

**To the Honorable Commissioners Court**

**Bexar County, Texas**

## **BUDGET MESSAGE**

### **INTRODUCTION**

I am submitting for your consideration the FY 2009-10 Proposed Budget for Bexar County, Texas. This Proposed Budget totals \$1.528 billion for all funds, including \$413 million in Operating Appropriations, \$816 million in Capital Projects, \$75 million for Debt Service, and \$224 million for reserves and contingencies.

This year's proposed budget follows the budget balancing strategy adopted by Commissioners Court in response to the global financial crisis, which began to impact our local economy in late 2008. This global crisis, the worst since the Great Depression of the 1920's and 1930's, has also impacted the Bexar County economy, and this proposed budget reflects that impact. As required by law, the FY 2009-10 proposed budget is balanced, and this is done within the County's existing property tax rate of \$0.326866/\$100 valuation. The budget proposes holding 95 vacant positions open, and deleting 99.5 positions. Of the 99.5 recommended deletions, 93.5 are currently filled positions. However, this budget also recommends the creation of 32 new positions, most of which are associated with staffing for the six newly created courts authorized by the Texas Legislature. In total, the net deletions recommended are 67.5, or about 1.4 percent of the Countywide authorized positions. The vacancies and deletions are recommended with the goal of minimizing the impact on service delivery to the citizens, while bringing recurring revenues and expenditures into balance.

### **GLOBAL FINANCIAL CRISIS**

In the Summer of 2008, the Planning and Resource Management Department briefed the County on developments in the home lending market. What was then called the "Sub-prime Meltdown" had begun to impact the real estate markets, and the Commissioners Court directed that the County begin planning for slower growth in our local housing market. This projected slowing of growth in local housing construction is important to County finances because 74.6% of General Fund operating revenues are from property taxes, and about 65 percent of total property tax revenues to the County are attributable to residential housing values. Fortunately, the FY 2008-09 budget appropriated \$20.2 million in reserve line items, such as Revenue Stabilization, Expenditure Stabilization, Operating Reserve, Energy Cost Contingency, and Undesignated Funds line items. These were in addition to the Appropriated Fund Balance of \$34.1 million, which by policy is set at ten percent of the General Fund's operating appropriations. The FY 2008-09 budget was adopted by Commissioners Court on September 9, 2008. Within days of the adoption of the FY 2008-09 budget, the "Sub-Prime Meltdown" precipitated the collapse of Lehman Brothers, and this "Meltdown" turned into a global financial crisis.

The impact on our local economy was notable with the previously robust growth in housing starts slowing dramatically. For instance, according to the Texas Real Estate Center, there were 1,662 housing starts in Bexar County from January through June 2009. This represents a 17 percent decrease when compared to the same period last year. The number of foreclosures in Bexar County also increased significantly. Since January 2009, 11,645 foreclosure notices have been filed. This is an increase of 40 percent when compared to the same period last year. Perhaps most importantly, unemployment in Bexar County has also increased. As of June 2009, unemployment in Bexar reached 6.9 percent, up by 38 percent when compared to June 2008.

### **FY 2008-09 MIDYEAR COMMISSIONERS COURT ACTIONS**

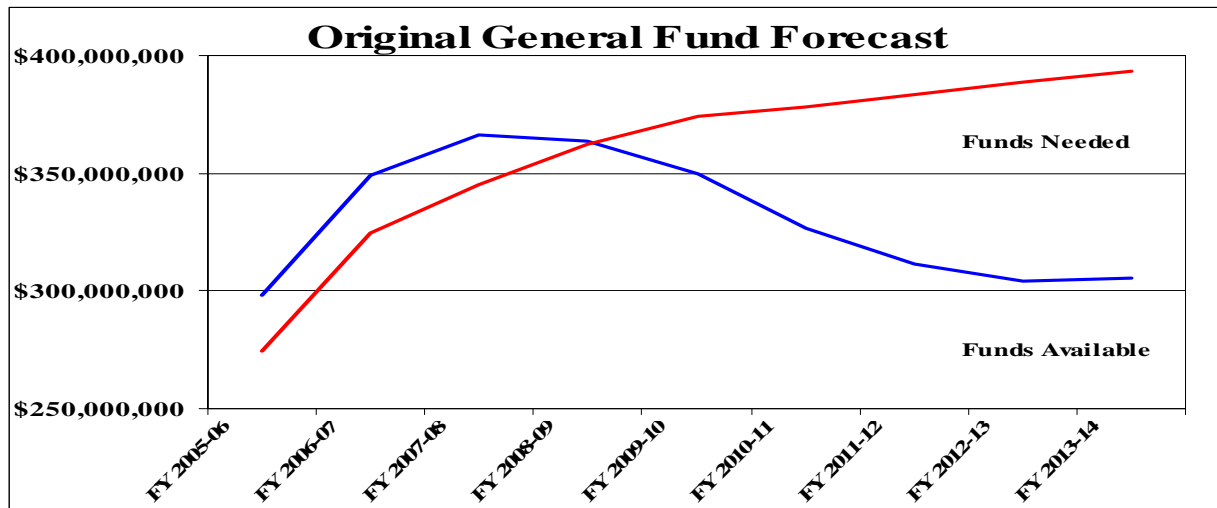
Among the first signs of direct impact of the crisis to county government were sharp declines in revenues. By November 2008, collections of Motor Vehicle fees, Court Costs and Fines, and Interest Earnings slowed dramatically. Because of the lagged nature of ad valorem tax collections, it was anticipated that these revenue collections would begin to slow later in the year, with the full impact being felt in FY 2009-10 and into FY 2010-11. In response, Commissioners Court in January 2009 directed staff to enact immediate proactive budget balancing strategies aimed at reducing expenditures, without impacting the delivery of core County services to our citizens, and without requiring an increase in the tax rate in the next fiscal year. Office and department budgets were adjusted to reflect reduced expenditure targets and initiatives were implemented to help achieve those new targets. An immediate hiring freeze was implemented, and a salary freeze was enacted on all employees earning over \$100,000. Also, a freeze on all “out of cycle” midyear budget additions was enacted. In addition, Commissioners Court asked all County managers to explore other cost cutting measures, such as consolidation of staff functions, elimination of non-essential services, managing staff attrition, enhanced use of technology, reorganization of business operations, and reengineering of business processes.

Additionally, Commissioners Court stepped up discussions with the major stakeholders in the County’s criminal justice and judicial systems to take more aggressive action to improve efficiency and reduce operational costs. Commissioners Court called on judicial administrators and criminal justice managers to explore management initiatives to increase case disposition rates and reduce jail bed utilization.

I am pleased to report that the majority of County offices and departments have achieved their targeted reductions, both for mid-year FY 2008-09, and for FY 2009-10. The FY 2009-10 Proposed Budget reflects these budget reduction strategies developed by County officials and staff. I want to take this opportunity to thank all the Elected and Appointed office holders, as well as department heads and staff for their cooperation and assistance in helping the County weather this financial crisis.

### **FY 2009-10 BUDGET STRATEGY**

In January 2009, the Planning and Resource Management Department presented the County with a Long Range Financial Forecast reflecting our best estimates pertaining to the impact of reduced revenues. As shown in the chart below, if the Court had no taken action, the County would have entered into large operating deficits starting in FY 2009-10.



The FY 2008-09 Adopted Budget planned for General Fund operating revenues of \$326 million. Based on the County Auditor’s most current estimates, the revised General Fund operating revenues for FY 2008-09 will be only \$319 million.

To bring the County’s operating expenses back into balance, the Court adopted a three-year budget balancing strategy. The plan consists of several components.

First, was to bring recurring County expenditures and revenues into balance without reducing the County’s ten percent Appropriated Fund balance. This goal was to be accomplished while continuing to deliver core County services to the citizens. Second, this financial re-balancing was to be accomplished without burdening the local economy—in other words no increase in the County’s property tax rate.

Finally, to save jobs and spur additional job creation at this time of slowing economic activity, County offices and departments were asked to accelerate as many County capital projects as feasible. This acceleration strategy also included speeding up the planned issuance of debt for any debt-funded project, in order to lock in the current low interest rates for the life of these projects.

**BALANCING RECURRING REVENUES AND RECURRING EXPENSES.**

The first part of the Commissioners Court budget balancing strategy was for offices and departments to reduce their expenditures in a phased, two-year approach. County offices and departments were asked to propose expenditure reduction plans to meet new, lower targeted expenditures for FY 2008-09. For most offices and departments, these mid-year targeted reductions were between 3 and 5 percent of estimated expenditures. Through their efforts, as well as utilizing the various reserves budgeted by Commissioners Court for circumstances such as these, the County was able to reduce estimated expenditures by approximately \$6.9 million in FY 2008-09.

The budget balancing strategy also anticipated the need to fund several new, known expenses starting in FY 2009-10. Accordingly, funding for the following new programs as provided:

- Creation of six new courts approved by the Texas Legislature. Three of the new courts will be County Courts-at-Law and will replace the Plea Court, Impact Court, and the Auxiliary (Jail) Court. Three new County Courts-at-Law Judge positions have been included to support these new courts.

The other three courts are District Courts: a Juvenile District Court to begin October 1, 2009, a Criminal District Court to begin December 15, 2009, and a Civil District Court to begin September 1, 2010. Positions authorized for these courts consist of 3 Judges, one Associate Judge, three Court Reporters, two Court Coordinators, two Prosecutor V positions, two Advocate positions, one Prosecutor IV position, and five Court Clerks.

- The opening of 48 new beds at our Juvenile Detention Center.
- New, recurring expenses for Information Services maintenance contracts and agreements, including the Joint City/County Radio System.

The budget balancing plan adopted by Commissioners Court directed that a second round of targeted reductions and revenue enhancements be made to bring recurring expenditures, including planned new programs such as those listed above, into line with the County's now reduced revenues. The FY 2009-10 Proposed Budget reflects this strategy. Fortunately, in large part because of the efforts of most offices and departments to meet their targeted reductions, I am able to report that the FY 2009-10 Proposed Budget will bring the County's appropriations for recurring expenditures into balance with projected recurring revenue during the five-year forecast period.

Nevertheless, in order to complete the budget balancing plan, it is necessary for me to recommend deletion of 92 filled positions in the General Fund. Most of these recommended deletions are focused in offices and departments that were not able to identify expenditure reduction strategies to meet their targets. The office most impacted by these proposed deletions will be the Sheriff's Office, where I am recommending a net deletion of 69 currently filled positions, including 32 uniformed officer positions. However, none of these deletions are in patrol, street crimes, criminal warrants, or investigations. These functions remain fully staffed. Instead, most of the recommended deletions occur from utilizing a smaller bailiff pool, out-sourcing door security, and greater efficiencies in civil process service, a service which is also provided by the four Bexar County Constables as well as private process servers.

In addition to the proposed deletion of filled positions, there are 95 vacant General Fund positions, which are recommended to remain vacant until such time as revenues return to levels that can support them.

To assist offices and departments in delivering services with fewer staff, included in this proposed budget is a newly created fund called the Efficiency and Innovations Project Fund, paid for with one-time, non-recurring revenues. It consists of funding in the amount of \$5 million to fund one-time investments in technology innovation in that will improve service delivery efficiency and reduce recurring operational costs.

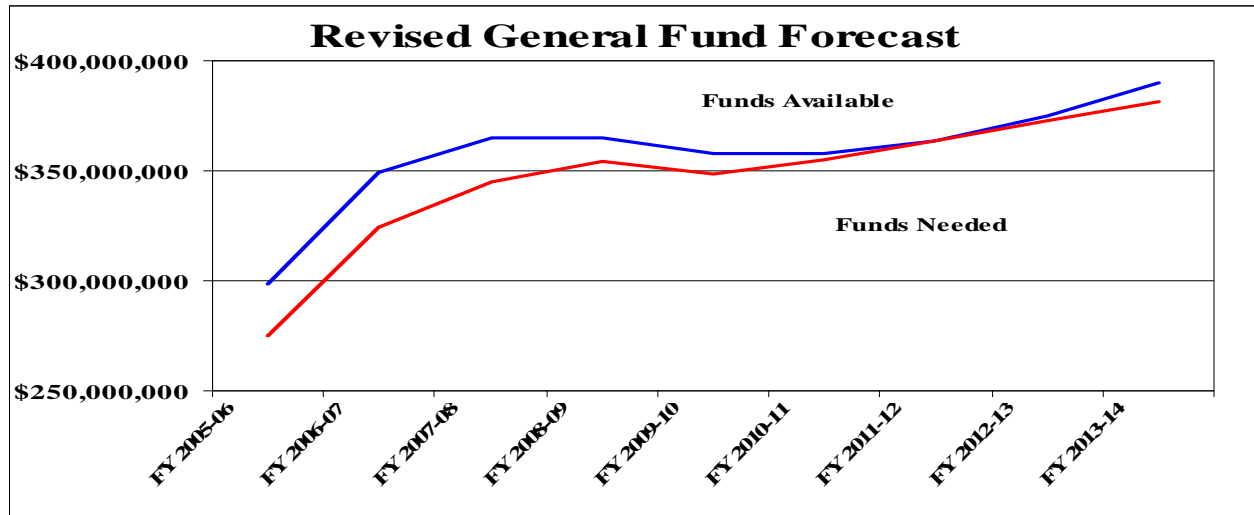
Finally, a salary reduction of 5% of base pay is proposed for all County staff with a base pay of \$50,000 or more per year (excluding uniformed personnel covered by the collective bargaining agreement), and a salary reduction of 2% of base pay for all County staff with a base pay of less than \$50,000 per year (excluding uniformed personnel covered by the collective bargaining agreement). It should be noted that most County employees received a 3.5 percent cost of living adjustment in October 2008, and many exempt employees received as much as a five percent market adjustment. Therefore, the proposed salary decreases for FY 2009-10 will have the effect for many employees of rolling back civilian salaries to their pre-Financial Crisis levels.

