

**2002-03  
APPROVED BUDGET**

**POLICY BUDGET**

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## **CITY COUNCIL**

Gus Garcia  
*Mayor*

*Mayor Pro Tem*  
Jackie Goodman

*Council Members*  
Raul Alvarez  
Betty Dunkerley  
Daryl Slusher  
Danny Thomas  
Will Wynn

Toby Futrell  
*City Manager*



**City of Austin, Texas  
City Council Priorities  
2002-03**

*Youth, Family, and  
Neighborhood Vitality*

*Public Safety*

*Sustainable  
Community*

*Affordability*

# The City of Austin Commitment 2002

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## Vision

We want Austin to be the most livable  
community in the country

## Values

- 3 Courage
- 3 Diversity
- 3 Integrity
- 3 Open, Honest Communication
- 3 Respect, Care and Appreciation  
for Family and Environment
- 3 Teamwork

## Leadership Principle

Provide quality, affordable services  
with a competitive workforce  
accessible and accountable to our community



# Executive Team

**Toby Hammett Futrell**  
City Manager

## City Council Appointments

City Clerk  
Municipal Court  
City Auditor

**Joe Canales**  
Deputy City Manager

Government Relations  
John Hrcir, Officer

Public Works Department  
Peter Rieck, Director

Small and Minority  
Business Resources  
Lino Rivera, Director

Water & Wastewater  
Chris Lippe

**John Stephens**  
Acting Assistant City Manager

Aviation  
Jim Smith, Executive Director

Austin Convention Center  
Robert Hodge, Director

Solid Waste Services Department  
Willie Rhodes, Director

**Austin Energy**  
Juan Garza, General Manager

**Vickie Schubert, CPA**  
Acting Director, Financial and  
Administrative Services

Financial and  
Administrative Services  
Vickie Schubert, CPA  
Acting Director, Financial and  
Administrative Services

Information Systems Department  
Robert Bowmer, Chief Information Officer

Human Resources Department  
Vanessa Downey-Little, Director

Law Department  
Sedora Jefferson, Acting Director

PIO/Customer Service  
Michele Middlebrook-Gonzalez

**Chief Michael McDonald**  
Acting Chief of Staff

Health and Human Services Department  
David Lurie, Director

Library Department  
Brenda Branch, Director

Neighborhood Housing and Community  
Development Dept.  
Paul Hilgers, Community Development  
Officer

Parks and Recreation Department  
Jesus M. Olivares, Director

Community Care Department  
Trish Young, Director

**Laura Huffman**  
Assistant City Manager

Community Court  
Gregory Toomey, Community Court  
Administrator

Emergency Medical Services  
Richard Herrington, Director

Fire Department  
Gary Warren, Chief

Office of Emergency Management  
Steve Collier, OEM Officer

Police Department  
Stanley L. Knee, Chief

**Lisa Gordon**  
Assistant City Manager

Economic Growth and Redevelopment  
Services  
Sue Edwards, Director

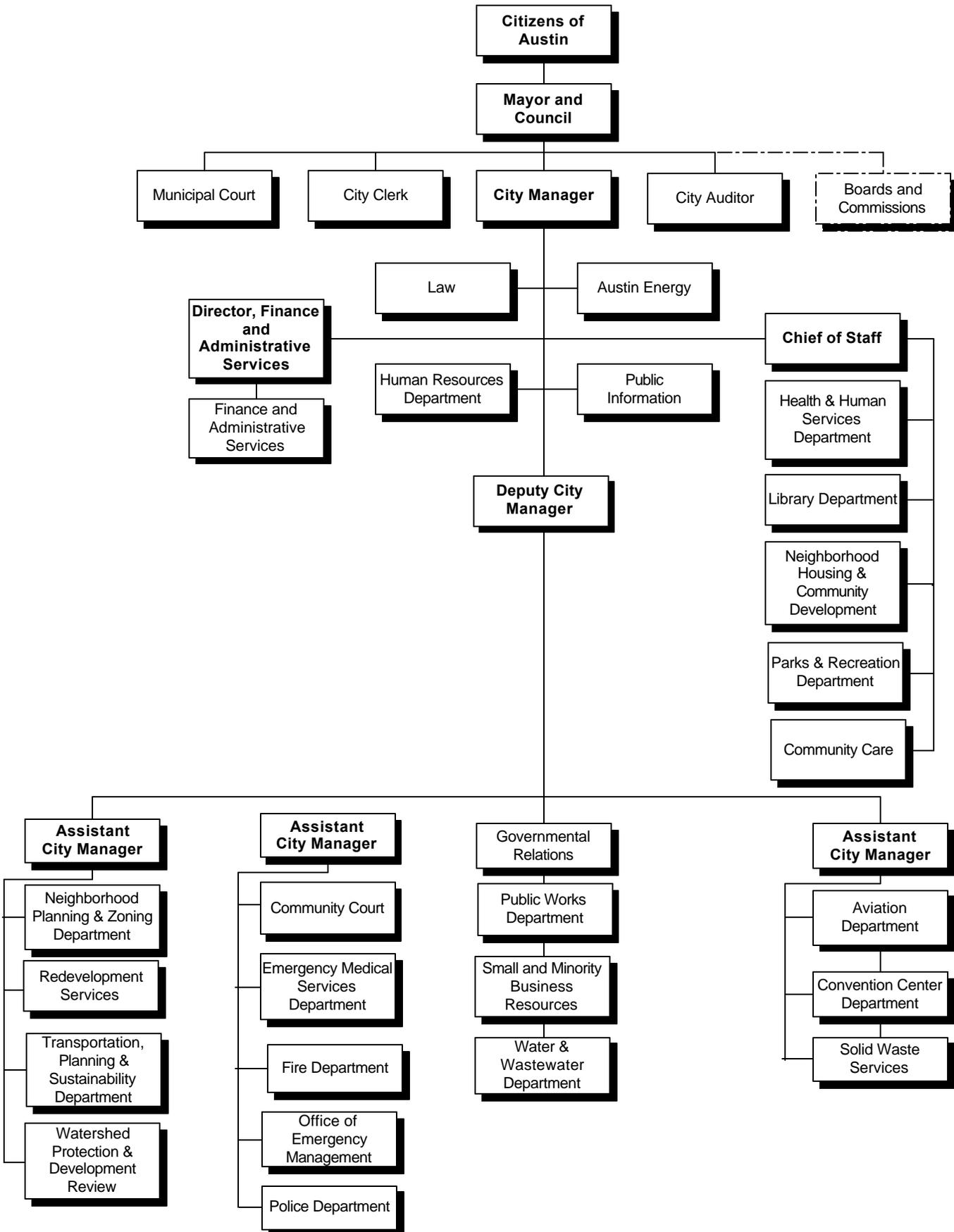
Neighborhood Planning & Zoning  
Department  
Alice Glasco, Director

Transportation, Planning &  
Sustainability Department  
Austan Librach, Director

Watershed Protection and Developer  
Review Department  
Mike Heitz, Director

# City of Austin, Texas

## ORGANIZATIONAL CHART



**2002- 03**  
**Approved Operating Budget**

***Acknowledgments***

The Budget Office would like to thank the City Council, management and staff for their assistance in preparing the 2002–03 Approved Budget. The preparation of this document would not have been possible without the timely cooperation and assistance of each City department.

In addition, employees from many City departments contributed their time and efforts to the business planning process and the preparation and publication of the budget documents. We would particularly like to thank those listed below:

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Shirley Brown	Kay Owens
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Shelley Carter	John Ralston
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Sue Cooper	Vanorda Richardson
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Jane Cravey	Robert Rowan
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Kitzy Daniels	Mercedes Sanchez
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Johnnie Dorsey	Vickie Schubert, CPA
Mike Erwin	Diane Siler
Catherine Gambrel	Blake Smith
Rudy Garza	Lynn Sissney
Michele Gizelbach	John Stephens, CPA
Dirck Goss	Jay Stone
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Clarke Hammond	Barbara Tipple, CPA
Diane Harrison	Yolanda Tovar
Mike Hendon	Tommy Tucker
Evelyn Herron	Dale Van Blokland
Jan Hilton	Dennis Waley
Lang Hoang	Otis Williams
Barbara Holmes	Cheryl Woods

# Preface

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The Proposed Budget consists of six volumes:

- **Policy Budget**—Summarizes the City's financial structure, explains where we get our money and what we do with it in a narrative and graphic format. It also includes a financial summary of all City funds and comparative information on revenue, expenditures and fund balance for all budgeted funds. The remainder of the budget volumes are categorized by the services provided.
- **Volume I**—Includes detailed information on the revenue and expenditures of departments in the following categories: Infrastructure and Public Safety.
- **Volume II**—Includes detailed information on the revenue and expenditures of departments in the following categories: Health and Human Services, Recreation and Culture and Housing.
- **Volume III**— Includes detailed information on the revenue and expenditures of departments in the following categories: Support Services and grants and trust.
- **Volume IV**—Includes detailed information on the revenue and expenditures of the City's utilities and major enterprises, other funds, debt service and the capital budget.
- **Supporting Documents**—Contains the Council approved City Financial Policies, a summary schedule of capital outlay, property tax information, a list of fees and charges and the ordinances necessary for adoption and implementation of the budget.

Copies of all budget documents are available at all City libraries and City Hall. The Policy Budget as well as program and activity pages with performance information for all City departments are available on the Internet at <http://www.ci.austin.tx.us/budget/>. Requests for additional information can be made to the Budget Office at 974-2610.

## ***Other References***

In addition to the Proposed Budget, additional information concerning the City's financial plan is contained in the Financial Forecast issued by the Financial and Administrative Services Department during the Spring. This document provides additional information on the local economy as well as projections of future revenue and expenditures. In accordance with the City Charter the Planning Commission, each year compiles a list of recommended capital improvements for the next five years. These recommendations are contained in the Capital Improvement Plan that is adopted by the commission. Funding authorization for the next fiscal year is shown in the Capital Budget, contained in Volume III.

## ***Financial Policies***

The Austin City Council has adopted a comprehensive set of financial policies to govern the financial management of the various City funds. A complete copy of these policies is contained in the Supporting Documents.

## ***Basis of Accounting***

Revenue and expenditures are budgeted in a format that is consistent with the City's financial statement. Financial statements are prepared annually in accordance with generally accepted accounting principles applicable to state and local governments and audited by an independent outside auditor. Governmental funds are accounted for on a modified accrual basis.

# **City Manager's Proposed Budget**

## **Fiscal Year 2002-2003**



**July 31, 2002**

Mayor, Mayor Pro Tem and Members of the City Council:

I am pleased to present to you my proposed FY 2003 budget and look forward to working with you on it during your deliberations.

### **Bridging the Gap Together**

We are not alone. At all levels of government across the country, political jurisdictions are having to prepare budgets for next year that are greatly reduced in size and scope. My FY 2003 proposed budget is likewise modest in scope compared to those of the last several years. I am nevertheless satisfied that I am presenting to you a budget that provides all of the basic services our citizens depend on and that mitigates the effect of budget reductions on employees.

Many cities in Texas and in other states have already resorted to layoffs and pay cuts and many others will soon do so. Many cities will likewise be forced to raise taxes. We have avoided those actions because we have been preparing for this budget for more than a year now.

In presenting this FY 2003 proposed budget to you, I want to highlight especially the cooperation I have received from all of the stakeholders in the City's budget process. I am truly grateful for the expressions of solidarity and for the spirit of "sharing the pain" that have been evidenced in the discussions I have had with people on the budget. However, no group has touched me more with their willingness to help carry their part of the load than our work force, the employees of the City of Austin.

Having come up through the ranks of this City's workforce, I know how challenging it is to make ends meet next year on this year's salary. However, I also know that being assured of having a job and knowing that your colleagues can also be assured of their jobs is a paramount consideration. This is the sentiment I have heard repeatedly in my

many meetings with employees, and I am therefore very proud to tell you, Mayor and Council, that we are all *bridging the gap together*. We are all bearing some part of the load and we will all work together to provide the citizens of Austin with the services they depend on us for.

## **Stating the Problem – from Windfall to Shortfall**

To state our problem in plain English – we are spending more than we are making. Our expenditures are outstripping our revenue.

A status quo budget next year, one in which we appropriated all of our FY 02 ending balance, would give us a *virtual* budget, not a *real* budget. If we appropriated all of our funds on hand, Council would be approving a budget that could not be implemented. The day after that budget passed, we would have to *immediately* begin freezing budgeted funds and positions.

In fact, budgeting next year as we did this year would leave us with a \$74.7 million shortfall – it is hard to understand the magnitude of that shortfall.

Excluding enterprise departments, which pay for themselves, and holding public safety first responders harmless, expenditure cuts would have to come out of only the \$236 million that would be left in the General Fund budget. To absorb a \$74.7 million cut out of the remaining \$236 million would mean a 32% reduction in non-public general government services such as parks, libraries, and public health.

Looking back at how we got to this point, we went from *windfall* to *shortfall* in three steps:

- First, Austin experienced phenomenal population growth in the 1990s. With growth came an increasing demand for city services. The General Fund budget doubled in the 1990s. Of special note is the increase in demand for public safety services.

In this proposed budget, we will spend 54% of General Fund revenue on public safety alone. That means that 95% of all our sales and property tax revenue will go to fund public safety.

- Second, the City leveraged the economic boom of the 1990s to reduce its property tax rate.

The City understandably began to rely more heavily on the phenomenal growth of our sales tax revenue – a more volatile revenue source – to provide property tax relief.

We reduced the property tax rate approximately 30% by lowering the rate eight out of

the ten years of the 1990s. We did this to help us rebuild the local economy after the bust of the 1980s and to mitigate soaring property valuations that created larger and larger tax bills for Austinites.

Because of lowering the City's tax rate during the 1990s, the City of Austin tax rate currently comprises only 18% of the overlapping property tax rate.

- Third, the precipitous climb from the 40<sup>th</sup> to the 15<sup>th</sup> most prosperous city in the nation during the 1990s has been followed by a dizzying fall. Correspondingly, the sales tax revenue growth is now gone and is, in fact, negative.

We recognized that our windfall growth in sales tax would come to an end, so two years ago we began to plan for the loss of sales tax through aggressive vacancy savings and reduction of capital expenditures.

Fixing the problem is not rocket science. We are doing what any Fortune 500 company would do or what any household would have to do in the same circumstances.

In budgeting for FY 2003, we must now find ongoing revenue increases and ongoing expenditure decreases.

## **Preparing for FY 2003**

In January of 2001, it became clear to City management that the economy was beginning to slow at the national level and that Austin would be affected by this slowdown. We began working with departments at that time on the hiring of additional employees, cautioning directors that they should not hire employees whose jobs might be in jeopardy in the near future if the slowdown continued.

In August of 2001, we formalized this concern by implementing a "business review justification" process, which required department heads to submit a business justification for hiring employees – that is, to justify the need for new hires based on the effect on the department's business plan and its performance measures if the position went unfilled. At the same time, we "froze" the purchase of unbudgeted capital – departments were not allowed to purchase any capital items that had not been budgeted.

In October of 2001, in the wake of the events of September 11, we notified departments that the business review justification would remain in place until further notice, effectively throughout the rest of the current fiscal year, FY 2002. At that time, we also required departments to prioritize their budgeted capital for FY 02 and to prioritize their cash-funded CIP projects, in effect freezing the lower-ranked half of budgeted capital and placing the lower-ranked cash CIP projects on indefinite hold.

In November, we held an all-day department director retreat at which we trained directors on the criteria City management had established for distinguishing among the services the City provides. The application of the core service criteria to existing City services allowed these to be classified according to their relationship to the “core” City services a municipality would typically provide as funds became available: fire, police, emergency medical, building inspection, flood control, recreation and culture, and so forth.

After the November retreat, departments began preparing their FY 03 business plans from this core service perspective.

In December, we provided the Council with an economic forecast focused on our “structural imbalance.” A structurally balanced budget is one in which current, ongoing revenue sources are sufficient to fund ongoing expenditures. Correspondingly, a budget that is *not* structurally balanced is one that relies on one-time revenue sources such as fund balance to cover ongoing expenditures. Such a budget cannot be sustained realistically for more than one year – it is a *virtual* rather than a *real* budget.

We also discussed with Council in December the need for the City to issue a tax anticipation note to fund some of the unbudgeted homeland security costs we were incurring.

In January and February of this year, we presented Council with updates on our economic forecast and with further information on our budget tools – our core service analysis and our initiative to review and revise General Fund fees. In February, Council approved the issuance of a \$4.8 million tax anticipation note.

In March, with a continuing decline in sales tax revenue, City management “officially” froze 148 positions that had been strategically held open through our business review justification process. The positions that were frozen had all been vacant for some time, and management’s determination was that there was no justification for filling them, given their extended period of vacancy and the projected shortfall.

In April, we held a worksession on our core service initiative to provide Council with a complete view of our criteria for the classification of City services and the results of our core service analysis. There has been much discussion of this initiative, which I have welcomed. Contrary to some expectations, the analysis we performed showed that by far the largest part of the budget is spent on core services. This initiative, therefore, did not result as much in entire program eliminations as it did in establishing a way to analyze and discuss our core programs themselves. It provided us with a framework for determining within our core programs which elements were not as critical to the provision of basic services.

Finally, in May we provided Council with our five-year forecast and held two retreats at which we received invaluable input from the Council on its policy issues and its priorities. The forecast we presented to Council was prepared on a “status quo” basis, meaning that we made no presumptions as to policy issues such as the tax rate and the level of utility transfers to the General Fund. The worksessions were intended to elicit from Council the policy issues that I should use to guide me in preparing my FY 03 budget.

## **A Different Budget Process**

Prior to my confirmation as City Manager, I received a great deal of feedback from the Mayor and Council Members on what changes they believed should be made to strengthen communication and cooperation between the Manager and the Council. One of the messages I heard consistently was the need to open up the budget process, to make it more collaborative than it had been in previous years.

I believe I have heeded that advice – rather than presenting Council with a policy budget at the end of June as has been done in prior years, we instead held budget retreats with Council to hear firsthand from Council Members their positions on the policy issues that are needed to provide a framework for the preparation of my budget. That is, rather than presuming a policy framework and presenting it to Council Members for their validation, I have involved Council in the development of that framework from the beginning.

I further believe that the result of this change in the budget process has been beneficial to both Council and me. Council can be assured that I have prepared a budget in accordance with its desired policy goals, and I was provided earlier rather than later with an understanding of those policy goals.

### ***Council Policy Decisions***

The retreats in May provided me with a clear idea of Council’s policies, the most important of which are summarized below:

- Use only one-half of the FY 02 ending balance. We will end this year with an unreserved balance of at least \$26 million. In previous years, we appropriated the entire unreserved balance in the following year, and were we to continue with that same policy in FY 03, we would be passing a budget that we essentially could not implement in FY 03. I am delighted that Council agrees that we should retain at least one-half of the \$26 million to help us balance the budget in future years.
- Increase Austin Energy’s transfer to 9.1%. Austin Energy is now transferring 8.8% of its revenue to the General Fund. Council approved increasing this to 9.1% in FY 03,

which will generate an additional \$2.6 million for the General Fund. This increase is prudent and necessary given our economic environment. The transfer from Austin Energy is a way for Austinites to receive a “dividend” from our utility that we are fortunate to have. However, this change takes the transfer to the maximum allowed under Council’s 1999 resolution.

- Establish a public health reserve of \$33 million. For several years now, the City has had a balance of approximately \$33 million in the Hospital Fund due to receipts of excess lease revenue from Ascension Health (Seton) and from tobacco settlement payments. The excess lease revenues are due to the continuance of the disproportionate share revenue program, which has continued far beyond the expectations of either party. This \$33 million balance will fund the Primary Care Department for three years if disproportionate share revenue goes away, allowing the City to find and implement another revenue source to fund indigent primary care. Further, the City expects to receive an additional and unbudgeted amount of lease revenue of approximately \$6.3 million in FY 02, which will be used to help close our FY 03 gap – the use of this \$6.3 million will still leave us with enough to fund the \$33 million reserve in the General Fund next year.
  
- Increase General Fund fees in line with inflation. One of the initiatives we undertook in preparation for the FY 03 budget was to have a consultant prepare and update a database of all General Fund fees. Each fee was analyzed and documented as to its origin, the underlying mandate (e.g. State or Federal) for the collection of the fee, history of revisions to the fee, and whether the fee was intended to cover the cost of the related service. This fee study has resulted in the identification of a number of fees that should be increased to bring them in line with inflation or the cost of service, and these increases will provide additional, ongoing revenue of \$1.6 million annually. It is important to note that we considered very carefully the effect on our stakeholders of increasing these fees.

It is also important to note that in addition to fee increases, there is only one rate increase proposed in this budget – related to the second-year planned implementation of the Drainage Utility cost of service study.

- Affordable Housing. Council’s clear direction to me in the May worksessions was to continue our commitment to affordable housing in FY 2003. The S.M.A.R.T. Housing capital improvement program is therefore included in the proposed budget at the \$3.1 million level approved by the Council in the current year. These funds will provide additional resources to assist in addressing our housing needs through supporting our housing development in Colony Park (\$600,000 repayment to Austin Energy for the purchase of the land), implementation of the S.M.A.R.T. Housing Program (\$500,000 to support a special S.M.A.R.T. housing review team in the Watershed Protection Department), and funds to increase home ownership (\$1,000,000) and rental opportunities (\$1,000,000). The housing review team will
-

greatly expedite the review process for affordable housing projects, thereby reducing their cost and bringing them on line more quickly. The remaining funds will continue to place Austin in a leadership role in aggressively enhancing the existing federal resources designed to serve low and moderate income families.

- Social Services Contracts. Council also gave me clear direction to include full funding for all social service contracts in my FY 2003 proposed budget. In addition, funding for the \$500,000 in basic needs funds provided to the Community Action Network this year is recommended, if Travis County likewise commits to matching this amount.

## **City Manager Budget Objectives**

In preparing my proposed budget, I followed these objectives:

- First, recognizing that it will take at least two years to reach structural balance, I set a goal of closing 60% of the gap through ongoing revenue increases and ongoing expenditure reductions.
- Second, I set the goal of operating as lean as possible administratively. This was done to demonstrate to the community that we would first cut administration before cutting direct services.
- Third, I will require each department to work more efficiently – through process improvements, through consolidations, or through further automation, I intend to be sure that each department is pursuing innovative ways to maximize its delivery of service.
- Fourth, I wanted to balance the budget without layoffs. This was a priority for me, one which I believe the Council shares.

## **Closing the Gap**

As presented to Council in the May worksessions, the structural gap we faced going into the budget process was \$71.8 million, significantly higher than any gap the City has faced in the past. This gap was further widened by a reduction in July in our assessed valuation for FY 03 – total assessed valuation declined by \$2.9 million, thereby widening the gap we were working to close to \$74.7 million. Following are the highlights of how we closed this gap.

### ***One-Time Sources***

My goal was to close only 40% of the gap through the use of one-time sources. I have not quite achieved that mix; however, I intend to continue in FY 2003 looking for further decreases in ongoing expenditures to help me achieve that mix. For this year, I am proposing use of the following one-time sources, among others:

- \$13 million from using only 50% of the FY 2002 ending balance;
- \$6.3 million from excess hospital lease revenues; and
- \$3.9 million in savings from deferred non-public safety vehicle replacement;

In addition, we are deferring the purchase of the Triangle Square parkland and deferring the opening the Del Valle fire station.

### ***Revenue Strategies***

In closing the gap, I have included the following revenue strategies in my proposed budget.

- Increase the Austin Energy transfer from 8.8% to 9.1% for an increase of \$2.6 million in ongoing revenue.
- Increase General Fund fees in the amount of \$1.6 million, also an ongoing revenue source.

I have prepared my proposed budget using the nominal tax rate, .4597 cents, in order to mitigate the effect of rising assessed values on property owners. Although Austin's tax rate is the lowest of all the major Texas cities, the amount of tax the owner of an average-priced home in Austin pays is high in comparison to other cities.

## ***Expenditure Strategies***

The largest single amount in closing the gap came from reductions in ongoing expenditures. This was also the most difficult part of closing the gap and the last part of the budget strategy to fall into place. Following are the methods we used to reduce our ongoing expenditures.

- Eliminating 50% of Frozen Positions. In working to close the gap, departments were given instructions to eliminate an amount of ongoing expenditures equal to 50% of their frozen positions. Departments were able to do this without affecting services because these positions had been held vacant for a significant period of time, in some cases more than two years. Eliminating these frozen positions will enable us to cut \$6 million from our ongoing expenditures.
- Reducing Administrative Costs. Departments were given instructions to reduce their internal administrative expenditures by five percent, which provided \$1.6 million towards closing the gap. I am also proposing further reductions in our administrative costs through a reduction of \$8.5 million in our Support Service Fund departments. In fact, when looking at reductions overall, we have reduced our administrative costs by almost \$17 million.

In FY 2003, I will continue to aggressively pursue reductions in administrative costs, through the implementation of additional efficiencies, through e-government strategies, and through consolidations of administrative functions where it makes sense to do so. Again, my goal is to further reduce ongoing expenditures, particularly in administrative functions.

- Further Reductions in the General Fund. Finally, I instructed departments to prepare scenarios for a further ten percent reduction in expenditures, that is, on top of the elimination of 50% of their vacancies and in addition to the five percent reduction in internal administrative costs. This requirement and management's subsequent review of the scenarios the departments produced was the most time-consuming task in this year's budget process. However, the results were fruitful – we achieved a further reduction of \$12.1 million in ongoing expenditures, some of which was through further administrative cuts, some of which was through further elimination of positions that had already been frozen, and some of which was through *strategic* reductions in programs.

In fact, we did not take a ten percent reduction from all departments because my intent was not to cut across the board, but rather strategically, i.e. mitigating the effect on the department and its constituency. In several cases, particularly in the Parks and Recreation Department, the Austin Public Library, and the Health and Human Services Department, we added back funds that reduced the department's percentage decrease – in effect, we adjusted their targets upward. Nevertheless, in

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some cases, we ultimately had to balance one department's needs against another's and to balance the needs of one constituency against another. However, I want to stress that we did not accept a reduction recommended by the department unless we were certain of the effect of that recommendation.

- Defer funding pay for performance. As you know, we have invested heavily in our employees over the last several years, through pay for performance and market studies – in fact, we spent \$29 million over the last five years in market adjustments alone. These pay strategies have enabled us to be competitive in recruiting and maintaining employees and were the right thing to do during the period of rapid expansion we experienced at the end of the last decade. However, I believe that the right thing to do at this time is to defer funding for these pay strategies in FY 03. I have therefore prepared this budget based on no increases in pay. Deferral of a pay for performance package for FY 03 will reduce our ongoing expenditures by \$3.8. In addition, I am putting on hold any market studies in the upcoming year, which will further reduce our ongoing salary costs.

## **Results of Efforts to Meet Our Budget Objectives**

I believe we achieved most of the objectives we set for ourselves in this budget process. However, there is still some work to be done.

- I wanted to reduce the budget without layoffs and I achieved this. We have eliminated 9% or 321 positions out of 3,610 General Fund non-first responder positions, for a savings of \$14 million. Only a small percentage of the positions being eliminated are filled. Employees who are notified that their jobs are being eliminated as part of the budget reductions will simultaneously be offered a reassignment that provides for no loss in pay.

Cutting employee pay raises and market adjustments was a difficult decision but it allowed us to guarantee that all City employees would keep their jobs. Our proposed budget has no layoffs and no employee takes a salary cut.

Further, in order for City employees not to lose ground in a year without pay increases, we are recommending that the City absorb any incremental cost increase in health and dental benefits that occurs in 2003.

Additionally, we are recommending adding one additional paid personal holiday annually for employees to reward them for their partnership in balancing our budget.

All other benefits, including stability pay, stay the same.

To stay competitive in the job market, we stand committed to bringing back both employee pay increases and market adjustments in 2004.

- I set a goal of closing 60% of the gap through ongoing revenue increases and ongoing expenditure reductions. We did not achieve that goal but we came close – we closed 59% of the gap in this proposed budget through a combination of ongoing revenue increases and ongoing expenditure reductions.
- I set the goal of operating as lean as possible administratively. We put heavy emphasis on this goal and in fact achieved a reduction of almost \$17 million in ongoing administrative costs.

One example of the emphasis we placed on reducing administrative cost is the reallocation of Infrastructure Support Services functions. Changing the model for the delivery of administrative services to the infrastructure departments enabled us to reduce two executive-level positions and reduce the number of City departments.

- I will require each department to work more efficiently in FY 2003. Every department will produce at least one major process improvement in FY 2003. Additionally, we have five corporate consolidations being planned or piloted in FY 2003, in the areas of law enforcement, purchasing, fleet, inspections, and project management.

## **FY 2003 Highlights**

### ***Public Safety***

Foremost in importance among the services the City provides to its citizens is public safety: police, fire, and emergency medical services. Highlights of our public safety departments' FY 2003 budget are as follows:

- Transition to 2.0 officers per 1000 residents. Augmented by grant funding, this five-year goal will be achieved ahead of schedule in fiscal year 2003 and will add 60 new officers to the APD force.
- Two new area commands. The additional officers added through achieving a ratio of 2.0 officers per thousand population will provide the ability to establish two new area commands to improve response time in the North Central and South Central areas, which have the highest crime and highest call volumes in the City.
- Walking Beat on 11<sup>th</sup> & 12<sup>th</sup> Streets. APD will deploy officers to form a walking beat in the high crime areas in the 11<sup>th</sup> & 12<sup>th</sup> street area of East Austin. Traditionally, walking beats are used to enhance crime fighting capabilities of police departments. This new service will not only augment traditional policing efforts, it will be part of a

comprehensive effort to enhance community and police interaction in the area. Ultimately, involving the community in keeping their neighborhoods safe helps officers in the street understand the distinctive needs of an area and builds trust between officers and the community--a combination that we know helps reduce crime and improve quality of life.

- Public safety internship program. Funding is included in the FY 03 budget for the implementation of a public safety internship program piloted in the Fire Department to assist with diversity and recruitment.
- Task force staffing. The proposed budget for the Fire Department includes fully funding the continuation of task force staffing.
- Additional paramedics. Ten additional paramedic positions are included in the FY 03 budget for the Far Southeast station.
- Public safety capital replacement. Replacement of all critical capital equipment for public safety is included in the proposed budget.

### ***Americans with Disabilities Act Initiatives***

In FY 2003, the City will retain its strong commitment to fund programs and initiatives that help the disabled.

- ADA summer youth employment coordinator and adaptive technology. An employment coordinator position working within the City's Youth Employment program is included in the proposed budget. This position, and related adaptive technology, will be dedicated to working on coordinating summer employment for youth with disabilities, a key strategy of the Mayor's Committee for People with Disabilities.
- ADA sidewalk and curb cuts CIP. A total of \$1.6 million is available for the continuation of capital projects related to ADA sidewalks and curb cuts, including \$250,000 in new funding.
- ADA comprehensive sidewalk and curb cut master plan. \$500,000 funding from the City's allocation of the Capital Metro ¼ cent is proposed to be used for developing a master plan for sidewalk repairs and curb cuts.

### ***Primary Care and Health and Human Services***

In FY 2003, the City will continue its commitment to provide indigent care to the Austin community. The City will likewise retain its commitment to opportunities for youth and to those who need assistance in securing temporary employment.

- 24 X 7 health clinic. In FY 2003, the Primary Care Department will perform a study of the costs and effects of opening and operating a 24-hour, seven day-a-week health clinic on or near the Brackenridge Hospital campus, to help alleviate the overflow from the Brackenridge emergency room.
- Maintain youth employment and assistance programs. By streamlining the administration of these programs, we were able to include funding in the proposed budget to maintain current service levels in the number of youth participants in the City's youth employment and service programs, including: Urban Youth Corp, Strategic Intervention for High Risk Youth, Summer Youth Employment program, and the Graffiti Abatement program.
- Full staffing for peak demand periods at the Day Labor Site. Three full-time positions are retained to staff the Day Labor Site. Based on demand experience, Sunday hours of operations, currently from 7:00am to 11:00am, will be discontinued due to greatly reduced demand during those hours.
- Increase in pharmaceutical co-pay. The proposed budget includes an increase in the prescription co-pay for all City Medical Assistance Program enrollees, from \$5.00 to \$10.00. This is the first pharmaceutical co-pay increase since November 1996, despite large increases in the cost of pharmaceuticals in recent years. This change will result in an expense reduction of \$328,462 but most importantly will allow us to meet the demand for pharmaceutical services in this population without any changes to the income eligibility criteria.

### ***Parks and Recreation and Libraries***

All facilities in our Parks and Recreation Department and in the Austin Public Library will continue to provide high-quality services to our citizens in this proposed FY 2003 budget. No facilities in either department will be closed or have reduced hours of operation.

- Keep all pools, playground sites, and recreational facilities open and operational at current year levels. Park facilities will continue to operate at normal hours, and all key youth programs will continue to be offered, including maintaining our fiscal year 2002 levels of free programs offered.
- Provide mowing of key arterials. Staffing and contract mowing funds are included in the proposed budget to perform mowing at approximate 17-day intervals and also to

provide mowing for new key arterials, such as South First and Howard Lane. The current mowing cycle will increase by three days.

- Restore normal operating hours for all libraries. The Faulk Central Library and all branch libraries will be staffed to be fully operational during normal operating hours.
- Provide full funding for book budget and cataloging. Full funding for books and cataloging will be provided in the FY 2003 budget.

### ***Transportation Initiatives***

Through the 2000 transportation bond election and our partnership with Capital Metro, the City will continue to fund important transportation initiatives in FY 2003.

- New transportation related projects. Regional mobility and safety, sidewalks, bicycle projects, traffic signals, roadway construction and improvements, intersection improvements, and Great Streets are anticipated to be funded by the second year of the ¼ cent sales tax revenue from Capital Metro.
- \$15 million from the November 2000 Bonds. The City will appropriate another \$15 million in FY 2003 for the purchase of right of way related to State project SH 45 and US 183a, to continue the City's commitment to the Central Texas transportation project.
- 1998 Bond Projects. The capital budget continues the 1998 bond program for street reconstruction projects by appropriating \$14.5 million.
- Transportation engineering. Funding for transportation engineering and staff resources for signalization and signs and markings will allow the City to meet its current performance measures for safety and improvements to the transportation system.

### ***1998 Bond Projects***

The following facilities whose construction or renovation is being funded by bonds issued from the 1998 bond election are expected to open during FY 2003:

- EMS far Southeast station – September 2003;
- Ruiz branch library – July 2003; and
- Caswell Tennis Center.

The following 1998 bond projects are expected to begin construction or renovation in FY 2003:

- Carver Library expansion and Carver Museum;
- Terrazas branch library expansion;
- A.B. Cantu/Pan Am Recreation Center;
- South Soccer Complex; and
- Central/East Austin Police Substation and Forensics Facility.

### ***Other City Initiatives***

In addition to the highlights provided above, following are a number of City initiatives that will be accomplished in the proposed FY 2003 budget.

- Green Choice power for City facilities. For the first time, during FY 2003 a number of downtown facilities and several neighborhood health clinics are planned to be enrolled in Austin Energy's Green Choice program, including City Hall, Town Lake Center, One Texas Center, the RBJ Building, and the DeWitty Center in East Austin.
- Increased water quality pond maintenance. Two additional crews and equipment are being added in the Watershed Protection Department to enhance maintenance of the City's water quality ponds.
- Automated low-water crossing gates. For the first time funding is included in the FY 2003 capital budget for the installation of automated low-water crossing gates to be strategically located in areas that experience high flooding.
- Geographic Information System (GIS) mapping. Funding for a flyover to update the 1997 digital aerial mapping of the City is included in the FY 2003 capital budget.

This high-resolution mapping is an important tool for environmental planning and management, infrastructure management and development, public safety mapping, and other critical land use and analysis functions.

## Summing Up

To sum up, we are not alone in having to adjust our spending and our business plans. Individuals and families have been affected by the downturn, local and state governments are struggling to carry out their missions, and private sector entities are likewise struggling, in some cases for their very survival.

Our role in all of this is in many ways similar to everyone else's – like individuals and families, like other governmental bodies, and like the private sector we must find ways to do what we must do with fewer resources.

However, our role and the role of government in general is quite different from that of the private sector, and for that reason, our response must also be different. For example, unlike the private sector we are not able to eliminate basic services. A private business can decide to cut an entire product line or eliminate an entire service if it is not profitable, but the City cannot say we will not pick up garbage this year or we will not open the public pools this year.

In fact, our customer base is very different from that of the private sector and our customer demand is the opposite of the private sector – in most businesses, when the economy stagnates, demand also diminishes. Conversely, for the City customer demand goes *up* in an economic downturn: citizens rely more heavily on all our services in a sluggish economy, especially those services related to health care and to parks and libraries.

Given that our role as a service provider in a troubled economy is crucial to the well being of the community, we have therefore prepared this budget to protect public safety and to provide basic services, while making substantial headway towards a structurally balanced budget.

Again, I am proud to present this, my proposed FY 2003 budget, to you for your deliberation and I look forward to our continuing discussion.

Respectfully submitted,

Toby Hammett Futrell

## **Approved Budget**

The FY 2002-03 Proposed Budget was approved by Council on September 9 and 10, 2002, including all the approved amendments as shown on page B1.

# The Budget Process

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## OVERVIEW

The Charter of the City of Austin mandates that a budget be adopted no later than September 27th for the new fiscal year beginning October 1. The process leading to the budget adoption is participatory and includes a communications plan that encourages input from citizens, boards and commissions, City departments, and the City Council.

The budget process focuses on identifying funding levels necessary to continue basic municipal services, Council priorities, and community goals. Throughout the budget process, the City Manager provides the City Council with projected revenue collections and funding requirements for the upcoming fiscal year. This information enables the City Council to provide policy direction in developing the new budget.

The City of Austin's basis for accounting is modified accrual for all funds. Records are converted to the budget basis for purposes of reporting to Council and citizens.

For those customers requiring a generalized knowledge of the City of Austin we have published the Policy Budget, which summarizes the entire budget. It reports total dollars spent on various areas, consolidating information from several funds and includes highlights of the Capital Budget.

A section has been added to the Policy Budget that contains all fund summaries of the City. The General Fund and Support Services Fund are first with the remainder of fund summaries in alphabetical order.

### ***Business Plan***

The budget reflects a business planning process that begins in the fall each year. The City embarked on a major initiative in 1998-99 to improve that process in order to achieve the City's vision: "We want Austin to be the most livable community in the country." The resulting business plans reflected in the 2002-03 budget are intended to focus on goals and objectives, clearly specify the results that we are proposing and integrate these into employee responsibilities.

City departments have worked with groups of managers and employees to redefine where necessary their mission and goals. Beginning with a listing of the services provided, departments have grouped the services according to their common purposes into activities. Activity objectives are developed that define the service or product that is provided, the customer and the intended benefit for the customer. A family of results-oriented measures - including results, efficiency, output and demand - is developed for each activity. In the same manner, activities are grouped into programs with a defined objective. The result is departmental business plans that focus on the results to be achieved in the next two to five years and outline the way those results can be measured. The business plans provide the information necessary for making decisions on the allocation of resources and establishing accountability for achieving results with those resources.

In 1999-2000, the document was reformatted and rearranged by service categories, for example, Public Safety (Fire, Police, and Emergency Medical Services) and Infrastructure (Development Review and Inspection; Planning, Environmental and Conservation Services; Public Works and Transportation). This was an attempt to simplify the need for fund accounting knowledge to analyze our budget and to allow a user to find all detailed information about a particular department or budget category.

The detailed budgetary information for a single department is included in one section of one volume. For instance, the Public Works departmental section contains information for the Transportation Fund, Child Safety Fund, and Capital Projects Management Fund, as well as the General Fund, even though there are four fund types included (governmental, internal service, special revenue and proprietary). The City has chosen to move away from the strict fund accounting structure for the budget and move toward a budget, that is more user friendly.

# The Budget Process

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## ***Financial Policies***

City Council has approved a comprehensive set of financial policies to guide the City's financial practices including accounting practices, investments and debt financing. These policies are reviewed by the Audit and Finance Committee each year and recommendations for change are submitted for Council approval if necessary. The policies provide direction for all aspects of financial planning and resource allocation.

A copy of these policies is included in the Supporting Documents volume. Much of the financial policies deal with debt and the policies to guide the City since the State of Texas has no statute for limit on debt. However, the City has gauged its success in debt management by its bond ratings and whether we can comply with all our financial policies concerning debt management. The utilities have the added burden of competition; therefore, they have additional policies to cover those areas. Financial policies are located in the Support Document book.

The budget process begins with the Financial Forecast presented in May. This document contains an economic outlook for the Austin/Travis County area. The forecast is used as a basis to project revenue and expenditures for the coming budget year, as well as the five-year period. Economic trends are analyzed to project the needs of the City and the means to fund those needs. Each major fund is included in the forecast with their expected changes to revenues and expenditures for the period. Included in this analysis is the determination of the operating impacts of each Capital Improvements project and these operational impacts are overlaid onto the pertinent departmental costs. For a copy of the Financial Forecast contact the City of Austin Budget Office at (512) 974-2610.

In June the City of Austin releases the City Managers' Draft Policy Budget. This document is a preview of the proposed operating budget with major funds included. However, due to the significant budget challenges the City faced for the fiscal year 2002-03 budget, the City Manager and City Council held a series of Budget Policy Retreats in lieu of producing a Draft Policy Budget. The Budget Policy Retreats provided the City Manager and the City Council a forum to review the major financial issues, as well as discuss several budget policy issues. The Budget Policy Retreats resulted in the development of the policy framework for the City Manager to develop the fiscal year 2002-03 proposed budget.

The Proposed Budget is released near the end of July with departmental presentations and public hearings occurring in August.

Each of these documents are further described below:

## ***Capital Improvements Plan***

In accordance with the Austin City Charter, the Planning Commission prepares a recommendation to Council each year of the capital improvements needed during the next five-year period to facilitate the City's Master Plan. This recommendation is contained in the Capital Improvements Plan, which is submitted to the City Manager before the preparation of the annual budget. The Capital Improvement Plan is recommended in late winter before the budget or Financial Forecast is presented. Council approves appropriations for these capital improvements in the Capital Budget. The Capital Budget is included in Volume IV.

## ***Financial Forecast***

Presentation of the Financial Forecast initiates the financial planning for the budget. This document contains:

- a five year forecast of operating expenses and projected revenue;
- a summary of the *key budget issues* to provide Council information in budget preparation

## ***Draft Policy Budget***

# The Budget Process

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## ***City Manager's Proposed Budget***

The City Manager is required by the City Charter to present proposed operating and capital budgets to the City Council at least 30 days prior to the beginning of the City's fiscal year, which begins October 1. The proposed budget contains a detailed allocation of projected revenues and expenditures for the entire City's various funds and a summary of the City's debt position. The Manager also includes a transmittal letter, which outlines the essential elements of the financial plan.

## ***Communications Plan***

An extensive communications plan is implemented each year to inform the public on the policy issues and the proposed resource allocation that are a part of the budget process. This process includes:

- televised coverage of Council worksessions on:
  - ◆ Financial Forecast
  - ◆ Draft Policy Budget (Budget Retreats in fiscal 2002-03)
  - ◆ operating budgets for individual departments
- public hearings
- presentations to advisory boards and commissions
- distribution of summary documents
- access to all budget documents through the Austin Public Library system
- public access television
- internet access to the Policy Budget as well as program and activity pages with performance information for all City departments at <http://www.ci.austin.tx.us/budget/>

## ***Proposed Budget***

Both the proposed and adopted budget documents are published in the following volumes:

- ***Policy Budget***—Summarizes the City's financial structure, explains where we get our money and what we do with it in a narrative and graphic format. It also includes a financial summary of all City funds and comparative information on revenue, expenditures and fund balance for all budgeted funds. The remainder of the budget volumes are categorized by the services provided.
- ***Volume I***—Includes detailed information on the revenue and expenditures of departments in the following categories: Infrastructure and Public Safety.
- ***Volume II***—Includes detailed information on the revenue and expenditures of departments in the following categories: Health and Human Services, Recreation and Culture and Housing.
- ***Volume III***— Includes detailed information on the revenue and expenditures of departments in the following categories: Support Services and grants and trust.
- ***Volume IV***—Includes detailed information on the revenue and expenditures of the City's utilities and major enterprises, other funds, debt service and the capital budget.
- ***Supporting Documents***—Contains the Council approved City Financial Policies, a summary schedule of capital outlay, property tax information, a list of fees and charges and the ordinances necessary for adoption and implementation of the budget.

# The Budget Process

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A draft budget summary is presented to Council in June to provide a preview of the resource allocation and to outline major policy issues, as well as service needs. This document is intended to facilitate community input in the budget process as decisions are being made. Council review and discussion provides additional direction in the preparation of the budget. It is also reviewed by the City's advisory boards and commissions who provide input in the decision process based on their working knowledge in specific service areas.

# Economic Outlook — 2002-2003

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## SUMMARY

While trends in measures of both the local and national economy such as employment and GDP have begun to improve in recent months, the sharp decline in the Dow, Nasdaq, and broader market indices could have several negative effects. Perhaps the biggest concern is the impact on consumer confidence; just as the “wealth effect” boosted consumer spending while the market was on the rise, the loss of value in many portfolios could undermine retail spending, especially on discretionary items.

The national economy shows some signs of recovery, although the sharp rise in first quarter GDP is driven largely by a one-time inventory adjustment, government spending, and consumer activity that reflect record levels of debt. Nevertheless, the U.S. should average 1.7 percent growth over the next three quarters, putting 2002 GDP growth at 2.7 percent. This is also the range for the next five years, as increased productivity is offset to some degree by slower labor force growth.

In Austin, the economy is suffering from a sharp downward turn in the economy preceded by extraordinary growth from 1995-2000; however, some national recovery should help 2002 job totals finish slightly above 2001 figures. Recovery of the local tourism industry after the attacks of September 11th, the resumption of local venture investment, and stabilization in the local production sector should allow growth in MSA jobs to increase 2.4 percent annually from 2002 through 2006, while personal income will rise 6.3 percent annually over the same period. These rates are much below the recent past; however, they do reflect reasonable expansion.

## THE NATIONAL ECONOMY

While the terrorist attacks sharpened concerns about the national economy, the slowdown had been evident for some time. Indeed, the National Bureau of Economic Research (the official arbiter of changes in the U.S. business cycle) declared that recession had actually begun in March 2001. Given that the technical definition of recession is two consecutive quarters of declining growth, the recovery in GDP for fourth quarter 2001 and first quarter 2002 suggests that the national economy has begun to recover, although the pace, timing, and duration remains uncertain.

### **GDP Growth (Seasonally Adjusted at annual rates)**

	1 <sup>ST</sup> QUARTER	2 <sup>ND</sup> QUARTER	3 <sup>RD</sup> QUARTER	4 <sup>TH</sup> QUARTER
1999	3.1%	1.7%	4.7%	8.3%
2000	2.3%	5.7%	1.3%	1.9%
2001	1.3%	0.3%	-1.3%	1.7%
2002	5.8%			

### ***The National Economy Appears to be Emerging From Recession***

GDP (Gross Domestic Product) rose by 5.8 percent during the first quarter, on the heels of 1.7 percent growth during fourth quarter 2001. However, unusual factors contributed to growth being positive in both quarters. During the fourth quarter, government spending accounted for the entire overall gain in the economy. Data from the first quarter indicates that the government continued to help bolster GDP growth, along with a large adjustment in inventories. The following provides more detail.

## Economic Outlook — 2002-2003

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### Percentage Point Contributions to GDP Growth

CATEGORIES OF ACTIVITY	4Q-01	1Q-02
<b>Personal Consumption Expenditures</b>	4.1	2.5
Inventories	-2.2	3.1
Residential Investment	-0.2	0.7
Other Nonresidential Investment	-1.8	-0.7
Net Exports	-0.1	-1.2
Government	1.7	1.4
<b>TOTAL GDP GROWTH</b>	<b>1.7</b>	<b>5.8</b>

### ***But Business Investment Remains Below the Pace of Recent Years***

While the pace of inventory liquidation quickened, business investment continues to be very sluggish. Corporate profits are the key; with profit levels sharply reduced, businesses are hesitant to invest due to uncertainty about their market prospects over the near term. This hesitancy is also evident in the labor market, where hiring has yet to pick up.

### Nonresidential Investment Growth (Seasonally Adjusted at annual rates)

	1 <sup>ST</sup> QUARTER	2 <sup>ND</sup> QUARTER	3 <sup>RD</sup> QUARTER	4 <sup>TH</sup> QUARTER
1999	6.0	7.7	10.2	5.8
2000	15.8	12.2	7.1	1.0
2001	-0.2	-14.6	-8.5	-13.8
2002	-5.7			

### ***Consumer Spending Has Also Fallen Off, and Consumer Confidence is Shaky***

Consumer spending has been supporting the national economy during the slowdown, as shoppers have been willing to take advantage of aggressive pricing, lower interest rates, and available consumer debt to maintain purchasing patterns. This trend may soon run its course, especially if the labor market remains soft and interest rates rise. The recent drop in consumer confidence is worrisome, as it indicates that consumer sentiment has leveled off in the same range as the recessionary period last summer.

### Personal Consumption Expenditure Growth (Seasonally Adjusted at annual rates)

	1 <sup>ST</sup> QUARTER	2 <sup>ND</sup> QUARTER	3 <sup>RD</sup> QUARTER	4 <sup>TH</sup> QUARTER
1999	4.9%	5.7%	4.4%	5.7%
2000	5.9%	3.6%	4.3%	3.1%
2001	3.0%	2.5%	1.0%	6.1%
2002	3.5%			

# Economic Outlook — 2002-2003

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## ***Inflation Remains Under Control***

Concerns about inflation have largely evaporated with the slowdown in the economy, although the crisis in the Middle East has caused volatility in energy prices. There is little indication of inflation being a problem in the near future.

### **Consumer Price Index Growth (Annual Change)**

	<i>1<sup>ST</sup> QUARTER</i>	<i>2<sup>ND</sup> QUARTER</i>	<i>3<sup>RD</sup> QUARTER</i>	<i>4<sup>TH</sup> QUARTER</i>
1999	1.7%	2.1%	2.3%	2.6%
2000	3.2%	3.3%	3.5%	3.4%
2001	3.4%	3.4%	2.7%	1.9%
2002	1.3%			

## ***Monetary and Fiscal Policy Are Aimed Squarely at Stimulus***

The slowing economy has been of concern to the Federal Reserve Bank for some time, as interest rates have been cut eleven times over the past year. Currently, benchmark rates are at their lowest level in forty years, although the bias at this stage is toward tightening. While this reduced cost of money will continue to help stimulate the economy (lower mortgage rates, for example, are already helping), its effect will be blunted to some degree by tightening credit standards in the wake of the recession. The events of September 11<sup>th</sup> changed the near-term focus in Washington from balanced budgets to stimulating the economy in order to mitigate recession.

## ***The National Forecast is More Moderate Economic Growth for the Balance of 2002, with Growth Returning to Historic Trends Over the Next Four Years***

Job losses, slowing consumer spending, and lower corporate profit levels are all indications of ongoing sluggishness in the U.S. economy. However, there is still some stimulus in the pipeline, as the impact of the Fed's aggressive easing and the injection from increased government spending has not been fully felt. In combination with a modest pickup in business activity, the fact that the results for the balance of the year will be measured against a reduced base should allow the economy to grow an average of 1.7 percent for the next three quarters, creating overall growth this year of 2.7 percent.

Over the next four years, GDP should continue to expand in the 2.5 to 3 percent range annually, as the economy's potential growth of 3.5 to 4 percent per year (based in part on enhanced productivity associated with information technology) is tempered by slower labor force growth.

## **THE LOCAL ECONOMY**

The economy of the Austin metropolitan area has ground to a virtual halt after growing at impressive rates over the last decade of the 20<sup>th</sup> Century. Recent problems have been well-documented, as the slowing national economy (exacerbated by September 11<sup>th</sup>) and the downturn in traditional technology in particular have led to a significant level of local job loss. Meanwhile, the demise of much of the dot.com sector (which had wide-ranging effects on employment and consumer confidence), stock market volatility (which in turn muted the wealth effect on consumer spending along with reducing collateral for additional investment), and a heightened worldwide competitive environment have all combined to further curtail growth.

## Economic Outlook — 2002-2003

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The national economy is the key to the short-term outlook for Austin. In addition to the obvious connection to the bulk of the local tech sector, local consumer confidence is influenced by the overall national situation and outlook. Moreover, venture capital investment has had a significant impact on Austin in recent years; the weakness in the national economy is a contributing factor to billions of locally-controlled venture funds currently sitting on the sidelines. Assuming that the U.S. continues its modest recovery, Austin-area job growth should turn positive within the next few months, finishing the year up about 0.4 percent from 2001. However, the bulk of the net new jobs will be in the secondary sectors of services, trade, and government, as it may well be some time before local manufacturing returns to its 2000 peak.

### Aggregate Measures of the Austin Area Economy

	2000	2001	2002	2003	2004	2005	2006
MSA Employment (000s)	672.7	675.6	676.6	693.0	711.3	728.2	743.9
City Employment (000s)	382.5	382.9	383.5	388.8	395.1	400.4	405.0
County Population (000s)	818.8	833.8	846.9	860.6	875.0	890.1	905.4
County Personal Income (Billions)	\$32.1	\$32.7	\$33.7	\$35.8	\$38.0	\$40.4	\$43.0

Over the next five years, growth in the Austin region should begin to accelerate, although expansion likely will not be as rapid as 1997-2001. After growing at a compound annual rate of 4.5 percent from 1997-2001, the Austin MSA job base should expand at a rate of 2.4 percent from 2002 through 2006. Similarly, Travis County personal income rose an astonishing 13.2 percent annually from 1997-2001, while its forecasted growth will fall to 6.3 percent annually from 2002 through 2006. The national economy remains the single most important determinant of Austin's economic outlook. Other key factors that will help shape the course of the economy include:

- *Some improvement in traditional technology, especially semiconductors and for Dell.* While significant job gains in either of these areas is unlikely, stronger market prospects will at least help maintain current job levels.
- *Resumption of venture investment.* As mentioned above, there is a substantial amount of venture capital controlled by Austin firms that is waiting to be invested (here or elsewhere). If at least some of this money begins to flow through the local economy, the ripple effects will have a very positive impact.
- *Growth in activity related to research and development and creative industries.* Both are areas of comparative advantage where Austin has yet to realize its full potential.
- The above would not only serve to help raise local incomes (and, by extension, purchasing power) in the short run, but would also improve consumer confidence, further stimulating the economy. In the long run, increased wealth also facilitates a rise in local investment, as assets become collateral.

## Economic Outlook — 2002-2003

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### Austin MSA Employment by Sector (000s)

	2000	2001	2002	2003	2004	2005	2006
Mining	1.5	1.7	1.8	1.9	2.0	2.0	2.1
Construction	39.1	40.3	39.6	38.8	40.1	41.4	42.4
Non-durable Manufacturing	13.9	13.4	13.0	13.4	13.8	14.1	14.4
Durable Manufacturing	71.2	65.9	59.3	61.1	62.9	64.3	65.5
Wholesale Trade	38.7	38.5	37.5	38.4	39.5	40.5	41.4
Retail Trade	114.5	116.4	117.5	121.0	124.4	127.5	130.4
Finance/Real Estate	33.5	34.2	34.2	34.4	34.7	35.2	35.7
Transportation/Utilities	21.6	21.5	20.7	21.2	21.8	22.4	23.1
Services	201.9	203.3	205.6	212.4	218.7	224.6	230.0
Government	136.8	140.5	147.5	150.4	153.3	156.1	158.9
TOTAL	672.7	675.6	676.6	693.0	711.3	728.2	743.9

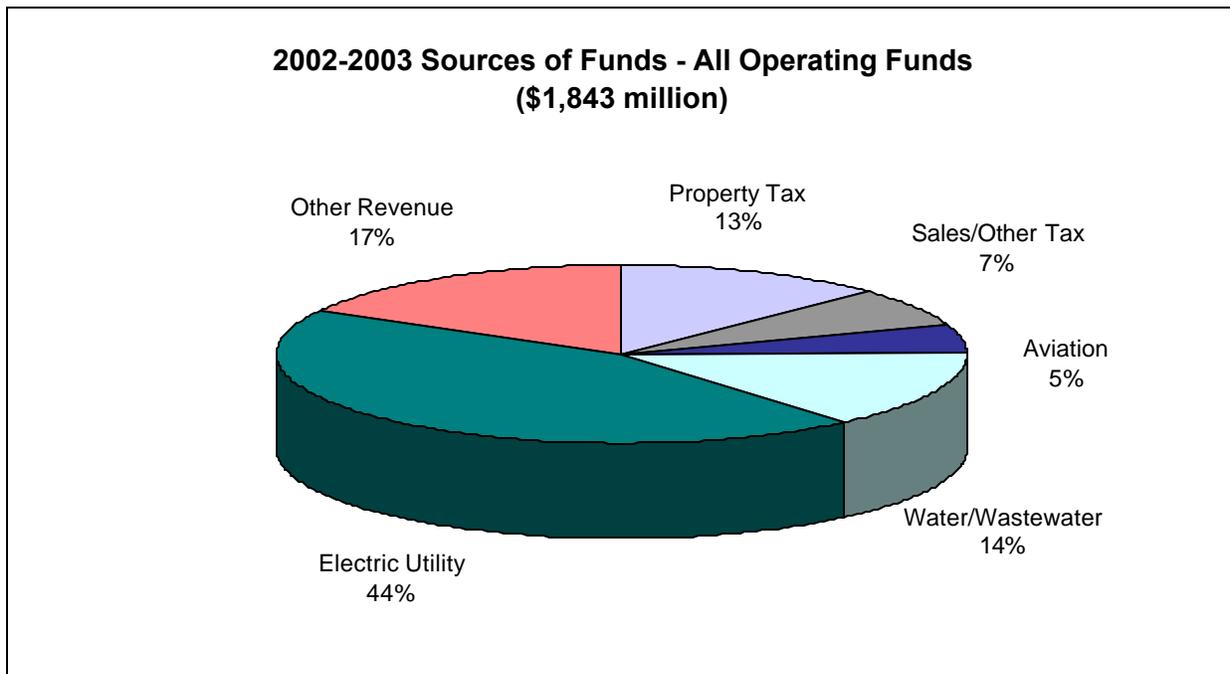
# Overview — 2002-2003

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## City at a glance:

The City Budget has two primary components: the Operating Budget which encompasses daily activities and the Capital Budget which includes major improvement projects. This volume of the Budget, the Policy Budget, is intended to summarize the entire City operation. More detailed information on each aspect of that operation is found in the other budget volumes. At the end of each section in this document are references which offer guidance to obtain additional detail. The Operating Budget is presented first, followed by the Capital Budget and related debt service is presented at the end of this volume.

## Where does the money come from:



Source: City of Austin Financial Services Department

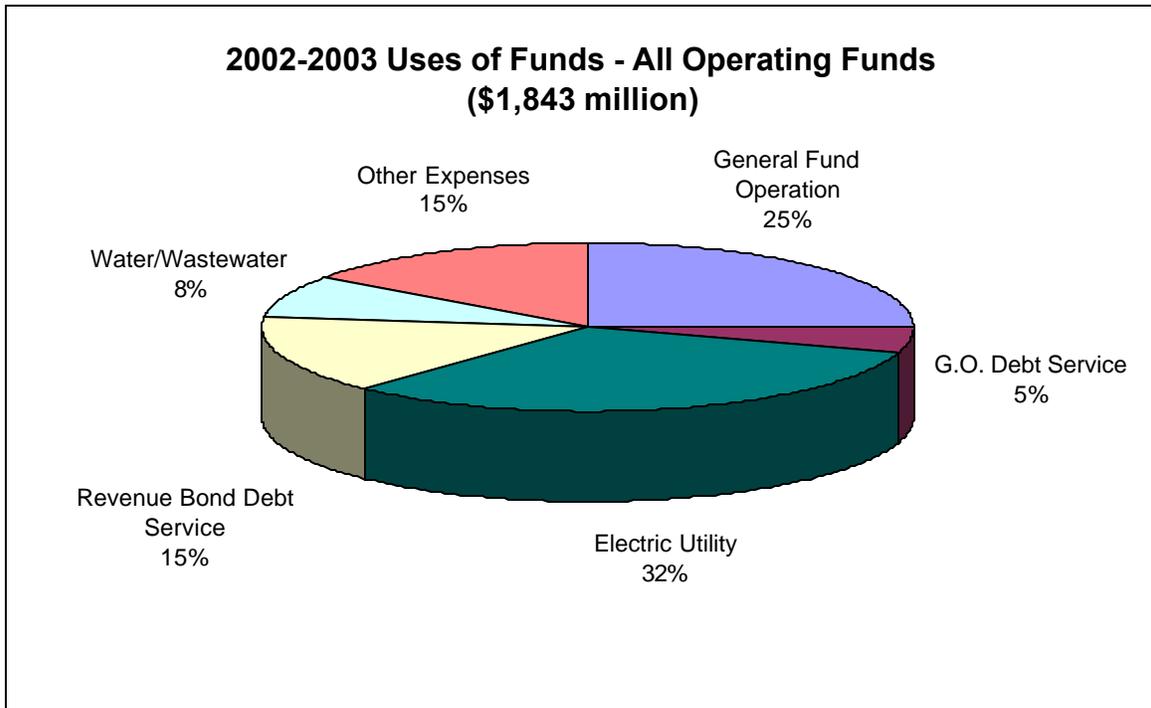
Austin prides itself on being a unique place to live and work. The City of Austin is a unique municipal operation because of its multi-faceted revenue sources that reflect the many businesses that make up the City corporation. Although most citizens associate property taxes with city government, as a revenue source for the City of Austin property taxes account for only 13% of total revenue. The various utilities which the City operates as enterprise funds, electric, water, wastewater as well as airport make up 63% of our projected \$1.8 billion in revenue. Other revenue includes solid waste and drainage utility charges, convention center and hotel/motel tax revenue.

# Overview — 2002-2003

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## Where does the money go:

Our Operating Budget is divided into funds for fiscal and accounting purposes. The following chart gives a broad overview of the major categories of expenditures.



Source: City of Austin Financial Services Department

It is evident from the Uses of Funds chart that the City's enterprises, which contribute most of our revenue, also account for most of the expenditures. Electric Utility accounts for 32% of the 2002-2003 Budget and Water & Wastewater Utility accounts for 8%. The functions that most people associate with City government, services like police, fire, parks and libraries, are included in the General Fund.

Further detail on each of these categories may be found in subsequent pages of this document.

# **Summary of All City Funds — 2002-2003**

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## **Purpose and Nature of Fund**

The Summary of All City Funds presents consolidated information on the financial position of thirty four operating funds and seven debt service funds. While each fund is a separate accounting entity and is detailed in its own fund summary, the all-funds exhibit presents total funding sources, total uses of funds, excesses or deficiency of sources over uses, and beginning and ending balances by funds. Interfund transfers are subtracted from the all-funds total to avoid double counting.

## **Factors Affecting Funding**

Available sources for all City Funds are budgeted at \$1,806 million (after adjusting for interfund transfers). This reflects a 2.6% decrease from the 2001-2002 Amended Budget. General Fund revenue in the Approved Budget increased approximately 1.6% compared to the 2001-2002 Amended Budget.

## **Factors Affecting Requirements**

Requirements for all City Funds are budgeted at a net total of \$1,843 million for 2002-2003. This figure reflects a 3.5% decrease from the 2001-2002 Amended Budget. Operating requirements decreased for the Community Events Center, the Convention Center, Mueller Disposition, Solid Waste Services and the Hospital Fund. Operating requirements increased for the General Fund, the Austin Energy Fund, the Water and Wastewater Utility Fund and the General Obligation (G.O.) Debt Service Fund.

## **Other**

The data presented in the Summary of All City Funds is displayed for comparison purpose only. The detailed fund summaries and the narratives for each fund provide additional information on the revenue and expenditures.

**SUMMARY OF ALL CITY FUNDS  
(000's)**

	2000-01 <u>ACTUAL</u>	2001-02 <u>AMENDED</u>	2001-02 <u>ESTIMATED</u>	2002-03 <u>PROPOSED</u>	2002-03 <u>APPROVED</u>
<b><u>BEGINNING BALANCES:</u></b>					
<b>OPERATING FUNDS</b>					
General Fund	15,049	22,355	24,709	34,245	34,245
Airport Capital Fund	15,485	15,607	34,548	26,144	26,144
Airport Fund	1,640	0	523	0	0
Austin Energy Fund	106,577	107,998	107,998	101,537	101,537
Child Safety Fund	395	248	287	115	115
Convention Center All Funds Combined	32,997	14,776	18,152	12,335	12,335
Cultural Arts Fund	660	669	719	(288)	(288)
Drainage Utility Fund	2,217	1,753	2,785	1,352	1,352
EMS Travis County Reimbursed	159	250	152	0	0
Federally Qualified Health Centers Fund	627	871	1,643	1,737	1,737
FQHC-David Powell Clinic Fund	0	0	0	0	0
Health & Human Svcs Travis County Reimbursement	24	111	54	0	0
Primary Care Travis County Reimbursement	0	0	0	0	0
Hospital Fund	34,591	33,646	35,201	0	0
Hotel/Motel Bed Tax Fund	0	0	0	0	0
Liability Reserve Fund	(582)	(882)	(1,220)	(883)	(883)
Mueller Airport Disposition Fund	1,672	1,791	2,626	1,693	1,693
Municipal Court Security Fund	216	302	362	225	225
Municipal Court Technology Fund	481	749	840	1,155	1,155
One Texas Center	(362)	(659)	(555)	(122)	(122)
PARD Enterprise, Golf	486	237	482	603	603
PARD Enterprise, Softball	41	11	57	137	137
PARD Enterprise, Recreation Programs	503	6	19	26	26
Public Works Capital Projects Management Fund	1,881	2,787	2,787	1,812	1,812
Solid Waste Services Fund	9,893	5,785	5,454	4,930	4,930
Solid Waste Services Landfill Closure and Post-Closure Care Fur	0	0	0	0	0
Tourism and Promotion Fund	1,374	1,151	1,089	997	598
Transportation Fund	2,101	877	1,566	2,225	2,225
Water and Wastewater Utility Fund	42,322	32,494	29,064	28,090	28,090
Workers' Compensation Fund	68	1,519	1,518	1,679	1,679
Debt Management	221,753	185,514	185,514	181,073	181,073
<b>TOTAL OPERATING FUNDS</b>	<b>492,270</b>	<b>429,964</b>	<b>456,371</b>	<b>400,816</b>	<b>400,417</b>
<b>DEBT RETIREMENT FUNDS</b>					
General Obligation Bond Debt Service Fund	9,756	9,333	16,467	13,696	13,696
HUD Section 108 Loans Debt Service Fund	0	0	0	0	0
Utility Revenue Bond Debt Service Fund	103,732	115,285	116,750	108,813	108,813
Airport Revenue Bond Debt Service Fund	8,977	11,391	11,391	13,408	13,408
Airport Variable Rate Revenue Notes Fund	442	453	393	442	442
Hotel/Motel Tax Revenue Bond Debt Service Fund	5,067	5,137	5,134	5,221	5,221
Town Lake Park Venue Project Bond Debt Service Fund	608	607	607	607	607
<b>TOTAL DEBT RETIREMENT FUNDS</b>	<b>128,582</b>	<b>142,205</b>	<b>150,742</b>	<b>142,188</b>	<b>142,188</b>
<b>TOTAL BEGINNING BALANCES</b>	<b>620,852</b>	<b>572,169</b>	<b>607,113</b>	<b>543,004</b>	<b>542,604</b>

**SUMMARY OF ALL CITY FUNDS**  
(000's)

	2000-01 <u>ACTUAL</u>	2001-02 <u>AMENDED</u>	2001-02 <u>ESTIMATED</u>	2002-03 <u>PROPOSED</u>	2002-03 <u>APPROVED</u>
<b><u>REVENUE AND TRANSFERS IN:</u></b>					
<b>OPERATING FUNDS</b>					
General Fund	435,512	448,813	437,960	455,389	455,860
Airport Capital Fund	34,846	25,921	11,177	13,055	13,055
Airport Fund	70,369	83,078	69,332	75,338	75,338
Austin Energy Fund	871,837	837,746	778,651	815,409	815,409
Child Safety Fund	1,439	1,524	1,413	1,483	1,483
Convention Center All Funds Combined	41,285	40,578	33,297	37,442	37,442
Cultural Arts Fund	3,705	3,664	2,906	3,059	3,059
Drainage Utility Fund	27,457	28,201	27,148	32,634	32,634
EMS Travis County Reimbursed	6,089	7,323	7,323	7,971	7,971
Federally Qualified Health Centers Fund	19,253	19,057	16,999	19,255	19,255
FQHC-David Powell Clinic Fund	0	0	0	734	734
Health & Human Svcs Travis County Reimbursement	2,503	3,739	3,095	2,886	2,886
Primary Care Travis County Reimbursement	1,986	2,171	1,846	2,288	2,288
Hospital Fund	11,604	10,775	13,837	519	519
Hotel/Motel Bed Tax Fund	31,145	30,979	24,783	26,047	26,047
Liability Reserve Fund	4,000	4,000	4,080	4,510	4,510
Mueller Airport Disposition Fund	4,195	0	0	0	0
Municipal Court Security Fund	475	452	444	473	473
Municipal Court Technology Fund	593	574	571	589	589
One Texas Center Fund	2,223	1,869	1,834	1,817	1,817
PARD Enterprise, Golf	6,298	7,605	6,738	7,227	7,227
PARD Enterprise, Softball	890	1,131	925	1,036	1,036
PARD Enterprise, Recreation Programs	2,919	3,203	3,133	3,392	3,392
Public Works Capital Projects Management Fund	18,327	17,823	17,211	18,554	18,554
Solid Waste Services Fund	38,785	40,260	39,960	40,585	40,585
Solid Waste Services Landfill Closure and Post-Closure Care Fur	270	279	279	1,250	1,250
Tourism and Promotion Fund	5,210	5,181	4,170	4,372	4,372
Transportation Fund	19,250	20,571	20,297	20,571	20,571
Water and Wastewater Utility Fund	226,802	282,659	276,566	267,161	267,161
Workers' Compensation Fund	9,125	9,537	9,537	11,084	11,084
Debt Management	0	7,609	7,609	0	0
<b>TOTAL OPERATING FUNDS</b>	<b>1,898,393</b>	<b>1,946,324</b>	<b>1,823,121</b>	<b>1,876,131</b>	<b>1,876,602</b>
<b>DEBT RETIREMENT FUNDS</b>					
General Obligation Bond Debt Service Fund	89,345	90,373	89,166	99,223	99,223
HUD Section 108 Loans Debt Service Fund	922	1,273	1,301	1,768	1,768
Utility Revenue Bond Debt Service Fund	246,745	246,295	247,000	249,159	249,159
Airport Revenue Bond Debt Service Fund	25,195	27,972	27,972	29,330	29,330
Airport Variable Rate Revenue Notes Fund	924	1,396	562	1,257	1,257
Hotel/Motel Tax Revenue Bond Debt Service Fund	14,363	14,377	14,377	15,462	15,462
Town Lake Park Venue Project Bond Debt Service Fund	2,426	2,427	2,427	2,690	2,690
<b>TOTAL DEBT RETIREMENT FUNDS</b>	<b>379,920</b>	<b>384,112</b>	<b>382,805</b>	<b>398,887</b>	<b>398,887</b>
<b>TOTAL APPROPRIATED FUNDS</b>	<b>2,278,312</b>	<b>2,330,436</b>	<b>2,205,926</b>	<b>2,275,018</b>	<b>2,275,489</b>
<b>LESS: INTER-FUND TRANSFERS</b>	<b>(449,368)</b>	<b>(475,448)</b>	<b>(457,910)</b>	<b>(469,109)</b>	<b>(469,109)</b>
<b>NET APPROPRIATED FUNDS</b>	<b>1,828,944</b>	<b>1,854,988</b>	<b>1,748,016</b>	<b>1,805,910</b>	<b>1,806,381</b>

**SUMMARY OF ALL CITY FUNDS**  
(000's)

	2000-01 <u>ACTUAL</u>	2001-02 <u>AMENDED</u>	2001-02 <u>ESTIMATED</u>	2002-03 <u>PROPOSED</u>	2002-03 <u>APPROVED</u>
<b><u>EXPENDITURES AND TRANSFERS OUT:</u></b>					
<b>OPERATING FUNDS</b>					
General Fund	425,852	470,885	429,324	476,616	476,616
Airport Capital Fund	15,783	20,588	19,581	17,332	17,332
Airport Fund	71,486	83,078	69,855	75,338	75,338
Austin Energy Fund	870,416	848,838	785,112	829,139	830,869
Child Safety Fund	1,547	1,704	1,585	1,511	1,511
Convention Center All Funds Combined	54,879	46,953	39,114	44,205	44,205
Cultural Arts Fund	3,647	3,954	3,912	2,465	2,625
Drainage Utility Fund	26,890	28,758	28,581	32,447	32,447
EMS Travis County Reimbursed	6,096	7,494	7,475	7,971	7,971
Federally Qualified Health Centers Fund	18,237	18,801	16,905	19,021	19,021
FQHC-David Powell Clinic Fund	0	0	0	734	734
Health & Human Svcs Travis County Reimbursement	2,473	3,739	3,149	2,886	2,886
Primary Care Travis County Reimbursement	1,986	2,171	1,846	2,288	2,288
Hospital Fund	10,994	10,236	10,236	519	519
Hotel/Motel Bed Tax Fund	31,145	30,979	24,783	26,047	26,047
Liability Reserve Fund	4,638	3,743	3,743	4,500	4,500
Mueller Airport Disposition Fund	3,241	1,987	933	1,400	1,400
Municipal Court Security Fund	329	656	581	609	609
Municipal Court Technology Fund	235	693	255	1,657	1,657
One Texas Center	2,417	1,867	1,400	690	690
PARD Enterprise, Golf	6,301	7,459	6,617	7,181	7,181
PARD Enterprise, Softball	874	1,060	845	955	955
PARD Enterprise, Recreation Programs	3,403	3,202	3,126	3,347	3,347
Public Works Capital Projects Management Fund	17,492	19,923	18,186	19,967	19,967
Solid Waste Services Fund	43,225	40,484	40,484	42,205	42,205
Solid Waste Services Landfill Closure and Post-Closure Care Fur	270	279	279	1,214	1,214
Tourism and Promotion Fund	5,495	5,260	4,661	4,957	4,970
Transportation Fund	19,786	21,068	19,638	21,683	21,683
Water and Wastewater Utility Fund	240,060	283,363	277,540	258,529	258,529
Workers' Compensation Fund	7,675	9,376	9,376	10,757	10,757
Debt Management	36,239	12,200	12,050	10,000	10,000
<b>TOTAL OPERATING FUNDS</b>	<b>1,933,112</b>	<b>1,990,799</b>	<b>1,841,174</b>	<b>1,928,173</b>	<b>1,930,076</b>
<b>DEBT RETIREMENT FUNDS</b>					
General Obligation Bond Debt Service Fund	82,634	92,241	91,937	102,653	102,653
HUD Section 108 Loans Debt Service Fund	922	1,273	1,301	1,768	1,768
Utility Revenue Bond Debt Service Fund	233,727	255,969	254,937	231,186	231,186
Airport Revenue Bond Debt Service Fund	22,781	25,955	25,955	28,084	28,084
Airport Variable Rate Revenue Notes Fund	973	1,396	513	1,257	1,257
Hotel/Motel Tax Revenue Bond Debt Service Fund	14,295	14,291	14,289	14,297	14,297
Town Lake Park Venue Project Bond Debt Service Fund	2,427	2,427	2,427	2,427	2,427
<b>TOTAL DEBT RETIREMENT FUNDS</b>	<b>357,760</b>	<b>393,553</b>	<b>391,359</b>	<b>381,671</b>	<b>381,671</b>
<b>TOTAL APPROPRIATED FUNDS</b>	<b>2,290,872</b>	<b>2,384,352</b>	<b>2,232,533</b>	<b>2,309,844</b>	<b>2,311,747</b>
<b>LESS: INTER-FUND TRANSFERS</b>	<b>(449,368)</b>	<b>(475,448)</b>	<b>(457,910)</b>	<b>(469,109)</b>	<b>(469,109)</b>
<b>NET EXPENDITURES</b>	<b>1,841,504</b>	<b>1,908,904</b>	<b>1,774,623</b>	<b>1,840,736</b>	<b>1,842,639</b>

Note: Requirements do not include residual equity transfers.

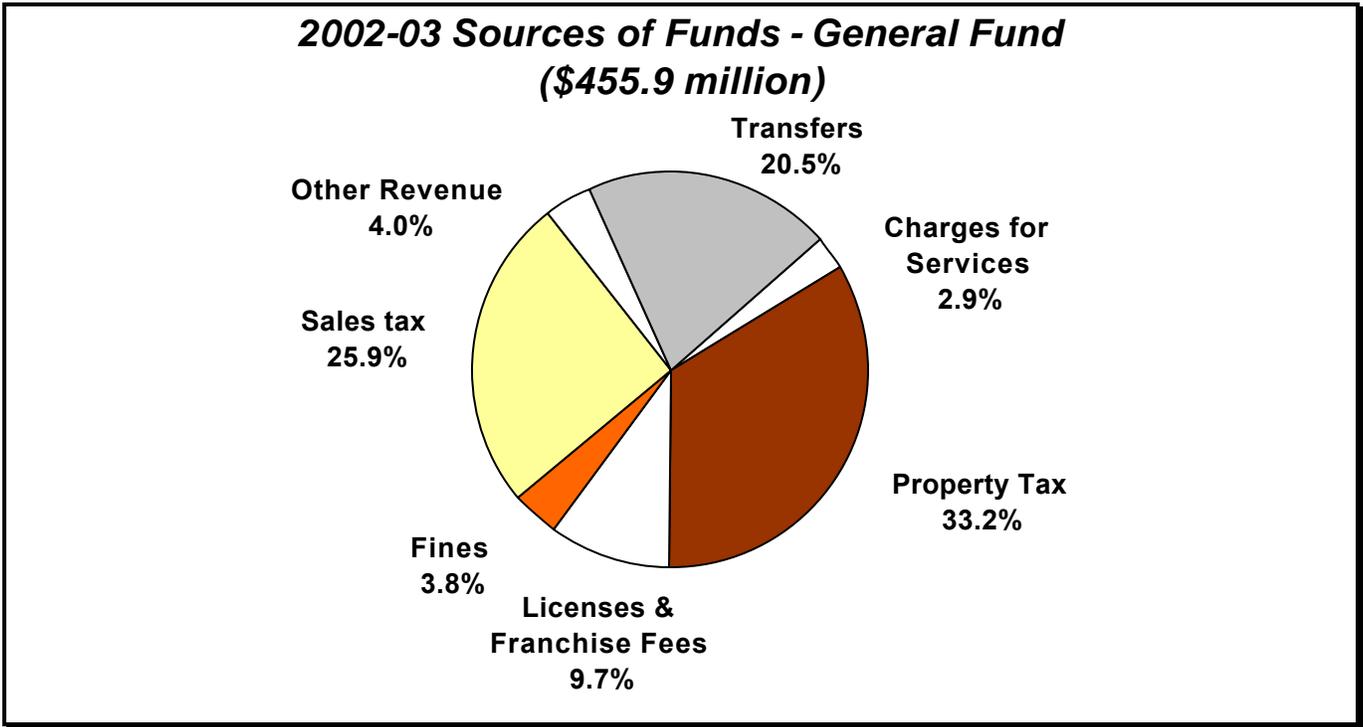
**SUMMARY OF ALL CITY FUNDS  
(000's)**

	2000-01 <u>ACTUAL</u>	2001-02 <u>AMENDED</u>	2001-02 <u>ESTIMATED</u>	2002-03 <u>PROPOSED</u>	2002-03 <u>APPROVED</u>
<b>EXCESS (DEFICIENCY) OF REVENUE, TRANSFERS IN AND OTHER SOURCES <u>OVER EXPENDITURES AND TRANSFERS OUT:</u></b>					
<b>OPERATING FUNDS</b>					
General Fund	9,660	(22,071)	8,636	(21,227)	(20,756)
Airport Capital Fund	19,063	5,333	(8,404)	(4,277)	(4,277)
Airport Fund	(1,117)	0	(523)	0	0
Austin Energy Fund	1,421	(11,092)	(6,462)	(13,730)	(15,460)
Child Safety Fund	(108)	(180)	(172)	(28)	(28)
Convention Center All Funds Combined	(13,593)	(6,376)	(5,817)	(6,763)	(6,763)
Cultural Arts Fund	59	(289)	(1,006)	594	434
Drainage Utility Fund	568	(557)	(1,433)	187	187
EMS Travis County Reimbursed	(7)	(171)	(152)	0	0
Federally Qualified Health Centers Fund	1,016	256	94	234	234
FQHC-David Powell Clinic Fund	0	0	0	0	
Health & Human Svcs Travis County Reimbursement	30	0	(54)	0	0
Primary Care Travis County Reimbursement	0	0	0	0	
Hospital Fund	610	539	3,601	0	0
Hotel/Motel Bed Tax Fund	0	0	0	0	0
Liability Reserve Fund	(638)	257	337	10	10
Mueller Airport Disposition Fund	954	(1,987)	(933)	(1,400)	(1,400)
Municipal Court Security Fund	146	(204)	(137)	(136)	(136)
Municipal Court Technology Fund	358	(120)	316	(1,068)	(1,068)
One Texas Center	(194)	2	434	1,127	1,127
PARD Enterprise, Golf	(4)	146	121	46	46
PARD Enterprise, Softball	16	71	80	80	80
PARD Enterprise, Recreation Programs	(484)	1	7	44	44
Public Works Capital Projects Management Fund	834	(2,100)	(975)	(1,413)	(1,413)
Solid Waste Services Fund	(4,439)	(224)	(524)	(1,620)	(1,620)
Solid Waste Services Landfill Closure and Post-Closure Care Fur	0	0	0	36	36
Tourism and Promotion Fund	(285)	(79)	(491)	(585)	(598)
Transportation Fund	(535)	(497)	659	(1,112)	(1,112)
Water and Wastewater Utility Fund	(13,258)	(704)	(974)	8,632	8,632
Workers' Compensation Fund	1,450	161	161	326	326
Debt Management	(36,239)	(4,591)	(4,441)	(10,000)	(10,000)
<b>TOTAL OPERATING FUNDS</b>	<b>(79,194)</b>	<b>(44,475)</b>	<b>(18,053)</b>	<b>(52,042)</b>	<b>(53,474)</b>
<b>DEBT RETIREMENT FUNDS</b>					
General Obligation Bond Debt Service Fund	6,710	(1,869)	(2,771)	(3,431)	(3,431)
HUD Section 108 Loans Debt Service Fund	0	0	0	0	0
Utility Revenue Bond Debt Service Fund	13,018	(9,675)	(7,937)	17,973	17,973
Airport Revenue Bond Debt Service Fund	2,414	2,017	2,017	1,246	1,246
Airport Variable Rate Revenue Notes Fund	(49)	0	49	0	0
Hotel/Motel Tax Revenue Bond Debt Service Fund	67	85	87	1,165	1,165
Town Lake Park Venue Project Bond Debt Service Fund	(1)	0	0	263	263
<b>TOTAL DEBT RETIREMENT FUNDS</b>	<b>22,160</b>	<b>(9,441)</b>	<b>(8,554)</b>	<b>17,216</b>	<b>17,216</b>
<b>TOTAL EXCESS (DEFICIENCY) OF APPROPRIATED FUNDS OVER EXPENDITURES</b>	<b>(57,034)</b>	<b>(53,916)</b>	<b>(26,607)</b>	<b>(34,826)</b>	<b>(36,258)</b>

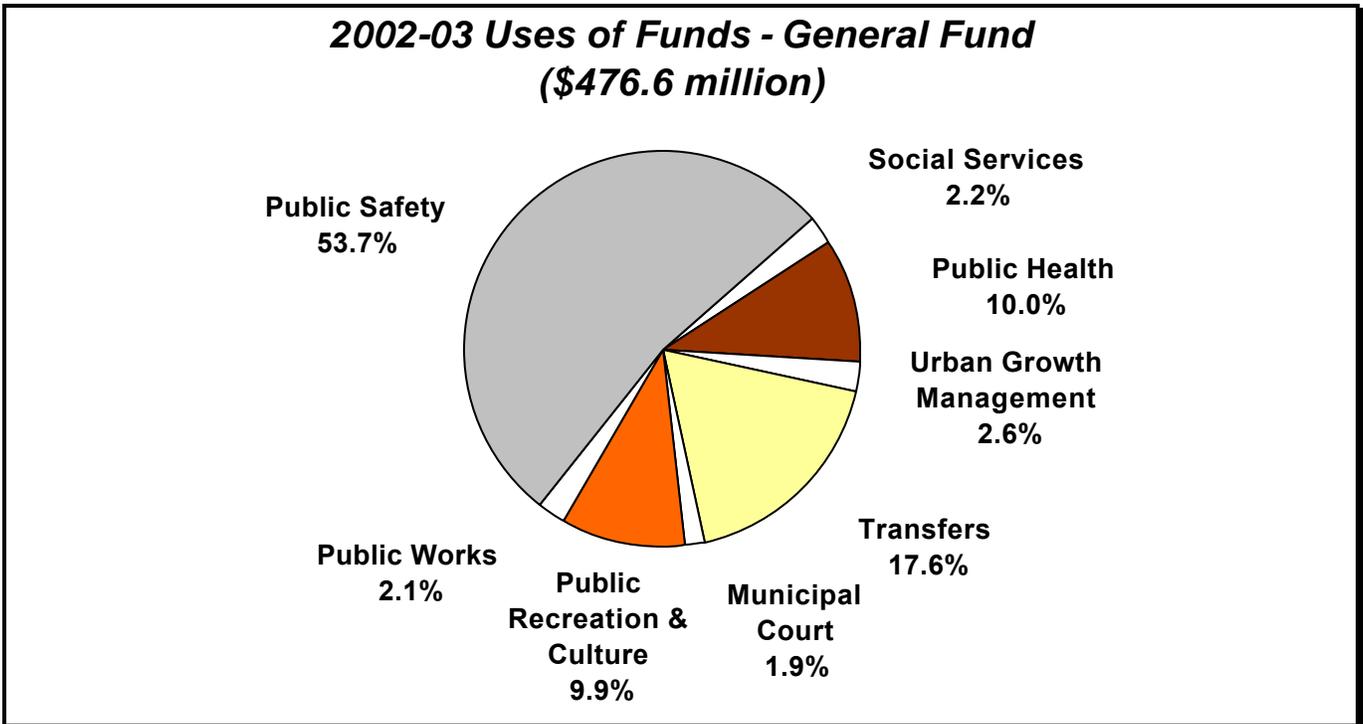
**SUMMARY OF ALL CITY FUNDS  
(000's)**

	<u>2000-01 ACTUAL</u>	<u>2001-02 AMENDED</u>	<u>2001-02 ESTIMATED</u>	<u>2002-03 PROPOSED</u>	<u>2002-03 APPROVED</u>
<b><u>ENDING BALANCES AND RESERVES:</u></b>					
<b>OPERATING FUNDS</b>					
General Fund	24,709	284	33,345	13,018	13,489
Airport Capital Fund	34,548	20,940	26,144	21,867	21,867
Airport Fund	523	0	0	0	0
Austin Energy Fund	107,998	96,906	101,537	87,807	86,077
Child Safety Fund	287	68	115	87	87
Convention Center All Funds Combined	19,404	8,400	12,335	5,572	5,572
Cultural Arts Fund	719	379	(288)	306	146
Drainage Utility Fund	2,785	1,196	1,352	1,539	1,539
EMS Travis County Reimbursed	152	79	0	0	0
Federally Qualified Health Centers Fund	1,643	1,127	1,737	1,970	1,970
FQHC-David Powell Clinic Fund	0	0	0	0	0
Health & Human Svcs Travis County Reimbursement	54	111	0	0	0
Primary Care Travis County Reimbursement	0	0	0	0	0
Hospital Fund	35,201	34,185	0	0	0
Hotel/Motel Bed Tax Fund	0	0	0	0	0
Liability Reserve Fund	(1,220)	(625)	(883)	(873)	(873)
Mueller Airport Disposition Fund	2,626	(196)	1,693	293	293
Municipal Court Security Fund	362	97	225	89	89
Municipal Court Technology Fund	840	629	1,155	87	87
One Texas Center	(555)	(657)	(122)	1,005	1,005
PARD Enterprise, Golf	482	383	603	650	650
PARD Enterprise, Softball	57	82	137	218	218
PARD Enterprise, Recreation Programs	19	7	26	70	70
Public Works Capital Projects Management Fund	2,715	687	1,812	399	399
Solid Waste Services Fund	5,454	5,561	4,930	3,310	3,310
Solid Waste Services Landfill Closure and Post-Closure Care Fur	0	0	0	36	36
Tourism and Promotion Fund	1,089	1,072	598	412	0
Transportation Fund	1,566	380	2,225	1,113	1,113
Water and Wastewater Utility Fund	29,064	31,790	28,090	36,722	36,722
Workers' Compensation Fund	1,518	1,680	1,679	2,005	2,005
Debt Management	185,514	180,923	181,073	171,073	171,073
<b>TOTAL OPERATING FUNDS</b>	<b>457,551</b>	<b>385,489</b>	<b>399,517</b>	<b>348,774</b>	<b>346,943</b>
<b>DEBT RETIREMENT FUNDS</b>					
General Obligation Bond Debt Service Fund	16,467	7,464	13,696	10,265	10,265
HUD Section 108 Loans Debt Service Fund	0	0	0	0	0
Utility Revenue Bond Debt Service Fund	116,750	105,610	108,813	126,786	126,786
Airport Revenue Bond Debt Service Fund	11,391	13,408	13,408	14,654	14,654
Airport Variable Rate Revenue Notes Fund	393	453	442	442	442
Hotel/Motel Tax Revenue Bond Debt Service Fund	5,134	5,222	5,221	6,386	6,386
Town Lake Park Venue Project Bond Debt Service Fund	607	607	607	869	869
<b>TOTAL DEBT RETIREMENT FUNDS</b>	<b>150,742</b>	<b>132,764</b>	<b>142,188</b>	<b>159,403</b>	<b>159,403</b>
<b>TOTAL ENDING BALANCES</b>	<b>608,293</b>	<b>518,254</b>	<b>541,704</b>	<b>508,177</b>	<b>506,346</b>
	<b>608,292,740</b>	<b>518,253,546</b>	<b>541,704,230</b>	<b>508,177,172</b>	<b>506,346,294</b>

# General Fund — 2002-2003



Source: City of Austin Finance and Administrative Services Department



Source: City of Austin Finance and Administrative Services Department

# General Fund — 2002-2003

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## Purpose and Nature of Fund

The General Fund is the general operating fund for the City of Austin. This fund accounts for revenue and expenditures for general government services.

## Factors Affecting Revenue

The General Fund is supported by taxes, fees, fines, permits, licenses, charges for services and interest income. The approved property tax rate is 45.97 cents. Property values have increased from last year's certified tax roll. Revenue from current collections are budgeted at \$150.3 million, about \$9.0 million above the 2001-02 budget. Sales tax revenue is expected to decrease about \$6.4 million from the 2001-02 level. Total appropriated funds are projected to increase from the 2001-02 amended level of \$448.8 million to the approved budget level of \$455.9 million, an increase of \$7.1 million.

## Transfers from Other Funds

Transfers from other funds are budgeted at \$93.6 million. This amount is an increase of \$2.4 million from the 2001-02 budget. The budgeted Water Utility transfer is projected to increase \$0.2 million from the 2001-02 level. The Electric Utility transfer will increase \$3.9 million from the 2001-02 level. These transfers to the General Fund are based on three year total revenue averages as provided in the financial policies.

## Factors Affecting Requirements

The 2002-03 General Fund Approved Budget includes funding for:

- Continued funding for Police Department Homeland Defense
- Maintain 100% sworn Police staffing
- The deployment of officers to form a walking beat in the high crime areas in the 11<sup>th</sup> & 12<sup>th</sup> street area of East Austin
- Addition of 60 police officers to reach the goal of 2.0 officers per 1,000 in 2002-03
- Final year of Police Meet and Confer
- Continued jail Interlocal agreement with Travis County for services provided to the City
- Full year funding of Harris Ridge fire station
- Continued funding for Fire Department Weapons of Mass Destruction Unit
- Implementation of a public safety internship program piloted in the Fire Department to assist with diversity and recruitment
- Includes full funding for the continuation of task force staffing
- Funding for Far Southeast EMS station, including 10 additional paramedics
- Restaffing of the Maconda Park EMS station
- Partial Funding for Combined Emergency Center
- Partial year funding for new Ruiz and Carver branch libraries
- Restore normal operating hours for all libraries
- Provide full funding for book budget and cataloging

## General Fund — 2002-2003

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- Keep all pools, playground sites, and recreational facilities open and operational at current year levels
- Increased network pharmacy co-payment for MAP clients
- Increase support for MAP patient hospital services
- Full staffing for peak demand periods at the Day Labor Site
- Funding is included to maintain all summer youth employment and assistance programs to maintain current service levels in the number of youth participants
- Includes an ADA summer youth employment coordinator and adaptive technology to work on coordinating summer employment for youth with disabilities

Transfers out and other requirements total \$83.7 million. Funding in the amount of \$20.5 million is included for a transfer to the Support Services Fund, which serves all City departments. The Information Systems Department transfer is \$15.1 million. The transfer for Capital Improvement Projects is \$9.1 million. The Federally Qualified Health Clinic Fund transfer is \$7.1million. The Sustainability Fund transfer is \$5.0 million to support one-time projects. The General Fund includes \$3.1 million in transfers to the City's Vehicle Acquisition Fund to replace aging vehicles. The General Fund is in compliance with the City's financial policy requirement of \$4.3 million for funding the Contingency Reserve Fund in 2002-03. There is no proposed change in the General Fund policy of maintaining an Emergency Reserve of \$15 million; this requires no transfer to the Emergency Reserve Fund in 2002-03.

## GENERAL FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATE	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	15,048,511	22,354,979	24,708,855	34,244,725	34,244,725
REVENUE					
Taxes					
General Property Taxes					
Current	123,581,214	141,340,519	141,685,519	149,900,157	150,321,380
Delinquent	607,885	701,000	431,000	400,000	450,000
Penalty and Interest	741,836	685,000	710,000	699,000	699,000
Subtotal	<u>124,930,935</u>	<u>142,726,519</u>	<u>142,826,519</u>	<u>150,999,157</u>	<u>151,470,380</u>
City Sales Tax	<u>123,218,291</u>	<u>124,302,485</u>	<u>115,616,579</u>	<u>117,928,911</u>	<u>117,928,911</u>
Other Taxes	<u>3,600,592</u>	<u>3,535,000</u>	<u>3,613,000</u>	<u>3,852,000</u>	<u>3,852,000</u>
Total Taxes	<u>251,749,818</u>	<u>270,564,004</u>	<u>262,056,098</u>	<u>272,780,068</u>	<u>273,251,291</u>
Gross Receipts/Franchise Fees					
Telecommunications	16,834,606	17,634,000	16,820,000	16,870,000	16,870,000
Gas	6,232,494	4,011,000	4,261,000	4,150,000	4,150,000
Cable	6,280,422	6,228,000	6,004,000	5,130,000	5,130,000
Miscellaneous	<u>2,105,184</u>	<u>2,430,000</u>	<u>2,069,200</u>	<u>2,137,474</u>	<u>2,137,474</u>
Total Franchise Fees	<u>31,452,706</u>	<u>30,303,000</u>	<u>29,154,200</u>	<u>28,287,474</u>	<u>28,287,474</u>
Fines, Forfeitures, Penalties					
Library Fines	371,703	426,365	350,539	443,084	443,084
Traffic Fines	8,160,598	8,247,300	7,942,896	8,580,426	8,580,426
Parking Violations	2,503,208	2,405,400	2,583,592	2,549,196	2,549,196
Other Fines	<u>5,964,257</u>	<u>5,347,363</u>	<u>5,785,412</u>	<u>5,886,344</u>	<u>5,886,344</u>
Total Fines, Forfeitures, Penalties	<u>16,999,766</u>	<u>16,426,428</u>	<u>16,662,439</u>	<u>17,459,050</u>	<u>17,459,050</u>
Licenses, Permits, Inspections					
Parking Meters	2,085,510	2,213,657	2,072,795	1,994,851	1,994,851
Alarm Permits	1,545,202	1,505,238	1,505,238	1,505,238	1,505,238
Commercial Solid Waste	864,393	638,000	788,000	742,000	742,000
Public Health	1,175,291	1,269,453	1,182,113	1,503,809	1,503,809
Development	1,852,244	1,689,420	1,572,897	1,804,918	1,804,918
Building Safety	9,636,792	9,539,623	7,425,379	7,671,076	7,671,076
Other Licenses/Permits	<u>471,465</u>	<u>487,025</u>	<u>487,025</u>	<u>548,909</u>	<u>548,909</u>
Total Licenses, Permits, Inspections	<u>17,630,897</u>	<u>17,342,416</u>	<u>15,033,447</u>	<u>15,770,801</u>	<u>15,770,801</u>
Charges for Services					
Recreation and Culture	2,030,173	2,022,428	2,044,358	2,039,305	2,039,305
Public Health	976,474	1,279,473	1,156,459	1,233,029	1,233,029
Emergency Medical Services	9,828,763	8,303,665	8,992,677	9,060,041	9,060,041
General Government	<u>889,311</u>	<u>807,448</u>	<u>790,060</u>	<u>890,328</u>	<u>890,328</u>
Total Charges for Services	<u>13,724,721</u>	<u>12,413,014</u>	<u>12,983,554</u>	<u>13,222,703</u>	<u>13,222,703</u>
Interest and Other					
Interest	7,742,749	3,458,281	3,458,281	4,343,153	4,343,153
Use of Property	958,803	506,484	506,484	8,630,081	8,630,081
Debt Proceeds	0	5,570,000	5,600,000	0	0
Other Revenue	<u>1,554,906</u>	<u>992,872</u>	<u>1,268,395</u>	<u>1,278,001</u>	<u>1,278,001</u>
Total Interest and Other	<u>10,256,458</u>	<u>10,527,637</u>	<u>10,833,160</u>	<u>14,251,235</u>	<u>14,251,235</u>
TOTAL REVENUE	<u>341,814,366</u>	<u>357,576,499</u>	<u>346,722,898</u>	<u>361,771,331</u>	<u>362,242,554</u>
TRANSFERS IN					
Electric Revenue	67,283,000	68,933,000	68,933,000	72,864,000	72,864,000
Water Revenue	18,541,446	19,340,092	19,340,092	19,553,329	19,553,329
Water Conservation	1,209,810	1,263,728	1,263,728	1,200,541	1,200,541
Air Quality	50,000	0	0	0	0
Recreation Programs Enterprise Fund	458,516	0	0	0	0
Emergency Reserve Fund	2,658,310	0	0	0	0
Contingency Reserve Fund	<u>3,496,594</u>	<u>1,700,000</u>	<u>1,700,000</u>	<u>0</u>	<u>0</u>
TOTAL TRANSFERS IN	<u>93,697,676</u>	<u>91,236,820</u>	<u>91,236,820</u>	<u>93,617,870</u>	<u>93,617,870</u>
TOTAL APPROPRIATED FUNDS	<u>435,512,042</u>	<u>448,813,319</u>	<u>437,959,718</u>	<u>455,389,201</u>	<u>455,860,424</u>

## GENERAL FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATE	2002-03 PROPOSED	2002-03 APPROVED
EXPENDITURES					
DEPARTMENT APPROPRIATIONS					
Administrative Services					
Municipal Court	9,422,061	9,885,484	9,299,566	8,986,711	8,986,711
Total Administrative Services	9,422,061	9,885,484	9,299,566	8,986,711	8,986,711
Urban Growth Management					
Neighborhood Planning and Zoning	3,483,681	4,192,091	3,561,607	3,998,756	3,998,756
Watershed Protection & Development Review	8,127,992	8,347,423	7,872,228	8,572,254	8,572,254
Total Urban Growth Management	11,611,673	12,539,514	11,433,835	12,571,010	12,571,010
Public Safety					
Police	124,090,204	144,373,761	143,533,308	155,166,530	155,166,530
Fire	71,892,759	79,798,834	79,098,834	81,125,647	81,125,647
Emergency Medical Services	16,711,755	19,217,227	18,254,104	19,709,243	19,709,243
Total Public Safety	212,694,718	243,389,822	240,886,246	256,001,420	256,001,420
Public Works					
Public Works and Transportation	97,821	0	0	0	0
Street Lighting	0	100,000	100,000	100,000	100,000
Transportation, Planning & Design	9,584,164	10,221,554	9,111,102	10,084,388	10,084,388
Total Public Works	9,681,985	10,321,554	9,211,102	10,184,388	10,184,388
Public Health and Human Services					
Health and Human Services	22,900,876	25,077,670	24,649,883	24,122,302	24,156,079
FQHC Purchased Services	2,163,827	2,402,521	2,402,521	2,403,820	2,403,820
Medicaid Tax Payments	20,590,333	20,592,512	21,673,594	21,673,594	21,673,594
Hospital Contracted Services	6,085,832	7,236,454	7,236,454	8,396,277	8,396,277
Physician Services/Charity Care	10,495,146	10,656,789	10,656,789	10,502,000	10,502,000
Social Services Contracts	7,296,906	9,893,392	9,893,392	10,296,865	10,296,865
Expense Reimbursement	(20,601,436)	(20,592,512)	(21,673,594)	(21,673,594)	(21,673,594)
Total Health and Human Services	48,931,484	55,266,826	54,839,039	55,721,264	55,755,041
Public Health					
Public Health Operating	0	0	0	2,456,054	2,456,054
Total Public Health and Human Services	48,931,484	55,266,826	54,839,039	58,177,318	58,211,095
Public Recreation and Culture					
Parks and Recreation	30,491,602	31,373,123	29,539,031	29,079,258	29,079,258
Libraries	17,292,361	19,019,888	17,887,949	17,916,543	17,916,543
Total Public Recreation and Culture	47,783,963	50,393,011	47,426,980	46,995,801	46,995,801
<b>TOTAL DEPARTMENT EXPENDITURES</b>	<b>340,125,884</b>	<b>381,796,211</b>	<b>373,096,768</b>	<b>392,916,648</b>	<b>392,950,425</b>

## GENERAL FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATE	2002-03 PROPOSED	2002-03 APPROVED
<b>TRANSFERS OUT</b>					
Capital Improvements Projects	12,345,700	4,544,234	1,302,234	9,053,000	9,053,000
Plus One Program	152,000	152,000	152,000	152,000	152,000
Austin Energy	65,817	0	0	0	0
BCCP Fund	160,000	80,000	80,000	0	0
Support Services Fund	26,280,633	28,628,192	22,837,177	20,496,351	20,462,574
Information Systems Department	12,758,616	18,077,204	16,029,179	15,074,369	15,074,369
Vehicle Acquisition Fund	3,731,704	6,277,005	6,277,005	3,100,000	3,100,000
Fleet Maintenance Fund	186,371	186,371	186,371	186,371	186,371
Radio Maintenance Fund	244,894	304,808	304,808	304,808	304,808
Solid Waste Services Fund	1,084,354	477,864	477,864	477,864	477,864
Neighborhood Housing and Conservation	1,162,995	1,020,222	813,126	1,020,222	1,020,222
Austin Convention and Visitors Bureau	125,382	125,382	125,382	125,382	125,382
Drainage Utility Fund	298,504	298,504	298,504	298,504	298,504
Federally Qualified Health Clinic Fund	0	318,512	0	7,101,035	7,101,035
Capital Projects Management Fund	1,515,723	1,643,030	1,643,030	1,816,030	1,816,030
Infrastructure Support Services Fund	3,924,006	2,101,594	1,816,727	0	0
Sustainability Fund	14,307,479	8,811,798	5,646,835	4,968,243	4,968,243
Great Streets	311,026	534,832	534,832	398,592	398,592
Barton Springs Conservation Fund	45,000	45,000	45,000	45,000	45,000
Tax Increment Financing Fund	0	100,000	100,000	100,000	100,000
RMMA Transfer	0	700,267	700,267	700,267	700,267
David Powell Fund	0	0	0	627,599	627,599
Transfer to Non-Recurring Reserve Fund	0	539,613	539,613	0	0
Transfer to Emergency Reserve Fund	0	0	0	0	0
Transfer to Contingency Reserve Fund	3,248,125	4,281,546	4,281,546	4,000,000	4,000,000
<b>TOTAL TRANSFERS OUT</b>	<b>81,948,329</b>	<b>79,247,978</b>	<b>64,191,500</b>	<b>70,045,637</b>	<b>70,011,860</b>
<b>OTHER REQUIREMENTS</b>					
Workers' Compensation Fund	5,659,507	6,121,544	6,121,544	7,861,811	7,861,811
Liability Reserve Fund	2,160,000	2,500,000	2,500,000	3,500,000	3,500,000
Accrued Payroll	1,103,387	1,134,000	1,139,000	2,207,000	2,207,000
Software License Agreement	0	0	589,280	0	0
Tuition Reimbursement	84,945	85,000	85,000	85,000	85,000
<b>TOTAL OTHER REQUIREMENTS</b>	<b>9,007,839</b>	<b>9,840,544</b>	<b>10,434,824</b>	<b>13,653,811</b>	<b>13,653,811</b>
<b>Total Requirements</b>	<b>431,082,052</b>	<b>470,884,733</b>	<b>447,723,092</b>	<b>476,616,096</b>	<b>476,616,096</b>
<b>EXCESS (DEFICIT) OF TOTAL APPROPRIATED FUNDS OVER TOTAL REQUIREMENTS</b>	<b>4,429,990</b>	<b>(22,071,414)</b>	<b>(9,763,374)</b>	<b>(21,226,895)</b>	<b>(20,755,672)</b>
Adjustment to GAAP	5,230,354	0	19,299,244	0	0
<b>ENDING BALANCE</b>	<b>24,708,855</b>	<b>283,565</b>	<b>34,244,725</b>	<b>13,017,830</b>	<b>13,489,053</b>
EMERGENCY RESERVE FUND	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
CONTINGENCY RESERVE FUND	366,953	2,948,499	2,948,499	4,313,236	4,313,236
PUBLIC HEALTH RESERVE FUND	0	0	0	33,000,000	33,000,000

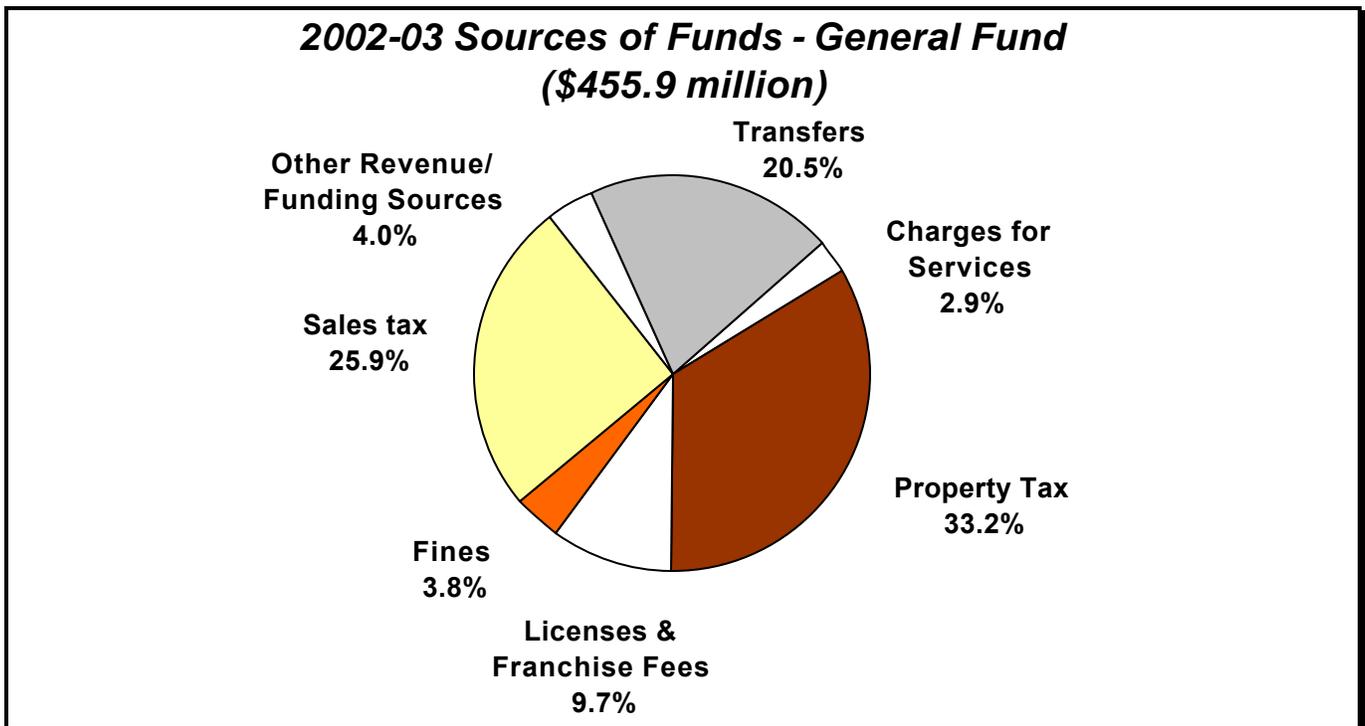
# General Fund

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The General Fund has three primary sources of revenue:

Sales Tax,  
Transfers from Utilities, and  
Property Tax

The following chart illustrates the revenue sources:



Source: City of Austin Financial and Administrative Services Department

Sales tax is a major source of revenue in the General Fund at 25.9 percent. The importance of sales tax receipts means that our revenue:

- is more reflective of the local economy; and
- is subject to short term fluctuations.

We will take a closer look at each of these revenue categories.

# Property Tax

**\$234.7 million**

**General Fund: \$151.5 million**  
**Debt Service Fund: \$ 83.3 million**

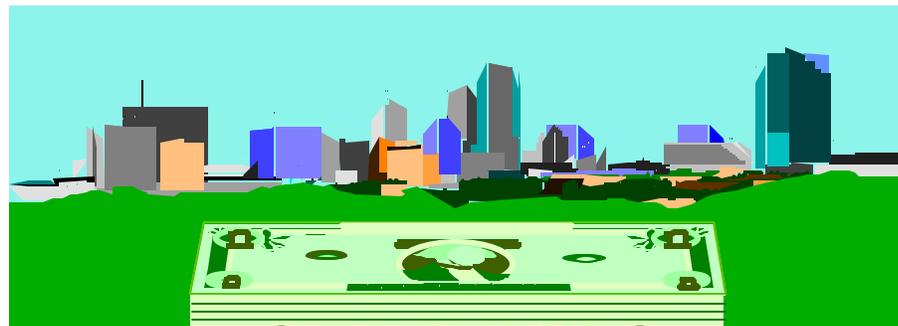
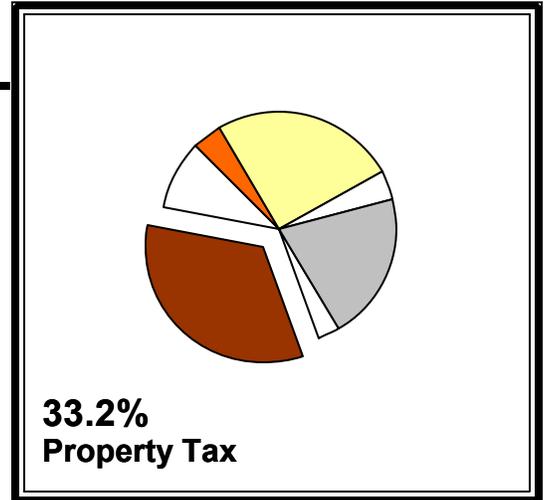
Includes delinquents

The property tax is based on the ownership of real property, such as real estate and land with improvements. The total amount received by the City in property taxes is the result of

- the tax rate;
- the taxable value of property;
- the amount of taxes paid in a timely manner; and
- the amount of late or unpaid taxes.

## Property Tax Rate

The property tax rate consists of two parts, the debt service rate and the operating rate. The debt service rate is dedicated to paying the City's debt accumulated through general obligation bonds. General obligation bonds provide funds for facilities such as police and fire stations, libraries, and park improvements. The operating rate is dedicated to paying for City services. The property tax rate is established annually during the City budget process. The property tax rate applied to every \$100 of assessed property valuation determines the total tax levy, or the amount of billed taxes. The Travis County Assessor-Collector, under contract with the City, collects the taxes once the total tax levy is established.



**GENERAL (OPERATING) FUND**  
**\$150.3 million**

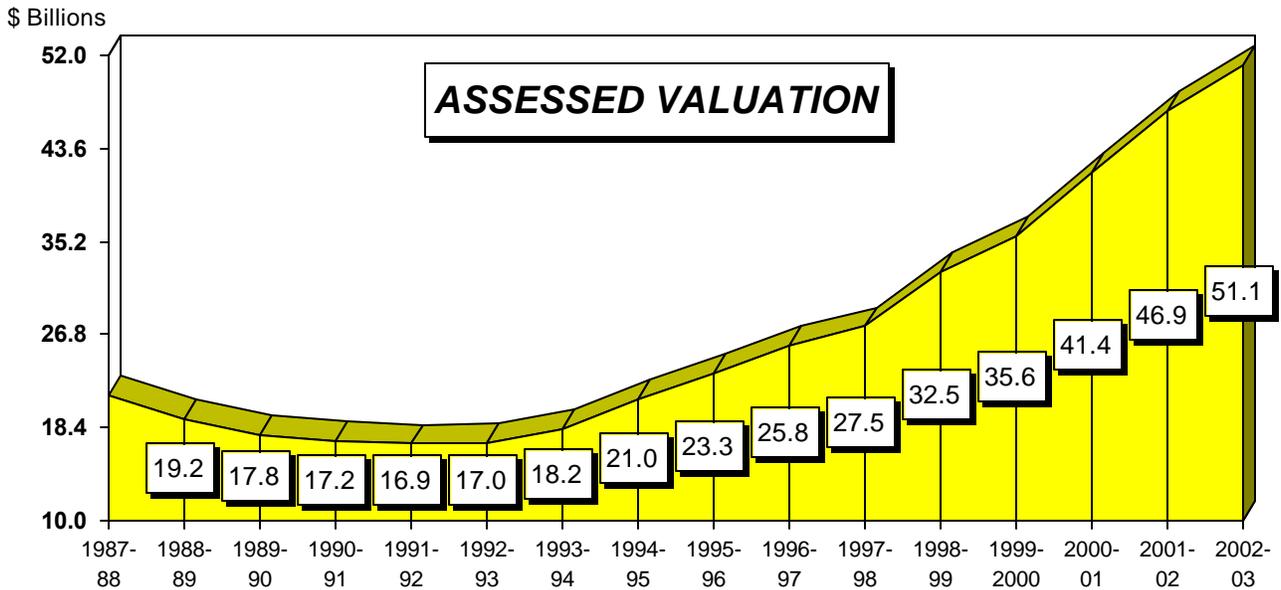
**DEBT SERVICE FUND**  
**\$82.4 million**

# Property Tax

## Taxable Value of Property

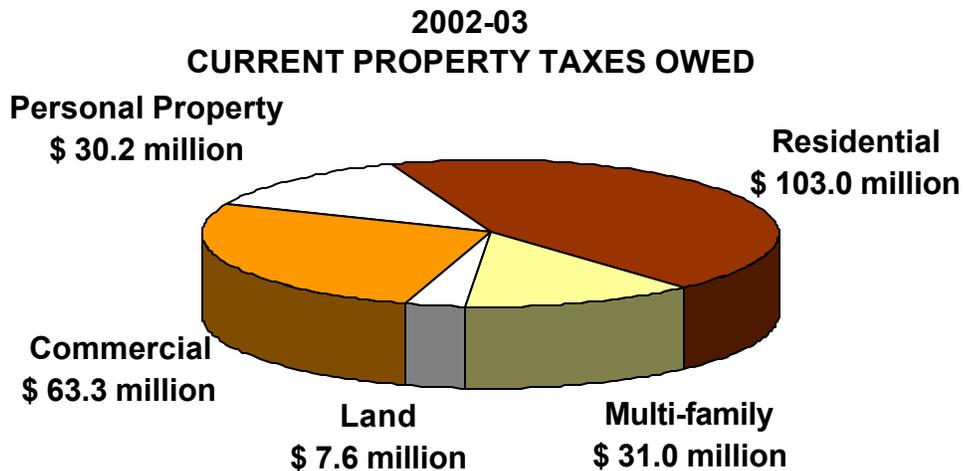
The Travis Central Appraisal District appraises property by assessing its market, cost, and income value. In accordance with State law passed in 1979, the appraisal district appraises all taxable property at its full market value. This is first year the Williamson Assessor-Collector will collect property taxes for Austin residents within Williamson County allowing these taxpayers to also receive a consolidated tax bill from Williamson County.

