

City of Alamo Heights



Proposed Annual FY2024-25 Budget

CITY OF ALAMO HEIGHTS, TEXAS

PROPOSED OPERATING BUDGET OCTOBER 1, 2024 THROUGH SEPTEMBER 30, 2025 FISCAL YEAR 2024-25

AS SUBMITTED TO
THE MAYOR AND THE CITY COUNCIL

MAYOR
BOBBY ROSENTHAL

MAYOR PRO-TEM
LYNDA BILLA BURKE

CITY COUNCIL MEMBERS
LAWSON JESSEE
KARL P. BAKER
BLAKE M. BONNER
JOHN SAVAGE

CITY MANAGER
BUDDY KUHN

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

CITY OF ALAMO HEIGHTS, TEXAS

PROPOSED ANNUAL OPERATING BUDGET FOR FISCAL YEAR 2024-25

This budget will raise more revenue from property taxes than last year's budget by an amount of \$205,645 which is a 2.5% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$36,832. The City of Alamo Heights proposes to use the increase in total tax revenue for the purpose of providing essential services to the community, replacement of capital equipment, maintaining competitive employee compensation and paying debt service on bonds issued for drainage improvements approved by the voters.

Tax Rate	FY 2023-24	FY 2024-25
Property Tax Rate	0.370980	0.370147
No New Revenue Tax Rate	0.370980	0.370159
No New Revenue M&O Tax Rate	0.311741	0.311327
Voter Approval Tax Rate	0.401316	0.399417
Debt Rate	0.059239	0.058820

Total outstanding debt with interest for the City of Alamo Heights is \$17,816,230

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 12, 2024

City of Alamo Heights
6116 Broadway
Alamo Heights, Texas 78209

To the Honorable Mayor and City Council:

I am pleased to present to the City Council and citizens of the City of Alamo Heights the Fiscal Year 2024-25 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 2024-2025 Strategic Action Plan.

The FY 2024-25 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 street infrastructure improvements and reserve funds needed for capital.

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 82% of the City's property values are residential, the City's tax base benefits most from the regular renovation of existing homes and the construction of new homes. Property valuations this year continue to be on the upswing given the 3.8% increase in net taxable values for the year 2024. The City also benefits from the improvement and renewal of its established commercial district.

PLANNING PROCESSES

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

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

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

The voters of Alamo Heights approved \$6.3 million General Obligation Bonds (GO's) in 2012 for the purpose of demolishing and replacing, and in certain cases renovating, the City's existing public safety and administrative facilities in order to construct and equip new City Hall facilities consisting of Fire/EMS facilities, Police/Dispatch facilities, a community chamber, city service and office facilities, parking, landscaping and other site improvements. This project which is very important to the community was finalized in 2015. In October 2020, the city refunded the remaining portion of these bonds and saved \$265,781.

Alamo Heights voters approved the issuance of \$13,250,000 Taxable Bonds Series 2021 for the city's portion of stormwater drainage improvements along Lower Broadway and Austin Hwy. This project is a collaboration between Texas Department of Transportation, the Metropolitan Planning Organization, Bexar County and San Antonio River Authority. The city continues to meet with Bexar County officials for their possible participation in this important storm water drainage project. City Officials have also coordinated with other entities including City of San Antonio and CPS Energy.

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

Comprehensive Plan - The FY 2024-25 Budget includes \$50,000 for the Community Grant program. This program began in the prior fiscal year and was very well received by the residents. 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.

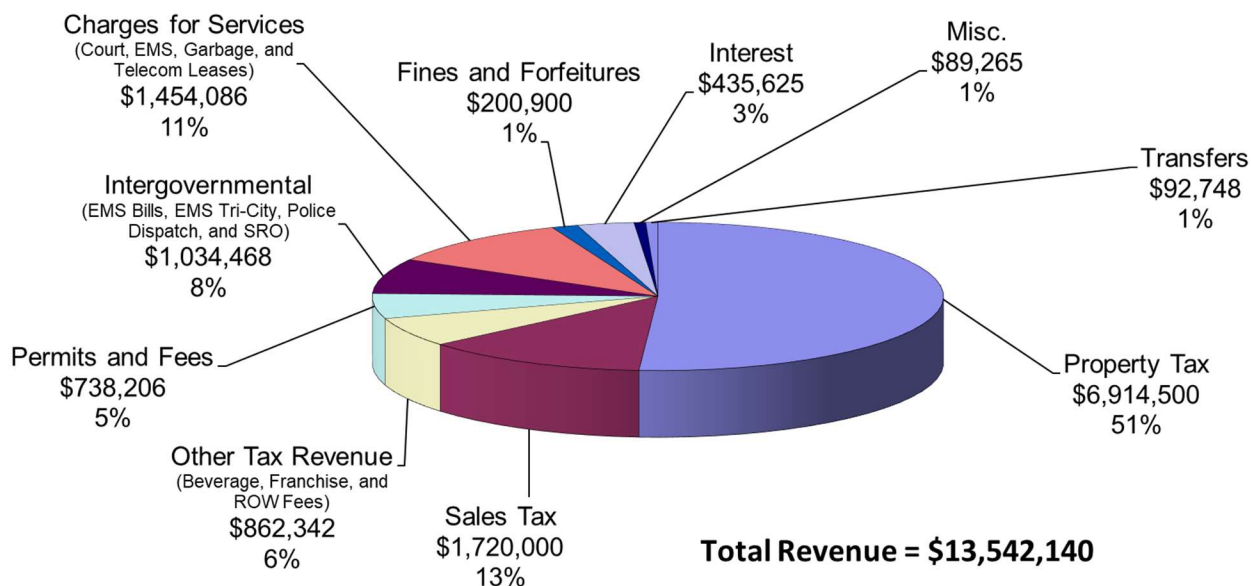
DEBT

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 99% collections. Approximately 16 percent (\$0.058820) of the total property tax rate is currently dedicated for debt service payments. This debt amount is significantly below the state limits. The City's Policy is to limit debt to 1% of its current ad valorem tax valuation.

MAJOR REVENUES

The City derives revenue from a variety of sources to support the provision of municipal services. Major general fund revenues include property taxes, sales taxes, charges for services, permits and fees, intergovernmental, other taxes and fines and forfeitures. Property taxes constitute the majority of general fund revenues, representing 54 percent of the General Fund revenues. Revenue projections for the FY 2024-25 Budget were based on a conservative approach. A further summary and additional detail about each City revenue source are included in the Revenue Section of this document.

FY 2024-25 GENERAL FUND REVENUES



REVENUE TRENDS

General Fund revenues are subject to a number of economic factors. For instance, property taxes are based on the appraised value of real property in the community. A more detailed discussion of property tax is included later in this message.

During the Strategic Action Plan meeting, city council approved increasing the garbage collection fee beginning October 1, 2024 by \$10/month and an additional \$5/month on October 1, 2026 for residential and non-residential customers. The fee increases are needed to keep up with increased costs for personnel, landfill fees, fuel and maintenance of solid waste equipment. The garbage fee was established in 2009 for residential service at \$10/month and non-residential garbage fee of \$20/month and has remained the same since 2009. Garbage collection is done twice a week and recycling is on Wednesdays. On October 1, 2024 the garbage fee will be residential \$20/month and non-residential \$30/month. Beginning October 1, 2026, garbage fees for residential will be \$25/month and non-residential \$35/month.

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

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

The City's Utility Fund is an enterprise fund that is operated like a business. As a result, the City Council establishes water and sewer rates to cover the costs of operating and maintaining the water distribution and sanitary sewer systems. A water/sewer rate study was conducted in 2018 which recommended rate increases over multiple years to provide a viable financial plan to maintain reliable services. Because it has been 5 years since the last water and sewer rate study was completed coupled with rising material, equipment and maintenance costs due to inflation and other factors, a new rate study and meter assessment is being conducted in 2023 with current cost and revenue information to determine appropriate rates needed to fund water/sewer infrastructure improvements and replacement of capital equipment.

Utility revenue streams are not as affected by the economy but are most affected by the amount of rainfall received throughout the system in a given year. A lack of rainfall will increase water usage, which increases water revenue and typically sewer revenue which is established by water usage in the winter months. More rainfall, conversely, typically leads to less conservation of water but lower water and sewer revenues to support the system. Moreover, the City encourages the conservation of water as a precious resource, but such conservation actually reduces the revenue available to operate and maintain the utility systems and increases such rates over time.

PROPERTY TAX

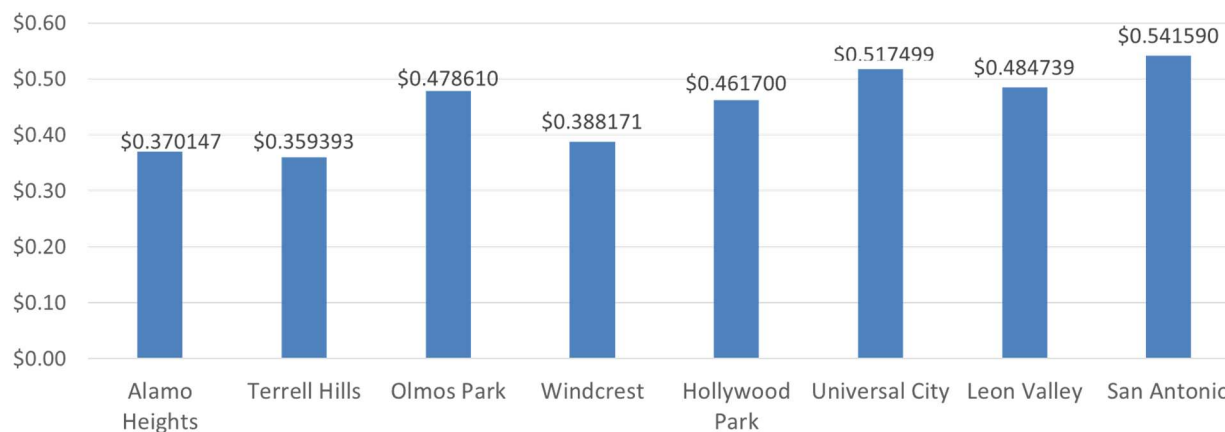
Property tax revenues comprise the majority of the resources for the General Fund. For this Budget, a projected \$6,914,500 or 51 percent of General Fund revenues come from property taxes. This concentration of revenues from property taxes is consistent with the fact that 82 percent of the city's property values are from residential properties.

The proposed 2024 tax rate is \$0.370147 per one hundred dollars valuation and is composed of the Maintenance and Operating Rate (M & O) of \$0.311327 and Interest and Sinking (I & S) tax rate of \$0.058820. The proposed tax rate represents a decrease of -0.22% in the property tax rate.

The City of Alamo Heights voters approved an initiative in November 2007 to freeze property tax values for property owners that are disabled or over 65 years of age. This exemption decreases the amount of property taxes paid by qualifying property owners by freezing the amount of property taxes paid for their property in the year that the owner qualifies for the exemption. The Bexar Appraisal District estimates that 890 property owners will qualify in the 2024 tax year. Properties qualifying for the freeze decreased the total taxable value by \$754,625,850 and the City will forgo approximately \$834,719 in FY 2024-25 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:

**PROPOSED 2024 PROPERTY TAX RATE FOR ALAMO HEIGHTS
COMPARED TO OTHER MUNICIPALITIES 2023 RATES (PER \$100)**



Alamo Heights dropped the property tax rate from \$0.388051 in 2022 to \$0.370980 in 2023. The 2024 proposed tax rate is also a reduction from the current rate of \$0.370980/\$100.

The following sample property tax statement from last year demonstrates the portion of local taxes that are due from a typical resident of City of Alamo Heights. This is a sample statement for a typical taxpayer under the age of 65, compares the current property tax rates for a \$868,159 home, which is the 2024 average market home value. City taxes represent \$3,213 or 19 percent of the total property taxes due with the proposed 2024 tax rate of \$0.370147.

Taxing Unit	Average Market 2023	Homestead Exemption	Taxable Value	2023 Rate per \$100	Tax Levy	% of Total Levy
Alamo Heights I.S.D.	\$868,159	\$100,000	\$768,159	\$0.966600	\$7,425	43%
City of Alamo Heights	\$868,159	N/A	\$868,159	\$0.370147	\$3,213	19%
Alamo Community College Dist.	\$868,159	N/A	\$868,159	\$0.149150	\$1,295	8%
Bexar County	\$868,159	\$5,000	\$868,159	\$0.276331	\$2,399	14%
University Health System	\$868,159	N/A	\$868,159	\$0.276235	\$2,398	14%
County Road & Flood	\$868,159	\$3,000	\$865,159	\$0.023668	\$205	1%
S.A. River Authority	\$868,159	\$5,000	\$863,159	\$0.018360	\$158	1%
Total				\$2.080491	\$17,094	100%

SALES TAX

Sales tax paid by consumers upon the purchase of taxable items within the city limits of Alamo Heights has a strong correlation to local and national economic conditions. The sales tax for Alamo Heights is 8.25 percent since October 2017 and includes one-half (.50) of a cent dedicated for street maintenance. Originally it was one-quarter cent sales tax approved by the voters in November 2008 for a period of four years and approved for an additional four-year period ending in 2021. The residents approved an additional one-quarter cent for street maintenance in May 2017. The remainder of the current sales tax rate is divided between the State of Texas at 6.25 cents, the City of Alamo Heights at 1.25 cent and VIA Metropolitan Transit at one-half (.5) of a cent. For this Budget, \$2,606,434 is projected to be collected by the City from sales tax. This total amount includes \$860,000 dedicated for the Street Maintenance Fund and \$1,720,000 for the General Fund which represents 13 percent of the total General Fund revenue.

PROGRAM CHANGES

In an effort to enhance the City's ability to recruit and retain quality employees, the Budget includes a 3.5% salary adjustment for city staff which is about \$287,000. Health insurance costs are budgeted with a 15% increase in premiums and represents an increase of \$77,538. The proposed budget includes two new Student Resource Officer positions to be fully reimbursed by the school district. There is a reduction of one Equipment Operator position in the Public Works Department.

GENERAL FUND

The General Fund departmental allocations including transfers for FY 2024-25 total \$13,226,866 which represents a 6.7% increase from the prior fiscal year adopted budget. Total revenue, including transfers, for FY 2024-25 is \$13,542,140 which represents an 8.6 % increase from the FY 2023-24 Budget.

The General Fund Schedule reflects an estimated ending Fund Balance of \$6,703,152 at the end of FY 2024-25. The Governmental Finance Officers Association (GFOA) recommends an Operating Reserve equivalent to three (3) months of the total departmental allocations which is \$3,306,717.

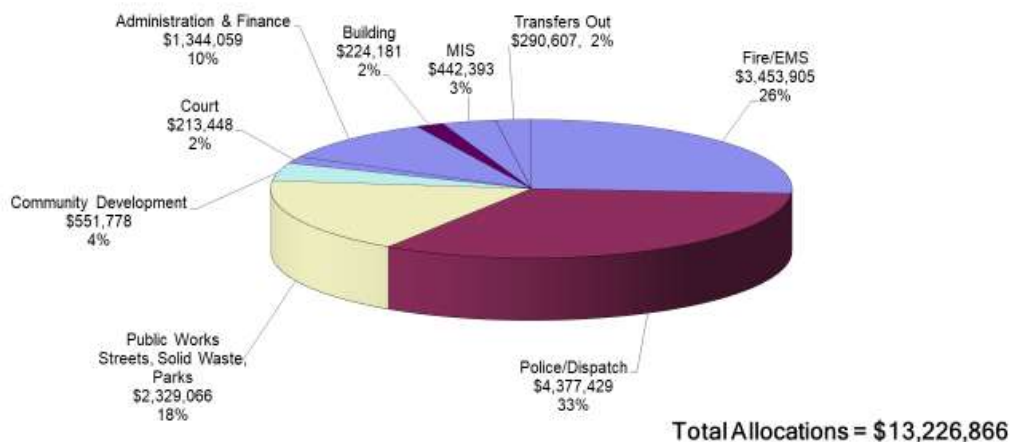
Beginning Fund Balance estimated 10-01-24	\$ 6,387,878
Operating Revenues	\$13,542,140
Departmental Allocations	<u>-13,226,866</u>
Remaining Funds Available	\$ 315,274
Projected Ending Fund Balance 09-30-25	\$6,703,152

In addition to accounting for revenues and departmental appropriations, the General Fund budget includes a total transfer out for \$290,607 consisting of \$25,000 to Capital Projects for cleaning of Olmos Basin, a total of \$ 215,607 to Capital Replacement and \$50,000 to the Comprehensive Fund for community grants. The Street Maintenance Fund has a budget of \$1,000,000 for street projects. A transfer from the General Fund to the Street Maintenance Fund will be determined in FY 2024-25.

Public safety represents a top priority for the City of Alamo Heights with 59 percent of the general fund departmental budget being allocated to the Police and Fire/EMS Departments. Public Works represents 18 percent of the general fund budget in FY 2024-25 with Administration and Finance, Municipal Court and Information Technology representing 17 percent, the Community Development Department representing 4 percent and the Administration Building budget representing the remaining 2 percent of the departmental allocations.

