

City of San Antonio, Texas
Adopted Annual Operating Budget
Fiscal Year 2004-2005

**CITY OF SAN ANTONIO
ADOPTED ANNUAL BUDGET**

FISCAL YEAR 2004 - 2005

OCTOBER 1, 2004 - SEPTEMBER 30, 2005

CITY COUNCIL

EDWARD D. GARZA, MAYOR

**ROGER O. FLORES
JOEL WILLIAMS
RON H. SEGOVIA
RICHARD PEREZ
PATTI RADLE**

**ENRIQUE M. BARRERA
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ART A. HALL
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CHRISTOPHER HAASS**

CITY MANAGER

TERRY M. BRECHTEL

**PREPARED BY:
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SARAH NAJMI**

**ROBERT PEREZ
LAURA RAFFANIELLO
NIKKI M. RAMOS
DELFINA TOVAR
NICOLE VASQUEZ**

ABOUT THE COVER

This year's Budget Document cover depicts a picture of an "enjoyable day within an ideal setting" as seen through the eyes of one of the City's Parks & Recreation Kid Quest participants. Paul Garcia who is in the 12 to 14 years-old age category at a Kid Quest site in the San Antonio Independent School District captured this colorful scene depicting children at play in HemisFair Park. (HemisFair Park is located in downtown San Antonio and was developed on the site of the 1968 World's Fair.) The artwork is a combination of several media including watercolor, tempera and colored pencils. The scene captures the detail of large shade trees, children in motion, whale-shaped clouds, and depicts depth in scope.

The Parks & Recreation Department's Kid Quest program is an eight-week summer program that offers educational, recreational, and cultural opportunities to approximately 4,000 youth ages six to fourteen at 38 locations each year. Kid Quest features arts and crafts, nature activities, science, fine arts and sports.

Paul Garcia's artwork was created after the City's Office of Management & Budget challenged Kid Quest participants to depict their vision of an ideal neighborhood and/or what the City of San Antonio means to them. Several hundred works of art were created during the art enrichment component of Kid Quest and 17 were chosen for final selection by Kid Quest art instructors. A selection committee chose Paul Garcia's work for this year's Budget Cover.

CITY OF SAN ANTONIO

MISSION STATEMENT

WE DELIVER QUALITY CITY SERVICES AND COMMIT TO ACHIEVE
SAN ANTONIO'S VISION OF PROSPERITY FOR OUR DIVERSE,
VIBRANT AND HISTORIC COMMUNITY.

GOALS

- ◆ San Antonio will be a safe and clean community.
- ◆ San Antonio will be a city that maximizes its citizens' well-being and human potential while capitalizing on its cultural diversity.
- ◆ San Antonio will be a city with a vibrant and diverse economy, which will create better jobs with higher incomes while leveraging its historic and physical diversity to assure a sustainable and attractive community.
- ◆ San Antonio neighborhoods will prosper through the community's long-term reinvestment and revitalization.
- ◆ San Antonio will promote its unique resources to become the premier visitor and convention destination.
- ◆ San Antonio will benefit from a city government, which is innovative and proactive and utilizes best practices in its administrative, financial and information systems.
- ◆ San Antonio will provide the institutional foundation to support government and promote public trust and awareness.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of San Antonio
Texas**

For the Fiscal Year Beginning

October 1, 2003

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of San Antonio, Texas** for its annual budget for the fiscal year beginning **October 1, 2003**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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User's Guide

User's Guide to the Budget Document

OVERVIEW

This section is designed to assist the reader in the use and comprehension of the City of San Antonio's Adopted Budget Document. The Annual Budget serves as a policy document, a financial plan, an operations guide and a communications device. It is utilized by Citizens, City Council, and City Staff to monitor revenues and expenditures relating to the delivery of City services. The Budget Document is also used to evaluate the effectiveness of City programs and services while providing extensive information on municipal operations.

BUDGET TABS

The budget is arranged in seven sections that are separated by the following respective tabs. Below is a brief description of the materials found in each of the sections.

- ◆ User's Guide
- ◆ Budget Summary
- ◆ Program Changes
- ◆ Fund Schedules
- ◆ Capital Improvement Plan
- ◆ Department Service Plans
- ◆ Appendix

User's Guide - This section is intended to provide the reader a summary of what is contained in the budget document. An additional goal of this section is to educate the user on the City of San Antonio's financial structure.

Budget Summary - This section contains the City Manager's transmittal letter and executive summary. The executive summary describes the policies affecting the budget, and presents a summary of the revenues the City will collect, the funds the City will spend, and program changes that have been proposed for service delivery.

Program Changes - This section contains a brief explanation of the three major General Fund revenue sources (Sales Tax, Property Tax, and City Public Service) and new and/or enhanced revenues proposed for the General Fund and other Funds for the FY 2004-2005 Budget. This section also includes a listing of program changes sorted by Improvements, Mandates and Reductions. An explanation of the Adopted personnel compensation package is also included.

Fund Schedules - This section is organized by fund and contains a schedule of revenues and appropriations for each City fund. First is the FY 2004-2005 All Funds Budget Summary schedules. Following is personnel information which details the number of positions authorized for each fund. Following those schedules are detailed Fund Schedules arranged by fund type. They are arranged by Tax Supported Funds, Special Revenue Funds, Enterprise Funds, Expendable Trust Funds and Internal Service Funds. Finally, a summary schedule of categorical grants is listed.

Capital Improvement Plan - This section consists of the Debt Management Plan and Debt Service Funds. This section details the types of debt issued by the City which includes General Obligation Bonds, Certificates of Obligation, and Revenue Bonds.

Department Service Plans - This section is organized by department and provides the reader a better understanding of the kind of services provided by each department and the sources of funding that support these services. Individual department summaries contain an explanation of the particular functions of each department, their funding levels, personnel, performance measures, and descriptions of program changes. For further explanation on this section, see the Departmental Appropriations Overview found immediately following the Departmental Appropriations tab.

Appendix - This section is designed to assist the user in locating information within the document or in obtaining additional information. It contains Statistical Data, a Glossary and Performance Measure Definitions.

BUDGET AMENDMENTS

At any time during the fiscal year, upon written recommendation of the City Manager, the City Council may transfer any unencumbered appropriation balance or any portion within a department office or agency to another. The City, by Charter, shall not exceed the total appropriation available for the fiscal year. If this is the case, the City Manager shall reconsider the work programs and revise them to prevent the making of expenditures in excess of the said income and fund balance.

The City Charter also gives the City Manager the authority to transfer appropriations within funds. Currently, to transfer funds within a department, the requesting department must complete a budget adjustment form, which details where the funds are being transferred "from" and "to" and provides an explanation for the adjustment. Once completed, the Budget Adjustment must be approved by the Department Director and then submitted to Budget, Finance and the City Manager's Office for approval before it can be enacted. Once the SAP system is implemented (in FY 2005), the process will change to allow for greater flexibility for departments to manage their budgets. A Department will be able to adjust their budget, without outside approval, within certain parameters (i.e. a departmental budget adjustment cannot cross funds, cross departments, adjust scheduled line items, move capital dollars into operating budget). The system will not allow the restricted transactions to take place. Those budget adjustments that do not fit within the approved parameters will be forwarded electronically to Budget and Finance for approval.

The budget may also be amended by submitting an ordinance to the City Council for approval. The ordinance must include substantiated analyzed reasoning for the amendment.

BUDGET BASIS

The budgets of the General Fund, Special Revenue Funds, Debt Service Funds and Trust & Agency Funds are prepared and accounted for on the modified accrual basis. Briefly, this means that revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred. In contrast, the Budget of the Enterprise Funds and Internal Service Funds are prepared and accounted for using the full accrual basis of accounting. Their revenues are recognized when they are earned, and their expensed are recognized when they are incurred.

BUDGET CONTROLS

Budgetary compliance is a significant tool for managing and controlling governmental activities, as well as ensuring conformance with the City's budgetary limits and specifications. The objective of budgetary controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by City Council. Levels of budgetary controls, that is the levels at which expenditures cannot legally exceed appropriated amounts, are established by function and activity within individual funds. The City utilizes an encumbrance system of accounting as one mechanism to accomplish effective budgetary controls. Encumbered amounts lapse at year-end, however, encumbrances generally are appropriated as part of the following year's budget. For the fiscal year beginning October 1, 2001, the Government Finance Officers Association of the United States and Canada ("GFOA") presented an award of Distinguished Budget Presentation the City.

ACCOUNTING BASIS

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on a basis of generally accepted accounting principles (GAAP). In most cases this conforms to the way the City prepares its budget.

All governmental funds are accounted for using the current financial resources measurement focus and the modified accrual basis of accounting. This means that only current assets and current liabilities are generally included on their balance sheets. Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred. However, compensated absences, debt service expenditures, claims and judgments and arbitrage are recorded only when the liability is matured.

Proprietary, Pension Trust, Private Purpose Trust, and Retiree Health Care Funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses and related liabilities, including claims, judgments, and compensated absences, are recognized when they are incurred. These funds are accounted for on a cost of services or "economic resources" measurement focus. Consequently, all assets and all liabilities (whether current or noncurrent) associated with their activity are included on their balance sheets. The reported Proprietary Fund net assets is segregated into three components: 1) invested in capital assets, net of related debt, 2) restricted net assets and 3) unrestricted net assets. Proprietary fund type operating statements present increases (revenues) and decreases (expenses) in net assets.

FUND TYPES

General Fund - The General Fund of the City accounts for all financial resources except those required to be accounted for in another fund.

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts and major capital projects) that are legally restricted to expenditures for specified purposes.

Enterprise Funds - Enterprise Funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis should be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Expendable Trust Funds - Trust and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds.

Internal Services Funds - Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governmental units, on a cost-reimbursement basis. The City's self-insurance programs, data processing programs, and other internal service programs are accounted for in this fund type.

Debt Service Funds - Debt Service Funds are used to account of the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs.

REVENUE ESTIMATES

The Revenue Budget is based on certain revenue estimate projections. Revenue projections are made primarily based on historical trends coupled with projected inflation, personal income and growth in the local area. Tourist-related factors and major attractions are also considered. Since one method of projecting revenue sources is not feasible, each source is considered on its own merit and projected accordingly.

DELEGATE AND ARTS & CULTURAL AGENCIES

The City of San Antonio General Fund Delegate Agencies support strategies that facilitate and promote long-term workforce development through early childhood education and family strengthening, school completion, job training and adult literacy. The City also provides contributions to Art & Cultural Agencies with emphasis on Art & Cultural Programs, Cultural Facilities, Public Art, Special Events, Year Round Arts & Cultural Programs and other art related services through the Community and Visitor Facilities Fund.

CAPITAL BUDGET

The Adopted FY 2005 through FY 2010 Capital Budget details the City's physical infrastructure development and improvement plan. Capital projects in the six year program address general government, public health and safety, recreation and culture, and transportation functions. The first year of the six-year plan is the Adopted FY 2005 Capital Budget. The Capital Budget is published as a separate document.

Operating Flow of Funds

Detail

1. Revenues are paid into funds, such as the General Fund and Enterprise Funds as a result of specific activities. For example.

<u>Fund</u>	<u>Revenues</u>
General	Property Tax, Sales Tax, CPS Proceeds, Licenses & Permits
Enterprise	User Rates, User Fees, Leases, Intergovernmental Contracts

2. Expenditures are made from funds, such as the General Fund and Enterprise Funds, to support activities related to each. For example:

General Fund

- ◆ General Fund Departments - Police, Fire, Public Works, Library.

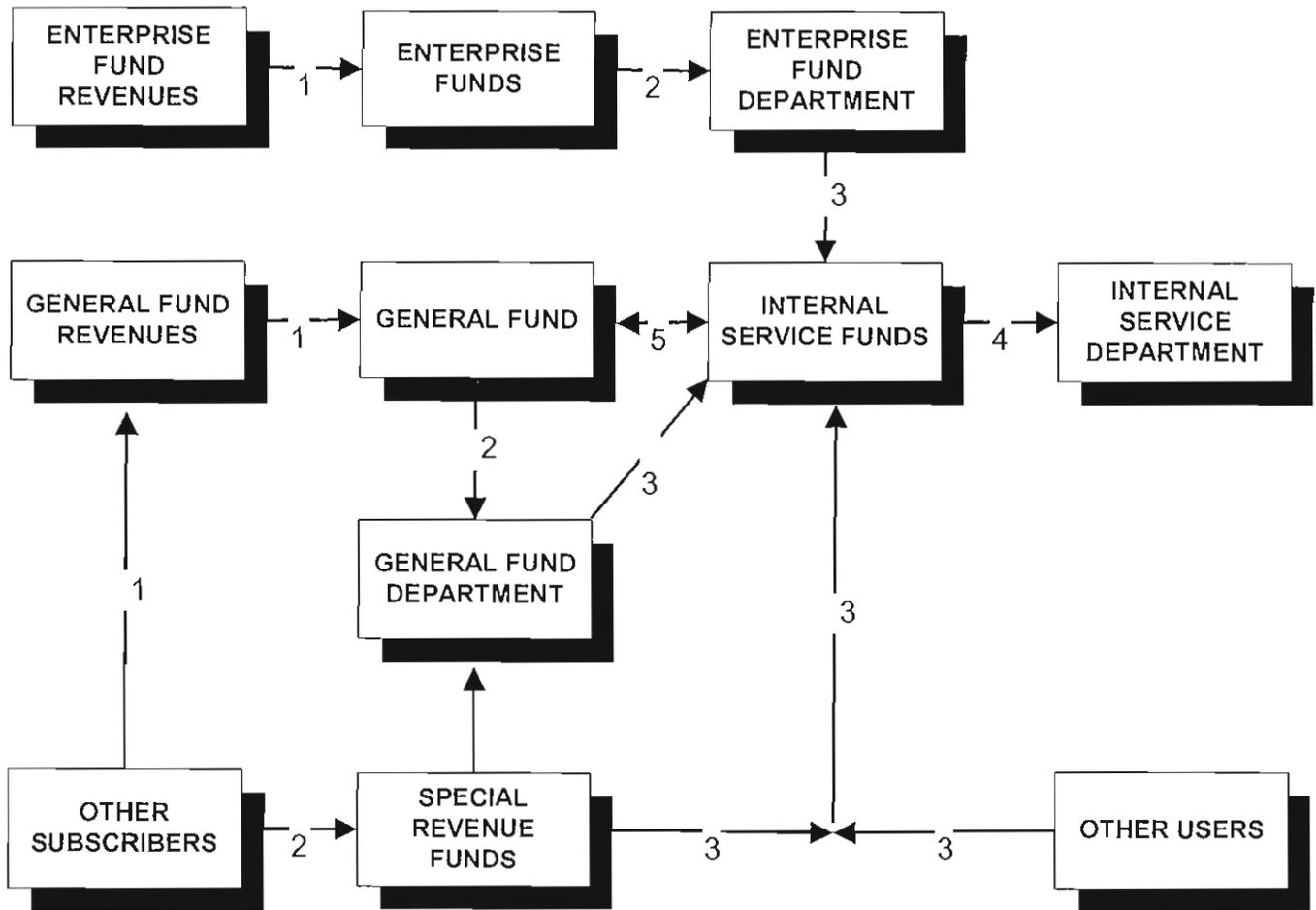
Enterprise Funds

- ◆ Enterprise Fund Departments - Aviation, Environmental Services

3. General Fund, Enterprise Fund, Special Revenue Funds, and other User departments all make payments into Internal Service Funds to support administrative functions which are internal City operations.
4. Internal Service Funds support specific departments. For example; Purchasing and Information Technology Services.
5. Internal Services Funds contribute towards the cost of the General Fund overhead.

Operating Flow of Funds

Exhibit



Debt Service Flow of Funds

Detail

1. The City holds a Bond Sale after one of the following:
 - A. Approval by City Council to issue either Certificates of Obligation or Revenue Bonds.
 - B. Successful completion of a General Obligation Bond Election.
2. The Bonds are purchased and the funds generated from the sale are allocated to Bonds Funds to support specific projects.
3. The Bond Funds distribute moneys to the individual project budgets.
4. Open project accounts channel payments for project work to individual contractors (Scenario X).
5. When a project is completed and the project account closed, unused funds can be directed to the debt service obligation. The project account transfers unused funds to the overall bond fund, which in turn transfers the moneys into the Debt Service Fund (Scenario Y).
6. The Debt Service Fund is also supported by other revenue sources.

Debt Service Flow of Funds

Exhibit

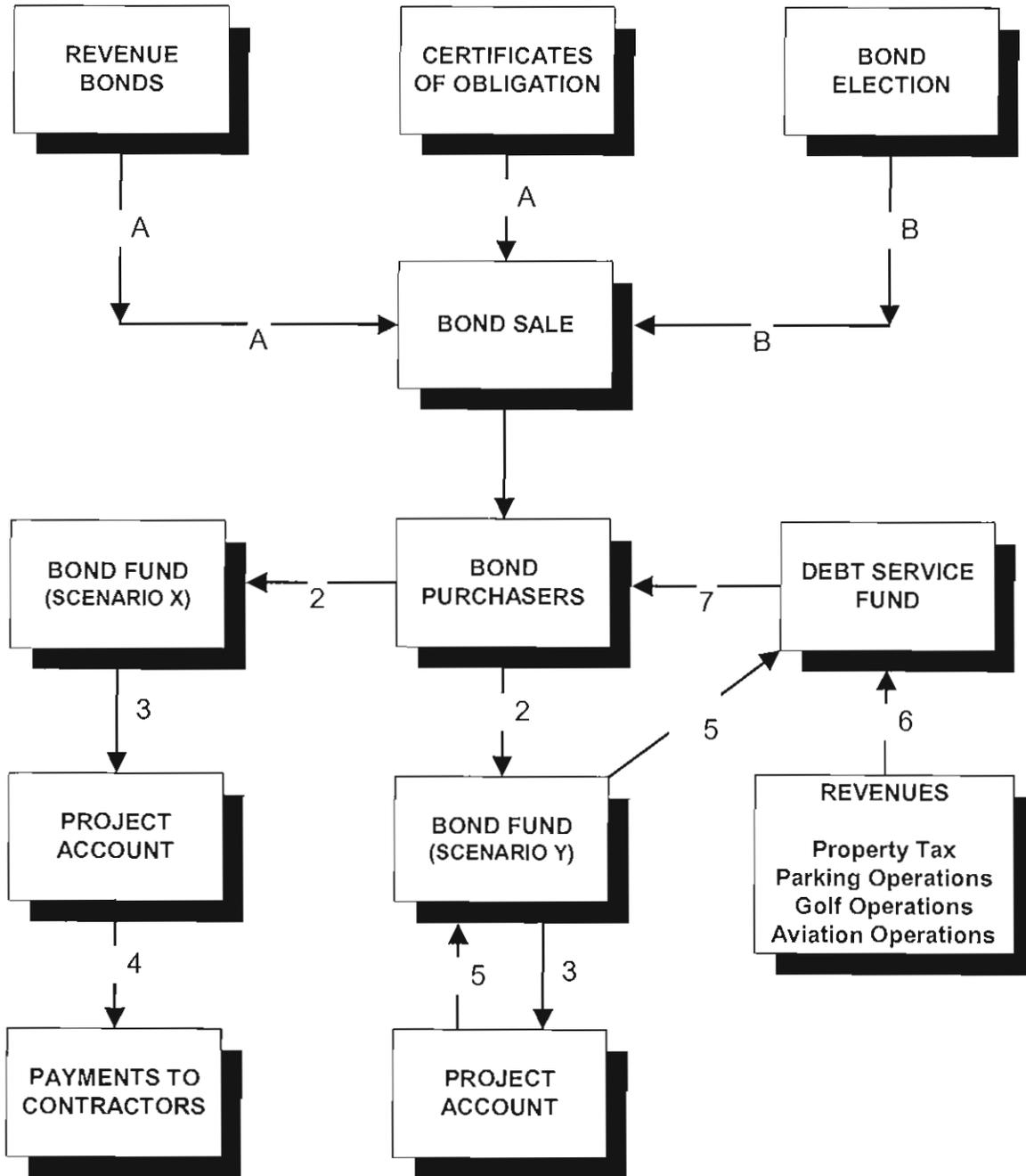
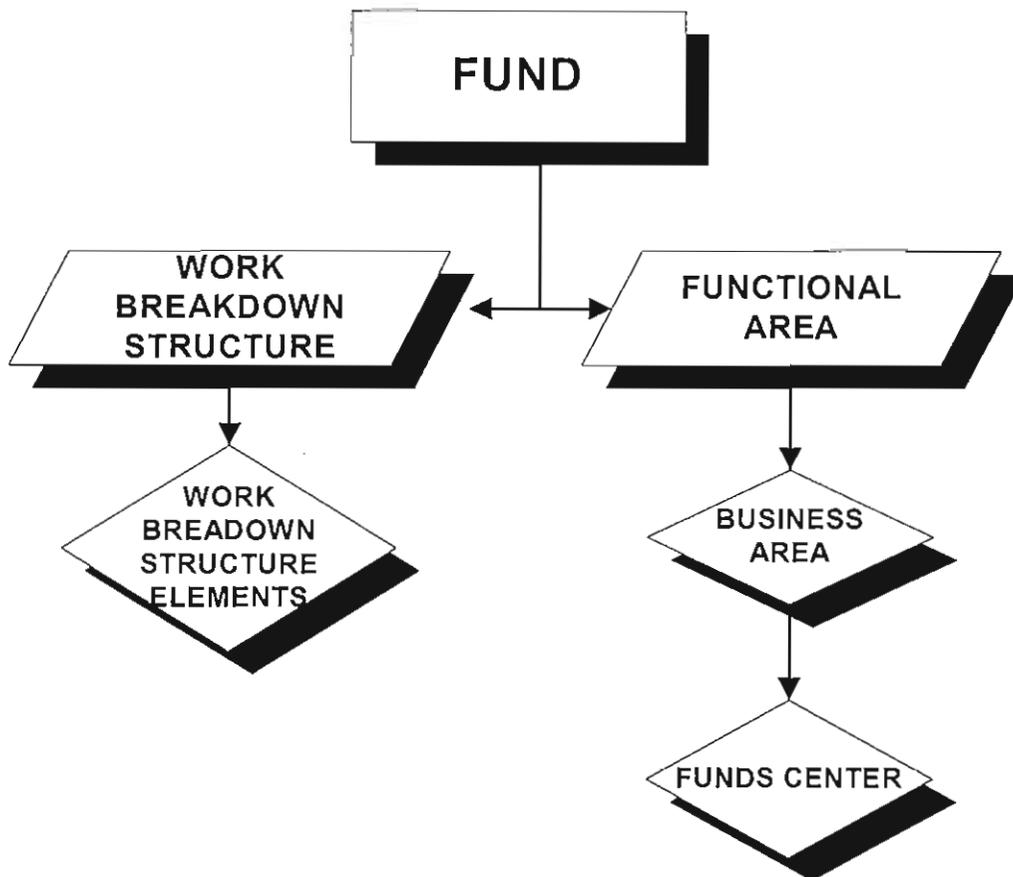


Chart of Accounts

The purpose of structuring a financial system is to organize and identify the sources and use of funds, revenues and expenditures, activities related to each of these, and to allow for the maintenance, retention, and retrieval of this information. In FY 2005, the City's current financial structure will convert to the following SAP-defined financial structure.

The first step in accessing financial information is identifying the FUND (e.g., General Fund, Airport Funds) which contains the desired data. The next step is the Functional Area (i.e. Administrative Management) or the Work Breakdown Structure.

After the Functional Area or the Work Breakdown Structure, access is available to either the Work Breakdown Structure (e.g., Park Facilities Roof Repair Project) or Business Area (e.g., Public Works) level. The department level then provides access to the Funds Center.

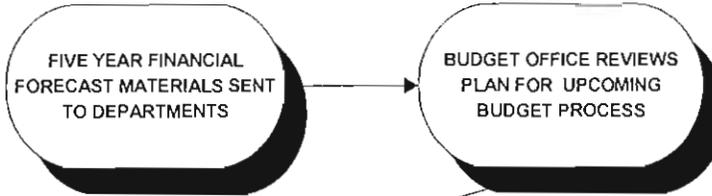


Budget Schedule – Fiscal Year 2004-2005

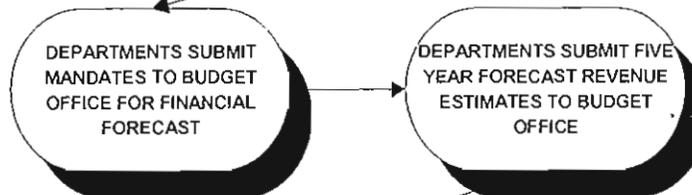
Monday, March 29- Wednesday, March 31	Budget Office provides FY 2005 Budget Process Briefing with Introduction to SAP Budget Prep to City Departments
Friday, April 2	Budget Office receives all updated Departmental Goals & Objectives and Balanced Scorecards with 6 month actuals and Proposed FY 2005 measures
Friday, April 16	Budget Office provides Management Team compiled updated Departmental Goals & Objectives and Balanced Scorecards with summary analysis, information, and highlights
Thursday, May 6	First Budget Open House, 7:30 p.m.
Thursday, May 13	Budget Director presents the Five Year Financial Forecast to the City Council
Friday, May 14	City Council Goals & Objectives Worksession
Thursday, May 20	Second Budget Open House, 7:30 p.m.
Monday June 7- Friday, July 2	Management Team reviews operating and capital budgets with Budget Office and Departments
Monday, July 5- Friday, July 16	Management Team discusses and reviews Proposed FY 2005 Operating and Capital Budget decisions
Thursday, August 5	City Manager presents Proposed Budget to City Council
Tuesday, August 10- Thursday, September 14	City Council Worksessions on Proposed Budget - Tuesdays (evenings): 8/17, 8/24, 9/7, 9/14 - Thursdays (mornings & evenings): 8/12, 8/19, 8/26, 9/2, 9/9
Thursday, August 19	City Council considers Proposed Tax Rate
Tuesday, August 31	City Council First Budget Public Hearing, 7:00 p.m.
Thursday, September 2	City Council Tax Rate Public Hearing, 3:00 p.m.
Thursday, September 16	City Council Second Budget Public Hearing and Consideration of Budget, Tax Rate and Revenues, 3:00 p.m.
Thursday, September 30	City Council considers Closing Ordinance

BUDGET PROCESS

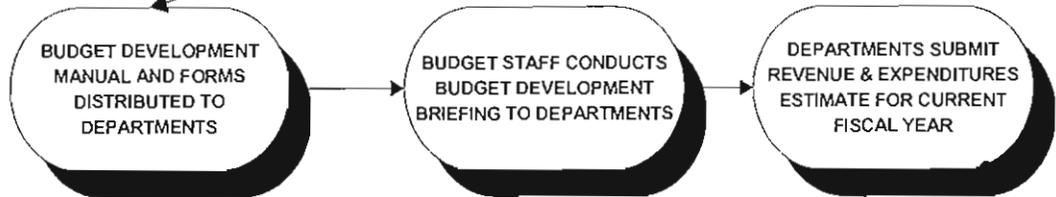
JANUARY



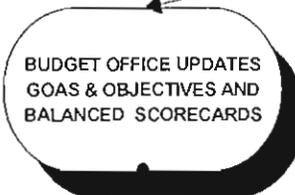
FEBRUARY



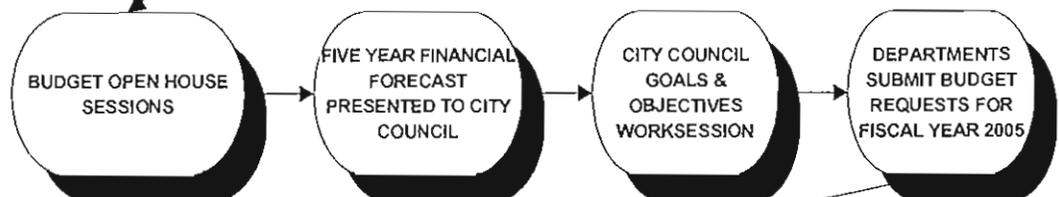
MARCH



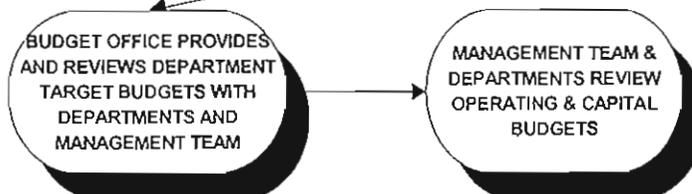
APRIL



MAY



JUNE/JULY

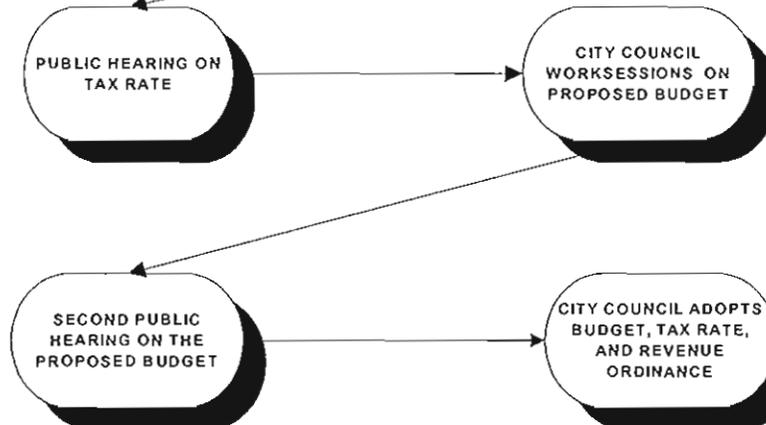


BUDGET PROCESS

AUGUST



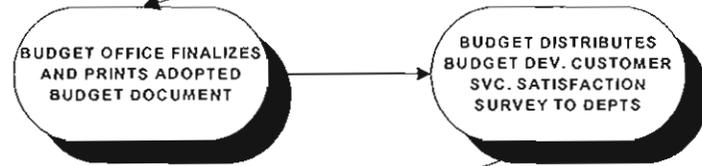
SEPTEMBER



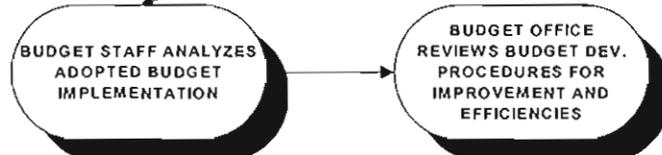
OCTOBER

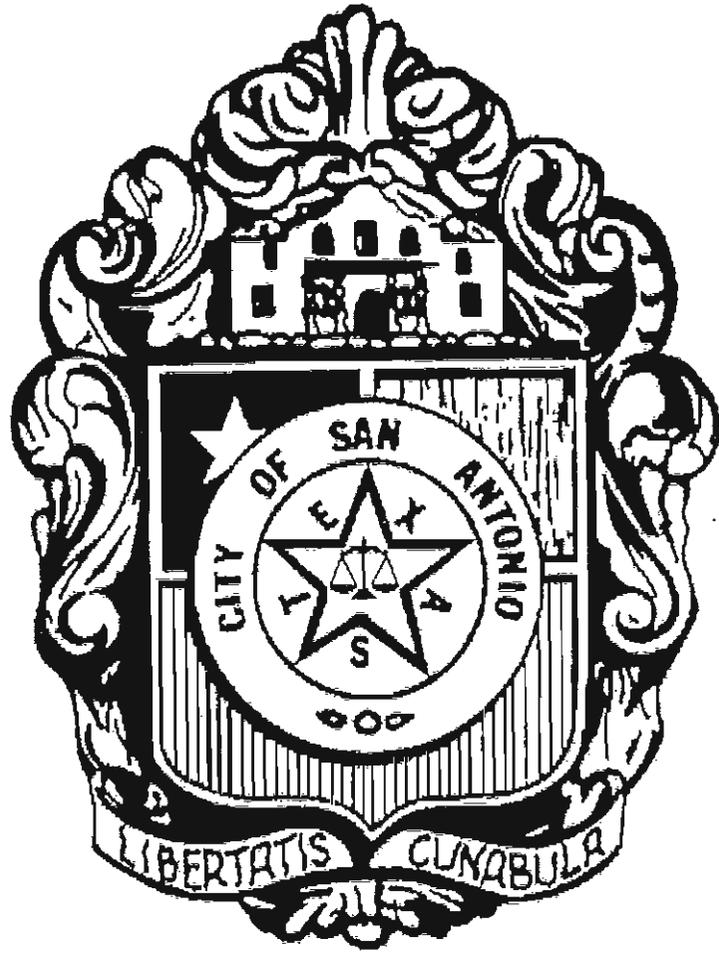


NOVEMBER



DECEMBER





Budget Message



CITY OF SAN ANTONIO

P. O. BOX 839866
SAN ANTONIO, TEXAS 78283-3986

September 30, 2004

To the Honorable Mayor and City Council:

I am pleased to present the Adopted Budget for the City of San Antonio. The Adopted Consolidated Annual Budget for FY 2005, comprised of all funds, excluding transfers, totals \$1.5 billion. Operating expenditures total \$1.15 billion and the FY 2005 capital improvement program totals \$397.1 million. Within the operating expenditures, General Fund expenditures and transfers total \$673.2 million, an increase of 4.9% over the FY 2004 Revised Adopted Budget.

This year's budget development process involving citizens, the Mayor and City Council, the Management Team, and all city departments provided a targeted focus on organization-wide policy and service delivery issues to develop a budget that allocates resources toward service delivery plans that provide quality city services, targeted investments, and addresses key policy issues.

The revenue outlook is one of continued strength from San Antonio's local economy allowing the City to realize stronger receipts in sales tax projected through FY 2005. Continued development and strong property values together with added CPS revenue have improved the overall revenue outlook for the City. Finally, the General Fund would gain from new revenues and adjustments to current revenues to recover costs associated with providing City services and programs.

The FY 2005 Adopted Budget provides targeted investment in City Council priorities including infrastructure, public safety, economic development, human development, accountability, the environment, neighborhoods, and senior and health services. The FY 2005 Budget provides City Council with a property tax relief option for seniors and disabled citizens and establishes for the first time a Disabled Homestead Exemption of \$12,500 for FY 2006.

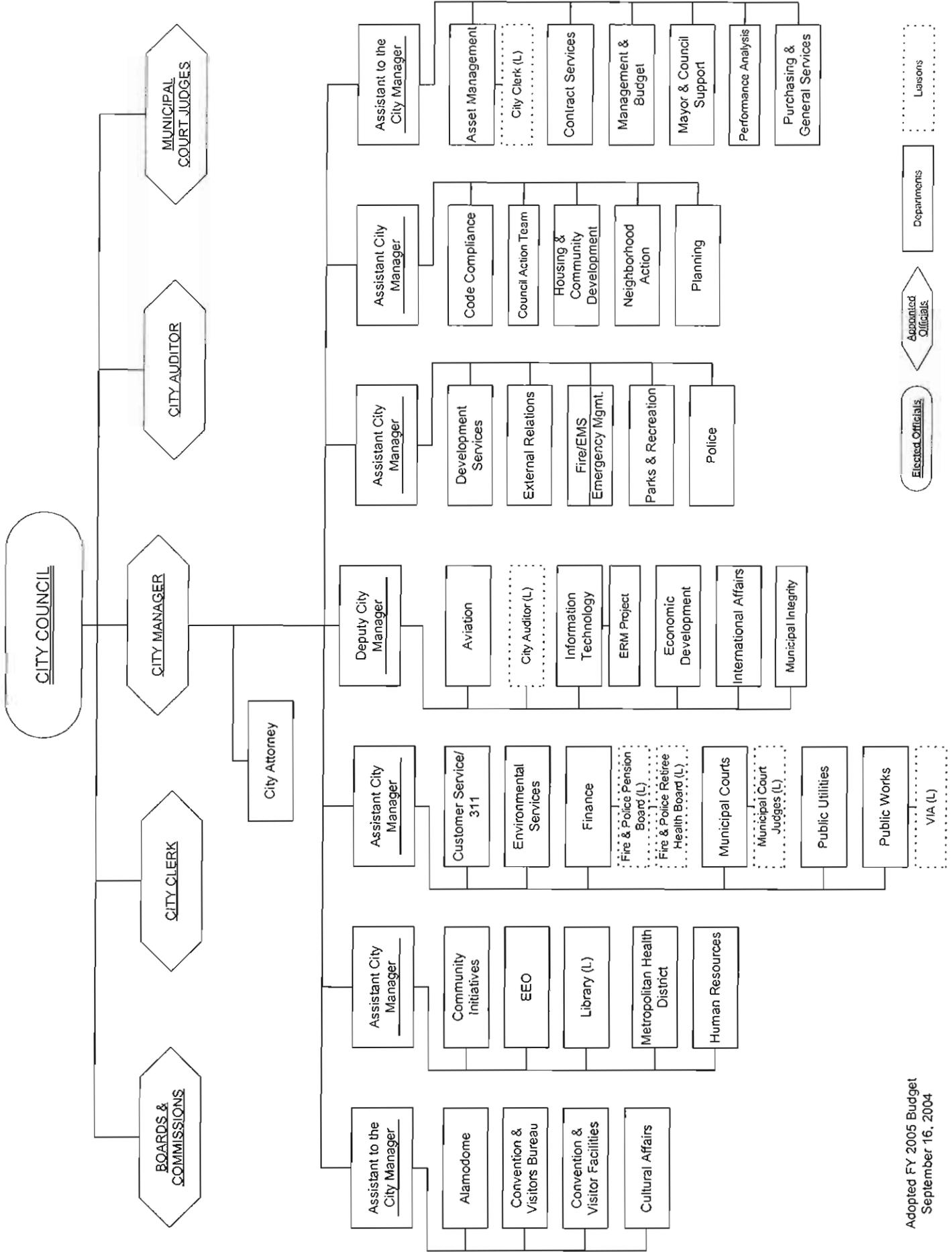
The FY 2005 Budget includes a proposed City Public Service (CPS) Revenue Policy for consideration by the City Council. The CPS Revenue Policy is designed to manage the City's reliance on this significant revenue source, establish a reserve fund, and provide potential funding for utility assistance and economic development and infrastructure initiatives. In addition, in FY 2005 at the request of City Council, the CPS Board of Trustees will consider the possible expansion of eligible costs, to include economic development initiatives, to be funded with City designated CPS Underground Utility Conversion funds. Finally, the City Council will review allocation proposals for the City's Economic Development Incentive Fund to include additional funding for street maintenance and workforce initiatives related to new job creation.

I would like to express my sincere appreciation to the City Council for providing valuable policy guidance during the budget goal-setting worksessions held in late April and in May and during the Council Goals and Objective Worksession. I would also like to thank the staff in each department for their continued professionalism throughout the process. I particularly would like to recognize the contribution of the City employees who participated in the second annual Bottom Line Strengthening Program (BLS) this spring. Finally, I would like to call particular attention to the extensive dedication and commitment of the Executive Team, Management Team, and the long hours of hard work by the staff of the Office of Management & Budget in this important effort.

Respectfully submitted,

Terry M. Brechtel
City Manager

CITIZENS OF SAN ANTONIO

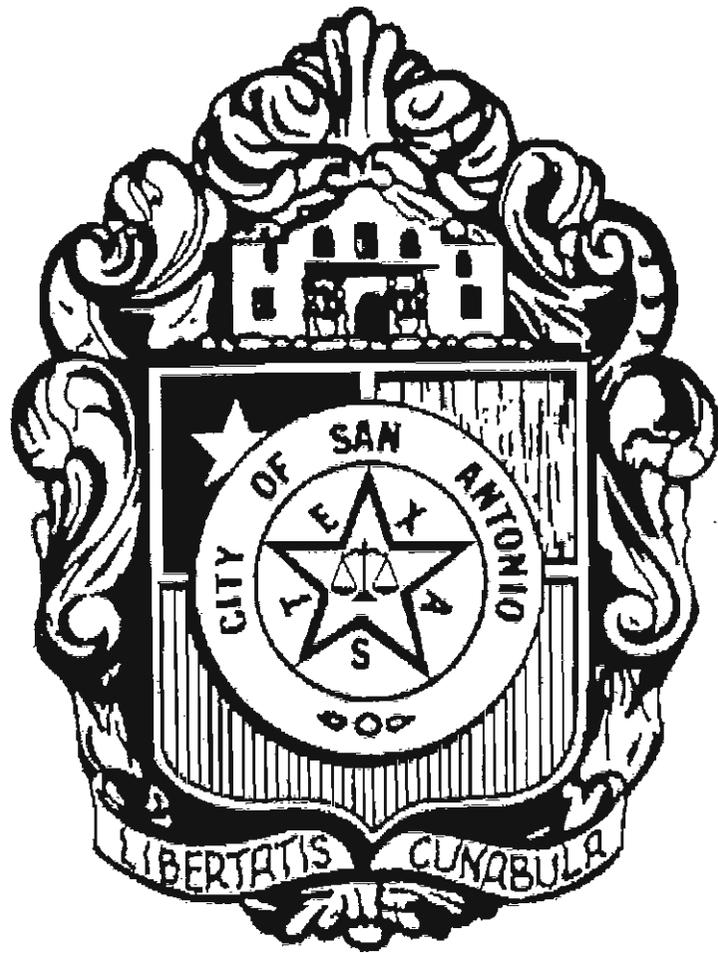


Electoral Officials

Appointed Officials

Departments

Leasons



Executive Summary

Executive Summary Fiscal Year 2004 - 2005 Adopted Budget

Overview

The FY 2005 Annual Adopted Operating and Capital Budget has been developed to allocate resources toward service delivery plans that provide quality city services, targeted investments, and continued infrastructure improvement projects. The annual budget development process serves as the foundation for the City's allocation of resources toward service delivery plans that provide quality services, targeted investments, and continued improvements. Additionally, the budget process encapsulates incremental changes to address service requirements and builds upon initiatives funded in prior years as well as establishes new direction for programs through the allocation of resources. Finally, the annual budget development process and the annual budget itself is a fixed strategy that allows for plan changes throughout the year to address service requirements of the customer.

The Executive Summary included within the Annual Operating Budget serves as a broad overview to highlight how the allocation of City financial, human, and capital resources are targeted to achieve the goals listed above. The Executive Summary is organized in the following manner and is only one component of an overall financial and service delivery strategic plan.

Executive Summary Outline

1. Budget Development Process
2. FY 2005 Total City Budget (All Funds)
3. City Personnel Levels
4. General Fund Revenues
5. Significant Changes from the FY 2004 Revised Adopted Budget - All Funds
6. Other Funds Overview
7. Six Year Capital Improvement Plan

Budget Development Process

The process of developing the FY 2005 Adopted Budget is a comprehensive effort that involves input from citizens, the Mayor and City Council, outside governmental and private agencies and organizations, and all city departments and offices. There are several major components to the process including the annual goal-setting process with the Mayor and City Council, analysis of cross cutting organizational issues, and a review of City services and revenues. This year's budget process was improved in many ways including providing the Mayor and City Council with eight pre-proposed budget development goal setting worksessions, scheduling an additional week for Mayor and City Council to consider the proposed budget, and restructuring the organizational analysis and city service delivery reviews with all city departments and offices.

During the fifteenth annual City Council Goals & Objectives worksession, two major themes were developed. One included listing the Council's Key Success Factors (KSF). KSF are the underlying drivers that result in achieving the major goals set out by the Mayor and City Council in the FY 2005 Budget and beyond. The following is a listing of the Key Success Factors that were developed by the Mayor and City Council. The KSF's are listed in priority order with "1" being the most important success factor.

Executive Summary

Key Success Factors

1. Leverage our economic vitality to increase the tax base
2. Prevent cost drivers (by addressing preventative goals)
3. Fully utilize City resources
 - Maximize staff capabilities and leverage productivity
 - Maximize assets
4. Leverage San Antonio's distinctiveness
5. Maximize San Antonio's human potential

The second major theme from the Goals & Objectives was to establish service priority areas that should be addressed with the FY 2005 Proposed Budget. The City Council outlined both their individual and collective priorities for the FY 2005 Budget including the following Priority Areas.

FY 2005 City Council Priority Areas

- Infrastructure
- Economic Development
- Human Development
- Accountability
- Environment
- Neighborhoods
- Senior Services
- Health
- Public Safety
- Interlocal Cooperation

The City staff followed the Council's guidance from the Goals & Objectives Worksession as the basis for recommending redirections and reductions in the Proposed Budget and for proposing targeted added investments in key Council priority areas.

In early spring, departments were given target budgets based on current service requirements. Each department was asked to prepare proposals for the redirection of resources and/or suggested program improvements or reductions from the Council's priority listing and the identified list of City Services for evaluation that was presented to City Council during a goal-setting worksession. Additionally, each department was asked to present proposals addressing applicable recommendations coming from the Bottom Line Strengthening (BLS) Program.

Since early June, the City Manager and the Management Team have met with each department director to review the department's balanced scorecards, estimated commitments for FY 2004, FY 2005 base budgets, proposed revenue enhancements, resource redirections, program reductions, fund schedules capital and grant programs, organization-wide policy issues, and service delivery methods to include the following:

Organization-wide Policy and Service Delivery Topics

- Employee Benefits and Compensation
- Certification Pay
- Employee Uniform Initiatives
- Marketing City Services & Community Outreach
- Contracts Administration
- Capital Projects & Infrastructure Improvement Strategies
- Overtime Use and Overtime Budgets
- Enterprise Resource Management
- Administrative Efficiencies
- Cash Handling Policy & Procedures
- Public Utility Policies
- City Vehicles Use & Maintenance

The Five Year Financial Forecast projected a shortfall of \$21.3 million for the General Fund under certain assumptions. The Proposed Budget for FY 2005 eliminates the projected shortfall through a combination of revenue changes, reductions, and redirections designed to minimize negative impacts on service delivery while at the same time setting aside resources for making service delivery improvements. The table on the following page summarizes the steps taken to balance the Budget for FY 2005.

After receipt of the Proposed Budget, the City Council held fourteen worksessions to review the proposed service program details. The Budget worksessions included a review of revenues and presentations by various departments that included a description of the significant policy issues many of which cross departmental lines. After considering all the recommendations and receiving input from citizens at four public hearings, City Council amended the budget by balancing program revenues and expenditures. The FY 2005 Budget was adopted on September 16, 2004. The specific adjustments to the General Fund, Airport Operating Fund, Parks Development & Expansion Fund and the Six Year Capital Budget are detailed on the schedules provided on the following pages.

Regarding the Six Year Capital Budget, the Adopted Budget includes \$6,450,000 in dollar-for-dollar challenge match improvements that were added to the Budget as City Council Amendments. The City's contribution for these challenge match projects is from Certificates of Obligation. The Six Year Capital Budget was also amended through City Council redistribution of project budget funds to either amend a proposed project or to replace a project with another project totaling \$238,000 within the HUD 108 Loan Program in City Council Districts 2, 4, 5 and 8. Also, \$1,094,000 was redistributed to each of the City Council Districts based on the HUD distribution formula from the HUD 108 Loan funded NID Challenge Match leaving \$1 million for that initiative. These reallocated funds will be used to either augment each City Council Districts' HUD 108 District-Wide Neighborhood Accessibility and Mobility Program or to provide additional funding to a recommended project or to add a new eligible project.

Executive Summary

How the FY 2005 Budget Was Balanced
From May 2004 Projections to August 2004 Proposed Budget
-- Approximation in Millions of \$ --

Five-Year Forecast FY 2005 Projected General Fund Shortfall (May 2004)	(\$21.3)
Revenue Changes in FY 04 Re-Estimate since May 2004 Forecast Projection	
FY 2004 Change in Sales Tax Re-Estimate	(1.3)
FY 2004 Change in CPS	6.5
FY 2004 Change in other Revenues	1.2
	6.4
Revenue Changes in FY 05 Current Services Budget since May 2004 Forecast Projection	
FY 2005 Change in Sales Tax	(1.4)
FY 2005 Change in Current Property Tax	4.5
FY 2005 Change in CPS	4.4
FY 2005 Change in other Revenue Projections	2.9
	10.4
Revenue Changes Proposed in FY 05 Budget (Not included in Forecast Presentation)	4.6
FY 2004 Savings in Expenditure Re-estimates since May 2004 Forecast Projection	1.4
Expenditure Changes in FY 2005 Proposed Budget to Forecast Current Service Budget	
FY 2005 Reductions in Mandate Expenditures (compared to Mandates in Forecast)	1.5
FY 2005 Proposed Budget Reductions/Redirections	5.9
FY 2005 Employee Benefit Savings included in FY 05 Proposed Budget	3.0
	10.4
Amount available for Improvements in FY 2005 Proposed Budget:	\$11.9

Finally, the City Council also amended the FY 2005 Proposed Budget to increase the Storm Water Fee to provide funding for Storm Water Revenue Bonds for Regional Storm Water Projects. The fee increase will be scheduled to take place in December 2004 after appropriate public notice and a public hearing is scheduled and held that the City Council consider approving a \$0.60 increase to the Storm Water Fee for FY 2005. The increase to the fee will allow the City to acquire an additional \$56,885,000 in Storm Water Revenue Bonds that could be used to complete ten priority storm water projects. The \$0.60 rate increase will move the average Residential Rate from the current \$3.08 monthly fee to a \$3.68 monthly fee.

Amendments to the Proposed General Fund Budget

Added Amendments

City Council Budget Priority	Description	Amount
Infrastructure	Support Bexar County Regional Mobility Authority	\$500,000
Community Development	Support San Antonio Symphony	\$320,000
Public Safety	Restore Fire Lieutenant assigned to Personnel	\$100,483
Public Safety	Maintain Officer Complement on Ladder Trucks	\$211,123
Public Safety	Restore EMS Peak Overtime Budget	\$21,600
Public Safety	Restore Lieutenant assigned to EMS Communications	\$101,725
Human Development	Provide Funding to Diabetes Prevention Program Bienestar	\$100,000
Human Development	Provide Funding for Day Center	\$125,000
Human Development	Provide Funding for Mobile Canteen	\$125,000
Economic Development	Add funding for Austin-San Antonio Corridor Council	\$50,000
Economic Development	Increase contribution to Project Quest	\$500,000
Neighborhoods	Provide Funding for Downtown Strategic/Master Plan	\$50,000
Other	Increase amount for City Council Administrative Assistant Compensation	\$39,446
Other	Increase amount for City Auditor Budget	\$236,804
Revenues	Amend Vested Rights proposed fee structure and application increase	\$53,220
Total Added Amendments		\$2,534,401

Supporting Sources

Department/Source	Description	Amount
Municipal Elections	Eliminate funding for February 2005 Sales Tax Election	\$575,000
Adjustment for Reserves	Release encumbered funds for Audit Services Contract	\$236,804
Sales Tax Revenue	Increase FY 2004 Sales Tax Revenue Re-Estimate	\$1,195,931
EMS Transport Fee	Increase Emergency Medical Services Transport Fee by \$10 per transport classification	\$108,353
Transfers	Reduce funding for SAWS headquarter building finish-out	\$300,000
One-Time Projects	Reduce General Fund Capital Outlay budget	\$118,313
Total Supporting Sources		\$2,534,401

Executive Summary

Amendments to the Proposed Airport Operating Fund

Added Amendments

City Council Budget Priority	Description	Amount
Community Development	Secure Performances from San Antonio Symphony at International Airport	\$80,000
	Total Added Amendments	\$80,000

Supporting Sources

Department/Source	Description	Amount
Transfer to I&C Fund	Reduce FY 2005 Transfer to Airport I&C Fund	\$80,000
	Total Supporting Sources	\$80,000

Amendments to the Proposed Parks Development & Expansion Fund

Added Amendments

City Council Budget Priority	Description	Amount
Infrastructure/Community Development	Add 1 Special Projects Manager to the Linear Park Program	\$80,000
	Total Added Amendments	\$80,000

Supporting Sources

Department/Source	Description	Amount
Fund Balance	Reduce Parks Development & Expansion Fund Fund Balance	\$80,000
	Total Supporting Sources	\$80,000

Amendments to the Proposed Six Year Capital Budget

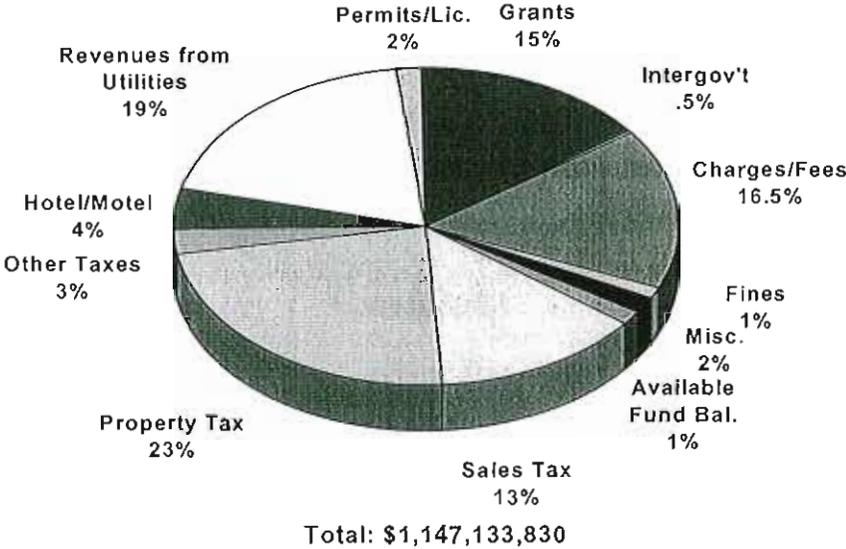
Added Amendments

City Council Budget Priority	Description	Amount
Transportation – Streets	Bulverde Road Traffic Signal/Harcourt Challenge Match	\$200,000
Transportation – Streets	Hardy Oaks Street Challenge Match	\$500,000
Transportation – Streets	Medical Center Infrastructure Challenge Match with Medical Center Alliance (FY 2006 thru FY 2010)	\$5,500,000
Recreation & Culture – Municipal Facilities	Witte Museum Infrastructure Improvement Challenge Match	\$250,000
	Total Added Amendments	\$6,450,000

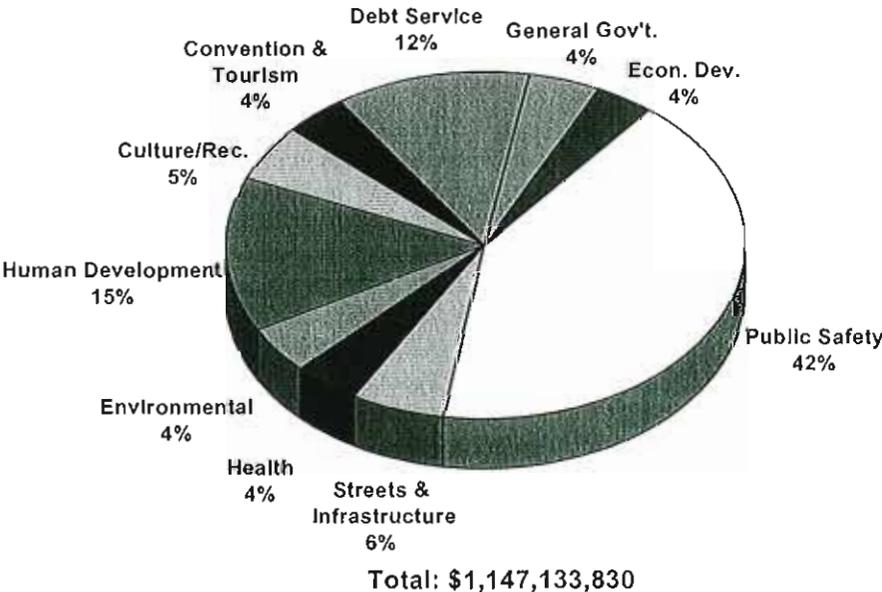
FY 2005 Total Adopted City Budget Summary

The FY 2005 Adopted Budget appropriation for All Funds is \$1.54 billion, excluding transfers of \$165.9 million. This amount includes total operating expenses of \$1.14 billion and \$397.1 million in capital expenditures. The following charts show adopted operating revenues and appropriations for all funds for FY 2005. These charts are followed by the General Fund chart that layers operating expenditures over major revenue categories. Finally, a table is presented that details the City's One Year Capital Improvement Plan by program category.

FY 2005 Adopted Consolidated Operating Budget Source of Current Revenues

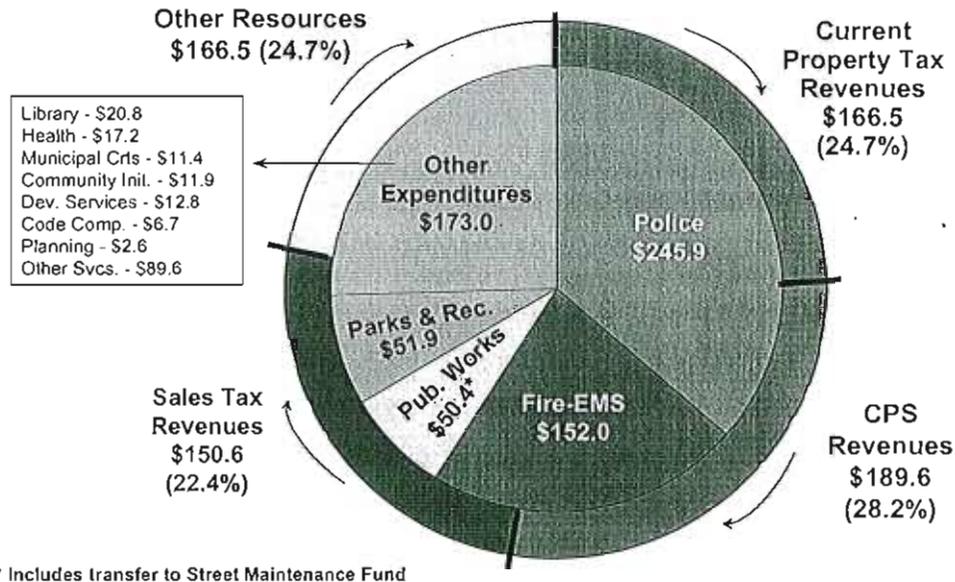


FY 2005 Adopted Consolidated Operating Budget Use of Funds



Executive Summary

FY 2005 ADOPTED GENERAL FUND AVAILABLE RESOURCES DISTRIBUTED OVER MAJOR SPENDING AREAS (in millions)



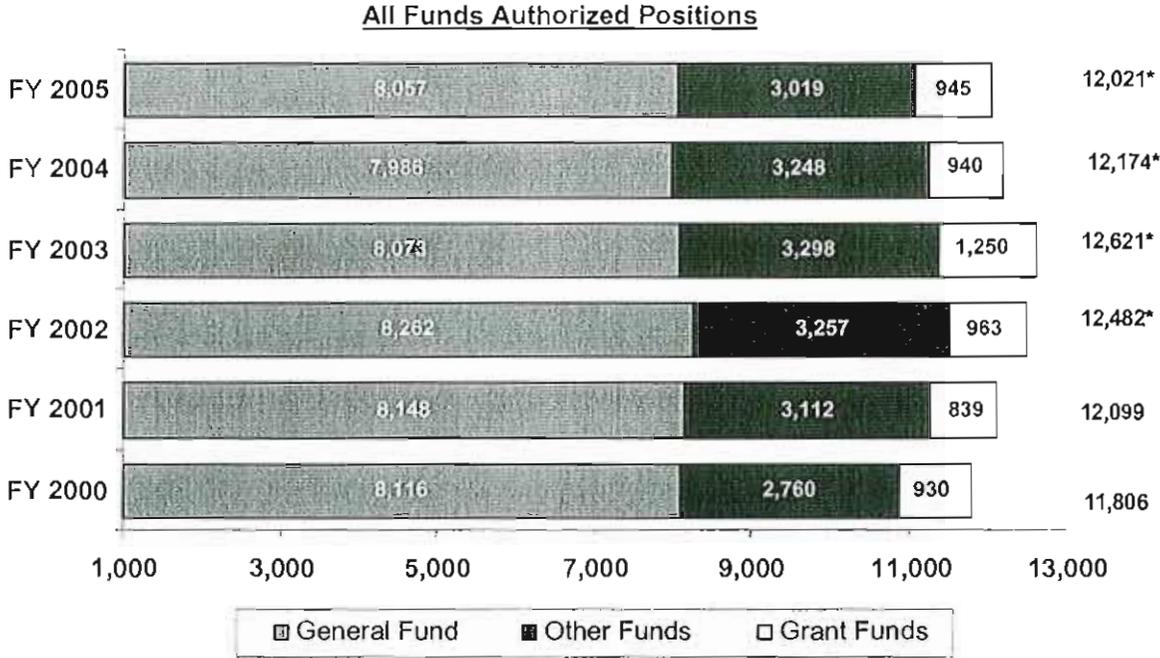
TOTAL: \$673,170,519

FY 2005 Capital Improvement Program by Program Category (\$ in Thousands)

Program Category	Amount	Percentage
Air Transportation	\$166,842	42.0%
Streets	69,090	17.4%
Drainage	57,194	14.4%
Parks	50,231	12.6%
Municipal Facilities	34,537	8.7%
Libraries	7,336	1.9%
Fire Protection	7,171	1.8%
Law Enforcement	4,293	1.1%
Community Initiatives	403	0.1%
Total FY 2005 Program	\$397,097	100.00%

Personnel

The FY 2005 Adopted Budget includes a total of 12,021 positions in All Funds not including the Alternative Workforce positions. The following bar graph compares the total authorized positions over a six year period from FY 2000 to FY 2005. The graph denotes those positions that are authorized with the General Fund, other Operating Funds, and Grant Funds. For comparative purposes, the FY 2002 through FY 2005 totals do not include 1,776 alternate workforce positions recognized in FY 2002.



*Note: For comparison purposes, the FY 2002, FY 2003, FY 2004, and FY 2005 totals do not include 1,776 alternate workforce positions recognized in FY 2002.

The total number of positions in FY 2005 for all funds including grants will decrease by 153 positions from 12,174 in FY 2004 to 12,021 adopted for FY 2005.

The following table shows the number of uniform and civilian positions authorized in the General Fund over the last six years. (Uniform positions are sworn positions within the San Antonio Police Department and San Antonio Fire Department.) The table provides a summary of the net result in positions after program reductions, mandates, program improvements, and reorganizations. On the civilian side, there is a net increase of 70 civilian positions from FY 2004 to FY 2005. On the uniformed positions side, there is a net increase of one uniformed position to provide for a consistency in count for the Fire and Police Chiefs. With civilian and uniformed positions combined, there is an overall net increase of 71 positions in the General Fund.

Executive Summary

General Fund Authorized Civilian and Uniform Positions

Fiscal Year	Civilian Position	Uniform Positions	Total Positions
2005	4,606	3,451	8,057
2004	4,536	3,450	7,986
2003	4,634	3,439	8,073
2002	4,829	3,433	8,262
2001	4,762	3,386	8,148
2000	4,786	3,330	8,116

General Fund Revenues

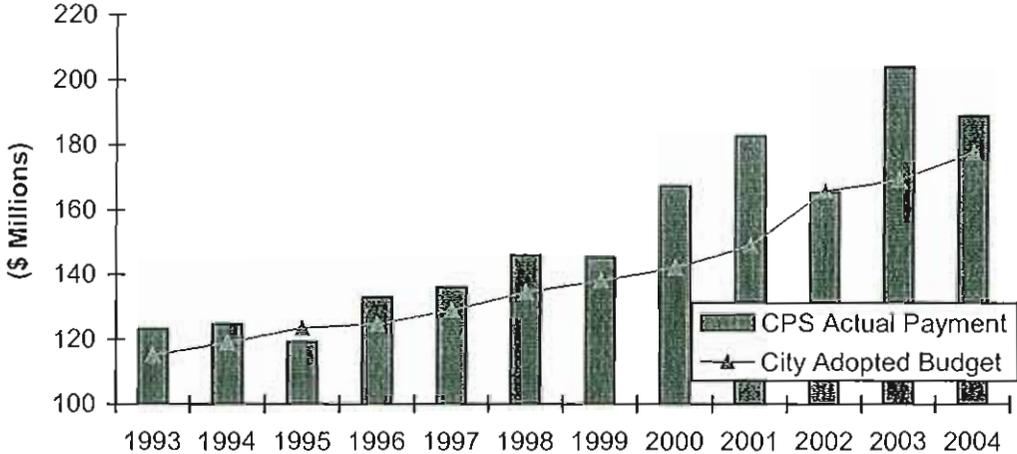
General Fund available resources are anticipated to be \$673.2 million. The three principal sources of General Fund revenue are: City Sales Tax, City Public Service (CPS) payments, and Property Tax. Taken together, these three sources of revenue account for approximately \$506.6 million, or 75.4%, of the total General Fund available resources. In addition to the major revenue sources mentioned above, the Adopted Budget includes a number of new and/or enhanced revenues. These are summarized in the following pages with additional detail provided in the Program Changes section of the Adopted Budget.

City Public Service (\$189.5 Million) & CPS Revenue Policy The City's payment from City Public Service (CPS) represents the largest source of revenue to the General Fund. Fourteen percent of all CPS gas and electric customer revenue is paid to the City as a return on investment. The FY 2005 Adopted Budget amount of \$189.5 million from CPS revenues is \$700,000, or 0.37%, higher than the FY 2004 re-estimate of \$188.8 million. The estimated revenue of \$188.8 million for FY 2004 is \$11.17 million, or 6.3%, higher than the original \$177.7 million budgeted in FY 2004.

Revenues from CPS are one of the most difficult to project due to a number of variables which can significantly impact CPS revenues and consequently, the City's payment. The payment to the City from CPS can fluctuate significantly from year to year. Therefore, as has been the case for the past several years, the Adopted Budget amount of \$189.5 million for FY 2005 is conservative. City staff utilized the CPS forecast as a basis for the development of the adopted budget amount. CPS' forecasted demand (growth) assumptions were partially discounted and adjustments to forecasted natural gas prices were made. The resulting adopted budget assumes a normalized weather pattern, discounted forecasted demand, and does not assume continuation of conditions such as very high natural gas prices. The adopted budget was also developed with consideration for a multi-year forecast outlook, managing the City's reliance on revenues from CPS, and the current level of reserves within the City's General Fund.

Accurately forecasting the CPS payment revenue is challenged by a number of variables such as the weather, growth of the system, fuel prices, generation mix, and unscheduled maintenance on generation plants. For the past several years, instability in natural gas prices coupled with fluctuations in demand due to weather have resulted in significant variances in the City's payment from CPS from year to year. The graph below reflects the actual payment from CPS as compared to the adopted budget for the past ten years.

10 Year History - CPS Actual Payment to City Compared to Adopted Budget



Note: FY 2004 is Re-Estimated Amount (Fiscal Year)

As illustrated in the graph, the actual payment from CPS has exceeded the City's adopted budget in all but two of the ten years presented.

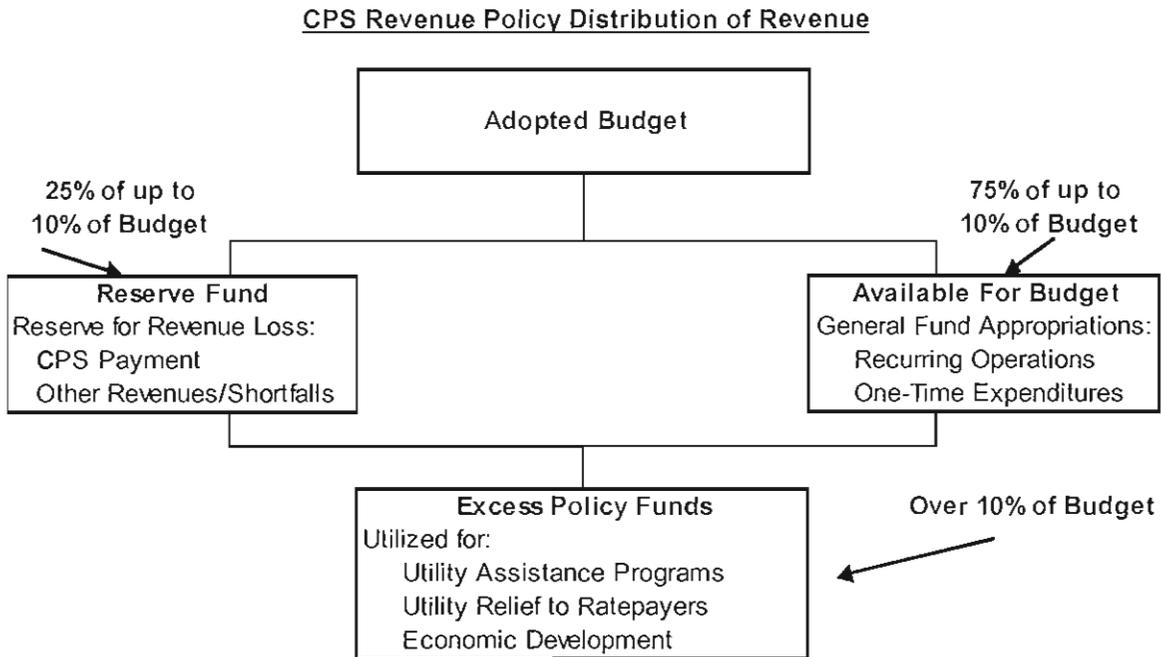
The City's reliance on CPS revenues to the General Fund has been an area of concern expressed by the rating agencies. A conservative projection allows the City to curb reliance on this single major revenue source during the budget process and address the allocation of revenues in excess of budget in the context of recurring revenues and one-time revenues.

With recent significant fluctuations in payments from CPS from year to year and continued volatility associated with natural gas prices, a policy on how actual funds received from CPS in excess of the adopted budget should be considered. Such a policy would provide structured utilization of additional funds and assist the City in managing its reliance on the CPS payment.

Consistent with the City's budget philosophy, the payment from CPS will continue to be forecasted on a conservative basis. In the event additional funds are available beyond the adopted budget, it is proposed that funds may be utilized in accordance with the following structure should City Council adopt such a policy in the near future.

The first category within the structure is up to 10% over the Adopted Budget which will be available for the purposes of appropriation within the annual budget process and the funding of a Reserve Fund. On an annual basis, additional funds exceeding the Adopted Budget amount for the CPS payment by 10% or less will be allocated as follows: a) 75% will be available for utilization in the annual budget process; and b) 25% to fund a Reserve Fund.

Executive Summary



Funds allocated for use in the annual budget process will be available for appropriation to support operations of the General Fund or one-time expenditures. The determination on the utilization of these additional funds will be made during the budget process and will be guided by the goal of managing the City's reliance on the CPS payment for the funding of recurring operational expenditures. The proposed Reserve Fund will be maintained within the City's General Fund. The Reserve Fund may be utilized to meet a shortfall in the City's forecasted payment from CPS, to smooth out unexpected fluctuations in revenues available from CPS in an annual budget cycle, meet a shortfall in other forecasted revenues of the General Fund, and/or fund shortfalls resulting from the implementation of property tax relief.

The second category within the proposed structure is applicable in the event the City's payment from CPS in a fiscal year exceeds the adopted budget amount for the CPS payment by more than 10%. This determination will be made as a part of the annual budget process. In such an instance, the actual amount of the CPS payment which exceeds the adopted budget amount for the CPS payment by more than 10% will be available to fund the following at the discretion of the City Council:

- Utility Assistance Programs (such as Project Warm);
- Utility Relief to CPS ratepayers in the form of customer credits; and/or
- Economic Development Initiatives

While the City has effectively managed fluctuations in revenues and the impact on its operational budget, the proposed policy further strengthens the City's ability to respond to changing fiscal conditions. Furthermore, it preserves the City's conservative approach to forecasting revenues while providing a structure to address the utilization of additional revenues above the adopted budget in a fiscally responsible manner. The following summarizes some of the advantages of the proposed policy:

- Provides for Structured Utilization of CPS Revenues;
- Manages reliance on CPS Revenues in funding recurring operational expenditures;

- Continues to provide for projected conservative growth in the budget while smoothing fluctuations of available revenues from CPS in annual budget cycles;
- Establishes a Reserve Fund within the City's General Fund
 - ◆ Increases flexibility for dealing with changing financial conditions;
 - ◆ Mitigates the City's risk to annual declines in CPS revenues or other revenue sources of the General Fund;
- ◆ Provides potential funding for Economic Development Initiatives; and
- Provides for additional Utility Assistance, if necessary.

It is recommended for further discussion in FY 2005 with the City Council the possible expansion of eligible costs to be funded from the City Public Service (CPS) Underground Utility Conversion Fund to allow the City to have greater flexibility in using the approximately \$40 million currently designated for the City within the Fund. City and CPS staff are currently studying and analyzing the expansion of eligible expenses to provide more flexibility in using the funds to provide economic development incentives and fund energy efficiency projects. If the CPS Underground Utility Conversion Fund's eligibility criteria is expanded by the CPS' Board of Trustees to include economic development incentives, it is recommended that further discussion take place with the City Council to allocate funds currently residing within the City's Economic Development Incentive Fund (EDIF). Suggested uses of the \$9 million within the EDIF include allocating \$6 million for street maintenance, \$1 million for Toyota supplier training, \$1 million for a Neighborhood Improvement District challenge match fund, and \$1 million for a reserve fund for economic development. City Council will continue to discuss the implementation of this issue and the finalization of the \$9 million allocation in the upcoming year.

As the eligibility criteria of the CPS Underground Utility Conversion Fund is defined, City Council should consider utilizing excess policy funds to complement economic development initiatives funded from the CPS' Conversion Fund and/or funding infrastructure projects with matching private sector funds. Once finalized, the CPS Revenue Policy can be adopted by the City Council at a later date through a separate Ordinance.

Sales Tax (\$150.6 Million) The state of the national economy greatly impacts revenue projections for the sales tax. The national economic slowdown that began in late 2002 has begun to show signs of recovery. Actual sales tax collections for the current year are projected to be at \$147.1 million. This amount is \$4.2 million, or 2.9%, more than the \$142.9 million budgeted in FY 2004 for sales tax revenue.

The Five-Year Financial Forecast, presented in May 2004, projected a 3.00% increase in the \$142.9 million sales tax revenue adopted in FY 2004. Since May, the re-estimated FY 2004 sales tax revenue has been adjusted to \$147.1 million resulting from strong economic activity.

Sales tax revenues in FY 2005 are projected to increase by 3.23% to \$150.6 million. Beyond FY 2005, as the economy continues to recover, revenue levels from this source are expected to steadily increase. While economists still predict steadily gaining economic growth later this year and through to 2005, the status of sales tax revenue source will be closely monitored throughout the upcoming fiscal year.

City Current Property Tax (\$166.5 million) The FY 2005 Adopted Budget includes \$166.5 million in maintenance and operations support for the General Fund from property taxes while maintaining the tax rate at the current year level - 57.854 cents per \$100 taxable valuation. **For the twelfth straight year, no increase in the overall tax rate is planned.**

In the Five-Year Financial Forecast presented in May, the current property tax revenue projected for FY 2005 was \$162.0 million. The estimate assumed no change to the property tax rate and was based solely on added revenue coming from anticipated growth in new property value improvements. Specifically, the projected 1.56% rate of increase over re-estimated FY 2004 property tax revenues was based upon preliminary estimates of new improvement taxable value from the Bexar Appraisal District.

Executive Summary

The Forecast projection has been modified based on the receipt of the certified tax roll from the Bexar Appraisal District (BAD) in late July. Specifically, based upon the certified roll, the new FY 2005 projection is \$166.4 million as opposed to the \$162.0 million projected by the Forecast – a difference of \$4.4 million.

As described above, the property tax rate consists of two components. The first is the debt service component that is determined by the City's debt service requirements. The current debt service rate for FY 2004 is 21.150 cents per \$100 of taxable value. Funds from this component of the property tax receipts are deposited in the Debt Service Fund and are used exclusively to pay the principal and interest on debt. The second component of the tax rate is the amount for maintenance and operations (M&O) contributed to the General Fund. The current M&O rate for FY 2004 is 36.704 cents per \$100 of taxable value. These two components taken together provided for a total tax rate for FY 2004 of 57.854 cents per \$100 of taxable value.

Property tax values are determined by the BAD in conformance with State law. Values for the City of San Antonio recently reported by BAD for FY 2005 show an increase in total net taxable value of approximately \$2.1 billion, or 4.71%, above last year. Included in this total are \$1.25 billion for new improvements and \$69,500 in annexations, which reflects real growth of 2.80% over last year's total taxable value. The taxable value less new improvements and annexations yields the base valuation. The increase in the base valuation from last year is \$853.7 million, or 1.91%. The following chart breaks down the components of total taxable value.

FY 2005 Taxable Values in Billions

<u>Base Value FY 2004</u>	<u>Increase in Base Value</u>	<u>Annexation</u>	<u>New Improvements</u>	<u>Total Value FY 2005</u>
\$44.609	\$0.854	\$0.000	\$1.245	\$46.708
<u>% of Increase Over FY 2004:</u>	<u>1.91%</u>	<u>0.00%</u>	<u>2.80%</u>	<u>4.71%</u>

State law requires cities to calculate an "effective M&O tax rate" which is generally equal to the prior year's M&O taxes divided by the current taxable value of properties that were also on the tax roll in the prior year (less new improvements and annexation). As indicated above, base valuations increased from last year by \$853.7 million, or 1.91%. Consequently, to generate the same amount of General Fund revenue for FY 2005 as generated in FY 2004, the effective M&O property tax rate for FY 2005 would be set at 35.915 cents per \$100 taxable valuation, a decrease from the adopted FY 2004 M&O tax rate (36.704) of 0.789 cents, or 2.20%.

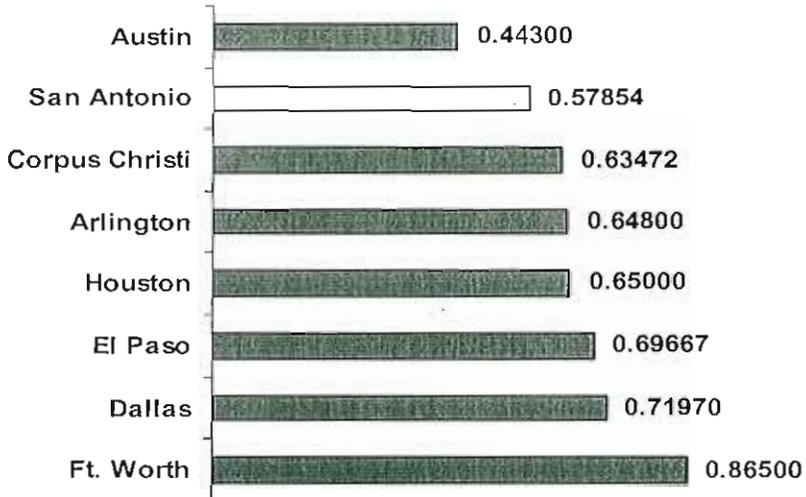
The Adopted Budget maintains the overall Property Tax rate for FY 2005 at the same absolute level set for FY 2004 – 57.854 cents per \$100 taxable valuation. Specifically, the FY 2005 M&O rate is adopted at 36.704 cents per \$100 taxable valuation which reflects no change from the FY 2004 adopted M&O rate. The FY 2005 Debt Service rate is adopted at 21.150 cents per \$100 taxable valuation which reflects no change from the FY 2004 adopted debt service and is consistent with the requirements of the City's Debt Management Plan.

For the individual homeowner whose appraised value has not changed from FY 2004 to FY 2005, there will be no change in their City property tax bill. However, if the Bexar Appraisal District changes the appraised value on the same home to reflect changes in market value, the impact will vary, depending on the value determined by BAD. From FY 2004 to FY 2005, the average homestead in the City of San Antonio increased in value from \$93,679 to \$96,826 which represents an increase of \$3,147, or 3.36%. The calculation of the average residence homestead value takes into account new improvements as well

as changes to base valuations. The increase in the average value means that the average residence homestead would pay \$18.21 a year more in City property taxes in FY 2005. The changes to property values will vary, but the property tax rate will remain the same.

The adopted tax rate for FY 2005 of 57.854 cents per \$100 taxable valuation places San Antonio as the second lowest of the major cities in Texas. The following chart shows the adopted FY 2005 tax rate for San Antonio as compared to the rates in other major Texas cities.

Texas Cities Tax Rate Comparison



The following sample statement of taxes due demonstrates the portion of local taxes that are due to the City of San Antonio. This sample statement compares current and adopted tax rates for a \$96,826 home, which is the FY 2005 average residence homestead value. City taxes represent \$560.18 or 21.18% of the total taxes due.

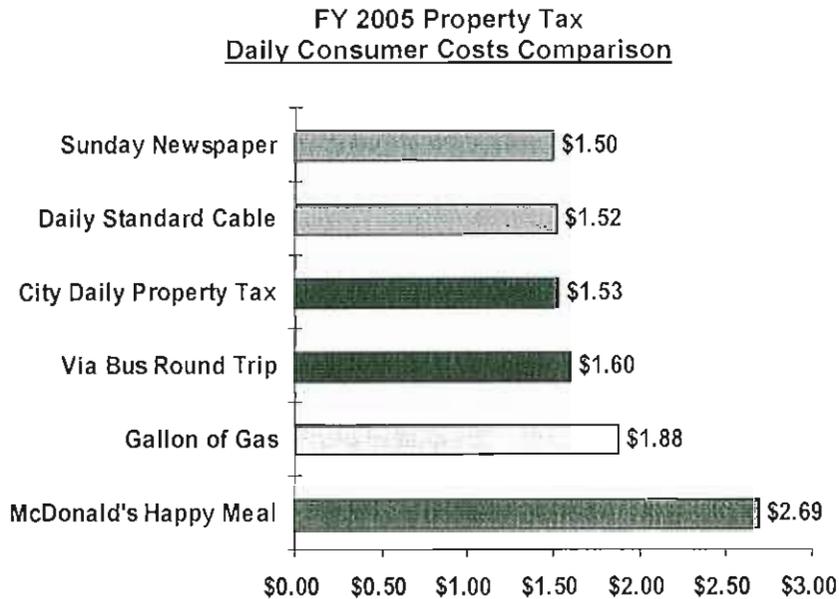
**SAMPLE STATEMENT
AD VALOREM TAXES
BEXAR COUNTY, TEXAS
2004 TAX YEAR**

Taxing Unit	2004 Assessed Value*	Homestead Exemption	2004 Taxable Value	Tax Rate per \$100 Valuation	2004 Tax Levy	Percent of Total Levy
San Antonio I.S.D.	96,826	15,000	81,826	\$ 1.722000	\$ 1,409.04	53.28%
Alamo Community College District	96,826		96,826	0.107050	103.65	3.92%
Bexar County	96,826		96,826	0.318471	308.36	11.66%
University Health System	96,826		96,826	0.243869	236.13	8.93%
Road & Flood	96,826	3,000	93,826	0.012719	11.93	0.45%
San Antonio River Authority	96,826	5,000	91,826	0.016425	15.08	0.57%
City of San Antonio	96,826		96,826	0.578540	560.18	21.18%
Totals				\$ 2.999074	\$ 2,644.38	100.00%

*Assessed value is based on the City of San Antonio average residence homestead property.

Executive Summary

The average daily amount of City property taxes due is \$1.53, which compares favorably with the common consumer services and items shown in the following chart. All applicable added sales taxes and franchise fees are included in the costs shown. The daily property tax is based on the average residence homestead value of \$96,826.



Property Tax Relief The City of San Antonio has long recognized the need to provide senior citizens and disabled veterans with property tax relief. The City initially offered an over-65 homestead exemption in the amount of \$3,000 in FY 1974. The over-65 homestead exemption amount has increased on five different occasions to the current exemption amount of \$65,000 set in FY 2004. At this level, the City of San Antonio offers one of the highest homestead exemptions among major Texas cities. The following table summarizes the senior citizen homestead exemption amount since FY 1974.

Over-65 Homestead Exemption History

Fiscal Year	Over-65 Exemption Amount Granted
1974	\$3,000
1975	10,000
1981	22,200
1985	50,000
1987	60,000
2004	65,000

For FY 2005, a total of 68,070 over-65 homestead exemptions were granted. Of these exemptions, a total of 36,118 homeowners, or 53.06% of the total homesteads exempted, paid no City property taxes because their assessed homestead valuation was \$65,000 or less. The taxable value of the senior citizen homesteads for fiscal year 2005 is \$3.762 billion. This equates to **\$21.766 million in property tax revenue that is exempted under the current exemption amount.**

The City also provides the State mandated Disabled Veterans Exemption (DAV) offering eligible tax payers a homestead exemption ranging from \$5,000 to \$12,000 depending on the veteran's percentage of service connected disability. For FY 2005, 17,948 DAV exemptions were granted exempting \$733,309 in property tax revenue.

In September 2003, Texas voters approved Proposition 13 which amended the Texas Constitution by authorizing the governing body of a county, municipality, or junior college district to prohibit increases in the amount of property taxes that may be imposed on the residence homestead of a person who is 65 years of age or older or disabled. Alternatively, upon receipt of a petition signed by at least five percent (5%) of the political subdivision's registered voters, a local governing body would have to call an election to determine by majority vote whether to freeze property taxes for elderly and disabled homeowners.

Proposition 13 freezes the amount of property taxes paid on a residence homestead once the property owner qualifies for either the over-65 or disabled residence homestead exemption. Additionally, the amendment allows the transfer of the property tax freeze upon the death of an over-65 or disabled homeowner to a surviving spouse who is 55 years of age or older when the owner died as long as the spouse claims the property as their residence homestead. Property taxes could only increase on homesteads to the extent the homeowner made improvements (other than governmentally required repairs or improvements) that increase the property's value. Once adopted, Proposition 13 may not be repealed or rescinded by the governing body.

If Proposition 13 were enacted for the City, the projected cumulative lost property tax revenue would equate to \$68.1 million over the next ten years by freezing property tax payments for the senior citizen and the disabled. Of this amount, the total cumulative loss due to the over-65 accounts would be \$61.7 million and the total cumulative loss due to the disabled exemption accounts would be \$6.4 million. This ten year projection is based on the following assumptions: 1.) annual growth in appraised values at 3.97% each year (The 3.97% rate equates to the average annual growth rate for over-65 residence homesteads from FY 1998 through FY 2004.); 2.) an annual increase of 2.27% in the over-65 population; and 3.) the FY 2005 adopted tax rate of \$0.57854 per \$100 taxable valuation would remain throughout the ten-year period.

An alternative to implementing Proposition 13 would be to provide a stair-stepped increase in the current over-65 homestead exemption amount over the next five fiscal years in \$5,000 increments. Additionally, an exemption would be provided to the disabled with additional stair stepped increases over the same period beginning at \$7,500. The following table lists the stair-stepped exemption amounts by fiscal year for the senior and disabled account.

Stair-Stepped Over-65 and Disabled Alternative

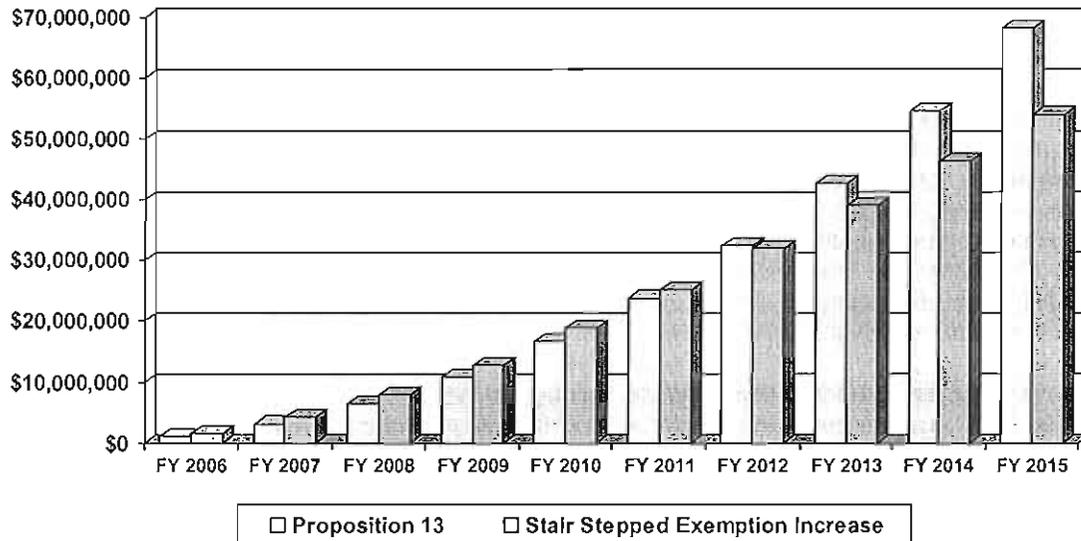
Fiscal Year	Over-65 Exemption Amount	Disabled Exemption Amount
2005	\$65,000	\$0
2006	70,000	7,500
2007	75,000	10,000
2008	80,000	12,500
2009	85,000	15,000
2010 - 2015	90,000	20,000

The projected cumulative lost property tax revenue by increasing the over-65 and disabled exemption amounts would equate to \$54 million. Of this amount, the total cumulative loss due to the over-65 account would be \$44 million and the total cumulative loss due to the disabled exemption account would be \$10 million. This projection is based on the same growth and tax rates as those used

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to calculate the estimated Proposition 13 revenue losses. The following bar graph show details the cumulative property tax revenue loss from FY 2006 through FY 2015 for Proposition 13 and the stair stepped home stead exemption increases. As indicated, the City would lose \$14.1 million more in cumulative property tax revenue over the ten year period if Proposition 13 was in place.

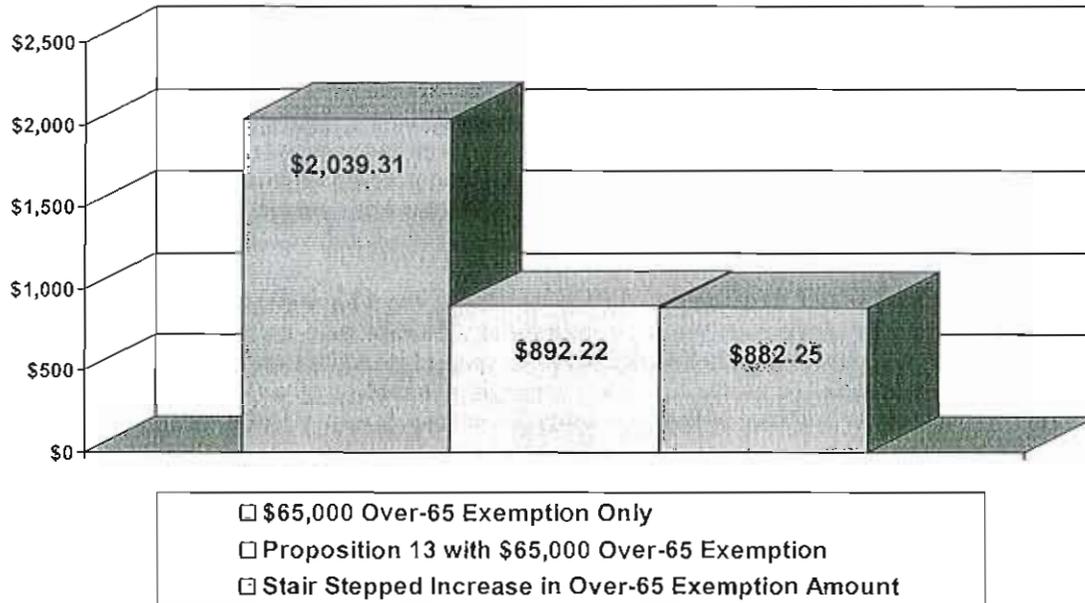
Cumulative Property Tax Revenue Loss - Over 65 & Disabled Residence Homesteads



The following bar graph shows the ten-year cumulative tax bill payment to the City based on an average over-65 resident homestead value of \$80,442 assuming a 3.97% annual growth rate and a tax rate of \$0.57854 per \$100 of taxable valuation. As indicated, under the current homestead exemption amount of \$65,000, the resident would pay \$2,039.31 in property taxes over ten years.

Under Proposition 13, this same property owner would pay a cumulative total of \$892.22 in City property taxes or \$9.97 more. Additionally, the average disabled homeowner would pay \$49.12 less over ten years in City property taxes under the stair stepped exemption alternative.

Assuming the exemption amounts detailed in the above table, the average over-65 residence homestead property owner would pay a cumulative total of \$882.25 in City property taxes over the next ten fiscal years. The current percent of homesteads paying zero property taxes to the City would increase from 53.06% in FY 2006 to 61.78% by FY 2010.

10 Year Cumulative Tax Bill Comparison

The first year impact to the maintenance and operation (M&O) property tax dollars of providing additional property tax relief for seniors and disabled citizens ranges from \$658,000 to \$992,000 in FY 2006 by providing additional property tax relief by either respectively enacting Proposition 13 or by increasing the current senior citizen homestead exemption amount along with adding a disabled exemption and stair-stepping the amounts over time as outlined above. The projected mid-range loss of M&O property tax revenue for FY 2006 between the two proposals would total approximately \$825,000.

While acknowledging that property tax relief for seniors and disabled citizens is a policy priority, it is also important to point out that lost property tax revenue to the City may challenge the City's ability to provide current levels of service in future years. Using the City's current cost projections, \$825,000 in revenue can provide the following services and materials:

- 12 City of San Antonio Police Officers for one year
- 2 new fire pumper trucks and 1 new emergency medical services ambulance
- 27,500 library circulation items (an item is considered to be either a book, a music CD or a DVD)
- 167,700 total homebound and congregate daily meals for senior citizens
- 75,700 box fans used in the City's Project Cool

Although the revenue loss to the City will be a challenge, proponents argue property tax relief is warranted due to the following:

- Rising property taxes and increasing valuations are heavy financial burdens on elderly and disabled homeowners with the vast majority living on fixed incomes.
- Freezing the amount of property taxes for the elderly and disabled will allow these homeowners to predictably budget for that expense for as long as they own and occupy their residence homestead.

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Conversely, arguments against providing senior and disabled with current or additional property tax relief include:

- Freezing taxes for the elderly and disabled homeowner unfairly shifts the tax burden onto other property owners such as young couples and single parents who are not entitled to special exemptions nor have had much time to increase their earning capacity or savings
- The elderly and disabled extensively use many City services and programs (such as police, fire, EMS, libraries, recreation centers, senior services including transportation and nutrition services). By lowering property tax payments the City will be prevented from asking these residents to pay their fair share of these costs.

In summary, should the City Council decide to provide property tax relief for seniors and for the disabled, the aforementioned ten year analysis was prepared to provide a side-by-side comparison of Proposition 13 versus stepped homestead exemption increases with the goal of providing an equal or better benefit over a defined ten year period. Property tax relief through a strategy of adjusting the homestead exemption amount consistent with the stair-stepped table listed above for FY 2006 through FY 2015 is preferable for the following reasons:

- The average over-65 and disabled resident property homestead owner would receive greater property tax relief in the first six years
- The City would maintain flexibility to adjust exemption amounts in order to reflect increases or decreases in resident homestead property values
- The City would lose less property tax revenue (as projected over the ten year period) placing less stress on alternate financial resources required to provide city services
- The stair-stepped homestead exemption approach recognizes that senior resident property values may increase and targets the benefit to those most in need.

It is further recommended that after five years of \$5,000 exemption increases, in FY 2010 the City analyze actual housing value growth rates and compare the actual experienced growth rates to the growth rate assumptions used to develop the information presented in the adopted budget. Further adjustments to the homestead exemption could be made after FY 2010 should there be a significant disparity between the value of the tax relief using adjustments to the homestead exemption compared to using Proposition 13 as tax relief instruments.

Should City Council enact a property tax relief measure before the end of calendar year 2004, the first year impact to the City property tax revenue collections would be realized beginning in fiscal year 2006 or tax year 2005.

With the passage of the FY 2005 Adopted Budget, City Council approved a \$12,500 Disabled Residence Homestead (DRH) Exemption effective for FY 2006. City Council will pass an ordinance in early calendar year 2005 to finalize this action. The DRH exemption will have an impact on the property tax relief analysis detailed in the sections above. **In November and December 2004, City Staff will update the property tax relief models to reflect the adopted DRH and other more current data to include average home value and property value growth rates.**

Changes to Revenues In order to address the pressure on available funds, the Adopted General Fund Budget, including the Emergency Medical Services fund, includes recommendations to increase several existing fees and create new fees and charges for service. **These recommended revenue items total \$2.9 million.** Several revenue adjustments were identified during the second year of the Bottom Line Strengthening process. The revenue adjustments are summarized below with additional detail provided in the Program Changes section of the Adopted Budget.

The policy direction for the FY 2005 budget process regarding revenue enhancements focused on cost recovery. The concept of cost recovery is to recover some or all of the costs associated with providing city services and programs at varying levels depending on factors such as the nature of the service provided, the population served, and the intended impact to the community. There are four categories of cost recovery that were evaluated: Basic City Services, Targeted Population Services, User-Driven Services and Fees/Fines/Rates for Community-Wide Benefit.

REVENUE CHANGES BY COST RECOVERY CATEGORY

<u>Cost Recovery Category</u>	<u>Adopted FY 2005 Revenue Generated</u>
User Driven Service	\$1,534,740
Basic City Service	\$1,288,062
Fees/Fines/Rates for Community-Wide Benefit	\$75,743
Targeted Population	\$99,390

User Driven Services are provided to specific populations with varying level of charges for service to ensure health and public safety within communities (i.e., Development Services, Health Inspections) and to provide individual benefit (i.e., Admission Fees). The revenue changes associated with User Driven Services total \$1,534,740.

Basic City Services are provided with or without minimal direct charge for service. Examples include Police services, Fire services and Library services. These are community-wide services that are supported with community-wide revenues. The revenue changes associated with Basic City Services total \$1,288,062.

Fees/Fines/Rates for Community-Wide Benefit are leveraged to influence certain outcomes within the community. Examples include Code Violation Fines, Parking Fees, and Swift-Water Rescue Fees. The revenue changes associated with Community-Wide Benefit total \$75,743.

Targeted Population Services are provided with minimal charge for service. Although population served is not community-wide, minimal charge is a reflection of the population groups' ability to pay as well as community-wide benefit obtained from service. Examples include Youth programs, Athletic programs, Senior Services. The revenue changes associated with Targeted Population Services total \$99,390.

A more detailed explanation of revenue changes can be found within the "Revenues" section of the Program Changes portion of the Adopted Budget.

Parade/Special Event Revenue Several departments are involved in the preparation, coordination and/or the operation of Parades or Special Events (i.e., Runs/Walks) that are held in the City. The Police Department coordinates (and often provides) necessary security resources. The Public Works Department coordinates street closure/barricades and cleanup. Parks and Recreation coordinates rental of park facilities and in some cases staging and sound equipment. The Fire Department coordinates inspection of certain food and float facilities and determines the appropriate EMS staffing requirements. There are several small fees associated with the multi-departmental effort. In an effort to provide for a comprehensive and efficient planning that will provide for the full recovery of the costs, the City is proposing to study the process, workload, and policies associated with the support needed to conduct these events in FY 2005. The study would include a best-practices comparison of comparable cities. Potential outcomes could be one consolidated multi-departmental process, additional requirements, and one comprehensive fee, which will provide for the full recovery of the City cost. The results of the study will be brought before City Council during the upcoming fiscal year, therefore there is no fiscal impact included in the FY 2005 Adopted Budget.

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Reserves The final element of resources available in the General Fund is the fund balance in excess of the \$23.17 million Reserve for Revenue Loss. The General Fund is estimated to have an unreserved fund balance of \$30.5 million that will be used to augment available resources for FY 2005. The \$23.17 million Reserve for Revenue Loss is set aside in the event the City faces a catastrophic event resulting in the loss of a crucial revenue source(s) such as Sales Tax. These Reserves would be used to continue providing essential and critical City services. It has been a financial goal of the City to set aside ultimately 5% of the City's General Fund appropriations toward the Reserve for Revenue Loss. The \$23.17 million equates to 3.4% of the FY 2005 Adopted General Fund appropriations. The proposed policy for the use of CPS revenue will also assist the City in achieving this goal.

Significant City Service Changes from the FY 2004 Budget

The following section of the Executive Summary focuses on addressing several of the major organization-wide policy issues and service delivery methods that have been identified by the City Council and the City Manager's Office as high-priority during the City's pre-budget worksessions. Within the FY 2005 Adopted Budget, many of these policy issues are addressed by either reducing current resources allocated to them, by redirecting dollars to or from them and/or by adding additional dollars.

In All Funds, program change redirections/reductions included as part of the FY 2005 Adopted Budget will result in the net elimination of 29 positions within the General Fund and 99 positions in All Funds.

For a complete listing of all city service changes for all funds that have been included as part of the FY 2005 Adopted Budget, refer to the Program Changes section of the Adopted Budget document. Listed within that section are each of the adopted improvements, redirections/reductions and mandate policy issues along with their associated costs and savings.

Savings, Reductions and Redirections The adopted budget includes \$5.5 million in operational savings, reductions and redirections. Each of these program change areas with the total dollars included within the FY 2005 Adopted Budget is listed below.

Savings, Reductions and Redirections in FY 2005 Adopted Budget

- \$2.8 million in operational savings
- \$1.7 million in reductions
- \$951,883 in redirections

Operational savings in the adopted budget are in areas of vehicle efficiencies (\$2.3 million), reduced funding requirements for scholarship funds for the San Antonio Education Partnership based on actual annual need (\$255,746) and energy savings from the installation of LED traffic signal lights (\$200,000).

The Parks & Recreation Department will eliminate 12 positions in Horticultural Services. Currently, contractors mow 23%, or 431 acres, of all city parkland. With this reduction, the department will contract out an additional 630 acres of mainly large park parcels and still achieve an overall reduction of \$175,651. Additionally, in anticipation of the start of construction scheduled at the Tower of Americas in late 2004, the adopted budget includes a gradual reduction in operating expenses. This reduction will allow for minimal operating funds for continued public access of the observation deck through February 2005. This reduction totals \$385,090.

Other reductions include the elimination of two administrative positions at Municipal Courts due to the complete implementation of an imaging system. Previously, the issuance of warrants and files was handled manually. The recently completed imaging system will allow the department to electronically manage many of the court documents. This reduction totals \$47,762.

In terms of redirections, the adopted budget includes the redirection of \$890,000 in Human Development Services Funds (HDSF) to a number of new initiatives:

- \$141,000 in funding for the Volunteer Income Tax Assistance Program (VITA),
- \$135,000 in funding for the creation of an Ambassador Scholarship Program, providing internships and a stipend to college students,
- \$384,828 in funding to establish the San Antonio Education Partnership in three additional high schools,
- \$30,000 in funding to support feasibility studies recommended by the Joint Commission on Elderly Affairs, and
- \$199,172 of the total \$297,304 Hunger & Homelessness Initiative

Workforce & Compensation

Market Salary Adjustment & Performance Pay The City recognizes the dedication and commitment to public service portrayed by City employees. Among our most valuable assets the City employees are responsible for delivery of critical services to over a million citizens each day and 20 million visitors each year. The Five Year Financial Forecast presented in May 2004 and outlined in the 2004 City Council Goals and Objectives Work session identified the City's workforce compensation issues. Providing an enhanced compensation package has been a priority in finalizing the FY 2005 Adopted Budget.

The Adopted Budget provides a civilian compensation package that includes a market salary adjustment and performance pay incentive for eligible employees. The combined cost is \$4.6 million in the General Fund and a total of \$8.4 million for all funds. The market salary adjustment, effective in October 2004, will be distributed to civilian full-time and part-time employees with annual salaries as follows:

- Employees with \$40,000 annual base salary and below will receive a 3% salary increase
- Employee with above \$40,000 annual base salary will receive 2% salary increase

The market salary adjustment totals \$6.0 million in All Funds and \$3.3 million in the General Fund.

To reward those employees who routinely demonstrate exemplary performance in providing the highest quality of service, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will also be able to receive performance pay targeted for May 2005. The FY 2005 Budget includes an equivalent of 2% of civilian salaries totaling \$2.3 million for All Funds and \$1.3 million in the General Fund for this incentive. In addition, a reserve has been allocated for full year funding of this incentive in FY 2006. The City's existing Employee Performance Management & Development System will serve as the foundation for the successful and effective implementation of this performance pay distribution.

The FY 2005 Adopted Budget also includes \$13.3 million for contractually required pay increases for uniform police, fire and emergency medical service (EMS) personnel in accordance with the City's Collective Bargaining Agreements with the San Antonio Professional Firefighters Association and the San Antonio Police Officers Association. In FY 2005, the Fire and EMS uniform employees will receive a 3% pay increase, contractually required increases in longevity pay, increases in incentive pays, and the addition of step increases for the ranks of Fire Fighter and Fire Apparatus Operator. The FY 2005 Adopted Budget includes \$6.8 million for these Fire uniform compensation enhancements. Also in FY 2005, the Police uniform employees will receive a 3% pay increase, increase in incentive pays, and contractually required increases in longevity pay. The FY 2005 Adopted Budget includes \$6.5 million for these compensation enhancements.

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Reclass & Regrade Adjustments The Adopted Budget also sets aside \$500,000 to address compression issues in certain job classifications to keep the pay scales competitive with the local market allowing the City to continue attracting and retaining quality employees in these positions. In FY 2004, the minimum starting salaries for 33 jobs classifications was increased or regraded totaling \$635,585 in All Funds. This action resulted in salary increases for over 500 existing employees. A total \$686,000 is budgeted in the current services budget for FY 2005 to continue to pay full-year funding for the regrades implemented in FY 2004.

Certification Pay Pilot Program The concept of paying employees for additional skills obtained is funded within the FY 2005 Adopted Budget with the implementation of a pilot Certification Pay program. The program will focus on rewarding employees for the obtainment of approved certifications, primarily in skilled craft and service/maintenance jobs. Examples include Gardeners, Electricians, Plumbers, Inspectors and Equipment Technicians. The program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification. The FY 2005 Budget includes \$162,687 in the General Fund and a total of \$291,571 in all funds to cover the costs of this pilot program.

Employee Health Benefits Program The City has long maintained as a significant employment benefit a health insurance program for employees, their dependents and eligible City retirees. However, as described in the Five Year Financial Forecast, the City's ability to maintain this benefit has been threatened by significantly rising medical and prescription costs that have increased in recent years well above the normal rate of inflation. National authorities project medical costs to increase by 10% to 15% in FY 2005 with prescription costs increasing at a rate of 10% to 18% in FY 2005.

The Employee Benefits Fund actual end-of-year balance for FY 2003 was a negative \$19.9 million. The Five Year Financial forecast presented to City Council in May 2004 indicated that the Fund would have a negative ending balance of \$25.8 million in FY 2005. Through the following policy issue adjustments included as part of the Adopted Budget totaling \$8.1 million, the Employee Benefits Fund is projected to have a FY 2005 revised negative ending balance of \$22.5 million. (The Five Year Financial Forecast also assumed savings from many of the Benefit Program Changes listed below.)

FY 2005 Adopted Employee Benefit Program Changes

<u>Policy Issue</u>	<u>Savings</u>
Third Party Administrator	\$ 4.5 M
Self Insured Health Maintenance Organization	2.3 M
Employee Premium Adjustments	0.8 M
CitDent, Cobra, Medicare Premiums	0.2 M
Tricare Supplement & Advantage 90	0.3 M
Total	\$ 8.1 M

The City's Employee Benefits Program allows employees to select between a Health Maintenance Organization (HMO) or the City's self-funded CitiMed program. Revenues for the benefits fund are derived primarily from departmental assessments (funded by each of the City Funds to which an employee is budgeted) and participant premiums. However, as with many employers, the City faces rising healthcare costs in prescriptions and medical claims and therefore has identified a need to re-evaluate plan funding and design strategies in order to mitigate pressures of rising health care costs.

To maximize efficiency and ensure competitive medical pricing in the plan, a combined Health and Benefits Request for Proposal (RFP) process was released in March 2004. This RFP was designed specifically to seek opportunities to restructure the City's benefit plan and take advantage of possible network changes and discount improvements. Currently, staff is in the process of finalizing information received from these vendors and a recommendation for a Third Party Administrator, Preferred Provider Network and Utilization Review will be forthcoming. Negotiations thus far have indicated that the Health

and Benefits Request for Proposal efforts will increase provider discounts resulting in an **estimated savings of at least \$4.5 million in claims costs** beginning in FY 2005 with many opportunities for enhanced services through wellness and disease management program offerings.

The CitiMed program currently provides a benefit package to employees for a monthly premium of \$5 for single employees and \$15 for employees with dependents. These premiums were introduced in FY 2004 in an effort to off-set escalating costs. Prior to this fiscal year, the CitiMed program was offered to employees and their dependents free of charge. For FY 2005, the City has formulated a strategy to establish a funding ratio plan to address the long-term financial needs of the benefits program first by transforming the traditional premium tier structure and then applying a subsidy philosophy to those tiers in order to fairly share the cost burden of employee health benefits plan premiums. This premium strategy is expected to generate \$786,511 in additional revenue. **Within the adopted revised structure, the City will cover 1.) 97% of an employee's; 2.) 90% of a child's; and, 3.) 85% of a spouse's monthly health insurance plan costs.** The current structure of Employee, Employee plus one dependent, and Employee plus two or more dependents will transition to the following structure.

**CitiMed Health Benefit Plan for Civilian Employees
Adopted Premium Structure for FY 2005 (Effective January 1, 2005)**

Category	Monthly City Share	Monthly Employee Share
Employee Only	\$227	\$7
Employee + Child(ren)	384	25
Employee + Spouse	426	42
Employee + Family	584	59

In addition to premium structure changes for employees, the City will increase premiums for CitiDent, Cobra participants and CitiMed Retirees to generate an estimated \$194,940 in additional revenue. The addition of a Tricare Supplement as an optional plan for City employees who are retired from the military and covered under Tricare will result in an estimated savings of \$338,275. The conversion of the fully insured HMO plan to a self-funded plan will result in a one-time savings of \$2.25 million. Finally, the addition of an Advantage90 program through Walgreens will provide increased discounts for 90-day prescriptions purchased at the retail level and result in estimated savings of \$30,000.

The adopted budget also includes \$200,000 to retain a benefits consultant to provide recommendations for the development of a comprehensive benefit strategy that will 1.) assess and measure the effectiveness of current plan offerings; 2.) evaluate utilization patterns and recommend plan modifications; 3.) project plan costs based on variant models of plan design and proposing alternative funding vehicles; 4.) provide actuarial analysis and review; and 5.) assess the contribution strategy of health plans. The consultant will also be utilized to assist the City in health benefit discussions during the upcoming negotiations with the Police & Fire associations in 2005.

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TMRS 2005 Contribution Rate Mandated Increase One of the many benefits offered to the City of San Antonio employee is a two-to-one match toward the Texas Municipal Retirement System (TMRS). Permanent City of San Antonio employees automatically become members of the TMRS on the first date of employment. Employees contribute 6% of their gross earnings to TMRS, and the City contributes two times the employee's contribution, or 12% of their gross earnings. City employees become 100% vested after five years of service. Effective for FY 2005, the TMRS reduced the assumed actuarial interest rate and payroll growth assumptions utilized in calculating city contribution rates. This resulted in a 0.82% TMRS City contribution rate increase. In terms of dollars, the FY 2005 Adopted budget includes an additional \$1.6 million for All Funds to sufficiently provide the required match to TMRS.

Employee Uniform Initiative Working toward the goal of reducing costs while improving the quality and consistency of City issued uniforms, the Purchasing & General Services Department has begun initial steps to develop a standard employee uniform initiative. This will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. Over 3,000 civilian City employees in over 145 job classifications are currently issued some type of clothing or uniform. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment in an effort to increase safety, promote a positive public perception, and maintain a consistent level of quality for clothing provided to employees. By providing a citywide consolidated process for uniform purchases/leases and distribution, savings will be realized to individual department budgets. This initiative is estimated to generate savings in FY 2005 of \$100,000 in All Funds and \$56,136 of savings in the General Fund.

City Council Administrative Assistant Compensation. The FY 2004 Revised Adopted Budget included \$119,544 each for the Mayor and City Council to obtain Administrative Assistant services to assist the City Councilmembers in their official duties. The FY 2005 Adopted Budget increases this allocation by 3% to provide sufficient funding to provide, at the discretion of the Mayor and City Council, current and future Assistants with a Cost of Living Adjustment of up to 3%. This increase will result in a combined increase of \$39,446 to the FY 2005 Budget providing a \$3,586 increase to the Mayor's and each Councilmember's Administrative Assistant budget.

Efficiencies

Bottom Line Strengthening Program Including front line employees from across the organization in finding efficiencies within the delivery of city services is the primary objective of the Bottom Line Strengthening (BLS) Program. For the second year in a row, the City Manager sought ideas from City employees through the process. The BLS Program has become and will continue to be an important part of the budget process allowing City employees the opportunity to identify possible revenue generators and service delivery improvements. This year, the program engaged 210 employees randomly selected and placed into Action Teams each moderated by a member of the Management Team. Each Action Team was comprised of 30 members and met in the months of March and April 2004. From this year's BLS process, twelve recommendations with savings and new revenues totaling \$518,215 were developed and are included in the Adopted Budget.

Administrative Efficiencies One of several organization-wide policy issues and service delivery issues reviewed during this summer's budget development worksessions with all city departments was "administrative efficiencies." Several policy proposals have financial impact savings included with the FY 2005 Adopted Budget or will be implemented within the upcoming fiscal year and are expected to show savings beginning in FY 2006.

One significant administrative efficiency initiative will be implemented within the Community and Visitor Facilities Fund. Approximately sixteen positions, seven from the Alamodome and nine from the Convention Facilities Department, will be consolidated into one division within the Convention Facilities Department. The consolidation will assist in providing resources to the two departments for fiscal

management, human resource management and quality assurance activities in the conduct of the business of the City's community and visitor facilities. The sixteen positions were identified from fiscal, contract services, human resources, and planning and development units within the two departments.

