



Annual Operating Budget



**City of Alamo Heights
Fiscal Year 2020 –2021**

CITY OF ALAMO HEIGHTS, TEXAS

ADOPTED OPERATING BUDGET OCTOBER 1, 2020 THROUGH SEPTEMBER 30, 2021 FISCAL YEAR 2020-21

AS SUBMITTED TO
THE MAYOR AND THE CITY COUNCIL

MAYOR
BOBBY ROSENTHAL

MAYOR PRO-TEM
JOHN SAVAGE

CITY COUNCIL MEMBERS
LAWSON JESSEE
WES SHARPLES
BLAKE M. BONNER
LYNDA BILLA BURKE

CITY MANAGER
BUDDY KUHN

CITY OF ALAMO HEIGHTS MISSION STATEMENT
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Alamo Heights will continue to be a vibrant village in which to live and work by protecting and enhancing its native beauty, promoting its special sense of community and providing excellent city services.

CITY OF ALAMO HEIGHTS, TEXAS

ADOPTED ANNUAL OPERATING BUDGET FOR FISCAL YEAR 2020-21

This budget will raise more revenue from property taxes than last year's budget by an amount of \$167,000 which is a 2.5% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$87,925. The City of Alamo Heights proposes to use the increase in total tax revenue for the purpose of providing essential services to the community, replacement of capital equipment and maintaining competitive employee compensation.

Tax Rate	FY 2019-20	FY 2020-21
Property Tax Rate	0.386439	0.386439
Effective Rate/No New Revenue Tax Rate	0.385661	0.394642
Effective M&O Tax Rate/No New Revenue M&O Tax Rate	0.335753	0.356173
Rollback Tax Rate/Voter Approval Tax Rate	0.424832	0.406173
Debt Rate	0.050000	0.050000

The total amount of municipal debt obligation, including interest, secured by property taxes for the City of Alamo Heights is \$5,654,925

VISION

To continuously cultivate an efficient and effective customer-driven model city that is innovative and responsive to the needs of the community.

CORE VALUES

- ◆ Safety
The health, safety and general welfare of our citizens, employees and visitors is our utmost concern and highest priority.
- ◆ Service
We constantly endeavor to improve the delivery of consistent and reliable service going beyond customer satisfaction.
- ◆ Integrity
We exhibit the highest levels of honesty and integrity in everything we do.

GOALS

- ◆ Governance and Communication
Promote honest and open government through civic engagement and informative and responsive communication with residents and customers.
- ◆ Infrastructure and Services
Properly maintain and strategically improve infrastructure and provide excellent city services.
- ◆ Neighborhood Character and Commercial Revitalization
Enhance and protect the unique character of neighborhoods and support the development of a vibrant and attractive commercial district.
- ◆ Accountability and Management
Be responsible stewards of public resources and utilize best management practices for our administrative and financial systems.

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CITY OF ALAMO HEIGHTS

6116 BROADWAY
SAN ANTONIO, TEXAS 78209
210-822-3331
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September 21, 2020

City of Alamo Heights
6116 Broadway
Alamo Heights, Texas 78209

To the Honorable Mayor and City Council:

I am pleased to present to the City Council and citizens of the City of Alamo Heights the Fiscal Year 2020-21 Operating Budget. The Budget has been developed to be consistent with the established mission, vision and goals of the City of Alamo Heights and provides a fiscal plan to accomplish the action steps adopted by the City Council in the 2020-2021 Strategic Action Plan.

The FY 2020-21 Budget has been developed to allocate resources by City department to provide excellent municipal services to citizens and visitors. The Budget is organized into a variety of major category sections to provide the reader with a broad overview of the budget and to highlight how the allocation of City financial, human and capital resources are targeted to achieve the established mission, vision and prioritized goals of the City of Alamo Heights.

PRINCIPAL BUDGET ISSUES

The principal budget issues for Alamo Heights relate to the ability of the city to continue its 20-year plan for infrastructure improvements and reserve funds needed for vehicle and equipment replacement. This budget provides a transfer of funds from the general fund sufficient to fully fund the FY 2020-21 requirements in these programs.

Alamo Heights is landlocked and does not benefit from the new development of vacant property. To sustain its tax base, the City depends on continuous rehabilitation and renewal of existing developed properties. Since 83% of the City's property values are residential, the City's tax base benefits most from the regular renovation of existing homes and the construction of new homes. Property valuations this year continue to be on the upswing given the 2.3% increase in net taxable values for the year 2020. The City also benefits from the improvement and renewal of its established commercial district.

PLANNING PROCESSES

To address its challenges and identify priorities for operating budgets, the City has undertaken a number of planning processes to establish its short and long term goals.

Strategic Action Plan - Each year, the City Council and City Management Team create, for consideration and approval, a Strategic Action Plan that establishes action steps that are proposed to be accomplished during the next fiscal year. The Strategic Action Plan serves as a baseline for the formulation of the Annual Budget and each action step is assigned to individual city departments to be accomplished. This year's Strategic Action Plan is included in the Budget Information section of this document.

Capital Improvement Program (CIP) – The City Council approved \$7.5 million in Certificates of Obligation in 2007 to fund a wide variety of critical infrastructure improvements. Approximately \$5.165 million was allocated for the purchase of a new fire ladder apparatus, the repaving of several major streets, facility and drainage improvements and the construction of accessible sidewalks. The balance of approximately \$2.335 million was allocated for the construction of a new elevated water tank and related improvements, the repainting of the existing 300,000-gallon elevated water tank and the replacement of various water and sewer mains. All of these projects were finalized in 2013. The City issued General Obligation Refunding Bonds in 2016 for the remaining portion of the 2007 Certificate of Obligation 2007. The net present value savings from the refunding was \$195,355. The I&S portion of the 2016 Refunding Bond will be paid off this month.

The voters of The City of Alamo Heights approved \$6.3 million General Obligation Bonds (GO's) in 2012 for the purpose of demolishing and replacing, and in certain cases renovating, the City's existing public safety and administrative facilities in order to construct and equip new City Hall facilities consisting of Fire/EMS facilities, Police/Dispatch facilities, a community chamber, city service and office facilities, parking, landscaping and other site improvements. This project which is very important to the community was finalized in 2015.

The City established governmental funds in 2011 for street maintenance and capital replacement. Street maintenance projects were funded with a one-quarter cent sales tax and transfers made from the general fund. The voters approved an additional one-quarter cent sales tax for street maintenance in May 2017. The total sales tax dedicated to Street Maintenance will be one-half cent beginning October 2017. The one-half cent dedicated sales tax for streets will be on the upcoming November ballot for re-authorization by the voters. The General Fund makes transfers to the capital replacement fund for purchases of vehicles, fire trucks, ambulances and heavy equipment.

Comprehensive Plan - The City of Alamo Heights Comprehensive Plan was adopted by the City Council on May 26, 2009. The document was the culmination of a series of public meetings held in each neighborhood and a design workshop where local architects and planners refined the ideas developed in the public meetings and consultants provided expertise and guidance to City staff. The Comprehensive Plan is a collective vision for the future of Alamo Heights. The vision was gathered through a community process and represents a broad range of thoughts and ideas from a diverse group of citizens. The purpose of the plan is to give guidance and direction to City Council on the physical development of the City.

DEBT

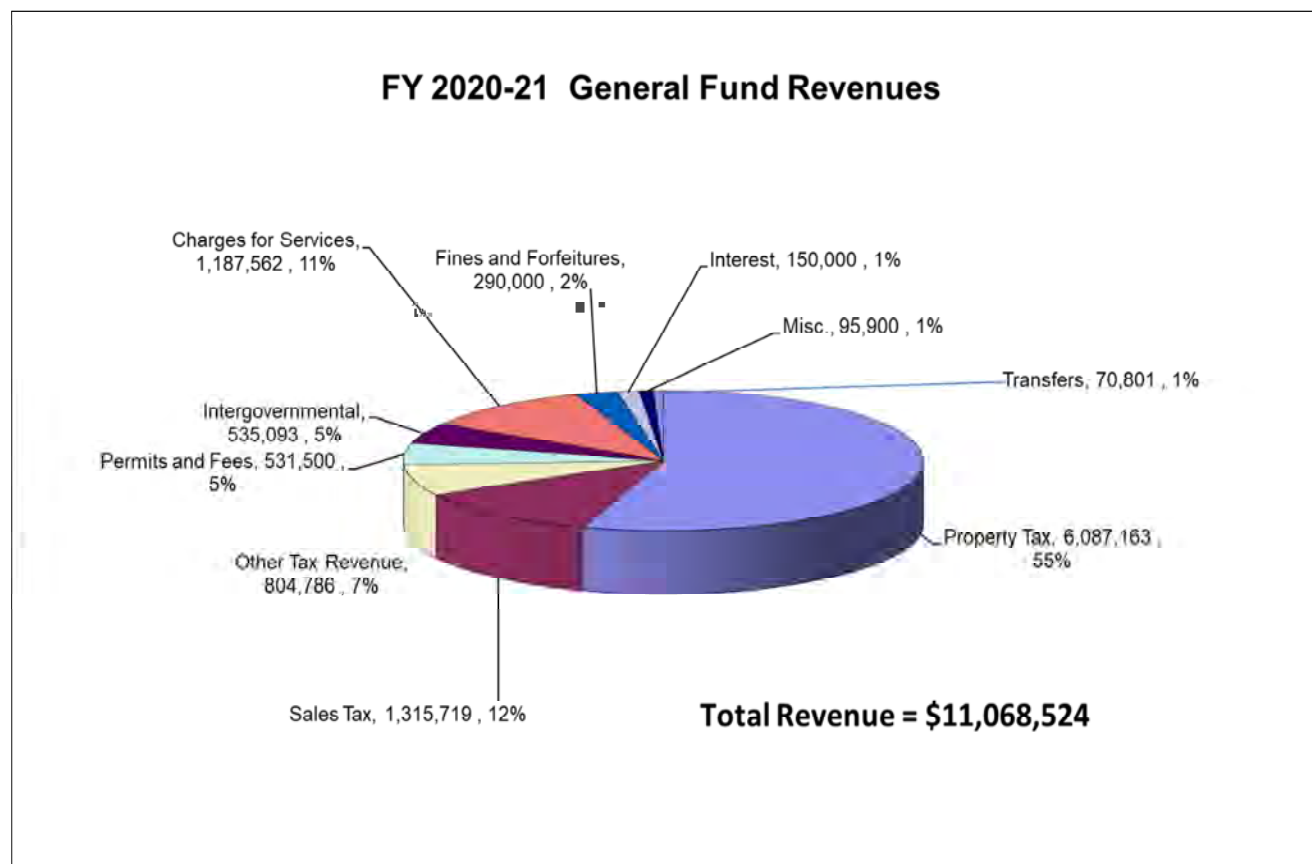
The Constitution of the State of Texas limits the total ad valorem taxes levied by a City to \$2.50 for each \$100 of assessed valuation. There is no limitation within the \$2.50 rate specifically for debt service; however, the Texas Attorney General prohibits the issuance of debt if the debt

service requirements exceed the amount that can be paid from \$1.50 tax rate calculated at 90% collections. Approximately 13 percent (.050000 cents) of the total property tax rate is currently dedicated for debt service payments. This debt amount is significantly below the state limits. The City's Policy is to limit debt to 1% of its current ad valorem tax valuation.

MAJOR REVENUES

The City derives revenue from a variety of sources to support the provision of municipal services. Major general fund revenues include property taxes, sales taxes, charges for services, permits and fees, intergovernmental, other taxes and fines and forfeitures. Property taxes constitute the majority of general fund revenues, representing 55 percent of the General Fund revenues.

The revenues in the FY 2020-21 General Fund Budget are represented in the following graph:



REVENUES

Revenue projections for the FY 2020-21 Budget were based on a conservative approach. A further summary and additional detail about each City revenue source is included in the Revenue Section of this document.

REVENUE TRENDS

The General Fund revenues are subject to a number of economic factors and existing conditions with the Covid-19 pandemic. For instance, property taxes are based on the appraised value of real property in the community. Certified property valuations indicate that net taxable values in

Alamo Heights increased about 2.3 percent in 2020. A more detailed discussion of property tax is included later in this message.

Permits and fees, sales tax and interest are typically more closely tied to the relative health of the economy. Although interest rates remain low, the credit market is unusually tight and banks are making fewer loans. Being a relatively affluent community, some residents are taking advantage of the economy to make improvements to their homes or building new homes. Sales tax and interest earned on investments are typically a direct result of economic activity and growth, respectively. Both permit and sales tax revenue streams remain stable.

Fortunately, most other tax revenues, charges for services, intergovernmental revenues and fines and forfeitures are largely based on policy changes and tend to remain relatively constant during periods of economic downturn. However, a prolonged economic recession or depression will eventually affect these revenue streams as well.

The City's Utility Fund is an enterprise fund that is operated like a business. As a result, the City Council establishes water and sewer rates to cover the costs of operating and maintaining the water distribution and sanitary sewer systems. A water/sewer rate study was conducted in 2018 to revise rates and provide a viable financial plan to maintain reliable services. The water and sewer rates should be enough for capital replacement of equipment and water/sewer infrastructure. Utility revenue streams are not as affected by the economy but are most affected by the amount of rainfall received throughout the system in a given year. A lack of rainfall will increase water usage, which increases water revenue and typically sewer revenue which is established by water usage in the winter months. More rainfall, conversely, typically leads to more conservation of water but lower water and sewer revenues to support the system. Moreover, the City encourages the conservation of water as a precious resource, but such conservation actually reduces the revenue available to operate and maintain the utility systems and increases such rates over time.

PROPERTY TAX

Property tax revenues comprise the majority of the resources for the General Fund. For this Budget, a projected \$6,087,163 or 55 percent of General Fund revenues come from property taxes. This concentration of revenues from property taxes is consistent with the fact that 83 percent of the city's property values are from residential properties. Year 2020 taxable values in Alamo Heights increased \$43,167,993 or 2.3% percent.

The 2020 tax rate will remain at \$0.386439 per one hundred dollars valuation. This was the same tax rate as last year. The Maintenance and Operating Rate (M & O) and Interest and Sinking (I & S) property tax rates are \$0.336439 and \$0.05000 cents per \$100 taxable value, respectively.

The City of Alamo Heights voters approved an initiative in November 2007 to freeze property tax values for property owners that are disabled or over 65 years of age. This exemption decreases the amount of property taxes paid by qualifying property owners by freezing the amount of property taxes paid for their property in the year that the owner qualifies for the exemption. The Bexar Appraisal District estimates that 797 property owners will qualify in the 2020 tax year. Properties qualifying for the freeze decreased the total taxable value by \$526,742,669 and the City will forgo approximately \$470,669 in FY 2020-21 as a result of the approved property tax freeze.

The City of Alamo Heights has one of the lowest municipal tax rates in the larger metropolitan area and currently has a relatively low portion of property tax revenue devoted to debt service compared to other area municipalities as demonstrated by the following graph and table:

**PROPERTY TAX RATE FOR ALAMO HEIGHTS
COMPARED TO OTHER AREA MUNICIPALITIES (PER \$100)**

Municipality	2018 Tax Rate	2019 Tax Rate	M&O ¹ (Operations)	I&S ² (Debt)
<i>Alamo Heights</i>	<i>.386439</i>	<i>.386439</i>	<i>.336439</i>	<i>.050000</i>
Terrell Hills	.347673	.365000	.319823	.045177
Windcrest	.327469	.413544	.327469	.086075
Olmos Park	.424363	.434363	.354241	.089122
Hollywood Park	.510081	.499254	.346770 ³	.163311 ³
Leon Valley	.545877	.543590	.478277 ³	.067600 ³
San Antonio	.558270	.558270	.346770	.211500
Universal City	.576996	.601444	.486109	.115335

¹ Maintenance and Operations Rate – Revenue for General Fund

² Interest and Sinking Rate – Funds for Debt Services

³ Rate information is from 2018

The following sample property tax statement demonstrates the portion of local taxes that are due from a typical resident of City of Alamo Heights. This sample statement, for a typical taxpayer under the age of 65, compares the current property tax rates for a \$664,844 home, which is the 2020 average taxable homestead value. City taxes represent \$2,569 or 17 percent of the total property taxes due.

Taxing Unit	Assessed Value	Homestead Exemption	Taxable Value	2019 Rate per \$100	Tax Levy	% of Total Levy
Alamo Heights I.S.D.	\$664,844	\$25,000	\$639,844	\$1.195000	\$7,646	50%
City of Alamo Heights	\$664,844	N/A	\$664,844	\$0.386439	\$2,569	17%
Alamo Community College Dist.	\$664,844	N/A	\$664,844	\$0.149150	\$992	7%
Bexar County	\$664,844	N/A	\$664,844	\$0.277429	\$1,844	12%
University Health System	\$664,844	N/A	\$664,844	\$0.276235	\$1,837	12%
County Road & Flood	\$664,844	\$3,000	\$661,844	\$0.023668	\$157	1%
S.A. River Authority	\$664,844	\$5,000	\$659,844	\$0.018580	\$123	1%
Total				\$2.326501	\$15,167	100%

SALES TAX

Sales tax paid by consumers upon the purchase of taxable items within the city limits of Alamo Heights has a strong correlation to local and national economic conditions. The sales tax for Alamo Heights is 8.25 percent since October 2017 and includes one-half (.50) of a cent for street maintenance. Originally it was one-quarter cent sales tax approved by the voters in November 2008 for a period of four years and approved for an additional four-year period ending in September 2021. The residents approved an additional one-quarter cent for street maintenance in May 2017. The remainder of the current sales tax rate is divided between the State of Texas at 6.25 cents, the City of Alamo Heights at 1.25 cent and VIA Metropolitan Transit at one-half (.5) of a cent. For this Budget, \$1,973,579 is projected to be collected by the City from sales tax. This total amount includes \$657,860 for the Street Maintenance Fund and \$1,315,719 for the General Fund which represents 12 percent of the total General Fund revenue.

BUDGET SUMMARY

The Combined Summary of Revenues and Expenditures is a fund statement which accounts for combined revenues and expenditures, excluding transfers, associated with all City funds subject to appropriation. Although all funds have been recorded on a consolidated fund statement, some funds are required to be spent only for purposes designated by ordinance or law. The Gross Available Balance for the end of FY 2020-21 is \$8,879,094 which includes the total operating expenses of \$17,311,051 and revenues totaling \$16,854,698.

PROGRAM CHANGES

In the General Fund, the budget includes \$75,000 for an engineer consultant for Broadway, \$25,000 to develop a commercial corridor master plan and \$20,000 to start planning for the City's 100th year anniversary in June 2022. The Capital Projects Fund budget includes \$75,000 for the renovation of the swimming pool restrooms and \$25,000 for the continued clean-up of the Olmos Basin. For the Comprehensive Fund, lighting improvements are budgeted at \$50,000, Improvements to the park by the baseball fields at \$30,000 and Community Beautification at \$25,000.

GENERAL FUND

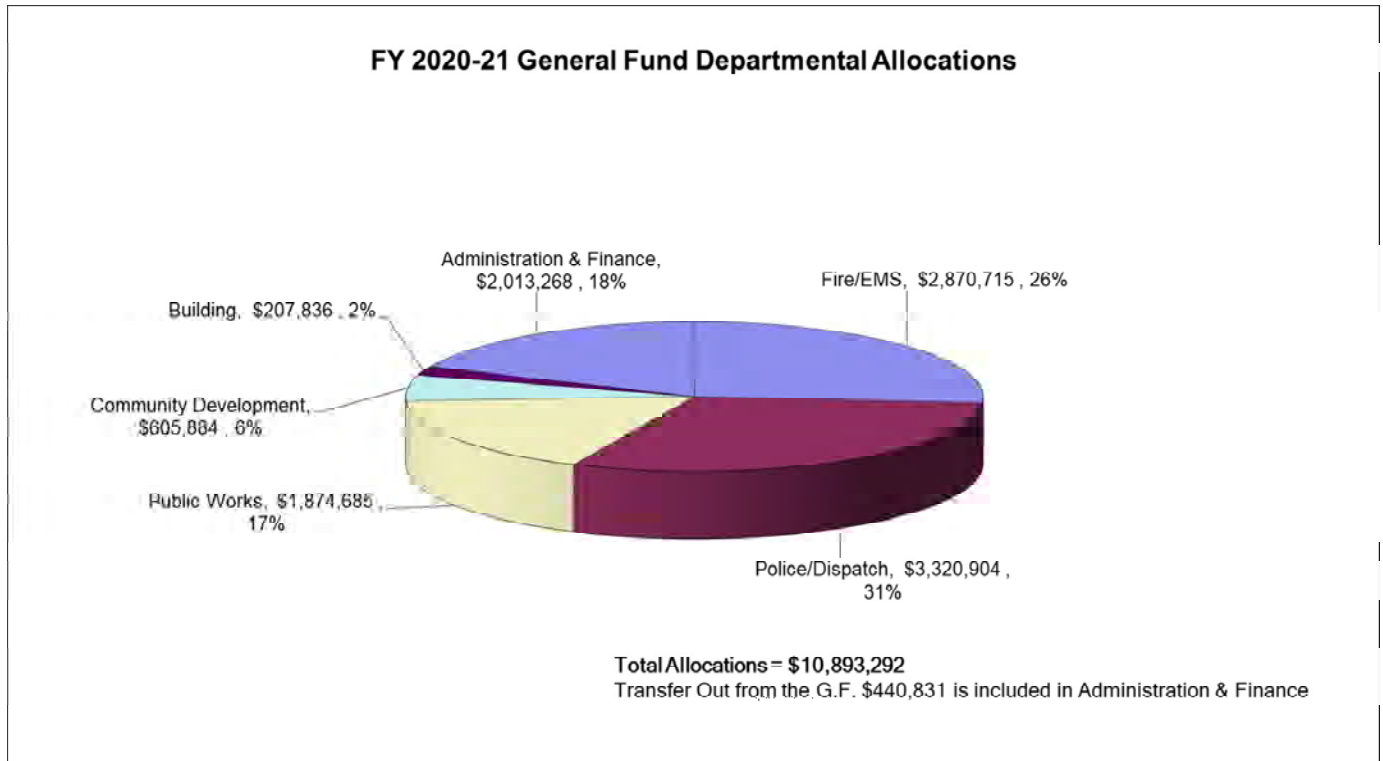
The General Fund departmental allocations including transfers for FY 2020-21 total \$10,893,292 which represents a 3.4 percent decrease from the FY 2019-20 Adopted Budget. Total revenues, including transfers, for FY 2020-21 are budgeted for \$11,068,524 which represents a 1.3 percent increase from the FY 2019-20 Budget.

The General Fund Schedule reflects an ending Fund Balance of \$5,676,461. The Governmental Finance Officers Association (GFOA) recommends an Operating Reserve equivalent to three (3) months of the total departmental allocations which is \$2,720,144.

In addition to accounting of revenues and departmental appropriations, the General Fund budget also includes a \$340,831 transfer to the Capital Replacement Fund which represents the contributions made by each general fund department to the scheduled purchase of vehicles, heavy equipment and other capital items. The Street Maintenance Fund has a budget of \$1,200,000 for street projects. A transfer from the General Fund to the Street Maintenance Fund will be determined in FY 2020-21. Since FY 2012, the City has completed over \$8 million in street projects as planned in the 20-year Street Maintenance Program utilizing recurring operational revenue sources.

