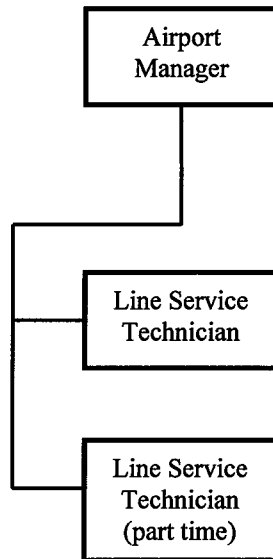


*ENTERPRISE  
FUNDS*

## AIRPORT OPERATIONS



**City of New Braunfels  
 Airport Fund  
 Fiscal Year Ending September 30, 2008**

**Fund: 501**

<b>Available Funds</b>	<b>FY 2005-06 Actual</b>	<b>FY 2006-07 Estimate</b>	<b>FY 2007-08 Budget</b>
<b>Beginning Balance</b>			
Undesignated Funds	\$ 10,499	\$ 63,913	\$ 88,278
Total Beginning Balance	\$ 10,499	\$ 63,913	\$ 88,278
<b>Revenue</b>			
Charges for Services	\$ 917,732	\$ 743,429	\$ 745,000
Interest Income	2,910	3,297	3,500
Intergovernmental Revenue	76,910	30,000	50,000
Interfund Transfer	0	0	0
Total Revenue	\$997,552	\$ 776,726	\$ 798,500
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 1,008,051</b>	<b>\$ 840,639</b>	<b>\$ 886,778</b>
<b>APPROPRIATIONS</b>			
Employee Expenses	\$ 191,035	\$ 183,874	\$ 192,490
Operation Expenses	774,067	439,195	470,075
Capital Expenses	0	44,697	10,000
Debt Service	9,036	66,338	0
Interfund Transfer	0	18,257	197,522
Contingencies	0	0	5,879
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$ 944,138</b>	<b>\$ 752,361</b>	<b>\$ 875,966</b>
Appropriated Fund Balance	\$ 63,913	\$ 88,278	\$ 10,812
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,008,051</b>	<b>\$ 840,639</b>	<b>\$ 886,778</b>

# **AIRPORT FUND**

**Airport Fund: 501**  
**Department Code: 0201**

## ***Mission:***

To plan, direct and provide high quality transportation services for the local region in a safe, secure and efficient manner.

## ***Vision:***

To provide an innovative regional transportation center that promotes and enhances economic development in a far-reaching and positive manner.

## ***Goals/Objectives:***

1. Efficiently maintain airport operating surfaces and airway facilities to the highest standards of quality.
2. Attract and nurture high quality aviation service businesses as tenants.
3. Plan and develop airport infrastructure ahead of needs and demands.
4. Advertise and promote the airport to attract new and diverse businesses to the community.
5. Provide customer service that makes “above and beyond” the norm.

## ***Department Description:***

New Braunfels Municipal Airport provides a safe and efficient transportation portal for New Braunfels and the surrounding area into the national airspace system. The airport and its business tenants provide hangar space, aircraft maintenance, fuel, flight instruction, aircraft sales, charter services, airborne ambulance service, dining facilities, meeting and conference rooms, technical education opportunities as well as an annual air show. Airport administrative responsibilities include lease and property management, Federal Aviation Administration regulation compliance, planning and development of airport infrastructure projects, coordination with local, state and federal entities, oversight of security and safety concerns as well as promotion of economic development within the community.

The Airport Fund is one of the City’s three enterprise funds. The Airport is currently a self-supporting operation where revenues meet or exceed the annual operating expenses.

