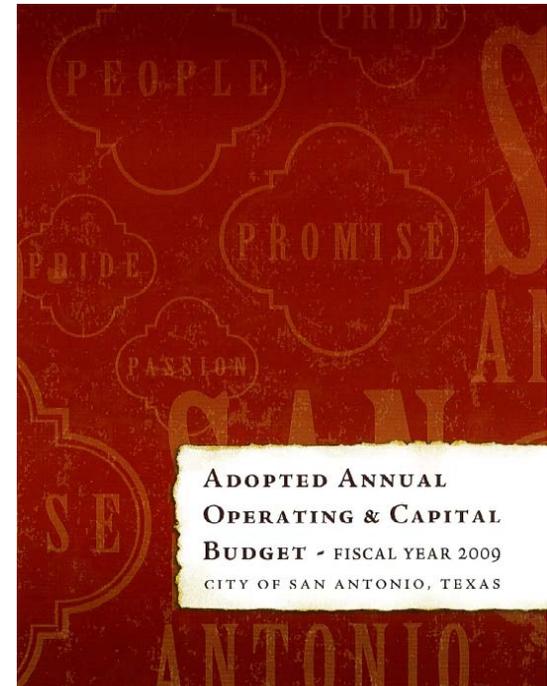




Three Plus Nine Budget & Finance Report

**City of San Antonio
City Council “B” Session
February 4, 2009**

- FY 2009 Budget Overview
- Budget Initiatives Update
- Current Local Economic Conditions
- 3 + 9 Financial Report
 - **General Fund**
 - Revenues
 - Expenditures
 - **Other Funds**
 - Solid Waste Services
 - Storm Water Operations
 - Planning & Development Services
 - Hotel Occupancy Tax Related Funds
 - Airport Operating Funds
- Plans and Options to Manage the Budget
- Performance Measures Highlights
- Next Steps



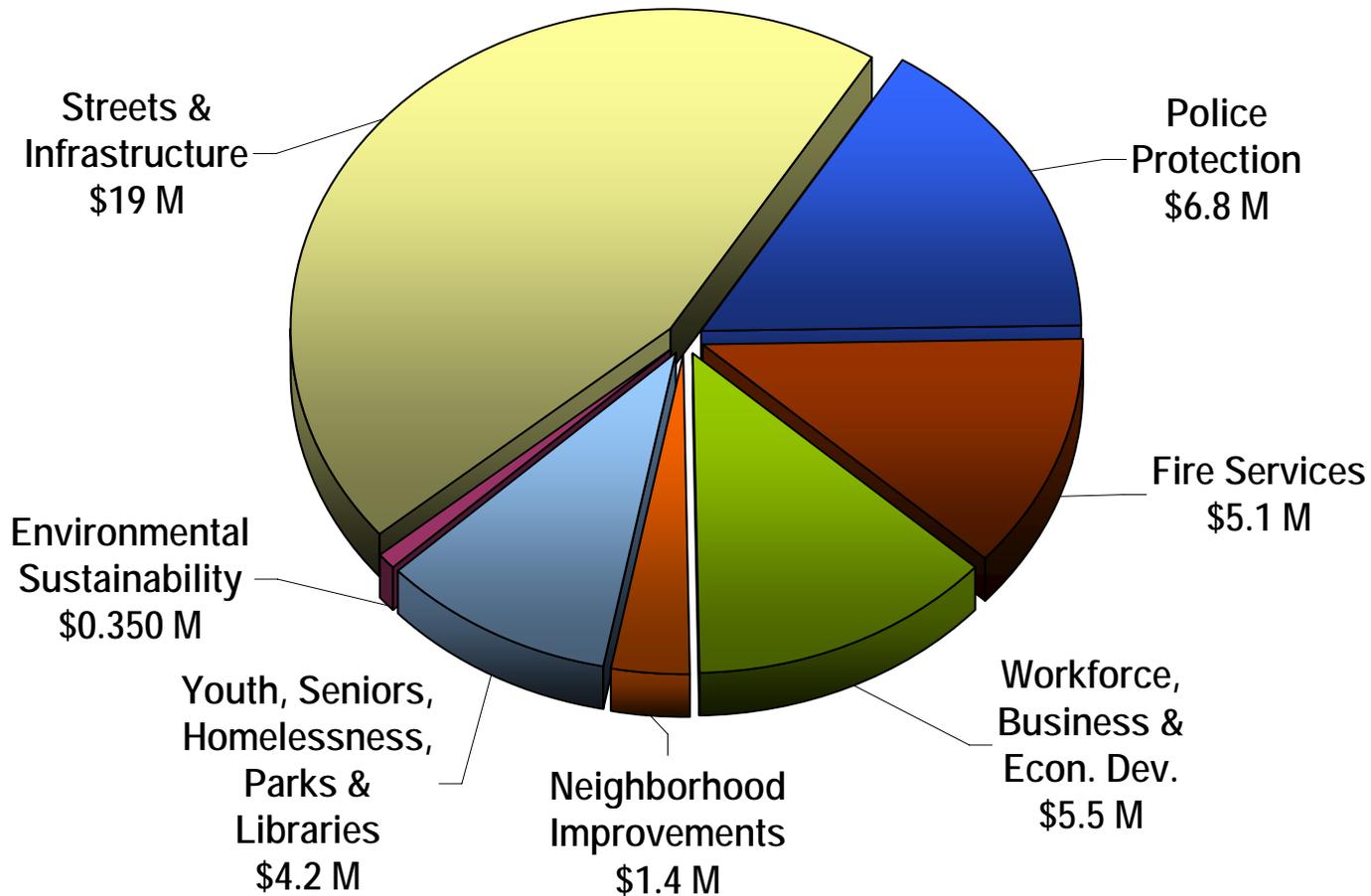


FY 2009 Budget Overview



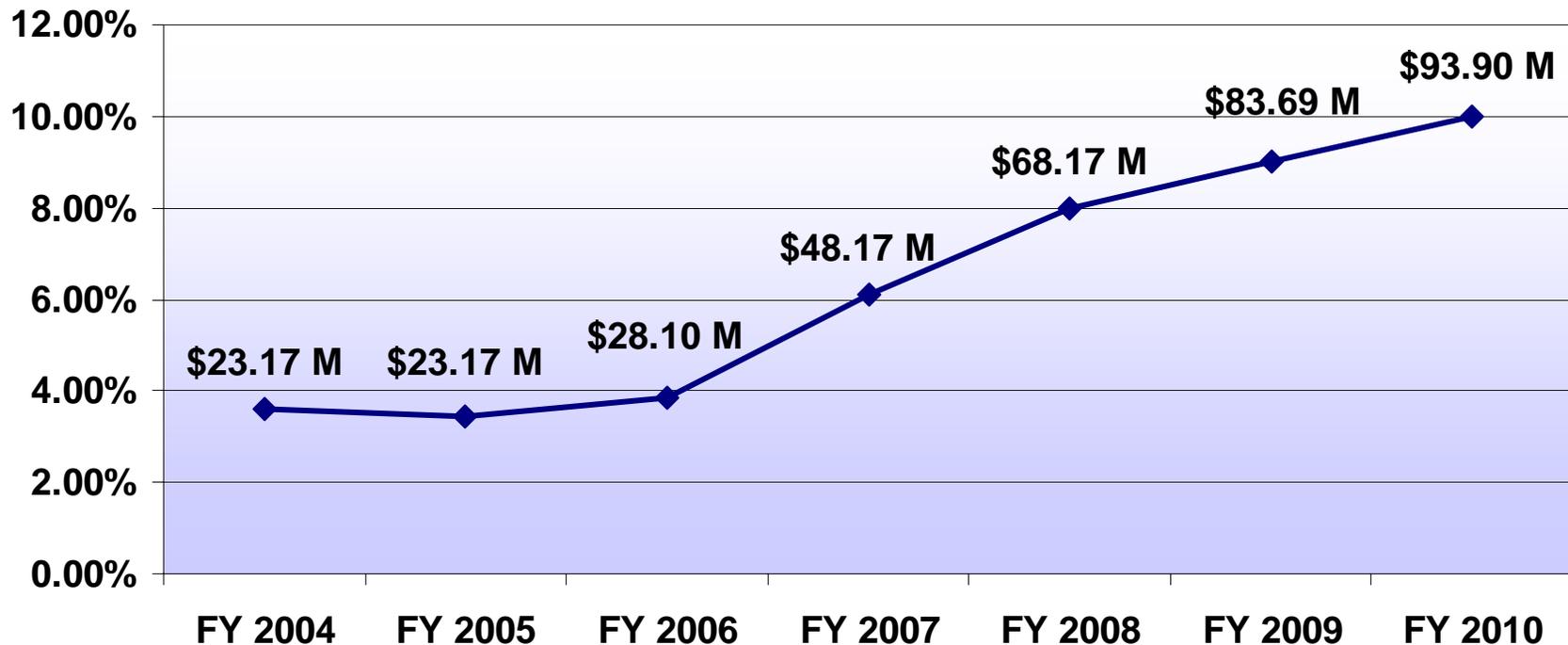
- FY 2009 Budget approved on September 11 is balanced and sets aside funding to achieve a balanced FY 2010 Budget
- Increases General Fund Budgeted Financial Reserves
- Reduces property tax rate by over ½ cent reflecting Health Clinic Consolidation effort with County Health System
- Includes \$3.8 M in reductions
- Provides \$10 M General Fund Utility Transfer Rebate to help keep residential monthly solid waste bills low
- Includes over \$42 Million in Service Enhancements addressing top City Council priorities

FY 2009 General Fund Service Enhancements Directs \$42 Million to Seven Priority Areas



Budget Highlights

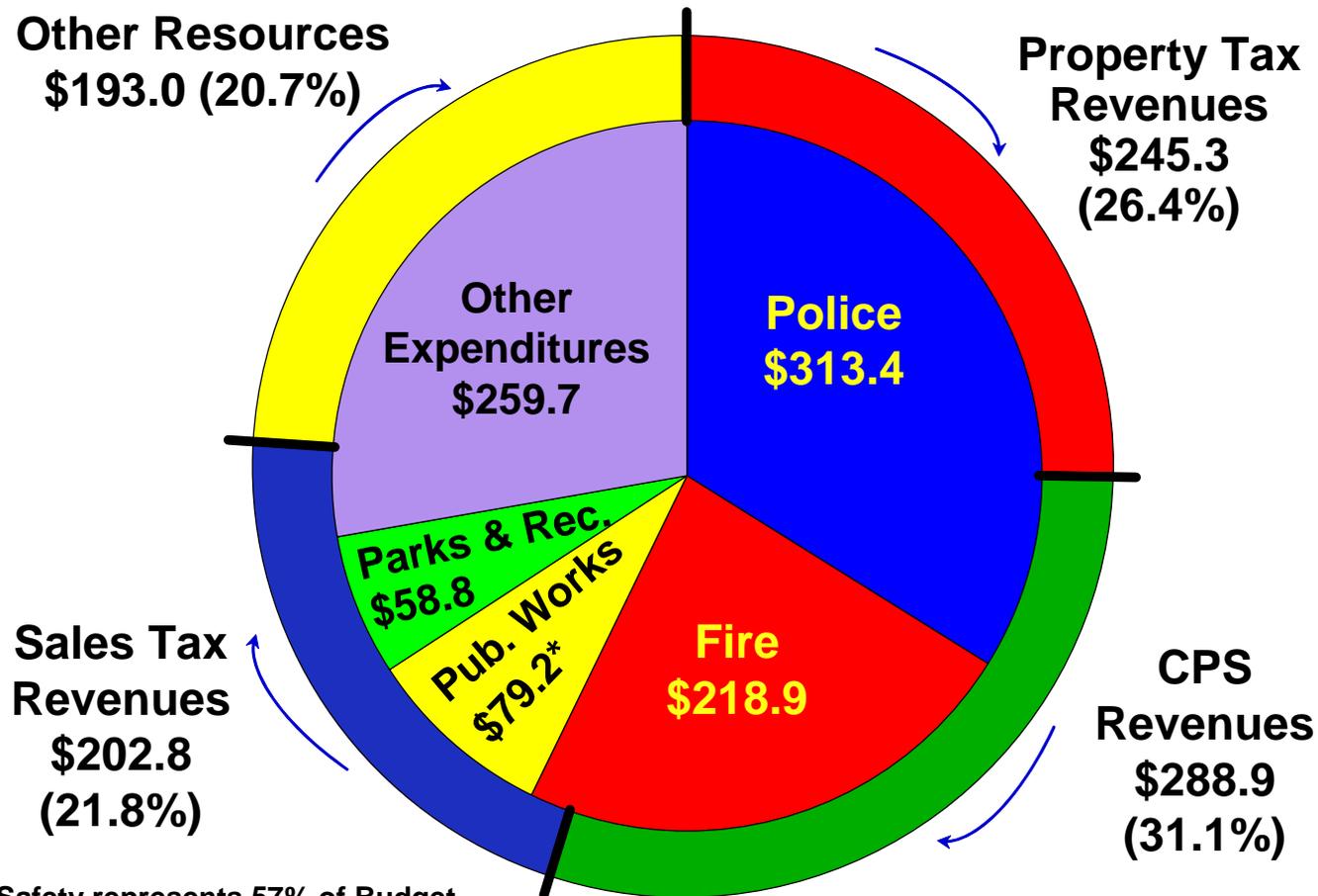
- \$15.5 M added to Reserves reaches 9% in 2009
- City Council policy goal to reach 10% in 2010



- All Funds Consolidated Annual FY 2009 Budget
 - \$2.3 Billion
 - Operating: \$1.54 Billion
 - Capital: \$772 Million
- General Fund Budget
 - \$929.9 Million
- All Funds Authorized Positions: 11,878
 - General Fund Civilian Positions: 3,950
 - Uniform Police Positions (w/ Grant Funded): 2,302
 - Uniform Fire Positions: 1,624



FY 2009 General Fund Budget (\$ in Millions)



•Public Safety represents 57% of Budget
*Includes transfer to Street Maintenance Fund

TOTAL: \$929,961,935



Budget Initiatives Update

- Street Maintenance enhanced by \$14 M for total budget of \$67.2 M in FY 2009
 - \$12 M spent in 1st Qtr
 - 27 of 436 miles completed through January
- Budget increases funding to improve access for disabled citizens and ADA compliance
 - 2 new ADA crews are fully operational
 - 111 of the 560 scheduled FY 2009 ramps completed through January



- Sidewalk Program funding doubled to over \$8 M
 - Phase I - \$4.2 M contract approved in December
 - Construction has begun and is 3% complete
 - Phase II - \$3 M contract estimated to start in March
- Pavement Marking Program resources increased by \$1.5 M
 - 2008 contract currently under construction and is 65% complete
- Continue Traffic Signal Modernization & Synchronization
 - Completed 251 locations during Phase I
 - Phase II construction begins in February



- 100 New Police Officers addressing:
 - Training Academy capacity
 - Adds “Power Shift”
 - Domestic Violence Initiatives
 - Community Policing
 - DUI Shift
 - Professional Standards for Department
 - Police Storefronts
- With September and November classes, 42 officers currently in training

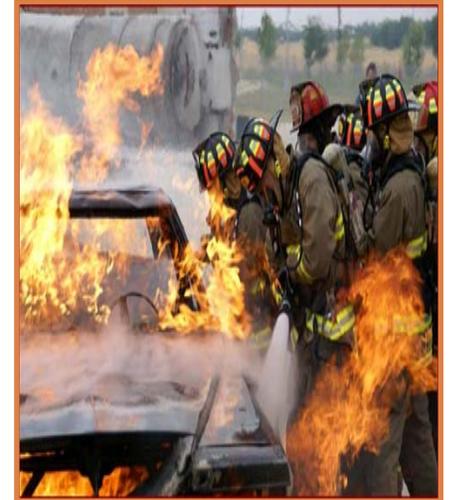


Training Academy Schedule

	SEPT 2008	NOV 2008	FEB 2009	APR 2009	JULY 2009	SEPT 2009
100 New Officers	27	15	0	28	18	12
Attrition	18	5	44	22	19	24
TOTAL	45	20	44	50	37	36

- 100 new officers scheduled in academy for budget enhancement
- 132 additional officers scheduled in academy for attrition
- Total of 232 officers scheduled for training assuming no adjustment to budgeted plans

- 60 new firefighters added to improve firefighting and EMS Services
 - Scheduled to begin academy class in later part of Fiscal Year
 - Additional EMS unit scheduled to be operational in April
- Includes enhancements for Basic Life Support Transport Initiative
- One District Chief position added for recruitment efforts and Assistant Medical Director position added
 - Position has been filled with projected start date of February 9



Training Academy Schedule

	OCT 2008	NOV 2008 EMS	JAN 2009	MAY 2009	SEPT 2009	NOV 2009 EMS
60 New Uniform	0	0	0	14	34	12
Attrition	37	33	32	31	11	18
TOTAL	37	33	32	45	45	30

- 60 new firefighters scheduled in academy for budget enhancement
- 162 additional firefighters scheduled in academy for attrition
- Total of 222 firefighters scheduled for training assuming no adjustment to budgeted plans

Neighborhood Related Improvements

- Increase Graffiti Abatement resources for volunteer initiative by nearly \$350 K
 - Adds 5 new Graffiti Abatement positions
 - 4 of 5 Positions have been filled
- Budget adds \$864 K more in resources for additional Animal Care Officers and free/low cost Spay/Neuter surgeries with Mobile Unit
 - Adds 2 new Animal Care Officers
 - Positions filled in December 2008
 - Mobile Unit ordered in January and delivery expected in April/May





Youth, Seniors, Homelessness, Parks & Libraries

- Budget doubles number of youth in Summer Employment Programs (500 to be served in FY 2009)
- Four new Senior Center sites included in Budget (Council Districts 3,4,5 & 10)
 - District 10 lease approved for site on January 29
 - District 3 / WellMed partnership is operational
 - Districts 4 & 5 site selection underway
- Budget adds \$750,000 more in food and shelter services for new Haven for Hope Campus
 - With \$750 K improvement, total FY 2009 Budget for Haven for Hope totals \$1.9 M in General Fund and grant funding

- Budget funds year one of Five-Year Park Playground Equipment Replacement Initiative
- Over \$5 M in additional resources for Library capital improvements, additional books and computers
 - All 75 computers have been purchased
 - Facilities Maintenance Assessment Study underway to be completed in March





Workforce, Business & Economic Development

- Budget includes \$2.6 M for six workforce development agencies including Project Quest
- Economic Development Fund (\$4 M) for industry, commercial development, and targeted area investments includes:
 - \$250 K for Westside Development Corporation
 - \$250 K for San Antonio for Growth on the Eastside
 - \$75 K to Strategic Development Solutions to complete market assessment to create Multi-Tech Venture Fund in San Antonio