Property owners may protest appraised property values or exemptions before the Appraisal Review Board. Once these protested values are settled, the appraisal district provides the certified tax roll to its respective cities, counties, and school districts.



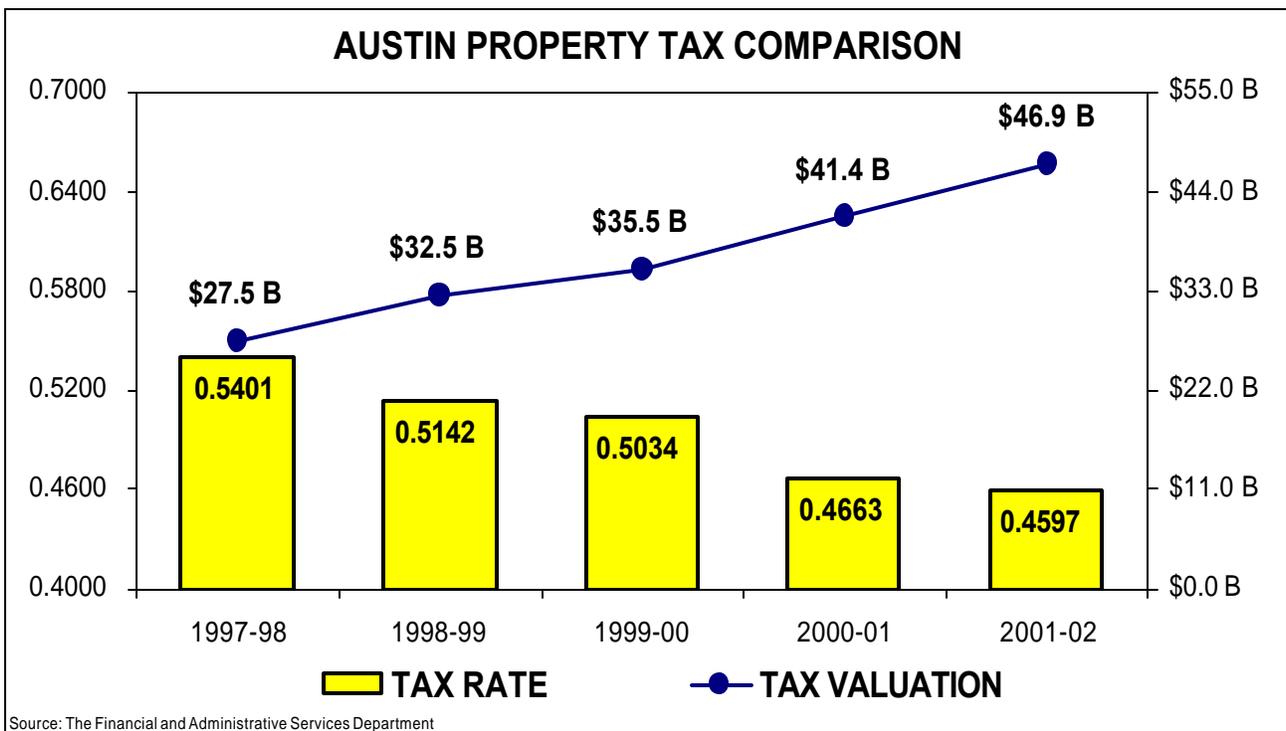
Source: The Finance and Administrative Services Department

In Austin, property values rose steadily through the mid-1980's with significant increases during the 1984-85 and 1986-87 fiscal years. Values then declined nearly 30 percent over the next five years through the 1991-92 fiscal year. Since then, increases in assessed valuations have raised property values \$30 billion above 1988 levels.



# Property Tax

The tax rate levied in Austin generally exhibited a downward trend from 1981 through 1987. The major factor in this decline was the upward revaluation of property. After 1987, the trend reversed. From 1988 through 1990, the City's assessed valuation dropped sharply, reflecting the decline in the local real estate market. As a result, the City experienced increased tax rates over the same period (Exhibit I). In 1991 and 1992 the decline in assessed valuation slowed as portions of the real estate market began to stabilize. The tax rate changed to compensate for the loss in taxable value and to cover required general obligation debt service payments. From 1993 through 2003, property valuation has established an upward trend as a result of an improving economy and lower interest rates. The real estate market rebounded because of an increasing housing demand and housing expansions. The tax rate has declined steadily in response to increases in property value. In 1998 the tax rate increased to fund additional basic service projects and additional debt service payments. In the last five year's as Austin's property valuation has continued to increase the tax rate has continued to drop.



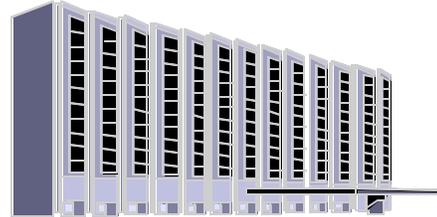
# Property Tax

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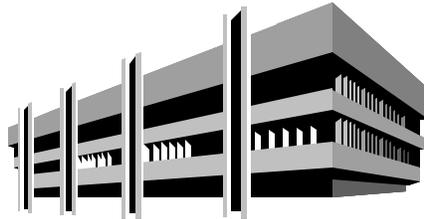
## CHANGES IN VALUE BY PROPERTY TYPE\*



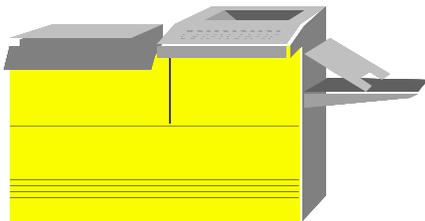
**Single Family Residential**  
**\$2,955 M**      **15.0 %**



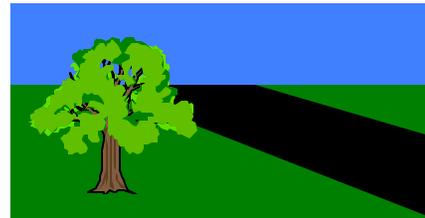
**Multi-Unit Residential**  
**\$725 M**      **12.0 %**



**Commercial**  
**\$878 M**      **6.8 %**



**Personal Property**  
**(\$468 M)**      **(6.7 %)**



**Land**  
**\$104 M**      **6.7 %**

**\$4,194 M**

**TOTAL**

**8.9 %**

\* Includes new construction and annexation valuations of \$2,334 million. The change in the existing tax roll, excluding new construction and annexation, is \$1,860 million, a 4.0% increase over last year.

# Licenses & Franchise Fees

**\$44.1 million**

**BUILDING AND DEVELOPMENT**

**Building Safety:** \$ 7.7 million

**Development:** \$ 1.8 million

**Other licenses and permits:** \$ 6.3 million

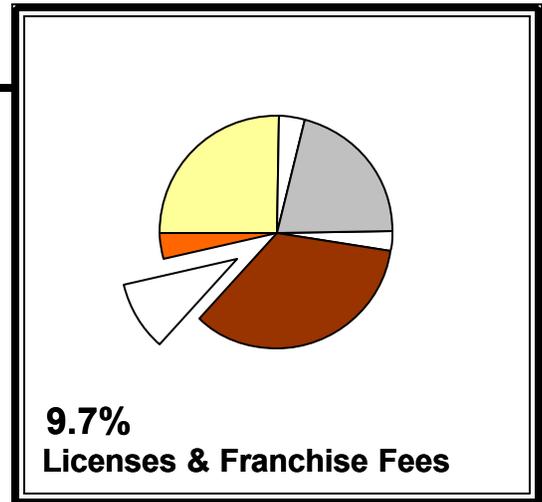
**FRANCHISE FEES**

**Telecommunications** \$16.9 million

**Gas** \$ 4.2 million

**Cable** \$ 5.1 million

**Other Franchise Fees** \$ 2.1 million



**Franchise Fees**

Franchise fees are assessments for a company's use of the city's rights-of-way. Three major franchises exist in Austin. These are franchises for telecommunications, gas, and cable. These fees generally increase on an annual basis as the franchise holders' revenue increases as a result of increased services and customers.

**Building and Development Fees**

Building and development revenue comes from a variety of fees and charges for permits recognizing all development activity. Generally, this includes single and multi-family residential development and commercial development (e.g. shopping malls, convenience and grocery stores, etc.). Although development revenue varies by the type and size of development project, most activity follows a process of four primary components.



**Assessment, Zoning, Plan Review Fees**

These fees are for reviewing the project's application, determining its feasibility and appropriateness, reviewing the development layout for environmental impacts and utility requirements, and code compliance.



**Subdivision Fees**

These fees are for developing proposed subdivision layouts, including the utility and infrastructure requirements.



**Building Permits**

Building permits require structures to be built according to city code on approved lots and subdivisions.



**Building Inspection**

These fees are for inspecting the building plan and structure to assure they meet building, fire, mechanical, plumbing, and other codes. Approved structures are given Certificates of Occupancy. Building safety revenue is decreasing approximately \$1.9 million below 2001-02 amended.

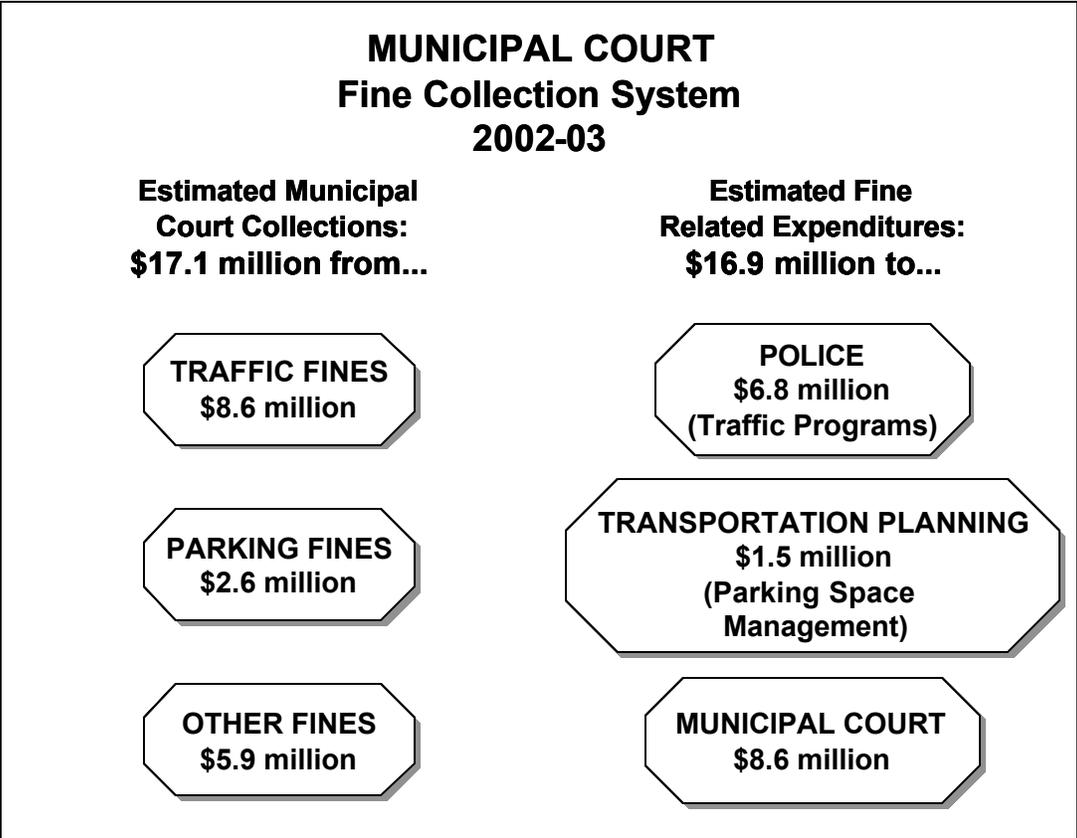
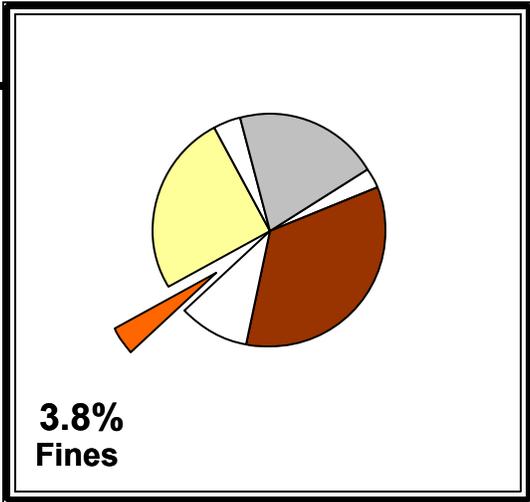
# Fines

**\$17.5 million**

**Municipal Court Collections: \$17.1 million**

**Library Collections: \$ 0.4 million**

Fine revenue collected by the Municipal Court may be classified into three categories: Traffic, Parking, and Other Fines. In 2002-03, traffic citations are expected to generate the largest amount of revenue at \$8.6 million. Traffic citation revenue projections are based on the number of court citations written by the Austin Police Department and the collection rate of 57% established by the Municipal Court. The Austin Police Department is estimated to issue 230,000 traffic citations in 2002-03. Parking citations are driven by the parking enforcement program operated by the Transportation Planning and Sustainability Department. Projected parking fine revenue of \$2.6 million reflects parking citations at 156,000 and a 78 percent collection rate by the Municipal Court at an average fine of \$20.95. Other fines includes misdemeanor, warrant, and special expense fees. Expenditures related to the collection of fine revenue total an estimated \$16.9 million, with most allocated to police traffic patrol and municipal court administration.



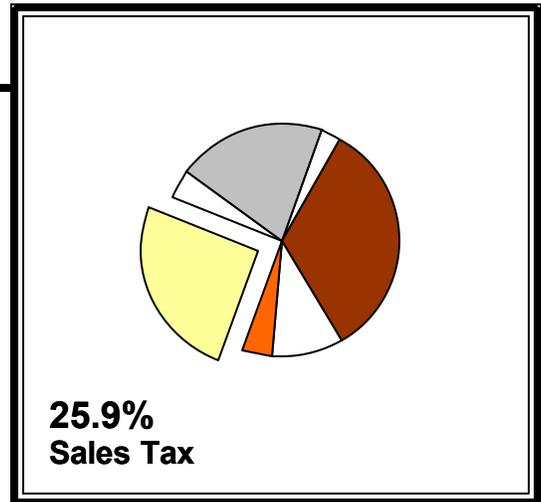
In addition to the court collections, library fines add \$0.4 million to the fines total.

# Sales Tax

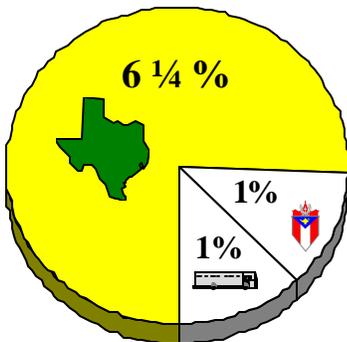
**\$117.9 million**

In effect since 1968, the sales tax is levied on the sale, lease, or rental of all taxable goods and services within the Austin city limits. Purchasers of these goods and services pay the tax. Certain foods and drugs as well as governmental purchases are exempted from the sales tax.

Sales tax is collected by businesses at the time of the sale and then paid periodically to the Texas Comptroller of Public Accounts. The Comptroller then remits that portion due to the locality where the business is located. For the City of Austin, the State collects 8¼ cents for every dollar spent in retail sales. Of this amount, the State keeps 6¼ cents, 1 cent is paid to the city, and 1 cent is paid to the Capital Metropolitan Transportation Authority.

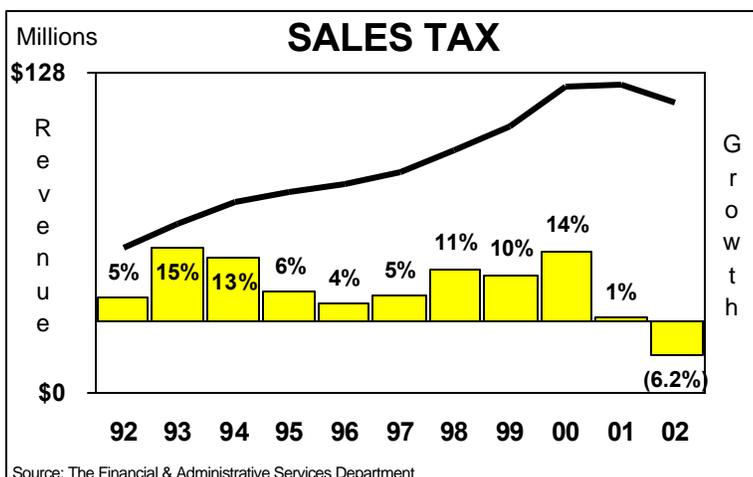


## 8 ¼ % Sales Tax



Until last year sales tax represented an increasing source of revenue for the City. The 2002-03 sales tax receipts are expected to increase 2 percent over the 2001-02 collections.

Sales tax receipts have decreased as a percentage of the General Fund. In 2000-01 sales tax revenue represented 29.9 percent and decreased to 27.8 percent in 2001-02. In the Approved Budget sales tax is projected at 25.9 percent of the General Fund.

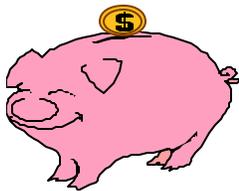
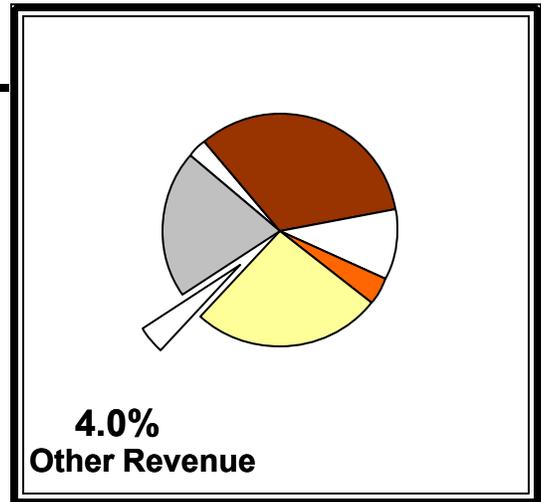


Sales tax collections are volatile since they are directly related to the well-being of the local economy. Sales tax receipts steadily increased for eight years from 1992 through 2000. Since then, the local economy has slowed dramatically along with the national economy. There have been job layoffs and reduced spending in the high-tech industry. Along with the drop in employment growth, there has been a corresponding decrease in new real estate activity and lower overall retail spending growth. In 2002 sales tax growth is anticipated to be negative for the first time in 15 years. Most indications imply that the local economy begin to recover and experience economic growth for over next several months.

# Other Revenue

**\$18.1 million**

Interest:	\$ 4.3 million
Use of Property:	\$ 8.6 million
Other Revenue	\$ 5.2 million



### Interest Income

The flow of revenue into the General Fund does not occur evenly over the fiscal year. Most property tax, for example, is collected during December and January of each year. The City Manager and the Director of Financial Services are authorized to invest these funds in short-term federal maturity obligations. The resulting interest accrued on the invested funds is considered interest revenue for the City.



### Use of Property

The City is authorized by the City Charter to rent or lease City-owned property. This allows idle City property which has anticipated future use to generate rental revenue on an interim basis. The Parks and Recreation and Health and Human Services departments currently generate all rental income.



The City will sponsor periodic auctions for abandoned and unclaimed property. Revenue from the sale of this property is based on competitive bidding.



### Other Revenue/Funding Sources

This revenue consists of miscellaneous revenue including the bingo and mixed drink taxes as well as other revenue generated from City activities that are not easily categorized into other areas.

# Transfers

**\$93.6 million**

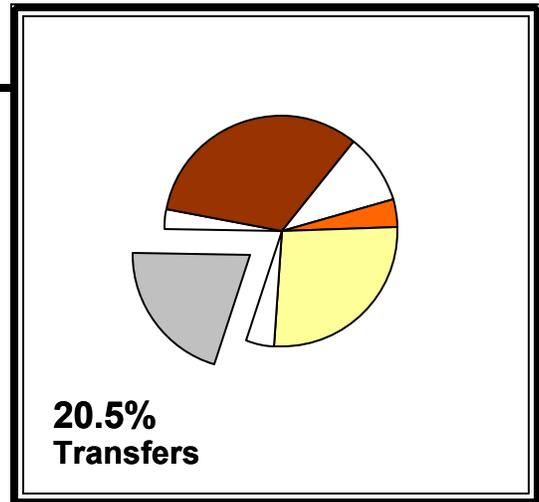
**Transfers In:**

**Electric Utility: \$72.9 million**

**Water Revenue: \$19.5 million**

**OTHER**

**Water Conservation \$ 1.2 million**

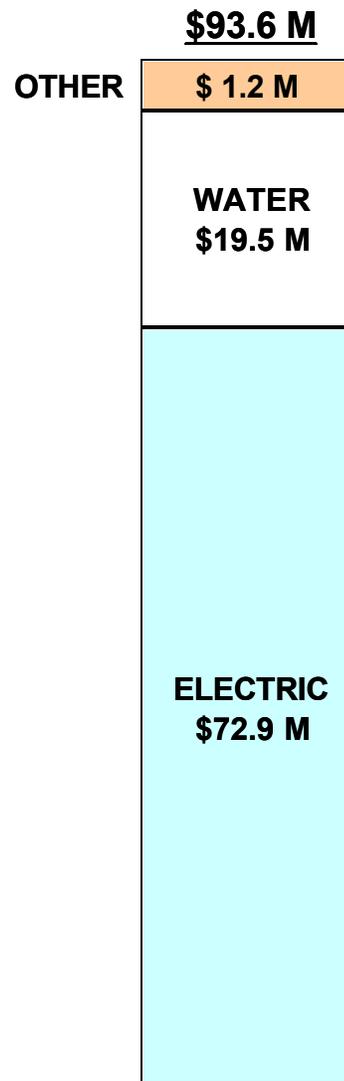


Unlike most cities, Austin owns both the electric and water utilities. Since these are publicly owned, fund transfers from the utilities to the General Fund reflect payments that private utilities would have to otherwise make in the form of property taxes, franchise fees, and owners' return on equity. These transfers are used to support general government operations. A total of \$92.4 million will be transferred to the General Fund from the Electric and Water utilities.

The amounts transferred from the utilities are set by Council and outlined in the City Financial Policies section in the Supporting Documents volume of the budget. The City Financial Policies state that transfers from the Electric Utility cannot exceed 12 percent of its three-year average revenue. The 2002-03 transfer percentage of 9.1 percent is 0.3% higher than the 2001-02 transfer percentage. The transfer percentage, applied to the three-year average of Electric Utility Department revenue, results in a 2002-03 transfer to the General Fund of \$72.9 million, an increase of \$3.9 million above 2001-02.

The Water and Wastewater Utility's General Fund transfer is projected to increase based on 8.2% applied to the three-year average of Water and Wastewater Utility total revenue as stated in the financial policies. The transfer of \$19.5 million will increase 2002-03 revenue by \$0.2 million.

There is one other transfer included in the 2002-03 budget. The Water and Wastewater Utility is transferring \$1.2 million for the Water Conservation Plan operated by the Transportation Planning and Sustainability Department. This programs goal is to reduce peak day water usage.



Additional information on City Financial Policies dealing with utility fund transfers can be found in the Supporting Documents volume of the budget.

# Charges for Services

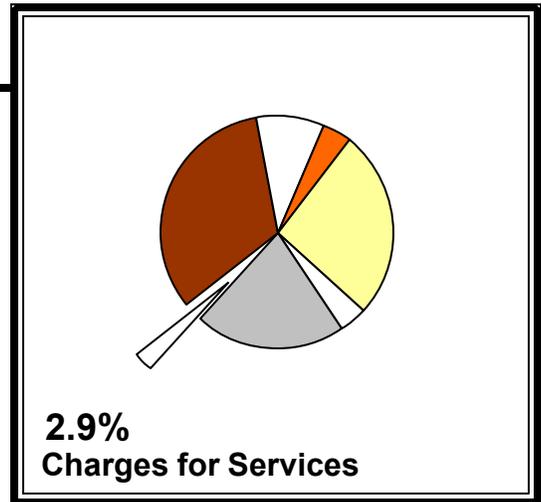
**\$13.2 million**

**Emergency Medical Services: \$9.1 million**

**Recreation and Culture: \$2.0 million**

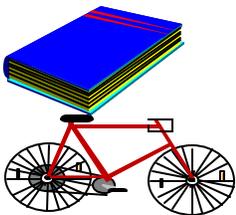
**Public Health: \$1.2 million**

**General Government: \$0.9 million**



## Emergency Medical Services

Emergency Medical Service revenue is based largely on fees for emergency ambulance service billed to insurance companies, Medicaid and Medicare, and to patients. Fees are also received outside of Travis County for emergency service.



## Recreation and Culture

Parks and libraries generate revenue through charges and fees for services and facility use. Most park revenue comes from park entry, swimming pool entry, and tennis court fees. All park service fees and charges are expected to yield \$1.9 million during 2002-03. Library revenue, aside from fine collections, comes from nonresident card fees, replacement card fees, and book reservations. Library services are expected to generate about \$0.1 million during 2002-03.



## Public Health

Most of the revenue from public health activity comes from patient fees, animal reclaim and adoption charges, and birth and death certificates. In 2002-03, these larger revenue sources are expected to generate \$1.0 million, 85 percent of the total for Public Health revenue.



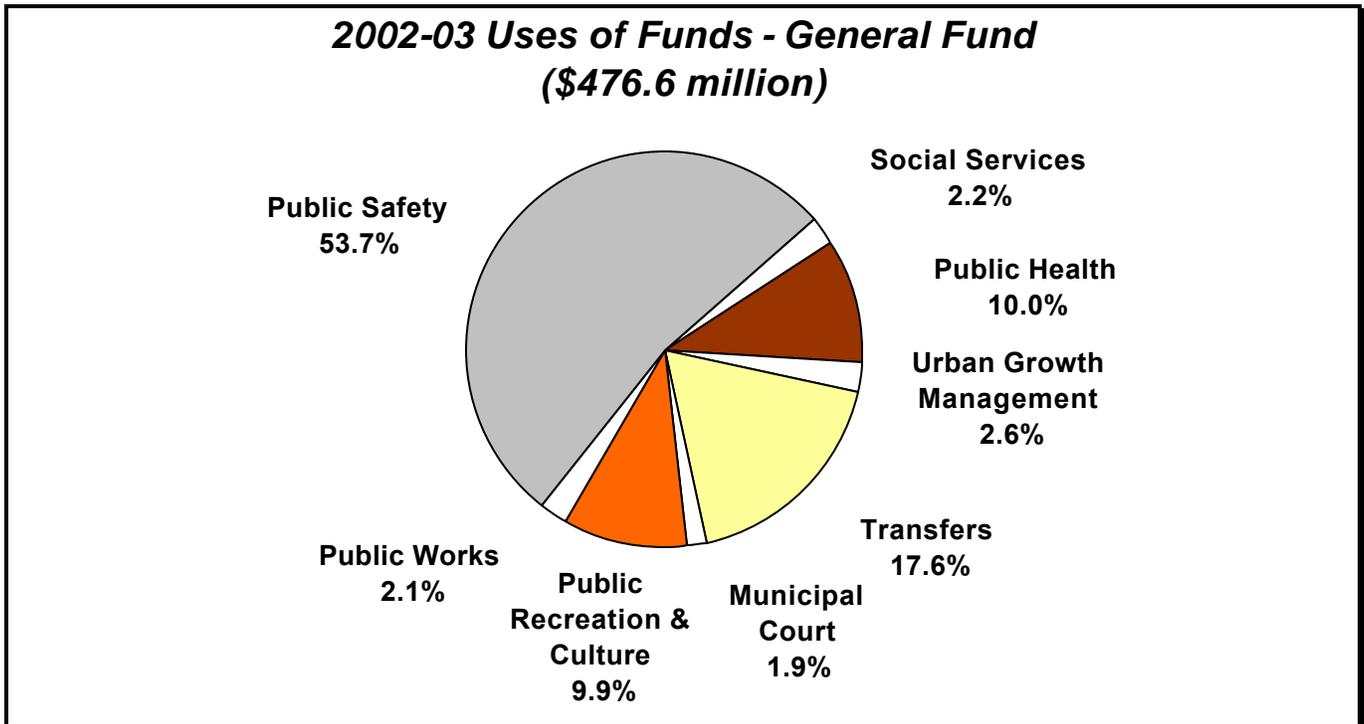
## General Government

General government charges for service are generated through many departments. This miscellaneous area includes report or publication sales, photocopy fees and various other service fees.

# General Fund

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The services usually associated with City government are included in the City's General Fund. They include:



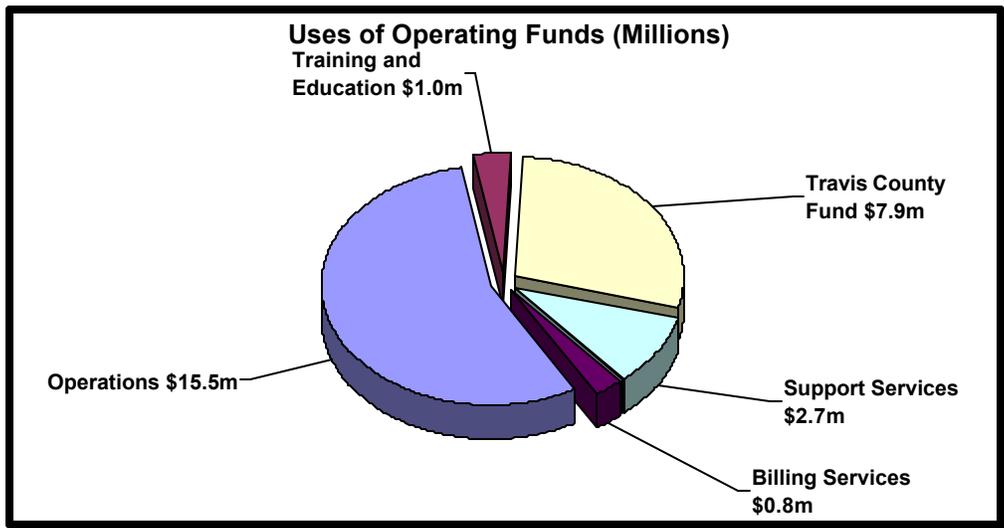
Source: City of Austin Finance and Administrative Services Department

As you can see, public safety functions (police, fire, and emergency medical services) account for over one-half of the General Fund. Social services include the contracts with local agencies which the City funds to provide social services. Austin's public health expenditures include environmental health, animal control and direct medical care. Urban growth management includes current development services and land use in the development review function and comprehensive planning, development, and conservation activities in the planning and environmental conservation services function. Libraries and Parks and Recreation programs make up the public recreation and culture category. The cost of administrative services such as accounting and payroll as well as support of other city funds are included as transfers.

We will look at each of these in more detail in the following pages.

# Emergency Medical Services — Total Budget \$27.9 million

Operating Budget \$27.9 million    Capital Budget \$0.0 million



Source: Emergency Medical Services Department

## Revenue:

A total of \$9,085,041 in General Fund revenue is included for fees for emergency service, standby service, CPR, First Aid and AED courses, as well as document retrieval fees. A total of \$7,970,763 in revenue is proposed for the EMS Travis County Reimbursed Fund to cover the operating expenses of eight stations, the **STAR Flight** air ambulance program, six Communications Medics, as well as funding for support and supervisory staff.

## Expenditures:

- EMS continues to provide pre-hospital emergency ambulance service to Travis County. The proposed budget includes \$7,970,763 million in requirements for EMS Travis County Reimbursed Fund to operate 8 Advanced Life Support (ALS) stations and the **STAR Flight** air ambulance program. No new county stations are proposed for FY 2003.

	2000-01 Actual	2001-2002 Amended	2001-2002 Estimated	2002-2003 Proposed	2002-2003 Approved
<b>General Fund</b>					
<b>Revenue</b>	\$9,852,985	\$8,323,665	\$9,019,757	\$9,085,041	\$9,085,041
<b>Requirements</b>	\$16,711,755	\$19,217,227	\$18,254,104	\$19,709,243	\$19,709,243
<b>Full-time Equivalents (FTEs)</b>	263.00	271.67	271.67	277.67	277.67
<b>EMS Travis County Reimbursed Fund</b>					
<b>Revenue</b>	\$6,089,034	\$7,323,097	\$7,323,097	\$7,970,763	\$7,970,763
<b>Requirements</b>	\$6,093,358	\$7,494,274	\$7,474,869	\$7,970,763	\$7,970,763
<b>Full-time Equivalents (FTEs)</b>	99.00	109.33	109.33	112.33	112.33
<b>Grants</b>	\$43,964	\$218,000	\$49,755	\$288,000	\$288,000
<b>Full-time Equivalents (FTEs)</b>	0.00	3.00	0.00	3.00	3.00
<b>New Capital Appropriations</b>	\$843,000	\$2,700,000	\$2,700,000	\$0	\$0

## **Emergency Medical Services — Total Budget \$27.9 million**

- Funding of \$15,245,963 from the General Fund is included for the Operations program. This program provides for the operation of 19 ALS stations. Included in this funding is \$2,162,478 million to operate the EMS Communications Center. An additional \$263,000 in grant funding is included for a Communications pilot program, county first responder supplies, continuing education, and trauma care equipment.
- A total of \$991,611 from the General Fund for the Training and Education program ensures that field personnel retain the skills and knowledge required to meet clinical competency standards in providing pre-hospital medical treatment. CPR, Automated External Defibrillator (AED), First Aid classes, as well as other public education programs for the public are also included in this funding. An additional \$25,000 in grant funding is included for county first responder training.
- Support Services funding, totaling \$2,705,084 from the General Fund, provides administrative oversight, medical direction, financial management, community services, technology support, fleet and facilities management, and personnel functions.
- Billing services are funded at a total of \$766,585 for patient billing and fee collection.

## **Highlights**

### **The 2002-2003 Approved Operating Budget:**

- Provides funding to hire 10 FTE's and equip the new Far Southeast EMS Station, which is scheduled to be completed in September 2003. \$593,649
- Completes funding for the restaffing of the Maconda Station, which was reopened in FY 2002. \$270,057
- Adds a second county-funded command district, including 3 District Commander FTE's and a command vehicle. \$416,841
- Replaces medical equipment, communications equipment, and computer infrastructure. \$218,500
- Eliminates four vacant non-paramedic FTE's. (\$228,623)
- Anticipates receiving grant funding of \$150,000 for 3 FTE's to allow EMS Emergency Communications to participate as an emergency medical dispatch resource center. An additional \$138,000 in grant funding is for continuing education, trauma care equipment, and county first responder supplies and training. Total grant funding \$288,000.
- The Vehicle Acquisition Fund includes the replacement of 3 ambulances. \$495,000

For more information, the EMS Department Operating Budget is presented in detail in Volume I. Information on the Capital Budget may be found in Volume IV. The Capital Outlay List and Fee Schedule are included in the Supporting Documents volume.

# **Emergency Medical Services — 2002-2003**

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## **Mission**

The purpose and mission of the Austin-Travis County Emergency Medical Services (EMS) Department is to respond to the community to preserve life, improve health and promote safety. In order to stay focused on this mission, the department developed a business plan that promotes the following goals:

## **Goals**

- Maintain at least a 90 percent customer satisfaction rating as measured by emergency service customer surveys by providing caring, competent and appropriate service.
- Improve internal communication and employee accountability to provide better external and internal customer service and to enhance employee satisfaction.
- Strengthen the ability of EMS to anticipate and respond rapidly to the changing needs of our regional community and regulatory environment.
- Effectively and strategically embrace and implement evolving technology to improve management of the EMS system.
- Enhance the EMS system's ability to recruit and retain a high-quality workforce through setting national standards, marketing, and staff development.
- Promote information-driven management processes throughout the department, including full implementation of an electronic records management system (RMS), to increase efficiency, quality oversight, and cross-functional collaboration.
- Increase emergency service billing revenues by improving workflow processes and increasing productivity.

## **Key Indicators**

The key performance indicators for Austin-Travis County EMS are:

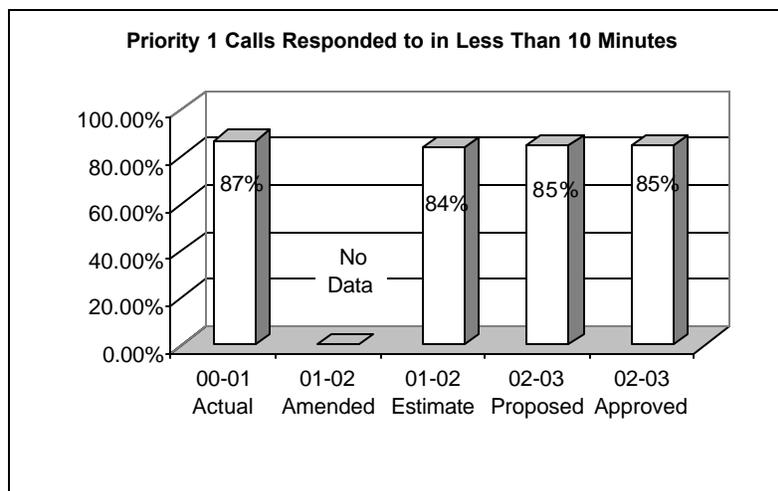
- Number of EMS responses (number of units dispatched)
- Percentage of Priority One (life threatening) calls responded to in less than 10 minutes
- Percentage of patients with full cardiac arrest from medical causes (excluding trauma) discharged from the hospital alive
- Percentage of patients with full cardiac arrest from medical causes (excluding trauma) delivered to a medical facility with a pulse
- Average communications call-processing time (from time stamp of call initiation to time stamp of dispatch of ambulance)
- Average trauma scene time for non-entrapped Category 1 (life threatening) patients
- Customer satisfaction rating of at least 90 percent

# Emergency Medical Services — 2002-2003

## Business Plan

EMS proposes a budget for FY 03 that is fiscally conservative, while still supporting the core services and goals of the department. Improving the EMS response time for Priority 1 (life threatening) calls continues to be a significant challenge, given regional growth and increasing traffic congestion. Over the past three years, the Emergency Medical Services Department has experienced an average annual increase of 6.5% in the number patients served. EMS estimates that demand for services in FY 03 will continue to increase by approximately 4%. The addition of new stations and the resources to support them is the single biggest factor in contributing to improved response times, as well as meeting the increasing demand for services. EMS proposes to hire staff for one new station in FY 03 and requests full-year funding for a second station that opened in May 2002.

For the past four years, EMS has been reporting Priority One response percentages in under 11 minutes. For the FY 03 proposed budget, a 10-minute goal is proposed, which will provide data consistent with recently adopted National Fire Protection Association (NFPA) standards. The EMS industry does not currently have a single response time standard. EMS believes that an average compliance time of 85.00% for Priority One responses in under 10 minutes is achievable, especially with the implementation of the new computer aided dispatch system that should be operating by October 2003. Since EMS is in the process of transitioning from the 11 minute to the 10 minute standard, no data is available prior to FY 02.



### Six Months of Operating Funding for the Far Southeast Station

Bond funds approved in 1998 will be used to pay for the construction of a stand-alone EMS station in the Nuckols Crossing area. This station will be located next to an existing fire station. Land has been secured from the Water/Wastewater Department at no cost to EMS. Station design is currently underway. Public Works currently estimates that construction will be complete in September 2003. Consistent with EMS' practice of hiring staff for new stations six months prior to an opening, six months of funding is requested to hire 10 paramedics by April 2003, along with one-time capital and operating costs. The FY 03 request totals \$593,649.

### Full-Year Funding to Restaff the Maconda Station

Six months of operating funding was included in the FY 02 Approved Budget for the EMS Department to restaff the Maconda Fire/EMS station. EMS is obligated to maintain a unit at this station in order to satisfy annexation service plan requirements. The remaining six months of operating funds, totaling \$270,057 is requested for FY 03. This funding is for personnel costs only. All of the necessary equipment and supplies have already been purchased.

# Emergency Medical Services — 2002-2003

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## **Critical Capital Replacement**

Functional communications and medical equipment is vital to ensure that EMS can perform its core duties. The capital replacement schedule is updated annually so that all essential capital equipment is replaced before it becomes unserviceable. A total capital replacement request of \$218,500 includes \$114,000 to replace twelve mobile data computers. Parts for EMS' mobile data computers are no longer being manufactured. The remaining supply of parts is diminishing and repair time is exceptionally long. These units are all between eight and sixteen years old. EMS currently has the minimum number of units needed to function. Repair delays directly impact operations due to a lack of spares. New mobile data computers will also maximize the capabilities of the new computer aided dispatch (CAD) system that will be implemented in FY 03.

A total of \$32,000 is requested to replace two file servers, all of which are greater than three years old. One server is the primary Data Warehouse for databases that include mission critical functions such as scheduling, payroll, vehicle and facility issues, and supply ordering. Rescue tracking, and Continuing Education testing records are also stored on this server. The second server houses Intranet services for the EMS Department. It is the primary interface between remote EMS locations and EMS headquarters for such mission critical functions as scheduling, payroll, supply ordering, personnel evaluation and training. Both of these servers have exceeded the life spans recommended by ISD and the Gartner Group.

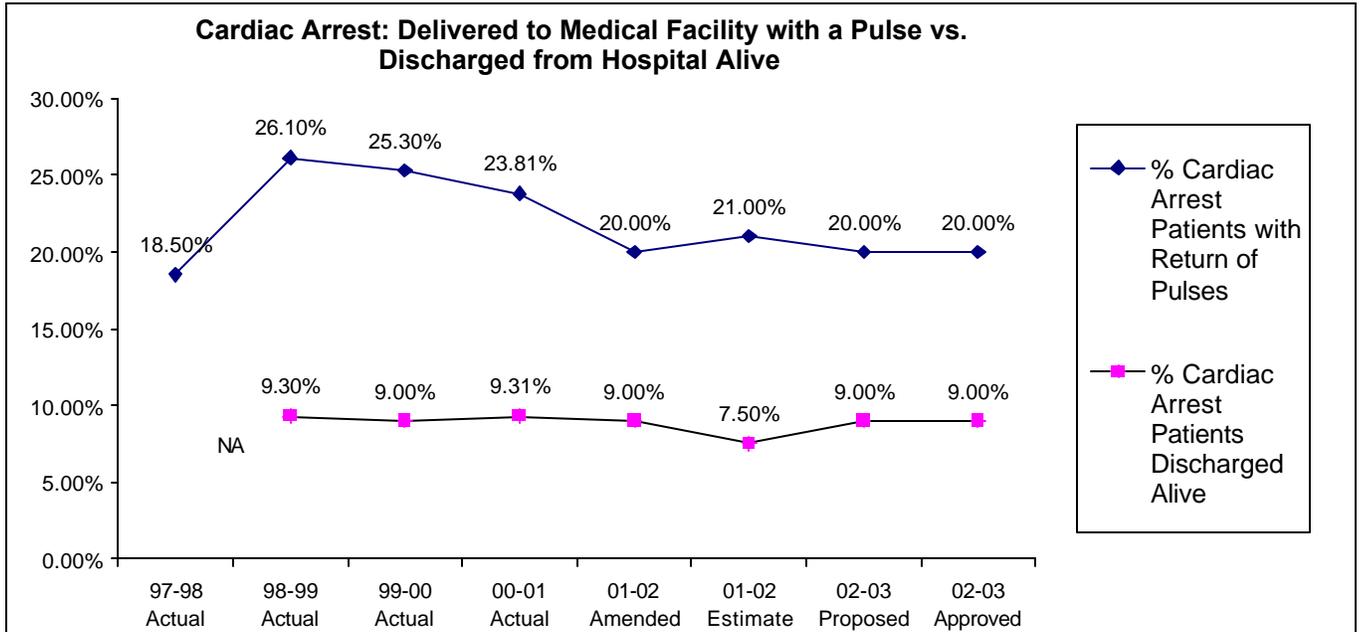
A new model of stretchers, known as Stryker Stretchers has been field tested by EMS for the past year. These tests, and the experience of other EMS systems using this equipment, have demonstrated that they are more rugged and reliable. Improved safety features should reduce the likelihood of accidents with patients as well as employee back injuries. Back injuries are a leading cause of OJI's among Austin-Travis County EMS paramedics and can end a paramedic's ability to continue performing their job. A total of \$30,300 is requested to replace ten stretchers.

Instructional mannequins allow for the realistic training of patient care skills, including advanced airway management, IV and administration, EKG recognition, as well as heart defibrillation and external pacing. They give Clinical Practice the ability to evaluate an employee's skill in managing all aspects of care in a simulated scenario. EMS currently has two mannequins, which are in constant use by cadets as well as experienced practitioners who are maintaining skills. They are six years old and beyond repair potential. The current technology of new mannequins has improved, thereby enhancing the capability to train to realistic standards. Replacement of both manikins will cost \$7,600.

Another \$34,600 is requested to replace two Life Pak 11 cardiac monitor defibrillators with Life Pak 12 models. Life Pak 12 cardiac monitor defibrillators are superior to the older generation (Life Pak 11's). The Life Pak 12's provide a two-way heart shocking system that has been clinically proven to enhance patient survivability. EMS has been purchasing Life Pak 12 units since FY 99. Life Pak 11's are still periodically used in the field when Life Pak 12's are out of service.

The immediate impact of EMS paramedic intervention in cardiac arrest patients is measured by the "Percent of Cardiac Arrest Patients Delivered to a Medical Facility with a Pulse". This measure is one of the best indications of the direct effectiveness of pre-hospital emergency care. The "Percent of Cardiac Arrest Patients Discharged from the Hospital Alive" measures the ultimate outcome of the patient after they have been admitted to the hospital. While this measure includes many variables and interventions beyond the initial treatment provided by EMS, such as wide variances in patient populations, preexisting medical conditions, as well as in-hospital patient care management, it is another important indicator of performance. The following chart demonstrates the cardiac arrest success rates that Austin-Travis County EMS has achieved since FY 98.

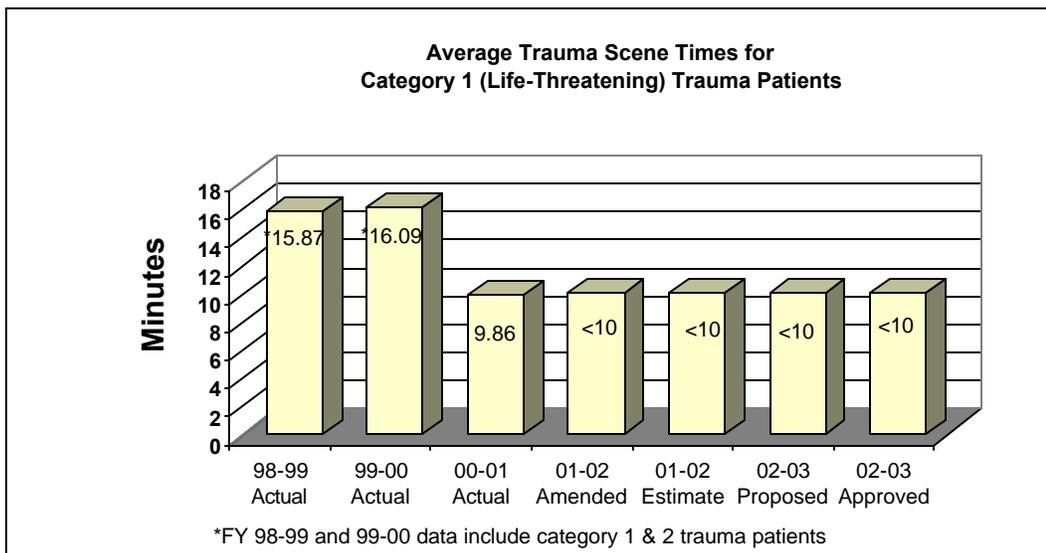
# Emergency Medical Services — 2002-2003



## Additional Command District for County Stations

The county currently funds one command district for eight county stations. Two command districts are needed to properly supervise the field staff at eight stations. The standard ratio for Austin-Travis County EMS is one command district for every four stations. The City funds five command districts for nineteen EMS stations in the city limits. Given the geographical distance between the county stations, a second county command district is especially critical. Funding of \$416,841 is requested from the County to hire 3 District Commanders, beginning in October 2002, along with one-time capital costs.

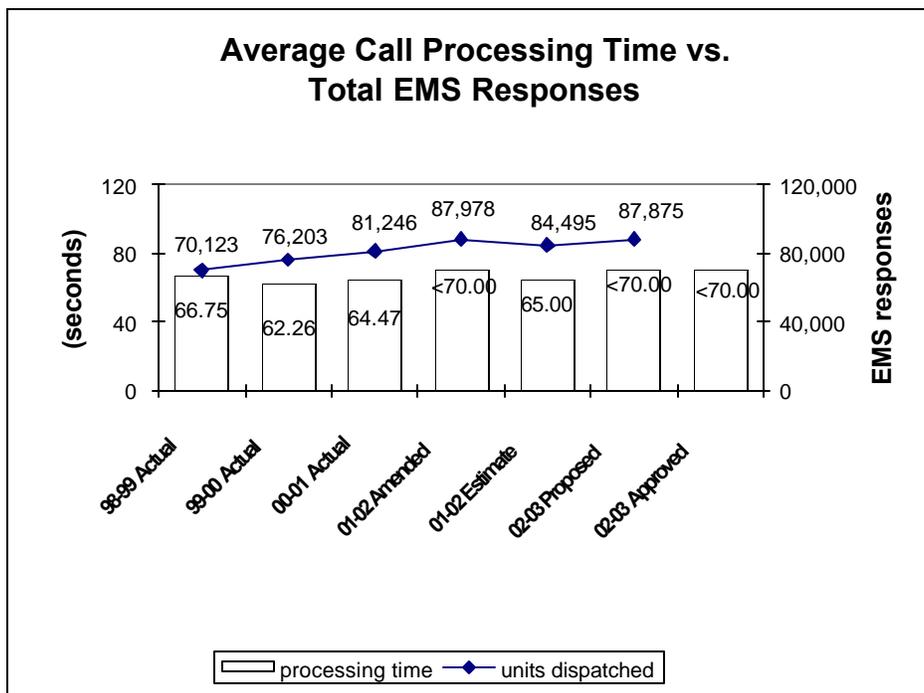
Command presence in the field is also vital to ensuring that trauma scene times are as short as possible. The addition of the seventh command district will help maintain existing trauma scene times with projected call volume growth.



# Emergency Medical Services — 2002-2003

## Automated Vehicle Locator (AVL) Equipment for County Vehicles

In order to meet response time requirements and operate efficiently with the least number of units, the EMS department sends the closest available unit to each emergency incident. The new computer aided dispatch (CAD) system, which will be on-line by October 2003, will require the use of automated vehicle locator (AVL) equipment in order for the system to know the location of each unit. This will allow the CAD system to make accurate unit recommendations. If EMS does not implement AVL with the new CAD system, EMS will experience increases in response times, since the new CAD system will have no way to track unit locations that are not in a station or at a hospital. The full efficiencies available in the new CAD system will not be achievable without the AVL components. Funding is needed to purchase, install, and maintain these units on all County ambulances and command vehicles at a total cost of \$54,540. City-funded EMS vehicles will be equipped with AVL devices using funds from the CIP budget for this project.



## Delayed Opening of Del Valle Fire/EMS Station

Completion of the Del Valle Fire/EMS Station has been delayed. This annexation station was approved by voters as part of the 1998 bond election package, and meets a growing demand for EMS services as a result of the new Austin-Bergstrom International Airport and the population growth in the east/southeast sections of the City and County. Twelve months of operating funds, capital and 10 paramedic FTE's were requested in the five-year forecast, in order to staff this station with an EMS unit by April 2003. Delaying the opening of this station until sometime in the FY 2004 budget year will yield a savings of \$1,114,287.

## Elimination of Vacant Positions

EMS eliminated four vacant positions in order to achieve \$228,623 in savings goals.

- 1) **Deputy Director:** The elimination of the vacant Deputy Director position will result in the Executive Director and the Assistant Director-Operations continuing to handle many day-to-day administrative activities, such as handling CAF's. Many routine tasks that would ideally be a function of a Deputy Director will be maintained by the Executive Director and/or the Assistant Director-Operations. The

## Emergency Medical Services — 2002-2003

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workload of the Executive Director and Assistant Director-Operations will continue to remain at a high level. Elimination of this position will achieve a savings of \$107,709.

- 2) **Community Services Coordinator:** The elimination of the Community Services Coordinator position within the CPR activity will not allow for any expansion in the CPR program. This position has been vacant since November 2001, and in that time basic CPR activities, of which the primary one is organizing CPR classes, has continued. Classes can be maintained with the elimination of this position. Additional activities, such as new programs, cannot be taken on with the elimination. The number of students currently participating in CPR classes will remain steady, but any increases in demand or for alternative classes will be impacted by the elimination. Elimination of this position will achieve a savings of \$39,034.
- 3) **Facilities Manager:** The EMS department does not have a person with specific facility management experience, and as facilities continue to be added and older facilities continue to deteriorate, having a professional facilities manager would be a positive investment. Expertise in inventory control would also be a very valuable asset to the department. The tremendous growth in frontline operations over the past three years have made the distribution and control of supplies much more complex and difficult to manage efficiently. Elimination of this position will achieve a savings of \$57,802.
- 4) **Stores Specialist:** The primary function of this position is to assist with the management and distribution of supplies and equipment for the EMS Central Supply and Warehouse. This position also is the primary support position for stocking and delivery of equipment and materials for the CPR program. Elimination of this position will result in some changes in the way equipment and materials are delivered to CPR classes, including requiring some CPR instructors to pick up their class equipment and materials, and clean their mannequins. Since this position serves as a back up to the other Stores positions in the Central Warehouse, the elimination will result in no coverage in case of absence from the other warehouse positions. This would result in paramedics being called in on overtime to stock and deliver critical ambulance supplies and equipment. Elimination of this position will achieve a savings of \$24,078. Failure to maintain this position could impact core supply functions over time as call volume and station growth continues.

### **Cuts in Administrative Overhead**

A total of \$78,987 in administrative cuts are included, to achieve a 5% reduction in the total administrative budget. These cuts are the result of a series of line item reductions in administrative staff overtime, office supplies, travel, recruiting, contract computer programming and minor hardware and software. Affected line items will have budgets that are at the bare minimum, but service provision should not be directly impacted.

### **Additional Savings**

An additional \$539,294 in cuts are included in capital replacement for frontline equipment, overtime for uniformed staff, seminar fees, mileage reimbursements, travel and training for uniformed staff, uniforms, small tools, bedding and linen supplies, advertising and printing. These cuts will impact service delivery. Insufficient funding will be available for emergency purchases, should unforeseen equipment or protective gear failures arise. Medical equipment costs can rise unexpectedly, ahead of normal inflation trends. Deferring fundamental training and related travel will hinder staff development and make it more difficult for EMS to keep up with rapid changes in medical treatment and innovations in emergency communications. A tight advertising budget will limit the ability of EMS to recruit nationally for paramedic positions that are very hard to fill locally.

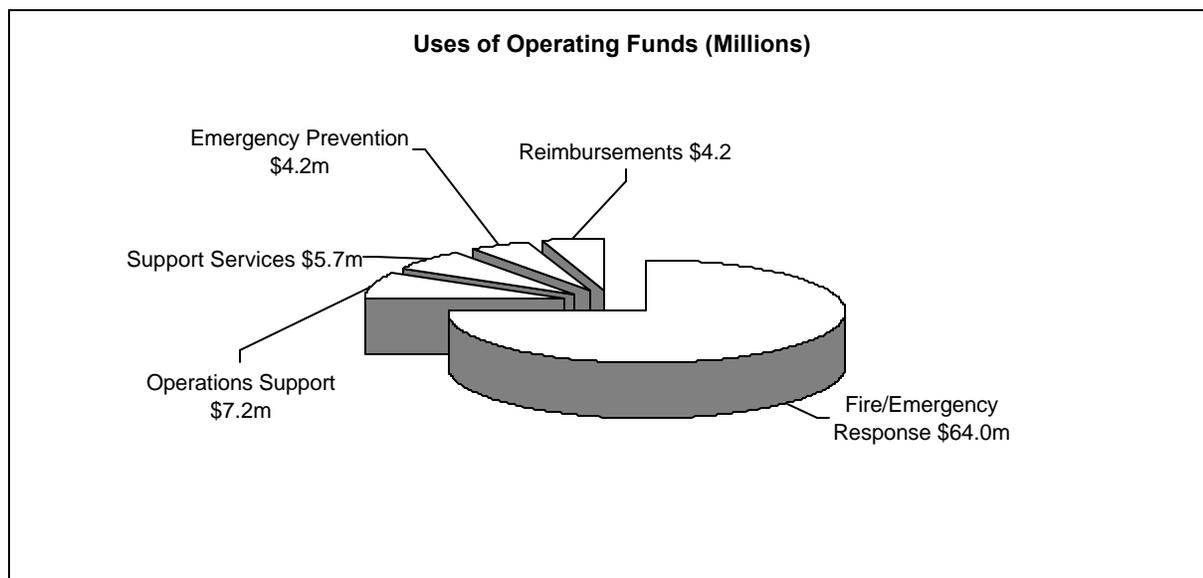
<p>For more information, the EMS Department Operating Budget is presented in detail in Volume I. Information on the Capital Budget may be found in Volume IV. The Capital Outlay List and Fee Schedule are included in the Supporting Documents volume.</p>
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# Austin Fire Department — Total Budget \$87.8 million

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**Operating Budget \$85.3 million**

**Capital Budget \$2.5 million**



## Revenue:

A total of \$607,926 in revenue is approved. This includes \$180,390 from hazardous materials permits and cost recovery charges, \$330,044 for contract services to provide fire protection for Sunset Valley, as well as \$85,840 for site inspection fees. The remaining \$11,652 is attributable to report sales and miscellaneous fees.

## The 2002-2003 Approved Operating Budget

Net operating costs approved for 2002-03 includes the elimination of four civilian positions as well as funding for the following programs:

- \$64.0 million for the Fire/Emergency Response program which includes first-responder services in medical emergencies as well as weapons of mass destruction preparedness and response
- \$4.2 million for the Emergency Prevention program to reduce the risk of loss due to fire
- \$7.2 million for the Operations Support program which includes firefighter training, emergency medical operations, as well as response and communication coordination functions during emergencies
- \$5.7 million for the Support Services program which includes funding for fleet and facility maintenance, information management, and other administrative services
- \$4.2 million for reimbursements from other funds for providing hazardous material services to several City departments, fire/emergency response services for the Austin/Bergstrom International Airport, and county-wide dispatching services
- The Department anticipates the percent of active fire calls where extinguishing agent is applied within nine (9) minutes of alarm time at 90% in FY2002-03.

# Austin Fire Department — Total Budget \$87.8 million

	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimated	2002-2003 Proposed	2002-2003 Approved
<b>General Fund Revenue</b>	\$479,912	\$488,395	\$492,573	\$607,926	\$607,926
<b>Requirements</b>	\$71,892,559	\$79,798,834	\$79,098,834	\$81,125,647	\$81,125,647
<b>Full-time Equivalents (FTEs)</b>					
<b>Sworn</b>	991.00	993.00	993.00	996.00	996.00
<b>Civilian</b>	128.00*	131.00*	131.00*	127.00*	127.00*
<b>Grant Funds</b>	\$148,534	\$6,000	\$6,000	\$0	\$0
<b>New Capital Appropriations</b>	\$7,330,000	\$80,000	\$80,000	\$2,500,000	\$2,500,000
<b>Reimbursements from Other Funds</b>	\$3,719,272	\$3,867,097	\$4,069,965	\$4,162,603	\$4,162,603

\*Includes 60 non-sworn cadet training positions

## Highlights

### The 2002-03 Approved Operating Budget:

- Includes full-year funding for Task Force Staffing for the total amount of \$3,559,753.
- Includes full-year funding for positions approved as part of Weapons of Mass Destruction (WMD) preparedness and response for the amount of \$238,791.
- Includes step, longevity, educational incentive pay increases, and terminal pay for civil service personnel for \$890,000
- Increases funding to cover health insurance cost increases by \$476,787.
- Includes funding of \$85,000 for equipment for emergency apparatus, and software license upgrades for \$10,800.
- Vehicle Acquisition Fund includes \$1.1 million for 3 pumper trucks.
- Implementation of a Public Safety Internship Program, piloted by the Austin Fire Department.

### The 2002-2003 Approved Capital Budget:

- Includes \$2.5 million for the design and construction of Fire/EMS Station #43 at Spicewood Springs.

For More Information, the Fire Department Operating Budget is presented in detail in Volume I.

# Fire Department—2002-2003

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## Mission

The central mission of the Austin Fire Department is the preservation of life and property. To help the department achieve its mission the following goals have been developed:

## Goals

- ◆ Deliver comprehensive safety services of the highest quality.
  - Strive for an increase in the percentage of fires confined to the room or area of origin and in the percent of calls where an extinguishing agent is applied within a specified time.
  - Achieve a reduction in fire deaths.
  - Meet standard of coverage for responses.
  - Increase percentage of hazards corrected.
- ◆ Support and maintain a safe, healthy, well-trained and high performing workforce.
  - Fire cadet certification exam will continue to exceed the state firefighter exam average.
- ◆ Provide high-quality first responder services as part of an integrated emergency medical care system.
  - Increase in percentage of CPR saves.
  - Average EMT certification exam scores will continue to exceed the state EMT exam average.
- ◆ Firefighters will be community resources for information about life safety knowledge and AFD Services.
  - Continue to increase education among school students in the area of fire safety.
- ◆ AFD will attract and retain a qualified and diverse workforce.
  - Decrease employee turnover rate.
- ◆ The department will be accountable to our community for demonstrable results.
  - Favorable response to Fire Department services as evidenced by citizen survey cards.

To help the department track how well the goals are being met; key indicators have been developed along with appropriate performance measures. The Approved Budget submitted by the Fire Department supports these goals.

## Key Indicators

The key indicators used by the Austin Fire Department include:

- ◆ Percent of active fire calls where extinguishing agent is applied within nine (9) minutes of alarm time
- ◆ Percent of spontaneous circulation after application of Automated Defibrillators
- ◆ Percent of fire confined to room or area of origin
- ◆ Percent of customer service cards that come in with a favorable overall satisfaction rating

## Business Plan

The Approved Budget contains a number of proposals that support the goals of the Department:

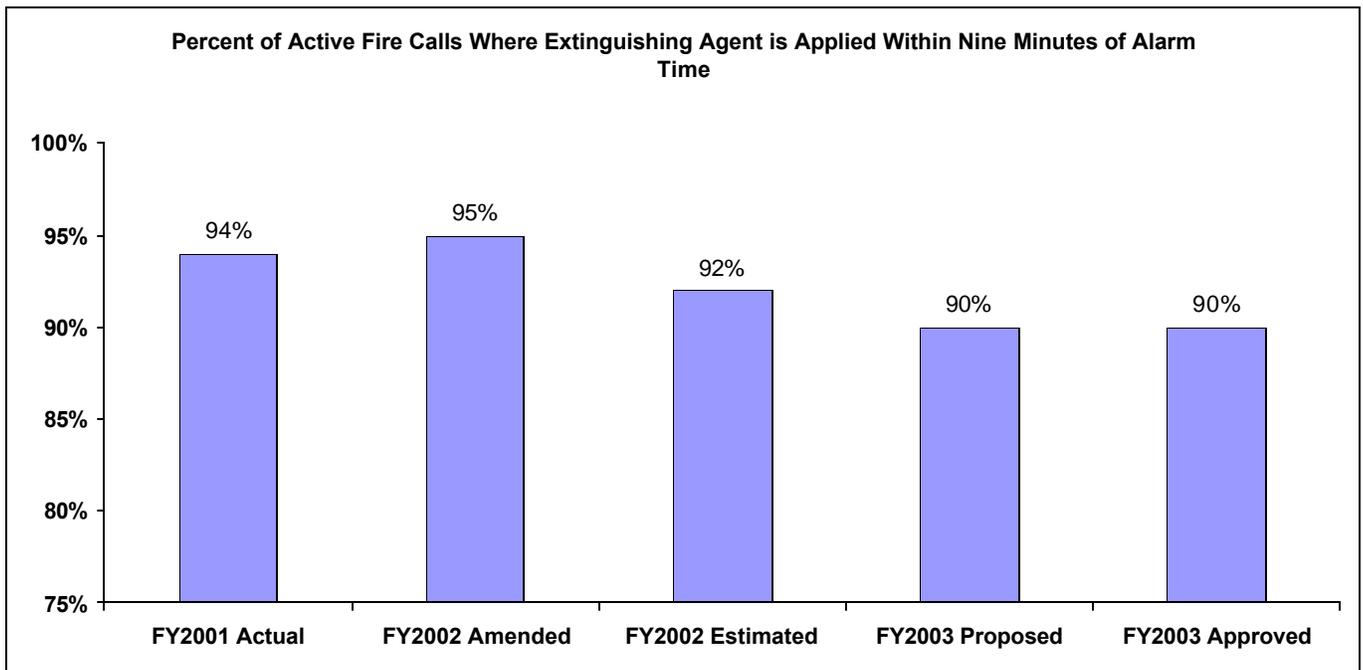
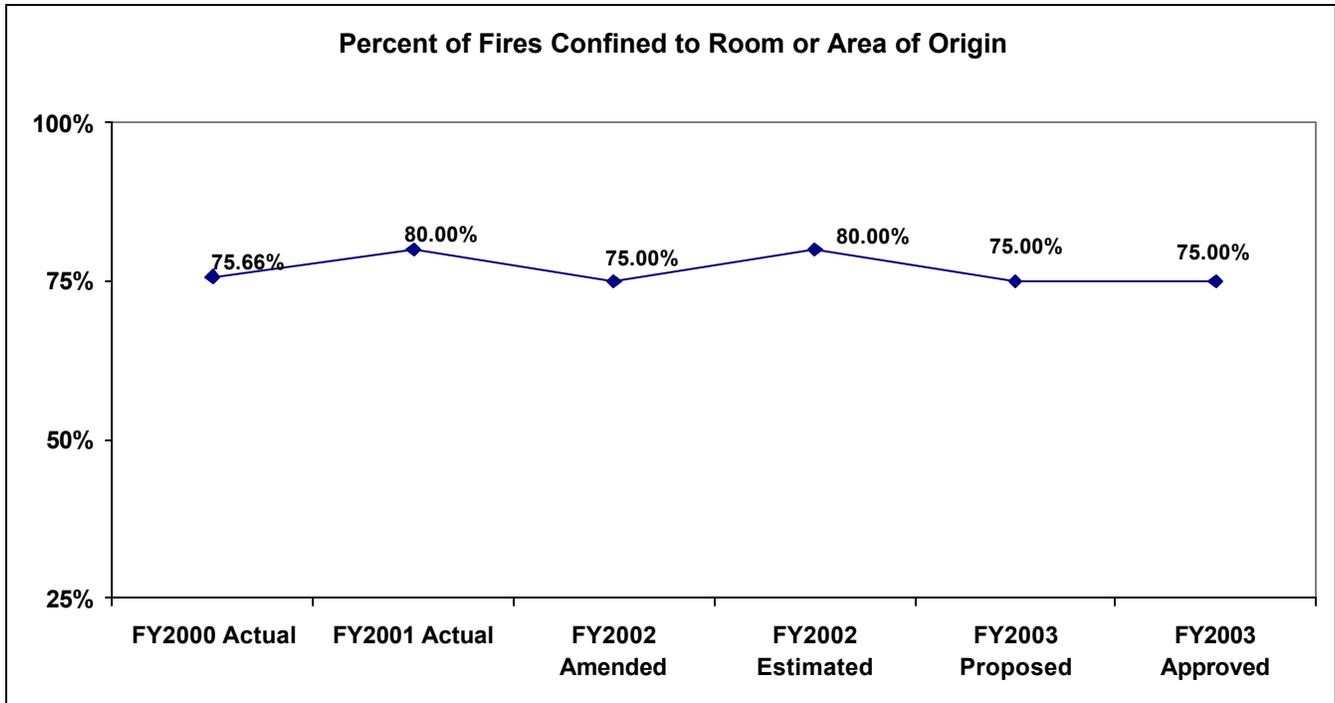
### Salary increases for personnel

A number of salary cost increases are included in this approved budget. There are a number of increases for sworn personnel allowed under the Civil Service Statute, \$690,000. These increases maintain the current service levels and support each of our departmental goals. Full year funding for emergency preparedness and response to terrorist threats or weapons of mass destruction is also included, \$238,791.

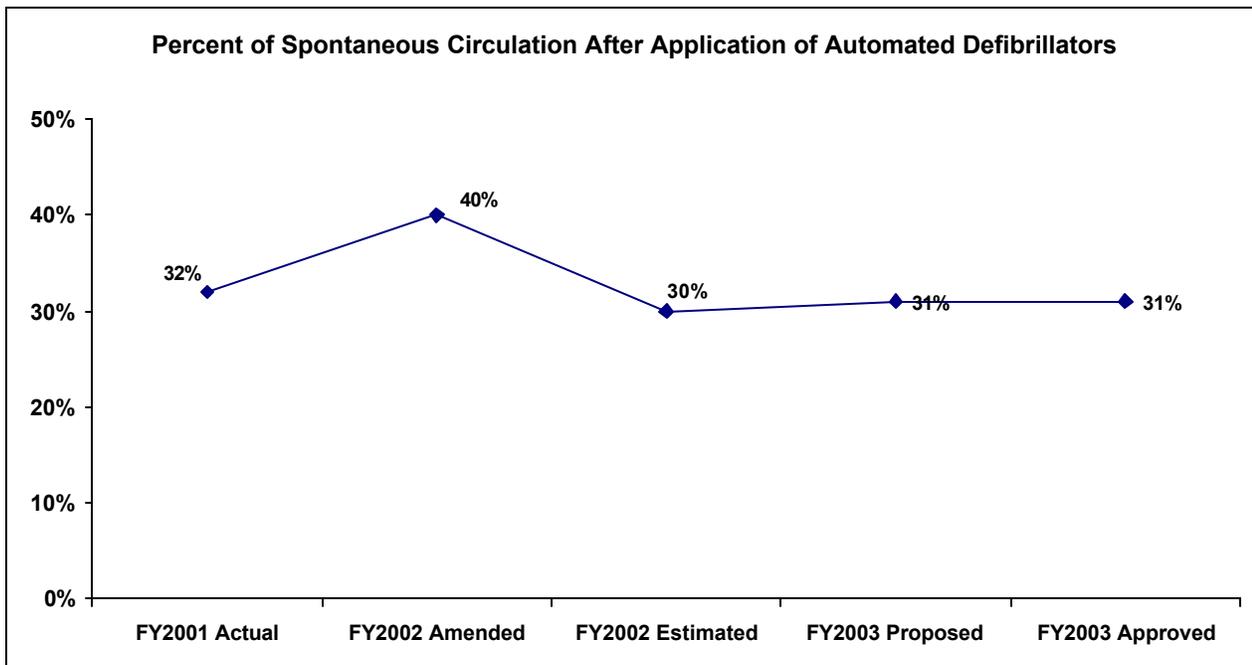
The Approved Budget will help maintain our ability to apply extinguishing agents within nine minutes of alarm times and will continue to improve the quality of service being received in our service areas to reduce the loss of

# Fire Department—2002-2003

life and the loss of property. The following graphs indicate the anticipated impacts of the approved budget on our three most significant key indicators.



# Fire Department—2002-2003

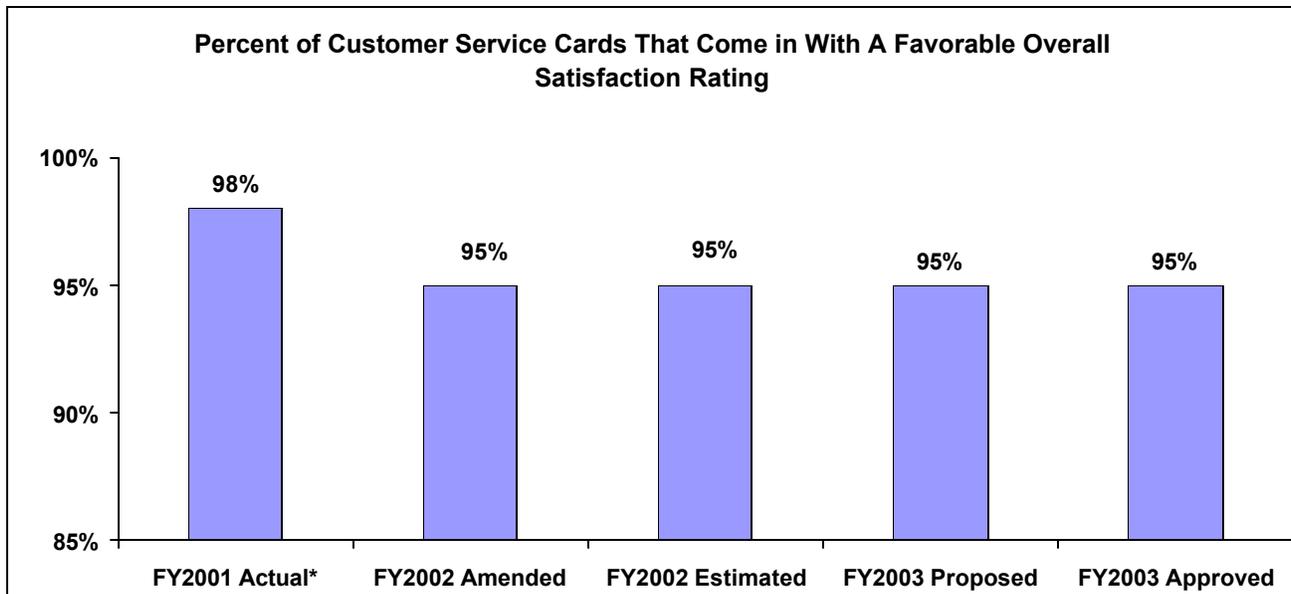


## Citizen Satisfaction

Another key indicator for AFD in FY03 is “percentage of customer service cards that come in with a favorable overall satisfaction rating.” This is information the department tracks through a survey card on every fiftieth incident which the department began initially tracking during FY01 and for which it received a 98% favorable response. The department believes 95% favorable response is a reasonable benchmark and set that as its’ goal in FY02 and will continue with that percentage for FY03.

The Approved Budget directly supports the following goals:

- ◆ The department will be accountable to our community for demonstrable results.



# Fire Department—2002-2003

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## Task Force Staffing

The challenge for the Fire Department in this and successive fiscal years will be to manage resources to maintain the City's current level of emergency response coverage while balancing the demands for additional staffing required for new facilities, to reduce overtime costs, and to implement task force staffing per unit. To achieve the Task Force staffing initiative approved in FY01-02, the incremental increase of \$698,753 is included in the Approved Budget for full year funding of \$3.5 million for 44 firefighters. Full year funding for 3 new FTE's for Weapons Mass Destruction is included for \$238,791. Funding for full staffing of all authorized positions that continue to promote the mission and key indicators of the department is also included.

This Approved Budget directly supports the following AFD Goals:

- Deliver comprehensive safety services of the highest quality.
- Provide high-quality first responder services as part of an integrated emergency medical care system.

## Emergency Equipment Replacement

Included in the Approved Budget is \$85,000 to purchase needed emergency equipment such as light bars, emergency lighting, sirens, and traffic interruption systems for both new and existing response apparatus. Replacement of such items is required when the items are no longer repairable or must otherwise be replaced. In addition, the funds will be used to purchase other necessary items for vehicles operated by AFD such as floor mats, storage boxes, jumper cables, fire extinguishers, and winches as well as rescue tool parts.

This Approved Budget directly supports the following AFD Goals:

- Deliver comprehensive safety services of the highest quality.
- Provide high-quality first responder services as part of an integrated emergency medical care system.

## Vehicle Acquisition Fund Replacements

Three pumper trucks are included in the Vehicle Acquisition Fund in the amount of \$1.1 million. These replacements are occurring for vehicles that have exceeded, or will shortly exceed, their life expectancy. The normal useful life on a pumper truck is ten years for frontline use and four to five years for reserve use.

This Approved Budget directly supports the following AFD Goals:

- Deliver comprehensive safety services of the highest quality.
- Provide high-quality first responder services as part of an integrated emergency medical care system.

## Internship Program

The Austin Fire Department is excited to participate in the Internship Program for public safety departments. One challenge has always been to increase diversity among the cadet application pool and participation in this program should increase the diversity potential significantly.

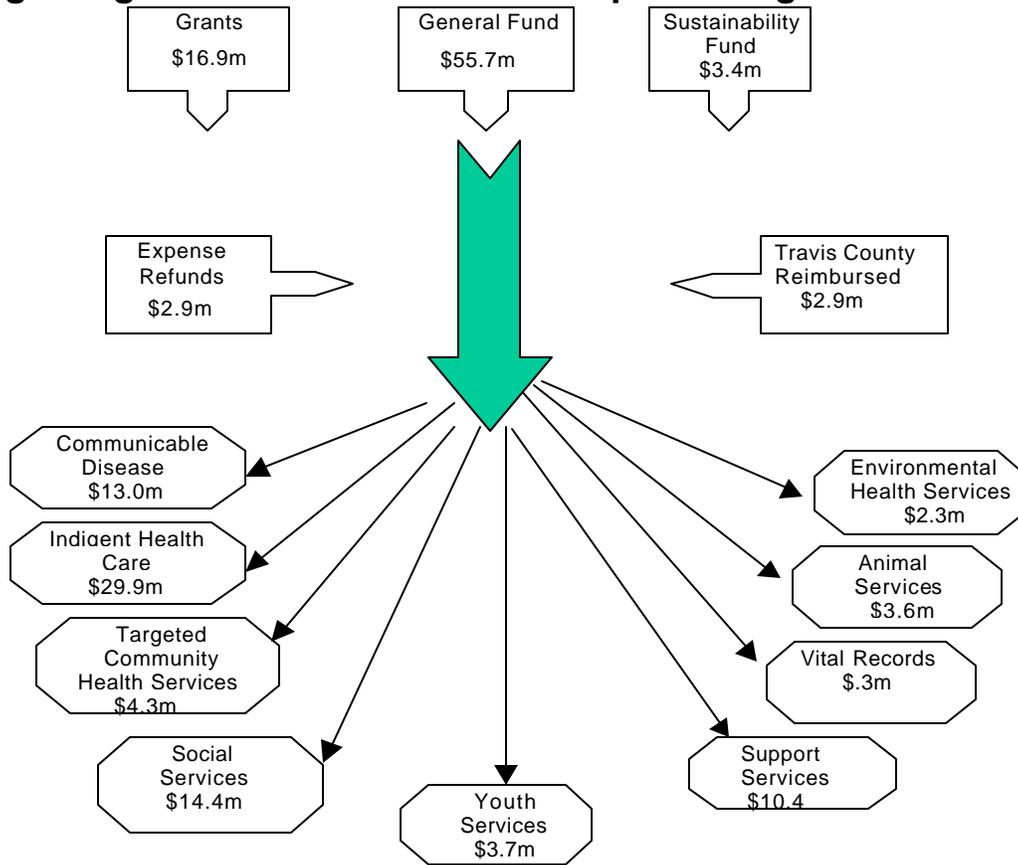
This Approved Budget directly supports the following AFD Goals:

- Deliver comprehensive safety services of the highest quality.
- Provide high-quality first responder services as part of an integrated emergency medical care system.
- AFD will attract and retain a qualified and diverse workforce.

# Health and Human Services — Total Budget \$82.2 Million

## Operating Budget \$81.9 Million

## Capital Budget \$0.3 Million



	2000-2001	2001-2002	2001-2002	2002-2003	2002-2003
	Actual	Amended	Estimate	Proposed	Approved
<b>General Fund</b>					
Revenue	\$2,397,907	\$2,781,840	\$2,702,546	\$3,053,334	\$3,053,334
Requirements	\$48,931,484	\$55,266,826	\$54,839,039	\$55,721,264	\$55,755,041
Full-Time Equivalents (FTEs)	348.25	347.75	347.75	306.75	307.75
<b>Travis County Reimbursed Fund</b>	\$2,429,836	\$3,739,381	\$3,149,386	\$2,886,055	\$2,886,055
Full-Time Equivalents (FTEs)	28.50	30.50	30.50	29.50	29.50
<b>Sustainability Fund</b>	\$3,204,592	\$3,630,426	\$3,630,426	\$3,423,938	\$3,423,938
<b>Expense Refunds</b>	\$3,031,595	\$2,589,157	\$2,711,407	\$2,932,343	\$2,932,343
<b>New Grant Appropriations</b>	\$14,856,000	\$17,392,000	\$16,585,725	\$16,913,000	\$16,933,000
Full-Time Equivalents (FTEs)	182.25	188.75	188.75	159.75	159.75
<b>New Capital Appropriations</b>	\$160,000	\$11,784,000	\$11,784,000	\$269,000	\$269,000

# Health and Human Services — Total Budget \$82.2 million

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## Sources of Funds:

The Health and Human Services Department (HHSD) receives 68% of its \$82.2 million approved budget from the General Fund. Additional funding sources include Travis County 3%, grants 21%, expense refunds 4%, and the Sustainability Fund 4%.

## Expenditures and Other Uses of Funds:

The Approved expenditures are \$81,930,377. This includes the General Fund, the Sustainability Fund and Travis County Reimbursed Fund as well as reimbursements from other funds.

## Highlights

### The 2002-2003 Approved Operating Budget:

- Increases the current budget for:
  - Salary increases associated with FY 2002 Pay for Performance, health insurance increases, and reduced vacancy savings, \$1,278,499
  - Medical Assistance Program (MAP) Hospital Based Services due to increased cost of service and enrollment, \$1,159,823
  - 3.00 FTEs to operate the Day Labor site, \$143,339
  - Austin Shelter for Women and Children and for the planned opening of the Austin Resource Center for the Homeless in July 2003, \$131,753
  - SafePlace contract for additional bed nights for victims of violence and victimization, \$300,000
  - Deleting 1.00 FTE Animal Cruelty Investigator position. This responsibility will be assumed by the Austin Police Department and will be reimbursed by HHSD, \$46,485
  - Transferring 3.00 FTEs from the Title X Family Planning grant to HHSD. The cost will be covered by the General Fund – Public Health, \$93,409
  
- Reduces costs for:
  - 5.00 FTEs in Animal Services awareness/education program, low-cost spay/neuter vouchers, planned enhancements to pet registration, (\$216,539)
  - 1.00 FTE in the Sexually Transmitted Diseases program and 1.00 FTE in the Tuberculosis program, (\$58,454)
  - 4.00 FTEs in the Environmental Services program, (\$172,222)
  - 4.00 FTEs and temporary youth in the Graffiti Abatement program, 3.00 FTEs and temporary youth in the Urban Youth program, and 2.00 FTEs in the Summer Youth Employment program. Consolidation of administration for these programs will allow these reductions without corresponding reductions in the number of youth served. (\$263,054)
  - 1.00 FTE and the Austin Health Connection mobile health van, (\$49,486)
  - 1.00 FTE in the Public Health Nursing program, (\$45,226)
  - 3.00 FTEs by consolidating the eligibility offices of Medical Assistance Program, (\$153,975)
  - Increasing Medical Assistance Program co-pays for pharmaceuticals, (\$328,462)
  - 13.00 FTEs in Support Services, (\$699,542)
  - Security guard contract at the Rebekah Baines Johnson Building and the St. John Neighborhood Center, (\$93,832)
  - 3.00 FTEs from the Disease Surveillance Program. This responsibility will be assumed by the Bioterrorism grant, (\$202,152)
  - Transferring 5.00 FTEs and the David Powell Clinic from HHSD to the Community Care Department, (\$635,574)

At budget adoption, the City Council approved restoring 1.00 FTE, a Public Health Program Specialist I, for the summer youth employment program and increasing funding in the amount of \$33,777. Council also approved a

## **Health and Human Services — Total Budget \$82.2 million**

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grant amendment by adding \$20,000 for an Animal Friendly grant for the EmanciPet Project providing low cost spay/neutering.

### **The 2002-2003 Approved Capital Budget:**

- Adds funding for the Austin Resource Center for the Homeless, \$269,000

For more information, the Health and Human Services Department operating budget, the Travis County Reimbursed Fund and the Sustainability Fund are presented in detail in Volume II. Information on the Capital Budget and Grants may be found in Volume IV and Volume III.

# Health and Human Services – 2002-2003

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## Mission

The mission of the Austin/Travis County Health and Human Services Department (HHSD) is to work in partnership with the community to promote health, safety, and well being. The department has adopted the following goals in order to help achieve this mission.

## Goals

The over-all goal of HHSD is to promote a healthy community which reflects social equity. This will be achieved through:

- **Prevention: Health Services** Prevent the spread of communicable disease and reduce the risk of health complications due to disease and unhealthy behaviors
  - Increase the percent of children two years of age and under that are age appropriately immunized to reach the national goal of 90% (by 2007)
  - Reduce the rate of newly reported AIDS infections by 10% per year
  - Eliminate the racial and ethnic health disparities by 2010 (consistent with national goals)
- **Protection: Health Services** Minimize the public's exposure to health and environmental hazards
  - Maintain the rate of confirmed cases of food borne illness of less than 25 per 100,000 population
- **Provision: Health Services** Deliver quality, safety-net health services in partnership with the community
  - Ensure health care services provided by the Department are in compliance with national or community standards.
  - Ensure 99% of eligible uninsured children are enrolled in the Children's Health Insurance Program by 2003
  - Improve the customer satisfaction rate with contracted health services to an average of 90% by 2004
  - Achieve universal access to basic health care for the medically indigent by December 2007 through the successful implementation of the coordinated, community-wide health care delivery and financing system
- **Prevention/Provision: Social Services** Promote and foster increased self-sufficiency, healthy behaviors and lifestyle among targeted populations
  - 100% of youth enrolled in the youth job program successfully complete employment assignment
  - Increase by 10% annually the number of appropriate private sector work-learning opportunities available to targeted youth 16 years and older
  - Maintain the percent of clients served who rate services received as satisfying their basic and emergency needs at a minimum level of 95%
  - Increase the percent of households case-managed whose income increases beyond the federal poverty level by 25 percentage points by 2004 (from 10% to 35%)
  - Increase the number of emergency shelter beds for homeless persons by 214 beds to reach 645 beds by year 2004
  - Increase the percentage of early childhood programs that meet quality standards from 9% to 15% by year 2004
  - Establish by 2005 a community-wide database in order to measure the impact of social services delivered
- **Prevention/Provision/Protection: Animal Services/No Kill Millennium** Promote responsible pet ownership and minimize the euthanasia of adoptable animals
  - Increase the percentage of sheltered adoptable animals rescued, adopted or returned-to-owner per year at the Town Lake Animal Center from 33% to 100% by year 2004

# Health and Human Services – 2002-2003

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To help the department track how well the goals are being met, key indicators have been developed along with appropriate performance measures. The approved budget submitted by the Health and Human Services Department addresses these goals.

## Key Indicators

The key indicators used by the Health and Human Services Department include:

- Percent of sheltered animals adopted, rescued or returned to owner
- MAP pharmacy cost per MAP member per month
- Incidence rate of food borne illness per 100,000
- Percent of homeless persons receiving shelter and housing assistance who qualify for and move into permanent housing
- The incidence rate of newly reported tuberculosis cases per 100,000 population in Travis County
- The incidence rate of newly reported Chlamydia, Gonorrhea and Syphilis cases in the community served per 100,000 population
- The incidence rate of AIDS per 100,000 population
- Percent of Medical Assistance Program (MAP) enrollees satisfied with overall MAP services
- Percent of youth that successfully complete employment
- The incidence rate of HIV per 100,000 population
- Teen pregnancy rate (per 1,000 females ages 13-17)

## Business Plan

The Health and Human Services Department's budget initiatives for FY 2003 include the following elements:

- Maintain and improve essential core public health services, with a focus on bioterrorism,
- Continue the implementation of homeless initiatives,
- Implement Air Quality Initiatives,
- Further implement audit recommendations in Communicable Disease and Environmental Health Services, and
- Improve organizational efficiency, through consolidation of programs, facilities and positions.

The approved budget contains several proposals that support the goals of the department:

Personnel Costs and Benefits Increases – The approved budget includes \$107,471 for anticipated changes in health benefit costs. These increases maintain the current service levels and support each of the department's goals. The major change in Personnel Costs is a result of reducing Vacancy Savings from \$1,302,344 to \$324,680, which increases General Fund requirements by \$977,664.

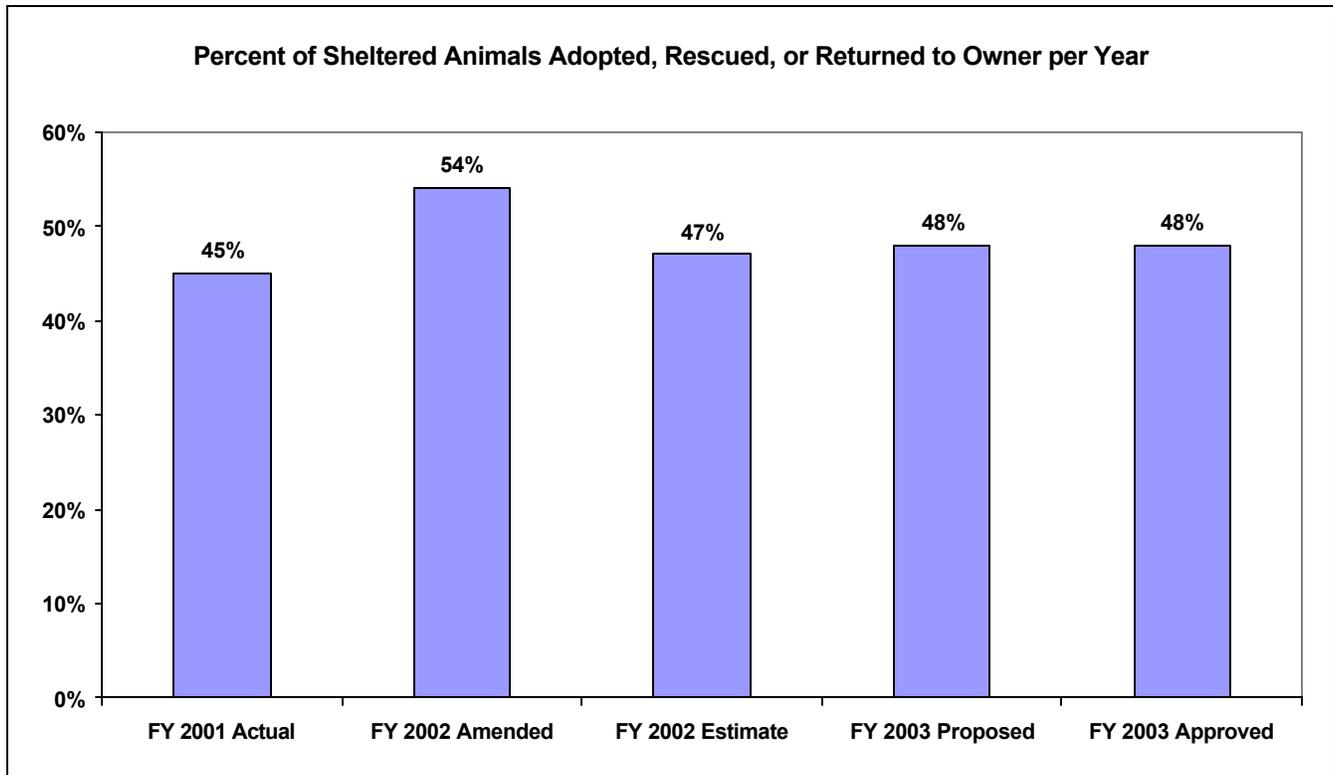
Animal Services – Increased funding has been added for medical supplies, pharmaceuticals, cleaning supplies and animal food. When the Animal Cruelty Investigator retired this year, it was determined that a detective from the Austin Police Department would perform the cruelty investigations for HHSD. As a result, HHSD reduced the approved budget by one FTE. A net amount of \$46,485 has been added to accommodate the supply items and the incremental cost of the Animal Cruelty Investigator. The FY 2003 target represents the Department's continued effort to meet the No-Kill Millennium resolution to save as many animals as possible.

## Health and Human Services – 2002-2003

Reductions reflected in the approved budget include the elimination of 5 FTEs and \$201,539 associated with the Awareness/Education function. In addition, the low-income spay neuter voucher program is eliminated for a savings of \$15,000. These eliminations will adversely impact our ability to reduce the euthanasia of sheltered animals. At budget adoption, the City Council added \$20,000 for an Animal Friendly grant for the EmanciPet Project providing low cost spay/neutering.

This relates to the following HHSD goal:

- Promote responsible pet ownership and minimize the euthanasia of adoptable animals.



Communicable Disease Services: The approved budget reflects the transfer of the David Powell Clinic to the Community Care Department. The total transfer consists of \$836,312 and 6.0 FTEs. Of that total, \$635,574 and 5.0 FTEs are from the General Fund (5.0 FTEs and \$448,206 from Communicable Diseases and \$187,368 from Support Services) and \$200,738 and 1.0 FTE is from the County Reimbursed Fund. Due to the reorganization of the David Powell Clinic, Ryan White I, Ryan White III, and the HIV Surveillance grants will transfer 23 FTEs to the Community Care Department. In FY02 the Communicable Disease activity received an additional \$232,370 in grant funding for Bioterrorism that was awarded in the Public Health Emergency Preparedness and Response for Bioterrorism Grant. Funding amounting to \$978,000 will continue in FY03.

Reductions reflected in the approved consist of \$32,085 for a Public Health Program Specialist I located in the Sexually Transmitted Disease Program and \$26,369 for a Tuberculosis Outreach Worker located in the Tuberculosis program. These will impact the Department's ability to perform outreach work to individuals suspected of having a communicable disease.

This directly relates to the following HHSD goal:

- Prevent the spread of communicable disease and reduce the risk of health complications due to disease and unhealthy behaviors.

# Health and Human Services – 2002-2003

## Environmental & Consumer Health:

In accordance with a salary market study, \$56,090 is being added to the approved budget to attract and retain Sanitarians and continue providing inspectional services. In addition, \$40,000 is being added to the approved budget to upgrade the database system in accordance with audit recommendations from the Texas Department of Health made last year.

Reductions reflected in the approved budget consist of the elimination of three Sanitarians and a Health and Human Services Manager, resulting in a decrease of \$172,222. As a result, inspections per food establishment per year will be reduced by 38% from 2.5 in FY02 to 1.5 in FY03.

This directly relates to the following HHSD goal:

- Minimize the public's exposure to communicable and environmental health hazards.

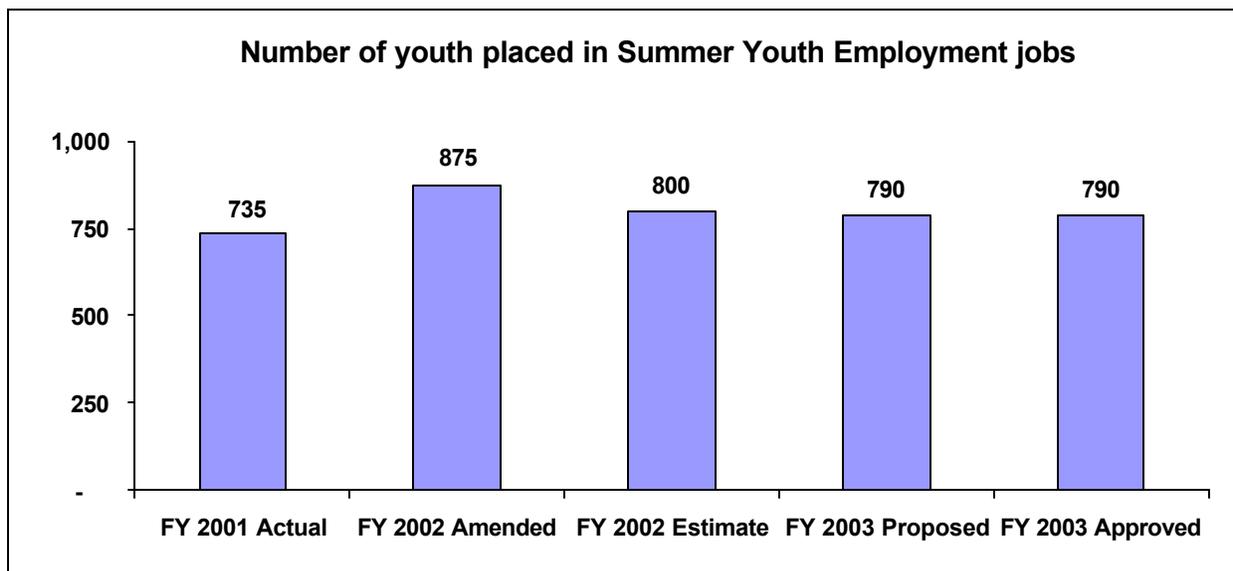
Youth Services – Services to youth at-risk continues to be a priority in which the Department invests substantial resources. The approved budget continues all youth programs.

Reductions reflected in the approved consist of:

- ⇒ A decrease of \$263,054 and 9 FTEs in the youth programs result primarily from combining the administration of the Graffiti Abatement program with the Urban Youth Corps program and consolidating the Urban Youth Corps and the SIHRY programs into a single program for high-risk youth. The approved consolidation of youth programs will have no adverse impact in the total number of youth served.
- ⇒ At budget adoption, the City Council approved an amendment restoring 1 FTE, a Public Health Program Specialist I, for the summer youth employment program and increasing funding in the amount of \$33,777.

Youth Services supports the following HHSD goal:

- Promote and foster increased self-sufficiency, healthy behaviors, and lifestyle among targeted populations.



Targeted Community Health Services – Grant funding in the amount of \$90,000 and 3.0 FTEs were eliminated in FY02 when the Title X Family Planning Grant was not renewed. The FY03 approved budget reflects the addition of 3.0 FTEs and \$93,409 to replace those lost in the grant. The General Fund Public Health will fund these positions through an expense refund.

## Health and Human Services – 2002-2003

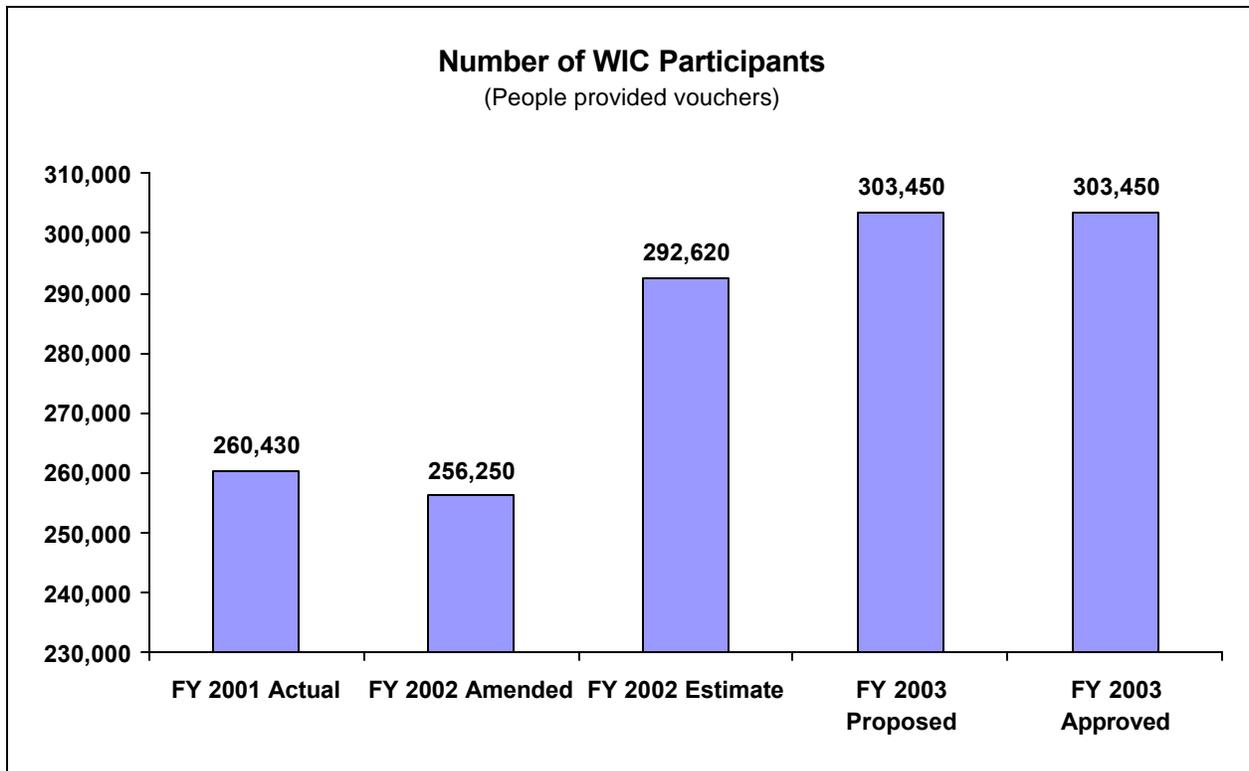
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Reductions reflected in the approved budget consist of:

- ⇒ The elimination of one FTE from the Austin Health Connection, for a decrease of \$49,486 and 1.0 FTEs. Through the new Bioterrorism Grant, the activity will be able to maintain preventative health services provided by the Austin Health Connection offered to targeted neighborhoods of east, north, and south Austin.
- ⇒ The elimination of a Registered Nurse III position from the Public Health Nursing activity, for a decrease of \$45,226. This reduction is expected to have no impact since clients will be transported to other neighborhood centers to receive services.

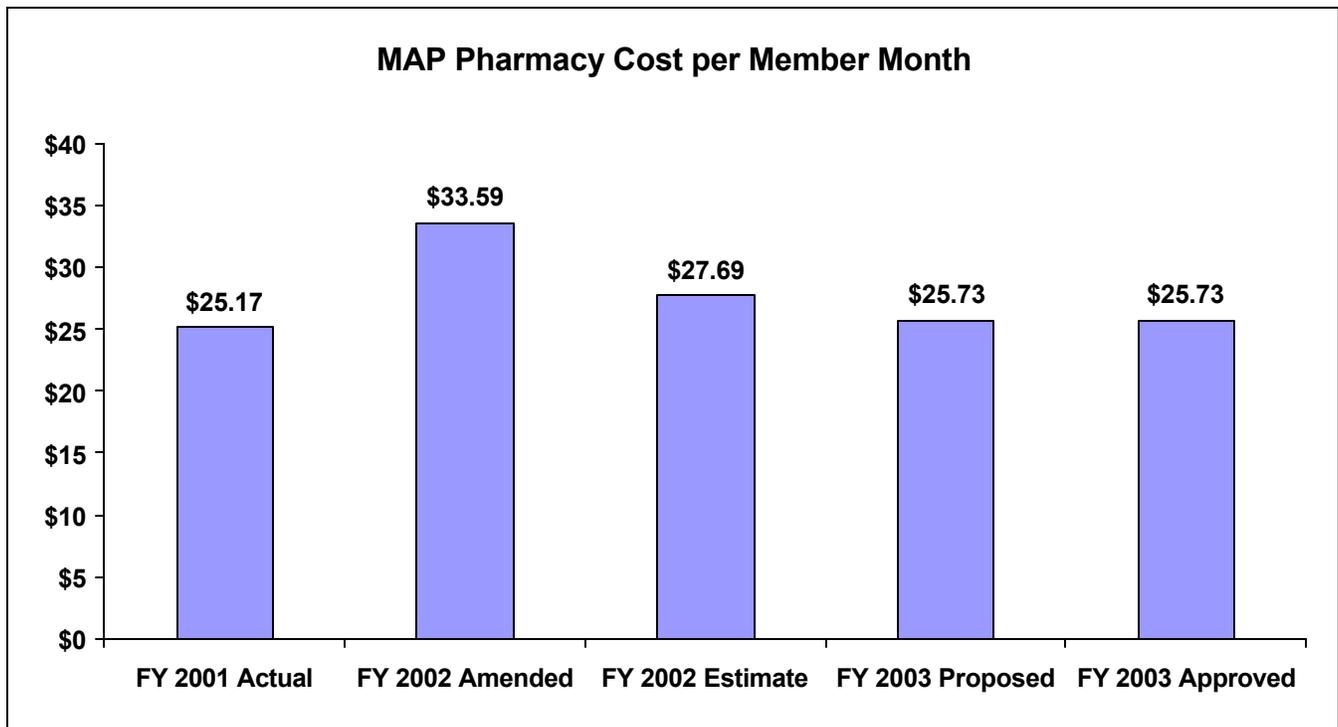
This directly relates to the following HHSD goal:

- Deliver quality, safety-net health services in partnership with the community.



Indigent Health Care – The overall cost of indigent health care for FY 2003 is increasing by \$498,933 as a result of a number of factors.

## Health and Human Services – 2002-2003



- The approved General Fund budget adds \$361,031 to cover the increasing pharmaceutical costs. However, pharmacy cost per MAP member per month declines from \$33.59 in FY 2002 to \$25.73 for FY 2003 because the program did not experience the inflation anticipated and the program's efforts to place patients on pharmacy companies' patient assistance programs have successfully reduced the rate of increase. In addition, the program increases the co-pays that MAP enrollees pay for pharmaceuticals.
- Increases in contractual payments to Seton for hospital-based services requires an additional \$1,159,823 and for physician services requires an additional \$84,412. Also, MAP Dental Services increases \$15,000, and the annexation of Canterbury Trails will add six enrollees and increase funding by \$6,516.

Reductions reflected in the approved budget consist of:

- ⇒ A \$328,462 decrease in pharmaceuticals, due to the increase of the Medical Assistance Program (MAP)/Medicare Network Pharmacy co – payment from \$5 to \$10. This change is not expected to impact enrollment projections or program utilization.
- ⇒ The elimination of 3 FTEs in the Medical Assistance Program (MAP) for a savings of \$153,975. There will be minimal impact on services to MAP clients requesting assistance in accessing the healthcare network and in outreach activities for the low-income populations. Three eligibility sites (St. John's, Rosewood-Zaragoza and Salvation Army) with low utilization will be closed. Services will be provided more efficiently through the remaining sites.

This directly relates to the following HHSD goal:

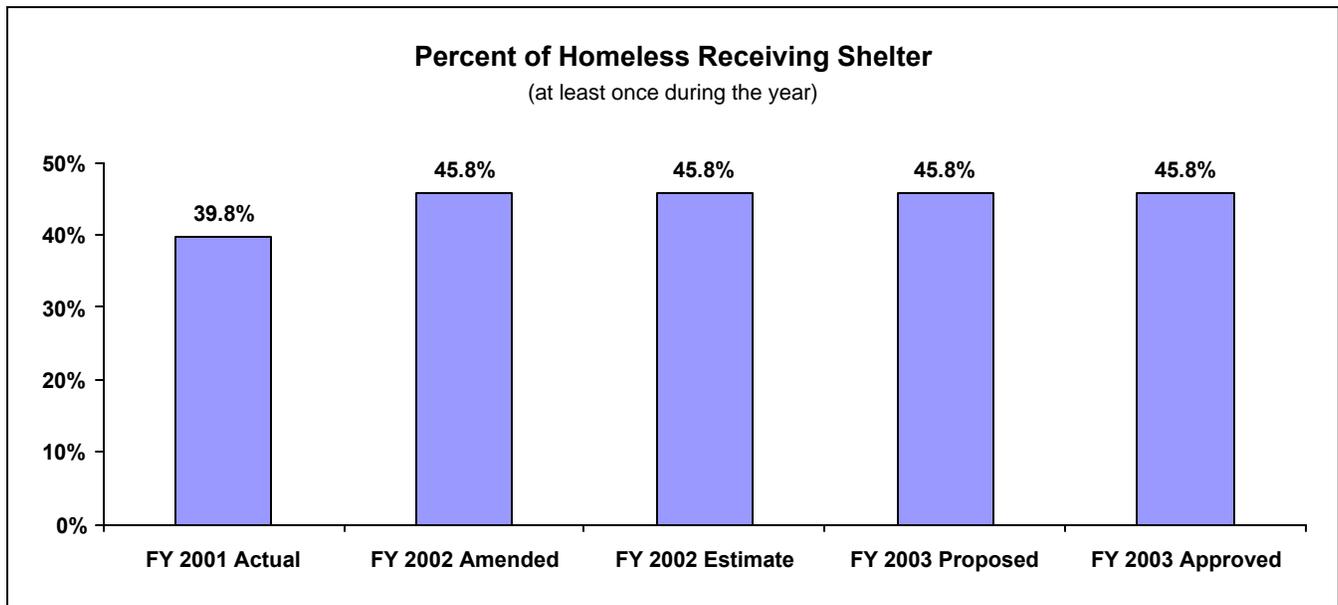
- Deliver quality, safety-net health services in partnership with the community.

Social Services – There is no major overall change in Social Services contract funding. Workforce Development and Child Care Services are approved to continue at the current service level, with funding to be continued through the Sustainability Fund.

# Health and Human Services – 2002-2003

## Homeless Services:

- Shelter for Women and Children - \$114,328 is added for the second year of operations at the new shelter for women and children.
- Austin Resource Center for the Homeless Operating Costs – Completion of this 100-bed facility is scheduled for completion in July 2003. The approved budget includes \$17,425 in start-up supply costs.



The number of homeless population receiving at least seven days of emergency shelter will remain at 1,821 persons. The estimated homeless population is estimated to be 3,977 persons.

## Workforce Development:

- Day Labor Operations – The approved budgets adds \$143,339 and 3 FTEs associated with the City's assuming the operation of the day labor site. At this funding level, which is reduced from the \$206,488 and 5 FTEs previously budgeted in the Sustainability Fund, the program will reduce days of operation from 7 to 6.

## Violence and Victimization:

- SafePlace – The approved budget adds \$300,000 to fund the contract that provides additional bed-nights for victims of domestic violence. In FY 2002, this funding was absorbed from savings elsewhere in HHSD's budget.

This directly supports the following HHSD goal:

- Deliver quality social services to targeted populations in partnership with the community.

Support Services – Lease increases (\$102,193), the security guard contract increase (\$50,372) and computer leases (\$53,333) add \$205,898 to the approved budget. Maintenance, security and utilities for the recently acquired HHSD Complex (former Deaf School Site) add \$85,900. The transfer of the David Powell Clinic to Community Care reduces the approved budget by \$187,368 for facility-related costs.

Reductions reflected in the approved consist of:

## **Health and Human Services – 2002-2003**

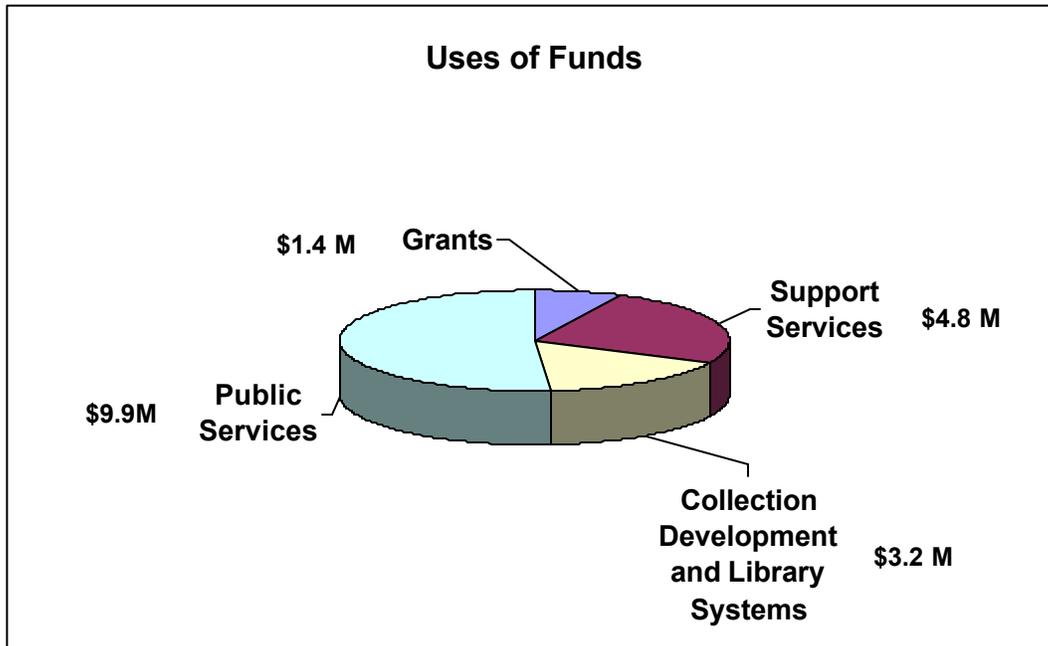
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- ⇒ Throughout Support Services \$699,542 and 13 FTEs will be eliminated. Overall, support service activities, such as grant management and monitoring, information technology services, courier services, general administration, planning and facilities upkeep, will all be adjusted to reflect reduced support.
- ⇒ The elimination of security guard services at the RBJ building and St. John's Neighborhood Center, resulting in savings of \$93,832.

# Austin Public Library – Total Budget \$24.5 million

Operating Budget \$19.3 million

Capital Budget \$5.2 million



**Revenue:**

The Austin Public Library receives 93% of its \$19.3 million Approved Operating Budget from General Fund revenue. \$1.4 million (7%) is received from grant funds.

**Expenditures:**

Operating costs budgeted for 2002-2003 include:

- \$9.9 million for providing library services at twenty-two (22) locations throughout Austin including the Austin History Center. This includes \$1.3 million for youth programs.
- \$3.2 million for Collection Development and Library System Support, which includes the Library materials budget.
- \$4.8 million for Support Services.
- \$1.4 million in grant funds to improve the quality and level of library services in Central Texas by providing training and assistance, funds to purchase library materials, and interlibrary loan services.

	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimate	2002-2003 Proposed
<b>General Fund</b>				
Revenue	\$510,050	\$569,680	\$449,286	\$559,487
Requirements	\$17,292,361	\$19,019,888	\$17,887,949	\$17,916,543
Full Time Equivalent (FTEs)	327.06	325.40	325.40	315.30
<b>Grant Funds</b>	\$1,161,730	\$2,133,603	\$2,133,603	\$1,421,000
Full Time Equivalent (FTEs)	13.25	14.00	14.00	14.00
<b>New Capital Appropriations</b>	\$5,387,000	\$4,065,000	\$4,065,000	\$5,225,000

# **Austin Public Library – Total Budget \$24.5 million**

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## **Highlights**

### **The 2002-2003 Proposed Operating Budget:**

- Continues to fund the John Henry Faulk Central Library, twenty branches, and the Austin History Center to be fully operational during normal operating hours.
- Provides partial-year funding in the amount of \$259,762 for the newly constructed Daniel E. Ruiz Branch Library scheduled to open in July 2003. This includes the addition of 9.00 FTEs and associated personnel costs for \$191,486, an increase in the materials budget and cataloging costs for \$6,700, an increase in technology costs for \$50,976, and an increase in facility custodial and maintenance costs for \$10,600.
- Provides partial-year funding in the amount of \$156,027 for the newly expanded George Washington Carver Branch Library scheduled to open in November 2003. This includes the addition of 9.00 FTEs and associated personnel costs for \$119,305 and an increase in technology costs for \$36,722.
- Full funding for book budget and cataloging, \$1,744,911.
- Eliminates 28.10 vacant FTEs for a savings of \$1,040,537.
- Reduces funding in the amount of \$319,531 for various support costs such as office supplies, seminar fees, travel costs, small tools and equipment, educational and promotional items, and minor hardware, and;
- Reduces funding in the amount of \$72,500 for electronic databases.

