

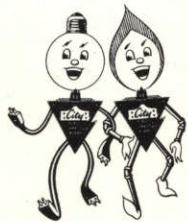
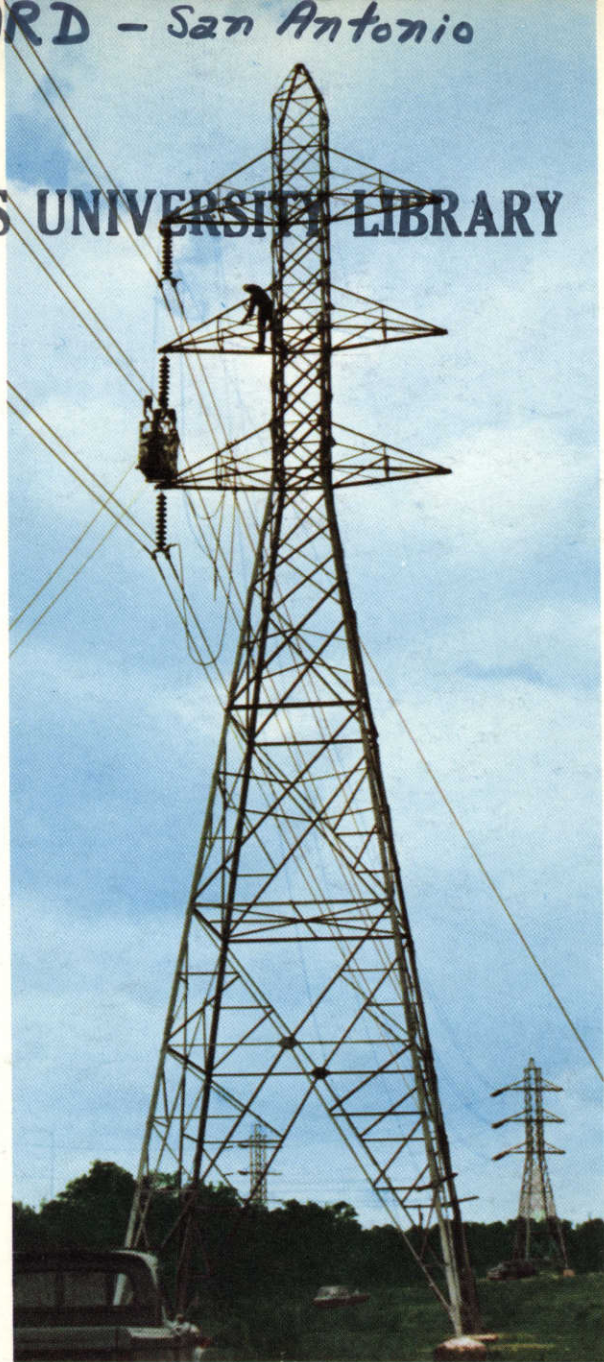
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CITY PUBLIC SERVICE BOARD - San Antonio

MAY 24 1968

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26th ANNUAL REPORT

FISCAL YEAR ENDED JANUARY 31, 1968

CITY PUBLIC SERVICE BOARD

SAN ANTONIO, TEXAS

ELECTRICITY AND NATURAL GAS





CITY PUBLIC SERVICE BOARD

Formed in 1942 when the City of San Antonio purchased the gas and electric utilities, the City Public Service Board operates these properties as a proprietary function of the City under terms of the indenture securing the bonded indebtedness. The basic service area is 1,555 square miles, of which 1,247 is in the home county--Bexar County.

26th ANNUAL REPORT

FEB. 1, 1967--JAN. 31, 1968

UTILITIES' HISTORY

Although the formation of the City Public Service Board dates back only to 1942, the story of how the utilities developed is an interesting chapter in the history of San Antonio.

The first manufactured gas, distilled from resin brought in by oxcart, was introduced in 1860. The first big rate decrease was made possible when the railroad replaced the oxcart. Central station electric service became available for lighting in 1882. Electric street cars replaced mule cars, causing the utility companies to branch out into the public transportation field.

Various early-day utilities were founded, grew and merged. Finally, in 1917 the American Light and Traction Company purchased and combined all electric, gas and transportation facilities into the San Antonio Public Service Company. The growing city and surrounding area were served by this company until 1942. During this period, the introduction of natural gas in 1923 had a profound effect not only on gas sales but also on the generation of electricity. Transportation modes changed too, as buses replaced electric street cars in 1933.

In 1942, the American Light and Traction Company sold the utilities, having been forced to dispose of many of its properties under provisions of the Holding Company Act of 1935. The City of San Antonio purchased the gas and electric utilities for \$33,950,000 in revenue bonds and formed the City Public Service Board. The transportation facilities were sold to a private company.

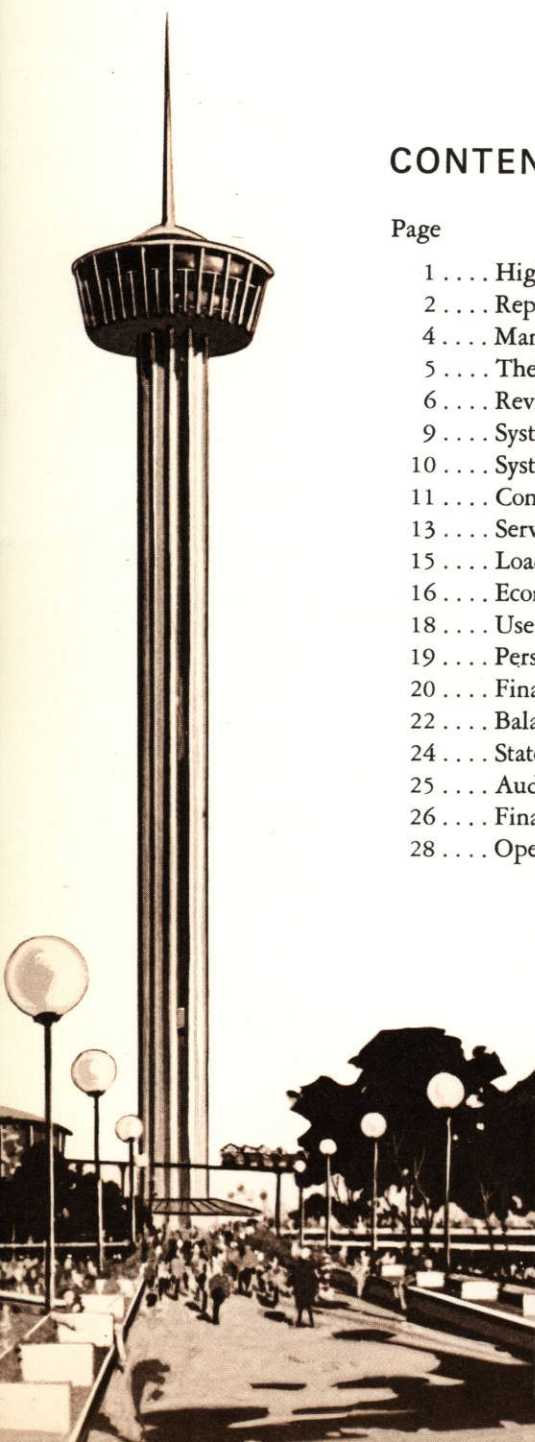
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(Front Cover)
CPSB linemen at work on 138,000 volt loop line northeast of the city . . .
Welder on pipeline replacement crew.



Near the Alamo in downtown San Antonio, the South's first world's fair--HemisFair--will be held April 6-Oct. 6, 1968. The 622-ft. Tower of the Americas is a distinctive landmark.



HIGHLIGHTS OF THE YEAR

Gross Revenue increased \$5,285,624 to	\$64,269,120
Maximum Electric System Load increased 81,000 KW to	840,000
Distribution Substations added 285,225 KVA to total	1,706,300
11.3 Miles of Transmission Lines were added to total	448.1
8,360 Electric Customers were added to total	220,145
6,797 Gas Customers were added to total	190,045
11 Miles of Gas Mains were added to total	2,300

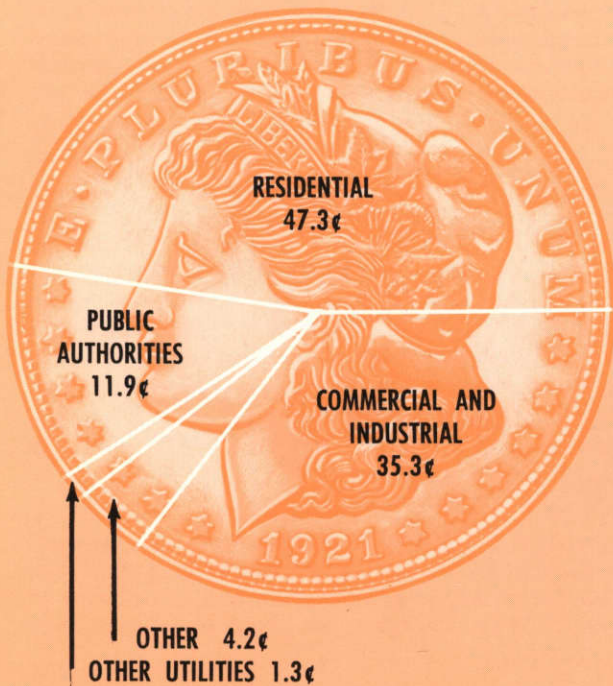
SUMMARY OF APPLICATION OF REVENUE AND SOURCE OF FUNDS FOR IMPROVEMENTS . . .

Gross Revenue for 1967-68	<u>\$64,269,120</u>
Application of Revenue:	
Purchase of Gas and Electricity	\$14,427,709
Other Operating and General Expenses	10,279,497
Maintenance of the Systems	3,860,286
Benefits to the City	8,997,677
For Debt Requirements	4,210,802
Allowances for Depreciation	8,125,557
Balance from Operations	<u>14,367,592</u>
Total	<u>\$64,269,120</u>

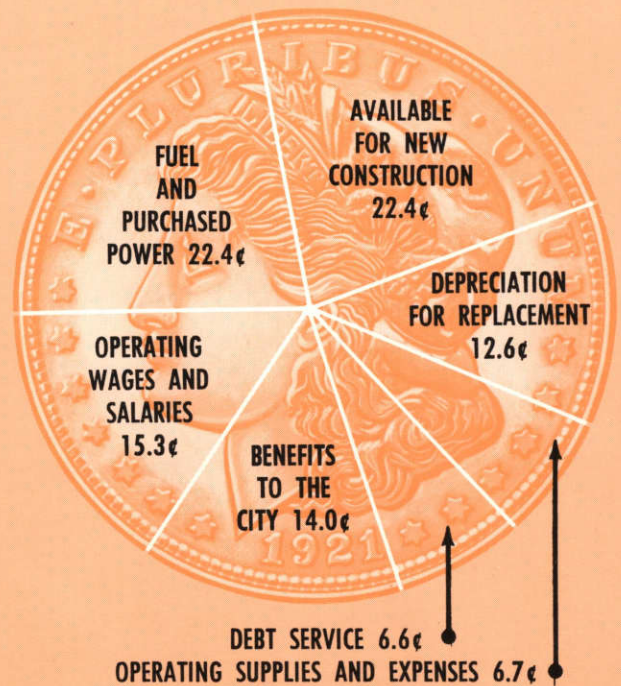
Amount Spent for Replacements, Improvements, and Expansion of Gas and Electric Systems	<u>\$30,793,327</u>
Funds obtained from:	
Depreciation Allowance	\$ 8,125,557
Balance from Operations	14,367,592
Contributions and Advances in Aid of Construction	837,285
Bond Construction Fund	7,407,146
Sale of Property	55,674
Improvements and Contingency Fund	<u>73</u>
Total	<u>\$30,793,327</u>

SOURCE AND DISTRIBUTION OF THE CPSB UTILITY REVENUE DOLLAR

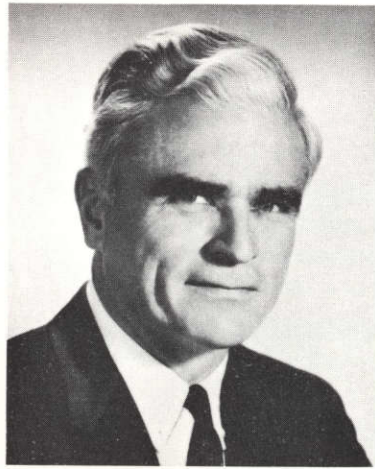
WHERE IT CAME FROM



WHERE IT WENT



PROGRESS REPORT, 1967-1968



Last October 24, the City Public Service Board completed 25 years of service to its customers in the City of San Antonio and Bexar County. A review shows that the utilities have made remarkable progress.

First and foremost, rates have been kept low and are an incentive to the further growth of this area. Service has been highly dependable and adequate for all requirements. And the City of San Antonio, which in 1942 bought the utilities for \$33,950,000 through issuance of revenue bonds without any cash investment, now has a \$252,613,000 equity in the properties. Payments in lieu of taxes, other cash payments and services have amounted to \$83,124,014, and have served to prevent increases in city taxes which otherwise would have been necessary.

The Board, which has been able to finance 80 per cent of its improvements out of revenues, found it necessary this past year to seek additional revenue bond financing for necessary plant expansion during the next several years. On Dec. 14, 1967 a \$30 million revenue bond issue, rated triple-A (the highest bond rating) by Moody's and Standard and Poor, was awarded a group of low-bidding investment firms at an average net interest cost of 4.463 per cent a year.

Proceeds of the issue will be available early in 1968. The funds will be placed in time deposits, most of which pay 5.5 per cent interest, until expended.

The Board's construction program during the past fiscal year continued in accordance with the needs of its customers. Most of the work on a 245,000 kw turbo-generator for the Braunig plant was completed. It will be in



For the 23rd successive year, revenues from gas and electric operations exceeded all previous records. Electric customers reached a new high of 220,145 up from 211,785 last year. And gas customers increased in number from 183,248 last fiscal year to a new record 190,045.

All of these statistics provide ample documentation of the continued rapid growth of the San Antonio area and of the need for its utilities to continue their expansion in order to meet the needs for electricity and natural gas.

