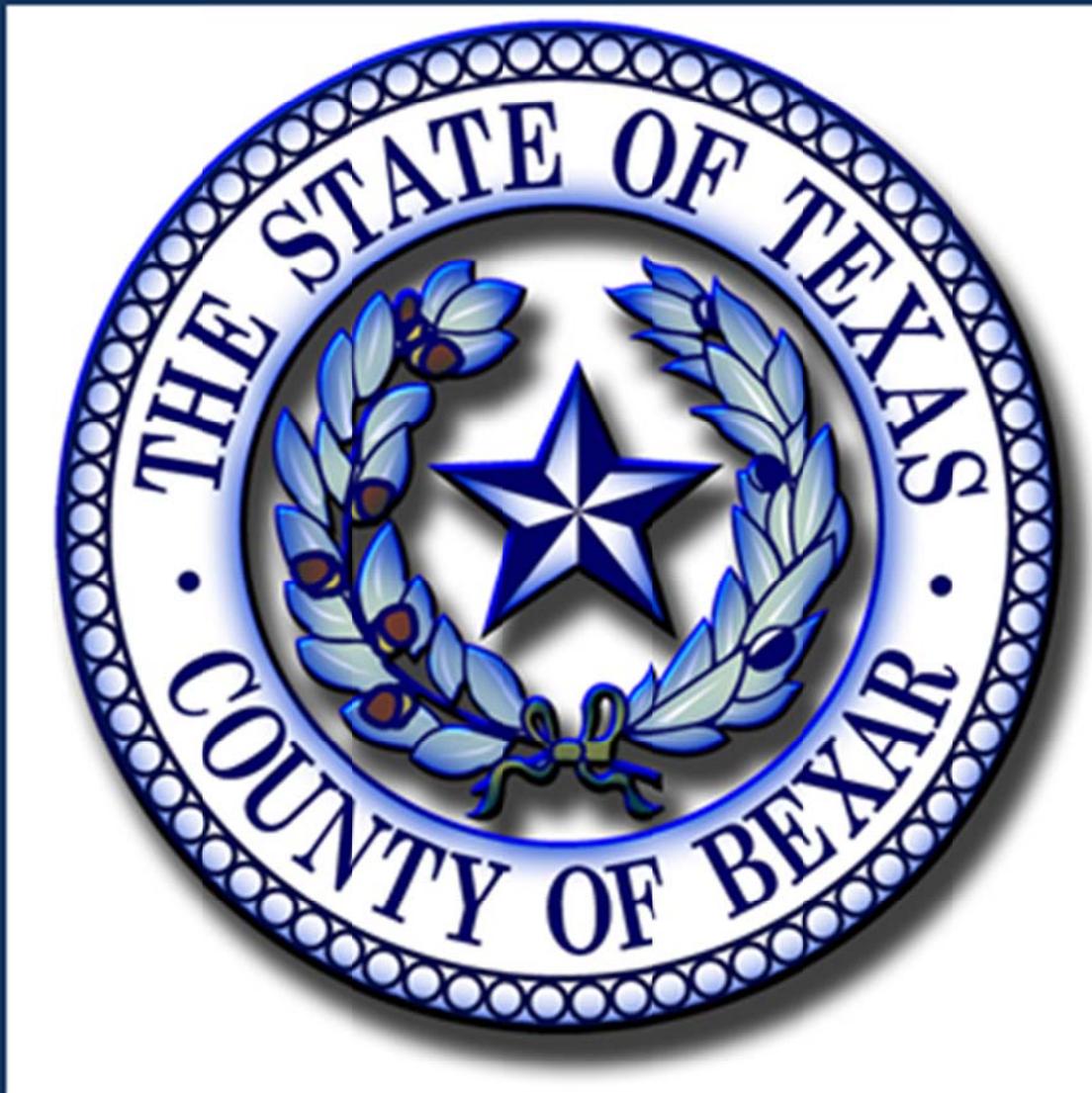


FY 2012-13
Adopted Budget Book



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COUNTY OF BEXAR



ADOPTED ANNUAL BUDGET FISCAL YEAR 2012-13 OCTOBER 1, 2012 – SEPTEMBER 30, 2013

COMMISSIONERS COURT

NELSON W. WOLFF
County Judge

SERGIO “CHICO” RODRIGUEZ
Commissioner, Pct 1

KEVIN WOLFF
Commissioner, Pct 3

PAUL ELIZONDO
Commissioner, Pct 2

TOMMY ADKISSON
Commissioner, Pct 4

PREPARED BY THE OFFICE OF THE COUNTY MANAGER- BUDGET DEPARTMENT

DAVID SMITH, COUNTY MANAGER/BUDGET OFFICER

ANA BERNAL
KRISTINA BRUNNER
RITA CAMPOS
ALLEN CASTRO
ADELITA CAVADA
AUDREY CAVAZOS
TANYA DELACERDA
JOHN DIAZ
KRISTEN DUNN

THOMAS FRANCKOWIAK
ERICA GARCIA
MARTHA GARCIA-MOORE
PATRICK GRABIEC
THOMAS GUEVARA
JANET GUADARRAMA
WANDA HEARD
SETH MCCABE
KATIE MCNEFF

JUAN MENDEZ
SETH MITCHELL
DIANA PINALES
HANK REYES
ROBERTA RODRIGUEZ
AIMEE SAMPLE
PEARL JAUREGUI
TINA SMITH-DEAN
NANCY SOTO

REVENUES PREPARED BY THE AUDITOR’S OFFICE
SUSAN YEATTS, COUNTY AUDITOR

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Bexar County Mission Statement



**Our mission is to build a better
community through quality services.**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Bexar
Texas**