### **The 2002-2003 Proposed Grant appropriations:**

- |   |           |
|---|-----------|
| • Central Texas Library System              | \$900,000 |
| • Interlibrary Loan                         | \$305,000 |
| • Technological Assistance Negotiated Grant | \$100,000 |
| • Loan Star Libraries                       | \$116,000 |

### **The 2002-2003 Proposed Capital Budget:**

- |   |               |
|---|---------------|
| • Spicewood Springs Branch Library Expansion – Construction | \$1.8 million |
| • Terrazas Branch Library Expansion – Construction          | \$1.6 million |
| • North Village Branch Library Expansion – Design           | \$1.3 million |
| • Carver Branch Library Expansion – HVAC system replacement | \$.6 million  |

For more information, the Library Operating Budget is presented in detail in Volume II. Information on the Capital Budget and Grants may be found in Volumes III and IV.

# **Library Department—2002-2003**

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## **Mission**

The mission of the Austin Public Library is to provide information and services that promote life-long learning, literacy, and love of reading to the public so they can enrich the quality of their lives.

## **Goals**

To help the Department achieve its mission the following goals have been developed:

- ◆ Maintain the quality, delivery, and awareness of library services to better meet customer needs.
  - Maintain the percentage of customers who find the materials they need.
  - Maintain the percentage of customers who find the reference information they need.
  - Maintain the use of the library by Austin's youth as measured by program attendance, number of youth library cards and circulation of youth materials.
  - Maintain overall favorable rating of library services.
  - Maintain the percentage of customers who have used the Library in the last year.
  - Maintain number of outreach programs and contacts to strengthen community involvement and utilization of programs and services.
  - Maintain the number of users who access the Library resources electronically.
- ◆ Provide customers with accessible, secure and well-maintained library facilities with appropriate technological resources.
  - Maintain response time by security personnel.
  - Maintain turnaround time for maintenance workorders.
  - 95% of workstations meet minimum benchmark standards.
- ◆ Attract, retain, and develop a quality and diverse workforce.
  - Sustain employee turnover rate.
  - Maintain overall employee satisfaction
  - Increase the percentage of employees that perceive their work environment to be safe.

## **Key Indicators**

The Library uses the following key indicators to monitor the Department's progress in achieving these goals:

- ◆ Average Daily Visits
- ◆ Average Daily Circulation
- ◆ Total Library Cost per Circulated Item
- ◆ Total Library Cost per Registered Borrower
- ◆ Total Library Cost per Capita
- ◆ Materials Support per Capita
- ◆ Satisfaction with Materials
- ◆ Percentage of Customers Who Get the Information They Need (Reference)
- ◆ Percentage of Customers Who Get the Information They Need (History Center)
- ◆ Percentage of Citizens Rating Overall Library Services as Favorable
- ◆ Percentage of Customers Who Find the Title They are Seeking

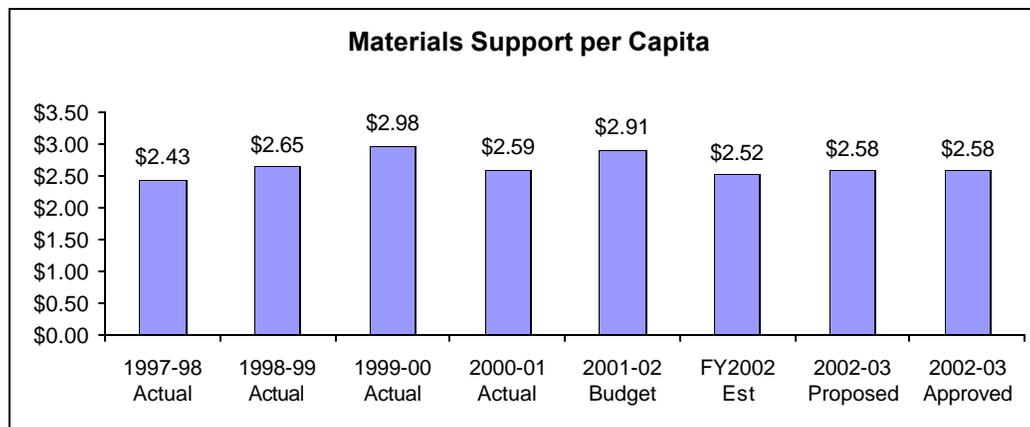
# Library Department – 2002-2003

## Business Plan

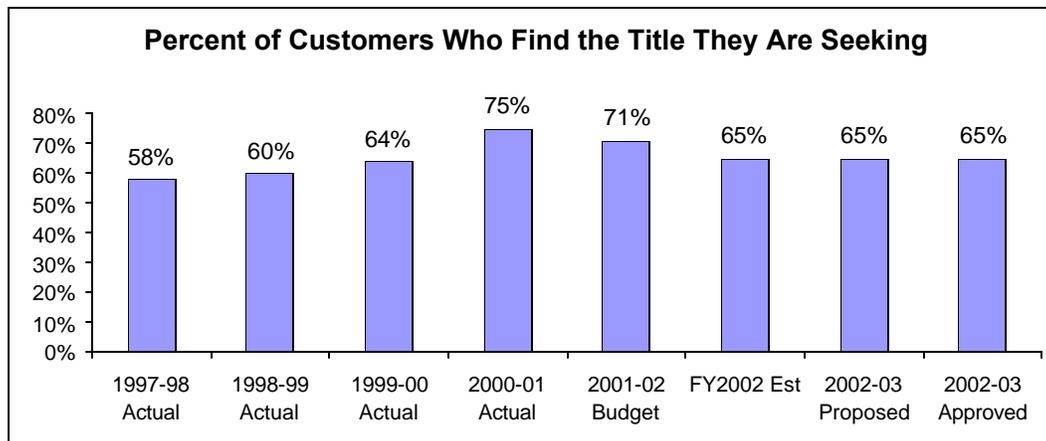
The Library Department revised department goals for FY 2003 in view of the current economic conditions facing the City of Austin. The revisions reflect the desire to maintain current service levels and to remain committed to customer service and employee well being. The Approved Budget contains a number of elements that support these revised goals.

### Maintain the quality, delivery, and awareness of Library services to better meet customer needs

- Materials support per capita is expected to decrease approximately 11% from the FY 2002 approved amount, however, a slight increase over this years estimate is approved. A transfer of \$165,101 from the materials budget to the cataloging budget was implemented to pay for cataloging, processing, binding, and shipping contracts associated with vendor outsourcing in FY 2003. This new method has the potential to increase timeliness of the cataloging process, thus conserving Library resources.

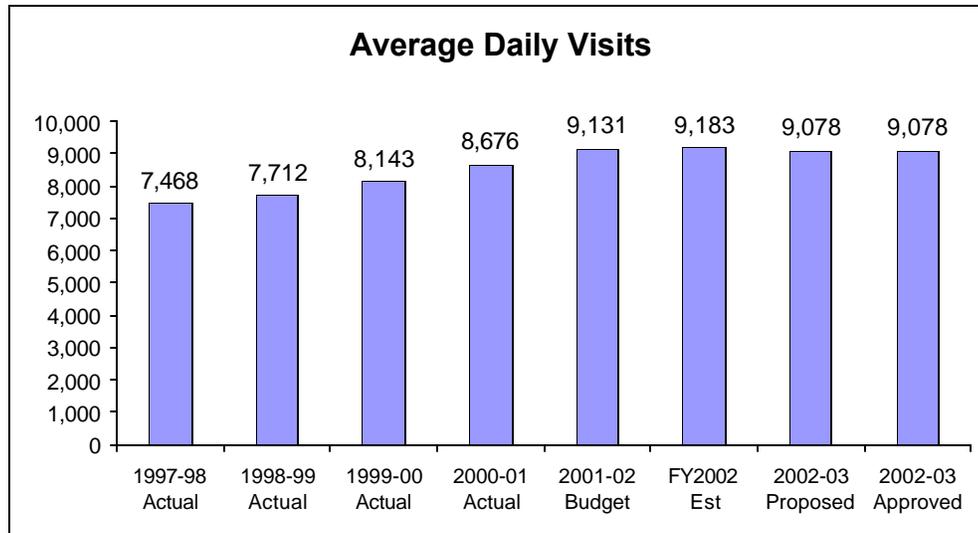


- The percent of customers who find the title they are seeking is an indicator based on a bi-annual customer survey conducted at all library locations. Although the FY03 measure will be a slight decrease of 6% as compared to the FY02 Approved budget, FY03 is projected to maintain current year levels. The opening of the larger Daniel E. Ruiz Branch Library is scheduled for July 2003, although it is not expected to significantly influence this indicator, due to the fact it will be open only three months in fiscal year 2003.



## Library Department – 2002-2003

- Average daily visits are not expected to change significantly from the FY 2002 budget amount. Although the opening of the larger Daniel E. Ruiz Branch Library is scheduled for July 2003, it is not expected to significantly influence this indicator due to the fact it will be open only three months this fiscal year.

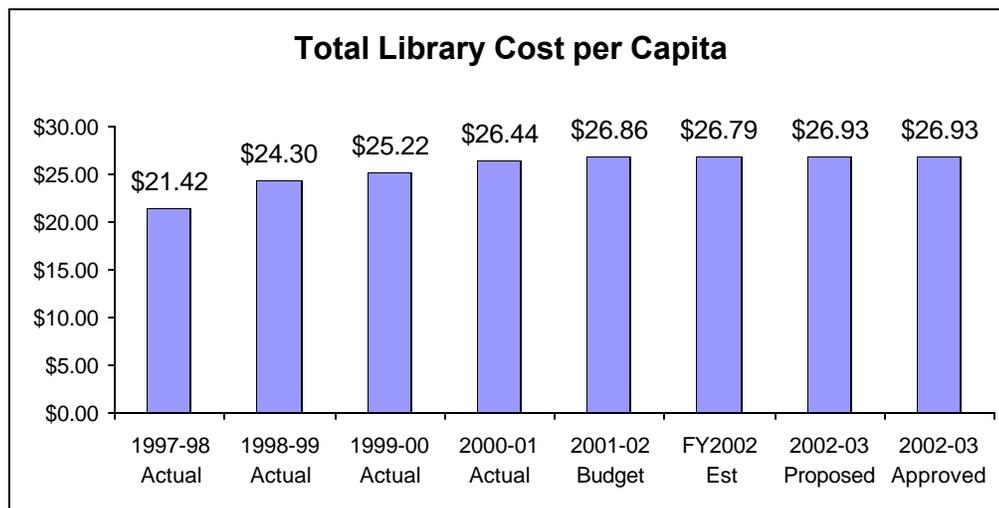


### Provide customers with accessible, secure, and well-maintained library facilities with appropriate technological resources

- Response time to emergency calls by security personnel is expected to remain at current year levels.
- Turnaround time for completion of routine maintenance workorders is expected to increase from six (6) weeks to seven (7) weeks due to the loss of two (2) vacant maintenance positions.

### Attract, retain, and develop a quality and diverse workforce.

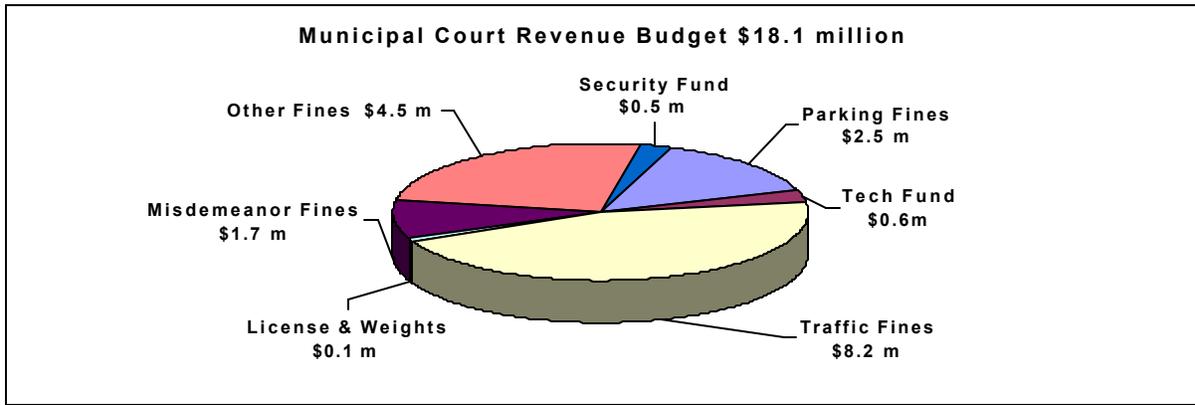
- A minimal increase in library cost per capita is expected in FY 2003 due to adjustments in the library budget and a slight increase in population projections.



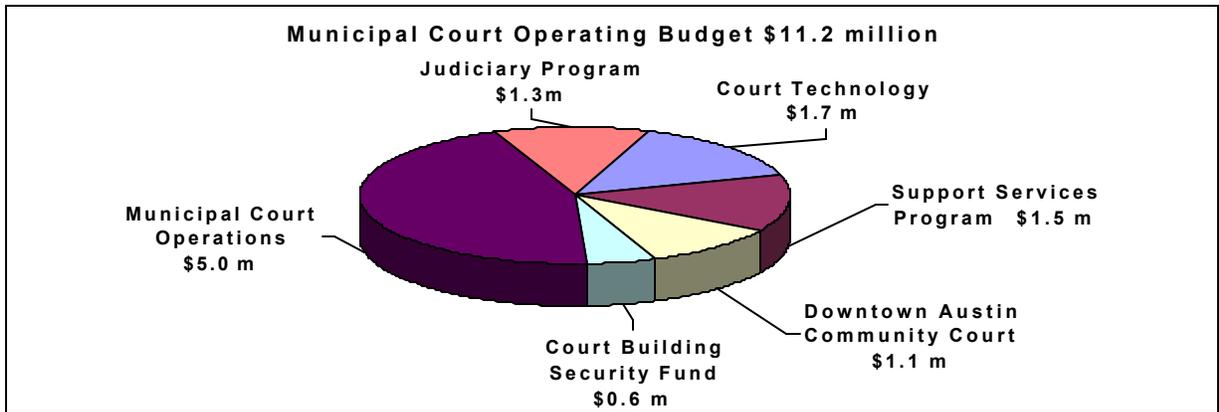
# Municipal Court — Total Budget \$11.2 million

**Operating Budget \$11.2 million**

**Capital Budget \$0.0**



**Revenue:** The Municipal Court collects fines and fees from persons convicted of traffic, parking, and misdemeanor offenses. The Approved 2002-03 General Fund revenue totals \$17.0 million. Security Fund revenue totals \$0.5 million. Technology Fund revenue totals \$0.6 million.



**Expenditures:** The Approved 2002-03 Budget General Fund operating costs total \$8.9 million. Court Security Fund operating costs total \$0.6 million. Technology Fund costs total \$1.7 million.

	2000-01 Actual	2001-2002 Amended	2002-2003 Estimated	2002-2003 Proposed	2002-2003 Approved
<b>Revenue</b>					
General Fund	\$16,602,887	\$16,000,933	\$16,289,028	\$17,016,136	\$17,016,136
Security Fund	\$475,264	\$451,934	\$444,100	\$473,075	\$473,075
Technology Fund	\$593,104	\$573,600	\$570,600	\$589,017	\$589,017
<b>Requirements</b>					
General Fund	\$9,422,061	\$9,885,484	\$9,299,567	\$8,986,711	\$8,986,711
Security Fund	\$364,323	\$656,088	\$581,249	\$608,696	\$608,696
Technology Fund	\$234,814	\$693,250	\$255,100	\$1,656,692	\$1,656,692
<b>Full-Time Equivalent</b>	182.75	180.75	180.75	168.75	168.75

# Municipal Court — Total Budget \$11.2 million

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## Highlights

### The 2002-03 Approved Operating Budget:

- Increases fine revenue by \$1,000,000 in part due to increased collection efforts including a collections contract.
- Increases personnel expenses due to Council-approved judiciary and marshal pay increases; also increases health benefits for employees.
- Eliminates 12.0 vacant positions. Personnel expense decreases overall by \$420,000.
- Decreases contractals, commodities, and capital for Municipal Court Operations program by \$190,000 to achieve budget target.
- Reduces Downtown Austin Community Court expenses by \$30,000 in capital spending resulting from completion of move to new Courthouse facility during FY 2001-02.
- Reduces DACC contractals by \$100,000 due to a reduction in the rehabilitation contract from \$500,000 to \$400,000.
- Reduces Support Services program expense by \$150,000 largely through transfer of technology expenses to Court Technology Fund.

For more information, the Municipal Court Department Operating Budget is presented in detail in Volume I. Information on the Grants may be found in Volume III.

# Municipal Court — 2002-2003

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## Mission

To serve the public in a fair, efficient, and accountable manner while contributing to the quality of life in our community by impartially administering justice.

## Vision

To be the most effective, efficient, and impartial municipal court in Texas.

## Goals

### Provide Exceptional Customer Service

- Expand the availability and use by customers of alternatives to resolving cases at the Court's downtown location, such as computer and telephone system enhancements, internet access, and kiosks as measured by the percent of cases not terminated at downtown service counters
- Increase level of customer satisfaction for our internal/external customers as measured by the *Listening to the Workforce* survey and the *Voice of the Customer* survey

### Provide Effective and Impartial Administration of Justice

- Increase the completion rate of court orders as measured by the number of cases terminated versus the number initiated
- Efficient and timely case processing (initiating, docketing, updating, controlling backlogs, and collection initiatives) as measured by the average time to case termination

### Enhance Organizational Health

- Overall increases in employee satisfaction as measured by the *Listening to the Workforce* survey

### Improve the Quality of Life in Downtown Austin

- As measured by the percent of offenders who complete treatment recommendations and by the percent of cases for which offenders complete their Court-mandated community service restitution hours

These goals support the Court's vision of being the most effective, efficient, and impartial Municipal Court in Texas.

The Municipal Court developed key indicators and appropriate performance measures to track how well each program achieves its goals. The Approved Budget submitted by the Municipal Court supports these goals.

# Municipal Court — 2002-2003

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## Key Indicators

The key indicators used by the Municipal Court include:

- Average length of time to terminate traffic cases, non traffic Class C misdemeanor cases, and parking cases
- Number of cases set on scheduled dockets or appearing at mitigation dockets
- Cases terminated versus cases filed
- Municipal Court expenditure per case filed
- Revenue per case filed
- Number of warrants cleared by City Marshals
- Level of customer satisfaction as measured by the *Voice of the Customer* survey
- Overall level of employee satisfaction as measured by the *Listening to the Workforce* survey

## Business Plan

The Approved Budget contains a number of initiatives that impact the following Municipal Court goals:

- Provide exceptional customer service
- Provide effective and impartial administration of justice
- Enhance organizational health
- Improve the quality of life in downtown Austin

### Customer Service

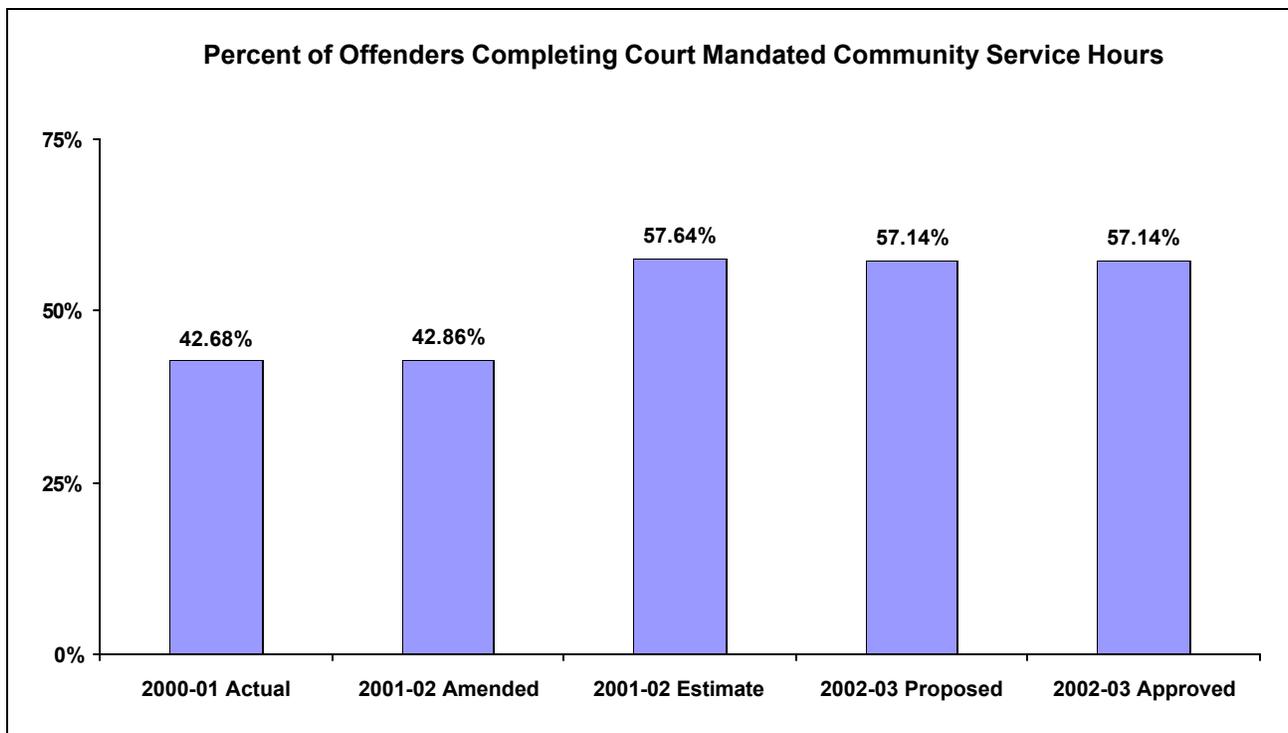
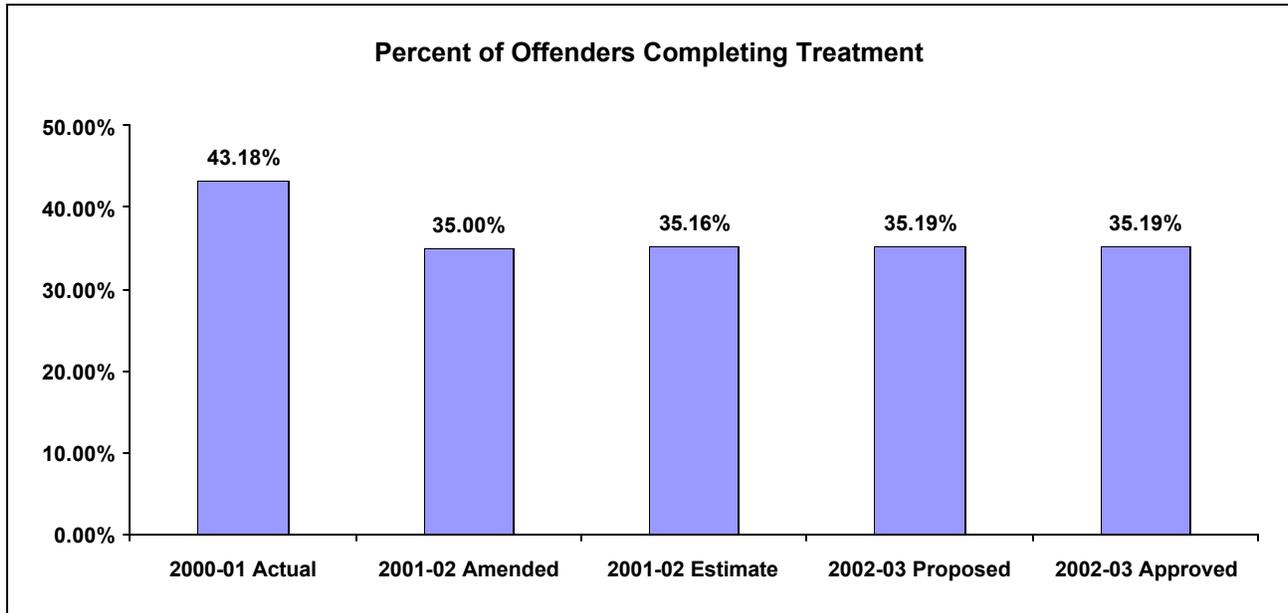
Although FY2002-03 will be a period of cost containment, Municipal Court will continue its commitment to customer service. Cross training of court clerks continues to make the Court more flexible in handling the ever-shifting demands of telephone, mail, and front counter transactions. During FY2002-03 a pilot technology program to accept payments via the Internet, kiosk, and the Court's interactive telephone system (IVR) will begin. To better understand and better manage the various processes and walk-in customer traffic, the Court plans to implement an electronic queuing system.

### Quality of Life in Downtown Austin

Downtown Austin Community Court moved into a freestanding facility during FY2001-02 consistent with its implementation plan. This program aims at reducing recidivism of public order Class C misdemeanor offenders in the downtown area. Offenders are held accountable for their actions through creative sentencing and community service restitution. The Downtown Austin Community Court provides rehabilitative and support services to assist offenders with modifying their offending behavior. The perception of an autonomous Downtown Austin Community Court is considered key to the goal of improving the quality of life in downtown Austin. Beginning in the current year, the Downtown Austin Community Court will continue to increase efficiency of its operations.

## Municipal Court — 2002-2003

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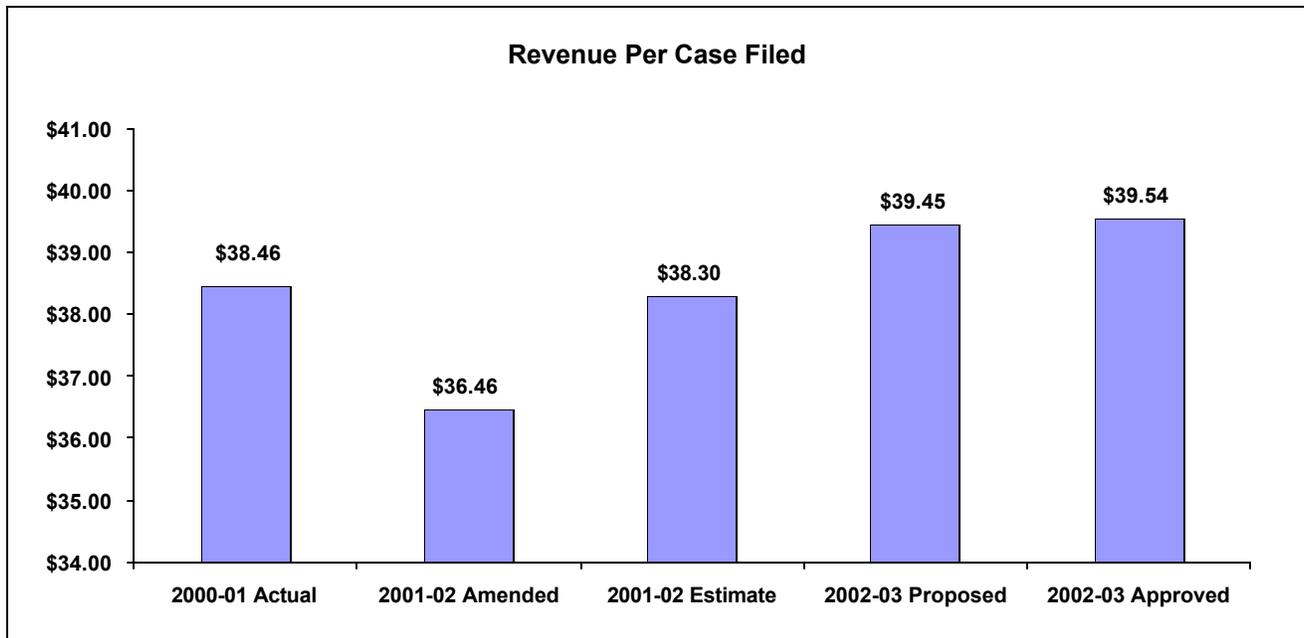
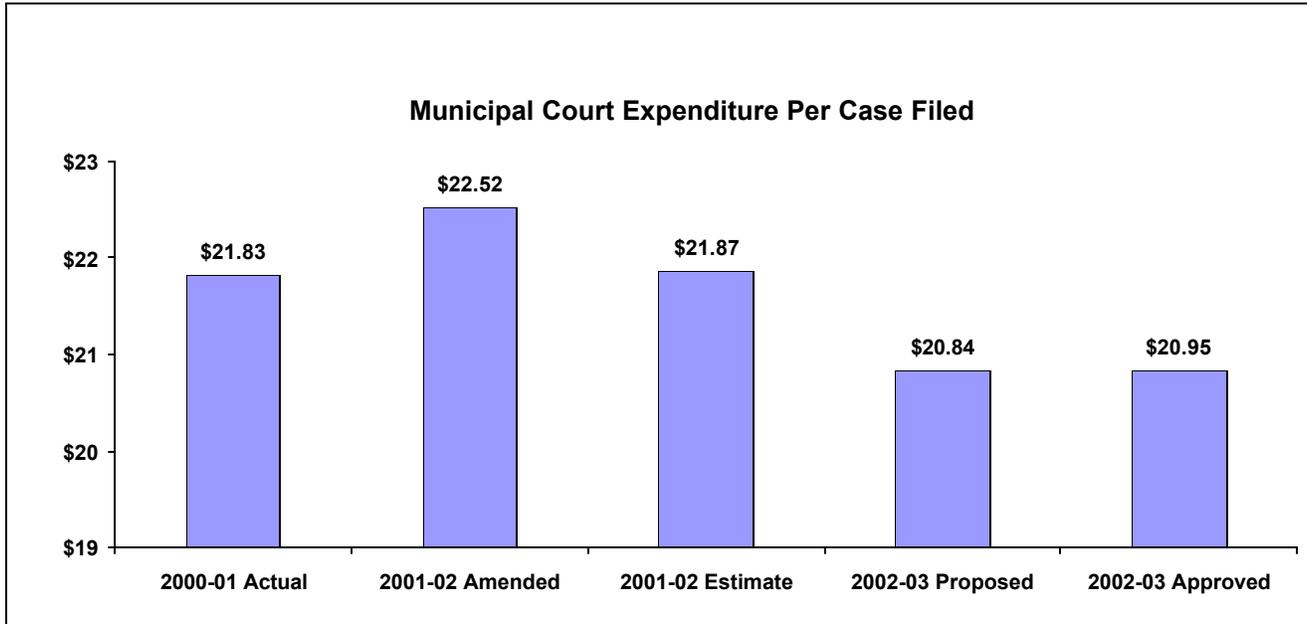


### Administration of Justice

Enforcing court orders through issuance and service of warrants and collection of outstanding fines continues to be a priority for FY2002-03. Several large enforcement efforts including a warrant round up and cooperation with bordering municipalities have occurred in the current year and will continue during FY2002-03. A call management software system is planned to further improve the efficiency of the Warrant Collections unit. During FY2002-03 the Court will contract with a collections agency to improve offender compliance with judicial orders. The Court is also contracting with a skip tracing service, which will improve the quality of collection efforts and reduce returned mail and postage.

# Municipal Court — 2002-2003

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## Organizational Health

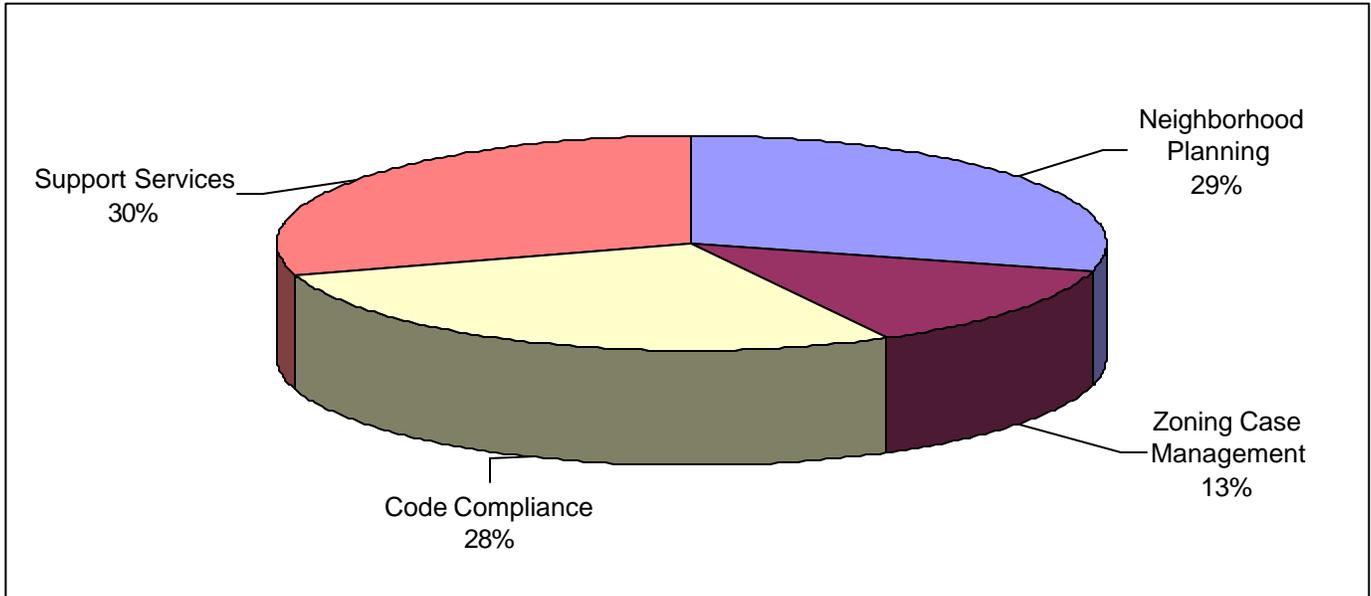
Several areas affecting this goal are included in the Approved Budget. The Court will fund the replacement of deteriorating shelving units in the Records area, which are approaching an unsafe condition. In the current year extensive actions have been taken to upgrade many areas with ergonomic workstations. The elevator shaft in the Records area will be enclosed to abate offending noise.

The Court continues to offer expanded in-house training opportunities while controlling travel and training costs.

# Neighborhood Planning and Zoning — Total Budget \$4.0 million

**Operating Budget \$4.0 million**

**Capital Budget \$ 0.0 million**



**Revenue:**

Approved revenue for 2002-03 increases by \$170,336 over the 2001-2002 Amended Budget.

**Requirements:**

Operating costs for 2002-03 include:

- An overall decrease in requirements of \$193,335, with the elimination of 9 vacant positions in the Neighborhood Planning activity, 4 vacant positions in the Zoning Case Management activity and 1 vacant position in Administration and Management;
- \$501,668 and 6 positions were added due to the reallocation of support services costs and FTEs as a result of the dissolution of Infrastructure Support Services Department.

## Highlights

**The 2002-03 Approved Operating Budget:**

The Neighborhood Planning and Zoning Department continues to support key areas of responsibility: neighborhood planning, citizen education and training, code compliance and enforcement, and zoning case management.

	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimate	2002-2003 Proposed	2002-2003 Approved
<b>Revenue</b>	\$331,430	\$302,474	\$321,936	\$472,810	\$472,810
<b>Requirements</b>	\$3,483,681	\$4,192,091	\$3,561,607	\$3,998,756	\$3,998,756
<b>Full-Time Equivalents (FTEs)</b>	63.00	63.00	63.00	55.00	55.00

For more information, the Neighborhood Planning and Zoning Operating Budget is presented in detail in Volume I.

# **Neighborhood Planning and Zoning — 2002-2003**

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## **Mission**

The purpose of the Neighborhood Planning and Zoning Department (NPZD) is to provide coordinated land use and basic service delivery planning, education, and code compliance for and in partnership with neighborhood stakeholders in order to improve their economic vitality, environmental sustainability, and social equity.

## **Goals**

- All neighborhood plans initiated after 10/01/2001 will include concurrent neighborhood plans and zoning recommendations
- Decrease resolution time for housing and zoning complaints
  - Substandard housing – 100 days or fewer
  - Land use – 120 days or fewer

## **Key Indicators**

The Neighborhood Planning and Zoning Department will use the following key indicators to monitor the department's progress in achieving business plan goals:

- Number of neighborhood plans scheduled on Planning Commission agenda
- Number of neighborhood plan re-zonings scheduled on Planning Commission agenda
- Percent of all zoning applications without traffic impact analysis presented to Planning Commission or Zoning and Platting Commission within 28 days
- Average number of calendar days to resolve housing and dangerous building code violation cases from case initiation to voluntary compliance (100 days or fewer)
- Average number of calendar days to resolve zoning violation cases from case initiation to voluntary compliance (120 days or fewer)

## **Business Plan**

The Approved Budget reflects the department's integration of five key components: neighborhood land use planning; neighborhood service planning; citizen outreach and education; zoning case management; and housing and zoning code enforcement. Departmental reorganization brought these activities together in mid-FY2001 with the dual goals of aligning neighborhood service planning with neighborhood land use planning and reducing the neighborhood plan adoption timeframe.

Since the reorganization, NPZD staff has worked to develop strategies for accomplishing goals through relationships among internal functions, as well as better cooperation with other departments. NPZD has increased the role that City departments play in providing information and technical assistance to neighborhoods early in the planning process and further integrated the neighborhood planning process into the City's business planning and budget process. The department has also better linked neighborhood plan development with neighborhood plan implementation by bringing zoning case management staff into the planning teams. Further, we have developed a more aggressive approach to increasing public awareness of municipal codes and land use requirements and methods for dealing with housing and zoning code violation repeat offenders.

Beginning in FY2003, the Neighborhood Planning and Zoning Department will include three programs: (1) Neighborhood Planning; (2) Code Compliance; and (3) Zoning Case Management. The three departmental programs may be viewed as interconnected components of the work with Austin neighborhoods.

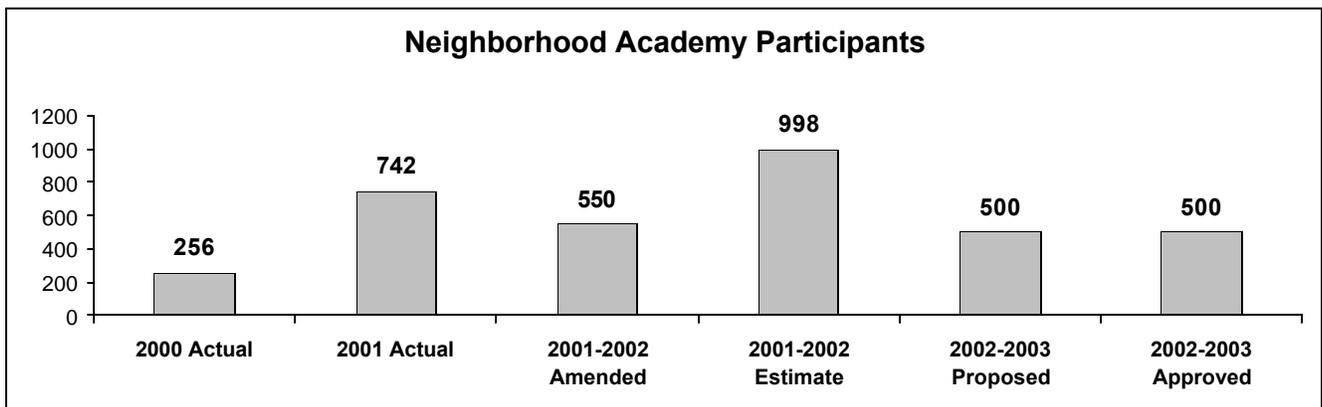
## Neighborhood Planning and Zoning — 2002-2003

- Neighborhood Planning  
Neighborhood outreach, education, and plan development
- Zoning Case Management  
Zoning reviews and code amendments
- Code Compliance  
Housing and zoning code technical assistance, inspections, and enforcement

A total of 14 FTEs (approximately 22% of the total FY 02 FTEs) are approved to be eliminated in the NPZD FY2003 budget. However, the department is committed to providing Austin neighborhoods with the highest possible level of planning, zoning, education, and code enforcement service. NPZD has already begun implementing strategies to increase the efficiency of all of the departmental programs so as to make the best use of existing resources and will continue to look for ways to do more with less.

The **Neighborhood Planning** Program provides the opportunity for neighborhood stakeholders to influence land use, zoning, transportation, service, and urban design factors to achieve a more livable neighborhood. The goal is to produce comprehensive neighborhood plans that are driven by sound planning principals in alignment with the City's Comprehensive Plan and corporate priorities regarding managing growth. For the FY2003 Approved Budget, the FY2002 Plan Development Activity, the FY2002 Service Coordination and Plan Implementation Activity, and the FY2002 Neighborhood Outreach and Education Program (which included the Neighborhood Academy Activity) were consolidated to form the Neighborhood Planning Program. The Neighborhood Planning program has a single Activity, also called Neighborhood Planning, which encompasses land use, transportation, urban design and service planning for neighborhoods as well as the citizen outreach and education efforts required for a successful neighborhood planning project. Nine (9) of the 28 positions in the new Neighborhood Planning Program were eliminated from the Approved Budget.

The program and activity alignment changes represent improvements in the neighborhood planning process that were implemented in early FY2002 to enhance overall program effectiveness and efficiency. Neighborhood planning brings together diverse groups—including residents, property owners, business owners, and community groups—to develop a shared vision for their neighborhood. NPZD will profile existing neighborhood conditions including land use, service needs, capital projects planned and underway, and historical trends. This profile will be developed with the support of City departments and other key agencies early in the process as a tool to quantify current and future neighborhood needs. Once this profile is completed, NPZD will facilitate an interactive planning process that involves workshops and focus group meetings with all interested neighborhood stakeholders.

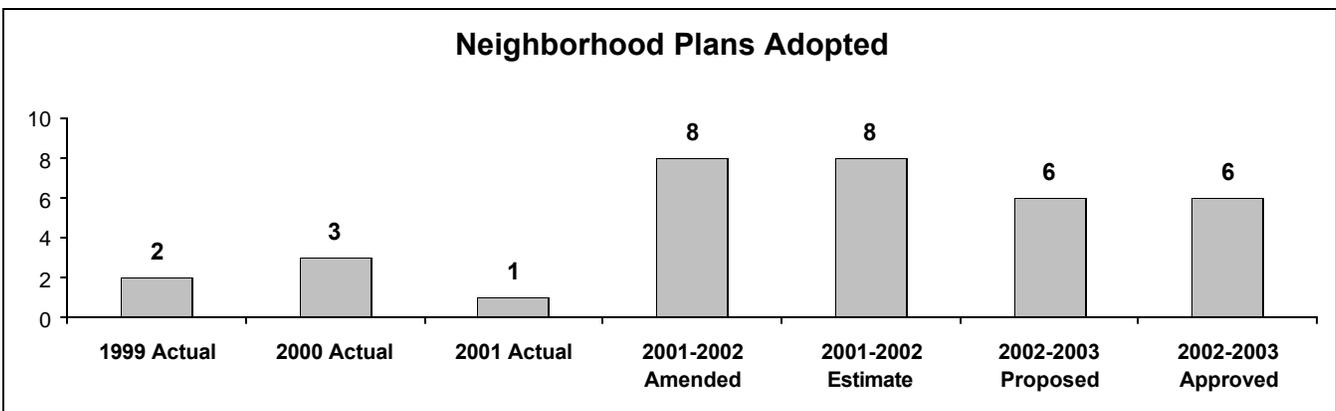


The new planning process also incorporates a focused community education program for all neighborhoods. Throughout the planning process, the Neighborhood Academy will coordinate classes and outreach services designed to equip participants with knowledge that allows them to make informed decisions, develop more effective neighborhood leadership and organization, and increase neighborhood sustainability through capacity

## Neighborhood Planning and Zoning — 2002-2003

building. Courses will focus on preparing neighborhood planning participants for their role in the process and building a support network to ensure that implementation of the adopted neighborhood plan is successful. The Academy will also continue to offer courses and workshops on topics other than those directly related to neighborhood planning for participants city-wide.

The Approved Budget seeks to result in the adoption of six (6) neighborhood plans during FY2003. NPZD will continue to use the more streamlined planning process—including combining neighborhoods to allow for the simultaneous development of neighborhood plans for multiple neighborhoods—that was implemented successfully in FY2002 for the most efficient allocation of existing staff. We will also continue to simplify the neighborhood planning process by focusing on the long-term land use and zoning issues that neighborhood plans can influence and that will guide City departments in future planning. These changes, along with other operational adjustments, will help NPZD maintain a consistent neighborhood planning program throughout the next few years. However, it is important to note that, with fewer staff, it may take an extra year or two to complete the urban core neighborhood plans as resolved by the City Council in 1999.



The **Zoning Case Management** Program allows the department to accelerate the implementation of neighborhood plans while maintaining the processing of property-owner-initiated rezoning applications. Zoning staff assists in preparation of zoning recommendations at an early stage in the neighborhood planning process. Zoning case managers work closely with neighborhood planners, making it possible for pending and future neighborhood plans and the associated zoning to occur simultaneously and eliminating the significant delay between neighborhood plan adoption and neighborhood plan rezoning.

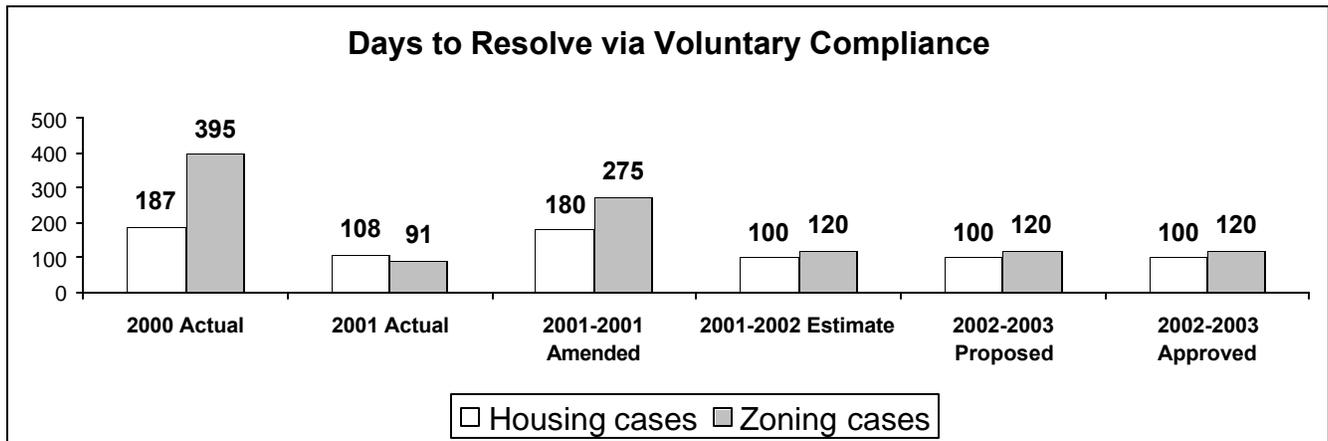
Four (4) vacancies will be eliminated from the Zoning Case Management program in FY2003. As a result of these eliminations, zoning application processing times may increase slightly as remaining staff is required to handle more cases per person. However, the department will implement operational modifications, such as making better use of technological tools already available and increasing staff training, to help zoning staff work more efficiently.

Zoning Case Management staff is also required to process amendments to the zoning ordinance in the Land Development Code as requested by the Planning Commission or City Council. Because the City's zoning ordinance has not been comprehensively reviewed and updated since 1984, the number of requests for individual amendments will continue to increase as a result of changes in the economy and advances in technology. A senior planner position devoted to these amendments is one of the FTEs eliminated in the Approved Budget, therefore processing time for zoning ordinance amendments will increase and the frequency of amendments will decrease.

The department's **Code Compliance** Program strives first to resolve housing and zoning code violations through volunteer compliance. Over 2,000 code violation complaints are received each year and well over 80% can be

## Neighborhood Planning and Zoning — 2002-2003

resolved through property-owner education and technical assistance. In FY2003, greater emphasis will be placed on public education and outreach, technical assistance to neighborhoods, and community and interagency partnerships in an effort to reduce the number of first-time violations. In the Approved Budget, compliance goals were established at 100 days for cases involving substandard housing and 120 days for cases related to zoning issues. Based on the level of funding approved for Code Compliance activities, the department will continue its efforts to gain voluntary compliance as its main focus for FY2003.



The department's Code Compliance staff is working to increase their efficiency by clarifying procedures and standardizing many functions. They are also developing creative ways to deal with long-standing problems. For example, the proliferation of illegal signs in Austin's rights-of-way, commonly known as "bandit" signs, has been a troublesome issue for some time. Bandit signs are the small signs placed in the right-of-way along roadways, on utility poles, and on medians across the city. The Approved Budget allows NPZD to work with other City departments and citizens to conduct an aggressive citywide code enforcement initiative to drastically reduce the number of right-of-way throughout Austin. NPZD will establish a pilot Volunteer Sign Rangers Program, through which citizen volunteers will be trained to assist the City in removing illegal signs and educating the community about the right-of-way sign problem. To promote awareness and citizen involvement, NPZD will partner with Keep Austin Beautiful to launch the city's first annual citywide volunteer clean-up of bandit signs. To maintain the public right-of-way, NPZD has trained right-of-way crews in eight other City departments to collect illegal signs from the right-of-way.

### **Transfer from Infrastructure Support Services**

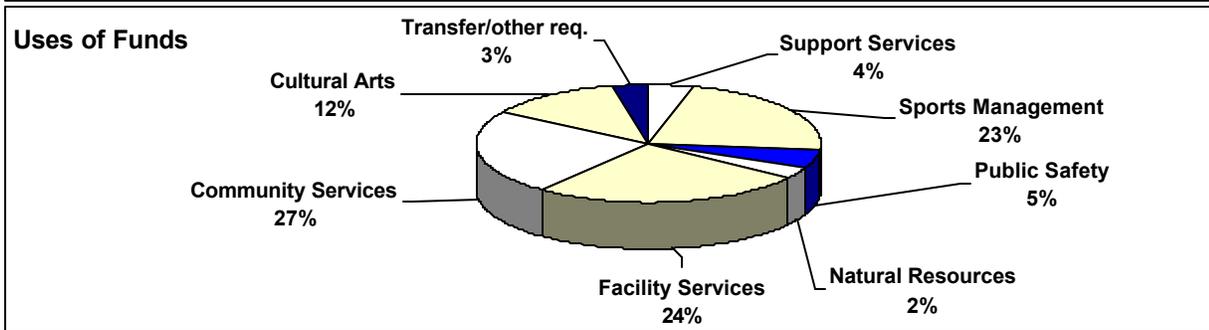
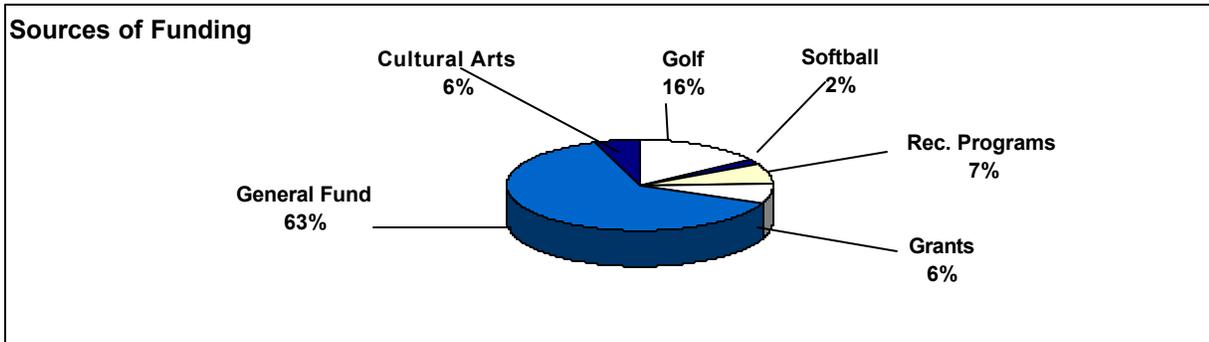
In FY 1996-1997 the Infrastructure Support Services Department (ISS) was formed as a pilot to consolidate administrative and support services functions related to four major infrastructure departments. For the Approved FY 2002-03 Budget this department is being dissolved and the related funding and personnel from ISS are being moved back into the operating departments. With this change the support functions formerly housed in ISS will now be budgeted directly in the departments as is currently done with other City departments. The Approved Budget includes an increase of \$501,668 and 6 FTEs to the NPZD Department as a result of this change.

**Revenue** - Neighborhood Planning and Zoning Department FY2003 revenue of \$472,810 is an increase of \$170,336 over FY 2002. The Approved Budget includes a new compliance investigation discharge fee of \$122,962.

# Parks and Recreation — Total Budget \$93.3 million

Operating Budget \$29.1 million  
 Enterprise Funds \$11.6 million  
 Grants/Others \$3.0 million

Cultural Arts Fund \$2.6 million  
 Capital Budget \$47.0 million



	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimated	2002-2003 Proposed	2002-2003 Approved
<b>General Fund</b>					
Revenue	\$2,637,806	\$2,593,107	\$2,591,929	\$2,621,315	\$2,621,315
Requirements	\$30,491,602	\$31,373,123	\$29,539,031	\$29,079,258	\$29,079,258
<b>Golf Fund</b>					
Revenue	\$6,297,849	\$7,605,128	\$6,738,172	\$7,227,395	\$7,227,395
Requirements	\$6,452,914	\$7,459,382	\$6,617,305	\$7,181,098	\$7,181,098
<b>Golf Surcharge Fund</b>					
Revenue	\$145,554	\$125,000	\$120,000	\$120,000	\$120,000
Requirements	\$150,000	\$150,000	\$150,000	\$110,000	\$110,000
<b>Recreation Fund</b>					
Revenue	\$2,919,056	\$3,203,303	\$3,133,247	\$3,391,851	\$3,391,851
Requirements	\$3,444,600	\$3,202,085	\$3,126,244	\$3,347,499	\$3,347,499
<b>Softball Fund</b>					
Revenue	\$890,176	\$1,131,166	\$925,195	\$1,035,975	\$1,035,975
Requirements	\$897,680	\$1,060,381	\$845,375	\$955,487	\$955,487
<b>Police Asset Forfeiture Fund</b>					
Revenue	\$516	\$0	\$200	\$0	\$0
Requirements	\$0	\$9,652	\$9,172	\$1,551	\$1,551
<b>Cultural Arts Fund</b>					
Revenue	\$3,705,153	\$3,664,217	\$2,905,774	\$3,058,834	\$3,058,834
Requirements	\$3,726,834	\$3,953,526	\$3,912,251	\$2,464,981	\$2,624,704
<b>Grants</b>	\$865,816	\$2,034,726	\$1,219,947	\$3,000,226	\$3,000,226
<b>New Capital Appropriations</b>	\$40,151,014	\$40,386,346	\$40,386,346	\$42,029,198	\$47,029,198
<b>Full-time Equivalents (FTE's)</b>	630	619	619	539.25	539.25

# **Parks and Recreation — Total Budget \$93.3 Million**

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## **Revenue:**

The Parks and Recreation Department will increase revenues for the 2002-2003 Approved Budget by 1% over the 2001-2002 Amended Budget. The \$2.6 million in General Fund revenue is comprised mostly of entry fees associated with the City's municipal pools, Barton Springs pool, and metropolitan parks. Tennis court fees and miscellaneous revenue collected from concessions, parking and facility rental fees are also recognized in the General Fund. The department's Enterprise Funds revenue is comprised from fee-based golf, softball and recreation program activities.

## **Requirements:**

The Parks and Recreation Department will decrease requirements for the 2002-2003 Approved Budget by 7.3% over the 2001-2002 Amended Budget. These approved changes include a decrease of 78.75 vacant FTE positions; an increase for 1 new FTE and maintenance of the Canyon Creek Trailhead Park; funding for the maintenance of medians at Ashton Woods/Brandt's Crossing; funding for 2 FTEs for employee background checks; funding for mower and trailer replacements; reduction for general contract mowing; funding for contract mowing of South First St and Howard Lane medians; increase funding for the Senior Luncheon Program and other salary increases.

## **Highlights**

### **The 2002-2003 Approved Operating Budget includes:**

- an increase of \$342,609 for FY 02 incremental costs for Pay for Performance and Health Insurance;
- an increase of \$78,438 for maintenance of medians at Ashton Woods & Brandt's Crossing;
- an increase of \$138,620 for the maintenance of Canyon Creek Trailhead Park and 1 FTE;
- an increase of \$78,216 for 2 FTEs to provide employee background checks;
- an increase of 75,000 for replacement of mowers and trailers;
- an increase of \$60,000 for contract mowing of South First St and Howard Lane medians;
- an increase of \$170,000 for the Senior Luncheon program;

### **The 2002-2003 Approved Capital Budget includes:**

- \$1,747,000 for A.B. Cantu/ Pan Am Recreation Center;
- \$400,000 for Building Improvements;
- \$5,500,000 for Colorado River Park;
- \$4,500,000 for Destination Parks;
- \$2,560,000 for Greenways;
- \$4,015,000 for Land Acquisition – Open Spaces;
- \$737,000 for Parkland Dedication;
- \$300,000 for Playground Renovations;
- \$5,600,000 for Town Lake Park;
- \$325,000 for Walnut Creek Metro Park – Ballfields;
- \$2,636,000 for Walnut Creek Trail;
- \$9,300,000 for Jackrabbit Run Golf Course;
- \$4,300,000 for Riverside Golf Course;
- \$110,000 for Minor Course Improvements;
- \$1,000,000 for the Metz Recreation Center;
- \$4,000,000 for the Colony Park Recreation Center.

For more information, the Parks and Recreation Operating Budget is presented in detail in Volume II. Information on the Capital Budget and Grants may be found in Volume III and IV.
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# **Parks and Recreation Department – 2002-2003**

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## **Mission**

The purpose of the Parks and Recreation Department is to provide, protect and preserve a park system that promotes life-enhancing experiences for the Austin community. To help the department achieve its mission the following goals have been developed.

## **Goals**

In order to increase participation in structured community recreation in the Austin community, the department will:

- offer 30% of its community recreation programs free
- provide 54,000 participant hours of Teen Recreation Academy
- increase participants in the Summer Playground program by 3%

In order to address the fundamental social needs of the Austin community, the department will provide supportive social services through:

- serving 155,000 meals to senior citizens
- assisting 125 senior citizens in securing employment
- ensuring that 70% of youth in the Roving Leader Program report making positive life choices

To promote a safer park system the department will manage the level of unsafe activity by ensuring:

- ratio of reported employee injuries to total number of employees on payroll
- a 99.90% average patron safety rating

In order to enrich the Austin community's artistic and cultural environment, the department will:

- add 5 pieces to the Art in Public Places collection
- strive for a 97% favorable rating for Art Center Services
- strive for a 98% favorable rating for Museum Services
- strive for 95% of cultural contracts in compliance

In order to protect Austin's investment in recreational land, urban forest ecosystem, water and facilities, the department will ensure:

- 90% of maintenance work is completed within the allotted time
- a ratio of 24 acres of parkland to 1,000 population is maintained
- 95% of participants in environmental education programs who indicate an increase of environmental knowledge and awareness

In order to increase the efficiency of administrative services, the department will:

- meet 100% of its reporting deadlines
- maintain a payroll error rate of less than 1%
- maintain a 25 day turnaround time for accounts payable

To help the department track how well the goals are being met; key indicators have been developed along with appropriate performance measures.

# Parks and Recreation Department – 2002-2003

## Key Indicators

The key indicators used by the Parks and Recreation Department include:

- Public perception of park safety
- Number of youth participant hours
- Gross operating and maintenance per capita
- Net operating and maintenance per capita
- Customer satisfaction with facilities
- Parkland acres per 1,000 population
- Acres per Full-time equivalents (FTEs)

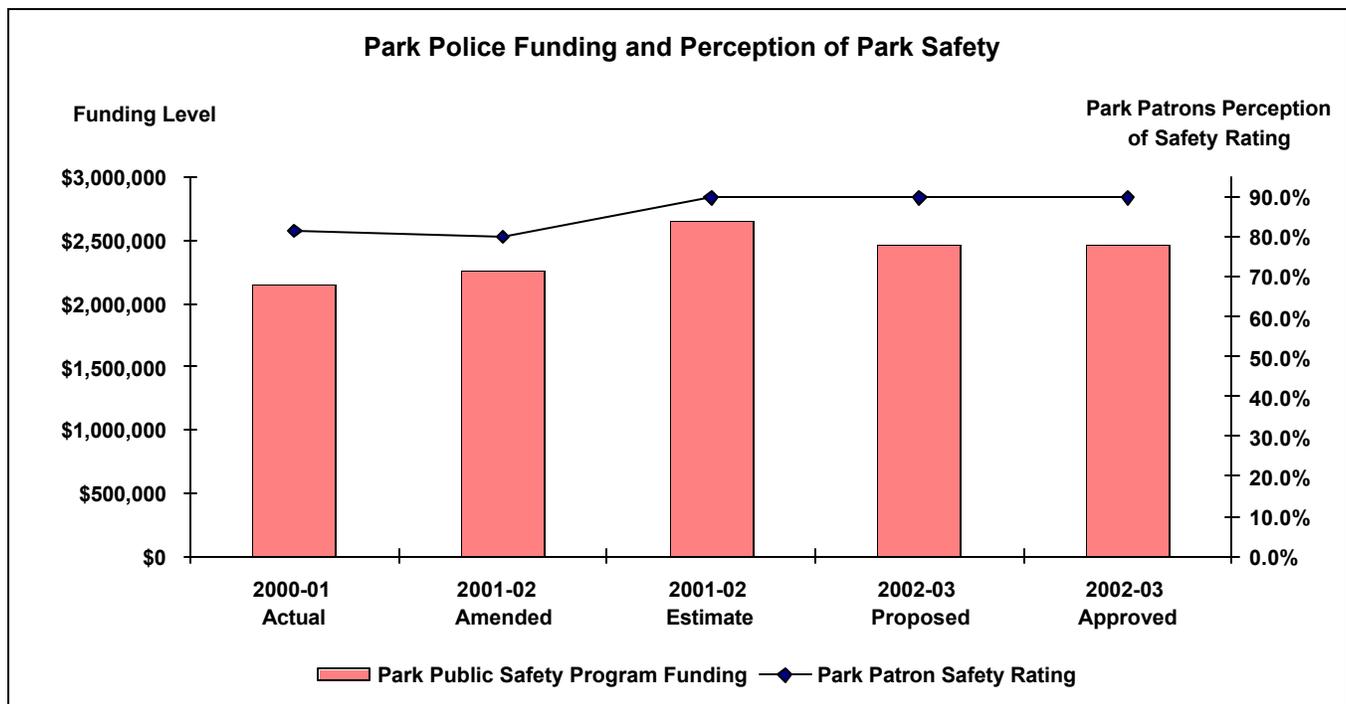
## Business Plan

The Approved Budget contains a number of initiatives, which support the goals of the department:

### Public Safety

Public perception of Park Safety is a significant key indicator, especially for park patrons. The Approved Budget for the Public Safety Program for 2002-2003 is \$2,453,367. Funding increases, targeted patrols, and better equipment are factors that have contributed to the public's increased perception of safety in the parks and facilities. As the chart below illustrates, citizen surveys indicate that park patrons feel safer using parks, recreation centers, and hike and bike trails.

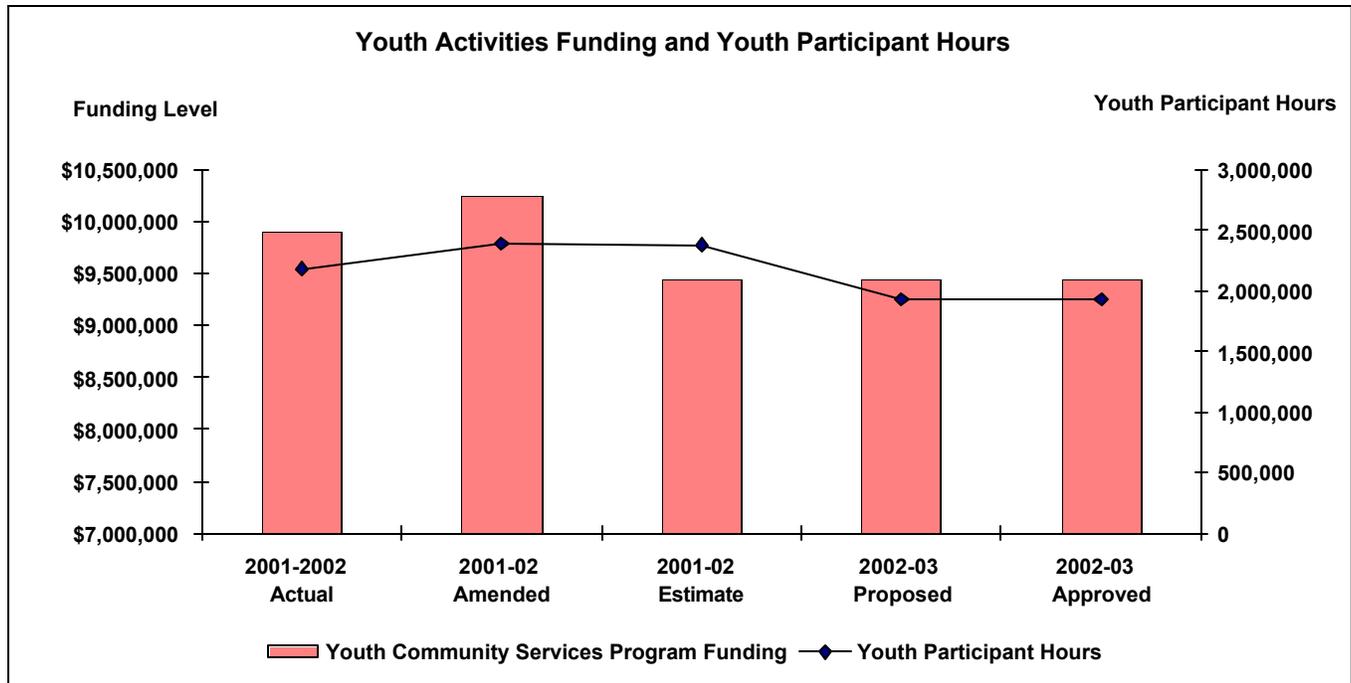
During FY 2001-2002, the Park and Facility Patrol Activity increased by three Parks Police FTEs due to the transfer of the Balcones Canyonland Preserve Fund to the Water and Wastewater Department.



# Parks and Recreation Department – 2002-2003

## Community Services Program

This program offers a wide variety of recreational activities to youths, teens, adults, and seniors. PARD uses the number of youth participant hours as a key indicator in order to measure the level of participation in the Community Recreation Program. The Approved Budget for FY 2002-2003 is \$12,772,708, which includes a reduction of \$873,560 and 12.75 vacant FTE positions. Nine of the 12.75 FTE positions have been vacant for 12 months or more. These reductions are in the Community Recreation, Roving Leader, Senior Services, and Summer Teen Academy Activities. In order to continue the Summer Teen Academy program and services, sites will transfer from area middle schools and high schools to recreation centers.

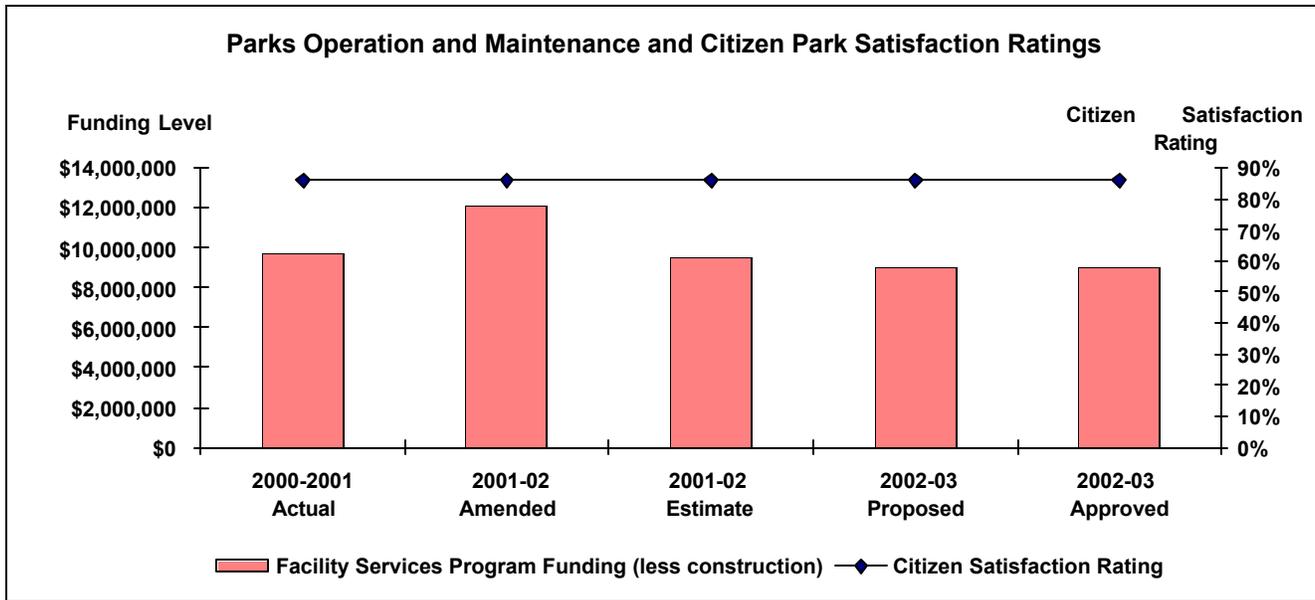


## Facility Services

The Approved Budget for the Facility Services Program is \$11,627,641, which includes a reduction of \$1,549,425 and 49 vacant FTE positions, and the addition of one new position. Twenty-three of these positions have been vacant for 12 months or more. The department will utilize these funds to continue the planning, construction, maintenance, and preservation of parks and recreational facilities. The Approved Budget also includes the transfer of one FTE from Park Maintenance to the Economic Development and Redevelopment Services Office for the Arts in Public Places activity, one additional FTE for Canyon Creek Trailhead Park annexation, and increased funding for mowing Howard Lane and South First Street medians.

During FY 2001-2002, three FTEs were transferred to the Park and Facility Patrol Activity due to the transfer of the Balcones Canyonland Preserve Fund to the Water and Wastewater Department.

# Parks and Recreation Department – 2002-2003



## Sports Management

The Sports Management Program provides the Austin community with a variety of sports programs and facilities. In FY 2000-2001, citizens of Austin logged over 900,000 swimmer hours, and over 300,000 rounds of golf. The Approved Budget includes a decrease of one vacant FTE position and continues operation of all 45 pools, 2 waterfronts, and five municipal golf courses.

## Cultural Arts Services

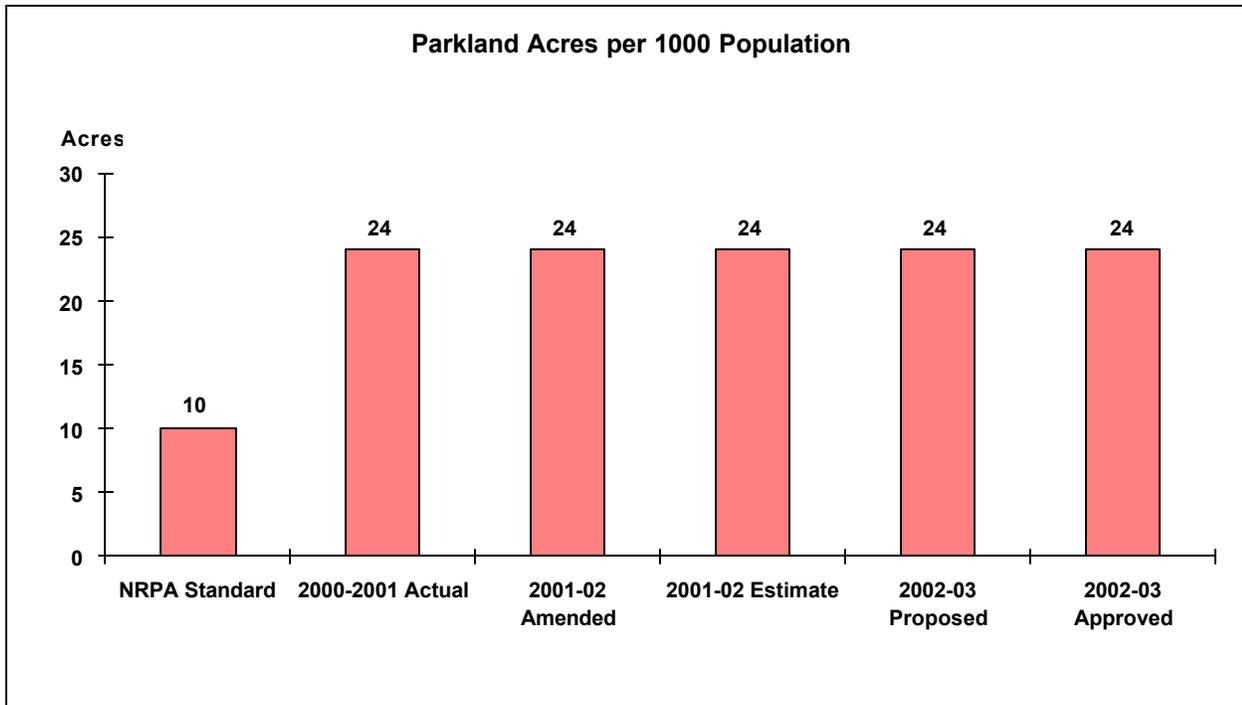
The Cultural Arts program provides a variety of historical and artistic experiences for the Austin community. In FY 2000-2001, the Arts Center Services and Museum activities provided over 821,000 participant hours, and the Art in Public Places program added 2 pieces to its collection. The Approved Budget is \$1,540,103 and includes a decrease of 1.5 vacant FTE positions.

## Natural Resources

The Natural Resources Program provides environmental education and recreation programs and helps preserve Austin's natural environment. The Department measures its performance in the area of park development by tracking the number of parkland acres per capita. The standard set by the National Recreation and Parks Association (NRPA) for parkland acres per 1,000 population is 10 acres. Austin's number of parkland acres per 1000 is 24.22 acres. The Approved Budget includes a reduction of 7.75 vacant FTEs which have been vacant for approximately 8 months.

## Parks and Recreation Department – 2002-2003

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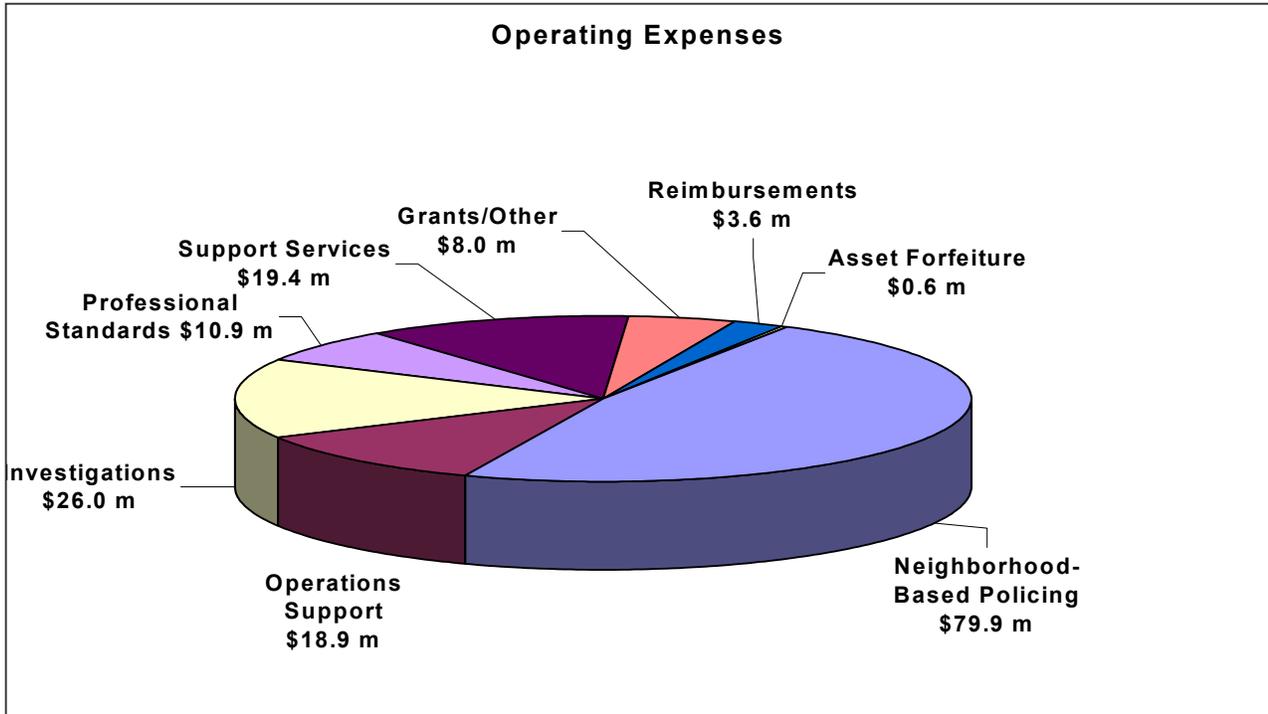
### **Support Services**

The Support Services Program provides operational support to the department. The Approved Budget includes \$2,064,859 and two FTEs to provide employee background verifications.

# Police — Total Budget \$167.3 million

Operating Budget \$167.3 million

Capital Budget \$0



	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimate	2002-2003 Proposed	2002-2003 Approved
<b>Revenue</b>	\$2,862,605	\$2,215,030	\$2,348,473	\$2,399,309	\$2,399,309
<b>Requirements</b>	\$124,090,204	\$144,373,761	\$143,533,308	\$155,166,530	\$155,166,530
<b>Full-time Equivalents</b>					
Sworn	1,215.00	1,358.00	1,358.00	1,361.00	1,361.00
Civilian	614.00	631.00	631.00	608.00	608.00
<b>Grant Funds (1)</b>	\$5,258,584	\$6,508,434	\$4,982,594	\$8,004,436	\$7,954,436
<b>New Capital</b>	\$16,980,000	\$100,000	\$100,000	\$0	\$0
<b>Appropriations</b>					
Asset Forfeiture Funds	\$242,607	\$435,000	\$306,799	\$575,000	\$575,000
Reimbursements from other sources	\$2,108,068	\$3,729,071	\$4,053,054	\$3,479,682	\$3,579,682

(1) Represents spending plan. Grants are appropriated on a multi-year basis

**Revenue:**

The Police Department receives \$155.2 million of its \$167.3 million approved operating budget from the General Fund. An additional \$12.1 million comes from grants, Asset Forfeiture Funds, and reimbursements for expenses such as overtime at events that require support for traffic and crowd control.

# Police — Total Budget \$167.3 million

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## Expenditures:

Approved operating costs for 2002-2003 include:

- \$98.8 million for Neighborhood-based Policing and Operations Support which provide neighborhood patrol, traffic safety, problem solving, investigation of crimes, victim counseling, emergency communications and response, forensics services, program planning and analysis and crime report entry.
- \$26.0 million for specialized police investigative units which include Centralized Investigations, Organized Crime, Special Operations and Homeland Defense.
- \$11.0 million for Professional Standards which includes employee recruiting and training, the accreditation/inspections unit and Internal Affairs.
- \$19.4 million for administrative services that include human resource management, purchasing goods and services, accounts payable, financial management, fleet, and equipment and facilities management.
- \$12.1 million for services funded by the Asset forfeiture program, reimbursed expenses and grant-funded services such as traffic initiatives, community policing officers, alternative juvenile diversion programs and the Downtown Rangers program. Reimbursed expenses include police support for traffic control, parade events and road construction projects. The Asset Forfeiture program receives funding from the sale or use of property confiscated after its use in the commission of criminal activities.

## Highlights

### The 2002-2003 Approved Operating Budget:

- Provides funding for 60 additional officers and equipment to achieve 2.0 officers per 1,000 residents in fiscal year 2003, \$5.1 million. APD has applied for federal grant funds to offset approximately ½ of the first-year salary cost for these officers in the amount of \$2.2m. The net cost for adding 60 officer positions is \$2.9m.
- Includes \$147,000 in funding for a new Assistant Chief, and adds one new Detective to serve as the Animal Cruelty Officer for the City
- Provides funding to maintain 100% sworn staffing, \$3.2m.
- Provides \$700,000 for traffic enforcement initiatives, including overtime funding, grant funding, and funding from Capital Metro.
- Provides funding associated with decreasing grant assistance for sworn and civilian positions, \$1.6m, including conversion of 3 grant-funded civilian employees to general fund, \$100,000.
- Includes Step and Longevity for sworn personnel \$2.7m
- Funds Year 3 of the Meet and Confer wage contract approved by Council during FY01, \$7.6m
- Provides funding for attorney fees to negotiate a new agreement, \$125,000.
- Vehicle Acquisition Fund includes \$2.6m for vehicle equipment replacement.
- Reduces costs by:
  - Eliminating 26 non-sworn positions, (\$1.0m).
  - Reduce commodities and contractuals, (\$200,000)
  - Reduce sworn and civilian overtime, (\$800,000)

## **Police — Total Budget \$167.3 million**

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The following change was approved by Council at Budget Adoption:

Council approved \$100,000 in funding for a new Police Department walking beat to be established on East Cesar Chavez in the neighborhood of Sanchez Elementary and the Austin Baptist Chapel Soup Kitchen. This increase in expenditures will be offset by a \$100,000 expense refund from Austin Energy.

# **Police Department – 2002-2003**

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## **Mission**

The Austin Police Department's mission is to protect and serve Austin's diverse community so that residents and visitors feel safe and are safe.

## **Goals**

In the next two years,

1. Reduce violent crime rate with the goal of Austin ranking among the top five safest major cities in the United States with regard to violent crime.
2. Reduce property crime rate with the goal of Austin ranking among the top twenty safest major cities in the United States with regard to property crime.
3. Improve traffic safety so that motorists and pedestrians may move safely in Austin.
  - Reduce fatal collisions
  - Reduce serious injury collisions
  - Reduce auto/pedestrian collisions
  - Reduce average accident clearance time on IH-35
4. Improve the quality of life so that Austin's residents live, work, and play in clean, safe neighborhoods.
  - Maintain public order by increasing enforcement of nuisance complaints in neighborhoods with significantly higher than average crime rates
  - Increase the percentage of residents who feel safe walking alone in their neighborhoods during the day and at night
  - Increase the percentage of residents who feel safe walking alone downtown during the day and at night
5. Improve efficiency and effectiveness through technology in order to provide information for daily operations, analysis and strategic planning, and to increase the likelihood of successful prosecution of criminals.
  - Implement the CAD/RDMT project
  - Implement a new Records Management System
  - Replace antiquated computer equipment according to established standards
6. Improve resident satisfaction with Police professionalism
  - Increase overall customer satisfaction with the knowledge and skills of officers and staff
  - Increase customer satisfaction relating to police contacts

## **Key Indicators**

The Police Department will use the following key indicators to monitor progress toward achieving its business plan results:

- Violent crime rate
- Property crime rate
- Index Crime ranking of cities over 250,000 population
- Diversity of cadets entering the academy
- Percent of authorized positions filled
- Average response time to Priority 1 calls
- Percent of residents who feel safe in their neighborhoods at night
- Percent of residents who feel safe in their neighborhoods during the day
- Percent reduction in injury producing accidents per 100,000 population
- Percent reduction in traffic fatalities per 100,000 population
- Percent reduction in pedestrian/bicycle collisions per 100,000 population
- Percent of residents that are satisfied with the cooperation of police in addressing neighborhood concerns
- Overall customer satisfaction with the knowledge and skills of officers and staff

# **Police Department – 2002-2003**

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## **Business Plan**

The approved budget includes a number of strategies designed to assist the department in achieving its goals and objectives.

### **Full Sworn Staffing Maintained**

Maintaining full sworn staffing is directly tied to achieving APD's top four goals: reducing violent crime, reducing property crime, improving traffic safety, and improving the quality of life. APD expects to reach 92% full staffing prior to the end of FY02; 100% staffing was not achievable due to the acceptance of a COPS Universal Hiring grant which increased authorized strength by 60 officers in May, 2002. Sixty-five cadets are expected to graduate in November, 2002 which will fill FY2002 vacancies and part of the positions authorized for hiring in FY2003. The approved budget includes \$2,248,859 for full year costs of the officers commissioned in FY2002 as well as those graduating in November, 2002.

### **Achieves goal of 2.0 Officers per 1,000 Residents**

A 5-Year plan to increase the staffing ratio to 2.0 officers per 1000 residents was adopted in FY2002. Population projections indicate that in FY2003, the department should increase its sworn strength by a total of 36 positions as a second year effort to reach this goal. Six of the positions are tied to the Onion Creek annexation anticipated in December, 2003. The City accepted a COPS Universal Hiring grant to partially fund 60 police officer positions in May, 2002, which allows the department to reach 2.0 officers per 1,000 residents in FY03. The approved budget includes funding to hire all 60 positions. The total cadet training, officer salary, promotion cost, and equipment cost of adding 60 positions is \$6,142,457 of which \$2,190,381 will be reimbursed by grant funding. Three cadet classes are scheduled during the fiscal year to fill the 60 positions as well as the 50 vacancies expected to occur during the fiscal year through attrition. Classes will begin in November, 2002 and April and June of 2003.

The 60 new sworn positions will be deployed to the Neighborhood Policing Program to form two new area commands to address neighborhoods with a high volume of dispatched calls and above average crime rates. The rationale behind this approach is two-fold. First, reduction in crime is more easily achievable when resources and oversight is intently focused on a smaller geographic region. The creation of the Downtown Area Command (DTAC) in FY2001 and the resultant crime decrease is testimony to this effect. Secondly, the creation of additional area commands will bring the Sergeant's span of control more in line with recommended national standards. Commonly accepted police standards dictate that first line supervisors should not supervise more than eight subordinates. Currently, Patrol Sergeants are supervising as many as 13 subordinates. Creating new area commands will reduce this ratio city-wide to approximately 1 Sergeant to 9 subordinates (police officers, corporals, and/or detectives).

The South Central Area Command will be implemented in late FY2003. The approved budget includes half-year funding for the command staff required for the area command (1 Commander and 5 Lieutenants) to finalize planning, scheduling and transition issues for both new area commands. Funding to provide Sergeants for both area commands (South Central and North Central) is included and promotions are scheduled for the fourth quarter of FY 2003. Implementation of the South Central Area Command is scheduled for August, 2003 and the North Central Area Command will be implemented in October, 2003.

### **Traffic Safety**

The approved FY2002 budget contains full-year funding for the certificates of participation for the helicopter unit \$123,331 and \$153,900 in grant reimbursements for traffic related overtime. \$500,000 is included for traffic safety initiatives resulting from continued assistance from Capital Metro.

### **Expiring/Decreasing Grant Assistance**

APD has aggressively pursued grant funding to offset the costs of adding new officer and civilian positions to provide neighborhood-based services in an effective and efficient manner. The department has been receiving federal funding to hire new police officers from the COPS Office since 1995. The grant provides \$75,000 per

## **Police Department – 2002-2003**

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officer over a three-year period. Reimbursement for 53 officers previously receiving partial funding from the COPS Universal Hiring program ends in 2002. Two grants expire in FY2002 creating the need to convert 3 civilian FTE's from Special Revenue to General Fund. Various other grants have decreased cost reimbursements. Total funding associated with decreasing grant assistance is \$1,584,872.

### **Sworn Salary Adjustments**

**Meet and Confer:** \$7,681,150 The third year funding of the meet and confer contract includes increases in specialty pay such as field training, bilingual, shift differential and education pay, and a 3% pay increase in October, 2002 and 3% pay increase in April, 2003. This represents the third and final year of the current contract. Attorney fees are included related to new contract negotiations that are scheduled to begin in FY03.

**Step and Longevity:** \$2,684,776 The approved budget includes step and longevity increases for existing officers.

### **Committed Costs**

Contractual and commodity changes of \$1,371,593 relate to increases to the Central Booking contract, telephone communication requirements, copier rental increase, maintenance agreements, and other miscellaneous increases. The approved budget includes \$104,100 for increased maintenance costs relating to 37 high mileage vehicles/motorcycles that were retained for reimbursed overtime use and training purposes. Using older vehicles for this purpose prevents the operational fleet from being depleted for these purposes.

### **Pay/Benefit Improvements**

An additional \$1,303,920 is included for anticipated changes in health insurance contributions. Other cost increases associated with civilian employees include shift differential pay and Communications bilingual pay for a total of \$66,744

### **Capital Replacement & Additional Equipment**

Equipment for new positions (uniforms, vehicles, radios, laptops, etc.) is included in the funding related to achieving a 2.0 officer per thousand ratio.

### **Approved Reductions**

The approved budget includes reductions of \$6,089,181 (not including pay for performance) that are aimed at causing the least harm to the department's ability to provide adequate services. The approved reductions are outlined below in the order of least impact on operations and public safety.

1. **Elimination of 50% of salary costs associated with frozen vacant positions (\$320,486).** APD will eliminate a total of nine civilian positions, seven of which are associated with this category. There is no service impact in eliminating five of the positions. Five *Corrections Officer* positions were originally created to transport arrestees from the field to Central Booking allowing officers to stay in neighborhoods and address crime. Because of earlier cost containment initiatives, these positions we have never been filled. There is minimal impact to eliminating the *Psychologist* position and the *Armorer* position. We are currently using a combination of the Employee Assistance Program, Victim Services, and the remaining psychologist to meet departmental needs. Sworn staff will absorb the armorer functions.
2. **5% reduction to administrative support costs (\$778, 853).** The *Administrative Supervisor* for the administrative personnel who support the Office of the Chief of Police will be eliminated as will a *Business Process Consultant* position. The Business Process Consultant position was created to bring continuity and educational expertise to the Police Academy; however, the position was never filled due to cost containment. The vacant positions of *Human Resources Assistant*, *Stores Coordinator*, and *General Maintenance Supervisor II* will be frozen throughout FY03. Other non-personnel related reductions include the accreditation fee. The department has to undergo an inspection/evaluation every three years to maintain accreditation. Alternative funding will have to be identified or APD will lose accreditation status. Fuel and maintenance will be reduced by \$400,000. The fuel and maintenance funding remaining will not be sufficient to cover expected costs. This will require aggressive system improvements in the way vehicles are utilized and/or other reductions will be necessary to cover the deficit. Other cuts included training, equipment, and contracts.

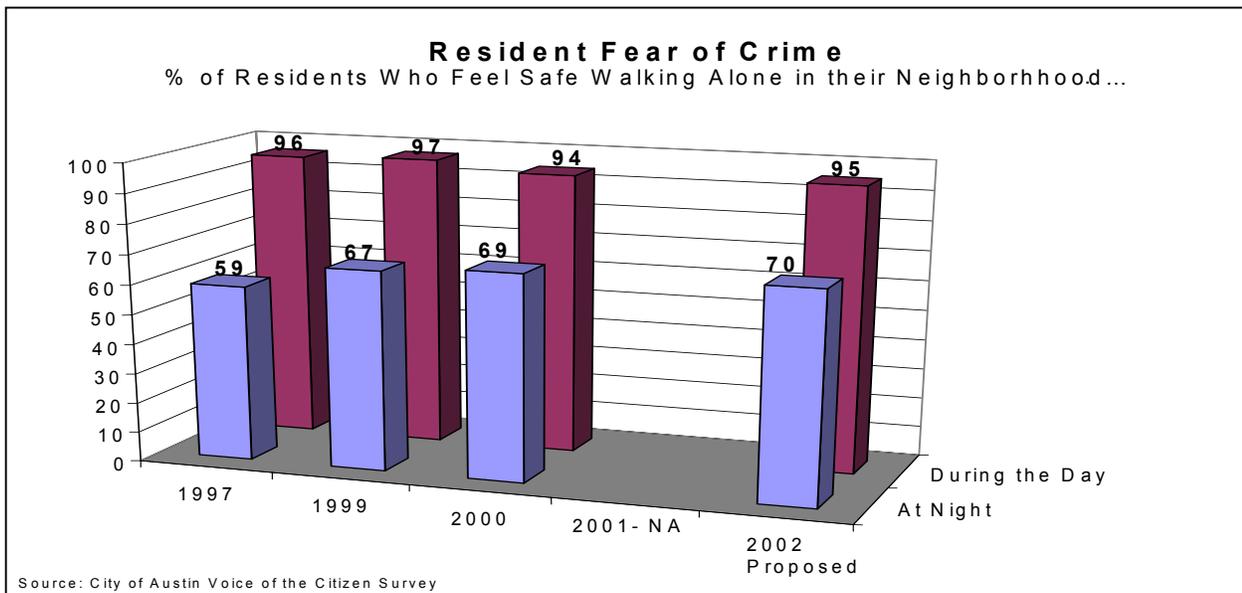
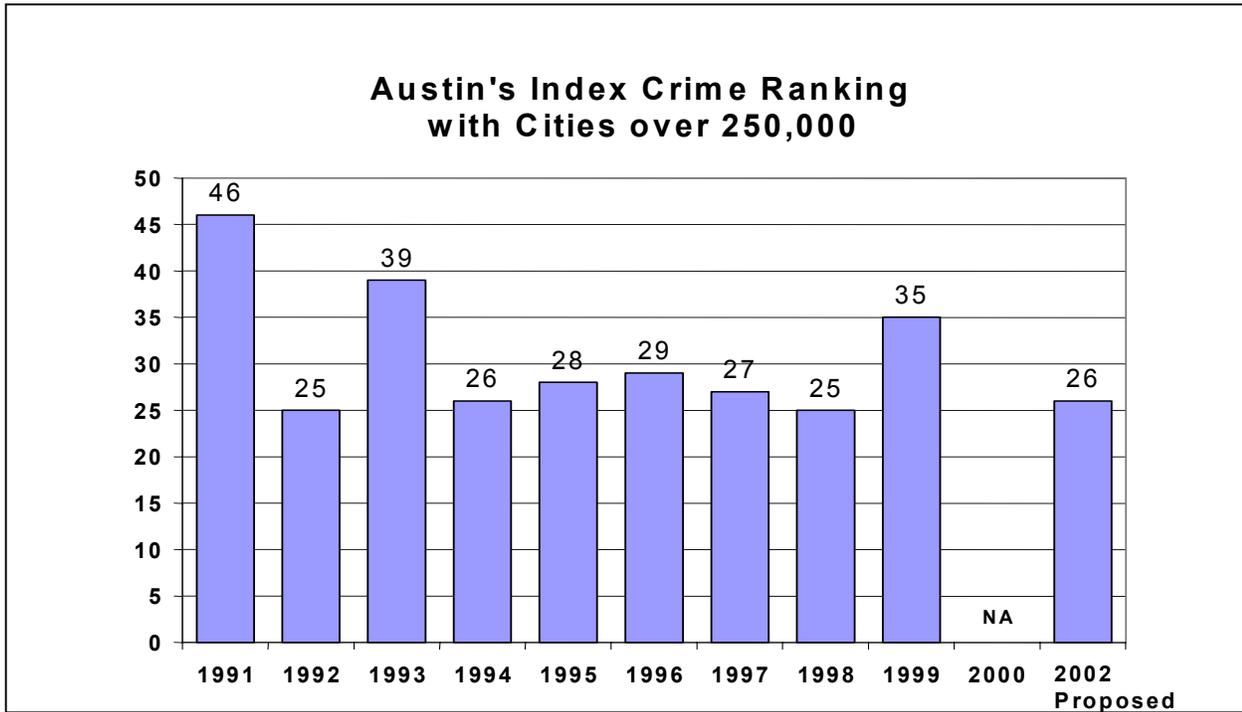
## **Police Department – 2002-2003**

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**10% reduction to adjusted forecast budget target (4,989,842).** Twelve additional current civilian vacancies will remain frozen throughout FY03 for savings of \$388,676. Although no Emergency Communications positions will remain frozen, other 24/7 operations are affected, such as forensic services and identification functions associated with Central Booking. In addition, civilian vacancy savings will be increased by \$400,000. This will require that we target future vacancies to freeze as well; the impact will not be known until the vacancies occur. Future civilian vacancies will be filled on an emergency basis only. Sworn vacancy savings will increase by \$1.9 million. This assumes filling all sworn vacancies and an attrition of 50 officers during FY03. Departmental overtime will be reduced by \$1,183,063. Reduction to overtime may become an unreachable target if significant alerts related to homeland defense and/or crime and traffic problems continue to increase. Other contractual, commodity and equipment items were eliminated for a total of \$1,085,464 including replacement computers, printers, lightbars, master control units, etc.) as well as other needed new equipment, such as in-car video cameras related to the Cedar Avenue agreement, and vehicles.

# Police Department – 2002-2003

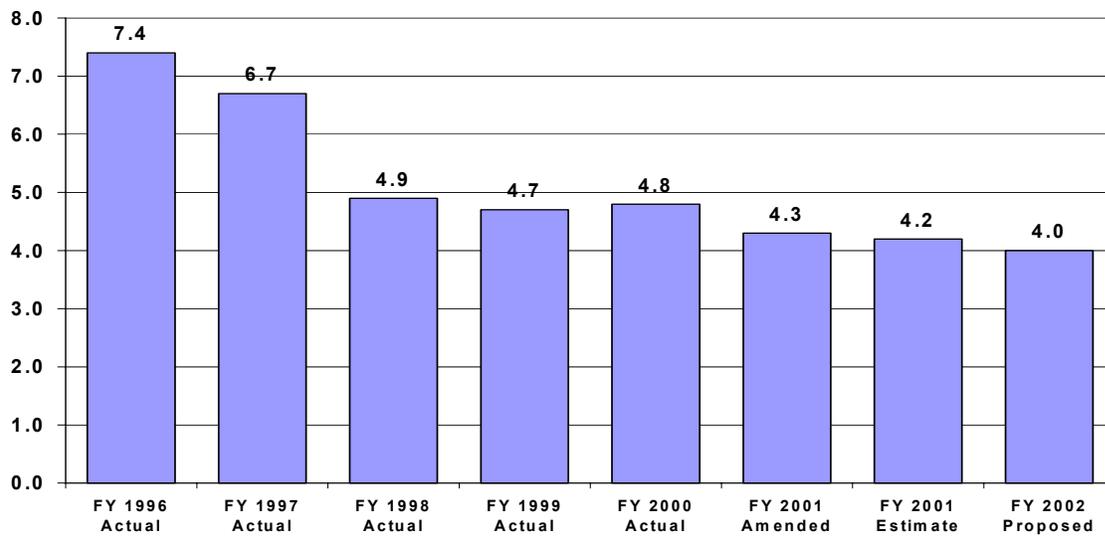
## Selected Key Indicators



Source: City of Austin Voice of the Citizen Survey

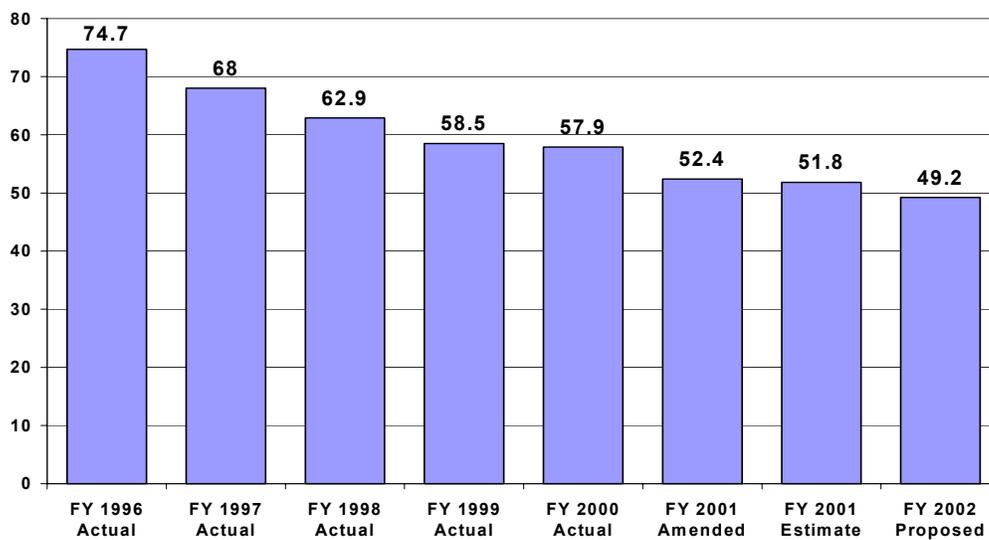
# Police Department – 2002-2003

### Violent Crime Rate per 1,000 Population



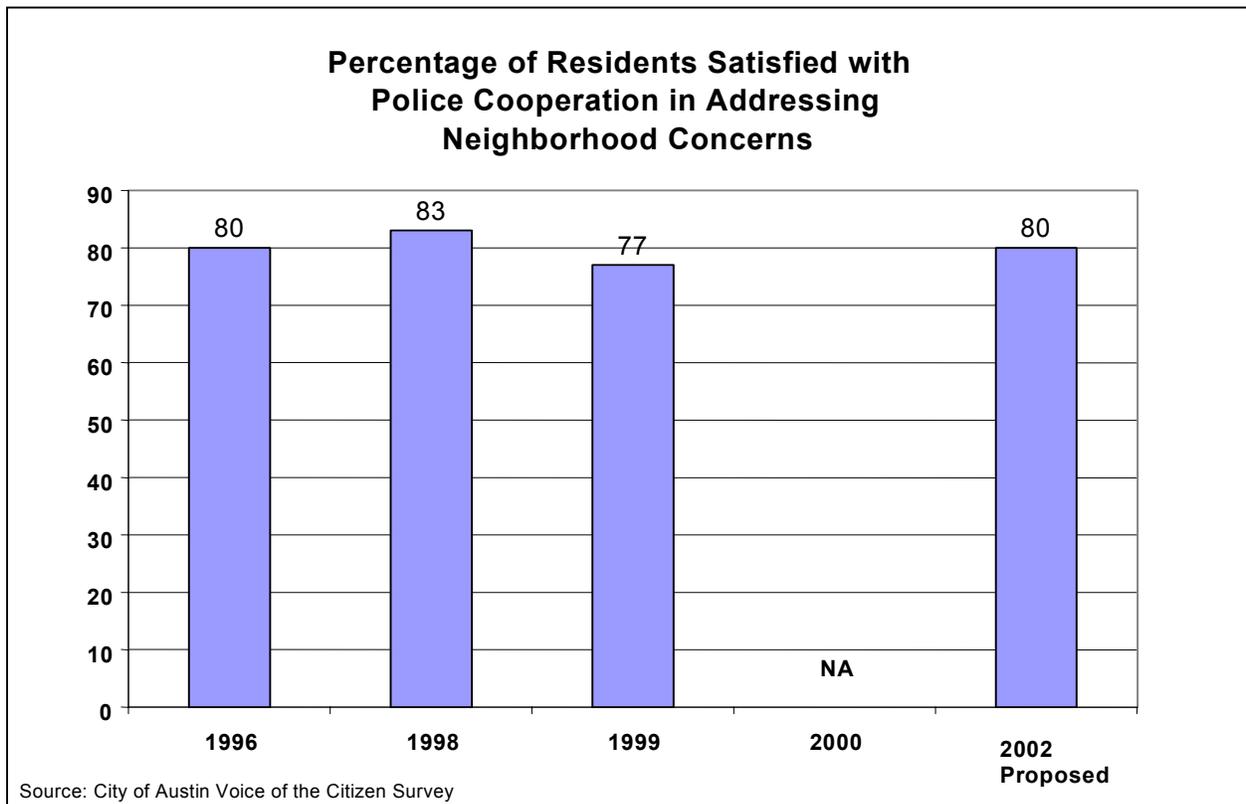
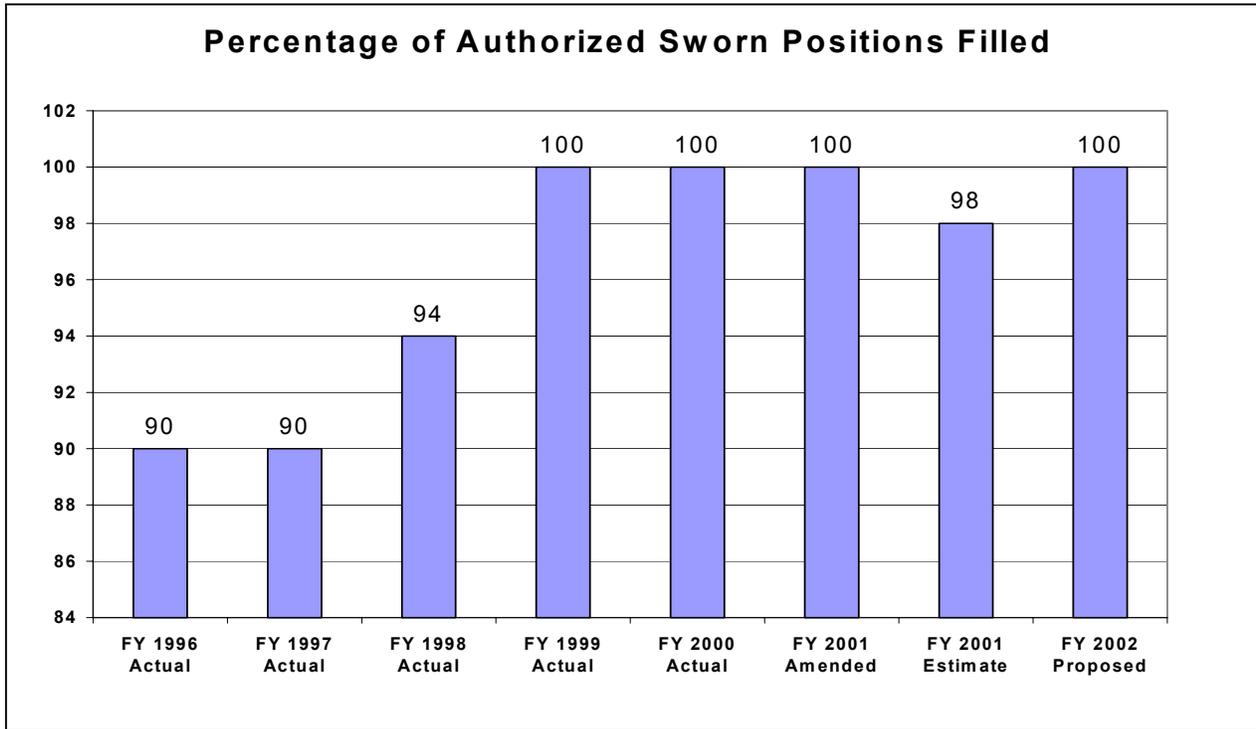
Source: Crime in the United States, FBI

### Property Crime Rate per 1,000 Population

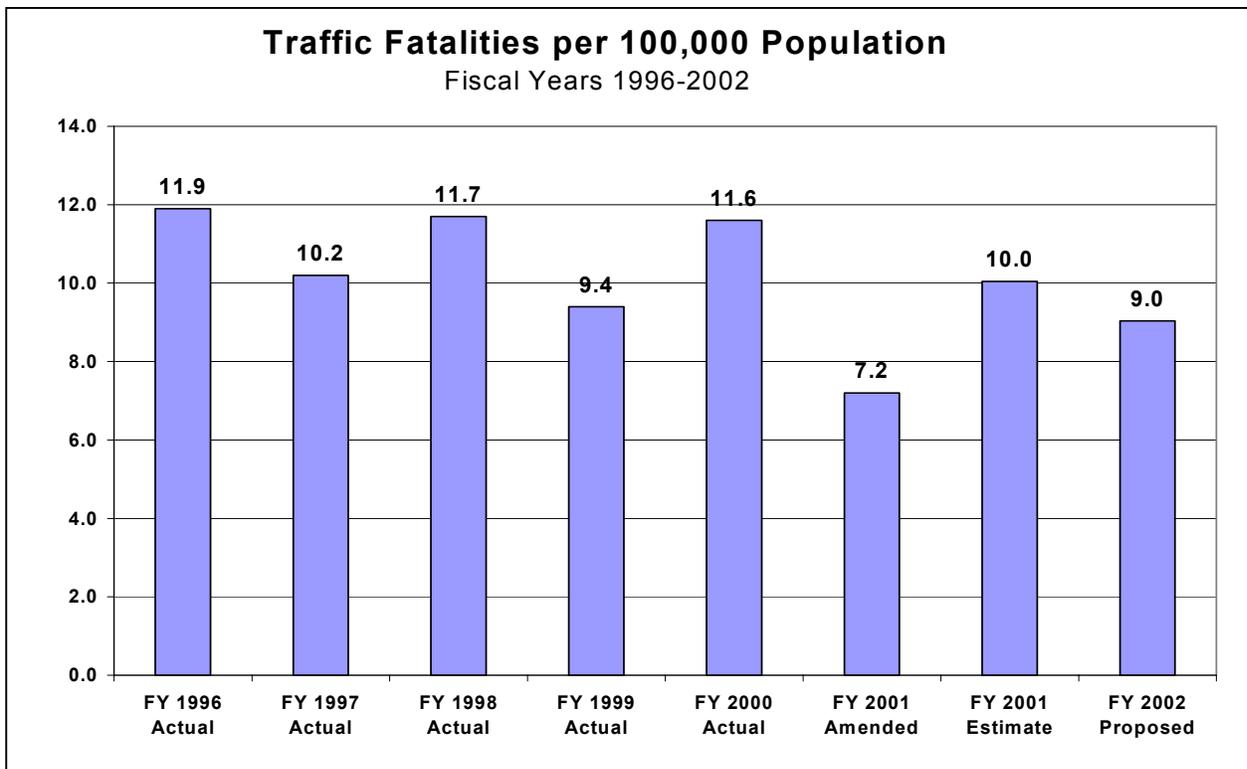
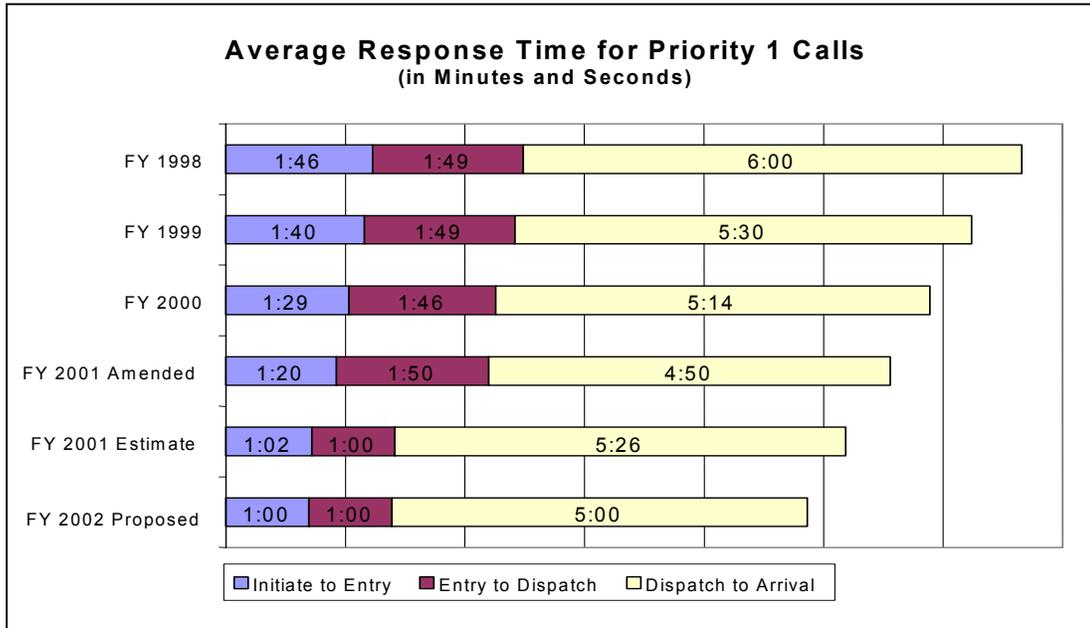


Source: Crime in the United States, FBI

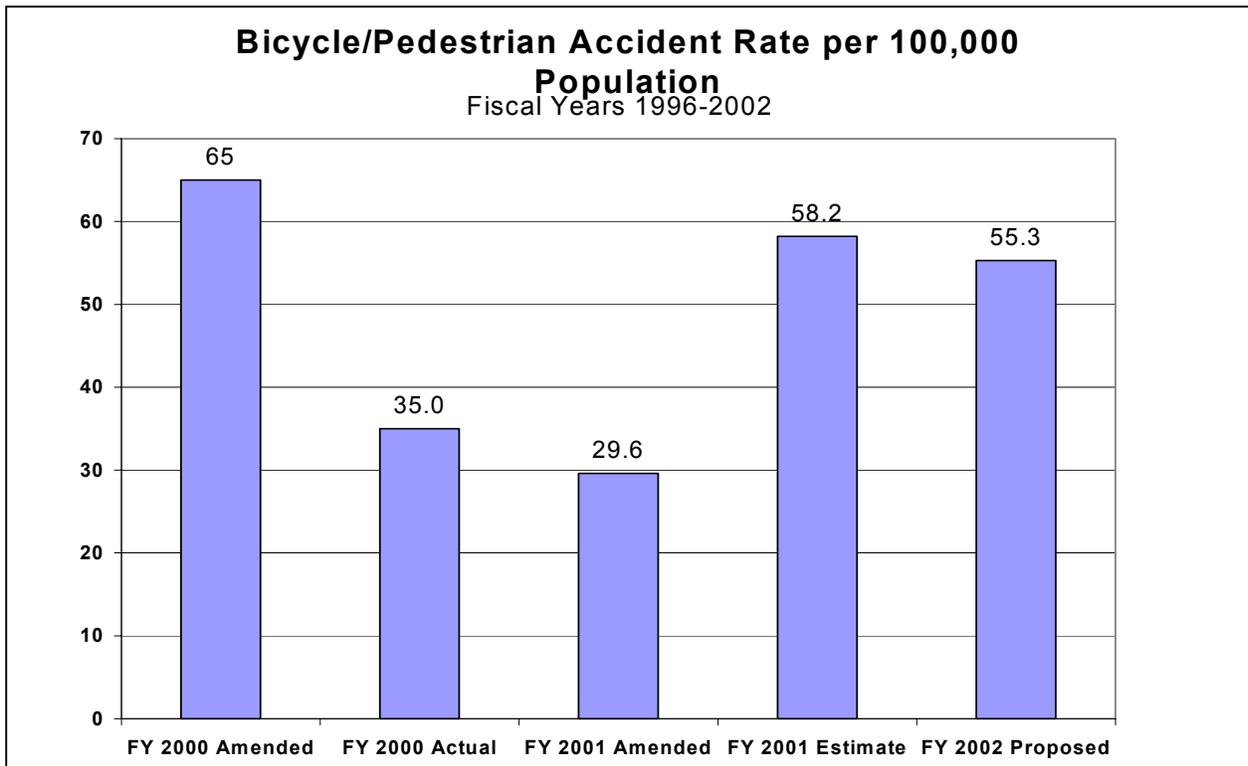
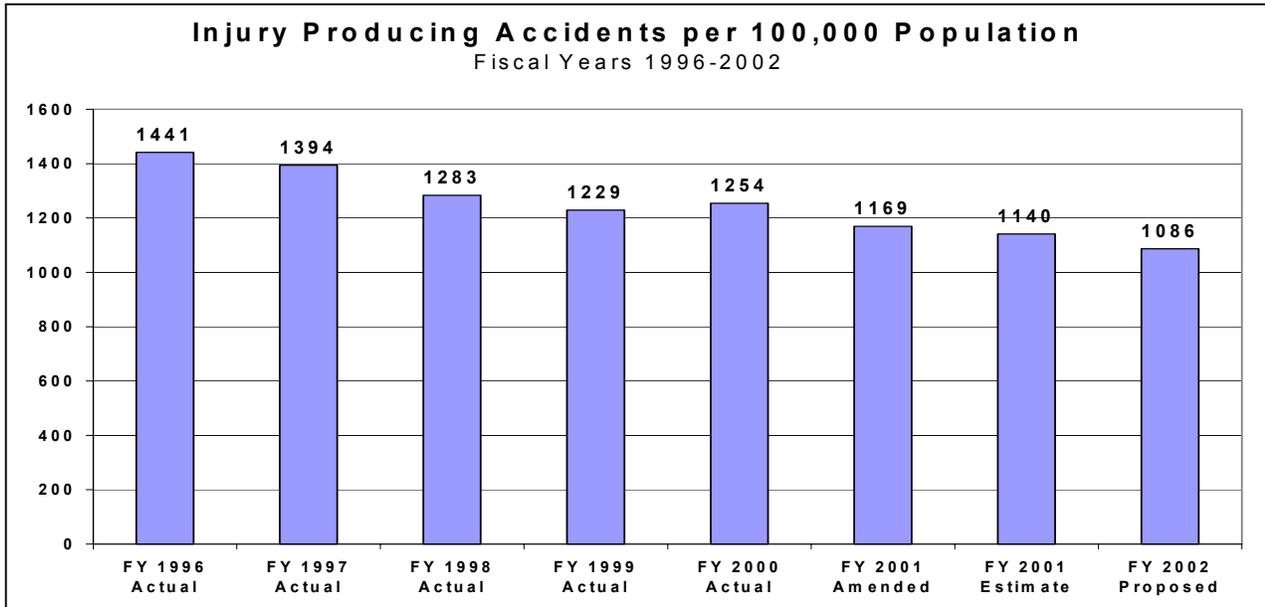
# Police Department – 2002-2003



# Police Department – 2002-2003



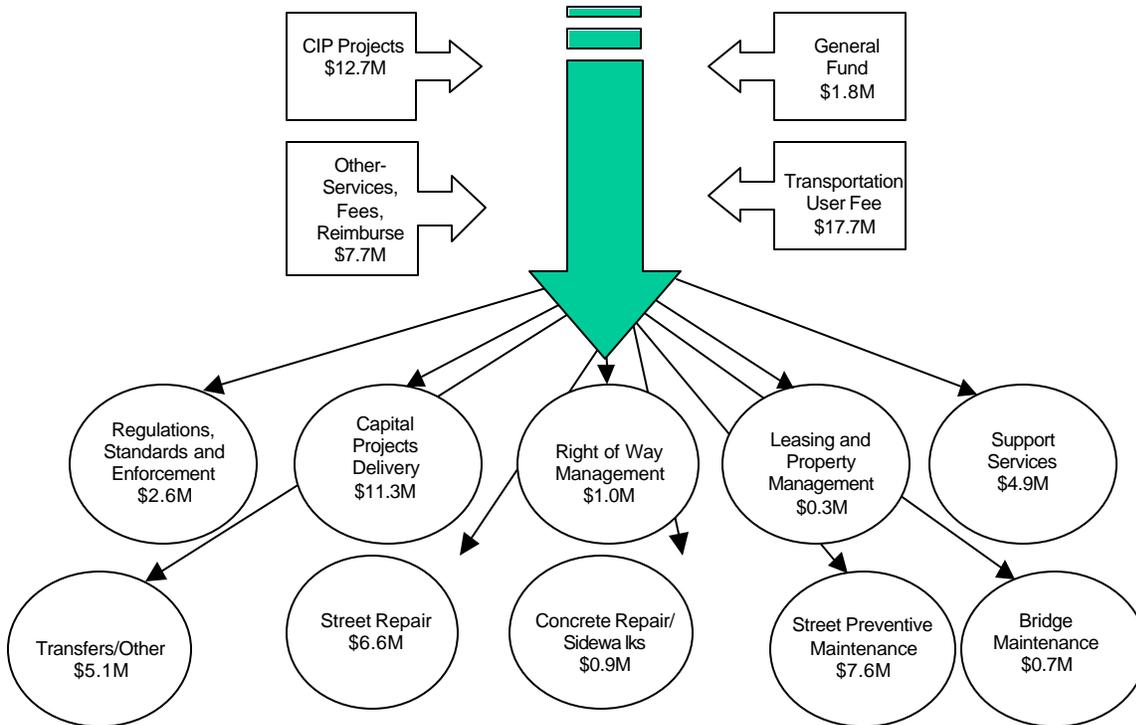
# Police Department – 2002-2003



# Public Works — Total Budget \$55.6 million

Operating Budget \$41.0 million

Capital Budget \$14.6 million



**Revenue:**

The Department of Public Works receives only \$1.8 million (4.5%) of its \$41.0 million operating budget from the General Fund. Additional funding sources include the Transportation User Fee, CIP and reimbursements from other funds. The 2002-2003 Approved Budget does not include increases in any of the fees or rates charged to the public or other departments, except for the indirect rate charged by the Capital Project Management Fund. The Approved Budget includes a projected indirect rate increase of two percent.