The County is currently in negotiations with the Deputy Sheriffs Association of Bexar County for a new collective bargaining agreement. The FY 2009-10 Proposed Budget includes funding in the amount of

\$666,597 for annual step increases which are required as part of the “evergreen” clause in the collective bargaining agreement which expires on September 30, 2009.

Overall, the FY 2009-10 Proposed Budget follows the Commissioners Court phased budget balancing plan. The plan balances revenues and expenditures while maintaining the County’s ten percent Appropriated Fund Balance, and helps minimize the impact of these reductions on services delivered.

As shown below, the FY 2008-09 mid-year reductions, the FY 2009-10 Proposed Budget, and limited growth in expenditures in FY 2010-11, will bring County finances into balance. And this will be accomplished while continuing to deliver core County services to the citizens and without a tax rate increase.



**CAPITAL PROJECT ACCELERATION**

Commissioners Court directed offices and departments to identify “shovel-ready” County capital projects that could be accelerated. It was the desire of the Court to use County construction expenditures to save and create jobs, to take advantage of favorable conditions in the finance market and construction markets. The Court also directed the Planning and Resource Management Department to develop a financing strategy for this project acceleration, in order to lock-in favorable interest rates for accelerated, debt-funded projects.

The revised capital project plan includes funding in the amount of \$180 million for existing budgeted Capital Improvement Projects (CIP) including roads, facilities, and major technology projects. Funding continues to be provided for the County’s 10-year, \$500 million Bexar Regional Watershed Management program. The largest project included in the accelerated capital program is \$182 million in funding for completion of the San Antonio River Capital Improvement Program. Most of this funding will be used to accelerate the completion of the Mission Reach portion of the river improvements.

**Mission Reach**

The San Antonio River Improvement Project is a joint effort between Bexar County, the City of San Antonio (COSA), and the San Antonio River Authority (SARA) to provide funding to improve the San Antonio River. The project is divided into 3 reaches: Museum Reach, the Downtown Reach, and Mission Reach. The Mission Reach portion of the project broke ground in 2007 and is anticipated to be complete

by 2013. The end result will be a 12-mile linear park that stretches from the Brackenridge Park through downtown to Mission Espada. The Museum Reach project was completed in May 2009.

In June 2009, the Commissioners Court approved a finance plan that will provide \$182 million for the Mission Reach segment of the project. Originally, the County was only planning to fund \$51 million of the total project cost, with the majority of the funding for the Mission Reach to be provided by the Federal Government through the Army Corps of Engineers. However, the federal funding is subject to the annual federal appropriations process, and at the current annual rate of funding, completion of the Mission Reach would be delayed significantly. In order to assure that the important Mission Reach project could be completed as expeditiously as possible, the County identified a funding strategy to guarantee \$182 million in County flood control funding for the river improvements project. This can be accomplished without a tax rate increase and without impacting the County's ability to deliver \$500 million in flood control projects over the next ten years for its regional flood control program. This strategy will also minimize inflationary cost increases for the Mission Reach project by allowing for an earlier completion date.

### **Other Accelerated and New Capital Projects**

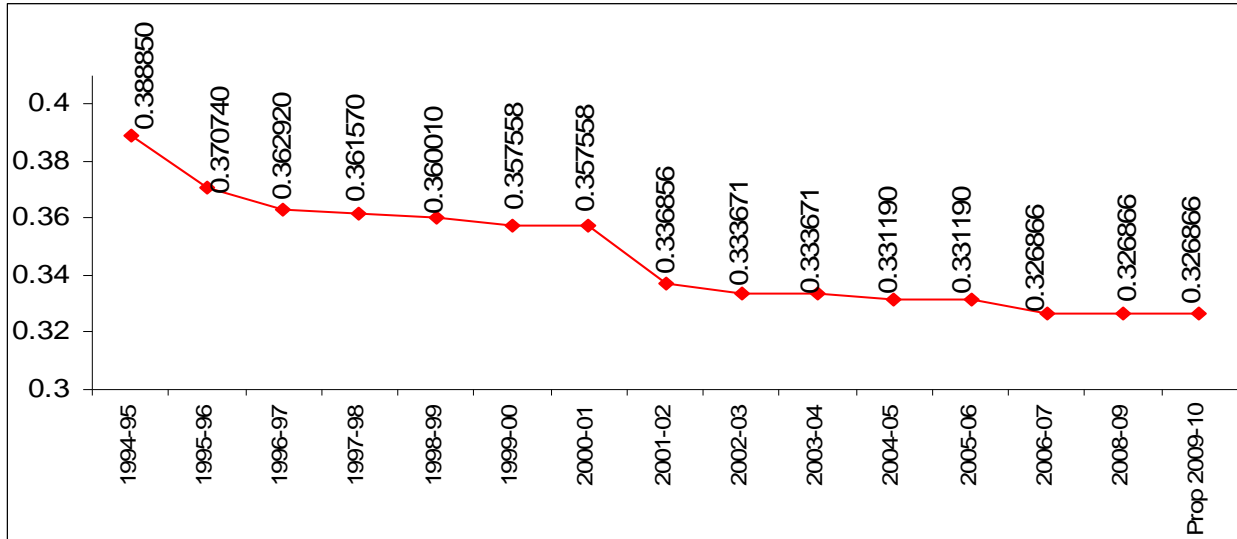
The FY 2009-10 County Buildings Capital Improvement Fund's Proposed Budget recommends total funding in the amount of \$79,958,789. This includes proposed funding in the amount of \$51,299,509 for 7 new capital improvement projects that include: the Toudouze Property Purchase and Renovation Project (\$5,800,000), the Restoration and Rehabilitation of the Historic double-height 1892 County Courtroom (\$6,350,000), Cadena Reeves New Courtrooms Project (\$21,812,000), Bexar County Re-Entry Facility (\$2,500,000), Haven for Hope Capital Improvements (\$1,000,000), Adult Detention Center Air Handler Units Replacement and Air Improvement Project (\$12,392,000), Lake Elmendorf Capital Improvement Project (\$3,000,000) and the Justice Center Expansion Project (\$1,445,509).

The FY 2009-10 Proposed Budget recommends a total of \$23,999,106 for an accelerated road construction program. \$20,999,106 provides additional funds to complete the following projects; Heritage Park, Phase II (\$1,550,000), Foster Road, Phase II (\$6,351,775), Ventura Subdivision, Phases IX and X (\$4,519,000), and Babcock Road (\$8,578,331). Also, \$3,000,000 funds the start of construction on a new project for Heritage Park, Phase III.

### **CONTROLLING THE TAX RATE AND MANAGING DEBT**

The FY 2009-10 Proposed Budget is balanced at an ad valorem property tax rate of \$0.326866 per \$100 valuation – unchanged from FY 2008-09. This rate represents a reduction of \$.061984 or 15.9% since 1994 and validates the commitment of Commissioners Court to fair and equitable tax policies. These reductions in the property tax rate since 1994 save the owner of a \$100,000 residence approximately \$62 per year. Taxpayers over the age of 65 will receive \$15.8 million in tax relief in FY 2009-10 as a result of the Over 65 Tax Freeze approved by Bexar County Commissioners in 2005. This is in addition to the \$50,000 exemption already in existence for homeowners over the age of 65.

### Historical Tax Rates for Bexar County



### **Debt Management**

Due to prudent and strong fiscal management practices, Bexar County benefits from high bond ratings from the three bond rating firms, Standard & Poor's, Fitch, and Moody's. The highly rated creditworthiness of Bexar County results in lower interest rates on bonds when compared to governmental entities with lower bond ratings.

Fiscal Year 2009-10 represents the 3<sup>rd</sup> year of a 10-year Debt Service plan originally approved by Commissioners Court in FY 2006-07. The plan includes just over \$1.3 billion for capital improvement projects including the Mission Reach of the San Antonio River, the County's 10-year Regional Flood Control program, a new Justice Center Expansion, improvements to existing facilities and major technology projects such as a new Financial Management system and a County Integrated Justice System. The over \$1.3 billion in projects will be completed and fully-funded within the County's existing tax rate. In FY 2008-09, Bexar County was able to take advantage of a new program authorized by the American Recovery and Reinvestment Tax Act of 2009 called "Build America Bonds (BABs)." This financing option requires the County to issue taxable debt and pay taxable interest on the bonds, which is higher than the interest on the tax-exempt bonds typically issued by the County. However, the County will receive a 35 percent rebate from the Federal Government. Net of this Federal rebate, the County's true interest cost for these BAB's is approximately 4.6 percent saving the County about \$20 million in Debt Service expenses.

### **MANAGING THE COUNTY CRIMINAL JUSTICE AND JUDICIAL SYSTEMS**

Approximately \$228.2 million dollars are included in the FY 2009-10 Proposed Budget to fund Public Safety and Judicial operations and activities, representing approximately 72% percent of the Proposed General Fund. As noted above, Commissioners Court this past year increased its efforts to find strategies to control the growth of costs in these areas. Efforts will continue in FY 2009-10, by focusing on measures to manage jail population, streamline the processing of individuals through the magistration and pretrial supervision processes, apply differentiated case management techniques to judicial processes, measure and review case disposition statistics, and improve coordination, interaction and process improvement among all stakeholders by creating a Director of Judicial Support Services.

## **Jail Population Strategies**

Jail overcrowding continues to present a challenge to Bexar County. On August 12, 2009, jail population peaked at an all-time high of 4,703 inmates, which is significantly higher than the Adult Detention Center capacity of 4,320 beds. Consequently, the need for the Bexar County Sheriff's Office to transport as many as 400 inmates to jails in other counties cost the Bexar County approximately \$2.2 million in FY 2008-09. Funding in the amount of \$4.6 million is included in the FY 2009-10 Proposed Budget to better position the County to address jail population issues over the fiscal year. Several jail population mitigation strategies were initiated in FY 2008-09 and will continue to be implemented through FY 2009-10 and beyond.

Fiscal Year 2009-10 represents the third year of the 10-year Jail Population plan adopted by Commissioners Court in June of 2007. Components of the plan already completed include the installation of 208 beds in the Annex Expansion facility, the installation of two temporary buildings that added another 96 beds, creation of a Mental Health Public Defender's Office, and creation of a Mental Health Court. Components currently underway include design and construction of a new County-owned Central Magistration (CMAG) facility and continued build-out of the Adult Detention Center Campus.

The FY 2009-10 Proposed Budget includes \$2.5 million to fund acquisition and build out of a new County Reentry Facility. A system of care for offenders leaving incarceration and entering the community is recommended by the Re-Entry Council. The Bexar County Re-Entry Council is a think tank composed of nearly 60 public, private, faith-based, and non-profit organizations devoted to the successful re-entry of offenders entering the community.

## **Central Magistration and Pretrial Supervision**

**Magistration.** On November 1, 2007, Bexar County assumed responsibility for magistration of arrestees from the City of San Antonio through an interlocal agreement. The facility in which the County currently operates the magistration function is owned by the City of San Antonio. Jointly, the City and County continue to work to streamline the flow of arrestees through the magistration process. However, more improvements and efficiencies will need to occur in order to realize the full potential of this corporative interlocal agreement.

**CMAG Facility.** The FY 2009-10 Proposed Budget identifies \$4.7 million in funding for the Pre-Design and Design phase for the construction of a new Central Magistration (CMAG) facility to accommodate improved magistration processes. The Proposed Budget anticipates that the new CMAG facility will be built over a period of three years, with planned completion in early FY 2013-14. An important component of the new facility will be the ability to temporarily house several hundred arrestees until the determination has been made as to whether they will be sent to jail or released on bond. Based on past experience, it is estimated that about 88 percent of inmates (just under 40,000 each year) are released on bond within 72 hours of arrest. Therefore, construction of a temporary holding facility could result in a significant decrease in the costly consumption of jail beds. Beginning in FY 2008-09, Infrastructure Services has worked with all CMAG stakeholders and outside consultants to begin pre-design and design development of the new facility. Other process improvements in the areas of identification, magistration, and pre-trial bond release can also have a positive impact on jail population.

It is important to note that the FY 2009-10 Proposed Budget does not yet identify funding for the operations of the new CMAG facility. Therefore, it is my recommendation that before Commissioners Court proceeds with construction of the facility, full operating costs be quantified, and to the maximum extent possible, existing functions (such as inmate booking, classification, orientation, and others) be “forward positioned” to minimize the need for new staffing.

**Pretrial Services.** In August 2009, Planning and Resource Management took action to reorganize the operations of one of its major divisions—Pretrial Services. To ensure that proper high-level management attention was applied to all facets of Pretrial Services, operations were divided between two separate Operations Managers. The existing Pretrial Services Operations Manager will focus exclusively on the Intake and Assessment activities, with an eye toward updating and streamlining the assessment and pretrial bond release process. Another Pretrial Services Operation Manager, included in the FY 2009-10 Proposed Budget, will oversee the Supervision, Collections, and Administration activities of Pretrial Services and provide operational expertise, input, and program management into the design of the CMAG facility and future operations. These actions will result in a savings of over \$18,000 for the General Fund in FY 2009-10.

### **Differentiated Case Management**

The Criminal District Court Judges have recognized the need for a more efficient case management system. As such, the Judges have begun the process to replace the existing system, which was developed in the 1970’s, with a Differentiated Case Management System (DCMS). The premise behind the DCMS is that not all cases make the same demand on judicial resources. Cases can be prioritized so that those that will not require as much court intervention can be disposed of more expeditiously, thereby allowing the court to focus on those cases that need more attention.

