CITY OF ALAMO HEIGHTS, TEXAS

PROPOSED OPERATING BUDGET
OCTOBER 1, 2016 THROUGH SEPTEMBER 30, 2017
FISCAL YEAR 2016-17

AS SUBMITTED TO

THE MAYOR AND THE CITY COUNCIL

MAYOR
LOUIS COOPER

MAYOR PRO TEM
FRED PRASSEL

CITY COUNCIL MEMBERS
LAWSON JESSEE
BOBBY ROSENTHAL
LYNDA BILLA BURKE
JOHN SAVAGE

CITY MANAGER
J MARK BROWNE

Proposed

CITY OF ALAMO HEIGHTS
MISSION STATEMENT

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

ANNUAL OPERATING BUDGET
FOR FISCAL YEAR 2016-17

This budget will raise more revenue from property taxes than last year's budget by an amount of $294,549 which is a 4.92% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is $61,759.

Proposed

City Council Record Vote

The members of the governing body voted on the adoption of the budget as follows:

FOR:

AGAINST:

PRESENT and not voting:

ABSENT:

Tax Rate	Proposed FY 2016-17	Adopted FY 2015-16
Property Tax Rate	0.389900	0.390262
Effective Rate	0.377771	0.365900
Effective M&O Tax Rate	0.320181	0.315464
Rollback Tax Rate	0.414915	0.402746
Debt Rate	0.057000	0.059500

The total amount of municipal debt obligation secured by property taxes for the City of Alamo Heights is $9,180,000

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.

Proposed

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Proposed

CITY OF ALAMO HEIGHTS
6116 BROADWAY
SAN ANTONIO, TEXAS 78209
210-822-3331
FAX 210-822-8197

August 8, 2016

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 2016-17 Proposed Operating Budget. The Proposed 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 2016-2017 Strategic Action Plan.

The FY 2016-17 Proposed Budget has been developed to allocate resources by City department to provide excellent municipal services to citizens and visitors. The Proposed 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.

Proposed

PRINCIPAL BUDGET ISSUES

The principal budget issues for Alamo Heights relate to the ability of the city to continue its 20 year plan for infrastructure improvements and reserve funds needed for capital vehicle and equipment replacement. This budget provides a transfer of funds from the general fund sufficient to fully fund the 2017 requirements in these programs.

Alamo Heights is landlocked and does not benefit from the new development of vacant property. To sustain its tax base, the City depends on continuous rehabilitation and renewal of existing developed properties. Since 90% 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 5.8% increase in net taxable values for 2016. The City also benefits from the improvement and renewal of its established commercial district.

PLANNING PROCESSES

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

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

Capital Improvement Program (CIP) – The City Council approved $7.5 million in Certificates of Obligation in 2007 to fund a wide variety of critical infrastructure improvements. Approximately $5.165 million was allocated for the purchase of a new fire ladder apparatus, the repaving of several major streets, facility and drainage improvements and the construction of accessible sidewalks. The balance of approximately $2.335 million was allocated for the construction of a new elevated water tank and related improvements, the repainting of the existing 300,000 gallon elevated water tank and the replacement of various water and sewer mains. All of these projects were finalized in 2013.

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

The City established governmental funds in 2011 for street maintenance and capital replacement. Street maintenance projects are funded with one quarter cent sales tax and transfers made from the general fund. Transfers are also made to the capital replacement fund and set aside for larger purchases of required vehicles and equipment.

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

DEBT

The Constitution of the State of Texas limits the total ad valorem taxes levied by a City to $2.50 for each $100 of assessed valuation. There is no limitation within the $2.50 rate specifically for debt service; however, the Texas Attorney General prohibits the issuance of debt if the debt service requirements exceed the amount that can be paid from $1.50 tax rate calculated at 90% collections. Approximately 14.6 percent (.057000 cents) of the proposed total property tax rate

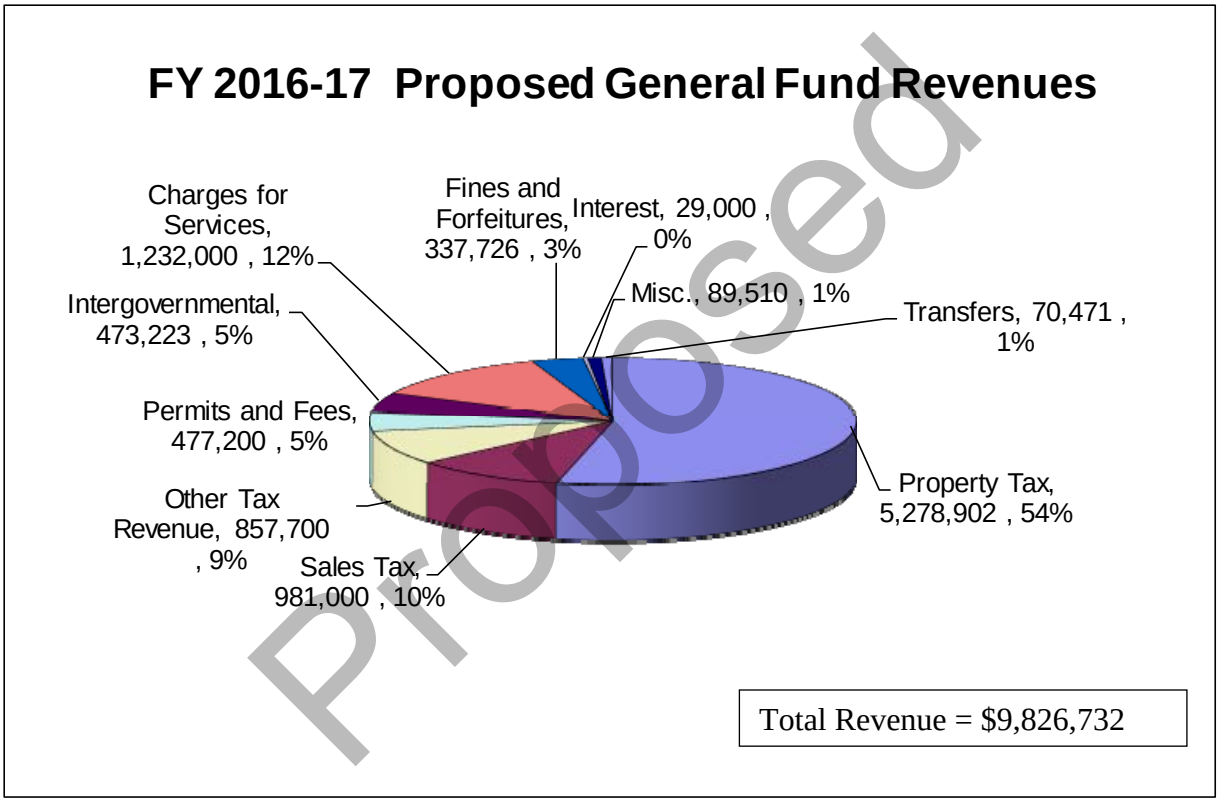
Proposed

is currently dedicated for debt service payments related to the 2007 Certificates of Obligation and 2012 General Obligation Bonds. This debt amount is significantly below the state limits and the City is scheduled to retire the 2007 general fund portion of this debt in the year 2020.

MAJOR REVENUES

The City derives revenue from a variety of sources to support the provision of municipal services. Major general fund revenues include property taxes, sales taxes, charges for services, permits and fees, intergovernmental, other taxes and fines and forfeitures. Property taxes constitute the majority of general fund revenues, representing 54 percent of the proposed general fund revenues.

The proposed revenues in the FY 2016-17 General Fund Budget are represented in the following graph:



REVENUE TRENDS

The general fund revenues are subject to a number of economic factors but still tend to exhibit certain predictable trends. For instance, property taxes are based on the appraised value of real property in the community. Preliminary estimates indicate that appraised values in Alamo Heights increased about 5.8 percent in 2016. A more detailed discussion of property tax is included later in this message.

Permits and fees, sales tax and interest are typically more closely tied to the relative health of the economy. Although interest rates remain low, the credit market is unusually tight and banks are making fewer loans. Being a relatively affluent community, some residents are taking advantage of the economy to make improvements to their homes or building new homes. Sales tax and

interest earned on investments are typically a direct result of economic activity and growth, respectively. Both permit and sales tax revenue streams remain very 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. The water and sewer rates should also be enough for capital replacement of equipment and water/sewer infrastructure. These revenue streams are not as affected by the economy but are most affected by the amount of rainfall received throughout the system in a given year. A lack of rainfall will increase water usage, which increases water revenue and typically sewer revenue which is established by water usage in the winter months. More rainfall, conversely, typically leads to more conservation of water but lower water and sewer revenues to support the system. Moreover, the City 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 Proposed Budget, a projected $5,278,902 or 54 percent of General Fund revenues come from property taxes. This concentration of revenues from property taxes is consistent with the fact that 90 percent of the city's property values are from residential properties. Despite the slow recovery of the nationwide housing market, 2016 taxable values in Alamo Heights increased $92,483,851 or 5.8% percent.

The proposed 2016 tax rate will be lowered to $0.389900 per one hundred dollars valuation. The Maintenance and Operating Rate (M & O) and Interest and Sinking (I & S) property tax rates are proposed to be $0.332900 and $0.057000 cents per $100 taxable value, respectively.

The City of Alamo Heights voters approved an initiative in November 2007 to freeze property tax values for property owners that are disabled or over 65 years of age. This exemption decreases the amount of property taxes paid by qualifying property owners by freezing the amount of property taxes paid for their property in the year that the owner qualifies for the exemption. The Bexar Appraisal District estimates that 695 property owners will qualify in the 2016 tax year. Properties qualifying for the freeze decreased the total taxable value by $410,475,933 and the City will forgo approximately $374,889 in FY 2016-17 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

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

	2014 Tax Rate	2015 Tax Rate	M&O[1] (Operations)	I&S[2] (Debt)
Alamo Heights	***.390262***	***.390262***	***.330762***	***.059500***
Terrell Hills	.370525	.345906	.287500	.058170
Windcrest	.340900	.334100	.334100	.000000
Olmos Park	.442785	.442785	.36664	.076145
Hollywood Park	.511000	.510081	.511000	.000000
Leon Valley	.575507	.561615	.471173	.090442
San Antonio	.565690	.558270	.346770	.211500
Universal City	.560492	.543828	.443788	.100040

[1] *Maintenance and Operations Rate – Revenue for General Fund*
[2] *Interest and Sinking Rate – Funds for Debt Services*

The following sample property tax statement demonstrates the portion of local taxes that are due from a typical resident of City of Alamo Heights. This sample statement, for a typical taxpayer under the age of 65, compares the current property tax rates for a $524,643 home, which is the 2014 average homestead value. City taxes represent $2,047 or 17 percent of the total property taxes due.

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SAMPLE STATEMENT
PROPERTY TAXES
ALAMO HEIGHTS, TEXAS

Taxing Unit	Assessed Value	Homestead Exemption	Taxable Value	2015 Rate per $100	Tax Levy	% of Total Levy
Alamo Heights I.S.D.	$559,986	$25,000	$534,986	$1.195000	$6,393	44%
City of Alamo Heights	**$559,986**	**N/A**	**$559,986**	**$0.390262**	**$2,185**	**15%**
Alamo Community College Dist.	$559,986	N/A	$559,986	$0.149150	$835	6%
Bexar County	$559,986	N/A	$559,986	$0.297500	$1,666	12%
University Health System	$559,986	N/A	$559,986	$0.276235	$1,547	11%
County Road & Flood	$559,986	$3,000	$556,986	$0.297500	$1,657	12%
S.A. River Authority	$559,986	$5,000	$554,986	$0.017290	$96	1%
Total				**$2.622937**	**$14,380**	**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 City of Alamo Heights' current sales tax rate is 8 percent which includes one-quarter (.25) of a cent for street maintenance originally approved by the voters in November 2008 for a period of four years and approved for an additional four year period in November of 2012. 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 Proposed Budget, $1,229,857 is projected to be collected by the City from sales tax. This total amount includes $248,857 for the Street Maintenance Fund and $981,000 for the General Fund which represents 10 percent of the total General Fund revenue.

BUDGET SUMMARY

The Combined Summary of Revenues and Expenditures is a fund statement which accounts for combined revenues and expenditures, excluding transfers, associated with all City funds subject to appropriation. Although all funds have been recorded on a consolidated fund statement, some funds are required to be spent only for purposes designated by ordinance or law. The Gross Available Balance for FY 2016-17 Proposed Budget is $6,962,070 which includes the total operating expenses of $14,583,344 and revenues totaling $14,533,973.

PROGRAM CHANGES

The FY 2016-17 Proposed Budget includes an Automatic License Plat Reader program to improve warrant collections with and General Fund expenditures of $8,540 in one-time capital improvements. These proposed program changes are outlined in a schedule in the Budget Information section.

GENERAL FUND

The Proposed General Fund departmental allocations for FY 2016-17 total $9,466,582 which represents a 1.61 percent increase from the FY 2015-16 Adopted General Fund Budget. Total revenues, excluding transfers, for FY 2016-17 are projected to be $9,756,261 which represents a 3.71 percent increase from the FY 2015-16 Adopted General Fund Budget.

The General Fund Schedule reflects a Gross Available Fund Balance of $4,061,496 and a Net Available Fund Balance of $1,694,850 with an Operating Reserve equivalent to three (3) months of the total departmental allocations.

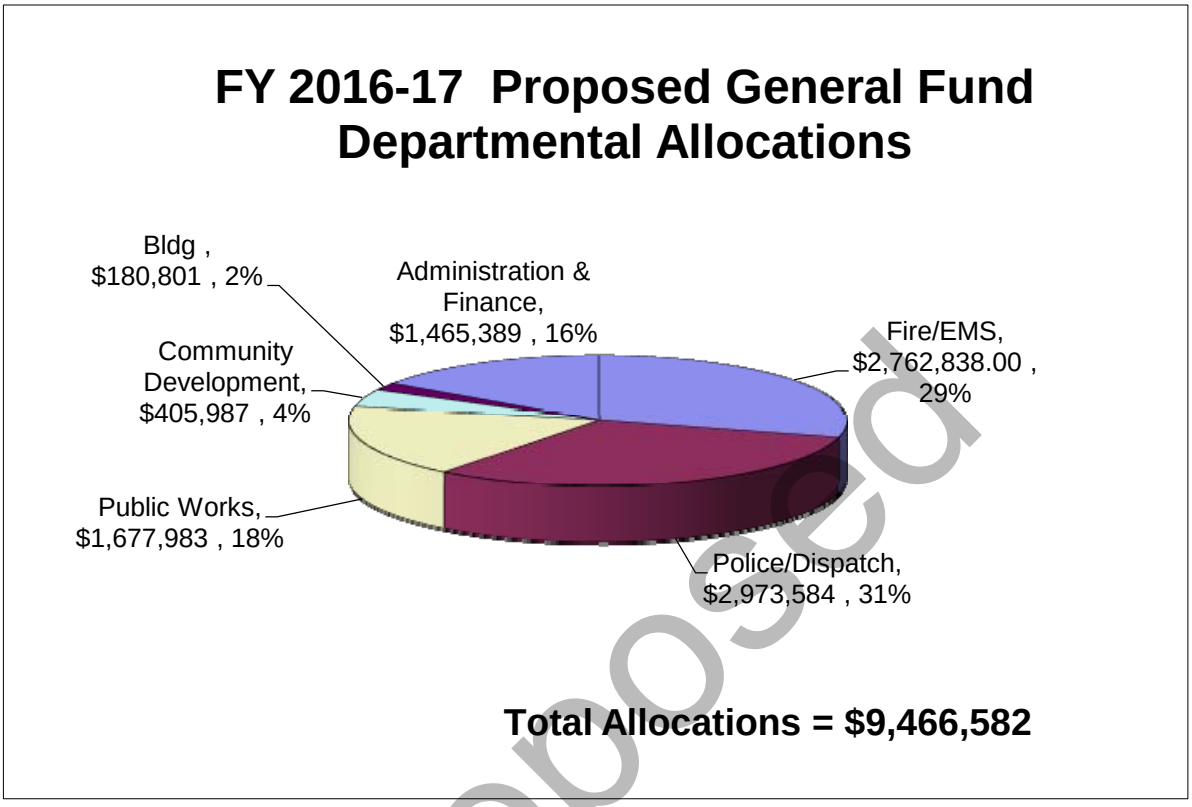
In addition to an accounting of revenues and departmental appropriations, the General Fund budget also includes a $250,000 transfer to the Capital Replacement Fund which represents the contributions made by each general fund department to the scheduled purchase of vehicles, heavy equipment and other capital items. The Street Maintenance Fund currently has proposed street projects of $248,857 and does not have a scheduled transfer from the General Fund. In the last three years, the City has completed over $1.9 million in street projects as planned in the 20-year Street Maintenance Program utilizing recurring operational revenue sources.

Public safety represents a top priority for the City of Alamo Heights with 60 percent of the general fund budget being allocated to the Police and Fire/EMS Departments. Public Works represents 18 percent of the general fund budget in FY 2016-17 with Administration and Finance, Municipal Court and Information Technology representing 16 percent, the Community

Proposed

Development Department representing 4 percent and the new Administration Building budget representing the remaining 2 percent of the departmental allocations.

The proposed departmental allocations in the FY 2016-17 General Fund Budget are represented in the following graph:



Proposed

REVENUES

Revenue projections in the FY 2016-17 Budget were based on a conservative approach. A further summary and additional detail about each City revenue source is included in the Revenue Section of this document.