Due to favorable weather conditions, the addition of new customers, and the Board's intensive load building sales promotion and advertising programs, average residential customer usage of electricity reached an annual rate of 5,782 kwh for 1967, for the first time surpassing the national average of 5,565 kwh. At the same time, the cost per kilowatt hour to residential customers has been reduced to just under 2¢ per kwh, or considerably below the national average of 2.16¢ kwh.

During the fiscal year, a record 3,325,771,174 kwh were sold, producing \$49,722,829 in revenues. Gas revenues were up only slightly due to warm weather, amounting to \$12,634,259, up from last year's \$12,545,971. A total of 25,080,403 mcf was sold.

For various justifiable reasons, delays occurred in some areas of non-critical construction. Principally because of this, \$3,265,000 in uncompleted construction was carried over to fiscal year 1968-69. Included was about \$1,400,000 from

service in May, 1968. Another unit of 417,000 kw capacity has been contracted for completion in 1970. Land was acquired and work started on an earthen dam to provide a 3,500 acre cooling lake for the new Calaveras power plant. The first 446,000 kw unit is due to be in service in 1972.

Construction was started on a 138,000 volt transmission line about 90 miles in length to encircle San Antonio at a radius of approximately 13 miles. The first 27.5-mile stretch is under construction and other right-of-way is being cleared. A second 138,000 volt line can be added to the same steel towers as required.

During the year, the cast iron gas main replacement program of the Board was virtually completed. The gas system has thereby been almost completely modernized and should serve present and future customers for many years to come.

The Board is continuing to progress in automation, with its ultimate goal a Management Information System. Utilizing an advanced computer, the Board has transferred accounting and other record-keeping functions to the computer. Plans have also been made for computerizing and combining gas and electric operations as the systems increase in size and complexity.

Revenues during the past fiscal year showed a good increase above forecasts and set a new record high, \$64,269,120, compared with last year's \$58,983,496.

Operating expenses were \$28,567,492. After deducting \$8,997,677 for benefits to the City of San Antonio,

power plant development and construction, \$941,000 from electric distribution, \$875,000 in electric transmission and \$49,000 principally in construction equipment.

These projects are included in the record \$41,966,234 construction budget which has been approved for fiscal year 1968-69. Power plant construction made necessary by requirements for electricity, which are increasing eleven per cent annually, accounts for the major expenditures under the new budget. For the new fiscal year, \$1,050,000 will be spent on completing the 245,000 kw turbo generator at Braunig power plant due to go in service in early summer; \$10,050,000 toward construction of a 417,000 kw third unit at Braunig due for operations in 1970; and \$12,050,000 toward development of the Calaveras dam and power plant.

An electric transmission budget of \$2,953,000 will be spent principally for segments of the new 90-mile electric transmission loop to be built around San Antonio. Electric distribution expenditures include \$5,023,000 to serve new and present customers, \$3,106,000 for new substation additions, and \$1,074,000 for improvements in the overhead electric distribution system.

General property expenditures are budgeted at \$2,751,000. Of this, \$535,200 will be spent for construction and automotive equipment; \$285,000 for improvements to the radio communications systems; and \$1,750,000 toward installation of a computerized gas and electric operations system.

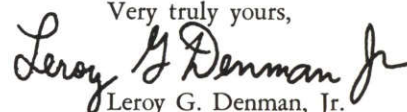
\$4,210,802 for bond requirements and \$8,125,557 for replacement of plant, a balance of \$14,367,592 was available to apply toward the cost of new plant. However, heavy construction expenditures of \$31,166,597 including street lighting made it necessary, even with customer contributions in aid of construction, to withdraw \$7,407,146 from the bond construction fund.

For the new fiscal year, a record construction budget of \$41,966,234, including \$500,000 for street lighting, has been approved. The budget is up from last year's \$34,817,825 but includes a carry-over of approximately \$3,265,000 in uncompleted construction orders. Nearly 56 per cent of the budget will be spent on power plant development and construction.

The Trustees note with a deep sense of loss the death of Willard E. Simpson, a distinguished engineer, who served on the Board for 11 years, 8 of them as chairman. They also note with appreciation the active participation of Mayor W. W. McAllister in coordinating the aims of the City Council and Board in the operation of the utilities.

Both long and short-term plans are sound and when implemented should insure that San Antonio will enjoy good utility service at low rates as it continues to progress.

Very truly yours,


Leroy G. Denman, Jr.
Chairman

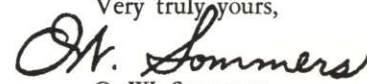
Since the cast iron main replacement program is virtually complete, gas distribution budgeted expenditures are \$1,307,000 lower than last year. Of the \$3,310,000 budgeted, \$2,004,000 will be spent to serve customers and \$1,306,000 for system improvements.

It is estimated that revenues in fiscal year 1968-69 will fail to cover construction requirements by \$14,780,000. This differential will be paid for out of bond funds. Heavy construction expenditures are anticipated for the next several years as the Board develops its plans for serving the growing requirements for electricity and natural gas.

Operations during the fiscal year were satisfactory in all respects. The Trustees and management staff realize with deep appreciation that the success of the utilities in attaining its goals is due to the loyal and dedicated work of all personnel who perform their tasks with skill and intelligence. The Board is particularly appreciative of the generosity shown by its employees in contributing to the annual charity drive which raised \$60,493 for the 62 agencies of the United Fund and the Boy Scouts.

A review of operations and other pertinent information are given in detail on the following pages.

Very truly yours,


O. W. Sommers
General Manager



Main office downtown at Navarro and Villita Streets.



THE MANAGEMENT STAFF

O. W. SOMMERS
General Manager

J. T. DEELY
Asst. Gen. Mgr.

SYSTEM MANAGERS

W. E. BESSELLIEU
Sect. Treas.

L. E. BOULDEN
Admin. Services

J. M. COSTELLO
Personnel

C. DICKENS, JR.
Controller

O. H. HEGEMANN
Gas System

H. A. TYNAN
Electric System

DEPARTMENT MANAGERS

B. C. JACKSON
Purchasing and Stores

C. G. KRAUSE
Electric Engineering

A. E. SCHWEPPE
Building Operations
and Claims

J. K. SPRUCE
Commercial Department

R. M. JOLLY
Electric Distribution

J. B. POSTON
Special Engineering

L. J. SPENGLER
Customer Relations

P. T. WHITMORE
Transportation
Department

M. J. ZIMMERMAN
Electric Power

THE BOARD OF TRUSTEES

LEROY G. DENMAN, JR., Chairman
Chairman, S. A. Loan and Trust Company

ALBERT STEVES III, Vice Chairman
President, Ed. Steves and Sons, Inc.

JOHN R. LOCKE, Trustee
Partner, Kelso, Locke & King, Attys.

J. H. MORSE, Trustee
President, Joske's of Texas (Ret.)

W. W. McALLISTER, Ex-Officio Trustee
Mayor, City of San Antonio

FORMER TRUSTEES

CHARLES GEORGE 11-26-62 to 1-25-65

GEN. JOHN M. BENNETT, JR. 1-6-50 to 1-31-64

MELROSE HOLMGREEN 2-1-51 to 10-31-62

J. H. CALVERT 10-10-50 to 1-31-62

W. E. SIMPSON 11-29-48 to 1-31-60

W. P. NAPIER 10-24-42 to 2-1-51

J. H. FROST 8-6-47 to 10-9-50

D. F. YOUNGBLOOD 10-24-42 to 12-31-49

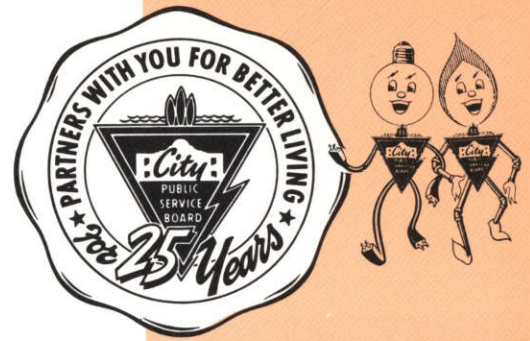
COL. W. B. TUTTLE 10-24-42 to 11-29-48

FRANZ C. GROOS 10-24-42 to 8-4-47

THE FIRST 25 YEARS

1942 - 1967

**Utilities bought for \$33,950,000 ... Board of Trustees
Formed ... Wartime Years ... San Antonio
"America's Fastest Growing City" ... Decentralization of
Facilities ... New Power Plants**



The City of San Antonio purchased the gas and electric utilities on Oct. 24, 1942, paying for them entirely with \$33,950,000 in revenue bonds. To secure the bonds, an indenture or mortgage was drawn up in accordance with state law and passed by ordinance of the City of San Antonio.

Under the indenture, a Board of Trustees consisting of four business and professional men from the community and the Mayor of the City of San Antonio, who serves ex-officio, operate the utilities. With the dedicated service of those who have been members of the Board and all the utility's employees, the gas and electric systems have become a great asset to the city.

The transition from a small utility to the large, soundly financed and well organized gas and electric utility of today was made under many difficult circumstances.

During 1942-45, the chief concern of the utilities was in providing adequate gas and electric service to a San Antonio which had a big role to play in the war effort. The shortage of generating facilities was alleviated somewhat when priorities were obtained for adding a 25,000 kw generator in 1945.

San Antonio became the "Fastest Growing City in America" after World War II, causing the utilities many problems although they successfully kept up with greatly expanded requirements for gas and electricity. The Leon Creek power plant started operations in 1949 and the W. B. Tuttle plant in 1954.

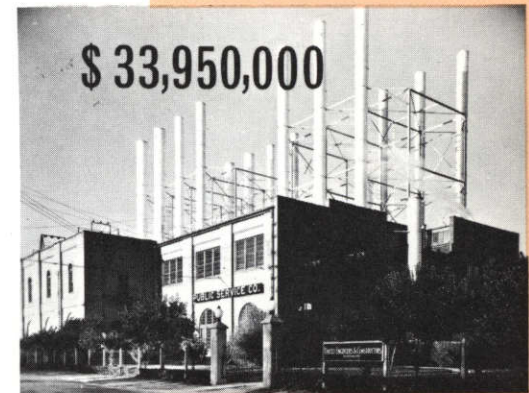
During the period of decentralization that followed, a larger main office building was acquired in 1955, new gas distribution headquarters were completed in 1956 to the west of the downtown area and a new Southwest Service Center was opened on the perimeter of the city adjacent to an expressway loop.

In 1959, the Villita Assembly Building--a large hall for CPSB use and also available to the public on a rental basis--was opened. That same year the Northwest Service Center was placed into operation.

Culminating plans initiated in 1956, the Board in 1961 purchased 3,600 acres of property 15 miles southeast of San Antonio for the new Braunig power plant. During 1962-64, a 65-mile gas loop line was constructed around the city. In 1964, the Eastside Service Center, last of three planned, was opened. The Braunig power plant was opened in 1966 and in 1967 plans were announced for construction of the Calaveras cooling lake and power plant located 2.5 miles northeast of the Braunig plant. By January 31, 1968 nearly all of the 8,000 acres needed had been acquired for Calaveras.

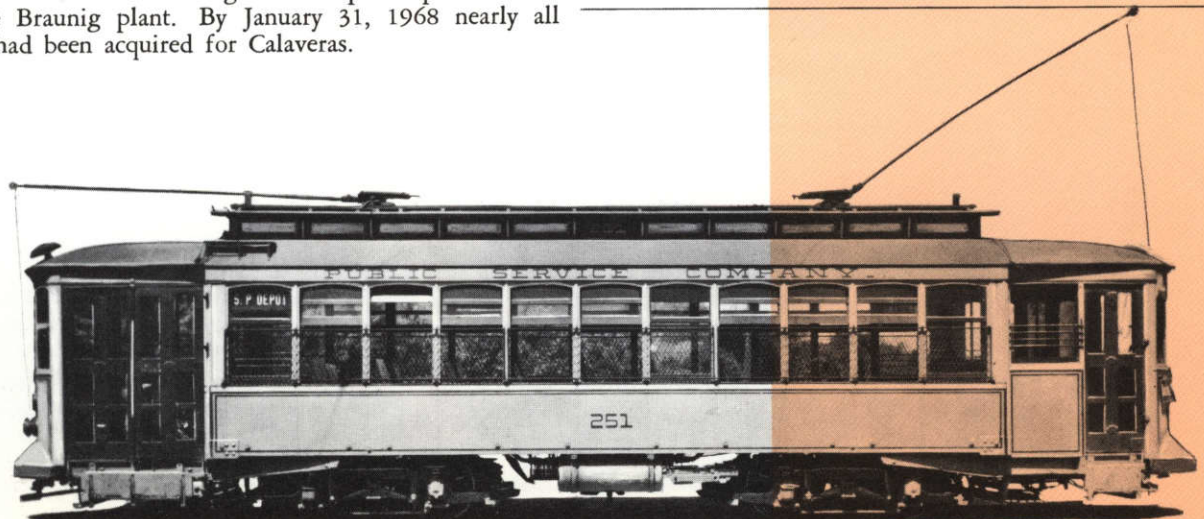


Former CPSB main office on St. Mary's Street.



In 1942, Mission Road was the only power plant in San Antonio.

Trolley Cars, and later, buses, were owned and operated by the San Antonio Public Service Company from 1917 until 1942.



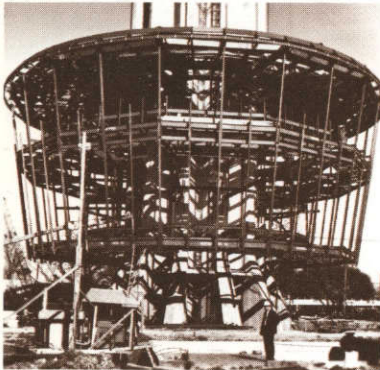


REVIEW OF OPERATIONS:

**Beulah Tests Emergency Procedures ...
840,000 kw Electric Peak ...
Long Delivery Dates ...**



▲
Guests tour Braunig Plant October 24 in observance of the utility's 25th anniversary.