- Budget includes two additional positions to increase Office of Environmental Policy to five
- \$250,000 also added in budget for sustainability efforts and Revolving Energy Fund
 - Projects include Green Jobs Program & Lighting Retrofits
- Household Hazardous Waste Collection efforts enhanced in FY 2009 Budget
 - Four Household Hazardous Waste Collection events currently scheduled





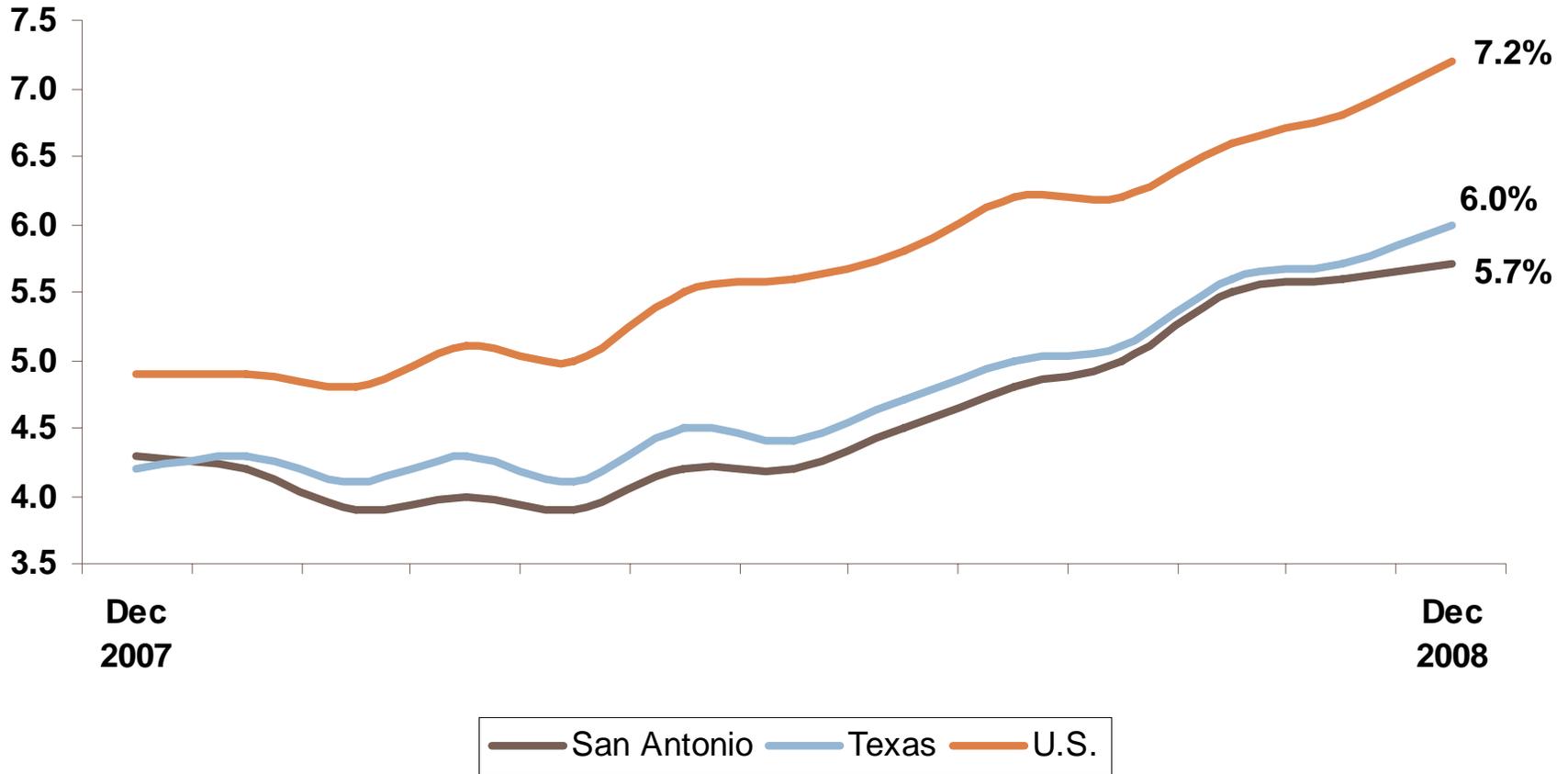
Current Local Economic Conditions

Developed with Assistance from Dr.
Steven Nivin with the Strategic
Alliance for Business and Economic
Research Institute (SABER)

- San Antonio Economy fares better than most other local economies across the country
- Unemployment Rate
- Business Cycle Index
- San Antonio Housing Indicators
- Comparative Analysis

Unemployment Rate

- 2008 Unemployment Rate: San Antonio / Texas / U.S.



Source: Federal Reserve Bank of Dallas

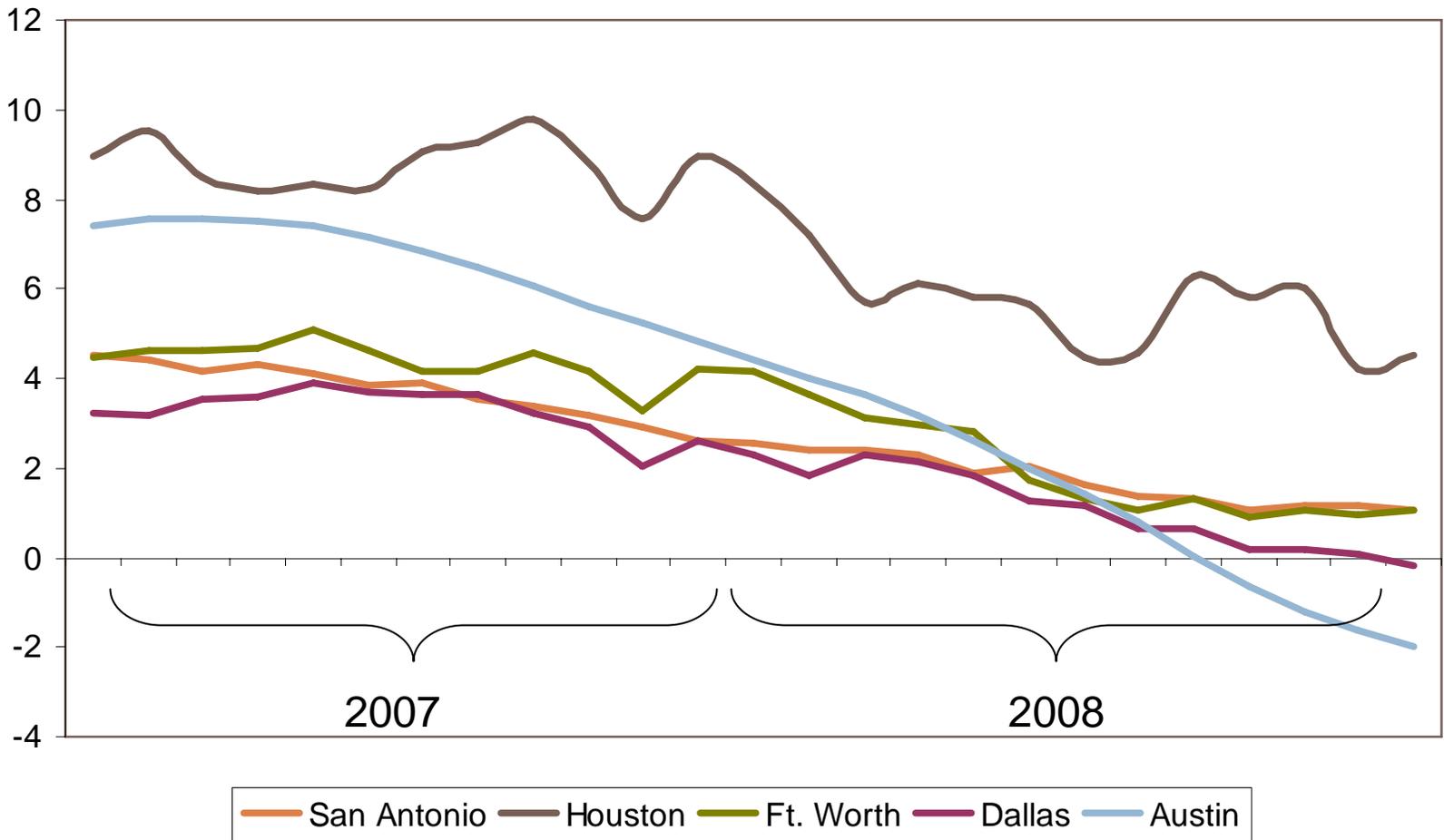
Unemployment Rate

Unemployment Rate			
City/Region	2007	2008	Change
U.S.	4.9%	7.2%	2.3%
Texas	4.2%	6.0%	1.8%
Dallas	4.5%	6.3%	1.8%
Ft Worth	4.4%	6.0%	1.6%
Houston	4.5%	5.9%	1.4%
San Antonio	4.3%	5.7%	1.4%
Austin	3.9%	5.5%	1.6%

- Business Cycle Index measures key economic indicators in a particular region including employment (non-agriculture), unemployment rate, wages and retail sales
- Movement in index indicates direction of local economy
- Index reflects growth at slower pace for San Antonio and all major metro areas in Texas



Business Cycle Index for Texas Major Metro Areas

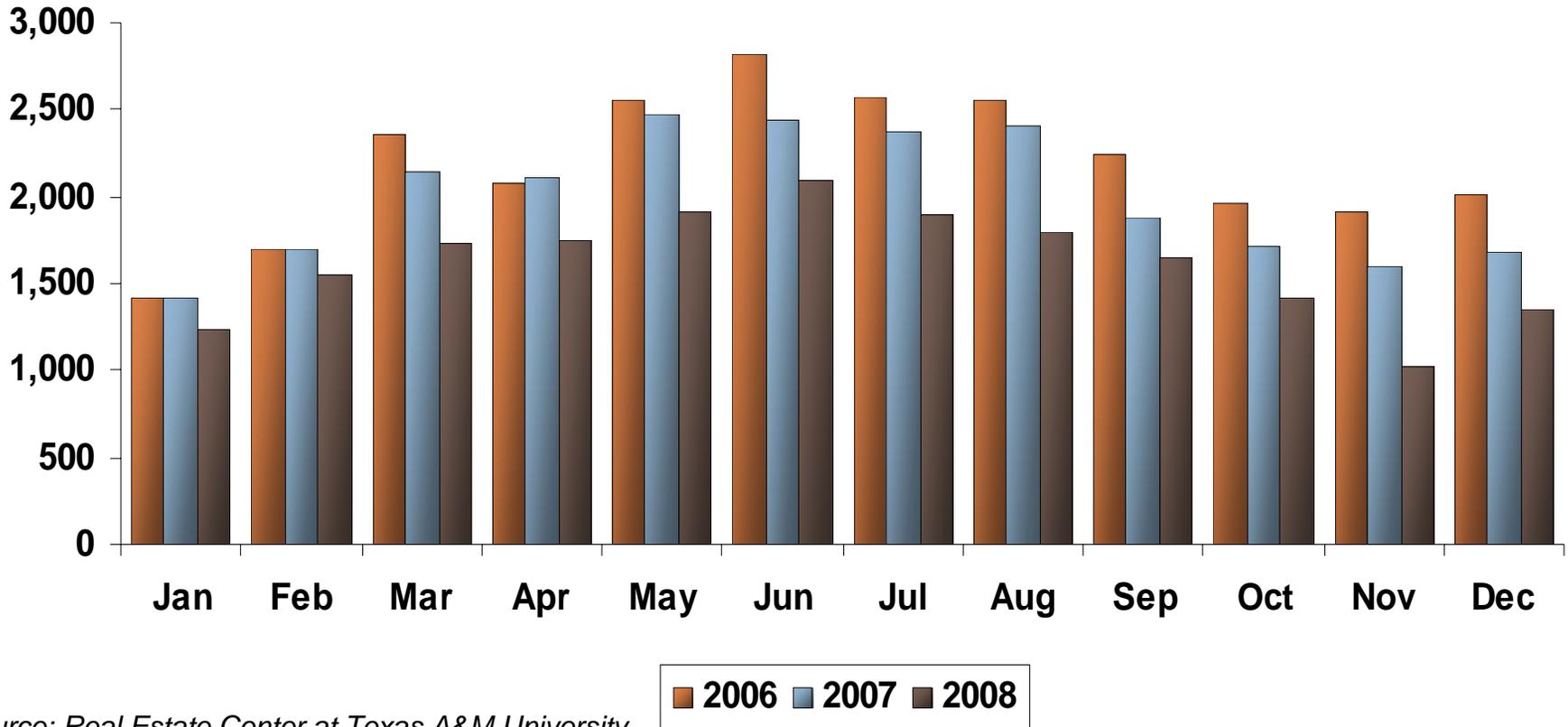


Source: Federal Reserve Bank of Dallas; Annualized percent change calculated by SABER Institute



