G.O. Bonds	30,587	19.42%
Federal Grants	11,200	7.11%
Certificates of Obligation	22,909	14.54%
Streets G.O. Bonds	9,155	5.81%
Library G.O. Bonds	3,426	2.17%
Parks G.O. Bonds	8,374	5.32%
Other Funds	3,676	2.33%
Convention Center Funds	40,025	25.41%
TOTAL REVENUE	157,541	100.00%

The projected expenditure by program category in the FY 97 Proposed Capital Budget is as follows, in thousands:

Program Category	Amount	Percentage
Air Transportation	28,689	18.21%
Drainage	32,092	20.37%
Streets	25,841	16.40%
Libraries	3,495	2.22%
Fire Protection	5,805	3.68%
Park Development	8,559	5.43%
Government Buildings	53,060	33.68%
TOTAL EXPENDITURES	157,541	100.00%

The FY 97 Proposed Capital Budget is presented in Table 5. This table presents the Capital Budget by function, program, and project. It indicates the estimated cost for design, right-of-way acquisition, estimated construction costs and other related project costs, in addition to stating the estimated impact to the City's operating budget when the project is complete.

Two pie charts are also included that show a breakdown of the revenues and expenditures for the FY 1995-96 Capital Budget. Both the Capital Expenditures Summary Chart and the Capital Revenue Summary Chart provide a percentage breakdown of expenditures and revenues for the various projects in the FY 1994-95 Capital Improvements Program.

The following sections highlight projects included in the FY 97 Proposed Capital Budget.

General Government

- **Government Buildings**

The City's continued efforts to heighten convention activity has brought about the demand for expansion of its current convention center space. This project will allow the City to compete on a level playing field, with other cities in the region for various national conventions. This capital project will increase total exhibit space from an existing 240,000 to 430,000 square feet by the year 2001. In addition to the increased exhibit space this project also proposes an additional 10,000 square feet for retail space. This retail space will act as a transitional area between the Riverwalk and Convention Center. The Convention Center renovations and expansions are scheduled to be complete by 2001 at a total cost of \$165.6 million.

Because local economy is greatly influenced by international trade, a facility was necessary to centralize all local international trade initiatives. On October 19, 1995, City Council directed staff to proceed with the renovation of the former Main Library, located at the southwest corner of Market and St. Mary's Streets, into the International Center. The International Center will house the North American Development Bank (NADBank), BancoMext, the Mexican Casas, the Free Trade Alliance, the International Conference Center, the City of San Antonio International Affairs Department, the Convention and Visitors Bureau, and lease space. The \$10.4 million in improvements to the building will include, but are not limited to more windows, an atrium, a video wall, and an open meeting room that will serve as the International Conference Center. The International Center is scheduled to be completed September of 1997.

Public Safety

- **Drainage**

A total of 40 separate Drainage Capital Program projects are to be addressed by the City in FY 97. One such project is for modifications to the Espada Dam and silt removal in the associated basin. Espada Dam modification and silt removal is a \$2.9 million bond project, which will provide drainage improvements in preparation of operations of the City's stormwater tunnel drainage system. Modifications to the dam will allow for drainage of the San Antonio River, permitting for the removal of contaminants.

- **Fire Protection**

This capital improvement program will fund the continued re-alignment of fire stations as adopted in the Fire Master Plan. The main impetus behind this initiative was to re-align fire stations into a pattern that would allow for more equitable service throughout the City. Because of the close proximity of fire stations in the Central Business District (CBD), fire service coverage is overlapping in many areas. The distribution of select stations out of a centralized area into the fringes of the City, allows the Fire Department to achieve a lower response time in the outlying areas, without effecting response time in the CBD.