Proposed departmental allocations for FY 2024-25 General Fund Budget are represented in the following graph:

FY 2024-25 PROPOSED BUDGET GENERAL FUND DEPARTMENTAL ALLOCATIONS



INFRASTRUCTURE

Maintenance and improvement of the City's infrastructure is a priority of the City Council and the budget includes funding for the continuation of the 20-year Street Maintenance Plan which will allow for the proper maintenance of every City street over a 20-year period following the completion of the City's current capital improvement program (CIP). Street Projects totaling \$1,000,000 will be budgeted in the Street Maintenance Fund. The Utility Fund Budget includes Water Line Replacement for \$370,000, Replacement of 2 dump trucks for a total of \$230,000, Lower Broadway engineering \$140,000 and one water tower behind city hall to be prepped for repainting for \$400,000.

UTILITY FUND

Utility Fund appropriation for FY 2024-25 are \$5,487,739. Operating Revenues are \$5,507,576. Total ending unrestricted Utility Fund balance is projected to be \$2,500,577 which represents an increase of \$19,837 from the beginning equity balance.

PROPOSED UTILITY FUND REVENUES/ ALLOCATIONS FOR FY 2024-25

Projected Beginning Fund Balance 10-01-24	\$2,480,740
Revenues	\$5,507,576
Operating Expenses	- 5,487,739
Working Capital	\$19,837
Projected Fund Balance 09-30-25	\$2,500,577

CAPITAL BUDGET

The City of Alamo Heights has historically had significantly less capital debt than many municipalities its size. In fact, prior to the authorization of \$7,500,000 in Certificates of Obligation in August 2007, the City of Alamo Heights had not issued public debt since the construction of the swimming pool near Olmos Basin Park in the late 1940's. This is largely due to the fact that the City had not previously adopted a comprehensive capital improvement plan. The City's infrastructure responsibilities include the maintenance of public streets and parks areas, as well as, the maintenance and operation of a water distribution system and a sanitary sewer system. The City has done a much better job in the last 15 years maintaining its streets and park areas, but the City's water and wastewater infrastructure have aged and will need on-going maintenance or replacement for providing high quality services to its customers. The City utilized the 2007 Certificates of Obligation to undertake a number of public infrastructure projects across the city. The purchase of a new fire and rescue apparatus and a 600,000-gallon elevated water tank was completed in 2012 as required by the Texas Commission on Environmental Quality (TCEQ) along with improvements to the City's sanitary sewer system and street and sidewalk improvements.

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. The Public Works Department has adopted a "pay-as-you-go" funding methodology when it is financially viable. Future street or utility infrastructure improvements needing substantial funding with the life of 20+ years may be best suited for the issuance of debt to coincide with the life of 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. In November 2020, voters approved the issuance of Taxable Bonds to address some of the stormwater drainage issues along lower Broadway and Austin Hwy. City staff continues working with the San Antonio River Authority (SARA), Bexar County and Bexar Regional Watershed Management (BRWM) to explore options to address the drainage issues. Storm water management is a regional issue that most often requires regional resources to fund improvements. This is especially true for Broadway and N. New Braunfels as continued development to the north of Alamo Heights has contributed significantly to the increased flow rates along these rights of way. The City is committed to working closely with other organizations to study, design and eventually construct drainage improvements which will mitigate flooding without negatively impacting our neighbors downstream.

Comprehensive Plan - In 2016, trees were planted on city right of way along upper Broadway and other areas in the community. A tree beautification program for the Broadway and Austin Highway area was developed in 2016 and will be funded by a combination of funds including the Comprehensive Plan and tree mitigation funding. The city received generous donations from a local resident to plant additional trees within the community.

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

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

Respectfully submitted,

Buddy Kuhn

Buddy Kuhn
City Manager

BUDGET GUIDE

OVERVIEW

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

BUDGET SECTIONS

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

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

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

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

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

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

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

FISCAL AND BUDGETARY POLICY

INTRODUCTION

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

BUDGET PROCESS & TIMELINE

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

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

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

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

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

¹ Texas Local Government Code Chapter 102, Subsection 002.

² Texas Local Government Code Chapter 102, Subsection 102.005.

³ Texas Local Government Code Chapter 102, Subsection 102.006.

BUDGET AMENDMENTS

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

BUDGET BASIS

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

BUDGET CONTROLS

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

ACCOUNTING BASIS

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

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

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

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

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

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

FUND TYPES

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

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

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

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

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

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

EXPENDITURES

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

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

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

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

REVENUES

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

OPERATING RESERVES

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

PROPERTY TAXES & ROLLBACK

Current Tax Rate - Pursuant to current state Truth-In-Taxation guidelines, the No New Revenue, NNR, 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 three and one-half percent (3.5%) to the NNR tax rate. The Voter-Approval tax rate is calculated by adding the No New Revenue Maintenance and Operations tax rate plus three and one-half percent (3.5%), plus the debt service tax rate. If a taxing unit adopts a tax rate that exceeds the Voter-Approval tax rate, the taxing unit must hold an automatic election to approve the adopted tax rate required by Texas Tax Code Sec. 26.07. The city must order its election by the 78th day before the November uniform election date.

DEBT MANAGEMENT

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

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

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

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

General Obligation Bonds - The City is authorized to issue bonds payable from ad valorem taxes pursuant to the City Charter, the general laws of the State, and ordinances adopted by the City

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

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

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

Refundings - The City reviews the possibility of refunding certain of its outstanding debt to effectuate interest cost savings. The City issued 2016 GO Refunding Bonds for the remaining portion of the 2007 Certificates of Obligation which resulted in savings of \$195,355. In October 2020, the city issued Refunding Bonds Series 2020 for the remaining portion of the 2012 GO bonds which saved the city \$265,781.

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, which is presented to the City Council within 180 calendar days of the City’s fiscal year end. It shall be prepared in accordance with Generally Accepted Accounting Principles (GAAP) and shall be presented annually to the Government Finance Officer Association (GFOA) for evaluation and consideration for the Certificate of Achievement in Financial Reporting.

STRATEGIC ACTION PLAN

Each year, the City develops a Strategic Action Plan including action steps that are to be accomplished during the next fiscal year. The Strategic Action Plan serves as a baseline for the formulation of the Annual Budget and each action step is assigned to individual city departments to be accomplished and to specific City Council Committees for review. The Strategic Action Plan adopted for FY 2024-25 is as follows:

Governance and Communication

- Continue with the School Resource Officer, SRO, cost share agreement with Alamo Heights ISD.
- Continue to develop and expand the City's Wellness Program
- Continue to update the City Personnel Manual to incorporate various law changes to ensure compliance

Infrastructure and Services

- Coordination with several entities for start and completion of the voter approved 2021 Bond Program for Austin Hwy/Lower Broadway Drainage Improvement Project
- Lower Broadway/Austin Hwy. Improvements including design, engineering, landscaping
- Request funds that are available from the American Rescue Plan for city projects
- Olmos Basin Clean-up and Maintenance - Continue to clean up the Olmos Basin creek area along Jones Maltsberger with funding for continued cleanup 4 times a year.
- Continue training AHISD students and residents in hands only CPR training
- Continue with tree trimming in right-of-way
- Continue implementation of Texas Fire Chiefs Association Best Practices
- Coordinate with the Fire and Police departments to evaluate two parking issues:
 - Overnight on-street parking for streets primarily consisting of multi-family structures
 - Evaluate roadways in the commercial district having restricted and time limited street parking for future discussion on the need for more or less restrictions
- Stay in communication with A.H.I.S.D plans for local high school and elementary school bond project renovations, offer assistance and recommendations if requested, determine community impacts
- Continue to manage the agreement for the Swimming Pool
- Street Maintenance Program (SMP)

Neighborhood Character and Commercial Revitalization

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

Accountability and Management

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

Other Initiatives

- Intranet use and capabilities to provide employees with access to updated information
- Continue to develop online and mobile applications for internal and external users
- Street Maintenance Plan funding initiative – at least \$1,000,000 annually from dedicated street maintenance sales tax and transfers from the General Fund
- Maintain our S&P AAA Bond Rating
- Maintain property tax rate as low as possible
- Continue funding the Capital Replacement Fund for future capital needs
- Beautify Gateway Areas into the City
- Strategic Economic Development Plan and Marketing
- Continue the neighborhood on-street parking study with the Fire Department
- Develop Civilian Response to Active Shooter Events Program
- Develop and implement Geriatric Emergency Management Program
- Develop and implement Stop the Bleed program
- Develop additional social distancing/web-based fire prevention programs
- Community traffic enforcement initiative to address dangerous driving and bicycle operation behaviors
- Purchase a garbage truck to replace the 2000 garbage truck
- Provide more extensive alley repairs as needed
- Street Maintenance Program (SMP)
- Water main replacement as needed ahead of SMP contracts along with yard piping – in-house cost savings
- Continue to resolve TCEQ's 4 x 2 non-compliance issues by year 2030

BUDGET CALENDAR FY 2025

Budget Estimates	Departments submit current year FY 2023-24 projections	Tuesday, April 9
	Departments send Excel Baseline FY 2024-25 Budget w Detail to City Manager	Thursday, April 26
	City Manager reviews FYE 2024-25 baseline budget	Friday, May 3
	Department Directors enter baseline budget into INCODE for FY 2024-25	Wednesday, May 15
Strategic Action Plan (SAP)	Departments update FY 2023-24 Strategic Action Plan and submit FY 2025 SAP	Thursday, April 25
	City Manager reviews FY 2023-24 and proposed FYE 2024-25 SAPs	Friday, May 3
	City Council Strategic Action Plan work session	Thursday, June 13
	City Council approval of SAP – To be approved with Budget	Monday, August 28
Budget Development	City Manager and Department Directors review program changes	Friday, June 21
	City Council budget work session 8:30 a.m. to 12:30 pm	Thursday, July 18
	Departments submit FY 2024-25 program changes and performance measures for the Budget Document	Monday July 22
Budget Presentation and Consideration	Presentation of FY 2024-25 Proposed Budget and Ad Valorem Tax Rate to City Council; Set Public Hearing Date	Monday August 12
	Public Hearing for Proposed Budget FY 2024-25 and Public Hearing for 2024 Ad Valorem Tax Rate; After Public Hearing City Council to vote on adoption of the FY 2024-25 Budget and 2024 Ad Valorem Tax Rate	Monday August 26

SCHEDULE OF AUTHORIZED POSITIONS

	FY 2023-24		FY 2024-25	
Department/Division	Full Time	Part Time	Full Time	Part Time
Administration & Finance	9	-	9	-
Municipal Court	1	3*	1	3*
Community Development	4	-	4	-
Fire	18	-	18	-
EMS	6	1	6	1
Police	27**	1	27**	1
Communications Center	10	-	10	-
Public Works Administration	1	-	1	-
Parks	4	-	4	-
Streets	5	-	5	-
Solid Waste	10	-	9	-
Utilities (Utility Fund)	10	-	10	-
TOTAL	105	5	104	5

Two Municipal Court Judges and a Prosecutor **Subject to SRO agreement for 2 additional SROs *Reduction of 1 EO*

REVENUE SUMMARY AND DETAIL

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

Revenue Types:

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

1. **Property Taxes** - All property tax revenues, including delinquent tax payments, penalties, and interest.
2. **Sales Tax** - Receipts from the local sales and use tax. The current Sales Tax rate is 8.25%, of which the State retains 6.25%, the San Antonio Municipal Transit Authority receives 0.5 %, 1% is revenue to the City's General Fund and the remaining 0.50% was approved by the voters for an additional four years in May 2021 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-way, liquor and food licenses, alarm permits, Fire and Life Safety Code fees, certificates of occupancy, contractor's license and registration, garage sale permits, and animal licenses.

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

**COMBINED SUMMARY OF REVENUES AND EXPENDITURES
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 2022-2023	ADOPTED FY 2023-2024	PROJECTION FY 2023-2024	PROPOSED FY 2024-2025
AVAILABLE FUNDS				
Beginning Balance	\$ 26,946,948	\$ 26,630,760	\$ 28,164,929	\$ 26,900,767
REVENUES				
General Fund Revenue	\$ 12,728,141	\$ 12,469,015	\$ 13,024,009	\$ 13,542,140
Utility Fund Revenue	4,588,887	6,124,007	4,556,798	5,507,576
Debt Service Tax Revenue	1,232,186	1,294,220	1,271,522	1,320,637
Capital Projects Revenue	683,407	25,000	618,571	405,631
Capital Replacement Fund	295,138	60,000	60,000	215,607
Street Maintenance Sales Tax	1,062,530	868,811	838,288	868,811
Comprehensive Plan Revenue	1,232,150	25,000	29,000	50,000
Designated Revenue	101,237	43,500	59,270	43,500
<i>Total Revenues</i>	<u>\$ 21,923,676</u>	<u>\$ 20,909,553</u>	<u>\$ 20,457,458</u>	<u>\$ 21,953,902</u>
TOTAL AVAILABLE FUNDS	<u>\$ 48,870,624</u>	<u>\$ 47,540,313</u>	<u>\$ 48,622,387</u>	<u>\$ 48,854,669</u>
APPROPRIATIONS				
ALLOCATIONS				
General Fund Departmental Allocations	\$ 12,708,359	\$ 12,391,761	\$ 11,741,076	\$ 13,226,866
Water and Sewer Expenditures	4,916,501	6,118,461	4,459,038	5,487,739
Capital Projects	69,443	25,000	26,490	25,000
Debt Service Payments	1,281,013	1,302,613	1,302,613	1,314,763
Capital Replacement Purchases	143,096	25,816	39,367	498,608
Street Maintenance Projects	843,437	1,000,000	888,252	1,000,000
Comprehensive Plan Projects	153,231	25,000	22,500	1,450,000
Designated Revenue Expenditures	100,974	115,000	50,471	115,000
TOTAL APPROPRIATIONS	<u>\$ 20,216,054</u>	<u>\$ 21,003,651</u>	<u>\$ 18,529,806</u>	<u>\$ 23,117,976</u>
GROSS AVAILABLE BALANCE	<u>\$ 28,654,570</u>	<u>\$ 26,536,662</u>	<u>\$ 30,092,581</u>	<u>\$ 25,736,693</u>

**GENERAL FUND
SUMMARY OF ADOPTED BUDGET**

	ACTUAL FY 2022-2023	ADOPTED FY 2023-2024	PROJECTION FY 2023-2024	PROPOSED FY 2024-2025
AVAILABLE FUNDS				
Beginning Fund Balance	\$ 6,255,878	\$ 6,763,448	\$ 6,227,944	\$ 6,387,878
REVENUES				
Property Tax	\$ 6,480,485	\$ 6,745,854	\$ 6,726,802	\$ 6,914,500
Sales Tax	1,702,288	1,737,330	1,667,990	1,720,000
Other Tax Revenue	849,595	814,395	797,463	862,342
Permits and Fees	696,944	748,099	737,578	738,206
Intergovernmental	678,104	804,760	757,388	1,034,468
Charges for Services	1,313,828	1,063,357	1,174,635	1,454,086
Fines and Forfeitures	211,272	200,900	211,377	200,900
Interest	580,671	192,882	764,802	435,625
Miscellaneous	122,206	68,690	93,226	89,265
Total Revenues	\$ 12,635,393	\$ 12,376,267	\$ 12,931,261	\$ 13,449,392
Transfer from Utility Fund ¹	\$ 92,748	\$ 92,748	\$ 92,748	\$ 92,748
Total Other Funding Sources	\$ 92,748	\$ 92,748	\$ 92,748	\$ 92,748
Total Operating Revenues	12,728,141	12,469,015	13,024,009	13,542,140
TOTAL AVAILABLE FUNDS	\$ 18,984,019	\$ 19,232,463	\$ 19,251,953	\$ 19,930,018
APPROPRIATIONS				
DEPARTMENTAL ALLOCATIONS				
Police	\$ 2,653,451	\$ 3,193,716	\$ 3,010,475	\$ 3,522,244
Police Dispatch	700,439	829,783	766,071	855,185
Fire	2,198,269	2,452,621	2,448,499	2,548,057
EMS	779,854	863,052	861,588	905,848
Public Works Administration	99,915	124,694	101,643	110,730
Streets	700,864	745,248	651,307	809,228
Solid Waste	906,819	966,841	930,659	987,584
Parks	332,191	402,217	329,585	421,524
Community Development	444,171	547,693	460,832	551,778
Administration	1,315,768	1,317,049	1,242,387	1,344,059
Municipal Court	215,951	211,296	200,228	213,448
Information Technology (MIS)	404,033	410,599	410,599	442,393
Administration Building Maintenance	218,296	216,136	216,387	224,181
Total Operating Allocations	\$ 10,970,021	\$ 12,280,945	\$ 11,630,260	\$ 12,936,259
Revenues Over (Under) Allocations	1,758,120	188,070	1,393,750	605,881
TRANSFERS				
Transfer to Street Maintenance Fund	\$ 200,000	\$ 0	\$ 0	\$ 0
Transfer to Capital Replacement Fund	294,338	60,816	60,816	215,607
Transfer to Comprehensive Plan	1,219,000	25,000	25,000	50,000
Transfer to Capital Projects	25,000	25,000	25,000	25,000
Total Transfers	\$ 1,738,338	\$ 110,816	\$ 110,816	\$ 290,607
TOTAL APPROPRIATIONS	\$ 12,708,359	\$ 12,391,761	\$ 11,741,076	\$ 13,226,866
Ending Balance	\$ 6,275,660	\$ 6,840,702	\$ 7,510,878	\$ 6,703,152
OPERATING AND EMERGENCY RESERVE	\$ 2,742,505	\$ 3,070,236	\$ 2,907,565	\$ 3,234,065
NET AVAILABLE BALANCE	\$ 3,533,155	\$ 3,770,466	\$ 4,603,313	\$ 3,469,087