For the Fiscal Year Beginning

October 1, 2011

Linda C. Danson Jeffrey R. Erwin

President

Executive Director

The Government Finance Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **County of Bexar, Texas** for its annual budget for the fiscal year beginning **October 1, 2011**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Bexar County Health Care

Bexar County, like all entities around the nation, is confronted with the escalating cost of health care. The County has averaged a nine percent increase in annual health care costs. Commissioners Court directed staff to explore plan design changes, select a third-party administrator, and requested direction regarding short-term and long-term strategies to address increasing health care costs. The first step was to bring health care costs in line with the County's financial forecast and design plans that are more comparable to what other local governments provide. A request for proposal (RFP) was written to encourage the submittal of creative and innovative proposals that fit in with the County's health plan goals and objectives, which included improved health of County employees, employees playing a greater role in their own health and wellness, accountability for health care costs by both employee and employer, improved customer service for employees, maximal use of the County's Health Clinic, and lower health care costs. During the FY 2012-13 budget process, Aetna was chosen as the County's third party administrator. Bexar County has also invested in the community through various projects encouraging physical activity through capital projects, such as sport complexes.

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Bexar County Sheriff's Office Gym (Main Jail)

Within the main Adult Detention Center Mail Jail, the Sheriff's Office offers a gym for their officers to utilize at any time. There is also a requirement for their Special Emergency Response Team (SERT) officers to exercise a certain amount of time each week. Some of the equipment available includes free weights and elliptical machines. This gym is available at no cost to the officers.



OFFICE OF THE COUNTY MANAGER
101 W. Nueva, Suite 1024
San Antonio, Texas 78205
(210) 335-2405 / Fax: (210) 335-2683



David L. Smith
County Manager

To the Honorable Commissioners Court
Bexar County, Texas

This document contains the budget as adopted by Commissioners Court for Fiscal Year FY 2012-13. The adopted budget document has been updated to reflect changes made by Commissioners Court to the Budget Officer's Proposed Budget. All of the changes made to the proposed document are described in a memo to Commissioners Court included in the Appendices section of this document.

The FY 2012-13 Adopted Budget for all funds totals \$1.49 billion, which represents a \$98 million increase when compared to last year's adopted budget. In FY 2011-12 the Adopted Budget did not include the total budget for all Flood projects. The FY 2012-13 Adopted Budget includes full budgets for the Flood Control program. The change in budgeting represents the majority of the increase in the FY 2012-13 Budget. The FY 2012-13 Adopted Budget for the General Fund totals \$389.4 million, or a 2.2% increase when compared to last year's General Fund budget primarily due to enhancements to service delivery and employee compensation as described throughout this document.

The Bexar County FY 2012-13 Adopted Budget is balanced at a tax rate of .326866 per \$100 valuation, which is .001257 less than the effective tax rate of .328123 per \$100 valuation. For FY 2012-13 alone, the savings to our tax payers is greater than \$48 million. The FY 2012-13 Adopted Budget includes 45 new positions, 24 deleted positions, 27 reclassified positions, resulting in the net addition of 21 positions. The vacancies and deletions will occur with the goal of minimizing the impact on service delivery to the citizens, while bringing recurring revenues and expenditures into balance.

Copies of the Court Orders setting the tax levies for tax year 2012 and adopting the budget for FY 2012-13 are provided in the Appendices section of this document.

The staff of the County Manager's Department is eager to work with Elected and Appointed Officials to help implement the programs and initiatives outlined in the FY 2012-13 Adopted Budget as approved by Commissioners Court.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Smith", is written over a horizontal line.

David Smith
County Manager/Budget Officer



Employee Health Clinic

A physician or licensed medical provider is available daily at the Employee Health & Wellness Clinic for the health care and convenience of all Bexar County employees. Services include pre-employment physicals, medical care for minor injuries or illnesses, preventative health screenings, individualized wellness programs, and employee biometric screenings. This is located near the Bexar County Courthouse on Main Street.



Office of the County Manager

Paul Elizondo Tower, Suite 1021

101 West Nueva

San Antonio, Texas 78205

To the Honorable Commissioners Court

Bexar County, Texas

BUDGET MESSAGE

INTRODUCTION

In the pages that follow, you will find the Bexar County FY 2012-13 Adopted Budget. I believe we are beginning to see early indications of an improved financial environment for the first time since the global financial crisis of FY 2008-09. The General Fund experienced a one percent decrease in property taxes collected after FY 2010; that equated to \$2.2 million in lost revenue. However, FY 2011 property tax revenues are expected to remain flat and in FY 2012-13 property tax revenues are projected to increase by approximately 1.5 percent. All of this increase in property tax revenue, however, is coming from new construction property market values, which increased by \$1.8 billion, not from increases in existing values. In fact, in the aggregate, existing property values in the Bexar County area have decreased. Foreclosures remain a leading concern in the Bexar County area. At the time of this writing it is reported that 4.72 percent of residential loans in the San Antonio area were delinquent by at least 90 days. HB 1038, which went into effect January 1, 2010, mandated that chief appraisers of a county must take into consideration surrounding properties including foreclosures. This means that properties surrounding foreclosures may lose value depending on the sale price of that foreclosed property. Unless sustained growth can be achieved by new market values, it is very possible that the County could return to decreases in property tax revenues.

The Adopted Budget totals \$1.49 billion for all funds, including \$514 million in Operating Appropriations, \$463 million in Capital Projects, \$99 million for Debt Service, and \$413 million for reserves, most of which are carry forward funding for multi-year capital projects. The FY 2012-13 Adopted General Fund operating budget totals \$340 million compared to last year's operating budget of \$331.6 million, or an increase of \$8.4 million.