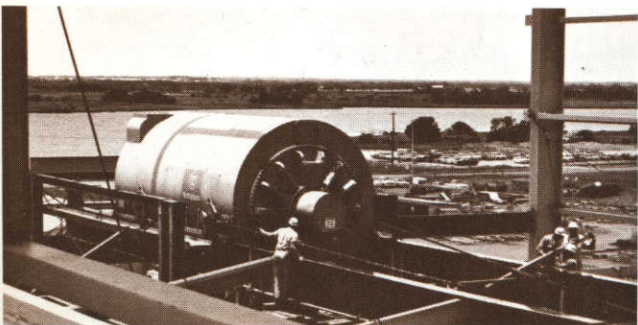


◀
Transformers for 622-foot Tower of the Americas. Picture shows Tophouse before it was lifted.



▲
Natural gas for HemisFair's chilled water plant is served from this installation.

▼
A 245,000 kw generator being installed at the Braunig Power Plant.



Board customers enjoyed excellent continuity of service again this year despite several rather severe local storms and the threat of hurricane Beulah, which struck south of San Antonio on Sept. 20.

Beulah, rated the third largest hurricane of record, brought the Board to a state of preparedness rarely required in the usually mild climate of Texas. While it was fortunately unnecessary to implement the Board's disaster plan, the preparations provided excellent training. As an aftermath of the storm, which struck south of San Antonio, linemen and equipment were dispatched to aid in restoring electric service to Brownsville, Texas and offers of CPSB aid were made to other utilities.

Emergency Procedures

The CPSB has developed emergency measures to meet all operating conditions. Periodically system operators meet to check procedures and implement changes. Despite generally good weather in San Antonio, every year a number of emergency situations do arise which further test the methods employed.

Periodically, the boilers of the power plants are switched from natural gas to stand-by oil fuel to keep current on these operating procedures. The good condition of the Board's gas mains and electric lines has also contributed to reliability of service. A continuous tree trimming program has greatly reduced outages caused by limbs whipping into or falling on overhead wires during storms.

Gas System Modernized

The gas system, which has been extensively modernized, had almost no outages during the fiscal year and none affecting more than a very small number of customers.

In a program initiated in 1959, nearly 500 miles of old cast iron mains have been replaced with high pressure steel mains. These can be cathodically protected against corrosion to last almost indefinitely. The program was virtually completed during the past fiscal year with the exception of two urban renewal areas where plans for development have not been completed, and a part of the system in one adjacent satellite city.

Aug. 10 Electric Peak

A peak electric load of 840,000 kw was reached on August 10, very close to forecasts of an 855,000 kw peak. To meet this load, the Board had a generating capability of 1,053,000 kw. However, applying the criterion of having enough generating capacity to operate with the largest unit (230,000 kw) out of service, it is apparent that the new 245,000 kw unit due to be in service at Braunig in May, 1968, will be needed to meet a predicted peak of 950,000 kw for the summer of 1968.

Although in an emergency, temporary assistance can be obtained in meeting generating requirements from interconnections with neighboring utilities in the Texas Interconnected Systems, each system is expected to meet its own requirements under normal operating conditions.

REVIEW OF OPERATIONS (CONT.)

HemisFair in downtown San Antonio has caused a boom in construction and business activities with the result that the Board has made many new gas and electric installations. The principal addition has been to serve HemisFair. For maximum continuity of service, three 13,800 volt feeds, any two of which can serve the load, have been installed.

A fifth underground electric distribution network has been installed, thus increasing the size of the downtown distribution system.

Gas service has been provided from several different points also. The largest HemisFair load will be the central chilled water and steam plant. The cooling will be provided by electricity and the heating by gas.

The HemisFair has resulted in the addition of many new motels and also a 500-room hotel to serve the expected guests. Good general business conditions and increases in population have resulted in additions of many new facilities and the upgrading of heating, air conditioning and lighting in many others. In every instance, the Board has been able to provide the utility service required when and where it was desired.

Long Delivery Dates

Long delivery dates and shortages of machinery and equipment that have plagued the utility business for the past several years have continued to cause some postponement of schedules, but no major operating problems have resulted. Last summer, the Board had some difficulties when two bulk power station transformers developed faults and had to be shipped back to the factory for repairs. The difficulty was temporarily solved by use of a mobile transformer unit at one location and by substituting a transformer due for installation at another substation. Because of these problems and the fact that large transformers are a particularly critical item of equipment in the entire utility field, the Board has ordered a 30,000 KVA mobile transformer. It will be delivered in 1970. This unit can be used for emergencies and for routine maintenance. It will supplement the 15,000 KVA unit presently used.

New Radio Frequencies

To improve voice communications with gas and electric units in the field, the Board initiated conversion of its short wave radio system from low frequency to the 450 megacycle band. At the end of the fiscal year, the 90 units operated by the gas system had all been converted and were operating satisfactorily. In the next 18 months, the 211 radio-equipped vehicles of the electric system will be converted.

The new system eliminates interference and provides for better reception and transmission from behind hills, buildings and other obstructions. It is completely transistorized and much more reliable, requiring less maintenance.

Good Safety Record

The safety program for the fiscal year showed a slight improvement in accident frequency over the preceding year when the Board won the highest award of the National Safety Council. Accident frequency was 3.09 or slightly more than three lost-time accidents for every million man-hours worked. However, there was one fatality which precludes winning the National Safety Council award again this year.

Generally, the Board had a successful year of operations . . . and one in which considerable progress was made in its continuing goal of providing the most efficient and economic gas and electric service for its customers.



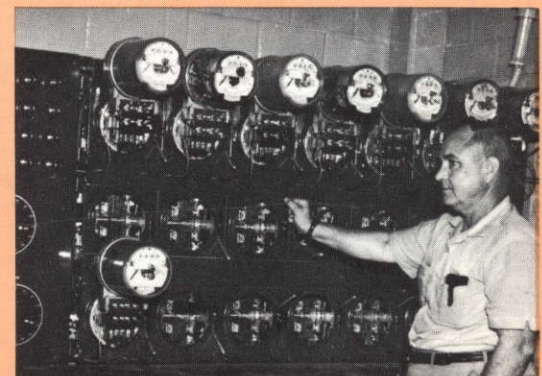
Loading of downtown underground distribution network is frequently checked.



Amperage readings being taken at a downtown building.

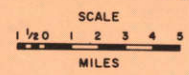
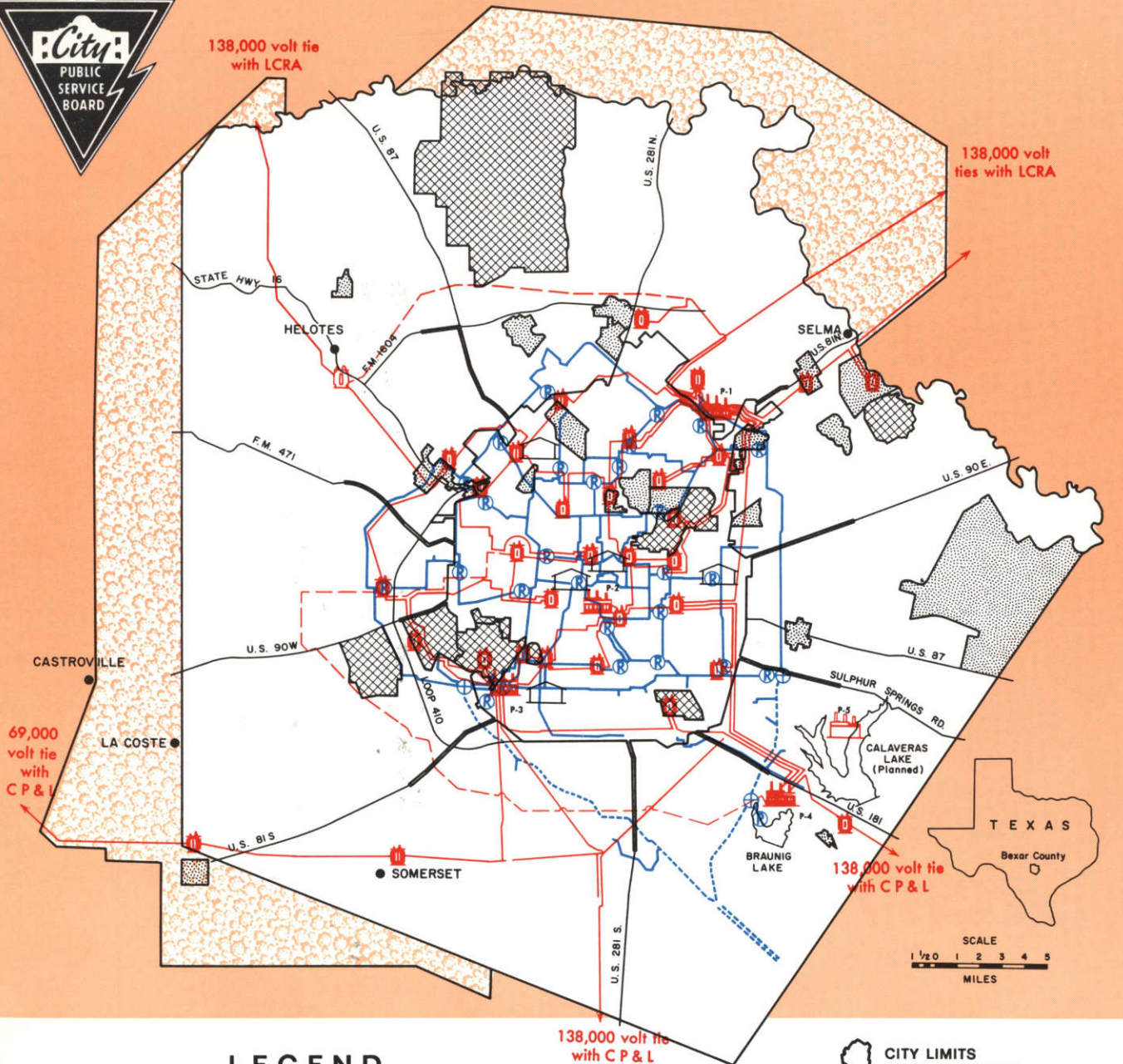


Constant vigilance: cathodic protection for San Antonio's gas mains insures corrosion free mains.

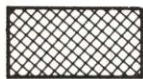


Meter testing table at Jones Avenue Distribution Center.

ELECTRIC & GAS DISTRIBUTION SYSTEM



LEGEND



MILITARY INSTALLATIONS



CPSB SERVICE CENTERS



CITY LIMITS OF SAN ANTONIO



OTHER INCORPORATED AREAS



CPSB POWER PLANTS

- P-1 W. B. TUTTLE PLANT
- P-2 MISSION RD. PLANT
- P-3 LEON CREEK PLANT
- P-4 V. H. BRAUNIG PLANT
- P-5 FUTURE SITE
(In operation by 1972)



CPSB ELECTRIC SYSTEM

— TRANSMISSION SYSTEM,
138,000 OR 69,000 VOLT

138,000 OR 69,000 VOLT SUBSTATIONS

FUTURE SUBSTATION SITES

CPSB GAS SYSTEM

— GAS SUPPLY LINES
- - - - - ALAMO GAS SUPPLY

GAS REGULATING STATIONS

GAS DELIVERY STATIONS



ELECTRIC SERVICE AREA OUTSIDE OF COUNTY

SYSTEM PLANNING

In 1962, with the previous 15-year contract expiring, the Trustees awarded a 20-year gas contract to low-bidding Alamo Gas Supply Company, thereby providing for this area's requirements of natural gas as fuel for generating electricity and for use of the customers through March 31, 1982.

During this period the gas system also planned and constructed a 65-mile supply main around the outer perimeter of the City. From this line, additional mains can be run to strengthen the system within the loop and growing areas outside this loop can be served by radial mains.

While the provisions for future gas service are fairly stabilized, the electric system service demands have presented a continuous challenge. With electric usage and the number of customers increasing, the Board has found it necessary to continuously plan and build new facilities for generation, transmission and distribution of electrical energy.

Power Plants

The three oldest power plants are at designed capacity --Mission Road, 146,000 kw; Leon Creek, 236,000 kw; and W. B. Tuttle, 441,000 kw. The new Victor H. Braunig power plant at present has a 230,000 kw turbo-generator installed. Additional units of 245,000 kw and 417,000 kw will be installed in May of 1968 and 1970 respectively. The total capability of the Braunig plant, limited by the 1,350 acre cooling lake, is approximately 1,200,000 kw.

To meet peak requirements, which at the present rate of increase should approach 6,000,000 kw within 20 years, the Calaveras power plant and cooling lake is being developed. The 3,500 acre cooling lake will provide for 3,500,000 kw additional capability. The first 446,000 kilowatt unit is due to be installed in 1972. Installation of units after 1972 will be made as required by the needs of the customers.

Atomic Power

The Board is keeping up with the fast developing nuclear energy field but so far has found it more economical to use cheaper natural gas as a fuel. No other utility in Texas or the Southwestern states has made any commitments for atomic power plants for this reason.

Plans have also been made for a 90-mile outer transmission loop on a radius 13 miles from the downtown area to bring the power to the customers. One 138 kilovolt circuit within this loop has been put into operation, while two others are under construction. Provisions also have been made for extra high voltage (345 kv) lines on the same rights-of-way.

Texas Interconnected Systems

Continuity of service is further assured by the Board's active participation in the Texas Interconnected Systems, an intra-state group for exchanges of power in emergencies and for operating economies. The Board has three 138,000 volt interconnects with LCRA system to the north and two 138,000 and one 69,000 volt interconnection with CP&L to the south.