## ***Performance Measures:***

	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
Airport Revenue	\$997,552	\$776,726	\$798,500
Flight Operations – Traffic Activity	30,000	64,000	80,000
Based Aircraft Count	149	152	165
Aircraft Accidents	2	1	0

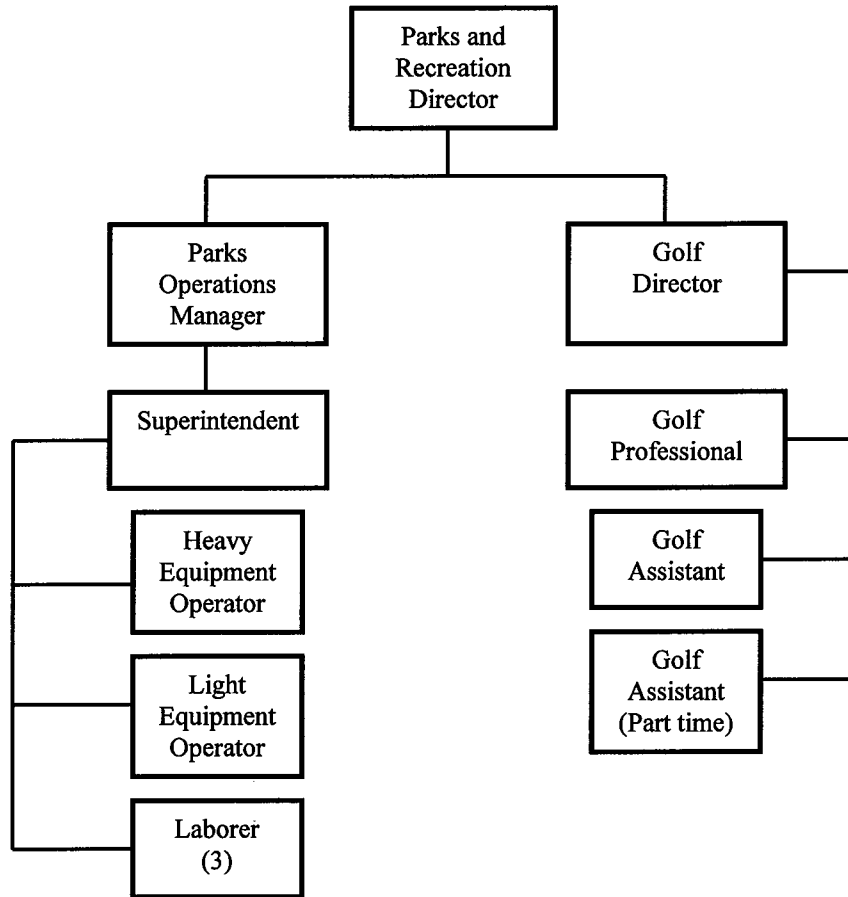
***Appropriations:***

	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
Employee Expenses	\$191,035	\$183,874	\$192,490
Operations Expenses	744,067	439,195	470,075
Capital Expenses	0	44,697	10,000
Debt Service	9,036	66,338	0
Interfund Transfers	0	18,257	197,522
Contingencies	0	0	5,879
<b><i>Total Appropriations</i></b>	<b>\$944,138</b>	<b>\$752,361</b>	<b>\$875,966</b>

***Authorized Positions:***

	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
Airport Manager	1	1	1
Line Service Technician	2	2	2
Line Service Technician (Part time)	<u>.5</u>	<u>.5</u>	<u>.5</u>
<b><i>Total Authorized Positions</i></b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>

# GOLF FUND



**City of New Braunfels  
Golf Fund  
Fiscal Year Ending September 30, 2008**

**Fund: 531**

<b>Available Funds</b>	<b>FY 2005-06 Actual</b>	<b>FY 2006-07 Estimate</b>	<b>FY 2007-08 Budget</b>
<b>Beginning Balance</b>			
Undesignated Funds	\$ 260,399	\$ 294,389	\$ 350,163
Total Beginning Balance	\$ 260,399	\$ 294,389	\$ 350,163
<b>Revenue</b>			
Charges for Services	\$ 898,586	\$ 876,301	\$ 899,000
Interest Income	11,172	12,585	12,000
Miscellaneous	10,959	12,800	13,000
Total Revenue	\$ 920,717	\$ 901,686	\$ 924,000
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 1,181,116</b>	<b>\$ 1,196,075</b>	<b>\$ 1,274,163</b>
<b>APPROPRIATIONS</b>			
Employee Expenses	\$ 529,264	\$ 507,431	\$ 531,563
Operation Expenses	302,452	169,081	209,050
Capital Expenses	0	35,400	173,000
Debt Service	20,434	99,500	64,504
Interfund Transfer	34,577	34,500	52,750
Contingencies	0	0	15,749
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$ 886,727</b>	<b>\$ 845,912</b>	<b>\$ 1,046,616</b>
Appropriated Fund Balance	\$ 294,389	\$ 350,163	\$ 227,547
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,181,116</b>	<b>\$ 1,196,075</b>	<b>\$ 1,274,163</b>