BUDGET STRATEGIES

During the early planning stages for the FY 2011-12 Budget, we assessed our challenges. We had to follow a course of action that would balance the budget through the forecast period and maintain County capacity for delivering services to a continually expanding County population, as well as address employee compensation and benefits. Given last year's revenue projections and recognizing that property tax revenue constitutes about 75 of the County's General Fund revenue Commissioners Court directed implementation of several cost reduction strategies:

- \$2 M (annualized) mid-year savings from a Hiring Freeze in May 2011
- \$5 M from Attrition/Vacancy Program
- \$5 M from targeted cuts in FY 2011-12 Budget
- \$5 M for Return on Investment (ROI) from use of Technology to be identified in FY 2012-13 Budget

The first strategy was to freeze hiring of all positions that had been vacant over four months to realize a projected savings of \$2M annually. Second, an attrition strategy for FY 2011-12 was established. This plan called for the reduction of authorized positions by using the annual employee attrition rate to serve as a baseline for reducing positions. Conversely, Offices and Departments were given the opportunity to forego the attrition plan by submitting their own cost reduction plan. If they did submit a voluntary reduction plan, half of any savings achieved beyond their target was returned to their budgets to address the redistribution of workload. Several Offices and Departments took advantage of these options and together the County was able to save \$5.7 million.

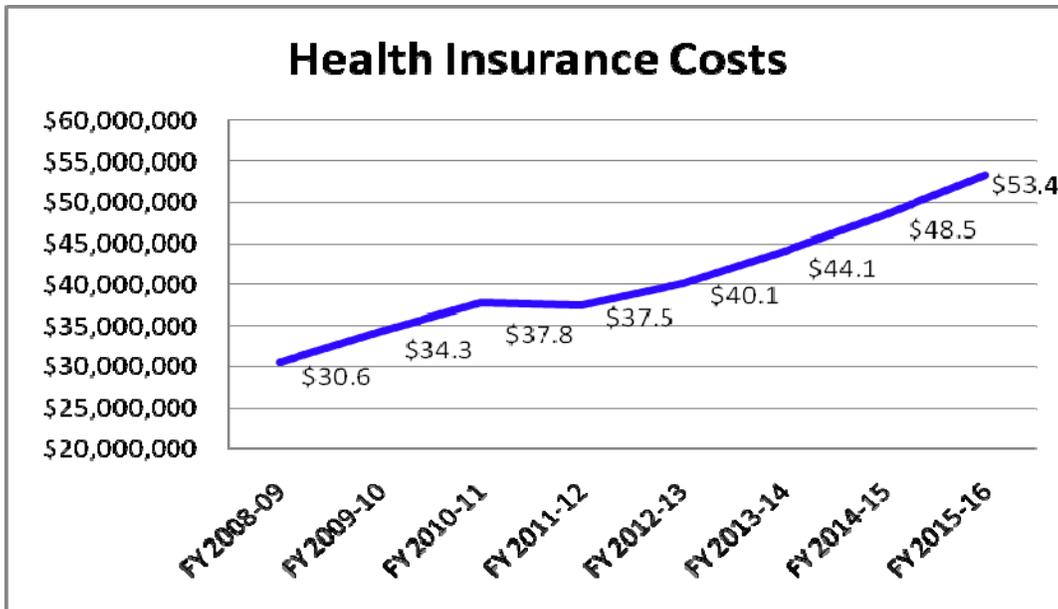
Another \$5 million in annual savings was realized through implementation of targeted process improvements and operational efficiencies. This included reductions in jail staffing, reduction of Court Appointed Attorney Fees in the County and Civil Courts, reductions in Juvenile Detention costs, and the identification of additional recurring revenues by the Auditor's Office.

The final strategy involved the setting of another \$5 million savings goal by identifying opportunities to streamline operations and improve processes through investments in technology. The County's Chief Information Officer has worked diligently to identify and implement cost saving measures. These initiatives include negotiated reductions to phone and internet contracts, automation of many duties in the Offices of the District Clerk and County Clerk, implementation of software systems to automate County-wide operational processes such as of American Cadastre, LLC (AMCAD) and E-citations, and the on-going implementation of the Lawson financial/procurement system.

Enacting these strategies has contributed to balancing our current and forecasted expenditures. Bexar County is now forecast to have sufficient funds to provide services to our growing population. However, the one issue that is concerning to the County is the escalating cost of health insurance.

HEALTH INSURANCE

Bexar County, like all entities around the nation, is confronted with the escalating cost of health care. The County has averaged a nine percent increase in annual health care costs. This rate is unsustainable. Currently the County's health plan pays over \$37 million in claims annually. At this rate of growth, the County would pay approximately \$53 million for healthcare cost by FY 2015-16.



The County currently offers three plan options to County Employees. An Exclusive Provider Organization (EPO) where an employee may select any physician within the EPO directory without a referral. The advantages to the employee of choosing this plan include no deductibles or co-payments when accessing services, however there is no coverage for services acquired outside of the established directory.

There is also a Preferred Provider Organization (PPO) plan with two options: a premium PPO and a base PPO. In the PPO options the employee may select any provider for services and when a covered person reaches the required deductible, co-insurance covers the remainder of the expenses up to a maximum amount. The difference in the two options is that the Premium PPO offers lower deductibles and higher co-insurance, while the Base PPO offers higher deductibles and lower co-insurance. In Bexar County, the majority of participants have selected the EPO option, which is also the most expensive option.

Our staff surveyed other public agencies in the community to compare the features and costs of their healthcare programs. Looking at programs offered by the City of San Antonio, San Antonio Water System, Northside Independent School District and VIA Metropolitan Transit Authority, we discovered that overall Bexar County offered “richer” plans-- lower family premiums, better deductibles, and higher coinsurance rates for County employees. None of the other entities offered an EPO-type plan.