PUBLIC SAFETY

The FY 2016-17 Proposed Budget includes $278,451for replacing capital equipment in Police, Fire, EMS and Public Works. This amount also includes the purchase of Automatic License Plate Readers; the license plate reading equipment will cost 37,151 for 2 vehicles in the Police Department to identify warrants. The cost of the license plate readers will be offset from increased revenues from warrant collections.

INFRASTRUCTURE

Maintenance and improvement of the City's infrastructure is a priority of the City Council and the proposed 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). Projects totaling $248,000 will be funded from the Street Maintenance Fund. The Utility Fund Budget

includes $400,000 for replacement of a sewer line on Harrigan Ct. at an estimated budget of $400,000.

EMPLOYEE COMPENSATION AND BENEFIT ENHANCEMENT

In an effort to enhance the City's ability to recruit and retain quality employees, the Proposed Budget includes a total of $106,546 in employee compensation and benefit enhancements.
These improvements provide a 2% cost of living adjustment (COLA) effective on October 1, 2016.

UTILITY FUND

The Proposed Utility Fund appropriation for FY 2016-17 is $3,629,895. Total available funds are projected to be $4,806,251 which represents a 2.9 percent increase from the FY 2015-16 Adopted Utility Fund Budget and reflects a $165,892 increase in revenues compared to the FY 2015-16 budget. Capital expenditures planned for the FY 2016-17 include $150,000 for water and $250,000 for sewer infrastructure. The Utility Fund Schedule reflects a Gross Available Fund Balance of $1,176,356 and a Net Available Fund Balance of $682,820 with an Operating Reserve equivalent to two (2) months of the total departmental allocations.

CAPITAL BUDGET

The City of Alamo Heights has historically had significantly less capital debt than many municipalities its size. In fact, prior to the authorization of $7,500,000 in certificates of obligation in August 2007, the City of Alamo Heights had not issued public debt since the construction of the swimming pool near Olmos Basin Park in the late 1940's. This is largely due to the fact that the City had not previously adopted a comprehensive capital improvement plan. The City's infrastructure responsibilities include the maintenance of public streets and parks areas, as well as, the maintenance and operation of a water distribution system and a sanitary sewer system. The City has done a fair job maintaining its streets and park areas, but the City's water and wastewater systems have deficiencies that must be addressed to continue 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 fighting and rescue apparatus, a 600,000 gallon elevated water tank was completed in 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.

With the interest rates being very competitive, the city issued Series 2016 Refunding Bonds in June 2016 to refund a portion of the 2007 Bond issue with a net present value savings of $195,355.

Street Overlay and Reconstruction Projects –The City anticipates spending approximately $248,000 in FY2017 as part of the ongoing 20 years street maintenance program. Streets to receive an asphalt overlay will be identified early in 2017.

Water and Wastewater Main Improvements – A budget of $400,000 has been established to address infrastructure improvements in the water/sewer system. The following sewer project will be accomplished with these funds:

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

Proposed

Replacement of a sewer line on Harrigan Ct. will be done by contractor at an estimated budget of $400,000.

Impact of Capital Improvements on Operating Budget – The improvement and replacement of water and sewer infrastructure reduces the cost of maintenance for these mains in the short-term. However, as the majority of the City's utility mains continue to exceed their operational lifespan it becomes increasingly important to maintain a proper replacement program to mitigate the costs of deferred maintenance. Moreover, the Public Works Department has adopted a "pay-as-you-go" funding methodology and therefore does not anticipate and is not recommending the issuance of debt for future street maintenance or utility improvements.

MAJOR FUTURE INITIATIVES

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

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

Implementation of Comprehensive Plan - The FY 2016-17 Proposed Budget does include a transfer from the General Fund for making improvements to the public realm. In 2016, trees were planted on city right of way along Broadway. During the FY 2015-16 fiscal year, Community Development staff plans to development basic commercial design standards. A tree beautification program for the Broadway and Austin Highway area was developed in 2016 and will be funded by a combination of funds from the Comprehensive Plan and tree mitigation funding.

Every effort has been made within the Proposed 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 Marian Vargas and extend special thanks to the Accountability and Management Council

Proposed

Committee, consisting of Council Members John Savage and Bobby Rosenthal**,** for their direction and guidance during this process.

Respectfully submitted,

J. Mark Browne

J. Mark Browne
City Manager

Proposed

BUDGET GUIDE

OVERVIEW

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

BUDGET SECTIONS

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

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

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

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

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

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

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

Proposed

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 to specific City Council Committees for review.

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

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[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.*

Proposed

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.

Proposed

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.

Proposed

FUND TYPES

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

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

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

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

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

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

EXPENDITURES

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

- **Personnel Services -** This includes the cost of salaries, retirement and health benefits, allowances, insurance and payroll taxes for City employees.

- **Commodities -** This includes the cost of fuel, tires, office supplies, minor equipment, tools, uniforms and protective clothing.

- **Contractual Services -** The cost of travel, storage space rental, purchased utilities and professional services provided by attorneys, consulting engineers, architects, accountants, and other outside firms on a contractual basis. This category does not include purchases of supplies and equipment for which the city enters into contracts on a competitive bid basis.

- **Capital Outlays -** Includes the cost of major equipment, vehicles, and other items, which have a useful life of several years.

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

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

Proposed

REVENUES

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

OPERATING RESERVES

The City of Alamo Heights has established an operating reserve in the General Fund equal to three (3) months or 25% of departmental operating allocations. This operating reserve accounts for the seasonal nature of property tax which constitutes a large portion of the City's revenue base. The City has also established an operating reserve in the Utility Fund equal to two (2) months or 16% of operating allocations.

EMERGENCY RESERVES

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

PROPERTY TAXES & ROLLBACK

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

DEBT MANAGEMENT

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

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

Proposed

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 issue February 29, 2012, proceeds from the sale will be used 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.

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

Refundings - The City reviews the possibility of refunding certain of its outstanding debt to effectuate interest cost savings.

OTHER FUNDING ALTERNATIVES

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

Proposed

Use of Reserve Funds - The City may authorize the use of reserve funds to potentially delay or eliminate a proposed bond issue. This may occur due to higher than anticipated fund balances in prior years, thus eliminating or reducing the need for debt proceeds, or postpone a bond issue until market conditions are more beneficial or timing of the related capital improvements does not correspond with the planned bond issue. Reserve funds used in this manner are replenished upon issuance of the proposed debt. A reimbursement ordinance will be adopted to authorize replacement of these reserves.

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

AUDITING AND FINANCIAL REPORTING

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

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

Proposed

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 2016-17 is as follows:

Governance and Communication

- Explore entities that conduct comprehensive salary surveys
- 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
- Continue to review job descriptions to ensure compliance with various labor laws and make necessary changes as job duties, responsibilities and tasks change
- Look at the changing the Holiday schedule to add Good Friday.
- Develop a City Safety Plan by reviewing and working with TML and their model safety plan and collaborating with department heads regarding safety rules, regulations, policies and procedures with their respective departments

Infrastructure and Services

- Election for reauthorization of sales & use tax of ¼ cent for street maintenance
- Develop infrastructure for online storage and sending Water Bills/Late Notices by e-mail
- Replacement of Police Camera Video Servers and increase of storage capacity
- Sign Regulations
- Code Review and Modification
- Continue tree trimming to accommodate the safe passage of Fire/EMS apparatus as well as other vehicles
- Train an additional 5% of Alamo Heights residents in Hands Only CPR
- Full Scale Emergency operations drill required by DEM – October 2017
- Reduce the number of outstanding Municipal Court warrants with automatic license plate reader (ALPR) technology. Re-establish Citizens Emergency Services Academy
- Commission a traffic study of traffic patterns around the Alamo Heights High School
- Reclassify one vacant police lieutenant position to deputy chief rank
- Continue quarterly First Aid / CPR training for citizens and the school setting
- Develop strategies to elevate community opinion to higher levels
- Feasibility and cost study for the implementation of a police K-9 program. Increase traffic enforcement initiatives to address commuter speeding in residential areas
- Feasibility and legal study of a 501(c)(3) non-profit animal rescue and adoption program
- Continue resolving 4x2 issue using city forces – contract boring - completing date mandated by TCEQ - January 2030
- Continue Sewer main replacement in coordination with the street maintenance program
- Identify streets as needing additional work ahead of the City's SMP (drainage improvement)
- Update traffic signals – Grove, Wiltshire and Arcadia at N. New Braunfels/Elizabeth and N. New Braunfels

Proposed

Neighborhood Character and Commercial Revitalization

- Consider restoration and maintenance of "Trolley Stop" located on Broadway and Patterson
- Create Branding Marketing to include Entryway Signage, Pole Banners and Communication Materials
- Beautify Gateway Areas Into the City
- Develop a GIS (interactive mapping) program for City staff and citizens.
- Revise commercial district standards to reflect Comprehensive Plan concepts

Accountability and Management

- Continue to review and update Financial Policies
- Review Budget Document to ensure that information presented is providing better Financial Transparency
- Continue to analyze current procedures in administration and accounting for possible savings and/or increases in productivity – implement electronic time cards
- Evaluate water and sewer rates

Other Initiatives

- Seek grant funding for ambulance replacement
- Replace medic unit stretchers
- Replace rescue tools for vehicle extrication. Scale Emergency operations drill required by DEM
- Coordinate management, supervision and leadership training/courses for all departments
- Continue 20 year Street Maintenance Program
- Conduct Full Scale Emergency operations exercise with all city departments

Proposed

BUDGET CALENDAR

Budget Estimates	Finance sends out current FY 2016 revenues/expenses to Departments	Thursday, March 3
	Departments submit current year (FY 2016) projections	Thursday, March 31
	City Manager reviews current year (FY 2016) projections	April 1 – 14
	Develop FY 2017 baseline budget	Monday, April 25
Strategic Action Plan (SAP)	Departments update FY 2016 SAP and submit FY 2017 SAP	Friday, April 22
	City Manager reviews FY 2016 and proposed FY2017 SAPs	April 26 - 29
	City Council SAP work session	June 6. 2016
	City Council approval of SAP – To be approved with Budget	Monday September 26
Budget Development	Departments submit FY 2017 program changes and performance measures	Monday, May 23
	A&M Committee reviews program changes and performance measures	Mid-June
	Two City Council budget work sessions 8:30 to 12:30	July 11, 2016 July 19, 2016
Budget Presentation and Consideration	Presentation of FY 2017 Proposed Budget and Ad Valorem Tax Rate to the City Council; Set Public Hearing Dates	Monday, August 8
	First Public Hearing on FY 2017 Proposed Ad Valorem Tax Rate	Monday, August 22
	Public Hearing for FY 2017 Proposed Budget and Second Public Hearing on FY 2017 Proposed Ad Valorem Tax Rate	Monday, September 12
	City Council consideration of FY 2017 Proposed Budget and Ad Valorem Tax Rate	Monday, September 26

Proposed

SUMMARY OF PROGRAM CHANGES

IMPROVEMENTS (ONE-TIME):

Department	Program Change	Amount
Police Department	Automated License Plate Reader Program	$37,151

TOTAL ONE-TIME IMPROVEMENTS: $37,151

SCHEDULE OF AUTHORIZED POSITIONS

Department/Division	Prior Year FY 2014-15		Current FY 2015-16		Adopted FY 2016-17	
	F/T	P/T	F/T	P/T	F/T	P/T
Administration & Finance	8	-	7	-	7	-
Municipal Court	1	3*	1	3*	1	3*
Community Development	3	-	4*	-	4*	-
Fire	20	-	20	-	20	-
EMS	8	1	8	1	8	1
Police	24		25	-	25	-
Communications Center	9	1	10	-	10	-
Public Works Administration	1	-	1	-	1	-
Parks	4	-	4	-	4	-
Streets	5	-	5	-	5	-
Solid Waste	10	-	10	-	10	-
Utilities (Utility Fund)	8	-	10	-	10	-
TOTAL	**101**	**5**	**105**	**5**	**105**	**5**

***Two Municipal Court Judges and a Prosecutor**

Proposed

COMPENSATION OF CITY OFFICERS AND OFFICIALS

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

City Officers and Officials	Total Compensation
City Manager	$162,008
Police Chief	$111,169
Fire Chief	$110,729
Public Works Director	$102,096
Finance Director	$ 86,981
Planning & Development Director	$ 84,991
City Secretary	$ 59,318
City Attorney (contractual)	$ 42,000 (part-time)
City Prosecutor (contractual)	$ 9,600 (part-time)

Proposed

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

Proposed

1. **Property Taxes** - All property tax revenues, including delinquent tax payments, penalties, and interest.

2. **Sales Tax -** Receipts from the local sales and use tax. The current Sales Tax rate is 8%, of which the State retains 6.25%, the San Antonio Municipal Transit Authority receives 0.5 %, 1% is revenue to the City's General Fund and the remaining 0.25% was approved by the voters for an additional four years in April 2013 for street maintenance.

3. **Other Tax Revenue**
   - **Beverage Tax -** Revenues from mixed beverage tax receipts. The current Beverage Tax rate is 14% of gross receipts, of which 10.7143% is revenue to the City.
   - **Franchise Tax/PUC Right of Way Fees -** Revenues from fees imposed on investor-owned electric or gas utilities, telecommunication and cable companies, and other private corporations using the city's streets and other rights-of-way. These fees are in addition to and separate from the property taxes levied against such companies. The fees are based upon a percentage of the company's gross receipts and range from 3% to 6%. These fees currently are collected from CPS Energy, Grande Cable, Time Warner, AT&T, and various phone companies. These revenues are one of the most difficult to project due to a number of variables, which can significantly impact these companies' revenues and, consequently, the City's payment.

4. **Permits and Fees -** Revenues collected from permits and privilege fees required by the City. The categories are building permits, electric permits, plumbing permits, use of City right-of-ways, liquor/food licenses, alarm permits, Fire/Life Safety Code fees, certificates of occupancy, contractor's license/registration, garage sale permits, and animal licenses.

5. **Intergovernmental -** Revenue from outside sources, including dispatch and EMS service contracts with City of Terrell Hills and City of Olmos Park, and periodically state and federal grants.

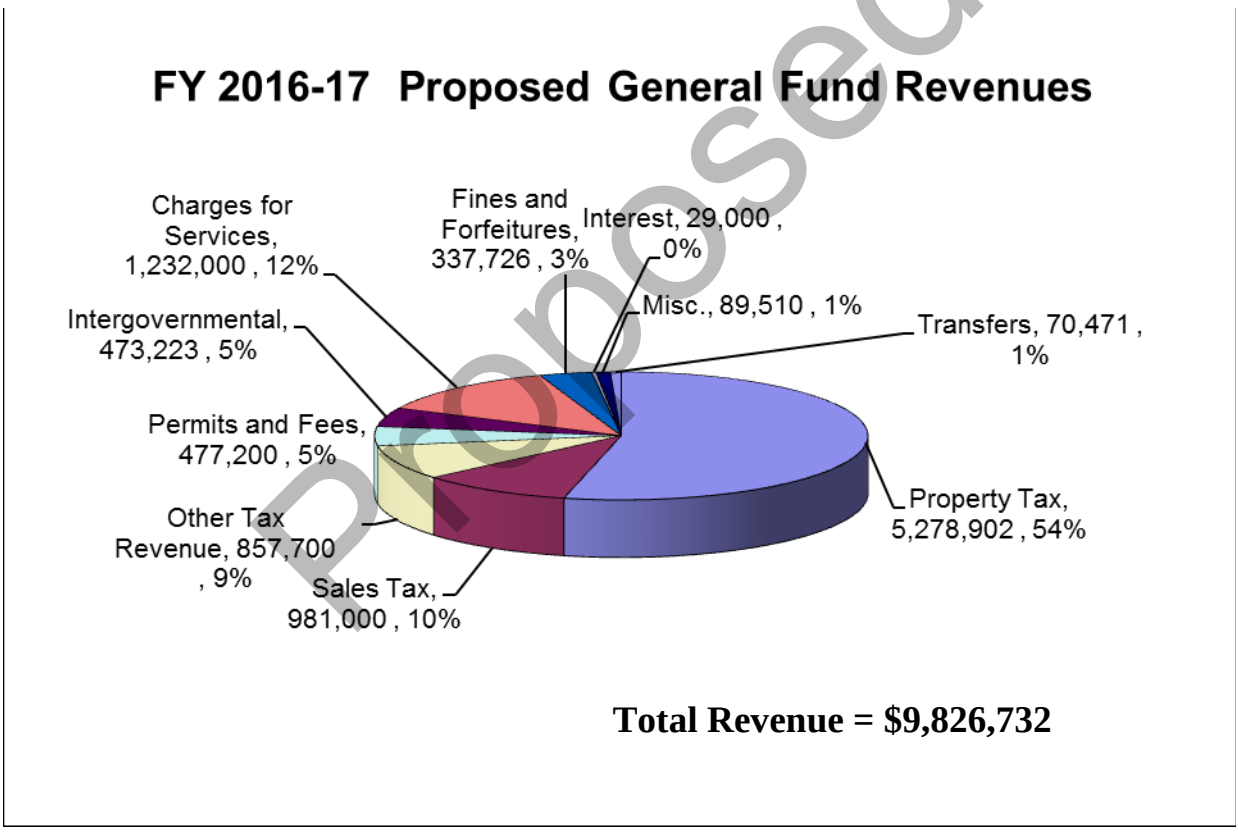
6. **Charges for Services -** Revenues generated by various services performed by City staff. The significant portion of this revenue type is from the sale of potable water, charges for sanitary sewer operations and solid waste collection. Other services include Rescue Response fees, EMS services, revenue from the recycling program, and municipal court/administration fees.

