



# Annual Operating Budget



**City of Alamo Heights  
FY 2011 - 2012**

# **CITY OF ALAMO HEIGHTS, TEXAS**

## **OPERATING BUDGET OCTOBER 1, 2011 THROUGH SEPTEMBER 30, 2012 FISCAL YEAR 2011-2012**

AS SUBMITTED TO  
THE MAYOR AND THE CITY COUNCIL

MAYOR  
**LOUIS COOPER**

MAYOR PRO TEM  
**BOBBY ROSENTHAL**

CITY COUNCIL MEMBERS  
**FRED PRASSEL**  
**BOBBY HASSLOCHER**  
**JOHN SAVAGE**  
**ELLIOT WESER**

CITY MANAGER  
**J MARK BROWNE**

<p><b>CITY OF ALAMO HEIGHTS</b></p> <p><b>MISSION STATEMENT</b></p>
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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.

## **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

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August 8, 2011

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 2011-2012 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 2011-2012 Strategic Action Plan.

The FY 2011-12 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 as well as the need for capital vehicle and equipment replacement. This budget provides a transfer of funds from the general fund sufficient to fully fund the 2012 requirements in these programs and to provide a significant portion of the 2013 program.

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 91% 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. The outlook for property valuations is uncertain given the 2% decline in values for 2011 and the continuing economic problems facing the nation and the local economy. The City would also benefit from the improvement and renewal of its aging 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 and to specific City Council Committees for review. 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 \$5.2 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 \$2.3 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.

**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

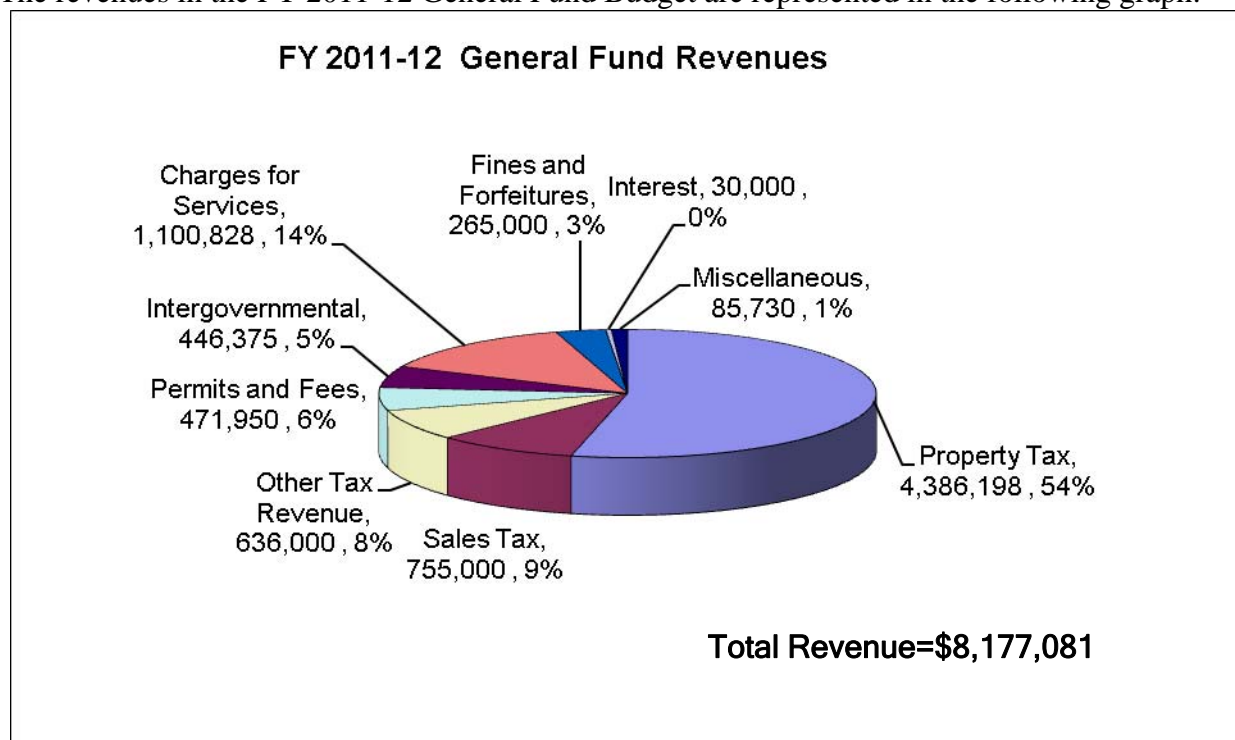
The Constitution of the State of Texas limits the total ad valorem taxes levied by a City to \$2.50 for each \$100 of assessed valuation. There is no limitation within the \$2.50 rate specifically for debt service; however, the Texas Attorney General prohibits the issuance of debt if the debt service requirements exceed the amount that can be paid from \$1.50 tax rate calculated at 90% collections. Approximately 9 percent (a little over 3 cents) of the total property tax rate is currently dedicated for debt service payments related to the 2007 Certificates of Obligation. This debt amount is significantly below the state limits and the City is scheduled to retire the general fund portion of this debt in the year 2020.

## 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 54 percent of the general fund revenues.



The revenues in the FY 2011-12 General Fund Budget are represented in the following graph:



### REVENUE TRENDS

The general fund revenues are subject to a number of economic factors but still tend to exhibit certain predictable trends. For instance, property taxes are based on the appraised value of real property in the community. Preliminary estimates indicate that appraised values in Alamo Heights have declined about 0.09 percent in 2011. 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 and construction costs are currently 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 build new homes. However, the revenue derived from permits and fees are predictably low during periods of economic recession. Sales tax and interest earned on investments are typically a direct result of economic activity and growth, respectively. Although in recovery, both revenue streams are anticipated to be depressed until the national economy regains its footing.

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. These 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 is in the unusual position of encouraging 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 \$4,386,198 or 54 percent of General Fund revenues come from property taxes. This concentration of revenues from property taxes is consistent with the fact that over 91 percent of the city's property values are in residential properties. Despite the decline of the nationwide housing market, 2011 taxable values in Alamo Heights increased \$2,022,151 or about 0.15% percent.

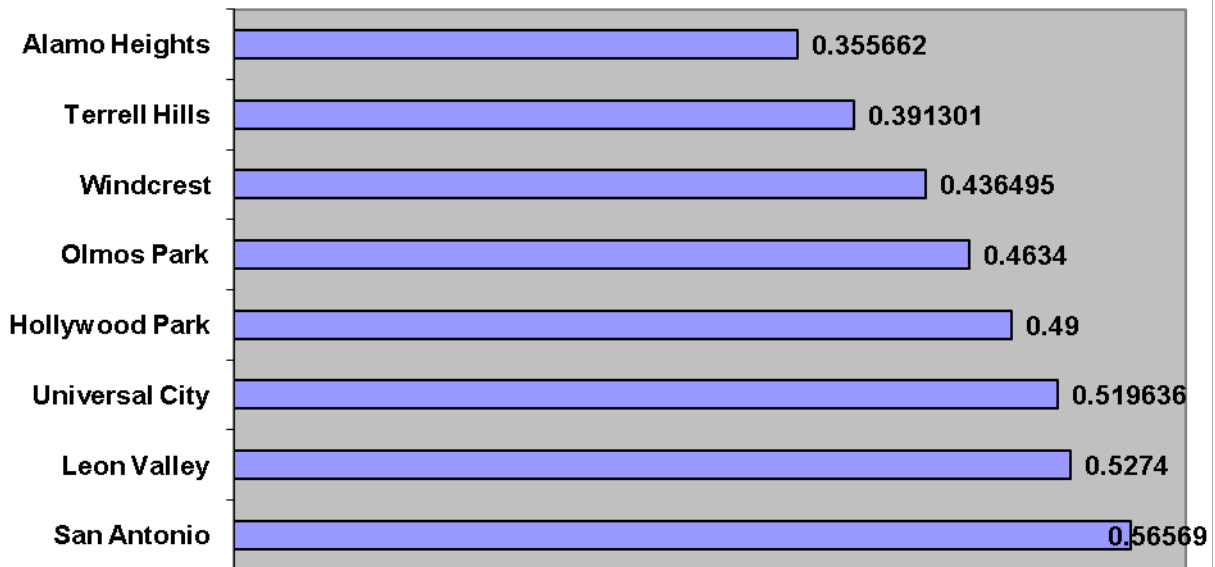
The total property tax rate will remain at \$0.355662, marking the fifth year in a row in which the property tax rate has not been increased. In addition, both the Maintenance and Operating Rate (M & O) and Interest and Sinking (I & S) property tax rates are \$0.316157 and \$0.039505 cents per \$100 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. For the 2010 tax year, a total of 617 property owners qualified for the property value freeze and the Bexar Appraisal District estimates that 613 property owners will qualify in the 2011 tax year. Properties qualifying for the freeze decreased the total taxable value by \$14,797,195 and the City will forgo approximately \$52,628 in FY 2011-12 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:



### 2010 Tax Rate Comparison of Cities



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

Municipality	2009 Tax Rate	2010 Tax Rate	M&O <sup>1</sup> (Operations)	I&S <sup>2</sup> (Debt)
<i>Alamo Heights</i>	.355662	.355662	.325127	.030535
Terrell Hills	.391301	.385068	.350594	.034474
Windcrest	.436495	.436495	.362654	.073841
Olmos Park	.463400	.478499	.395959	.08254
Hollywood Park	.49000	.490000	.490000	.00000
Leon Valley	.527400	.527400	.464029	.063371
San Antonio	.565690	.565690	.35419	.21150
Universal City	.519636	.590531	.479717	.110814

<sup>1</sup> Maintenance and Operations Rate – Revenue for General Fund

<sup>2</sup> Interest and Sinking Rate – Funds for Debt Services

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 \$369,170 home, which is the 2010 median homestead value. City taxes represent \$1,313 or 16 percent of the total property taxes due.

**SAMPLE STATEMENT  
PROPERTY TAXES  
ALAMO HEIGHTS, TEXAS**

<b>Taxing Unit</b>	<b>Assessed Value</b>	<b>Homestead Exemption</b>	<b>Taxable Value</b>	<b>Tax Rate per \$100</b>	<b>Tax Levy</b>	<b>% Total Levy</b>
Alamo Heights I.S.D.	\$369,210	\$15,000	\$354,210	\$1.168000	\$4,137	51%
<i>City of Alamo Heights</i>	<i>\$369,210</i>	<i>N/A</i>	<i>\$369,210</i>	<i>\$0.355662</i>	<i>\$1,313</i>	<i>16%</i>
Alamo Comm. College Dist.	\$369,210	N/A	\$369,210	\$0.135855	\$502	6%
Bexar County	\$369,210	N/A	\$369,210	\$0.296187	\$1,094	13%
Univ. Health System	\$369,210	N/A	\$369,210	\$0.266235	\$983	12%
County Road & Flood	\$369,210	\$3,000	\$366,210	\$0.030679	\$112	1%
S.A. River Authority	\$369,210	\$5,000	\$364,210	\$0.016652	\$61	1%
<b>Totals</b>				<b>\$2.27927</b>	<b>\$8,202</b>	<b>100%</b>

**SALES TAX**

Sales tax is paid by consumers upon the purchase of taxable items within the city limits of the City of Alamo Heights and has a strong positive correlation to local and national economic conditions. The City of Alamo Heights' current sales tax rate is 8 percent which includes the one-quarter (.25) of a cent increase in the sales tax rate for street maintenance that was approved by the voters in November 2008 for a period of four years beginning on April 1, 2009. 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 cent and VIA Metropolitan Transit at one-half (.5) of a cent. For this Budget, \$950,000 is projected to be collected by the City from sales tax. This total amount includes \$195,000 for the Street Maintenance Fund and \$755,000 for the General Fund which represents 9 percent of the total General Fund revenue.

**BUDGET SUMMARY**

The Combined Summary of Revenues and Expenditures is a fund statement included for the first time in the FY 2011-12 Annual Budget to account 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 designated to be spent only for designated purposes. The Gross Available Balance for FY 2011-12 Budget is \$5,321,069 which includes the total operating expenses of \$12,209,082 and revenues totaling \$11,971,821.

**PROGRAM CHANGES**

The FY 2011-12 Budget includes no new revenues and \$32,597 in one-time improvements. These program changes are outlined in a schedule in the Budget Information section.

**GENERAL FUND**

The General Fund departmental allocation for FY 2011-12 is \$7,979,139 which represents a 0.64 percent decrease from the FY 2010-11 Adopted General Fund Budget. Total revenues, excluding transfers, for FY 2011-12 are projected to be \$8,177,081 which represents a 1.26 percent decrease from the FY 2010-11 Adopted General Fund Budget.

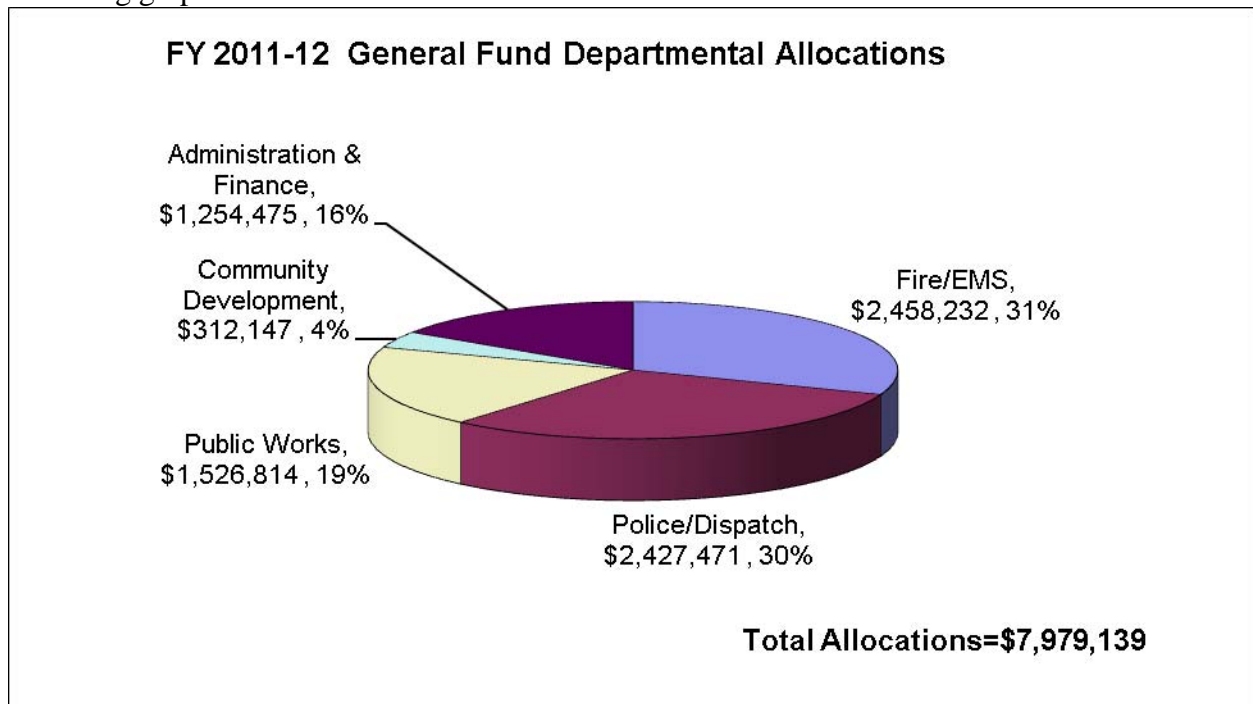
The General Fund Schedule reflects a Gross Available Fund Balance of \$3,134,477 and a Net Available Fund Balance of \$1,139,692 with an Operating Reserve equivalent to three (3) months

of the total departmental allocations, including an Emergency Reserve equivalent to 5% of total departmental allocations. The Emergency Reserve serves as a fail-safe measure to require City Council action prior to expending any portion of the last 5% of the General Fund balance and would only be utilized if the City Council deems it absolutely necessary to address some unforeseen and extraordinary occurrence such as a natural disaster, catastrophic loss or significant change in financial position.

In addition to an accounting of revenues and departmental appropriations, the General Fund also includes a 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 also receives a transfer from the General Fund to adequately fund the maintenance of all city streets through the 20-year Street Maintenance Program utilizing recurring operational revenue sources.

Public safety represents a top priority for the City of Alamo Heights with 61 percent of the general fund budget being allocated to the Police and Fire/EMS Departments. Public Works represents 19 percent of the general fund budget in FY 2011-12 with Administration and Finance, Municipal Court and Information Technology representing 16 percent and the Community Development Department representing the remaining 4 percent of the departmental allocations.

The departmental allocations in the FY 2011-12 General Fund Budget are represented in the following graph:



## REVENUES

Revenue projections in the FY 2011-12 Budget were based on a conservative approach due to the current economic recession. A further summary and additional detail about each City revenue source is included in the Revenue Section of this document.

### PUBLIC SAFETY

The FY 2011-12 Budget includes \$10,597 in one-time improvements for purchase of capital equipment in the Police Department.

### 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) which includes several major street projects. These projects will be funded by \$500,000 of the remaining Certificates of Obligation issued in 2007 and \$288,158 from the Street Maintenance Fund. The Utility Fund Budget includes \$290,386 for replacement of water lines.

### INFORMATION TECHNOLOGY

The budget for Information and Technology includes \$4,308 for recurring costs related to additional internet bandwidth needed for the growing use of the internet for training webinars, support downloads and internal network databases. An additional \$7,000 in onetime cost related to the purchase of video equipment and software is planned for implementing the recording of council sessions which will be available for viewing on the City's website.

### 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 \$135,637 in employee compensation and benefit enhancements.

These improvements include \$50,818 in recurring cost in Police and Dispatch and \$84,819 in recurring costs provide a 2% cost of living allowance (COLA) excluding Public Safety effective on October 1, 2011.

### UTILITY FUND

The Utility Fund appropriation for FY 2011-12 is \$2,799,284. Total available funds for FY 2011-12 are projected to be \$3,717,791 which represents an 55 percent decrease from the FY 2009-10 Adopted Utility Fund Budget and reflects the continuing expenditure of the 2007 Certificates of Obligation and fund balance on capital improvements and the transfer of the lease revenues derived from telecommunications leases to the General Fund. The Utility Fund Schedule reflects a Gross Available Fund Balance of \$918,507 and a Net Available Fund Balance of \$400,992 with an Operating Reserve equivalent to two (2) months of the total departmental allocations.