This year we recommended to Commissioners Court changes to our healthcare plan designs that are more in line with our financial forecast and are more comparable with the plans provided to employees of the other local governmental entities. Adopted recommendations include increases to employee premiums, which is the amount deducted from each employee’s paycheck, for those employees who select the Exclusive Provider Organization (EPO) to generate additional revenue in the amount of \$1.3 million to pay for health care costs. The second recommendation includes increasing deductibles, co-pays, and coinsurance associated with the PPO plans to save an additional \$3.75 million. Employee premiums for the PPO plans will remain unchanged.

Plan changes are just part of the strategy the County is pursuing to curtail the increased cost of health care. Employee wellness is also a key component of a long term strategy. Taking positive

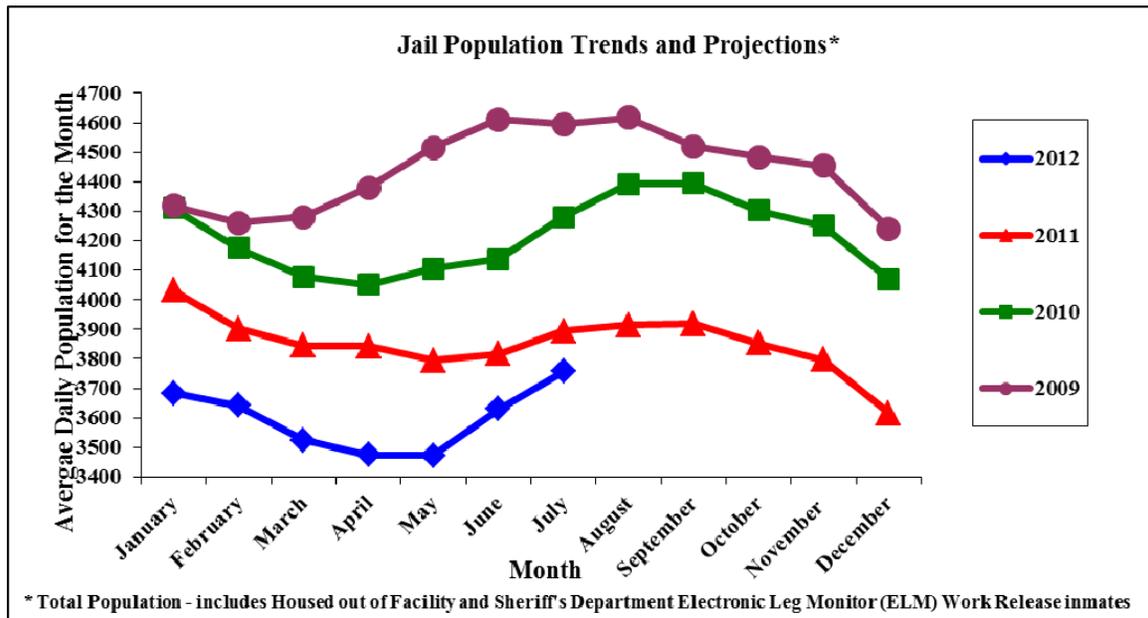
steps to get and keep employees healthy will allay future costs. The County will meet these goals by initiating several early risk detection programs such as the Mandatory Health Risk Assessment (HRA) and Biometric Screenings beginning in the 2013 plan year. This will help to identify long term health care issues within our employee population.

Another initiative is to increase focus on disease and case management. These programs are aimed at providing intensive counseling, education, information and referral to employees that are already dealing with challenging health situations such as cancer, diabetes, asthma, etc. Disease and case management provides the right care at the right time to mitigate chronic situations and preempt or prevent complications.

EMPLOYEE COMPENSATION AND BENEFITS

Even with the employee premiums proposed to remain unchanged, or in some cases decrease, out of pocket expenses may increase based on an employee’s utilization of services. One of the goals of our five-year budget plan is to provide for cost of living adjustments for our employees to help defray these costs even while our tax revenues may be growing more slowly. Therefore, a 3 percent Cost of Living Adjustment for all active, regular full-time and part-time employees not covered by a collective bargaining agreement with an employment date on or before October 1, 2012 is adopted.

JAIL POPULATION AND JAIL STAFFING



The County has continued to see a reduction in the overall jail population. I believe the County has been successful in controlling the jail population because of the continued, active participation by key County criminal justice stakeholders and the leadership of the Commissioners Court in focusing on jail population mitigation strategies such as the specialty courts, jail diversion programs, inmate re-entry programs, using the Quarterly Judicial Management Report to track key court metrics and improve court processes, ongoing reviews of

the jail population to identify changes in an inmate status that improve eligibility for release, and other enhancements in the County's criminal justice administration processes.

Given the ongoing decline in jail population, last year (FY 2011-12 Adopted Budget) Commissioners Court approved a staffing strategy that reduced the full-time, uniformed detention officer staff at the jail by 100 positions, realized through attrition. The new authorized baseline of 830 uniformed detention officers was funded to staff a reduced 4,200 bed capacity. Additional funding was budgeted in Non-departmental Contingencies to augment the fulltime staff, by providing for additional part-time officers or overtime hours needed to address any daily jail population peaks that exceeded the reduced capacity.

The FY 2012-13 Adopted Budget continues the same staffing levels at the jail, with 830 detention officers to meet the threshold of 4,200 beds and 4,000 inmates, with a rated capacity of up to 4,563 beds. Again, additional funding is budgeted for an "extra board" of part-time, temporary detention officers to be available to augment the full time staff during periods when the jail population peaks above the threshold. Also, several non-uniform positions have been added to perform support duties, providing jail administration with opportunities to reassign detention officers currently in those support jobs to direct supervision jobs. A Facilities Maintenance Superintendent is authorized in the Facilities Maintenance budget and should offset the need for seven detention officers involved in facilities maintenance and jail industries. Two fleet maintenance technicians will be added to the Fleet Maintenance budget to offset the need for two detention officers currently performing those duties.