San Antonio Housing Indicators

- San Antonio Home Sales Trend
 - MLS Residential Housing Activity

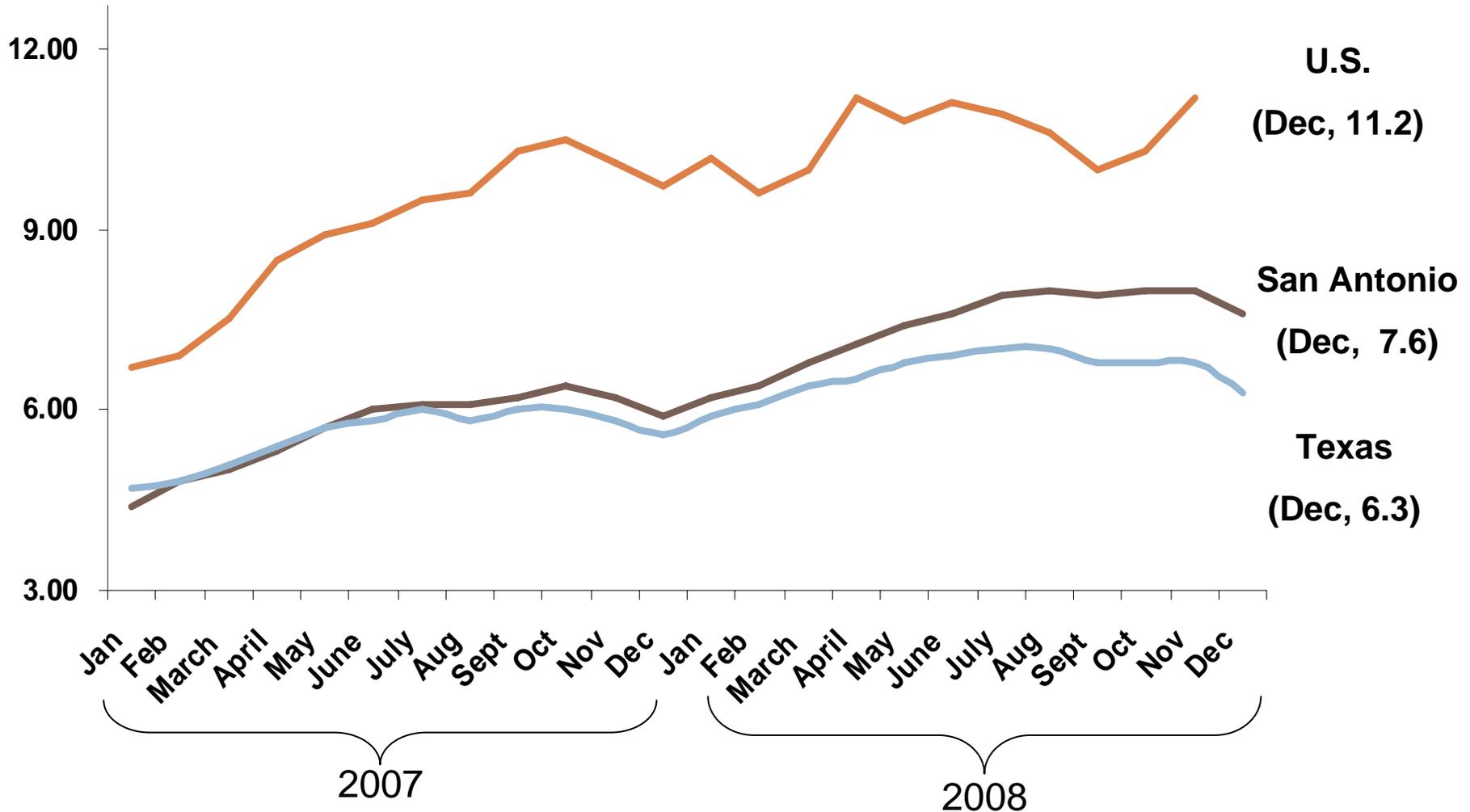


Source: Real Estate Center at Texas A&M University



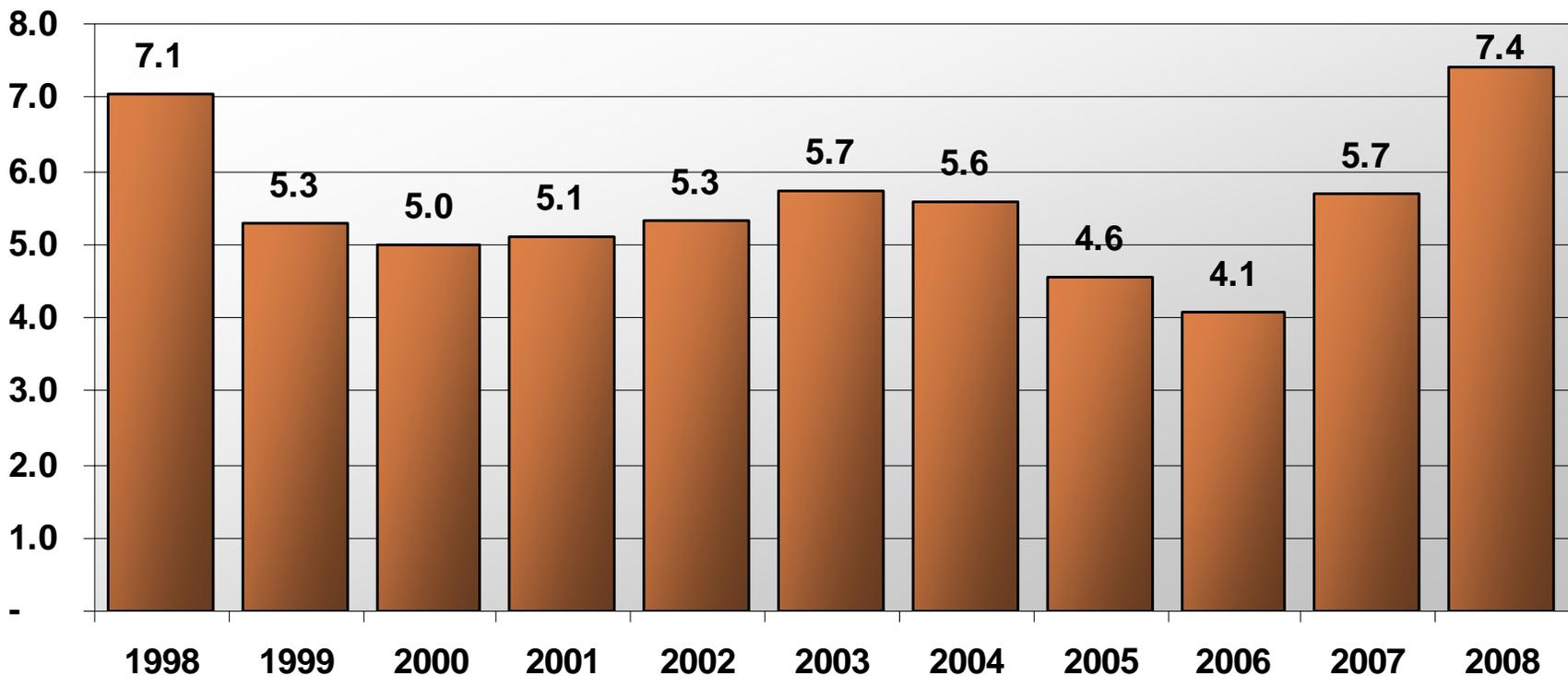
San Antonio Housing Inventory

Monthly Average Number of Months to Clear all Existing Inventory



Source: Texas A&M Real Estate Center, SABER Institute

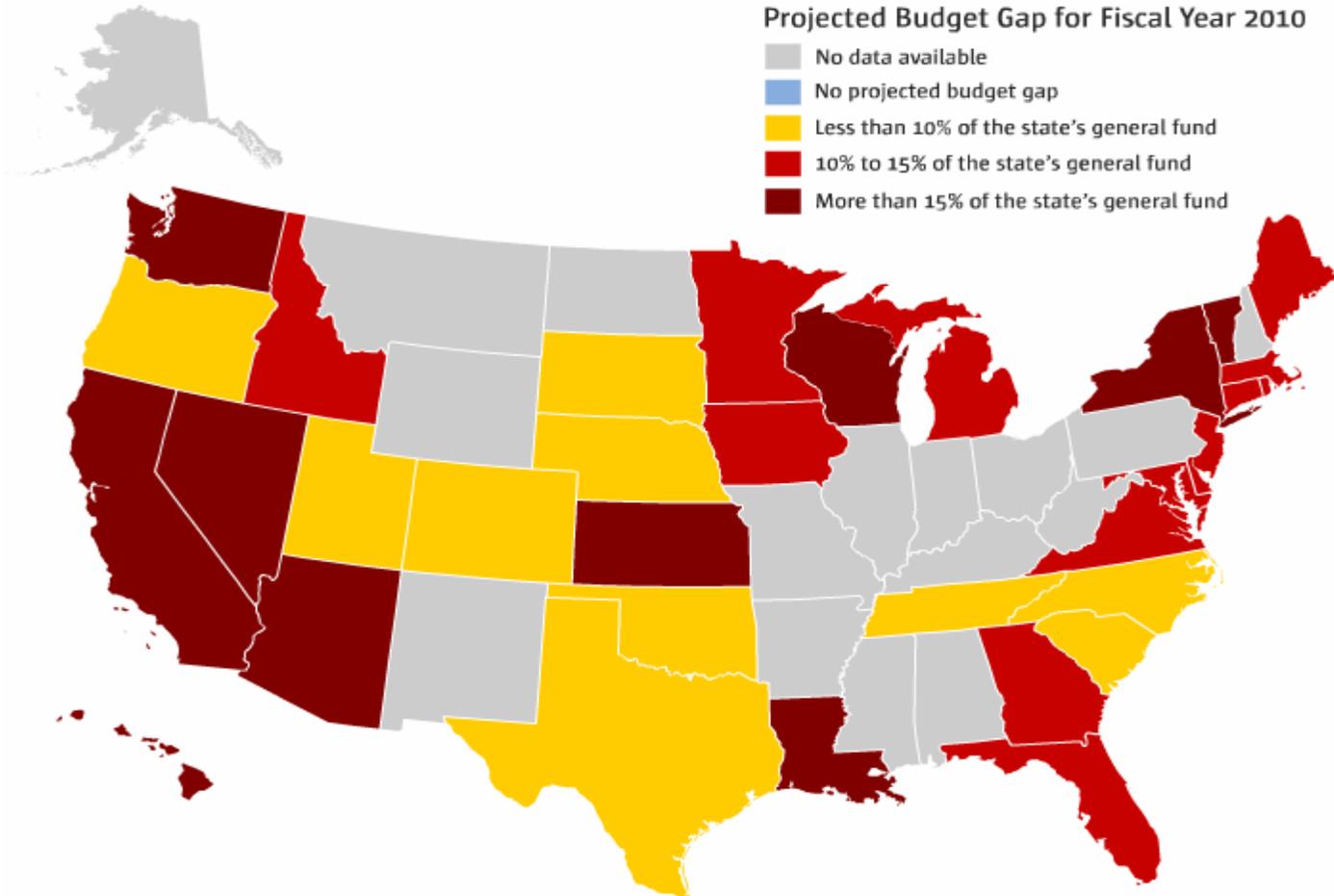
- Annual Average Number of months to clear all existing inventory



Source: Real Estate Center at Texas A&M University

Comparable City Analysis

City/State	FY 2009 General Fund Budget	FY 2009 Projected Deficit
San Antonio, TX	\$930 Million	Balanced Budget (as of 2/4/2009)
Austin, TX	\$621 Million	\$15 Million Estimate
Houston, TX	\$2.13 Billion	Balanced Budget
San Diego, CA	\$1.19 Billion	\$31.1 Million
City/State	FY 2009 General Fund Budget	FY 2010 Projected Deficit
Phoenix, AZ	\$1.12 Billion	\$162 Million



Source: National Conference of State Legislatures as of Nov 2008



3+9 Budget and Finance Report

General Fund



FY 2009 1st Quarter Financial Summary

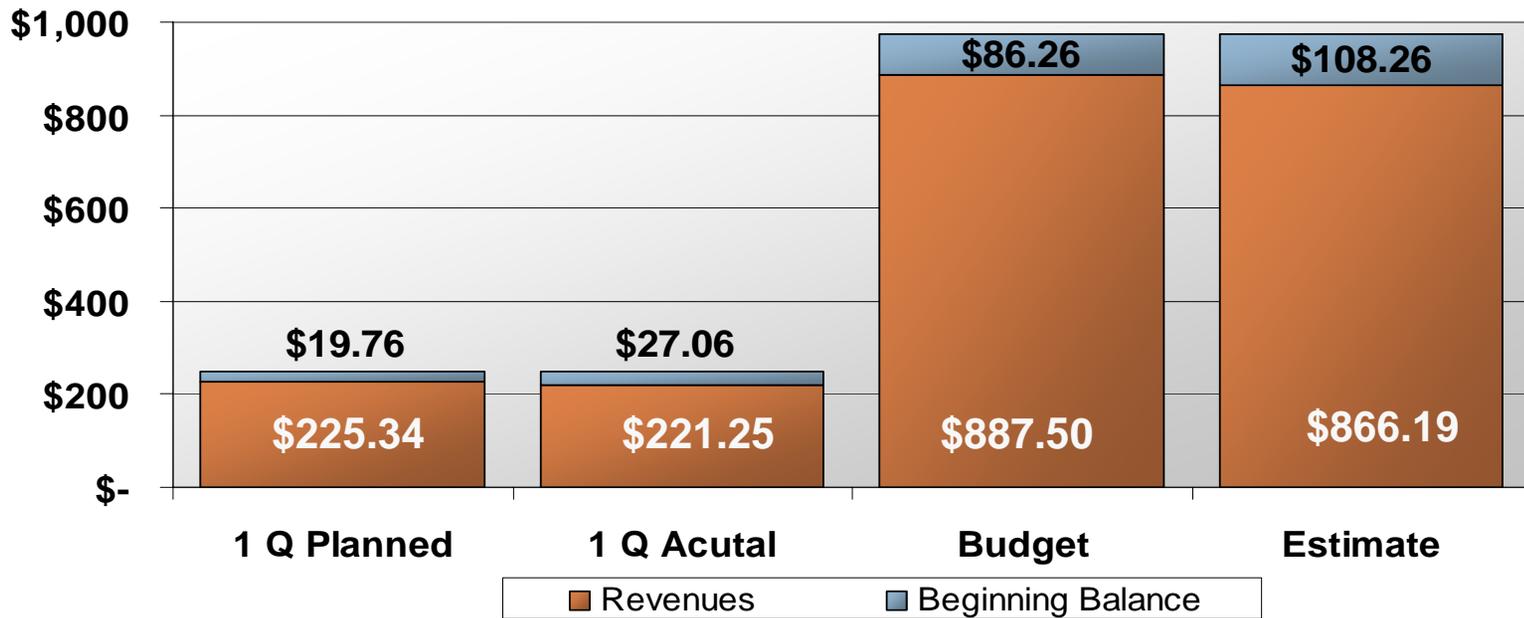
General Fund

- Preliminary closing of FY 2008 results in \$22 M better than anticipated Beginning Balance for FY 2009
 - Due to less spending and higher than anticipated revenues
- Resources
 - Of the three major revenue sources, weakness seen in CPS and Property Tax; Sales Tax remains at Budget for now
 - Overall financial condition is favorable when considering updated beginning balance
 - Early analysis indicates potential for declining revenues in FY 2010
- Expenditures
 - Overall within projected planned amounts
- Staff is closely monitoring revenues and expenditures for the second quarter financial update (or earlier if necessary)



General Fund Revenues – All Sources (\$ in Millions)

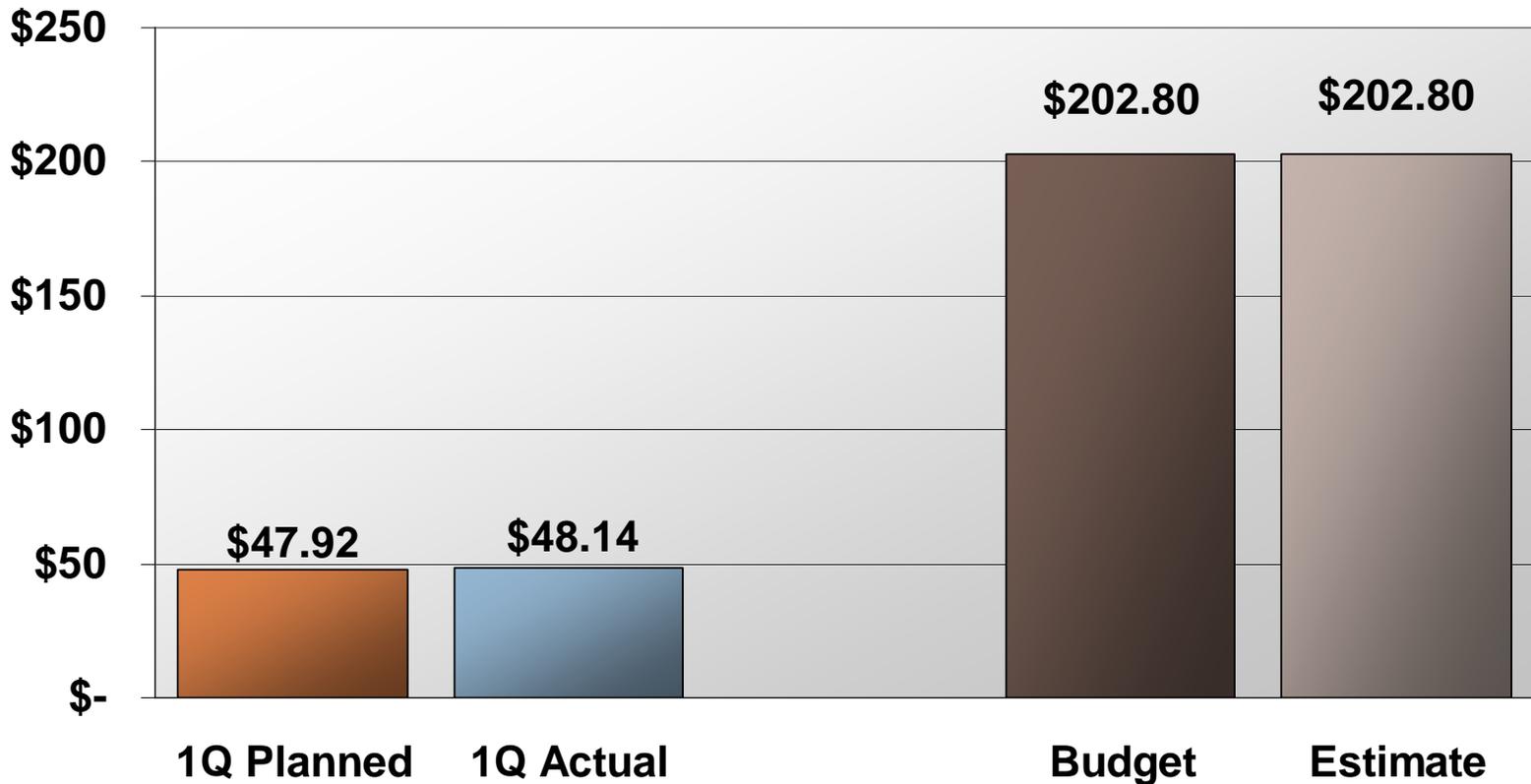
- With Beginning Balance – Revenues at \$692 K above plan
- Without Beginning Balance – Revenues at \$21.3 M below plan



	1Q-Planned Amount	1Q-Actual Amount	Favorable Variance	FY 2009 Budget	FY 2009 Estimate	Favorable Variance
All Sources	\$245,107,268	\$248,317,855	\$3,210,588	\$973,758,092	\$974,450,137	\$692,045



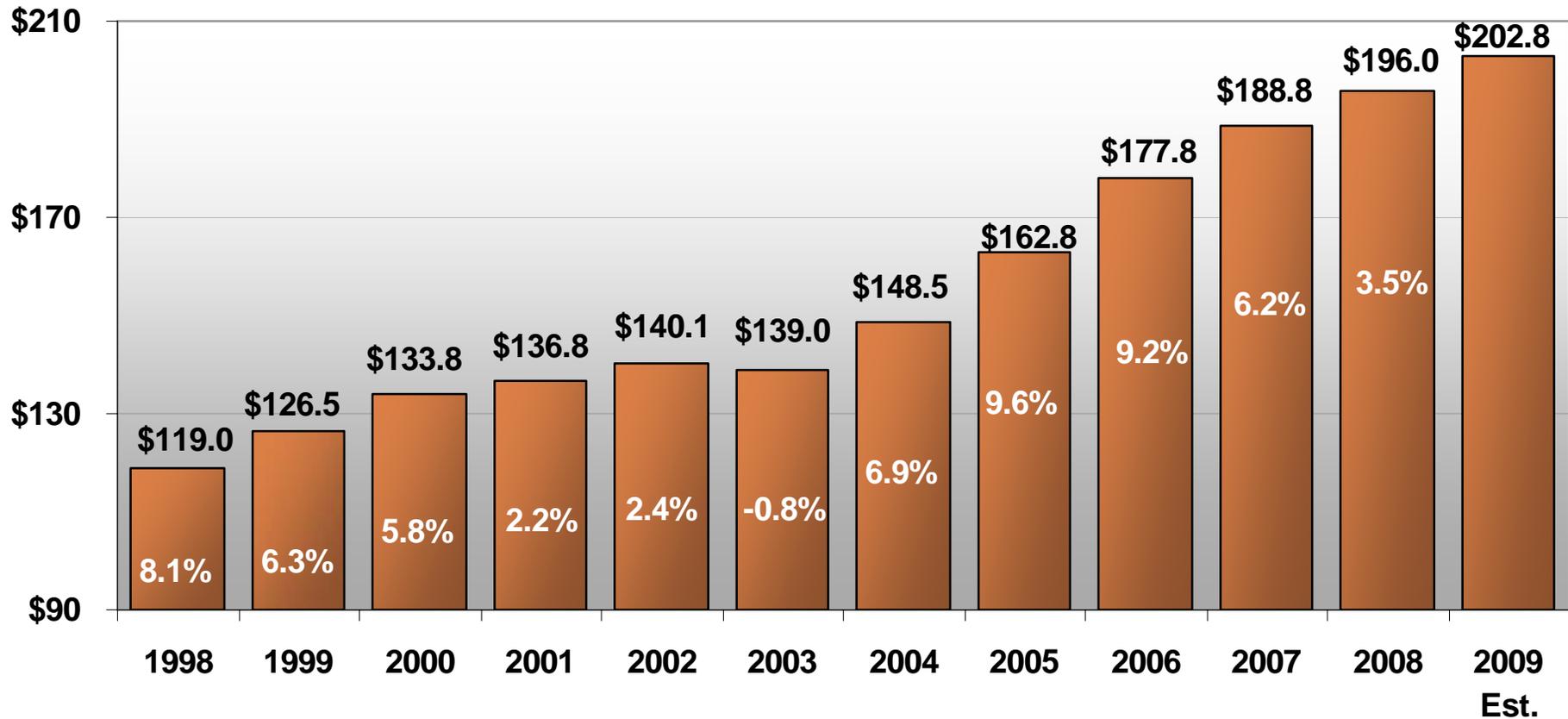
Sales Tax Revenues (\$ in Millions)



	1Q-Planned Amount	1Q-Actual Amount	Favorable Variance	FY 2009 Budget	FY 2009 Estimate	Variance
Revenues	\$47,917,200	\$48,144,189	\$226,989	\$202,809,519	\$202,809,519	0



Actual Sales Tax Revenues (\$ in Millions)