### 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 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 systems have deficiencies that must be addressed to continue to provide high

quality services to its customers. The City has utilized the 2007 Certificates of Obligation to undertake a number of public infrastructure projects across the city which are described in more detail as follows:

**Purchase of New Ladder Fire Truck** - In 2007, the City's reserve fire engine was reaching its 20-year operational lifespan and did not meet NFPA safety guidelines. Yearly required pump tests had become increasingly difficult to pass along with steadily rising maintenance costs. Additionally, limited storage capacity on the reserve fire engine would not allow for the equipment required by National Fire Protection Act (NFPA) and ISO. The department also noted a need for a ladder apparatus during residential or commercial structural firefighting and to provide increased safety for rescue personnel and victims during water rescue incidents. In 2008, the City utilized \$859,985 in 2007 Certificates of Obligation to purchase a 2,000 GPM Quint Fire Truck with a 105' ladder. The purchase of the new ladder fire truck was a significant contributing factor to the upgrade of the City's ISO rating to "2" which has resulted in the community savings each year in insurance premiums.

**Construction of New 600,000 Gallon Elevated Water Tank** - The Texas Commission on Environmental Quality (TCEQ) had notified the City that it did not meet the state requirement to provide 200 gallons of storage for each effective connection to the water distribution system. In fact, the City had only 550,000 gallons of storage and was 146,600 gallons short of meeting the storage requirement. In addition, a 2005 PBS&J study indicated that the City needed to add elevated storage to provide additional pressure in the northeast section of the system during an emergency. The study also indicated that two of the City's water towers have exceeded their operational lifespan and should be replaced. As a result of deficiencies in both storage and pressure, the City has upgraded various water lines and constructed a new 600,000 gallon water tower at the City Hall Complex. The construction of the new tower allows the City to: 1) meet the minimum storage requirements; 2) provide the minimum pressure requirements during an emergency event; and 3) retire the existing 100,000 gallon water tower at City Hall and the former TMI 150,000 gallon water tower.

Like many other communities, the city selected a composite elevated water tank instead of a traditional ellipsoidal or spherical water tank because of: 1) smaller footprint along with storage space for sites with limited available space; 2) lower construction cost due to less steel; and 3) lower maintenance cost due to less painted surface. PBS&J designed and created the specification documents for the construction of a new 600,000 gallon composite elevated water tank, public works yard piping improvements, installation of a SCADA system and the repainting of the existing 300,000 gallon elevated water tank. The City conducted a competitive sealed bid proposal and selected Phoenix Constructors and Erectors to construct the new elevated tank and provide the other specified work for \$2,631,303 plus an eight percent (8%) contingency. Construction of the new elevated water tank was completed in the Summer of 2011.

**Water and Wastewater Main Improvements** – To address issues on separation of water mains and wastewater mains Public Works proposes the installation of new water mains using city personnel and equipment while contracting new service connections for resident which will be affected by main relocation. The project cost is estimated to be \$290,400 of which the cost for materials, contracted services and possible engineering fees if warranted are inclusive. All future improvements to the water distribution system and sanitary sewer system are to be funded

through the existing water and sewer rates. The City will also televise sewer mains in streets to be improved repairing the sewer lines prior to any mill and overlay work.

Streets identified to receive new water mains are:

1. Montclair between Broadway and Ashcroft
2. Montclair between Kokomo and N. New Braunfels
3. Albany between Broadway and Lafayette
4. Albany between Kokomo and Austin Hwy

Street department will be tasked with asphalt trench work and support as work load determines. Already this year Public Works has relocated the water main on Redwood between Kokomo and Ashcroft and will continue this installation up Redwood to Henderson and north on Henderson to alley servicing city hall on the east. At this junction a new 12 inch main will be tied into the water system while continuing west to Broadway. This work is on hold until the results of the facility are determined. Site plan selected could affect route of utility's.

**Street Overlay and Reconstruction Projects** –The City anticipates spending approximately \$728,158 in FY2012 as part of the ongoing 20 years street maintenance program. Street identified to receive an asphalt overlay are:

1. Fair Oaks E. between Broadway and Vanderhoeven
2. Barilla Pl. between Cleveland ct. and N. New Braunfels
3. Chichester Pl. between Austin hwy. and N. new Braunfels
4. Claywell between Broadway and N. New Braunfels
5. Corona between Alamo Heights blvd. and St. Lukes
6. Crescent St. between Henderson and Viesca
7. Marcia Pl. between Cleveland Ct. and N. New Braunfels
8. Montclair between Broadway and Austin hwy.

Sidewalk improvements have been identified for Ogden from Townsend to Broadway. Also on Townsend from Ogden to Albany. Sections of sidewalk are in disrepair in need of replacement. Public Works proposes to do this work in house to minimize fiscal impact on the street maintenance fund.

**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, 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.

**Implementation of Comprehensive Plan -** The FY 2011-12 Budget includes a transfer from the General Fund of \$35,000 to serve as a source of funding for the implementation of the plan. During the FY 2011-12 fiscal year, Community Development staff plans to revise sign regulations and conduct an economic development study of commercial corridor and a comprehensive parking study.

**Municipal Facilities –** Although voters defeated a bond referendum to construct a new Public Safety and City Services Complex in November 2009, the needs the project was designed to address remain. In an effort to expeditiously move forward, staff executed a contract with OCO architects in June 2011 to perform programming and schematic design concepts to develop a new plan for addressing future facility construction. Additionally, staff is working closely with City Council, the facility committee (appointed by council in 2011) and our citizens to validate and approve an option sufficient to meet the requirement for municipal facilities. It is anticipated that these plans will eventually result in another bond referendum put before the citizens of Alamo Heights.

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 Cynthia Barr and IT Director Marian Ramirez and extend special thanks to the Accountability and Management Council Committee, consisting of Council Members John Savage and Bobby Rosenthal, for their direction and guidance during this process.

Respectfully submitted,

*J. Mark Browne*

J. Mark Browne  
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 descriptions 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.<sup>1</sup> 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 to specific City Council Committees for 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.<sup>2</sup>

**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 North Central News no earlier than 30 days and no later than 10 days before the hearing.<sup>3</sup> 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.

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<sup>1</sup> Texas Local Government Code Chapter 102, Subsection 002.

<sup>2</sup> Texas Local Government Code Chapter 102, Subsection 102.005.

<sup>3</sup> 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 proposed or 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 Heights has established an operating reserve in the General Fund equal to three (3) months or 25% 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 also established an operating reserve in the Utility Fund equal to two (2) months or 16% of operating allocations.

### EMERGENCY RESERVES

The City of Alamo Heights has established an Emergency Reserve within the General Fund Operating Reserve equivalent to five percent (5%) of the total General Fund departmental allocations. The Emergency Reserve shall only be utilized if the City Council deems it absolutely necessary to address some unforeseen and extraordinary occurrence such as a natural disaster, catastrophic loss or significant change in financial position.

### 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 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. The City currently has no outstanding ad valorem tax-supported general obligation bonds.

**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.

**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.

#### 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 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 to specific City Council Committees for review. The Strategic Action Plan adopted for FY 2011-12 is as follows:

### Governance and Communication (Mayor Louis Cooper and Mayor Pro Tem Bobby Rosenthal)

- Explore the option of outsourcing printing and mailing of Utility bills
- Explore video recording and live streaming of City Council Meetings
- Implement a City Employees Wellness Program
- Renew dispatch service contract with Olmos Park and Terrell Hills

### Infrastructure and Services (Council Members Fred Prassel and Elliot Weser)

- Tree trimming to accommodate the safe passage of Fire/EMS apparatus as well as other vehicles
- Look for improvements within the Emergency Operations Center – Back-up power
- Engage an outside consultant to study on-street parking in commercial districts, multi-family districts and areas adjacent to schools and colleges
- Companion study of the overnight on-street parking restriction
- Achieve recognized status from the Texas Law Enforcement Best Practices Recognition Program
- Initiate a Curbside Numbering Program

### Neighborhood Character and Commercial Revitalization (Council Member Bobby Hasslocher and Elliot Weser)

- Complete Economic Development Study
- Explore revisions to the Demolition Delay Ordinance
- Revise Chapter 15 – Sign Regulation of the Code of Ordinances
- Develop green building standards

### Accountability and Management (Council Members John Savage and Bobby Rosenthal)

- Revise the City Pay Plan to ensure salaries, wages and benefits remain competitive to attract and retain quality employees
- Develop written Accounting and Purchasing Policies and Procedures
- Increase EMS collection rate/Delinquent accounts

### Other Initiatives

- Develop a comprehensive employee training program
- Board and Commission training
- Improving permit process
- Archive document purging and organization
- Work towards emergency operations full-scale exercise
- Improve operational efficiency with Fort Sam Houston Fire and Emergency Services
- Implement quarterly First Aid/CPR training for citizens
- Increase traffic enforcement initiatives to address commuter speeding in residential areas
- Increase bicycle patrol office presence in commercial and recreational districts
- Sponsor the Citizens' Emergency Services Academy in January 2012

#### Other Initiatives (Continue)

- Seek grant funding for police and dispatch radio replacement to maintain interoperability status
- Qualify supervisory officer candidates for the Leadership Command College and IACP Leadership Academy
- Investigate raising speed limits to 30 mph, North of Tuxedo to city limits and on Tuxedo west of Nacogdoches to Forestshire

## BUDGET CALENDAR

<b>Budget Estimates</b>	Departments submit FY11 budget projections	Friday, May 27
	City Manager reviews FY11 budget projections	May 30 – June 3
	Develop FY12 baseline budget	Friday, June 17
<b>Strategic Action Plan (SAP)</b>	Departments update FY11 SAP and submit FY12 SAP	Wednesday, June 22
	City Manager reviews FY11 and FY12 SAPs	Friday, June 24
	City Council SAP work session	Wednesday, June 29
	City Council approval of SAP	TBD @ June, 29 meeting
<b>Budget Development</b>	Departments submit FY 11 program changes and performance measures	Friday, July 1
	A&M Committee reviews program changes and performance measures	July 6 - 8
	City Council budget work sessions 9:00 to 1:00	Tuesday, July 12 & Monday July 25
<b>Budget Presentation and Consideration</b>	Presentation of FY 2012 Proposed Budget and Ad Valorem Tax Rate to the City Council	Monday, August 8
	Public Hearing for FY 2012 Proposed Budget	Monday, September 12
	City Council consideration of FY 2012 Proposed Budget and Ad Valorem Tax Rate	Monday, September 26

## SUMMARY OF PROGRAM CHANGES

### IMPROVEMENTS (ONE-TIME):

Department	Program Change	Amount
Planning & Development	Tree trimming	15,000
Police Department	Capital Equipment	10,597
MIS	Video equipment and software	7,000

**TOTAL ONE-TIME IMPROVEMENTS:      \$32,597**

## SCHEDULE OF AUTHORIZED POSITIONS

Department/Division	Prior Year		Current		Adopted	
	FY 2009-10		FY 2010-11		FY 2011-12	
	F/T	P/T	F/T	P/T	F/T	P/T
Administration & Finance	9	-	9	-	9	-
Municipal Court	1	3*	1	3*	1	3*
Community Development	4	-	3	-	3	-
Fire	20	-	20	-	20	-
EMS	9	-	9	-	9	-
Police	23	1	23	1	24	-
Communications Center	9	1	9	1	9	1
Public Works Administration	3	-	2	-	1	-
Parks	4	-	4	-	4	-
Streets	4	-	4	-	4	-
Solid Waste	10	-	10	-	10	-
Utilities (Utility Fund)	8	-	8	-	8	-
<b>TOTAL</b>	<b>104</b>	<b>5</b>	<b>102</b>	<b>5</b>	<b>102</b>	<b>4</b>

\*Two Municipal Court Judges and a Prosecutor



## COMPENSATION OF CITY OFFICERS AND OFFICIALS

The following graph 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 Proposed 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	\$126,826
Police Chief	\$ 87,073
Fire Chief	\$ 84,710
Public Works Director (Interim)	\$ 71,524
Finance Director	\$ 74,508
Community Development Director	\$ 70,666
City Secretary	\$ 47,409
City Attorney (contractual)	\$ 42,000 (part-time)
City Prosecutor (contractual)	\$ 6,400 (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:

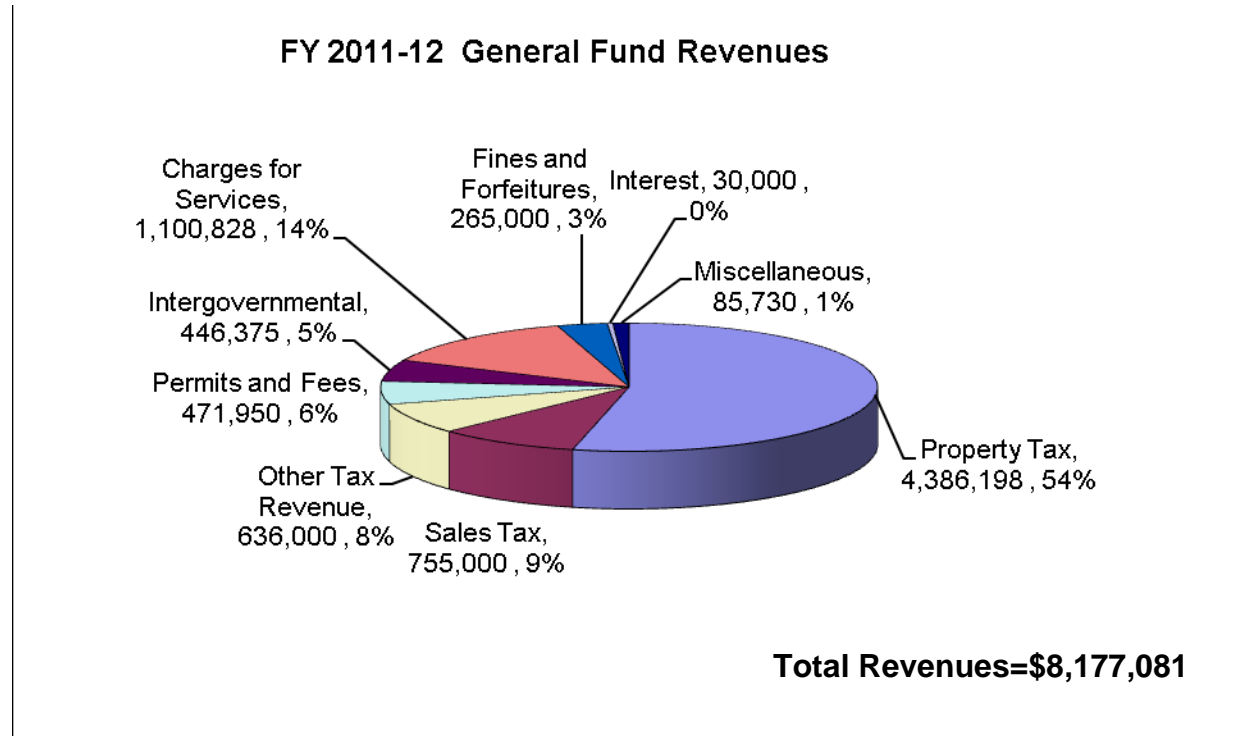
### Revenue Types:

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%, 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 0.25% was approved by the voters in November 2008 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/food licenses, alarm permits, Fire/Life Safety Code fees, certificates of occupancy, contractor's license/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/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 2011-12 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 2009-2010	REV BUDGET FY 2010-2011	PROJECTED FY 2010-2011	ADOPTED FY 2011-2012
<b>AVAILABLE FUNDS</b>				
<b>Beginning Balance</b>	<b>\$ 12,494,743</b>	<b>\$ 8,627,873</b>	<b>\$ 8,897,521</b>	<b>\$ 5,558,330</b>
<b>REVENUES</b>				
General Fund Revenue	\$ 7,893,178	\$ 8,281,977	\$ 8,421,914	\$ 8,177,081
Utility Fund Revenue	3,074,004	2,674,600	2,850,708	3,124,600
Debt Service Tax Revenue	415,060	424,040	405,394	408,140
Capital Projects Revenue	0	2,000	2,000	0
Street Maintenance Sales Tax	182,442	193,750	192,760	195,000
Comprehensive Plan Revenue	15,000	0	0	0
Designated Revenue	42,245	51,200	87,038	67,000
<b>Total Revenues</b>	<b>\$ 11,621,929</b>	<b>\$ 11,627,567</b>	<b>\$ 11,959,814</b>	<b>\$ 11,971,821</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 24,116,672</b>	<b>\$ 20,255,440</b>	<b>\$ 20,857,335</b>	<b>\$ 17,530,151</b>
<b>APPROPRIATIONS</b>				
<b>ALLOCATIONS</b>				
Departmental Allocations	\$ 7,977,035	\$ 8,030,574	\$ 7,700,874	\$ 7,979,139
Water and Sewer Expenditures	2,167,677	2,356,988	2,125,816	2,251,120
Capital Projects and Expenditures	4,012,747	2,557,049	3,825,136	790,386
Debt Service Payments	672,064	649,749	649,749	669,188
Capital Replacement Purchases	435,978	289,625	321,535	219,091
Street Maintenance Projects	0	495,326	654,264	228,158
Comprehensive Plan Projects	3,878	48,000	3,942	35,000
Designated Revenue Expenditures	16,627	100,000	33,086	37,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 15,286,006</b>	<b>\$ 14,527,311</b>	<b>\$ 15,314,402</b>	<b>\$ 12,209,082</b>
<b>GROSS AVAILABLE BALANCE<sup>1</sup></b>	<b>\$ 8,830,666</b>	<b>\$ 5,728,129</b>	<b>\$ 5,542,933</b>	<b>\$ 5,321,069</b>

**EXPLANATORY NOTES:**

<sup>1</sup> Declining gross available balance is largely due to expenditure of \$7.5 M in certificates of obligation sold in 2007.