# **GOLF FUND**

**Golf Fund: 531**  
**Department Code: 6401**

## ***Mission:***

Our mission is to afford diverse parks and recreation opportunities and access for all residents and visitors through innovative programs and facilities, open space preservation, and economic enhancement.

## ***Vision:***

Our vision is to enhance the well being of our community through laughter, play, conservation and discovery.

## ***Goals/Objectives:***

1. Provide unsurpassed customer service.
2. Create a memorable golf experience
3. Provide a high quality golf facility.
4. Remain financially self-sufficient.

## ***Department Description:***

The Golf Division of the Parks and Recreation Department is responsible for maintaining, preserving, and operating the Landa Park Municipal Golf Course. This includes 120 acres of landscaped area along with a pro shop, grill, and clubhouse. The purpose of the Golf Division is to create a memorable golf experience for residents and visitors of New Braunfels by delivering superior course conditions and unsurpassed customer service while remaining financially self-sufficient. Golf Division staff provide golf lessons, manage the course, maintain greens, fairways, traps and all other areas of the course to facilitate year-round golf play.

The Golf Fund is one of the City's three enterprise funds. Golf is currently a self-supporting operation where revenues meet or exceed the annual operating expenses.

## ***Performance Measures:***

	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
Golf Course Rounds Played	40,062	42,000	48,300
Customer Satisfaction Rating (Scale 1 – 5)	3.96	4.0	4.4
Number of Junior Classes Offered	6	10	12



***Appropriations:***

	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
Employee Expenses	\$529,264	\$507,431	\$531,563
Operations Expenses	302,452	169,081	209,050
Capital Expenses	0	35,400	173,000
Debt Service	20,434	99,500	64,504
Interfund Transfers	34,577	34,500	52,750
Contingencies	0	0	15,749
<b><i>Total Appropriations</i></b>	<b>\$886,727</b>	<b>\$845,912</b>	<b>\$1,046,616</b>