EXPLANATORY NOTES:

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

**UTILITY FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 2022-2023	ADOPTED FY 2023-2024	PROJECTION FY 2023-2024	PROPOSED FY 2024-2025
AVAILABLE FUNDS				
Beginning Balance	\$ 3,001,697	\$ 3,134,418	\$ 3,001,697	\$ 1,639,241
REVENUES				
Transfer in from Reserve	0	1,555,000	-	785,000
Water Revenue	\$ 1,929,172	\$ 1,897,377	\$ 1,889,092	1,966,545
Water Conservation Fee	72,680	68,852	68,488	68,852
Aquifer Management Fee	234,838	226,580	221,219	226,580
Meter Connections	11,164	10,260	8,528	10,260
Late Penalties	33,214	68,000	32,959	68,000
Return Check Fees	690	1,020	540	1,020
Service Charges	2,950	2,591	80	2,591
Federal Stormwater Fees	1,321	1,414	1,316	1,414
Interest	115,467	24,258	62,694	62,694
Miscellaneous	3,616	6,574	7,231	6,574
Total Water Revenue	\$ 2,405,112	\$ 3,861,926	\$ 2,292,147	\$ 3,199,530
Sewer Revenue	\$ 2,154,973	\$ 2,234,763	\$ 2,236,008	\$ 2,280,728
Sewer Surcharge	28,802	27,318	28,643	27,318
Total Sewer Revenue	\$ 2,183,775	\$ 2,262,081	\$ 2,264,651	\$ 2,308,046
Total Operating Revenues	4,588,887	6,124,007	4,556,798	5,507,576
TOTAL AVAILABLE FUNDS	\$ 7,590,584 4,588,887	\$ 9,258,425	\$ 7,558,495	\$ 7,146,817
APPROPRIATIONS				
OPERATING EXPENSES				
Personnel Services	\$ 1,317,218	1,309,113	1,223,247	1,459,391
Commodities	642,317	617,100	602,889	651,100
Contractual Services	343,291	398,500	436,288	418,500
Total Water Expenditures	\$ 2,302,826	\$ 2,324,713	\$ 2,262,424	\$ 2,528,991
Commodities	\$ 76,634	\$ 78,000	\$ 75,618	\$ 78,000
Contractual Services	1,455,143	1,523,000	1,568,248	1,523,000
Total Sewer Expenditures	\$ 1,531,777	\$ 1,601,000	\$ 1,643,866	\$ 1,601,000
Total Operating Expenditures	3,834,603	3,925,713	3,906,290	4,129,991
Retained Earnings (Loss) Operations	754,284	2,198,294	650,508	1,377,585
CAPITAL EXPENDITURES				
Utility Capital Projects & Equipment	\$ 989,150	\$ 2,100,000	\$ 460,000	\$ 1,265,000
Total Capital Projects and Transfers	\$ 989,150	\$ 2,100,000	0 460,000	\$ 1,265,000
TRANSFERS TO				
Transfer to General Fund	\$ 92,748	\$ 92,748	\$ 92,748	\$ 92,748
TOTAL APPROPRIATIONS	\$ 4,916,501	\$ 6,118,461	\$ 4,459,038	\$ 5,487,739
GROSS AVAILABLE BALANCE	\$ 1,559,023	\$ 1,414,957	\$ 3,099,457	\$ 1,823,278
OPERATING RESERVE 2 months	\$ 819,417	\$ 1,019,744	\$ 743,173	\$ 914,623
CAPITAL REPLACEMENT	\$ 0	\$ 0	\$ 0	\$ 0
NET AVAILABLE BALANCE	\$ 739,606	\$ 395,214	\$ 2,356,284	\$ 908,655

**DEBT SERVICE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 2022-2023	ADOPTED FY 2023-2024	PROJECTION FY 2023-2024	PROPOSED FY 2024-2025
AVAILABLE FUNDS				
Beginning Balance	\$ 359,344	\$ 335,739	\$ 310,517	\$ 277,926
TAX REVENUE				
Current Property Tax	\$ 1,226,683	\$ 1,294,220	\$ 1,271,522	\$ 1,320,637
Delinquent Property Tax	6,522	0	0	0
Penalty and Interest on Delinquent Taxes	(1,019)	0	0	0
Miscellaneous Revenue	0	0	0	0
Total Tax Revenue	\$ 1,232,186	\$ 1,294,220	\$ 1,271,522	\$ 1,320,637
TOTAL AVAILABLE FUNDS	\$ 1,591,530	\$ 1,629,959	\$ 1,582,039	\$ 1,598,563
APPROPRIATIONS				
ALLOCATIONS				
Debt Principal and Interest	\$ 1,279,513	\$ 1,302,613	\$ 1,302,613	\$ 1,313,163
Paying Agent/Registrar Fees	1,500	1,600	1,500	1,600
TOTAL APPROPRIATIONS	\$ 1,281,013	\$ 1,304,213	\$ 1,304,113	\$ 1,314,763
GROSS AVAILABLE BALANCE	\$ 310,517	\$ 325,746	\$ 277,926	\$ 283,800

**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 2022-2023	ADOPTED FY 2023-2024	PROJECTION FY 2023-2024	PROPOSED FY 2024-2025
AVAILABLE FUNDS				
Beginning Balance	\$ 14,668,140	\$ 14,638,468	\$ 15,282,104	\$ 15,225,268
REVENUES				
Interest Income	658,407	0	593,571	380,631
Transfers from General Fund	25,000	25,000	25,000	25,000
Total Revenue	\$ 683,407	\$ 25,000	\$ 618,571	\$ 405,631
TOTAL AVAILABLE FUNDS	\$ 15,351,547	\$ 14,663,468	\$ 15,900,675	\$ 15,630,899
APPROPRIATIONS				
CAPITAL PROJECTS				
Olmos Basin Cleanup	\$ 6,563	\$ 25,000	\$ 25,000	\$ 25,000
Swimming Pool & Restrooms Renovation	20,559	0	0	0
Broadway Road TxDot Project	42,321	0	1,490	0
Total Capital Projects	\$ 69,443	\$ 25,000	\$ 26,490	\$ 25,000
TOTAL APPROPRIATIONS	\$ 69,443	\$ 25,000	\$ 26,490	\$ 25,000
GROSS AVAILABLE BALANCE	\$ 15,282,104	\$ 14,638,468	\$ 15,874,185	\$ 15,605,899

**CAPITAL REPLACEMENT FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 2022-2023	ADOPTED FY 2023-2024	PROJECTION FY 2023-2024	PROPOSED FY 2024-2025
AVAILABLE FUNDS				
Beginning Balance	\$ 1,429,519	\$ 613,487	\$ 812,022	\$ 911,390
REVENUES				
Transfer in from General Fund	295,138	60,000	60,000	215,607
Sale of Assets	0	0	0	0
Other Financing Sources Capital Lease	0	0	0	0
<i>Total Revenue and Transfers</i>	\$ 295,138	\$ 60,000	\$ 60,000	\$ 215,607
TOTAL AVAILABLE FUNDS	\$ 1,724,657	\$ 673,487	\$ 872,022	\$ 1,126,997
APPROPRIATIONS				
CAPITAL PURCHASES				
MIS	\$ 0	\$ 0	\$ 0	\$ 28,000
EMS	0	0	0	322,700
Fire	0	0	0	0
Police	98,144	25,816	26,900	57,908
Police Dispatch	0	0	0	0
Public Works	3,656	0	0	90,000
Public Works - Parks	\$ 41,295	\$ 0	\$ 12,467	\$ 0
TOTAL APPROPRIATIONS	\$ 143,096	\$ 25,816	\$ 39,367	\$ 498,608
GROSS AVAILABLE BALANCE	\$ 1,581,561	\$ 647,671	\$ 832,655	\$ 628,389

**STREET MAINTENANCE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 2022-2023	ADOPTED FY 2023-2024	PROJECTION FY 2023-2024	PROPOSED FY 2024-2025
AVAILABLE FUNDS				
Beginning Balance	\$ 606,323	\$ 560,789	\$ 825,416	\$ 685,416
REVENUES				
Street Maintenance Sales Tax ¹	\$ 851,144	\$ 868,811	\$ 838,288	\$ 868,811
Transfer In from General Fund	200,000	0	0	0
Sale of Right of Way	11,386	0	0	
Total Revenue	\$ 1,062,530	\$ 868,811	\$ 838,288	\$ 868,811
TOTAL AVAILABLE FUNDS	\$ 1,668,853	\$ 1,429,600	\$ 1,663,704	\$ 1,554,227
APPROPRIATIONS				
CAPITAL PROJECTS				
Street Maintenance Projects	\$ 843,437	\$ 1,000,000	\$ 888,252	\$ 1,000,000
TOTAL APPROPRIATIONS	\$ 843,437	\$ 1,000,000	\$ 888,252	\$ 1,000,000
GROSS AVAILABLE BALANCE	\$ 825,416	\$ 429,600	\$ 775,452	\$ 554,227

EXPLANATORY NOTES:

¹ A 1/2 cent street maintenance sales tax was re-authorized by the voters in May 2021. The original dedicated sales tax began with the voter approved 1/4 cent sales tax in November 2008. An additional 1/4 cent street maintenance sales tax was approved in May 2017 by the voters.

**COMPREHENSIVE PLAN FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 2022-2023	ADOPTED FY 2023-2024	PROJECTION FY 2023-2024	PROPOSED FY 2024-2025
AVAILABLE FUNDS				
Beginning Balance	\$ 440,636	\$ 353,890	\$ 1,519,555	\$ 1,579,175
REVENUES				
Transfer in from General Fund	\$ 1,219,000	\$ 25,000	\$ 25,000	\$ 50,000
Tree Mitigation Fees	2,000		4,000	
Other Sources/Donations	11,150	0	0	0
Total Revenue	\$ 1,232,150	\$ 25,000	\$ 29,000	\$ 50,000
TOTAL AVAILABLE FUNDS	\$ 1,672,786	\$ 378,890	\$ 1,548,555	\$ 1,629,175
APPROPRIATIONS				
ALLOCATIONS				
Comprehensive Plan Expenses	\$ 153,231	\$ 25,000	\$ 22,500	\$ 1,450,000
TOTAL APPROPRIATIONS	\$ 153,231	\$ 25,000	\$ 22,500	\$ 1,450,000
GROSS AVAILABLE BALANCE	\$ 1,519,555	\$ 353,890	\$ 1,526,055	\$ 179,175

DESIGNATED REVENUE FUNDS

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

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

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

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

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

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

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

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

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

**DESIGNATED REVENUE FUNDS
SUMMARY OF ADOPTED BUDGET**

Description:

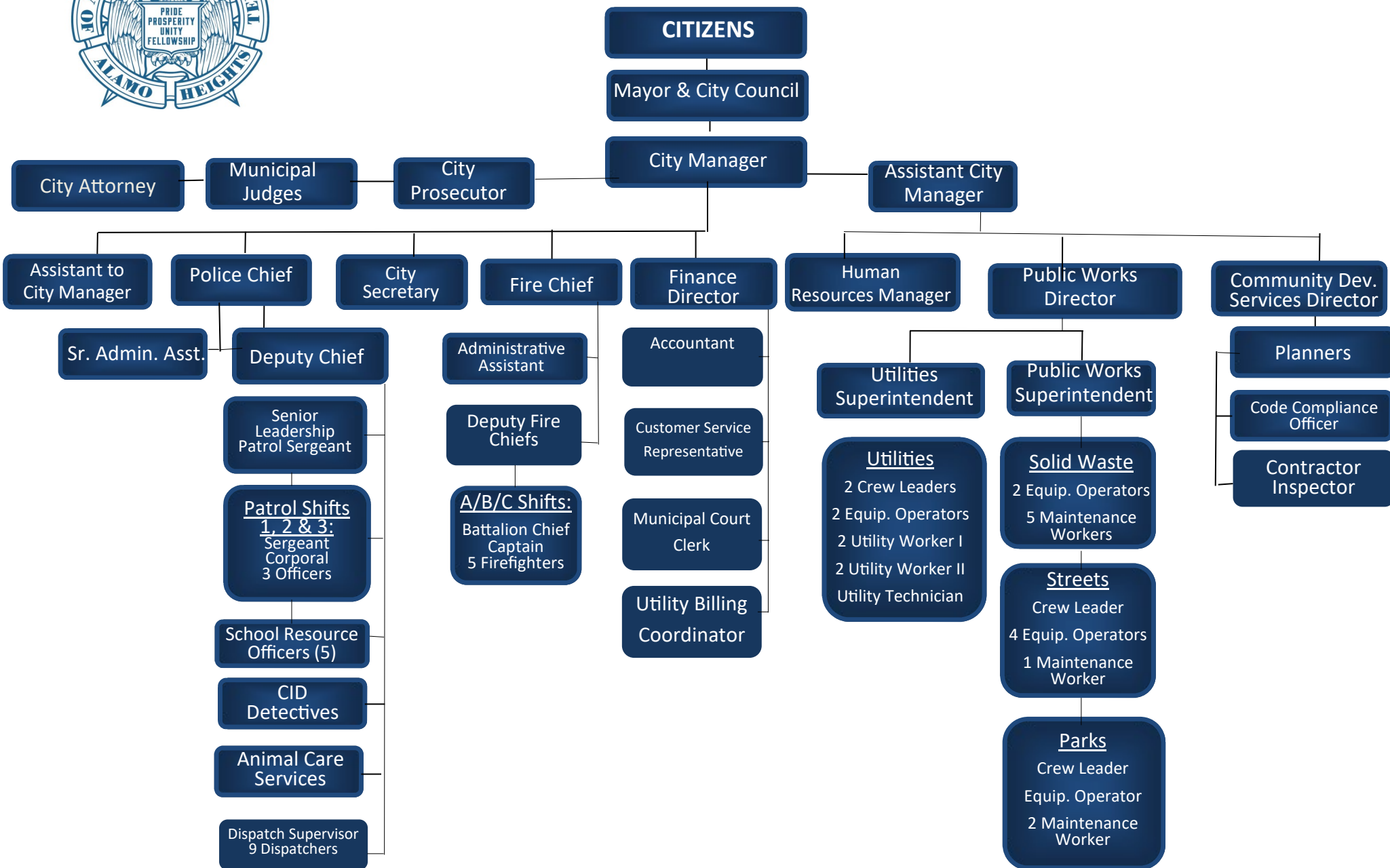
Designated Revenue Funds are special revenue funds established to account for all of the revenues and expenditures associated with a variety of sources. Expenditures are restricted by law or purpose.

	ACTUAL FY 2022-2023	ADOPTED FY 2023-2024	PROJECTION FY 2023-2024	PROPOSED FY 2024-2025
AVAILABLE FUNDS				
BEGINNING BALANCES				
Community Benefit Child Safety	\$ 7,363	\$ 26,587	\$ 4,719	\$ 14,020
Confiscated Property	20,020	26,208	32,611	34,450
Court Security	88,861	95,752	88,861	84,565
Court Technology	24,363	26,200	21,639	11,639
Public Safety and Service (LEOSE)	33,185	33,195	32,888	33,998
Private Contributions	11,619	22,579	4,956	15,801
Total Beginning Balances	\$ 185,411	\$ 230,521	\$ 185,674	\$ 194,473
REVENUES				
Community Benefit Child Safety	\$ 15,523	\$ 11,000	\$ 13,900	\$ 11,000
Confiscated Property	40,637	0	7,670	0
Court Security	13,152	10,000	9,801	10,000
Court Technology	11,336	10,000	9,801	10,000
Public Safety and Service (LEOSE)	1,446	1,500	3,801	1,500
Private Contributions	19,143	11,000	14,296	11,000
Total Revenues	\$ 101,237	\$ 43,500	\$ 59,270	\$ 43,500
TOTAL AVAILABLE FUNDS	\$ 286,648	\$ 274,021	\$ 244,944	\$ 237,973
APPROPRIATIONS				
ALLOCATIONS				
Community Benefit Child Safety	\$ 18,167	\$ 25,000	\$ 4,599	\$ 25,000
Confiscated Property	28,046	5,000	5,831	5,000
Court Security	13,152	50,000	14,097	50,000
Court Technology	14,060	15,000	19,801	15,000
Public Safety and Service (LEOSE)	1,743	5,000	2,691	5,000
Private Contributions	25,806	15,000	3,451	15,000
TOTAL APPROPRIATIONS	\$ 100,974	\$ 115,000	\$ 50,471	\$ 115,000
ENDING BALANCES				
Community Benefit	\$ 4,719	\$ 12,587	\$ 14,020	\$ 20
Confiscated Property	32,611	21,208	34,450	29,450
Court Security	88,861	55,752	84,565	44,565
Court Technology	21,639	21,200	11,639	6,639
Public Safety and Service (LEOSE)	32,888	29,695	33,998	30,498
Private Contributions	4,956	18,579	15,801	11,801
GROSS AVAILABLE BALANCE	\$ 185,674	\$ 159,021	\$ 194,473	\$ 122,973





