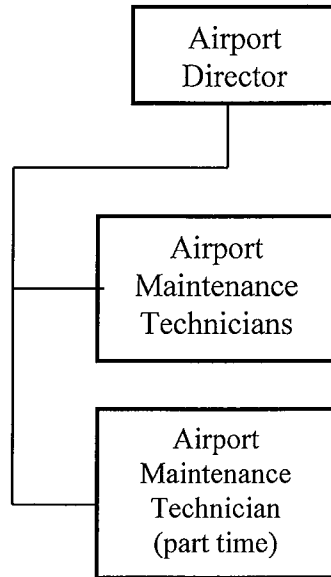


*ENTERPRISE
FUNDS*

AIRPORT OPERATIONS



City of New Braunfels
 Airport Fund
 Fiscal Year Ending September 30, 2009

Fund: 501

Available Funds	FY 2006-07 Actual	FY 2007-08 Estimate	FY 2008-09 Budget
Beginning Balance			
Undesignated Funds	\$ 35,320	\$ 5,701	\$ 32,808
Total Beginning Balance	\$ 35,320	\$ 5,701	\$ 32,808
Revenue			
Charges for Services	\$ 841,486	\$ 976,159	\$ 864,050
Interest Income	2,377	1,053	2,000
Intergovernmental Revenue	9,257	50,000	30,000
Interfund Transfer	0	70,000	30,000
Total Revenue	\$ 853,120	\$ 1,097,212	\$ 926,050
TOTAL AVAILABLE FUNDS	\$ 888,440	\$ 1,102,912	\$ 958,858
APPROPRIATIONS			
Employee Expenses	\$ 197,998	\$ 202,335	\$ 216,968
Operation Expenses	576,688	867,770	653,147
Capital Expenses	29,977	0	10,000
Debt Service	59,820	0	0
Interfund Transfer	18,257	0	0
Contingencies	0	0	10,040
TOTAL OPERATING APPROPRIATIONS	\$ 882,739	\$ 1,070,105	\$ 890,115
Appropriated Fund Balance	\$ 5,701	\$ 32,808	\$ 68,703
TOTAL APPROPRIATIONS	\$ 888,440	\$ 1,102,912	\$ 958,858

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 support facilities to the highest standards of quality.
2. Develop a strategic plan for the airport.
3. Attract and retain high quality aviation service businesses as tenants.
4. Plan and develop airport infrastructure ahead of needs and demands.
5. Advertise and promote the airport to attract new and diverse businesses to the community.
6. Provide customer service that makes “above and beyond” the norm.

Department Description:

The 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 four enterprise funds.

Performance Measures:

	FY 2006-07	FY 2007-08	FY 2008-09
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Flight operations – traffic activity	64,000	80,000	80,000
Based aircraft counts	152	165	165
Aircraft accidents	1	0	0

Appropriations:

	FY 2006-07	FY 2007-08	FY 2008-09
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenses	\$197,998	\$202,335	\$216,968
Operations Expenses	576,688	867,770	653,147
Capital Expenses	29,977	0	10,000
Debt Service	59,820	0	0
Interfund Transfers	18,257	0	0
Contingencies	0		10,040
<i>Total Appropriations</i>	\$882,739	\$1,070,105	\$890,155

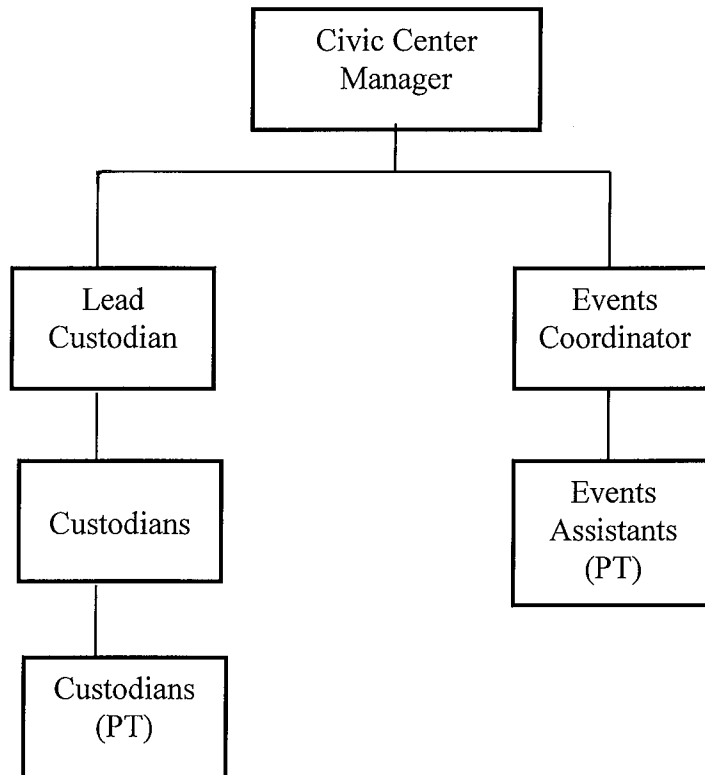
Program Justification and Analysis:

In the past, the Airport Fund has been self-supporting. However, in FY 2007-08, a major tenant went bankrupt, causing a significant loss of revenue as well as additional operating expenses at the Airport. This explains the higher expenditures in FY 2007-08 as the City paid for air traffic controllers (formerly paid by the tenant) for nine months. The City is actively seeking a new tenant for the facilities. It is anticipated that the higher revenue and reduced expenditures from the new tenant will begin several months into FY 2008-09. The FY 2008-09 Budget funds the air traffic controllers for three months with the expectation that a new tenant will take over that expense at that time. In addition, a \$30,000 transfer into this fund from the General Fund is included in the FY 2008-09 Budget to keep the Airport Fund solvent.

Authorized Positions:

	FY 2006-07	FY 2007-08	FY 2008-09
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Airport Director	1	1	1
Airport Maintenance Technician	2	2	2
Airport Maintenance Technician – Part time	<u>.5</u>	<u>.5</u>	<u>.5</u>
<i>Total Authorized Positions</i>	3.5	3.5	3.5

CIVIC CENTER FUND



City of New Braunfels
 Civic Center Fund
 Fiscal Year Ending September 30, 2009

Fund: 541

Available Funds	FY 2006-07 Actual	FY 2007-08 Estimate	FY 2008-09 Budget
Beginning Balance			
Undesignated Funds	\$ 0	\$ 0	\$ 0
Total Beginning Balance	\$ 0	\$ 0	\$ 0
Revenue			
Charges for Services	\$ 0	\$ 0	\$ 320,000
Interest Income	0	0	4,800
Interfund Transfers - Hotel Motel Tax	0	0	254,308
Interfund Transfers - General Fund	0	0	100,000
Total Revenue	\$ 0	\$ 0	\$ 679,108
TOTAL AVAILABLE FUNDS	\$ 0	\$ 0	\$ 679,108
APPROPRIATIONS			
Employee Expenses	\$ 0	\$ 0	\$ 356,553
Operation Expenses	0	0	302,020
TOTAL OPERATING APPROPRIATIONS	\$ 0	\$ 0	\$ 658,573
Appropriated Fund Balance	\$ 0	\$ 0	\$ 20,535
TOTAL APPROPRIATIONS	\$ 0	\$ 0	\$ 679,108

CIVIC CENTER FUND

Fund: 541
Department Codes: 7501

Mission:

To provide a safe, beneficial and enjoyable facility for special events for citizens, tourists and visitors to New Braunfels.

Vision:

To be the facility of choice for private and public organizations to gather to promote education, arts and business activities throughout the year.

Goals/Objectives:

1. Promote, train and retain a highly competent, professional staff dedicated to serving the needs of the facility.
2. Enhance customer services through improved information access, friendly service and prompt, professional responses.
3. Promote new and repeat business by building good relationships with current and future clients, presence at community events, and developing a strong partnership with the Chamber of Commerce.

Department Description:

The City of New Braunfels Civic/Convention Center is a vibrant center of mixed activities and performances. The Civic/Convention Center renovation and expansion was completed in FY 2007-08. The new facility contains an auditorium, banquet room and several meeting rooms. The main auditorium contains a stage, stage lighting, and independent sound system. The facility is ADA compliant for those with special needs. The Civic/Convention Center is now under the direction of the Civic Center Manager and Assistant City Manager.

Through FY 2007-08, the City's Civic Center operation was budgeted in the General Fund under Public Works since that department had responsibility for supporting and maintaining that facility. With the completion of the expansion and renovation, the Civic Center moved to become its own department. In recognition of the expanded use of that facility, the FY 2008-09 Budget creates an enterprise fund for this activity. The Civic Center is one of the City's four enterprise funds.