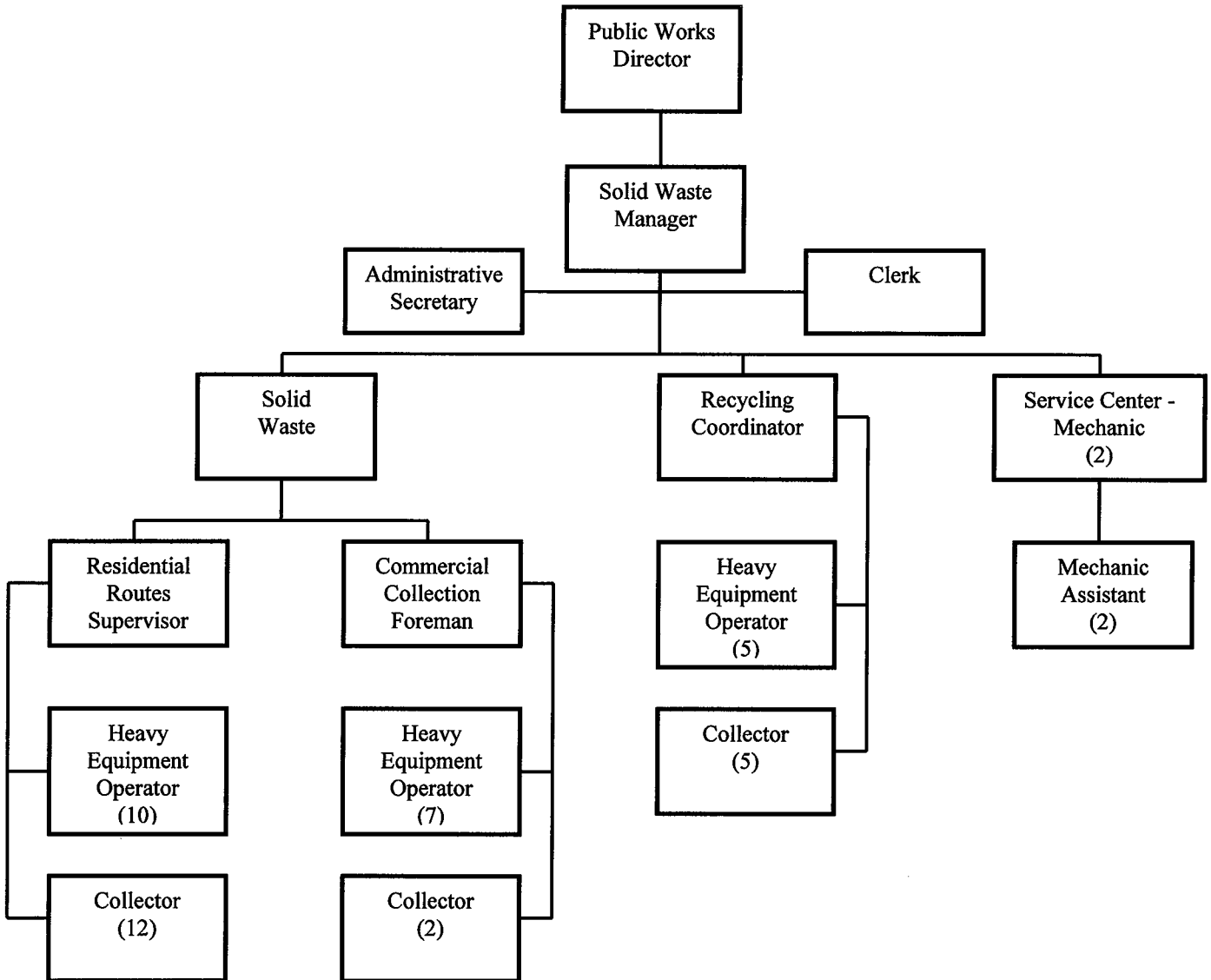
***Program Justification and Fiscal Analysis:***

The Landa Park Municipal Golf Course provides a place where residents and visitors can enjoy an affordable round of golf. The fees were last changed on October 2005. Staff proposes a modest increase in greens fees (including annual fees) of five percent effective October 1, 2007 to maintain the fund's current sound financial position as well as to begin to provide funding for needed improvements at the course. The projected increase in revenue totals \$26,000 annually.

***Authorized Positions:***

	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
Golf Assistant	1	1	1
Golf Assistant (Part time)	.5	.5	.5
Golf Director	1	1	1
Golf Professional	1	1	1
Golf/Park Manager	.5	.5	.5
Heavy Equipment Operator	1	1	1
Laborer	3	3	3
Light Equipment Operator	1	1	1
Superintendent	<u>1</u>	<u>1</u>	<u>1</u>
<b><i>Total Authorized Positions</i></b>	<b>10</b>	<b>10</b>	<b>10</b>