Transportation

- **Air Transportation**

As the City grows as a tourism attraction as well as an international economic center, airport facilities will need to be upgraded to keep pace with the increased demand for service. In anticipation of the increase in future use, many of the capital projects to be undertaken in FY 97 will facilitate heightened customer services when completed. An elevated connector project will be done in conjunction with the Texas Department of Transportation (TxDOT). Currently, TxDOT has plans to construct an interchange between Loop 410 and

Interstate 281. The City is contributing funding in this Capital Project so that an exit at that interchange can be dedicated solely to the Airport Parking Garage. This improvement will allow users to access the Airport Parking Garage directly from the interchange, thereby avoiding heavy traffic at area intersections. The City's contribution to this project is \$3.7 million.

- Streets

One of over 70 separate Streets Capital Program projects to be undertaken in FY 97, is for improvements to Fredricksberg Road. This is a Street reconstruction project involving curbs, driveways, sidewalks, and drainage from Sandoval to Woodlawn, at a cost of \$2.181 million. This project was approved as a part of the 1994 G.O. bond authorization.

Recreation and Culture

- Libraries

The planned expansion and renovation of seven branch libraries at a cost of \$2.045 million are scheduled in FY 97. The design and construction of two new Learning & Literacy Centers are also planned in FY 97. These are the final two Literacy Centers, of the original eight planned centers initiated by City Council in the late 80's. The program revolves around increasing literacy levels by providing learning resources in an individualized learning experience. The planned expenditure for the two new Learning & Literacy Centers is \$1.5 million in FY 97.

- Park Development

The Brackenridge Park Rehabilitation project is a 1994 G.O. Parks Bond project, which will improve vehicular traffic circulation, rehabilitate picnic facilities, security lighting, pedestrian trails, rest rooms, pavilions, river banks, and other general park improvements. This is the third year of the five year rehabilitation project, at a cost this year of \$1.66 million in FY 97.

The San Pedro Park Rehabilitation is a 1994 G.O. Parks Bond project that will restore the San Pedro Springs and Lake, develop open play fields, picnic facilities, trails, lighting, peripheral parking, and historical/structural renovation of the San Pedro Playhouse. A total of \$2.0 million in projects will be undertaken in FY 97, the third year of the five year rehabilitation project for San Pedro Park.

The following sections summarize the fiscal impact of the capital program on the City's operating budget. Many of the projects in the Capital Improvement Program span several years. This section is a summary by capital improvement program and function. For a detailed breakout by project see Table 5. The amount stated in the "Annual Impact to O and M" column in Table 5 is the full year impact for the complete project.

General Government

- **Government Buildings**

General Government Programs will have an estimated \$4.0 million annual operating expense by the end the Proposed Six Year Capital Program. In FY 98 the opening of the International Center will require operating expenses in the amount of \$390,000 that will include building maintenance, gas and electricity, insurance, and a Lease Coordinator position. Once the Convention Center Expansion project is completed in FY 01, it will necessitate an additional \$3.6 million in annual operating expenses. Those expenses will take the form of building maintenance and operations expenditure as well as additional facilities' management personnel.

Public Safety

- **Drainage**

Drainage related capital projects are for repair or reconstruction of existing drainage ways, that are already being maintained by the Streets and Drainage division of the Public Works department. Therefore, no supplementary operational funding will be required upon completion of projects undertaken in FY 97.

- **Fire Protection**

Capital projects associated with the Fire department will eventually have an annual \$57,000 impact on the operating budget. These expenses, associated with maintenance and operations of new fire stations, will be realized on completion of the projects scheduled in FY 97.

Transportation

- **Air Transportation**

FY 97 Air Transportation related capital projects will have no future impact on the Aviation Department's operating budget.

- **Streets**

Street related capital projects are for repair or reconstruction of existing streets, that are already being maintained by the Streets and Drainage division of the Public Works department. Therefore, no supplementary operational funding will be required upon completion of projects undertaken in FY 97.

Recreation and Culture

- **Libraries**

FY 97 capital projects involving libraries and literacy centers will have a \$249,000 impact on the City's annual operating budget once all are completed. Funding will be for three position staffing for each new literacy center and facility maintenance and operating expenses associated with the two literacy centers and additional square footage added to seven branch library projects in FY 97.