**GENERAL FUND  
SUMMARY OF ADOPTED BUDGET**

	ACTUAL FY 2009-2010	REV BUDGET FY 2010-2011	PROJECTED FY 2010-2011	ADOPTED FY 2011-2012
<b>AVAILABLE FUNDS</b>				
Beginning Balance	\$ 3,892,552	\$ 3,395,901	\$ 3,259,402	\$ 3,427,806
<b>REVENUES</b>				
Property Tax	\$ 4,431,455	\$ 4,459,204	\$ 4,463,504	\$ 4,386,198
Sales Tax	728,966	775,000	775,800	755,000
Other Tax Revenue	631,447	632,000	631,474	636,000
Permits and Fees	498,825	484,200	443,590	471,950
Intergovernmental	421,724	446,375	420,962	446,375
Charges for Services	874,228	1,105,828	1,216,236	1,100,828
Fines and Forfeitures	230,560	250,000	294,320	265,000
Interest	19,415	30,000	30,000	30,000
Miscellaneous	56,558	99,370	146,028	85,730
<b>Total Revenues</b>	<b>\$ 7,893,178</b>	<b>\$ 8,281,977</b>	<b>\$ 8,421,914</b>	<b>\$ 8,177,081</b>
<b>OTHER FUNDING SOURCES</b>				
Transfer from Utility Fund <sup>1</sup>	\$ 48,992	\$ 51,992	\$ 51,992	\$ 57,382
<b>Total Other Funding Sources</b>	<b>\$ 48,992</b>	<b>\$ 51,992</b>	<b>\$ 51,992</b>	<b>\$ 57,382</b>
<b>Total Operating Revenues</b>	<b>7,942,170</b>	<b>8,333,969</b>	<b>8,473,906</b>	<b>8,234,463</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 11,834,722</b>	<b>\$ 11,729,870</b>	<b>\$ 11,733,308</b>	<b>\$ 11,662,269</b>
<b>APPROPRIATIONS</b>				
<b>DEPARTMENTAL ALLOCATIONS</b>				
Police	\$ 1,673,619	\$ 1,898,605	\$ 1,819,743	\$ 1,908,793
Public Safety Dispatch	499,171	530,526	473,241	518,678
Fire	1,607,913	1,730,878	1,715,978	1,751,332
EMS	674,801	721,586	718,803	706,900
Public Works Administration	334,079	252,378	240,251	179,142
Streets	316,185	395,453	369,873	344,251
Solid Waste	653,442	695,970	633,541	707,563
Parks	245,576	243,805	242,967	295,858
Planning & Development	374,318	314,874	294,559	312,147
Administration and Finance	1,241,232	864,371	812,455	850,726
Municipal Court	171,543	174,162	174,264	174,221
Information Technology	185,156	207,966	205,199	229,528
<b>Total Operating Allocations</b>	<b>\$ 7,977,035</b>	<b>\$ 8,030,574</b>	<b>\$ 7,700,874</b>	<b>\$ 7,979,139</b>
<b>Revenues Over (Under) Allocations</b>	<b>(34,865)</b>	<b>303,395</b>	<b>773,032</b>	<b>255,324</b>
<b>TRANSFERS</b>				
Transfer to Street Maintenance Fund	\$ 300,000	\$ 265,000	\$ 265,000	\$ 182,475
Transfer to Capital Replacement Fund	273,285	319,628	319,628	366,178
Transfer to Comprehensive Plan Fund	25,000	20,000	20,000	0
<b>Total Transfers</b>	<b>\$ 598,285</b>	<b>\$ 604,628</b>	<b>\$ 604,628</b>	<b>\$ 548,653</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 8,575,320</b>	<b>\$ 8,635,202</b>	<b>\$ 8,305,502</b>	<b>\$ 8,527,792</b>
<b>GROSS AVAILABLE BALANCE</b>	<b>\$ 3,259,402</b>	<b>\$ 3,094,668</b>	<b>\$ 3,427,806</b>	<b>\$ 3,134,477</b>
<b>OPERATING AND EMERGENCY RESERVE</b>	<b>\$ 1,994,259</b>	<b>\$ 2,007,644</b>	<b>\$ 1,925,219</b>	<b>\$ 1,994,785</b>
<b>NET AVAILABLE BALANCE</b>	<b>\$ 1,265,143</b>	<b>\$ 1,087,025</b>	<b>\$ 1,502,588</b>	<b>\$ 1,139,692</b>

**EXPLANATORY NOTES:**

<sup>1</sup> 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 in FY 2005-06 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 2009-2010	REV BUDGET FY 2010-2011	PROJECTED FY 2010-2011	ADOPTED FY 2011-2012
<b>AVAILABLE FUNDS</b>				
<b>Beginning Balance</b>	\$ 4,701,799	\$ 4,065,769	\$ 2,125,210	\$ 593,191
<b>REVENUES</b>				
Water Revenue	\$ 1,424,709	\$ 1,300,000	\$ 1,310,000	\$ 1,350,000
Water Conservation Fee	68,600	60,000	58,110	60,000
Aquifer Management Fee	91,440	80,000	77,460	80,000
Aquifer Fee Rebate	31,148	30,000	39,010	30,000
Meter Connections	20,127	18,000	18,404	18,000
Lease Revenues	231,104	0	0	0
Late Penalties	26,295	27,000	26,955	27,000
Return Check Fees	990	1,200	1,140	1,200
Service Charges	9,125	10,000	9,400	10,000
Federal Stormwater Fees	1,408	1,400	1,410	1,400
Interest	14,586	12,000	11,000	12,000
Miscellaneous	5,025	5,000	10,050	5,000
<b>Total Water Revenue</b>	<b>\$ 1,924,557</b>	<b>\$ 1,544,600</b>	<b>\$ 1,562,939</b>	<b>\$ 1,594,600</b>
Sewer Revenue	\$ 1,121,886	\$ 1,100,000	\$ 1,260,231	\$ 1,500,000
Sewer Surcharge	27,561	30,000	27,538	30,000
<b>Total Sewer Revenue</b>	<b>\$ 1,149,447</b>	<b>\$ 1,130,000</b>	<b>\$ 1,287,769</b>	<b>\$ 1,530,000</b>
<b>Total Operating Revenues</b>	<b>3,074,004</b>	<b>2,674,600</b>	<b>2,850,708</b>	<b>3,124,600</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 7,775,803</b>	<b>\$ 6,740,369</b>	<b>\$ 4,975,918</b>	<b>\$ 3,717,791</b>
<b>APPROPRIATIONS</b>				
<b>OPERATING EXPENSES</b>				
Personal Services	\$ 711,328	\$ 714,833	\$ 583,545	\$ 628,520
Commodities	360,592	293,500	371,385	400,100
Contractual Services	163,164	227,655	219,015	276,500
<b>Total Water Expenditures</b>	<b>\$ 1,235,084</b>	<b>\$ 1,235,988</b>	<b>\$ 1,173,945</b>	<b>\$ 1,305,120</b>
Commodities	\$ 76,190	\$ 263,000	\$ 260,100	\$ 88,000
Contractual Services	856,403	858,000	691,771	858,000
<b>Total Sewer Expenditures</b>	<b>\$ 932,593</b>	<b>\$ 1,121,000</b>	<b>\$ 951,871</b>	<b>\$ 946,000</b>
<b>Total Operating Expenditures</b>	<b>2,167,677</b>	<b>2,356,988</b>	<b>2,125,816</b>	<b>2,251,120</b>
<b>CAPITAL EXPENDITURES</b>				
Utility Capital Projects	\$ 3,105,903	\$ 1,950,000	\$ 1,950,000	\$ 290,386
Debt Principal and Interest	215,174	173,391	173,391	169,800
Emergency Generator	0	250,000	0	0
Capital Equipment Replacement	112,847	82,220	82,220	30,596
<b>Total Capital Projects and Transfers</b>	<b>\$ 3,433,924</b>	<b>\$ 2,455,611</b>	<b>\$ 2,205,611</b>	<b>\$ 490,782</b>
<b>TRANSFERS TO</b>				
Transfer to General Fund	\$ 48,992	\$ 51,992	\$ 51,300	\$ 57,382
<b>Retained Earnings (Loss) Operations</b>	<b>(2,576,589)</b>	<b>(2,189,991)</b>	<b>(1,532,019)</b>	<b>325,316</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 5,650,593</b>	<b>\$ 4,864,591</b>	<b>\$ 4,382,727</b>	<b>\$ 2,799,284</b>
<b>GROSS AVAILABLE BALANCE</b>	<b>\$ 2,125,210</b>	<b>\$ 1,875,779</b>	<b>\$ 593,191</b>	<b>\$ 918,507</b>
<b>OPERATING RESERVE</b>	<b>\$ 361,280</b>	<b>\$ 392,831</b>	<b>\$ 354,303</b>	<b>\$ 375,187</b>
<b>CAPITAL REPLACEMENT</b>	<b>\$ 63,855</b>	<b>\$ 90,704</b>	<b>\$ 115,995</b>	<b>\$ 142,328</b>
<b>NET AVAILABLE BALANCE</b>	<b>\$ 1,700,076</b>	<b>\$ 1,392,243</b>	<b>\$ 122,894</b>	<b>\$ 400,992</b>

**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 for the purposed of paying principal and interest on certificates of obligation debt issued by the city.

	ACTUAL FY 2009-2010	REV BUDGET FY 2010-2011	PROJECTED FY 2010-2011	ADOPTED FY 2011-2012
<b>AVAILABLE FUNDS</b>				
<b>Beginning Balance</b>	\$ <u>209,247</u>	\$ <u>178,517</u>	\$ <u>167,417</u>	\$ <u>96,453</u>
<b>TAX REVENUE</b>				
Current Property Tax	\$ 405,223	\$ 399,040	\$ 398,040	\$ 394,440
Delinquent Property Tax	6,085	20,000	3,781	10,000
Penalty and Interest on Delinquent Taxes	3,752	5,000	3,573	3,700
<i>Total Tax Revenue</i>	\$ <u>415,060</u>	\$ <u>424,040</u>	\$ <u>405,394</u>	\$ <u>408,140</u>
<b>TOTAL AVAILABLE FUNDS</b>	\$ <u>624,307</u>	\$ <u>602,557</u>	\$ <u>572,811</u>	\$ <u>504,593</u>
<b>APPROPRIATIONS</b>				
<b>ALLOCATIONS</b>				
Debt Principal and Interest	\$ <u>456,890</u>	\$ <u>476,358</u>	\$ <u>476,358</u>	\$ <u>499,388</u>
<b>TOTAL APPROPRIATIONS</b>	\$ <u>456,890</u>	\$ <u>476,358</u>	\$ <u>476,358</u>	\$ <u>499,388</u>
<b>GROSS AVAILABLE BALANCE</b>	\$ <u>167,417</u>	\$ <u>126,199</u>	\$ <u>96,453</u>	\$ <u>5,205</u>

**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 2009-2010	REV BUDGET FY 2010-2011	PROJECTED FY 2010-2011	ADOPTED FY 2011-2012
<b>AVAILABLE FUNDS</b>				
Beginning Balance	\$ 3,279,980	\$ 605,049	\$ 2,373,136	\$ 500,000
<b>REVENUES</b>				
VIA Local Area Participation Funds	0	0	0	0
Interest on Time Deposits	0	2,000	2,000	0
<i>Total Revenue</i>	<u>\$ 0</u>	<u>\$ 2,000</u>	<u>\$ 2,000</u>	<u>\$ 0</u>
<b>TOTAL AVAILABLE FUNDS</b>	<u>\$ 3,279,980</u>	<u>\$ 607,049</u>	<u>\$ 2,375,136</u>	<u>\$ 500,000</u>
<b>APPROPRIATIONS</b>				
<b>CAPITAL PROJECTS</b>				
Street Improvement Projects	\$ 769,202	\$ 607,049	\$ 1,875,136	\$ 500,000
Purchase of Fire Apparatus	0	0	0	0
Facility Improvements	137,642	0	0	0
<i>Total Capital Projects</i>	<u>\$ 906,844</u>	<u>\$ 607,049</u>	<u>\$ 1,875,136</u>	<u>\$ 500,000</u>
<b>TOTAL APPROPRIATIONS</b>	<u>\$ 906,844</u>	<u>\$ 607,049</u>	<u>\$ 1,875,136</u>	<u>\$ 500,000</u>
<b>GROSS AVAILABLE BALANCE</b>	<u>\$ 2,373,136</u>	<u>\$ 0</u>	<u>\$ 500,000</u>	<u>\$ 0</u>



**CAPITAL REPLACEMENT FUND  
SUMMARY OF ADOPTED BUDGET**

Description:

The Capital Replacement Fund is an internal service fund established in FY 2008-09 to account for all of the revenues and expenditures associated with the replacement of vehicles and capital equipment.

	ACTUAL FY 2009-2010	REV BUDGET FY 2010-2011	PROJECTED FY 2010-2011	ADOPTED FY 2011-2012
<b>AVAILABLE FUNDS</b>				
<b>Beginning Balance</b>	<b>\$ 156,389</b>	<b>\$ 105,963</b>	<b>\$ 173,398</b>	<b>\$ 268,416</b>
<b>REVENUES</b>				
Contributions from General Fund				
Community Development	\$ 2,342	\$ 2,110	\$ 2,110	\$ 2,110
EMS	47,154	49,375	49,375	49,375
Fire	28,051	40,103	40,103	54,928
Police	82,687	91,958	91,958	106,783
Public Works	176,906	136,082	136,082	152,982
Sale of Vehicles	3,000	0	14,705	0
Interest	0	0	0	0
Miscellaneous	0	0	0	0
<i>Total Revenue and Transfers</i>	<b>\$ 340,140</b>	<b>\$ 319,628</b>	<b>\$ 334,333</b>	<b>\$ 366,178</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 496,529</b>	<b>\$ 425,591</b>	<b>\$ 507,731</b>	<b>\$ 634,594</b>
<b>APPROPRIATIONS</b>				
<b>CAPITAL PURCHASES</b>				
Administration & Finance	\$ 0	\$ 0	\$ 33,774	\$ 0
EMS	0	80,628	0	107,634
Fire	8,500	0	0	0
Police	82,400	59,410	59,410	50,265
Public Works	\$ 232,231	\$ 67,367	\$ 146,131	\$ 30,596
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 323,131</b>	<b>\$ 207,405</b>	<b>\$ 239,315</b>	<b>\$ 188,495</b>
<b>GROSS AVAILABLE BALANCE</b>	<b>\$ 173,398</b>	<b>\$ 218,186</b>	<b>\$ 268,416</b>	<b>\$ 446,099</b>

# 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

	ACTUAL FY 2009-2010	REV BUDGET FY 2010-2011	PROJECTED FY 2010-2011	ADOPTED FY 2011-2012
<b>AVAILABLE FUNDS</b>				
Beginning Balance	\$ 69,123	\$ 37,403	\$ 551,565	\$ 355,061
<b>REVENUES</b>				
Street Maintenance Sales Tax <sup>1</sup>	\$ 182,442	\$ 193,750	\$ 192,760	\$ 195,000
Contributions from General Fund	300,000	265,000	265,000	182,475
Total Revenue	\$ 482,442	\$ 458,750	\$ 457,760	\$ 377,475
<b>TOTAL AVAILABLE FUNDS</b>	\$ 551,565	\$ 496,153	\$ 1,009,325	\$ 732,536
<b>APPROPRIATIONS</b>				
<b>CAPITAL PROJECTS</b>				
Street Maintenance Projects	\$ 0	\$ 495,326	\$ 654,264	\$ 228,158
<b>TOTAL APPROPRIATIONS</b>	\$ 0	\$ 495,326	\$ 654,264	\$ 228,158
<b>GROSS AVAILABLE BALANCE</b>	\$ 551,565	\$ 827	\$ 355,061	\$ 504,378

## EXPLANATORY NOTES:

<sup>1</sup> A 1/4 cent street maintenance sales tax was approved by the voters in November 2008 for four years beginning on April 1, 2009 (only six months collected in FY 2008-09).

# **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 2009-2010	REV BUDGET FY 2010-2011	PROJECTED FY 2010-2011	ADOPTED FY 2011-2012
<b>AVAILABLE FUNDS</b>				
<b>Beginning Balance</b>	\$ <u>0</u>	\$ <u>28,000</u>	\$ <u>36,122</u>	\$ <u>52,180</u>
<b>REVENUES</b>				
Contributions from General Fund	\$ 25,000	\$ 20,000	\$ 20,000	\$ 0
Other Sources/Donations	15,000	0	0	0
<i>Total Revenue</i>	\$ <u>40,000</u>	\$ <u>20,000</u>	\$ <u>20,000</u>	\$ <u>0</u>
<b>TOTAL AVAILABLE FUNDS</b>	\$ <u>40,000</u>	\$ <u>48,000</u>	\$ <u>56,122</u>	\$ <u>52,180</u>
<b>APPROPRIATIONS</b>				
<b>ALLOCATIONS</b>				
Comprehensive Plan Projects	\$ <u>3,878</u>	\$ <u>48,000</u>	\$ <u>3,942</u>	\$ <u>35,000</u>
<b>TOTAL APPROPRIATIONS</b>	\$ <u>3,878</u>	\$ <u>48,000</u>	\$ <u>3,942</u>	\$ <u>35,000</u>
<b>GROSS AVAILABLE BALANCE</b>	\$ <u>36,122</u>	\$ <u>0</u>	\$ <u>52,180</u>	\$ <u>17,180</u>

## DESIGNATED REVENUES FUND

The Designated Revenue Fund is 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:

- 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

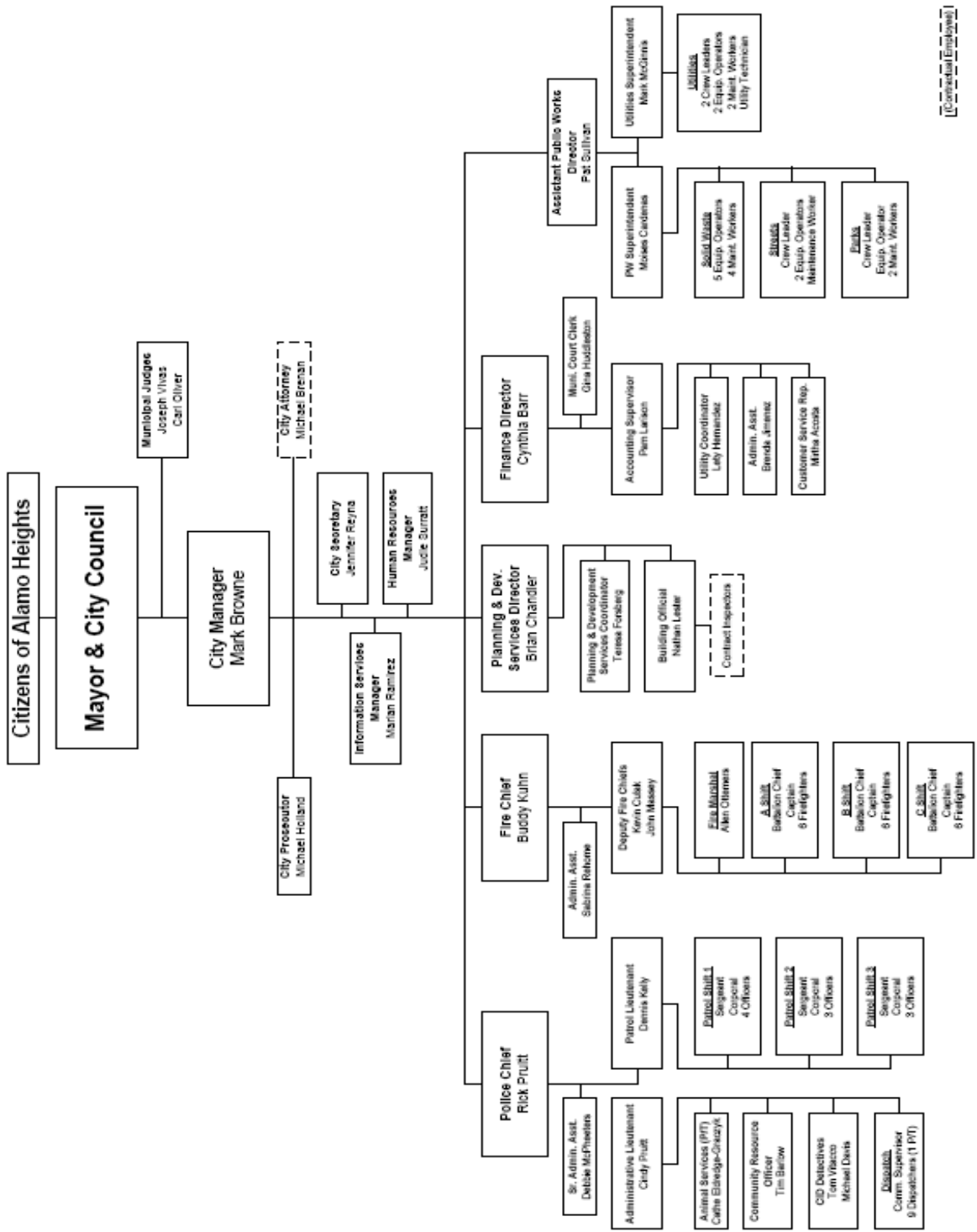
**DESIGNATED REVENUES FUND  
SUMMARY OF ADOPTED BUDGET**

Description:

The Designated Revenue Fund is a special revenue fund established in FY 2011-12 to account for all of the revenues and expenditures associated with from a variety of sources but restricted by law or purpose to be spent only on designated expenditures.