7. **Fines and Forfeitures -** Funds received from payments of traffic fines and other fines for violations of City laws or ordinances.

8. **Interest -** Income from interest paid on deposits of City funds.

9. **Miscellaneous -** Revenues from collection of other fees such as vehicle wrecker/impound fees, police auction, return check fees, animal impound fees and leases.

The following pie chart provides the estimated revenue and percentages by type projected to be collected in FY 2016-17 in the General Fund:



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

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

Description:

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

	ACTUAL FY 2014-2015	ADOPTED FY 2015-2016	PROJECTED FY 2015-2016	PROPOSED FY 2016-2017
AVAILABLE FUNDS				
Beginning Balance	**$ 9,000,740**	**$ 6,631,172**	**$ 6,206,743**	**$ 7,011,441**
REVENUES				
General Fund Revenue	$ 8,563,490	$ 9,081,769	$ 9,081,769	$ 9,826,732
Utility Fund Revenue	3,205,088	3,389,096	3,097,897	3,554,988
Debt Service Tax Revenue	757,840	883,200	883,200	903,867
Capital Projects Revenue	223,589	0	0	0
Street Maintenance Sales Tax	235,109	241,000	241,000	248,857
Comprehensive Plan Revenue	835	0	0	30,000
Designated Revenue	55,042	52,900	52,900	40,000
Total Revenues	**$ 13,040,993**	**$ 13,647,965**	**$ 13,356,766**	**$ 14,604,444**
TOTAL AVAILABLE FUNDS	**$ 22,041,733**	**$ 20,279,137**	**$ 19,563,509**	**$ 21,615,885**
APPROPRIATIONS				
ALLOCATIONS				
Departmental Allocations	$ 8,443,498	$ 9,316,715	$ 8,632,219	$ 9,466,582
Water and Sewer Expenditures	2,862,937	3,074,371	2,699,517	2,961,215
Capital Projects and Utility Expenditures	1,207,939	345,899	200,000	450,000
Debt Service Payments	1,046,754	1,044,702	1,039,582	1,036,990
Capital Replacement Purchases	222,738	404,008	279,000	271,700
Street Maintenance Projects	1,613,751	241,000	241,000	248,857
Comprehensive Plan Projects	8,283	34,035	15,000	30,000
Designated Revenue Expenditures	54,734	183,350	56,850	138,000
TOTAL APPROPRIATIONS	**$ 15,460,634**	**$ 14,644,080**	**$ 13,163,168**	**$ 14,603,344**
GROSS AVAILABLE BALANCE	**$ 6,581,099**	**$ 5,635,057**	**$ 6,400,341**	**$ 7,012,541**

Proposed

GENERAL FUND
SUMMARY OF PROPOSED BUDGET

	ACTUAL FY 2014-2015	ADOPTED FY 2015-2016	PROJECTED FY 2015-2016	PROPOSED FY 2016-2017
AVAILABLE FUNDS				
Beginning Balance	**$ 3,428,911**	**$ 3,451,936**	**$ 3,336,236**	**$ 3,981,345**
REVENUES				
Property Tax	$ 4,754,511	$ 4,983,209	$ 4,996,209	$ 5,278,902
Sales Tax	946,872	950,000	951,336	981,000
Other Tax Revenue	862,095	857,000	856,703	857,700
Permits and Fees	538,130	615,415	490,484	477,200
Intergovernmental	418,802	460,313	460,313	473,223
Charges for Services	1,184,843	1,184,604	1,222,942	1,232,000
Fines and Forfeitures	269,167	260,000	318,304	337,726
Interest	24,742	18,000	20,000	29,000
Miscellaneous	82,606	78,820	94,791	89,510
Total Revenues	**$ 9,081,769**	**$ 9,407,361**	**$ 9,411,082**	**$ 9,756,261**
OTHER FUNDING SOURCES				
Proceeds from the Capital Lease				
Proceeds from Insurance Settlement				
Transfer from Utility Fund[1]	$ 66,246	$ 66,246	$ 66,246	$ 70,471
Total Other Funding Sources	**$ 66,246**	**$ 66,246**	**$ 66,246**	**$ 70,471**
Total Operating Revenues	**9,148,015**	**9,473,607**	**9,477,328**	**9,826,732**
TOTAL AVAILABLE FUNDS	**$ 12,576,926**	**$ 12,925,543**	**$ 12,813,564**	**$ 13,808,077**
APPROPRIATIONS				
DEPARTMENTAL ALLOCATIONS				
Police	$ 1,988,180	$ 2,330,085	$ 2,070,667	$ 2,339,285
Public Safety Dispatch	552,232	614,619	551,892	634,299
Fire	1,769,560	1,940,339	1,876,960	2,001,691
EMS	660,699	728,264	685,230	761,147
Public Works Administration	276,410	115,743	91,941	105,841
Streets	475,996	509,432	506,816	519,209
Solid Waste	690,783	762,588	686,035	741,716
Parks	263,405	318,449	272,072	311,217
Community Development	302,103	385,332	384,537	405,987
Administration and Finance	1,015,628	995,218	904,356	991,824
Municipal Court	176,473	182,164	176,869	191,681
Information Technology (MIS)	272,029	264,982	264,844	281,884
Building Maintenance	0	169,500	160,000	180,801
Total Operating Allocations	**$ 8,443,498**	**$ 9,316,715**	**$ 8,632,219**	**$ 9,466,582**
Revenues Over (Under) Allocations	**704,517**	**156,892**	**845,109**	**360,150**
TRANSFERS				
Transfer to Street Maintenance Fund	$ 354,000	$ 0	$ 0	$ 0
Transfer to Capital Replacement Fund	200,000	200,000	200,000	250,000
Transfer to Comprehensive Plan	0	0	0	30,000
Transfer to Capital Projects	243,191	0	0	0
Total Transfers	**$ 797,191**	**$ 200,000**	**$ 200,000**	**$ 280,000**
TOTAL APPROPRIATIONS	**$ 9,240,689**	**$ 9,516,715**	**$ 8,832,219**	**$ 9,746,582**
GROSS AVAILABLE BALANCE	**$ 3,336,236**	**$ 3,408,828**	**$ 3,981,345**	**$ 4,061,496**
OPERATING AND EMERGENCY RESERVE	**$ 2,110,874**	**$ 2,329,179**	**$ 2,158,055**	**$ 2,366,645**
NET AVAILABLE BALANCE	**$ 1,225,362**	**$ 1,079,649**	**$ 1,823,291**	**$ 1,694,850**

Proposed

EXPLANATORY NOTES:

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

UTILITY FUND
SUMMARY OF PROPOSED 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 2014-2015	ADOPTED FY 2015-2016	REVISED FY 2015-2016	PROPOSED FY 2016-2017
AVAILABLE FUNDS				
Beginning Balance	**$ 1,897,524**	**$ 1,281,323**	**$ 1,009,157**	**$ 1,251,263**
REVENUES				
Water Revenue	$ 1,348,286	$ 1,450,000	$ 1,450,000	$ 1,500,000
Water Conservation Fee	60,289	66,000	66,000	61,000
Aquifer Management Fee	194,822	222,000	209,000	210,000
Aquifer Fee Rebate	2,466	0	0	0
Meter Connections	21,710	20,000	20,597	20,000
Late Penalties	26,768	30,000	30,919	30,000
Return Check Fees	600	700	480	500
Service Charges	9,660	9,000	9,100	10,000
Federal Stormwater Fees	1,419	1,400	1,424	1,400
Transfer in from Reserve	0	0	0	100,000
Miscellaneous	13,354	2,000	19,288	2,000
Total Water Revenue	**$ 1,679,374**	**$ 1,801,100**	**$ 1,806,808**	**$ 1,934,900**
Sewer Revenue	$ 1,390,354	$ 1,557,696	$ 1,480,000	$ 1,592,088
Sewer Surcharge	28,169	30,300	28,000	28,000
Total Sewer Revenue	**$ 1,418,523**	**$ 1,587,996**	**$ 1,508,000**	**$ 1,620,088**
Total Operating Revenues	**3,097,897**	**3,389,096**	**3,314,808**	**3,554,988**
TOTAL AVAILABLE FUNDS	**$ 4,995,421**	**$ 4,670,419**	**$ 4,323,965**	**$ 4,806,251**
APPROPRIATIONS				
OPERATING EXPENSES				
Personal Services	$ 809,358	948,464	813,866	945,965
Commodities	486,583	585,344	491,283	523,250
Contractual Services	258,241	236,600	193,193	258,000
Total Water Expenditures	**$ 1,554,182**	**$ 1,770,408**	**$ 1,498,342**	**$ 1,727,215**
Commodities	$ 36,852	$ 59,000	$ 28,675	$ 31,000
Contractual Services	1,271,903	1,203,000	1,172,500	1,203,000
Total Sewer Expenditures	**$ 1,308,755**	**$ 1,262,000**	**$ 1,201,175**	**$ 1,234,000**
Total Operating Expenditures	**2,862,937**	**3,032,408**	**2,699,517**	**2,961,215**
Retained Earnings (Loss)Operations	**234,960**	**356,688**	**615,291**	**593,773**
CAPITAL EXPENDITURES				
Utility Capital Projects	$ 255,392	$ 345,899	$ 100,000	$ 400,000
Debt Principal and Interest	173,429	171,209	169,239	166,647
Capital Purchase Water	729,683	0	0	0
Capital Equipment (Replacement)	67,126	45,500	37,700	30,400
Total Capital Projects and Transfers	**$ 1,225,630**	**$ 562,608**	**$ 306,939**	**$ 597,047**
TRANSFERS TO				
Transfer to General Fund	$ 66,246	$ 66,246	$ 66,246	$ 70,471
TOTAL APPROPRIATIONS	**$ 4,154,813**	**$ 3,661,262**	**$ 3,072,702**	**$ 3,628,733**
GROSS AVAILABLE BALANCE	**$ 840,608**	**$ 1,009,157**	**$ 1,251,263**	**$ 1,177,518**
OPERATING RESERVE	**$ 477,156**	**$ 505,401**	**$ 449,920**	**$ 493,536**
NET AVAILABLE BALANCE	**$ 363,452**	**$ 503,756**	**$ 801,344**	**$ 683,982**

Proposed

DEBT SERVICE FUND
SUMMARY OF PROPOSED 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 2014-2015	ADOPTED FY 2015-2016	REVISED FY 2015-2016	PROPOSED FY 2016-2017
AVAILABLE FUNDS				
Beginning Balance	**$ 166,589**	**$ 31,426**	**$ 55,855**	**$ 55,856**
TAX REVENUE				
Current Property Tax	$ 735,131	$ 876,000	$ 876,000	$ 895,000
Delinquent Property Tax	19,507	3,000	3,000	4,867
Penalty and Interest on Delinquent Taxes	7,952	4,200	4,200	4,000
Total Tax Revenue	**$ 762,591**	**$ 883,200**	**$ 883,200**	**$ 903,867**
TOTAL AVAILABLE FUNDS	**$ 929,180**	**$ 914,626**	**$ 939,055**	**$ 959,723**
APPROPRIATIONS				
ALLOCATIONS				
Debt Principal and Interest	$ 873,325	$ 873,493	$ 873,493	$ 870,343
TOTAL APPROPRIATIONS	**$ 873,325**	**$ 873,493**	**$ 873,493**	**$ 870,343**
GROSS AVAILABLE BALANCE	**$ 55,855**	**$ 41,133**	**$ 65,562**	**$ 89,380**

Proposed

CAPITAL PROJECTS FUND
SUMMARY OF PROPOSED 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 2014-2015	ADOPTED FY 2015-2016	REVISED FY 2015-2016	PROPOSED FY 2016-2017
AVAILABLE FUNDS				
Beginning Balance	**$ 1,664,795**	**$ 967,599**	**$ 955,423**	**$ 907,406**
REVENUES				
2012 GO Bonds		-		
CIED Funds	0	0	0	0
Interest on Time Deposits	0	0	0	0
Transfers from General Fund	243,175	0	51,983	0
Total Revenue	$ **243,175**	**$ 0**	**$ 51,983**	**$ 0**
TOTAL AVAILABLE FUNDS	**$ 1,907,970**	**$ 967,599**	**$ 1,007,406**	**$ 907,406**
APPROPRIATIONS				
CAPITAL PROJECTS				
City Projects	$ 0	$ 0	$ 100,000	$ 0
New Facility	952,547	0	0	0
City Branding	0	0	0	50,000
Total Capital Projects	**$ 952,547**	**$ 0**	**$ 100,000**	**$ 50,000**
TOTAL APPROPRIATIONS	**$ 952,547**	**$ 0**	**$ 100,000**	**$ 50,000**
GROSS AVAILABLE BALANCE	**$ 955,423**	**$ 967,599**	**$ 907,406**	**$ 857,406**

Proposed

CAPITAL REPLACEMENT FUND
SUMMARY OF PROPOSED 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 2014-2015	ADOPTED FY 2015-2016	REVISED FY 2015-2016	PROPOSED FY 2016-2017
AVAILABLE FUNDS				
Beginning Balance	**$ 440,692**	**$ 533,825**	**$ 527,378**	**$ 508,376**
REVENUES				
Contributions from General Fund				
Planning & Development	$ 0	$ 0	$ 0	$ 0
EMS	55,000	55,000	55,000	55,000
Fire	20,000	20,000	20,000	70,000
MIS	0	0	0	0
Police	55,000	55,000	55,000	55,000
Public Works	70,000	70,000	70,000	70,000
Sale of Vehicles	10,030	0	0	0
Interest	0	0	0	0
Grants	32,269	0	0	0
Total Revenue and Transfers	**$ 242,299**	**$ 200,000**	**$ 200,000**	**$ 250,000**
TOTAL AVAILABLE FUNDS	**$ 682,991**	**$ 733,825**	**$ 727,378**	**$ 758,376**
APPROPRIATIONS				
CAPITAL PURCHASES				
Administration & Finance	$ 0	$ 0	$ 0	$ 0
EMS	29,872	151,889	28,628	53,815
Fire	0	0	37,781	83,610
MIS	0	0	0	0
Police	77,811	105,769	108,296	44,337
Planning & Development	16,673	0	0	0
Public Works	$ 31,257	$ 100,850	$ 44,297	$ 59,538
TOTAL APPROPRIATIONS	**$ 155,612**	**$ 358,508**	**$ 219,002**	**$ 241,300**
GROSS AVAILABLE BALANCE	**$ 527,378**	**$ 375,317**	**$ 508,376**	**$ 517,076**

Proposed

STREET MAINTENANCE FUND
SUMMARY OF PROPOSED 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 1/4 cent sales tax approved for a 4-year period by the voters in November 2008.

	ACTUAL FY 2014-2015	ADOPTED FY 2015-2016	REVISED FY 2015-2016	PROPOSED FY 2016-2017
AVAILABLE FUNDS				
Beginning Balance	**$ 1,049,795**	**$ 12,586**	**$ 26,762**	**$ 26,763**
REVENUES				
Street Maintenance Sales Tax[1]	$ 236,718	$ 241,000	$ 241,000	$ 248,857
Contributions from General Fund	354,000	0		
Total Revenue	**$ 590,718**	**$ 241,000**	**$ 241,000**	**$ 248,857**
TOTAL AVAILABLE FUNDS	**$ 1,640,513**	**$ 253,586**	**$ 267,762**	**$ 275,620**
APPROPRIATIONS				
CAPITAL PROJECTS				
Street Maintenance Projects	$ 1,613,751	$ 241,000	$ 241,000	$ 248,857
TOTAL APPROPRIATIONS	**$ 1,613,751**	**$ 241,000**	**$ 241,000**	**$ 248,857**
GROSS AVAILABLE BALANCE	**$ 26,762**	**$ 12,586**	**$ 26,763**	**$ 26,763**

EXPLANATORY NOTES:

[1] *A 1/4 cent street maintenance sales tax was approved by the voters in November 2008 for four years beginning on April 1, 2009. In November 2012 this 1/4 cent street maintenance sales tax was approved for an additional four years expiring March of 2017*

Proposed

COMPREHENSIVE PLAN FUND
SUMMARY OF PROPOSED 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 2014-2015	ADOPTED FY 2015-2016	REVISED FY 2015-2016	PROPOSED FY 2016-2017
AVAILABLE FUNDS				
Beginning Balance	**$ 37,136**	**$ 37,179**	**$ 29,393**	**$ 14,393**
REVENUES				
Contributions from General Fund	$ 0	$ 0	$ 0	$ 30,000
Other Sources/Donations	540	0	0	0
Total Revenue	**$ 540**	**$ 0**	**$ 0**	**$ 30,000**
TOTAL AVAILABLE FUNDS	**$ 37,676**	**$ 37,179**	**$ 29,393**	**$ 44,393**
APPROPRIATIONS				
ALLOCATIONS				
Comprehensive Plan Projects	$ 8,283	$ 34,035	$ 15,000	$ 30,000
TOTAL APPROPRIATIONS	**$ 8,283**	**$ 34,035**	**$ 15,000**	**$ 30,000**
GROSS AVAILABLE BALANCE	**$ 29,393**	**$ 3,144**	**$ 14,393**	**$ 14,393**

Proposed

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

Proposed

DESIGNATED REVENUE FUNDS
SUMMARY OF PROPOSED BUDGET

Description:

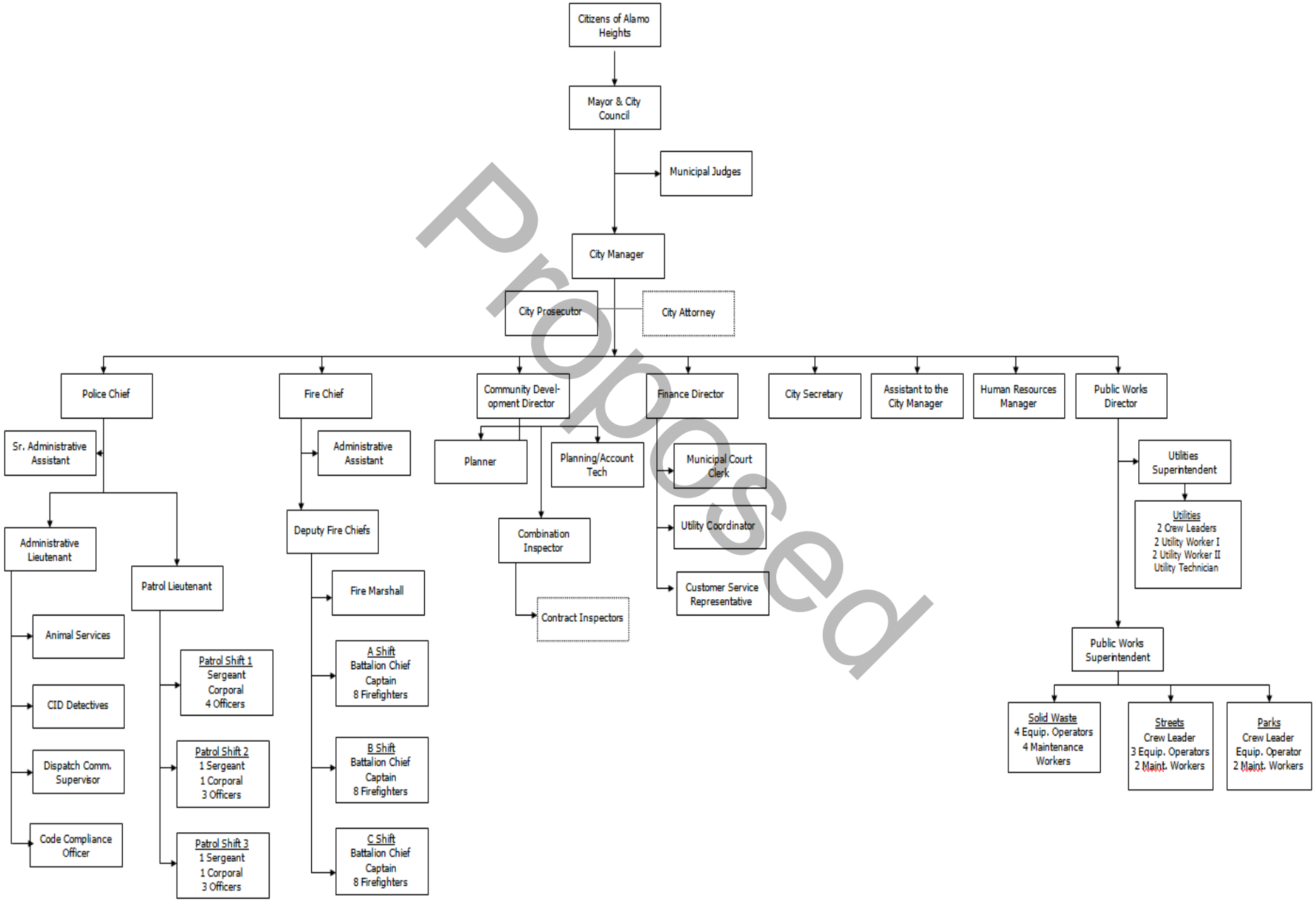
Designated Revenue Funds are special revenue funds established to account for all of the revenues and expenditures associated with a variety of sources. Expenditures are restricted by law or purpose.

	ACTUAL FY 2014-2015	ADOPTED FY 2015-2016	REVISED FY 2015-2016	PROPOSED FY 2016-2017
AVAILABLE FUNDS				
BEGINNING BALANCES				
Community Benefit	$ 101,110	$ 101,110	$ 110,074	$ 107,224
Confiscated Property	31,083	31,083	12,654	5,654
Court Security	121,374	121,374	86,406	77,406
Court Technology	19,732	19,732	18,592	26,592
Public Safety and Service (LEOSE)	32,739	32,739	30,777	30,777
Private Contributions	3,426	3,426	8,035	18,385
TNR & Foster Program	5,834	5,834	0	0
Total Beginning Balances	**$ 315,298**	**$ 315,298**	**$ 266,538**	**$ 266,038**
REVENUES				
Community Benefit	$ 15,204	$ 15,000	$ 15,000	$ 5,000
Confiscated Property	913	3,000	3,000	3,000
Court Security	10,550	11,000	11,000	11,000
Court Technology	14,098	13,000	13,000	14,000
Public Safety and Service (LEOSE)	1,830	1,900	2,000	2,000
Private Contributions	7,198	1,000	12,350	5,000
TNR & Foster Program	16	8,000	0	0
Total Revenues	**$ 49,809**	**$ 52,900**	**$ 56,350**	**$ 40,000**
TOTAL AVAILABLE FUNDS	**$ 365,107**	**$ 368,198**	**$ 322,888**	**$ 306,038**
APPROPRIATIONS				
ALLOCATIONS				
Community Benefit	$ 6,240	$ 17,850	$ 17,850	$ 30,000
Confiscated Property	19,342	15,000	10,000	5,000
Court Security	45,518	100,000	20,000	50,000
Court Technology	15,238	35,000	5,000	20,000
Public Safety and Service (LEOSE)	3,792	2,000	2,000	10,000
Private Contributions	2,589	1,500	2,000	3,000
TNR & Foster Program	5,850	12,000	0	0
TOTAL APPROPRIATIONS	**$ 98,569**	**$ 183,350**	**$ 56,850**	**$ 118,000**
ENDING BALANCES				
Community Benefit	$ 110,074	$ 98,260	$ 107,224	$ 82,224
Confiscated Property	12,654	19,083	5,654	3,654
Court Security	86,406	32,374	77,406	38,406
Court Technology	18,592	(2,268)	26,592	20,592
Public Safety and Service (LEOSE)	30,777	32,639	30,777	22,777
Private Contributions	8,035	2,926	18,385	20,385
TNR & Foster Program	0	1,834	0	0
GROSS AVAILABLE BALANCE	**$ 266,538**	**$ 184,848**	**$ 266,038**	**$ 188,038**

Proposed

City of Alamo Heights

FY 2016—2017 Organizational Chart



Proposed

Proposed

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.

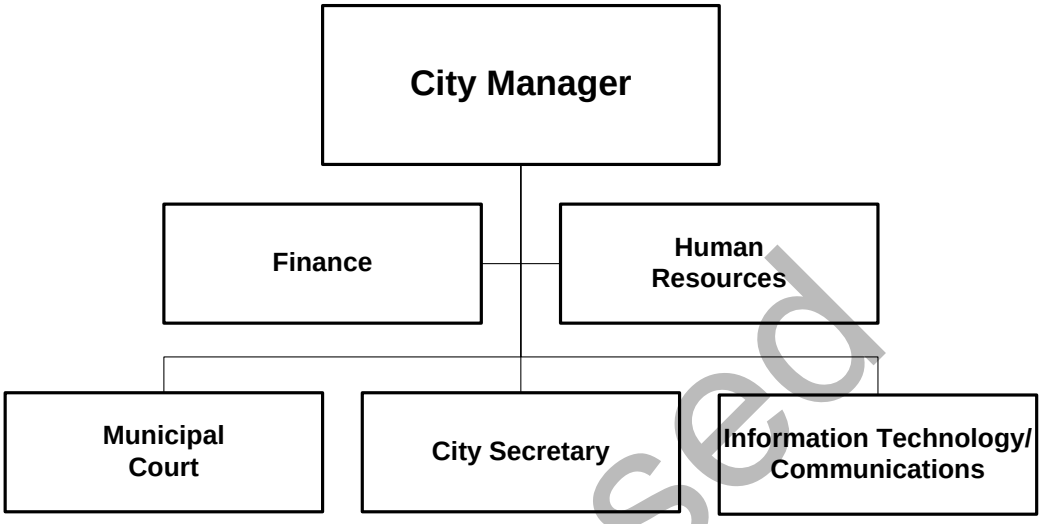
- *Input measures* show the amount of resources, either financial or otherwise, used for a specific service or program. Input measures include labor, materials, equipment and supplies. Demand for governmental services may also be considered an input indicator.
- *Output measures* show units produced 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.

Proposed

Proposed



Proposed

APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2017
Administration and Finance	7.00	$991,824
Municipal Court	2.50	191,681
Information Technology	0.00	281,884
Total Funding	**9.50**	**$1,465,389**

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

Proposed

GOALS & OBJECTIVES (CONTINUED)

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

ACTION STEPS

- 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
- Continue review job descriptions to ensure compliance with various labor laws and make necessary changes as job duties, responsibilities and tasks change
- Evaluate changing the Holiday schedule to add Christmas Eve.
- Develop a City Safety Plan by reviewing and working with TML and their model safety plan and collaborating with department heads regarding safety rules, regulations, policies and procedures with their respective departments
- Implement new community communication system called RAVE – geared more toward Public Safety needs – system provides phone, text and email notifications
- Continue to develop written Accounting and Purchasing Policies and Procedures
- Continue to analyze current procedures in administration and accounting for possible savings and/or increases in productivity – implement electronic time cards

OTHER INITIATIVES

- Expand employee recognition
- Evaluate water and sewer rates
- Continue quarterly newsletter and re-evaluating the employee annual evaluation process

Proposed

PERFORMANCE MEASURES

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
Inputs:				
No. of city employees[1]	106	105	105	108
No. of taxpayers	3,503	3,499	3,504	3,507
No. of water customers	2,965	2,960	2,978	2,983
No. of City Council meetings	26	24	29	24
No. of City Council work sessions	7	4	4	4
No. of citations processed	10,203	8,500	11,034	11,040
Current tax levy	$5,354,747	$5,451,960	$5,451,960	$5,745,761
Water revenues invoiced	$1,363,516	$1,630,000	$1,510,032	$1,470,000
Output:				
No. of City Council agenda items	234	186	244	186
No. of open records requests	150	273	241	273
No. of new employees processed	12	16	18	16
No. of injury reports processed	21	6	20	20

PERFORMANCE MEASURES (CONTINUED)

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
No. of vehicle accident reports processed	13	6	12	12
No. of payroll checks processed	2,659	2,675	2,718	2,720
No. of accounts payable checks processed	2,796	2,800	2,848	2,850
Water revenue collected	$1,306,099	$1,584,000	$1,480,000	$1,450,000
Current Tax revenue collected	$5,173,709	$5,428,145	$5,400,000	$5,720,000
Municipal courts revenue collected	$746,076	$550,000	$873,143	$873,000
No. of staff requests for IT assistance	548	500	550	525
No. of electronic notifications sent	244	230	226	230
No. of newsletters published	12	12	12	12
No. of visits to city website	45,870	40,000	37,500	40,000
Avg. no. of hours spent updating website	310	200	200	200
No. of workstations managed	52	56	54	56
No. of servers managed	12	10	10	10
Outcome:				
% of accounts payable invoices processed within 30 days	99%	99%	99%	99%
Efficiency:				
Avg. no. of agenda items per City Council meeting	9	7.75	8.4	7.75
No. of injuries per city employee	.20	.06	.20	.20
No. of vehicle accidents per city employee	.13	..06	.12	.12
Avg. amount of revenue collected per citation	$73.12	$64.71	$79.13	$79.17
% of water revenue collected	96%	97%	98%	97%
% of tax revenue collected	99%	100%	99%	100%

EXPLANATORY INFORMATION:

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

Proposed

PROGRAM CHANGES

♦ **IMPROVEMENTS** **$4,440**

INFORMATION TECHNOLOGY - $4,440

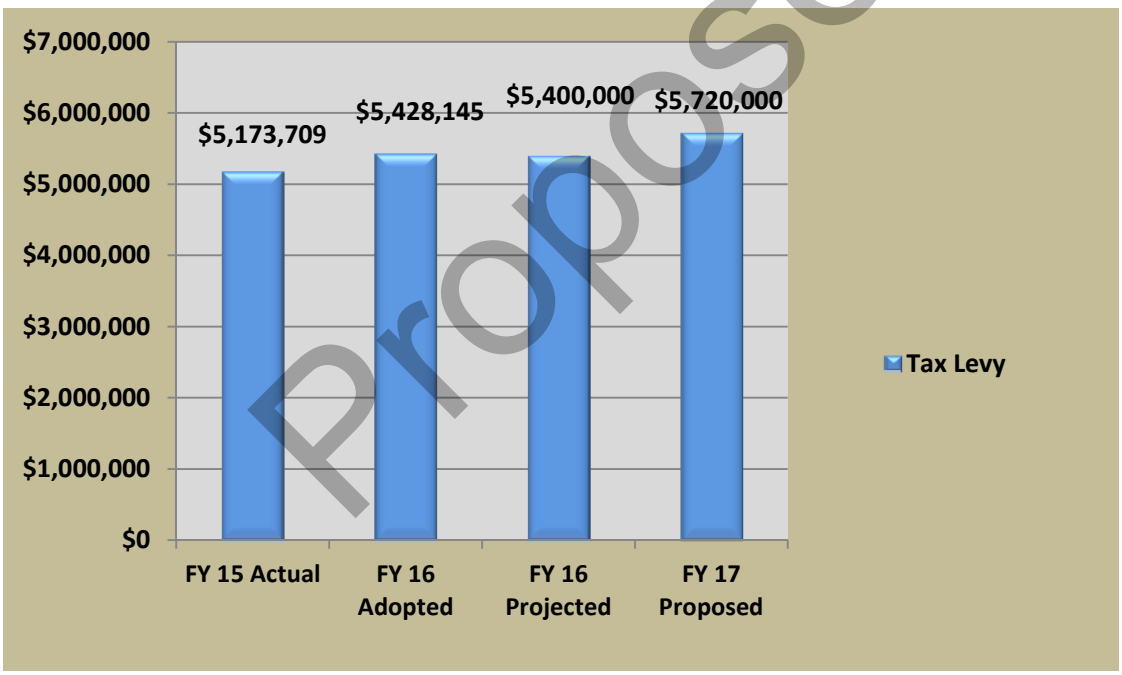
This improvement totaling $4,440 is an on-going cost of $370/mo. to increase our broadband/internet connection from 10mbps to 20mbps

SUMMARY OF EXPENDITURES AND POSITIONS

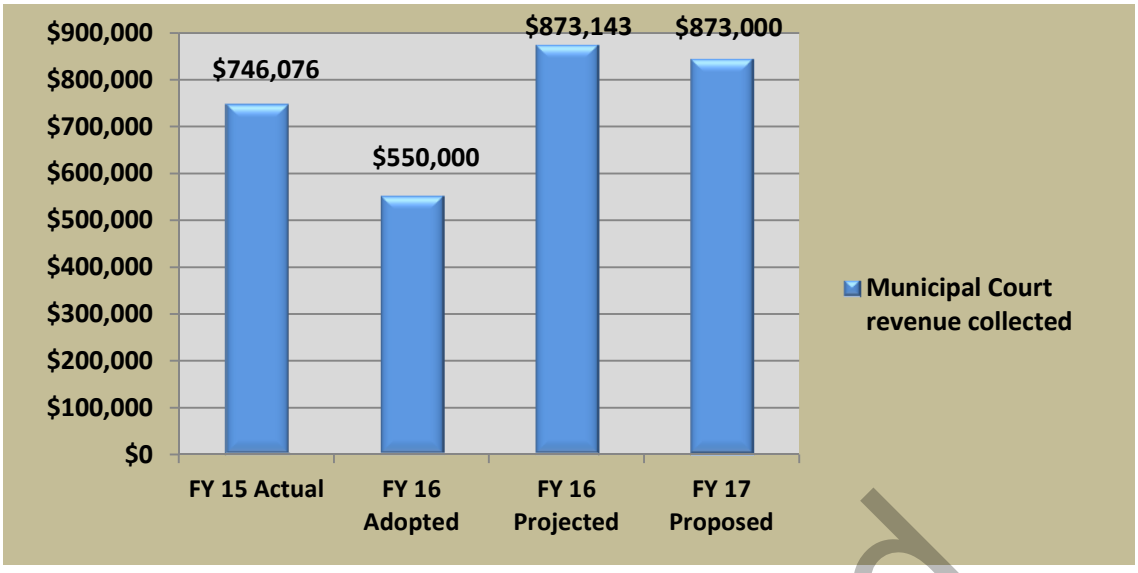
	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-17	PROPOSED FY 2016-17
PERSONAL SERVICES	$819,277	$719,090	$773,805	$716,655
COMMODITIES	227,491	184,924	232,037	212,087
CONTRACTUAL SERVICES	*304,140	*488,350	*340,228	*486,647
CAPITAL OUTLAY	113,222	50,00		50,000
TOTAL EXPENDITURES	**$1,464,130**	**$1,337,456**	**$1,346,070**	**$1,465,389**
AUTHORIZED POSITIONS	**13**	**11**	**11**	**11**
FULL-TIME EQUIVALENTS	**10.50**	**9.50**	**9.50**	**9.50**