• Park Development

Parks related capital projects undertaken in FY 97 will have a \$296,000 impact to the City's operating budget when completed. Funding will be for personnel to staff various Community Centers as well as increases for gas & electricity, water & sewer, janitorial services, and building maintenance.

Table 5 - FY 97 CAPITAL IMPORVEMENTS PROGRAM BUDGET
(In Thousands)

Project Description	Arch/ Eng	ROW	Const	Other	FY 97 Total	Annual Impact to O and M
General Government						
Government Real Property						
Convention Center Expansion	2,068	0	32,171	5,786	40,025	0
International Center	200	0	9,700	500	10,400	390
Land Acquisition Van De Walle Farms	0	0	0	2,635	2,635	0
Total Government Real Property	2,268	0	41,871	8,921	53,060	390
Total General Government	2,268	0	41,871	8,921	53,060	390
Public Safety						
Drainage						
36th & Growdon Drainage	0	0	321	0	321	0
Benrus/Witt #1059	0	0	353	0	353	0
Blossom/Woodbury #1007	0	0	879	0	879	0
Bobolink 96A (Storeywood to Deneice)	0	0	30	0	30	0
Calle Morelia Drainage (Driftwood)	0	0	60	0	60	0
Chipinque Drainage (Driftwood)	0	0	40	0	40	0
Duval (Pierce to Seguin/Seguin)	0	0	830	0	830	0
Elsmere/Gramercy #57	0	0	191	0	191	0
Escalon St. #1008	0	60	2,562	0	2,622	0
Espada Dam Modifications & Silt Removal	0	0	2,896	0	2,896	0
Goliad (Pecan Valley to Military)	0	100	180	0	280	0
Hazel Drainage	0	0	1,088	0	1,088	0
Hi Lions 80 Mod. Ph III/IV	0	0	2,530	0	2,530	0
Hi Lions 80 Mod. Ph V	0	0	1,286	0	1,286	0
Hollyhock at Huebner Creek Drainage	0	0	246	0	246	0
Janda Susan/Ridgecrest	0	0	38	0	38	0
Kentucky-Zarzamora to Alazan Creek	0	0	202	0	202	0
Kentwood Manor	0	0	90	0	90	0
Larkspur	0	0	100	0	100	0
Martinez Creek Drainage	250	200	550	0	1,000	0
Mission Trails	0	0	1,204	0	1,204	0
N. Flores/Breeden/Beacon	0	0	48	0	48	0
Oakwood 58 BY	0	0	1,041	0	1,041	0
Observation Street #1003	0	0	450	0	450	0
Octavia #63 - Phase I	0	0	3,388	0	3,388	0
Queen Ann/Elmhurst Drainage	0	0	812	0	812	0
Quintana 64B Ext. (King St.)	0	0	1,505	0	1,505	0
Ray Bon/Galahad Intersection Surface	0	0	45	0	45	0
Rittiman & Holbrook	0	0	631	0	631	0
Roselawn Drainage	0	0	1,579	0	1,579	0
S. Flores 70, 70A Ph II, Pt 3	0	0	1,405	0	1,405	0
Shady Oaks - Encino Grande Improvement	0	0	75	0	75	0
Stonegate - Notre Dame Wake Forest	0	0	247	0	247	0
Sunshine (E. OF Hillcrest) Drainage	0	0	99	0	99	0
Upper Six Mile Crk #83F	0	0	215	0	215	0
W.W. White Road - Phase I	0	70	371	0	441	0
Western Ave 74, Ph III-B,C	0	200	2,344	0	2,544	0
Whitby at Huebner Creek Drainage	0	0	268	0	268	0
Wingate/Oriental/Floyd #1050	0	0	1,013	0	1,013	0
Total Drainage	250	630	31,212	0	32,092	0