	ACTUAL FY 2009-2010	REV BUDGET FY 2010-2011	PROJECTED FY 2010-2011	ADOPTED FY 2011-2012
<b>AVAILABLE FUNDS</b>				
<b>BEGINNING BALANCES</b>				
Community Benefit	\$ 65,375	\$ 72,445	\$ 72,445	\$ 92,865
Confiscated Property	5,042	4,542	4,542	20,355
Court Security	72,263	78,899	78,899	92,899
Court Technology	8,368	20,493	20,493	20,887
Public Safety and Service	33,316	35,999	35,999	34,324
Private Contributions	1,289	(1,107)	(1,107)	(1,107)
TNR & Foster Program	0	0	0	5,000
<i>Total Beginning Balances</i>	<b>\$ 185,653</b>	<b>\$ 211,271</b>	<b>\$ 211,271</b>	<b>\$ 265,223</b>
<b>REVENUES</b>				
Community Benefit	\$ 11,778	\$ 11,700	\$ 21,000	\$ 20,000
Confiscated Property	0	0	16,263	0
Court Security	9,233	10,500	14,000	15,000
Court Technology	12,511	10,000	18,000	18,000
Public Safety and Service	5,519	6,000	5,275	6,000
Private Contributions	3,204	5,500	5,000	6,000
TNR & Foster Program	0	7,500	7,500	2,000
<i>Total Revenues</i>	<b>\$ 42,245</b>	<b>\$ 51,200</b>	<b>\$ 87,038</b>	<b>\$ 67,000</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 227,898</b>	<b>\$ 262,471</b>	<b>\$ 298,309</b>	<b>\$ 332,223</b>
<b>APPROPRIATIONS</b>				
<b>ALLOCATIONS</b>				
Community Benefit	\$ 4,708	\$ 5,000	\$ 580	\$ 5,000
Confiscated Property	500	0	450	15,000
Court Security	2,597	80,000	0	2,000
Court Technology	386	5,000	17,606	2,000
Public Safety and Service	2,836	3,000	6,950	3,000
Private Contributions	5,600	5,000	5,000	5,000
TNR & Foster Program	0	2,000	2,500	5,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 16,627</b>	<b>\$ 100,000</b>	<b>\$ 33,086</b>	<b>\$ 37,000</b>
<b>ENDING BALANCES</b>				
Community Benefit	\$ 72,445	\$ 79,145	\$ 92,865	\$ 107,865
Confiscated Property	4,542	4,542	20,355	5,355
Court Security	78,899	9,399	92,899	105,899
Court Technology	20,493	25,493	20,887	36,887
Public Safety and Service	35,999	38,999	34,324	37,324
Private Contributions	(1,107)	(607)	(1,107)	(107)
TNR & Foster Program	0	5,500	5,000	2,000
<b>GROSS AVAILABLE BALANCE</b>	<b>\$ 211,271</b>	<b>\$ 162,471</b>	<b>\$ 265,223</b>	<b>\$ 295,223</b>

# City of Alamo Heights FY 2011-12 Organizational Chart



[Continued on page 2]



## 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.

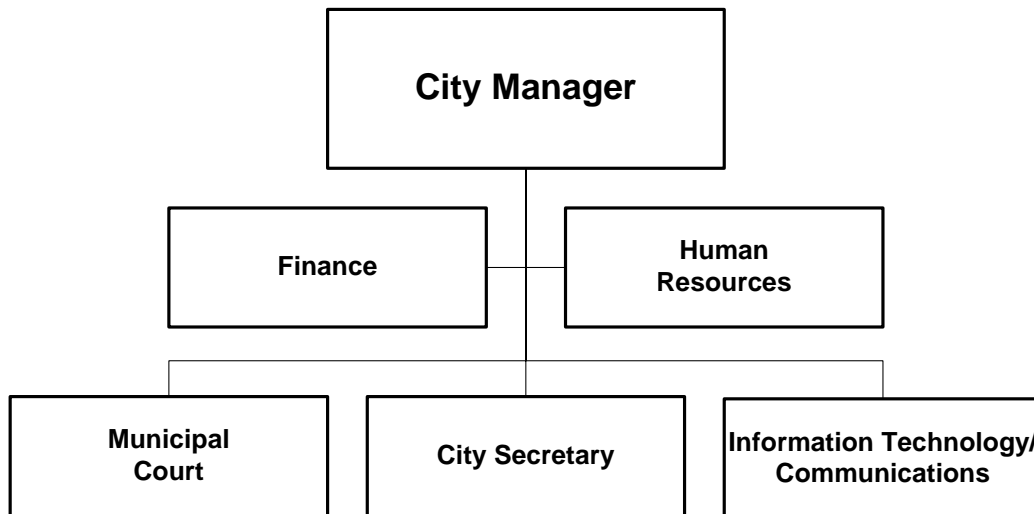
**Program Changes** - A brief description and dollar amount for each of the department's mandates, improvements, reductions or redirections for the fiscal year are listed in the Program Changes Section.

**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 2012
Administration and Finance	9.00	\$850,726
Municipal Court	2.50	174,221
Information Technology	0.00	229,528
<b>Total Funding</b>	<b>11.50</b>	<b>\$1,254,475</b>

**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.

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**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.

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**GOALS & OBJECTIVES**

- Manage the effective and efficient delivery of municipal services to the citizens of Alamo Heights
- Provide financial support 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, property taxes, utility bills and other account receivables as required
- Provide for the 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 documentation 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 to internal and external customers by processing, storing, 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
- Provide communication to citizens and employees through the City newsletter and website
- Maintain a network infrastructure that delivers data, voice communications and audio/visual services

**ACTION STEPS**

- Revise the City Pay Plan to ensure salaries, wages and benefits remain competitive to attract and retain quality employees
- Implement a City Employees Wellness Program
- Develop written Accounting and Purchasing Policies and Procedures
- Explore the option of outsourcing printing and mailing of Utility bills
- Explore video recording and live streaming of City Council Meetings

**OTHER INITIATIVES**

- Develop a comprehensive employee training program

**PERFORMANCE MEASURES**

	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
<b><u>Inputs:</u></b>				
No. of city employees <sup>1</sup>	105	105	102	102
No. of taxpayers	3,529	3,492	3,485	3,380
No. of water customers	2,841	2,871	2,931	2,920
No. of regular City Council meetings	20	21	21	21
No. of City Council work sessions	8	3	3	3
No. of citations processed	9,396	9,580	8,580	8,780
Total tax levy	\$4,755,726	\$4,819,252	\$4,616,628	\$4,605,908
Water revenues invoiced	\$1,790,000	\$1,510,000	\$1,753,792	\$1,750,500
<b><u>Output:</u></b>				
No. of City Council agenda items	330	205	180	205
No. of open records requests	80	80	220	230
No. of new employees processed	11	15	15	15
No. of injury reports processed	9	16	16	16
No. of vehicle accident reports processed	6	6	6	6
No. of payroll checks processed	2,750	2,600	2,652	2,652
No. of accounts payable checks processed	4,365	3,575	2,824	2,925
Water revenue collected	\$1,577,572	\$1,450,000	\$1,502,984	\$1,550,000
Tax revenue collected	\$4,500,189	\$4,650,170	\$4,570,477	\$4,559,170
Municipal courts revenue collected	\$528,686	\$539,400	\$677,220	\$633,790
No. of staff requests for IT assistance	457	450	573	575
No. of electronic notifications sent	82	95	172	175

**ADMINISTRATION AND FINANCE****GENERAL FUND**

No. of newsletters published	12	12	12	12
No. of visits to city website	26,100	28,000	43,792	45,000
Avg. no. of hours spent updating website	465	150	250	250
No. of workstations managed	64	64	64	64
No. of servers managed	10	10	10	10

## PERFORMANCE MEASURES (CONTINUED)

	ACTUAL FY 2009-10	ADOPTED FY 2010-11	PROJECTED FY 2010-11	ADOPTED FY 2011-12
<b><u>Outcome:</u></b>				
% of staff requests for IT assistance resolved within 1 working day	68%	70%	85%	85%
% of accounts payable invoices processed within 30 days	97%	97%	97%	97%
<b><u>Efficiency:</u></b>				
Avg. no. of agenda items per City Council meeting	16.5	9.7	9.7	9.0
No. of injuries per city employee	.15	.15	.15	.15
No. of vehicle accidents per city employee	.06	.06	.06	.06
Avg. amount of revenue collected per citation	\$91.18	\$99.16	\$78.93	\$72.18
% of water revenue collected	88%	96%	86%	89%
% of tax revenue collected	94%	96%	99%	99%

**EXPLANATORY INFORMATION:**

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

**PROGRAM CHANGES****◆ IMPROVEMENTS****\$4,300*****TELEPHONE AND DATA - \$4,308***

This improvement totaling \$4,308 is a recurring cost that will provide additional internet bandwidth. With the growing use of the Internet for training webinars, support downloads and internal network databases the City at peak times hits full capacity on the current T1 bandwidth which slows down the City's IT system. An additional bundled T1 will double the bandwidth allowing the system to run a seamlessly even in peak hours.

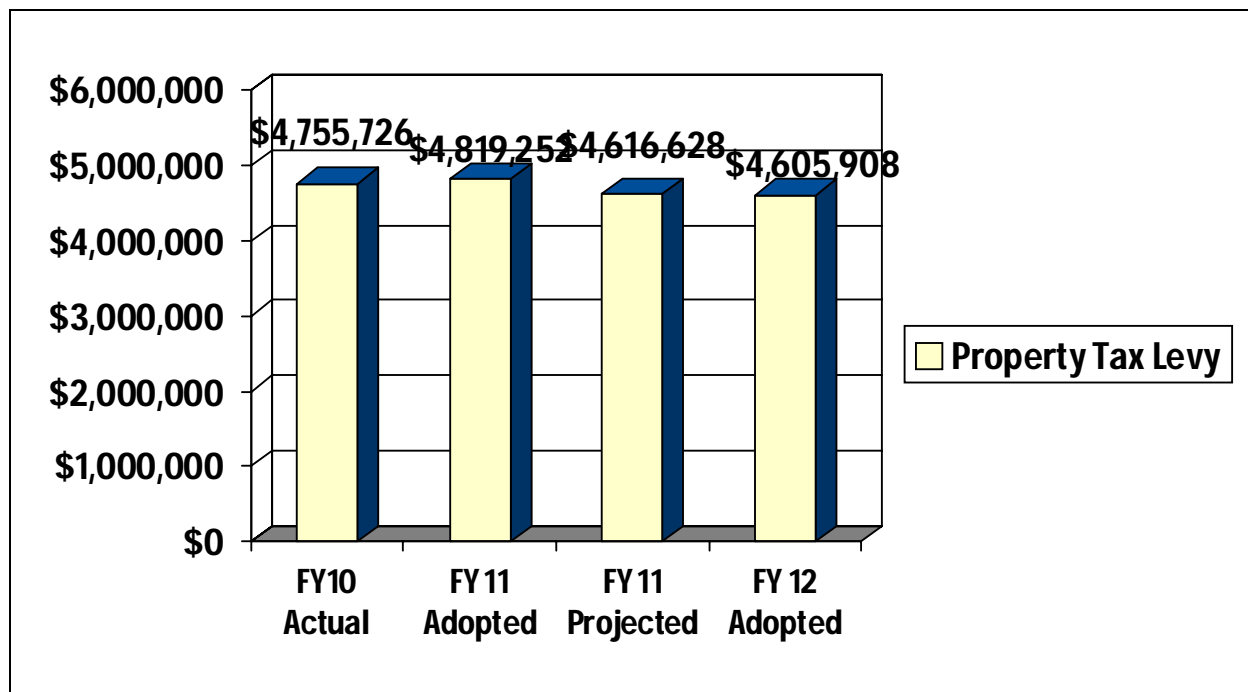
***VIDEO RECORDING - \$7,000***

This improvement totaling \$7,000 is a one-time cost that will provide the City the ability to record, save and download onto the City website all Public Meetings.

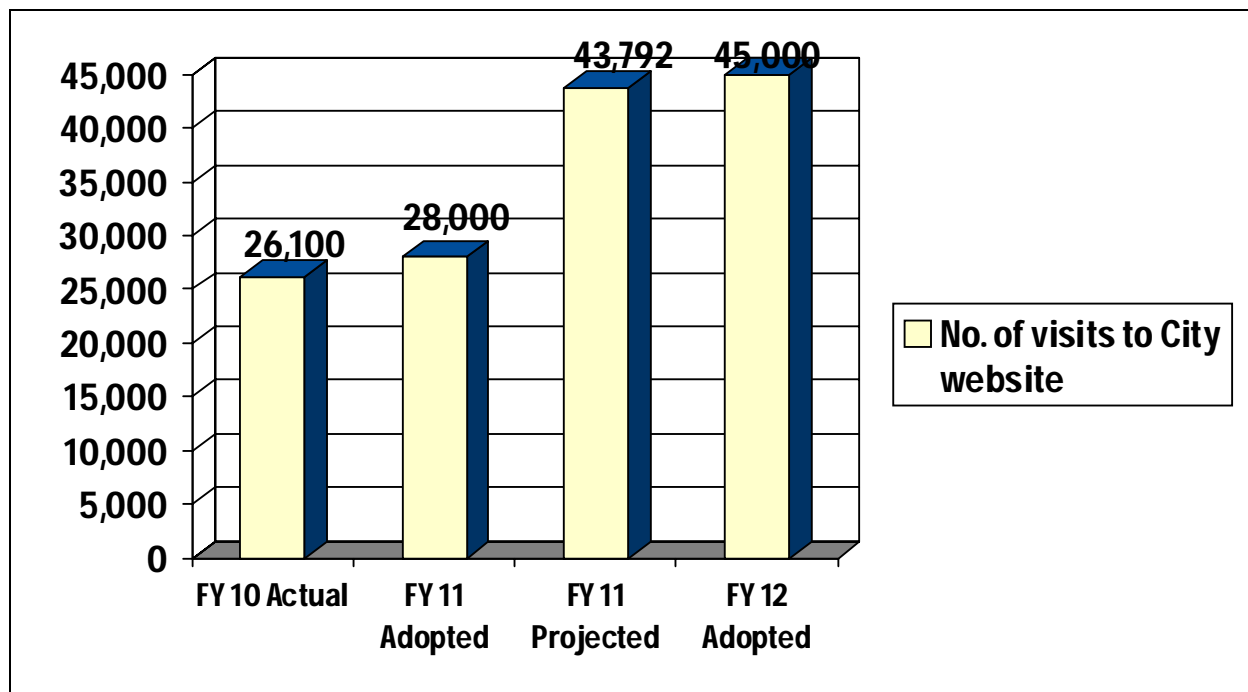
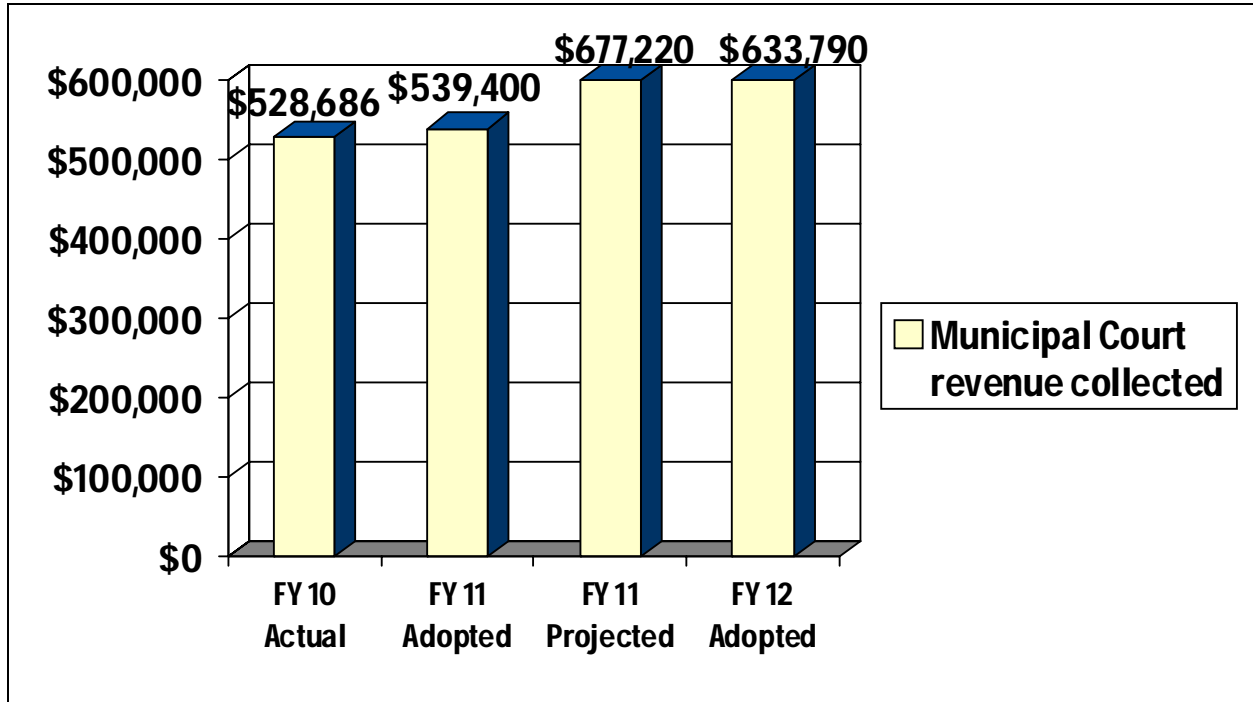
## SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2009-10	ADOPTED FY 2010-11	PROJECTED FY 2010-11	ADOPTED FY 2011-12
PERSONAL SERVICES	\$721,169	\$706,013	\$622,248	\$673,625
COMMODITIES	137,755	164,443	161,418	163,998
CONTRACTUAL SERVICES	377,927	297,242	336,251	347,252
CAPITAL OUTLAY	361,080	78,800	72,000	69,600
<b>TOTAL EXPENDITURES</b>	<b>\$1,597,931</b>	<b>\$1,246,498</b>	<b>\$1,191,920</b>	<b>\$1,254,475</b>
 AUTHORIZED POSITIONS	 13	 13	 13	 13
FULL-TIME EQUIVALENTS	11.50	11.50	11.50	11.50