***Includes furniture lease payments – total of $95,250**

PERFORMANCE MEASURE HIGHLIGHTS



Proposed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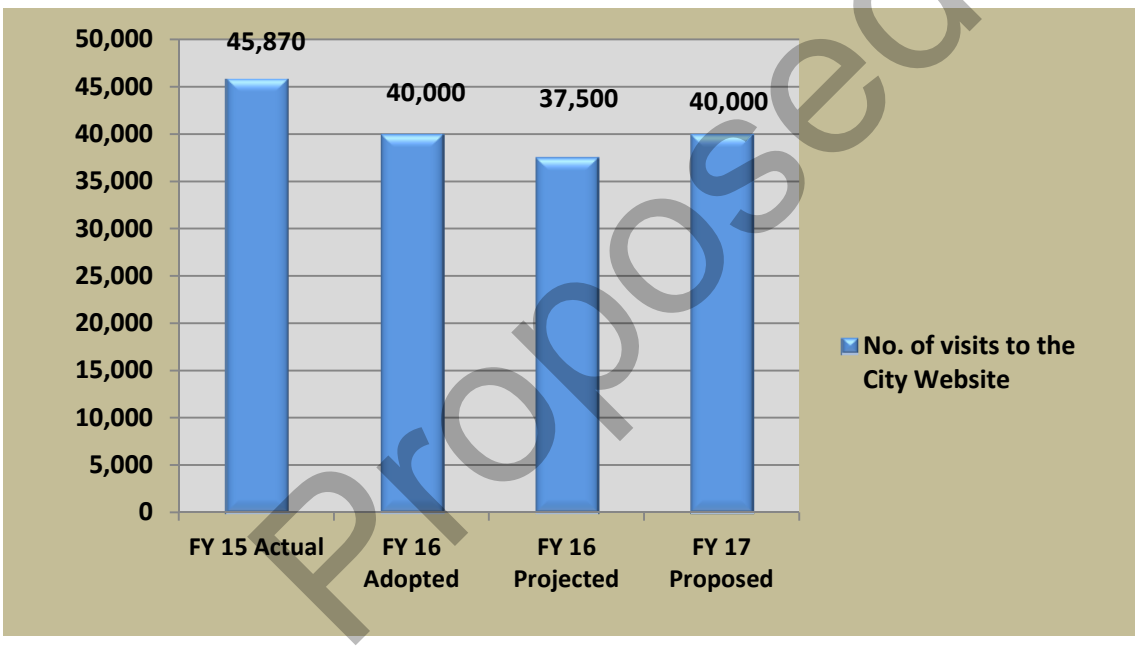
FY 15 Actual
FY 16 Adopted
FY 16 Projected
FY 17 Proposed
Municipal Court revenue collected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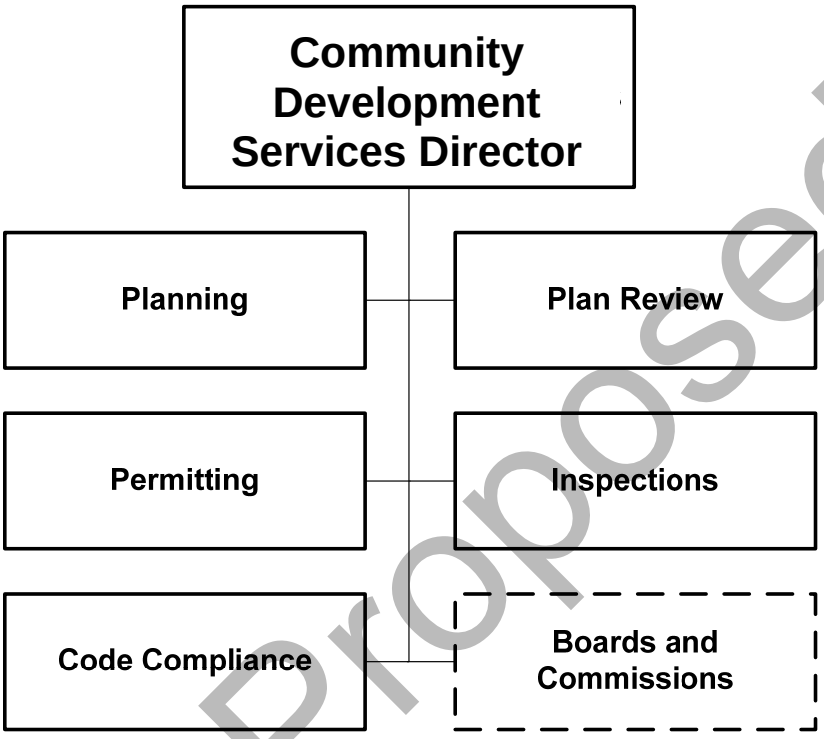
FY 15 Actual
FY 16 Adopted
FY 16 Projected
FY 17 Proposed
No. of visits to the City Website

Proposed

COMMUNITY DEVELOPMENT SERVICES



Proposed

APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2017
Planning & Development Services	4.00	$405,987
Total Funding	**4.00**	**$405,987**

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 ten (10) working days
- Provide all requested inspections within one (1) working day
- Actively maintain compliance with federal, state and city laws to protect the health, safety and public welfare of the community
- Expedite code compliance actions through the proactive issuance of notices of violation or citations
- Provide administrative and technical support to boards and commissions to facilitate the expeditious review of cases

Proposed

ACTION STEPS

- Evaluate Economic Development opportunities
- Broadway and Austin Highway Beautification
- Explore revisions to Chapter 5 and Demolition Review
- Develop a GIS (interactive mapping) program for City staff and citizens.
- Revise commercial district standards to reflect Comprehensive Plan concepts

PERFORMANCE MEASURES

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
Input:				
No. of single family residential properties (1)	2,660	2,662	2,660	2,662
No. of multi-family residential properties (1)	93	93	91	92
No. of commercial/institutional properties (1)	107	110	110	111
No. of staff assigned to review plans	1.0	1.0	1.0	1.0
Output:				
No. of permits issued	1373	1,790	1274	1,790
No. of plans reviewed	106	160	116	160
No. of inspections conducted	1465	1,652	1,438	1,652
No. of Board of Adjustment cases	13	25	15	25
No. of Architectural Review Board	57	65	43	70
No. of Planning and Zoning Commission cases	28	12	18	8
Avg. no. of working days for plan review	10	10	10	10
Total value of improvements for permits issued (2)	$31,090,938	$32,550,000	$29,716,937	32,550,000
Total revenue collected for permits/fees	$465,349	$520,000	$457,416	$520,000
Outcome:				
% of plans reviewed within 10 working days	95%	95%	95%	95%
% of inspections provided within 1 working day	98%	98%	98%	98%

(1) Data from Certified Tax Roll
(2) Incode BP Valuation Report

Proposed

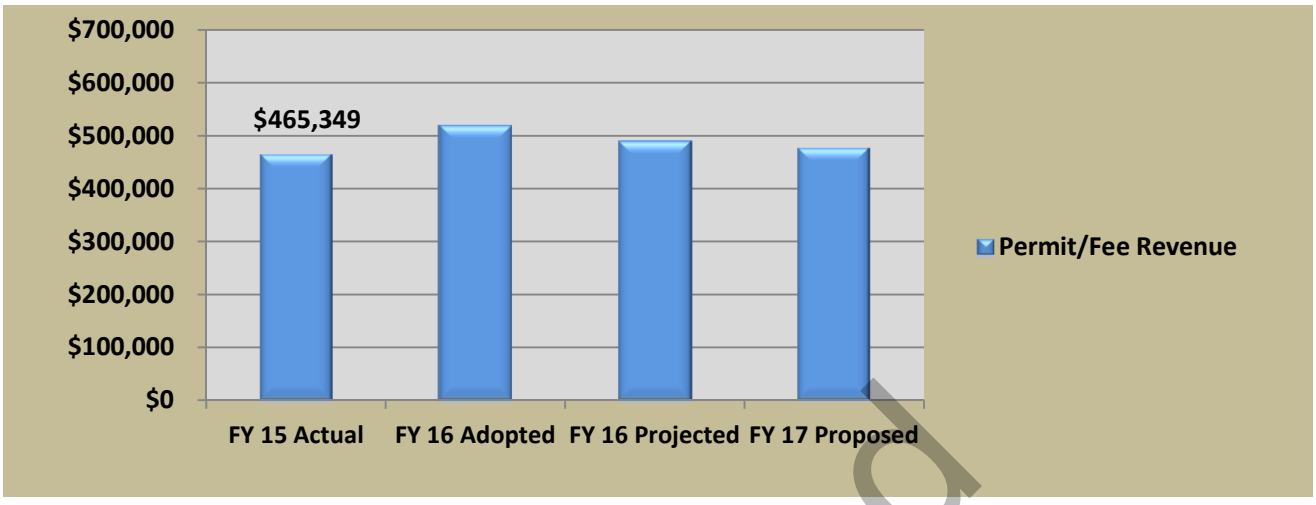
PROGRAM CHANGES

- **IMPROVEMENTS** **None**

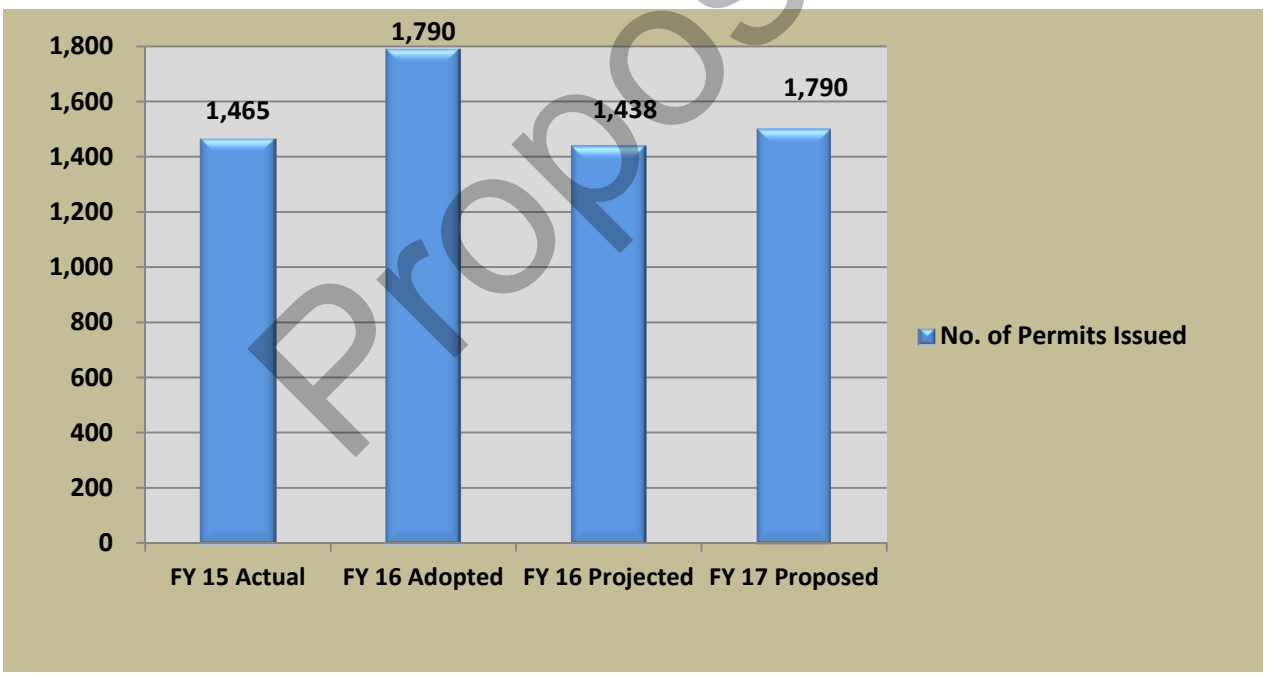
SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
PERSONAL SERVICES	$267,135	$293,832	$305,368	$330,487
COMMODITIES	$21,659	$20,550	$10,444	$18,000
CONTRACTUAL SERVICES	$13,309	$71,250	$68,725	$57,500
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$288,794**	**$385,632**	**$384,537**	**$405,987**
AUTHORIZED POSITIONS	**3**	**3**	**4**	**4**
FULL-TIME EQUIVALENTS	**3.00**	**3.00**	**4.00**	**4.00**

PERFORMANCE MEASURE HIGHLIGHTS



PERFORMANCE MEASURE HIGHLIGHTS



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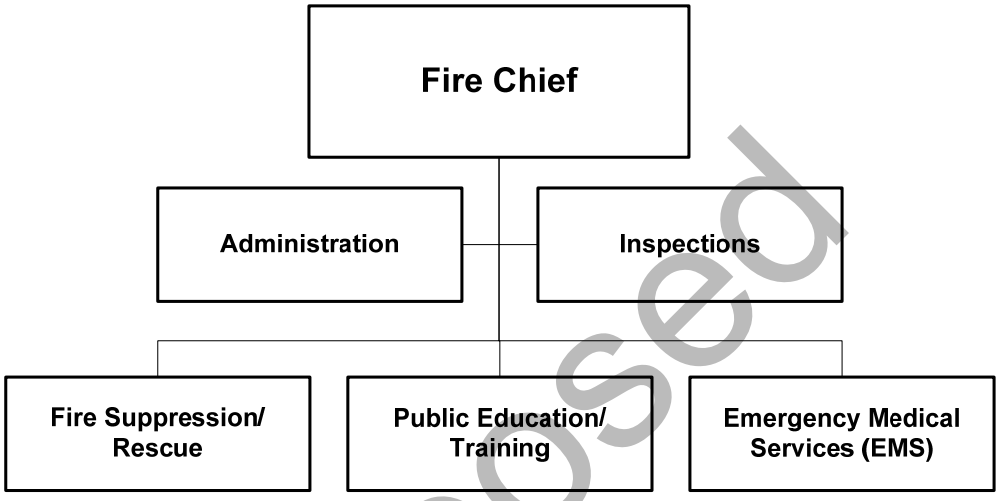


Proposed

APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2017
Fire	20.55	$2,001,691
Emergency Medical Services (EMS)	8.45	761,147
Total Funding Fire/EMS	**29.00**	**$2,668,603**

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 and excellent training
- Provide for the safety and welfare of the community through educational and code enforcement efforts
- Promote the safety and welfare of uniformed firefighter personnel

ACTION STEPS

- Continue tree trimming to accommodate the safe passage of Fire / EMS apparatus as well as other city vehicles.
- Conduct Full Scale Emergency operations exercise with all city departments
- Conduct joint citizen's academy with AHPD for area residents
- Educate the public on the "Be Ready" program for family emergency preparedness.
- Replace SCBA Breathing Air Packs, $88,000 – Capital Replacement Fund
- Continuation of tree trimming - $15,000

Proposed

IMPROVEMENTS

- Continue to evaluate staff benefits for recruitment and retention efforts
- Evaluate cost for replacement of SCBA compressor- Joint purchase- Tri-City- Approximate cost $50,000

FIRE PERFORMANCE MEASURES

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
Input:				
No. of firefighter positions	28	28	28	28
No. of addressed structures in city	3,400	3,400	3,400	3,400
National average for fire response time	6 min.	6 min.	6 min.	6 min.
Output:				
Structure fire responses in city	3	4	4	4
Structure fire responses outside city	2	3	3	3
Non-structure fire responses	9	18	14	14
Rescue responses	7	22	19	19
Hazardous material responses	30	38	34	34
Fire/smoke alarm responses	138	82	110	110
Medical assist responses with EMS in Alamo Heights	228	241	235	235
Other emergency and non-emergency fire responses	106	120	113	113
Avg. fire response time[1]	4 min, 02 sec	3 min 21 Sec	3 min 41 Sec	3 min 41 Sec
No. of initial fire inspections	910	897	904	904
No. of follow-up fire inspections	310	306	308	308
No. of fire hydrants inspected and pressure tested	561	317	439	439
No. of fire hydrants flow tested	182	109	146	146
No. of feet of fire hose inspected and pressure tested	9500	9275	9388	9388
No. of fire prevention programs conducted	193	14	104	104
No. of graduates from Emergency Services Academy	0	20	10	10
No. of Home Safety Surveys	13	31	22	22
No. of Safety in the Workplace training courses	3	7	5	5
Hours of training provided to fire personnel	5004	3675	4340	4340
Outcome:				
% of fire responses in Alamo Heights under national avg.	100%	100%	100%	100%
% of Alamo Heights structures involved in fire incidents[2]	0.04%	0.08%	0.08%	0.08%
Efficiency:				
Avg. hours of training per firefighter	250	338	294	294

Proposed

EXPLANATORY INFORMATION:

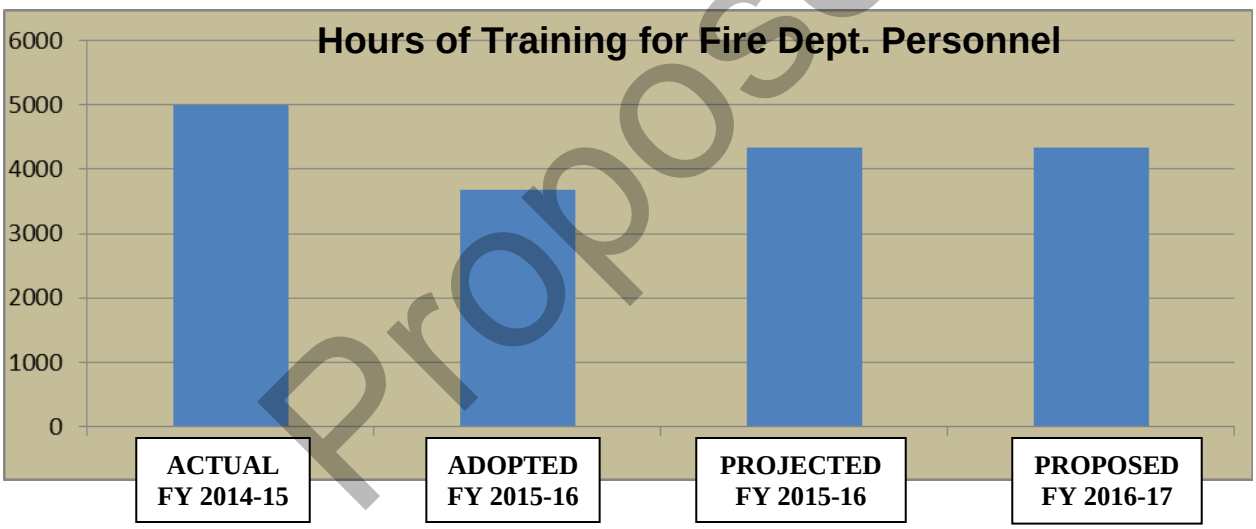
[1] Response time is calculated from the time call is received from dispatch until the arrival of fire apparatus at the scene of the incident.