Project Description	Arch/ Eng	ROW	Const	Other	FY 97 Total	Annual Impact to O and M
Fire Protection						
Construct Northwest Station	155	0	1,395	0	1,550	14
Construct Station 16	130	0	565	0	695	14
Construction 7 & 8	226	0	2,034	0	2,260	29
Renovate Stations 5 & 6	130	0	1,170	0	1,300	0
Total Fire Protection	641	0	5,164	0	5,805	57
Total Public Safety	891	630	36,376	0	37,897	57
Recreation & Culture						
Libraries						
Cody Branch Library	43	0	362	42	447	4
District 7 L&L Center	0	0	635	90	725	114
Forest Hills Branch Library	0	0	352	22	374	4
Landa Branch Library	10	0	50	34	94	0
Library Computer System	0	0	0	69	69	0
McCreless Branch Library	19	0	214	43	276	9
Northside Learning Ctr.	0	0	635	90	725	114
Pan American Branch Library	29	0	240	15	284	0
Thousands Oaks Branch Library	48	0	400	53	501	4
Total Libraries	149	0	2,888	458	3,495	249
Parks						
Alderete Park	3	0	21	1	25	0
Arnold Park/Ramirez Community Center	10	0	85	5	100	10
Botanical Center Improvements	45	0	0	5	50	0
Brackenridge Park Rehabilitation	0	0	1,660	0	1,660	14
Buckeye Park	0	0	50	0	50	0
Comanche Lookout Acquisition	20	0	380	0	400	0
Copernicus Park Improvement	3	0	82	2	87	35
Crockett Park	0	0	45	0	45	0
Cuellar Community Center	30	0	0	0	30	0
Dawson Park and Community Center	30	0	0	0	30	0
Denver Heights Community Center	23	0	0	2	25	27
Elmendorf Park Improvements	60	0	0	0	60	0
Friedrich Park Improvements	10	0	210	5	225	3
Garza Park and Community Center	35	0	0	0	35	27
Guadalupe Arts Center/School	100	0	100	0	200	0
Haskin Park	6	0	32	2	40	2
Joe Ward Park and Community Center	40	0	40	5	85	27
John Tobin Community Center	0	0	175	5	180	27
Kingsborough Park	7	0	66	2	75	2
Lady Bird Johnson Park/Lou Hamilton	45	0	0	5	50	0
Lakeside Park Development	40	0	0	0	40	3
Lincoln Community Center	24	0	0	0	24	34
Mahncke Park Development	0	0	90	0	90	2
Mario Farias Park-BB Roof	0	0	40	0	40	0
McAllister Park Improvements	45	0	0	5	50	0
Meadowcliff Community Center	45	0	0	5	50	27
Monterrey Park and Community Center	45	0	0	0	45	0
Museum of Art (Latin American Exhibit)	0	0	0	100	100	0
Normoyle Park and Community Center	35	0	197	10	242	27
Northridge Park	5	0	53	2	60	0
Northwood Area Park	0	0	127	3	130	0
O.P. Schnabel Park	0	0	400	0	400	3

Project Description	Arch/ Eng	ROW	Const	Other	FY 97 Total	Annual Impact to O and M
Olmos Sports Center	0	0	214	2	216	2
Olympia Park	10	0	88	2	100	2
Palo Alto Park	20	0	178	2	200	7
Rosedale Park	15	0	132	3	150	0
San Antonio Natatorium	0	0	267	3	270	0
San Pedro Park Rehabilitation	0	0	2,000	0	2,000	10
St. Clare Park Improvements (Golden Park)	0	0	100	0	100	0
Vidaurre Park	5	0	44	1	50	0
Witte Museum Improvements	0	0	0	250	250	0
Woodlawn Lake Park Improvements	50	0	450	0	500	5
Total Parks	806	0	7,326	427	8,559	296
Total Recreation & Culture	955	0	10,214	885	12,054	545