A second significant administrative efficiency will be piloted in FY 2005, and depending on the pilot results, will be broadened where appropriate. The pilot program consists of the consolidation of ERM roles related to payroll and financial transactions for seven smaller departments and offices located in City Hall. The payroll and finance-related roles require the assignment of 26 departmental-roles for the departments at City Hall that would have resulted in 364 assignments for the seven departments. As a result of the consolidation of roles in the pilot program, only 110 assignments will be necessary. Efficiencies are anticipated from this consolidation.

Centralization of Human Resource & Payroll Administration To improve consistency in the application of human resources-related policy and procedures and to create a centralized point of accountability, thirty positions will be redirected and reclassified as "Human Resource Specialists". These positions will concentrate exclusively on human resource and payroll-related functions for one department or a pod of departments. Increased accountability results from centralized reporting to mid-level managers and the Director in the Human Resources Department. Enhanced customer service to departmental and employee "customers" will be facilitated through location of these specialists in departmental and field offices. The HR Specialist concept gains efficiencies by centralizing the roles of human resources and payroll services yet allowing decentralized working locations.

Crisis Care Center One of the San Antonio Police Department's (SAPD) measures of quality service is maintaining or increasing the patrol availability factor (PAF). PAF measures the actual time a Patrol Officer is available to provide a continual active presence within the City's neighborhoods and communities. The FY 2005 Adopted Budget includes allocating \$100,000 from the Police Confiscated Property Fund to support the creation of a Crisis Care Center (CCC) that will provide preferred medical assistance to detainees requiring care. The creation of the CCC will allow more officers to be available for patrol and to respond to calls for service which will result in a significant savings in the Patrol Officer's time.

Currently, detainees in the custody of a San Antonio Police officer are transported to the City's Detention Center, located in downtown San Antonio, where they are booked and held for magistration. Detainees determined to be ill or injured prior to booking into the Bexar County Jail System are transported to the University Hospital Emergency Care Unit, located more than eight miles away in the northwest section of the City. Once at the University Hospital, the Officer and detainees are seen in order of their arrival often waiting for service for several hours.

The City of San Antonio, the Center for Health Care Services, the University Health System, and the University Physicians Group have collaborated to create the plans to expand the downtown Urgent Care Clinic to serve as a Crisis Care Center. Two key services will be provided: a Crisis Care Center operating on a 24-hour basis providing medical and mental health screenings with six 23-hour holding beds; and medical screening for arrestees, public inebriates, and other detainees of the City's Detention Center. According to SAPD estimates, this facility could reduce by half the amount of time an officer spends transporting and guarding arrestees.

Under these conditions, transporting and guarding an arrestee can last from three to six hours. The SAPD has determined that its officers spend approximately 16,614 hours annually handling prisoners that require medical treatment. Over 70% of these hours (or 11,504 hours) are during "on-duty" time while the remaining 5,110 hours are on an "overtime" status. The CCC will reduce the amount of time required for transporting detainees and reduce the wait time for medical service by more than 90%.

City Vehicles The FY 2005 Adopted Budget continues to address efficiencies in providing a reliable and practical city fleet at lower costs and in providing additional competitive fleet and equipment maintenance

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services. In the FY 2004 Adopted Budget, 108 underutilized vehicles were eliminated from all funds for a combined savings of \$1,504,227. The FY 2005 Adopted budget eliminates an additional 28 vehicle assignments that currently have significantly lower mileage than the rest of the City's fleet. The General Fund savings from this proposal will total \$251,522 with a total savings of \$356,704 in All Funds. The departments will continue to rely on other vehicles within the fleet as well as use established city "motor pools" for transportation services.

A second city vehicle related efficiency issue that will provide savings is to continue to extend the life of the current fleet from 72,000 miles to 84,000 miles. In the FY 2004 Adopted Budget, the City extended the life of 214 vehicles by moving their replacement criteria to 84,000 miles. The FY 2005 Adopted Budget realizes a net total savings of \$2.2 million in All Funds by extending the replacement criteria mileage for 1,038 vehicles to 84,000 miles. The savings in the General Fund will be \$1.5 million. To cover the additional maintenance costs that can be expected by this proposal, \$50,200 is added in various departmental budgets in FY 2005.

The third efficiency issue pertaining to City Vehicles that will generate savings in FY 2005 is to provide in-house fleet and equipment maintenance, repair, and paint and body services that are currently being performed at higher costs from the private sector. This proposal includes: 1.) performing winterizing services of seasonal vehicles and equipment; 2.) performing hydraulic repairs in-house; and 3.) performing minor body repairs and paint services for vehicles within the city fleet when necessary. Additionally, the initiative includes savings by modifying the paint and body repairs policy. Currently, all minor and major body repair and paint work is performed on city vehicles. Under this proposal, all vehicle damage under \$1,000 generally will not be repaired unless needed and all vehicle damage between \$1,000 to \$3,500 will be performed in-house. These combined proposals will provide \$836,614 in savings for All Funds with \$663,032 of the savings being within the General Fund.

The combined saving from these vehicle initiatives--eliminating underutilized vehicles, extending vehicle life, performing more in-house repairs, and modifying body repairs and paint policy--is \$2.4 million in the General Fund and \$3.3 million in All Funds.

City/County Service Integration The Citizens Commission on City/County Service Integration was jointly created in October 2003. The Commission was charged with the following:

- Review best practices and models from other communities, including the role of special districts;
- Implement community education programs on the desirability of functional consolidation;
- Recommend a plan to transfer/consolidate functions between City and County governments that is equitable to taxpayers;
- Develop draft legislation needed to implement recommendations

On May 6, 2004, the Commission presented its report which contained 25 recommendations for functional integration of City and County services. City and County staff have coordinated and completed an analysis and provided a timeline to implement most of the recommendations.

Some of the recommendations from the Citizens Commission are already implemented. These include the following:

- Coordinated library book purchases. This is currently coordinated through the Alamo Area Library System.
- Coordinated street maintenance materials purchases. Both the City and County street operations work with each other to maximize opportunities for savings by jointly bidding for street materials to maximize quantity discounts.

Recommendations that are being reviewed for implementation by end of FY 2004 and during FY 2005 include the following:

- Development of a centralized jury pool
- Development of a Joint Technology Standards Work Group
- Adoption of a final set of subdivision development policies in the ETJ
- Open a social services one-stop pilot
- Development of a single Countywide GIS system
- Include the San Antonio River Authority in consolidated park reservation system
- Increase accessibility to various park policies and identify possible areas for standardization
- Coordinate various human resources related functions and services

Recommendations that will be continued to be studied for future year implementation include the following:

- Establishment of a joint 311- Customer Service system
- Creation of a single City-County housing authority
- Creation of a single City-County health authority
- Creation of a joint City-County police, sheriff training academy
- Open City household hazardous waste collection site to Bexar County residents
- Development of a customer service center network
- Evaluate the feasibility of consolidating quality of life services on a county-wide basis.
- City will provide a bid to perform maintenance of traffic signals in the County

Overtime Use and Overtime Budgets Significant attention was devoted to reducing the City's overtime expenditures across all funds and many departmental budgets. During the budget development worksessions in depth analysis of overtime policies and procedures citywide were reviewed resulting in identifiable savings to certain department budgets through the implementation of more efficient hiring and workflow processes. Departments identified expenditure savings to the General Fund in the amount of \$1,535,086. The total savings to all funds will be \$1,820,481 in FY 2005. The chart below outlines the dollar amounts that departments will realize as a result of these efficiencies.

FY 2005 Adopted Overtime Expense Savings

General Fund	Savings
Fire/EMS	\$155,332
Health	30,000
Municipal Court	15,000
Parks & Recreation	43,416
Police	1,149,904
Public Works	125,000
Other Departments	16,434
Other Funds	Savings
Aviation	\$70,000
Environmental Services	100,000
Facility Services	32,000
Parking	70,000
Other Funds	13,395

Executive Summary

As listed above, the Fire Department is estimating to save \$155,332 by eliminating overtime used to fund the Safehouse during the rodeo, by reducing Emergency Medical Services peak overtime, and reducing regular overtime expenditures. To achieve the operating overtime savings, the department plans to give certified paramedics in the Firefighting Division the opportunity to work EMS overtime allowing for the distribution of work hours and overtime occasions.

The Police Department will implement several initiatives to reduce their overall use of overtime for a combined savings of \$1,149,904. The Department has developed an alternative work-flow process that will reduce overtime associated with late calls that occur near the end of patrol shifts and cause officers to extend their shift at an overtime rate of pay. This program will redirect non-emergency late calls to the subsequent shift. If this response is not convenient for the caller, then a Police Officer will be sent at a suitable time for the caller. For FY 2005, it is estimated that this will result in savings of \$230,000 in overtime expenditures. In addition to this program, the Police Department will reduce overtime expenditures resulting from Assignment Extensions, Voluntary Return (to work) and Work Relief Days for a total of \$257,985, and reduce expenditures of other controllable overtime budgets for a total of \$160,175. Also included within the budget is the elimination of overtime expenditures associated with traffic control at the Joe & Harry Freeman Coliseum and the SBC Center for a total of \$105,491. Finally, the Police Department, along with several other departments and entities will create a consolidated urgent care facility in the downtown area (Crisis Care Center) that will reduce the number of overtime hours an officer spends transporting and guarding arrestees for medical treatment saving \$96,254 in overtime costs.

The Health Department is planning to reduce overtime by repositioning an Animal Care Officer to a later evening shift to correspond to "priority" calls that are received after 6:00 p.m. This reduction will result in total savings of \$30,000. Municipal Courts will reduce the overtime budget due to increased efficiencies of technology in court services, court operations, and magistrate services. This reduction will result in \$15,000 in savings. Parks and Recreation will reduce the overall overtime budget for Parks and Recreation by ten percent. Public Works will reduce controllable overtime in the signs manufacturing section and in the street maintenance division by managing work-flow schedules resulting in \$125,000 in savings.

Other Funds will realize savings in overtime expenditures in FY 2005. The Aviation Department will reduce overtime within the Aviation Fund by rotating fire personnel from Stinson Municipal Airport to the International Airport when possible resulting in savings of \$70,000. Environmental Services will reduce overtime expenditures by increasing the efficiency of the hiring process and developing a labor pool for Environmental Services resulting in savings of \$100,000 for the Environmental Services Fund. The Municipal Facility Services fund includes strategies to reduce the overtime budget by \$32,000 in facility services achieved by the creation of a staggered work shift. Also, the Parking Fund will reduce the overtime budget by adjusting work schedules and maximizing the availability of part-time and temporary employees resulting in a savings of \$70,000.

Public Safety Integrated Technology (PSIT) In FY 2005 the City's Police Department will continue to realize significant efficiencies through the continued implementation and use of their Public Safety Integrated Technology (PSIT) system included within the 1999-2003 G.O. Bond Program. The PSIT system contains three components: the Field Entry Reporting System (FERS), the Supplemental Report Management System, and an Electronic Document Management System.

The FERS consists of laptop computers within each police car. Unlike the mobile data terminals being replaced, FERS will allow officers access to real-time information in an electronic environment and to submit police reports electronically. This system will also provide immediate access to maps and photos, will allow police officers to enter police reports while in the field, and will allow the scanning of thumb prints and drivers licenses also while in the field. A total of 630 laptops are required for FERS. To date, 306 Laptops have been purchased and installed with 324 remaining to be purchased.

The Supplemental Report Management System (SRMS) expands on the electronic report submission and provides immediate access to police reports and real-time data for supervisors and investigative staff. SRMS will also eliminate manual case tracking and enhance case filing through an electronic interface with the District Attorney's Office. The Electronic Document Management System interfaces with the other two components of PSIT and provides reduced paper flow and more efficient storage of case files.

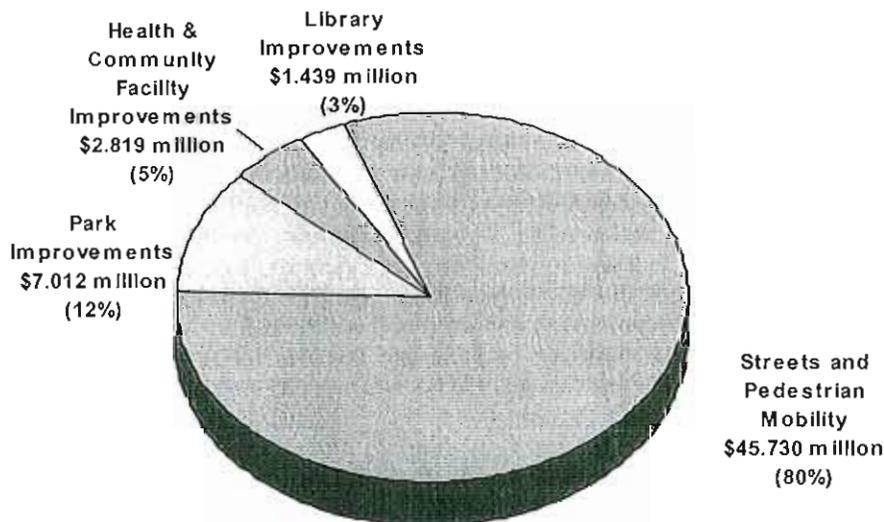
Final field-testing will conclude early in FY 2005 and complete system rollout will follow. Additional remaining work includes the Optical Disk Storage & Retrieval System and the purchase of the necessary electronic storage capability to ensure five-year availability of police report and related documents. In addition, implementation of the wireless broadband and microwave data networks envisioned in the original system designed to improve the flow of data to and from police vehicles and facilities remains with an estimated completion date of September 2005.

Infrastructure / Community Development / Environment

HUD 108 Capital Improvement Program The need for infrastructure and facilities improvements within the City is immense. The last two general obligation bond elections provided funding for \$255.2 million in infrastructure projects yet there remains a great need for additional dollars. The Adopted FY 2005 - 2010 Capital Improvement Plan includes utilizing the Housing & Urban Development (HUD) 108 Loan Program to fund critical capital projects that would otherwise not be funded or would be funded in phases over several years.

The Housing and Urban Development (HUD) 108 Loan Program provides \$57 million in funding for 85 projects that will improve street and pedestrian mobility (55 projects), parks (16 projects), health and community facilities (10 projects), and libraries (4 projects). This program will not require a tax increase nor affect the City's future bond capacity. The figure below shows the breakout of the \$57 million by program category.

HUD 108 Capital Improvement Program - \$57 Million



Executive Summary

The HUD 108 Capital Program will achieve the following:

- Provide funding for \$57 million of projects in today's dollars that will be completed in four years instead of funding these projects over a multi-year period contingent on CDBG entitlements. This funding will be available subsequent to City Council action to authorize the submission of an application for the HUD 108 Loan.
- Provide match funding to support the Neighborhood Improvement District (NID) Program, which was identified as a priority by the City Council in its goal setting worksession.
- Provide funding to complete street, pedestrian mobility, and drainage projects that have been designed and not yet fully funded for construction.
- Provide full funding for capital project needs identified throughout the City that could not be funded in the past due to the large magnitude of the project scope and limited annual funding capacity.
- Provide funding to upgrade many of the City's recreation, library, health and other human development service facilities to increase our potential for service delivery and improve our operation efficiency.

The HUD 108 Loan is a debt instrument that was designed by the federal government to give municipalities the opportunity to leverage dollars in an amount sufficient to finance large HUD eligible capital projects without having to fund them in multiple phases through annual Community Development Block Grant (CDBG) entitlements. The program allows municipalities to leverage up to five times their annual CDBG entitlement (\$17 million for COSA in FY 05) in the form of a loan that is repaid over a twenty-year term.

The City is required to pledge a portion of the CDBG entitlement in order to secure the loan. If approved, City Council can authorize the annual debt payment of this loan be made from the City's annual CDBG entitlement until the debt is paid. In addition, if the block grant is eliminated, the debt is also eliminated. The annual debt on \$57 million over a twenty-year period is approximately \$5 million. If the debt is paid from the entitlement, 15% of the budget would remain available for public service projects, 20% for administration, and the remainder (\$6 million) could be used to fund housing and neighborhood revitalization needs as well as other capital projects.

Bexar County Regional Mobility Authority The FY 2005 Adopted Budget includes \$500,000 to provide a loan to the Regional Mobility Authority (RMA) in Bexar County. The City's contribution will assist in providing the RMA with the initial start-up dollars necessary for administration and capital vital to this new local government entity. The loan will be repaid by the RMA in the future as toll revenue becomes available. The RMA was recently created through the joint efforts of Bexar County and the Texas Department of Transportation to implement regional mobility solutions including turnpike projects. The \$500,000 will allow the City to become an investment partner to the RMA matching a \$500,000 contribution from Bexar County. It is planned that the City Council will first adopt an Interlocal Agreement between the City of San Antonio, the RMA and Bexar County prior to providing the FY 2005 loan payment. The \$500,000 City contribution will ensure that the City of San Antonio will have representation on the seven-member Authority Board and will benefit the overall San Antonio area transportation system.

San Antonio Symphony To provide the San Antonio Symphony support in the total amount of \$400,000, the FY 2005 Adopted Budget includes \$320,000 within the General Fund and \$80,000 within the Airport Operating Fund. The San Antonio International Airport will benefit from at least three performances within the Airport's terminals in FY 2005 in exchange for the \$80,000. The Symphony has recently emerged from bankruptcy and has embarked in a new direction with a new President/CEO, a negotiated musician contract that allows for a reduced number of weeks of performance, and an operating budget of \$5.6 million. Significant effort is underway by the Symphony to secure private and

corporate support. The Kronkosky Foundation has awarded the Symphony a \$250,000 matching grant to encourage other funders. City funding will support the artistic activities of the Symphony's operations.

NID Challenge Match As authorized by Chapter 372 of the Texas Local Government Code, a city is allowed to levy and collect special assessments on property that is within the city to be used by the Neighborhood Improvement District (NID). A NID is created when the area or the neighborhood petitions the city for public improvements to their area. The petition must include those owners of taxable real property representing more than 50 percent of the appraised value of taxable real property liable for assessment. Examples of eligible improvements include landscaping, signs, acquiring or constructing sidewalks or streets, improvement of public spaces, and supplementing or enhancing existing infrastructure and/or public improvement projects. In an effort to support neighborhoods that may want to form a NID but may need financial resources to support intended goals, the FY 2005 Capital Budget allocates \$1 million within the adopted HUD 108 Loan Program for a NID Challenge match. These funds will be used in CDBG eligible areas to challenge match neighborhood contributions toward an established NID in order to improve and enhance neighborhood infrastructure.

Capital Improvements Program Staffing Support To ensure that the \$115 million 2003-2007 Bond Program project delivery is kept on schedule and to implement, administer, and maintain the adopted \$57 million HUD 108 Capital Projects Program included in the FY 2005-2010 Capital Improvement Plan, the FY 2005 Budget adds ten additional positions to the Capital Programs Division within the Public Works Department and two additional positions to the Parks Capital Programs section within the Parks & Recreation Department. The 2003-2007 Bond Program includes 113 projects throughout San Antonio that have been and will improve streets, drainage, libraries, parks, and public health and safety facilities. The HUD 108 Program includes 85 projects that provide additional streets, library, and park improvements. This improvement will add one Capital Improvement Projects (CIP) team, half of a CIP team for two months, and two Real Estate Specialists for twelve months to support the Real Estate Section in Public Works. The CIP team will consist of one Sr. Engineer, one Engineer, one Engineering Associate, one Capital Projects Officer, and one Sr. Engineering Technician position. The half-CIP team will consist of one Sr. Engineer, one Engineer, and one Engineering Associate position. The costs associated with this improvement will total \$473,885 in FY 2005. Although the costs for this improvement will initially be paid for by the General Fund, the 2003-2007 Bond Program and the HUD 108 Program will reimburse approximately ninety percent of the costs leaving the remaining ten percent to be charged to the General Fund.

\$1 Million Additional Contractual Street Maintenance The Adopted Budget includes \$1 million to augment resources available for Contractual Street Maintenance Program. It is estimated that the additional funds of \$1 million will result in an increase of about 18.35 lane miles in FY 2006 (to be performed by contractors). This output is based on the current mix of street maintenance applications. Should City Council members select different type of applications, the output in lane miles will vary. Total available funds for contractual street maintenance will increase to \$7.7 million in FY 2005.

LED Traffic lights Energy Savings A Bottom Line Strengthening (BLS) Program recommendation included in the FY 2004 Budget was to replace the incandescent bulbs currently in traffic signals with light emitting diode (LED) bulbs that require less energy to operate. The City has 1,077 traffic signals under its control and replacement of all current bulbs with LED bulbs is estimated to save the City over \$750,000 a year in electricity costs. During the current fiscal year, the City's Public Works Department applied to the State of Texas' Lonestar Program for one-time resources of \$1,663,700 to acquire new LED bulbs for City traffic signals. The use of the Lonestar program will require the payment of interest and principal scheduled over a five year period. It is anticipated that over the eight-year life cycle of the LEDs, the City will realize estimated savings of \$5,625,000. Of this amount, \$1.7 million will be set aside for a LED replacement fund; \$1.8 million will be used to pay back the SECO loan and the remaining \$2.1 million will be realized as General Fund savings. The FY 2005 Adopted Budget includes a first-year savings in energy costs of \$200,000. The conversion of traffic signals to extended view LED lights is estimated to be completed by February 2005.

Executive Summary

Ultra Low Sulfur Diesel Fuel Mandate The City's Environmental Services and Purchasing & General Services Departments have initiatives in place and under consideration to address the issues of clean energy and air quality. One state-mandated initiative addressed within the FY 2005 Adopted Budget is the use of Ultra Low Sulfur Diesel within the city fleet. Bexar County is one of 110 counties in central and east Texas that will be required to utilize this low emission diesel starting in April 1, 2005. The City will begin using the fuel in January 2005. There are 978 vehicles within the city's fleet that use diesel fuels including most of the city's heavy-duty garbage trucks, recycling trucks, and off-road heavy equipment including tractors and bulldozers. The Purchasing fund includes an additional \$231,698 to support the use of ultra low sulfur diesel fuel in FY 2005.

Automated Collection Pilot Program A six month pilot program to test an automated garbage collection system was approved within the FY 2004 Budget. Experience by other cities with automated collection has shown cost reductions by utilizing a smaller crew (one person versus three in manual collection) and reducing employee injuries.

Six pilot areas across the City were identified consisting of 6,795 homes. The specialized collection garbage trucks along with the appropriate carts were ordered and a comprehensive education campaign was implemented. Automated collection began on June 1, 2004 and will continue through the end of November, 2004. Current surveys of citizens in the test areas indicated a very favorable response to the program. A final report with recommendations will be provided to City Council in January 2005.

With successful completion of the pilot and the approval to proceed with a City wide implementation, the Environmental Services Department projects a seven year implementation plan could begin in FY 2006. Preliminary estimates indicate a potential cumulative 10 years savings for the Department of over \$17.5 million by using the automated collection system which is similar to what other cities have experienced.

Single Stream Recycling Processing Contract A new recycling processing contract was approved in June 2004 allowing for a single stream collection of the City's residential curbside recyclable materials. The use of a single stream collection method versus the dual stream method allows the City's recycling driver/collector to move through the route quicker. The change to single stream collection will have no impact in the citizen's use of the program.

It is estimated that the use of the single stream collection will result in annual operational savings of over \$125,073. Additionally, the new seven-year contract provides for payment to the City for the sale of the various components of the collected recycled materials (i.e., paper, metals, and plastics). Preliminary estimates place the additional annual revenue to the City at about \$360,000.

Storm Water Rate Structure Study The FY 2005 Storm Water Fund includes \$100,000 budgeted for one-time consultant services to perform a rate structure study on the Storm Water Fee. This monthly fee that is included on the water bill is the primary revenue source of the Storm Water Operating Fund. The Fee is assessed to property platted within the City that receives water or sanitary sewer service. The rate is currently based on lot size. The \$100,000 included within the FY 2005 Budget will provide professional services to restructure the Storm Water fee so that the fee is based on impervious land cover and/or land use. Additionally, the professional services will analyze the current program, policies and priorities; cost of service; and organizational issues related to the fee. The goal will be to have a rate structure developed that satisfies program priorities through adequate cash flow and assist in the development of the rate ordinance. A master account file system would be developed along with a billing system to include customer service. Finally, a general plan for implementing and executing the revised rate structure to include public education would be provided.

Accountability

City Auditor Enhancement The FY 2005 Adopted Budget included \$2,785,877 for the City Auditor's Office Budget. This amount provides funding for 30 positions for an entire fiscal year (with a full-year added cost of \$236,804). The budget includes the addition of three full-time Auditor II positions at twelve months funding (\$204,013) to support the internal auditing activities of the Office. As indicated by the City Auditor, funds set aside and currently encumbered for an Audit Services Contract for performance audit activities of the Enterprise Resource Management (ERM) project are no longer needed. These funds will be released providing the offsetting dollars of \$236,804 to fund the City Auditor FY 2005 Adopted Budget.

Contract Management Over the last several years, the City has made significant improvements to the contracting process. In FY 2002, the Contract Services Division was created in the Asset Management Department. Since then, this division has established a centralized contract training schedule, created consistent contract policies and procedures, conducted high-risk contract evaluations, and provided assistance to departments during the initiation phase of the contract process. Although the initial focus was on the early stages of the contract process, the division recently began conducting citywide training on contract administration. This marks the beginning of the next phase of improving the City's contracting processes: the administration and monitoring of contracts.

The adopted budget includes the creation of a new, centralized contracts department to coordinate citywide training, develop and apply consistent contract policies, and provide for centralized compliance reviews. The Contract Services Department will be staffed by redirecting ten existing positions from Asset Management and creating six new additional positions. The cost of creating the six new positions is \$412,780.

In addition to continuing to provide solicitation reviews and contract initiation services for high-risk contracts, the department's work plan will consist of the following contract compliance tasks:

- Develop a schedule for each high risk contract based on complexity, risk factors, and length of contract.
- Insure departmental contract monitoring plans are established.
- Conduct contract compliance reviews on high-risk contracts on an annual or biannual basis.
- Provide in-house consultant services to departments on contract administration.
- Assist departments in dispute resolution.
- Develop annual compliance work plans.

In keeping with the accountability model that places responsibility of contract administration and monitoring at the department level, the adopted budget includes the creation and expansion of several departmental contract units.

- Parks & Recreation - three contract compliance positions.
- Health – three contract compliance positions.
- Community Initiatives - one contract compliance position.
- Airport – three contract compliance positions.
- Finance – full year funding of an Audit & Compliance Resolution Manager and the redirection of an existing Tax Investigator position to monitor Hotel/Motel Occupancy Tax receipts.

Public Utilities Office The Public Utilities Office is being created in FY 2005 and involves the transfer of the Public Utilities Division within the Finance Department to a new Department in conjunction with additional resources. The Office is being created to be a distinct and separate Office focused on the vast range of issues associated with public utilities.

Executive Summary

The number and complexity of public utility issues has continued to increase as technology advances, the regulatory framework evolves, and the utility environment changes. With respect to oversight of CPS and SAWS, both entities have increasingly important and challenging policy matters which will require study, analysis, and in certain instances approval by the City. For instance, over this past year, City staff reviewed a proposed adjustment to the SAWS' water supply fee followed shortly thereafter with increases to the water delivery and wastewater rates. Review of rate packages such as these requires an extensive amount of resources and time to determine adherence to cost of service methodology, policy changes to cost of service, and ultimately ratepayer impacts. As SAWS continues to implement the water supply program and address its aging water delivery and wastewater infrastructure, it is anticipated that rate adjustments will be forwarded for consideration in each of the next several years in order to fund the significant capital program being proposed. Continuing to achieve a balance between SAWS' requirements and impacts to ratepayers will be increasingly challenging.

City staff continues to work with CPS on projects such as rate adjustments related to the acquisition of an additional interest in the South Texas Project, proposed revisions to certain gas tariffs, residential rate restructuring, overhead conversion fund, the potential restructuring of the methodology for the City's payment from CPS, and numerous other items. A review of the methodology for the City's payment from CPS will be one of the most important endeavors undertaken by the City. The payment received from CPS is the City's single largest General Fund revenue source. However, a review of the CPS payment methodology is necessary as CPS prepares for the possibility of competition in the future. As such, the City has included \$100,000 in the FY 2005 budget to engage a consultant to assist in a review of the CPS payment to the City. The review will include a range of analysis including historical payments to the City, managing the City's reliance on CPS revenues, protecting the CPS Payment to the City in a competitive environment, and restructuring options taking into consideration provisions of the deregulation statute.

This Office will also be responsible for providing support to the City's liaison to the Fire & Police Pension and Retiree Healthcare Funds and assistance with the financial oversight of the City's Liability, Workers' Compensation, and Employee Benefits Funds.

The creation of the Office will include the redirection of four positions from the Finance Department and the addition of five positions at a cost of \$330,010. The additional resources will be funded from savings in energy charges for streetlights. In 2000, the City partnered with CPS to have all streetlights converted from mercury vapor lamps to high-pressure sodium lamps which utilize less energy resulting in reduced utility costs for the City. The conversion of streetlights has been completed and recovery of CPS' project costs from the energy savings will be complete in September 2004. As such, in FY 2005, the City will begin to realize the savings in energy charges for streetlights. These savings have been utilized to fund the additional resources for the Public Utilities Office.

Cash Handling Initiatives Many City services delivered to the public involve a daily exchange of money for partial or full-cost of the services. There exists over 90 daily cash collection sites and several more special one-time collection sites operating throughout the year. Collection of cash occurs, for instance, at the City's Golf Courses, Parking Facilities, the Airport, at Municipal Courts and at the City's One-Stop Development Services Center.

In an effort to ensure proper cash handling policies and procedures and adequate internal controls, a citywide cash handling assessment was conducted in FY 2004 that included the professional services of outside Certified Public Accountants and consultants. Several pertinent cash handling improvements have been initiated and several more have already been completed in FY 2004 at a total cost of approximately \$201,993.

The FY 2005 Adopted Budget includes \$201,993 in improvements to continue addressing this initiative. Included in these costs is the addition of three positions. Two positions--one Cashier and one Office Assistant--will be added in the Finance Department as well as funds to reclassify four existing positions totaling \$52,600. One Administrative Assistant II position will also be added in the Health Department

with nine month funding to monitor cash handling and to develop a point of sale system. Finally, funds are included in the Library Department budget to in-lieu a vacant position to a Fiscal Operations Manager. The Human Resources Budget includes an additional \$11,251 to conduct background checks on a portion of employees who are identified as cash handlers. Finally, included in the FY 2005 budget is \$64,259 to provide additional security cameras, new cash registers, and credit card terminals.

Customer Service & 311 Call Center. The FY 2005 Adopted Budget provides additional resources to the City's Customer Service & 311 Call Center. The \$241,313 improvement will add eight positions to the Customer Service Department to address an expected 1.2 million calls for service in 2005, a 20% increase in call volume. Two of the eight positions will be assigned dispatching duties so that existing 311 representatives can be redirected back to answering calls for service.

Environmental Services Payment Audit and Compliance Throughout the country, the Solid Waste Industry data shows approximately 3% of customers are not billed or are incorrectly billed for solid waste collection services. City Public Service (CPS) bills and collects the solid waste, environmental and brush collection fees for the City's Environmental Services Department. Billing is based on coding on residential electric meter accounts and is done via a batch system. Continuous customer moves, electric service disconnects, new services and changes to master meter accounts result in an inaccurate customer database and loss of revenue to the Department. The FY 2005 Budget includes funding for a program improvement that will fund two Route Analyst positions and associated equipment costs necessary to conduct audits of solid waste collection routes to ensure that revenues are received for all services rendered. The net savings to the Environmental Services Fund in FY 2005 from this initiative is estimated to be \$116,250. Savings are projected to be \$155,000 in FY 2006 with full-year implementation of the program.

Ethics Review Board & Campaign Finance Reform The Adopted Budget includes \$33,596 to provide support to the Ethics Review Board and the campaign finance reform initiative. Funds have been allocated in the amount of \$2,957 to in-lieu a vacant position in the City Clerk's Office to an Administrative Assistant II position. This position will be responsible for providing support on matters of campaign finance reform to the newly independent Ethics Review. Additional funding has been budgeted in the City Clerk's Office to allow the Information Technology Services Department to develop a new electronic filing system for campaign reports. This will allow candidates and officeholders to file their required reports on-line. This improvement will require an additional \$51,200 in funding to fund increased data processing costs. In addition, funding of \$118,521 is set aside in the FY 2005 Adopted Budget for one Attorney III and one Paralegal position to be added to provide additional legal support for these two new initiatives for a total cost of \$206,274 in FY 2005.

Public Safety

Police Department Budget Realignment The FY 2005 Adopted Budget reflects a fiscal realignment of the Police Department budget with a goal of better managing budget resources. A model was developed using actual expenditures from FY 2003 and re-estimated expenditures from FY 2004 as indicators for select contractual and commodity line items that could be moved to other budget areas that have required added resources. This realignment, coupled with the \$1.149 million reduction in overtime expenditures, should allow the department to better manage total expenditures throughout the upcoming fiscal year.

Family Domestic Violence Response The FY 2004 Budget included \$450,000 for possible use as a match for a domestic violence grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) or to be used to support added City costs to provide similar services. Since the grant was not secured, part of the FY 2004 allocation was placed in the Police Department's budget to develop a program to provide services to individuals affected by domestic violence as well as other violent crimes.

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The Police Department responded by creating a Crisis Response Team (CRT). The CRT supports the mission and goals of the Police Department through the integration of expertise from experienced community-oriented policing officers and professional caseworkers who provide short-term crisis intervention, mental health assistance, referrals to appropriate resources and advocacy services. In FY 2004 four new civilian positions (Caseworker IIs) and four new Police Officer positions were added to the Police Department. First year costs were estimated at \$209,108 based on the funding of positions for five months. The balance (\$240,892) of the total added budgeted funds for this initiative has been carried forward into the Adopted FY 2005 Budget and has been augmented with an additional \$449,551 for full year funding of the CRT in FY 2005.

Police Differential Response Redirecting City resources from one service initiative to another to achieve efficiencies while not giving up quality services has been an overall strategy in developing a balanced budget that provides targeted investments in City Council priority areas. The FY 2005 Adopted Budget includes a redirection of police services that will increase the Police Patrol Availability Factor (PAF). The Differential Police Response (DPR) Program provides alternative methods to the traditional field response to non-emergency requests for police services. DPR will optimize police resource utilization and availability and still provide citizens with a non-urgent response.

Currently, the Police Department handles select calls for service by taking a telephonic report using 11 specially trained Senior Service Agents (Expeditors), light-duty Police Officers, and Dispatchers (when not engaged in dispatching Police Officers to calls). Calls handled by Expeditors are 1.) cold cases; 2.) non-life-threatening; 3.) do not include personal injuries; and, 4.) no suspect is present. Handling calls in this manner precludes sending an officer to take a report, and as a result, frees officers to handle more urgent calls or to perform community policing outreach. On average, 54,907 calls are handled by expeditors each year. However, in each year, another 59,000 to 70,000 calls could be handled by expeditors. The FY 2005 Adopted Budget approves revising response policies to route more of the calls for service to expediting when the call is eligible for expediting. This revised response service level will include 14 categories of calls that are currently eligible for optional expediting. In addition to these 14 categories found in the table below, Non-Injury Assault cases will be responded to at the desire of the caller to include the options of expediting the call or dispatching a Police Officer.

Calls Assigned to DPR Expediting

- Theft under \$10,000 in value
- Theft of vehicle, trailers and boats
- Burglary of vehicle
- Burglary of utility sheds / detached garage
- Graffiti under \$10,000 in value
- Property Damage under \$10,000 in value
- Harassment or threatening calls
- Theft of service
- Unauthorized use of motor vehicle
- Burglary of coin operated machine
- Criminal mischief under \$10,000 in value
- Lost property
- Request for additional information
- Interference with child custody

To address the increased workload of expediting additional calls, an additional 11 full-time Expeditors are included in the Adopted Budget with \$258,467 in funding. The result of implementing the DPR is savings in Police Officer time equivalent to adding 40 new officers to patrol. Additionally, the increase in efficiency will increase the Patrol Availability Factor (PAF) by 2.37 percentage points. The table below demonstrates the affect of the increase PAF efficiencies from the DPR and lists additional PAF benefits from the Crisis Care Center improvement also included in the Adopted Budget.

Patrol Availability Factor with Adopted Program Changes

	Estimated FY 04	Adopted FY 05 Baseline	Gains from Crisis Care Center	Gains from DPR	Adopted FY 05 (with efficiencies)
<i>Patrol Availability Factor</i>	40.19%	40.36%	0.18%	2.37%	42.91%

Homeland Security Grants In FY 2004, various City of San Antonio departments were awarded over \$8.2 million in homeland security/domestic preparedness-related grants. These funds are aimed at increasing airport security, bio-terrorism preparedness and first-responder readiness. The following are examples of how these funds are being used today.

- The Police Department is equipping its officers with a Personal Protection Equipment (PPE) kit consisting of a full-face air purifying respirator, chemical suit, chemically-resistant gloves, and other personal safety items.
- The Fire Department is purchasing for large-scale, mass casualty events various first-responder vehicles including a hazardous materials command vehicle and a self-contained breathing apparatus (SCBA) vehicle equipped with a cascade system for refilling air cylinders.
- The Health Department is utilizing grant funding to complete its Bio-terrorism Preparedness Project that includes vaccinating Tier 1 Smallpox Response Teams and constructing a bio-terrorism laboratory.

In FY 2005, the City of San Antonio is expecting to secure an additional \$7.2 million in homeland security-related funding.

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Economic Development

KellyUSA The City will continue its commitment to a successful re-building partnership of KellyUSA. This partnership has achieved a 96% occupancy of 8.9 million square feet of marketable buildings and has leveraged a \$2.5 billion annual impact on the local economy. Currently, 12,171 jobs at KellyUSA have been created by the business center's 73 tenants. The 2003-2007 Bond Program includes \$2.8 million for infrastructure improvements at KellyUSA in accordance with KellyUSA's Master Plan. The \$57 million HUD 108 Capital Improvement Program which is included within the FY 2005 - 2010 Capital Improvement Plan sets aside \$2.0 million for two street improvement projects. The KellyUSA 36th Street Extension funded for \$1.0 million will construct street and drainage improvements from Growden to Duncan Drive on KellyUSA. The City's contribution together with KellyUSA's portion is expected to leverage \$11.2 million in federal funds from the transportation reauthorization and appropriations process to be enacted in 2004. The second street project designated for funding by the City in FY 2005 is the KellyUSA Frio City Ramp. This project will construct a new ramp from Frio City Road onto General Hudnell for traffic leaving East Kelly along Cupples Road. This ramp will keep anticipated truck traffic off neighborhood streets in the vicinity. The Six Year Capital Improvement Plan sets aside \$1.0 million for this project.

Brooks City-Base The FY 2005 Adopted Budget continues the commitment the City has made to Brooks City-Base since FY 1999. In FY 2004, the General Fund Budget supported \$2.247 million in operating support and capital improvements. This included \$797,880 to support Books City-Base staff and operations costs and \$1,450,000 in one-time funds to support additional one-time contractual services need by the Brooks Development Authority (BDA) and to supplement capital resources available to construct a drainage culvert along the eastern boarder of Brooks City-Base to facilitate future development. In addition, the 2003-2007 Bond Program includes \$21.1 million worth of projects that will be located at and benefit the infrastructure of Brooks City-Base. These projects include the City's projected \$20.5 million share of the Emergency Operations Center to be located at Brooks and \$600,000 for Military/Goliad Road Improvements. The FY 2005 Adopted Budget includes an additional \$2.145 million for operating and new capital improvement funds for Brooks City Base. Operating dollars in the amount of \$845,000 will assist in offsetting the costs of 16 positions at BDA, will provide for legal services, public relations, marketing, and other professional services such as insurance and security services. The \$57 million HUD 108 Capital Improvement Program included in the FY 2005 - 2010 Capital Improvement Plan includes \$1.3 million for a new 86 foot boulevard extension to be constructed from the Brooks City-Base entrance to the DPT laboratory facility.

Project Quest The FY 2005 Adopted Budget includes an additional contribution to Project Quest in the amount of \$500,000 over what was included in the FY 2005 Proposed Budget. This increase brings the total General Fund contribution in FY 2005 to \$1.5 million. With the additional \$500,000, the total Quest Budget will sustain 274 current participants and allow Project Quest to enroll up to 60 new job trainees in FY 2005. With the additional \$500,000 contribution to Project Quest, it will be expected under the guidelines approved by City Council that Project Quest will raise additional matching dollars for the agencies total FY 2005 Budget so that the 65%/35% funding rule will be met. Should Project Quest fail to meet these guidelines, then the \$500,000 amended allocation to Project Quest will be redirected to street maintenance initiatives.

San Antonio Military Initiatives & BRAC Funding is included in the FY 2004 Budget in the amount of \$125,000 to support community efforts to protect military facilities located in San Antonio from the next round of military base closures. With funding in the amount of \$75,000 within the Adopted FY 2005 Budget and \$50,000 from the Adopted FY 2004 Budget, the City will continue its funding of the San Antonio Military Initiatives at \$125,000.

Austin-San Antonio Corridor Council A total allocation in FY 2005 of \$100,000 is included in the budget for Austin-San Antonio Corridor Council association dues. The Austin-San Antonio Corridor

Council is a private, non-profit corporation comprised of contributing members from the region's business and public sectors. The Corridor Council advocates regional economic development efforts combined with regional infrastructure planning and implementation. The City's commitment of an additional \$50,000 above what was included in the FY 2005 Proposed Budget is contingent on the City of Austin also providing the Corridor Council a total of \$100,000 in FY 2005 and contingent on the Corridor Council providing a member-seat on the existing 36 Executive Committee of the Council to an elected City of San Antonio Councilmember.

SATAI The FY 2005 Adopted Budget includes \$500,000 for the San Antonio Technology Accelerator Initiative (SATAI). The mission of SATAI is to identify, aggregate, and coordinate resources, initiatives, and networks necessary to foster the growth of San Antonio's technology-based growth industries. SATAI is achieving this mission and is surpassing all of its goals. SATAI has grown into an organization vital to the economic development of our technology industries. SATAI has received in-kind funding from other sources, such as UTSA, and it is engaged in a 3-year plan to increase the amount of funding from other sources and become a self-supporting organization.

Southside Initiative In FY 2005, City Staff will continue to provide support toward two targeted efforts related to the Southside Initiative. The first effort is the proposed Southside Texas A&M Campus. Staff and officials from Texas A&M University have been working together to identify property within the Southside Initiative Area to be used for the development of a Texas A&M University Campus. The FY 2003 Budget allocated \$500,000 to support efforts to secure this future campus. These funds were allocated to support environmental studies, master planning, infrastructure, and other professional services as determined with final site selection. Staff, in conjunction with Texas A&M officials, have identified the needs for the first phase of the Texas A&M Campus. New resources in the amount of \$200,000 are included within the FY 2005 Adopted Budget to complement the first phase initiative and other development planning initiatives that interface with the proposed campus.

A second effort is the creation of the Defense Adjustment Management Authority. One of the goals of the City is to balance San Antonio's growth by attracting new residents and businesses to the Southside. One method to achieve that goal is to create a Defense Adjustment Management Authority (DAMA) within the Southside Initiative area. Before the DAMA is implemented, it is proposed that a DAMA Advisory Committee be created. It is recommended that a staffing component be established in an effort to coordinate the process to create the DAMA and manage on-going activities pertaining to the Southside Initiative. The FY 2005 Adopted Budget includes \$179,397 to staff these efforts and redirects one Senior Planner in the Planning Department (created by Council for the Southside Initiative) to the DAMA Transition staffing effort.

The DAMA Transition staff will support a DAMA Advisory Committee prior to the creation of the DAMA Board. The Office will also manage and coordinate proposed development activities within the Southside Initiative area to ensure that the goals and objectives of the Southside Initiative Plan are met. Finally, the staff support will inform the Committee of activities related to zoning and land use plan amendments in the area, coordinate activities related to legislative authority that govern the DAMA, and administer Council approved funds from FY 2004 in the amount of \$300,000 for professional services to develop a public improvement master plan for the Southside Initiative area.

Economic Development Incentive Fund The FY 2004 Adopted Budget included \$12 million in one-time resources for an Economic Development Incentive Fund. The Fund was established to attract or retain large-scale businesses in targeted industries and other significant investments that will serve as economic generators measured by new job creation, capital investment, and additional dollars leveraged from other entities. The proposed City Public Service (CPS) Revenue Policy included in the FY 2005 Budget development process provides for future opportunities to grow the Economic Development Incentive Fund. The proposed CPS Revenue policy establishes guidelines for allocating the City's payment from CPS in a given year if the actual payment exceeds 10% of the adopted budget amount for the CPS payment to fund economic development initiatives. In order to better track the revenue and

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expenditures within the Economic Development Incentive Fund, the FY 2005 Adopted Budget transfers \$12 million plus interest earned from the General Fund to a Special Revenue Fund.

Neighborhoods

HemisFair Master Plan - HemisFair Park Capital Improvements During this fiscal year, the Asset Management Department completed a Master Plan for HemisFair Park that will benefit both residents and visitors. HemisFair Park, located in downtown San Antonio, was developed on the site of the 1968 World's Fair. The Master Plan included the potential reuse/redevelopment of non-city owned property in the Park. One such property reviewed was an approximately 6-acre tract of land owned by the University of Texas System that is adjacent to the Institute of Texan Cultures. Through an agreement expected to be finalized in August 2004, the City will gain legal control of the 6-acre tract of land by swapping land of equivalent value with UTSA near the UTSA Downtown Campus. This action will benefit both parties by assisting in the efforts to accommodate the orderly growth and revitalization of HemisFair Park and the future expansion of UTSA's Downtown Campus. The HemisFair Park will also benefit from funds set aside in the HUD 108 Capital Loan Program within the Adopted FY 2005 Capital Budget. The project allocates \$352,000 toward the HemisFair Park Playground. Specifically, the funds will provide for the replacement of playground equipment and provide for park-surfacing.

Downtown East & West End Corridor Revitalization Plans The core of San Antonio's visitor industry generally falls in the East End Corridor bounded by Houston Street on the north, Cherry Street on the east, Nueva Street on the south and the main channel of the San Antonio River (using the by-pass channel) on the west. This "East Corridor" contains many of the City's visitor attractions, including the Alamo, River Walk, Convention Center, Alamodome, St. Paul Square/Sunset Station, and most of the full-service hotels and restaurants. The heart of San Antonio's visitor industry is located east of the River, but Market Square and the Alameda Theater are located within the Corridor. Also, the Museo Americano and San Fernando Cathedral are major attractions for both locals and visitors.

The FY 2005 Adopted Budget includes a combined \$150,000 for a Downtown East End and a Downtown West End Revitalization Plan. The Plan will address access and circulation, both vehicular and pedestrian, and will identify linkages with the surrounding areas that could be developed or maintained. Use of urban design features will be evaluated including streetscape, landscape and public art. The Plans will evaluate creating "gateways" that draw people in and create a sense of place when they arrive. Parking issues will also be addressed. Finally, potential land uses for underutilized property will also be identified.

Downtown Strategic/Master Plan The FY 2005 Adopted Budget also sets aside \$50,000 to fund a Downtown Strategic/Master Plan. This plan will focus geographically on the Downtown central business district and will address long-term visioning for downtown businesses, the visitor industry, convention facilities and services, downtown assets including historic facilities, downtown housing, and for the expanded and enhanced River Walk. The Downtown Plan will be coordinated with two other Downtown-related plans included in the budget--the Downtown West End and East End Corridor Revitalization Plans.

Code Compliance Proactive Initiatives The Code Compliance Department has developed five initiatives for the FY 2005 Adopted Budget to improve the efficiency and effectiveness of its delivery of code enforcement services to the community. The Department focuses on two major goals: 1.) a new approach to proactive enforcement and 2.) an enhanced public education and outreach program for both children and adults. The total cost of the below listed initiatives is \$64,987.

First, the proactive enforcement program will be directed to respond to code violation growth and frequency analysis rather than complaint calls. This program will track the strategy utilized by the Police Department in their Community Policing program (SAFFE) where high crime areas are targeted and

resources are deployed in an effort to reduce criminal activity. Similarly, the Code Compliance strategy will map citywide code violation history and analyze violation "hotspots". Investigators will be deployed to patrol, identify and enforce chronic visible violations in accordance with the analysis. This program will be known as the "Comprehensive Lead Enforcement Activity in Neighborhoods" (CLEAN) Project as it will be the Investigators that will take the lead in the violation abatement rather than react to a citizen complaint call. The Department will allocate nine to ten Investigators to the CLEAN Team without interrupting the current level of reactive response time.

A second pro-active program is the redirection of one Code Compliance Investigator to a position to be entitled Historic Building Enforcement Officer. This Enforcement Officer will proactively inspect repairs and improvements of historic structures to ensure a Certificate of Appropriateness has been obtained in accordance with the Unified Development Code and that compliance is being met for those that do have a Certificate of Appropriateness. A violation fee of \$500 is approved for non-compliance.

A third pro-active effort is the scheduled mowing of City owned lots that Code Compliance addresses each year. City owned lots will be scheduled for mowing at least three times a year at a cost of \$104,805. This amount will be designated within the current contract clean/secure and mowing budget allocated in the Code Compliance budget. Part of this effort will also be the identification of high complaint City properties and the aggressive sale of these properties back to private property owners.

The fourth initiative is the establishment of a formal Outreach and Public Awareness program with a high visibility campaign. The elements include new code enforcement slogans, new mascots, children's coloring book, bus shelter panel campaign ads, billboards and radio advertising. Total adopted budget is \$53,000.

The fifth initiative is the towing of junked vehicles. Code Compliance will solicit requests for proposals to tow declared junked vehicles. The Department is anticipating towing 220 junked vehicles with a revenue receipt totaling \$5,500.

Perrin Beitel/Naco Perrin Neighborhood Initiatives The FY 2005 Budget addresses the Perrin Beitel/Naco Perrin Neighborhood Revitalization Plan using current staffing resources within the Neighborhood Action Department (NAD). NAD staff will work with the Perrin Beitel corridor merchants (from 410 to Thousand Oaks) to form a Merchants' Association to focus on creating marketing and promotional opportunities to apply for neighborhood planning services through the City's Planning Department, and to undertake a marketing study in coordination with the City's Economic Development Department. The Merchants' Association will provide business owners and tenants with information regarding resources available to small businesses and prioritize the needs of the area to improve the appearance of the corridor. The FY 2005 Adopted Budget includes \$5,000 to assist with a market study of the area. The Six Year Capital Budget also provides resources within the Perrin Beitel/Naco Perrin area. HUD 108 Loan Program resources in the amount of \$1.065 million are earmarked for the acquisition of a building located at Naco Perrin. The 8,400 square foot facility will provide an interdepartmental multi-use facility housing that will house the Health Department and the Department of Community Initiatives (DCI). The facility will function as a full clinic for adults and children to include immunization services for children, adults, and foreign travel. Other services to be provided include family planning, well-child care and prenatal services. DCI will provide adult and youth services at the center.

Neighborhood Commercial Revitalization This improvement will provide \$60,000 for the Neighborhood Commercial Revitalization Program's Operation Facelift, a facade improvement program, and will provide \$5,000 for the Neighborhood Commercial Revitalization Program's Partnership Projects. The Operation Facelift Program provides matching funds for businesses undergoing facade improvements to properties throughout the eight designated NCR Target Areas. This improvement will assist four businesses with a dollar for dollar match up to \$15,000 to be used for proposed building improvements. These funds will be used for projects in NCR Target Areas supported by the General Fund. The Partnership Project Program provides \$5,000 for an organization that has demonstrated their

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capacity to meet the criteria in order to submit an application to be designated as a Partnership Project. These funds can be used for newsletters and marketing materials for one proposed project to be selected during FY 2005.

Human Development

Hunger & Homelessness Initiative. In the summer of 2003, the Mayor appointed a Task Force on Hunger and Homelessness. In response to the task force's interim recommendations, the City Council provided \$1.014 million in one-time funding. In the area of hunger, the task force recommended additional support for food pantries, a food stamp enrollment campaign and food security for seniors. In the area of homelessness, the task force recommended strengthening the safety net for family emergency shelter care and chronic street homeless people. As of June 2004, 4,175 seniors received 25 pounds of food; twice monthly, totaling 844 tons of food, and 2,019 new applications for Food Stamp Applications have been completed. For chronic homeless people, a mobile canteen served 19,510 meals and 2,099 participated in day center services.

The FY 2005 Adopted Budget reinforces the City's strong commitment to address hunger and homelessness by recommending more than \$11.45 million in General Fund and grant dollars toward this initiative. Approximately, \$1.35 million in services will be purchased through the Consolidated Human Development Services funds comprised of General Fund dollars and Emergency Shelter Grant (ESG) grant dollars. These purchases will continue many of the investments outlined in the previous paragraph. The remaining \$4.8 million of the allocation continues funding of the Senior Nutrition Program which provides persons, 60 years and older, with a nutritionally balanced noon meal in either one of 66 congregate settings or through homebound delivery service five days a week.

The City funds hunger and homeless service organizations through two federal funding streams: the Supportive Housing Program (SHP) and the Emergency Shelter Grant Program (ESG). The SHP annual funding total of \$4.8 million provides for 16 community and faith based organizations to sponsor more than 27 programs. ESG funding totals \$648,000 and provides funding for five community and faith based organizations as well as funding for the DCI related homeless prevention services.

The FY 2005 Adopted Budget increases the funding for two initiatives aimed at fighting hunger and homelessness by a combined total of \$250,000. A separate Request for Proposals (RFP) will be initiated for these services. Specifically, the budget includes increasing funding for the Day Center Program and for the Mobile Canteen Program. The day center services expansion of \$125,000 will provide enhanced services to the chronic homeless on the fringe of downtown. Presently, two day centers serve the chronic homeless in the central downtown area. These day center services will include a covered area away from the elements, substance abuse counseling, employment referrals, identity recovery, and an opportunity to network with other agencies. Through an RFP process, the City could enhance service at the current locations or provide funding for an additional location. Enhanced day center services will include assisting participants in enrolling in mainstream programs such as food stamps and Supplemental Security Income (SST).

The Mobile Canteen Program will also be enhanced by \$125,000. Through a delegate agency contract, the City presently supports mobile canteen services on the western edge of downtown. This mobile canteen expansion will extend meal and outreach services to the chronic homeless. The mobile canteen, through an array of community partners, will also provide on site medical, mental health and social services that seek to connect the chronic homeless to the mainstream community. Through the combined investment in day centers and mobile canteen programs the City continues to strengthen the safety net of support for the chronic homeless.

The Fiscal Year 2005 budget consists of \$297,304 in new and redirected funds for three enhancements to be funded out of the Department of Community Initiatives (DCI). This first, will provide funding for a

vacant Special Projects Coordinator position to serve as the City's policy lead on issues of homelessness. Members of the Bexar County Continuum of Care currently provide over \$2.6 million in matching local support for services to homeless families and individuals. These funds leverage other federal funds awarded through the City.

The second improvement will facilitate the transfer of the Dwyer Avenue Family Transitional Housing Program to KellyUSA's Billy Mitchell Village Apartments. The Dwyer Center units will be designated as Emergency Family Shelter units. The Adopted Budget includes an additional \$90,000 that will augment a grant and one-time allocations awarded in FY 2004 for the family emergency shelter. This improvement will create 16 new family emergency shelter units, serving 192 family members annually.

The third improvement will provide a grant match of \$146,489 for the Supportive Housing Program (SHP). The grant match will provide homeless families with child care and leverage approximately four federal dollars for every one city dollar.

Diabetes Prevention Program Bienestar The FY 2005 Adopted Budget funds the Bienestar program at \$100,000 in FY 2005. The Bienestar program is a privately operated initiative conducting studies on the prevention of childhood diabetes and providing early intervention and control when the disease is found in children. Staff within the City's Health Department will assist the program through sharing of community health data and provision of clinical services such as immunizations to qualified Bienestar enrollees. City dollars will augment the program's current funding that includes several grants including support from the University Health System.

Health Initiative The FY 2005 Adopted Budget includes enhancements to two critical service areas in the 9-zip codes. As previously discussed, these areas experience significant health and health-related challenges. In the area of teen pregnancy, it is planned that \$140,355 be allocated to enhance Project WORTH. First, a public health professional will personally contact every teen mother residing in the target area within 30 days of delivery to link the young women to appropriate resources. In addition, two new positions, one Health Program Specialist and one Public Health Nurse Practitioner, will further impact the reduction of teen births. Within these zip codes, there were 746 teen births, including 110 subsequent births. These funds will provide for medical supplies and marketing services that will further the promotion of abstinence, parent communications, and responsible behavior.

The Health Initiative also involves providing \$134,120 in additional resources in FY 2005 to address immunization disparities. In order to be protected from a disease, the Centers for Disease Control and Prevention (CDC) estimates that a community needs approximately 90% of its population to be immunized (or have natural immunity through a previous infection). A recent CDC National Immunization Survey determined that San Antonio and Bexar County children ages 19 to 35 months had an overall immunization rate for the childhood diseases such as polio, measles, and others such as haemophilus influenza type b (HIB) of 76%. Although this is below the target of 90%, it ranks as one of the best rates in the State. However, some areas in San Antonio have children who lag behind this rate by a considerable margin. The "nine zip codes area" had immunization rates ranging from only 16% to 44%. The \$134,120 in additional FY 2005 resources will add four positions, two Administrative Aides and two Licensed Vocational Nurses, to increase immunization rates by 15% within the aforementioned nine zip code area.

Consolidated Human Development Services Fund The Adopted Budget for FY 2005 continues the City's strong commitment to strengthening long-term economic viability in San Antonio through investment in human development. On June 24, 2004, City Council approved \$10,348,880 in human development services investments contingent upon Adoption of the FY 2005 General Fund Budget. The Consolidated Funding pool includes General Fund, Community Development Block Grant (CDBG), Housing Opportunities for Persons with AIDS (HOPWA), Emergency Shelter Grant (ESG), and Community Services Block Grant (CSBG). This budget will provide partial funding for 53 delegate

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agencies and 89 projects providing family strengthening, youth development, workforce development, safety net, and elderly and disabled services.

SAEP Initiatives & Human Development Service Fund Redirection The San Antonio Education Partnership (SAEP) provides a carefully designed set of incentives to motivate and support students to remain in high school through graduation. For those students who maintain a B average and 95% school attendance, SAEP offers scholarships to an accredited college or university in San Antonio. Presently, SAEP serves students attending 15 San Antonio high schools in seven San Antonio school districts covering seven city council districts. The participating schools include: Edgewood ISD -- Kennedy and Memorial High Schools; Harlandale ISD - Harlandale and McCollum High Schools; North East ISD - Lee High School; San Antonio ISD -- Burbank, Edison, Fox Tech, Highlands, Houston, Jefferson, and Lanier High Schools; Southside ISD -- Southside High School; South San ISD - South San High School; and, Southwest ISD - Southwest High School.

Currently, the City contributes resources to fund 15 city positions--one advisor for each of the 15 participating high schools--and five support staff positions to manage the program. The City also provides scholarship support for five high schools (Burbank, Highlands, Jefferson, McCollum, and Lee) that were added to the SAEP in FY 2001. The private sector and external sources provide the scholarship support to the 10 other SAEP high schools.

The FY 2005 Adopted Budget provides funding to extend SAEP services to every city council district by inviting Northside ISD's Clark High School (Council District 8), and North East ISD's Churchill High School (Council District 9), and Madison High Schools (Council District 10) to the partnership. The amount needed to fund scholarships for approximately 507 students within these three schools is \$268,869 beginning in FY 2005. The Adopted Budget also sets aside funding for advisor services for these added schools at a first year cost of \$115,959. The cost of this improvement is \$384,828

The FY 2005 Adopted Budget supports implementing several changes in its FY 2005 allocation of dollars to the fund that holds in trust the scholarship money for students enrolled in the Partnership Program. Each year since FY 2001 when the City set aside funding for the five new high schools by providing eight semesters of support for each graduating class. Over the past four years, this scholarship fund has accrued a \$1.75 million balance. Rather than provide eight semesters of support in advance, the City will now offer adequate scholarship funding annually for the eight high schools.

Under this funding schedule, the City will receive a one-time reimbursement from SAEP of \$1.339 million in FY 2005. The remaining scholarship fund, held in escrow, will be \$364,000. This amount will be sufficient to fund the projected average annual scholarship support needed for the eight SAEP high schools. An annual incremental amount will continue to be added in years subsequent to FY 2005.

The FY 2005 Adopted Budget also sets aside \$135,000 for the Ambassador Program. The goal of this program is to provide 75 internships for students enrolling in universities outside of San Antonio. It will require participating students to attend local career/college fairs and serve two summer internships. The San Antonio Education Partnership will coordinate the fairs and the awarding of the summer internships, as well as facilitate the summer internships and coordinate and monitor the overall initiative. The City's Economic Development Department and the Chamber of Commerce will provide support by engaging employers' support of the internships and the Ambassador Program.

To achieve these education enrichment initiatives, the FY 2005 Adopted Budget redirects \$890,000 from the Mayor and City Council Human Development Service Funds (HDSF). An additional \$141,000 is also redirected from the HDSF to the Community Initiatives Department for added support to the Volunteer in Income Tax Assistance program. With these redirections, in FY 2005 the HDSF Fund will continue to support \$330,000 (\$30,000 for the Mayor and each City Council District) in human development programs such as senior services, childcare, youth services, other scholarship initiatives and job training programs. The adopted budget also includes \$30,000 for a Senior Resource Center Project.

Salinas Dental Clinic The FY 2005 Adopted Budget includes \$150,000 for second year funding approved as part of the FY 2004 Adopted Budget to be provided to the Salinas Dental Clinic. This clinic continues to provide much needed pediatric and critical care dental services.

Visitor Industry

Air Service Incentive Program & City Marketing through Network 2006 In response to the Mayor and City Council's FY 2005 budget priorities, an air service marketing incentive program is planned in order to gain new nonstop routes in US and Mexico markets, particularly in northern Mexico. The City of San Antonio Aviation Department will set aside a \$200,000 budget in FY 2005 to fund the San Antonio International Airport Air Service Development Incentive Program ("Program"). The objective of this Program is to alleviate some of the financial risks airlines encounter with the start of new routes not currently served on a nonstop basis and to assist a new airline brand entering the San Antonio market to introduce itself to a new customer base.

The importance of developing new flights into northern Mexico has gained momentum recently with the ties that Toyota is expected to have with Mexico-based suppliers for the proposed Tundra assembly plant that begins operations in South Bexar County in 2006. Implementation of the US VISIT program and the border crossing delays expected with the start of that program will impact the northern Mexico-San Antonio drive market. These factors are expected to increase demand for additional flights and the need for increased aircraft capacity which can be met through the use of larger jets in existing northern Mexico markets.

In addition, a \$50,000 one-time program improvement for FY 2005 is included for expenses to secure an airline conference in San Antonio in 2006--Network 2006. This will present an opportunity for San Antonio to showcase its city to 75 domestic and international airline representatives from North and South America, as well as Europe. The conference attendees will include the City's targeted audience of airline marketing, planning and scheduling executives, who are engaged in determining route additions or changes for their respective airlines.

San Antonio Area Soccer Advocates The San Antonio Spurs moved from the Alamodome to the SBC Center in 2002 resulting in increased scheduling flexibility and enabling the Alamodome to expand its programming strategies and develop new initiatives for future event growth. Major League Soccer (MLS), the country's professional soccer league, has expressed interest in San Antonio for future expansion and has been in close communication with the City in pursuit of this goal. Additionally, on June 19, 2004, the Alamodome hosted the City's first international soccer match, an official World Cup Qualifying match between Mexico and Dominica, drawing an attendance of 37,462. This match marked the kickoff event in the soccer development initiative for the City and the Alamodome. As shown by the City's ability to host an international soccer event, the City will be working to position the City and the Alamodome as a major destination for future professional soccer matches at the international level. To assist in achieving these goals, the Alamodome will retain consultant services for FY 2004 and FY 2005. The consultants to be retained will assist in working with MLS to help fulfill the goal of having the Alamodome as the home of a professional soccer team and will work with promoters and international soccer teams to play matches in the Alamodome.

Convention Center Hotel The Convention Center Hotel Advisory Board (CCHAB) has been meeting for the past year to develop a recommendation to the City Council regarding this proposed development. The CCHAB has presented their findings and recommendation to the City Council. An RFP was released on June 15, 2004 to the three development groups interested in the hotel project. The selection of a development team and negotiations of an agreement will occur during FY 2005.

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This project will continue to utilize staff resources from several departments, including: City Manager's Office, Economic Development, Finance, City Attorney, Convention & Visitors Bureau, and Convention Facilities. Additionally, outside consultants have been retained to assist with the hotel developer and operator evaluation process. Following a selection of a preferred development team for negotiations, consultants and legal counsel will be involved.

Community Outreach / Marketing City Services

Municipal Marketing Program The City is studying the possibility of implementing a Municipal Marketing and Partnership Program. The comprehensive and integrated program would identify opportunities and strategies that would allow the City to generate cash and goods and services over a specified amount of time. Possible partnership opportunities include beverage vending, telecommunication (cell phones, pagers), municipal furniture and fixtures, internet (information kiosks and websites), bank and affinity cards, and services (travel). Other cities that have either implemented or are in the process of implementing a marketing program include Austin, Dallas, Fort Worth, San Diego, Denver, New York, and Miami/Dade County.

City staff will develop a Request for Proposals (RFP) to identify and hire a firm that specializes in municipal marketing to help the City create a strategic marketing plan. If the City chooses to implement the plan, the RFP would allow the option to do so with the same firm. Phase I of the Program will be to develop the Strategic Marketing Plan. This includes a review of existing City assets, development of policies and procedures for the plan, establishment of measurable goals and objectives, identification of marketing and sponsorship opportunities, prioritization of opportunities, development of a structure for implementation and City Council approval. Phase II will be the implementation and management of the program. This will include development of marketing and presentation materials, identification of local and national partners, and selection process for partners.

Assuming the release of the RFP for consultant services in September 2004, a revenue contract would not be available until October, 2005. This allows time for consultant selection, development of the strategic plan and selection and Council approval of partnerships. This process will occur throughout FY 2005 but will not generate additional revenue until FY 2006.

Other Funds

Community & Visitor Facilities The City operates several community and visitor industry-related facilities which include the Alamodome, Convention Center, Municipal Auditorium and Nelson W. Wolff Stadium. Prior to FY 2004, the revenues and expenditures were recorded in three separate funds: the Hotel/Motel Occupancy Tax Fund, the Alamodome Fund and the Wolff Stadium Fund. The Community and Visitor Facilities Fund was established in FY 2004 to account for revenues and expenditures generated from all convention and tourism related activities and to increase efficiency by combining resources from the Alamodome, Convention Center, Municipal Auditorium, and Nelson W. Wolff Stadium into one fund.

This Special Revenue Fund supports the Alamodome, Convention & Visitors Bureau, Convention Facilities, International Affairs, Cultural Affairs, outside arts agencies, and other convention/tourist-related activities. The primary sources of revenue for the fund come from the Hotel/Motel Occupancy Tax, Convention Center rentals, Alamodome and Wolff Stadium rentals, fees and food and beverage concessions.

The Five Year Financial Forecast projected a \$4.059 million shortfall for FY 2005. The Adopted Budget for the Community & Visitor Facilities Fund eliminates the shortfall through a combination of revenue

enhancements and reductions/redirection. The total FY 2005 Adopted Budget for this fund is \$55.1 million.

The current Hotel/Motel Occupancy Tax (HOT) rate of 16.75% levied on every room night charge is broken out to 1.75% for the SBC Center arena, 7% for the City, 6% for the State, and the remaining 2% is a dedicated source of revenue to pay debt service for the Convention Center Expansion Project. Hotel/Motel Occupancy Tax revenue projections are based upon an analysis of anticipated lodging demand, projected number of room nights sold, projected average daily room rates, estimated hotel/motel room supply, inflation rates and known events. Estimates for the FY 2004 Hotel/Motel Occupancy Tax revenues amount to \$36.16 million, an increase of \$200K over the Adopted revenue. Beyond FY 2004, visitor activity is expected to continue to return to more normal levels along with Hotel/Motel Occupancy Tax revenues. The FY 2005 projected HOT revenue is \$37.89 million, an increase of \$1.73 million above the FY 2004 Re-estimate.

The primary sources of revenue from operation of the Alamodome are facility rentals, food and beverage concessions, reimbursable expenses and various event-related fees. Revenues are estimated based on an event mix projection. Total Alamodome rental and facility fee revenue in FY 2004 is estimated at \$4.26 million which will be 23.38%, or \$1.3 million lower than the \$5.56 million budget.

The Alamodome Department is adopting the following three revenue enhancements that will generate \$402,177 in additional revenue for FY 2005:

- Increase event parking fees at the Alamodome from \$7 to \$8. This increase is projected to generate \$140,570 in additional revenue.
- Create a Renewal & Improvement (R&I) Fee to help fund facility improvements and operations at the Alamodome. The \$0.50 Fee per ticket is projected to generate \$235,912 in additional revenue.
- Increase event parking fees at Wolff Stadium from \$3 to \$4. This increase will generate \$25,695 in additional revenue.

The primary sources of revenue for the Convention Center are facility rentals, catering commissions, reimbursable expenses, and various event-related fees. Revenues are estimated based on both scheduled and projected events. The Convention Facilities Department will increase several fees generating \$69,440.

- The Municipal Auditorium rental fee is to increase from \$800 to \$1,200 for social events, generating \$18,000 in additional revenue.
- Increase various fees associated with equipment rental and use of audio visual equipment. The increases will generate an additional \$51,440 in revenue.

For the Convention Facilities Department, the Adopted Budget eliminates 31 positions and freezes two positions for a total savings of \$1.01 million. Of these 31 positions, 25 are in the Maintenance and Operations Division, three are in Booking and Event Services, two are in Municipal Auditorium Operations and one is in Technical Support. The Department will also add one Administrative Assistant II which will be redirected from Public Works' Project Management Office. The position will be funded from proceeds from the 2% HOT Tax Fund associated with the Convention Center Expansion Project.

The Alamodome will eliminate 18 positions to generate savings of \$491,354. Of the 18 positions, ten are filled and eight are vacant. The positions are comprised of five from Administration, three from Security, one from Event Services and nine from Operations and Maintenance. In addition, the Department will eliminate two vacant Maintenance positions from Wolff Stadium for an additional \$53,783 in savings.

In an effort to provide for administrative efficiencies in the Community and Visitor Facilities Fund, approximately sixteen positions, seven from the Alamodome and nine from the Convention Facilities

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Department, will be consolidated into one division within the Convention Facilities Department. This division will be responsible for providing fiscal, human resources and quality assurance resources for the two departments. The sixteen positions were identified from fiscal, contract services, human resources, and planning and development units within the two departments.

With respect to the Convention & Visitors Bureau (CVB), the Adopted Budget freezes three Account Executive positions generating \$124,298 in savings. The Department will also reduce Travel and Hosting expenses by \$100,000.

For the Cultural Affairs Office, the Adopted Budget includes \$48,000 in funding for implementation of the Cultural Collaborative. Additionally, a one-time reduction of \$60,000 is included in the budget which will eliminate funding for the Neighborhood Heritage Initiative (NHI) Program. It is anticipated that the Arts in the Community (AIC) program will provide the Neighborhood Commercial Revitalization projects with similar opportunities and support their immediate requirements. It is anticipated that funding for the NHI will be reinstated in FY 2006. However, in FY 2004 the City Council will award \$120,000 in projects for the NHI for a second year-round.

Golf Fund The FY 2005 Adopted Golf Fund Budget is \$6.6 million. The fund continues to face fiscal challenges; however, the Parks & Recreation Department continues to address the financial challenges with targeted improvement and revenue strategies. The Five Year Financial Forecast projected a \$1.3 million shortfall for the Fund in FY 2005. The projected shortfall has been revised to \$1.04 million in the Adopted Budget.

In FY 2004, The City of San Antonio contracted the National Golf Foundation (NGF) as a consultant to complete a study of the City's golf operations. The purpose of the golf study was to identify activities within the City's golf structure that had both positive and negative impacts to the golf operation's bottom line. This study was presented to the City Council in April 2004

The NGF made several recommendations, and the FY 2005 Adopted Budget includes the following recommendations to be implemented:

- Create a separate fee structure for similar courses based on their unique characteristics rather than a system-wide fee structure.
- Reduce the number of fee categories so as to make the system more understandable to customers.
- Eliminate the use of the Discount Card and replace them with golf promotional which are time certain. The Discount Card will be eliminated by September 30, 2005. The City will honor all existing cards through their respective expiration dates through the end of the fiscal year.
- Implement a new Point-of-Sale system at all courses.

The Parks & Recreation Department will increase various fees in Golf Operations for a total increase in revenue of \$526,867 in FY 2005.

Following are the relevant fee changes:

- The Greens Fees at Brackenridge, Olmos Basin and Willow Springs will increase by \$0.50 (Regular Rate) and \$2.00 (Discount Rate to expire 9-30-05), Senior/Disabled rate will become a blended rate of \$10.00 weekday and \$16.00 weekend to generate \$306,434 in additional revenue.
- The Greens Fees at Riverside and Mission Del Lago will decrease by \$2.50 (Regular Rate) and \$1.00 (Discount Rate to expire 9-30-05), Senior/Disabled rate will be a blended rate of \$10.00 weekday and \$16.00 weekend decreasing revenue by \$5,275.

- The Greens Fees at Cedar Creek will increase by \$.50 (Regular Rate) and \$2.00 (Discount Rate to expire 9-30-05), Senior/Disabled rate will be a blended rate of \$16.00 weekday and \$19.00 weekend increasing revenue by \$74,373.
- The Par 3 Green Fees will increase from \$5 per weekday and \$6 per weekend for a Nine-Hole course to a flat rate of \$7; and from \$7 per weekday and \$8 per weekend for an 18-hole course to a flat rate of \$9. This adjustment will generate \$12,305 in additional revenues.
- Range balls will increase by \$1.00 for a small, \$2.00 for a medium and \$2.00 for a large bucket (San Pedro increase for large bucket will lonely be \$1) of balls increasing revenue by \$72,434.
- The Golf Cart Rental Fees will increase by \$1.00 in order to generate \$66,596 in additional revenue.

Storm Water Fund The FY 2005 Adopted Budget for the Storm Water Operating Fund is \$23.4 million. The budget includes \$292,949 allocated to provide Storm Water Service eligible employees with a market salary adjustment, performance incentive pay and certification pay. The primary revenue for the Storm Water Fund is the Storm Water Fee and through participation in the Regional Storm Water Management Program, with a fee in lieu of on-site detention. Programs supported by the Storm Water Fee include River Maintenance, Vegetation Control, Tunnel Operations, Street Cleaning, Engineering and Floodplain Management. Included in the budget also is the charging of 75% of the Public Works Assistant Director the Fund saving approximately \$95,486 as well as a mandate of \$13,861 for increase landfill disposal fees. The FY 2005 Adopted Budget also includes \$100,000 for a one-time consultant service to perform a rate structure study on the Storm Water Fee. This will provide professional services to restructure the Storm Water Fee so that the fee is based on impervious land cover and/or land use.

In the current fiscal year, City Council approved an increase in the monthly Storm Water Fee by ten cents (from \$2.98 to \$3.08 for residential) to increase maintenance in the natural creek ways. The City Council adopted within the FY 2005 Budget an increase to the Storm Water Fee to provide funding for Storm Water Revenue Bonds for Regional Storm Water Projects. The fee increase would take place in December 2004 after appropriate public notice and a public hearing is scheduled and held that the City Council consider approving a \$0.60 increase to the Storm Water Fee for FY 2005. The increase to the fee will allow the City to acquire an additional \$56,885,000 in Storm Water Revenue Bonds that could be used to complete ten priority storm water projects. The \$0.60 rate increase will move the average Residential Rate from the current \$3.08 monthly fee to a \$3.68 monthly fee.

Aviation Fund The Adopted Budget for the Aviation Fund is \$47.07 million. In FY 2005 the Fund will continue to maintain a three-month operational reserve of \$7.026 million.

Airport parking fees will change as follows: Long-Term Parking from \$8.00 daily maximum to \$9.00 daily maximum; and, Economy Parking from \$4.50 daily maximum to \$5.00 daily maximum. No change in fee is recommended for short term parking and no change is recommended to the hourly rates. The increase will generate an additional \$923,100 in revenue in FY 2005. The adjustment to the fees is necessary to offset an increase in operating and maintenance expenses and to help finance the cost of the planned expansion of the Airport's parking facilities.

In 2004, the San Antonio International Airport received two awards related to its improved concessions--the "Best Retail/Specialty Program" Award from the Airports Council International, which honors airports that provide superior concessions to meet the needs of the traveling public and "Best Overall Concession Program" from the Airport Revenue News.

A comprehensive terminal renovation project was completed in 2003 to improve the quality of services provided to passengers at the San Antonio International Airport. The project, which cost approximately \$28 million, included a completely new appearance to the building interiors and provided state-of-art terminal amenities. Included in the terminal renovations was complete redevelopment of the concessions program that provided high-quality retail and food establishments offering a mix of regional and national brands at competitive prices. Concession space was expanded from 30,000 square feet to over 40,000

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square feet. In total, 42 concession contracts were awarded. Through the expansion and reconfiguration of concession space, 85% of retail shops and food outlets are now at airside locations. The new concessions program is also projected to increase revenues in the Airport from \$3.2 million in fiscal year 2002 up to \$4.8 million in fiscal year 2009.

In terms of program improvements, the Airport Fund sets aside \$80,000 to provide the San Antonio Symphony support operational support in FY 2005. The San Antonio International Airport will benefit from at least three performances within the Airport's terminals in FY 2005 in exchange for the \$80,000.

Environmental Services Fund The FY 2005 Adopted Budget for the Environmental Services Fund is \$53.97 million. The budget includes \$629,048 allocated to provide Environmental Services eligible employees with a market salary adjustment, performance incentive pay and certification pay. The three primary sources of revenue for this fund are the Solid Waste Processing Fee, the Environmental Service Fee and the Brush Collection Fee. Programs supported by these fees include residential waste collection and disposal, brush & bulky goods collection and disposal, curbside recycling, dead animal retrieval and disposal and landfill closures. Below is a five year history of the rate associated with the Environmental Services fund and the adopted rates for FY 2005.

Environmental Service Fee History – FY 2000 through FY 2005

Fee	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	Adopted FY 2005
Solid Waste Fee	\$9.20	\$9.20	\$9.20	\$9.71	\$9.71	\$9.71
Brush Collection Fee	0.00	0.00	1.20	1.20	1.20	1.20
Environmental Fee	1.30	1.30	1.30	1.30	1.30	1.30
<i>Total</i>	\$10.50	\$10.50	\$11.70	\$12.21	\$12.21	\$12.21

In addition to the Automated Garbage Pilot Program and the Recycling Single Stream Recycling initiative described in the prior sections of the Executive Summary, the Environmental Services Department has also implemented an annual programmed purchase of replacement garbage and recycling trucks with the Purchasing Department. Due to this method of purchasing, the Adopted Budget reflects a one-time reduction of \$454,590 in the maintenance and repairs budget.

Parking Facilities Fund The Adopted Budget for the Parking Facilities Fund is \$10.5 million. As with other funds, the budget includes \$89,176 allocated to provide Parking Fund eligible employees with a market salary adjustment, performance incentive pay and certification pay. The primary revenues for the Parking Fund include City owned parking garages, surface lots and metered parking places. Revenues collected support the operation of the City of San Antonio Parking System. The FY 2005 Adopted Budget includes a funding for the Parking Fund to build and operate additional parking at a Frio Street location on city owned property that could provide additional parking for Municipal Courts. This lot will reduce congestion and provide additional parking at a rate of \$3 per vehicle. It is anticipated that this additional parking will generate a net revenue to the General Fund of \$26,416 in the coming year.

Information Technology Services Fund & Enterprise Resource Management With its expected completion in Summer of 2005, the Enterprise Resource Management Project (ERM) will put the City of San Antonio on the path to being one of the most technologically advanced municipalities. ERM is the City's enterprise wide project that will improve the delivery of services to citizens and other customers through a Customer Relationship Management (CRM) component, reengineered business functions through an Enterprise Resource Planning (ERP) component and a Land & Development Services component that will more effectively meet the needs and timelines of developers, builders, and others. ERM will also enable and build a foundation for E-government services. Because ERM is a fully integrated system with a shared database, it will enhance the quality of data available across the organization for resource planning, decision-making and collaboration.

The implementation of the first phase of the ERM Project, last year, has already put certain development services on-line, including permitting and the scheduling of inspections. The business community is responding favorably to the first phase. Additionally, Human Resources functionality went live on April 26, 2004 and is currently operational. The remaining waves are scheduled to go live October 2004 and July 2005 and will include functionalities such as Finance, Contracting, Procurement, Inventory, Projects, Payroll, Time, Benefits, and Customer Relationship Management. The ERM Project will be nearing its completion with the implementation of the remaining waves and will be beginning the transformation from an implementation project to a maintenance and support function. In order to facilitate this transition, beginning October 1, 2004 the remaining 26 ERM Project positions in the ERM Fund will be transferred to the Information Technology Services Department (ITSD) and 14 new positions will join the ERM support team for the purpose of providing ongoing production support services to City Departments and customers.

These resources will be added to a current ERM staff complement of 38 existing positions within the ITSD Fund for a total of 79 positions available for ERM post production in FY 2005.

The ITSD Fund Adopted Budget for FY 2005 totals \$28.6 million. The FY 2004 Revised Adopted Budget totaled \$24.9 million. Assessments and billings to all user departments and agencies will augment the total funding required to support the Fund.

Workers' Compensation Fund The FY 2005 Adopted Budget for the Workers' Compensation Fund totals \$14.6 million. Revenues collected by the fund are received through departmental assessments based upon claims loss history. The same types of medical expenses that have been noted for the Employee Benefits Fund have adversely impacted the Worker's Compensation Fund. Consequently, the Fund has experienced shortfalls since the end of FY 2002. The Five Year Financial Forecast presented in May 2004 projects the Fund with a positive ending balance in FY 2008 achieved by increased departmental assessments, medical cost containment measures, and increased safety program initiatives.

Six Year Capital Improvement Plan

Six Year Capital Improvement Plan The FY 2005 through FY 2010 Capital Budget for the City of San Antonio totals **\$765.7 million**. The One Year Capital Budget for FY 2005 totals \$397.1 million. The six-year program represents the City's long-range physical infrastructure development and improvement plan. **The Capital Budget includes 444 projects.** Items in the six year scope include new streets and sidewalks, street improvements, drainage enhancement projects, park and library facility rehabilitation projects, aquifer land acquisition and linear park development, public health and safety enhancements, airport system improvements, flood control projects, and municipal facility construction and refurbishment projects. For additional information on the Capital Budget, reference the material within the Capital Improvement Plan section of the Propose Operating Budget or reference the Adopted Annual Capital Budget document.

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Conclusion

The Adopted Budget for FY 2005 represents the staff's best professional judgment on a program of revenues and expenditures that provide for as high a level of basic services to the community as possible within the limits of available resources. The task was particularly challenging due to the desire to balance the budget in the face of projected shortfall without a tax rate increase and with due regard for the priorities identified by City Council this year.

The Adopted Budget for FY 2005 eliminates the projected General Fund shortfall through a combination of revenue changes, reductions, and redirections designed to minimize the adverse impact on the delivery of priority services. Additionally, the Adopted Budget requires no increase in the overall property tax rate for the twelfth consecutive year remaining at 57.854 cents per \$100 valuation. The Adopted Budget also provides for added targeted investments in Council priority areas such as existing infrastructure, public safety, elderly services, neighborhoods, economic development, employee services, human development, accountability, and customer service.

**ALL FUNDS
SUMMARY OF ADOPTED BUDGET REVENUES
PROGRAM CHANGES BY FUND**

	ACTUAL FY 2002-2003	REV. BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	CURRENT SVC. FY 2004-2005	PROGRAM CHANGES	ADOPTED FY 2004-2005
GENERAL FUND						
Revenue						
City Sales Tax	\$ 138,962,225	\$ 142,900,000	\$ 147,070,931	\$ 150,586,763	\$ 0	\$ 150,586,763
Liquor by the Drink Tax	3,862,581	4,019,135	4,179,900	4,352,540	0	4,352,540
Current Property Tax	146,884,063	157,133,993	159,280,473	166,511,367	0	166,511,367
Delinquent Property Tax	2,571,816	2,008,940	2,637,330	2,324,100	0	2,324,100
Penalty and Interest on Delinquent Taxes	1,873,223	1,339,500	1,747,200	1,539,690	0	1,539,690
Business and Franchise Tax	28,364,175	25,344,397	24,992,707	24,878,169	90,100	24,968,269
Licenses and Permits	13,912,258	17,207,017	16,191,879	16,972,311	369,940	17,342,251
City Public Service	178,104,864	177,662,000	188,829,000	189,529,000	0	189,529,000
City Public Service Board - One-Time	25,912,006	0	0	0	0	0
San Antonio Water System	6,449,286	6,577,975	6,712,967	7,255,803	0	7,255,803
Other Agencies	2,878,131	2,892,200	2,766,974	2,795,306	0	2,795,306
Charges for Current Services						
General Government	6,037,347	7,218,480	8,238,878	8,621,654	310,289	8,931,943
Planning	2,427,218	1,966,982	2,379,579	2,625,741	193,960	2,819,701
Public Safety	5,596,593	5,767,663	5,586,732	5,503,351	796,956	6,300,307
Highways/Streets/Sanitation	244,585	405,705	439,284	442,525	0	442,525
Health	2,379,375	2,246,208	2,304,720	2,326,560	101,456	2,428,016
Recreation and Culture	8,598,311	9,169,057	8,543,225	7,559,401	380,957	7,940,358
Fines	11,282,396	12,171,665	11,906,190	12,308,017	397,634	12,705,651
Miscellaneous Revenue						
Sale of Property	1,589,687	1,490,647	1,819,038	1,856,021	0	1,858,021
Use of Money and Property	2,172,178	2,176,454	1,877,295	1,894,072	5,000	1,899,072
Recovery of Expenditures	2,151,188	2,330,727	1,542,524	1,850,040	1,363,478	3,213,516
Miscellaneous	84,634	10,400	3,750	8,500	0	8,500
Interfund Charges	3,813,227	4,236,233	4,208,216	4,373,022	367,440	4,740,462
TOTAL GENERAL FUND	\$ 596,151,368	\$ 566,295,378	\$ 803,258,792	\$ 816,113,953	\$ 4,377,210	\$ 620,491,183
OTHER FUNDS						
Alternate Services Employee	\$ 9,904,729	\$ 2,067,286	\$ 7,854,892	\$ 8,777,526	\$ 0	\$ 8,777,526
Aviation	43,441,331	43,551,662	43,740,981	46,885,584	923,100	47,808,684
Better Jobs	44,170	56,950	30,140	41,820	0	41,820
Bexar County Rabias Control	220,214	219,013	215,250	225,225	0	225,225
Capital Improvements Reserve	1,522,146	1,847,610	2,128,656	1,979,820	0	1,979,820
Community & Visitor Facilities	54,948,646	54,154,673	53,308,164	54,129,875	471,617	54,601,492
Confiscated Property	1,781,210	1,054,940	1,315,190	1,298,267	0	1,298,267
Economic Development Incentive	N/A	0	0	158,100	0	158,100
Emergency Medical Services	38,188,045	38,898,285	40,823,269	42,541,177	212,101	42,753,278
Environmental Services	50,292,248	50,501,991	50,809,703	52,176,150	0	52,176,150
Equipment Renewal & Replacement	11,688,741	14,205,091	13,054,561	18,844,330	0	18,844,330
Facility Services	9,099,132	9,243,135	8,855,543	9,791,418	0	9,791,418
Facility Services Improvement & Contingency	7,980	167,430	162,870	542,846	0	542,846
Golf	6,119,031	6,673,641	8,254,116	5,876,239	526,867	6,403,106
Hotel/Motel 2%	13,277,198	10,285,898	10,424,143	10,847,070	0	10,847,070
Information Technology Services	20,970,701	22,952,150	20,181,763	27,500,208	140,385	27,640,591
International Center	1,008,192	1,035,298	1,058,470	1,068,386	7,500	1,075,886
Job Training, Neighborhood Rev. & Econ Dev	54,681	68,060	36,650	51,760	0	51,760
Parking	9,164,972	9,622,839	10,728,207	10,470,036	0	10,470,036
Parks Development and Expansion	17,570,405	12,527,756	13,964,432	240,289	0	240,289
Passenger Facility Charge	8,949,228	10,065,450	9,141,200	9,530,460	0	9,530,460
Public Health Support	2,666,842	2,304,760	2,455,415	2,367,120	0	2,367,120
Purchasing & General Services	27,722,659	27,050,864	26,855,302	26,565,926	0	26,565,926
Recreation Athletic	460,159	481,604	411,000	426,220	0	426,220
San Jose Burial	124,063	91,170	103,170	165,290	6,250	171,540
Self Insurance	82,250,980	89,409,539	85,659,783	107,424,238	0	107,424,238
South Texas Business	453,245	531,614	564,599	544,781	0	544,781
Stormwater	21,190,187	22,152,906	22,312,288	22,350,520	0	22,350,520
Stormwater Regional Facilities	3,871,345	2,988,015	4,006,767	4,060,081	0	4,060,081
Streets Maintenance & Improvement	31,497,444	34,608,121	34,980,611	34,429,639	0	34,429,639
Streets Right of Way	1,112,602	952,381	1,116,128	1,008,480	0	1,008,480
Tax Increment Financing	268,518	238,562	447,403	331,450	0	331,450
Visitor Information Center & City Storo	179,575	404,184	389,250	402,450	0	402,450
TOTAL OTHER FUNDS	\$ 470,250,619	\$ 470,412,678	\$ 473,369,916	\$ 503,072,779	\$ 2,287,820	\$ 505,360,599
TOTAL ALL FUNDS	\$ 1,066,401,987	\$ 1,056,708,056	\$ 1,076,628,708	\$ 1,119,186,732	\$ 6,665,030	\$ 1,125,851,762

**GENERAL FUND
SUMMARY OF ADOPTED BUDGET APPROPRIATIONS
PROGRAM CHANGES BY DEPARTMENT**

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	CURRENT SERVICE FY 2004-2005
DEPARTMENTAL APPROPRIATIONS				
Asset Management	\$ 1,473,804	\$ 1,664,684	\$ 1,595,421	\$ 1,082,261
City Attorney	4,529,747	5,110,903	4,804,087	5,437,475
City Auditor	1,215,463	1,933,909	1,383,898	2,345,060
City Clerk	1,124,839	1,195,912	1,051,746	1,352,156
City Manager	1,854,976	1,815,712	1,805,660	1,859,614
Code Compliance	6,019,997	6,348,156	6,283,702	6,727,021
Community Initiatives	10,513,357	10,696,567	10,694,560	11,204,037
Contract Services				733,934
Customer Service & 311 System	2,554,590	2,838,929	2,837,711	2,904,462
Development Services	10,380,371	12,281,116	12,051,919	12,822,093
Economic Development	1,579,936	1,814,209	1,803,343	1,922,353
External Relations	1,132,441	1,315,478	1,323,028	1,357,388
Finance	7,006,879	8,030,771	8,030,248	6,694,076
Fire	108,701,655	111,560,356	111,684,869	115,641,138
Health	16,389,306	15,523,745	15,523,708	16,857,689
Human Resources	2,192,857	2,360,208	2,342,041	2,488,161
International Affairs	338,144	391,969	391,845	408,135
Library	18,147,693	19,375,197	18,980,476	20,536,206
Management & Budget	1,158,926	1,143,598	1,142,702	1,176,257
Mayor and Council	3,257,100	3,242,179	3,167,241	2,540,057
Municipal Courts	10,646,839	11,023,010	10,312,199	11,319,308
Municipal Elections	717,143	778,766	934,196	1,007,297
Neighborhood Action	1,297,917	1,333,814	1,259,892	1,404,748
Parks and Recreation	47,669,677	48,694,228	47,885,052	51,905,351
Planning	2,638,365	2,679,540	2,674,667	2,670,104
Police	221,608,018	230,295,284	232,695,047	239,667,521
Public Utilities Office				377,016
Public Works	16,245,467	15,319,549	15,270,800	16,364,534
Agencies	4,986,069	6,247,468	5,892,959	6,463,720
Non-Departmental/Non-Operating	22,430,180	26,427,044	23,125,548	25,029,268
One-Time Projects	1,281,005	17,924,892	16,778,265	2,301,687
Transfers				
Emergency Medical Services	28,190,994	28,577,506	30,086,388	29,530,397
Streets Maintenance & Improvement	29,279,775	34,254,168	34,637,960	33,275,083
Other Transfers	10,915,001	9,730,860	9,829,496	9,264,437
TOTAL APPROPRIATIONS	\$ 597,478,531	\$ 641,929,727	\$ 638,280,674	\$ 646,670,044
TOTAL AVAILABLE FUNDS	\$ 662,130,326	\$ 665,193,989	\$ 693,161,352	\$ 691,673,800
GROSS ENDING BALANCE	\$ 64,651,795	\$ 23,264,262	\$ 54,880,678	\$ 45,003,756
RESERVE FOR REVENUE LOSS	\$ 23,168,000	\$ 23,168,000	\$ 23,168,000	\$ 23,168,000
ENDING BALANCE	\$ 41,483,795	\$ 96,262	\$ 31,712,678	\$ 21,835,756

**GENERAL FUND
SUMMARY OF ADOPTED BUDGET APPROPRIATIONS
PROGRAM CHANGES BY DEPARTMENT**

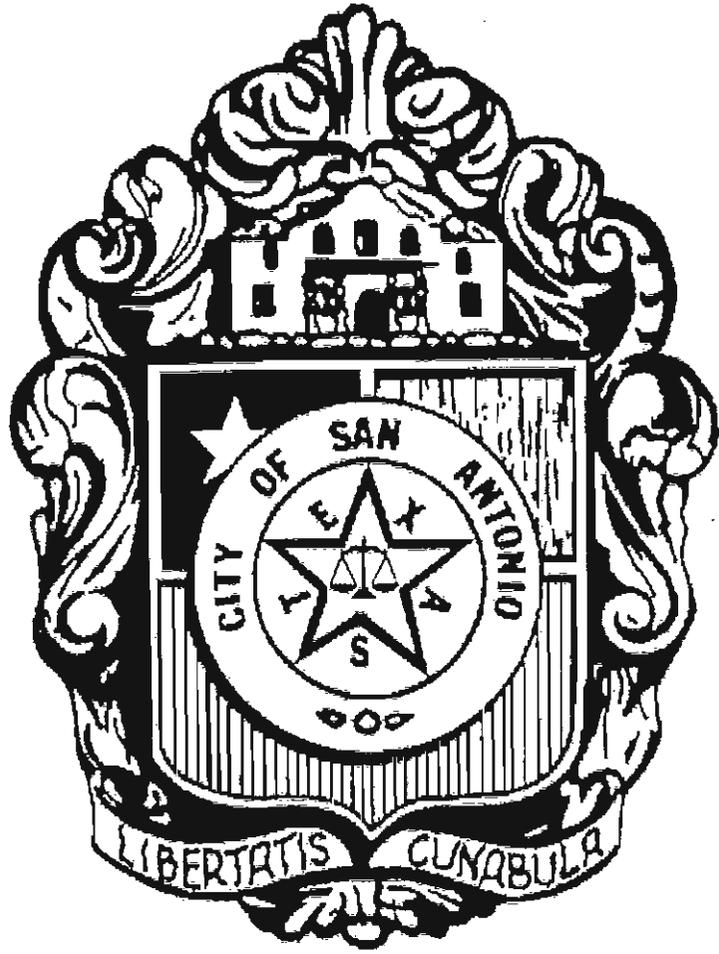
REDIRECTION/REDUX FY 2004-2005	IMPROVEMENTS FY 2004-2005	MANDATES FY 2004-2005	TOTAL PROG. CHANGES	ADOPTED FY 2004-2005	<u>DEPARTMENTAL APPROPRIATIONS</u>
\$	\$	\$	\$	0 \$	1,082,261
(38,404)	118,521		80,117	5,517,592	Asset Management
	440,817		440,817	2,785,877	City Attorney
(346)	54,157		53,811	1,405,967	City Auditor
			0	1,859,614	City Clerk
(48,631)	64,987		16,356	6,743,377	City Manager
(259,255)	750,010	227,846	718,601	11,922,638	Code Compliance
	412,780		412,780	1,146,714	Community Initiatives
	241,313		241,313	3,145,775	Contract Services
(87,385)	100,000		12,615	12,834,708	Customer Service & 311 System
			0	1,922,353	Development Services
(9,675)			(9,675)	1,347,713	Economic Development
(32,298)	52,600		20,302	6,714,378	External Relations
(351,706)		5,605,267	5,253,561	120,894,699	Finance
(159,092)	455,625		296,533	17,154,222	Fire
(61,883)	11,251		(50,632)	2,437,529	Health
			0	408,135	Human Resources
(1,469)	233,453	73,930	305,914	20,842,120	International Affairs
			0	1,176,257	Library
	26,034		26,034	2,566,091	Management & Budget
(66,071)	121,215		55,144	11,374,452	Mayor and Council
(800)			(800)	1,006,497	Municipal Courts
(194)	70,000		69,806	1,474,554	Municipal Elections
(835,574)	366,000	474,023	4,449	51,909,800	Neighborhood Action
(52,951)			(52,951)	2,617,153	Parks and Recreation
(1,359,161)	708,018	6,867,657	6,216,514	245,884,035	Planning
	330,010		330,010	707,026	Police
(498,192)	403,572		(94,620)	16,269,914	Public Utilities Office
	1,170,000		1,170,000	7,633,720	Public Works
(202,734)	7,069,052	93,660	6,959,978	31,989,246	Agencies
(890,000)	1,825,304		935,304	3,236,991	Non-Departmental/Non-Operating
			0		One-Time Projects
(225,173)		1,763,647	1,538,474	31,068,871	Transfers
(321,495)	1,000,000	153,391	831,896	34,106,979	Emergency Medical Services
	718,824		718,824	9,983,261	Streets Maintenance & Improvement
\$ (5,502,489)	\$ 16,743,543	\$ 15,259,421	\$ 26,500,475	\$ 673,170,519	Other Transfers
					TOTAL APPROPRIATIONS
				\$ 696,403,776	TOTAL AVAILABLE FUNDS
				\$ 23,233,257	GROSS ENDING BALANCE
\$ 0	\$ 0	\$ 0	\$ 0	\$ 23,168,000	RESERVE FOR REVENUE LOSS
				\$ 65,257	ENDING BALANCE

FY 2004-2005 ALL FUNDS
BUDGET SUMMARY

	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT/HOME	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY
ORGANIZATIONS						
Departmental Appropriations						
Alamodome	\$	\$	\$	\$ 7,759,458	\$	\$
Asset Management	1,082,261			769,041		
Aviation			545,239		20,144,284	
City Attorney	5,517,592	329,527	246,963			
City Auditor	2,785,877					
City Clerk	1,405,967					
City Manager	1,859,614					
Code Compliance	6,743,377	195,824				
Community Initiatives	11,922,638	214,313	110,203,701			
Contract Services	1,146,714					
Convention Facilities				18,859,421		
Convention & Visitors Bureau				13,986,354		
Cultural Affairs			167,925	859,096		
Customer Service & 311 System	3,145,775					
Development Services	12,834,708	110,078		163,274		
Economic Development	1,922,353	88,671	347,200	506,965		
Environmental Services						
External Relations	1,347,713					
Finance	6,714,378	69,225				
Fire	120,894,699		5,130,198	42,753,278		
Health	17,154,222		23,266,989	2,741,944		
Housing and Community Development		2,162,992				
Human Resources	2,437,529					
Information Technology Services						
International Affairs	408,135			926,047		
Library	20,842,120		2,123,903			
Management & Budget	1,176,257					
Mayor & Council	2,566,091					
Municipal Court	11,374,452					
Municipal Elections	1,008,497					
Neighborhood Action	1,474,554	1,279,975		310,068		
Non-Departmental/Non-Operating	31,989,246			1,490,309	10,858,745	
Parks & Recreation	51,909,800		799,820	7,586,813	0	401,439
Planning	2,617,153	118,441				
Police	245,884,035		6,367,113	2,569,638		
Public Utilities Office	707,026					
Public Works	16,269,914	22,134		47,259,101	6,211,541	
Purchasing & General Services						
Self Insurance						
Contribution to Other Agencies	7,633,720	18,496,404		2,329,157		
One-Time Projects	3,236,991					
Alternate Services Employee						
Debt Service					103,763,470	
Total Net Appropriations	\$ 598,011,408	\$ 23,067,584	\$ 149,199,051	\$ 150,869,962	\$ 140,978,040	\$ 401,439
Transfers	\$ 75,159,111	\$ 0	\$ 0	\$ 56,487,896	\$ 0	\$ 28,631
TOTAL APPROPRIATIONS	\$ 873,170,519	\$ 23,067,584	\$ 149,199,051	\$ 207,357,858	\$ 140,978,040	\$ 430,070

FY 2004-2005 ALL FUNDS
BUDGET SUMMARY

ENTERPRISE FUNDS	TOTAL OPERATING FUNDS	CAPITAL PROJECTS	TOTAL OPERATING/ CAPITAL PROJECTS FUND	INTERNAL SERVICE FUNDS	ORGANIZATIONS
					Departmental Appropriations
\$	\$ 7,759,458	\$ 3,279,000	\$ 11,038,458	\$	Alamodome
	1,851,302	14,293,000	16,144,302	8,066,504	Asset Management
28,691,181	49,380,704	166,842,000	216,222,704		Aviation
	6,094,082		6,094,082		City Attorney
	2,785,877		2,785,877		City Auditor
	1,405,967		1,405,967		City Clerk
	1,859,614		1,859,614		City Manager
	6,939,201		6,939,201		Code Compliance
	122,340,652	1,803,000	124,143,652		Community Initiatives
	1,146,714		1,146,714		Contract Services
	18,859,421	8,950,000	27,809,421		Convention Facilities
	13,986,354		13,986,354		Convention & Visitors Bureau
	1,027,021		1,027,021		Cultural Affairs
	3,145,775		3,145,775		Customer Service & 311 System
	13,108,060		13,108,060		Development Services
50,314,516	2,845,189	2,800,000	5,645,189		Economic Development
	50,314,516		50,314,516		Environmental Services
	1,347,713		1,347,713		External Relations
	6,783,603		6,783,603		Finance
	168,778,175	7,171,000	175,949,175		Fire
	43,163,155	2,238,000	45,401,155		Health
	2,162,992		2,162,992		Housing and Community Development
	2,437,529		2,437,529		Human Resources
	0	1,696,000	1,696,000	27,923,541	Information Technology Services
	1,334,182		1,334,182		International Affairs
	22,966,023	7,336,000	30,302,023		Library
	1,176,257		1,176,257		Management & Budget
	2,566,091		2,566,091		Mayor & Council
	11,374,452		11,374,452		Municipal Court
	1,006,497		1,006,497		Municipal Elections
	3,064,597		3,064,597		Neighborhood Action
	44,338,300		44,338,300		Non-Departmental/Non-Operating
	60,697,872	57,523,000	118,220,872		Parks & Recreation
	2,735,594	248,000	2,983,594		Planning
	254,820,784	4,293,000	259,113,784		Police
	707,026		707,026		Public Utilities Office
5,620,749	75,383,439	118,625,000	194,008,439		Public Works
	0		0	47,711,959	Purchasing & General Services
	0		0	75,561,548	Self Insurance
	28,459,281		28,459,281		Contribution to Other Agencies
	3,236,991		3,236,991		One-Time Projects
	0		0	9,026,651	Alternate Services Employee
	103,763,470		103,763,470		Debt Service
\$ 84,626,446	\$ 1,147,153,930	\$ 397,097,000	\$ 1,544,250,930	\$ 168,290,203	Total Net Appropriations
\$ 34,253,482	\$ 165,929,120	\$ 0	\$ 165,929,120	\$ 29,746,218	Transfers
\$ 118,879,928	\$ 1,313,083,050	\$ 397,097,000	\$ 1,710,180,050	\$ 198,036,421	TOTAL APPROPRIATIONS

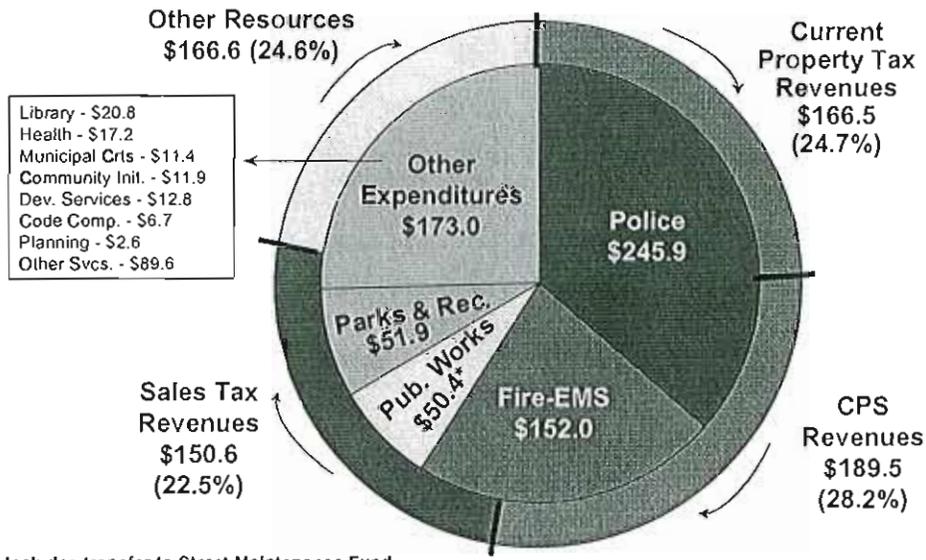


Revenues

GENERAL FUND REVENUES

General Fund available resources are anticipated to be \$673.2 million. The three principal sources of General Fund revenue are: City Sales Tax, City Public Service (CPS) payments, and Property Tax. Taken together, these three sources of revenue account for approximately \$506.6 million, or 75.3%, of the total General Fund available resources. As shown in the chart below, the FY 2005 Adopted Budget appropriations for the Police, Fire/EMS, Public Works and Parks & Recreation Departments consume all property tax revenue, all revenue from City Public Service, and most sales tax revenue.

**FY 2005 ADOPTED GENERAL FUND AVAILABLE RESOURCES
DISTRIBUTED OVER MAJOR SPENDING AREAS (in millions)**



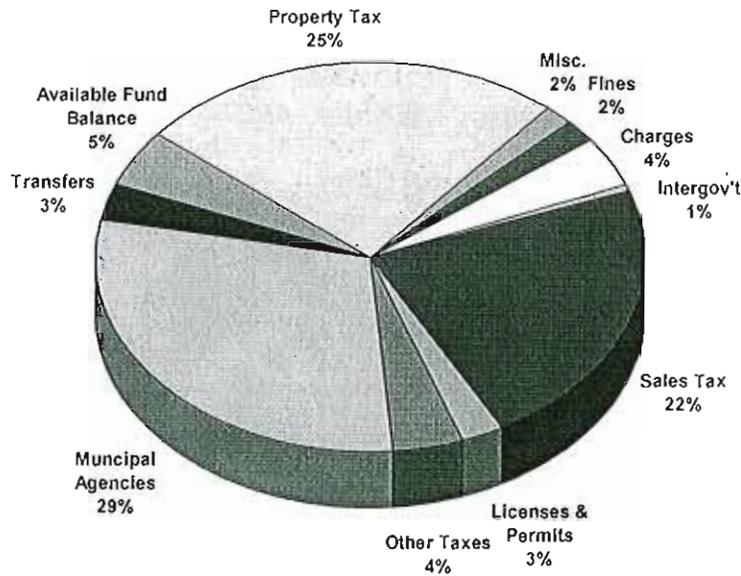
* Includes transfer to Street Maintenance Fund

TOTAL: \$673,170,519

A summary of the significant assumptions and policy issues related to the General Fund revenues is presented here. For the purpose of presentation, the Streets Maintenance & Improvement and Emergency Medical Services Funds, which are dependent on the General Fund, will also be discussed in this section. In addition to the major revenue sources mentioned above, the Adopted Budget includes a number of new and/or enhanced revenues.

In summary, a total of \$673.2 million is available for appropriation as noted in the following chart.

FY 2005 ADOPTED GENERAL FUND AVAILABLE REVENUES



TOTAL: \$673,170,519

● **City Public Service** **\$189.5 million**

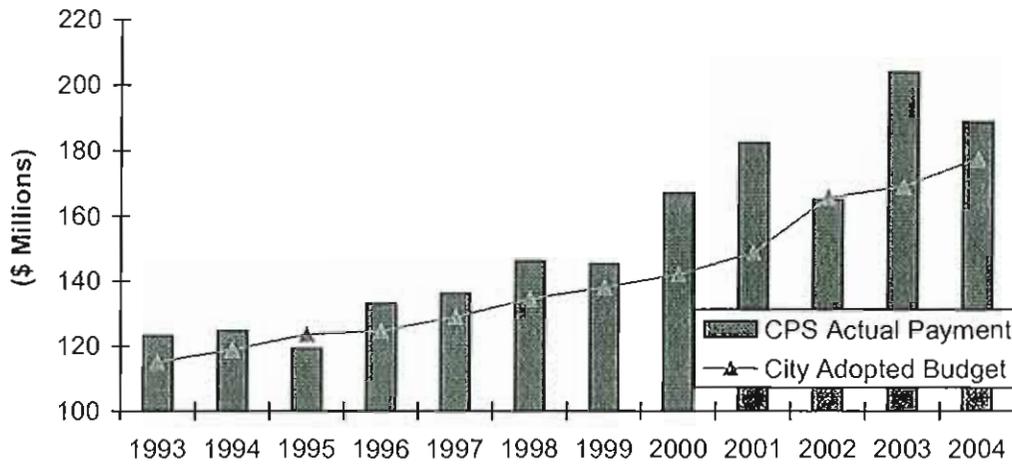
The City's payment from City Public Service (CPS) represents the largest source of revenue to the General Fund. Fourteen percent of all CPS gas and electric customer revenue is paid to the City as a return on investment. The FY 2005 Adopted Budget amount of \$189.5 million from CPS revenues is \$700,000, or 0.37%, higher than the FY 2004 re-estimate of \$188.8 million. The estimated revenue of \$188.8 million for FY 2004 is \$11.17 million, or 6.3%, higher than the original \$177.7 million budgeted in FY 2004.

Revenues from CPS are one of the most difficult to project due to a number of variables which can significantly impact CPS revenues and consequently, the City's payment. The payment to the City from CPS can fluctuate significantly from year to year. Therefore, as has been the case for the past several years, the Adopted Budget amount of \$189.5 million for FY 2005 is conservative. City staff utilized the CPS forecast as a basis for the development of the adopted budget amount. CPS' forecasted demand (growth) assumptions were partially discounted and adjustments to forecasted natural gas prices were made. The resulting adopted budget assumes a normalized weather pattern, discounted forecasted demand, and does not assume continuation of conditions such as very high natural gas prices. The adopted budget was also developed with consideration for a multi-year forecast outlook, managing the City's reliance on revenues from CPS, and the current level of reserves within the City's General Fund.

Accurately forecasting the CPS payment revenue is challenged by a number of variables such as the weather, growth of the system, fuel prices, generation mix, and unscheduled maintenance on generation plants. For the past several years, instability in natural gas prices coupled with fluctuations in demand due to weather have resulted in significant variances in the City's payment from CPS from year to year. The

graph below reflects the actual payment from CPS as compared to the adopted budget for the past ten years.

10 Year History - CPS Actual Payment to City Compared to Adopted Budget



Note: FY 2004 is Re-Estimated Amount (Fiscal Year)

As illustrated in the graph, the actual payment from CPS has exceeded the City's adopted budget in all but two of the ten years presented.

The City's reliance on CPS revenues to the General Fund has been an area of concern expressed by the rating agencies. A conservative projection allows the City to curb reliance on this single major revenue source during the budget process and address the allocation of revenues in excess of budget in the context of recurring revenues and one-time revenues.

With recent significant fluctuations in payments from CPS from year to year and continued volatility associated with natural gas prices, a policy on how actual funds received from CPS in excess of the adopted budget should be considered. Such a policy would provide structured utilization of additional funds and assist the City in managing its reliance on the CPS payment.

● **Sales Tax** **\$150.6 million**

The state of the national economy greatly impacts revenue projections for the sales tax. The national economic slowdown that began in late 2002 has begun to show signs of recovery. Actual sales tax collections for the current year are projected to be at \$147.1 million. This amount is \$4.2 million, or 2.92%, more than the \$142.9 million budgeted in FY 2004 for sales tax revenue.

The Five-Year Financial Forecast, presented in May 2004, projected a 3.00% increase in the \$142.9 million sales tax revenue adopted in FY 2004 bringing the re-estimated FY 2004 sales tax revenue to \$147.2 million. Since the May 2004 Forecast, the re-estimate was revised for the Proposed Budget to reflect a decrease of \$1.3 million (0.89%) in total sales tax collections to revised re-estimate of \$145.9 million. The re-estimate projection was lowered in the Proposed Budget as a result of lower than planned sales tax collections for the months of March and April 2004 combined with expectations of lower collections for the remainder of the fiscal year. However, upon receipt of higher sales tax payments for June and July activity, the re-estimate for FY 2004 in the FY 2005 Adopted Budget was increased by \$1,195,931, for a total FY 2004 re-estimate of \$147.1 million.