ADOPTED BUDGET

The projected revenue in the General Fund is estimated to decrease by 1.2 percent or \$4 million. This decrease is due to one-time funding in the amount of \$4 million in unclaimed tax payments that the County received in FY 2011-12. Another revenue source that is expected to decline is the Federal Prisoner Housing Commissions that the County receives for housing inmates at its Laredo Street facility. In FY 2011-12 the County received approximately \$13.6 million for the housing of inmates; this was a 20 percent increase from the previous fiscal year. For FY 2012-13 it is anticipated that these receipts will return to more historical levels of revenue.

As noted in the introduction, Bexar County's tax base is growing. In FY 2011-12 Bexar County had an adopted net property taxable value of \$97.4 billion. As of the certification date on July 2012, Bexar County had a net property taxable value of \$98.9 billion or an increase of \$1.5 billion. However, because existing property valuations decreased by \$300 million, the County's effective tax rate is lower than our current tax rate of \$0.326866 per \$100 valuation. This means that even while maintaining our current tax rate, overall taxpayers will save \$1,203,561 annually. This is in addition to the savings from the Senior Citizens Tax Freeze, disabled including veterans, and the Homestead Exemption.



PROGRAM CHANGE SUMMARY

The FY 2012-13 Adopted Budget recommends program changes in all funds, which include 16 new positions, 26 reclassified positions, for an overall cost of approximately \$1.4 million. The program changes in the General Fund include a net of 16.25 new positions and 27 reclassified positions. The annualized cost of these recommendations is \$1,265,182. The program changes in Other Funds include a net reduction of 0.25 positions. The annualized cost of the program changes for Other Funds recommended in the FY 2012-13 Budget is \$141,226.

CAPITAL

The County has historically taken many initiatives to meet the needs of citizens and County Employees. The County has budgeted \$515 million for its capital improvements program for both horizontal (Roads) and vertical (Buildings) construction. Investments in Technology are also a major part of the County’s Capital Improvement plan.

The County Road and Bridge projects include those that were debt funded since FY 2005-06, as well as some projects that are cash funded in the preliminary phases. The FY 2012-13 Adopted Budget includes a new issuance of \$7.66 million in addition to the \$10 million issued during FY 2011-12, to fund a grand total of \$17,660,000 million in new and existing road projects.

The new projects funded are: Roft Rd. (\$1,000,000), W.T. Montgomery (\$1,000,000), San Antonio Ranch Rehab Phase I (\$1,000,000), T.P.C. Light (\$360,000), Candlewood Phase I (\$2,500,000), and Binz-Engleman (\$500,000). The following existing projects will be funded for completion: Bulverde Phase IV (\$2,000,000), Bulverde V (\$2,500,000), Galm Road Phase II (\$3,000,000), Glen Mont Drive (\$1,000,000) and Macdona Subdivision Phase I (\$2,800,000).

The FY 2012-13 Adopted Budget appropriates a total of \$64,123,359 for the following new and existing capital improvement projects:

- Forensic Science Center Improvements (\$3,500,000)
- Courthouse Basement Courts (\$4,200,000)
- Courthouse Personnel Relocation (\$750,000)
- Courthouse Exterior Restoration and Double-Height Courtroom (\$12,900,000)
- Courthouse History Center (\$2,000,000)
- Justice Center 5th Floor Renovations (\$125,000)
- Justice Center Corridor New Seating (\$125,000)
- Downtown Central Control Improvements (\$250,000)
- Justice Center Courtroom Suites Renovations (\$762,500)
- Records Storage Facility Improvements (\$1,150,000)
- South Flores Parking Garage Improvements (\$1,000,000)
- Video Visitation (\$2,000,000)
- Vista Verde Plaza Improvements (\$400,000)
- Bullis County Park Enhancements (\$150,000)
- Courthouse Annex Improvements (\$675,000)
- Z-Server Upgrade (\$1,100,000)
- Pitney Bowes Mail System (\$300,881)
- Print Shop Equipment (\$277,200)
- WebCRD System (\$92,494)
- County Facilities Fiber Upgrade (\$4,610,000)
- PC Replacement (\$1,539,356)
- Notebook Replacement (\$280,206)
- Courtroom Technology (\$171,875)
- Forefront Identity Manager Enhancements (\$75,000)
- Telecom Management System (\$65,000)
- Automated License Plate Recognition System (\$96,000)
- Court Kiosks System (\$20,633)
- Medical Examiner F.A.S. System (\$265,000)
- Electronic Attorney Voucher System (\$100,000)
- Automated Fingerprint Identification System Enhancements (\$2,700,000)
- Datalux Tracer Processor Upgrades (\$261,000)
- Adult Detention Center Kitchen Equipment (\$162,750)
- Adult Detention Center Laundry Equipment (\$168,400)
- Dell Tablet Implementation (\$165,000)
- Internal Affairs System (\$47,600)
- Countywide Radio Replacement (\$1,342,270)
- Countywide Vehicle Replacement (\$2,336,010)
- Medical Examiner Equipment (\$229,212)
- Bexar County Emergency Vehicle (\$32,800)
- Haven for Hope Facility Improvements (\$1,500,000)
- St. Vincent de Paul Kitchen Equipment (\$1,000,000)
- Economic Development Improvements (\$727,000)
- Hot Wells Interpretive Center / Public Park (\$2,706,000)
- World Heritage Site (\$143,060)
- Land Acquisition – ADC South Annex Phase II (\$2,630,000)

- Land Acquisition – ADC South Annex Phase III (\$2,505,000)
- Land Acquisition – Pleasanton Road (\$200,000)
- County Facilities A.D.A. (\$85,000)
- Adult Detention Center Maintenance Shop Renovations (\$500,000)
- Laredo Street Facility Renovations (\$30,000)
- Elections Facility (\$5,226,112)
- County Parks Improvements – Fall Zone (\$275,000)
- Fleet Maintenance and Motor Pool Assessment (\$100,000)