## PERFORMANCE MEASURE HIGHLIGHTS



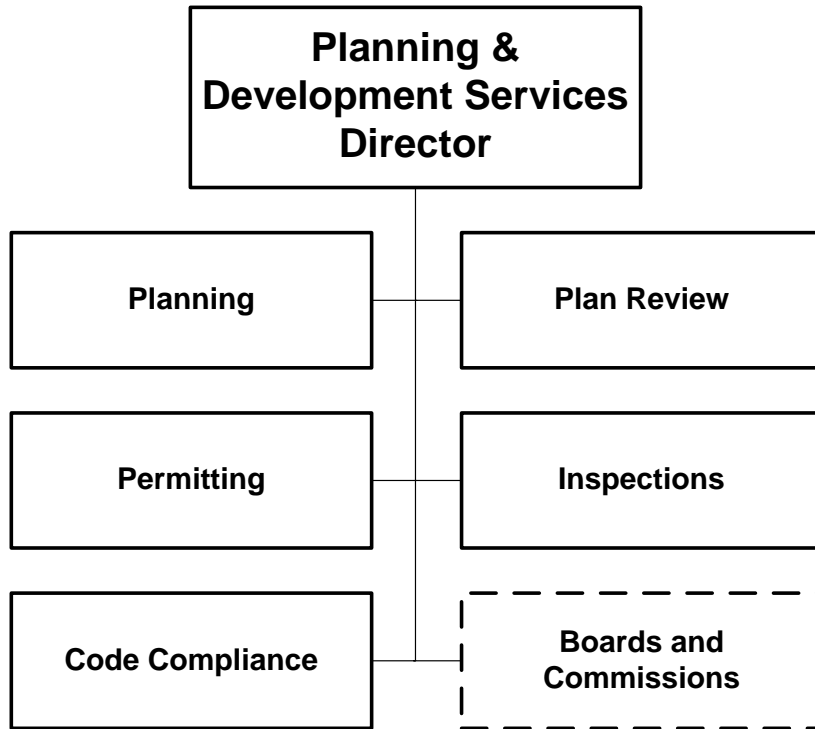
## PERFORMANCE MEASURE HIGHLIGHTS (CONTINUED)







# PLANNING & DEVELOPMENT SERVICES



APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2012
Planning & Development Services	3.00	\$312,147
<b>Total Funding</b>	<b>3.00</b>	<b>\$312,147</b>

**MISSION STATEMENT**

The Planning & 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.

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**PROGRAM INFORMATION**

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

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**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
- Develop recommendations to City Council for the expenditure of Community Infrastructure and Economic Development (CIED) Funds from CPS Energy
- Review all submitted plans and provide customers with feedback within ten (10) 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 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

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**ACTION STEPS**

- Complete Economic Development Study (new: accompanied by basic commercial design standards)
- Explore revisions to the Demolition Delay Ordinance (as part of overall Chapter 5 review)
- Revise Chapter 15 – Sign Regulations of the Code of Ordinances
- Develop green building standards

**PLANNING & DEVELOPMENT SERVICES****GENERAL FUND****PERFORMANCE MEASURES**

	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
<b><u>Input:</u></b>				
No. of single family residential units	2,500	2,500	2,500	2,500
No. of multi-family residential units	450	450	450	450
No. of commercial/institutional units	290	290	290	290
No. of staff assigned to review plans	1.0	1.0	1.0	1.0
<b><u>Output:</u></b>				
No. of customers served at counter	2,055	2,129	2,790	2,790
No. of permits issued	570	591	774	774
No. of plans reviewed	150	155	155	155
No. of code notifications/citations issued	100	110	110	110
No. of inspections conducted	1,217	1,261	1,434	1,434
No. of Board of Adjustment cases	15	25	19	19
No. of Architectural Review Board	25	50	27	27
No. of Planning and Zoning Commission cases	2	7	9	9
Avg. no. of working days for plan review	7	6.5	8	8
Total value of improvements for permits issued	\$14,764,761	\$15,500,000	N/A*	N/A*
Total revenue collected for permits/fees	\$482,518	\$500,000	\$460,873	\$460,873
<b><u>Outcome:</u></b>				
% of plans reviewed within 10 working days	96%	98%	85%	95%
% of inspections provided within 1 working day	97%	98%	98%	98%
<b><u>Efficiency:</u></b>				
Avg. no. of customers served at counter per business day (248 days)	8.29	8.59	13	13
Avg. no. of plans reviewed per staff	150	155	155	155
Avg. value of improvements per permit	\$25,903	\$26,227	N/A*	N/A*

\*Data to be evaluated for accuracy and will be revised in subsequent years once trends have been established using consistent methodologies.

**PROGRAM CHANGES**

◆ **IMPROVEMENTS** **\$1,200**

***On-Line Permitting***

This *improvement* totaling \$1200 annually will provide on-line permitting capability to the general and contracting public for the issuance of minor repair, mechanical, electrical, and plumbing permits, as well as garage and estate sale licenses. On-line services will streamline the permitting process for smaller permits and improve customer service by reducing the processing time for permits as well as the amount of customer traffic within the facilities.

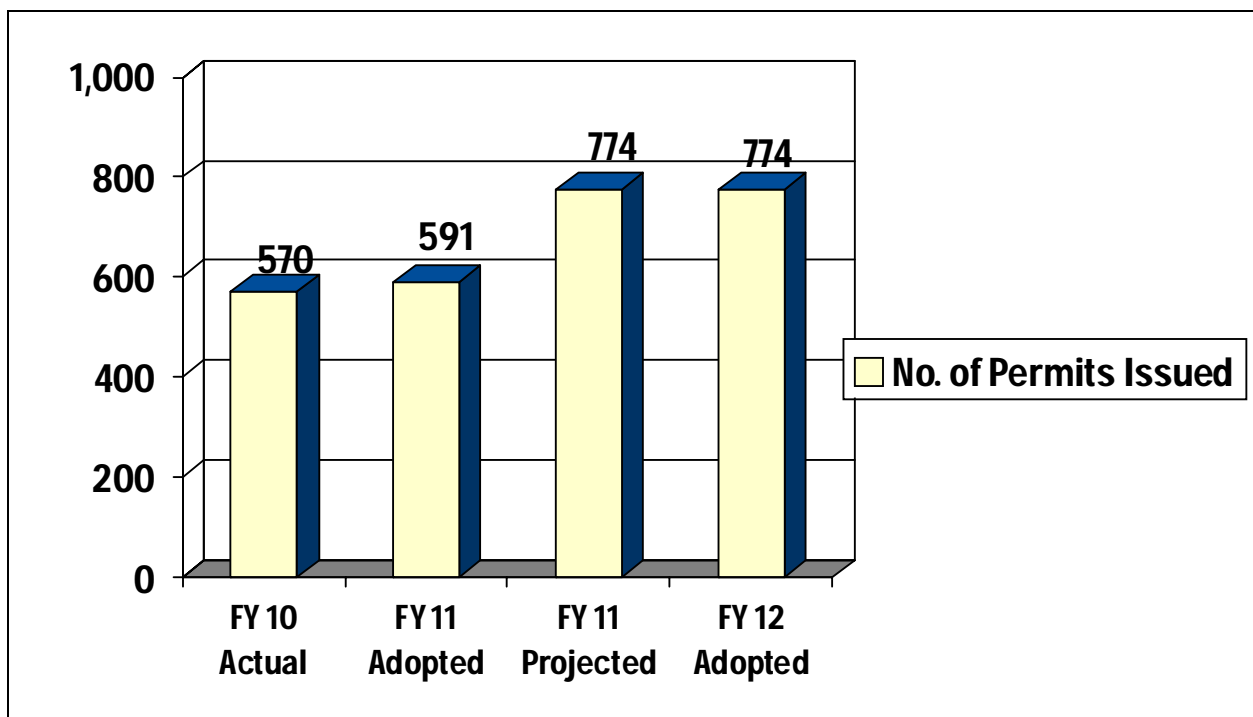
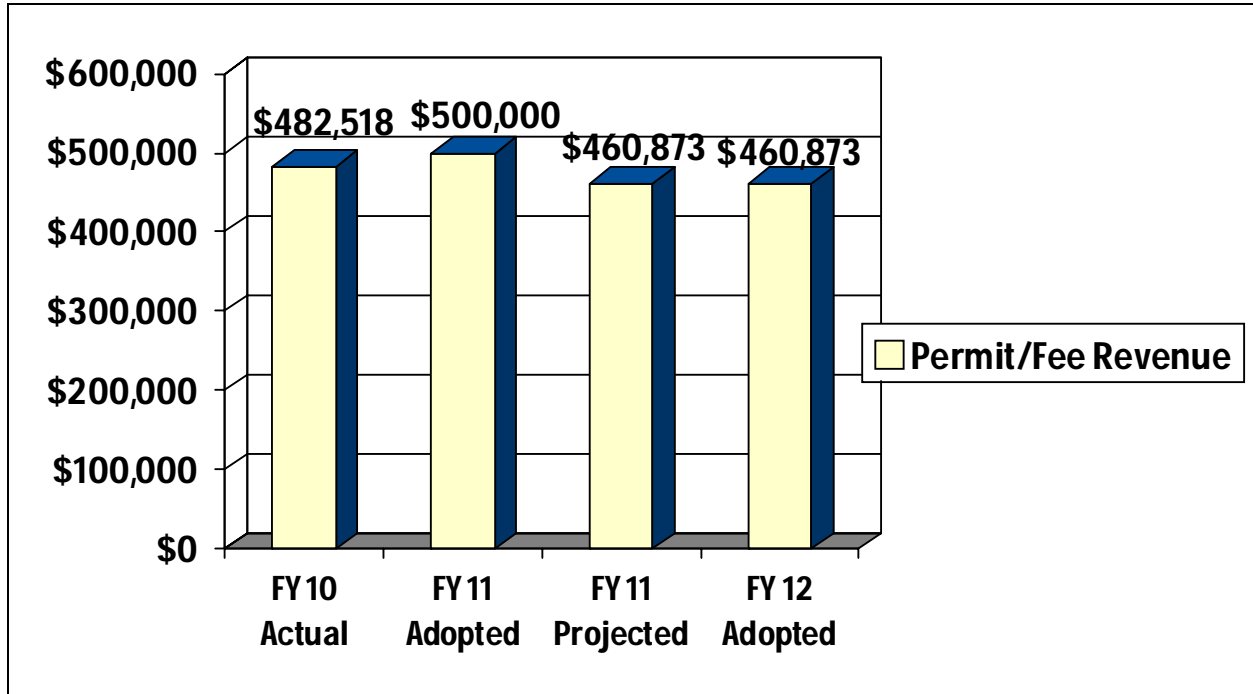
**PLANNING & DEVELOPMENT SERVICES****GENERAL FUND****◆ IMPROVEMENTS (Cont.)****\$15,000***Tree Trimming*

This *improvement* totaling \$15,000 will help maintain the height requirement for the tree canopy. This will protect the trees as well as vehicles traveling city streets.

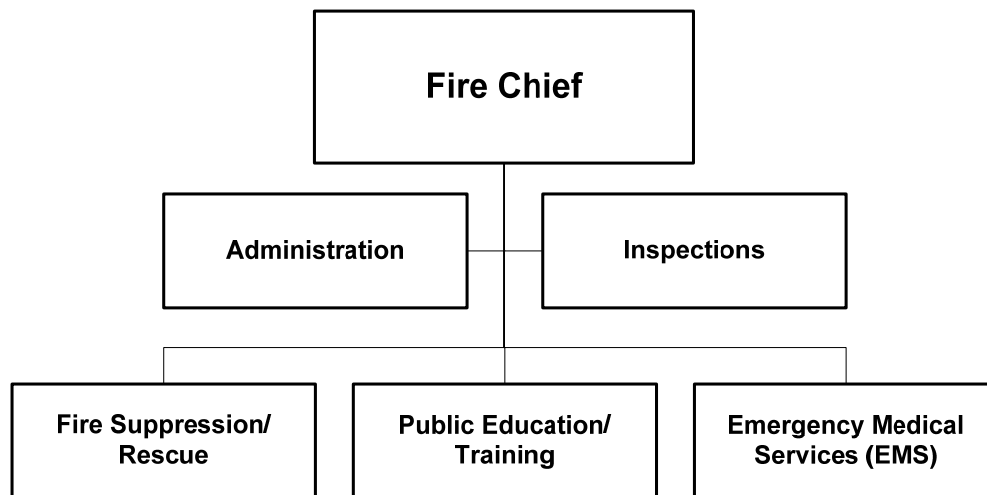
**SUMMARY OF EXPENDITURES AND POSITIONS**

	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
PERSONAL SERVICES	\$313,092	\$269,024	\$252,791	\$259,297
COMMODITIES	\$12,779	\$19,900	\$16,875	\$14,400
CONTRACTUAL SERVICES	\$48,447	\$25,450	\$24,893	\$23,450
CAPITAL OUTLAY	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$374,318</b>	<b>\$314,874</b>	<b>\$294,559</b>	<b>\$297.197</b>
<b>AUTHORIZED POSITIONS</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>FULL-TIME EQUIVALENTS</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

HIGHLIGHTS







# FIRE/EMS

APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2012
Fire	20.00	\$1,751,332
Emergency Medical Services (EMS)	9.00	\$706,900
<b>Total Funding Fire/EMS</b>	<b>29.00</b>	<b>\$2,458,232</b>



**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.

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**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.

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**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 six (6) 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
- Ensure appropriate staffing levels are maintained
- Enhance the department's facilities and equipment in order to reduce injuries and maintenance costs
- Enhance department operations with new and existing technologies and excellent training
- Provide for the safety and welfare of the community through educational and code enforcement efforts
- Promote the safety and welfare of uniformed firefighter personnel

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**ACTION STEPS**

- Tree trimming to accommodate the safe passage of fire / EMS apparatus as well as other vehicles
- Look for improvements within the Emergency Operations Center – Back-up power

**OTHER INITIATIVES**

- Work towards emergency operations full-scale exercise
- Improve operational efficiency with Fort Sam Houston Fire and Emergency Services

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

	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
<b><u>Input:</u></b>				
No. of firefighter positions	28	28	28	28
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.
<b><u>Output:</u></b>				
Structure fire responses in city	3	4	4	3
Structure fire responses outside city	3	4	4	4
Non-structure fire responses	20	21	21	21
Rescue responses	28	28	28	28
Hazardous material responses	17	20	20	20
Fire/smoke alarm responses	77	80	80	80
Medical assist responses with EMS in Alamo Heights	236	240	240	240
Other emergency and non-emergency fire responses	160	155	155	160
Avg. fire response time <sup>1</sup>	3 min, 37 sec	3 min, 30 sec	3 min, 30 sec	3 min, 30 sec
No. of initial fire inspections	425	925	925	925
No. of follow-up fire inspections	115	225	225	1000
No. of fire hydrants inspected and pressure tested	412	412	412	413
No. of fire hydrants flow tested <sup>2</sup>	206	41	41	41
No. of feet of fire hose inspected and pressure tested	9,950	9,800	3000	9,800
No. of fire prevention programs conducted	12	12	12	12
No. of graduates from Emergency Services Academy	12	12	12	12
No. of Home Safety Surveys	N/A	50	50	65
No. of Safety in the Workplace training courses	N/A	12	12	25
Hours of training provided to fire personnel	4,766	4,800	4,800	5040
<b><u>Outcome:</u></b>				
% of fire responses in Alamo Heights under national avg.	98%	98%	98%	98%
% of Alamo Heights structures involved in fire incidents <sup>3</sup>	0.04%	0.04%	0.04%	0.000891%
<b><u>Efficiency:</u></b>				
Avg. hours of training per firefighter	170	171	171	180

