

MINUTES OF SPECIAL MEETING OF THE
CITY COUNCIL HELD ON WEDNESDAY,
JUNE 18, 1975.

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The meeting was called to order by the presiding officer, Mayor Lila Cockrell at 7:30 A. M., with the following members present: PYNDUS, BILLA, CISNEROS, BLACK, HARTMAN, ROHDE, TENIENTE, NIELSEN, COCKRELL; Absent: NONE.

75-35 The following discussion took place regarding City Public Service Board financing and executive session.

MAYOR LILA COCKRELL: As you know, I have been out of the City and upon my return I asked the City Manager and City Attorney to bring me up to date on this matter, the matter of an executive session having been called. I'd like just to share with you what I have learned and ask that the Council concur in a two week postponement of a discussion of this issue. As I recall the first time that I personally became aware of the whole issue of possible alternative means of financing City Public Service capital expenditures was about a year ago. At that time the City Public Service was asking the Council to come forward with a bond program, and Councilman Al Padilla brought to the Council a report of a possible alternative plan on financing. This had been developed by Mr. Milton Halpern of Rauscher Pierce, and Company, a very fine, very reputable firm here in our City and this was offered as a suggestion for the Council to consider. Frankly this was the first time that I even began thinking about possibilities of alternate methods of financing. While the Council did not elect to follow that course at that particular time that it was introduced. Excuse me, was it last year or two years ago?

CITY MANAGER SAM GRANATA: About 18 months ago.....

MAYOR COCKRELL: About 18 months ago. At any time, whenever it was brought forward this alternative means of financing was proposed. The Council did not elect to go with it at that time for various reasons, but at least it raised the issue which I think was valuable, the fact that there might be alternative ways of looking at the capital needs of the City Public Service Board. Now, this past January the Mayor and one member of the Council made a trip to New York as is the custom when bonds are to be issued to discuss the bonds with the financial houses. The Finance Director went with them. As a result of that trip again during that discussion, apparently, the whole issue of the requirements of the indenture and the methods of financing the capital program of City Public Service were again raised. Evidently, when they returned from that trip, the Mayor had made a suggestion that the whole issue be looked at. As I understand it, the Finance Director was in contact with the First Southwest Company of Dallas which is one of the most outstanding financial advisors in the country and serves to advise many firms, in many cities on their financing of capital improvements. I was not personally aware of the request that this study be initiated but had I known of it, I certainly would have concurred because I feel that in the exploratory ideas in the area of possible alternate means, possible means that might prove to be better should at least be considered.

Apparently, in May, the City Public Service Board, through their Staff, initiated similar studies as to this area, and apparently, both of those studies are about now concluded, or nearing conclusion. The Council, I think had been approached by the City Public Service to have an evening social, dinner, and briefing on the plan that

has been commissioned by City Public Service, and I think also the fact that the City had a plan was then mentioned and it was determined that possibly an executive session first on the City's plans might be in order. One of my first questions was to ask the City Attorney on behalf of all the Council whether or not he felt that after hearing the content of the meeting that it was an item that properly belonged in a closed, executive session. I know all members of the Council are certainly very desirous of abiding by the open meetings law in its full intent. After consideration, the City Attorney advised that he felt that this was not properly a matter for an executive session. So that was the first determination, and then also it appeared to the City Manager and it was his recommendation to me that additional staff work was needed before the plans were presented. Also, it seemed to me that at the time the plan or plans were presented it would be better just to have the full opportunity for the Council to review all pending plans, either City Public Service or so-called City plan, although it is not none of them are official plans. They're simply ideas that have been proposed for consideration. So upon this recommendation, I am suggesting that we leave the briefing for the Council be postponed about two weeks to allow all staff work to be completed. That we have a full open meeting. That we hear the plan that has been developed by the First Southwest Company. We also hear the plan that has been developed by the Financial advisors to CPS. In addition, I would like to say since Mr. Milton Halpern of Rauscher-Pierce initially brought this to the Council's attention, the fact that there might be alternate plans, if he has any plan that he would like to present. I think, again, that he should have the opportunity, since he had originally brought a plan to the City. I think that simply the consideration of alternate plans is in the public interest because I feel that all of us are concerned that we are able to meet as fully as possible the future needs for capital expansion of CPS, but we're also acutely aware of the problems of the ability to pay on the part of the consumers in our San Antonio area. We are desirous of protecting their interest to the fullest extent possible. So this brings me up to the point today of asking your concurrence in a two week postponement of consideration of this issue for the reasons which I have outlined to you.

MR. AL ROHDE: Mayor, I commend your actions because leadership did play a vital role and what you've done has earned my concurrence because I was the one that questioned you at the meeting and I think you acted very proper in this matter and I so move that we do this.

MR. GLEN HARTMAN: I second it.

MAYOR COCKRELL: Any further discussion? Mr. Pyndus.

MR. PHIL PYNDUS: Yes, Mayor Cockrell, would two weeks be a sufficient length of time?

MAYOR COCKRELL: I think so, I think we don't want to postpone it unduly because there has been considerable publicity about it. It would just be my feeling that within a two weeks time the necessary - any follow up by the staff and the preparation of the course would be ready.

MR. PYNDUS: (Inaudible).

MR. RICHARD TENIENTE: Mayor Cockrell, within those two weeks, could we within the two weeks, could we work with staff? They would be working with us to try to brief us to work up to the point of having the meeting.

MAYOR COCKRELL: Yes. Fine. Good.

REV. CLAUDE BLACK: I'm particularly interested. I would like to have material available to me that needs to come to the press, I would not during the two weeks period to be reading in the press what I ought to have first. So, if you can see to it that those reports that are released to the press, also be released to the Councilmen.

MAYOR COCKRELL: Yes, I appreciate your feelings on this. I share these concerns. I think all of the Council do. Are there any other comments?

DR. D. FORD NIELSEN: I think it's one of the overriding concerns of alot of citizens, certainly some CPS trustees, and some of the management has been the whole consideration of board makeup, direction of board, etc. etc. If we can't directly get into, but I think indirectly we must address the fact that at least a number on this Council feel that there ought to be some reworking, some reunderstanding of how the trustees of CPS are appointed, selected or whatever. I would hope that fairly quickly, this Council will and maybe not directly tie it to the refinancing or whatever, but fairly quickly make clear that we would like, and mostly speaking for myself, to have a much closer working relationship in terms of selection down the road of the Trustees. I think that's going to be very critical of how we work together, and I don't know whether you agree or disagree.

MAYOR COCKRELL: Fine. Dr. Nielsen, I feel that this Council has made its position more than clear on that particular issue. Well, the only thing that was even a possibility was the action on that one particular pending bill. Now, on this subject. Let me just say this. If any vacancies on the City Public Service Board, should occur within this two year period of our term of our office; as Mayor, I will certainly keep you advised of persons who are under consideration for appointments, accept any suggestions you may have to feed into the hopper of persons being considered, and before any final decision is made, I will keep you advised fully as to what it is going on. As I understand it, the Board policy is or has been, it was enunciated at the last meeting which Mr. Teniente and I attended, that if apparently, as much as one strong negative feeling exists on the matter of the trustee, that the trustee is not appointed. If I felt that a majority of this Council, for example, had good and sufficient reason for a particular person not being appointed to the trustees and I voiced this in the appointment process. That would be sufficient as I understood. Did you understand that, Mr. Teniente, that the.....

DR. NIELSON: In terms of your discussion with either Mr. Berg or whoever over there that really all we are, I guess, striving for is some mutual agreement. Not a question of whose got ultimate veto power or anything like that well, but we are going to work together to.....

MAYOR COCKRELL: Right. Yes, in other words, my vote counts just like anyone in the other four to five trustees, the four trustees and then the Mayor ex-officio. The desire is for any trustee who is appointed to feel that he has come on with a full strong backing of the board. As one memeber, I will share my role over there as I have previously told you with the Council. Now then this does not directly answer all of the concerns. I realize that but at least it is, under the terms of the indenture, it is the best working relationship that we have open to us just at this particular time.

DR. NIELSEN: Well, all right. We can continue discussion on that - not right now but later on.....

MAYOR COCKRELL: Mr. Pyndus.

MR. PYNDUS: I think it's necessary to make a comment on that during the last meeting which Richard, you and Mayor Cockrell attended. I was there and the issue was brought up in conversation publicly with Mr. Berg. He said that unless there is a unanimous acceptance of an appointee to the board of Trustees of the City Public Service Board. Unless, it was unanimous, they would not appoint that person and your vote was against the person that was suggested, that this person would not be appointed. So consequently, you now have the authority to withhold the appointment or suggest the appointment of a member to the Board of Trustees. I think that if we're going to run the board efficiently, that the issue is not as critical as we're making out. I think we have that power. I think you have, Mayor Cockrell, have the power to control the appointment on the Board of Trustees of the City Public Service Board as of this date. This was reiterated, and Richard, you were present when I asked Chairman Berg to specially state whether this was true or not, he said "yes", that no appointment would be made without your concurrence.

MAYOR COCKRELL: Well, at any rate, let me just advise the Council that I will, if vacancies occur, during these two years, I will work very closely with the Council in terms of my relationship to the appointment. I found that prior to my being on the Council in July of 1962, there was a resolution passed by the then Council on this particular subject and I'm sure it's available for anyone who would like to see. At any rate, I'm sure that I expressed the desire of every member of the Council that what our goal is, Number One; to have a good working relationship with each of our utility boards, that we must work together for the good of all of our citizens, that we desire to do this. I think it is in the public interest to explore all possible means of financing capital improvements, so that when the final decisions are made they may be - in light of all of the viable alternatives, and so, we will then have this meeting held in about two weeks. Yes, Rev. Black.