A critical component of such a system is buy-in and cooperation from criminal justice stakeholders. The Criminal District Court Judges established the Criminal Adjudication System Enhancement (CASE) workgroup, a group made up of representatives of the felony Courts, the District Attorney’s Office, the District Clerk’s Office, the Defense Bar, the Bail Bond companies and the Bexar County Information Services Department. The CASE workgroup has met weekly since June 2009 to establish guidelines, timelines and technical requirements. Once this process is complete, this information will be utilized by the County’s Information Services Department to develop software tools required to accommodate the new system. It is anticipated that the system will be implemented within one year. The desired end result is a more efficient system that ensures justice and due process.

### **Judicial Management Report**

During FY 2008-09, Commissioners Court directed Planning and Resource Management to create a Judicial Management Report to assist the Criminal County Courts, and Criminal District Courts in gauging the efficiency and effectiveness of their operational processes. The Judicial Management Report incorporates elements of the “Courtools” model designed by the National Center for State Courts, as well as work that has been done in Dallas and Tarrant counties to measure court system statistics and costs. The report captures key management operational effectiveness and cost statistics, including Net Cost per Disposition, Jail Bed Days Consumption, Clearance Rate, Time to Disposition, Age of Active Cases Pending, and Caseload Comparison. Other data provided in the report was collected from the State Office of Court Administration. Commissioners Court has directed Planning and Resource Management to continue to provide the Judicial Management Report on a quarterly basis to the courts.

## **Director of Judicial Support Services**

Commissioners Court recognized that issues in the County's judicial and criminal justice systems cut through a number of County offices and departments. In July 2009, Commissioners Court created a Director of Judicial Support Services position. The Director will be assigned to the Planning and Resource Management Department and act as an "expert" on judicial court management processes. The Director's charge is to collaborate with Bexar County criminal justice and judicial system stakeholders in developing system-wide process improvements and cost containment strategies; streamline judicial processes including docket management; and identify improvements for a more efficient and effective criminal justice and judicial system.

## **CONCLUSION**

I would like to thank the Elected Officials and department heads who have demonstrated such a great spirit of cooperation and a strong commitment to public service during the development of the FY 2009-10 Budget. The staff of the Planning and Resource Management Department looks forward to working with all Offices and Departments to implement the programs and projects that are funded in this budget.

I would also like to express my appreciation to the staff of the Planning and Resource Management Department for their outstanding work and diligence in developing and presenting the FY 2009-10 Budget for Commissioners Court action. This has been a uniquely challenging budget to develop, and I am happy to say that every member of the County's Budget, Financial Management Services, and Human Resources team has more than risen to the task.

Respectfully,

David L. Smith  
Executive Director/Budget Officer

## **BUDGET HIGHLIGHTS**

This year's proposed budget follows the budget balancing strategy adopted by Commissioners Court in response to the global financial crisis, which began to impact our local economy in late 2008. As required by law, the FY 2009-10 proposed budget is balanced, and this is done within the County's existing property tax rate of \$0.326866/\$100 valuation. The budget proposes holding 95 vacant positions open, and deleting 92 filled positions. As a percentage of our total County workforce, the vacant positions represent about two percent and the deletions also represent about two percent of total workforce. The vacancies and deletions are recommended with the goal of minimizing the impact on service delivery to the citizens, while bringing recurring revenues and expenditures into balance. However, this budget recommends the creation of 32 new positions, most of which are associated with staffing for the six newly created courts authorized by the Texas Legislature.

## **FINANCIAL OVERVIEW**

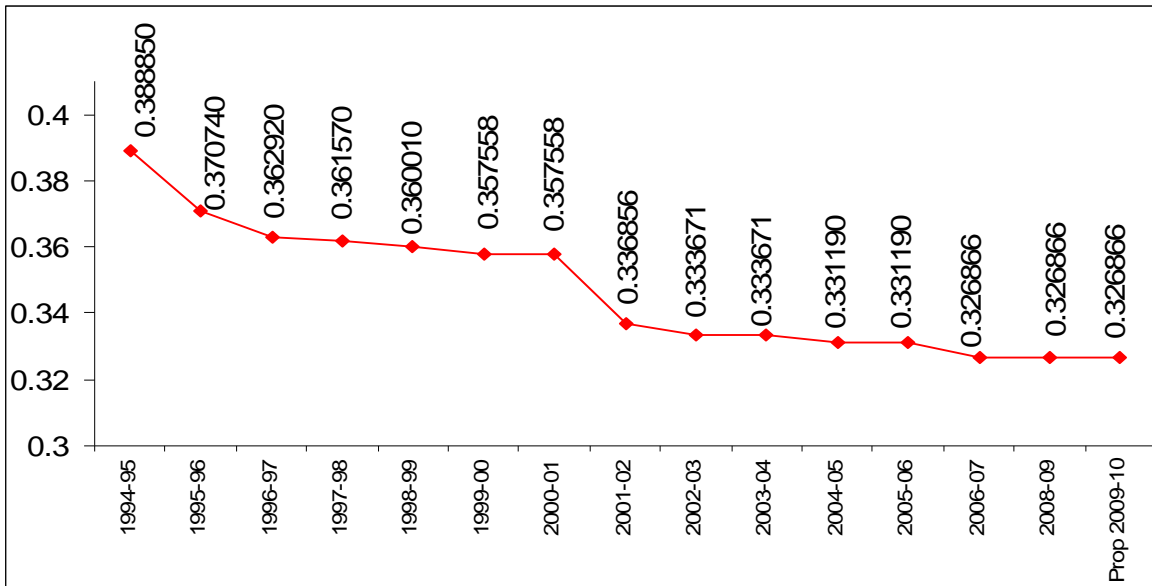
This Proposed Budget totals \$1.528 billion for all funds, including \$413 million in Operating Appropriations, \$816 million in Capital Projects, \$75 million for Debt Service, and \$224 million for reserves and contingencies.

The Proposed Budget includes a General Fund appropriated fund balance of \$44.2 million to meet our commitment to investors and rating agencies to maintain operating reserves of at least 10 percent. The total reserves for all funds for FY 2009-10 is \$224 million, which is in large part due to the continued funding provided to address the County's \$500 million regional flood control program. Reserves in other funds reflect Bexar County's commitment to maintaining a strong financial position that will enable us to continue to address future unforeseen emergencies.

## **CONTROLLING THE TAX RATE AND MANAGING DEBT**

The FY 2009-10 Proposed Budget is balanced at an ad valorem property tax rate of \$0.326866 per \$100 valuation – unchanged from FY 2008-09. This rate represents a reduction of \$.061984 or 15.9% since 1994 and validates the commitment of Commissioners Court to fair and equitable tax policies. These reductions in the property tax rate since 1994 save the owner of a \$100,000 residence approximately \$62 per year. Taxpayers over the age of 65 will receive \$15.8 million in tax relief in FY 2009-10 as a result of the Over 65 Tax Freeze approved by Bexar County Commissioners in 2005. This is in addition to the \$50,000 exemption already in existence for homeowners over the age of 65.

### Historical Tax Rates for Bexar County



### AD VALOREM TAX REVENUE

Based on the County Auditor's current certified tax revenues, an ad valorem rate of .326866 per \$100 valuation will result in \$2 million in additional revenue available for the General Fund. Additional funding within the Flood Control fund will continue the County's \$500 million ten-year Bexar Regional Watershed Management plan. This year we will be moving .01 cents from Flood control to Debt service for this program. The FY 2009-10 Proposed Budget for all existing debt service payments totals \$75 million. The County anticipates issuing new debt in the amount of \$149.5 million to pay for new and existing capital improvement projects. This amount includes \$53.1 million in Commercial Paper and \$60.5 million in Certificates of Obligation.

### FLOOD CONTROL

The County is currently undertaking the most ambitious Flood Control and Capital Improvement Program in the history of Bexar County, at a combined total of about \$1.1 billion in projects. This program includes \$500 million in flood control projects to be financed over ten years.

The new projects proposed for FY 2009-10 span over five water sheds: Cibolo Creek, Leon Creek, Medina River, San Antonio River and Salado Creek. The proposed funding for six new projects including proposed funding for existing project budgets will be funded from issuance of Flood Control Certificates of Obligation and Non-Flood Control Certificates of Obligation. The debt service from these bonds will be paid primarily through ad valorem tax revenue.

The FY 2008-09 total amount of debt issuance that was issued utilizing Flood Control Certificates of Obligation was \$155,480,000, of which \$57,500,000 is for existing and new project funding for the 10 Year Flood Control Capital Improvements Project, \$97,908,973 is for the flood related base project expenditures for the Mission Reach Phase II and III Project, and \$26,551,000 is for Non-Flood-Betterments expenditures related to the Mission Reach Project.

The proposed issuance related to the \$57,500,000 involves funding for expenditures associated with the existing and new (four projects) which are part of the 10 year Flood Control Capital Improvement Program Projects. The new FY 2009-10 proposed projects are: Calaveras Dam 6 Project, Broadway

Drainage Improvements Project, Six Mile Creek Drainage Improvements Project, Medina Lake Dam Project, and the Materials Testing Project.

The proposed issuance in the amount of \$97,908,973 funds costs associated with the base project for the Mission Reach Phase II Project. This includes long-term conservation of soil as it will decrease the amount of potential soil erosion to create a more sustainable flood control channel. Additional flood capacity will be achieved in some areas along the project through incorporation of flood zone areas and increased channel capacity. Access to the channel will be enhanced for maintenance and public access.

In addition, the FY 2009-10 Proposed Budget includes an issuance of \$26,551,000 utilizing Non-Flood Control Certificates of Obligation for betterments associated with the 8 mile Mission Reach Flood Control Project. The betterments include: ecosystem, restoration and recreation betterments such as bridge enhancements, pedestrian bridges, water landing access, lighting, upgrade trail surface, portals, overlooks, seating areas, shade structures, recreational elements, aquatic plants, landscaping, pavilions and trailheads.

## **DEMAND FOR SERVICE**

### **CRIMINAL JUSTICE**

#### **Collective Bargaining**

Commissioners Court recognizes the Deputy Sheriff's Association of Bexar County/Combined Law Enforcement Association of Texas, Local #30 (DSABC/CLEAT) as the exclusive bargaining agent for collective bargaining under Section 174.101 of the Texas Local Government Code. The DSABC/CLEAT represents all Sheriff's Office uniformed employees in the Detention and Law Enforcement careers and a majority of the senior management division chiefs.

The County is currently in negotiations with the Deputy Sheriffs Association of Bexar County for a new collective bargaining agreement. The FY 2009-10 Proposed Budget includes funding in the amount of \$666,597 for annual step increases which are required as part of the "evergreen" clause in the collective bargaining agreement which expires on September 30, 2009.

The first agreement approved on August 17, 2006, will expire September 30, 2009. Since the first collective bargaining agreement required fifteen months to conclude it is unlikely that an agreement will be reached before the adoption of the FY 2009-10 Budget. However, funding has been placed in contingencies for the continued payment of the pay step plan approved in the first agreement.

The impact of a new collective bargaining agreement on the County's General Fund can not be estimated until negotiations near finalization. The County's additional costs for the first three years of the current contract were approximately \$15.8 Million.

#### **Computer Aided Dispatch System**

Since FY 2001-02 Bexar County has provided \$471,000 in funding for the procurement of a new Computer Aided Dispatch System (CAD). The funding consisted of \$221,000 of Capital Funds and \$250,000 from the Fire Code Fund. Bexar County will gain the efficiencies of the new system at a substantially lower cost by partnering with the City of San Antonio, Metro 9-1-1, and City of Schertz to develop a regional dispatch system. The cost to Bexar County for a stand alone system would have been approximately \$3.5 million.

An Interlocal Agreement between Bexar County and the City of San Antonio was entered into on April 7, 2009. The agreement commits Bexar County to pay the City of San Antonio approximately \$251,761 in FY 2009-10, \$446,842 in FY 2010-11, and \$596,185 in FY 2011-12 for annual recurring system maintenance and overhead. An additional \$233,360, funded through savings in existing capital projects, will be required for one time purchases of equipment replacements and upgrades.

Operational efficiencies will be realized on full system implementation. The system will be used to match the incident to the closest patrol unit and provide that unit the quickest response route, thereby reducing response times. Similarly, officers will be capable of compiling and submitting incident reports while mobile, resulting in the patrol officers returning to service sooner.

## **Sheriff's Office**

Approximately \$6 million in annual savings in the Sheriff's Office is proposed for FY 2009-10. Recommended actions preserve direct law enforcement operations affecting public safety, specifically patrol, traffic safety, criminal warrants, and investigations. Proposed budget reduction actions include continuation of the current hiring freeze on vacant positions, a transfer of selected positions to other funds, elimination of positions providing a duplication of services, elimination of positions on the administrative staff, and the identification of three programmatic reductions.