Performance Measures:

	FY 2006-07	FY 2007-08	FY 2008-09
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Facility square footage maintained	12,000	60,000	60,000

Appropriations:

	FY 2006-07	FY 2007-08	FY 2008-09
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenses	\$0	\$0	\$356,553
Operations Expenses	0	0	302,020
<i>Total Appropriations</i>	<i>\$0</i>	<i>\$0</i>	<i>\$658,573</i>

Program Justification and Analysis:

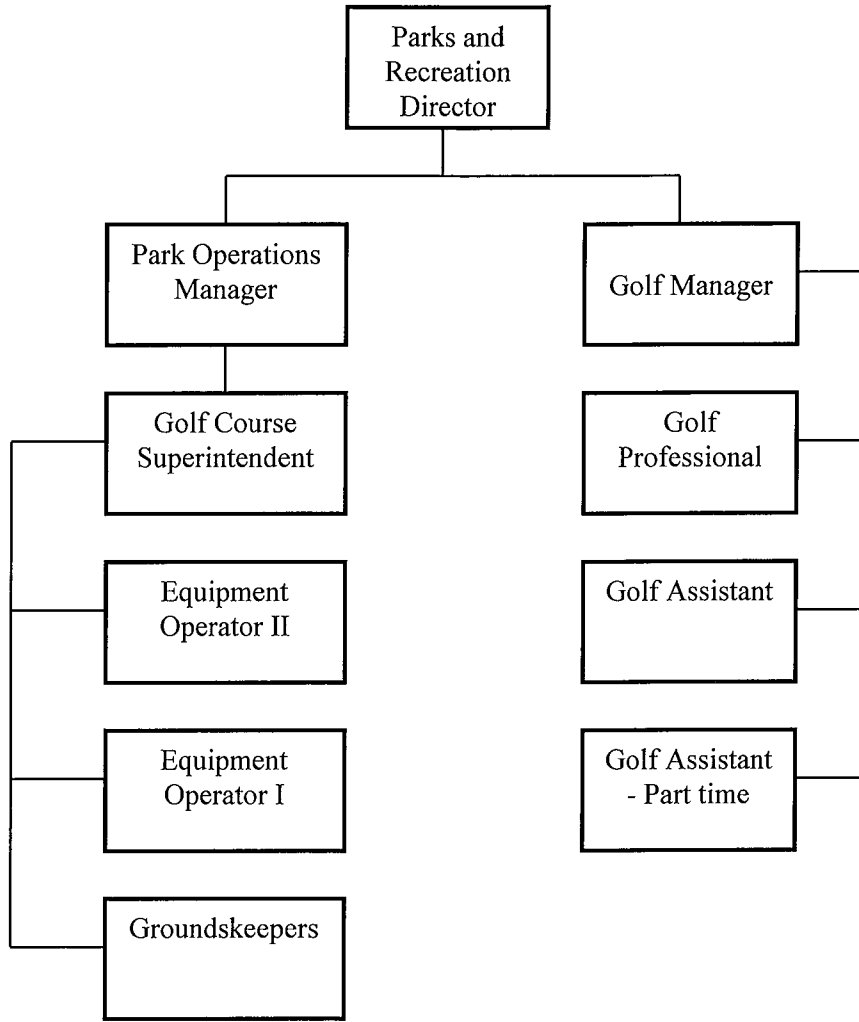
The Civic Center Fund is created in FY 2008-09 to account for the full costs associated with operating the expanded Civic/Convention Center facility. The budget for this function is increased considerably from the FY 2007-08 estimates to account for full year funding of all costs associated with this facility. Personnel expenses (to account for full year funding of positions authorized during FY 2007-08 as well as the costs for the four new part time positions added with the FY 2008-09 Budget), utility expenses, supplies and services related expenditures all increase to support the increased activity at the facility.

The FY 2008-09 Budget adds four part time personnel for the Civic Center. The additional staff will provide sufficient staff support to maintain a high level of customer service and satisfaction for users of that facility. Two part time Custodian positions (30 hours per week maximum) are authorized and funded (\$38,376 total annual cost for both positions' salary and benefits) to assist with set up and break down before and after facility events. In addition, two part time Events Assistant positions (20 hours per week maximum) are authorized and funded to provide customer service and support to users of the facility prior to and during events (\$30,701 total annual cost for both positions' salary and benefits).