Sales tax revenues in FY 2005 are projected to increase by 2.39% to \$150.6 million. Beyond FY 2005, as the economy continues to recover, revenue levels from this source are expected to steadily increase.

While economists still predict steadily gaining economic growth later this year and through to 2005, the status of sales tax revenue source will be closely monitored throughout the upcoming fiscal year.

● **City Current Property Tax** **\$166.4 million**

The FY 2005 Adopted Budget includes \$166.4 million in maintenance and operations support for the General Fund from property taxes while maintaining the tax rate at the current year level - 57.854 cents per \$100 taxable valuation. For the twelfth straight year, no increase in the overall tax rate is adopted.

In the Five-Year Financial Forecast presented in May, the current property tax revenue projected for FY 2005 was \$162.0 million. The estimate assumed no change to the property tax rate and was based solely on added revenue coming from anticipated growth in new property value improvements. Specifically, the projected 1.56% rate of increase over re-estimated FY 2004 property tax revenues was based upon preliminary estimates of new improvement taxable value from the Bexar Appraisal District. The Forecast projection has been modified based on the receipt of the certified tax roll from the Bexar Appraisal District (BAD) in late July. Specifically, based upon the certified roll, the new FY 2005 projection is \$166.4 million as opposed to the \$162.0 million projected by the Forecast – a difference of \$4.4 million.

As described above, the property tax rate consists of two components. The first is the debt service component that is determined by the City's debt service requirements. The current debt service rate for FY 2004 is 21.150 cents per \$100 of taxable value. Funds from this component of the property tax receipts are deposited in the Debt Service Fund and are used exclusively to pay the principal and interest on debt. The second component of the tax rate is the amount for maintenance and operations (M&O) contributed to the General Fund. The current M&O rate for FY 2004 is 36.704 cents per \$100 of taxable value. These two components taken together provided for a total tax rate for FY 2004 of 57.854 cents per \$100 of taxable value.

Property tax values are determined by the BAD in conformance with State law. Values for the City of San Antonio recently reported by BAD for FY 2005 show an increase in total net taxable value of approximately \$2.1 billion, or 4.71%, above last year. Included in this total are \$1.25 billion for new improvements and \$69,500 in annexations, which reflects real growth of 2.80% over last year's total taxable value. The taxable value less new improvements and annexations yields the base valuation. The increase in the base valuation from last year is \$853.7 million, or 1.91%. The following chart breaks down the components of total taxable value.

FY 2005 Taxable Values in Billions

<u>Base Value FY 2004</u>	<u>Increase in Base Value</u>	<u>Annexation</u>	<u>New Improvements</u>	<u>Total Value FY 2005</u>
\$44.609	\$0.854	\$0.000	\$1.245	\$46.708
<u>% of Increase Over FY 2004:</u>	<u>1.91%</u>	<u>0.00%</u>	<u>2.80%</u>	<u>4.71%</u>

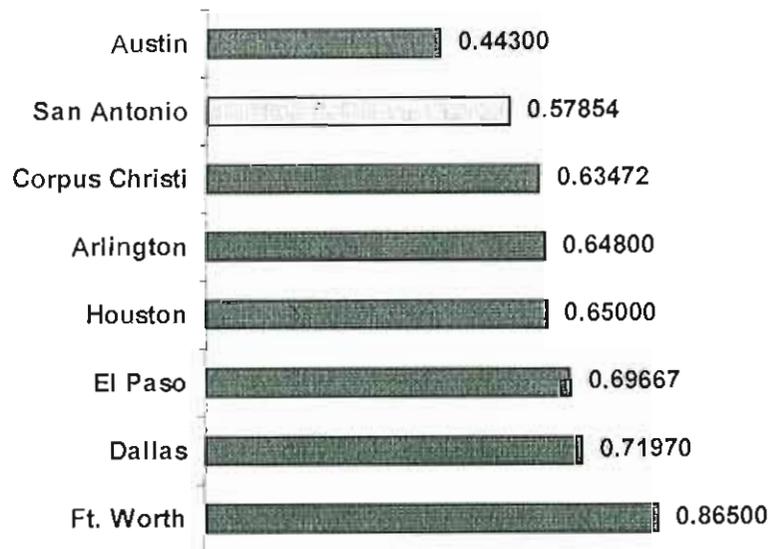
State law requires cities to calculate an "effective M&O tax rate" which is generally equal to the prior year's M&O taxes divided by the current taxable value of properties that were also on the tax roll in the prior year (less new improvements and annexation). As indicated above, base valuations increased from last year by \$853.7 million, or 1.91%. Consequently, to generate the same amount of General Fund revenue for FY 2005 as generated in FY 2004, the effective M&O property tax rate for FY 2005 would be set at 35.915 cents per \$100 taxable valuation, a decrease from the adopted FY 2004 M&O tax rate (36.704) of 0.789 cents, or 2.20%.

The Adopted Budget maintains the overall Property Tax rate for FY 2005 at the same absolute level set for FY 2004 – 57.854 cents per \$100 taxable valuation. Specifically, the FY 2005 M&O rate is adopted at 36.704 cents per \$100 taxable valuation which reflects no change from the FY 2004 adopted M&O rate. The FY 2005 Debt Service rate is adopted at 21.150 cents per \$100 taxable valuation which reflects no change from the FY 2004 adopted debt service and is consistent with the requirements of the City's Debt Management Plan. For the twelfth straight year the overall tax rate does not increase.

For the individual homeowner whose appraised value has not changed from FY 2004 to FY 2005, there will be no change in their City property tax bill. However, if the Bexar Appraisal District changes the appraised value on the same home to reflect changes in market value, the impact will vary, depending on the value determined by BAD. From FY 2004 to FY 2005, the average homestead in the City of San Antonio increased in value from \$93,679 to \$96,826 which represents an increase of \$3,147, or 3.36%. The calculation of the average residence homestead value takes into account new improvements as well as changes to base valuations. The increase in the average value means that the average residence homestead will pay \$18.21 a year more in City property taxes in FY 2005. The changes to property values will vary, but the property tax rate will remain the same.

The adopted tax rate for FY 2005 of 57.854 cents per \$100 taxable valuation places San Antonio as the second lowest of the major cities in Texas. The following chart shows the adopted FY 2005 tax rate for San Antonio as compared to the rates in other major Texas cities.

Texas Cities Tax Rate Comparison

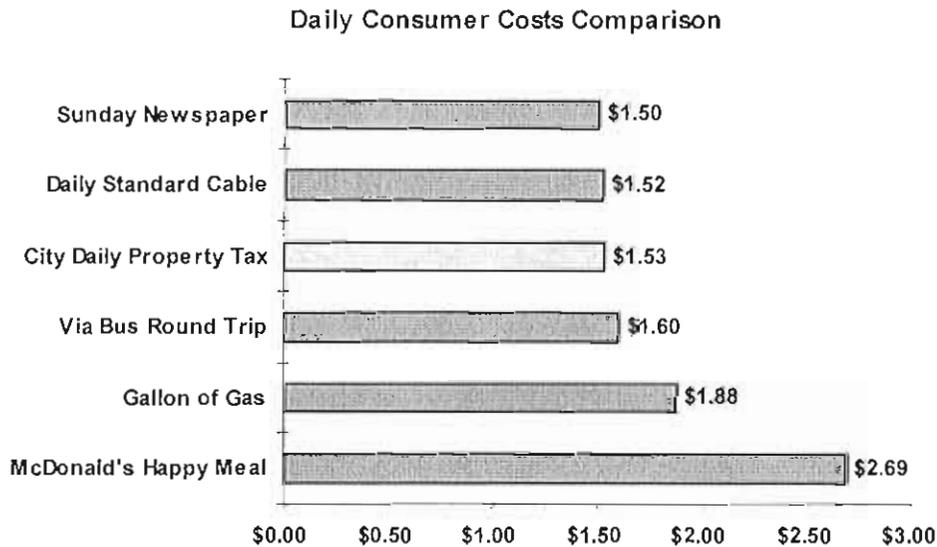


The following sample statement of taxes due demonstrates the portion of local taxes that are due to the City of San Antonio. This sample statement compares current and adopted tax rates for a \$96,826 home, which is the FY 2005 average residence homestead value. City taxes represent \$560.18 or 21.18% of the total taxes due.

**SAMPLE STATEMENT
PROPERTY TAXES
BEXAR COUNTY, TEXAS**

Taxing Unit	2004 Assessed Value	Homestead Exemption	Taxable Value	Tax Rate Per \$100 Value	Tax Levy	% of Total Levy
San Antonio I.S.D.	\$ 96,826	\$ 15,000	\$ 81,826	\$1.72200	\$ 1,409.04	53.28%
Alamo Comm. College District	\$ 96,826		\$ 96,826	\$0.10705	\$ 103.65	3.92%
Bexar County	\$ 96,826		\$ 96,826	\$0.31847	\$ 308.36	11.66%
University Health System	\$ 96,826		\$ 96,826	\$0.24387	\$ 236.13	8.93%
County Road & Flood	\$ 96,826	\$ 3,000	\$ 93,826	\$0.01272	\$ 11.93	0.45%
San Antonio River Authority	\$ 96,826	\$ 5,000	\$ 91,826	\$0.01643	\$ 15.08	0.57%
<i>City of San Antonio</i>	\$ 96,826		\$ 96,826	\$0.57854	\$ 560.18	21.18%
Totals				\$2.99908	\$2,644.38	100.00%

The average daily amount of City property taxes due is **\$1.53**, which compares favorably with the common consumer services and items shown in the following chart. All applicable added sales taxes and franchise fees are included in the costs shown. The daily property tax is based on the average residence homestead value of \$96,826.



The FY 2005 Adopted Budget includes a Disabled Residence Homestead (DRH) Exemption. The exemption, set at \$12,500, will become effective in Tax Year 2005 (FY 2006). A disabled person would qualify for the disabled residence homestead exemption if they meet the definition of disabled (see below) for the purpose of receiving disability insurance benefits under the Federal Old Age, Survivors and Disability Insurance Act administered by the Social Security Administration:

- An inability to engage in any substantial gainful activity by reason of any medically determinable physical or mental impairment which can be expected to result in death or has lasted or can be expected to last for a continuous period of not less than 12 months; or
- Blindness, meaning central visual acuity of 20/200 or less in the better eye with the use of a correcting lens.

The State Comptroller of Accounts additionally recommends that appraisal districts accept a letter from a person's physician as sufficient documentation to qualify for the disabled residence homestead exemption. Bexar Appraisal District currently accepts a physician's letter as documentation of a disability.

● Changes to Revenues

In order to address the pressure on available funds, the Adopted General Fund Budget, including the Emergency Medical Services fund, includes recommendations to increase some existing fees and create new fees. These recommended revenue items total \$3.0 million.

The policy direction for the FY 2005 budget process regarding revenue enhancements focused on Cost Recovery. The concept of cost recovery was to recover some or all of the costs associated with providing city services and programs at varying levels depending on factors such as the nature of the service provided, the population served, and the intended impact to the community. There are four categories of cost recovery that were evaluated: Basic City Services, Targeted Population Services, User-Driven Services and Fees/Fines/Rates for Community-Wide Benefit.

- Basic City Services are provided without or with minimal direct charge for service. Examples include Police services, Fire services and Library services. These community-wide services that are supported with community-wide revenues. The revenue changes associated with Basic City Services total \$1,288,062.
- Targeted Population Services are provided with minimal charge for service. Although population served is not community-wide, minimal charge is reflection of population groups' ability to pay as well as community-wide benefit obtained from service. Examples include Youth programs, Athletic programs, Senior Services. The revenue changes associated with Targeted Population Services total \$99,390.
- User Driven Services are provided to specific population with varying level of charge of service to ensure health and public safety within communities (i.e. Development Services, Health Inspections) and to provide individual benefit (i.e. Admission Fees). The revenue changes associated with User Driven Services total \$1,534,740.
- Fees/Fines/Rates for Community-Wide Benefit are leveraged to influence certain outcomes within the community. Examples include Code Violation Fines, Parking Fees, and Swift-Water Rescue Fees. The revenue changes associated with Community-Wide Benefit total \$75,743.

The Asset Management Department created two new fees that will generate \$75,722 in additional revenue

- The Department created a new fee to recover expenses incurred for the sale of property at the Southwest Business and Technology Park. The 6% Real Estate Fee will generate an additional \$70,722 in revenue for the General Fund. This is classified as a User-Driven Revenue.
- The Department created a new Lease Assignment Fee to recover expenses associated with the processing of an assignment or sublease of an existing lease of a City facility from a lessee to another party. The \$1,000 fee will generate an additional \$5,000 in revenue for the General Fund. This is classified as a User-Driven Revenue.

The Code Compliance Department has one revenue adjustment and one new revenue that will generate an additional \$23,000.

- The Salvage Yard and Auto Dismantler's License Fee will increase from \$250 per year to \$500 per year. This fee has not been changed since 1998. This increase, based on the current 70 Salvage Yards, will generate an additional \$17,500 in revenue. This is classified as a Community-Benefit Revenue.
- A Towing Fee is created for companies to pay the City to tow those vehicles that have been declared "junked". The anticipated fee of \$25 per vehicle will generate \$5,500 in additional revenue. This is classified as a Community-Benefit Revenue.

The Development Services Department is increasing four fees and creating three new fees that will generate an additional \$726,649.

- The Department is increasing the basic Electrical Inspection Permit fee from \$22 to \$25. This fee has not been adjusted since 1997. This increase will generate an additional \$75,000 in revenue. This is classified as a User-Driven revenue.
- The Department is increasing the HVAC Mechanical Inspection Permit fee from \$22 to \$25. This fee has not been adjusted since 1997. This increase will generate an additional \$36,360 in revenue. This is classified as a User-Driven revenue.
- The Department is increasing Re-Inspection Fees from \$25 to \$50. These fees have not been adjusted since 1986. This increase will generate an additional \$222,500 in revenue. This is classified as a User-Driven revenue.
- The current fee for the Vested Rights Application Fee is \$160. The Department adopted the following rate structure: \$160 for Homestead Property (one lot), \$500 for Single Family Residential Property (over one lot or three acres), and \$500 for Commercial Construction. An additional \$111,500 will be generated by the new rate structure. This is classified as a User-Driven revenue.
- In February 2003, City Council passed an ordinance requiring the licensing of irrigation contractors and licensing and inspecting of all new irrigation systems. The Department created a new fee to provide Irrigation Review associated with the permitting and inspection of all new irrigation systems. The \$75 fee will generate an additional \$180,000 in revenue for the General Fund. This is classified as a User-Driven revenue.
- The Department created a new fee for Local Registration of State Registered Homebuilders and Remodelers. In March 2004, the Texas Residential Construction Commission required all homebuilders and remodelers to register with the state of Texas. The new local registration fee is designed to capture the State registration number in its system and prevent issuance of residential building permits to non-registered individuals who may have had their license revoked. The \$75 registration fee will generate an additional \$18,750. This is classified as a User-Driven revenue.
- The Department created an Administrative Fee for Permit Processing at the Development and Business Services Center and the Community Link Service Centers. On-line permitting is available for mechanical, electrical and plumbing (MEP) permits. Approximately 40% of MEP permits are issued using the on-line permitting. In an effort to increase the usage of on-line permitting, the Department created a \$3 fee per permit for those customers who prefer the convenience of using city staff to process their permits. This new fee will generate an additional \$82,539 in revenue. This is classified as a User-Driven revenue.

The Economic Development Department is creating two new fees that will generate \$4,000 in additional revenue.

- The Department created a Grant Application Fee for grant application assistance provided to outside entities such as KellyUSA and Brooks City-Base. The adopted fee of \$1,500 per application will generate an additional \$3,000 in revenue. This is classified as a User-Driven revenue.
- The Department created a State Enterprise Zone Nomination Processing Fee for assistance in preparing the nomination packet for two companies. The adopted fee of \$500 per application will generate \$1,000 in additional revenue. This is classified as a User-Driven revenue.

The Finance Department adopted the increase of four fees and elimination two fees. The net additional revenue totals \$16,460.

- The current structure of the Foot Peddler's License Fee is \$20 for a 120 Day License and \$60 for a 365 Day License. This adopted fee structure eliminates the 120 Day License and increases the 365 Day License to \$120. This increase will generate an additional \$3,300. This is classified as a User-Driven revenue.
- The current structure of the Truck Peddler's License Fee is \$30 for a 120 Day License and \$90 for a 365 Day License. This adopted fee structure eliminates the 120 Day License and increases the 365 Day License to \$180. This increase will generate an additional \$9,560. This is classified as a User-Driven revenue.

- The current structure of the Canvasser's License Fee is \$10 for a 120 Day License and \$30 for a 365 Day License. The adopted fee structure eliminates the 120 Day License and increases the 365 Day License to \$60. This increase will generate an additional \$400. This is classified as a User-Driven revenue.
- The Department will increase the Returned Check fee from \$25 to \$30. The change will generate \$3,600 in additional revenue. This is classified as a User-Driven Revenue.
- The Department is eliminating the Professional and Occupational License Fee for Photography. The fee is \$25 per license. The elimination of this fee will result in the loss of \$300 in revenue. This is classified as a User-Driven revenue.
- The Department is eliminating the Itinerant Vendor's License Fee. The fee is \$100 per license. The elimination of this fee will result in the loss of \$100 in revenue. This is classified as a User-Driven revenue.

In an effort to recover service costs, the Fire Department is increasing eight fees, creating two new fees and implementing a Bottom Line Strengthening (BLS) recommendation, that will generate an additional \$88,275.

- The City currently charges a Recovery Fee for after-hours inspections provided on an overtime basis. The current fee of \$50 will increase to \$60. This fee has not been adjusted since 1997. An additional \$23,580 will be generated by this increase. This is classified as a Basic City Service revenue.
- The Quarry Blasting Permit fee of \$200 is increasing to \$500. This fee has not been adjusted since 1985. An additional \$1,800 will be generated by this increase. This is classified as a Basic City Service revenue.
- The City currently charges \$15 for the inspection associated with Float and Food Booth Inspection Fee. This fee will increase to \$20. This fee has not been adjusted since 1997. This increase will generate an additional \$16,920. This is classified as a Basic City Service revenue.
- The Burning Permit Fee of \$125 will increase to \$185. An additional \$224 will be generated by this increase. This is classified as a Basic City Service revenue.
- The City currently charges \$100 for the LPG Tank (propane or butane) Permit. LPG tanks are typically installed in areas not served with natural gas and are used in both commercial and residential settings. This fee will increase to \$200 for the first tank installed, and \$100 for each additional tank. This fee has not been adjusted since 1997. This increase will generate an additional \$4,700 in revenue. This is classified as a Basic City Service revenue.
- The City currently charges \$30 for the inspection of Day Care centers. The fee will increase to \$75 for child day care facilities serving more than 12 children and adult day care facilities. An additional \$13,005 will be generated by this increase. This is classified as a Basic City Service revenue.
- The Blaster Permit Fee of \$150 will increase to \$220 for the initial permit and remain at \$150 for renewal permits. An additional \$490 will be generated by this increase. This is classified as a Basic City Service revenue.
- The City currently charges \$100 for the Waste Oil Tanks and Class III B Combustible Liquid Permit. The current fee will increase to \$150. An additional \$600 will be generated by the increase. This is classified as a Basic City Service revenue.
- The Department is restructuring the Amusement Park Annual Fireworks Display Fee of \$200 into two separate fees: the Amusement Park Annual Fireworks/Pyrotechnics Display Fee (\$400) and the Amusement Park Annual Pyrotechnic Display Fee (\$200). This change in structure will result in an additional \$200. This is classified as a User-Driven revenue.
- The department is creating a new fee for fire watch activities in lieu of the practice of charging only the hourly overtime costs of the employees. A total fee of \$60 per employee-hour will be assessed to cover the overtime costs of the employee on fire watch and administrative costs of \$2.50 per employee-hour. The administrative charge will generate an additional \$4,880 in General Fund revenue. This is classified as a Basic City Service revenue.
- In conjunction with a BLS recommendation, the Department will implement the practice of billing small Haz-Mat incidents. Small incidents are not currently billed because they do not have an incident number. This is not a rate change, but a change in practice. This will generate \$21,876 in additional revenue. This is classified as a Basic City Service Revenue.

The Fire Department is creating five new fees and raising two fees associated with Emergency Medical Services that will generate an additional \$212,101 in FY 2005.

- The City currently charges \$35 for the Basic Aid Fee. The Department will increase this fee to \$50. This increase will generate an additional \$45,349 in revenue. This is classified as a Basic City Service Revenue.
- The Department is creating a new fee for Spinal Immobilization. The \$20 fee will generate an additional \$43,990 in revenue. This is classified as a Basic City Service Revenue.
- The EMS Transport Fee structure will increase by \$10 as follows: Basic Life Support (BLS) Transport Fee from \$350 to \$360, the Advanced Life Support I (ALS I) Fee from \$375 to \$385, and the Advanced Life Support II (ALS II) from \$400 to \$410. The increase will generate \$108,353 in additional revenue. This is classified as a Basic City Service Revenue.
- Following are new Basic City Service fees created to recover costs associated with medical supplies:
 - A \$10 fee is created for a Bag Valve Unit Mask used for patient ventilation. This fee will generate an additional \$3,254 in revenue.
 - A \$3 fee is created for Yellow Blankets. The blankets are used for comfort, a water/fluid protectant and for a discretionary cover-up. This fee per blanket will generate an additional \$5,277 in revenue.
 - A \$10 fee is created for Air Splints used to compress and immobilize limbs. This fee per air splint will generate an additional \$4,239 in revenue.
 - A \$5 fee is created for Laryngoscope Blades used to open the trachea. This fee per blade will generate an additional \$1,639 in revenue.

The Health Department adopted the adjustment of three fees that will generate an additional \$101,456 in FY 2005.

- The Special Events Food License Fee, issued to food booths at special events, attempts to offset the inspection cost. The current rate structure, last changed since 1999, is as follows: \$20 per day per stand for a maximum of 14 consecutive days. Days 10-14 are not charged. The adopted structure is \$30 per day per stand for a maximum of 14 days. The fee will now be applied to all 14 days. The increase will generate an additional \$89,050. This is classified as a User-Driven Revenue.
- The Certified Record Search Fee will increase from \$9 per record search to \$11 per record search. This fee has not been increased since 1991. This increase will generate an additional \$172 in revenue. This is classified as a User-Driven Revenue.
- The Immunization Record Copy Fee, which has not been changed since 2000, will increase from \$3 per copy of immunization record to \$4 per copy of immunization record. This increase will generate an additional \$12,234 in revenue. This is classified as a User-Driven Revenue.

The International Affairs Department is increasing one fee that will generate an additional \$10,000 in revenue.

- The tuition for the Export Leaders Program is currently \$500 per participant. The Department will increase this fee to \$1,000 per participant. This increase will generate an additional \$10,000 in revenue. This is classified as a User-Driven Revenue.

The Library Department is increasing two fees and creating one new fee, which will generate an additional \$152,067 in revenue.

- The Department currently charges \$0.10 per copy for those copies generated by the Library Database. This fee has not been increased since 1996. The adopted increase to \$0.25 per copy will generate an additional \$53,700 in revenue. This is classified as a Basic City Service Revenue.
- Maximum Library Fines per item will increase by the following: Adults from \$5 to \$10, Children's Books from \$3 to \$6, Media from \$1 per day to \$2 per day, and Maximum Media Fine from \$5 per item to \$10 per item. This increase will generate an additional \$88,287 in revenue. This is classified as a Basic City Service Revenue.

- The Department is creating a new fee for the provision of computer classes at the Central Library and branch libraries. The classes are currently provided at no charge. The adopted fee of \$2 per class will generate an additional \$10,080 in revenue. This is classified as a User-Driven Revenue.

The Municipal Courts Department adopted two fee adjustments as well as adjustments to various moving violation fines, totaling \$403,534 in additional revenue.

- The Court establishes a recommended fine schedule for defendants who do not choose to contest a moving violation. The current range of fines for Moving Violations is \$61 to \$160. The fine schedule will increase by \$4 to \$15, depending on the severity of the offense. The increase will generate an additional \$327,641 in General Fund revenue. This is classified as a Basic City Service Revenue.
- The Parking Booting fee will increase from \$40 per boot to \$60 per boot. This fee has not been increased since 1999. The increase will generate an additional \$10,743 in revenue. This is classified as a Community-Benefit Revenue.
- The Bottom Line Strengthening Program recommended collecting the \$50 warrant fee assessed on out-of-county warrants that are executed by San Antonio Police Department officers as provided by State statute. This fee will generate \$5,900 in additional revenue. This is classified as a Basic City Service Revenue.
- The Bottom Line Strengthening Program proposed the creation and use of City Marshal's to conduct warrant round-ups. The addition of two Marshals for eight months will generate \$59,250 in FY 2005 (represents four months of revenue). The full-year revenue, once fully implemented, in FY 2006 will increase to \$177,750. This is classified as a Basic City Service Revenue.

The Parks & Recreation Department adopted 16 fee adjustments and eight new fees for FY 2005. The fee adjustments will result in a total of \$228,890 in increased revenue in FY 2005.

- Fee adjustments are adopted to recover a modest portion of the costs associated with various athletic programs.
 - An increase to the McFarlin Tennis Center Court fees is adopted. The increase from \$1.50 per hour to \$2.50 per hour for adults before 5:00 p.m. and from \$2.50 per hour to \$3.50 per hour for adults after 5:00 p.m. will generate \$1,000 in additional revenue. This is classified as a Targeted Population Revenue.
 - The McFarlin Tennis Center Tournament Fee is \$4 per court per hour with the exception of tournaments with 250 or more participants, Interscholastic tournaments or Non-Profit tournaments. The adopted adjustment will retain the \$4 fee, but will eliminate the exceptions. This fee has not been adjusted since 1988. The adjustment will generate \$17,280 in additional revenue. This is classified as a Targeted Population Revenue.
 - The Baseball Diamond Fee will increase as follows: Increase from \$6 per hour before 5:00 PM to \$10 per hour, from \$10 per hour after 5:00 PM to \$14 per hour, from \$110 all day (7 hours or more) to \$150 all day (up to 12 hours) with \$20 for each additional hour. This increase will generate an additional \$8,000 in revenue. This is classified as a Targeted Population Revenue.
 - The Softball Diamond Fee will increase as follows: Increase from \$6 per hour before 5:00 PM to \$10 per hour, from \$10 per hour after 5:00 PM to \$14 per hour, from \$110 per tournament to \$150 per tournament (up to 12 hours) with \$20 for each additional hour. This increase will generate \$1,950 in additional revenue. This is classified as a Targeted Population Revenue.
 - The Football/Soccer/Rugby Field Use Fee will increase as follows: Increase from \$6 per hour to \$10 per hour before 5:00 PM and \$14 per hour after 5:00 PM, from \$100 per day (seven hours or more) to \$150 (up to 12 hours) with \$20 for each additional hour. This increase will generate \$9,750 in additional revenue. This is classified as a Targeted Population Revenue.
- Increase the fee for Instructional Swimming Classes from \$15 per class to \$25 per class. This fee has not been adjusted since 1997. The increase will generate an additional \$21,800 in revenue. This is classified as a Targeted Population Revenue.

- Following are the fee increases associated with admissions to the Botanical Gardens: Raise the senior age group from 55 years to 60 years; increase the admission fee for Adults from \$5.00 to \$6.00; Adult Group Rate from \$4.00 to \$5.00; Seniors from \$3.00 to \$4.00; Military Admission Fee from \$3.00 to \$4.00; Student Admission Fee from \$3.00 to \$4.00; Children age 3-13 years from \$2.00 to \$3.00; and Child Group Rate (15 + children) from \$1.00 to \$2.00. This adjustment will generate \$64,235 in additional revenue. This is classified as a User Driven Revenue.
- Camps are held when children are out of school on holiday in December and for spring break. Activities include games, sports, arts and crafts, and outdoor nature activities. In an effort to recover some of the costs of these camps, a Recreation Holiday/Spring Break Camp Supply fee is adopted. The new fee of \$5 per Holiday Camp and \$5 per Spring Break Camp will generate \$9,100 in additional revenue. This is classified as a Targeted Population Revenue.
- An Adult and Senior Participation Fee is adopted to help recover the costs associated with activities provided at Lions Field and the Commanders House. The annual fee of \$5 per participant will raise an additional \$6,200 in revenue. This is classified as a Targeted Population Revenue.
- Three fee adjustments are adopted related to the provision of cultural worksessions:
 - A new fee is created to help recover the costs associated with the provision of daily Specialty Workshops/Clinics. Clinics provided include art, dance, tumbling, percussion and voice. The fee is \$25 for a one-day (four-hour) workshop and \$40 for a two-day workshop (four hours per day). This fee will generate \$3,250 in additional revenue. This is classified as a Targeted Population Revenue.
 - A new fee is created to help recover the costs associated with the provision of Weekly Specialty Camps. The Camps will offer four separate classes each day throughout a given week. Participants have the option of attending the entire camp or only selected classes within the camp. The adopted fee structure is as follows: Community Center Classes - \$75 per week or \$30 per class; Downtown Classes - \$150 per week or \$35 per day. The fee will raise an additional \$7,900 in revenue. This is classified as a Targeted Population Revenue.
 - A new fee is created in conjunction with the establishment of contract instructional classes offered at all community centers. The fee represents a 70/30 split on the monthly class fee with the contracted instructor (with 30% coming to the City). The fee will raise an additional \$5,760 in revenue. This is classified as a Targeted Population Revenue.
- An increase to the Rental of Community Centers is adopted as follows: Increase Gym Practice or games from \$15 per hour to \$20 per hour, General Use from \$25 per hour to \$30 per hour, Special Events from \$50 per hour to \$55 per hour. This fee has not been increased since 2001. The increase will generate \$37,600 in added revenue. This is classified as a User-Driven Revenue.
- Two new revenues are created to help offset the costs associated with the Therapeutic Recreation Program, both classified as Targeted Population Revenues.
 - A \$5 annual registration fee is created for each participant in the Therapeutic Recreation Program Summer Youth Day Program. The fee will generate \$200 in added revenue.
 - A \$20 monthly participation fee is created for each participant in the Therapeutic Recreation Program Adult Day Program. This fee will generate an additional \$7,200 in revenue.
- An increase for the Portable Stage Rental is adopted. The increase from \$550 to \$575 will generate \$1,325 in additional revenue. This is classified as a User-Driven Revenue.
- Two fee adjustments are adopted related to the San Jose Cemetery:
 - An increase for rental of equipment is adopted. The increase for a tent and 12 chairs from \$100 per setup to \$150 per setup will raise an additional \$1,250 in revenue. This is classified as a User Driven Revenue.
 - Increases for the Infant headstone setting fee from \$50 to \$75; Headstone setting fee from \$.30 per square inch to \$.50 per square inch; and Vase installation from \$10 to \$25 will generate \$2,440 in additional revenue. This is classified as a Basic City-Service Revenue.
- Various fee adjustments are adopted related to Park rentals, all classified as User Driven Revenues:
 - Increase the fees for Eisenhower Pavilion as follows: Increase fees for 400 or fewer people from \$425 to \$550, 401-1000 people from \$700 to \$1,000, 1001 or more people from \$1,000 to \$1,500; and pavilion only from \$175 to \$250. This adjustment will raise \$5,300 in additional revenue.
 - Increase the fees for Mateo Camargo Park as follows: Increase fees for 400 or fewer people from \$275 to \$350, 401-1000 people from \$500 to \$650, 1001 or more people from \$650 to \$1,000; and pavilion only from \$175 to \$250. The adjustment will generate an additional \$1,400 in revenue.

- Increase the fees for Rosedale Park as follows: Increase fees for 400 or fewer people from \$425 to \$550, 401-1000 people from \$700 to \$1,000, 1001 or more people from \$1,000 to \$1,500; and pavilion only from \$175 to \$250. The adjustment generates \$6,250 in added revenue.
- Increase Parks Usage Fees as follows: Increase fees for 400 or fewer people from \$275 to \$350 for revenue and non-revenue events, 401-1000 people from \$500 to \$650, 1001 or more people from \$650 to \$1,000; and small event gatherings from \$25 to \$50. The adjustment will generate \$6,700 in added revenue.
- Increase Park Pavilion Permit Fees as follows: Increase fees from \$25 to \$40 Monday through Thursday; from \$65 to \$80 Friday through Sunday. The adjustment will raise an additional \$3,000 in revenue.

The Planning Department is increasing two fees and creating three additional fees that will generate a total of \$82,460 in additional revenue to the General Fund.

- The City currently charges a Historic Design and Review Commission (HDRC) Commercial Application Fee based on square footage. This fee has not been adjusted since 2001. The Department is replacing the current rate schedule with a \$100 fee per commercial property. This adjustment will generate an additional \$14,400 in revenue. This is classified as a User Driven Revenue.
- The City currently charges a \$450 Neighborhood Plan Amendment fee in conjunction with all zoning requests not in conformance with the City's Master Plan. The Department is replacing the flat fee with a new rate structure as follows: 0 to 0.5 acres - \$700, 0.501 to 5.0 acres - \$1,430, 5.01 to 10.0 acres - \$1,780, 10.01 to 25 acres - \$2,140, 25.01 acres or more - \$2,520. The adopted rate structure will generate an additional \$22,560 in revenue. This is classified as a User Driven Revenue.
- The Department is creating a Historic Plaque Application Fee for those landmark property owners who wish to acquire a Historic Plaque. The property owner will pay a \$10 Application Fee per plaque to receive a certificate of official landmark status for purchase of a plaque. This fee will generate an additional \$3,000 in revenue. This is classified as a User Driven Revenue.
- The Department is creating a Fee for Lack of Certificate of Appropriateness for all projects on historic properties that begin work without the approval of the HDRC. The new fee will be in addition to any fines charged for not properly pulling permits. The \$500 fee will generate an additional \$42,000 in revenue. This is classified as a Community-Benefit Revenue.
- During the Master Development Plan and platting process, applications are submitted that may propose re-alignments of right-of-ways. If an applicant requests to significantly change the alignment, staff works to bring forward a recommendation to the Planning Commission and City Council. The adopted Major Thoroughfare Plan Amendment Fee of \$500 per application will generate an additional \$500 in new revenue. This is classified as a User Driven Revenue.

The Police Department recommends the creation of five fees and adjustment to eleven fees that will generate a total of \$825,081 in additional revenue for the General Fund.

- The Department adopted a Laptop MDT/MDC Access Fee for outside agencies. The San Antonio Police Department operates a system for obtaining information from the Texas Crime Information Center (TCIC) and the National Crime Information Center (NCIC). In addition to San Antonio police officers, officers from 80 outside agencies also access the system. A fee charged for this service will assist SAPD in offsetting and recuperating some of its costs in the creation and maintenance of this system. Revenues will be generated based on the actual number of MDT/MDC each agency has connected to the system. The fee will be charged on a sliding scale of \$120 for every ten-(10) units connected. The adopted fee will generate an additional \$14,040 in revenue. This is classified as a User Driven Revenue.
- The San Antonio Police Department provides letters regarding criminal history background checks. The Department currently notarizes and certifies the Clearance Letters and Visa Letters at no charge. A Clearance and Visa Letter Notarization and Certification Fee of \$5 is adopted. The fee will generate an additional \$1,160 in revenue. This is classified as a User Driven Revenue.

- The City is now able to license Human Display Establishments, their managers and dancers. A Sexually Oriented Business (SOB) License Fee is adopted with the following structure: \$375 Human Display Establishment Permit, \$100 On-Site Manager's Permit, and \$50 On-Site Dancer's Permit. This fee will generate an additional \$50,625 in revenue. This is classified as a User Driven Revenue.
- The City currently does not charge for any appeal cases that go before the hearing officer when dealing with Vehicles for Hire. The City pays the hearing officer \$200 for every session, even if cancelled or rescheduled. In order to offset this cost, the Department is creating a Vehicle for Hire Appeal Fee for \$100 per case. This fee will generate an additional \$3,500 in revenue. This is classified as a User Driven Revenue.
- In accordance with the Bottom Line Strengthening Program, the Department is increasing the Accident Report Fee from \$4 to \$6. This fee has not been increased since 1995. This increase will generate \$118,702 in additional revenue. This is classified as a User Driven Revenue.
- An increase to the Auction Processing Fee is adopted. The increase from \$10 to \$32 will generate \$100,430 in additional revenue. This is classified as a User Driven Revenue.
- The City is establishing an Impoundment Fee. The fee is justified for any action by a governmental storage facility that preserves, protects or services a vehicle that is stored or parked at the facility. The adopted fee of \$20 per vehicle will generate \$349,000 in additional revenue. This is classified as a Basic City Service Revenue.
- An increase to the Notification Fee is adopted. When a vehicle is received at the San Antonio Police Department Growden Pound, the Department is required by law to send out a notification to the vehicle's owner, and if applicable, the vehicle's lien holder. When the owner/lien holder of the vehicle attempts to retrieve the vehicle, a \$30 fee is charged for the costs associated with mailing the notification (this includes staff time and certified postage costs). The maximum allowable fee under state law is \$32.00 per notification. The current fee will be increased by \$2.00 to the state allowed maximum of \$32.00. The increase will generate \$5,848 in additional revenue. This is classified as a Basic City Service Revenue.
- An increase to the Arrest Record and Search fee is adopted. Currently, the department provides letters regarding criminal history background checks (clearance letters for employment, visa letters for travelers/immigrants), and fingerprint cards for citizens upon request. This involves performing a criminal history review. Currently, the Department charges \$4.00 for clearance letters, \$5.00 for visa letters, and \$5.00 for fingerprint cards. The adopted change will increase the fee for all three services to \$10. This fee has not been adjusted since 1986. The fee increase will generate an additional \$88,956 in revenue. This is classified as a User-Driven Revenue.
- The Department is increasing the following fees associated with Ground Transportation, all classified as Basic City Service Revenues:
 - Increase the Taxicab Permit Fee from \$300 to \$400. This fee has not been adjusted since 1985. This increase will generate an additional \$73,600 in revenue.
 - Increase the Limousine Permit Fee from \$300 to \$400. This fee has not been adjusted since 1995. This increase will generate \$10,000 in additional revenue.
 - Increase the Charter Vehicle Operating Permit Fee for 15 Passengers and Less from \$300 to \$400 and for More than 15 Passengers from \$400 to \$500. This fee was last adjusted in 1995. The increase will generate an additional \$4,200 in revenue.
 - Increase the Tour Vehicle Permit Fee for 15 Passengers and Less from \$300 to \$400 and for More than 15 Passengers from \$400 to \$500. This fee was last adjusted in 1995. The increase will generate an additional \$800 in revenue.
 - Increase the Horse Carriage Permit Fee from \$500 to \$600. This fee was last adjusted in 1983. The increase will generate \$1,500 in additional revenue.
 - Increase the Temporary Tour Bus Permit Fee for a Historical Permit from \$10 to \$20 and for a Regular Permit from \$25 to \$50. This fee has not been adjusted since 1995. This fee increase will generate an additional \$200 in revenue.
 - Increase the Carriage Route/Time Exception Permit Fee from \$10 to \$25. This fee has not been adjusted since 1995. This increase will raise an additional \$2,520 in revenue.

The Public Works Department is adjusting one fee and creating one new fee that will generate a total of \$48,240 in additional revenue for the General Fund.

- The City currently charges a \$20 Origination Fee to right-of-way users for street and sidewalk closures associated with development. The Department will increase the fee to \$50 which will generate an additional \$3,000 in revenue. This is classified as a Basic City Service Revenue.
- The Department will construct and operate a parking lot on Frio Street. This lot could provide overflow parking to the Municipal Court building. The Adopted Budget recommends that two part-time Parking Attendant positions be created in the Public Works Department's Parking Division to collect a \$3 charge for each car parking at the lot. The gross revenue to the General Fund will be \$45,240. After recovering the cost of the Parking Attendant position, it is estimated that \$26,416 in added revenue to the General Fund in FY 2005 will be realized. This is classified as a User Driven Revenue.

- **Other Revenue Issues**

Parade/Special Event Revenue

Several departments are involved in the preparation, coordination and/or the operation of Parades or Special Events (i.e Runs/Walks) that is held in the City. The Police Department coordinates (and often provides) necessary security resources. The Public Works Department coordinates street closure/barricades and cleanup. Parks and Recreation coordinates rental of parks facilities and in some cases staging and sound equipment. Fire coordinates inspection of certain food and float facilities and assesses EMS staffing requirements upon request. There are several small fees associated with the multi-departmental effort. In an effort to provide for a comprehensive and efficient planning that will provide for the full recovery of the City's costs, the City will study the process, workload and policies associated with the conduct of these events in FY 2005. The study will include a best-practices comparison of comparable cities. Potential outcomes could be one consolidated multi-departmental process, additional requirements, and one comprehensive fee, which will provide for the full recovery of the City cost. The results of the study will be brought before City Council during the fiscal year, therefore there is no fiscal impact included in the FY 2005 Adopted Budget.

- **Fund Balance**

The final element of resources available in the General Fund is the fund balance in excess of the \$23.17 million Reserve for Revenue Loss. The General Fund is estimated to have an unreserved fund balance of \$30.52 million that will be used to augment available resources for FY 2005. The \$23.17 million Reserve for Revenue Loss is set aside in the event the City faces a catastrophic event resulting in the loss of a crucial revenue source(s) such as Sales Tax. These Reserves will be used to continue providing essential and critical City services. It has been the objective of City Council to set aside ultimately 5% of the City's General Fund appropriations toward the Reserve for Revenue Loss. The \$23.17 million equates to 3.4% of the FY 2005 Adopted General Fund appropriations.

OTHER FUNDS REVENUES

• Community & Visitor Facilities Fund

The Alamodome Department is increasing one fee associated with event parking at the Alamodome and creating one new fee associated with Alamodome facility improvements and operations. In addition, the department is increasing one fee associated with Wolff Stadium event parking. These three proposals will generate \$402,177 in additional revenue.

- The event parking fees at the Alamodome will increase from \$7 to \$8. This increase will generate \$140,570 in additional revenue.
- A Renewal & Improvement (R&I) Fee is adopted to help fund facility improvements and operations at the Alamodome. The \$0.50 Fee per ticket will generate \$235,912 in additional revenue.
- The event parking fees at Wolff Stadium will increase from \$3 to \$4. This increase will generate \$25,695 in additional revenue.

The Convention Facilities Department is increasing several fees, which will generate \$69,440.

- The Municipal Auditorium rental fee will increase from \$800 to \$1,200 for social events. This increase will generate \$18,000 in additional revenue.
- The Department will increase various fees associated with equipment rental and use of audio visual equipment. The increases will generate an additional \$51,440 in revenue.

• International Center Fund

The Asset Management Department is increasing rental fees at the International Center, which will generate \$7,500 in additional revenue in FY 2005.

- Rental rates for the International Center Conference Center and Room (for non-City Departments) will increase as follows: Conference Center - Increase hourly rate from \$100 to \$125, minimum fee from \$200 to \$250, maximum fee from \$800 to \$1,000; Conference Room - Increase hourly rate from \$10 to \$20, minimum fee from \$20 to \$40 and maximum fee from \$50 to \$100. The adopted rate changes will generate \$7,500 in additional revenue.

• Golf Fund

The City enlisted the assistance of the National Golf Foundation in the spring of 2004 to review the Municipal Golf Course Operations and the feasibility of Privatization. Several recommendations were proposed and the following recommendations are to be implemented:

- Create a separate fee structure for similar courses based on their unique characteristics rather than a system-wide fee structure.
- Reduce the number of fee categories so as to make the system more understandable to customers.
- Eliminate the use of the Discount Card and replace them with golf promotionals which are time certain. The Discount Card will be eliminated by September 30, 2005. The City will honor all existing cards through their respective expiration dates through the end of the fiscal year
- Implementation of new Point of Sale (POS) system at all courses.

The Parks & Recreation Department will increase various fees in Golf Operations for a total increase in revenue of \$526,867 in FY 2005.

Following are the relevant fee changes:

- The Greens Fees at Brackenridge, Olmos Basin and Willow Springs will increase by \$0.50 (Regular Rate) and \$2.00 (Discount Rate to expire 9-30-05), Senior/Disabled rate will be a blended rate of \$10.00 weekday and \$16.00 weekend to generate \$306,434 in additional revenue.
- The Greens Fees at Riverside and Mission Del Lago will decrease by \$2.50 (Regular Rate) and \$1.00 (Discount Rate to expire 9-30-05), Senior/Disabled rate will be a blended rate of \$10.00 weekday and \$16.00 weekend decreasing revenue by \$5,275.
- The Greens Fees at Cedar Creek will increase by \$.50 (Regular Rate) and \$2.00 (Discount Rate to expire 9-30-05), Senior/Disabled rate will be a blended rate of \$16.00 weekday and \$19.00 weekend increasing revenue by \$74,373.
- The Par 3 Green Fees will increase from \$5 per weekday and \$6 per weekend for a Nine-Hole course to a flat rate of \$7; and from \$7 per weekday and \$8 per weekend for an 18-hole course to a flat rate of \$9. This adjustment will generate \$12,305 in additional revenues.
- Range balls will increase by \$1.00 for a small, \$2.00 for a medium and \$2.00 for a large bucket (San Pedro increase for large bucket will only be \$1) of balls increasing revenue by \$72,434.
- The Golf Cart Rental Fees will increase by \$1.00 in order to generate \$66,596 in additional revenue.

- **San Jose Burial Fund**

The Parks and Recreation Department is increasing fees associated with interments and disinterments at the San Jose cemetery, which will generate \$6,250 in additional revenue in FY 2005.

- Interment and Disinterment Fees will increase as follows: Increase infant interment from \$50 to \$100, Cremains from \$100 to \$150, Regular Depth from \$250 to \$350 and Extra Depth from \$375 to \$425. The adopted adjustment will raise an additional \$6,250 in revenue.

- **Aviation Fund**

The Aviation Department will increase Airport Parking Fees, which will generate an estimated \$923,100 in additional revenue in FY 2005.

- Airport parking fees will change as follows: Long-Term Parking from \$8.00 daily maximum to \$9.00 daily maximum; Economy Parking from \$4.50 daily maximum to \$5.00 daily maximum. No change in fee is recommended for short term parking or to the hourly rates. The adopted increase will generate an additional \$923,100 in revenue. The adjustment to the fees is necessary to offset an increase in operating and maintenance expenses and to help finance the cost of the planned expansion of the Airport's parking facilities.

- **Information Technology Services Fund**

The Information Technology Services Department will expand one fee and create three new fees, which will generate \$140,385 in additional revenue in FY 2005.

- The Department will create a Regional Radio Service Fee. With the recent successful implementation of the Public Safety Radio System, the Joint Operations Committee has commenced planning and drafting 3rd party subscriber policy agreements with the intent of marketing this valuable communications resource which covers 1,250 SQ Miles. This service can be marketed to other agencies, local governments, universities, school districts, etc. for a monthly service fee and benefit our community with enhanced regional communications interoperability. The Region 53

Communications Board, responsible for managing and approving frequencies in our region, recently approved an additional 20 frequencies for our Radio System to accommodate regional expansion.

Following is the description of the Class of Service & Rate Structure:

A. Subscriber Users

- (i) Autonomous Public Safety Dispatch Access - Used by Outside Agencies that maintain their own autonomous PSAP/Dispatch Center. The Monthly Subscriber Fee will be \$35 per radio. The Annual Talk Group Fee will be \$5,000 per dedicated Talk Group.
- (ii) Autonomous Local Government Dispatch Access - Used by Outside Agencies that desire to use the Radio System to support internal, autonomous local government (Public Works, Animal Control, etc.) operations. The Monthly Subscriber Fee will be \$35 per radio. The Annual Talk Group Fee will be \$5,000 per dedicated Talk Group.
- (iii) Sponsored Public Safety Dispatch Access - Used by Outside Agencies that do not have their own dispatch operations and rely on a Sponsoring Agency to provide dispatch services. Dispatch services may include operational dispatching of response units and/or requesting criminal justice information. The Monthly Subscriber Fee will be \$35 per radio.

B. Interoperability Users

- (i) PSAP / Dispatch Center Access - Used by Outside Agencies for interoperability purposes only. Limited to control stations. Designed for PSAP to PSAP communications. The annual Subscriber Fee will be \$12 per radio.
- (ii) Interagency Access - Used by Outside Agencies for interoperability purposes only. May include RECEIVE ONLY Primary Dispatch Groups consistent with the jurisdictional location of the Outside Agency. Designed for critical incident / emergency management situations. The annual Subscriber Fee will be \$12 per radio.

C. Critical Incident Support Users

- (i) Critical Incident Support User - Used by Outside Agencies solely to support ongoing critical incidents. These cannot be used for normal day-to-day operations or normal interoperability purposes. The annual Fee will be \$12 per radio.

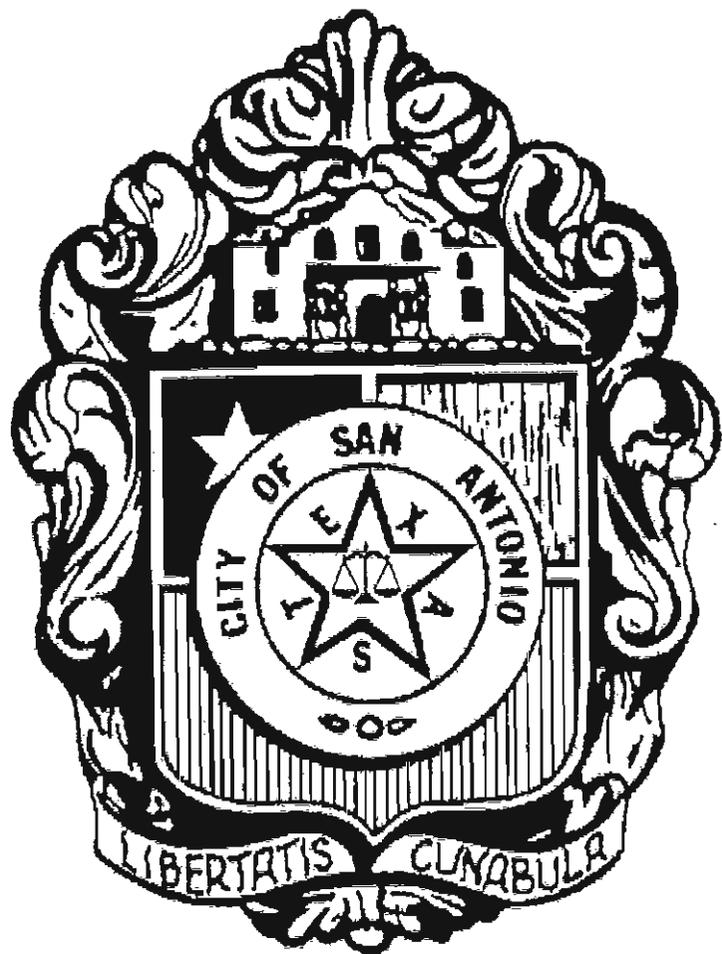
Bexar County will share 20% of revenues (20% owners in system). This new fee will generate \$42,000 in gross revenue, \$33,600 in additional revenue remaining in the ITSD fund.

- The Department will create an Automatic Inspection Notification Fee. An automated email and/or text message notification will be sent to developers and contractors when particular events have occurred within Hansen (i.e. failed inspection). Developers and contractors will be able to subscribe and unsubscribe to the service via a web application. The fee schedule is as follows: \$10 per Residential Building Permit, \$20 per Commercial Building Permit, \$5 per Electrical Permit, \$5 per Mechanical Permit, and \$5 per Plumbing Permit. This new fee will generate an additional \$90,000 in revenue.
- The Department will expand the Internet convenience fee, created in FY 2004, to Aviation Parking Permits. The fee provides a mechanism for the City to recover its costs of providing internet access to its services. The adopted fee of \$5 per transaction will generate \$8,385 in additional revenue.

● **Otto Koehler Fund**

The Parks and Recreation Department is increasing Pavilion Rental Fees, which will generate \$12,900 in additional revenue in FY 2005.

- Pavilion usage fees at the Cypress Pavilion will increase as follows: Increase fees from \$25 to \$40 Monday through Thursday before 5 PM; and from \$65 to \$80 Friday through Sunday, Holidays and after 5 PM Monday through Thursday. The increase will generate \$9,150 in additional revenue.
- Pavilion usage fees at the Koehler Pavilion will increase as follows: Increase fees from \$25 to \$60 Monday through Thursday before 5 PM; and from \$80 to \$100 Friday through Sunday, Holidays and after 5 PM Monday through Thursday. The increases will generate \$3,750 in additional revenue.



Improvements

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
GENERAL FUND		
<i>One-Time Improvements</i>		
Asset Management	Municipal Marketing Plan	0
City Clerk	Create an Online Campaign Finance Reporting System	51,200
Community Initiatives	Senior Resource Center Project	30,000
Contributions to Delegate Agencies	Funding for Diabetes Prevention Program - Bienestar	100,000
	Funding for the Mobile Canteen	125,000
	Funding for the Day Center Program	125,000
	Funding for San Antonio Symphony	320,000
	Increase Funding for Project Quest	500,000
Development Services	GIS Overlay	100,000
Library	Add \$150,000 for Library Materials	150,000
Neighborhood Action	Expand Neighborhood Commercial Revitalization	70,000
Non-Departmental/Non-Operating	Increase Funding for City Council Administrative Assistant Compensation	13,412
	Add Teleconference Video System for City Council C Room	25,000
	Increase Funding for Austin-San Antonio Corridor Council	50,000
Non-Departmental/Non-Operating	Cash Handling Enhancement	64,259
	Professional Services for Texas A&M	200,000
	Funding For Reclasp and Regrade Adjustments	500,000
Parks & Recreation	Willow Springs Golf Course Area Development Plan	25,000
Parks & Recreation	Capital Outlay for Parks Maintenance Crews	89,787
Public Works - Street Maintenance	Increase Contractual Street Maintenance by \$100,000 per District	1,000,000
Special One-Time Projects	Target 500 List - Add Printing	13,000
	Funding for a Downtown Strategic/Master Plan	50,000
	Downtown East End Corridor Revitalization Plan	75,000
	Downtown West End Corridor Revitalization Plan	75,000
	Funding for a Loan to the Bexar County Regional Mobility Authority	500,000
Special One-Time Projects	SATAI	500,000
	Funding For Consultant Services Regarding City Public Service Issues	100,000
Transfer - Other	Reserves for Former SAWS Building Headquarters Renovation	700,000
<i>Subtotal for One-Time Improvements</i>		5,551,658

FY 2005 ADOPTED PROGRAM CHANGES

Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
GENERAL FUND		
<i>Recurring Improvements</i>		
City Attorney	Ethics Review Board and Campaign Finance Reform - Add 1 Attorney III and 1 Paralegal	118,521
City Auditor	Increase Funding for City Auditor Budget	236,804
City Auditor	Add 3 Auditor Positions	204,013
City Clerk	In-lieu 1 Executive Secretary position to an Administrative Assistant II position	2,957
City Clerk	Add 1 Full-Time Administrative Aide Position	0
Code Compliance	Code Compliance Staffing Redirection & Marketing Program	53,000
Code Compliance	Redirect 1 Code Compliance Investigator for Historic Building Enforcement - In Lieu Of	11,987
Community Initiatives	Add 1 Contract Compliance Position	59,182
	Implement Ambassador Program	135,000
	Redirect \$141,000 from Human Development Services Funds to the VITA Program	141,000
	Add 3 Advisors and Three Additional Schools to the San Antonio Education Partnership Scholarship Program	384,828
Contract Services Department	Establish a Contract Compliance/Oversight Organization (Add 6 Positions)	412,780
Customer Service & 311 System	Customer Service/311 Staffing Enhancement (Add 8 Positions)	241,313
Finance	Cash Handling Enhancement - Add 1 Cashier and 1 Office Assistant	52,600
Health	Add 3 Contract Compliance Positions to Establish a Contract Compliance Unit	75,000
	Health Initiative	274,475
Health	Cash Handling Enhancement	38,803
	Add 1 Fiscal Planning Manager	67,347
Human Resources	Cash Handling Enhancement	11,251
Library	Adult Education - Alliances/Partnerships/Costs	72,973
Library	Cash Handling Enhancement	10,480
Mayor & Council	Increase Funding for City Council Administrative Assistant Compensation	26,034
Municipal Courts	Add 2 Marshals to Implement Warrant Marshals Pilot Program	121,215
ND/NO - DAMA Transition Office	Add 1 Sr. Planner (Redirected from Planning)	47,454
	Defense Adjustment Management Authority (DAMA) Transition Office Implementation	179,397
Non-Departmental/Non-Operating	Certification Pay Pilot Program	162,687

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
GENERAL FUND		
<i>Recurring Improvements</i>		
Non-Departmental/Non-Operating	Performance Pay - FY 06	1,274,166
	Performance Pay - FY 05	1,274,166
	Market Salary Adjustment	3,278,511
Parks & Recreation	Add 3 Contract Compliance Positions to Establish a Contract Compliance Unit	155,900
Parks & Recreation	Add 1 Construction Inspector	39,462
	Add 1 Landscape Architect	55,851
Police	Continue funding for Crisis Response Team	449,551
Police	Differential Police Response - Add 11 Additional Expeditors	258,467
Public Utilities Office	Add 5 Positions to Establish a Public Utilities Group	330,010
Public Works	Increase Graffiti Abatement Services	25,000
Public Works	Create Capital Improvement Project Management Team - Add 3 Positions	38,836
	Add 2 Real Estate Specialists	91,398
	Create Capital Improvement Project Management Team - Add 5 Positions	248,338
Special One-Time Projects	Military Initiatives and BRAC	75,000
	Hunger & Homelessness Initiative	297,304
Special One-Time Projects	Add Funding for Professional Services to support Indirect Cost Plan	50,000
	Add Funding for Professional Services to Support Development of the Comprehensive Annual Financial Report	90,000
Transfer - Other	Increase Transfer to Parking Fund for two PT Parking Attendants For Frio St. Parking Lot	18,824
	<i>Subtotal for Recurring Improvements</i>	11,191,885
	Total GENERAL FUND	16,743,543

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Airport Operating & Maintenance Fund		
Aviation	International Airport Initiative	50,000
Aviation	Certification Pay Pilot Program	14,214
	Performance Pay	117,407
	Add 3 Contract Complinance Positions to Establish a Contract Compliance Unit	124,145
	Market Salary Adjustment	324,879
Contributions to Delegate Agencies	Funding for San Antonio Symphony	80,000
<i>Total Airport Operating & Maintenance Fund</i>		710,645

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Building Maintenance Fund		
Asset Management	Certification Pay Pilot Program	15,724
	Performance Pay	32,075
	Market Salary Adjustment	93,581
<i>Total Building Maintenance Fund</i>		<u>141,380</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Community & Visitor Facilities Fund		
Alamodome	Certification Pay Pilot Program	1,250
	Performance Pay	1,625
	Market Salary Adjustment	3,977
	Performance Pay	22,426
	Market Salary Adjustment	57,139
Convention & Visitors Bureau	Performance Pay	34,490
	Market Salary Adjustment	78,444
Convention Facilities	Certification Pay Pilot Program	2,818
	Add 1 Administrative Assistant II	39,821
	Performance Pay	78,031
	Market Salary Adjustment	215,789
	Add 7 Positions Redirected from Alamodome	341,653
Cultural Affairs	Cultural Collaborative	48,000
Cultural Affairs	Performance Pay	5,209
	Market Salary Adjustment	11,086
International Affairs	Performance Pay	4,074
	Market Salary Adjustment	8,149
Non-Departmental/Non-Operating	Performance Pay	1,477
	Market Salary Adjustment	2,955
Total Community & Visitor Facilities Fund		958,413

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Community Development Block Grant Fund		
Neighborhood Action	Add Funding for Showcase of Homes	25,000
	Infrastructure - Neighborhood Improvement Districts	45,000
<i>Total Community Development Block Grant Fund</i>		<u>70,000</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Employee Benefits Fund		
Human Resources	Performance Pay	7,756
	Market Salary Adjustment	17,372
<i>Total Employee Benefits Fund</i>		<u>25,128</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Environmental Services Fund		
Environmental Services	Geo-Probe/Staff Resources	0
	Add 2 Route Analysts	0
	In House NEPA/Staff Resources	0
	Cash Handling Enhancement	2,400
	Certification Pay Pilot Program	8,718
	Performance Pay	158,714
	Market Salary Adjustment	461,216
<i>Total Environmental Services Fund</i>		<u>631,048</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Golf Fund		
Parks & Recreation	Certification Pay Pilot Program	3,730
	Performance Pay	23,307
	Market Salary Adjustment	65,809
<i>Total Golf Fund</i>		<u>92,846</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Information Technology Services Fund		
Information Technology Services Department	Performance Pay	107,236
	Market Salary Adjustment	235,147
<i>Total Information Technology Services Fund</i>		<u>342,383</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
International Center Fund		
Asset Management	Performance Pay	927
	Performance Pay	1,518
	Market Salary Adjustment	1,854
	Market Salary Adjustment	4,554
<i>Total International Center Fund</i>		<u>8,853</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Liability Insurance Fund		
City Attorney	Performance Pay	6,255
	Market Salary Adjustment	13,894
Human Resources	Performance Pay	1,641
	Market Salary Adjustment	3,552
<i>Total Liability Insurance Fund</i>		<u>25,342</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
<i>Occupational Health Fund</i>		
Health	Performance Pay	2,680
	Market Salary Adjustment	5,803
Human Resources	Performance Pay	509
	Market Salary Adjustment	1,017
<i>Total Occupational Health Fund</i>		<u>10,009</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Official City Store Fund		
Convention & Visitors Bureau	Performance Pay	1,687
	Market Salary Adjustment	4,561
<i>Total Official City Store Fund</i>		<u>6,248</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Parking Fund		
Public Works	Add 2 Part-Time Positions for Frio St. Lot Improvement	0
	Certification Pay Pilot Program	879
	Performance Pay	22,819
	Market Salary Adjustment	65,478
	Add 14 Positions (Redirection from Asset Management)	708,484
Total Parking Fund		<u>797,660</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Parks Development & Expansion Fund		
Parks & Recreation	Add one Special Projects Manager to the Linear Park Program	80,000
<i>Total Parks Development & Expansion Fund</i>		<u>80,000</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Police Confiscated Property Fund		
Police	Partially Fund Build Out for a Crisis Care Center	100,000
<i>Total Police Confiscated Property Fund</i>		<u><i>100,000</i></u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Public Health Support Fund		
Health	Performance Pay	13,892
	Market Salary Adjustment	37,074
<i>Total Public Health Support Fund</i>		<u>50,966</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Purchasing & General Services Fund		
Purchasing & General Services	Performance Pay	62,625
	Certification Pay Pilot Program	73,068
	Market Salary Adjustment	171,492
<i>Total Purchasing & General Services Fund</i>		<u>307,185</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Rabies Control Fund		
Health	Performance Pay	1,182
	Market Salary Adjustment	3,547
<i>Total Rabies Control Fund</i>		4,729

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
SALDC Fund		
Economic Development	Performance Pay	3,768
	Market Salary Adjustment	7,888
<i>Total SALDC Fund</i>		11,656

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
San Jose Burial Fund		
Parks & Recreation	Certification Pay Pilot Program	845
	Performance Pay	2,149
	Market Salary Adjustment	6,447
<i>Total San Jose Burial Fund</i>		<u>9,441</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Storm Water - Regional Detention Ponds		
Public Works	Performance Pay	4,834
	Market Salary Adjustment	11,397
<i>Total Storm Water - Regional Detention Ponds</i>		<u>16,231</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Storm Water Fund		
Development Services	Performance Pay	1,370
	Market Salary Adjustment	3,187
Public Works	Certification Pay Pilot Program	4,436
	Performance Pay	70,399
	Flood Buy Out Properties Maintenance	85,680
	Add Funding for Rate Increase Study	100,000
	Market Salary Adjustment	201,883
Total Storm Water Fund		<u>466,955</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
TIF Fund		
Neighborhood Action	Performance Pay	2,738
	Market Salary Adjustment	5,815
<i>Total TIF Fund</i>		8,553

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

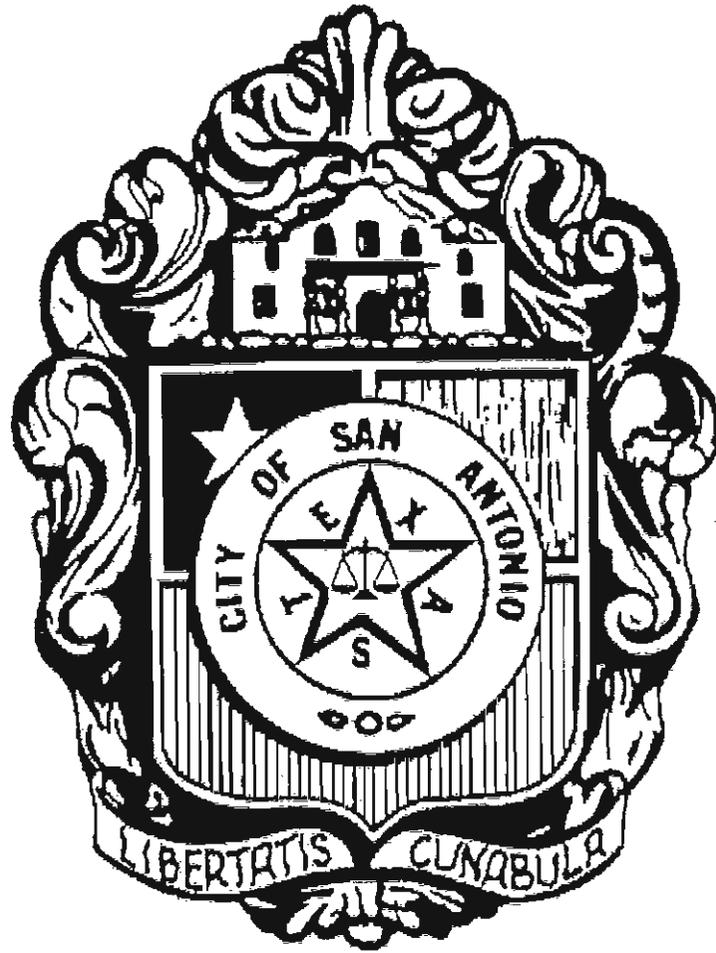
<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Workers' Compensation Fund		
City Attorney	Performance Pay	3,252
	Market Salary Adjustment	7,582
Finance	Performance Pay	1,034
	Market Salary Adjustment	2,069
Human Resources	Certification Pay Pilot Program	3,207
	Performance Pay	7,043
	Market Salary Adjustment	15,809
<i>Total Workers' Compensation Fund</i>		<u>39,996</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Streets Fund		
Public Works	Performance Pay	7,384
	Market Salary Adjustment	19,261
<i>Total Streets Fund</i>		<u>26,645</u>

FY 2005 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Recreation Athletic Fund		
Parks & Recreation	Performance Pay	2,712
	Market Salary Adjustment	8,137
<i>Total Recreation Athletic Fund</i>		<u>10,849</u>



Mandates

FY 2005 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
GENERAL FUND		
Community Initiatives	Add 4 Positions for Ferrari Regional Leadership Development Center	105,868
	Add 1 Technical Systems Supervisor and Operating Expenses For Carver Civic Center	121,978
Fire	Fire TDH EMT Basic Recertification Fee	3,854
	Training Academy Support	68,475
	Fire Longevity	375,590
	Self-Contained Breathing Apparatus (SCBA) Replacements	575,300
	Fire Contract	4,582,048
Fire - EMS	EMS TDH EMT Paramedic Recertification Fee Increase	1,785
	EMS Medical Supply Fee Increase	71,075
	EMS Longevity	99,977
	Fire Contract/EMS	1,590,810
Library	Add 3 Positions for Great Northwest Library Expansion - 1999 Bond Prog.	36,227
	Add 6 Positions for Semmes Branch Library - 1999 Bond Program	37,703
Non-Departmental/Non-Operating	Oberthur Tax Abatement Payment	93,660
Parks & Recreation	1994 Bond Prog. Lincoln Swimming Pool	9,600
	2003-2007 Bond Prog. Mobile Support Crew	28,653
	Add 3 Park Police Officers/Outer Districts - Operating Support	47,550
	1994 Bond Prog. Lincoln Swimming Pool	47,597
	2003-2007 Bond Program - Bond Prog. Maintenance and Operations Support	70,800
	2003-2007 Bond Prog. Mobile Support Crew	132,738
	Add 3 Park Police Officers/Outer Districts	137,085

FY 2005 ADOPTED PROGRAM CHANGES
Mandates

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
GENERAL FUND		
Police	2002 Local Law Enforcement Block Grant (LLEBG) - SWAT	22,920
	Medical Examiner Contract - Recurring	30,000
	2002 Local Law Enforcement Block Grant (LLEBG) - Gang Task Force	56,700
	Police Helicopter Overhaul/Maintenance	277,507
	Longevity - Recurring	666,331
	Police Contract - Recurring	5,814,199
Public Works	Landfill Disposal Fee Increase	13,391
	Spill Prevention Containment and Control - Recurring	140,000
Total GENERAL FUND		<u>15,259,421</u>

FY 2005 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Airport Operating & Maintenance Fund		
Aviation	Fire Contract/EMS	146,726
<i>Total Airport Operating & Maintenance Fund</i>		<u>146,726</u>

FY 2005 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Community & Visitor Facilities Fund		
Convention Facilities	Maintenance Contractual Obligations	33,000
Non-Departmental/Non-Operating	Hosting Obligations	452,000
<i>Total Community & Visitor Facilities Fund</i>		<u>485,000</u>

FY 2005 ADOPTED PROGRAM CHANGES
Mandates

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Environmental Services Fund		
Environmental Services	Increase Funding for Payments to City Public Service for Billing Services	77,765
	Increase Funding for Collection and Disposal Contracts	649,553
<i>Total Environmental Services Fund</i>		<i>727,318</i>

FY 2005 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
<i>Liability Insurance Fund</i>		
Human Resources	Third Party Administrator Contract Cost Increases - Liability Fund	32,373
<i>Total Liability Insurance Fund</i>		<u>32,373</u>

FY 2005 ADOPTED PROGRAM CHANGES
Mandates

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Purchasing & General Services Fund		
Purchasing & General Services	Install Oil Water Separator to Meet EPA Requirements	30,000
	Provide Funding for the Purchase of Ultra Low Sulfur Diesel Fuel	100,000
Total Purchasing & General Services Fund		130,000

FY 2005 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Storm Water Fund		
Public Works	Storm Landfill	13,861
Total Storm Water Fund		13,861

FY 2005 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
<i>Workers' Compensation Fund</i>		
Human Resources	Riverview Office Space Lease - Workers' Comp Fund	7,346
<i>Total Workers' Compensation Fund</i>		<u>7,346</u>

Reductions

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

Fund/ Department	Program Change Title	First Year Amount
GENERAL FUND		
City Attorney		
	Eliminate 1 legal Secretary	38,404
City Clerk		
	Employee Uniform Initiative	346
Code Compliance		
	Reduce Overtime Budget	2,750
	Employee Uniform Initiative	4,368
	Extend Vehicle Life	41,513
Community Initiatives		
	Employee Uniform Initiative	319
	Extend Vehicle Life	509
	Reduce Overtime Budget	2,681
	Savings from San Antonio Education Partnership Scholarship Scheduled Payments	255,746
Development Services		
	Eliminate Underutilized Vehicles	2,672
	Employee Uniform Initiative	4,662
	Reduce Overtime Budget	9,176
	Reduce funds for Undesirable Business Operations Amortization	20,000
	Reduce Funds for International Commercial Code (ICC) Examination Services	25,000
	Extend Vehicle Life	25,875
External Relations		
	Reduce Line Item Budgets	9,675
Finance		
	Redirect 1 Tax Investigator Position to Financial Audits	0
	Extend Vehicle Life	247

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
GENERAL FUND		
Finance		
	Reduce Overtime Budget	1,000
	Eliminate Underutilized Vehicles	2,175
	Eliminate 1 Sr. Office Assistant	28,876
Fire		
	Vehicle In-House Repair	3,555
	Eliminate Safehouse Overtime for Rodeo	12,000
	Eliminate Underutilized Vehicles	12,867
	Reduce Overtime Budget	91,469
	Extend Vehicle Life	231,815
Fire - EMS		
	Eliminate Underutilized Vehicles	3,454
	Vehicle In-House Repair	3,555
	Eliminate 2 Stock Clerks	54,418
	Eliminate Mortuary Service Contract	61,168
	Extend Vehicle Life	102,578
Health		
	Redirect 1 Public Health Nurse in Environmental Health to Nursing Services	0
	Eliminate Underutilized Vehicles	2,017
	Employee Uniform Initiative	6,698
	Extend Vehicle Life	10,568
	Reduce Linen and Laundry Service Budget	11,000
	Eliminate 1 Laboratory Assistant	26,798
	Eliminate 1 Secretary II	28,421
	Reduce Overtime Budget	30,000
	Unfund one Abatement Officer	43,590

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

Fund/ Department	Program Change Title	First Year Amount
GENERAL FUND		
Human Resources		
	Redirect 1 Department Systems Specialist to ERM Post Production Support	61,883
Library		
	Extend Vehicle Life	496
	Employee Uniform Initiative	973
Municipal Courts		
	Extend Vehicle Life	196
	Employee Uniform Initiative	675
	Eliminate Underutilized Vehicles	2,438
	Reduce Overtime Budget	15,000
	Eliminate 1 Office Assistant	15,821
	Eliminate 1 Administrative Aide	31,941
Municipal Elections		
	Reduce Overtime Budget	800
Neighborhood Action		
	Extend Vehicle Life	194
Non-Departmental/Non-Operating		
	Extend Vehicle Life	2,734
	Energy Savings from LED Traffic Signal Lights	200,000
Parks & Recreation		
	Vehicle In-House Repair	5,333
	Eliminate Underutilized Vehicles	8,579
	Eliminate One Inactive Kid Quest Site	12,487
	Employee Uniform Initiative	27,211
	Reduce Overtime Budget	43,416
	Eliminate 1 Graphic Designer	52,964
	Extend Vehicle Life	124,843

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
GENERAL FUND		
Parks & Recreation		
	Eliminate 12 Positions and Redirect Bulk Mowing to Outside Contract	175,651
	Tower of the Americas Transitional Operations	385,090
Planning		
	Extend Vehicle Life	497
	Reduce Printing Budget	5,000
	Redirect 1 Sr. Planner to DAMA Transition Office	47,454
Police		
	Eliminate Underutilized Vehicles	19,889
	Vehicle In-House Repair	639,036
	Extend Vehicle Life	700,236
Public Works		
	Vehicle In-House Repair	2,666
	Eliminate Underutilized Vehicles	4,554
	Employee Uniform Initiative	4,748
	Reduce Overtime Budget	10,000
	Extend Vehicle Life	56,281
	Adjust Indirect Costs Storm Water Fund	95,486
	Administrative Reductions (Eliminate 8 Positions)	324,457
Public Works - Street Maintenance		
	Employee Uniform Initiative	6,048
	Vehicle In-House Repair	8,888
	Eliminate Underutilized Vehicles	9,371
	Reduce Overtime Budget	115,000
	Extend Vehicle Life	182,188

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
GENERAL FUND		
<u>Special One-Time Projects</u>		
	Redirect Human Development Services Funds to Multiple New Initiatives	890,000
<i>Total GENERAL FUND</i>		<u>5,502,489</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Airport Confiscated Property Fund		
<u>Aviation</u>	Employee Uniform Initiative	692
<i>Total Airport Confiscated Property Fund</i>		<u>692</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Airport Operating & Maintenance Fund		
<hr/>		
Aviation		
	Vehicle In-House Repair	888
	Employee Uniform Initiative	7,235
	Reduce Overtime Budget	70,000
	<i>Total Airport Operating & Maintenance Fund</i>	<u>78,123</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Building Maintenance Fund		
<hr/>		
Asset Management		
	Employee Uniform Initiative	2,277
	Extend Vehicle Life	13,361
	Reduce Cost of Maintenance Services - Bldg Maintenance Fund	436,313
	Redirect to Parking Fund 14 Positions	649,951
	Total Building Maintenance Fund	1,101,902

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

Fund/ Department	Program Change Title	First Year Amount
Community & Visitor Facilities Fund		
Alamodome		
	Extend Vehicle Life	-770
	Employee Uniform Initiative	180
	Reduce Overtime Budget	600
	Employee Uniform Initiative	720
	Vehicle In-House Repair	889
	Extend Vehicle Life	2,318
	Eliminate 2 Positions	53,783
	Redirect 7 Positions to Convention Facilities	341,653
	Reduce non-personal services - various line items	342,871
	Eliminate 18 Positions	491,354
Convention & Visitors Bureau		
	Extend Vehicle Life	1,184
	Reduce Gas & Electricity	9,400
	Reduce Temporary Svcs	20,000
	Reduce Mail Service	30,000
	Reduce Communications Line Item	45,000
	Reduce Mail Service	46,000
	Reduce Printing (Collateral) Advertising	50,000
	Reduce Transfer to Visitor Info. Center/Official City Store	58,424
	Reduce Mail Service (Advertising 05)	60,000
	Reduce Advertising	70,000
	Reduce Transfer to Visitor Info. Center/Official City Store	73,424
	Reduce Travel & Local Hosting	100,000
	Freeze three positions	124,298
	Reduce Communications Line Item	130,750

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Community & Visitor Facilities Fund		
Convention Facilities		
	Eliminate 185 Unfunded Positions	0
	Extend Vehicle Life	2,322
	Employee Uniform Initiative	6,593
	Reduce various line items	385,902
	Eliminate 31 Positions and Unfund 2 positions	1,010,374
Cultural Affairs		
	Increase Turnover	33,874
	Reduce Neighborhood Heritage Initiative Program	60,000
International Affairs		
	Extend Vehicle Life	938
	Reduce Fees to Other Contractors	7,206
Total Community & Visitor Facilities Fund		3,559,287

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Environmental Services Fund		
Environmental Services		
	Employee Uniform Initiative	12,611
	Eliminate Underutilized Vehicles	13,164
	Vehicle In-House Repair	111,069
	Increase Efficiency Associated with Single Stream Collection of Recyclables	125,073
	Reimbursement for Costs of Technical Staff	231,173
	Extend Vehicle Life	352,087
	One-Time Reduction in Maintenance and Repair for New Garbage Trucks	454,590
	Total Environmental Services Fund	1,299,767

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Equipment Renewal & Replacement Fund		
<u>Purchasing & General Services</u>	Vehicle In-House Repair	4,444
<i>Total Equipment Renewal & Replacement Fund</i>		<u>4,444</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

Fund/ Department	Program Change Title	First Year Amount
Golf Fund		
<hr/>		
Parks & Recreation		
	Reduce Overtime Budget	50
	Employee Uniform Initiative	712
	Vehicle In-House Repair	889
	Extend Vehicle Life	34,629
<i>Total Golf Fund</i>		<u>36,280</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	Program Change Title	<u>First Year Amount</u>
Information Technology Services Fund		
<u>Information Technology Services Department</u>		
	Employee Uniform Initiative	201
	Extend Vehicle Life	2,169
	Eliminate Underutilized Vehicles	3,322
	Reduce Overtime Budget	5,300
	Cancel Office Space Lease with Business Technology Center	32,147
	Reduce Enterprise Licensing Agreement (ELA) with Software AG	96,562
	Replace Mainframe Server Platform	113,568
	<i>Total Information Technology Services Fund</i>	<u>253,269</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
International Center Fund		
<u>Asset Management</u>		
	Employee Uniform Initiative	190
<i>Total International Center Fund</i>		<u>190</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
 Liability Insurance Fund		
<hr/>		
Human Resources		
	Elimination of 1/2 of a Sr. Management Analyst Position and Line Item Red - Liability	30,247
 <i>Total Liability Insurance Fund</i>		 <u>30,247</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Occupational Health Fund		
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Health		
	Employee Uniform Initiative	76
	Reduction of Fees to Professional Contractors	30,000
	<i>Total Occupational Health Fund</i>	30,076

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Parking Fund		
<u>Public Works</u>		
	Employee Uniform Initiative	1,786
	Extend Vehicle Life	3,991
	Reduce Overtime Budget	70,000
<i>Total Parking Fund</i>		<u>75,777</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Police Confiscated Property Fund		
<u>Police</u>	Extend Vehicle Life	19,612
<i>Total Police Confiscated Property Fund</i>		<u>19,612</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Project Management Office Fund		
<u>Project Management Office</u>	Extend Vehicle Life	1,565
<i>Total Project Management Office Fund</i>		<u>1,565</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

Fund/ Department	Program Change Title	First Year Amount
Public Health Support Fund		
Health	Extend Vehicle Life	-5,832
	Employee Uniform Initiative	204
	Eliminate 1 Case Aide in Public Health Support Project	28,847
<i>Total Public Health Support Fund</i>		<u>23,219</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Purchasing & General Services Fund		
<u>Purchasing & General Services</u>		
	Reduce Overtime Budget	3,700
	Employee Uniform Initiative	4,702
	Eliminate Underutilized Vehicles	7,616
	Extend Vehicle Life	26,171
	Increase Turnover (7 Positions)	219,919
	<i>Total Purchasing & General Services Fund</i>	<u>262,108</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Rabies Control Fund		
<u>Health</u>		
	Employee Uniform Initiative	123
	Reduce Overtime Budget	3,595
	<i>Total Rabies Control Fund</i>	<u>3,718</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
San Jose Burial Fund		
<hr/>		
<u>Parks & Recreation</u>		
	Employee Uniform Initiative	72
	Reduce Overtime Budget	150
	Extend Vehicle Life	1,619
	<i>Total San Jose Burial Fund</i>	<u>1,841</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
	Storm Water - Regional Detention Ponds	
<u>Public Works</u>		
	Extended Vehicle Life	2,833
	<i>Total Storm Water - Regional Detention Ponds</i>	<u>2,833</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Storm Water Fund		
<hr/>		
Public Works		
	Employee Uniform Initiative	4,713
	Vehicle In-House Repair	51,847
	Extend Vehicle Life	196,485
	Total Storm Water Fund	253,045

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

Fund/ Department	Program Change Title	First Year Amount
Streets ROW		
Public Works		
	Employee Uniform Initiative	88
	Extend Vehicle Life	5,573
	<i>Total Streets ROW</i>	<i>5,661</i>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

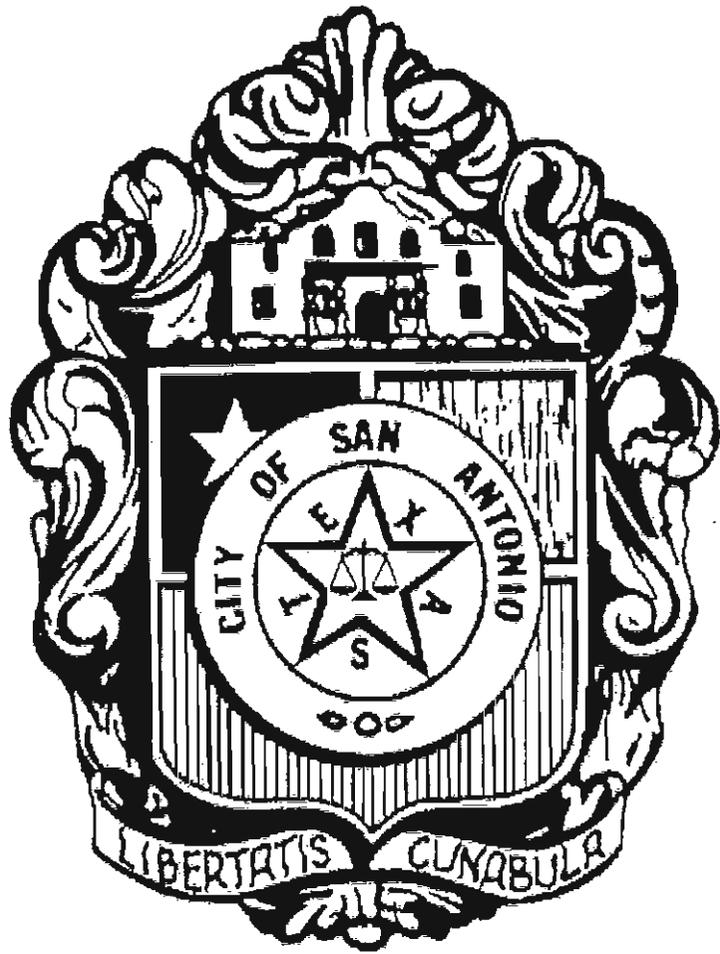
<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
TIF Fund		
<hr/>		
Neighborhood Action	Reduce Line Items	21,615
	Unfund one Financial Analyst, one Special Projects Coordinator, and one City Atty III	195,096
<i>Total TIF Fund</i>		<u>216,711</u>

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

Fund/ Department	Program Change Title	First Year Amount
Workers' Compensation Fund		
<hr/>		
Finance		
	Extend Vehicle Life	502
<hr/>		
Human Resources		
	Eliminate 1/2 of a Sr. Management Analysts and Various Line Items	30,247
Total Workers' Compensation Fund		30,749

FY 2005 ADOPTED PROGRAM CHANGES
Reduction

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Recreation Athletic Fund		
<hr/>		
<u>Parks & Recreation</u>		
	Employee Uniform Initiative	381
	<i>Total Recreation Athletic Fund</i>	<u>381</u>



Personnel Compensation

PERSONNEL COMPENSATION POLICY ISSUES

Market Salary Adjustment & Performance Pay. The City recognizes the dedications and commitment to public service portrayed by City employees. Among our most valuable assets the City employees are responsible for delivery of critical services to over a million citizens each day and 20 million visitors each year. The Five Year Financial Forecast presented in May 2004 and outlined in the 2004 City Council Goals and Objectives Work Session identified the City's workforce compensation issues. Providing an enhanced compensation package has been a priority in finalizing the FY 2005 Adopted Budget.

The Adopted Budget provides a civilian compensation package that includes a market salary adjustment and performance pay incentive for eligible employees. The combined cost is \$4.6 million in the General Fund and a total of \$8.4 million for all funds. The market salary adjustment, effective in October 2004, will be distributed to civilian full-time and part-time employees with annual salaries as follow:

- Employees with \$40,000 annual base salary and below will receive a 3% salary increase
- Employees with above \$40,000 annual base salary will receive a 2% salary increase

The market salary adjustment totals \$6.0 million in All Funds and \$3.3 million in the General Fund.

To reward those employees who routinely demonstrate exemplary performance in providing the highest quality of service, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will also be able to receive performance pay targeted for May 2005. The FY 2005 Budget includes an equivalent of 2% of civilian salaries totaling \$2.3 million for All Funds and \$1.3 million in the General Fund for this incentive. In addition, a reserve has been allocated for full year funding of this incentive in FY 2006. The City's existing Employee Performance Management & Development System will serve as the foundation for the successful and effective implementation of this performance pay distribution.

The FY 2005 Adopted Budget also includes \$13.3 million for contractually required pay increases for uniform police, fire, and emergency medical service (EMS) personnel in accordance with the City's Collective Bargaining Agreements with the San Antonio Professional Firefighters Association and the San Antonio Police Officer Association. In FY 2005, the Fire and EMS uniform employees will receive a 3% pay increase, contractually required increases in longevity pay, increases to incentive pays, and the addition of step increases for the ranks of Lieutenant, Captain, and District Chief. The FY 2005 Adopted Budget includes \$6.8 million for these Fire uniform compensation enhancements. Also in FY 2005, the Police uniform employees will receive a 3% pay increase, increase in incentive pays, and contractually required increases in longevity pay. The FY 2005 Adopted Budget includes \$6.5 million for these compensation enhancements.

Reclass & Regrade Adjustments. The Adopted Budget also sets aside \$500,000 to address compression issues in certain job classifications to keep the pay scales competitive with the local market allowing the City to continue attracting and retaining quality employees in these positions. In FY 2004, the minimum starting salaries for 33 job classifications was increased or regraded totaling \$635,585 in All Funds. The action resulted in salary increases for over 500 existing employees. A total of \$686,000 is budgeted in the current services budget for FY 2005 to continue to pay full-year funding for the regrades implemented in FY 2004.

Certification Pay Pilot Program. The concept of paying employees for additional skills obtained is adopted in FY 2005 with the implementation of a pilot Certification Pay program. The program will focus on rewarding employees for the obtainment of approved certifications, primarily in skilled craft and service/maintenance jobs. Examples include Gardeners, Electricians, Plumbers, Inspectors, and Equipment Technicians. The program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification. FY 2005 Adopted Budget includes \$162,687 in the General Fund and a total of \$291,571 in all funds to cover the costs of this pilot program.

Employee Health Benefits Program. The City has long maintained as a significant employment benefit a health insurance program for employees, their dependents, and eligible City retirees. However, as described in the Five Year Financial Forecast, the City's ability to maintain this benefit has been threatened by significantly rising medical and prescription costs that have increased in recent years well above the normal rate of inflation. National authorities project medical costs to increase by 10% to 15% in FY 2005 with prescription costs increasing at a rate of 10% to 18% in FY 2005.

The Employee Benefits Fund actual end-of-year balance for FY 2003 was a negative \$19.9 million. The Five Year Financial forecast presented to City Council in May 2004 indicated that the Fund would have a negative ending balance of \$25.8 million in FY 2005. Through the following policy issue adjustments included as part of the Adopted Budget Totaling \$8.1 million, the Employee Benefits Fund is projected to have a FY 2005 revised negative ending balance of \$22.5 million. (The Five Year Financial Forecast also assumed savings from many of the Benefit Program Changes listed below.)

FY 2005 Adopted Employee Benefit Program Changes	
Policy Issue	Savings
Third Party Administrator	\$4.5 M
Self Insured Health Maintenance Organization	2.3 M
Employee Premium Adjustments	.8 M
CitDent, Cobra, Medicare Premiums	.2 M
Tricare Supplement & Advantage 90	.3 M
Total	\$8.1 M

The City's Employee Benefits Program allows employees to select between a Health Maintenance Organization (HMO) or the City's self-funded CitiMed program. Revenues for the benefits fund are derived primarily from departmental assessments (funded by each of the City Funds to which an employee is budgeted) and participant premiums. However, as with many employers, the City faces rising healthcare costs in prescriptions and medical claims and therefore has identified a need to reevaluate plan funding and design strategies in order to mitigate pressures of rising health care costs.

To maximize efficiency and ensure competitive medical pricing in the plan, a combined Health and Benefits Request for Proposal (RFP) process was released in March 2004. The RFP was designed specifically to seek opportunities to restructure the City's benefit plan and take advantage of possible network changes and discount improvements. Currently, staff in the process of finalizing information received from these vendors and a recommendation for Third party Administrator, Preferred Provider Network and Utilization Review will be forthcoming. Negotiations thus far have indicated the Health and Benefits Request for Proposal efforts will increase provider discounts resulting in **estimated savings of a least \$4.5 Million in claims costs** beginning in FY 2005 with many opportunities for enhanced services through wellness and disease management program offerings.

The CitiMed program currently provides a benefit package to employees for a monthly premium of \$5 for single employees and \$15 for employees with dependents. These premiums were introduced in FY 2004 in an effort to offset escalating costs. Prior to this fiscal year, the CitiMed program was offered to employees and their dependents free of charge. For FY 2005, the City has formulated a strategy to establish a funding ratio plan to address the long-term financial needs of the benefits program first by transforming the traditional premium tier structure and then applying a subsidy philosophy to those tiers in order to fairly share the cost burden of employee health benefits plan premiums. This premium strategy is expected to generate \$786,511 in additional revenue. **Within the adopted revised structure, the City will cover 1.) 97% of an employee's; 2.) 90% of a child's; and 3.) 85% of a spouse's monthly health insurance plan costs.** The current structure of Employee, Employee plus one dependent, and Employee plus two or more dependents will transition to the following structure.

**CitiMed Health Benefit Plan for Civilian Employees
Adopted Premium Structure for FY 2005 (Effective January 1, 2005)**

Category	Monthly City Share	Monthly Employee Share
Employee Only	\$227	\$7
Employee + Child(ren)	384	25
Employee + Spouse	426	42
Employee + Family	584	59

In addition to premium structure changes for employees, the City is proposing increased premiums for CitiDent, Cobra participants and CitiMed Retirees to generate an estimated \$194,940 in additional revenue. The addition of a Tricare Supplement as an optional plan for City employees who are retired from the military and covered under Tricare will result in estimated savings of \$338,275. The conversion of the fully insured HMO plan to a self-funded plan will result in one-time savings of \$2.25 million. Finally, the addition of an Advantage90 program through Walgreens will provide increased discounts for 90-day prescriptions purchased at the retail level and result in estimated savings of \$30,000.

The adopted budget also includes \$200,000 to retain a benefits consultant to provide recommendations for the development of a comprehensive benefit strategy that will: 1.) Assess and measure the effectiveness of current plan offerings; 2.) Evaluate utilization patterns and recommend plan modification; 3.) Project plan costs based on variant models of plan design and proposing alternative funding vehicles; 4.) Provide actuarial analysis and review; and 5.) Assess the contribution strategy of health plans. The consultant will also be utilized to assist the City in health benefit discussions during the upcoming negotiations with the Police & Fire associations in 2005.

TMRS 2005 Contribution Rate Mandated Increase. One of the many benefits offered to the City of San Antonio employees is a two-to-one match towards the Texas Municipal Retirement System (TMRS). Permanent City of San Antonio employees automatically become members of the TMRS on the first date of employment. Employees contribute 6% of their gross earnings to TMRS, and the City contributes two times the employee's contribution, or 12% of their gross earnings. City employees become 100% vested after five years of service. Effective for FY 2005, the TMRS reduced the assumed actuarial interest rate and payroll growth assumptions utilized in calculating city contribution rates. This resulted in a 0.82% TMRS City contribution rate increase. In terms of dollars, the FY 2005 Adopted Budget includes an additional \$1.6 million for All Funds to sufficiently provide the required match to TMRS.

Employee Uniform Initiative. Working toward the goal of reducing costs while improving the quality of consistency of City issued uniforms, the Purchasing & General Services Department has begun initial steps to develop a standard employee uniform initiative. This will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent City employees. Over 3,000 civilian City employees in over 145 job classifications are currently issued some type of clothing or uniform. Under this initiative, all employees within specific job classes will be provided with uniforms appropriate for their work environment in an effort to increase safety, promote a positive public perception, and maintain a consistent level of quality for clothing provided to employees. By providing citywide consolidated process for uniform purchases/leases and distribution, savings will be realized to individual department budgets. This initiative is estimated to generate savings in FY 2005 of \$100,000 in All Funds and \$56,136 of savings in the General Fund.

Collective Bargaining. A collective bargaining agreement was signed with the San Antonio Professional Fire Fighters' Association (SAPFFA) for a period of June 3, 2002 through September 30, 2005. The projected cost of the four-year agreement is \$39.87 million. The agreement provides a 3% wage increase; which includes the new steps from Fire Fighter Step D & E, Fire Apparatus Operator Step C & D and Step B in the ranks of Lieutenant, Captain and District Chief. Other benefits and incentives awarded through the collective bargaining agreement include a new four-tier fire certification pay, increased education pay for employees with an associate or bachelor degree and a new level of education pay for individual with a master degree, pre-certification pay for interim periods while fire fighters are undergoing

specialized training, high class pay for District Chief Aides, guaranteed two hours of overtime pay during Arson priority assignment and bonus day buy-back at regular rate of pay. The Fire Department adopted budget includes \$6.17 million to address a 3% pay increase, the addition of step increases for the ranks of Fire Fighter and Fire Apparatus Operator, and other pay incentive increases.

The term of the current collective bargaining agreement with the San Antonio Police Officer's Association (SAPOA) is from October 1, 2002 through September 30, 2006. The projected cost of the four-year agreement is \$53.4 million. The agreement provides for 3% yearly wage increases for years one through three of the contract and a 4% wage increase in the fourth year of the contract as well as additional pay increases of \$20 per month for selected steps, increases for certification pay, education pay, and other incentives. The Adopted Budget also provides from the General Fund \$5.8 million in mandated expenditures for increased compensation due to a 3% wage increase with an additional \$20 for step A-C Detectives and Step A-B Sergeants, as well as increased certification pay, education pay and other incentives.

HOLIDAY SCHEDULE

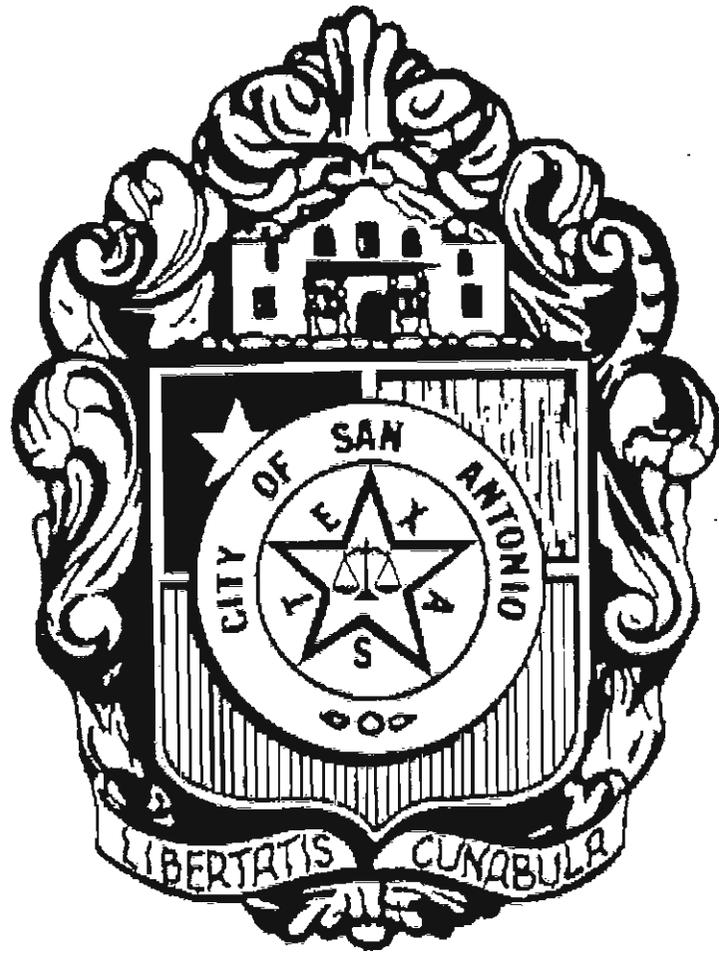
The adopted holiday schedule includes 13 holidays, 12 scheduled and one floating holiday for a total of 104 hours for FY 2005 which begins on October 1, 2004.

2004-2005 HOLIDAY SCHEDULE FOR CITY EMPLOYEES

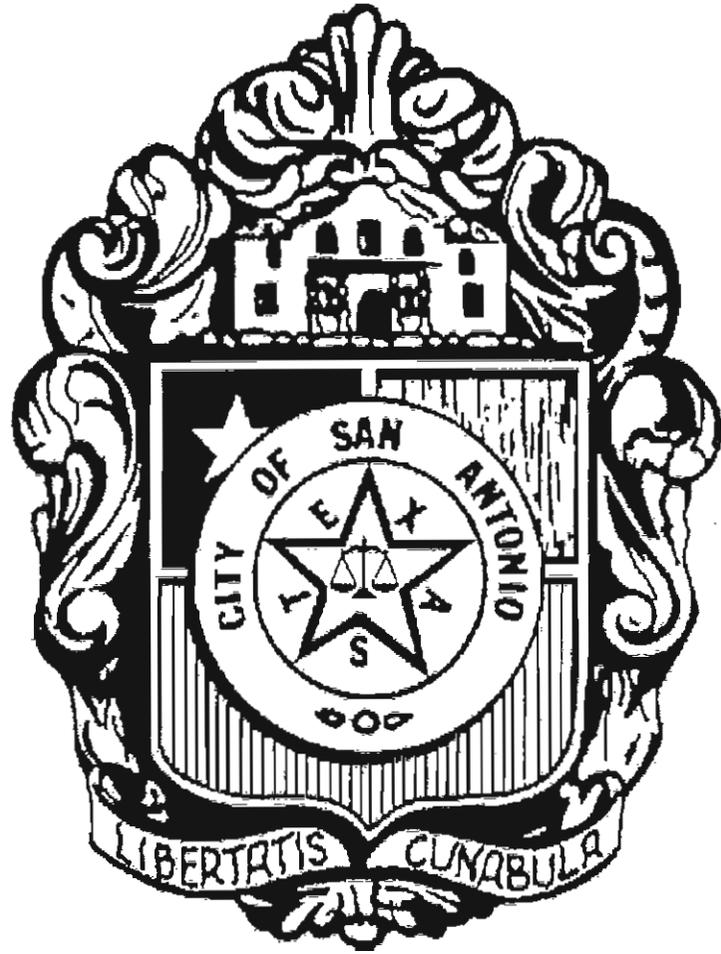
HOLIDAY	DAY	DATE
Veteran's Day	Thursday	November 11, 2004
Thanksgiving Day	Thursday	November 25, 2004
Day After Thanksgiving	Friday	November 26, 2004
Christmas Eve Day	Friday	December 24, 2004
New Year's Eve Day	Friday	December 31, 2004
Martin Luther King	Monday	January 17, 2005
President's Day	Monday	February 21, 2005
Good Friday	Friday	March 25, 2005
Fiesta San Jacinto Day	Friday	April 22, 2005
Memorial Day	Monday	May 30, 2005
Independence Day	Monday	July 4, 2005
Labor Day	Monday	September 5, 2005

FLOATING HOLIDAY

In addition to the 12 scheduled holidays listed above, employees may choose one additional day of their choice to serve as a floating holiday. The purpose of the floating holiday is to allow employees to recognize a personal, religious, or ethnic observance of significance to them. Approval request for a floating holiday should be made to the appropriate supervisor at least five (5) working days in advance.



All Funds & Personnel Schedule



FY 2004-2005 ALL FUNDS
BUDGET SUMMARY

	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT/HOME	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY
ORGANIZATIONS						
Departmental Appropriations						
Alamodome	\$	\$	\$	\$ 7,759,458	\$	\$
Asset Management	1,082,261			769,041		
Aviation			545,239		20,144,284	
City Attorney	5,517,592	329,527	246,963			
City Auditor	2,785,877					
City Clerk	1,405,967					
City Manager	1,859,614					
Code Compliance	6,743,377	195,824				
Community Initiatives	11,922,638	214,313	110,203,701			
Contract Services	1,146,714					
Convention Facilities				18,859,421		
Convention & Visitors Bureau				13,986,354		
Cultural Affairs			187,925	859,096		
Customer Service & 311 System	3,145,775					
Development Services	12,834,708	110,078		163,274		
Economic Development	1,922,353	68,671	347,200	506,965		
Environmental Services						
External Relations	1,347,713					
Finance	6,714,378	69,225				
Fire	120,894,699		5,130,198	42,753,278		
Health	17,154,222		23,266,989	2,741,944		
Housing and Community Development		2,162,992				
Human Resources	2,437,529					
Information Technology Services						
International Affairs	408,135			926,047		
Library	20,842,120		2,123,903			
Management & Budget	1,176,257					
Mayor & Council	2,566,091					
Municipal Court	11,374,452					
Municipal Elections	1,006,497					
Neighborhood Action	1,474,554	1,279,975		310,068		
Non-Departmental/Non-Operating	31,989,246			1,490,309	10,858,745	
Parks & Recreation	51,909,800		799,820	7,586,813	0	401,439
Planning	2,617,153	118,441				
Police	245,884,035		6,367,113	2,569,636		
Public Utilities Office	707,026					
Public Works	16,269,914	22,134		47,259,101	6,211,541	
Purchasing & General Services						
Self Insurance						
Contribution to Other Agencies	7,633,720	18,496,404		2,329,157		
One-Time Projects	3,236,991					
Alternate Services Employee						
Debt Service					103,763,470	
Total Net Appropriations	\$ 598,011,408	\$ 23,067,584	\$ 149,199,051	\$ 150,869,962	\$ 140,978,040	\$ 401,439
Transfers	\$ 75,159,111	\$ 0	\$ 0	\$ 56,487,896	\$ 0	\$ 28,631
TOTAL APPROPRIATIONS	\$ 673,170,519	\$ 23,067,584	\$ 149,199,051	\$ 207,357,858	\$ 140,978,040	\$ 430,070

FY 2004-2005 ALL FUNDS
BUDGET SUMMARY

ENTERPRISE FUNDS	TOTAL OPERATING FUNDS	CAPITAL PROJECTS	TOTAL OPERATING/ CAPITAL PROJECTS FUND	INTERNAL SERVICE FUNDS	ORGANIZATIONS
					Departmental Appropriations
\$	\$	\$	\$	\$	Alamodome
	7,759,458	3,279,000	11,038,458	8,066,504	Asset Management
	1,851,302	14,293,000	16,144,302		Aviation
28,691,181	49,380,704	166,842,000	216,222,704		City Attorney
	6,094,082		6,094,082		City Auditor
	2,785,877		2,785,877		City Clerk
	1,405,967		1,405,967		City Manager
	1,859,614		1,859,614		Code Compliance
	6,939,201		6,939,201		Community Initiatives
	122,340,652	1,803,000	124,143,652		Contract Services
	1,146,714		1,146,714		Convention Facilities
	18,859,421	8,950,000	27,809,421		Convention & Visitors Bureau
	13,986,354		13,986,354		Cultural Affairs
	1,027,021		1,027,021		Customer Service & 311 System
	3,145,775		3,145,775		Development Services
	13,108,060		13,108,060		Economic Development
50,314,516	2,845,189	2,800,000	5,645,189		Environmental Services
	50,314,516		50,314,516		External Relations
	1,347,713		1,347,713		Finance
	6,783,603		6,783,603		Fire
	168,778,175	7,171,000	175,949,175		Health
	43,163,155	2,238,000	45,401,155		Housing and Community Development
	2,162,992		2,162,992		Human Resources
	2,437,529		2,437,529		Information Technology Services
	0	1,696,000	1,696,000	27,923,541	International Affairs
	1,334,182		1,334,182		Library
	22,966,023	7,336,000	30,302,023		Management & Budget
	1,176,257		1,176,257		Mayor & Council
	2,566,091		2,566,091		Municipal Court
	11,374,452		11,374,452		Municipal Elections
	1,006,497		1,006,497		Neighborhood Action
	3,064,597		3,064,597		Non-Departmental/Non-Operating
	44,338,300		44,338,300		Parks & Recreation
	60,697,872	57,523,000	118,220,872		Planning
	2,735,594	248,000	2,983,594		Police
	254,820,784	4,293,000	259,113,784		Public Utilities Office
	707,026		707,026		Public Works
5,620,749	75,383,439	118,625,000	194,008,439		Purchasing & General Services
	0		0	47,711,959	Self Insurance
	0		0	75,561,548	Contribution to Other Agencies
	28,459,281		28,459,281		One-Time Projects
	3,236,991		3,236,991		Alternate Services Employee
	0		0	9,026,651	Debt Service
	103,763,470		103,783,470		
\$	\$	\$	\$	\$	Total Net Appropriations
84,626,446	1,147,153,930	397,097,000	1,544,250,930	168,290,203	
\$	\$	\$	\$	\$	Transfers
34,253,482	165,929,120	0	165,929,120	29,746,218	
\$	\$	\$	\$	\$	TOTAL APPROPRIATIONS
118,879,928	1,313,083,050	397,097,000	1,710,180,050	198,036,421	

ADOPTED ANNUAL BUDGET FY 2004-2005
COMBINED BUDGET SUMMARY OF ALL FUND TYPES

	GOVERNMENTAL FUND TYPES		
	GENERAL	SPECIAL REVENUE	DEBT SERVICE
BEGINNING BALANCE	\$ 55,117,482	\$ 55,687,593	\$ 103,437,083
REVENUES			
Taxes	\$ 350,282,729	\$ 48,677,100	\$ 98,339,023
Licenses and Permits	17,342,251	0	0
Intergovernmental	2,795,306	909,192	0
Revenues from Utilities	196,784,803	22,340,100	0
Charges for Services	28,862,850	41,837,988	0
Fines & Forfeits	12,705,651	0	0
Miscellaneous	11,717,573	4,766,116	2,531,001
Grants	0	0	0
<i>Subtotal Revenues</i>	<i>\$ 620,491,163</i>	<i>\$ 118,530,496</i>	<i>\$ 100,870,024</i>
<i>Transfers from other funds</i>	<i>\$ 20,795,131</i>	<i>\$ 66,928,258</i>	<i>\$ 37,370,874</i>
TOTAL REVENUES	\$ 641,286,294	\$ 185,458,754	\$ 138,240,898
TOTAL AVAILABLE FUNDS	\$ 696,403,776	\$ 241,146,347	\$ 241,677,981
APPROPRIATIONS			
General Government	\$ 54,507,030	\$ 0	\$ 0
Public Safety	415,514,940	45,322,914	0
Streets and Infrastructure	17,578,214	47,422,375	0
Health Services	17,404,222	2,741,944	0
Environmental	0	0	0
Human Development	18,549,328	0	0
Culture and Recreation	66,566,292	11,417,597	0
Convention and Tourism	408,135	42,379,058	0
Economic Development	7,483,247	1,586,074	0
Aviation	0	0	0
Debt Service	0	0	140,978,040
<i>Subtotal Appropriations</i>	<i>\$ 598,011,408</i>	<i>\$ 150,869,962</i>	<i>\$ 140,978,040</i>
<i>Transfers to other funds</i>	<i>\$ 75,159,111</i>	<i>\$ 56,487,896</i>	<i>\$ 0</i>
TOTAL APPROPRIATIONS	\$ 673,170,519	\$ 207,357,858	\$ 140,978,040
GROSS ENDING FUND BALANCE	\$ 23,233,257	\$ 33,788,489	\$ 100,699,941

ADOPTED ANNUAL BUDGET FY 2004-2005
COMBINED BUDGET SUMMARY OF ALL FUND TYPES

PROPRIETARY FUND TYPES		FIDUCIARY FUND TYPES		CATEGORICAL GRANTS		TOTAL ALL FUNDS FY 2003-2004		
ENTERPRISE		TRUST AND AGENCY						
\$	16,454,061	\$	938,984	\$	0	\$	231,635,204	BEGINNING BALANCE
								REVENUES
\$	0	\$	0	\$	0	\$	497,298,852	Taxes
	0		0		0		17,342,251	Licenses and Permits
	100,000		0		0		3,804,498	Intergovernmental
	0		0		0		219,124,903	Revenues from Utilities
	118,410,167		138,950		0		189,249,955	Charges for Services
	1,000		0		0		12,706,651	Fines & Forfeits
	545,023		32,590		0		19,592,303	Miscellaneous
	0		0		172,266,635		172,266,635	Grants
\$	119,056,190	\$	171,540	\$	172,266,635	\$	1,131,386,048	Subtotal Revenues
\$	929,140	\$	0	\$	0	\$	126,023,403	Transfers from other funds
\$	119,985,330	\$	171,540	\$	172,266,635	\$	1,257,409,451	TOTAL REVENUES
\$	136,439,391	\$	1,110,524	\$	172,266,635	\$	1,489,044,655	TOTAL AVAILABLE FUNDS
								APPROPRIATIONS
\$	0	\$	0	\$	0	\$	54,507,030	General Government
	0		0		12,289,513		473,127,367	Public Safety
	0		0		0		65,000,589	Streets and Infrastructure
	0		0		27,622,809		47,768,975	Health Services
	50,314,516		0		0		50,314,516	Environmental
	0		0		128,670,440		147,219,768	Human Development
	0		401,439		3,336,673		81,722,001	Culture and Recreation
	0		0		0		42,787,193	Convention and Tourism
	5,620,749		0		347,200		15,037,270	Economic Development
	28,691,181		0		0		28,691,181	Aviation
	0		0		0		140,978,040	Debt Service
\$	84,626,446	\$	401,439	\$	172,266,635	\$	1,147,153,930	Subtotal Appropriations
\$	34,253,482	\$	28,631	\$	0	\$	165,929,120	Transfers to other funds
\$	118,879,928	\$	430,070	\$	172,266,635	\$	1,313,083,050	TOTAL APPROPRIATIONS
\$	17,559,463	\$	680,454	\$	0	\$	175,961,605	GROSS ENDING FUND BALANCE

PERSONNEL SCHEDULE BY FUND AND DEPARTMENT
FY 2004-2005 ADOPTED

GENERAL FUND	FY 2002-2003	FY 2003-2004	FY 2004-2005	NET CHANGE
	AUTHORIZED	AUTHORIZED	ADOPTED	IN POSITIONS
Asset Management	20	22	12	(10)
City Attorney	72	71	72	1
City Auditor	27	27	30	3
City Clerk	19	19	20	1
City Manager	15	14	14	0
Code Compliance	105	106	106	0
Community Initiatives	200	199	206	7
Contract Services	0	0	16	16
Customer Service & 311 System	46	54	62	8
Development Services	188	210	214	4
Economic Development	25	25	25	0
Emergency Medical Services	339	339	337	(2)
External Relations	12	13	13	0
Finance	91	89	86	(3)
Fire	1,203	1,200	1,200	0
Health	331	326	335	9
Human Resources	33	34	33	(1)
International Affairs	5	5	5	0
Library	506	531	540	9
Management & Budget	17	17	17	0
Mayor & Council	17	17	17	0
Municipal Courts	210	209	209	0
Neighborhood Action	15	15	15	0
Non-Departmental/Non-Operating	29	23	23	0
DAMA Transition Office	0	0	2	2
Parks & Recreation	956	974	973	(1)
Planning	45	43	38	(5)
Police	2,837	2,841	2,862	21
Public Utilities	0	0	10	10
Public Works	245	252	254	2
Streets Maint. & Improvement	339	311	311	0
TOTAL GENERAL FUND	7,947	7,986	8,057	71

OTHER FUNDS	FY 2002-2003	FY 2003-2004	FY 2004-2005	NET CHANGE
	AUTHORIZED	AUTHORIZED	ADOPTED	IN POSITIONS
Alamodome	71	0	0	0
Aviation Fund	407	422	425	3
Community & Visitor Facilities Fund	0	717	483	(234)
Enterprise Resource Management Fund	38	26	0	(26)
Environmental Services Fund	603	613	613	0
Expendable Trust Fund (San Jose Burial)	8	9	9	0
Facility Services Fund	144	137	110	(27)
Golf Revenue Fund	148	101	101	0
Hotel/Motel - Convention Facilities	494	0	0	0
Hotel/Motel - Cultural Affairs	10	0	0	0
Hotel/Motel - CVB	125	0	0	0
Hotel/Motel - International Affairs	7	0	0	0
Hotel/Motel - Non-Departmental	2	0	0	0
Information Technology Services Fund	193	204	245	41
Internal Services/Alternate Svc. Employee Fund	1,946	1,946	1,946	0
International Center Fund	9	9	9	0
Official City Store Fund	4	9	9	0
Parking Facilities Fund	123	124	140	16
Public Health Support Fund	48	48	47	(1)
Purchasing and General Services Fund	220	219	219	0
Rabies Control Fund	4	4	4	0
Recreation Athletic Fund	0	49	49	0
Self Insurance Funds	67	67	66	(1)
South Texas Business Fund	8	8	8	0
Stormwater Operations Fund	300	274	274	0
Stormwater Regional Facilities Fund	10	10	10	0
Streets Right of Way Management Fund	20	20	20	0
TIF Unit Fund	8	8	8	0
Wolff	8	0	0	0
TOTAL OTHER FUNDS	5,025	5,024	4,795	(229)
TOTAL ALL FUNDS	12,972	13,010	12,852	(158)

**SUMMARY OF ADOPTED 2004-2005 POSITIONS BY TYPE
ALL FUNDS**

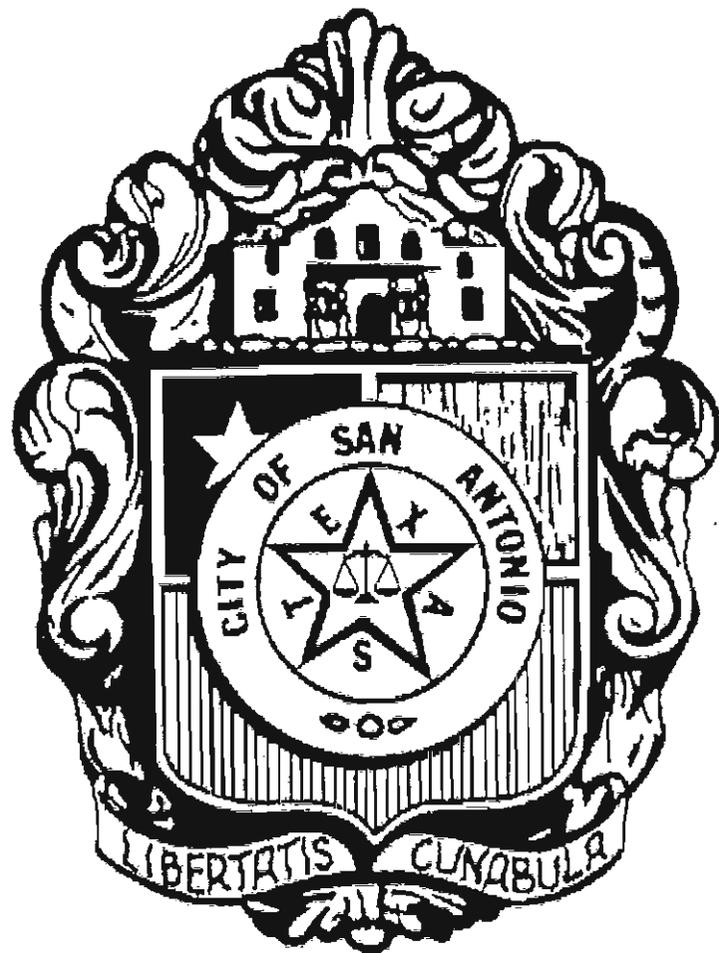
	All Funds - Less Grants Authorization	Grant Authorization	Total Authorization
Civilian Employees	9,375	928	10,303
Uniform Employee			
Police	2,037	17	2,054
Fire	1,439	0	1,439
Sub-total	3,476	17	3,493
TOTAL ¹	12,851	945	13,796

Explanatory Information

¹ Total authorized positions include full-time, part-time, and alternate employee positions.