OTHER STRATEGIC ISSUES

Community Mental Health Initiatives. Providing cost effective, quality mental health treatment in Bexar County has been a constant challenge at all levels of government and a high priority for Commissioners Court. Shortly after assuming the duties of County Manager, I attended one of the first meetings of the Bexar County Mental Health Consortium, formed at the direction of the Commissioners Court. Over the past year, the Consortium has identified gaps in services, needs in the community and opportunities for improving coordination and collaboration of multiple service providers. Additionally, the Consortium has developed six priorities for further action and has recommended projects for funding consideration from the 1115 Medicaid Waiver program that will expand mental health services in the community, create a special case management program for high utilizers and pursue the establishment of crisis stabilization units that should decrease the overuse of emergency rooms by unfunded or uninsured mentally ill. Pursuing these initiatives will continue to be a top priority for the County this year.

Service Delivery. Over the next five years, the County will need to identify \$19.2 million to extend delivery of its services to a growing population. Continued development in the unincorporated area, curtailed annexation by the City of San Antonio, and a demand for city-type services are a few of the challenges to be considered when planning for service delivery. In the spring 2012, staff issued a Request for Proposals for consultant services to provide recommendations regarding the delivery of municipal services to citizens in the unincorporated area of Bexar County. Commissioners Court has selected Tischler-Bise to perform consulting services to explore options that may be available for the citizens residing in these areas as well legislative initiatives that may be proposed to address these challenges. We hope to have preliminary recommendations in time to help develop the County’s legislative program for 2013.

Transportation. Commissioners Court leadership on transportation issues has allowed staff to work closely with our partners to leverage funding for over \$1.2 billion in transportation improvements in Bexar County. Working with the Advanced Transportation District (ATD), the County has developed a plan of finance to provide \$100 million in local funding for additional traffic lanes with overpasses and continuous frontage roads on Loop 1604 from SH 16 to Potranco Road and, as well as on US 281 from Loop 1604 to Stone Oak Parkway. This effort involved one of the largest partnerships of governmental agencies ever involved in our community, and will result in one of the most important investments in years in our local transportation system.

San Antonio is one of the last major U.S. cities without any streetcar, subway, or light rail mass transit service. But in part because of the \$92 million in funding the County has identified, the ATD will be able to establish two “starter” routes for a downtown streetcar system. This funding will also provide for the establishment of multimodal transportation centers on the near east and

west sides of downtown. Once the starter system is running, as much as 60% of downtown bus traffic could be eliminated, helping “de-congest” our busy city streets.

At the same time, Commissioners Court and the ATD identified funding to accelerate the construction of the 1604 East Improvement Project as well as the expansion of FM 471 from Kallison Lane to FM 1560, completing all the previously identified pass-through financing road projects for this community.

Finally, following Commissioners Court direction, we are working with the Alamo Regional Mobility Authority (ARMA) to further the County’s understanding of the issues associated with the development and delivery of ARMA projects and continue to identify opportunities for delivering the projects in a more cost-effective manner. Additionally, the County will adopt as its primary legislative initiative, the enactment of legislation to create the Bexar County Toll Authority in the upcoming legislative session.

Legislative Agenda.

The State of Texas is estimated to begin the 83rd Legislative Session facing a deficit between \$15 and \$25 million. I anticipate early versions of the State budget will have both direct and indirect impact on county budgets throughout the state in the form of direct cuts and unfunded mandates for local governments. Therefore, like the 82nd session, I anticipate our focus will center around the prevention of unreasonable bills that limit the County’s ability to effectively and efficiently provide core services. Additionally, we will actively seek authority for flexibility in managing growth in unincorporated areas, support transportation solutions and funding for our region’s highways and alternative modes of transportation, and preserve funding levels for local Mental Health Mental Retardation authorities.

CONCLUSION

The FY 2012-13 Adopted Budget provides a realistic financial and operating plan for the County, and will allow Bexar County to provide services to our growing community in the current environment of more constrained revenue growth. I intend to continue to look for other opportunities to realize cost savings by conducting performance reviews and organization studies throughout this upcoming year.

I would like to express my appreciation to the Commissioners Court, the County Elected and Appointed Officials, Department Heads and their staffs for their assistance. I would especially like to thank the staff of the Budget Department for their dedication and commitment.

Respectfully,



David L. Smith
County Manager/Budget Officer

BUDGET HIGHLIGHTS

This Adopted Budget totals \$1.48 billion for all funds, including \$513 million in Operating Appropriations, \$463 million in Capital Projects, \$99 million for Debt Service, and \$413 million for reserves, most of which are carry forward funding for multi-year capital projects. The FY 2012-13 Adopted General Fund operating budget totals \$339.8 million compared to last year's operating budget of \$331.6 million, or an increase of \$8.2 million.

HISTORICAL BUDGET STRATEGIES

Property taxes, which provide almost 75 percent of General Fund operating revenues, went from increasing annually at a rate of 5-10 percent in the years prior to FY 2007-08 to limited to no growth in subsequent years. In order to help lessen the impact of these dramatic changes in revenues, Commissioners Court adopted a multi-year budget balancing strategy that included the following:

- FY 2008-09: Mid-year expenditure reductions of 3-5% for all offices and departments;
- FY 2009-10: Additional budget reductions of 3-5%;
- FY 2010-11: Maintain FY 2009-10 department budget expenses;
- FY 2011-12: Mid-year Hiring Freeze: \$2 million in annualized savings;
Attrition/Vacancy Program: \$5 million savings;
Targeted Budget Cuts: \$5 million savings;
Technology Return on Investment: \$5 million savings.