Public safety represents a top priority for the City of Alamo Heights with 56 percent of the general fund departmental budget being allocated to the Police and Fire/EMS Departments. Public Works represents 18 percent of the general fund budget in FY 2019-20 with Administration and Finance, Municipal Court and Information Technology representing 19 percent, the Community Development Department representing 5 percent and the Administration Building budget representing the remaining 2 percent of the departmental allocations.

The departmental allocations in the FY 2020-21 General Fund Budget are represented in the following graph:



PUBLIC SAFETY CAPITAL REPLACEMENT

The FY 2020-21 Budget includes \$354,831 for replacing equipment needed for providing essential services at an excellent level. See table below:

Department	Model	Replacement
EMS	Handheld Radios (9)	\$51,995
EMS	Mobile Truck Radios	\$21,386
EMS	Allocation for Ambulance Replacement	\$50,000
Fire	Handheld Radios (20)	\$110,000
Police	Explorer SUV	\$47,275
Police	Explorer SUV	\$47,275
Police	Upgrade P25 radios XG-75Ps & XG-75Ms	\$12,900
Administration	Replacement of 1 server	\$14,000
Total		\$354,831

INFRASTRUCTURE

Maintenance and improvement of the City's infrastructure is a priority of the City Council and the budget includes funding for the continuation of the 20-year Street Maintenance Plan which will allow for the proper maintenance of every City street over a 20-year period following the completion of the City's current capital improvement program (CIP). Street Projects totaling \$1,000,000 will be budgeted in the Street Maintenance Fund. The Utility Fund Budget includes \$250,000 for sewer contingency, water well house improvement at \$15,000 and installation of a back-up natural gas motor for well #4.

EMPLOYEE COMPENSATION AND BENEFIT ENHANCEMENT

In an effort to enhance the City's ability to recruit and retain quality employees, the Budget includes a total of \$134,707 for employee compensation. This represents a 2% salary adjustment effective on October 1, 2020.

UTILITY FUND

The Utility Fund appropriation for FY 2020-21 is \$3,745,034. Operating Revenues are \$3,838,164. Total ending Utility Fund balance is projected to be \$1,457,485 which represents an increase of \$93,130 from the beginning equity balance.

CAPITAL BUDGET

The City of Alamo Heights has historically had significantly less capital debt than many municipalities its size. In fact, prior to the authorization of \$7,500,000 in Certificates of Obligation in August 2007, the City of Alamo Heights had not issued public debt since the construction of the swimming pool near Olmos Basin Park in the late 1940's. This is largely due to the fact that the City had not previously adopted a comprehensive capital improvement plan. The City's infrastructure responsibilities include the maintenance of public streets and parks areas, as well as, the maintenance and operation of a water distribution system and a sanitary sewer system. The City has done a fair job maintaining its streets and park areas, but the City's water and wastewater infrastructure have aged and will need on-going maintenance or replacement for providing high quality services to its customers. The City utilized the 2007 Certificates of Obligation to undertake a number of public infrastructure projects across the city. The purchase of a new fire and rescue apparatus and a 600,000-gallon elevated water tank was completed in 2012 as required by the Texas Commission on Environmental Quality (TCEQ) along with improvements to the City's sanitary sewer system and street and sidewalk improvements.

Street Overlay and Reconstruction Projects – The City anticipates spending approximately \$1,000,000 in FY 2021 as part of the ongoing 20 years street maintenance program. Streets to receive an asphalt overlay will be identified early in 2020.

Wastewater Contingency – There is a sewer contingency budget amount of \$250,000.

Water and Wastewater improvements: Development and implementation of a sewer infrastructure improvement plan which identifies corrective action in coordination with the street maintenance plan.

Impact of Capital Improvements on Operating Budget – The improvement and replacement of water and sewer infrastructure reduces the cost of maintenance for these mains in the short-

term. However, as the majority of the City's utility mains continue to exceed their operational lifespan it becomes increasingly important to maintain a proper replacement program to mitigate the costs of deferred maintenance. Moreover, the Public Works Department has adopted a "pay-as-you-go" funding methodology and therefore does not anticipate and is not recommending the issuance of debt for future street maintenance or utility improvements.

MAJOR FUTURE INITIATIVES

The City of Alamo Heights has identified several major initiatives which are likely to have significant fiscal impact on the City in the years to come. The scope of these initiatives has not been fully determined and their fiscal impact can only be estimated at this time. The following includes a brief description of each of these initiatives and the potential fiscal impact each initiative could have on the City of Alamo Heights.

Storm Water Improvements along Broadway, Austin Highway and N. New Braunfels –

Built on natural creek beds that have existed for thousands of years, Broadway and N. New Braunfels are two of very few areas in the center of the metropolitan area in which storm water drainage has not yet been adequately addressed. City staff is working with the San Antonio River Authority (SARA), Bexar County and Bexar Regional Watershed Management (BRWM) to explore options to address the drainage issues. Storm water management is a regional issue that most often requires regional resources to fund improvements. This is especially true for Broadway and N. New Braunfels as continued development to the north of Alamo Heights has contributed significantly to the increased flow rates along these rights of way. The City is committed to working closely with other organizations to study, design and eventually construct drainage improvements which will mitigate flooding without negatively impacting our neighbors downstream.

Comprehensive Plan - The FY 2020-21 Budget includes lighting improvements \$50,000, improvements to the park by the baseball fields \$30,000 and Community Beautification \$25,000. In 2016, trees were planted on city right of way along Broadway. A tree beautification program for the Broadway and Austin Highway area was developed in 2016 and will be funded by a combination of funds including the Comprehensive Plan and tree mitigation funding.

Every effort has been made within the Budget to allocate resources in a sound manner that enables the effective delivery of municipal services for the safety, health, and welfare of the citizens of the City of Alamo Heights. These recommendations are presented to the Mayor and City Council for your review and consideration.

Finally, I would like to thank my staff for all of their hard work in preparing this Budget, especially the work of Finance Director Robert Galindo and Assistant to the City Manager Jennifer Reyna and extend special thanks to Council Member John Savage for his contributions during this process.

Respectfully submitted,

Buddy Kuhn

Buddy Kuhn
City Manager

BUDGET GUIDE

OVERVIEW

This overview is designed to assist the reader in the use and understanding of the City of Alamo Heights' Budget Document. The Annual Operating Budget serves as a policy document, a financial plan, an operations guide and a communications device for the City. It is the foundation for the City's allocation of resources to deliver quality services, targeted investments and continued improvements. It also encapsulates incremental changes addressing service requirements and builds upon initiatives funded in prior years while establishing new direction for existing programs. The Budget Document is also used to evaluate the effectiveness of City programs and services while providing extensive information on municipal operations.

BUDGET SECTIONS

The budget is arranged in six (6) sections that are separated by the following respective tabs:

Budget Message - This section provides the reader with a summary of the annual budget. The Budget Summary provides the reader with a synopsis of the budget and highlights significant funding changes in the Annual Budget. The Capital Budget includes a description of projects included in the City's current Capital Improvement Program as well the impact of those projects on the City's infrastructure, operations and operating budget.

Budget Information - This section is intended to provide the reader a guide to what information is contained in the budget document and to serve as a reference for the user on the City of Alamo Heights's fiscal and budgetary policies. This section also contains the Strategic Action Plan adopted by the City Council for the fiscal year and the Budget Calendar, an Organizational Chart, Personnel Schedule and a Summary of Program Changes.

Revenues – The revenue section contains a summary of major revenues and information about each revenue source.

Fund Statements – This section includes all of the fund statements for the annual budget. Fund schedules for the General Fund, Utility Fund, Debt Service Fund, Capital Projects Fund, Capital Replacement Fund and Designated Revenues Fund.

City Departments – All departmental summaries are included in this section. The departmental summaries include program information, goals and objectives, action steps, performance measures, program changes and a summary of expenditures and positions.

Appendix – This section is designed to assist the user in defining information within the document or in obtaining additional information. It contains the Holiday Schedule, a Glossary and Statistical Data.

FISCAL AND BUDGETARY POLICY

INTRODUCTION

Each year, the City of Alamo Heights develops a Balanced Budget with guidance from the Mayor and City Council, City Departments, and its citizens. In accordance with Texas state law and generally accepted accounting standards, the City of Alamo Heights adopts a balanced budget for each fiscal year.¹ The Adopted Budget is required to cover only those expenditures with revenue for which the City has authority to levy therefore creating a Balanced Budget. The Budget process includes multiples phases, each of which requires a joint effort by government leaders and City staff. This section will explain the City's financial and budget policies, including the budget process, timeline, Budget Document, revenues, and expenditures associated with the budget.

BUDGET PROCESS & TIMELINE

The City of Alamo Heights operates in a fiscal year beginning on October 1 and ending on September 30. Each year, the City Manager, following certain required timelines, decides on key dates that will be used for each phase of the budget process. The phases currently include: 1) establishment of new Strategic Action Plan; 2) a proposed budget for the upcoming fiscal year; 3) public hearings on the proposed budget and tax rate; and 4) a final adopted budget for the next fiscal year.

Strategic Action Plan – Each year, the City's Management Team, in association with the City Council Committees, creates and presents to the full City Council, for their consideration and approval, a Strategic Action Plan that establishes action steps that are proposed to be accomplished during the next fiscal year. The Strategic Action Plan serves as a baseline for the formulation of the Annual Budget and each action step is assigned to individual city departments to be accomplished and for City Council review.

Proposed Budget - The City Manager presents the proposed budget to City Council, demonstrating how the Strategic Action Plan has been addressed. Correspondingly, the proposed budget, according to the Texas Local Government Code, must be filed with the City Secretary thirty (30) days before the tax levy is made for the fiscal year.²

Public Hearing - After presenting the proposed budget to City Council, at least one (1) public hearing must be held. The first hearing must be held at least 15 days after the proposed budget was presented, but before the tax levy. Special notice of the public hearing must also be published in the *San Antonio Express-News* no earlier than 30 days and no later than 10 days before the hearing.³ Through the hearing, City Council and City staff are able to receive feedback from the community concerning the proposed budget.

Adopted Budget - Before adopting a final budget, City Council may choose to change any aspect of the proposed budget, as long as the changes result in a balanced budget.

¹ *Texas Local Government Code Chapter 102, Subsection 002.*

² *Texas Local Government Code Chapter 102, Subsection 102.005.*

³ *Texas Local Government Code Chapter 102, Subsection 102.006.*

BUDGET AMENDMENTS

At any time during the fiscal year, upon written recommendation of the City Manager, the City Council may transfer any unencumbered appropriation balance or any portion within a department office or agency to another. The expenditures of the City, by Charter, shall not exceed the total appropriation of the fiscal year. The City Charter also gives the City Manager the authority to transfer appropriations within funds. The budget may also be amended by submitting an ordinance to the City Council for approval.

BUDGET BASIS

The budget of the General Fund is prepared and accounted for on the modified accrual basis which means that revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred. In contrast, the budget of the Utility Fund is prepared and accounted for on the accrual basis of accounting. Under this basis, revenues are recognized when they are earned and expenses are recognized when they are incurred. In addition, capital outlay is treated as an asset and then written off as an expense through depreciation. The Special Revenue Funds are governmental funds used to account for resources which are legally or contractually restricted to specific expenditures.

BUDGET CONTROLS

Budgetary compliance is a significant tool for managing and controlling governmental activities, as well as ensuring conformance with the City's budgetary limits and specifications. The objective of budgetary controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by City Council. Levels of budgetary controls, that is the level at which expenditures cannot legally exceed appropriated amounts, are established by function and activity within individual funds. The City utilizes an encumbrance system of accounting as a mechanism to accomplish effective budgetary controls.

ACCOUNTING BASIS

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on a basis of generally accepted accounting principles (GAAP). In most cases, this conforms to the way the City prepares its budget. The accounts of the City are organized by fund. Each fund is considered a separate accounting entity with its own set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses. Each fund is included in the CAFR.

General Fund - The General Fund is accounted for using the current financial resources measurement focus and the modified accrual basis of accounting which means that only current assets and current liabilities are generally included on their balance sheets. Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred. However, compensated absences, debt service expenditures, claims and judgments and arbitrage are recorded only when the liability is matured. Those revenues susceptible to accrual under the modified accrual method are property taxes and other taxes, intergovernmental revenue, and interest revenue. Licenses and permits, and fines and forfeitures revenues are not susceptible to accrual because they are generally not measurable until received in cash.

Utility Fund - The Utility Fund is accounted for using the accrual basis of accounting. Revenues are recognized when they are earned, and their expenses and related liabilities, including claims, judgments, and compensated absences, are recognized when they are incurred. In addition, capital outlay is treated as an asset and then written off as an expense through depreciation. These funds are accounted for on a cost of services or “economic resources” measurement focus. Consequently, all assets and all liabilities (whether current or noncurrent) associated with their activity are included on their balance sheets.

The Utility Fund Balance represents the fund’s equity but includes in its equation of assets less liabilities, non-financial assets and all debt. The fund’s equity is also classified in the same manner as the general fund but includes an adjustment for non-monetary assets and liabilities.

The Utility Fund is an enterprise fund which should be self-supporting with user fees and charges for services associated with direct and indirect costs. Cost of service studies are being done periodically to ensure fund balances are maintained at a level necessary to ensure stability in the event of a decline in revenues dedicated to the Utility Fund.

The Fund Balance is the accumulation of revenues over expenditures and provides an indication of financial position. Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be recovered, primarily through user fees.

FUND TYPES

General Fund - The General Fund of the City accounts for all financial resources except those required to be accounted for in another fund. The General Fund is usually referred to as the operating fund and is used to finance the day-to-day operations of the City. It is the largest part of the City’s financial operation. Revenues for this fund are obtained from taxes, licenses and permits, intergovernmental revenue, charges for services, fines, and interest.

Utility Fund - The Utility Fund consists of the operating budgets for Water and Sewer operations in the City. These funds account for the operations of the Utility Division of Public Works as if the Division was a separate, self-supporting business. As a cost of service enterprise fund, the Utility Fund obtains its revenues from the water and sewer services. Water and sewer rates must be sufficiently set to pay the total operations, maintenance, debt, and depreciation of the fund.

Internal Service Funds – Internal Service Funds are used to account for the financing of goods or services provided on a cost-reimbursement basis. The Capital Replacement Fund is an internal service fund that was created as part of the FY 2008-09 Budget to account for the financing of substantial capital equipment and vehicles, with the exception of Fire apparatus which are capitalized over 20 years. Fund revenues will include transfers from the General and Utility Funds as well as the proceeds from the sale of vehicles and capital equipment. The fund represents the most fiscally responsible way for the City to regularly finance and purchase vehicles and other substantial capital equipment over time.

Debt Service Funds – The City’s Debt Service Fund was created as part of the FY 2008-09 Budget and accounts for the accumulation of resources and the payment of general long-term debt principal and interest costs.

Capital Projects Funds – The City’s Capital Projects Fund was created as part of the FY 2008-09 Budget to account for the expenditure of issued certificates of obligation on capital projects specifically described in the issuance language and approved by the City Council. The City’s Capital Project Fund includes capital funds expended on all capital projects except water and sewer projects which are accounted for in the City’s Utility Fund.

Special Revenue Funds - The City has a variety of Special Revenue Funds which account for the proceeds of specific revenue sources (other than expendable trusts and major capital projects) that are legally restricted to expenditures for specified purposes. The City’s Street Maintenance Fund for the recurring maintenance of all City streets is an example of a Special Revenue Fund that is supported by a mixture of general fund dollars and the ¼ cent sales tax approved by the voters in November 2008.

EXPENDITURES

For each year, the department’s actual expenditures, revised budget, estimated budget and adopted budget are compared and tracked in four (4) major spending categories. These categories include:

- **Personnel Services** - This includes the cost of salaries, retirement and health benefits, allowances, insurance and payroll taxes for City employees.
- **Commodities** - This includes the cost of fuel, tires, office supplies, minor equipment, tools, uniforms and protective clothing.
- **Contractual Services** - The cost of travel, storage space rental, purchased utilities and professional services provided by attorneys, consulting engineers, architects, accountants, and other outside firms on a contractual basis. This category does not include purchases of supplies and equipment for which the city enters into contracts on a competitive bid basis.
- **Capital Outlays** - Includes the cost of major equipment, vehicles, and other items, which have a useful life of several years.

Appropriations – The point of budget control is at the department level budget for all funds. Any transfer or appropriation between funds must be approved by the City Council. Transfer of appropriations between departments may be authorized by the City Manager without City Council approval.

Purchasing – All City purchases of goods or services will be made in accordance with the City’s current Purchasing Policy and with State law. State law requires all contracts greater than \$50,000 be approved by the City Council. Materials and other bid items may be purchased up to the \$50,000 limit allowed by State Law without City Council approval.

REVENUES

Services provided by the City of Alamo Heights are funded by a variety of revenue sources, including local, state, federal and grant revenues. The amount of revenue available to the City sometimes depends on economic activity and other factors. The Revenue Section of this Budget Document includes a summary of all revenues and detailed information about each revenue source.

OPERATING RESERVES

The City of Alamo Height policy is to have an operating reserve in the General Fund equal to 35% of departmental operating allocations. This operating reserve accounts for the seasonal nature of property tax which constitutes a large portion of the City's revenue base. The City has established working capital for the Utility Fund equal to 20% of operating allocations.

PROPERTY TAXES & ROLLBACK

Current Tax Rate - Pursuant to current state Truth-In-Taxation guidelines, the effective M&O tax rate is calculated based on generating approximately the same amount of M&O property tax revenue as generated in the prior year on only properties that were on the tax roll in both years (excludes new construction and annexation). Additionally, Truth-In-Taxation guidelines allow a taxing unit to add an additional eight percent (8%) to the effective M&O tax rate. The rollback tax rate is calculated by adding the effective M&O tax rate, plus eight percent (8%), plus the debt service tax rate. If a taxing unit adopts a tax rate that exceeds the rollback tax rate, registered voters in the taxing unit can circulate a petition calling for an election to reduce the adopted tax rate back to the rollback tax rate.

DEBT MANAGEMENT

Debt Service - The City issues debt for the purpose of financing long-term infrastructure capital improvements. Some of these projects have multiple sources of funding which include debt financing. Infrastructure, as referred to by the City, means economic externalities essentially required to be provided by government to support a community's basic human needs, economic activity, safety, education, and quality of life. Types of debt issued by the City include ad valorem tax-supported bonds and certificates of obligation. Adherence to conservative financial management has allowed the City to meet its financing needs while at the same time maintaining its excellent financial reputation.

Debt Policy – The City's debt policy is to have a maximum ratio of outstanding bond principal to assessed value of 1%. The 1% limit would not include utility revenue bonds.

Debt Limitations - The amount of ad valorem tax-supported debt that the City may incur is limited by the Constitution of the State of Texas. The Constitution of the State of Texas provides that the ad valorem taxes levied by the City for debt service and maintenance and operation purposes shall not exceed \$2.50 for each \$100 of assessed valuation of taxable property. There is no limitation within the \$2.50 rate for interest and sinking fund purposes; however, it is the policy of the Attorney General of the State of Texas to prohibit the issuance of debt by a city if such issuance produces debt service requirements that exceed the amount that can be paid from \$1.50 tax rate calculated at 90% collections.

Long-Term Debt Planning - The City employs a comprehensive multi-year, long-term capital improvement planning program that is updated annually. Debt management is a major

component of the financial planning model which incorporates projected financing needs for infrastructure development while at the same time measuring and assessing the cost and timing of each debt issuance.

General Obligation Bonds - The City is authorized to issue bonds payable from ad valorem taxes pursuant to the City Charter, the general laws of the State, and ordinances adopted by the City Council. Major projects that are financed with ad valorem tax-supported general obligation bonds are presented to the electorate for approval. Upon voter approval, the City is authorized to issue ad valorem tax-supported bonds to finance the approved projects. The process for any debt issuance begins with the budget process and planned improvements to be made during the ensuing fiscal year. An election held November 8, 2011, and passed by a majority of the participating voters; and an ordinance passed by the City Council of the City authorized the issuance of \$6.3 million in General Obligation Bonds, Series 2012. The bonds were issued February 29, 2012, proceeds from the sale were utilized for the purpose of demolishing and replacing, and in certain cases renovating, the City's existing City Hall facilities in order to construct and equip new City Hall facilities.

Certificates of Obligation - The City is authorized to issue certificates of obligation pursuant to the City Charter, applicable State laws, and ordinances adopted by the City Council. Certificates of obligation are typically secured by a pledge of revenues and ad valorem taxes, do not require voter approval, and are issued for programs that support the City's major infrastructure, facilities and certain of its revenue-producing facilities. On September 27, 2007, the City sold \$7,500,000 "City of Alamo Heights, Texas Combination Tax and Revenue Certificates of Obligation, Series 2007," (the "2007 Certificates"). The 2007 Certificates currently represent 100% of the total outstanding ad valorem tax-supported debt and were issued for the purpose of providing funds for the purchase of a fire ladder truck and facility, street and utility improvements. The City issued 2016 Refunding Bonds for the remaining portion of the 2007 Bonds.

Revenue Bonds - The City is authorized to issue revenue bonds under the provisions of the City Charter, applicable State laws, and ordinances adopted by City Council. Revenue bonds are utilized to finance long-term capital improvements for proprietary enterprise and self-supporting operations. Revenue bonds do not require an election and are sold as needed for construction, expansion, and/or renovation of facilities in amounts that are in compliance with revenue bond covenants. Currently, the City has not issued revenue bonds for any purpose.

Refundings - The City reviews the possibility of refunding certain of its outstanding debt to effectuate interest cost savings. The City issued 2016 GO Refunding Bonds for the remaining portion of the 2007 Certificates of Obligation which resulted in \$195,355.

OTHER FUNDING ALTERNATIVES

Grants - All potential grants will be examined for any matching requirements and the source of those requirements identified. Grant funding will be reviewed to clearly identify funding sources, outcomes and other relevant information for presentation and approval by the City Council. The City Council must authorize acceptance of any grant awarded.

Use of Reserve Funds - The City may authorize the use of reserve funds to potentially delay or eliminate a proposed bond issue. This may occur due to higher than anticipated fund balances in prior years, thus eliminating or reducing the need for debt proceeds, or postpone a bond issue

until market conditions are more beneficial or timing of the related capital improvements does not correspond with the planned bond issue. Reserve funds used in this manner are replenished upon issuance of the proposed debt. A reimbursement ordinance will be adopted to authorize replacement of these reserves.

Leases - The City may authorize the use of lease financing for certain assets when it is determined that such an arrangement is advantageous to the City.

AUDITING AND FINANCIAL REPORTING

Audit of Accounts – In accordance with the City Charter, an independent audit of the City accounts is performed every year. The auditor is retained by and is accountable directly to the City Council.

External Reporting – Upon completion and acceptance of the annual audit by the City's auditors, the City prepares a written Comprehensive Annual Financial Report (CAFR) which is presented to the City Council within 180 calendar days of the City's fiscal year end. The CAFR shall be prepared in accordance with Generally Accepted Accounting Principles (GAAP) and shall be presented annually to the Government Finance Officer Association (GFOA) for evaluation and consideration for the Certificate of Achievement in Financial Reporting.