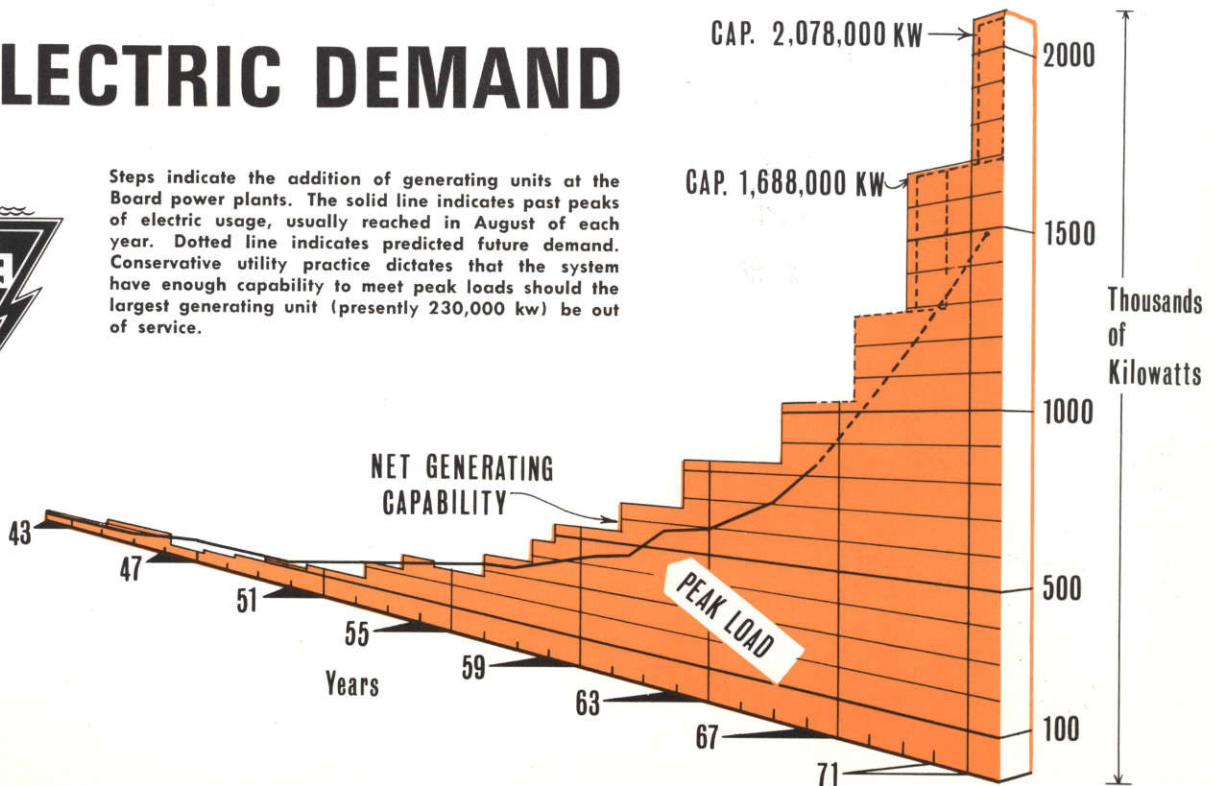
Besides the City Public Service Board, other members of the Interconnected Systems are Texas Power and Light, Dallas Power and Light, Texas Electric Service, Houston Lighting and Power, the Lower Colorado River Authority electric system, City of Austin, Central Power and Light and West Texas Utilities. The combined capability of the system in early 1968 was 16,300,000 kilowatts and 1,752,000 kilowatts of capability will be added this year.

At present, a 345 KV line connects Houston and Dallas for the interchange of electrical energy but plans are being made for more extra high voltage transmission lines as the demand for electricity in Texas continues to grow.

ELECTRIC DEMAND



Steps indicate the addition of generating units at the Board power plants. The solid line indicates past peaks of electric usage, usually reached in August of each year. Dotted line indicates predicted future demand. Conservative utility practice dictates that the system have enough capability to meet peak loads should the largest generating unit (presently 230,000 kw) be out of service.



SYSTEM PLANNING (CONT.)

Board efforts to improve the overall appearance of electric facilities have been particularly effective in regard to electric Underground Residential Distribution systems in new subdivisions. During the past fiscal year the Board began installing total subsurface URD systems.

The cost to install these advanced designed URD systems is much higher than overhead construction. It is, however, competitive with underground systems in other areas which are comparable in appearance and reliability. Under Board policy, the customer pays the difference in installation charges between overhead electric service and URD. In many sections of the service area, rocky subsoil has been a deterrent to all underground installations.

The trend toward URD systems has been accelerated by governmental directives requiring underground type electric service in new subdivisions where government insured mortgages are involved. At the end of the fiscal year, 1,000 customers were served by underground service, and the number is predicted to double in fiscal year 1968-69. New installation procedures are constantly being studied further to reduce installation costs while maintaining the reliability of the system. As in the past, any reduction in installation costs resulting from these measures is passed on to the builder and, ultimately, the customer.

In all of its planning activities, the Board operates on specific 1-, 2-, and 3-year plans and on more generalized 5-, 10- and 15-year projections. Long-range planning is particularly valuable during periods of slow deliveries such as the utilities industry is experiencing at present. Good planning makes it possible to anticipate and order for future needs often at price advantages.

The Board has saved millions of dollars on the purchase of land for future power plants and for right-of-way. By purchasing as far in advance as possible, land necessary for expansion can be acquired before it has costly improvements and also before prices escalate further.



CONSTRUCTION AND PLANS FOR THE FUTURE

When it became apparent in the 1950's that the three power plants then in operation would be at capacity within ten years, a search was made for future locations. After lengthy studies, the area southeast of San Antonio was chosen for these reasons:

- (1) The natural drainage of Bexar county is from northwest to southeast.
- (2) Water for cooling purposes was available from the surplus flow of the San Antonio river. Utilizing run-off water would conserve the underground supply.
- (3) Land was largely unimproved and relatively inexpensive.
- (4) The underlying clays were tight and would minimize seepage of a cooling lake. They also would provide an on-site source of materials for earthen dams.

For these reasons, land was acquired and cooling lakes were utilized rather than the cooling towers necessary in urban areas. Construction of the Braunig power plant cooling lake started in 1961. When it became apparent that another power plant would also be needed to meet electrical energy requirements in the 1970's and 1980's, the Calaveras power plant and cooling lake was planned and is being constructed.

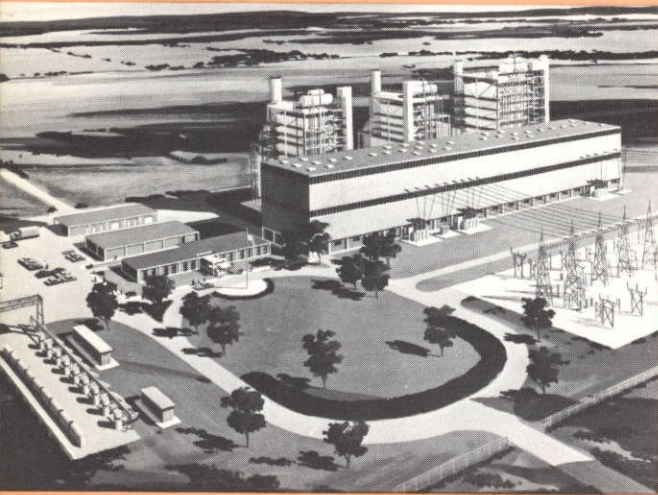
In September, 1967 a construction contract for \$12,633,000 was awarded to low-bidding H. B. Zachry Company of San Antonio for construction of an earth-fill dam across the normally dry Calaveras creek 15 miles southeast of the City. The contract also covers relocation of roadways, construction of new access roads and bridges for vehicular traffic and a railroad spur, land clearance and certain structures of the power plant.



Excavation at the site of the big new Calaveras Lake and Power Plant.



CONSTRUCTION (CONT.)



Artist's sketch of 417,000 kw third unit at Braunig (right) which will be in service in 1970.



Cooling water is drawn from lake through underground pipes and discharged after condensing the steam.



Aerial view shows first unit completed and second under construction. It will be completed in May, 1968.

The 6,000-ft. dam will rise 70-ft. above the bed of the creek, be 556-ft. wide at the base and 24-ft. at the top, contain 1,900,000 cubic yards of earth fill, and have a spillway capable of discharging 126,000 cu. ft. of water per second.

The dam will impound a 3,500 acre lake, V-shaped in the normally dry valleys of the Chupaderas and Calaveras creeks. It will be completed in December, 1968 and will be filled with water pumped over a three year period from the San Antonio river and some run-off from the 64 square mile watershed.

Huge Power Plant

On the peninsula between the two arms of the lake, power plant units ultimately totaling 3,500,000 kw of generating capability will be installed. Engineering is in progress on the first 446,000 kw unit by Black and Veatch, Inc. of Kansas City. It is due to be in operation in 1972. Additional units will be installed as required in the next two decades.

While the new power plant site is being developed, construction has been progressing at nearby Braunig power plant on a 245,000 kw turbo generator which is due for commercial operations in early summer of 1968. During the past fiscal year, most of the work on this unit has been completed. Some basic construction has also been initiated on the third generating unit, of 417,000 kw capability, which is due to be in service by 1970. The two additions to the Braunig power plant are being made under a joint construction contract.

Transmission Line Construction

To bring the electricity from the power plants to the customers, work was initiated in July, 1967 on the first 27.5 mile segment of a 138,000 volt, 90-mile transmission loop which will encircle San Antonio. This segment stretches from the Braunig power plant to the Marbach substation on the southwest perimeter of San Antonio.

The entire loop is due to be in service by 1972. An 11-mile 138,000 volt transmission line was also installed from the Tuttle power plant to serve a new substation in a growing area north of San Antonio.

Substations Increase

Substation construction has been on the increase for the past several years. In 1968, seven major transformer additions will be completed. Five more will be added in 1969 and a substantially larger number in the following years are indicated by the growth trends of the service area.

Board electric system workers also spent considerable time during the past year in maintenance on the distribution system and converting some of the old 4,000 volt lines in growing areas to 13,800 volts.

The Gas System

After a period of heavy construction requirements from 1960-66, gas system activities were concerned with providing service to new customers and completing the cast iron main replacement program. By the end of the year, nearly 500 miles of old low pressure mains had been replaced leaving only a few small areas delayed by incomplete municipal plans regarding street locations, buildings and type of load.

At the end of the fiscal year, 90 per cent of the Board's 2,300 mile gas system was under cathodic protection---a technique under which buried steel mains can be kept from corroding almost indefinitely. Maintenance was provided to keep the entire system in safe, dependable operating condition.

SERVING OUR CUSTOMERS

50¢ Minimum Bill . . . 24-Hour Cut-Ins . . . Telephone for Service . . . Helpful Programs

Next to dependable service, the primary concern of all customers is for low rates. Through the years, the CPSB has provided very low gas and electric rates beneficial not only to its customers but also a definite attraction for new residents and businesses as well.

The Board's 50¢ minimum bill is among the lowest in the nation. Studies from the Federal Power Commission and American Gas Association's books of comparative rates show that the combined gas and electric residential rates enjoyed by San Antonians are the lowest of the 25 major cities in the United States as well as the lowest of any large city in Texas. Similar comparisons show that gas and electric rates for business establishments, for industrial accounts and governmental agencies are also among the lowest.

Bills in Envelopes

Continual improvements have been made in customer service. During the past year, customer billing was converted to the RCA Spectra 70/45 computer and bills are now being sent out in envelopes with self-addressed return envelopes enclosed. Cash pay stations at the principal shopping centers throughout the service area have been continued for the convenience of customers. A leaflet inclosed with the bills giving tips on proper operation of appliances and information about the utilities has brought favorable comment.

Gas and electric service cut-ins, where meters have been installed, are available at any hour and trouble men are always on duty to answer calls. The Board's emergency procedures for storms and major outages are efficient and assure that utility service will be restored expeditiously.

Telephone for Service

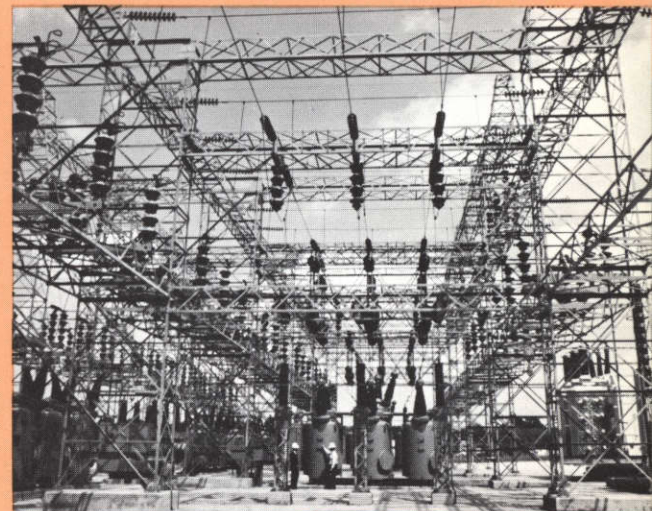
Customers can do almost all of their business with the Board over the telephone or through the mails. Fifty-seven direct lines are available for direct calls. Soon, a customer information center staffed with trained specialists will be available to handle all calls. Service by this group will be



Gas distribution building houses engineers, technicians and service facilities.



Birdseye view of one of three decentralized service centers.



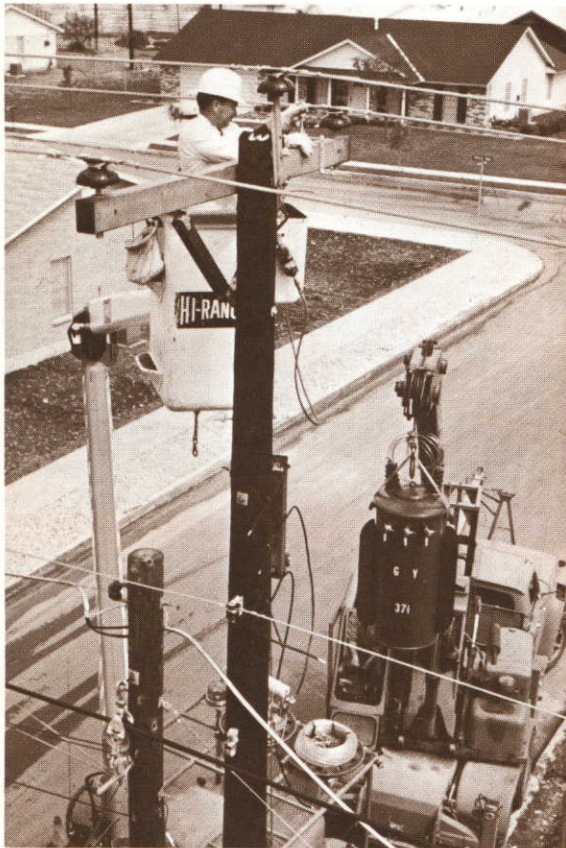
Substations like this are focal points for distribution of power.