**GRANT FUNDED EMPLOYEES
SUMMARY OF ADOPTED 2004-2005 POSITIONS**

	Categorical Grants	CDBG/HOME Grants	TOTAL GRANTS
City Attorney	4	5	9
Code Compliance	0	5	5
Community Initiatives	431	6	437
Development Services	0	2	2
Economic Development	3	1	4
Finance	0	1	1
Health	381	0	381
Housing & Community Development	0	31	31
Library	10	0	10
Neighborhood Action	0	23	23
Parks & Recreation	2	0	2
Planning	0	3	3
Police	37	0	37
TOTAL	868	77	945



Tax Supported Funds

GENERAL FUND
SUMMARY OF ADOPTED BUDGET
AVAILABLE FUNDS

AVAILABLE FUNDS	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
Beginning Balance	\$ 42,964,902	\$ 53,575,916	\$ 64,651,795	\$ 54,880,678
Adjustment for Reserve	2,497,315	2,688,882	2,389,294	236,804
<i>Net Balance</i>	<u>\$ 45,462,217</u>	<u>\$ 56,264,798</u>	<u>\$ 67,041,089</u>	<u>\$ 55,117,482</u>
REVENUES				
City Sales Tax	\$ 138,962,225	\$ 142,900,000	\$ 147,070,931	\$ 150,586,763
Liquor by the Drink Tax	3,862,581	4,019,135	4,179,900	4,352,540
Current Property Tax	146,884,063	157,133,993	159,280,473	166,511,367
Delinquent Property Tax	2,571,816	2,008,940	2,637,330	2,324,100
Penalty and Interest on Delinquent Taxes	1,873,223	1,339,500	1,747,200	1,539,690
Business and Franchise Tax	26,364,175	25,344,397	24,992,707	24,968,269
Licenses and Permits	13,912,258	17,207,017	16,191,879	17,342,251
City Public Service Board	178,104,864	177,662,000	188,829,000	189,529,000
City Public Service Board - One Time	25,912,006	0	0	0
San Antonio Water System	6,449,286	6,577,975	6,712,967	7,255,803
Other Agencies	2,878,131	2,892,200	2,766,974	2,795,306
Charges for Current Services				
General Government	8,037,347	7,218,480	8,238,878	8,931,943
Planning	2,427,218	1,966,982	2,379,579	2,819,701
Public Safety	5,596,593	5,767,663	5,586,732	6,300,307
Highways/Streets/Sanitation	244,585	405,705	439,284	442,525
Health	2,379,375	2,246,208	2,304,720	2,428,016
Recreation and Culture	8,598,311	9,189,057	8,543,225	7,940,358
Fines	11,282,396	12,171,665	11,906,190	12,705,651
Miscellaneous Revenue				
Sale of Property	1,589,687	1,490,647	1,819,038	1,856,021
Use of Money and Property	2,172,178	2,176,454	1,877,295	1,899,072
Recovery of Expenditures	2,151,188	2,330,727	1,542,524	3,213,518
Miscellaneous	84,634	10,400	3,750	8,500
Interfund Charges	3,813,227	4,236,233	4,208,216	4,740,462
TOTAL REVENUE	<u>\$ 596,151,367</u>	<u>\$ 586,295,378</u>	<u>\$ 603,258,792</u>	<u>\$ 620,491,163</u>
TRANSFERS FROM OTHER FUNDS	<u>\$ 20,516,742</u>	<u>\$ 22,633,813</u>	<u>\$ 22,861,471</u>	<u>\$ 20,795,131</u>
TOTAL REVENUE AND TRANSFERS	<u>\$ 616,668,109</u>	<u>\$ 608,929,191</u>	<u>\$ 626,120,263</u>	<u>\$ 641,286,294</u>
TOTAL AVAILABLE FUNDS	<u>\$ 662,130,326</u>	<u>\$ 665,193,989</u>	<u>\$ 693,181,352</u>	<u>\$ 696,403,776</u>

GENERAL FUND
SUMMARY OF ADOPTED BUDGET
APPROPRIATIONS

APPROPRIATIONS	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
Departmental Appropriations:				
Asset Management	\$ 1,473,804	\$ 1,664,684	\$ 1,595,421	\$ 1,082,261
City Attorney	4,529,747	5,110,903	4,804,087	5,517,592
City Auditor	1,215,463	1,933,909	1,383,898	2,785,877
City Clerk	1,124,839	1,195,912	1,051,746	1,405,967
City Manager	1,854,976	1,815,712	1,805,660	1,859,614
Code Compliance	6,019,997	6,348,156	6,283,702	6,743,377
Community Initiatives	10,513,357	10,696,567	10,694,560	11,922,638
Contract Services	0	0	0	1,146,714
Customer Service & 311 System	2,554,590	2,838,929	2,837,711	3,145,775
Development Services	10,380,371	12,281,116	12,051,919	12,834,708
Economic Development	1,579,936	1,814,209	1,803,343	1,922,353
External Relations	1,132,441	1,315,478	1,323,028	1,347,713
Finance	7,006,879	8,030,771	8,030,248	6,714,378
Fire	108,701,655	111,560,356	111,684,869	120,894,699
Health	16,389,306	15,523,745	15,523,708	17,154,222
Human Resources	2,192,857	2,360,208	2,342,041	2,437,529
International Affairs	338,144	391,969	391,845	408,135
Library	18,147,693	19,375,197	18,980,476	20,842,120
Management & Budget	1,158,926	1,143,598	1,142,702	1,176,257
Mayor and Council	3,257,100	3,242,179	3,167,241	2,566,091
Municipal Court	10,646,839	11,023,010	10,312,199	11,374,452
Municipal Elections	717,143	778,766	934,196	1,006,497
Neighborhood Action	1,297,917	1,333,814	1,259,892	1,474,554
Parks and Recreation	47,669,677	48,694,228	47,885,052	51,909,800
Planning	2,638,365	2,679,540	2,674,667	2,617,153
Police	221,608,018	230,295,284	232,695,047	245,884,035
Public Utilities Office	0	0	0	707,026
Public Works	16,245,467	15,319,549	15,270,800	16,269,914
Agencies	4,986,069	6,247,468	5,892,959	7,633,720
Non-Departmental/Non-Operating	22,430,180	26,427,044	23,125,548	31,989,246
One-Time Projects	1,281,005	17,924,892	16,778,265	3,236,991
Transfers				
Emergency Medical Services	28,190,994	28,577,506	30,086,388	31,068,871
Street Maintenance	29,279,775	34,254,168	34,637,960	34,106,979
Other Transfers	10,915,001	9,730,860	9,829,496	9,983,261
Total Appropriations	\$ 597,478,531	\$ 641,929,727	\$ 638,280,674	\$ 673,170,519
TOTAL AVAILABLE FUNDS	\$ 662,130,326	\$ 665,193,989	\$ 693,161,352	\$ 696,403,776
GROSS ENDING BALANCE	\$ 64,651,795	\$ 23,264,262	\$ 54,880,678	\$ 23,233,257
RESERVE FOR REVENUE LOSS	\$ 23,168,000	\$ 23,168,000	\$ 23,168,000	\$ 23,168,000
ENDING BALANCE	\$ 41,483,795	\$ 96,262	\$ 31,712,678	\$ 65,257

**CURRENT PROPERTY TAX REVENUE
ALL TAX SUPPORTED FUNDS
SUMMARY OF ADOPTED BUDGET**

Description:

The Bexar Appraisal District provides the City with the value, ownership, and taxability of property within the City limits. Property taxes levied each year by the City on real property, mobile homes, and personal property at 100% of the appraised market value. In addition to providing General Fund operating support, property tax revenue is used to retire tax supported debt.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
ASSESSED VALUATION				
Real Property	\$ 39,549,289,111	\$ 42,452,952,367	\$ 42,496,200,591	\$ 44,540,503,339
Mobile Homes	98,236,520	99,856,250	102,405,282	100,546,399
Personal Property	6,415,674,979	6,335,044,654	6,890,998,741	6,823,796,960
<i>Sub-Total</i>	<u>\$ 46,063,200,610</u>	<u>\$ 48,887,853,271</u>	<u>\$ 49,489,604,614</u>	<u>\$ 51,464,846,698</u>
Less Exemptions				
Over 65	\$ 3,384,996,852	\$ 3,657,497,596	\$ 3,749,890,209	\$ 3,759,057,491
Over 65 Pro-rated	42,579,166	3,167,206	24,554,680	3,145,268
Disabled Veterans	116,497,985	116,356,457	121,926,740	126,751,721
Historic Property	26,278,818	31,298,368	27,286,367	34,787,788
Historic Preservation Area Exemptions	1,141,781	1,196,735	1,206,019	2,469,320
Freeport Exemption	296,922,420	266,942,770	278,560,740	265,407,110
Tax Abatement/Phase-In	386,918,532	527,977,193	443,930,328	411,469,662
Appraised Valuation Limitations	235,530,114	239,185,624	197,925,203	133,821,117
Absolute Pro-rated	36,787,934	13,859,850	35,700,694	19,995,708
TOTAL TAXABLE VALUE	<u>\$ 41,535,547,008</u>	<u>\$ 44,030,371,472</u>	<u>\$ 44,608,623,634</u>	<u>\$ 46,707,941,513</u>
TAX RATE/\$100 VALUATION				
General Fund	0.36204	0.36704	0.36704	0.36704
G.O. Debt Service Fund	0.21650	0.21150	0.21150	0.21150
TOTAL TAX RATE	<u>0.57854</u>	<u>0.57854</u>	<u>0.57854</u>	<u>0.57854</u>
CURRENT PROPERTY TAX REVENUE				
Current Levy (Gross)	\$ 240,299,754	\$ 254,733,311	\$ 258,078,731	\$ 270,224,125
Less Delinquencies	5,343,931	6,368,333	6,451,968	6,755,603
Less TIRZ Projected Tax Increment	357,889	699,806	752,779	1,126,282
CURRENT LEVY (NET)	<u>\$ 234,597,934</u>	<u>\$ 247,665,172</u>	<u>\$ 250,873,984</u>	<u>\$ 262,342,240</u>
PERCENT OF LEVY COLLECTED	<u>97.77%</u>	<u>97.50%</u>	<u>97.49%</u>	<u>97.50%</u>
DISTRIBUTION BY FUND				
General Fund	\$ 146,807,197	\$ 157,124,874	\$ 159,160,623	\$ 166,436,367
G.O. Debt Service Fund	87,790,737	90,540,298	91,713,360	95,905,873
CURRENT COLLECTIONS	<u>\$ 234,597,934</u>	<u>\$ 247,665,172</u>	<u>\$ 250,873,984</u>	<u>\$ 262,342,240</u>

**DELINQUENT PROPERTY TAX REVENUE
ALL TAX SUPPORTED FUNDS
SUMMARY OF ADOPTED BUDGET**

Description:

This schedule reflects estimated delinquent property tax revenue. Delinquent property tax revenues are dedicated to the support of General Fund operations and required debt service payments.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
DELINQUENT TAXES RECEIVABLE				
Real Property	\$ 8,596,803	\$ 10,225,920	\$ 10,225,920	\$ 11,395,960
Mobile Homes	539,545	641,790	641,790	722,220
Personal Property	<u>9,033,094</u>	<u>10,744,890</u>	<u>10,744,890</u>	<u>11,141,050</u>
TOTAL DELINQUENT TAXES RECEIVABLE	\$ 18,169,442	\$ 21,612,600	\$ 21,612,600	\$ 23,259,230
TAX RATE FOR DISTRIBUTION				
General Fund	\$ 0.35454	\$ 0.36204	\$ 0.36204	\$ 0.36204
G.O. Debt Service Fund	<u>0.22400</u>	<u>0.21650</u>	<u>0.21650</u>	<u>0.21650</u>
TOTAL TAX RATE	\$ 0.57854	\$ 0.57854	\$ 0.57854	\$ 0.57854
COLLECTIONS				
Real Property	\$ 3,188,848	\$ 3,097,950	\$ 3,877,290	\$ 3,335,450
Mobile Homes	22,924	22,270	24,050	26,670
Personal Property	<u>292,096</u>	<u>283,770</u>	<u>313,110</u>	<u>301,200</u>
TOTAL COLLECTIONS	\$ 3,503,868	\$ 3,403,990	\$ 4,214,450	\$ 3,663,320
PERCENT OF DELINQUENT TAXES COLLECTED				
	<u>19.28%</u>	<u>15.75%</u>	<u>19.50%</u>	<u>15.75%</u>
DISTRIBUTION BY FUND				
General Fund	\$ 2,147,235	\$ 2,130,160	\$ 2,637,330	\$ 2,324,100
G.O. Debt Service Fund	<u>1,356,633</u>	<u>1,273,830</u>	<u>1,577,120</u>	<u>1,339,220</u>
TOTAL DISTRIBUTION BY FUND	\$ 3,503,868	\$ 3,403,990	\$ 4,214,450	\$ 3,663,320

Special Revenue Funds

SPECIAL REVENUE FUND
 BETTER JOBS FUND
 SUMMARY OF ADOPTED BUDGET

Description:

In FY 2000-2001, this fund was established with \$4.5 million from the City's proceeds from the lease-lease back transaction involving City Public Service. The fund's resources will be expended on, and dedicated to, job training and support programs over a ten year period.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 3,801,837	\$ 3,349,417	\$ 3,346,007	\$ 2,876,147
Adjustment for Reserve	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Net Balance</i>	<u>\$ 3,801,837</u>	<u>\$ 3,349,417</u>	<u>\$ 3,346,007</u>	<u>\$ 2,876,147</u>
REVENUES				
Interest on Time Deposits	\$ 44,170	\$ 56,950	\$ 30,140	\$ 41,820
<i>Total Revenues & Transfers</i>	<u>\$ 44,170</u>	<u>\$ 56,950</u>	<u>\$ 30,140</u>	<u>\$ 41,820</u>
TOTAL AVAILABLE FUNDS	<u>\$ 3,846,007</u>	<u>\$ 3,406,367</u>	<u>\$ 3,376,147</u>	<u>\$ 2,917,967</u>
APPROPRIATIONS				
Transfers To				
General Fund	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<i>Subtotal Transfers</i>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>
TOTAL APPROPRIATIONS	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>
GROSS ENDING BALANCE	<u>\$ 3,346,007</u>	<u>\$ 2,906,367</u>	<u>\$ 2,876,147</u>	<u>\$ 2,417,967</u>

**SPECIAL REVENUE FUND
BEXAR COUNTY RABIES CONTROL FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Rabies Control Fund was established to account for reimbursement by the County for rabies control in unincorporated Bexar County. This program is supervised by the City of San Antonio Animal Care Division of the Health Department and is responsible for patrolling this area in order to impound stray dogs and injured and unwanted animals. All expenses of the project are paid by Bexar County.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ (6,126)	\$ 0	\$ 0	\$ 0
Adjustment for Reserve	0	0	0	0
<i>Net Balance</i>	<i>\$ (6,126)</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 0</i>
REVENUES				
Contribution from Other Agencies	\$ 220,214	\$ 219,013	\$ 215,250	\$ 225,225
<i>Total Revenues & Transfers</i>	<i>\$ 220,214</i>	<i>\$ 219,013</i>	<i>\$ 215,250</i>	<i>\$ 225,225</i>
TOTAL AVAILABLE FUNDS	\$ 214,088	\$ 219,013	\$ 215,250	\$ 225,225
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 165,706	\$ 177,439	\$ 180,387	\$ 185,490
Contractual Services	22,114	10,380	9,485	13,173
Commodities	23,768	23,339	22,878	26,562
Other Expenditures	2,500	2,500	2,500	0
<i>Subtotal Operating</i>	<i>\$ 214,088</i>	<i>\$ 213,658</i>	<i>\$ 215,250</i>	<i>\$ 225,225</i>
TOTAL APPROPRIATIONS	\$ 214,088	\$ 213,658	\$ 215,250	\$ 225,225
GROSS ENDING BALANCE	\$ 0	\$ 5,355	\$ 0	\$ 0

SPECIAL REVENUE FUND
CAPITAL IMPROVEMENTS RESERVE FUND
SUMMARY OF ADOPTED BUDGET

Description:

In June 1982, the City established a Capital Improvements Reserve Fund to account for revenues dedicated to provide pay-as-you-go financing on a limited basis. Specific revenues include the sale of fixed assets, sale of surplus land, right-of-way, interest on time deposits, and a transfer from the Parking Operating Fund for Market Square improvements. This special revenue fund has improved the financial flexibility of capital projects and minimized the impact of project shortfalls on the operating budget.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 1,464,946	\$ 1,669,338	\$ 1,117,342	\$ 254,696
Adjustment for Reserve	811,099	0	510,000	0
<i>Net Balance</i>	<i>\$ 2,276,045</i>	<i>\$ 1,669,338</i>	<i>\$ 1,627,342</i>	<i>\$ 254,696</i>
REVENUES				
Sale of Surplus Land	\$ 321,339	\$ 313,000	\$ 265,000	\$ 250,000
Sale of Vacated Fire Stations	0	0	293,543	0
Sale of Fixed Assets	624	0	100	200
Interest on Time Deposits	47,305	59,610	30,130	43,520
Developer Street Lights	694,937	775,000	830,000	850,000
Other Revenues	26,900	25,000	34,883	36,100
Transfer from General Fund	331,044	575,000	575,000	700,000
Transfer from Parking Revenue Fund	100,000	100,000	100,000	100,000
<i>Total Revenues & Transfers</i>	<i>\$ 1,522,148</i>	<i>\$ 1,847,610</i>	<i>\$ 2,128,656</i>	<i>\$ 1,979,820</i>
	<i>\$ 3,798,193</i>	<i>\$ 3,516,948</i>	<i>\$ 3,755,998</i>	<i>\$ 2,234,516</i>
APPROPRIATIONS				
Operating Expenses				
Appraisal Services	\$ 0	\$ 5,000	\$ 3,280	\$ 5,000
Survey on Land Sales	0	2,000	1,513	2,000
<i>Subtotal Operating</i>	<i>\$ 0</i>	<i>\$ 7,000</i>	<i>\$ 4,793</i>	<i>\$ 7,000</i>
Transfers To				
FIMP	\$ 92,045	\$ 570,250	\$ 615,509	\$ 0
Facilities Services I & C Prior Years - FIMP	0	575,000	575,000	138,146
Reserve for Facilities Renovation	0	0	0	700,000
Critical Facilities	250,000	1,266,000	1,166,000	100,000
Market Square Parking Improvements	200,752	100,000	100,000	100,000
Traffic Signal Installation	1,541,266	510,000	510,000	510,000
Traffic Signal Maintenance	165,707	250,000	250,000	250,000
Environmental Contingency	15,035	100,000	100,000	100,000
Building Maintenance & Repair Fund	85,003	0	0	0
Fire Capital Improvement	0	0	0	293,543
General Fund	331,044	180,000	180,000	0
<i>Subtotal Transfers</i>	<i>\$ 2,680,852</i>	<i>\$ 3,551,250</i>	<i>\$ 3,496,509</i>	<i>\$ 2,191,689</i>
TOTAL APPROPRIATIONS	\$ 2,680,852	\$ 3,558,250	\$ 3,501,302	\$ 2,198,689
GROSS ENDING BALANCE	\$ 1,117,342	\$ (41,302)	\$ 254,696	\$ 35,827

SPECIAL REVENUE FUND
COMMUNITY AND VISITOR FACILITIES FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Community and Visitor Facilities Fund has been established in FY 2004 to account for revenues and expenditures generated from all Convention and Tourism activities relating to the promotion of all City of San Antonio owned facilities to be used for conventions, community and entertainment venues.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 7,257,766	\$ 2,640,549	\$ 3,089,079	\$ 1,617,015
Adjustment for Reserve	(993,100)	0	0	0
<i>Net Balance</i>	<u>\$ 6,264,666</u>	<u>\$ 2,640,549</u>	<u>\$ 3,089,079</u>	<u>\$ 1,617,015</u>
REVENUES				
Alamodome				
Alamodome Rental	\$ 1,570,456	\$ 1,956,023	\$ 1,393,165	\$ 1,511,170
Facility Revenues	2,533,411	3,608,409	2,870,116	3,128,090
Reimbursable Expenses	626,418	1,072,804	1,006,287	1,130,253
Miscellaneous Revenue	641,702	200,932	545,117	231,522
Interest on Time Deposits	20,886	2,840	0	0
Transfer from R & I	791,226	1,532,177	1,605,770	0
Transfer from I & C	0	278,379	281,146	0
Transfer from Wolff	0	0	0	53,783
Wolff Stadium				
Wolff Stadium Rental	166,588	186,600	178,230	192,100
Facility Revenues	334,117	470,222	437,783	470,282
Reimbursable Expenses	51,686	61,680	54,592	62,319
Hotel Motel				
Hotel-Motel Occupancy Tax	34,714,762	35,957,000	36,157,000	37,890,000
Convention Center Revenue	7,533,923	7,646,867	7,358,433	8,438,906
Municipal Auditorium Revenue	334,348	388,345	430,594	459,071
Miscellaneous Revenue	207,494	170,263	534,300	526,690
Interest on Time Deposits	169,449	230,630	91,030	135,000
Transfer from General Fund	332,369	359,250	332,369	332,485
Transfer from Other Funds	32,680	0	0	39,821
Transfer from I & C	4,887,131	0	0	0
Transfer from Equipment & Renewal Fund	0	32,252	32,252	0
<i>Total Revenues & Transfers</i>	<u>\$ 54,948,646</u>	<u>\$ 54,154,673</u>	<u>\$ 53,308,184</u>	<u>\$ 54,601,492</u>
	<u>\$ 61,213,312</u>	<u>\$ 56,795,222</u>	<u>\$ 56,397,263</u>	<u>\$ 56,218,507</u>
APPROPRIATIONS				
Operating Expenses				
ALAMODOME				
Personal Services	\$ 2,338,605	\$ 2,723,055	\$ 2,820,739	\$ 2,017,579
Contractual Services	5,385,542	4,857,937	4,889,808	4,504,438
Commodities	312,900	236,643	284,283	189,453
Other Expenditures	482,409	482,409	482,409	405,457
Capital Outlay	203,501	6,802	21,225	0
<i>Subtotal</i>	<u>\$ 8,722,958</u>	<u>\$ 8,306,846</u>	<u>\$ 8,498,464</u>	<u>\$ 7,116,927</u>
WOLFF STADIUM				
Personal Services	\$ 234,574	\$ 276,989	\$ 205,516	\$ 224,019
Contractual Services	328,101	274,870	296,479	311,953
Commodities	46,830	66,243	67,093	69,916
Other Expenditures	38,546	38,546	38,546	36,643
Capital Outlay	0	0	0	0
<i>Subtotal</i>	<u>\$ 648,051</u>	<u>\$ 656,648</u>	<u>\$ 607,634</u>	<u>\$ 642,531</u>

SPECIAL REVENUE FUND
COMMUNITY AND VISITOR FACILITIES FUND
SUMMARY OF ADOPTED BUDGET
CONTINUATION

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
CONVENTION & VISITORS BUREAU				
Personal Services	\$ 4,508,851	\$ 4,217,860	\$ 4,291,829	\$ 4,447,212
Contractual Services	10,600,409	9,547,138	9,013,365	8,975,518
Commodities	187,178	117,327	105,033	117,472
Other Expenditures	49,529	48,078	48,078	22,372
Capital Outlay	70,755	281	281	0
<i>Subtotal</i>	<u>\$ 15,416,722</u>	<u>\$ 13,930,684</u>	<u>\$ 13,458,586</u>	<u>\$ 13,562,574</u>
CULTURAL AFFAIRS				
Personal Services	\$ 507,374	\$ 551,168	\$ 540,683	\$ 585,001
Contractual Services	203,746	203,702	185,609	259,504
Commodities	10,723	12,171	8,325	12,171
Other Expenditures	2,438	2,438	2,438	2,420
Capital Outlay	2,958	1,131	1,131	0
<i>Subtotal</i>	<u>\$ 727,239</u>	<u>\$ 770,610</u>	<u>\$ 738,186</u>	<u>\$ 859,096</u>
CONVENTION FACILITIES				
Personal Services	\$ 9,912,717	\$ 9,782,392	\$ 9,752,627	\$ 9,956,526
Contractual Services	6,250,567	7,289,691	6,988,819	7,427,254
Commodities	702,955	731,146	686,307	570,857
Other Expenditures	676,725	676,725	676,725	904,784
Capital Outlay	155,133	0	0	0
<i>Subtotal</i>	<u>\$ 17,698,097</u>	<u>\$ 18,479,954</u>	<u>\$ 18,104,478</u>	<u>\$ 18,859,421</u>
INTERNATIONAL AFFAIRS				
Personal Services	\$ 454,518	\$ 461,821	\$ 473,158	\$ 483,634
Contractual Services	419,929	381,301	375,555	386,093
Commodities	47,474	52,773	53,520	54,014
Other Expenditures	2,728	2,728	2,728	2,306
Capital Outlay	5,047	0	0	0
<i>Subtotal</i>	<u>\$ 929,697</u>	<u>\$ 898,623</u>	<u>\$ 904,961</u>	<u>\$ 926,047</u>
NON-DEPARTMENTAL				
Personal Services	\$ 150,997	\$ 154,270	\$ 150,537	\$ 162,984
Contractual Services	1,936,850	223,382	212,180	699,010
Commodities	1,165	675	610	675
Other Expenditures	336,526	331,343	331,343	333,693
Capital Outlay	0	0	0	200,000
<i>Subtotal</i>	<u>\$ 2,425,538</u>	<u>\$ 709,670</u>	<u>\$ 694,670</u>	<u>\$ 1,396,362</u>
CONTRIBUTIONS TO OTHER AGENCIES	\$ 2,331,131	\$ 2,322,567	\$ 2,322,567	\$ 2,329,157
TOTAL OPERATING EXPENSES				
Personal Services	\$ 18,107,636	\$ 18,167,555	\$ 18,235,089	\$ 17,876,955
Contractual Services	25,125,144	22,778,021	21,961,815	22,563,770
Commodities	1,309,224	1,216,978	1,205,171	1,014,558
Other Expenditures	3,920,032	3,904,834	3,904,834	4,036,832
Capital Outlay	437,394	8,214	22,637	200,000
<i>Total Operating</i>	<u>\$ 48,899,431</u>	<u>\$ 46,075,602</u>	<u>\$ 45,329,546</u>	<u>\$ 45,692,115</u>

SPECIAL REVENUE FUND
COMMUNITY AND VISITOR FACILITIES FUND
SUMMARY OF ADOPTED BUDGET
CONTINUATION

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
Transfers To				
General Fund-Indirect Cost	\$ 1,236,058	\$ 1,371,346	\$ 1,375,420	\$ 1,425,397
General Fund-Other	147,072	153,121	153,121	104,108
Support for History and Preservation	5,581,500	5,393,550	5,423,550	5,683,500
International Center	557,977	557,977	557,977	565,620
C. O. Debt Service	394,615	372,200	372,200	394,445
Renewal & Improvement Fund	0	0	0	48,130
Relired Employees Health Insurance	128,935	125,180	125,180	125,180
Contractual Obligations	874,933	785,515	785,515	785,515
Public Improvement District	34,873	34,873	34,873	36,486
Alamodome	194,696	0	295,600	53,783
Hotel/Motel	32,680	0	0	0
Information Technology Services - ERM	41,462	87,360	87,360	0
Other Transfers	0	313,330	239,906	175,000
<i>Subtotal Transfers</i>	<u>\$ 9,224,801</u>	<u>\$ 9,194,452</u>	<u>\$ 9,450,702</u>	<u>\$ 9,397,164</u>
TOTAL APPROPRIATIONS	<u>\$ 58,124,232</u>	<u>\$ 55,270,054</u>	<u>\$ 54,780,248</u>	<u>\$ 55,089,279</u>
GROSS ENDING BALANCE	<u>\$ 3,089,079</u>	<u>\$ 1,525,168</u>	<u>\$ 1,617,015</u>	<u>\$ 1,129,228</u>

**SPECIAL REVENUE FUND
CONFISCATED PROPERTY FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Confiscated Property Fund was established for the deposit and use of confiscated monies seized by the San Antonio Police Department. The revenues will be used for the enhancement of Police operations.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 1,695,334	\$ 1,745,444	\$ 2,254,056	\$ 1,621,498
Adjustment for Reserve	(128,066)	0	0	0
<i>Net Balance</i>	<u>\$ 1,567,268</u>	<u>\$ 1,745,444</u>	<u>\$ 2,254,056</u>	<u>\$ 1,621,498</u>
REVENUES				
Car Sales	\$ 181,879	\$ 70,000	\$ 98,166	\$ 95,507
Other Sales	132,596	84,500	689,162	662,750
Confiscated Property	1,442,718	887,700	520,322	529,500
Interest on Time Deposits	24,017	12,740	7,540	10,510
<i>Total Revenues & Transfers</i>	<u>\$ 1,781,210</u>	<u>\$ 1,054,940</u>	<u>\$ 1,315,190</u>	<u>\$ 1,298,267</u>
TOTAL AVAILABLE FUNDS	<u>\$ 3,348,478</u>	<u>\$ 2,800,384</u>	<u>\$ 3,569,246</u>	<u>\$ 2,919,765</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 87,247	\$ 171,195	\$ 137,180	\$ 148,284
Contractual Services	429,723	1,619,587	1,224,435	1,873,593
Commodities	186,429	140,498	266,338	172,883
Other Expenditures	11,686	11,923	11,923	10,871
Capital Outlay	230,093	372,000	227,488	364,005
<i>Subtotal Operating</i>	<u>\$ 945,178</u>	<u>\$ 2,315,203</u>	<u>\$ 1,867,364</u>	<u>\$ 2,569,636</u>
Transfers To				
Local Law Enforcement Blk Gmt Match	\$ 72,706	\$ 11,347	\$ 11,347	\$ 0
Regional Auto Crimes Team Grant Match	76,538	69,034	69,037	37,087
<i>Subtotal Transfers</i>	<u>\$ 149,244</u>	<u>\$ 80,381</u>	<u>\$ 80,384</u>	<u>\$ 37,087</u>
TOTAL APPROPRIATIONS	<u>\$ 1,094,422</u>	<u>\$ 2,395,584</u>	<u>\$ 1,947,748</u>	<u>\$ 2,606,723</u>
GROSS ENDING BALANCE	<u>\$ 2,254,056</u>	<u>\$ 404,800</u>	<u>\$ 1,621,498</u>	<u>\$ 313,042</u>

SPECIAL REVENUE FUND
ECONOMIC DEVELOPMENT INCENTIVE FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Economic Development Incentive Fund was established to account for FY 2004 one-time monies allocated by City Council for Economic Development activities. The fund is designed to attract large-scale businesses in targeted industries and other significant investments that will serve as economic generators measured by new job creation, economic impact to the local economy and additional dollars leveraged from other entities.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ N/A	\$ 0	\$ 0	\$ 0
Adjustment for Reserve	N/A	0	0	9,500,000
<i>Net Balance</i>	\$ N/A	\$ 0	\$ 0	\$ 9,500,000
REVENUES				
Interest on Time Deposits	\$ N/A	\$ 0	\$ 0	\$ 158,100
<i>Total Revenues & Transfers</i>	\$ N/A	\$ 0	\$ 0	\$ 158,100
TOTAL AVAILABLE FUNDS	\$ N/A	\$ 0	\$ 0	\$ 9,658,100
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ N/A	\$ 0	\$ 0	\$ 0
Contractual Services	N/A	0	0	0
Commodities	N/A	0	0	0
Other Expenditures	N/A	0	0	0
Capital Outlay	N/A	0	0	0
<i>Subtotal Operating</i>	\$ N/A	\$ 0	\$ 0	\$ 0
TOTAL APPROPRIATIONS	\$ N/A	\$ 0	\$ 0	\$ 0
GROSS ENDING BALANCE	\$ N/A	\$ 0	\$ 0	\$ 9,658,100

**SPECIAL REVENUE FUND
EMERGENCY MEDICAL SERVICES FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Emergency Medical Service Fund was established in FY 1976-1977 to account for revenues and expenditures made in conjunction with the City's Emergency Medical Service. The Emergency Medical Service provides life support at the emergency site and medical assistance enroute to medical facilities. Sources of revenues are service fees, fees from participating municipalities, and funds transferred from the General Fund.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ (416,595)	\$ 30,000	\$ (798,880)	\$ 30,000
Adjustment for Reserve	204,656	0	0	0
<i>Net Balance</i>	<i>\$ (211,939)</i>	<i>\$ 30,000</i>	<i>\$ (798,880)</i>	<i>\$ 30,000</i>
REVENUES				
Ambulance Service Fee	\$ 9,463,311	\$ 9,929,834	\$ 10,302,447	\$ 10,919,747
EMS Records Search Fee	7,125	7,727	7,804	7,882
Other Revenue	11,737	3,340	1,200	1,232
Contribution from Other Agencies	379,878	379,878	425,430	425,430
Transfer from General Fund	28,190,994	28,577,506	30,086,388	31,068,871
Transfer from Equip & Renewal	135,000	0	0	330,116
<i>Total Revenues & Transfers</i>	<i>\$ 38,188,045</i>	<i>\$ 38,898,285</i>	<i>\$ 40,823,269</i>	<i>\$ 42,753,278</i>
TOTAL AVAILABLE FUNDS	\$ 37,976,106	\$ 38,928,285	\$ 40,024,389	\$ 42,783,278
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 32,689,957	\$ 33,085,504	\$ 34,151,576	\$ 35,607,051
Contractual Services	3,222,607	3,330,330	3,268,304	4,237,104
Collection Expense	1,068,507	1,112,141	1,153,874	1,199,256
Commodities	1,185,936	1,092,263	1,142,588	1,223,266
Other Expenditures	278,047	278,047	278,047	162,601
Capital Outlay	329,931	0	0	324,000
<i>Subtotal Operating</i>	<i>\$ 38,774,985</i>	<i>\$ 38,898,285</i>	<i>\$ 39,994,389</i>	<i>\$ 42,753,278</i>
TOTAL APPROPRIATIONS	\$ 38,774,985	\$ 38,898,285	\$ 39,994,389	\$ 42,753,278
GROSS ENDING BALANCE	\$ (798,880)	\$ 30,000	\$ 30,000	\$ 30,000

**SPECIAL REVENUE FUND
GOLF COURSE OPERATING AND MAINTENANCE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Golf Course Revenue Fund was established to record all revenues and expenditures associated with the six existing 18 hole municipal golf courses, the Polo Driving Range, and the San Antonio Driving Range/Par 3. In FY 2002-2003, the Golf Enterprise Fund was transferred and recorded as a Special Revenue Fund.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ (980,180)	\$ (1,106,916)	\$ (1,276,611)	\$ (850,665)
Adjustment for Reserve	14,032	0	0	0
<i>Net Balance</i>	<u>\$ (966,148)</u>	<u>\$ (1,106,916)</u>	<u>\$ (1,276,611)</u>	<u>\$ (850,665)</u>
REVENUES				
Brackenridge Golf Course	\$ 893,887	\$ 952,369	\$ 885,695	\$ 981,930
Riverside Golf Course	800,420	852,032	769,713	785,765
Willow Springs Golf Course	972,518	1,031,789	986,547	1,115,581
Olmos Golf Course	978,976	984,600	923,638	1,023,474
Mission Del Lago Golf Course	685,549	705,856	672,199	665,803
Cedar Creek Golf Course	1,097,254	1,141,711	1,115,245	1,207,364
Polo Field Driving Range	4,884	6,200	8,070	9,142
San Pedro Driving Range/Par 3	381,200	391,550	345,025	415,052
Resident Golf Card	165,181	179,920	141,735	0
Miscellaneous	16,890	6,000	3,445	5,005
City Concession	122,272	191,655	172,845	193,990
Transfer from Equipment & Renewal	0	229,959	229,959	0
<i>Total Revenues & Transfers</i>	<u>\$ 8,119,031</u>	<u>\$ 6,673,641</u>	<u>\$ 6,254,116</u>	<u>\$ 6,403,106</u>
TOTAL AVAILABLE FUNDS	<u>\$ 5,152,883</u>	<u>\$ 5,566,725</u>	<u>\$ 4,977,505</u>	<u>\$ 5,552,441</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 3,564,068	\$ 3,374,654	\$ 3,016,123	\$ 3,366,717
Contractual Services	1,411,218	1,656,645	1,303,560	1,814,760
Commodities	771,718	797,960	754,935	798,152
Other Expenditures	321,497	271,177	317,171	264,084
Capital Outlay	9,888	0	87,990	0
<i>Subtotal Operating</i>	<u>\$ 6,078,389</u>	<u>\$ 6,100,436</u>	<u>\$ 5,479,779</u>	<u>\$ 6,243,713</u>
Transfers To				
General Fund-Indirect Cost	\$ 337,267	\$ 350,060	\$ 329,616	\$ 350,000
General Fund-Other	6,897	6,897	6,897	0
Retired Employees Health Insurance	2,173	2,110	2,110	2,110
Information Technology Services-ERM	4,768	9,768	9,768	0
<i>Subtotal Transfers</i>	<u>\$ 351,105</u>	<u>\$ 368,835</u>	<u>\$ 348,391</u>	<u>\$ 352,110</u>
TOTAL APPROPRIATIONS	<u>\$ 6,429,494</u>	<u>\$ 6,469,271</u>	<u>\$ 5,828,170</u>	<u>\$ 6,595,823</u>
GROSS ENDING BALANCE	<u>\$ (1,276,611)</u>	<u>\$ (902,546)</u>	<u>\$ (850,665)</u>	<u>\$ (1,043,382)</u>

**SPECIAL REVENUE FUND
HOTEL/MOTEL 2% REVENUE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

This fund accounts for the revenues and expenditures relating to the activities of the additional 2% Municipal Hotel/Motel Occupancy Tax. The collected revenues are transferred to the Convention Center Expansion Debt Service Fund to pay for the principal and interest of the Convention Center Expansion Project.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 1,915,079	\$ 1,861,311	\$ 4,762,838	\$ 5,628,588
Adjustment for Reserve	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Net Balance</i>	<u>\$ 1,915,079</u>	<u>\$ 1,861,311</u>	<u>\$ 4,762,838</u>	<u>\$ 5,628,588</u>
REVENUES				
Hotel Motel 2% Tax Collections	\$ 9,918,459	\$ 10,273,429	\$ 10,376,163	\$ 10,787,100
Interest on Time Deposits	27,754	0	31,980	44,470
Other	3,330,985	12,469	16,000	15,500
<i>Total Revenues & Transfers</i>	<u>\$ 13,277,198</u>	<u>\$ 10,285,898</u>	<u>\$ 10,424,143</u>	<u>\$ 10,847,070</u>
TOTAL AVAILABLE FUNDS	<u>\$ 15,192,277</u>	<u>\$ 12,147,209</u>	<u>\$ 15,186,981</u>	<u>\$ 16,475,658</u>
APPROPRIATIONS				
Operating Expenses				
Other Expenditures	\$ 102,993	\$ 89,473	\$ 89,473	\$ 93,947
<i>Subtotal Operating</i>	<u>\$ 102,993</u>	<u>\$ 89,473</u>	<u>\$ 89,473</u>	<u>\$ 93,947</u>
Transfers To				
Debt Service	\$ 10,092,234	\$ 10,524,613	\$ 9,468,920	\$ 10,176,167
Convention Ctr Expansion Capital Project	234,212	0	0	0
<i>Subtotal Transfers</i>	<u>\$ 10,326,446</u>	<u>\$ 10,524,613</u>	<u>\$ 9,468,920</u>	<u>\$ 10,176,167</u>
TOTAL APPROPRIATIONS	<u>\$ 10,429,439</u>	<u>\$ 10,614,086</u>	<u>\$ 9,558,393</u>	<u>\$ 10,270,114</u>
GROSS ENDING BALANCE	<u>\$ 4,762,838</u>	<u>\$ 1,533,123</u>	<u>\$ 5,628,588</u>	<u>\$ 6,205,544</u>

**SPECIAL REVENUE FUND
INTERNATIONAL CENTER FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The International Center Fund was created to account for revenues and the general maintenance of the International Center. Revenue is generated from charges for rent, common area maintenance of the facility, and a contribution from the General Fund to fund two positions that are utilized jointly by both funds.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 195,992	\$ 71,230	\$ 233,947	\$ 444,408
Adjustment for Reserve	63,549	0	0	0
<i>Net Balance</i>	<u>\$ 259,541</u>	<u>\$ 71,230</u>	<u>\$ 233,947</u>	<u>\$ 444,408</u>
REVENUES				
Rental of Facility	\$ 868,181	\$ 874,470	\$ 897,498	\$ 904,541
Maintenance of Facility	135,580	155,968	157,362	166,305
Interest on Time Deposits	4,431	4,860	3,610	5,040
<i>Total Revenues & Transfers</i>	<u>\$ 1,008,192</u>	<u>\$ 1,035,298</u>	<u>\$ 1,058,470</u>	<u>\$ 1,075,886</u>
TOTAL AVAILABLE FUNDS	<u>\$ 1,267,732</u>	<u>\$ 1,106,528</u>	<u>\$ 1,292,417</u>	<u>\$ 1,520,294</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 330,770	\$ 337,680	\$ 337,875	\$ 358,963
Contractual Services	367,974	385,451	401,381	362,701
Commodities	24,888	27,819	29,152	27,719
Other Expenditures	143,914	24,282	24,282	19,658
Capital Outlay	60,534	0	146	0
<i>Total Operating</i>	<u>\$ 928,080</u>	<u>\$ 775,232</u>	<u>\$ 792,836</u>	<u>\$ 769,041</u>
Transfers To				
General Fund-Indirect Cost	\$ 0	\$ 32,811	\$ 32,830	\$ 27,375
Public Improvement District	11,922	11,922	11,922	12,579
Improvement & Contingency	86,743	216,283	0	643,767
Retired Employees Health Insurance	3,548	3,445	3,445	3,445
Information Technology Services - ERM	3,492	6,976	6,976	0
<i>Subtotal Transfers</i>	<u>\$ 105,705</u>	<u>\$ 271,437</u>	<u>\$ 55,173</u>	<u>\$ 687,166</u>
TOTAL APPROPRIATIONS	<u>\$ 1,033,785</u>	<u>\$ 1,046,669</u>	<u>\$ 848,009</u>	<u>\$ 1,456,207</u>
GROSS ENDING BALANCE	<u>\$ 233,947</u>	<u>\$ 59,859</u>	<u>\$ 444,408</u>	<u>\$ 64,087</u>
RESTRICTED RESERVE	<u>\$ 233,947</u>	<u>\$ 59,859</u>	<u>\$ 444,408</u>	<u>\$ 64,087</u>
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

SPECIAL REVENUE FUND
 JOB TRAINING, NEIGHBORHOOD REVITALIZATION, AND ECONOMIC DEVELOPMENT FUND
 SUMMARY OF ADOPTED BUDGET

Description:

In FY 1999-2000, this fund has been established to account for the proceeds from City Public Service, resulting from a lease-lease back transaction with Unicom, an Illinois electrical utility company. The proceeds will be used to fund Better Jobs, Neighborhood Revitalization, Technology Accelerator Initiative, and Capital Improvements.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 3,853,405	\$ 3,910,435	\$ 3,908,086	\$ 3,731,341
Accounting Adjustment	16,471	0	0	0
<i>Net Balance</i>	<u>\$ 3,869,876</u>	<u>\$ 3,910,435</u>	<u>\$ 3,908,086</u>	<u>\$ 3,731,341</u>
REVENUES				
Interest on Time Deposits	\$ 54,681	\$ 68,060	\$ 36,650	\$ 51,760
<i>Total Revenues & Transfers</i>	<u>\$ 54,681</u>	<u>\$ 68,060</u>	<u>\$ 36,650</u>	<u>\$ 51,760</u>
TOTAL AVAILABLE FUNDS	<u>\$ 3,924,557</u>	<u>\$ 3,978,495</u>	<u>\$ 3,944,736</u>	<u>\$ 3,783,101</u>
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ 16,471	\$ 0	\$ 0	\$ 0
<i>Subtotal Operating</i>	<u>\$ 16,471</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Transfers To				
General Fund	\$ 0	\$ 213,395	\$ 213,395	\$ 0
<i>Subtotal Transfers</i>	<u>\$ 0</u>	<u>\$ 213,395</u>	<u>\$ 213,395</u>	<u>\$ 0</u>
TOTAL APPROPRIATIONS	<u>\$ 16,471</u>	<u>\$ 213,395</u>	<u>\$ 213,395</u>	<u>\$ 0</u>
GROSS ENDING BALANCE	<u>\$ 3,908,086</u>	<u>\$ 3,765,100</u>	<u>\$ 3,731,341</u>	<u>\$ 3,783,101</u>

SPECIAL REVENUE FUND
PARKS DEVELOPMENT & EXPANSION FUND
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2000-2001, the Parks Development & Expansion Fund was established under Proposition 3 which increased the sales tax to fund the purchase of new parkland in the Edwards Aquifer zones as well as linear parks along Leon Creek and Salado Creek.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 19,743,977	\$ 22,820,541	\$ 21,279,499	\$ 25,676,894
Adjustment for Reserve	(933,421)	0	0	0
<i>Net Balance</i>	<u>\$ 18,810,556</u>	<u>\$ 22,820,541</u>	<u>\$ 21,279,499</u>	<u>\$ 25,676,894</u>
REVENUES				
Sales Tax Revenue	\$ 17,360,375	\$ 12,430,764	\$ 13,798,782	\$ 0
Interest on Time Deposits	210,030	96,992	165,650	240,289
<i>Total Revenues & Transfers</i>	<u>\$ 17,570,405</u>	<u>\$ 12,527,756</u>	<u>\$ 13,964,432</u>	<u>\$ 240,289</u>
TOTAL AVAILABLE FUNDS	<u>\$ 36,380,961</u>	<u>\$ 35,348,297</u>	<u>\$ 35,243,931</u>	<u>\$ 25,917,183</u>
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ 487,933	\$ 897,644	\$ 517,244	\$ 639,157
Commodities	343	0	0	4,407
Other Expenditures	1,348	1,348	1,348	1,072
<i>Subtotal Operating</i>	<u>\$ 489,624</u>	<u>\$ 898,992</u>	<u>\$ 518,592</u>	<u>\$ 644,636</u>
Transfers To				
General Fund-Indirect Cost	\$ 27,271	\$ 11,644	\$ 11,644	\$ 9,347
General Fund-Other	1,010,549	0	545,428	420,125
Debt Service	12,502,626	10,716,993	8,491,373	0
Liability	800,000	0	0	0
Capital Projects	271,392	0	0	13,042,000
<i>Subtotal Transfers</i>	<u>\$ 14,611,838</u>	<u>\$ 10,728,637</u>	<u>\$ 9,048,445</u>	<u>\$ 13,471,472</u>
TOTAL APPROPRIATIONS	<u>\$ 15,101,462</u>	<u>\$ 11,627,629</u>	<u>\$ 9,567,037</u>	<u>\$ 14,116,108</u>
GROSS ENDING BALANCE	<u>\$ 21,279,499</u>	<u>\$ 23,720,668</u>	<u>\$ 25,676,894</u>	<u>\$ 11,801,075</u>

**SPECIAL REVENUE FUND
PUBLIC HEALTH SUPPORT REVENUE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

This special revenue fund was established during FY 1989-1990 to account for the revenues and expenditures originating from the co-payment system. The contract between the City of San Antonio and the Texas Department of Health, which provides aid to the City's Health Department, requires that this patient co-payment system be implemented.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 1,061,175	\$ 776,300	\$ 1,346,941	\$ 604,335
Adjustment for Reserve	(156,256)	0	0	0
<i>Net Balance</i>	<u>\$ 904,919</u>	<u>\$ 776,300</u>	<u>\$ 1,346,941</u>	<u>\$ 604,335</u>
REVENUES				
Medicaid/Medicare	\$ 680,835	\$ 680,000	\$ 730,200	\$ 737,955
Medicaid Administrative Claims	38,724	60,000	32,300	31,490
Patient Co-Pay	540,803	534,130	776,055	701,545
Community First HMO	215,445	160,000	184,100	187,620
HMO Blue	85,433	75,000	1,495	0
Superior	0	0	1,690	5,465
Foreign Travel Vaccine	421,605	446,000	421,600	422,480
Interest on Time Deposits	17,907	19,930	12,520	17,950
Contributions	514,748	140,700	145,800	148,715
Miscellaneous Revenues	20,806	50,000	20,000	2,150
Animal Control Fees	130,536	139,000	129,655	131,750
<i>Total Revenues & Transfers</i>	<u>\$ 2,666,842</u>	<u>\$ 2,304,760</u>	<u>\$ 2,455,415</u>	<u>\$ 2,387,120</u>
TOTAL AVAILABLE FUNDS	<u>\$ 3,571,761</u>	<u>\$ 3,081,060</u>	<u>\$ 3,802,356</u>	<u>\$ 2,991,455</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 1,315,636	\$ 1,364,388	\$ 1,737,827	\$ 1,745,137
Contractual Services	122,294	453,196	143,002	201,272
Commodities	226,138	549,889	683,476	558,851
Other Expenditures	12,264	13,062	9,937	11,459
Capital Outlay	1,526	0	0	0
<i>Subtotal Operating</i>	<u>\$ 1,677,858</u>	<u>\$ 2,380,535</u>	<u>\$ 2,574,242</u>	<u>\$ 2,516,719</u>
Transfers To				
Public Health Support Grant	\$ 128,604	\$ 110,000	\$ 110,000	\$ 110,000
General Fund-Other	174,728	164,500	164,500	164,500
General Fund-Indirect Cost	236,290	274,223	349,279	190,406
Information Technology Services-ERM	7,340	0	0	0
<i>Subtotal Transfers</i>	<u>\$ 546,962</u>	<u>\$ 548,723</u>	<u>\$ 623,779</u>	<u>\$ 464,906</u>
TOTAL APPROPRIATIONS	<u>\$ 2,224,820</u>	<u>\$ 2,929,258</u>	<u>\$ 3,198,021</u>	<u>\$ 2,981,625</u>
GROSS ENDING BALANCE	<u>\$ 1,346,941</u>	<u>\$ 151,802</u>	<u>\$ 604,335</u>	<u>\$ 9,830</u>

**SPECIAL REVENUE FUND
RECREATION ATHLETIC FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Recreation Athletic Fund was established to record revenues and expenditures associated with athletic programs hosted by the Parks and Recreation Department, such as softball, basketball, flag football, volleyball, boxing, and competitive swimming.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 973,115	\$ 813,994	\$ 783,335	\$ 548,410
Adjustment for Reserve	2,695	0	0	0
<i>Net Balance</i>	<u>\$ 975,810</u>	<u>\$ 813,994</u>	<u>\$ 783,335</u>	<u>\$ 548,410</u>
REVENUES				
Entry Fees	\$ 368,695	\$ 390,925	\$ 291,560	\$ 327,970
Conventions	6,644	11,300	0	0
Miscellaneous Revenues	72,991	65,569	112,700	88,460
Interest on Time Deposits	11,829	13,810	6,740	9,790
<i>Total Revenues & Transfers</i>	<u>\$ 460,159</u>	<u>\$ 481,604</u>	<u>\$ 411,000</u>	<u>\$ 426,220</u>
TOTAL AVAILABLE FUNDS	<u>\$ 1,435,969</u>	<u>\$ 1,295,598</u>	<u>\$ 1,194,335</u>	<u>\$ 974,630</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 0	\$ 80,738	\$ 145,355	\$ 223,349
Contractual Services	544,709	537,864	397,955	435,335
Commodities	50,439	57,391	49,317	38,140
Other Expenditures	0	0	0	1,640
Capital Outlay	6,600	0	0	0
<i>Subtotal Operating</i>	<u>\$ 601,748</u>	<u>\$ 675,993</u>	<u>\$ 592,627</u>	<u>\$ 698,464</u>
Transfers To				
General Fund-Other	\$ 50,886	\$ 53,298	\$ 53,298	\$ 54,630
<i>Subtotal Transfers</i>	<u>\$ 50,886</u>	<u>\$ 53,298</u>	<u>\$ 53,298</u>	<u>\$ 54,630</u>
TOTAL APPROPRIATIONS	<u>\$ 652,634</u>	<u>\$ 729,291</u>	<u>\$ 645,925</u>	<u>\$ 753,094</u>
GROSS ENDING BALANCE	<u>\$ 783,335</u>	<u>\$ 566,307</u>	<u>\$ 548,410</u>	<u>\$ 221,536</u>

SPECIAL REVENUE FUND
SOUTH TEXAS BUSINESS FUND
SUMMARY OF ADOPTED BUDGET

Description:

The South Texas Business Fund (STBF) is a Certified Development Corporation which is authorized to administer SBA 502, SBA 504, and EDA Revolving Loan Fund loan programs. The primary objective for these programs is to create and retain jobs and increase the tax base of the City by providing industrial and commercial loans to assist small businesses. This fund was created to finance the activities of staff supporting the STBF.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ (15,257)	\$ 0	\$ (28,097)	\$ 5,739
Adjustment for Reserve	6,386	0	0	0
<i>Net Balance</i>	<u>\$ (8,871)</u>	<u>\$ 0</u>	<u>\$ (28,097)</u>	<u>\$ 5,739</u>
REVENUES				
STBF Loan Programs (SBA and EDA)	\$ (5,418)	\$ 398,711	\$ 476,599	\$ 544,781
Recovery of Expenditures - Microloan	458,663	132,903	88,000	0
<i>Total Revenues & Transfers</i>	<u>\$ 453,245</u>	<u>\$ 531,614</u>	<u>\$ 564,599</u>	<u>\$ 544,781</u>
TOTAL AVAILABLE FUNDS	<u>\$ 444,374</u>	<u>\$ 531,614</u>	<u>\$ 536,502</u>	<u>\$ 550,520</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 415,516	\$ 423,249	\$ 425,826	\$ 445,401
Contractual Services	33,300	57,310	53,882	54,064
Commodities	6,436	6,372	6,372	6,372
Other Expenditures	1,128	1,128	1,128	1,128
Capital Outlay	5,615	0	0	0
<i>Subtotal Operating</i>	<u>\$ 461,995</u>	<u>\$ 488,059</u>	<u>\$ 487,208</u>	<u>\$ 506,965</u>
Transfers To				
General Fund-Other	\$ 10,476	\$ 43,555	\$ 43,555	\$ 43,555
<i>Subtotal Transfers</i>	<u>\$ 10,476</u>	<u>\$ 43,555</u>	<u>\$ 43,555</u>	<u>\$ 43,555</u>
TOTAL APPROPRIATIONS	<u>\$ 472,471</u>	<u>\$ 531,614</u>	<u>\$ 530,763</u>	<u>\$ 550,520</u>
GROSS ENDING BALANCE	<u>\$ (28,097)</u>	<u>\$ 0</u>	<u>\$ 5,739</u>	<u>\$ 0</u>

**SPECIAL REVENUE FUND
STORM WATER OPERATING FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Storm Water Fund was established to account for all revenues and expenditures associated with the operation and maintenance of all City Storm Water activities. Revenue is generated from a Storm Water fee. The Storm Water Fund consists of several City activities that are responsible for the City's infrastructure system of lakes, streams, basins, dams, and stormwater systems.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 511,435	\$ 324,844	\$ 756,166	\$ 1,092,013
Adjustment for Reserve	(1,050,230)	0	0	0
<i>Net Balance</i>	<u>\$ (538,795)</u>	<u>\$ 324,844</u>	<u>\$ 756,166</u>	<u>\$ 1,092,013</u>
REVENUES				
Storm Water Revenues	\$ 21,049,294	\$ 22,118,911	\$ 22,090,613	\$ 22,340,100
Tunnel Tour Fee	0	100	100	0
Interest on Time Deposit	9,058	7,530	6,090	10,420
Recovery of Expenditures	131,835	0	16,824	0
Miscellaneous Revenues	0	0	172,296	0
Transfer from Equipment & Renewal	0	26,365	26,365	0
<i>Total Revenues & Transfers</i>	<u>\$ 21,190,187</u>	<u>\$ 22,152,906</u>	<u>\$ 22,312,288</u>	<u>\$ 22,350,520</u>
TOTAL AVAILABLE FUNDS	<u>\$ 20,651,392</u>	<u>\$ 22,477,750</u>	<u>\$ 23,068,454</u>	<u>\$ 23,442,533</u>
APPROPRIATIONS				
Operating Expenses				
DEVELOPMENT SERVICES				
Personal Services	\$ 120,579	\$ 133,248	\$ 143,705	\$ 155,858
Contractual Services	1,704	4,920	5,274	7,416
<i>Subtotal</i>	<u>\$ 122,283</u>	<u>\$ 138,168</u>	<u>\$ 148,979</u>	<u>\$ 163,274</u>
PUBLIC WORKS				
Personal Services	\$ 8,943,712	\$ 9,255,497	\$ 9,466,165	\$ 10,109,075
Contractual Services	3,402,579	3,143,423	2,992,486	4,133,347
SAWS - Reimbursement	2,400,000	2,746,327	2,746,327	2,746,327
Commodities	1,551,939	1,533,088	1,384,273	1,599,089
Other Expenditures	140,131	202,311	202,311	210,759
Capital Outlay	390,888	276,500	273,068	32,600
<i>Subtotal</i>	<u>\$ 16,829,249</u>	<u>\$ 17,157,146</u>	<u>\$ 17,064,630</u>	<u>\$ 18,831,197</u>
TOTAL OPERATING EXPENSES				
Personal Services	\$ 9,064,291	\$ 9,388,745	\$ 9,609,870	\$ 10,264,933
Contractual Services	3,404,283	3,148,343	2,997,760	4,140,763
SAWS - Reimbursement	2,400,000	2,746,327	2,746,327	2,746,327
Commodities	1,551,939	1,533,088	1,384,273	1,599,089
Other Expenditures	140,131	202,311	202,311	210,759
Capital Outlay	390,888	276,500	273,068	32,600
<i>Total Operating</i>	<u>\$ 16,951,532</u>	<u>\$ 17,295,314</u>	<u>\$ 17,213,609</u>	<u>\$ 18,994,471</u>
Transfers To				
General Fund-Indirect Cost	\$ 690,904	\$ 739,535	\$ 756,953	\$ 793,431
General Fund-Other	473,147	478,567	478,567	569,641
Grants	172,296	0	0	0
Capital Projects	(1,429)	0	312,975	0
Debt Service	1,512,405	3,099,127	3,107,458	2,973,478
Retired Employees Health Insurance	85,563	83,071	83,071	83,071
Information Technology Services-ERM	10,808	23,808	23,808	0
<i>Subtotal Transfers</i>	<u>\$ 2,943,694</u>	<u>\$ 4,424,108</u>	<u>\$ 4,762,832</u>	<u>\$ 4,419,621</u>
TOTAL APPROPRIATIONS	<u>\$ 19,895,226</u>	<u>\$ 21,719,422</u>	<u>\$ 21,976,441</u>	<u>\$ 23,414,092</u>
GROSS ENDING BALANCE	<u>\$ 756,166</u>	<u>\$ 758,328</u>	<u>\$ 1,092,013</u>	<u>\$ 28,441</u>

**SPECIAL REVENUE FUND
STORM WATER REGIONAL FACILITIES FUND
SUMMARY OF ADOPTED BUDGET**

Description:

In FY 2000-2001, the Storm Water Regional Facilities Fund will be established to separately account for Detention Pond revenues and associated expenditures. Revenues are generated from the Regional Storm Water Detention Pond fee.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 11,205,035	\$ 11,525,903	\$ 12,057,963	\$ 12,280,680
Adjustment for Reserve	(2,149,680)	0	0	0
<i>Net Balance</i>	<u>\$ 9,055,355</u>	<u>\$ 11,525,903</u>	<u>\$ 12,057,963</u>	<u>\$ 12,280,680</u>
REVENUES				
Detention Pond Revenues	\$ 3,709,054	\$ 2,822,754	\$ 3,861,956	\$ 3,871,611
Floodplain Verification Fee	270	400	200	210
Interest on Time Deposits	161,698	160,530	140,030	188,160
Miscellaneous Revenues	323	100	350	100
Transfer from Equipment & Renewal	0	4,231	4,231	0
<i>Total Revenues & Transfers</i>	<u>\$ 3,871,345</u>	<u>\$ 2,988,015</u>	<u>\$ 4,006,767</u>	<u>\$ 4,060,081</u>
TOTAL AVAILABLE FUNDS	<u>\$ 12,926,700</u>	<u>\$ 14,513,918</u>	<u>\$ 16,064,730</u>	<u>\$ 16,340,761</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 467,727	\$ 537,038	\$ 502,539	\$ 566,999
Contractual Services	33,843	23,496	55,460	62,968
Commodities	21,797	16,324	28,952	20,000
Other Expenditures	60,367	3,736	3,736	5,972
Capital Outlay	7,521	0	0	0
<i>Subtotal Operating</i>	<u>\$ 591,254</u>	<u>\$ 580,594</u>	<u>\$ 590,687</u>	<u>\$ 655,939</u>
Transfers To				
General Fund-Indirect Costs	\$ 57,748	\$ 20,199	\$ 18,901	\$ 28,777
Capital Projects-Detention Ponds	218,101	7,525,000	3,170,424	6,902,850
Information Technology Services-ERM	1,634	4,038	4,038	0
<i>Subtotal Transfers</i>	<u>\$ 277,483</u>	<u>\$ 7,549,237</u>	<u>\$ 3,193,363</u>	<u>\$ 6,931,627</u>
TOTAL APPROPRIATIONS	<u>\$ 868,737</u>	<u>\$ 8,129,831</u>	<u>\$ 3,784,050</u>	<u>\$ 7,587,566</u>
GROSS ENDING BALANCE	<u>\$ 12,057,963</u>	<u>\$ 6,384,087</u>	<u>\$ 12,280,680</u>	<u>\$ 8,753,195</u>

**SPECIAL REVENUE FUND
STREET MAINTENANCE AND IMPROVEMENT FUND
SUMMARY OF ADOPTED BUDGET**

Description:

Beginning in FY 1997-1998, the Street Maintenance and Improvement Fund became a centralizing mechanism for the various sources that fund maintenance and improvements of street infrastructure. Most revenue is generated from a transfer from the General Fund and street resurfacing charges.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ (2,368,971)	\$ 14,999	\$ (2,871,509)	\$ 25,402
Adjustment for Reserve	4,808,941	0	0	0
Reduction of Encumbrances	0	0	1,210,930	0
Reversal of VIA Receivable	(1,300,000)	0	0	0
Pending Litigation	0	0	1,144,000	0
<i>Net Balance</i>	<u>\$ 1,139,970</u>	<u>\$ 14,999</u>	<u>\$ (516,579)</u>	<u>\$ 25,402</u>
REVENUES				
Street Resurfacing/Sewer Installation	\$ 72,656	\$ 44,252	\$ 0	\$ 0
Interest on Time Deposits	35,225	52,450	35,400	42,920
Recovery of Expenditures	1,810,627	0	50,000	0
Contribution from VIA	258,826	257,251	257,251	258,537
Contribution from General Fund	29,279,775	34,254,168	34,637,960	34,106,979
Transfer from Equipment & Renewal	0	0	0	21,203
Transfer from Other Funds	40,335	0	0	0
<i>Total Revenues & Transfers</i>	<u>\$ 31,497,444</u>	<u>\$ 34,608,121</u>	<u>\$ 34,980,611</u>	<u>\$ 34,429,639</u>
TOTAL AVAILABLE FUNDS	<u>\$ 32,637,414</u>	<u>\$ 34,623,120</u>	<u>\$ 34,464,032</u>	<u>\$ 34,455,041</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 10,748,219	\$ 10,889,661	\$ 10,821,648	\$ 11,834,556
Contractual Services	3,892,200	4,226,625	3,335,545	5,467,609
Commodities	10,105,338	7,411,978	8,357,134	8,031,768
Other Expenditures	566,246	1,085,592	1,085,592	1,374,787
Capital Outlay	35,920	1,875,830	1,875,830	0
<i>Subtotal Operating</i>	<u>\$ 25,347,923</u>	<u>\$ 25,489,686</u>	<u>\$ 25,475,749</u>	<u>\$ 26,708,720</u>
Transfers To				
Contractual Street Repair	\$ 0	\$ 6,734,319	\$ 6,574,319	\$ 7,734,319
Contractual Street Repair - Prior Years	0	0	0	0
Capital Projects	10,161,001	2,000,000	2,000,000	0
Streets Capital Projects	0	388,562	388,562	0
<i>Subtotal Transfers</i>	<u>\$ 10,161,001</u>	<u>\$ 9,122,881</u>	<u>\$ 8,962,881</u>	<u>\$ 7,734,319</u>
TOTAL APPROPRIATIONS	<u>\$ 35,508,924</u>	<u>\$ 34,612,567</u>	<u>\$ 34,438,630</u>	<u>\$ 34,443,039</u>
GROSS ENDING BALANCE	<u>\$ (2,871,509)</u>	<u>\$ 10,553</u>	<u>\$ 25,402</u>	<u>\$ 12,002</u>

SPECIAL REVENUE FUND
RIGHT OF WAY MANAGEMENT
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2000-2001, the Right of Way Management Fund was established to separately account for the Right of Way revenues and associated expenditures.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 232,074	\$ 268,802	\$ 492,183	\$ 80,905
Adjustment for Reserve	16,795	0	0	0
<i>Net Balance</i>	<u>\$ 248,869</u>	<u>\$ 268,802</u>	<u>\$ 492,183</u>	<u>\$ 80,905</u>
REVENUES				
Permit Application Fee	\$ 247,210	\$ 241,325	\$ 230,000	\$ 236,900
Inspection Fee	760,165	666,298	718,910	740,500
Registration Fee	900	300	600	300
Non-Compliance ROW Penalties	100,100	20,000	141,000	25,000
Interest on Time Deposits	4,227	3,220	4,380	5,780
Transfer from Equipment & Renewal	0	21,238	21,238	0
<i>Total Revenues & Transfers</i>	<u>\$ 1,112,602</u>	<u>\$ 952,381</u>	<u>\$ 1,116,128</u>	<u>\$ 1,008,480</u>
TOTAL AVAILABLE FUNDS	<u>\$ 1,361,471</u>	<u>\$ 1,221,183</u>	<u>\$ 1,608,311</u>	<u>\$ 1,089,385</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 702,044	\$ 832,935	\$ 823,055	\$ 857,213
Contractual Services	108,160	209,258	115,266	130,531
Commodities	28,309	81,972	63,131	62,976
Other Expenditures	2,631	2,631	2,631	5,525
Capital Outlay	23,758	1,200	179,097	0
<i>Subtotal Operating</i>	<u>\$ 864,902</u>	<u>\$ 1,127,996</u>	<u>\$ 1,183,180</u>	<u>\$ 1,056,245</u>
Transfers To				
Contractual Street Repair	\$ 0	\$ 20,000	\$ 335,100	\$ 25,000
Information Technology Services-ERM	4,386	9,126	9,126	0
<i>Subtotal Transfers</i>	<u>\$ 4,386</u>	<u>\$ 29,126</u>	<u>\$ 344,226</u>	<u>\$ 25,000</u>
TOTAL APPROPRIATIONS	<u>\$ 869,288</u>	<u>\$ 1,157,122</u>	<u>\$ 1,527,406</u>	<u>\$ 1,081,245</u>
GROSS ENDING BALANCE	<u>\$ 492,183</u>	<u>\$ 64,061</u>	<u>\$ 80,905</u>	<u>\$ 8,140</u>

**SPECIAL REVENUE FUND
TAX INCREMENT FINANCING
SUMMARY OF ADOPTED BUDGET**

Description:

Tax increment financing is a tool, governed by the Tax Increment Finance Act Chapter 311 of the Texas Tax Code, to publicly finance needed residential and commercial improvements and enhanced infrastructure within a defined area called Tax Increment Reinvestment Zone (TIRZ). In FY 1997-1998, City Council created the Tax Increment Finance Program in accordance with the Community Revitalization Action Group (CRAG) recommendation. The primary geographic targeted TIF area, selected by City Council, is inside Loop 410 and south of Highway 90.

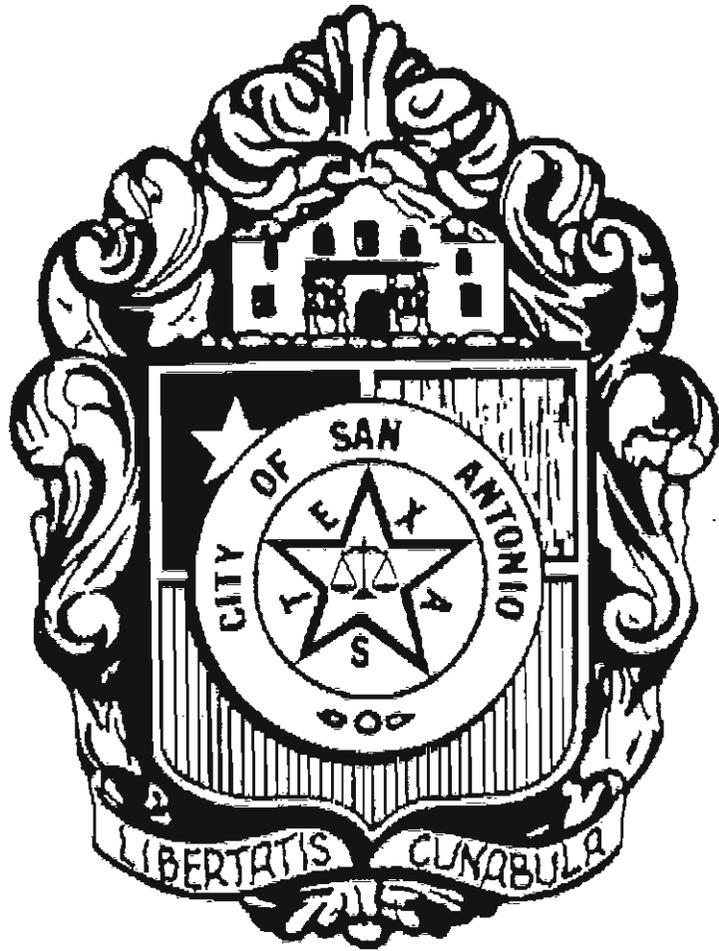
	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-20034	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 236,307	\$ (87,745)	\$ (20,382)
Adjustment for Reserve	(2,800)	0	0	0
<i>Net Balance</i>	<u>\$ (2,800)</u>	<u>\$ 236,307</u>	<u>\$ (87,745)</u>	<u>\$ (20,382)</u>
REVENUES				
Application Fee	\$ 39,135	\$ 15,000	\$ 1,575	\$ 15,450
Processing Fee	62,000	124,000	217,000	124,000
Administrative Fee	14,596	99,562	186,828	192,000
Interest on Time Deposits	754	0	0	0
Transfer from TIF Trust Fund	0	0	42,000	0
Transfer from General Fund	152,031	0	0	0
<i>Total Revenues & Transfers</i>	<u>\$ 268,516</u>	<u>\$ 238,562</u>	<u>\$ 447,403</u>	<u>\$ 331,450</u>
TOTAL AVAILABLE FUNDS	<u>\$ 265,716</u>	<u>\$ 474,869</u>	<u>\$ 359,658</u>	<u>\$ 311,068</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 319,349	\$ 452,993	\$ 361,798	\$ 265,127
Contractual Services	16,706	50,445	14,469	37,989
Commodities	7,831	9,452	3,773	6,952
Capital Outlay	9,575	0	0	0
<i>Subtotal Operating</i>	<u>\$ 353,461</u>	<u>\$ 512,890</u>	<u>\$ 380,040</u>	<u>\$ 310,068</u>
TOTAL APPROPRIATIONS	<u>\$ 353,461</u>	<u>\$ 512,890</u>	<u>\$ 380,040</u>	<u>\$ 310,068</u>
GROSS ENDING BALANCE	<u>\$ (87,745)</u>	<u>\$ (38,021)</u>	<u>\$ (20,382)</u>	<u>\$ 1,000</u>

SPECIAL REVENUE FUND
VISITOR INFORMATION CENTER AND CITY STORE FUND
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2000-2001, the Official City Store Fund will be created to account for the merchandise sale and operation of the Official City Store. Revenue will be generated from the sale of surplus City equipment, licensed City merchandise, and other merchandise. A percentage of sales of surplus equipment and licensed merchandise will be returned to City departments for one-time expenditures.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 41,350	\$ 41,558	\$ 50,516	\$ 40,569
Adjustment for Reserve	2,824	0	0	0
<i>Net Balance</i>	<u>\$ 44,174</u>	<u>\$ 41,558</u>	<u>\$ 50,516</u>	<u>\$ 40,569</u>
REVENUES				
City Store Sales	\$ 178,959	\$ 170,000	\$ 209,000	\$ 227,000
Interest on Time Deposits	617	760	250	450
Transfer from Comm. & Visitor Fac. Fund	0	233,424	160,000	175,000
<i>Total Revenues & Transfers</i>	<u>\$ 179,575</u>	<u>\$ 404,184</u>	<u>\$ 369,250</u>	<u>\$ 402,450</u>
TOTAL AVAILABLE FUNDS	<u>\$ 223,750</u>	<u>\$ 445,742</u>	<u>\$ 419,766</u>	<u>\$ 443,019</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 57,552	\$ 214,740	\$ 190,485	\$ 210,916
Contractual Services	17,122	85,001	69,401	100,208
Commodities	86,354	96,157	106,000	111,557
Other Expenditures	9,743	11,194	11,194	1,099
Capital Outlay	0	0	0	0
<i>Subtotal Operating</i>	<u>\$ 170,771</u>	<u>\$ 407,092</u>	<u>\$ 377,080</u>	<u>\$ 423,780</u>
Transfers To				
City Departments	\$ 1,334	\$ 0	\$ 1,000	\$ 1,000
Retired Employees Health Insurance	394	383	383	383
Information Technology Services-ERM	734	0	734	0
<i>Subtotal Transfers</i>	<u>\$ 2,462</u>	<u>\$ 383</u>	<u>\$ 2,117</u>	<u>\$ 1,383</u>
TOTAL APPROPRIATIONS	<u>\$ 173,233</u>	<u>\$ 407,475</u>	<u>\$ 379,197</u>	<u>\$ 425,163</u>
GROSS ENDING BALANCE	<u>\$ 50,516</u>	<u>\$ 38,267</u>	<u>\$ 40,569</u>	<u>\$ 17,856</u>



Enterprise Funds

ENTERPRISE FUND
AIRPORT OPERATING AND MAINTENANCE FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Airport Revenue Fund is an enterprise fund established to record all revenues and expenditures associated with the operations and maintenance of the San Antonio International and Stinson Field airport facilities. Airport user fees provide for operation and maintenance and required debt service for outstanding bonds. Aviation Bond ordinance prohibits any credit to Improvement and Contingency Reserve Fund which would reduce the Restricted Reserve balance less than three months of operation and maintenance expenses.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 6,404,771	\$ 6,138,699	\$ 6,660,449	\$ 6,288,860
<i>Net Balance</i>	\$ 6,404,771	\$ 6,138,699	\$ 6,660,449	\$ 6,288,860
REVENUES				
Operating Revenue	\$ 43,051,000	\$ 43,063,309	\$ 43,343,425	\$ 47,359,607
Interest on Time Deposits	163,610	180,500	98,040	144,690
Other Revenue	223,351	302,253	296,216	300,157
<i>Total Revenues & Transfers</i>	\$ 43,437,961	\$ 43,546,062	\$ 43,737,681	\$ 47,804,454
TOTAL AVAILABLE FUNDS	\$ 49,842,732	\$ 49,684,761	\$ 50,398,130	\$ 54,093,314
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 16,065,174	\$ 17,552,501	\$ 16,981,621	\$ 18,975,355
Contractual Services	5,795,573	5,452,307	5,652,814	6,461,178
Commodities	1,236,624	1,201,733	1,141,629	1,349,955
Other Expenditures	1,097,751	1,380,221	1,379,371	1,397,872
Capital Outlay	399,604	555,090	479,971	490,198
<i>Subtotal Operating</i>	\$ 24,594,726	\$ 26,141,852	\$ 25,635,406	\$ 28,674,558
Transfers To				
General Fund-Indirect Cost	\$ 612,765	\$ 693,470	\$ 604,023	\$ 677,007
General Fund-Other	229,710	164,097	153,517	106,865
Information Technology Services - ERM	27,888	58,888	58,888	0
Improvements & Contingency Fund	5,070,332	4,263,055	4,871,251	355,065
Revenue Bond Debt Service	12,463,791	12,526,729	12,647,606	17,115,149
Streets Improvement Fund	40,335	0	0	0
Retired Employees Health Insurance	142,736	138,579	138,579	138,579
<i>Subtotal Transfers</i>	\$ 18,587,557	\$ 17,844,818	\$ 18,473,864	\$ 18,392,665
TOTAL APPROPRIATIONS	\$ 43,182,283	\$ 43,986,670	\$ 44,109,270	\$ 47,067,223
GROSS ENDING BALANCE	\$ 6,660,449	\$ 5,698,091	\$ 6,288,860	\$ 7,026,091
RESTRICTED RESERVE	\$ 6,660,449	\$ 5,698,091	\$ 6,288,860	\$ 7,026,091
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

ENTERPRISE FUND
AIRPORT CONFISCATED PROPERTY FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Airport Confiscated Property Fund was established for the deposit and use of confiscated monies by the Airport Security Police. Revenue will be used for the purchase of equipment and material for the enhancement of the Airport Security Police.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 289,529	\$ 283,079	\$ 282,462	\$ 265,187
<i>Net Balance</i>	\$ 289,529	\$ 283,079	\$ 282,462	\$ 265,187
REVENUES				
Confiscated Property	\$ 0	\$ 2,000	\$ 1,000	\$ 1,000
Interest on Time Deposits	3,371	3,600	2,300	3,230
<i>Total Revenues & Transfers</i>	\$ 3,371	\$ 5,600	\$ 3,300	\$ 4,230
TOTAL AVAILABLE FUNDS	\$ 292,900	\$ 288,679	\$ 285,762	\$ 269,417
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ 58	\$ 5,000	\$ 5,275	\$ 5,315
Commodities	5,580	12,000	12,000	11,308
Capital Outlay	4,800	3,415	3,300	0
<i>Subtotal Operating</i>	\$ 10,438	\$ 20,415	\$ 20,575	\$ 16,623
TOTAL APPROPRIATIONS	\$ 10,438	\$ 20,415	\$ 20,575	\$ 16,623
GROSS ENDING BALANCE	\$ 282,462	\$ 268,264	\$ 265,187	\$ 252,794
RESTRICTED RESERVE	\$ 282,462	\$ 268,264	\$ 265,187	\$ 252,794
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

**ENTERPRISE FUND
AIRPORT PASSENGER FACILITY CHARGE AND SUBORDINATE LIEN FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Passenger Facility Charge Revenue Fund was established to account for Passenger Facility Charges imposed on each passenger enplaned. These revenues will pay for expenses and debt service associated with the preservation, enhancement, safety, security, or noise reduction in the San Antonio International Airport.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 6,990	\$ 6,021,900	\$ 369,873	\$ 4,998,042
<i>Net Balance</i>	\$ 6,990	\$ 6,021,900	\$ 369,873	\$ 4,998,042
REVENUES				
Passenger Facility Charges	\$ 8,806,398	\$ 10,047,720	\$ 9,135,000	\$ 9,522,000
Interest on Time Deposits	8,416	0	6,200	8,460
Transfer from PFC Improvement & Contingency	134,414	17,730	0	0
<i>Total Revenues & Transfers</i>	\$ 8,949,228	\$ 10,065,450	\$ 9,141,200	\$ 9,530,460
TOTAL AVAILABLE FUNDS	\$ 8,956,218	\$ 16,087,350	\$ 9,511,073	\$ 14,528,502
APPROPRIATIONS				
Transfers To				
Passenger Facility Charge Fund	\$ 5,930,435	\$ 8,275,629	\$ 1,822,012	\$ 4,648,000
Debt Service Fund	2,655,910	2,667,265	2,691,019	2,683,140
<i>Subtotal Transfers</i>	\$ 8,586,345	\$ 10,942,894	\$ 4,513,031	\$ 7,331,140
TOTAL APPROPRIATIONS	\$ 8,586,345	\$ 10,942,894	\$ 4,513,031	\$ 7,331,140
GROSS ENDING BALANCE	\$ 369,873	\$ 5,144,456	\$ 4,998,042	\$ 7,197,362
RESTRICTED RESERVE	\$ 369,873	\$ 5,144,456	\$ 4,998,042	\$ 7,197,362
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

ENTERPRISE FUND
 ENVIRONMENTAL SERVICES OPERATING AND MAINTENANCE FUND
 SUMMARY OF ADOPTED BUDGET

Description:

The Environmental Services Fund was created to better account for the recording of all revenues and expenditures associated with the operation and maintenance of the Solid Waste and Environmental Management Programs.

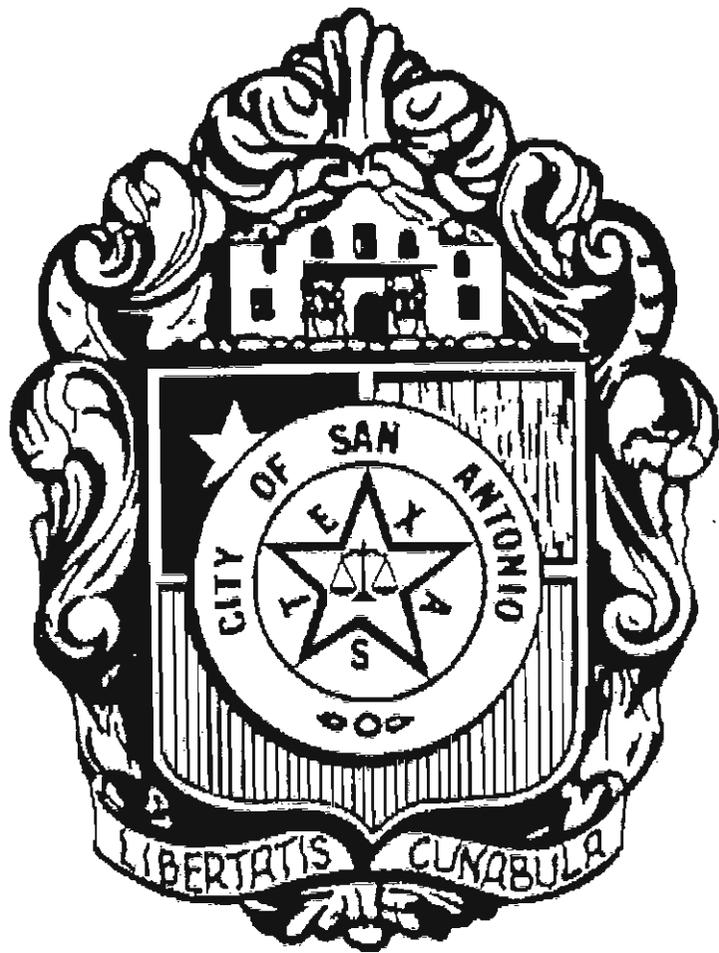
	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 1,395,875	\$ 3,102,900	\$ 2,725,067	\$ 2,593,642
<i>Net Balance</i>	\$ 1,395,875	\$ 3,102,900	\$ 2,725,067	\$ 2,593,642
REVENUES				
Solid Waste Processing Fee	\$ 35,907,473	\$ 36,641,850	\$ 36,749,955	\$ 37,301,205
Environmental Service Fee	7,544,613	7,634,013	7,684,517	7,790,228
Brush Collection Fee	4,449,202	4,528,344	4,541,704	4,609,830
Commercial Collection Fee	69,697	61,950	62,750	63,350
Commercial Brush Fee	101,697	96,592	96,117	97,079
Special Request Pickup	143,662	113,841	111,486	112,519
Recycling Program	693,607	622,952	720,318	960,000
Franchise Fee	485,400	549,750	592,200	592,200
Northeast Transfer Station Lease	0	100,000	100,000	100,000
Interest on Time Deposits	43,481	43,650	44,970	60,070
Miscellaneous Revenue	101,883	74,086	63,229	59,434
Recovery of Prior Year Expenditures	59,963	0	1,267	0
Recovery of Current Year Expenditures	12,351	0	6,227	0
Sale of Fixed Assets	7,298	0	0	0
Transfer from Improvement & Contingency	671,923	0	0	0
Transfer from Equipment & Renewal	0	34,963	34,963	430,235
<i>Total Revenues & Transfers</i>	\$ 50,292,248	\$ 50,501,991	\$ 50,809,703	\$ 52,176,150
TOTAL AVAILABLE FUNDS	\$ 51,688,123	\$ 53,604,891	\$ 53,534,770	\$ 54,769,792
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 21,349,002	\$ 22,057,802	\$ 22,146,541	\$ 23,503,643
Contractual Services	20,649,118	21,615,930	21,068,355	23,169,785
Commodities	3,044,707	2,896,057	2,990,570	2,730,607
Other Expenditures	708,096	795,340	808,133	789,579
Capital Outlay	382,259	395,762	430,762	120,902
<i>Subtotal Operating</i>	\$ 46,133,182	\$ 47,760,891	\$ 47,444,361	\$ 50,314,516
Transfers To				
General Fund-Indirect Cost	\$ 1,565,668	\$ 1,834,692	\$ 1,842,073	\$ 2,151,161
General Fund-Other	712,188	1,396,107	1,397,410	1,310,872
Retired Employees Health Insurance	199,515	193,704	193,704	193,704
Improvement & Contingency	321,923	0	0	0
Information Technology Services-ERM	30,580	63,580	63,580	0
<i>Subtotal Transfers</i>	\$ 2,829,874	\$ 3,488,083	\$ 3,496,767	\$ 3,655,737
TOTAL APPROPRIATIONS	\$ 48,963,056	\$ 51,248,974	\$ 50,941,128	\$ 53,970,253
GROSS ENDING BALANCE	\$ 2,725,067	\$ 2,355,917	\$ 2,593,642	\$ 799,539

ENTERPRISE FUND
PARKING OPERATING AND MAINTENANCE FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Parking Fund was established in FY 1979-1980 to account for revenues and expenditures associated with the operation and maintenance of the City's parking structures and parking areas and required debt service for outstanding bonds. The Public Works Department is responsible for the administration of the Parking Facilities Fund, which is a self-supporting operation.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 2,105,033	\$ 2,058,917	\$ 2,058,917	\$ 2,308,330
<i>Net Balance</i>	\$ 2,105,033	\$ 2,058,917	\$ 2,058,917	\$ 2,308,330
REVENUES				
Parking Lot Fees	\$ 6,843,775	\$ 7,386,223	\$ 7,582,664	\$ 7,717,793
Parking Meter Collections	1,245,050	1,258,264	1,288,289	1,288,889
Parking Lot Fees - Municipal Court	0	0	480,000	480,000
Retail Space Leases	305,342	373,042	364,747	366,147
Employee Bus Fare/Carpool	57,405	120,600	89,520	89,250
Miscellaneous	3,475	0	1,804	1,834
Recovery of Expenditures	17,377	0	6,778	6,278
Interest on Time Deposits	28,307	24,520	14,940	20,940
Contribution from General Fund	446,391	450,081	480,081	498,905
Contribution from Parking Facilities Fund	217,769	0	409,275	0
Transfer from Equipment & Renewal	0	10,109	10,109	0
Transfer from City Store Sales	81	0	0	0
<i>Total Revenues & Transfers</i>	\$ 9,164,972	\$ 9,622,839	\$ 10,728,207	\$ 10,470,036
TOTAL AVAILABLE FUNDS	\$ 11,270,005	\$ 11,681,756	\$ 12,787,124	\$ 12,778,366
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 3,071,140	\$ 3,250,166	\$ 3,243,708	\$ 4,072,113
Contractual Services	1,198,264	1,068,978	1,203,776	1,176,004
Commodities	54,727	225,650	228,723	286,505
Other Expenditures	83,642	93,199	310,000	86,127
Capital Outlay	1,323	3,000	3,000	0
<i>Subtotal Operating</i>	\$ 4,409,097	\$ 4,640,993	\$ 4,989,207	\$ 5,620,749
Transfers To				
General Fund-Indirect Cost	\$ 390,088	\$ 333,728	\$ 353,536	\$ 366,439
General Fund-Other	239,293	250,367	281,808	226,101
General Fund-Municipal Court	0	0	480,000	480,000
Public Improvement District	22,123	22,123	22,123	22,141
CIP Reserve Fund - Market Square	100,000	100,000	100,000	100,000
Parking Repair & Replacement	0	28,243	28,243	28,243
Parking Facility Debt Service	3,244,889	3,552,971	3,522,555	3,452,335
Parking Facilities Fund	22,093	36,831	0	163,079
Building Maintenance Fund	640,620	652,504	652,504	0
Capital Projects	100,000	0	0	0
Retired Employees Health Insurance	36,670	35,602	35,602	35,602
Information Technology Services-ERM	6,216	13,216	13,216	0
<i>Subtotal Transfers</i>	\$ 4,801,992	\$ 5,025,585	\$ 5,489,587	\$ 4,873,940
TOTAL APPROPRIATIONS	\$ 9,211,089	\$ 9,666,578	\$ 10,478,794	\$ 10,494,689
GROSS ENDING BALANCE	\$ 2,058,917	\$ 2,015,178	\$ 2,308,330	\$ 2,283,677
RESTRICTED RESERVE	\$ 2,058,917	\$ 2,015,178	\$ 2,308,330	\$ 2,283,677
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0



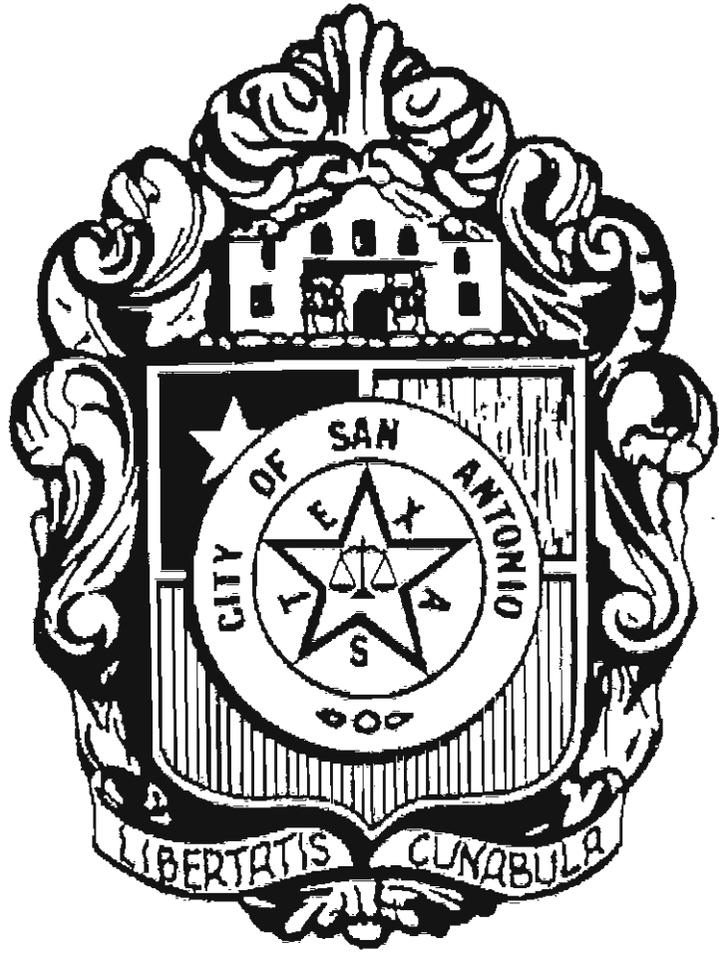
Expendable Trust Funds

**EXPENDABLE TRUST FUND
SAN JOSE BURIAL FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The San Jose Burial Fund was established to account for the maintenance of the San Jose Burial Park. This park is supervised by the City of San Antonio Parks and Recreation Department.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 1,740,048	\$ 1,376,592	\$ 1,293,691	\$ 938,984
Adjustment for Reserve	(122,762)	0	0	0
<i>Net Balance</i>	<u>\$ 1,617,286</u>	<u>\$ 1,376,592</u>	<u>\$ 1,293,691</u>	<u>\$ 938,984</u>
REVENUES				
Sale of Lots	\$ 89,014	\$ 50,000	\$ 80,000	\$ 55,400
Interments	0	0	0	70,400
Special Labor Charges	0	0	0	13,150
Interest on Time Deposits	35,049	41,170	23,170	32,590
<i>Total Revenues & Transfers</i>	<u>\$ 124,063</u>	<u>\$ 91,170</u>	<u>\$ 103,170</u>	<u>\$ 171,540</u>
TOTAL AVAILABLE FUNDS	<u>\$ 1,741,349</u>	<u>\$ 1,467,762</u>	<u>\$ 1,396,861</u>	<u>\$ 1,110,524</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 312,844	\$ 274,389	\$ 305,138	\$ 285,523
Contractual Services	60,564	86,800	91,487	97,556
Commodities	23,764	20,425	27,669	18,360
Capital Outlay	2,687	0	0	0
<i>Subtotal Operating</i>	<u>\$ 399,859</u>	<u>\$ 381,614</u>	<u>\$ 424,294</u>	<u>\$ 401,439</u>
Transfers To				
General Fund-Indirect Cost	\$ 47,799	\$ 30,199	\$ 33,583	\$ 28,631
<i>Subtotal Transfers</i>	<u>\$ 47,799</u>	<u>\$ 30,199</u>	<u>\$ 33,583</u>	<u>\$ 28,631</u>
TOTAL APPROPRIATIONS	<u>\$ 447,658</u>	<u>\$ 411,813</u>	<u>\$ 457,877</u>	<u>\$ 430,070</u>
GROSS ENDING BALANCE	<u>\$ 1,293,691</u>	<u>\$ 1,055,949</u>	<u>\$ 938,984</u>	<u>\$ 680,454</u>



Internal Service Funds

**INTERNAL SERVICE FUND
FACILITY SERVICES FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Facility Services Fund was established in FY 2000-2001 to separately account for the maintenance of City facilities of which the Facility Services Division of the Department of Asset Management is the primary building services provider. This fund will record revenues and expenditures associated with the maintenance of various City facilities. Revenues will be generated through a charge-back system to other City departments based on square footage and internal hourly trade services.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ (309,483)	\$ 5,053	\$ (656,008)	\$ (1,180,607)
<i>Net Balance</i>	\$ (309,483)	\$ 5,053	\$ (656,008)	\$ (1,180,607)
REVENUES				
Facility Maintenance Charges	\$ 5,910,439	\$ 6,371,151	\$ 6,219,681	\$ 7,324,040
Facility Trade Service Charges	1,854,850	2,076,147	1,741,226	1,216,839
Inventory Management	39,215	50,000	43,099	45,000
Vending Machine Contract Commission	50,000	50,000	50,000	50,000
Interest On Time Deposits	(13)	0	0	0
Recovery of Current Year Expenditures	604,021	0	105,700	770,700
Transfer from Facility Services I & C	0	0	0	337,381
Transfer from Parking	640,620	652,504	652,504	0
Transfer from Equipment & Renewal	0	43,333	43,333	47,458
<i>Total Revenues & Transfers</i>	\$ 9,099,132	\$ 9,243,135	\$ 8,855,543	\$ 9,791,418
TOTAL AVAILABLE FUNDS	\$ 8,789,649	\$ 9,248,188	\$ 8,199,535	\$ 8,610,811
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 5,030,674	\$ 4,653,482	\$ 4,838,216	\$ 4,174,104
Contractual Services	3,421,231	3,182,701	3,318,772	3,536,916
Commodities	422,593	382,678	371,375	321,101
Other Expenditures	63,646	63,646	63,646	34,383
Capital Outlay	61,927	0	0	0
<i>Subtotal Operating</i>	\$ 9,000,071	\$ 8,282,507	\$ 8,592,009	\$ 8,066,504
Transfers To				
General Fund-Indirect Cost	\$ 344,222	\$ 466,353	\$ 484,866	\$ 443,716
General Fund-Other	26,364	34,813	34,813	50,000
Improvement & Contingency	0	160,000	160,000	0
Retired Employees Health Insurance	46,527	45,172	45,172	45,172
Information Technology Services-ERM	28,473	63,282	63,282	0
<i>Subtotal Transfers</i>	\$ 445,586	\$ 769,620	\$ 788,133	\$ 538,888
TOTAL APPROPRIATIONS	\$ 9,445,657	\$ 9,052,127	\$ 9,380,142	\$ 8,605,392
GROSS ENDING BALANCE	\$ (656,008)	\$ 196,061	\$ (1,180,607)	\$ 5,419

**INTERNAL SERVICE FUND
FACILITY SERVICES IMPROVEMENT & CONTINGENCY FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Facility Services Improvement & Contingency Fund was established to separately account for the capital improvements and maintenance of City Facilities. This fund will be supported by departmental square foot charges to be transferred annually from the Facility Services Fund.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 723,034	\$ 271,237	\$ 268,391	\$ 346,681
Net Balance	\$ 723,034	\$ 271,237	\$ 268,391	\$ 346,681
REVENUES				
Interest On Time Deposits	\$ 7,980	\$ 7,430	\$ 2,870	\$ 4,700
Transfer from General Fund	0	0	0	400,000
Transfer from Capital Improvement Reserve	0	0	0	138,146
Transfer from Facility Services	0	160,000	160,000	0
Total Revenues & Transfers	\$ 7,980	\$ 167,430	\$ 162,870	\$ 542,846
TOTAL AVAILABLE FUNDS	\$ 731,014	\$ 438,667	\$ 431,261	\$ 889,527
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ 245,704	\$ 64,761	\$ 76,050	\$ 0
Commodities	34,691	75,358	5,700	0
Subtotal Operating	\$ 280,395	\$ 140,119	\$ 81,750	\$ 0
Transfers To				
General Fund-Other	\$ 100,000	\$ 0	\$ 0	\$ 0
Facility Services	0	0	0	337,381
Capital Projects	0	280,000	0	0
Information Technology Services-ERM	82,228	2,830	2,830	0
Subtotal Transfers	\$ 182,228	\$ 282,830	\$ 2,830	\$ 337,381
TOTAL APPROPRIATIONS	\$ 462,623	\$ 422,949	\$ 84,580	\$ 337,381
GROSS ENDING BALANCE	\$ 268,391	\$ 15,718	\$ 346,681	\$ 552,146

INTERNAL SERVICE FUND
 INFORMATION TECHNOLOGY SERVICES FUND
 SUMMARY OF ADOPTED BUDGET

Description:

This Internal Service Funds is used to record activities related to the Information Technology Services Department. The Information Technology Services Department provides data processing, telephone & radio services 24 hours a day, 7 days a week to all City departments as well as Data Communications services to the San Antonio Water System and Bexar County in support of the county-wide Criminal Justice Information System.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 1,276,104	\$ 2,837,949	\$ 3,190,858	\$ 954,448
Net Balance	\$ 1,276,104	\$ 2,837,949	\$ 3,190,858	\$ 954,448
REVENUES				
City of San Antonio Billings	\$ 17,331,943	\$ 16,574,162	\$ 15,659,667	\$ 23,109,906
Bexar County Billings	56,249	64,500	54,000	55,700
SAWS Billings	2,392	2,500	2,132	3,630
Other Agency Billings	18,117	21,798	12,815	34,900
Telecommunications Charges	1,282,943	1,333,800	1,052,200	1,156,216
Radio Shop Charges	1,568,223	2,200,687	1,920,786	2,166,964
PC Lease Program	0	1,401,779	0	481,218
Miscellaneous Revenue	15,238	1,880	4,252	103,115
Interest on Time Deposits	7,393	5,050	11,190	13,790
Transfer from Equipment & Renewal Fund	0	45,107	45,107	0
Transfer from Other Funds - ERM	688,203	1,300,887	1,300,887	0
Transfer from General Fund	0	0	118,727	515,152
Total Revenues & Transfers	\$ 20,970,701	\$ 22,952,150	\$ 20,181,763	\$ 27,640,591
TOTAL AVAILABLE FUNDS	\$ 22,246,805	\$ 25,790,099	\$ 23,372,621	\$ 28,595,039
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 10,340,785	\$ 12,403,278	\$ 11,891,245	\$ 15,873,008
Contractual Services	3,450,703	3,282,335	2,813,631	2,963,316
PC Lease Program	0	1,159,142	0	481,218
ERM Maintenance	0	2,546,432	2,185,432	3,741,268
Commodities	3,132,360	3,545,300	3,354,933	3,874,828
Other Expenditures	117,265	117,265	200,100	113,171
Lease Purchase Contracts	353,927	68,030	68,030	82,632
Capital Outlay	317,585	843,182	843,182	450,000
Inventories	422,011	344,100	401,272	344,100
Subtotal Operating	\$ 18,134,636	\$ 24,309,064	\$ 21,757,825	\$ 27,923,541
Transfers To				
General Fund-Indirect Cost	\$ 541,860	\$ 609,484	\$ 584,323	\$ 609,076
General Fund-Other	320,306	18,603	18,603	0
Retired Employees Health Insurance	59,145	57,422	57,422	57,422
Subtotal Transfers	\$ 921,311	\$ 685,509	\$ 660,348	\$ 666,498
TOTAL APPROPRIATIONS	\$ 19,055,947	\$ 24,994,573	\$ 22,418,173	\$ 28,590,039
GROSS ENDING BALANCE	\$ 3,190,858	\$ 795,526	\$ 954,448	\$ 5,000

**INTERNAL SERVICE FUND
PURCHASING AND GENERAL SERVICES FUND
SUMMARY OF ADOPTED BUDGET**

Description:

Purchasing and General Services Fund was established to record all revenues and expenditures associated with provision of services to City departments and other government entities. The Purchasing Department provides support services on a charge-back basis to other City departments, as well as other governmental agencies.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 355,604	\$ 1,794,655	\$ 1,726,373	\$ 1,465,400
<i>Net Balance</i>	\$ 355,604	\$ 1,794,655	\$ 1,726,373	\$ 1,465,400
REVENUES				
Central Stores	\$ 2,700,473	\$ 2,643,704	\$ 2,424,867	\$ 2,464,465
Automotive	24,452,599	24,278,376	24,299,410	23,295,606
In House Repairs	0	0	0	486,231
Procurement Fee	473,854	0	0	0
Interest on Time Deposits	6,658	5,000	6,160	8,240
Other Revenue	89,075	96,607	97,888	97,470
Transfer from Equipment & Renewal	0	26,977	26,977	213,914
<i>Total Revenues & Transfers</i>	\$ 27,722,659	\$ 27,050,664	\$ 26,855,302	\$ 26,565,926
TOTAL AVAILABLE FUNDS	\$ 28,078,263	\$ 28,845,319	\$ 28,581,675	\$ 28,031,326
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 7,665,601	\$ 8,853,218	\$ 7,963,039	\$ 9,034,253
Contractual Services	1,456,959	1,474,970	1,360,067	1,874,943
Commodities	161,475	212,989	194,444	264,063
Other Expenditures	189,142	215,196	224,609	251,472
Capital Outlay	135,131	0	270	148,500
Commodities/Services-Resale	16,063,535	15,616,448	16,275,720	15,415,305
<i>Subtotal Operating</i>	\$ 25,671,843	\$ 26,372,821	\$ 26,018,149	\$ 26,988,536
Transfers To				
General Fund-Indirect Cost	\$ 381,488	\$ 792,596	\$ 772,244	\$ 728,757
General Fund-Other	171,745	154,985	156,252	70,700
Retired Employees Health Insurance	80,437	78,094	78,094	78,094
Information Technology Services-ERM	46,377	91,536	91,536	0
<i>Subtotal Transfers</i>	\$ 680,047	\$ 1,117,211	\$ 1,098,126	\$ 877,551
TOTAL APPROPRIATIONS	\$ 26,351,890	\$ 27,490,032	\$ 27,116,275	\$ 27,866,087
GROSS ENDING BALANCE	\$ 1,726,373	\$ 1,355,287	\$ 1,465,400	\$ 165,239

INTERNAL SERVICE FUND
EQUIPMENT RENEWAL AND REPLACEMENT FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Equipment Renewal and Replacement Fund was established to record all revenues and expenditures associated with the replacement function of vehicles and heavy equipment. Revenues are generated from lease payments which are collected from all City departments participating in the replacement program.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 26,358,252	\$ 17,494,348	\$ 25,513,535	\$ 18,139,145
<i>Net Balance</i>	\$ 26,358,252	\$ 17,494,348	\$ 25,513,535	\$ 18,139,145
REVENUES				
Sale of Vehicles	\$ 2,313,200	\$ 4,103,540	\$ 3,702,150	\$ 3,918,500
Interest on Time Deposits	304,188	380,540	208,857	97,455
Lease of Rolling Equipment	9,088,427	9,630,429	8,996,842	14,677,262
Miscellaneous	176,154	90,562	146,712	151,113
Interest from International Center Fund	6,772	0	0	0
<i>Total Revenues & Transfers</i>	\$ 11,888,741	\$ 14,205,091	\$ 13,054,561	\$ 18,844,330
TOTAL AVAILABLE FUNDS	\$ 38,246,993	\$ 31,699,439	\$ 38,568,096	\$ 36,983,475
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ 380,542	\$ 415,071	\$ 242,242	\$ 211,747
Commodities	115,418	137,748	139,285	147,096
Capital Outlay	11,952,045	22,033,000	17,380,934	20,364,580
<i>Subtotal Operating</i>	\$ 12,448,005	\$ 22,585,819	\$ 17,762,461	\$ 20,723,423
Transfers To				
General Fund-Other	\$ 15,453	\$ 873,956	\$ 876,956	\$ 564,885
Streets	0	0	1,315,000	21,203
Purchasing	0	0	0	213,914
Other Transfers	270,000	474,534	474,534	801,081
<i>Subtotal Transfers</i>	\$ 285,453	\$ 1,348,490	\$ 2,666,490	\$ 1,601,083
TOTAL APPROPRIATIONS	\$ 12,733,458	\$ 23,934,309	\$ 20,428,951	\$ 22,324,506
GROSS ENDING BALANCE	\$ 25,513,535	\$ 7,765,130	\$ 18,139,145	\$ 14,658,969
RESERVE FOR FUTURE PURCHASES	\$ 25,513,535	\$ 7,765,130	\$ 18,139,145	\$ 14,658,969
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

**INTERNAL SERVICE FUND
ALTERNATE SERVICES EMPLOYEE
SUMMARY OF ADOPTED BUDGET**

Description:

The Alternate Services Employee Fund was established to record all revenues and expenditures associated with the provision of temporary and youth worker services to City departments. Temporary services are provided to City departments when an increase in work demand requires additional staff or when employees are not available due to approved leave or leave resulting from injuries or extended illness. The youth worker programs provide support to City departments who in turn establish ties with the surrounding community and provide valuable work experience to students in the San Antonio area. The Human Resources Department provides alternate employee support services on a charge-back basis to other City departments.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ (9,506)	\$ 0	\$ 249,125	\$ 249,125
<i>Net Balance</i>	\$ (9,506)	\$ 0	\$ 249,125	\$ 249,125
REVENUES				
Alternate Services Employee	\$ 9,904,729	\$ 2,067,286	\$ 7,854,892	\$ 8,777,526
<i>Total Revenues & Transfers</i>	\$ 9,904,729	\$ 2,067,286	\$ 7,854,892	\$ 8,777,526
TOTAL AVAILABLE FUNDS	\$ 9,895,223	\$ 2,067,286	\$ 8,104,017	\$ 9,026,651
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 9,604,085	\$ 2,063,592	\$ 7,811,001	\$ 8,982,651
Contractual Services	42,013	3,518	43,891	44,000
<i>Subtotal Operating</i>	\$ 9,646,098	\$ 2,067,110	\$ 7,854,892	\$ 9,026,651
TOTAL APPROPRIATIONS	\$ 9,646,098	\$ 2,067,110	\$ 7,854,892	\$ 9,026,651
GROSS ENDING BALANCE	\$ 249,125	\$ 176	\$ 249,125	\$ 0