CITY OF ALAMO HEIGHTS ORGANIZATIONAL CHART



DEPARTMENTAL SUMMARIES

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

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

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

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

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

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

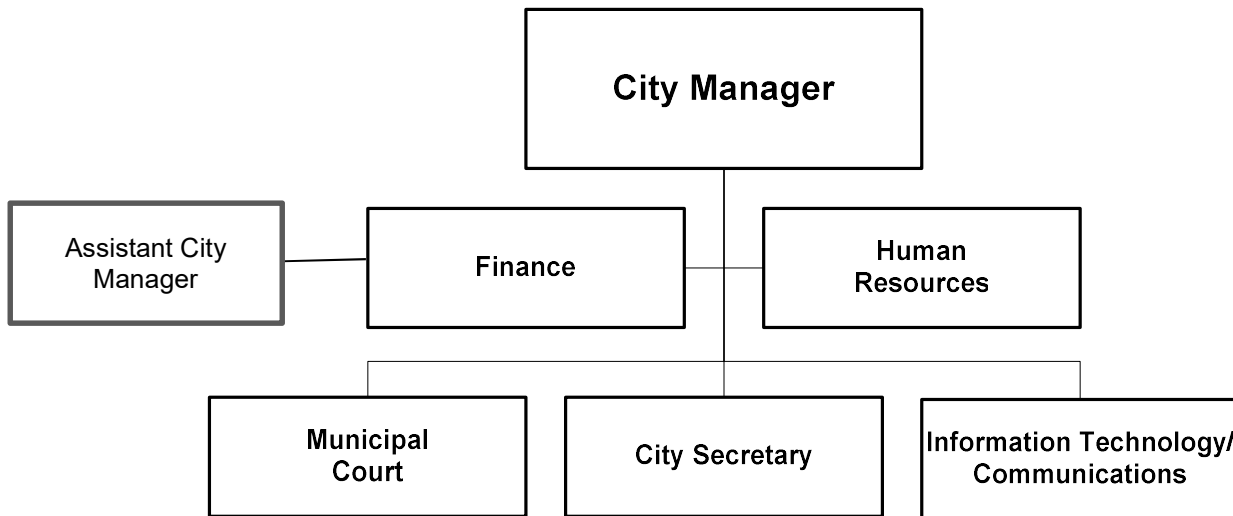
- *Input measures* show the amount of resources, either financial or otherwise, used for a specific service or program. Input measures include labor, materials, equipment and supplies. Demand for governmental services may also be considered an input indicator.
- *Output measures* show units produced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

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

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



ADMINISTRATION AND FINANCE



APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2025
Administration and Finance	9.00	\$1,634,666
Municipal Court	2.50	213,448
MIS Information Technology	0.00	442,393
Administration Building	0.00	224,181
Total Funding	11.50	\$2,514,688

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

- Coordination with several entities for the start and completion of the voter approved 2021 Bond Program for Austin Hwy/Lower Broadway Drainage Improvement Project
- Lower Broadway/Austin Hwy. Improvements include design, engineering, landscaping
- Manage the effective and efficient delivery of municipal services to the citizens of Alamo Heights
- Plan and coordinate replacement of the city's facility cameras and update access points (APs)
- Management and reporting of the American Rescue Plan Funds
- Provide financial information and timely reports to the City Council and City departments
- Coordinate the annual Audit and complete the Annual Comprehensive Financial Report
- Process payments, purchase orders, requests for payment, payroll, utility bills, oversee collection of city taxes in accordance with applicable laws and any other account receivables as required in a timely and efficient manner
- Provide a courteous, impartial and expeditious resolution of all municipal court matters
- Increase cross-training to maximize the utilization of staff and improve customer service
- Conduct all municipal elections in accordance with applicable laws, and prepare public notices for elections and certify election results
- Manage and support the direction of City Council meetings in accordance with the Texas Open Meetings Act
- Provide administrative direction for City-wide records management practices in accordance with policy and applicable state laws
- Manage and complete open records requests by processing, retrieving and distributing data and documents in the mandated time frame set 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
- Provide consulting services for directors and managers concerning policies, procedures and employment laws
- Coordinating, responding and managing unemployment claims, EEOC claims, and Department of Labor investigations
- Provide remote working capabilities for staff as needed
- Provide communication to the public and staff through the City newsletter, website and by email blast notifications
- Maintain the city's network infrastructure for data, voice communications and audio/visual services

ACTION STEPS

- Continue to explore comprehensive salary surveys using outside sources
- Update the City's Personnel Manual to ensure compliance with legislative changes and best practices
- Continue to review job descriptions to ensure compliance with labor laws
- Continue to provide leadership and training opportunities to staff
- Continue to develop and expand the City's Wellness Program
- Continue with the employee newsletter
- Implement document scanning to provide digital record files
- Continue to explore furniture and artworks purchases for City Hall Public Areas
- Explore maximization of existing and new revenue resources
- Continue with Olmos Basin clean-up

OTHER INITIATIVES

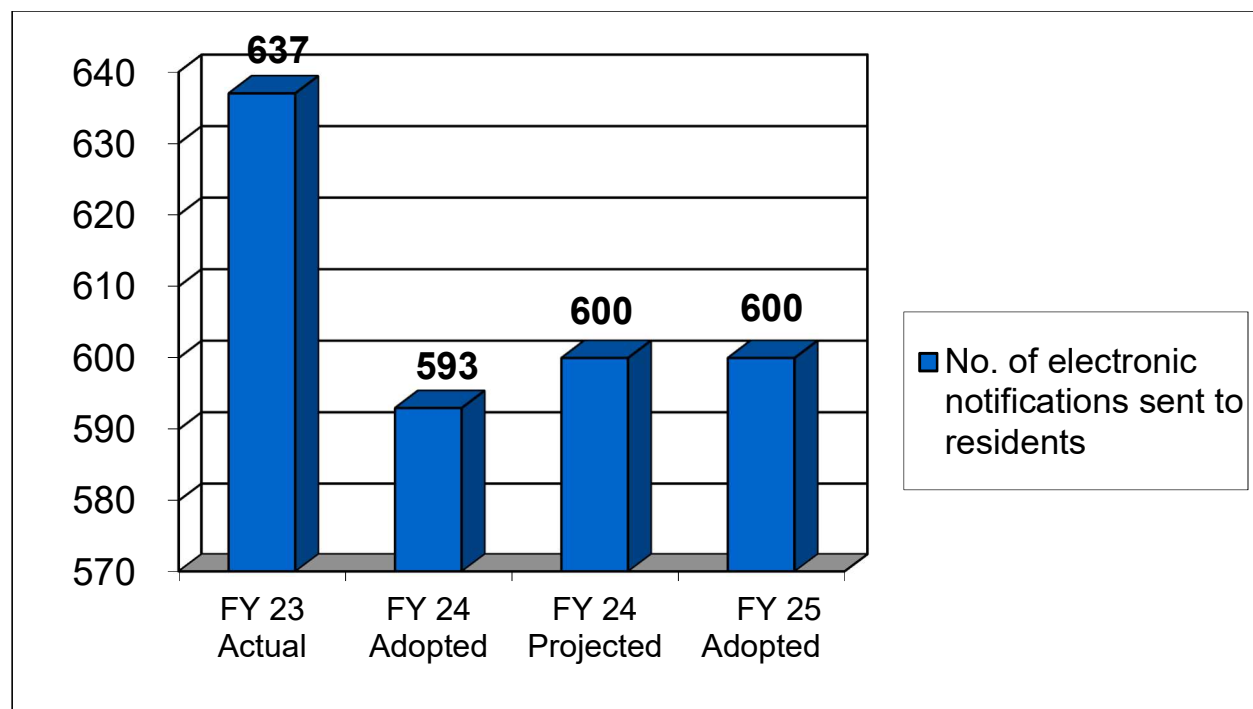
- Intranet use and capabilities to provide employees with 24/7 access to updated information
- Continue to develop on-line and mobile applications for internal and external users
- On-line internal employee evaluation system
- Street Maintenance Plan funding goal is \$1 million annually from dedicated street maintenance sales tax and General Fund transfers
- Continue to obtain funding sources for Broadway TxDOT road and drainage improvements
- Explore redesign of traffic around high school
- Maintain the Capital Replacement Fund for replacing the city's capital assets
- Maintain our S&P AAA Bond Rating
- Maintain the property tax rate as low as possible
- Improve park areas within the city and provide community beautification
- Enhancing cybersecurity tools

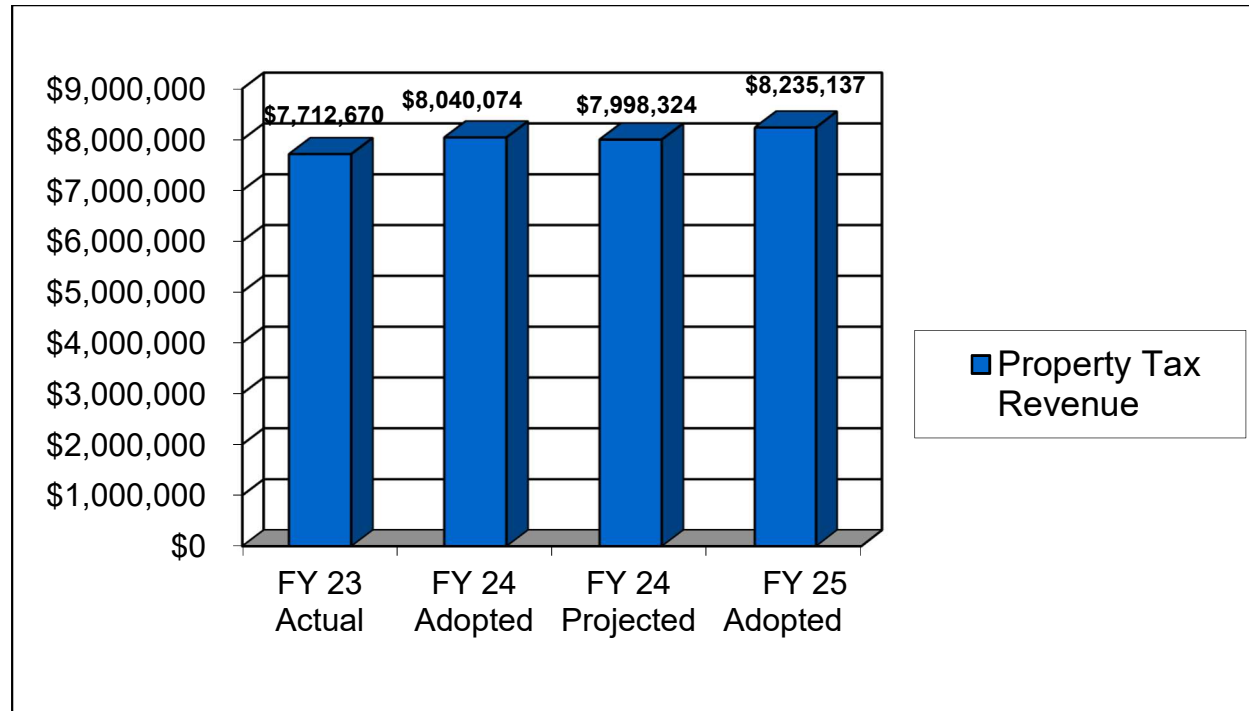
ADMINISTRATION**GENERAL FUND****PERFORMANCE MEASURES**

	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	PROPOSED FY 2024-25
<u>Inputs:</u>				
No. of full-time city employees	101	103	103	104
Number of properties	3,515	3,515	3,515	3,500
No. of water customers	3,112	3,115	3,108	3,120
No. of City Council meetings	24	24	23	23
No. of City Council work sessions	3	3	3	3
No. of citations processed	3,226	3,460	3,669	3,660
Water/Sewer revenues	\$4,334,777	\$6,124,007	\$4,556,797	\$5,5507,576
<u>Output:</u>				
No. of City Council agenda items	234	170	140	145
No. of open records requests	188	215	260	285
No. of new employees processed	11	20	17	20
No. of injury reports processed	18	20	18	20
No. of vehicle accident reports	5	6	4	4
No. of payroll checks processed	2,636	3,050	2,980	3,050
No. of accounts payable checks processed	2,324	2,410	2,375	2,410
Property Tax revenue collected	\$7,712,670	\$8,040,074	\$7,998,324	\$8,235,137
Municipal courts revenue collected	\$382,566	\$380,116	\$387,435	\$375,056
No. of staff requests for IT assistance	937	825	830	800
No. of electronic notifications sent	637	593	600	600
No. of newsletters published	12	12	12	12
No. of workstations managed	61	65	71	63
No. of servers managed	11	12	14	12
<u>Efficiency:</u>				
Avg. no. of agenda items per City Council meeting	8.6	7.7	6.6	7.0
No. of injuries per city employee	.18	.20	.18	.19
No. of vehicle accidents per city employee	.05	.06	.04	.04
Avg. amount of revenue collected per citation	\$119	\$110	\$106	\$103
% of water revenue collected	94%	95%	95%	95%
% of tax revenue collected	99%	99%	99%	99%
% of accounts payable invoices processed within 30 days	99%	99%	99%	99%

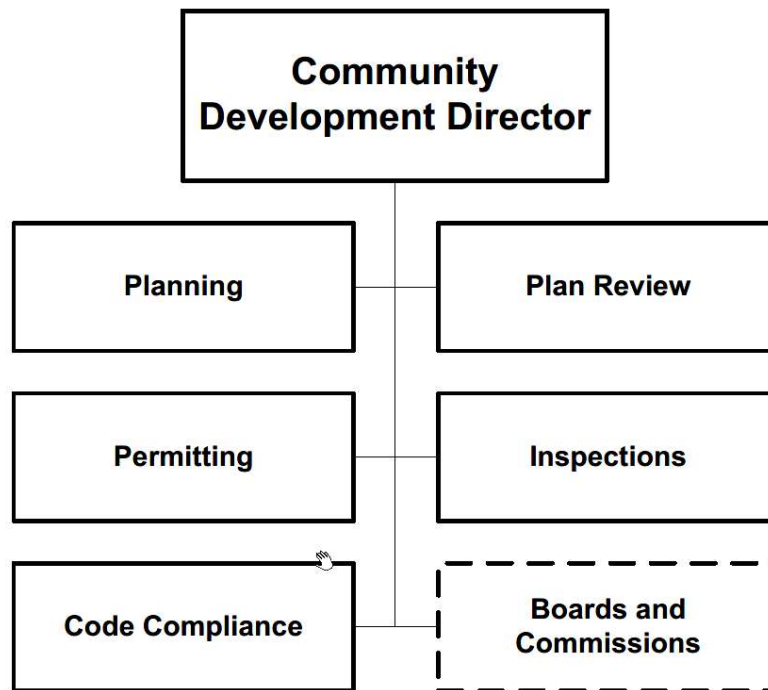
SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	PROPOSED FY 2024-25
PERSONNEL SERVICES	\$1,036,848	\$1,094,256	\$1,044,848	\$1,115,745
COMMODITIES	427,796	462,099	442,017	484,331
CONTRACTUAL SERVICES	483,403	508,725	492,735	534,005
TRANSFERS OUT	1,738,338	110,816	110,816	290,607
CAPITAL OUTLAY	206,000	90,000	90,000	90,000
TOTAL EXPENDITURES	\$3,892,385	\$2,265,896	\$2,180,416	\$2,514,688
AUTHORIZED POSITIONS FULL-TIME EQUIVALENTS	11 9.50	12 10.50	12 10.50	12 10.50



PERFORMANCE MEASURE HIGHLIGHTS (CONTINUED)

COMMUNITY DEVELOPMENT SERVICES



APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2025
Community Development Services	4.00	\$551,778
Total Funding		\$551,778

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

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

ACTION STEPS

- Evaluate Economic Development opportunities
 - Explore revisions to Chapter 3, Zoning Code
 - Explore revisions to Chapter 17, Subdivision Code
 - Digitize Plan Review Process
 - Update & Simplify Permit Applications
-