STRATEGIC ACTION PLAN

Each year, the City develops a Strategic Action Plan including action steps that are to be accomplished during the next fiscal year. The Strategic Action Plan serves as a baseline for the formulation of the Annual Budget and each action step is assigned to individual city departments to be accomplished and to specific City Council Committees for review. The Strategic Action Plan adopted for FY 2019-20 is as follows:

Governance and Communication

- Continue with the cost share agreement for the School Resource Officer on the Alamo Heights High School campus
- Continue to develop and expand the City's Wellness Program
- Continue to update the City Personnel Manual to incorporate various law changes to ensure compliance

Infrastructure and Services

- Broadway Road Project – Continue to work with TxDot, MPO and County.
- Olmos Basin Clean-up and Maintenance - Continue to clean up the Olmos Basin creek area along Jones Maltsberger with additional funding for continued cleanup 4 times a year.
- Continue training AHISD students and residents in hands only CPR training
- Increase tree trimming in right-of-way
- Continue implementation of Texas Fire Chiefs Association Best Practices
- Purchase of ballistic vests and helmets for active shooter threats
- Coordinate with the Fire department to evaluate two parking issues:
 - Overnight on-street parking for streets primarily consisting of multi-family structures
 - Evaluate roadways in the commercial district having restricted and time limited street parking for future discussion on the need for more or less restrictions
- Stay in communication with A.H.I.S.D plans for local high school and elementary school bond project renovations, offer assistance and recommendations if requested, determine community impacts
- Coordinate with the Fire department to evaluate the feasibility of a joint purchase of an unoccupied aerial vehicle (UAV drone)
- Continue with beautification of City Hall Public Areas
- Renovation to Swimming Pool Restrooms
- Community Beautification
- Park Improvements
- Water main improvements
 - Alta between Columbine and Arbutus
 - Corona between Columbine and Imlay
- Street Maintenance Program (SMP) FY 2020-21
- Traffic Signal Upgrades
- Plan for Centennial Celebration - June 2022

Neighborhood Character and Commercial Revitalization

- Commercial District Amendments & Residential Design Standards (SF-AB)
- Code Review and Modification
- Review and Modify existing permitting process
- Review and Modify existing applications

Accountability and Management

- Continue Cyber Security Vulnerability Scans and Pen Test
- Implement a law enforcement internship program with the University of Incarnate Word criminal justice program
- Plan and initiate the process to transition from the Uniform Crime Reporting System to the Texas based Reporting System

Other Initiatives

- Intranet use and capabilities to provide employees with access to updated information
- Continue to develop on-line and mobile applications for internal and external users
- Street Maintenance Plan funding initiative – at least \$800K annually from sales tax and transfer from General Fund
- Maintain our S&P AAA Bond Rating
- Maintain property tax rate as low as possible
- Continue increase the Capital Replacement Fund for future capital needs
- Broadway Redesign – Construction and Improvements
- Beautify Gateway Areas into the City
- Strategic Economic Development Plan and Marketing
- Continue the neighborhood on-street parking study with the Fire Department
- Explore neighborhood watch initiative utilizing mobile technology devices
- Community traffic enforcement initiative to address dangerous driving and bicycle operation behaviors
- Continue to evaluate capital replacement funding for fire apparatus acquisition, SCBA replacement, replace support truck, replacement of 26 portable radios and SCBA air compressor in the next 5 -10 years
- Provide more extensive alley repairs as needed
- Street Maintenance Program (SMP)
 - Incorporate alternative street application to the current Hot Mix Asphalt Overlay (Considering an ONYX surface treatment or chip seal)
- Water main replacement as needed ahead of SMP contracts along with yard piping – in-house cost savings
- Continue to resolve TCEQ's 4 x 2 non-compliance issues

BUDGET CALENDAR FY 2021

Budget Estimates	Departments send Baseline 2021 Zero Based Budget w Detail to City Manager	Friday, May 8
	Departments submit current year (FY 2020) projections	Friday, May 8
	City Manager reviews current year (FY 2020) projections by	Friday, May 15
	Department Directors enter baseline budget into INCODE for FY 2020-21	Friday, May 22
Strategic Action Plan (SAP)	Departments update FY 2020 Strategic Action Plan and submit FY 2021 SAP	Friday, May 14
	City Manager reviews FY 2020 and proposed FY2021 SAPs by	Friday, May 21
	City Council Strategic Action Plan work session	Wednesday, June 24
	City Council approval of SAP – To be approved with Budget	Monday, September 21
Budget Development	Departments submit FY 2021 program changes and performance measures	Friday, June 12
	City Manager and Department Directors review program changes and performance measures	Friday, June 19
	City Council budget work session 8:30 a.m. to 12:30 p.m.	Tuesday, July 23
Budget Presentation and Consideration	Presentation of FY 2021 Proposed Budget and Ad Valorem Tax Rate to the City Council; Set Public Hearing Dates	Monday, August 10
	Public Hearing for Proposed Budget FY 2020-21 and Public Hearing for 2020 Proposed Ad Valorem Tax Rate	Monday, September 14
	City Council to adopt the FY 2020-21 Budget and 2020 Ad Valorem Tax Rate	Monday, September 21

SUMMARY OF PROGRAM CHANGES FY 2020-21

Department or Fund	Program Change	Amount
Administration	Planning for 100 th Anniversary	\$ 20,000
Community Development	Engineer for Broadway and Commercial Corridor Master Plan	\$100,000
Comprehensive Fund	Lighting Improvements, Community Beautification, and Park Improvements by baseball fields	\$105,000
Capital Projects	Swimming Pool Restrooms Renovation and Olmos Basin Cleanup	\$100,000
Utility Fund	Wellhouse Improvements and backup natural gas motor	\$ 65,000
	Total	\$390,000

SCHEDULE OF AUTHORIZED POSITIONS

Department/Division	Prior Year		Current		Adopted	
	FY 2018-19		FY 2019-20		FY 2020-21	
	F/T	P/T	F/T	P/T	F/T	P/T
Administration & Finance	7	-	7	-	7	-
Municipal Court	1	3*	1	3*	1	3*
Community Development	4	-	4	-	5	-
Fire	18	-	18	-	18	-
EMS	6	1	6	1	6	1
Police	24	-	24	-	23	1
Communications Center	10	-	10	-	10	-
Public Works Administration	1	-	1	-	1	-
Parks	4	-	4	-	4	-
Streets	5	-	5	-	5	-
Solid Waste	10	-	10	-	10	-
Utilities (Utility Fund)	10	-	10	-	10	-
TOTAL	100	4	100	4	100	5

*Two Municipal Court Judges and a Prosecutor

COMPENSATION OF CITY OFFICERS AND OFFICIALS

The following reports the total compensation including base salary, certification pay and allowances for each of the current City officers and officials listed as of the date the Adopted Budget is presented. The total compensation for part-time contractual employees is estimated based on previous years' compensation.

City Officers and Officials	Total Compensation
City Manager	\$157,549
Police Chief	\$128,041
Fire Chief	\$112,083
Public Works Director	\$117,822
Finance Director	\$103,758
Assistant City Manager/Community Development Director	\$107,998
City Secretary	\$ 63,906
City Attorney (contractual hourly rates)	\$ 42,000 annual approximate
City Prosecutor (contractual)	\$ 12,000 (part-time)

REVENUE SUMMARY AND DETAIL

Services provided by the City of Alamo Heights are funded by a variety of revenue sources. When preparing revenue estimates for the Budget, staff considers the previous history of the revenue and future factors that may affect the revenue stream in the coming fiscal year. Revenues are categorized by type and described as follows:

Revenue Types:

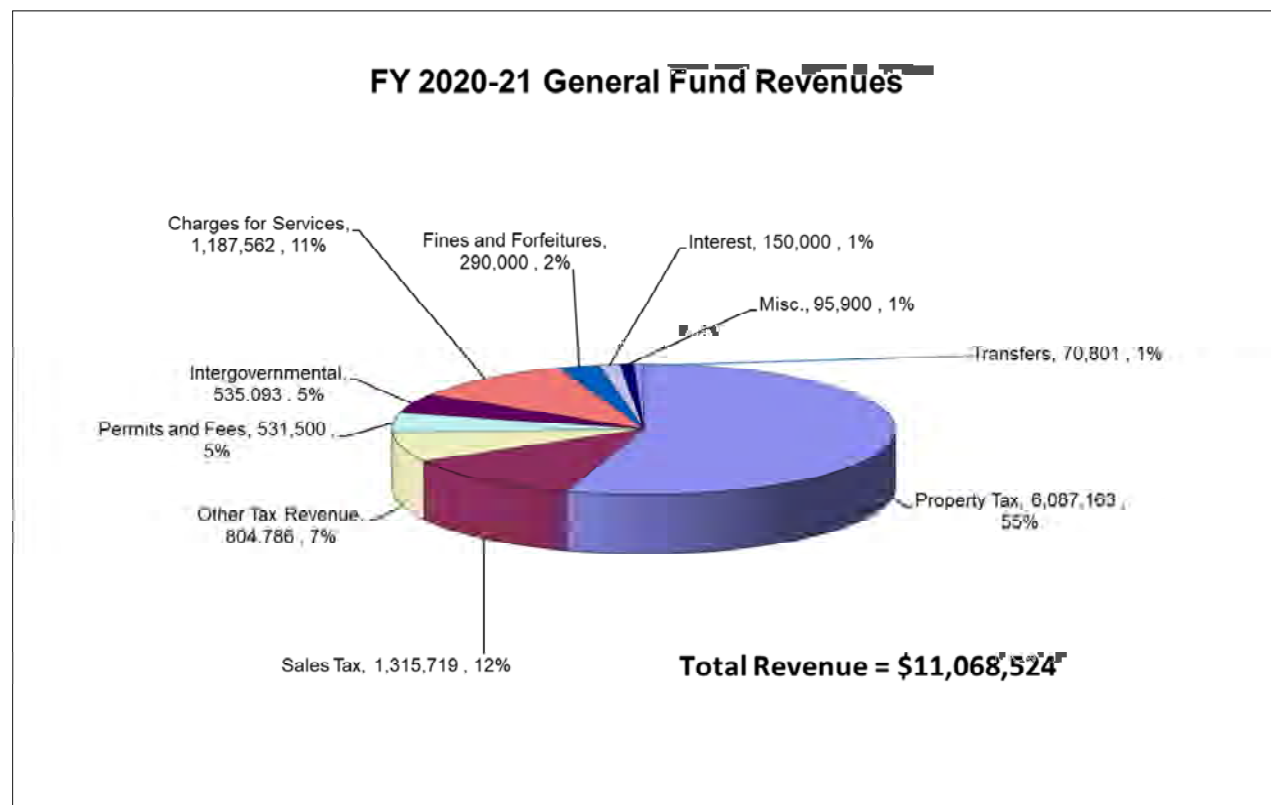
1. Property Taxes
2. Sales Taxes
3. Other Tax Revenue
4. Permits and Fees
5. Intergovernmental
6. Charges for Services
7. Fines and Forfeitures
8. Interest
9. Miscellaneous

1. **Property Taxes** - All property tax revenues, including delinquent tax payments, penalties, and interest.
2. **Sales Tax** - Receipts from the local sales and use tax. The current Sales Tax rate is 8.25%, of which the State retains 6.25%, the San Antonio Municipal Transit Authority receives 0.5 %, 1% is revenue to the City's General Fund and the remaining 0.50% was approved by the voters for an additional four years in November 2017 for street maintenance.
3. **Other Tax Revenue**
 - **Beverage Tax** - Revenues from mixed beverage tax receipts. The current Beverage Tax rate is 14% of gross receipts, of which 10.7143% is revenue to the City.
 -
 - **Franchise Tax/PUC Right of Way Fees** - Revenues from fees imposed on investor-owned electric or gas utilities, telecommunication and cable companies, and other private corporations using the city's streets and other rights-of-way. These fees are in addition to and separate from the property taxes levied against such companies. The fees are based upon a percentage of the company's gross receipts and range from 3% to 6%. These fees currently are collected from CPS Energy, Grande Cable, Time Warner, AT&T, and various phone companies. These revenues are one of the most difficult to project due to a number of variables, which can significantly impact these companies' revenues and, consequently, the City's payment.
4. **Permits and Fees** - Revenues collected from permits and privilege fees required by the City. The categories are building permits, electric permits, plumbing permits, use of City right-of-ways, liquor and food licenses, alarm permits, Fire and Life Safety Code fees, certificates of occupancy, contractor's license and registration, garage sale permits, and animal licenses.

5. **Intergovernmental** - Revenue from outside sources, including dispatch and EMS service contracts with City of Terrell Hills and City of Olmos Park, and periodically state and federal grants.
6. **Charges for Services** - Revenues generated by various services performed by City staff. The significant portion of this revenue type is from the sale of potable water, charges for sanitary sewer operations and solid waste collection. Other services include Rescue Response fees, EMS services, revenue from the recycling program, and municipal court and administration fees.
7. **Fines and Forfeitures** - Funds received from payments of traffic fines and other fines for violations of City laws or ordinances.
8. **Interest** - Income from interest paid on deposits of City funds.
9. **Miscellaneous** - Revenues from collection of other fees such as vehicle wrecker/impound fees, police auction, return check fees, animal impound fees and leases.

The following pie chart provides the estimated revenue and percentages by type projected to be collected in FY 2020-21 in the General Fund:

As part of the Annual Budget process, staff conducts a review of each revenue source to determine whether or not a revision to the fee structure should be recommended. Revenues are classified by fund and type.



**COMBINED SUMMARY OF REVENUES AND EXPENDITURES (EXCLUDING TRANSFERS)
ALL FUNDS SUBJECT TO APPROPRIATION**

Description:

The Combined Summary of Revenues and Expenditures is a fund statement first included in FY 2011-12 to account for combined revenues and expenditures, excluding transfers, associated with all City funds subject to appropriation.

	ACTUAL FY 2018-2019	ADOPTED FY 2019-2020	PROJECTION FY 2019-2020	PROPOSED FY 2020-2021
AVAILABLE FUNDS				
Beginning Balance	\$ 9,857,624	\$ 9,196,047	\$ 10,434,918	\$ 9,341,087
REVENUES				
General Fund Revenue	\$ 11,117,518	\$ 10,927,616	\$ 10,711,469	\$ 11,068,524
Utility Fund Revenue	3,546,755	4,528,220	3,592,824	3,838,164
Debt Service Tax Revenue	849,444	882,111	868,505	903,719
Capital Projects Revenue	350,000	675,000	675,000	0
Capital Replacement Fund	404,496	353,049	363,049	340,831
Street Maintenance Sales Tax	895,887	601,945	671,419	657,860
Comprehensive Plan Revenue	45,200	57,000	57,000	0
Designated Revenue	60,240	48,600	46,884	45,600
<i>Total Revenues</i>	<u>\$ 17,269,540</u>	<u>\$ 18,073,541</u>	<u>\$ 16,986,150</u>	<u>\$ 16,854,698</u>
TOTAL AVAILABLE FUNDS	<u>\$ 27,127,164</u>	<u>\$ 27,269,588</u>	<u>\$ 27,421,067</u>	<u>\$ 26,195,785</u>
APPROPRIATIONS				
ALLOCATIONS				
Departmental Allocations	\$ 9,135,872	\$ 10,191,596	\$ 9,505,808	\$ 10,893,292
Water and Sewer Expenditures	3,296,874	4,689,665	3,695,023	3,906,634
Capital Projects	107,625	1,061,750	1,611,441	100,000
Debt Service Payments	841,194	841,294	841,294	841,294
Capital Replacement Purchases	165,936	793,586	727,928	354,831
Street Maintenance Projects	2,063,350	1,200,000	890,478	1,000,000
Comprehensive Plan Projects	43,099	57,000	0	105,000
Designated Revenue Expenditures	35,986	80,000	100,099	110,000
TOTAL APPROPRIATIONS	<u>\$ 15,689,935</u>	<u>\$ 18,914,891</u>	<u>\$ 17,372,071</u>	<u>\$ 17,311,051</u>
GROSS AVAILABLE BALANCE	<u>\$ 11,437,229</u>	<u>\$ 8,354,697</u>	<u>\$ 10,048,996</u>	<u>\$ 8,884,734</u>

**GENERAL FUND
SUMMARY OF ADOPTED BUDGET**

	ACTUAL FY 2018-2019	ADOPTED FY 2019-2020	PROJECTION FY 2019-2020	PROPOSED FY 2020-2021
AVAILABLE FUNDS				
Beginning Balance	\$ 4,577,338	\$ 4,985,666	\$ 5,464,576	\$ 5,590,827
REVENUES				
Property Tax	\$ 5,716,653	\$ 5,927,724	\$ 5,895,032	\$ 6,087,163
Sales Tax	1,191,774	1,203,889	1,283,159	1,315,719
Other Tax Revenue	805,376	838,372	814,573	804,786
Permits and Fees	959,824	496,300	634,705	531,500
Intergovernmental	424,769	535,093	516,393	535,093
Charges for Services	1,294,874	1,229,460	1,085,949	1,187,562
Fines and Forfeitures	276,946	290,000	210,000	290,000
Interest	245,377	245,098	112,448	150,000
Miscellaneous	131,124	90,879	88,409	94,900
Total Revenues	\$ 11,046,717	\$ 10,856,815	\$ 10,640,668	\$ 10,996,723
OTHER FUNDING SOURCES				
Proceeds from sale of easements	0	0	0	0
Proceeds from sale of assets	0	0	0	1,000
Transfer from Utility Fund ¹	\$ 70,801	\$ 70,801	\$ 70,801	\$ 70,801
Total Other Funding Sources	\$ 70,801	\$ 70,801	\$ 70,801	\$ 71,801
Total Operating Revenues	11,117,518	10,927,616	10,711,469	11,068,524
TOTAL AVAILABLE FUNDS	\$ 15,694,856	\$ 15,913,282	\$ 16,176,044	\$ 16,659,351
APPROPRIATIONS				
DEPARTMENTAL ALLOCATIONS				
Police	\$ 2,377,713	\$ 2,491,747	\$ 2,322,208	\$ 2,587,987
Police Dispatch	573,249	696,618	649,848	732,917
Fire	1,891,509	2,088,985	2,051,903	2,129,695
EMS	658,813	705,065	731,222	741,020
Public Works Administration	116,091	113,542	96,485	110,707
Streets	493,912	637,542	511,520	616,315
Solid Waste	802,680	764,951	705,952	790,799
Parks	313,016	337,313	320,064	356,864
Community Development	369,369	564,638	485,218	605,884
Administration and Finance	840,265	1,047,463	898,336	1,046,259
Municipal Court	208,033	215,056	209,071	217,520
Information Technology (MIS)	283,140	341,950	344,941	308,658
Building Maintenance	208,082	186,726	179,040	207,836
Total Operating Allocations	\$ 9,135,872	\$ 10,191,596	\$ 9,505,808	\$ 10,452,461
Revenues Over (Under) Allocations	1,981,647	736,020	1,205,661	616,063
TRANSFERS				
Transfer to Street Maintenance Fund	\$ 300,000	\$ 0	\$ 300,000	\$ 0
Transfer to Capital Replacement Fund	399,409	353,049	399,409	340,831
Transfer to Comprehensive Plan	45,000	57,000	30,000	0
Transfer to Special Revenue Fund TNR	0	0	0	0
Transfer to Capital Projects	350,000	675,000	350,000	100,000
Total Transfers	\$ 1,094,409	\$ 1,085,049	\$ 1,079,409	\$ 440,831
TOTAL APPROPRIATIONS	\$ 10,230,281	\$ 11,276,645	\$ 10,585,217	\$ 10,893,292
Ending Balance	\$ 5,464,576	\$ 4,636,637	\$ 5,590,827	\$ 5,766,059

EXPLANATORY NOTES:

¹ Transfer from Utility Fund consists of 25% of Information Technology departmental allocation.

**UTILITY FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Utility Fund is a self-sufficient enterprise fund established to account for all of the revenues and expenditures associated with the operations and maintenance of the City's water distribution and sanitary sewer systems.

	ACTUAL FY 2018-2019	ADOPTED FY 2019-2020	PROJECTION FY 2019-2020	PROPOSED FY 2020-2021
AVAILABLE FUNDS				
Beginning Balance	\$ 976,720	\$ 1,412,202	\$ 1,302,354	\$ 1,364,355
REVENUES				
Water Revenue	\$ 1,509,238	\$ 1,581,150	\$ 1,603,584	1,731,562
Water Conservation Fee	59,774	68,500	65,043	65,043
Aquifer Management Fee	193,021	222,900	210,214	210,214
Meter Connections	21,130	28,000	21,295	21,295
Late Penalties	35,984	35,000	32,615	32,615
Return Check Fees	540	500	180	180
Service Charges	11,535	11,000	7,830	7,830
Federal Stormwater Fees	1,428	1,400	1,428	1,428
Transfer in from Reserve	0	635,000	0	0
Interest	36,803	48,000	20,000	5,000
Water Purchase Revenue	0	0	0	0
Miscellaneous	14,647	2,000	4,374	2,000
Total Water Revenue	\$ 1,884,100	\$ 2,633,450	\$ 1,966,563	\$ 2,077,167
Sewer Revenue	\$ 1,639,030	\$ 1,859,970	\$ 1,602,636	\$ 1,737,372
Sewer Surcharge	23,625	34,800	23,625	23,625
Total Sewer Revenue	\$ 1,662,655	\$ 1,894,770	\$ 1,626,261	\$ 1,760,997
Total Operating Revenues	3,546,755	4,528,220	3,592,824	3,838,164
TOTAL AVAILABLE FUNDS	\$ 4,523,475	\$ 5,940,422	\$ 4,895,178	\$ 5,202,519
APPROPRIATIONS				
OPERATING EXPENSES				
Personnel Services	\$ 924,177	1,114,684	948,237	1,101,253
Commodities	455,662	487,200	393,363	487,200
Contractual Services	257,246	262,000	268,548	261,000
Total Water Expenditures	\$ 1,637,085	\$ 1,863,884	\$ 1,610,148	\$ 1,849,453
Commodities	\$ 63,609	\$ 38,000	\$ 50,626	\$ 38,000
Contractual Services	1,287,889	1,471,780	1,291,148	1,471,780
Total Sewer Expenditures	\$ 1,351,498	\$ 1,509,780	\$ 1,341,774	\$ 1,509,780
Total Operating Expenditures	2,988,583	3,373,664	2,951,922	3,359,233
Retained Earnings (Loss) Operations	558,172	1,154,556	640,902	478,931
CAPITAL EXPENDITURES				
Utility Capital Projects	\$ 44,242	\$ 850,000	\$ 300,000	\$ 315,000
Debt Principal and Interest	161,700	164,200	164,200	161,600
Capital Purchase Water	0	0	0	0
Capital Equipment (Replacement)	31,548	231,000	208,100	0
Total Capital Projects and Transfers	\$ 237,490	\$ 1,245,200	\$ 672,300	\$ 476,600
TRANSFERS TO				
Transfer to General Fund	\$ 70,801	\$ 70,801	\$ 70,801	\$ 70,801
TOTAL APPROPRIATIONS	\$ 3,296,874	\$ 4,689,665	\$ 3,695,023	\$ 3,906,634
GROSS AVAILABLE BALANCE	\$ 1,302,354	\$ 1,414,957	\$ 1,200,155	\$ 1,460,085

**DEBT SERVICE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Debt Fund was established in FY 2008-09 to account for the accumulation of ad valorem taxes and/or pledged revenues designated for payment of principal and interest on debt issued by the city.