Two hydraulically operated plows like this speed URD work and cut costs.



SERVING OUR CUSTOMERS (CONT.)



Lineman working in residential area. ▲

▼ Joint trenching of gas and electric service takes place in URD project.



expedited in fiscal year 1968-69 with the addition of video-terminals to the main computer which will produce all information pertaining to a customer's account on demand.

The number of field representatives calling on residential customers has been increased during the past year and additional training has been given to enable them to handle more diversified requests.

Free Services

As a service to its customers, the Board provides free advice on cooking, menu planning, kitchen planning, lighting, heating, air conditioning and the uses of all electrical and gas appliances. Engineers and technicians are also available to provide information to business and commercial accounts on proper utilization of gas and electricity for all purposes.

Housepower Program

Like other utilities, the Board provides electric and gas service to the meter. The wires or pipes beyond that point belong to the customer. While the maintenance of the lines from the meter to point of use is the responsibility of the customer, the Board is always ready to provide surveys as to the adequacy of the wiring to meet increasing electric loads or the capacity and condition of gas housepiping for the purposes required. Leaflets are circulated to residents in older neighborhoods inviting them to call for a free survey of wiring which may no longer be adequate to meet additions of air conditioning and other appliances.

For new homes, the Board's Certified Wiring program assures the customer of adequate wiring and outlets for present needs and provides for additions of appliances and lighting in the future.



Aftermath of a local windstorm.

The Board also conducts a continuous program of gas leak surveys on all schools and large buildings as a service to its customers. Its representatives work with many trade associations in promoting adequate and properly installed wiring and gas piping, and in encouraging high standards of construction.

Nearly all of the employees of the CPSB are active in various civic clubs, committees and projects aimed at improving community life. Many others are active in church and youth activities within their own neighborhood.

The Board is particularly active in the San Antonio Chamber of Commerce, having representatives on most of the major committees and furnishing statistical information on the growth of the city. The Board's project of recording all new customers by census tract is particularly valuable to subdividers and other businessmen in charting trends of growth for various sections of the city.

LOAD BUILDING—SALES PROMOTION AND ADVERTISING

Electric Usage Increases... Major Promotions Scheduled... National Advertising

For several years the Board, like most municipal and private utilities, has supplemented its sales promotion efforts with advertising. The purpose of such advertising is to build sales of electricity and natural gas, thereby utilizing plant facilities more efficiently. From all evidence, these efforts have been highly successful. In a survey of 108 of the largest utilities in the nation, the Edison Electric Institute reports that in 1967 the CPSB had the second highest increase in electric sales of all—12.5 per cent. Only one utility in the Pacific Northwest exceeded the sales increase of the Board, registering a 12.7 per cent increase. For the first time residential usage of electricity in San Antonio exceeded the national average, reaching 5,782 kwh as compared to 5,565 kwh nation-wide in 1967.

City-Wide Promotions

Since the Board sells no appliances, its promotion efforts are centered on providing the leadership for city-wide sales of various load building appliances by retailers, electrical contractors, heating, air conditioning and plumbing contractors and others.

Approximately eighteen appliance promotions are scheduled each year detailing the advantages of owning the latest model gas and electric ranges, air conditioners, heat pumps, washers and dryers, frost-free refrigerators and freezers, dishwashers, TV and stereo sets, and electric housewares. Other promotions encourage adequate lighting, decorative and Christmas lighting, proper wiring for "housepower," and Certified Wiring for new homes. The Board also offers low cost outside area lighting, the All Nite Security Lite, - which is switched off and on by a photo-electric cell - for both residential and business uses.

Supplementary Advertising

Both retailers and distributors are contacted for active participation in supplementary advertising, use of point-of-purchase materials, and other sales aids. As a service to appliance retailers, Board home economists make demonstrations of new appliances in the home.

The Board also participates in trade shows, cooking schools and conducts demonstrations of appliances in shopping centers. It conducts training programs in schools on uses of electricity and participates in electricity-on-the-farm programs.

As a service to its customers, it conducts housepower surveys, lighting surveys, air conditioning surveys and provides qualified engineers who offer advice on uses of gas and electricity.

Industrial Advertising

In cooperation with the Economic Development Committee of the San Antonio Chamber of Commerce, the Board has initiated an industrial advertising campaign in the national business press detailing the many attractions of the San Antonio area for business and industry. The campaign has produced a large number of qualified responses and holds great promise of adding to the economic development of this area.

Currently the Board, through the national business press, is inviting decision-makers from all over the United States to a special VIP tour of HemisFair and other points of interest in San Antonio.

San Antonio
America's 14th Largest Metropolitan City
**MEDICAL & RESEARCH CENTER
OF THE SOUTHWEST**

Get these Plant-Site Facts on
San Antonio
HemisFair'68 City...on the Grow

Plant Location Factors

- LIVING CONDITIONS
- TRANSPORTATION
- EDUCATION
- UTILITIES
- TAXES
- CULTURE
- LABOR
- MEDICAL
- FINANCIAL

San Antonio offers exceptional facilities for:
Electronics
Research
Pharmaceuticals
Metal Fabrication
Aerospace Industry
Scientific Instruments
Furniture
Food Products
Housing
Chemical
Aircraft Industry
Clay and Limestone Products
Metal Packaging
Plastics
Fabrication

HemisFair'68—history's unique and exciting Fair will run April 6 to October 6, 1968 in San Antonio. Construction of this million international exhibition is having tremendous impact on all segments of the economy. America's 14th largest city contrast to other cities many buildings were built, including a new \$10 million complex.

Get all the facts on this booming metropolitan area (over 800,000) in our free booklet, "Plant Location Facts on San Antonio."

Write for Facts Booklet
Write to: C. W. Starnes, Director, Board, Electric and Gas, 78200, for San Antonio, Texas. Industry will be held in the building.

CITY PUBLIC SERVICE BOARD
ELECTRICITY AND NATURAL GAS
"Partners with You for Better Business"
SAN ANTONIO, TEXAS 78200

Leaders of Industry - Write for Your
VIP TOUR
of HemisFair '68 and San Antonio
April 6 - October 6, 1968

Plan how to make your most memorable business pleasure trip. Visit San Antonio—the first World Fair ever held in the southern half of the U.S. This \$250 million International Exposition will provide a world and the plants of America's industry and the finest of a flower and garden show. See the world's most beautiful and unique view from atop the majestic Tower of the Americas. Your VIP passport also includes a personally guided tour of San Antonio's fabulous tourist attractions and its profitable business community.

Write for Your VIP Tour Passport Kit
San Antonio Chamber of Commerce, Dept. B-210, Box 16200,
San Antonio, Texas 78200

CITY PUBLIC SERVICE BOARD
ELECTRICITY AND NATURAL GAS
"Partners with You for Better Business"
SAN ANTONIO, TEXAS 78200



Appliance Association of San Antonio honors the CPSB for "outstanding service" to distributors, manufacturers' representatives and dealers since 1929.



WHAT MAKES SAN ANTONIO GROW : WORLD'S FAIR —

There's a gay carnival atmosphere today in San Antonio as the excitement of HemisFair, the six-month-long celebration of the city's 250th birthday, has captured the imagination of the world.

HemisFair 1968, once but a dream in the minds of a few visionaries, has become reality. Its gates open April 6 and the first thousands of an expected 10 million visitors will gaze in awe and delight upon the wondrous spectacle.

Located on a 92-acre tract of land only a five-minute stroll from the city's heart, HemisFair is a veritable wonderland of exciting and breath-taking exhibits, each one so creatively designed that it vies competitively for the visitor's eye and his time.

Even before the fair-goer has set foot upon the grounds proper he is confronted by the massive convention center in the northwest corner. This structure is so large and wide that a dozen tennis games could be played in it simultaneously.

Adjoining the convention hall is the beautiful theater adorned by a 22 x 180 ft. mural done in Mexico by Juan O'Gorman and transported, piece by piece, to San Antonio. O'Gorman's mosaic, which can be seen from blocks away, depicts the HemisFair's theme, "Confluence of Civilizations." It is in this theater, an adjoining arena and the convention hall where the nation's movie, television and political notables are playing to capacity crowds.

Visitors to the convention center complex can reach the scene by foot, by auto or by water taxi. Other forms of transportation inside the fair grounds are provided by an elevated 7,000 ft. long mini-monorail that threads its way around the area, and a 1,400 ft. long skyride, an import from Switzerland, that passes overhead.

A new artery of the San Antonio River winds through the area. Over 600 feet above HemisFair, the Tower of the Americas features two observation decks above a revolving restaurant that seats more than 300 persons. Sight-seers ride up the side of the structure in glass-enclosed elevators. The view from the Tower, taller than the Washington Monument, is breathtaking.

There is also the beautiful United States Pavilion, the Institute of Texan Cultures, some 30 foreign country pavilions, exhibits from the nation's leading industries, exciting pavilions sponsored by civic, fraternal and religious organizations of the nation, colorful bazaars, exotic restaurants, carnival rides, amusements like you've never seen before, and many other wonderful attractions.

There's little doubt that HemisFair has given a tremendous push to the city's thrust towards industrial greatness. But the momentum has been gathering for some time now and the city has spurred to become the 14th largest in the nation with a population of over 729,000. Some of the other factors that are contributing to the industrial acceleration are:

The Military

Hardly anyone would question what the U.S. Government, with its array of military bases and installations, has done for the city of San Antonio. With huge forces at Kelly, Randolph, Lackland and Brooks Air Force Bases; Fort Sam Houston, the home of Fourth Army Headquarters; and Brooke Army Medical Center, the federal government employs a total of 39,432 civilian workers and has some 56,000 military personnel stationed here.

The annual civilian payroll in San Antonio amounts to \$253,916,524 and the annual military payroll is figured at

\$243,865,093. Local purchases by the five military installations are figured at better than \$94 million annually.

Industry . . . On The Upswing

Diversification is the key to San Antonio's industry that ranges from the manufacture of bowling balls to wearing apparel. There are 858 manufacturing establishments in San Antonio, the leading manufacturing center in Southwest Texas. Total factory employment, according to the Texas Employment Commission, is 29,430 workers. Moreover, the number of plants is growing rapidly as the Chamber of Commerce and City Public Service Board have joined hands to tell the world why prospective new industries should consider a plant location in San Antonio.

Universities and Colleges

The Alamo City is blessed with two universities, four colleges and a branch of Texas University School of Medicine, which opens in September, 1968. Fully accredited are St. Mary's University, Trinity University, San Antonio College, Incarnate Word College, Our Lady of the Lake College, and St. Philip's College. To the north are Southwest Texas State College in San Marcos and the University of Texas in Austin. To the east is Texas Lutheran College in Seguin.

Recreational Facilities

San Antonio has some 3,320 acres of park land including one metropolitan, four area and three community parks with acreage ranging from 50 to 1,010 acres. Brackenridge Park is the largest completely developed park with facilities too numerous to be enjoyed on a single visit. The facilities are contained in 320 acres in the central area of the city.

Area parks in the county---2,312 acres in all---feature sports centers, lakes, swimming pools, picnic areas, ball diamonds, recreational buildings, concessions and soccer fields. During the past year, the Board leased 1,350-acre Braunig cooling lake to the San Antonio River Authority which will operate it for fishing and other recreational uses.

And the game of golf could have been invented with San Antonio's beautiful climate in mind. The city boasts four municipal courses and six country clubs with golf facilities. More are being planned. The national PGA golf tournament will be played in San Antonio July 18-21, 1968.

Hospital and Medical Facilities

San Antonio's ever-changing skyline is due in great part to the fact that the city is rapidly taking its place among the major medical centers of the world.

On a beautiful 650-acre site in northwest San Antonio, construction is nearing completion on a \$12 million University of Texas Medical School and a \$15 million Bexar County Teaching Hospital. Also scheduled to be built on the site are a proposed \$25 million Veterans Administration Hospital and a \$7.5 million 300-bed Psychiatric and Rehabilitation Hospital of the Santa Rosa Medical Center.

Already functioning on the site is the 175-bed Southwest Texas Methodist Hospital, which opened its doors in 1963 and which plans a five-story addition to the present structure.

Add to these the wonderfully-equipped and staffed Brooke Army Medical Center, Wilford Hall Hospital at Lackland AFB, the Santa Rosa, Baptist Memorial, Robert B. Green and Nix Hospitals in the heart of the city and a number of others in the suburbs. San Antonio can truly lay claim to a medical center of growing importance.

NATURAL CHARM — EXPANDING ECONOMY

Wholesale, Retail Trade

San Antonio's primary retail market comprises some 50 surrounding counties with a population of 2,344,700. This represents 21.5 per cent of the entire state population. The wholesale and retail trade potential is attested to by the fact that San Antonio has 131 companies which do more than \$1,000,000 of business annually.

Cash registers in shops and stores that make up dozens of huge shopping centers and malls jingle merrily as retail trade flourishes here.

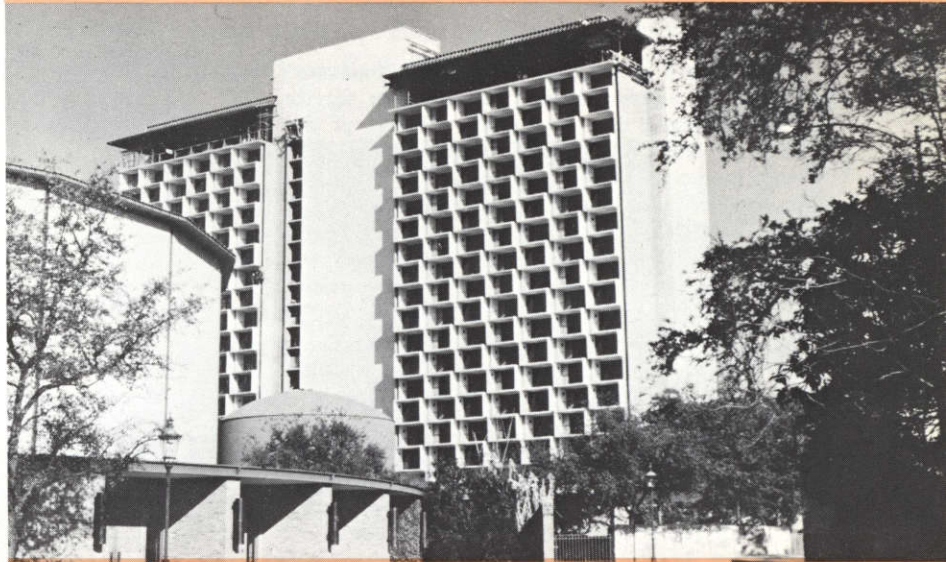
Not a small factor is San Antonio's proximity to Mexico and other south-of-the-border countries. A vast amount of trade with these Southern Hemisphere nations clears through the San Antonio customs district.