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

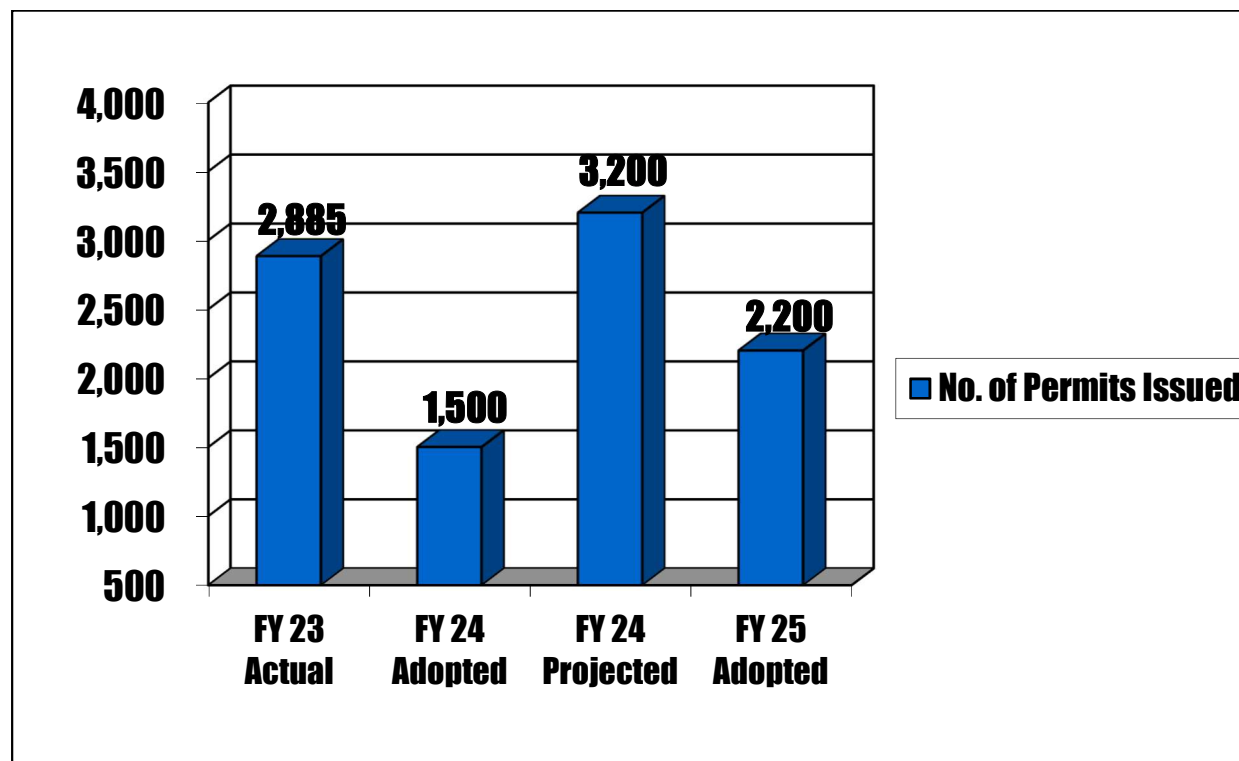
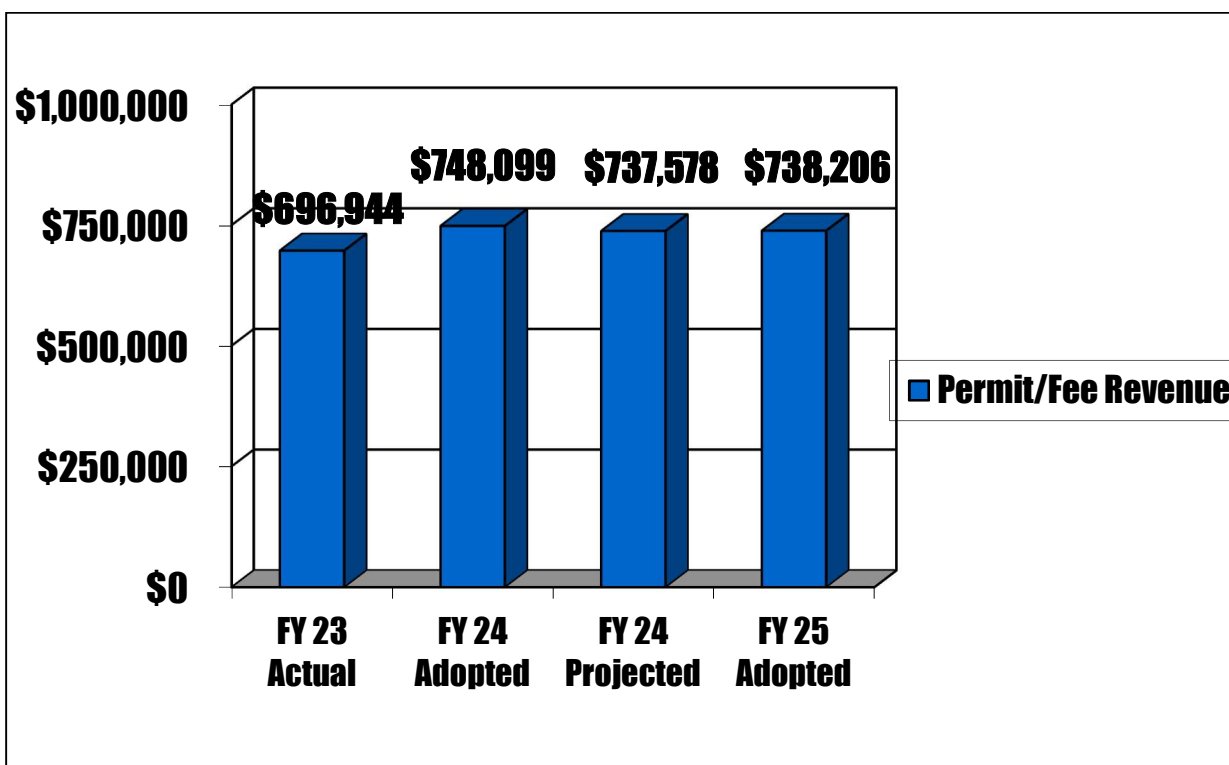
	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	PROPOSED FY 2024-25
<u>Input:</u>				
No. of single-family residential properties (1)	2,677	2,380	2,677	2,677
No. of multi-family residential properties (1)	81	80	81	81
No. of commercial/institutional properties (1)	100	85	100	100
<u>Output:</u>				
No. of permits issued	1,544	1,500	1,200	1,500
No. of plans reviewed	175	150	180	150
No. of inspections conducted	2,885	2,200	3,200	2,200
Avg no. of working days for plan review	21	15	21	15
No. of Board of Adjustment cases	24	30	20	25
No. of Architectural Review Board	19	35	40	35
No. of Planning and Zoning Commission cases	4	5	6	5
Total revenue collected for permits/fees	\$696,944	\$748,099	\$737,578	\$738,206
<u>Outcome:</u>				
% of plans reviewed within 21 working days	95%	95%	95%	95%
% of inspections provided within 1 working day	98%	98%	98%	98%

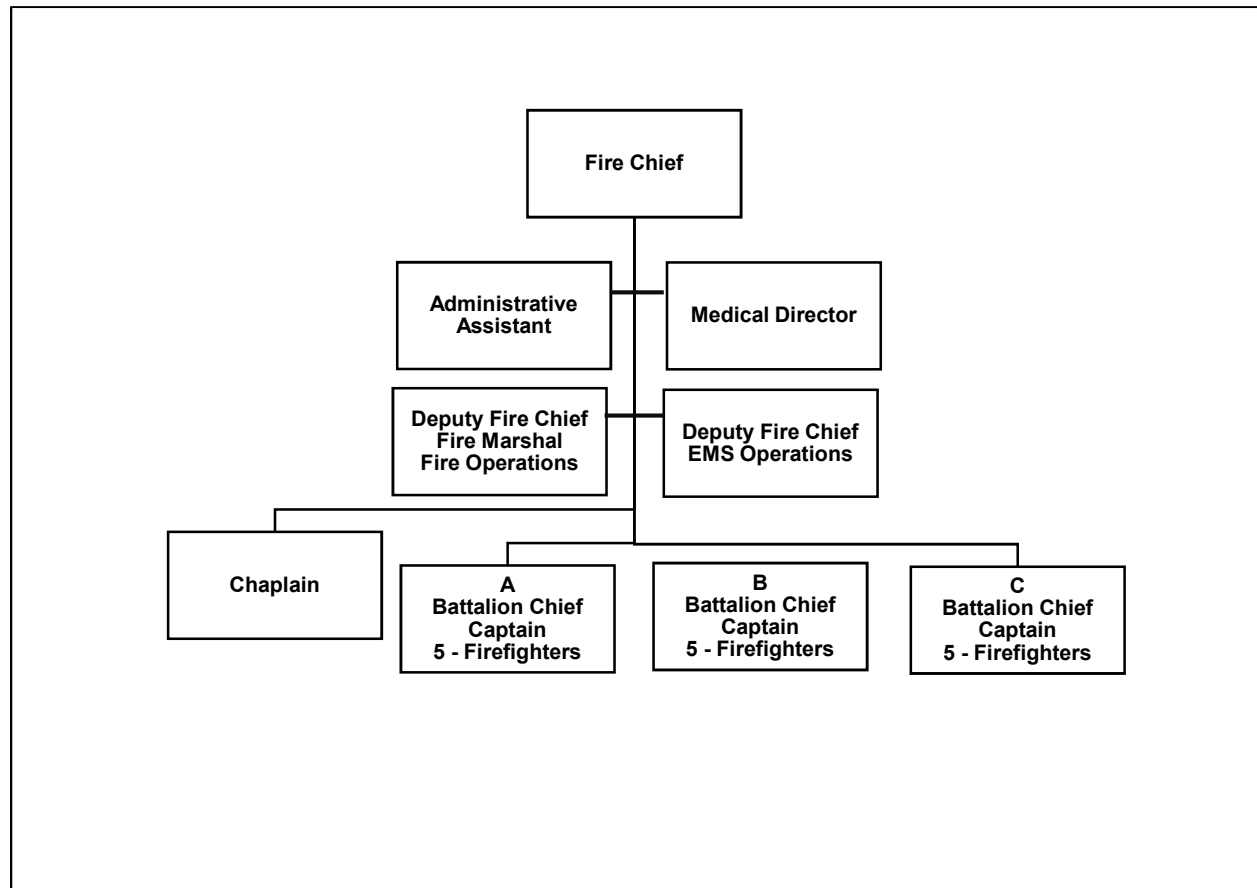
(1) Data from Certified Tax Roll

SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	PROPOSED FY 2024-25
PERSONNEL SERVICES	\$413,613	\$507,428	\$427,197	\$513,593
COMMODITIES	9,429	10,565	10,504	9,535
CONTRACTUAL SERVICES	21,129	29,700	23,130	28,650
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$444,171	\$547,693	\$460,832	\$551,778
AUTHORIZED POSITIONS	5	4	4	4
FULL-TIME EQUIVALENTS	5.00	4.00	4.00	4.00

PERFORMANCE MEASURE HIGHLIGHTS





FIRE/EMS

APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2024-25
Fire	18.3	\$2,548,057
Emergency Medical Services (EMS)	6.7	\$905.848
Total Funding Fire/EMS	25.00	\$3,453,905

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

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

ACTION STEPS

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

IMPROVEMENTS

- Continue to evaluate staff wages and benefits for recruitment and retention efforts
- Develop additional web-based fire prevention programs
- Develop "In-Classroom" fire safety interactions with elementary grade level students
- Upgrade fire data software
- Pursue personnel development to obtain Texas Commission on Fire Protection certifications
- Obtain grant assistance for CISM wellness funding

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

	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	ADOPTED FY 2024-25
<u>Input:</u>				
No. of firefighter positions	18.3	18.3	18.3	18.3
No. of addressed structures in city	3,400	3,400	3,400	3,400
National average for fire response time	6 min.	6 min.	6 min.	6 min.
<u>Output:</u>				
Structure fire responses in city	4	5	4	5
Structure fire responses outside city	4	4	4	4
Non-structure fire responses	8	10	9	9
Rescue responses	18	18	18	18
Hazardous material responses	30	32	31	31
Fire/smoke alarm responses	120	122	121	121
Medical assist responses with EMS in Alamo Heights	466	336	401	401
Other emergency and non-emergency fire responses	205	110	158	157
Avg. fire response time ¹	3 min 48 Sec	3 min 48 Sec	3 min 48 Sec	3 min 48 Sec
No. of initial fire inspections	560	550	565	558
No. of follow-up fire inspections	154	160	157	157
No. of fire hydrants inspected and pressure tested	443	430	443	443
No. of fire hydrants flow tested	219	215	219	219
No. of feet of fire hose inspected and pressure tested	9310	9310	9310	9310
No. of fire prevention programs conducted	85	85	85	85
No. of Home Safety Surveys	30	25	27	27
No. of Safety in the Workplace training courses	15	15	15	15
Hours of training provided to fire personnel	6317	5584	4484	5461
<u>Outcome:</u>				
% of fire responses in Alamo Heights under national avg.	100%	100%	100%	100%
% of Alamo Heights structures involved in fire incidents ²	0.08%	0.08%	0.08%	0.08%
<u>Efficiency:</u>				
Avg. hours of training per firefighter	350	310	249	303

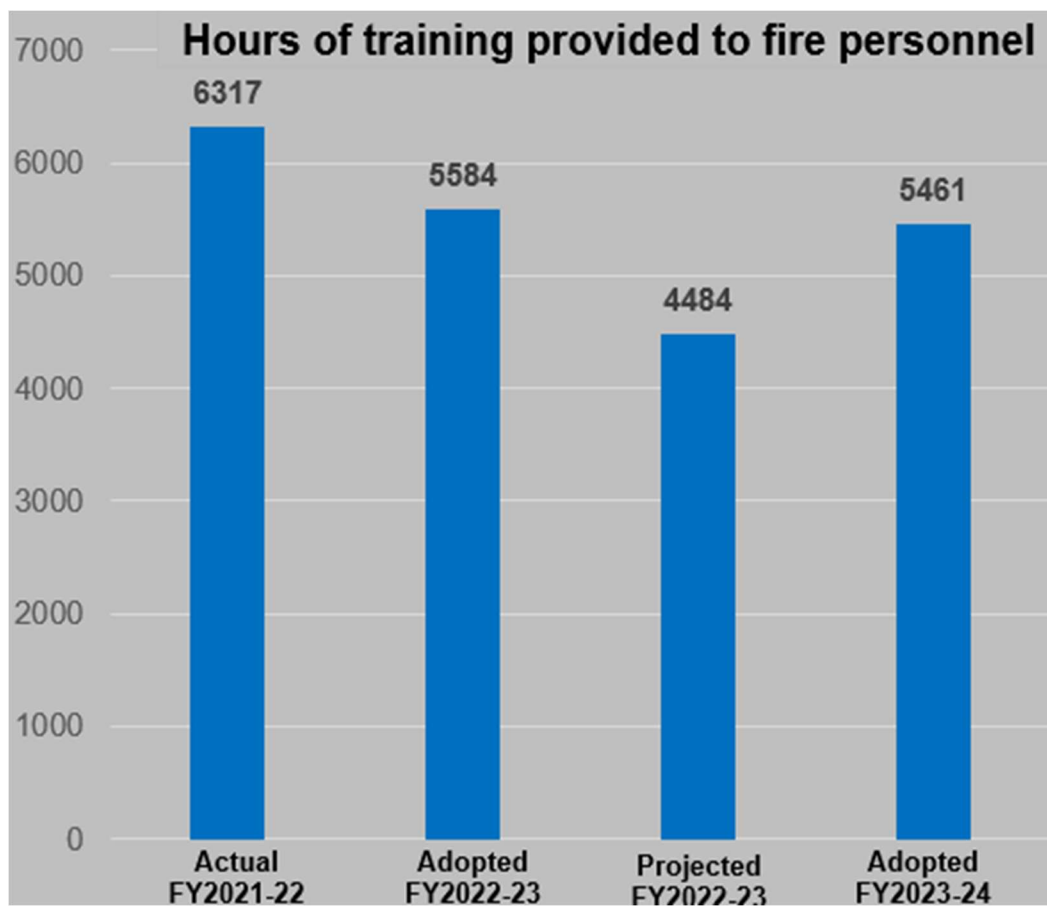
EXPLANATORY INFORMATION:

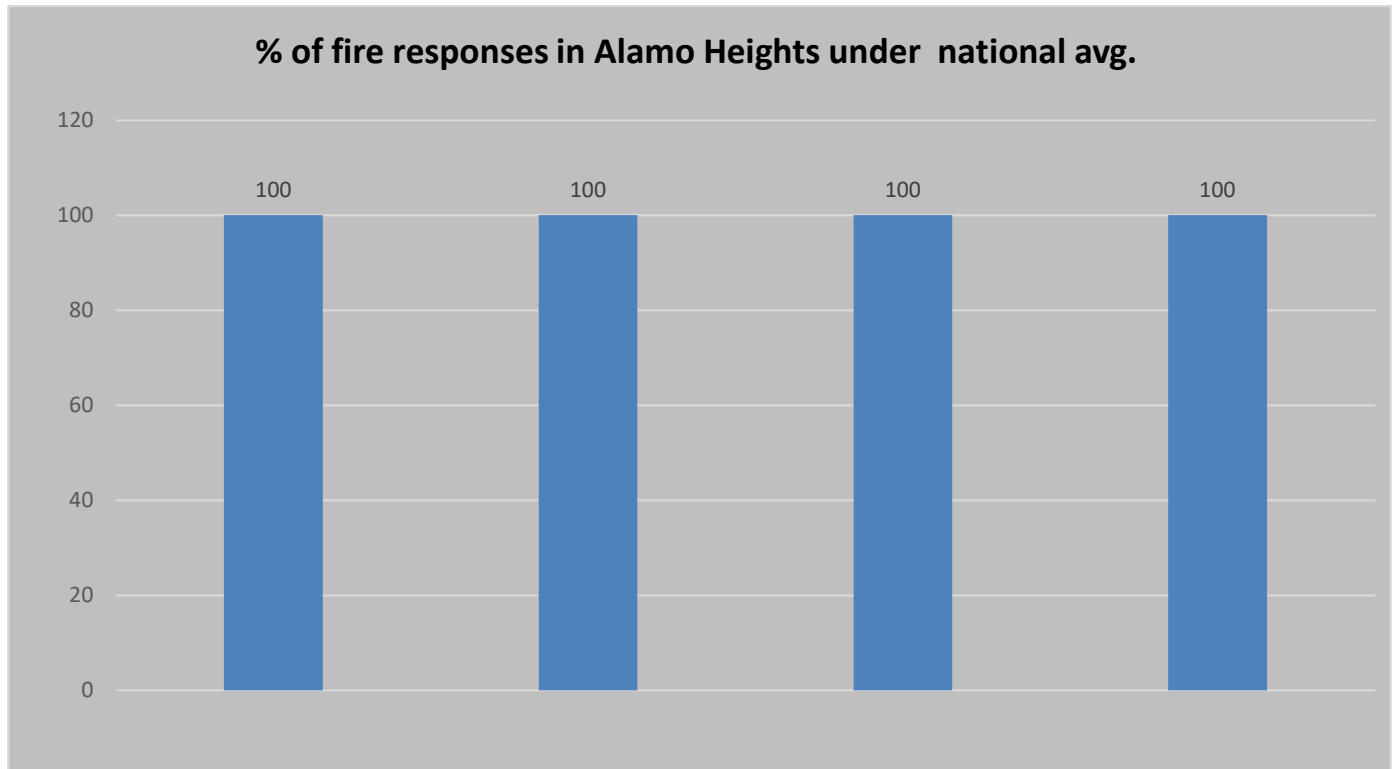
¹ Response time is calculated from the time call is received from dispatch until the arrival of fire apparatus at the scene of the incident.