	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimate	2002-2003 Proposed	2002-2003 Approved
<b>General Fund Requirements*</b>	\$97,821	\$0	\$0	\$0	\$0
<b>Capital Projects Mgmt. Fund Revenue</b>	\$16,810,867	\$15,979,838	\$15,367,984	\$16,329,375	\$16,329,375
<b>Transfers In</b>	\$1,515,723	\$1,843,030	\$1,843,030	\$2,224,866	\$2,224,866
<b>Requirements</b>	\$17,590,504	\$19,922,971	\$18,186,054	\$19,967,054	\$19,967,054

# Public Works — Total Budget \$55.6 million

	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimate	2002-2003 Proposed	2002-2003 Approved
<b>Transportation Fund</b>					
<b>Revenue</b>	\$19,250,276	\$20,571,079	\$20,297,406	\$20,571,079	\$20,571,079
<b>Requirements*</b>	\$18,811,370	\$19,658,472	\$18,289,069	\$20,266,479	\$20,266,479
<b>Full-Time Equivalents</b>	402	426	426	444.5	444.5
<b>New Capital Appropriations</b>	\$48,689,475	\$16,147,947	\$16,147,947	\$14,640,000	\$14,640,000
<b>Reimbursements from other funds</b>	\$1,017,335	\$841,958	\$841,480	\$767,505	\$767,505
<b>Reimbursements from other sources (CMTA)</b>	\$200,000	\$198,000	\$198,000	\$140,000	\$140,000

\* Requirements do not include the Traffic Controls program, which is the responsibility of the Transportation, Planning and Sustainability Department.

## Highlights

### The 2002-2003 Approved Operating Budget

- Includes resources to perform preventive street maintenance on 8% of the roadway system by completing 50 lane miles of overlay, 110 lane miles of preventive maintenance crack seal, and 385 lane miles of seal coat, 35 of which will be accomplished by a slurry seal contract.
- Purchases \$0.9 million in Street and Bridge Division vehicles and equipment out of available funds to continue a ten-year strategy to enhance the reliability of the Division's equipment inventory.
- Initiates a formal bridge repair and maintenance program to maintain the City's aging bridge infrastructure.
- Increases funding allocation to the concrete repair and maintenance program. The approved budget of \$0.7 million includes funds to update the sidewalk inventory as well as perform additional sidewalk maintenance.
- Reallocates resources from Construction Inspection and Engineering Services to create a new Right of Way (ROW) Management program. State legislation and telecommunication marketplace forces have made the idea of ROW consolidation a necessary and critical function of government.
- Includes funding for technology improvements such as updating the Real Estate database to make it intranet accessible.
- Receives 18.5 FTEs and associated expenses due to the dissolution of the Infrastructure Support Services Department. In the past, a transfer was made to ISS for these services. This transfer is no longer necessary and the impact to the operational budget is zero.

### The 2002-2003 Approved Capital Budget

- \$14.5 million for Street Reconstruction
- \$0.1 million for Street Resurfacing

For more information, the Public Works and Transportation Department Operating Budget is presented in detail in Volume I. Information on the Capital Budget may be found in Volume IV.

# **Public Works Capital Projects Management Fund — 2002-2003**

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## **Mission**

The mission of the Public Works Department is to maintain and improve infrastructure for the benefit of the community.

## **Goals**

To achieve its mission, the Department has developed four measurable goals. Three of those goals are supported by the Capital Projects Management Fund and are listed below:

- Public Works will implement Capital Improvement Program (CIP) ongoing projects on time and within budget with results reported and monitored monthly.
- Public Works will ensure quality construction of infrastructure in the extra-territorial jurisdiction and within the city limits.
  - ⇒ Reduce deficiencies found during warranty inspection to 25% of projects over a 5-year period.
- Public Works will reduce the percentage of cuts in new streets.

## **Key Indicators**

Public Works uses the following Capital Projects Management Fund key indicators to monitor its progress in achieving its business plan goals:

- Percent of projects that are substantially completed on schedule (as measured against schedule estimated at the beginning of fiscal year)
- Percent of projects completed within budget (appropriated funding)

## **Business Plan**

### Departmental Reorganization—Right of Way Management

The issue of consolidating Right of Way (ROW) activities was identified in the mid-1990s. Since then, state legislation and telecommunications marketplace forces have made the idea of ROW consolidation a necessary and critical function of government. Public Works has realigned its Construction Inspection and a portion of Engineering Services Divisions to create the new Right of Way Management program. There is no fiscal impact to the department in making these changes.

### Transfer from Infrastructure Support Services

In FY 1996-1997 the Infrastructure Support Services Department (ISS) was formed as a pilot to consolidate administrative and support services functions related to four major infrastructure departments. For the Approved FY 2002-03 budget, this department is being dissolved and the related funding and personnel from ISS are being moved back into the operating departments. With this change the support functions formerly housed in ISS will now be

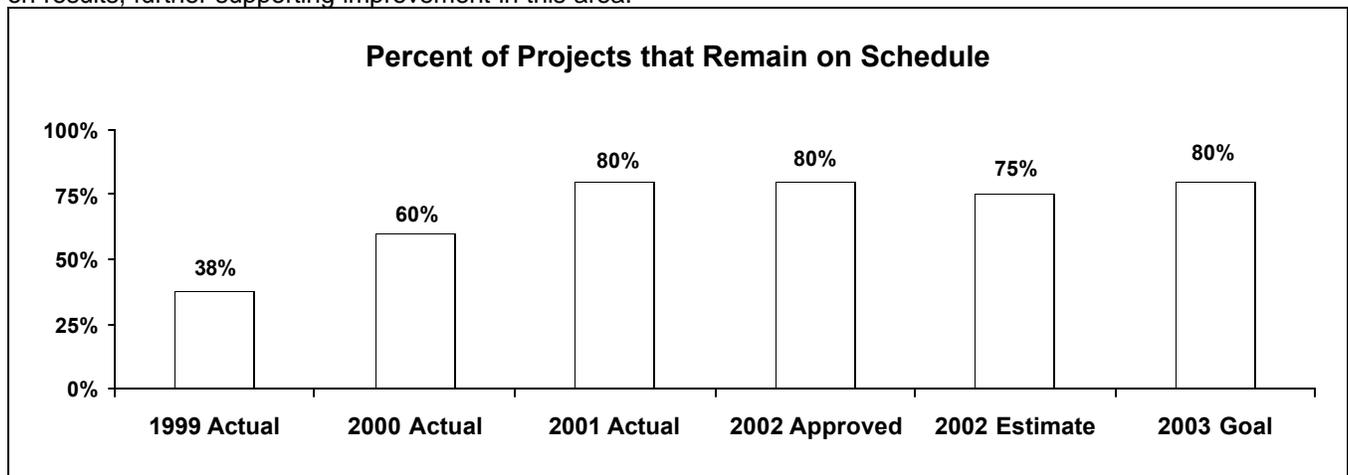
# Public Works Capital Projects Management Fund — 2002-2003

budgeted directly in the departments as is currently done with other City departments. The approved budget includes an increase of 11 FTEs to the Public Works Department as a result of this change. However because Public Works transferred funds to ISS for services provided, there will be no financial impact on the fund.

## Project Delivery

The approved budget includes funds for hardware and software items in support of the Engineering Services Division. These include computer hardware that cannot be leased and an updated version of the American Association of State Highway and Transportation Officials standards software program.

The indicator below reflects the Department's progress in implementing projects on time. In 1999-2000, Public Works began to track this measure by monitoring each project's adherence to schedule at all phases, rather than relying solely on the final completion date. This method provides more useful information about the phases in which projects are deviating from schedule so that more can be learned about the causes of schedule slippage. In FY 2001-02, the Project Management Division realigned the evaluation structure of all project managers to focus more on results, further supporting improvement in this area.



## Real Estate Services

The approved budget includes funding to convert an existing Access database to an Oracle-based program. The database has outgrown its current software capabilities. Real Estate plans to catalog and scan all real estate acquisition documents electronically, which would provide an accurate Intranet-accessible database of city acquisitions.

# Transportation Fund — 2002-2003

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The Transportation Fund supports activities within two departments, the Public Works Department and the Transportation, Planning and Sustainability Department. The sections below highlight those goals and indicators of each department that are supported by the Transportation Fund.

## Mission

The mission of the Public Works Department is to maintain and improve infrastructure for the benefit of the community. The mission of the Transportation, Planning and Sustainability Department is to provide quality planning for conservation, urban design, historical preservation and transportation to a diverse customer base to achieve a more livable community.

## Goals

### Public Works Department

- Maintain 70% of the street inventory in Fair to Excellent condition.
- Provide maintenance on 10% of the roadway inventory annually.

### Transportation, Planning, and Sustainability Department

- Provide a safe and efficient multi-modal transportation infrastructure.

Both departments track their performance in achieving these and other departmental goals through key indicators and related performance measures. The Transportation Fund does not support any key indicators for the Transportation, Planning and Sustainability Department. The Transportation Fund-supported key indicators for the Public Works Department are listed below.

## Key Indicators

- Condition class of lane miles in the street inventory; and
- Lane miles of street maintenance.

## Business Plan

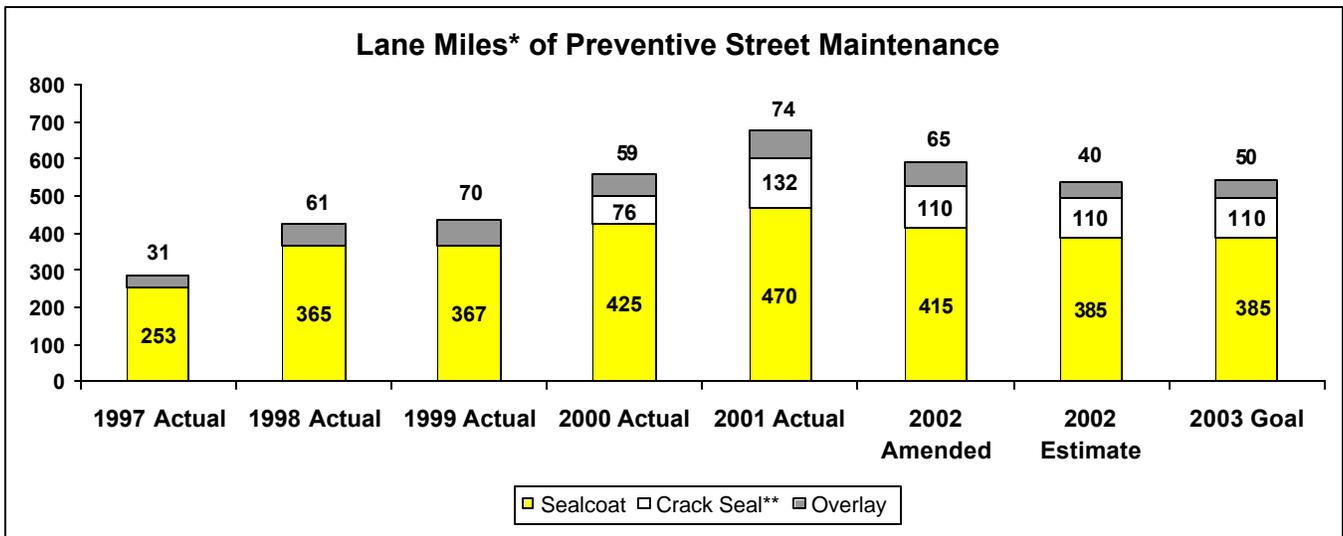
### Roadway Maintenance

The Public Works Street and Bridge Division maintains the street inventory using seal coat, overlay, and crack sealing preventive maintenance methods to support Public Works' strategy of providing maintenance on 10% of the roadway inventory annually.

In seal coat, a thin asphalt emulsion surface treatment is covered with aggregate. This waterproofs or seals the existing street surface and increase skid resistance. In overlay, one or more layers of hot-mix asphaltic concrete are applied to level, waterproof, strengthen and restore original street shape and ride. Crack sealing is used to prepare streets for seal coat applications by filling street cracks and poor spots with hot mix asphalt. Crack seal is also used as a preventive maintenance method when the streets are not resurfaced after the application. The 2002-03 Approved Budget will include funding for 110 lane miles of preventive maintenance crack seal. Additionally, 385 lane miles of seal coat are approved; the 385 lane miles include a slurry seal contract that covers 35 lane miles. The

# Transportation Fund — 2002-2003

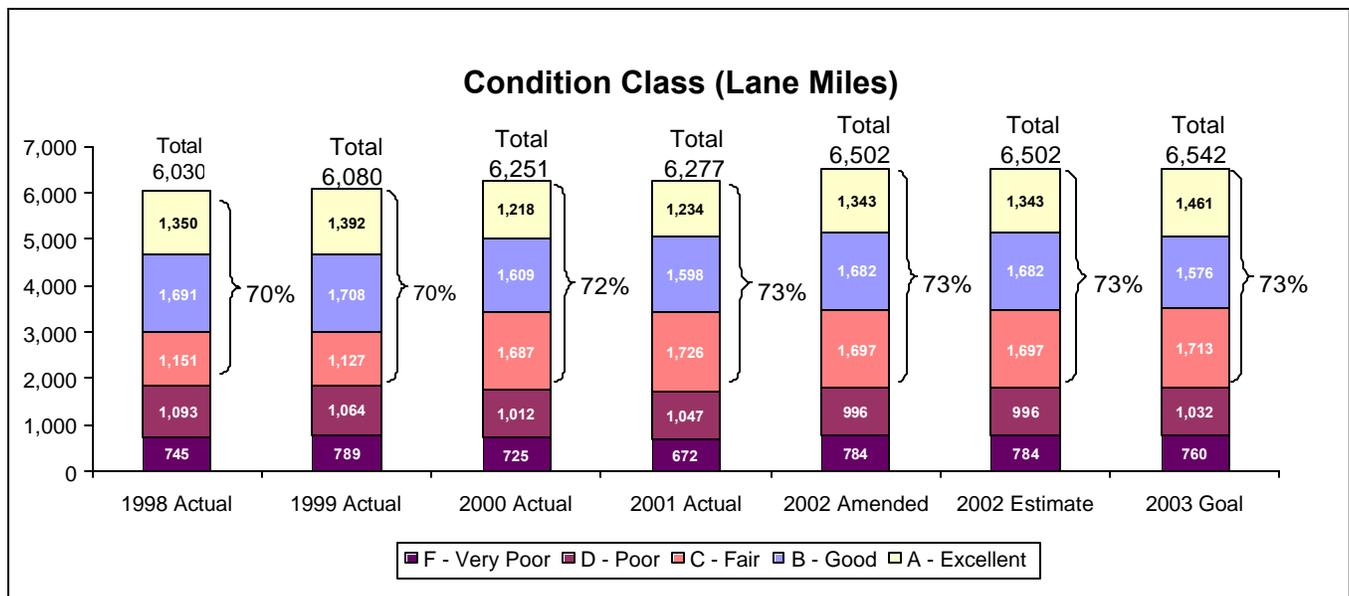
approved budget also includes 50 lane miles of asphalt overlay. The 545 lane miles planned for maintenance make up eight percent of the total street inventory.



\*A lane mile is a section of roadway 10 feet wide and one mile long.

\*\*Crack seal, as a short-term preventive maintenance treatment, was not tracked separately until FY 2000.

Condition Class in Lane Miles is determined by a comprehensive evaluation of pavement status and results in a quality rating given to each street and lane mile in the City's inventory. The Public Works Department's goal is to keep 70% of the street inventory in Fair to Excellent condition, and it maintains those streets using Transportation Fund revenue provided by the Transportation User fee. Capital Budget funds are used for street reconstruction on streets that have degraded beyond the Fair condition class and the point of preventive maintenance strategies. The street condition goal for fiscal year 2003 will be reached through a combination of operating and capital budget expenditures.



## **Transportation Fund — 2002-2003**

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Public Works' Approved Budget also includes \$0.9 million for replacement equipment and vehicles for the Street and Bridge Division. This expenditure represents the sixth year of a 10-year strategy to modernize the Division's inventory and supports the Department's preventive maintenance goal. When the plan is fully implemented, productivity should improve, as less time will be lost from equipment downtime. Replacing aging capital will continue for the long term in order to insure that equipment remains up to date. Some vehicles must be replaced once every ten years, whereas other vehicles require replacement more frequently. Whether a particular vehicle is replaced once every ten years or more frequently, depends on how frequently the equipment is used, as well as other factors.

### Bridge Repair and Maintenance

The Public Works Department is responsible for the structure and maintenance of 307 bridges throughout the City. Major bridges are any structure that has a minimum 20-foot total span, which includes standard bridges and many larger multiple-box culvert systems. These structures have been inspected every other year since about 1988 when TxDOT's BRINSAP (BRidge INSpection and Appraisal Program) began biannual inspections to comply with the Federal Government's National Bridge Inspection System (NBIS) requirements. The average age of our bridges is 35 years and the average condition index is 84.0 (very good; 0-100). The recent year's inspections have revealed an increasing number of repairs and maintenance required due to the aging of our structures. Proper maintenance is required to assure the long-term viability and protection of these bridges now that they are getting older. In order to begin to meet this need, the approved budget includes \$710,000 to start a bridge repair and maintenance program. These funds will address only the most immediate needs and a more comprehensive preventive maintenance program for bridges will require additional funds in future years.

### Concrete Repair and Construction

Due to a change in the city code, the Public Works Department now has responsibility for sidewalk maintenance. The approved budget allocates funds for existing concrete crews to perform a limited amount of sidewalk maintenance. The department is cataloging the sidewalk system in the City; the approved budget includes funds to update the inventory on an ongoing basis.

### Traffic Markings Replacement Equipment

The approved budget includes funding for the Traffic Markings section of the Transportation, Planning, and Sustainability Department. The Traffic Markings' approved budget includes the replacement of one aging utility truck, which is critical for the section to remain productive.

### Transfer from Infrastructure Support Services

In FY 1996-1997 the Infrastructure Support Services Department (ISS) was formed as a pilot to consolidate administrative and support services functions related to four major infrastructure departments. For the Approved FY 2002-03 budget this department is being dissolved and the related funding and personnel from ISS are being moved back into the operating departments. With this change the support functions formerly housed in ISS will now be budgeted directly in the departments as is currently done with other City departments. The approved budget includes an increase of 6.5 FTEs to the Public Works Department as a result of this change. However because Public Works transferred funds to ISS for services provided, there will be no financial impact on the fund.

# Transportation Fund — 2002-2003

## Street Improvements, Reconstruction and Maintenance

Funding for street reconstruction and preventive maintenance comes from the operating and capital budget of the Public Works Department. Funding for street improvements comes from the capital budget of the Transportation, Planning and Sustainability Department. Since these budgets are presented separately, this section summarizes what has been accomplished in the previous fiscal year, what is being worked on currently, and what is planned for the upcoming fiscal year in regard to the City's street projects.

### Street Improvement, Reconstruction and Preventive Maintenance Spending Plans

Funding Source	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimate	2002-2003 Proposed	2002-2003 Approved
Public Works Transportation Fund (Preventive Maintenance)	\$8,204,679	\$7,148,875	\$6,703,996	\$6,867,062	\$6,867,062
Public Works Capital Budget* (Street Reconstruction)	\$10,296,312	\$8,966,000	\$7,172,800	\$21,731,000	\$21,731,000
Grants (Street Reconstruction)	\$569,323	\$73,000	\$58,400	0	0
Transportation, Planning and Sustainability Capital Budget* (Street Improvements)	\$17,964,127	\$14,020,000	\$11,404,800	\$25,150,000	\$25,150,000
<b>Total</b>	<b>\$37,034,440</b>	<b>30,207,874</b>	<b>\$25,339,995</b>	<b>\$53,748,061</b>	<b>\$53,748,061</b>

\*Includes CTMA ¼ cent and BGA funding

### Street projects accomplished October 2000-September 2001

#### Street Reconstruction and Maintenance projects

- E. 12<sup>th</sup> St., from Airport Blvd. to Springdale
- Rosewood Ave. from Webberville to Hargrave
- Johnny Morris from MLK to Loyola Lane
- Woodhollow Drive from Far West to Spicewood Springs
- Brodie Lane from Silk Oak to Davis Lane
- Burlson Road from Oltorf to Ben White
- St. Elmo road from IH-35 to Congress Avenue
- Pleasant Valley Road from Turnstone Drive to Stassney Lane
- 38<sup>th</sup> St. from Lamar to Guadalupe
- Langston from Loyola to Geneva
- Springdale from Rogge to Hycreek
- 73.6 lane miles of overlay preventive maintenance
- 469.8 lane miles of seal coat preventive maintenance
- 132 lane miles of crack seal preventive maintenance

#### Street Improvement projects

- Giles Lane

# Transportation Fund — 2002-2003

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## Street projects in construction October 2001 – September 2002

### *Street Reconstruction and Maintenance projects*

- Manchaca from Stassney to William Cannon
- Airport Boulevard from US290 to Guadalupe
- West Lynn from 6<sup>th</sup> to Enfield
- W. 34<sup>th</sup> from Shoal Creek to Jefferson
- Lamar from 45<sup>th</sup> to Guadalupe
- Hancock from Burnet to Bull Creek
- Summit from Riverside to Woodland
- Taylor Gaines from IH35 to Parker
- St. Elmo Road from IH-35 to Todd Lane
- South First Street from Ben White to Barton Springs Road
- Southwest Parkway from Wm. Cannon to City limits
- Rutland Drive from Burnet Rd. to Rutland Village \*
- Berkman Drive from Rogge Lane to US290
- Pleasant Valley from Nuckols to William Cannon
- Nuckols Crossing from St. Elmo to Stassney
- Overlay preventive maintenance goal: 40 lane miles
- Seal coat preventive maintenance goal: 385 lane miles
- Crack seal preventive maintenance goal: 110 lane miles

### *Street Improvement projects*

- East William Cannon Bridge over Onion Creek
- Loyola Lane from Crystal Brook to the railroad tracks
- Barton Springs Road from Jessie to Robert E. Lee
- Davis Lane Extension Deer Park at Maple Run
- Brodie Lane @ Wm. Cannon Intersection Improvements
- Cameron Rd. @ Cross Park Drive Intersection Improvements
- Cesar Chavez @ IH35 Intersection Improvements
- Riverside Dr. @ Pleasant Valley Intersection Improvements
- Riverside Dr. @ Wickersham Intersection Improvements

## Street projects planned in 2002-2003

### *Street Reconstruction and Maintenance projects*

- 51st from IH 35 to Old Manor
- 45th from Mopac to Lamar
- Pleasant Valley South from Riverside to the Longhorn Dam
- Nuckols Crossing from Stassney to Pleasant Valley
- Freidrich from St. Elmo Road to Teri
- Enfield Road from Exposition to Lamar
- 30<sup>th</sup> St. from Lamar to Speedway
- Rio Grande from MLK to 29th
- Guadalupe from 24<sup>th</sup> to 38th
- Granger from Bucks Run to Blue Meadow
- Speedway from 26<sup>th</sup> to 46<sup>th</sup>
- 31<sup>st</sup> from Speedway to Walling
- Linnet from Westgate to Longview

## Transportation Fund — 2002-2003

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- Little Hill Circle
- Monroe from Eastside to Congress
- William Cannon from Westgate to Brodie
- Tuscan Way from US290 to 2000 ft. north
- Overlay preventive maintenance goal: 50 lane miles
- Seal coat preventive maintenance goal: 350 lane miles
- Crackseal preventive maintenance goal: 110 lane miles
- Slurry seal preventive maintenance goal: 35 lane miles

### *Street Improvement projects*

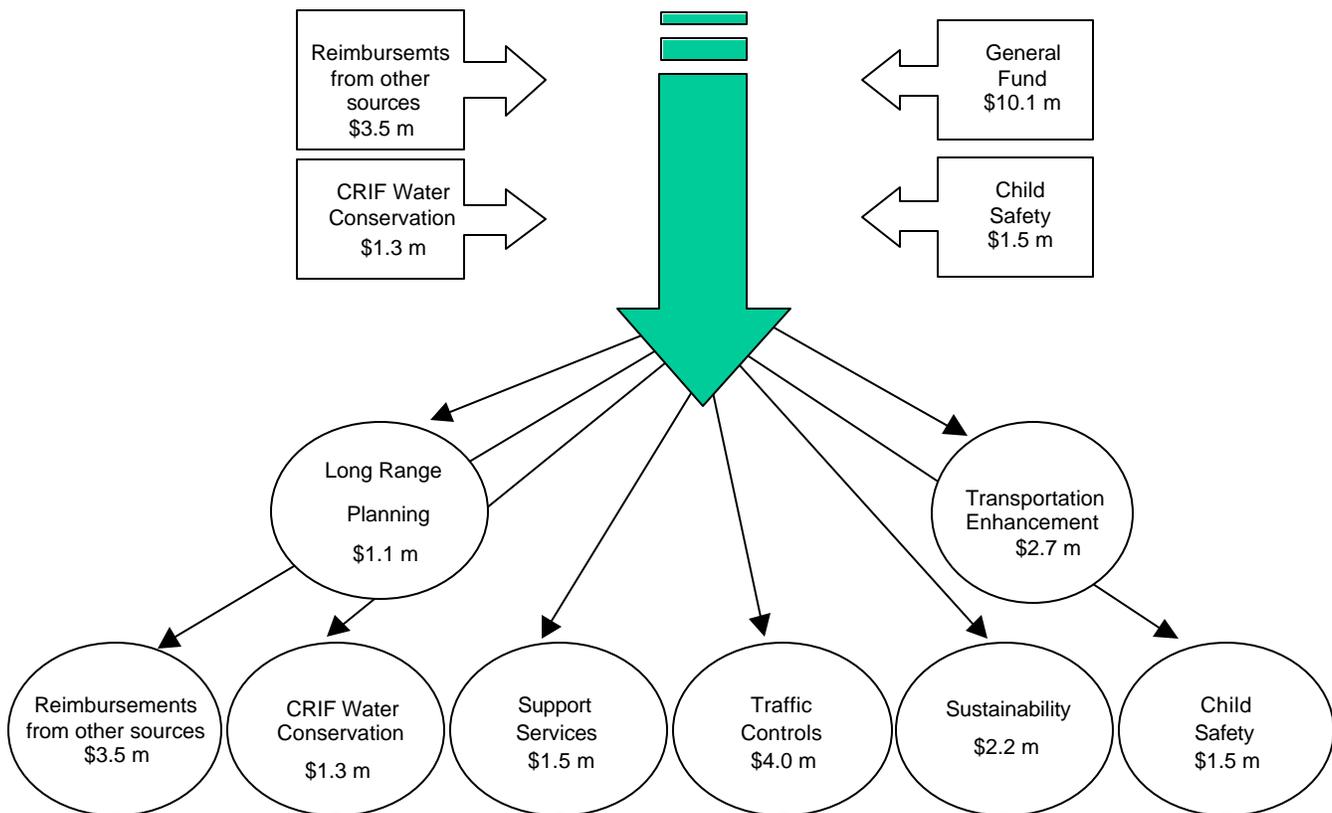
- Loyola Lane from US 183 to Decker Lane (Phase II)
- Loyola Lane from Crystal Brook to US 183 (Phase III)
- Dittmar Road from Manchaca to South First Street
- Dorsett Road
- Anderson Mill from US 183 to Pond Springs Rd
- E. Wm. Cannon from Onion Creek to Dixie Drive
- Escarpment Blvd. from Aden Ln. to SH45
- Brodie Lane @ Slaughter Intersection Improvements
- 38<sup>th</sup> @ Lamar Intersection Improvements
- 45<sup>th</sup> @ Guadalupe Intersection Improvements
- Braker Ln. @ Lamar Intersection Improvements
- Metric @ Braker Intersection Improvements

# Transportation, Planning & Sustainability — Total Budget \$43.7 million

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Operating Budget \$17.8 million

Capital Budget \$25.9 million



**Revenue:**

Parking meter revenue generates approximately two million dollars to the General Fund after sales tax is deducted. Under an April 1996 City Council resolution, meter revenue greater than the 1995-96 baseline amount of \$1.68 million will be dedicated to the Great Streets program. This became effective in 1998-99 after implementation of the electronic parking meter program so only the baseline revenue will be available for General Fund purposes. Additional funding sources include the Child Safety Fund, CIP, and other reimbursements. \$1.4 million in revenue for traffic control is located in the Transportation Fund of the Public Works Department, as a result it is not shown as a revenue in the above chart.

## Transportation, Planning & Sustainability — Total Budget \$43.7 million

	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimate	2002-2003 Proposed	2002-2003 Approved
<b>General Fund</b>					
<b>Revenue</b>	\$3,753,467	\$3,148,027	\$2,610,837	\$2,988,362	\$2,988,362
<b>Requirements</b>	\$9,584,164	\$10,221,554	\$9,111,102	\$10,084,388	\$10,084,388
<b>Full-Time Equivalents (FTEs)</b>	193.50	195.50	195.50	185.00	185.00
<b>Child Safety Fund</b>					
<b>Revenue</b>	\$1,439,167	\$1,524,409	\$1,413,100	\$1,482,800	\$1,482,800
<b>Requirements</b>	\$1,591,464	\$1,704,232	\$1,585,300	\$1,511,132	\$1,511,132
<b>Full-Time Equivalents (FTEs)</b>	3.00	3.00	3.00	3.00	3.00
<b>Transportation Fund</b>					
<b>Requirements (Traffic Controls)</b>	\$1,195,539	\$1,409,557	\$1,349,088	\$1,416,668	\$1,416,668
<b>Full-Time Equivalents (FTEs)</b>	14.00	16.00	16.00	16.00	16.00
<b>Conservation Rebates and Incentives Fund</b>					
<b>Transfers In</b>	\$1,123,759	\$1,367,082	\$1,367,082	\$1,298,728	\$1,298,728
<b>Requirements (Water Conservation)</b>	\$1,198,358	\$1,773,024	\$1,367,082	\$1,298,728	\$1,298,728
<b>New Capital Appropriations</b>	\$46,457,030	\$102,191,382	\$102,191,382	\$25,864,234	\$25,864,234
<b>Reimbursements from other funds</b>	\$3,558,518	\$4,334,136	\$3,639,246	\$3,489,878	\$3,489,878
<b>Grants</b>	\$11,979	\$85,311	\$86,439	\$29,194	\$29,194

### Highlights

#### The 2002-03 Approved Operating Budget:

- An increase of \$31,710 has been included in the Approved Budget for anticipated changes in health contributions.
- Includes a reduction of 18.5 FTE in four different programs.
- Includes an increase of \$667,330 in support services costs and the addition of 8 FTEs as a result of the dissolution of Infrastructure Support Services Department
- Includes a decrease in One Texas Center rent for office space of \$57,513.
- Water Conservation is getting a new hybrid vehicle at \$22,000.
- Pool repairs and renovations continues and is budgeted at \$190,000.

## **Transportation, Planning & Sustainability — Total Budget \$43.7 million**

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### **The 2002-2003 Approved Capital Budget**

- \$0.25 million for ADA Curb ramps and sidewalks
- \$1.35 million for Bikeway and Sidewalk Improvements
- \$4.7 million for Street Improvements
- \$1.4 million for the Great Streets streetscape improvement program
- \$15.5 million for Right-of-Way acquisition and utility relocation
- \$2.2 million for Traffic Signals
- \$.5 million for Neighborhood Traffic Calming projects

For more information, the Transportation, Planning & Sustainability Department Operating Budget is presented in detail in Volume I. Information on the Capital Budget and Grants may be found in Volumes IV and III.

# Transportation, Planning & Sustainability – 2002-2003

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## Mission

The purpose of the Transportation, Planning & Sustainability Department is to provide quality planning for conservation, urban design, historic preservation and transportation to a diverse customer base to achieve a more livable community.

## Goals

- Provide a safe and efficient multi-modal transportation infrastructure.  
To achieve this goal the department will:
  - Implement appropriate solutions for all fatal and the top 25 accident locations each year
  - Replace damaged or missing stop, yield, and one way only signs within four hours of reporting
  - Provide crossing guard coverage for all designated school crossings 95% of the time
  - Evaluate and re-time, as necessary, all traffic signals every three years
  - Coordinate activities in the right of way
  - Optimize existing roadway capacity
  - Provide increased transportation options
  - Increase connectivity of modal choices
  - Increase accessibility and connectivity of all transportation modes
- Minimize sprawl and improve urban environment by developing and implementing Long Range Planning programs.
  - Increase Smart Growth projects in the Desired Development Zone (DDZ)
  - Increase housing units in the DDZ
- Expand the tax base and extend land use controls and municipal services through the development and implementation of the Municipal Annexation Plan and of the annual annexation program.
- Promote a sustainable region by increasing water conservation savings and improving air quality.
  - Reduce the number of Downtown City of Austin employees commuting in single occupant vehicles
  - Decrease the number of days per year where the Austin region exceeds the ozone standard
  - Be compliant with federal air quality standards by 2007
  - Accelerate water conservation and reclaimed water programs to delay start date for annual payments to the LCRA
  - Reduce peak day water use to delay construction of additional water plant capacity

To accomplish the above goals, the Transportation, Planning & Sustainability Department uses the resources of a capital budget and four separate funds: the Transportation Fund, Child Safety Fund, Conservation Rebates and Incentives Fund and the General Fund. The department tracks its performance in achieving these goals through key indicators and related performance measures.

## Key Indicators

The Transportation, Planning & Sustainability Department uses the following key indicators to monitor the progress in achieving its business plan goals:

- Cumulative peak day gallons of water saved
- Number of days per year where the Austin region exceeds the ozone standard
- Ratio of Mixed Use Site Plans to Total Site Plans
- Ratio of new Downtown Housing Units to all new City of Austin Units
- Percent reduction of corridor travel time after implementation of signal timing

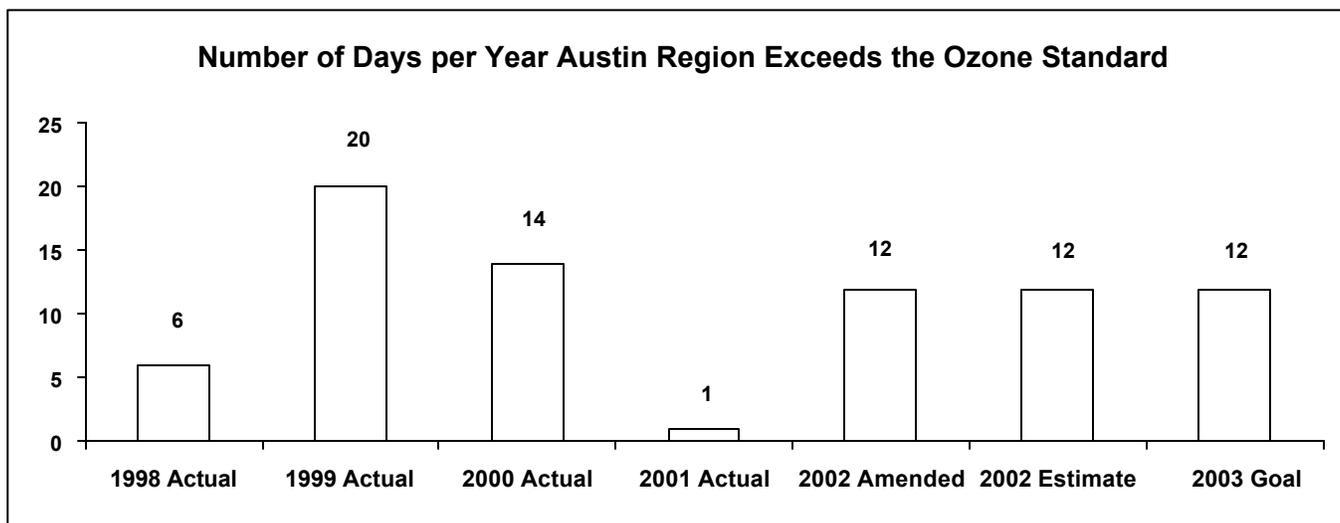
# Transportation, Planning & Sustainability – 2002-2003

## Business Plan

There will be no significant changes in how the department will conduct its business in FY 2002-03. There have been a few strategic realignments to programs, activities, and services over the past year that more accurately define the department's responsibilities. The department also reviewed its performance measures and made changes where appropriate to better reflect the results and efficiencies of the services provided to customers. Improvements to the Business Plan include separating the Urban Design and Historic Preservation activities; developing additional performance measures for Transportation Improvements and Smart Growth.

### Sustainability

One of the key components of the Sustainability program is the Air Quality activity, which is organized to design and implement programs for the City and region in order to reduce the formation of ground level ozone and the release of ozone depleting chemicals. Emissions of volatile organic compounds and oxides of nitrogen are the principal precursors of ozone in the Austin area. As the graph below illustrates, the number of days with a high ozone level in the City has increased from 1997 and 1998 levels. The Austin region has exceeded the threshold for the National Ambient Air Quality Standards (NAAQS) set by the Environmental Protection Agency (EPA) and may be designated non-attainment next year. The City of Austin along with its regional partners, the Capital Area

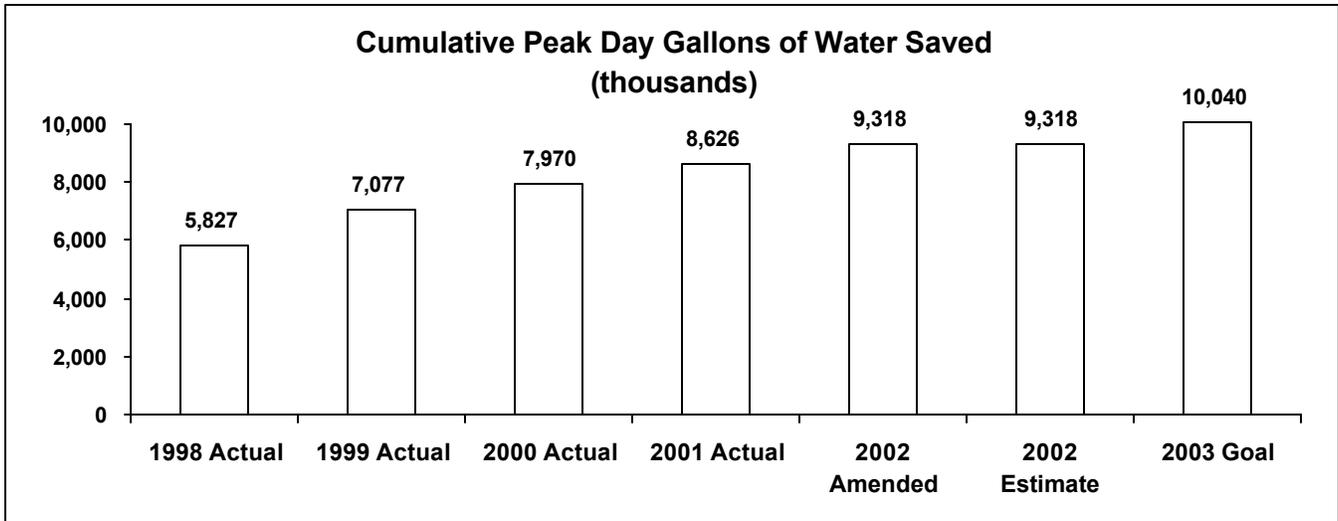


Metropolitan Planning Organization (CAMPO) and the Clean Air Force, will be working with the EPA and the Texas Natural Resources Conservation Commission (TNRCC) to initiate strategies to minimize this health risk. City programs aimed at reducing ground level ozone will be initiated this coming year, including a Clean Cities grant-funded program that will focus on alternative-fuel vehicles. The Approved Budget includes resources to continue services supporting ozone reduction, such as air quality public service announcements, and developing transportation demand management strategies and implementation for City employees.

The Water Conservation activity is organized to provide conservation services to Austin water customers to reduce water usage and water and wastewater costs. The Approved Budget includes funding to continue incentives, water usage audits, and education and regulatory programs to encourage water conservation. The 2002–2003 fiscal year will be the eleventh year of implementation of the Water Conservation Plan to achieve the Council objective of reducing peak day water use by 10%, or 20 million gallons, by the year 2005. This will delay the need for additional water plant capacity projects resulting in substantial cost savings for the Water and Wastewater Utility. In addition, the recent water agreement with the Lower Colorado River Authority (LCRA) contains provisions that require the City to start making annual payments to the LCRA when the City's annual water use exceeds 201,000 acre-feet per year. Water conservation programs will substantially delay these annual payments, projected to be approximately \$11 million per year. Also, as part of the City's planning process during

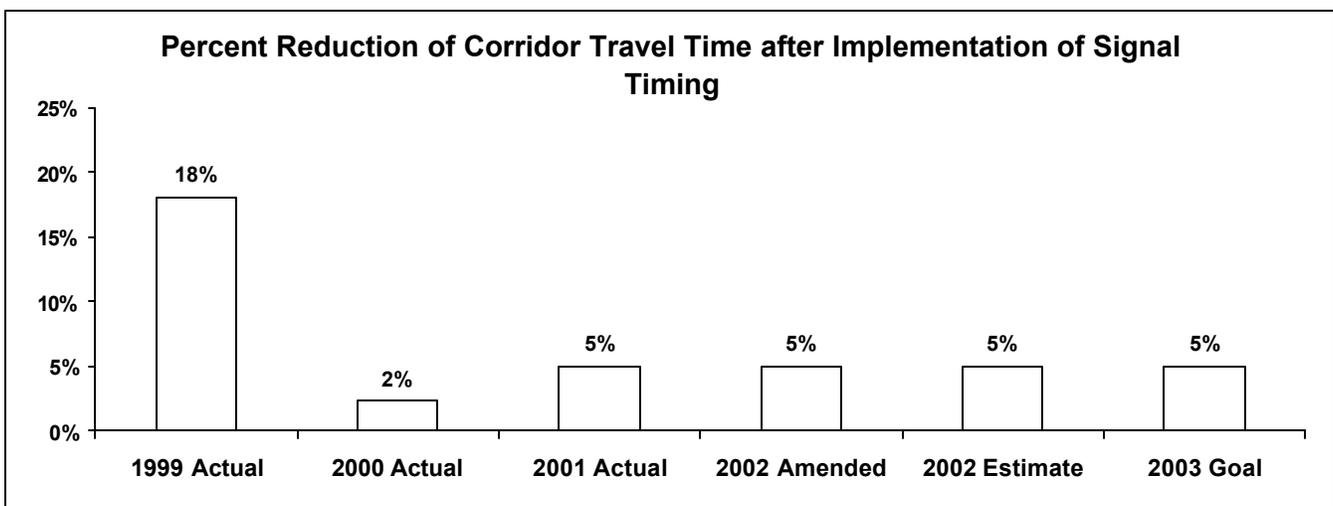
## Transportation, Planning & Sustainability – 2002-2003

the agreement negotiations, the City will make up a projected 25,000 to 50,000 acre-feet annual deficit in the water supply in 2050 through a combination of demand reductions, including water conservation, substitution of reclaimed water for irrigation, cooling and other appropriate measures.



### Multi-modal Transportation Infrastructure

The Transportation, Planning & Sustainability Department is using Capital Improvement Program (CIP) and grant funds to install a new traffic signal system with state of the art equipment. This new technology automates the resetting of signals and allows for remote equipment repairs, resulting in an efficient signal system where stops and delays are minimized. However, the demand will continue for crews to perform signal preventive maintenance in the field. This maintenance includes installing vehicle detector loops and diagnosing signal equipment on a pre-planned schedule to optimize travel time and reduce complaints about congestion caused by signal problems. The Approved Budget continues resources to fund a traffic signals maintenance contract to support this effort. Preventive maintenance contributes to the efficiency of the signal system and supports the key indicator below.



The Approved Budget includes funding to achieve the 2002-2003 goal of a five-percent reduction in corridor travel time. To calculate this measure, Traffic Signals employees annually identify the major arterial streets that will

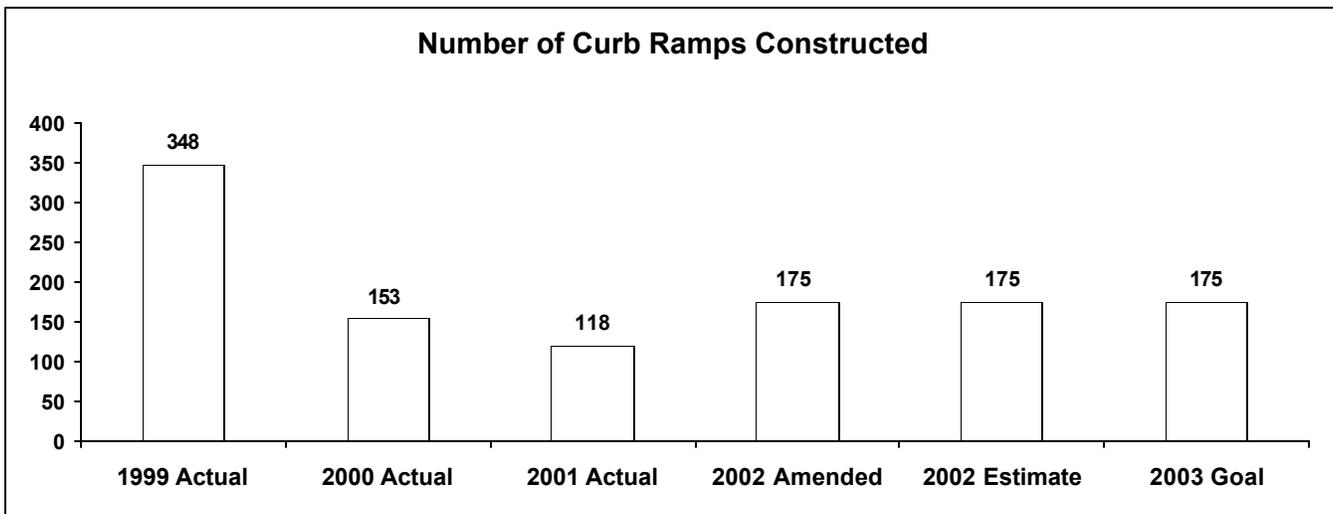
# Transportation, Planning & Sustainability – 2002-2003

receive traffic signal timing and enhancements. Both before and after the modifications, data is collected on travel time, number and duration of stops, and fuel consumption. This information is then used to calculate the reduction. There is an upper limit on the amount of travel time reduction that can be achieved through traffic signal timing and enhancements, and, as the graph on the previous page illustrates, the travel time reduction after signal improvements has decreased each year. However, without these signal improvements, travel time would increase rather than decrease as a result of an increase in traffic volume. At some point, attainment of travel time reductions will only be possible through a decrease in traffic volume or an increase in roadway capacity.

Long-term transportation improvements are funded through the CIP, and in FY 2003, the Transportation, Planning & Sustainability Department plans to continue improvements on Anderson Mill Road, Escarpment Boulevard, Friedrich Lane, Loyola Lane, and William Cannon Dr. In addition, several intersections throughout the City will be improved in 2002-2003. These projects will address some of Austin’s traffic issues, including travel time and congestion. Partnerships with Travis County, CAMPO, and the Texas Department of Transportation (TxDOT) will allow for continuity in joint projects and enhance funding to increase roadway capacity and create alternative transportation routes. Other projects include bikeway, sidewalk, and streetscape improvements.

## ***Bicycle and Pedestrian Improvements***

The Approved Budget allocates the resources needed to implement enhancements – primarily route signs – on 116 analyzed bicycle route miles. Initiated by City Council in 1994, the Bicycle activity has helped to produce the Bicycle Plan and secure approximately \$5 million in federal grants for bicycle-related projects. In 1996, the Bicycle activity expanded to incorporate Pedestrian coordination and has conducted an initial assessment of Pedestrian services in the City, developed a comprehensive Pedestrian Plan, and secured \$1.8 million in Pedestrian grant funds. Currently, the Bicycle Plan has identified 652 priority one and two route miles throughout the City. The goal for 2002-2003 is to analyze 170 of those miles for needed improvements and enhancements. The Bicycle and Pedestrian activities are designed to support the department goal of providing the infrastructure for a safe and efficient alternative mode of transportation.



## ***Access Improvements***

The Americans with Disabilities Act (ADA) mandates municipalities to provide access for their mobility-impaired communities. Title II of the ADA mandates public entities that provide pedestrian facilities to provide access to existing facilities as well as to design and construct new and altered facilities to be accessible to individuals with disabilities. The ADA provides the direction and prioritization to local governments for developing accessible routes to existing facilities. In the early 1990s, the City produced an ADA Transition Plan that outlined the City’s plan to comply with ADA requirements.

## Transportation, Planning & Sustainability – 2002-2003

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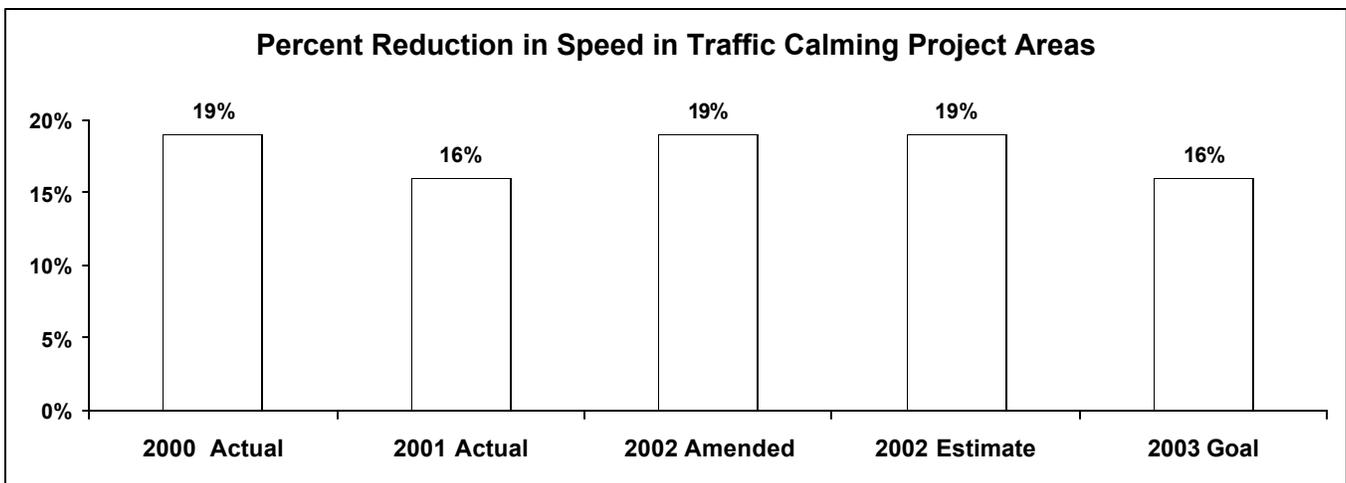
The ADA Sidewalk and Curb Ramp Program is designed to coordinate activities associated with identifying, prioritizing, and implementing accessible pedestrian facilities. The ADA Sidewalk and Curb Ramp Task Force is comprised of key City staff, the Austin Mayor's Committee for People with Disabilities (AMCPD), Capital Metro staff and members of the disabled community such as ADAPT and Visually Impaired Community. Projects are submitted by various entities for consideration. The approved projects are then evaluated during the planning phase and selection is based on the Program's selection criterion that incorporates the ADA priorities.

The Program primarily utilizes private consultants and contractors to design and construct these facilities. On occasion, the Public Works Street and Bridge concrete crews are available to construct these types of improvements in an effort to respond to potential safety concerns. The Program relies on funding from both the operating and capital budgets. The Approved Budget provides a funding level of \$250 thousand to assist meeting our goal to construct 175 curb ramps in 2002-2003. When combined with unexpended ADA funds from previous years, the City expects a total of \$1.6 million to be available for ADA ramps and sidewalks. The Program has undergone a major shift within the last two years. The emphasis of this Program is now focused on developing accessible routes through the construction of sidewalks and curb ramps along major corridors of travel.

### ***Neighborhood Street Improvements***

Neighborhood Traffic Calming projects are supported by CIP funds. The Approved FY 2003 Capital Budget includes funding to continue these improvements. In FY 2003, the department plans to implement traffic calming measures on previously completed studies and will re-evaluate available funding before any new studies are initiated. In addition, the functions and resources associated with the Neighborhood Traffic Calming activity have been merged with the Transportation Enhancement activity.

The key indicator "Percent Reduction in Speed in Traffic Calming Project Areas" is calculated by measuring neighborhood vehicle speeds both before and after the implementation of traffic calming measures. The traffic calming devices typically reduce speeds at the device to 20-25 miles per hour. The higher the "before" speeds, the greater the percent reduction in speed. As the graph below indicates, neighborhoods that have received traffic calming devices have experienced a 16-19 percent reduction in vehicle speed. For 2002-2003, the anticipated reduction in speed is 16%.



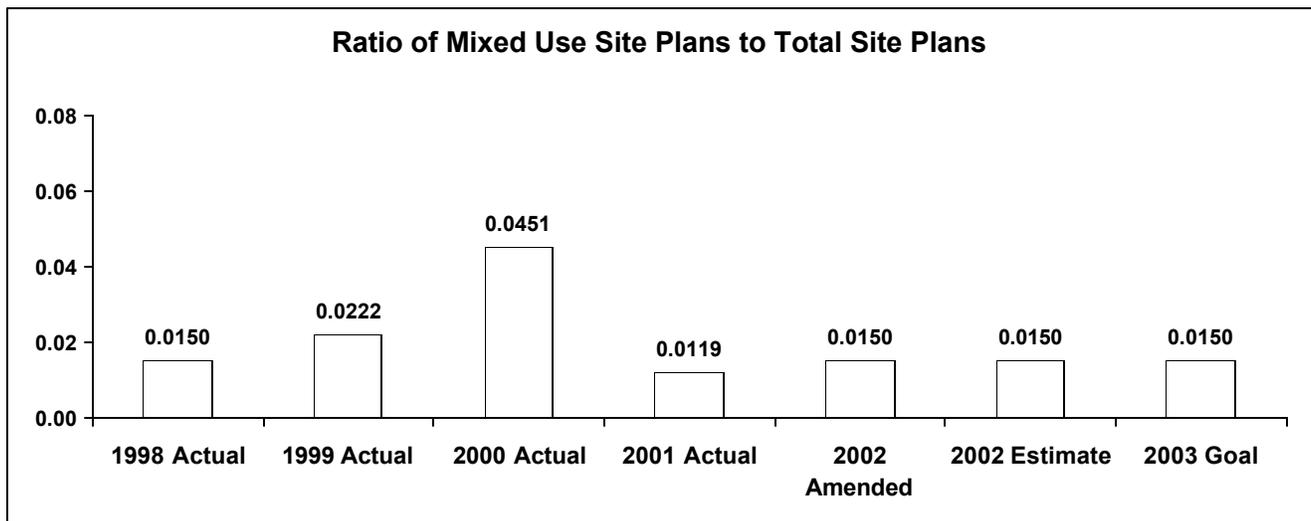
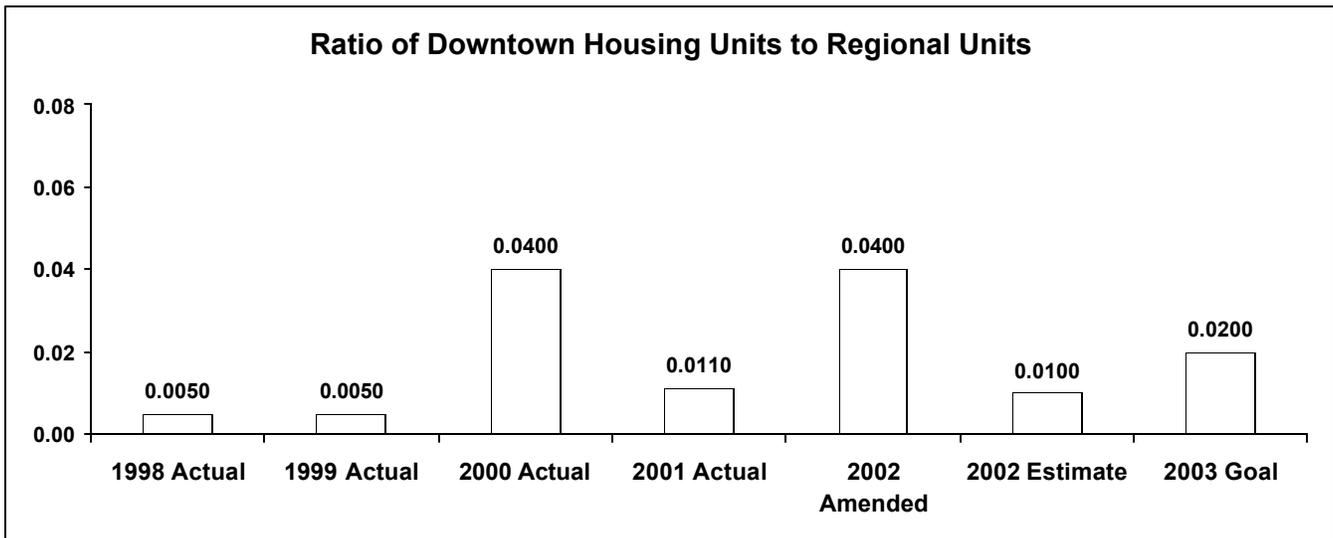
# Transportation, Planning & Sustainability – 2002-2003

## Smart Growth

The Smart Growth program is organized to help determine how and where we grow, improve our quality of life, and enhance our tax base. The desired results are future development patterns that preserve the environment, neighborhoods that provide a range of housing types and a transportation system that allows the use of a variety of transportation options. Benefits of this pattern include open space for the environment and recreation, neighborhoods that accommodate a diverse population, reduced single occupancy automobile trips and related traffic congestion and improved air quality.

Encouraging vertically mixed-use development in Downtown and along selected corridors and more compact residential patterns such as Traditional Neighborhood Districts are primary tools used by the department to encourage these patterns. Other major initiatives within the Smart Growth program include promoting more infill development and working with the Planning Commission on amendments to the Land Development Code (LDC) and long range planning.

The department has adjusted its FY 2003 goals for the two key indicators shown on the following page, “Ratio of Downtown Housing Units to Regional Units” and “Ratio of Mixed Use Site Plans to Total Site Plans,” to more accurately reflect current trends in building and land development in Downtown and the Austin region.



## **Transportation, Planning & Sustainability – 2002-2003**

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### **Transfer from Infrastructure Support Services**

In FY 1996-1997 the Infrastructure Support Services Department (ISS) was formed as a pilot to consolidate administrative and support services functions related to four major infrastructure departments. For the Approved FY 2002-03 budget this department is being dissolved and the related funding and personnel from ISS are being moved back into the operating departments. With this change the support functions formerly housed in ISS will now be budgeted directly in the departments as is currently done with other City departments. The approved budget includes an increase of \$667,330 and 8 FTEs to the Transportation, Planning & Sustainability Department as a result of this change.

# Child Safety Fund — 2002-2003

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## Mission

The purpose of the Transportation Planning and Sustainability Department is to provide quality planning for conservation, urban design and transportation to a diverse customer base to achieve a more livable community.

## Goals

Those goals supported by the Child Safety Fund are listed below.

- Provide a safe and efficient multi-modal transportation infrastructure.  
To achieve this goal the Department will:
  - Provide crossing guard coverage for all designated school crossings 95% of the time.

## Key Indicator

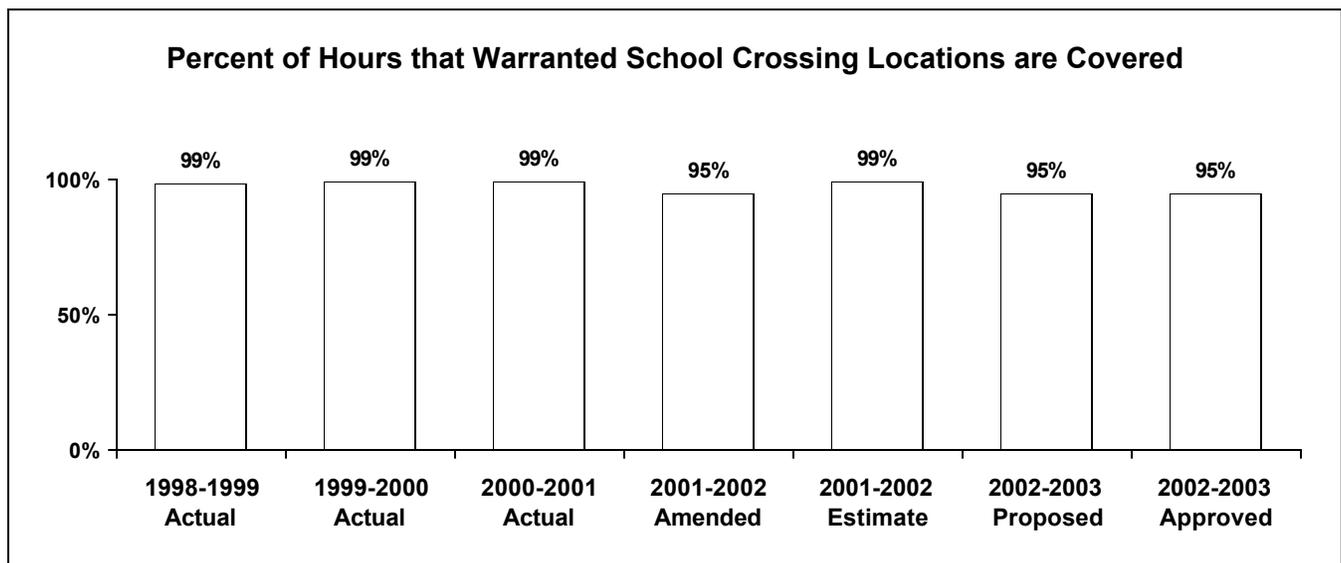
Transportation, Planning and Sustainability uses the following Child Safety Fund key indicator to monitor its progress in achieving its business plan goals:

- Percent of hours that warranted school crossing locations are covered.

## Business Plan

### School Crossing Guards

The Approved Budget includes resources to provide at least 95% crossing guard coverage at the City's 165 warranted locations during the 2002-03 school year, as shown in the key indicator below. A warranted location is one where unsafe crossing conditions exist due to continuous traffic that would not allow children to cross safely. When the number of safe gaps is less than one per minute, guards are brought in to help children avoid traffic hazards and prevent injuries. The School Crossing Guard activity supports the Department's goal of providing a safe and efficient multi-modal transportation infrastructure.



## **Child Safety Fund — 2002-2003**

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### School Infrastructure

In FY 2002-2003, to enhance safety at the City's warranted locations and other areas adjacent to school campuses, the Department plans to conduct 40 engineering studies to assess changing traffic patterns around school zones. These activities support the Department's goal of providing a safe and efficient multi-modal transportation infrastructure.

### Safety Education

The Approved Budget includes resources to train 15,000 elementary students in pedestrian and bicycle safety. This activity also supports the Department's goal to provide a safe and efficient multi-modal transportation infrastructure.

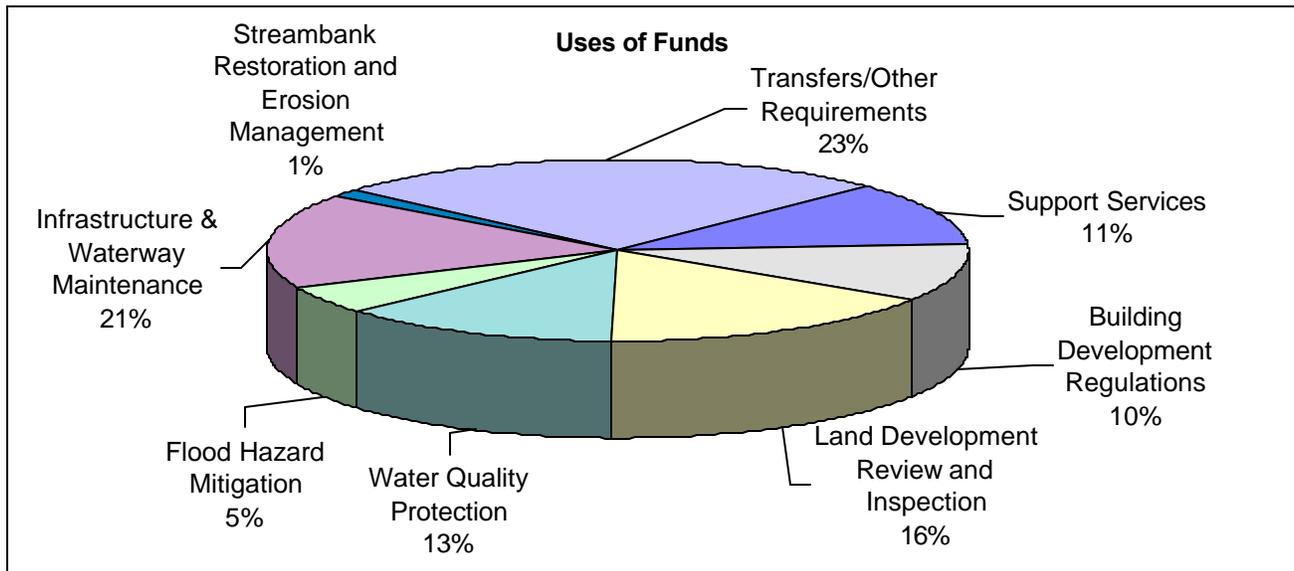
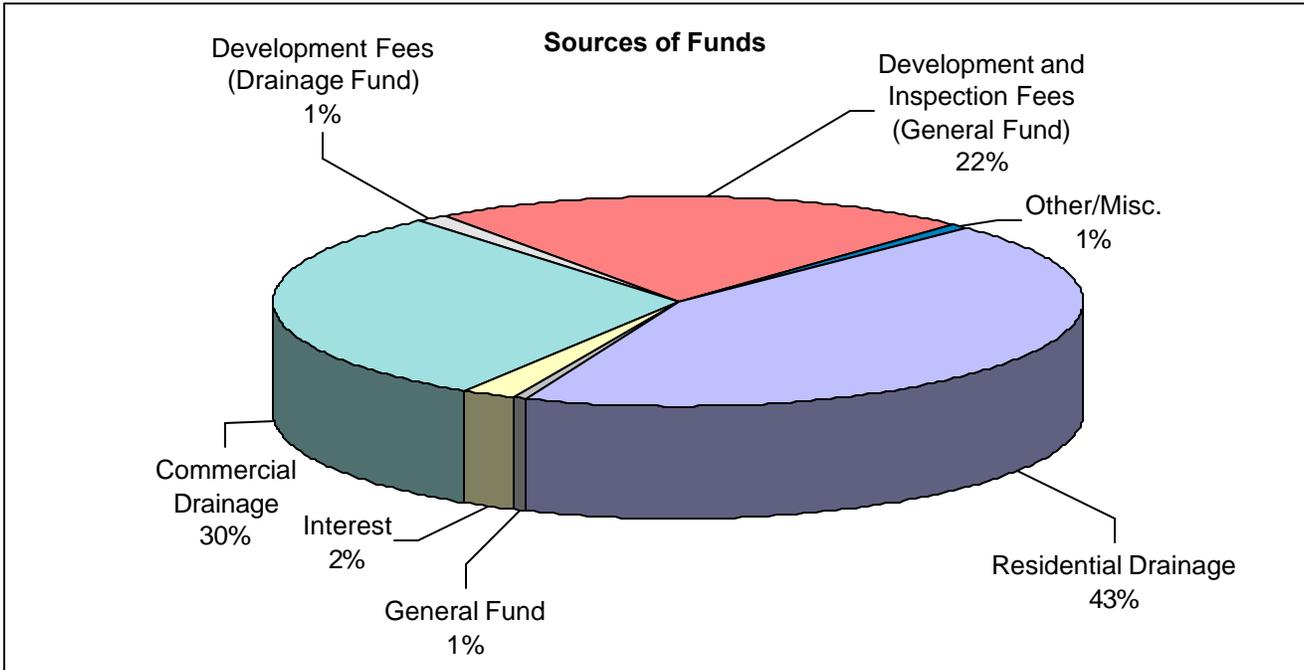
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# Watershed Protection and Development Review Department — Total Budget \$52.6 million

Operating Budget \$41.0 million

Capital Budget \$11.6 million



# Watershed Protection and Development Review Department — Total Budget \$52.6 million

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## Revenue:

Approved revenue for 2002-2003 is \$8,760,256 from the General Fund, which is \$1,915,712 less than the 2001-2002 Amended Budget. Approved revenue for the Drainage Utility Fund is \$32,335,813, an increase of \$4,432,958 over the 2001-2002 Amended Budget. The shortfall in the City's General Fund revenue is affected to some extent by a projected decrease in revenue from commercial and multi-family construction activity. The department proposes the modification of one fee beginning next year and the addition of one booklet permit type resulting in additional revenues of \$223,000. The Drainage Utility fee revenues are based on the implementation of the 2<sup>nd</sup> year of the Cost of Service study approved by the City Council in August 2001.

	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimate	2002-2003 Proposed	2002-2003 Approved
<b>General Fund</b>					
<b>Revenue</b>	\$10,624,942	\$10,675,968	\$8,819,300	\$8,760,256	\$8,760,256
<b>Requirements</b>	\$8,127,992	\$8,347,423	\$7,872,228	\$8,572,254	\$8,572,254
<b>Full-Time Equivalents (FTEs)</b>	148.00	148.00	148.00	144.00	144.00
<b>Drainage Fund</b>					
<b>Revenue</b>	\$27,158,868	\$27,902,855	\$26,849,151	\$32,335,813	\$32,335,813
<b>Transfer In</b>	\$298,504	\$298,504	\$298,504	\$298,504	\$298,504
<b>Requirements</b>	\$27,046,148	\$28,758,448	\$28,580,864	\$32,447,465	\$32,447,465
<b>Full-Time Equivalents (FTEs)</b>	229.75	232.75	232.75	257.25	257.25
<b>New Capital Appropriations</b>	\$10,873,349	\$14,749,449	\$14,749,449	\$11,572,036	\$11,572,036

## Highlights

### The 2002-2003 Approved Operating Budget:

The Approved Budget for the Watershed Protection and Development Review Department reflects the following:

- Elimination of 9 vacant FTE positions in the General Fund for \$383,746;
- Reduction of space rental costs for \$150,943;
- A decrease in vacancy savings of \$279,272;
- Eliminate General Fund one-time capital equipment purchases for \$42,000;
- An increase in expense refunds for a Smart Housing Review Team and the Austin Clean Water Program for \$750,000;
- Funding for a 3<sup>rd</sup> Pond Maintenance Crew to be placed in the Drainage Utility Fund for \$537,997.

In FY 1996-1997 the Infrastructure Support Services Department (ISS) was formed as a pilot to consolidate administrative and support services functions related to four major infrastructure departments. For the approved FY 2002-03 budget this department is being dissolved and the related funding and personnel from ISS are being moved back into the operating departments. With this change the support functions formerly housed in ISS will now be budgeted directly in the departments as is currently done with other City departments. The Approved Budget includes an increase of \$441,606 and 3 FTEs to the to the General Fund and \$1,119,881 and 17 FTEs to the Drainage Fund as a result of this change.

# Watershed Protection and Development Review Department — Total Budget \$52.6 million

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## The 2002-2003 Approved Capital Budget:

\$110,000 for Master Plan - Multi Objective Projects;  
\$197,500 for Stormsewer Improvements - ACC Health Center;  
\$200,000 for Williamson Creek - Scenic Brook Improvements;  
\$500,000 for Developer Reimbursements-Harris Branch;  
\$600,000 for Low Water Crossings - Automated Gates at various locations;  
\$608,950 for Drainage & Flood Control Improvements;  
\$620,000 for Erosion Control Projects—Walnut Creek, Northwest Avenue, and South 6<sup>th</sup> Street;  
\$700,000 for Non-Urban Retrofits-Lake Austin and Barton Creek;  
\$795,586 for Regional Stormwater Management Projects-Thornburry Rd, Crossing Place, Walnut Creek;  
\$1,020,000 for Flood Control Improvement Projects-Tanglewood Forest, Enfield Storm Drain and Onion Creek;  
\$1,170,000 for Equipment Replacement;  
\$1,250,000 for Water Quality Ponds - Urban Watersheds-St. Edwards University and Oak Springs;  
\$3,800,000 for Walnut Creek - Crystal Brook Improvements.

For more information, the Watershed Protection and Development Review Operating Budget is presented in detail in Volume I. Information on the Capital Budget and Grants may be found in Volume III and IV.

# **Watershed Protection and Development Review Department (General Fund) — 2002-2003**

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## **Mission**

The purpose of the Watershed Protection and Development Review Department is to efficiently and effectively protect lives, property, and the environment of our community by providing comprehensive development review and inspection services and reducing the impact of flooding, erosion, and water pollution.

## **Goals**

- Ensure that development is in compliance with regulations in an efficient and effective manner.
- Meet or exceed all local, state, and federal permit and regulatory requirements.

To help the department monitor how well goals are being met, key indicators and appropriate performance measures have been developed. The Approved budget submitted by the Development Review and Inspection Department supports these goals.

## **Key Indicators**

The Watershed Protection and Development Review Department will use the following key indicators to monitor the department's progress in achieving business plan goals:

- Percent of initial site plan, subdivision, and residential zoning reviews completed within code-mandated deadlines
- Percent of inspections performed within 24 hours

# **Watershed Protection and Development Review Department (General Fund) — 2002-2003**

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## **Business Plan**

The Approved Budget contains several proposals that support the goals of the department. The department will eliminate nine vacant positions which is 6% of budgeted FTEs and allocating some administrative costs from the General Fund to the Drainage Utility Fund for a savings of \$135,167 to the General Fund.

The Approved Budget will include funding for a third pond maintenance crew and equipment lease expenses in the amount of \$537,997; a second pond maintenance crew is being included in the Drainage Utility Fund's budget. The department will also receive funding support for the expedited review services that will assist in the goal of increasing affordable housing. Expenses of \$750,000 associated with Smart Housing and Austin Clean Water programs will be addressed with staff resources needed to support these programs.

In FY2001-2002, the department increased its vacancy savings by \$279,272 in order to meet overall General Fund requirements. In FY2003, the department will reduce its vacancy savings to the actual normal experience level of 4%.

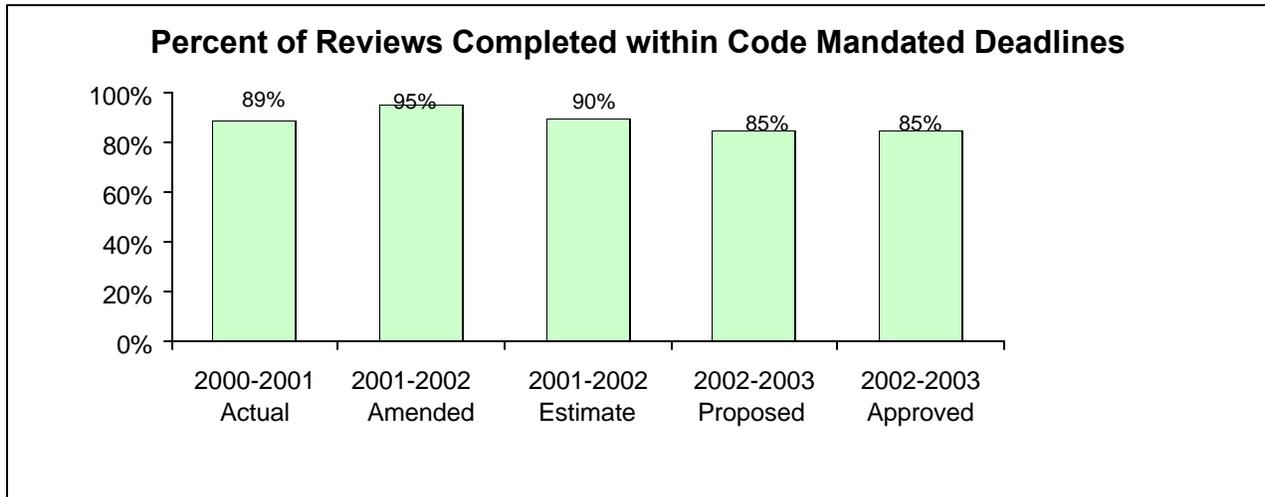
The Approved Budget will include a reduction in expense refunds from the Electric Utility in the amount of \$34,456. This reduction will be compensated by a decrease in rental costs at One Texas Center in the amount of \$150,943. Also included is a \$42,000 decrease in capital expenditures.

### **Transfer from Infrastructure Support Services**

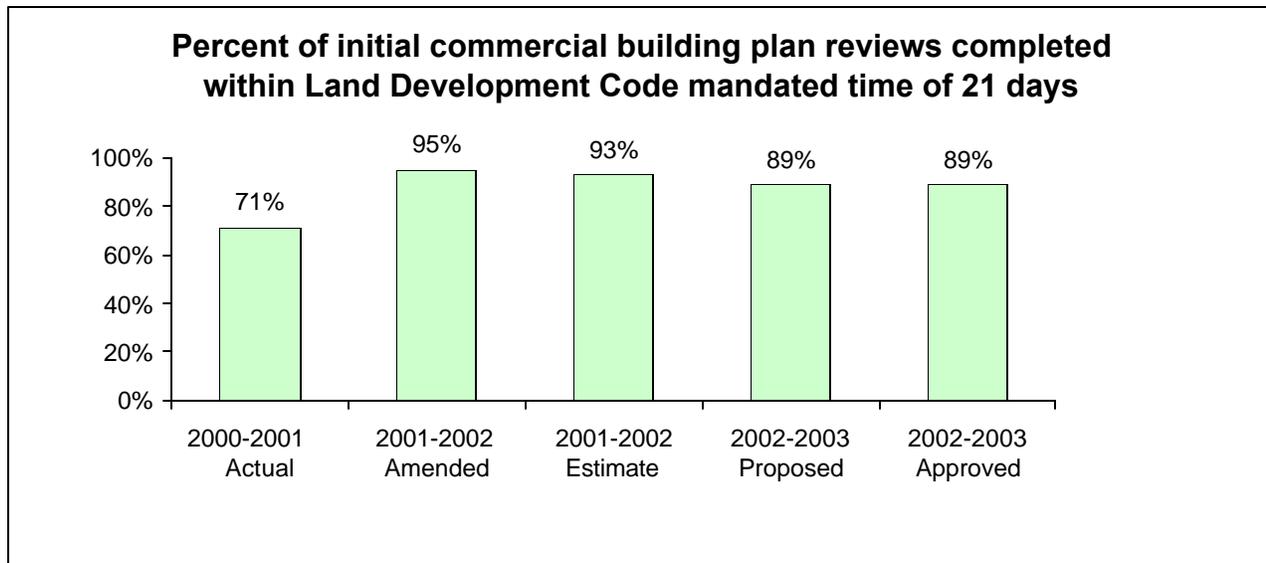
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# Watershed Protection and Development Review Department (General Fund) — 2002-2003

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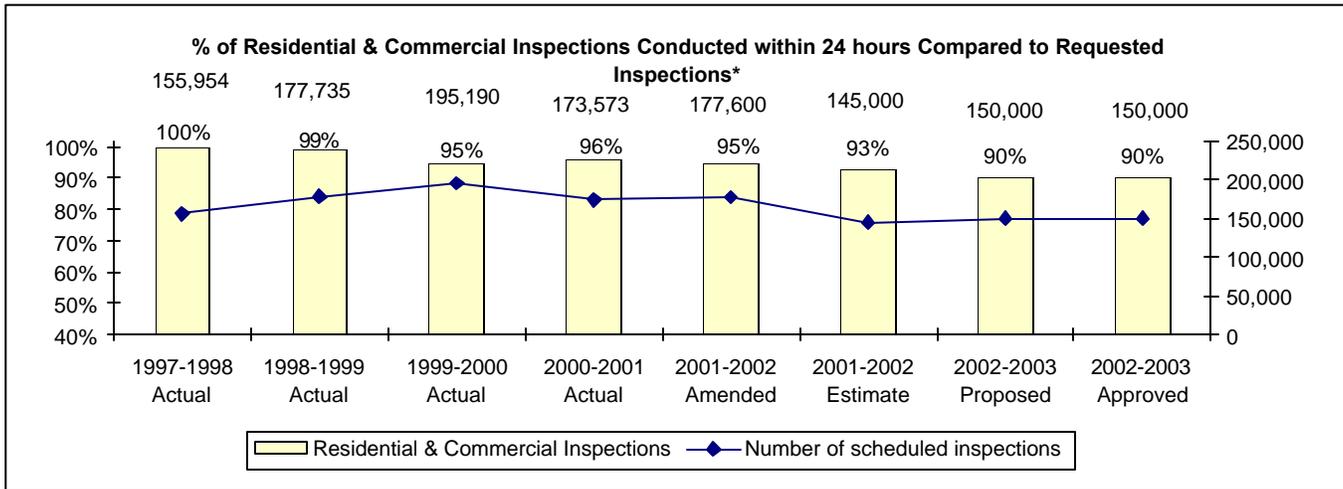


This indicator chart tracks the on-time responsiveness of staff to complete reviews of site plans, subdivision plats, and residential zoning plans within code-mandated time limits. Success in this area assures the development community a reduced overall cycle time for plan/plat approvals. The reviews completed within Code mandated deadlines measure is Approved to be 85% as shown in the table above.



This indicator chart tracks the on-time responsiveness of staff to complete reviews of commercial building plans within code-mandated time limits. Success in this area provides the construction community additional time to resubmit or shortens the cycle time of plan approvals. Reduction in administration intake staff and coordination will cause Plan Reviewers to provide administrative functions instead of plan reviews. Current plan review time has improved significantly with addition of administrative staffing from 48% on time to 95% on time.

# Watershed Protection and Development Review Department (General Fund) — 2002-2003



The indicator above compares the demand for services to the percentage of inspections conducted by the department within a 24-hour period of the request. Residential and commercial inspections include energy, building, mechanical, plumbing, and electrical. During 2002-03 the Department projects to provide 90% of permit inspections within 24 hours if current workloads stay static. The department continues to lose staff to retirement. The loss of three experienced inspectors, replaced with less experienced inspectors, is expected to reduce response time. The department will continue to use available overtime and supervisors to provide these inspections within the 90% on time response. Additionally, an increase of workload will cause a decrease in the on time response.

## Revenue

Several issues have affected revenue levels and will continue to affect revenue levels in the coming years. The current revenue estimate for WPDR for FY2001-2002 is \$8.8M. This is \$1.9M less than the current budget due to the current economic climate. The level of activity forecast for next year is based on activity to date and external indicators. The revenue for FY 2003 is projected to remain relatively flat as compared to the current year estimate.

# **Watershed Protection and Development Review (Drainage Utility Fund) - 2002-2003**

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## **Mission**

The purpose of the Watershed Protection and Development Review Department is to efficiently and effectively protect lives, property, and the environment of our community by providing comprehensive development review and inspection services and reducing the impact of flooding, erosion, and water pollution.

## **Goals**

- Ensure that development is in compliance with regulations in an efficient and effective manner.
- Protect lives, property, and the environment from the impact of flooding, erosion, and water pollution by :
  - Maintaining and improving water quality
  - Reducing flood and erosion impacts to life and property
  - Improving maintenance of drainage infrastructure.
- Meet or exceed all local, state, and federal permit and regulatory requirements.

To help the department monitor how well goals are being met, key indicators and appropriate performance measures have been developed. The Approved budget submitted by the Watershed Protection and Development Review Department supports these goals.

## **Key Indicators**

The Watershed Protection and Development Review Department will use the following key indicators to monitor the department's progress in achieving business plan goals:

- Percent of initial site plan, subdivision, and residential zoning reviews completed within code-mandated deadlines
- Percent of inspections performed within 24 hours
- Percent of inspected construction sites in compliance with Land Development Code
- Percent total suspended solids (TSS) removed per TSS produced annually in drainage areas with publicly-funded structural water quality controls
- Percent of erosion sites with increased erosion protection
- Percent of residential dry ponds rehabilitated and maintained
- Percent of annual feet of pipeline installation and repair completed
- Maintain visual index of pollution for Town Lake below 2.0%
- Percent of identified creeks (miles) maintained for vegetation control
- Percent of activities in compliance with Federal 10(a) and State permits
- Percent of Capital Spending Plan met
- Percent of localized flood risk structures with increased protection due to storm drain improvements.

# **Watershed Protection and Development Review (Drainage Utility Fund) - 2002-2003**

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## **Business Plan**

The Approved budget contains a number of proposals that support the Department's goals:

### **Revenue**

#### **Drainage Fee**

The primary funding source for the Drainage Utility is the monthly drainage fee paid by City Drainage Utility customers. The Watershed Protection and Development Review Department manages the utility fund. Cost-of-Service Study fee revisions were approved by City Council in August 2001 and first implemented in FY2001-2002. These revisions included changes in the billing methodology to convert to an impervious cover basis and changes to the discount rate for well-maintained onsite stormwater facilities. The Department will implement the second year of the five-year fee revision plan in FY2002-2003. Based on the cost of service findings, commercial fees are approved to increase 34%, and residential fees are approved to increase 11%. Additional revenues of \$4,432,958 are expected as a result of these fee changes and expected growth in the customer base. Increased revenue also reflects completion of the commercial refund project in FY2001-2002.

#### **Other Fee Changes**

The fees charged for participation in the Regional Stormwater Management Program (RSMP) and the Urban Structural Controls Program were developed and implemented more than ten years ago. The Department hired a consultant to evaluate the fees in both programs and determine an appropriate rate schedule in current dollars. Approved changes were reviewed with stakeholders and an amended fee schedule has been developed. In addition, the department is proposing an increase in re-inspection fees. This increase is based on cost of service recovery.

#### **Legislative Mandates**

The Texas Flood Control and Insurance Act mandates that all Texas communities must participate in the National Flood Insurance Program (NFIP). Since Austin joined the program in 1981, the NFIP has paid policyholders an average of approximately \$500,000 each year for covered flood losses. There are currently over 4,000 flood insurance policies in effect in Austin with a total coverage of over \$460M. Austin exceeds the minimum requirements for participation in the NFIP. As a result, our citizens receive a discount of 10% on the cost of flood insurance. This saves our community approximately \$200,000 each year. Expenditures for Flood Hazard Mitigation, and in particular Floodplain Management activities, support the Department's goal to meet or exceed all local, state and federal permit and regulatory requirements.

Chapter 299 of the Texas Administrative Code, 1986, requires municipalities to ensure dams within their jurisdictions have met the TNRCC dam safety regulations, which include safety action plans and strength requirements. The FY2002-2003 budget provides \$60,000 for an engineering professional services contract to inventory existing dam structures owned or operated by the City. It is estimated that 500 pond facilities exist within the City's jurisdiction. The consultant will be asked to evaluate ponds to determine if they fall under the TNRCC dam safety requirements and to develop a process for the Utility to follow to meet the TNRCC safety plan requirements for those that do.

The City must implement certain activities required by the Endangered Species Act (Section 10-A permit for Barton Springs) and the Clean Water Act (Municipal Stormwater Discharge Permit) to maintain full compliance. Approximately \$140,000 is needed to equip and operate a salamander captive breeding facility. A transported hazardous materials study is also required. Funding for these activities is included in the Approved Budget.

#### **Flood Hazard Mitigation and Streambank Restoration and Erosion Management**

A reallocation of 1.0 FTE and 0.9 FTE to the Flood Hazard and Erosion programs respectively were made to reflect planned work activity. The budget also includes \$60,000 in funds for a dam safety study. Further increases are due to a reduction of project management expense refunds.

# **Watershed Protection and Development Review (Drainage Utility Fund) - 2002-2003**

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## Water Quality Protection

As noted above, legislative mandates require a captive breeding program and a transported hazardous waste study. These efforts will be funded through the reprogramming of existing resources. In addition, 1.15 FTE's were reallocated to this program to reflect planned work activities.

## Infrastructure and Waterway Maintenance

To address increasing pond maintenance demands, a second pond maintenance crew will be created during FY2002-2003 by transferring 6 FTE's, 3 each from both the storm drain cleaning and rehabilitation activities. In addition, a third pond maintenance crew funded by the General Fund will also be added during FY 2003. Pond maintenance performance will increase with corresponding decreases in storm drain cleaning and rehabilitation. Additionally, the budget includes \$83,500 for new radio system purchases and \$11,370 for contractual agreements for pond maintenance for facilities at St. Edwards University and Circle C.

## Land Development Review & Inspection

Program managers supervise drainage utility funded employees in addition to general fund employees. To establish financial equity, the drainage utility fund will reimburse the general fund 50% of each manager's personnel costs. An addition of 0.5 FTE is included for the conversion of an existing temporary position to permanent status.

## Master Planning

With City Council adoption of the Watershed Protection Master Plan in June 2001, program activity has shifted to implementation. A net of .35 FTE's is added to the program with the addition of staff from the Land Development Review and Inspection program and the reduction of staff from the Water Quality Protection program.

## Sustainability Fund

The Sustainability Fund has been used to provide resources for one-time projects that will help the City of Austin build a sustainable economic, environmental and equitable infrastructure. The Sustainability Fund is funded through a transfer of current revenue from the City's major operating funds. The Drainage Utility Fund's Approved Budget includes a transfer of one percent of its revenue, equal to \$323,358, to the Sustainability Fund.

## Support Services

For this program, 4.8 FTE's were reallocated to operating programs to accurately reflect anticipated work assignments in FY2002-2003. In addition, facility costs increased by \$124,000.

## Capital Improvement Projects

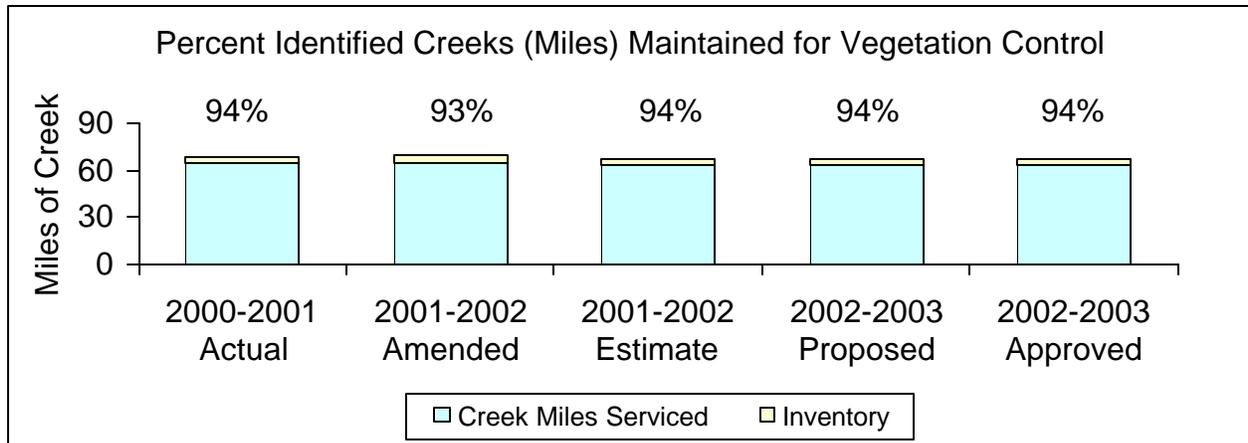
A transfer of \$3.8M to the Capital Improvement Program (CIP) is approved. The CIP transfer will be used for needs identified in the master plan such as erosion buyouts in the Boggy Creek and West Bouldin Creek watersheds; flood and erosion improvements in the Walnut Creek, Slaughter Creek and Carson Creek watersheds; storm drain improvements in the Johnson Creek and Williamson Creek watersheds; multi-objective and water quality projects in the Blunn Creek and Boggy Creek watersheds; digital terrain mapping for improved modeling capabilities; and water quality remediation and restoration projects for Lake Austin and the Barton Springs Zone, and also for the purchase of new and replacement vehicles and equipment.

## Transfer from Infrastructure Support Services

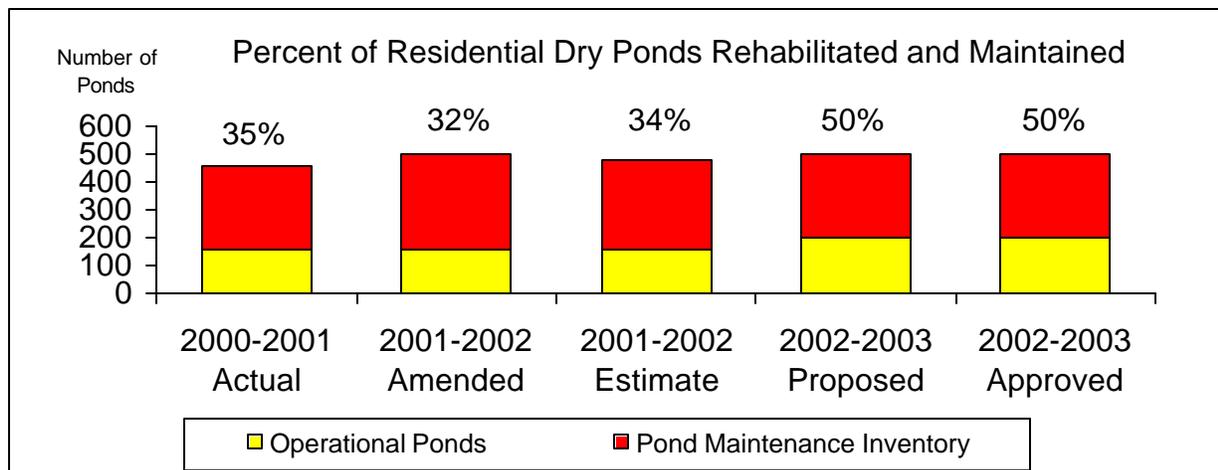
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# Watershed Protection and Development Review (Drainage Utility Fund) - 2002-2003

The following graphs present the anticipated impact of the FY 02-03 Approved budget on the key goal indicators.

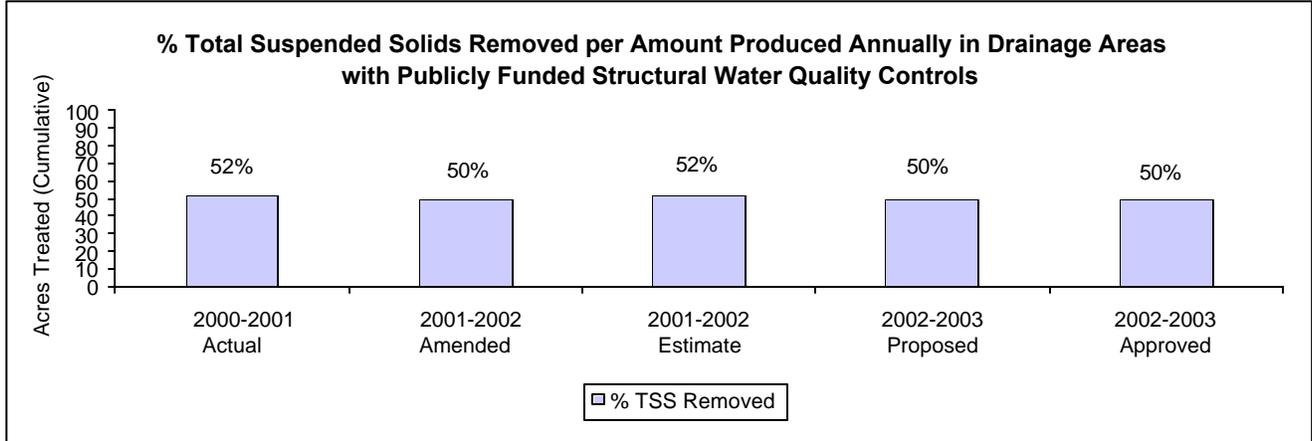


The creek vegetation control activity involves removal of excessive vegetation in channels through a contract with Easter Seals. Proper management of excessive vegetation growth provides flood control benefits. The Department has used this indicator for several years to track its ability to respond to citizen requests to reduce potential flood hazards that might result from excessive vegetation, trash and debris in creeks. The Approved Budget includes funding for the vegetation control contract so that the Department can maintain its performance goal. Additional needs are expected in the future for maintenance of properties that are acquired under the flood hazard mitigation and streambank stabilization and erosion control programs. The department has noted an increase in complaints from citizens adjacent to open spaces where houses were removed.



The City requires the use of structural, flood control, and water quality controls for new development to mitigate the impacts of urbanization. The pond maintenance activity ensures that the structural controls function as intended. The current number of dry ponds in the inventory is 480 and the number of dry ponds expected to be in next year's inventory is 500. The Approved Budget includes a mid-year transfer of a new crew into this activity, thereby increasing the percentage of ponds rehabilitated and maintained.

# Watershed Protection and Development Review (Drainage Utility Fund) - 2002-2003



Through the master planning process, the Water Quality program is developing and implementing integrated, watershed-based strategies to treat runoff from existing development, provide baseflow enhancement, and/or reduce erosive flows. The Stormwater Treatment activity manages construction and design of these structural controls. This key indicator reflects the effectiveness of these publicly funded controls in removing total suspended solids (TSS) from stormwater. Total suspended solids and the resulting turbidity negatively impact water quality by impacting aquatic species, fouling habitat and reducing the growth of beneficial submerged aquatic plants.

# **Support Services Fund — 2002-2003**

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## **Purpose and Nature of Fund**

The Support Services Fund, which is an internal service fund, is composed of a diverse group of departments that work together to provide quality services to the citizens of Austin and all City departments. The departments included in this fund are:

- ❑ Financial Services
- ❑ Human Resources
- ❑ Law
- ❑ Mayor and Council
- ❑ Management Services
- ❑ Office of the City Auditor
- ❑ Office of the City Clerk
- ❑ Public Information Office
- ❑ Small and Minority Business Resources

The Support Services departments provide needed assistance to the City of Austin and its citizens. These services include providing objective analysis of the adequacy of the City's management systems, maintaining the financial integrity of the entire city government, providing a liaison between the City and other governmental entities and legislative bodies, and managing the implementation of all programs and services.

## **Factors Affecting Revenue**

Funding consists of transfers and charges to other departments for the support services provided. The total available funds are budgeted at \$50.9 million.

## **Factors Affecting Requirements**

The 2002-03 funding requirements of \$50.8 million decreased 12.4% from the total 2001-02 Amended Budget due to the elimination of vacant positions in the Management Services, Public Information Office, Law, Human Resources, and Financial Services Departments, reduce one-time capital outlay, reduced outside legal funding, eliminate one-time carry forward funding for Economic Development services in the Small and Minority Business Resources Department.

## SUPPORT SERVICES FUND SUMMARY

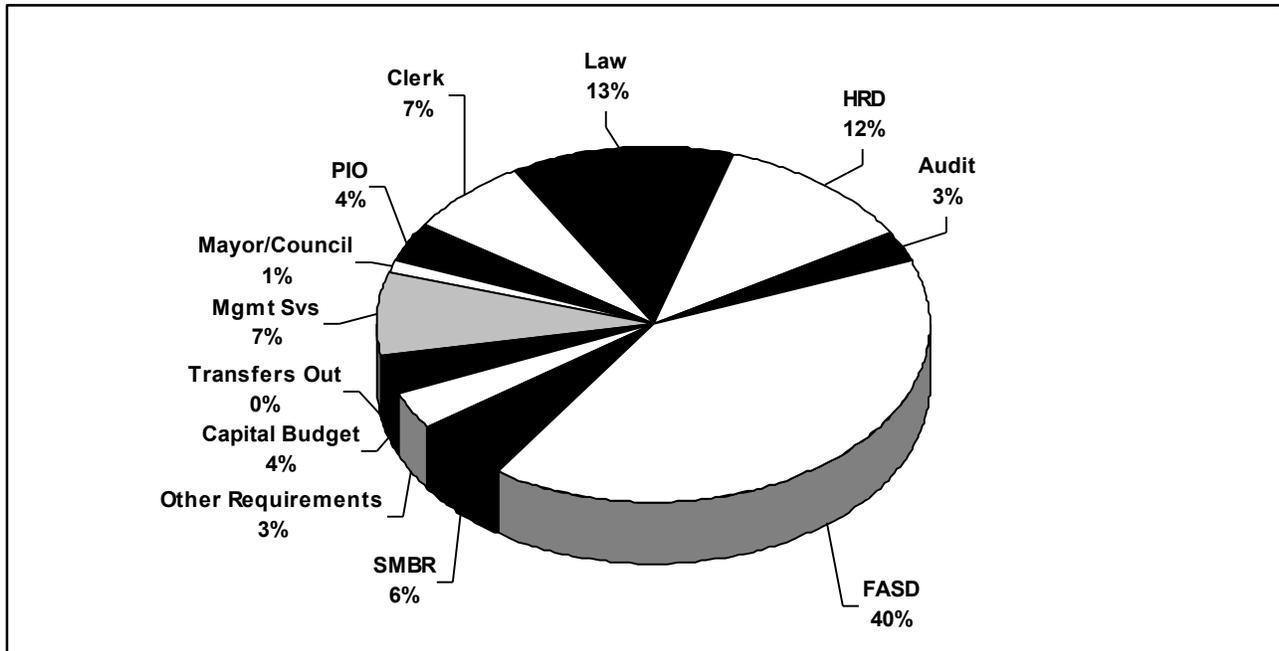
	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATE	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	1,406,146	2,246,487	3,423,120	0	0
REVENUE					
Indirect Cost Recovery	942,639	627,734	643,500	627,734	627,734
Charges to enterprise departments	22,484,842	26,216,389	26,216,389	29,111,358	29,111,358
Interest Income	408,185	250,000	280,000	250,000	250,000
TOTAL REVENUE	23,835,666	27,094,123	27,139,889	29,989,092	29,989,092
TRANSFERS IN					
Transfer from General Fund	26,280,633	28,628,192	22,837,177	20,496,351	20,462,574
Transfer from Austin Energy	0	133,334	133,334	133,334	133,334
Transfer from Water & Wastewater	0	133,333	133,333	133,333	133,333
Transfer from Aviation	0	133,333	133,333	133,333	133,333
Transfer from Neigh. Housing Fund	500,000	0	0	0	0
TOTAL TRANSFERS IN	26,780,633	29,028,192	23,237,177	20,896,351	20,862,574
TOTAL AVAILABLE FUNDS	50,616,299	56,122,315	50,377,066	50,885,443	50,851,666
EXPENDITURES					
DEPARTMENT APPROPRIATIONS					
City Clerk	2,461,915	3,334,377	3,297,377	3,255,759	2,814,639
City Clerk-Mayor and Council Support	0	0	0	0	1,005,352
Mayor and Council	1,069,402	1,147,016	1,147,016	1,190,890	599,511
Management Services	3,550,399	4,822,057	4,822,056	3,886,295	3,886,295
Public Information Office	1,823,510	2,107,940	1,982,895	1,849,839	1,849,839
Law	7,350,156	7,796,694	7,370,925	6,902,127	6,902,127
Human Resources	7,016,081	7,520,868	7,156,813	6,196,186	6,119,201
City Auditor	1,864,616	1,998,956	1,946,248	1,227,673	1,487,426
Financial Services	19,024,657	21,529,423	18,505,005	21,384,561	21,124,808
Small & Minority Business Resources	2,649,701	2,709,193	2,709,193	2,647,450	2,647,450
SMBR Economic Development	339,531	640,000	604,449	440,663	440,663
TOTAL DEPARTMENT EXPENDITURES	47,149,968	53,606,524	49,541,977	48,981,443	48,877,311
TRANSFERS OUT					
Liability Reserve	160,000	160,000	160,000	72,000	72,000
General Obligation Debt Service	141,037	0	0	0	0
Transfer to CIP	0	2,455,209	2,330,209	0	0
TOTAL TRANSFERS OUT	301,037	2,615,209	2,490,209	72,000	72,000
OTHER REQUIREMENTS					
Bonding and Technical Assistance	1,557,079	1,600,000	1,600,000	1,600,000	1,600,000
Accrued Payroll	170,301	168,000	168,000	232,000	232,000
TOTAL OTHER REQUIREMENTS	1,727,380	1,768,000	1,768,000	1,832,000	1,832,000
TOTAL REQUIREMENTS	49,178,385	57,989,733	53,800,186	50,885,443	50,781,311
EXCESS (DEFICIT) OF TOTAL AVAILABLE FUNDS OVER TOTAL REQUIREMENTS	1,437,914	(1,867,418)	(3,423,120)	0	70,355
Adjustment to GAAP	579,060	0	0	0	0
ENDING BALANCE	3,423,120	379,069	0	0	70,355

# Support Departments — Total Budget \$52.6 million

Operating Budget \$50.8 million

Capital Budget \$1.8 million

## Uses of Funds



### Revenue:

The Support Services Fund receives revenue from General Fund and Enterprise Funds based on a cost allocation model.

### Expenditures:

Operating costs for 2002-03 include:

- **Mayor and Council** – (7.00 FTEs) Provides policy direction for the City.
- **Management Services** - (35.00 FTEs) Implements and executes Council policy and performs the duties and responsibilities specified in the City Charter; coordinates, directs and reviews the activities of all municipal operations.
- **Public Information Office** – (24.25 FTEs) Provides customers with central location to ensure concerns are addressed and questions answered along with disseminating information to City employees and citizens.
- **Office of the City Clerk** - (39.00 FTEs) Ensures that all City records are accurately kept in compliance with City ordinances, state and federal law; conducts City elections.
- **Law** - (79.50 FTEs) Provides a variety of general and specialized legal services, collects delinquent accounts, and files cases involving bankruptcy, workers' compensation and other claims.
- **Human Resources** - (94.00 FTEs) Secures, develops, and maintains human resources necessary for achievement of the City's goals and objectives including personnel services, civil service, Equal Employment Opportunity Compliance services, and risk management services.
- **Office of the City Auditor** - (22.00 FTEs) Assists the City in strengthening accountability and improving city systems and service delivery.
- **Finance and Administrative Services** - (379.75 FTEs) Provides the City with comprehensive and integrated financial management services; responsible for maintaining the financial integrity of the City.

# Support Departments — Total Budget \$52.6 million

- **Small and Minority Business Resources** - (30.00 FTEs) Promotes and develops business opportunities for small, minority and women owned firms.

## Highlights

### The 2002-2003 Approved Operating Budget:

- Adds funding for Government Relations temporary staff to monitor proposed legislation in the 2003 state legislative session, \$157,498;
- Eliminate 2 vacant and 1.75 filled FTEs in the Public Information Office, (\$245,268);
- Reduce Law Department outside legal funding, (\$500,000);
- Eliminate 11.5 vacant FTEs offset by reduced budgeted vacancy savings in the Law Department, (\$469,620);
- Eliminate 14 vacant FTEs in Human Resources, (\$462,971);
- Transfer 28 FTEs for RDMT Combined Center functions from the Information Systems Department to the Financial Services Department, \$2,429,180;
- Eliminate 35.5 FTEs in the Financial Services Department, (\$3,940,420);
- Transfer 8 FTEs from the Audit Department to the Financial Services Department for the City Manager Internal Audit Division, \$519,506;
- Transfer GIS functions from the dissolution of the Infrastructure Support Services Department as well as 1 messenger clerk for 21 FTEs to the Financial Services Department, \$1,326,872;
- Eliminate one-time carry forward funding and 3 FTEs for Economic Development services in the Small and Minority Business Resources Department, (\$313,177);
- Eliminate one-time capital outlay for Homeland Security Emergency Vehicle in the Management Services Department, (\$635,000).

The following changes were approved by Council during Budget Adoption:

- Council approved the consolidation of Mayor and Council support staff of 9 FTEs in the Office of the City Clerk, (\$579,593).
- The Approved Budget includes the reduction of the Mayor and Council budget in the amount of \$70,359.
- Council approved transferring 4FTE's and \$259,753 from the Audit Department to the Financial Services Department rather than the 8FTE's in the proposed budget.

### The 2002-2003 Approved Capital Budget:

- \$200,000 in Building Maintenance for General Fund Departments; and
- \$1,600,000 for GIS Mapping;

<b>OPERATING FUND:</b>	<b>2000-01 Actual</b>	<b>2001-02 Amended</b>	<b>2001-02 Estimate</b>	<b>2002-03 Proposed</b>	<b>2002-03 Approved</b>
<b>Revenue</b>	\$50,616,299	\$56,122,315	\$50,578,415	\$50,885,443	\$50,881,666
<b>Requirements</b>	\$49,178,385	\$57,989,733	\$54,001,535	\$50,885,443	\$50,781,311
<b>Full-time Equivalents (FTEs)</b>	718.00	730.25	730.25	710.50	710.50
<b>New Capital Appropriations</b>	\$907,849	\$5,988,949	\$5,988,949	\$1,850,000	\$1,850,000

For more information, the Support Services Departments are presented in detail in Volume III.

# Financial and Administrative Services — 2002-2003

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## Mission

The mission of the Financial and Administrative Services Department is to maintain the financial integrity of the City and to provide comprehensive and integrated financial management, administration, and support services to City departments and other customers so that they can accomplish their missions. The department has developed the following goals in order to achieve this mission:

## Goals

- Maintain and improve City of Austin facilities and equipment by decreasing the percentage of emergency repairs to facilities
- Maximize the City's rate of return within the adopted investment policies, with annual yield equal to the one year Treasury Bill rate
- Provide cost effective City-wide support services to departments, management and Council by:
  - Maintaining total support costs at a constant percentage of the total operating budget and capital spending plan.
- Provide accurate and timely financial information to departments, management and Council by:
  - Providing revenue and expenditure estimates within 1-2% of actual by quarter
  - Delivering reports when scheduled on the corporate calendar
  - Proving reports that meet external deadlines
- Ensure the best and most remunerative use of public right-of-way by:
  - Realizing franchise revenue above the average for major Texas cities
- Effectively manage the Austin Music Network contract
- Provide a comprehensive public safety voice and data communication system between Austin-Travis County governmental agencies on time and within budget.

## Key Indicators

The Financial and Administrative Services Department (FASD) will use the following key indicators to monitor achievement of its goals:

- Operation and maintenance expense per square foot for all facilities maintained by Financial Services
- Percent of vendor solicitations successfully awarded without delay due to re-bids or protests
- Investment pool yield comparable to other Texas cities
- Dun & Bradstreet payment score indicating the percentage of vendors paid within vendor terms
- Success in receiving Governmental Finance Officer's Association's (GFOA) Certificate of Achievement for Financial reporting for annual report
- Success in Governmental Finance Officer's Association's (GFOA) Budget Award for budget document
- City of Austin's Bond Rating
- Customer satisfaction with services provided.

The proposed budget for Financial and Administrative Services Department supports the department's goals in a number of ways:

## Business Plan

### Purchasing

Due to major legislative changes to the State Purchasing laws in 2001, the Purchasing Office will continue to work on new procedures and will continue it's efforts on electronic processing of the entire purchasing function. A fully electronic purchasing function will enable Purchasing to be more efficient, saving staff time as well as realizing savings on advertising, mailing and paper handling costs. The pilot project of automating informal commodity bids was implemented in April 2002 and has been a big success. The Purchasing Office will implement the

## **Financial and Administrative Services — 2002-2003**

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automation of formal bids in 2003. This change allows for significant savings and improvements not only for the City of Austin, but also for the vendors who do business with the City.