	ACTUAL FY 2018-2019	ADOPTED FY 2019-2020	PROJECTION FY 2019-2020	PROPOSED FY 2020-2021
AVAILABLE FUNDS				
Beginning Balance	\$ 117,524	\$ 124,946	\$ 125,774	\$ 152,185
TAX REVENUE				
Current Property Tax	\$ 849,334	\$ 875,111	\$ 870,500	\$ 896,719
Delinquent Property Tax	898	5,000	(1,200)	5,000
Penalty and Interest on Delinquent Taxes	(788)	2,000	(795)	2,000
Total Tax Revenue	\$ 849,444	\$ 882,111	\$ 868,505	\$ 903,719
TOTAL AVAILABLE FUNDS	\$ 966,968	\$ 1,007,057	\$ 994,279	\$ 1,055,904
APPROPRIATIONS				
ALLOCATIONS				
Debt Principal and Interest	\$ 840,394	\$ 841,294	\$ 841,294	\$ 841,294
Paying Agent/Registrar Fees	800	800	800	800
TOTAL APPROPRIATIONS	\$ 841,194	\$ 842,094	\$ 842,094	\$ 842,094
GROSS AVAILABLE BALANCE	\$ 125,774	\$ 164,963	\$ 152,185	\$ 213,810

**CAPITAL PROJECTS FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Capital Projects Fund was established in FY 2008-09 to account for capital projects constructed with the proceeds of long-term debt issued by the city.

	ACTUAL FY 2018-2019	ADOPTED FY 2019-2020	PROJECTION FY 2019-2020	PROPOSED FY 2020-2021
AVAILABLE FUNDS				
Beginning Balance	\$ 866,083	\$ 957,406	\$ 1,093,256	\$ 156,815
REVENUES				
Donations	0	0	0	0
Transfers from General Fund	350,000	675,000	675,000	0
Total Revenue	\$ 350,000	\$ 675,000	\$ 675,000	\$ 0
TOTAL AVAILABLE FUNDS	\$ 1,216,083	\$ 1,632,406	\$ 1,768,256	\$ 156,815
APPROPRIATIONS				
CAPITAL PROJECTS				
Olmos Basin Cleanup	\$ 30,050	\$ 18,750	\$ 25,000	\$ 25,000
City Projects	6,207	18,000	0	0
Swimming Pool & Restrooms Renovation	57,955	875,000	1,497,278	75,000
Nature Trails Building	13,413	100,000	89,163	0
Broadway Road TxDot Project	0	50,000	0	0
Total Capital Projects	\$ 107,625	\$ 1,061,750	\$ 1,611,441	\$ 100,000
TOTAL APPROPRIATIONS	\$ 107,625	\$ 1,061,750	\$ 1,611,441	\$ 100,000
GROSS AVAILABLE BALANCE	\$ 1,108,458	\$ 570,656	\$ 156,815	\$ 56,815

**CAPITAL REPLACEMENT FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Capital Replacement Fund is an internal service fund established in FY 2008-09 to assist in long term planning for large purchases of vehicles and capital equipment.

	ACTUAL FY 2018-2019	ADOPTED FY 2019-2020	PROJECTION FY 2019-2020	PROPOSED FY 2020-2021
AVAILABLE FUNDS				
Beginning Balance	\$ 1,112,340	\$ 863,608	\$ 1,382,447	\$ 1,225,668
REVENUES				
Contributions from General Fund				
Capital Replacement General Account	\$ 349,409	\$ 303,049	\$ 303,049	\$ 290,831
EMS Ambulance Allocation	50,000	50,000	50,000	50,000
Fire Truck Allocation	0	0	0	0
Intergovernmental Reimbursement	0			
Sale of Assets	5,087	0	10,000	0
<i>Total Revenue and Transfers</i>	\$ 404,496	\$ 353,049	\$ 363,049	\$ 340,831
TOTAL AVAILABLE FUNDS	\$ 1,516,836	\$ 1,216,657	\$ 1,745,496	\$ 1,566,499
APPROPRIATIONS				
CAPITAL PURCHASES				
Administration	\$ 87,387	\$ 50,000	\$ 0	\$ 14,000
EMS	0	170,000	195,396	123,381
Fire	0	125,019	97,727	110,000
Police	47,001	217,567	226,705	107,450
Public Works - Streets	0	0	0	0
Public Works - Solid Waste	0	0	0	0
Public Works - Parks	0	0	0	0
TOTAL APPROPRIATIONS	\$ 134,388	\$ 562,586	\$ 519,828	\$ 354,831
GROSS AVAILABLE BALANCE	\$ 1,382,447	\$ 654,071	\$ 1,225,668	\$ 1,211,668

**STREET MAINTENANCE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Street Maintenance Fund is a special revenue fund established in FY 2009-10 to account for all of the revenues and expenditures associated with the maintenance of city streets. Appropriations are funded through a transfer from the general fund and a 1/2 cent sales tax approved for a 4-year period by the voters being October 2017.

	ACTUAL FY 2018-2019	ADOPTED FY 2019-2020	PROJECTION FY 2019-2020	PROPOSED FY 2020-2021
AVAILABLE FUNDS				
Beginning Balance	\$ 1,908,555	\$ 598,555	\$ 741,092	\$ 522,033
REVENUES				
Street Maintenance Sales Tax ¹	\$ 595,887	\$ 601,945	\$ 641,579	\$ 657,860
Transfer In from General Fund	300,000	0	0	0
Sale of Right of Way	0	0	29,840	
Total Revenue	\$ 895,887	\$ 601,945	\$ 671,419	\$ 657,860
TOTAL AVAILABLE FUNDS	\$ 2,804,442	\$ 1,200,500	\$ 1,412,511	\$ 1,179,893
APPROPRIATIONS				
CAPITAL PROJECTS				
Street Maintenance Projects	\$ 2,063,350	\$ 1,200,000	\$ 890,478	\$ 1,000,000
TOTAL APPROPRIATIONS	\$ 2,063,350	\$ 1,200,000	\$ 890,478	\$ 1,000,000
GROSS AVAILABLE BALANCE	\$ 741,092	\$ 500	\$ 522,033	\$ 179,893

EXPLANATORY NOTES:

¹ A 1/4 cent street maintenance sales tax was re-authorized by the voters in November 2016 for four years beginning on April 1, 2017. An additional 1/4 cent street maintenance sales tax was approved in May 2017 by the voters.

**COMPREHENSIVE PLAN FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Comprehensive Plan Fund is a special revenue fund established in FY 2009-10 to account for all of the revenues and expenditures associated with the implementation of the Comprehensive Plan which was adopted by the City Council on May 26, 2009.

	ACTUAL FY 2018-2019	ADOPTED FY 2019-2020	REVISED FY 2019-2020	PROPOSED FY 2020-2021
AVAILABLE FUNDS				
Beginning Balance	\$ 80,077	\$ 66,077	\$ 82,178	\$ 139,178
REVENUES				
Contributions from General Fund	\$ 45,000	\$ 57,000	\$ 57,000	\$ 0
Tree Mitigation Fees	0		0	
Other Sources/Donations	200	0	0	0
Total Revenue	\$ 45,200	\$ 57,000	\$ 57,000	\$ 0
TOTAL AVAILABLE FUNDS	\$ 125,277	\$ 123,077	\$ 139,178	\$ 139,178
APPROPRIATIONS				
ALLOCATIONS				
Comprehensive Plan Expenses	\$ 43,099	\$ 57,000	0	\$ 105,000
TOTAL APPROPRIATIONS	\$ 43,099	\$ 57,000	0	\$ 105,000
GROSS AVAILABLE BALANCE	\$ 82,178	\$ 66,077	\$ 139,178	\$ 34,178

DESIGNATED REVENUE FUNDS

The Designated Revenue Funds are a combination of several special revenues received from a variety of sources but restricted by law or purpose to be spent only on designated expenditures. Designated Revenue Funds include:

Community Benefit - Revenue received from child safety fees assessed on certain court fines to be utilized to fund programs designed to enhance child safety, health, or nutrition, including fire prevention, child abuse prevention and intervention and drug and alcohol abuse prevention

Confiscated Property - Revenue obtained as a result of a seizure of property used in a crime, or purchased with dollars obtained from a crime which by law may only be used for police expenditures (except personnel costs) above and beyond the normal budget

Court Security - Revenue available from court fines, specifically restricted by law to provide protection and security to the Municipal Court or the Court Office

Court Technology - Revenue available from court fines designed to help keep Texas courts current with technology and specifically restricted by law for upgrades to software, purchase/maintenance of computer equipment

Public Safety and Service - Revenue received from several sources restricted by law for items that are above and beyond the normal budget:

- Funds seized by the police department and/or property forfeitures awarded to the police department by the courts for specific expenditures (equipment, training, technology, etc.)
- State of Texas LEOSE, the Law Enforcement Officers Standard & Education Fund – for public safety officer educational needs
- STRAC, the South Texas Regional Advisory Council – for improvements or upgrades to EMS
- Texas Department of Health Grants
- Homeland Security Grants

Alamo Heights Rotary designated for Police Department Programs such as the DARE Program, Explorer Post, Risk Watch, Red Ribbon and Youth Academy

Private Contributions - Revenue received by the City and designated for project such as animal services, disaster relief, beautification of traffic islands or hike & bike trail development

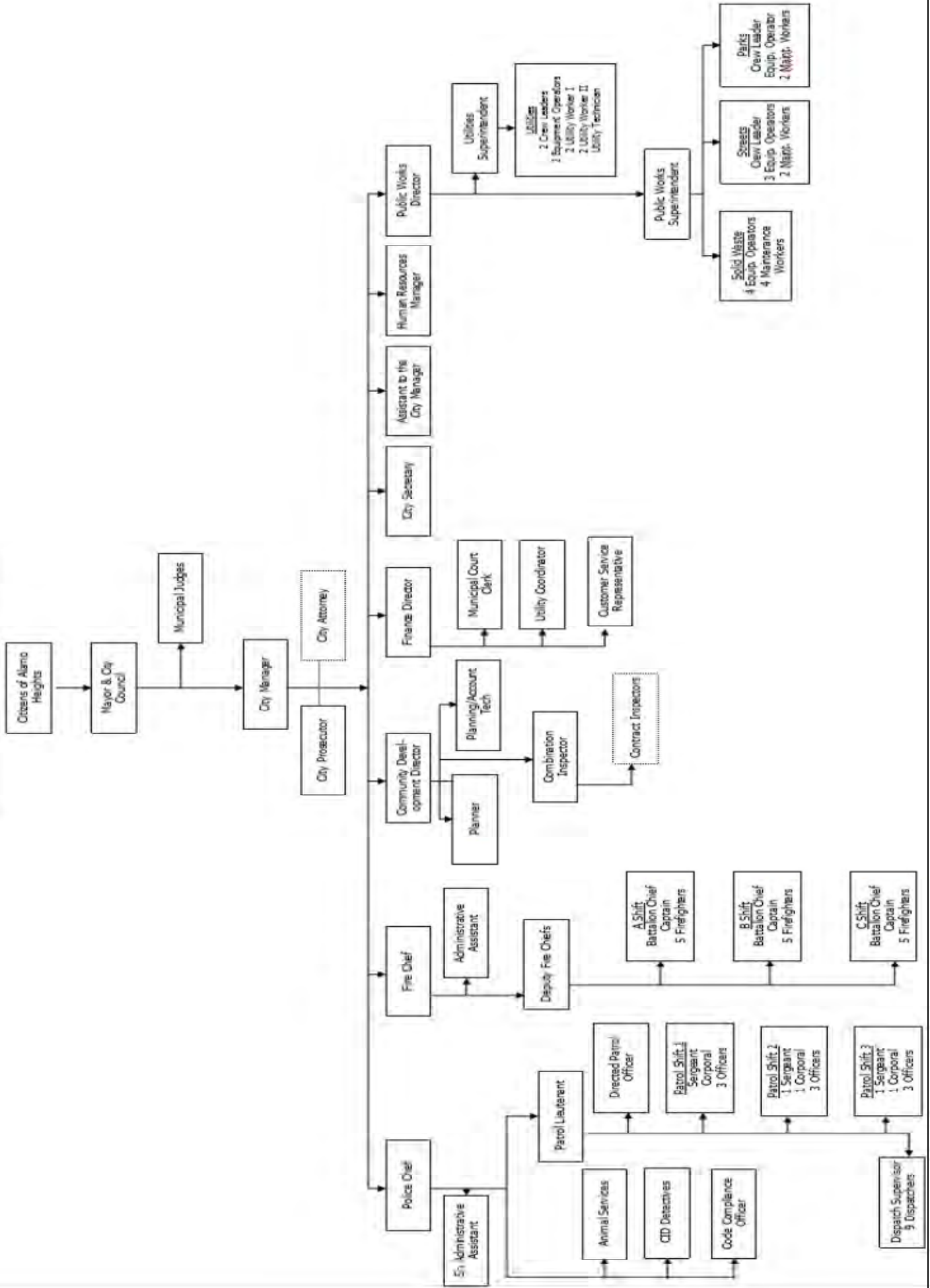
**DESIGNATED REVENUE FUNDS
SUMMARY OF ADOPTED BUDGET**

Description:

Designated Revenue Funds are special revenue funds established to account for all of the revenues and expenditures associated with a variety of sources. Expenditures are restricted by law or purpose.

	ACTUAL FY 2018-2019	ADOPTED FY 2019-2020	REVISED FY 2019-2020	PROPOSED FY 2020-2021
AVAILABLE FUNDS				
BEGINNING BALANCES				
Community Benefit	\$ 25,237	\$ 16,737	\$ 34,063	\$ 40,563
Confiscated Property	26,071	21,071	31,411	30,795
Court Security	114,808	103,908	117,145	61,046
Court Technology	11,868	8,868	24,702	17,702
Public Safety and Service (LEOSE)	31,667	28,667	31,154	30,154
Private Contributions	9,336	8,336	4,766	9,766
TNR & Foster Program	0	0	0	0
<i>Total Beginning Balances</i>	\$ 218,987	\$ 187,587	\$ 243,241	\$ 190,026
REVENUES				
Community Benefit	\$ 14,463	\$ 11,500	\$ 11,500	\$ 11,500
Confiscated Property	11,185	0	8,384	0
Court Security	10,074	9,100	6,000	9,100
Court Technology	13,432	12,000	8,000	12,000
Public Safety and Service (LEOSE)	2,338	2,000	2,000	2,000
Private Contributions	8,748	14,000	11,000	11,000
TNR & Foster Program	0	0	0	0
<i>Total Revenues</i>	\$ 60,240	\$ 48,600	\$ 46,884	\$ 45,600
TOTAL AVAILABLE FUNDS	\$ 279,227	\$ 236,187	\$ 290,125	\$ 235,626
APPROPRIATIONS				
ALLOCATIONS				
Community Benefit	\$ 5,637	\$ 20,000	\$ 5,000	\$ 20,000
Confiscated Property	5,845	5,000	9,000	5,000
Court Security	7,737	20,000	62,099	50,000
Court Technology	598	15,000	15,000	15,000
Public Safety and Service (LEOSE)	2,851	5,000	3,000	5,000
Private Contributions	13,318	15,000	6,000	15,000
TNR & Foster Program	0	0	0	0
TOTAL APPROPRIATIONS	\$ 35,986	\$ 80,000	\$ 100,099	\$ 110,000
ENDING BALANCES				
Community Benefit	\$ 34,063	\$ 8,237	\$ 40,563	\$ 32,063
Confiscated Property	31,411	16,071	30,795	25,795
Court Security	117,145	93,008	61,046	20,146
Court Technology	24,702	5,868	17,702	14,702
Public Safety and Service (LEOSE)	31,154	25,667	30,154	27,154
Private Contributions	4,766	7,336	9,766	5,766
TNR & Foster Program	0	0	0	0
GROSS AVAILABLE BALANCE	\$ 243,241	\$ 156,187	\$ 190,026	\$ 125,626

City of Alamo Heights
FY 2017–2018 Organizational Chart





DEPARTMENTAL SUMMARIES

Department summaries consist of a description of services in the form of program information and goals and objectives, departmental action steps derived from the Strategic Action Plan, performance measures, program changes and a summary of expenditures and positions.

Mission Statement – The Mission Statement declares the mission and primary purpose of the department.

Program Information - The Program Information Section provides a brief description of the responsibilities of the department.

Goals and Objectives - The Goals and Objectives Section outlines the key goals and objectives for which the department is responsible.

Action Steps - The Action Steps Section is a listing of the adopted action steps from the Strategic Action Plan approved by City Council for which the department is responsible.

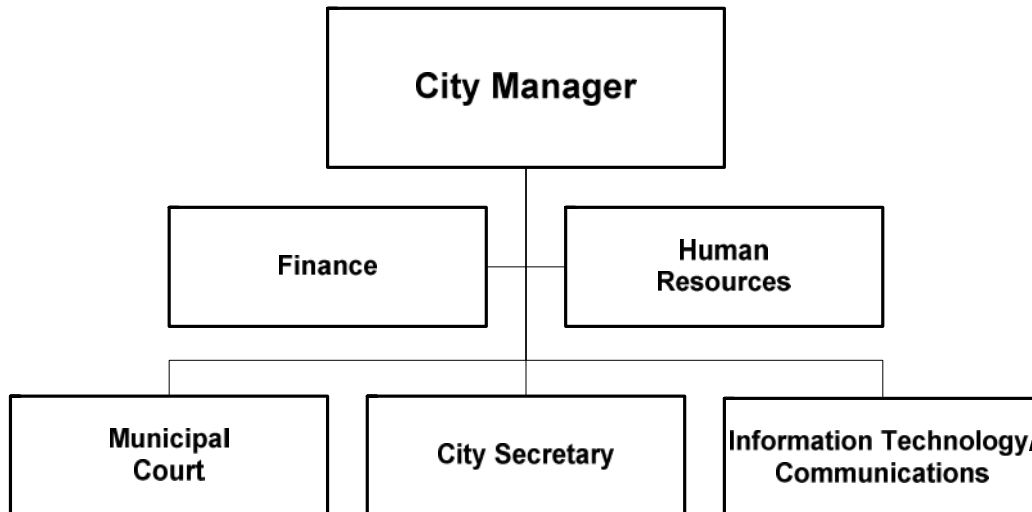
Performance Measures - The Performance Measures Section includes input, output, outcome and efficiency measures adopted by each department to measure their progress in providing the community with the services listed in their program information and goals and objectives.

- *Input measures* show the amount of resources, either financial or otherwise, used for a specific service or program. Input measures include labor, materials, equipment and supplies. Demand for governmental services may also be considered an input indicator.
- *Output measures* show units produced or services provided by a service or program. Output measures include the amount of products or services provided, the number of customers served, and the level of activity to provide services.
- *Outcome measures* show results of the services provided. Outcome measures assess program impact and effectiveness and show whether expected results are achieved.
- *Efficiency measures* reflect the cost per unit of output or outcome.

Program Changes - A brief description and dollar amount for each of the department's mandates, improvements, reductions or redirections for the fiscal year are listed in the Program Changes Section.

Summary of Expenditures and Positions - Finally, a table detailing a summary of the department's operating expenditures and staffing levels over a three-year period is provided in the Summary of Expenditures and Positions Section. Included in this table are the department's actual expenditures for the previous year, the budget adopted for current year, an estimate of department expenditure levels in relation to what was budgeted for the current year budget, and the proposed or adopted budget, which includes all of the program changes for the coming fiscal year. The department's actual expenditures, adopted budget, estimate, and proposed or adopted budget are compared and tracked in the four major expenditure categories. In addition, the table also shows the number of authorized positions and full-time-equivalent positions in the department's operating budget.





ADMINISTRATION AND FINANCE

APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2021
Administration and Finance	7.00	\$1,487,090
Municipal Court	2.50	217,520
MIS Information Technology	0.00	308,658
Administration Building	0.00	207,836
Total Funding	9.50	\$2,221,104

MISSION STATEMENT

The Administration and Finance Department provides exemplary customer service to citizens and minimizes liability through the professional management of city departments and employees, the responsible oversight of fiscal and human resources, the effective administration of city projects and meetings, timely communication with the community and the implementation of cost-effective technology.

PROGRAM INFORMATION

The Administration and Finance Department is responsible for the management of the City's financial assets and resources, the levy and collection of city taxes, administration of the municipal court, utility billing and collections, communications and technological support, administration of elections, City Council meetings, minutes and agendas, the preservation of the City's official papers, records and documents, supervision of the official publication of ordinances, notices and other matters requiring publication, open records requests and provides centralized direction and leadership for the effective administration and operation of the municipal government.