Authorized Positions:

	FY 2006-07	FY 2007-08	FY 2008-09
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<i>Civic Center:</i>			
Civic Center Manager	0	0	1
Custodian	0	0	3
Custodian – Part time	0	0	1
Events Coordinator	0	0	1
Events Assistant – Part time	0	0	1
Lead Custodian	<u>0</u>	<u>0</u>	<u>1</u>
<i>Total Authorized Positions</i>	<i>0</i>	<i>0</i>	<i>8</i>

GOLF FUND



City of New Braunfels
 Golf Fund
 Fiscal Year Ending September 30, 2009

Fund: 531

Available Funds	FY 2006-07 Actual	FY 2007-08 Estimate	FY 2008-09 Budget
Beginning Balance			
Undesignated Funds	\$ 236,810	\$ 232,157	\$ 183,857
Total Beginning Balance	\$ 236,810	\$ 232,157	\$ 183,857
Revenue			
Charges for Services	\$ 877,640	\$ 982,400	\$ 1,022,000
Interest Income	12,587	5,500	6,000
Miscellaneous	12,764	11,700	6,000
Total Revenue	\$ 902,990	\$ 999,600	\$ 1,034,000
TOTAL AVAILABLE FUNDS	\$ 1,139,800	\$ 1,231,757	\$ 1,217,857
APPROPRIATIONS			
Employee Expenses	\$ 544,138	\$ 528,962	\$ 571,597
Operation Expenses	250,594	237,150	238,012
Capital Expenses	34,500	164,038	0
Debt Service	43,911	65,000	58,700
Interfund Transfer	34,500	52,750	33,834
Contingencies	0	0	25,400
TOTAL OPERATING APPROPRIATIONS	\$ 907,643	\$ 1,047,900	\$ 927,543
Appropriated Fund Balance	\$ 232,157	\$ 183,857	\$ 290,314
TOTAL APPROPRIATIONS	\$ 1,139,800	\$ 1,231,757	\$ 1,217,857

GOLF FUND

Golf Fund: 531
Department Code: 6401

Mission:

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:

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 areas along with a pro shop, grill, and clubhouse. Golf Division staff provide golf lessons, manage the course, and 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 four enterprise funds. Golf is currently a self-supporting operation where revenues meet or exceed the annual operating expenses.

Performance Measures:

	FY 2006-07	FY 2007-08	FY 2008-09
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Golf course rounds played	42,000	48,300	48,300
Customer satisfaction rating (Scale 1 – 5)	4.0	4.4	4.4
Number of junior classes offered	10	12	12

Appropriations:

	FY 2006-07	FY 2007-08	FY 2008-09
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenses	\$544,138	\$528,962	\$571,097
Operations Expenses	250,594	237,150	238,512
Capital Expenses	34,500	164,038	0
Debt Service	43,911	65,000	58,700
Interfund Transfers	34,500	52,750	33,834
Contingencies	0	0	25,400
<i>Total Appropriations</i>	<i>\$907,643</i>	<i>\$1,047,900</i>	<i>\$927,543</i>

Program Justification and Fiscal Analysis:

As stated above, the Golf Fund is currently self supporting including payment of debt service for golf course improvements completed in 1996. That debt will be retired in 2011. The FY 2008-09 Budget for the Golf Fund reflects a decrease of \$120,347 or 11.5 percent in comparison to the FY 2007-08 estimate. This is due entirely to one-time capital expenditures that occurred in FY 2007-08 to replace equipment used at the golf course as well as reduced debt service expenditures (this includes a reduction in the interfund transfer to the General Fund for a loan made to the Golf Fund for facilities improvements). This reduction is partially offset by increased employee expenses due to new positions authorized in the FY 2008-09 Budget (described below).