- **Hiring Freeze:** The continuation of the hiring freeze on 42 open positions is recommended to be continued for FY 2009-10. For the Law Enforcement Division the positions are one Administrative Clerk (NE-01), one Criminal Warrants Processor (NE-04), two Finger Print Examiners (NE-04), three Office Assistant IIs (NE-03), one Office Assistant III (NE-04), one Pre-Employment Specialist (NE-05), four Public Safety Dispatchers I (NE-05), one Public Safety Dispatcher II (NE-07), two Public Safety Operators (NE-04) and two Records Identification Clerks (NE-01). For the Detention Division the positions are three Detention Corporals (DT-02), one Detention Sergeant (DT-05), one Laundry Technician (NE-01), and one Processing Clerk (NE-01). In Detention it is also proposed to freeze 12 open Deputy Sheriff-Detention (DT-01) positions. For the Support Services Division the positions are one Banking Supervisor (E-04), one Human Resource Analyst (E-04), two Inmate Banking Clerks (NE-02), one Lead Personnel Technician (NE-04), and one Personnel Technician (NE-05). The hiring freeze on these positions results in an annual savings of approximately **\$1.78 Million**.
- **Transfers to Other Funds:** The costs of one Librarian (NE-08) and two Library Clerks (NE-01) are proposed to be transferred to the Law Library Fund (011). Two Deputy Sheriff-Detention (DT-01) positions are proposed to be transferred to the Fleet Maintenance Fund (550). The proposed transfer of positions to other funds results in an annual savings of approximately **\$216,000**.
- **Duplication of Services:** Three Deputy Sheriff-Law Enforcement positions (LE-03) outside perimeter officers are proposed for deletion. The San Antonio Police Department patrols the same areas. Also proposed is the deletion of 13 Deputy Sheriff-Law Enforcement positions (LE-03) that provide civil process services. Public and private entities also provide civil process services, and the four Bexar County Constables provide civil process service for the entire County in a more cost-effective fashion. It is proposed to delete four information technology positions. One Network Architect II (E-08), one Senior Technology Business Analyst (E-07), one Technical Services Manager (E-08), and one Technical Support Specialist IV (NE-12) are proposed for elimination as they duplicate activities performed by Bexar County Information Services Department. Also proposed is deletion of one Fleet Maintenance Supervisor (E-07) and one Fleet Technician (NE-05) as activities are performed by the Fleet Maintenance Office. The

proposed reductions of duplicated services results in an annual savings of approximately **\$1.2 Million**.

- **Administrative Staff Reductions:** Proposed administrative staff reductions include the deletion of one Detention Population Monitor (E-09), one Senior Administrative Supervisor (E-06), four Office Assistant II positions (NE-03), and one Clerk (NE-01). The duties performed by the positions should be absorbed by existing staff, and results in an annual savings of approximately **\$320,000**.
- **Program Reductions:** Program reductions are proposed for functions that provide internal support to the Sheriff's Office, programs that are not required by the Texas Commission on Jail Standards, reduction in cadet classes, and reductions in court security. Program reductions proposed will result in a total annual savings of approximately **\$2.7 Million**.
  - The first proposed program reduction looks at internal support and jail programs. Proposed elimination includes one Deputy Sheriff-Law Enforcement position (LE-03) providing asset seizure services, two Deputy Sheriff-Law Enforcement positions (LE-03) that provide off-duty employment and public information officer services, and one Deputy Sheriff-Law Enforcement position (LE-03) and two Clerk I positions (NE-01) that provide alarm registration services. These programs, while of value, are not required by the Texas Commission on Jail Standards. It is proposed to delete two of four G.E.D. Instructors (E-03), one of two Match/Patch Technicians (NE-06), and four Deputy Sheriff-Detention (DT-01) program support positions. This program change does not abolish these services, but reduces the number of inmates served by these programs. The proposed program reductions discussed above results in an annual savings of approximately **\$617,000**.
  - The second proposed program reduction limits cadet classes to two classes of 20 cadets in FY 2009-10. Turnover in the Sheriff's Office is lower than in past years due to the downturn in the economy. This will result in a reduced need for large multiple classes of cadets previously conducted to meet the staffing needs of the Sheriff's Office. This program reduction results in an annual savings of approximately **\$1.3 Million**.
  - The third proposed program reduction is in the Court Security Division. The Sheriff's Office FY 2009-10 budget request included a program change request to delete all 21 Security Monitor (NE-02) positions. The proposed program change would have resulted in no electronic screening of people or belongings prior to entry to any courts building. In order to maintain building entry security, the Planning and Resource Management Department proposes a three-fold plan. The deletion of the 21 Security Monitors and the provision of one private officer for 10 hours per day for each of the eight doors currently staffed. Sheriff's Office unassigned pool bailiffs and bailiffs assigned to courts that are not in session would support the private officers. During the peak morning periods, patrol cadets would augment the staffing as was agreed during the FY 2007-08 budget deliberations. Additionally, the deletion of 11 Bailiff positions (LE-03) is proposed. The Sheriff's Office would still be staffed to provide two bailiffs per criminal court. After the deletion of the positions, the Sheriff will maintain the ability to staff all criminal courts including County Courts-at-Law as well as supporting door security. This program reduction results in an annual savings of approximately **\$805,000**.
- **Additional Positions:** It is proposed to add three Deputy Sheriff-Law Enforcement positions (LE-03) to provide court security services for the new Juvenile District Court created by the 81<sup>st</sup>

Texas Legislature. The proposed addition of positions would result in an annual cost of approximately **\$163,000**.

## **New Courts**

Creation of six new courts were approved by the Texas Legislature. Three of the new courts will be County Courts-at-Law and will replace the Plea Court, Impact Court, and the Auxiliary (Jail) Court. Three new County Courts-at-Law Judge positions have been included to support these new courts. The other three courts are District Courts: a Juvenile District Court to begin October 1, 2009, a Criminal District Court to begin December 15, 2009, and a Civil District Court to begin September 1, 2010. Positions authorized for these courts consist of 3 Judges, one Associate Judge, three Court Reporters, two Court Coordinators, two Prosecutor V positions, two Advocate positions, one Prosecutor IV position, and five Court Clerks.

## **Judicial Management Report**

During FY 2008-09, Commissioners Court directed Planning and Resource Management to create a Judicial Management Report to assist the Criminal County Courts and Criminal District Courts in gauging the efficiency and effectiveness of their operational processes. The Judicial Management Report incorporates elements of the "Courtools" model designed by the National Center for State Courts, as well as work that has been done in Dallas and Tarrant counties to measure court system statistics and costs. The report captures key management operational effectiveness and cost statistics, including Net Cost per Disposition, Jail Bed-Days Consumption, Clearance Rate, Time to Disposition, Age of Active Cases Pending, and Caseload Comparison. Other data provided in the report was collected from the State Office of Court Administration. Commissioners Court has directed Planning and Resource Management to continue to provide the Judicial Management Report on a quarterly basis to the courts.

## **JAIL POPULATION STRATEGIES**

Jail overcrowding continues to present a challenge to Bexar County. On August 12, 2009, jail population peaked at an all-time high of 4,703 inmates, significantly higher than the Adult Detention Center capacity of 4,320 beds. This resulted in the need for the Bexar County Sheriff to ship as many as 400 inmates to jails in other counties costing Bexar County approximately \$1.8 million in FY 2008-09. Funding in the amount of \$2 million is included in the FY 2009-10 Proposed Budget to better position the County to address jail population issues over the fiscal year. Several jail population mitigation strategies were initiated in FY 2008-09 and will continue to be implemented through FY 2009-10 and beyond.

Fiscal Year 2009-10 represents the third year of the 10-year Jail Population plan adopted by Commissioners Court in June of 2007. Components of the plan already completed include the installation of 208 beds in the Annex Expansion facility, the installation of 2 temporary buildings adding another 96 beds, creation of a Mental Health Public Defender's Office, and creation of a Mental Health Court. Components currently underway include design and construction of a new County-owned Central Magistration (CMAG) facility and continued build-out of the Adult Detention Center Campus.

On November 1, 2007, Bexar County assumed responsibilities associated with the magistration of County arrestees from the City of San Antonio through an interlocal agreement. The facility in which the County currently operates the magistration function is owned by the City of San Antonio. Since taking over the magistration process, the County has identified process improvements that will enhance the flow of arrestees through the magistration process and also result in decreased jail population. In order to implement these process improvements, it will be necessary for the County to construct a new CMAG facility that can accommodate the improved magistration process. Beginning in FY 2008-09, Infrastructure Services has worked with all CMAG stakeholders and outside consultants to begin pre-

design and design development of the new facility. An important component of the new facility will be the ability to temporarily house several hundred arrestees until such time that the determination has been made as to whether they will be sent to jail or released on bond. Based on past experience, it is estimated that about 88 percent of inmates (just under 40,000) will be released on bond within 72 hours of arrest. Therefore, construction of a temporary holding facility, not subject to Texas Jail Commission standards, could result in a significant decrease in the consumption of jail beds. Other process improvements in the areas of identification, magistration, and pre-trial bond release can also have a positive impact on jail population.

The County will continue to develop the Adult Detention Center Campus in FY 2009-10. Construction of a new Adult Probation facility was completed in May 2009 at which time the Community Supervision and Corrections Department moved out of leased space and into the new building. The County will begin construction of a new parking facility for the campus and will continue to look to maximize use of the existing Adult Detention facilities in lieu of constructing and operating an entirely new facility.

The FY 2009-10 Proposed Budget includes \$2.5 million to fund acquisition and build out of a new County Re-entry Facility. A system of care for offenders leaving incarceration and entering the community is recommended by the Re-Entry Council. The Bexar County Re-Entry Council is a think tank composed of nearly 60 public, private, faith-based, and non-profit organizations devoted to the successful re-entry of offenders entering the community.

## **QUALITY OF LIFE**

### **CONTRIBUTIONS TO OUTSIDE AGENCIES**

For a number of years Bexar County Commissioners Court has partnered with various non-profit organizations (also known as Outside Agencies) to help address gaps in services these agencies can provide to the citizens of Bexar County. Over the past few years there has been an increase in both new and continued funding requests and an increase in the amount of funding approved by Commissioners Court, as shown in the following table:

<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>	<b>FY 2008-09</b>	<b>FY 2009-10 Proposed</b>
\$473,000	\$760,000	\$1,196,000	\$1,202,600	\$672,200

The total amount requested for FY 2009-10 was \$870,000. The FY 2009-10 Proposed Budget recommends a total of \$672,200 in funding for contributions to outside agencies that provide important social and environmental services, education programs, economic development initiatives, and other services for Bexar County citizens. This decrease represents reductions in this funding due to budgetary constraints.

<b>Outside Agencies</b>	<b>FY 2009-10 Proposed</b>
Alamo Soil and Water	\$3,200
Detention Ministries	\$44,000
Project Quest (COPS/METRO)	\$170,000
San Antonio Education Foundation	\$80,000
San Antonio Sports Foundation	\$40,000
Seton Home	\$24,000
The Fund	\$30,000

The San Antonio Symphony	\$40,000
YWCA	\$16,000
BioMed S.A.	\$100,000
Free Trade Alliance	\$50,000
MLK March	\$10,000
SATAI	\$30,000
Solar San Antonio	\$25,000
Walzem Rd / Windcrest	\$10,000

Proposed is \$1,200,000 in funding for the Center for Health Care Services for Services they provide to mentally ill people. Funded in the \$1.2 is the Restoration Center which is a group of programs that work together to combat the effects of homelessness, substance abuse and mental illness by providing a public safety focused treatment alternative to incarceration. The programs include a Public Safety Unit that provides injured prisoner screening and urgent medical care for persons under arrest and sobering services for arrestees in lieu of incarceration. Persons are brought in custody of police and are medically evaluated before entering sobering. As they begin to sober, motivation interviewing is used to encourage individuals to begin receiving treatment for their addictions. The Restoration Center also includes a licensed 27 bed Detoxification service and a licensed 250 person Intensive Outpatient service. Also, funding is provided for local competency restoration, involuntary outpatient procedures, medication and transportation.

## **CAPITAL**

### **ADVANCED TRANSPORTATION DISTRICT (ATD)**

In FY 2006-07, the County entered into a pass-through financing arrangement with the Texas Department of Transportation (TxDOT) and the Advanced Transportation District (ATD). This agreement allowed for the accelerated construction of two road projects, Blanco Road and Culebra Road, originally on TxDOT's project list for completion several years into the future. The agreement allows Bexar County to issue bonds to pay for construction of the roads. Bexar County will then be reimbursed via two sources, TxDOT pass-through funding and a portion of the ATD sales tax revenue authorized by voters on November 2, 2004. In accordance with the agreement, Bexar County has issued bonds in the amount of \$55.6 million to pay for the costs associated with these road projects. TxDOT revenues will be remitted to the County upon completion of the road projects. ATD revenues have been remitted to the County since June 2008 and have been utilized to make debt service payments on the bonds.

### **CAPITAL PROJECT ACCELERATION**

Commissioners Court directed offices and departments to identify "shovel-ready" County capital projects that could be accelerated. It was the desire of the Court to use County construction expenditures to save and create jobs and to take advantage of favorable conditions in the finance market and construction markets. The Court also directed the Planning and Resource Management Department to develop a financing strategy for this project acceleration, in order to lock-in favorable interest rates for accelerated, debt-funded projects.

The revised capital project plan includes funding in the amount of \$180 million for existing budgeted Capital Improvement Projects (CIP) including roads, facilities, and major technology projects. Funding continues to be provided for the County's 10-year, \$500 million Bexar Regional Watershed Management program. The largest project included in the accelerated capital program is \$182 million in funding for

completion of the San Antonio River Capital Improvement Program. Most of this funding will be used to accelerate the completion of the Mission Reach portion of the river improvements.

### **Mission Reach**

The San Antonio River Improvement Project is a joint effort between Bexar County, the City of San Antonio (COSA), and the San Antonio River Authority (SARA) to provide funding to improve the San Antonio River. The project is divided into 3 reaches: Museum Reach, the Downtown Reach, and Mission Reach. The Mission Reach portion of the project broke ground in 2007 and is anticipated to be complete by 2013. The end result will be a 12-mile linear park that stretches from the Brackenridge Park through downtown to Mission Espada. The Museum Reach project was completed in May 2009.