REV. BLACK: Let me just emphasize the impression that I got from the paper is that the present method of financing is costing consumers about 20 percent more than it would under another plan. I don't know what is the thing to do, but that is a significant public expression of information which means that it lays upon this Council the tremendous responsibility to deal with that, if it is true the present way of financing is costing the consumer 20 percent more that it would cost under a different financial system. Then that means that we need to move with urgency because that is the point where the citizen is hurting. He's not hurting at Board appointments, he's hurting at the level of his pocket book. Now, we want to deal with the Board appointments primarily because we can deal then with the escalation of costs, but the consumer out there is thinking about that extra 20 percent. This is what we ought to deal with.

MAYOR COCKRELL: Well, I want to make it clear that I don't think at this point certainly no member of the Council, I don't think any person yet is able to say positively any exact percentage of savings but this type of information is what we want to hear addressed in any presentation of plans that are made to us.

DR. NIELSEN: And not having to raise rates perhaps as fast to do this.

MAYOR COCKRELL: Well, thank you, very much and we'll just then schedule this in about two weeks as soon as we get all of the staff work completed. Now, then we go to the first item of the Agenda.

MR. HARTMAN: Thank you, Madam Mayor, just as a prelude if you will to the staff's presentation I'd just like to say a few words as being Chairman of the Task Force established during the last of the final public hearing on revenue sharing by Mayor Pro-Tem Teniente. Just a couple of points I'd like to bring out. First of all, the Task Force consisted of Rev. Black, Dr. Nielsen, Mr. Pyndus, and Dr. Cisneros, and myself. The Task Force was established for the purpose of pulling together the various suggestions that have been made with regard to how the Revenue Sharing matters would be dealt with and to come up with a recommendation to the Council that we're doing here this morning on how the revenue sharing amount of \$10.1 million should be spent. One of the minor corrections on the handout if I remember very correctly, was Friday, the 13th, it was Friday, June the 13th that the Task Force met not Monday, the 13th. The actions that were taken I think were quite satisfactory to the members of the Task Force. I think the big item that was really addressed and discussed, I think logically and very candidly, was the matter of funding for emergency medical service. The question had been raised as to whether or not in as much as emergency medical service had been operating now for some time and had in fact become a part of our regular municipal services, in fact, regional services, that perhaps the time had arrived for this service to be institutionalized into the regular function of the City budget. It was therefore, considered appropriate that this matter be addressed in conjunction with the City Staff and that if at all possible that EMS become institutionalized and placed in the General Budget.

The amount that heretofore been recommended for EMS funding out of Revenue Sharing should be applied to other prospects of high priority. This was done, as the resume points out, and I think it's important to emphasize that no time there was any intent to degrade the necessity for EMS. In fact, quite the contrary, it is an established function, it has been accepted, and it certainly more than proved itself. It's a very important facet of our municipal services and therefore should be more a part of the regular budget. The Task Force then proceeded with the matter of determining how this amount of money should be expended and I think the considerations there were again done, quite candidly, quite logically. And the recommendations that we have herein I think are solid.

There were some alternative ideas discussed early in the discussion with regards to how the entire - whether or not - we should approach the whole budget broad base standpoint initially and then look at the matter of the Revenue Sharing budget spending. After some discussion, this was decided, that we would pursue it on the basis upon which it was pursued. I would like before I turn it over to Sam, to commend the fine relationship that transpired here between the members of the Task Force and management. I think it was very excellent working relationship, and as narrative indicates here it was a cooperative effort between the two. One last item, after the staff presentation has been made, Dr. Nielsen, a member of the Task Force would like to discuss an item discussed during Task Force deliberations.

CITY MANAGER GRANATA: If I may, Mayor and Council, I'd like to go through the prepared statement and then we can get into detail if need be. So, I'll start out by saying and you have copies that the Revenue Sharing Task Force met on Friday, June 13, 1975 to review the status of the Revenue Sharing budget and submit a recommended budget to the City Council here this morning. After several propositions were discussed, it was resolved that the Emergency Medical Services Project, in the amount of \$2,471,235, would be transferred from the Revenue Sharing budget and funded in the General Fund budget.

At this point, the Chairman of the Task Force suggested a thirty minute recess during which time the City Manager was to prepare a recommendation for the Task Force, detailing how the funding of the Emergency Medical Services Project could be accomplished in the General Fund. Upon reconvening, the following recommendation was made by the City Manager:

1. Since the tentative General Fund Budget was prepared, a review of recent enacted legislation has been completed, which indicates that \$1,009,000 budgeted for subsidy to the Transit System will not be required, thereby releasing that amount for other expenditures.
2. It was recommended that all City Golf course green fees be increased, which would generate approximately \$200,000 for this purpose. It was noted that green fees had not changed since August 1, 1971. Now this increase is approximately 50 cents. It's not in the prepared statement, goes from \$2.00 to \$2.50 on a week day and \$2.50 to \$3.00 on a weekend. It is still way below other cities.
3. A surplus of \$240,671 remained in the San Pedro Underpass Drainage Project, which could be used for this purpose.

MR. PYNDUS: Excuse me, is that \$240,671 in the General Fund, or is it in the Revenue Sharing?

CITY MANAGER GRANATA: That was in the Revenue Funds, now to be used towards the recommended projects.

4. It was recommended that the beginning balance of next fiscal year's budget be decreased from \$2,000,000 to \$1,500,000, thereby releasing \$500,000 for the Emergency Medical Services Project.
5. It was further recommended that other fees, such as Health Permits, Food Handling Permits, etc., be increased to generate \$100,000. It was noted that all recommended increases would be brought before the Council in the form of an ordinance for their review in the near future. And these are very minor amounts, but we can go into detail later. They are a very small amount of rate increases which also have not been increased for a long period of time.
6. Also, the City Manager's contingency was recommended to be decreased from \$750,000 to \$500,000, thereby releasing \$250,000.
7. Then through other savings and economies, such as freezing salaries, not filling some personnel vacancies, withholding some capital equipment purchases, should generate an additional \$171,564.

The above actions would make available a total of \$2,471,235 to fund the Emergency Medical Services Project, \$2,230,564 from the General Fund and \$240,671 from Revenue Sharing Funds. It was the consensus of the Task Force that this plan was acceptable.

As a result of these actions, \$2,471,235 remain unassigned in the revenue sharing budget. The following is the recommendation of the Task Force as to how these funds should be spent:

MH/MR (DAY CARE FOR MENTALLY RETARDED)	\$40,000
MAUC (FIELD MENTAL HEALTH)	30,000
CARVER LIBRARY OPERATIONS	125,000
HOMEMAKER SERVICES	200,000
CITY WELFARE SERVICES EXPANSION (EASTSIDE & WESTEND MULTI-SERVICE CENTERS)	53,000
CARSON STREET BRIDGE (ENGR.)	120,000
STORM DRAINAGE #250 (ENGR.)	400,000
STORM DRAINAGE #69 RIP RAP (ENGR.)	800,000
STORM DRAINAGE #39 c-f (ENGR.)	334,000
STORM DRAINAGE #61 H & J (ENGR.)	150,000
STORM DRAINAGE #58 M (ENGR.)	150,000
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	\$2,402,000
UNASSIGNED BALANCE	79,235
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	\$2,471,235

This unassigned balance can remain and assigned at a later date or be assigned at this time. It is my recommendation that it remain unassigned to be used as a contingency to meet unknown needs later on. However, if after your discussion you feel it should be placed elsewhere, that's your prerogative.

After considering these recommendations, the proposed 1975-76 Revenue Sharing Budget would be as follows:

PUBLIC SAFETY

THIRTY-TWO ADDITIONAL PATROL OFFICERS (REOCCUR.)	\$412,580
TWENTY-FIVE FIREFIGHTERS (REOCCUR.)	320,890
DEMOLITION OF UNSAFE STRUCTURES (REOCCUR.)	120,000
DOWNTOWN FOOT PATROL (REOCCUR.)	250,000
POLICE & FIRE UNIFORM PERSONNEL	620,761
PAY INCREASES (REOCCUR.)	
HEALY-MURPHY YOUTH TRAINING (REOCCUR.)	43,917
YOUTH ADVOCACY (REOCCUR.)	50,000
DRUG ABUSE CENTRAL (REOCCUR.)	76,283
TOXICANT INHALANT (REOCCUR.)	63,250
POLICE & FIRE PENSION FUND (NEW)	970,000
SALVATION ARMY HOME FOR GIRLS (REOCCUR.)	36,000
YOUTH ENTREPRENEURSHIP (REOCCUR.)	80,000
CRISIS CENTER (NEW)	10,000
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TOTAL	\$3,053,681

HEALTH

EXPANSION OF PERSONAL PUBLIC HEALTH SERVICES (REOCCUR.)	\$139,620
EMERGENCY MEDICAL SERVICES SYSTEM - FIRE (REOCCUR.)	240,671
EMERGENCY MEDICAL SERVICES SYSTEM - HEALTH (REOCCUR.)	35,405
ALCOHOLIC REHABILITATION CENTER (REOCCUR.)	7,500
FREE CLINIC (REOCCUR.)	33,000
FIELD MENTAL HEALTH (REOCCUR.)	93,880
ANEMIA CLINIC (REOCCUR.)	80,000
CHILDREN'S ONCOLOGY CLINIC (REOCCUR.)	50,000
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TOTAL	\$680,076