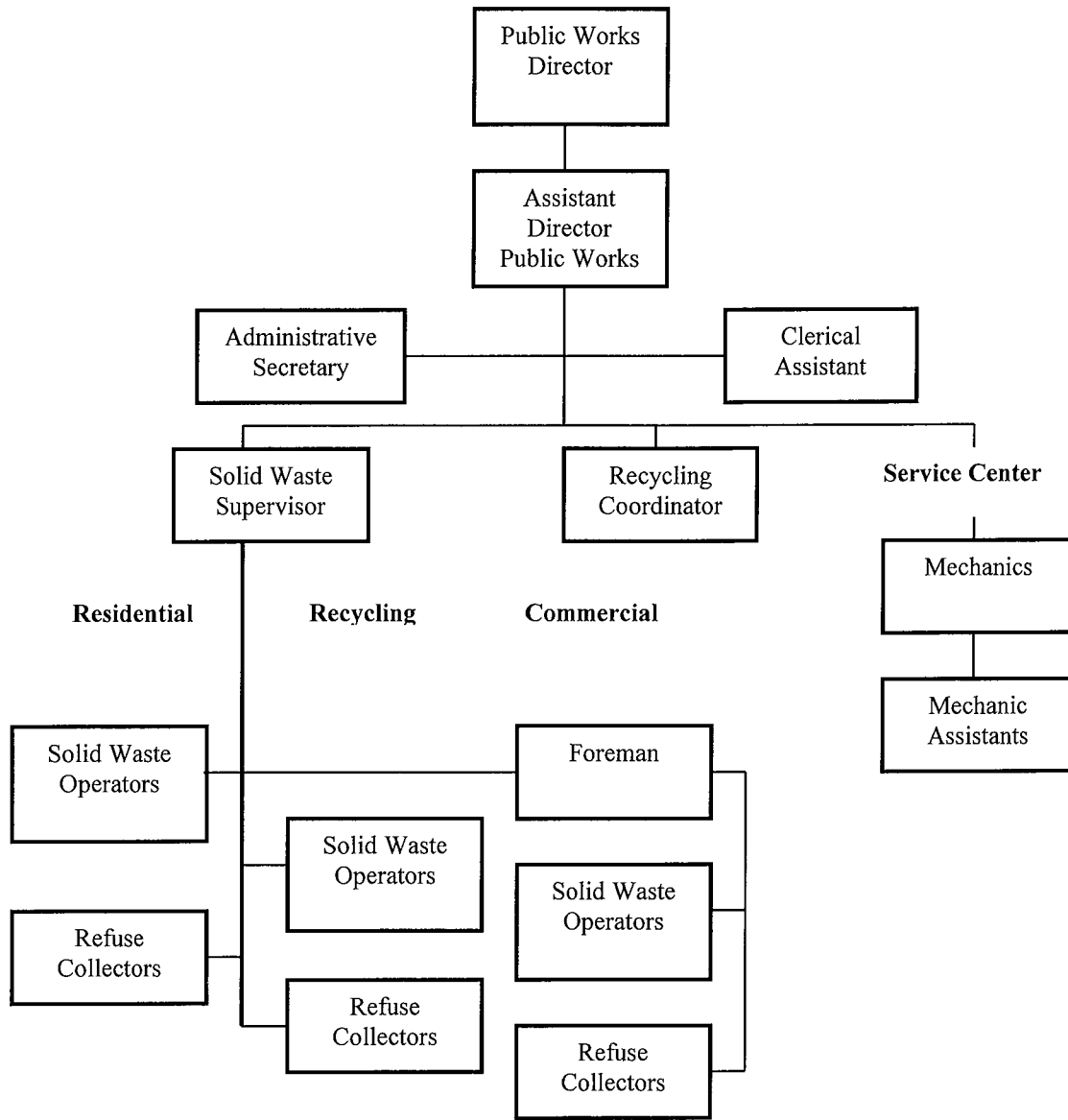
The FY 2008-09 Budget includes two new seasonal Groundskeeper positions that are authorized and funded for a period not to exceed six months. The cost for these employees is \$24,425 (including salary and benefits). These employees will focus on maintenance and upkeep of the golf course during the busy spring and summer seasons. In addition, two Golf Cart Porter positions are converted from temporary to part time to reflect the needs of the Golf Course as well as the long standing of these employees. This action has no net affect on the budget.

In addition, a five percent increase in golf fees is included in the budget and will generate an additional \$37,000 annually in revenue.