For generations Mexico and other Latin-American countries have looked to San Antonio as a trade center and primary source of outside supply. At the same time, many buyers from Mexico make periodic trips to San Antonio to purchase their American goods.

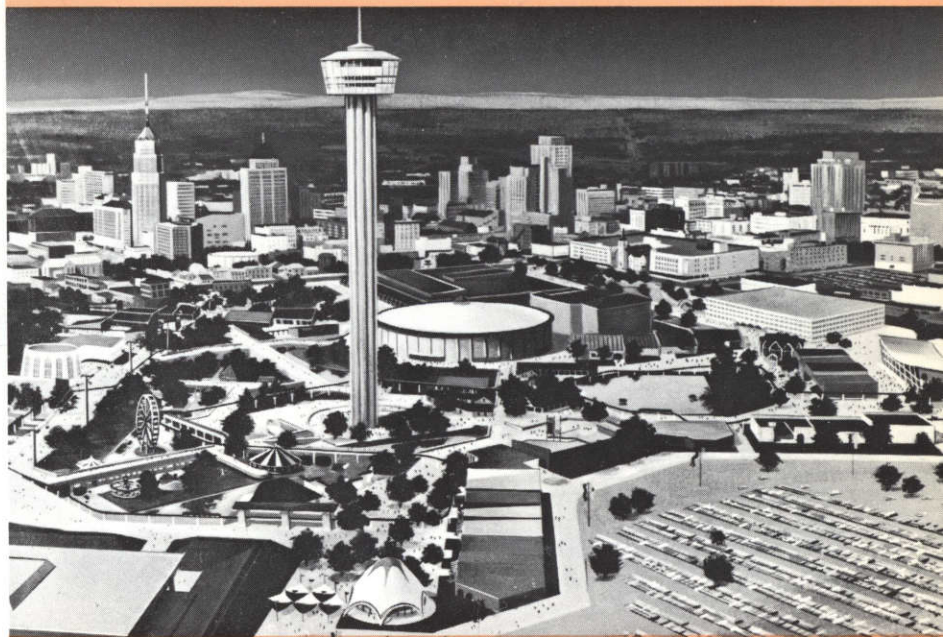
Land of Charm and Culture

San Antonio was founded in 1718 by an aging Franciscan friar by the name of Antonio Olivares. In the 2½ centuries that ensued the friar has been followed here by thousands of others—soldiers, settlers, entrepreneurs—all of whom were affected, it seems, by the same charm and enchantment that had gripped the city's founder.

Before HemisFair closes its gates next October, the base will have been broadened considerably as millions of fair-goers and well-wishers come here to savor the sights and sounds of a city in celebration, a city with a romantically beautiful past and an industrial future that sparkles with opportunity.



New 500-room hotel adjacent to Convention Center and HemisFair.



HemisFair—April 6—October 6—in the downtown area.



San Antonio's new downtown library.

USE OF COMPUTERS

The Board is using more and more automation for the simple reason that customer service can be improved and economies effected at the same time. For many years, a computer has been utilized in the central control room of the electric system to select the generator in operation which could most economically handle the fluctuating load. This machine has greatly improved the efficient and economical generation of electricity over previous manual operations.

Computers are necessary in other operations. Every month, the Board handles over 220,000 customer bills which must be computed, checked, mailed and credited when payment is received. The RCA Spectra 70/45 computer used for this purpose can process each day's billing in a very few hours and can also handle accounting, inventories, payrolls, prepare bills of material and perform other record-keeping functions. It can also be employed for statistical studies and for solutions to complicated engineering problems which would take days and weeks if only manually operated equipment were utilized.

Management Information System

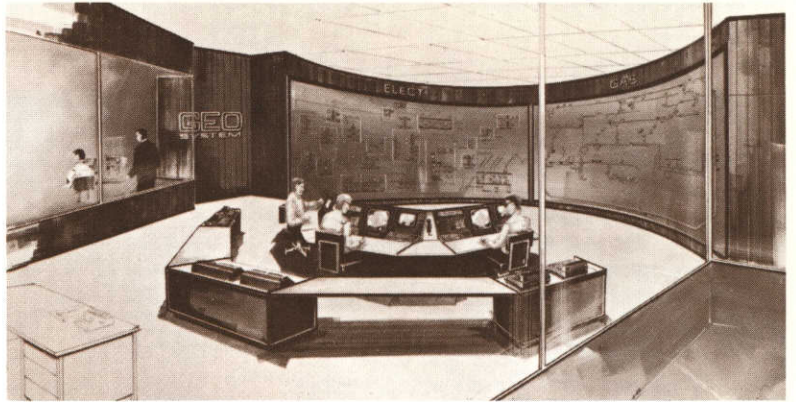
The Board is working toward a Management Information System which will provide current "on line" information concerning all phases of operations. Within a few years, a sufficient data base will be built up to produce almost any required information about any phase of the gas and electric system by applying the right computer program. Utilizing the Management Information System, management will have much more complete data on which to base current decisions and for making future plans as well.

An IBM 1800 computer is also being utilized at the Braunig power plant for control and telemetering of the first and second generating units of the plant. The use of such equipment makes it possible to operate with only three men a shift and cuts maintenance costs by providing a comprehensive picture of the functioning of the various components at all times.

GEO System

To provide for future expansion of the gas and electric systems, a computer-oriented, stored program, solid state digital system is planned which will make possible combined operations of the two utility systems. The computer will be programmed to control critical gas and electric system components and to gather pertinent data for operation, planning, reports and research. It provides for interconnection with a central data processing system and is adaptable to interconnection with any future digital control systems. Installation of this Gas and Electric Operating system will be made over the next three years.

Through the use of these electronic tools which make calculations with the speed of light, the future efficiencies and economies of operations which are possible will have a profound effect on all phases of utility operations.



Concept of new computer which will monitor and telemeter joint gas-electric operations.



RCA Spectra 70/45 is the principal tool in implementing the Management Information System.



Capability of computer is sufficient to schedule several programs to run simultaneously.



IBM 1800 computer at Braunig Power Plant provides operating data and telemetry.

CPSB PERSONNEL

Automation Improves Employee Performance... Training Programs Expanded and Intensified... Equal Opportunity Employer... Active Recruitment... Five Per Cent Wage Increase... Employee Benefits

The number of Board employees decreased from 2423 to 2411 over the past fiscal year. Since the work load continues to increase, the Board is becoming more efficient in that more work is being done with fewer employees. Accomplishments in organization efficiency are the result of the increased competence of the work force coupled with the increased use of automation and labor-saving machines.

The utility business continues to increase in complexity. As a result, the Board has had to establish many new jobs calling for greater skill and to place more and more emphasis on training and educational qualifications both as a condition of employment and of advancement.

An extensive training program is available to all employees and they are encouraged in every way to take advantage of it. Among the opportunities available are tuition refunds for job-oriented night courses of all kinds, technician training, a cadet training program for college students, supervisory training, programmed instructions, classes for teaching work methods and procedures and on-the-job training.

Equal Opportunity

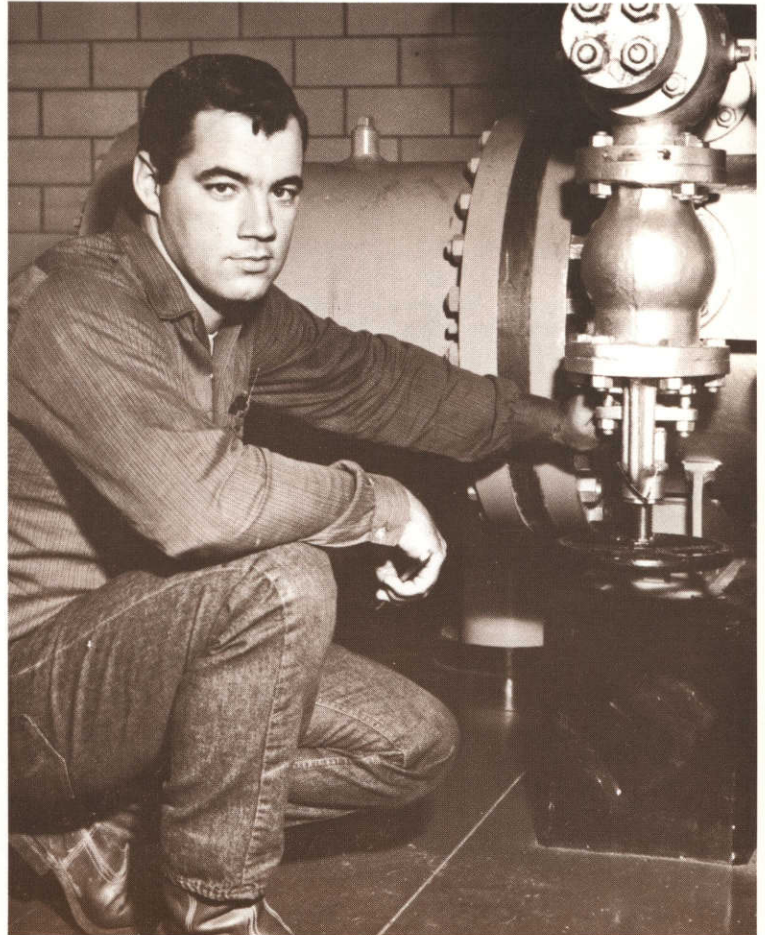
During the year, the Board--an Equal Opportunity Employer from the beginning--voluntarily appeared before the local Community Relations Commission to explain its hiring and promotion policies. The Commission found the Board in compliance with all provisions of civil rights legislation, and made a number of recommendations which are under consideration. Various programs are being considered for continued progress in coping with the nation-wide problem of better education and employment opportunities for all persons.

In order to secure qualified applicants to fill Board technical job openings created by resignations, retirements and new positions, an active recruiting program is conducted with employment agencies, local schools and area colleges.

Wage Increases

On July 1, 1967 a five per cent wage increase was granted to all employees paid on a per hour basis. Similar adjustments were granted as merited to the employees on the monthly payroll. Vacation benefits were increased to three weeks for ten years service and four weeks for 25 years. Service requirements had been 13 and 26 years. A two week vacation is given after one year of service.

A full range of employee benefits is available including group hospitalization and life insurance, social security and a pension plan. The Board and employees jointly contribute to the support of these plans.



The majority of jobs at the CPSB require technical training and better-than-average educational qualifications.



CPSB participates in Youth Opportunity Day.

FINANCIAL REVIEW

In its accounting procedures, the Board conforms to the new revised uniform system of accounts recommended by the National Association of Railroad and Utilities Commissioners and adopted by the Federal Power Commission. This permits direct comparisons with various unit-costs of other utilities. All of these analyses show that Board operating expenses are usually well below those of most other utilities.

Benefits to the City

Under the original indenture in 1942, the gas and electric utilities paid the City of San Antonio \$210,300 in lieu of taxes for the first eight years. Later, as the City and its utilities grew, the amount of cash payments, refunds for service and construction of street lighting increased each year.

On Feb. 1, 1960 the third supplemental indenture became effective providing for an amendment whereby the CPSB would contribute to the City of San Antonio benefits of \$6,508,000 a year for three years for services, street lighting in lieu of taxes, and thereafter, beginning Feb. 1, 1963 an additional payment to bring the total to 14 per cent of gross revenues.

Payments this fiscal year were allocated as follows:

Payments in Lieu of Taxes, \$2,887,143.

Refund, Gas and Electricity, \$1,743,920.

Street Lighting Construction, \$373,270.

Additional Cash Payments, \$3,993,344.

Total benefits to the City of San Antonio from Oct. 24, 1942 through Jan. 31, 1968 amount to \$83,124,014.

As revenues continue to increase, this sum represents record breaking payments each year and materially reduces City taxes. If there were no payments by the gas and electric utilities, taxes would have to be increased by 25 per cent to meet the City budget.

In addition, the Board made payments totaling \$86,648 for two per cent street rental franchises to 19 other incorporated cities within the service area. Most of these funds are being used by these cities for street lighting.

Street Lighting

Through Board efforts, San Antonio is one of America's best lighted cities. Greater San Antonio had 26,932 residential, arterial and expressway street lights installed at the end of the fiscal year.

Street lighting is authorized by the traffic engineer of the City of San Antonio and installed by the CPSB under a \$500,000 annual budget allocated out of payments to the City. This past fiscal year, only \$373,270 of this budget was expended due to delays in construction at HemisFair, the new Medical Center and on an expressway project. However, this differential will probably be made up during the next fiscal year.

In San Antonio, 377 residential street lights were installed. Arterial street lights of 21,000 lumens were installed on 10.8 miles of roadway, totaling 447 lights. And 824 expressway lights, 699 of them 21,000 lumen and 125 of the new 55,000 lumen size were installed along 8.25 miles of expressway.

New installations included the 55,000 lumen mercury vapor lights on 50-foot mountings installed along the median of a stretch of San Antonio's expressway system. Plans are also underway to install 55,000 lumen lights on 100-ft. towers at expressway interchanges. All residential street lights being installed are now 7,000 lumen mercury vapor fixtures, replacing 4,000 lumen incandescent lighting. From the new 622-ft. HemisFair Tower of the Americas, the beauty of the San Antonio street lighting will be enjoyed to the fullest by residents and visitors alike.

Public Improvements

The Board also spent \$127,000 during the year to rearrange gas pipe lines and electric facilities ahead of various public improvements programs. Street improvements and widening projects, necessitating moving or adjustments of utilities, accounted for about \$19,000; Urban Renewal projects for \$19,000; and work ahead of drainage projects of the City and the San Antonio River Authority, \$14,000. Over \$71,000 was spent for maintenance work and \$4,000 was spent ahead of expressway construction.