In June 2009, the Commissioners Court approved a finance plan that will provide \$182 million for the Mission Reach segment of the project. Originally, the County was only planning to fund \$51 million of the total project cost, with the majority of the funding for the Mission Reach to be provided by the Federal Government through the Army Corps of Engineers. However, the federal funding is subject to the annual federal appropriations process, and at the current annual rate of funding, completion of the Mission Reach would be delayed significantly. In order to assure that the important Mission Reach project could be completed as expeditiously as possible, the County identified a funding strategy to guarantee \$182 million in County flood control funding for the river improvements project. This can be accomplished without a tax rate increase and without impacting the County's ability to deliver \$500 million in flood control projects over the next ten years for its regional flood control program. This strategy will also minimize inflationary cost increases for the Mission Reach project by allowing for an earlier completion date.

### **Other Accelerated and New Capital Projects**

The FY 2009-10 County Buildings Capital Improvement Fund's Proposed Budget recommends total funding in the amount of \$79,958,789. This includes proposed funding in the amount of \$51,299,509 for 7 new capital improvement projects that include: the Toudouze Property Purchase and Renovation Project (\$5,800,000), the Restoration and Rehabilitation of the Historic double-height 1892 County Courtroom (\$6,350,000), Cadena Reeves New Courtrooms Project (\$21,812,000), Bexar County Re-Entry Facility (\$2,500,000), Haven for Hope Capital Improvements (\$1,000,000), Adult Detention Center Air Handler Units Replacement and Air Improvement Project (\$12,392,000), Lake Elmendorf Capital Improvement Project (\$3,000,000) and the Justice Center Expansion Project (\$1,445,509).

The FY 2009-10 Proposed Budget recommends a total of \$23,999,106 for an accelerated road construction program. \$20,999,106 provides additional funds to complete the following projects; Heritage Park, Phase II (\$1,550,000), Foster Road, Phase II (\$6,351,775), Ventura Subdivision, Phases IX and X (\$4,519,000), and Babcock Road (\$8,578,331). Also, \$3,000,000 funds the start of construction on a new project for Heritage Park, Phase III.

Also, funding in the amount of \$4,660,174 is recommended for the following FY 2009-10 County capital expenditures; \$660,000 to purchase 22 Police Package Vehicles-Constables, \$956,487 for Personal Computer Replacement Project (Total of 851), \$255,816 for Notebook Replacements Countywide (Total of 136), \$90,030 for Ruggedized Notebook Replacement Countywide (Total of 42), \$8,000 for the Computer Room Air Conditioner (CRAC) Unit Relocation Project, \$250,000 for the Delphax Large Capacity Printer Replacement Project, (Total of 1), \$241,047 for the Commissioner Court Video Upgrade Project, \$96,463 for the Forensic Science Center Network Upgrade, \$84,950 for the Dark Fiber Replacement Project – Downtown Project, \$60,000 for the District Clerk Imaging Project and \$1,954,381 for the FY 2009-10 Vehicle Replacement Program Project (Total of 84).

In an effort to meet Infrastructure Services budgetary constraints, 100 percent funding of three General Fund positions is proposed to be transferred into the County Buildings Capital Improvement Fund as

these positions support existing and new capital buildings and facilities. The total proposed annual cost for these positions is \$307,007, of which \$119,571 (salary and benefits) for Two Construction Coordinator positions (E-6) at an annual cost for both positions, \$108,466 (salary and benefits) for One County Architect (E-11), and \$78,968 (salary and benefits) for One Senior Construction Coordinator (E-8) at an annual cost of \$78,968 (salary and benefits).

Additionally, the FY 2009-10 Proposed Budget moves 50 percent of the total salary cost to include salary and benefits of the Facilities Division Manager (E-13) at an annual cost of \$62,260 to the County Buildings Capital Improvement Fund. The remaining 50 percent (\$62,260) of this position's salary will continue to be funded out of the Bexar County General Fund.

The FY 2009-10 Proposed Budget recommends expending 50 percent of the total annual salary and benefits cost of the Parks Manager to the County Buildings Capital Improvement Fund and 50 percent of this position's salary and benefits to be funded by the Bexar County General Fund.

## **TECHNOLOGY**

Bexar County Information Services (BCIS) experienced significant changes in FY 2008-09. A new Chief Information Officer will be in place for FY 2009-10. Also, BCIS is working on major on-going technology projects in conjunction with other county offices and departments. Major projects include:

**Bexar County Integrated Justice System (CIJS)** Several advances occurred during FY 2008-09 regarding the development of the CIJS. The City of San Antonio (COSA) and Bexar County entered into an interlocal agreement for the CIJS project. Purchases for software licenses and hardware to allow CIJS applications to share data across courts and departments throughout the County, COSA and other law enforcement agencies and criminal justice entities were completed. The project was originally budgeted at \$18,000,000. However, due to expansion of the scope of the project by the CIJS Steering Committee and a change of vendors, the new cost of the project is estimated at \$23,450,000.

**Countywide Cashiering System** The County Auditor is in negotiations with a private vendor to install, maintain, and manage kiosks to allow offices and departments to accept credit cards from citizens to pay fines and fees. Currently, the County accepts credit cards for customer payments through the use of third party processing in a limited number of offices and departments. The project is budgeted at \$1,000,000 within the County Building Capital Improvement Fund.

**Juvenile Case Management System (JCMS)** The development phase of JCMS, a new system to replace the existing Juvenile Justice Information System (JJIS), is scheduled for completion in Spring 2010. The new system is scheduled to be online by May 2010 and will be used statewide with the exception of Harris County. The project is budgeted at \$3.9 million and is anticipated to be completed in FY 2009-10.

**Financial Management System** After reviewing requests for proposals, site visits, and demonstration, Bexar County selected a vendor to implement a new financial system. Currently, the County uses a financial system that operates on a ten year old mainframe system. The cost of the project is estimated at \$5.1 to \$5.9 million for purchase and implementation of the System.

Additionally, the FY 2009-10 Proposed Budget includes funding for replacement and upgrade of equipment throughout the County, through its Technology Improvement Fund. Offices and Departments throughout Bexar County will receive a total of \$413,637 in their individual budgets for computer-related and technology-based purchases. This fund places managerial control of technology purchases within the individual departments while centralizing the technological support with Information Services to ensure that technology purchases are integrated and supportable.

To assist offices and departments in delivering services with fewer staff, included in this proposed budget is a newly created fund called the Efficiency and Innovations Project Fund, paid for with one-time, non-recurring revenues. It consists of funding in the amount of \$5 million to fund one-time investments in technology innovation that will improve service delivery efficiency and reduce recurring operational costs.

### **81ST LEGISLATIVE SESSION**

During FY 2008-09 budget year, the 81<sup>st</sup> Session of the Texas Legislature passed legislation that impacted Bexar County. The adopted legislative program opposed appraisal and revenue caps, measures to control jail overcrowding, and measures to control the development surrounding our military bases.

Moreover, the Texas Legislature adopted legislation that allows Bexar County to collect additional revenue. The new revenues will assist in providing quality customer services to our citizens.

- HB 144 – Historical Courthouse Restoration Fee: Passage of this filling fee on civil cases allows Bexar County to be used for the construction, renovation, or improvement of the facilities that house the Bexar County civil and criminal courts.
- HB 3637 – Court Record Preservation Fee: Creates a County and District Court Technology Fund to cover expenses for continuing education and training regarding technological enhancements for the courts and for the purchase and maintenance of technological enhancements for county courts, statutory county courts, or district courts.
- SB 1685 – Court Records Archive Fee: Creates a District Court Record Technology Fund in order to assist the District Clerk with maintaining large amounts of court records as mandated by Texas Statutes.

Other major legislation that occurred at the State Legislature and affect Bexar County:

- HB 4833 and HB 4741 – New Courts: The Texas Legislature created three county courts-at-law and three districts courts in Bexar County. The three district courts include one criminal, one civil, and one juvenile court. One of the three county courts-at-law will work exclusively with family violence cases. Creation of these courts should assist the County in managing jail population and assist with existing crowded court dockets.

HB 3613 – Tax Exemption for Veterans: Bexar County relies significantly on property tax revenue to provide services to citizens. This legislation exempts 100% disabled veterans from paying property taxes. As a result, the County will forego \$594,706.

## **COMMUNITY VENUES PROJECTS**

In July 2007, Citizen Committees were formed to research, develop and recommend to Commissioners Court projects that met a community need, appealed to visitors, and improved our local economy. In May 2008, Bexar County citizens approved extending the visitor tax, a financing tool combining a 1.75% hotel/motel occupancy tax and a 5% short-term rental tax to fund and develop new community venue projects.

Update on Projects:

### **San Antonio River Improvements**

- Park Reach \$12.5 Million Grand Opening celebrated May 30th - 31st, 2009.
- Eagleland Reach \$2.8 Million - Committee work is in process and the design team is hired.

- Mission Reach \$109.7 Million - One mile section from Lone Star Blvd to San Pedro Creek is completed and construction is underway for the remainder of the project with a completion date anticipated Spring of 2010.

### **Youth and Amateur Sport Facilities**

- Mission City Soccer and Rugby - \$5 Million - Development Agreement / Operating Agreement both pending.
- Classics Elite Soccer - \$1.2 Million - Design complete and construction under way. Anticipated grand opening April 2010.
- Culebra Creek Soccer - \$5.23 Million - Long Term Lease with City of San Antonio is complete and the Development Agreement / Operation Agreement are pending.
- Hartman Soccer - \$5 Million - Anticipated grand opening September 2009.
- McAllister Little League - \$2.67 Million - Design is complete and construction to began July, 2009 anticipated grand opening April 2010.
- Mission Concepcion Athletic Complex - \$16.1 Million - Development Agreement / Operating Agreement are executed.
- Missions Baseball Academy - \$4 Million Long - Term Lease with City of San Antonio is pending and Development Agreement / Operating Agreement are pending.
- National Swim Center - \$7 Million - Development Agreement / Operating Agreement are pending.
- St. Mary's Complex - \$6 Million - Development Agreement / Operating Agreement are pending
- SE Skyline - \$3.3 Million - Phase I Complete and Phase II under construction, anticipated grand opening April 2010.
- The Fencing Center - \$2 Million - Change of Venue awarded to University of Incarnate Word and the Development Agreement / Operating Agreement are pending.
- UTSA Complex - \$15 Million - Development Agreement / Operating Agreement are pending.
- Wheatley Heights Complex - \$7.5 Million - Long Term City of San Antonio agreement is pending.

### **Community Arenas**

Freeman Coliseum - \$10 Million, Exhibition Barns - \$15 Million, AT&T Center - \$75 Million all have a Letter of Intent drafted.

### **Cultural Arts Venues**

- Alameda Theater - \$6 Million - Development Agreement Executed
- Briscoe Western Art Museum - \$4 Million - Development Agreement Executed Design is completed and approved. Construction began August, 2009.
- Performing Arts Center - \$10 Million - Development Agreement is executed and the staff and Architect hired.

## **EMPLOYEE COMPENSATION & BENEFITS**

### **COMPENSATION**

The FY 2009-10 Proposed Budget for compensation programs reflects the realities of the current difficult economic environment. Faced with declining revenues, even as demands for services continue to increase,

Bexar County has had to make some difficult choices in the FY 2009-10 Proposed Budget. Priority was given to protecting as many jobs as possible, even if it necessitated some reduction in the overall compensation programs historically available to Bexar County employees.

*Note: In August 2006, the County entered into the first ever collective bargaining agreement with any group of its employees, the Sheriff's Office uniformed deputies, which are represented by the Deputy Sheriff's Association of Bexar County (DSABC). The discussion which follows applies to the positions not covered by this agreement.*

In order to meet Bexar County's objectives, the following salary reductions are proposed for FY 2009-10:

- 1) Base pay reduction of five (5) percent for all employees (and vacant positions) with a base salary of \$50,000 and above.
- 2) Base pay reduction of two (2) percent for all employees (and vacant positions) with a base salary below \$50,000.

As a result of these reductions, the County has created "Adjusted Hiring Rates" for all positions in Pay Table E and Pay Table NE. These adjusted hiring rates will be the starting salaries offered for each pay grade. Implementation of the Adjusted Hiring Rates is necessary to ensure that new hires are not brought on board at a pay rate higher than existing County staff, unless an exception is requested and authorized by Commissioners Court.

Additionally, a number of compensation programs have been suspended for the FY 2009-10 budget year. Specifically:

- 3) No General Market Adjustments (GMAs), i.e., across the board salary increases, will be awarded this year. The Fair Minimum Wage Rate of \$9.75 per hour, the lowest rate paid by Bexar County for any regular, non-temporary position, is also unchanged.
- 4) Pay Table Comparability Studies were not conducted this year as in previous years. A generally declining employment market, and limited Bexar County resources available for employee compensation, negated the need for salary comparability studies this year.
- 5) The Progressive Pay Model (PPM) which previously enabled employees to move through the pay range as they gained additional skills and knowledge has been suspended for the FY 2009-10 budget year.
- 6) The Six Month Adjustment program which in previous years allowed Departments and Offices to give regular new hires a pay increase of up to 8% after completing six months service has been suspended for FY 2009-10.
- 7) One Pay Period Nonrenewable Salary Increases (lump-sum payment), which in previous years were granted to employees whose salary would exceed the maximum of the pay range as a result of GMA, reclassification, or pay table study increases, have also been suspended for the FY 2009-10 budget year.
- 8) The Merit Award Program (MAP), which previously enabled employees to receive added pay based on performance, is not recommended for FY 2009-10.