Transportation

Air Transportation

281/Parking Garage Elevated Connector Phase I	750	0	0	2,968	3,718	0
Capital Program Administration	0	0	0	111	111	0
Environmental Assessment/Clean Up	0	0	0	250	250	0
Expand Airport Maint. Facilities	250	0	2,250	0	2,500	0
Land Reclamation & Dev	1,500	0	16,000	0	17,500	0
Noise Compatibility Program	250	0	1,000	0	1,250	0
Purchase Fire/Rescue Vehicle	0	0	0	500	500	0
Reconstruct Service Road	50	0	0	175	225	0
Reconstruct Taxiway D	400	0	0	0	400	0
SAT Building Eval & Renovations	50	0	200	0	250	0
SAT Washrack	50	0	0	280	330	0
SSF Washrack	25	0	0	105	130	0
Surveying & Platting	25	0	0	0	25	0
Terminal Modifications/Upgrading	200	0	800	0	1,000	0
Transfer to Stinson Impr Fund	0	0	0	500	500	0
Total Air Transportation	3,550	0	20,250	4,889	28,689	0

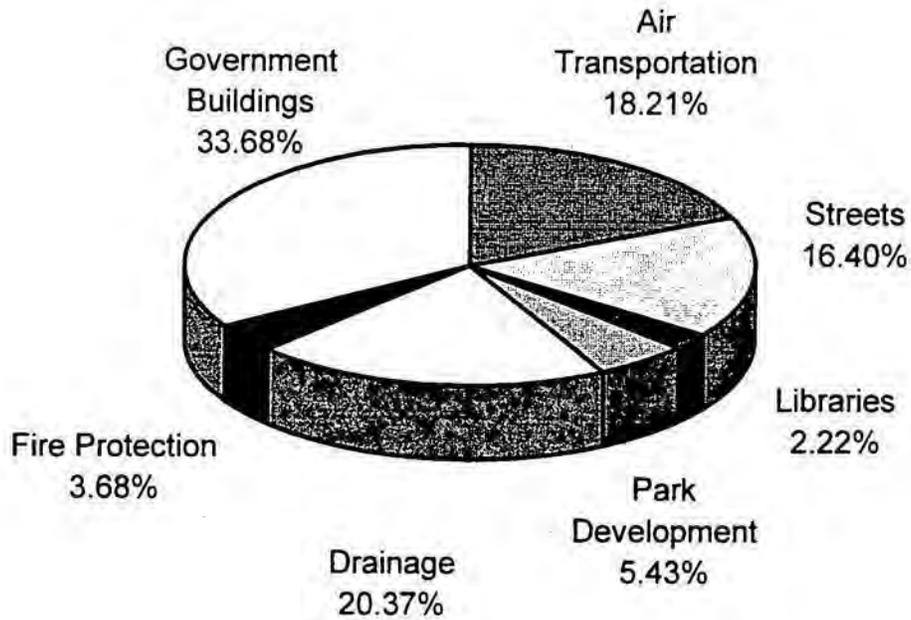
Streets

34th Street (Hwy. 90 to Castroville)	0	0	241	0	241	0
Aaron Place (Commercial to Pleasanton)	0	0	739	0	739	0
Advance & Brice (F St.-H St.)-Eng.	40	0	0	0	40	0
Apple Valley	171	0	0	0	171	0
Arbor (Trinity to San Marcos)	0	0	476	0	476	0
Aurelia Ph. II- Morningview (Amanda-Robeson)	0	0	52	0	52	0
Babcock Reconst. & Bridges	0	169	0	0	169	0
Barrio Clinic Expansion (1102 Barclay)	0	0	90	0	90	0
Boehmer (Burbank Loop to S. Flores)	0	0	99	0	99	0
Cardiff Avenue (Aransas to Dead End)-Eng.	39	0	0	0	39	0
Charben (Las Palmas-McMullen Drive)-Eng.	50	0	0	0	50	0
Chico, Margil & Knox Streets	0	0	177	0	177	0
Christian Senior Services Improvements	0	0	40	0	40	0
Claremont/Eleanor/Natalen-New Braun	0	0	1,219	0	1,219	0
Clark St. (Essex-Aransas)	0	0	491	0	491	0
Contour Drive Street Improvements	0	0	1,668	0	1,668	0
Culebra Area Streets Phase I	0	0	835	0	835	0
Custer (Orange-Weinberg)-Eng.	68	0	0	0	68	0
DeWitt (Flores-Fairmont)	0	0	90	0	90	0
Drury (Logwood-Dead End)	0	0	303	0	303	0
Eastlawn Neighborhood Streets Phase I	0	0	180	0	180	0