In addition, the Board has spent approximately \$1,200,000 in establishing a fifth underground electric distribution network downtown to serve the permanent and temporary buildings of the HemisFair area. The permanent structures served include the central chilled water and steam plant, the Tower of the Americas, the City of San Antonio's Convention Center and the Texas and United States pavilions. The same network will also serve the new Palacio del Rio Hotel and has provisions for serving both the temporary load of HemisFair and other structures which may be added after the fair is over.

San Antonio's many expressway, street widening, storm and sanitary sewer, and urban renewal projects have necessitated a heavy investment in removing and re-installing both gas mains and electric services. It is anticipated that these projects will continue during the post-HemisFair period, resulting in substantial expenditures on into the foreseeable future.



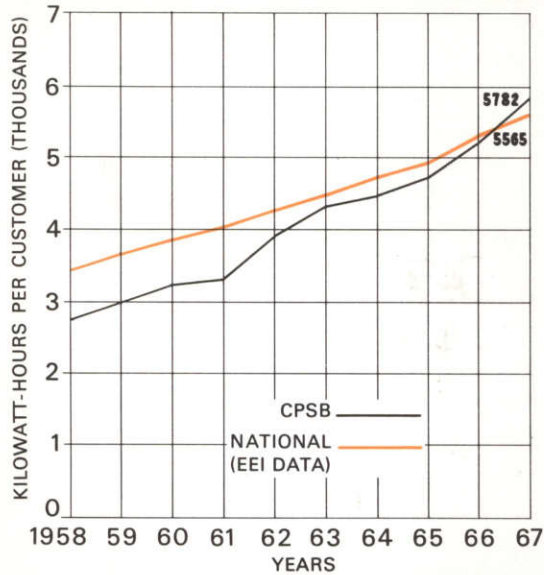
Brightly lighted expressways reduce accidents.



Approaches to HemisFair served underground.

RESIDENTIAL ELECTRIC

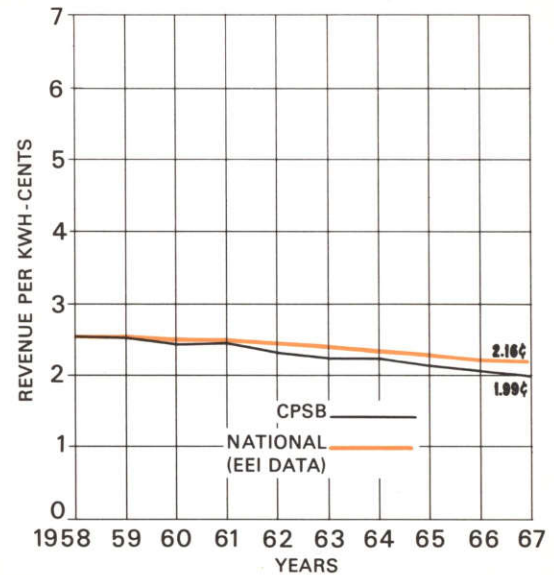
AVERAGE KILOWATT HOUR PER CUSTOMER



Load building advertising sales promotion efforts and normal growth have caused average residential usage of electricity to go above the national average for the first time.

RESIDENTIAL ELECTRIC

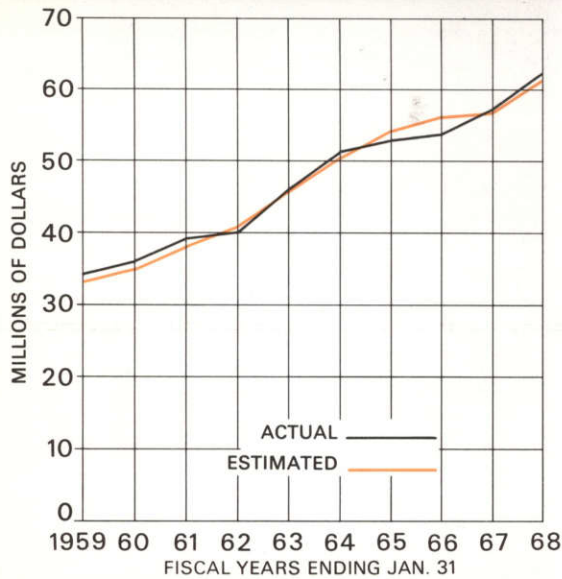
AVERAGE REVENUE PER KILOWATT HOUR



The price of everything else goes up but the cost per kilowatt hour of electricity continues to decline. Residential average price is below national average.

GAS AND ELECTRIC

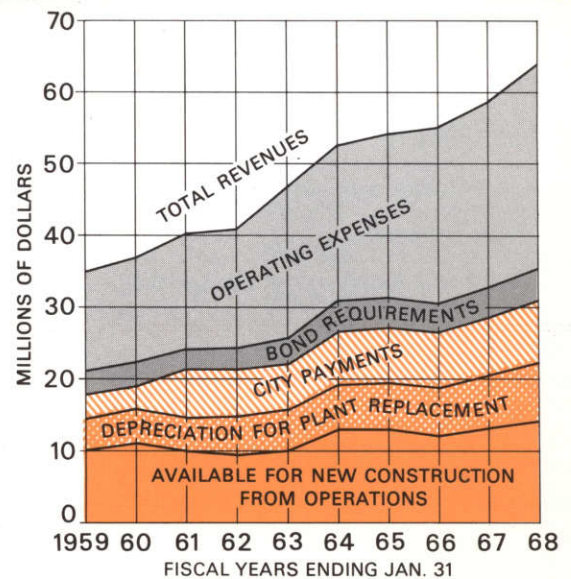
COMPARISON OF ACTUAL AND ESTIMATED TOTAL REVENUE



Accurate forecasts are of great importance. Chart shows how closely forecasts have coincided with actual operations during the past ten years.

ANNUAL REVENUES APPLIED

IN MILLIONS OF DOLLARS - FISCAL YEARS ENDED JAN. 31



With salaries, the price of natural gas and other costs rising, the amount available for construction has remained about the same---pointing to the need for more bond financing.

BALANCE SHEET • CITY PUBLIC SERVICE BOARD

JANUARY 31, 1968

ASSETS	JANUARY 31 1968	JANUARY 31 1967
UTILITY PLANT — on the basis of cost		
Electric	\$236,404,557	\$228,272,463
Gas	70,148,095	67,316,616
General	6,681,912	6,635,344
Construction work in progress	32,680,842	15,393,305
	<u>\$345,915,406</u>	<u>\$317,617,728</u>
Less allowances for depreciation	70,440,215	63,979,829
	<u>\$275,475,191</u>	<u>\$253,637,899</u>
RESTRICTED CASH AND SECURITIES		
Deposited with trustee under terms of trust indenture:		
Cash	\$ 835	\$ 341
U. S. Government securities at cost and accrued interest (quoted market prices: \$4,663,886 in 1968; \$4,512,460 in 1967)	4,801,992	4,519,357
	<u>\$ 4,802,827</u>	<u>\$ 4,519,698</u>
Cash, including time deposits — improvements and contingencies fund	5,000,161	5,000,234
Cash, including time deposits — bond construction fund	9,498,590	16,798,956
Cash — from sale of property (Article VII fund)	22,194	225
	<u>\$ 19,323,772</u>	<u>\$ 26,319,113</u>
CURRENT ASSETS		
Cash, including time deposits — operating funds	\$ 8,141,127	\$ 6,292,371
Accounts receivable	4,922,535	5,116,193
Material and supplies — at average cost	6,179,705	5,187,496
Prepayments and other	869,951	638,872
	<u>\$ 20,113,318</u>	<u>\$ 17,234,932</u>
UNAMORTIZED DEBT EXPENSE	41,138	43,918
	<u>\$314,953,419</u>	<u>\$297,235,862</u>

NOTE - The City Public Service Board on February 15, 1968, received \$30,000,000 under terms of a bid accepted December 14, 1967, for revenue bonds dated February 1, 1968. These bonds will be on a parity with all revenue bonds outstanding against the electric and gas systems. The bonds bear interest at 4.3% to 5% and are due serially to 1989.

WITH COMPARATIVE FIGURES FOR 1967

LIABILITIES AND EQUITY	JANUARY 31 1968	JANUARY 31 1967
LONG-TERM DEBT — less current maturities — Note		
Revenue refunding bonds, 1951 series, 1.75% — 2%, due serially to 1972	\$ 4,460,000	\$ 5,890,000
Revenue improvement bonds, 1953 series, 2.9%, due serially to 1976	7,000,000	7,200,000
Revenue improvement bonds, 1957 series, 3.25% — 3.5%, due serially to 1980	15,235,000	15,710,000
Revenue improvement bonds, 1962 series, 2.75% — 5%, due serially to 1984	17,860,000	18,245,000
	<u>\$ 44,555,000</u>	<u>\$ 47,045,000</u>
EQUITY		
Appropriated retained earnings:		
Bond reserve fund	\$ 4,802,827	\$ 4,519,698
Improvements and contingencies fund	5,000,161	5,000,234
	<u>\$ 9,802,988</u>	<u>\$ 9,519,932</u>
Earnings reinvested in plant	242,809,928	225,610,302
	<u>\$252,612,916</u>	<u>\$235,130,234</u>
CURRENT LIABILITIES		
Current maturities of long-term debt	\$ 2,490,000	\$ 2,435,000
Accounts payable	5,238,346	3,445,130
Customers' service deposits	1,831,788	1,485,908
	<u>\$ 9,560,134</u>	<u>\$ 7,366,038</u>
DEFERRED CREDITS AND RESERVES		
Customers' advances for construction	\$ 1,080,247	\$ 733,592
Reserve for injuries and damages	204,404	189,845
Other deferred credits	173,193	317,265
	<u>\$ 1,457,844</u>	<u>\$ 1,240,702</u>
CONTRIBUTIONS IN AID OF CONSTRUCTION	6,767,525	6,453,888
PURCHASE AND CONSTRUCTION COMMITMENTS — \$47,701,000 in 1968, \$38,573,000 in 1967	<u>\$314,953,419</u>	<u>\$297,235,862</u>

STATEMENT OF REVENUE AND APPLICATION OF REVENUE

Years ended January 31, 1968 and January 31, 1967

	1968	1967
THE REVENUE FROM OPERATIONS WAS		
Electric sales	\$ 49,722,829	\$ 44,781,508
Gas sales	12,634,259	12,545,971
Interest and other	1,912,032	1,656,017
TOTAL REVENUE	<u>\$ 64,269,120</u>	<u>\$ 58,983,496</u>
THE REVENUE WAS APPLIED AS FOLLOWS		
For operating and maintaining the system — Note:		
Gas and electricity purchased	\$ 14,427,709	\$ 12,905,545
Other operating and general expenses	10,279,497	9,334,848
Maintenance	3,860,286	3,600,549
TOTAL FOR OPERATING AND MAINTAINING THE SYSTEM	<u>\$ 28,567,492</u>	<u>\$ 25,840,942</u>
For City of San Antonio:		
In lieu of taxes	\$ 2,887,143	\$ 2,735,885
Refund for gas and electric services	1,743,920	1,678,514
Construction of street lighting facilities	373,270	491,624
Additional payment to equal 14% of gross revenue	3,993,344	3,351,666
TOTAL FOR CITY OF SAN ANTONIO	<u>\$ 8,997,677</u>	<u>\$ 8,257,689</u>
For debt requirements:		
Interest and debt expense	\$ 1,492,673	\$ 1,557,849
Retirement of bonds	2,435,000	2,385,000
Addition to bond reserve fund	283,129	188,234
TOTAL FOR DEBT REQUIREMENTS	<u>\$ 4,210,802</u>	<u>\$ 4,131,083</u>
For additions to utility plant (exclusive of street lighting facilities for City of San Antonio):		
Total expenditures	\$ 30,793,327	\$ 22,833,864
Less funds provided from sources other than revenue:		
Bond construction fund	\$ 7,407,146	\$ 35,629
Sale of property	55,674	60,382
Improvements and contingencies fund	73	1,412,804
Customers' advances and contributions for construction	837,285	571,267
	<u>\$ 8,300,178</u>	<u>\$ 2,080,082</u>
TOTAL FOR ADDITIONS TO UTILITY PLANT	<u>\$ 22,493,149</u>	<u>\$ 20,753,782</u>
TOTAL REVENUE APPLIED	<u>\$ 64,269,120</u>	<u>\$ 58,983,496</u>

NOTE - This statement presents revenue and the application of revenue and accordingly does not include charges for depreciation which amounted to \$8,125,557 in 1968, and \$7,570,298 in 1967.

CITY PUBLIC SERVICE BOARD
SAN ANTONIO, TEXAS

AUDITORS REPORT

ERNST & ERNST

2100 TOWER LIFE BUILDING
SAN ANTONIO, TEXAS 78205

Board of Trustees
City Public Service Board of San Antonio
San Antonio, Texas

We have examined the financial statements of the City Public Service Board of San Antonio for the year ended January 31, 1968. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. We previously made a similar examination of the financial statements for the preceding year.

In our opinion, the accompanying balance sheet presents fairly the financial position of the City Public Service Board of San Antonio at January 31, 1968, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year. Further, in our opinion the accompanying statement of revenue and application of revenue presents fairly the information set forth therein.