Authorized Positions:

	FY 2006-07	FY 2007-08	FY 2008-09
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Equipment Operator I	1	1	1
Equipment Operator II	1	1	1
Golf Assistant	1	1	1
Golf Assistant – Part time	.5	.5	.5
Golf Cart Porter – Part time	0	0	1
Golf Course Superintendent	1	1	1
Golf Manager	1	1	1
Golf Professional	1	1	1
Groundskeeper	3	3	3
Groundskeeper – Seasonal	0	0	2
Parks Operations Manager	<u>.5</u>	<u>.5</u>	<u>.5</u>
<i>Total Authorized Positions</i>	<i>10</i>	<i>10</i>	<i>13</i>

PUBLIC WORKS – SOLID WASTE FUND



City of New Braunfels
 Sanitation, Recycling and Service Center Fund
 Fiscal Year Ending September 30, 2009

Fund: 521

Available Funds	FY 2006-07 Actual	FY 2007-08 Estimate	FY 2008-09 Budget
Beginning Balance			
Undesignated Funds	\$ 3,708,792	\$ 3,460,486	\$ 2,602,878
Total Beginning Balance	\$ 3,708,792	\$ 3,460,486	\$ 2,602,878
Revenue			
Charges for Services	\$ 5,216,605	\$ 5,391,697	\$ 5,552,801
Interest Income	184,262	117,470	120,000
Miscellaneous	42,030	60,993	40,000
Total Revenue	5,442,897	5,570,160	5,712,801
TOTAL AVAILABLE FUNDS	\$ 9,151,689	\$ 9,030,645	\$ 8,315,679
APPROPRIATIONS			
Public Works			
Employee Expenses	\$ 2,248,228	\$ 2,324,102	\$ 2,660,486
Operation Expenses	1,930,136	2,421,461	2,498,961
Capital Expenses	1,292,840	927,100	230,000
Interfund Transfers	220,000	755,104	760,260
Contingencies	0	0	112,000
TOTAL OPERATING APPROPRIATIONS	\$ 5,691,204	\$ 6,427,767	\$ 6,261,707
Appropriated Fund Balance	\$ 3,460,486	\$ 2,602,878	\$ 2,053,972
TOTAL APPROPRIATIONS	\$ 9,151,689	\$ 9,030,645	\$ 8,315,679

SOLID WASTE FUND

**Solid Waste 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 (residential and commercial collection). Each division assists in ensuring the 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 is now 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 were 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.

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.

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

Performance Measures:

	FY 2006-07	FY 2007-08	FY 2008-09
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<i><u>Solid Waste – Residential:</u></i>			
Solid waste diverted from landfills	N/A	13%	13%
<i><u>Solid Waste – Commercial:</u></i>			
New commercial accounts	N/A	75	75
<i><u>Recycling:</u></i>			
Customer education and special events	N/A	25	25
<i><u>Service Center:</u></i>			
Collections that meet established schedules	N/A	93%	93%
Vehicle down time	N/A	5%	5%

Appropriations:

	FY 2006-07	FY 2007-08	FY 2008-09
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenses	\$2,248,228	\$2,324,102	\$2,660,486
Operations Expenses	1,930,136	2,421,461	2,498,961
Capital Expenses	1,292,840	927,100	230,000
Interfund Transfers	220,000	755,104	760,260
Contingencies	0	0	112,000
<i>Total Appropriations</i>	<i>\$5,691,204</i>	<i>\$6,427,767</i>	<i>\$6,261,707</i>

Authorized Positions:

	FY 2006-07	FY 2007-08	FY 2008-09
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<i><u>Residential Collection:</u></i>			
Assistant Director Public Works	1	1	1
Solid Waste Operator	8	10	10
Refuse Collector	18	12	12
Supervisor – Solid Waste	<u>1</u>	<u>1</u>	<u>1</u>
Subtotal – Residential Collection	28	24	24
<i><u>Commercial Collection:</u></i>			
Foreman	1	1	1
Solid Waste Operator	6	7	7
Refuse Collector	<u>2</u>	<u>2</u>	<u>2</u>
Subtotal – Commercial Collection	9	10	10

Authorized Positions: (continued)

	FY 2006-07	FY 2007-08	FY 2008-09
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<i><u>Recycling:</u></i>			
Solid Waste Operator	5	5	5
Refuse Collector	5	5	5
Recycling Coordinator	<u>1</u>	<u>1</u>	<u>1</u>
Subtotal - Recycling	11	11	11
<i><u>Service Center:</u></i>			
Administrative Secretary	1	1	1
Clerical Assistant	0	1	1
Mechanic	2	2	2
Mechanic Assistant	<u>2</u>	<u>2</u>	<u>2</u>
Subtotal – Service Center	5	6	6
<i>Total Authorized Positions</i>	53	51	51