RECREATION

SUMMER RECREATION SUPPORT (REOCCUR.)	\$150,000
INNER CITY DEVELOPMENT BASKETBALL COURTS (REOCCUR.)	8,900
CARVER COMMUNITY CULTURAL CENTER (NEW)	<u>125,000</u>
TOTAL	\$283,900

LIBRARIES

LIBRARY MATERIALS (REOCCUR.)	<u>\$45,000</u>
TOTAL	\$45,000

SOCIAL SERVICES

PROJECT OUTSTRETCH (REOCCUR.)	215,000
DAY CARE FOR MENTALLY RETARDED (REOCCUR.)	229,860
ADULT LITERACY (REOCCUR.)	33,151
HUMAN SERVICES (REOCCUR.)	101,000
BARRIO BETTERMENT & DEVELOPMENT CORP. (REOCCUR)	155,000
SENIOR CITIZENS NUTRITION PROGRAM (REOCCUR.)	42,810
WELFARE SERVICES (NEW)	53,000
HOMEMAKER SERVICES (NEW)	<u>200,000</u>
TOTAL	\$1,029,821

ORDINARY & NECESSARY CAPITAL EXPENDITURES

EXPANDED SCHOOL SIDEWALK PROGRAM (REOCCUR.)	150,000
FARMERS MARKET DEVELOPMENT (CONT'D)	650,000
WESTSIDE YMCA (CONT'D)	1,100,752
EASTSIDE BOYS' CLUB (CONT'D)	471,000
EQUIPMENT PURCHASE - PARKS DEPARTMENT (NEW)	200,000
SPANISH GOVERNOR'S PALACE (NEW)	81,500
EASTSIDE MULTI-SERVICE CENTER OFFICE EQUIPMENT PURCHASE-WELFARE DEPARTMENT (CONT'D)	3,576
EASTSIDE MULTI-SERVICE CENTER EQUIPMENT PURCHASE GENERAL USE (CONT'D)	27,760
EASTSIDE YMCA (NEW)	19,050
STORM DRAINAGE PROJECT 250 (NEW)	400,000
STORM DRAINAGE PROJECT 69 RIP RAP (NEW)	800,000
STORM DRAINAGE PROJECT 39 B,C,D,E,F (NEW)	64,000
STORM DRAINAGE PROJECT 61 H & J (NEW)	150,000
STORM DRAINAGE PROJECT 58 M (NEW)	150,000
CARSON STREET BRIDGE (NEW)	<u>120,000</u>
TOTAL	\$4,657,638

FINANCIAL ADMINISTRATION

MONITORING & EVALUATION (REOCCUR.)	\$244,588
TREASURY CENTRAL BILLING (REOCCUR.)	<u>99,540</u>
TOTAL	\$344,128
TOTAL PROGRAM	\$10,104,244
UNASSIGNED BALANCE	\$49,235

MAYOR COCKRELL: All right, does that summarize your report?

CITY MANAGER GRANATA: That summarizes my report, and we're ready for questioning.

MAYOR COCKRELL: All right, do you have a question, Mr. Teneinte.

MR. TENIENTE: Yes, Mrs. Cockrell, the Task Force worked at length on alot of these proposals. Somehow or other the discussion came up in the Storm Drainage Projects, 39 that it would certainly be within reason and the way to approach it would be to include 39 b also because it figures in the project and make it more effective.

MR. HARTMAN: I think the engineering was \$30,000, the overall amount was \$300,000, take 10% of that. It is a contiguous part of the project.

CITY MANAGER GRANATA: If, in fact, 39 b is the upstream side of 39 c and it is approximately \$30,000 for additional engineering you certainly have the perogative to delete it from the \$79,000 balance, or surplus remaining and add it, that \$334,000 allocated for engineering for a total of \$364,000 for Project 39 b,c,d,e, and f, leaving a surplus of \$49,000..

MAYOR COCKRELL: Does it meet with concurrence of City Council to add 39 b section which is contiguous to the project? (The Council concurred).

MAYOR COCKRELL: I would like to ask a question. In consideration of the projects that the Task Force considered to be added and in establishing the priorities one set of projects occurs to me that has been requested and I wondered if any thought has been given to this. We have had the request on Marbach and Pinn Roads as recurring problems and recurring needs. I notice you have selected the drainage. No one can quarrel with drainage. But I wondered if you had given any thought to those two streets that are also needed.

MR. HARTMAN: Yes, those two have come up repeatedly. Marbach, of course, is in the priority list of the Urban Transportation Systems, Pinn Road has been a continuing problem. In some discussions with the City Manager on this a few days ago, those two particular areas needed, very definitely to be addressed in a future bond issue. The question of whether first any sort of preliminary planning should be provided in this budget is something which could be discussed. I am familiar with both streets and the problems.

MAYOR COCKRELL: I would like to raise this one other issue. In terms of the total engineering that we are doing. I know that with the CDA funds we have alot of engineering that is being done for storm drainage. This will add an additional large amount of engineering. Obviously, we are all concerned not only with getting the engineering done, which is only the first step but where is the funding anticipated to come from on the actual implementation of the engineering. I just want to point out one thing to the Council, and that is that I am not saying "not to do this" but I think we have to go in with our eyes open. If we are funding the engineering, are we in effect in advance obligating certain of our bond funds that we have already made a discussion on? I am raising this as an issue.

MR. ROHDE: I think you've got a good question there.

DR. NIELSEN: Madame Mayor, even the City Manager has raised that question. It's a kind of general response and that is "yes, in a way we are". It's kind of a carrot that's there to help us make decisions. It does not, however, preclude the citizens or anybody else from changing but it certainly is the carrot that is there.

MAYOR COCKRELL: What is the total amount of the construction costs then of these projects plus the ones from the CDA?

MR. CISNEROS: These would be about - multiply the figure that we have by 10 - that's about \$18 million.

MAYOR COCKRELL: That's \$18 million here? - In construction plus what was in the Community Development? (conversation inaudible).

MAYOR COCKRELL: The only question I'm making here is we have got to look down the road toward the completion and what we are now obligating.

CITY MANAGER GRANATA: In CDA you plotted the entire project, engineering and construction.

MAYOR COCKRELL: I beg your pardon, Sir. In the first year funding it was the engineering only.

DR. NIELSEN: I think only on about four projects.

CITY MANAGER GRANATA: Maybe you're right. I'll stand corrected.

REV. BLACK: It extended to about \$10 million over the three years funding.

MAYOR COCKRELL: There was discussion at the time though that some of that might be funded thru a future bond issue. I was just raising the total picture for us to see down the road that if we are talking about future bond issues, the possibilities of \$75 to \$100 million whatever is determined can be handled, how much of that will already be in effect, obligated by commitments on the engineering.

MR. CISNEROS: I think there is one point that needs to be made and that is that there, each one of these projects, is presently a situation that is very very bad so almost any objective bond committee or citizens committee that would review these would put these projects as a very high priority. So the result is very likely that almost any bond issue--- The other thing is that if for some reason they didn't make one bond issue the engineering work is done and is a carrot to find other sources of money to do this and the engineering work will never go away or change necessarily. We'll always have it. The work is going to have to be done sometime.

MR. HARTMAN: Another point too, in that same context. I think that the projects that the City chooses to perform engineering work on is a matter of selective planning on the part of the City whereas bond elections as a proposal reflect a submission of that to the voters. Again each of them may individually may or may not pass. I think it represents a projection on the part of the City as to priorities. I think this is rightfully the City's responsibility.

REV. BLACK: I think it might be well if we could have from the Manager's Office of the percentage of any bond issue based upon any engineering that we have in the Community Development Fund and in this in which the bond issues are locked in. It would be ridiculous to allocate this money without some projection of how we will fund the construction of it. I would just like to know if there is \$18 million or if there is---in terms of--- in the Community Development Fund or taking it to the construction period. I don't remember that, but if there is just engineering work in that it would call for bond issues there. It might be well that we would know at the very beginning before we appoint a bond committee. They would know that

they began with \$18 million already committed.

CITY MANAGER GRANATA: \$10 million, if you recall, is committed as engineering alone in the CDA. I don't recall. I was out and that is a \$100 million.

DR. NIELSEN: \$800,000, as I recall, of CDA funds went for four projects as far as engineering-----

MAYOR COCKRELL: I think rather than speculate, I would like to get those figures of what we had in CDA specifically for engineering on those projects.

CITY MANAGER GRANATA: Rest assured too that the staff when we address the Drainage Committee if we go that route we will certainly alert them on this. It's something we've never done and this is going far fetched. When the people vote they will be voting on storm drainage improvements period. Of course, we'll have a brochure and you are obligated to say we are going to do this, this, and this. We will do everything we can to try to lock---what the Mayor said you are locking them in prematurely, but we will do everything we can to make certain they pass.

MAYOR COCKRELL: Certainly, I am not disapproving any projects, but I just want to lay this out so that we go in and see the full ramifications when we start in.

REV. BLACK: I would not like to feel that any past bond issues would be jeopardized by the engineering that we are doing now because we go out and sell those bond issues to the people to support them. You sell them to the people on the basis of what those bond issues are going to do. If you fail to do that you will have a hard time selling the next bond issue.