The Purchasing Office proposed budget for 2003 reflects a consolidation of some services. Business consulting, procurement training and education, and policy and procedure advisement has been consolidated into the service of Business Process Consulting.

The Proposed Budget includes the elimination of six (6) vacant FTE's due to necessary budget cuts.

Although the proposed budget eliminates four (4) positions in the procurement area, the office will maintain the high percentage of procurement contracts awarded without delay, a key indicator for Purchasing. This can be accomplished because of the streamlining efforts highlighted previously.

### Controller's Office

The Controller's Office is continuing to focus on implementing GASB 34, a new accounting standard that significantly changes financial reporting for governmental entities. This effort will continue well into FY 03, as the City's FY02 Comprehensive Annual Financial Report (CAFR) will be prepared and audited under GASB 34 for the first time. Completion of GASB 34 implementation is critical to achieving the Controller's Office goals of continuing to receive a "clean opinion" from external auditors and success in receiving the Governmental Finance Officers Association (GFOA) Certificate of Achievement for Financial Reporting for the CAFR.

In addition to GASB 34 implementation, the Controller's Office is also evaluating an upgrade of the City's financial accounting system and working to implement Info Advantage, a new reporting tool to improve financial and budgetary reporting. The proposed budget includes \$27,000 for equipment related to the implementation of Info Advantage.

The Proposed Budget includes the elimination of eight (8) vacant FTEs, which will have, some impact on staff's ability to respond to internal customers on a timely basis. However the key indicators for Controller's Office operations, success in receiving a "clean opinion" from an audit conducted by an independent Certified Public Accountant for the Comprehensive Annual Financial Report (CAFR), and success in receiving the Governmental Finance Officers Association (GFOA) Certificate of Achievement for Financial reporting for the CAFR will not be impacted. The Controller's Office anticipates earning these measures of recognition for the quality of its services in 2003.

Finally, four (4) FTEs and related costs are proposed to be transferred from the Office of the City Auditor to the Financial and Administrative Services Department to support the City Manager's Internal Audit function.

### Budgeting

The Budget Office will continue in 2002-03 to closely monitor the financial situation of the City and recommend any changes necessary. The Budget Office will continue to produce professional and timely documents for City Management and City Council.

The proposed budget includes an increase of \$29,835 for the software maintenance of the performance measurement database. As in the previous year's budget, the Employees Benefit Fund will be backcharged for the Budget Analyst in the Budget Office who is responsible for working on that fund.

The Proposed Budget includes the elimination of two (2) vacant FTEs due to necessary budget cuts. This reduction will not impact the key indicator of success for the Budgeting Program is receipt of the GFOA Distinguished Budget Presentation Award. The Budget Office anticipates earning this recognition for the quality of its services in 2003.

# **Financial and Administrative Services — 2002-2003**

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## Telecommunications and Regulatory Affairs (TARA)

The contract management services for the Austin Music Network has been provided by Telecommunications and Regulatory Affairs (TARA) - Interactive Industry Development activity for the past two years. Included in the TARA proposed budget is funding for the Austin Music Network contract in the amount of \$665,000, a reduction of \$50,000 due to necessary budget cuts. TARA will also continue to oversee the City's participation in the Music Industry Loan Program and will monitor the performance of this service.

The TARA proposed budget includes the elimination of one vacant Consumer Advocate position. This position was approved from the City Council dais during the 2001-02 budget deliberations. In the May 4, 2002 election, the citizens of Austin voted against having a similar position; therefore, this position is being eliminated.

In addition, the Proposed Budget includes the elimination of two (2) vacant FTE's due to the budget cuts. Finally, the FY 2002-03 budget proposes that TARA be funded through interdepartmental charges.

## Treasury

The Treasury Office proposed budget includes the transfer of two (2) FTE's and the cashiering function at One Texas Center to Public Works. The Treasury Office will continue to fund one of the positions during FY 2002-03. In FY 2003-03 the Treasury Office will continue to maintain a significantly lower bank balance average than the \$200,000 benchmark, therefore allowing the investment of substantially all available resources and achieving the goal of providing financing rates at or exceeding the Delphis Index. The upcoming fiscal year could prove to be an even more challenging year than 2002 for investment earnings due to the extremely low investment yields available in the short-term Treasury/Agency security market. This will affect the interest income for all City funds.

## Building Services

Building Services is committed to continuously improving air conditioning, electrical, maintenance, security, safety and custodial services for City facilities. The Building Services Program is expecting its demand-driven workload to grow at a slow but steady rate in 2002-03. Anticipated to open in 2002-03 is a new fire station, new police substation, three new EMS stations, and parts of the new City Hall.

The Proposed Budget includes the elimination of 13.5 FTEs. Reductions of this level are expected to have some impacts on service with responses to requests for work taking slightly longer and a shift to maintenance of enterprise functions.

## Communication and Technology Management

Transfer of management of RDMT 9-1-1 activities from Information Systems Division to the Financial and Administrative Services Department occurred during FY 2002 and is reflected in the FY 2002-03 Proposed Budget. Included in the 2002-03 Proposed Budget for RDMT is the addition of a Database Administrator position to support data conversion of RDMT systems currently in project implementation and transfer of one (1) FTE from Support Services.

In FY 2002-03, RDMT will establish the organizational structure for the operation and maintenance of a Combined Emergency Communication Center (CEC). The emergency communications systems supported by the CEC Program include a Computer Aided Dispatch System (CAD), Fire/EMS Records Management System (Fire/EMS RMS), Police Records Management System (Police RMS), 9-1-1 System, and an Intelligent Transportation System (ITS).

In the first quarter of 2002-03, construction of the Combined Emergency Communication Center (CEC) will be complete and furniture, equipment and networks will begin to be installed and tested. In July 2003, the systems as well as the people and infrastructure that support the public safety systems will begin transition into the CEC with the targeted date for being fully operational in October 2003. The City of Austin and coalition member (Travis

## **Financial and Administrative Services — 2002-2003**

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County, TxDOT, and Capital Metropolitan Transportation Authority) will share total CEC operational expenses according to a pro-rata share agreement. The City's share of costs for FY 2002-03 is \$404,453. This is the amount needed for hardware and software maintenance, software support, software license, and training costs to support the public safety systems installed at the CEC in 2002/03.

In FY 1996-1997 the Infrastructure Support Services Department (ISS) was formed as a pilot to consolidate administrative and support services functions related to four major infrastructure departments. For the Proposed FY 2002-03 budget this department is being dissolved and the related funding and personnel from ISS are being moved into operating departments. With this change the support functions formerly housed in ISS will now be budgeted directly in other departments as is currently done for all other City departments. The proposed budget for Financial and Administrative Services includes an increase of \$1,296,676 and 20 FTEs, which represents the Geographic Information Systems function formerly housed in ISS.

For more information, the Financial and Administrative Services Operating Budget is presented in detail in Volume III.

# **Human Resources — 2002-2003**

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## **Mission**

The mission of the Human Resources Department is to help City departments attract, motivate, retain and develop qualified, diverse and productive employees.

## **Goals**

- The Human Resources Department will provide department managers with the tools necessary to maintain a productive workforce.
  - ❑ Decrease sick leave utilization per 1,000 hours worked from 37.43 to 28.2 hours.
  - ❑ Increase employee ratings of procedural fairness from 40% to 50%.
  - ❑ Ensure annual performance evaluations are conducted for at least 98% of the employees.
- The Human Resources Department will help department managers attract and retain a qualified workforce.
  - ❑ Reduce the employee turnover rate to 12% or less.
  - ❑ Decrease the average time to complete the recruitment process from 38 to 24 days.
  - ❑ Increase employee ratings of overall job satisfaction from 80% to 85%.
  - ❑ Reduce the lost time injury rate in days from 3.88 to 3.69.
- The Human Resources Department will provide a competitive and affordable pay and benefits package for City employees.
  - ❑ Increase in average cost per participant in the City Medical Plan is less than or equal to 13%.
  - ❑ Increase employee satisfaction with pay from 52% to 65%.
  - ❑ Increase employee satisfaction with benefits from 70% to 80%.

To help the department track how well the goals are being met, key indicators have been developed along with appropriate performance measures. The Approved Budget submitted by the Human Resources Department supports these goals.

## **Key Indicators**

The key indicators used by the Human Resources Department include:

- Employee Turnover Rate
- Employee Ratings of Overall Job Satisfaction
- Diversity Representation
- Number of Grievances
- Average Time to Complete the Recruitment Process
- Sick Leave Utilization per 1,000 Hours Worked
- Lost Time Injury Rate in Days

# Human Resources — 2002-2003

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## Business Plan

Committed and Administrative Expenses – The Approved Budget decreases the funding for administrative expenses in order to preserve as much as possible the funding available for the delivery of human resources services. The Approved Budget eliminates 3.00 management and support positions. These duties have been either eliminated or absorbed by existing staff. The reduction in the overall staffing level of the department has enabled us to eliminate the lease of office space on the first floor of Two Commodore Plaza. The Approved Budget also reduces funding for the training of HRD employees by \$32,015. Finally, the Approved Budget defers capital expenditures in the amount of \$30,000 for one year for the replacement of obsolete computer hardware.

The Approved Budget includes a number of increases necessary to maintain the current service level. Funding in the amount of \$100,821 is included for the increases associated with employee benefits and the incremental costs of Pay for Performance awarded in January 2002. In addition, the Approved Budget includes an increase of \$27,497 corresponding to the terms of the lease agreements for office space in Two Commodore Plaza and the use of the department's training and meeting facility (Learning & Research Center) located at the Austin Bergstrom International Airport.

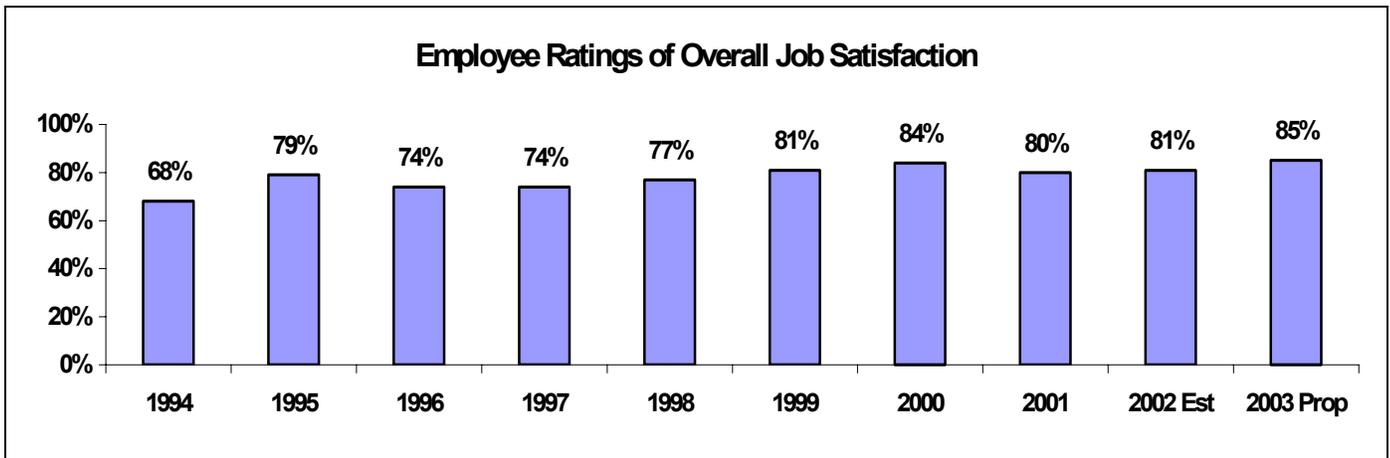
Management of the Human Resources Service Delivery System – The Approved Budget eliminates 1.50 positions in employee relations, one position in organization development, and one position in organization research. These reductions may reduce amount of HRD staff time available to assist City departments to manage their human resources. The increasing complexity of managing human resources requires HRD to work closely with departments and City management to address employee issues so that they can achieve their desired business results. Managing employees in today's workplace is becoming increasingly complex due to new legislation, legal interpretations, regulations, and enforcement activities. In addition, employees are becoming more interested in maintaining a healthy work-family balance. This means that the City needs to address these employee concerns in new ways.

To strengthen the management of human resources, the Approved Budget adds \$74,390 for supervisor training and racial/gender sensitivity training. The Supervisor Academy is designed for new or promoted supervisors, to ensure that all new supervisors receive the training needed to effectively conduct their work and adhere to City of Austin policies and procedures. Participants will complete 5 core courses within the first 12 months of hiring/promotion. Participants will also identify gaps in levels of proficiency in supervisory skills and identify training and development opportunities to address those gaps. The racial/gender sensitivity training is designed to help employees take advantage of the benefits that diversity brings to the work place while at the same time avoid some of the potential problems. These training programs are an important step in preparing supervisors and employees to better perform their duties and avoid any unnecessary personnel problems.

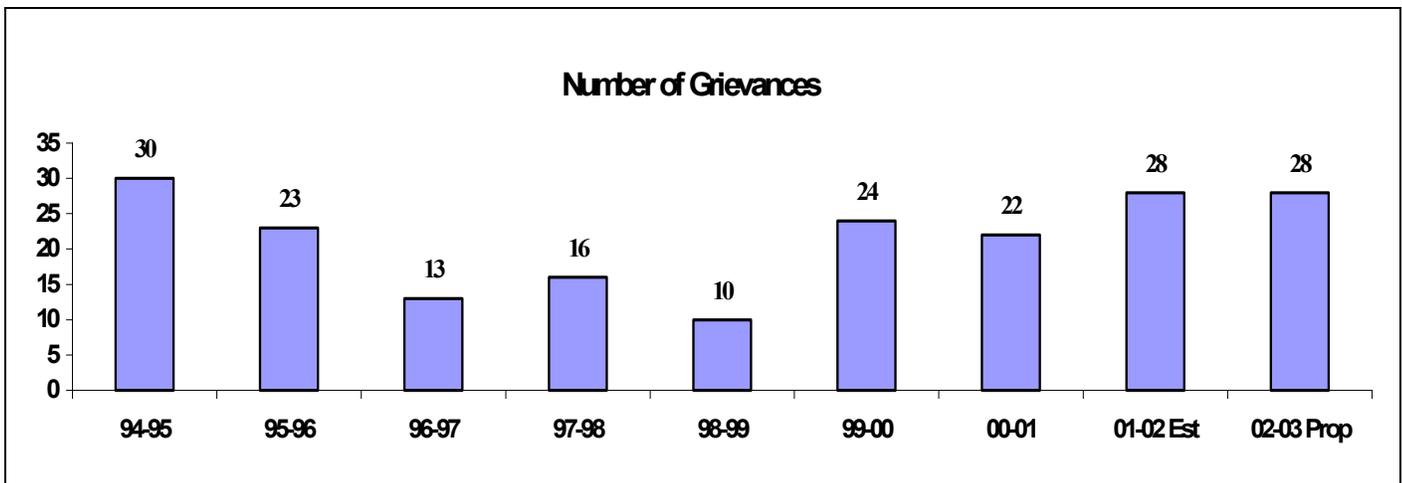
This budget directly supports the following HRD goal:

- HRD will provide department managers with the tools necessary to maintain a productive workforce.

## Human Resources — 2002-2003

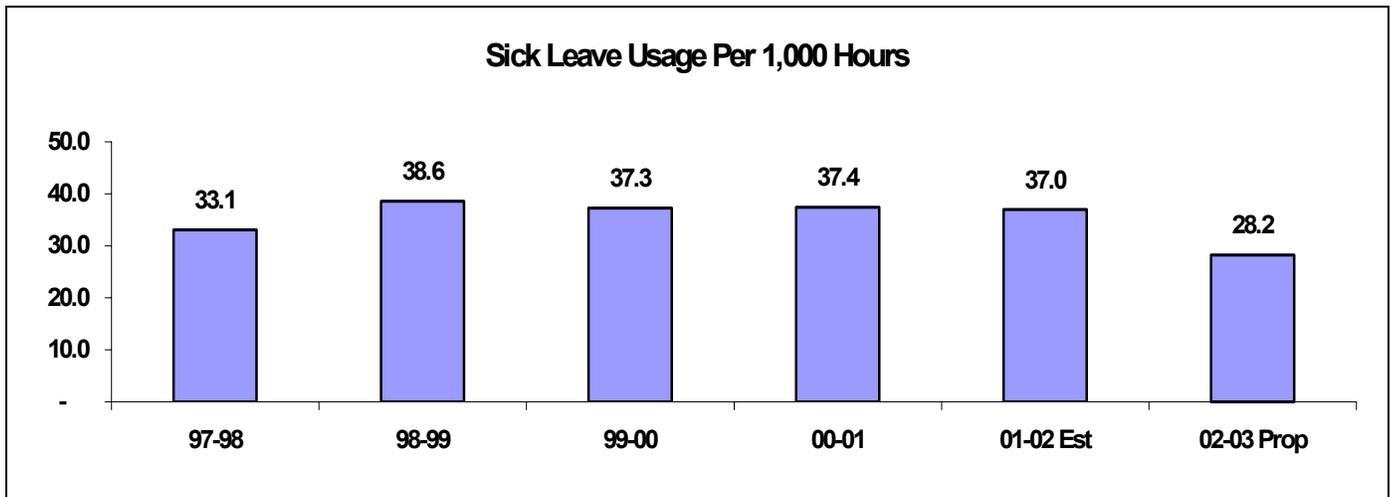


One measure of a healthy organizational climate is the employee rating of overall job satisfaction. Employees are polled each year in the Listening to the Workforce survey. The percentage of favorable employee ratings remains at a high level.



The number of grievances arising from specific personnel actions such as suspension, disciplinary probation, termination, or denial of promotion remains at a very low level. The number is likely to increase slightly due to the strengthening of efforts to promote a positive work environment through initiatives to increase employee awareness of the City's values and how to obtain assistance to deal with inappropriate behavior.

## Human Resources — 2002-2003



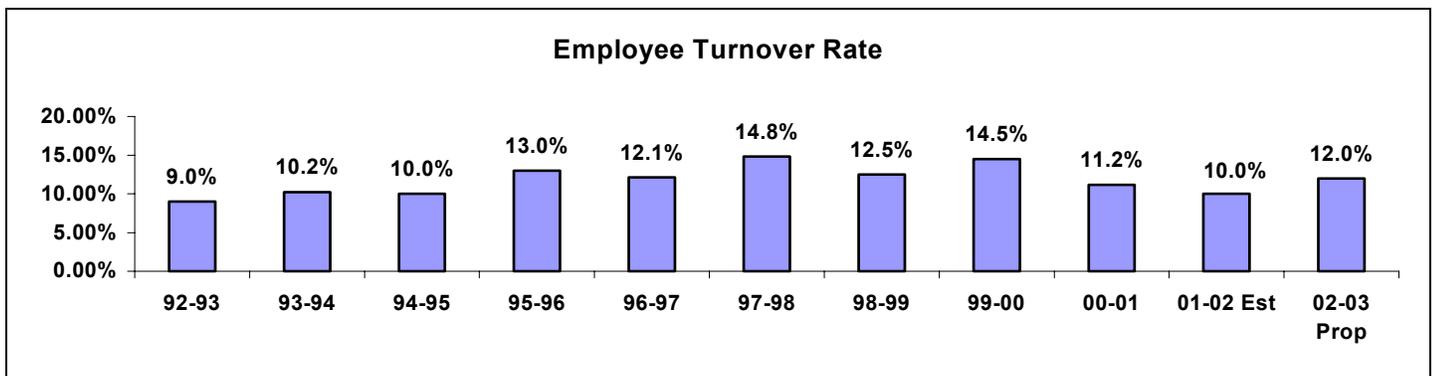
Another measure of a healthy organizational climate is sick leave usage. The rate of sick leave usage remains higher than desired. The City continues to explore ways to create a healthy work-family balance.

Maintenance of the Compensation and Classification System – The Approved Budget eliminates one position helping maintain the compensation and classification system. The workload will be absorbed by the remaining staff. Continued maintenance of the compensation and classification system is needed in order to maintain internal equity and market competitiveness, as well as aid in identifying career progressions in order to retain employees with highly sought after skills. Although the weakened economy has reduced turnover and increased the number of persons looking for jobs, certain positions such as health care providers continue to be in great demand. In addition, budget reductions are requiring employees to accept increased responsibilities and workload.

This budget directly supports the following HRD goal:

- HRD will provide a competitive and affordable pay and benefits package for City employees.

Although employee turnover is affected by a variety of factors, a lack of clearly defined career progressions and market competitiveness have been identified as problem areas. The following graph shows the goal is to achieve a City-wide employee turnover rate of no greater than 12%.



## Human Resources — 2002-2003

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Management of Employee Benefits – The Approved Budget eliminates a position managing and administering the employee benefits programs. The workload will be absorbed by the remaining staff. The primary challenge for the City is being able to offer a competitive benefits package that is affordable to the City. The health care industry is becoming less competitive due to mergers and the failure of health care providers and vendors, legislative mandates, and the increasing costs of medical services and products. The rising cost of medical care and prescription drugs, changing provider reimbursement schedules, and provider closings will continue to be a challenge for all employers. In addition, it is difficult to provide affordable coverage for the growing and increasingly younger retiree population. HRD is continuing to explore medical plan options for City of Austin active and retired employees. Our goal is to provide quality coverage at the best possible rate. However, given the current volatility of the healthcare industry, additional benefits cost increases are likely for the next few years.

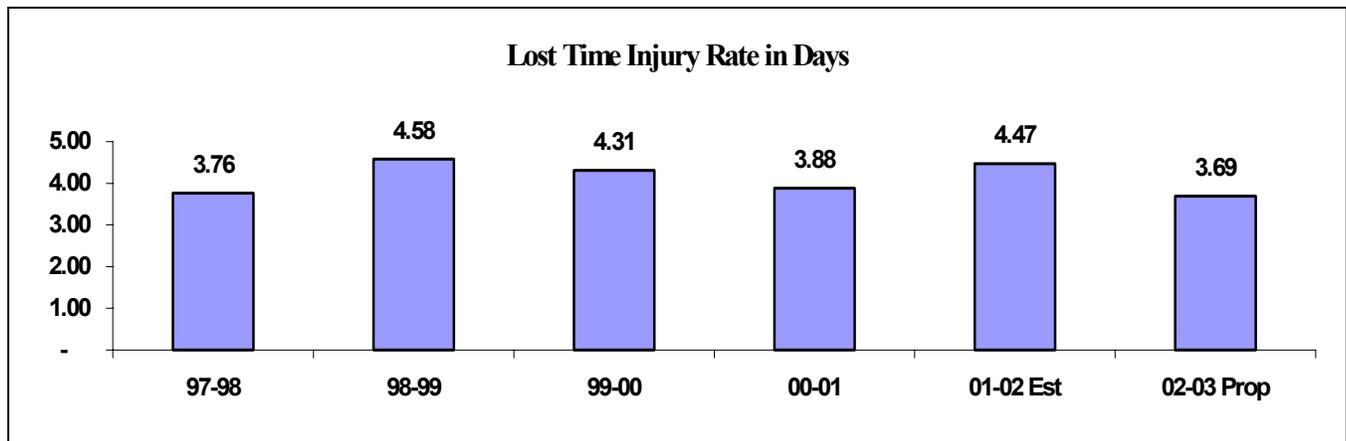
This budget directly supports the following HRD goal:

- HRD will provide a competitive and affordable pay and benefits package for City employees.

Risk Management – The Approved Budget eliminates 1.50 positions providing administrative support to the risk management programs. The workload will be absorbed by the remaining staff. The Approved Budget maintains staffing of the newly created Corporate Safety Office at the current level in order to decrease the number of employee injuries and decrease workers' compensation costs. The Approved Budget increases funding for property and boiler insurance by \$392,292. Insurance rates have greatly increased mainly due to the floods of 2001 in Houston and Austin, as well as the risk of terrorist attacks after the September 11 attack.

This budget directly supports the following HRD goal:

- HRD will provide department managers with the tools necessary to maintain a productive workforce.



The Lost Time Injury Rate in Days measures the number of lost time injuries occurring during the year per the equivalent of 100 employees. Lost time injuries are all injuries where any lost time from work has occurred, not including the time off on the day of the injury. The rate has fluctuated over the past several years. We do not expect an immediate decrease in the rate until the baseline safety program assessment is performed and plans to remedy hazards and unsafe working conditions are implemented.

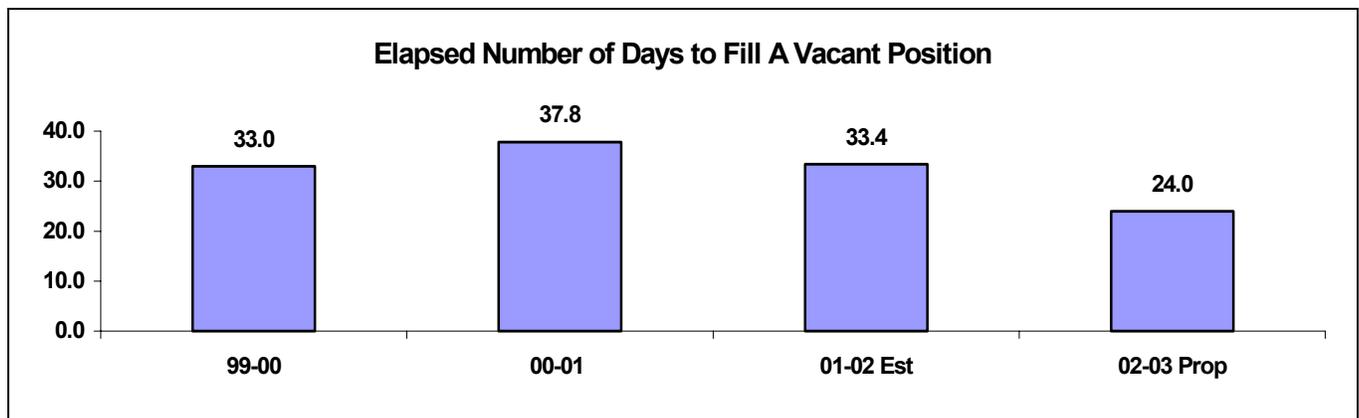
# Human Resources — 2002-2003

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Employment Services – The Approved Budget eliminates one position performing employment services. The workload will be absorbed by the remaining staff. HRD will focus available resources on strengthening the effectiveness and timeliness of the recruiting process. In particular, HRD is developing and implementing e-recruiting methodologies (accepting applications on-line, electronically screening for qualified applicants, using web recruiters) that will reduce the amount of processing time required before hiring supervisors receive applications and allow shared applicant pools between departments to be developed. In addition, HRD will strengthen recruiting strategies for hard to fill positions including better marketing of the City as a preferred employer, developing partnerships with local universities and colleges, sponsoring and participating in job fairs, and developing a method for sharing applications across the City.

This budget directly supports the following HRD goal:

- HRD will help department managers attract and retain a qualified workforce.



For more information, the Human Resources Department Operating Budget is presented in detail in Volume III.

# Law Department — 2002-2003

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## Mission

The central mission of the Law Department is to provide quality legal services to the City of Austin so that it can govern lawfully and serve the community effectively.

## Goals

In order to deliver legal services of the highest quality, the Law Department has adopted the following goals and key strategies:

- Client communication and satisfaction – The Law Department will deliver services that customers find relevant, timely, and useful. Strategies to achieve this goal include:
  - Focus on visibility and accessibility
  - Focus on uniform core competencies
  - Focus on developing new expertise
  - Focus on department infrastructure
- Attracting and retaining a highly qualified staff – The Law Department will attract and retain a highly qualified staff by focusing on increasing employee satisfaction. Strategies to reach this goal include:
  - Focus on salary structure and career ladders
  - Focus on quality work environment

## Key Indicators

The Law Department will use the following key indicators to monitor progress in achieving its business plan goals:

- Percent of civil litigation cases resolved in favor of the City or within established settlement range.
- Percent of clients reporting that advice provided by attorneys is clear, relevant, and timely.
- City's average in-house rate per hour (including overhead costs) compared to average hourly rate for Outside Counsel services.
- Employee turnover rate

# Law Department — 2002-2003

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## Business Plan

The Approved Budget contains elements that support the Department's goals.

### Hospital Attorney

In 2001-02, the City Council approved an agreement with Seton to operate a separately licensed hospital on one floor of Brackenridge Hospital. A dedicated attorney position with relevant expertise will monitor legal and contractual issues as well as compliance with state and federal regulatory requirements such as patient confidentiality, consent, and Medicare issues. This position is included in the Approved Budget to be reimbursed by the 5<sup>th</sup> Floor Hospital Fund during 2002-03.

### Collections

The Financial Services' Telecommunications and Regulatory Affairs Claims Collections section works to collect past due accounts receivable. When those efforts are not successful, the section refers some accounts to the Law Department for legal action. Law Department management compared the cost of providing this service to the amount recovered. Based on that analysis, the Department's cost of service is approximately equal to the revenue collected. In some instances the recovery was less than \$50. The Department has implemented a pilot program establishing a minimum claim threshold of \$500 before filing a collections lawsuit. This minimum may be lowered at management's discretion. With this change in the collection function, Department staff resources can be shifted to other priorities. One of the two attorneys presently assigned to collection services will continue to handle collection services. The second attorney has been transferred to work as a prosecutor at Municipal Court to fill a critical staffing need there associated with the elimination of two vacant prosecutor positions, and the reassigned attorney will assist the Police Department with its property hearings.

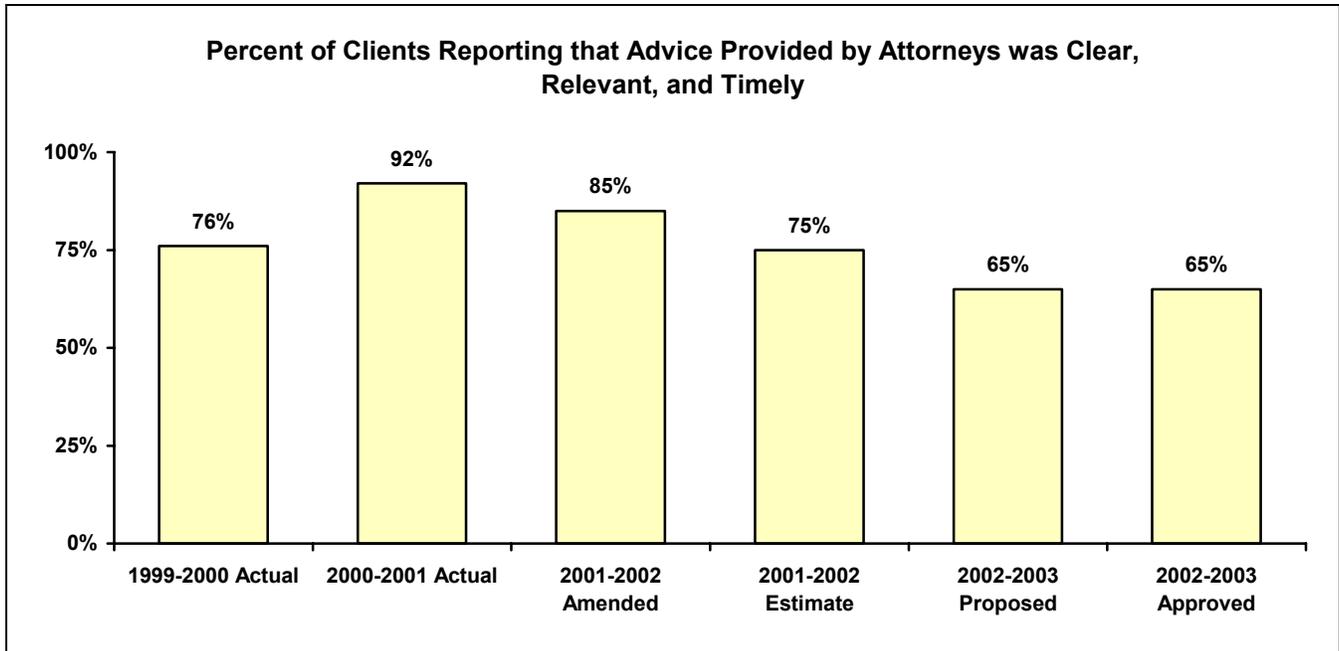
### Client Satisfaction

One of the Department's key strategies to meet the business plan goal of maximizing client communication and satisfaction is to focus on uniform core competencies and developing new expertise. A critical element of that strategy is providing training opportunities that are relevant to the issues confronting client departments and city management. Attorneys who practice law in Texas are required to obtain Continuing Legal Education (CLE) hours annually. Budgeted training funds have declined from \$60,545 in 2000-2001 to \$12,000 in 2001-2002. The 2002-03 Approved Budget includes \$35,200 for training on significant legal issues such as design-build project delivery, land use planning, and environmental regulations.

The Department's business plan goal of improving client communication and satisfaction depends upon staff having the necessary resources to do their work. The Department has a substantial capital investment in a law library so attorneys can have ready access to current legal opinions, code updates, and court decisions. This is a requirement for practicing law and enables them to provide high quality and timely advice to clients. The cost of Law library materials has been increasing at a 15% annual inflationary rate. The Approved Budget includes funding to keep pace with the rising costs and maintain the City's investment in this information asset. The legal staff also uses an on-line research service costing up to \$40,000 annually. This service is included in the Austin Energy Legal Division's Approved Budget.

# Law Department — 2002-2003

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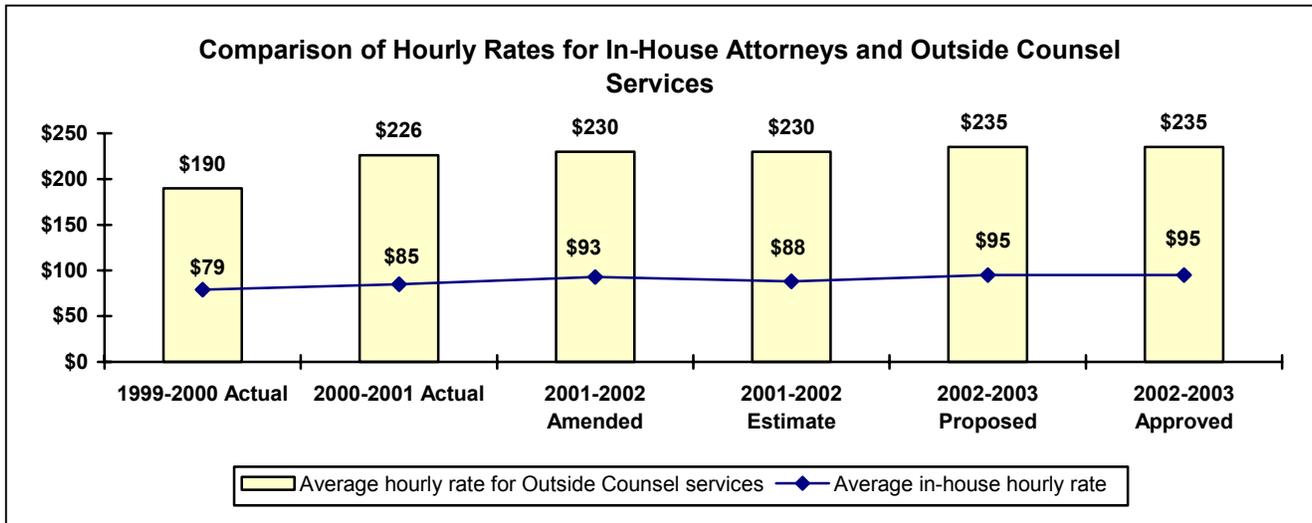


The key indicator above is tracked by an annual survey of the Law Department’s clients conducted at the end of the fiscal year. Out of a 44% response rate from client departments, the 2001 survey showed that 92% of client departments that did respond were satisfied with legal services. As the chart above indicates, the Department anticipates that client satisfaction will drop to 65% in 2002-03 as it tries to do more with reduced staff. Financial constraints in the 2001-2002 Approved Budget and subsequent savings initiatives have restricted training, staff hiring and outside legal service contracts. As with all City departments, the challenge for the Law Department is to meet increasing demands for service in spite of decreased resources associated with a declining economy. City departments' expenditure reductions are expected to result in the need for additional legal services particularly in litigation, contract disputes, and employment matters.

## Outside Counsel Services

In 2000-01 the City spent \$3.2 million dollars from all funding sources for outside legal services. Due to funding restrictions, the Law Department operating budget does not contain an appropriation for outside legal counsel contracts. However, the demand for these services is expected to grow due to growth management, annexation, City Council initiatives and litigation. City-wide from all funding sources, the Approved Budget includes \$3.5 million for outside legal services, including \$500,000 in estimated expenditures in the Liability Reserve Fund, to meet this growing demand.

# Law Department — 2002-2003



One of the Department's key strategies to improve client satisfaction is to develop in-house experts on emerging legal issues so that the City may continue to benefit from the combination of high quality services and affordable rates that only in-house legal counsel can provide. As the key indicator graph above illustrates, in-house attorneys are more cost effective than outside contracts. The Approved Budget eliminates six vacant attorney positions. This reduction is anticipated to impact the range and quantity of legal services required by client departments.

For more information, the Law Department Operating Budget is presented in detail in Volume III.

# Management Services —2002-2003

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## Mission

The goal of Management Services is to ensure that all City Council priorities, policies, and programs are successfully implemented and effectively managed. Through direction and coordination of City departments, Management Services ensures proper administration of all City functions and responds in a timely fashion to City Council and citizen requests through the following actions:

## Goals

- Implementing and executing the policies set by the City Council and performing the duties and responsibilities specified in the City Charter to ensure economic, environmental, and cultural prosperity throughout the community.
- Supporting, promoting, initiating and monitoring legislation that strengthens and protects the City's interests.
- Providing thorough and timely assistance to Mayor and Council including managing agendas for Council work sessions, Council subcommittees, and regular Council meetings.
- Preventing or lessening the loss of life and property from the effects of major emergencies and to help return the community to normal following a major emergency or disaster.
- Informing and interacting with the community to ensure resolution of claims and making policy recommendations for Council action.

To help the department track how well the goals are being met, key indicators have been developed along with appropriate performance measures.

## Key Indicators

The key indicators used by the Management Services Department include:

- Percentage of positive outcomes at state and federal levels.
- Timely preparation of Council agenda packet.
- Percentage of survey responses that rate overall Office of Emergency Management services as good or excellent.
- Percentage of complainants who respond that they were satisfied with the results.

## Business Plan

The Approved Budget contains a number of actions supporting the goals of the department:

### Emergency Management

The Office of Emergency Management (OEM) consists of a single program with three activities that mirror the national model for emergency response, preparedness and mitigation, response and recovery. This budget allows the program to continue to provide a high level of service to the citizens as illustrated by the 97% satisfaction rating on its 2001 annual performance survey. The Department will continue to focus on Homeland Security issues throughout the FY 2003 budget. The only requirement changes to their budget are a small reduction in seminar fees, small tools, minor equipment and food of \$15,000 and a reduction of one-time expenses from FY 2002 for purchase directly related to the Homeland Security Emergency Vehicle \$635,000. The number of FTE's in OEM will remain the same as FY 2002. OEM will move into the new combined communication center. This Department will receive a grant in FY 2003 that runs through August 2003 for Disaster Mental Health and will support two grant funded FTE positions. This budget does not include continuation of the Project Impact grant past the end date of November 2002. OEM and APD have jointly submitted a grant application to build a volunteer citizen corps.

## **Management Services —2002-2003**

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### **Management Services**

The Management Services program consists of four activities, Agenda Preparation, City Management, Governmental Relations, and Police Monitoring. These activities provide the council preparation of the agenda packets and development of the electronic agenda process, governmental relations with other entities and with the State and National legislature and the police oversight board. The Agenda Preparation activity will work with the implementation of the electronic packet process in the FY 2003 fiscal year. The Governmental Relations activity will be actively involved in the 78th Session of the State Legislature that begins in January 2003. Police Monitoring will continue working with the citizens and Austin Police Department to resolve issues and conflicts.

The Agenda Preparation activity will remain substantially the same in funding and FTE's. The Governmental Relations activity will increase \$157,098 for temporary staff to support legislative functions and \$15,400 for increase to office lease and parking costs. The Police Monitoring activity increases their budget by \$53,700 for the addition of two FTE's to complete the contract requirements for staffing.

The program includes transferring one FTE from Human Resources to Management Services.

### **Support Services**

This program provides general administration, financial monitoring and training support for the department. The program includes transferring out one FTE from Management Services to the Finance and Administration Department transferring one FTE to Redevelopment Services and deleting two vacant FTE's. All described personnel changes reflect the City Manager's desired structure of her office to continue providing service at the expected levels for the citizens.

For more information, the Management Services Operating Budget is presented in detail in Volume III.
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# Mayor and Council —2002-2003

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## Mission

By Texas State law and the City of Austin Charter, all powers of the City are vested in and exercised by an elected City Council. The Austin City Council is comprised of the Mayor, Mayor Pro Tem, and five Council Members. As outlined in the City Charter, the Mayor and Council may act to accomplish any lawful purpose for the “advancement of the interest, welfare, health, morals, comfort, safety, and convenience of the City and its inhabitants.”

## Goals

- Govern the City of Austin in the best interest of its citizens, to whom the City Council is directly responsible
- Adopt the annual operating and capital budgets
- Enact legislation to accomplish the lawful purposes outlined in the City Charter
- Appoint the members of public boards and commissions
- Approve changes in City zoning ordinances
- Appoint the City Manager, the person directly responsible for executing the directives and policies of the City Council
- Approve major contracts entered into by the City
- Respond to requests for information and assistance by citizens

# Public Information Office — 2002-2003

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## Mission

The mission of the Public Information Office is to create public awareness and understanding about City government as well as serve as an internal communication resource for City employees. To achieve the mission of this Office, the following goals are established:

## Goals

- Provide an effective communication system for City employees that will increase their knowledge of City issues in a manner that is satisfactory to them.
- Make the City and its departments more visible to the public by effectively communicating the impact that services and issues have on the community.
- Provide coordinated, accurate material as requested to City personnel, the media and general public so they can have the information they need in a timely manner.

To help track how well the goals are being met, key indicators have been developed along with appropriate performance measures. The approved budget submitted by the Public Information Office supports these goals.

## Key Indicators

- Value of Corporate-initiated media coverage.
- Percent of City employees reporting knowledge of specific City issues.
- Number of page views on the Austin City Connection per capita.
- Percent of responses to CAF requests delivered on time.

## Business Plan

Through the Business Planning process, the Public Information Office established that the bulk of its activities fall into the category of semi-core, with responses to requests under the Public Information Act categorized as core.

The proposed budget for 2002-2003 strives to maintain resources for PIO to continue in its leadership role in three primary areas: developing and implementing service delivery strategies for the City; serving as the point of contact for public information; and capitalizing on the City's technology assets to implement the City's communication strategies.

## Communication Program

The purpose of the Communication Program is to provide and produce information (clear channel of communication) to City of Austin personnel, the general public and the media so they can understand and be aware of City issues, policy decisions and services.

### Media Relations/Value of Corporate-initiated media coverage

This key indicator speaks to the goal of being more proactive with story ideas and presenting those ideas to the media on a more frequent basis. Media coverage resulting from an idea initiated by the PIO is monitored and assigned a value, based on what it would have cost to buy advertising with the media outlet for that same coverage.

## **Public Information Office — 2002-2003**

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For FY 2002, the PIO anticipates that the value will be right at the approved goal of \$900,000. Although the goal will be met, the hope was to match the more than \$1 million achieved in FY 2001. However, with the retirement of an FTE in October 2001, who assisted the Office a great deal in initiating coverage with the Downtown Jam project, reaching the more than \$1 million mark is simply not possible. The position is being eliminated in FY 2003. As a result, the Value of Corporate Initiated coverage will be maintained at the estimated FY 2002 level of \$900,000 for FY 2003. In addition there will be less focus on the Downtown Jam Project during FY 2003.

### Internal Communication

Internal communication continues to be a focus for the PIO. Every July, with the assistance of the Human Resources Department, the Public Information Office conducts a survey to help determine the "percentage of City employee respondents reporting knowledge of specific City issues." The survey was first issued in July 2000. Results indicated 75% of City employee respondents knew about specific City issues. For FY 2002, the PIO estimates that the percentage should climb to 82%. For FY 2003, the goal is to raise employees' knowledge of City issues to 85%.

### Austin City Connection Services

The increased use of the Internet – and resulting demand for information and interactive services on the City's Official Web site, the Austin City Connection -- will continue to increase the PIO's workload at a rapid pace.

The Department is very proud of the Austin City Connection, the City's official Web site. In fact, the Austin City Connection is the only city site in the United States to be named a "Top Pick" five years in a row by MuniNet. The focus of the Austin City Connection is twofold: provide information and improve access to information. The emphasis on improving access was evident during FY 2002, with staff's focus on posting Web pages completely translated into Spanish as well as pages accessible according to guidelines established by the Americans with Disabilities Act.

As a result of these efforts, the number of page views on the Austin City Connection, one of the Public Information Office's key indicators, has increased despite an ever-increasing growth in population. In FY 2001, the number of page views per capita was 23.18 and the PIO estimates by the end of FY 2002 that will have risen to 37.40. However, the goal for FY 2003 of 36.35 page views per capita is slightly less than the FY 2002 estimate. This is due in large part to the reduction in the number of staff devoted to maintaining the Austin City Connection from five to four members. The elimination of an FTE in that division impacts the staff's ability to meet the growing demand for development of new Web pages, monitor Web pages for problems and translate Web pages into Spanish or make pages accessible according to guidelines established by the Americans with Disabilities Act which is anticipated to affect the page views per capita.

### Customer Service Program

The purpose of the Customer Service Program is to provide exemplary information and assistance to City of Austin personnel, the general public and the media so they can get their needs met in a timely manner.

The Public Information arena continues to expand, bringing with it a greater need to keep employees and the public informed, additional services, changing roles and an increased workload. FY 2001 marked the last year of a two-year plan to change the Public Information Office's organizational structure to accommodate this greater breadth of responsibility. During that time frame, CityLink, the Customer Service Unit that answers the main City phone line; Channel 6; and the Austin City Connection all joined the Public Information Office.

The Department is pleased with the successful transition. The additional resources within the Public Information Office have assisted greatly in improving customer service delivery. At the same time, however, the demand on all of our resources has increased dramatically.

## **Public Information Office — 2002-2003**

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### Customer Response

The Public Information Office has been successful in helping to change the role of City Link (the group of Customer Service Representatives who staff the 974-2000 main City number) to an Information Referral function as opposed to simply a switchboard function. During FY 2003, the four staff members, along with the Customer Service Manager, will focus on establishing a database with a variety of information gathered, based on frequent calls and/or requests that can be accessed Citywide. In addition, the Manager will be responsible for creating a training program that can be utilized by every department in an effort to improve customer service and overall interaction with both internal and external customers.

### Customer Response/Automated Customer Assistance Program

Maintenance of the Automated Customer Assistance Program remains a key responsibility for the Public Information Office's Customer Service Division. The measurement for the ACAP program rests with the percentage of responses to Customer Assistance Form (CAF) requests delivered on time. The goal for FY 2002 was to increase the on-time response rate from FY 2001 to 98%, up from 97%. For FY 2003, the goal is to boost that on-time response rate slightly, to 98.5%.

### **Administrative Support**

The elimination of the Financial Manager position will result in reassignment of existing duties to the Budget Office.

# Office of the City Auditor – 2002-2003

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## Mission

The mission of the Office of the City Auditor is: We make Austin City Government better and more accountable - helping to ensure a City government that is efficient, effective, and ethical and which is accountable to the citizens of Austin.

## Goals

To help the department achieve its mission the following goals have been developed:

- City Outcomes: Strengthen the City's performance and accountability to the public in managing resources and achieving outcomes.
- City Planning and Decision Making: Focus City priorities on the most significant current and future challenges.
- Workplace Integrity: Strengthen the ethical work environment and improve public trust in the City.
- Internal Capacity: Sustain and improve our ability to respond to new and existing customer needs.
- OCA Credibility: Sustain and improve our reputation for professional leadership and responsive, high quality service delivery.

## Key Indicators

The key indicators used by the Office of the City Auditor are the program results measures for each of the four direct service activities. The key indicators for each activity are:

- Audit: Percent of recommendations from previous three years that were reported implemented
- Investigation: Percentage of cases investigated to completion where accountability action occurs
- Assistance: Customer satisfaction that previously agreed-to results were achieved from assistance projects

# Office of the City Auditor – 2002-2003

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## Business Plan

The Approved Budget contains the following items:

Austin Energy Audit Initiative: The Approved Budget includes an increase in funding received from Austin Energy for the Austin Energy Audit Initiative.

Elimination of the Information and Response Activity: The Approved Budget includes the elimination of the Information and Response Activity from the menu of services.

The Proposed Budget included a proposal to reallocate seven Auditors and one Assistant City Auditor, along with \$519,506 in personnel and support funding, to the Financial Services Department for the creation of a City Manager Internal Audit division. During budget adoption, the City Council voted to reduce the amount of the reallocation to four Auditors and \$259,753 in personnel and support funding. Although the proposal was included in the Transfers activity, the reallocation affected the following activities: Audit, Assistance, Investigation, Administration and Management, Facility Expenses, Financial Monitoring and Budgeting, Information Technology Support, Personnel/Training, PIO/Community Services, and Purchasing/M/WBE. The Approved Budget reflects the changes in these affected activities as a result of the transfer to the Internal Audit division and the corresponding internal reallocation of remaining resources.

The Proposed Budget also included the creation of a new Measure Certification activity, and a new corresponding key indicator "Percentage of measures tested that are certified as reliable." As a result of the internal reallocation of remaining resources, this new activity and corresponding key indicator has been removed from the Office of the City Auditor's Approved Budget. In FY 2003, the measure certification function will be performed by the City Manager's new Internal Audit division.

For more information, the Office of the City Auditor Operating Budget is presented in detail in Volume III.
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# Office of the City Clerk — 2002-2003

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## Mission

To provide information to the City Council, City staff, general public, candidates, voters, and media in order to promote a work environment that leads to compliance with all laws and better decision-making by informed citizens.

## Goals

**Conduct accessible elections that will be upheld, if contested, and control costs where possible by:**

- Using staff time more efficiently
- Eliminating inefficiencies by:
  - Doing tasks correctly every time
  - Training staff and election workers to provide correct information
- Compensating election workers appropriately
- Providing information on election legislation

**Gather, file, and preserve Council approved and Office of the City Clerk generated documents in an accurate, timely manner by:**

- Following up with departments to get all Council-approved documents on file as quickly as possible
- Updating the municipal code every quarter
- Ensuring records with a permanent retention are placed on microfilm

**Disseminate Council-approved and OCC-generated documents within 24 hours in the format the requestor chooses by:**

- Ensuring documents are scanned and indexed into the imaging system in a timely manner
- Utilizing technology

**Provide City employees with a Records Management System that allows quick access to records they need at a reasonable cost by:**

- Maintaining service excellence in the retrieval and pickup of records stored off-site
- Building an effective contractual relationship with the external service provider
- Drafting a City-wide file classification system to improve access to files and documents
- Developing a plan, in conjunction with ISD, for applying records management principles to electronic records
- Making records management training available to City employees

**Maintain and improve customer service to OCC's internal and external customers by:**

### Internal Customers

- Finding a way to meet Council needs for internal services in one location
- Seeking Council approval of criteria for the Sister Cities and International Program and develop/improve the programs accordingly
- Assisting Council and other departments with a board and commissions review process
- Assisting ISD in finding a corporate-wide imaging and an electronic agenda solution so information can be provided on the Internet and Intranet.

# Office of the City Clerk — 2002-2003

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## External Customers

Maintaining current level of service while meeting the air quality initiatives through cross training.

### **To implement a continuous improvement program by focusing on**

- Preparing a succession plan
- Enhancing leadership skills through specific training
- Implementing an effective employee recognition program
- Using performance measures to manage resources effectively
- Writing SSPR's to include a minimum of 32 hours training per year focused on, but not limited to, improving technological skills
- Eliminating redundancy in records management for the entire City of Austin
- Developing a network with all City departments to reduce duplication of efforts

## **Key Indicators**

Office of the City Clerk has developed key indicators and performance measures to assist in tracking how well the goals are being met. The approved budget supports the goals.

- Percent of liquor license applicants are notified within one working day after the application has been reviewed by other departments
- Percent of lobbyists registrations processed in one working day
- Reduction in the Office of the City Clerk staff time required per election
- Percent of records requested are available within one working day
- Percent of time there is at least one qualified applicant submitted to Council per vacancy
- Customer satisfaction as determined by surveying Sister Cities' stakeholders
- Percent of time minutes are ready for approval the following meeting and are approved without amendment(s)
- Percent of Records Center service actions completed to customer's satisfaction
- Percent of records management projects, advisories, and training sessions completed to customer's satisfaction
- Number of Elections
- Number of Council Meetings

## **Business Plan**

### Council Support

Support for **Council Meetings** will change with the development of the electronic agenda process. The Agenda Management System (AMS) being implemented by the City Manager's Office will significantly reduce the number of paper agenda packets to be printed because the Council agenda and back up will be available electronically. AMS will also assist the OCC in Council meeting functions (e.g. consent agenda, minutes, etc.) The AMS will not, however, have a major effect on the OCC's responsibility to archive Council agenda documents since the system was designed to develop the agenda and assist at Council meetings, not to archive documents long term.

## Office of the City Clerk — 2002-2003

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The **Boards and Commissions** Task Force has been meeting for the past six months and will be making a series of recommendations to the City Council prior to the end of the FY02-03. If Council accepts those recommendations, there could be a substantial change in the OCC's work as it relates to assisting Council make the appointments, helping departmental liaisons with the board members and working with citizens who would like to be appointed. The task has become more than one administrative person can handle since there are now approximately sixty different bodies and over five hundred positions. The OCC has been working with ISD on the creation of a entirely new database that will greatly assist staff in tracking those who want to serve, those who are serving but whose terms expire, and with Council offices in getting appointments made. The quantity has become too large to manage in a paper environment. This database will be operational in next fiscal year.

The **International Program** staff were instrumental in bringing the "Information Technology Olympics" (World Congress on Information Technology) to Austin in 2006. The Congress itself will have a 20 million-dollar positive impact on Austin's economy. That will translate into about \$200,000 dollars in direct city tax revenue. There is the potential for an additional impact as Austin's high tech community uses the Congress to showcase itself. Due to the size of this convention and the complexity in dealing with international visitors, work has to be started now to assure the infrastructure is in place to support it.

There is a proposal to physically relocate the International Program into city-leased space adjacent to the new facilities of the Greater Austin Chamber of Commerce. This will not change reporting relationships; the International Program will remain an integral part of OCC. This will not result in any budget increase; this will be accomplished within the present International Program budget. In addition, this action will make available valuable space in the new city hall. It will also create a de facto international center for Austin since other, non-city, international organizations plan to relocate to the same area.

### Elections

Some of the most significant changes in the OCC budget will occur in this category. The County has purchased electronic voting equipment. The City and County are in the preliminary stages of developing an interlocal agreement with all entities in Travis County to determine how elections will be conducted in the future. It is unclear what the overall impact of these negotiations will be. There is the potential for significant reduction in some election costs -- printing of ballots, staff time distributing ballots for early voting, the early voting ballot board, and central counting. However, this may be offset by the County's expectation that the other entities help fund the equipment and reimburse the County for the staff time it will take to program the voting devices. It is too early in the negotiation process to determine if there will be overall savings. If the County manages the bulk of the election process, the OCC could save on the cost of maintaining an election warehouse and the five months of staff time required preparing for an election.

### Management of OCC Records

This budget contains funds to start the microfilming of Council-approved, permanent records housed in the Research area. This will eliminate the need for extensive file space in the new City Hall and is the best method for archival preservations of records. Additional funding will be needed in the next several years to complete this project. This budget also contains funding for the OCC to begin publishing quarterly supplements of the Municipal Code. It was previously handled in the Law Department and updates were semi-annual.

### Registration

Both the **liquor license** processing and **lobbyist registration** have been so streamlined in the past few years with the aid of technology that they have gone from processes that took 1.5 staff to less than .5 FTE to complete the work. Currently customer service in both areas has been improved significantly and no major changes are anticipated in this upcoming year.

# Office of the City Clerk — 2002-2003

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## City Records Management Activity

The City of Austin does not have a detailed records control schedule on file with the State. The City's Records Management Committee is reviewing a plan to conduct the necessary records inventory, the foundation for a records control schedule. The plan will be presented to the Executive Team for approval and implementation. The budget covers the increased time and resources needed for staff who provide the consulting and training activities for City departments, so the departments can efficiently manage their records. It includes: wages for the records management function, mileage for visits to the departments and copier rental.

## Records Center Activity

The Records Center activity has increased in response to the demand for services from City departments and to provide resources to efficiently and effectively manage the records in storage. The budget includes: providing for an efficient method of destruction of materials that are beyond legal retention requirements and have no further business need.

## Technology Plan

Currently, 90% of all OCC records are now available electronically to respond to the 13,000 annual requests for information. It will be essential that future budgets include funding for PC replacement.

## Staffing

The OCC is facing the loss of another Deputy City Clerk due to retirement. This means that the longest-term manager is less than four years. This loss of expertise causes a problem when a historical perspective is needed; however, it also offers an opportunity to bring fresh ideas to the organization. Hiring the replacement for this Deputy should be done by the beginning of the fiscal year even though the retirement is not scheduled until the end of the calendar year so the new person can have adequate training on elections. The new employee will require extensive training with the County to learn about the new electronic voting equipment and to work with the Governmental Relations staff on identifying potential election reforms.

For more information, the Office of the City Clerk Operating Budget is presented in detail in Volume III.

# **Dept. of Small and Minority Business Resources —2002-2003**

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## **Mission**

The purpose of the Department of Small and Minority Business Resources is to administer the MBE/WBE Procurement Ordinance and provide development opportunities and resources to small businesses so they can have affirmative access and show productive growth.

## **Goals**

1. Administer the MBE/WBE Procurement Ordinance to ensure that 100% of City-certified MBE/WBE firms meet eligibility requirements, and to ensure that City management upholds 100% of compliance recommendations.
2. DSMBR will incorporate online technologies in order to increase the effectiveness of services and eliminate the MBE/WBE/DBE digital divide.
3. To provide information to internal and external customers necessary to ensure that 100% of bidders/proposers are in compliance with the MBE/WBE Procurement Ordinance.
4. Increase number and capacity of City-certified MBE/WBE businesses to do business as a direct result of resources provided by DSMBR.

## **Key Indicators**

The key indicators used by the Department of Small and Minority Business Resources include:

- Total Dollar Value of City Awards to MBE/WBE Firms
- Percentage of City MBE/WBE Awards Compared to the Annual Goals
- Number of City-certified MBE/WBE businesses enrolled

# **Dept. of Small and Minority Business Resources —2002-2003**

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## **Business Plan**

The DSMBR Approved 2002-03 budget supports the goals of the department. DSMBR has reorganized by consolidating the Engineering and Technical Services Program's services into the MBE/WBE Procurement Ordinance Program, and by creating the Professional Services Contract Compliance Program. The main purpose of the new program is to promote and enforce MBE/WBE participation in Professional Services contracts, such as Architecture and Engineering.

DSMBR faces several challenges in 2003 in addition to successfully implementing the Professional Services Contract Compliance Program. For example, a Sunset Review is scheduled for the MBE/WBE Procurement Ordinance by June 30, 2003. The Sunset Review could change the purpose and structure of the MBE/WBE Procurement Ordinance, and DSMBR will be responsible for implementing these changes. Another challenge is for DSMBR to create and implement a comprehensive strategy for delivering small business development services through a competitive process that eliminates duplicated services. DSMBR will be responsible for converting the pending results of the small business services needs assessment study into a viable delivery strategy, and then delivering the services that are most needed by Austin's small businesses. Still another challenge is that DSMBR has relocated to a temporary facility while the Small Business Assistance Center (SBAC) undergoes a mold remediation project. DSMBR is scheduled to return to the SBAC in October, but DSMBR must manage the relocation and return move so as to minimize any service disruptions.

DSMBR's Approved Budget for 2002-03 includes the following programs and activities:

### MBE/WBE Procurement Ordinance Program

The purpose of the MBE/WBE Procurement Program is to provide information to the City of Austin necessary to provide equal opportunities to all businesses participating in City contracting. It consists of the MBE/WBE Certification, MBE/WBE Compliance, and MBE/WBE Program Outreach Activities. The program supports DSMBR's goals regarding communicating and enforcing the requirements of the MBE/WBE Procurement Ordinance. For fiscal year 2002-03, this program will assume the field audit and prompt payment responsibilities formerly belonging to the Engineering and Technical Services Program.

As mentioned above, this program may be impacted later in fiscal 2002-03 by changes to the MBE/WBE Procurement Ordinance resulting from the Sunset Review. This program's role will be to communicate any changes resulting from the Sunset Review to bidders/proposers and the MBE/WBE community, and to incorporate these changes into its operational procedures to ensure they are carried out as intended.

The Approved Budget for this program eliminates 2.0 FTEs, DSMBR's file room keeper and a vacant position. These reductions should not impact the accuracy and speed of DSMBR's reviews of Ordinance compliance related documents.

### Small Business Development Program

The purpose of DSMBR's Small Business Development Program (SBDP) is to provide development opportunities and resources to small businesses so they may become self-sustaining in a competitive business environment. The SBDP consists of the Program Development and Evaluation, Training and Education, Small Business Assistance Center, and Business Outreach Activities. The SBDP is funded by City funding and Federal Community Development Block Grant (CDBG) funding. The Federal funding pays for the rent, utilities, and equipment leases of the portion of the Small Business Assistance Center dedicated to small business development.

## **Dept. of Small and Minority Business Resources —2002-2003**

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As mentioned above, the SBDP will be developing a comprehensive strategy for delivering small business development services that minimizes duplication of services and award contracts competitively. The services to be provided will be based on the findings of the needs assessment study. The goal will be to address gaps between the demand and supply of critical services and the method of delivery. The SBDP will also fund an initiative during fiscal 2003 aimed at strengthening minority ownership in the construction industry. The Construction Contractor Certification Program will provide a curriculum of classes that will prepare small construction contractors to compete for small and medium-sized City construction projects, and then manage those projects successfully and profitably. Funding for these initiatives is included in the City funded portion of DSMBR's Approved Budget. Both these initiatives support DSMBR's goal of increasing the number and capacity of City-certified MBE/WBE businesses to do business as a direct result of resources provided by DSMBR.

The SBDP's Approved Budget also includes funding for initiatives that support DSMBR's goal of incorporating online technologies in order to increase the effectiveness of services and eliminate the MBE/WBE digital divide. The Approved Budget continues funding for DSMBR's On-Line Planroom, which provides small contractors with Internet access to construction plans and specifications. The Online Plan Room introduces small contractors to new technologies that will improve their efficiency and competitiveness. Also, once DSMBR returns to the Small Business Assistance Center, the PC Lab will be used to provide a curriculum of business software classes needed by many small business owners.

### Professional Services Contracts Compliance Program

DSMBR has recently undergone a reorganization that created the new Professional Services Contracts Compliance Program. The new program resulted from community concerns over low MBE/WBE participation in Professional Services projects, which follow a different compliance process from other types of contracts. The purpose of the Professional Services Contracts Compliance Program is to provide outreach, solicitation guidance and review, Small & MBE/WBE Compliance, and contract monitoring services for the participants and managers of City Professional Services Contracts to ensure fair participation opportunities and compliance with applicable laws, procedures and policies. The program will consist of the Professional Services MBE/WBE Compliance and Professional Services Solicitation Review Activities. The Approved Budget reallocates 3.0 FTEs to this program.

The program supports DSMBR's goals regarding communicating and enforcing the requirements of the MBE/WBE Procurement Ordinance, and will support projects in each phase. Certain projects will be reviewed prior to solicitation to identify participation opportunities for professional service MBE/WBEs. RFQ documents will also be reviewed prior to issue to ensure they meet professional services procurement criteria not related to MBE/WBE participation. Outreach efforts will be made to encourage professional service MBE/WBEs to pursue major City projects. Project specific and rotational contracts will be monitored after award to ensure that prime consultants meet the MBE/WBE obligations they are committed to by the contract terms. The program's staff will also work to facilitate communications between prime and MBE/WBE subconsultants, and resolve disputes that may impede the MBE/WBE firm's participation in the project.

### Support Services Program

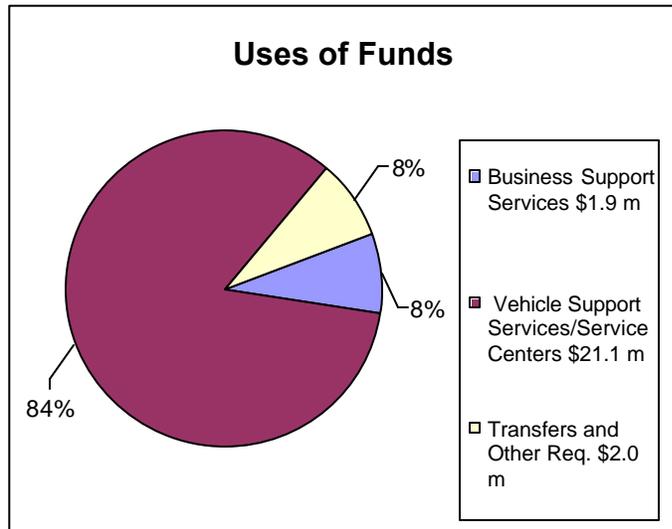
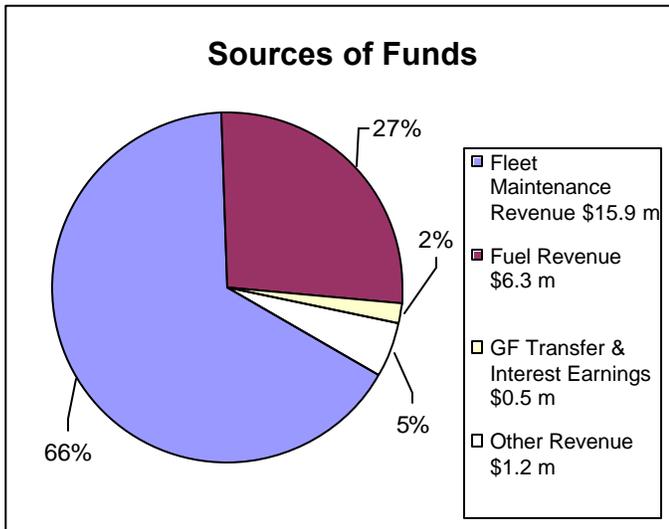
The Approved Budget eliminates 1.0 FTE assigned primarily to administrative functions.

<p>For more information, the Department of Small &amp; Minority Business Resources Operating Budget is presented in detail in Volume III.</p>
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# Fleet Maintenance — Total Budget \$28.2 million

## Operating Budget \$25.0 million

## Capital Budget \$3.2 million



	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimate	2002-2003 Proposed	2002-2003 Approved
<b>FLEET MAINTENANCE FUND:</b>					
Revenue	\$24,169,052	\$23,421,850	\$23,588,277	\$23,925,371	\$23,925,371
Requirements	\$23,884,342	\$25,029,647	\$23,143,066	\$24,983,244	\$24,983,244
Full-time Equivalent (FTEs)	210.10	222.10	222.10	221.10	221.10
New Capital Appropriations	\$4,365,000	\$300,000	\$300,000	\$3,200,000	\$3,200,000

### Revenue

The Fleet Maintenance Department is funded through several sources of revenue including maintenance charges, scrap sales, auction revenue, rental revenue, fuel revenue and transfers from interest earnings and the General Fund (Taxi).

- **Maintenance Charges** – The department charges City departments for maintenance and repairs on City vehicles and equipment.
- **Auction** – Auction revenue covers conducting auctions for vehicles no longer required by the City and partially funds G.O. debt payments.
- **Rental Revenue** – The City's pool of rental vehicles is charged to other departments for their usage.
- **Fuel Revenue** – The Fleet Department charges a flat rate for fuel to City Departments. The cost of fuel includes the contract price of fuel, the cost of maintaining the Fleet Fuel Program, the cost of transfers to Capital Improvement Projects to modernize and keep safe and compliant the City's fueling sites and a nominal administrative charge.
- **Interest Earnings** – The Fleet Fund earns interest on cash balances.
- **General Fund Transfer** – The General Fund provides for a transfer for the majority of the support needed for taxi operations.

# Fleet Maintenance — Total Budget \$28.2 million

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## **Expenditures**

Operating costs for 2002-03 include:

- Service Center Operations – Fleet Maintenance operates five service centers to repair and maintain vehicles and equipment for its customer departments. This group also includes parts rooms located on-site at each service center under the direct management of the service center leadership.
- Vehicle Support Services – This group includes auction, fuel management, fuel costs (contract), make ready, rental and taxi services.
- Business Support Services – This group includes administrative support functions.
- Transfers include funding for G.O. debt service, workers compensation and the information systems fund.

## **Highlights**

### **The 2002-03 Approved Operating Budget:**

#### **Revenue**

- \$400,000 decrease in net Auction proceeds due to a lower inventory of vehicles to be auctioned.
- \$804,000 increase in fuel revenue, due to an increase in price per gallon from \$1.40 to \$1.48.

#### **Expenditures**

- \$600,000 decrease in Fleet Service Centers due to an anticipated decrease in parts and commercial charges due to increased effort to repair units traditionally sent out, in house, which will significantly reduce costs.
- \$194,910 increase in workers compensation requirement.
- \$298,865 increase in G.O debt service due to the purchase of new Solid Waste vehicles.
- \$300,000 decrease in transfers to Fuel site Capital Improvements Projects.
- \$200,000 increase in transfers to Building & Equipment Capital Improvement Projects.
- \$274,555 increase in Capital Purchase primarily for new Rental Pool units.

### **New Capital Appropriations:**

- \$200,000 for Fleet Facility Improvements.
- \$3,000,000 for Capital Equipment for use by Solid Waste Services.

# Fleet Services — 2002-2003

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## Mission

The purpose of Fleet Services is to provide vehicle and equipment maintenance, repair and support services to other City departments and government agencies so they can do their jobs.

## Goals

Fleet Services will strive to achieve an overall average daily OOS (Out of Service) rate of less than 5%.

Fleet Services will strive to achieve and maintain a 95% or higher combined “Excellent” or “Good” customer satisfaction rating on quality, timeliness, and overall satisfaction of all services.

Fleet's goal of improving communications with its customers include:

- Providing electronic daily OOS reports on 95% of all business days.
- Providing monthly fuel, maintenance, and repair expenditure reports by the 15<sup>th</sup> of the following month 92% of the time.
- Holding periodic face-to-face meetings with customers.

## Key Indicators

The key indicators used by Fleet Services include:

- Preventive Maintenance as a percent of Total Maintenance.
- Percent of Vehicles exceeding replacement criteria.
- AFVs (Alternative Fuel Vehicles) as a percent of total units operated.
- Average Overall Out of Service Rate.

## Business Plan

Fleet must improve each year to stay competitive. Our vision is to be the preferred provider of choice of all fleet services. Fleet is continually modernizing and upgrading facilities and seeking efficiencies in parts and fuel inventory, purchasing, management and contracting. The Approved Budget includes several initiatives to streamline fleet operations by challenging conventional policies and practices.

Scheduled Maintenance Program. The science of Fleet management is complex and is not limited to the maintenance and repair of vehicles and equipment. Fleet management is an integrated philosophy of needs assessment, acquisition and replacement, maintenance and repair, and salvage and disposal. Fleet Services is responsible for maintenance and repair of vehicles owned and operated by other departments, so our time with the units is limited to those hours when the vehicle is out-of-service. Our goal is to schedule maintenance so that downtime is minimized and shop-time is maximized.

The necessity exists for an integrated fleet management program. We can schedule other City departments' preventive maintenance and schedule repairs for later dates in coordination with drivers and department managers. Unscheduled repairs are time-consuming and expensive and are often avoidable with scheduled maintenance visits and procedures. Fleet is refining a scheduled maintenance program that will minimize the financial impact of dispersed fleet ownership and control.

Information Automation: Fleet upgraded its Service Center work order and inventory management system in November 2001 to keep pace with system innovations, operating system compatibility and vendor support. The

## Fleet Services — 2002-2003

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Gems 2000 system was outdated and without vendor support because of the vendor's movement to more modern systems with more robust capabilities. Coming soon is web access to out-of-service profiles and schedules as well as, departmental maintenance records.

Facilities Upgrades and Construction: Fleet is co-sponsoring the construction of a multipurpose Service Center in North Austin. Austin is growing rapidly toward the north and west and we will need to increase our capabilities in this part of the City. The new North Service Center, when constructed, will be located near Braker Lane on McKalla Place. This facility will significantly increase our heavy equipment repair ability.

Other Factors: The most significant dynamic facing Fleet Services is the current budget shortfall facing the City of Austin. Fleet is funded by transfers from other departments, which cover an allocated share of the cost of maintaining City-owned vehicles and equipment. Fleet's other costs of doing business such as the transfer to ISD have increased over 50% since FY01. Worker's Compensation Costs are slated to increase 62% in FY 03.

Fleet has opened a Hydraulics Shop located on the grounds of Service Centers One and Eleven. Existing personnel have been reassigned to this new function in order to keep the cost of hydraulic repairs and fabrication services on hydraulic equipment in house. This will eliminate the need to spend approximately \$400,000 with outside vendors for specialty repairs.

The cost picture for Fleet is changing. Every effort that Fleet has made to become more cost efficient has been successful, but the forces of inflation and the increased demands put on Fleet by our customers have caused some cost increases. The Maintenance & Repair transfers from user departments have stayed steady at \$15.5 million for fiscal years '01, '02 and '03. Fiscal year 2003 will be a difficult year for Fleet Services, which needs to implement cost savings measures since our upward pricing to users is limited. Fiscal year 2004 will be a year of reevaluation of the budget model currently used by Fleet to determine user department maintenance and repair costs.

Additionally, Fleet will be assuming ownership and responsibility for Solid Waste Services' fleet. Under this new program, Fleet will lease newly owned vehicles back to Solid Waste Services for their use. The cost to Fleet will be an increase to the Debt Services requirements of \$298,685. This transfer of ownership and concomitant responsibility for purchasing and managing fleet for Solid Waste Services is expected to produce savings for the department this fiscal year and additional savings in the future.

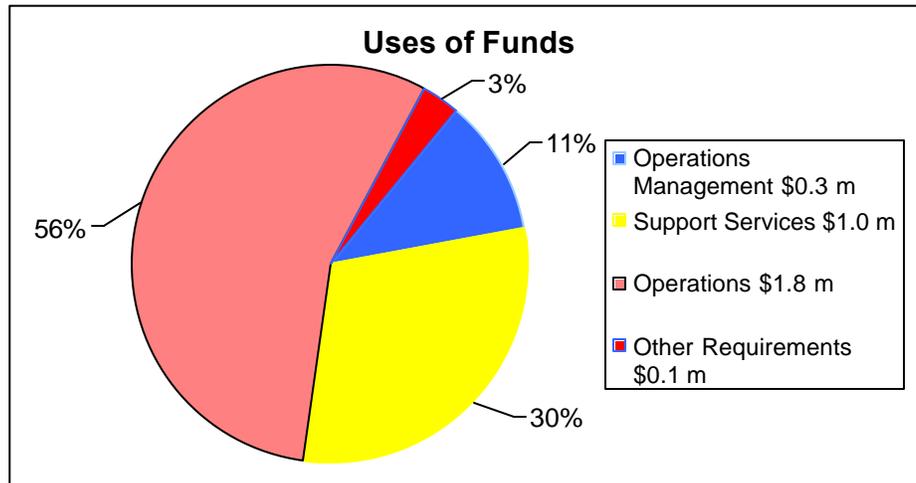
Changes to the Alignment of Programs and Activities: In FY 01, Fleet initiated activities that delineated preventive maintenance from scheduled maintenance. This delineation was based on a definition of preventive maintenance that encompassed "manufacturers' recommended" preventive services such as chassis lubrication, fluid and filter changes and visual inspection. Scheduled maintenance services are those services that result from the visual inspection and testing performed during the preventive maintenance visit. Rather than keep a unit out of service, Fleet has begun scheduling units for service at a later date to accomplish tire replacement, brake repair, belt replacements, etc. This is more efficient. The Preventive Maintenance visit is accomplished on schedule and the follow-up appointments are dedicated to more time-consuming repairs.

Fleet has created separate Preventive Maintenance and Scheduled Maintenance activities. The resulting parallel structure is more clear-cut.

# Wireless Communication Services — Total Budget \$3.2 million

Operating Budget \$3.2 million

Capital Budget \$0.0 million



	2000-2001 Actual	2001-02 Amended	2001-02 Estimate	2002-03 Proposed	2002-03 Approved
<b>WIRELESS COMMUNICATION FUND:</b>					
Revenue	\$2,162,152	\$3,051,417	\$2,943,733	\$3,233,282	\$3,233,282
Requirements	\$2,076,074	\$3,008,759	\$3,008,151	\$3,205,458	\$3,205,458
Full-time Equivalents (FTEs)	30.00	34.00	34.00	34.00	34.00

## Revenue

The revenue of this fund consists of direct charges to City departments and outside governmental entities (which have City Council approved radio maintenance "interlocal agreements" with COA) for radio installation, maintenance, repair, and other wireless communication services. Revenue is affected by the number of governmental entities served, the number of public and non-public safety vehicles serviced, proactive maintenance programs, and changes in the radio communication infrastructure. Anticipated "conventional" radio operations revenue will total \$2,286,582, an increase of \$195,721 over FY2001-2002. "Trunked" radio operations is budgeted at \$490,901 through an interlocal agreement with the Trunked Radio System partners. Transfers-in from City departments and the General Fund for "trunked" radio operations will account for an additional \$455,799. The total of all revenues will thus be \$3,233,282, which reflects an increase of \$181,865 over FY2001-2002.

## Expenditures

In FY2002-2003, total requirements are \$3,205,458, an increase of \$196,669. The increase is primarily due to Trunked Radio System "installation support" expenditure increases that include tower leases along with associated phone and utility expense.

## Highlights

### The 2002-2003 Approved Operating Budget includes:

- \$300,535 increase for tower leases and associated utility and phone line expenditures for Trunked Radio.
- \$97,263 decrease in one-time capital expenditures.
- \$24,860 decrease in callback and overtime costs.
- \$24,000 increase in materials, supplies and minor equipment.
- \$18,156 decrease in training and travel.
- \$28,622 increase for salary and benefit cost increases.
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# Wireless Communication Services —2002-2003

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## Mission

The purpose of the Wireless Communication Services Office is to provide timely, quality and cost-effective two-way radio and related equipment installation, removal, and maintenance services in support of WCSO customer needs in an environment that fosters safety, high morale, and job fulfillment for all staff members of the Wireless Communication Services Office (WCSO) team. The office has developed the following goals in order to achieve its mission:

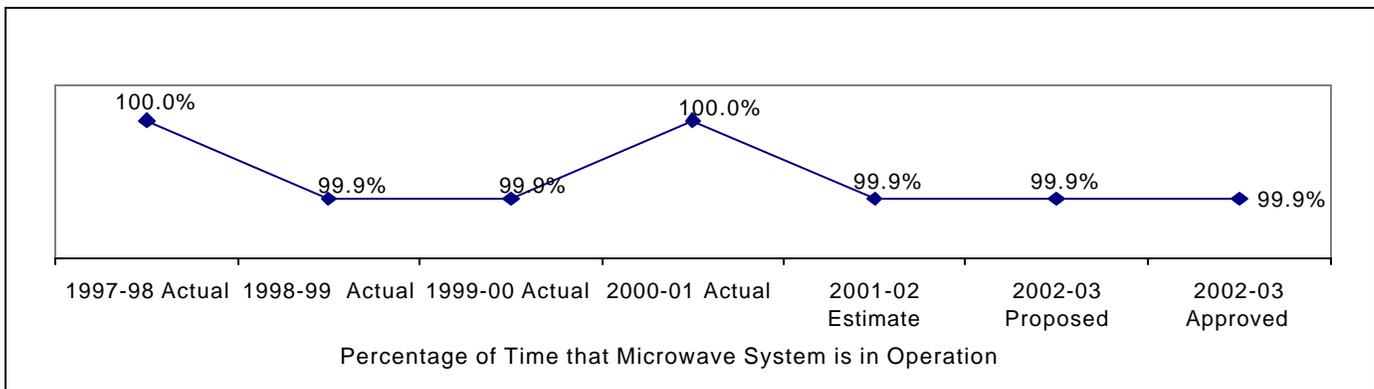
## Goals

- Be accountable to our customers by meeting expectations to which WCSO and its customers have mutually agreed.
- To keep two-way radio and related equipment working with a high degree of reliability.
- Improve communications with our customers.
- Attract and retain a quality workforce.
- Improve facilities and equipment.
- To continue to be the provider of choice to our customers for radio maintenance services.

## Key Indicators

The Wireless Communication Services Office will use the following indicators to monitor the fund's progress in achieving business plan goals:

- Percentage of time that the Microwave System is operational.
- Cost of inventory shrinkage.



# Wireless Communication Services —2002-2003

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## Business Plan

**Aggressive Preventive Maintenance Program** In FY 2002-2003, the Wireless Communication Services Office (WCSO) will be aggressively continuing its Preventive Maintenance Program in order to maintain customer radio equipment reliability, and to help decrease the cost of providing unscheduled maintenance services. This program will include an FCC check and realignment for every radio that is reinstalled or that comes to WCSO for maintenance.

**Trunked Radio Installation Support** The Wireless Communication Services Office was selected to provide installation support services to the Trunked Regional Radio System Project Office and the selected vendor, Motorola, during the implementation phase of the new 800 MHz Trunked Regional Radio System infrastructure. As the result of a COA budget amendment in FY 2000-2001, along with an interlocal agreement between the Trunked Regional Radio System partners, the Wireless Communication Services Office:

- Provides support for the engineering and implementation for each department's transition from the conventional radio system to the Trunked Regional Radio System by using various interim radio solutions.
- Provides security at tower sites for preservation of the communication network.
- Participates in the implementation and engineering of antenna and tower site equipment installation.
- Provides technical expertise and consulting to the Regional Radio System Project Office and Motorola.
- Initiates, coordinates and maintains FCC licensing as well as, FAA required documentation for the Regional Radio System.

To provide heightened "installation support" services for the Trunked Regional Radio System project, the Wireless Communication Services Office (in keeping with an interlocal agreement with the project partners) and will reallocate two positions to subscriber technicians for planned transition service for the Trunked Regional Radio System.

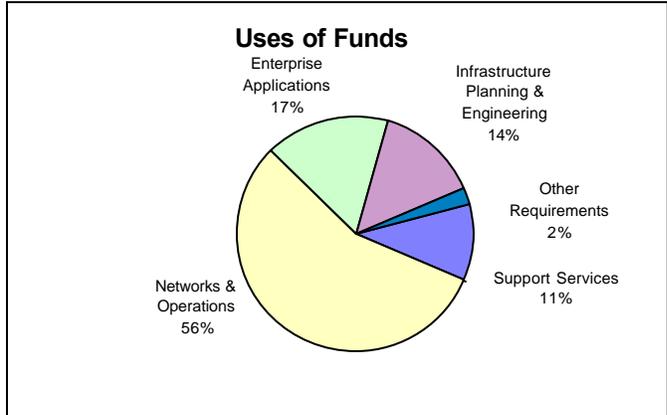
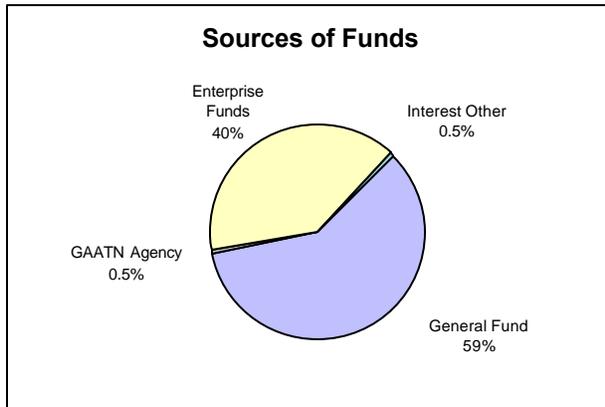
**Operation and Process Improvements** Over the last year several process improvements have been implemented that will improve Wireless Communication Services operations and customer response.

- New radio maintenance agency management, billing, and asset tracking software has been implemented and continuing modifications will be effected to meet the needs of the WCSO asset tracking and maintenance billing requirements. This software is expected to improve information management, providing customers with a more accurate and greater detailed picture of the maintenance services they receive from the Wireless Communication Services Office.
- An improved specification writing and product procurement process has been developed in coordination with the Purchasing Office to provide more timely delivery of new radio equipment items to our customers.
- A process implemented in FY 2000-2001 to better monitor technical staff productivity and job performance will be refined. Technician time-tracking and repair part controls will help WCSO better monitor customer maintenance and repair costs.

# Information Systems — Total Budget \$30.4 million

## Operating Budget \$25.8 million

## Capital Budget \$4.6 million



### Revenue:

The Information Systems Internal Service Fund receives revenue primarily from the General Fund and Enterprise Funds based on a cost allocation model.

### Requirements:

Overall requirement for the department decreased \$1.8 million. Operating costs for 2002-2003 provides the City with comprehensive technology support with funding of:

- \$14.5 million for Networks and Operations
- \$4.4 million for Enterprise Applications
- \$3.6 million for Infrastructure Planning and Engineering
- \$2.7 million for Support Services
- \$0.4 million GO Debt Service
- \$0.2 million for other requirements

	2001-2002 Actual	2001-2002 Amended	2001-2002 Estimate	2002-2003 Proposed	2002-2003 Approved
<b>Revenue</b>	\$253,417	\$261,000	\$266,000	\$281,100	\$281,100
<b>Transfer In</b>	\$22,545,939	\$27,461,792	\$25,413,767	\$25,202,319	\$25,202,319
<b>Requirements</b>	\$23,019,638	\$27,690,194	\$26,096,816	\$25,810,930	\$25,810,930
<b>Full-Time Equivalent (FTEs)</b>	225.00	242.00	242.00	205.00	205.00
<b>New Capital Appropriations</b>	\$32,176,014	\$7,242,856	\$7,424,856	\$4,580,000	\$4,580,000

# Information Systems —Total Budget \$30.4 million

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## Highlights

### **The 2002-2003 Approved Operating Budget includes:**

- ☐ Funding of \$1,397,000 for a Citywide Microsoft Master License Agreement (MLA)
- ☐ Funding of \$1,084,125 for ongoing hardware and software contracts
- ☐ Reduction of \$2,322,895 for the transfer of 28 positions, contractuels, and commodities to FASD
- ☐ Funding \$ 406,411 for GAATN expansions, and fiber moves, adds, and changes
- ☐ Funding of \$42,217 for one position transferred from Neighborhood Housing
- ☐ Reduction of \$753,274 for ten eliminated positions
- ☐ Funding of \$234,465 for Homeland Security equipment and replacement of obsolete hardware
- ☐ Funding of \$385,000 for data networking in CEC, equipment for the test lab, and video services between TXDoT and CEC

### **The 2002-2003 Approved Capital Budget:**

- ☐ 4.6 million for upgrades for Communications Technology (the GAATN network)

# Information Systems — 2002-2003

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## Mission

The purpose of the Information Systems Department (ISD) is to review, establish, and implement citywide IT policies and standards and to provide information technology services to City departments and other customers, so that they can accomplish their mission.

## Goals

- ☐ Enterprise Information Technology (IT): Contribute to making Austin a more livable city by assisting departments to implement e-Government solutions, which will increase efficiencies both for the City of Austin and its citizens, and sustain customer satisfaction with City services.
  - Implement an e-Government Strategic Plan for the City of Austin enterprise by the end of 2002-2003.
  - Sustain favorable ratings from customers for services delivered via information systems as measured by the Voice of the Customer survey.
  
- ☐ Enterprise Information Technology (IT): Ensure that Information Systems services are provided efficiently and effectively throughout the City of Austin enterprise.
  - Ensure that all services, processes and products are customer-centric. (Indicated by achieving an overall favorable rating for IT-related services on the Voice of the Customer and Employee surveys.)

## Key Indicators

Information Systems uses the following key indicators to monitor its progress in achieving business plan goals.

- Percentage of time the enterprise network is available for Computer Aided Dispatch (CAD)
- Percentage of time the enterprise network is available for the financial application
- Percentage of time Greater Austin Area Telecommunications Network (GAATN) data network is available
- Percentage of help desk calls closed within one day
- Cost of Help Desk per Help Desk Call Processed

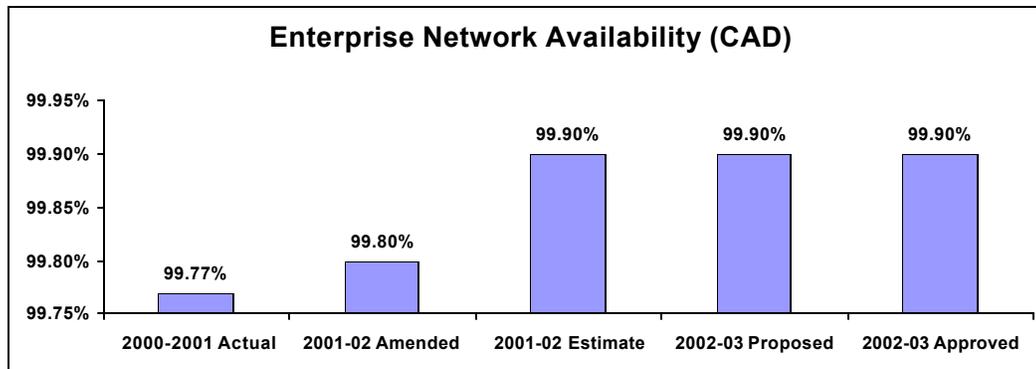
# Information Systems — 2002-2003

## Business Plan

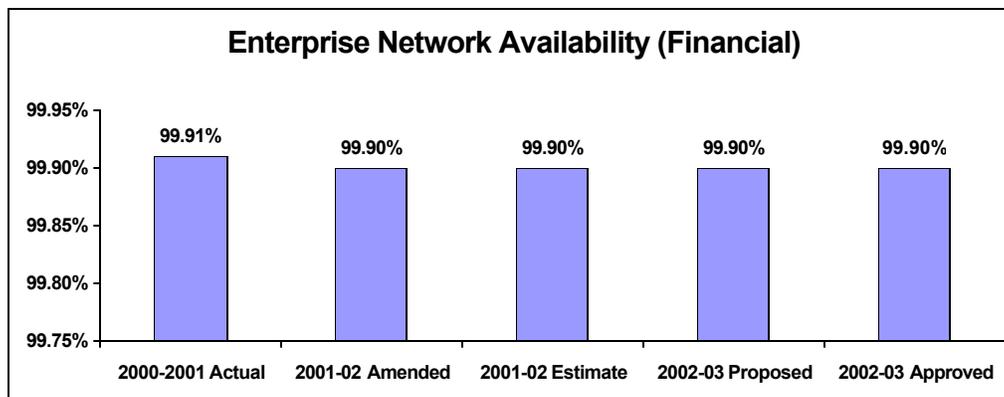
### Networks and Operations

The Approved Budget provides for an enhancement to Local Area Network (LAN) Operations, including an increase of \$1,397,000 for the enterprise contract with Microsoft to cover all desktop applications on City of Austin computers. This citywide contract will be reviewed on an annual basis. One FTE was transferred from Neighborhood Housing, which increased LAN Operations by \$42,217. Staffing level decreased at the Help Desk by two positions, for a total of \$99,892. The Approved Budget for Data Center Control includes \$1,084,126 to cover increases in ongoing hardware and software maintenance contracts. There were several Homeland Security enhancements including \$67,000 to increase data transfer rates on the network at APD Headquarters (by replacing the network core), \$17,000 for a KVM Switch replacement which will allow network administrators to remotely perform maintenance and solve network problems, \$15,000 for a network analyzer which will assist in troubleshooting problems on the APD network, and \$71,000 for various software and hardware maintenance contracts. The Approved Budget includes \$30,000 for configuration software, a purchase delayed from FY2001-2002.

The availability of the enterprise network indicates what services can be delivered to our customers. All Public Safety Programs reside on the enterprise network. The availability of these resources is critical for the City to deliver service to our customers.

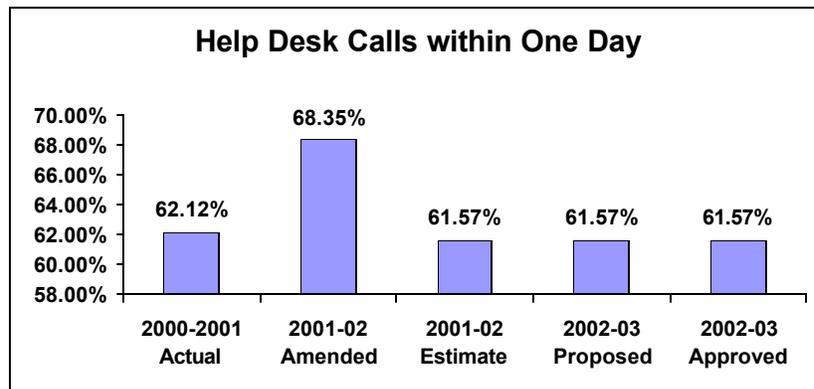


A further measure of the enterprise network availability relates to the City-wide financial application which resides on the enterprise network. In FY 2003 this measure is predicted to remain fairly constant at 99.9%.

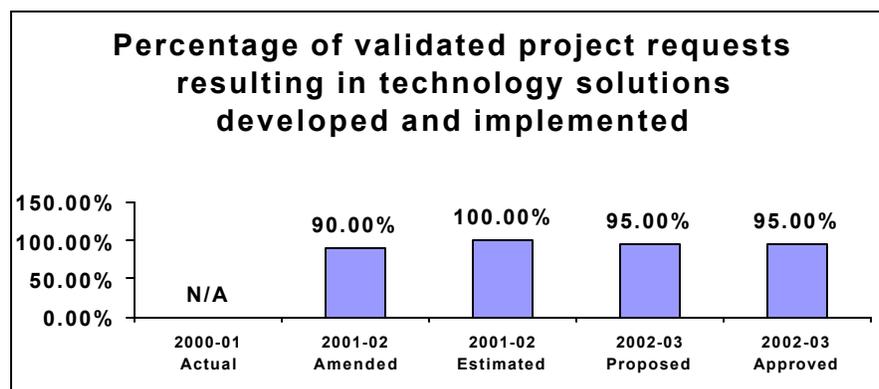


## Information Systems — 2002-2003

Another key activity related to the networks and operations area is the effectiveness of the help desk operations and technicians that support the local area networks, desktops, and other customer systems. The key indicator, Help Desk Calls Closed Within One Day, reflects the effectiveness of the service delivery for assistance. The current fiscal year has experienced an increased call level for the help desk. The 2001-2002 Amended Budget was 39,500 calls, the Current Year Estimate is 72,536 calls, 84% above the budgeted number. The percentage of these calls closed within one day is also above the Amended Budget. The calls completed in one day are estimated to be 44,663 for FY2001-2202, a 65% increase over the 2001-2002 Amended Budget of 27,000. The Approved Budget 2002-2003 of 49,129 calls completed within one day is 82% higher than the Amended Budget 2001-2002. This key indicator supports the following Information Systems goals: To ensure that Information Systems services are provided efficiently and effectively throughout the City of Austin.



Enterprise Applications In the Approved Budget the Enterprise Applications Program decreased a total of \$3,175,378 primarily due to the transfer of 28 positions to the RDMT Project Office of the Financial and Administrative Services (FASD), \$2,322,895. A reduction of 3 FTEs in the applications development activity in the amount of \$239,544 is also included. Implementation of the Permitting, Inspection, Enforcement, and Review (PIER) project which is intended to provide necessary modifications and enhancements will now be slightly delayed with the scheduled completion date moving from the beginning of October 2003 to the end of November 2003.

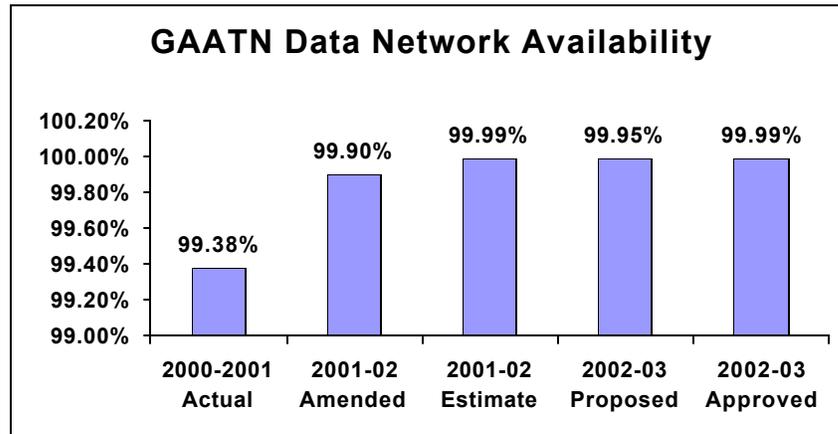


Infrastructure Planning and Engineering The Approved Budget includes \$406,411 for maintenance of the Greater Austin Area Telecommunications Network (GAATN). There is also \$250,000 to provide video services for the Texas Department of Transportation (TxDOT). The Infrastructure Planning and Engineering staffing decreased by five positions for a total of \$413,838. The Approved Budget also includes \$125,000 for data networking equipment for the Combined Emergency Center (CEC).

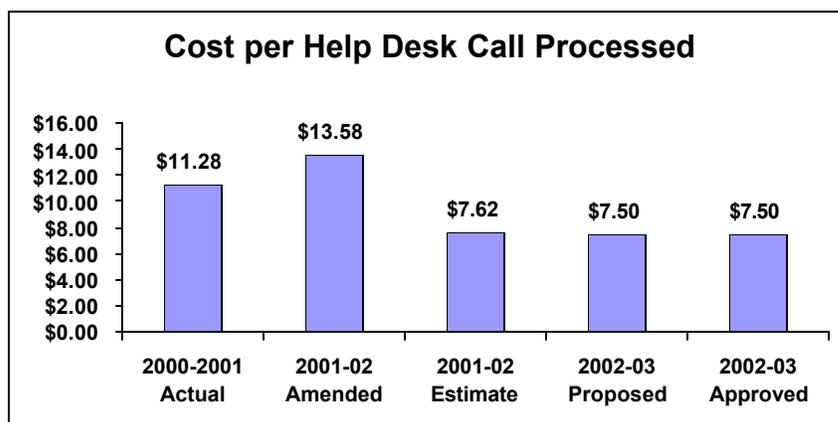
## Information Systems — 2002-2003

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The availability of the GAATN Data Network allows the customers to access the resources that are necessary to perform their job. If the network is unavailable, City Staff cannot use their computers and telephones to exchange information effectively. The GAATN Data Network Availability key indicator supports several Information Systems Department goals including ensuring that Information Systems services are provided efficiently and effectively throughout the City of Austin enterprise.



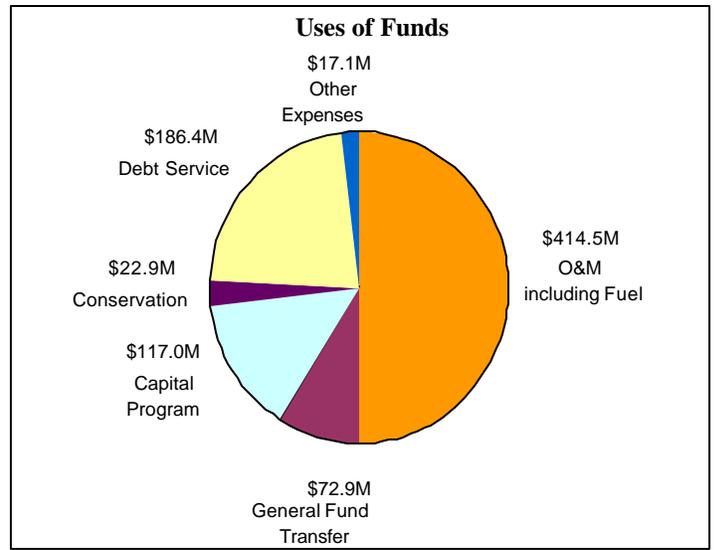
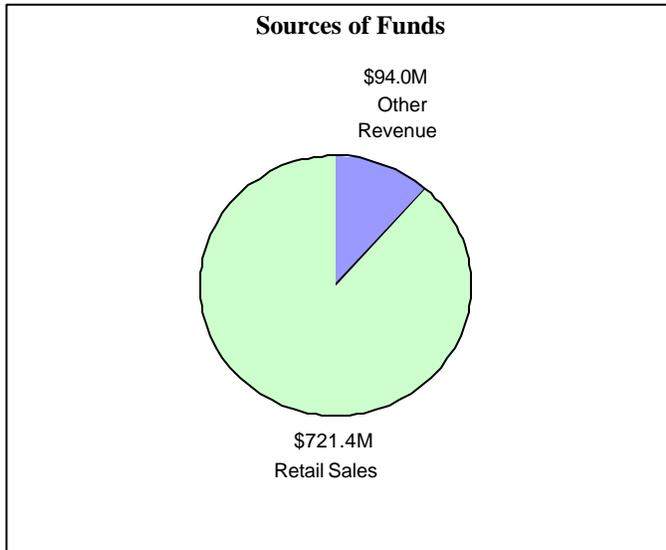
A corresponding measure looks at the efficiency of service delivery for customer assistance. The Information Systems Department Help Desk currently supports over thirty-five (35) different divisions within the city. The help desk attendants receive calls for assistance on servers, desktops, printers, mainframe, applications, voice, data, internet, email, departmental purchases, and external vendor service requests. The individual help desk attendants must be versed in diagnostic skills to assure proper resources are assigned to resolve the various requests for assistance in the most expeditious manner possible. The cost per call will decrease in FY2002-2003 since the number of calls processed is expected to increase by approximately 50%.



# Austin Energy — Total Budget \$997.4 million

## Operating Budget \$830.9 million

## Capital Budget \$166.5 million



**Sources:** Total revenue for 2002-2003 is projected to be \$815,409,471, compared to the amended 2001-2002 budget of \$822,086,835, a reduction of 0.81%. Austin Energy receives 89% of its approved revenue from service area sales of energy. The remaining sources of funds are other energy sales, miscellaneous income and interest income. In addition, de-appropriation of CIP projects in 2001-2002 of \$15,659,592 provided a one-time revenue that is not available in 2002-2003.

**Requirements:** Operating costs for the 2002-2003 Approved Budget include:

- \$414.5 million for operation and maintenance of our community owned utility, including fuel
- \$22.9 million for conservation
- \$186.4 million for debt service
- \$117.0 million for capital improvement projects
- \$72.9 million transfer to the General Fund
- \$17.1 million for other requirements such as Workers' Compensation, Liability Reserve, Administrative Support, Trunked Radio Transfer, PARD CIP Transfer, Economic Development Fund, Accrued Payroll, etc.

	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimate	2002-2003 Proposed	2002-2003 Approved
Revenue	\$835,036,311	\$822,086,835	\$762,991,353	\$815,409,471	\$815,409,471
Transfer-In	\$36,800,212	\$15,659,592	\$15,659,592	\$0	\$0
Requirements	\$858,987,442	\$848,838,186	\$785,112,495	\$829,139,440	830,869,440
Full-Time Equivalent (FTEs)	1,360.93	1,435.50	1,435.50	1,435.50	1,434.50
New Capital Appropriation	\$266,750,150	\$210,390,000	\$210,390,000	\$166,530,000	\$166,530,000

# Austin Energy — Total Budget \$997.4 million

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## Highlights

### The 2002-2003 Approved Operating Budget

- No base rate increase for FY 2002-2003. There has been no base rate increase since 1994.
- An amendment is approved to the Fuel Adjustment Rider Tariff to include certain Electric Reliability Council of Texas fees for 2002-2003. In addition, a new fee is approved for customer requests to locate underground facilities other than those required by Texas One Call (The Texas Underground Facility Damage Prevention Act).
- Total revenue of \$815.4 million for the 2002-2003 Approved Budget represents a \$6.7 million or 0.81% reduction compared to the Amended 2001-2002 Budget of \$822.1 million. The decrease in fuel revenue is associated with the reduction of fuel costs.
- Total requirements of \$830.9 million for the 2002-2003 Approved Budget represents a \$18.0 million or 2.12% reduction from the Amended 2001-2002 Budget of \$848.8 million. The approved budget consists of the following:
  - A \$14.6 million reduction in fuel cost.
  - Total transfer to the General Fund of \$72.9 million for the 2002-2003 Approved Budget, which is a \$3.9 million or 5.7% increase above the Amended 2001-2002 Budget of \$68.9 million.
  - A transfer to the Capital Improvement Program of \$117.0 million, which is a decrease of \$17.2 million or 12.8% below 2001-2002.
  - \$22.9 million total for conservation programs, which includes \$3.7 million for the load management program, \$6.9 million for rebates and incentives, \$6.7 for chilled water operations, \$0.7 million for Heat Island Mitigation and \$4.9 million for the management and operations of the conservation programs.
  - \$0.6 million increase in employee medical insurance cost.

### The 2002-2003 Approved Capital Budget

- Total cash requirements for the 2002-2003 Capital Improvement Spending Plan is \$204.3 million. The capital budget includes:
  - \$8.2 million to support customer service related projects such as the automated meter reading program and customer care information technology management applications.
  - \$6.6 million to support community related projects such as the relocation of overhead lines to underground, downtown renovations and streetlights for newly annexed areas.
  - \$173.3 million to support projects related to the production and delivery of energy services, such as the Combined Cycle Plant, plant improvements and various transmission and distribution projects.
  - \$16.2 million to support environmental related projects such as the chilled water plants, thermal storage, and NOX reduction projects at the Holly and Decker plants.

For more information, the Austin Energy Operating Budget and the Capital Budget are presented in detail in Volume IV.

# Austin Energy —2002-2003

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## Vision

Austin Energy will be an exceptional **community-owned** utility through our relentless commitment to our customers and our community.

## Mission

Austin Energy provides extraordinary customer service, affordable and reliable energy, environmental leadership and exceptional value for our community.

## Goals

- Demonstrate relentless commitment to our customers
- Enhance and communicate the value of Austin Energy to our community
- Produce affordable energy services
- Deliver reliable energy services
- Lead industry in environmental stewardship and conservation programs
- Invest in workforce by enhanced communication and training opportunities

## Values

We, as employees, accept individual responsibility and accountability for achieving the vision and mission of Austin Energy. We understand the utility's success and reason for being is defined by the value provided to its customers and community. We commit to:

- Demonstrating dedication, care and concern for our customers, our community and the environment
- Treating our customers and each other with respect, dignity and fairness
- Placing safety first in all our work activities
- Demonstrating open, honest and effective communication
- Upholding the highest standards of ethics
- Supporting empowerment, innovation and effective management of change
- Investing in and promoting a diverse workforce that encourages and utilizes the unique and varied abilities of all employees

## Business Plan

Austin Energy is committed to accomplishing its overall and ongoing strategic priorities:

- Annual competitive pricing rate analysis, review of operations and competitive position.
- Austin Energy's base rates will remain the same. Base rates have not increased since 1994.
- Austin Energy will keep the General Fund Transfer within the range of 6.6% to 9.1%.
- Austin Energy will strategically manage the Debt Management Fund to improve its competitive position.

# Austin Energy —2002-2003

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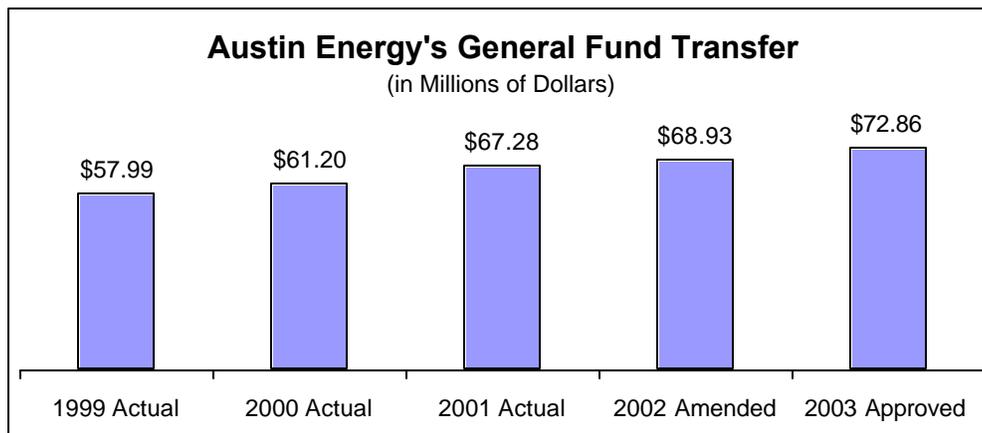
For fiscal year 2003, Austin Energy's key strategies were established to ensure that the goals are realized. They are as follows:

## **Demonstrate Relentless Commitment to Our Customers**

Austin Energy will be proactive in developing an understanding of our customer base by monitoring indicators and conducting customer surveys.

## **Enhance and Communicate the Value of Austin Energy to our Community**

Austin Energy provides a return to its citizen owners in the form of financial support for local government.



## **Produce Affordable Energy Services that are Below the ERCOT Average O&M Cost/kWh**

Austin Energy will prepare its core business processes for competition by selecting candidate processes for major reengineering or continuous improvement efforts.

## **Deliver Reliable Energy Services**

Austin Energy will pursue best operating and maintenance practices for its power plants to ensure unit availability and reliability.

## **Lead Industry in Environmental Stewardship and Conservation Programs**

Austin Energy will continue its nationally recognized renewable resources and Green Building programs.

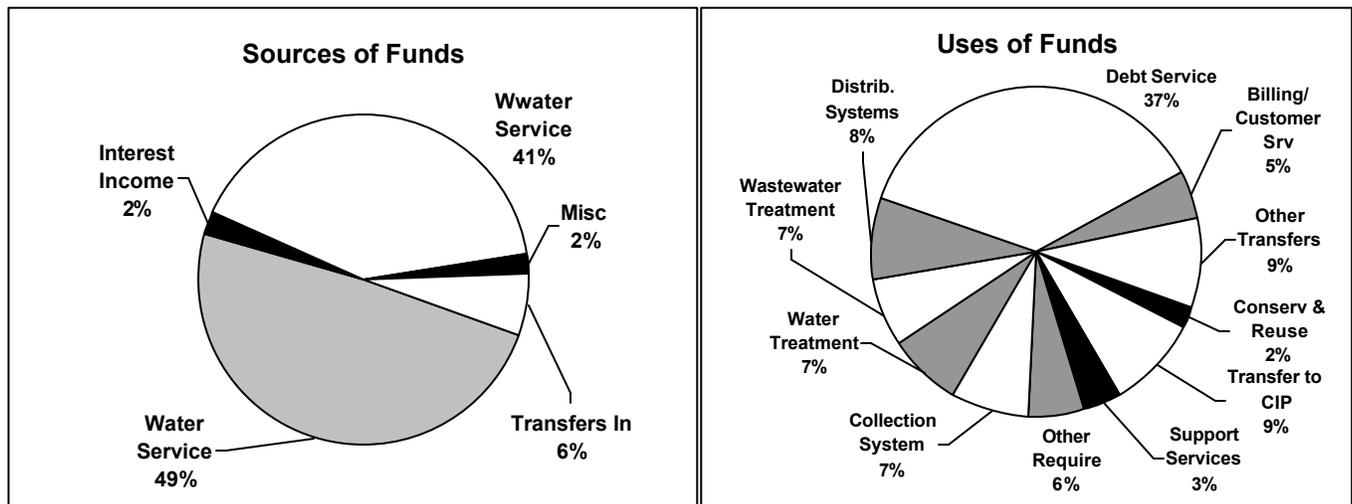
## **Invest in Workforce by Enhanced Communication and Training Opportunities**

Austin Energy will prepare all employees to work successfully in a competitive environment by providing the skill development and information necessary to make informed business decisions.

# Water and Wastewater Utility — Total Budget \$418.3 million

Operating Budget \$258.5 million

Capital Budget \$159.8 million



**Revenue:** The Water and Wastewater Department receives 95% of its approved operating revenue (excluding Capital) from the sale of water and wastewater service. The remaining sources are interest and miscellaneous income. Other sources of funds include transfers in from Capital Recovery Fees, Capital Improvements Program and other city departments.

**Requirements:** Operating costs approved for 2002-2003 includes:

- \$116.5 million for operation and maintenance of City-owned water and wastewater treatment facilities
- \$ 95.2 million for debt service
- \$ 46.8 million for transfers to the General Fund, Capital Improvements Program, Radio Communications, Sustainability Fund, and Environmental Remediation.

	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimate	2002-2003 Proposed	2002-2003 Approved
Revenue	\$226,802,201	\$252,927,062	\$246,833,307	\$251,455,744	\$251,455,744
Transfer In	\$0	\$29,732,395	\$29,732,395	\$15,704,879	\$15,704,879
Requirements	\$241,821,748	\$283,363,120	\$279,940,747	\$258,528,620	\$258,528,620
Full-Time Equivalents (FTEs)	1,032.00	1,044.00	1,044.00	1,044.00	1,044.00
New Capital Appropriations	\$237,625,269	\$175,378,549	\$175,378,549	\$159,752,000	\$159,752,000

# Water and Wastewater Utility — 2002 - 2003

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## Highlights

### The 2002-2003 Approved Operating Budget:

- Based on the total revenue requirements projected for FY 2002-2003, the Water and Wastewater Utility has recommended no new rate increases for water and wastewater service.
- Total revenue for the Water and Wastewater Utility is approved to be \$251.4 million for the 2002-2003 Approved Budget, which is a \$1.5 million or a 0.59% decrease from the 2001-2002 Amended Budget of \$252.9 million.
- Transfers in include \$9.9 million from Capital Recovery Fee fund balances to be used for equity financing of Capital Improvement Program projects, \$5.2 million from CIP of available fund balances in fee supported projects and wastewater current revenues, \$0.5 million from Watershed Protection for the Balcones Canyonland Preserve costs, and \$0.1 million from Public Works for their share of the new North Service Center.
- Total requirements for the Utility are approved to be \$258.5 million for 2002-2003 Approved Budget, which is a \$24.9 million or 8.8% decrease from the 2001-2002 Amended Budget of \$283.4 million.
- Total transfer to the General Fund is \$19.5 million for 2002-2003 Approved Budget, which is a \$0.2 million or a 0.75% increase from the 2001-2002 Amended Budget of \$19.3 million.
- Continue the transfer of \$2.5 million for conservation programs including \$0.2 million for the Conservation Rebates and Incentives Fund to provide funding for the repair/renovations of City-owned pools.
- There were no changes in the number of FTE's for the FY 2003 Approved Budget.
- New appropriations for the Capital Improvement Program are approved at \$159.8 million, which is a decrease of \$13.2 million or 7.6% from the 2001-2002 Amended Capital Budget.

### The 2002-2003 Approved Capital Budget includes:

- \$48.2 million for Rehabilitation and Replacement of water and wastewater system infrastructure
- \$84.7 million for water and wastewater treatment plant capacity improvements
- \$ 3.6 million for service to newly annexed areas
- \$ 1.1 million for new water and wastewater service connections
- \$ 1.4 million for inspection of new subdivisions
- \$15.8 million for water system improvements
- \$ 4.9 million for wastewater system improvements
- Application of available capital recovery fee balances as funding for capital improvement projects to reduce the issuance of debt will be continued as a debt management strategy. This will enable the Utility to reduce outstanding debt and debt service costs through avoiding long-term debt issuances and associated financing costs.
- Current revenue transfers to CIP continue above the 20% financial policy to reduce the issuance of revenue bonds and provide equity financing for a portion of the LCRA water supply agreement costs.
- Capital costs associated with the 5-year annexation plan are included in the Capital Improvements Program spending plan for FY 2002-2003.

For more information, the Water and Wastewater Utility Operating Budget and the Capital Budget are presented in detail in Volume IV.