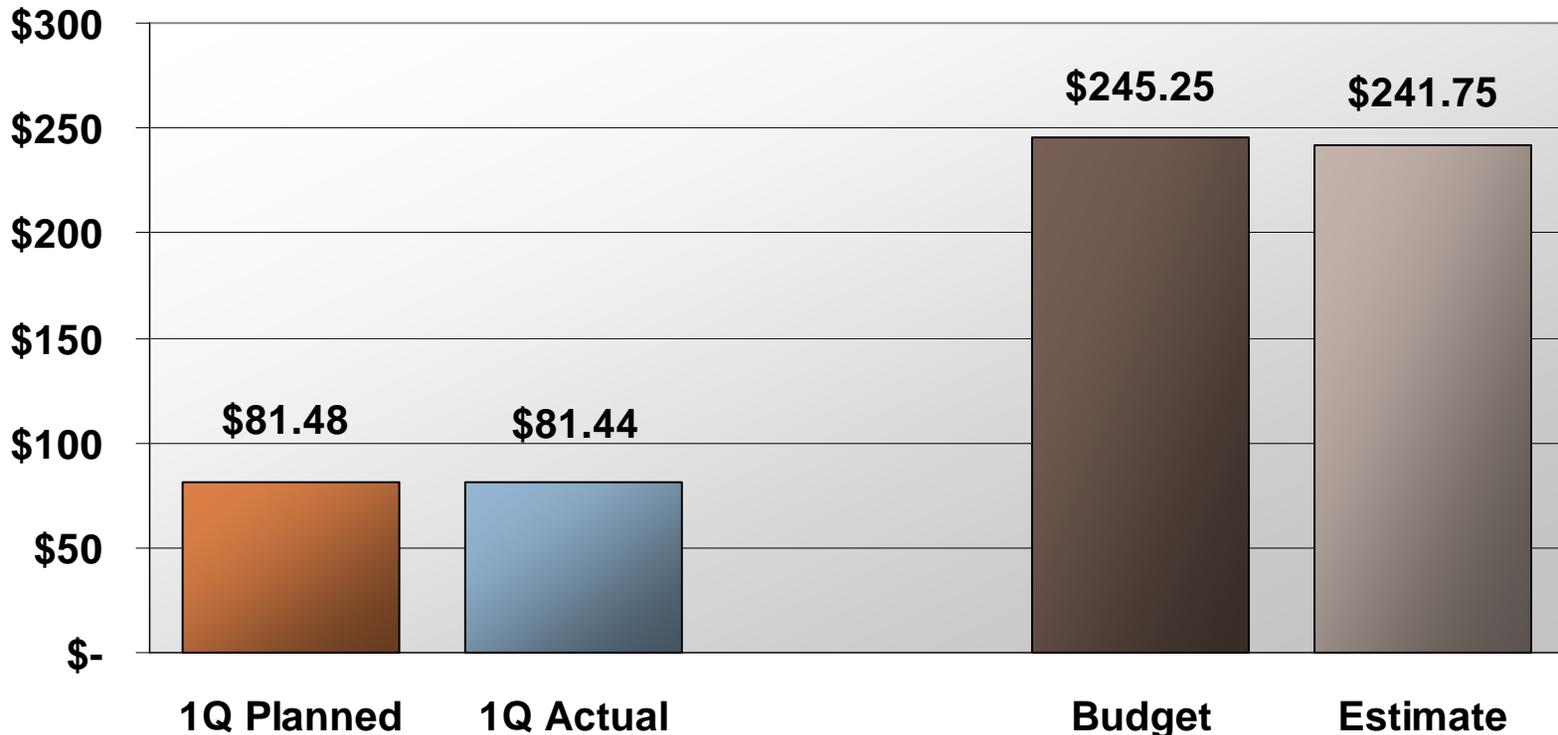
- The FY 2009 Budget projected 2.75% above FY 2008 Re-Estimate of \$197.4 M; unaudited FY 2008 Actual Collections is 0.68% below the Re-Estimate

- Budget assumes 2.75% growth over FY 2008 Estimate
- First Quarter actual revenues meeting planned amounts
- If collections decrease over next nine months, potential impact to sales tax revenue:
 - 1% decrease: \$1.55 Million
 - 2.75% decrease: \$4.26 Million



Property Tax Revenues (\$ in Millions)

- FY 2009 Estimate \$3.5 M under FY 2009 Budget

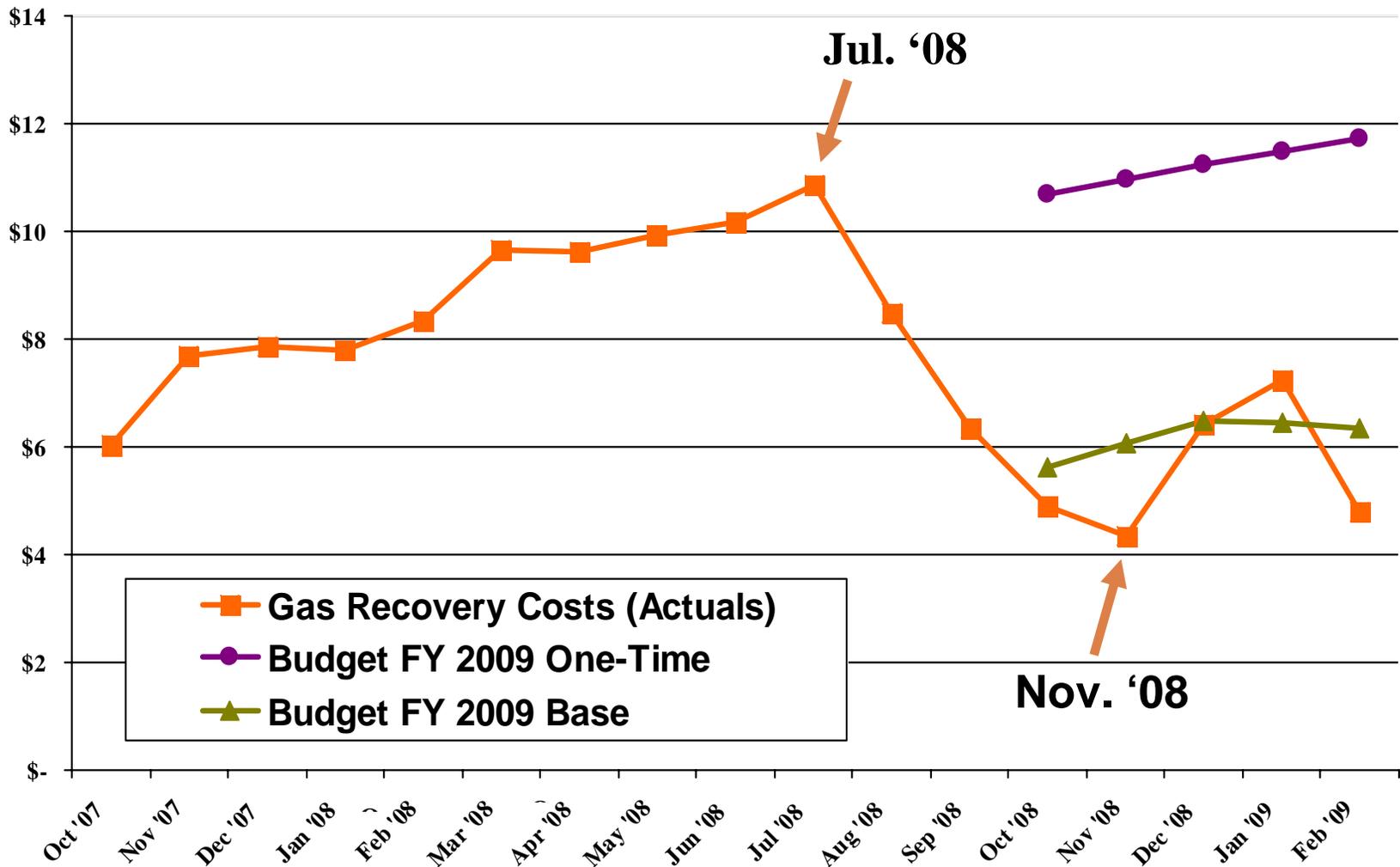


	1Q-Planned Amount	1Q-Actual Amount	Unfavorable Variance	FY 2009 Budget	FY 2009 Estimate	Unfavorable Variance
Revenues	\$81,475,596	\$81,442,474	(\$33,122)	\$245,250,281	\$241,748,816	(\$3,501,465)

- FY 2009 Estimate for Operating Funds \$14.8 M under FY 2009 Budget due to:
 - Natural gas fuel costs down for generation and resale
 - July 2008 Natural Gas prices: \$10.88
 - November 2008 Natural Gas prices: \$4.34
 - Electric and gas business sales down due to moderate weather conditions
 - Electric business sales down 6.6%
 - Gas business sales down 8.5%



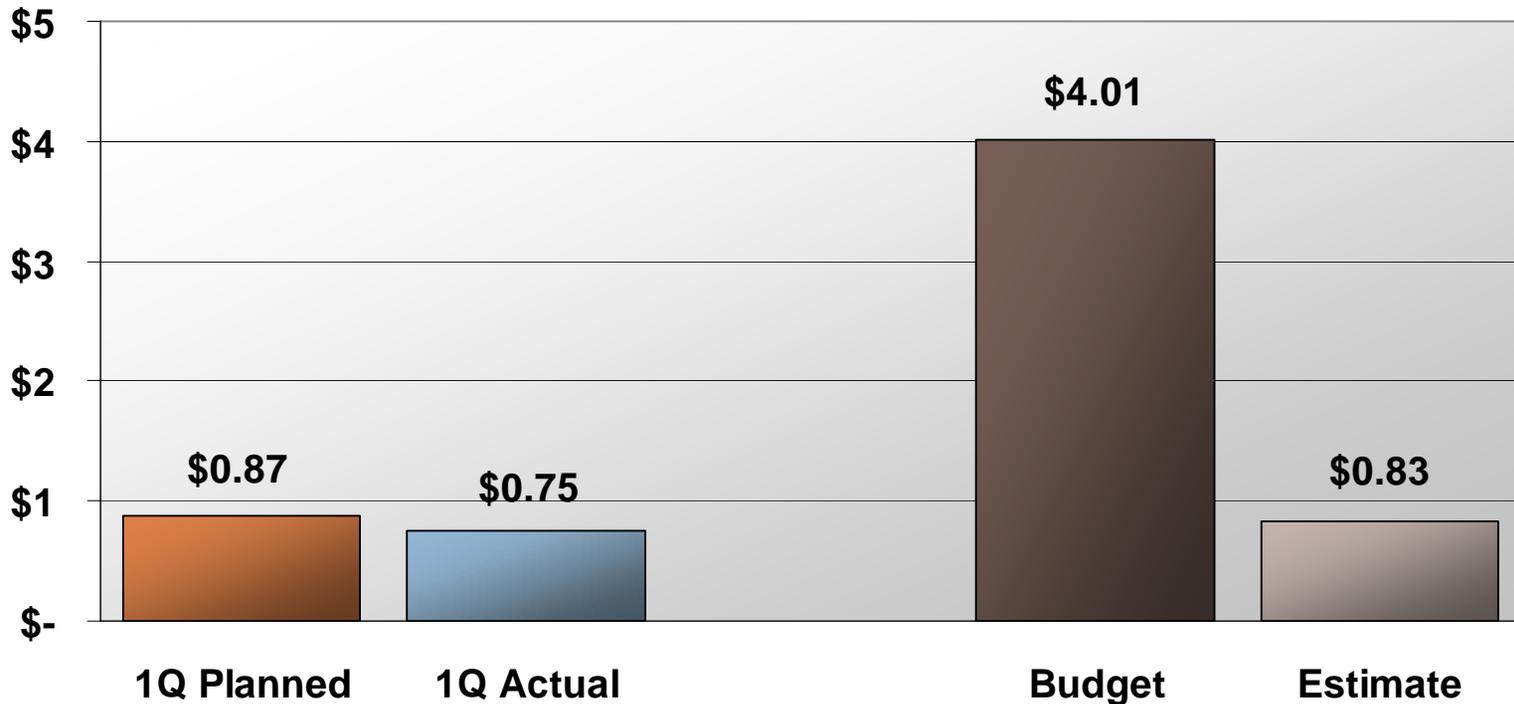
CPS Natural Gas Recovery Costs (October 2007 – February 2009)





General Fund Interest Earnings (\$ in Millions)

- FY 2009 Estimate \$3.2 M under FY 2009 Budget

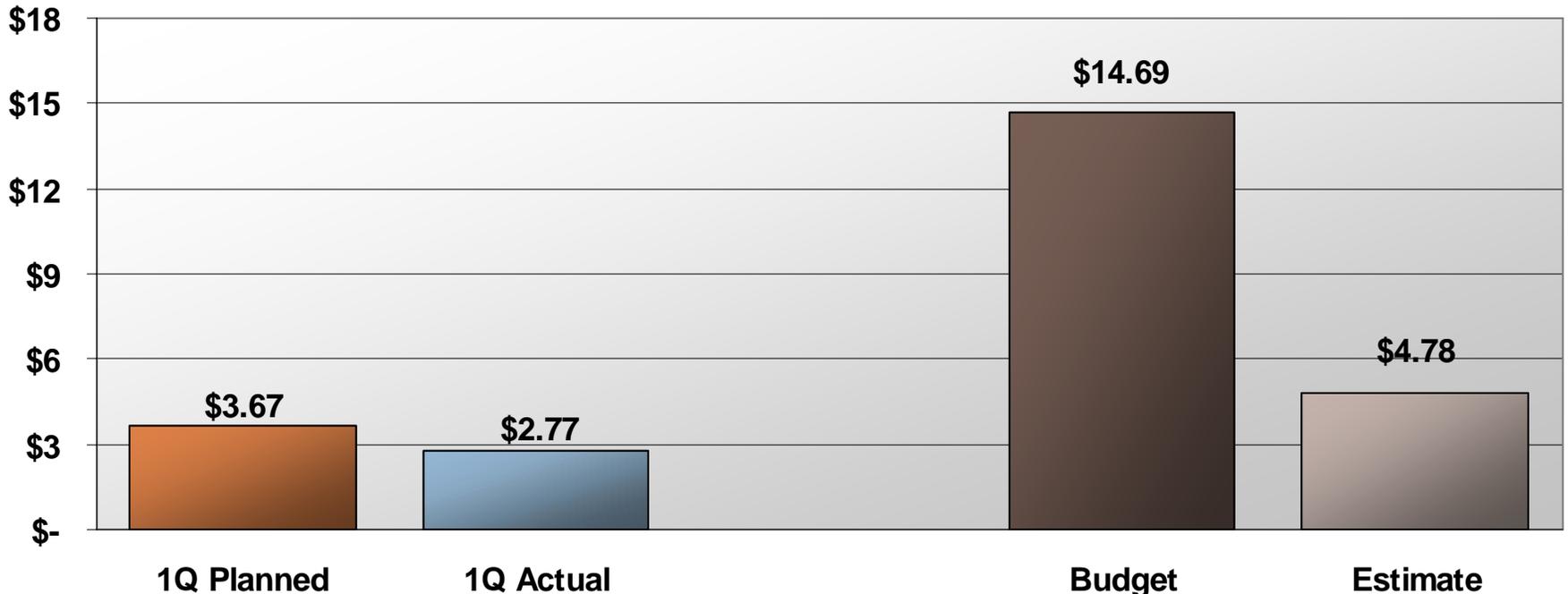


	1Q-Planned Amount	1Q-Actual Amount	Unfavorable Variance	FY 2009 Budget	FY 2009 Estimate	Unfavorable Variance
Revenues	\$870,149	\$752,786	\$(117,363)	\$4,012,783	\$829,774	\$(3,183,009)



Interest Earnings – All Operating Funds (\$ in Millions)

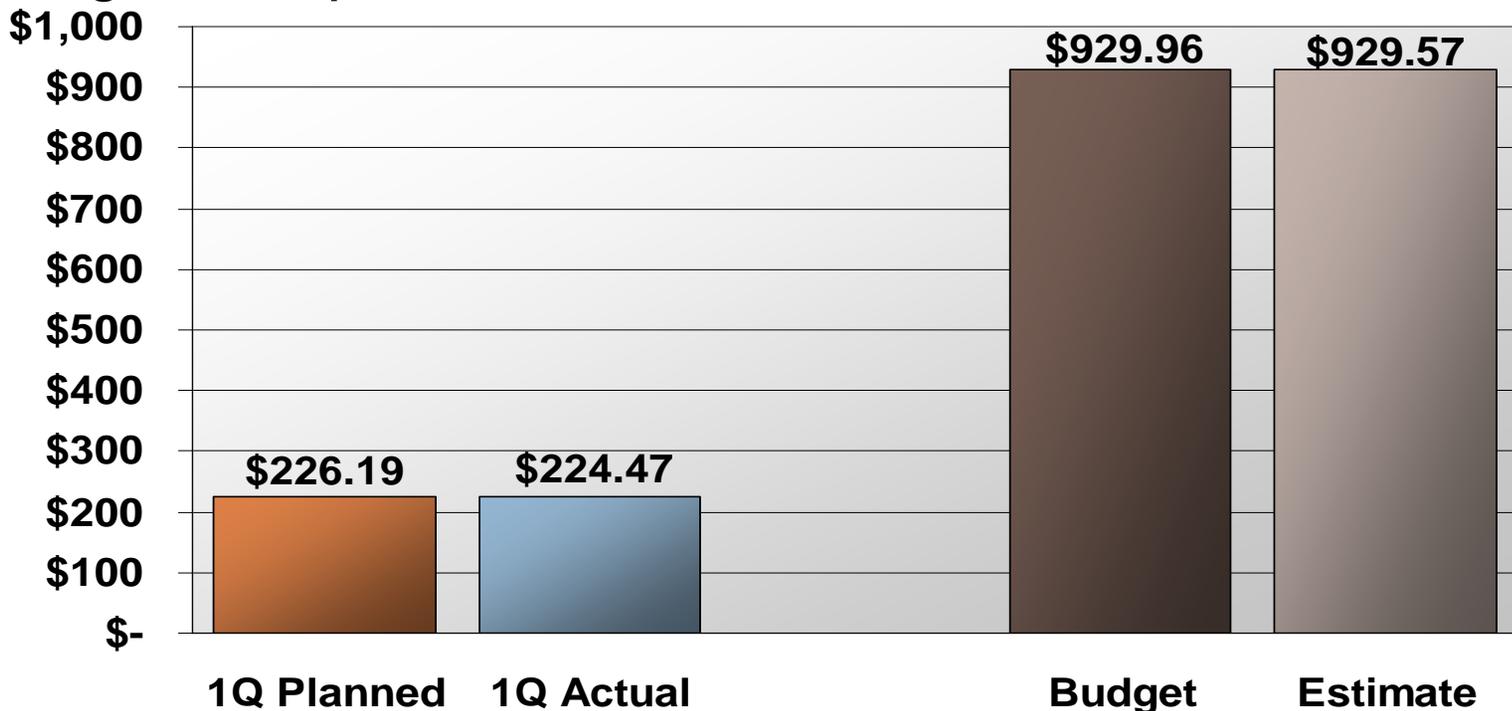
- FY 2009 Estimate for Operating Funds \$9.9 M under FY 2009 Budget
 - Average yield on the City's investment portfolio:
 - Budget: 2.39%
 - Estimate: 1.06%





General Fund Expenditures (\$ in Millions)

- Annual projection does not include contingency plans currently being developed



	1Q-Planned Amount	1Q-Actual Amount	Favorable Variance	FY 2009 Budget	FY 2009 Estimate	Favorable Variance
Expenditures	\$226,080,550	\$224,471,841	\$1,608,709	\$929,961,935	\$929,574,592	\$387,343