GOALS & OBJECTIVES

- Manage the effective and efficient delivery of municipal services to the citizens of Alamo Heights
- Provide financial information and timely reports to the City Council and City departments to include the City's Annual Financial Report (CAFR)
- Process payments, purchase orders, requests for payment, payroll, utility bills, access and collect city taxes in accordance with applicable laws and any other account receivables as required in a timely and efficient manner
- Provide a courteous, impartial and expeditious resolution of all court matters
- Increase cross-training to maximize the utilization of staff and improve customer service
- Conduct all municipal elections in accordance with applicable laws, and prepare public notices for elections and certify election results
- Manage and support the direction of City Council meetings in accordance with the Texas Open Meetings Act
- Provide administrative direction for City-wide records management practices in accordance with policy and applicable state laws
- Manage open records requests by processing, retrieving and distributing data and documents in the required time frame regulated by state law
- Provide high-quality administrative services to the organization through researching, analyzing and developing employee policies
- Organize new hire processing, investigate and respond to employee complaints and grievances and coordinate employee appeals process

GOALS & OBJECTIVES (CONTINUED)

- Provide consulting services for directors and managers concerning policies, procedures and various employment laws by coordinating, responding and managing unemployment claims, EEOC claims, and Department of Labor investigations
- Increase remote working capabilities for staff
- Provide communication to citizens and employees through the City newsletter and website and email blast notifications
- Maintain a network infrastructure that delivers data, voice communications and audio/visual services

ACTION STEPS

- Continue to explore comprehensive salary surveys using outside firm
- Continue to update the City Personnel Manual to incorporate various law changes to ensure compliance
- Continue to review job descriptions to ensure compliance with various labor laws
- Continue to coordinate management, supervision and leadership training/courses for all departments
- Continue to develop and expand the City's Wellness Program
- Continue employee newsletter
- Coordinate management, supervision and leadership training/courses for all departments
- Implement document scanning to provide digital record files
- Continue to explore furniture and artworks purchases for City Hall Public Areas
- Explore maximization of existing revenue resources
- Swimming Pool restroom renovation
- Continue with Olmos Basin clean-up
- Start Planning for Centennial Celebration June 2022

OTHER INITIATIVES

- Intranet use and capabilities to provide employees with 24/7 access to updated information
- Continue to develop on-line and mobile applications for internal and external users
- On-line internal employee evaluation system
- Continue to train all employees in basic CPR
- Street Maintenance Plan funding initiative - \$800K annually from sales tax and transfer from General Fund
- Broadway Construction/Improvements
- Obtain funding sources for Broadway TxDOT road and drainage improvements
- Explore redesign of traffic around high school
- Increase the Capital Replacement Fund
- Maintain our S&P AAA Bond Rating
- Maintain property tax rate as low as possible
- Improvements to park by baseball fields, lighting improvements and community beautification
- Keep improving cybersecurity improvements and malware updates

ADMINISTRATION**GENERAL FUND****PERFORMANCE MEASURES**

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
<u>Inputs:</u>				
No. of city employees ¹	99	100	100	100
No. of taxpayers	3,531	3,530	3,543	3,550
No. of water customers	3,067	3,080	3,111	3,130
No. of City Council meetings	24	22	23	25
No. of City Council work sessions	3	3	3	4
No. of citations processed	4,891	3,700	1,759	3,700
Current tax levy	\$6,616,416	\$6,763,544	\$6,763,544	\$6,930,544
Water/Sewer revenues invoiced	\$3,653,158	\$4,010,017	\$3,736,537	\$3,953,309
<u>Output:</u>				
No. of City Council agenda items	234	170	140	147
No. of open records requests	188	215	260	283
No. of new employees processed	18	16	18	16
No. of injury reports processed	29	24	28	24
No. of vehicle accident reports processed	10	8	6	8
No. of payroll checks processed	3,094	3,150	3,041	3,050
No. of accounts payable checks processed	2,352	2,400	2,310	2,350
Water/Sewer revenue collected	\$3,546,755	\$3,893,220	\$3,592,824	\$3,838,164
Current Tax revenue collected	\$6,576,707	\$6,590,000	\$6,725,032	\$6,900,000
Municipal courts revenue collected	\$555,155	\$540,000	\$366,000	\$540,000
No. of staff requests for IT assistance	540	550	680	650
No. of electronic notifications sent	235	450	580	600
No. of newsletters published	12	12	12	12
No. of new website users	*new	400	300	400
No. of workstations managed	55	63	63	63
No. of servers managed	9	12	11	11
<u>Outcome:</u>				
% of accounts payable invoices processed within 30 days	99%	99%	98%	99%
<u>Efficiency:</u>				
Avg. no. of agenda items per City Council meeting	8.6	7.7	6.6	6.1
No. of injuries per city employee	.28	.24	.28	.24
No. of vehicle accidents per city employee	.10	.08	.06	.08
Avg. amount of revenue collected per citation	\$114	\$174	\$208	\$146
% of water revenue collected	97%	97%	97%	97%
% of tax revenue collected	99%	99%	99%	99%

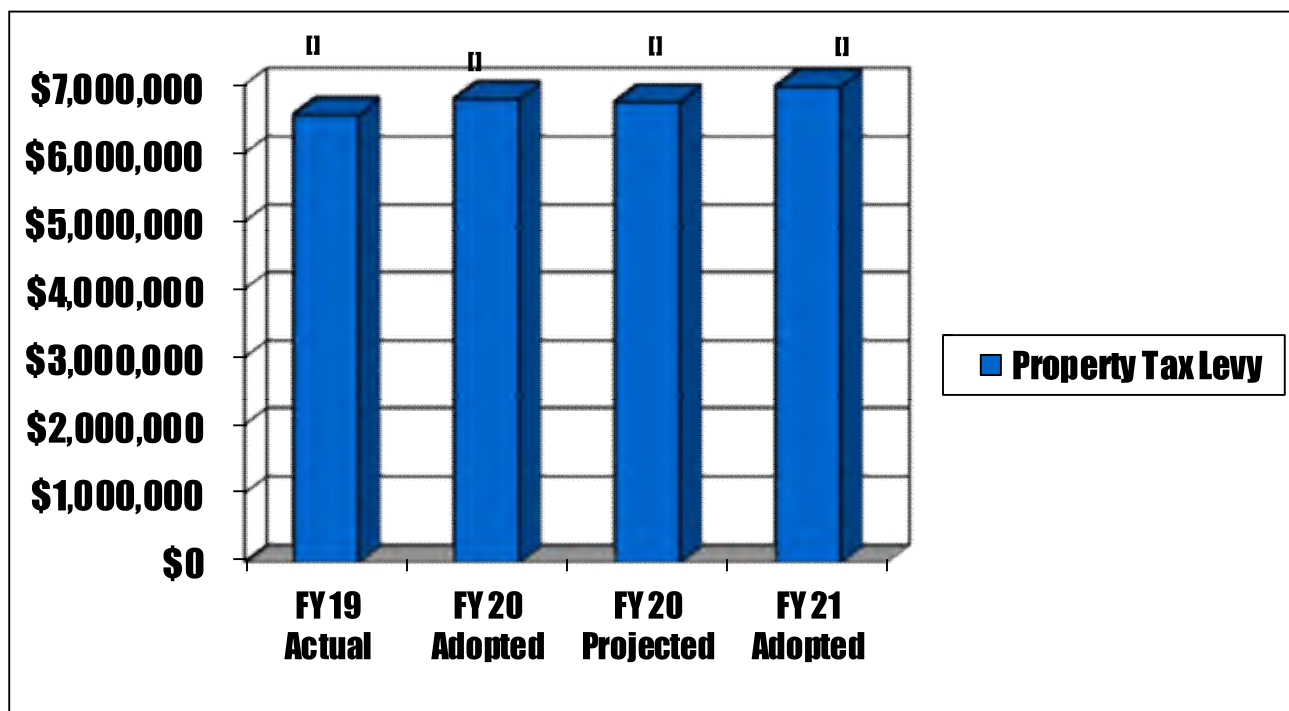
EXPLANATORY INFORMATION:

1 Includes both full-time and part-time employees.

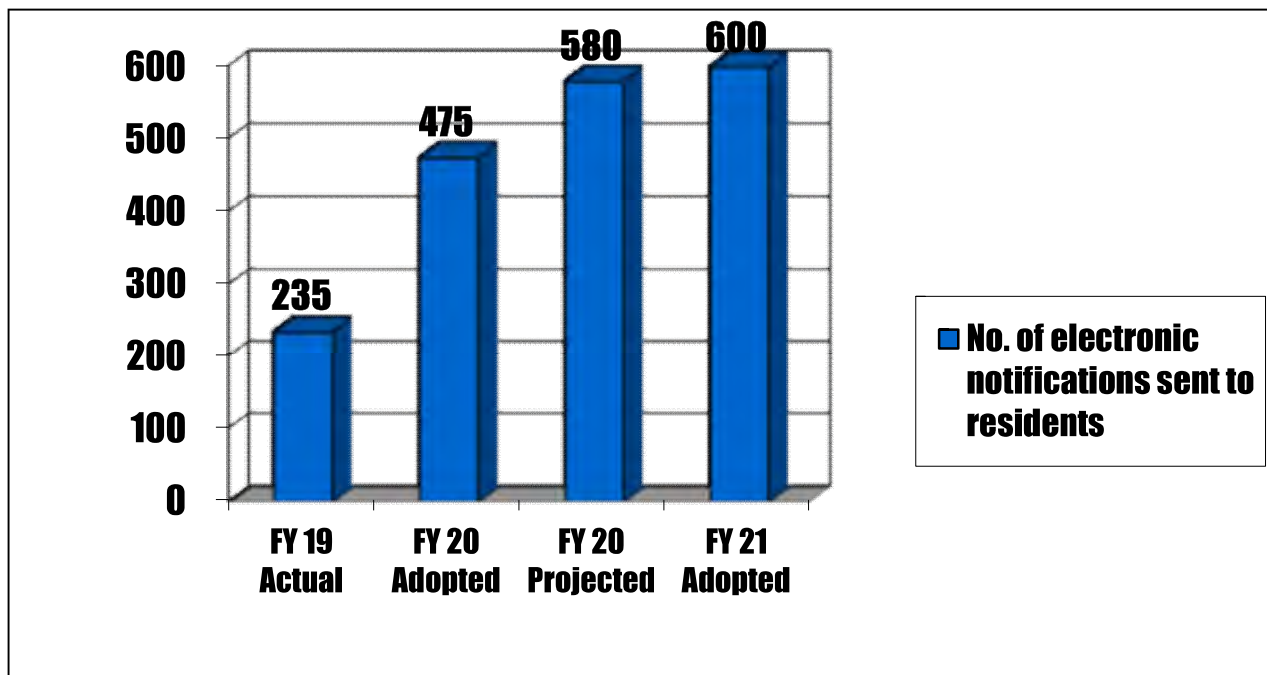
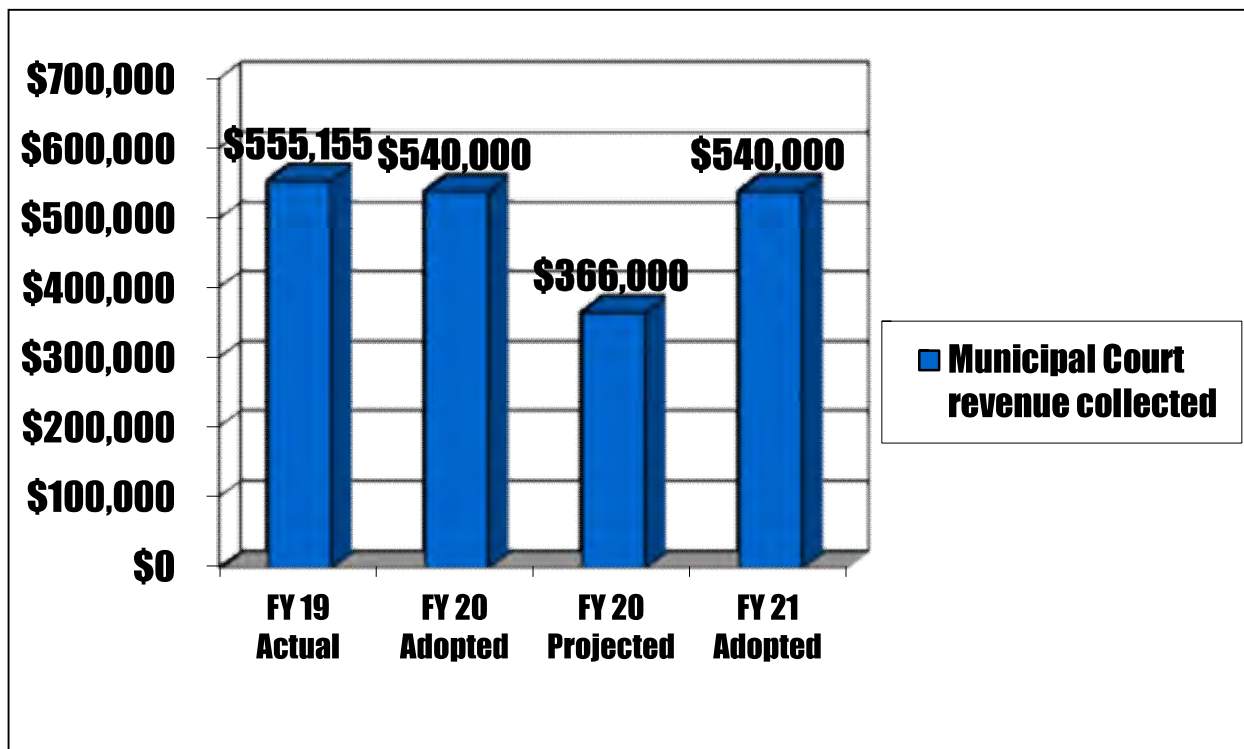
SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
PERSONAL SERVICES	\$766,963	\$826,604	\$766,279	\$827,302
COMMODITIES	382,090	456,195	431,758	437,625
CONTRACTUAL SERVICES	390,468	458,396	427,712	465,346
TRANSFERS OUT	1,094,409	1,085,049	1,085,049	440,831
CAPITAL OUTLAY	0	50,000	0	50,000
TOTAL EXPENDITURES	\$2,633,930	\$2,876,244	\$2,710,798	\$2,221,104
 AUTHORIZED POSITIONS	 12	 12	 12	 12
FULL-TIME EQUIVALENTS	10.50	10.50	10.50	10.50

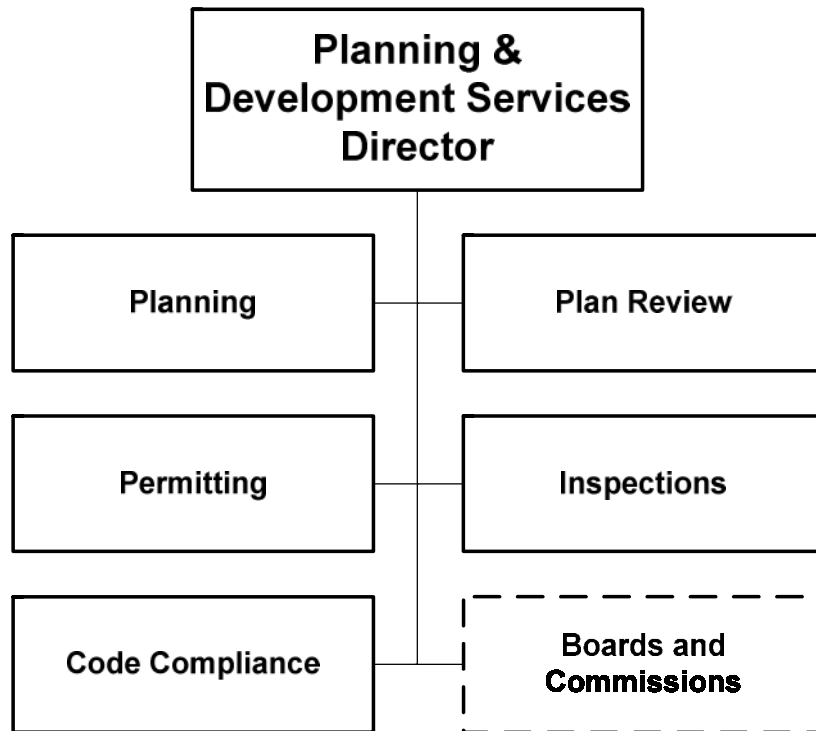
PERFORMANCE MEASURE HIGHLIGHTS



PERFORMANCE MEASURE HIGHLIGHTS (CONTINUED)



COMMUNITY DEVELOPMENT SERVICES



APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2021
Planning & Development Services Personnel	4.00	\$466,454
Total Funding		\$605,884

MISSION STATEMENT

The Community Development Services Department is committed to community-based planning founded on public participation, maintaining the beauty and charm of our natural and developed environment and promoting a livable and sustainable community through the fair and efficient administration of our codes and ordinances.

PROGRAM INFORMATION

The Community Development Services Department is responsible for the regulation of land use, development and construction through planning, plan review, permitting, inspections and code compliance activities.

GOALS & OBJECTIVES

To provide quality customer service by facilitating the development process in an efficient and effective manner while protecting the health, safety and public welfare of the community

- Facilitate the implementation of the Comprehensive Plan
- Review all submitted plans and provide customers with feedback within twenty one (21) working days
- Provide all requested inspections within one (1) working day
- Actively maintain compliance with federal, state and city laws to protect the health, safety and public welfare of the community
- Expedite commercial code compliance actions through the proactive issuance of notices of violation or citations
- Provide administrative and technical support to boards and commissions to facilitate the expeditious review of cases

ACTION STEPS

- Evaluate Economic Development opportunities
 - Broadway and Austin Highway Beautification
 - Explore revisions to Chapter 5 and Demolition Review
 - Update & Simplify Permit Applications
 - Amend the City's Subdivision Code
 - Continue Broadway Re-design & TxDOT Turn Back Program
-

COMMUNITY DEVELOPMENT**GENERAL FUND****PERFORMANCE MEASURES**

	ADOPTED FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2018-19	ADOPTED FY 2020-21
Input:				
No. of single family residential properties (1)	2,671	2,671	2,669	2,671
No. of multi-family residential properties (1)	93	93	93	90
No. of commercial/institutional properties (1)	111	111	111	100
Output:				
No. of permits issued	1,224	1,224	1,150	1,200
No. of plans reviewed	100	100	90	100
No. of inspections conducted	1,520	1,520	1,650	1,520
No. of Board of Adjustment cases	20	20	20	20
No. of Architectural Review Board	40	40	30	35
No. of Planning and Zoning Commission cases	10	10	2	5
Avg no. of working days for plan review	10	10	10	10
Total value of improvements for permits issued	\$40,000,000	\$8,000,000*	\$2,000,000	\$5,000,000
Total revenue collected for permits/fees	\$520,000	\$462,800**	\$575,000	\$500,000
*Only Commercial Building permits can be calculated based on value of improvements				
**11% decrease based on revised Residential Building Permit Fee Schedule				
Outcome:				
% of plans reviewed within 10 working days	95%	95%	95%	95%
% of inspections provided within 1 working day	98%	98%	98%	98%
(1) Data from Certified Tax Roll				
(2) Incode BP Valuation Report				

PROGRAM CHANGES**◆ IMPROVEMENTS**

- ◆ Streetscape Design Services
- ◆ Austin Hwy/Broadway Engineering Liaison Services

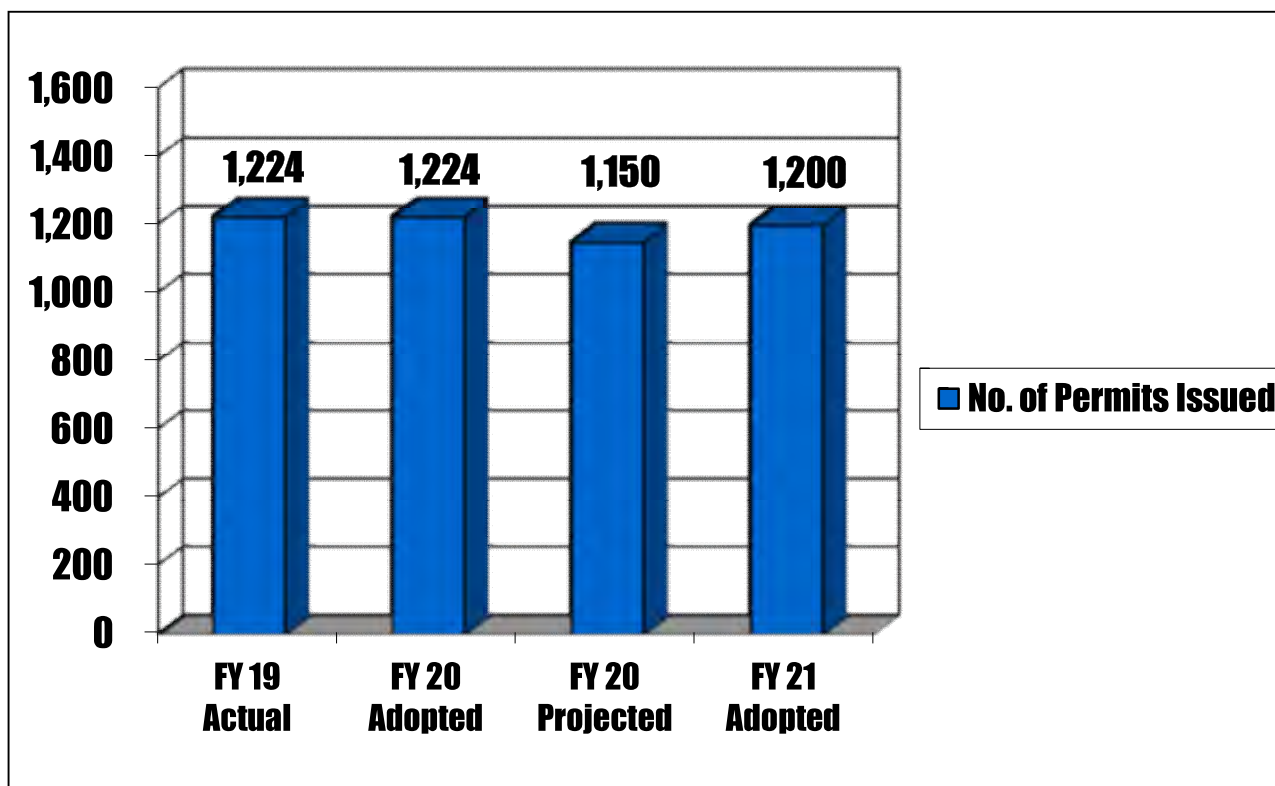
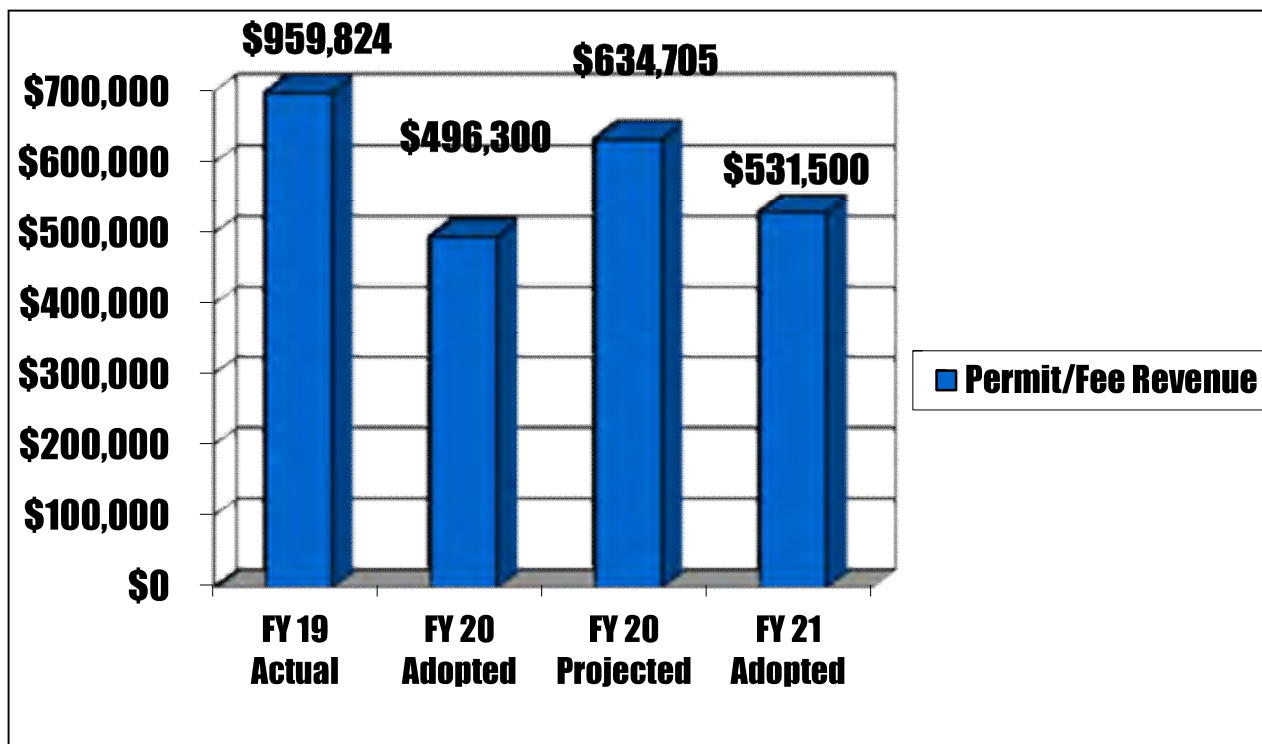
◆ REDUCTIONS