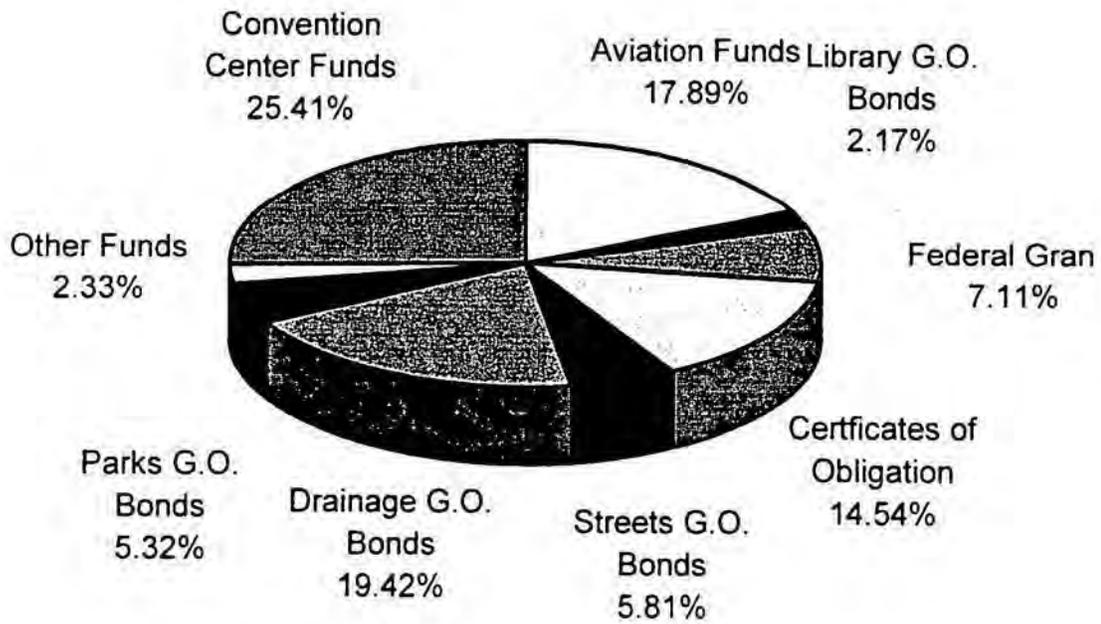
Project Description	Arch/ Eng	ROW	Const	Other	FY 97 Total	Annual Impact to O and M
Edgewood Place Public Improvements-Eng. Shortfall	0	0	20	0	20	0
Edison Drive (West Ave. to Fredericksburg Rd)	0	0	500	0	500	0
El Monte (San Pedro/McCullough)	0	0	330	0	330	0
Elsmere (Michigan-Capital)-Eng.	0	0	18	0	18	0
Emory (Kentucky to Waverly)	0	0	58	0	58	0
Essex (Hackberry to Pedmont)	0	0	313	0	313	0
F Street (Pecan Valley-IH 10)	0	0	88	0	88	0
Fairdale (Rittiman to Bloomdale)	0	0	300	0	300	0
Finch St. (Finton-IH 35)-Eng.	10	0	0	0	10	0
Foylyn & Jersey	0	0	134	0	134	0
Fred'sbg Rd. (Ph II-Sandoval to Woodlawn)	0	0	2,181	0	2,181	0
Gulf Street (1000 Block)	0	0	124	0	124	0
H Street (Amanda to Pecan Valley Dr.)-Eng.	44	0	0	0	44	0
Hamilton - Guadalupe to Laredo	0	0	512	0	512	0
Harvard Place Streets Phase I	0	0	427	0	427	0
Harvard Terrace (Yale-University)-Eng.	13	0	0	0	13	0
Indianola (Garfield Alley-Camargo)-Eng.	24	0	0	0	24	0
J Street (Amanda-Artesia)	0	0	156	0	156	0
Keitha Area Streets Phase I	0	0	395	0	395	0
Kentucky Avenue (Emory to Wilson)	0	0	60	0	60	0
King Ave. (New Laredo Hwy.-Bynum)-Eng.	91	0	0	0	91	0
King Avenue (Somerset to New Laredo Hwy.)	0	0	535	0	535	0
Las Palmas (Charben to 26th)	0	0	476	0	476	0
Los Jardines Sidwalks	0	0	6	0	6	0
Luz Avenue (42nd St. to Dead End)	0	0	175	0	175	0