**SELF INSURANCE FUND
EMPLOYEE BENEFITS INSURANCE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Employee Benefits Insurance Fund consolidates the revenues and expenditures associated with benefits provided to City employees including medical, dental, and vision insurance. The major portion of the funding comes from premiums paid by departments for their employees. Costs include a third party administrator to process health claims, Health Department's Employee Wellness Clinic, and administrative staff.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ (12,999,736)	\$ (20,980,569)	\$ (19,918,880)	\$ (30,697,442)
<i>Net Balance</i>	\$ (12,999,736)	\$ (20,980,569)	\$ (19,918,880)	\$ (30,697,442)
REVENUES				
City Medical Plan Assessments	\$ 36,147,518	\$ 39,542,554	\$ 38,176,516	\$ 53,343,037
Employee Contribution - CitiMed	0	685,260	370,508	1,282,968
HMO Medical Plan Assessments	17,150,994	20,432,336	18,580,823	21,792,155
City Dental Plan Assessments	544,516	516,885	582,451	673,907
DMO Dental Plans	514,946	493,449	592,872	614,809
City Vision Plan Assessments	394,000	401,360	417,672	425,442
Life Insurance Plan Assessments	613,710	642,726	615,411	646,181
Other Insurance Plans Assessments	151,055	154,765	145,656	149,242
Recovery of Expenditures	507,784	269,866	497,263	272,758
Transfers from General Fund	2,521,594	2,675,159	2,675,159	2,755,414
Transfers from Other Funds	806,936	1,124,369	831,143	856,077
<i>Total Revenues & Transfers</i>	\$ 59,353,053	\$ 66,938,729	\$ 63,485,474	\$ 82,811,990
TOTAL AVAILABLE FUNDS	\$ 46,353,317	\$ 45,958,160	\$ 43,566,594	\$ 52,114,548
APPROPRIATIONS				
Operating Expenses				
Administration - City	\$ 1,055,939	\$ 1,275,394	\$ 1,233,722	\$ 1,534,000
Administration - Contracts	1,300,248	1,368,728	1,366,223	1,508,051
CitiMed Claims	40,182,932	46,453,421	45,626,604	43,554,233
HMO Payments	701,465	839,065	871,933	908,363
DMO Payments	556,127	548,931	589,866	614,613
CitiDent Claims	540,068	608,937	681,771	669,831
Vision Claims	427,963	426,101	419,415	425,166
Other Insurance Payments	776,184	713,414	668,501	641,629
<i>Subtotal Operating</i>	\$ 45,540,926	\$ 52,233,991	\$ 51,458,035	\$ 49,855,886
Transfers To				
General Fund-Other	\$ 101,912	\$ 109,810	\$ 109,810	\$ 0
Employee Wellness Program	280,500	288,915	288,915	288,915
Employee Benefit Trust	20,344,356	20,985,326	22,397,904	24,496,437
Information Technology Services-ERM	4,503	9,372	9,372	0
<i>Subtotal Transfers</i>	\$ 20,731,271	\$ 21,393,423	\$ 22,806,001	\$ 24,785,352
TOTAL APPROPRIATIONS	\$ 66,272,197	\$ 73,627,414	\$ 74,264,036	\$ 74,641,238
GROSS ENDING BALANCE	\$ (19,918,880)	\$ (27,669,254)	\$ (30,697,442)	\$ (22,526,690)

SELF INSURANCE FUND
EXTENDED SICK LEAVE PROGRAM
SUMMARY OF ADOPTED BUDGET

Description:

The Internal Service Fund for the Extended Sick Leave Program provides a single account for settlement of claims associated with the City's Employee Long Term Disability Plan. Claims are administered by City staff and departments are assessed premiums to cover expenditures.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 10,313	\$ 10,417	\$ 10,398	\$ 10,398
<i>Net Balance</i>	\$ 10,313	\$ 10,417	\$ 10,398	\$ 10,398
REVENUES				
Participant Assessments	\$ 13,972	\$ 30,000	\$ 30,000	\$ 30,000
Interest on Time Deposits	85	0	0	0
<i>Total Revenues & Transfers</i>	\$ 14,057	\$ 30,000	\$ 30,000	\$ 30,000
TOTAL AVAILABLE FUNDS	\$ 24,370	\$ 40,417	\$ 40,398	\$ 40,398
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 13,972	\$ 30,000	\$ 30,000	\$ 30,000
<i>Subtotal Operating</i>	\$ 13,972	\$ 30,000	\$ 30,000	\$ 30,000
TOTAL APPROPRIATIONS	\$ 13,972	\$ 30,000	\$ 30,000	\$ 30,000
GROSS ENDING BALANCE	\$ 10,398	\$ 10,417	\$ 10,398	\$ 10,398

**SELF INSURANCE FUND
LIABILITY INSURANCE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

This fund consolidates the City's Liability Insurance Programs. The fund's revenues are collected through charges to City departments and expenditures are made to settle tort claims against the City. The fund includes the administrative cost for Risk Management and Litigation staff, insurance premiums, and the third party administrative fees.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 3,085,238	\$ 1,505,752	\$ 3,871,440	\$ 2,505,482
<i>Net Balance</i>	\$ 3,085,238	\$ 1,505,752	\$ 3,871,440	\$ 2,505,482
REVENUES				
Department Assessments	\$ 8,512,287	\$ 8,566,246	\$ 8,456,073	\$ 8,566,246
Interest on Time Deposits	214,786	275,660	180,060	242,300
Recovery of Expenditures	14,685	10,000	45,293	20,000
Compensation for Damages	55,242	225,000	377,177	225,000
Other Revenue	826,293	26,293	26,293	0
<i>Total Revenues & Transfers</i>	\$ 9,623,293	\$ 9,103,199	\$ 9,084,896	\$ 9,053,546
TOTAL AVAILABLE FUNDS	\$ 12,708,531	\$ 10,608,951	\$ 12,956,336	\$ 11,559,028
APPROPRIATIONS				
Operating Expenses				
Administration - City	\$ 1,106,645	\$ 1,332,177	\$ 1,238,811	\$ 1,262,666
Administration - Contracts	490,790	533,985	528,670	567,358
Claims - Insurance	4,994,193	6,045,000	6,030,637	6,045,000
Premiums - Excess Liability	2,106,189	2,384,809	2,384,809	2,503,799
<i>Subtotal Operating</i>	\$ 8,697,817	\$ 10,295,971	\$ 10,182,927	\$ 10,378,823
Transfers To				
General Fund-Indirect Cost	\$ 24,553	\$ 144,340	\$ 137,739	\$ 269,097
General Fund-Other	17,450	17,450	17,450	0
Retired Employee Health Insurance	6,703	6,508	6,508	6,508
Worker's Compensation	85,069	95,069	95,069	81,736
Information Technology Services-ERM	5,499	11,161	11,161	0
<i>Subtotal Transfers</i>	\$ 139,274	\$ 274,528	\$ 267,927	\$ 357,341
TOTAL APPROPRIATIONS	\$ 8,837,091	\$ 10,570,499	\$ 10,450,854	\$ 10,736,164
GROSS ENDING BALANCE	\$ 3,871,440	\$ 38,452	\$ 2,505,482	\$ 822,864

**SELF INSURANCE FUND
OCCUPATIONAL HEALTH PROGRAM
SUMMARY OF ADOPTED BUDGET**

Description:

This Self Insurance Fund includes revenues and expenditures of the City Employee Health Clinic operated by the San Antonio Metropolitan Health District and the Employee Assistance Program operated by the Human Resources Department. These operations are supported by transfers from the Workers' Compensation and the Employee Benefits Insurance Fund.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 75,750	78,994	\$ (84,522)	\$ (36,725)
<i>Net Balance</i>	\$ 75,750	78,994	\$ (84,522)	\$ (36,725)
REVENUES				
Transfer from Workers' Compensation Fund	\$ 550,000	550,000	550,000	550,000
Transfer from Employee Benefits Ins. Fund	280,500	280,500	280,500	280,500
Transfer from General Fund	0	0	0	34,360
Interest on Time Deposits	147	0	0	0
<i>Total Revenues & Transfers</i>	\$ 830,647	830,500	830,500	864,860
TOTAL AVAILABLE FUNDS	\$ 906,397	909,494	745,978	828,135
APPROPRIATIONS				
Operating Expenses				
HEALTH				
Personal Services	\$ 291,293	301,693	286,903	317,679
Contractual Services	190,565	261,806	249,000	259,254
Commodities	15,404	26,328	32,860	26,328
Other Expenditures	2,067	2,067	2,067	1,643
Capital Outlay	3,740	0	0	0
<i>Subtotal</i>	\$ 503,069	591,894	570,830	604,904
HUMAN RESOURCES				
Personal Services	\$ 53,761	56,309	56,455	59,512
Contractual Services	149,984	152,947	152,771	155,472
Commodities	488	338	350	338
Other Expenditures	0	0	0	537
Capital Outlay	0	0	0	0
<i>Subtotal</i>	\$ 204,233	209,594	209,576	215,859
TOTAL OPERATING EXPENSES				
Personal Services	\$ 345,054	358,002	343,358	377,191
Contractual Services	340,549	414,753	401,771	414,726
Commodities	15,892	26,666	33,210	26,666
Other Expenditures	2,067	2,067	2,067	2,180
Capital Outlay	3,740	0	0	0
<i>Total Operating</i>	\$ 707,302	801,488	780,406	820,763
Transfers To				
General Fund-Indirect Cost	\$ 277,878	71,763	0	0
Retired Employees Health Insurance	2,366	2,297	2,297	2,297
Information Technology Services-ERM	3,373	6,749	0	0
<i>Subtotal Transfers</i>	\$ 283,617	80,809	2,297	2,297
TOTAL APPROPRIATIONS	\$ 990,919	882,297	782,703	823,060
GROSS ENDING BALANCE	\$ (84,522)	27,197	(36,725)	5,075

SELF INSURANCE FUND
UNEMPLOYMENT COMPENSATION PROGRAM
SUMMARY OF ADOPTED BUDGET

Description:

This Self Insurance Fund for the Unemployment Compensation Program provides a central account for resolving unemployment compensation claims. Claims are administered by a third party administrator and paid through the central account.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ (228,738)	\$ 46,652	\$ 19,960	\$ 182,760
<i>Net Balance</i>	\$ (228,738)	\$ 46,652	\$ 19,960	\$ 182,760
REVENUES				
Department Assessments	\$ 717,095	\$ 450,000	\$ 662,800	\$ 400,000
Interest on Time Deposits	13	0	0	0
<i>Total Revenues & Transfers</i>	\$ 717,108	\$ 450,000	\$ 662,800	\$ 400,000
TOTAL AVAILABLE FUNDS	\$ 488,370	\$ 496,652	\$ 682,760	\$ 582,760
APPROPRIATIONS				
Operating Expense				
Unemployment Compensation Claims	\$ 468,410	\$ 450,000	\$ 500,000	\$ 450,000
Contractual Services	0	0	0	5,000
<i>Subtotal Operating</i>	\$ 468,410	\$ 450,000	\$ 500,000	\$ 455,000
TOTAL APPROPRIATIONS	\$ 468,410	\$ 450,000	\$ 500,000	\$ 455,000
GROSS ENDING BALANCE	\$ 19,960	\$ 46,652	\$ 182,760	\$ 127,760

**SELF INSURANCE FUND
WORKERS' COMPENSATION FUND
SUMMARY OF ADOPTED BUDGET**

Description:

This fund consolidates the Workers' Compensation liabilities into one account. Each department is charged a premium based on their own history of claim loss experience. A third party administrator processes Workers' Compensation claims paid from this fund. This fund provides for the costs of the City's Employee Safety Program, the City Attorney's administration of in-suit claims, and the Health Department's Occupational Health Clinic.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ (2,504,567)	\$ (4,340,924)	\$ (4,659,478)	\$ (7,132,182)
<i>Net Balance</i>	\$ (2,504,567)	\$ (4,340,924)	\$ (4,659,478)	\$ (7,132,182)
REVENUES				
Department Assessments	\$ 11,137,481	\$ 11,507,972	\$ 11,143,063	\$ 13,809,566
Interest on Time Deposits	206,444	229,070	140,920	197,540
Recovery of Expenditures	283,829	225,000	187,041	175,000
Other Revenue	85,069	95,069	95,069	81,736
<i>Total Revenues & Transfers</i>	\$ 11,712,823	\$ 12,057,111	\$ 11,566,093	\$ 14,263,842
TOTAL AVAILABLE FUNDS	\$ 9,208,256	\$ 7,716,187	\$ 6,906,615	\$ 7,131,660
APPROPRIATIONS				
APPROPRIATIONS				
Administration - City	\$ 1,766,925	\$ 1,866,571	\$ 1,847,350	\$ 1,983,981
Administration - Contracts	891,979	1,018,116	944,004	949,754
Premiums - Excess Liability	242,950	245,750	238,698	258,037
Claims - Insurance	10,043,593	10,350,905	10,325,528	10,829,304
<i>Subtotal Operating</i>	\$ 12,945,447	\$ 13,481,342	\$ 13,355,580	\$ 14,021,076
Transfers To				
General Fund-Indirect Cost	\$ 258,286	\$ 10,648	\$ 10,310	\$ 20,639
General Fund-Other	69,802	71,523	71,523	0
Retired Employee Health Insurance	9,464	9,188	9,188	9,188
Liability Insurance	26,293	26,293	26,293	0
Employee Assistance Program	150,000	150,000	150,000	150,000
Employee Wellness Program	400,000	400,000	400,000	400,000
Information Technology Services-ERM	8,442	15,903	15,903	0
<i>Subtotal Transfers</i>	\$ 922,287	\$ 683,555	\$ 683,217	\$ 579,827
TOTAL APPROPRIATIONS	\$ 13,867,734	\$ 14,164,897	\$ 14,038,797	\$ 14,600,903
GROSS ENDING BALANCE	\$ (4,659,478)	\$ (6,448,710)	\$ (7,132,182)	\$ (7,469,243)

Categorical Grants

CATEGORICAL GRANT SUMMARY BY DEPARTMENT FY 2005

PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Aviation					
Explosive Detection Canine Team	\$ 160,500	\$ -	\$ -	\$ -	160,500
Checkpoint Security Program	384,739				384,739
Aviation	\$ 545,239	\$ -	\$ -	\$ -	545,239
City Attorney					
Early Intervention for Women Living in Domestic Violence	\$ 56,108	\$ 169,787	\$ 21,068	\$ -	246,963
City Attorney Total	\$ 56,108	\$ 169,787	\$ 21,068	\$ -	246,963
Community Initiatives					
Annie E. Casey Making Connections Project	\$ -	\$ -	\$ -	\$ 179,305	179,305
Carver Community Cultural Center			245,025		245,025
Child Care Delivery System		32,399,208	1,200,000		33,599,208
Community Services Block Grant (CSBG)		1,788,296			1,788,296
Comprehensive Nutrition Program		1,477,740	2,642,580	235,500	4,355,820
City Public Service - WARM				573,266	573,266
Community Technology Centers & Academic Enrichment Program				267,813	267,813
English Literacy/Civics Education Program		101,500			101,500
Emergency Food & Shelter Program	128,478				128,478
Emergency Shelter Grant (ESG)	648,078			648,078	1,296,156
Fair Housing Program	214,313				214,313
Head Start Early Childhood Development	45,104,728			11,276,161	56,380,909
Housing Counseling Program	76,937				76,937
Housing Opportunities for Person with AIDS	1,027,000				1,027,000
Individual Development Account 1	20,000		20,000		40,000
Individual Development Account 2	180,000		20,000	160,000	360,000
Juvenile Accountability Incentive Block Grant		345,848	38,428		384,276
Predatory Lending Counseling	39,176				39,176
San Antonio Education Partnership				186,180	186,180
San Antonio Water System - Utilities Assistance Program				478,090	478,090
Supportive Services for the Elderly		275,250	140,987	5,000	421,237
Youth Opportunity Program	2,555,330				2,555,330
2001 Supportive Housing Program - CHOICE	1,030,973				1,030,973
2001 Supportive Housing Program - Dwyer Center	162,479				162,479
2002 Supportive Housing Program - ECHOES	1,770,495				1,770,495
2003 Supportive Housing Program	2,541,439				2,541,439
Community Initiatives Total	\$ 55,499,426	\$ 36,387,842	\$ 4,307,020	\$ 14,009,413	\$ 110,203,701
Cultural Affairs					
Texas Commission on the Arts - Decentralization Program	\$ -	\$ 40,000	\$ -	\$ 40,000	80,000
Texas Commission on the Arts - Operational Support		35,000	17,925	35,000	87,925
Cultural Affairs Total	\$ -	\$ 75,000	\$ 17,925	\$ 75,000	\$ 167,925
Economic Development					
Procurement Technical Assistance	\$ 149,950	\$ -	\$ 19,930	\$ 177,320	347,200
Economic Development Total	\$ 149,950	\$ -	\$ 19,930	\$ 177,320	\$ 347,200
Fire					
Emergency Management Performance	\$ -	\$ 146,100	\$ -	\$ -	146,100
Facilities and Equipment (F&E)		7,736	7,736		15,472
Assistance to Firefighters Grant	366,258		156,968		523,226
Metropolitan Medical Response System (MMRS)		280,000			280,000
Office of Domestic Preparedness (ODP)	400,408				400,408
Urban Area Security Initiative	3,764,992				3,764,992
Fire Total	\$ 4,531,658	\$ 433,836	\$ 164,704	\$ -	\$ 5,130,198
Health					
ATSDR-Environmental Health Screening	\$ 336,226	\$ -	\$ -	\$ -	336,226
AVON				10,000	10,000
Bio-Terrorism/Public Health Support	1,971,530				1,971,530
Breast Health Program		129,000		175,000	304,000
Family Focused Diabetes Pilot Project		90,000			90,000
Federal Immunization Project	8,743,553				8,743,553
Federal TB Grant	356,700			20,000	376,700
GlaxoSmithKline-Harvix 220				46,284	46,284
GlaxoSmithKline-Harvix 231				47,880	47,880
GlaxoSmithKline-Infarix				15,390	15,390
GlaxoSmithKline-Twinrix				64,350	64,350
Health Education Project		305,776			305,776
Healthy Start	750,000				750,000
HIV/AIDS Prevention	232,350				232,350
HIV Surveillance	86,303				86,303
Human Papillomavirus (HPV) Study Phase II				50,868	50,868
Inner-City School Immunization Project		286,541		24,000	310,541

CATEGORICAL GRANT SUMMARY BY DEPARTMENT FY 2005

PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Lab Bio-Terrorism Preparedness	260,410				260,410
Lead Poisoning Program		45,000			45,000
Learn, Prepare, Eat, and Enjoy				34,550	34,550
Milk Sample Lab Tests		34,500			34,500
Norvalis Protocol				139,600	139,600
Parent Child, Inc.				182,000	182,000
Pentacel - Vaccine Study M5A03				142,920	142,920
Pentacel - Vaccine Study M5A07				143,250	143,250
Public Center for Environmental Health (PCEH)	500,000			150,000	650,000
Perinatal Depression				30,715	30,715
Refugee Screening	143,495				143,495
San Antonio Regional Detox Program				204,655	204,655
State TB Grant		199,444			199,444
STD Control & Surveillance		77,046			77,046
STD Intervention	215,116				215,116
Title V Family Planning		565,459		10,177	575,636
Title V Maternal Child Health		242,738		122,000	364,738
Title V Population Based		64,450			64,450
Title X Family Planning	50,000				50,000
Title XX Family Planning		350,000		115,000	465,000
UTHSCSA Stillbirth Project				37,231	37,231
WIC	5,465,482				5,465,482
Health Total	\$ 19,111,165	\$ 2,389,954	\$ -	\$ 1,765,870	\$ 23,266,989
Housing & Community Development					
CDBG Entitlement Grant Program	\$ 14,919,984	\$ -	\$ -	\$ -	14,919,984
Home Entitlement Grant Program	7,315,294				7,315,294
American Dream Downpayment Initiative	731,835				731,835
Home Reprogramming	100,471				100,471
Housing & Community Development Total	\$ 23,067,584	\$ -	\$ -	\$ -	\$ 23,067,584
Library					
Interlibrary Loan Services	\$ 258,262	\$ -	\$ -	\$ -	258,262
Library Systems Operations	716,349				716,349
Technical Assistance Negotiated Grant	60,000				60,000
Loan Star Libraries Grant		89,292			89,292
San Antonio Public Library Foundation - restricted grant				1,000,000	1,000,000
Library Total	\$ 1,034,611	\$ 89,292	\$ -	\$ 1,000,000	\$ 2,123,903
Parks & Recreation					
Summer Food Services Program	\$ 790,920	\$ -	\$ -	\$ -	790,920
U. S. Fish & Wildlife	2,900				2,900
Center for Plant Conservation				6,000	6,000
Parks & Recreation Total	\$ 793,820	\$ -	\$ -	\$ 6,000	\$ 799,820
Police					
Bexar Metro 911	\$ -	\$ -	\$ -	\$ 319,924	\$ 319,924
Crisis Assistance Team Administration (CATA)		80,000	7,401	19,260	\$ 106,661
HIDTA	1,316,755				\$ 1,316,755
HIDTA - Intelligence Center	663,780				\$ 663,780
Local Law Enforcement Block Grant	333,785			37,087	\$ 370,872
Regional Auto Crimes Team (ReACT)		826,274	1,623,616	410,069	\$ 2,859,959
TxDOT "Click It or Ticket" STEP		173,606			\$ 173,606
TxDOT DWI Selective Traffic Enforcement Program STEP		500,000	55,556		\$ 555,556
Police Total	\$ 2,314,320	\$ 1,579,880	\$ 1,686,573	\$ 786,340	\$ 6,367,113
Grants Subtotal	\$ 107,103,881	\$ 41,125,591	\$ 6,217,220	\$ 17,819,943	\$ 172,266,635
Aviation					
Airport Improvement Program	\$ 15,250,000	\$ -	\$ 4,883,333	\$ -	20,133,333
TxDOT Airport Improvement		3,223,161	358,129		3,581,290
Aviation Total	\$ 15,250,000	\$ 3,223,161	\$ 5,241,462	\$ -	\$ 23,714,623
Housing & Community Development					
CDBG Entitlement Grant Program	\$ 2,459,016	\$ -	\$ -	\$ -	2,459,016
Housing & Community Development Total	\$ 2,459,016	\$ -	\$ -	\$ -	\$ 2,459,016
Capital Projects Subtotal	\$ 17,709,016	\$ 3,223,161	\$ 5,241,462	\$ -	\$ 26,173,639
Grand Total	\$ 124,812,897	\$ 44,348,752	\$ 11,458,682	\$ 17,819,943	\$ 198,440,274

Six-Year Capital Improvement Plan

ADOPTED SIX-YEAR CAPITAL BUDGET

OVERVIEW

The FY 2005 through FY 2010 Adopted Capital Budget for the City of San Antonio totals \$765,682,000. The six-year program represents the City's long-range physical infrastructure development and improvement plan. The Capital Budget includes 444 projects. Items in the six year scope include new streets and sidewalks, street improvements, drainage enhancement projects, park and library facility rehabilitation projects, aquifer land acquisition and linear park development, public health and safety enhancements, airport system improvements, flood control projects, and municipal facility construction and refurbishment projects.

Projects contained within the Six-Year Capital Budget are evaluated annually to reflect changing priorities and current project work progress and cost estimates. During the City's annual budget process, various City departments involved in the Capital Program provide the Office of Management & Budget new project requests and updated schedules and cost information for on-going and planned projects. The Office, along with the Management Team and the Finance Department, reviews the project proposals and the City's Debt Management Plan ensuring that recommended projects meet long-term infrastructure needs, service delivery plans, funding availability and debt capacities.

REVENUES

The 2003 General Obligation bond authorization accounts for \$105.4 million or 13.8% (see Figure 1 on the following page) of the total Six-Year Capital Budget. Consistent with the Debt Management Plan, the Six-Year Capital Budget also includes \$34.7 million in 1999 General Obligation Bonds, \$3.5 million in 1994 General Obligation Bonds and \$2.5 million in Other General Obligation Bond balances.

Another important funding source for the Six-Year Capital Budget is the Proposition 3 sales tax initiative, which was approved by voters in May 2000. Proposition 3 authorized the temporary use of a 1/8 of a cent sales tax to fund \$65.0 million of Parks Development and Expansion projects. The Six-Year Capital Budget includes \$21.5 million remaining from this funding source which comprises 2.8% of the total plan.

The Six-Year Capital Budget as shown in Figure 1 includes \$71.0 million in Certificates of Obligation, which makes up 9.3% of the total plan. The Certificates of Obligation total includes \$42.4 million in issued Certificates of Obligation and \$28.6 million in Unissued Certificates of Obligation.

The Six-Year Capital Budget also includes \$32.0 million (4.2%) in Storm Water Revenue Bonds and \$23.2 million (3.0%) in Hotel-Motel Occupancy Tax Revenue Bonds. Three other significant components of the total revenues within the Six-Year Capital Budget are \$11.8 million (1.5%) in Community Development Block Grant (CDBG) revenues, \$57.0 million (7.4%) in Housing and Urban Development (HUD) 108 Loan Program revenues, and \$5.6 million in a Texas Department of Transportation Grant.

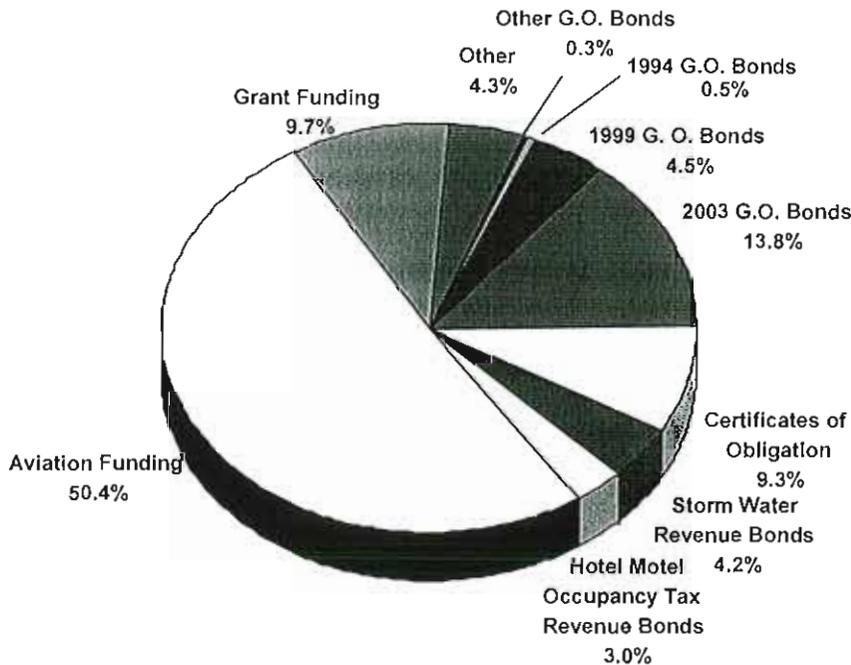
The Aviation Revenues depicted in Figure 1 represent \$385.5 million or 50.3% of the Six-Year Capital Budget. These revenues are comprised of \$86.9 million in Airport Revenue Bonds, \$32.3 million from the Airport Improvement and Contingency Fund, and \$132.6 million in Federal Aviation Administration Airport Improvement Program grants. Also available is the Passenger Facility Charge, which will generate \$14.5 million to fund air transportation capital projects on a pay-as-you-go basis and \$114.2 million in Airport Passenger Facility Charge Bonds. The Stinson Revolving Fund will contribute \$5.0 million worth of aviation-related projects.

Finally, the Six-Year Capital Budget includes \$33.3 million in "Other" revenues such as the CPS Lease-Back Proceeds, Police Asset Forfeiture Fund, Proposition 3 sales tax initiative, Riverwalk Capital Improvement Fund, and the Storm Water Facilities Fund. These "Other" revenue sources represent 4.3% of the Six-Year Capital Budget.

Figure 1
 FY 2005 Through FY 2010 Capital Budget by Revenue Source

<i>Revenue Source</i>	<i>Amount (000s)</i>	<i>Percentage</i>
Aviation Funding	385,541	50.4%
2003 G.O. Bonds	105,445	13.8%
Grant Funding	74,440	9.7%
Certificates of Obligation	71,026	9.3%
1999 G. O. Bonds	34,682	4.5%
Other	33,306	4.3%
Storm Water Revenue Bonds	31,994	4.2%
Hotel Motel Occupancy Tax Revenue Bonds	23,229	3.0%
1994 G.O. Bonds	3,525	0.5%
Other G.O. Bonds	2,494	0.3%
TOTAL	765,682	100.0%

Figure 2
 FY 2005 Through FY 2010 Capital Budget by Revenue Source



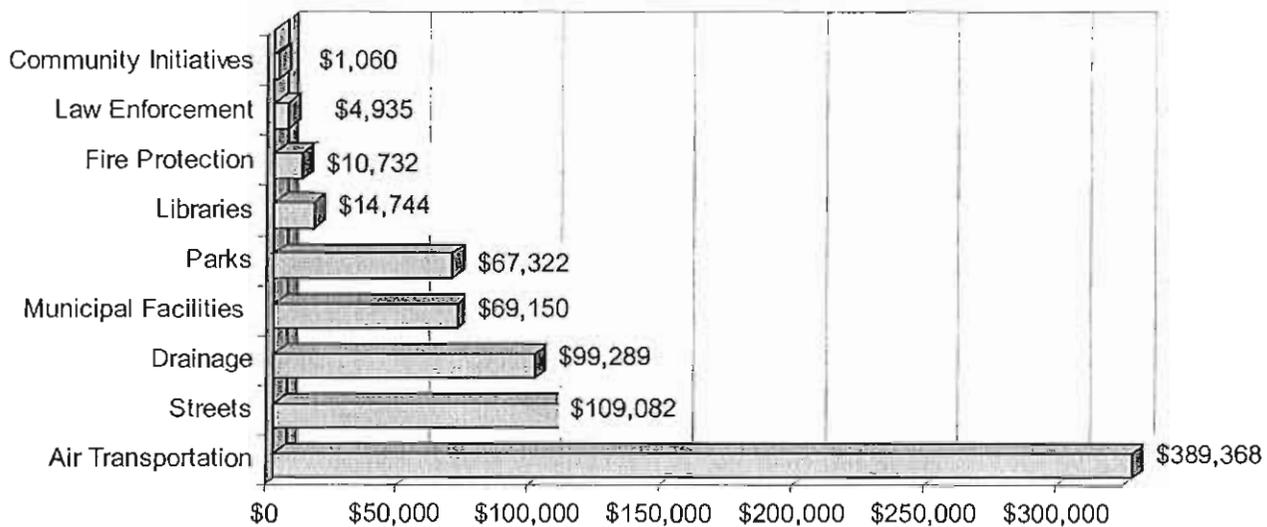
EXPENDITURES

The individual capital project budgets for the Six-Year Capital Improvement Program are categorized into one of nine programs. Figure 3 and Figure 4 represent the planned budget activity for each program category in the FY 2005 through FY 2010 Capital Budget. For more detailed information regarding program expenditures in the six year program, refer to the *Highlights* section and Table 3, 4, or 5 in the following pages.

Figure 3
FY 2005 Through FY 2010 Capital Budget by Program Category

<i>Program Category</i>	<i>Amount (000s)</i>	<i>Percentage</i>
Air Transportation	\$389,368	50.9%
Streets	\$109,082	14.2%
Drainage	\$99,289	13.0%
Municipal Facilities	\$69,150	9.0%
Parks	\$67,322	8.8%
Libraries	\$14,744	1.9%
Fire Protection	\$10,732	1.4%
Law Enforcement	\$4,935	.7%
Community Initiatives	\$1,060	.1%
<i>Total Revenue</i>	<i>\$765,682</i>	<i>100.0%</i>

Figure 4
FY 2005 Through FY 2010 Capital Budget by Program Category (Dollars in 000's)



HIGHLIGHTS

The following information provides a brief description of the 2003 General Obligation Bond Program, the Housing and Urban Development (HUD) 108 Loan Program, the 1999 General Obligation Bond Program, the Proposition 3 Sales Tax Initiative and selected capital projects as well as analysis relevant to the revenues and/or programs within the four function categories of the Six-Year Capital Budget. A thorough description for each capital project, as well as its City Council District location(s), can be found in Table 4.

2003 GENERAL OBLIGATION BOND PROGRAM

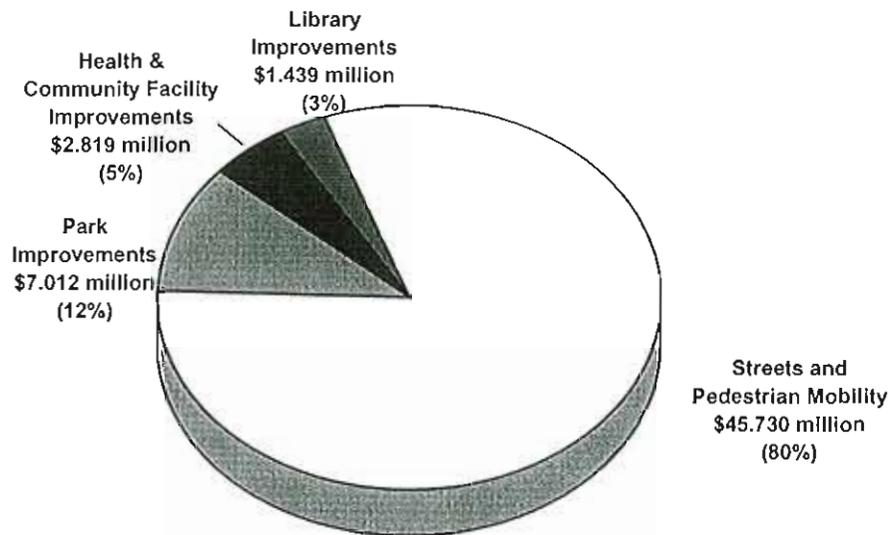
San Antonio voters approved a \$115 million bond issue November 4, 2003, comprised of five individual propositions that did not require a tax increase. The bond propositions include 113 projects throughout San Antonio that will improve streets, drainage, libraries, parks and public health and safety facilities. Sale of bonds and construction of approved projects will occur over three years according to the following schedule:

- 2004, First Quarter** -- First year of bond sale; work begins on projects.
- 2005, Second Year** -- Second year of bond sale; most design work completed.
- 2006, Third Year** -- Third year of bond sale; construction initiated on most projects.
- 2007, December** -- Construction on all projects will be underway or substantially completed

HOUSING & URBAN DEVELOPMENT (HUD) 108 PROGRAM

The need for infrastructure and facilities improvements within the City is immense. The last two general obligation bond elections provided funding for \$255.2 million in infrastructure projects yet there remains a great need for additional dollars. The Adopted FY 2005 - 2010 Capital Improvement Plan includes the recommended proposal to utilize the Housing & Urban Development (HUD) 108 Loan Program to fund critical capital projects that would otherwise not be funded or would be funded in phases over several years.

The Housing and Urban Development (HUD) 108 Loan Program provides \$57 million in funding for 76 projects that will improve street and pedestrian mobility (45 projects), parks (16 projects), health and community facilities (11 projects), and libraries (4 projects). This program will not require a tax increase nor affect the City's future bond capacity. The figure below shows the breakout of the \$57 million by program category.



Over the last months, the Housing and Community Development Department coordinated with the Public Works, Parks & Recreation, Library, Health and Community Initiatives Departments to develop a list of projects that met eligibility requirements and demonstrated a need.

The HUD 108 Capital Program would achieve the following:

- ❖ Provide funding for \$57 million of projects in today's dollars that will be completed in four years instead of funding these projects over a multi-year period contingent on CDBG entitlements. This funding would be available subsequent to City Council action to authorize the submission of an application for the HUD 108 Loan.
- ❖ Provide match funding to support the Neighborhood Improvement District (NID) Program, which was identified as a priority by the City Council in its goal setting worksession.
- ❖ Provide funding to complete street, pedestrian mobility, and drainage projects that have been designed and not yet fully funded for construction.
- ❖ Provide full funding for capital project needs identified throughout the City that could not be funded in the past due to the large magnitude of the project scope and limited annual funding capacity.
- ❖ Provide funding to upgrade many of the City's recreation, library, health and other human development service facilities to increase our potential for service delivery and improve our operation efficiency.

The HUD 108 Loan is a debt instrument that was designed by the federal government to give municipalities the opportunity to leverage dollars in an amount sufficient to finance large HUD eligible capital projects without having to fund them in multiple phases through annual Community Development Block Grant (CDBG) entitlements. The program allows municipalities to leverage up to five times their annual CDBG entitlement (\$17 million for COSA in FY 05) in the form of a loan that is repaid over a twenty-year term.

The City has to pledge the CDBG entitlement in order to secure the loan. If approved, City Council can authorize the annual debt payment of this loan be made from the City's annual CDBG entitlement until the debt is paid. In addition, if the block grant is eliminated, the debt is also eliminated. The annual debt on \$57 million over a twenty-year period is approximately \$5 million. If the debt is paid from the entitlement, 15% of the budget would remain available for public service projects, 20% for administration, and the remainder (\$6 million) could be used to fund housing and neighborhood revitalization needs as well as other capital projects.

1999 GENERAL OBLIGATION BOND PROGRAM

In May 1999, the San Antonio voters overwhelmingly approved the largest general obligation bond program in the City's history. The 1999 Bond Program totaled \$140.2 million in physical infrastructure development and improvement projects for the City of San Antonio. These projects were grouped within six service improvement areas: Streets and Pedestrian Improvements, Drainage Improvements, Flood Control with Park Improvements, Parks and Recreation Improvements, Public Safety Improvements, and Library System Improvements. The Bond Program consisted of 206 projects distributed throughout the city. Of the \$140.2 million approved in FY 1999, approximately \$34.7 million worth of project activity remains in the Capital Improvement Plan.

PROPOSITION 3 - PARKS DEVELOPMENT AND EXPANSION

In May 2000, the San Antonio voters approved one of four propositions as part of the "Better Future San Antonio" initiative. Proposition 3 provided for \$65 million worth of Parks Development and Expansion projects for additional open space, parks, and recreational resources for the citizens of San Antonio. This initiative provided for a temporary increase of a 1/8 of one cent in the city's sales tax to be used for the acquisition of open space parks over the Edwards Aquifer Recharge Zone and the acquisition and development of linear parks along Leon Creek and Salado Creek. The sales tax increase began on October 1, 2000 and ended on July 1, 2004.

The Edwards Aquifer Recharge Zone includes unique plant and animal habitat as well as geological features vital to the area's underground water supply. Approximately 7,000 acres of sensitive land will be acquired over the recharge zone through the use of \$45 million of sales tax funds to maintain the quality and the quantity of the water supply and provide open spaces that can be used as parks and preservation areas.

The flood of October 1998 focused attention on the need for increased flood protection along the area's watersheds. The Leon Creek and Salado Creek Linear Park projects will use \$20 million of sales tax funds to safeguard property from the dangers posed by future flood events by acquiring properties and providing for improvements within and along the flood plains of these creeks. This is increasingly important since the recent flooding of July 2002. The creekway project will in effect create linear parks along Leon Creek and Salado Creek spanning nearly every segment of San Antonio, providing multi-modal connections to other parks, neighborhoods, schools, and encourage economic development across the city.

GENERAL GOVERNMENT

- **MUNICIPAL FACILITIES**

The Municipal Facilities Program addresses improvements to City-owned buildings and infrastructure totaling \$69.15 million. Some of these municipal facility projects include the renovation of the Alameda Theater as well as improvements to fire and police stations and community and health centers.

PUBLIC SAFETY

- **DRAINAGE**

The Six-Year Capital Budget includes 54 drainage and flood control projects totaling \$99.3 million. Three significant funding sources for these drainage and flood control projects are the 2003 General Obligation (G.O.) Bonds, the 2003 Storm Water Revenue Bonds, and the Storm Water Facilities Fund. In the Six-Year Capital Budget, fourteen projects are funded by 2003 General Obligation Bonds, nineteen are funded through 2003 Storm Water Revenue Bonds, and eight through Storm Water Facilities Fund. One significant project is the San Antonio River Improvements project which provides funding to assist Bexar County and the U.S. Army Corps of Engineers in making flood control improvements, dams, and amenities along the San Antonio River from Brackenridge Park to Mission Espada. Total project cost is estimated at \$140 million. The City's portion totals \$37.8 million, of which \$22.6 million is included in the Six-Year Capital Budget.

- **FIRE PROTECTION**

The Six-Year Capital Budget incorporates projects detailed in the Fire Five-Year Rolling Master Plan. Several projects found within the Capital Budget that address the Fire Department's plans for future service delivery include the construction of a fire station in the IH 10 W. Corridor area (\$1.9 million), the renovation of eighteen existing stations for \$2.9 million, and the purchase of a commercial building for the purpose of receiving, processing, and sorting equipment associated with weapons of mass destruction preparedness (\$1.0 million). The total planned expenditures for Fire Protection over six years is \$10.7 million.

- **LAW ENFORCEMENT**

The Capital Budget includes capital projects that the Police Department has included in its Vision 2001 Strategic Plan. The total cost over six years for four projects is \$4.9 million. Of this amount, \$2.8 million has been programmed in FY 2005 for the Public Safety Integrated Technology System. This technology system will provide a comprehensive management system to increase effectiveness while enhancing customer service. Components of the system will enable officers to electronically prepare reports in the field as well as improve the filing, preparation, and storage of important case information. Included also in the Six-Year Capital Budget is \$2.1 million for the Police Headquarters Renovation/Expansion project, the Training Academy Firing Range Bays, and the Training Academy Roof Repair.

RECREATION AND CULTURE

- **LIBRARIES**

The Libraries Program in the Six-Year Capital Budget includes \$7.6 million in projects financed with 1999 General Obligation Bonds and \$3.8 million financed with 2003 General Obligation Bonds. This program includes the construction of a 15,000 square foot library on Hausman Road, the expansion of three libraries (Brook Hollow Branch Library, Cortez Branch Library, Great Northwest Branch Library) and the provision of upgrades to nine libraries as recommended by the Citywide Facility Condition Analysis Study. The total programmed expenditures for Libraries in the Six-Year Capital Budget is \$14.7 million.

- **PARKS**

Over the six year period from FY 2005 - FY 2010, \$67.3 million is planned for 111 park projects. Some major funding sources are the 2003 G.O. Park Bonds Program (\$23.8 million), the 1999 G.O. Bond Program (\$6.0 million), the Community Development Block Grant (\$2.5 million) and the HUD 108 Loan Program (\$7.0 million).

million). Of the original Edwards Aquifer Recharge Zone Conservation and Protection Program, \$3.0 million remains for land acquisition and park development. In addition, the Leon Creek and Salado Creek Linear Parks Program has budgeted \$7.4 million for Leon Creek linear park development and \$11.0 million for Salado Creek linear park development.

TRANSPORTATION

- **AIR TRANSPORTATION**

The Air Transportation Program involves projects planned or currently under construction at the City's International Airport (SAT) and Stinson Municipal Airport. The six-year program totals \$389.4 million. The projects are consistent with the Airport Master Plan and are necessary to accommodate the expected continued growth in aircraft and passenger activity at SAT, and to replace or rehabilitate certain facilities and equipment at SAT and Stinson.

The major components of the program include the construction of two new terminal concourses (\$108.3 million) to replace Terminal 2, which has outlived its useful life and will be demolished. The program also includes an expansion to the Airport's parking facilities and roadway system, as well as airfield improvements and Stinson Airport improvements.

- **STREETS**

The six-year Streets Program totals \$109.1 million consisting primarily of funding from the HUD 108 Loan Program (\$45.7 million), 2003 General Obligation Bond authorization (\$25.5 million), the 1999 General Obligation Bond authorization (\$10.4 million), Community Development Block Grants (\$8.1 million), and 2002 and 2004 Certificates of Obligation (\$14.4 million).

SUMMARY OF ADOPTED CAPITAL BUDGET BY REVENUE SOURCE
For FY 2005 Through FY 2010
(Dollars In Thousands)

REVENUE SOURCE	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Other G.O. Bonds							
Drainage Bond Balances	1,278	327	0	0	0	0	1,605
Library Bond Balances	776	0	0	0	0	0	776
Street Improvements Bond Balances	113	0	0	0	0	0	113
Total Other G.O. Bonds	2,167	327	0	0	0	0	2,494
1994 G.O. Bonds							
1994 G.O. Drainage Bonds	2,769	0	0	0	0	0	2,769
1994 G.O. Park Bonds	515	0	0	0	0	0	515
1994 G.O. Street Improvements Bonds	241	0	0	0	0	0	241
Total 1994 G.O. Bonds	3,525	0	0	0	0	0	3,525
1999 G.O. Bonds							
1999 G.O. Drainage Improvements Bonds	5,050	0	0	0	0	0	5,050
1999 G.O. Flood Control with Park Improvements Bonds	1,955	0	0	0	0	0	1,955
1999 G.O. Library System Improvements Bonds	2,259	2,527	2,776	0	0	0	7,562
1999 G.O. Park & Recreation Improvements Bonds	5,126	900	0	0	0	0	6,026
1999 G.O. Public Safety Improvements Bonds	3,706	0	0	0	0	0	3,706
1999 G.O. Street & Pedestrian Improvements Bonds	8,018	2,365	0	0	0	0	10,383
Total 1999 G.O. Bonds	26,114	5,792	2,776	0	0	0	34,682
2003 G.O. Bonds							
2003 G.O. Drainage Improvement Bonds	13,806	3,421	0	0	0	0	17,227
2003 G.O. Library Improvement Bonds	2,922	900	0	0	0	0	3,822
2003 G.O. Parks and Recreation Improvement Bonds	21,115	2,702	0	0	0	0	23,817
2003 G.O. Public Health and Safety Improvement Bonds	4,312	30,732	0	0	0	0	35,044
2003 G.O. Streets and Pedestrian Improvement Bonds	14,965	10,570	0	0	0	0	25,535
Total 2003 G.O. Bonds	57,120	48,325	0	0	0	0	105,445

REVENUE SOURCE	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Certificates of Obligation							
2002 Issued Certificates of Obligation	9,536	70	0	0	0	0	9,606
2004 Issued Certificates of Obligation	13,618	1,549	0	0	0	0	15,167
Prior Issued Certificates of Obligation	17,513	179	0	0	0	0	17,692
Unissued Certificates of Obligation	6,375	9,998	8,888	1,100	1,100	1,100	28,561
Total Certificates of Obligation	47,042	11,796	8,888	1,100	1,100	1,100	71,026
Storm Water Revenue Bonds							
2003 Storm Water Revenue Bonds	24,273	7,721	0	0	0	0	31,994
Total Storm Water Revenue Bonds	24,273	7,721	0	0	0	0	31,994
Hotel Motel Occupancy Tax Revenue Bonds							
Hotel Motel Occupancy Tax Revenue Bonds	23,229	0	0	0	0	0	23,229
Total Hotel Motel Occupancy Tax Revenue Bonds	23,229	0	0	0	0	0	23,229
Aviation Funding							
Airport Improvement & Contingency Fund	6,109	4,477	5,110	9,214	5,796	1,593	32,299
Airport Improvement Program Grant	25,583	13,750	16,650	42,860	27,682	6,100	132,625
Airport Passenger Facility Charge	4,648	867	7,189	600	600	600	14,504
Airport Passenger Facility Charge Bonds	46,709	2,400	47,576	13,936	3,592	0	114,213
Airport Revenue Bonds	74,916	0	11,405	529	0	0	86,850
Stinson Revolving Fund	5,050	0	0	0	0	0	5,050
Total Aviation Funding	163,015	21,494	87,930	67,139	37,670	8,293	385,541
Grant Funding							
Community Development Block Grant	11,355	458	0	0	0	0	11,813
Housing & Urban Development 108 Loan Program	12,848	23,517	15,621	4,514	413	87	57,000
Texas Department of Transportation Grant	5,627	0	0	0	0	0	5,627
Total Grant Funding	29,830	23,975	15,621	4,514	413	87	74,440
Other							
CPS Lease-Back Proceeds	0	0	3,000	0	0	0	3,000
Police Asset Forfeiture Fund	782	642	0	0	0	0	1,424
Proposition 3 - Edwards Aquifer Recharge Zone Conservation and Protection Program	3,030	0	0	0	0	0	3,030
Proposition 3 - Leon Creek and Salado Creek Linear Park Projects	10,012	7,628	809	0	0	0	18,449
Riverwalk Capital Improvement Fund	55	445	0	0	0	0	500
Storm Water Facilities Fund	6,903	0	0	0	0	0	6,903
Total Other	20,782	8,715	3,809	0	0	0	33,306
TOTAL REVENUE SOURCES	397,097	128,145	119,024	72,753	39,183	9,480	765,682

ADOPTED CAPITAL BUDGET BY FUNCTION, PROGRAM AND PROJECT
For FY 2005 Through FY 2010
(Dollars In Thousands)

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
General Government							
 Municipal Facilities							
Alameda Theater	1,790	0	0	0	0	0	1,790
American Disability Act Projects	116	0	0	0	0	0	116
City Hall Annex Fire Sprinklers	22	0	0	0	0	0	22
Guadalupe Street House Rehabilitation	35	0	0	0	0	0	35
Hays Street Bridge Rehabilitation	213	0	0	0	0	0	213
Historic Civic Center Facility Master Plan Phase B	442	0	0	0	0	0	442
ITSD Computer Room	858	0	0	0	0	0	858
Municipal Facilities Office Space Renovation	375	0	0	0	0	0	375
Public Safety Technology Center Foundation	838	0	0	0	0	0	838
Records Storage Facility	48	0	0	0	0	0	48
UNAM Roof Replacement	100	0	0	0	0	0	100
 Total Municipal Facilities	4,837	0	0	0	0	0	4,837
 Total General Government	4,837	0	0	0	0	0	4,837
Public Health & Safety							
 Drainage							
Alamo Farmsteads Drainage Phase I on Whitby (Abe Lincoln to Leon Creek)	1,181	0	0	0	0	0	1,181
Ansley Boulevard Drainage #1091	2,248	0	0	0	0	0	2,248
Ansley Phase I (Commercial to Moursund)	200	400	1,531	0	0	0	2,131
Ave Maria Drainage	1,943	0	0	0	0	0	1,943
Beitel Creek Environmental Restoration	2,528	0	0	0	0	0	2,528
Blue Ridge Channel Recapitalization	94	0	0	0	0	0	94
Cardiff (Aransas to Dead End)	200	797	0	0	0	0	997
Cardiff Area Drainage Improvements	666	0	0	0	0	0	666
Community Rating System Application	75	0	0	0	0	0	75
Culebra Drainage Project #58F (Zarzamora Creek) Phase II	3,064	0	0	0	0	0	3,064
Culebra/410 Detention Pond	1,014	0	0	0	0	0	1,014

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Public Health & Safety							
Drainage							
Dam Repairs	226	0	0	0	0	0	226
Digital Flood Insurance Rate Map Project	1,500	0	0	0	0	0	1,500
FEMA Buyout 1998	221	0	0	0	0	0	221
FEMA Buyout 2002	16	0	0	0	0	0	16
Flood Buyout	1,213	0	0	0	0	0	1,213
French Creek Buyouts (South of Prue)	749	0	0	0	0	0	749
General McMullen Area Drainage (Dexter to Roselawn)	1,033	0	0	0	0	0	1,033
Goliad (Pecan Valley to Military Drive)	2,937	0	0	0	0	0	2,937
Goliad Road Outfall Phase I	558	0	0	0	0	0	558
Goliad Road Outfall Phase II	4,394	0	0	0	0	0	4,394
Guilbeau Drainage at French Creek Phase IA	70	0	0	0	0	0	70
Harris Storm Drainage (Alvarez, Glass, Cass, Halstead)	203	0	0	0	0	0	203
Henderson Pass Low Water Crossing (Lorence Creek)	52	3,220	0	0	0	0	3,272
Hollyhock at Huebner Creek	557	0	0	0	0	0	557
Honey Blvd (Commerce to Aransas)	701	0	0	0	0	0	701
Howard Drainage (Wildwood to El Monte)	621	0	0	0	0	0	621
James Park Development & Holbrook Road Flood Improvements	1,091	0	0	0	0	0	1,091
Laddie Place Regional Storm Water Facility Phase I	5,617	0	0	0	0	0	5,617
Lee's Park Regional Storm Water Facility Project	1,500	0	0	0	0	0	1,500
Linda Lou (Presa to Hackberry)	0	562	0	0	0	0	562
Loop 410 at Nacogdoches Drainage Improvements	3,600	0	0	0	0	0	3,600
Marney Plaza Outfall	4,349	0	0	0	0	0	4,349
Martinez Creek Drainage	134	0	0	0	0	0	134
Military Ditch #65	5,648	0	0	0	0	0	5,648
Mobile City Estates Buyouts (Leon Creek)	366	0	0	0	0	0	366
Oak Glen Low Water Crossing Warning System	30	268	0	0	0	0	298
Octavia #63 Phase II Part B	2,373	0	0	0	0	0	2,373
Olympia Drainage Area Phase I	0	1,271	0	0	0	0	1,271
Plumnear Buyouts (Leon Creek)	159	0	0	0	0	0	159

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Public Health & Safety							
Drainage							
Prue Road Low Water Crossing	1,933	0	0	0	0	0	1,933
Randolph/Weidner Drainage (Sheri Ann - Randolph to Weidner)	300	500	2,041	0	0	0	2,841
Rip Rap #69 Phase II C	892	0	0	0	0	0	892
Rock Creek Recapitalization	134	0	0	0	0	0	134
San Antonio River Improvements	7,433	4,392	10,788	0	0	0	22,613
San Pedro/Huisache Area Drainage Phase I	21	1,320	0	0	0	0	1,341
Semlinger Road (Lord to Rigsby)	241	3,109	0	0	0	0	3,350
Sinclair Road at Rosillo Creek	1,234	0	0	0	0	0	1,234
Upper French Creek Buyout	800	0	0	0	0	0	800
Upper Huebner Creek Fee In Lieu Of Credits	99	0	0	0	0	0	99
Upper Olmos Creek	95	0	0	0	0	0	95
US Geological Survey Joint Funding Agreement	35	0	0	0	0	0	35
Valley View Acres Buyouts (Huesta)	635	0	0	0	0	0	635
W.W. White Road Phase I	241	0	0	0	0	0	241
Weidner Low Water Crossing Warning System	298	0	0	0	0	0	298
Wheatley Heights Buyout and Salado Creek Greenway Development (Salado Creek Hike and Bike Phase I)	600	0	0	0	0	0	600
Woodlawn Lake Outfall Recapitalization	968	0	0	0	0	0	968
Total Drainage	69,090	15,839	14,360	0	0	0	99,289
Fire Protection							
Fire Station # 1 (E Houston) Stabilization	1,216	0	0	0	0	0	1,216
Fire Station #47 (IH 10 Corridor)	1,983	0	0	0	0	0	1,983
Fire Station Renovations	2,972	0	0	0	0	0	2,972
Services Facility	0	3,561	0	0	0	0	3,561
Weapons of Mass Destruction Equipment Staging Site	1,000	0	0	0	0	0	1,000
Total Fire Protection	7,171	3,561	0	0	0	0	10,732
Law Enforcement							
Police Headquarters Renovation/Expansion	782	642	0	0	0	0	1,424
Police Training Academy Firing Range Bays	358	0	0	0	0	0	358
Police Training Academy Roof Repair	285	0	0	0	0	0	285
Public Safety Integrated Technology System	2,868	0	0	0	0	0	2,868

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Public Health & Safety							
Law Enforcement							
<i>Total Law Enforcement</i>	<i>4,293</i>	<i>642</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>4,935</i>
Municipal Facilities							
Animal Care Facility	603	11,282	0	0	0	0	11,885
District 2 Comprehensive Health Facility	400	0	0	0	0	0	400
Eastside Branch Clinic	10	61	0	0	0	0	71
Emergency Operations Center	1,909	18,450	0	0	0	0	20,359
Highway 90 Clinic	40	258	0	0	0	0	298
Medical Center Area Senior Multi-services and Health Center	1,400	2,000	2,000	0	0	0	5,400
Metropolitan Health District Building	40	40	119	0	0	0	199
Naco Perrin Multi-use Health Facility	1,065	0	0	0	0	0	1,065
South Flores Clinic	40	102	0	0	0	0	142
Zarzamora Clinic	40	301	0	0	0	0	341
<i>Total Municipal Facilities</i>	<i>5,547</i>	<i>32,494</i>	<i>2,119</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>40,160</i>
<i>Total Public Health & Safety</i>	<i>86,101</i>	<i>52,536</i>	<i>16,479</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>155,116</i>
Recreation & Culture							
Community Initiatives							
Albert J. Benavides Literacy Learning Development Center HVAC	0	22	0	0	0	0	22
Columbia Heights Literacy Learning Development Center HVAC	0	22	0	0	0	0	22
Ferrari Literacy Center	150	0	0	0	0	0	150
Frank Garrett Center HVAC System	150	0	0	0	0	0	150
Frank Garrett Center Lighting	7	0	0	0	0	0	7
Furniture Replacement at Literacy Centers	50	0	0	0	0	0	50
Margarita Huanes Literacy Learning Development Center	0	22	0	0	0	0	22
West End Park Senior Center	0	168	0	0	0	0	168
Willie Velasquez Literacy Learning Development Center	46	423	0	0	0	0	469
<i>Total Community Initiatives</i>	<i>403</i>	<i>657</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,060</i>
Libraries							
Bazan Branch Library	204	0	0	0	0	0	204
Brook Hollow Branch Library	911	0	0	0	0	0	911

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Recreation & Culture							
Libraries							
Carver Branch Library	133	483	0	0	0	0	616
Cody Branch Library	262	0	0	0	0	0	262
Collins Gardens Library Roof Repairs	250	0	0	0	0	0	250
Cortez Branch Library Upgrades	492	0	0	0	0	0	492
Forest Hills Branch Library Upgrades	218	0	0	0	0	0	218
Great Northwest Branch Library Expansion	1,084	0	0	0	0	0	1,084
Hausman Road Branch Library	1,466	2,527	2,776	0	0	0	6,769
Hertzberg Library Master Plan and Stabilization Project	451	0	0	0	0	0	451
Johnston Branch Library	150	0	0	0	0	0	150
Julia Yates Semmes Branch Library at Comanche Lookout Park	284	0	0	0	0	0	284
Maury Maverick, Jr. Branch Library (Previously Mystic Park Library)	250	0	0	0	0	0	250
McCreless Branch Library Upgrades	138	389	0	0	0	0	527
Memorial Branch Library	158	333	0	0	0	0	491
Northeast Library (Roosevelt High School)	0	900	0	0	0	0	900
Pan American Branch Library	214	0	0	0	0	0	214
San Pedro Branch Library	495	0	0	0	0	0	495
Westfall Branch Library	176	0	0	0	0	0	176
Total Libraries	7,336	4,632	2,776	0	0	0	14,744
Municipal Facilities							
Alamodome Roof Repair	932	0	0	0	0	0	932
Alamodome Steel and Cable Repainting	2,347	0	0	0	0	0	2,347
Convention Center Administrative Offices	750	0	0	0	0	0	750
Convention Center Concession Stand Improvements	100	0	0	0	0	0	100
Convention Center Exterior Renovation	4,500	0	0	0	0	0	4,500
Convention Center Feasibility Study	150	0	0	0	0	0	150
Convention Center Phase II Expansion/Outstanding Issues	660	0	0	0	0	0	660
Convention Center Roof Replacement	2,640	0	0	0	0	0	2,640
Convention Center Signage Improvements	150	0	0	0	0	0	150
Future Convention Center Expansion	11,000	0	0	0	0	0	11,000

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Recreation & Culture							
Municipal Facilities							
Market Square (Farmer's Market Rehabilitation)	374	0	0	0	0	0	374
Museo Americano	400	0	0	0	0	0	400
Witte Museum And Pioneer Hall Improvements	150	0	0	0	0	0	150
Total Municipal Facilities	24,153	0	0	0	0	0	24,153
Parks							
Acme Park Improvements	115	0	0	0	0	0	115
Al Forge Park Improvements	133	0	0	0	0	0	133
Alderete Park Walking Trail	200	0	0	0	0	0	200
Benavides Park Restroom Improvements	38	0	0	0	0	0	38
Botanical Gardens Ada & Funston Acquisitions	825	0	0	0	0	0	825
Brackenridge Park - Japanese Tea Gardens Rehabilitation	675	0	0	0	0	0	675
Brackenridge Park Office Structural/ADA Rehabilitation	310	0	0	0	0	0	310
Cathedral Rock Nature Park Improvements	235	0	0	0	0	0	235
City Nursery Relocation/Brackenridge Park Surface Parking Lot	500	0	0	0	0	0	500
Coliseum Oaks Park Playground	27	297	0	0	0	0	324
Crockett Park Improvements	125	0	0	0	0	0	125
Crownridge Canyon Nature Area Improvements	637	0	0	0	0	0	637
Cuellar & Monterrey Bath House ADA	373	0	0	0	0	0	373
Cuellar Park Basketball Court Cover	140	0	0	0	0	0	140
Cuellar Park Community Center Roof Replacement	211	0	0	0	0	0	211
Davis Scott YMCA Roof Replacement	45	510	0	0	0	0	555
Dawson Park Parking Lot Expansion	234	0	0	0	0	0	234
District 4 Soccer Field Development	250	0	0	0	0	0	250
District 6 Park Land Acquisition and Development	239	0	0	0	0	0	239
District 6 Pool Facility Rehabilitation Westwood Terrace, New Territories & Cuellar Parks	414	0	0	0	0	0	414
District 9 Neighborhood Park (Sports Field Land Acquisition)	500	0	0	0	0	0	500

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Recreation & Culture							
Parks							
Edwards Aquifer Land Acquisition and Park Development	3,030	0	0	0	0	0	3,030
Eisenhower Park & Friedrich Park Water Service Improvements	535	0	0	0	0	0	535
Elmendorf Bath House ADA Modifications	510	0	0	0	0	0	510
Father Benavides Park Improvements	85	0	0	0	0	0	85
Flores Park Restrooms	25	0	0	0	0	0	25
Friedrich Park Rehabilitation	320	0	0	0	0	0	320
Friesenhahn Park Improvements	100	0	0	0	0	0	100
Friesenhahn Park Rehabilitation	132	0	0	0	0	0	132
Garza Park Pedestrian Bridge	249	0	0	0	0	0	249
Golden Community Park Improvements	135	0	0	0	0	0	135
Granados Park Senior Center	95	961	0	0	0	0	1,056
Hemisfair Park Playground	27	325	0	0	0	0	352
Heritage Neighborhood Park Improvements	165	0	0	0	0	0	165
Hike & Bike Trail at Abandoned RR Track (Valley Hi-Sky Harbor)	420	0	0	0	0	0	420
Hillside Acres Gardens Development	95	0	0	0	0	0	95
Historic City Cemeteries Fencing	50	0	0	0	0	0	50
Ingram Hills Park Development	126	0	0	0	0	0	126
Jimmy Flores Park Improvements Phase II	250	0	0	0	0	0	250
Kingsborough Park Playground	100	0	0	0	0	0	100
Knollcrest & Merry Oaks (Gateway Terrace)	250	0	0	0	0	0	250
Lackland Terrace Park and Center Improvements	109	0	0	0	0	0	109
Lackland Terrace Park Improvements	175	0	0	0	0	0	175
Lakeside Park Improvements	360	0	0	0	0	0	360
Lakeside YMCA	75	425	0	0	0	0	500
Las Palmas Park Improvements	180	0	0	0	0	0	180
Lee's Creek Park Improvements Phase II	48	0	0	0	0	0	48
Leon Creek Greenway - District 7	500	0	0	0	0	0	500
Leon Creek Greenway - District 8	165	0	0	0	0	0	165
Leon Creek Linear Park Development	4,998	2,400	0	0	0	0	7,398
Levi Strauss Building Renovations	3,500	0	0	0	0	0	3,500
Levi Strauss Community Facility	95	970	0	0	0	0	1,065

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Recreation & Culture							
Parks							
Lincoln Park Community Center	25	243	0	0	0	0	268
Lone Star Brewery Site & Park Land Acquisition and Development	100	900	0	0	0	0	1,000
Lorence Creek Linear Park & Upper Salado Creek Greenway Development	761	0	0	0	0	0	761
Los Angeles Heights Park Improvements	133	0	0	0	0	0	133
McAllister Park Rehabilitation and Improvements	1,102	0	0	0	0	0	1,102
McLain Park Development	95	0	0	0	0	0	95
Medina Base Road Park Improvements	133	0	0	0	0	0	133
Mission Trails Facility Improvements	1,033	0	0	0	0	0	1,033
Mitchell Lake/Land Heritage Institute	245	1,205	0	0	0	0	1,450
Monticello Park Improvements	8	47	0	0	0	0	55
Mud Creek Park Improvements	95	0	0	0	0	0	95
Nani Falcone Park Improvements	675	0	0	0	0	0	675
Normoyle Park Community Center Repairs	50	0	0	0	0	0	50
Northampton Park Development	212	0	0	0	0	0	212
Northeast YMCA Building Improvements	50	0	0	0	0	0	50
O.P. Schnabel Park Entrance Improvements	225	0	0	0	0	0	225
Olmos Basin Park Improvements	600	0	0	0	0	0	600
Olmos Basin Park Party House Structural Analysis	87	0	0	0	0	0	87
Olmos Basin Park Rehabilitation & Trail System Development	735	0	0	0	0	0	735
Oscar Perez Memorial Park Development	373	0	0	0	0	0	373
Palm Heights Park Playground	15	142	0	0	0	0	157
Palo Alto Terrace Playground Improvements	38	212	0	0	0	0	250
Pearsall Park Improvements	73	0	0	0	0	0	73
Quarry Parkland Acquisition	365	0	0	0	0	0	365
Rainbow Hills Park Improvements	106	0	0	0	0	0	106
Ramirez Center Roof Replacement	100	0	0	0	0	0	100
Regional Youth Sports Facility Improvements	5,210	0	0	0	0	0	5,210
Riverwalk Access at Footbridge	81	0	0	0	0	0	81
Riverwalk Access at River Bend	81	0	0	0	0	0	81
Riverwalk Rehabilitation and Improvements	55	445	0	0	0	0	500

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Recreation & Culture							
Parks							
Royal Gate Park Playground	150	0	0	0	0	0	150
Salado Creek Hike and Bike Phase II	500	0	0	0	0	0	500
Salado Creek Linear Park Development	4,514	5,228	809	0	0	0	10,551
San Antonio Natatorium Bleachers	65	0	0	0	0	0	65
San Antonio Zoo Facility Improvements	0	1,450	0	0	0	0	1,450
San Fernando Gymnasium	487	0	0	0	0	0	487
Skyline (Southside Lions Park) Ballfield Restrooms	338	0	0	0	0	0	338
Skyline Park Improvements	20	106	0	0	0	0	126
South San Community Center Playground Development	105	0	0	0	0	0	105
Southside Lions Park Dam and Spillway	1,348	0	0	0	0	0	1,348
Southside Lions Park Drainage	120	0	0	0	0	0	120
Southside Lions Park Playground	238	0	0	0	0	0	238
Southside Lions Park Pool Drainage	133	0	0	0	0	0	133
Spring Time Park Pool Rehabilitation	315	0	0	0	0	0	315
Sunken Gardens Theater ADA Improvements	261	0	0	0	0	0	261
Tom Slick Community Park Improvements	217	0	0	0	0	0	217
Tower of the Americas	172	0	0	0	0	0	172
Tower of the Americas Rehabilitation	2,000	0	0	0	0	0	2,000
Vidaurri Park Drainage Improvements	51	0	0	0	0	0	51
Walker Ranch Park Development Phase II	47	0	0	0	0	0	47
Walker Ranch Park Improvements	740	0	0	0	0	0	740
West End Park Improvements	190	0	0	0	0	0	190
Westside Branch YMCA Roof Replacement	153	0	0	0	0	0	153
Westside YMCA Structural Repairs	40	416	0	0	0	0	456
Witte Museum	250	0	0	0	0	0	250
Woodlawn Gym ADA Improvements	500	0	0	0	0	0	500
Woodlawn Lake Park Improvements	1,015	0	0	0	0	0	1,015
Woodlawn Lake Phase II	271	0	0	0	0	0	271
Total Parks	50,231	16,282	809	0	0	0	67,322
Total Recreation & Culture	82,123	21,571	3,585	0	0	0	107,279

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Transportation							
Air Transportation							
30L Runway Localizer Relocation	533	0	0	0	0	0	533
Aircraft Rescue Fire Fighter (ARFF) Building Ventilation	90	0	0	0	0	0	90
Aircraft Rescue Fire Fighter (ARFF) Vehicle Replacement	700	0	0	0	0	0	700
Airfield Electrical & Lighting Upgrade	1,700	0	0	0	0	0	1,700
Automatic Vehicle Identification Employee Lot	120	0	0	0	0	0	120
Building Evaluation & Renovations	100	100	100	100	100	100	600
Concourse B	49,500	0	0	0	0	0	49,500
Concourse B Elevated Roadway	8,639	0	0	0	0	0	8,639
Concourse C	0	0	55,432	0	0	0	55,432
Concourse C Elevated Road	0	0	0	7,732	0	0	7,732
Consolidated Operations Facility	3,000	0	0	0	0	0	3,000
East Air Cargo Expansion	4,934	0	0	0	0	0	4,934
Environmental Assessment/Clean Up	150	150	150	150	150	150	900
Extend Runway 21 & Taxiway N	0	1,000	19,000	0	0	0	20,000
Financial Management System	1,000	0	0	0	0	0	1,000
Land Acquisition	0	3,000	0	0	0	0	3,000
New Freight Facilities	6,435	0	0	0	0	0	6,435
New Parking Garage	43,733	0	0	0	0	0	43,733
New Runway Exits	0	0	2,700	0	0	0	2,700
North Loop Service Center Redevelopment	2,000	0	0	0	0	0	2,000
Platting Impact Fees	30	30	30	30	30	30	180
Post 9/11 Security Upgrades	520	0	3,549	0	0	0	4,069
Remain Over Night Apron Replacement	5,712	0	0	0	0	0	5,712
Residential Acoustical Treatment Program	7,625	3,000	3,000	3,000	3,600	3,000	23,225
Runway 12L Taxiways	0	1,067	0	12,133	5,867	0	19,067
Runway 12L/30R	0	3,000	0	35,414	4,693	0	43,107
Runway 12R Rehabilitation	0	0	0	0	0	4,933	4,933
Runway Safety Action Team (RSAT) Airfield Improvements	2,400	0	0	0	0	0	2,400
SAWS Platting Impact Fees	30	30	30	30	30	30	180
Sky Place Drainage Improvements	6,060	0	0	0	0	0	6,060
Sky Place Site Improvements	200	0	0	0	0	0	200

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Transportation							
Air Transportation							
Stinson (SSF) Administration Facility	3,542	0	0	0	0	0	3,542
Stinson (SSF) Land Acquisition & Utilities	1,500	0	0	0	0	0	1,500
Stinson (SSF) PAPIs (Approach Navigational Aides)	182	0	0	0	0	0	182
Stinson (SSF) Runway 14 REILS (Approach Navigational Aides) Replacement	52	0	0	0	0	0	52
Stinson (SSF) Runway 32 Runup Pad	123	0	0	0	0	0	123
Stinson (SSF) Runway 9/27 Overlay and Extension	1,969	0	0	0	0	0	1,969
Stinson (SSF) T Hangar Taxilane	130	0	0	0	0	0	130
Stinson (SSF) Taxiway A Reconstruction	289	0	0	0	0	0	289
Stinson (SSF) Taxiways D, D1 & D2 Extensions	732	0	0	0	0	0	732
Stinson (SSF) TxDOT Matching Share	358	0	0	0	0	0	358
Surveying and Platting	50	50	50	50	50	50	300
Taxiway G Reconstruction	0	0	0	0	10,000	0	10,000
Taxiway Q Extension	0	0	0	0	8,500	0	8,500
Taxiway R Extension	0	467	0	0	4,650	0	5,117
Terminal 1 Automatic Doors	500	0	0	0	0	0	500
Terminal 1 Conveyors Replacement	500	0	0	0	0	0	500
Terminal 1 Elevators Replacement	600	0	0	0	0	0	600
Terminal 1 Panel Joint Sealing	350	0	0	0	0	0	350
Terminal 1 Roof	500	0	0	0	0	0	500
Terminal 2 Demolition	0	0	3,410	0	0	0	3,410
Terminal and Airfield Security	4,224	0	0	0	0	0	4,224
Terminal Infrastructure Support	5,890	9,600	479	8,500	0	0	24,469
Wetmore Road Turning Lane	140	0	0	0	0	0	140
Total Air Transportation	166,842	21,494	87,930	67,139	37,670	8,293	389,368
Streets							
36th Street Reconstruction (US 90 to Kelly AFB Entrance)	1,236	333	0	0	0	0	1,569
Adams Hill Sidewalks (Horal to Deadend)	261	0	0	0	0	0	261
Alamo Street (Durango to Cedar)	803	0	0	0	0	0	803
Alamo/Broadway Corridor Bicycle Transportation	71	0	0	0	0	0	71

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Transportation							
Streets							
Avenue B (North) Bikelane	62	0	0	0	0	0	62
Avenue B (South) Bikelane	73	0	0	0	0	0	73
Avondale (New Braunfels to IH 37)	860	0	0	0	0	0	860
Baetz Reconstruction (Moursund to Pleasanton)	110	0	0	0	0	0	110
Bitters Road (West Ave. to Heimer)	215	0	0	0	0	0	215
Blanco Reconstruction (Lullwood to Summit)	131	34	0	0	0	0	165
Blanco Road (Hildebrand to Summit Phase I)	100	850	0	0	0	0	950
Brooks City Base	593	0	0	0	0	0	593
Brooks City Base Landing (Entrance to DPT Lab)	1,300	0	0	0	0	0	1,300
Bulverde Road (Harcourt Entrance)	200	0	0	0	0	0	200
Callaghan (Bandera to Ingram)	558	852	0	0	0	0	1,410
Carolina Area Streets	100	200	765	0	0	0	1,065
Cincinnati (Fredericksburg to IH 10)	190	0	0	0	0	0	190
Cincinnati Bicycle Transportation West (St. Mary's University to Navidad)	43	0	0	0	0	0	43
Cincinnati/Ashby Bicycle Transportation East (Navidad to Fredericksburg Road)	33	0	0	0	0	0	33
City-Wide Neighborhood Improvement District Match Grant	1,000	0	0	0	0	0	1,000
Citywide Bike Racks	14	0	0	0	0	0	14
Citywide Sidewalks 2000 Phase II	50	0	0	0	0	0	50
Claremont, Eleanor, Natalen Phase III	232	0	0	0	0	0	232
Clark (Fair to Southcross)	889	0	0	0	0	0	889
Commerce Street (RR to S. Palmetto)	1,867	0	0	0	0	0	1,867
Cornell (Brazos to Colorado)	156	0	0	0	0	0	156
Courtland (Main to McCullough)	411	0	0	0	0	0	411
Culebra Area Streets Phase 4A (Pettus from Culebra to Broadview)	1,019	0	0	0	0	0	1,019
Culebra Area Streets Phase III	271	0	0	0	0	0	271
Cupples Sidewalks (Westside of Saltillo to Merida)	38	0	0	0	0	0	38
Deco District Street and Parking Lot Improvements	515	0	0	0	0	0	515
District 10 Sidewalks	124	0	0	0	0	0	124

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Transportation							
Streets							
District-Wide Neighborhood Accessibility and Mobility Program (District 1)	50	200	200	100	87	0	637
District-Wide Neighborhood Accessibility and Mobility Program (District 2)	50	200	200	65	0	0	515
District-Wide Neighborhood Accessibility and Mobility Program (District 3)	50	200	200	100	90	0	640
District-Wide Neighborhood Accessibility and Mobility Program (District 4)	175	700	700	171	0	0	1,746
District-Wide Neighborhood Accessibility and Mobility Program (District 5)	50	200	200	100	100	87	737
District-Wide Neighborhood Accessibility and Mobility Program (District 6)	50	200	200	100	52	0	602
District-Wide Neighborhood Accessibility and Mobility Program (District 7)	50	200	200	100	56	0	606
District-Wide Neighborhood Accessibility and Mobility Program (District 8)	50	200	200	100	28	0	578
District-Wide Neighborhood Accessibility and Mobility Program (District 9)	50	200	200	93	0	0	543
District-Wide Neighborhood Accessibility and Mobility Program (District Ten)	50	200	200	135	0	0	585
Duke Area Streets Phase I	872	0	0	0	0	0	872
Durango (Brazos to San Jacinto)	21	0	0	0	0	0	21
Durango (General McMullen to 34th St.)	100	100	300	2,830	0	0	3,330
Durango (Trinity to Deadend)	97	0	0	0	0	0	97
Durango (Trinity to Navidad)	100	200	648	0	0	0	948
Durango Phase I (San Marcos to Trinity)	866	0	0	0	0	0	866
Edwards (Nogalitos - IH10)	121	1,087	0	0	0	0	1,208
El Jardin (Northington to Hwy 90 & Valencia Castroville to Hwy 90)	75	458	0	0	0	0	533
El Monte Phase I and III (Blanco to San Pedro)	400	2,503	0	0	0	0	2,903
El Monte Phase II (Blanco to San Pedro)	214	0	0	0	0	0	214
Elsie (Burbank Loop to Flores)	93	60	0	0	0	0	153
Elson (34th St. to San Joaquin)	90	90	90	620	0	0	890
Elson and Inez (N. San Joaquin to NW 34th St.)	136	0	0	0	0	0	136
Emmett Avenue (Dead End to Dead End)	157	0	0	0	0	0	157
Evergreen Street (McCullough to East Euclid)	115	0	0	0	0	0	115
Fay Ave. (Quintana Road)	34	0	0	0	0	0	34

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Transportation							
Streets							
Fay Phase II Part 2	1,170	0	0	0	0	0	1,170
Fay Street/ St. Joseph (Creighton to New Laredo Hwy.)	643	0	0	0	0	0	643
Finton (Dart - IH35)	70	630	0	0	0	0	700
Fleming (New Laredo Hwy. to W. Gerald)	22	0	0	0	0	0	22
Florida (IH 37 to St. Mary's)	39	1,961	0	0	0	0	2,000
Frio City Road Reconstruction (Brazos to Zarzamora)	414	0	0	0	0	0	414
Gifford St.	62	559	0	0	0	0	621
Grandview Neighborhood Streets (Brenhaven - Pecan Valley to Dead End)	50	254	0	0	0	0	304
Grandview Neighborhood Streets (Hammond - Amanda to Roland)	40	128	0	0	0	0	168
Hackberry (Steves to Southcross)	668	0	0	0	0	0	668
Hardy Oaks (Stone Oak - Knight Cross)	500	0	0	0	0	0	500
Hillje (Avondale to Hot Wells)	55	0	0	0	0	0	55
Houston and Commerce Underpass (Houston and Commerce at IH 37)	143	0	0	0	0	0	143
Huron (Fitch to W. Southcross)	177	0	0	0	0	0	177
Hutchins (Commercial to Zarzamora)	531	0	0	0	0	0	531
IH 10 Overpass at Dominion Entrance	700	0	0	0	0	0	700
Inez (34th St. to San Joaquin)	71	100	720	0	0	0	891
Ingram Bike Lane (Callaghan to Benrus)	31	0	0	0	0	0	31
Jo Marie (W.W. White to Dead End) Phase II	210	0	0	0	0	0	210
Jones Maltzberger (US Hwy. 281 to U.P.R.R.)	374	0	0	0	0	0	374
Keats (Nogalitos - Packard)	119	0	0	0	0	0	119
Kelly USA	2,573	0	0	0	0	0	2,573
Kelly USA 36th Street Extension	1,000	0	0	0	0	0	1,000
KellyUSA Frio City Ramp	500	0	0	0	0	0	500
Kono (Gembler to Belgium)	111	0	0	0	0	0	111
Kyle Street	76	0	0	0	0	0	76
La Manda (West Avenue to Buckeye)	222	0	0	0	0	0	222
Larkspur (West Avenue to Baltic)	1,028	0	0	0	0	0	1,028
Laurel Hills Area Streets	50	100	347	0	0	0	497
Lockhill Selma (West Avenue to N.W. Military)	495	0	0	0	0	0	495

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Transportation							
Streets							
Mahncke Park Area Streets	50	50	539	0	0	0	639
Malone Bike Lane (Theo-Quintana to Concepcion Park)	57	0	0	0	0	0	57
Marbach Phase I (Military to Pinn)	0	4,065	0	0	0	0	4,065
Market Square Rehabilitation	868	0	0	0	0	0	868
Mayfield (S. Zarzamora to IH 35)	777	0	0	0	0	0	777
McCarty Sidewalks & Curbs (Lorene to Blanco)	23	0	0	0	0	0	23
McCullough (Basse to RR Tracks)	479	0	0	0	0	0	479
Medical at Fredericksburg	1,455	0	0	0	0	0	1,455
Medical Center Infrastructure and Facilities	0	1,100	1,100	1,100	1,100	1,100	5,500
Medical Center Intersection Improvements Phase II	1,379	1,000	0	0	0	0	2,379
Medical Center Intersection Improvements Phase III	1,316	0	0	0	0	0	1,316
Mission Trails IV & V	880	0	0	0	0	0	880
Nacogdoches (Loop 410 to Danbury)	1,766	0	0	0	0	0	1,766
Nakoma (US Hwy. 281 to Warfield)	440	0	0	0	0	0	440
Navarro (St. Mary's to Dallas)	13	0	0	0	0	0	13
New Braunfels Ave. (Eleanor to Pershing)	180	0	0	0	0	0	180
Oconee Street	56	0	0	0	0	0	56
Ogden (Dewey to Ashby)	213	0	0	0	0	0	213
Ozark (Erskine to Williamsburg)	124	0	0	0	0	0	124
Parliament (Blanco to Sir Winston)	100	200	559	0	0	0	859
Paso Hondo	200	300	605	0	0	0	1,105
Pearl Parkway (Broadway to Avenue A)	199	0	0	0	0	0	199
Pedestrian Mobility and Traffic Calming Projects District 1	17	0	0	0	0	0	17
Pedestrian Mobility and Traffic Calming Projects District 4	245	0	0	0	0	0	245
Pleasanton Road (Gillette to Loop 410)	277	0	0	0	0	0	277
Pleasanton Road (Southcross to Mayfield)	47	0	0	0	0	0	47
Potomac (Mittmann to Walters)	200	0	0	0	0	0	200
Prue Road Extension (Prue to Huebner)	479	0	0	0	0	0	479
Redland Road Improvements (Redland Woods to Jones Maltzberger)	350	0	0	0	0	0	350

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Transportation							
Streets							
Remuda at Westedge Sidewalks	11	0	0	0	0	0	11
Right of Way Acquisition of Highway 281 Corridor (1604 to Stone Oak)	396	0	0	0	0	0	396
Riverdale (Maiden to Hillcrest)	300	500	2,467	0	0	0	3,267
Robeson (Yuca to Martin Luther King)	50	50	390	0	0	0	490
Rosabel Street (Culebra to Inez)	1,217	0	0	0	0	0	1,217
Salado Creek Bicycle Paths	209	0	0	0	0	0	209
Sams (Dead End to Dead End)	74	0	0	0	0	0	74
San Jacinto (El Paso - San Fernando)	288	0	0	0	0	0	288
School Safety Improvements District 9	74	0	0	0	0	0	74
School Sidewalk Priority Program District 7	346	0	0	0	0	0	346
Skyline Neighborhood Improvements Phase I (Erin, Bell, Cisco and Middle Streets)	148	0	0	0	0	0	148
South Flores Reconstruction (Malone to Octavia)	371	547	0	0	0	0	918
South St. Mary's (Alamo to Pereida)	254	0	0	0	0	0	254
Southcross Boulevard Reconstruction (S. New Braunfels to S. Presa)	98	0	0	0	0	0	98
Southtown Area Street Improvements	40	0	0	0	0	0	40
Southtown/South Presa (Carolina to Lowell)	307	0	0	0	0	0	307
Stahl at O'Connor and Judson Reconstruction	560	344	0	0	0	0	904
Stahl Road (O'Connor to Judson)	167	4,255	0	0	0	0	4,422
Sunset Road (Teak to Broadway) Phase II	51	315	0	0	0	0	366
Tezel Reconstruction (Ridge Path to Old Tezel)	1,523	0	0	0	0	0	1,523
Tezel Reconstruction (Timberpath to Ridge Path)	1,020	0	0	0	0	0	1,020
Thousand Oaks Intersection Improvements	371	0	0	0	0	0	371
UTSA to OLLU Corridor Bicycle Transportation (Frio to 24th St.)	35	0	0	0	0	0	35
Vandiver Bicycle Transportation (Loop 410 to Rittiman)	11	0	0	0	0	0	11
W. French (Navidad to Zarzamora)	257	0	0	0	0	0	257
W. Gerald	140	0	0	0	0	0	140
W. Glenn (Burbank Loop to Flores)	93	60	0	0	0	0	153
Warcloud	100	900	0	0	0	0	1,000
West Craig (Elmendorf to Josephine Tobin)	0	503	0	0	0	0	503

FUNCTION / PROGRAM / PROJECT	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	TOTAL
Transportation							
Streets							
Wilson (Woodlawn to Waverly Phase 1A)	150	0	0	0	0	0	150
Woodlawn Avenue (Bandera to Maiden)	3,617	0	0	0	0	0	3,617
Woodlawn Avenue (San Antonio to Lake)	0	620	0	0	0	0	620
Wurzbach Parkway	2,608	2,061	0	0	0	0	4,669
Zarzamora (410 to Applewhite) and Applewhite (Zarzamora to Watson)	108	1,400	0	0	0	0	1,508
Zarzamora St. Reconstruction Phase I (Hutchins to Ansley)	225	1,275	0	0	0	0	1,500
Total Streets	57,194	32,544	11,030	5,614	1,513	1,187	109,082
Total Transportation	224,036	54,038	98,960	72,753	39,183	9,480	498,450
Grand Total	397,097	128,145	119,024	72,753	39,183	9,480	765,682

Debt Management

DEBT MANAGEMENT PLAN

OVERVIEW

The City issues debt for the purpose of financing long-term infrastructure capital improvements. Some of these projects have multiple sources of funding which include debt financing. Infrastructure, as referred to by the City, means economic externalities essentially required to be provided by government to support a community's basic human needs, economic activity, safety, education, and quality of life. Types of debt issued by the City include ad valorem tax-supported bonds and certificates of obligation. Certificates of obligation are typically secured by a pledge of revenues and ad valorem taxes, do not require voter approval, and are issued for smaller programs that support the City's major infrastructure facilities and certain of its revenue-producing facilities. Revenue bonds are utilized to finance long-term capital improvements for proprietary enterprise and self-supporting operations. Currently, revenue bonds have provided the financing required for improvements to the City's Airport System, the City's Parking System, the City's Municipal Drainage Utility System (Stormwater System), and the Henry B. Gonzalez Convention Center.

The long-term infrastructure financing process commences with the identification of major projects throughout the City to be financed with ad valorem tax-supported bonds or certificates of obligation. These City-wide projects typically involve public safety, street improvements, drainage, flood control, construction and improvements to municipal facilities, as well as quality of life enhancements related to municipal parks. Major projects that are financed with ad valorem tax-supported bonds are presented to the electorate for approval. Upon voter approval, the City is authorized to issue ad valorem tax-supported bonds to finance the approved projects. Bond elections are held as needs of the community are ascertained. Revenue bonds do not require an election and are sold as needed for construction, expansion, and/or renovation of facilities in amounts that are in compliance with revenue bond covenants. The process for any debt issuance begins with the budget process and planned improvements to be made during the ensuing fiscal year.

Utilization of comprehensive financial analysis and computer modeling in the debt management plan incorporates numerous variables such as sensitivity to interest rates, changes in assessed values, annexations, current ad valorem tax collection rates, self-supporting debt, and fund balances. The analytical modeling and effective debt management has enabled the City to maximize efficiencies through refundings and debt structuring. Strict adherence to conservative financial management has allowed the City to meet its financing needs while at the same time maintaining its "AA+", "Aa2", and "AA+" bond rating by Standard & Poor's, A Division of the McGraw Hill Companies, Inc. ("S&P"), Moody's Investors Service, Inc. ("Moody's"), and Fitch Ratings ("Fitch"), respectively.

DEBT AUTHORIZATION

- GENERAL OBLIGATION BONDS

The City is authorized to issue bonds payable from ad valorem taxes pursuant to the City Charter, the general laws of the State, and ordinances adopted by the City Council. Such bonds must be authorized by the voters of the City at elections held within the City. The City currently has \$80,315,000 ad valorem tax-supported debt previously approved by its voters on November 4, 2003 that remains unissued. Additionally, the City has authority, pursuant to an election held on January 26, 1980, to issue \$16,660,000 in ad valorem tax-supported bonds, but it does not intend to issue these bonds and may not be legally able to do so. For the fiscal year to end September 30, 2004, the City will have \$668,386,140 general obligation bonds outstanding.

Table 1

Authorized But Unissued Ad Valorem Tax Bonds				
Date of Authorization	Purpose	Amount Authorized	Previously Issued Bonds ¹	Bonds Authorized but Unissued
11/04/03	Streets & Pedestrian Improvements	\$ 29,398,217	\$14,231,235	\$15,166,982
11/04/03	Drainage Improvements	18,912,770	6,727,477	12,185,293
11/04/03	Parks & Recreation Improvements	27,224,013	10,967,438	16,256,575
11/04/03	Library Improvements	3,965,000	353,850	3,611,150
11/04/03	Public Health & Safety Improvements	35,500,000	2,405,000	33,095,000
		<u>\$115,000,000</u>	<u>\$34,685,000</u>	<u>\$80,315,000</u>

¹ Includes the par value of the 2004 Bonds of \$33,570,000 plus a net original premium of \$1,557,476 minus cost of issuance expenses of \$442,476 for a total of \$34,685,000, which is to be counted against the City's voted but unissued general obligation debt.

On March 18, 2004, the City sold \$33,570,000 City of San Antonio, Texas General Improvement Bonds, Series 2004", (the "2004 Bonds"). The 2004 Bonds were delivered on April 13, 2004. The 2004 Bonds were issued to provide funds to finance the construction of general improvements to the City, including streets and pedestrian improvements; drainage improvements; library improvements; parks and recreation improvements; public health and safety improvements. The 2004 Bonds represent the first installment of the \$115,000,000 bonds approved at an election held in the City on November 4, 2003.

On March 18, 2004, concurrently with the sale of the 2004 Bonds, the City sold \$13,245,000 "City of San Antonio, Texas Taxable General Improvement Refunding Bonds, Series 2004", (the "2004 Refunding Bonds"). The 2004 Refunding Bonds were issued to discharge and refund \$11,746,968 of previously issued tax-exempt general obligation bonds and certificates of obligation whose proceeds had been utilized to fund construction and improvements to the City's parking facilities. Refunding such obligations with the 2004 Refunding Bonds, which are taxable obligations, was undertaken to provide greater flexibility for the City to contract with private entities for use of space in those parking facilities. The refunding, which resulted in a gross loss of \$1,335,882 and net present value loss of \$809,318, will produce savings of \$422,492 in fiscal year 2004, \$347,357 in fiscal year 2005, and \$150,171 in fiscal year 2006. The 2004 Bonds were delivered on April 13, 2004.

- CERTIFICATES OF OBLIGATION

The City is authorized to issue certificates of obligation pursuant to the City Charter, applicable State laws, and ordinances adopted by the City Council. Certificates are issued for various purposes to include financing revenue producing capital improvements and for infrastructure support and development. For the fiscal year to end September 30, 2004, the City will have \$219,050,000 certificates of obligation outstanding, which comprises 24.68% of the total outstanding ad valorem tax-supported debt.

On March 18, 2004, the City sold \$29,525,000 "City of San Antonio, Texas Combination Tax and Revenue Certificates of Obligation, Series 2004" (the "2004 Certificates"). The 2004 Certificates were issued to provide funds for capital improvements and for other public purposes, to include constructing public safety improvements, including constructing new fire stations and renovating and improving existing fire stations,

constructing drainage improvements, sidewalk improvements, bridge improvements, street improvements, and drainage incidental thereto, constructing improvements and renovations to existing municipal facilities, including the Tower of the Americas, acquiring, constructing, and renovating park facilities, constructing improvements for flood control, dams, landscaping and amenities along the San Antonio River, purchasing materials, supplies, machinery, land, and rights-of-way for authorized needs and purposes relating to public safety, drainage, street, parks, flood control, and public works purposes, and to pay the costs associated with the implementation of a new Enterprise Resource Management System, including development and installation costs relating thereto.

- REVENUE BONDS

The City is authorized to issue revenue bonds under the provisions of the City Charter, applicable State laws, and ordinances adopted by City Council. At fiscal year ending September 30, 2004, the City's outstanding revenue bonds will be: Airport System Revenue Bonds in the aggregate principal amount of \$182,415,000, Passenger Facility Charge and Subordinate Lien Airport System Revenue Bonds in the aggregate principal amount of \$35,995,000; Parking System Revenue Bonds in the aggregate principal amount of \$24,445,000; Municipal Drainage Utility System (Stormwater System) Bonds in the aggregate principal amount of \$43,115,000; and Henry B. Gonzalez Convention Center Expansion Project Revenue Bonds aggregating to \$208,712,411.50.

The airport, parking, drainage, and convention center revenue bonds are not secured by ad valorem taxes and are limited obligations of the City, payable solely from the gross revenues of the airport system, parking system, municipal drainage utility system, and hotel occupancy tax collections, respectively. The 2002 Passenger Facility Bonds are not secured by ad valorem taxes and are payable solely from the revenues generated by the City's collection of a passenger facility charge, which was approved by the Federal Aviation Administration and the City Council, with collection beginning on November 21, 2001.

- REVENUE REFUNDING BONDS

The City routinely reviews the possibility of refunding certain of its outstanding revenue bonds to effectuate interest cost savings.

On June 3, 2004, the City sold \$10,390,000 "City of San Antonio, Texas Hotel Occupancy Tax Subordinate Lien Revenue Refunding Bonds, Series 2004A," (the "Series 2004A Bonds"). On June 22, 2004, the City sold \$111,425,000 "City of San Antonio, Texas Hotel Occupancy Tax Subordinate Lien Revenue and Refunding Bonds, Series 2004B (the "Series 2004B Bonds"). The Series 2004B Bonds included \$25,000,000 in bond proceeds to be used for the construction of permanent improvements relating to the expansion of the Henry B. Gonzalez Convention Center, Alamodome, and site acquisition for the potential future expansion of the convention center. The Series 2004A Bonds and the Series 2004B Bonds were delivered on June 29, 2004.

The Series 2004A Bonds and the Series 2004B Bonds were sold to effectuate a combined refunding of \$87,665,069 of certain outstanding "City of San Antonio, Texas Hotel Occupancy Bonds, Series 1996" (the "Series 1996 Bonds") obligations whose proceeds had been utilized to fund the City's Convention Center Expansion Project. Refunding such Series 1996 Bonds with Series 2004A Bonds and Series 2004B Bonds was undertaken to: (1) improve the credit quality for the outstanding Series 1996 Bonds; (2) maximize credit support for the proposed Convention Center Headquarters Hotel financing; and (3) preserve capacity for future Convention Center expansion financing. The refunding, which resulted in net present value savings of \$9,547,411, will result in annual savings of \$0.8 million in fiscal year 2004 and \$1.0 million per year for fiscal years 2005 through 2020.

- **1/8 CENT SALES TAX TAX-EXEMPT COMMERCIAL PAPER PROGRAM**

On May 6, 2000, the City held an election to impose a 1/8 cent sales and use tax to provide for the planning, acquisition, establishment, development, construction, or renovation of various venue projects as authorized by Chapter 334, Texas Local Government Code, as amended. Proposition No. 3, entitled "Parks Development and Expansion Venue Project" was approved by the voters. Proposition No. 3 provides for the collection of 1/8 cent sales tax receipts aggregating up to \$65,000,000, \$45,000,000 of such sum to be utilized for park land acquisition and improvements over the Edwards Aquifer and the remaining \$20,000,000 to be used for the construction of linear parks along the Salado and Leon Creeks. Of the \$45,000,000 to be used for the Edwards Aquifer, \$4,500,000 is set aside to provide funds for the operation and maintenance of the land area to be acquired. An accelerated land acquisition program was financed through the implementation and issuance of Sales Tax Revenue Commercial Paper Notes. The commercial paper program was authorized by the City Council on November 9, 2000, and on December 6, 2000, \$32,700,000 in Sales Tax Revenue Commercial Paper Notes were sold. As of November 7, 2003, the City has no commercial paper notes outstanding.

DEBT LIMITATIONS

The amount of ad valorem tax-supported debt that the City may incur is limited by City Charter and by the Constitution of the State of Texas. The City Charter establishes a limitation on the general obligation debt supported by ad valorem taxes to an amount not to exceed ten percent of the total assessed valuation.

The Constitution of the State of Texas provides that the ad valorem taxes levied by the City for debt service and maintenance and operation purposes shall not exceed \$2.50 for each one hundred dollars of assessed valuation of taxable property. There is no limitation within the \$2.50 rate for interest and sinking fund purposes; however, it is the policy of the Attorney General of the State of Texas to prohibit the issuance of debt by a city if such issuance produces debt service requirements that exceed the amount that can be paid from \$1.50 tax rate calculated at 90% collections.

LONG-TERM DEBT PLANNING

The City employs a comprehensive multi-year, long-term capital improvement planning program that is updated annually. Debt management is a major component of the financial planning model which incorporates projected financing needs for infrastructure development that is consistent with the City's growth while at the same time measuring and assessing the cost and timing of each debt issuance.

The assumptions utilized in the Debt Plan include: (i) assessed valuation growth at 0.5% per year for existing base values and 1.00% per year for new improvements; (ii) projected annexations are added to the assessed valuations in the year they are scheduled to be on the tax rolls; (iii) tax collections are at 97.5%; (iv) the adopted debt service tax rate will remain constant at 21.15 cents in fiscal years 2005, 2006, and 2007 and increase incrementally 0.40 cents annually from fiscal years 2008 through 2011 to an estimated maximum debt service tax rate of 22.75 cents in fiscal year 2011 (the current debt service tax rate is 21.15 cents); (v) \$115,000,000 General Improvement Bonds authorized by the voters in the November 4, 2003 election, of which \$34,685,000 have been sold, \$31,990,000 is expected to be sold in fiscal year 2005, and \$48,325,000 is expected to be sold in fiscal year 2006, and (vi) the issuance of approximately \$52,115,000 Certificates of Obligation, which are scheduled to be sold by fiscal year 2011 for fire station improvements, Metropolitan Planning Organization ("MPO") streets and other street projects, drainage projects, parks and recreation projects, municipal facility improvements, and San Antonio River improvements. Based on these assumptions and the projected increase in the debt service tax rate to 22.75 cents, the estimated bond capacity in the Fall of 2008 is approximately \$175 million.

Alternatively, holding the debt service tax rate at a constant 21.15 cents and utilizing the other abovementioned assumptions, the estimated bond capacity in the Fall of 2008 is approximately \$150 million.

NEW MONEY ISSUES

On-going capital improvement needs have required the City to sell certificates of obligation and general obligation bonds to fund capital improvements for various streets, drainage and flood control projects; acquisition, construction and improvements related to park facilities, public safety, municipal facilities, parking structures; environmental clean-up and land acquisition.

The FY 2004-2005 debt plan includes the sale of the second installment of the 2003 authorized general obligation bonds in the principal amount of \$31,990,000. The general obligation bonds will be sold to finance improvements to streets and pedestrian, drainage, parks and recreation, libraries, and public health and safety. The FY 2004-2005 debt plan also includes the sale of \$5,425,000 of certificates of obligation. The certificates of obligation will be sold to fund fire station improvements, MPO streets and other street projects, and parks and recreation improvements. These issuances are anticipated to be sold in March 2005.

The Airport Master Plan Study, completed in January 1998, determined that certain capital improvements were needed to the Airport's airfield facilities in order to avoid congestion and reduce aircraft delays in the future; and the study found that the Airport's terminal gate capacity is insufficient to meet future demand. The Airport Capital Improvement Plan (CIP) includes a comprehensive upgrade and expansion of airport facilities to include several runway and taxiway projects and the construction of two new terminal concourses that will replace Terminal 2. The CIP incorporates approximately \$425,592,600 construction program to be completed over a ten-year period. The anticipated sources of funding for the capital improvement plan include a combination of general airport revenue bonds, bonds to be paid from the receipt of a passenger facility charge, passenger facility charge revenues used on a current basis, grants and funds produced from operations. The City anticipates selling City of San Antonio, Texas Airport System Improvement Revenue Bonds and City of San Antonio, Texas Passenger Facility Charge Airport System Improvement Revenue Bonds in fiscal year 2005.

DEBT SERVICE TAX RATE

The combination of successful refundings and low interest rates for bond and certificate of obligation sales has resulted in a decrease in the projected maximum debt service tax rate of \$0.3049 per \$100 valuation prior to 1992, 1993, 1996, 1998, 2001, 2002, 2003, and 2004 refundings to a projected maximum debt service tax rate of \$0.2275 per \$100 in fiscal year 2011.



Debt Service Funds

**DEBT SERVICE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

This schedule reflects the consolidation of the General Obligation Debt Service Fund and the Certificates of Obligation Debt Service Fund. The General Obligation Debt Service Fund was established to account for the accumulation of ad valorem taxes collected for the purpose of paying principal and interest on long term debt. The Certificates of Obligation Debt Service Fund was established to account for the accumulation of ad valorem and pledged revenues collected for the purpose of paying principal and interest on long term certificates of obligation and short term contractual obligation certificates.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 69,857,347	\$ 65,762,688	\$ 64,861,786	\$ 59,041,014
REVENUES				
Current Property Tax	\$ 87,793,916	\$ 90,540,298	\$ 91,713,361	\$ 95,905,873
Delinquent Property Tax	1,606,751	1,273,830	1,577,120	1,339,220
Judgments Collected	0	0	0	0
Interest on Time Deposits	1,154,129	1,833,684	1,104,515	1,472,387
Interest on Investments	0	0	0	0
Penalty & Interest on Delinquent Taxes	1,183,511	1,035,700	1,044,830	1,093,930
Proceeds of Bond Issuances	132,603,801	0	0	0
Recovery of Expenditures	0	0	0	0
Transfer from Hotel/Motel Tax Fund	394,615	372,200	372,200	394,445
Transfer from Alamodome Revenue Fund	0	0	0	0
Transfer from Houston Street TIRZ Fund	820,756	441,410	441,410	576,160
Transfer from Capital Projects Fund	0	0	0	0
Capitalized Interest	0	0	0	0
<i>Total Revenues & Transfers</i>	<u>\$ 225,557,479</u>	<u>\$ 95,497,122</u>	<u>\$ 96,253,436</u>	<u>\$ 100,782,015</u>
TOTAL AVAILABLE FUNDS	<u>\$ 295,414,826</u>	<u>\$ 161,259,810</u>	<u>\$ 161,115,222</u>	<u>\$ 159,823,029</u>
APPROPRIATIONS				
Bond Principal	\$ 54,305,000	\$ 58,005,000	\$ 58,090,000	\$ 55,716,016
Bond Interest	41,598,253	43,740,267	43,984,208	48,047,454
Payment to Escrow Agent	133,528,277	0	0	0
Commercial Paper Fees	0	0	0	0
Redemption of Commercial Paper	0	0	0	0
Issuance & Other Costs	1,121,510	0	0	0
TOTAL APPROPRIATIONS	<u>\$ 230,553,040</u>	<u>\$ 101,745,267</u>	<u>\$ 102,074,208</u>	<u>\$ 103,783,470</u>
GROSS ENDING BALANCE	<u>\$ 64,861,786</u>	<u>\$ 59,514,543</u>	<u>\$ 59,041,014</u>	<u>\$ 56,059,559</u>

DEBT SERVICE FUND
 AIRPORT SYSTEM REVENUE BOND SERIES 1996, 2001, AND 2002
 AIRPORT SYSTEM FORWARD REFUNDING REVENUE BONDS, SERIES 2003
 AIRPORT SYSTEM REFUNDING REVENUE BONDS, SERIES 2003-A AND 2003-B
 SUMMARY OF ADOPTED BUDGET

Description:

The Airport Revenue Refunding Bond Series 1996, 2001, 2002, Airport System Forward Refunding Bonds, Series 2003, and Airport System Revenue Refunding Bonds, Series 2003A and 2003B Debt Service Funds were created to account for revenues transferred from the Airport System Revenue Fund. These revenues will pay for principal and interest on these bonds and provide for the bond reserve to pay other costs and expenses.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 24,755,589	\$ 19,621,786	\$ 21,381,419	\$ 17,912,234
REVENUES				
Contr. from Airport Revenue Fund	\$ 12,463,791	\$ 12,526,729	\$ 12,647,606	\$ 17,115,149
Contr. from Airport Construction Fund	0	0	0	0
Interest on Time Deposits	363,987	345,695	224,818	302,185
Capitalized Interest	0	0	0	0
Bond Proceeds	1,617,982	0	0	0
Recovery of Expenditures	0	0	0	0
<i>Total Revenues & Transfers</i>	<u>\$ 14,445,760</u>	<u>\$ 12,872,424</u>	<u>\$ 12,872,424</u>	<u>\$ 17,417,334</u>
TOTAL AVAILABLE FUNDS	<u>\$ 39,201,349</u>	<u>\$ 32,494,210</u>	<u>\$ 34,253,843</u>	<u>\$ 35,329,568</u>
APPROPRIATIONS				
Bond Principal	\$ 5,560,000	\$ 6,205,000	\$ 6,205,000	\$ 7,545,000
Bond Interest	9,765,509	10,136,609	10,136,609	9,865,959
Defeasance of Bonds	2,494,421	0	0	0
Cost of Defeasance	0	0	0	0
TOTAL APPROPRIATIONS	<u>\$ 17,819,930</u>	<u>\$ 16,341,609</u>	<u>\$ 16,341,609</u>	<u>\$ 17,410,959</u>
GROSS ENDING BALANCE	<u>\$ 21,381,419</u>	<u>\$ 16,152,601</u>	<u>\$ 17,912,234</u>	<u>\$ 17,918,609</u>
Bond Reserve Fund	\$ 11,344,787	\$ 11,344,787	\$ 11,344,787	\$ 11,344,787
Reserve for Future Payments	10,036,632	4,807,814	6,567,447	6,573,822
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Succeeding Yr. Principal & Interest	<u>\$ 16,341,609</u>	<u>\$ 17,410,959</u>	<u>\$ 17,410,959</u>	<u>\$ 17,436,459</u>

**DEBT SERVICE FUND
PASSENGER FACILITY CHARGE AND SUBORDINATE LIEN AIRPORT SYSTEM REVENUE BOND SERIES 2002
SUMMARY OF ADOPTED BUDGET**

Description:

The Passenger Facility Charge and Subordinate Lien Airport Revenue Bond, Series 2002 Debt Service Funds were created to account for revenues transferred from the Passenger Facility Charge Revenue Fund. These revenues will pay for principal and interest on these bonds and provide for the bond reserve to pay other costs and expenses.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 3,066,226	\$ 3,065,976	\$ 3,054,521	\$ 3,056,471
REVENUES				
Contr. from PFC Revenue Fund	\$ 2,645,841	\$ 2,667,266	\$ 2,691,019	\$ 2,683,140
Interest on Time Deposits	51,159	60,209	36,456	50,485
Bond Proceeds	10,070	0	0	0
<i>Total Revenues & Transfers</i>	<u>\$ 2,707,070</u>	<u>\$ 2,727,475</u>	<u>\$ 2,727,475</u>	<u>\$ 2,733,625</u>
TOTAL AVAILABLE FUNDS	<u>\$ 5,773,296</u>	<u>\$ 5,793,451</u>	<u>\$ 5,781,996</u>	<u>\$ 5,790,096</u>
APPROPRIATIONS				
Bond Principal	\$ 775,000	\$ 805,000	\$ 805,000	\$ 845,000
Bond Interest	1,943,775	1,920,525	1,920,525	1,888,325
TOTAL APPROPRIATIONS	<u>\$ 2,718,775</u>	<u>\$ 2,725,525</u>	<u>\$ 2,725,525</u>	<u>\$ 2,733,325</u>
GROSS ENDING BALANCE	<u>\$ 3,054,521</u>	<u>\$ 3,067,926</u>	<u>\$ 3,056,471</u>	<u>\$ 3,056,771</u>
Bond Reserve Fund	\$ 2,757,248	\$ 2,747,178	\$ 2,757,248	\$ 2,757,248
Reserve for Future Payments	297,273	320,748	299,223	299,523
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Succeeding Yr. Principal & Interest	<u>\$ 2,725,525</u>	<u>\$ 2,733,325</u>	<u>\$ 2,733,325</u>	<u>\$ 2,734,525</u>

DEBT SERVICE FUND
CONVENTION CENTER EXPANSION REVENUE BOND SERIES 1996
HOTEL OCCUPANCY TAX SUBORDINATE LIEN REFUNDING REVENUE BONDS, SERIES 2004-A
HOTEL OCCUPANCY TAX SUBORDINATE LIEN REVENUE AND REFUNDING BONDS, SERIES 2004-A
SUMMARY OF ADOPTED BUDGET

Description:

The Convention Center Expansion Debt Service Fund was established to account for the issuance of bonds to fund the Convention Center Expansion Project. The principal and interest is paid from revenues generated through 2% of Hotel/Motel Tax Collections and transferred into this Debt Service Fund.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 19,145,726	\$ 19,119,930	\$ 19,470,467	\$ 20,891,098
REVENUES				
Contr. from CCE Rev. Fund	\$ 10,092,234	\$ 10,524,613	\$ 9,468,920	\$ 10,176,167
Bond Proceeds	0	0	1,672,955	0
Interest on Time Deposits	1,166,736	1,017,610	914,340	642,975
<i>Total Revenues & Transfers</i>	<u>\$ 11,258,970</u>	<u>\$ 11,542,223</u>	<u>\$ 12,056,215</u>	<u>\$ 10,819,142</u>
TOTAL AVAILABLE FUNDS	<u>\$ 30,404,696</u>	<u>\$ 30,662,153</u>	<u>\$ 31,526,682</u>	<u>\$ 31,710,240</u>
APPROPRIATIONS				
Bond Principal	\$ 2,045,000	\$ 2,785,000	\$ 2,785,000	\$ 800,000
Bond Interest	8,756,460	8,658,300	7,167,814	9,925,975
Contribution to Refunding	0	0	550,000	0
Arbitrage	132,769	132,770	132,770	132,770
TOTAL APPROPRIATIONS	<u>\$ 10,934,229</u>	<u>\$ 11,576,070</u>	<u>\$ 10,635,564</u>	<u>\$ 10,858,745</u>
GROSS ENDING BALANCE	<u>\$ 19,470,467</u>	<u>\$ 19,086,083</u>	<u>\$ 20,891,098</u>	<u>\$ 20,851,495</u>
Bond Reserve Fund	\$ 16,999,830	\$ 16,999,830	\$ 18,672,785	\$ 18,672,785
Reserve for Future Payments	2,470,637	2,086,253	2,218,313	2,178,710
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Succeeding Yr. Principal & Interest	\$ 11,443,300	\$ 12,036,835	\$ 10,725,975	\$ 11,284,975

DEBT SERVICE FUND
PARKING CERTIFICATES OF OBLIGATION, SERIES 1992-1996, REFUNDING 1992, 1996A, 1998A, 2002, 2003-A,
AND REVENUE BONDS, SERIES 2000
SUMMARY OF ADOPTED BUDGET

Description:

This Parking Facility Debt Service schedule includes Parking Taxable General Obligation Refunding Bonds, Series 2004 and Parking System Revenue Bonds, Series 2000. The principal and interest is paid from revenues generated in the Parking Revenue Fund and transferred into this Debt Service Fund.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 828,727	\$ 896,903	\$ 925,729	\$ 1,254,738
REVENUES				
Contr. from Parking Revenue Fund	\$ 3,244,889	\$ 3,552,971	\$ 3,522,555	\$ 3,452,335
Capitalized Interest	0	0	0	0
Interest on Time Deposits	22,648	30,368	20,555	44,666
Interest on Investments	0	0	0	0
Misc. Revenue	190	0	0	0
<i>Total Revenues & Transfers</i>	<u>\$ 3,267,727</u>	<u>\$ 3,583,339</u>	<u>\$ 3,543,110</u>	<u>\$ 3,497,001</u>
TOTAL AVAILABLE FUNDS	<u>\$ 4,096,454</u>	<u>\$ 4,480,242</u>	<u>\$ 4,468,839</u>	<u>\$ 4,751,739</u>
APPROPRIATIONS				
Bond Principal	\$ 1,140,000	\$ 1,590,000	\$ 505,000	\$ 1,580,000
Bond Interest	2,026,045	1,994,367	1,994,101	1,656,691
Contribution to Refunding	4,680	0	715,000	0
TOTAL APPROPRIATIONS	<u>\$ 3,170,725</u>	<u>\$ 3,584,367</u>	<u>\$ 3,214,101</u>	<u>\$ 3,236,691</u>
GROSS ENDING BALANCE	<u>\$ 925,729</u>	<u>\$ 895,875</u>	<u>\$ 1,254,738</u>	<u>\$ 1,515,046</u>
Bond Reserve Fund	\$ 0	\$ 0	\$ 0	\$ 0
Reserve for Future Payments	925,729	895,875	1,254,738	1,515,046
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Succeeding Yr. Principal & Interest	<u>\$ 3,584,010</u>	<u>\$ 3,584,354</u>	<u>\$ 3,236,691</u>	<u>\$ 3,440,657</u>

**DEBT SERVICE FUND
PARKS DEVELOPMENT & EXPANSION COMMERCIAL PAPER
SUMMARY OF ADOPTED BUDGET**

Description:

In FY 2000-2001, the Parks Development & Expansion Debt Service Fund was established to account for the issuance of commercial paper to purchase new parkland under Proposition 3. The principal and interest is paid from revenue generated through a sales tax increase generated from the Parks Development & Expansion Fund and transferred into this Debt Service Fund.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 84,794	\$ 0	\$ 2,029,080	\$ 0
REVENUES				
Contr. from Parks Dev & Exp Fund	\$ 12,502,626	\$ 10,716,993	\$ 8,491,373	\$ 0
Interest on Time Deposits	21,173	0	815	0
<i>Total Revenues & Transfers</i>	<u>\$ 12,523,799</u>	<u>\$ 10,716,993</u>	<u>\$ 8,492,188</u>	<u>\$ 0</u>
TOTAL AVAILABLE FUNDS	<u>\$ 12,608,593</u>	<u>\$ 10,716,993</u>	<u>\$ 10,521,268</u>	<u>\$ 0</u>
APPROPRIATIONS				
Bond Principal	\$ 10,300,000	\$ 10,500,000	\$ 10,500,000	\$ 0
Bond Interest	194,969	115,625	11,476	0
Contribution to Debt Service Fund	0	0	3,299	0
Commercial Paper Fees	84,544	101,368	6,493	0
TOTAL APPROPRIATIONS	<u>\$ 10,579,513</u>	<u>\$ 10,716,993</u>	<u>\$ 10,521,268</u>	<u>\$ 0</u>
GROSS ENDING BALANCE	<u>\$ 2,029,080</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Bond Reserve Fund	\$ 0	\$ 0	\$ 0	\$ 0
Reserve for Future Payments	2,029,080	0	0	0
NET ENDING BALANCE	<u>\$ 2,029,080</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Succeeding Yr. Principal & Interest	\$ 0	\$ 0	\$ 0	\$ 0

**DEBT SERVICE FUND
MUNICIPAL DRAINAGE UTILITY SYSTEM REVENUE BONDS, SERIES 2003
SUMMARY OF ADOPTED BUDGET**

Description:

The Municipal Drainage Utility (Storm Water) System Debt Service Fund was established to account for the issuance of Municipal Drainage Utility (Storm Water) System Revenue Bonds, Series 2003. The principal and interest is paid from revenues generated in the Municipal Drainage Utility System Revenue Fund and transferred into this Debt Service Fund.