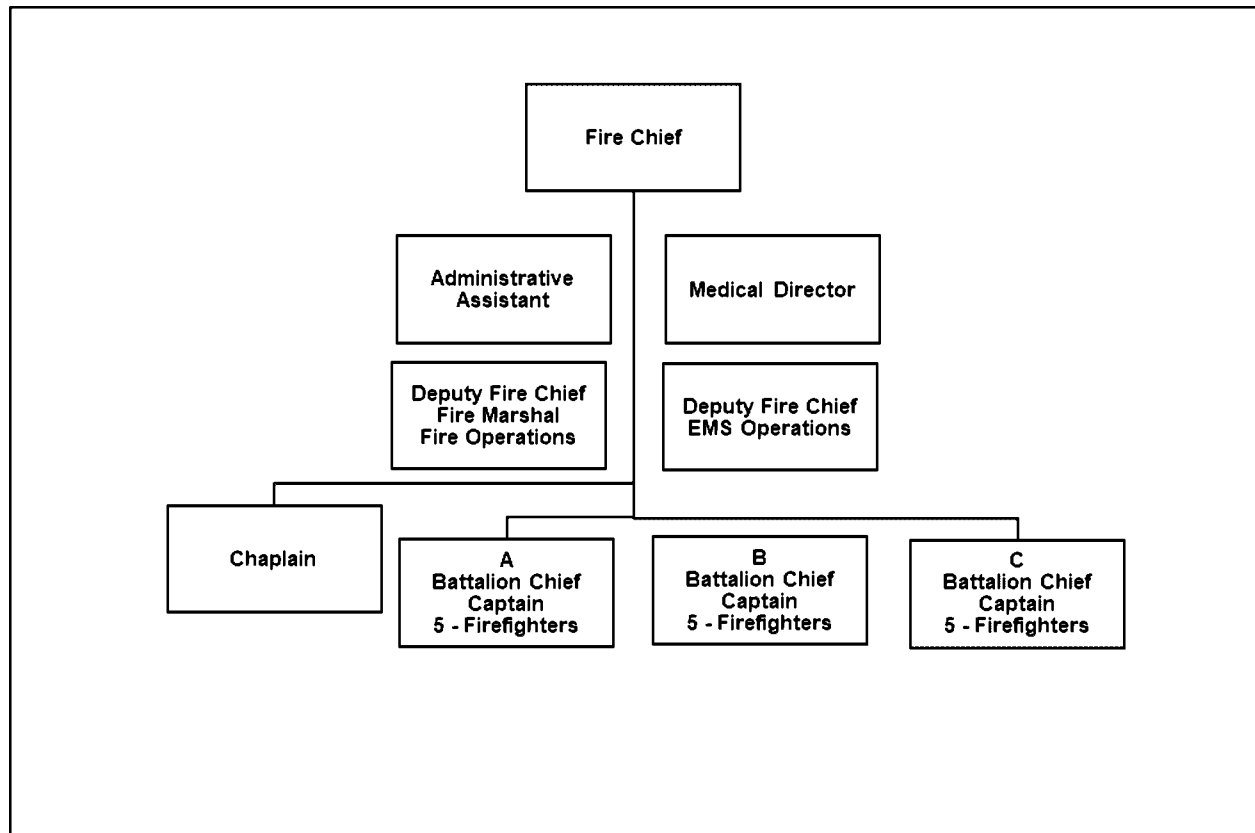
- ◆ Revised Residential Building Permit Fee Structure

SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY2018-19	ADOPTED FY 2019-20	PROJECTED FY 2018-19	ADOPTED FY 2020-21
PERSONAL SERVICES	\$330,170	\$432,638	\$407,971	\$466,454
COMMODITIES	\$14,497	\$13,000	\$9,393	\$13,480
CONTRACTUAL SERVICES	\$24,701	\$119,000	\$67,883	\$125,950
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$369,369	\$564,638	\$485,218	\$605,884
AUTHORIZED POSITIONS	3	4	4	4
FULL-TIME EQUIVALENTS	3.00	4.00	4.00	4.00

PERFORMANCE MEASURE HIGHLIGHTS (CONT'D)





FIRE/EMS

APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2020-21
Fire	18.3	\$2,129,695
Emergency Medical Services (EMS)	6.7	\$741,020
Total Funding Fire/EMS	25.00	\$2,870,715

MISSION STATEMENT

The Fire/EMS Department is committed to minimizing and preventing injury and property loss through the provision of quality professional fire, rescue, emergency medical, fire prevention, educational and safety services to the community.

PROGRAM INFORMATION

The Fire/EMS Department provides fire protection for the City; basic and specialized rescue operations that includes swift water, high angle, automobile extrication, structural collapses and cave-ins; fire prevention inspections; planning surveys; fire and safety public education presentations, courtesy home safety surveys, smoke detector and carbon monoxide detector installations, and other public assistance and community service programs. All firefighters are also cross-trained and assist the EMS Division in patient care and transport when needed.

GOALS & OBJECTIVES

To continuously provide high quality fire, rescue, fire prevention and safety services to the community:

- Focus on long range planning in order to ensure that the highest possible level of fire services are provided to the community
- Optimize the area of coverage and respond under the eight (8) minute national standard for fire response
- Maintain and strive to enhance the departments coordination with cities included in the City's Mutual Aid Agreements
- Actively pursue improvement of the city's insurance services office (ISO) rating – maintain current insurance rating to ensure that homeowners receive maximum insurance discounts
- Ensure appropriate staffing levels are maintained
- Enhance department operations with new and existing technologies
- Provide for the safety and welfare of the community through educational and code enforcement efforts
- Promote the safety and welfare of uniformed firefighting personnel

ACTION STEPS

- Continue tree trimming to accommodate the safe passage of Fire / EMS apparatus as well as other city vehicles (\$15K)
- Continue preliminary phase of Texas Fire Chief Association "Best Practices" Program
- Continue Smoke Detector Awareness Program
- Continue Home Fire Safety Surveys

IMPROVEMENTS

- Continue to evaluate staff benefits for recruitment and retention efforts
- Update ballistic equipment
- Implement social distancing fire prevention program
- Develop "Civilian Response to Active Shooter Events" Program

FIRE**GENERAL FUND****FIRE PERFORMANCE MEASURES**

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
<u>Input:</u>				
No. of firefighter positions	18.5	18.5	18.5	18.3
No. of addressed structures in city	3,400	3,400	3,400	3,400
National average for fire response time	6 min.	6 min.	6 min.	6 min.
<u>Output:</u>				
Structure fire responses in city	5	4	6	5
Structure fire responses outside city	4	3	4	4
Non-structure fire responses	7	12	12	10
Rescue responses	19	18	18	18
Hazardous material responses	33	32	42	36
Fire/smoke alarm responses	122	113	139	125
Medical assist responses with EMS in Alamo Heights	159	211	221	197
Other emergency and non-emergency fire responses	117	100	110	109
Avg. fire response time ¹	3 min 59 Sec	3 min 44 Sec	3 min 42 Sec	3 min 48 Sec
No. of initial fire inspections	521	564	564	550
No. of follow-up fire inspections	101	180	180	154
No. of fire hydrants inspected and pressure tested	464	432	432	443
No. of fire hydrants flow tested	232	213	213	219
No. of feet of fire hose inspected and pressure tested	9310	9310	9310	9310
No. of fire prevention programs conducted	85	85	85	85
No. of Home Safety Surveys	22	26	26	25
No. of Safety in the Workplace training courses	18	13	13	15
Hours of training provided to fire personnel	4840	4842	5243	4975
<u>Outcome:</u>				
% of fire responses in Alamo Heights under national avg.	100%	100%	100%	100%
% of Alamo Heights structures involved in fire incidents ²	0.08%	0.08%	0.08%	0.08%
<u>Efficiency:</u>				
Avg. hours of training per firefighter	218	259	262	259

EXPLANATORY INFORMATION:

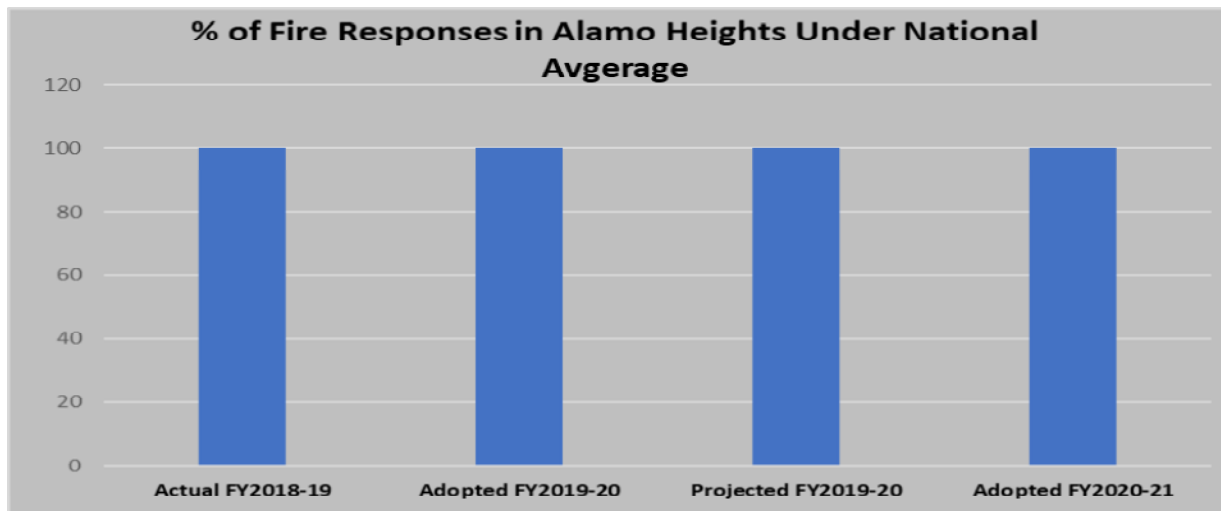
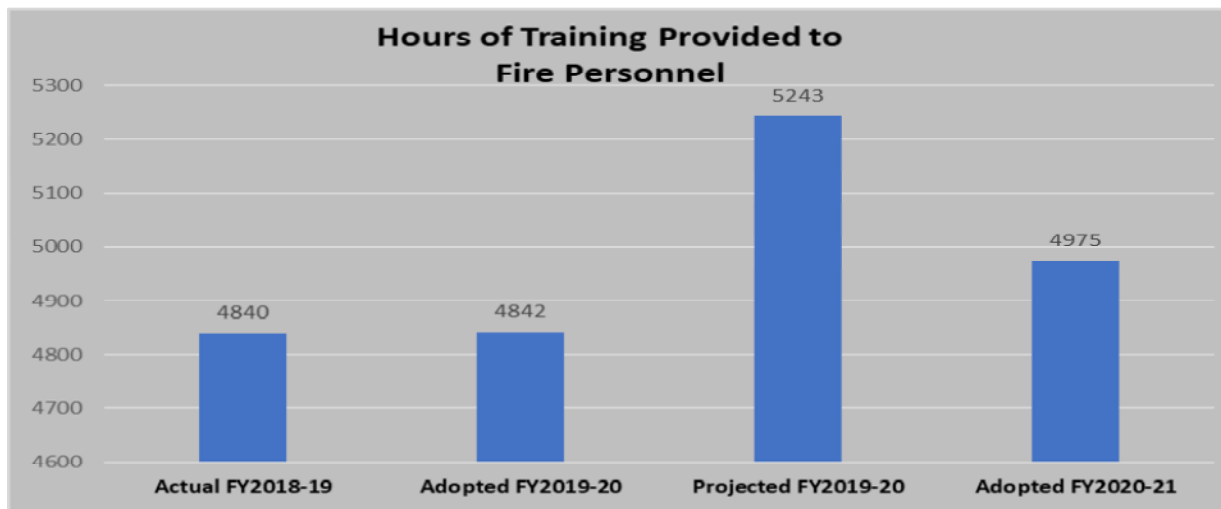
¹ Response time is calculated from the time call is received from dispatch until the arrival of fire apparatus at the scene of the incident.

² Based on 2010 census data of 3367 housing units and 3 projected fires.
US data from 2013 Census does not include updated total housing units

FIRE**GENERAL FUND****SUMMARY OF EXPENDITURES AND POSITIONS**

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
PERSONAL SERVICES	\$1,978,592	\$1,969,524	\$1,928,942	\$2,023,546
COMMODITIES	\$73,281	\$84,381	\$88,881	\$75,019
CONTRACTUAL SERVICES	\$46,490	\$35,080	\$34,080	\$31,130
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$2,098,363	\$2,088,985	\$2,051,903	\$2,129,695

AUTHORIZED POSITIONS	18	18	18	18
FULL-TIME EQUIVALENTS	18.50	18.50	18.50	18.3

PERFORMANCE MEASURE HIGHLIGHTS**Hours of Training for Fire Dept. Personnel**

* AHFD current average Fire response time is 3 minutes, 44 seconds
(10-01-2019 through 06-01-2020)

EMS PROGRAM INFORMATION

The Emergency Medical Service (EMS) Division is responsible for responding to 911 medical emergencies in cities of Alamo Heights, Terrell Hills and Olmos Park and provides injury prevention and health awareness programs for the community.

GOALS & OBJECTIVES

To continuously provide high quality emergency medical services to the community:

- Address the emergency medical needs of the community
- Optimize the area of coverage and respond well under the 6 minute national standard for EMS response
- Enhance department operations by applying new and existing technologies
- Provide for the safety and welfare of the community
- Promote the safety and welfare of uniformed EMS personnel
- Recruit and maintain a highly skilled EMS staff

ACTION STEPS

- Train an additional 5% of the community in hands only CPR
- Continue quarterly First Aid / CPR training for citizens and the school setting
- Focus on community education

IMPROVEMENTS

- Conduct Active Shooter Response Training and purchase appropriate safety equipment – ballistic vests and helmets
- Develop Tri-City EMS contract for renewal
- Develop Medical Director contract for renewal
- Perform EMS rate study

EMS PERFORMANCE MEASURES

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
<u>Input:</u>				
No. of EMS personnel	6.5	6.5	6.5	6.7
No. of EMS units	3	3	3	3
Population of Alamo Heights, Terrell Hills and Olmos Park ¹	14601	14601	14601	14601
National average for EMS collections	60%	60%	60%	60%
National average for EMS response	10 min.	10 min.	10 min.	10 min.
<u>Output:</u>				
EMS calls in Alamo Heights	683	603	636	640
EMS calls in Olmos Park	161	151	158	156
EMS calls in Terrell Hills	205	200	164	189
EMS calls involving transport	582	571	508	554
EMS calls response with aid only	467	383	450	431
EMS services invoiced	\$399,569	\$401,715	\$329,849	\$377,044
Revenues received for EMS services	\$263,344	\$229,158	\$182,320	\$224,540
Avg. response time - Alamo Heights	3 min, 21 sec	3 min, 23 sec	3min, 35 sec	3min, 26 sec
Avg. response time - Olmos Park	5 min, 46 sec	5 min, 38 sec	5 min, 38 sec	5 min, 44 sec
Avg. response time - Terrell Hills	5 min, 6 sec	5 min, 8 sec	4 min, 57 sec	5 min, 3 sec
Hours of training provided to EMS personnel	1714	1450	1280	1481
<u>Outcome:</u>				
No. of responses per EMS unit	350	317	319	328
% of EMS responses under national avg.	100%	100%	100%	100%
% of EMS revenue collected	65%	57%	55%	59%
<u>Efficiency:</u>				
Avg. no. of hours of training per EMS personnel	285	207	213	246

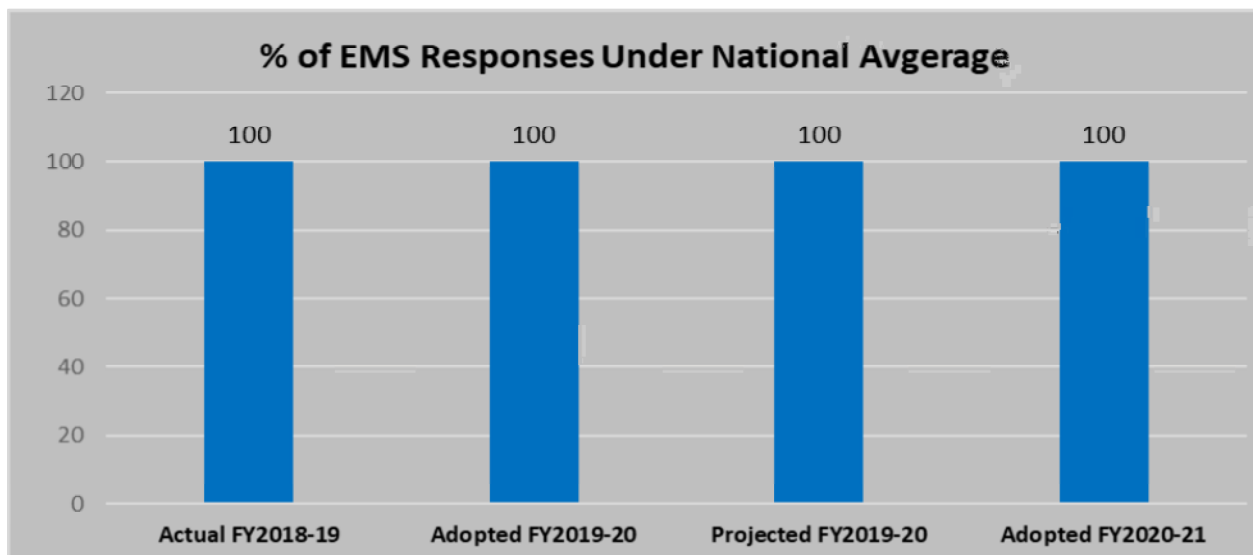
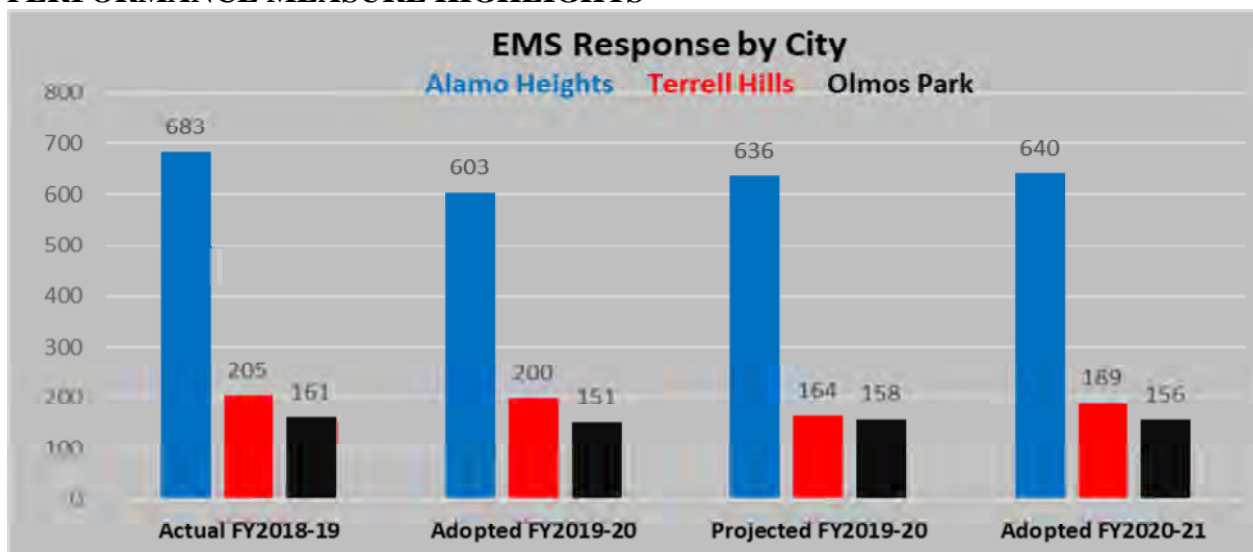
EXPLANATORY INFORMATION:

¹ Population of cities from the 2013 U.S. Census.

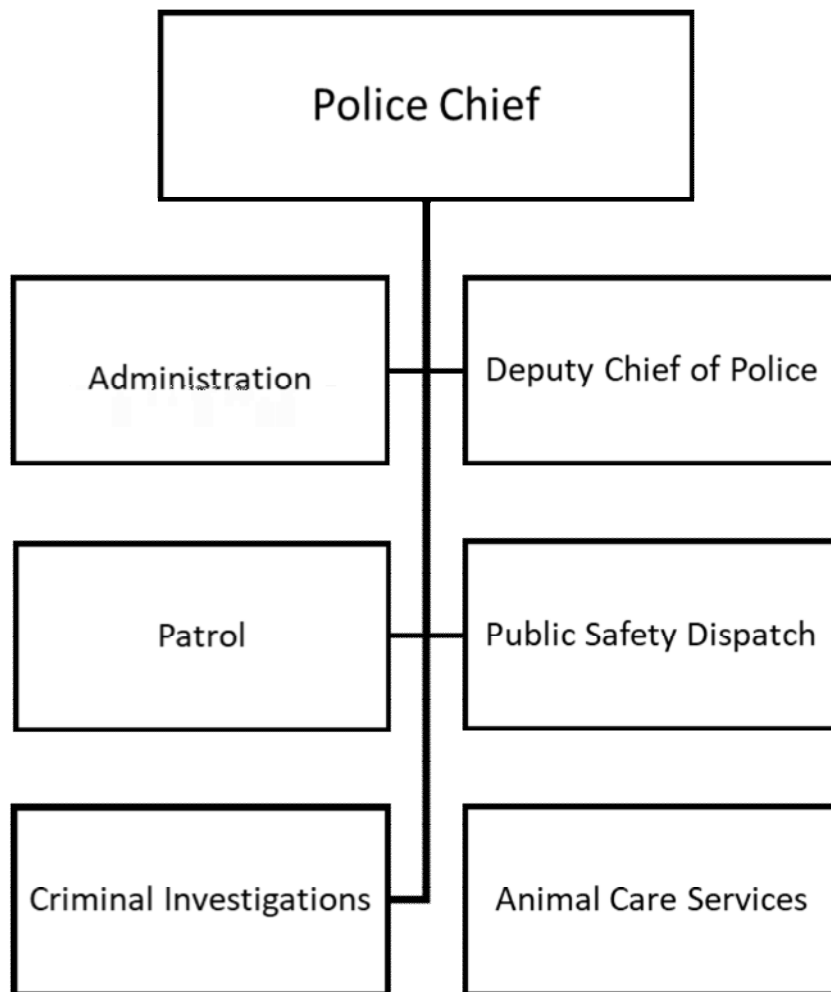
SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
PERSONAL SERVICES	\$597,006	\$610,281	\$608,347	\$647,596
COMMODITIES	\$64,110	\$70,610	\$98,301	\$68,074
CONTRACTUAL SERVICES	\$24,550	\$24,174	\$24,574	\$25,350
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$685,666	\$705,065	\$731,222	\$741,020
AUTHORIZED POSITIONS	7	7	7	7
FULL-TIME EQUIVALENTS	6.5	6.5	6.5	6.7

PERFORMANCE MEASURE HIGHLIGHTS



* Current average EMS response time in Alamo Heights is 3 minutes, 23 seconds
(10-01-2019 through 06-01-2020)



POLICE/DISPATCH

APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2021
Police	23.0	\$2,587,987
Communications Center	10.0	732,917
Total Funding	33.0	\$3,320,904

MISSION STATEMENT

The Alamo Heights Police Department is committed to developing a community partnership with an emphasis on integrity, fairness and professionalism to positively impact the quality of life and promote a safe environment by resolving problems, reducing fear, enforcing the law and preserving the peace.

PROGRAM INFORMATION

The Police Department is responsible for the enforcement of the law in a fair and consistent manner, recognizing both the statutory and judicial limitations of its authority and constitutional rights of all persons. The Department presents a deterrent to criminal activities, protects the public, apprehends offenders, recovers and returns stolen property, oversees the safe movement of vehicular traffic within jurisdictional boundaries and addresses domestic and non-domestic animal concerns.