MR. BILLA: Mayor, it wasn't pointed out, but it seems to me that in funding these engineering studies or projects, or doing the engineering on them, no mention is made that maybe you know you don't have to include some of these projects particularly upstream because when you take care of the downstream problem you eliminate, alleviate, the upstream problem a whole lot, and I don't know whether.....

DR. NIELSEN: Well, in some cases you do

MR. BILLA: Well, in most cases, you also create a problem outside the jurisdiction of the City.

MAYOR COCKRELL: I have an idea that anything that is on the master plan to the extent that is being labeled as a project probably is a definite need and not just.....

MR. BILLA: Well, I'm sure that they're all needed. But I think you made a good point that when you do this engineering you ought to have some relation to the funding that is going to be available.

MR. HARTMAN: Well, on that point, for example, you know, there's one particular project, but there's one particular street, a conduit, you're committed. In other words, you have to provide the downstream, so you'll have a place to get out. By the same token, you're also faced with the fact it has all got to hook together, have an outlet and be contiguous.

MAYOR COCKRELL: Mr. Granata, do we have a report.

CITY MANAGER GRANATA: Yes madam, I now have it. In the CDA there are 13 projects tied into engineering for a total of \$1,435,000. Thirteen projects - Engineerings locked for a \$1,435,000 which would be about 14 million dollars over a three year period. Any there's two additional drainage projects fully locked in for engineering and construction.

MAYOR COCKRELL: All right, now then, in the revenue sharing in the Revenue Sharing in the second and third years was it anticipated that this entire amount could be handled, excuse me, through the Community Development, second and third year programs? Or was it anticipated that a portion of this would have to be handled in a bond issue?

CITY MANAGER GRANATA: Bond issue.

MAYOR COCKRELL: How much of it?

CITY MANAGER GRANATA: I don't know. I would presume the entire construction amount, and I'm vague on that. I've gone through, and that was all done while I was out.

MR. PYNDUS: I don't think it is a matter to be vague on. I think we've ought to have some figures if we're going to budget.....

MAYOR COCKRELL: All right, we're talking about a \$75 million comprehensive bond issue, and you've already obligated 40 percent of the total amount. Is that, you know, is that what you want to do?

MR. PYNDUS: No madam, I would like to interject some thoughts, if I may, if this is the proper time. I do not agree with the recommendation of the Task Force, Mayor Cockrell. It was my thought, and I had tried to express this without success that we review all the monies available to us and knowing what could be projected in certain areas, and this has certainly not been followed. If I could explain that better. As I understand it, we have \$10 million in revenue sharing. We have a City budget of \$119 million.

CITY MANAGER GRANATA: Proposed.....

MR PYNDUS: Proposed. And we have the Housing and Community Development Act, if I'm wrong, I'd like to know it now. Of \$17,904,000, and then we have the Manpower Comprehensive Employment Training Act of \$16 million and then in addition to that, and this is one similar to the Housing and Community Development Act, and I don't know if I have them confused. It is the Community Development Fund Budget..... plus additional funds that we have coming in from federal grants. Now, I thought that if we looked at revenue sharing, we would use the philosophy of adding that money to the City budget, and supplementing the City budget and this was the purpose of revenue sharing. We haven't done that in this City. What we've done in the last three years, we have used that \$10 million separately and the City budget has gone along its separate ways of going from \$85 million three years ago to \$101 million last year, and now it's going \$119 and this is practically doubled. So instead of utilizing revenue sharing funds to help out the City, we have just added that to our government spending, and we've increased our City budget on a consistent basis. Now, in the approach that we have taken on this budget, we haven't made any attempt to finance the budget. What we have done is merely shift \$2.4 million out of the revenue sharing budget and put it into the general budget. Then we say, well, we found some money in this Transportation Act, and we are going to cut our funds down from \$2 million to \$1.5 million on

a cash basis. The Task Force has ignored the recommendations of staff in several cases of projects to be funded. The staff has gone into new projects, and it hasn't pared down or attempted to evaluate the on-going expenses that we have. I feel the philosophy of the Revenue Sharing funds should be projected towards capital expenditures, and we've utilized it in many agencies that receive funds from other grants instead of reducing it. All we've done is shifted it, and I don't think that's financial responsibility, and I feel very strongly about it. We've had increases, I don't know if these are pet projects of individual Councilmen; I don't know if it's political pressure by militant voices but currently, we have some projects in here that I don't know the merit of. I'd like the City Council to tell me particularly with these drainage problems, projects, number one, and they total approximately \$2 million. Looking over the entire City, are these top priority projects that you would put in this budget, looking over the overall City. I don't know because they have been in contact with some of the people that are in this room, and they say they've had these projects on hand since 1955, and if that's so, then they should have priority. But I have no indication from staff how you would line up for instance your..... let's go down the line on your Storm Drainage Project 250 and all the way down, that's 1,2,3,4 plus Carson Street Bridge. Are these the top priority would you consider over any project in town? Are these top priority?

CITY MANAGER GRANTA: Mr. Pyndus, I'll answer this for you. It's difficult to say which is the most critical drainage project because by its very nature, drainage really should start way down at the south end of the City and work back up so you have every outfall. That's where the water goes from the San Antonio from north to south. But as far as these are concerned, they all have outfall, and I can answer truthfully, that they are top priority, and whether they are the toppest priority, I don't know. Really any drainage project that has an outfall is a top priority project.

MR. PYNDUS: All right, now, for me to vote intelligently, if you tell me that this was the top priority in town. I can vote that way, but if you don't tell me, and I have to guess, or I have to deal with pressure and not fact, then I'm not accomplishing a budgetary process.

CITY MANAGER GRANATA: The policy that the drainage improvement committee has. We bring to the 100,150 drainage projects. The staff lists what they think is top priority, and none of those ever get in, there's alot more involved, where it is, who.....

I can show you 99, I'm just telling you like it is.

The Starcrest Bridge came in and it's not important at all at one time. The homebuilders, the ones that put pressure on people, they didn't get. We listed it as 109th priority but yet they were here fighting very hard for that. But really it's difficult, any group of citizens that live on a drainage problem think that is the top priority in the City. Where I live it's very difficult for me to get home, and I live on the north side, and there's only one way I get home when it rains, it really rains. I go up I.H. 10 and luckily I cross Wurzbach, and I can't get there any other way, so I would think that would be top priority.....

MAYOR COCKRELL: Just a point, I don't think, has Mr. Pyndus finished.

MR. PYNDUS: One more thing. We have taken categories such as Public Safety, Health, and Recreation, and Library, and Social Services and try to tie them in more than just one funding source, so we'll know how much money we have spent. The Public Safety takes the overwhelming majority of our monies and some of these areas there is, there is no attempt to economize. It's built in and there's no cut back. Now, let's take for instance, under Public Safety, we discussed this when I was here - demolition of unsafe structures \$120,000. Now we were informed that during the Friday meeting that this money would be available under the Community Development Housing for the target area... but I asked him the question and again it's hard to draw out facts when you don't know where to look. Where is the majority City-wide money spent to demolish structures? It is in the target area, is it not?

CITY MANAGER GRANATA: Not necessarily.

MR. PYNDUS: You told me this different last week.

CITY MANAGER GRANATA: Well, if I did I'm - it shouldn't be because that would be overlapping. We didn't have any CDA funds until now and we'll certainly watch now that it won't be an overlapping function. It could have been in target areas before but since we now have CDA funds available for target areas we certainly won't use the 120 in that area.

MR. PYNDUS: Well, I think it should be reduced. I don't feel that there has been wise planning in the budget.

CITY MANAGER GRANATA: But, if I read you, if I may, what you're saying is that really there are 6 million dollars in this budget that should be in the General Fund budget, anyway. And if you really wanted to, you could put that in the General Fund budget then you would have to delive the additional 4 million dollars and you would have cut the General Fund by.....

MR. PYNDUS: No, Sir, I did not say that at all.

CITY MANAGER GRANATA: Well, to get it in the perspective use it all for the General Fund.

MR. PYNDUS: No, sir.

CITY MANAGER GRANATA: Then I misunderstood you.

MR. PYNDUS: I say that what you're doing is merely taking 2.5 roughly million dollars out of this fund and you're putting it in another fund without any reduction whatsoever of funds and so.....

CITY MANAGER GRANATA: With the reduction, what you're saying is and what I think that if we did what you think should be done - we've already locked in \$6 million unless we dropped it all and our revenue sharing could truly go to the revenue sharing and then delete the \$4 million of the social services and all of the other things.

MR. PYNDUS: No, you're putting me in a spot that's not tenable. I don't want to throw the whole budget out. I think that the budget can be reduced. I think that EMS can be retained in this fund or a portion of it this year, and I think the general - and so I think this budget can take care of that now. I think you ought to prepare the revenue fund recipients to a cut down of their funds. I don't think you're doing it, you've increased.

CITY MANAGER GRANATA: We have \$10 million. We made a recommendation and that's what this wonderful charter is. We brought you a recommendation and we're meeting this morning and you as the Board of Directors and policy makers - you tell us how you want us to use it.....

MR. PYNDUS: Well, I feel your recommendations have not been followed.

CITY MANAGER GRANATA: Fine, you tell us what to do and that's what we'll implement.

MAYOR COCKRELL: All right, Mr. Cisneros.