	ACTUAL FY 2002-2003	REVISED BUDGET FY 2003-2004	RE-ESTIMATE FY 2003-2004	ADOPTED FY 2004-2005
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 1,133,946	\$ 1,134,828	\$ 1,281,528
REVENUES				
Contr. From Stormwater Fund	\$ 1,512,404	\$ 3,099,127	\$ 3,107,458	\$ 2,973,478
Interest on Time Deposits	1,433	21,410	13,080	18,303
Bond Proceeds	0	0	0	0
<i>Total Revenues & Transfers</i>	<u>\$ 1,513,837</u>	<u>\$ 3,120,537</u>	<u>\$ 3,120,538</u>	<u>\$ 2,991,781</u>
TOTAL AVAILABLE FUNDS	<u>\$ 1,513,837</u>	<u>\$ 4,254,483</u>	<u>\$ 4,255,366</u>	<u>\$ 4,273,309</u>
APPROPRIATIONS				
Bond Principal	\$ 0	\$ 1,035,000	\$ 1,035,000	\$ 1,065,000
Bond Interest	379,009	1,938,838	1,938,838	1,909,850
TOTAL APPROPRIATIONS	<u>\$ 379,009</u>	<u>\$ 2,973,838</u>	<u>\$ 2,973,838</u>	<u>\$ 2,974,850</u>
GROSS ENDING BALANCE	<u>\$ 1,134,828</u>	<u>\$ 1,280,645</u>	<u>\$ 1,281,528</u>	<u>\$ 1,298,459</u>
Bond Reserve Fund	\$ 0	\$ 0	\$ 0	\$ 0
Reserve for Future Payments	1,134,828	1,280,645	1,281,528	1,298,459
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Succeeding Yr. Principal & Interest	\$ 2,973,838	\$ 2,974,850	\$ 2,974,850	\$ 2,971,963

Departmental Appropriations

DEPARTMENTAL APPROPRIATIONS OVERVIEW

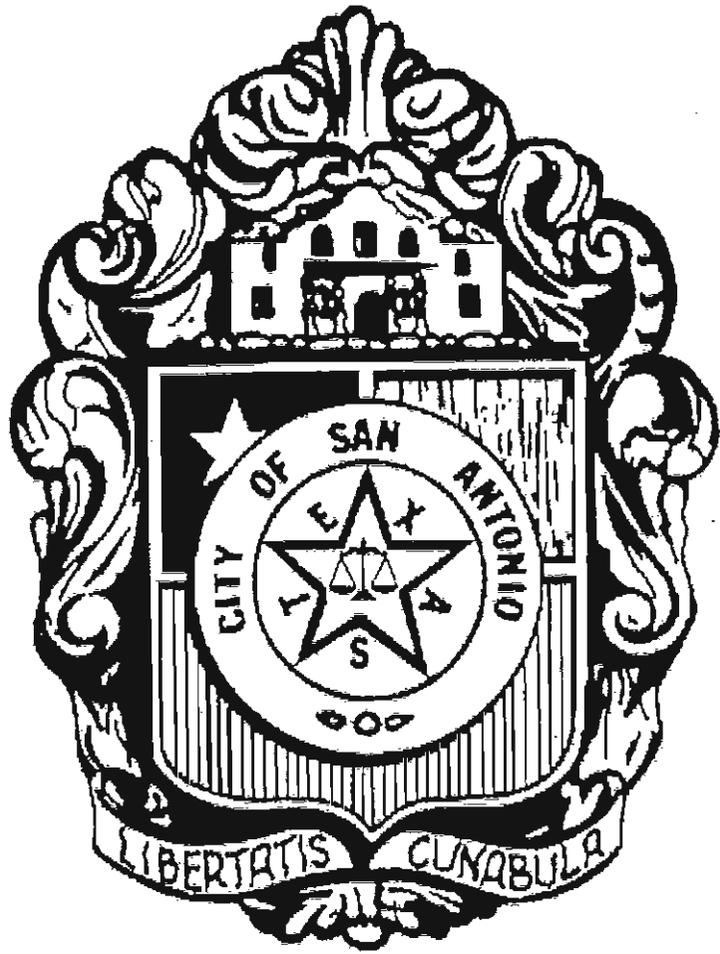
In the following section titled "Departmental Appropriations," individual City departments are alphabetically presented. In the beginning of each departmental section an organizational chart summarizes the city services within the department. In addition, each department cover page includes a breakout of all sources of funding and the total number of full-time equivalent (FTE) positions in the department.

Each department's Adopted Budget begins with the department's mission statement. Goals and objectives are developed for the next fiscal year, followed by a Balanced Scorecard. The Balanced Scorecard is a strategic planning tool that aligns an organization's mission and strategy into a comprehensive set of performance measures. The Scorecard is based on four perspectives – Customer, Financial, Internal Processes, and Employees Learning and Growth. These perspectives and the selected indicators provide a balance between short and long-term objectives.

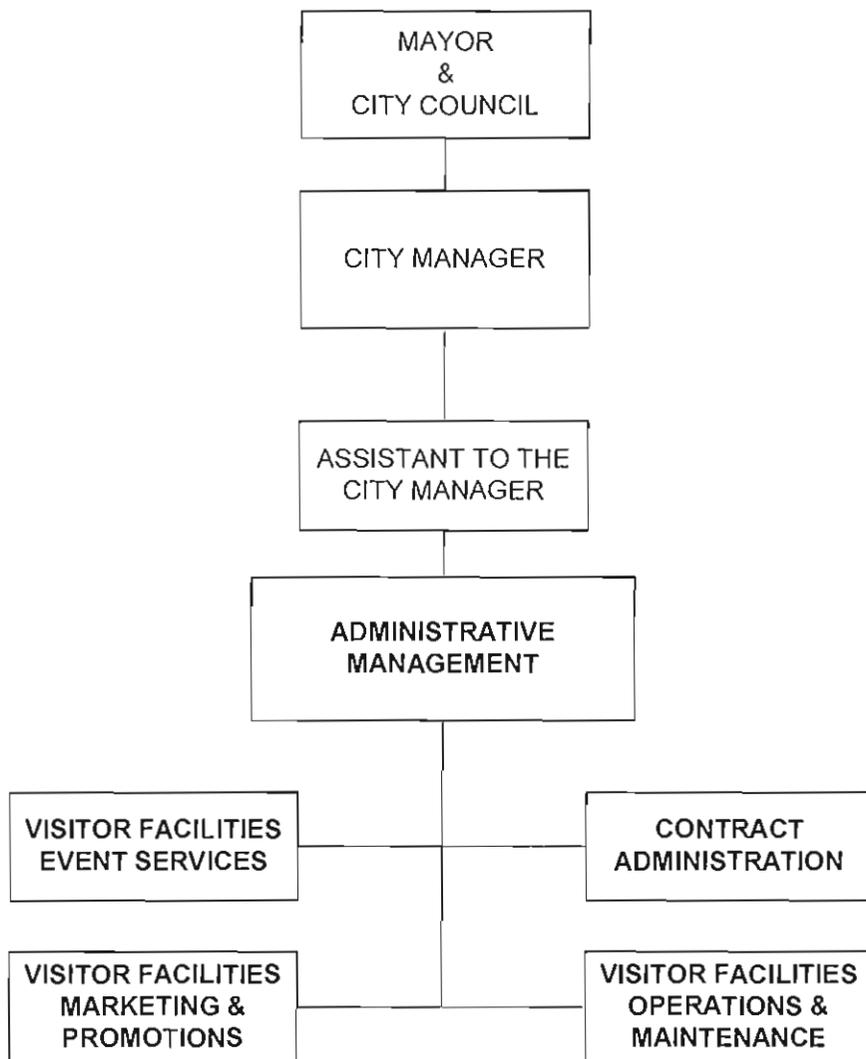
Following the department's program information, adopted program changes are categorized and arranged by redirections, reductions, improvements, and mandates. Each of these program changes will affect the departmental budget either with a reallocation, decrease, or increase in City funding. Redirections are modifications to department programs that involve the redeployment of personnel or reallocation of funds that improve the City's overall operational efficiency. Reductions are program changes that often result in increased efficiencies within the organization. Improvements are new programs or enhancements to existing programs or services the City provides to the community. Mandates are defined as programs which the City must support as required by federal, state, or local law; required by contractual obligation; or required to support operation and maintenance costs for completed capital improvement projects.

Next, a detailed summary of the department's operating expenditures and staffing levels over a three-year period is illustrated. Included in this table are department actual expenditures for FY 2003, the revised budget adopted for FY 2004, a re-estimate of department spending levels in relation to what was budgeted for FY 2004, and an adopted budget number which includes all adopted redirections/reductions, improvements, and mandates for FY 2005. For each year, the department's actual expenditures, revised budget, re-estimate and adopted budget are compared and tracked in five major spending categories. These categories include Personal Services, Contractual Services, Commodities, Other Expenditures and Capital Outlay. In addition, the table also shows the number of authorized positions and FTE's in the department's operating budget.

Finally, when appropriate, the departmental appropriations section includes information on grants. A grant summary page summarizes all grants received by the department. Next, each grant information sheet lists the most current grant total allocation award and City matching requirements. In addition, the grant sheet displays its budget information, FTE's and performance measure data for a three-year period.



ALAMODOME



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004 - 2005
Community & Visitor Facilities Fund - Alamodome	45.00	\$7,116,927
Community & Visitor Facilities Fund – Nelson W. Wolff Stadium Capital	6.00	642,531
	0.00	3,279,000
Total Funding	51.00	\$11,038,458

ALAMODOME/WOLFF STADIUM

COMMUNITY & VISITOR FACILITIES FUND

MISSION STATEMENT

The mission of the Alamodome is to serve as a premier multi-purpose facility by hosting a variety of events that produce economic benefit, enhance the visitor and tourism industry, and provide entertainment to the local community.

The mission of Nelson W. Wolff Municipal Baseball Stadium is to host a variety of baseball games and other events that provide recreational opportunities and entertainment for the local community.

PROGRAM INFORMATION

The Alamodome is a multi-purpose facility that is used for a variety of sporting events, convention activities, concerts, as well as civic, religious, and social functions. Wolff Stadium is an outdoor baseball facility, which is used to host baseball games, concerts, and other outdoor events.

GOALS & OBJECTIVES

- ◆ Enter the second decade of service to the community by ensuring the maximum viability of the facilities and continuously reassessing operating efficiency.
 - Aggressively manage and operate the facilities to maximize efficiency, cleanliness and maintenance, and the safety and enjoyment of patrons.
 - Develop a capital improvement program and identify funding mechanisms to re-invest in the facilities to ensure and extend their useful life.
 - Fully implement an enterprise-based program for booking and reserving facilities, managing meetings and events, scheduling services and staff, managing fixed and non-fixed inventory, and accounting for finances that is linked with the Convention Facilities Department and Convention & Visitors Bureau.
 - Complete the revamping of the Alamodome's audio and video systems to upgrade to the state-of-the-art and maintain the facility's ability to attract events which extensively utilize these systems.
 - Continue to explore opportunities for the consolidation and collaboration of operations with the Convention Facilities Department.
 - Continue to assess the lease of Wolff Stadium to reduce costs and generate funds for capital investment while ensuring a defined level of operations and maintenance.
- ◆ Continue to take advantage of the facility's scheduling flexibility and new turf system to maximize event days, event variety, and patron entertainment.
 - Continue to develop strategies and host exhibition games to promote professional and international soccer in the community and as a key component of the Alamodome's future event schedule.
 - Continue to partner and collaborate with local entities to identify and attract events of mutual benefit.
 - Renew partnerships with recurring events and promoters through renegotiation and extension of agreements.
- ◆ Continue to expand marketing efforts to service clients, generate revenue, and promote and advertise the facilities and events.
 - Develop the capacity to offer a wider array of promotional services for events.
 - Develop new innovative marketing efforts to promote the facilities.
 - Continue to work collaboratively with other visitor and tourism related entities to market the facilities and the city.

**ALAMODOME/WOLFF STADIUM
COMMUNITY & VISITOR FACILITIES FUND**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Strengthen Convention/Tourist Industry					
	Take advantage of scheduling flexibility and new turf to increase event bookings and event variety.	Total Event Days (Alamodome)	140	133	114	118
		Total Event Days (Wolff Stadium)	103	112	111	113
		No. of New Events	10	8	12	3
Financial	Provide Accountability to the Public					
	Manage and operate the facility effectively while maximizing efficiency.	Avg. Operating Revenue/Cost per Attendee (Alamodome) ¹	\$6.02/\$10.58	\$7.01/\$9.08	\$6.25/\$10.52	\$6.90/\$8.91
		Avg. Operating Revenue/Cost per Attendee (Wolff Stadium) ²	\$2.74/\$3.24	\$3.36/\$3.07	\$3.47/\$3.19	\$3.70/\$3.47
Internal Processes	Maintain Existing Infrastructure					
	Operate both facilities in a safe and clean manner while maximizing operating efficiency.	No. of Non-Routine Maintenance Projects Completed	1,300	546	501	382
Employee Learning & Growth	Improve Employee Services					
	Promote, and provide additional, professional staff development.	No. of Educational Opportunities Attended by Staff	54	42	60	35

EXPLANATORY INFORMATION

- ¹ Operating revenue does not include supplemental rental, revenue from reimbursable expenses, contributions from Hotel-Motel, and contributions from Renewal & Improvement and Improvement & Contingency funds. Operating cost does not include expenditures for capital outlay.
- ² Operating revenue does not include contributions from the Alamodome Fund. Operating cost does not include expenditures for capital outlay.

ALAMODOME/WOLFF STADIUM COMMUNITY & VISITOR FACILITIES FUND

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS \$1,232,098

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE - ALAMODOME

This *reduction* will result in net savings totaling \$2,437 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

POSITION REDUCTIONS – ALAMODOME

This *reduction* totaling \$491,354 will result in the elimination of eighteen positions within the Alamodome Department. Positions to be eliminated include an Accountant II, Audio Visual Technician, Building Maintenance Officer, two Carpenter II's, Dome Facilities Manager, Equipment Operator I, HVAC Technician I, two Maintenance Workers, Office Assistant, Painter II, Plumber, two Security Guard II's, Security Guard Chief, Senior Management Analyst, and Stock Clerk. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

POSITION REDUCTIONS – NELSON W. WOLFF STADIUM

This *reduction* totaling \$53,783 will result in the elimination of one Maintenance Worker and one Building Maintenance Officer. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

LINE ITEM EXPENSE REDUCTION - ALAMODOME

This *reduction* totaling \$342,871 will result in savings in several line item expense budgets. Of the total reduction \$262,920 will result in savings to contractual services such as laundry service, memberships, dues, and licenses, temporary services, equipment rental, and fees to professional contractors. The remaining \$79,951 of this reduction will result in savings to commodity expenses such as office supplies, chemicals, tools, apparatus, accessories, and maintenance and repair materials. The Department will manage its resources to minimize the impact of this reduction on its currently level of service.

ALAMODOME/CONVENTION FACILITIES REORGANIZATION

This *re-organization* totaling \$341,653 will combine sixteen positions, seven from the Alamodome and nine from the Convention Facilities Department into one division within the Convention Facilities Department. The division will be responsible for providing resources to the two departments for fiscal management, human resource management, and quality assurance activities in the conduct of the business of the City's community and visitor facilities.

♦ IMPROVEMENTS \$86,417

CERTIFICATION PAY PILOT PROGRAM - ALAMODOME

This *improvement* totaling \$1,250 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

**ALAMODOME/WOLFF STADIUM
COMMUNITY & VISITOR FACILITIES FUND**

PROGRAM CHANGES CONTINUED

WORKFORCE COMPENSATION ENHANCEMENT – ALAMODOME AND NELSON W. WOLFF

This *improvement* totaling \$85,167 will provide a market adjustment and performance pay incentive for eligible employees included in the Community & Visitor Facilities Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

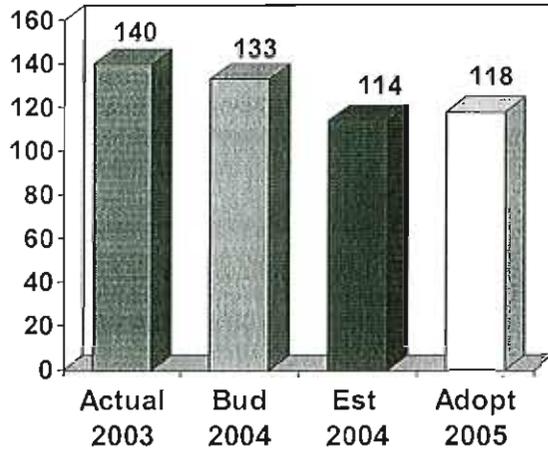
**COMMUNITY & VISITOR FACILITIES FUND – ALAMODOME
EXPENDITURES BY CHARACTER**

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$2,338,605	\$2,723,055	\$2,820,739	\$2,017,579
CONTRACTUAL SERVICES	5,385,542	4,857,937	4,889,808	4,504,438
COMMODITIES	312,900	236,643	284,283	189,453
OTHER EXPENDITURES	482,409	482,409	482,409	405,457
CAPITAL OUTLAY	203,501	6,802	21,225	0
TOTAL EXPENDITURES	\$8,722,957	\$8,306,846	\$8,498,464	\$7,116,927
AUTHORIZED POSITIONS	71	71	71	46
FULL-TIME EQUIVALENTS	71.00	71.00	71.00	45.00

**COMMUNITY & VISITOR FACILITIES FUND – NELSON W. WOLFF STADIUM
EXPENDITURES BY CHARACTER**

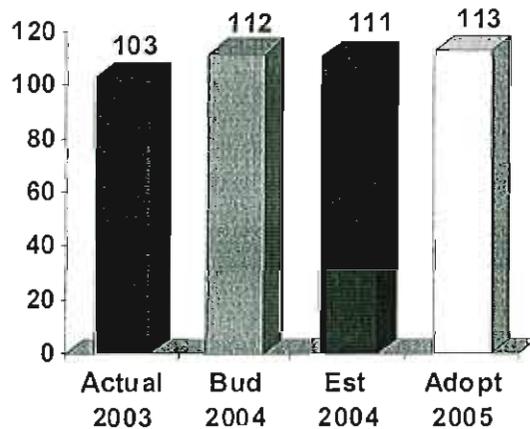
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$234,574	\$276,989	\$205,516	\$224,019
CONTRACTUAL SERVICES	328,101	274,870	296,479	311,953
COMMODITIES	46,830	66,243	67,093	69,916
OTHER EXPENDITURES	38,546	38,546	38,546	36,643
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$648,051	\$656,648	\$607,634	\$642,531
AUTHORIZED POSITIONS	8	8	8	6
FULL-TIME EQUIVALENTS	8.00	8.00	8.00	6.00

**TOTAL EVENT DAYS
(ALAMODOME)**



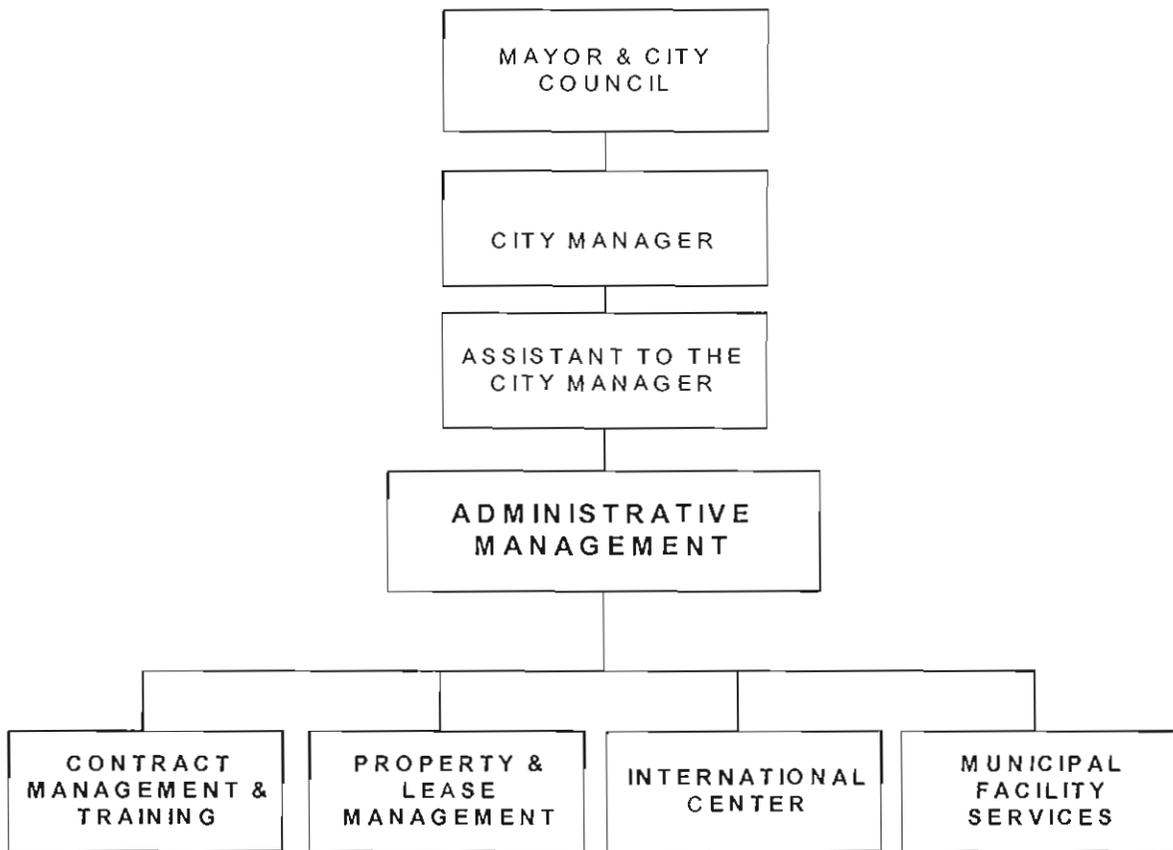
✓ Actual FY 2003 includes event days associated with the Dallas Cowboys Training Camp, which is primarily responsible for the 15.7% variance in total event days from FY 2003 to FY 2005.

**TOTAL EVENT DAYS
(WOLFF STADIUM)**



✓ The 9.7% increase in total event days from Actual FY 2003 to Adopted FY 2005 is partially the result of more high school baseball games being held at Wolff Stadium.

ASSET MANAGEMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	12.00	\$1,082,261
Capital Projects	0.00	14,293,000
International Center Fund	9.00	1,456,207
Facility Services Fund	110.00	8,605,392
Total Funding	131.00	\$25,436,860

MISSION STATEMENT

The Department of Asset Management provides real estate, facility, strategic planning and other in-house consulting services to City departments and/or the public in order to maximize revenues, minimize liability, provide for the highest and best use of City assets, utilize industry best practices, and promote efficiency in the delivery of City services.

PROGRAM INFORMATION

The Department of Asset Management provides for a wide array of real estate services including property development, management, and disposition, as well as the negotiation and management of lease and license agreements for the use of City-owned property. In addition, the Department provides in-house consulting and strategic planning services to other City departments through the negotiation and review of lease agreements, fiber optic agreements, cellular tower leases and other contracts; the closure, vacation and abandonment of public right of way; and the development of technological and financial tools and processes to facilitate the management of real property assets.

GOALS & OBJECTIVES

To provide in-house consulting services and strategic planning for various City initiatives, as well as promote departmental initiatives related to property disposition, lease and license administration, telecommunication, and other specialized projects.

- ◆ Maximize revenue from property disposition, leases, contracts, and other special projects.
- ◆ Provide strategic planning services related to property use planning and development, space utilization, property maintenance/improvement planning services and funding.
- ◆ Develop recommendations concerning the allocation of space in new and existing facilities to minimize costs and maximize the availability of services through decentralization or co-location of programs.
- ◆ Continue to coordinate the development of a wide variety of special projects to include Municipal Marketing Partnership Plan, City Trademark Policies and the Historic Civic Center Facility Development Plan.
- ◆ Coordinate with Parks and Recreation Department on the implementation of the Hemisfair Park Master Plan.
- ◆ Maintain and maximize the highest and best use of City facilities and property, such as the Southwest Business & Technology Park and cultural facilities.
- ◆ Develop innovative methods to provide customers with professional services in an effort to maximize revenue and provide increased customer service, such as the development of technological tools to track property disposition projects.
- ◆ Identify surplus City-owned real property for the development of affordable housing opportunities or disposition.
- ◆ Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide City-wide in-house consulting services for the negotiation and review of City leases	No. of Leases Negotiated/Reviewed	81	80	55	60
	Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service	Property Disposition/Special Projects Customer Survey Approval Rating ¹	94.13%	92.00%	93.00%	93.00%
Financial	Provide Accountability to the Public					
	Maximize revenue from property disposition/special projects and lease/contract agreements	Revenue Collected from Property Disposition/Special Projects ²	\$845,593	\$731,990	\$736,783	\$727,750
		Revenue Collected from Leases/Contracts Monitored	\$536,059	\$523,353	\$556,267	\$560,709
Internal Processes	Innovative & Proactive City Government					
	Provide City-wide in-house consulting services for the negotiation and review of City leases	% of Leases Reviewed Within Three Days	96%	93%	98%	97%
Employee Learning & Growth	Improve Employee Services					
	Provide specialized employee training to enhance job enrichment and customer service skills	No. of Employees Completing Job Enhancement Training	N/A	N/A	N/A	10

EXPLANATORY INFORMATION

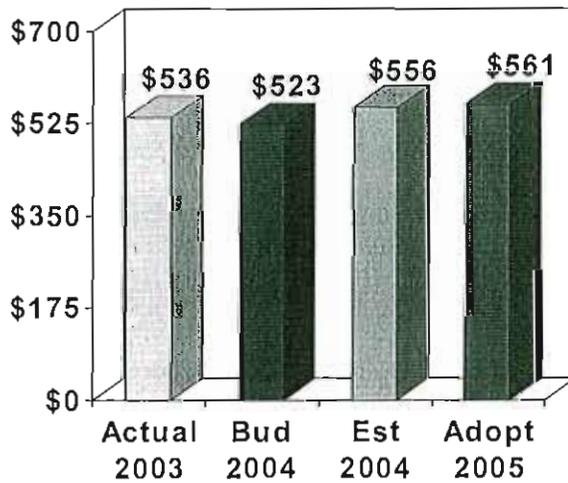
¹ A customer service survey to measure professionalism, competence, communication, timeliness/responsiveness and overall customer service is mailed with the final project documents for every completed special project.

² As of the Revised Budget, revenue for FY 2004 is lower due to decline in fiber optic agreements resulting from the passage of HB 1777 by the Texas legislature, which allows Certified Telecommunications Providers (CTPs) to pay a per line fee in lieu of the rates approved by City Council for the use of public right of way for telecommunications.

ASSET MANAGEMENT**GENERAL FUND****GENERAL FUND EXPENDITURES BY CHARACTER**

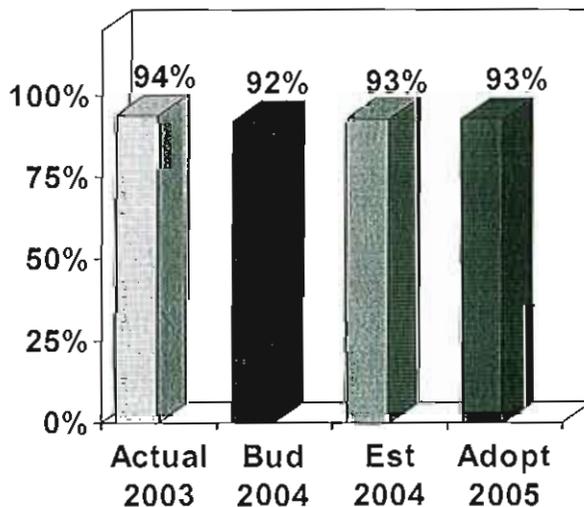
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$1,201,899	\$1,353,298	\$1,282,620	\$808,730
CONTRACTUAL SERVICES	169,338	207,075	203,543	190,034
COMMODITIES	10,419	11,662	16,609	3,374
OTHER EXPENDITURES	92,148	92,649	92,649	80,123
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$1,473,804	\$1,664,684	\$1,595,421	\$1,082,261
AUTHORIZED POSITIONS	20	22	22	12
FULL-TIME EQUIVALENTS	20.00	22.00	22.00	12.00

**REVENUE COLLECTED FROM
LEASES/CONTRACTS MONITORED
(In Thousands)**



✓ The Department of Asset Management collects revenues from leases/contracts that are monitored by the department to include building and ground leases, ATM, and vending machine contracts.

**PROPERTY DISPOSITION/SPECIAL PROJECTS
CUSTOMER SURVEY**



✓ The Property Disposition Division surveys the petitioners for each completed special project processed such as License agreements, street closures, and surplus property to ascertain internal and external customers satisfaction.

PROGRAM INFORMATION

The Department of Asset Management is responsible for the management of the International Center. The Department negotiates and monitors the leases in addition to providing a high level of customer and facility service to the tenants. The International Center was developed as a multi-purpose facility promoting the City of San Antonio as a center for international trade and business. The International Conference Center is a major attraction of the facility, and its primary purpose provides for group business presentations and social functions, which promote the facility as a center for international trade and development.

GOALS AND OBJECTIVES

Maximize revenue through competitive leasing of building and International Conference Center space to promote the International Center as a focal point of international commerce and business development.

- ◆ Continue to provide International Center tenants with outstanding customer service, thereby ensuring tenant retention and satisfaction.
- ◆ Maximize the revenue generated by the International Center including the Conference Center.
- ◆ Continue to develop marketing opportunities for the International Conference Center including the web-site, to promote it as a premier multi-purpose meeting venue and increase revenues.
- ◆ Ensure that the International Center adheres to the City of San Antonio's revenue collections and deposit policy and procedures.
- ◆ Evaluate the customer satisfaction survey designed to provide feedback and identify the needs of International Center clients.
- ◆ Provide specialized employee training to enhance job enrichment and customer service skills.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Continue to provide International Center tenants with outstanding customer service, thereby ensuring tenant retention and satisfaction	No. of Revenue Generating Functions	117	130	125	127
		Conference Center Customer Survey Approval Rating ¹	97%	92%	96%	96%
Financial	Provide Accountability to the Public					
	Maximize the revenue generated by the International Center including the conference center	% of Revenue above Operating Costs ²	8%	25%	25%	30%
		Revenue Collected	\$1,008,191	\$1,035,298	\$1,058,470	\$1,068,386
		Avg. Amount of Revenue per Revenue Generating Event Held in the Conference Room	\$887	\$875	\$850	\$865
Internal Processes	Innovative and Proactive Government					
	Ensure that the International Center adheres to the City of San Antonio's revenue collections and deposit policy and procedures	% of Catering Revenue Collected by the 45 th Day Following the Catering Event	81%	80%	79%	82%
Employee Learning & Growth	Improve Employee Services					
	Provide specialized employee training to enhance job enrichment and customer service skills	No. of Employees Completing Job Enhancement Training	2	2	2	8

EXPLANATORY INFORMATION

¹ A customer satisfaction survey is provided to every user of the International Conference Center.

² Calculation reflects the total revenue, less operating expenses, divided by the total revenue.

PROGRAM CHANGES

◆ IMPROVEMENTS \$8,853

WORKFORCE COMPENSATION ENHANCEMENT

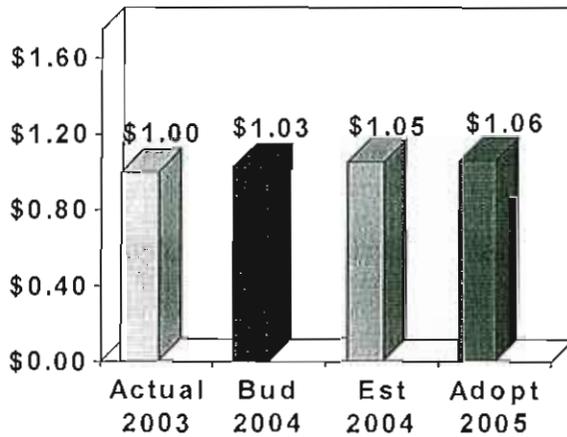
This *improvement* totaling \$8,853 will provide a market adjustment and performance pay incentive for eligible employees included in the International Center Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

INTERNATIONAL CENTER FUND EXPENDITURES BY CHARACTER

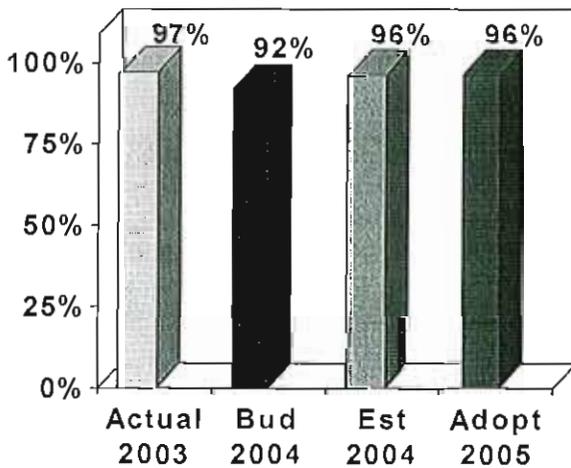
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$330,770	\$337,680	\$337,875	\$358,963
CONTRACTUAL SERVICES	367,974	385,451	401,381	362,701
COMMODITIES	24,888	27,819	29,152	27,719
OTHER EXPENDITURES	143,914	24,282	24,282	19,658
CAPITAL OUTLAY	60,534	0	146	0
TRANSFERS	105,705	271,437	55,173	687,166
TOTAL EXPENDITURES	\$1,033,785	\$1,046,669	\$848,009	\$1,456,207
AUTHORIZED POSITIONS	9	9	9	9
FULL-TIME EQUIVALENTS	9.00	9.00	9.00	9.00

**REVENUE COLLECTED
AT THE INTERNATIONAL CENTER
(IN MILLIONS)**



✓ The International Center collects revenue from lease agreements with building tenants and the use of the conference center for special events such as conferences, banquets, and wedding receptions.

**CONFERENCE CENTER CUSTOMER SURVEY
APPROVAL RATING**



✓ The International Center surveys the users of the conference center after each function to measure customer satisfaction with the facility.

PROGRAM INFORMATION

The Facility Services Division provides skilled trade (plumbing, electrical, carpentry, painting & HVAC) and maintenance services in over 270 facilities and provides custodial services to over 1.1 million square feet of municipal office space. The Division also manages a security contract for over 100 officers in 30 facilities and purchases, stores and distributes a wide variety of maintenance, construction and custodial supplies.

GOALS & OBJECTIVES

To provide the highest quality skilled trade, maintenance, custodial, security and supply services to our internal customers in an effective and efficient manner.

- ◆ Provide skilled trade (plumbing, electrical, carpentry, painting, HVAC), maintenance services, and custodial services to City Departments in an efficient and economical manner.
- ◆ Manage a security contract for the monitoring and protection of City buildings.
- ◆ Purchase, store, and distribute a wide variety of maintenance, construction, and custodial supplies to maintain City facilities.
- ◆ Promote regular preventative maintenance and scheduled capital improvements in an effort to lengthen the service life, prevent deterioration and reduce the operating costs over the functional service life of each facility.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys and enhance and measure customer service.	Customer Survey Approval Rating	92%	80%	90%	90%
Financial	Public Trust and Awareness of Citizens					
	Maintain custodial cost/square foot within 10 cents of the BOMA reported cost/square foot	Avg. Custodial Cost per Square Foot, Per Year ^{1,2}	\$1.56	\$1.58	\$1.52	\$1.56
Internal Processes	Innovative and Proactive Government					
	Maximize the amount of available hours for skilled trades spent on billable work orders	% of Available Skilled Trade Hours Spent on Billable Work Orders ³	79%	85%	80%	82%
Employee Learning & Growth	Improve Employee Services					
	Provide specialized employee training to enhance job enrichment and customer service skills	No. of Employees Completing Job Enhancement Training	N/A	N/A	65	50

EXPLANATORY INFORMATION

- ¹ A customer service survey gauging customer satisfaction of service delivery is generated with every five work orders issued to City departments.
- ² Building Owner and Managers Association (BOMA) reported the 2002 national average for custodial services per square foot per year to be \$1.53 in government facilities.
- ³ The National Average is 80,800 square feet per trade laborer.

PROGRAM CHANGES

◆ **REDIRECTIONS/REDUCTIONS** **\$451,951**

REDUCE COST OF MAINTENANCE SERVICES

This *reduction* will eliminate one vacant Maintenance Worker, four vacant Building Custodians, one filled Carpentry Supervisor, one filled Carpenter I, one filled Painting Supervisor, three filled Painter II's, and one filled Painter I positions. This reduction includes \$423,563 for personnel and \$12,750 in associated costs. This reduction will result in savings of \$436,313 in FY 2005.

PROGRAM CHANGES CONTINUED***EMPLOYEE UNIFORM INITIATIVE***

This *reduction* totaling \$2,277 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet, improve the quality and consistency of City issued uniforms the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This *reduction* will result in net savings totaling \$13,361 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

◆ **IMPROVEMENTS** **\$141,380**

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* totaling \$125,656 will provide a market adjustment and performance pay incentive for eligible employees included in the Facility Services Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

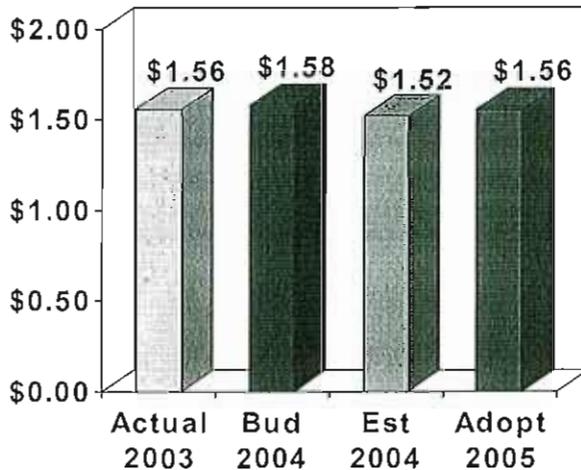
CERTIFICATION PAY PILOT PROGRAM

This *improvement* totaling \$15,724 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

ASSET MANAGEMENT**FACILITY SERVICES FUND****FACILITY SERVICES FUND EXPENDITURES BY CHARACTER**

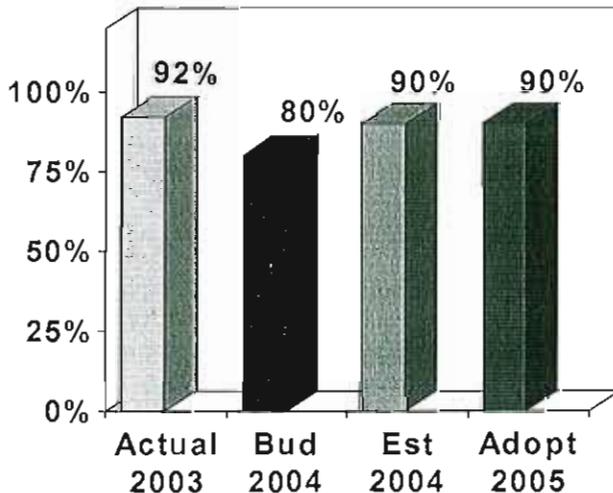
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$5,030,674	\$4,653,482	\$4,838,216	\$4,174,104
CONTRACTUAL SERVICES	3,421,231	3,182,701	3,318,772	3,536,916
COMMODITIES	422,593	382,678	371,375	321,101
OTHER EXPENDITURES	63,646	63,646	63,646	34,383
CAPITAL OUTLAY	61,927	0	0	0
TRANSFERS	445,586	769,620	788,133	538,888
TOTAL EXPENDITURES	\$9,445,657	\$9,052,127	\$9,380,142	\$8,605,392
AUTHORIZED POSITIONS	144	137	123	110
FULL-TIME EQUIVALENTS	144.00	137.00	123.00	110.00

AVERAGE CUSTODIAL COST PER SQUARE FOOT



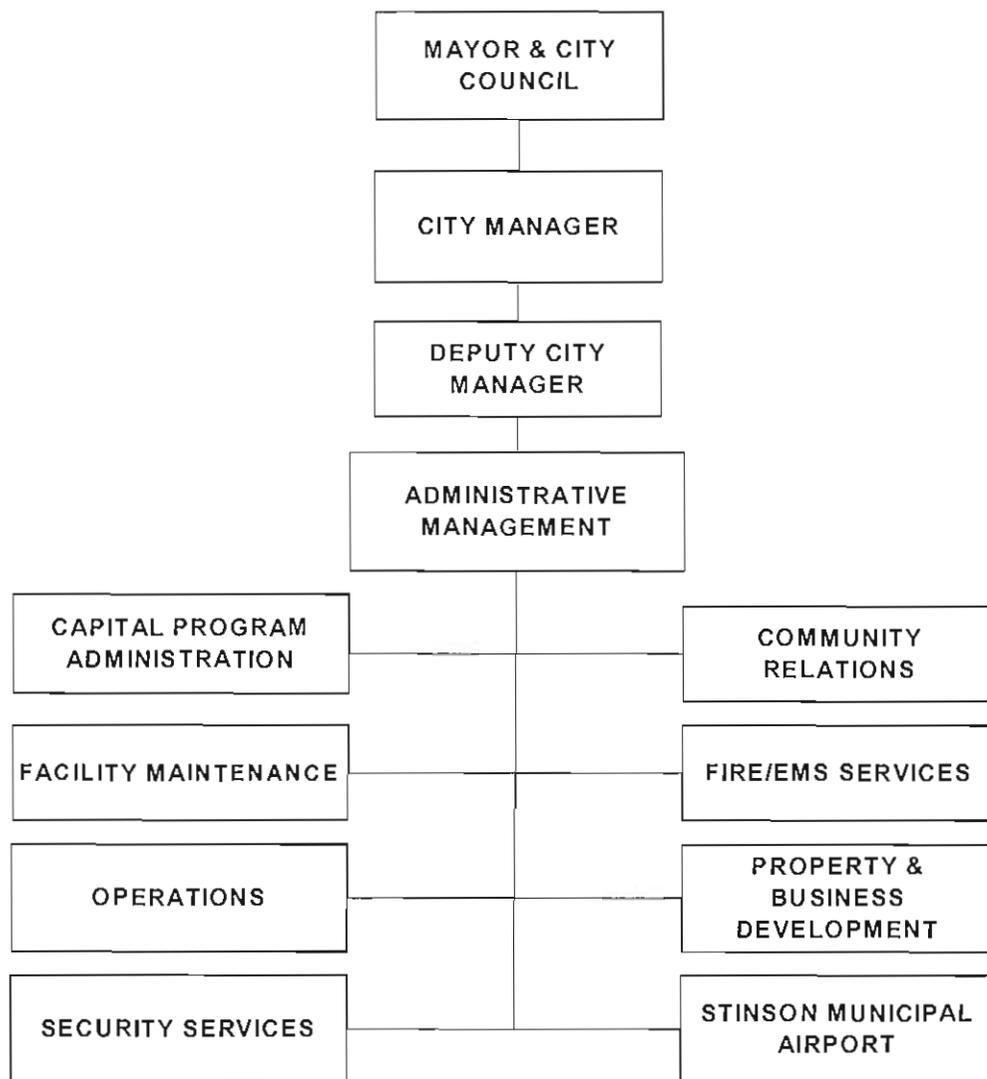
- ✓ The Facility Services Division tracks the average cost per square foot of providing upkeep for City facilities.
- ✓ Overall the costs have remained consistent as a result of efficiencies in service delivery and staffing.

CUSTOMER SURVEY APPROVAL RATING



- ✓ A customer service survey gauging customer satisfaction for service delivery is generated with every fifth work order.
- ✓ Service delivery includes HVAC, construction, and plumbing and electrical services.

AVIATION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Airport Revenue Fund	434.11	\$47,067,223
Passenger Facility Charge Fund	0.00	7,331,140
Debt Service Funds	0.00	17,410,959
Confiscated Property Fund	0.00	16,623
Categorical Grants	0.00	24,259,862
Improvement & Contingency	0.00	355,065
Capital Projects	0.00	166,842,000
Total Funding	434.11	\$263,282,872

MISSION STATEMENT

The Aviation Department, through its facilities at San Antonio International and Stinson Municipal Airport, provides to the citizens of San Antonio and the traveling public safe and secure, cost-efficient, first-class facilities while providing a catalyst for economic opportunity and fostering an environment for business development.

PROGRAM INFORMATION

The Aviation Department operates the City's two airports, International and Stinson, which provide general and commercial aviation services through an enterprise fund. Departmental responsibilities include airport operations, financial and property administration, economic development, vehicle and facility maintenance, airport security, fire protection, and public relations.

GOALS & OBJECTIVES

To provide for the aviation facility and service needs of the community, as well as stimulating economic development, all in a financially self-sufficient and safe manner consistent with applicable City, State and Federal regulations.

- ◆ To continue implementation of the Air Cargo Strategic Plan during FY 2005 through local and corporate headquarters facilitation meetings as well as the preparation of technical/business cargo presentations to be presented to three prospective cargo operators.
- ◆ To increase the number of non-stop flights pursuant to the recommendations contained in the Air Service Market Study by developing and presenting eight technical and market analysis proposals to airlines during FY 2005.
- ◆ To provide added safety and assurance to the traveling public through the implementation of augmented security measures, such as expanding the canine explosives detection team, updating the airport's access control and surveillance monitoring system during FY 2005.
- ◆ To have the Concourse Expansion program under construction by the beginning of FY 2005.
- ◆ To initiate the process for the development of an Environmental Impact Statement as the first step in implementing runway extensions and other major airfield improvements.
- ◆ To improve the quality of life in communities surrounding San Antonio International Airport with the continuation of the Noise Compatibility Residential Acoustical Treatment Program to sound insulate homes within the highest impacted areas as a noise mitigation measure.
- ◆ To begin implementation, in FY 2005, of the land use/land compatibility study recommendations for San Antonio International and Stinson Municipal Airports to permit future growth of the airports within compatible property uses.
- ◆ To devise and begin implementation, during FY 2005, of the first phase of the redevelopment plan for the North Loop Service Center site.
- ◆ To submit to the FAA during FY 2005 a Letter of Intent request for grant funding of eligible capital improvements.
- ◆ To have the new belly freight facilities under construction by the end of calendar year 2005.
- ◆ To have the new parking improvements under construction by the beginning of calendar year 2005.
- ◆ To continue the revitalization of Stinson Municipal Airport by implementing the Master Plan and Target Industry Study to include an expansion/renovation to its based aircraft facilities, new administrative space, as well as tenant service and maintenance facilities in FY 2005.
- ◆ To advance to the next step by FY 2005 on the Stinson Airport runway extension by either beginning the design, if a favorable environmental assessment is received, or initiate a full environmental impact statement if required by the FAA.
- ◆ To implement a wireless communications system by the beginning of FY 2005 to enhance technical support services for the public, airlines, concessionaires and federal agencies utilizing the airport's terminal complex.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Premier Visitor & Convention Destination – Strengthen Convention/Tourism Industry					
	To improve Aviation facilities and services through terminal roadway & parking improvements	Passenger approval rating ¹	93%	93%	93%	93%
	To increase the selection of the City as a business & visitor destination through improved air service	% of passengers on a direct flight for top 20 markets	56%	56%	56%	57%
	To increase the number of airport passengers to facilitate the growth of the tourism sector of the economy	No. of enplaned passengers	3,264,245	3,700,000	3,379,410	3,497,680
	Revitalization of Neighborhoods – Improve Environmental Efforts					
	To improve the quality of life in neighborhoods surrounding San Antonio International Airport with the communication and implementation of aircraft noise abatement measures	Noise complaints by households per 10,000 aircraft operations	4.2	3.7	4.7	4.3
Financial	Citizen Wellbeing & Human Potential – Provide Economic Development Opportunities					
	To support implementation of the Aviation Industry Strategic Plan with the goal of promoting and enhancing economic development of San Antonio's Aviation Facilities	No. of private sector jobs	6,483	6,700	6,850	7,000
	Innovative & Proactive City Government – Provide Accountability to Public					
	To achieve financial targets as projected in the Airport bond financing documents	Operating cost per enplaned passenger	\$7.90	\$7.10	\$7.78	\$7.94
		Airline cost per enplaned passenger	\$4.76	\$3.86	\$4.22	\$4.22
Revenue per enplaned passenger		\$13.44	\$12.20	\$13.12	\$13.30	
Concession revenue per enplaned passenger		\$1.04	\$1.31	\$1.37	\$1.39	

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	Innovative & Proactive City Government – Improve Organizational Support					
	To improve convenience and efficiency for the airport passenger by automating parking facilities	% of Customers' Usage of Automation Devices	11%	20%	12.2%	13.5%
	To utilize employee team building programs to achieve improvements in customer service & cost efficiency	% of team customer service targets (rating) achieved	78%	75%	78%	78%
		% of team financial targets (budget savings) achieved	67%	50%	70%	70%
Employee Learning & Growth	Innovative & Proactive City Government – Improve Employee Services					
	To provide specialized training to improve job related skills in customer service	% of Employees Completing Annual Training	94%	98%	96%	96%

EXPLANATORY INFORMATION

¹ Passenger approval rating is obtained through an annual survey that is administered to airport passengers.

PROGRAM CHANGES

♦ **REDIRECTIONS/REDUCTIONS** **\$77,235**

REDUCTION IN OVERTIME EXPENSE

This *reduction*, through efficiency, will effectively reduce the use of overtime for fire personnel in the Aviation Department. Previously, when fire personnel at the International Airport were absent due to illness or annual leave, overtime was used to maintain required staffing levels. This reduction will rotate fire personnel from Stinson Municipal Airport to fill the missing slot(s) at the International Airport. Savings of \$70,000 will be realized by this reduction in FY 2005.

EMPLOYEE UNIFORM INITIATIVE

This *reduction*, totaling \$7,235, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

PROGRAM CHANGES CONTINUED**◆ IMPROVEMENTS \$710,645*****WORKFORCE COMPENSATION ENHANCEMENT***

This *improvement* totaling \$442,286 will provide a market adjustment and performance pay incentive for eligible employees included in the Aviation Operating Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

CERTIFICATION PAY PILOT PROGRAM

This *improvement*, totaling \$14,214, will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

SPONSOR NETWORK 2006 AIR SERVICE CONFERENCE

This *improvement* will allow for the sponsorship of the Network 2006 Air Service Conference, which should attract approximately 350 airline companies, consultants, and airport representatives. This conference will give San Antonio the opportunity to showcase its city to 75 domestic and international airline representatives and meet with them concerning opportunities to serve or improve service to the market. Potential improvements in air service will facilitate the area's priority to make San Antonio a premier visitor and convention destination, as well as foster growth in other local businesses and industries. This improvement will total \$50,000 in FY 2005.

CONTRACT COMPLIANCE UNIT

This *improvement* will create a contract-monitoring unit funded for nine months in FY 2005, through the combination of a re-organization and additional positions. This unit, which will report directly to the Aviation Director, will address fiscal monitoring functions, contract compliance, and all revenue and non-Purchasing Department expenditure contracts. It is envisioned that the unit will ensure the implementation of city-wide established routines, procedures, and reporting requirements for the contract administration staff. Although contract compliance will be centralized, contract administration will continue to be performed in the Department's sections. The costs associated with this improvement will total \$124,145 in FY 2005.

SAN ANTONIO SYMPHONY IMPROVEMENT

This one-time *improvement*, totaling \$80,000, will provide for at least three performances by the San Antonio Symphony within the terminals of the San Antonio International Airport in FY 2005. This improvement is a result of a City Council amendment to the proposed budget.

PROGRAM CHANGES CONTINUED

♦ **MANDATES** **\$158,481**

COLLECTIVE BARGAINING AGREEMENT

This *mandate* projects the incremental increase for the last fiscal year of the current Collective Bargaining Agreement between the City of San Antonio and Local 624 International Association of Fire Fighters, which went into effect on June 3, 2002 and terminates on September 30, 2005. The FY 2005 incremental cost associated with this mandate will total \$146,726. According to this mandate, in FY 2005, all uniformed firefighters will receive a three-percent wage increase, plus incremental increases to incentives. This mandate will also provide step increases for the ranks of Lieutenant, Captain, and District Chief.

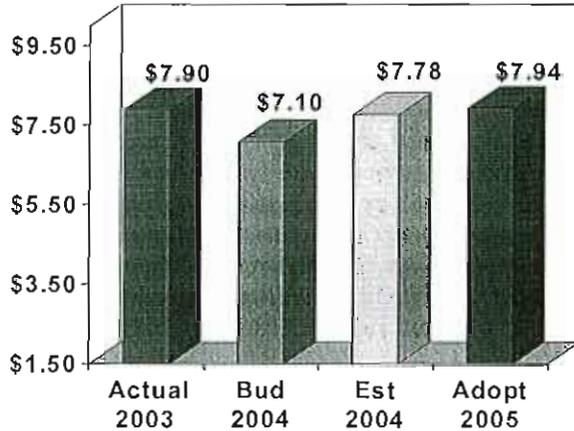
LONGEVITY

The 2002 collective bargaining agreement stipulates that the City provide an increase in salaries based on years of employment for all uniformed personnel. This *mandate* will address the contractually mandated increase in base salaries by three-percent for each block of five years served, with a maximum of 18% for 30 years of tenure. The incremental increase for this mandate in FY 2005 for all uniformed employees in the Aviation Fund will total \$11,755.

AIRPORT REVENUE FUND EXPENDITURES BY CHARACTER

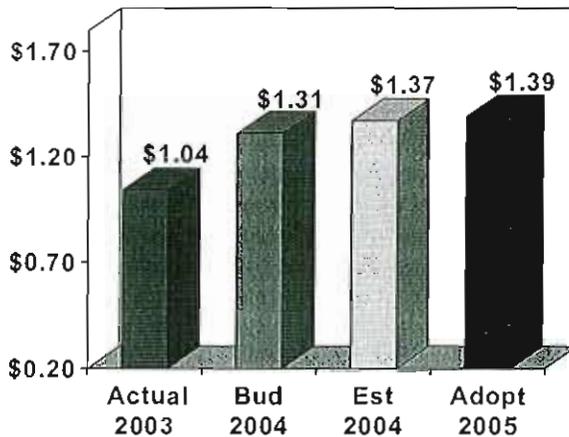
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$16,065,174	\$17,552,501	\$16,981,621	\$18,975,355
CONTRACTUAL SERVICES	5,795,573	5,452,307	5,652,814	6,461,178
COMMODITIES	1,236,624	1,201,733	1,141,629	1,349,955
OTHER EXPENDITURES	1,097,751	1,380,221	1,379,371	1,397,872
CAPITAL OUTLAY	399,604	555,090	479,971	490,198
TRANSFERS	18,514,226	17,844,818	18,473,864	18,392,665
TOTAL EXPENDITURES	\$43,108,952	\$43,986,670	\$44,109,270	\$47,067,223
AUTHORIZED POSITIONS	407	422	422	425
FULL-TIME EQUIVALENTS	416.11	431.11	431.11	434.11

OPERATING COST PER ENPLANED PASSENGER



✓ Operating Cost Per Enplaned Passenger includes personnel, equipment, supplies, utilities, and other direct operating costs together with airport service contracts divided by the number of enplaned passengers.

CONCESSION REVENUE PER ENPLANED PASSENGER



✓ Concession Revenue Per Enplaned Passenger significantly increased from Actual FY03 to Adopted FY05 due to the completion of the terminal renovations which included the addition of several restaurants and concessions for airport patrons.

AVIATION**GRANT SUMMARY**

The Aviation Department anticipates receiving federal and state grant funds totaling \$19,018,400 for FY 2005, which combined with Airport matching funds provided \$24,259,862 in program funding.

Below are listed the grants the Aviation Department expects to receive in FY 2005. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Airport Improvement Program	\$15,250,000	\$0	\$4,883,333	\$0	\$20,133,333
Checkpoint Security Program	384,739	0	0	0	384,739
Explosive Detection Canine Team	160,500	0	0	0	160,500
TxDOT Airport Improvements	0	3,223,161	358,129	0	3,581,290
TOTAL	\$15,795,239	\$3,223,161	\$5,241,462	\$0	\$24,259,862

AVIATION**AIRPORT IMPROVEMENT PROGRAM****PROGRAM INFORMATION:**

The Airport Improvement Program is an FAA sponsored Grant program designed to assist airport owners in planning, constructing and maintaining the basic airfield infrastructure at airports nationwide. Grants consist of both entitlements and discretionary funding. The grant program covers the period of October 1, 2004 through September 30, 2005.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:¹			
(Terminal) Security Assessment	\$1,030,628	\$0	\$0
EIS	1,500,000	0	0
Reconstruct Perimeter Road	1,660,000	0	0
Noise Mitigation	4,220,000	6,066,503	2,400,000
Sky Place Drainage Improvements	2,041,000	2,214,819	0
Airfield Lighting Upgrade	0	1,500,000	0
Relocate 30L Localizer	0	400,000	0
Replace ARFF Vehicle	0	450,000	0
East Air Cargo Expansion Phase 3	0	0	3,700,000
Terminal Apron Expansion	0	0	7,200,000
Airfield Safety (RSAT) Improvements	0	0	1,950,000
	0	0	0
Total	\$10,451,628	\$10,631,322	\$15,250,000

EXPLANATORY INFORMATION¹

Projected Airport Improvement Program grants for FY 2005 include four capital improvement projects totaling \$20,133,333. The Noise Mitigation grant funds 80% of a position in the Airport Operating Fund.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY	\$3,132,210	\$3,038,233	\$4,883,333
FEDERAL	10,451,628	10,631,322	15,250,000
TOTAL FUNDING	\$13,583,838	\$13,669,555	\$20,133,333
EXPENDITURES			
CONTRACTUAL SERVICES	\$4,101,063	\$3,286,602	\$2,065,000
CAPITAL OUTLAY	9,482,775	10,382,953	18,068,333
TOTAL EXPENDITURES	\$13,583,838	\$13,669,555	\$20,133,333
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

AVIATION**CHECKPOINT SECURITY PROGRAM****PROGRAM INFORMATION:**

The Checkpoint Security Program consists of the assignment of an Airport Police officer to each of two passenger screening areas to provide Law Enforcement support to the Transportation Security Administration (TSA) Screening Activity. The City and the TSA signed a Reimbursement Agreement (RA) that provides for reimbursement to the Aviation Department by the TSA of up to a maximum of 36 hours per day at the established hourly rate for that fiscal year. The effective date of the RA is October 1, 2004 and continues in effect until September 30, 2007, subject to yearly TSA renewals.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Law Enforcement Hours ¹	8,400	13,140	13,140
Output:			
No. Passengers Screened	3,264,245	3,281,300	3,398,000

EXPLANATORY INFORMATION¹

Prior to 9/11, Airport Police provided the passenger screening checkpoints law enforcement support under the 5-minute "flexible response" FAA rule. Since 9/11, the TSA (under the RA) requires the posting of an Airport Police Officer at each checkpoint during the entire time the checkpoints are in operation. The RA was cancelled by TSA on May 31, 2003, but reinstated October 1, 2004 under a new RA.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$193,200	\$374,593	\$384,739
TOTAL FUNDING	\$193,200	\$374,593	\$384,739
EXPENDITURES			
PERSONAL SERVICES	\$193,200	\$361,739	\$384,739
CONTRACTUAL SERVICES	0	4,500	0
COMMODITIES	0	3,372	0
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	0	4,982	0
SUBGRANTING	0	0	0
TOTAL EXPENDITURES	\$193,000	\$374,593	\$384,739
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

AVIATION**EXPLOSIVE DETECTION CANINE TEAM****PROGRAM INFORMATION:**

The grant agreement is with the Transportation Security Administration (TSA) for participation in the Explosives Detection Canine Team Program. The Explosive Detection Canine Team Program is designed to increase security at commercial airports. The teams receive specialized training, equipment and canines fully trained in explosive detection. Four Airport Police Officers are assigned to the program. The position authorizations are carried in the Airport Operating Fund. The grant provides reimbursement of up to a total of \$160,500. This program provides canine team utilization at the San Antonio International Airport with a 24-hour per day, 7-day per week response. It is anticipated that the grant agreement will be renewed each year.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Canine Teams (4 th team in-service for 2 months in FY04)	3	4	4
Output:			
Canine Team In-service Hours per Year	2,904	6,130	7,744
Efficiency:			
Patrol Hours per Team per Year	968	1,532	1,936
Effectiveness:			
% Change Canine Patrol Hours	68%	111%	26%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$120,500	\$160,500	\$160,500
TOTAL FUNDING	\$120,500	\$160,500	\$160,500
EXPENDITURES			
PERSONAL SERVICES	\$119,200	\$132,261	\$159,017
CONTRACTUAL SERVICES	0	0	0
COMMODITIES	1,300	1,483	1,483
CAPITAL OUTLAY	0	26,756	0
TOTAL EXPENDITURES	\$120,500	\$160,500	\$160,500
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

AVIATION**TxDOT AIRPORT IMPROVEMENT****PROGRAM INFORMATION:**

The FAA provides a block grant to the State of Texas for its general aviation airports. The funds are utilized for airport infrastructure improvements. The State awards grants based on demonstrated need. This grant program covers the period of October 1, 2004 through September 30, 2005. A local match is required for all capital projects.

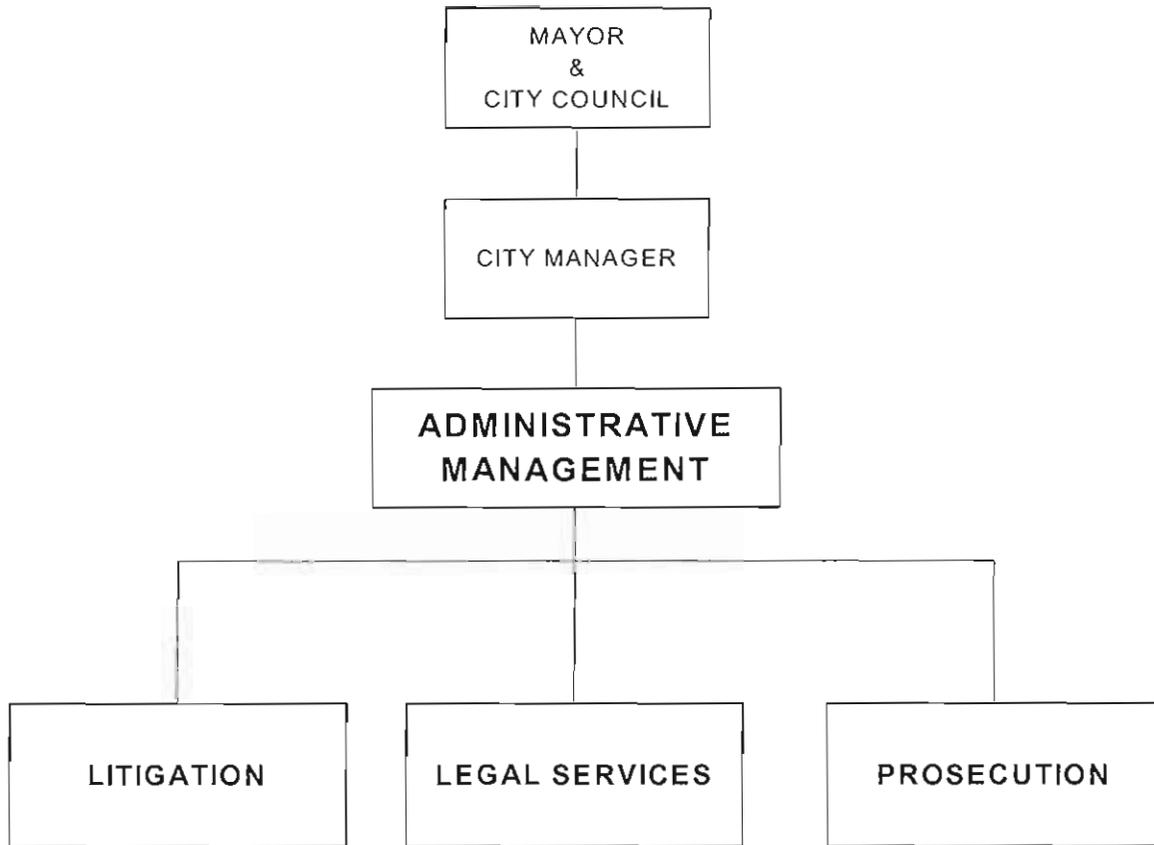
PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Hangar Renovations	\$30,000	\$0	\$0
Design for TxDOT Projects	0	450,000	210,861
Overlay & Extend Runway 9/27 & Replace MIRL	0	0	1,772,100
Extend Taxiways D, D1, & D2	0	0	658,800
Reconstruct Taxiway A & replace MITL	0	0	260,100
Install & replace navigational aids on Runway 9/14	0	0	210,600
Construct RW 32 Runup Pad	0	0	110,700
Total	\$30,000	\$450,000	\$3,223,161

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY	\$30,000	\$45,000	\$358,129
STATE	30,000	450,000	3,223,161
TOTAL FUNDING	\$60,000	\$495,000	\$3,581,290
EXPENDITURES			
CONTRACTUAL SERVICES	\$0	\$0	\$234,290
CAPITAL OUTLAY	60,000	495,000	3,347,000
TOTAL EXPENDITURES	\$60,000	\$495,000	\$3,581,290
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

CITY ATTORNEY



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	72.00	\$5,517,592
Self-Insurance Liability Fund	12.00	*
Self-Insurance Workers' Compensation Fund	7.00	*
Community Development Block Grant	5.00	329,527
Categorical Grant	4.00	246,963
Total Funding	100.00	\$6,094,082

* Appropriation totals for these positions appear in their respective funds.

MISSION STATEMENT

The City Attorney's Office strives to be a trusted team delivering superior advice and legal services to the City for the benefit of the community.

PROGRAM INFORMATION

Article V, Section 53 of the City Charter provides that the City Attorney shall serve as chief legal advisor to the Council, the City Manager and all city departments, offices and agencies. The City Attorney's Office represents the City in all litigation and administrative proceedings brought against or by the city and its officials and works hand-in-hand with the police and code enforcement officials to prosecute all Class C misdemeanors in the Municipal Courts. Attorneys and support staff in the City Attorney's Office provide all legal services necessary to complete a program or activity initiated by a city department or official. The attorneys research legal issues and advise city officials, boards, and commissions; draft and review ordinances and resolutions considered by the City Council; and negotiate, draft, and review contracts and other documents essential to the successful completion of the myriad of programs and functions of the City of San Antonio. To avoid conflicts or provide additional resources or expertise on a particular matter, the City Attorney may hire and use outside counsel to provide essential legal services.

GOALS & OBJECTIVES

- ◆ Maintain the trust and confidence of city officials that the City receives the highest quality of legal services from all attorneys who provide those services.
- ◆ Continue to develop a team relationship with city officials by identifying legal issues and providing advice, solutions, and strategies to implement policy and program goals.
- ◆ Aggressively pursue actions to enforce city codes and ordinances to protect public safety, and to recover amounts owed to the City by those who breach City contracts.
- ◆ Fully investigate every claim and lawsuit against the City and its officials; negotiate a fair and reasonable settlement when appropriate; and aggressively defend against litigation and proceed to trial when necessary.
- ◆ Continue to implement management recommendations from the 2001 Performance Review of the City Attorney's Office.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Public Trust & Awareness					
	Represent and promote the legal interests of the City of San Antonio by delivering prompt and effective legal services	No. of Formal Legal Opinions Issued	814	762	915	925
		No. of Red Flag Cases Filed	120	250	220	250
		No. of Responses to Open Records Requests Prepared	611	655	800	815
Financial	Provide Accountability to the Public					
	Fully investigate every claim and lawsuit; negotiate fair and reasonable settlements when applicable; and aggressively proceed to trial when necessary	% of Convictions – All Cases Filed at Municipal Courts	78%	82%	80%	82%
		% of Lawsuits Tried with Favorable Disposition ¹	93%	84%	80%	90%
% of Red Flag Cases with Favorable Disposition ²		92%	93%	92%	93%	
Internal Processes	Implement & Institutionalize Performance Reviews					
	Implement recommendations associated with the Performance Review of the Business Contract Management Process and the City Attorney's Office	% of Performance Review Recommendations Implemented	90%	100%	100%	100%
	Innovative & Proactive City Government					
Internal Processes	Continue to seek outside legal expertise on complex or unique matters	Ratio of New Cases (Outside Counsel/Total)	12/118	16/160	12/126	16/160
		% of New Cases using Outside Counsel	10%	10%	10%	10%
Employee Learning & Growth	Innovative & Proactive City Government					
	Have attorneys obtain and/or maintain professional certifications/licenses by attending State-approved continuing legal education (CLE) courses	Hours Beyond Minimum CLE Requirements	258	294	148	285

EXPLANATORY INFORMATION

- ¹ In a Favorable Disposition, Motion for Summary Judgement is granted to the City, Motion to Dismiss is granted for the City, or a verdict is rendered for the City.
- ² High-priority cases that usually involve code violations. Red flag cases are cases where the City is seeking civil enforcement by way of injunctive relief of violations of its codes that affect public health safety or welfare. They are primarily cases where criminal enforcement has proved ineffective. They may also include cases from Public Works relating to flood plain violations and cases from Historic Preservation relating to violation of the demolition-by-neglect ordinance.

PROGRAM CHANGES

◆ REDIRECTIONS/REDUCTIONS \$38,404

ELIMINATE ONE VACANT LEGAL SECRETARY IN CONTRACTS DIVISION

This *reduction* will eliminate one vacant Legal Secretary position in the Contracts division. This elimination will result in total savings to the General Fund of \$38,404 in FY 2005.

◆ IMPROVEMENTS \$118,521

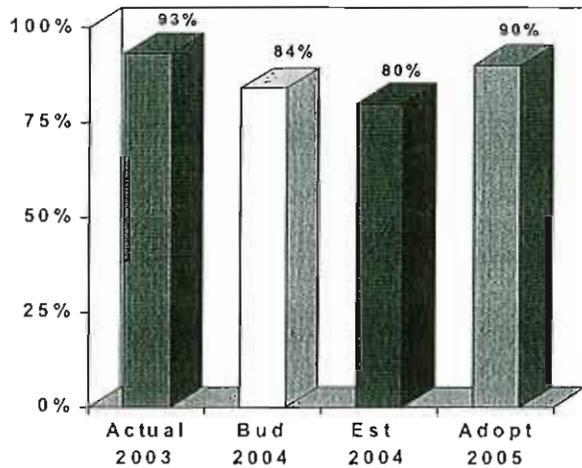
PROPOSITION 3 IMPLEMENTATION

This *improvement* will provide for the addition of an Attorney III position and a paralegal position in order to facilitate the transition of the Ethics Review Board to an independent board established by the charter. The additional cost to the General Fund for nine months of funding will be \$118,521 in FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

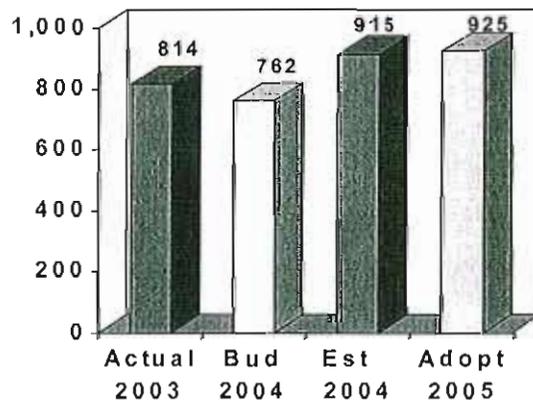
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$3,963,728	\$4,492,670	\$4,263,860	\$4,810,513
CONTRACTUAL SERVICES	477,724	527,956	447,025	614,775
COMMODITIES	53,004	60,874	63,345	60,874
OTHER EXPENDITURES	29,403	29,403	29,403	31,430
CAPITAL OUTLAY	5,888	0	454	0
TOTAL EXPENDITURES	\$4,529,747	\$5,110,903	\$4,804,087	\$5,517,592
AUTHORIZED POSITIONS	72	71	71	72
FULL-TIME EQUIVALENTS	72.00	71.00	71.00	72.00

PERCENT OF RED FLAG CASES WITH FAVORABLE DISPOSITION



- ✓ Red Flag Cases are high priority cases, the majority of which involve code violations.
- ✓ In a Favorable Disposition, Motion for Summary Judgement is granted to the City, Motion to Dismiss is granted for the City, or a verdict is rendered for the City.

NUMBER OF FORMAL LEGAL OPINIONS ISSUED



- ✓ Number of formal legal opinions issued by the City Attorney's Office.
- ✓ Estimated increase in FY 2005 over FY 2003 of 14% for formal opinions.

CITY ATTORNEY

EARLY INTERVENTION FOR WOMEN LIVING IN DOMESTIC VIOLENCE

Below is a comprehensive listing of the grant(s) expected by the (City Attorney's Office) in FY 2005. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Early Intervention for Women Living in Domestic Violence	\$0	\$169,787	\$21,068	\$56,108	\$246,963
TOTAL	\$0	\$169,787	\$21,068	\$56,108	\$246,963

CITY ATTORNEY

EARLY INTERVENTION FOR WOMEN LIVING IN DOMESTIC VIOLENCE

PROGRAM INFORMATION

The Early Intervention for Women Living in Domestic Violence Program provides swift intervention for victims of domestic violence while it is at the Class C misdemeanor level and thereby prevents its escalation into a more dangerous crime. Early intervention requires that legal advocates perform a more complete and thorough screening and prosecution of reported cases, even when the victim may be reluctant to file charges. In addition, the program will increase legal services for victims, facilitate case filings and increase awareness by educating the community regarding domestic violence. The City will be charged as the State's representative with the responsibility of being the complainant for the crime. The City Attorney's Office will be funding four grant positions, upon the award of the grant funds, to continue fulfilling the program's goals. The department has applied for a S.T.O.P. grant under the Violence Against Women Act Fund to continue this program. This grant funding cycle, would run from September 1, 2004 through August 31, 2005, which would be applicable to an eleven-month period from 10/1/04 through 8/31/05 for FY 2005.

PERFORMANCE MEASURES

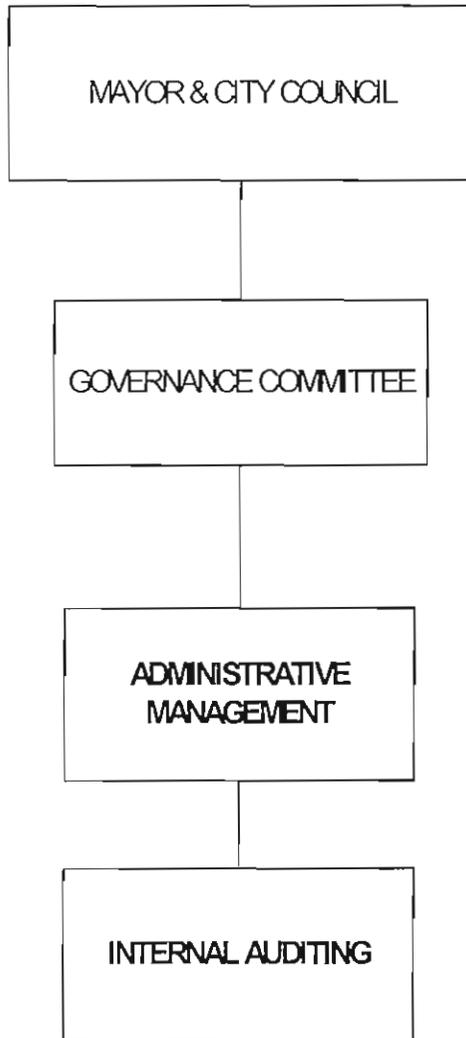
	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Output:			
No. of Cases Received and Reviewed	2,847	2,079	2,150
No. of Cases Accepted for Filing	1,200	1,250	1,350
No. of Cases Referred for Intervention	1,052	1,150	1,300
Efficiency:			
% of Cases Filed Directly by the State	60%	53%	60%
% of Cases Provided I&R, and Safety Planning	88%	92%	96%
Effectiveness:			
60% of Class "C" Cases Prosecuted	720	750	810

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY	\$36,780	\$17,989	\$21,068
STATE	178,056	167,441	169,787
OTHER	59,400	57,821	56,108
TOTAL FUNDING	\$274,236	\$243,251	\$246,963
EXPENDITURES			
PERSONAL SERVICES	\$178,056	\$164,158	\$166,207
OTHER EXPENDITURES	0	3,283	3,580
CAPITAL OUTLAY	36,780	17,989	21,068
SUBGRANTING	59,400	57,821	56,108
TOTAL EXPENDITURES	\$274,236	\$243,251	\$246,963
AUTHORIZED POSITIONS	4	4	4
FULL-TIME EQUIVALENT	4.00	4.00	4.00



CITY AUDITOR



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	30.00	\$2,785,877
Total Funding	30.00	\$2,785,877

PROGRAM CHANGES

♦ IMPROVEMENTS \$204,013

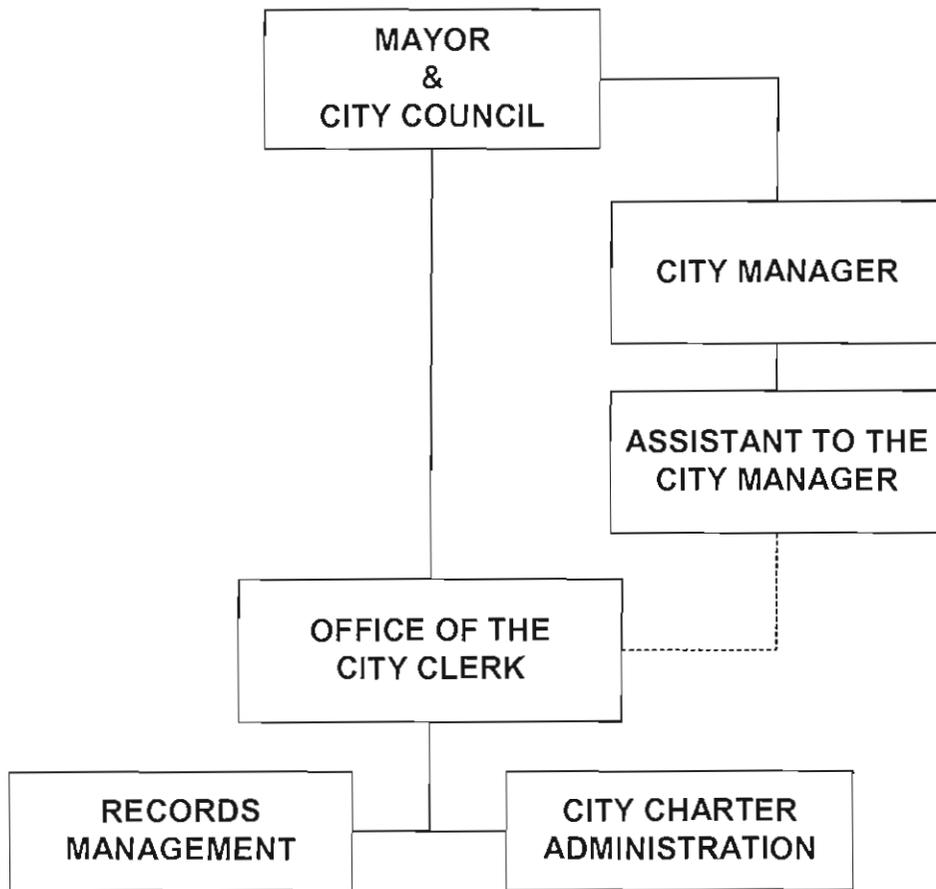
ADD THREE AUDITOR II POSITIONS

This *improvement* will add three, full-time Auditor II positions, at twelve months funding, to support the Internal Auditing activities of the Department. This improvement will result in a total cost of \$204,013 in FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$1,003,955	\$1,216,874	\$666,863	\$2,366,894
CONTRACTUAL SERVICES	184,888	706,249	706,249	309,854
COMMODITIES	13,237	6,864	6,864	60,928
OTHER EXPENDITURES	3,922	3,922	3,922	9,251
CAPITAL OUTLAY	9,461	0	0	38,950
TOTAL EXPENDITURES	\$1,215,463	\$1,933,909	\$1,383,898	\$2,785,877
AUTHORIZED POSITIONS	27	27	27	30
FULL-TIME EQUIVALENTS	27.00	27.00	27.00	30.00

CITY CLERK



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	20.00	\$1,405,967
Total Funding	20.00	\$1,405,967

MISSION STATEMENT

The mission of the Office of the City Clerk is to provide to the public, all City departments and all governmental entities an accessible records information resource on municipal government and its official actions, both contemporary and archival, and to administer the elections process for elected officials of the City of San Antonio.

PROGRAM INFORMATION

The Office of the City Clerk is the administrative and recording agent of San Antonio municipal government, providing support services for the legislative process. The Office conducts City Council meetings, records the official minutes of those meetings, maintains municipal records for the City of San Antonio, oversees and coordinates the financial disclosure requirements and lobbyist registration in accordance with the Ethics Ordinance, coordinates campaign finance reports in accordance with State law, implements the Automated Records Management program (ARM), and is the principal office through which various municipal publications are made available for sale to the public. Additionally, the Office conducts all municipal elections, coordinates bid/RFP procedures, legal notice advertisements, official honorariums, and board and commission actions. Records Management receives/stores, microfilms, scans, protects, and retrieves the official documents of the municipality, in accordance with the Texas Local Government Records Act and the Records Management Policies and Procedures manual. This functional area also oversees the disposition of official records as mandated by State statutes and federal laws through the ARM program.

GOALS & OBJECTIVES

- ◆ To provide easy access to all municipal government records information as well as provide all necessary services to the community and departments, to preserve and protect mandated official records, to intensify efforts to maximize use of the Municipal Records Facility and to administer municipal elections by:
 - Enhancing the Customer First program by providing better means to facilitate the bid/RFP process, legal notice advertisements, the Open Records process, ceremonial certificates/public relations component, board and commission appointment coordination, the proficiency of records retention, preservation and archival of all City records, Ethics Ordinance compliance requirements, campaign finance reporting, and the claims process.
 - Processing, preserving, protecting, and as needed, restoring permanent municipal records and archival materials.
 - Administering the Municipal Records Facility and maintaining a working interdepartmental records liaison program by training records liaison officers to better maintain municipal records through enhanced automation of records management procedures.
 - Continuing to implement and update the provisions of the Records Management Policies and Procedures Manual, including automated records management, to address electronic records through the Document Management/Records Management program to provide comprehensive networking for a shared ordinance and contract database linking all the City Departments by personal computer network, as well as providing the public access to these databases.
 - Continuing the implementation of the microfilming/scanning process of all City contracts in concert with the establishment of the Citywide business contract management program.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Public Trust and Awareness					
	Continue to provide and enhance the Customer First program by facilitating the bid/RFP process, legal notice advertisements, ceremonial/public relations component, boards and commissions appointment coordination, claims process, the proficiency of records retention, preservation and archival of all City records, Ethics Ordinance compliance requirements, Campaign Finance filings.	No. of Walk-in Customer Service Contacts Assisted for City Clerk – Daily	89	85	95	100
		No. of Customer Service Telephone Call Contacts Assisted for City Clerk – Daily	175	170	200	205
		No. of Customer Service E-mails Assisted for City Clerk – Daily	235	225	225	230
Financial	Provide Accountability to the Public					
	Processing, preserving, protecting, and as needed, restoring permanent municipal records and archival materials.	Cost Savings for Record Storage and Retrieval – Annually ¹	\$19,500	\$42,000	\$1,060	\$ 7,000
Internal Processes	Provide Accountability to the Public					
	Processing, preserving, protecting, and as needed, restoring permanent municipal records and archival materials.	No. of Municipal Records Microfilmed per Week ²	24,608	28,000	25,000	28,000
		% of City Council Minutes Completed within 30 Days ³	10%	90%	25%	90%
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Implementing the microfilming/scanning process of all City contracts in concert with the establishment of the City-wide business contract management program.	No. of Contracts Scanned per Year ⁴	0	3,000	1,000	2,000

EXPLANATORY INFORMATION

- ¹ Estimated FY 04 savings due to shelving collapse and ongoing repair of shelving. Records have not been transferred to the Records Facility for almost one year.
- ² Records Facility staff has been focused on destruction of records, which has reduced the number of records microfilmed in FY 04.
- ³ Estimated FY 04 percentage reflects pending vacancies. The Assistant City Clerk was serving as Acting City Clerk and the Executive Secretary has been vacant since November 2002. This has required a number of duties to be delegated to other staff members. (Note: 71% of minutes are completed and approved within 45 days.)
- ⁴ Programming is being finalized to initiate imaging project.

PROGRAM CHANGES

◆ IMPROVEMENTS \$54,157

IN-LIEU ONE EXECUTIVE SECRETARY POSITION

This *improvement* provides funding to in-lieu a vacant Executive Secretary position to an Administrative Assistant II position. This position will be responsible for providing support for the newly independent Ethics Review Board related to matters of campaign finance reform. This improvement provides an additional \$2,957 in funding annually.

INCREASE ADP BUDGET

This *improvement* increases funding for the City Clerk's Automatic Data Processing budget. The Information Technology Services Department (ITSD) is developing a new electronic filing system for campaign finance reports, which will allow candidates and officeholders to file on-line. As a result, the City Clerk's Office will experience an increase in data processing costs. This improvement provides an additional \$51,200 in funding annually.

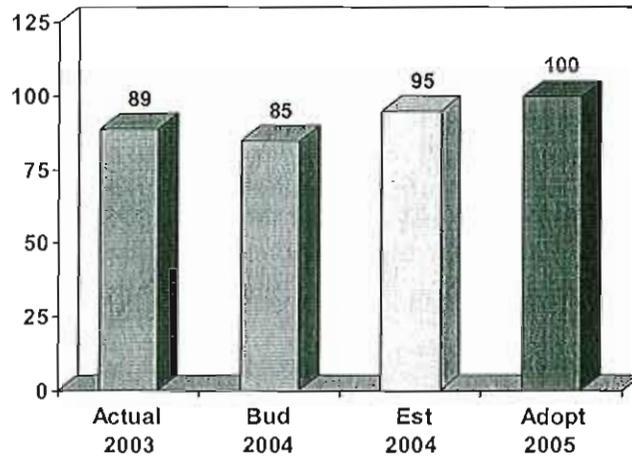
ADD ONE FULL-TIME ADMINISTRATIVE AIDE POSITION

This *improvement* adds one Administrative Aide position to the City Clerk's Office. This position will provide support to Municipal Elections. Historically, these costs/responsibilities have been provided through temporary services on a full-time basis. There is no cost for this improvement in FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

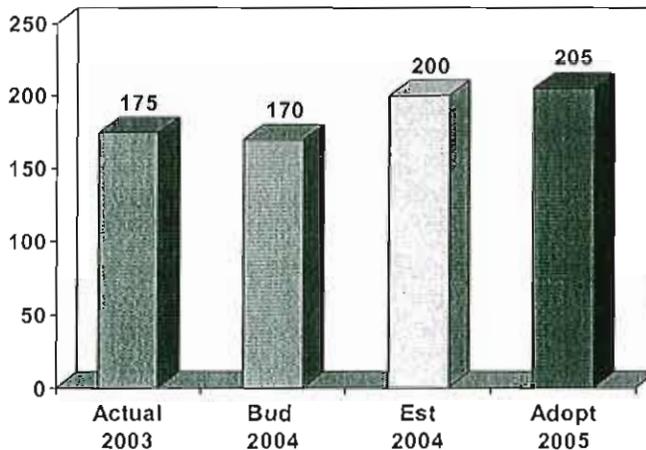
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$801,052	\$839,507	\$720,879	\$956,996
CONTRACTUAL SERVICES	294,819	325,414	301,942	422,659
COMMODITIES	12,287	12,582	13,918	12,054
OTHER EXPENDITURES	14,824	14,824	14,824	14,258
CAPITAL OUTLAY	1,857	3,585	183	0
TOTAL EXPENDITURES	\$1,124,839	\$1,195,912	\$1,051,746	\$1,405,967
AUTHORIZED POSITIONS	19	19	19	20
FULL-TIME EQUIVALENTS	19.00	19.00	19.00	20.00

NUMBER OF WALK-IN CUSTOMER SERVICE CONTACTS ASSISTED PER DAY



✓ Number of walk-in contacts is projected to increase by 5.3% from Est 04 to Adopt 05.

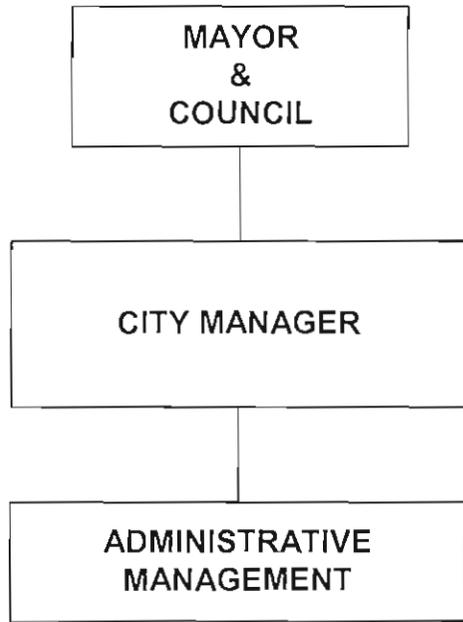
NUMBER OF CUSTOMER SERVICE TELEPHONE CALL CONTACTS ASSISTED PER DAY



✓ Number of telephone call contacts is projected to remain close to the Estimated 2004 figures.



CITY MANAGER



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	14.00	\$1,859,614
Total Funding	14.00	\$1,859,614

MISSION STATEMENT

We deliver quality city services and commit to achieve San Antonio's vision of prosperity for our diverse, vibrant and historic community.

PROGRAM INFORMATION

The City Manager's Office provides centralized direction and leadership for the effective administration and operation of all municipal services for the City of San Antonio as directed by the City Council and serves as the focal point for the management of the City's staff agencies. The City Manager's Office prepares and submits to the City Council a balanced plan of municipal services in adherence with the policy goals and objectives established by the City Council while employing such managerial techniques as needed to assure efficient and effective utilization of the City's resources.

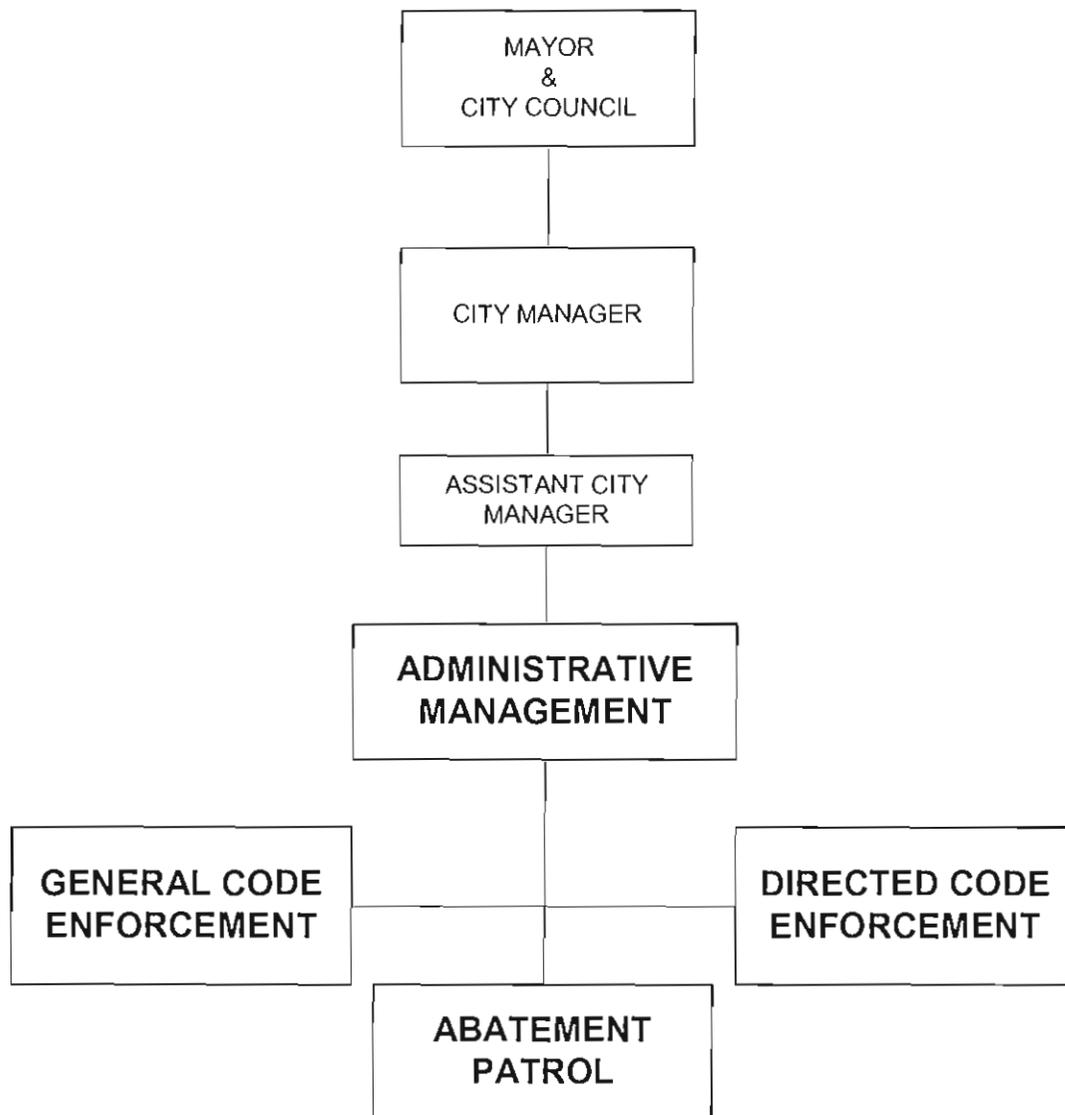
GOALS & OBJECTIVES

- ◆ To manage the efficient delivery of services to the citizens of San Antonio.
- ◆ To direct the preparation and distribution of the weekly City Council agenda and related materials to the City Council, staff and the citizens of San Antonio.
- ◆ To analyze, evaluate and monitor departmental, as well as community-based program proposals and needs through the efforts of the Management Team.
- ◆ To coordinate City Council requests for information and support services.
- ◆ To ensure that appropriate customer service/community relations mechanisms are implemented to assist citizens in the resolution of complaints and requests for service.
- ◆ To review and direct the operation of all municipal activities and services in an equitable, efficient and effective manner.
- ◆ To develop programs that enhance the quality of employee performance in their effective delivery of services.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$1,651,188	\$1,589,137	\$1,592,005	\$1,593,795
CONTRACTUAL SERVICES	183,667	207,680	194,760	241,053
COMMODITIES	5,963	4,737	4,737	4,737
OTHER EXPENDITURES	14,158	14,158	14,158	20,029
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$1,854,976	\$1,815,712	\$1,805,660	\$1,859,614
AUTHORIZED POSITIONS	14	14	14	14
FULL-TIME EQUIVALENTS	14.00	14.00	14.00	14.00

CODE COMPLIANCE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	106.00	\$6,743,377
Community Development Block Grant	5.00	195,824
Total Funding	111.00	\$6,939,201

MISSION STATEMENT

The Code Compliance Department seeks to enhance neighborhoods and their citizen's health, safety, and general welfare through efficient and effective city code enforcement. All actions shall be conducted in a proactive, responsive and fair manner focusing on customer service and public awareness while respecting the property rights of our citizens.

PROGRAM INFORMATION

The Code Compliance Department enforces City codes and regulations that result in the protection of the health and welfare of all citizens. Among the City codes and ordinances under this Department's jurisdiction to enforce and abate as necessary are: vacant dangerous premises and structures, junked vehicles, weeded vacant lots, garage/yard sales and vendor permits, zoning (Unified Development Code), noise, illegal dumping, minimum housing, including unsanitary premises, front yard parking, livestock, alley and right-of-way violations, and inspections of auto handlers within the City limits. This Department also strives to promote a higher quality of life by promoting awareness and compliance with City Codes in order to stabilize and reverse deterioration of neighborhoods.

GOALS & OBJECTIVES

- ◆ To reduce code violations through code enforcement services that will facilitate the upkeep and revitalization of neighborhoods.
 - Provide excellent customer service and public awareness.
 - Increase compliance of vacant lot, dangerous premise, junked vehicles and other code violations by coordinating service delivery with other departments, i.e. Neighborhood Action Department, Municipal Court and City Attorney's Office.
 - Increase number of occupied structures repaired.
 - Provide continual information feedback mechanism to neighborhood associations and citizen groups through the work sector field operation office.
 - Effectively and efficiently meet all service requests in a timely manner.
- ◆ To strengthen the proactive, neighborhood-based code enforcement programs.
 - Increase citizen outreach through proactive participation in neighborhood meetings, special events and school presentations.
 - Continue emphasis to more proactive, priority-driven code enforcement programs.
 - Continue enforcement programs in cooperation with the Neighborhood Action Department Sweeps.
 - Continue multi-departmental efforts to influence long range improvements in targeted areas with high crime history.
- ◆ To expedite enforcement and abatement action through citation issuance by code enforcement staff.
 - Continue to review and pursue legislative actions that will further strengthen code enforcement authority and increase penalties and fines for non-compliance.
- ◆ To ensure a trained and competent workforce.
 - Reinforce customer service importance to all department employees by providing appropriate training and incentive programs.
 - Ensure continuing education units (CEU) are fulfilled according to State mandates.
 - Continue to provide educational opportunities and professional development for all staff.
 - Improve information technology service delivery.
 - Continue to integrate new technology applications in the field in accordance with the City's information technology initiatives.
 - Streamline and/or automate administrative tasks or functions.
 - Optimize the use of Geographic Information Systems (GIS) to plan strategies and direct workforce to areas more in need of code enforcement services.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05	
	Provide for Safety and Welfare of Citizens in San Antonio						
Customer	To increase compliance of vacant lot, dangerous premise, junked vehicles and other code violations by coordinating service delivery with other departments	No. of Reported Violation Cases Closed	55,729	55,921	56,924	57,493	
		No. of Cases Closed of Proactive Project Violations Cited ¹	21,547	38,311	34,350	31,896	
		Total Cases (Citations) Filed in Court	7,329	N/A	9,433	9,658	
	To reduce code violations through code enforcement services that will facilitate the upkeep and revitalization of neighborhoods	Total No. of Vacant Lots Cleaned	7,599	8,075	7,859	8,016	
		No. of Structures Repaired, Secured or Demolished	4,407	4,552	4,284	4,498	
		No. of Junked Vehicles Repaired or Removed	7,771	9,745	7,849	7,928	
	Improve Customer Service						
	Increase citizen outreach through proactive participation in neighborhood meetings, special events and school presentations	No. of Attendees at Neighborhood Meetings and Other Outreach Activities ²	16,103	17,008	8,385	8,553	
	Effectively and efficiently meet all service requests in a timely manner	Total Service Request Initiated	127,858	N/A	131,724	133,061	
		Service Requests Initiated with Violations	35,401	N/A	36,251	37,076	
Proactive Service Requests Initiated with Violations ³		17,477	N/A	20,215	20,615		
Reactive Service Requests Initiated w/Violations ⁴		17,924	N/A	16,036	16,461		
Percentage of Complaints Responded to Within 7 Days		82%	88%	83%	83%		
Overall Average Response		6 Days	4 Days	6 Days	5 Days		
Percentage of Cases Closed		102%	88%	84%	88%		
Leverage Other Funding Sources							
Financial	Seek outside resource opportunities to promote code enforcement activities	No. of Special Projects/Restitution Performed by Students or Volunteer Groups	89	26	113	121	
	Maximize revenues collected from garage sale permits	Total amount of garage/yard sale permit revenues collected	\$177,209	N/A	\$664,738	\$678,034	
Revitalize Neighborhoods for San Antonio							
Internal Process	Increase the number of occupied structures repaired voluntarily or enforced	No. of Service Requests for Occupied Structures	4,080	N/A	4,389	4,477	
		No. of Citations Issued for Minimum Housing Violations	57	N/A	117	120	
		No. of Occupied Structures Repaired	1,825	2,458	2,172	2,246	

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	Improve Customer Service					
	Ensure a trained and competent workforce	No. of Continuing Education and Training Hours Provided to Code Enforcement and Abatement Officers for Certification Renewal	2,545	2,800	2,534	2,675
		No. of Hours Provided to Other Employees Receiving Professional Development or Training	245	400	843	500

EXPLANATORY INFORMATION

- ¹ Proactive special project violations include the Neighborhood Action Department (NAD) Sweeps, other neighborhood association target projects, and code investigation officer initiated inspections
- ² FY 2004 Re-estimate and the FY 2005 Adopted number is down from FY 2003 because Code Compliance did not participate in Public Awareness Week this fiscal year due to budget reductions.
- ³ Equals the number of service requests or cases initiated directly by department personnel, which includes NAD and Target Sweeps.
- ⁴ Equals the number of service requests initiated by citizens calling 311, department personnel directly receiving emails, letters, and requests from neighborhood associations, walk-ins, and other department referrals.

PROGRAM CHANGES

♦ **REDIRECTIONS/REDUCTIONS** **\$7,118**

PROACTIVE ENFORCEMENT PROGRAM

This **redirection** will shift resources for a new proactive enforcement program that will direct 9 to 11 investigators to respond to code violation growth analysis rather than complaint calls. Supervisors, equipped with management team trend analysis, will be assigned an Investigator(s) to target those code violations that continue to be a constant nuisance in neighborhood communities. The Department could allocate 9 to 11 Investigators to this pro-active function without interrupting the current level of reactive response time.

EMPLOYEE UNIFORM INITIATIVE

This adopted **reduction** totaling \$4,368 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

PROGRAM CHANGES

◆ **REDIRECTIONS/REDUCTIONS CONTINUED**

REDUCTION IN OVERTIME

During the budget development work sessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Code Compliance Department will be able to reduce their overtime budget by ten percent, or a total of \$2,750 in FY 2005.

◆ **IMPROVEMENTS**

\$64,987

OUTREACH AND PUBLIC AWARENESS PROGRAM

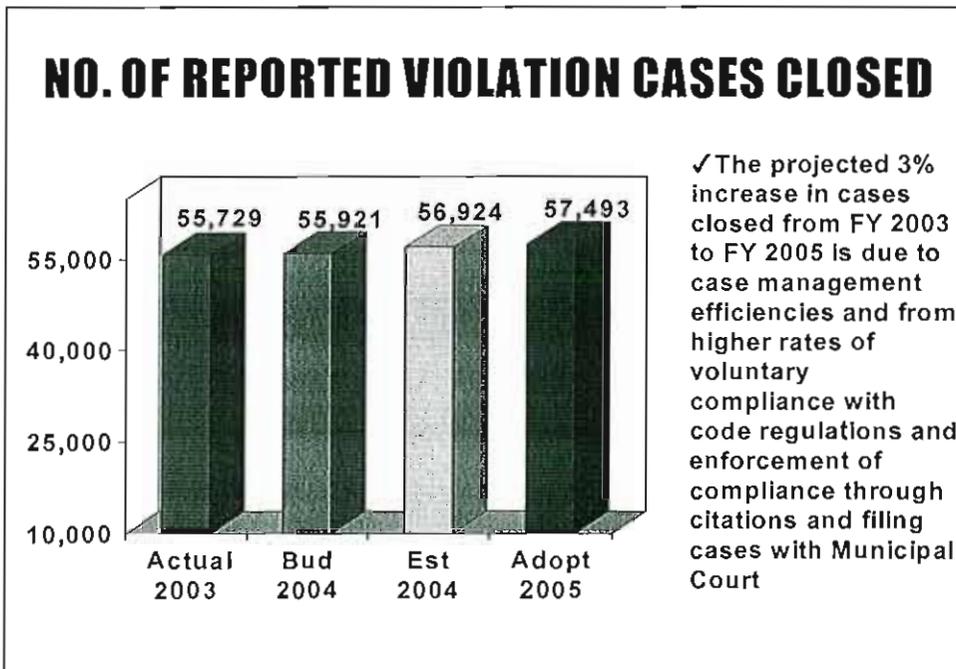
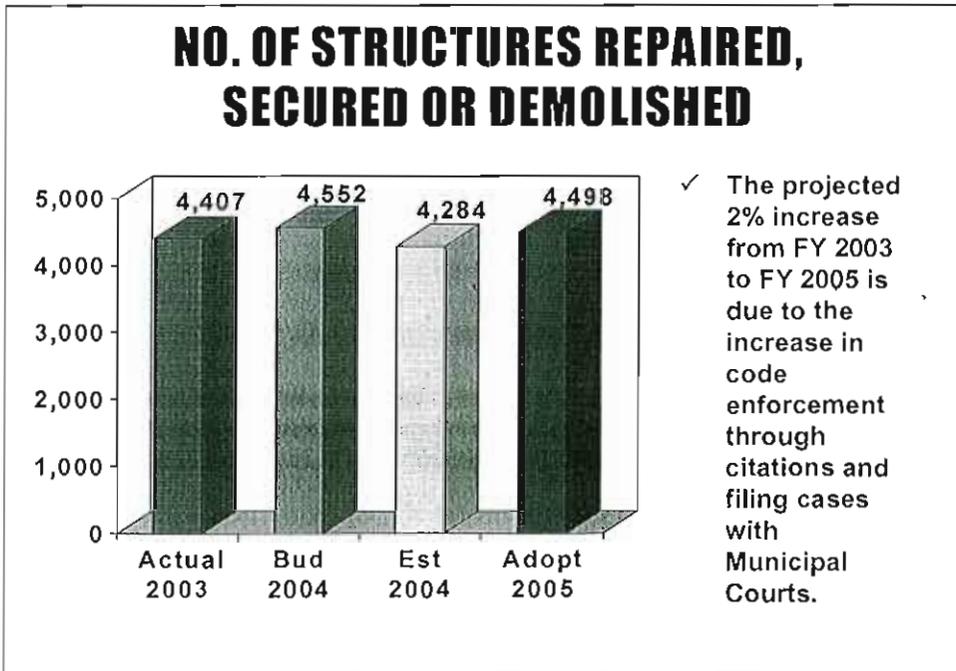
This *improvement* will establish a formal Outreach and Public Awareness program. The elements will include new code enforcement slogans, mascots, children’s coloring book, bus shelter panel campaign ads, billboards and radio advertising. The total adopted budget will be \$53,000.

REDIRECTION TO HISTORIC BUILDING OFFICER

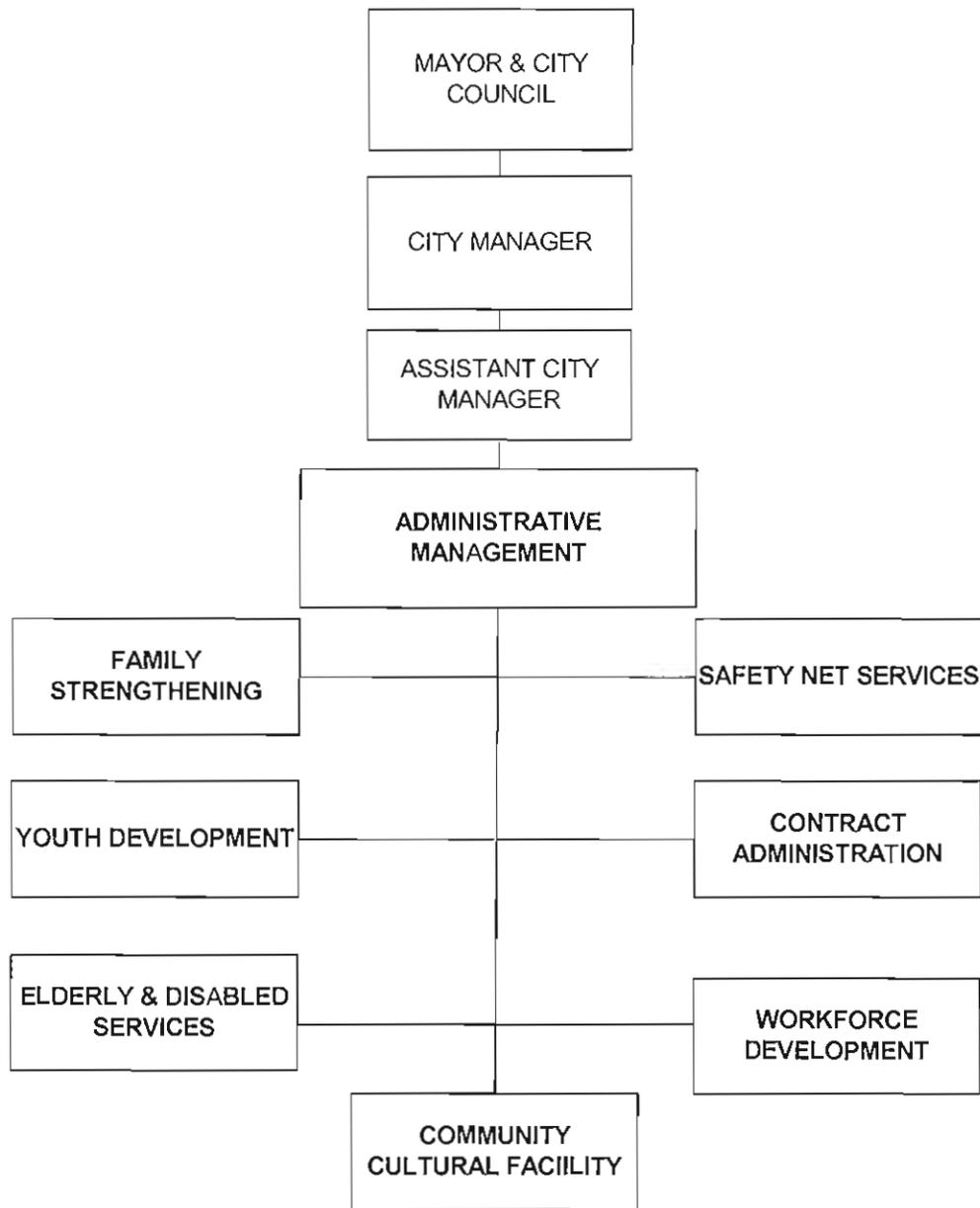
This *redirection* will shift one Code Compliance Investigator to a Historic Building Enforcement Officer. This Enforcement Officer will pro-actively inspect repairs and improvements of historic structures to ensure a Certificate of Appropriateness has been obtained in accordance with the Unified Development Code. The additional cost of this redirection will be \$11,987.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$4,072,971	\$4,273,695	\$4,310,347	\$4,546,250
CONTRACTUAL SERVICES	1,605,291	1,735,484	1,658,188	1,875,244
COMMODITIES	213,523	244,910	221,096	254,201
OTHER EXPENDITURES	85,117	85,117	85,210	67,682
CAPITAL OUTLAY	43,095	8,950	8,950	0
TOTAL EXPENDITURES	\$6,019,997	\$6,348,156	\$6,283,702	\$6,743,377
AUTHORIZED POSITIONS	105	106	106	106
FULL-TIME EQUIVALENTS	105.00	106.00	106.00	106.00



COMMUNITY INITIATIVES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	204.40	\$11,922,638
Categorical Grants	409.00	110,203,701
Community Development Block Grant	6.00	371,313
Capital Projects	0.00	1,803,000
Delegate Agencies	0.00	7,633,720
Total Funding	619.40	\$131,934,372

MISSION STATEMENT

The Department of Community Initiatives will promote economic self-sufficiency, advance family strengthening, and enhance the quality of life for families, seniors, and individuals in our community by coordinating resources, fostering partnerships, and providing efficient and effective services.