Commissioners Court also suspended the following compensation programs to further meet reductions to revenues:

- Progressive Pay Model
- Six Month Adjustment
- Hiring and Promoting above Minimum
- Merit Award Program

In an effort to identify ways for the County to remain competitive with other employers and adjust for inflationary growth, Commissioners Court was able to approve a one-time lump sum salary adjustment to employees during FY 2010-11 and a 2 percent cost of living adjustment during FY 2011-12.

EMPLOYEE COMPENSATION AND BENEFITS

In addition to decreased revenues, Bexar County has also been confronted with the escalating cost of health care. The County has averaged a nine percent increase annually in health care costs. Currently, the County's health plan pays over \$37 million in claims annually. At this rate of growth, the County would pay approximately \$53 million for healthcare cost by FY 2015-16. In an effort to reduce claims expenses, a series of plan changes were approved for the FY 2012-13 Budget. The following changes represent a strategy to reduce expenses by 7 percent when compared to FY 2011-12 estimates:

- Decrease the Co-insurance on the Premium PPO plan from 90% to 80%
- Increase Deductibles on the Premium PPO plan
 - Increase individual deductible from \$400 to \$600
 - Increase family deductible from \$800 to \$1,000
- Additional Deductible on the Premium PPO plan

- Implement a Prescription Deductible for Tier 2 & 3 drugs at \$100, after which co-pays would kick in
- Increase the annual Maximum Out of Pocket expense on the Premium PPO plan
 - Increase individual out-of-pocket from \$1,600 to \$1,800
 - Increase family out-of-pocket from \$3,200 to \$3,400
- Adjust Premium PPO Co-pays
 - Increase the Primary Care Physician Co-pay from \$20 to \$25
 - Increase the Specialist Care Physician Co-pay from \$20 to \$40
 - Increase Prescription Co-pays (Generic/Tier2/Tier3) from \$0/\$25/\$40 to \$0/\$30/\$60
- Increase Deductibles on the Base PPO plan
 - Increase individual deductible from \$1,000 to \$1,200
 - Increase family deductible from \$2,000 to \$2,200
- Increase the annual Maximum Out of Pocket expense on the Base PPO plan
 - Increase individual out-of-pocket from \$4,000 to \$4,200
 - Increase family out-of-pocket from \$8,000 to \$8,200
- Adjust Base PPO Co-pays
 - Increase the Primary Care Physician Co-pay from \$30 to \$35
 - Increase the Specialist Care Physician Co-pay from \$30 to \$40
 - Increase Prescription Co-pays (Generic/Tier2/Tier3) from \$0/\$25/\$40 to \$0/\$30/\$60
- Additional Deductible on the Base PPO plan
 - Implement a Prescription Deductible for Tier 2 & 3 drugs at \$100, after which co-pays would kick in

One of the goals of the budget plan is to continue to provide cost of living adjustments for employees to help defray rising healthcare costs. Therefore, a 3 percent Cost of Living Adjustment for all active, regular full-time and part-time employees not covered by a collective bargaining agreement with an employment date on or before October 1, 2012 was approved for the FY 2012-13.

PROGRAM CHANGE SUMMARY

The FY 2012-13 Adopted Budget program changes in all funds, includes a net total of 16 new positions, and 23 reclassified positions, for an overall cost of approximately \$1.4 million. The program changes in the General Fund include a net of 16.25 new positions and 23 reclassified positions. The annualized cost of these recommendations is \$1,257,760. The program changes in Other Funds includes a net reduction of 0.25 positions. The annualized cost of the program changes for Other Funds recommended in the FY 2012-13 Budget is \$141,226. The following is a breakout of new and deleted positions including the total amount of program changes.

Specific information regarding the program changes and reclassifications can be found in the corresponding narratives for each office and department.

General Government Services				
	Change Amount	New Positions	Deleted Positions	Reclassified Positions
Budget	\$51,838	0.25	0	0
County Auditor	\$54,437	1	0	0
County Clerk	\$80,444	3	0	0
County Manager	(\$156,273)	0	-1	0
Economic Development	(\$56,843)	0	-1	0
Facilities Mgmt.-Cty. Bldgs	(\$77,926)	1	-2	0
Human Resources	\$14,752	.25	-1	3
Management and Finance	(\$53,262)	1.25	-2	1
Tax Assessor - Collector	\$10,150	1	-1	3
TOTAL	(\$132,683)	7.75	-8	7

Judicial Services				
	Change Amount	New Positions	Deleted Positions	Reclassified Positions
APDO	\$80,124	1	0	0
County Courts at Law	\$47,992	3	-2	0
Criminal District Attorney	\$377,956	4.5	0	1
Criminal District Courts	(\$106,653)	0	-1	0
District Clerk	(\$1,001)	0	-1	7
Judicial Services	\$31,387	0	-1	0
Probate Courts	(\$39,277)	0	0	0
DPS Warrants	(\$40,232)	0	-1	0
TOTAL	\$350,296	8.5	-6	8

Public Safety Services				
	Change Amount	New Positions	Deleted Positions	Reclassified Positions
Constable Precinct 3	(\$11,187)	2	-1	0
Judicial Services-Crime Lab	\$113,655	2	0	0
Judicial Services – Med Exam	\$279,170	4	-3	6
Facilities Mgmt.-ADC Maint	\$80,156	1	0	0
Fire Marshal's Office – Emergency Mgmt.	\$66,083	1	0	0
Sheriff ADC	\$132,540	2	0	0
Sheriff Law Enforcement	\$40,222	1	0	0
Sheriff Support Services	\$44,572	1	0	2
TOTAL	\$745,211	14	-4	8