MR. HENRY CISNEROS: Mayor Cockrell, on the earlier question of the source of funding for the full implementation of these projects as opposed to just the engineering or planning figures. I think we should not presume that all the 32 and that's the figure we added up when we added up the 14 and 18, has to be from bond issues because we do have years two and three with CDA for coming years in addition to future years of revenue sharing and so forth. The case can be made that we're not locked into allocations of CDA funds for the future years. We're not locked in to revenue sharing allocations for future years and that these might prove useable sources for some portions of that 32 million dollar figure. It's not really 32 million dollar figure because that 32 million dollar figure includes 1.4 and 1.8 which about 29 million and some of that can come out of CDA and some of it could come out of revenue sharing and then the left over out of a bond issue. I think it's appropriate that we look at the big picture and that we try to determine in rough numbers what we want to commit ourselves to in the future revenue sharing. What we want to commit ourselves in the future CDA allocations in terms of construction. Also, we have some idea about what it means in terms of the bond issue. But I think it would be erroneous to think of committing ourselves in the 75 million dollar bond issue to 32 million dollars worth of construction because there may be other sources.

MAYOR COCKRELL: All right, well, I just wanted to be sure that we raised the issue and that we view what we're getting into and I think that if we look at it in the context that certainly some of it would be funded in Community Development, that some of it will be funded in future Revenue Sharing, and hopefully some of it in a bond issue. But I think somewhere along the line we're going to have to put the brake on any additional engineering. That's what I want to raise. That until we get the picture of where the implementation is going to be funded that we are - we can't just engineer everything that need to be done if we don't know where the money is coming from because then we will be prematurely obligating funds.

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MR. GLEN HARTMAN: Yes. Well, first in regards to the priority of these projects quite logically we could sit here as a group for the next 225 years and not come out with an absolute priority, I mean there's no way. I think the way that the committee approached this, as you recall the task force rather was the fact that we want to look at those projects which could provide benefit for the maximum number of people. I think that's basically what we come up with, I think that the projects that are listed here are all projects where each time we have a heavy rain we see people in jeopardy of getting to their homes, water going through their homes, and from that standpoint I think as a priority I have no difficulty in inflating it into a high priority. Now what is the absolute ultimate priority. That's something that I don't think we'll be able to say. But I think that these are comfortably high priority projects. My second point was regarding to the budget in reference to the staff's approach of this. I don't always equate, in other words, I do not equate budget and budget cutting as being the same thing. I think that the budgeting that has been done in these staff recommendations and which we've addressed and which we have modified I think represent a reasonably good approach in terms of where money needs to be spent for certain things. Now, the fact that there may be some additional areas where one can trim fat I think that also. I think any budget that's ever been created, you can always cut a little bit of additional fat out of it. There comes a point where you begin to get through the fat and into the muscle. I don't know if we'll hit that point or not, but I think there also has been some economy shown in regards to this reprogramming, if you will, or shifting of EMS to the general fund. That was done.....

MR. PYNDUS: Explain that to me.

MR. HARTMAN: Well, I think they have, as the manager pointed out here earlier and was given in its presentation, there were some areas of cutting back in regard to the economies that were listed on item number 7 on the second page. The recommendation with regard to the contingency fund. That did not cut anything out of the budget, per se, but it is lowering the degree of contingency level. Whether or not this might be possible in other portions of the operation I'm not prepared to say. I don't think it's the Council's responsibility to make a budget decision. I think the Council's responsibility is to make policy decisions which I think we're doing.

MR. PYNDUS: In a budget you look at each item separately and you raise some and you lower some because some of them are effective, some of them are well spent and hind sight is always better than foresight and not in one instance has this task force cut anything significantly. You have added. Now the position that I'm forced into, the corner that I'm forced into is that I'm against drainage projects and this is not the case. I'm for the drainage project if we commit ourselves in an intelligent fiscal manner. If we're going to have five projects and engineering started at one time and put them on the shelf til 1990, then we're doing the same thing that the 1950 bond issue did. Now, if you could take this budget and reduce in some areas and put the savings somewhere else and stay within a confined amount of budget then I'm with you 100%. But all that you're doing is robbing Peter to pay Paul. You're taking out 2½ million to say well we're going to put it in this other fund and so to me that's not budgeting.

MAYOR COCKRELL: All right, Al has the next question.

MR. ROHDE: Mayor, I'm trying to read your concern because you've been through a lot of bond issues. If I might read this and make an interpretation, I feel there is probably a little message here

is that when you go in and ask citizens to make up a bond issue and go in with priorities already in your pocket and in a climate like we have now maybe a bond issue might not even pass. Is this what reservations you may have?

MAYOR COCKRELL: Yes, right I've had a meeting with the COPS organization and I did share this worry with them that I hate to go in and have a bond committee appointed and we are talking about maybe 75 to 100 million dollars and come in and say, well, the Council has already engineered all these projects. These are our projects, but you come and sit as an impartial member and start from scratch and make up the priorities. I think it's the problem we have to look at realistically. That doesn't mean that I'm against any engineering projects on there. I think everyone of them is needed, but I'm just concerned about the aspects of pre-judging what is to be in the bond issue. Now if we take the position I think the thing has been mentioned that it is reasonable to look at, if we take the position we are going to try to fund some of these out of revenue sharing, and out of possibly CDA money, but that means that next year we're going to have to cut out some other things and get the implementation of these in some of those funds. Are we going to be able to do that because you see the crunch you have been through this year on having all day hearings of people with needs. Every need that is brought to us is an important need. And next year saying we are not going to fund this and this again, but we're going to try to implement some of the things that we have engineered. These are the kinds of decisions that we just have to look to the end to see the results of what we do today.

MR. CISNEROS: Good point. In discussion with the director of Public Works, Mel Sueltenfuss, the other day, he indicated that present bond market conditions, it is quite likely that from date of passage of a bond issue, you are talking about a period of two years before the bonds are sold. Before dollars can be expended. Then when you put construction times of 18 and 24 months on top of that, we are talking about 4 years from the date of a bond passage before a project is completed or significantly under way. I think in light of the seriousness of some of these situations we need to get the process started. I am fully aware of your reservation. On the other hand, we need to get the process started. So we are talking about some 4 years before some relief occurs in some of these situations that are very bad. Now, with property values declining with every passing day because of the risks of flooding and that sort of thing. I think we have some important responsibilities to sections of the City and their redevelopment, etc.

MAYOR COCKRELL: All right, I have only one other thought and may I ask this question. Could monies be set aside for engineering of Public Works drainage projects, but without specifically labeling the projects. The reason I ask this is that this idea of getting the lead start on the implementation of the bond issue is a very good point, but this is what I would like to raise. If we today or just very quickly had the appointment of a bond committee and if the bond committee had set the priorities then I'd have no trouble about saying let's start on the engineering so that we can get them all underway. And let's cut down the time. The only thing that is concerning me is to fix the priorities before the bond committee has been appointed. That's the only part that I'm hunk up on.

DR. NIELSEN: Let me respond from my experience of 1970. That's only one part of reality. I thought firsthand that in fact citizens committee decisions were improved upon or not depending on the point of view by other peoples, by other citizens, and by finally by the Council themselves. So, in fact there's nothing all that sacred about the committee. Granted they're very fundamental. There's no question about that. One area of experience I have had, there are adjustments that can be made, and that have been made in the past. So it doesn't mean it would happen again, right or wrong, but it's part of reality.

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MAYOR COCKRELL: Well, I just..you know, again I just want to share these concerns.

MR. CISNEROS: I think there might be a way. One of those ways is that we all admit, or have this morning around this table, there are more projects even for which we are prepared to do engineering than would be possible to do under a bond issue. So that the committee has some choice as between those for which engineering has been committed. It figures 32 and you can only do 20 from this portion of the City. Then you've got some, you can set your priorities the 32 as to which of the \$20,000,000 worth of projects that have highest priorities. So we are not really locking them into specific projects but are allowing them some choice. It's like telling somebody to pick 6 out of the 10 that are before you. He still has a significant amount of latitude in defining one through six.

MAYOR COCKRELL: I see, Mr.....

CITY MANAGER GRANATA: Please, may I throw in some additional information since you're debating the issue. It depends on how soon you're going to plan this bond issue. Let's assume that this is it, now. First let me answer this way. I think that \$2 million could be set as engineering, yes. Then wait for a bond issue. That can be done legally as long as we get it encumbered in two years. We could have a bond issue in two years. Now, if you're going to have a bond issue immediately, even if we retain the engineers right away it takes them six to eight months to nine months for the final plans. We should have a bond issue prior to that time to determine. So, what I'm saying to you is if we assign them, they'd immediately begin the preliminary phase. We'll only appropriate the preliminary amount which is 15 percent of the fee assigned to that project. That can be a way to do it. Now, keep one thing in mind. Of this budget that you're discussing today, and which my staff always fails to number the pages, even though I tell them to please number them, 1, 2, 3, on page 5 there are approximately \$4,687,000 in this budget that by one shot deals they won't be in next year's budget. For example, the Farmers Market Development is \$650,000. When that's spent, that's done. So, what I'm saying to you there are \$4 million for next year out of the next entitlement period. That could be assigned for one or two of those drainage projects or major projects, keep that in mind.

MAYOR COCKRELL: Yes, Rev. Black.