² Based on 2019 census data of 3164 housing units and 4 projected fires.

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

	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	ADOPTED FY 2024-25
PERSONNEL SERVICES	\$2,097,246	\$2,336,284	\$2,324,832	\$2,416,576
COMMODITIES	\$70,520	\$84,207	\$91,237	\$99,101
CONTRACTUAL SERVICES	\$30,503	\$32,130	\$32,430	\$32,380
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$2,198,269	\$2,452,682	\$2,448,499	\$2,548,057
AUTHORIZED POSITIONS	18	18	18	18
FULL-TIME EQUIVALENTS	18.3	18.3	18.3	18.3

PERFORMANCE MEASURE HIGHLIGHTS



** AHFD current average Fire response time is 3 minutes, 55 seconds (10-01-2021 through 05-15-2022)*

EMS PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

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

ACTION STEPS

- Train an additional 5% of the community in hands only CPR
- Continue quarterly First Aid / CPR training for citizens and the school setting
- Focus on community education
- Update EMS SMOP Application for cell phone access

IMPROVEMENTS

- EMS Integration with law enforcement on MCI/Active attack responses
- Integrate Chaplain in to Behavioral Health Unit
- Obtain grant assistance for CISM wellness funding
- Renew the following:
 - DEA registration
 - Texas Department of State Health Services Continuing Education Program
 - Clinical laboratory Improvement Amendments waiver
 - Controlled Substance registration certificate
 - AHEMS Provider license
- Bexar County Mental Health integration with EMS system

EMS PERFORMANCE MEASURES

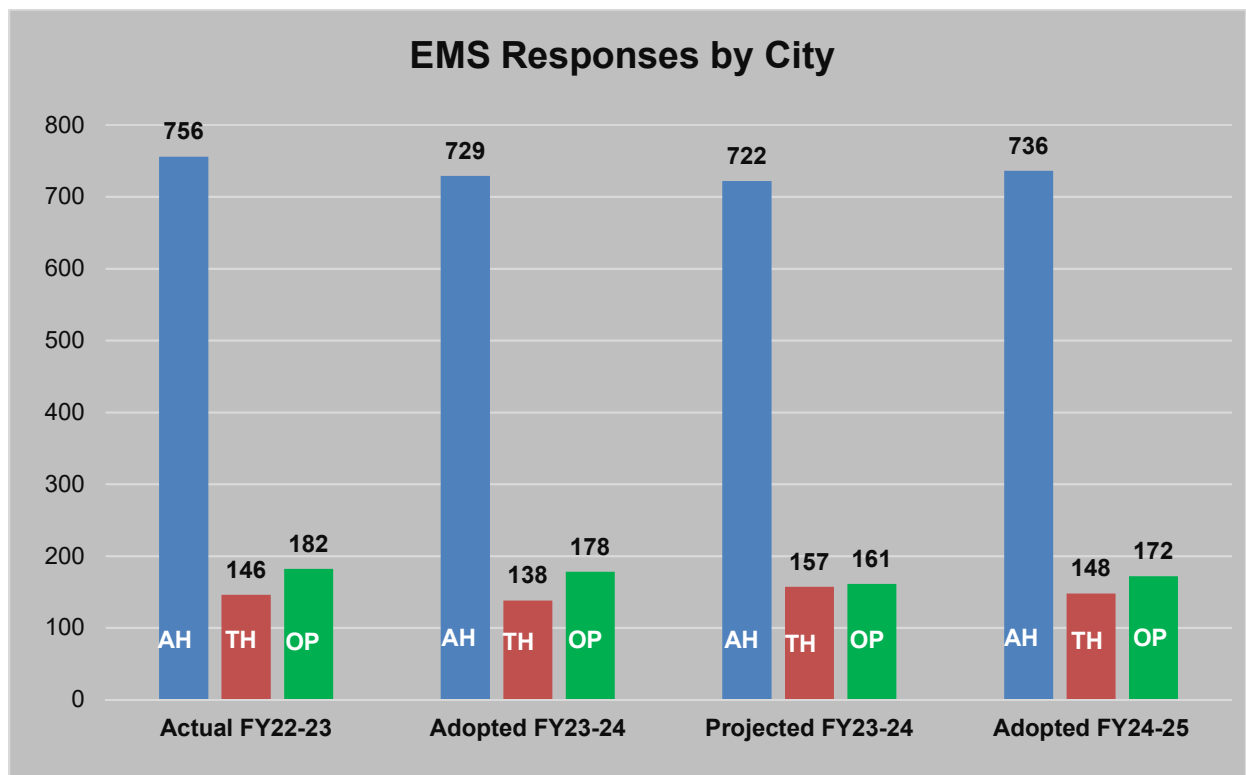
	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	ADOPTED FY 2024-25
<u>Input:</u>				
No. of EMS personnel	6.7	6.7	6.7	6.7
No. of EMS units	3	3	3	3
Population of Alamo Heights, Terrell Hills and Olmos Park ¹	14,839	16,468	14,839	15,382
National average for EMS collections	60%	60%	60%	60%
National average for EMS response	10 min.	10 min.	10 min.	10 min.
<u>Output:</u>				
EMS calls in Alamo Heights	762	712	714	729
EMS calls in Olmos Park	213	130	192	178
EMS calls in Terrell Hills	133	167	116	138
EMS calls involving transport	549	521	576	548
EMS calls response with aid only	559	521	446	508
EMS services invoiced	\$398,125	\$358,127	\$434,656	\$396,969
Revenues received for EMS services	\$272,479	\$213,586	\$267,938	\$251,331
Avg. response time - Alamo Heights	3min, 6sec	3min, 15sec	3min, 12sec	3min, 11sec
Avg. response time - Olmos Park	5 min, 23 sec	5 min, 31 sec	5min, 14 sec	5min, 22 sec
Avg. response time - Terrell Hills	5 min, 7 sec	5 min, 14 sec	5min, 12sec	5min , 11sec
Hours of training provided to EMS personnel	2054	1499	2374	1975
<u>Outcome:</u>				
No. of responses per EMS unit	369	336	340	348
% of EMS responses under national avg.	100%	100%	100%	100%
% of EMS revenue collected	68%	60%	61%	63%
<u>Efficiency:</u>				
Avg. no. of hours of training per EMS personnel	342	229	395	322

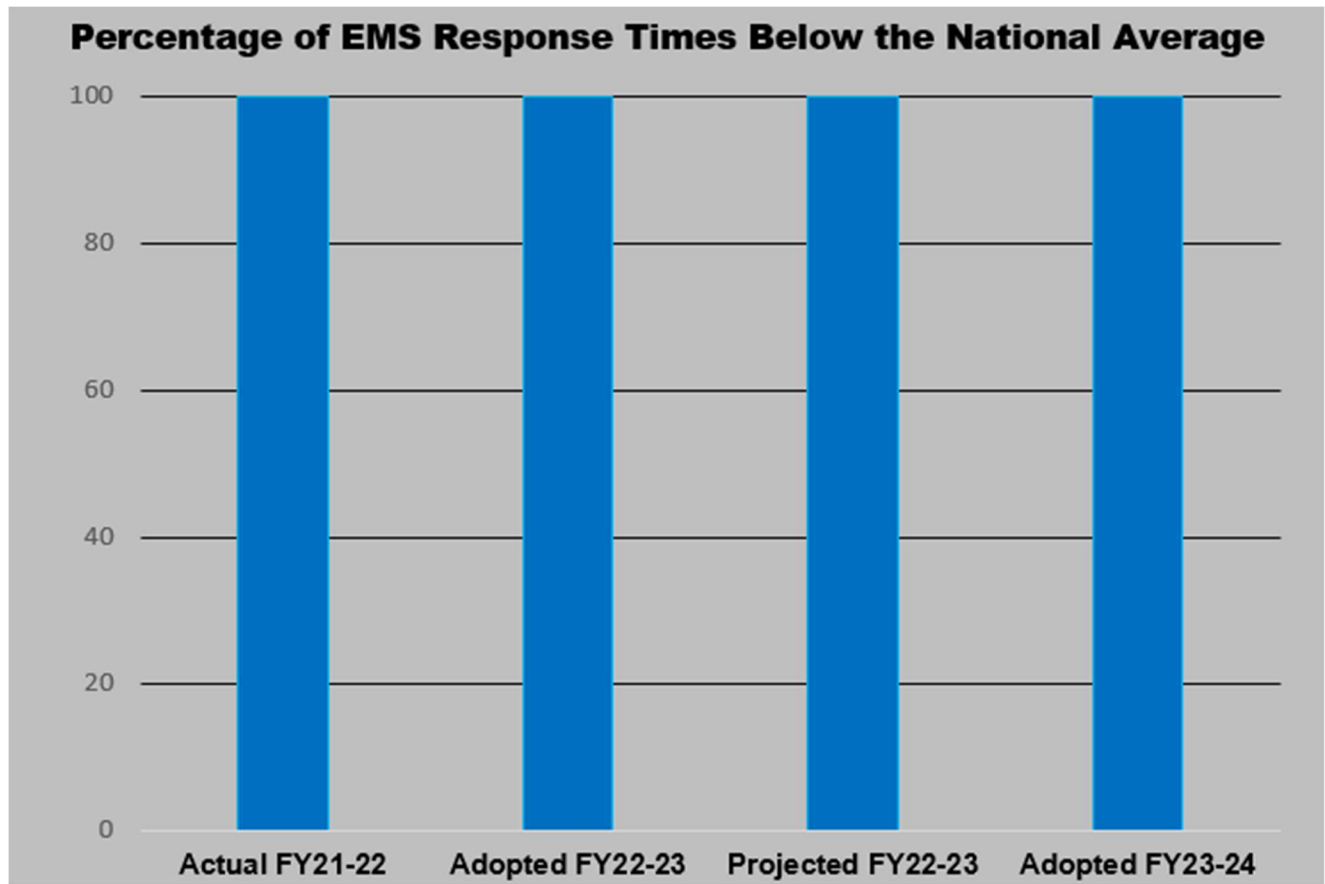
EXPLANATORY INFORMATION:¹ Population of cities from the 2020 U.S. Census.² Best practices / Post Covid

SUMMARY OF EXPENDITURES AND POSITIONS

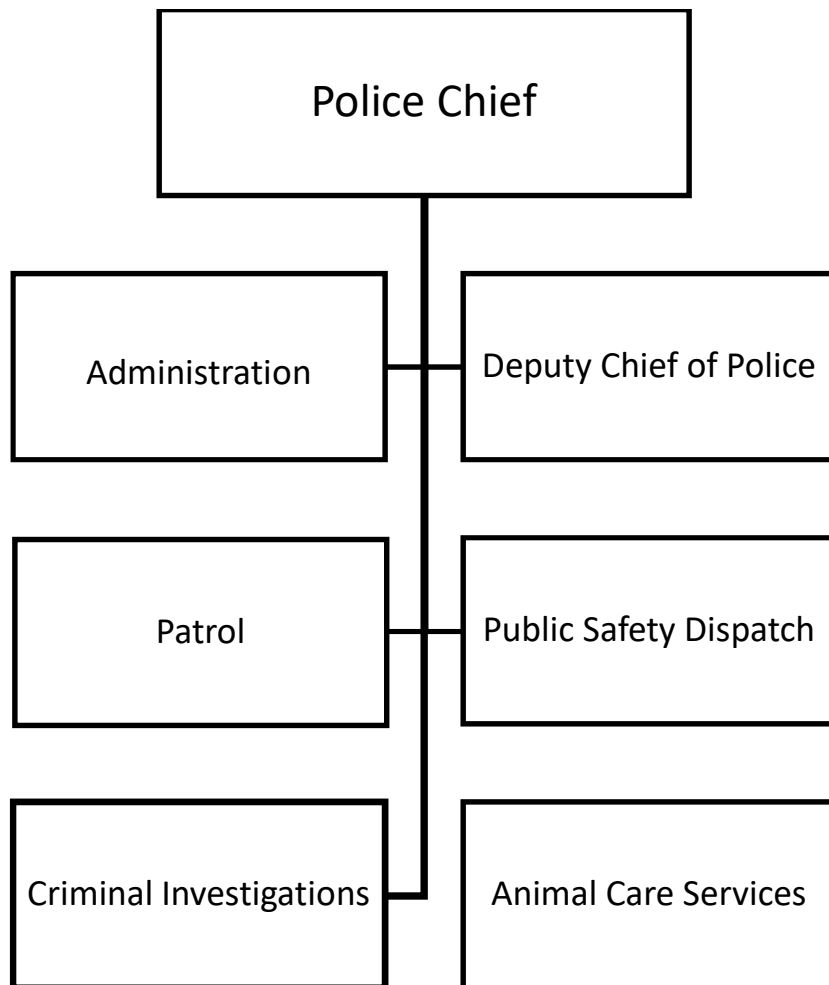
	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	ADOPTED FY 2024-25
PERSONNEL SERVICES	\$690,992	\$754,588	\$752,823	\$782,081
COMMODITIES	\$68,764	\$78,612	\$78,912	\$92,704
CONTRACTUAL SERVICES	\$20,098	\$29,853	\$29,853	\$31,063
CAPITAL OUTLAY	0	0	0	
TOTAL EXPENDITURES	\$779,854	\$863,053	\$861,588	\$905,848
AUTHORIZED POSITIONS	7	7	7	7
FULL-TIME EQUIVALENTS	6.7	6.7	6.7	6.7

PERFORMANCE MEASURE HIGHLIGHTS





* Current average EMS response time in Alamo Heights is 3 minutes, 06 seconds (10-01-2022 through 05-15-2023)



POLICE/DISPATCH

APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2025
Police	25.5	\$3,522,244
Communications Center	10.0	\$855,185
Total Funding	35.5	\$4,377,429

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

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

ACTION STEPS

- Acquire mapping and tracking program to locate officers and patrol vehicles
- Update the Emergency Operations Plan
- Reconsider options for officer safety during searches for individuals lost or evading and weapons or explosive devices
- Work with the Alamo Heights ISD to provide SRO coverage to five campuses

OTHER INITIATIVES

- Continue to monitor police reform mandates and adjust operations accordingly; maintain accreditation standards.
- Progressive approach to resolving current and anticipated parking issues in the community impacted by student off-campus parking currently and plan for on-street parking impacts created by a major school construction project.
- Expand non-enforcement driver safety awareness efforts utilizing electronic messaging signs.
- Improve police preparedness through procedure and training for response to critical, life-threatening situations.