**EXPLANATORY INFORMATION:**

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

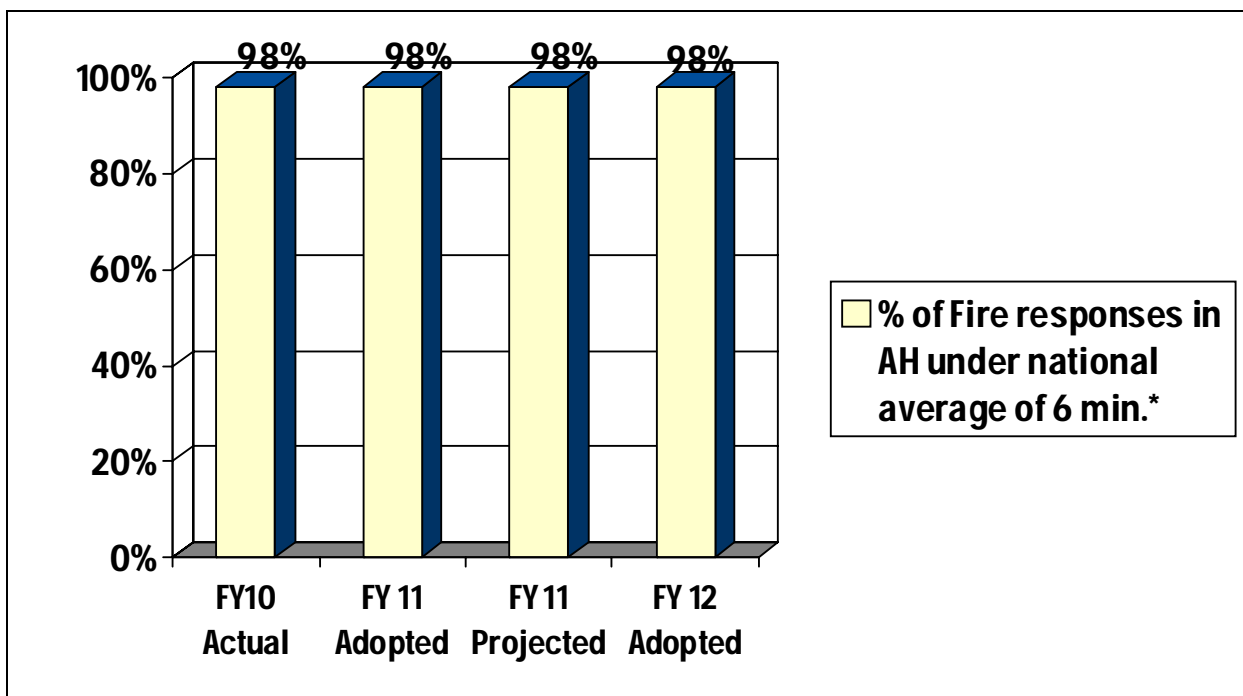
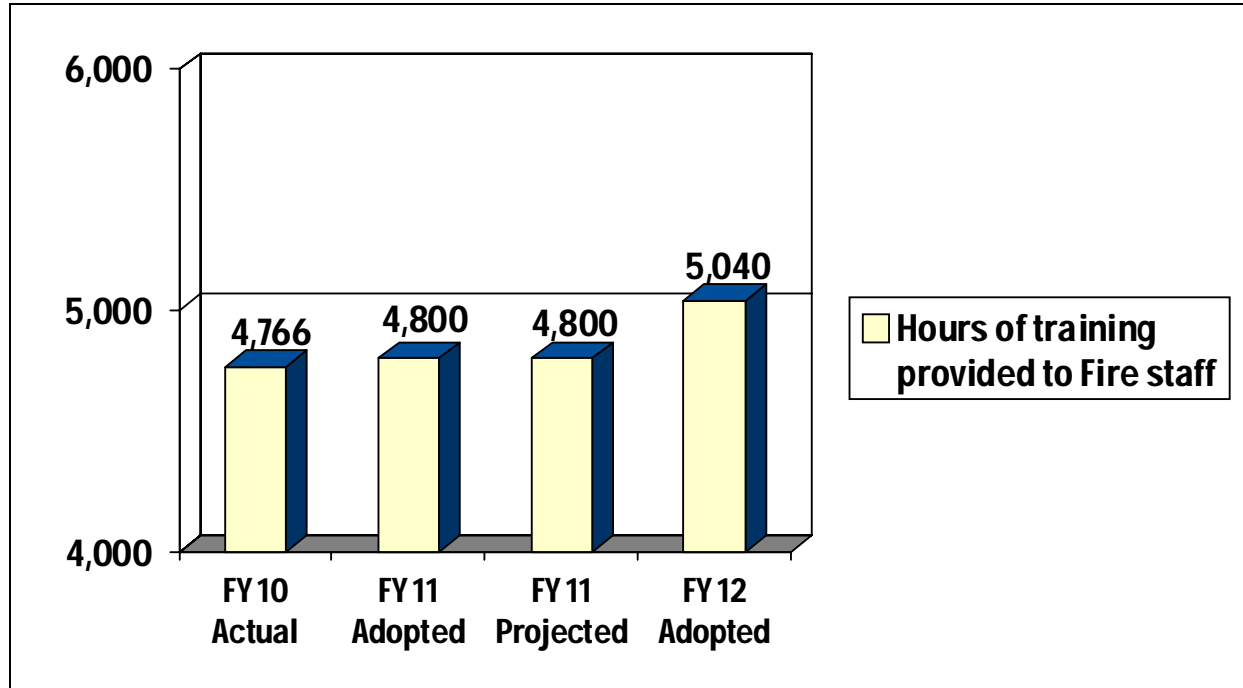
<sup>2</sup> Budget and FY 2011-12 Adopted Budget reflect 20% of 206 fire hydrants tested per year (ISO requirement).

<sup>3</sup> Based on 2010 census data of 3367 housing units and 3 projected fires

**SUMMARY OF EXPENDITURES AND POSITIONS**

	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
PERSONAL SERVICES	\$1,507,832	\$1,635,692	\$1,632,063	\$1,659,001
COMMODITIES	61,431	79,436	68,427	\$78,081
CONTRACTUAL SERVICES	13,647	15,750	15,489	\$14,250
CAPITAL OUTLAY	25,003	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,607,913</b>	<b>\$1,730,878</b>	<b>\$1,715,978</b>	<b>\$1,751,332</b>
 <b>AUTHORIZED POSITIONS</b>	 <b>20</b>	 <b>20</b>	 <b>20</b>	 <b>20</b>
<b>FULL-TIME EQUIVALENTS</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>

## PERFORMANCE MEASURE HIGHLIGHTS



\* Current average Fire response time is 3 minutes, 37 seconds

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**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.

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**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 10 minute national standard for EMS response
- Maintain and strive to enhance the departments coordination with cities included in the City's Emergency Medical Inter-local Service Agreements
- Maximize net revenue from ambulance services including collection of delinquent accounts
- Enhance department operations by applying new and existing technologies, training and equipment
- Provide for the safety and welfare of the community through educational injury prevention programs
- Promote the safety and welfare of uniformed EMS personnel

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**ACTION STEPS**

- Implement changes to the process of collections for delinquent EMS accounts

**OTHER INITIATIVES**

- Implement quarterly First Aid / CPR training for citizens

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**PERFORMANCE MEASURES**

	ACTUAL FY 2009-10	ADOPTED FY 2010-11	PROJECTED FY 2010-11	ADOPTED FY 2011-12
<b><u>Input:</u></b>				
No. of EMS personnel	9	9	9	9
No. of EMS units	3	3	3	3
Population of Alamo Heights, Terrell Hills and Olmos Park <sup>1</sup>	14,681	14,681	14,681	14,252
National average for EMS collections	48%	48%	48%	46%
National average for EMS response	10 min.	10 min.	10 min.	10 min.

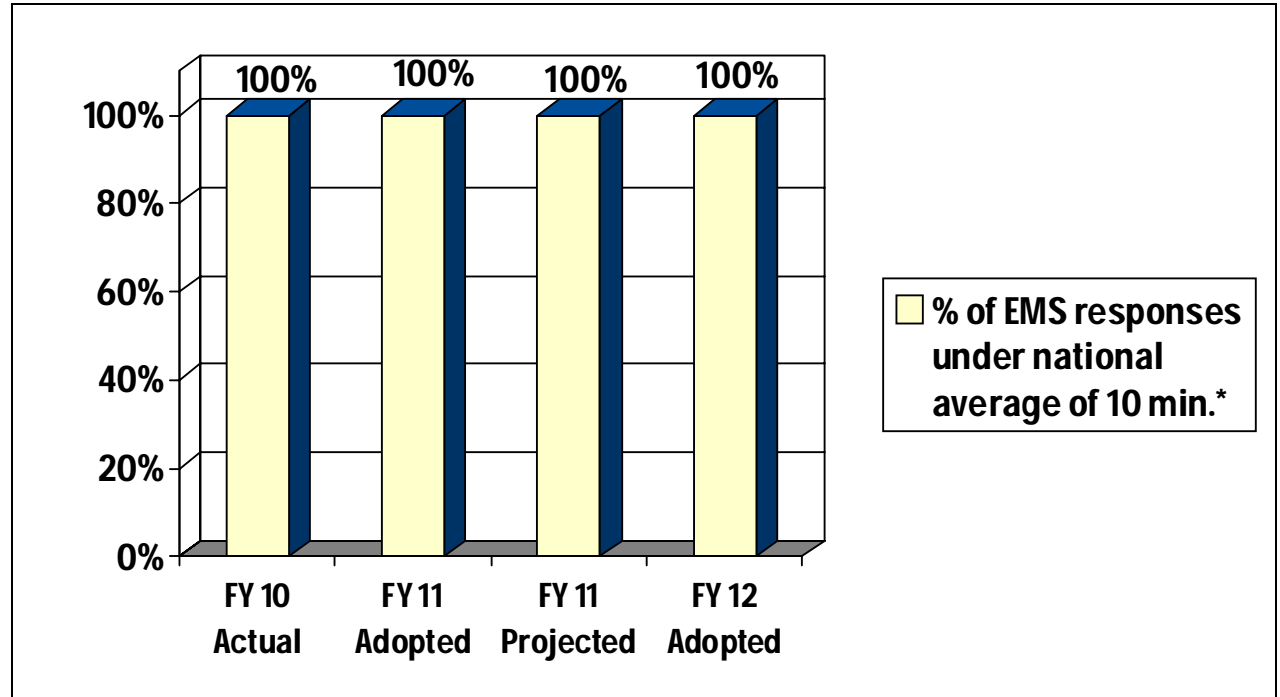
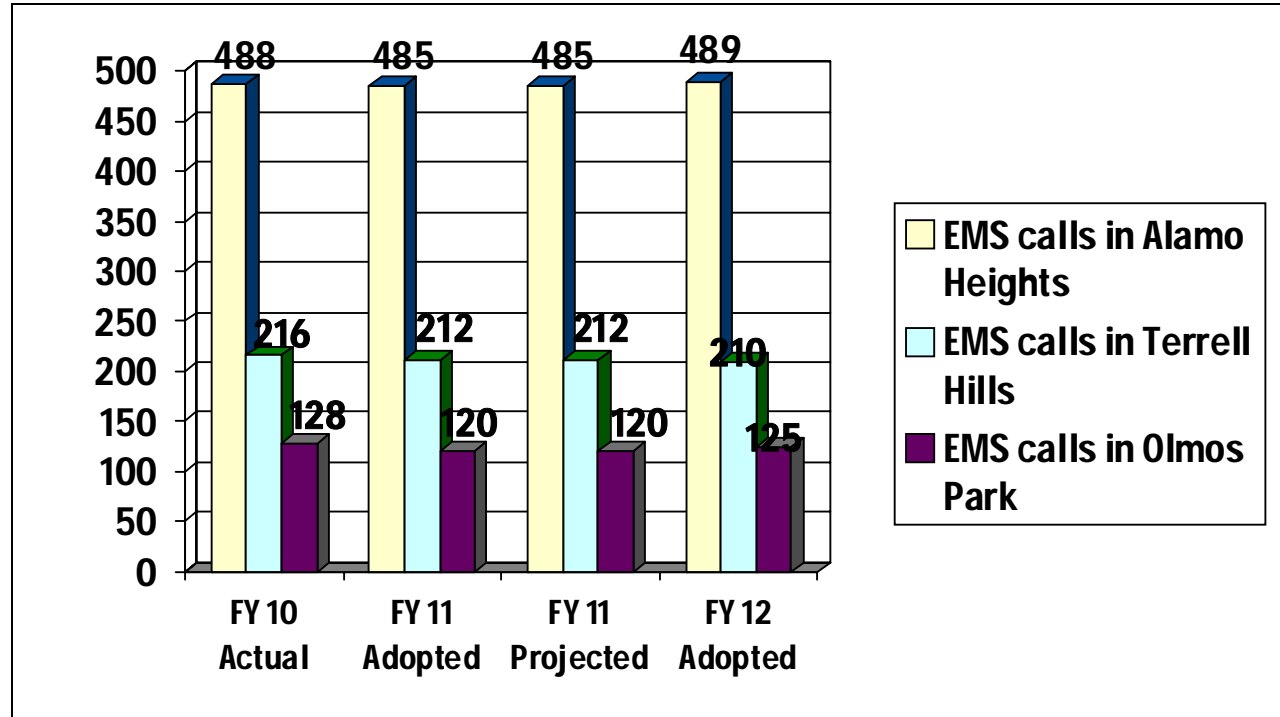
**EMS****GENERAL FUND****PERFORMANCE MEASURES (CONTINUED)**

	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
<b><u>Output:</u></b>				
EMS calls in Alamo Heights	488	485	485	489
EMS calls in Olmos Park	128	120	120	125
EMS calls in Terrell Hills	216	212	212	210
EMS calls involving transport	404	390	390	422
EMS calls response with aid only	278	275	275	275
EMS calls response only	150	146	146	146
EMS services invoiced	\$352,000	\$350,000	\$350,000	\$350,000
Revenues received for EMS services	\$210,390	\$190,700	\$190,700	\$200,000
Avg. response time - Alamo Heights <sup>2</sup>	3 min, 7 sec	3 min, 2 sec	3 min, 2 sec	3 min, 2 sec
Avg. response time - Olmos Park <sup>2</sup>	5 min, 35 sec	5 min, 40 sec	5 min, 40 sec	5 min, 40 sec
Avg. response time - Terrell Hills <sup>2</sup>	4 min, 53 sec	4 min, 45sec	4 min, 45sec	4 min, 45sec
Hours of training provided to EMS personnel	1,600	1,650	1,650	1,650
<b><u>Outcome:</u></b>				
No. of responses per EMS unit	277	265	265	265
% of EMS responses under national avg.	100%	100%	100%	100%
% of EMS revenue collected	60%	54%	54%	65%
<b><u>Efficiency:</u></b>				
Avg. no. of hours of training per EMS personnel	177	183	183	183

**EXPLANATORY INFORMATION:**<sup>1</sup> Population of cities from the 2010 U.S. Census.<sup>2</sup> Response time is calculated from the time call is received from dispatch until arrival of EMS unit at the scene of the incident.**SUMMARY OF EXPENDITURES AND POSITIONS**

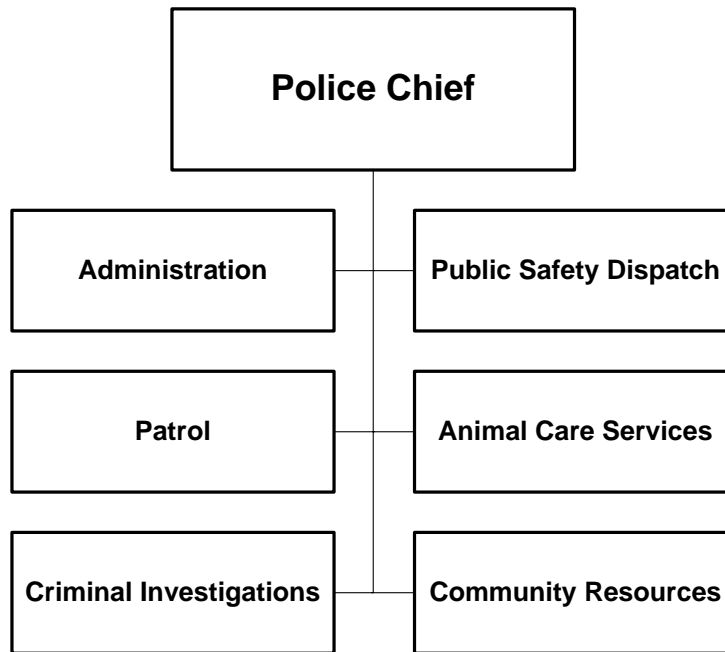
	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
PERSONAL SERVICES	\$605,448	\$636,474	\$642,999	\$621,458
COMMODITIES	54,353	62,612	52,662	\$62,942
CONTRACTUAL SERVICES	11,000	22,500	23,142	22,500
CAPITAL OUTLAY		0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$674,801</b>	<b>\$721,586</b>	<b>\$718,803</b>	<b>\$706,900</b>
<b>AUTHORIZED POSITIONS</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>FULL-TIME EQUIVALENTS</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

## PERFORMANCE MEASURE HIGHLIGHTS



\* Current average EMS response time in Alamo Heights is 3 minutes, 5 seconds

# POLICE/DISPATCH



APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2012
Police	24.00	\$ 1,908,793
Communications Center	9.50	518,678
<b>Total Funding</b>	<b>33.50</b>	<b>\$2,427,471</b>



**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.

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**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.

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**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

**GOALS & OBJECTIVES (CONTINUED)**

- Enhance the department recruitment process by utilizing technology where appropriate and expediting the background investigations
- Monitor on-street student parking around the high school and determine if current City Codes are appropriate to regulate on-street parking and minimize the impact of student parking in the surrounding neighborhoods

**ACTION STEPS**

- Engage an outside consultant to study on-street parking in commercial districts, multi-family districts, and areas adjacent to schools and colleges
- Companion study of the overnight on-street parking restriction
- Achieve recognized status from the Texas Law Enforcement Best Practices Recognition Program
- Renew dispatch service contract with Olmos Park and Terrell Hills

**OTHER INITIATIVES**

- Increase traffic enforcement initiatives to address commuter speeding in residential areas
- Increase bicycle patrol officer presence in commercial and recreational districts
- Sponsor the Citizens' Emergency Services Academy in January 2012
- Seek grant funding for police and dispatch radio replacement to maintain interoperability status
- Qualify supervisory officer candidates for the Leadership Command College and IACP Leadership Academy

**PERFORMANCE MEASURES**

	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
<b><u>Input:</u></b>				
No. of sworn officer positions	22	22	22	22
No. of civilian positions	2	1.5	2	2
No. of patrol vehicles	7	7	7	7
No. of calls for service (CFS) generated <sup>1</sup>	8,664	9,250	8,500	9,100
<b><u>Output:</u></b>				
No. of officer initiated calls <sup>1</sup>	1,864	2,150	2,450	2,800
No. of custodial arrests <sup>2</sup>	500	530	275	325
No. of police reports prepared	3,116	3,250	3,550	3,800
No. of court citations issued	7,216	8,150	9,150	10,250
No. of warning citations issued	5,443	4,120	8,200	8,200
No. crime prevention contacts <sup>3</sup>	3,816	3,800	4,800	5,475
No. of bicycle patrol hours	175	225	250	480
Patrol mileage	101,500	110,500	115,200	117,500
No. of violent crimes reported <sup>4</sup>	6	8	8	8
No. of property crimes reported <sup>5</sup>	188	200	200	200
No. of D.A.R.E. students graduated <sup>6</sup>	142	775	366	400
No. of recruitment visits	20	20	8	8
No. of training hours for all personnel	6,286	4,680	4,120	4,680

### PERFORMANCE MEASURES (CONTINUED)

<u>Outcome:</u>	ACTUAL FY 2009-10	ADOPTED FY 2010-11	PROJECTED FY 2010-11	ADOPTED FY 2011-12
% of sworn personnel assigned to patrol	79%	77%	77%	77%
% of CFS resulting in written reports	47%	50%	47%	45%
% of violent crimes cleared	84%	85%	25%	50%
% of property crimes cleared	14%	15%	20%	25%
Avg. response time of officer from dispatch to arrival on scene	3 min.	3 min.	3 min.	3 min.
<u>Efficiency:</u>				
% of custodial arrests filed at-large <sup>7</sup>	49%	50%	34%	35%
% of reports encoded or expedited <sup>8</sup>	53%	55%	53%	55%
% of calls initiated by officers	29%	31%	40%	40%

### EXPLANATORY INFORMATION

<sup>1</sup> Includes calls dispatched and officer initiated activities. NOTE: adopted figure over-estimated due to an inclusion of police activities not dispatched or self initiated (crime prevention contacts, misc. activities).