REV. BLACK: I think what possibly one of the problems that we are having in terms of the relationship of this to regular budget is that revenue sharing monies it seems to me has always recognized the crisis of the City. Federal monies were appropriated, large grants to organizations and through the War on Poverty and all of this because cities were facing critical issues. It was never designed to be absorbed by the regular budget. It was always designed to supplement the regular revenue source of the City because the City was faced with needs that they could not meet through their regular revenue, through their regular sources of revenue. Now, when we look at drainage and we look at these other programs, what we're looking at are programs that normally would be shut out and would not be able to be met through what we call regular revenues of the City. Therefore, they have a proper relationship. The interesting thing is that we are in a very serious way looking at areas like patrol officers for safety of the City, like firefighters in terms of the security of our City, and we are looking at a downtown foot patrolman in terms of the security of the City, along with what I call people emergency programs. Now, I realize that what we're discussing has to do with how we could finance this. I think we're also looking at what is generally regarded in San

Antonio as one of its basic crisis. That crisis is basic. The indication has been that it would take \$400,000,000 to correct all of the drainage problems of the City of San Antonio. You cannot altogether address this issue without recognizing that you are investing, at least, you are beginning an investment in one of the most critical issues that the City of San Antonio is facing. If we face the difficulties in terms of continuing financing, it seems to me that what we're doing is then allowing whatever Council is in office to assume responsibility in the handling of those funds that are ahead of us, when we are saying through this budget that one of the most critical issues in the City of San Antonio is great.

MAYOR COCKRELL: All right, I'd like to make just a couple of comments here also to help clarify a couple of things for Mr. Pyndus because he has raised a very thoughtful point here. I would like to address a couple of points that he has raised. First of all, in the philosophy of the Revenue Sharing, the General Revenue Sharing which is before us, and in the Special Revenue Sharing which the Community Development Funding, these programs actually were initiated as a new form of federal-local relationship in terms of financial help and were to replace some old programs that were categorical grant programs. And in the past all of the decisions were made at the Washington level where they said we're going to give so many millions in this program and that program and another program. What you had was at the local level, you developed federal grantmanship expertise in trying to find the program that you could latch onto to fill some local need. Instead of that, the philosophy of these programs is in having the decision making at the local level. Now, when the first general Revenue Sharing Budget was faced locally, we faced a situation where we were closing, faced the closing out of the Model Cities Program, for which we had had very substantial local funding. Under the Model Cities Program there were both capital work and many innovative social services that were available to the citizens. It was not possible to absorb all of those in that first year General Revenue Sharing budget. Many were dropped. At any rate the closing out of Model Cities, the closing out of many other programs, such as open space allocations, and many others, water and sewer grants, many others are now replaced by these kinds of grants, direct grants, where we are making allocations to a number of different projects that were funded out of former direct federal grants. I do recognize the importance of really sound local budget making. I think every Council has gone through some soul searching as to whether or not it really had an adequate grasp on the whole process of budget making. I don't think any Council has ever been fully satisfied with its role in this respect.

Now, what I would like to propose is that assuming that whatever is adopted as the General Revenue Sharing Budget by this Council, that as of Thursday, I would like to appoint a Council Task Force. By that I don't mean just one Task Force. I would like to assign individual Council members to individual sections of our General Budget to do additional homework and see if there is any other area that can be cut in the overall budget in our budget making process. I think we need to question the total number of employees that are authorized, where increases have been made, the justification for many things in that budget. I would like to do that as of tomorrow.

Then getting back though to this particular thing. If the citizens, if the Council should decide to go ahead with this Task

Force recommendation, I just want to share this with the citizens. That there's no one on this Council who is against any drainage project, and if these are funded, everyone of us would like to have these and many more funded. Our only problem is we have to talk to and face up to the realities of how we are going to get everything implemented. How we're going to be able to chew everything we're biting off, is really what it amounts to. If we are not able to implement them all instantly, I want you all to understand from the process that we have been discussing today, the ramifications of all of this because I don't want anyone to be misled and feel that the fact that they have been authorized for engineering means that within this year you are going to see the finished result in your neighborhood. I just don't want anyone to have that misconception, I want you to understand the whole process we are still facing on this.

DR. NIELSEN: For perspective, Phil, we're talking right now about 5 percent of the fiscal responsibility we have in terms of all sources of revenue, in this City. This leaves about 95 percent more to go. Is that reassuring in terms of tightening and responsible decision?

MR. PYNDUS: You haven't tightened though.

DR. NIELSEN: We did tighten. When we shifted, and I just want to follow that up now, Mayor, and urge and although we won't take a formal vote, that informally I'm going to move that we adopt this as presented. Just want to bring out the point that I did at the committee, or task force level that in this overall \$2 million there is a piddling, an infintestual piddling amount for Parks and Recreation. I want to specifically suggest in terms of either reappropriation or refunding or any future decisions that are made in revenue sharing, I'd like to see more than a piddling amount in Parks and Recreation. Very significant I'd like to see a swimming pool in Garza Park as soon as possible, either out of revenue sharing, if that's available somewhere down the road, or with any other kind of budgeting process that we may get into in the next few weeks. Because of a lot of things that this addressed, it is a very important matter and with what I would just like to informally move that we adopt the revenue sharing allocations as presented.

MR. HARTMAN: Second the motion.

MAYOR COCKRELL: We have a informal motion and a second now. I think we all realize that this will be on the agenda tomorrow for the final vote. This will be just an indication of direction, is that correct?

REV. BLACK: I'm for the motion. There is another matter that was brought to the attention of this body, it had to do with the funding of a nutritional program at West End Baptist Church. We have received a memorandum to the effect that \$23,000 of that can be funded. There's a need for \$46,730 and I think we have a balance of some \$49,000.

MAYOR COCKRELL: What about the multi-service center?

REV. BLACK: That's where they draw the line. That's cut out.

CITY MANAGER: That's funded from the people of the West End Baptist Church. You were away last week and did not get to it, and even if they could they are not sufficiently large enough to handle that.

REV. BLACK: So we would just like to supplement that \$23,000 from the balance that we have on this revenue sharing.

DR. NIELSEN: The memo as I read it was a strong suggestion. The discussion was held with the minister of there. Actually only 100 are really going to be served there. So I got the impression from Mr. Donahue's memo, I didn't bring it with me, that \$20,000 whatever thousand it is would in fact be adequate.

CITY MANAGER: That's right, so that the number of persons to be served be reduced from the requested 200 to 100 at an annual cost of \$46,730.

DR. NIELSEN: So, the original estimate was for 200 people at \$80,000 plus.

CITY MANAGER: He just notified us that he is going to get \$23,500 from the State for six months. What Rev. Black is suggesting is that you add the difference of \$23,500 to make it \$46,000 out of the \$49,000 balance in the present proposed revenue sharing budget.

MAYOR COCKRELL: May I make this suggestion. I'm a little bit hesitant for us to act without having an opportunity to even study the issue. I think it can come as an ammendment.

REV. BLACK: I will withdraw it for the time being and just ask that it be given consideration.

MAYOR COCKRELL: May I - would the task force have any time at all to review this between now and tomorrow? Actually, it doesn't have to be done tomorrow, it can come as an amendment. The funds will still be in that balance and it can come as an amendment. Well, we just want to be sure that it's not going to be done hastily. We will evaluate it. All right, we have a motion and a second, is there any further discussion. Mr. Hartman.

MR. HARTMAN: I just want to say, Madam Mayor, I think we are also - there are some other very minor items that have been discussed, not only within the task force but with the Council. These items have to, I think, need to be addressed.

MAYOR COCKRELL: All right, fine. We have a motion and a second. Mr. Pyndus.

MR. PYNDUS: Could I comment with regards to the General Fund at this point? I approve of your approach to the General budget. My confusion lies in the fact that we get so much additional money from so many sources and we act on them individually without any correlation between last week and next month. Now, particularly, with regards to Public Safety area and the additional foot patrol downtown, and the uniforms and the Pension Fund, things that should be in our regular annual budget and we have them in revenue sharing. In addition to that, superimposed, we have crime control and Safe Street Act of 1968 and 1969 and we had \$10.3 million. To me that could be part of our budget or should be part of our consideration.

All right, now, if that is not acted at this time, I think if Mayor Cockrell is going to assign Council people to different segments of the budget, then I think all of the sources of income should be made available to them from the State Criminal Justice Department funds, everything so that they can review the whole situation.

MAYOR COCKRELL: For someone assigned to Public Safety that they would not only review what is in the General operating budget but they would be made aware of any other funds being spent in the field of Public Safety.

MR. PYNDUS: On this motion before the floor, I would like to ask what the \$53,000 for welfare services (new) covers? Does anybody have an idea of what that is? It's on the last page of the budget.

REV. BLACK: In the multi-purpose center there has been inadequate staff to deal with welfare problems. So, actually what it has to do with is providing some additional staff, working with the welfare problems through the multi-service centers, both on the east side and west side. Now, the east side actually has not been completed and that allocation has been somewhat delayed. The west side has been completed and the need for additional staff persons to serve is there. Now, you have State welfare but you don't have any City welfare representatives in connection with that program.

MAYOR COCKRELL: Are there any other comments? All right, we have the motion. Ready for a vote? Those in favor say "aye". Opposed?

AYES: Cisneros, Black, Hartman, Rohde, Teniente, Nielsen, Cockrell;
NAYS: Pyndus; ABSENT: Billa.

* * * *

Mayor Cockrell stated this was an informal vote and the Revenue Sharing Budget would be formally adopted at the Council Meeting tomorrow.

After discussion the Council agreed that the Revenue Sharing Budget would be considered as the first item of business in the afternoon at 1:30 P.M.

The meeting was recessed at 9:20 AM and reconvened at 9:40 AM with all members present except Reverend Black.