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

SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
PERSONAL SERVICES	$1,655,373	$1,831,028	$1,775,314	$1,900,820
COMMODITIES	$79,584	$77,061	$68263	$69,381
CONTRACTUAL SERVICES	$34,603	$32,250	$33,384	$31,490
CAPITAL OUTLAY	$0	0	0	0
TOTAL EXPENDITURES	**$1,769,560**	**$1,940,336**	**$1,878,961**	**$2,001,691**
AUTHORIZED POSITIONS	**20.55**	**20.55**	**20.55**	**20.55**
FULL-TIME EQUIVALENTS	**20.55**	**20.55**	**20.55**	**20.55**

PERFORMANCE MEASURE HIGHLIGHTS



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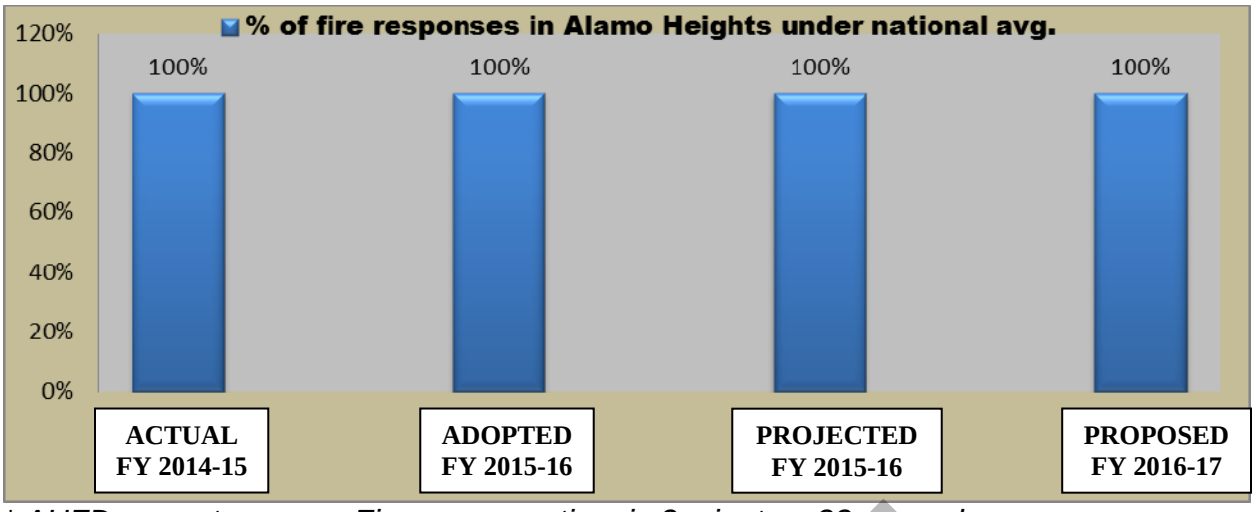


** AHFD current average Fire response time is 3 minutes, 33 seconds*
(10-01-2014 through 07-30-2015)

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, training and equipment
- Provide for the safety and welfare of the community through educational injury prevention programs
- Promote the safety and welfare of uniformed EMS personnel

ACTION STEPS

- Perform oversight of completion of 2004 ambulance module (approved in FY 2016 budget)
- Train an additional 5% of the community in hands only CPR

Proposed

OTHER INITIATIVES

- Continue quarterly First Aid / CPR training for citizens and the school setting
- Seek grant funding for ambulance / stretcher replacement.
- Focus on community education

IMPROVEMENTS

- Replacement of EMS stretchers - $78,000 (lease purchase @ 0.0% interest for 3 year term)

EMS PERFORMANCE MEASURES

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
Input:				
No. of EMS personnel	9	9	9	9
No. of EMS units	3	3	3	3
Population of Alamo Heights, Terrell Hills and Olmos Park[1]	14601	14601	14601	14601
National average for EMS collections	60%	60%	60%	60%
National average for EMS response	10 min.	10 min.	10 min.	10 min.

PERFORMANCE MEASURES (CONTINUED)

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
Output:				
EMS calls in Alamo Heights	523	488	506	506
EMS calls in Olmos Park	134	132	133	133
EMS calls in Terrell Hills	200	208	204	204
EMS calls involving transport	479	470	475	475
EMS calls response with aid only	379	305	342	342
EMS services invoiced	$501,633	$425,000	$463,317	$463,317
Revenues received for EMS services	$257,345	$215,000	$236,173	$236,173
Avg. response time - Alamo Heights	3 min, 46 sec	3min, 23 Sec	3min, 34 sec	3min, 34 Sec
Avg. response time - Olmos Park	6 min, 06 sec	5 min, 30 sec	5 min, 48 sec	5 min, 48 sec
Avg. response time - Terrell Hills	5 min, 29 sec	4min, 44 sec	5 min, 01 sec	5 min, 01 sec
Hours of training provided to EMS personnel	1935	1296	1616	1616
Outcome:				
No. of responses per EMS unit	386	285	336	336
% of EMS responses under national avg.	100%	100%	100%	100%
% of EMS revenue collected	51%	51%	51%	51%

Proposed

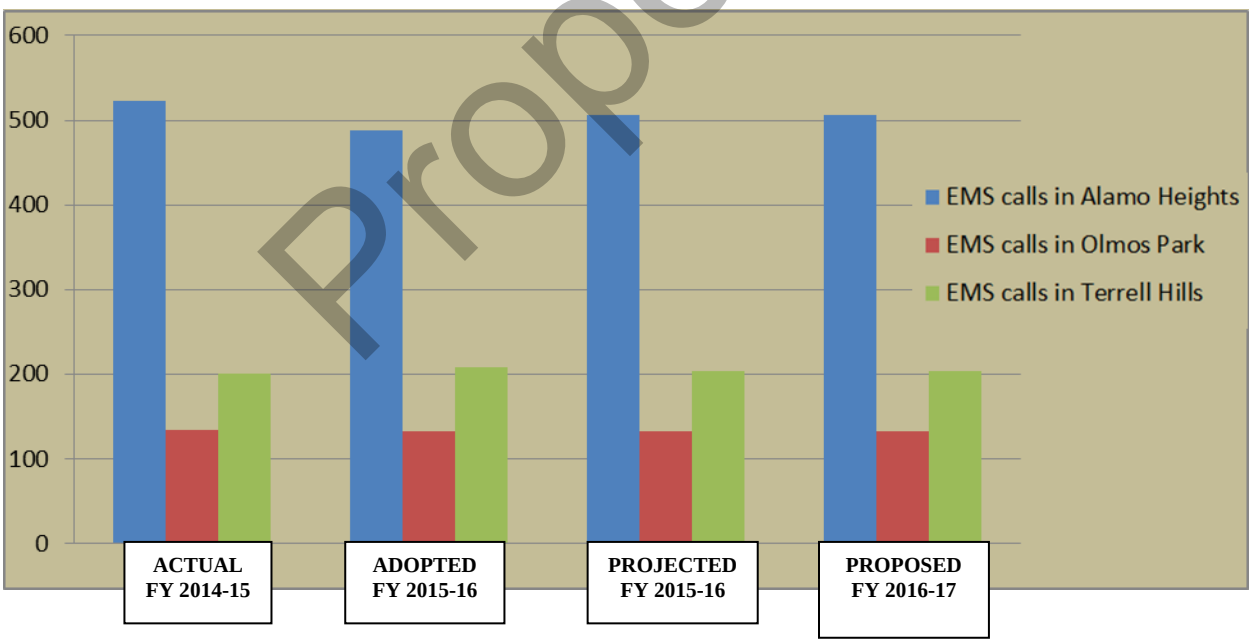
Efficiency:				
Avg. no. of hours of training per EMS personnel	244	188	216	216

EXPLANATORY INFORMATION:
[1] Population of cities from the 2013 U.S. Census.

SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
PERSONAL SERVICES	$589,826	$644,729	$607,038	$676,045
COMMODITIES	$54,139	$62,478	$57,745	$62,952
CONTRACTUAL SERVICES	$16,734	$21,062	$20,446	$22,150
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$660,669**	**$728,264**	**$685,230**	**$761,147**
AUTHORIZED POSITIONS	**9**	**9**	**9**	**9**
FULL-TIME EQUIVALENTS	8.45	8.45	8.45	8.45

PERFORMANCE MEASURE HIGHLIGHTS



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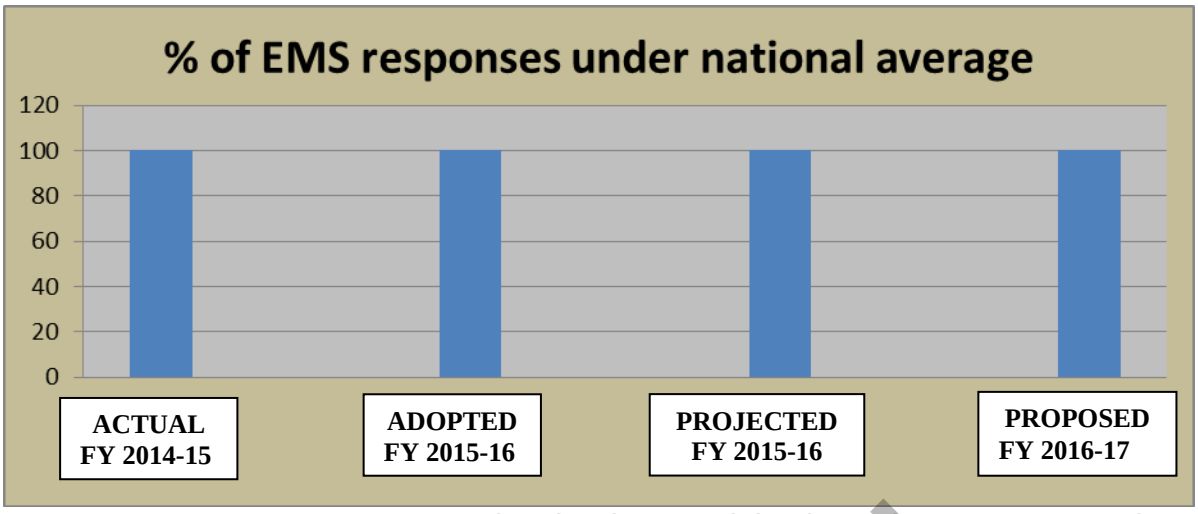
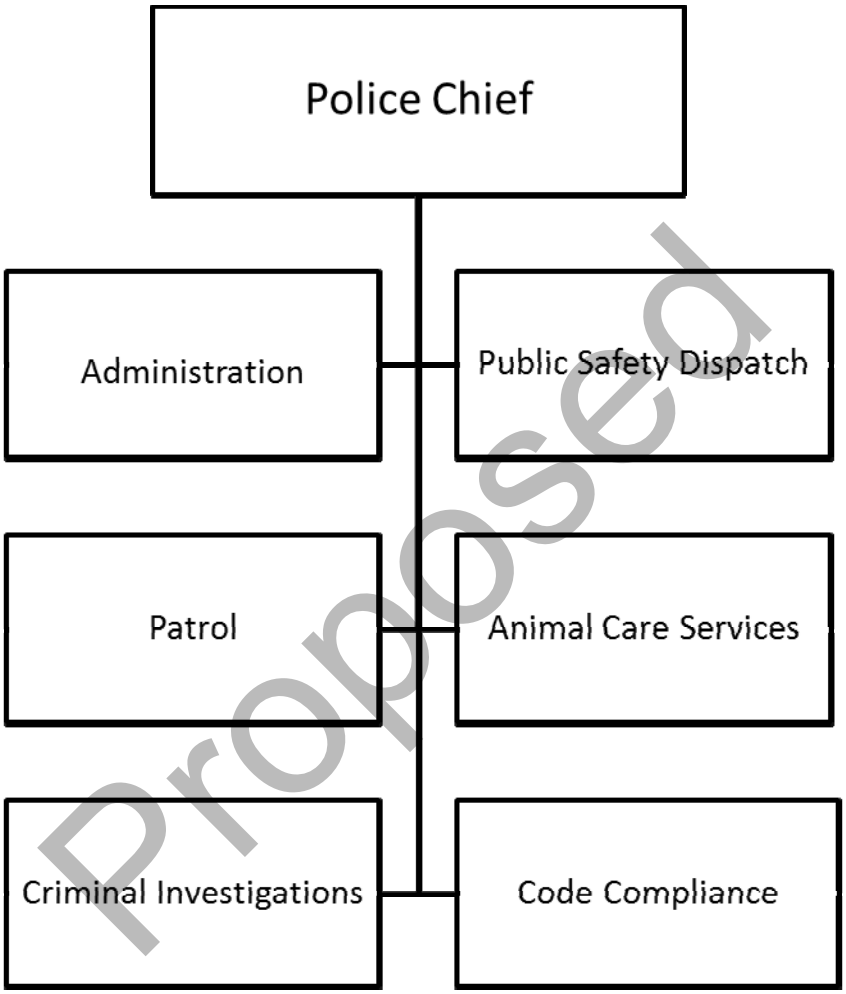


** Current average EMS response time in Alamo Heights is 3 minutes, 58 seconds (10-01-2015 through 07-30-2016)*

Proposed

POLICE/DISPATCH



Proposed

APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2017
Police	25.0	$ 2,339,285
Communications Center	10.0	634,299
Total Funding	**35.0**	**$2,973,584**

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

- Reduce the number of outstanding Municipal Court warrants using automatic license plate reader technology

Proposed

- Commission a traffic study to better understand traffic patterns around the Alamo Heights High School and attempt to reduce the impact on residential streets north of the campus.
- Create a focus group of citizens and police officers to discuss strategies promoting a stronger partnership between police and residents to reduce crime, promote community watch initiatives and re-invent the Citizen's Emergency Services Academy.
- Conduct a feasibility and cost study for the implementation of a police K-9 program.
- Conduct a feasibility and legal study of a implementing 501(c)(3) status for the animal care services program.
- Reclassify one (1) vacant police lieutenant position to the rank of deputy chief

OTHER INITIATIVES

- Continue the neighborhood parking study with the fire department.
- Update the equipment replacement plan to include mobile ticket writers, mobile video equipment and mobile data computers.
- Offer active threat preparedness training to community businesses, churches and schools

PERFORMANCE MEASURES

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
Input:				
No. of sworn officer positions	22	22	22	22
No. of civilian positions	2	2	2	3
No. of patrol vehicles	7	7	7	7
No. of calls for service (CFS) generated [1]	8,866	9,250	8,063	8,264
Output:				
No. of officer initiated calls [1]	3,734	5,475	4,262	5,475
No. of custodial arrests [2]	249	275	285	300
No. of police reports prepared	2,809	3,692	2,983	3,057
No. of court citations issued	5,958	8,000	6,151	6,304
No. of warning citations issued	7,371	9,458	7,212	7,392
No. crime prevention contacts [3]	9,332	8,762	9,048	9,048
Patrol mileage	114,842	126,500	112,763	116,763
No. of violent crimes reported [4]	11	20	14	17
No. of property crimes reported [5]	260	275	256	262
No. of training hours for all personnel	5,614	5,250	3,886	4,886

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
Outcome:				
% of sworn personnel assigned to patrol	73%	73%	73%	73%
% of CFS resulting in written reports	32%	36%	34%	36%
% of crimes cleared by investigation	39%	28%	25%	28%
Avg. response time of officer from dispatch to arrival on scene	3:38	3:0	3:20	3.0
Efficiency:				
% of reports encoded or expedited[6]	68%	64%	60%	64%
% of calls initiated by officers	41%	48%	47%	48%

Proposed

EXPLANATORY INFORMATION

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

PROGRAM CHANGES

♦ IMPROVEMENTS

CAPITAL POLICE EQUIPMENT **$51,015**

This ***improvement*** totaling $51,015 in one-time costs would provide for the following:

- Two (2) automatic license plate readers ($37,151)
- Six (6) replacement Tasers ($6,396)
- Two (2) replacement traffic radar units ($3,568)
- Six (6) replacement ballistic vests ($3,900)

CAPITAL VEHICLE REPLACEMENT **$38,413**

- One (1) Ford Interceptor SUV police vehicles ($29,188)
- Related police vehicle equipment needs ($9,225)