<sup>2</sup> Changed calculation in FY11 to not include citation and release arrests

<sup>3</sup> Crime prevention contacts include residential close-patrol, business checks, crime prevention surveys, school education contacts, and community group contacts.

<sup>4</sup> Violent crimes include criminal homicide, forcible rape, robbery, and aggravated assault. NOTE: Over-estimation of violent crime reported due to accidental inclusion of Olmos Park & Terrell Hills stats.

<sup>5</sup> Property crimes include burglary, theft, motor vehicle theft, and arson.

<sup>6</sup> Proposed FY 2011-12 estimate reduced due to St. Luke's School no longer participating in D.A.R.E. at the 5<sup>th</sup> grade level.

<sup>7</sup> Filing a case at-large refers to custodial arrests that result in the arrestee being initially processed and then released rather than transported to jail thereby reducing time spent with prisoners and increasing patrol availability.

NOTE: At-large filings also save money since the prisoner is not magistered.

<sup>8</sup> 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

**\$10,597**

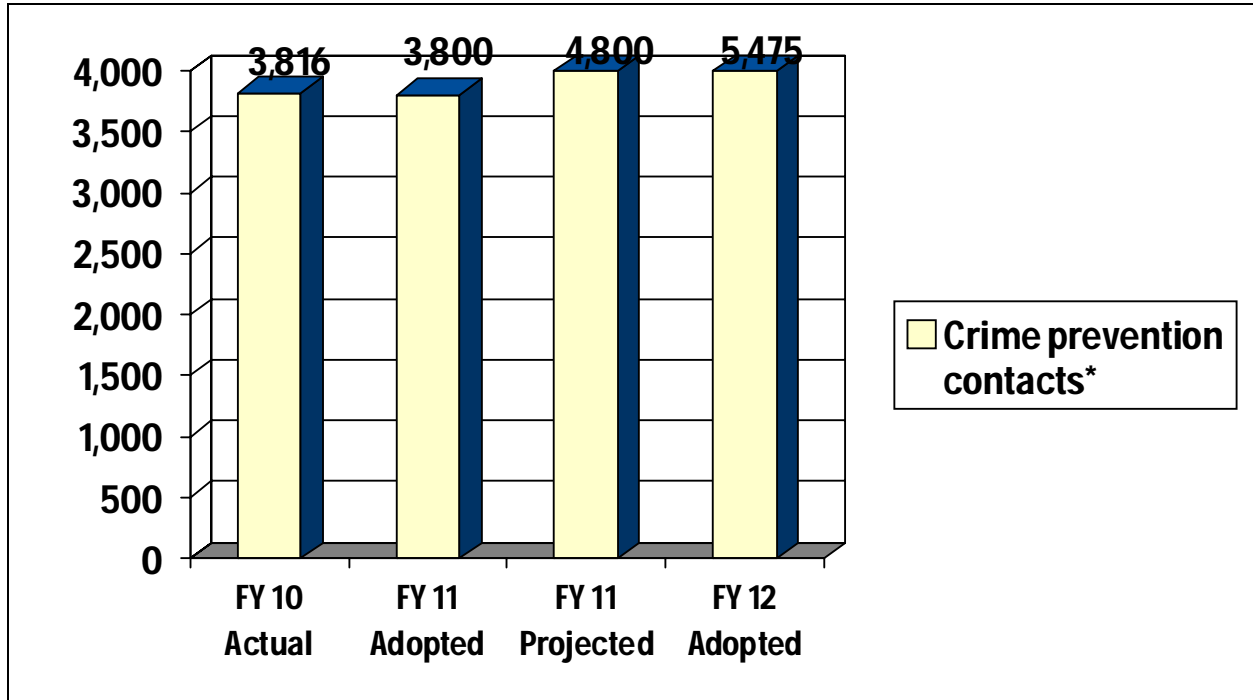
#### *CAPITAL POLICE EQUIPMENT*

This *improvement* totaling \$10,597 in one-time costs would provide for the purchase of six (6) replacement ballistic vests, two (2) portable traffic analyzers, one (1) long term hold cage assembly for animals, foreign language training software, and ten (10) dispatch headsets and wireless transmitters.

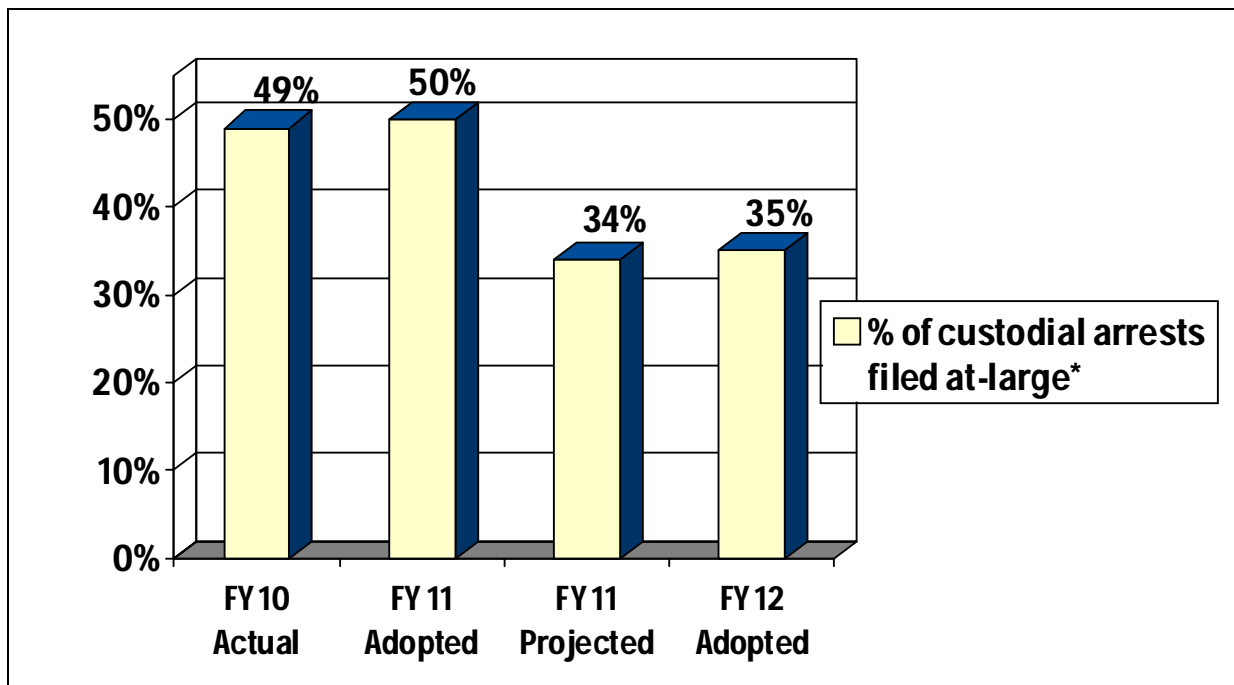
**POLICE****GENERAL FUND****SUMMARY OF EXPENDITURES AND POSITIONS**

	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
PERSONAL SERVICES	\$1,524,305	\$1,725,243	\$1,648,978	\$1,708,233
COMMODITIES	104,824	124,082	116,535	126,058
CONTRACTUAL SERVICES	44,490	49,280	54,230	74,502
CAPITAL OUTLAY	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,673,619</b>	<b>\$1,898,605</b>	<b>\$1,819,743</b>	<b>\$1,908,793</b>
<b>AUTHORIZED POSITIONS</b>	<b>22</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>FULL-TIME EQUIVALENTS</b>	<b>22</b>	<b>23.50</b>	<b>24</b>	<b>24</b>

## PERFORMANCE MEASURE HIGHLIGHTS



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



\* Filing a case at-large refers to custodial arrests that result in the arrestee being initially processed and then released rather than transported to jail thereby reducing time spent with prisoners and increasing patrol availability. NOTE: At-large filings also save money since the prisoner is not magistered.

**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

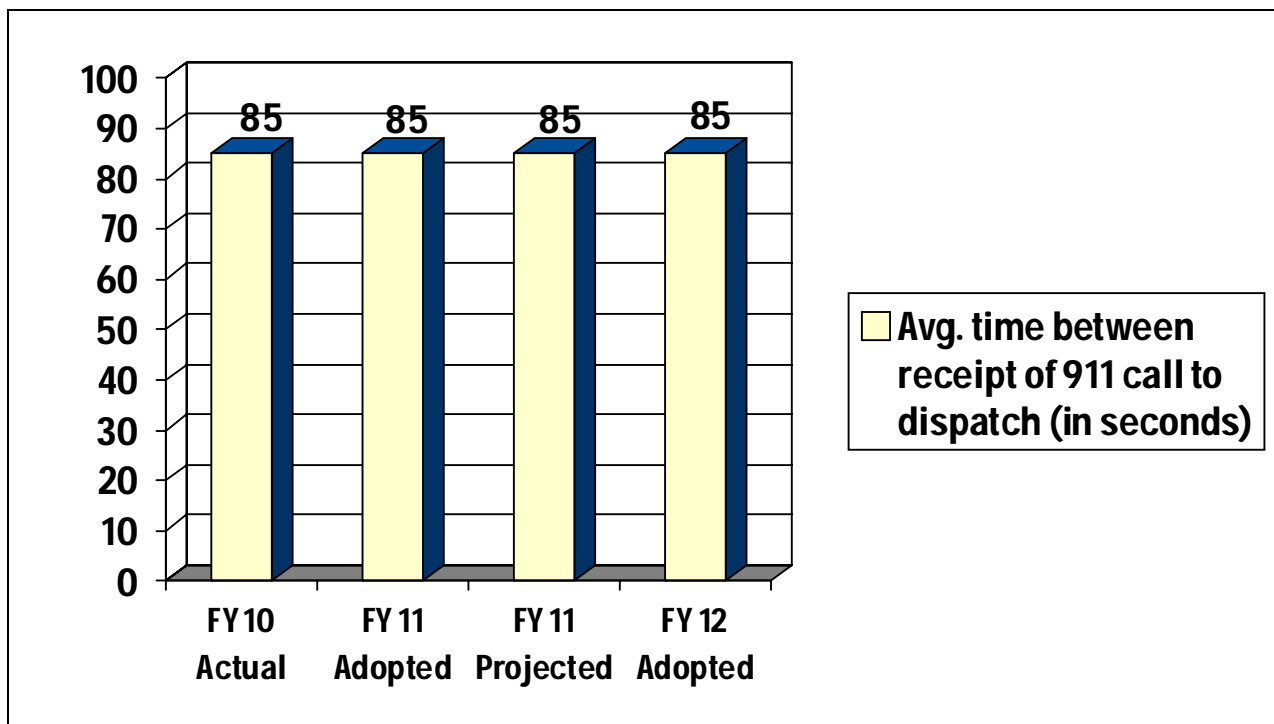
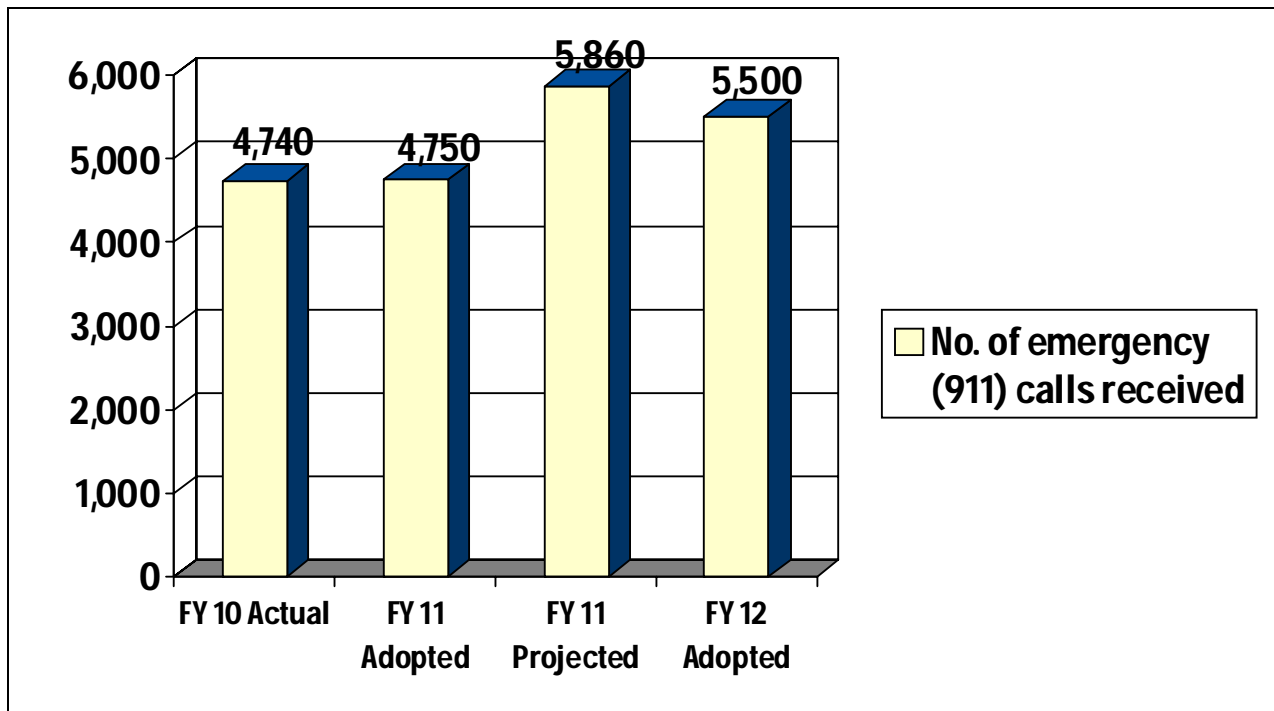
**PERFORMANCE MEASURES**

	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
<b><u>Input:</u></b>				
No. of dispatcher full-time equivalents	9.5	9.5	9.5	9.5
No. of calls received <sup>1</sup>	12,250	12,650	11,300	11,650
No. of self-initiated calls <sup>2</sup>	4,638	4,975	5,535	5,750
No. of 911 (emergency) calls received <sup>3</sup>	4,740	4,750	5,860	5,500
<b><u>Output:</u></b>				
No. of calls dispatched to Police	10,280	10,550	9,050	9,550
No. of 911 calls dispatched to Police	946	950	1,386	1,200
No. of calls dispatched to Fire	1,270	1,290	1,400	1,400
No. of 911 calls dispatched to Fire	250	250	618	580
No. of calls dispatched to EMS	710	725	835	850
No. of 911 calls dispatched to EMS	192	210	528	500
<b><u>Outcome:</u></b>				
% of 911 (emergency) calls dispatched <sup>4</sup>	30%	30%	43%	41%
Avg. dispatch time from time recv'd to dispatched (911)	1 min., 25 sec.	1 min., 25 sec.	1 min., 25 sec.	1 min., 25 sec.
Avg. dispatch time from time recv'd to dispatched (non-911)	3 min.	3 min.	3 min.	3 min.
<b><u>Efficiency:</u></b>				
% of 911 (emergency) calls dispatched within 2 minutes	80%	80%	80%	80%
% of non-emergency calls dispatched within 3 minutes	82%	85%	85%	85%

**PERFORMANCE MEASURES (CONTINUED)****EXPLANATORY INFORMATION**<sup>1</sup> Calls for service received for all services.<sup>2</sup> Does not include traffic enforcement contacts or security checks.<sup>3</sup> Includes misdials, duplicate calls, and transfers to other agencies.<sup>4</sup> Represents only 911 calls dispatched to Alamo Heights, Terrell Hills, and Olmos Park.**SUMMARY OF EXPENDITURES AND POSITIONS**

	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
PERSONAL SERVICES	\$465,715	\$522,040	\$464,827	\$506,612
COMMODITIES	6,581	7,586	6,286	9,866
CONTRACTUAL SERVICES	26,875	900	2,128	2,200
CAPITAL OUTLAY	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$499,171</b>	<b>\$530,526</b>	<b>\$473,241</b>	<b>\$518,678</b>
<b>AUTHORIZED POSITIONS</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>FULL-TIME EQUIVALENTS</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>

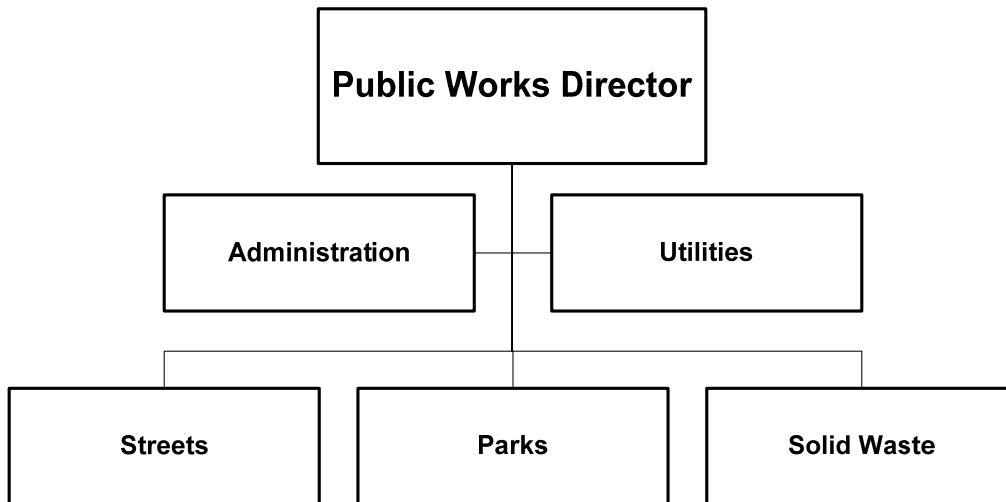
## PERFORMANCE MEASURE HIGHLIGHTS







# PUBLIC WORKS



APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2012
Administration	1.00	\$179,142
Streets	4.00	344,251
Solid Waste	10.00	707,563
Parks	4.00	295,858
Water	8.00	1,795,902
Sewer	0.00	946,000
<b>Total Funding</b>	<b>28.00</b>	<b>\$4,268,716</b>

**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.

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**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 services to its customers.