## **BENEFITS**

**Employee Medical Plan** – As medical costs continue to rise, Bexar County is implementing multiple strategies to mitigate and manage those costs, and to do so in a way that actually improves the delivery of health care services to employees and their dependents.

During 2009, Bexar County completed a dependent eligibility audit that resulted in removal of more than 500 ineligible dependents from Bexar County medical plan, with an anticipated net annual savings of more than \$1.5M beginning in FY 2009-2010.

The County opened a new Employee Health Clinic and Wellness Center (discussed more below) that will provide improved access to medical care, with the ultimate result of reducing health care costs in the out years.

Mobile health clinics and wellness education programs have been expanded to include more locations and more employees, with the dual goals of improving health outcomes and reducing costs long term. These mobile clinics and training opportunities have significantly increased the number of employees touched by medical providers and health educators.

In FY 2004-05, Bexar County established employee and employer cost-sharing targets for the Bexar County Medical Plan as follows: EPO – 35%/65%; Premium PPO – 25%/75%; and Base PPO 20%/80% – targets that were consistent with national trends for cost-sharing between employees and employers. However, the original cost-sharing splits shifted disproportionately as Bexar County continued to absorb most of the rising health care costs. In FY 2008-09, Bexar County developed a plan to restore the target cost-sharing splits over a two or three year period, with anticipated employee premium increases of approximately 15% per year. The actual employee premium increases for Plan Year 2010 are in the range of 11-13%. These rates will restore the original employee/employer cost-sharing targets of 35%/65% (EPO); 25%/75% (Premium PPO); and 20%/80% (Base PPO).

Additionally, there are 76 employees who are currently “grandfathered” into the County’s subsidized plan (reduced premiums) who have had salary increases that push them above the technical salary cutoff for that plan of \$22,547 per year or \$10.84 per hour. The FY 2009-10 Proposed Budget implements a three-year plan to restore their premiums to the normal plan rates, with one third of the necessary increases occurring during each of the next three plan years.

**Employee Health Clinic** – Bexar County opened its new Employee Health Clinic and Wellness Center on June 22, 2009 in a location just two blocks south of the Courthouse. The goal of the clinic is to improve the overall health of employees through the convenient and efficient delivery of medical services and wellness programs, and to do so in a way that helps mitigate the rising cost of healthcare. The Employee Health Clinic and Wellness Center provides a broad array of medical services, including preventive health screenings, wellness programs, pre-employment physicals, and medical care for minor injuries and illness.

Medical services are contracted with the Bexar County University Health System through an interlocal agreement. The staff consists of a part-time Medical Director, a full-time Physician’s Assistant, and two full-time Medical Assistants. The County provides a full-time Clinic and Wellness Coordinator to oversee the County’s wellness program and ensure the County’s clinic and wellness programs are fully integrated. As part of the larger wellness program, mobile health clinics, which provide various medical test screenings, are scheduled regularly for Bexar County’s larger employee centers.

An amount of \$500,000 has been proposed for the health and wellness clinic for FY 2009-10.

**GASB 45 – Reporting Liabilities for Other Post-Employment Benefits (OPEB)** --In order to comply with Governmental Accounting Standards Board (GASB) Statement 45, Bexar County will report its accrued liability for Other Post Employment Benefits (OPEB) as part of the FY 2009-10 Budget. Although this reporting is not required by law, it is part of Generally Accepted Accounting Principles (GAAP). Furthermore, bond rating agencies such as Moody’s, Fitch, and Standard & Poor’s, have stated

that GASB 45 compliance will be considered when assigning credit ratings for local governments. This Proposed Budget includes a \$2.5M set aside to continue to address this liability. This is in addition to \$5.15M set aside in previous years.

**VIA Free Pass & Vanpool Transportation Benefits** –The County will continue its partnership with VIA Metropolitan Transit by offering free regular route bus service for employees. Through the VIA Easy Pass Program, Bexar County employees are allowed unlimited rides on regular scheduled bus service simply by showing their Bexar County identification. Bexar County was the first participant of this program and has continued to lead the way in encouraging employees to use mass transportation. In addition, the County funds the jury-duty bus pass program. For FY 2009-10 these programs are budgeted at \$260,000.

**Tuition Reimbursement Program** – The County will continue to fund its tuition reimbursement program during FY 2009-10 at the same \$210,000 level as last year. This program reimburses employees, up to the University of Texas at San Antonio rate, for tuition costs while enrolled in a Bachelor's or Master's degree program. Tuition is reimbursed at 100% for a grade of A, 90% for a grade of B, and 80% for a grade of C or pass/fail.

## **PROGRAM CHANGES**

The FY 2009-10 Proposed Budget recommends an overall decrease of \$6,553,934 in program changes for all funds. Overall 76.75 positions are proposed to be deleted from the General Fund and 22.5 from all other funds. An additional 6.5 General Fund positions are recommended for transfer into other operating funds. The FY 2009-10 Proposed Budget also includes 95 frozen positions in the General Fund.

In contrast to the reduction in workforce, a total of 32 new positions are proposed to be funded from the General Fund. The total net reduction in positions then is 67.5, or about 1.4 percent of the total authorized positions.

The following is a breakout of new, frozen, and deleted positions, including the total amount of program changes.

### **Judicial**

The Judicial service area includes the Central Magistration, Civil District Courts, Criminal District Attorney's Office, Criminal District Courts, Dispute Resolution Fund, District Clerk's Office, Juvenile District Courts, Probate Courts, Pre-Trial Services, Courthouse Security Fund, and the Law Library Fund.

The number of new positions is 27 and funding in the amount of \$619,845 is proposed to address judicial services in FY 2009-10. There are a total of three positions, one Librarian (NE-08) and two Library Clerks (NE-01), which are proposed to be transferred into the Law Library Fund from the Sheriffs Adult Detention Center Budget.

<b>Judicial</b>				
	<b>Amount of Program Change</b>	<b>New Positions</b>	<b>Frozen Positions</b>	<b>Deleted Positions</b>
Central Magistration	-\$70,240	0.0	2.0	0.0
County Courts at Law	\$0	3.0	0.0	0.0
Civil District Courts	\$5,774	2.0	0.0	0.0
Criminal District Attorney	\$13,276	5.0	5.0	0.0
Criminal District Courts	\$331,609	3.0	1.0	0.0
District Clerk	\$5,202	5.0	5.0	1.0
Juvenile District Courts	\$1,096,856	5.0	0.0	0.0
Probate Courts	-\$104,958	0.0	0.0	0.0
Pre-trial Services	-\$208,675	1.0	0.0	5.0
Dispute Resolution Fund	-\$17,666	0.0	0.0	0.5
Courthouse Security Fund	-\$550,357	0.00	0.0	21.0
Law Library Fund	\$119,024	3.0	0.0	0.0
<b>Total</b>	<b>\$619,845</b>	<b>27.0</b>	<b>13.0</b>	<b>27.5</b>

**Public Safety**

The Public Safety service area includes the Sheriff’s Law Enforcement functions, Constables, Medical Examiner, Fire Marshal, Emergency Management Center, and the Fire Code Fund.

The net change in the number of positions is a decrease of 29.5 positions with 21 frozen positions. The total savings from these program changes is \$2,144,891. The proposed budget includes transferring 25 percent of a Fire Marshal & Emergency Management Coordinator into the Fire Code Fund.

<b>Public Safety</b>				
	<b>Amount of Program Change</b>	<b>New Positions</b>	<b>Frozen Positions</b>	<b>Deleted Positions</b>
Sheriff LE	-\$2,385,540	3.0	18.0	35.0
Constables	\$315,580	5.0	3.0	1.0
Medical Examiner	-\$74,931	0.0	0.0	1.5
Fire Marshal/EOC	-\$28,746	0.0	0.0	0.25
Fire Code Fund	\$28,746	0.25	0.0	0.0
<b>Total</b>	<b>-\$2,144,891</b>	<b>8.25</b>	<b>21.0</b>	<b>37.75</b>

**Health and Public Welfare**

Health and Public Welfare includes Community Investment, Agricultural Extension, Parks, Environmental Services, and the Stormwater Mitigation Fund.

The net change in positions is a decrease of 6.25 authorized positions with one position to remain frozen through the fiscal year. The total savings from these program changes is \$346,205. The proposed budget includes transferring 1.25 positions, one Real Estate Specialist (NE-9) and 25 percent of an Environmental Engineer (E-11), from Environmental Services into the Stormwater Mitigation Fund.

<b>Health and Public Welfare</b>				
	<b>Amount of Program Change</b>	<b>New Positions</b>	<b>Frozen Positions</b>	<b>Deleted Positions</b>
Community Investment – Admin	-\$37,801	0.0	0.0	0.0
Community Programs	-\$49,239	0.0	0.0	1.0
Agricultural Extension Services	-\$77,258	0.0	0.0	2.0
Parks	-\$181,907	0.0	1.0	3.25
Environmental Services	-\$164,574	0.0	0.0	1.25
Stormwater Mitigation	\$164,574	1.25	0.0	0.0
<b>Total</b>	<b>-\$346,205</b>	<b>1.25</b>	<b>1.0</b>	<b>7.5</b>

### **Transportation and Infrastructure**

Transportation and Infrastructure includes the Roads and Capital Fund, Parking Facilities Fund, and the Flood Fund.

There is no net change in positions in this service area. The proposed budget includes transferring one County Engineer (T-99) from Farm to Market Lateral Road to the Special Road and Bridge Fund.

<b>Transportation and Infrastructure</b>				
	<b>Amount of Program Change</b>	<b>New Positions</b>	<b>Frozen Positions</b>	<b>Deleted Positions</b>
Special Road And Bridge Fund	\$152,167	1.0	0.0	0.0
Farm to Market and Lateral Road Fund	-\$152,167	0.0	0.0	1.0
<b>Total</b>	<b>\$0</b>	<b>1.0</b>	<b>0.0</b>	<b>1.0</b>

### **Adult Detention**

Adult Detention includes only the Sheriff Adult Detention Department.

The Proposed Budget recommends a decrease of 14 authorized positions(including 4 uniformed officer positions associated with the G.E.D. and Match/Patch Programs) and 38 frozen positions for the Sheriff’s Adult Detention Division. These program changes include a reduction in services offered at the County Jail and transferring existing positions into Other Operating Funds.

<b>Adult Detention</b>				
	<b>Amount of Program Change</b>	<b>New Positions</b>	<b>Frozen Positions</b>	<b>Deleted Positions</b>
Sheriff ADC	-\$3,062,603	0.0	38.0	19.0
<b>Total</b>	<b>-\$3,062,603</b>	<b>0.0</b>	<b>38.0</b>	<b>19.0</b>

### **Juvenile Welfare**

Juvenile Welfare includes the Child Welfare Board, a division of the Community Investment Department. The Proposed Budget includes the deletion of one Intake Coordinator which will be funded by the Family Service Association (FSA).

<b>Juvenile Welfare</b>				
	<b>Amount of Program Change</b>	<b>New Positions</b>	<b>Frozen Positions</b>	<b>Deleted Positions</b>
Child Welfare Board	-\$40,999	0.0	0.0	0.0
<b>Total</b>	<b>-\$40,999</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**General Government**

The General Government service area includes the Bail Bond Board. The FY 2009-10 Proposed Budget recommends the Bail Bond Board Administrator position at a 32-hour (20 percent) reduced work schedule.

<b>General Government</b>				
	<b>Amount of Program Change</b>	<b>New Positions</b>	<b>Frozen Positions</b>	<b>Deleted Positions</b>
Bail Bond Board	-\$12,189	0.0	0.0	0.2
<b>Total</b>	<b>-\$12,189</b>	<b>0.0</b>	<b>0.0</b>	<b>0.2</b>

**Internal Business Support**

The Internal Business Support Service area includes Sheriff Support Services, Information Services, Purchasing, Infrastructure Services Department programs of Facilities Maintenance, Fleet Maintenance, and the Planning and Resource Management Department.

The net change in the number of positions is a decrease of 12 authorized positions with 21.5 frozen positions. The total savings from these program changes is \$1,566,892. The recommendations include two Deputy Sheriff-Detention (DT-01) positions proposed to be transferred into the Fleet Maintenance Fund from the Sheriffs Adult Detention Center Budget.