GOALS & OBJECTIVES

To continuously maintain and improve police services through a proactive police presence, heightened patrol availability, and the timely dispatch of professional police officers trained to respond in an effective and efficient manner.

- Improve community relations through positive police/citizen interaction and community crime deterrent strategies
- Receive, process, and prioritize calls for service promptly in the communications center and dispatch police officers or other emergency service providers
- Provide a police response to calls for service and other public needs promptly to resolve problems and protect citizens and property
- Conduct criminal investigations in such a manner as to enhance criminal awareness that the commission of a crime would result in their apprehension and prosecution
- Provide for the safe and lawful movement of vehicular traffic and exercise responsibility for traffic law enforcement in all areas where high levels of vehicular traffic is experienced or citizen concerns are heightened due to unsafe driver behavior
- Develop community based programs urging citizen and business community members to partner with the Police Department to help themselves become less vulnerable targets for criminals
- Work closely with the Alamo Heights Independent School District and other child learning and development institutions to reduce incidents of juvenile crime
- Provide specialized training opportunities for all police personnel as an investment in the department, as well as to increase staff capabilities and promote professionalism

ACTION STEPS

- Traffic incident study of the N New Braunfels intersection with Albany Street and Morningside Drive
- Develop a crime mapping program
 - Continuing to explore existing GPS mapping software, RMS based program, commercial software
- Develop “Civilian Response to Active Shooter Events” Program
- Installation of new computerized radio system
- Installation of new companion voice logger system
- Add one new part-time staff member to Animal Care Services
- Conduct a new costs analysis for kenneling; continue to seek outside funding options.
- Study options for a new animal care services transport vehicle
- Work with TH and OP on renewal of emergency services dispatch agreement
- Negotiate renewal of the vehicle towing and storage contract with Texas Towing Corp.
- Plan and respond to state and federal legislation addressing implicit bias/racial profiling, response to resistance policies, police training and police accountability standards and processes.

OTHER INITIATIVES

- On-street parking; progressive approach to resolving various parking issues
- Initiatives to address dangerous driving behaviors
- Student parking on neighborhood streets

PERFORMANCE MEASURES

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
<u>Input:</u>				
No. of sworn officer positions	21	21	21	21
No. of civilian positions	3	2	2	2
No. of patrol vehicles	7	8	8	8
No. of calls for service (CFS) generated ¹	8,250	7,961	4,942	5,564
<u>Output:</u>				
No. of officer initiated calls ¹	4,162	3,264	1,220	1,379
No. of custodial arrests ²	400	230*	175**	201
No. of police reports prepared	3,173	3,025	2,052	2,319
No. of court citations issued	5,460	5,948	1,884**	2,167
No. of warning citations issued	7,416	7,843	2084**	2,397
No. municipal court warrants served	256	248	114	128
No. crime prevention contacts ³	11,850	10,827	6,895	7,722
Patrol mileage	123,816	113,457	91,190	104,868
No. of violent crimes reported ⁴	16	28	15	17
No. of property crimes reported ⁵	187	146	155	175
No. of training hours for all personnel	5,250	4,813	3,489**	4,012

**PERFORMANCE MEASURES
(CONTINUED)**

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
<u>Outcome:</u>				
% of sworn personnel assigned to patrol	80%	76%	76%	76%
% of CFS resulting in written reports	37%	38%	46%	45%
Avg. response time of officer from dispatch to arrival on scene	3:0	3:20	3:10%	3:05%
<u>Efficiency:</u>				
% of reports encoded or expedited ⁶	63%	62%	54%	55%
% of calls initiated by officers	46%	41%	24%	40%

EXPLANATORY INFORMATION

- ¹ Includes calls dispatched and officer initiated activities; does not include crime prevention contacts, business checks, vacation watch or other miscellaneous activities.
- ² Changed calculation in FY11 to not include citation and release arrests
- ³ Crime prevention contacts include residential close-patrol, business checks, crime prevention surveys, school education contacts, and community group contacts.
- ⁴ Violent crimes include criminal homicide, forcible rape, robbery, and aggravated assault.
- ⁵ Property crimes include burglary, theft, motor vehicle theft, and arson.
- ⁶ Police reports that are encoded or expedited are common incidents reported in the form of a code rather than a computerized report negating the need for an officer to be off the street entering reports thereby increasing patrol availability.

PROGRAM CHANGES
◆ IMPROVEMENTS
***CAPITAL POLICE EQUIPMENT* \$15,077**

This *improvement* totaling \$15,077 in one-time costs would provide for the following:

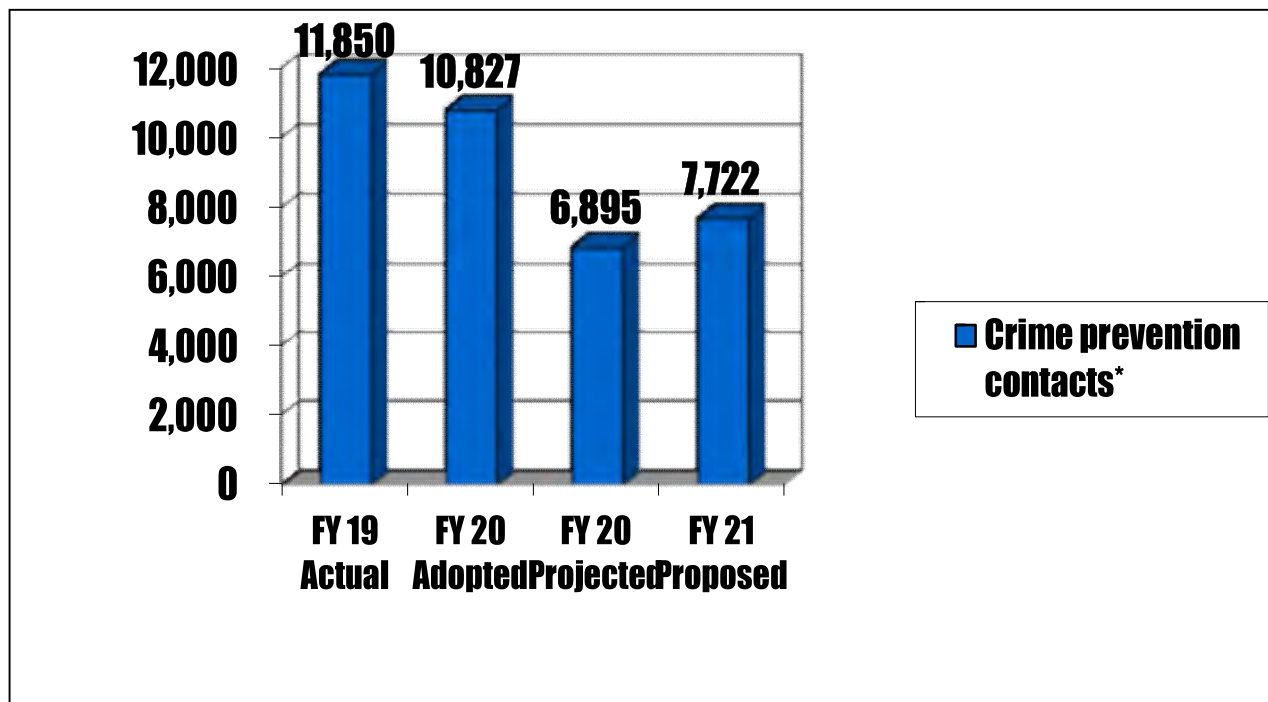
- Six Taser X26 ECDs/holsters (\$7,164)
- Two replacement vehicle radar systems (\$4,329)
- Eight replacement ballistic vests (\$3,584)

***CAPITAL REPLACEMENT* \$95,257**

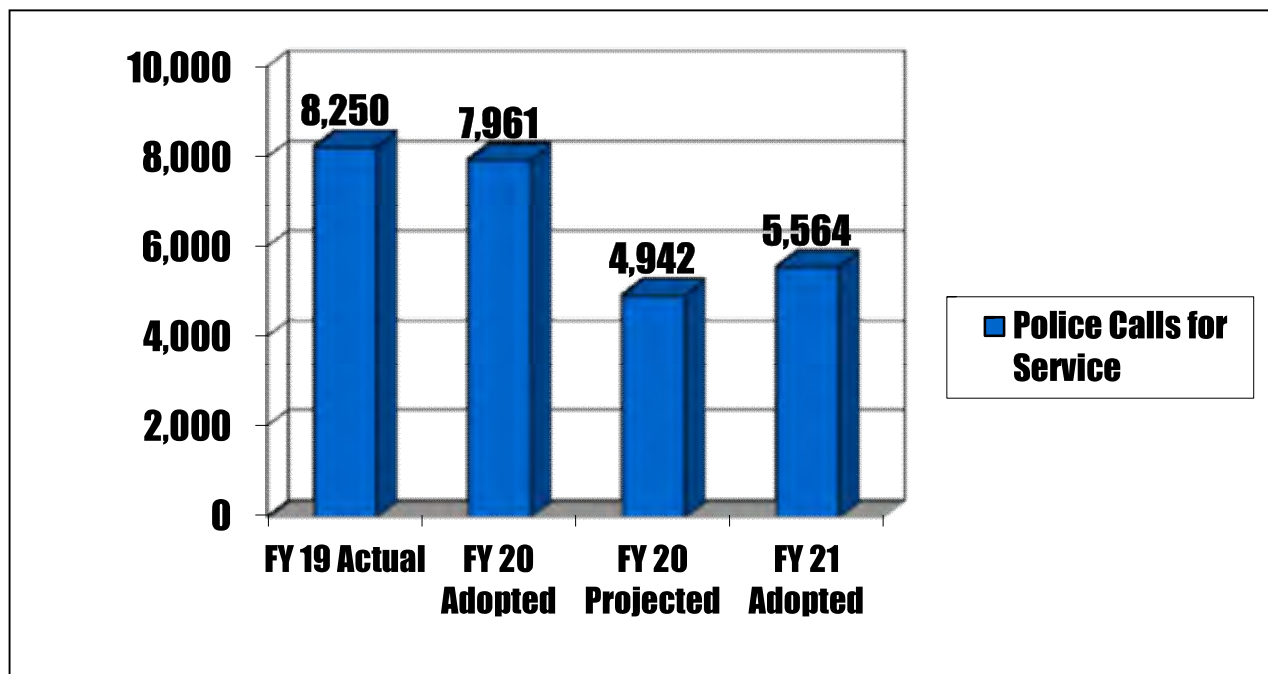
- Two Ford Interceptor SUV police vehicle (\$69,180)
- Related police vehicle equipment needs (\$13,252)
- P25 feature upgrade for forty-five (45) radios (\$12,825)

POLICE**GENERAL FUND****SUMMARY OF EXPENDITURES AND POSITIONS**

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
PERSONAL SERVICES	\$2,177,029	\$2,249,371	\$2,113,331	2,342,580
COMMODITIES	119,877	151,922	119,828	145,833
CONTRACTUAL SERVICES	80,808	90,454	89,048	99,574
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$2,377,713	\$2,491,747	\$2,322,208	\$2,587,987
AUTHORIZED POSITIONS	23	23	23	24
FULL-TIME EQUIVALENTS	23	23	23	23

PERFORMANCE MEASURE HIGHLIGHTS

* Crime prevention contacts include residential close-patrol, business checks, crime prevention surveys, school education contacts and community group contacts



* Includes calls dispatched and officer initiated activities; does not include crime prevention contacts, business checks, vacation watch or other miscellaneous activities.

PROGRAM INFORMATION

The Public Safety Dispatch Division is responsible for receiving both emergency and non-emergency calls and effectively dispatching the appropriate departments from the cities of Alamo Heights, Terrell Hills and Olmos Park to respond.

GOALS & OBJECTIVES

To continuously provide high quality emergency communication services to the community:

- Receive, process, and prioritize calls for service promptly in the communications center and dispatch police officers or other emergency service providers
- Maintain a public safety answering point

PERFORMANCE MEASURES

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
<u>Input:</u>				
No. of dispatcher full-time equivalents	10.0	10.0	10.0	10.0
No. of calls received ¹	9,127	9,248	8,230	9,053
No. of self-initiated calls ²	7,652	7,739	4,200	4,830
No. of 911 (emergency) calls received ³	4,963	4,454	4,517	4525
<u>Output:</u>				
No. of calls dispatched to Police	3,739	4,079	3,500	3,625
No. of 911 calls dispatched to Police	1,245	1,288	1,200	1,225
No. of calls dispatched to Fire	1,537	1,561	1,320	1,415
No. of 911 calls dispatched to Fire	523	627	501	550
No. of calls dispatched to EMS	934	936	845	920
No. of 911 calls dispatched to EMS	464	526	450	454
<u>Outcome:</u>				
% of 911 (emergency) calls dispatched ⁴	36%	32%	35%	34%
Avg. dispatch time from time recv'd to dispatched (911)	2:03	2:05		
<u>Efficiency:</u>				
% of 911 (emergency) calls dispatched within 2 minutes	87%	85%	%	%
% of non-emergency calls dispatched within 3 minutes	86%	87%	%	%

EXPLANATORY INFORMATION

¹ Calls for service received for all services.

² Does not include traffic enforcement contacts or security checks.

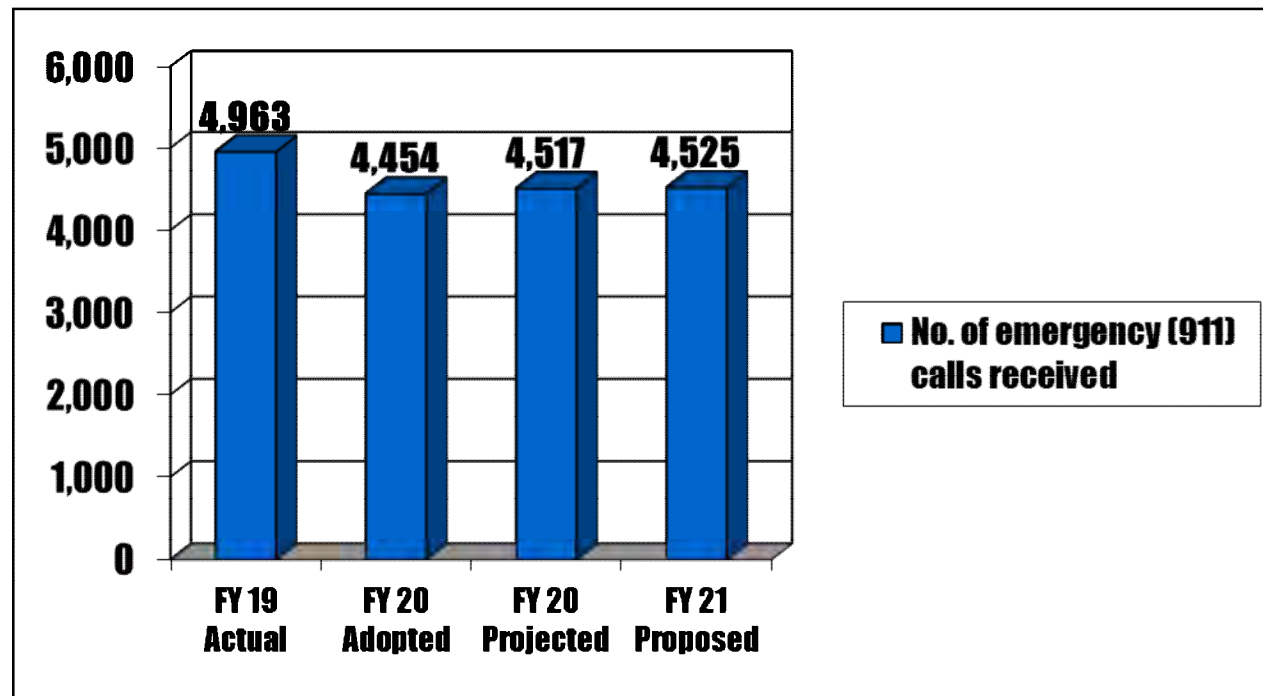
³ Includes misdials, duplicate calls, and transfers to other agencies.

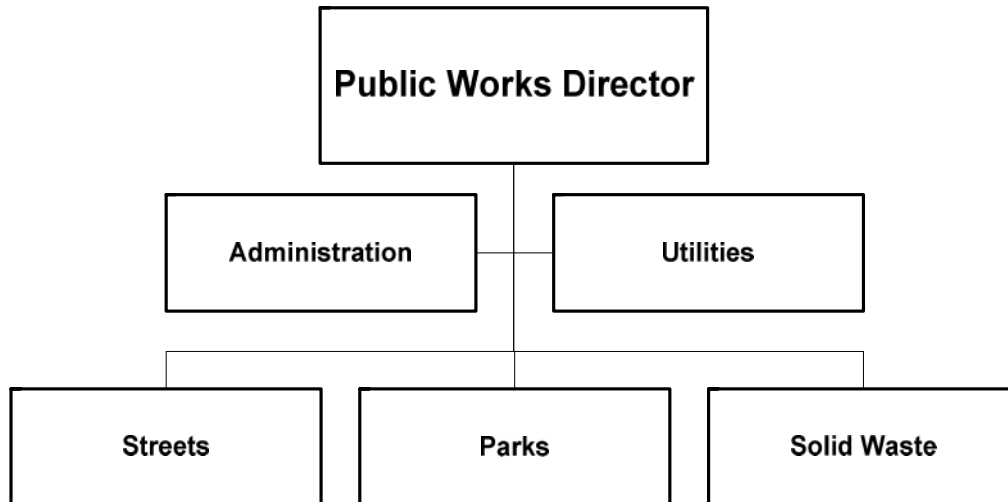
⁴ Represents only 911 calls dispatched to Alamo Heights, Terrell Hills, and Olmos Park.

SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
PERSONAL SERVICES	\$566,092	\$688,270	642,529\$	\$710,509
COMMODITIES	5,458	6,524	5,495	20,584
CONTRACTUAL SERVICES	1,700	1,824	1,824	1,824
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$573,249	\$696,618	\$649,848	\$732,917
 AUTHORIZED POSITIONS	 10	 10	 10	 10
FULL-TIME EQUIVALENTS	10	10	10	10

PERFORMANCE MEASURE HIGHLIGHTS





PUBLIC WORKS

APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2021
Administration	1.00	\$110,707
Streets	5.00	616,315
Solid Waste	10.00	790,799
Parks	4.00	356,864
Water	10.00	1,985,254
Sewer	0.00	1,759,780
Total Funding	30.00	\$5,619,719

MISSION STATEMENT

The Public Works Department is committed to providing high quality, well planned, environmentally responsible, cost effective infrastructure and services to promote public health, personal safety, transportation, economic growth and civic vitality.

PROGRAM INFORMATION

The Public Works Department is responsible for the operation and maintenance of the City's street and drainage infrastructure, traffic signals, public signage, park areas and facilities; and for the provision of solid waste, recycling services to its customers.

GOALS & OBJECTIVES

To properly maintain and strategically improve public infrastructure and provide excellent services to our customers in an effective and efficient manner

- Effectively manage the street, drainage and facility improvements in the City's Capital Improvement Program (CIP)
- Resurface approximately four percent (4%) of the City's streets each year
- Properly maintain the City's traffic signals, signage, storm water lines and facilities
- Coordinate the implementation of the City's Storm Water Management Plan
- Continuously improve and regularly maintain the City's green spaces
- Provide high quality, cost effective solid waste services at a competitive rate
- Provide the highest level of customer service to our customers

ACTION STEPS

- Work to level numerous utility cuts throughout the City to improve ride is ongoing
- Work toward solutions to street drainage improvements which have been identified ahead of Street Maintenance Program (SMP)

OTHER INITIATIVES

- Work with Community Development Department in implementing various beautification project around town

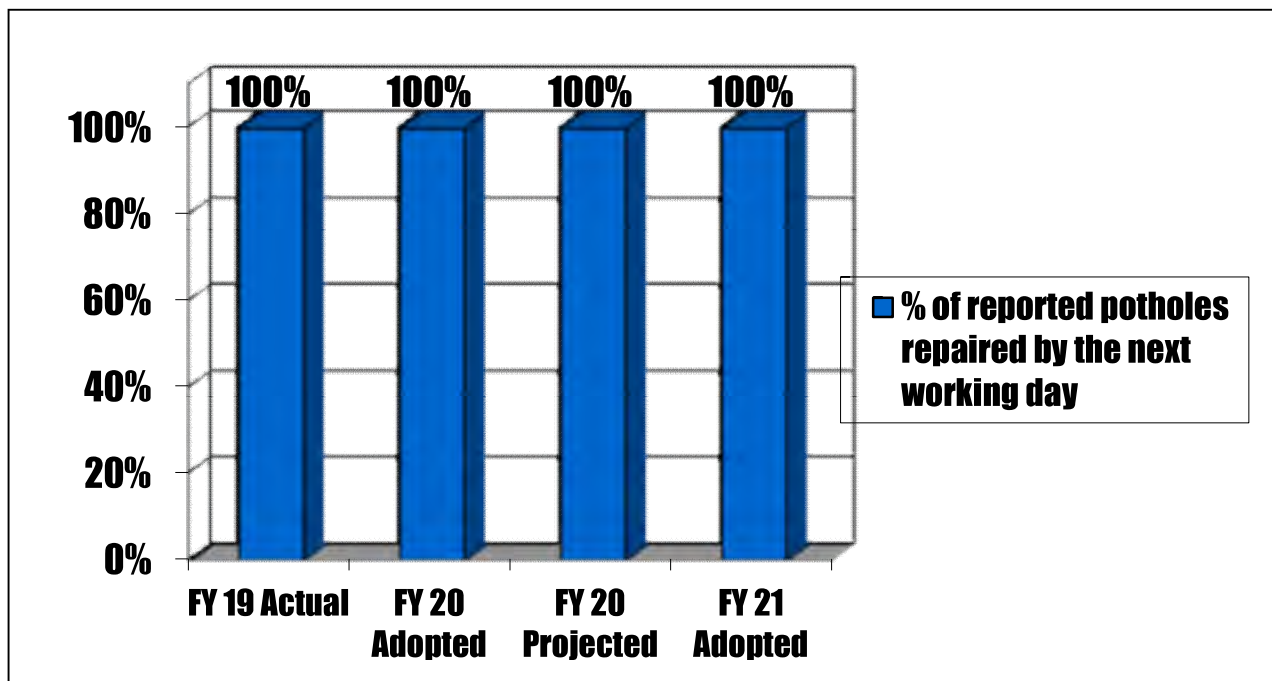
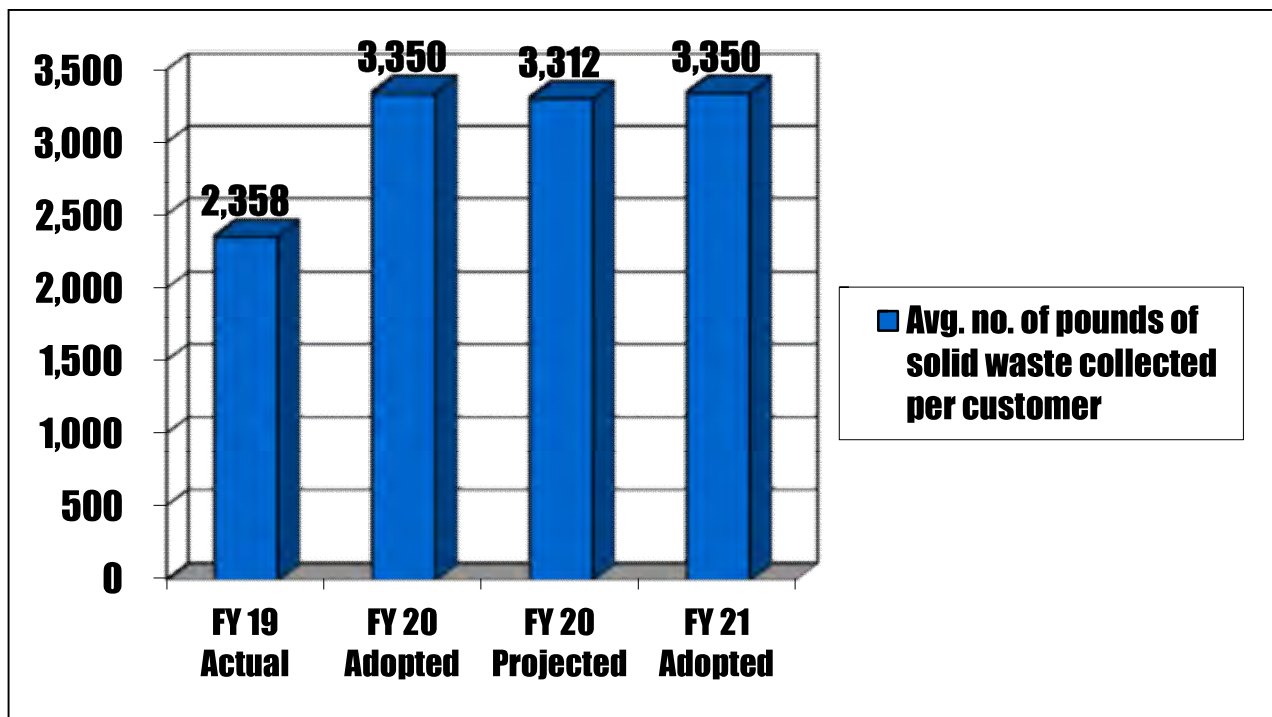
PUBLIC WORKS**GENERAL FUND****PERFORMANCE MEASURES**