San Antonio, Texas
March 8, 1968



LONG-TERM DEBT REQUIREMENTS...ALL ISSUES

January 31, 1968	Year Ending January 31,	Principal	Interest	Total Requirements
	1969	\$ 2,490,000	\$ 1,421,382	\$ 3,911,382
	1970	2,545,000	1,354,683	3,899,683
	1971	2,610,000	1,286,270	3,896,270
	1972	2,680,000	1,225,220	3,905,220
	1973	2,745,000	1,158,644	3,903,644
	1974	2,815,000	1,077,783	3,892,783
	1975	2,905,000	994,860	3,899,860
	1976	2,990,000	908,075	3,898,075
	1977	3,090,000	815,695	3,905,695
	1978	3,200,000	715,255	3,915,255
	1979	3,320,000	611,245	3,931,245
	1980	3,425,000	503,350	3,928,350
	1981	3,540,000	392,165	3,932,165
	1982	3,665,000	282,425	3,947,425
	1983	3,795,000	163,312	3,958,312
	1984	1,230,000	39,975	1,269,975
		\$ 47,045,000	\$ 12,950,339	\$ 59,995,339
Less:				
Current maturities (maturing within one year)		2,490,000	1,421,382	3,911,382
		<u>\$ 44,555,000</u>	<u>\$ 11,528,957</u>	<u>\$ 56,083,957</u>

FACTS AT A GLANCE

10 YEAR FINANCIAL REVIEW

Years ending January 31,	1968	1967	1966	1965
REVENUE AND APPLICATION: (000 Omitted)				
Revenues:				
Electric sales	\$ 49,723	\$ 44,781	\$ 41,990	\$ 41,626
Gas sales	12,634	12,546	11,800	11,236
Other income	1,912	1,656	1,540	1,423
Total Revenues	<u>\$ 64,269</u>	<u>\$ 58,983</u>	<u>\$ 55,330</u>	<u>\$ 54,285</u>
Revenues applied:				
Cost of operating systems:				
Gas and electricity purchased	\$ 14,428	\$ 12,906	\$ 12,464	\$ 11,552
Other operating expenses	10,280	9,335	8,864	8,207
Maintenance	3,860	3,600	3,160	3,015
Total	<u>\$ 28,568</u>	<u>\$ 25,841</u>	<u>\$ 24,488</u>	<u>\$ 22,774</u>
Payments and services to City:				
Payments in lieu of taxes	\$ 2,887	\$ 2,736	\$ 2,703	\$ 2,669
Refunds for services	1,744	1,678	1,598	1,611
Construction of street lighting	373	491	384	503
Additional payment	3,993	3,352	3,061	2,817
Total	<u>\$ 8,997</u>	<u>\$ 8,257</u>	<u>\$ 7,746</u>	<u>\$ 7,600</u>
Debt retirement:				
Interest and debt expense	\$ 1,493	\$ 1,558	\$ 1,622	\$ 1,685
Bond retirement and reserve	2,718	2,573	2,471	2,435
Total	<u>\$ 4,211</u>	<u>\$ 4,131</u>	<u>\$ 4,093</u>	<u>\$ 4,120</u>
Additions to plant:				
Total expenditures for year	\$ 30,793	\$ 22,834	\$ 20,867	\$ 22,763
Addition to improvement and contingencies fund	-0-	-0-	172	-0-
	<u>\$ 30,793</u>	<u>\$ 22,834</u>	<u>\$ 21,039</u>	<u>\$ 22,763</u>
Less provided from other sources:				
Bond construction fund	\$ 7,407	\$ 36	\$ 1,534	\$ -0-
Sale of property	56	60	-0-	133
Improvements and contingencies fund	-0-	1,413	-0-	2,343
Customers' advances and contributions	837	571	502	496
	<u>\$ 8,300</u>	<u>\$ 2,080</u>	<u>\$ 2,036</u>	<u>\$ 2,972</u>
Total	<u>\$ 22,493</u>	<u>\$ 20,754</u>	<u>\$ 19,003</u>	<u>\$ 19,791</u>
Total Revenues Applied	<u>\$ 64,269</u>	<u>\$ 58,983</u>	<u>\$ 55,330</u>	<u>\$ 54,285</u>
BALANCE SHEET DATA: (000 Omitted)				
Utility Plant at Cost	\$ 345,915	\$ 317,618	\$ 297,777	\$ 279,054
Annual Constructed Additions	31,167	23,325	21,252	23,266
Depreciation Reserve	70,440	63,980	59,170	52,259
Annual Depreciation Allowance	8,126	7,570	7,039	6,714

*Includes \$1,000 increase in Operating Fund



1964	1963	1962	1961	1960	1959
\$ 40,012 11,251 1,214 <u>\$ 52,477</u>	\$ 35,963 10,143 620 <u>\$ 46,726</u>	\$ 30,734 9,350 729 <u>\$ 40,813</u>	\$ 29,743 9,676 811 <u>\$ 40,230</u>	\$ 27,255 8,856 860 <u>\$ 36,971</u>	\$ 25,059 8,915 925 <u>\$ 34,899</u>
\$ 11,173 7,531 2,675 <u>\$ 21,379</u>	\$ 10,325 8,004* 2,645 <u>\$ 20,974</u>	\$ 6,903 6,910 2,693 <u>\$ 16,506</u>	\$ 7,129 6,379 2,357 <u>\$ 15,865</u>	\$ 6,525 5,899 2,223 <u>\$ 14,647</u>	\$ 6,457 5,275 2,013 <u>\$ 13,745</u>
\$ 2,648 1,539 458 2,702 <u>\$ 7,347</u>	\$ 2,396 1,356 544 2,212 <u>\$ 6,508</u>	\$ 2,232 1,226 379 2,671 <u>\$ 6,508</u>	\$ 2,039 1,130 546 2,793 <u>\$ 6,508</u>	\$ 1,857 1,018 468 -0- <u>\$ 3,343</u>	\$ 2,178 880 519 -0- <u>\$ 3,577</u>
\$ 1,746 2,623 <u>\$ 4,369</u>	\$ 1,351 2,222 <u>\$ 3,573</u>	\$ 1,158 1,936 <u>\$ 3,094</u>	\$ 1,200 1,883 <u>\$ 3,083</u>	\$ 1,241 1,792 <u>\$ 3,033</u>	\$ 1,281 1,837 <u>\$ 3,118</u>
\$ 13,806 6,130 <u>\$ 19,936</u>	\$ 23,585 -0- <u>\$ 23,585</u>	\$ 21,295 -0- <u>\$ 21,295</u>	\$ 18,883 -0- <u>\$ 18,883</u>	\$ 18,512 -0- <u>\$ 18,512</u>	\$ 19,178 370 <u>\$ 19,548</u>
\$ -0- 80 -0- 474 <u>\$ 554</u> <u>\$ 19,382</u> <u>\$ 52,477</u>	\$ 4,162 -0- 3,222 530 <u>\$ 7,914</u> <u>\$ 15,671</u> <u>\$ 46,726</u>	\$ 4,626 92 1,438 434 <u>\$ 6,590</u> <u>\$ 14,705</u> <u>\$ 40,813</u>	\$ -0- 2 3,826 281 <u>\$ 4,109</u> <u>\$ 14,774</u> <u>\$ 40,230</u>	\$ -0- 53 1,752 759 <u>\$ 2,564</u> <u>\$ 15,948</u> <u>\$ 36,971</u>	\$ 4,608 4 -0- 477 <u>\$ 5,089</u> <u>\$ 14,459</u> <u>\$ 34,899</u>
\$ 258,980 14,264 45,779 6,226	\$ 246,568 24,129 40,852 5,737	\$ 224,349 21,675 35,838 5,304	\$ 204,704 19,430 31,627 4,901	\$ 187,026 18,980 27,709 4,975	\$ 169,384 19,697 23,411 4,364

**CITY PUBLIC SERVICE BOARD
SAN ANTONIO, TEXAS**

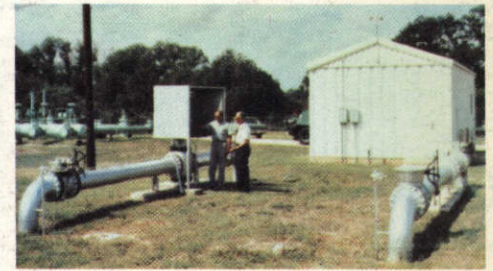
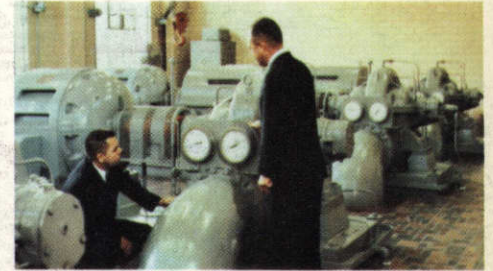
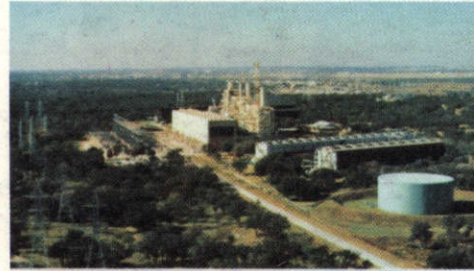
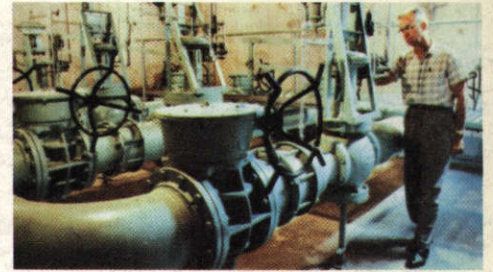
FACTS AT A GLANCE

10 YEAR OPERATING REVIEW

Years ending January 31,	1968	1967	1966	1965
OPERATING REVENUES. (000 Omitted)				
Electric:				
Residential	\$ 22,331	\$ 19,987	\$ 18,242	\$ 17,821
Commercial & Industrial	18,975	17,331	16,458	16,447
Street Lighting	1,254	1,146	1,063	1,005
Public Authorities	5,728	5,092	5,042	5,184
Other Utilities	810	711	714	698
Miscellaneous	625	514	471	471
Total Electric	\$ 49,723	\$ 44,781	\$ 41,990	\$ 41,626
Gas:				
Residential	\$ 8,073	\$ 8,149	\$ 7,604	\$ 7,222
Commercial & Industrial	3,710	3,622	3,444	3,261
Public Authorities	660	642	615	609
Miscellaneous	191	133	137	144
Total Gas	\$ 12,634	\$ 12,546	\$ 11,800	\$ 11,236
SALES: (000 Omitted)				
Electric — KWH:				
Residential	1,120,918	979,053	867,452	798,677
Commercial & Industrial	1,404,947	1,250,953	1,141,255	1,062,151
Street Lighting	42,114	39,175	36,312	33,998
Public Authorities	688,254	594,741	561,455	515,083
Other Utilities	69,538	49,896	54,497	53,611
Total	3,325,771	2,913,818	2,660,971	2,463,520
Gas — MCF:				
Residential	11,578	11,912	11,010	10,425
Commercial & Industrial	11,502	11,666	11,063	10,443
Public Authorities	2,000	2,005	1,910	1,816
Total	25,080	25,583	23,983	22,684
PURCHASE FOR RESALE:				
Electric (1000) KWH	5,521	4,093	24,009	—0—
Gas (1000) MCF	26,209	25,651	25,625	23,823
ELECTRIC GENERATION (1000) KWH	3,512,454	3,107,040	2,811,698	2,636,078
ELECTRIC GENERATION CAPACITY—KW	1,053,000	1,053,000	823,000	823,000
ELECTRIC PEAK DEMAND—KW	840,000	759,000	664,000	625,000
NUMBER OF CUSTOMERS:				
Electric	220,145	211,785	207,120	203,431
Gas	190,045	183,248	178,888	175,784
RESIDENTIAL AVERAGES:				
Electric:				
Revenue per customer	\$ 115.79	\$ 106.52	\$ 99.73	\$ 99.33
KWH per customer	5,813	5,218	4,742	4,452
Revenue per KWH	1.99¢	2.04¢	2.10¢	2.23¢
Gas:				
Revenue per customer	\$ 47.03	\$ 48.87	\$ 47.09	\$ 45.39
MCF per customer	67	71	68	66
Revenue per MCF	70¢	68¢	69¢	69¢



1964	1963	1962	1961	1960	1959
\$ 17,010	\$ 15,567	\$ 13,222	\$ 12,779	\$ 11,823	\$ 10,837
15,469	13,962	12,069	11,487	10,878	10,272
936	840	789	717	627	531
5,173	4,496	3,581	3,407	2,946	2,520
953	670	682	1,010	664	607
471	428	391	343	317	292
<u>\$ 40,012</u>	<u>\$ 35,963</u>	<u>\$ 30,734</u>	<u>\$ 29,743</u>	<u>\$ 27,255</u>	<u>\$ 25,059</u>
\$ 7,258	\$ 6,245	\$ 5,931	\$ 6,046	\$ 5,436	\$ 5,459
3,199	2,759	2,410	2,620	2,493	2,504
654	1,031	911	918	843	872
140	108	98	92	84	80
<u>\$ 11,251</u>	<u>\$ 10,143</u>	<u>\$ 9,350</u>	<u>\$ 9,676</u>	<u>\$ 8,856</u>	<u>\$ 8,915</u>
756,620	678,897	551,881	532,249	473,960	425,290
977,353	906,785	814,522	773,746	727,589	681,192
32,320	28,772	27,152	24,560	22,194	18,704
507,066	466,559	406,226	379,554	334,637	279,481
127,504	65,138	60,015	208,442	64,298	41,860
<u>2,400,863</u>	<u>2,146,151</u>	<u>1,859,796</u>	<u>1,918,551</u>	<u>1,622,678</u>	<u>1,446,527</u>
10,625	9,664	10,075	10,366	9,197	9,325
10,303	9,900	10,126	11,052	10,730	10,705
1,940	3,991	4,132	4,208	3,952	4,161
<u>22,868</u>	<u>23,555</u>	<u>24,333</u>	<u>25,626</u>	<u>23,879</u>	<u>24,191</u>
261	36	7,425	731	6,905	329
23,115	24,533	25,331	26,507	24,720	25,239
2,567,733	2,306,681	1,990,183	2,060,064	1,747,944	1,574,182
823,000	656,000	656,000	551,000	551,000	446,000
571,000	548,000	440,700	438,000	395,800	358,800
199,769	196,310	192,155	187,249	182,369	176,944
173,079	170,009	166,101	161,011	156,261	149,649
\$ 97.17	\$ 90.18	78.69	\$ 78.04	\$ 74.50	\$ 70.60
4,301	3,933	3,285	3,251	2,987	2,771
2.25¢	2.29¢	2.40¢	2.40¢	2.49¢	2.55¢
\$ 46.58	\$ 40.84	\$ 39.97	\$ 42.00	\$ 39.25	\$ 41.23
68	63	68	72	66	70
68¢	65¢	59¢	58¢	59¢	59¢



CITY PUBLIC SERVICE BOARD SAN ANTONIO, TEXAS