# Water and Wastewater Utility — 2002-2003

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## Mission

To provide effective management of our water resources for the community in order to protect the public health and environment. To accomplish this mission we will:

- Provide a safe and reliable supply of treated water for community purpose and public safety
- Provide wastewater collection and treatment services in an environmentally responsible manner
- Emphasize cost efficiency, continuous improvement and conservation.

## Goals

### Water and Wastewater Quality

- Ensuring the protection of the public health and environment through optimizing the water and wastewater quality and operations of the systems

### Rate Stability-Debt Management

- Maintain Rate Stability and Ensure Financial Competitiveness

### Customer Satisfaction

- Strengthen and Maintain Customer Satisfaction

### SMART Growth

- Implement Strategies that Support Citywide Smart Growth Initiatives

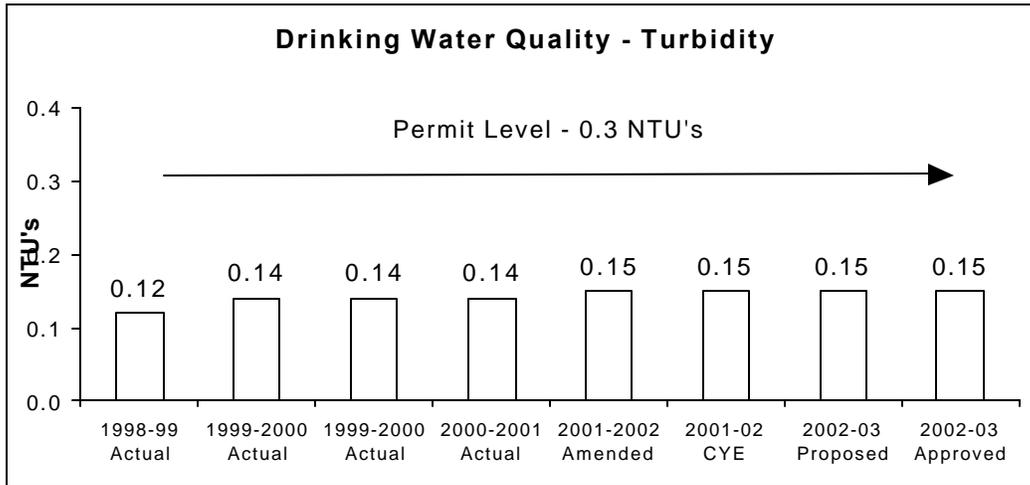
## Key Indicators

The key indicators used by the Water and Wastewater Utility include:

- The quality level of treated drinking water as measured by the industry standard for calculating turbidity that compares the actual level of turbidity, in NTUs, found in tested samples compared to the regulated turbidity level, in NTU, as mandated by the EPA and TNRCC
- The quality level of treated wastewater effluent that compares the actual level of Biological Oxygen Demand (BOD), in milligrams per liter, as compared to the permitted level mandated by the EPA and TNRCC
- The quality level of treated wastewater effluent that compares the actual level of Ammonia, in milligrams per liter, as compared to the permitted level mandated by the EPA and TNRCC
- Total and repeat wastewater overflows per 100 miles of wastewater main
- Value of services for citizens and commercial customers as measured by surveys
- Percentage of engineering projects that are completed within budget
- Percentage of engineering projects that remain on schedule
- Percentage Water-Loss unaccounted for (system pumpage vs. consumption billed)
- Average water and wastewater monthly bills comparison

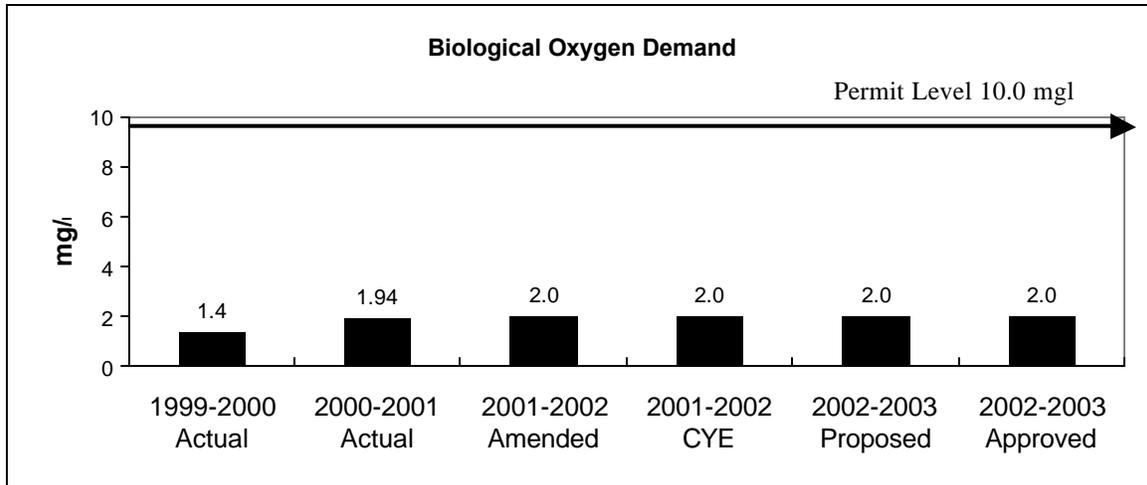
The following graphs indicate the anticipated impacts of the Approved Budget on key indicators.

# Water and Wastewater Utility — 2002-2003

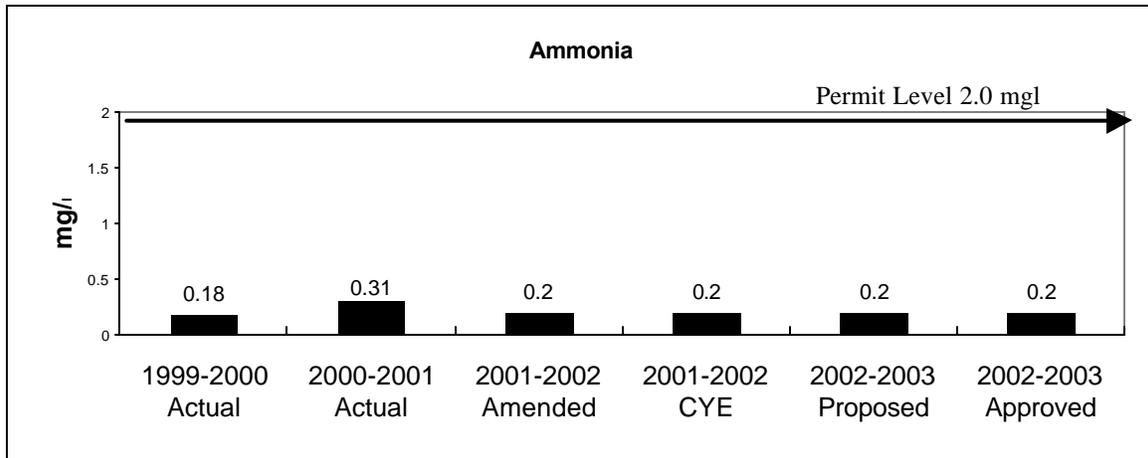


One way of assessing drinking water quality is to examine its turbidity, measured in NTU's. NTU stands for nephelometric turbidity units, which indicate the amount of suspended particles in a water sample. For example, cloudy river water would receive a higher number of NTU's than clear drinking water. NTU's of 1.0 or less generally are not detected by the naked eye.

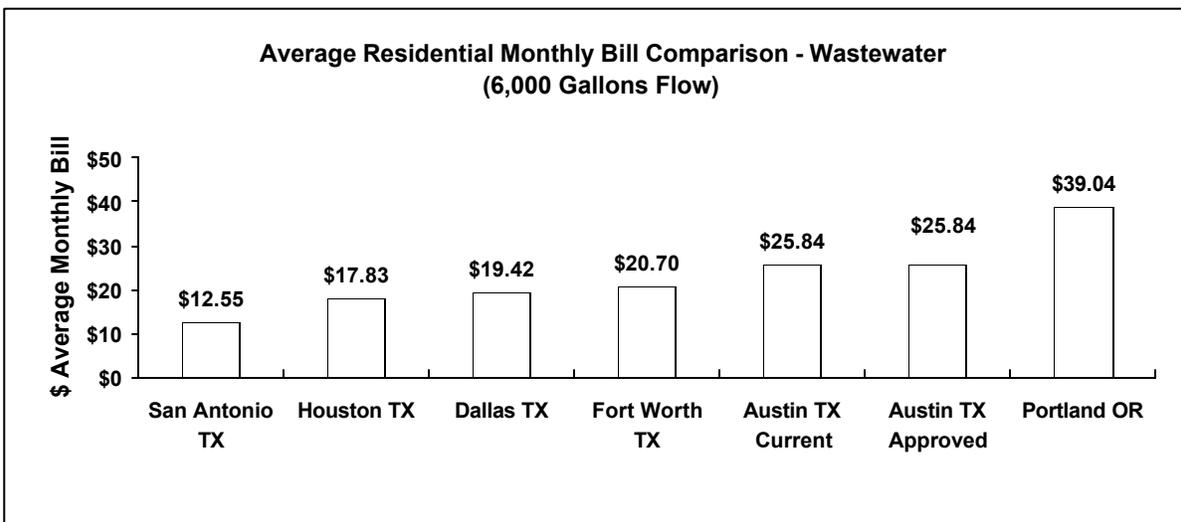
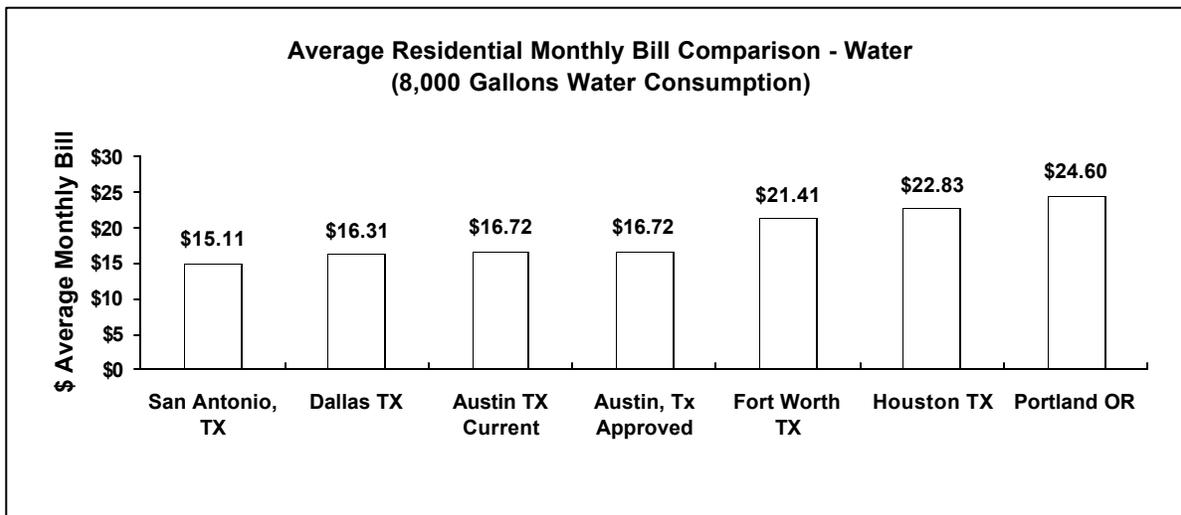
The permit level for drinking water quality, as monitored by Texas Natural Resource Conservation Commission (TNRCC) is 0.3 NTU's. Austin's drinking water has maintained well below the permit level.



# Water and Wastewater Utility — 2002-2003

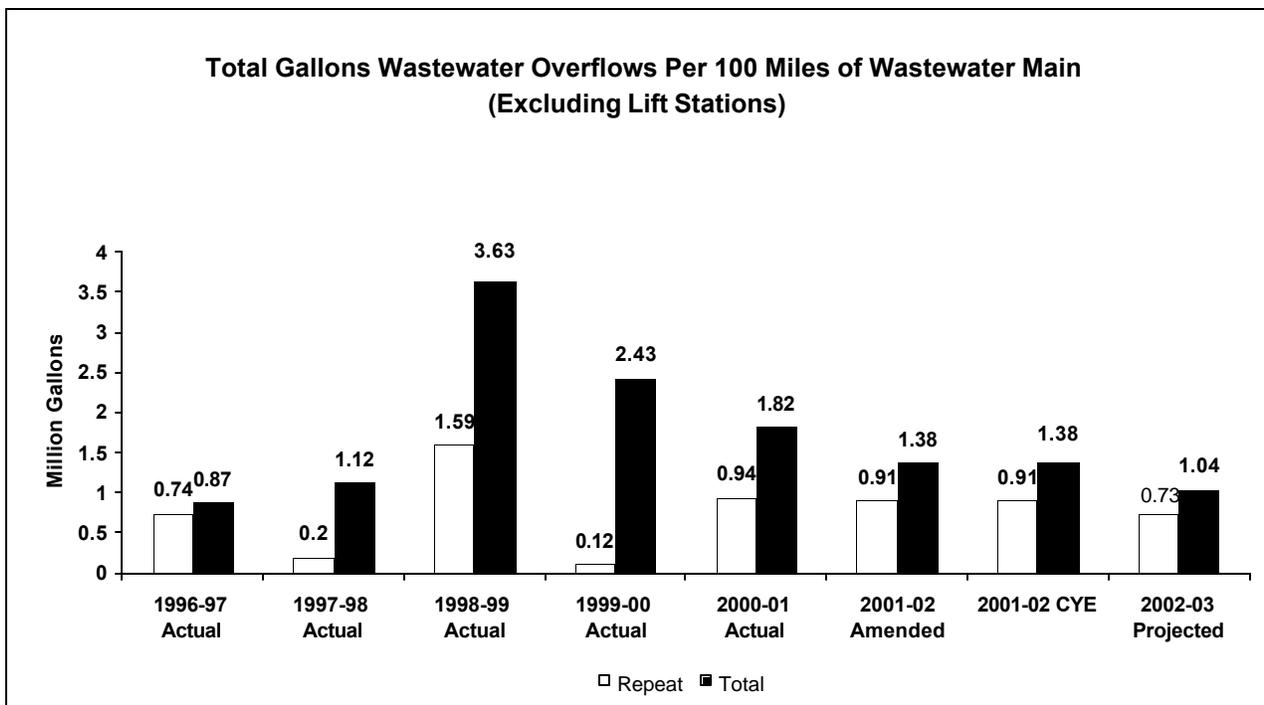
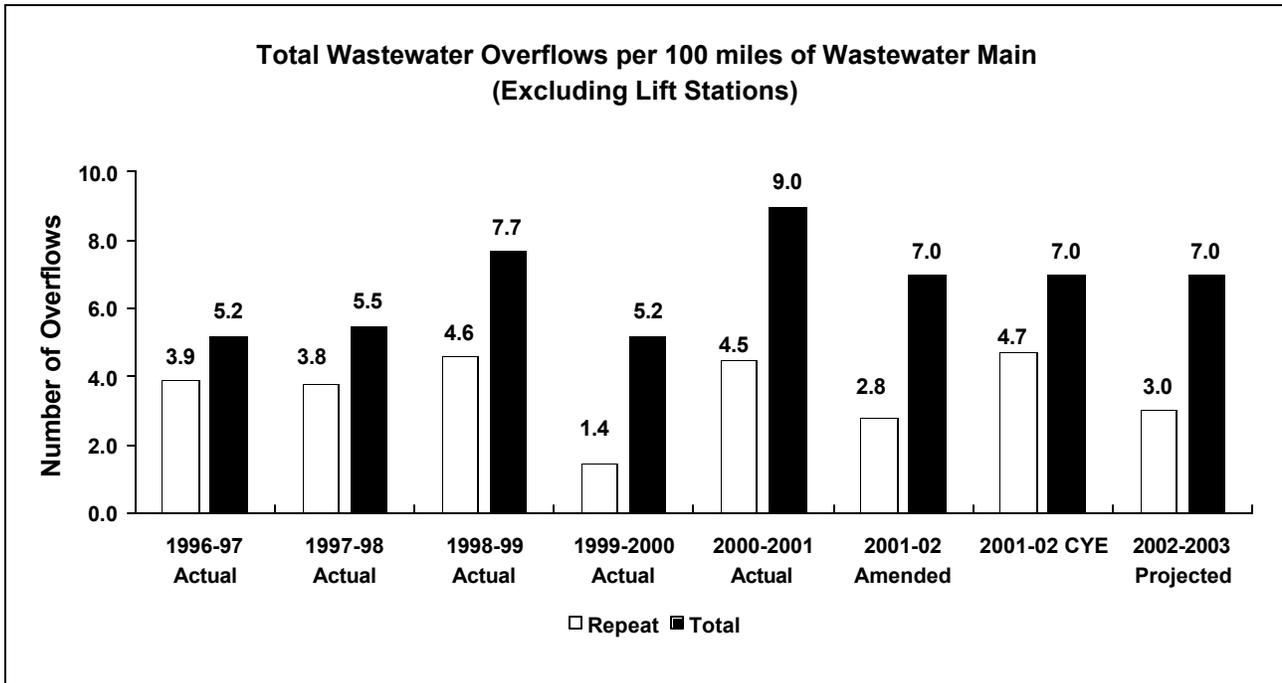


One way of assessing the quality level of treated wastewater effluent is to compare the actual level of Biological Oxygen Demand (BOD) and Ammonia, in milligrams per liter, to the permitted level mandated by the Environmental Protection Agency (EPA) and the Texas Natural Resources Conservation Commission (TNRCC). Austin's wastewater treatment quality has historically been well below the permitted maximums.



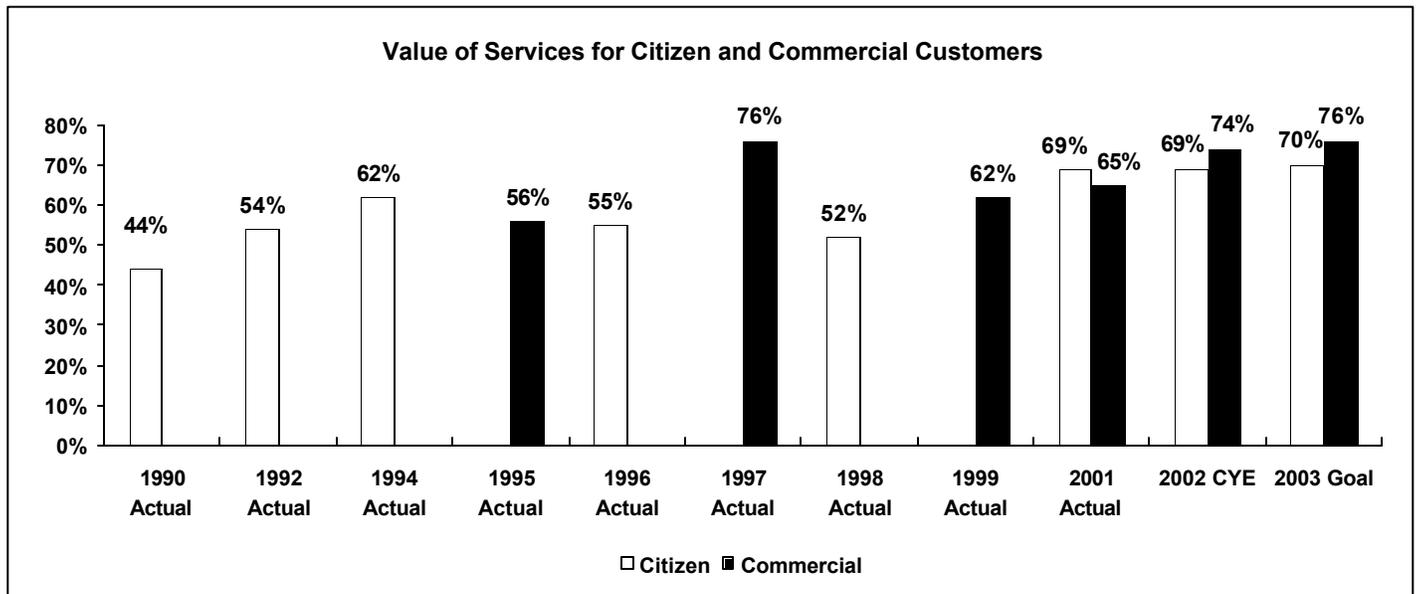
# Water and Wastewater Utility — 2002-2003

These measures provide a benchmark of the Utility's overall financial competitiveness in comparison to other cities. The measures compare the average water and wastewater bill for the City of Austin residential ratepayers using 8,000 gallons of water per month and discharging 6,000 gallons of wastewater per month to bills from various cities at the same volume level. Many factors should be considered when reviewing rates and/or monthly bill comparisons as shown above. Factors which may explain the difference between utilities include service area, topography, system capacity, age of system facilities, customer growth, customer base, treatment process and level of treatment, process automation, operating policies regarding service extensions, annexations, bond issuance, and other policies mandated by the respective local governments.



## Water and Wastewater Utility — 2002-2003

These graphs reflect the relationship between the number and gallons of overflows compared to the number of miles of main in the collection system. "Total overflows" are all of the sewer spills that occurred from the sewer collection system operated and maintained by the City of Austin. A "repeat overflow" occurs when a sewer spill occurs at the same location within a 3 year period. The objective is to measure how well the collection system is operating. A lower number indicates better maintenance and condition of the collection system. Total overflows increased to 9.0 per 100 miles in FY 2001. The Utility's Austin Clean Water Program will help minimize both repeat and total overflow incidents in FY 2003.



These components measure the percentage of favorable responses received on questions regarding the relationship between the amount paid and overall services received. This survey was conducted in Spring 2001. The approved goal for FY 2003 is for an increase in satisfaction of 2% for commercial customers and 1% for citizens.

# Water and Wastewater Utility — 2002-2003

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## Business Plan

The Approved Budget contains a number of proposals that support the goals of the department.

### WATER AND WASTEWATER QUALITY

- Ensuring the protection of the public health and environment through optimizing the water and wastewater quality and operations of the systems:
  - Maintaining a Superior Water Rating from the Texas Natural Resources Conservation Commission as determined by their annual Sanitary Inspection of the Water System. (This includes evaluation of the treatment plants operational and maintenance data, inspection of reservoirs, inspection of Cross Connection/Backflow Prevention Program data, etc.)
  - Maintain wastewater treatment plant performance as indicated by the effluent quality in milligrams per liter of Biological Oxygen Demand, Total Suspended Solids and Ammonia levels.
  - Decrease the volume and number of spills into the environment that require public notification per TNRCC rules.

### CUSTOMER SATISFACTION

- Maintaining at current values above 80% for the level of reported Citizen Satisfaction for Tap Water Quality, Emergency Repairs Response, and Water Pressure.
- Achieving values above 70% for the level of reported Citizen Satisfaction with the Value of Services provided by the Utility by 2006.
- Maintaining at current values above 75% for the level of reported Commercial Customer Satisfaction for Tap Water Quality, Emergency Repairs Response, and Water Pressure.
- Achieving values above 80% for the level of reported Commercial Customer Satisfaction with the Value of Services provided by the Utility by 2005.

### RATE STABILITY-DEBT MANAGEMENT

- Maintain rate stability and manage debt goals over the next five years by:
  - Continue to defease and refund outstanding debt through 2006-2007
  - Maintain 25% equity or above on system assets
  - Contribute current revenues and Capital Recovery Fees to supplement CIP funding
  - Maintain debt service coverage of 1.5 times or higher
  - CIP Optimization:
    - ρ Review CIP project management processes and systems
    - ρ Complete CIP projects within approved budget
    - ρ Complete CIP projects within scheduled time frame

### SMART GROWTH

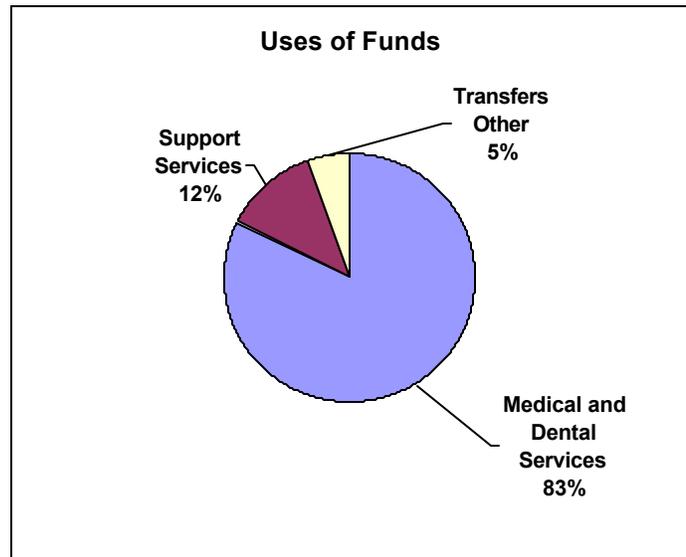
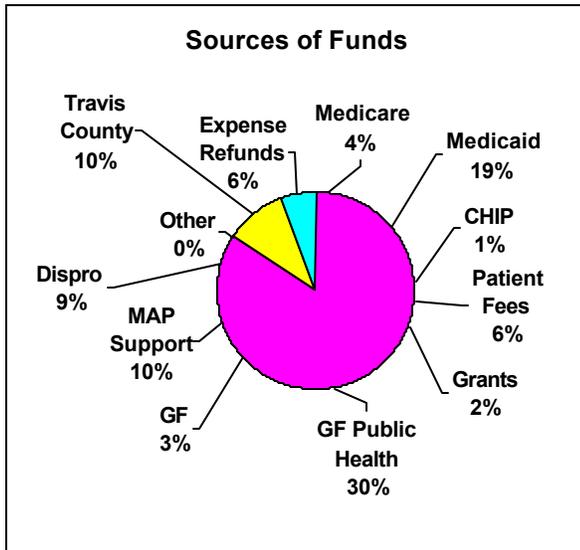
- Support City-wide Smart Growth initiatives by:
  - Preserving the availability of future water resources by increasing the percentage of treated wastewater beneficially reused.
  - Increasing the ratio of lots approved for water service extension in the Desired Development Zone as compared to the Drinking Water Protection Zone.
  - Increasing the ratio of lots approved for wastewater service extension in the Desired Development Zone as compared to the Drinking Water Protection Zone.

Other Funds

# Community Care Department – Total Budget \$32.3 million

Operating Budget \$23.4 million

Capital Budget \$8.9 million



	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimated	2002-2003 Proposed	2002-2003 Approved
<b>FQHC Fund</b>					
Revenue	\$8,439,831	\$8,974,105	\$7,234,386	\$7,561,437	\$7,561,437
Transfers In	\$10,813,350	\$10,082,669	\$9,764,157	\$11,693,753	\$11,693,753
Requirements	\$19,133,910	\$18,800,836	\$16,904,670	\$19,021,470	\$19,021,470
Full-time Equivalents (FTEs)	221.23	220.23	220.23	240.23	240.23
<b>David Powell Clinic Fund</b>					
Revenue	\$0	\$0	\$0	\$106,438	\$106,438
Transfers In	\$0	\$0	\$0	\$627,599	\$627,599
Requirements	\$0	\$0	\$0	\$734,037	\$734,037
Full-time Equivalents (FTEs)	0.00	0.00	0.00	5.00	5.00
<b>Travis County Reimbursed Fund</b>					
Revenue	\$1,986,197	\$2,171,099	\$1,846,424	\$2,288,391	\$2,288,391
Requirements	\$1,921,953	\$2,171,099	\$1,846,424	\$2,288,391	\$2,288,391
Full-time Equivalents (FTEs)	38.35	38.35	38.35	26.35	26.35
<b>New Capital Appropriations</b>	\$0	\$393,629	\$393,629	\$8,906,371	\$8,906,371
<b>Reimbursements from other funds</b>	\$1,148,734	\$1,401,437	\$949,872	\$1,361,053	\$1,361,053

## Revenue:

In FY 2003, the Community Care Department (including FQHC Clinics and David Powell Clinic) will receive 26% of approved total funds available from outside 3<sup>rd</sup> party payer sources, Medicaid, Medicare, Children's Health

# Community Care Department – Total Budget \$32.3 million

Insurance Program and Grants, 52% of funding from the City of Austin, 10% from Travis County, 6% from the patients themselves, and 6% from reimbursements from other funds.

## Expenditures and Other Uses of Funds:

The Approved expenditures and other requirements are \$23,404,951. This includes the FQHC, David Powell and Travis County Reimbursed Funds as well as reimbursements from other funds.

## Highlights

### The 2002-2003 Approved Operating Budget:

- Maintains or enhances the level of service provided at all of the existing patient care locations.
- FQHC Clinics increase staffing from 220.23 FTEs to 240.23 FTEs.
  - 13.00 FTEs are transferred from the Travis County Reimbursed Fund, \$708,865
  - 1.00 FTE is transferred into the Personnel/Training Activity, \$66,535
  - 6.00 FTEs are added for the new “Hospital within a Hospital”. Two of these FTEs will be funded 50% by the FQHC Fund, \$90,351
- The HIV Clinical Services Activity (the David Powell Clinic) and 5.00 FTEs are transferred to the Community Care Department from the Health and Human Services Department, \$734,037
- Pharmacy Services decreases drug costs due to obtaining free drugs from manufacturers, (\$2,169,189)
- Health Information Privacy and Accountability Act (HIPAA) compliance costs, \$200,000
- Transfers to CIP increase \$1,100,000
- Medicaid revenue is reduced by \$630,000 to deduct reimbursements to Medicaid for past overpayments, reduced by \$739,303 due to the revised rate of \$141 per encounter, and increased \$284,538 due to increased encounters, (\$1,084,765)
- Transfer from General Fund Public Health – formerly a transfer from the Hospital Fund – is reduced due to the Community Care Department discontinuing its participation in the Title X Grant program, (\$263,052)
- Disproportionate Share Revenue – formerly budgeted in the Hospital Fund - is a funding source for future information technology and facility improvement needs, \$2,188,898

### The 2002-2003 Approved Capital Budget:

- The Approved Capital Budget is \$8,906,371 for the construction of the new hospital planned for the 5<sup>th</sup> floor at Brackenridge.

For more information, the Community Care Department Operating Budget, the FQHC Fund, the David Powell Clinic Fund, and the Travis County Reimbursed Fund are presented in detail in Volume II. Information on the Capital Budget and Grants may be found in Volume IV and Volume III.

# Community Care Department – 2002-2003

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## Mission

The purpose of the Community Care Department is to provide customer-oriented, quality-driven, and cost-efficient medical, dental, mental health and HIV clinical services for underserved individuals to meet their health needs.

## Goals

The goals of the Community Care Department are to:

- Satisfy our customers, as measured through patient satisfaction ratings;
- Provide quality healthcare, as measured by the ratio of quality indicator benchmarks achieved;
- Deliver cost-effective services;
- Reduce barriers to access, as measured by percent increase in unduplicated patient count and percent increase in the number of annual medical and dental encounters;
- Provide respectful and caring HIV clinical services which allow patients to feel accepted, safe and empowered to make informed decisions regarding their health.

The intent of this budget is to provide funding to continue or enhance the level of service provided in previous years. This budget maintains services at all of the existing patient care locations.

## Key Indicators

The Key Program Results Measures for the Community Care Department are:

- Percent increase in annual medical and dental encounters
- Percent increase in unduplicated patient count
- Ratio of pharmacy quality indicator benchmarks achieved
- Percent of patients indicating a favorable rating on patient satisfaction surveys
- Percent of staff receiving initial corporate compliance program training

## Business Plan

### The Federally Qualified Health Center Fund

**Adult and Pediatric Medicine Activity**—The purpose of Adult and Pediatric Medicine is to provide primary healthcare to eligible clients to meet their health needs. The FY03 Approved Budget is \$10,235,655. The FTEs in this activity are 166.40. The increase of 87.45 FTEs (and \$5,428,466) over last year's budget in this activity is due to a reallocation of 11.55 FTEs from within various activities and a re-definition of 64.90 FTEs from the Clinical Oversight activity. Add to that 11.00 FTEs from the 7AFA County Reimbursed Fund. There is no effective change in staffing.

A key performance measure of this activity is the percent increase in annual medical encounters. The clinics began transitioning to a new scheduling methodology late in FY01. This method—titled "Open Access" --was expected to result in a 9% increase in medical encounters in FY02. It has far exceeded that expectation. The most current year estimate for FY02 indicates at 13% increase will occur—to 120,000 medical encounters instead of the expected 116,000.

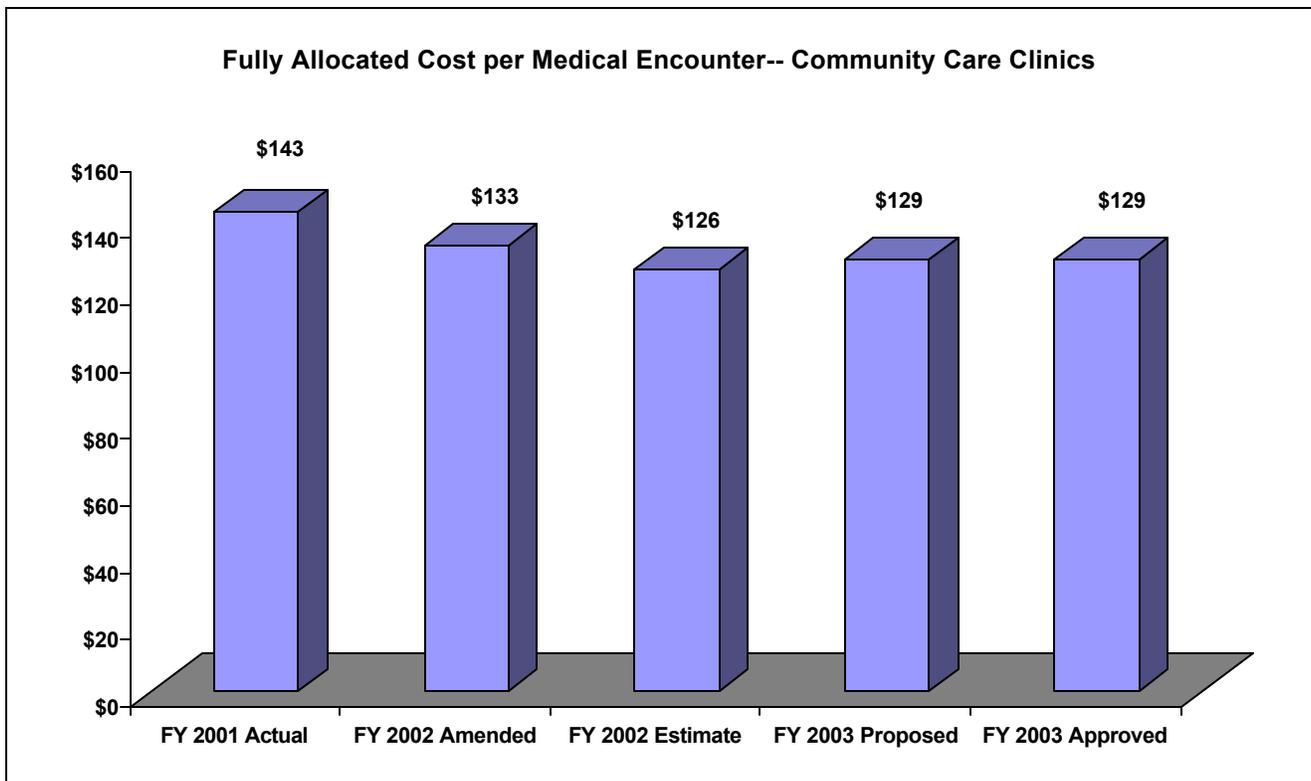
This increase of 13,000 actual medical encounters in one year (300-600 was a typical increase in prior years) has created a clinic utilization rate near 100% (and in some cases over 100%). The department will be unable to increase the current encounter volume above this level without increasing staff.

# Community Care Department - 2002-2003

Instead, the emphasis will be on continuing the current high staff productivity. "Open Access" has demonstrated access for the community can be improved.

**Pharmacy Services Activity** —has improved significantly in FY02. The FY02 budget for drug costs is \$3,795,000 – an expected 15% increase over the prior year. This double-digit increase was consistent both with prior department experience and national trends. The approved budget for FY03 shows a large, positive variance from this number. A cost of \$1,445,235, or a decrease of 62%, is budgeted.

The Pharmacy Activity has been very effective in developing a drug cost recovery program. Many drug manufacturers offer free drugs to organizations specializing in indigent care. In FY01, the first year the drug cost recovery program was started, only one program was heavily used and the result was \$650,000 in free drugs. In FY02, 3 additional major programs were started. In FY03, all of these programs will be fully functional for an entire year. The budgeted benefit of free drugs is \$2,400,000.



Consequently, we are budgeting \$1,445,235 for drug costs in FY03. Which is only 38% of the FY02 budgeted amount.

To put the impact of the free drug programs in the right perspective—the FY03 drug cost budget will be 42% less than the FY99 (5 years ago) actual cost. While the prescription volume will be 31% greater.

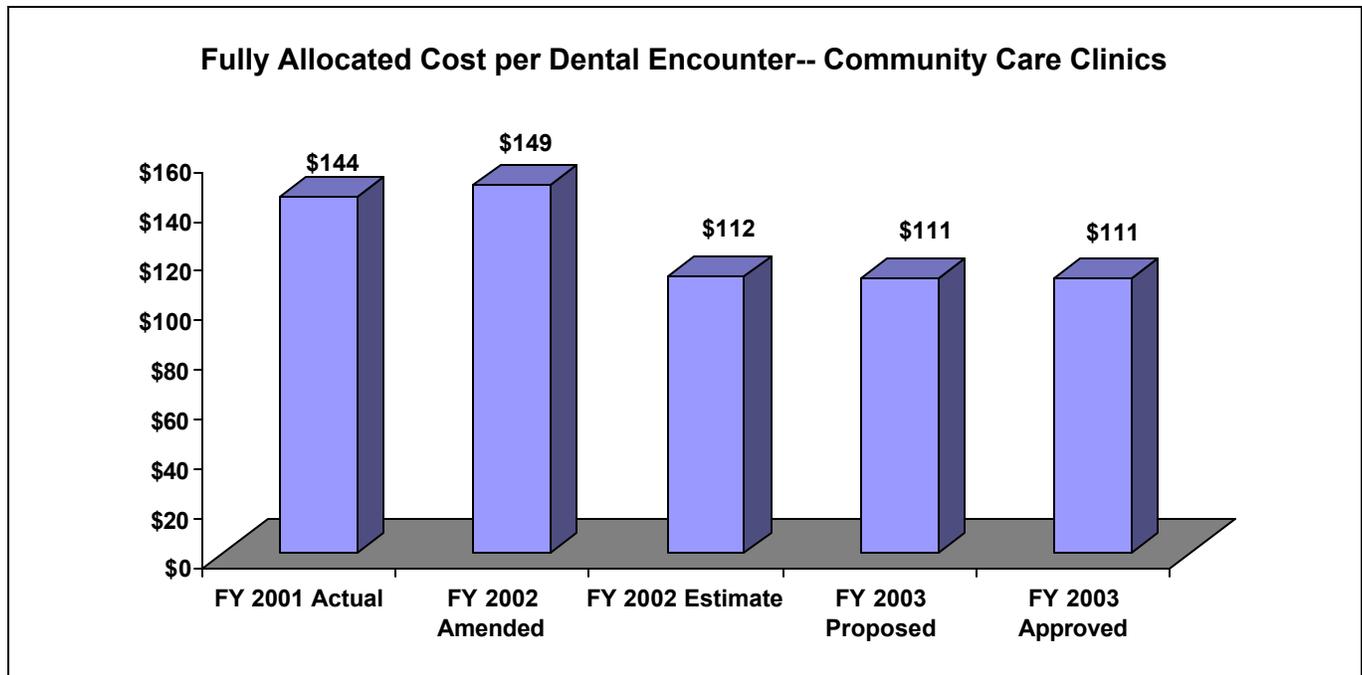
The prescription volume actual in FY01 was 196,750. FY02 was budgeted at 203,565 for a 3% increase. FY03 budgeted scripts are 214,148 for a 5% increase over the FY02 budget. The Pharmacy staff will serve this greater volume of prescriptions with virtually the same staff-- 12.75 FTEs in the FY03 budget vs. last year's 11.16 (the

## Community Care Department - 2002-2003

difference being only in a reallocation of resources from activity to activity and not actual effective additional personnel).

**Dental Services Activity**--funding is budgeted to increase 16% from \$1,266,368 in the amended FY02 budget to \$1,467,534 for FY03. The staffing increase of 4.33 to 25.53 in this activity is only due to a re-allocation of resources between activities and not to adding actual employees.

Dental encounters are budgeted at 25,828 for FY03 (this includes 5,732 from the 330 Grant volume). This is a 36% increase over the FY02 budget and is one of the two areas—the other is mental health—in which encounters are still increasing.



**Billing and Collections Activity**—There is an 8% increase in this activity (from \$301,904 in FY02 to \$325,974 in FY03) due mainly to a small reallocation of resources.

Average monthly charges are budgeted to increase from \$947,847 in the FY02 budget to \$1,000,000 in the FY03 budget. Collection rates have stabilized on almost all payor types at 95%. Billing and collections has been able to absorb the double digit expansion in medical encounter volume and hence billing volume-- for both the City and the County needs-- without staff increases.

Encounter volumes are budgeted at:

**Medicare:** Medicare medical encounters are budgeted at 11,933 for a 3% increase over the FY02 budget of 11,600. The major gain in encounters was between FY01 and FY02 due to implementing the "Open Access" method of scheduling. FY03 is budgeted to repeat the FY02 current estimate. Revenue is budgeted to increase 7% over the FY02 budget of \$903,880 to \$965,916. This is due to the additional encounters generated by "Open Access" and a slightly improved collection rate, but is partially offset by an \$1 rate decrease—from \$77 to \$76.

**Medicaid:** Medicaid encounters are projected to be 39,138 which is a 5% increase over the FY02 budget of 37,120. Despite this increase, the Medicaid revenue for FY03 is budgeted to be substantially lower than the FY02 budget. The main reason for the drop is an unanticipated payback to Medicaid for prior years overpayments. During the

## Community Care Department - 2002-2003

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period FY92 through the first half of FY02, the Medicaid rate was significantly overstated due to an error in a cost report filing in FY92. This problem was not discovered by anyone until almost a decade later and the rate was changed accordingly. The paybacks for all years FY92 through FY00 are expected to be completed by the end of FY02. The FY03 budget reflects a payback for the two remaining years--the FY01 estimated

overpayment of \$450,000 and a payback for the first half of FY02 estimated overpayment of \$180,000. These payments are net of the County's portion. These payments should complete the overpayment issue.

A second major reason for the drop in budgeted Medicaid revenue from the FY02 amount is that the overstated rate was used in the FY02 budget calculations for Medicaid revenue, thus overstating that budget. The current, corrected rate is used in the FY03 budget.

The current, corrected Medicaid rate is \$141 per encounter, made effective March 2002. This rate is budgeted to increase to \$150 in FY03 when costs for the David Powell Clinic are added to the cost report filing for the first time.

**Self Pay** Self-pay patient encounters are budgeted to increase 20% over the FY02 budget, from 24,706 to 29,792. Part of the increase is due to the impact of "Open Access" scheduling.

Another part is due to reclassifying certain grant encounters as self pay encounters after the grant funding maximum is reached (see Grants below). This enables Community Care to collect minimal copays and fees on formerly restricted grant encounters.

A significant decrease of \$595,000 is budgeted, however, in overall patient fee revenues. Patients have lower disposable income this year compared to last for spending on copays, sliding scale fees and pharmacy copays. Consequently, current indications are the collection rate per self pay encounter will drop from the FY02 budgeted rate of \$65 per encounter (prepared during a better economy) to \$45 per encounter. This is a 30% drop.

**Grants** (Title V and XX) are fixed in amount and thus are budgeted to repeat FY02 actual levels. Total grant revenue from both sources combined vary only \$6,000 from the FY02 approved budget.

Grant Payor types for Title V and XX will be treated differently in FY03. Prior to FY03, when the Title V and Title XX grant funding was used up due to billing out the maximum number of patients, these grant payor type patients became simply non-payors. Under the terms of the grant we could not charge them copays or other minimal service fees, such as are charged to routine self pay patient types. Thus we were receiving neither Grant funding nor self pay revenue for these encounters. Now, in FY03, this is changed. After March, which is half-way through the year and when the grant funding runs out, these payor types will switch to self-pay and will begin paying nominal fees. This is expected to generate \$80,000 more in in copay and fee revenue—both forms of self pay revenue.

**CHIP** income is budgeted at \$195,506 for FY03. This is a 40% drop in revenue from the FY02 budget. CHIP is the department's only source of revenue which is not determined by multiplying a rate x the number of encounters.

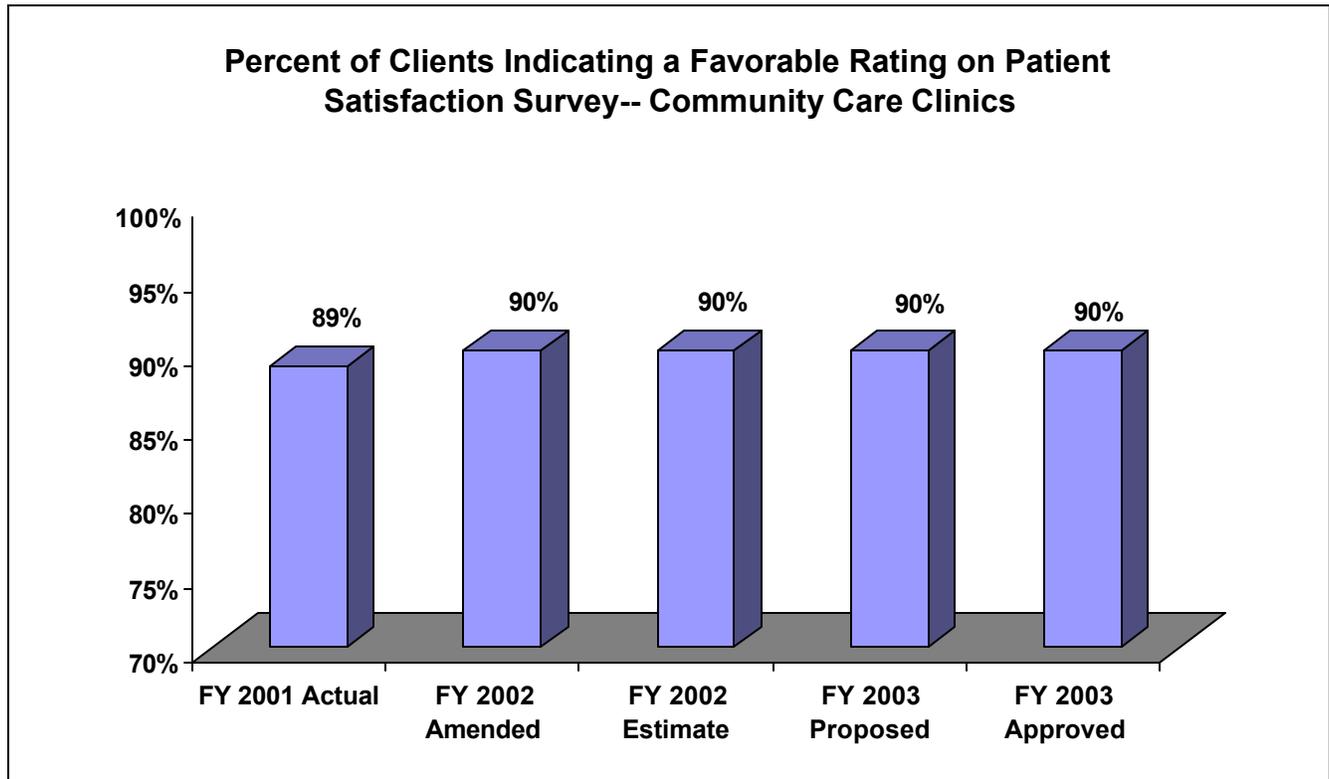
Instead, eligible children are enrolled in the program naming Community Care as their provider of choice. A set payment (capitated rate) is paid to Community Care for the number of their enrollees every month. Therefore, the revenue is driven by the number of enrollees. FY02 is the second year of operations for CHIP. The first year estimate for enrollees was overly optimistic. FY02 data indicates enrollees are levelling off at the 1,100 mark (the target was 2,095 for this point). There has not been a significant increase in enrollees in the 6 month period Dec, 2001 to May, 2002. Part of the problem is spending constraints at the State level. Enrollment has been greater than expected, thus reducing available funds. There are efforts now to restrict enrollment. Combining these factors results in lowering the CHIP revenue expectations for FY03.

**Clinical Oversight Activity**—Budgeted spending in this area for FY02 was \$4,805,827. This has dropped to 14% of that amount in FY03 (down to \$667,944) due to a major reallocation of resources. In FY03, Clinical Oversight has been given a much narrower definition. Prior to FY03, many clinic patient staff were classified in this activity. Most

## Community Care Department - 2002-2003

have been moved into Adult and Pediatric medicine. The result is a decrease of 64.90 FTEs—from 69.90 down to 5-- but only as between activities with no effective change in the services provided.

**School Based Services Activity**—has been absorbed into the general Clinic activity of Adult and Pediatric Services. The FY02 budget of \$270,918 is now in absorbed into Adult and Pediatric Services. There has been no reduction in staff.



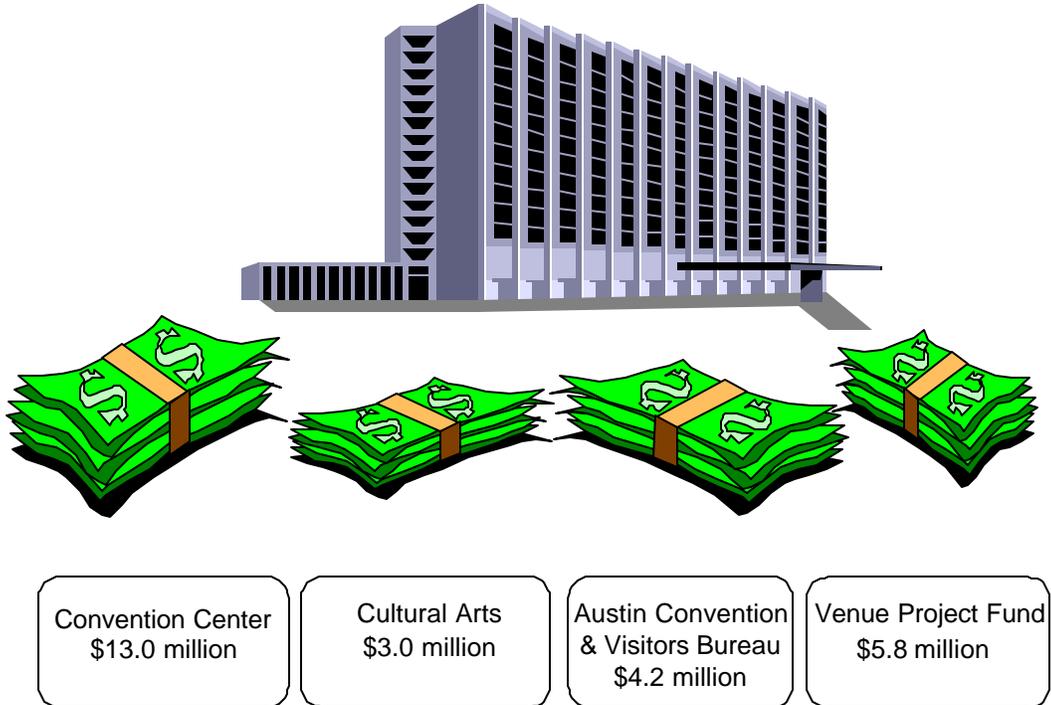
**Support Services Activity**—costs are budgeted to drop 2% or \$48,112 in FY03. This is largely due to a reallocation of resources. The definition of Personnel costs has been more narrowly defined in FY03. Allocation of partial FTEs in other activities (including clinical activities) had been made to the Personnel activity in prior years. This practice has been discontinued. The FTEs in the Personnel activity have thus been reduced from 13.06 FTEs to 5.55 FTEs. Overall support services, due to this reallocation of resources, has dropped from 26.52 FTEs to 23.55 FTEs.

### The David Powell Clinic Fund

**HIV Clinical Services Activity**—The separate David Powell Clinic Fund will be created in FY03. The revenue and expenses shown in their fund summary do not encompass the entire operations of the Clinic. Grants provide almost 2/3 of all revenues in FY03, with a corresponding impact on expenses. The fund summary shown is that portion of the operation which does not apply to the grants. Medicare and Medicaid revenues are based on the same rates as applies to the Community Care Clinics. General Fund support is mandated by a required "maintenance of effort" and cannot be diminished. Expenses, correspondingly, only reflect a small portion of the \$3mm total expenses in the operation which do not apply to the Grants. Only 5 FTEs are not grant funded (out of the 29 total working in the Clinic).

# Hotel/Motel Bed Tax Fund — Total Budget \$26.0 million

## Operating Budget \$26.0 million



### Revenue:

The Hotel/Motel Bed Tax Fund receives revenue from taxes imposed on room occupancy fees of Austin hotels and motels. The city collects 9 cents per dollar.

### Expenditures:

The fund distributes the proceeds from tax collections according to Ordinance 900830-L. Of the 9 cents, 4.5 cents goes to the Convention Center, 1.05 cents goes to the Cultural Arts Fund, 1.45 cents is allocated to the Austin Convention and Visitors Bureau, and 2 cents is allocated to the Venue Project Fund.

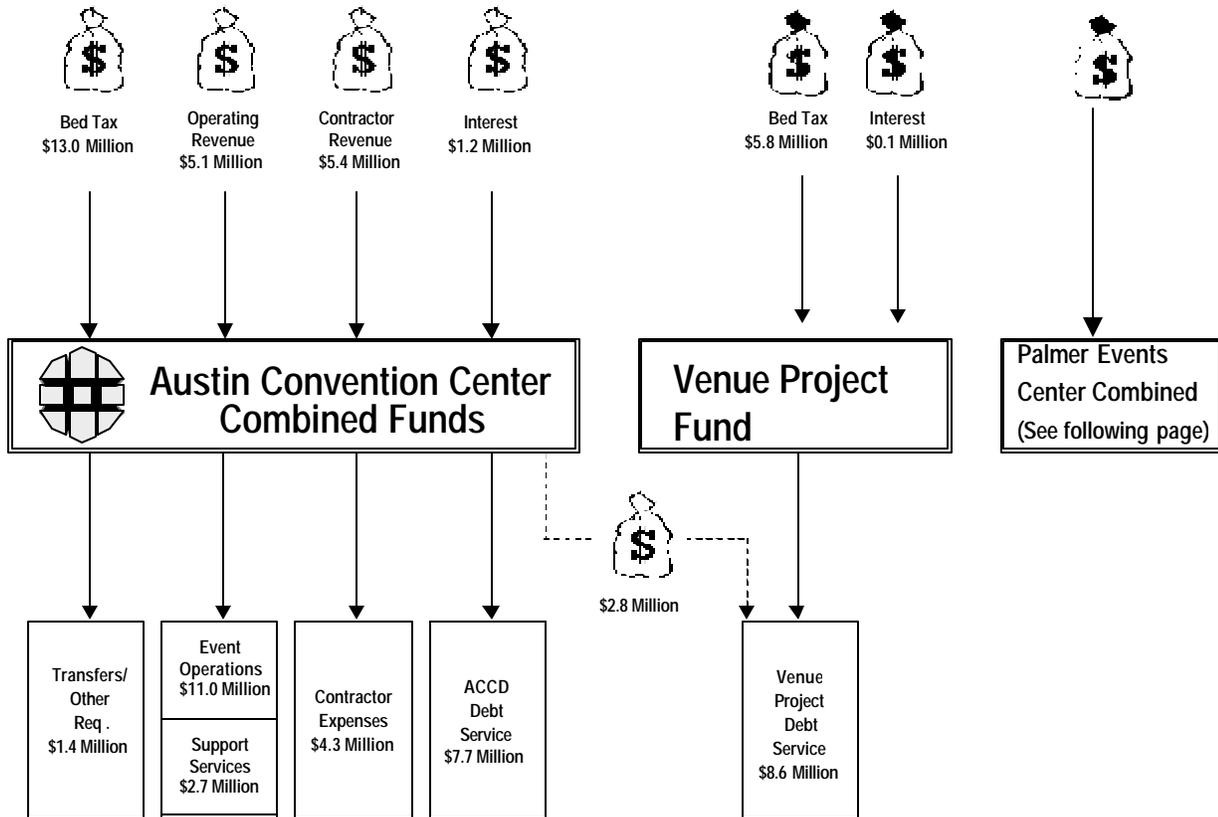
	2000-01 Actual	2001-02 Amended	2001-02 Estimate	2002-03 Proposed	2002-03 Approved
<b>Hotel/Motel Bed Tax Fund</b>					
<b>Revenue</b>	\$31,144,551	\$30,979,000	\$24,783,200	\$26,047,144	\$26,047,144
<b>Requirements</b>	\$31,144,551	\$30,979,000	\$24,783,200	\$26,047,144	\$26,047,144

For More Information, the Hotel/Motel Bed Tax Fund is presented in detail in Volume IV.

# Convention Center — Total Budget \$45.2 million

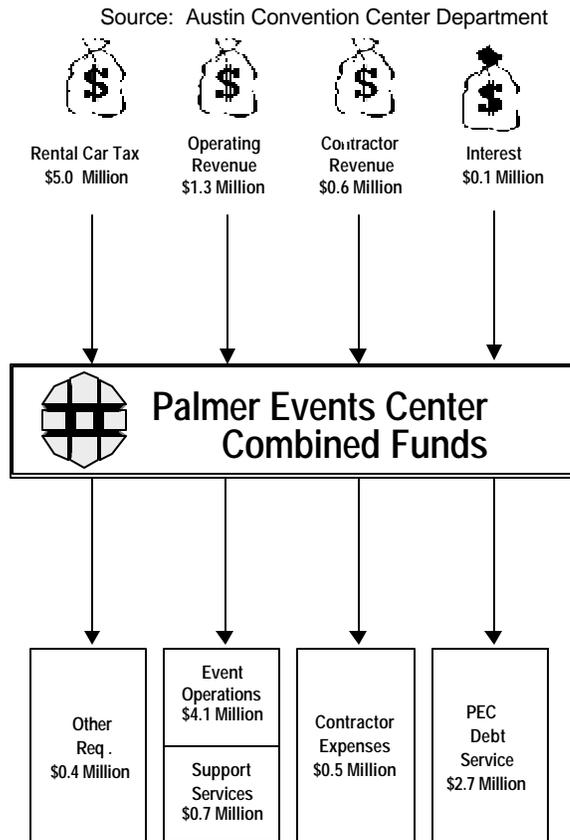
## Combined Budget \$44.2 million

## Capital Budget \$1.0 million



	2000-01 Actual	2001-02 Amended	2001-02 Estimate	2002-03 Proposed	2002-03 Approved
<b>Convention Center Combined Funds</b>					
Revenue	\$28,404,032	\$27,170,955	\$22,281,778	\$24,669,108	\$24,669,108
Requirements	\$37,914,685	\$33,618,328	\$26,911,881	\$27,168,059	\$27,168,059
Full-Time Equivalents (FTEs)	154.00	177.50	177.50	158.75	158.75
<b>Venue Project Fund</b>					
Revenue	\$6,968,490	\$6,934,222	\$5,557,378	\$5,848,254	\$5,848,254
Requirements	\$7,495,215	\$7,511,800	\$7,527,378	\$8,598,001	\$8,598,001
<b>Palmer Events Center (PEC) Combined Funds</b>					
Revenue	\$5,912,918	\$6,472,372	\$5,458,016	\$6,924,265	\$6,924,265
Requirements	\$10,710,151	\$5,822,949	\$4,674,894	\$8,438,862	\$8,438,862
Full-Time Equivalents (FTEs)- PEC	0.00	40.50	40.50	59.00	59.00
Full-Time Equivalents (FTEs)- Garage	0.00	10.00	10.00	10.25	10.25
<b>New Capital Appropriations</b>	<b>\$19,100,000</b>	<b>\$14,600,000</b>	<b>\$14,600,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>

# Austin Convention Center —Total Budget \$45.2 million



## Revenue:

The department is funded through five main sources of revenue including bed tax collections, rental car tax, facility operating revenue, contractor revenue and interest income.

- Bed Tax Collections - The Convention Center Department receives 6.5 cents of the 9 cents per dollar of bed tax collected from Austin hotels and motels. On May 2, 1998, voters approved a 2.0-cent increase to the bed tax for the Convention Center Expansion/Waller Creek Tunnel Project. The date for implementation of the increase was August 1, 1998. This additional tax revenue is accounted for in the Venue Project Fund.
- Rental Car Tax Collections – On November 3, 1998, voters approved the Town Lake Park Community Events Center Project, to be funded through a 5% tax on gross short-term vehicle rental receipts. This additional tax revenue is accounted for in the Town Lake Park Venue Project Fund.
- Facility Operating Revenue - The Department operates the Convention Center and the Palmer Events Center (PEC) and receives rental and service fees from the facilities.
- Contractor Revenue - Fine Host is the in-house caterer and AVW provides audio-visual services. The Convention Center Department budget includes their gross revenue.
- Interest Income - Interest is earned in the Convention Center funds and the PEC funds and in the debt service funds.

## Requirements:

The Department's expenses include debt service, facility operations and contractor expenses.

- Debt Service - The Department pays debt service on two series of bonds that were issued in 1989 for the construction of the Convention Center and were refunded in 1993 to take advantage of lower interest rates. One of these series of bonds was refunded again in 1999 to simplify fund reserve requirements.
- Expansion Debt Service – Debt service related to the \$135 million in bonds that was approved by voters to fund the Convention Center Expansion/ Waller Creek Tunnel project is also included in the budget. All Venue Project

## **Austin Convention Center —Total Budget \$45.2 million**

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Fund revenue is used to service this debt. Any debt service not covered by the Venue Project Fund is funded by the Convention Center Tax Fund.

- Town Lake Park Project Debt Service – Debt service related to the \$40 million in bonds that were approved by voters to fund the Town Lake Park Community Events Center Project is also included in the budget. Town Lake Park Venue Project Fund revenue is used to service this debt.
- Facility Operations - Operating costs of the Convention Center and the Palmer Events Center as well as administrative overhead, are included in this expenditure category.
- Contractor Expenses - Expenses of Fine Host and AVW, providers of in-house catering and audio-visual services respectively, are included as Convention Center Department expenses.

### **Highlights**

#### **The 2002-03 Approved Operating Budget:**

- Continues operations at the Convention Center Department to maximize the economic impact to Austin and the hospitality industry
- Maintains high level of customer service
- Ensures the fiscal integrity of the department
- Continues emphasis on high technology

### **Capital Appropriations**

#### **The 2002-2003 Approved Capital Budget:**

- Convention Center Parking Garage \$1.0 million

<p>For more information, the Convention Center Department and related funds are presented in detail in Volume IV. Information on the Capital Budget may be found in Volume IV.</p>
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# **Austin Convention Center Department — 2002-2003**

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## **Mission**

The central mission of the Austin Convention Center Department is to provide event facilities and services to our customers so they can have a positive experience.

## **Goals**

The following competitive future goals will focus the Convention Center Department's efforts on achieving its mission:

- Achieve a high level of customer satisfaction by exceeding a rating of 4.2 (5.0 scale) \*
- Continue the financial success of the department whereby total revenue exceeds requirements
- Meet the needs of our customers for technology
  - Percentage of technology needs met (customer survey)
- Provide staffing for additional facilities as needed
- Continue to add to the local economy through Austin's hospitality industry
  - Bed Tax Collections
- Complete projects based on following timetable:
  - Open Convention Center Headquarters Hotel in 2004
  - Open Convention Center Garage in Summer 2003\*\*

\* The customer satisfaction rating goal has been increased to 4.25 for 2002-03.

\*\*The projected Convention Center garage opening date was by Summer 2003. However, due to delays in acquiring the land upon which the garage will be built, it is currently scheduled to be completed in 2004.

## **Key Indicators**

To help the department track how well the goals are being met, key indicators have been developed along with appropriate program and activity performance measures. The Convention Center Department has selected the following key indicators to evaluate our overall performance:

- Client Evaluation Ratings
- Percentage of Clients indicating they would schedule another event at the Convention Center
- Exhibition Hall Occupancy
- Hotel Tax Collections
- Combined Fund Balances

## **Business Plan**

The budget contains a number of proposals that support the goals of the department:

### Maintaining an expanded facility

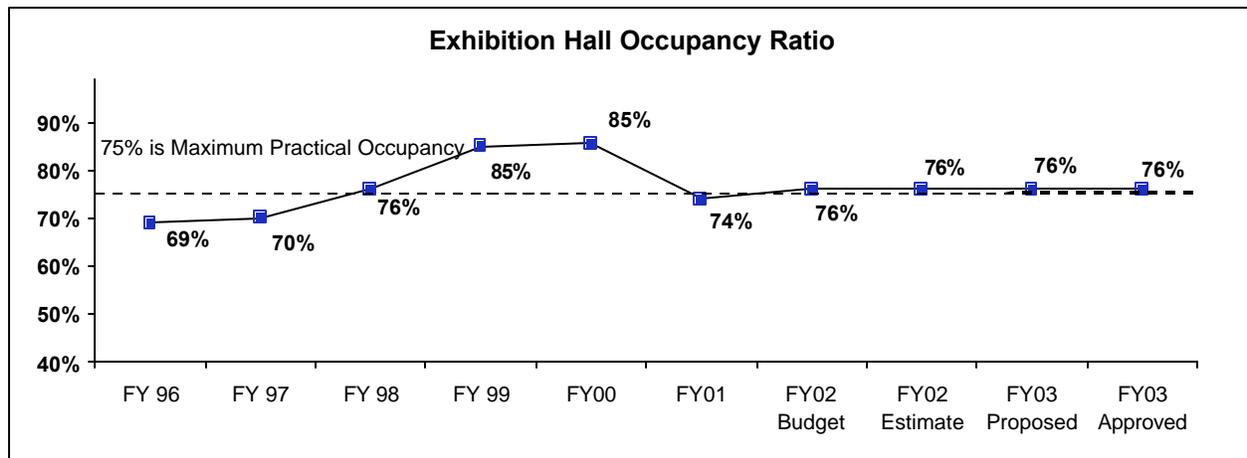
The upcoming fiscal year will be particularly challenging as the Convention Center Department operates a Convention Center that has doubled in size, the new Palmer Events Center (PEC) facility and the PEC parking garage for the first full fiscal year. To determine the best and most efficient use of the department's resources, we are reviewing all functions performed by the Convention Center Department and analyzing the needs of each of our facilities. Through this review process, we are developing a plan to streamline the way we do business. No new FTEs are requested for 2002-03.

# Austin Convention Center Department — 2002-2003

## Convention Center Expansion Garage

The Department is proceeding with plans to construct a parking garage to support the expanded facilities. Funding for this project will be appropriated through the CIP account.

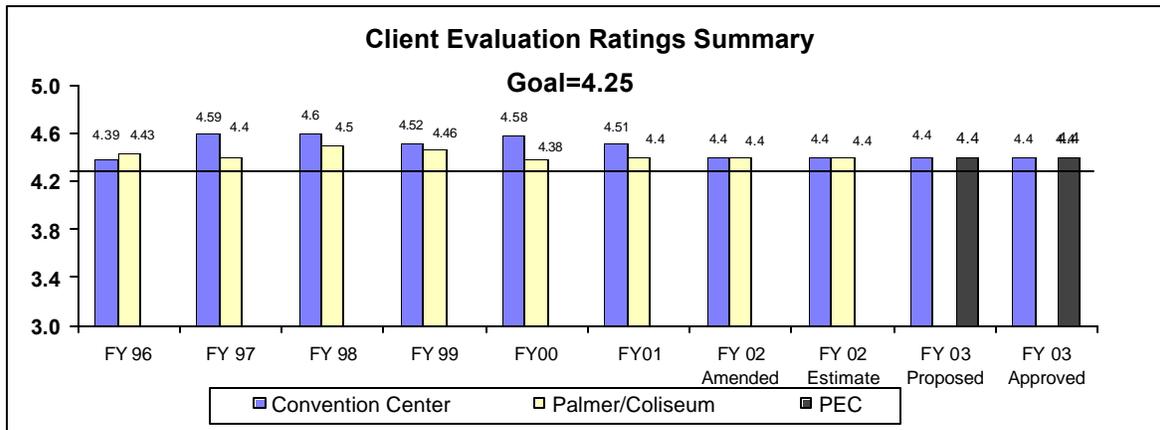
Expansion of the Convention Center will address several areas of concern. As shown on the chart below, the Department continues to project maximum occupancy in its facilities in 2002-03. Therefore, it is anticipated that the new facility will accommodate the larger conventions and shows that have outgrown the existing space, allowing them to continue holding their events in Austin. It will also permit the holding of multiple smaller events concurrently. This is of particular benefit because it will help alleviate competition for dates during peak demand times of the year.



The exhibition hall occupancy ratio indicator measures the number of days an exhibition hall is rented divided by the number of days in the year. Within the industry, maximum occupancy of an exhibition hall is considered to be between 65 to 75 percent. Holidays and gaps between the scheduling of events cause periods in which the exhibition hall cannot be occupied. Occupancy levels above maximum practical occupancy indicate more constant usage of the facilities. The facilities are most successful when increases in occupancy levels result in increases in bed tax collections.

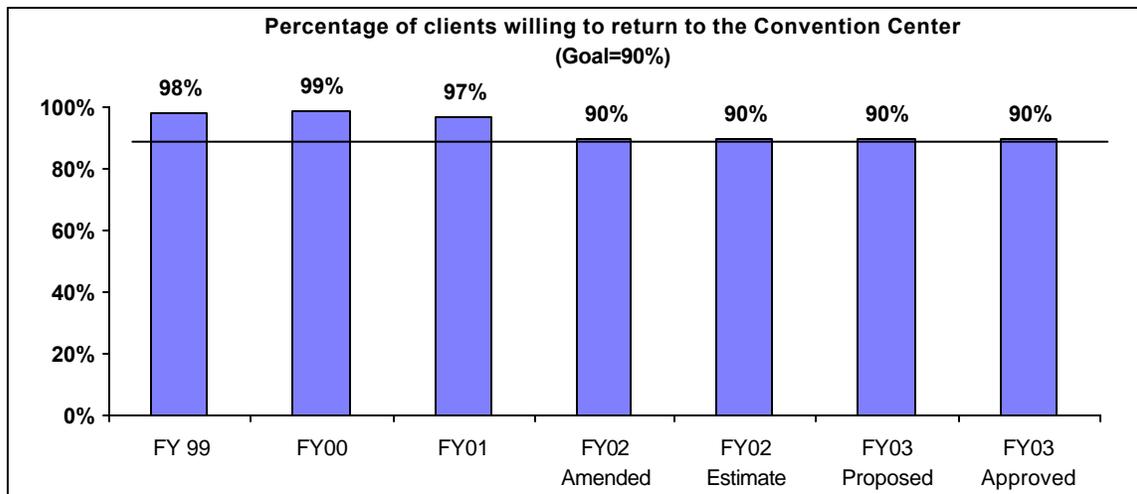
# Austin Convention Center Department — 2002-2003

In order to maintain a high level of customer service, surveys of Convention Center clients and users are conducted on a routine basis. The survey results are used to continually monitor the quality of service and ensure that the needs of our customers are being met. The customer satisfaction survey identifies each activity area within the department and asks the customer to rate each activity. As depicted in the following chart, the Austin Convention Center Department expects to achieve customer satisfaction ratings above 4.25 (on a 5.0 scale) in each activity area during 2002-03.



\* In Summer 2002, Palmer Auditorium and the City Coliseum close for business and the new Palmer Events Center (PEC) begins operations. Therefore, ratings prior to Summer 2002 apply to Palmer Auditorium/City Coliseum and ratings after that time period pertain to the PEC.

It is not only important that clients are satisfied with the facilities and services they have received but that they also would like to hold future events in Convention Center facilities, thereby contributing to positive revenue growth for the Department. The goal for 2002-03 is for nine of every ten clients to express a willingness to return to the Convention Center facilities.



## **Austin Convention Center Department — 2002-2003**

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This budget directly supports the following Convention Center Department goals:

- Achieve a high level of customer satisfaction by exceeding a rating of 4.25 (5.0 scale)
- Continue the financial success of the department whereby total revenue exceeds requirements
- Meet the needs of our customers for technology
- Continue to add to the local economy through Austin's hospitality industry
  - Bed Tax Collections

### Town Lake Park Community Events Center Project

On November 3, 1998, Austin residents voted for a bond proposition authorizing the City of Austin to finance, construct, and develop the Town Lake Park Community Events Center venue project. The project included building a new Events Center, construction of a 1,200 car parking garage and parkland development. The project was financed through a 5.0-cent increase car rental tax. The PEC parking garage became operational in November, 2001 and the PEC opened in summer, 2002. The 2002-03 Approved Budget transfers all existing Palmer Auditorium FTEs to the Palmer Events Center Operating Fund. No new FTEs are approved for 2002-03.

This budget directly supports the following Convention Center Department goals:

- Achieve a high level of customer satisfaction by exceeding a rating of 4.25 (on a 5.0 scale)
- Continue the financial success of the department whereby total revenue exceeds requirements
- Meet the needs of our customers for technology

### Investment in Technology

The Convention Center has continually expanded its technology services to meet customer demand. Over 50% of all events at the Convention Center make use of the facility's network capable of handling voice, video, or data from virtually any point in the building. The Convention Center's business plan emphasizes the department's commitment to technology by setting a goal to meet the growing need for technology by its customers. This budget includes funding for only essential telecommunications needs. Continued investment in technology will further strengthen the Convention Center's competitive position in the tech-intensive convention market.

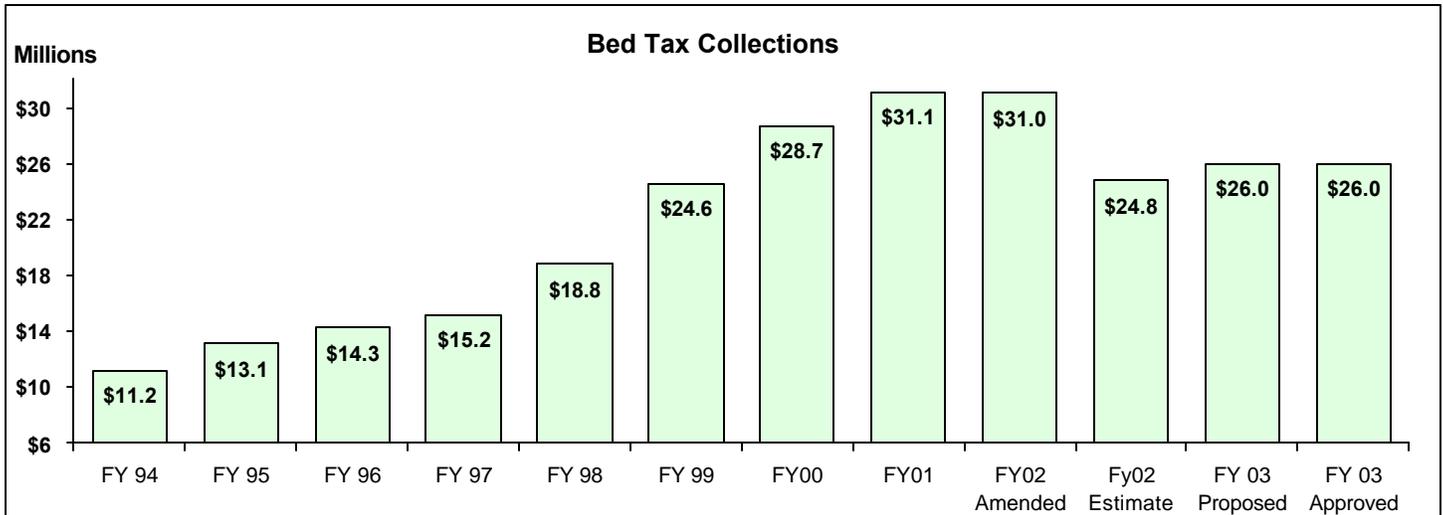
This budget directly supports the following Convention Center Department goals:

- Achieve a high level of customer satisfaction by exceeding a rating of 4.25 (on a 5.0 scale)
- Meet the needs of our customers for technology

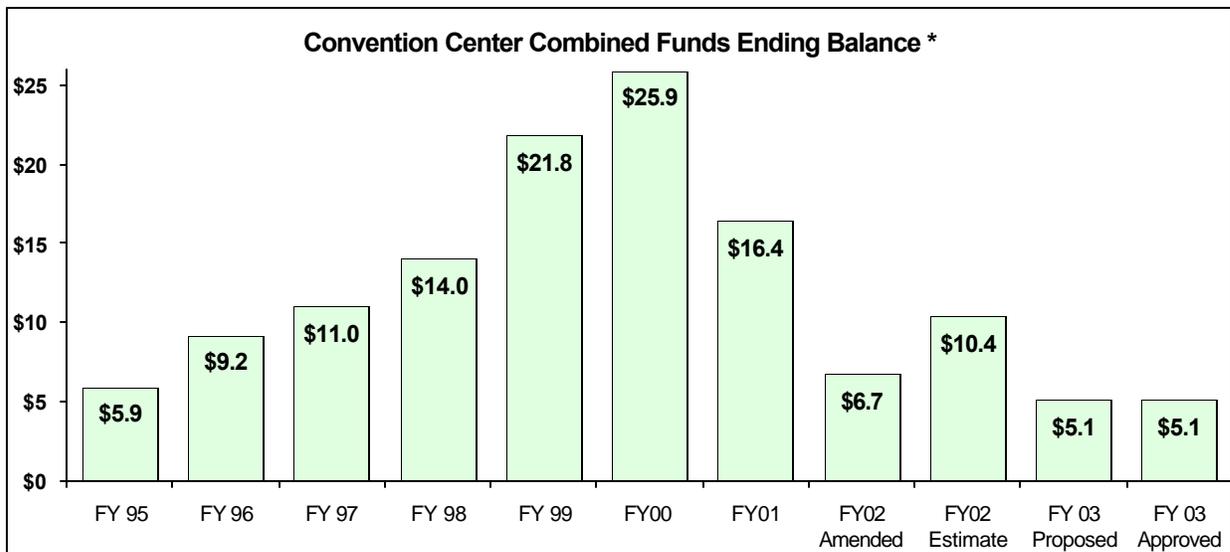
Revenue— The economic slowdown has had a substantial impact on the travel/tourism industry. Accordingly, the 2002-03 budget includes a net overall decrease in revenue as compared to 2001-02 budgeted revenue collections. Budgeted Hotel/Motel bed tax collections for 2002-03 are 16% lower than the 2001-02 amended budget but are expected to increase 5.1% over 2001-02 estimated levels. However, Convention Center facility revenue is expected to increase due to the expanded Convention Center and a full year of operations at the Palmer Events Center. Increases in revenue are also expected from food and beverage, audio-visual, and exhibitor services.

## Austin Convention Center Department — 2002-2003

Conventions and trade shows held at the Austin Convention Center facilities are a mechanism to attract out-of-town visitors to the City of Austin and to stay in local hotels. The Convention Center's ability to host these types of events directly impacts Austin's economy. The money spent by visitors to Austin translates into increased retail sales for local businesses, which in turn generates additional sales and bed tax revenue for the City of Austin. The significant increase in bed tax collections in 1998-99 is due to a 2.0-cent increase in the hotel occupancy tax rate approved by the voters in May 1998 for the Convention Center Expansion/Waller Creek Tunnel Project. Bed tax collections in 2002-03 are expected to increase 5.1% above 2001-02 estimated levels.



The following Combined Funds Ending Balance indicator measures the financial position of the Convention Center Department. It is important that the Convention Center Department maintain an appropriate level of funding to provide for any unexpected financial needs. The 2000-01 actual ending balance is significantly lower than the 1999-2000 actual ending balance primarily due to a \$15 million expenditure associated with the headquarters hotel.



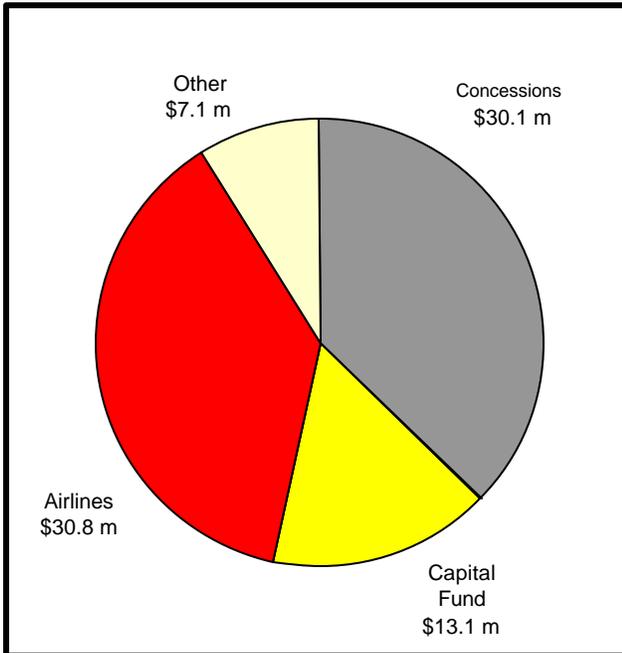
\* The Convention Center Combined Funds Ending Balance does not include the Venue Project or the Palmer Events Center (PEC) Combined funds.

# Aviation — Total Budget \$111.5 million

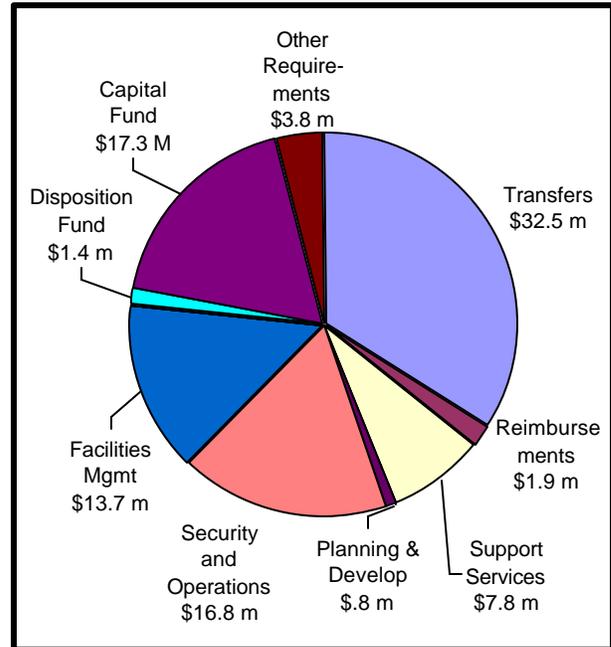
**Operating Budget \$96.0 million**

**Capital Budget \$15.5 million**

**Sources of Funds (in millions)**



**Uses of Funds (in millions)**



Source: Department of Aviation

**Revenue:**

The Airport Fund receives 98% of its total revenue from charges to airport tenants such as airlines and airport concessions.

**Requirements:**

Operating costs for the 2002-2003 Approved Budget include:

- \$43 million for operations and maintenance at Austin-Bergstrom International Airport.
- Bond covenants require the transfer of revenue in excess of requirements to the Airport Capital Fund, which may be used for capital improvement projects. \$11.6 million will be transferred to the Airport Capital Fund in 2002-03. Debt service requirements total \$20.8 million.

## Aviation — Total Budget \$111.5 million

	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimated	2002-2003 Proposed	2002-2003 Approved
<b>Airport Fund</b>					
Revenue	\$70,368,918	\$76,085,000	\$62,338,708	\$68,006,000	\$68,006,000
Transfers In	\$0	\$6,992,897	\$6,992,897	\$7,332,360	\$7,332,360
Requirements	\$58,792,220	\$64,598,464	\$60,149,557	\$63,745,824	\$63,745,824
Transfer to Capital Fund	\$13,862,745	\$18,479,433	\$9,705,083	\$11,592,536	\$11,592,536
<b>Airport Capital Fund</b>					
Revenue	\$1,004,412	\$879,456	\$909,715	\$900,000	\$900,000
Transfers In	\$33,841,447	\$25,041,852	\$10,267,502	\$12,154,955	\$12,154,955
Requirements	\$15,634,355	\$20,587,897	\$19,580,897	\$17,332,360	\$17,332,360
<b>Mueller Airport Disposition Fund</b>					
Transfers In	\$4,194,988	\$0	\$0	\$0	\$0
Requirements	\$3,942,128	\$1,986,569	\$932,664	\$1,400,000	\$1,400,000
<b>Full-time Equivalents (FTEs)</b>	374.25	386.75	386.75	392.75	392.75
<b>New Capital Appropriations</b>	\$22,100,000	\$31,570,000	\$31,570,000	\$15,460,000	\$15,460,000
<b>Reimbursement from other Sources</b>	\$1,401,449	\$903,487	\$951,837	\$1,949,488	\$1,949,488

### Highlights

#### The 2002-2003 Approved Operating Budget:

- Includes funding for 6 new FTEs at an additional cost of \$300,000.
- Provides funding for the environmental cleanup and caretaking of Robert Mueller Municipal Airport after closure in the amount of \$1.4 million. The Public Works Department will be responsible for the environmental cleanup of Robert Mueller Municipal Airport (RMMA). Under an agreement with the FAA, the Department of Aviation committed to fund the first two years of operations and maintenance expenses incurred to maintain and preserve the closed facility. The two-year period ended May 2001; only environmental clean up costs remain.
- Transfers 11.6 million from the Airport Fund to the Airport Capital Fund, which represents the excess of available funds over total requirements.

#### The 2002-2003 Approved Capital Budget:

- \$ 7.9 million for Noise Mitigation
- \$ 3.2 million for Stormwater Improvements
- \$ 2 million for Parking Lot Rehabilitation
- \$ 1 million to Consolidate Site Fire Alarm Systems
- \$ .5 million for Roadway Signage Enhancements
- \$ .9 million for Runway 17R/35L Holding Apron

For more information, the Aviation Department Operating Budget and the Capital Budget are presented in detail in Volume IV.

# Aviation Department—2002-03

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## Mission

The mission of the Aviation Department is to provide quality airport facilities and services by focusing on our customer's needs, our employees' work environment, continuously improving our operations, and preparing for the future. To help the department achieve its mission the following goals have been developed:

## Goals

- Ensure our customers have a positive experience at the airport
  - Percent of positive responses to customer survey
- Provide a quality workplace for our employees
  - Lost time due to on-the-job injuries
- Continuously improve our performance
  - Airline cost per enplaned passenger
  - Maintaining competitive concession pricing
- Develop airport facilities and services to meet the expanding needs of our community
  - Actual peak hour aircraft operations/peak hour capacity

To assist the department in measuring how well the goals are being met, key indicators have been developed along with appropriate performance measures. The Aviation Department's approved budget supports these goals.

## Key Indicators

The Key Indicators used by the Aviation Department include:

- Concession revenue per enplaned passenger
- Airline cost per enplaned passenger
- Total number of passengers
- Total cargo tons

## Business Plan

The Approved Budget contains a number of performance measures, which support the goals of the department:

### Customer Satisfaction

One objective for the Department of Aviation is to maintain the airport facilities for the traveling public and airport tenants so they will have a safe and clean environment. Both building maintenance and facility services directly contribute to the attainment of this objective.

Responses received from surveyed citizens and customers indicate their satisfaction with the airport's cleanliness. The goal for 2001-02 was to receive a 95% positive response of a clean airport on the Citizen Survey. The goal for 2002-03 is 90% due to a reduction in FTE's.

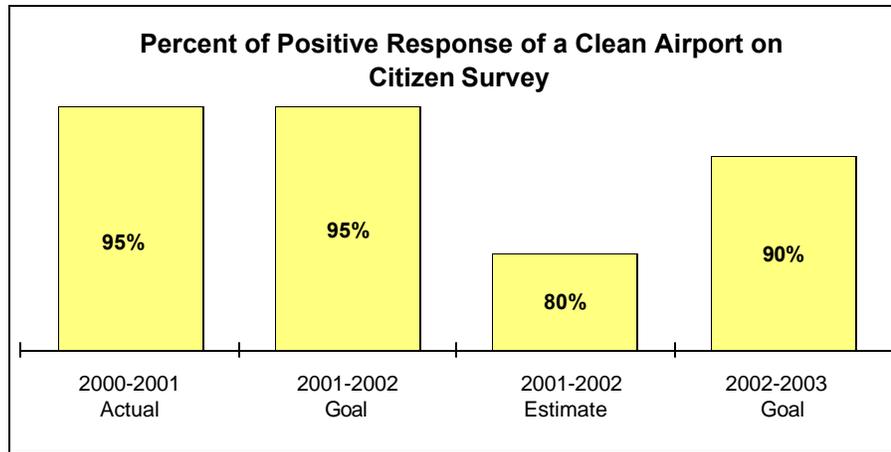
The Approved Budget directly supports the following Department of Aviation goals:

- Ensure our customers have a positive experience at the airport.
- Continuously improve our performance.

# Aviation Department—2002-03

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## Customer Satisfaction

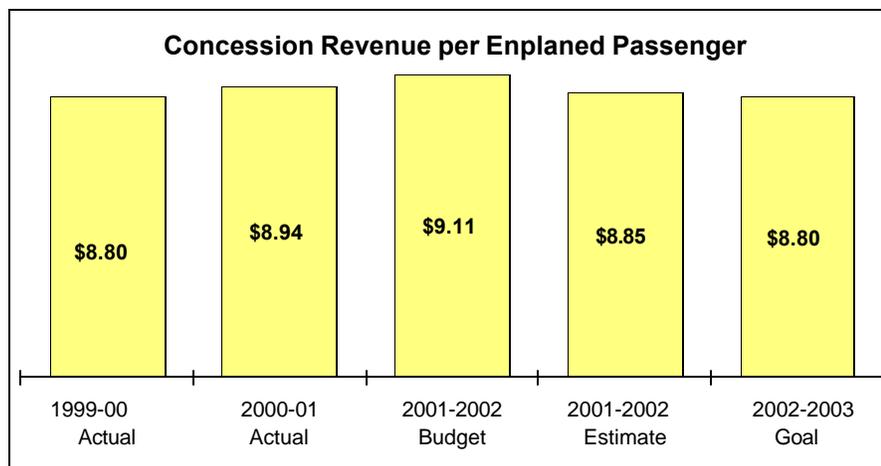


## Concession Revenue

The goal of concession management is to ensure that travelers have a wide array of concessions and that leases are negotiated to maximize the amount of revenue received by the Airport Fund. Concession revenue per enplaned passenger is an Airport industry indicator that is a function of concession revenue and enplanement trends. In the 2002-03 Approved Budget, concession revenue, including parking, is projected to decrease \$8.1 million due to passenger growth projected to be less than previous years. Aviation's goal is to generate at least \$8.80 of concession revenue per enplaned passenger in 2002-03.

The Approved Budget directly supports the following Department of Aviation goals:

- Continuously improve our performance by maintaining competitive concession pricing
- Ensure our customers have a positive experience



# Aviation Department—2002-03

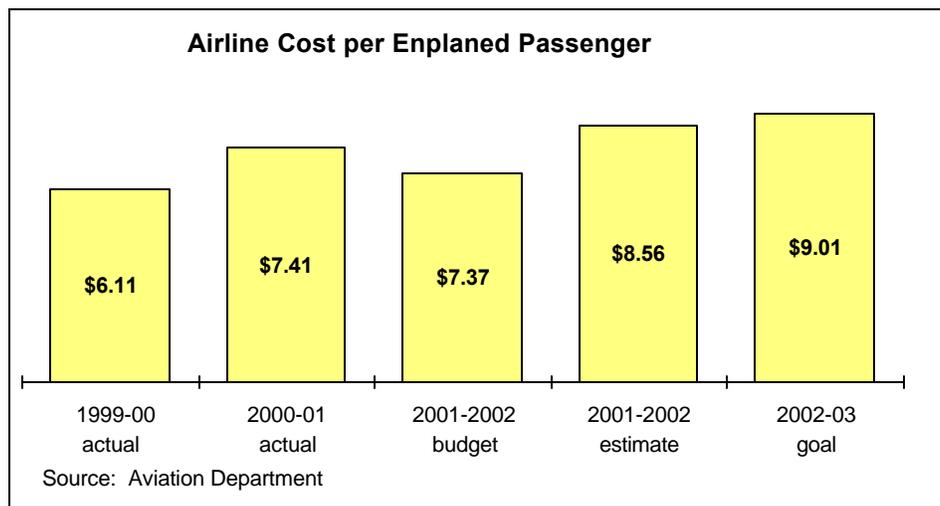
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## Requirements

The airline cost per enplaned passenger is one of the Department of Aviation's key indicators and is a key indicator of the airport industry. This measure is a function of airport costs and enplanement trends. FY 2002-2003 projected airline costs include \$16.2 million in landing fees and \$14.6 million in terminal rent and other fees. The airlines' landing fees are based on the estimated landed weight of commercial and cargo carriers and are set to recover the City's costs for the construction, operation, and maintenance of the airfield. Terminal rents are paid by the airlines and are intended to recover the capital, operating, and maintenance costs associated with the airlines' use of the terminal.

Overall operating costs and debt service requirements have decreased in the 2002-03 Approved Budget. The majority of the \$39.1 million operating cost is in the Security and Operations and Facilities Management areas. The Security and Operations area includes \$16.8 million of expenses and the costs associated with airport security. The Facilities Management area includes the cost of maintaining all building facilities at Austin Bergstrom International Airport.

The airline cost per enplaned passenger goal for 2002-03 is \$9.01, which reflects the slight increase in operating costs and debt service requirements. The Approved 2002-03 budget is higher than the 2001-02 budget due to the slower growth rate of enplaned passengers. This is reasonable when compared to other recently expanded airports whose airline cost per enplaned passenger ranges from \$8.71 to \$14.46. Providing quality facilities while controlling costs contributes to maintaining a reasonable cost per enplaned passenger.



# Aviation Department—2002-03

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## FTE and other Personnel Changes

The Approved Budget includes five Airport Police Officer positions to meet new Transportation Securities Act airport security requirements, at a cost of \$241,553, and a Parking Facilities Manager at a cost of \$74,637.

The Approved Budget directly supports the following Department of Aviation goals:

- Ensure our customers have a positive experience at the airport
- Continuously improve our performance

## Contribution to the Airport Capital Fund

The contribution to the Airport Capital Fund represents the excess of revenue over requirements. Total approved revenue of \$68 million is anticipated to provide more than sufficient funding required for total operating and other requirements approved at \$42.8 million and total debt service requirements and other transfers of \$20.9 million.

The Contribution to the Airport Capital Fund is approved at \$11.6 million for 2002-03. The Airport Capital Fund may be used only for lawful purposes related to the Airport System, including expenditures associated with the airport Capital Improvement Program (CIP). A more detailed discussion of this fund can be found by referring to the Airport Capital Fund section of the budget document.

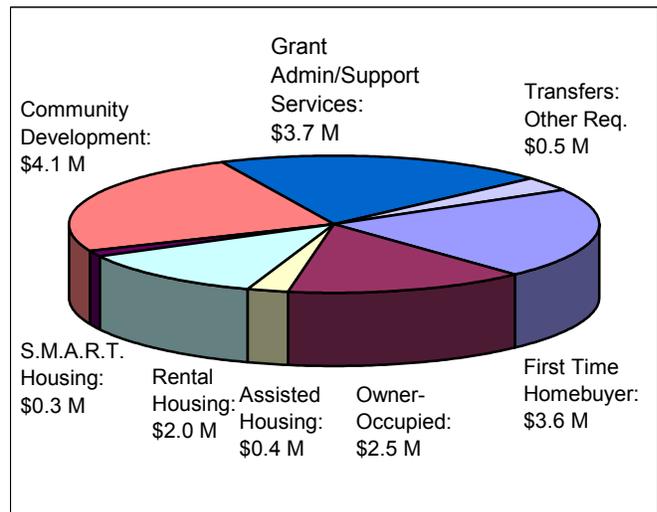
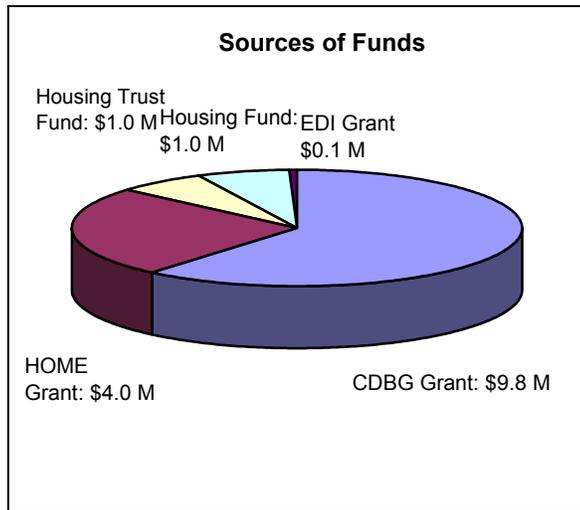
The Approved Budget proposal directly supports the following Department of Aviation goals:

- Develop Airport Facilities and Services to meet the expanding needs of our community
- Continuously improve our performance via competitive Airline cost per Enplaned passenger

# Neighborhood Housing and Community Development - Total Budget \$20.2 million

## Operating Budget \$17.1 million

## Capital Budget \$3.1 million



### Revenue:

The Neighborhood Housing and Community Development Department administers several Housing and Urban Development (HUD) Grants. The grants include a \$9,761,000 Community Development Block Grant (CDBG), a \$4,001,000 HOME Investment Partnership Grant and a \$100,000 Economic Development Initiative Grant. The FY 2002-2003 Proposed Budget of the NHCD also includes the following local revenue sources: a General Fund transfer of \$1,020,222 to the Housing Fund, which is used primarily for operations and administrative purposes and \$1,000,000 million for the Housing Trust Fund.

### Requirements:

The NHCD proposed budget will continue support for activities produced under the Voluntary Compliance Agreement (VCA). The VCA is a tri-party agreement between the City, the U.S. Department of Housing and Urban Development, and ADAPT. The budget also provides: \$8.9 million for housing activities; \$4.1 million for community development activities; \$3.7 million in grants and general administrative expenses; the final payment to HUD of \$500,000 for the Vision Village project (which will be returned as CDBG Program Income and used for Housing Trust Fund activities); and, \$3.1 million for a Capital Improvement Fund.

The mission of the Neighborhood Housing and Community Development Department is to provide housing and community and small business development services to benefit eligible residents so they can have access to livable neighborhoods and increase their opportunities for self-sufficiency.

	2000-01 Actual	2001-2002 Amended	2001-2002 Estimate	2002-2003 Proposed	2002-2003 Approved
<b>Housing Fund:</b>					
Revenue/Transfer In	\$1,686,231	\$1,072,877	\$ 865,781	\$ 1,053,379	\$ 1,053,379
Requirements	\$2,504,454	\$2,075,058	\$1,506,278	\$ 1,715,359	\$ 1,715,359
<b>Housing Trust Fund:</b>					
Revenue/Transfer In	\$1,047,456	\$1,040,000	\$1,040,000	\$ 1,032,500	\$ 1,032,500
Requirements	\$1,500,000	\$1,116,838	\$1,116,838	\$ 1,527,456	\$ 1,527,456
<b>Grant Funding</b>	\$5,573,132	\$14,946,500	\$7,240,194	\$13,762,000	\$13,862,000
<b>Full-time Equivalent (NHCD Fund)</b>	6.00	6.00	6.00	4.00	4.00
<b>Full-time Equivalent (FTEs)</b>	62.00	63.00	63.00	58.00	58.00
<b>New Capital Appropriations</b>	\$ 0	\$3,365,724	\$3,365,724	\$3,100,000	\$3,100,000

# Neighborhood Housing and Community Development

## Total Operating Budget \$19.6 million

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### Highlights

#### The 2002-2003 Proposed Operating Budget:

- Consists of \$8,800,000 to create/retain affordable housing for Austin's low and moderate-income residents.
- Transfers one FTE from NHCD to Information Systems to support and manage NHCD computers and network.
- Allocates \$1,000,000 from the Sustainability Fund to continue the Housing Trust Fund. \$500,000 will be used toward the final repayment to the Department of Housing and Urban Development (HUD) for the Vision Village project, which will be returned to the City as CDBG Program Income and used for Housing Trust Fund activities.
- Continues community development activities, including the revitalization of the East 11<sup>th</sup> and 12<sup>th</sup> Streets Corridor, small business development, and public services, such as childcare, youth and elderly services.
- Includes \$1,500,000 for fund debt service on the Millennium Youth Entertainment Center, East 11<sup>th</sup> and 12<sup>th</sup> Street Redevelopment Project and the Homeless Shelter Section 108 loans.
- Includes \$500,000 in expenses associated with the relocation of NHCD and AHFC offices to its new location in the East 11<sup>th</sup> and 12<sup>th</sup> Street corridor.
- Includes \$100,000 for an Economic Development Initiative Grant awarded by the Dept. of Housing & Urban Development to be used for the S.M.A.R.T. Housing initiative.

#### The 2002-2003 Proposed Capital Budget:

- \$500,000 in funding is proposed to fund a Watershed Protection dedicated S.M.A.R.T. Housing Review Team. The funding for this eight-member team will allow for expedited reviews of S.M.A.R.T. Housing projects.
- The second of five \$600,000 payments to Austin Energy for a \$2,800,000 million loan that funding the purchase of 208 acres of land in Colony Park to be used for affordable rental and owner-occupied housing.
- \$1,000,000 for the Rental Housing Development Assistance Program that will create 214 rental units for low and moderate-income families.
- \$1,000,000 for the First Time Homebuyer Program that will include the development of a Construction Loan Pool that will assist construction of approximately five small subdivisions (10-20 lots, per subdivision) and five small builders projects (homeowner units).

For more information, the Neighborhood Housing and Community Development Department's Operating Budget is presented in detail in Volume II. Information on the Capital Budget and Grants may be found in Volume IV and III.

# Neighborhood Housing & Community Development Department – 2002-2003

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## Mission

The purpose of Neighborhood Housing and Community Development Department (NHCD) is to provide housing, community and small business development services to benefit eligible residents so they can have access to livable neighborhoods and can increase their opportunities for self-sufficiency.

## Goals

### Housing Development

- Create or retain 5,000 units of reasonably priced housing annually by 2005

### Community Development

- Create or preserve 250 jobs by 2005
  - 51 percent of these jobs will be held by Austin residents with low to moderate income

### Fiscal Responsibility

- NHCD will exceed HUD's spending requirement
  - No more than 1.5 times the annual CDBG allocation will be available on July 31
  - Federal grant funds will be expended within three years of award
- All funds expended or committed meet regulatory requirements
  - No repayment of Federal dollars
  - 100 percent of contractors are in compliance with City and Federal requirements

The Neighborhood Housing and Community Development Department and its nonprofit subsidiary, the Austin Housing Finance Corporation, manage three funding sources: U.S. Department of Housing and Urban Development (HUD) Grant Funds (Community Development Block Grant, Home Investment Partnership Program, Economic Development Initiative Grant, Emergency Shelter Grant and Housing Opportunities for People with AIDS), Housing Assistance Fund (proceeds from Corporation activities), and City General Funds. The Emergency Shelter Grant and Housing Opportunity with People with AIDS Grants are managed by interdepartmental agreements by the Austin Travis County Health Human Services Department.

To accomplish these goals, NHCD has outlined strategies and will track progress through key indicators listed below.

## Key Indicators

NHCD will use the following key indicators to monitor its progress in achieving business plan goals:

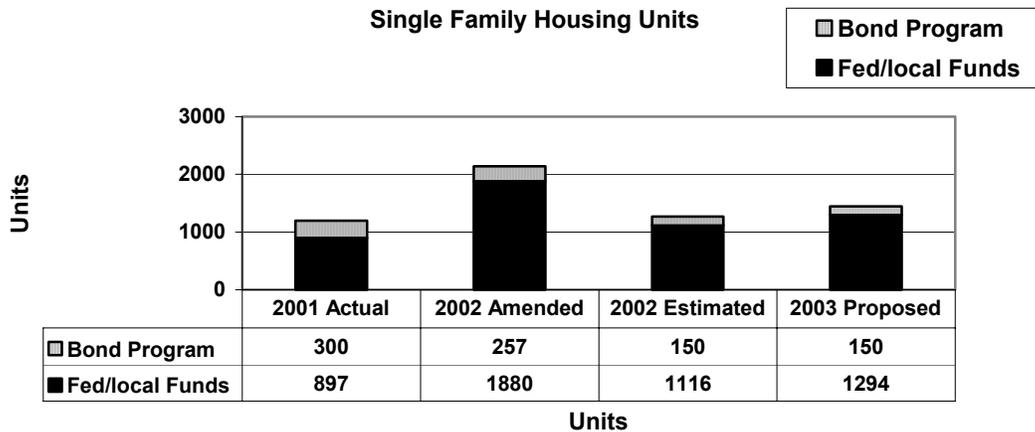
- Number of units created/retained
- Cost per unit created/retained
- Number of jobs created/retained
- Cost per job created/retained
- No more than 1.5 time the annual CDBG allocation will be available July 31

# Neighborhood Housing & Community Development Department – 2002-2003

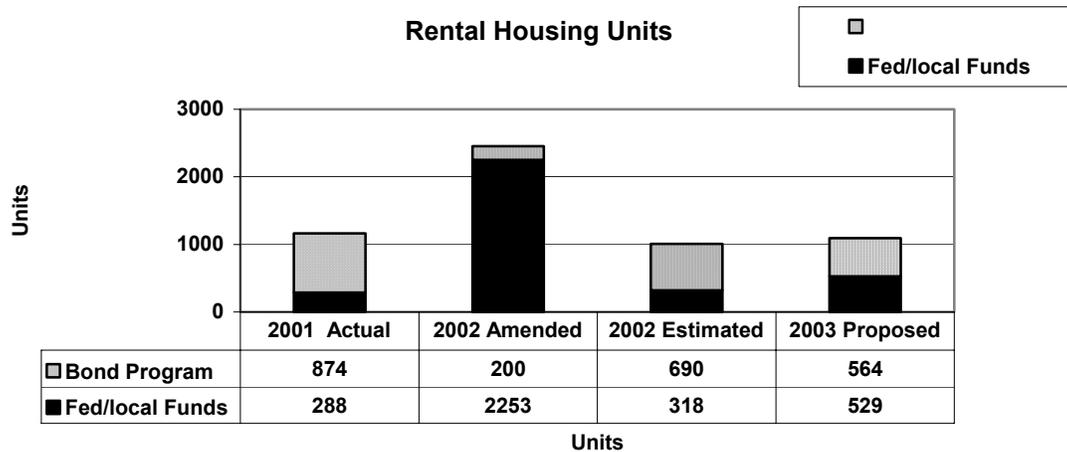
## Business Plan

The FY2002-03 Approved Budget continues a number of proposals that support the goals of the department. The Approved Budget includes an additional \$400,000 in Capital Improvement Projects to develop or rehabilitate approximately 1,823 units of affordable rental and owner-occupied housing. The Austin Housing Finance Corporation estimates another \$15 million in multifamily bonds will be issued in FY 2002/03 to create or retain 564 new affordable rental units. An additional \$20 million in single-family bonds will be issued in FY 2002/03 to create or retain 150 new affordable home ownership units. The target of 150 new affordable single family home ownership units for FY2003/03 for the bond program represents a decrease of 170 units from the FY2001/02 Amended Budget performance measure. During the first year of the program, the targeted populations were school district and City employees. Only homes meeting the S.M.A.R.T. Housing requirements and costing \$125,000 or less were eligible. Consequently, the eligible housing stock was largely depleted during the first year of the program. For this reason, it is expected that 150 units will be financed in FY2002/03. Adjustments to the program, including raising the eligible cost of properties to \$150,000, are being made to increase participation in future years.

Single Family Housing Units



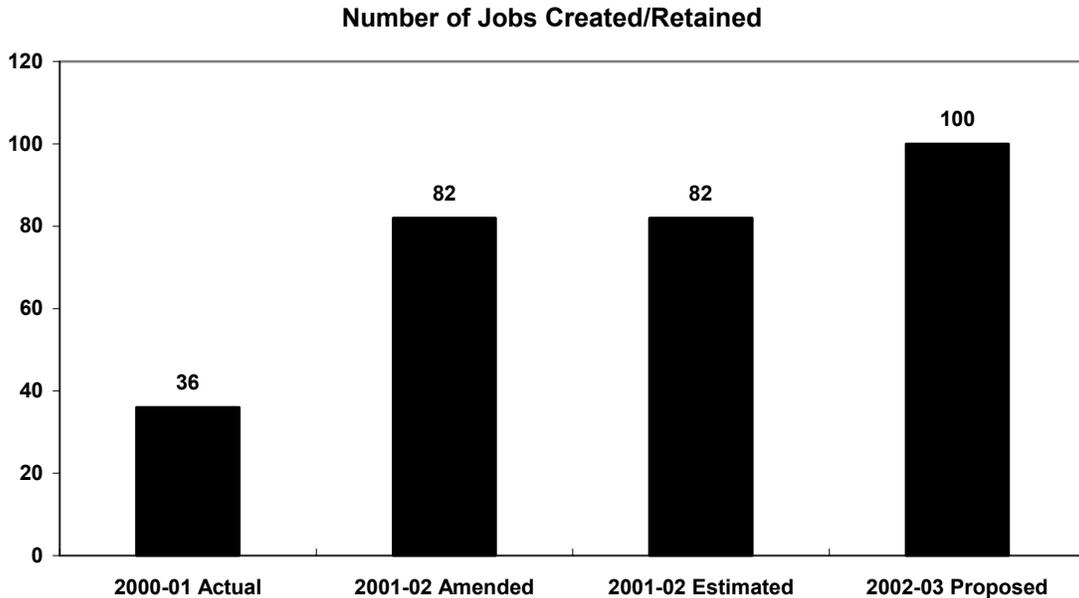
Rental Housing Units



# Neighborhood Housing & Community Development Department – 2002-2003

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During 2002/03 NHCD expects to create 100 new jobs for low and moderate-income residents through the work of the Business Assistance Center, the Community Development Bank and the Neighborhood Commercial Management Program.



## Housing

The City of Austin provides a continuum of housing services ranging from homeless services to owner-occupied services. The Approved FY 2002/2003 budget supports this model by continuing the commitment to increasing housing opportunities for low and moderate-income families while emphasizing the preservation of existing affordable homes. During the annual planning process required for receipt of federal grants, citizens ranked increasing the supply of new, affordable homes and apartments as their highest priority.

The high cost of land continues to be a significant barrier to affordable housing construction. More than \$4.2 million is included for the acquisition and development of land and/or property for new housing; these may be for rent and ownership. Given the pressing need for additional rental housing, \$1.8 million is allocated to provide deferred payment loans and/or below-market interest rate loans for acquisition, rehabilitation or new construction of rental developments. In addition, more than \$1 million continues to be available to provide first-time homebuyers with down payment assistance. Bond financing of almost \$20 million will also be used to increase housing opportunities within the City.

Preserving existing affordable homes is also a priority of the Department. More than \$4 million is available for home repair and rehabilitation. Funding continues for programs that provide emergency repairs to very low-income residents and remove barriers in existing homes so that disabled residents may stay in their homes.

Also funded for a third year, the S.M.A.R.T. Housing Initiative stimulates private development of reasonably priced, mixed income housing units for rent and ownership. Housing meeting specific safety, accessibility, energy-efficiency and access to transportation standards receive expedited review and reductions/exemptions for certain development and construction fees.

# **Neighborhood Housing & Community Development Department – 2002-2003**

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In Fiscal Year 2001-2002, the U.S. Department of Housing and Urban Development (HUD), appropriated \$100,000 to the City of Austin S.M.A.R.T. Housing Initiative to assist in developing this housing model throughout the country. At least 2,500 new housing units – one-third of them affordable to working families -- are estimated to be generated in FY 2002-2003.

\$1,000,000 is included to continue current funding levels for the Housing Trust Fund. These monies were granted by the Austin City Council to increase Austin's affordable housing by using creative means and more flexible guidelines than federal funds may allow.

## Community Development

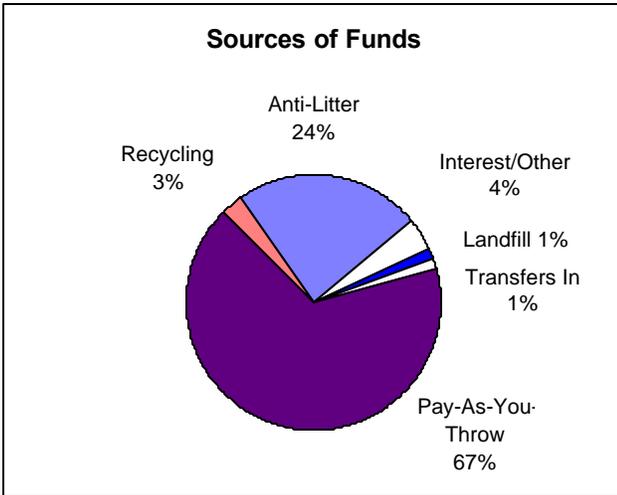
In a time of unprecedented economic growth in Austin, significant economic disparities between residents and neighborhoods exist. Austin has the largest gap in income between the rich and poor of any city in Texas. Both the poverty rate and unemployment rate in NHCD target neighborhoods in East and South Austin are more than double the rates of the metropolitan area. The Approved FY 2002/2003 budget will continue to provide critical resources for small business and community development, including flexible capital, education and training, and expanded workforce development efforts.

Construction on East 11<sup>th</sup> and 12<sup>th</sup> Streets will begin in FY 2002/2003, which will allow pre-leasing of commercial and retail space. Approximately 60,000 square feet is expected to be pre-leased. Renovation of 1115 East 12<sup>th</sup> Street and the relocation of a historic property are also planned.

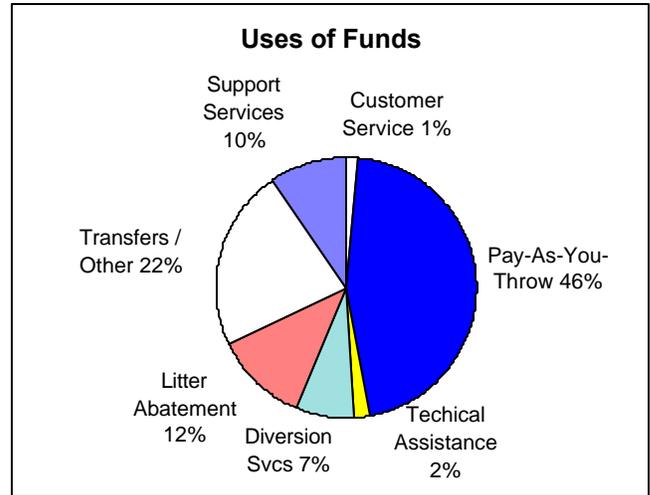
Citizen input placed high priority on increasing child-care and youth services. The Approved FY 2002/2003 budget includes significant funding for child-care services and continues efforts to enhance opportunities for youth through City agencies.

# Solid Waste Services — Total Budget \$43.3 million

## Operating Budget \$42.2 Million



## Capital Budget \$1.1 Million



### Revenue:

The Solid Waste Services Fund is an enterprise fund that receives its revenue from fees for services and the sale of recyclables. Solid Waste Services also manages the Landfill Closure and Post-Closure Care Fund – a trust fund that receives a portion of the Anti-Litter Fee revenue through a transfer from the Solid Waste Services Fund.