Madrid Street (Merida to Castroville)	0	0	306	0	306	0
Mahncke Area Streets, Phase III	0	0	180	0	180	0
McKay (400-500 Block)-Eng.	137	0	0	0	137	0
Mitchell St. (Roosevelt-Presa)	0	0	150	0	150	0
Monclova Street (N. Spring to N. Zarzamora)	0	0	62	0	62	0
Nacogdoches (Broadway to New Braun)	0	100	573	0	673	0
Navidad Street (W. Poplar to Waverly)	0	0	377	0	377	0
Paso Hondo (S. New Braunfels-Walters)-Eng.	34	0	0	0	34	0
Pinn rd. - Commerce to Brownleaf Ph II	0	0	672	0	672	0
Prado Street (IH 35 to Edwards)	0	0	24	0	24	0
Republic Drive/Rector Drive	0	0	242	0	242	0
Rounds Street (Calaveras to Navidad)	0	0	131	0	131	0
Salado Creek ("J St Park) Drainage	0	0	130	0	130	0
San Fernando Street (S. San Joaquin to 36th St.)	0	0	353	0	353	0
San Pedro Ave & Ashby St.	0	0	425	0	425	0
Science Park Drainage, #58 H, I & J Ph III	0	0	600	0	600	0
Sidewalk (Cedarhurst-Eagle Rock Dr.)	0	0	50	0	50	0
Sidewalks (Westbriar; Meadow Way; Alice Fay)	0	0	10	0	10	0
Southlawn-Merida to Castroville	0	0	27	0	27	0
Stretch (Chavaneaux-Malley)-Eng.	51	0	0	0	51	0
Sutton Drive (Cheryl to Zachary)	0	0	378	0	378	0
Thorain (Neer-S.P. Railroad)-Eng.	29	0	0	0	29	0
Thorain Blvd. (Blanco to San Pedro)	0	0	471	0	471	0
Trinity (Martin-Travis)	0	0	168	0	168	0
Valley Hi Drive (410 to Ray Ellison)	0	0	730	0	730	0
Waverly (Zarzamora to Glenmore)	0	0	542	0	542	0
Wurzbach Parkway	1,000	3,000	0	0	4,000	0