Education and Recreation Services				
	Change Amount	New Positions	Deleted Positions	Reclassified Positions
Eco Dev – Agrilife	\$6,921	0	0	3
TOTAL	\$6,921	0	0	3

Health and Public Welfare Services				
	Change Amount	New Positions	Deleted Positions	Reclassified Positions
Community Resources – Programs	\$52,777	1	0	0
Com. Resources-Mental Health	\$53,273	0	0	0
Com. Resources-Mental Health P.D.	\$132,043	2	0	0
Economic Development – SMWBE	\$56,843	1	0	0
TOTAL	\$294,936	4	0	0

Other Funds				
	Change Amount	New Positions	Deleted Positions	Reclassified Positions
Drug Court Fund	\$11,202	0	0	0
Fleet Maintenance Fund	\$30,504	2.5	-2	0
Health Insurance	(\$38,113)	0.25	-1.5	0
Parking Facilities Fund	\$18,778	0	0	0
Road and Bridge Fund	(\$24,677)	1	-2	0
Storm Water Fund	\$163,870	2	0	0
Worker’s Compensation Fund	(\$20,338)	0	-0.5	0
TOTAL	\$141,226	5.75	(6.00)	0

CAPITAL

The County has budgeted \$515 million for its capital improvements program for both horizontal (Roads) and vertical (Buildings) construction. Investments in Technology are also a major part of the County’s Capital Improvement plan.

The County Road and Bridge projects include debt funded projects, as well as cash funded projects which are in the preliminary phases. The FY 2012-13 Adopted Budget includes a new issuance of \$7.66 million, in addition to the \$10 million issued during FY 2011-12, to fund a grand total of \$17,660,000 million in new and existing road projects.

The new projects funded are: Roft Rd. (\$1,000,000), W.T. Montgomery (\$1,000,000), San Antonio Ranch Rehab Phase I (\$1,000,000), T.P.C. Light (\$360,000), Candlewood Phase I (\$2,500,000), and Binz-Engleman (\$500,000). The following existing projects will be funded for completion: Bulverde Phase IV (\$2,000,000), Bulverde V (\$2,500,000), Galm Road Phase II (\$3,000,000), Glen Mont Drive (\$1,000,000) and Macdona Subdivision Phase I (\$2,800,000).

The FY 2012-13 Adopted Budget appropriates a total of \$64,393,533 for the following new and existing projects:

- Forensic Science Center Improvements (\$3,500,000)
- Courthouse Basement Courts (\$4,200,000)
- Courthouse Personnel Relocation (\$750,000)
- Courthouse Exterior Restoration and Double-Height Courtroom (\$12,900,000)
- Courthouse History Center (\$2,000,000)
- Justice Center 5th Floor Renovations (\$125,000)
- Justice Center Corridor New Seating (\$125,000)
- Downtown Central Control Improvements (\$250,000)
- Justice Center Courtroom Suites Renovations (\$762,500)
- Records Storage Facility Improvements (\$1,150,000)
- South Flores Parking Garage Improvements (\$1,000,000)
- Video Visitation (\$2,000,000)
- Vista Verde Plaza Improvements (\$400,000)
- Bullis County Park Enhancements (\$150,000)
- Courthouse Annex Improvements (\$675,000)
- Z-Server Upgrade (\$1,100,000)
- Pitney Bowes Mail System (\$300,881)
- Print Shop Equipment (\$277,200)
- WebCRD System (\$92,494)
- County Facilities Fiber Upgrade (\$4,610,000)
- PC Replacement (\$1,539,356)
- Notebook Replacement (\$280,206)
- Courtroom Technology (\$171,875)
- Forefront Identity Manager Enhancements (\$75,000)
- Telecom Management System (\$65,000)
- Automated License Plate Recognition System (\$96,000)
- Court Kiosks System (\$20,633)
- Medical Examiner F.A.S. System (\$265,000)
- Electronic Attorney Voucher System (\$100,000)
- Automated Fingerprint Identification System Enhancements (\$2,700,000)
- Datalux Tracer Processor Upgrades (\$261,000)
- Adult Detention Center Kitchen Equipment (\$162,750)
- Adult Detention Center Laundry Equipment (\$168,400)
- Dell Tablet Implementation (\$165,000)
- Internal Affairs System (\$47,600)
- Countywide Radio Replacement (\$1,342,270)
- Countywide Vehicle Replacement (\$2,336,010)
- Medical Examiner Equipment (\$405,386)
- Bexar County Emergency Vehicle (\$32,800)
- Haven for Hope Facility Improvements (\$1,500,000)
- St. Vincent de Paul Kitchen Equipment (\$1,000,000)
- Economic Development Improvements (\$727,000)
- Hot Wells Interpretive Center / Public Park (\$2,706,000)
- World Heritage Site (\$143,060)
- Land Acquisition – ADC South Annex Phase II (\$2,630,000)

- Land Acquisition – ADC South Annex Phase III (\$2,505,000)
- Land Acquisition – Pleasanton Road (\$200,000)
- County Facilities A.D.A. (\$85,000)
- Adult Detention Center Maintenance Shop Renovations (\$500,000)
- Laredo Street Facility Renovations (\$30,000)
- Elections Facility (\$5,226,112)
- County Parks Improvements – Fall Zone (\$275,000)
- Fleet Maintenance and Motor Pool Assessment (\$100,000)
- Sheriff’s Storage Equipment (\$94,000)



Culebra Creek Soccer Park

Bexar County along with the Alamo City Youth Soccer Organization (ACYSO) and the City of San Antonio, is adding five champion size fields to 7 existing fields to the Culebra Creek Soccer Park. The complex gives the 1,500 players in the ACYSO more practice room and the ability to attract college tournaments and U.S. Youth Regional Soccer games. A total of \$5.23 million in venue tax funds were used and the park officially opened in June 2011.