- Overall expenditures are within budgeted amounts for the First Quarter
- Police, Fire, Public Works and Parks (which comprise 72% of the Budget) are managing their budgets appropriately
- Savings in motor fuel budgets are being realized in all operations due to decrease in fuel prices
 - Will continue to monitor fuel price fluctuations
- Health Care Cost also at or below projected amounts for First Quarter
 - Pattern expected to continue throughout the Fiscal Year

Other Funds Summary

Fund	Budget Status
Solid Waste Services	Favorable
Storm Water Operations	Favorable
Planning & Development Svcs	Unfavorable - Contingency Plan Required
HOT Related Funds	Favorable – With Slowing trend recently projected
Airport Operating Fund	Unfavorable -Contingency Plan Required



3+9 Budget and Finance Report

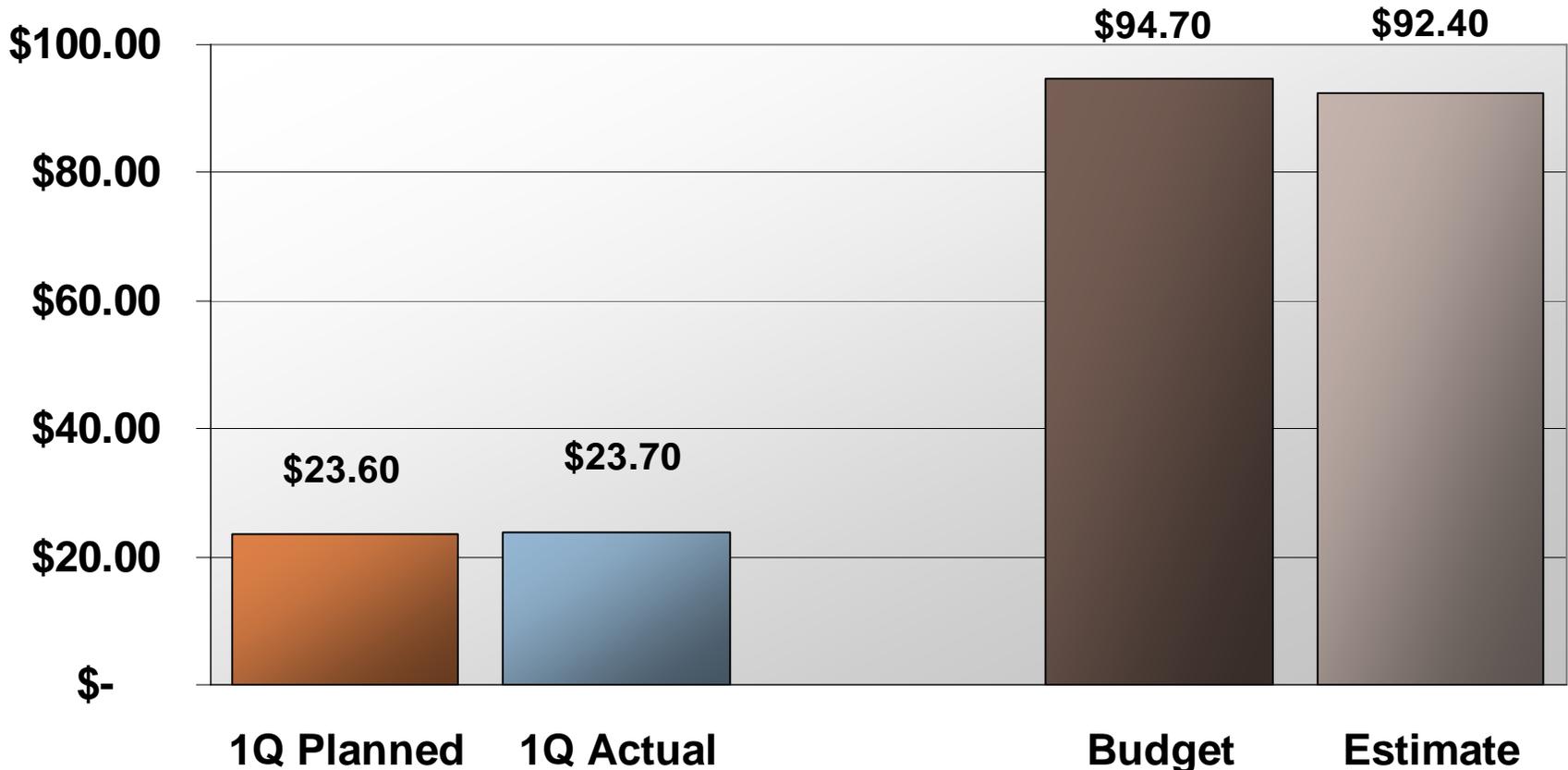
Solid Waste Operating Fund

- Enterprise Fund
 - Fee based – not supported with property tax
 - Revenue generated from monthly service charges
 - Monthly Rate: \$18.74
 - Rate kept low due to \$10 M General Fund Utility Rebate Transfer
- Solid Waste Fee Assistance Program
 - \$1.0 M budgeted to provide rate assistance for seniors, disabled and low-income families
 - Program provides annual one-time credit of \$9
 - During First Quarter, close to 450 households received credits

- FY 2009 is third year of conversion to Two-Cart Automated Collection System
 - Prior to October 1, automated service provided to 175,000 homes
 - Additional 100,000 households will be automated by September 2009
- Continued benefits of Automated Collection
 - Over 100% increase in recycling tonnage since implementation
 - Zero (0) employee injuries using automation



Solid Waste Fund Revenues (\$ in Millions)



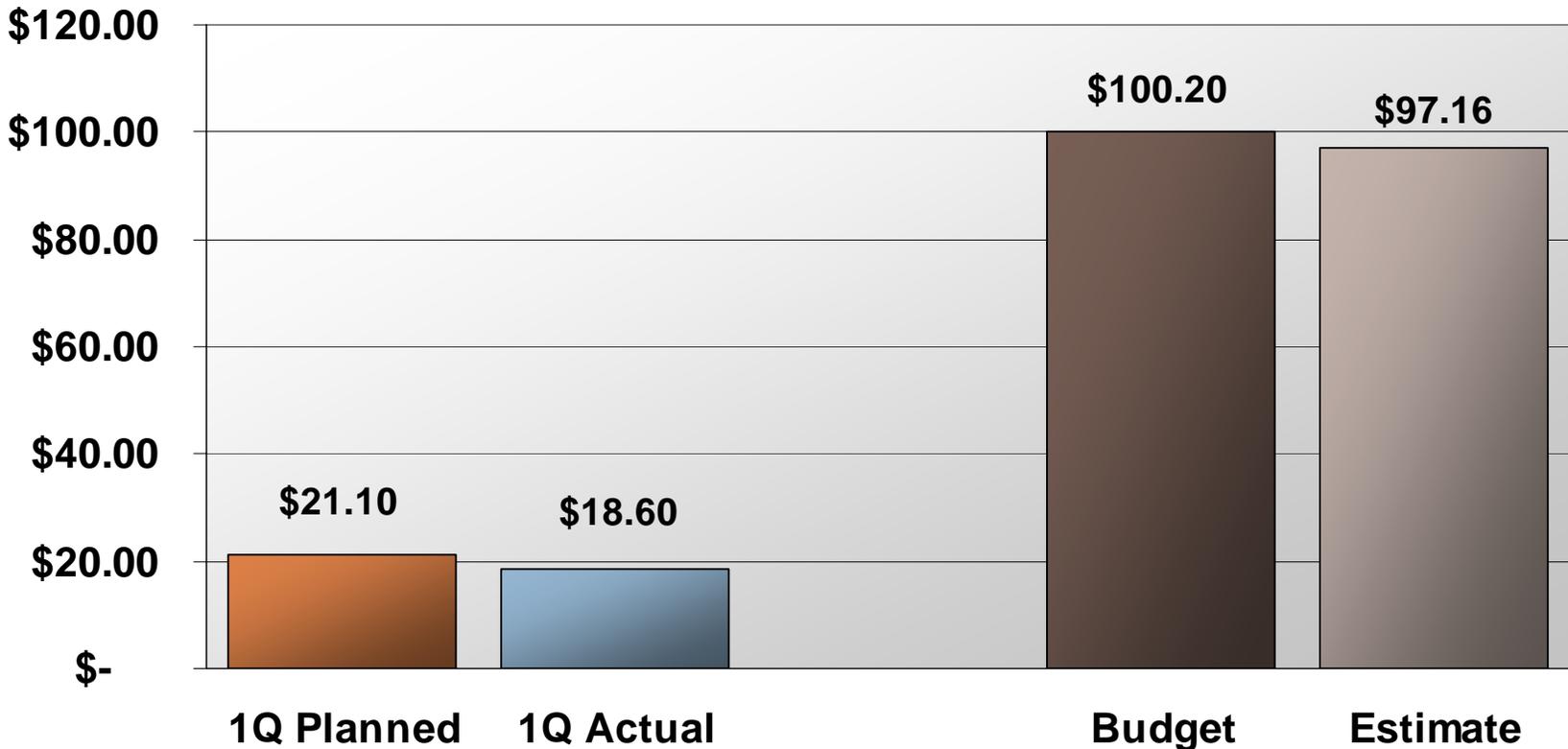
	1Q-Planned Amount	1Q-Actual Amount	Favorable Variance	FY 2009 Budget	FY 2009 Estimate	Unfavorable Variance
Revenues	\$23,638,719	\$23,652,039	\$13,320	\$94,654,876	\$92,402,328	\$(2,252,548)

- In current economic downturn, large buyers such as China and India have decreased purchases of recycled commodities
 - Sharp decline in purchases of goods made from recycled waste has led to drop in prices and sales
- Recycling programs across the nation have seen recycling revenues drop to historic lows
- In San Antonio, recycling revenues are expected to drop 84% from \$3.0 M to \$0.5 M
 - Recycled commodities such as mixed glass and steel cans do not bring in revenue



Solid Waste Fund Expenditures (\$ in Millions)

- Projected savings primarily due to decrease in cost of fuel



	1Q-Planned Amount	1Q-Actual Amount	Favorable Variance	FY 2009 Budget	FY 2009 Estimate	Favorable Variance
Expenditures	\$21,107,978	\$18,564,644	\$2,543,334	\$100,196,578	\$97,161,818	\$3,034,760



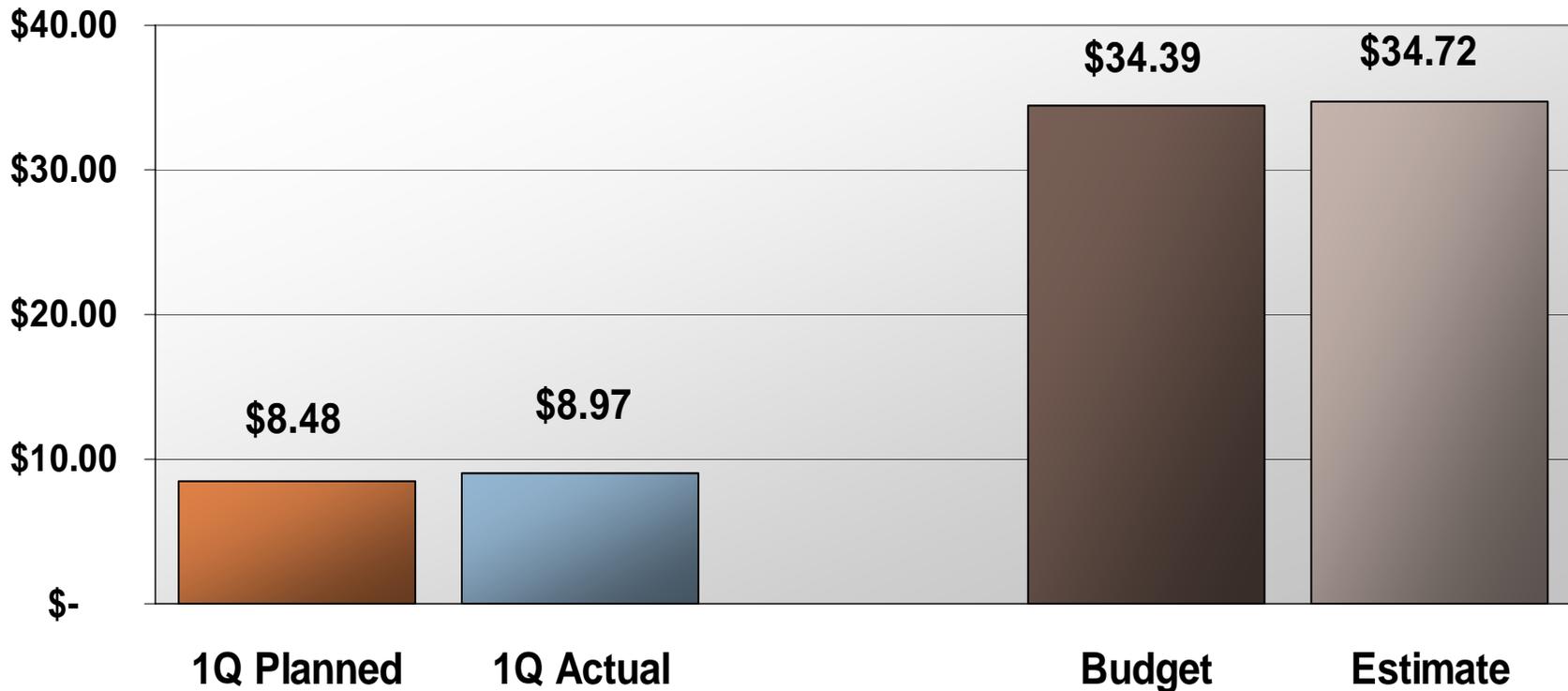
3+9 Budget and Finance Report

Storm Water
Operating Fund

- FY 2009 Budget did not increase Storm Water Fee
- Added \$500 K to address 6 of 31 prioritized low water crossings and develop plan for future improvements
 - Gates and alternate route signs installed at Lockhill and White Bonnet
 - Four additional budgeted crossings in progress
- \$2.5 M in Storm Water Budget improves water quality in San Antonio River
 - Work is progressing to select contractor for water quality
- Budget continues program enhancements included in FY 2008 including:
 - Cleaning entire length of Salado/Leon Creeks bi-annually
 - Maintenance of other creeks within 3-year rotating maintenance schedule



Storm Water Fund Revenues (\$ in Millions)

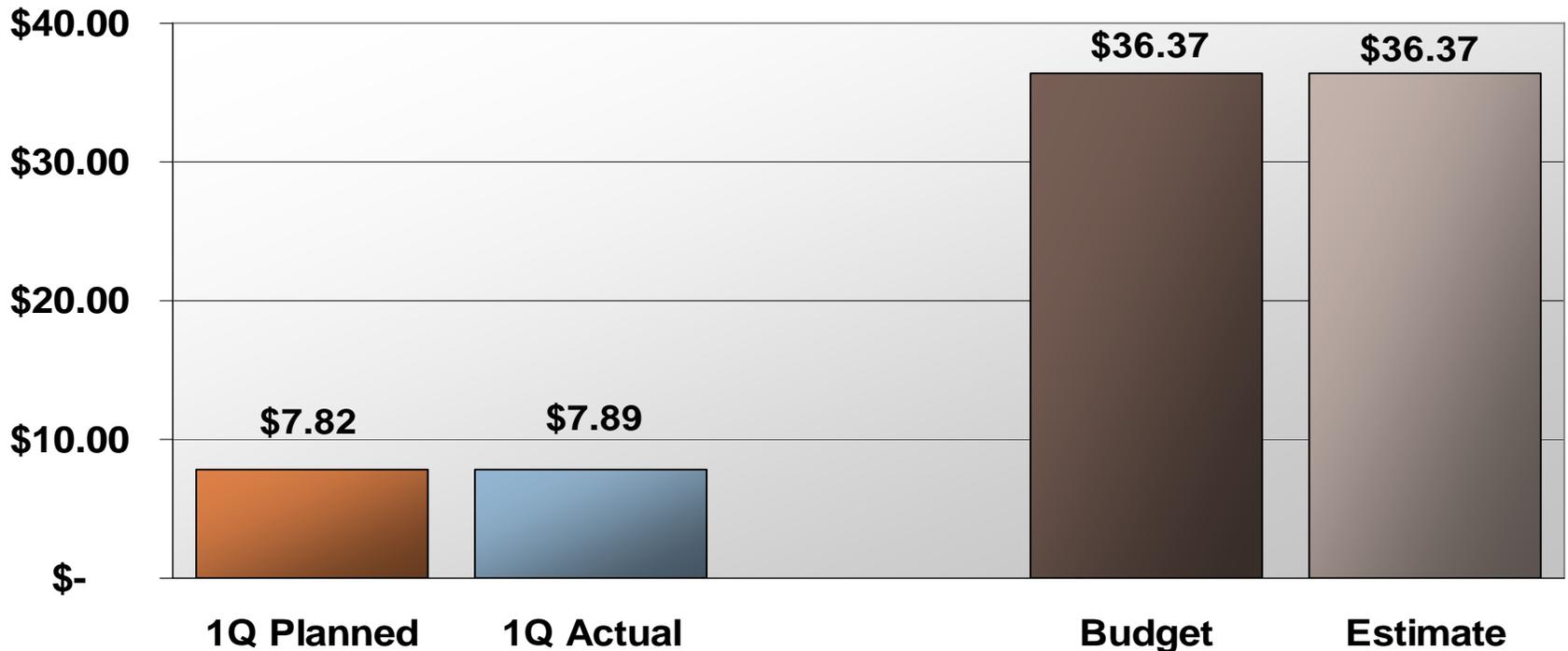


	1Q-Planned Amount	1Q-Actual Amount	Favorable Variance	FY 2009 Budget	FY 2009 Estimate	Favorable Variance
Revenues	\$8,485,391	\$8,975,697	\$490,306	\$34,399,063	\$34,728,552	\$329,489



Storm Water Fund Expenditures (\$ in Millions)

- Annual projection does not include contingency plans currently being developed



	1Q-Planned Amount	1Q-Actual Amount	Unfavorable Variance	FY 2009 Budget	FY 2009 Estimate	Favorable Variance
Expenditures	\$7,827,841	\$7,894,102	(\$66,262)	\$36,370,435	\$36,366,798	\$3,637