Project Description	Arch/ Eng	ROW	Const	Other	FY 97 Total	Annual Impact to O and M
Yucca (Amanda to Railroad Tracks)	0	0	662	0	662	0
Total Streets	1,801	3,269	20,771	0	25,841	0
Total Transportation	5,351	3,269	41,021	4,889	54,530	0
Grand Total:	9,465	3,899	129,482	14,695	157,541	992

FY 97 Proposed Capital Budget Expenditures



FY 97 Proposed Capital Budget Revenues





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	1,109,700					

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	369
Miles of Sewer:	
Storm	352
Sanitary	4,400
Building Permits:	
Permits Issued	16,174
Estimated Cost	\$738,001,735
Fire Protection and Emergency Medical Services:	
Number of Fire Stations	44
Number of EMS Units	23
Number of EMS Paramedics	262
Number of Firefighters	947
Police Protection:	
Number of Stations	6
Number of Employees	1,960
Number of School Crossing Guards	291
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	28
Number of Recreation Centers - All Year	24
Number of Recreation Centers - Summer	53
Sewer Service:	
Number of Sewer Customers	288,099
Estimated Number of Persons Served	1,097,657
Water Service:	
Number of Water Customers	265,725
Estimated Number of Persons Served	1,012,412

Miscellaneous Statistical Data

Education:

(Eleven School District Wholly or Partly Within
San Antonio City Limits)

Number of Schools	314
Number of Teachers	15,692
Number of Students Registered	237,348
Average Daily Attendance	222,686

City Employees:

Unclassified:

Regular	89
Part-Time (Annual)	6

Classified:

Regular	8,567
Temporary	2,397
Seasonal	219
Part-Time (Seasonal)	260
Part-Time (Annual)	285

Total	11,823
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Election:

Registered Voters	469,964(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	935,933	19.1%
1996 ²	1,109,700	18.6%

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	129,981.28	500,000
Assistant City Manager	105,006.00	500,000
Director of Finance	89,528.14	1,000,000
City Controller	57,000.00	1,000,000
City Treasurer-Collector	61,987.00	500,000
City Attorney	96,809.96	500,000
City Clerk	81,889.86	500,000
Fire Chief	91,079.82	500,000
Police Chief	94,379.74	500,000
Director of Aviation	80,465.84	500,000
Director of Arts & Cultural Affairs	68,629.60	500,000
Director of Building Inspections	80,476.76	500,000
Director of Community Initiatives	59,713.68	500,000
Director of Code Compliance	65,815.62	500,000
Director of Convention Bureau	104,654.94	500,000
Director of Convention Facilities	79,128.40	500,000
Director of Economic Development	90,443.86	500,000
Director of Human Resources	70,000.00	500,000
Director of Information Services	89,347.18	500,000
Director of Int'l Affairs	69,179.76	500,000
Director of Internal Review	71,662.24	500,000
Director of Library	83,225.04	500,000
Director of Municipal Court	70,244.20	500,000
Director of Parks & Recreation	90,168.00	500,000
Director of Planning	72,910.76	500,000
Director of Public Health	93,947.62	500,000
Director of Public Works	97,289.40	500,000
Director of Purchasing and General Services	71,999.98	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	\$493,076,340	2.03%
United Services Automobile Association	Diversified Financial Services	\$357,569,224	1.47%
H.E.B. Butt Grocery Co.	Retail Grocery Chain	\$317,945,190	1.31%
Methodist Healthcare System.	Healthcare/Hospital Provider	\$205,923,150	.085%
Simon Property Trust	Shopping Mall Development	\$133,781,925	0.55%
Property Trust of America	Real Estate Investment	\$130,436,230	0.54%
North Star Mall	Shopping Mall	\$112,417,750	0.46%
Marriott Corporation	Hotel	\$111,502,320	0.46%
Wal-Mart Corporation	Retail Department Store Chain	\$97,209,730	0.40%
H.B. Zachary Company	Hotel, Real Estate, & Construction	\$71,843,087	0.30%
	TOTALS	\$2,031,704,946	8.37%



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 reappropriation.

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 reappropriation. – 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 19XX-XX budget as originally adopted by the City Council. It does not include prior year encumbrances or reappropriation.

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 nonrestricted 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.

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.

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.

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.

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 include 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.

Reappropriation: 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 "reappropriated" 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 or 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.

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.

Yield: The rate earned on a monetary investment.