### Requirements:

Operating costs approved for 2002-03 include:

- \$19.5 million for Pay-As-You-Throw
- \$0.8 million for Technical Assistance
- \$4.9 million for Litter Abatement
- \$3.0 million for Diversion Services
- \$0.6 million for Customer Services
- \$4.3 million for Support Services
- \$5.3 million for City-wide Administrative Support, UCSO Billing Support, Workers' Compensation, Liability Reserve, Wireless Communication, Compensation Adjustment and Accrued Payroll.
- \$1.3 million for the Landfill Closure and Post-Closure Care Fund
- \$2.6 million for transfers to the Capital Improvements Program and G.O. Debt Service Fund

Landfill Closure and Post-Closure Care costs approved for 2002-03 include:

- \$0.1 million for Monitoring
- \$0.6 million for Closure and Post-Closure Care
- \$0.3 million for transfers to the Capital Improvements Program and G.O. Debt Service Fund
- \$0.2 million for Environmental Remediation

## Solid Waste Services — Total Budget \$43.3 million

	2000-2001 Actual	2001-2002 Amended	2001-2002 Estimated	2002-2003 Proposed	2002-2003 Approved
<b>SWS Operating Fund:</b>					
Revenue	\$37,654,115	\$39,781,800	\$39,481,800	\$40,107,030	\$40,107,030
Transfers In	\$1,131,247	\$477,864	\$477,864	\$477,864	\$477,864
Requirements	\$43,432,103	\$40,483,739	\$40,483,739	\$42,205,217	\$42,205,217
<b>LF Closure &amp; PC Care Fund:</b>					
Transfers In	\$269,527	\$278,960	\$278,960	\$1,250,000	\$1,250,000
Requirements	\$269,527	\$278,960	\$278,960	\$1,213,853	\$1,213,853
<b>Full-time Equivalents (FTE's):</b>					
SWS Operating Fund	385.00	376.00	376.00	393.00	393.00
LF Closure & PC Care	0.00	0.00	0.00	3.00	3.00
<b>Fund</b>					
<b>Total FTE's</b>	385.00	376.00	376.00	396.00	396.00
<b>New Capital Appropriations</b>	\$5,445,000	\$3,470,000	\$3,470,000	\$1,078,336	\$1,078,336
<b>New Grant Appropriations</b>	\$0	\$0	\$0	\$0	\$30,000

### Highlights

#### The 2002-2003 Approved Operating Budget:

- Temporarily postpones the need for rate increases by using \$2,353,188 of the SWS accumulated fund balance.
- Includes \$265,200 in increased revenue from Pay-As-You-Throw Fees, and \$132,100 from Anti-Litter Fees due to increases in the customer base.
- Includes increased Landfill revenue of \$123,600 corresponding to increased demand for Landfill services.
- Includes decreased revenue of (\$456,000) from deleting MRF processing revenue.
- Includes increased revenue of \$100,000 generated from the SWS Service Initiation Fee to match current trends.
- Includes \$125,000 in increased revenue generated by Code Compliance Fees. Administrative fees and legal fees have increased from \$75 to \$150 and \$40 to \$46, respectively.
- Includes increased revenue of \$35,330 from miscellaneous sources.
- Includes increased expenditures of \$1,676,522 to add 20 new FTEs to maintain all services at the current level.
- Includes \$1,250,000 in funding for landfill closure costs, including 2 new FTEs for State mandated landfill monitoring and closure activities.
- Includes increased expenditures of \$638,812 due to the elimination of budgeting for vacancy savings.
- At budget adoption, Council approved \$30,000 in grant appropriations for the public education campaign addressing the proper manner with which to dispose of hypodermic needles and sharps from home health care activities.

#### The 2002-2003 Approved Capital Budget includes:

- \$0.4 million for Capital Equipment Additions
- \$0.6 million for Zilker Park Assessment & Remediation
- \$0.1 million for Solid Waste Facilities

For more information: The Solid Waste Services Operating Budget is presented in detail in Volume IV. Information on the Capital Budget may be found in Volume IV.

# Solid Waste Services Department— 2002-03

## Mission

The mission of the Solid Waste Services Department is to efficiently provide reliable integrated waste management services in partnership with our customers, to enhance public health, resource conservation and quality of life. The Department has developed the following goals in order to achieve this mission.

## Goals

### Competitiveness

- Increase diversion through Pay-As-You-Throw by reducing average weekly household garbage to save landfill space.
  - Reduce garbage from 32 lbs. to 30 lbs per household per week.
  - Increase recycling from 9 lbs. to 10 lbs per household per week.
  - Decrease yard trimmings from 5.2 lbs. to 5 lbs per household per week.

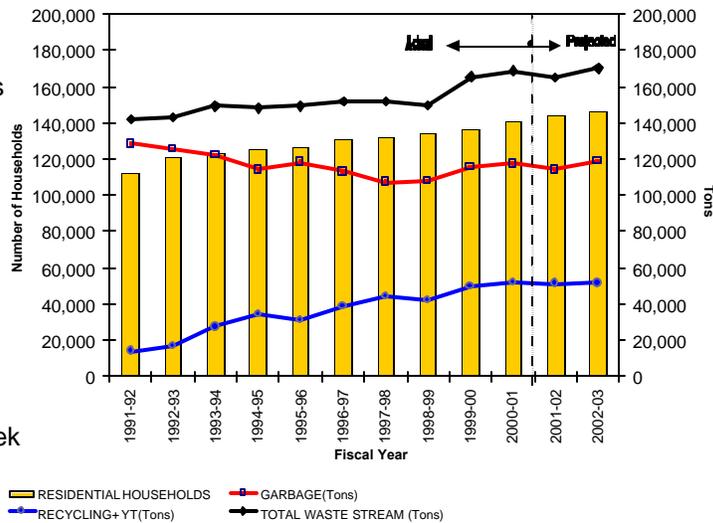
### Customer Satisfaction

- Increase customer satisfaction in Garbage Collection, Recycling Collection and Street Cleaning.

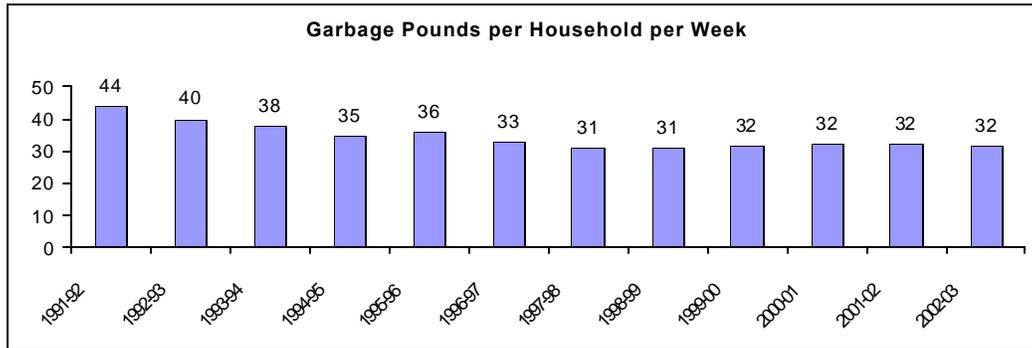
To assist in tracking how well goals are being met, key indicators have been developed along with appropriate performance measures. The key indicators include:

## Key Indicators

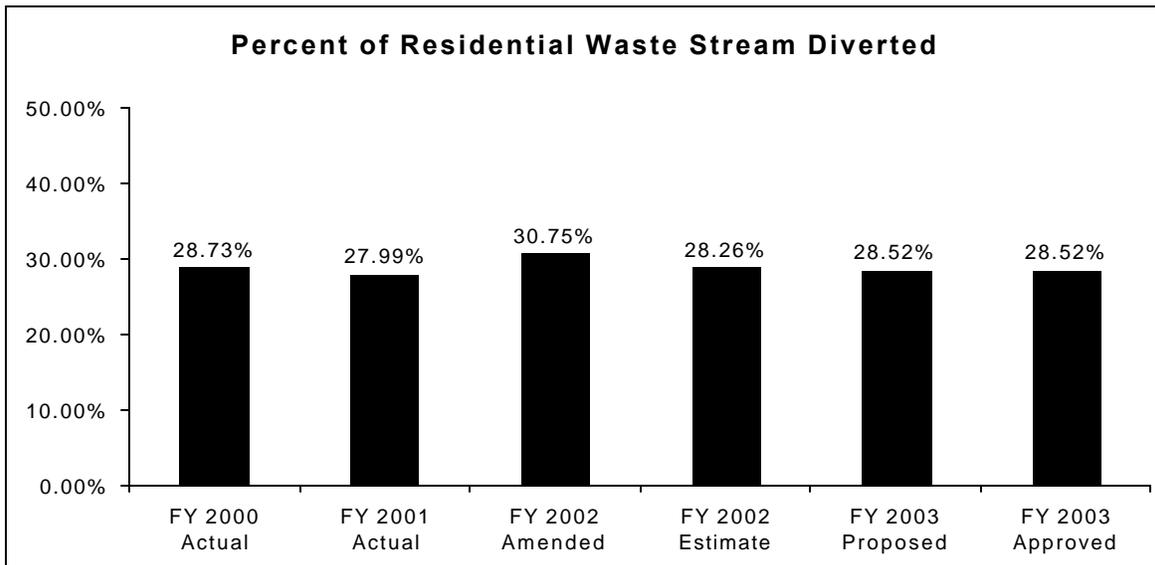
- Percentage of residential waste stream diverted
- Tons collected (total for PAYT) services
- Number of complaints
- Cost per ton for garbage collection and disposal
- Net cost per ton to provide recycling services
- Net revenue per ton for Material Recycling Facility (MRF)
- MRF recovery percentage
- Cost per residential street sweeping cycle
- Garbage pounds per household per week
- Revenue received from the sale of recyclable materials



# Solid Waste Services Department— 2002-03

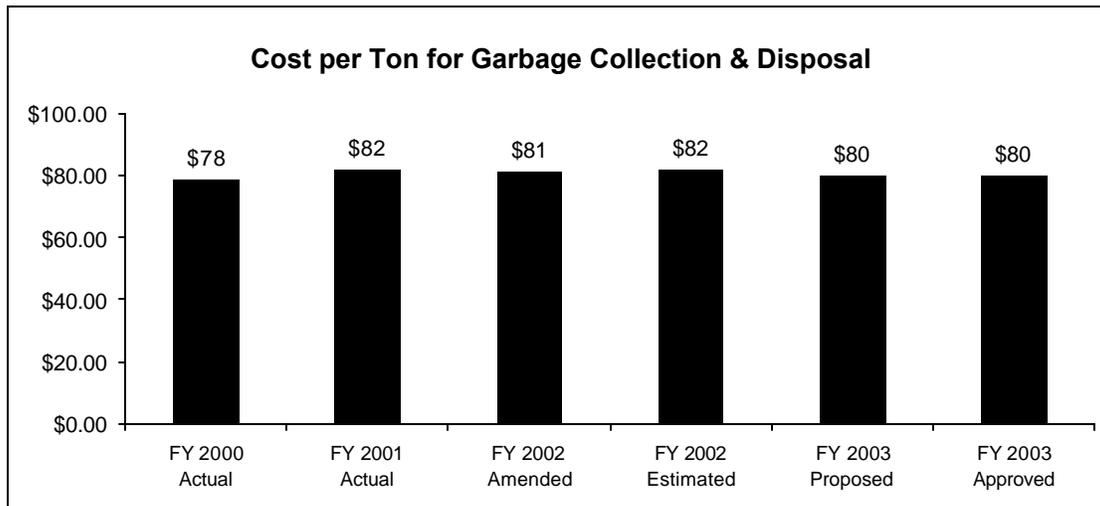


Since the implementation of the PAYT program in 1991, the number of pounds of residential garbage collected per week has decreased from 44 pounds to 31 pounds in FY1998-99. However, in FY1999-2000 the pounds per household increased to 32 pounds due to unexplained causes. SWS will eventually reduce the number of pounds collected per household to 30 pounds however, such a reduction depends on the participation of SWS customers. In FY2002-03, SWS will continue its customer education program and the use of excess garbage fees to try to modify customer behavior and encourage waste reduction. SWS anticipates that the average weekly garbage collected per household during FY2002-03 will be 31.84 pounds.

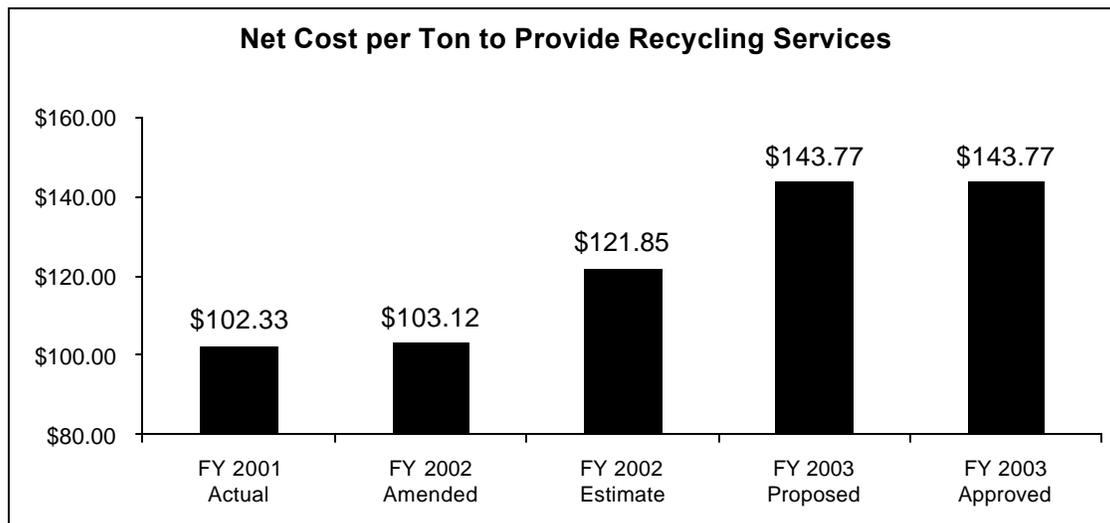


The percentage of the residential waste stream diverted represents the volume of materials sold or composted as a portion of all materials collected through the PAYT program. The diversion rate is not expected to change significantly due to the relatively small price difference between cart sizes combined with the goals of reducing the garbage and yard trimming volume.

# Solid Waste Services Department— 2002-03



The cost per ton for garbage collection and disposal is expected to decrease from the FY2000-01 year-end actual of \$82 per ton to \$80 per ton due a reduction in overtime expenses and a reallocation of fleet maintenance expenditures to other collection activities.



The net cost per ton to provide recycling is shown above. This key indicator is calculated by taking the total MRF revenue less the total MRF and recycling collection expenses, divided by the gross tonnage of recyclables collected. Over the last two fiscal years, SWS has replaced its single operator recycling vehicles with two-person crews. While the use of two-person crews is more expensive, it is safer and much less physically demanding for collection personnel since the lifting height of materials is substantially reduced and the two employees on a crew can take turns driving and/or collecting materials from recycling bins. This measure is also impacted by a \$195,000 increase in personnel expenditures due to the elimination of budgeted vacancy savings.

# Solid Waste Services Department— 2002-03

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## Business Plan

Solid Waste Services (SWS) provides weekly collection of garbage, recycling, and yard trimmings; brush and bulky collection; operation of the Household Hazardous Waste Facility; street sweeping; operation of a material recovery facility; operation of a landfill for construction and demolition debris; Code Compliance; and dead animal collection services.

Solid Waste Services' fees, as approved by City Council, provide funds for administering the City's Litter Abatement program and the Pay-As-You-Throw program (PAYT). The Anti-Litter/Home Chemical fee supports the Litter Abatement program and the Landfill Closure and Post-Closure Care Fund (Landfill Fund). The Litter Abatement program provides street sweeping, litter control, brush/bulky collection, operation of the Household Hazardous Waste Facility and Code Compliance. PAYT is a volume-based system for garbage collection which ties the fees charged to customers to the volume of garbage generated.

Revenue generated from residential PAYT customers can vary depending on the service level customers choose based on their needs. Commercial revenue is driven by demand as this service competes with private operators in securing accounts from small businesses. Landfill revenue is also reliant on demand, as there are several other area landfills which customers may patronize depending on price and location. Revenue from the sale of recyclable materials is driven by the volume and quality of materials collected and the market price for these recycled materials.

### Postponing Fee Increases

Although the costs of providing the services associated with the PAYT program have increased steadily over the past five years, PAYT fees have not been changed since the program was implemented during FY1996-97. SWS has experienced increased operating costs, additional transfers to other City departments and unplanned capital investments. However, due to the current economic condition of the Austin area, SWS will postpone any increases in the PAYT and Anti-Litter fees. In order to temporarily forestall rate increases and/or the elimination of certain services, SWS will subsidize its revenues by drawing down its fund balance and financing replacement capital expenditures.

Solid Waste Services will expend a portion of the accumulated ending balance of its operating fund during FY2002-03. This is a one-year waiver from the City's Financial Policies which requires the Solid Waste Services Fund to maintain an accumulated ending fund balance at least equal to budgeted debt service requirements plus one twelfth of budgeted operating expenses. The accumulated ending fund balance in the budget is \$2,353,188 below the amount specified by the Financial Policies.

Solid Waste Services does not have sufficient reserves available in its ending balance to support operations at the current level without changes to its business practices or without additional revenue after FY2002-03. Therefore, in FY2002-03, the department will be exploring a number of options for achieving operational efficiencies, modifying services, or raising additional revenue through rate increases.

### Maintain Current Service Level and Accommodate Customer Growth

Solid Waste Services PAYT customers currently receive weekly garbage, recycling, and yard trimmings collection services with all three of these services provided on the same day. SWS also collects brush and large items from its PAYT customers twice per year. In order to prepare the budget, SWS conducted a complex analysis of the resources required to continue to provide these services – taking into account the expected growth in the customer base and the equipment SWS will have available. This analysis was used to minimize equipment requirements and to determine the optimum size of the SWS workforce. The Approved Budget includes the addition of \$1,670,727 and 20 FTEs in FY2002-03 to increase the SWS workforce to handle average workday loads while accommodating peak day loads through the use of overtime and temporary employees. The additional funding included will allow SWS to continue to provide Pay-As-You-Throw and Litter Abatement services to all customers at the current level.

## **Solid Waste Services Department— 2002-03**

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### Closure and Post-Closure Care for City-Owned Landfills

Under Federal Law, the City will be required to monitor and care for the City's FM 812 landfill for 30 years after it closes. Also, state law requires that the funding necessary for monitoring and caring for a closed landfill be quantified and reported to the Texas Natural Resource Conservation Commission (TNRCC) on an annual basis while the landfill is still open. The reason for this reporting requirement is to force landfill owners to acknowledge and plan for future monitoring and post-closure care expenditures while the landfill is still in use. To date, the City has complied with these reporting requirements and expects to comply with them in the future.

The Approved Budget includes a plan to consolidate the budget and accounting structure for city-owned landfills. Starting in FY2002-03, all expenditures associated with city-owned landfills (except for current operations at the City's FM 812 landfill) will be recorded in the Landfill Closure and Post-Closure Care Fund (Landfill Fund). SWS will transfer a substantial portion of the Anti-Litter fee revenue it collects to the Landfill Fund (\$1,250,000 in FY2002-03) to support these expenditures. The Approved Budget for the Landfill Fund includes expenditures for landfill monitoring and caring for previously closed areas of the FM 812 landfill, debt service transfers associated with previous landfill equipment that was financed when purchased, transfers to Landfill CIP projects, and transfers to CIP projects associated with the monitoring and/or remediation of closed landfills. The entire ending fund balance for the Landfill Fund is classified as "Restricted" and will only be appropriated for landfill monitoring, closure, post-closure care, and/or remediation expenditures. The Approved Budget includes the transfer of 1.0 FTE from the Solid Waste Services Fund to the Landfill Fund and 2.0 new FTEs in the Landfill Fund to work on monitoring and closure activities.

### Disaster Clean-up Funding

During each of the last several years, SWS has incurred significant un-budgeted expenditures associated with storm damage cleanup. SWS has received funds from the Federal Emergency Management Association (FEMA) after those storm events that resulted in Federal Disaster Area declarations; however, these funds only covered a small portion of the total cost of cleanup, however, not all storm events qualify for federal aid. The Approved Budget for SWS does not include funding for disaster clean-up. Should a significant storm occur during FY2002-03, SWS will require additional funding to support clean-up operations.

### Materials Recovery Facility

The Approved Budget includes revenue that will be generated as a result of the operation of the Materials Recovery Facility (MRF) on Todd Lane. At this time, however it is unclear whether the City's MRF will receive significant volumes of materials from other recycling service providers within the near future. Due to this uncertainty, the Approved Budget includes neither revenues nor expenditures associated with processing materials at the MRF for other entities. Should this situation change, SWS would ask the City Council to amend its operating budget to add these revenues and their associated expenditures.

### Service Facility

Solid Waste Services is currently affected by the location of its service facilities. Increased travel distances will result as the city continues to grow, and increased traffic congestion makes it difficult to serve the northern portion of the city from the SWS facility located far south. The City Council has directed SWS to undertake negotiations with Texas Disposal Systems to jointly develop a solid waste transfer station and administrative facility in the northern part of the City. At this preliminary stage in the development of this facility, SWS is unable to reasonably estimate the City's portion of its cost; therefore, the Approved Budget does not include funding for a north service center. Once more information is available, SWS will request funding for the north service center at a later date; however, SWS has implemented a practice setting aside a portion of its accumulated ending balance each year in anticipation of the need for substantial expenditures relating to this project. The Approved Budget increases the portion of SWS fund balance that is "Restricted for SWS Facilities" from \$250,000 to \$750,000.

### SWS Replacement Vehicles

In order to achieve economies of scale across other departments and to establish a consistent policy for vehicle replacement based on live-cycle costing, SWS is transferring the ownership and concomitant responsibility for purchasing and managing its fleet to the Fleet Services Office of the Financial and Administrative Services Department. This transfer will save SWS approximately \$246,000 in vehicle-related costs in FY2002-03 and is further expected to produce additional savings in the future.

# Debt Service – 2002-2003

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## Debt Position

### Types of Debt

The City sells bonds to finance a major portion of its capital improvement plan. *General obligation bonds* fund improvements such as streets, police and fire stations, health clinics, parks and libraries, and are repaid from property taxes.

*Revenue bonds* fund improvements for the City's enterprise activities. Revenue bonds are used to finance capital projects for the utilities and also have been used to build the new convention center and to fund construction of the Austin-Bergstrom International Airport. Revenue bonds are repaid from revenue of the enterprise and not from property taxes.

The City's outstanding debt from all sources as of March 31, 2002, is as follows:

### Debt Position

#### General Obligation Bonds (G.O.)

Public Improvement Bonds	\$631,340,000	
Assumed Water District Bonds and Assumed Municipal Utility District Bonds	16,276,011	
Water and Wastewater Contract Tax Bonds	450,000	
Certificates of Obligation	106,275,000	
Public Property Finance Contractual Obligations	30,840,000	
Tax Notes	<u>13,900,000</u>	781,081,011
Less: Revenue Supported G.O. Bonds <sup>(1)</sup>		(154,884,276)
Less: G.O. Debt Service Fund Balance		<u>(75,113,896)</u>
Net Total G.O. Debt		<u>\$551,082,839</u>

#### Revenue Bonds and Commercial Paper

Electric Utility Revenue Bonds	\$1,438,450,673	
Water and Wastewater Utility Revenue Bonds	1,163,707,589	
Electric Utility Commercial Paper	176,607,000	
Water and Wastewater Utility Commercial Paper	<u>113,582,000</u>	2,892,347,262
Water and Wastewater Contract Revenue Bonds		<u>22,305,000</u>
Total Debt Payable from Utility Systems Revenue		2,914,652,262
Convention Center Revenue Bonds (payable from hotel/motel occupancy taxes and rental car tax)		244,850,000
Airport Revenue Bonds (payable from airport system revenue)		<u>398,990,000</u>
Total Revenue Debt		<u>\$3,558,492,262</u>

<sup>(1)</sup> Revenue supported general obligation bonds are subtracted from debt payable from property taxes, because the respective enterprises and general fund departments transfer funds to support the necessary debt service payments.

In addition, \$16,685,000 in certificates of participation are currently outstanding. The certificates are being repaid from utility systems revenue.

# Debt Service – 2002-2003

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## Debt Service Requirements <sup>(1)</sup> - 2002-2003

General Obligation Bond Debt	\$ 95,066,540
Utility Revenue Bond Debt	234,588,382
Airport Revenue Bond Debt	28,083,518
Airport Variable Rate Bond Debt	1,680,000
Town Lake Park Community Venue Bond Debt	2,426,803
Hotel Tax Revenue Bond Debt	<u>14,294,315</u>
	<u>\$376,139,558</u>

<sup>(1)</sup> For Bonds outstanding on March 31, 2002.

## Current Bond Ratings

A bond rating is a measure of a city's ability to repay its debt. Several factors are considered when assigning a rating, including the local economy and the strength of the city's financial and administrative management as well as various debt ratios. Net debt per capita is an important ratio and is calculated by dividing the net outstanding general obligation bond principal by the population. As of September 30, 2001, Austin's net debt per capita was \$825.54. The amount of debt owed by jurisdictions with boundaries overlapping the city's is also considered. The City's overlapping net debt per capita ratio is higher \$2,138 because the debt of Travis County, the Austin Independent School District, as well as other local entities, are considered in the calculation.

Revenue bonds are different from general obligation bonds in that debt service is paid by ratepayers both inside and outside the city. Factors considered when rating revenue bonds include financial performance of the enterprise activity, long range planning for capital improvements and the process of setting rates and fees.

The level of revenue debt is dependent upon the number of enterprise activities within the City. Since the City of Austin owns its own water and wastewater utility as well as an airport, convention center and electric utility, revenue debt issued by the City will exceed that issued by many municipalities of comparable size which do not provide those services. The combined utility systems revenue bond debt rating is A (highest usually given is AA) which means the outstanding revenue bonds are considered a good credit risk.

The City of Austin's current bond ratings are:

	<u>General Obligation</u>	<u>Utility Systems</u>
Moody's Investors Services	Aa2	A2
Standard & Poor's	AA+	A
Fitch	AA+	A+

# Debt Service – 2002-2003

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## Annual Bond Sales

The City Financial Policies were revised to include new policies regarding remaining authorized but unissued general obligation bonds, and the timing of bond elections. An estimated two (2) years of authorized but unissued bonds shall remain before an election will be held. In addition, the total dollar amount of bond election propositions recommended to the voters shall not exceed the city's estimated ability to issue the bonds within a six (6) year period. This six year period was recommended by the Council's Audit and Finance Committee on June 24, 1998 and is included in the 2001-02 Approved Budget.

These policies will assist the City in completing projects approved by the voters in a reasonable amount of time.

## Authorized but Unissued G.O. Bonds

Street Improvements	\$219,870,000
Parks and Recreation	56,102,000
Drainage and Flood Control	12,458,000
Cultural Arts	37,665,000
Health, Safety and Welfare Renovations	23,325,000
Communications Equipment	<u>24,420,000</u>
Total	\$373,840,000 <sup>(1)</sup>

<sup>(1)</sup> Brackenridge 2000 bond authority of \$9,215,000 is excluded due to the lease of hospital to Seton.

## Financial Policies

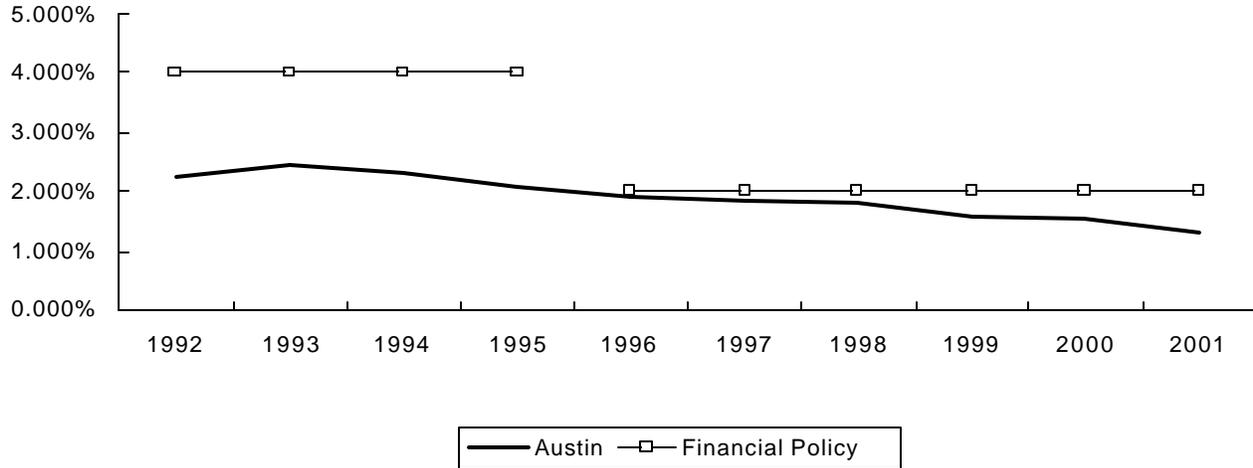
Financial policies adopted by the City Council guide the City's debt management. The status of selected policies as of September 30, 2001 is summarized in the following graphs.

## Debt Service – 2002-2003

**Policy:** The ratio of net debt to total assessed valuation shall not exceed 2%. This ratio is calculated by dividing general obligation debt (net of debt service fund balance and self-supporting debt) by total assessed valuation. The target net debt to total assessed value ratio is 2% beginning with fiscal year end 1996.

As of September 30, 2001, this ratio was 1.52%, which is below the new 2% guideline.

**Net Debt as a Percent of Assessed Valuation**

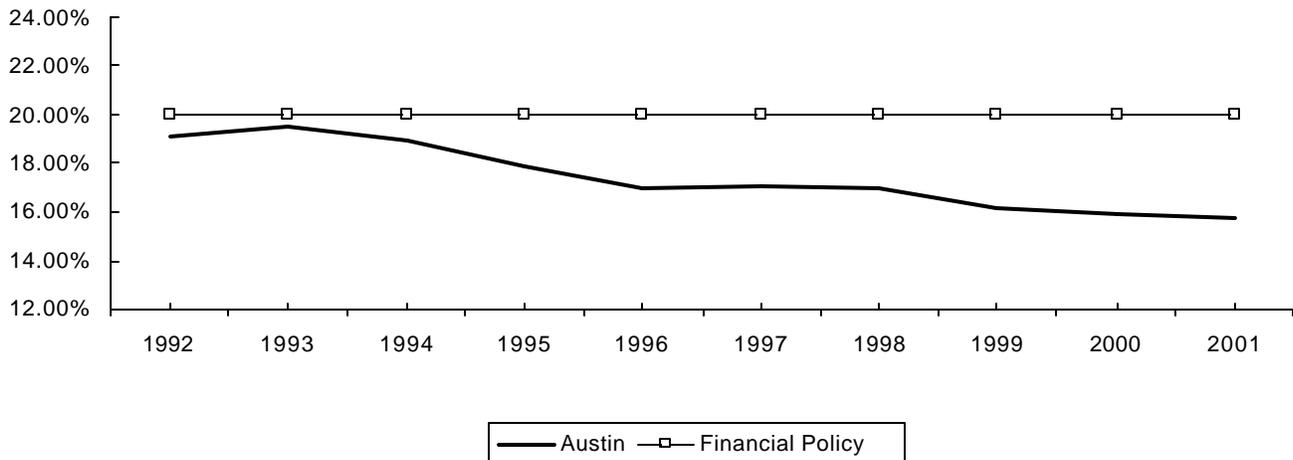


Source: City of Austin - Financial Services

**Policy:** The ratio of debt service to total General Fund expenditures shall not exceed approximately 20% of total expenditures. This ratio is calculated by dividing general obligation debt service expense by the sum of general fund operating and debt service expense.

This ratio as of September 30, 2001, was 15.90%, remaining below the 20% guideline.

**Ratio of Debt Service to Total General Fund Expenditures**



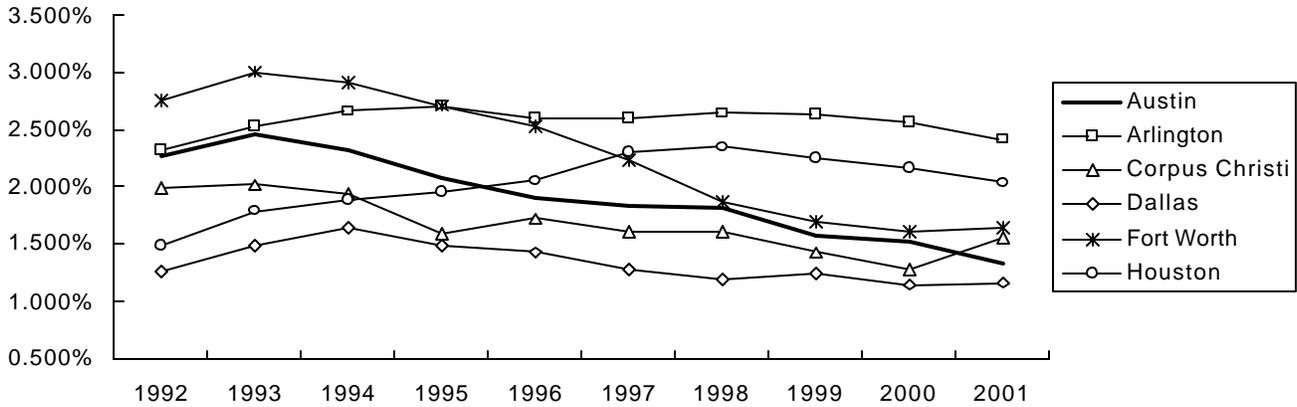
Source: City of Austin - Financial Services

# Debt Service – 2002-2003

## How Does Austin Compare?

The following graphs compare the City of Austin to other Texas cities, using two of the City's adopted financial policies for debt management. A third comparison is also presented based on net debt per capita. The first graph compares the ratio of Austin's net debt as a percentage of assessed valuation to other Texas cities.

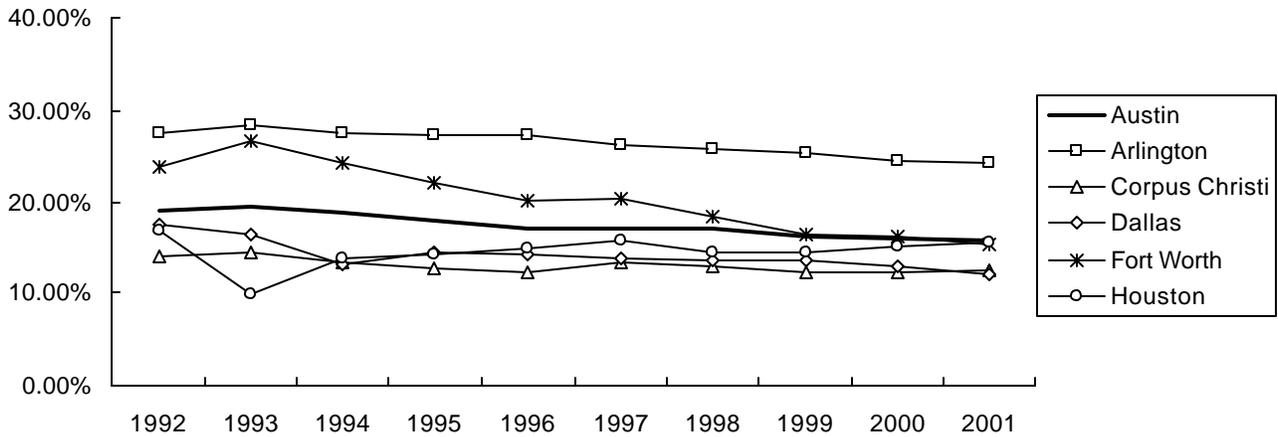
**Net Debt as a Percentage of Assessed Valuation**



Source: City of Austin - Financial Services

The next graph compares the ratio of Austin's debt service to total general fund expenditures to other Texas cities. As for most other cities, this ratio has remained fairly stable.

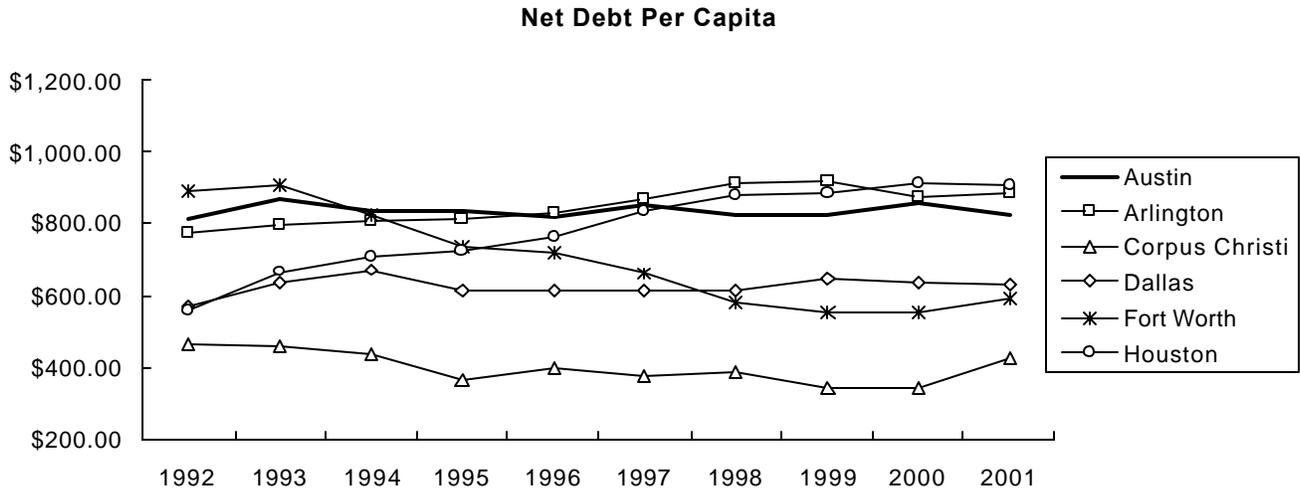
**Ratio of Debt Service to Total General Fund Expenditures**



Source: City of Austin - Financial Services

## Debt Service – 2002-2003

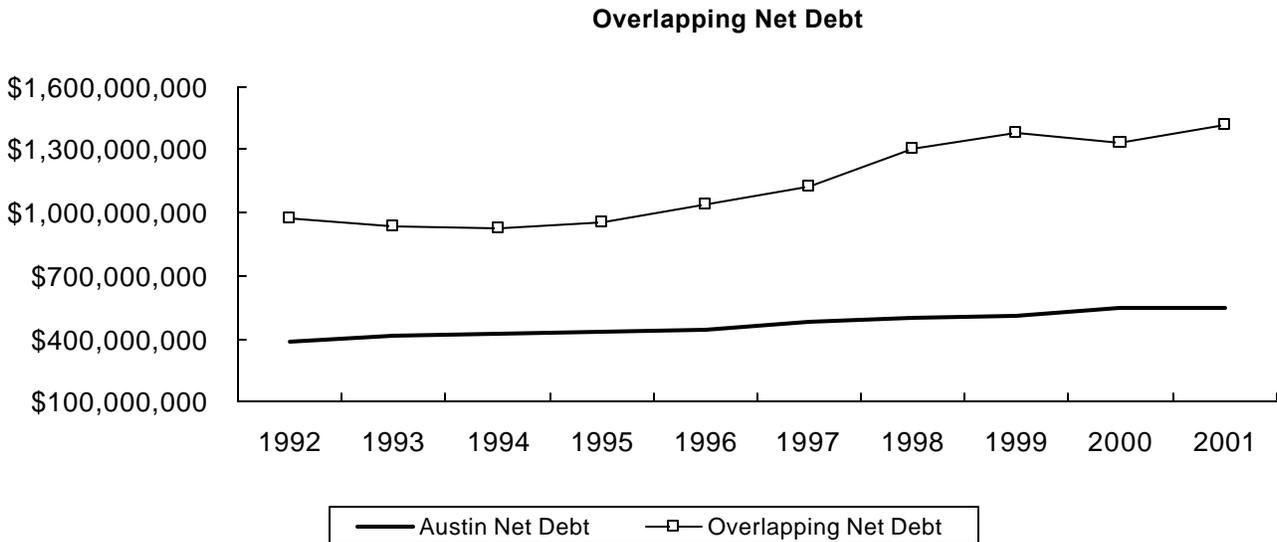
The following graph compares Austin's net debt per capita to other Texas cities. This statistic represents the rate of debt retirement versus debt issuance as well as growth in population.



Source: City of Austin - Financial Services

## Overlapping Debt

The following graphs reflect the additional debt burden imposed by other governmental units in the area, including Travis County, Austin Independent School District, and Austin Community College.



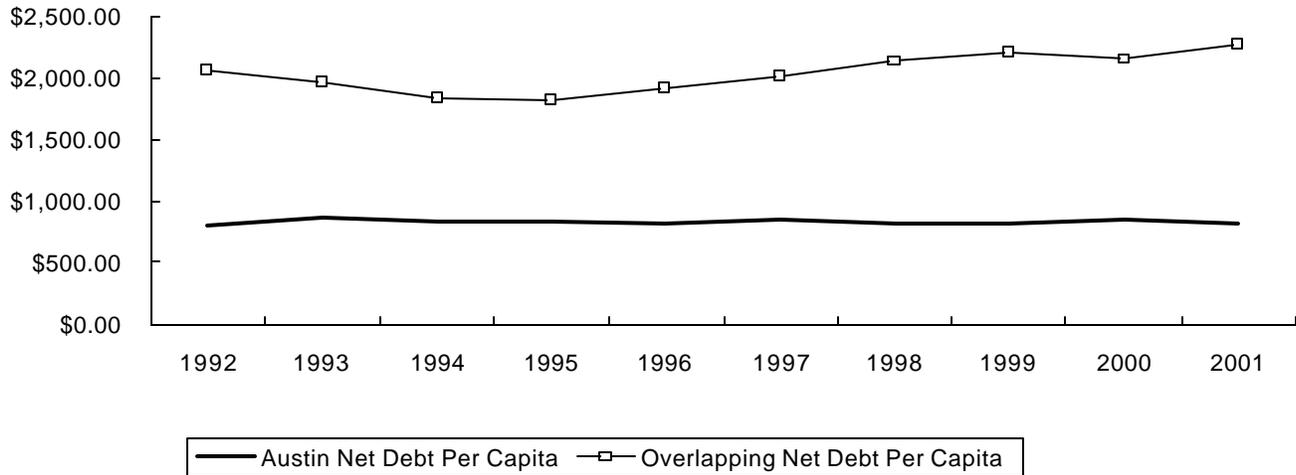
Source: City of Austin - Financial Services

## Debt Service – 2002-2003

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While Austinites are impacted through individual tax rates of these entities, the City of Austin does not have the authority to impose restrictions on the other jurisdictions borrowing power.

**Overlapping Net Debt Per Capita**



Source: City of Austin - Financial Services

### Conclusion

Because of the implementation and adherence to its debt management financial policies, Austin has been able to retain its excellent bond ratings even during periods of economic stress. As a consequence, the city will continue to receive competitive interest rates when entering the bond market.

# Capital Budget — 2002-03

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## The Capital Improvements Program Plan and Capital Budget

### The Capital Improvements Program (CIP) Plan

The Austin City Charter requires that the Planning Commission recommend a five-year program of capital improvements and a spending plan for financing these improvements to the City Manager. This list is compiled as the Five-Year Capital Improvement Program (CIP) Plan. The Plan shows the anticipated spending plan for projects in the upcoming year as well as for future years. The Planning Commission reviews the Plan each year and recommends specific projects to be included in the Capital Budget for the next fiscal year. Detailed are:

- all active projects contained in prior Capital Budgets;
- additional appropriations for previously approved projects;
- additional appropriations for new projects;
- estimated expenditures for each project; and
- projected methods of financing.

The Plan is developed through public input and department prioritization of needs. The process includes:

- departmental information gathering through neighborhood meetings;
- department requests;
- Budget Office assessment of requested projects;
- input from the Planning Commission's CIP Subcommittee, CIP Coordinating Committee, Bond Oversight Committee and other Boards and Commissions; and
- Planning Commission public hearing(s).

The CIP Plan is a recommendation from the Planning Commission.

### The Capital Budget

The Capital Budget as adopted by City Council includes appropriation (the legal authority to spend funds) to support the approved capital projects and reflects the input received from citizens, staff, the Planning Commission and the Bond Oversight Committee. It contains requested appropriations for new projects, additional appropriations for previously approved projects, and any requests to revise prior year appropriations. Unlike the Operating Budget, which authorizes expenditures for only one fiscal year, Capital Budget appropriations are multi-year - they last until the project is complete or until changed by Council. This is why the Capital Budget is used for construction projects and major expenditures that may require longer than a twelve-month period to complete.

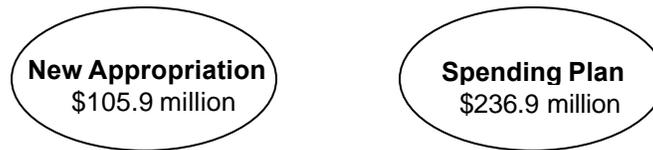
# Capital Budget — 2002-03

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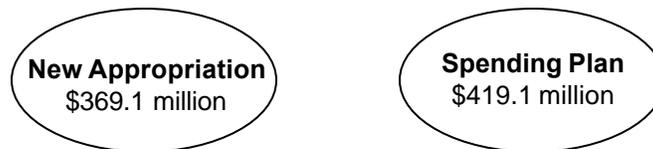
## Appropriations and Spending Plan for the 2002-03 Capital Budget

As mentioned previously, the Operating Budget is a single-year authorization; all of the funds to be expended must be appropriated each year and, therefore, there is no difference between appropriation and spending plan. However, the Capital Budget is a multi-year spending authorization. There is a distinction between what the City plans to spend in the next fiscal year and the new appropriations required to be approved in the budget. The following illustration summarizes the Capital Budget appropriation versus the anticipated spending plan for 2002-2003:

### General Government



### Enterprise Funds



In order to finance capital expenditures, various City funds transfer current revenue to the Capital Budget. The City also issues debt to finance projects. Public Improvement Bonds are long-term debt instruments that allow the cost of capital investments to be repaid over the life of the project, much like financing the construction or purchase of a new home. Other debt instruments, including Certificates of Obligation and Contractual Obligations, are paid off over a shorter period and therefore have lower borrowing costs. To avoid incurring debt and borrowing costs until cash is actually needed, cities can now begin the preliminary phases of a project and reimburse the costs incurred with the sale of bonds at a later date through the use of a Reimbursement Resolution. To save issuance costs the City of Austin's annual debt issuance is normally sold once each year. Of the \$105.9 million in proposed New Appropriations for General Government projects, \$63.3 million is funded by tax supported Public Improvement Bonds, of which \$58.7 million is supported by Reimbursement Resolution.

Additional information on the City's debt and how the decisions are made to borrow money can be found in the Debt Service section of the Policy Budget document. Schedules of the City's outstanding debt are found in the Supporting Documents volume of the 2002-03 budget.

In addition to new appropriations, deappropriation requests are also included in the Capital Budget for projects that are either complete or canceled and whose funding source is no longer available.

## Financial Summaries

## PERSONNEL SUMMARY 2002-2003

	2000-2001 ACTUAL	2001-02		RECOMMENDED POSITIONS TO BE				NEW POSITIONS	TEMP. CONVER.	TOTAL	2002-03		COUNCIL ACTION			2002-03
		AMENDED	TRANSFERRED	ELIMINATED		DEPT.	PROPOSED			RESTORED	NEW	TRANSFERRED	APPROVED			
		BUDGET	IN	OUT	FILLED	VACANT	CHANGE			BUDGET	POSITIONS	POSITIONS	POSITIONS	BUDGET		
<b>GENERAL FUND</b>																
Municipal Court	178.75	173.25	4.00	(5.00)	(0.25)	(10.75)	0.00	0.00	(12.00)	161.25	0.00	0.00	0.00	161.25		
Transportation Planning & Design	193.50	195.50	8.00	0.00	(2.00)	(16.50)	0.00	0.00	(10.50)	185.00	0.00	0.00	0.00	185.00		
Public Works	9.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Watershed Protection & Dev. Review	148.00	148.00	5.00	0.00	0.00	(9.00)	0.00	0.00	(4.00)	144.00	0.00	0.00	0.00	144.00		
Neighborhood Planning & Zoning	63.00	63.00	6.00	0.00	0.00	(14.00)	0.00	0.00	(8.00)	55.00	0.00	0.00	0.00	55.00		
Fire - Sworn	991.00	993.00	0.00	0.00	0.00	0.00	3.00	0.00	3.00	996.00	0.00	0.00	0.00	996.00		
Fire - Non-Sworn	128.00	131.00	0.00	0.00	0.00	(4.00)	0.00	0.00	(4.00)	127.00	0.00	0.00	0.00	127.00		
Library	327.06	325.40	0.00	0.00	0.00	(28.10)	18.00	0.00	(10.10)	315.30	0.00	0.00	0.00	315.30		
Parks and Recreation	497.50	499.50	0.00	(1.00)	0.00	(78.75)	3.00	0.00	(76.75)	422.75	0.00	0.00	0.00	422.75		
Police - Sworn	1,215.00	1,358.00	0.00	0.00	0.00	0.00	3.00	0.00	3.00	1,361.00	0.00	0.00	0.00	1,361.00		
Police - Non-Sworn	614.00	631.00	3.00	0.00	(4.00)	(22.00)	0.00	0.00	(23.00)	608.00	0.00	0.00	0.00	608.00		
Health & Human Services	348.25	347.75	3.00	(5.00)	(15.00)	(27.00)	3.00	0.00	(41.00)	306.75	1.00	0.00	0.00	307.75		
Emergency Medical Services	263.00	271.67	0.00	0.00	0.00	(4.00)	10.00	0.00	6.00	277.67	0.00	0.00	0.00	277.67		
<b>GENERAL FUND</b>	<b>4,976.06</b>	<b>5,137.07</b>	<b>29.00</b>	<b>(11.00)</b>	<b>(21.25)</b>	<b>(214.10)</b>	<b>40.00</b>	<b>0.00</b>	<b>(177.35)</b>	<b>4,959.72</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4,960.72</b>		
<b>ENTERPRISE AND OTHER FUNDS</b>																
Austin Energy	1,360.93	1,435.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,435.50	0.00	0.00	(1.00)	1,434.50		
Water and Wastewater	1,032.00	1,044.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,044.00	0.00	0.00	0.00	1,044.00		
Solid Waste Services	385.00	376.00	0.00	(3.00)	0.00	0.00	20.00	0.00	17.00	393.00	0.00	0.00	0.00	393.00		
Austin Convention Center	154.00	177.50	0.00	(18.75)	0.00	0.00	0.00	0.00	(18.75)	158.75	0.00	0.00	0.00	158.75		
Aviation	374.25	386.75	0.00	0.00	0.00	0.00	6.00	0.00	6.00	392.75	0.00	0.00	0.00	392.75		
PARD - Golf	77.00	74.00	0.00	0.00	0.00	(3.00)	0.00	0.00	(3.00)	71.00	0.00	0.00	0.00	71.00		
Watershed Protection & Dev. Review	229.75	232.75	17.00	0.00	0.00	0.00	7.50	0.00	24.50	257.25	0.00	0.00	0.00	257.25		
PARD - Softball	7.00	7.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.00	0.00	0.00	0.00	7.00		
Transportation Fund - Public Works	199.00	205.00	6.50	0.00	0.00	0.00	0.00	0.00	6.50	211.50	0.00	0.00	0.00	211.50		
Transportation Fund - TPAS		16.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.00	0.00	0.00	0.00	16.00		
PARD - Recreation Programs	24.50	24.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	24.50	0.00	0.00	0.00	24.50		
Health Department - Hospital Fund	1.00	1.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	2.00	0.00	0.00	0.00	2.00		
Community Events Center Operating	0.00	40.50	18.50	0.00	0.00	0.00	0.00	0.00	18.50	59.00	0.00	0.00	0.00	59.00		
Community Events Center Garage	0.00	10.00	0.25	0.00	0.00	0.00	0.00	0.00	0.25	10.25	0.00	0.00	0.00	10.25		
Public Works - Capital Projects Mgmt.	208.00	221.00	12.00	0.00	0.00	0.00	0.00	0.00	12.00	233.00	0.00	0.00	0.00	233.00		
Austin Energy - Economic Development	12.00	13.00	3.00	0.00	0.00	0.00	0.00	0.00	3.00	16.00	0.00	0.00	1.00	17.00		
Landfill Closure/Postclosure Fund	0.00	0.00	1.00	0.00	0.00	0.00	2.00	0.00	3.00	3.00	0.00	0.00	0.00	3.00		
Neighborhood Housing and Comm. Dev.	6.00	6.00	0.00	0.00	0.00	(2.00)	0.00	0.00	(2.00)	4.00	0.00	0.00	0.00	4.00		
EMS - Travis County Reimbursed	99.00	109.33	0.00	0.00	0.00	0.00	3.00	0.00	3.00	112.33	0.00	0.00	0.00	112.33		
Child Safety	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	3.00		
Community Care Department	221.23	220.23	14.00	0.00	0.00	0.00	6.00	0.00	20.00	240.23	0.00	0.00	0.00	240.23		

**PERSONNEL SUMMARY 2002-2003**

	2000-2001 ACTUAL	2001-02		RECOMMENDED POSITIONS TO BE			NEW POSITIONS	TEMP. CONVER.	TOTAL	2002-03		COUNCIL ACTION			2002-03
		AMENDED	TRANSFERRED	ELIMINATED		DEPT.			PROPOSED	RESTORED	NEW	TRANSFERRED	APPROVED		
		BUDGET	IN	OUT	FILLED	VACANT			CHANGE	BUDGET	POSITIONS	POSITIONS	POSITIONS	BUDGET	
Community Care - David Powell Clinic	0.00	0.00	5.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	0.00	0.00	0.00	5.00	
PARD - Balcones Canyonlands	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Municipal Court Security	4.00	7.50	4.00	(4.00)	0.00	0.00	0.00	0.00	0.00	7.50	0.00	0.00	0.00	7.50	
Health - Travis County Reimbursed	67.85	30.50	0.00	(1.00)	0.00	0.00	0.00	0.00	(1.00)	29.50	0.00	0.00	0.00	29.50	
Community Care - Travis County Reim.	0.00	38.35	1.00	(13.00)	0.00	0.00	0.00	0.00	(12.00)	26.35	0.00	0.00	0.00	26.35	
<b>ENTERPRISE AND OTHER FUNDS</b>	<b>4,475.51</b>	<b>4,679.41</b>	<b>82.25</b>	<b>(39.75)</b>	<b>0.00</b>	<b>(5.00)</b>	<b>45.50</b>	<b>0.00</b>	<b>83.00</b>	<b>4,762.41</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4,762.41</b>	
<b>INTERNAL SERVICE FUNDS</b>															
Mayor and Council	16.00	16.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.00	0.00	0.00	(9.00)	7.00	
Management Services	30.00	36.00	1.00	(2.00)	0.00	(2.00)	2.00	0.00	(1.00)	35.00	0.00	0.00	0.00	35.00	
City Clerk	30.00	30.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	30.00	0.00	0.00	9.00	39.00	
Law	90.00	90.00	0.00	0.00	0.00	(11.50)	1.00	0.00	(10.50)	79.50	0.00	0.00	0.00	79.50	
Human Resources	107.75	107.00	0.00	(1.00)	0.00	(13.00)	1.00	0.00	(13.00)	94.00	0.00	0.00	0.00	94.00	
Public Information Office	27.00	28.00	0.00	0.00	(1.25)	(2.50)	0.00	0.00	(3.75)	24.25	0.00	0.00	0.00	24.25	
City Auditor	30.00	30.00	0.00	(8.00)	(3.00)	(1.00)	0.00	0.00	(12.00)	18.00	0.00	0.00	4.00	22.00	
Financial Services	354.25	360.25	59.00	(1.00)	(2.00)	(33.50)	1.00	0.00	23.50	383.75	0.00	0.00	(4.00)	379.75	
Small and Minority Business Resources	33.00	33.00	0.00	0.00	(2.00)	(1.00)	0.00	0.00	(3.00)	30.00	0.00	0.00	0.00	30.00	
Information Systems	225.00	242.00	1.00	(28.00)	0.00	(10.00)	0.00	0.00	(37.00)	205.00	0.00	0.00	0.00	205.00	
Radio Communication	30.00	34.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	34.00	0.00	0.00	0.00	34.00	
Fleet	210.10	222.10	0.00	(1.00)	0.00	0.00	0.00	0.00	(1.00)	221.10	0.00	0.00	0.00	221.10	
Infrastructure Support Services	77.50	77.50	0.00	(73.50)	0.00	(4.00)	0.00	0.00	(77.50)	0.00	0.00	0.00	0.00	0.00	
<b>INTERNAL SERVICE FUNDS</b>	<b>1,260.60</b>	<b>1,305.85</b>	<b>61.00</b>	<b>(114.50)</b>	<b>(8.25)</b>	<b>(78.50)</b>	<b>5.00</b>	<b>0.00</b>	<b>(135.25)</b>	<b>1,170.60</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,170.60</b>	
<b>GRANT FUNDS</b>															
Financial Services Special Revenue		1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00	
Health Special Revenue		188.75	0.00	(26.00)	0.00	(4.00)	1.00	0.00	(29.00)	159.75	0.00	0.00	0.00	159.75	
Community Care Special Revenue		11.50	23.00	0.00	0.00	0.00	0.00	0.00	23.00	34.50	0.00	0.00	0.00	34.50	
Human Resources Special Revenue		5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	0.00	0.00	0.00	5.00	
Library Special Revenue		14.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.00	0.00	0.00	0.00	14.00	
Management Services Special Revenue		3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	3.00	
Neighborhood Housing Special Revenue		63.00	0.00	(1.00)	0.00	(4.00)	0.00	0.00	(5.00)	58.00	0.00	0.00	0.00	58.00	
PARD Special Revenue		14.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.00	0.00	0.50	0.00	14.50	
Police Special Revenue		38.50	0.00	(3.00)	0.00	(3.00)	1.00	0.00	(5.00)	33.50	0.00	0.00	0.00	33.50	
Emergency Medical Services Special Revenue		3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	3.00	
Transportation, Planning & Sustainability		1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00	
<b>GRANT FUNDS</b>	<b>0.00</b>	<b>342.75</b>	<b>23.00</b>	<b>(30.00)</b>	<b>0.00</b>	<b>(11.00)</b>	<b>2.00</b>	<b>0.00</b>	<b>(16.00)</b>	<b>326.75</b>	<b>0.00</b>	<b>0.50</b>	<b>0.00</b>	<b>327.25</b>	
<b>CITY TOTAL</b>	<b>10,712.17</b>	<b>11,465.08</b>	<b>195.25</b>	<b>(195.25)</b>	<b>(29.50)</b>	<b>(308.60)</b>	<b>92.50</b>	<b>0.00</b>	<b>(245.60)</b>	<b>11,219.48</b>	<b>1.00</b>	<b>0.50</b>	<b>0.00</b>	<b>11,220.98</b>	

## GENERAL FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATE	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	15,048,511	22,354,979	24,708,855	34,244,725	34,244,725
REVENUE					
Taxes					
General Property Taxes					
Current	123,581,214	141,340,519	141,685,519	149,900,157	150,321,380
Delinquent	607,885	701,000	431,000	400,000	450,000
Penalty and Interest	741,836	685,000	710,000	699,000	699,000
Subtotal	<u>124,930,935</u>	<u>142,726,519</u>	<u>142,826,519</u>	<u>150,999,157</u>	<u>151,470,380</u>
City Sales Tax	<u>123,218,291</u>	<u>124,302,485</u>	<u>115,616,579</u>	<u>117,928,911</u>	<u>117,928,911</u>
Other Taxes	<u>3,600,592</u>	<u>3,535,000</u>	<u>3,613,000</u>	<u>3,852,000</u>	<u>3,852,000</u>
Total Taxes	<u>251,749,818</u>	<u>270,564,004</u>	<u>262,056,098</u>	<u>272,780,068</u>	<u>273,251,291</u>
Gross Receipts/Franchise Fees					
Telecommunications	16,834,606	17,634,000	16,820,000	16,870,000	16,870,000
Gas	6,232,494	4,011,000	4,261,000	4,150,000	4,150,000
Cable	6,280,422	6,228,000	6,004,000	5,130,000	5,130,000
Miscellaneous	<u>2,105,184</u>	<u>2,430,000</u>	<u>2,069,200</u>	<u>2,137,474</u>	<u>2,137,474</u>
Total Franchise Fees	<u>31,452,706</u>	<u>30,303,000</u>	<u>29,154,200</u>	<u>28,287,474</u>	<u>28,287,474</u>
Fines, Forfeitures, Penalties					
Library Fines	371,703	426,365	350,539	443,084	443,084
Traffic Fines	8,160,598	8,247,300	7,942,896	8,580,426	8,580,426
Parking Violations	2,503,208	2,405,400	2,583,592	2,549,196	2,549,196
Other Fines	<u>5,964,257</u>	<u>5,347,363</u>	<u>5,785,412</u>	<u>5,886,344</u>	<u>5,886,344</u>
Total Fines, Forfeitures, Penalties	<u>16,999,766</u>	<u>16,426,428</u>	<u>16,662,439</u>	<u>17,459,050</u>	<u>17,459,050</u>
Licenses, Permits, Inspections					
Parking Meters	2,085,510	2,213,657	2,072,795	1,994,851	1,994,851
Alarm Permits	1,545,202	1,505,238	1,505,238	1,505,238	1,505,238
Commercial Solid Waste	864,393	638,000	788,000	742,000	742,000
Public Health	1,175,291	1,269,453	1,182,113	1,503,809	1,503,809
Development	1,852,244	1,689,420	1,572,897	1,804,918	1,804,918
Building Safety	9,636,792	9,539,623	7,425,379	7,671,076	7,671,076
Other Licenses/Permits	<u>471,465</u>	<u>487,025</u>	<u>487,025</u>	<u>548,909</u>	<u>548,909</u>
Total Licenses, Permits, Inspections	<u>17,630,897</u>	<u>17,342,416</u>	<u>15,033,447</u>	<u>15,770,801</u>	<u>15,770,801</u>
Charges for Services					
Recreation and Culture	2,030,173	2,022,428	2,044,358	2,039,305	2,039,305
Public Health	976,474	1,279,473	1,156,459	1,233,029	1,233,029
Emergency Medical Services	9,828,763	8,303,665	8,992,677	9,060,041	9,060,041
General Government	<u>889,311</u>	<u>807,448</u>	<u>790,060</u>	<u>890,328</u>	<u>890,328</u>
Total Charges for Services	<u>13,724,721</u>	<u>12,413,014</u>	<u>12,983,554</u>	<u>13,222,703</u>	<u>13,222,703</u>
Interest and Other					
Interest	7,742,749	3,458,281	3,458,281	4,343,153	4,343,153
Use of Property	958,803	506,484	506,484	8,630,081	8,630,081
Debt Proceeds	0	5,570,000	5,600,000	0	0
Other Revenue	<u>1,554,906</u>	<u>992,872</u>	<u>1,268,395</u>	<u>1,278,001</u>	<u>1,278,001</u>
Total Interest and Other	<u>10,256,458</u>	<u>10,527,637</u>	<u>10,833,160</u>	<u>14,251,235</u>	<u>14,251,235</u>
TOTAL REVENUE	<u>341,814,366</u>	<u>357,576,499</u>	<u>346,722,898</u>	<u>361,771,331</u>	<u>362,242,554</u>
TRANSFERS IN					
Electric Revenue	67,283,000	68,933,000	68,933,000	72,864,000	72,864,000
Water Revenue	18,541,446	19,340,092	19,340,092	19,553,329	19,553,329
Water Conservation	1,209,810	1,263,728	1,263,728	1,200,541	1,200,541
Air Quality	50,000	0	0	0	0
Recreation Programs Enterprise Fund	458,516	0	0	0	0
Emergency Reserve Fund	2,658,310	0	0	0	0
Contingency Reserve Fund	<u>3,496,594</u>	<u>1,700,000</u>	<u>1,700,000</u>	<u>0</u>	<u>0</u>
TOTAL TRANSFERS IN	<u>93,697,676</u>	<u>91,236,820</u>	<u>91,236,820</u>	<u>93,617,870</u>	<u>93,617,870</u>
TOTAL APPROPRIATED FUNDS	<u>435,512,042</u>	<u>448,813,319</u>	<u>437,959,718</u>	<u>455,389,201</u>	<u>455,860,424</u>

## GENERAL FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATE	2002-03 PROPOSED	2002-03 APPROVED
<b>EXPENDITURES</b>					
<b>DEPARTMENT APPROPRIATIONS</b>					
Administrative Services					
Municipal Court	9,422,061	9,885,484	9,299,566	8,986,711	8,986,711
Total Administrative Services	<u>9,422,061</u>	<u>9,885,484</u>	<u>9,299,566</u>	<u>8,986,711</u>	<u>8,986,711</u>
Urban Growth Management					
Neighborhood Planning and Zoning	3,483,681	4,192,091	3,561,607	3,998,756	3,998,756
Watershed Protection & Development Review	8,127,992	8,347,423	7,872,228	8,572,254	8,572,254
Total Urban Growth Management	<u>11,611,673</u>	<u>12,539,514</u>	<u>11,433,835</u>	<u>12,571,010</u>	<u>12,571,010</u>
Public Safety					
Police	124,090,204	144,373,761	143,533,308	155,166,530	155,166,530
Fire	71,892,759	79,798,834	79,098,834	81,125,647	81,125,647
Emergency Medical Services	16,711,755	19,217,227	18,254,104	19,709,243	19,709,243
Total Public Safety	<u>212,694,718</u>	<u>243,389,822</u>	<u>240,886,246</u>	<u>256,001,420</u>	<u>256,001,420</u>
Public Works					
Public Works and Transportation	97,821	0	0	0	0
Street Lighting	0	100,000	100,000	100,000	100,000
Transportation, Planning & Design	9,584,164	10,221,554	9,111,102	10,084,388	10,084,388
Total Public Works	<u>9,681,985</u>	<u>10,321,554</u>	<u>9,211,102</u>	<u>10,184,388</u>	<u>10,184,388</u>
Public Health and Human Services					
Health and Human Services	22,900,876	25,077,670	24,649,883	24,122,302	24,156,079
FQHC Purchased Services	2,163,827	2,402,521	2,402,521	2,403,820	2,403,820
Medicaid Tax Payments	20,590,333	20,592,512	21,673,594	21,673,594	21,673,594
Hospital Contracted Services	6,085,832	7,236,454	7,236,454	8,396,277	8,396,277
Physician Services/Charity Care	10,495,146	10,656,789	10,656,789	10,502,000	10,502,000
Social Services Contracts	7,296,906	9,893,392	9,893,392	10,296,865	10,296,865
Expense Reimbursement	(20,601,436)	(20,592,512)	(21,673,594)	(21,673,594)	(21,673,594)
Total Health and Human Services	<u>48,931,484</u>	<u>55,266,826</u>	<u>54,839,039</u>	<u>55,721,264</u>	<u>55,755,041</u>
Public Health					
Public Health Operating	0	0	0	2,456,054	2,456,054
Total Public Health and Human Services	<u>48,931,484</u>	<u>55,266,826</u>	<u>54,839,039</u>	<u>58,177,318</u>	<u>58,211,095</u>
Public Recreation and Culture					
Parks and Recreation	30,491,602	31,373,123	29,539,031	29,079,258	29,079,258
Libraries	17,292,361	19,019,888	17,887,949	17,916,543	17,916,543
Total Public Recreation and Culture	<u>47,783,963</u>	<u>50,393,011</u>	<u>47,426,980</u>	<u>46,995,801</u>	<u>46,995,801</u>
<b>TOTAL DEPARTMENT EXPENDITURES</b>	<u><b>340,125,884</b></u>	<u><b>381,796,211</b></u>	<u><b>373,096,768</b></u>	<u><b>392,916,648</b></u>	<u><b>392,950,425</b></u>

## GENERAL FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATE	2002-03 PROPOSED	2002-03 APPROVED
<b>TRANSFERS OUT</b>					
Capital Improvements Projects	12,345,700	4,544,234	1,302,234	9,053,000	9,053,000
Plus One Program	152,000	152,000	152,000	152,000	152,000
Austin Energy	65,817	0	0	0	0
BCCP Fund	160,000	80,000	80,000	0	0
Support Services Fund	26,280,633	28,628,192	22,837,177	20,496,351	20,462,574
Information Systems Department	12,758,616	18,077,204	16,029,179	15,074,369	15,074,369
Vehicle Acquisition Fund	3,731,704	6,277,005	6,277,005	3,100,000	3,100,000
Fleet Maintenance Fund	186,371	186,371	186,371	186,371	186,371
Radio Maintenance Fund	244,894	304,808	304,808	304,808	304,808
Solid Waste Services Fund	1,084,354	477,864	477,864	477,864	477,864
Neighborhood Housing and Conservation	1,162,995	1,020,222	813,126	1,020,222	1,020,222
Austin Convention and Visitors Bureau	125,382	125,382	125,382	125,382	125,382
Drainage Utility Fund	298,504	298,504	298,504	298,504	298,504
Federally Qualified Health Clinic Fund	0	318,512	0	7,101,035	7,101,035
Capital Projects Management Fund	1,515,723	1,643,030	1,643,030	1,816,030	1,816,030
Infrastructure Support Services Fund	3,924,006	2,101,594	1,816,727	0	0
Sustainability Fund	14,307,479	8,811,798	5,646,835	4,968,243	4,968,243
Great Streets	311,026	534,832	534,832	398,592	398,592
Barton Springs Conservation Fund	45,000	45,000	45,000	45,000	45,000
Tax Increment Financing Fund	0	100,000	100,000	100,000	100,000
RMMA Transfer	0	700,267	700,267	700,267	700,267
David Powell Fund	0	0	0	627,599	627,599
Transfer to Non-Recurring Reserve Fund	0	539,613	539,613	0	0
Transfer to Emergency Reserve Fund	0	0	0	0	0
Transfer to Contingency Reserve Fund	3,248,125	4,281,546	4,281,546	4,000,000	4,000,000
<b>TOTAL TRANSFERS OUT</b>	<b>81,948,329</b>	<b>79,247,978</b>	<b>64,191,500</b>	<b>70,045,637</b>	<b>70,011,860</b>
<b>OTHER REQUIREMENTS</b>					
Workers' Compensation Fund	5,659,507	6,121,544	6,121,544	7,861,811	7,861,811
Liability Reserve Fund	2,160,000	2,500,000	2,500,000	3,500,000	3,500,000
Accrued Payroll	1,103,387	1,134,000	1,139,000	2,207,000	2,207,000
Software License Agreement	0	0	589,280	0	0
Tuition Reimbursement	84,945	85,000	85,000	85,000	85,000
<b>TOTAL OTHER REQUIREMENTS</b>	<b>9,007,839</b>	<b>9,840,544</b>	<b>10,434,824</b>	<b>13,653,811</b>	<b>13,653,811</b>
Total Requirements	431,082,052	470,884,733	447,723,092	476,616,096	476,616,096
<b>EXCESS (DEFICIT) OF TOTAL APPROPRIATED FUNDS OVER TOTAL REQUIREMENTS</b>	<b>4,429,990</b>	<b>(22,071,414)</b>	<b>(9,763,374)</b>	<b>(21,226,895)</b>	<b>(20,755,672)</b>
Adjustment to GAAP	5,230,354	0	19,299,244	0	0
<b>ENDING BALANCE</b>	<b>24,708,855</b>	<b>283,565</b>	<b>34,244,725</b>	<b>13,017,830</b>	<b>13,489,053</b>
EMERGENCY RESERVE FUND	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
CONTINGENCY RESERVE FUND	366,953	2,948,499	2,948,499	4,313,236	4,313,236
PUBLIC HEALTH RESERVE FUND	0	0	0	33,000,000	33,000,000

## SUPPORT SERVICES FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATE	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	1,406,146	2,246,487	3,423,120	0	0
REVENUE					
Indirect Cost Recovery	942,639	627,734	643,500	627,734	627,734
Charges to enterprise departments	22,484,842	26,216,389	26,216,389	29,111,358	29,111,358
Interest Income	408,185	250,000	280,000	250,000	250,000
TOTAL REVENUE	<u>23,835,666</u>	<u>27,094,123</u>	<u>27,139,889</u>	<u>29,989,092</u>	<u>29,989,092</u>
TRANSFERS IN					
Transfer from General Fund	26,280,633	28,628,192	22,837,177	20,496,351	20,462,574
Transfer from Austin Energy	0	133,334	133,334	133,334	133,334
Transfer from Water & Wastewater	0	133,333	133,333	133,333	133,333
Transfer from Aviation	0	133,333	133,333	133,333	133,333
Transfer from Neigh. Housing Fund	500,000	0	0	0	0
TOTAL TRANSFERS IN	<u>26,780,633</u>	<u>29,028,192</u>	<u>23,237,177</u>	<u>20,896,351</u>	<u>20,862,574</u>
TOTAL AVAILABLE FUNDS	<u>50,616,299</u>	<u>56,122,315</u>	<u>50,377,066</u>	<u>50,885,443</u>	<u>50,851,666</u>
EXPENDITURES					
DEPARTMENT APPROPRIATIONS					
City Clerk	2,461,915	3,334,377	3,297,377	3,255,759	2,814,639
City Clerk-Mayor and Council Support	0	0	0	0	1,005,352
Mayor and Council	1,069,402	1,147,016	1,147,016	1,190,890	599,511
Management Services	3,550,399	4,822,057	4,822,056	3,886,295	3,886,295
Public Information Office	1,823,510	2,107,940	1,982,895	1,849,839	1,849,839
Law	7,350,156	7,796,694	7,370,925	6,902,127	6,902,127
Human Resources	7,016,081	7,520,868	7,156,813	6,196,186	6,119,201
City Auditor	1,864,616	1,998,956	1,946,248	1,227,673	1,487,426
Financial Services	19,024,657	21,529,423	18,505,005	21,384,561	21,124,808
Small & Minority Business Resources	2,649,701	2,709,193	2,709,193	2,647,450	2,647,450
SMBR Economic Development	339,531	640,000	604,449	440,663	440,663
TOTAL DEPARTMENT EXPENDITURES	<u>47,149,968</u>	<u>53,606,524</u>	<u>49,541,977</u>	<u>48,981,443</u>	<u>48,877,311</u>
TRANSFERS OUT					
Liability Reserve	160,000	160,000	160,000	72,000	72,000
General Obligation Debt Service	141,037	0	0	0	0
Transfer to CIP	0	2,455,209	2,330,209	0	0
TOTAL TRANSFERS OUT	<u>301,037</u>	<u>2,615,209</u>	<u>2,490,209</u>	<u>72,000</u>	<u>72,000</u>
OTHER REQUIREMENTS					
Bonding and Technical Assistance	1,557,079	1,600,000	1,600,000	1,600,000	1,600,000
Accrued Payroll	170,301	168,000	168,000	232,000	232,000
TOTAL OTHER REQUIREMENTS	<u>1,727,380</u>	<u>1,768,000</u>	<u>1,768,000</u>	<u>1,832,000</u>	<u>1,832,000</u>
TOTAL REQUIREMENTS	<u>49,178,385</u>	<u>57,989,733</u>	<u>53,800,186</u>	<u>50,885,443</u>	<u>50,781,311</u>
EXCESS (DEFICIT) OF TOTAL AVAILABLE FUNDS OVER TOTAL REQUIREMENTS	<u>1,437,914</u>	<u>(1,867,418)</u>	<u>(3,423,120)</u>	<u>0</u>	<u>70,355</u>
Adjustment to GAAP	579,060	0	0	0	0
ENDING BALANCE	<u>3,423,120</u>	<u>379,069</u>	<u>0</u>	<u>0</u>	<u>70,355</u>

## AIRPORT CAPITAL FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	15,485,262	15,606,573	34,547,866	26,144,186	26,144,186
REVENUE					
Interest Earnings	1,004,412	879,456	909,715	900,000	900,000
TOTAL REVENUE	1,004,412	879,456	909,715	900,000	900,000
TRANSFERS IN					
Transfers from Airport Fund (1)	13,862,745	18,479,433	9,705,083	11,592,536	11,592,536
Transfers from General Fund	0	562,419	562,419	562,419	562,419
Transfers from New Airport CIP Fund	19,978,702	6,000,000	0	0	0
TOTAL TRANSFERS IN	33,841,447	25,041,852	10,267,502	12,154,955	12,154,955
TOTAL AVAILABLE FUNDS	34,845,859	25,921,308	11,177,217	13,054,955	13,054,955
TRANSFERS OUT					
Transfer to CIP - ABIA	3,939,367	13,595,000	12,494,000	9,952,000	9,952,000
Transfer to GGCIP	0	0	0	48,000	48,000
Transfer to Disposition Fund	4,194,988	0	0	0	0
Transfer to CIP - New Airport	0	0	94,000	0	0
Transfer to Operating Fund	0	6,992,897	6,992,897	7,332,360	7,332,360
TOTAL TRANSFERS OUT	8,134,355	20,587,897	19,580,897	17,332,360	17,332,360
OTHER REQUIREMENTS					
Austin Cargo Port Payment	7,500,000	0	0	0	0
TOTAL OTHER REQUIREMENTS	7,500,000	0	0	0	0
TOTAL REQUIREMENTS	15,634,355	20,587,897	19,580,897	17,332,360	17,332,360
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER TOTAL REQUIREMENTS	19,211,504	5,333,411	(8,403,680)	(4,277,405)	(4,277,405)
ADJUSTMENT TO GAAP	(148,900)				
ENDING BALANCE	34,547,866	20,939,984	26,144,186	21,866,781	21,866,781
FUND BALANCE					
Reserve for Retirement of Variable Rate Notes (2)	0	2,225,000	0	0	0
Unreserved	34,547,866	18,714,984	0	0	0
ENDING BALANCE	34,547,866	20,939,984	0	0	0

- (1) As required by the Airport Revenue Bond ordinance, the excess of available funds over total requirements in the Airport Operating Fund is to be transferred annually to the Airport Capital Fund. Capital Improvement projects may be funded with money available in the Airport Capital Fund.
- (2) Represents \$2,225,000 Variable Rate Notes principal amortized in FY 2001. Amortization delayed until FY2005 due to September 11, 2001.

## AIRPORT FUND SUMMARY

	2000-2001 ACTUAL	2001-2002 AMENDED	2001-2002 ESTIMATED	2002-2003 PROPOSED	2002-2003 APPROVED
BEGINNING BALANCE	1,640,444	0	523,035	0	0
REVENUE					
AIRLINE REVENUE					
Landing Fees	15,772,043	16,001,000	13,097,709	16,233,000	16,233,000
Terminal Rental & Other Fees	12,896,688	14,897,000	14,084,000	14,561,000	14,561,000
TOTAL AIRLINE REVENUE	28,668,731	30,898,000	27,181,709	30,794,000	30,794,000
NON-AIRLINE REVENUE					
Parking	23,172,282	26,301,000	17,548,942	18,191,000	18,191,000
Other Concessions	11,396,771	11,897,000	10,563,370	11,905,000	11,905,000
Other Rentals and Fees	5,290,658	5,232,000	5,952,077	6,016,000	6,016,000
TOTAL NON-AIRLINE REVENUE	39,859,711	43,430,000	34,064,389	36,112,000	36,112,000
Interest Income	1,840,476	1,757,000	1,092,610	1,100,000	1,100,000
TOTAL REVENUE	70,368,918	76,085,000	62,338,708	68,006,000	68,006,000
TRANSFERS IN					
Airport Capital Fund	0	6,992,897	6,992,897	7,332,360	7,332,360
TOTAL TRANSFERS IN	0	6,992,897	6,992,897	7,332,360	7,332,360
TOTAL AVAILABLE FUNDS	70,368,918	83,077,897	69,331,605	75,338,360	75,338,360
OPERATING REQUIREMENTS					
Facilities Management	14,569,608	16,188,052	13,648,258	13,708,129	13,708,129
Security and Operations	15,670,115	15,124,619	15,596,279	16,765,073	16,765,073
Planning and Development	745,065	949,066	811,996	838,369	838,369
Support Services	7,022,336	8,180,552	6,794,422	7,802,320	7,802,320
TOTAL OPERATING REQUIREMENTS	38,007,124	40,442,289	36,850,955	39,113,891	39,113,891
TRANSFERS OUT					
GO Debt Service Fund	302,740	284,627	284,627	248,277	248,277
Airport Revenue Bond Debt Service	16,413,594	18,334,521	18,334,887	19,277,488	19,277,488
Airport Variable Rate Notes Debt Service	924,416	1,396,164	562,225	1,256,548	1,256,548
Trunked Radio Allocation	0	32,070	32,070	16,890	16,890
Austin Energy	133,333	0	0	0	0
DSMBR	0	133,333	133,333	133,333	133,333
TOTAL TRANSFERS OUT	17,774,083	20,180,715	19,347,142	20,932,536	20,932,536

	<u>2000-2001</u> <u>ACTUAL</u>	<u>2001-2002</u> <u>AMENDED</u>	<u>2001-2002</u> <u>ESTIMATED</u>	<u>2002-2003</u> <u>PROPOSED</u>	<u>2002-2003</u> <u>APPROVED</u>
OTHER REQUIREMENTS					
Workers' Compensation	92,025	166,895	166,895	305,615	305,615
Administrative Support - Support Serv	2,762,506	2,528,745	2,528,745	2,387,257	2,387,257
Administrative Support - ISD	0	596,899	596,899	692,441	692,441
Accrued Payroll	106,482	89,000	65,000	76,000	76,000
Liability Reserve	50,000	36,000	36,000	37,000	37,000
Wage Adjustment	0	0	0	0	0
Operating Reserve	0	557,921	557,921	201,084	201,084
<b>TOTAL OTHER REQUIREMENTS</b>	<u>3,011,013</u>	<u>3,975,460</u>	<u>3,951,460</u>	<u>3,699,397</u>	<u>3,699,397</u>
<b>TOTAL REQUIREMENTS</b>	<u>58,792,220</u>	<u>64,598,464</u>	<u>60,149,557</u>	<u>63,745,824</u>	<u>63,745,824</u>
EXCESS (DEFICIT) OF TOTAL AVAILABLE FUNDS OVER TOTAL REQUIREMENTS					
	<u>11,576,698</u>	<u>18,479,433</u>	<u>9,182,048</u>	<u>11,592,536</u>	<u>11,592,536</u>
Contribution To Capital Fund (1)	<u>13,862,745</u>	<u>18,479,433</u>	<u>9,705,083</u>	<u>11,592,536</u>	<u>11,592,536</u>
Adjustment to GAAP	<u>1,168,638</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>ENDING BALANCE</b>	<u><u>523,035</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

- (1) As required by the Airport Bond Revenue ordinance, the excess of available funds over total requirements is to be transferred annually to the Airport Capital Fund. Capital Improvement projects may be funded with money available in the Airport Capital Fund.

## AIRPORT REVENUE BOND REDEMPTION FUND SUMMARY

	2000-01 <u>ACTUAL</u>	2001-02 <u>AMENDED</u>	2001-02 <u>ESTIMATE</u>	2002-03 <u>PROPOSED</u>	2002-03 <u>APPROVED</u>
BEGINNING BALANCE	<u>8,977,073</u>	<u>11,391,230</u>	<u>11,390,843</u>	<u>13,408,324</u>	<u>13,408,324</u>
REVENUE					
Passenger Facility Charge	<u>8,781,406</u>	<u>9,637,450</u>	<u>9,637,450</u>	<u>10,052,334</u>	<u>10,052,334</u>
TOTAL REVENUE	<u>8,781,406</u>	<u>9,637,450</u>	<u>9,637,450</u>	<u>10,052,334</u>	<u>10,052,334</u>
TRANSFERS IN					
Airport Fund	<u>16,413,594</u>	<u>18,334,521</u>	<u>18,334,887</u>	<u>19,277,488</u>	<u>19,277,488</u>
TOTAL TRANSFERS IN	<u>16,413,594</u>	<u>18,334,521</u>	<u>18,334,887</u>	<u>19,277,488</u>	<u>19,277,488</u>
TOTAL REVENUE AND TRANSFERS IN	<u>25,195,000</u>	<u>27,971,971</u>	<u>27,972,337</u>	<u>29,329,822</u>	<u>29,329,822</u>
REQUIREMENTS					
Principal	0	3,255,000	3,255,000	5,630,000	5,630,000
Interest Expense	22,780,870	22,699,496	22,699,495	22,453,518	22,453,518
Other	360	380	361	380	380
TOTAL REQUIREMENTS	<u>22,781,230</u>	<u>25,954,876</u>	<u>25,954,856</u>	<u>28,083,898</u>	<u>28,083,898</u>
EXCESS (DEFICIENCY) OF REVENUE OVER REQUIREMENTS	<u>2,413,770</u>	<u>2,017,095</u>	<u>2,017,481</u>	<u>1,245,924</u>	<u>1,245,924</u>
ENDING BALANCE	<u>11,390,843</u>	<u>13,408,325</u>	<u>13,408,324</u>	<u>14,654,248</u>	<u>14,654,248</u>

**AIRPORT VARIABLE RATE REVENUE NOTES FUND SUMMARY**

	<u>2000-01 ACTUAL</u>	<u>2001-02 AMENDED</u>	<u>2001-02 ESTIMATE</u>	<u>2002-03 PROPOSED</u>	<u>2002-03 APPROVED</u>
BEGINNING BALANCE	441,867	452,602	392,997	441,863	441,863
REVENUE					
Airport Fund	924,416	1,396,164	562,225	1,256,548	1,256,548
TOTAL REVENUE	924,416	1,396,164	562,225	1,256,548	1,256,548
TOTAL REVENUE AND TRANSFERS IN	924,416	1,396,164	562,225	1,256,548	1,256,548
REQUIREMENTS					
Principal	0	0	0	0	0
Interest Expense	973,286	1,396,164	513,359	1,256,548	1,256,548
Other	0	0	0	0	0
TOTAL REQUIREMENTS	973,286	1,396,164	513,359	1,256,548	1,256,548
EXCESS (DEFICIENCY) OF REVENUE OVER REQUIREMENTS	(48,870)	0	48,866	(0)	(0)
ENDING BALANCE	392,997	452,602	441,863	441,863	441,863

## AUSTIN CABLE ACCESS FUND

	<u>2000-01 ACTUAL</u>	<u>2001-02 AMENDED</u>	<u>2001-02 ESTIMATED</u>	<u>2002-03 PROPOSED</u>	<u>2002-03 APPROVED</u>
BEGINNING BALANCE	<u>142,970</u>	<u>221,038</u>	<u>224,129</u>	<u>211,981</u>	<u>211,981</u>
REVENUE					
Access Payment	653,018	653,018	700,352	640,000	640,000
Interest Income	<u>5,641</u>	<u>2,550</u>	<u>5,000</u>	<u>4,250</u>	<u>4,250</u>
TOTAL REVENUE	<u>658,659</u>	<u>655,568</u>	<u>705,352</u>	<u>644,250</u>	<u>644,250</u>
EXPENSES					
Operating Expenditures	<u>577,500</u>	<u>717,500</u>	<u>717,500</u>	<u>722,500</u>	<u>722,500</u>
TOTAL REQUIREMENTS	<u>577,500</u>	<u>717,500</u>	<u>717,500</u>	<u>722,500</u>	<u>722,500</u>
EXCESS (DEFICIT) OF TOTAL REVENUE OVER REQUIREMENTS	<u>81,159</u>	<u>(61,932)</u>	<u>(12,148)</u>	<u>(78,250)</u>	<u>(78,250)</u>
ENDING BALANCE	<u><u>224,129</u></u>	<u><u>159,106</u></u>	<u><u>211,981</u></u>	<u><u>133,731</u></u>	<u><u>133,731</u></u>

**AUSTIN ENERGY**  
**DEBT MANAGEMENT FUND**

	<u>2000-2001</u> <u>ACTUAL</u>	<u>2001-2002</u> <u>AMENDED</u>	<u>2001-2002</u> <u>ESTIMATE</u>	<u>2002-2003</u> <u>PROPOSED</u>	<u>2002-2003</u> <u>APPROVED</u>
BEGINNING BALANCE	221,753,105	185,513,962	185,513,962	181,073,169	181,073,169
REVENUE					
Transfers from Utility Funds	0	7,609,000	7,609,000	0	0
Interest Income	0	0	0	0	0
TOTAL REVENUE	0	7,609,000	7,609,000	0	0
REQUIREMENTS					
Debt Defeasance	0	2,200,000	2,049,793	0	0
Transfer to CIP	36,800,212	0	0	0	0
Transfer to Repair and Replacement Fund	0	10,000,000	10,000,000	10,000,000	10,000,000
TOTAL REQUIREMENTS	36,800,212	12,200,000	12,049,793	10,000,000	10,000,000
Excess (Deficiency) of Revenue over Requirements	(36,800,212)	(4,591,000)	(4,440,793)	(10,000,000)	(10,000,000)
Adjustment to GAAP	561,069	0	0	0	0
ENDING BALANCE	185,513,962	180,922,962	181,073,169	171,073,169	171,073,169

**AUSTIN ENERGY**  
**REPAIR AND REPLACEMENT FUND**

	<u>2000-2001 ACTUAL</u>	<u>2001-2002 AMENDED</u>	<u>2001-2002 ESTIMATE</u>	<u>2002-2003 PROPOSED</u>	<u>2002-2003 APPROVED</u>
BEGINNING BALANCE	0	0	0	10,000,000	10,000,000
REVENUE					
Transfers from Debt Management Fund	0	10,000,000	10,000,000	10,000,000	10,000,000
Interest Income	0	0	0	0	0
TOTAL REVENUE	0	10,000,000	10,000,000	10,000,000	10,000,000
REQUIREMENTS	0	0	0	0	0
TOTAL REQUIREMENTS	0	0	0	0	0
Excess (Deficiency) of Revenue over Requirements	0	10,000,000	10,000,000	10,000,000	10,000,000
Adjustment to GAAP	0	0	0	0	0
ENDING BALANCE	0	10,000,000	10,000,000	20,000,000	20,000,000

## Austin Energy Utility Fund

	<u>Actual 2000-2001</u>	<u>Amended 2001-2002</u>	<u>Estimate 2001-2002</u>	<u>Proposed 2002-2003</u>	<u>Approved 2002-2003</u>
<b>BEGINNING BALANCE</b>	<b>\$ 106,577,203</b>	<b>\$ 107,998,061</b>	<b>\$ 107,998,061</b>	<b>\$ 101,536,511</b>	<b>\$ 101,536,511</b>
<b>REVENUE</b>					
Service Area Revenue	756,187,306	726,284,400	673,429,432	721,369,207	721,369,207
Other Revenue	78,849,005	95,802,435	89,561,921	94,040,264	94,040,264
<b>REVENUE TOTAL</b>	<b>835,036,311</b>	<b>822,086,835</b>	<b>762,991,353</b>	<b>815,409,471</b>	<b>815,409,471</b>
<b>TRANSFERS IN</b>					
Utility Debt Management Fund	36,800,212	0	0	0	0
Electric Capital Improvement Program Fund	0	15,659,592	15,659,592	0	0
<b>TRANSFERS IN TOTAL</b>	<b>36,800,212</b>	<b>15,659,592</b>	<b>15,659,592</b>	<b>0</b>	<b>0</b>
<b>AVAILABLE FUNDS TOTAL</b>	<b>\$871,836,523</b>	<b>\$837,746,427</b>	<b>\$778,650,945</b>	<b>\$815,409,471</b>	<b>\$815,409,471</b>
<b>REQUIREMENTS</b>					
<b>OPERATING REQUIREMENTS</b>					
Operations and Maintenance, including Joint Projects	383,003,912	374,123,563	316,725,418	370,275,661	370,275,661
Conservation-Energy	4,645,268	6,755,042	6,111,027	5,566,816	5,566,816
Conservation-Load Management Program	3,579,789	7,488,356	3,230,000	3,031,856	3,761,856
Conservation-Rebates & Incentives	7,452,500	7,984,500	4,706,972	6,925,325	6,925,325
Conservation-Chillers	409,760	6,451,151	5,248,047	6,658,541	6,658,541
Other Operating Expenses	41,035,486	41,027,724	47,336,724	44,324,736	44,324,736
<b>OPERATING REQUIREMENTS TOTAL</b>	<b>440,126,715</b>	<b>443,830,336</b>	<b>383,358,188</b>	<b>436,782,935</b>	<b>437,512,935</b>
<b>OTHER REQUIREMENTS</b>					
Workers' Compensation	792,311	653,233	653,233	673,411	673,411
Liability Reserve	600,000	300,000	300,000	566,000	566,000
Administrative Support	6,855,853	7,972,468	7,972,468	10,081,357	10,081,357
Accrued Payroll	328,895	289,000	444,000	555,000	555,000
<b>OTHER REQUIREMENTS TOTAL</b>	<b>8,577,059</b>	<b>9,214,701</b>	<b>9,369,701</b>	<b>11,875,768</b>	<b>11,875,768</b>
<b>SUBTOTAL BEFORE TRANSFERS OUT</b>	<b>448,703,774</b>	<b>453,045,037</b>	<b>392,727,889</b>	<b>448,658,703</b>	<b>449,388,703</b>
<b>TRANSFERS OUT</b>					
General Fund	67,283,000	68,933,000	68,933,000	72,864,000	72,864,000
Debt Management	0	7,609,000	7,609,000	0	0
Electric Capital Improvement Program	150,215,626	134,266,816	132,975,816	117,033,000	117,033,000
Economic Development Fund	4,239,000	3,512,000	3,512,000	3,500,000	3,500,000
Trunked Radio	0	93,665	93,665	49,330	49,330
Support Services ISF	133,333	490,333	490,333	633,333	633,333
General Obligation Debt Service	469,047	482,081	482,081	493,793	493,793
Debt Service (Principal and Interest)	187,943,662	180,406,254	178,288,711	185,907,281	185,907,281
PARD Capital Improvement Program	0	0	0	0	1,000,000
<b>TRANSFERS OUT TOTAL</b>	<b>410,283,668</b>	<b>395,793,149</b>	<b>392,384,606</b>	<b>380,480,737</b>	<b>381,480,737</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$858,987,442</b>	<b>\$848,838,186</b>	<b>\$785,112,495</b>	<b>\$829,139,440</b>	<b>\$830,869,440</b>
<b>Excess (Deficiency) of Revenue over Requirements</b>	<b>\$12,849,081</b>	<b>(\$11,091,759)</b>	<b>(\$6,461,550)</b>	<b>(\$13,729,969)</b>	<b>(\$15,459,969)</b>
Adjustment to GAAP	(11,428,223)	0	0	0	0
<b>ENDING BALANCE</b>	<b>\$ 107,998,061</b>	<b>\$ 96,906,302</b>	<b>\$ 101,536,511</b>	<b>\$ 87,806,542</b>	<b>\$ 86,076,542</b>

## BALCONES CANYONLANDS PRESERVE FUND SUMMARY

	2000-2001 ACTUAL	2001-2002 AMENDED	2001-2002 ESTIMATED	2002-2003 PROPOSED	2002-2003 APPROVED
BEGINNING BALANCE	557,554	1,418,525	1,642,042	1,119,890	1,119,890
REVENUE					
Interest Income	65,384	20,000	20,000	0	0
BCP Participation	1,190,434	0	0	0	0
TOTAL REVENUE	1,255,818	20,000	20,000	0	0
TRANSFERS IN					
Transfer from the General Fund	160,000	80,000	80,000	0	0
Transfer from the Drainage Utility Fund	470,015	256,210	256,210	0	0
TOTAL TRANSFERS IN	630,015	336,210	336,210	0	0
TOTAL AVAILABLE FUNDS	1,885,833	356,210	356,210	0	0
EXPENSES					
Natural Resources	803,642	875,862	875,862	0	0
TOTAL EXPENSES	803,642	875,862	875,862	0	0
OTHER REQUIREMENTS					
Accrued Payroll	3,081	2,500	2,500	0	0
TOTAL OTHER REQUIREMENTS	3,081	2,500	2,500	0	0
TOTAL REQUIREMENTS	806,723	878,362	878,362	0	0
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	1,079,110	(522,152)	(522,152)	0	0
Adjustments to GAAP	5,378	0	0	0	0
ENDING BALANCE	1,642,042	896,373	1,119,890	1,119,890	1,119,890

## CHILD SAFETY FUND

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	395,368	247,657	287,124	114,924	114,924
REVENUE					
Traffic Violations - City	702,221	783,830	742,008	732,800	732,800
Vehicle Registration Fees - County	715,802	718,360	662,456	740,000	740,000
Interest Income	21,144	22,219	8,636	10,000	10,000
TOTAL REVENUE	1,439,167	1,524,409	1,413,100	1,482,800	1,482,800
EXPENDITURES					
Child Safety	1,407,804	1,517,804	1,386,872	1,325,881	1,325,881
Support Services	81,509	81,226	81,226	150,809	150,809
TOTAL EXPENDITURES	1,489,313	1,599,030	1,468,098	1,476,690	1,476,690
OTHER REQUIREMENTS					
Infrastructure Support Services	71,709	67,760	67,760	0	0
Administrative Support - TPSD	26,442	26,442	26,442	26,442	26,442
Accrued Payroll	4,000	11,000	23,000	8,000	8,000
TOTAL OTHER REQUIREMENTS	102,151	105,202	117,202	34,442	34,442
TOTAL REQUIREMENTS	1,591,464	1,704,232	1,585,300	1,511,132	1,511,132
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER TOTAL REQUIREMENTS	(152,297)	(179,823)	(172,200)	(28,332)	(28,332)
ADJUSTMENT TO GAAP	44,053	0	0	0	0
ENDING BALANCE	287,124	67,834	114,924	86,592	86,592

## COMBINED UTILITY REVENUE BOND REDEMPTION FUND SUMMARY

	ACTUAL 2000-01	AMENDED 2001-02	ESTIMATE 2001-02	PROPOSED 2002-03	APPROVED 2002-03
BEGINNING BALANCE	<u>103,732,247</u>	<u>115,284,745</u>	<u>116,750,348</u>	<u>108,813,379</u>	<u>108,813,379</u>
REVENUE					
Transfers from Utility Funds	231,500,000	237,038,780	236,069,000	241,377,634	241,377,634
Debt Defeasance	0	0	416,144	0	0
Interest Income	<u>15,245,028</u>	<u>9,255,904</u>	<u>10,515,174</u>	<u>7,781,365</u>	<u>7,781,365</u>
TOTAL REVENUE	<u>246,745,028</u>	<u>246,294,684</u>	<u>247,000,318</u>	<u>249,158,999</u>	<u>249,158,999</u>
TOTAL REVENUE AND TRANSFERS IN	<u>246,745,028</u>	<u>246,294,684</u>	<u>247,000,318</u>	<u>249,158,999</u>	<u>249,158,999</u>
REQUIREMENTS					
Principal	101,357,366	98,875,662	98,875,662	104,252,007	104,252,007
Interest Expense	<u>132,810,412</u>	<u>157,093,731</u>	<u>156,061,625</u>	<u>126,934,313</u>	<u>126,934,313</u>
TOTAL REQUIREMENTS	<u>234,167,778</u>	<u>255,969,393</u>	<u>254,937,287</u>	<u>231,186,320</u>	<u>231,186,320</u>
EXCESS (DEFICIENCY) OF REVENUE OVER REQUIREMENTS	<u>12,577,251</u>	<u>(9,674,709)</u>	<u>(7,936,969)</u>	<u>17,972,678</u>	<u>17,972,678</u>
ADJUSTMENT TO GAAP	<u>440,850</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>116,750,348</u>	<u>105,610,036</u>	<u>108,813,379</u>	<u>126,786,058</u>	<u>126,786,058</u>

**COMMUNITY CARE DEPARTMENT  
DAVID POWELL CLINIC FUND**

	<u>2000-01 ACTUAL</u>	<u>2001-02 AMENDED</u>	<u>2001-02 ESTIMATED</u>	<u>2002-03 PROPOSED</u>	<u>2002-03 APPROVED</u>
BEGINNING BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
REVENUE					
Medicare	0	0	0	35,366	35,366
Medicaid	0	0	0	51,662	51,662
Commercial Insurance	0	0	0	4,594	4,594
Patient Fees	0	0	0	13,816	13,816
Transcripts	0	0	0	1,000	1,000
TOTAL REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>106,438</u>	<u>106,438</u>
TRANSFERS IN					
General Fund	0	0	0	627,599	627,599
TOTAL TRANSFERS IN	<u>0</u>	<u>0</u>	<u>0</u>	<u>627,599</u>	<u>627,599</u>
TOTAL FUNDS AVAILABLE	<u>0</u>	<u>0</u>	<u>0</u>	<u>734,037</u>	<u>734,037</u>
OPERATING EXPENSES					
Medical and Dental Services	0	0	0	734,037	734,037
Support Services	0	0	0	0	0
TOTAL OPERATING EXPENSES	<u>0</u>	<u>0</u>	<u>0</u>	<u>734,037</u>	<u>734,037</u>
EXCESS (DEFICIT) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

**COMMUNITY CARE DEPARTMENT  
FEDERALLY QUALIFIED HEALTH CENTER FUND**

	<u>2000-01 ACTUAL</u>	<u>2001-02 AMENDED</u>	<u>2001-02 ESTIMATED</u>	<u>2002-03 PROPOSED</u>	<u>2002-03 APPROVED</u>
BEGINNING BALANCE	627,055	871,489	1,642,778	1,736,650	1,736,650
REVENUE					
Medicare	1,004,265	903,880	978,803	965,916	965,916
Medicaid	5,335,617	5,481,410	4,112,477	4,396,601	4,396,601
CHIP	98,765	323,771	213,200	195,506	195,506
Patient Fees/Other	1,286,201	1,616,714	1,286,848	1,360,356	1,360,356
Title XX Family Planning	277,293	295,374	285,734	285,734	285,734
Title V Maternal/Child Health	285,518	265,000	269,368	269,368	269,368
Interest	152,172	87,956	87,956	87,956	87,956
TOTAL REVENUE	<u>8,439,831</u>	<u>8,974,105</u>	<u>7,234,386</u>	<u>7,561,437</u>	<u>7,561,437</u>
TRANSFERS IN					
Hospital Fund	7,194,444	7,364,087	7,364,087	0	0
Hospital - DSH	1,455,574	0	0	0	0
General Fund	0	318,512	0	0	0
General Fund Public Health	0	0	0	7,101,035	7,101,035
TOTAL TRANSFERS IN	<u>8,650,018</u>	<u>7,682,599</u>	<u>7,364,087</u>	<u>7,101,035</u>	<u>7,101,035</u>
OTHER FUNDING					
MAP Support	2,163,332	2,400,070	2,400,070	2,403,820	2,403,820
Disproportionate Share Revenue	0	0	0	2,188,898	2,188,898
TOTAL OTHER FUNDING	<u>2,163,332</u>	<u>2,400,070</u>	<u>2,400,070</u>	<u>4,592,718</u>	<u>4,592,718</u>
TOTAL FUNDS AVAILABLE	<u>19,253,181</u>	<u>19,056,774</u>	<u>16,998,543</u>	<u>19,255,190</u>	<u>19,255,190</u>
OPERATING EXPENSES					
Medical and Dental Services	16,353,438	15,999,300	14,798,214	15,173,300	15,173,300
Support Services	1,959,220	2,617,425	1,935,345	2,569,313	2,569,313
TOTAL OPERATING EXPENSES	<u>18,312,658</u>	<u>18,616,725</u>	<u>16,733,559</u>	<u>17,742,613</u>	<u>17,742,613</u>
TRANSFERS OUT					
General Fund	763,252	0	0	0	0
CIP	0	0	0	1,100,000	1,100,000
TOTAL TRANSFERS OUT	<u>763,252</u>	<u>0</u>	<u>0</u>	<u>1,100,000</u>	<u>1,100,000</u>
OTHER REQUIREMENTS					
Accrued Payroll	51,000	50,000	37,000	69,000	69,000
Information Systems Support	0	127,111	127,111	103,857	103,857
Liability Reserve	7,000	7,000	7,000	6,000	6,000
TOTAL OTHER REQUIREMENTS	<u>58,000</u>	<u>184,111</u>	<u>171,111</u>	<u>178,857</u>	<u>178,857</u>
TOTAL REQUIREMENTS	<u>19,133,910</u>	<u>18,800,836</u>	<u>16,904,670</u>	<u>19,021,470</u>	<u>19,021,470</u>
EXCESS (DEFICIT) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>119,271</u>	<u>255,938</u>	<u>93,872</u>	<u>233,720</u>	<u>233,720</u>
Adjustment to GAAP	896,452	0	0	0	0

**COMMUNITY CARE DEPARTMENT  
FEDERALLY QUALIFIED HEALTH CENTER FUND**

	<u>2000-01 ACTUAL</u>	<u>2001-02 AMENDED</u>	<u>2001-02 ESTIMATED</u>	<u>2002-03 PROPOSED</u>	<u>2002-03 APPROVED</u>
COMPONENTS OF ENDING BALANCE					
Contingency Reserve	250,000	250,000	250,000	250,000	250,000
Unreserved Ending Balance	1,392,778	877,427	1,486,650	1,720,370	1,720,370
ENDING BALANCE	<u>1,642,778</u>	<u>1,127,427</u>	<u>1,736,650</u>	<u>1,970,370</u>	<u>1,970,370</u>

**COMMUNITY CARE DEPARTMENT  
TRAVIS COUNTY REIMBURSED FUND**

	<u>2000-01 ACTUAL</u>	<u>2001-02 AMENDED</u>	<u>2001-02 ESTIMATE</u>	<u>2002-03 PROPOSED</u>	<u>2002-03 APPROVED</u>
BEGINNING BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
REVENUE					
Travis County Reimbursement	1,986,197	2,171,099	1,846,424	2,288,391	2,288,391
TOTAL REVENUE	<u>1,986,197</u>	<u>2,171,099</u>	<u>1,846,424</u>	<u>2,288,391</u>	<u>2,288,391</u>
OPERATING EXPENSES					
Medical and Dental Services	1,872,629	2,129,467	1,800,215	2,288,391	2,288,391
Support Services	49,324	41,632	46,209	0	0
TOTAL OPERATING EXPENSES	<u>1,921,953</u>	<u>2,171,099</u>	<u>1,846,424</u>	<u>2,288,391</u>	<u>2,288,391</u>
EXCESS (DEFICIT) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>64,244</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Adjustment to GAAP	<u>(64,244)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

## CONSERVATION REBATES AND INCENTIVES FUND

	2000-2001 ACTUAL	2001-2002 AMENDED	2001-2002 ESTIMATED	2002-2003 PROPOSED	2002-2003 APPROVED
BEGINNING BALANCE	1,855,789	2,261,731	2,661,058	1,283,528	1,283,528
REVENUE					
Transfer from Austin Energy	7,452,500	7,985,000	4,706,972	6,925,325	6,925,325
Transfer from Water and Wastewater Utility	1,123,759	1,367,082	1,367,082	1,298,728	1,298,728
TOTAL REVENUE	8,576,259	9,352,082	6,074,054	8,224,053	8,224,053
REQUIREMENTS					
Electric Rebates and Incentives					
Free Weatherization	1,141,449	890,000	678,215	890,000	890,000
Multi-Family Rebates	330,286	630,000	480,085	595,000	595,000
Loan Options	411,140	625,000	476,274	525,000	525,000
Rebate Options	1,803,971	2,900,000	2,205,154	2,755,000	2,755,000
Clothes Washer Rebates	20,000	20,000	20,000	20,000	20,000
Duct Diagnostic/Sealing Rebates	1,223,240	670,000	510,566	500,000	500,000
Nexus-Home Audit CD	0	40,000	30,482	40,000	40,000
Compact Fluorescent Distribution	0	65,000	49,533	30,000	30,000
Loan Star Debt Service	342	590,000	449,603	1,173,325	1,173,325
Commercial-Existing Construction	1,619,838	1,450,000	1,079,590	1,355,000	1,355,000
Small Businesses	105,000	105,000	105,000	200,000	200,000
Green Building	6,000	0	0	42,000	42,000
Total Electric Rebates and Incentives	6,661,266	7,985,000	6,084,502	8,125,325	8,125,325
Water Conservation Rebates					
Residential Rebates	574,899	1,004,332	1,004,332	945,978	945,978
Commercial Incentives	112,750	112,750	112,750	112,750	112,750
Municipal Program	50,000	50,000	50,000	50,000	50,000
Total Water Conservation Rebates	737,649	1,167,082	1,167,082	1,108,728	1,108,728
Swimming Pools Repairs and Renovations	460,709	605,942	200,000	190,000	190,000
TOTAL REQUIREMENTS	7,859,624	9,758,024	7,451,584	9,424,053	9,424,053
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	716,635	(405,942)	(1,377,530)	(1,200,000)	(1,200,000)
Adjustment to GAAP	88,634	0	0	0	0
ENDING BALANCE	2,661,058	1,855,789	1,283,528	83,528	83,528

## CONVENTION CENTER ALL FUNDS COMBINED FUND SUMMARY\*

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
<b>BEGINNING BALANCE</b>					
Convention Center Combined Funds	25,943,061	13,170,670	16,422,347	10,414,347	10,414,347
Venue Project Fund	1,099,513	519,337	572,788	0	0
PEC Combined Funds	5,954,465	1,085,755	1,157,232	1,940,354	1,940,354
<b>REVENUE/TRANSFERS IN</b>					
Hotel/Motel Bed Tax-Convention Cntr.	15,579,972	15,489,500	12,391,600	13,023,572	13,023,572
Hotel/Motel Bed Tax (2.0%)-Venue	6,908,352	6,884,222	5,507,378	5,788,254	5,788,254
Car rental tax revenue-PEC	5,727,028	5,422,181	4,727,825	4,968,471	4,968,471
Garage Parking Revenue-PEC	0	623,000	323,000	424,000	424,000
Facility Revenue-Convention Center	5,430,404	4,806,299	4,015,022	5,075,664	5,075,664
Contractor Revenue-Convention Cntr.	5,641,432	5,688,156	4,688,156	5,382,872	5,382,872
Facility Revenue-PEC	0	166,857	166,857	848,026	848,026
Contractor Revenue-PEC	0	180,334	180,334	633,768	633,768
Interest Earnings-Convention Center	1,752,224	1,187,000	1,187,000	1,187,000	1,187,000
Interest Earnings-Venue Project Fund	60,138	50,000	50,000	60,000	60,000
Interest Earnings-PEC	185,890	80,000	60,000	50,000	50,000
<b>TOTAL REVENUE/TRANSFERS IN</b>	<b>41,285,440</b>	<b>40,577,549</b>	<b>33,297,173</b>	<b>37,441,627</b>	<b>37,441,627</b>
<b>EXPENSES</b>					
Event Operations-Convention Center	8,533,266	12,109,107	10,559,107	10,992,549	10,992,549
Contractor Expenses-Convention Cntr.	4,685,476	4,827,889	5,027,889	4,310,778	4,310,778
Support Services-Convention Center	1,774,385	2,933,193	2,583,193	2,719,565	2,719,565
Event Operations-PEC	0	2,819,102	1,669,102	4,132,245	4,132,245
Contractor Expenses-PEC	0	183,259	183,259	482,629	482,629
Support Services-PEC	0	146,112	146,112	739,138	739,138
<b>TOTAL OPERATING EXPENSES</b>	<b>14,993,127</b>	<b>23,018,662</b>	<b>20,168,662</b>	<b>23,376,904</b>	<b>23,376,904</b>
<b>TRANSFERS OUT</b>					
CIP-PEC	8,300,000	0	0	0	0
GO Debt Service-trunked radio	77,704	79,213	79,213	81,007	81,007
GO Debt Service-retrofit	0	818,482	818,482	780,913	780,913
Wireless Communication Fund	0	23,132	23,132	12,183	12,183
Public Improvement Dist.-Conv. Cntr.	75,000	75,000	75,000	75,000	75,000
Debt Service-Convention Center	6,817,312	6,826,903	6,826,856	6,836,893	6,836,893
Debt Service-Venue Fund	7,495,215	7,511,800	7,527,378	8,598,001	8,598,001
Debt Service-PEC	2,410,151	2,414,860	2,420,605	2,681,711	2,681,711
<b>TOTAL TRANSFERS OUT</b>	<b>25,175,382</b>	<b>17,749,390</b>	<b>17,770,666</b>	<b>19,065,708</b>	<b>19,065,708</b>

## CONVENTION CENTER ALL FUNDS COMBINED FUND SUMMARY\*

	2000-01 <u>ACTUAL</u>	2001-02 <u>AMENDED</u>	2001-02 <u>ESTIMATED</u>	2002-03 <u>PROPOSED</u>	2002-03 <u>APPROVED</u>
<b>OTHER REQUIREMENTS</b>					
Hotel-economic development-Conv. Cntr.	14,995,500	0	0	0	0
Steam Train-Convention Center	82,603	0	0	0	0
Land Purchase	0	5,000,000	0	0	0
Accrued Payroll-Convention Center	40,046	48,400	42,000	20,000	20,000
Accrued Payroll-PEC	0	13,800	10,000	2,000	2,000
Admin. Support-Convention Center	746,684	817,871	817,871	1,260,358	1,260,358
Administrative Support-PEC	0	228,991	228,991	377,331	377,331
Workers Comp-Convention Center	77,709	56,024	56,024	72,669	72,669
Workers Compensation-PEC	0	15,939	15,939	21,952	21,952
Liability Reserve-Convention Center	9,000	3,114	3,114	6,144	6,144
Liability Reserve-PEC	0	886	886	1,856	1,856
<b>TOTAL OTHER REQUIREMENTS</b>	<u>15,951,542</u>	<u>6,185,025</u>	<u>1,174,825</u>	<u>1,762,310</u>	<u>1,762,310</u>
<b>TOTAL REQUIREMENTS</b>	<u>56,120,051</u>	<u>46,953,077</u>	<u>39,114,153</u>	<u>44,204,922</u>	<u>44,204,922</u>
<b>EXCESS (DEFICIENCY) OF REVENUE/ TRANSFERS IN OVER REQUIREMENTS</b>	<u>(14,834,611)</u>	<u>(6,375,528)</u>	<u>(5,816,980)</u>	<u>(6,763,295)</u>	<u>(6,763,295)</u>
Adjustment to GAAP	<u>1,241,221</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Unavailable Resources	<u>(1,251,282)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>ENDING BALANCE</b>	<u><u>18,152,367</u></u>	<u><u>8,400,234</u></u>	<u><u>12,335,387</u></u>	<u><u>5,591,406</u></u>	<u><u>5,591,406</u></u>
<b>COMPONENTS OF ENDING BALANCE</b>					
Convention Center-unreserved	16,422,347	6,665,056	10,414,347	5,165,649	5,165,649
Venue Fund-unreserved	572,788	0	0	0	0
Palmer Events Center (PEC)-reserved	0	0	0	225,757	225,757
Palmer Events Center (PEC)-unreserved	1,157,232	1,735,178	1,940,354	0	0
Palmer Events Center (PEC) Restricted for Repair and Replacements	0	0	0	200,000	200,000

(\*) Funds are accounted for separately in order to comply with State statutes. Includes: (1) Convention Center Combined Funds, (2) Venue Project Fund (3) Palmer Events Center (PEC) Combined Funds.