Mayor Cockrell recognized Mrs. Carol Adams and her friend Donna Peacock who were in attendance at the meeting.

CITY COUNCIL PLANNING AND POLICY OBJECTIVES COMMITTEE
BY MR. GLEN HARTMAN, CHAIRMAN

MR. GLEN HARTMAN: Madam Mayor and members of the Council, since its inception on May 1, 1975, the Planning and Policy Objectives Committee has explored a number of alternatives relating to the methodology and the substance of planning and policy development pertinent to the City of San Antonio. During the committee's deliberation, we were fortunate to have input in various sources including the City Manager's office and other elements of the City staff, the Planning Department, San Antonio Development Agency, the Economic Development Foundation, the North San Antonio Chamber of Commerce and quite a number of citizens. We are, indeed, grateful for these contributions to the committee's efforts.

The report that I'm about to present represents the first very preliminary report to the City Council. Subsequent reports will be provided to the Council periodically as required.

The Planning and Policy Objectives Committee was established by Mayor Cockrell as an advisory body to the City Council to serve as an identifier of actions required by the Council in the realm of planning and policy development and to develop and recommend specific actions to be taken by the Council to rectify identified planning and policy deficiencies. This report is presented with that purpose in mind.

Just very briefly, we discussed within the committee a concept of what we conceive the relationship of planning and project development. Planning in a general sense has to be defined simply as organized method or procedure for selecting available alternatives to accomplish identified objectives. In this sense, feel that planning should be compared to charting a course on a map. While roadways offer a variety of routes to get to the particular destination, some are better than others, varying with the purpose of the trip.

While this may seem to be so obvious that it need no mention, it is a fact that planning is often conceived in the most rigid sense - one that overlooks the all-important ingredient of flexibility in response to changing requirements and conditions. Perhaps, of greater importance, mechanisms for implementation. We feel like the mechanism for implementation was an area that we were particularly concerned about as a committee.

We also concluded that committees in any governmental system, planning and policy development are corollary functions. Generally, we discussed to some length and degree that the matter of policy making is also policy framework and our leadership as we all know overall planning for the community is rightfully the lead role of the City Council. It is in this context then that the subcommittee proceeded.

The committee is recommending to you this morning for your consideration the particular system and procedure pertaining to the matter of redevelopment of central city. This is our first area of discussion and our first area in recommendations. I would now like to proceed with the discussion of the structure of methodology that has - that is being recommended by the committee and I would like to say, of course, that the important ingredient in this structure, as in any other structure, happens to be the matter of people because it is after all people who are the ones that do the work and certainly it would be folly to say that the structure accomplishes anything until you have people assigned to it. However, in view of the fact that personalities, individuals who do particular jobs as outlined here must be discussed in detail and for obvious reasons it is recognized this must be done as a personal or in a private session, and we are recommending that there be an executive session in the very near future to discuss personalities.

So, I would now like, Madam Mayor to proceed with the presentation of the structure. We are titling this the Mayor's Central City Task Force. The committee agrees that we have to have a good mix. The important factor was that we have a mix of both public and private sector people because after all it is the job of the Council to provide the leadership. It depends basically on the private sector to provide the Council with muscle and to quite an extent the knowledge that is necessary to implement the project. We also felt that rather than coming up with "just another committee" that there was a real need to address the problem of not only development of recommendations but also some mechanism for implementation so that once a recommendation is made there will be a mechanism by which the particular recommendations could be implemented. And also the fact that the overall effort should be well coordinated and finally that there should be feedback from the implementation level back to the development level.

The structure that is being proposed, therefore, is what we would call a task force structure. Task force - we have differentiated from the committee because task force again is action oriented. It is designed not only to develop recommendations but it has a mechanism by which actions can be initiated and implemented to eventually achieve. Recommending a co-chairmanship between the City government, elected officials and the what has roughly been termed a mover-shaper from the private sector of our community. The main task force itself consisting of nine members from the private sector. The main task force will be supported by the Executive Director, composed of the City Manager and an assistant executive director as Director of the San Antonio Development Agency. That is the structure of the main task force.

Now, secondly, we also identify the need to have action teams. One action team to each of 12 problem goal areas which the committee identified. And these are the experts, if you will, which I will discuss on the next slide. The Chairman of each of the action teams serves as an ex-officio member of the overall task force.

Each action team I mentioned is comprised of nine experts from the problem goal areas mixed with private sector people from inter-governmental activities, either departments or agencies. The action team provides the work force both for developing the specific action recommendations for the main - the task force and also serves as a follow thru on implementation. Therefore, you have a cycle where a recommendation is made, by the action team. It is implemented by the main task force. The action team then follows thru with the implementation and the cycle continues. The main task force, to get back up to the upper level, sets the specific goal and "target date". Of course, the "target date" is a very important aspect. Not just the recommendations but when will it be affective? It is at this level that this determination is made.

The main task force obtains Council ratification as required on particular items they pursue. The main task force directs implementation and coordinates the action team activity. Just very cryptically is the structure as we see it. The task force I indicated, nine members plus the co-chair, the executive director and then the 12 action teams that represent the doers, the workers so to speak for the task force.

It is these 12 areas that the committee has identified as requiring specific addressing within the realm of central city redevelopment. Action team number one will deal with the matter of parking, traffic and transit. There has been a great deal of concern for quite a few years on the matter of the parking situations within the central city, the traffic flow. There have been numerous

recommendations with regard to solving parking - traffic and transit. We have a lot of plans around. A lot of excellent suggestions. We feel that this mechanism will provide the where with all for bringing it into effect.

Secondly, an area that has been considered in some length is the feasibility of downtown housing. The statement has been made many times that one of the difficulties with the central city is the fact that there are so few people living there. There obviously has been a great deal of interest in developing downtown housing. Again utilizing the private sectors. We're not talking about public housing. We're talking about energizing private investment to provide housing in the downtown area.

The third action team is actually what we chose to call the "ways and means" team. This is the group that would be experts with regards to financing. The availability financial assistance, identifying people who are interested in investments and coordination between the private sector and the public sector on matters of finances. It was also recognized by the Committee that there needs to be a particular close look at how the legal aspects inter-relate, what their City government can or cannot do, how it must relate to other bodies of governments such as the County and the State level or the Federal level. So, it was decided that needs to be a team of experts to look specifically at the statutory matter, the statutory review of intergovernmental relations action team.

In recent months, there has been a great deal of discussion and increasing support apparently to explore the feasibility, costs, etc. of a consolidated governmental facility within the central city. We felt, therefore, that there needs to be an action team to take a specific look at the feasibility of a single governmental complex, perhaps, utilizing the HemisFair grounds or some other land that would be available. But anyway this was the purpose of that committee.

There's also been a great deal of concern with the physical deterioration of many of the buildings in the Central City and the fact that many of our historic buildings and sites are being neglected. An action team was, therefore, recommended to look into the realm of physical design - the overall amenities, if you will, and to take a very close look at historic preservation.

Seventh action team, Public Safety, again there's been concern expressed about the safety of being downtown. We feel like the Committee feels - I believe that this is partly a real problem, it partly a matter of impression. Statistically, the Police Department will tell you that it's no less safe to be downtown than it is to be in the suburbs, if you're going to either suffer robbery or some other felonious action. But, we need a particular look in the realm of Public Safety.

Tourism, of course, is one of the big businesses within the central business, or the Central City. Tourism, we felt, needs a new specific look combining both governmental and private sector look. An area that is, of course, of importance to all of us and the word, central business district, here or the acronym central business district, perhaps, does not fully describe it. We're talking here about neighborhood renewal that surrounds the Central business district, not within the Central business district so much, but the fact that the peripheral neighborhood, the close-in neighborhoods. The need for renewal.

Action team number ten - Trade and Commerce. We had discussion for some period of time about matters of trade centers,

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international trade centers, perhaps, pursuing the establishment of an international trade zone. These are things that need to be looked at very closely, and that would be the function of Action Team 10.

Action Team 11 is Municipal Services. The various infrastructures, the streets, utilities, etc. that are needed that need to be updated etc., within the Central City.

Finally, Action Team 12 addresses the matter of Culture, Recreation and Parks, needing a particular look at what is our central city. What is it now? What do we hope for it to be? Do we look for it to as in most cases, we look upon a central city as being a cultural center of the City. Additionally, recreation and parks play a very vital role in relation to that cultural center. So, those are the 12 areas that have been identified for priority action. Next slide, please.

So the Committee, therefore, recommends, first of all the adoption of a task force concept which I have indicated here. Secondly, as I mentioned earlier, we realize the need - we see the need for an Executive Session review of the task force and action team memberships. There has, of course, been quite a bit of discussion over several weeks now with regards to specific people that would be part of the action team or the task force, but, obviously, when you discuss specific personalities, I think there's logic and legally we sit in Executive Session to review this matter.

Next, we need an Ordinance to set up the concept of task force organization into motion, and we would hope that the task force could begin its operation by July 1, 1975. That, basically, covers what I have. Any members of the Committee might want to add. (Organization Chart is attached to minutes.)

MAYOR LILA COCKRELL: Well, I'd like to say, first of all, it's a very impressive report. It obviously indicates a great deal of time and thought given to it. I really want to thank the Committee for its time and effort in developing this concept. All right, Henry.

MR. HENRY CISNEROS:(statement inaudible).....
I wonder if Glen might expand on something we spent some time discussing. The majority-minority split on each of the task forces. What was the private sector appointment basis? What was the public sector organizational and sources?