<b>Internal Business Support</b>				
	<b>Amount of Program Change</b>	<b>New Positions</b>	<b>Frozen Positions</b>	<b>Deleted Positions</b>
Planning & Resource Management	-\$481,915	0.0	1.0	2.0
Information Services	-\$258,711	0.0	6.5	5.0
Purchasing	-\$100,351	0.0	0.0	2.0
Facilities Maintenance-(Adult Detention Center, Juvenile, and County Buildings)	-\$342,847	0.0	8.0	1.0
Fleet Maintenance	\$96,708	2.0	0.0	0.0
Sheriff Support Services	-\$479,776	0.0	6.0	4.0
<b>Total</b>	<b>-\$1,566,892</b>	<b>2.0</b>	<b>21.5</b>	<b>14.0</b>

**Bexar County, Texas**  
**Consolidated Fund Balance Summary**  
**Fiscal Year Ending September 30, 2010**

All Funds		
FY 2007-08 Actual	FY 2008-09 Estimate	FY 2009-10 Proposed

<b>AVAILABLE FUNDS</b>
------------------------

**Beginning Balance, October 1, 2008**

Undesignated Funds	\$	244,767,368	\$	363,484,896	\$	309,164,860
Designated for Encumbrances	\$	7,322,209	\$	-	\$	-
Designated for Debt Service	\$	38,249,359	\$	47,481,395	\$	61,759,587
<b>Total Beginning Balance</b>	<b>\$</b>	<b>290,338,936</b>	<b>\$</b>	<b>410,966,291</b>	<b>\$</b>	<b>370,924,447</b>

**Revenue**

Ad Valorem Taxes	\$	281,263,389	\$	308,605,095	\$	312,095,600
Other Taxes, Licenses and Permits	\$	33,618,169	\$	32,257,597	\$	31,663,100
Intergovernmental Revenue	\$	42,891,914	\$	25,291,830	\$	21,027,500
Court Costs and Fines	\$	27,709,431	\$	25,925,693	\$	25,780,500
Fees on Motor Vehicles	\$	25,586,120	\$	23,683,420	\$	21,496,700
Other Fees	\$	15,446,989	\$	16,469,375	\$	15,822,000
Jail Board Bills	\$	701,106	\$	791,229	\$	671,000
Commissions on Ad Valorem Taxes	\$	2,668,086	\$	2,917,299	\$	3,853,034
Revenue From Use of Assets	\$	29,502,297	\$	21,406,242	\$	41,922,064
Sales, Refunds and Miscellaneous	\$	36,112,342	\$	47,321,913	\$	45,757,284
Other Sources and Uses	\$	1,243,712	\$	389,305	\$	273,419
<b>Subtotal</b>	<b>\$</b>	<b>496,743,556</b>	<b>\$</b>	<b>505,058,998</b>	<b>\$</b>	<b>520,362,202</b>
Proceeds from General Debt	\$	187,185,395	\$	53,212,370	\$	609,629,354
Notes Receivable	\$	-	\$	-	\$	-
Interfund Transfers	\$	21,132,904	\$	14,679,797	\$	28,704,820
<b>Total Revenues</b>	<b>\$</b>	<b>705,061,855</b>	<b>\$</b>	<b>572,951,165</b>	<b>\$</b>	<b>1,158,696,375</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$</b>	<b>995,400,791</b>	<b>\$</b>	<b>983,917,456</b>	<b>\$</b>	<b>1,529,620,822</b>

<b>APPROPRIATIONS</b>
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General Government	\$	110,220,859	\$	131,655,923	\$	122,704,439
Judicial	\$	74,711,654	\$	77,121,284	\$	77,866,294
Public Safety	\$	169,825,006	\$	168,515,442	\$	159,797,527
Education and Recreation	\$	6,231,966	\$	5,129,513	\$	4,745,283
Capital Projects	\$	2,292,261	\$	26,139,499	\$	300,247,407
Highways	\$	48,423,283	\$	24,392,540	\$	63,994,224
Health and Public Welfare	\$	25,246,569	\$	21,188,485	\$	16,970,995
Intergovernmental Expenditures	\$	4,264,088	\$	5,281,386	\$	5,754,038
Capital Expenditures	\$	80,957,408	\$	85,607,250	\$	451,867,358
Contingencies	\$	-	\$	29,516	\$	7,184,708
Debt Service	\$	43,852,551	\$	55,871,780	\$	75,651,791
<b>Subtotal</b>	<b>\$</b>	<b>566,025,644</b>	<b>\$</b>	<b>600,932,618</b>	<b>\$</b>	<b>1,286,784,065</b>
Interfund Transfers	\$	18,408,856	\$	12,060,391	\$	25,686,918
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$</b>	<b>584,434,500</b>	<b>\$</b>	<b>612,993,009</b>	<b>\$</b>	<b>1,312,470,983</b>
<b>Appropriated Fund Balance</b>	<b>\$</b>	<b>410,966,291</b>	<b>\$</b>	<b>370,924,447</b>	<b>\$</b>	<b>217,149,839</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$</b>	<b>995,400,791</b>	<b>\$</b>	<b>983,917,456</b>	<b>\$</b>	<b>1,529,620,822</b>

**Bexar County, Texas**  
**Consolidated Fund Balance Summary**  
**Fiscal Year Ending September 30, 2010**

General Fund		
FY 2007-08 Actual	FY 2008-09 Estimate	FY 2009-10 Proposed

<b>AVAILABLE FUNDS</b>
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**Beginning Balance, October 1, 2008**

Undesignated Funds	\$	53,735,949	\$	51,490,178	\$	48,726,766
Designated for Encumbrances	\$	1,102,382	\$	-	\$	-
Designated for Debt Service	\$	-	\$	-	\$	-
<b>Total Beginning Balance</b>	<b>\$</b>	<b>54,838,331</b>	<b>\$</b>	<b>51,490,178</b>	<b>\$</b>	<b>48,726,766</b>

**Revenue**

Ad Valorem Taxes	\$	228,787,318	\$	237,133,094	\$	239,174,000
Other Taxes, Licenses and Permits	\$	11,388,376	\$	12,424,638	\$	12,803,700
Intergovernmental Revenue	\$	6,327,669	\$	6,336,082	\$	5,500,500
Court Costs and Fines	\$	24,709,816	\$	23,189,629	\$	23,204,500
Fees on Motor Vehicles	\$	5,281,979	\$	5,189,366	\$	4,942,700
Other Fees	\$	11,089,848	\$	10,929,598	\$	10,329,800
Detention Board Bills	\$	701,106	\$	791,229	\$	671,000
Commissions on Ad Valorem Taxes	\$	2,668,086	\$	2,917,299	\$	3,853,034
Revenue From Use of Assets	\$	17,340,769	\$	14,129,837	\$	16,497,286
Sales, Refunds and Miscellaneous	\$	4,395,775	\$	6,577,418	\$	3,713,100
Other Sources and Uses	\$	-	\$	-	\$	-
<b>Subtotal</b>	<b>\$</b>	<b>312,690,742</b>	<b>\$</b>	<b>319,618,190</b>	<b>\$</b>	<b>320,689,620</b>
Proceeds from General Debt	\$	-	\$	-	\$	-
Notes Receivable						
Interfund Transfers	\$	107,790	\$	17,599	\$	44,145
<b>Total Revenues</b>	<b>\$</b>	<b>312,798,532</b>	<b>\$</b>	<b>319,635,789</b>	<b>\$</b>	<b>320,733,765</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$</b>	<b>367,636,863</b>	<b>\$</b>	<b>371,125,968</b>	<b>\$</b>	<b>369,460,531</b>

<b>APPROPRIATIONS</b>
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General Government	\$	66,375,059	\$	63,774,768	\$	64,614,516
Judicial	\$	71,148,028	\$	74,710,666	\$	75,646,811
Public Safety	\$	153,580,558	\$	158,311,323	\$	153,068,136
Education and Recreation	\$	3,281,982	\$	3,228,013	\$	3,243,783
Capital Projects	\$	-	\$	-	\$	-
Highways	\$	1,220,143	\$	5,854,805	\$	5,671,959
Health and Public Welfare	\$	5,977,960	\$	6,590,648	\$	5,423,261
Intergovernmental Expenditures	\$	4,264,088	\$	5,281,386	\$	5,754,038
Capital Expenditures	\$	-	\$	-	\$	-
Contingencies	\$	-	\$	-	\$	7,184,708
Debt Service	\$	-	\$	-	\$	-
<b>Subtotal</b>	<b>\$</b>	<b>305,847,818</b>	<b>\$</b>	<b>317,751,609</b>	<b>\$</b>	<b>320,607,211</b>
Interfund Transfers	\$	10,298,866	\$	4,647,593	\$	4,621,162
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$</b>	<b>316,146,684</b>	<b>\$</b>	<b>322,399,202</b>	<b>\$</b>	<b>325,228,373</b>
<b>Appropriated Fund Balance</b>	<b>\$</b>	<b>51,490,178</b>	<b>\$</b>	<b>48,726,766</b>	<b>\$</b>	<b>44,232,157</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$</b>	<b>367,636,863</b>	<b>\$</b>	<b>371,125,968</b>	<b>\$</b>	<b>369,460,531</b>

**Bexar County, Texas**  
**Consolidated Fund Balance Summary**  
**Fiscal Year Ending September 30, 2010**

Special Revenue Funds		
FY 2007-08 Actual	FY 2008-09 Estimate	FY 2009-10 Proposed

<b>AVAILABLE FUNDS</b>
------------------------

**Beginning Balance, October 1, 2008**

Undesignated Funds	\$	26,790,881	\$	24,736,908	\$	16,665,235
Designated for Encumbrances	\$	5,315,635	\$	-	\$	-
Designated for Debt Service	\$	-	\$	-	\$	-
<b>Total Beginning Balance</b>	<b>\$</b>	<b>32,106,516</b>	<b>\$</b>	<b>24,736,908</b>	<b>\$</b>	<b>16,665,235</b>

**Revenue**

Ad Valorem Taxes	\$	2,836	\$	1,204	\$	1,600
Other Taxes, Licenses and Permits	\$	164,304	\$	105,508	\$	100,000
Intergovernmental Revenue	\$	29,412,593	\$	17,552,061	\$	15,507,000
Court Costs and Fines	\$	2,999,615	\$	2,736,064	\$	2,576,000
Fees on Motor Vehicles	\$	8,012,354	\$	6,018,764	\$	4,514,000
Other Fees	\$	4,357,141	\$	5,539,777	\$	5,492,200
Jail Board Bills	\$	-	\$	-	\$	-
Commissions on Ad Valorem Taxes	\$	-	\$	-	\$	-
Revenue From Use of Assets	\$	1,559,451	\$	808,106	\$	149,500
Sales, Refunds and Miscellaneous	\$	1,038,678	\$	686,646	\$	1,094,500
Other Sources and Uses	\$	-	\$	-	\$	-
<b>Subtotal</b>	<b>\$</b>	<b>47,546,972</b>	<b>\$</b>	<b>33,448,130</b>	<b>\$</b>	<b>29,434,801</b>
Proceeds from General Debt	\$	4,658,607	\$	-	\$	11,204,881
Notes Receivable	\$	-	\$	-	\$	-
Interfund Transfers	\$	2,259,675	\$	5,625,425	\$	4,621,162
<b>Total Revenues</b>	<b>\$</b>	<b>54,465,254</b>	<b>\$</b>	<b>39,073,555</b>	<b>\$</b>	<b>45,260,844</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$</b>	<b>86,571,770</b>	<b>\$</b>	<b>63,810,463</b>	<b>\$</b>	<b>61,926,079</b>

<b>APPROPRIATIONS</b>
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General Government	\$	4,295,903	\$	5,396,363	\$	6,790,847
Judicial	\$	3,321,093	\$	2,410,619	\$	2,219,484
Public Safety	\$	15,611,188	\$	10,204,118	\$	6,729,391
Education and Recreation	\$	2,932,654	\$	1,901,500	\$	1,501,500
Capital Projects	\$	-	\$	-	\$	-
Highways	\$	11,574,122	\$	11,140,424	\$	9,872,040
Health and Public Welfare	\$	19,257,438	\$	14,597,837	\$	11,547,734
Intergovernmental Expenditures	\$	-	\$	-	\$	-
Capital Expenditures	\$	4,668,239	\$	1,108,114	\$	6,190,208
Contingencies	\$	-	\$	-	\$	-
Debt Service	\$	-	\$	-	\$	-
<b>Subtotal</b>	<b>\$</b>	<b>61,660,637</b>	<b>\$</b>	<b>46,758,975</b>	<b>\$</b>	<b>44,851,204</b>
Interfund Transfers	\$	174,225	\$	386,252	\$	223,756
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$</b>	<b>61,834,862</b>	<b>\$</b>	<b>47,145,227</b>	<b>\$</b>	<b>45,074,960</b>
<b>Appropriated Fund Balance</b>	<b>\$</b>	<b>24,736,908</b>	<b>\$</b>	<b>16,665,235</b>	<b>\$</b>	<b>16,851,119</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$</b>	<b>86,571,770</b>	<b>\$</b>	<b>63,810,463</b>	<b>\$</b>	<b>61,926,079</b>

**Bexar County, Texas**  
**Consolidated Fund Balance Summary**  
**Fiscal Year Ending September 30, 2010**

Capital Projects Funds		
FY 2007-08 Actual	FY 2008-09 Estimate	FY 2009-10 Budget

<b>AVAILABLE FUNDS</b>
------------------------

**Beginning Balance, October 1, 2008**

Undesignated Funds	\$	157,403,827	\$	248,755,388	\$	212,227,686
Designated for Encumbrances	\$	894,462	\$	-	\$	-
Designated for Debt Service	\$	-	\$	-	\$	-
<b>Total Beginning Balance</b>	<b>\$</b>	<b>158,298,289</b>	<b>\$</b>	<b>248,755,388</b>	<b>\$</b>	<b>212,227,686</b>

**Revenue**

Ad Valorem Taxes	\$	16,157,228	\$	20,003,188	\$	8,391,000
Other Taxes, Licenses and Permits	\$	-	\$	-	\$	-
Intergovernmental Revenue	\$	7,151,652	\$	1,403,687	\$	20,000
Court Costs and Fines	\$	-	\$	-	\$	-
Fees on Motor Vehicles	\$	12,291,787	\$	12,475,290	\$	12,040,000
Other Fees	\$	-	\$	-	\$	-
Jail Board Bills	\$	-	\$	-	\$	-
Commissions on Ad Valorem Taxes	\$	-	\$	-	\$	-
Revenue From Use of Assets	\$	2,295,547	\$	1,721,348	\$	20,385,178
Sales, Refunds and Miscellaneous	\$	1,855,110	\$	223,320	\$	18,600
Other Sources and Uses	\$	-	\$	-	\$	-
<b>Subtotal</b>	<b>\$</b>	<b>39,751,325</b>	<b>\$</b>	<b>35,826,833</b>	<b>\$</b>	<b>40,854,778</b>
Proceeds from General Debt	\$	171,528,584	\$	32,847,512	\$	319,422,677
Notes Receivable	\$	-	\$	-	\$	-
Interfund Transfers	\$	5,368,533	\$	4,500,000	\$	15,454,518
<b>Total Revenues</b>	<b>\$</b>	<b>216,648,442</b>	<b>\$</b>	<b>73,174,345</b>	<b>\$</b>	<b>375,731,973</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$</b>	<b>374,946,731</b>	<b>\$</b>	<b>321,929,733</b>	<b>\$</b>	<b>587,959,659</b>