PROGRAM INFORMATION

The Department of Community Initiatives (DCI) develops, coordinates and invests in comprehensive family strengthening and human development strategies. These strategies serve to raise the education and skill level of San Antonio's workforce, promote family economic success and contribute to the quality of community life. In this role, DCI serves as a steward of public and private funds, a service provider, a funder, and a facilitator of comprehensive and coordinated human services. Additionally, DCI collaborates with both internal and external organizations and establishes strategic partnerships that further the City's human development goals. These formal partnerships leverage resources and provide for a high level of program accountability and service coordination.

Further, DCI coordinated initiatives afford adults and families comprehensive services that facilitate family economic success. These services include school readiness, youth development, literacy, higher education scholarships, targeted industry job training and comprehensive supports including childcare and intensive case management. The Family Economic Success Program (FESP) strives to improve the quality of life by assisting residents to become financially literate and informed consumers. FESP services include the Volunteer Income Tax Assistance (VITA) program, financial literacy, Individual Development Account (IDA), banking services and anti-predatory lending education. DCI also provides safety net services including emergency and homeless assistance. DCI uses nutrition, personal attendant, and transportation services for senior and disabled residents as a primary strategy to promote their independence and engage them in reweaving the social fabric of their neighborhoods. DCI staffs the following Commissions and Boards: Community Action Advisory Board; Commission for Children and Families; Literacy Commission; Youth Commission; and the Joint City/County Commission for the Elderly. The Department also staffs the Office of Elderly Affairs and conducts planning, coordination and policy development on matters affecting the quality of life for the elderly.

GOALS & OBJECTIVES

The DCI has four overarching goals that have been established to accomplish the Department's stated mission. The Department provides for:

- ◆ Family Strengthening
- ◆ Youth Development
- ◆ Elderly and Disabled Services
- ◆ Workforce Development
- ◆ Community Safety Net

To support these goals, specific strategic objectives have been developed for the following purposes:

- ◆ To provide comprehensive community based family strengthening services that impact the well being of the entire family.
- ◆ To create strategic partnerships with governmental and community-based agencies to leverage resources essential to strengthening families, developing human capital and sustaining a community safety net.
- ◆ To enable low income working individuals and families to access free tax and other financial services and encourage personal asset building through individual development accounts.
- ◆ To assist individuals and families to avoid fringe financial services and predatory lending through financial literacy and connections to a network of reputable financial services.
- ◆ To transition individuals and families to economic self-sufficiency by raising their education and skill level through literacy, job training, comprehensive case management and child care assistance.

GOALS & OBJECTIVES CONTINUED

- ◆ To establish and monitor Family Strengthening, Human Development and Safety Net benchmarks, performance standards and outcomes for the community and report on these indicators semi-annually.
- ◆ To ensure all children receive high quality early childhood education through school readiness initiatives, parental involvement or quality early childhood centers.
- ◆ To promote youth development through early intervention, education, higher education scholarships and job training opportunities.
- ◆ To enable the elderly and disabled to maintain an independent and healthy quality of life through the provision of nutrition, personal care, transportation and community engagement.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	DCI Participants Obtaining Employment at or Above \$8.75 Per Hour ¹	729	773	985	1,124
		DCI Participants Obtaining Transitional Employment Below \$8.75 Per Hour	1,383	1,182	2,355	2,317
		DCI Participants in Higher Education, Skill or Long-Term Job Training ¹	3,534	3,637	4,192	4,064
	Ensure families are economically secure	No. of Individual Development Account (IDA) Participants	274	537	660	560
		No. of Taxpayers Assisted through Volunteer Income Tax Assistance (VITA) ^{2,3}	9,537	4,000	15,200	4,000
		% of Annual Income Returned to Low-Income Taxpayers via VITA	10.0%	9.0%	9.0%	9.0%
		No. of DCI Participants Receiving Financial Literacy Training	N/A	N/A	2,677	2,340
	Promote access to high quality early childhood education and school readiness initiatives	Avg. of Monthly Children in Care	16,702	14,285	15,966	15,248
		Total No. and Percentage of CCDS Vendors that are Texas Rising Star Certified	139/47%	155/53%	110/38%	86/30%
		% of Children in Kindergarten Readiness Program Displaying Mastery Skills	80%	85%	82%	85%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev Bud FY 04	Estimated FY 04	Adopted FY 05	
Customer	Promote youth development through early intervention, character traits/life skills development, education, and job training opportunities	Total No. and Percentage of Youth Services Participants Completing Character Development/Life Skills Training ⁴	2,573/35%	3,942/49%	3,267/45%	3,619/49%	
		% of SAEP Seniors Graduating High School	90%	95%	95%	95%	
	Improve Customer Service						
	Provide comprehensive, community based family strengthening services	No. of Participants Served by DCI's Direct Program and Contract Investments (duplicated)	210,180	193,493	235,043	225,657	
		Total No. of Community Locations with DCI Investments ⁵	781	896	870	861	
	Invest in existing community organizations for the provision of human development services	% of Operations Funding Managed through Contracts with Other Agencies/Organizations	78%	76%	77%	77%	
	Expand Recreation and Cultural Services						
	Increase the number of individuals participating in cultural offerings	No. of Individuals (Duplicated) Participating in Carver Community Cultural Center Events/Activities ⁶	11,025	10,822	14,469	13,550	
	Provide for the Safety and Welfare of San Antonio						
	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation, and community engagement	No. of Meals Served to Seniors	894,287	986,580	947,117	971,074	

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05	
Customer	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation, and community engagement	% of Senior Population Participating in DCI Programs ⁷	17.3%	16.7%	19.7%	21.1%	
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Families Receiving Emergency Services ⁸	8,642	8,085	25,824	25,288	
		% of Children in Poverty 0 – 5 Receiving Child Care Assistance Through the City	39%	36%	37%	35%	
	Leverage Other funding Sources						
	Leverage funded programs to create additional community value	\$ Value of Youth Community Service Hours to the Community ⁹	\$244,511 37,617 hrs	\$283,731 43,651 hrs	\$281,404 43,293 hrs	\$285,376 43,904 hrs	
		\$ Value of Elderly Community Service Hours to the Community ⁹	\$1,067,038 164,180 hrs	\$1,308,32 201,280 hrs	\$1,269,073 195,242 hrs	\$1,814,032 207,318 hrs	
		Dollars Into Community Through VITA (in Millions)	\$13.0	\$4.0	\$22.3	\$34.0	
		Tax Preparation Fees Saved and Returned to Community	\$715,000	\$414,000	\$1.57 M	\$2.4 M	
		% of Budget from Outside Funding Sources	87%	86%	86%	86%	
	Improve Development Process						
Internal Processes	Ensure progress toward identified performance and budget targets	No. of Contracts and Vendor Agreements Managed and Monitored	999	1,860	1,200	1,200	
		% of Contracts/Agreements Meeting Contract/ Performance Requirements	N/A	98%	99%	99%	

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	Improve Employee Services					
	Assist staff to improve self through professional development training	Total No. of Staff Receiving Financial Literacy or Professional Development Training	95	360	333	290
	Improve Information Technology Service Delivery					
	Develop and maintain a technologically effective and efficient department	% of Staff Demonstrating Computer Literacy	73%	85%	85%	88%

EXPLANATORY INFORMATION

- ¹ Includes SAEP collage graduates, Literacy Services, Better Careers/GED participants, Youth Opportunities Program, Success and Independence, Dwyer Center, and Project Quest job placements.
- ² Baseline value for FY 2004 Revised and FY 2005 Adopted assumes that no Human Development Services Fund or additional financial support is provided.
- ³ The measure was not an adopted measure for FY 2004, but was tracked by the Department.
- ⁴ Included participants in the Youth Opportunity Program and Youth Services Division
- ⁵ Duplicated count. Facilities housing more than one program are counted for each program.
- ⁶ Increased percent due to outsourcing of Homemaker Program in FY 2005.
- ⁷ Baseline value for FY 2004 Revised and FY 2005 Adopted assumes no Human Development Services Fund or additional financial support is provided.
- ⁸ Emergency Services include Community Action and Youth Opportunity assistance with utility bills, rent or mortgage payments, food, temporary housing and similar financial assistance. Also, includes assistance via Hunger and Homelessness Programs, and the Water Meter Discount Affordability Program.
- ⁹ Based on FY 2005 wage of \$6.50 per hour for youth and \$8.75 per hour for seniors.

PROGRAM CHANGES

◆ **REDUCTION** **\$258,427**

MODIFY CURRENT ALLOCATION TO THE SAN ANTONIO EDUCATION PARTNERSHIP FOUNDATION

This *reduction* will result in a decrease to the annual allocation to the San Antonio Education Partnership Foundation without a reduction in the number of available scholarships. Savings will be achieved by modifying the current allocation from pre-funding an eight semesters or five-year period to the proposed method of a funding only the current academic year. This recurring reduction will result in savings of \$255,746 in FY 2005.

REDUCE OVERTIME BUDGET

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Community Initiatives Department will be able to reduce their overtime budget by ten percent, or a total of \$2,681 in FY 2005.

◆ **IMPROVEMENTS** **\$1,246,486**

ADD ONE CONTRACT SERVICES POSITION

This *improvement* will add one, full-time Contract Services position to support contract monitoring and compliance. This position will be utilized to support the coordination of contracts, procurements, and the Human Development Services Funds (HDSF). The Department contracts 80% of its budget to outside organizations and issues multiple Requests for Proposals (RFP) annually including the Consolidated Human Development Services Request for Proposal. In FY 2005, The Department will manage over 1,900 contracts and vendor agreements. The total cost for this improvement in FY 2005, with nine months funding will be \$59,182.

IMPROVEMENTS RESULTING FROM THE REDIRECTION OF HUMAN DEVELOPMENT SERVICES FUNDS

The budget includes the redirection of \$890,000 in Human Development Services Funds (HDSF) to a number of new initiatives:

- \$141,000 in funding for the Volunteer Income Tax Assistance Program (VITA). Funding will enable DCI to increase the number of qualified taxpayers that will receive VITA services. This improvement will increase the number of tax returns prepared from 4,000 to 23,000 per year and the dollars saved by taxpayers from \$414,000 to \$2,380,500.
- \$135,000 in funding for the creation of an Ambassador Scholarship Program. The program will provide a stipend for a summer internship for 25 students attending college locally and 50 attending institutions in other cities.
- \$384,828 in funding to extend the San Antonio Education Partnership to three additional high schools. This improvement will fund a total of three full-time advisor positions at Clark, Churchill, and Madison High Schools.
- \$30,000 in funding for the Senior Resource Center Project within the Office of Elderly Affairs. This improvement will add funding for research and staff education that will positively affect policies and programs designed to improve the quality of life for seniors in San Antonio.
- \$199,172 of the total \$297,304 Hunger & Homelessness Initiative described below.

PROGRAM CHANGES CONTINUED

HUNGER & HOMELESSNESS INITIATIVE

This *improvement* supports the City's lead on issues of hunger and homelessness. There are three components to this effort. First, the City was awarded a grant which, requires a cash match, and leverages a four to one return from HUD. This effort supports projects assisting the homeless with employment, housing and re-integration. Second, the Dwyer Avenue Transitional Housing Program will be transferred to Kelly, thus freeing space at the Dwyer to use for emergency family shelter units. It is estimated additional funds are necessary in order to manage the existing resources of \$34,000 allocated in the 2004 Hunger and Homeless one time award, \$35,000 in Emergency Shelter Grant funds and \$85,443 in Supportive Housing Program operational funding of this initiative. Finally, the improvement proposes to provide funds to fill a Special Projects Coordinator position. This position will serve to coordinate information and data. The total cost of this improvement in FY 2005 totals \$297,304.

◆ **MANDATES** **\$227,846**

CARVER CIVIC CENTER COMPLEX

This *mandate* will add one full-time Technical Systems Supervisor for a cost of \$39,444 and associated operational expenses for a cost of \$82,534. The Carver Civic Center closed in 2000 to undergo repair for stabilization. The Center will re-open in September 2004. This mandate will result in a total cost of \$121,978 in FY 2005. The full year cost in FY 2006 will total \$82,534.

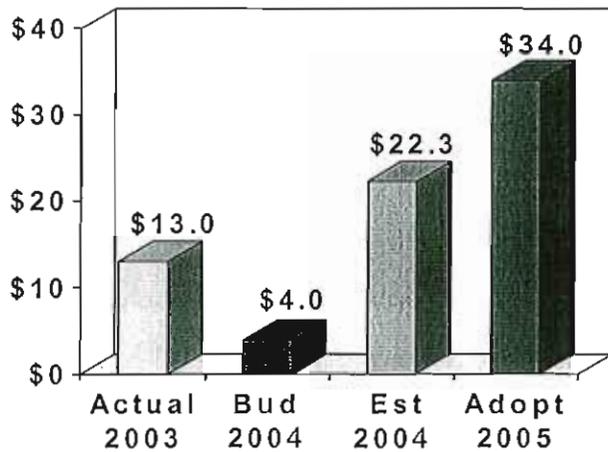
VICTOR J. FERRARI LEARNING LEADERSHIP DEVELOPMENT CENTER

This *mandate* reflects the one-time and recurring costs associated with staffing and operating the Victor J. Ferrari Regional Learning Leadership Development Center. This center is scheduled to open in April 2005. Staffing and associated costs will be funded at nine and three months respectively in FY 2005 and FY 2006. Costs include the addition of one, full-time Literacy Program Coordinator, two, full-time Assistant Program Coordinators, and one, full-time Secretary I. This mandate results in a total cost of \$105,868 in FY 2005. The second year cost in FY 2006 totals \$211,736.

GENERAL FUND EXPENDITURES BY CHARACTER

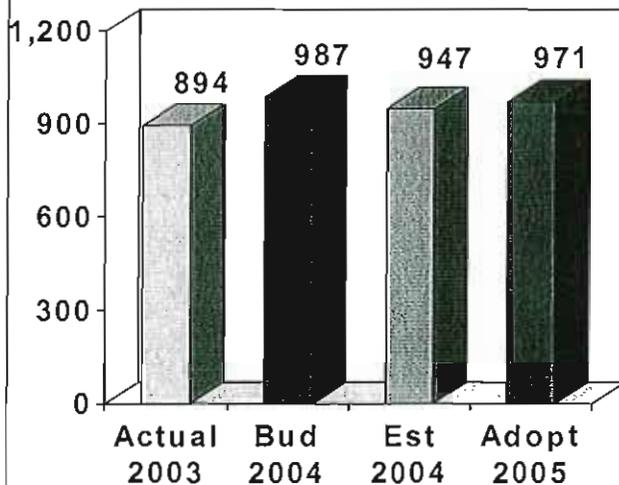
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$7,196,137	\$7,433,936	\$7,490,060	\$7,966,240
CONTRACTUAL SERVICES	2,837,848	2,719,473	2,640,948	3,434,140
COMMODITIES	140,567	78,985	104,055	109,046
OTHER EXPENDITURES	321,436	444,517	439,842	406,903
CAPITAL OUTLAY	17,369	19,656	19,655	6,309
TOTAL EXPENDITURES	\$10,513,357	\$10,696,567	\$10,694,560	\$11,922,638
AUTHORIZED POSITIONS	200	199	199	205
FULL-TIME EQUIVILANTS	199.40	198.40	198.40	204.40

DOLLARS RETURNED TO WORKERS THROUGH VOLUNTEER INCOME TAX ASSISTANCE (In Millions)



✓ The 53% increase from the FY 2004 Estimated to the FY 2005 Adopted will be achieved through redirecting \$141,000 from the General Fund to the Volunteer Income Tax Assistance (VITA) Program.

NO. OF MEALS SERVED TO SENIORS (In Thousands)



✓ The 3% increase in meals served from the FY 2004 Estimate to the FY 2005 Adopted is due to increased vendor capacity and opening eight new centers.

COMMUNITY INITIATIVES

GRANT SUMMARY

Below is a comprehensive listing of the grant expected by the Department of Community Initiatives in FY 2004 - 2005. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Community Cultural Facility					
Carver Community Cultural Center	\$0	\$0	\$245,025	\$0	\$245,025
Elderly & Disabled Services					
Comprehensive Nutrition Project	0	1,477,740	2,642,580	235,500	4,355,820
Supportive Services for the Elderly Project	0	275,250	140,987	5,000	421,237
Family Strengthening					
Annie E. Casey Making Connections Project	0	0	0	179,305	179,305
Child Care Delivery System	0	32,399,208	1,200,000	0	33,599,208
Head Start Early Childhood Development	45,104,728	0	0	11,276,181	56,380,909
Individual Development Account I	20,000	0	20,000	0	40,000
Individual Development Account II	180,000	0	20,000	160,000	360,000
Safety Net Services					
Community Services Block Grant	0	1,788,296	0	0	1,788,296
City Public Service – (WARM)	0	0	0	573,266	573,266
Emergency Food & Shelter Program	128,478	0	0	0	128,478
Emergency Shelter Grant	648,078	0	0	648,078	1,296,156
Fair Housing Program	214,313	0	0	0	214,313
Housing Counseling	76,937	0	0	0	76,937
Housing Opportunities for Persons with AIDS	1,027,000	0	0	0	1,027,000
Predatory Lending Counseling	39,176	0	0	0	39,176
Utilities Assistance Program	0	0	0	478,090	478,090
2003 Supportive Housing Program	2,541,439	0	0	0	2,541,439
2002 Supportive Housing Program –ECHOES	1,770,495	0	0	0	1,770,495
2001 Supportive Housing Program – Dwyer Avenue Ctr.	162,479	0	0	0	162,479
2001 Supportive Housing Program – CHOICE	1,030,973	0	0	0	1,030,973
Workforce Development					
Community Technology Centers & Academic Enrichment Program	0	0	0	267,813	267,813
English Literacy / Civics Education Program	0	101,500	0	0	101,500
Youth Development					
Juvenile Accountability Incentive Block Grant	0	345,848	38,428	0	384,276
San Antonio Education Partnership	0	0	0	186,180	186,180
Youth Opportunity Program	2,555,330	0	0	0	2,555,330
TOTAL	\$55,499,426	\$36,387,842	\$4,307,020	\$14,009,413	\$110,203,701

COMMUNITY INITIATIVES

CARVER COMMUNITY CULTURAL CENTER

PROGRAM INFORMATION:

The Carver Center is an arts-presenting organization that offers season productions and exhibits for cultural edification. The organizational support grant provides general overall support of the Carver Center and its programs. This grant program covers the period of 10/01/04 through 9/30/05. The Carver Center's building repair and stabilization project is projected to be completed by August 2004 and it is anticipated that the venue will become available for rental use by October 2004.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Carver Facilities	2	2	3
Funds Allocated for Event Marketing	\$114,208	\$60,000	\$43,480
Output:			
No. of Cultural Events Conducted	30	24	25
No. of Community Bookings Achieved for Little Carver	124	250	260
No. of Individuals Provided Cultural Events	11,025	14,395	12,851
Efficiency:			
Avg. Attendance per Event Conducted	368	600	514
Avg. Revenue per Event Conducted	\$3,866	\$6,062	\$5,642
Effectiveness:			
% of Tickets Sold vs. Ticket Goal	70%	94%	85%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Carver Development Board	\$237,398	\$235,839	\$245,025
TOTAL FUNDING	\$237,398	\$235,839	\$245,025
EXPENDITURES			
PERSONAL SERVICES	\$227,608	\$229,876	\$239,055
CONTRACTUAL SERVICES	7,040	3,463	3,470
COMMODITIES	2,750	2,500	2,500
TOTAL EXPENDITURES	\$237,398	\$235,839	\$245,025
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	5	5	5
	5.00	5.00	5.00

COMMUNITY INITIATIVES

COMPREHENSIVE NUTRITION PROJECT

PROGRAM INFORMATION

The Comprehensive Nutrition Project (CNP) provides elderly persons, 60 years and older, and their spouses with a nutritionally balanced noon meal in either a congregate setting or a homebound delivery service five days a week. The 64 congregate centers provide an opportunity for seniors to socialize and participate in extracurricular activities such as nutrition education, field trips, dances, exercise classes and volunteer opportunities. (This grant program covers the period of 10/01/04 through 09/30/05.)

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Volunteers	1,452	1,360	1,380
No. of Sites	56	66	68
Output:			
No. of Meals Served to Seniors in a Congregate Setting	705,300	757,694	700,434
No. of Home-Delivered Meals to Seniors	189,527	189,423	164,299
No. of Unduplicated Elderly Served	7,149	7,531	6,693
Efficiency:			
Avg. Cost of Each Meal Provided	\$5.20	\$4.95	\$5.04
Avg. Seniors Served Daily	3,428	3,615	3,313
Avg. Hours Worked Per Volunteer	142	144	148
No. of Volunteer Hours Generated	207,192	196,231	201,280
Effectiveness:			
% of Elderly Satisfied with Nutrition Program ¹	92%	95%	95%
% of Senior Population Served by CNP ²	3.75%	3.96%	3.51%

EXPLANATORY INFORMATION

¹ Satisfaction level is based on results of FY 2004 Annual CNP Participant Survey.

² Senior population served is based on 2000 Census senior population in Bexar County of 190,394.

COMMUNITY INITIATIVES**COMPREHENSIVE NUTRITION PROJECT****FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – General Fund	\$2,642,580	\$2,642,580	\$2,642,580
STATE – AACOG Title III	1,781,977	1,825,797	1,477,740
OTHER – SBC Foundation	6,500	0	0
OTHER – Program Income	226,314	221,000	235,500
TOTAL FUNDING	\$4,657,371	\$4,689,377	\$4,355,820
EXPENDITURES			
PERSONAL SERVICES	\$1,026,017	\$1,159,579	\$1,173,388
CONTRACTUAL SERVICES	3,193,529	3,346,205	2,998,839
COMMODITIES	233,785	170,243	170,243
OTHER EXPENDITURES	13,350	13,350	13,350
CAPITAL OUTLAY	190,690	0	0
TOTAL EXPENDITURES	\$4,657,371	\$4,689,377	\$4,355,820
AUTHORIZED POSITIONS			
	43	43	43
FULL-TIME EQUIVALENT	32.00	32.00	32.00

COMMUNITY INITIATIVES
SUPPORTIVE SERVICES FOR THE ELDERLY PROJECT

PROGRAM INFORMATION

The Supportive Services for the Elderly Project (SSEP) provides specialized door to door transportation services to persons, 60 years and older, within San Antonio and Bexar County, to medical, Social Security, food stamp and legal assistance appointments, to grocery stores, and to the bank. Persons in life-threatening situations, such as kidney dialysis and cancer, receive the highest priority. All other appointments are on a first come, first serve basis. Services are free, but donations from clients are encouraged. There is a contribution from the City's General Fund to support the program. This grant program covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Vehicles ¹	12	12	12
No. of Staff (FTE)	9	9	9
Output:			
No. of Individuals Provided Transportation	1,788	1,418	1,751
One-Way Transportation Trips ²	17,988	15,702	17,511
Efficiency:			
Avg. Unit Cost Of One-Way Transportation Trips Provided ³	\$22.22	\$26.68	\$ 24.05
Avg. Unit Cost Of One-Way Fare Of Private Companies ⁴	\$42.17	\$43.99	\$45.31
Effectiveness:			
% Of Clients Satisfied with Transportation Program ⁵	98%	96%	96%

EXPLANATORY INFORMATION

- ¹ Number of vehicle decreases as older vehicles are replaced with larger capacity vehicles.
- ² Trips made in 2003-2004 decreased due to 182 service days lost to chauffeur's medical disabilities (116 days) and vacancies (66 days) which equate to approximately 2,179 one-way trips.
- ³ The estimated cost per trip excludes capital outlay expenditures.
- ⁴ Average Unit Cost of One-Way Fare by Le Fleur Transportation
- ⁵ Transportation Customer Services Survey results reported quarterly.

COMMUNITY INITIATIVES
SUPPORTIVE SERVICES FOR THE ELDERLY PROJECT

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – General Fund	\$140,987	\$140,987	\$140,987
STATE – AACOG	276,755	367,676	275,250
FEDERAL – TXDOT	14,646	0	0
OTHER – Program Income	6,948	5,600	5,000
TOTAL FUNDING	\$439,336	\$514,263	\$421,237
EXPENDITURES			
PERSONAL SERVICES	\$224,376	\$255,443	\$287,224
CONTRACTUAL SERVICES	111,659	139,653	80,382
COMMODITIES	55,739	95,650	46,431
OTHER EXPENDITURES	7,900	7,900	7,200
CAPITAL OUTLAY	39,662	15,617	0
TOTAL EXPENDITURES	\$439,336	\$514,263	\$421,237
AUTHORIZED POSITIONS	10	10	10
FULL-TIME EQUIVALENT	9.00	9.00	9.00

COMMUNITY INITIATIVES
ANNIE E. CASEY MAKING CONNECTIONS PROJECT

PROGRAM INFORMATION

The Annie E. Casey Foundation, Making Connections Initiative has provided funding since 2002 to expand the capacity of the Department to facilitate economic opportunities through wealth building and asset protection for West Side residents. These funds partially support implementation of the City's Family Economic Success Initiative, which includes Volunteer Income Tax Assistance (VITA), Families Save Individual Development Account Program (IDA), and financial literacy. In addition, this grant has contributed to the development of the San Antonio Coalition for Family Economic Progress (SACFEP).

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of VITA Sites	12	16	6
Output:			
No. of Taxpayers Served through COSA VITA Sites	9,657	15,200	4,000
No. of Taxpayers Served through all SACFEP Sites	15,244	19,300	8,100
No. of Participants Provided Financial Literacy Training	N/A	289	160
Efficiency:			
% of Annual Income Returned to Low-Income Taxpayers	10%	9%	9%
Effectiveness:			
Dollars Returned to the Community Through COSA VITA sites	\$12,700,000	\$22,000,000	\$4,000,000
Dollars Returned to the Community through all SACFEP sites	\$21,900,000	\$29,100,000	\$11,100,000
Dollars Saved in Tax Preparation and RAL fees	\$2,550,000	\$4,000,000	\$1,089,855

EXPLANATORY INFORMATION

¹ Adopted FY 2005 at baseline level assuming no HDSF or additional financial support.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – Annie E. Casey Foundation	\$94,750	\$146,529	\$179,305
TOTAL FUNDING	\$94,750	\$146,529	\$179,305
EXPENDITURES			
PERSONAL SERVICES	\$42,250	\$58,679	\$114,705
CONTRACTUAL SERVICES	7,500	25,000	30,000
COMMODITIES	0	0	7,100
OTHER EXPENDITURES – IDA Match	45,000	62,850	20,000
CAPITAL OUTLAY	0	0	7,500
TOTAL EXPENDITURES	\$94,750	\$146,529	\$179,305
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	1	1	2
	1.00	1.00	2.00

COMMUNITY INITIATIVES CHILD CARE DELIVERY SYSTEM

PROGRAM INFORMATION

The Child Care Delivery System (CCDS) program provides child care subsidies to qualified families residing in the Alamo Workforce Development Area, which includes the City of San Antonio, Bexar County, and eleven rural surrounding counties. DCI provides overall coordination, client services, fiscal management, vendor management and conducts provider training to become Texas Rising Star (TRS) certified. The program also provides qualified clients with eligibility and certification services, counseling on the selection of quality child care, and referrals to all participating child care facilities from which parents can select their appropriate care needs. DCI also conducts the Kinder Readiness Project to teach children basic skills identified by the Kinder Readiness Guidelines (KRG)

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Community Locations	555	564	564
Output:			
No. of Children Provided child care (Average Daily)	9,861	9,617	9,421
No. of Children Trained who Mastered KRG Skills	535	864	899
No. of Providers Certified as Texas Rising Star Through DCI	139	110	86
Efficiency:			
Avg. Cost of Care per Child	\$4,219	\$3,878	\$3,415
Effectiveness:			
% of Contract Performance Requirements Attained ¹	106%	105%	103%
% of Children in poverty under 5 years of age Provided Care ²	19%	18%	18%
% of Children Mastering KRG	80%	82%	85%

EXPLANATORY INFORMATION

¹ Reflects the actual number of children provided care vs. the contracted performance measure requirement.

² Based on Census 2000 Supplemental Survey (CSS) data with a percentage growth of 1.09% for each year.

COMMUNITY INITIATIVES CHILD CARE DELIVERY SYSTEM

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Transfers required as a cash match	\$1,200,000	\$1,200,000	\$1,200,000
STATE – Alamo Workforce Development	43,669,898	37,961,244	32,399,208
TOTAL FUNDING	\$44,869,898	\$39,161,244	\$33,599,208
EXPENDITURES			
PERSONAL SERVICES	\$3,623,161	\$3,456,069	\$2,918,567
CONTRACTUAL SERVICES	39,610,268	34,013,221	29,594,301
COMMODITIES	161,304	38,703	8,553
OTHER EXPENDITURES	938,377	166,321	31,158
CAPITAL OUTLAY	199,898	350	0
SUBGRANTING	0	1,140,152	700,201
INDIRECT COSTS	336,890	346,428	346,428
TOTAL EXPENDITURES	\$44,869,898	\$39,161,244	\$33,599,208
AUTHORIZED POSITIONS *	210	203	172
FULL-TIME EQUIVALENT	206.00	198.00	168.00

* Decrease in funding for Authorized FY 2003-2004 and Adopted FY 2004-2005 has and will result in a decrease in staff.

COMMUNITY INITIATIVES

HEAD START EARLY CHILDHOOD DEVELOPMENT

PROGRAM INFORMATION

The City of San Antonio Department of Community Initiatives is the grantee for the San Antonio/Bexar County Head Start program funded by the U.S. Department of Health and Human Services. The Head Start program provides services to low-income, pre-school children (ages 3 to mandatory school age), and their families. A minimum of ten percent of the children served have some type of disability. The program provides comprehensive services to children and their families including childcare, education, health, nutrition, social services, and parent involvement for the children and their families. The program year is August through July. The Head Start funding cycle and fiscal year is February to January.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Community Locations	83	88	88
Output:			
Avg. No. of Children Provided Child Care Monthly	6,283	6,232	6,314
No. of Health Services/Screenings Provided	32,577	36,047	36,732
No. of 3 rd Progress Reports Completed	2,820	3,000	3,000
Efficiency:			
Avg. Cost of Care per Child	\$8,919	\$8,989	\$8,930
Effectiveness:			
% of Eligible Children in poverty 3 - 4 years of Age Receiving Care ¹	47%	47%	47%

EXPLANATORY INFORMATION

¹ Projected avg. monthly Head Start children in care for FY 2005 is based at 93% attainment of Federal mandatory requirement of 6,789 for children in care.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – U.S. Dept. of Health & Human Svcs.	\$45,119,927	\$45,104,728	\$45,104,728
OTHER – In-Kind	11,279,982	11,276,181	11,276,181
TOTAL FUNDING	\$56,399,909	\$56,380,909	\$56,380,909
EXPENDITURES			
PERSONAL SERVICES	\$296,814	\$426,814	\$426,814
CONTRACTUAL SERVICES	27,475	37,475	37,475
COMMODITIES	11,043	21,043	21,043
CAPITAL OUTLAY	27,500	27,500	27,500
SUBGRANTING	56,037,077	55,868,077	55,868,077
TOTAL EXPENDITURES	\$56,399,909	\$56,380,909	\$56,380,909
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	13	13	13
	12.00	13.00	13.00

COMMUNITY INITIATIVES

INDIVIDUAL DEVELOPMENT ACCOUNT I

PROGRAM INFORMATION

The City of San Antonio, through the Department of Community Initiatives' Family Economic Success Program (FESP), is contracted by the U. S. Department of Labor (DOL) to operate the Individual Development Account (IDA) program. The IDA program is a directed, matched savings program for lower income working individuals and families who live in the Edgewood Independent School District Neighborhood. Participants must be at or below the U.S. Department of Health and Human Services (HHS) 200% poverty guidelines. Participants enter into a Savings Plan Agreement with the City that establishes scheduled savings goals from earned income, to be matched at a four-to-one rate. Matched savings may be expended for either (1) the purchase of a principal residence by a first-time homebuyer, (2) the capitalization of a business, or (3) expenses of post-secondary education. All participants must attend six hours of Financial Literacy, Asset Training Classes and if purchasing a home must attend a Homeowners Class. The grant period for this program is from 11/1/00 to 9/29/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Local Match	\$20,000	\$20,000	\$20,000
Funds Generated by Match	\$20,000	\$20,000	\$20,000
Output:			
No. of IDA Participants Enrolled Through DCI	48	58	50
No. of Participants Provided Financial Literacy Classes ¹	48	12	0
Efficiency:			
Avg. of Yearly Personal Savings per Participant	\$375	\$375	\$375
Effectiveness:			
No. of Participants Successfully Completing Program ²			
- For Education	1	3	25
- For Home Ownership	8	9	20
- For Micro Enterprise	5	7	11

EXPLANATORY INFORMATION

¹ The grant is expected to be at capacity by the end of FY 2004.

² Typical participant requires two years to achieve savings goal.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Transfers required as a cash match	\$20,000	\$20,000	\$20,000
FEDERAL – U.S. Department of Labor	20,000	20,000	20,000
TOTAL FUNDING	\$40,000	\$40,000	\$40,000
EXPENDITURES			
CONTRACTUAL SERVICES	\$3,800	\$3,800	\$3,800
OTHER EXPENDITURES	36,200	36,200	36,200
TOTAL EXPENDITURES	\$40,000	\$40,000	\$40,000
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	0	0	0
	0.00	0.00	0.00

COMMUNITY INITIATIVES

INDIVIDUAL DEVELOPMENT ACCOUNT II

PROGRAM INFORMATION

The City of San Antonio, through the Department of Community Initiatives' Family Economic Success Program (FESP), is contracted by the U. S. Department of Health and Human Services (HHS) to operate the Individual Development Account (IDA) program. The IDA program is a directed, matched savings program for low income working individuals and families who live in the City of San Antonio. Participants must be at or below HHS 200% poverty guidelines. Participants enter into a Savings Plan Agreement with the City of San Antonio that establishes a schedule and goal of savings from earned income, to be matched at a four-to-one rate. Matched savings may be expended for either (1) the purchase of a principal residence by a first-time homebuyer, (2) the capitalization of a business, or (3) expenses of post-secondary education. All participants must attend six hours of Financial Literacy, Asset Training Classes, and if purchasing a home, must attend a Homeowner's Class. All classes are conducted by City staff at one of several existing City locations. The grant period for this program is from 9/20/01 through 9/29/06.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Local Match	\$180,000	\$180,000	\$180,000
Funds Generated by Match	\$180,000	\$180,000	\$180,000
Output:			
No. of IDA Participants Enrolled Through DCI	89	240	496
No. of Participants Provided Financial Literacy Classes	89	151	256
Efficiency:			
Avg. Yearly Personal Savings per Participant	\$375	\$375	\$375
Effectiveness:			
No. of Participants Successfully Completing Program ¹			
- For Education	0	14	63
- For Home Ownership	0	5	182
- For Micro Enterprise	0	1	5

EXPLANATORY INFORMATION

¹ A typical participant requires two years to achieve savings goal.

**COMMUNITY INITIATIVES
INDIVIDUAL DEVELOPMENT ACCOUNT II**

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Transfers required as a cash match	\$20,000	\$65,000	\$20,000
FEDERAL – U.S. Department of Health and Human Services	180,000	180,000	180,000
OTHER –			
Annie E. Casey Foundation	110,000	8,000	72,000
Citicorp	50,000	50,000	50,000
Frost National Bank	0	10,000	0
Goodwill Industry	0	5,000	0
San Antonio Housing Trust	0	5,000	0
Alamo Community College District Foundation	0	37,000	38,000
TOTAL FUNDING	\$360,000	\$360,000	\$360,000
EXPENDITURES			
PERSONAL SERVICES	45,000	45,000	45,000
CONTRACTUAL SERVICES	4,000	4,000	4,000
COMMODITIES	5,000	5,000	5,000
OTHER EXPENDITURES	306,000	306,000	306,000
TOTAL EXPENDITURES	\$360,000	\$360,000	\$360,000
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

COMMUNITY INITIATIVES

COMMUNITY SERVICES BLOCK GRANT

PROGRAM INFORMATION:

As the City of San Antonio's designated anti-poverty agency, the Department of Community Initiatives (DCI), Community Action Division receives Community Services Block Grant (CSBG) Funds through the Texas Department of Housing and Community Affairs. The CSBG funds staff who provide long term case management and emergency assistance services at Community Services Program centers and the Dwyer Avenue Center. These funds also offset costs related to homeless services and fund the Division's Administrative section. CSBG funds five diverse delegate agencies that provide San Antonio's poor, homeless, and low-income individuals and families emergency services and other supports designed to enhance self-sufficiency. CSBG is an annual grant to Community Action Agencies and has an annual period from January 1 to December 31.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of caseworkers ^{1,2}	19	19	19
Output:			
No. of Participants Provided Case Management and Other Services	39,844	37,780	34,002
Efficiency:			
Cost per Client Provided Service	\$49.86	\$52.59	\$52.59
Effectiveness:			
% of Bexar County Poverty Population Impacted	13%	13%	11%
% Case Management Clients Transitioning out of Poverty ^{2,3}	12%	20%	15%

EXPLANATORY INFORMATION

¹ Caseworkers include Case Aides, Program Counselors, and Caseworkers I and II.

² All measures reflect projected 10% reduction in funding.

³ The number of families whose income reaches and stays above the poverty guidelines for a period of three months.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE – Texas Department of Housing & Community Affairs	\$1,986,996	\$1,986,996	\$1,788,296
TOTAL FUNDING	\$1,986,996	\$1,986,996	\$1,788,296
EXPENDITURES			
PERSONAL SERVICES	\$1,170,350	\$1,170,350	\$1,170,350
CONTRACTUAL SERVICES	268,493	268,493	268,493
COMMODITIES	55,014	55,014	55,014
OTHER EXPENDITURES	201,419	201,419	252,719
CAPITAL OUTLAY	41,720	41,720	41,720
SUBGRANTING	250,000	250,000	0
TOTAL EXPENDITURES	\$1,986,996	\$1,986,996	\$1,788,296
AUTHORIZED POSITIONS	74	72	72
FULL-TIME EQUIVALENT	74.00	72.00	72.00

PROGRAM INFORMATION:

The City operates two grant programs in conjunction with City Public Service (CPS). Project Winter Assistance Relief Mobilization (WARM) is a utility program that is available year-round to low-income CPS ratepayers. The program was established in 1982 by City Council and is funded entirely by donations and interest earned from the Project WARM Trust. The residential Energy Assistance Partnership (REAP) is a non-profit organization incorporated in 2002 whose primary purpose is to provide utility assistance to low-income CPS ratepayers in San Antonio. REAP is financed by donations from CPS and other entities, trust investment income, and funds generated through fundraising activities. The City is annually allocated an amount of utility bill credits that it can issue to eligible utility ratepayers.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Dollar Value of Utility Credits Allocated – WARM	\$190,000	\$188,532	\$189,266
Dollar Value of Utility Credits Allocated - REAP	\$384,000	\$384,000	\$384,000
Output:			
No. of Households Provided Credits by WARM	1,418	1,250	1,334
No. of Households Provided Credits by REAP	2,413	2,500	2,500
Efficiency:			
Total WARM Credits Distributed ¹	\$163,070	\$188,532	\$189,266
Total REAP Credits Distributed	\$358,622	\$384,000	\$384,000
Effectiveness:			
Utility Assistance Provided Per Household for WARM ¹	\$115	\$150	\$132
Utility Assistance Provided per Household for REAP	\$149	\$154	\$154

EXPLANATORY INFORMATION

¹ Credits distributed for Adopted 2004-2005 and utility assistance per household decrease due to greater reliance on REAP.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – In-Kind: Interest from Project WARM Trust	\$190,000	\$188,532	\$189,266
OTHER – In-Kind: CPS Donation to REAP, Inc.	384,000	384,000	384,000
TOTAL FUNDING	\$574,000	\$572,532	\$573,266
EXPENDITURES			
OTHER EXPENDITURES	\$574,000	\$572,532	\$573,266
TOTAL EXPENDITURES	\$574,000	\$572,532	\$573,266
AUTHORIZED POSITIONS			
	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

COMMUNITY INITIATIVES

EMERGENCY FOOD & SHELTER PROGRAM

PROGRAM INFORMATION

The Federal Emergency Management Assistance (FEMA) provides nutrition, shelter, rent, mortgage and utility assistance through the Emergency Food and Shelter Program (EFSP) to United Way of San Antonio. As a recipient of these dollars from United Way, the Community Action Division works in conjunction with local agencies to provide first month's rental assistance to homeless families moving into permanent housing or one month's rental assistance to families at risk of becoming homeless. This grant program covers the period from 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Access Sites (Community Action Offices)	17	14	14
Funding Available for Direct Services	\$123,226	\$122,502	\$122,478
Output:			
No. of Households Served ¹	296	233	233
No. of Total Household Members Served	710	536	536
Efficiency:			
Cost per Household Served	\$416	\$526	\$526
Avg. Cost per Household Member Served	\$174	\$234	\$229
Effectiveness:			
% of Eviction & Foreclosures Prevented	100%	100%	100%

EXPLANATORY INFORMATION

¹ Households assisted with one month's rent, first month's rent, or one mortgage payment.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Federal Emergency Management Assistance	\$128,529	\$128,478	\$128,478
TOTAL FUNDING	\$128,529	\$128,478	\$128,478
EXPENDITURES			
PERSONAL SERVICES	\$5,303	\$5,976	\$5,976
OTHER EXPENDITURES	123,226	122,502	122,502
TOTAL EXPENDITURES	\$128,529	\$128,478	\$128,478
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	1 0.25	1 0.25	1 0.25

PROGRAM INFORMATION

The Emergency Shelter Grant (ESG) is a two-year formula allocated grant funded through the U.S. Department of Housing and Urban Development. ESG funds are used to improve the quality of existing shelters, build additional shelter for the homeless, support operating shelters, provide supportive services to the homeless as well as homeless prevention activities. The City of San Antonio has executed delegate agency contracts with four community-based human service providers for shelter and services at the SAMM Center on Commerce, The Battered Women's Shelter, and the Association for the Advancement of Mexican Americans and the San Antonio Food Bank. This grant program covers the period of 10/01/04 to 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Delegate Agencies Contracted	5	4	4
Amount of funds available for Delegate Agencies	\$315,742	\$224,980	\$261,980
Output:			
Provide Total No. of Bed Nights at Shelters ¹	136,958	163,332	163,332
Provide Support Services to No. of Individuals ²	10,133	6,952	5,590
Efficiency:			
Avg. Cost Per Bed Night of Shelter Provided	\$2.31	\$1.38	\$1.60
Effectiveness:			
% of Target Population Served ³	43%	28%	23%

EXPLANATORY INFORMATION

- ¹ Dwyer Avenue Center bed nights not reported for 2002-2003.
- ² Only 4,999 unduplicated clients projected for 2002-2003, however, SAMM shelter had an unexpected dramatic increase in use of their facility.
- ³ Target populations are the unduplicated clients served by the SAMM Shelter and Battered Women's Shelter, and Dwyer Avenue Center. Total homeless numbers are based on the U.S Conference of Mayor's Report.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL—U.S. Department of Housing & Urban Development	\$715,000	\$703,000	\$648,078
OTHER – In-Kind	715,000	703,000	648,078
TOTAL FUNDING	\$1,430,000	\$1,406,000	\$1,296,156
EXPENDITURES			
PERSONAL SERVICES	\$193,231	\$193,231	\$186,713
CONTRACTUAL SERVICES	84,755	118,755	84,755
COMMODITIES	8,642	8,642	5,000
OTHER EXPENDITURES	109,630	154,392	109,630
CAPITAL OUTLAY	3,000	3,000	0
SUBGRANTING	315,742	224,980	261,980
IN KIND	715,000	703,000	648,078
TOTAL EXPENDITURES	\$1,430,000	\$1,406,000	\$1,296,156
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	6.00	6.00	6.00

COMMUNITY INITIATIVES**FAIR HOUSING COUNSELING****PROGRAM INFORMATION**

The Fair Housing Administration provides funding resources to investigate and mediate Fair Housing and tenant-landlord complaints. The program monitors housing discrimination practices, seeks to attain voluntary compliance to City, State, and Federal Fair Housing laws. Program staff are charged with implementing Fair Housing tenant/landlord education and outreach activities. The Fair Housing Program will continue to partner with the City of San Antonio's Development Services Department and Disability Access Office, to check plans and inspect new construction on multi-family housing for compliance with the Fair Housing Amendments Act of 1988 and Section 504 of the Rehabilitation Act of 1973 accessibility standards. This grant program covers the period of 10/1/04 through 9/30/05.

PERFORMANCE MEASURES ¹

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
Input:			
No. of Staff	6	6	5
Dollars Allocated to Program	\$248,603	\$230,444	\$214,313
Output:			
No. of Compliance Requests Processed	742	780	780
No. of Housing Responses/Inquires Resolved	2,479	2,576	1,934
No. of Household Members Provided Fair Housing Services	5,945	5,525	4,144
No. of Tenant/Landlord Resolutions Achieved	1,632	2,169	1,627
Efficiency:			
Cost per Client Served	\$39.27	\$41.71	\$51.72
Cost per Service Unit Provided ²	\$4.99	\$5.21	\$6.46
Effectiveness:			
% of Fair Housing Cases Resolved	88%	92%	92%
% of Apartments in Compliance ³	85%	86%	86%

EXPLANATORY INFORMATION

¹ Adopted measures for 2004-2005 reflect a 7% reduction in funding.

² Service unit is one individual provided Fair Housing Services.

³ Based on the number of Fair Housing agreements compared to the number of requests.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – U.S. Department of Housing & Urban Dev.	\$248,603	\$230,444	\$214,313
TOTAL FUNDING	\$248,603	\$230,444	\$214,313
EXPENDITURES			
PERSONAL SERVICES	\$223,903	\$224,094	\$199,309
CONTRACTUAL SERVICES	22,950	5,350	14,004
COMMODITIES	1,750	1,000	1,000
TOTAL EXPENDITURES	\$248,603	\$230,444	\$214,313
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	6.00	6.00	5.00

COMMUNITY INITIATIVES

HOUSING COUNSELING PROGRAM

PROGRAM INFORMATION

The U.S. Department of Housing and Urban Development's (HUD) Housing Counseling Program provides funds to support comprehensive housing counseling services to the citizens of San Antonio, at no cost to the consumer. These services include pre-and post-occupancy/purchase counseling, HECM (reverse mortgage) counseling, predatory lending education, tenant/landlord mediation, default mortgage counseling and placement. Additionally, the program combines homeless prevention funds with default mortgage counseling to provide assistance for low to moderate-income homeowners experiencing difficulty with their mortgage payments. This grant program covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Staff	1	2	2
Funds Allocated for Program	\$27,854	\$76,937	\$76,937
Output:			
Homeowners Provided Financial Assistance	92	102	102
No. of Seniors Provided Reverse Mortgage Counseling	153	150	150
No. of Household Members Provided Counseling ¹	2,451	2,540	2,540
Efficiency:			
Cost per Household Served	\$11.36	\$15.14	\$15.14
No. of Households per Counselor	1,225	2,540	2,540
Effectiveness:			
% of Households Avoiding Foreclosure ²	70%	86%	86%
No. of Homeowners Avoiding Foreclosure ³	601	973	973

EXPLANATORY INFORMATION

¹ Housing Counseling includes renters, homeowners, and potential homeowners.

² Homeowners avoiding foreclosure divided by total delinquent homeowners served.

³ Homeowners avoid foreclosure via financial assistance and other non-financial options.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL—U.S. Department of Housing & Urban Development	\$27,854	\$76,937	\$76,937
TOTAL FUNDING	\$27,854	\$76,937	\$76,937
EXPENDITURES			
PERSONAL SERVICES	\$27,854	\$76,937	\$76,937
TOTAL EXPENDITURES	\$27,854	\$76,937	\$76,937
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	1.00	2.00	2.00

COMMUNITY INITIATIVES

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS

PROGRAM INFORMATION

Housing Opportunities for Persons with AIDS (HOPWA) is a three-year entitlement grant administered by the U.S. Department of Housing and Urban Development. HOPWA funds provide housing and supportive services to persons with HIV/AIDS and their family. The Community Action Division works closely with two delegate agencies to enhance the continuum of care and service delivery system for this target population. The entitlement area, also known as the Eligible Metropolitan Statistical Area (EMSA), for this grant includes Bexar, Comal, Guadalupe and Wilson Counties. This grant program covers the period of 10/01/04 to 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. Delegate Agency Contracts	7	2	4
No. of Units Maintained ¹	246	201	251
Amount of Funds Available to Sub-grant	\$880,760	\$975,820	\$996,190
Output:			
No. Family Members Provided Housing Help ²	73	79	73
No. HIV / AIDS Clients Provided Housing Help ³	327	266	290
No. HIV / AIDS Clients Provided Support Services ⁴	323	465	2,338
Efficiency:			
Avg. Cost per Unduplicated Client Served	\$1,218	\$1,205	\$369
Effectiveness:			
% Clients Served Who Received Housing Assistance to Prevent Homelessness ⁵	55%	43%	13%

EXPLANATORY INFORMATION

- ¹ Includes facility-based projects and scattered site units.
- ² Family members who do not have HIV/AIDS who benefit from Tenant Based Rental Assistance (TBRA).
- ³ Services include TBRA, emergency shelter, and hospice care.
- ⁴ Services other than housing.
- ⁵ Percentage declines for Adopted 2004-2005 due to City Council allocating more funding for support service activities.

COMMUNITY INITIATIVES
HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL—U.S. Department of Housing & Urban Development	\$908,000	\$1,006,000	\$1,027,000
TOTAL FUNDING	\$908,000	\$1,006,000	\$1,027,000
EXPENDITURES			
PERSONAL SERVICES	\$12,258	\$13,586	\$16,930
CONTRACTUAL SERVICES	13,620	14,492	13,380
COMMODITIES	1,362	2,102	500
SUBGRANTING	880,760	975,820	996,190
TOTAL EXPENDITURES	\$908,000	\$1,006,000	\$1,027,000
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	1	1	1
	0.75	0.75	0.75

COMMUNITY INITIATIVES

PREDATORY LENDING COUNSELING

PROGRAM INFORMATION:

The U.S. Department of Housing and Urban Development's (HUD) Housing Counseling Program provides funds to support Predatory Lending counseling services to the citizens of San Antonio and Bexar County, at no cost to the consumer. These services include predatory lending counseling, predatory lending education and prevention, public awareness of predatory lending practices through community presentations, and monitoring compliance with the Fair Housing Act. Additionally, the program will implement a new initiative of education and outreach to high school seniors on predatory lending practices and financial literacy education. This grant program covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
Input:			
Households Served ^{1,2}	N/A	2,540	2,540
Output:			
Education and Outreach Units	N/A	2,504	2,504
High School Presentations	N/A	12	12
Financial Literacy Presentations	N/A	24	24
Presentations to the Elderly Community		12	12
Efficiency:			
Cost per Household	N/A	\$15.42	\$15.42
Effectiveness:			
% of Households Reached ^{1,3}	N/A	90%	90%

EXPLANATORY INFORMATION

- ¹ DCI will be applying for \$39,176 in funding for this program in 2004 – 2005. All Performance Measures will remain the same. (This is a first time grant and funding is based on federal allocations)
- ² Predatory lending counseling includes high school students, renters, potential homeowners, and homeowners and are in addition to those provided services under other DCI counseling programs.
- ³ Represents the percent of total households educated about predatory lending practices.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL—U.S. Department of Housing & Urban Development	\$0	\$39,176	\$39,176
TOTAL FUNDING	\$0	\$39,176	\$39,176
EXPENDITURES			
PERSONAL SERVICES	\$0	\$39,176	\$39,176
TOTAL EXPENDITURES	\$0	\$39,176	\$39,176
AUTHORIZED POSITIONS	0	1	1
FULL-TIME EQUIVALENT	0.00	1.00	1.00

COMMUNITY INITIATIVES
SAN ANTONIO WATER SYSTEM - UTILITIES ASSISTANCE PROGRAM

PROGRAM INFORMATION

The City operates four programs in conjunction with The San Antonio Water System (SAWS): **Water Meter Discount Assistance Program (WMDAP)** Inter-jurisdictional Agreement provides a 50% discount on monthly water meter charges to low-income SAWS ratepayers whose total household income is at or below 125% of the Federal Poverty Level. Once certified, eligible ratepayers receive the monthly discounts for the remainder of the calendar year. **Project AGUA**- was developed in collaboration with SAWS to assist their ratepayers with utility assistance credits. The Project AGUA trust account is funded by SAWS through private and corporate donations. **Plumbers to People** is a program designed to conserve water by providing assistance to SAWS ratepayers with incomes at or below 125% of the Federal Poverty Level guidelines, and lack funds to repair or replace leaking or wasteful plumbing fixtures and/or water lines in their home. **Laterals to People (LTP)**- provides assistance to SAWS ratepayers whose incomes are at or below 125% of the Federal Poverty Level guidelines and lack funds to repair a health hazard or safety problem with their sewer lateral system.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
SAWS Dollars Allocated to COSA for Utility Assistance	\$401,876	\$443,503	\$422,670
Output:			
Total No. of Households Provided Assistance by COSA	35,139	60,631	60,782
Efficiency:			
Avg. Utility Assistance per Household by WMDAP	\$33.72	\$33.72	\$33.72
Avg. Utility Assistance per Household by Project AGUA	\$93	\$93	\$93
Avg. Utility Assistance per Household by PTP	\$571	\$571	\$571
Avg. Utility Assistance per Household by LTP	\$3,099	\$3,099	\$3,099
Effectiveness:			
Total Utility Assistance Provided – All Programs	\$679,784	\$997,562	\$838,673

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – Water Meter Discount Assistance Program	\$120,341	\$120,341	\$120,341
– Project AGUA	25,000	65,319	65,319
– Plumbers to People	225,545	239,249	276,935
– Laterals to People	30,990	18,594	15,495
TOTAL FUNDING	\$401,876	\$443,503	\$478,090
EXPENDITURES			
Water Meter Discount Assistance Program	\$120,341	\$120,341	\$120,341
Project AGUA	25,000	65,319	65,319
Plumbers to People	225,545	239,249	276,935
Laterals to People	30,990	18,594	15,495
TOTAL EXPENDITURES	\$401,876	\$443,503	\$478,090
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	2.50	2.50	2.50

COMMUNITY INITIATIVES

2003 SUPPORTIVE HOUSING PROGRAM

PROGRAM INFORMATION

The U. S. Department of Housing and Urban Development awarded the 2003 Supportive Housing Program to the Department of Community Initiatives, Community Action Division (CAD), in the amount of \$4,989,399 over a three-year period. Thirteen programs, operated by eight local agencies, were funded by the program and administered by the CAD. The Supportive Housing Program is designed to promote, as a part of a local Continuum of Care strategy, the development of supportive housing and support services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Services are designed to assist homeless individuals to move toward independence and self-support. This grant program covers the period of 6/1/04 through 5/31/07.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Active Contracts with Agencies ¹	N/A	7	11
Output:			
No. of Unduplicated Clients Provided Housing Support	N/A	176	1,050
No. of Service Units Provided to Clients ^{1,2}	N/A	3,200	23,880
No. of Shelter Nights Provided to Clients	N/A	8,805	88,903
Efficiency:			
Cost Per Service Unit Provided	N/A	\$86	\$106
Cost Per Shelter Night Provided	N/A	\$31	\$29
Effectiveness:			
% of Clients Increasing Residential Stability	N/A	57%	62%
% of Clients Increasing Skills or Income	N/A	75%	80%
% of Clients Achieving Greater Self Determination ^{1,3}	N/A	78%	91%

EXPLANATORY INFORMATION

¹ Agencies are funded for one, two, or three years with a multitude of fiscal year start dates. Performance Measures fluctuate greatly from year to year depending on which programs/agencies are funded and operating in any given year. The earliest contracts begin in June 2004 and span two City fiscal years.

² A Service Unit is defined as one client receiving support service of any kind.

³ As self-reported by clients.

COMMUNITY INITIATIVES**2003 SUPPORTIVE HOUSING PROGRAM**

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL—U.S. Department of Housing & Urban Development	\$0	\$275,349	\$2,541,439
TOTAL FUNDING	\$0	\$275,349	\$2,541,439
EXPENDITURES			
PERSONAL SERVICES	0	\$13,440	\$40,320
CONTRACTUAL SERVICES	0	342	1,026
COMMODITIES	0	111	333
CAPITAL OUTLAY	0	111	333
SUBGRANTING	0	261,345	2,499,427
TOTAL EXPENDITURES	\$0	\$275,349	2,541,439
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	0	6	6
	0.00	6.00	6.00

COMMUNITY INITIATIVES

2002 SUPPORTIVE HOUSING PROGRAM - ECHOES

PROGRAM INFORMATION

The Department of Housing and Urban Development awarded the 2002 Supportive Housing Program-Ending Chronic Homelessness and Offering Enduring Stability (ECHOES) to the Department of Community Initiatives, Community Action Division (CAD), in the amount of \$4,533,729 over a three year period. Twelve programs, operated by eight local agencies, were funded by the program and administered by the CAD. The Supportive Housing Program is designed to promote, as a part of a local Continuum of Care strategy, the development of supportive housing and support services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Services are designed to assist homeless individuals to move toward independence and self-support. This grant program covers the period of 6/1/03 through 5/31/06.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Active Contracts with Agencies ¹	9	9	10
Output:			
No. of Unduplicated Clients Provided Shelter Services	770	1,982	1,451
No. of Service Units Provided ²	9,894	20,801	12,726
No. of Shelter Nights Provided	2,991	12,123	41,023
Efficiency:			
Cost Per Service Unit Provided	\$51	\$73	\$139
Cost Per Shelter Night Provided	\$168	\$125	\$43
Effectiveness:			
% of Clients Increasing Residential Stability	60%	41%	56%
% of Clients Increasing Skills or Income	78%	68%	70%
% of Clients Achieving Greater Self Determination ³	79%	78%	73%

EXPLANATORY INFORMATION

¹ Two new contracts will begin in 2004-2005 and one contract will be closed for a net increase of one. Additionally, some of the support services programs that serve large numbers of unduplicated clients will be open for a portion of 203-2004.

² A Service Unit is one client receiving a service of any kind under the program.

³ As self-reported by clients.

COMMUNITY INITIATIVES
2002 SUPPORTIVE HOUSING PROGRAM - ECHOES

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL-U.S. Department of Housing & Urban Development	\$503,747	\$1,511,241	\$1,770,495
TOTAL FUNDING	\$503,747	\$1,511,241	\$1,770,495
EXPENDITURES			
PERSONAL SERVICES	\$9,908	\$179,724	\$179,724
CONTRACTUAL SERVICES	117	468	468
COMMODITIES	7,649	22,947	22,947
CAPITAL OUTLAY	18,744	56,115	56,115
SUBGRANTING	467,329	\$1,251,987	1,511,241
TOTAL EXPENDITURES	\$503,747	\$1,511,241	\$1,770,495
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	1	1	1
	1.00	1.00	1.00

COMMUNITY INITIATIVES

2001 SUPPORTIVE HOUSING PROGRAM – DWYER AVENUE CENTER

PROGRAM INFORMATION

The U.S. Department of Housing and Urban Development awarded the 2001 Supportive Housing Program for the Dwyer Ave. Center transitional housing program to the Department of Community Initiative's Community Action Division for \$731,161 over a three year period. The Supportive Housing Program is designed to promote, as part of a local Continuum of Care strategy, the development of supportive housing and supportive services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. This grant provides funding for the operations of the family portion of the center and services include: case management, direct client assistance, and employment training. This grant program covers the period of 6/1/02 through 5/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Staff	7	7	7
Output:			
No. of Unduplicated Clients Provided Shelter Services ¹	139	174	73
No. of Service Units Provided ^{1,2}	6,048	4,738	3,336
No. of Shelter Nights Provided ¹	17,032	17,056	9,777
Efficiency:			
Cost Per Service Unit Provided ¹	\$40.30	\$51.44	\$48.70
Cost Per Shelter Night Provided ¹	\$14.32	\$14.29	\$16.62
Effectiveness:			
% of Clients Increasing Residential Stability ¹	100%	100%	94%
% of Clients Increasing Income/Education ¹	30%	29%	50%
% of Clients Achieving Greater Self Sufficiency ^{1,3}	43%	14%	25%

EXPLANATORY INFORMATION

¹ For eight months of City fiscal year.

² A Service Unit is one client receiving service of any kind under the program.

³ As self-reported by clients.

**COMMUNITY INITIATIVES
2001 SUPPORTIVE HOUSING PROGRAM – DWYER AVENUE CENTER**

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL–U.S. Department of Housing & Urban Development	\$243,721	\$243,721	\$162,479
TOTAL FUNDING	\$243,721	\$243,721	\$162,479
EXPENDITURES			
PERSONAL SERVICES	\$171,534	\$171,534	\$114,837
CONTRACTUAL SERVICES	40,187	40,187	26,523
COMMODITIES	5,500	5,500	3,630
OTHER EXPENDITURES	5,333	5,333	3,519
CAPITAL OUTLAY	21,167	21,167	13,970
TOTAL EXPENDITURES	\$243,721	\$243,721	\$162,479
AUTHORIZED POSITIONS			
	7	7	7
FULL-TIME EQUIVALENT	7.00	7.00	7.00

COMMUNITY INITIATIVES

2001 SUPPORTIVE HOUSING PROGRAM - CHOICE

PROGRAM INFORMATION

The U. S. Department of Housing and Urban Development awarded DCI the 2001 Supportive Housing Program-Community Housing Opportunities for Independence, Choice, and Empowerment (CHOICE) in the amount of \$4,915,498 over a 3-year period. The program funds 13 programs, operated by 11 local agencies to promote development of housing and support services to assist homeless persons in the transition from homelessness and enable them to live as independently as possible. This grant covers the period of 6/1/02 through 5/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Active Contracts with Agencies	10	12	6
Output:			
No. of Unduplicated Clients Provided Shelter Services ¹	832	456	115
No. of Service Units Provided ²	17,383	17,749	18,965
No. of Shelter Nights	41,113	51,658	44,445
Efficiency:			
Cost Per Service Unit Provided	\$80	\$79	\$54
Cost Per Shelter Night Provided	\$34	\$27	\$23
Effectiveness:			
% of Clients Increasing Residential Stability	72%	67%	56%
% of Clients Increasing Skills or Income	75%	82%	62%
% of Clients Achieving Greater Self Determination ³	84%	92%	83%

EXPLANATORY INFORMATION

¹ Reduced client count due to one program operating 12 months in FY2003 but only a small portion of FY2004.

² A Service Unit is one person receiving service of any kind under the program.

³ As self-Reported by clients.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL—U.S. Department of Housing & Urban Development	\$1,393,945	\$1,393,945	\$1,030,973
TOTAL FUNDING	\$1,393,945	\$1,393,945	\$1,030,973
EXPENDITURES			
PERSONAL SERVICES	\$43,772	\$43,772	\$43,772
CONTRACTUAL SERVICES	367	367	367
COMMODITIES	133	133	133
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	0	0	0
SUBGRANTING	1,349,673	1,349,673	986,701
TOTAL EXPENDITURES	\$1,393,945	\$1,393,945	\$1,030,973
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	9	9	9
	9.00	9.00	9.00

COMMUNITY INITIATIVES

COMMUNITY TECHNOLOGY CENTERS & ACADEMIC ENRICHMENT PROGRAM

PROGRAM INFORMATION

This program is supported by a continuation grant to provide computer literacy instruction at Albert Benavides, Columbia Heights, Margarita Huantes, and Willie Velasquez Community Technology Centers (CTC). The grant also provides first-year funding for an after school Academic Enrichment Program (AEP) provided to Sidney Lanier High School students.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Computer Technology Centers ¹	4	4	4
Output:			
No. of Classes Conducted	51	252	252
No. of AEP Students Taught	N/A	240	240
No. of Unduplicated CTC Students Taught	667	800	900
Efficiency:			
Avg. Cost per CTC Student ²	\$161	\$233	\$233
Avg. Cost per AEP Student ²	N/A	\$1,042	\$1,042
Effectiveness:			
% of CTC Students Who Self-Reported improvement in job/school	N/A	50%	50%
% of CTC Students Who Increased Computer Literacy	N/A	90%	90%
% of AEP Students Who Improved in Math or Language Arts	N/A	60%	60%

EXPLANATORY INFORMATION

¹ Albert Benavides, Colombia Heights, Margarita Huantes, Willie Velasquez Learning & Resource Centers.

² The average cost per student includes management cost, but does not include in-kind or indirect cost.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – United Way	\$132,382	\$279,813	\$267,813
TOTAL FUNDING	\$132,382	\$279,813	\$267,813
EXPENDITURES			
PERSONAL SERVICES	\$120,982	\$220,204	\$208,204
CONTRACTUAL SERVICES	11,400	2,400	2,400
SUBGRANTING	0	57,209	57,209
TOTAL EXPENDITURES	\$132,382	\$279,813	\$267,813
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	4	6	6
	2.00	4.00	4.00

COMMUNITY INITIATIVES

ENGLISH LITERACY/CIVICS EDUCATION PROGRAM

PROGRAM INFORMATION

The English Literacy/Civics Education Program is supported by a continuation grant for the provision of English Literacy/Civics Education Classes held at Willie Velasquez and Margarita Huantes Learning and Leadership Development Centers. The Program emphasizes contextualized instruction on the rights and responsibilities of citizenship, naturalization procedures, civic participation, U.S. history and government to help students acquire the skills and knowledge to become active and informed parents, workers and community members. The Program period is from 7/1/04 to 6/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Staff	2	2	2
Dollars Allocated for Program	\$101,500	\$101,500	\$101,500
Output:			
Avg. No. of Students Taught Daily	40	80	80
Total Instructional Hours Provided	2,617	5,000	6,000
No. of English Literacy/Civics Students Taught	156	180	200
Efficiency:			
Cost per Student Served	\$650	\$563	\$563
Effectiveness:			
% of Students Registering Oral Gains	58%	65%	75%
% of Students Registering Literacy Gains	35%	38%	65%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE – Texas Education Agency	\$101,500	\$101,500	\$101,500
TOTAL FUNDING	\$101,500	\$101,500	\$101,500
EXPENDITURES			
PERSONAL SERVICES	\$55,130	\$55,130	\$55,130
CONTRACTUAL SERVICES	26,184	27,217	27,217
COMMODITIES	13,161	12,161	12,161
OTHER EXPENDITURES	5,175	5,175	5,175
CAPITAL OUTLAY	1,850	1,817	1,817
TOTAL EXPENDITURES	\$101,500	\$101,500	\$101,500
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	2	2	2
	1.50	1.50	1.50

COMMUNITY INITIATIVES

JUVENILE ACCOUNTABILITY BLOCK GRANT

PROGRAM INFORMATION

The Juvenile Accountability Block Grant is a formula block grant from the Office of Juvenile Justice and Delinquency Prevention through the Governor's Office. JABG funds two programs. The Striving Together to Achieve Rewarding Tomorrows (START) Program is a long-term, intensive case management program established by the Columbia University National Center on Addiction and Substance Abuse (CASA). START is operational in two schools in the South San Antonio Independent School District and two schools in the Edgewood Independent School District. The Neighborhood Conferencing Committee (NCC) Program is a modified community justice program that utilizes neighborhood volunteers to contract with juvenile offenders and their families for appropriate consequences. This grant program covers the period of 8/1/04 through 7/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Staff	12	10	9
No. of Neighborhood Conferencing Committee Volunteers	50	50	50
Output:			
No. of START Clients Enrolled Through DCI	82	88	75
No. of Initial NCC Parent/Youth Conferences Conducted	240	240	200
No. of START Home Contacts Performed	740	793	720
No. of Unduplicated NCC Clients Served ¹	365	356	280
Efficiency:			
Avg. No. of Monthly START Home Contacts per Caseworker	15	16	15
Avg. No. of Monthly NCC Conferences per Program Counselor	8	8	8
Effectiveness:			
% of START Participants Who Improve Grade Point Average	50%	49%	50%
% of NCC Participants Who Successfully Complete Program	90%	85%	85%
% of NCC Parents Satisfied with Program ²	94%	95%	95%
% of NCC Committee Members Satisfied with Program ²	98.5%	98.5%	98.5%

EXPLANATORY INFORMATION

¹ Decrease in JABG funding for 2004-2005 will result in the decrease in staff and participants served.

² Annual Satisfaction Survey administered by Youth Services Division to parents and volunteers.

COMMUNITY INITIATIVES
JUVENILE ACCOUNTABILITY BLOCK GRANT

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE – Texas Criminal Justice Division	\$450,134	\$413,493	\$345,848
CITY – In-Kind	59,293	45,944	38,428
TOTAL FUNDING	\$509,427	\$459,437	\$384,276
EXPENDITURES			
PERSONAL SERVICES	\$470,258	\$411,698	\$346,684
CONTRACTUAL SERVICES	35,989	41,814	0
COMMODITIES	2,000	2,293	30,592
OTHER EXPENDITURES	0	0	7,000
CAPITAL OUTLAY	1,180	3,632	0
TOTAL EXPENDITURES	\$509,427	\$459,437	\$384,276
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	12	10	9
	12.00	10.00	8.00

COMMUNITY INITIATIVES

SAN ANTONIO EDUCATION PARTNERSHIP

PROGRAM INFORMATION

The San Antonio Education Partnership encourages academic excellence of 95% attendance and a B grade average, high school graduation and college attendance. Students in grades 9-12 from 15 designated high schools receive Stay-In-School and Pre-College Preparation support activities to meet the scholarship eligibility requirements and enroll in college. At-risk students are the focus of the program services through incentives of four-year scholarships to local colleges and universities. The Education Partnership is a non-profit organization consisting of partners from businesses, city government, community organizations, colleges and universities, and public high schools. The City's General Fund contribution leverages the grant contributions from the seven School Districts that help to support the program services operational costs. Other resources include contributions from the business sector, foundations, individuals and fund raising efforts. This grant program will include the period October 1, 2004 through September 30, 2005.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Staff Supported by School Districts' Contributions	3	3	3
Dollars Allocated to Program by School Districts	\$186,180	\$186,180	\$186,180
Output:			
No. of Counseling Hours Provided per Week	600	600	600
Efficiency:			
Avg. Cost per Student Participating in grades 9-12	\$8.74	\$8.70	\$8.65
Avg. Cost per Graduate Eligible for Scholarship	\$73.18	\$72.55	\$72.30
Effectiveness:			
% of Graduates Eligible for SAEP Scholarship	54%	55%	56%
No. of Graduates Eligible for SAEP Scholarships	2,544	2,476	2,548
% of Graduates Entering College Eligible for SAEP Scholarship	69%	69%	70%
No. SAEP Graduates Entering College	1,755	1,765	1,802
No. SAEP College Graduates Since Inception (Cumulative)	1,447	1,697	1,959

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – Independent School Districts	\$186,180	\$186,180	\$186,180
TOTAL FUNDING	\$186,180	\$186,180	\$186,180
EXPENDITURES			
PERSONAL SERVICES	\$121,806	\$126,400	\$126,400
CONTRACTUAL SERVICES	40,874	31,477	31,477
COMMODITIES	16,000	15,333	15,333
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	7,500	12,970	12,970
TOTAL EXPENDITURES	\$186,180	\$186,180	\$186,180
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	3.00	3.00	3.00

COMMUNITY INITIATIVES

YOUTH OPPORTUNITY PROGRAM

PROGRAM INFORMATION

The Youth Opportunity Program is a Department of Labor grant funded program designed to provide youth between the ages of 14-21 years old residing in the Empowerment Zone (EZ) services to increase their education and employability. Eligible youth are provided essential services and support services that allow them to re-enroll in school, participate in literacy programs and prepare for higher education, long-term occupational skills training or job readiness training opportunities. The San Antonio collaborative is comprised of five partners including the Alamo Workforce Development, Inc., Alamo Community College District, San Antonio Independent School District, Edgewood Independent School District and the City of San Antonio. The grant period is 7/1/ 04 through 6/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Staff	101	72	51
Dollars Allocated for Program	\$6,241,965	\$4,731,565	\$2,555,330
Output: ¹			
No. of At Risk Youth Provided Services (Cumulative)	2,264	2,446	2,550
No. of Youth Provided Job Readiness Training/Transitional Jobs	376	1,000	1,250
No. of Youth Engaged in higher Education or Long Term Job Training	922	1,015	1,064
No. of Youth Active in building Independence Program/YO Financial Literacy	0	451	600
Efficiency:			
Avg. Cost per Youth Served	\$2,946	\$2,091	\$1,064
Effectiveness:			
No. of Youth Completing GED, High School, Assoc. Degree, and/or BA Degree	49	204	285
% Of Youth Placed/Retained in Employment, LT Ed or LT Occupational Skills Training ²	32%	93.4%	95%
No. of Youth Maintaining Employment at or above \$8.75 per hr.	114	125	150
No. of Youth Maintaining Employment below \$8.75 per hr.	1,039	1,142	1,199

EXPLANATORY INFORMATION

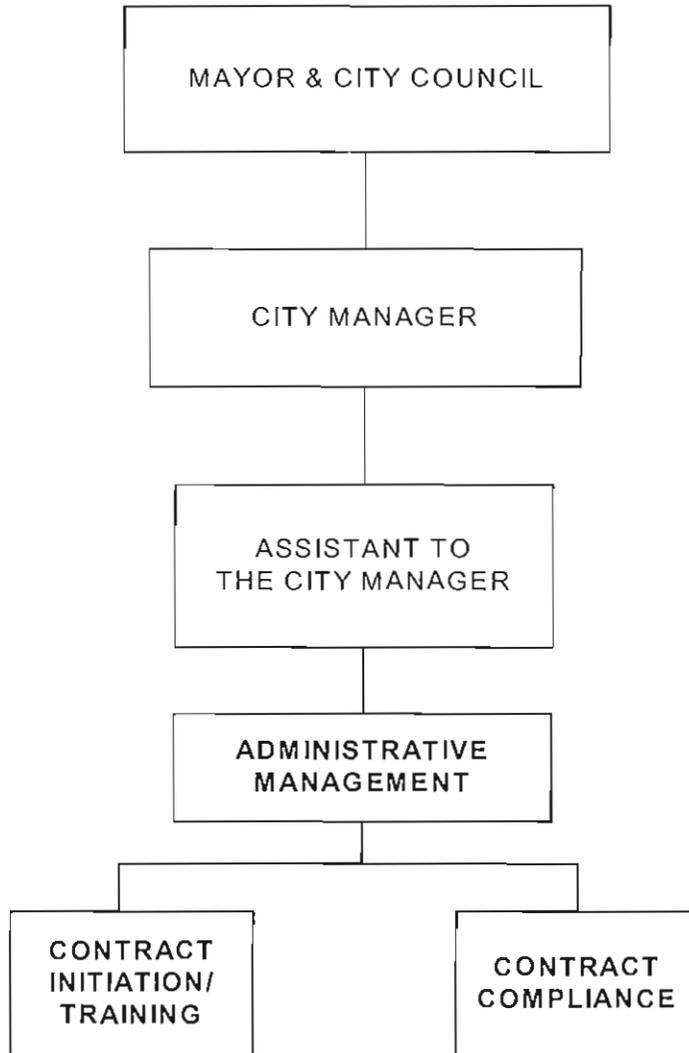
¹ Based on unduplicated program-to-date achievements.

² Service goal for Department of Labor placement and retention is 80%.

COMMUNITY INITIATIVES**YOUTH OPPORTUNITY PROGRAM****FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – U. S. Department of Labor	\$6,241,965	\$4,731,656	\$2,555,330
TOTAL FUNDING	\$6,241,965	\$4,731,656	\$2,555,330
EXPENDITURES			
PERSONAL SERVICES	\$2,836,543	\$2,742,227	\$1,326,578
CONTRACTUAL SERVICES	1,204,319	733,748	247,495
COMMODITIES	396,437	72,584	37,434
OTHER EXPENDITURES	1,631,059	1,140,382	943,823
CAPITAL OUTLAY	68,794	0	0
SUBGRANTING	104,813	42,715	0
TOTAL EXPENDITURES	\$6,241,965	\$4,731,656	\$2,555,330
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	101	72	51
	101.00	72.00	51.00

CONTRACT SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	16.00	\$1,146,714
Total Funding	16.00	\$1,146,714

MISSION STATEMENT

The Department of Contract Services provides centralized contract services and guidance to City departments through the development and implementation of standardized policies, procedures, training, and technological tools to promote consistent contract initiation, execution, administration, and compliance to ensure contractor performance, receipt of contract deliverables, and the appropriate use of City resources.

PROGRAM INFORMATION

The Department of Contract Services provides a wide array of contract services including policy and process development, contract training, solicitation reviews, and initiation services for high-risk contracts. Contract compliance and monitoring services, including compliance reviews of high-risk contracts, are also provided for all City departments. In addition, the Department of Contract Services provides centralized guidance to other City departments, through the development and management of processes related to contract planning, execution, performance, and monitoring; the review of contracts; and the development of technological and financial tools and processes to facilitate contract administration and compliance.

GOALS & OBJECTIVES

To provide centralized contract services for the City, as well as promote the continuous improvement of contract management to ensure appropriate and consistent contracting is performed.

- ◆ Establish citywide standards for contract management to provide effectiveness and efficiency of department contract initiatives, including the maintenance of the Contracting Policy & Process Manual.
- ◆ Establish citywide standardized policies and procedures for contract monitoring and compliance.
- ◆ Provide contract compliance reviews of high-risk contracts and those requested by departments.
- ◆ Provide citywide in-house consulting services for the planning, review and monitoring of contracts and contract processes.
- ◆ Develop and provide a "best practices" approach to contract administration, quality assurance, and performance monitoring.
- ◆ Ensure the appropriate integration of the Electronic Contract Management System into the SAP Financial Management System.
- ◆ Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide City-wide in-house consulting services for the planning, review and monitoring of contracts and contract processes	No. of Compliance Reviews Conducted	N/A	N/A	N/A	75
	Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service	Contract Services Division In-house Training Customer Survey Approval Rating	89%	91%	91%	91%
Internal Processes	Innovative & Proactive City Government					
	Continue to implement the City-wide contract management initiatives including the standardization and streamlining of City contract processes and facilitate the training of contract staff	No. of Discretionary, High-Risk Contract Initiatives Coordinated with Contract Staff	29	30	35	35
		No. of Contracts/Processes Reviewed by Contracting Staff (Excluding High-Risk Initiatives)	94	105	95	90
Employee Learning & Growth	Improve Employee Services					
	Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service	No. of Staff Attending Contract-Related Training Facilitated by Contract Staff	642	650	715	610

◆ **IMPROVEMENTS**

\$412,780

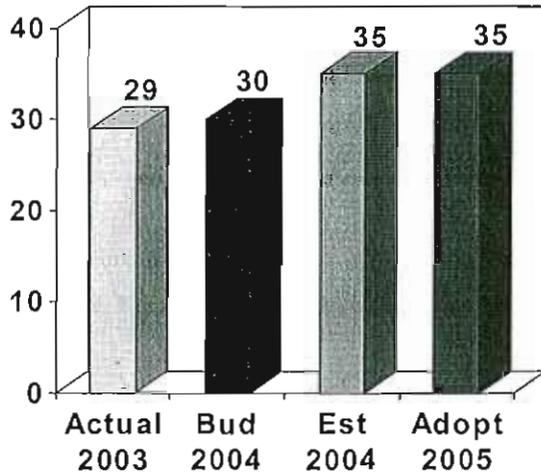
CONTRACT MONITORING/OVERSIGHT – ESTABLISH A CONTRACT MONITORING//OVERSIGHT DEPARTMENT

This *improvement* will provide funding to add six, full-time positions to the ten existing contract services positions to establish the Contract Services Department. The new positions include one, full-time Contracts Coordinator funded at twelve months, two, full-time Contracts Coordinators funded at ten months, two, full-time Contracts Coordinators funded at eight months, and one, full-time Contracts Manager funded at twelve months. This improvement will provide for a continuation of the City's contracting improvement process, which emphasizes contract compliance and monitoring including compliance reviews of high-risk contracts and those requested by departments. The total cost of this improvement will be \$412,780 in FY 2005.

CONTRACT SERVICES**GENERAL FUND****GENERAL FUND EXPENDITURES BY CHARACTER**

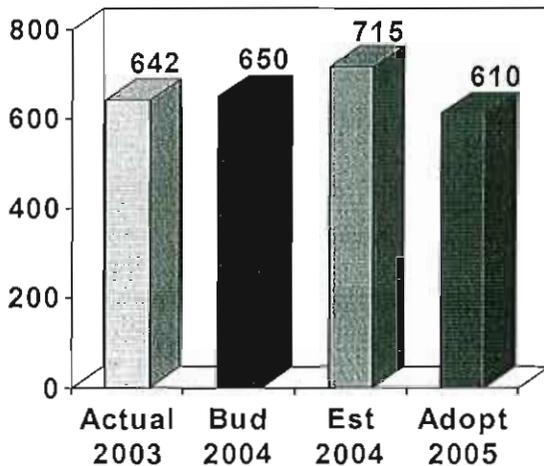
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	N/A	N/A	N/A	\$931,097
CONTRACTUAL SERVICES	N/A	N/A	N/A	135,352
COMMODITIES	N/A	N/A	N/A	13,488
OTHER EXPENDITURES	N/A	N/A	N/A	50,925
CAPITAL OUTLAY	N/A	N/A	N/A	15,852
TOTAL EXPENDITURES	N/A	N/A	N/A	\$1,146,714
AUTHORIZED POSITIONS	N/A	N/A	N/A	16
FULL-TIME EQUIVALENTS	N/A	N/A	N/A	16.00

NUMBER OF DISCRETIONARY, HIGH-RISK CONTRACT INITIATIVES

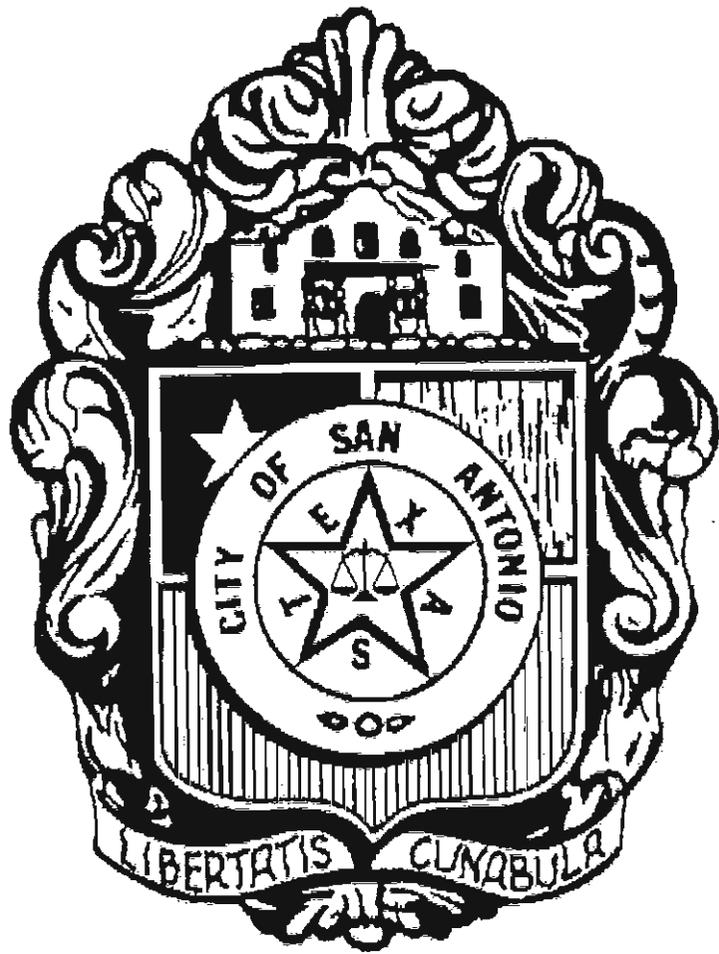


✓ The 17% increase from the FY 2004 Budget to the FY 2005 Adopted is due to staff efficiency. Contracts are deemed high risk based on contract value, procurement method, contract complexity, and community interest.

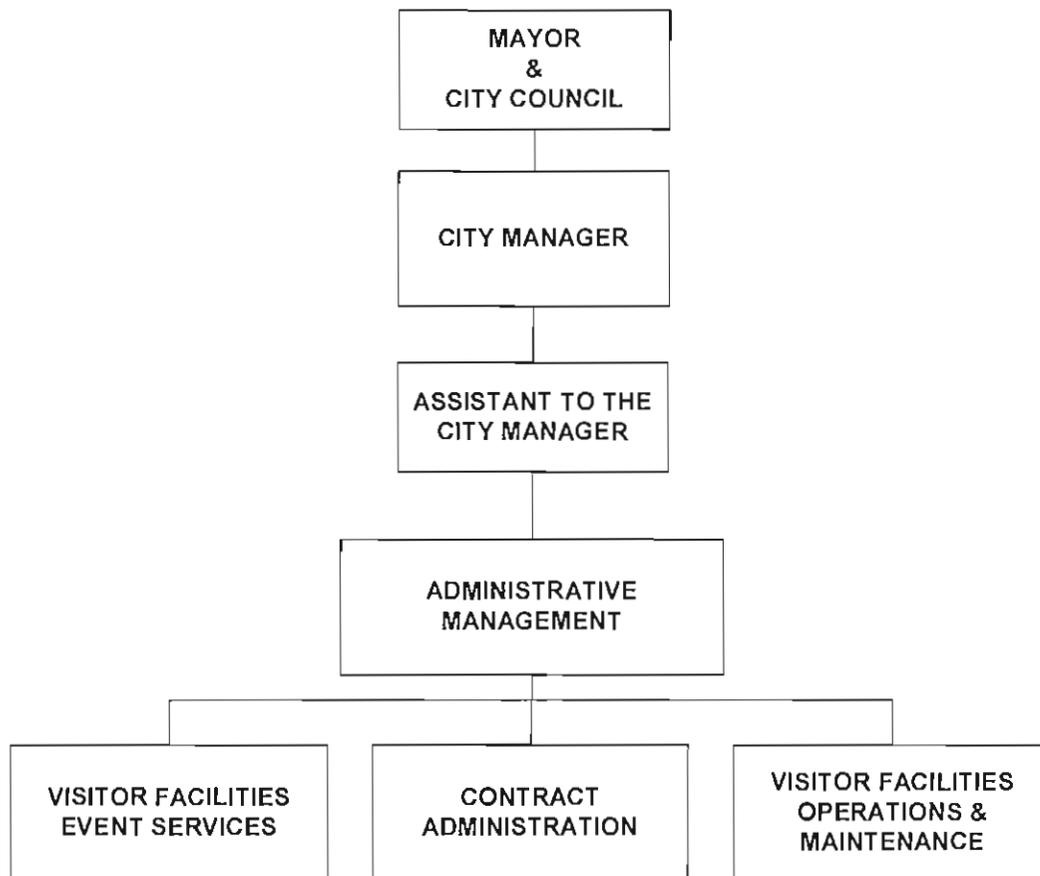
NUMBER OF STAFF ATTENDING CONTRACT-RELATED TRAINING



✓ The Department offers contract training to other City staff to update their contract knowledge and skills.
 ✓ The 15% decrease from the Estimated FY 2004 to the Adopted FY 2005 is due to lower demand for classes.



CONVENTION FACILITIES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Community & Visitor Facilities Fund	286.63	\$18,859,421
Capital	0.00	8,950,000
Total Funding	286.63	\$27,809,421

CONVENTION FACILITIES

COMMUNITY & VISITOR FACILITIES FUND

MISSION STATEMENT

The mission of Convention Facilities is to be the premier convention/meeting destination providing users customer focused services driven by quality and value, in well-maintained facilities, supported by an environment dedicated to the personal and professional growth of employees.

PROGRAM INFORMATION

The department oversees the operation and management of the Henry B. Gonzalez Convention Center, Lila Cockrell Theater, and Municipal Auditorium. These multi-purpose facilities are used for conventions, corporate meetings, trade shows, consumer shows, performing arts events, and a variety of civic, religious and private functions. The department is composed of seven functional areas including the Office of the Director, Event Services, Booking Services, Building Maintenance, Building Operations, Technical Systems and the Municipal Auditorium. The major responsibility of the department is to provide total satisfaction to both external and internal customers.

GOALS & OBJECTIVES

- ◆ Expand and enhance our partnerships with customers, marketing partners, and stakeholders to improve communication and facilitate the exchange of ideas through bi-annual meetings with "Clients of the Roundtable" and quarterly meetings with stakeholders and marketing partners.
- ◆ Increase the awareness, selection, and re-booking of San Antonio by participating with the Convention & Visitors Bureau in a minimum of five sales/promotional events including tradeshow, familiarization tours and sales presentations.
- ◆ Develop and implement two new customer service programs including a virtual tour on the department's website and a "house phone" program to make it easier and more cost effective for our customers to conduct business.
- ◆ Maintain high visibility in the marketplace as evidenced by actively participating in five professional organizations, ten national committees, and publication of two articles in industry trade journals.
- ◆ Continue to demonstrate good fiscal stewardship by reviewing current in-house contractors' legal agreements for revenue enhancement opportunities and identify a minimum of three event related services to stimulate revenue and improve service.
- ◆ Staff and retain employees by providing increased opportunities to attend internal and external training programs including a four hour First Aid/AED class and a 40 hour program associated with the Certified Meeting Professional certification program.
- ◆ Improve employee moral, stimulate positive behavior and create employee focused programs through the development of four employee focus groups and three working committees to expand the value of goodwill activities, recognition programs, and improve communication throughout the organization.
- ◆ Continue to explore opportunities for the consolidation and collaboration of operations with the Alamodome Department.

CONVENTION FACILITIES

COMMUNITY & VISITOR FACILITIES FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Strengthen Convention/Tourist Industry					
	Continue to develop and implement comprehensive customer service strategies to make it easy, cost effective, and pleasant for customers to conduct business with us	Customer's Willingness to Return to our Facilities ¹	97%	95%	95%	95%
		% of Repeat Customers ²	41%	29%	38%	40%
Financial	Provide Accountability To The Public					
	Continue to demonstrate good fiscal stewardship by capitalizing on expanded center to increase revenue	Revenue per square foot- Convention Center	\$10.04	\$9.99	\$9.61	\$11.02
		Revenue per square foot- Municipal Auditorium	\$2.64	\$3.08	\$3.41	\$3.64
Internal Processes	Innovative and Proactive City Government					
	Continually focus on new and improved marketing and promotion efforts, public relations, and service delivery programs to maintain a high level profile in the marketplace and generate more business	% of Events Booked By Convention Facilities Staff ³	59%	NA	55%	60%
		Occupancy Rate- Exhibit Halls	60%	70%	60%	62%
Employee Learning & Growth	Strengthen Convention/Tourist Industry					
	Staff and retain employees through specialized training to improve personal and professional growth	Hours of Training Provided to Staff ⁴	2,016	2,300	2,000	2,250

EXPLANATORY INFORMATION

¹ Data collected from mailed client surveys, current response rate averaging 45%.

² Percentage of repeat customers is based on the beginning baseline of FY 2001, and tracking customers that book in subsequent years with our Event Booking and Management System (EBMS) software.

³ The Remainder of events are booked by Convention and Visitors Bureau staff.

⁴ Training hours provided to employees by the Department, City, outside agencies, and the Certified Meeting Professionals program.

CONVENTION FACILITIES

COMMUNITY & VISITOR FACILITIES FUND

PROGRAM CHANGES

◆ REDIRECTIONS/REDUCTIONS

\$1,405,191

EMPLOYEE UNIFORM INITIATIVE

This *reduction* totaling \$6,593 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This *reduction* will result in net savings totaling \$2,322 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

POSITION REDUCTIONS

This *reduction* totaling \$1,010,374 will result in the elimination of 31 positions and the unfunding of 2 positions within the Convention Facilities Department. Positions to be eliminated include an Administrative Aide, Building Maintenance Mechanic, Building Maintenance Supervisor, Customer Service Representative, two (2) Event Services Coordinators, twenty-one (21) Maintenance Workers, Office Assistant, Painter I, and Plumber Helper. The positions to be unfunded are the Building Maintenance Mechanic and Training Officer. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

LINE ITEM EXPENSE REDUCTION

This *reduction* totaling \$385,902 will result in savings in several line item expense budgets. Of the total reduction \$1,000 is to personal services related to high-class pay. A total of \$228,896 will result in savings to contractual services such as travel, cleaning services, freight and storage, and alarm and security services. The remaining \$156,006 of this reduction will result in savings to commodity expenses such as office supplies, chemicals, tools, apparatus, accessories, and maintenance and repair materials. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

◆ IMPROVEMENTS

\$638,291

CERTIFICATION PAY PILOT PROGRAM

This *improvement* totaling \$2,818 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

CONVENTION FACILITIES COMMUNITY & VISITOR FACILITIES FUND

PROGRAM CHANGES CONTINUED

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* totaling \$293,820 will provide a market adjustment and performance pay incentive for eligible employees included in the Community & Visitor Facilities Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

ALAMODOME/CONVENTION FACILITIES RE-ORGANIZATION

This *re-organization* totaling \$341,653 will combine 16 positions, seven from the Alamodome and nine from the Convention Facilities Department into one division within the Convention Facilities Department. This division will be responsible for providing resources to the two departments for fiscal management, human resource management, and quality assurance activities in the conduct of the business of the City's community and visitor facilities.

◆ MANDATES \$33,000

This mandate will provide resources totaling \$33,000 for added costs associated with the maintenance of the HVAC, lighting, security, and fire alarm systems at the Henry B. Gonzalez Convention Center, Lila Cockrell Theater, Municipal Auditorium, and University of Mexico.

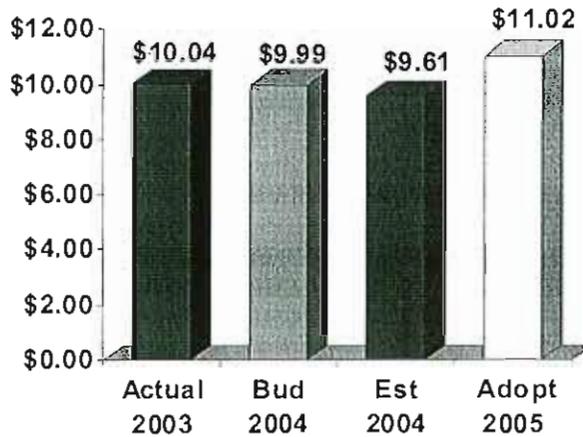
COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$9,912,717	\$9,782,392	\$9,752,627	\$9,956,526
CONTRACTUAL SERVICES	6,250,567	7,289,691	6,988,819	7,427,254
COMMODITIES	702,955	731,146	686,307	570,857
OTHER EXPENDITURES	676,725	676,725	676,725	904,784
CAPITAL OUTLAY	155,133	0	0	0
TOTAL EXPENDITURES	\$17,698,097	\$18,479,954	\$18,104,478	\$18,859,421
AUTHORIZED POSITIONS	506	494	494	288
FULL-TIME EQUIVALENTS	487.90	477.72	477.72	286.63

CONVENTION FACILITIES

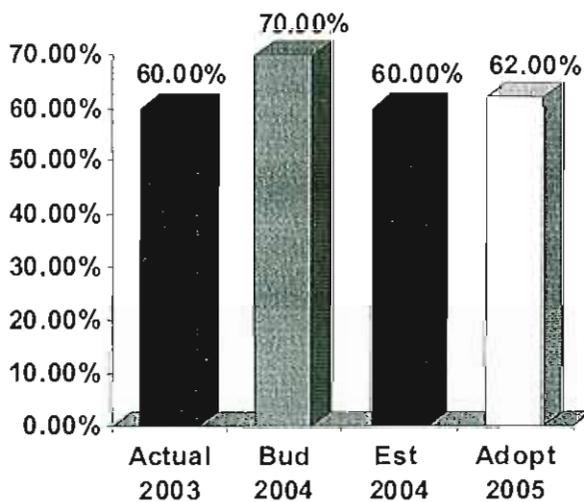
COMMUNITY & VISITOR FACILITIES FUND

REVENUE PER SQUARE FOOT (CONVENTION CENTER)



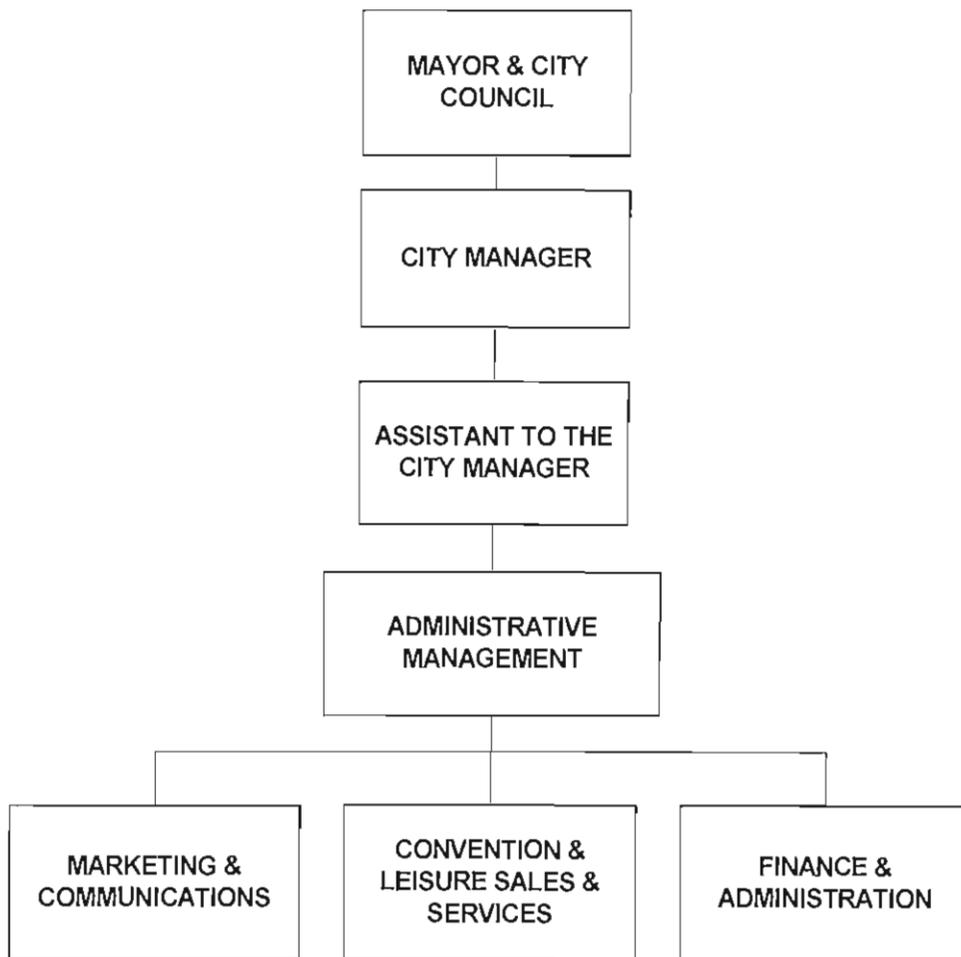
✓ Adopted FY 2005 reflects an increase of 9.7% over Actual FY 2003. This increase is primarily attributable to the revised commission structure for catering and concessions.

OCCUPANCY RATE (EXHIBIT HALLS)



✓ The department's occupancy rate for exhibit halls has increased by 2% from Adopted FY 2005 over Actual FY 2003. In FY 2003 there were two conventions with exhibit halls, in FY 2005 there are five conventions with exhibits scheduled to occupy all four exhibit halls.

CONVENTION & VISITORS BUREAU



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Community & Visitor Facilities Fund	86.72	\$13,562,574
Official City Store Fund	7.09	423,780
Total Funding	93.81	\$13,986,354

CONVENTION & VISITORS BUREAU

COMMUNITY & VISITOR FACILITIES FUND

MISSION STATEMENT

To promote and market San Antonio as a premier leisure visitor and convention/meeting destination for the purpose of positively affecting the City's economy.

PROGRAM INFORMATION

The Convention and Visitors Bureau (CVB) promotes and markets San Antonio as a leisure visitor, convention and meeting, special event, and film location destination. This is accomplished through partnerships with the private sector, meeting industry trade and leisure visitor advertising strategies, the direct solicitation of conventions and corporate meetings, group tour and travel operators and film clients, public relations strategies, client support and service programs, market research and other marketing efforts including internet. The primary operational areas of the Bureau are: Convention and Leisure Sales & Services, Marketing and Communications, and Finance & Administration.

GOALS & OBJECTIVES

- ◆ **Selling** - Maximize the number of visitors, visitor spending and related economic impact to San Antonio through effective sales and marketing programs in order to grow the Hotel Occupancy Tax.
 - To maintain and strengthen the City's position as a premier convention/corporate meeting destination by maximizing utilization of hotel room nights via the successful booking of the Convention Facilities and the Alamodome.
 - To increase consumer awareness (worldwide) of San Antonio as a preferred visitor destination through advertising strategies and editorial placement of print and electronic media.
 - To continually develop and maximize Internet marketing strategies and opportunities.
 - To continue to enhance San Antonio's reputation as a premier location for film, television, commercial, and print media production.
- ◆ **Strategic Partnerships** - Improve communication and collaboration with strategic partners in order to expand the reach of destination marketing efforts and enhance public and private resources.
- ◆ **Human Resource Development** – Invest in training/professional development, incentives, cross-training, and enhanced intradepartmental SACVB communication and collaboration to ensure maximum efficiency and effectiveness in our destination marketing efforts.
- ◆ **Service** - Maintain and encourage high service at all levels to maximize repeat business/visitation.
- ◆ **Research** - Utilize research to the fullest extent in order to make fact-based sales, marketing and operational decisions.
- ◆ **Accountability Measures** - Increase the means through which accountability measures can be associated with SACVB activities to ensure a maximum return on investment on all those activities.
- ◆ **Technology** - Maximize the integration of technology in all aspects of SACVB internal and external operations to ensure maximum operational effectiveness and efficiency.

**CONVENTION & VISITORS BUREAU
COMMUNITY & VISITOR FACILITIES FUND**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Strengthen Convention/Tourist Industry					
	Maximize the number of visitors, visitor spending and economic impact to San Antonio	No. of Room Nights Consumed (Citywide) ¹	6,712,638	6,790,000	6,914,000	7,121,000
Financial	Provide Economic Development Opportunities					
	Maximize the number of visitors, visitor spending economic impact to San Antonio	Total of 7% Hotel Occupancy Tax Collections (In Millions)	\$34.7	\$35.9	\$36.2	\$37.8
	Maximize the number of visitors, visitor spending economic impact to San Antonio	Direct Exp. For CVB Initiated Convention Delegates Hosted (In Millions) ^{2,3}	\$383.5	\$380.8	\$381.8	\$400.2
	To increase consumer awareness of San Antonio as a preferred visitor destination through public relations & promotions	Monetary Value – Public Relations Exposure (In Millions) ⁴	\$8.8	\$7.0	\$7.0	\$3.0
Internal Processes	Strengthen Convention/Tourist Industry					
	To maintain & strengthen the City's position as a premier convention/corporate meeting destination	No. of CVB Initiated Convention Hotel Room Nights Booked ^{5,6}	804,143	935,000	760,000	825,000
		No. of CVB Initiated Convention Room Nights Hosted ³	710,311	731,600	712,000	746,370
		No. of CVB Initiated Convention Delegates Hosted ³	425,743	422,700	423,800	444,270
	Refine strategic plans targeting future industry trends through continued analysis of marketing results	No. of Visitor Packets Requested	378,603	334,000	375,000	350,000
	To continually develop & maximize internet marketing strategies & opportunities	No. of Website Visits	1,164,900	1,340,000	1,500,000	1,800,000

**CONVENTION & VISITORS BUREAU
COMMUNITY & VISITOR FACILITIES FUND**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	Innovative and Proactive City Government					
	Develop and train staff through continuing education in service and sales techniques	% of CVB Staff Participating in Continuing Education/Training	100%	100%	100%	100%
		% of Supervisor / Management Staff Participating in Continuing Education/training	100%	100%	100%	100%

EXPLANATORY INFORMATION

- ¹ Smith Travel Research (STR) was utilized to report Actual FY 2003, Estimated FY 2004, and Adopted FY 2005 figures. To allow for more accurate comparison, the Rev. Budget FY 2004 figure, previously provided by Source Strategies, has been revised to reflect STR data.
- ² Based on \$900.89 per delegate expenditure (Deloitte & Touche 1998 study) for International Association of Convention and Visitor Bureaus (IACVB).
- ³ Definition of measurement base was adjusted to reflect only activity initiated/booked by CVB staff versus including both CVB staff and hotel reported information presented in prior years. This definition change required adjustments to the FY 2004 Rev Budget totals in order to accurately reflect this change and is consistent with best practices.
- ⁴ Reduced figure for Adopted FY 05 is the result of reorganization and redirection of resources.
- ⁵ Adopted FY 05 is based on a four (4) year average.
- ⁶ Estimated FY 2004 impacted by declines in both short-term and corporate business.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS \$541,632

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This **reduction** will result in net savings totaling \$1,184 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

VACANCY SAVINGS

This **reduction** totaling \$124,298 will freeze two Account Executive II's for twelve months and an Account Executive I for six months. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

LINE ITEM EXPENSE REDUCTION

This **reduction** totaling \$416,150 will result in savings in several line item expense budgets to include travel, hosting, temporary services, printing, and communications. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

**CONVENTION & VISITORS BUREAU
COMMUNITY & VISITOR FACILITIES FUND**

PROGRAM CHANGES CONTINUED

◆ IMPROVEMENTS \$112,934

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* totaling \$112,934 will provide a market adjustment and performance pay incentive for eligible employees included in the Community & Visitor Facilities Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

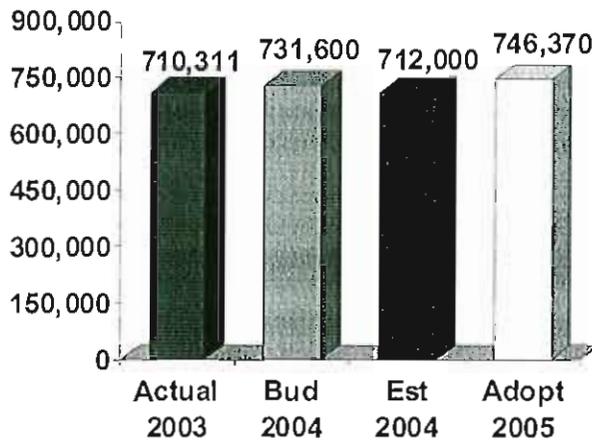
COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$4,508,851	\$4,217,860	\$4,291,829	\$4,447,212
CONTRACTUAL SERVICES	10,600,409	9,547,138	9,013,365	8,975,518
COMMODITIES	187,178	117,327	105,033	117,472
OTHER EXPENDITURES	49,529	48,078	48,078	22,372
CAPITAL OUTLAY	70,755	281	281	0
TOTAL EXPENDITURES	\$15,416,722	\$13,930,684	\$13,458,586	\$13,562,574
AUTHORIZED POSITIONS	145	125	125	125
FULL-TIME EQUIVALENTS	106.31	86.72	86.72	86.72

VISITOR INFORMATION CENTER AND CITY STORE FUND EXPENDITURES BY CHARACTER

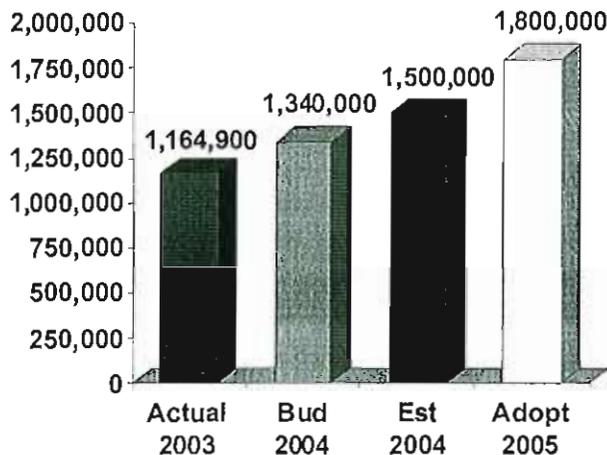
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$57,552	\$214,740	\$190,485	\$210,916
CONTRACTUAL SERVICES	17,122	85,001	69,401	100,208
COMMODITIES	86,354	96,157	106,000	111,557
OTHER EXPENDITURES	9,743	11,194	11,194	1,099
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$170,771	\$407,092	\$377,080	\$423,780
AUTHORIZED POSITIONS	9	9	9	9
FULL-TIME EQUIVALENTS	7.09	7.09	7.09	7.09

NUMBER OF CVB INITIATED CONVENTION ROOM NIGHTS HOSTED



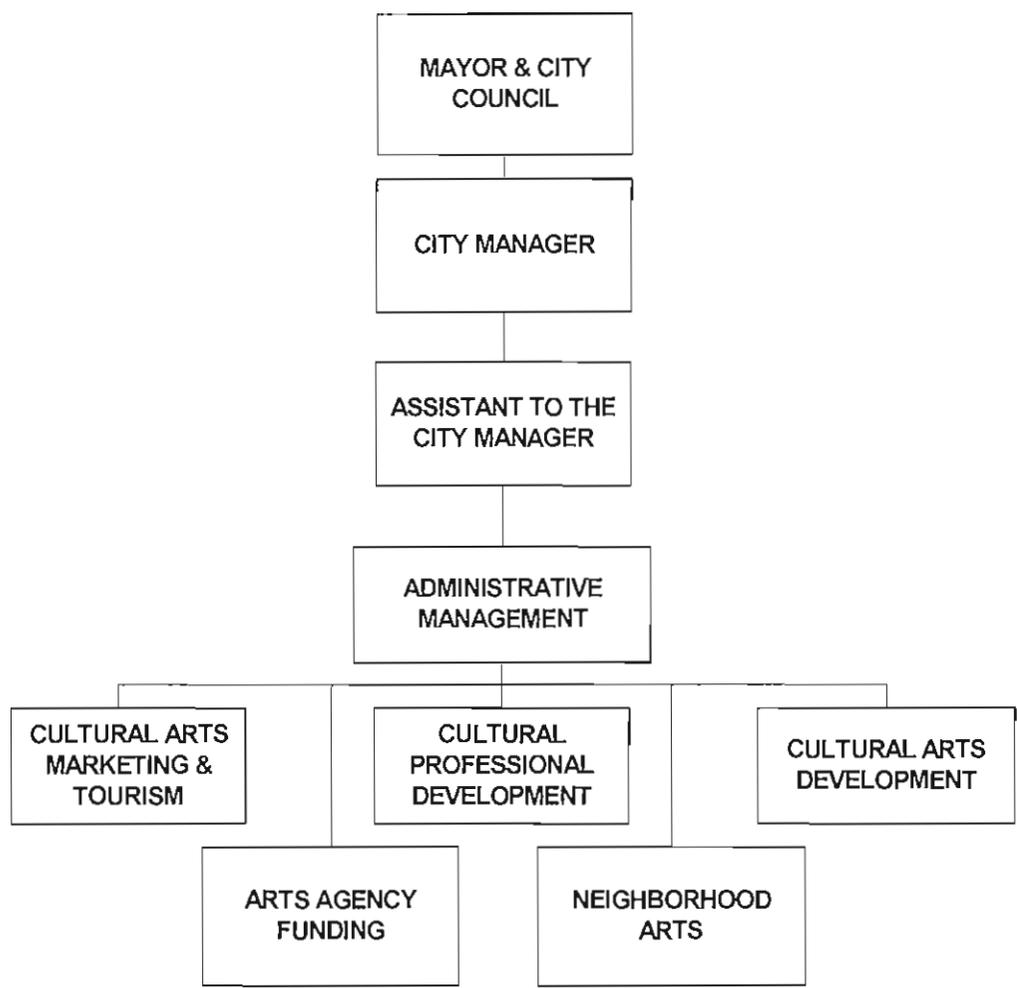
✓ The number of CVB Initiated Convention Room Nights Hosted reflects the group sales efforts of the CVB staff and has increased by 5.07% from Actual FY 2003 to Adopted FY 2005.

NUMBER OF WEBSITE VISITS



✓ The CVB's marketing efforts and advertising campaign strategically drive consumers to the CVB's website increasing the number of visits by 54.52% from Actual FY 2003 to Adopted FY 2005.

CULTURAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Community & Visitor Facilities Fund	11.00	\$859,096
Categorical Grants	0.00	167,925
Arts Agencies	0.00	2,329,157
Total Funding	11.00	\$3,356,178

CULTURAL AFFAIRS

COMMUNITY & VISITOR FACILITIES FUND

MISSION STATEMENT

The Office of Cultural Affairs provides leadership, resources and support for arts and cultural organizations and individual artists, enhancing the quality of life for San Antonio citizens and visitors.

PROGRAM INFORMATION

The Office of Cultural Affairs (OCA) administers programs in the areas of agency support, neighborhood arts, marketing and development. These programs support arts and cultural organizations, individual artists, community groups and the hotel and visitor industry. Support is provided with technical assistance and through a competitive review process for operation and project funding for arts and cultural organizations. Technical assistance and funding is also provided to support arts and cultural projects directly linked to neighborhoods in all City Council Districts and Neighborhood Commercial Revitalization projects. Community and visitor participation is supported by the Arts Marketing Program and through the development and promotion of citywide arts and cultural activities/events. With respect to policies and procedures, the Office is advised by the Cultural Arts Board, which is appointed by the Mayor and City Council.