CAPITAL IMRPOVEMENT / PERSONNEL **$11,877**

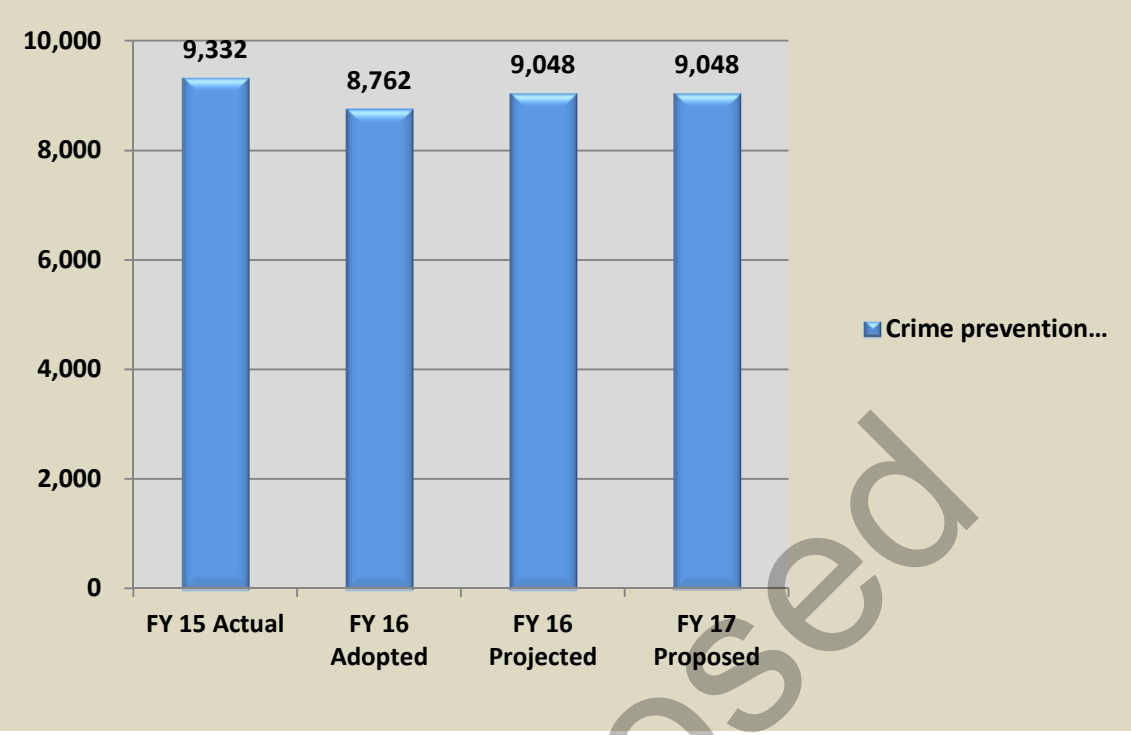
- Upgrade one vacant Lieutenant rank position to Assistant Chief of Police($29,188)

Proposed

SUMMARY OF EXPENDITURES AND POSITIONS

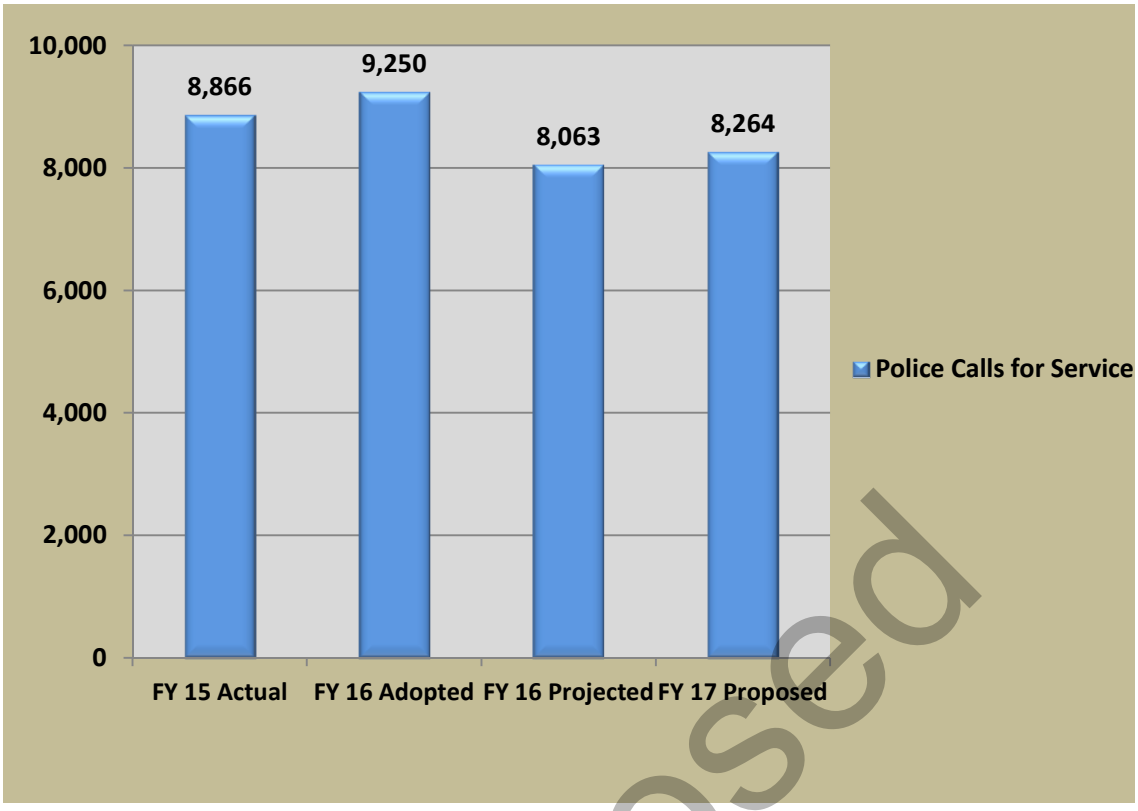
	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
PERSONAL SERVICES	$1,834,271	$2,120,230	$1,891,613	$2,102,036
$COMMODITIES	103,534	153,897	127,926	137,294
CONTRACTUAL SERVICES	50,376	55,958	53,128	62,804
CAPITAL OUTLAY	0	0	0	37,151
TOTAL EXPENDITURES	$1,988,181	$2,330,085	$2,070,667	$2,339,285
AUTHORIZED POSITIONS	**24**	**25**	**25**	**25**
FULL-TIME EQUIVALENTS	**24**	**25**	**25**	**25**

PERFORMANCE MEASURE HIGHLIGHTS



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

Proposed



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

Proposed

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

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

PERFORMANCE MEASURES

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
Input:				
No. of dispatcher full-time equivalents	10.0	10.0	10.0	10.0
No. of calls received [1]	9,004	8,548	9,220	9,450
No. of self-initiated calls [2]	6,673	8,128	6,790	6,959
No. of 911 (emergency) calls received [3]	4,678	5,275	5,303	5,303
Output:				
No. of calls dispatched to Police	8,741	9,534	9,182	9,411
No. of 911 calls dispatched to Police	1,399	1,060	1,245	1,280
No. of calls dispatched to Fire	1,503	1,452	1,525	1,563
No. of 911 calls dispatched to Fire	465	512	530	545
No. of calls dispatched to EMS	850	875	927	960
No. of 911 calls dispatched to EMS	432	490	470	485
Outcome:				
% of 911 (emergency) calls dispatched [4]	25%	36%	38%	38%
Avg. dispatch time from time recv'd to dispatched (911)	1:49	1:50	1:47	1:47
Efficiency:				
% of 911 (emergency) calls dispatched within 2 minutes	89%	85%	87%	87%
% of non-emergency calls dispatched within 3 minutes	91%	88%	89%	89%

PERFORMANCE MEASURES (CONTINUED)

EXPLANATORY INFORMATION

[1] Calls for service received for all services.
[2] Does not include traffic enforcement contacts or security checks.
[3] Includes misdials, duplicate calls, and transfers to other agencies.
[4] Represents only 911 calls dispatched to Alamo Heights, Terrell Hills, and Olmos Park.

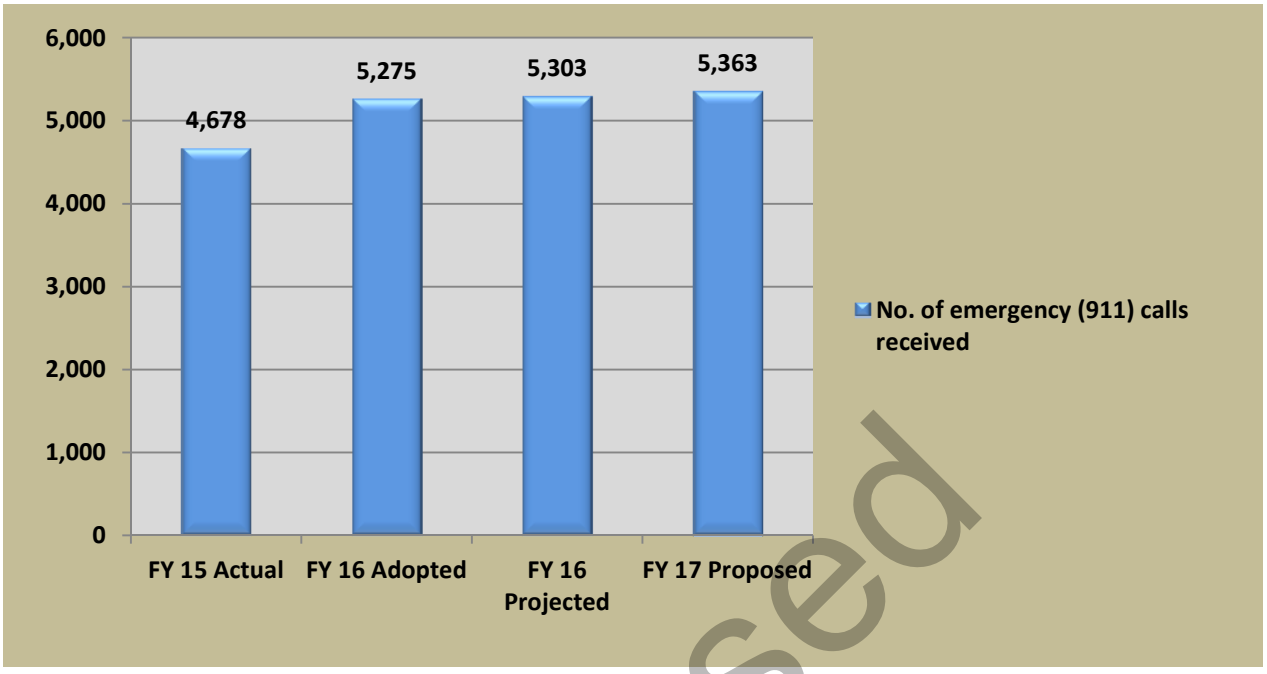
Proposed

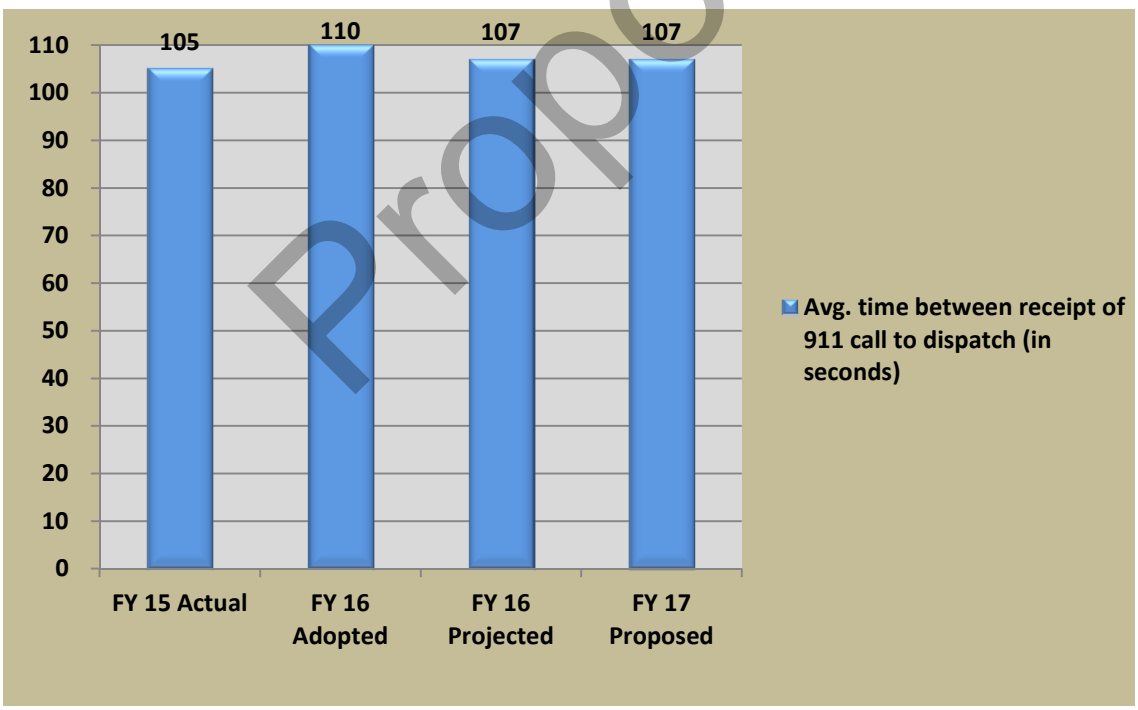
SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
PERSONAL SERVICES	$545,435	$603,645	$574,682	$623,325
COMMODITIES	4,877	8,774	4,490	8,774
CONTRACTUAL SERVICES	1,920	2,200	1,903	2,200
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	$552,232	$614,619	$581,075	$634,299
AUTHORIZED POSITIONS	**10**	**10**	**10**	**10**
FULL-TIME EQUIVALENTS	**10**	**10**	**10**	**10**

Proposed

PERFORMANCE MEASURE HIGHTLIGHTS





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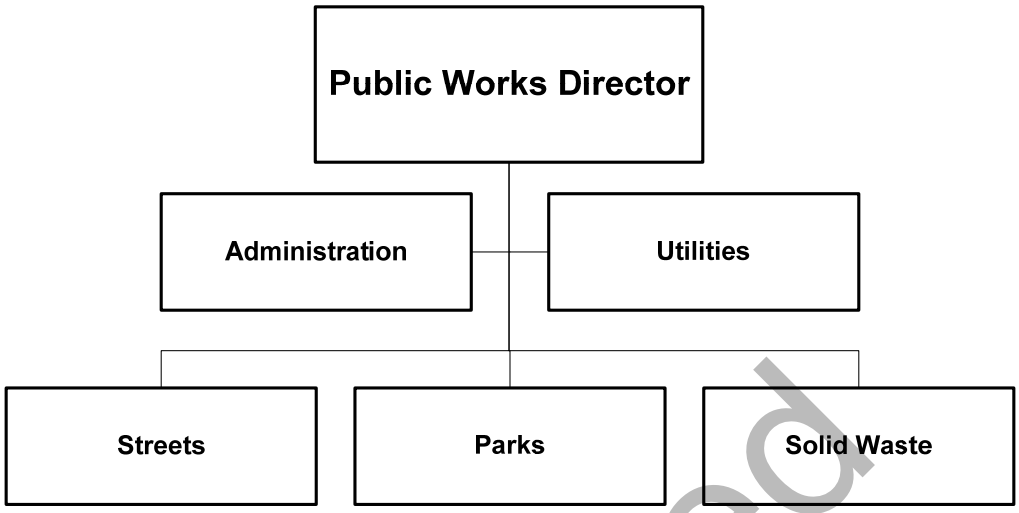


Proposed

PUBLIC WORKS

APPROPRIATIONS BY DIVISION	ASSIGNED FTE	BUDGET FY 2017
Administration	1.00	$105,841
Streets	4.00	519,209
Solid Waste	10.00	741,716
Parks	4.00	311,217
Water	8.00	1,877,215
Sewer	0.00	1,484,000
Total Funding	**28.00**	**$5,039,198**

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 services to its customers.