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
<u>Input:</u>				
No. of lane miles of paved streets and alleys	110	110	110	110
No. of linear miles of City storm drains	2	2	2	2
No. of solid waste effective customers	2,889	2,897	2,899	2,899
No. of staff assigned to patching potholes	2	2	2	2
No. of staff collecting solid waste and recyclable materials	9	9	9	9
No. of staff assigned to maintaining park space	4	4	4	4
Total park acreage maintained	69	69	69	69
No. of street signs maintained	1,592	1,620	1,628	1,645
No. of traffic signals maintained	74	74	74	74
No. of traffic signs replaced	145	145	185	140
<u>Output:</u>				
No. of square yards of street repaired	70,000	70,000	75,000	55,000
Tons of solid waste collected	4,200	5,000	5,800	5,000
Tons of materials recycled	752	915	750	715
<u>Outcome:</u>				
% of reported potholes repaired by the next working day	100%	100%	100%	100%
<u>Efficiency:</u>				
Avg. no. of square yards patched per staff per working day (248 days)	75	15	15	45
Avg. no. of pounds of solid waste collected per effective customer	2,358	3,350	3,312	3,350
Avg. no. of pounds of materials recycled per effective customer	578	590	560	590

SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
PERSONAL SERVICES	\$1,084,900	\$1,245,158	\$1,091,636	\$1,285,374
COMMODITIES	426,251	394,720	339,157	370,841
CONTRACTUAL SERVICES	214,548	213,470	203,228	218,470
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$1,725,699	\$1,853,348	\$1,634,021	\$1,874,685
AUTHORIZED POSITIONS	20	20	20	20
FULL-TIME EQUIVALENTS	20.00	20.00	20.00	20.00

PERFORMANCE MEASURE HIGHLIGHTS



PROGRAM INFORMATION

The Utilities Division of the Public Works Department is responsible for the operation and maintenance of the City's water distribution and sanitary sewer systems; and for the provision of water and sewer services to its customers.

GOALS & OBJECTIVES

To continuously maintain and improve public infrastructure and provide the high-quality services to our customers in an effective and efficient manner.

- Maintain the required quality, volume and pressure of the water distribution system
- Routine cleaning of the City's sewer system
- Provide high quality, cost effective water and sewer services at a competitive rate
- Meet all federal, state and local testing and reporting requirements
- Provide the highest level of customer service to our customers

ACTION STEPS

- Installation of service relays from main to ROW, yard piping and meter relocate by City staff to address the 4/2 water/sewer issue

OTHER INITIATIVES

- Respond and repair emergency main breaks within 3 hours of initial call.
- Install second emergency water supply back up motor (natural gas) on well #4 at the high school location following well house improvements

VEHICLE/EQUIPMENT REPLACEMENT (CAPITAL)

No replacement planned this FY 20/21.

PUBLIC WORKS**UTILITY FUND****PERFORMANCE MEASURES**

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 20-21
<u>Input:</u>				
No. of linear miles of water mains	48	48	48	48
No. of linear miles of sewer mains	33	33	33	33
No. of ground water wells	6	6	6	6
Total water pumping capacity in gallons per minute	5,565	5,740	5,740	5,800
No. of effective water connections	3,232	3,323	3,323	3,350
<u>Output:</u>				
No. of gallons storage provided	1,050,000	1,050,000	1,050,000	1,050,000
No. of gallons of water pumped	664,000,000	604,000,000	606,513,000	620,000,000
No. of gallons of water billed	644,666,000	503,265,457	483,127,530	600,000,000
No. of linear feet of water lines replaced	2,100	2,800	2,300	1,000
No. of linear feet of sewer lines replaced	1,000	1,200	250	1,000
No. of water mains leaks repaired	10	7	15	18
No. of water service line leaks repaired	40	55	58	60
No. of sewer line leaks repaired	3	2	2	3
<u>Outcome:</u>				
No. of gallons of non-revenue water ¹	58,000,000	101,194,000	114,513,562	110,000,000
% of reported water leaks repaired within 3 working days	95%	95%	93%	98%
<u>Efficiency:</u>				
Avg. no. of gallons of water pumped per effective connection	195,000	181,902	185,138	175,000
Avg. no. of gallons of water billed per effective connection	214,889	151,449	151,449	200,000
Gallons of water storage per effective connection	350	351	320.5	350
% of non-revenue water of total pumped	12%	9%	9%	7%

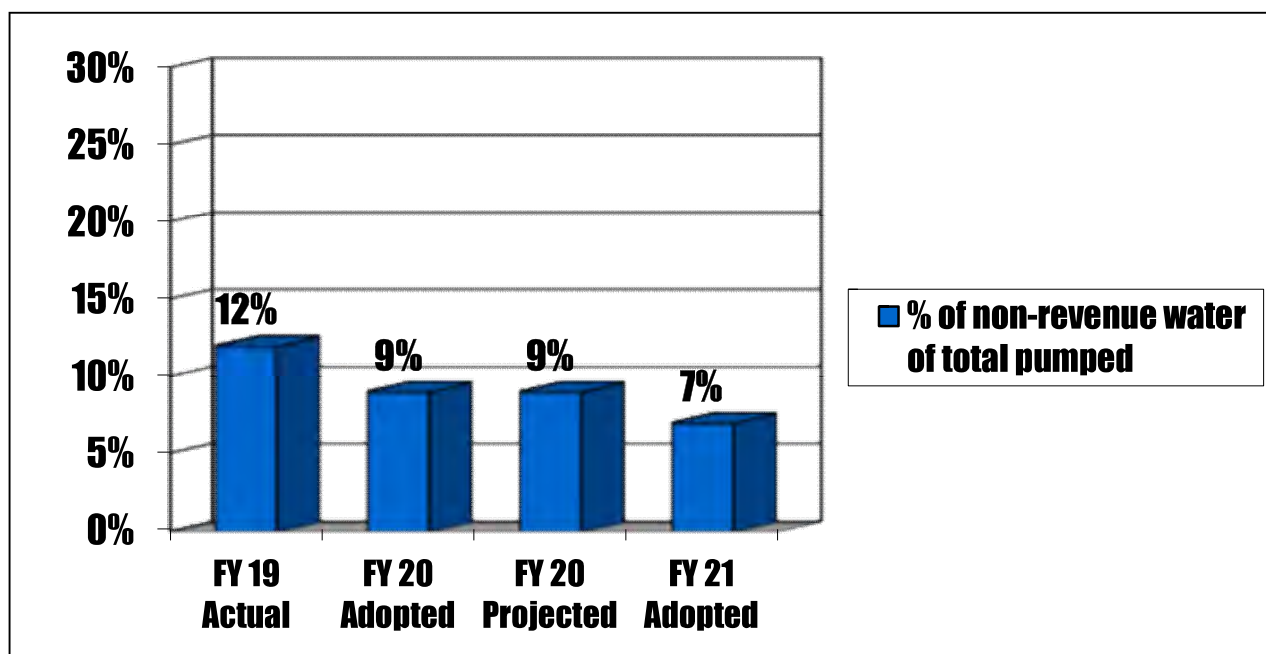
EXPLANATORY INFORMATION:

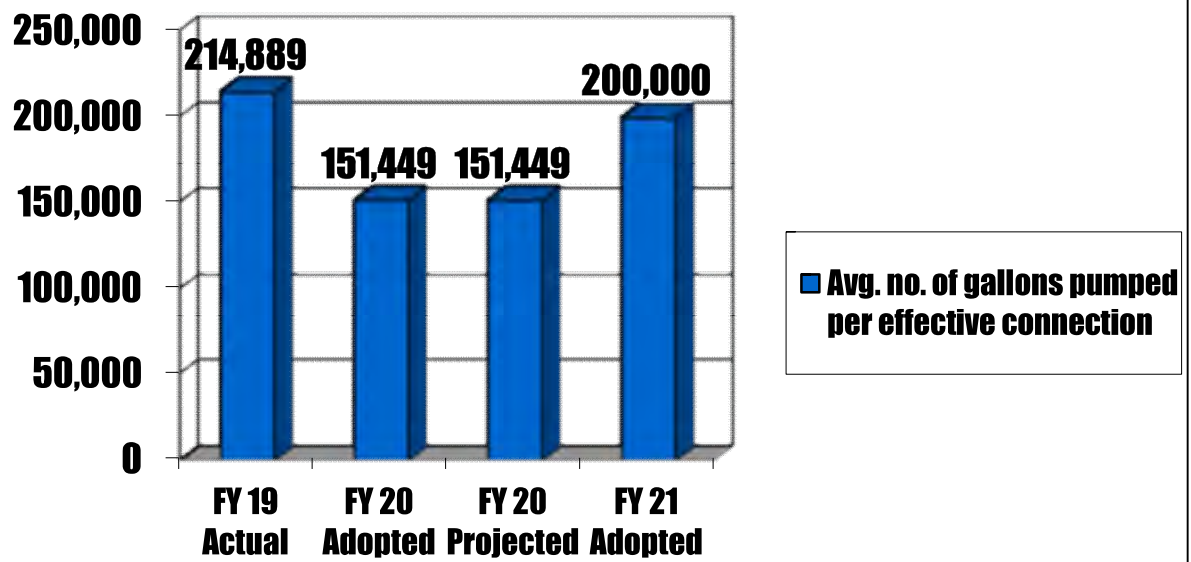
¹ Non-Revenue Water (NRW) is defined by the IWA/AWWA as the difference between the volume input to the water supply system (system input volume) and the volume of metered and/or unmetered water taken by registered customers, the water supplier and others who are authorized to do so (authorized consumption).

SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2019-20	ADOPTED FY 2020-21
PERSONAL SERVICES	\$924,177	\$1,114,684	\$948,237	\$1,101,253
COMMODITIES	519,271	525,200	443,989	525,200
CONTRACTUAL SERVICES	1,545,135	1,733,780	1,559,696	1,732,780
OPERATING TRANSFER OUT	70,801	70,801	70,801	70,801
CAPITAL OUTLAY	44,242	1,081,000	508,100	315,000
TOTAL EXPENDITURES	\$3,103,626	\$4,525,465	\$3,530,823	\$3,745,034
 AUTHORIZED POSITIONS	 10	 10	 10	 10
FULL-TIME EQUIVALENTS	10.00	10.00	10.00	10.00

PERFORMANCE MEASURE HIGHLIGHTS







HOLIDAY SCHEDULE

The City Council has approved 14 holidays, 13 scheduled and one additional day of their choice to serve as a floating holiday for a total of 112 hours. The purpose of the floating holiday is to allow employees to recognize a personal, religious or ethnic observance of significance to them.

HOLIDAY	DATE
Veteran's Day	Wednesday, November 11, 2020
Thanksgiving Day	Thursday, November 26, 2020
Day after Thanksgiving	Friday, November 27, 2020
Christmas Eve	Thursday, December 24, 2020
Christmas Day	Friday, December 25, 2020
New Year's Day	Friday, January 1, 2021
Martin Luther King Day	Monday, January 18, 2021
President's Day	Monday, February 15, 2021
Good Friday	Friday, April 2, 2021
Battle of Flowers Parade	Friday, April 23, 2021
Memorial Day	Monday, May 31, 2021
Independence Day(Observed)	Monday, July 5, 2021
Labor Day	Monday, September 6, 2021



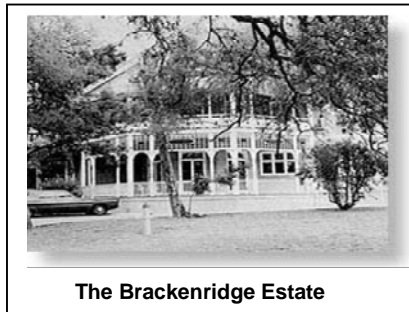
HISTORY OF ALAMO HEIGHTS

“No one who has lived in Alamo Heights will deny that the mystique exists.”

--T.R. Fehrenbach, Historian

The headwaters of the San Antonio River that attracted early nomadic Texas Indians also beckoned two early settlers: George Washington Brackenridge and Charles Anderson in the mid-1800s. Brackenridge acquired an earlier homestead, the Sweet Homestead, on land that had been part of San Antonio and built the mansion Fernridge on his estate that he called Alamo Heights.

Charles Anderson, a Kentucky resident, built the headquarters for his sprawling horse ranch on the Olmos Bluffs where the view of the natural beauty extended in all directions. Later the Anderson mansion became the Argyle Hotel, a place of charm and hospitality and the oldest surviving structure in the city.



From these two early endeavors, fueled by their desire to live in an environment of natural beauty, Brackenridge and Anderson set the stage for a city that even today places emphasis on its scenic vistas, towering trees and quiet environment.

The building of Alamo Heights began in the 1890s when the family that had purchased the Anderson ranch property sold it to the Chamberlain Investment Company of Denver. During the same time, the Brackenridge properties were sold to the Order of the Sisters of Charity of the Incarnate Word on the condition that they buy all 280 acres in “Alamo Heights” and preserve the house and grounds.

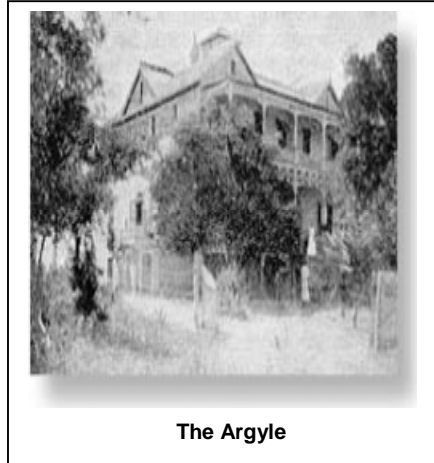
Brackenridge loved the natural beauty of the area and insisted that it be preserved. Records detail that he frequently visited the property to make sure the sisters did not cut down any shrubs or trees.

The Denver Company planned a suburban residential development, turning the Anderson-McLane mansion into the Argyle Hotel and staking out large lots nearby for homesites. Their development plan sited streets that followed the contours of the land, preserved the centuries-old trees even in the middle of streets and retained the headwaters of the river with its associated lake. Beauty and natural charm described their efforts.

But the plans were ahead of their time. Only dusty roads that could be traveled by horseback or carriage connected Alamo Heights to San Antonio. River canoe provided the other transportation alternative at a time when San Antonio’s gentry lived south of Commerce Street.

The answer was a road—River Avenue that later became Broadway—and a rail line. But, while those improvements came too late to save Chamberlain Investment Company from financial disaster, the company had left its imprint on Alamo Heights.

Following lawsuits, the company was reorganized as the Alamo Heights Company. Owners Judge M.H. Townsend and W.B. Willim decided to open the acreage beyond the original development to other companies. By 1908, building began on more modest homes in Montclair, east of Broadway. Madeleine Terrace, farther south, quickly became the home of sculptor Pompeo Coppini and was better known than the original development around the Argyle. The pattern of scattered building by different developers continued, with the result that Alamo Heights' character emerged. It became a community of varied architectural styles that attracted people of different income groups and ages.



The Argyle

By 1921, the auto had left its mark in many ways, including successful development of Alamo Heights as a residential community.

Earlier desires to be annexed by San Antonio, desires that were rebuffed, turned to fear in 1922 that San Antonio wanted to annex Alamo Heights to increase its tax base without providing services. Community leaders called a citizens' meeting on June 4 and residents voted 289 to 8 to petition Bexar County Judge McCloskey for a city government.

Alamo Heights became a municipality on June 20, 1922, but with no city charter and a government that consisted of a mayor, five aldermen and a town marshal. The population stood at about 3,000 in an area that extended only as far north as Tuxedo Avenue. Bluebonnet Hills was annexed in 1928 and Sylvan Hills completed the current northern boundary when it was annexed in 1944.

From its earliest days, the city government focused on providing modern services without destroying the character of Alamo Heights as a residential area. Ordinances restricted business activity to those that provided convenience for residents and limited businesses to defined districts. Building and zoning codes restricted buildings to two stories and assured open spaces, natural light and greenery.

In 1927, the City Council recommended a \$350,000 bond issue to provide modernization. Alamo Heights became the only municipality in the county with all paved streets. The city connected sewer lines to the San Antonio system and purchased the old waterworks and expanded it. Finally, the city officers moved from meeting in the Argyle Hotel to the current building on Broadway.

Later years saw the expansion of recreational facilities with the construction of the swimming pool in 1947 and addition of nature trails in Olmos Basin in 1965. But throughout its development, Alamo Heights maintained its character as a residential community that changed gracefully.

Historian T.R. Fehrenbach characterized the city by saying, “Alamo Heights, whatever else it is, reflects three qualities: good government, stable neighborhoods and a feeling of intimacy.” It has a character that goes back to its beginning as the home of George Brackenridge and Charles Anderson who loved its hills, beautiful trees and twisting roads.



GLOSSARY

Accrual Basis Accounting - The basis of accounting whereby revenue projections are developed recognizing revenues expected to be earned in the period, and expenditure estimates are developed for all expenses anticipated to be incurred during the last fiscal year. The budget for the City's proprietary fund type – the Utility Fund uses this basis of accounting.

Appropriation - A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in the amount and as to the time when it may be expended.

Assessed Valuation - A valuation set upon real estate and certain personal property by the appraisal district as a basis for levying property taxes.

Assets - Resources owned or held by a government which has monetary value.

Basis of Accounting - The timing method used in the recognition of revenues and expenditures for financial reporting purposes.

Budget Document - The official written statement prepared by the City's staff and approved by the City Council to serve as a financial and operation guide for the fiscal year end in which it was adopted.

Budgetary Control - The control or management of government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

Capital Assets - Resources having a value of \$1,000 or more and a useful life of more than one (1) year.

Capital Outlays - Expenditures which result in the acquisition of or addition of fixed assets.

Cash - Includes currency on hand and demand deposits with banks or other financial institutions.

Cash Basis Accounting - The method of accounting under which revenues are recorded when received and expenditures are recorded when paid.

Current Assets - Cash and other assets or reserves which are reasonably expected to be realized in cash or consumed within one (1) year.

Current Liabilities - Liabilities that must be paid within one (1) year.

Fixed Assets - Resources of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery, and equipment.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance - The excess of fund assets over liabilities. A negative fund balance is sometimes called a deficit.

General Fund - General Operating Fund of the City, accounting for the resources and expenditures related to the generally recognized governmental services provided.

Governmental Funds - Accounting segregation of financial resources for a governmental entity. The City's General and Capital Projects Funds are governmental funds.

Infrastructure - Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems and similar assets that are immovable and of value only to the government unit.

Liabilities - Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

Modified Accrual Basis - Under the basis of accounting, revenues are estimated for the fiscal year if they are susceptible to accrual, e.g. amounts can be determined and will be collected within the current period. Principal and interest on general long-term debt are budgeted as expenditures when due, whereas other expenditures are budgeted for liabilities expected to be incurred during the current period. The budget for the City's General Fund is developed using this accounting basis.

Net Working Capital - The excess of current assets over current liabilities.

Operational Capital - Capital outlays of less than \$100,000 included in the operating budget.

Operational Surplus - The excess of revenues over expenditures, less encumbered funds (encumbrances).

Operating Budget - A plan of financial operation embodying an estimate of expenditures for the calendar year and the proposed means of financing them (revenue estimates).

Ordinance - A formal legislative enactment by the governing body of municipality.

Performance Pay - A component of the City's pay plan that recognizes and financially rewards employees in the performance of assigned job duties and achieving departmental goals and objectives.

Retained Earnings - An equity account reflecting the accumulated earnings of the City's Utility Fund (proprietary).

Revenues - The term designates an increase to a fund's assets which does not represent: 1) a liability increase (e.g. proceeds from a loan); 2) a repayment of an expenditure already made; 3) a cancellation of certain liabilities; or 4) an increase in contributed capital.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specific purposes. GAAP only require the use of special revenue funds when legally mandated.

Tax Levy - The total amount of taxes imposed by the City of taxable property within its boundaries.

Tax Rate - The dollar rate for taxes levied for each \$100 of assessed valuation.

Transfer - The movement of monies from one fund, activity, department, or account to another. This includes budgetary funds and/or movement of assets.

Utility Fund - The proprietary, or enterprise, fund used to account for the provision of water, sewer and sanitation services to the City's residents on a cost recovery basis through user charges.

STATISTICAL DATA

Date of incorporation	1922
Date of home rule charter adoption	1954
Form of government	Council-Manager
Population (2010 Census)	7,031
Median age of resident (2010 Census)	40
Percent of families with Bachelor's degree or higher (2010 Census)	72%
Total housing units (2010 Census)	3,367
Percent of housing units occupied (2010 Census)	88.9%
Percent of housing units owner-occupied (2010 Census)	69.7%
Average household size (2010 Census)	2.34
Median household income (2010 Census)	\$97,850
Average family size (2010 Census)	3.18
Percentage of families below poverty level (2010 Census)	0.9%
Average Taxable Household Value (2015 BCAD)	\$502,720
Number of registered voters	5,749
Number of ballots cast in last regular city election (May 2018)	1,202
Percentage of registered voters voting in last regular city election	21.1%
Area in square miles	1.9 (4.8 km ²)
Miles of streets	43
Miles of water mains	44.2
Number of metered water connections	3,046
Number of fire hydrants	206
Miles of sewer mains	32.8
Number of sewer connections	2,732
Number of full-time municipal employees	99
Number of firefighters	24
Number of EMS units	3
Number of police officers	20
Number of patrol units	7