POLICE**GENERAL FUND****PERFORMANCE MEASURES**

	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	ADOPTED FY 2024-25
<u>Input:</u>				
No. of sworn officer positions	23	23	23	23
No. of civilian positions	2.5	2.5	2.5	2.5
No. of patrol vehicles	9	9	9	9
No. of calls for service (CFS) generated ¹	6,034	5,458	5,689	5,983
<u>Output:</u>				
No. of officer initiated calls ¹	2,826	2,271	2,487	2,564
No. of custodial arrests ²	203	212	216	220
No. of police reports prepared	2,382	2,634	2,212	2,314
No. of court citations issued	4,295	4,660	4,716	4,716
No. of warning citations issued	4,816	4,893	5,191	5,191
No. crime prevention contacts ³	11,781	12,027	11,611	12,586
Patrol mileage	74,637	81,759	82,525	82,698
No. of violent crimes reported ⁴	4	18	8	8
No. of property crimes reported ⁵	167	217	217	241
No. of training hours for all personnel	4,595	4,457	4,898	4,768
<u>Outcome:</u>				
% of sworn personnel assigned to patrol	74%	70%	80%	80%
% of CFS resulting in written reports	41%	46%	44%	44%
<u>Efficiency:</u>				
% of reports encoded or expedited ⁶	59%	54%	56%	56%
% of calls initiated by officers	44%	41%	46%	47%

EXPLANATORY INFORMATION

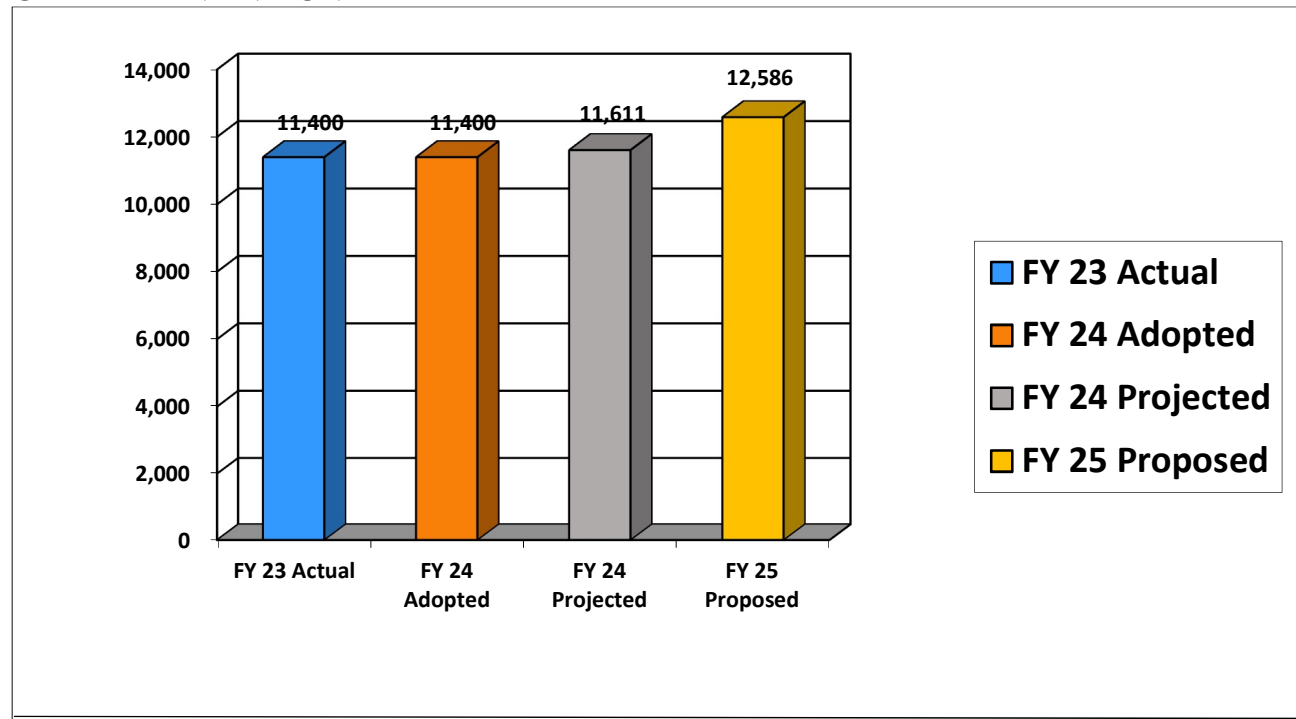
- ¹ Includes calls dispatched and officer initiated activities; does not include crime prevention contacts, business checks, vacation watch or other miscellaneous activities.
- ² Changed calculation in FY11 to not include citation and release arrests
- ³ Crime prevention contacts include residential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

PROGRAM CHANGES**◆ IMPROVEMENTS*****CAPITAL REPLACEMENT / MOBILE VIDEO CAMERAS*****\$67,409**

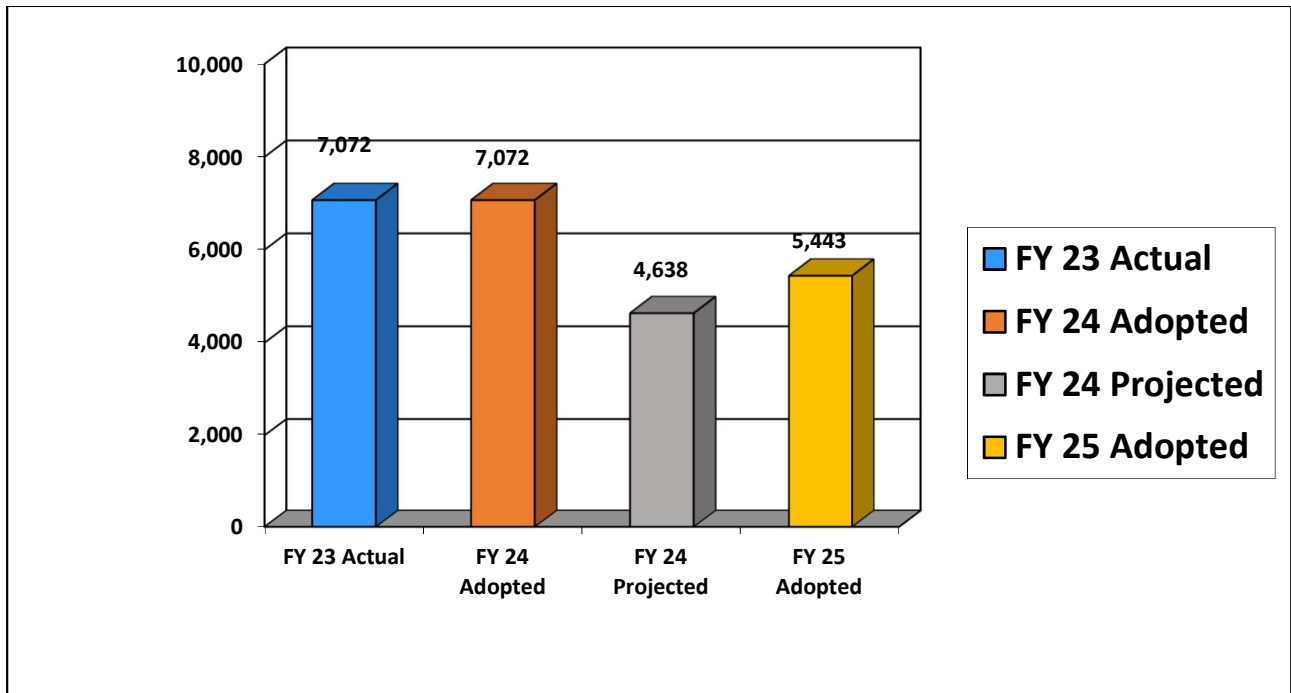
- Replace nine mobile video cameras, licensing, maintenance agreements (annual payment), installation.

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

	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	ADOPTED FY 2024-25
PERSONAL SERVICES	\$2,418,818	\$2,921,120	\$2,765,460	\$3,225,890
COMMODITIES	118,596	171,722	148,891	185,532
CONTRACTUAL SERVICES	99,234	100,874	96,124	98,246
CAPITAL OUTLAY	16,803	0	0	12,576
TOTAL EXPENDITURES	\$2,653,451	\$3,193,716	\$3,010,475	\$3,522,244
AUTHORIZED POSITIONS	25.5	25.5	25.5	25.5
FULL-TIME EQUIVALENTS	25	25	25	25

PERFORMANCE MEASURE HIGHLIGHTS**CRIME PREVENTION**

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

CALLS FOR SERVICE

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

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

PERFORMANCE MEASURES (amended to report COAH activities only)

	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	ADOPTED FY 2024-25
<u>Input:</u>				
No. of dispatcher full-time equivalents	10.0	10.0	10.0	10.0
No. of calls received ¹	7,072	7,072	6,459	7,072
No. of self-initiated calls ²	2,826	2,826	3,776	3,776
No. of 911 (emergency) calls received ³	1,570	1,570	1,481	1,570
No. of TCIC transactions	39,009	39,009	38,850	39,009
<u>Output:</u>				
No. of calls dispatched to Police	3,939	3,939	3,286	3,586
No. of 911 calls dispatched to Police	731	731	657	701
No. of calls dispatched to Fire	866	866	876	886
No. of 911 calls dispatched to Fire	524	524	503	524
No. of calls dispatched to EMS	959	959	995	990
No. of 911 calls dispatched to EMS	726	726	672	672
<u>Outcome:</u>				
% of 911 (emergency) calls dispatched ⁴	34%	34%	40%	41%
% of 911 calls dispatched to PD	46%	46%	44%	44%
% of 911 calls dispatched to FD/EMS	53%	53%	45%	54%

EXPLANATORY INFORMATION

¹ Calls for service received for all services in Alamo Heights.

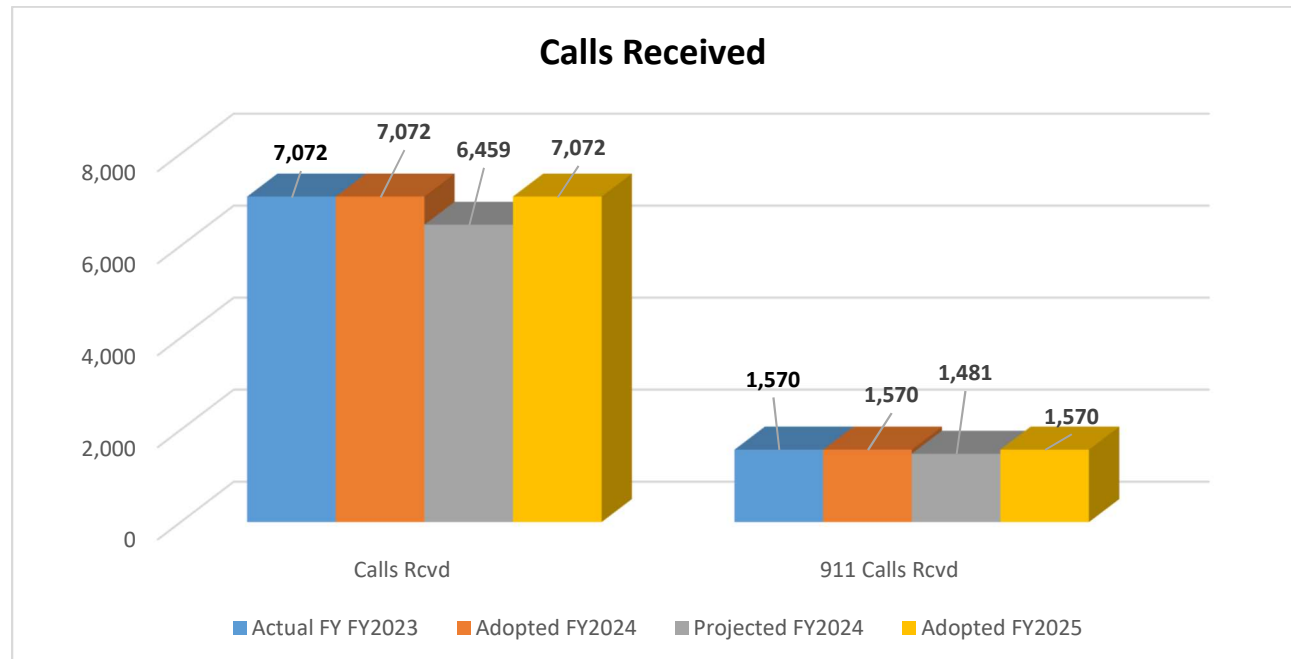
² Does not include traffic enforcement contacts or security checks.

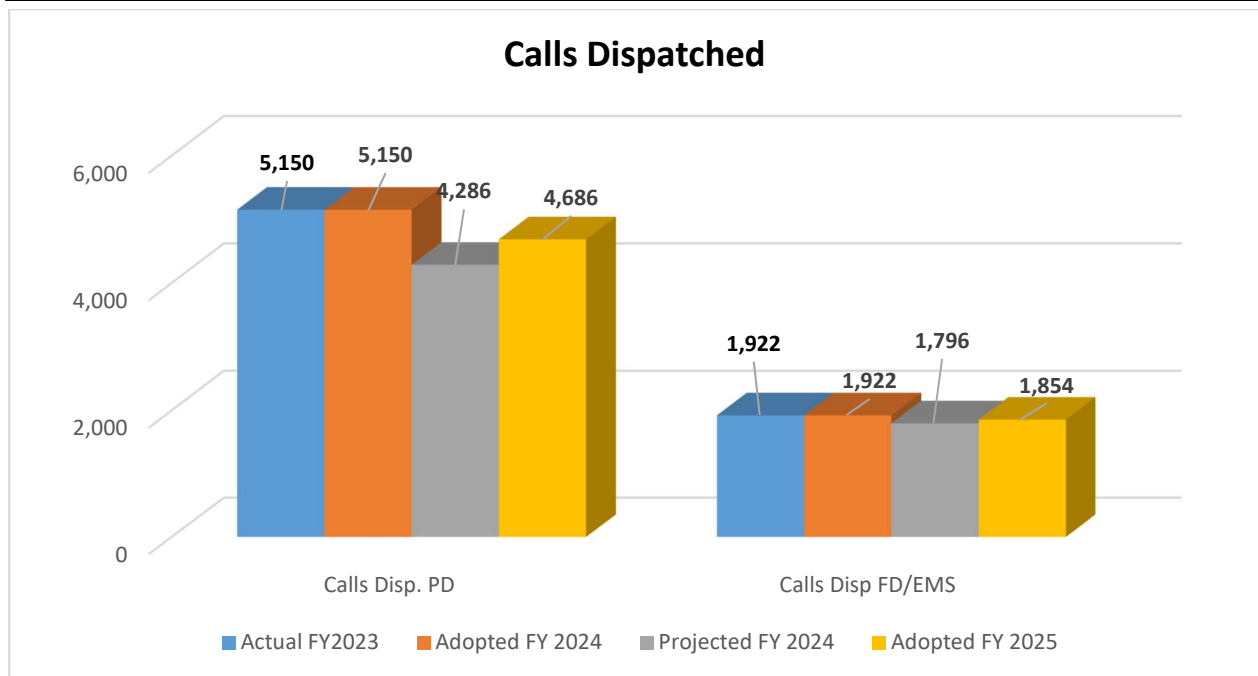
³ Includes misdials, duplicate calls, and transfers to other agencies.

⁴ Represents only 911 calls dispatched to Alamo Heights.

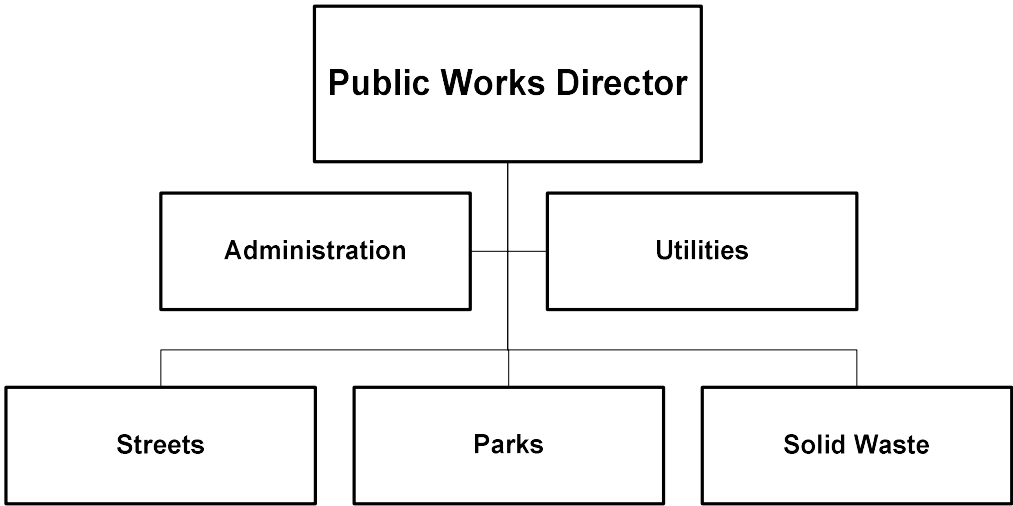
POLICE**GENERAL FUND****SUMMARY OF EXPENDITURES AND POSITIONS**

	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	ADOPTED FY 2024-25
PERSONAL SERVICES	\$663,912	\$802,608	\$741,858	\$828,010
COMMODITIES	34,988	25,351	22,389	25,351
CONTRACTUAL SERVICES	1,538	1,824	1,824	1,824
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$700,438	\$829,783	\$766,071	\$855,185
AUTHORIZED POSITIONS	10	10	10	10
FULL-TIME EQUIVALENTS	10	10	10	10

PERFORMANCE MEASURE HIGHLIGHTS



* Includes calls received for all services. Does not include self-initiated activity or special assignments.