GOALS & OBJECTIVES

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

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

Proposed

ACTION STEPS

- Work to level numerous utility cuts throughout the city to improve ride is ongoing
- Work toward solutions for numerous street drainage improvements which have been identified

OTHER INITIATIVES

- Twenty year street maintenance program
- Sidewalk improvement as funding allows from SMP

PERFORMANCE MEASURES

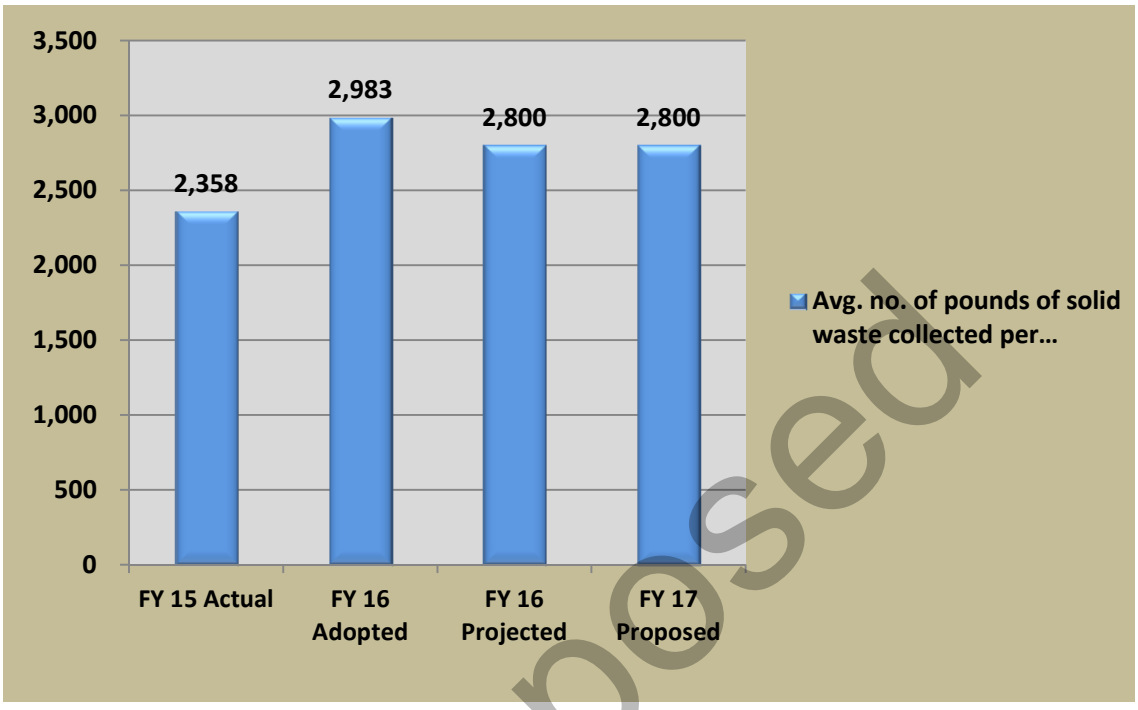
	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
Input:				
No. of lane miles of paved streets and alleys	110	110	110	110
No. of linear miles of City storm drains	2	2	2	2
No. of solid waste effective customers	2,883	2,883	2,889	2,889
No. of staff assigned to patching potholes	2	2	2	2
No. of staff collecting solid waste and recyclable materials	9	9	9	9
No. of staff assigned to maintaining park space	4	4	4	4
Total park acreage maintained	69	69	69	69
No. of street signs maintained	1,512	1,570	1,592	1,592
No. of traffic signals maintained	74	74	74	74
No. of traffic signs replaced	200	30	35	35
Output:				
No. of square yards of street repaired	39,750	39,750	46,200	27,650
Tons of solid waste collected	3,400	4,300	4,200	4,300
Tons of materials recycled	800	800	752	855
Outcome:				
% of reported potholes repaired by the next working day	98%	100%	100%	100%
Efficiency:				
Avg. no. of square yards patched per staff per working day (248 days)	30	30	75	75
Avg. no. of pounds of solid waste collected per effective customer	2,358	2,983	2,800	2,800
Avg. no. of pounds of materials recycled per effective customer	554	555	578	578

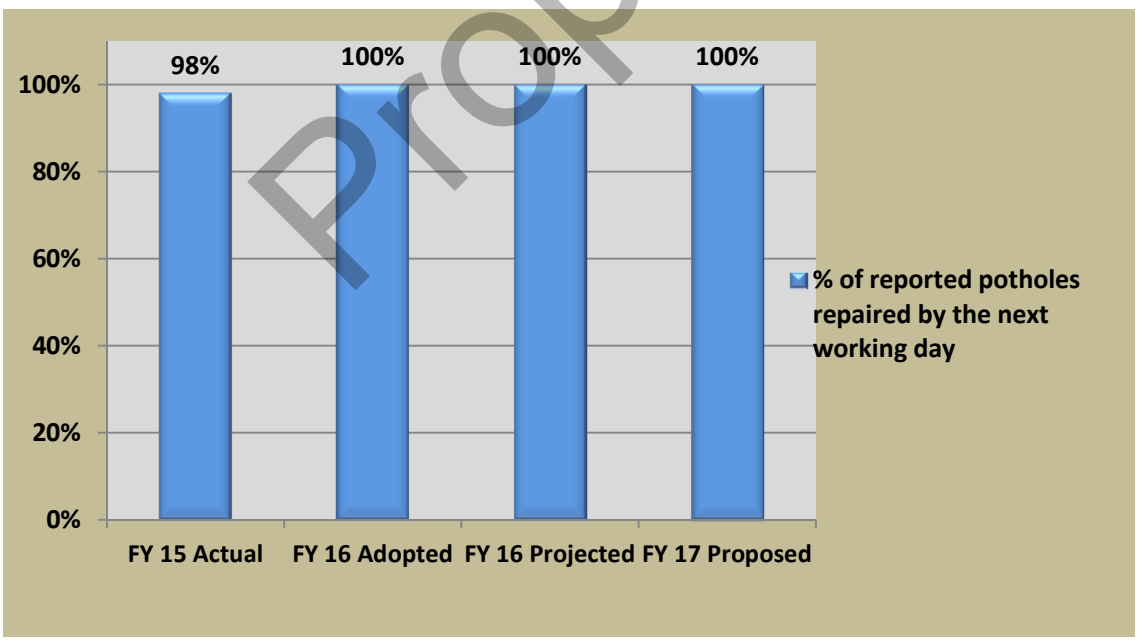
Proposed

SUMMARY OF EXPENDITURES AND POSITIONS

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
PERSONAL SERVICES	$966,902	$1,110,132	$1,049,809	$1,093,783
COMMODITIES	588,578	375,780	309,681	365,400
CONTRACTUAL SERVICES	167,749	190,300	167,374	203,800
CAPITAL OUTLAY	0	30,000	30,000	15,000
TOTAL EXPENDITURES	**$1,723,229**	**$1,706,212**	**$1,556,864**	**$1,677,983**
AUTHORIZED POSITIONS	**20**	20	20	20
FULL-TIME EQUIVALENTS	**20.00**	**20.00**	**20.00**	**20.00**

PERFORMANCE MEASURE HIGHLIGHTS





Proposed

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

- Maintain the required quality, quantity and pressure of the water distribution system
- Invest a minimum of two percent (2%) of the total replacement value of the water distribution system in improvements each year
- Invest a minimum of one percent (1%) of the total replacement value of the sanitary sewer system in improvements each year
- Implement cleaning on the city's sewer system
- Provide high quality, cost effective water and sewer services at a competitive rate
- Meet all federal, state and local testing and reporting requirements
- Provide the highest level of customer service to our customers

ACTION STEPS

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

OTHER INITIATIVES

- Respond and repair emergency main breaks within 6 hours of initial call.

Proposed

PERFORMANCE MEASURES

	ACTUAL FY 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
Input:				
No. of linear miles of water mains	48	48	48	48
No. of linear miles of sewer mains	32.8	33	33	33
No. of ground water wells	6	6	6	6
Total water pumping capacity in gallons per minute	4,600	5,100	5,100	5,100
No. of effective water connections	2,935	3,000	2,988	2,996
Output:				
No. of gallons storage provided	1,050,000	1,050,000	1,050,000	1,050,000
No. of gallons of water pumped	668,813,000	531,153,422	600,000.000	664,000,000
No. of gallons of water billed	572,886,760	462,338,634	480,476,000	644,666,000
No. of linear feet of water lines replaced	7,800	12,000	3,500	2,100
No. of linear feet of sewer lines replaced	300	350	1,100	1,000
No. of water mains leaks repaired	30	10	9	10
No. of water service line leaks repaired	20	40	14	40
No. of sewer line leaks repaired	10	2	1	3
Outcome:				
No. of gallons of non-revenue water[1]	19,333,971	66,084,042	62,000,000	58,000,000
% of reported water leaks repaired within 3 working days	90%	98%	87%	95%
Efficiency:				
Avg. no. of gallons of water pumped per effective connection	204,429	177,000	206,550	195,000
Avg. no. of gallons of water billed per effective connection	194,208	155,000	165,487	214,889
Gallons of water storage per effective connection	357	350	351	350
% of non-revenue water of total pumped	11%	12%	11%	12%

Proposed

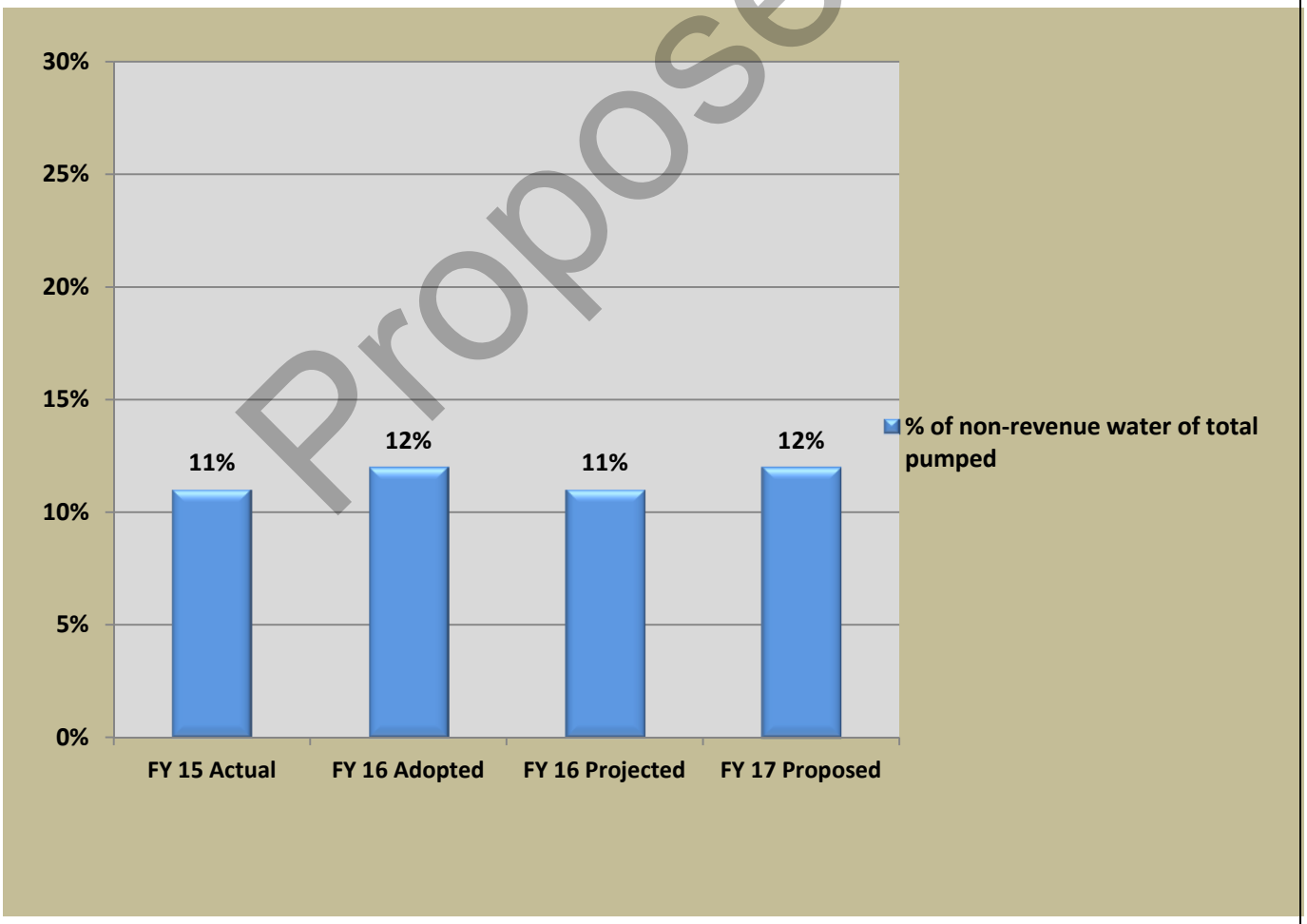
EXPLANATORY INFORMATION:

[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 2014-15	ADOPTED FY 2015-16	PROJECTED FY 2015-16	PROPOSED FY 2016-17
PERSONAL SERVICES	$809,358	$948,467	$813,866	$945,965
COMMODITIES	523,435	608,632	519,958	554,250
CONTRACTUAL SERVICES	1,530,144	1,439,600	1,365,693	1,461,000
CAPITAL OUTLAY	0	382,324	337,700	400,000
TOTAL EXPENDITURES	**$2,862,937**	**$3,379,022**	**$3,037,217**	**$3,361,215**
AUTHORIZED POSITIONS	**8**	**10**	**10**	**10**
FULL-TIME EQUIVALENTS	**8.00**	**10.00**	**10.00**	**10.00**

PERFORMANCE MEASURE HIGHLIGHTS



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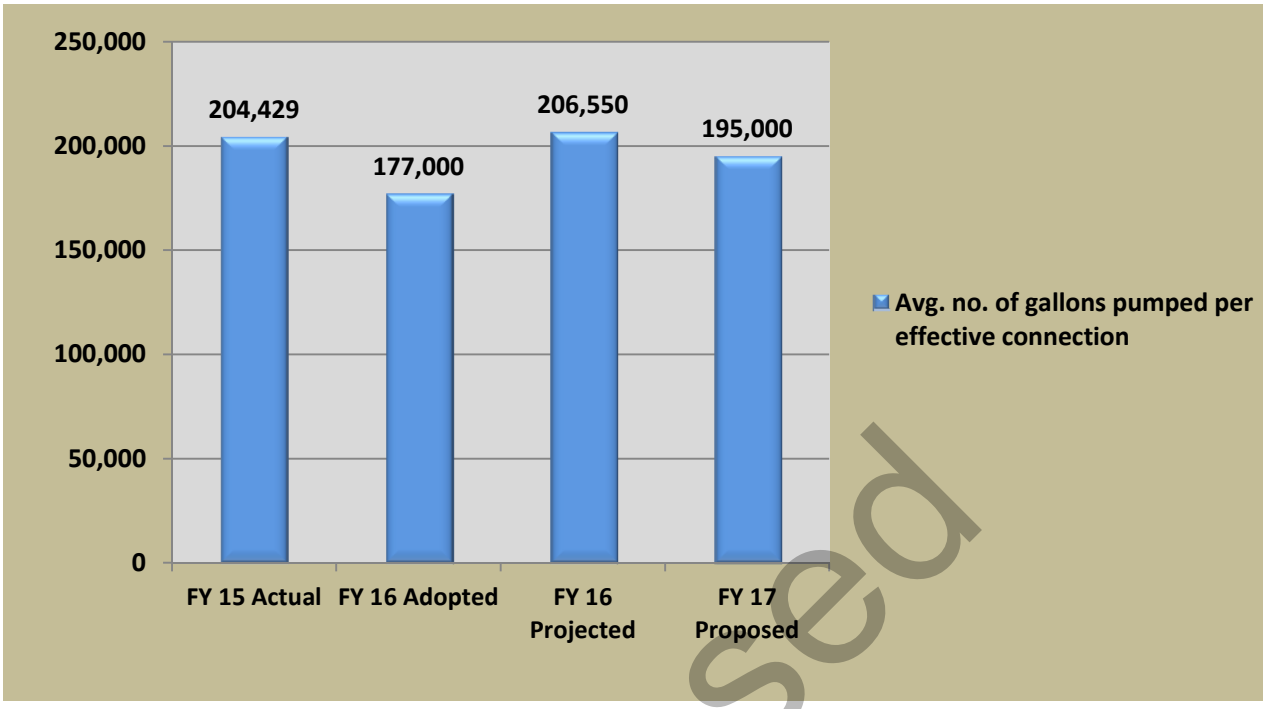
250,000
200,000
150,000
100,000
50,000
0
204,429
177,000
206,550
195,000
FY 15 Actual
FY 16 Adopted
FY 16 Projected
FY 17 Proposed
Avg. no. of gallons pumped per effective connection

Proposed

Proposed

HOLIDAY SCHEDULE

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

HOLIDAY	DATE
Veteran's Day	Friday, November 11, 2016
Thanksgiving Day	Thursday, November 24, 2016
Day after Thanksgiving	Friday, November 25, 2016
Christmas Eve (Observed)	Friday, December 23, 2016
Christmas Day (Observed)	Monday, December 26, 2016
New Year's Day (Observed)	Monday, January 2, 2017
Martin Luther King Day	Monday, January 16, 2017
President's Day	Monday, February 20, 2017
Good Friday	Friday, April 14, 2017
Battle of Flowers Parade	TBD – Friday, April 2017
Memorial Day	Monday, May 29, 2017
Independence Day	Tuesday, July 4, 2017
Labor Day	Monday, September 4, 2017

Proposed

Proposed

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.

The Brackenridge Estate

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.

Proposed

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.

Proposed

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.

Proposed

Proposed

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.

Proposed

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

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

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

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

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

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

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

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

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

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

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

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

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

Proposed

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 in 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.

Proposed

STATISTICAL DATA

Date of incorporation	1922
Date of home rule charter adoption	1954
Form of government	Council-Manager
Population (2010 Census)	7,031
Median age of resident (2010 Census)	40
Percent of families with Bachelor's degree or higher (2010 Census)	72%
Total housing units (2010 Census)	3,367
Percent of housing units occupied (2010 Census)	88.9%
Percent of housing units owner-occupied (2010 Census)	69.7%
Average household size (2010 Census)	2.34
Median household income (2010 Census)	$97,850
Average family size (2010 Census)	3.18
Percentage of families below poverty level (2010 Census)	0.9%
Average Taxable Household Value (2015 BCAD)	$502,720
Number of registered voters	5,408
Number of ballots cast in last regular city election (May 2015)	1,428
Percentage of registered voters voting in last regular city election	26%
Area in square miles	1.9 (4.8 km^2)
Miles of streets	43
Miles of water mains	44.2
Number of metered water connections	2,935
Number or fire hydrants	206
Miles of sewer mains	32.8
Number of sewer connections	2,732
Number of full-time municipal employees	105
Number of firefighters	28
Number of EMS units	3
Number of police officers	22
Number of patrol units	7

Proposed