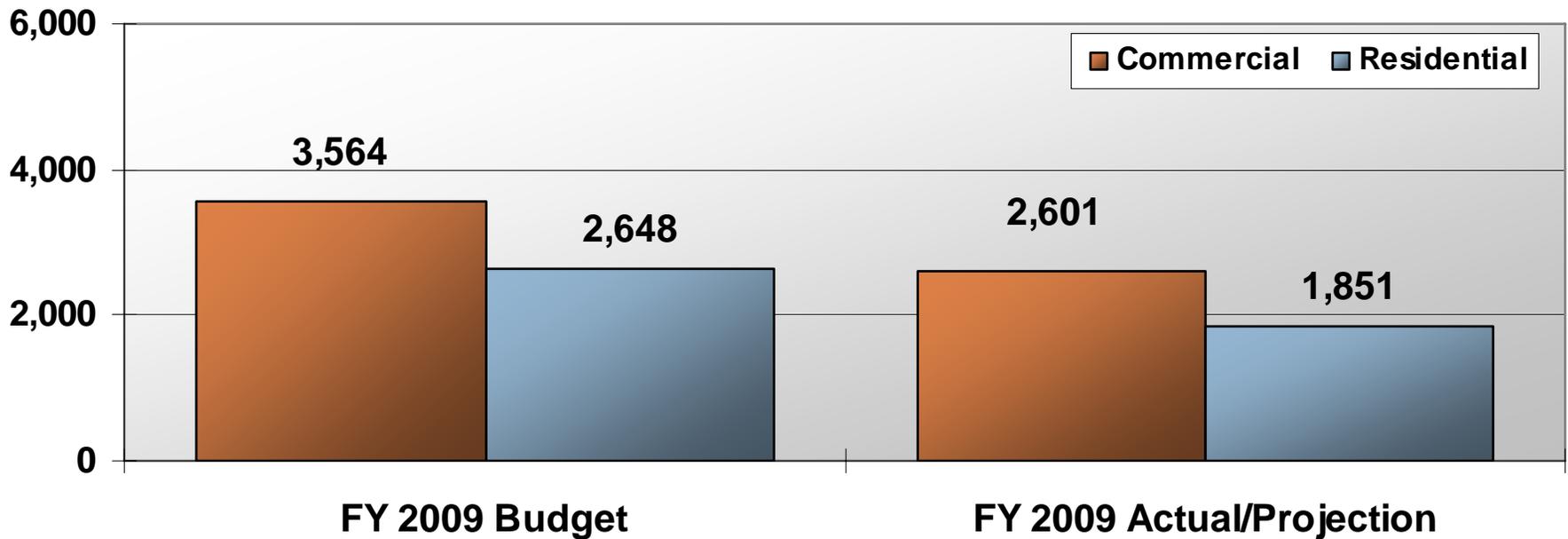
3+9 Budget and
Finance Report

Planning & Development
Services Enterprise Fund

- Established in FY 2007 as an Enterprise Fund
- Fund unexpectedly experienced a decrease in permitting activity/revenues in late 2006 and 2007
- Fees adjusted in May 2007 and in FY 2008 Budget resulted in projected positive ending balance for FY 2008
- Continued decline in revenues throughout FY 2008 resulted in FY 2008 year-end deficit
- Implemented two-year Deficit Reduction Strategy in January 2008 to eliminate the deficit by the end of FY 2009
- Current FY 2009 conditions require further adjustments to two-year Deficit Reduction Strategy



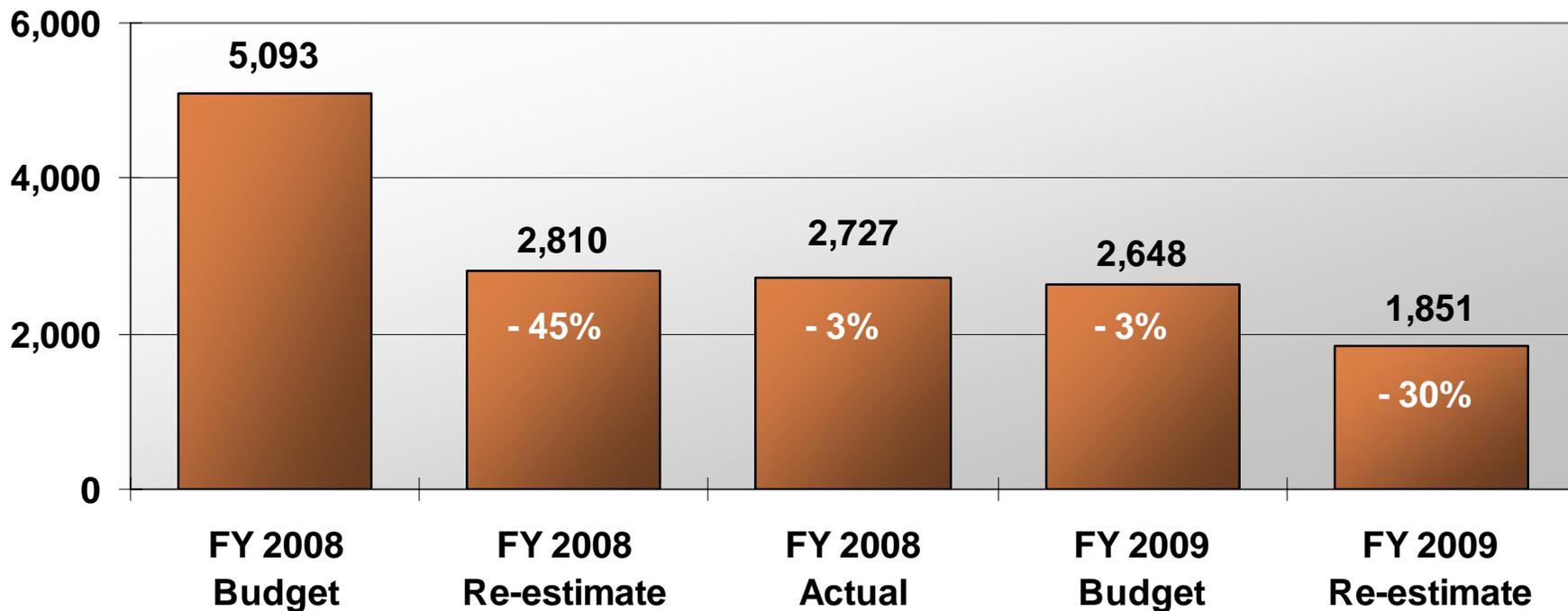
Building Permits (New & Existing Commercial & New Residential)



- New & Existing Commercial permits re-forecasted downward by 27% from August 2008 Projections
- New Residential permits re-forecasted downward by 30% from August 2008 Projections

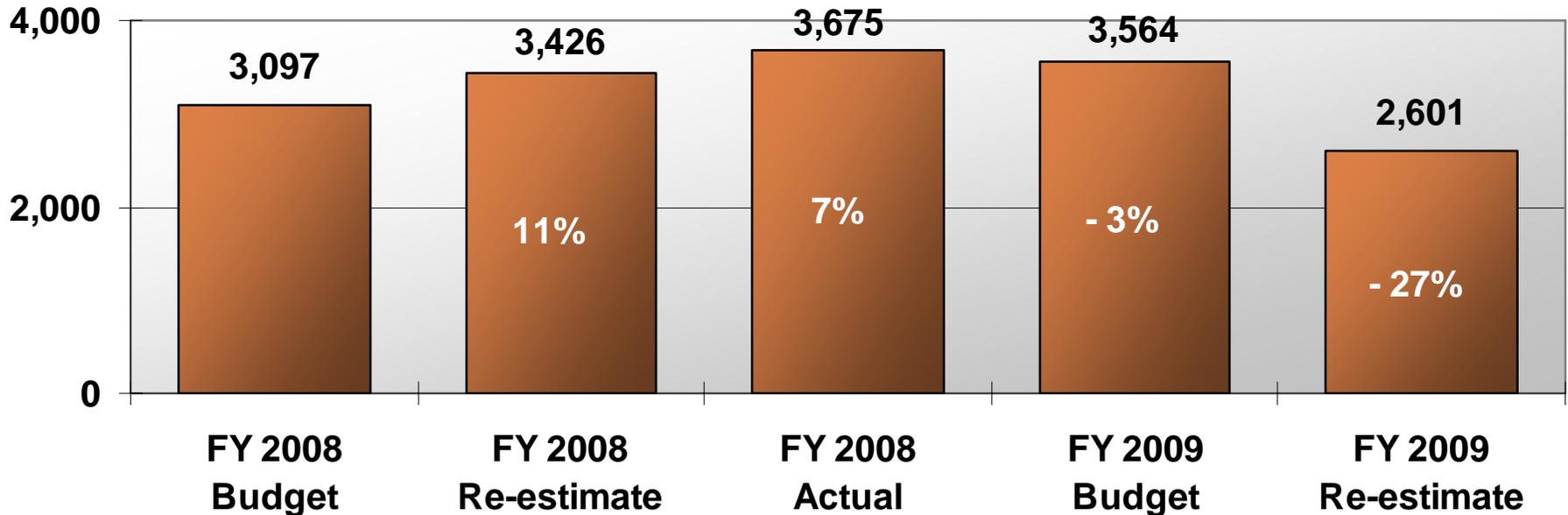


New Residential Permits

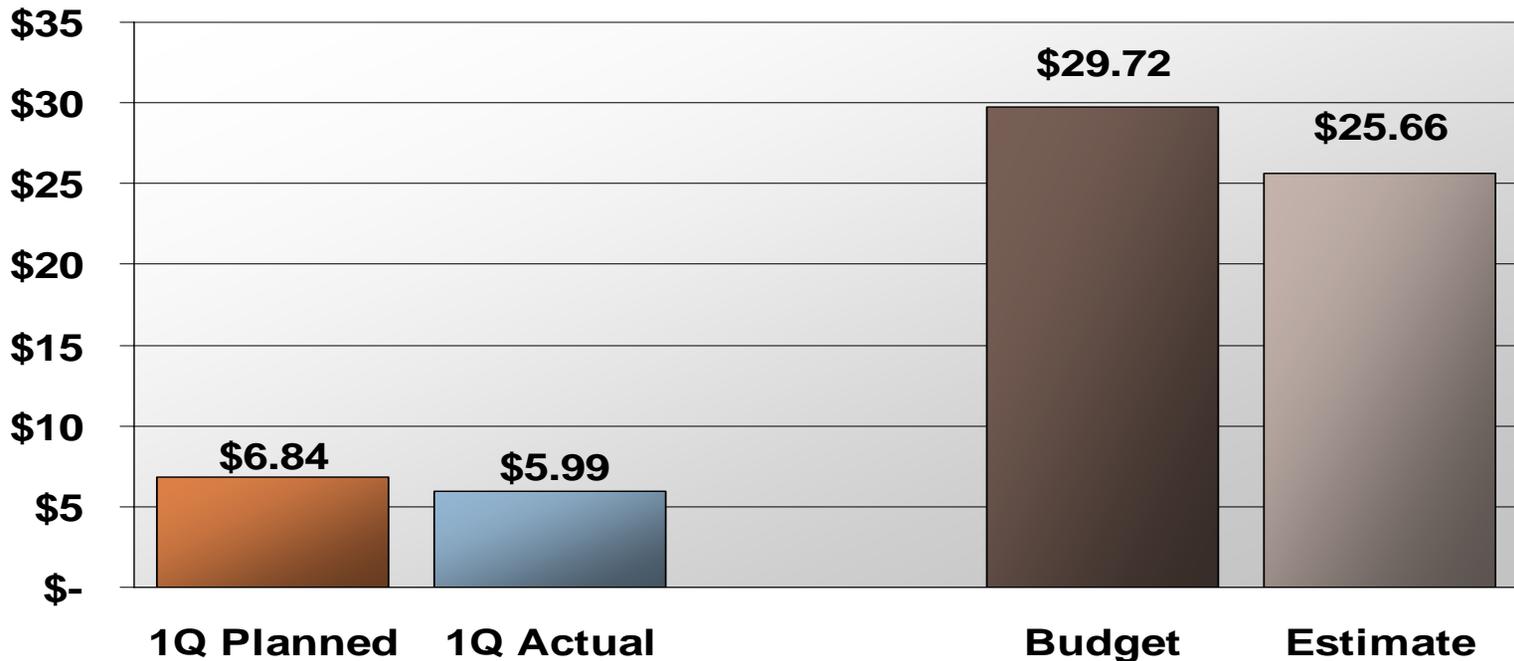




New & Existing Commercial Permits



- FY 2009 Estimate \$4.06 M or 13% under FY 2009 Budget

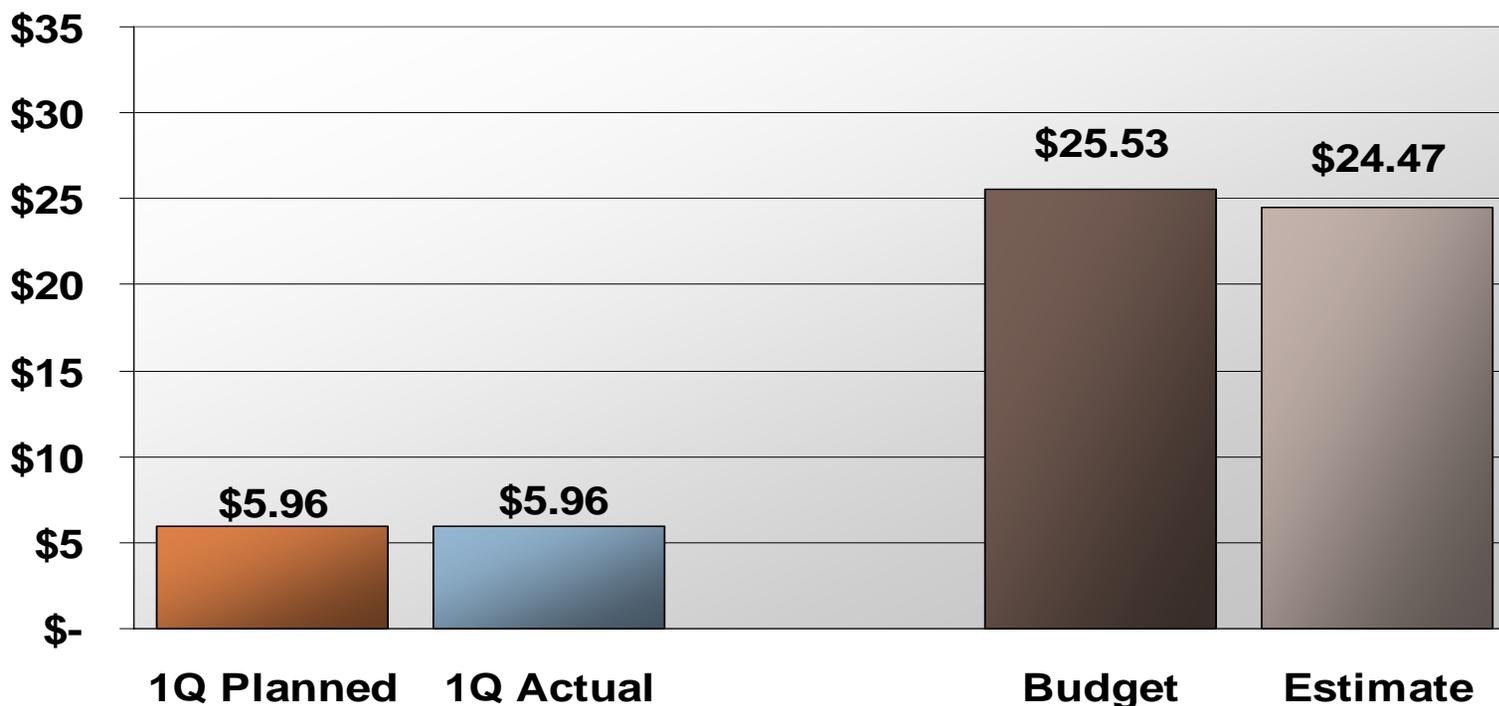


	1Q-Planned Amount	1Q-Actual Amount	Unfavorable Variance	FY 2009 Budget	FY 2009 Estimate	Unfavorable Variance
Revenues	\$6,838,416	\$5,991,439	\$(846,977)	\$29,718,162	\$25,656,006	\$(4,062,156)



Planning & Development Services Fund Expenditures (\$ in Millions)

- Projections for remaining three quarters assume corrective action needed offset 13% decrease in revenues in FY 2009



	1Q-Planned Amount	1Q-Actual Amount	Favorable Variance	FY 2009 Budget	FY 2009 Estimate	Favorable Variance
Expenditures	\$5,961,958	\$5,960,958	\$1,062	\$25,530,358	\$24,470,144	\$1,060,214

- Strategy to address FY 2009 newly developing deficit includes freezing vacant and filled positions and redirecting staff to other departments within City organization
 - 19 vacant positions currently frozen and unfunded
 - Additional vacant and filled positions: between 12 and 24