# PUBLIC WORKS – SANITATION FUND



**City of New Braunfels  
Sanitation, Recycling and Service Center Fund  
Fiscal Year Ending September 30, 2008**

**Fund: 521**

<b>Available Funds</b>	<b>FY 2005-06 Actual</b>	<b>FY 2006-07 Estimate</b>	<b>FY 2007-08 Budget</b>
<b>Beginning Balance</b>			
Undesignated Funds	\$ 3,891,867	\$ 3,520,853	\$ 2,899,494
Reserve Funds			
Reserve for Projects			
Designated for Encumbrances			
Total Beginning Balance	\$ 3,891,867	\$ 3,520,853	\$ 2,899,494
<b>Revenue</b>			
Charges for Services	\$ 5,345,261	\$ 5,138,844	\$ 5,388,100
Interest Income	158,377	161,631	165,000
Miscellaneous	5,835	38,253	5,000
Interfund Transfers	552	0	0
Total Revenue	5,510,025	5,338,729	5,558,100
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 9,401,892</b>	<b>\$ 8,859,582</b>	<b>\$ 8,457,594</b>
<b>APPROPRIATIONS</b>			
Public Works			
Employee Expenses	\$ 2,538,999	\$ 2,617,082	\$ 2,592,980
Operation Expenses	1,332,725	1,826,939	2,165,080
Capital Expenses	1,397,540	1,296,067	905,000
Interfund Transfers	611,775	220,000	755,104
Contingencies	0	0	54,585
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$ 5,881,039</b>	<b>\$ 5,960,088</b>	<b>\$ 6,472,749</b>
Appropriated Fund Balance	\$ 3,520,853	\$ 2,899,494	\$ 1,984,844
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 9,401,892</b>	<b>\$ 8,859,582</b>	<b>\$ 8,457,594</b>

# ***SANITATION FUND***

**Sanitation Fund: 521  
Department Codes: 5601, 5602, 5603, 5802**

## ***Mission:***

To be an independent, innovative, responsive organization that aggressively provides comprehensive, cost-effective solid waste management in an environmentally sound manner, incorporating state-of-the-art methods and technology, and educating the public on responsible waste management.

## ***Vision:***

The City of New Braunfels Solid Waste Division is supported by an experienced team of employees, integrating their diverse skills to manage our community's solid waste system in an efficient, safe, environmentally sound and cost-effective manner.

## ***Goals/Objectives:***

1. Expand residential programs to meet growing population demands.
2. Maintain a high level of residential customer satisfaction.
3. Reduce litter and other nuisances associated with collection.
4. Provide levels of service that will meet health, regulatory and political requirements.
5. Raise public awareness of the City's Municipal Code requirements relating to solid waste issues.
6. Provide these services for the lowest possible cost.

## ***Department Description:***

The Solid Waste Division of the Public Works Department now consists of four divisions: residential garbage collection, recycling, commercial business service and the service center. The commercial business service division, prior to FY 2006-07, was part of the Collection Division. Each division assists in ensuring the public health and safety of the community by providing twice-a-week collection of residential garbage, once-a-week curbside recycling collection and daily business garbage collection. Residential collection will be accomplished with automated vehicles, making more efficient use of personnel and equipment. The Solid Waste Division began a program in FY 2004-05 to convert all of the rear load residential garbage collection trucks to automated collection vehicles. By early in FY 2007-08, all nine residential routes will be served by automated vehicles and containers. This investment provides residents garbage collection services more economically and creates a safer working environment for employees. Each crew collects an average of 30-35 tons per week in a regular work week.

Recycling operates three, two-man crews and collects an average of 17 tons per week. Commercial collection is accomplished with four, front load vehicles and averages 80-100 tons of garbage collected per week.

The Sanitation Fund is one of the City's three enterprise funds. Sanitation is currently a self-supporting operation where revenues exceed the annual operating expenses.

Through the provision of timely, consistent, high quality service at a reasonable cost, the appearance and quality of life in the community is enhanced, contributing to the creation and maintenance of a healthy, aesthetically pleasing environment, which will aid in the attraction and expansion of business.

***Performance Measures:***

	<b><u>FY 2005-06</u></b>	<b><u>FY 2006-07</u></b>	<b><u>FY 2007-08</u></b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
<i>Sanitation – Residential:</i>			
Solid Waste Diverted From Landfills	N/A	N/A	13%
<i>Sanitation – Commercial:</i>			
New Commercial Accounts	N/A	N/A	75
<i>Recycling:</i>			
Customer Education and Special Events	N/A	N/A	25
<i>Service Center:</i>			
Collections That Meets Established Schedules	N/A	N/A	93%
Vehicle Downtime	N/A	N/A	5%