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**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 five percent (5%) 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

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**ACTION STEPS**

- Report regarding ADA compliance/condition completed along Broadway from Albany to Austin hwy– Requires improvements and or justification for non compliant ADA issues

**OTHER INITIATIVES**

- Twenty year street maintenance program
- Drainage improvements on Alamo Heights Blvd and Jones Maltsberger by increasing outfall pipe size
- Drainage improvements between Corona and Jones Maltsberger by de-silting
- Sidewalk program
- Beautification

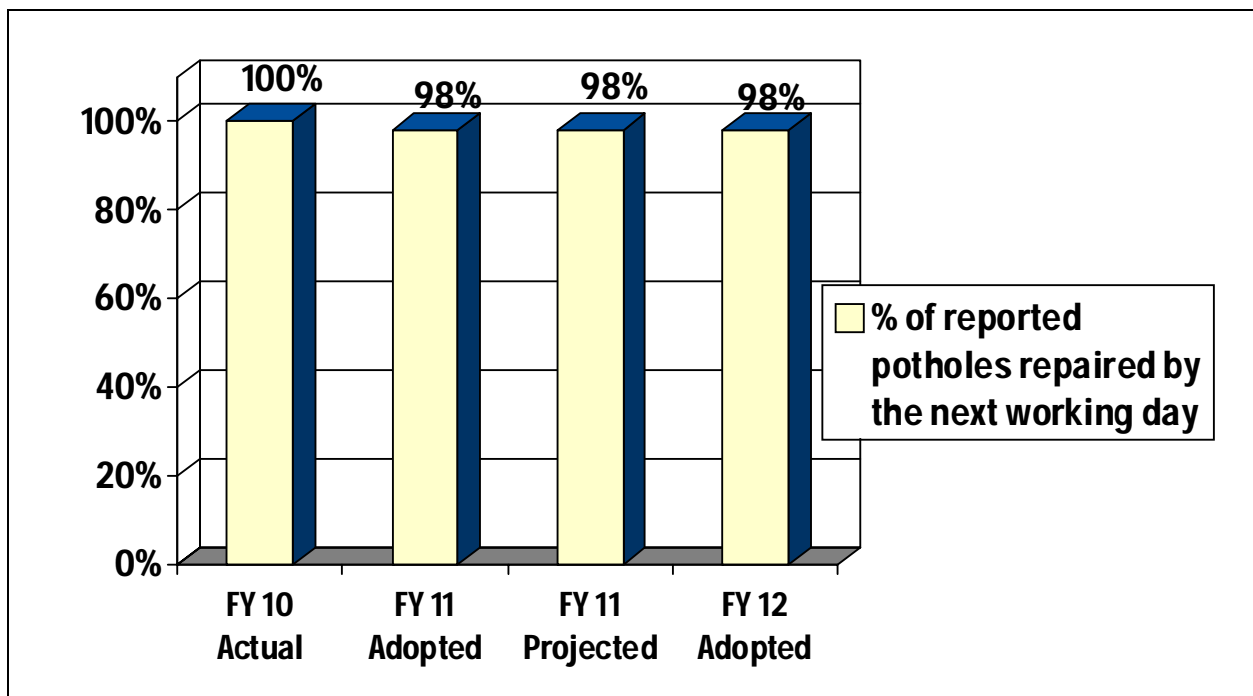
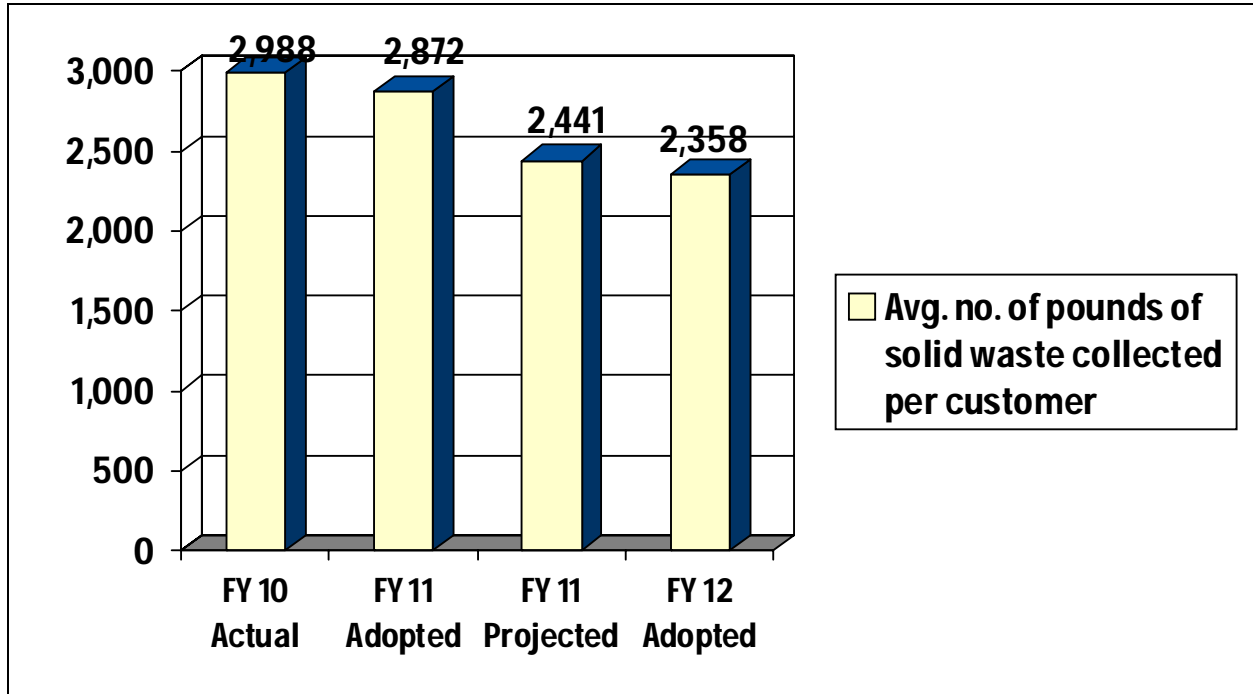
**PUBLIC WORKS****GENERAL FUND****PERFORMANCE MEASURES**

	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
<b><u>Input:</u></b>				
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	2,890	2,883	2,883
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	1,512	1,512	1,512	1,512
No. of traffic signals maintained	74	74	74	74
No. of traffic signs replaced	285	0	0	200
<b><u>Output:</u></b>				
No. of square yards of street repaired	6,000	8,000	6800	9,000
Tons of solid waste collected	4,200	4,150	3519	3400
Tons of materials recycled	600	650	766	800
<b><u>Outcome:</u></b>				
% of reported potholes repaired by the next working day	100%	98%	98%	98%
<b><u>Efficiency:</u></b>				
Avg. no. of square yards patched per staff per working day (248 days)	12.10	16.13	29.0	30
Avg. no. of pounds of solid waste collected per effective customer	2,908	2,872	2441	2358
Avg. no. of pounds of materials recycled per effective customer	415	450	531	554

**SUMMARY OF EXPENDITURES AND POSITIONS**

	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
PERSONAL SERVICES	\$960,624	\$1,069,105	\$941,392	\$941,754
COMMODITIES	439,532	386,600	387,135	403,500
CONTRACTUAL SERVICES	149,126	126,900	143,103	164,560
CAPITAL OUTLAY	0	5,000	15,000	17,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,549,282</b>	<b>\$1,587,606</b>	<b>\$1,486,630</b>	<b>\$1,526,814</b>
<b>AUTHORIZED POSITIONS</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>FULL-TIME EQUIVALENTS</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>

## 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, quantity and pressure of the water distribution system
- Invest a minimum of two percent (2%) of the total replacement value of the water distribution system in improvements each year
- Invest a minimum of two percent (2%) of the total replacement value of the sanitary sewer system in improvements each year
- Implement cleaning on 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 water mains by City staff to address the 4/2 water/sewer issue
- Contracting for installation of new service connections associated with new main installation

**OTHER INITIATIVES**

- Resolve maintenance concerns associated with the "Tin Man" if remaining in service
- 20 year water and waste water separation compliance mandated by TECQ – water quality testing associated with identified areas - ongoing

**PERFORMANCE MEASURES**

	<b>ACTUAL FY 2009-10</b>	<b>ADOPTED FY 2010-11</b>	<b>PROJECTED FY 2010-11</b>	<b>ADOPTED FY 2011-12</b>
<b><u>Input:</u></b>				
No. of linear miles of water mains	47.5	47.5	46	48
No. of linear miles of sewer mains	32.8	32.8	32.8	32.8
No. of ground water wells	6	6	6	6
Total water pumping capacity in gallons per minute	5,300	5,300	4,600	4,600
No. of effective water connections	3,450	3,450	2935	2935

## PERFORMANCE MEASURES (CONTINUED)

	ACTUAL FY 2009-10	ADOPTED FY 2010-11	PROJECTED FY 2010-11	PROPOSED FY 2011-12
<b><u>Output:</u></b>				
No. of gallons storage provided	1,100,000	900,000	1,050,000	1,050,000
No. of gallons of water pumped	582,571,000	600,000,000	622,703,000	600,000,000
No. of gallons of water billed	534,956,576	550,000,000	572,886,760	570,000,000
No. of linear feet of water lines replaced	14,598	8,725	16,000	12,000
No. of linear feet of sewer lines replaced	1,000	1,800	1,000	1,000
No. of water mains leaks repaired	24	40	8	20
No. of water service line leaks repaired	140	150	75	100
No. of sewer line leaks repaired	6	10	6	10
<b><u>Outcome:</u></b>				
No. of gallons of non-revenue water <sup>1</sup>	47,614,424	50,000,000	50,000,000	50,000,000
% of reported water leaks repaired within 3 working days	90%	90%	95%	90%
<b><u>Efficiency:</u></b>				
Avg. no. of gallons of water pumped per effective connection	168,861	173,913	212,165	210,000
Avg. no. of gallons of water billed per effective connection	155,060	159,420	195,000	195,000
Gallons of water storage per effective connection	319	261	357	357
% of non-revenue water of total pumped	8%	8%	8%	8%

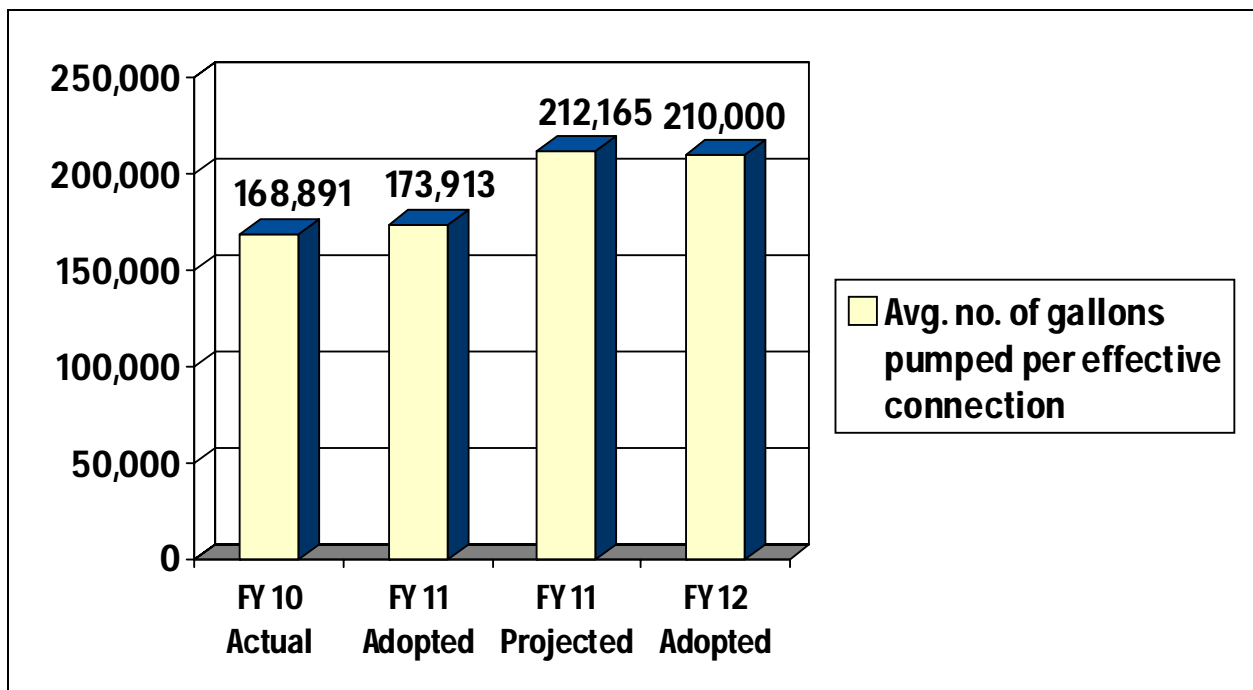
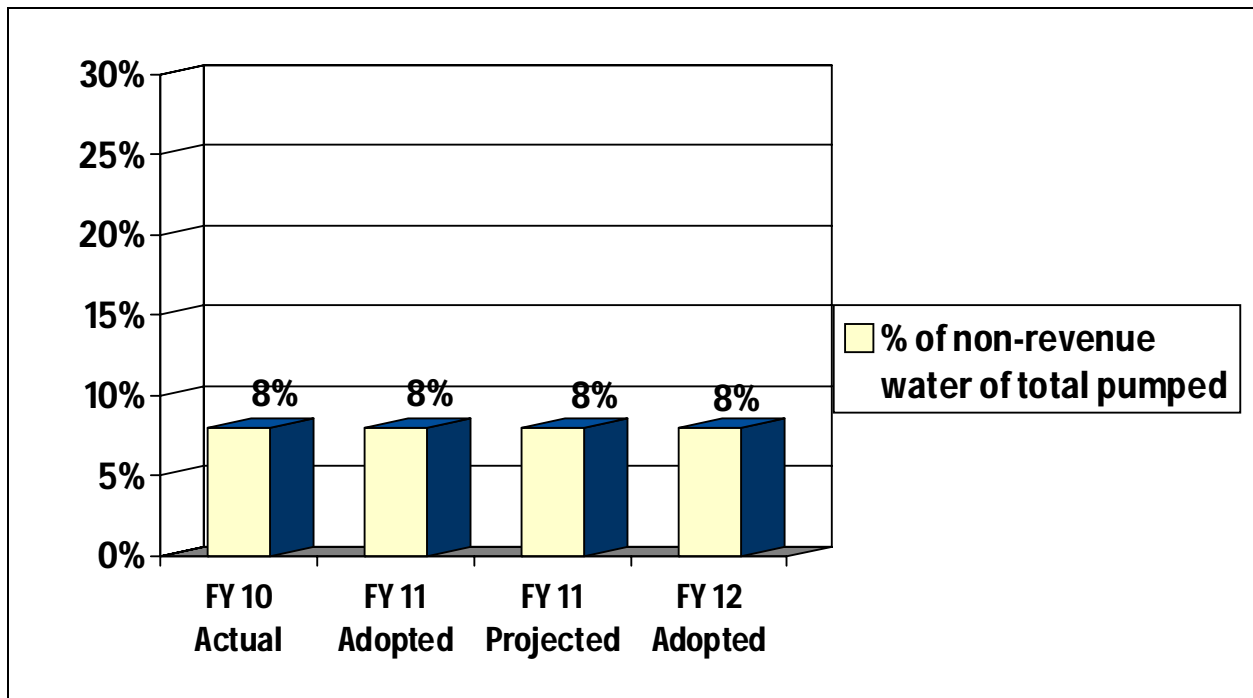
**EXPLANATORY INFORMATION:**

<sup>1</sup> 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 2009-10	ADOPTED FY 2010-11	PROJECTED FY 2010-11	PROPOSED FY 2011-12
PERSONAL SERVICES	\$711,328	\$714,833	\$583,545	\$628,520
COMMODITIES	436,782	556,500	631,485	488,100
CONTRACTUAL SERVICES	1,019,567	1,085,655	910,786	1,134,500
CAPITAL OUTLAY	3,105,903	2,282,220	1,245,500	290,386
<b>TOTAL EXPENDITURES</b>	<b>\$5,273,580</b>	<b>\$4,729,208</b>	<b>\$3,396,988</b>	<b>\$2,541,506</b>
<b>AUTHORIZED POSITIONS</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>FULL-TIME EQUIVALENTS</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

## PERFORMANCE MEASURE HIGHLIGHTS







## HOLIDAY SCHEDULE

The City Council has approved 12 holidays, 11 scheduled and one additional day of their choice to serve as a floating holiday for a total of 96 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	Friday, November 11, 2011
Thanksgiving Day	Thursday, November 24, 2011
Day after Thanksgiving	Friday, November 25, 2011
Christmas Day (Observed)	Monday, December 26, 2011
New Year's Day (Observed)	Monday, January 2, 2012
Martin Luther King Day	Monday, January 16, 2012
President's Day	Monday, February 20, 2012
Fiesta Parade	Friday, April 27, 2012
Memorial Day	Monday, May 28, 2012
Independence Day	Wednesday, July 4, 2012
Labor Day	Monday, September 3, 2012



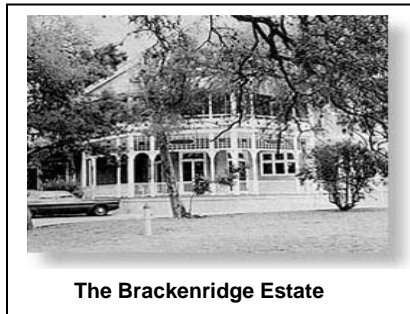
## HISTORY OF ALAMO HEIGHTS

*“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.

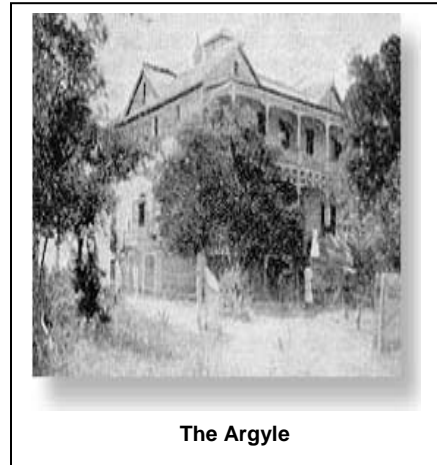
Brackenridge loved the natural beauty of the area and insisted that it be preserved. Records detail that he frequently visited the property to make sure the sisters did not cut down any shrubs or trees.

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 \$1000 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 proposed 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)	44
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 Appraised Household Value (2010 BCAD)	\$474,404
Median Appraised Household Value (2010 BCAD)	\$369,210
Number of registered voters	5,161
Number of ballots cast in last regular city election (May 2011)	1,446
Percentage of registered voters voting in last regular city election	28%
Area in square miles	1.9 (4.8 km <sup>2</sup> )
Miles of streets	43
Miles of water mains	46.5
Number of metered water connections	2,926
Number of fire hydrants	206
Miles of sewer mains	32.8
Number of sewer connections	2,732
Number of full-time municipal employees	102
Number of firefighters	28
Number of EMS units	3
Number of police officers	22
Number of patrol units	7