PUBLIC WORKS

APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2025
Administration	1.00	\$110,730
Streets	5.00	809,228
Solid Waste	9.00	987,584
Parks	4.00	421,524
Water	10.00	3,761,739
Sewer	0.00	1,726,000
Total Funding	30.00	\$7,816,805

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

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

ACTION STEPS

- Work to limit numerous utility cuts throughout the City to improve ride is ongoing
- Work toward solutions to street drainage improvements which have been identified ahead of Street Maintenance Program (SMP)
- Work to increase pedestrian accessibility through enhancements to existing crossings, encourage sidewalk connectivity, and create more pedestrian opportunities

OTHER INITIATIVES

- Work with community partners to implement various beautification & quality of life projects

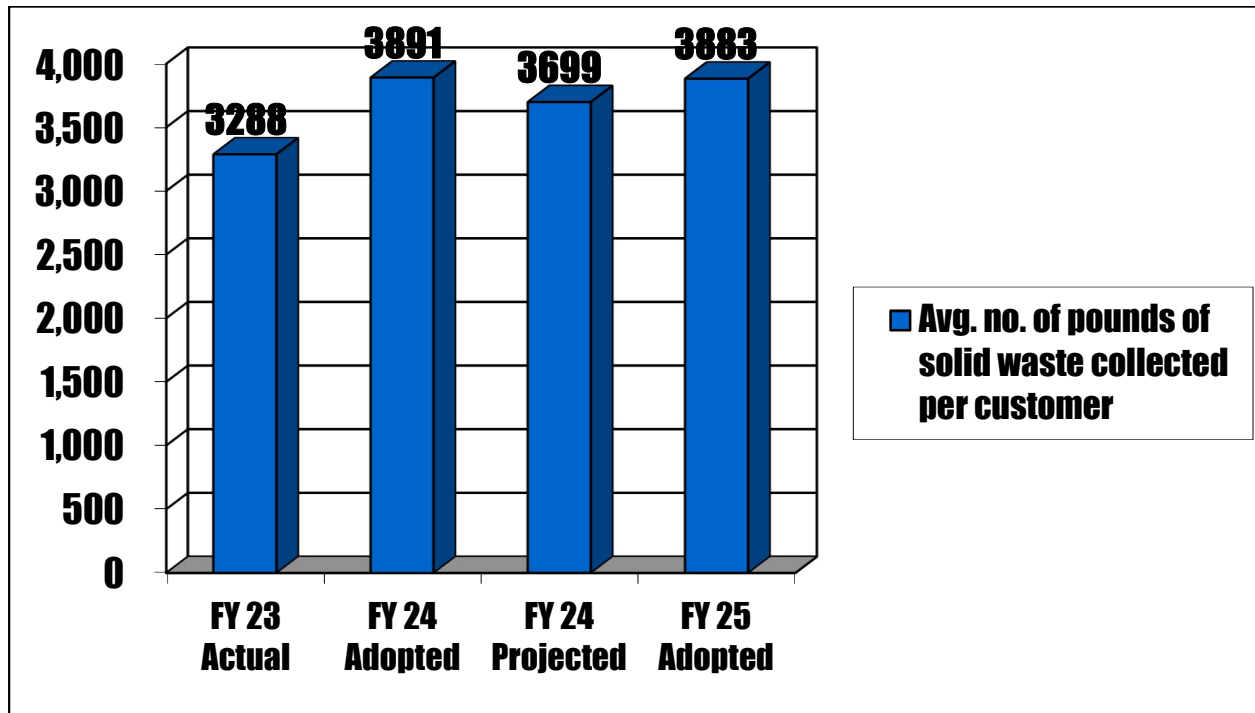
PERFORMANCE MEASURES

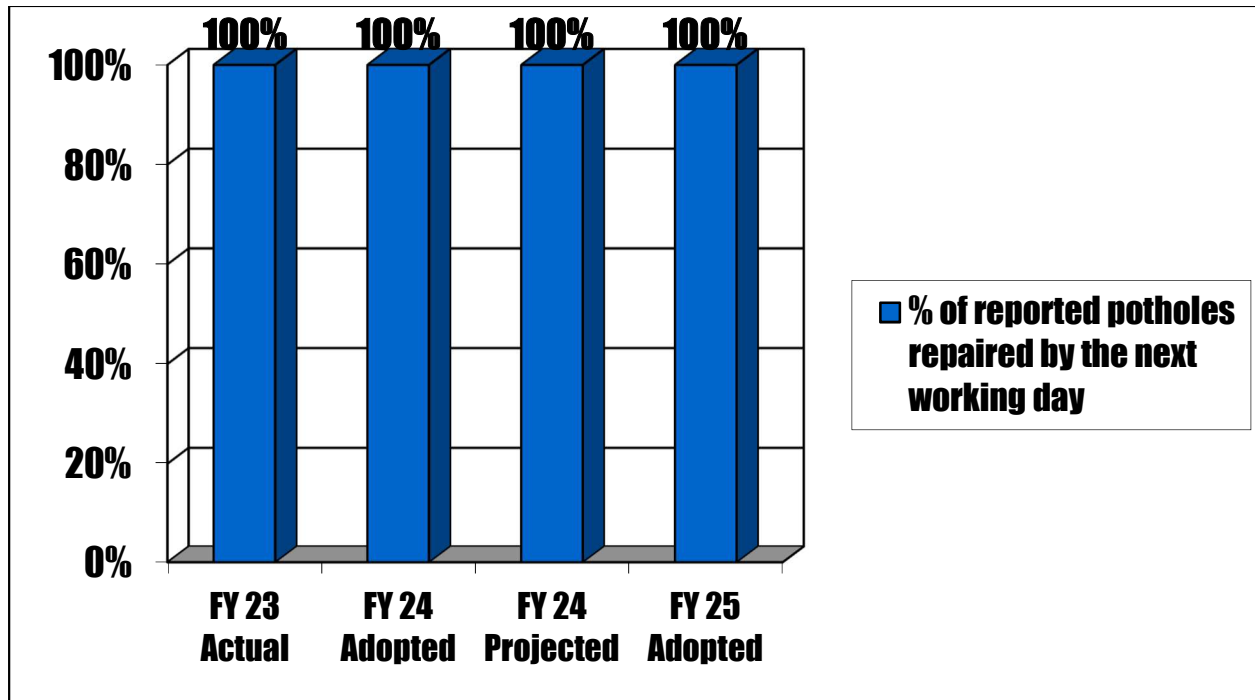
	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	PROPOSED FY 2024-25
<u>Input:</u>				
No. of lane miles of paved streets and alleys	110	110	110	110
No. of linear miles of City storm drains	2	2	2	2
No. of solid waste effective customers	2,555	2,570	2,555	2,560
No. of staff assigned to patching 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
<u>Output:</u>				
No. of square yards of street repaired	27,405	27,405	31,403	29,404
Tons of solid waste collected	4,200	5,000	4,726	4,962
Tons of materials recycled	662	715	700	750
Total acreage mowed a year	3,588	3,588	3,588	3,588
<u>Outcome:</u>				
% of reported potholes repaired by the next working day	100%	100%	100%	100%
<u>Efficiency:</u>				
Avg. no. of square yards patched by staff per working week (52 weeks)	33	30	33	35
Avg. no. of pounds of solid waste collected per effective customer	3,288	3,891	3,699	3,883
Avg. no. of pounds of materials recycled per effective customer	518	556	548	586

SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	PROPOSED FY 2024-25
PERSONNEL SERVICES	\$1,353,647	\$1,567,190	\$1,391,820	\$1,604,975
COMMODITIES	443,542	412,817	343,582	423,098
CONTRACTUAL SERVICES	242,600	258,993	277,792	300,993
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$2,039,789	\$2,239,000	\$2,013,194	\$2,329,066
AUTHORIZED POSITIONS	20	20	20	20
FULL-TIME EQUIVALENTS	20.00	20.00	20.00	20.00

PERFORMANCE MEASURE HIGHLIGHTS





PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

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

ACTION STEPS

- Effectively manage the water main and service connection installation on Wildrose, Cloverleaf & Rosemary to enhance regulatory compliance
- Effectively manage the water main installation in the Sylvan Hills neighborhood, to include Claywell, E Oakview, E Edgewood, Elmview & E Fair Oaks, to enhance regulatory compliance
- Implement preparation measures for potential Lower Broadway improvements

OTHER INITIATIVES

- Respond and repair emergency main breaks within 3 hours of initial call.
- Implement overhaul of Well #5 at Evans & Penny Lane to include replacement of column pipe, pump drive motor, and electrical components and site improvements

PERFORMANCE MEASURES

	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	PROPOSED FY 2024-25
<u>Input:</u>				
No. of linear miles of water mains	44.2	44.2	44.2	44.2
No. of linear miles of sewer mains	32.3	32.3	32.3	32.3
No. of ground water wells	6	6	6	6
Total water pumping capacity in gallons per minute	5,740	5,800	5,740	5,800
No. of water connections	3,151	3,120	3,120	3,140
No. of sewer connections	2,716	2,710	2705	2,710
<u>Output:</u>				
No. of gallons storage provided	1,050,000	1,050,000	1,050,000	1,050,000
No. of gallons of water pumped	665,870,001	671,000,000	799,044,001	805,000,000
No. of gallons of water billed	535,115,497	576,000,000	575,971,960	576,000,000
No. of linear feet of water lines replaced	4,500	4,500	4,500	4,500
No. of water mains leaks repaired	19	15	10	15
No. of water service line leaks repaired	65	60	74	75
No. of sewer line leaks repaired	10	4	9	12
<u>Outcome:</u>				
No. of gallons of non-revenue water ¹	131,598,139	95,000,000	157,917,767	160,000,000
% of reported water leaks repaired within 3 working days	98%	95%	95%	95%
<u>Efficiency:</u>				
Avg. no. of gallons of water pumped per effective connection	212,942	213,223	255,530	260,500
Avg. no. of gallons of water billed per effective connection	165,665	155,472	195,798	200,550
Gallons of water storage per effective connection	330	330	330	330
% of non-revenue water of total pumped	14%	14%	14%	14%

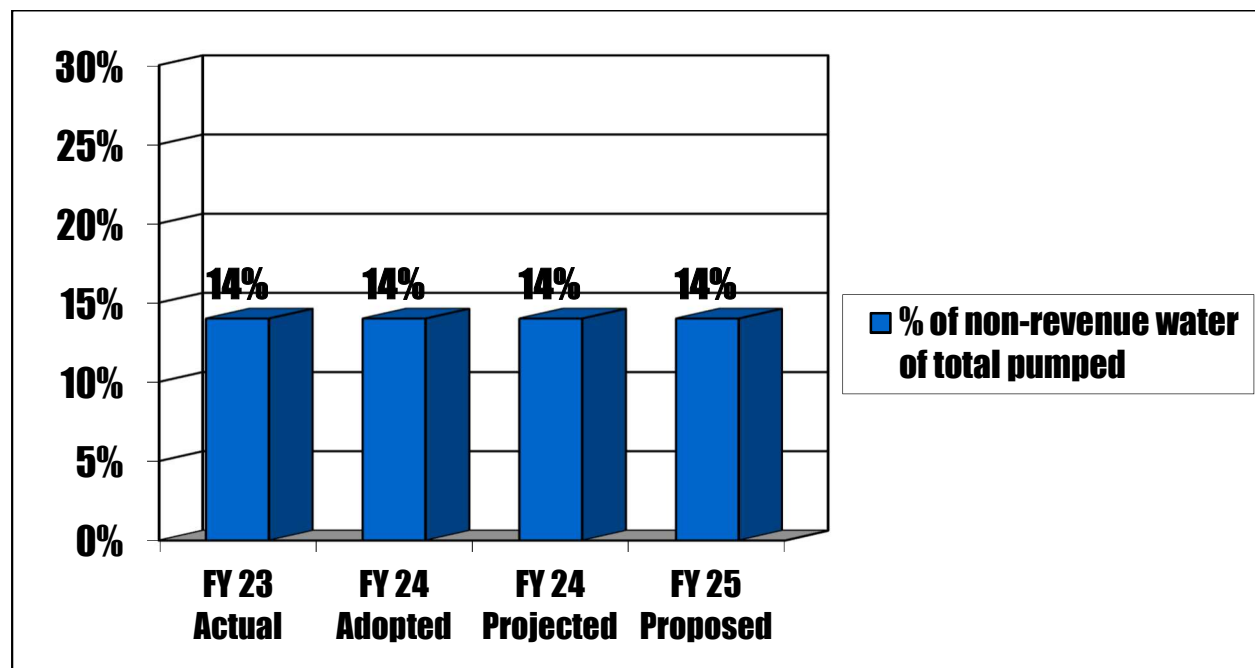
EXPLANATORY INFORMATION:

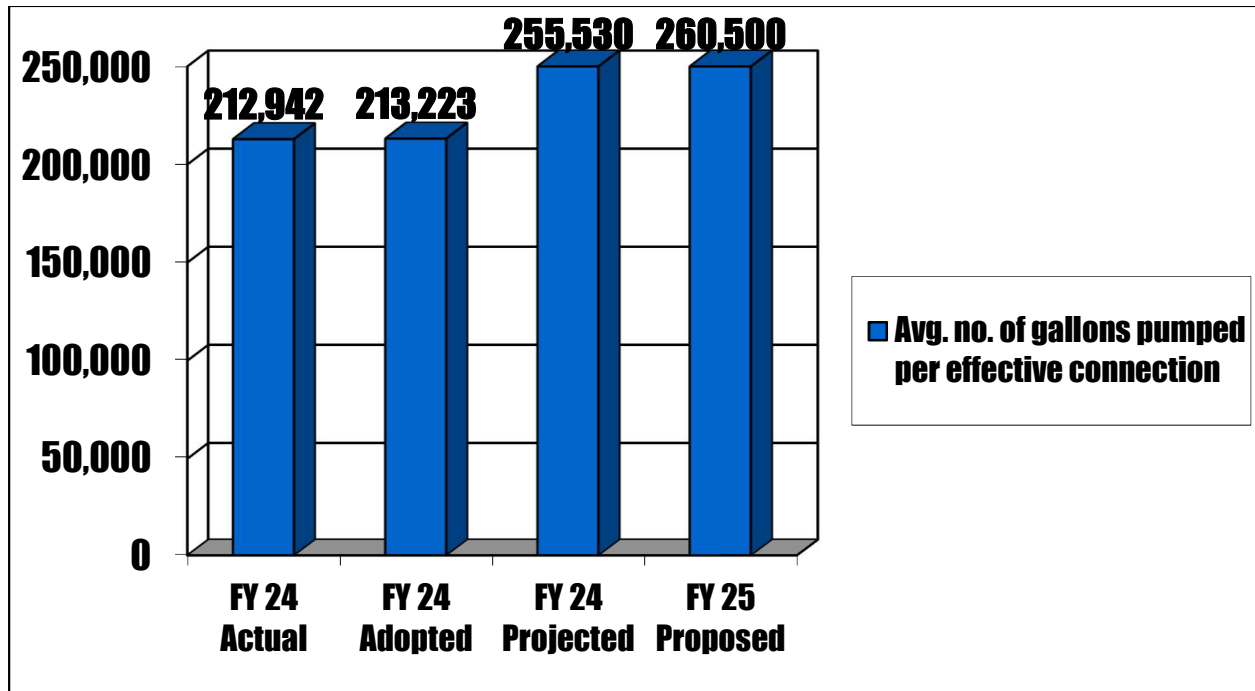
¹ Non-Revenue Water (NRW) is defined by the IWA/AWWA as the difference between the volume input to the water supply system (system input volume) and the volume of metered and/or unmetered water taken by registered customers, the water supplier and others who are authorized to do so (authorized consumption).

SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2022-23	ADOPTED FY 2023-24	PROJECTED FY 2023-24	PROPOSED FY 2024-25
PERSONNEL SERVICES	\$1,317,218	\$1,309,113	\$1,223,247	\$1,459,391
COMMODITIES	718,951	695,100	678,507	729,100
CONTRACTUAL SERVICES	1,798,434	1,841,016	2,004,536	1,941,500
OPERATING TRANSFER OUT	500,173	92,748	92,748	92,748
CAPITAL OUTLAY	7,548	1,975,000	384,694	1,140,000
TOTAL EXPENDITURES	\$4,342,324	\$5,912,977	\$4,383,732	\$5,362,739
 AUTHORIZED POSITIONS	 10	 10	 10	 10
FULL-TIME EQUIVALENTS	10.00	10.00	10.00	10.00

PERFORMANCE MEASURE HIGHLIGHTS







CITY HOLIDAY SCHEDULE

City Council has approved 14 holidays.

HOLIDAY	DATE
Veteran's Day	Monday, November 11, 2024
Thanksgiving Day	Thursday, November 28, 2024
Day after Thanksgiving	Friday, November 29, 2024
Christmas Eve	Tuesday, December 24, 2024
Christmas Day	Wednesday, December 25, 2024
New Year's Day	Wednesday, January 1, 2025
Martin Luther King Day	Monday, January 20, 2025
President's Day	Monday, February 17, 2025
Good Friday	Friday, April 18, 2025
Battle of Flowers	Friday, May 2, 2025
Memorial Day	Monday, May 26, 2025
Juneteenth	Thursday, June 19, 2025
Independence Day	Friday, July 4, 2025
Labor Day	Monday, September 1, 2025



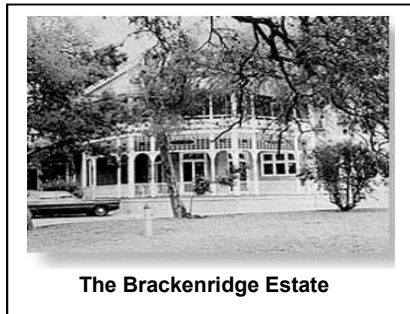
HISTORY OF ALAMO HEIGHTS

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

--T.R. Fehrenbach, Historian

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

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



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

The building of Alamo Heights began in the 1890s when the family that had purchased the Anderson ranch property sold it to the Chamberlain Investment Company of Denver. During the same time, the Brackenridge properties were sold to the Order

of the Sisters of Charity of the Incarnate Word on the condition that they buy all 280 acres in “Alamo Heights” and preserve the house and grounds.

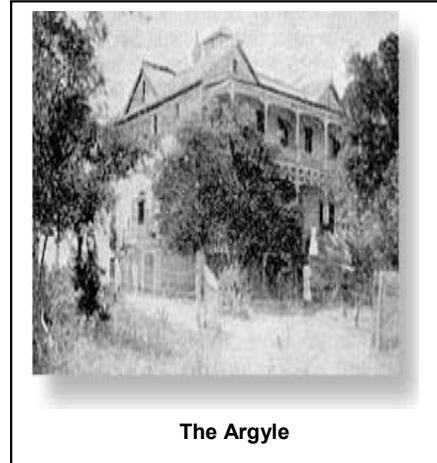
Brackenridge loved the natural beauty of the area and insisted that it be preserved. Records detail that he frequently visited the property to make sure the sisters did not cut down any shrubs or trees.

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

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

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

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



The Argyle

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

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

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

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

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

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

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



GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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