3+9 Budget and
Finance Report

Hotel Occupancy Tax
Related Funds

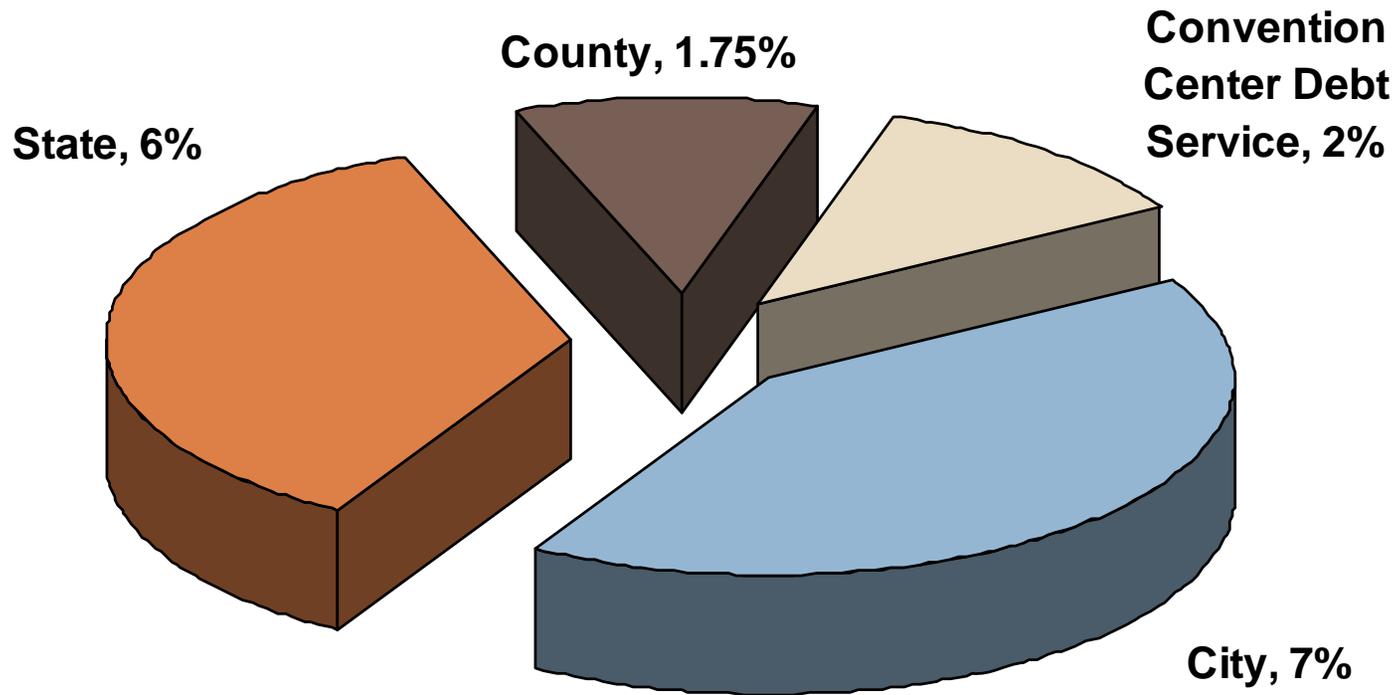


Hotel Occupancy Tax Related Funds

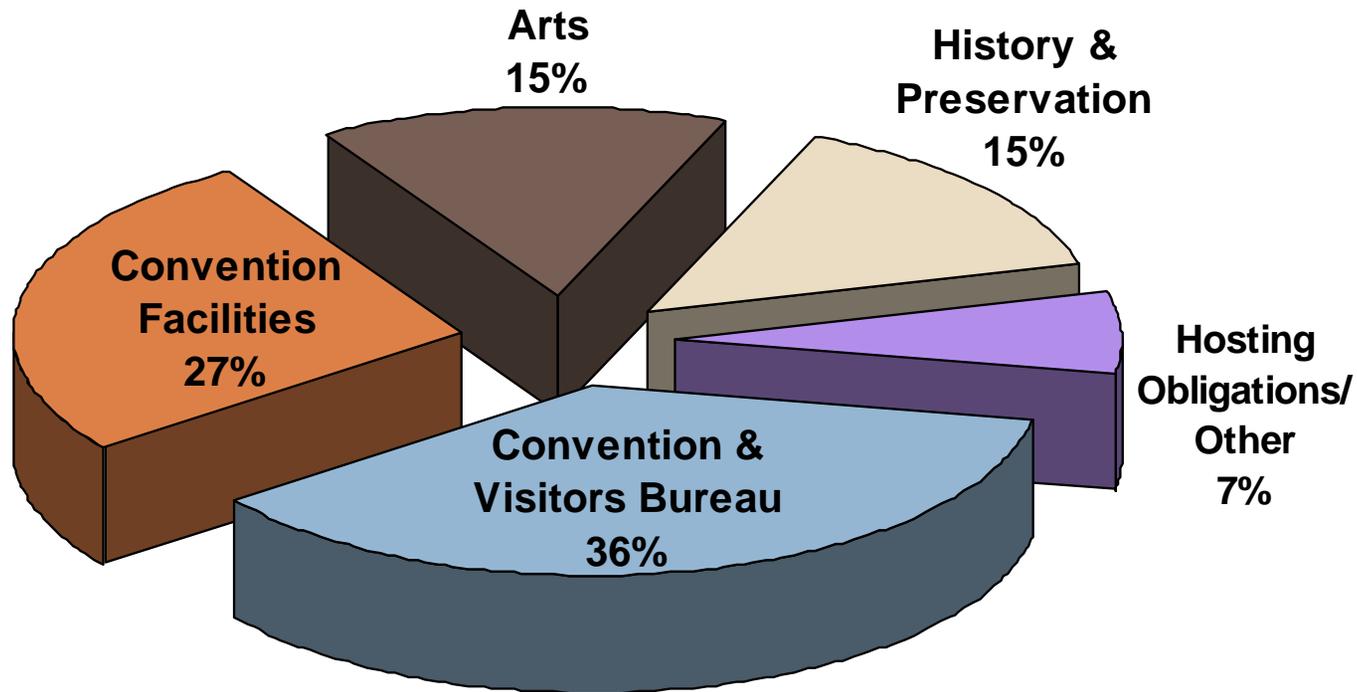
- Resources
 - Hotel Occupancy Tax Collections
 - Convention Center / Alamodome Revenues
- Operations
 - Convention, Sports & Entertainment Facilities
 - Convention & Visitors Bureau
 - Cultural Affairs
 - International Affairs
 - Arts & Cultural Programming

Hotel Occupancy Tax

Total HOT Tax Rate: 16.75%



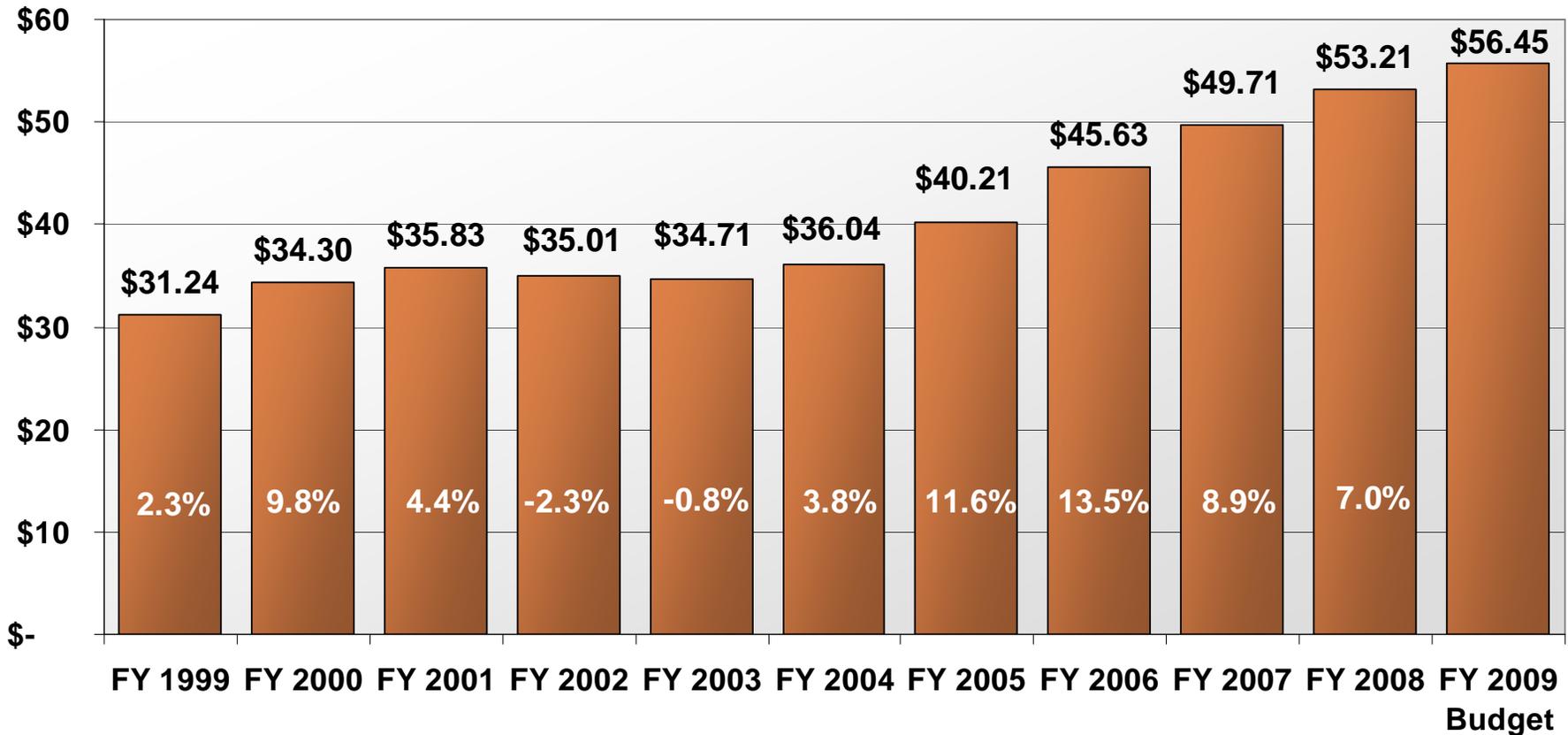
FY 2009 Projections Total \$56.5 Million





Hotel Occupancy Tax Industry Economic Outlook

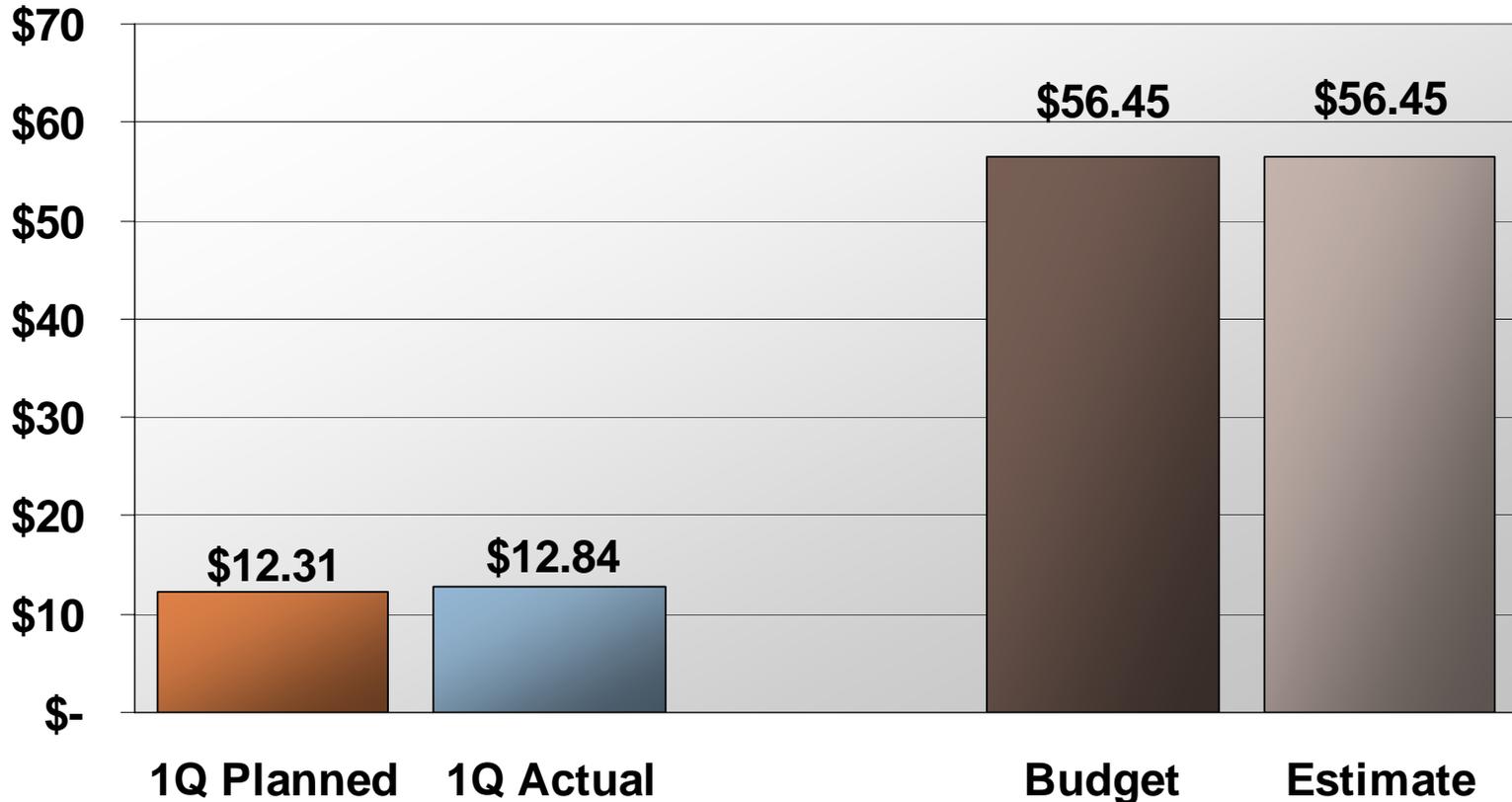
- U.S. Hospitality Industry updated forecast shows declines in FY 2009
 - Occupancy down 4%
 - Average Daily Rate down 2%
 - Revenue per Available Room down close to 6%
- COSA HOT collections
 - Decline anticipated for January and February
 - Anticipated to remain flat from March to August, picking up during September to December
- HOT Fund departments are currently developing contingency plans to slow spending



- The FY 2009 Budget projected 4.6% above FY 2008 Re-Estimate of \$53.97 M; unaudited FY 2008 Actual Collections is 1.4% below the Re-Estimate



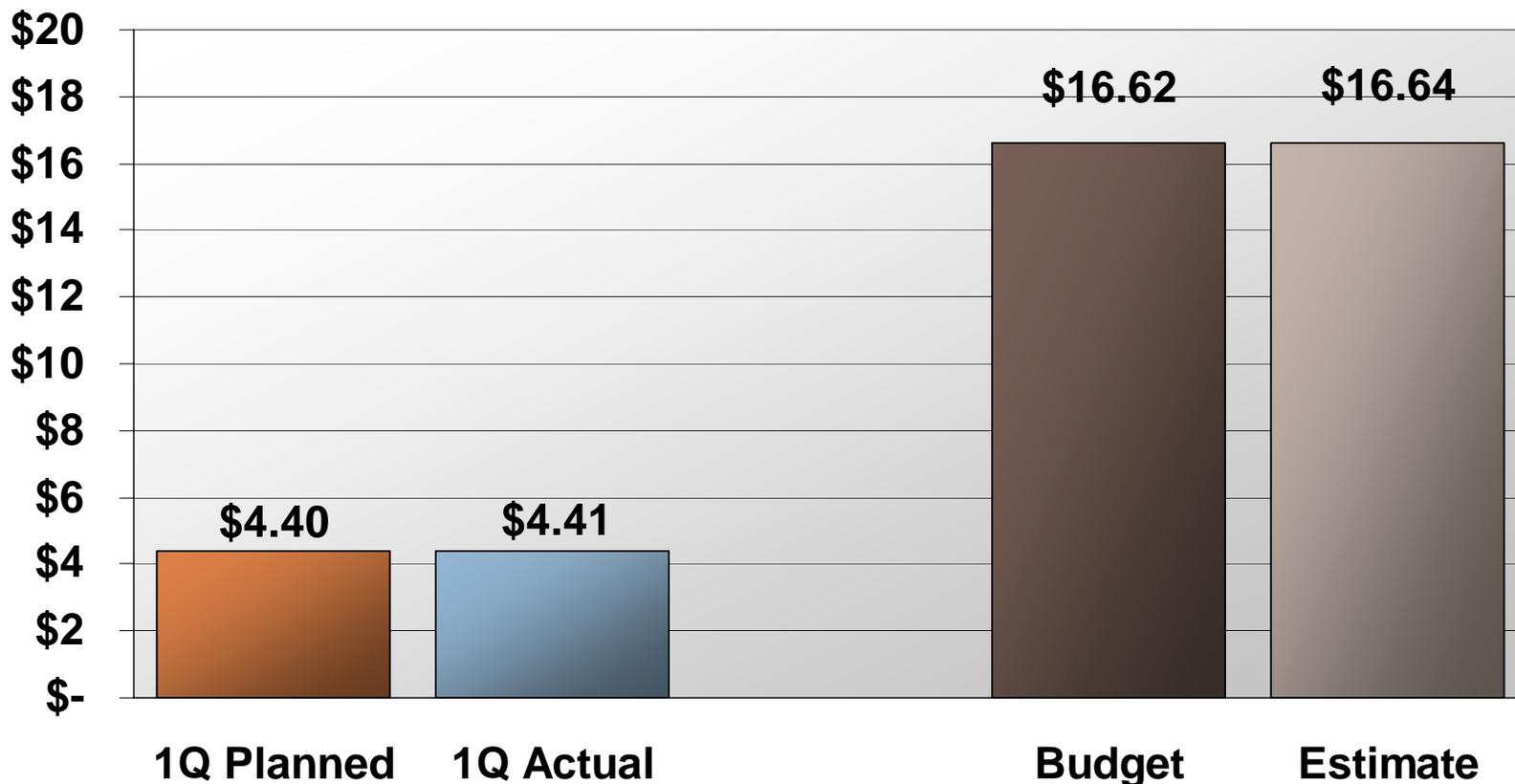
Hotel Occupancy Tax Collections (\$ in Millions)



	1Q-Planned Amount	1Q-Actual Amount	Favorable Variance	FY 2009 Budget	FY 2009 Estimate	Variance
Revenues	\$12,313,503	\$12,837,298	\$523,795	\$56,452,620	\$56,452,620	\$0



Convention Center / Alamodome Revenues (\$ in Millions)



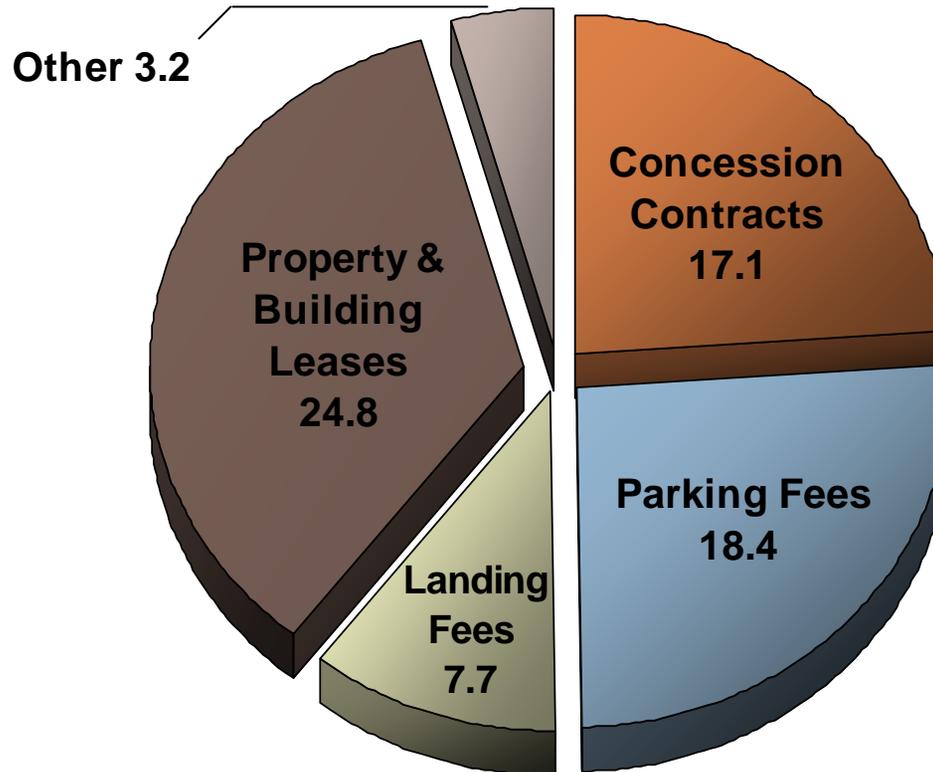
	1Q-Planned Amount	1Q-Actual Amount	Favorable Variance	FY 2009 Budget	FY 2009 Estimate	Favorable Variance
Revenues	\$4,401,541	\$4,419,116	\$17,575	\$16,617,851	\$16,640,546	\$22,695