MR. HARTMAN: Right, we discussed at some length the matter. Again, I emphasize the fact that this is public sector/private sector mix beginning with the task force itself and further it extends right on down thru each of the action teams. The fact that there would be a, and this I think, perhaps, needs a little bit more fine tuning, but we're talking in terms of providing within each of the action teams, we're talking in terms of about 9 people. These would be people that would be split between the private sector and the public sector with the Chairman, obviously, being an ex-officio member of the overall task force should very definitely be selected with full sanction of the membership of the Task Force itself. I think this is an area that, perhaps, needs further development but the main message that we want to bring across is the fact that there is a mix right down the line all the way through the various action teams to get both the expertise from both areas to provide the governmental muscle on one hand, the wherewith all to do something governmentally and equally important and, perhaps, more important is provide the muscle, the economics, or the financing within the private sector to move ahead. Henry?

MR. CISNEROS: Just to expand on that. To the other members of the Council, for example, in the Traffic and Transit area, we talked

about a nine member committee, the Chairman of which would be appointed by the Co-Chairman of the larger task force and the membership of which would be, for example, the City: Director of Traffic. The executive director or the General Manager of the Transit Authority, the head of the traffic division for the Police Department, and then AACOG's Transportation Planner. There's four governmental people would bring with them governmental expertise, bring with them some statutory powers or at least recommending power to bring with them staff which is very, very important to the ability to commit people and then they would be balanced with four private people so that between the Chairman and the four private people, the private sector would then have a majority for every one of these action teams. But at the same time there would be four people that would bring statutory authority, perhaps, some authority to commit some dollars or at least recommend commitment of dollars and also staff ability. That's the way each one of these action teams would be set up.

MR. PHIL PYNDUS: Mayor Cockrell, we had a July 1 implementation date. I'd like to change that. I think the Council ought to absorb that staff recommendation report before we put it into action that early with the approval of the Council. I think that is kind of a historical approach - the direction you have taken on it. I think it should be gone over very carefully before we implement the suggestions. Certainly there is no disagreement on this. We just think we should look it over very carefully.

MAYOR COCKRELL: So, we have one comment that, perhaps, the deadline or the suggested deadline for July 1 for implementation...

MR. HARTMAN: Point is well taken.

MAYOR COCKRELL: I think we have to work within the time frames that are comfortable and yet move as expeditiously as we can on making decisions. Mr. Rohde?

MR. AL ROHDE: Glen, several points - one, I'd like to see this Council get totally involved in it, and I'd like to see the Council members get on the subcommittees. In other words, divide those up and get some involved in those certain areas. This plan has hope for our central city.

MR. HARTMAN: Right, this has been discussed. As a matter of fact, Al, going back to your recommendation of about six weeks ago, the idea of having the Council involved in their various area of expertise. This is one of the thoughts that went into the idea of breaking it out in this manner. There have been discussions about the need for Council members to fill within the various action team areas. So, that definitely, would be included in our people discussions.

MR. ROHDE: I'd like to see you add number 13 and that's the senior citizens. Their needs are different from the average citizen. With more and more of these people coming into this area, I think that ought to be a separate committee. Their needs are unique. I think it's a growing thing for San Antonio and I think that San Antonio could attract these citizens from all over the United States if we could put their facilities here. But their facilities are going to be a lot different. I would like to add that as number 13. Then on, on tourism add lodging to it. Otherwise I'd buy the plan.

MAYOR COCKRELL: I'd like to make this suggestion. Those who have been on the task force are, of course, thoroughly familiar with the concepts being presented. I think for the rest of the members of the Council it would be very helpful to get this plan

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in writing, this summary in writing, the charts that you have illustrated on your blackboard and let each member of the Council have the opportunity to review it and give it a good review.

MR. HARTMAN: I had intended to do that, a summary of what we have right here.

MAYOR COCKRELL: Good. Yes.

DR. FORD NIELSEN: I'm not really sure I understood Phil's point. Are you suggesting that as far as an ordinance for next week, you want to delay that, or are you suggesting delaying the implementation of that?

MR. PYNDUS: No, we would pass an ordinance and the plan would be put into effect when - we had a date of July 1. I think that following Mrs. Cockrell's remarks that for the other council - people to look at it - it's a direction and thoroughly absorb it before it is put into effect that hastily.

MR. HARTMAN: We had talked very loosely about a date, and I feel nothing magic about July 1. It was merely a matter to try to add impetus to this because there is a need to move on with this.

DR. NIELSEN: We have to set some kind of a reasonable date or we will never get decided, I'm afraid.

MAYOR COCKRELL: All right, let me just make this suggestion. Let, at least, the Council have the opportunity to review this for a few days. Get it in writing. Get the plan before us. There's been one suggestion for change which I think might be referred back to the task force for their comments, and consideration, if any other member of the Council has any other suggestion for change, I think it should be referred back to the planning task force and then come in, perhaps, with a final report by next week in terms of the first steps. By then perhaps within a week's time the Council would have had the opportunity to review and determine any questions they would still like to raise about the plan. Would a week's time for the initial review, this is not talking about appointment of people but the initial concept? Would that be sufficient? All right, if we could perhaps by tomorrow get the plan in writing so that each of us would have it before us, and then this one suggestion that's been made on senior citizens and any other suggestions will be referred back to the committee for your study and recommendations.

MR. HARTMAN: I would also like to tag that, if I may, Mayor Cockrell. I think that in the meantime I think that, perhaps, we could begin talking to people because I think we do need to get on with that aspect of it. I would see no need to, you know, to wait until the next presentation to talk to people. If that would meet with the Council's approval.

MAYOR COCKRELL: I don't believe in terms of talking to people - you mean about their availability or interest in serving, is that what you meant?

MR. HARTMAN: I think some preliminary, you know, some more preliminary contacting of some people needs to be made.

MAYOR COCKRELL: Well, certainly, if any individual wishes to speak to persons they consider qualified and to their possible availability, that's one thing. We just want to be sure that no one is actually asking anyone to serve to at this point because the entire concept has not yet been approved.

MR. HARTMAN: Right.

MR. CISNEROS: So much of this success or lack of success

on something like this will depend on who the people involved are, not so much on the structure of the organization but who the movers are. I think we need to have this executive session that Glen referred to earlier, soon, because it's important to know who we are talking about and so forth and whether we can agree on them.

MR. HARTMAN: That's what I had in mind.

CITY MANAGER SAM GRANATA: We have an executive session posted for every "B" session. You could do that at any "B" Session.

MAYOR COCKRELL: Possibly Thursday of next week. Does this wrap it up? I just really want to thank this Committee. I'm just very thankful for the amount of time and effort and intelligence and everything else you all have put into this, and I really appreciate it. I think I speak for all of us.

MR. HARTMAN: Thank you, Mayor Cockrell, on behalf of my committee members, Mr. Pyndus, Dr. Nielsen, and Dr. Cisneros, this is just a beginning. I'd like to say also we established a tradition of the 7:30 A.M. meeting.

MAYOR COCKRELL: For those members of the Council who have to cook their husband's breakfast, it's not so easy to get somewhere at 7:30.

There being no further business the meeting adjourned at 10:00 A.M.

A P P R O V E D

Lila Cockrell
M A Y O R

ATTEST: *H. J. Friedman*
City Clerk

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MAYOR'S CENTRAL CITY TASK FORCE

- Public/Private Sector "Mix"
- Specific Problem Oriented
- Coordination & "Feed-Back"

STRUCTUREMain Task Force

- Co-Chair - 1 City Govt.
 1 "Mover-Shaker"
- 9 Members - Private Sector

Exec. Directorate

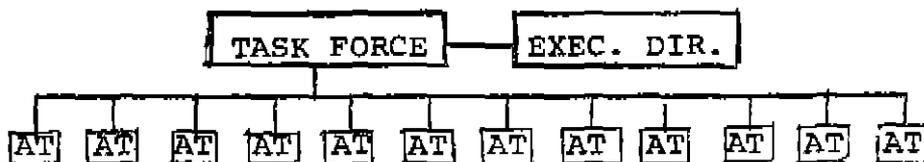
- City Manager
- Director SADA

Action Teams

- 1 for each of 12 problem-goal areas
- Chairman of each "Action Team" serves as Ex-Officio member of TF
- Each Action Team comprised of 9 "experts" in problem-goal area - "Mix" of private sector and local governmental activities.
- Action Team provides "work force" for developing specific action recommendations for main task force - follows thru on implementation.

Main Task Force

- Sets specific goals and TGT dates
- Obtains Council ratification, as required
- Directs Implementation
- Coordinates Action Team activities



- AT 1 - PARKING, TRAFFIC AND TRANSIT
- AT 2 - DOWNTOWN HOUSING
- AT 3 - WAYS AND MEANS
- AT 4 - STAT. REV. & INTERGOVTMNTL REL.
- AT 5 - GOVERNMENTAL FACILITIES
- AT 6 - PHYS. DESIGN & HIST. PRESERVATION
- AT 7 - PUBLIC SAFETY
- AT 8 - TOURISM
- AT 9 - CBD NEIGHBORHOOD RENEWAL
- AT 10 - TRADE AND COMMISSION
- AT 11 - MUNICIPAL SERVICES
- AT 12 - CULTURE, RECREATION & PARKS

THE COMMITTEE RECOMMENDS:

- Adoption of TF concept
- Executive Session review of TF & AT membership
- Ordinance to set concept & TF organization in motion
- TF begin operation by July 1, 1975

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