***Appropriations:***

	<b><u>FY 2005-06</u></b>	<b><u>FY 2006-07</u></b>	<b><u>FY 2007-08</u></b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
Employee Expenses	\$2,538,999	\$2,617,082	\$2,648,761
Operations Expenses	1,332,725	1,826,939	2,140,080
Capital Expenses	1,397,540	1,296,067	735,000
Interfund Transfers	611,775	220,000	755,104
Contingencies	0	0	54,585
Program Changes			139,219
<b><i>Total Appropriations</i></b>	<b><i>\$5,881,039</i></b>	<b><i>\$5,960,088</i></b>	<b><i>\$6,472,749</i></b>

***Program Justification and Fiscal Analysis:***

The FY2007-08 budget contains a program change to realign nine refuse collector positions. This realignment saves \$55,781 annually in recurring salary costs and occurs as a result of the conversion to automated collection vehicles. Concurrent with route automation, City staff were assured that route automation would not result in the loss of filled positions. Two of these nine positions were eliminated through normal attrition. The remaining seven positions support an additional driver for commercial collection, two additional drivers for residential collection, three collectors (whose duties will focus on graffiti abatement) and one department clerk. The driver positions are needed to man additional routes generated by the City's growth. The graffiti abatement team will address an identified need to counter occurrences of graffiti on City dumpsters, buildings, overpasses, bridges and public parks. This team will also clear debris from road right-of-ways that experience heavy debris accumulation during the summer months. The net impact on positions is the elimination of two collector positions, the authorization of four

positions (three drivers and a clerk) and three collectors that will have their duties refocused to counter litter and graffiti instead of route waste collection.

A program change to support an automated program for Recycling is also included in the FY 2007-08 Budget at a total cost of \$195,000. This is a one time cost that will support the purchase of an automated collection vehicle for \$175,000 that will have a larger carrying capacity than the existing vehicle. This larger capacity will reduce the number of trips to the recycling center, reducing wear and tear on vehicles and saving fuel. Roll-off containers to support this vehicle cost \$25,000 and will not need to be emptied as frequently as the current configuration. This further reduces the number of trips to the San Antonio recycling center.

In FY 2006-07, the City initiated two programs to enhance services along the rivers. A contractor was engaged to pick up litter along and in the river. In addition, an anti-litter campaign was begun to promote awareness among residents and tourists of ways to “Keep New Braunfels Clean.” Both these programs were initially funded in the City’s General Fund. However, both relate to solid waste and recycling and are, therefore, appropriate to be funded through the City’s Sanitation Fund. Therefore, the FY 2007-08 Budget for this fund includes \$100,000 for the river litter contract and \$35,000 for continuing the anti-litter campaign as well as establishing a new recycling program along the river. Funds will be used to purchase supplies to implement recycling at the Last Tubers Exit and Cypress Bend Park. It also includes the reprint of hotel table tents, dumpster decals and New Braunfels Utilities (NBU) mailers.

***Authorized Positions:***

	<b><u>FY 2004-05</u></b>	<b><u>FY 2005-06</u></b>	<b><u>FY 2006-07</u></b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
<b><i><u>Residential Collection:</u></i></b>			
Collector	20	18	12
Foreman	1	0	0
Heavy Equipment Operator	14	8	10
Solid Waste Manager	1	1	1
Supervisor	<u>1</u>	<u>1</u>	<u>1</u>
Subtotal – Residential Collection	37	28	24
<b><i><u>Commercial Collection:</u></i></b>			
Collector	0	2	2
Foreman	0	1	1
Heavy Equipment Operator	<u>0</u>	<u>6</u>	<u>7</u>
Subtotal – Commercial Collection:	0	9	10
<b><i><u>Recycling:</u></i></b>			
Collector	5	5	5
Heavy Equipment Operator	5	5	5
Recycling Coordinator	<u>1</u>	<u>1</u>	<u>1</u>
Subtotal - Recycling	11	11	11
<b><i><u>Service Center:</u></i></b>			

Administrative Secretary	1	1	1
Clerk	0	0	1
Mechanic	2	2	2
Mechanic Assistant	<u>2</u>	<u>2</u>	<u>2</u>
Subtotal – Service Center	4	5	6
 <b><i>Total Authorized Positions</i></b>	 <b>53</b>	 <b>53</b>	 <b>51</b>