3+9 Budget and Finance Report

Airport Fund

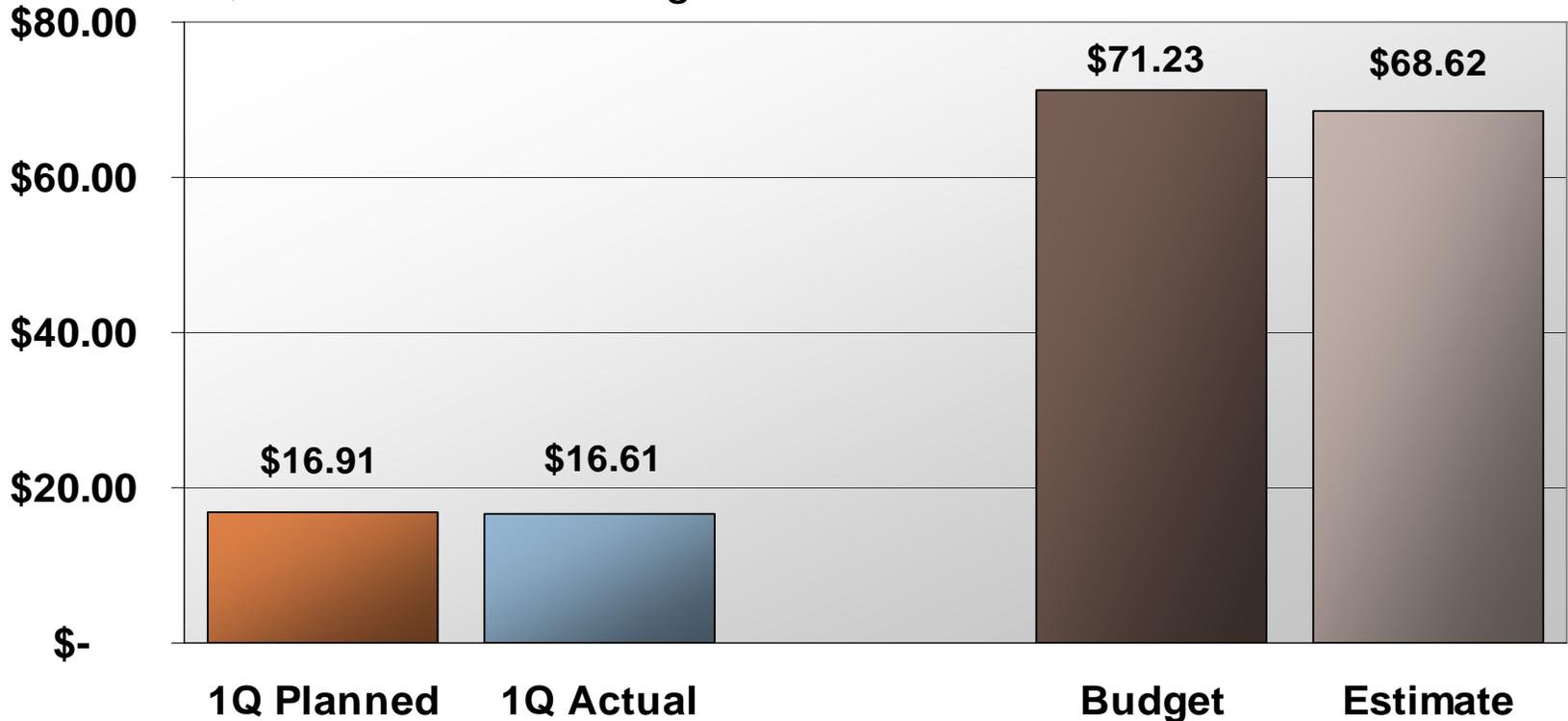
FY 2009 Revenue Summary (\$71.2 M)





Airport Operating Fund Revenues (\$ in Millions)

- Revenues are projected at \$2.6 M under budget, due to decreased Parking, Car Rental Fees, and Interest Earnings Revenues

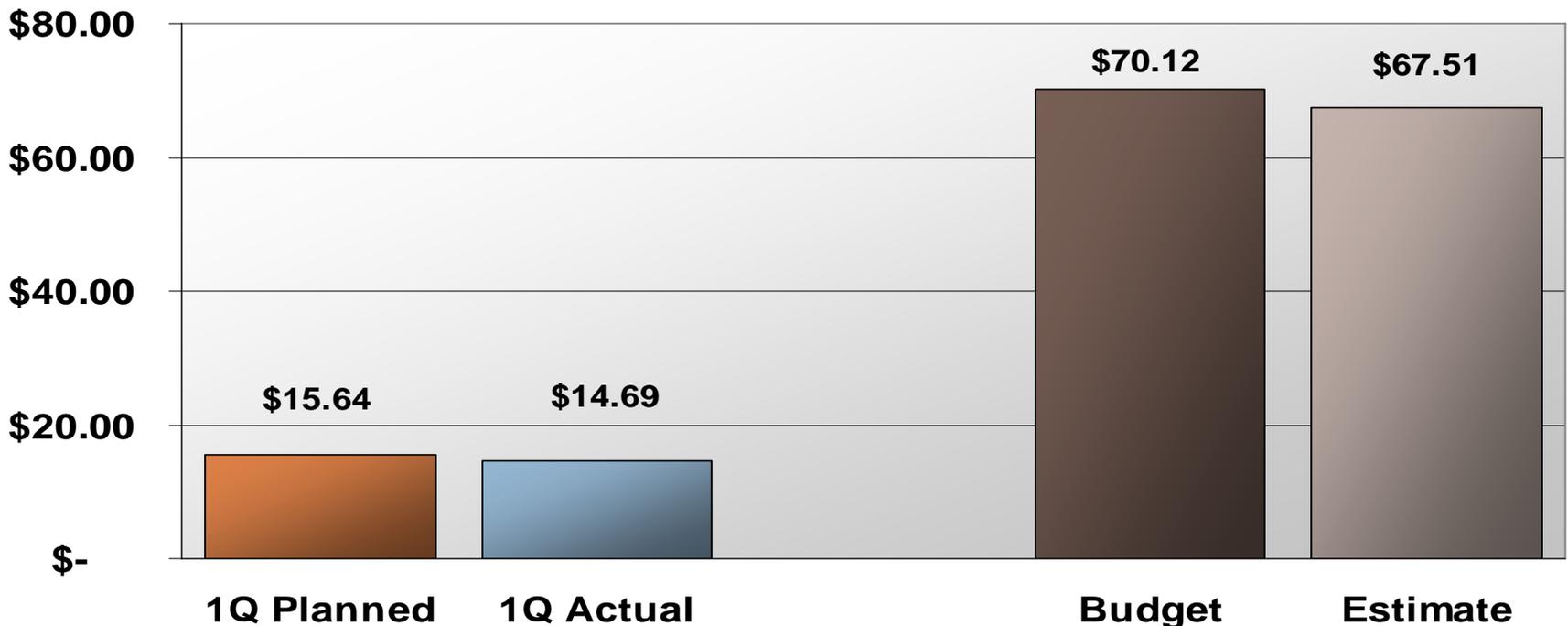


	1Q-Planned Amount	1Q-Actual Amount	Unfavorable Variance	FY 2009 Budget	FY 2009 Estimate	Unfavorable Variance
Revenues	\$16,909,258	\$16,605,986	\$(303,272)	\$71,226,865	\$68,620,826	\$(2,606,039)

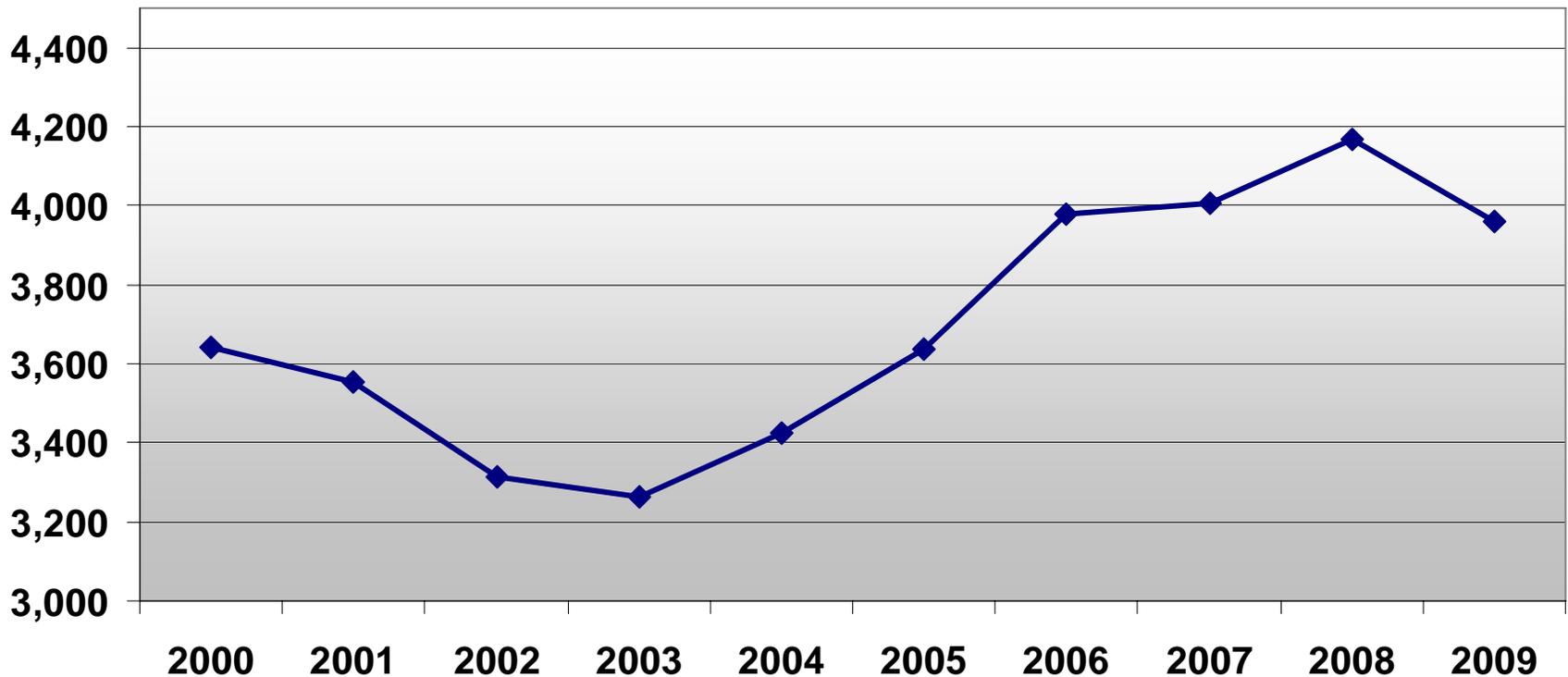


Airport Operating Fund Expenditures (\$ in Millions)

- Projections include continued implementation of contingency plan to address projected decreases in revenues



	1Q-Planned Amount	1Q-Actual Amount	Favorable Variance	FY 2009 Budget	FY 2009 Estimate	Favorable Variance
Expenditures	\$15,639,061	\$14,686,188	\$952,873	\$70,117,288	\$67,511,249	\$2,606,039



- **Initial FY 2009 projection equal to FY 2008 Enplanements**
- **San Antonio Airport is projecting a 5% decrease from FY 2008**

Contingency Plan

- Department has implemented immediate measures to reduce spending
 - 4% spending reduction in all department sections
 - Deferment of planned Aviation studies
 - Reduction in travel and education expenses
 - Deferment of IT Master Plan Study initiative



3+9 Budget and
Finance Report

Plans & Options to
Manage Budget

- FY 2009 General Fund Budget
 - General Fund remains balanced as result of better than expected beginning balance
 - No cuts in service or personnel currently anticipated in FY 2009
 - If budgeted revenue conditions worsen, options to balance budget will be evaluated against identified service priorities

- FY 2010 General Fund Budget Updated Outlook
 - Revenues potentially could decline from projections made in August 2008
 - Major Revenue growth assumptions made for FY 2010 over FY 2009 Budget
 - Sales Tax: 3% (\$6.1 M)
 - Property Tax: 5% growth on Tax Valuation (\$10.5 M)
 - CPS: 3% (\$8.5 M)

- Immediate Budget actions
 - Vacancy Review Committee
 - Departmental Reduction Contingency Plans
 - 2% for all departments
 - 1% for Police and Fire
 - Organizational wide reduction proposals
 - Reductions such as Travel, Education and Training
- Options to slow down FY 2009 budgeted enhancements
 - Options details in following slide
- ICMA and the Alliance for Innovation
 - City participating in project monitoring 12 localities through this year to assess how governments respond to challenging economic conditions



Options to Slow Down Spending

FY 2009 General Fund Budget Enhancements

- Other Services
 - Capital Outlay Purchases \$500 K
 - Option delays the replacement of some equipment
 - Texas Bio-Agro Consortium \$900 K
 - Project not awarded to San Antonio
 - Utility Transfer Rebate to Solid Waste Fund \$1 M
 - Option reduced the General Fund Utility Rebate transfer by \$1 M to Solid Waste Fund
 - Solid Waste Fund ending balance for FY 2008 better than anticipated



Options to Slow Down Spending

FY 2009 General Fund Budget Enhancements

- Homeless and Library Services
 - Homeless Services \$402 K
 - Delay in opening Haven for Hope Campus – three month delay in starting certain services
 - Library Resources (Books) \$500 K
 - Option delays purchase of Library resources



Options to Slow Down Spending

FY 2009 General Fund Budget Enhancements

- **Neighborhood Improvements**
 - Graffiti Abatement Initiative \$354 K
 - Option delays the procurement of equipment for volunteer program, contract services and one position for the remainder of FY 2009
- **Workforce Business & Economic Development**
 - Economic Development Fund \$2 M
 - Total Fund \$4 M
 - Various Commitments made to-date



Options to Slow Down Spending

FY 2009 General Fund Budget Enhancements

- **Fire Services - \$2 M**
 - Option delays Academy Training for 41 of 60 New Firefighters
 - 30 Positions added to staff the Firefighter companies assigned to new Fire Station
 - 9 Positions added to implement final phase of Four-Person Staffing
 - 2 Positions added to Enhance Departmental Training
 - Option delays hiring 2 civilian positions budgeted to enhance Community Outreach and Public Safety Education
 - Option delays Basic Life Support (BLS) Transport Units Pilot Program



Options to Slow Down Spending

FY 2009 General Fund Budget Enhancements

- **Police Protection - \$1.5 M**
 - Option delays Academy Training of 58 of 100 New Police Officers
 - 48 Positions budgeted for “Power Shift”
 - 10 Positions budgeted for Community Policing
 - Option delays hiring 9 Civilian Positions redirected to enhance the Uniform Crime Reports Unit
 - Savings of \$75 K realized due to accreditation application cost not incurred until FY 2010



Options to Slow Down Spending

FY 2009 General Fund Budget Enhancements

- **Streets & Infrastructure**

- Option delays \$14 M in additional Street Maintenance budgeted with one-time resources
- Option delays \$1.5 M in additional pavement Markings Program budgeted with one-time resources

- Critical to prudent financial management
- Increase City's credit worthiness resulting in higher credit ratings
- Provide budgetary flexibility for unexpected events
 - Natural disasters
 - Unforeseen operational or capital requirements
 - Catastrophic change in City's financial position
 - Stabilize the budget
- Government Finance Officers Association (GFOA) recommends maintaining reserves equivalent to 1 to 2 months (8-16%) of operating expenses
- Use of reserves should be carefully evaluated to avoid a negative impact on the City's goal toward a structural balance



3+9 Budget and
Finance Report
Performance Measures

- Background
 - In September 2008, staff began holding worksessions to create and review departmental performance measures to report quarterly
 - Each department maintaining 3 to 6 measures focused on outcomes and efficiencies
- 1st Quarter Performance Report
 - Serves as a tool to manage overall performance
 - Provides performance measures to City Council and the community

- Select City-wide Performance Measures

Dept	Performance Measure	Annual Goal	1 st Qtr Goal	1 st Qtr Result
Public Works	Complete 100% of Street Maintenance Projects in the IMP	100%	19%	18%
Public Works	Install 100% of ADA curbs as planned in the City's IMP Program in FY 2009	100%	12%	11%
Police	Respond to 60% of priority one calls within 5.00 minutes	60%	60%	62%
Police	Achieve Clearance Rate for violent crimes at 32.8%	32.8%	32.8%	35%

- Select City-wide Performance Measures

Dept	Performance Measure	Annual Goal	1 st Qtr Goal	1 st Qtr Result
Fire	Achieve average response time to emergency incidents from dispatch to arrival of 5.99 minutes	5.99	5.98	5.95
Economic Develop.	Achieve 85% customer satisfaction rating on content and quality of technical assistance from customers receiving counseling.	85%	85%	88.3%
Animal Care	Achieve 85% customer satisfaction for animal adoption program	85%	85%	100%

- Select City-wide Performance Measures

Dept	Performance Measure	Annual Goal	1 st Qtr Goal	1 st Qtr Result
Housing & Neigh. Svcs	Achieve \$72,000 worth of volunteer and restitution used for graffiti cleanup	\$72K	\$18K	\$10.5K
Housing & Neigh. Svcs.	Achieve turnaround time of 2 days from initial call to cleanup of all graffiti on the public right-of-way	2	2	2
Parks	Complete 85% of planned replacements scheduled for completion within the fiscal year	85%	21%	20%
Planning & Dev.	Provide major plats technical review within 34 business days	34	34	24

- Select City-wide Performance Measures

Dept	Performance Measure	Annual Goal	1 st Qtr Goal	1 st Qtr Result
Planning & Dev.	Perform 96% of inspections as scheduled	96%	96%	98%
Env. Policy	Reduce energy and water use in City facilities by completing an inventory and analysis of energy and water saving opportunities of 70% of City facilities	70%	20%	20%
Solid Waste	Convert 79% of homes to automated collection	80%	59%	59%
Health	Achieve 80% children with up-to-date immunizations through Vaccine for Children (VFC) providers	80%	80%	85%

- Today's material available on City's website to inform community
- Budget Calendar Development for FY 2010
 - Community Input Forums
 - Employee Input Forums
- 6+6 Budget & Finance Report (Late April)
 - Update on 2nd Quarter Financial and Budget Initiatives
 - Update on 2nd Quarter Performance Measures
 - Mid-Year Budget Adjustment
- Five Year Financial Forecast (Late April)
- City Council Goal Setting Session



Three Plus Nine Budget & Finance Report

City of San Antonio
February 4, 2009