<b>APPROPRIATIONS</b>
-----------------------

General Government	\$	4,780,306	\$	7,668,358	\$	9,322,642
Judicial	\$	-	\$	-	\$	-
Public Safety	\$	-	\$	-	\$	-
Education and Recreation	\$	-	\$	-	\$	-
Capital Projects	\$	2,292,261	\$	26,139,499	\$	300,247,407
Highways	\$	35,238,863	\$	7,397,311	\$	48,450,226
Health and Public Welfare	\$	-	\$	-	\$	-
Intergovernmental Expenditures	\$	-	\$	-	\$	-
Capital Expenditures	\$	75,970,694	\$	63,967,363	\$	144,848,453
Contingencies	\$	-	\$	29,516	\$	-
Debt Service	\$	-	\$	-	\$	-
<b>Subtotal</b>	<b>\$</b>	<b>118,282,124</b>	<b>\$</b>	<b>105,202,047</b>	<b>\$</b>	<b>502,868,728</b>
Interfund Transfers	\$	7,909,219	\$	4,500,000	\$	18,315,454
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$</b>	<b>126,191,343</b>	<b>\$</b>	<b>109,702,047</b>	<b>\$</b>	<b>521,184,182</b>
<b>Appropriated Fund Balance</b>	<b>\$</b>	<b>248,755,388</b>	<b>\$</b>	<b>212,227,686</b>	<b>\$</b>	<b>66,775,477</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$</b>	<b>374,946,731</b>	<b>\$</b>	<b>321,929,733</b>	<b>\$</b>	<b>587,959,659</b>

**Bexar County, Texas**  
**Consolidated Fund Balance Summary**  
**Fiscal Year Ending September 30, 2009**

Debt Service Funds		
FY 2007-08 Actual	FY 2008-09 Estimate	FY 2009-10 Proposed

<b>AVAILABLE FUNDS</b>
------------------------

**Beginning Balance, October 1, 2008**

Undesignated Funds	\$	-	\$	-	\$	-
Designated for Encumbrances	\$	-	\$	-	\$	-
Designated for Debt Service	\$	38,249,359	\$	47,481,395	\$	61,759,587
<b>Total Beginning Balance</b>	<b>\$</b>	<b>38,249,359</b>	<b>\$</b>	<b>47,481,395</b>	<b>\$</b>	<b>61,759,587</b>

**Revenue**

Ad Valorem Taxes	\$	36,316,007	\$	51,467,609	\$	64,529,000
Other Taxes, Licenses and Permits	\$	-	\$	-	\$	-
Intergovernmental Revenue	\$	-	\$	-	\$	-
Court Costs and Fines	\$	-	\$	-	\$	-
Fees on Motor Vehicles	\$	-	\$	-	\$	-
Other Fees	\$	-	\$	-	\$	-
Jail Board Bills	\$	-	\$	-	\$	-
Commissions on Ad Valorem Taxes	\$	-	\$	-	\$	-
Revenue From Use of Assets	\$	5,820,308	\$	4,320,541	\$	4,500,000
Sales, Refunds and Miscellaneous	\$	-	\$	-	\$	-
Other Sources and Uses	\$	860,429	\$	-	\$	-
<b>Subtotal</b>	<b>\$</b>	<b>42,996,744</b>	<b>\$</b>	<b>55,788,150</b>	<b>\$</b>	<b>69,029,000</b>
Proceeds from General Debt	\$	-	\$	20,364,858	\$	-
Notes Receivable	\$	-	\$	-	\$	-
Interfund Transfers	\$	1,399,921	\$	2,036,773	\$	6,084,995
<b>Total Revenues</b>	<b>\$</b>	<b>44,396,665</b>	<b>\$</b>	<b>78,189,781</b>	<b>\$</b>	<b>75,113,995</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$</b>	<b>82,646,024</b>	<b>\$</b>	<b>125,671,176</b>	<b>\$</b>	<b>136,873,582</b>

<b>APPROPRIATIONS</b>
-----------------------

General Government	\$	1,329,858	\$	16,417,405	\$	964,253
Judicial	\$	-	\$	-	\$	-
Public Safety	\$	-	\$	-	\$	-
Education and Recreation	\$	-	\$	-	\$	-
Capital Projects	\$	-	\$	-	\$	-
Highways	\$	-	\$	-	\$	-
Health and Public Welfare	\$	-	\$	-	\$	-
Intergovernmental Expenditures	\$	-	\$	-	\$	-
Capital Expenditures	\$	-	\$	-	\$	-
Contingencies	\$	-	\$	-	\$	-
Debt Service	\$	33,834,771	\$	47,494,184	\$	63,611,051
<b>Subtotal</b>	<b>\$</b>	<b>35,164,629</b>	<b>\$</b>	<b>63,911,589</b>	<b>\$</b>	<b>64,575,304</b>
Interfund Transfers	\$	-	\$	-	\$	-
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$</b>	<b>35,164,629</b>	<b>\$</b>	<b>63,911,589</b>	<b>\$</b>	<b>64,575,304</b>
<b>Appropriated Fund Balance</b>	<b>\$</b>	<b>47,481,395</b>	<b>\$</b>	<b>61,759,587</b>	<b>\$</b>	<b>72,298,278</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$</b>	<b>82,646,024</b>	<b>\$</b>	<b>125,671,176</b>	<b>\$</b>	<b>136,873,582</b>

**Bexar County, Texas**  
**Consolidated Fund Balance Summary**  
**Fiscal Year Ending September 30, 2009**

Internal Service Funds		
FY 2007-08 Actual	FY 2008-09 Estimate	FY 2009-10 Proposed

<b>AVAILABLE FUNDS</b>
------------------------

**Beginning Balance, October 1, 2008**

Undesignated Funds	\$	6,836,711	\$	13,103,614	\$	15,936,722
Designated for Encumbrances	\$	9,730	\$	-	\$	-
Designated for Debt Service	\$	-	\$	-	\$	-
<b>Total Beginning Balance</b>	<b>\$</b>	<b>6,846,441</b>	<b>\$</b>	<b>13,103,614</b>	<b>\$</b>	<b>15,936,722</b>

**Revenue**

Ad Valorem Taxes	\$	-	\$	-	\$	-
Other Taxes, Licenses and Permits	\$	-	\$	-	\$	-
Intergovernmental Revenue	\$	-	\$	-	\$	-
Court Costs and Fines	\$	-	\$	-	\$	-
Fees on Motor Vehicles	\$	-	\$	-	\$	-
Other Fees	\$	-	\$	-	\$	-
Jail Board Bills	\$	-	\$	-	\$	-
Commissions on Ad Valorem Taxes	\$	-	\$	-	\$	-
Revenue From Use of Assets	\$	27,315	\$	96,243	\$	90,100
Sales, Refunds and Miscellaneous	\$	28,822,779	\$	39,834,529	\$	40,931,084
Other Sources and Uses	\$	383,283	\$	389,305	\$	273,419
<b>Subtotal</b>	<b>\$</b>	<b>29,233,377</b>	<b>\$</b>	<b>40,320,077</b>	<b>\$</b>	<b>41,294,603</b>
Proceeds from General Debt	\$	-	\$	-	\$	-
Notes Receivable	\$	-	\$	-	\$	-
Interfund Transfers	\$	11,996,985	\$	2,500,000	\$	2,500,000
<b>Total Revenues</b>	<b>\$</b>	<b>41,230,362</b>	<b>\$</b>	<b>42,820,077</b>	<b>\$</b>	<b>43,794,603</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$</b>	<b>48,076,803</b>	<b>\$</b>	<b>55,923,691</b>	<b>\$</b>	<b>59,731,325</b>

<b>APPROPRIATIONS</b>
-----------------------

General Government	\$	33,333,719	\$	37,090,543	\$	39,711,971
Judicial	\$	242,532	\$	-	\$	-
Public Safety	\$	633,260	\$	-	\$	-
Education and Recreation	\$	17,330	\$	-	\$	-
Capital Projects	\$	-	\$	-	\$	-
Highways	\$	390,155	\$	-	\$	-
Health and Public Welfare	\$	11,171	\$	-	\$	-
Intergovernmental Expenditures	\$	-	\$	-	\$	-
Capital Expenditures	\$	318,476	\$	369,880	\$	500,000
Contingencies	\$	-	\$	-	\$	-
Debt Service	\$	-	\$	-	\$	-
<b>Subtotal</b>	<b>\$</b>	<b>34,946,643</b>	<b>\$</b>	<b>37,460,423</b>	<b>\$</b>	<b>40,211,971</b>
Interfund Transfers	\$	26,546	\$	2,526,546	\$	2,526,546
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$</b>	<b>34,973,189</b>	<b>\$</b>	<b>39,986,969</b>	<b>\$</b>	<b>42,738,517</b>
<b>Appropriated Fund Balance</b>	<b>\$</b>	<b>13,103,614</b>	<b>\$</b>	<b>15,936,722</b>	<b>\$</b>	<b>16,992,807</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$</b>	<b>48,076,803</b>	<b>\$</b>	<b>55,923,691</b>	<b>\$</b>	<b>59,731,325</b>

**Bexar County, Texas**  
**Consolidated Fund Balance Summary**  
**Fiscal Year Ending September 30, 2009**

Community Arena Venue Project Fund		
FY 2007-08 Actual	FY 2008-09 Estimate	FY 2009-10 Proposed

<b>AVAILABLE FUNDS</b>
------------------------

**Beginning Balance, October 1, 2008**

Undesignated Funds	\$	-	\$	25,398,808	\$	15,608,451
Designated for Encumbrances	\$	-	\$	-	\$	-
Designated for Debt Service	\$	-	\$	-	\$	-
<b>Total Beginning Balance</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>25,398,808</b>	<b>\$</b>	<b>15,608,451</b>

**Revenue**

Ad Valorem Taxes	\$	-	\$	-	\$	-
Other Taxes, Licenses and Permits	\$	22,065,489	\$	19,727,451	\$	18,759,400
Intergovernmental Revenue	\$	-	\$	-	\$	-
Court Costs and Fines	\$	-	\$	-	\$	-
Fees on Motor Vehicles	\$	-	\$	-	\$	-
Other Fees	\$	-	\$	-	\$	-
Jail Board Bills	\$	-	\$	-	\$	-
Commissions on Ad Valorem Taxes	\$	-	\$	-	\$	-
Revenue From Use of Assets	\$	2,458,907	\$	330,167	\$	300,000
Sales, Refunds and Miscellaneous	\$	-	\$	-	\$	-
Other Sources and Uses	\$	-	\$	-	\$	-
<b>Subtotal</b>	<b>\$</b>	<b>24,524,396</b>	<b>\$</b>	<b>20,057,618</b>	<b>\$</b>	<b>19,059,400</b>
Proceeds from General Debt	\$	10,998,204	\$	-	\$	279,001,796
Notes Receivable	\$	-	\$	-	\$	-
Interfund Transfers	\$	-	\$	-	\$	-
<b>Total Revenues</b>	<b>\$</b>	<b>35,522,600</b>	<b>\$</b>	<b>20,057,618</b>	<b>\$</b>	<b>298,061,196</b>

<b>TOTAL AVAILABLE FUNDS</b>	<b>\$</b>	<b>35,522,600</b>	<b>\$</b>	<b>45,456,426</b>	<b>\$</b>	<b>313,669,646</b>
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<b>APPROPRIATIONS</b>
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General Government	\$	106,013	\$	1,308,485	\$	1,300,210
Judicial	\$	-	\$	-	\$	-
Public Safety	\$	-	\$	-	\$	-
Education and Recreation	\$	-	\$	-	\$	-
Capital Projects	\$	-	\$	-	\$	-
Highways	\$	-	\$	-	\$	-
Health and Public Welfare	\$	-	\$	-	\$	-
Intergovernmental Expenditures	\$	-	\$	-	\$	-
Capital Expenditures	\$	-	\$	20,161,894	\$	300,328,696
Contingencies	\$	-	\$	-	\$	-
Debt Service	\$	10,017,780	\$	8,377,596	\$	12,040,740
<b>Subtotal</b>	<b>\$</b>	<b>10,123,793</b>	<b>\$</b>	<b>29,847,975</b>	<b>\$</b>	<b>313,669,646</b>
Interfund Transfers	\$	-	\$	-	\$	-

<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$</b>	<b>10,123,793</b>	<b>\$</b>	<b>29,847,975</b>	<b>\$</b>	<b>313,669,646</b>
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<b>Appropriated Fund Balance</b>	<b>\$</b>	<b>25,398,808</b>	<b>\$</b>	<b>15,608,451</b>	<b>\$</b>	<b>(0)</b>
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<b>TOTAL APPROPRIATIONS</b>	<b>\$</b>	<b>35,522,600</b>	<b>\$</b>	<b>45,456,426</b>	<b>\$</b>	<b>313,669,646</b>
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