## CONVENTION CENTER COMBINED FUND SUMMARY \*

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
<b>BEGINNING BALANCE</b>					
Convention Center Combined Funds	25,943,061	13,170,670	16,422,347	10,414,347	10,414,347
Venue Project Fund	1,099,513	519,337	572,788	0	0
<b>REVENUE/TRANSFERS IN</b>					
Hotel/Motel Bed Tax-Convention Cntr.	15,579,972	15,489,500	12,391,600	13,023,572	13,023,572
Hotel/Motel Bed Tax (2.0%)-Venue	6,908,352	6,884,222	5,507,378	5,788,254	5,788,254
Facility Revenue-Convention Center	5,430,404	4,806,299	4,015,022	5,075,664	5,075,664
Contractor Revenue-Convention Cntr.	5,641,432	5,688,156	4,688,156	5,382,872	5,382,872
Interest Earnings-Convention Center	1,752,224	1,187,000	1,187,000	1,187,000	1,187,000
Interest Earnings-Venue Project Fund	60,138	50,000	50,000	60,000	60,000
<b>TOTAL REVENUE/TRANSFERS IN</b>	<b>35,372,522</b>	<b>34,105,177</b>	<b>27,839,156</b>	<b>30,517,362</b>	<b>30,517,362</b>
<b>EXPENSES</b>					
Event Operations-Convention Center	8,533,266	12,109,107	10,559,107	10,992,549	10,992,549
Contractor Expenses-Convention Cntr.	4,685,476	4,827,889	5,027,889	4,310,778	4,310,778
Support Services-Convention Center	1,774,385	2,933,193	2,583,193	2,719,565	2,719,565
<b>TOTAL OPERATING EXPENSES</b>	<b>14,993,127</b>	<b>19,870,189</b>	<b>18,170,189</b>	<b>18,022,892</b>	<b>18,022,892</b>
<b>TRANSFERS OUT</b>					
GO Debt Service-trunked radio	77,704	79,213	79,213	81,007	81,007
GO Debt Service-retrofit	0	818,482	818,482	780,913	780,913
Wireless Communication Fund	0	23,132	23,132	12,183	12,183
Public Improvement Dist.-Conv. Cntr.	75,000	75,000	75,000	75,000	75,000
Debt Service-Convention Center	6,817,312	6,826,903	6,826,856	6,836,893	6,836,893
Debt Service-Venue Fund	7,495,215	7,511,800	7,527,378	8,598,001	8,598,001
<b>TOTAL TRANSFERS OUT</b>	<b>14,465,231</b>	<b>15,334,530</b>	<b>15,350,061</b>	<b>16,383,997</b>	<b>16,383,997</b>
<b>OTHER REQUIREMENTS</b>					
Hotel-economic development-Conv. Cntr.	14,995,500	0	0	0	0
Steam Train-Convention Center	82,603	0	0	0	0
Land Purchase	0	5,000,000	0	0	0
Accrued Payroll-Convention Center	40,046	48,400	42,000	20,000	20,000
Admin. Support-Convention Center	746,684	817,871	817,871	1,260,358	1,260,358
Workers Comp-Convention Center	77,709	56,024	56,024	72,669	72,669
Liability Reserve-Convention Center	9,000	3,114	3,114	6,144	6,144
<b>TOTAL OTHER REQUIREMENTS</b>	<b>15,951,542</b>	<b>5,925,409</b>	<b>919,009</b>	<b>1,359,171</b>	<b>1,359,171</b>
<b>TOTAL REQUIREMENTS</b>	<b>45,409,900</b>	<b>41,130,128</b>	<b>34,439,259</b>	<b>35,766,060</b>	<b>35,766,060</b>
<b>EXCESS (DEFICIENCY) OF REVENUE/ TRANSFERS IN OVER REQUIREMENTS</b>	<b>(10,037,378)</b>	<b>(7,024,951)</b>	<b>(6,600,103)</b>	<b>(5,248,698)</b>	<b>(5,248,698)</b>
Adjustment to GAAP	(10,061)	0	0	0	0
<b>ENDING BALANCE</b>	<b>16,995,135</b>	<b>6,665,056</b>	<b>10,395,032</b>	<b>5,165,649</b>	<b>5,165,649</b>
<b>COMPONENTS OF ENDING BALANCE</b>					
Convention Center	16,422,347	6,665,056	10,414,347	5,165,649	5,165,649
Venue Fund	572,788	0	0	0	0

(\*) Funds are accounted for separately in order to comply with State statutes. Includes: (1) Convention Center Funds, (2) Venue Project Fund.

## CONVENTION CENTER OPERATING FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	24,966,075	11,751,922	16,422,347	10,414,347	10,414,347
REVENUE					
Facility Revenue	5,430,404	4,806,299	4,015,022	5,075,664	5,075,664
Contractor Revenue	5,641,432	5,688,156	4,688,156	5,382,872	5,382,872
Interest Earnings	1,355,522	612,000	612,000	674,000	674,000
TOTAL REVENUE	<u>12,427,358</u>	<u>11,106,455</u>	<u>9,315,178</u>	<u>11,132,536</u>	<u>11,132,536</u>
TRANSFERS IN					
Convention Center Tax Fund	10,136,348	10,598,104	4,742,532	3,949,932	3,949,932
TOTAL TRANSFERS IN	<u>10,136,348</u>	<u>10,598,104</u>	<u>4,742,532</u>	<u>3,949,932</u>	<u>3,949,932</u>
TOTAL AVAILABLE FUNDS	<u>22,563,706</u>	<u>21,704,559</u>	<u>14,057,710</u>	<u>15,082,468</u>	<u>15,082,468</u>
EXPENSES					
Event Operations	8,533,266	12,109,107	10,559,107	10,992,549	10,992,549
Contractor Expenses	4,685,476	4,827,889	5,027,889	4,310,778	4,310,778
Support Services	1,774,385	2,933,193	2,583,193	2,719,565	2,719,565
TOTAL OPERATING EXPENSES	<u>14,993,127</u>	<u>19,870,189</u>	<u>18,170,189</u>	<u>18,022,892</u>	<u>18,022,892</u>
TRANSFERS OUT					
GO Debt Service-trunked radio	77,704	79,213	79,213	81,007	81,007
GO Debt Service-retrofit	0	818,482	799,167	780,913	780,913
Wireless Communication Fund	0	23,132	23,132	12,183	12,183
Public Improvement District	75,000	75,000	75,000	75,000	75,000
TOTAL TRANSFERS OUT	<u>152,704</u>	<u>995,827</u>	<u>976,512</u>	<u>949,103</u>	<u>949,103</u>
OTHER REQUIREMENTS					
Land Purchase	0	5,000,000	0	0	0
Hotel- Economic Development	14,995,500	0	0	0	0
Steam Train	82,603	0	0	0	0
Accrued Payroll	40,046	48,400	42,000	20,000	20,000
Administrative Support	746,684	817,871	817,871	1,260,358	1,260,358
Workers Compensation	77,709	56,024	56,024	72,669	72,669
Liability Reserve	9,000	3,114	3,114	6,144	6,144
TOTAL OTHER REQUIREMENTS	<u>15,951,542</u>	<u>5,925,409</u>	<u>919,009</u>	<u>1,359,171</u>	<u>1,359,171</u>
TOTAL REQUIREMENTS	<u>31,097,373</u>	<u>26,791,425</u>	<u>20,065,710</u>	<u>20,331,166</u>	<u>20,331,166</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>(8,533,667)</u>	<u>(5,086,866)</u>	<u>(6,008,000)</u>	<u>(5,248,698)</u>	<u>(5,248,698)</u>
Adjustment to GAAP	<u>(10,061)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>16,422,347</u>	<u>6,665,056</u>	<u>10,414,347</u>	<u>5,165,649</u>	<u>5,165,649</u>

## CONVENTION CENTER TAX FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	976,986	1,418,748	0	0	0
REVENUE					
Interest Income	396,702	575,000	575,000	513,000	513,000
TOTAL REVENUE	396,702	575,000	575,000	513,000	513,000
TRANSFERS IN					
Hotel/Motel Bed Tax Fund	15,579,972	15,489,500	12,391,600	13,023,572	13,023,572
TOTAL TRANSFERS IN	15,579,972	15,489,500	12,391,600	13,023,572	13,023,572
TOTAL AVAILABLE FUNDS	15,976,674	16,064,500	12,966,600	13,536,572	13,536,572
TRANSFERS OUT					
Series A-Debt Service	5,614,538	5,620,390	5,619,626	5,625,486	5,625,486
Series A-1999 Taxable Bonds	1,202,774	1,206,513	1,207,230	1,211,407	1,211,407
Venue Project Fund	0	58,241	1,397,212	2,749,747	2,749,747
Operating Fund	10,136,348	10,598,104	4,742,532	3,949,932	3,949,932
TOTAL TRANSFERS OUT	16,953,660	17,483,248	12,966,600	13,536,572	13,536,572
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	(976,986)	(1,418,748)	0	0	0
ENDING BALANCE	0	0	0	0	0

## CULTURAL ARTS FUND SUMMARY

	2000-2001 ACTUAL	2001-2002 AMENDED	2001-2002 ESTIMATED	2002-2003 PROPOSED	2002-2003 APPROVED
BEGINNING BALANCE	<u>659,932</u>	<u>668,715</u>	<u>718,507</u>	<u>(287,970)</u>	<u>(287,970)</u>
TRANSFERS IN					
Interest	70,201	50,000	14,400	20,000	20,000
Hotel/Motel Bed Tax	<u>3,634,952</u>	<u>3,614,217</u>	<u>2,891,374</u>	<u>3,038,834</u>	<u>3,038,834</u>
TOTAL TRANSFERS IN	<u>3,705,153</u>	<u>3,664,217</u>	<u>2,905,774</u>	<u>3,058,834</u>	<u>3,058,834</u>
TOTAL AVAILABLE	<u>3,705,153</u>	<u>3,664,217</u>	<u>2,905,774</u>	<u>3,058,834</u>	<u>3,058,834</u>
EXPENSES					
Cultural Arts Contracts	<u>3,726,834</u>	<u>3,953,526</u>	<u>3,912,251</u>	<u>2,464,981</u>	<u>2,624,704</u>
TOTAL EXPENSES	<u>3,726,834</u>	<u>3,953,526</u>	<u>3,912,251</u>	<u>2,464,981</u>	<u>2,624,704</u>
TOTAL REQUIREMENTS	<u>3,726,834</u>	<u>3,953,526</u>	<u>3,912,251</u>	<u>2,464,981</u>	<u>2,624,704</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>(21,681)</u>	<u>(289,309)</u>	<u>(1,006,477)</u>	<u>593,853</u>	<u>434,130</u>
Adjustments to GAAP	<u>80,256</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL ENDING BALANCE	<u><u>718,507</u></u>	<u><u>379,406</u></u>	<u><u>(287,970)</u></u>	<u><u>305,883</u></u>	<u><u>146,160</u></u>
COMPONENTS OF ENDING BALANCE					
Reserve Requirement	370,515	379,406 *	(287,970)	305,883	146,160
Unreserved Requirement	347,992	0	0	0	0

\* Does not equal 10% reserve normally retained in this fund.

## Drainage Utility Fund Summary

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	2,217,423	1,752,611	2,784,938	1,351,729	1,351,729
REVENUE					
Drainage Fee					
Residential	16,464,159	16,378,484	16,625,341	18,138,676	18,138,676
Commercial/City	8,396,346	9,242,533	8,499,419	12,541,567	12,541,567
Storm Sewer Discharge Permits	123,105	124,838	124,838	127,335	127,335
Underground Storage Permits	32,144	30,000	24,929	25,583	25,583
Development Fees	678,564	715,000	525,229	564,641	564,641
Monitoring and Maintenance	57,960	35,000	180,000	35,000	35,000
Maple Run	62,842	60,000	60,000	60,000	60,000
Interest Income	1,273,326	1,275,000	789,921	813,916	813,916
Property sales	57,315	30,000	7,473	17,935	17,935
Accrued Payroll	0	0	0	0	0
Miscellaneous	13,106	12,000	12,000	11,160	11,160
TOTAL REVENUE	27,158,868	27,902,855	26,849,151	32,335,813	32,335,813
TRANSFER IN FROM GENERAL FUND	298,504	298,504	298,504	298,504	298,504
TOTAL AVAILABLE FUNDS	27,457,372	28,201,359	27,147,655	32,634,317	32,634,317
OPERATING REQUIREMENTS					
Land Development Review & Inspection	3,554,300	3,407,526	2,890,607	3,469,074	3,469,074
Water Quality Protection	4,730,210	4,928,439	4,870,437	5,255,126	5,255,126
Infrastructure and Waterway Maintenance	6,390,996	6,697,376	6,426,635	6,848,154	6,848,154
Flood Hazard Mitigation	1,579,016	1,644,115	1,800,379	1,922,695	1,922,695
Streambank Restoration & Erosion	1,429,974	340,055	395,745	506,767	506,767
Master Planning	548,047	116,237	114,843	151,496	151,496
Support Services	195,532	2,944,063	3,101,581	3,599,405	3,599,405
TOTAL OPERATING REQUIREMENTS	18,428,075	20,077,811	19,600,227	21,752,717	21,752,717
OTHER OPERATING REQUIREMENTS					
Information Systems Support	138,146	553,490	553,490	758,004	758,004
Bad Debt	673,727	371,922	671,922	675,000	675,000
Maple Run Settlement	133,297	138,000	138,000	155,319	155,319
Transfer to AE - Greenbuilder Program	0	19,817	19,817	19,817	19,817
Hazardous Materials Response	294,966	226,965	226,965	222,515	222,515
UWO Law Water Quality	55,000	66,000	66,000	66,000	66,000
PARD Flood Control	0	84,000	84,000	84,000	84,000
UCSO Billing Support & LIS Upgrade	467,218	467,218	467,218	467,218	467,218
TOTAL OTHER OPERATING REQUIREMENT	1,762,354	1,927,412	2,227,412	2,447,873	2,447,873
TOTAL EXPENSES	20,190,429	22,005,223	21,827,639	24,200,590	24,200,590

## Drainage Utility Fund Summary

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
<b>TRANSFERS OUT</b>					
General Obligation Debt Service	170,411	310,792	310,792	1,030,363	1,030,363
UWO Local Control Structural Match	451,689	450,724	450,724	450,724	450,724
Environmental Remediation Fund	0	100,000	100,000	241,500	241,500
Other Enterprise CIP	2,404,000	2,357,000	2,357,000	3,832,500	3,832,500
Transfer to Gen Gov CIP	0	0	0	22,000	22,000
Transfer to BCCP	837,816	256,210	256,210	0	0
Transfer to W/WW Operating	0	256,210	256,210	540,000	540,000
Transfer to Solid Waste Services	46,893	0	0	0	0
Transfer to Sustainability Fund	0	279,029	279,029	323,358	323,358
Trunked Radio	0	8,052	8,052	4,241	4,241
<b>TOTAL TRANSFERS OUT</b>	<b>3,910,809</b>	<b>4,018,017</b>	<b>4,018,017</b>	<b>6,444,686</b>	<b>6,444,686</b>
<b>OTHER REQUIREMENTS</b>					
Administrative Support - City wide	1,191,937	1,390,868	1,390,868	1,654,635	1,654,635
Infrastructure Support Services	1,594,040	1,186,770	1,186,770	0	0
Workers' Compensation	87,933	92,570	92,570	53,554	53,554
Liability Reserve Fund	21,000	15,000	15,000	16,000	16,000
Accrued Payroll	50,000	50,000	50,000	78,000	78,000
<b>TOTAL OTHER REQUIREMENTS</b>	<b>2,944,910</b>	<b>2,735,208</b>	<b>2,735,208</b>	<b>1,802,189</b>	<b>1,802,189</b>
<b>TOTAL REQUIREMENTS</b>	<b>27,046,148</b>	<b>28,758,448</b>	<b>28,580,864</b>	<b>32,447,465</b>	<b>32,447,465</b>
<b>EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS</b>	<b>411,224</b>	<b>(557,089)</b>	<b>(1,433,209)</b>	<b>186,852</b>	<b>186,852</b>
<b>ADJUSTMENT TO GAAP</b>	<b>156,291</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ENDING BALANCE</b>	<b>2,784,938</b>	<b>1,195,522</b>	<b>1,351,729</b>	<b>1,538,581</b>	<b>1,538,581</b>

**ECONOMIC DEVELOPMENT FUND**

	<u>2000-2001</u> <u>ACTUAL</u>	<u>2001-2002</u> <u>AMENDED</u>	<u>2001-2002</u> <u>ESTIMATED</u>	<u>2002-2003</u> <u>PROPOSED</u>	<u>2002-2003</u> <u>APPROVED</u>
BEGINNING BALANCE	<u>0</u>	<u>1,318,866</u>	<u>1,223,423</u>	<u>349,505</u>	<u>349,505</u>
FUNDING SOURCES					
Interest Income	72,661	70,000	60,000	60,000	60,000
Austin Energy	<u>4,239,000</u>	<u>3,512,000</u>	<u>3,512,000</u>	<u>3,500,000</u>	<u>3,500,000</u>
TOTAL FUNDING SOURCES	<u>4,311,661</u>	<u>3,582,000</u>	<u>3,572,000</u>	<u>3,560,000</u>	<u>3,560,000</u>
OPERATING REQUIREMENTS					
Redevelopment Services	2,483,176	3,302,070	2,955,166	2,718,035	2,718,035
Support Services		<u>100,739</u>	<u>105,046</u>	<u>279,094</u>	<u>279,094</u>
TOTAL OPERATING REQUIREMENTS	<u>2,483,176</u>	<u>3,402,809</u>	<u>3,060,212</u>	<u>2,997,129</u>	<u>2,997,129</u>
TRANSFERS/OTHER REQUIREMENTS					
Transfer to CIP	0	539,000	539,000	0	0
Smart Development Review Project	0	62,000	51,800	62,000	62,000
Legal Services	603,229	704,617	693,181	710,000	710,000
Infrastructure Support Services	0	96,725	96,725	0	0
Accrued Payroll	<u>18,205</u>	<u>19,000</u>	<u>5,000</u>	<u>6,000</u>	<u>6,000</u>
TOTAL TRANSFERS/OTHER REQUIREMENTS	<u>621,434</u>	<u>1,421,342</u>	<u>1,385,706</u>	<u>778,000</u>	<u>778,000</u>
TOTAL REQUIREMENTS	<u>3,104,610</u>	<u>4,824,151</u>	<u>4,445,918</u>	<u>3,775,129</u>	<u>3,775,129</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>1,207,051</u>	<u>(1,242,151)</u>	<u>(873,918)</u>	<u>(215,129)</u>	<u>(215,129)</u>
Adjustment to GAAP	16,372				
ENDING BALANCE	<u>1,223,423</u>	<u>76,715</u>	<u>349,505</u>	<u>134,376</u>	<u>134,376</u>

## EMS TRAVIS COUNTY REIMBURSED FUND

	2000-2001 ACTUAL	2001-2002 AMENDED	2001-2002 ESTIMATED	2002-2003 PROPOSED	2002-2003 APPROVED
BEGINNING BALANCE	158,832	250,312	151,772	0	0
REVENUES					
Travis County Reimbursement	6,089,034	7,323,097	7,323,097	7,970,763	7,970,763
TOTAL REVENUE	<u>6,089,034</u>	<u>7,323,097</u>	<u>7,323,097</u>	<u>7,970,763</u>	<u>7,970,763</u>
EXPENDITURES					
Operations	5,459,227	6,665,198	6,653,556	7,115,719	7,115,719
Support Services	374,291	331,305	350,692	336,030	336,030
Training and Education	259,840	497,771	470,621	519,014	519,014
TOTAL EXPENDITURES	<u>6,093,358</u>	<u>7,494,274</u>	<u>7,474,869</u>	<u>7,970,763</u>	<u>7,970,763</u>
OTHER REQUIREMENTS					
Compensation Adjustment	0	0	0	0	0
Accrued Payroll	0	0	0	0	0
TOTAL OTHER REQUIREMENTS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REQUIREMENTS	<u>6,093,358</u>	<u>7,494,274</u>	<u>7,474,869</u>	<u>7,970,763</u>	<u>7,970,763</u>
EXCESS (DEFICIT) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>(4,324)</u>	<u>(171,177)</u>	<u>(151,772)</u>	<u>0</u>	<u>0</u>
Adjustment to GAAP	(2,736)	0	0	0	0
ENDING BALANCE	<u><u>151,772</u></u>	<u><u>79,135</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

## EMPLOYEE BENEFITS FUND

	2000-2001 ACTUAL	2001-2002 AMENDED	2001-2002 ESTIMATED	2002-2003 PROPOSED	2002-2003 APPROVED
<b>BEGINNING BALANCE</b>	1,651,291	3,450,450	4,170,437	8,775,409	8,775,409
<b>REVENUE:</b>					
City Contributions	39,444,283	51,737,916	53,497,895	56,609,588	56,609,588
Employee Medical	10,680,371	10,101,915	10,349,336	10,123,380	10,123,380
Employee Dental	1,609,581	1,678,944	1,682,618	1,720,860	1,720,860
Employee Long Term Disability	1,328,168	1,483,947	1,459,487	1,520,492	1,520,492
Employee Supplemental Life	1,317,238	1,412,371	1,606,391	1,850,930	1,850,930
Employee PrePaid Legal	245,971	268,043	319,303	333,021	333,021
Miscellaneous Revenue	0	0	0	0	0
Retiree Medical	4,363,712	4,388,487	4,431,889	4,747,026	4,747,026
Retiree Dental	437,981	467,109	505,374	544,085	544,085
Cobra Contributions	367,720	260,937	291,192	275,484	275,484
Transfer from General Fund	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>59,795,025</b>	<b>71,799,669</b>	<b>74,143,485</b>	<b>77,724,867</b>	<b>77,724,867</b>
<b>REQUIREMENTS:</b>					
City Medical Plan	21,969,477	26,792,512	24,736,152	27,549,600	27,549,600
Prescriptions City Plan	5,184,363	6,734,210	6,737,901	7,586,475	7,586,475
Dental Claims	3,082,722	3,060,860	2,861,042	3,961,595	3,961,595
Dental Premiums - Retirees	438,582	467,109	509,438	544,085	544,085
Prudential Premiums	316,330	0	0	0	0
Aetna Premiums	3,708,988	1,220,637	1,226,479	0	0
Humana Premiums	3,164,083	0	0	0	0
Amil Premiums	9,502,170	10,558,758	17,149,138	22,563,135	22,563,135
Blue Cross Blue Shield - Retirees	1,651,410	440,394	398,602	0	0
Seton SeniorCare / Ret Grant	163,092	0	0	0	0
City Medical Plan - Retirees	0	8,254,989	3,560,600	5,625,885	5,625,885
Basic Life Insurance & AD&D	336,129	344,756	349,737	378,242	378,242
Life Insurance - Supp. & Dep.	1,314,843	1,412,371	1,606,168	1,850,930	1,850,930
Stop Loss Premiums - Medical	816,575	740,000	463,725	460,022	460,022
Self Funded Stop Loss Reserve	0	4,337,301	0	2,900,000	2,900,000
Long Term Disability Premiums	1,329,681	1,483,947	1,461,074	1,520,492	1,520,492
Short Term Disability Premiums	401,534	478,354	404,053	411,260	411,260
Employee Assistance Program	152,811	165,120	142,320	145,584	145,584
Wellness Program	160,117	200,000	220,650	250,000	250,000
Child Care	373,139	600,000	600,000	600,000	600,000
Unemployment	137,238	200,000	235,633	275,000	275,000
PrePaid Legal	246,055	268,043	320,268	333,021	333,021
Administration and Other Fees	2,838,992	3,253,840	3,055,532	3,434,102	3,434,102
<b>TOTAL REQUIREMENTS</b>	<b>57,288,331</b>	<b>71,013,201</b>	<b>66,038,513</b>	<b>80,389,429</b>	<b>80,389,429</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER TOTAL REQUIREMENTS</b>	<b>2,506,694</b>	<b>786,468</b>	<b>8,104,972</b>	<b>(2,664,563)</b>	<b>(2,664,563)</b>
<b>CLAIMS RESERVE</b>	<b>3,097,898</b>	<b>4,236,918</b>	<b>4,236,918</b>	<b>6,110,847</b>	<b>6,110,847</b>
Self Funded Stop Loss Reserve	0	0	2,900,000	0	0
Adjustments to GAAP	12,452	0	(3,500,000)	0	0
<b>ENDING BALANCE</b>	<b>1,072,539</b>	<b>0</b>	<b>1,638,491</b>	<b>0</b>	<b>0</b>

## ENVIRONMENTAL REMEDIATION FUND

	<u>2000-2001 ACTUAL</u>	<u>2001-2002 APPROVED</u>	<u>2001-2002 ESTIMATED</u>	<u>2002-2003 PROPOSED</u>	<u>2002-2003 APPROVED</u>
BEGINNING BALANCE	748,633	1,775,633	1,874,167	315,667	315,667
FUNDING SOURCES					
Transfer from Water and Wastewater	75,000	100,000	100,000	100,000	100,000
Transfer from Solid Waste Services	1,750,000	241,500	241,500	241,500	241,500
Transfer from Watershed Management	100,000	100,000	100,000	241,500	241,500
Investment Interest	72,258	20,000	20,000	20,000	20,000
TOTAL FUNDING SOURCES	<u>1,997,258</u>	<u>461,500</u>	<u>461,500</u>	<u>603,000</u>	<u>603,000</u>
REQUIREMENTS					
Transfer to Solid Waste Services	868,000	1,970,000	1,970,000	633,633	633,633
Spills Response	7,053	50,000	50,000	50,000	50,000
TOTAL REQUIREMENTS	<u>875,053</u>	<u>2,020,000</u>	<u>2,020,000</u>	<u>683,633</u>	<u>683,633</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>1,122,205</u>	<u>(1,558,500)</u>	<u>(1,558,500)</u>	<u>(80,633)</u>	<u>(80,633)</u>
ADJUSTMENT TO GAAP	<u>3,329</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u><u>1,874,167</u></u>	<u><u>217,133</u></u>	<u><u>315,667</u></u>	<u><u>235,034</u></u>	<u><u>235,034</u></u>

## FLEET SERVICES FUND

	2000-2001 ACTUAL	2001-2002 AMENDED	2001-2002 ESTIMATED	2002-2003 PROPOSED	2002-2003 APPROVED
BEGINNING BALANCE	2,606,092	3,132,649	2,954,062	1,260,545	1,260,545
REVENUE					
Fleet Maintenance Revenue	15,799,058	15,900,000	15,883,479	15,900,000	15,900,000
Interlocal Maintenance Revenue	24,321	0	0	0	0
Fleet Service Fees	23,704	0	0	0	0
Fleet Scrap Sales	1,939	5,000	1,646	5,000	5,000
Auction Revenue	754,525	900,000	500,000	500,000	500,000
Rental Revenue	440,860	700,479	641,970	700,000	700,000
Fuel Revenue	6,546,615	5,530,000	6,112,837	6,334,000	6,334,000
Interest Earnings	391,659	200,000	261,974	300,000	300,000
TOTAL REVENUE	<u>23,982,681</u>	<u>23,235,479</u>	<u>23,401,906</u>	<u>23,739,000</u>	<u>23,739,000</u>
TRANSFERS IN					
General Fund	186,371	186,371	186,371	186,371	186,371
TOTAL TRANSFERS IN	<u>186,371</u>	<u>186,371</u>	<u>186,371</u>	<u>186,371</u>	<u>186,371</u>
TOTAL AVAILABLE FUNDS	<u>24,169,052</u>	<u>23,421,850</u>	<u>23,588,277</u>	<u>23,925,371</u>	<u>23,925,371</u>
EXPENSES					
Business Support Group	1,701,205	1,989,852	1,924,217	1,928,116	1,928,116
Vehicle Support Services	6,267,393	5,713,770	5,041,260	5,857,220	5,857,220
Service Centers	15,131,657	15,866,813	14,705,377	15,235,064	15,235,064
TOTAL EXPENSES	<u>23,100,255</u>	<u>23,570,435</u>	<u>21,670,854</u>	<u>23,020,400</u>	<u>23,020,400</u>
TRANSFERS OUT					
Workers Compensation	260,765	311,283	311,283	506,193	506,193
Information Systems Fund	230,246	340,414	340,414	377,561	377,561
Trunked Radio Allocation	0	3,579	3,579	1,885	1,885
Capital Improvement Projects (CIP)	0	300,000	300,000	200,000	200,000
G.O. Debt Service	231,799	457,936	457,936	756,621	756,621
Radio Communication Fund	0	0	0	8,100	8,100
Liability Reserve Fund	23,000	25,000	25,000	41,000	41,000
TOTAL TRANSFERS OUT	<u>745,810</u>	<u>1,438,212</u>	<u>1,438,212</u>	<u>1,891,360</u>	<u>1,891,360</u>
OTHER REQUIREMENTS					
Accrued Payroll	38,277	21,000	34,000	56,000	56,000
Insurance - Bond/Theft	0	0	0	300	300
Insurance - Fire/EC	0	0	0	15,184	15,184
TOTAL OTHER REQUIREMENTS	<u>38,277</u>	<u>21,000</u>	<u>34,000</u>	<u>71,484</u>	<u>71,484</u>
TOTAL REQUIREMENTS	<u>23,884,342</u>	<u>25,029,647</u>	<u>23,143,066</u>	<u>24,983,244</u>	<u>24,983,244</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER TOTAL REQUIREMENTS	<u>284,710</u>	<u>(1,607,797)</u>	<u>445,211</u>	<u>(1,057,873)</u>	<u>(1,057,873)</u>
ADJUSTMENT TO GAAP	<u>63,260</u>	<u>0</u>	<u>(2,138,728)</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u><u>2,954,062</u></u>	<u><u>1,524,852</u></u>	<u><u>1,260,545</u></u>	<u><u>202,672</u></u>	<u><u>202,672</u></u>

## GENERAL OBLIGATION DEBT SERVICE FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATE	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	9,756,458	9,333,197	16,466,884	13,695,858	13,695,858
REVENUE					
Property Tax Revenue					
Current	67,728,879	72,320,239	72,511,975	82,429,925	82,429,925
Delinquent	447,655	467,000	467,000	400,000	400,000
Penalty and Interest	462,986	440,000	440,000	440,000	440,000
Property Tax Requirement	68,639,520	73,227,239	73,418,975	83,269,925	83,269,925
Other Revenue					
CMTA Mobility	0	2,500,000	2,500,000	3,500,000	3,500,000
Other Revenue	0	2,500,000	2,500,000	3,500,000	3,500,000
Interest on Investments	2,216,053	2,045,291	1,060,226	995,253	995,253
TOTAL REVENUE	70,855,573	77,772,530	76,979,201	87,765,178	87,765,178
TRANSFERS IN					
Austin Energy	425,673	433,941	433,941	443,765	443,765
Aviation	302,740	284,627	284,627	248,277	248,277
Capital Projects (Interest)	7,035,647	650,000	650,000	0	0
Convention Center	77,704	897,695	897,695	861,919	861,919
Fleet	231,799	457,936	457,936	756,621	756,621
Golf	895,796	917,830	917,830	949,394	949,394
Health & Human Services	0	0	0	270,000	270,000
MUD Surcharge	184,667	138,000	191,280	180,000	180,000
One Texas Center	2,416,538	1,866,850	1,400,138	689,979	689,979
Police	0	0	0	215,589	215,589
Solid Waste Services	2,651,838	2,489,535	2,489,535	2,409,326	2,409,326
Support Services	141,037	0	0	0	0
Information Systems	1,157,027	920,990	920,990	393,589	393,589
Transportation	134,875	135,273	135,273	135,995	135,995
Utility Customer Service Office	43,374	44,216	44,216	45,217	45,217
Water and Wastewater	2,622,098	3,052,289	3,052,289	2,827,369	2,827,369
Watershed Protection	168,225	310,792	310,792	1,030,363	1,030,363
TOTAL TRANSFERS IN	18,489,038	12,599,974	12,186,542	11,457,403	11,457,403
TOTAL REVENUE & TRANSFERS IN	89,344,611	90,372,504	89,165,743	99,222,581	99,222,581
REQUIREMENTS					
Principal	50,333,885	52,308,565	52,388,565	58,519,107	58,519,107
Interest Expense	32,286,338	39,919,515	33,339,357	44,119,019	44,119,019
Other	13,962	13,200	13,200	15,000	15,000
TOTAL REQUIREMENTS	82,634,185	92,241,280	85,741,122	102,653,126	102,653,126
ADJUSTMENT TO GAAP	0	0	(6,195,647)	0	0
EXCESS/(DEFICIENCY) OF REVENUE AND TRANSFERS OVER REQUIREMENTS	6,710,426	(1,868,776)	(2,771,026)	(3,430,545)	(3,430,545)
ENDING BALANCE	16,466,884	7,464,421	13,695,858	10,265,313	10,265,313

## GOLF ENTERPRISE FUND SUMMARY

	<u>2000-2001 ACTUAL</u>	<u>2001-2002 AMENDED</u>	<u>2001-2002 ESTIMATED</u>	<u>2002-2003 PROPOSED</u>	<u>2002-2003 APPROVED</u>
BEGINNING BALANCE	485,984	236,863	482,353	603,220	603,220
REVENUE					
Golf Fee Revenues	6,202,982	7,555,128	6,703,172	7,177,395	7,177,395
Interst Income	94,867	50,000	35,000	50,000	50,000
TOTAL REVENUE	<u>6,297,849</u>	<u>7,605,128</u>	<u>6,738,172</u>	<u>7,227,395</u>	<u>7,227,395</u>
TOTAL AVAILABLE	<u>6,297,849</u>	<u>7,605,128</u>	<u>6,738,172</u>	<u>7,227,395</u>	<u>7,227,395</u>
EXPENSES					
Golf	4,931,246	6,070,380	5,224,303	5,756,126	5,756,126
TOTAL EXPENSES	<u>4,931,246</u>	<u>6,070,380</u>	<u>5,224,303</u>	<u>5,756,126</u>	<u>5,756,126</u>
TRANSFERS OUT					
Transfer to Golf CIP	200,000	0	0	0	0
Transfer to Aviation Operating	83,363	0	0	0	0
Transfer to Aviation Operating Reserve	0	83,363	83,363	83,363	83,363
Transfer to GO Debt Service	895,796	917,830	917,830	949,394	949,394
TOTAL TRANSFERS OUT	<u>1,179,159</u>	<u>1,001,193</u>	<u>1,001,193</u>	<u>1,032,757</u>	<u>1,032,757</u>
OTHER REQUIREMENTS					
Accrued Payroll	11,000	11,000	15,000	18,000	18,000
Administrative Support	282,157	328,112	328,112	304,896	304,896
Liability Reserve	1,000	1,000	1,000	2,000	2,000
Workers' Compensation	48,352	47,697	47,697	67,319	67,319
TOTAL OTHER REQUIREMENTS	<u>342,509</u>	<u>387,809</u>	<u>391,809</u>	<u>392,215</u>	<u>392,215</u>
TOTAL REQUIREMENTS	<u>6,452,914</u>	<u>7,459,382</u>	<u>6,617,305</u>	<u>7,181,098</u>	<u>7,181,098</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENT:	<u>(155,065)</u>	<u>145,746</u>	<u>120,867</u>	<u>46,297</u>	<u>46,297</u>
Adjustments to GAAP	<u>151,434</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u><u>482,353</u></u>	<u><u>382,609</u></u>	<u><u>603,220</u></u>	<u><u>649,517</u></u>	<u><u>649,517</u></u>

## GOLF SURCHARGE FUND SUMMARY

	<u>2000-2001 ACTUAL</u>	<u>2001-2002 AMENDED</u>	<u>2001-2002 ESTIMATED</u>	<u>2002-2003 PROPOSED</u>	<u>2002-2003 APPROVED</u>
BEGINNING BALANCE	<u>626,207</u>	<u>611,207</u>	<u>621,761</u>	<u>591,761</u>	<u>591,761</u>
REVENUE					
Green Fee Revenue	97,555	110,000	110,000	110,000	110,000
Interest Income	<u>47,999</u>	<u>15,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
TOTAL REVENUE	<u>145,554</u>	<u>125,000</u>	<u>120,000</u>	<u>120,000</u>	<u>120,000</u>
TOTAL AVAILABLE	<u>145,554</u>	<u>125,000</u>	<u>120,000</u>	<u>120,000</u>	<u>120,000</u>
TRANSFERS OUT					
Transfer to Capital Budget	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>110,000</u>	<u>110,000</u>
TOTAL TRANSFERS OUT	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>110,000</u>	<u>110,000</u>
TOTAL REQUIREMENTS	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>110,000</u>	<u>110,000</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>(4,446)</u>	<u>(25,000)</u>	<u>(30,000)</u>	<u>10,000</u>	<u>10,000</u>
ENDING BALANCE	<u><u>621,761</u></u>	<u><u>586,207</u></u>	<u><u>591,761</u></u>	<u><u>601,761</u></u>	<u><u>601,761</u></u>

**HEALTH AND HUMAN SERVICES DEPARTMENT  
TRAVIS COUNTY REIMBURSED FUND**

	2000-01 <u>ACTUAL</u>	2001-02 <u>AMENDED</u>	2001-02 <u>ESTIMATE</u>	2002-03 <u>PROPOSED</u>	2002-03 <u>APPROVED</u>
BEGINNING BALANCE	24,030	110,690	54,074	0	0
REVENUE					
Travis County Reimbursement	2,503,280	3,710,355	3,059,016	2,870,588	2,870,588
Interdepartmental Service	0	29,026	36,296	15,467	15,467
TOTAL REVENUE	<u>2,503,280</u>	<u>3,739,381</u>	<u>3,095,312</u>	<u>2,886,055</u>	<u>2,886,055</u>
OPERATING EXPENSES					
Animal Services	95,188	108,533	122,857	99,686	99,686
Communicable Diseases	655,622	850,448	856,622	712,387	712,387
Environmental Health	202,587	263,329	293,768	289,808	289,808
Youth Services	186,000	200,000	200,000	200,000	200,000
Targeted Community Health Services	79,565	93,359	85,484	94,906	94,906
Indigent Health Care	919,370	1,871,651	1,284,053	1,205,842	1,205,842
Social Services	49,068	28,039	7,010	0	0
Vital Records	31,468	34,510	34,455	35,579	35,579
Support Services	210,968	289,512	265,137	247,847	247,847
TOTAL OPERATING EXPENSES	<u>2,429,836</u>	<u>3,739,381</u>	<u>3,149,386</u>	<u>2,886,055</u>	<u>2,886,055</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>73,444</u>	<u>0</u>	<u>(54,074)</u>	<u>0</u>	<u>0</u>
Adjustment to GAAP	<u>(43,400)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u><u>54,074</u></u>	<u><u>110,690</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

## HOSPITAL FUND SUMMARY

	2000-01 <u>ACTUAL</u>	2001-02 <u>AMENDED</u>	2001-02 <u>ESTIMATED</u>	2002-03 <u>PROPOSED</u>	2002-03 <u>APPROVED</u>
BEGINNING BALANCE	34,591,334	33,646,245	35,201,101	0	0
REVENUE					
Seton Lease Payments	864,764	1,864,764	1,850,088	0	0
Disproportionate Share	1,865,086	1,772,295	2,652,388	0	0
Additional Lease Payments-DSH	5,385,431	5,117,502	7,658,770	0	0
Tobacco Settlement	1,400,968	498,750	302,252	0	0
Interest Income	1,849,476	1,282,890	1,134,549	0	0
Other Revenue	238,471	238,470	238,470	519,072	519,072
TOTAL REVENUE	<u>11,604,196</u>	<u>10,774,671</u>	<u>13,836,517</u>	<u>519,072</u>	<u>519,072</u>
EXPENSES					
Operating expenses	3,276,654	2,862,382	2,862,382	518,072	518,072
TOTAL EXPENSES	<u>3,276,654</u>	<u>2,862,382</u>	<u>2,862,382</u>	<u>518,072</u>	<u>518,072</u>
TRANSFERS OUT					
Transfer to FQHC	7,194,444	7,194,444	7,194,444	0	0
Transfer to FQHC-DSH	1,455,574	169,643	169,643	0	0
TOTAL TRANSFERS OUT	<u>8,650,018</u>	<u>7,364,087</u>	<u>7,364,087</u>	<u>0</u>	<u>0</u>
OTHER REQUIREMENTS					
Accrued Payroll	3,000	0	0	1,000	1,000
Asset Management System Funding	0	9,400	9,400	0	0
TOTAL OTHER REQUIREMENTS	<u>3,000</u>	<u>9,400</u>	<u>9,400</u>	<u>1,000</u>	<u>1,000</u>
TOTAL REQUIREMENTS	<u>11,929,672</u>	<u>10,235,869</u>	<u>10,235,869</u>	<u>519,072</u>	<u>519,072</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>(325,476)</u>	<u>538,802</u>	<u>3,600,648</u>	<u>0</u>	<u>0</u>
RESIDUAL EQUITY TRANSFER					
Transfer to General Fund-Public Health	0	0	(38,801,749)	0	0
Adjustment to GAAP	<u>935,243</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>35,201,101</u>	<u>34,185,047</u>	<u>0</u>	<u>0</u>	<u>0</u>
Components of Ending Balance					
Reserved for Discontinued Operations	1,000,000	1,000,000	0	0	0
Unreserved	34,201,101	33,185,047	0	0	0
ENDING BALANCE	<u>35,201,101</u>	<u>34,185,047</u>	<u>0</u>	<u>0</u>	<u>0</u>

## HOTEL/MOTEL FUND SUMMARY

	<u>2000-01 ACTUAL</u>	<u>2001-02 AMENDED</u>	<u>2001-02 ESTIMATED</u>	<u>2002-03 PROPOSED</u>	<u>2002-03 APPROVED</u>
BEGINNING BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
REVENUE					
Penalties & Interest	27,670	25,000	20,000	21,020	21,020
Hotel/Motel Taxes	24,214,678	24,075,334	19,260,267	20,242,541	20,242,541
Hotel/Motel Taxes-2cent increase	<u>6,902,203</u>	<u>6,878,666</u>	<u>5,502,933</u>	<u>5,783,583</u>	<u>5,783,583</u>
TOTAL REVENUE	<u>31,144,551</u>	<u>30,979,000</u>	<u>24,783,200</u>	<u>26,047,144</u>	<u>26,047,144</u>
TRANSFERS OUT					
Tourism and Promotion Fund	5,021,275	4,991,061	3,992,849	4,196,485	4,196,485
Convention Center Tax Fund	15,579,972	15,489,500	12,391,600	13,023,572	13,023,572
Cultural Arts Fund	3,634,952	3,614,217	2,891,374	3,038,834	3,038,834
Venue Project Fund	<u>6,908,352</u>	<u>6,884,222</u>	<u>5,507,378</u>	<u>5,788,254</u>	<u>5,788,254</u>
TOTAL REQUIREMENTS	<u>31,144,551</u>	<u>30,979,000</u>	<u>24,783,200</u>	<u>26,047,144</u>	<u>26,047,144</u>
EXCESS (DEFICIENCY) OF REVENUE OVER TOTAL REQUIREMENTS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

## HOTEL TAX REVENUE BOND REDEMPTION FUND SUMMARY

	2000-01 <u>ACTUAL</u>	2001-02 <u>AMENDED</u>	2001-02 <u>ESTIMATE</u>	2002-03 <u>PROPOSED</u>	2002-03 <u>APPROVED</u>
BEGINNING BALANCE	<u>5,066,652</u>	<u>5,136,597</u>	<u>5,133,883</u>	<u>5,221,195</u>	<u>5,221,195</u>
REVENUE					
Convention Center Tax Fund	6,817,312	6,826,903	6,826,856	6,836,893	6,836,893
Venue Fund	7,495,215	7,511,800	7,527,378	8,598,001	8,598,001
Interest Income	<u>49,978</u>	<u>37,921</u>	<u>22,564</u>	<u>26,921</u>	<u>26,921</u>
TOTAL REVENUE	<u>14,362,505</u>	<u>14,376,624</u>	<u>14,376,798</u>	<u>15,461,815</u>	<u>15,461,815</u>
TOTAL REVENUE AND TRANSFERS IN	<u>14,362,505</u>	<u>14,376,624</u>	<u>14,376,798</u>	<u>15,461,815</u>	<u>15,461,815</u>
REQUIREMENTS					
Principal	4,641,974	3,090,000	3,090,000	3,255,000	3,255,000
Interest Expense	9,649,327	11,198,765	11,198,765	11,039,317	11,039,317
Other	<u>2,356</u>	<u>2,450</u>	<u>721</u>	<u>2,436</u>	<u>2,436</u>
TOTAL REQUIREMENTS	<u>14,293,657</u>	<u>14,291,215</u>	<u>14,289,486</u>	<u>14,296,753</u>	<u>14,296,753</u>
EXCESS (DEFICIENCY) OF REVENUE OVER REQUIREMENTS	<u>68,848</u>	<u>85,409</u>	<u>87,312</u>	<u>1,165,062</u>	<u>1,165,062</u>
ADJUSTMENT TO GAAP	<u>(1,617)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u><u>5,133,883</u></u>	<u><u>5,222,006</u></u>	<u><u>5,221,195</u></u>	<u><u>6,386,257</u></u>	<u><u>6,386,257</u></u>

## HOUSING TRUST FUND

	<u>2000-2001 ACTUAL</u>	<u>2001-2002 AMENDED</u>	<u>2001-2002 ESTIMATED</u>	<u>2002-2003 PROPOSED</u>	<u>2002-2003 APPROVED</u>
<b>BEGINNING BALANCE</b>	1,024,338	76,838	571,794	494,956	494,956
TRANSFERS IN					
General Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Interest Earnings	47,456	40,000	40,000	32,500	32,500
	<u>1,047,456</u>	<u>1,040,000</u>	<u>1,040,000</u>	<u>1,032,500</u>	<u>1,032,500</u>
<b>TOTAL AVAILABLE FUNDS</b>	<u>1,047,456</u>	<u>1,040,000</u>	<u>1,040,000</u>	<u>1,032,500</u>	<u>1,032,500</u>
TRANSFERS OUT & OTHER REQUIREMENTS					
Austin Housing Finance Corporation	1,500,000	366,838	366,838	1,027,456	1,027,456
Repayment to HUD	0	750,000	750,000	500,000	500,000
<b>TOTAL TRANSFERS OUT &amp; OTHER REQUIREMENTS</b>	<u>1,500,000</u>	<u>1,116,838</u>	<u>1,116,838</u>	<u>1,527,456</u>	<u>1,527,456</u>
<b>TOTAL REQUIREMENTS</b>	<u>1,500,000</u>	<u>1,116,838</u>	<u>1,116,838</u>	<u>1,527,456</u>	<u>1,527,456</u>
<b>EXCESS (DEFICIT) OF TOTAL AVAILABLE FUNDS OVER TOTAL REQUIREMENTS</b>	<u>(452,544)</u>	<u>(76,838)</u>	<u>(76,838)</u>	<u>(494,956)</u>	<u>(494,956)</u>
Adjustment to GAAP	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>ENDING BALANCE</b>	<u>571,794</u>	<u>0</u>	<u>494,956</u>	<u>0</u>	<u>0</u>

## HUD SECTION 108 DEBT SERVICE FUND SUMMARY

	<u>2000-01 ACTUAL</u>	<u>2001-02 AMENDED</u>	<u>2001-02 ESTIMATE</u>	<u>2002-03 PROPOSED</u>	<u>2002-03 APPROVED</u>
BEGINNING BALANCE	<u>246</u>	<u>0</u>	<u>246</u>	<u>246</u>	<u>246</u>
REVENUE					
CDBG	559,398	907,109	934,832	934,832	934,832
NHCDO	<u>362,464</u>	<u>365,684</u>	<u>365,684</u>	<u>365,684</u>	<u>365,684</u>
TOTAL REVENUE	<u>921,862</u>	<u>1,272,793</u>	<u>1,300,516</u>	<u>1,300,516</u>	<u>1,300,516</u>
TOTAL REVENUE AND TRANSFERS IN	<u>921,862</u>	<u>1,272,793</u>	<u>1,300,516</u>	<u>1,300,516</u>	<u>1,300,516</u>
REQUIREMENTS					
Principal	480,000	515,000	515,000	515,000	515,000
Interest Expense	441,862	748,748	776,471	776,471	776,471
Other	<u>0</u>	<u>9,045</u>	<u>9,045</u>	<u>9,045</u>	<u>9,045</u>
TOTAL REQUIREMENTS	<u>921,862</u>	<u>1,272,793</u>	<u>1,300,516</u>	<u>1,300,516</u>	<u>1,300,516</u>
EXCESS (DEFICIENCY) OF REVENUE OVER REQUIREMENTS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u><u>246</u></u>	<u><u>0</u></u>	<u><u>246</u></u>	<u><u>246</u></u>	<u><u>246</u></u>

## INFORMATION SYSTEMS FUND SUMMARY

	1999-2001 ACTUAL	2001-2002 AMENDED	2001-2002 ESTIMATED	2002-2003 PROPOSED	2002-2003 APPROVED
BEGINNING BALANCE	365,722	37,901	748,018	330,969	330,969
REVENUE:					
GAATN Agency	131,621	146,000	151,000	166,100	166,100
Interest Income	121,796	115,000	115,000	115,000	115,000
TOTAL REVENUE	253,417	261,000	266,000	281,100	281,100
TRANSFERS IN:					
Transfer from General Fund	12,758,616	18,077,204	16,029,179	15,074,369	15,074,369
Transfer from Enterprise Funds	6,291,906	9,384,588	9,384,588	10,127,950	10,127,950
Transfer from Infrastructure Support	3,495,417	0	0	0	0
Total Transfers In	22,545,939	27,461,792	25,413,767	25,202,319	25,202,319
TOTAL FUNDS AVAILABLE	22,799,356	27,722,792	25,679,767	25,483,419	25,483,419
EXPENDITURES					
Networks and Operations	10,777,815	11,956,949	11,608,464	14,454,230	14,454,230
Enterprise Applications	4,792,432	7,582,995	6,908,859	4,407,617	4,407,617
Infrastructure Planning and Engineering	2,505,571	3,871,239	3,639,131	3,608,474	3,608,474
Support Services	3,635,368	3,192,619	2,853,970	2,747,855	2,747,855
TOTAL EXPENDITURES	21,711,186	26,603,802	25,010,424	25,218,176	25,218,176
TRANSFERS OUT					
GO Debt Service Fund	1,157,027	920,990	920,990	393,589	393,589
TOTAL TRANSFERS OUT	1,157,027	920,990	920,990	393,589	393,589
OTHER REQUIREMENTS					
Liability Reserve	4,000	4,000	4,000	7,000	7,000
Workers' Compensation	62,147	77,402	77,402	93,165	93,165
Accrued Payroll	85,284	84,000	84,000	99,000	99,000
TOTAL OTHER REQUIREMENTS	151,431	165,402	165,402	199,165	199,165
TOTAL REQUIREMENTS	23,019,644	27,690,194	26,096,816	25,810,930	25,810,930
EXCESS (DEFICIT) OF REVENUE OVER REQUIREMENTS	(220,288)	32,598	(417,049)	(327,511)	(327,511)
Adjustments to GAAP	602,584	0	0	0	0
ENDING BALANCE	748,018	70,499	330,969	3,458	3,458

## LIABILITY RESERVE FUND

	2000-01 <u>ACTUAL</u>	2001-02 <u>AMENDED</u>	2001-02 <u>ESTIMATED</u>	2002-03 <u>PROPOSED</u>	2002-03 <u>APPROVED</u>
BEGINNING BALANCE	(582,015)	(882,015)	(1,220,420)	(883,164)	(883,164)
FUNDING SOURCES					
General Fund	2,160,000	2,500,000	2,500,000	2,500,000	2,500,000
Support Services Fund	160,000	160,000	160,000	72,000	72,000
Aviation	50,000	36,000	36,000	37,000	37,000
Convention Center	9,000	4,000	4,000	8,000	8,000
Watershed Prot. Drainage Utility	21,000	15,000	15,000	16,000	16,000
Electric Utility	600,000	300,000	300,000	566,000	566,000
PARD - Golf	1,000	1,000	1,000	2,000	2,000
PARD - Recreation	1,000	1,000	1,000	1,000	1,000
Solid Waste Services	197,000	222,000	222,000	214,000	214,000
Transportation Fund	4,000	4,000	4,000	36,000	36,000
Water Fund	285,000	365,000	365,000	519,000	519,000
Wastewater Fund	460,000	328,000	328,000	426,000	426,000
Fleet Maintenance	23,000	25,000	25,000	41,000	41,000
Wireless	1,000	1,000	1,000	1,000	1,000
Information Systems	4,000	4,000	4,000	7,000	7,000
Primary Care FQHC	7,000	7,000	7,000	6,000	6,000
Infrastructure Support Services	3,000	3,000	3,000	0	0
Public Works Capital Proj. Mgmt.	4,000	4,000	4,000	6,000	6,000
Housing	10,000	20,000	20,000	52,000	52,000
Claims Settlements	0	0	80,256	0	0
TOTAL FUNDING SOURCES	4,000,000	4,000,000	4,080,256	4,510,000	4,510,000
REQUIREMENTS					
Claims	4,300,000	3,743,000	3,743,000	4,500,000	4,500,000
TOTAL REQUIREMENTS	4,300,000	3,743,000	3,743,000	4,500,000	4,500,000
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	(300,000)	257,000	337,256	10,000	10,000
Adjustment to GAAP	(338,405)	0	0	0	0
ENDING BALANCE	(1,220,420)	(625,015)	(883,164)	(873,164)	(873,164)

## MUELLER AIRPORT DISPOSITION FUND SUMMARY

	2000-2001 ACTUAL	2001-2002 AMENDED	2001-2002 ESTIMATED	2002-2003 PROPOSED	2002-2003 APPROVED
BEGINNING BALANCE	<u>1,671,892</u>	<u>1,790,880</u>	<u>2,625,534</u>	<u>1,692,870</u>	<u>1,692,870</u>
TRANSFERS IN					
Transfers from Airport Capital Fund	4,194,988	0	0	0	0
TOTAL AVAILABLE FUNDS	<u>4,194,988</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXPENSES					
Operating Expenses	3,942,128	1,986,569	932,664	1,400,000	1,400,000
TOTAL EXPENSES	<u>3,942,128</u>	<u>1,986,569</u>	<u>932,664</u>	<u>1,400,000</u>	<u>1,400,000</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER TOTAL EXPENSES	<u>252,860</u>	<u>(1,986,569)</u>	<u>(932,664)</u>	<u>(1,400,000)</u>	<u>(1,400,000)</u>
Adjustment to GAAP	<u>700,782</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u><u>2,625,534</u></u>	<u><u>(195,689)</u></u>	<u><u>1,692,870</u></u>	<u><u>292,870</u></u>	<u><u>292,870</u></u>

## MUNICIPAL COURT SECURITY FUND

	2000-2001 ACTUAL	2001-2002 AMENDED	2001-2002 ESTIMATED	2002-2003 PROPOSED	2002-2003 APPROVED
BEGINNING BALANCE	215,921	301,605	361,752	224,603	224,603
REVENUE					
Court Special Expense Fees	459,541	442,434	434,600	463,575	463,575
Investment Interest	15,723	9,500	9,500	9,500	9,500
TOTAL REVENUE	475,264	451,934	444,100	473,075	473,075
EXPENSES					
Security	364,323	641,491	581,249	605,696	605,696
TOTAL EXPENSES	364,323	641,491	581,249	605,696	605,696
OTHER REQUIREMENTS					
Compensation Adjustment	0	12,597	0	0	0
Accrued Payroll	0	2,000	0	3,000	3,000
TOTAL OTHER REQUIREMENTS	0	14,597	0	3,000	3,000
TOTAL REQUIREMENTS	364,323	656,088	581,249	608,696	608,696
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	110,941	(204,154)	(137,149)	(135,621)	(135,621)
Adjustment to GAAP	34,890				
ENDING BALANCE	361,752	97,451	224,603	88,982	88,982

## MUNICIPAL COURT TECHNOLOGY FUND

	2000-2001 ACTUAL	2001-2002 AMENDED	2001-2002 ESTIMATED	2002-2003 PROPOSED	2002-2003 APPROVED
BEGINNING BALANCE	481,221	748,825	839,511	1,155,011	1,155,011
REVENUE					
Court Special Expense Fees	560,460	573,600	570,600	589,017	589,017
Interest	32,644	0	0	0	0
TOTAL REVENUE	593,104	573,600	570,600	589,017	589,017
EXPENSES					
Electronic Ticket Writer	0	158,250	158,000	0	0
Video Teleconferencing	0	15,000	0	0	0
PCSS Court Records Sys. Upgrade & Enhancements	0	50,000	0	950,000	950,000
Document Imaging	199,889	50,000	0	30,000	30,000
Automated Call Management System & Upgrades	0	175,000	0	175,000	175,000
Server Upgrades & Network Drive Capacity Increase	0	40,000	9,172	15,000	15,000
Replacement / Upgrade PC Workstation Equipment	34,925	175,000	54,254	175,000	175,000
Court Systems Upgrade & Support	0	0	0	235,176	235,176
Internet / IVR Applications	0	0	19,674	25,000	25,000
Court Queuing System	0	0	0	36,516	36,516
Computer controlled Warrant Notification System	0	15,000	14,000	0	0
Collections Interface	0	15,000	0	15,000	15,000
TOTAL EXPENSES	234,814	693,250	255,100	1,656,692	1,656,692
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	358,290	(119,650)	315,500	(1,067,675)	(1,067,675)
ENDING BALANCE	839,511	629,175	1,155,011	87,336	87,336

## NEIGHBORHOOD HOUSING AND COMMUNITY DEVELOPMENT

	<u>2000-2001 ACTUAL</u>	<u>2001-2002 AMENDED</u>	<u>2001-2002 ESTIMATED</u>	<u>2002-2003 PROPOSED</u>	<u>2002-2003 APPROVED</u>
<b>BEGINNING BALANCE</b>	2,133,345	1,002,181	1,302,477	661,980	661,980
REVENUE					
Interest Income	123,237	52,655	52,655	33,157	33,157
<b>TOTAL REVENUE</b>	<u>123,237</u>	<u>52,655</u>	<u>52,655</u>	<u>33,157</u>	<u>33,157</u>
TRANSFERS IN					
General Fund	1,162,995	1,020,222	813,126	1,020,222	1,020,222
Austin Energy	133,333	0	0	0	0
Water and Water Waste	133,333	0	0	0	0
Aviation	133,333	0	0	0	0
	<u>1,562,994</u>	<u>1,020,222</u>	<u>813,126</u>	<u>1,020,222</u>	<u>1,020,222</u>
<b>TOTAL AVAILABLE FUNDS</b>	<u>1,686,231</u>	<u>1,072,877</u>	<u>865,781</u>	<u>1,053,379</u>	<u>1,053,379</u>
EXPENSES					
Operating Expenditures	1,183,425	1,134,534	927,438	1,649,559	1,649,559
Housing Rehabilitation Challenge Loan	448,565	550,000	550,000	12,800	12,800
<b>TOTAL EXPENSES</b>	<u>1,631,990</u>	<u>1,684,534</u>	<u>1,477,438</u>	<u>1,662,359</u>	<u>1,662,359</u>
TRANSFERS OUT & OTHER REQUIREMENTS					
Compensation Adjustment	0	4,840	4,840	0	0
SMBR Economic Development	500,000	0	0	0	0
Liability Reserve	10,000	20,000	20,000	52,000	52,000
Accrued Payroll	0	0	4,000	1,000	1,000
Debt Service-Millennium Youth Center	362,464	365,684	0	0	0
<b>TOTAL TRANSFERS OUT &amp; OTHER REQUIREMENTS</b>	<u>872,464</u>	<u>390,524</u>	<u>28,840</u>	<u>53,000</u>	<u>53,000</u>
<b>TOTAL REQUIREMENTS</b>	<u>2,504,454</u>	<u>2,075,058</u>	<u>1,506,278</u>	<u>1,715,359</u>	<u>1,715,359</u>
<b>EXCESS (DEFICIT) OF TOTAL AVAILABLE FUNDS OVER TOTAL REQUIREMENTS</b>	<u>(818,223)</u>	<u>(1,002,181)</u>	<u>(640,497)</u>	<u>(661,980)</u>	<u>(661,980)</u>
Adjustment to GAAP	(12,645)	0	0	0	0
<b>ENDING BALANCE</b>	<u>1,302,477</u>	<u>0</u>	<u>661,980</u>	<u>0</u>	<u>0</u>

## ONE TEXAS CENTER

	<u>2000-01 ACTUAL</u>	<u>2001-02 AMENDED</u>	<u>2001-02 ESTIMATED</u>	<u>2002-03 PROPOSED</u>	<u>2002-03 APPROVED</u>
BEGINNING BALANCE	<u>(361,776)</u>	<u>(658,723)</u>	<u>(555,355)</u>	<u>(121,852)</u>	<u>(121,852)</u>
REVENUE					
Operating Income	<u>2,222,959</u>	<u>1,868,945</u>	<u>1,833,641</u>	<u>1,817,230</u>	<u>1,817,230</u>
TOTAL REVENUE	<u>2,222,959</u>	<u>1,868,945</u>	<u>1,833,641</u>	<u>1,817,230</u>	<u>1,817,230</u>
REQUIREMENTS					
Transfer to GO Debt Service	<u>2,416,538</u>	<u>1,866,850</u>	<u>1,400,138</u>	<u>689,979</u>	<u>689,979</u>
TOTAL REQUIREMENTS	<u>2,416,538</u>	<u>1,866,850</u>	<u>1,400,138</u>	<u>689,979</u>	<u>689,979</u>
EXCESS (DEFICIENCY) OF REVENUE OVER REQUIREMENTS	<u>(193,579)</u>	<u>2,095</u>	<u>433,503</u>	<u>1,127,251</u>	<u>1,127,251</u>
Adjustment to GAAP	0	0	0	0	0
ENDING BALANCE	<u><u>(555,355)</u></u>	<u><u>(656,628)</u></u>	<u><u>(121,852)</u></u>	<u><u>1,005,399</u></u>	<u><u>1,005,399</u></u>

## PALMER EVENTS CENTER (PEC) COMBINED FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	5,954,465	1,085,755	1,157,232	1,940,354	1,940,354
REVENUE					
Car rental tax revenue	5,727,028	5,422,181	4,727,825	4,968,471	4,968,471
Garage Parking Revenue	0	623,000	323,000	424,000	424,000
Facility Revenue	0	166,857	166,857	848,026	848,026
Contractor Revenue	0	180,334	180,334	633,768	633,768
Interest Earnings	185,890	80,000	60,000	50,000	50,000
TOTAL REVENUE	<u>5,912,918</u>	<u>6,472,372</u>	<u>5,458,016</u>	<u>6,924,265</u>	<u>6,924,265</u>
EXPENSES					
Event Operations	0	2,819,102	1,669,102	4,132,245	4,132,245
Contractor Expenses	0	183,259	183,259	482,629	482,629
Support Services	0	146,112	146,112	739,138	739,138
TOTAL OPERATING EXPENSES	<u>0</u>	<u>3,148,473</u>	<u>1,998,473</u>	<u>5,354,012</u>	<u>5,354,012</u>
TRANSFERS OUT					
CIP	8,300,000	0	0	0	0
Town Lake Park Venue Project					
Bond Redemption Fund	2,410,151	2,414,860	2,420,605	2,681,711	2,681,711
TOTAL TRANSFERS OUT	<u>10,710,151</u>	<u>2,414,860</u>	<u>2,420,605</u>	<u>2,681,711</u>	<u>2,681,711</u>
OTHER REQUIREMENTS					
Accrued Payroll	0	13,800	10,000	2,000	2,000
Administrative Support	0	228,991	228,991	377,331	377,331
Workers Compensation	0	15,939	15,939	21,952	21,952
Liability Reserve	0	886	886	1,856	1,856
TOTAL OTHER REQUIREMENTS	<u>0</u>	<u>259,616</u>	<u>255,816</u>	<u>403,139</u>	<u>403,139</u>
TOTAL REQUIREMENTS	<u>10,710,151</u>	<u>5,822,949</u>	<u>4,674,894</u>	<u>8,438,862</u>	<u>8,438,862</u>
EXCESS (DEFICIENCY) OF TOTAL REVENUE OVER TOTAL REQUIREMENTS	<u>(4,797,233)</u>	<u>649,423</u>	<u>783,122</u>	<u>(1,514,597)</u>	<u>(1,514,597)</u>
Adjustment to GAAP	<u>1,251,282</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Unavailable Resources	<u>(1,251,282)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>1,157,232</u>	<u>1,735,178</u>	<u>1,940,354</u>	<u>425,757</u>	<u>425,757</u>
COMPONENTS OF ENDING BALANCE					
Reserved Ending Balance	0	0	0	225,757	225,757
Unreserved Ending Balance	1,157,232	1,735,178	1,940,354	0	0
Restricted for Repair and Replacements	0	0	0	200,000	200,000

## PALMER EVENTS CENTER GARAGE FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	0	0	0	0	0
REVENUE					
Parking garage revenue	0	623,000	323,000	424,000	424,000
Interest	0	0	0	0	0
TOTAL REVENUE	0	623,000	323,000	424,000	424,000
TRANSFERS IN					
TLP Venue Project Fund	0	0	375,847	474,168	474,168
TOTAL TRANSFERS IN	0	0	375,847	474,168	474,168
TOTAL AVAILABLE FUNDS	0	623,000	698,847	898,168	898,168
OPERATING EXPENSES					
Event Operations	0	375,847	375,847	474,168	474,168
TOTAL OPERATING EXPENSES	0	375,847	375,847	474,168	474,168
TRANSFERS OUT					
PEC Operating Fund	0	247,153	318,000	352,015	352,015
TOTAL TRANSFERS OUT	0	247,153	318,000	352,015	352,015
OTHER REQUIREMENTS					
Accrued Payroll	0	0	5,000	1,000	1,000
Administrative Support	0	0	0	66,572	66,572
Workers Compensation	0	0	0	4,069	4,069
Liability Reserve	0	0	0	344	344
TOTAL OTHER REQUIREMENTS	0	0	5,000	71,985	71,985
TOTAL REQUIREMENTS	0	623,000	698,847	898,168	898,168
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER TOTAL REQUIREMENTS	0	0	0	0	0
ENDING BALANCE	0	0	0	0	0

## PALMER EVENTS CENTER OPERATING FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	0	0	0	1,940,354	1,940,354
REVENUE					
Interest earnings	0	30,000	10,000	18,750	18,750
TOTAL REVENUE	0	30,000	10,000	18,750	18,750
TRANSFERS IN					
TLP Venue Project Fund	0	4,143,076	3,138,605	1,843,842	1,843,842
PEC Garage Fund	0	247,153	318,000	352,015	352,015
PEC Revenue Fund	0	163,932	163,932	999,165	999,165
TOTAL TRANSFERS IN	0	4,554,161	3,620,537	3,195,022	3,195,022
TOTAL AVAILABLE FUNDS	0	4,584,161	3,630,537	3,213,772	3,213,772
OPERATING EXPENSES					
Event Operations	0	2,443,255	1,293,255	3,658,077	3,658,077
Support Services	0	146,112	146,112	739,138	739,138
TOTAL OPERATING EXPENSES	0	2,589,367	1,439,367	4,397,215	4,397,215
OTHER REQUIREMENTS					
Accrued Payroll	0	13,800	5,000	1,000	1,000
Administrative Support	0	228,991	228,991	310,759	310,759
Workers Compensation	0	15,939	15,939	17,883	17,883
Liability Reserve	0	886	886	1,512	1,512
TOTAL OTHER REQUIREMENTS	0	259,616	250,816	331,154	331,154
TOTAL REQUIREMENTS	0	2,848,983	1,690,183	4,728,369	4,728,369
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER TOTAL REQUIREMENTS	0	1,735,178	1,940,354	(1,514,597)	(1,514,597)
ENDING BALANCE	0	1,735,178	1,940,354	425,757	425,757
COMPONENTS OF ENDING BALANCE					
Reserved Ending Balance	0	0	0	225,757	225,757
Unreserved Ending Balance	0	1,735,178	1,940,354	0	0
Restricted for Repair and Replacements	0	0	0	200,000	200,000

**PALMER EVENTS CENTER REVENUE FUND SUMMARY**

	<u>2000-01 ACTUAL</u>	<u>2001-02 AMENDED</u>	<u>2001-02 ESTIMATED</u>	<u>2002-03 PROPOSED</u>	<u>2002-03 APPROVED</u>
BEGINNING BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
REVENUE					
Facility Revenue	0	166,857	166,857	848,026	848,026
Contractor Revenue	<u>0</u>	<u>180,334</u>	<u>180,334</u>	<u>633,768</u>	<u>633,768</u>
TOTAL REVENUE	<u>0</u>	<u>347,191</u>	<u>347,191</u>	<u>1,481,794</u>	<u>1,481,794</u>
OPERATING EXPENSES					
Contractor Expenses	<u>0</u>	<u>183,259</u>	<u>183,259</u>	<u>482,629</u>	<u>482,629</u>
TOTAL OPERATING EXPENSES	<u>0</u>	<u>183,259</u>	<u>183,259</u>	<u>482,629</u>	<u>482,629</u>
TRANSFERS OUT					
PEC Operating Fund	<u>0</u>	<u>163,932</u>	<u>163,932</u>	<u>999,165</u>	<u>999,165</u>
TOTAL TRANSFERS OUT	<u>0</u>	<u>163,932</u>	<u>163,932</u>	<u>999,165</u>	<u>999,165</u>
TOTAL REQUIREMENTS	<u>0</u>	<u>347,191</u>	<u>347,191</u>	<u>1,481,794</u>	<u>1,481,794</u>
EXCESS (DEFICIENCY) OF TOTAL REVENUE OVER TOTAL REQUIREMENTS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

## PARKS POLICE ASSET FORFEITURE FUND

	<u>2000-2001 ACTUAL</u>	<u>2001-2002 AMENDED</u>	<u>2001-2002 ESTIMATED</u>	<u>2002-2003 PROPOSED</u>	<u>2002-2003 APPROVED</u>
BEGINNING BALANCE	<u>10,007</u>	<u>10,007</u>	<u>10,523</u>	<u>1,551</u>	<u>1,551</u>
REVENUE					
Forfeitures	0	0	0	0	0
Interest	<u>516</u>	<u>0</u>	<u>200</u>	<u>0</u>	<u>0</u>
TOTAL REVENUE	<u>516</u>	<u>0</u>	<u>200</u>	<u>0</u>	<u>0</u>
TOTAL AVAILABLE	<u>516</u>	<u>0</u>	<u>200</u>	<u>0</u>	<u>0</u>
EXPENSES					
Public Safety	0	9,652	9,172	1,551	1,551
TOTAL EXPENSES	<u>0</u>	<u>9,652</u>	<u>9,172</u>	<u>1,551</u>	<u>1,551</u>
TOTAL REQUIREMENTS	<u>0</u>	<u>9,652</u>	<u>9,172</u>	<u>1,551</u>	<u>1,551</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>516</u>	<u>(9,652)</u>	<u>(8,972)</u>	<u>(1,551)</u>	<u>(1,551)</u>
Adjustments to GAAP	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u><u>10,523</u></u>	<u><u>355</u></u>	<u><u>1,551</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

**POLICE FEDERAL ASSET FORFEITURE FUND**

	2000-01 ACTUAL	2001-02 APPROVED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	324,464	61,234	376,441	432,941	432,941
REVENUE					
Forfeitures	180,913	125,000	225,000	125,000	125,000
Interest Earned	13,222	7,500	14,000	7,500	7,500
Liquidation of Assets	1,098	5,000	2,500	5,000	5,000
TOTAL REVENUE	195,233	137,500	241,500	137,500	137,500
 TOTAL AVAILABLE FUNDS	 195,233	 137,500	 241,500	 137,500	 137,500
EXPENSES					
Overtime	15,700	0	0	0	0
Contractual	76,094	125,000	125,000	110,000	110,000
Employee Training/Travel	110,626	60,000	60,000	90,000	90,000
Commodities	10,771	0		50,000	50,000
Capital Outlay	4,080	0		150,000	150,000
TOTAL EXPENSES	217,271	185,000	185,000	400,000	400,000
TRANSFERS OUT					
Transfers to CIP	0	0	0	0	0
TOTAL TRANSFERS OUT	0	0	0	0	0
 TOTAL REQUIREMENTS	 217,271	 185,000	 185,000	 400,000	 400,000
EXCESS/(DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	(22,038)	(47,500)	56,500	(262,500)	(262,500)
Adjustment to GAAP	74,015	0	0	0	0
ENDING BALANCE	376,441	13,734	432,941	170,441	170,441

**POLICE STATE ASSET FORFEITURE FUND**

	2000-01 ACTUAL	2001-02 APPROVED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	<u>112,390</u>	<u>157,930</u>	<u>212,673</u>	<u>275,874</u>	<u>275,874</u>
REVENUE					
Forfeitures	97,341	100,000	165,000	100,000	100,000
Interest Earned	12,671	15,000	15,000	15,000	15,000
Liquidation of Assets	<u>5,900</u>	<u>10,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
TOTAL REVENUE	<u>115,912</u>	<u>125,000</u>	<u>185,000</u>	<u>120,000</u>	<u>120,000</u>
 TOTAL AVAILABLE FUNDS	 <u>115,912</u>	 <u>125,000</u>	 <u>185,000</u>	 <u>120,000</u>	 <u>120,000</u>
EXPENSES					
Overtime	0	0	0	0	0
Contractual	553	50,000	0	25,000	25,000
Employee Training/Travel	0	0	0	0	0
Commodities	19,090	100,000	5,500	50,000	50,000
Capital Outlay	<u>5,693</u>	<u>100,000</u>	<u>116,299</u>	<u>100,000</u>	<u>100,000</u>
TOTAL EXPENSES	<u>25,336</u>	<u>250,000</u>	<u>121,799</u>	<u>175,000</u>	<u>175,000</u>
TRANSFERS OUT					
Transfers out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL TRANSFERS OUT	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
 TOTAL REQUIREMENTS	 <u>25,336</u>	 <u>250,000</u>	 <u>121,799</u>	 <u>175,000</u>	 <u>175,000</u>
EXCESS/(DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>90,576</u>	<u>(125,000)</u>	<u>63,201</u>	<u>(55,000)</u>	<u>(55,000)</u>
 ADJUSTMENT TO GAAP	 <u>9,707</u>	 <u>0</u>	 <u>0</u>	 <u>0</u>	 <u>0</u>
ENDING BALANCE	<u>212,673</u>	<u>32,930</u>	<u>275,874</u>	<u>220,874</u>	<u>220,874</u>

**PUBLIC WORKS CAPITAL PROJECTS MANAGEMENT FUND**

	2000-2001 ACTUAL	2001-2002 AMENDED	2001-2002 ESTIMATED	2002-2003 PROPOSED	2002-2003 APPROVED
BEGINNING BALANCE	1,880,975	2,786,933	2,715,146	1,740,106	1,740,106
REVENUE					
Utility Cut Permit	422,920	504,000	407,910	356,100	356,100
Real Estate Fees	428,382	335,074	335,074	289,700	289,700
Subdivision Construction Inspection	3,178,684	2,600,000	2,400,000	2,100,000	2,100,000
Utility Subdivision CIP	850,000	850,000	850,000	850,000	850,000
CIP/Enterprise Project Charges	11,820,259	11,615,764	11,300,000	12,658,575	12,658,575
Interest Income	110,622	75,000	75,000	75,000	75,000
TOTAL REVENUE	<u>16,810,867</u>	<u>15,979,838</u>	<u>15,367,984</u>	<u>16,329,375</u>	<u>16,329,375</u>
TRANSFERS IN					
General Fund Transfer	1,515,723	1,643,030	1,643,030	1,816,030	1,816,030
Transportation Fund Transfer	0	200,000	200,000	408,836	408,836
TOTAL TRANSFERS IN	<u>1,515,723</u>	<u>1,843,030</u>	<u>1,843,030</u>	<u>2,224,866</u>	<u>2,224,866</u>
TOTAL AVAILABLE FUNDS	<u>18,326,590</u>	<u>17,822,868</u>	<u>17,211,014</u>	<u>18,554,241</u>	<u>18,554,241</u>
EXPENDITURES					
Capital Projects Delivery	9,623,102	10,432,597	9,572,996	11,292,418	11,292,418
Regulations, Standards & Enforcement	3,449,727	3,948,867	3,463,160	2,613,038	2,613,038
Leasing and Property Management	303,944	354,588	322,290	314,145	314,145
Right of Way Management	0	0	0	1,010,277	1,010,277
Support Services	2,078,608	2,973,214	2,594,903	3,123,894	3,123,894
TOTAL EXPENDITURES	<u>15,455,381</u>	<u>17,709,266</u>	<u>15,953,349</u>	<u>18,353,772</u>	<u>18,353,772</u>
OTHER REQUIREMENTS					
Workers Compensation	19,960	16,674	16,674	20,364	20,364
Liability Reserve	4,000	4,000	4,000	6,000	6,000
Administrative Support - Public Works	268,120	0	0	0	0
Administrative Support - City	747,236	868,939	868,939	839,333	839,333
Infrastructure Support Services	1,012,807	842,732	842,732	0	0
Admin Support - Information Services	0	467,360	467,360	669,585	669,585
Compensation Adjustment	0	0	0	0	0
Accrued Payroll	83,000	14,000	33,000	78,000	78,000
TOTAL OTHER REQUIREMENTS	<u>2,135,123</u>	<u>2,213,705</u>	<u>2,232,705</u>	<u>1,613,282</u>	<u>1,613,282</u>
TOTAL REQUIREMENTS	<u>17,590,504</u>	<u>19,922,971</u>	<u>18,186,054</u>	<u>19,967,054</u>	<u>19,967,054</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENT	<u>736,086</u>	<u>(2,100,103)</u>	<u>(975,040)</u>	<u>(1,412,813)</u>	<u>(1,412,813)</u>
ADJUSTMENT TO GAAP	<u>98,085</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>2,715,146</u>	<u>686,830</u>	<u>1,740,106</u>	<u>327,293</u>	<u>327,293</u>

## RECREATION PROGRAMS ENTERPRISE FUND SUMMARY

	<u>2000-2001 ACTUAL</u>	<u>2001-2002 AMENDED</u>	<u>2001-2002 ESTIMATED</u>	<u>2002-2003 PROPOSED</u>	<u>2002-2003 APPROVED</u>
BEGINNING BALANCE	<u>502,666</u>	<u>5,574</u>	<u>18,655</u>	<u>25,658</u>	<u>25,658</u>
REVENUE					
Fee Revenue	2,904,146	3,203,003	3,133,247	3,391,851	3,391,851
Interest Income	<u>14,910</u>	<u>300</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUE	<u>2,919,056</u>	<u>3,203,303</u>	<u>3,133,247</u>	<u>3,391,851</u>	<u>3,391,851</u>
TOTAL AVAILABLE	<u>2,919,056</u>	<u>3,203,303</u>	<u>3,133,247</u>	<u>3,391,851</u>	<u>3,391,851</u>
EXPENSES					
Sports Management	193,073	394,241	387,973	386,151	386,151
Cultural Arts Services	545,650	631,848	555,851	601,772	601,772
Natural Resources	521,704	503,706	498,410	501,637	501,637
Community Recreation	<u>1,620,693</u>	<u>1,545,346</u>	<u>1,550,066</u>	<u>1,705,657</u>	<u>1,705,657</u>
TOTAL EXPENSES	<u>2,881,120</u>	<u>3,075,141</u>	<u>2,992,300</u>	<u>3,195,217</u>	<u>3,195,217</u>
TRANSFERS OUT					
Transfer to General Fund	<u>458,516</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL TRANSFERS OUT	<u>458,516</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
OTHER REQUIREMENTS					
Accrued Payroll	13,000	11,000	18,000	11,000	11,000
Administrative Support	88,945	103,432	103,432	113,332	113,332
Liability Reserve	1,000	1,000	1,000	1,000	1,000
Workers' Compensation	<u>2,019</u>	<u>11,512</u>	<u>11,512</u>	<u>26,950</u>	<u>26,950</u>
TOTAL OTHER REQUIREMENTS	<u>104,964</u>	<u>126,944</u>	<u>133,944</u>	<u>152,282</u>	<u>152,282</u>
TOTAL REQUIREMENTS	<u>3,444,600</u>	<u>3,202,085</u>	<u>3,126,244</u>	<u>3,347,499</u>	<u>3,347,499</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>(525,544)</u>	<u>1,218</u>	<u>7,003</u>	<u>44,352</u>	<u>44,352</u>
Adjustments to GAAP	<u>41,533</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u><u>18,655</u></u>	<u><u>6,792</u></u>	<u><u>25,658</u></u>	<u><u>70,010</u></u>	<u><u>70,010</u></u>

## SOFTBALL ENTERPRISE FUND SUMMARY

	<u>2000-2001 ACTUAL</u>	<u>2001-2002 AMENDED</u>	<u>2001-2002 ESTIMATED</u>	<u>2002-2003 PROPOSED</u>	<u>2002-2003 APPROVED</u>
BEGINNING BALANCE	41,266	11,097	57,346	137,166	137,166
REVENUE					
Softball Enterprise Fee Revenues	886,295	1,130,616	924,695	1,035,475	1,035,475
Interest Income	3,881	550	500	500	500
TOTAL REVENUE	<u>890,176</u>	<u>1,131,166</u>	<u>925,195</u>	<u>1,035,975</u>	<u>1,035,975</u>
TOTAL AVAILABLE	<u>890,176</u>	<u>1,131,166</u>	<u>925,195</u>	<u>1,035,975</u>	<u>1,035,975</u>
EXPENSES					
Sports Management	855,481	1,017,098	802,092	907,532	907,532
TOTAL EXPENSES	<u>855,481</u>	<u>1,017,098</u>	<u>802,092</u>	<u>907,532</u>	<u>907,532</u>
OTHER REQUIREMENTS					
Accrued Payroll	5,000	0	0	0	0
Administrative Support	36,973	42,995	42,995	38,881	38,881
Workers' Compensation	226	288	288	9,074	9,074
TOTAL OTHER REQUIREMENTS	<u>42,199</u>	<u>43,283</u>	<u>43,283</u>	<u>47,955</u>	<u>47,955</u>
TOTAL REQUIREMENTS	<u>897,680</u>	<u>1,060,381</u>	<u>845,375</u>	<u>955,487</u>	<u>955,487</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>(7,504)</u>	<u>70,785</u>	<u>79,820</u>	<u>80,488</u>	<u>80,488</u>
Adjustments to GAAP	<u>23,584</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u><u>57,346</u></u>	<u><u>81,882</u></u>	<u><u>137,166</u></u>	<u><u>217,654</u></u>	<u><u>217,654</u></u>

## SOLID WASTE SERVICES FUND

	2000-2001 <u>ACTUAL</u>	2001-2002 <u>AMENDED</u>	2001-2002 <u>ESTIMATE</u>	2002-2003 <u>PROPOSED</u>	2002-2003 <u>APPROVED</u>
BEGINNING BALANCE	9,893,207	5,785,269	5,454,006	4,929,931	4,929,931
REVENUE					
Residential	24,503,246	24,905,800	25,100,000	25,156,200	25,156,200
Extra Stickers and Carts	386,460	415,000	415,000	415,000	415,000
Commercial	1,474,963	1,475,000	1,475,000	1,489,800	1,489,800
Landfill	526,505	426,400	530,000	550,000	550,000
Anti-Litter	7,727,222	9,430,800	9,184,288	9,562,900	9,562,900
CESQG	85,229	112,800	112,800	100,000	100,000
Recycling	1,769,443	1,139,000	1,139,000	1,179,000	1,179,000
MRF Processing Revenue	0	456,000	0	0	0
New Service Fees	0	300,000	403,485	400,000	400,000
Other	694,392	665,000	510,546	665,065	665,065
Auction Sales	118,393	150,000	150,000	155,265	155,265
Travis County	155,176	81,000	96,681	83,800	83,800
Code Compliance	213,086	225,000	365,000	350,000	350,000
Payroll Accrual	0	0	0	0	0
TOTAL REVENUE	<u>37,654,115</u>	<u>39,781,800</u>	<u>39,481,800</u>	<u>40,107,030</u>	<u>40,107,030</u>
TRANSFERS IN					
Transfer from Drainage Utility	46,893	0	0	0	0
Transfer from General Fund	1,084,354	477,864	477,864	477,864	477,864
TOTAL TRANSFERS IN	<u>1,131,247</u>	<u>477,864</u>	<u>477,864</u>	<u>477,864</u>	<u>477,864</u>
TOTAL AVAILABLE	<u>38,785,362</u>	<u>40,259,664</u>	<u>39,959,664</u>	<u>40,584,894</u>	<u>40,584,894</u>
EXPENSES					
Pay As You Throw (PAYT)	17,205,570	17,604,262	17,730,310	19,512,395	19,512,395
Technical Assistance	650,382	791,851	772,571	811,282	811,282
Litter Abatement	3,769,566	4,388,507	4,525,919	4,898,748	4,898,748
Diversion	2,570,086	3,101,115	2,937,515	2,970,276	2,970,276
Customer Services	596,070	617,876	613,373	641,076	641,076
Support Services	4,338,488	4,145,938	4,069,861	4,272,539	4,272,539
TOTAL EXPENSES	<u>29,130,162</u>	<u>30,649,549</u>	<u>30,649,549</u>	<u>33,106,316</u>	<u>33,106,316</u>
TRANSFERS OUT					
Transfer to Sustainability Fund	363,497	397,818	397,818	401,070	401,070
Transfer to GO Debt Service	2,651,838	2,489,535	2,489,535	2,153,938	2,153,938
Transfer to Landfill Fund	269,527	278,960	278,960	1,250,000	1,250,000
Transfer to ISD	377,366	930,312	930,312	687,200	687,200
Transfer to SWS CIP	4,577,300	1,500,000	1,500,000	420,000	420,000
Transfer to Wireless Communication	0	32,713	32,713	17,229	17,229
Environmental Remediation	1,750,000	241,500	241,500	0	0
TOTAL TRANSFERS OUT	<u>9,989,528</u>	<u>5,870,838</u>	<u>5,870,838</u>	<u>4,929,437</u>	<u>4,929,437</u>

## SOLID WASTE SERVICES FUND

	2000-2001 <u>ACTUAL</u>	2001-2002 <u>AMENDED</u>	2001-2002 <u>ESTIMATE</u>	2002-2003 <u>PROPOSED</u>	2002-2003 <u>APPROVED</u>
OTHER REQUIREMENTS					
Workers' Compensation	643,311	610,917	610,917	834,503	834,503
Liability Reserve Fund	197,000	222,000	222,000	214,000	214,000
Administrative Support-City	1,717,852	2,009,639	2,009,639	2,016,669	2,016,669
Accrued Payroll	64,000	56,000	56,000	69,000	69,000
UCSO Billing Support	756,448	664,796	664,796	582,292	582,292
Bad Debt Expense	933,802	400,000	400,000	453,000	453,000
TOTAL OTHER REQUIREMENTS	<u>4,312,413</u>	<u>3,963,352</u>	<u>3,963,352</u>	<u>4,169,464</u>	<u>4,169,464</u>
TOTAL REQUIREMENTS	<u>43,432,103</u>	<u>40,483,739</u>	<u>40,483,739</u>	<u>42,205,217</u>	<u>42,205,217</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>(4,646,741)</u>	<u>(224,075)</u>	<u>(524,075)</u>	<u>(1,620,323)</u>	<u>(1,620,323)</u>
Adjustments to GAAP	<u>207,540</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE:					
Restricted for SWS Facilities	0	250,000	250,000	750,000	750,000
Unrestricted Ending Balance	<u>5,454,006</u>	<u>5,311,194</u>	<u>4,679,931</u>	<u>2,559,608</u>	<u>2,559,608</u>
TOTAL ENDING BALANCE	<u>5,454,006</u>	<u>5,561,194</u>	<u>4,929,931</u>	<u>3,309,608</u>	<u>3,309,608</u>

**SOLID WASTE SERVICES  
LANDFILL CLOSURE AND POST-CLOSURE CARE FUND**

	2000-2001 <u>ACTUAL</u>	2001-2002 <u>AMENDED</u>	2001-2002 <u>ESTIMATE</u>	2002-2003 <u>PROPOSED</u>	2002-2003 <u>APPROVED</u>
BEGINNING BALANCE	0	0	0	0	0
TRANSFERS IN					
Transfer from Solid Waste Services Fund	269,527	278,960	278,960	1,250,000	1,250,000
TOTAL TRANSFERS IN	<u>269,527</u>	<u>278,960</u>	<u>278,960</u>	<u>1,250,000</u>	<u>1,250,000</u>
TOTAL AVAILABLE	<u>269,527</u>	<u>278,960</u>	<u>278,960</u>	<u>1,250,000</u>	<u>1,250,000</u>
EXPENSES					
Monitoring	0	0	0	96,247	96,247
Closure and Post-Closure Care	269,527	278,960	278,960	596,014	596,014
TOTAL EXPENSES	<u>269,527</u>	<u>278,960</u>	<u>278,960</u>	<u>692,261</u>	<u>692,261</u>
TRANSFERS OUT					
Transfer to GO Debt Service	0	0	0	255,389	255,389
Transfer to CIP	0	0	0	24,703	24,703
Transfer to Environmental Remediation	0	0	0	241,500	241,500
TOTAL TRANSFERS OUT	<u>0</u>	<u>0</u>	<u>0</u>	<u>521,592</u>	<u>521,592</u>
TOTAL REQUIREMENTS	<u>269,527</u>	<u>278,960</u>	<u>278,960</u>	<u>1,213,853</u>	<u>1,213,853</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	<u>0</u>	<u>0</u>	<u>0</u>	<u>36,147</u>	<u>36,147</u>
TOTAL ENDING BALANCE	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>36,147</u></u>	<u><u>36,147</u></u>

## SUSTAINABILITY FUND

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	0	0	(65,286)	0	0
FUNDING SOURCES					
General Fund	14,307,479	8,811,798	5,646,835	4,618,243	4,618,243
Solid Waste Services	363,497	397,818	397,818	401,070	401,070
Transportation Fund	183,364	205,711	205,711	205,711	205,711
Watershed Protection Drainage Utility	267,801	279,029	279,029	323,358	323,358
Water and Wastewater Utility	2,302,026	2,529,070	2,529,070	2,514,556	2,514,556
TOTAL FUNDING SOURCES	17,424,167	12,223,426	9,058,463	8,062,938	8,062,938
OPERATING REQUIREMENTS					
Workforce Development	1,844,648	2,079,076	2,079,076	1,872,588	1,872,588
Child Care Initiative	1,359,944	1,551,350	1,551,350	1,551,350	1,551,350
Community Technology Initiative	0	270,000	270,000	270,000	270,000
TOTAL OPERATING REQUIREMENTS	3,204,592	3,900,426	3,900,426	3,693,938	3,693,938
TRANSFERS OUT					
Public Works Capital Budget	13,081,000	1,083,000	1,082,751	0	0
Watershed Protection Capital Budget	154,000	1,700,000	1,150,000	0	0
Parks and Recreation Capital Budget	0	1,320,000	1,300,000	100,000	100,000
Health & Human Svcs. Capital Budget	0	220,000	0	269,000	269,000
Neighborhood Housing Capital Budget	0	3,000,000	560,000	3,000,000	3,000,000
Housing Trust Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TOTAL TRANSFERS OUT	14,235,000	8,323,000	5,092,751	4,369,000	4,369,000
TOTAL REQUIREMENTS	17,439,592	12,223,426	8,993,177	8,062,938	8,062,938
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQUIREMENTS	(15,425)	0	65,286	0	0
Adjustment to GAAP	(49,861)	0	0	0	0
ENDING BALANCE	(65,286)	0	0	0	0

## TOURISM AND PROMOTION FUND SUMMARY

	<u>2000-2001 ACTUAL</u>	<u>2001-2002 AMENDED</u>	<u>2001-2002 ESTIMATED</u>	<u>2002-2003 PROPOSED</u>	<u>2002-2003 APPROVED</u>
BEGINNING BALANCE	<u>1,374,314</u>	<u>1,151,201</u>	<u>1,088,872</u>	<u>997,156</u>	<u>597,871</u>
REVENUE					
Interest on Investments	<u>62,910</u>	<u>65,000</u>	<u>52,000</u>	<u>50,000</u>	<u>50,000</u>
TOTAL REVENUE	<u>62,910</u>	<u>65,000</u>	<u>52,000</u>	<u>50,000</u>	<u>50,000</u>
TRANSFERS IN					
Hotel/Motel Bed Tax Revenue	<u>5,021,275</u>	<u>4,991,061</u>	<u>3,992,849</u>	<u>4,196,485</u>	<u>4,196,485</u>
General Fund	<u>125,382</u>	<u>125,382</u>	<u>125,382</u>	<u>125,382</u>	<u>125,382</u>
TOTAL TRANSFERS IN	<u>5,146,657</u>	<u>5,116,443</u>	<u>4,118,231</u>	<u>4,321,867</u>	<u>4,321,867</u>
TOTAL AVAILABLE FUNDS	<u>5,209,567</u>	<u>5,181,443</u>	<u>4,170,231</u>	<u>4,371,867</u>	<u>4,371,867</u>
EXPENSES					
Tourism and Promotion Contracts	<u>5,187,380</u>	<u>5,260,159</u>	<u>4,661,232</u>	<u>4,956,645</u>	<u>4,969,738</u>
Steam Train	<u>167,397</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL OPERATING EXPENSES	<u>5,354,777</u>	<u>5,260,159</u>	<u>4,661,232</u>	<u>4,956,645</u>	<u>4,969,738</u>
TOTAL REQUIREMENTS	<u>5,354,777</u>	<u>5,260,159</u>	<u>4,661,232</u>	<u>4,956,645</u>	<u>4,969,738</u>
EXCESS (DEFICIENCY) OF AVAILABLE FUNDS OVER REQUIREMENTS	<u>(145,210)</u>	<u>(78,716)</u>	<u>(491,001)</u>	<u>(584,778)</u>	<u>(597,871)</u>
Adjustment to GAAP	<u>(140,232)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>1,088,872</u>	<u>1,072,485</u>	<u>597,871</u>	<u>412,378</u>	<u>0</u>
COMPONENTS OF ENDING BALANCE					
Contingency Reserve	502,128	499,106	0	0	0
Unreserved Ending Balance	174,366	161,000	185,492	0	0
Working Capital Reserve	412,379	412,379	412,379	412,378	0

**TOWN LAKE PARK VENUE PROJECT DEBT SERVICE FUND SUMMARY**

	<u>2000-01 ACTUAL</u>	<u>2001-02 AMENDED</u>	<u>2001-02 ESTIMATE</u>	<u>2002-03 PROPOSED</u>	<u>2002-03 APPROVED</u>
BEGINNING BALANCE	<u>607,501</u>	<u>606,701</u>	<u>606,656</u>	<u>606,701</u>	<u>606,701</u>
REVENUE					
Town Lake Park Venue Project Fund	2,410,151	2,414,860	2,420,605	2,681,711	2,681,711
Interest Income	<u>16,037</u>	<u>12,193</u>	<u>6,473</u>	<u>7,842</u>	<u>7,842</u>
TOTAL REVENUE	<u>2,426,188</u>	<u>2,427,053</u>	<u>2,427,078</u>	<u>2,689,553</u>	<u>2,689,553</u>
TOTAL REVENUE AND TRANSFERS IN	<u>2,426,188</u>	<u>2,427,053</u>	<u>2,427,078</u>	<u>2,689,553</u>	<u>2,689,553</u>
REQUIREMENTS					
Principal	0	0	0	0	0
Interest Expense	2,426,803	2,426,803	2,426,803	2,426,803	2,426,803
Other	<u>230</u>	<u>250</u>	<u>230</u>	<u>250</u>	<u>250</u>
TOTAL REQUIREMENTS	<u>2,427,033</u>	<u>2,427,053</u>	<u>2,427,033</u>	<u>2,427,053</u>	<u>2,427,053</u>
EXCESS (DEFICIENCY) OF REVENUE OVER REQUIREMENTS	<u>(845)</u>	<u>0</u>	<u>45</u>	<u>262,500</u>	<u>262,500</u>
ENDING BALANCE	<u><u>606,656</u></u>	<u><u>606,701</u></u>	<u><u>606,701</u></u>	<u><u>869,201</u></u>	<u><u>869,201</u></u>

## TOWN LAKE PARK VENUE PROJECT FUND

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	5,954,465	1,085,755	1,157,232	0	0
REVENUE					
Car rental tax	5,727,028	5,422,181	4,727,825	4,968,471	4,968,471
Interest	185,890	50,000	50,000	31,250	31,250
TOTAL REVENUE	<u>5,912,918</u>	<u>5,472,181</u>	<u>4,777,825</u>	<u>4,999,721</u>	<u>4,999,721</u>
TRANSFERS OUT					
Transfer to PEC Operating Fund	0	4,143,076	3,138,605	1,843,842	1,843,842
Transfer to PEC Garage Fund	0	0	375,847	474,168	474,168
Town Lake Park Venue Project					
Bond Redemption Fund	2,410,151	2,414,860	2,420,605	2,681,711	2,681,711
CIP	8,300,000	0	0	0	0
TOTAL TRANSFERS OUT	<u>10,710,151</u>	<u>6,557,936</u>	<u>5,935,057</u>	<u>4,999,721</u>	<u>4,999,721</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER TOTAL REVENUE	<u>(4,797,233)</u>	<u>(1,085,755)</u>	<u>(1,157,232)</u>	<u>0</u>	<u>0</u>
Adjustment to GAAP	<u>1,251,282</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Unavailable Resources	<u>(1,251,282)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u><u>1,157,232</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

## TRANSPORTATION FUND

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	\$2,100,869	\$876,801	\$1,565,503	\$2,224,752	\$2,224,752
REVENUE					
Transportation Fund					
Residential	\$8,874,598	\$9,325,262	\$9,165,044	\$9,195,262	\$9,195,262
Commercial	\$7,856,162	\$8,280,817	\$8,427,362	\$8,470,817	\$8,470,817
Utility Cut Repairs	\$2,286,973	\$2,750,000	\$2,550,000	\$2,750,000	\$2,750,000
Property Sales	\$71,781	\$70,000	\$70,000	\$70,000	\$70,000
Interest Income	\$160,762	\$145,000	\$85,000	\$85,000	\$85,000
TOTAL REVENUE	<u>\$19,250,276</u>	<u>\$20,571,079</u>	<u>\$20,297,406</u>	<u>\$20,571,079</u>	<u>\$20,571,079</u>
PROGRAMS					
Public Works					
Street Preventive Maintenance	\$8,426,365	\$7,511,008	\$7,158,424	\$7,392,810	\$7,392,810
Street Repair	\$5,719,074	\$7,006,600	\$5,872,511	\$6,425,163	\$6,425,163
Bridge Repair and Maintenance	\$0	\$0	\$0	\$710,000	\$710,000
Concrete Repair and Construction	\$715,523	\$531,980	\$608,883	\$698,120	\$698,120
Support Services	\$938,045	\$1,041,975	\$1,082,342	\$1,544,503	\$1,544,503
Trans., Planning & Sustainability					
Traffic Control	\$1,195,539	\$1,409,557	\$1,349,088	\$1,416,668	\$1,416,668
TOTAL PROGRAM EXPENSE	<u>\$16,994,546</u>	<u>\$17,501,120</u>	<u>\$16,071,248</u>	<u>\$18,187,264</u>	<u>\$18,187,264</u>
TRANSFERS OUT					
General Obligation Debt Service	\$134,875	\$135,273	\$135,273	\$135,995	\$135,995
Sustainability Fund	\$183,364	\$205,711	\$205,711	\$205,711	\$205,711
Water and Wastewater Dept	\$0	\$176,185	\$176,185	\$95,879	\$95,879
Capital Projects Mgmt Fund	\$0	\$200,000	\$200,000	\$408,836	\$408,836
TOTAL TRANSFERS OUT	<u>\$318,239</u>	<u>\$717,169</u>	<u>\$717,169</u>	<u>\$846,421</u>	<u>\$846,421</u>
OTHER REQUIREMENTS					
Workers' Compensation	\$273,563	\$250,858	\$250,858	\$298,229	\$298,229
Liability Reserve	\$4,000	\$4,000	\$4,000	\$36,000	\$36,000
Administrative Support - City	\$1,022,129	\$1,192,104	\$1,192,104	\$1,699,832	\$1,699,832
UCSO Billing Support	\$323,409	\$323,409	\$323,409	\$323,409	\$323,409
Infrastructure Support Services	\$790,236	\$762,244	\$762,244	\$0	\$0
Information Systems Department	\$0	\$293,125	\$293,125	\$244,992	\$244,992
Accrued Payroll	\$31,000	\$24,000	\$24,000	\$47,000	\$47,000
Admin Support Public Works Dept	\$249,787	\$0	\$0	\$0	\$0
TOTAL OTHER REQUIREMENTS	<u>\$2,694,124</u>	<u>\$2,849,740</u>	<u>\$2,849,740</u>	<u>\$2,649,462</u>	<u>\$2,649,462</u>
TOTAL REQUIREMENTS	<u>\$20,006,909</u>	<u>\$21,068,029</u>	<u>\$19,638,157</u>	<u>\$21,683,147</u>	<u>\$21,683,147</u>
EXCESS (DEFICIENCY) OF TOTAL AVAILABLE FUNDS OVER REQ.	(\$756,633)	(\$496,950)	\$659,249	(\$1,112,068)	(\$1,112,068)
ADJUSTMENT TO GAAP	\$221,267	\$0	\$0	\$0	\$0
ENDING BALANCE	<u><u>\$1,565,503</u></u>	<u><u>\$379,851</u></u>	<u><u>\$2,224,752</u></u>	<u><u>\$1,112,684</u></u>	<u><u>\$1,112,684</u></u>

## VEHICLE ACQUISITION FUND SUMMARY

	2000-2001 ACTUAL	2001-2002 AMENDED	2001-2002 ESTIMATED	2002-2003 PROPOSED	2002-2003 APPROVED
BEGINNING BALANCE	1,051,966	252,839	575,267	1,215,753	1,215,753
REVENUE					
Miscellaneous	83,510	0	0	0	0
TOTAL REVENUE	83,510	0	0	0	0
TRANSFERS IN					
Transfer from General Fund	3,731,704	6,577,400	6,577,400	3,100,000	3,100,000
TOTAL TRANSFERS IN	3,731,704	6,577,400	6,577,400	3,100,000	3,100,000
TOTAL AVAILABLE Funds	3,815,214	6,577,400	6,577,400	3,100,000	3,100,000
REQUIREMENTS					
Vehicle Purchases	4,291,913	6,577,400	5,936,914	3,520,800	3,520,800
TOTAL REQUIREMENTS	4,291,913	6,577,400	5,936,914	3,520,800	3,520,800
EXCESS (DEFICIT) OF TOTAL AVAILABLE FUNDS OVER TOTAL REQUIREMENTS	(476,699)	0	640,486	(420,800)	(420,800)
ENDING BALANCE	575,267	252,839	1,215,753	794,953	794,953

## VENUE PROJECT FUND SUMMARY

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	1,099,513	519,337	572,788	0	0
REVENUE					
Interest	60,138	50,000	50,000	60,000	60,000
TOTAL REVENUE	60,138	50,000	50,000	60,000	60,000
TRANSFERS IN					
Hotel/Motel Bed Tax Fund	6,908,352	6,884,222	5,507,378	5,788,254	5,788,254
Convention Center Tax Fund	0	58,241	1,397,212	2,749,747	2,749,747
TOTAL TRANSFERS IN	6,908,352	6,942,463	6,904,590	8,538,001	8,538,001
TOTAL AVAILABLE FUNDS	6,968,490	6,992,463	6,954,590	8,598,001	8,598,001
TRANSFERS OUT					
Hotel Tax Revenue Bond Redemption Fund	7,495,215	7,511,800	7,527,378	8,598,001	8,598,001
TOTAL REQUIREMENTS	7,495,215	7,511,800	7,527,378	8,598,001	8,598,001
EXCESS (DEFICIENCY) OF AVAILABLE FUNDS OVER REQUIREMENTS	(526,725)	(519,337)	(572,788)	0	0
ENDING BALANCE	572,788	0	0	0	0

## WATER AND WASTEWATER FUND SUMMARY

	<u>2000-2001 ACTUAL</u>	<u>2001-2002 AMENDED</u>	<u>2001-2002 ESTIMATED</u>	<u>2002-2003 PROPOSED</u>	<u>2002-2003 APPROVED</u>
BEGINNING BALANCE:	42,322,323	32,494,074	29,064,242	28,090,197	28,090,197
<b>REVENUE</b>					
Sale of Water	112,655,920	129,187,985	125,471,516	129,857,858	129,857,858
Sale of Wastewater Service	98,656,967	110,584,238	105,126,330	109,025,950	109,025,950
Miscellaneous Revenue	7,642,559	4,646,240	6,392,084	5,528,213	5,528,213
Interest Revenue	7,846,755	8,508,599	9,843,377	7,043,723	7,043,723
<b>TOTAL REVENUE</b>	<u>226,802,201</u>	<u>252,927,062</u>	<u>246,833,307</u>	<u>251,455,744</u>	<u>251,455,744</u>
<b>TRANSFER IN:</b>					
Transfer from Public Works	0	176,185	176,185	95,879	95,879
Transfer from Watershed Protection	0	256,210	256,210	540,000	540,000
Transfer from CRFs	0	29,300,000	29,300,000	9,874,000	9,874,000
Transfer from CIP	0	0	0	5,195,000	5,195,000
<b>TOTAL TRANSFER IN</b>	<u>0</u>	<u>29,732,395</u>	<u>29,732,395</u>	<u>15,704,879</u>	<u>15,704,879</u>
<b>TOTAL AVAILABLE FUNDS</b>	<u>226,802,201</u>	<u>282,659,457</u>	<u>276,565,702</u>	<u>267,160,623</u>	<u>267,160,623</u>
<b>OPERATING REQUIREMENTS:</b>					
Operations and Maintenance					
Water Treatment	15,078,942	17,563,626	17,109,500	16,990,604	16,990,604
Water Treatment Support	1,548,344	1,689,828	1,754,095	1,720,379	1,720,379
Wastewater Treatment	15,672,205	15,967,108	16,218,947	15,594,584	15,594,584
Wastewater Treatment Support	1,567,665	1,736,902	1,678,774	1,740,857	1,740,857
Distribution System O & M	14,572,579	15,556,850	14,341,680	15,071,878	15,071,878
Distribution System Support	4,865,883	5,460,217	5,774,334	5,622,754	5,622,754
Collection System O & M	7,604,948	7,775,105	8,282,029	8,089,058	8,089,058
Collection System Support	7,984,853	9,507,882	9,510,141	11,079,385	11,079,385
Support Services	8,625,089	9,962,150	9,451,462	9,160,207	9,160,207
Conservation and Reuse	3,931,552	4,616,508	4,593,786	4,724,854	4,724,854
Billing and Customer Service	10,796,744	13,075,918	13,121,311	12,124,740	12,124,740
Other Utility - Wide Requirements	4,651,089	6,835,589	6,384,760	5,650,754	5,650,754
<b>TOTAL OPERATING REQUIREMENTS</b>	<u>96,899,893</u>	<u>109,747,683</u>	<u>108,220,819</u>	<u>107,570,054</u>	<u>107,570,054</u>
<b>OTHER REQUIREMENTS</b>					
Accrued Payroll	196,983	184,000	213,000	279,000	279,000
Workers Compensation Fund	1,093,377	1,088,813	1,088,813	1,219,721	1,219,721
Liability Reserve Fund	745,000	693,000	693,000	945,000	945,000
Administrative Support	5,359,265	6,500,131	6,500,131	6,465,542	6,465,542
<b>TOTAL OTHER REQUIREMENTS</b>	<u>7,394,625</u>	<u>8,465,944</u>	<u>8,494,944</u>	<u>8,909,263</u>	<u>8,909,263</u>
<b>TOTAL OPERATING REQUIREMENTS</b>	<u>104,294,518</u>	<u>118,213,627</u>	<u>116,715,763</u>	<u>116,479,317</u>	<u>116,479,317</u>

## WATER AND WASTEWATER FUND SUMMARY

	<u>2000-2001</u> <u>ACTUAL</u>	<u>2001-2002</u> <u>AMENDED</u>	<u>2001-2002</u> <u>ESTIMATED</u>	<u>2002-2003</u> <u>PROPOSED</u>	<u>2002-2003</u> <u>APPROVED</u>
<b>DEBT SERVICE REQUIREMENTS</b>					
Revenue Bond Debt Service (Net)	66,280,078	80,949,342	82,217,559	82,723,462	82,723,462
Commercial Paper Debt Service	8,207,126	3,905,849	2,228,699	2,763,600	2,763,600
Contract Bond Debt Service (NET)	11,628,079	10,607,534	9,090,208	2,997,873	2,997,873
General Obligation Debt Service	2,622,098	3,052,289	3,052,289	2,827,369	2,827,369
Water District Bonds	3,726,342	2,803,251	2,805,001	2,547,314	2,547,314
Certificates of Participation	1,393,776	1,406,193	1,406,193	1,387,931	1,387,931
<b>TOTAL DEBT SERVICE</b>	<u>93,857,499</u>	<u>102,724,458</u>	<u>100,799,949</u>	<u>95,247,549</u>	<u>95,247,549</u>
<b>TRANSFERS OUT</b>					
Transfer to CIP	22,604,577	40,125,000	40,125,000	24,089,000	24,089,000
Transfer to General Fund	18,541,446	19,340,092	19,340,092	19,553,329	19,553,329
Transfer to Radio Communications Fund	0	122,540	122,540	64,536	64,536
Transfer to Sustainability	2,302,026	2,529,070	2,529,070	2,514,556	2,514,556
Transfer to Gen Gov't CIP	0	0	0	272,000	272,000
Public Improvement District Transfer	75,000	75,000	75,000	75,000	75,000
Approach Main/Refund Contracts	71,682	0	0	0	0
Environmental Remediation Fund	75,000	100,000	100,000	100,000	100,000
Transfer to Support Services (SMBR)	0	133,333	133,333	133,333	133,333
<b>TOTAL TRANSFERS OUT</b>	<u>43,669,731</u>	<u>62,425,035</u>	<u>62,425,035</u>	<u>46,801,754</u>	<u>46,801,754</u>
<b>TOTAL REQUIREMENTS:</b>	<u>241,821,748</u>	<u>283,363,120</u>	<u>279,940,747</u>	<u>258,528,620</u>	<u>258,528,620</u>
<b>EXCESS (DEFICIENCY) OF AVAILABLE FUNDS OVER REQUIREMENTS:</b>	(15,019,547)	(703,663)	(3,375,045)	8,632,003	8,632,003
Adjustment to GAAP:	1,761,466	0	2,401,000	0	0
<b>ENDING BALANCE:</b>	<u>29,064,242</u>	<u>31,790,411</u>	<u>28,090,197</u>	<u>36,722,200</u>	<u>36,722,200</u>

## WIRELESS COMMUNICATION SERVICES FUND

	2000-01 ACTUAL	2001-02 AMENDED	2001-02 ESTIMATED	2002-03 PROPOSED	2002-03 APPROVED
BEGINNING BALANCE	68,884	30,787	116,792	52,374	52,374
REVENUE:					
Radio Communications	1,862,031	2,090,861	1,983,177	2,286,582	2,286,582
Trunked Radio Interlocal A/R	55,227	339,999	339,999	490,901	490,901
Payroll Accrual	0	0	0	0	0
TOTAL REVENUE	1,917,258	2,430,860	2,323,176	2,777,483	2,777,483
TRANSFERS-IN					
Transfer-In from General Fund	244,894	304,808	304,808	289,505	289,505
Transfer-In from Austin Energy	0	93,665	93,665	49,330	49,330
Transfer-In from Water	0	122,539	122,539	64,536	64,536
Transfer-In from Solid Waste Services	0	32,713	32,713	17,229	17,229
Transfer-In from Convention Center	0	23,132	23,132	12,183	12,183
Transfer-In from Aviation	0	22,870	22,870	12,045	12,045
Transfer-In from Drainage Utility	0	8,052	8,052	4,241	4,241
Transfer-In from Airport Police	0	9,199	9,199	4,845	4,845
Transfer-In from Fleet	0	3,579	3,579	1,885	1,885
TOTAL TRANSFERS-IN	244,894	620,557	620,557	455,799	455,799
TOTAL AVAILABLE FUNDS	2,162,152	3,051,417	2,943,733	3,233,282	3,233,282
EXPENDITURES					
Operations	1,261,433	1,990,917	1,726,717	1,815,358	1,815,358
Operations Support	275,326	345,045	352,214	331,328	331,328
Support Services	532,571	576,918	833,341	971,638	971,638
TOTAL EXPENDITURES	2,069,330	2,912,880	2,912,272	3,118,324	3,118,324
OTHER REQUIREMENTS					
Liability Reserve	1,000	1,000	1,000	1,000	1,000
Administrative Support - ISD	0	88,879	88,879	77,134	77,134
Accrued Payroll	5,744	6,000	6,000	9,000	9,000
TOTAL OTHER REQUIREMENTS	6,744	95,879	95,879	87,134	87,134
TOTAL REQUIREMENTS	2,076,074	3,008,759	3,008,151	3,205,458	3,205,458
EXCESS (DEFICIT) OF TOTAL AVAILABLE FUNDS OVER TOTAL REQUIREMENTS	86,078	42,658	(64,418)	27,824	27,824
Adjustments to GAAP	(38,170)	0	0	0	0
ENDING BALANCE	116,792	73,445	52,374	80,198	80,198

## WORKERS' COMPENSATION FUND SUMMARY

	<u>2000-2001 ACTUAL</u>	<u>2001-2002 AMENDED</u>	<u>2001-2002 ESTIMATED</u>	<u>2002-2003 PROPOSED</u>	<u>2002-2003 APPROVED</u>
<b>BEGINNING BALANCE</b>	67,695	1,518,815	1,518,017	1,679,202	1,679,202
<b>TRANSFERS IN</b>					
General Fund	5,659,507	6,121,544	6,121,544	6,861,811	6,861,811
Aviation	92,025	166,895	166,895	305,615	305,615
Convention Center	77,709	71,963	71,963	94,621	94,621
Watershed Protection	87,933	92,570	92,570	53,554	53,554
Electric	792,311	653,233	653,233	673,411	673,411
PARD - Golf	48,352	47,697	47,697	67,319	67,319
PARD - Recreation	2,019	11,512	11,512	26,950	26,950
PARD - Softball	226	288	288	9,074	9,074
Solid Waste Services	643,311	610,917	610,917	834,503	834,503
Transportation	273,563	250,858	250,858	298,229	298,229
Water	493,587	525,308	525,308	609,445	609,445
Wastewater	599,790	563,505	563,505	610,276	610,276
Fleet Maintenance	260,765	311,283	311,283	506,193	506,193
ISS	11,818	15,467	15,467	0	0
Information Systems	62,147	77,402	77,402	93,165	93,165
Capital Projects Management	19,960	16,674	16,674	20,364	20,364
<b>TRANSFERS IN</b>	<u>9,125,023</u>	<u>9,537,116</u>	<u>9,537,116</u>	<u>11,064,530</u>	<u>11,064,530</u>
<b>TOTAL AVAILABLE</b>	<u>9,125,023</u>	<u>9,537,116</u>	<u>9,537,116</u>	<u>11,064,530</u>	<u>11,064,530</u>
<b>REQUIREMENTS:</b>					
Operations & Administration	1,829,694	2,195,931	2,216,776	2,206,695	2,206,695
Settlements & Impairments	1,190,339	1,500,000	1,349,000	1,862,495	1,862,495
Medical Expenses	4,392,583	5,540,000	5,559,985	6,337,650	6,337,650
Indemnity Payments	1,258,291	1,200,000	1,538,541	1,897,440	1,897,440
Court & Legal Fees	23,322	65,000	37,265	65,000	65,000
Interdepartmental & Expense Refunds	(1,020,228)	(1,125,000)	(1,325,636)	(1,611,800)	(1,611,800)
<b>TOTAL REQUIREMENTS</b>	<u>7,674,001</u>	<u>9,375,931</u>	<u>9,375,931</u>	<u>10,757,480</u>	<u>10,757,480</u>
<b>EXCESS (DEFICIENCY) OF REVENUES IN OVER TOTAL REQUIREMENTS</b>	<u>1,451,022</u>	<u>161,185</u>	<u>161,185</u>	<u>307,050</u>	<u>307,050</u>
Reserve Requirements	<u>1,451,120</u>	<u>1,680,000</u>	<u>1,680,000</u>	<u>1,986,252</u>	<u>1,986,252</u>
Adjustments to GAAP	<u>(700)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>ENDING BALANCE</b>	<u>66,897</u>	<u>0</u>	<u>(798)</u>	<u>0</u>	<u>0</u>