GOALS & OBJECTIVES

The Office of Cultural Affairs supports the arts and cultural needs of the community by providing services that foster citizen and visitor participation, neighborhood revitalization and economic development and by meeting the following goals and objectives:

- ◆ To foster collaborative programs and identify external sources of funds for those programs.
- ◆ To complete *The Cultural Collaborative: A Community Plan for San Antonio's Creative Economy*, a cultural planning process to strengthen and improve the City's arts and cultural resources and provide new strategies for OCA and the community at-large.
- ◆ To support the implementation goals of The Cultural Collaborative by supplementing, through fundraising efforts, The Cultural Collaborative: A Fund for A Community Plan for San Antonio's Creative Economy at the San Antonio Area Foundation.
- ◆ To support arts and cultural programs that serve citizens in all City Council Districts.
- ◆ To support citywide arts and cultural events that are unique to San Antonio.
- ◆ To increase the ratio of non-city dollars leveraged.
- ◆ To continue to implement and complete neighborhood arts projects.
- ◆ To improve the OCA's information and marketing services and delivery of arts and cultural activities by enhancing technological communications and implementing a new marketing program via the world wide web.
- ◆ To continue to collaborate with the Public Works Public Art and Design Enhancement Program, the Convention and Visitors Bureau, Neighborhood Action Department and other departments to help develop and implement arts and cultural services.
- ◆ To provide specialized training to employees to improve job related skills in customer service and professional growth.
- ◆ To provide technical assistance and conduct annual site visits to each funded arts and cultural agency.

CULTURAL AFFAIRS

COMMUNITY & VISITOR FACILITIES FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Expand Recreational & Cultural Services					
	To increase programs that promote quality arts and cultural programs that foster participation	% of City Council Districts Served ¹	100%	100%	100%	100%
		No. of Participants in Arts and Cultural Events ¹	2,280,614	2,153,006	2,620,401	2,900,600
	Strengthen Convention/Tourist Industry					
To continue to provide arts and cultural services such as tours and website promotion	No. of Arts and Cultural Events Promoted ²	31	24	400	410	
Financial	Provide Economic Development Opportunities					
	To develop and implement programs that connect art and culture to economic development	No. of Art and Cultural Programs Implemented ^{3,4}	12	15	7	8
	Leverage Other Funding Sources					
	To continue to monitor the ratio of non-city dollars leveraged	Amount of Non-City Dollars Leveraged for Arts (In Millions) ⁵	\$21.4	\$21.2	\$14.9	\$20.6
Ratio of City Dollars to Non-City Dollars Spent		1:\$9.20	1:\$9.44	1:\$6.40	1:\$8.88	
Internal Processes	Increase Neighborhood Planning					
	To support arts and cultural programs that serve citizens in all City Council districts	No. of Staff Hours Spent Supporting Technical Assistance and Site Visits	240	240	440	390
Employee Learning & Growth	Improve Employee Services					
	To provide specialized training to improve job related skills in customer service and professional growth	Avg. Number of Staff Training and Professional Development Hours Per Person	47	45	74	45

EXPLANATORY INFORMATION

¹ Information provided by organizations that participate in the Arts in the Community, Cultural Tourism Partnership, and Arts Funding Programs.

² Estimated FY 2004 figure is projected to increase significantly following the development and implementation of the adopted cultural web site.

³ Adopted FY 2005 includes the following programs: The Cultural Collaborative; Fall Art Festivals; Cultural Web; and OCA Grants Programs, including Agency Operational Awards, Arts in the Community, Neighborhood Heritage Initiative, and Graffiti Abatement Program.

⁴ Adopted FY 2005 figure may increase based on new initiatives derived from the Cultural Collaborative.

⁵ Estimated FY 2004 figure includes no Symphony as of 4/1/04.

CULTURAL AFFAIRS

COMMUNITY & VISITOR FACILITIES FUND

PROGRAM CHANGES

◆ REDIRECTIONS/REDUCTIONS

\$93,874

MANAGE VACANT POSITIONS

This *reduction* totaling \$33,874 will increase turnover savings within the Department's budget. These savings will be accomplished through the management of vacant positions.

NEIGHBORHOOD HERITAGE INITIATIVE

This *one-time reduction* totaling \$60,000 will eliminate funding for the Neighborhood Heritage Initiative (NHI) program for one year. It is anticipated that the Arts in the Community (AIC) will provide the Neighborhood Commercial Revitalization projects with similar opportunities and support their immediate requirements. Funding for the NHI will be reinstated in FY 2006.

◆ IMPROVEMENTS

\$97,890

CULTURAL COLLABORATIVE

This *improvement* totaling \$48,000 will provide continued implementation costs of the Cultural Collaborative. Funding will be used for development/implementation of a public opinion survey as well as design, printing, and marketing of cultural collaborative materials. The complete plan is scheduled for completion in January 2005.

ADDITION OF A PROJECT MANAGEMENT SPECIALIST – GRANTS ADMINISTRATION

This *improvement* at a full year cost of \$33,595 will add a Project Management Specialist to the Office of Cultural Affairs. The primary responsibilities of this position will include providing oversight of the granting program to arts agencies as well as provide staff support to the cultural arts board.

WORKFORCE COMPENSATION ENHANCEMENT

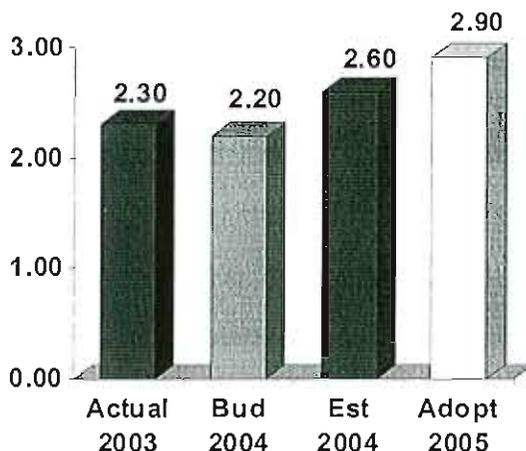
This *improvement* totaling \$16,295 will provide a market adjustment and performance pay incentive for eligible employees included in the Community & Visitor Facilities Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

CULTURAL AFFAIRS**COMMUNITY & VISITOR FACILITIES FUND****COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CHARACTER**

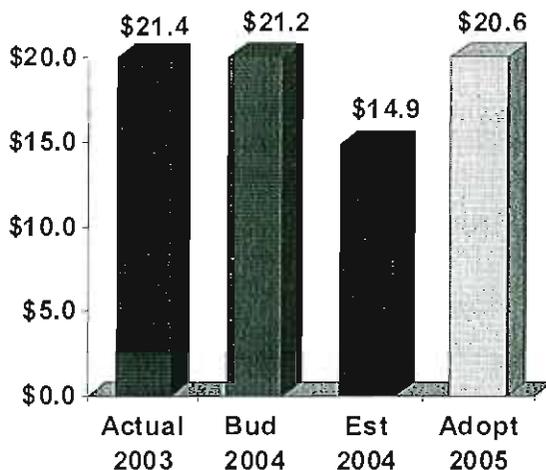
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$507,374	\$551,168	\$540,683	\$585,001
CONTRACTUAL SERVICES	203,746	203,702	185,609	259,504
COMMODITIES	10,723	12,171	8,325	12,171
OTHER EXPENDITURES	2,438	2,438	2,438	2,420
CAPITAL OUTLAY	2,958	1,131	1,131	0
TOTAL EXPENDITURES	\$727,239	\$770,610	\$738,186	\$859,096
AUTHORIZED POSITIONS	10	10	10	11
FULL-TIME EQUIVALENTS	10.00	10.00	10.00	11.00

NUMBER OF PARTICIPANTS IN ARTS AND CULTURAL EVENTS (IN MILLIONS)



✓ The number of participants in Arts and Cultural Events has increased by 27% from Actual FY 2003 to Adopted FY 2005. This increase is the result of the Cultural web coming on-line in FY 2005.

AMOUNT OF NON-CITY DOLLARS LEVERAGED FOR ARTS (IN MILLIONS)



✓ A full season of the San Antonio Symphony was assumed in establishing the Rev. Bud. FY 2004 total amount of non-city dollars leveraged for Arts. The Est. FY 2004 has been adjusted to reflect the Symphony not having a full season.

CULTURAL AFFAIRS

GRANT SUMMARY

The Office of Cultural Affairs will receive a grant totaling \$79,960 for FY 2005. The Texas Commission on the Arts continues to support local art organizations by providing funds for partial support to organizations recommended for funding by the Cultural Arts Board through the regular City funding process.

Listed below is a comprehensive list of the grant that the Office of Cultural Affairs will receive in FY 2005. Details on these grant programs can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Texas Commission on Arts Decentralization Program	\$0	\$40,000	\$0	\$40,000	\$80,000
Operational Support	0	35,000	17,925	35,000	87,925
TOTAL	\$0	\$75,000	\$17,925	\$75,000	\$167,925

CULTURAL AFFAIRS

TEXAS COMMISSION ON THE ARTS DECENTRALIZATION PROGRAM

PROGRAM INFORMATION:

The Texas Commission of the Arts funds will be used for the purpose of sub-granting to agencies. The TCA established a "Decentralization Program" in six major Texas cities that utilize a per capita base in its funding formula. Local arts organizations are required to apply directly to the City for arts funding. The funds will continue to provide partial support to organizations recommended for funding by the Cultural Arts Board through the approved City arts funding program. The grant program covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Events Funded	3,847	3,447	3,387
Output:			
No. of Audience Members	2,280,614	2,620,401	2,900,600
Amount of Non-City Funds Leveraged	\$21,426,200	\$14,914,808	\$20,615,627
Efficiency:			
Avg. Attendance at Events	593	794	856
Effectiveness:			
	\$1:\$9.23	\$1:\$9.44	\$1:\$8.88

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY	\$18,271	\$17,925	\$0
STATE	159,231	100,000	40,000
OTHER	159,231	100,000	40,000
TOTAL FUNDING	\$336,733	\$217,925	\$80,000
EXPENDITURES			
PERSONAL SERVICES	\$38,058	\$37,712	\$0
OTHER EXPENDITURES	159,231	100,000	40,000
SUBGRANTING	139,444	80,213	40,000
TOTAL EXPENDITURES	\$336,733	\$217,925	\$80,000
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	1	1	0
	1.00	1.00	0.00

CULTURAL AFFAIRS
TEXAS COMMISSION ON THE ARTS – OPERATIONAL SUPPORT

PROGRAM INFORMATION:

The Texas Commission of the Arts – Operational Support funds will be used for the purpose of administrative, operational, and/or programmatic/artistic expenses. The funds will continue to provide partial support to administrative costs for funding approved by the Cultural Arts Board through the approved City arts funding program. The grant program covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

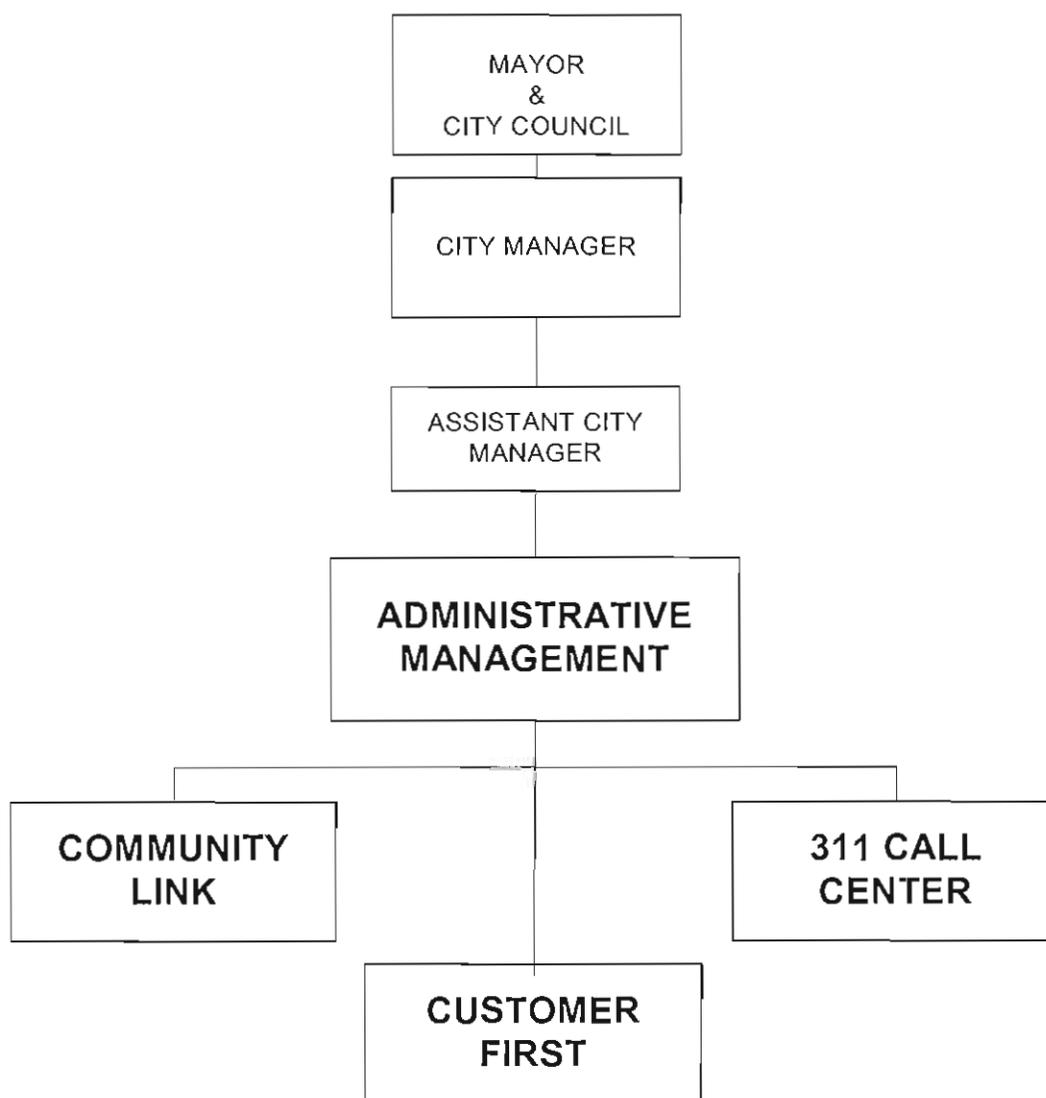
	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Events Funded	3,847	3,447	3,387
Output:			
No. of Audience Members	2,280,614	2,620,401	2,900,600
Amount of Non-City Funds Leveraged	\$21,426,200	\$14,914,808	\$20,615,627
Efficiency:			
Avg. Attendance at Events	593	760	856
Effectiveness:			
Ratio of City to Non-City Dollars Spent	\$1:\$9.23	\$1:\$9.44	\$1:\$8.88

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY	\$18,271	\$17,925	\$17,925
STATE	159,231	100,000	35,000
OTHER	159,231	100,000	35,000
TOTAL FUNDING	\$336,733	\$217,925	\$87,925
EXPENDITURES			
PERSONAL SERVICES	\$38,058	\$37,712	\$37,712
OTHER EXPENDITURES	159,231	100,000	50,213
SUBGRANTING	139,444	80,213	0
TOTAL EXPENDITURES	\$336,733	\$217,925	\$87,925
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	1	1	0
	1.00	1.00	0.00



CUSTOMER SERVICE & 311 SYSTEM



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	62.00	\$3,145,775
Total Funding	62.00	\$3,145,775

MISSION STATEMENT

The mission of the Office of Customer Service/311 System is to enhance the delivery of customer service through the City's Customer First initiative and provide convenient access to services through the 311 Customer Service Call Center and the Community Link Service Centers.

PROGRAM INFORMATION

The Office of Customer Service/311 System is responsible for promoting the City's Customer First initiative and delivering direct customer services through the use of the Community Link Service Centers and a 24 hours, 7 days a week 311 Customer Service Call Center.

GOALS & OBJECTIVES

- ◆ To promote and deliver quality customer services and programs to both external and internal customers.
- ◆ To provide access to City services and information through a 24 hours, 7-day-a-week 311 Customer Call Center.
- ◆ To initiate close-loop customer service using the Customer Relationship Management system (CRM).
- ◆ To deliver convenient and accessible customer services through the use of Community Link Service Centers.
- ◆ To provide a volunteer cadre of City employees to provide services to the community.
- ◆ To coordinate the City's Customer First initiative to enhance employee awareness and service delivery.

CUSTOMER SERVICE/311 SYSTEM

GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide access to City services and information through a 24/7 311 Call Center	Annual No. of Calls Received by 311 Call Center	855,921	805,440	1,027,105	1,232,526
		Annual No. of Calls Answered by 311 Call Center	749,389	720,868	929,530	1,078,460
		% of 311 Calls Abandoned	12.4%	10.5%	9.5%	12.5%
	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual No. of Customers Served by Community Link Service Centers	157,799	126,974	162,532	167,408
Provide Accountability to Public						
Financial	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual Amount of Revenue Collected by Community Link Centers (In Millions)	\$9.8	\$8.9	\$10.1	\$10.4
Internal Process	Maintain Existing Infrastructure					
	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual No. of Transactions Processed by Community Link Service Centers	188,863	181,534	194,528	200,364
Employee Learning & Growth	Improve Customer Service					
	Coordinate the City's Customer First Initiative to enhance employee awareness and service delivery	%of Civilian Employees Completing Customer First Training	71%	100%	80%	85%

CUSTOMER SERVICE/311 SYSTEM**GENERAL FUND**

PROGRAM CHANGES

♦ IMPROVEMENTS \$241,313

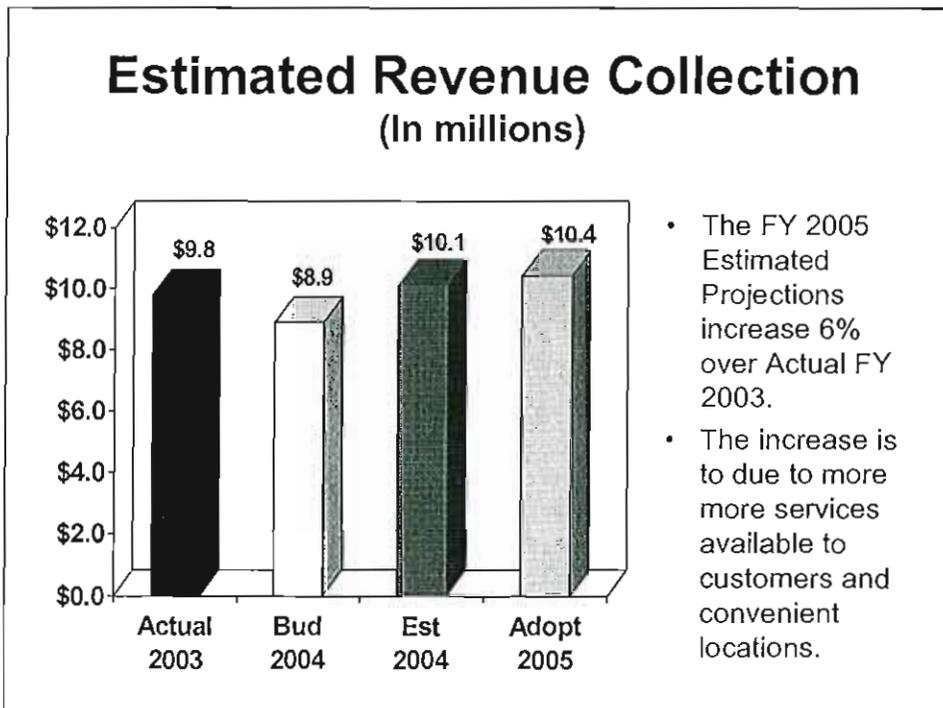
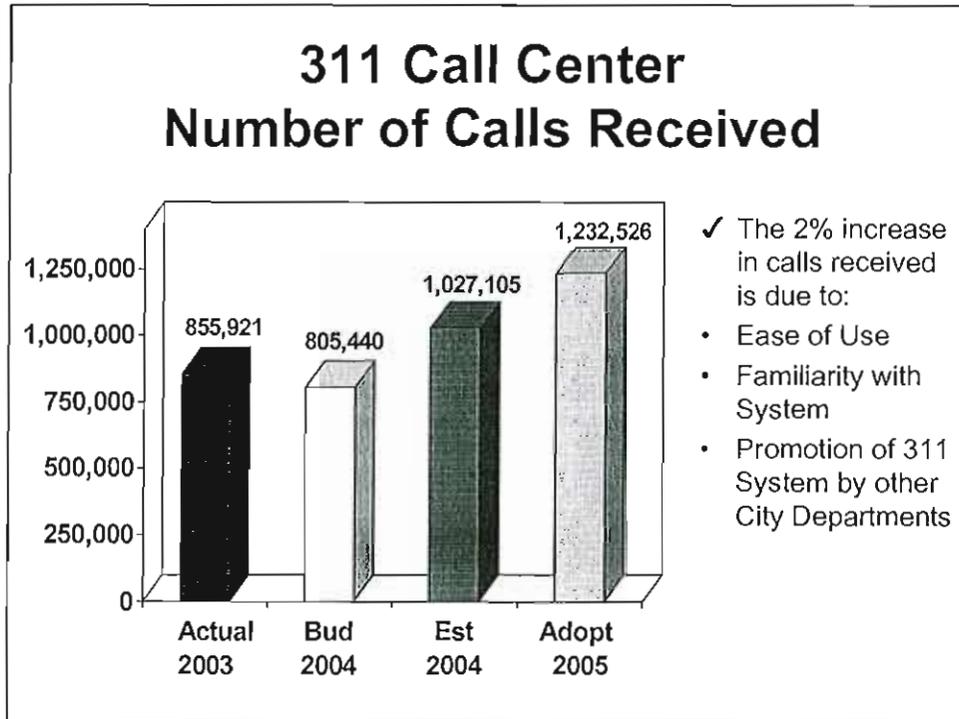
CUSTOMER SERVICE/311 STAFFING ENHANCEMENT

This *improvement* will add three customer service representatives, one customer service specialist, and two supervisors to the Customer Service Department to address the increased call volume, as well as the effective implementation of the customer relationship management module. These positions will be funded for nine months. This improvement will require an additional budget of \$208,850.

This *improvement* will also add one full-time and one part-time dispatcher to the customer service call center. The Customer Service Department is responsible for animal care dispatch Monday through Friday from 7:00 a.m. to 6:00 p.m. and on Saturdays from 7:00 a.m. to 5:00 p.m. 311 representatives have been performing this function, and this improvement will allow these individuals to be directed back their call center functions. These positions will be funded for nine months. The cost of this improvement will total \$32,463 in FY 2005.

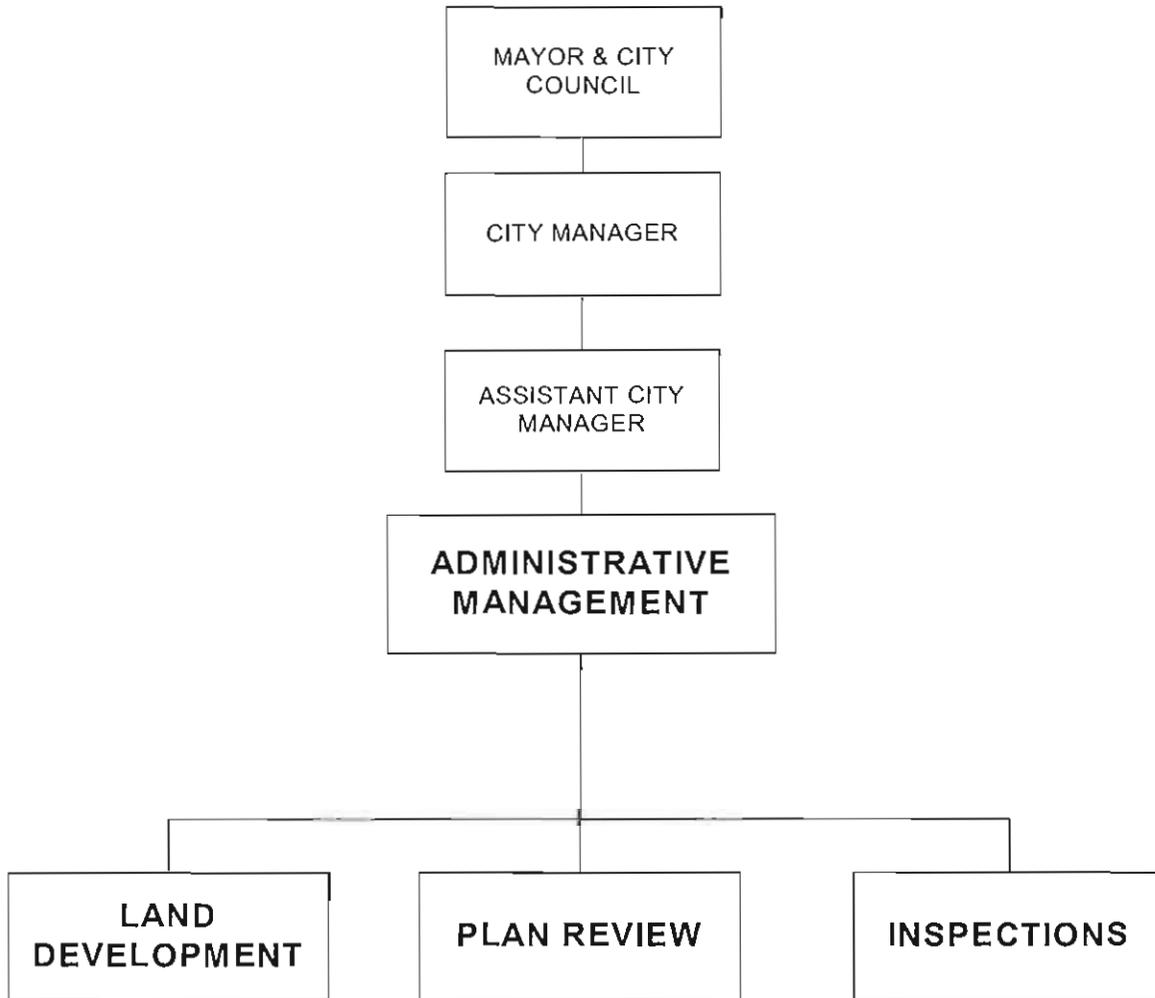
GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$1,686,052	\$2,010,714	\$1,902,993	\$2,207,515
CONTRACTUAL SERVICES	818,256	789,614	876,368	856,163
COMMODITIES	28,036	28,036	44,464	26,936
OTHER EXPENDITURES	2,870	10,565	10,565	12,974
CAPITAL OUTLAY	19,376	0	3,321	42,187
TOTAL EXPENDITURES	\$2,554,590	\$2,838,929	\$2,837,711	\$3,145,775
AUTHORIZED POSITIONS	46	54	54	62
FULL-TIME EQUIVALENTS	46.00	54.00	54.00	61.50





DEVELOPMENT SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	214.00	\$12,834,708
Community Development Block Grant	2.00	110,078
Stormwater Fund	2.00	163,274
Total Funding	218.00	\$13,108,060

MISSION STATEMENT

The mission of the Development Services Department is to provide quality customer services by effectively facilitating the development process while protecting the health, safety, and public welfare of the community.

PROGRAM INFORMATION

The Development Services Department is responsible for assisting customers through the development process. These processes include reviewing, permitting, inspecting and granting authority to develop land and occupy buildings within the City. More specifically, the department is responsible for subdivision mapping/parcel addressing, zoning administration, subdivision administration, building codes administration, landscaping, tree preservation, sign regulation, and development review of drainage and traffic.

The Department also provides administrative and technical support to boards and commissions that direct and review issues on land development and construction regulations. These boards include the Board of Adjustment, Building and Fire Code Board of Appeals, Plumbing, Mechanical, Electrical, Home Improvement Boards, and Zoning and Planning Commissions.

In addition to protecting the health, safety, and public welfare through regulation of land development and construction, the Department seeks to provide an efficient and effective development process that supports City growth and economic development.

GOALS & OBJECTIVES

- ◆ To continue to protect the health, safety, and welfare of the citizens of San Antonio.
 - Continue to adopt and update the latest construction codes.
 - Establish checklist of levels of review of all construction codes.
 - Enforce State of Texas licensing requirements for electrical and mechanical licenses.
 - Continue to support other City development-related initiatives, which include minimum housing standards and the Dangerous Structures Determination Board.
 - Provide a development process that will facilitate or assist landowners in complying with development regulations that enhance economic development.
- ◆ To improve the delivery of customer service.
 - Continue implementation of Customer Service Plan, Customer Service Survey, and "Secret Shopper" program.
 - Improve turnaround time for plan review and inspections.
 - Distribute more informational materials to customers to provide clarity on the development process.
 - Continue to provide developers, contractors, design professionals and general public with the status of their projects and other development-related information via an Internet browser.
- ◆ To improve employee development.
 - Conduct human resource assessment to enhance employee motivation.
 - Maintain staff training plans to improve employee development.
 - Promote cross training of staff to increase knowledge of the entire development process.
 - Expand Employee of the Quarter Program to create additional incentives.
 - Encourage staff to seek certification in their respective fields.
 - Develop Development Services Academy.
- ◆ To expand community outreach to educate the community regarding the development process.
 - Continue to conduct Construction and Development Resource Education (CADRE) forums, conduct ethics training and contractor training for using on-line permitting system, produce television programs, and publish the BluePrint newsletter.

GOALS & OBJECTIVES CONTINUED

- Expand outreach through electronic communication.
- Participate in monthly meetings conducted by the Real Estate Council and Professional Engineers in Private Practice.
- Conduct focus groups on the development process.
- Increase the number of public speaking engagements.
- Expand Building Safety Week Program.
- ◆ To continue the quality control program aimed at improving consistency in the application and interpretation of code requirements.
 - Promote use of Rules Decision Interpretation (RID) Program.
 - Prepare a Development Code Interpretation Manual and share information on the department's web site.
 - Develop Vested Rights Manual and share information on the department's web site.
- ◆ Provide support to other City departments involved in the development process.
 - Continue to streamline the review process for Master Development Plans.
 - Continue to support Neighborhood Action in the review of Tax Increment Financing (TIF) projects.
 - Continue to support Neighborhood Action with the Sweeps Program.
 - Continue to support Neighborhood Action with Affordable Parade of Homes Program.
- ◆ To continue re-engineering the development process.
 - Reorganize Field Operations by establishing commercial, residential, and investigative sections.
 - Expand combination inspection program.
 - Improve criteria and to standardize the review process for tree and landscaping plans.
 - Establish a single permit for residential construction.
 - Implement redesigned land development software mobile solution for inspections (Wave B of ERM Project).
 - Implement new land development software for zoning and platting (Wave B of ERM Project).
 - Assist in the development of an up-to-date geographic information system to include: addressing, Flood Plain, Historic, Federal Aviation Administration, Edward Recharge Zone District, Military Airport Overlay Zone, Extra Territorial Jurisdiction, River Overlay, Zoning, View Shed and other agency databases.

DEVELOPMENT SERVICES

**GENERAL FUND
STORM WATER FUND**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Provide for Safety and Welfare of San Antonio					
	Administer development codes through plan review	Total No. of Plans Reviewed – Residential	6,936	6,100	7,084	7,367
		Total No. of Plans Reviewed – Commercial	2,726	2,000	3,034	3,094
		No. of Inspections:				
		Building	38,485	40,980	37,648	38,401
		Electrical	43,921	47,267	48,611	49,583
		Mechanical	27,665	30,531	33,083	33,744
		Plumbing	63,988	85,591	82,769	84,425
		Sign	10,510	11,665	4,427	4,515
		Environ. (Tree/Landscape)	8,069	8,467	8,284	8,450
		Combination	6,297	13,442	N/A	N/A
	Construction (Subdivision)	15,202	16,650	19,856	20,253	
		TOTAL	214,137	254,593	234,677	239,371
	Administer development construction codes through zoning cases processed and acres platted	Total No. of Zoning Cases Processed	272	320	290	300
		Total No. of Acres Platted	4,828	4,680	5,890	6,000
	Improve Customer Service					
	To establish outreach and disseminate information regarding the development process	Professional Engineers in Private Practice	6	12	6	6
		Publication of BluePrint Quarterly Newsletter	2	4	3	4
No. of Construction and Development Resource Education (CADRE) Forums Held		3	4	6	4	
No. of TV Shows Produced		6	6	3	9	
No. of Real Estate Council Meetings Held		10	10	10	10	

DEVELOPMENT SERVICES

GENERAL FUND STORM WATER FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05	
Financial	Provide Economic Development Opportunities						
	Continue to improve the quality and efficiency of the development process	Avg. Days for Initial Plan Review ¹					
		Interior Finish Outs		15	19	15	17
		New Structures		27	34	25	30
		Residential		8	10	7	7
		Avg. Days for Plat Approval					
		Minor Plat ²					
		No. of Plats		273	N/A	272	245
		Completeness Review		2.7	N/A	2.6	3.0
		Technical Review		30.2	N/A	10.0	7.0
Major Plat ³							
No. of Plats		258	N/A	248	232		
Completeness Review		4.3	N/A	2.7	5.0		
Technical Review		55.1	N/A	30.8	35.0		
Internal Processes	Increase Neighborhood Planning						
	Coordinate with departments to enforce development and construction codes	Participate in Strategic Nuisance Abatement Program with Police	18	15	12	13	
		No. of Investigations	899	970	6,352	6,479	
	Rezoning property to implement the Revised Unified Development Code	Initiated Proactive Zoning Cases (Parcels)	8,418	10,000	9,000	9,200	
Employee Learning & Growth	Improve Employee Services						
	Provide a trained and competent workforce	% of Plan Reviewers, Inspectors, Planners and Engineers who are Certified or Professionally Licensed	29%	25%	33%	35%	
% of Staff Utilizing Continuing Education		100%	70%	80%	90%		

EXPLANATORY INFORMATION

¹ Plan Review Performance Goals: Interior Finish Out – 20 days; New Commercial Structures – 35 days; New Residential Construction – 10 days

² Minor Plat Review Performance Goals: Completeness Review – 3 days; Technical Review – 9 days

³ Major Plat Review Performance Goals: Completeness Review – 5 days; Technical Review – 35 days

PROGRAM CHANGES

- ◆ **REDUCTIONS** **\$58,838**

REDUCTION IN OVERTIME

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Development Services Department will be able to reduce their overtime budget by ten percent, or a total of \$9,176 in FY 2005.

EMPLOYEE UNIFORM INITIATIVE

This *reduction* totaling \$4,662 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

REDUCE FEES TO PROFESSIONAL CONTRACTORS FOR ELECTRICAL INTERNATIONAL COMMERCIAL CODE (ICC) EXAMINATIONS

This *reduction* will result in a \$25,000 savings in the City's General Fund by not conducting testing to license electricians. This reduction will not have an impact on the City since the State of Texas law assumed responsibility for licensing of electricians.

REDUCE FEES TO PROFESSIONAL CONTRACTORS FOR UNDESIRABLE BUSINESS OPERATIONS AMORTIZATION

This *reduction* will result in a \$20,000 savings in Fees to Professional Contractors by eliminating funding for the City to hire a consultant to recommend an amortization period for nonconforming businesses. Funding for this program can be re-established in future years.

- ◆ **IMRPOVEMENTS** **\$100,000**

GEOGRAPHICAL INFORMATION SYSTEMS (GIS) OVERLAY

This *improvement* will add \$100,000 for fees to professional contractors to create a GIS overlay to provide the ability to view vesting rights for all parcels of property in the City of San Antonio and Bexar County, Texas

DEVELOPMENT SERVICES**GENERAL FUND
STORM WATER FUND****GENERAL FUND EXPENDITURES BY CHARACTER**

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$8,168,349	\$9,491,689	\$9,415,970	\$10,415,759
CONTRACTUAL SERVICES	1,786,697	2,356,204	2,257,755	2,007,088
COMMODITIES	249,836	249,292	265,472	283,853
OTHER EXPENDITURES	58,672	58,672	58,672	128,008
CAPITAL OUTLAY	116,817	125,259	54,050	0
TOTAL EXPENDITURES	\$10,380,371	\$12,281,116	\$12,051,919	\$12,834,708
AUTHORIZED POSITIONS	203	210	210	214
FULL-TIME EQUIVALENTS	203.00	210.00	210.00	214.00

PROGRAM CHANGES

- ◆ IMPROVEMENTS \$4,557

WORKFORCE COMPENSATION ENHANCEMENT

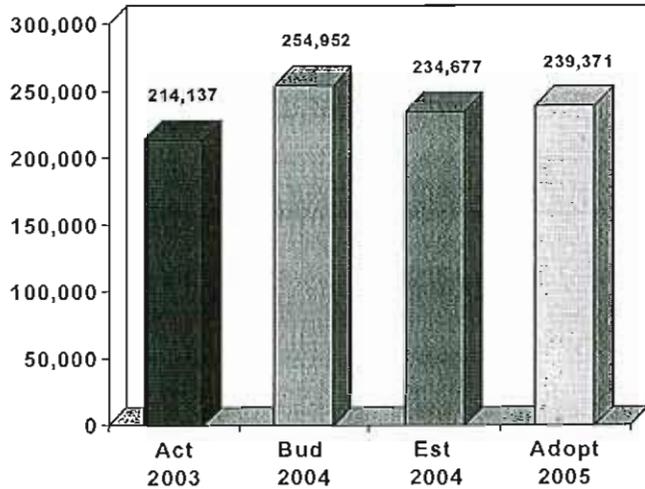
This *improvement* totaling \$4,557 will provide a market adjustment and performance pay incentive for eligible employees included in the Development Services Stormwater Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

STORMWATER FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$120,579	\$133,247	\$143,705	\$155,858
CONTRACTUAL SERVICES	1,704	4,921	5,274	7,416
TOTAL EXPENDITURES	\$122,283	\$138,168	\$148,979	\$163,274
AUTHORIZED POSITIONS	2	2	2	2
FULL-TIME EQUIVALENTS	2.00	2.00	2.00	2.00

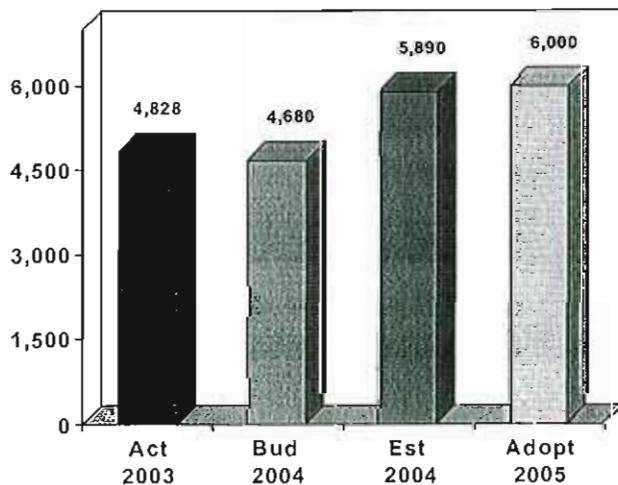
Number of Inspections Performed



✓ Total number of inspections performed to protect the health, safety, and welfare of the citizens of San Antonio.

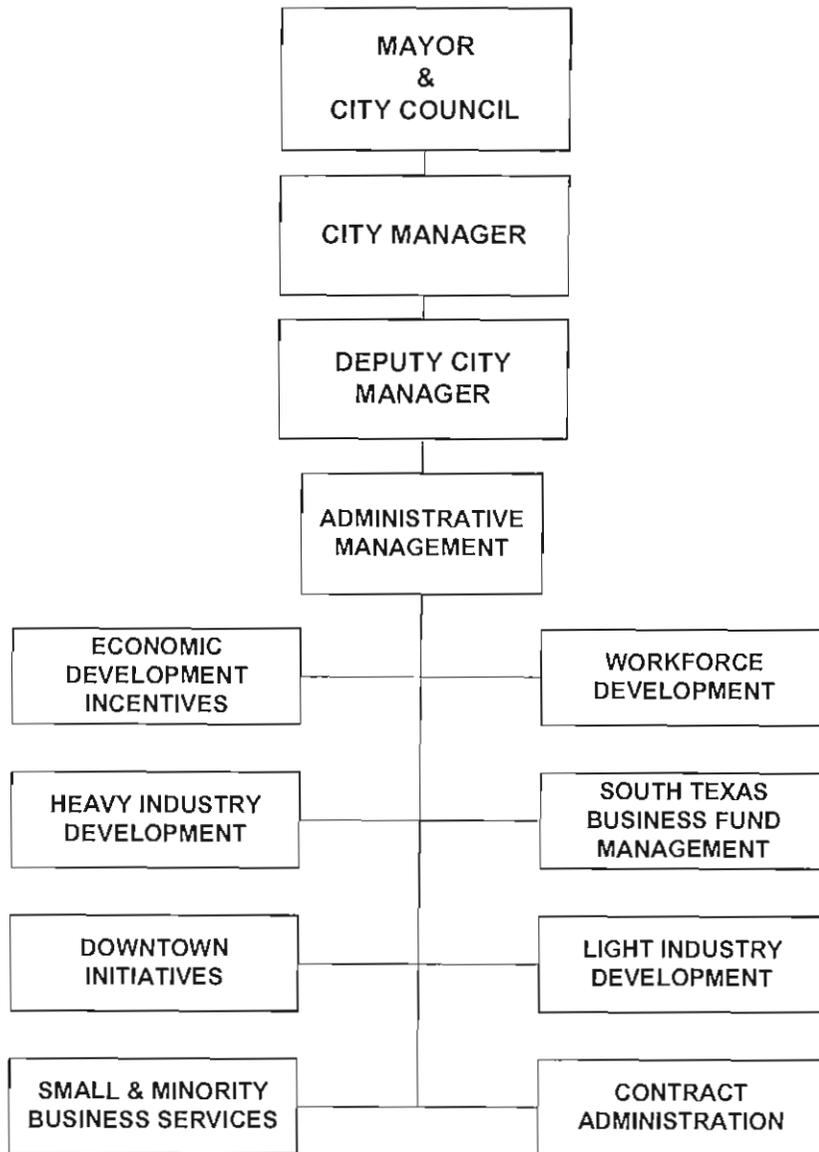
✓ Inspections performed by inspectors representing the building, electrical, mechanical, plumbing, sign, tree, landscape, and constructions trades.

Total Number of Acres Platted



✓ Total number of acres platted to promote orderly development by ensuring compliance with the City's Unified Development Code standards.

ECONOMIC DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	25.00	\$1,922,353
Categorical Grants	3.00	347,200
CDBG	1.00	68,671
South Texas Business Fund	8.00	506,965
Capital Projects	0.00	2,800,000
Total Funding	37.00	\$5,645,189

MISSION STATEMENT

To lead San Antonio's economic development activities through policy implementation, strategic planning, and partnerships to create jobs and provide for business retention.

PROGRAM INFORMATION

The Economic Development Department seeks to enhance the overall economic well-being of the community through responsible economic development, while protecting San Antonio's quality of life. Through successful collaborative efforts, the Department oversees implementation of the City's Economic Development Strategic Plan to achieve local goals and growth. The Department is aligned to focus on these Strategic Plan goals in the following functional areas:

The Office of the Director provides overall strategic, administrative and programmatic oversight.

The Operations and Monitoring division provides comprehensive oversight and support of fiscal, budgetary and personnel operations, as well as key contractual matters for the department.

The Heavy Industry Development division actively works with numerous economic development organizations to stimulate job growth and targeted investment by businesses in the following industries: aerospace, manufacturing distribution, trade and military missions.

The Light Industry Development division actively works with key economic development organizations to stimulate job growth and targeted investment by businesses in the following industries: biotechnology, telecommunications, information technology and business services.

The Development and Workforce Initiatives division coordinates activities to encourage development and redevelopment within targeted areas. This includes oversight of the Incentive Scorecard System designed to expedite the award of certain incentives to investors and developers. This division also administers the federal Empowerment Zone activities and informational services to businesses. Staff of this division also coordinates education and workforce development activities, on behalf of the City. In addition, the Downtown Public Improvement District activities are coordinated by this division to support commerce and the visitor industry.

The Small Business Development division, housed in the Development and Business Services Center, encompasses programs such as the Small Business Economic Development Advocacy program, which assists with government contracting opportunities to historically underutilized business communities. It also includes the First Point Business Information Office, which supplies business start-up information, technical assistance, site development and assistance with regulatory processes for new and expanding businesses.

In addition, the South Texas Business Fund (formerly San Antonio Local Development Company), a division of the Department, provides small business financing and assistance to support the capital needs of new and expanding businesses.

GOALS & OBJECTIVES

- ◆ Foster a favorable climate for economic growth by supporting existing industries and nurturing high-wage, substantial skill "targeted" industries.
- ◆ Facilitate new business development and small business growth.
- ◆ Promote redevelopment in downtown and targeted areas.
- ◆ Coordinate the activities of local economic development entities and agencies to effectively achieve community goals and maximize resources.
- ◆ Provide specialized training to improve job-related skills and workforce development.

ECONOMIC DEVELOPMENT

**GENERAL FUND
SOUTH TEXAS BUSINESS FUND**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Citizens' Well Being & Human Potential					
	Foster a Favorable Climate for Economic Growth	Total No. of Jobs Created/Retained through EDD Programs ¹	3,809	3,775	3,700	3,850
	Support Existing Industries and Nurture High-Wage Substantial Skill "Targeted" Industries	Mean Hourly Wage of Jobs Created through EDD Incentive Programs ²	\$23.14	\$15.12	\$18.34	\$18.50
Financial	Provide Economic Development Opportunities					
	Facilitate New Business Development and Small Business Growth	No. of Loans Made by South Texas Business Fund	72	90	83	90
		Total Contracting Dollars Awarded to MBE/WBE Contractors (In Millions)	\$45.9	\$44.9	\$42.2	\$46.9
		Total Contracting Dollars Awarded to SBE Contractors (In Millions)	\$87.6	\$84.0	\$68.3	\$87.0
Internal Processes	Improve Customer Service					
	Promote EDD incentive outreach efforts	Total No. of Clients Receiving Business Start Up Information	3,683	3,500	3,834	3,850
		% of MBE/WBE City-Wide Benchmarks Achieved	84.56%	100%	98%	100%
Employee Learning & Growth	Improve Employee Services					
	Provide Opportunities for Specialized Training	% of Employees Completing Minimum Training & Professional Development Courses ³	22%	75%	75%	80%

EXPLANATORY INFORMATION

- ¹ This includes all jobs in which EDD has been directly involved in recruitment, retention, or expansion of local companies. Such EDD efforts include meetings with company representatives to present information on City incentive programs, facilitating meetings with other economic development partners, or assisting in resolution of development issues.
- ² Actual FY 2003 includes Toyota impact. Revised, Estimated, and Adopted figures are calculated based on a variety of sources, such as contracts, information provided on tax phase-in applications, and other information provided by companies.
- ³ Minimum of two courses per fiscal year.

ECONOMIC DEVELOPMENT**GENERAL FUND
SOUTH TEXAS BUSINESS FUND****PROGRAM CHANGES****◆ IMPROVEMENTS****\$11,656*****WORKFORCE COMPENSATION ENHANCEMENT***

This *improvement* totaling \$11,656 will provide a market adjustment and performance pay incentive for eligible employees included in the South Texas Business Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, full-time and part-time civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

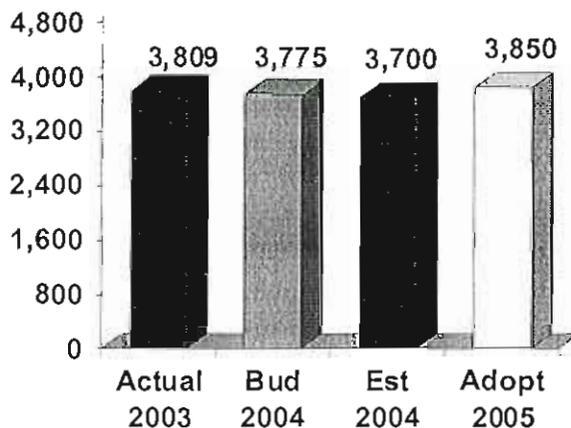
GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$1,294,072	\$1,504,870	\$1,547,533	\$1,584,587
CONTRACTUAL SERVICES	256,575	272,470	218,499	302,903
COMMODITIES	20,368	24,747	25,739	24,747
OTHER EXPENDITURES	7,122	12,122	11,572	10,116
CAPITAL OUTLAY	1,799	0	0	0
TOTAL EXPENDITURES	\$1,579,936	\$1,814,209	\$1,803,343	\$1,922,353
AUTHORIZED POSITIONS	25	25	25	25
FULL-TIME EQUIVALENTS	25.00	25.00	25.00	25.00

SOUTH TEXAS BUSINESS FUND EXPENDITURES BY CHARACTER

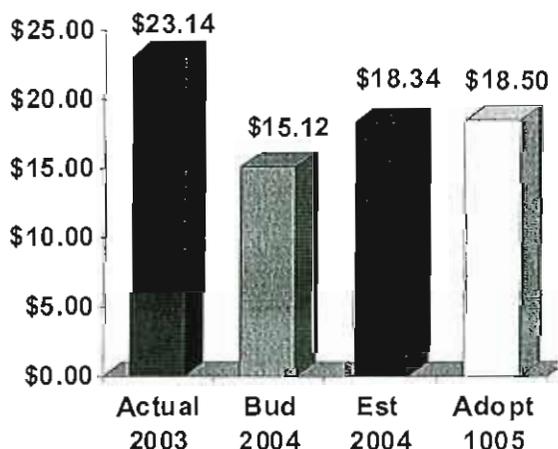
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$415,516	\$423,249	\$425,826	\$445,401
CONTRACTUAL SERVICES	33,300	\$57,310	53,882	54,064
COMMODITIES	6,436	\$6,372	6,372	6,372
OTHER EXPENDITURES	1,128	\$1,128	1,128	1,128
CAPITAL OUTLAY	5,615	0	0	0
TRANSFERS	10,476	43,555	43,555	43,555
TOTAL EXPENDITURES	\$472,471	\$531,614	\$530,763	\$550,520
AUTHORIZED POSITIONS	8	8	8	8
FULL-TIME EQUIVALENTS	8.00	8.00	8.00	8.00

TOTAL NUMBER OF JOBS CREATED/RETAINED THROUGH EDD PROGRAMS



✓ Measure reflects all jobs in which EDD has been directly involved in recruitment, retention, or expansion of local companies.

MEAN HOURLY WAGE OF JOBS CREATED THROUGH EDD INCENTIVE PROGRAMS



✓ Actual FY 2003 includes the impact of the Toyota Plant scheduled to open in 2006.

ECONOMIC DEVELOPMENT

GRANT SUMMARY

Below is a comprehensive listing of the grant expected by the Economic Development Department in FY 2005. Details on this grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Procurement Technical Assistance	\$149,950	\$0	\$19,930	\$177,320	\$347,200
TOTAL	\$149,950	\$0	\$19,930	\$177,320	\$347,200

ECONOMIC DEVELOPMENT PROCUREMENT TECHNICAL ASSISTANCE

PROGRAM INFORMATION:

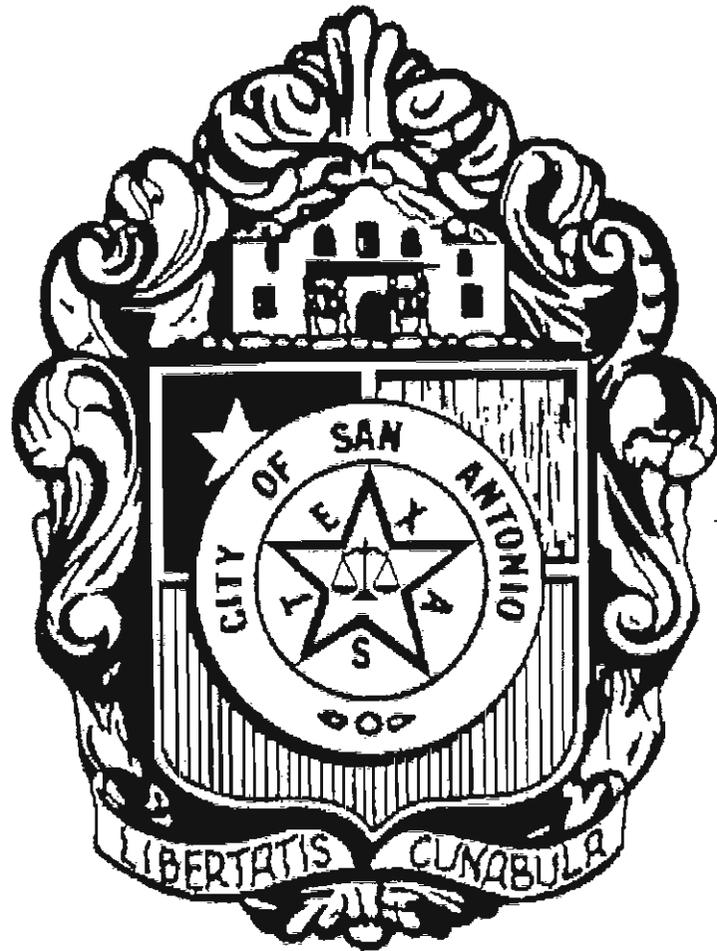
The Procurement Technical Assistance Center (PTAC) promotes economic development and business retention by assisting small businesses to competitively obtain government procurement contracts. The PTAC administers the City's cooperative agreement with the U.S. Department of Defense (DoD) to provide services in the San Antonio area and twelve surrounding counties. The program assists businesses to develop contracts with all federal, state, and local government agencies. This activity helps to stimulate job creation, increase the tax base, and also supports the City's small, minority, and women-owned procurement goals. This grant program covers the period of January 1, 2005 through December 31, 2005.

PERFORMANCE MEASURES

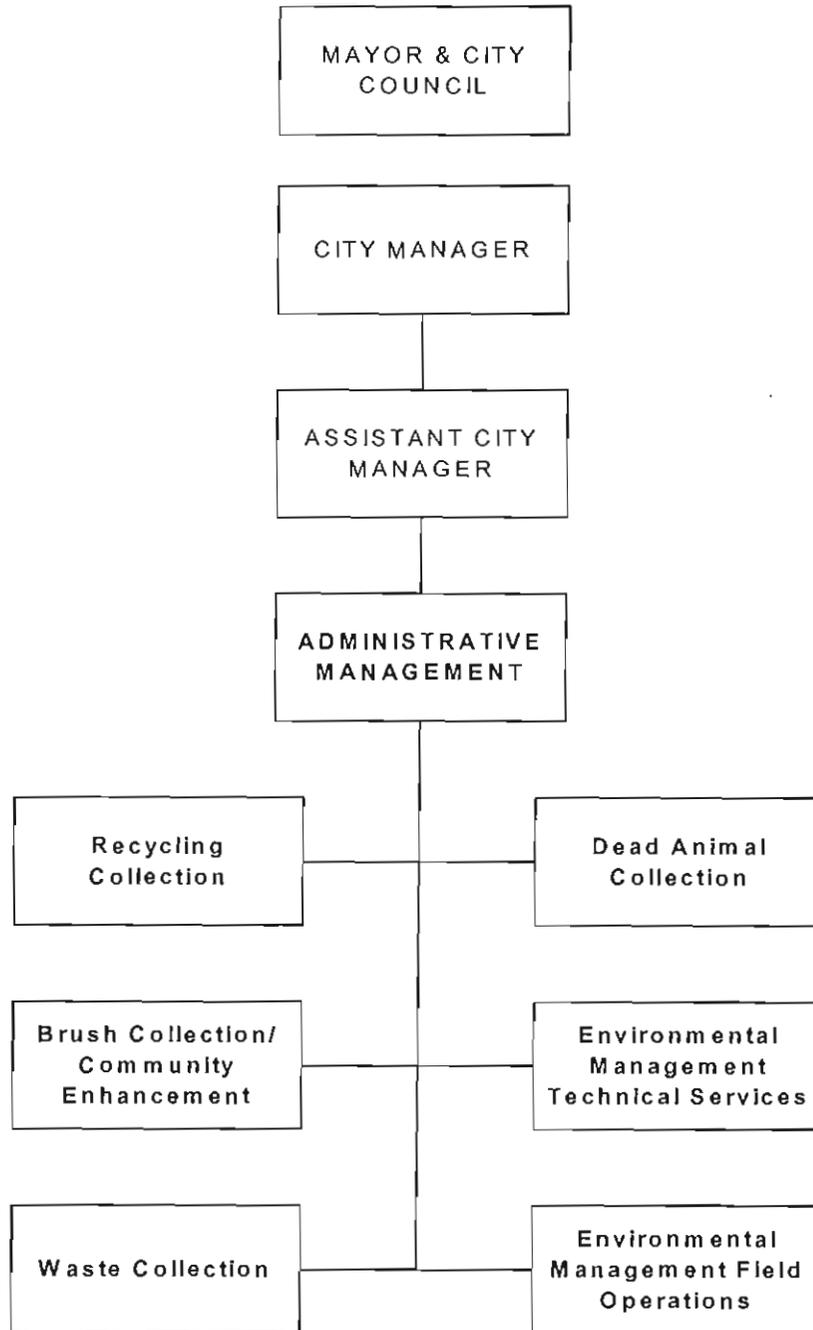
	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of PTAC personnel	3	3	3
No. of clients in database	415	400	400
Output:			
Conferences Sponsored	39	22	22
Efficiency:			
No. of Initial Counseling Sessions	271	260	260
Effectiveness:			
No. of follow up Counseling Sessions	328	500	500

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY	\$0	\$19,930	\$19,930
FEDERAL	149,950	149,950	149,950
OTHER – (City In-kind)	156,655	206,141	177,320
TOTAL FUNDING	\$306,605	\$376,021	\$347,200
EXPENDITURES			
PERSONAL SERVICES	\$279,302	\$356,091	\$327,270
CONTRACTUAL SERVICES	20,596	10,430	10,430
COMMODITIES	0	9,500	9,500
OTHER EXPENDITURES	6,707	0	0
TOTAL EXPENDITURES	\$306,605	\$376,021	\$347,200
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	3	3	3
	3.00	3.00	3.00



ENVIRONMENTAL SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Environmental Services Revenue Fund	578.28	\$53,970,253
Total Funding	578.28	\$53,970,253

ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES FUND

MISSION STATEMENT

The Environmental Services Department is committed to enhancing the City's health, safety, and welfare by providing the highest quality of environmental services that are equitable, consistent and dependable. Our team of dedicated and proactive employees will strive to provide efficient, effective, and accountable customer service.

PROGRAM INFORMATION

The Environmental Services Revenue Fund receives most of the revenues from the Residential Solid Waste Fee, the Brush Fee, and the Environmental Fee as collected by City Public Service. Additional revenues to this fund are generated from Licensing and Permitting Fees, Mulch and Brush Disposal Fees, and Out of Cycle Collection Fees. The fund supports both the Solid Waste and Environmental Management Divisions of the Environmental Services Department.

The Solid Waste Division is responsible for the collection of municipal solid waste generated by over 309,000 homes within the City of San Antonio. The primary services provided by this Division includes bi-weekly collection of residential garbage, weekly curbside collection of residential recyclables, dead animal collection, downtown night garbage collection, and the bi-annual collection of residential brush and bulky items. Additionally, the Division provides waste collection to a limited number of commercial businesses in the downtown area. Other services include on-call Out-Of-Cycle collection service for brush and bulky items, supporting neighborhood associations and civic groups through the weekend Dial-A-Trailer program, and sponsorship of Keep San Antonio Beautiful Association. The Division maintains an on-going public outreach program, disseminating information concerning public health and safety and the various services provided to the general community. The Solid Waste Division also provides cleanups for special events, weather-related emergencies and other high priority waste management needs of the City.

The Environmental Management Division is responsible for ensuring City facilities and construction projects are in compliance with all federal, state and local environmental rules and regulations. This Division assesses and investigates the environmental conditions of soil, air and groundwater for the City. Other major responsibilities of the Division involve administering the City's Air Quality and Household Hazardous Waste (HHW) Programs, monitoring and maintaining closed landfills, operating the Bitters Brush Recycling Center and overseeing or performing asbestos surveys/abatement, energy efficiency efforts and environmental remediation.

GOALS & OBJECTIVES

Solid Waste

To provide the citizens of San Antonio with the highest quality of equitable solid waste, brush/bulky waste and recycling services in a cost effective manner through planning, developing, implementing and coordinating all programs associated with the City's infrastructure system for collection, recycling and disposal of municipal solid waste.

- ◆ Improve the Solid Waste Division's quality of service and cost effectiveness by completing the Automated Collection Pilot and if proven effective, develop a long-range plan for City-wide implementation.
- ◆ Improve the City's recycling program by evaluating improved collection and processing methods.
- ◆ Improve the efficiency of the brush collection program by implementing roll-off containers.
- ◆ Monitor the cost/benefit of the various contracted areas and internalize those areas that prove beneficial.
- ◆ Improve working conditions at departmental facilities in terms of safety and efficiency.
- ◆ Evaluate collection efficiencies for possible improvements through the use of transfer stations or other potential operational systems.
- ◆ Continue to raise public awareness of solid waste issues through various educational programs.
- ◆ Provide continued professional development and employee training in the Solid Waste Division.

ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES FUND

GOALS & OBJECTIVES CONTINUED

Environmental Management

To provide the City of San Antonio with the highest quality of environmental services in a cost effective manner through efficient planning, coordination and implementation of technical and specialized field services.

- ◆ Maintain environmental compliance for all City facilities, construction projects and closed landfills.
- ◆ Continue educating the community about ground level ozone and the importance of reducing air pollution.
- ◆ Seek grants and other funding opportunities to enhance and efficiently operate the Household Hazardous Waste Drop Off Center.
- ◆ Provide continued professional development and employee training in the Environmental Management Division.
- ◆ Strive to perform Environmental Investigations in-house and contract less than 30% of the Environmental Investigations to consultants.
- ◆ Educate the community and City employees about energy efficiency and air quality opportunities.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Provide For Safety and Welfare of San Antonio					
	Provide safe and convenient disposal for household hazardous waste	No. of Tons of Household Hazardous Waste Received	289	318	305	310
	Provide a free alternate waste disposal method with Free Landfill Disposal Days	No. of Tons Collected	1,500	N/A	2,080	2,500
		No. of Cars Counted	2,334	N/A	3,214	3,500
	Implement automated garbage collection	No. of homes converted to automated	0	0	6,800	44,285
	Provide convenient and timely Brush and Bulky Item Collections and Public Education	No. of Public Outreach Events ¹	152	170	216	220
Financial	Provide Accountability to the Public					
	Provide cost efficient household hazardous waste management	Disposal/Processing Cost for Household Hazardous Waste	\$381,406	\$335,082	\$376,847	\$380,000
	Control landfill disposal costs by promoting increased brush and paper recycling	% of Waste Diverted from the Landfill	7.5%	8.0%	8.3%	8.2%

ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	Provide The Best Service Possible					
	Provide safe and efficient collection of weekly garbage	Tons Collected per Crew per Week ²	62.2	63.0	62.5	63.0
	Continue the Brush and Bulky Item Program to meet the needs of the citizens	No. of Brush Notification Tags Delivered to Citizens ³	549,824	551,950	551,950	555,078
	Enforce the Brush and Bulky Item Program to meet the needs of the citizens	No. of Citations and/or Court Cases Filed	216	225	248	273
	Maintain environmental compliance for all City facilities and projects	Total Environmental Investigations and Corrective Actions ⁴	1,034	675	781	678
Employee Learning & Growth	Improve Employee Development Training					
	Provide continued professional development and employee training in the Solid Waste Division	% of Employees Receiving Safety Incentives ⁵	80%	75%	77%	76%
	Provide continued professional development and employee training	Total No. of Training Session Opportunities	122	135	140	137

EXPLANATORY INFORMATION

- ¹ Environmental Education – Public Outreach programs include: Neighborhood Action meetings, Ambassador meetings, Keep San Antonio Beautiful, Cleanup Commission, and all Media campaigns. Will include Air Quality and Clean Energy presentations.
- ² Garbage Collection – The City Workload Standard for garbage collection is 63 tons per three-man crew per week. Each crew services one route. There are currently 109 authorized routes serviced by City Crews.
- ³ Brush Notification Tags – Reflects tags delivered to City serviced homes. Contracted homes are not included.
- ⁴ Environmental Actions – These actions include environmental site assessments under the National Environmental Policy Act, asbestos surveys, asbestos abatements and surveys of special construction projects. Increase is due to an abnormal amount of projects, which is not anticipated for next year, mainly due to economic factors and reducing public funding. Each project varies in degree of scope of work required. Any excess burden will be contracted out as each project pays for its actions.
- ⁵ Safety – For FY 2004 the Safety Incentive Program changed and the qualifying criteria became more stringent.

ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES FUND

PROGRAM CHANGES

- ◆ REDIRECTIONS/REDUCTIONS \$1,299,767

EMPLOYEE UNIFORM INITIATIVE

This adopted *reduction* totaling \$12,611 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This adopted *reduction* will result in net savings totaling \$476,320 in the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

REDUCTION IN VEHICLE REPAIRS & MAINTENANCE EXPENSE

This *reduction* in Maintenance & Repair expenses totaling \$454,590 is the result of the implementation of the annual programmed purchase of replacement garbage and recycling trucks as recommend in the FY 2004 Fleet Replacement Schedule. The Department, when evaluating the replacement schedule's recommendations, conducted a comparison of current maintenance & repair costs to replacement costs. Results of this evaluation concluded that purchase of replacement equipment is the most cost effective approach as a result of lower maintenance & repair costs associated with the new equipment therefore resulting in the adopted reduction.

EFFICIENCY FOR SINGLE STREAM PROCESSING

This *reduction* is the result of the new Single Stream Recycling Processing contract. The use of the single stream collection method of recyclables is more efficient than the current dual stream collection method. With the single stream method, the driver does not have to perform curbside sorting. The sorting will be done by the processor. The use of the single stream collection method will allow for a reduction of four Recycling Driver positions and four recycling trucks. This will result in an overall savings of \$125,073.

REIMBURSEMENT OF ENVIRONMENTAL TECHNICAL STAFF

This *redirection* will reflect a new method of charging the costs of the technical staff of the Environmental Management to the various non-General Fund projects. Currently, most of the work performed by the Environmental Management includes risk assessments, National Environmental Policy Act (NEPA), asbestos and environmental audits to the benefit of other departments. Currently, only contracted costs are recovered from the requesting department and/or its project funds. This proposal will establish a policy allowing the department to recover all costs, including personnel, equipment, and overhead. This improvement will reduce the overall departmental expense by \$231,173.

ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES FUND

PROGRAM CHANGES CONTINUED

◆ IMPROVEMENTS

\$631,048

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* totaling \$619,930 will provide a market adjustment and performance pay incentive for eligible employees included in the Environmental Services Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

CERTIFICATION PAY PILOT PROGRAM

This adopted *improvement* totaling \$8,718 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

CASH HANDLING POLICY & PROCEDURES

This adopted *improvement* totaling \$2,400 will provide for necessary improvements to ensure that proper cash handling policies and procedures and adequate internal controls are in place. Citywide improvements include adding additional positions and selected back ground checks as well as acquiring items such as security cameras, new cash registers, and credit card terminals.

ADD TWO ROUTE ANALYSTS

through FY 2005 improvement needed analysts added by CPS, etc

This *improvement* will add two Route Analyst positions for nine months to conduct audits of solid waste collection routes to ensure that revenues are received for all services rendered. It is anticipated that the Route Analyst positions will recover lost revenues of approximately \$226,000 annually in lost revenues from non-billed or inaccurately billed customers. Recurring costs are estimated at \$70,680 annually, for net revenue back to the fund of \$155,000.

GEO-PROBE DRILLING UNIT

This *improvement* reflects the efficiencies achieved by using an in-house drilling device for environmental assessments instead of using outside contractors. This improvement will add one Equipment Operator II for twelve months. The savings generated will offset the cost of the Geo-Probe Drilling Unit. This improvement is self-supporting and will have a zero effect on the overall budget.

ADD IN-HOUSE TECHNICAL STAFF RESOURCES

This *improvement* reflects the efficiencies achieved by using one additional in-house technical staff person to conduct environmental assessments conforming to the National Environmental Policy Act (NEPA). This improvement will add one Special Projects Coordinator for twelve months. The savings generated will offset the cost of the additional technical staff person. This improvement is self-supporting and will have a zero effect on the overall budget.

ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES FUND

PROGRAM CHANGES CONTINUED

♦ MANDATES \$727,319

COLLECTION AND DISPOSAL INCREASES

Collection and disposal contracts are scheduled for a mandated price increase based on contract requirements. All seven collection and three disposal contracts will increase based on the Consumer Price Index (CPI). The collection and disposal contracts are estimated to increase by \$279,913 and \$369,641 respectively. The total cost of this *mandate* in FY 2005 will be \$649,554.

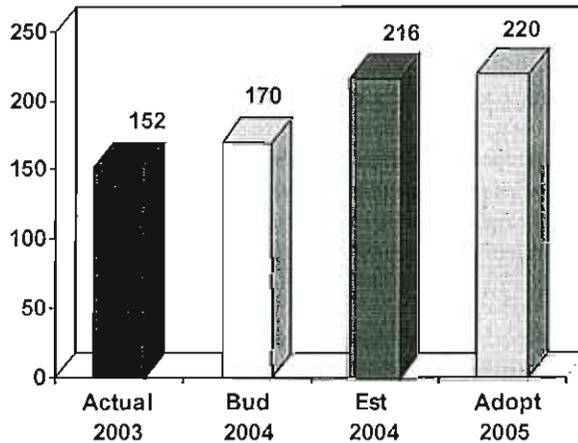
INCREASES TO THE BILLING AND COLLECTION EXPENSE

Collection costs associated with the monthly billing and collection of the Solid Waste, Brush and Environmental Fees are scheduled for a mandated increase based on contract renewal requirements. All collection costs will increase based on the consumer price index (CPI) and may also be subject to increases as set forth by the United States Postal Service. The collection costs for all fees are estimated to increase by \$77,765.

ENVIRONMENTAL SERVICES REVENUE FUND EXPENDITURES BY CHARACTER

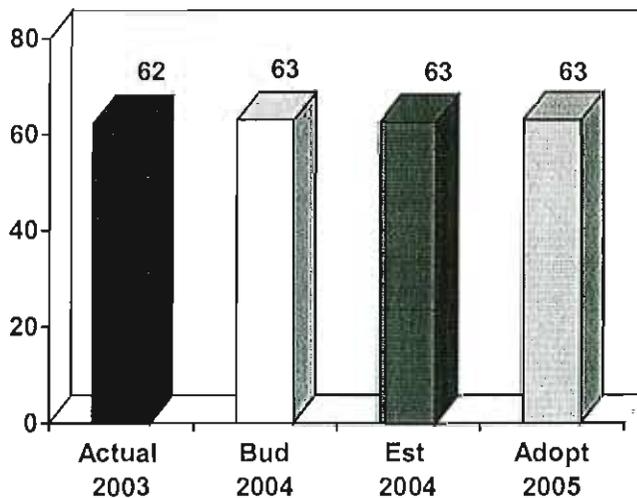
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$21,349,002	\$22,057,802	\$22,146,541	\$23,139,801
CONTRACTUAL SERVICES	20,649,118	21,615,930	21,068,355	23,535,715
COMMODITIES	3,044,707	2,896,057	2,990,570	2,728,519
OTHER EXPENDITURES	708,096	795,340	808,133	789,579
CAPITAL OUTLAY	382,259	395,762	430,762	120,902
TRANSFERS	2,829,874	3,488,083	3,496,767	3,655,737
TOTAL EXPENDITURES	\$48,963,056	\$51,248,974	\$50,941,128	\$53,970,253
AUTHORIZED POSITIONS	603	613	613	613
FULL-TIME EQUIVALENTS	568.28	578.28	578.28	578.28

BRUSH COLLECTION Number of Annual Public Outreach Events



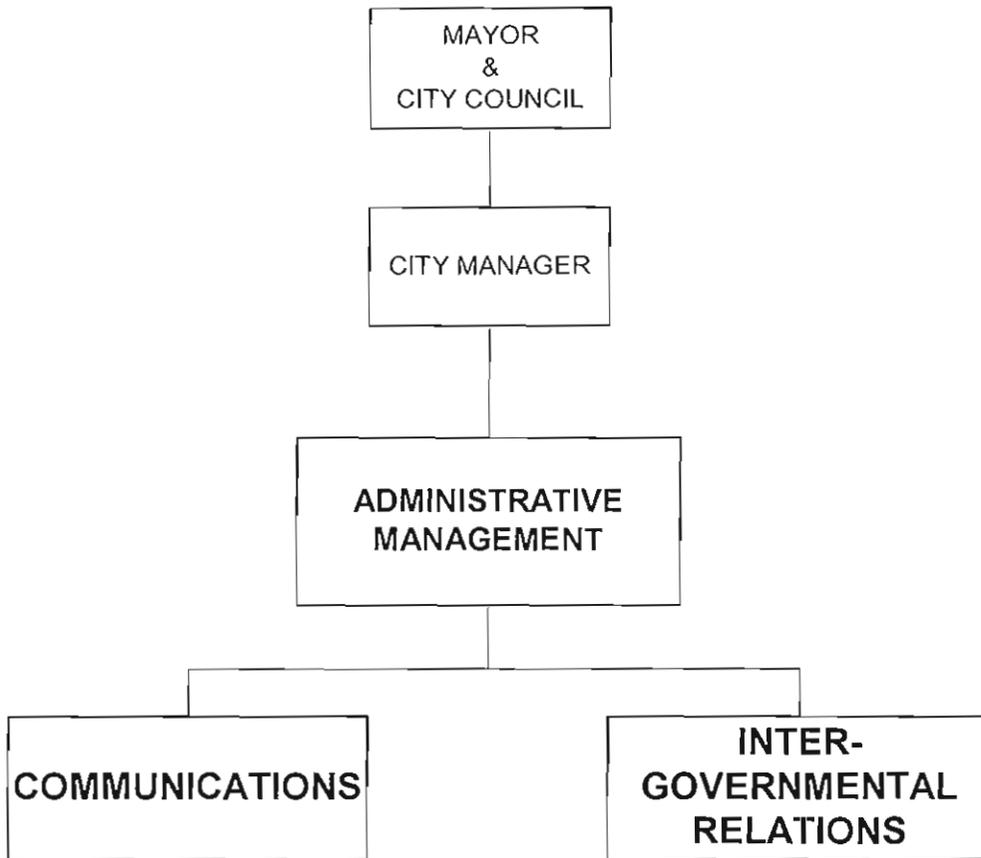
- ✓ Public Outreach Events Include:
 - Neighborhood Association Meetings
 - Environmental Ambassador Meetings
 - Keep San Antonio Beautiful Events
 - Cleanup Commission Events
 - Various Media Campaigns
 - Departmental Sponsored Events

GARBAGE COLLECTED Per Crew Per Week (In Tons)



- ✓ Environmental Services will provide safe and efficient collection of weekly garbage to an estimated 309,000 homes in FY 2005
- ✓ The City workload standard is 63.0 tons per crew per week (manual system)

EXTERNAL RELATIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	13.00	\$1,347,713
Community & Visitors Facilities Fund	1.00	*
Environmental Services Fund	1.00	*
Total Funding	15.00	\$1,347,713

*Appropriation totals for these positions appear in their respective funds.

MISSION STATEMENT

The mission of the External Relations Department is to facilitate outreach to community, corporate and governmental entities through the management of the City's state and federal legislative and regulatory activities; to identify, evaluate and administer intergovernmental cooperative agreements; and to communicate information about City programs and services to employees and the public.

PROGRAM INFORMATION

The External Relations Department monitors state and federal government activities, develops legislative programs approved by City Council, manages the City's federal and state consultants, and coordinates legislative activities with other local, public and private-sector entities. The External Relations Department also manages inter-local contracts and agreements and performs other special projects related to intergovernmental cooperation.

The Communications Staff is responsible for developing public awareness campaigns on City programs and events. The Division disseminates public information to employees, the general public and the media for the purpose of assisting the public in understanding City services.

GOALS & OBJECTIVES

- ◆ To manage the processes of legislative and regulatory government at the state and federal level in coordination with other City departments to benefit the City.
 - Review federal and state legislation and determine the impact to the City.
 - Promote legislative and regulatory initiatives that will benefit the City.
 - Identify and defeat legislation that will negatively impact the City.
 - Involve San Antonio legislative and congressional delegations in issues affecting the City.
- ◆ To identify and implement agreements with other political subdivisions to increase efficiency and service to the citizens of San Antonio.
 - Analyze all current inter-local agreements in an effort to determine their fiscal impact.
 - Assess potential inter-local agreements with other government entities.
 - Negotiate fair and equitable agreements in a professional and timely manner.
 - Strengthen communications and working relationships with area political and corporate entities.
 - Facilitate the integration of City and County services, where applicable, as a means to increase efficiency and customer service.
- ◆ To support and encourage communications which inform and educate the community and employees about City programs and services.
 - Initiate communication plans and services which support City departments.
 - Create internal communication methods to inform, educate and support City employees.
 - Develop and produce communication tools to inform the public about the City's services and accomplishments.
 - Coordinate media relations' efforts for the City of San Antonio.
 - Manage the City's government access cable television station.

EXTERNAL RELATIONS

GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Customer Service					
	To support and encourage communications which inform and educate the community and employees about City programs and services	No. of News Releases	414	422	424	426
		No. of TVSA Programs	278	285	314	304
Financial	Leverage Other Funding Sources					
	To analyze all current inter-local agreements in an effort to determine their fiscal impact	Avg. Monthly Revenue Received from Interlocal Agreements	\$258,875	\$279,185	\$273,116	\$281,309
		To promote legislation and regulatory initiatives which will benefit the City	Federal Funds Received Related to the Federal Initiatives Program (In Millions) ¹	\$30.28	\$51.30	\$9.95
Internal Processes	Provide Accountability to the Public					
	To initiate communication plans and services which support City departments	Total No. of Media Inquiries/ Contacts	811	780	823	835
		To promote legislation and regulatory initiatives which will benefit the City	% of State Legislative Program Initiatives Enacted ²	75%	N/A	N/A
Employee Learning & Growth	Improve Information Technology Service Delivery					
	To create internal communication methods to inform, educate, and support City employees	No. of Training Hours Received by Department Employees Attending Professional Development Training Sessions	204	182	186	195
		No. of Persons Attending Communications Training Sessions Provided by the Communications Staff	40	45	58	51

BALANCED SCORECARD CONTINUED**EXPLANATORY INFORMATION**

¹ The FY 2005 adopted represents a total of \$17 million in high priority project funding included in the TEA-21 Reauthorization Bill. If re-authorized, the total funds will be made available for these projects over a 6-year period. The FY 2005 adopted includes \$6.3 million that the City is projected to receive under the 2005 Urban Area Security Initiative, a \$2.25 million request for the San Antonio River Channel Improvements Project and a \$1.7 million request for SAWS. There is the possibility that Congress will pass another Continuing Resolution on Appropriations 2005, resulting in level funding for the next fiscal year. If this does occur, the appropriation requests listed above may not be considered until the next Congress.

² The figures for FY 2004 cannot be determined because the Texas Legislature is only in session in odd-numbered years. Although a special session was called in 2004, only legislative initiatives pertaining to public school finance were considered. Therefore, no state legislative initiatives can be enacted during this time period.

PROGRAM CHANGES

◆ **REDIRECTIONS/REDUCTIONS** **\$9,675**

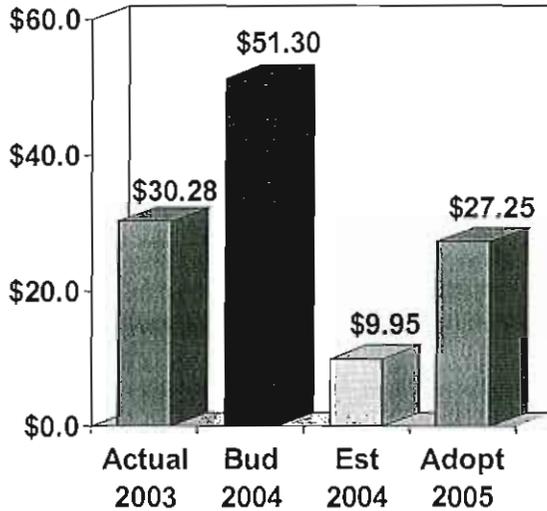
REDUCE LINE ITEM BUDGET

This reduction will result in \$9,675 in savings in several line item expense budgets. The Department will manage resources to minimize the impact of the reduction on its current level of service.

GENERAL FUND EXPENDITURES BY CHARACTER

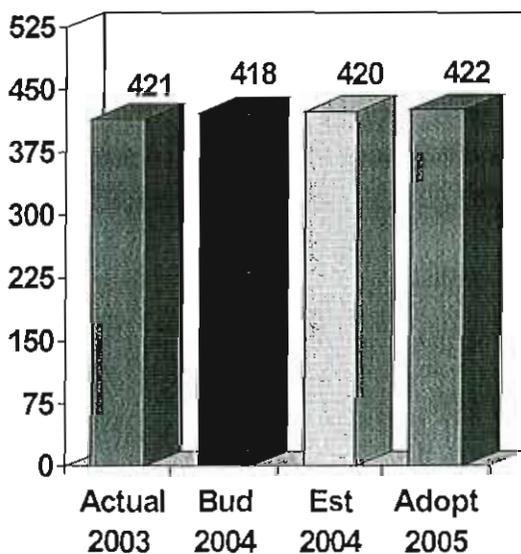
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$684,426	\$783,828	\$802,780	\$808,009
CONTRACTUAL SERVICES	428,271	514,394	506,346	523,803
COMMODITIES	11,988	13,732	10,378	12,432
OTHER EXPENDITURES	3,524	3,524	3,524	3,469
CAPITAL OUTLAY	4,232	0	0	0
TOTAL EXPENDITURES	\$1,132,441	\$1,315,478	\$1,323,028	\$1,347,713
AUTHORIZED POSITIONS	12	13	13	13
FULL-TIME EQUIVALENTS	12.00	13.00	13.00	13.00

**FEDERAL FUNDS RECEIVED RELATED TO THE
FEDERAL INITIATIVES PROGRAM
(In Millions)**

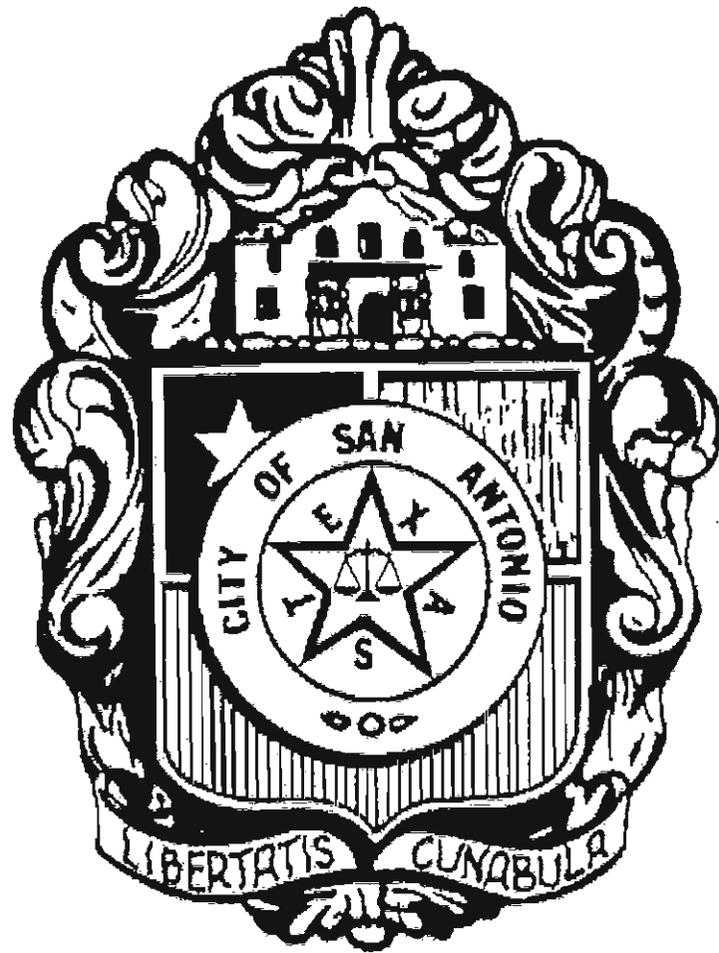


✓ The anticipated 47% decrease from FY 2004 to FY 2005 federal funds received is due to Congress having passed several Continuing Resolutions which has resulted in the delayed funding of a number of projects. Significant portions of funding expected to become available during FY 2004 will not be available until FY 2005 or possibly later.

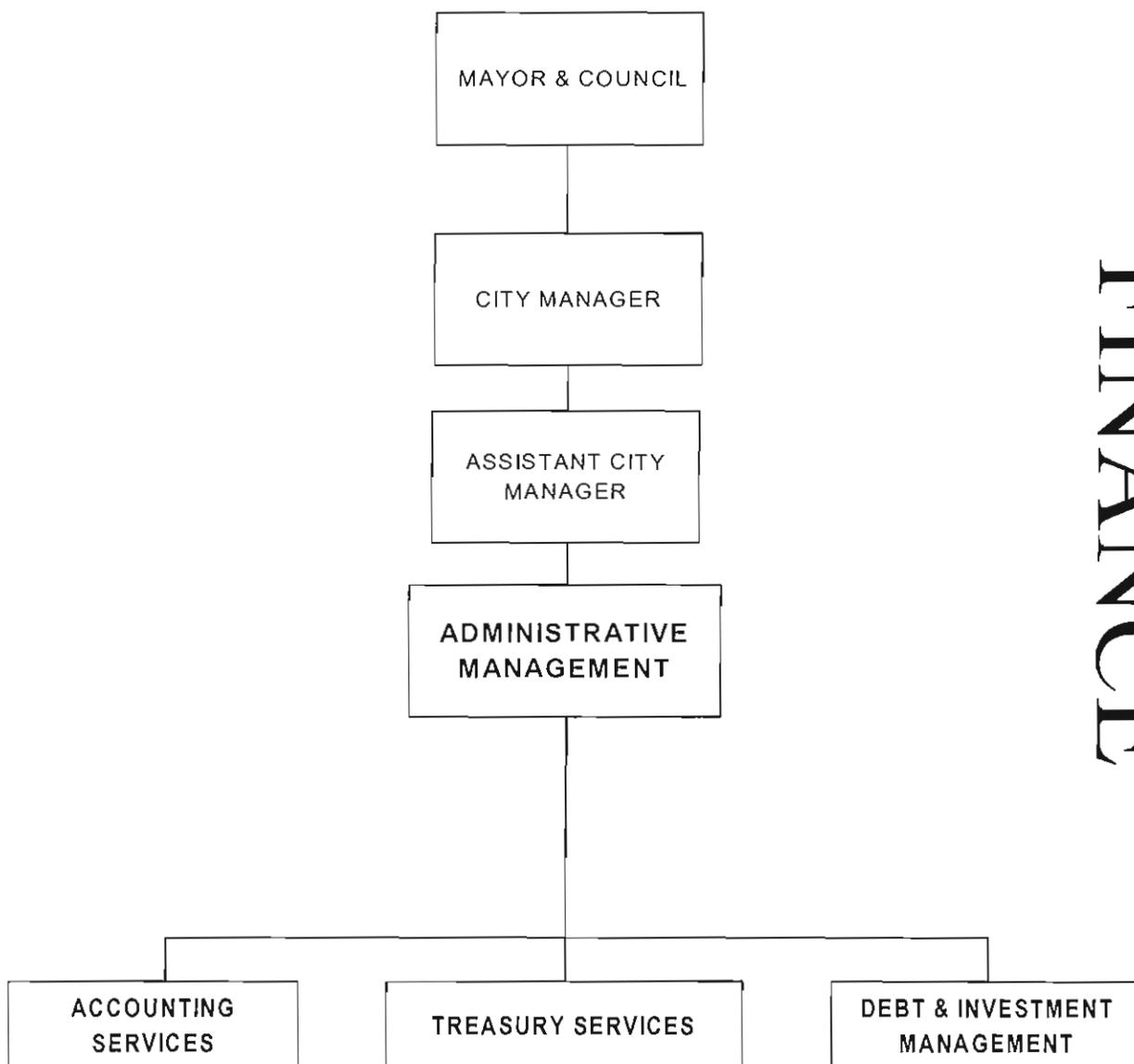
TOTAL NUMBER OF NEWS RELEASES



✓ The Communications Division strives to increase its outreach to its external and internal customers on a yearly basis. The numbers reflect an attempt to increase awareness of City programs and services amongst the community and City employees.



FINANCE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	86.00	\$6,714,378
Self-Insurance Workers' Compensation	7.00	*
Community Development Block Grant	5.00	69,225
Total Funding	98.00	\$6,783,603

* Appropriation totals for these positions appear in their respective funds.

MISSION STATEMENT

The Department of Finance has the fiduciary responsibility to safeguard the City's financial assets and manage its financial resources in accordance with the goals of the City Council, City Manager and in compliance with applicable laws and generally accepted accounting and financial principles.

PROGRAM INFORMATION

The Department of Finance is responsible for accounting and management of the City's financial assets and resources and financial oversight of public utilities, in accordance with the goals established by the City Council, City Manager and in compliance with applicable laws, principals, rules and regulations promulgated by regulatory agencies of municipal finance and public utility industries. The Department supports all City departments and agencies by providing comprehensive financial services, including accounting, treasury, banking, debt and investment management, ad valorem tax administration, resolution of audit findings and recommendations, along with the coordination and implementation of related internal controls. Responsibilities also include regulatory and financial oversight of all public utilities in San Antonio. Additionally, the Department provides financial oversight of the City's Liability Program, Workers' Compensation Program, Employee Benefits Programs, Fire and Police Pension Fund and Fire and Police Retiree Health Care Fund.

GOALS & OBJECTIVES

- ◆ Assist with implementation of an Enterprise Resource Management (ERM) system including Development Services, Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP), that will provide the infrastructure to enable the City to integrate diverse applications and improved business processes.
- ◆ Provide timely reports (CAFR, Single Audits, Capital Projects Fund Balance Report, Bond Disclosure and Investment Reports) and enhance the quality and efficiency by which financial services are delivered to the citizens, City departments, outside governmental agencies and vendors.
- ◆ Continue comprehensive review, analysis and evaluation of debt management, portfolio investment management and banking services.
- ◆ Evaluate investment and financing opportunities in order to generate revenue, reduce costs and/or refinance existing debt to achieve interest savings.
- ◆ Manage the accounts receivable section and billing process in coordination with ERM system. This action will assist the Department in preserving and proactively managing issues affecting the City's revenue sources.
- ◆ Continue to exercise regulatory/financial oversight over utilities, including rate reviews and the negotiation and management of utility/franchise contracts.
- ◆ Ensure compliance with alcoholic beverage and coin-operated amusement machine license and permit requirements for all applicable businesses through on-site inspections and coordination with the Texas Alcoholic Beverage Commission.
- ◆ Implement Customer First practices by providing training for departmental staff in order to improve the quality of customer service provided by the department.
- ◆ Analyze innovative financing tools and strategies to reduce costs and/or increase revenues for projects funded by Hotel Occupancy Tax revenues.
- ◆ Continue preparation to welcome the Government Finance Officer's Association 99th Annual Conference in June 2005. Approximately 6,400 delegates and an additional 2,000 participants and visitors will visit San Antonio. The purpose of the conference is to enhance and promote the professional management of government for the public benefit.
- ◆ Respond to audit findings and recommendations reported by the City Auditor's Office, City's external auditors and grantor agencies, and within reasonable time frames, complete all actions that correct or otherwise resolve matters brought to management's attention.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide timely and user-friendly financial reports and enhance the quality and efficiency by which financial services are delivered	Turnaround Time on CAFR (days) ¹	146	152	182	146
		No. of Accounting Staff Hours Devoted to Annual Audit	10,036	12,000	11,000	12,000
		Avg. No. of Transactions per Accountant per Month	1,717	1,800	1,800	1,900
		Avg. No. of Customers Served per Revenue Cashier per Month	2,769	2,850	2,650	2,600
Financial	Provide Accountability to Public					
	Continue comprehensive review, analysis and evaluation of debt management, portfolio investments and banking services	Value of Investment Trade-Cost Basis (billions) ²	\$2.58	\$3.06	\$1.82	\$2.28
		Avg. Life of General Bonded Indebtedness at FYE (years)	7.82	7.46	7.61	7.27
		Avg. Cost of Financing General Obligation Debt at FYE	4.63%	4.71%	4.54%	4.53%
		% of Certificates of Obligation	22.88%	25.77%	24.68%	24.52%
	Provide Accountability to Public					
	Ensure compliance with alcoholic beverages and coin-operated amusement machine license and permit requirements	No. of On-Site License Inspections	6,874	6,750	5,750	7,000
		No. of Alcoholic Beverage Warning Violations Issued	486	500	550	600
		No. of Coin-Operated Amusement Machines Sealed	1,211	700	450	550

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Process	Innovative and Proactive City Government					
	Manage the Accounts Receivable Section and centralized billing process in coordination with ERM	Net Revenue Collected After Costs	\$976,702	\$900,000	\$838,030	\$834,070
		% of Cost to Collect Accounts Receivable to Amount Collected	13.7%	17.3%	16.2%	16.6%
	Continue implementation of improvements to the payment and procurement processes	Avg. No. of Vouchers Processed per Accounts Payable Clerk per Month	1,315	1,268	1,710	1,880
		No. of Checks Issued (excluding payroll)	69,578	69,000	66,000	72,600
		No. of Accounts Payable Vendors Paid	13,622	13,340	14,240	15,440
		Turnaround Time for Accounts Payable Checks (business days)	18	18	14	12
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Continue to provide education to staff to improve service delivery	No. of Hours of Training Provided	600	750	1,130	1,270

EXPLANATORY INFORMATION

- ¹ Number of days required to prepare the CAFR for the most recent fiscal year ended.
- ² Value of City's investment portfolio based on the cost of the securities acquired, as of fiscal year end.

PROGRAM CHANGES

◆ **REDIRECTIONS/REDUCTIONS** **\$32,298**

REDIRECT TAX INVESTIGATOR POSITION TO FINANCIAL AUDITS

This *redirection* will shift the responsibilities of the Tax Investigator position from performing on-site inspections of businesses that manufacture, sell or serve alcoholic beverages or have coin operated amusement machines to conducting financial audits on the collections of the Hotel/Motel Occupancy Taxes.

ELIMINATE ONE VACANT SR. OFFICE ASSISTANT

This *reduction* will provide for the elimination of one Sr. Office Assistant Position in the Accounts Payable Section. The position currently processes Fire and Police off-duty invoices, Workman's Compensation collections for Police and Fire, subpoenas, preparing hour and dollar adjustments for keypunch, managing all returned W-2's and 1099's for resubmission, and completing verification of employment for Mortgage Companies, Texas department of Human Services, Social Security Administration, and San Antonio Housing Authority. The ERM project will essentially reduce the functions of the position. This reduction will result in total savings to the General Fund of \$28,876 in FY 2005.

OVERTIME REDUCTION

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Finance Department will be able to reduce their overtime budget by ten percent, or a total of \$1,000 in FY 2005.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This *reduction* will result in net savings totaling \$2,422 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

◆ **IMPROVEMENTS** **\$52,600**

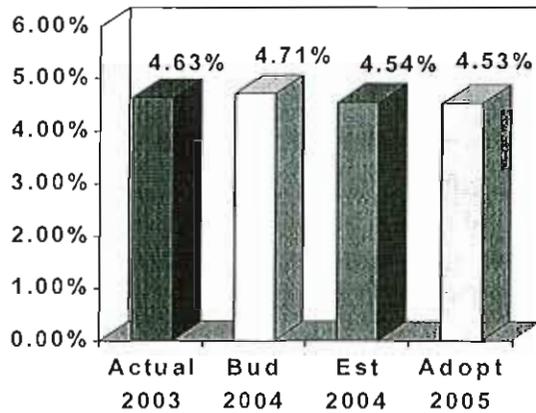
CASH HANDLING POLICY & PROCEDURES

This *improvement* totaling \$52,600 will provide for necessary improvements to ensure that proper cash handling policies and procedures and adequate internal controls are in place. Citywide improvements include adding additional positions and selected back ground checks as well as acquiring items such as security cameras, new cash registers, and credit card terminals.

FINANCE**GENERAL FUND****GENERAL FUND EXPENDITURES BY CHARACTER**

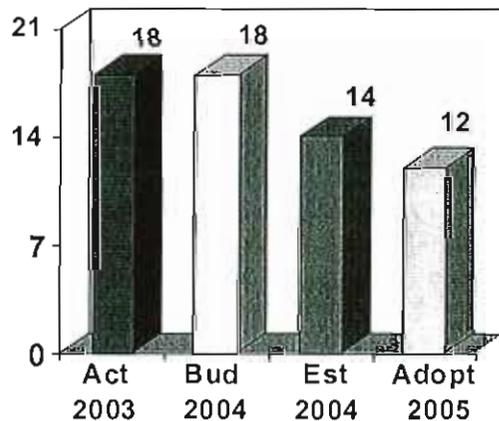
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$3,747,643	\$4,154,673	\$4,220,559	\$4,000,610
CONTRACTUAL SERVICES	3,172,374	3,641,931	3,732,135	2,659,257
COMMODITIES	58,907	32,818	48,333	32,318
OTHER EXPENDITURES	23,548	23,548	23,548	22,193
CAPITAL OUTLAY	4,407	0	10,173	0
TOTAL EXPENDITURES	\$7,006,879	\$7,852,970	\$8,034,748	\$6,714,378
AUTHORIZED POSITIONS	91	89	89	86
FULL-TIME EQUIVALENTS	91.00	89.00	89.00	86.00

AVERAGE COST OF FINANCING GENERAL OBLIGATION DEBT AT FISCAL YEAR END



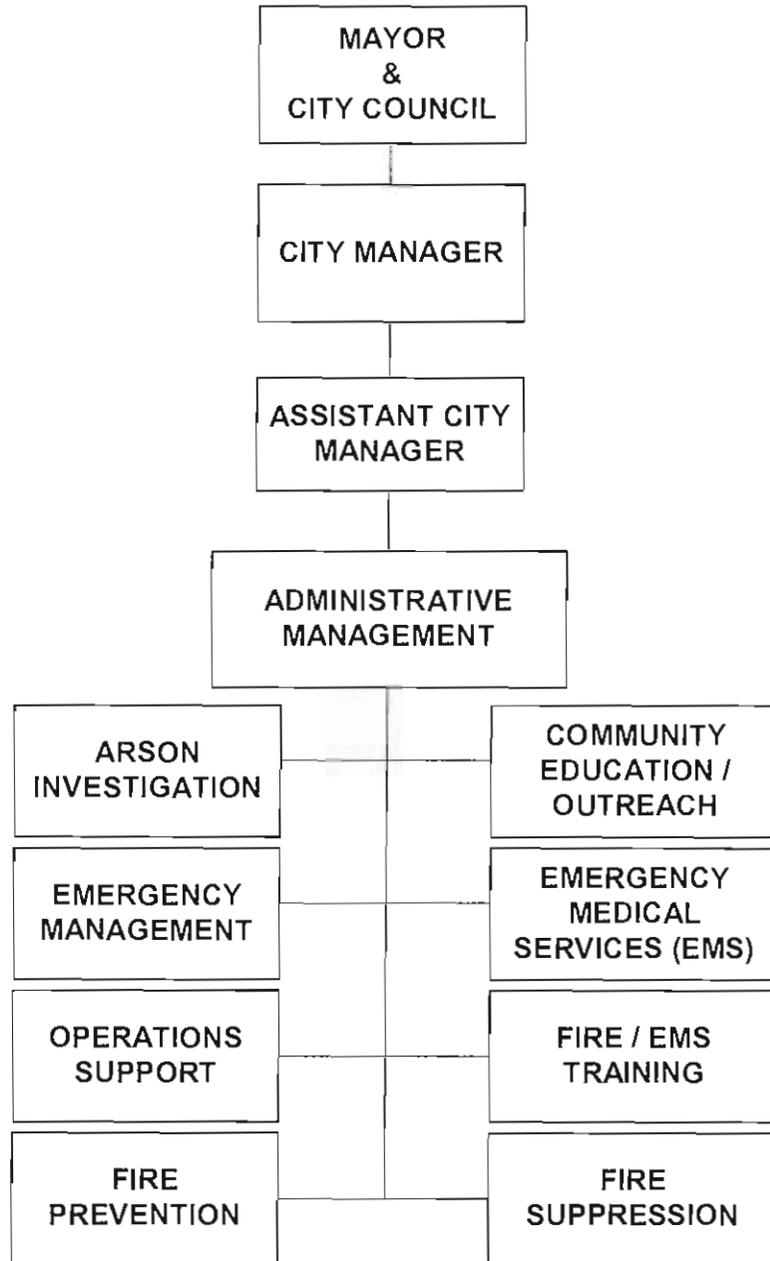
✓ Measures average rate of interest on all outstanding general obligation bonds and certificates of obligation at fiscal year end.

TURNAROUND TIME FOR ACCOUNTS PAYABLE CHECKS (BUSINESS DAYS)



✓ Measures number of business days to process vendor payments.





FIRE

APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	1,200.00	\$120,894,699
EMS-Special Revenue Fund	337.00	42,753,278
Categorical Grants	0.00	5,130,198
Capital Projects	0.00	7,171,000
Total Funding	1,537.00	\$175,949,175

MISSION STATEMENT

To minimize and prevent injury, loss of life and property from fire and other natural and man-made disasters through community prevention, education, training of personnel, well-maintained equipment, and optimal distribution of resources.

PROGRAM INFORMATION

The Fire Department provides fire prevention, fire suppression, medical first responder, emergency management, and rescue services to the public. The department conducts inspections for building safety, issues permits, investigates fires of suspicious nature, maintains firefighting apparatus and equipment, receives and dispatches calls for fire and medical services, trains departmental personnel, conducts community education, and coordinates the homeland security/emergency preparedness effort of the City.

GOALS & OBJECTIVES

- ◆ To focus on long range planning in order to ensure that the highest possible level of Fire and EMS services are provided to the citizens of our community
 - By maintaining the Fire Department's Master Plan
- ◆ To ensure appropriate levels of staffing in order to provide for the safety of the community
 - By providing four person staffing in FY 2005 on 40 of the City's 48 pumper companies
 - By continuing effective applicant processing in order to fill vacant positions quickly, while maintaining the Department's high standards of selecting applicants during the hiring process
- ◆ To provide homeland security response capabilities
 - By training and equipping response personnel
 - By implementing and planning the coordination of homeland security efforts with local, regional, state, and federal agencies
- ◆ To enhance Emergency Operations capabilities
 - By seeking outside resources through grants, foundations, and other governmental agencies
 - By creating community based programs to deliver quality city/emergency/fire services
- ◆ To enhance the Department's facilities and equipment in order to reduce injuries and maintenance costs
 - By continuing a facilities maintenance plan to replace and renovate fire stations
 - By replacing and maintaining support vehicles and supplies through the utilization of the information management system
- ◆ To optimize area coverage to provide better fire services
 - By adding and strategically locating fire fighting companies
 - By working closely with all City departments on new and expanding areas
- ◆ To enhance department operations
 - By utilizing civilian support staff to optimize productivity of uniform staff
 - By finding innovative ways to apply new and existing technology
 - By routinely creating, reviewing, and revising emergency procedures
 - By providing in-service training to responders
- ◆ To provide for the safety and welfare of the community through educational and code enforcement efforts
 - By inspecting buildings to detect and eliminate fire and safety hazards
 - By educating the public on fire safety and emergency preparedness
 - By intervening in the fire-setting behavior of children
 - By actively participating in community service programs
- ◆ To provide for the safety and welfare of uniformed firefighter personnel
 - By providing a protective ensemble for each firefighter
 - By implementing safety and wellness programs
 - By providing reliable apparatus and equipment
 - By providing firefighter safety-oriented in-service training

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Provide for Safety and Welfare of San Antonio					
	To optimize area coverage to provide better fire services	% of Total Calls with a Response Time of 8 Minutes and Under from Call Entry to Arrival	81.27%	82.00%	81.39%	81.78%
	Maximize the number of people contacted about fire safety	No. of Persons Receiving Fire Safety Education ¹	31,824	50,030	38,030	45,030
		No. of Persons Contacted Through the Adopt-a-School Program	N/A	N/A	51,592	52,003
	No. of Children Contacted by Juvenile Fire Setters Intervention Program	19,309	39,459	15,982	20,000	
Financial	Provide Accountability to Public					
	Maximize alternative sources of funding	Grant Funds, Foundation Funds, and Other Sources of Funding Leveraged/ Awarded ²	\$428,460	\$5,953,979	\$5,563,619	\$5,250,198
	Focus on long range planning to ensure the highest level of Fire service	% of Pumpers in the Replacement Fund	75%	75%	75%	75%
		% of Ladders in the Replacement Fund/Buy-in Program ³	48%	48%	48%	57%
Internal Processes	Maintain Existing Infrastructure					
	Enhance the Department's facilities and equipment to reduce injuries and maintenance costs	Avg. Age of Pumpers Scheduled for Replacement	8.00	N/A	9.00	10.00
		Avg. Age of Ladders Scheduled for Replacement	12.30	N/A	11.09	12.09
		No. of Facility Repair Follow-up Inspections/Investigations per Year ⁴	100	N/A	107	110
Strategically locate fire fighting companies	% of City Blocks Able to be Reached Within 4.25 Minutes Travel Time	86.8%	87.0%	87.2%	87.6%	
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Utilization of technology to increase the availability of timely information	% of Frontline Fire Suppression Vehicles with LMDT Capabilities of Interaction with Dispatch	92%	92%	100%	100%
		No. of Fire Pre-Plans Accessible ⁵	9,167	10,538	8,488	8,888

BALANCED SCORECARD CONTINUED

EXPLANATORY INFORMATION

- ¹ Adopted FY 05 is lower because the Adopt-a-School Program was added. With the addition of this Program, the same message will be given to a larger group of people.
- ² The total grant amount for Revised Budget FY 04 includes the Office of Domestic Preparedness award of \$5,137,519. The Fire Department and other City Departments are utilizing this grant. The Estimated FY 04 is down compared to the Revised Budget FY 04 figure because several grants were not received; however, additional grant funding (not budgeted for) offset this decrease.
- ³ Two new fire trucks will be added to the Replacement Fund in FY 05.
- ⁴ This is a new measure that indicates the total number of times the SAFD Facility Coordinator conducts Repair Follow-up Inspections and Repair Request Investigations.
- ⁵ The process of retrieving preplans was recently enhanced to minimize the counting of duplicate entries.

PROGRAM CHANGES

◆ REDIRECTIONS/ REDUCTIONS \$103,469

ELIMINATE SAFEHOUSE OVERTIME FOR RODEO

This *reduction* eliminates overtime used to fund the safehouse during the rodeo. The safehouse is an educational program used to teach home fire safety to families. The FY 2005 savings total \$12,000.

CITYWIDE OVERTIME REDUCTION

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Fire Department will be able to *reduce* their overtime budget by five percent, or a total of \$91,469 in FY 2005.

◆ MANDATES \$5,605,267

COLLECTIVE BARGAINING AGREEMENT

This *mandate* reflects the incremental added costs of the current collective bargaining agreement approved with the San Antonio Professional Firefighters Association. Specifically, the resources provide for a contractually required 3% pay increase, increases to various incentives, and new step-pays for Firefighters (from D to E) and Fire Apparatus Operators (from C to D). The cost of this mandate for FY 2005 is \$4,582,048.

LONGEVITY PAY

The 2002 collective bargaining agreement stipulates that the City provide an increase in salaries based on years of employment for all uniform personnel. This *mandate* will address the contractually mandated increase in base salaries by three percent for each block of five years served, with a maximum of 18% for 30 years of tenure. The incremental increase for this mandate in FY 2005 for all uniformed employees in the Fire Department General Fund totals \$375,590.

PROGRAM CHANGES CONTINUED

SELF-CONTAINED BREATHING APPARATUS (SCBA)

The Texas Department of Transportation mandates the removal and replacement of Self-Contained Breathing Apparatus (SCBA) cylinders from service at 15 years. The San Antonio Fire Department will be replacing 1,150 cylinders and associated equipment through more cost-effective technology. Utilizing a five-year lease option, equipment to be replaced includes SCBA masks, harnesses, PASS alarms, regulators and pressure reducers. This *mandate* reflects the initial payment into the lease agreement. Future annual lease payments will be partially offset by savings realized from maintenance of the old equipment. The cost of this mandate for FY 2005 is \$575,300.

EMERGENCY MEDICAL TECHNICIAN (EMT) BASIC RECERTIFICATION FEE

This *mandate* reflects the incremental added costs for the contract with the Texas Department of Health for providing testing and continuing education for firefighters to receive and maintain EMT-Basic Recertification. The cost of this mandate for FY 2005 is \$3,854.

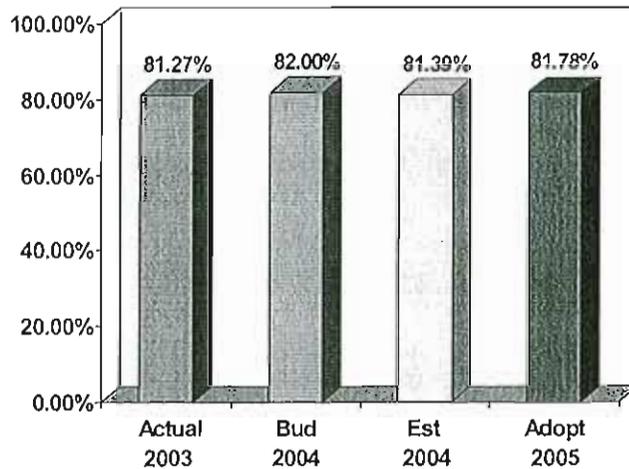
FIRE TRAINING ACADEMY OPERATIONS AND MAINTENANCE COSTS

This *mandate* reflects recurring operations and maintenance costs resulting from the construction of the new fire-training academy included in the 1999 General Obligation Bond Program. The cost of this mandate for FY 2005 is \$68,475.

GENERAL FUND EXPENDITURES BY CHARACTER

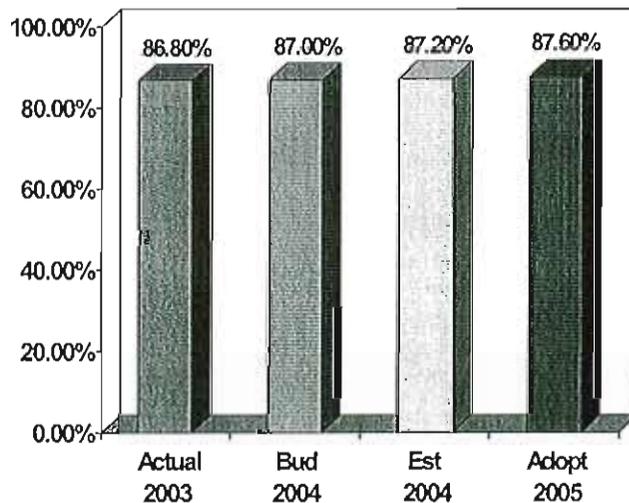
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$98,175,635	\$100,877,709	\$101,509,978	\$107,791,483
CONTRACTUAL SERVICES	5,253,710	5,891,728	5,487,312	8,538,261
COMMODITIES	1,821,386	1,829,830	1,727,484	1,841,391
OTHER EXPENDITURES	3,310,428	2,960,095	2,960,095	2,326,444
CAPITAL OUTLAY	140,496	994	0	397,120
TOTAL EXPENDITURES	\$108,701,655	\$111,560,356	\$111,684,869	120,894,699
AUTHORIZED POSITIONS	1,203	1,200	1,200	1,200
FULL-TIME EQUIVALENTS	1,203.00	1,200.00	1,200.00	1,200.00

% OF TOTAL CALLS WITH A RESPONSE TIME OF 8 MINUTES AND UNDER FROM CALL ENTRY TO ARRIVAL



✓ Eight minutes and under is a national standard and defines methods for strategically locating fire fighting companies and providing better Fire services.

% OF CITY BLOCKS ABLE TO BE REACHED WITHIN 4.25 MINUTES TRAVEL TIME



✓ This is an internal benchmark used for locating fire facilities. The goal is to locate these facilities within 4.15 minutes travel time of 90% of all City blocks.

EMERGENCY MEDICAL SERVICES

EMERGENCY MEDICAL SERVICES FUND

MISSION STATEMENT

To minimize the loss of life and the effects of illness and injury by providing immediate and reliable response to medical emergencies and to assess, treat, stabilize, and transport patients to an appropriate medical facility where definitive medical care can be continued or upgraded.

PROGRAM INFORMATION

Emergency Medical Services (EMS) provides advanced life support at the site of medical emergencies and transports patients to appropriate medical facilities. Physicians provide 24-hour on-line medical control via voice communication. The Medical Director and registered nurses conduct continuing education and quality assurance sessions for emergency medical personnel. All EMS units are equipped with laptop computers, which allow voiceless communication. Paramedics utilize bicycles and a specialized golf cart to serve citizens attending major functions and events within the City of San Antonio. EMS personnel are proactively involved in injury prevention and health awareness programs targeted toward the community at large.

GOALS & OBJECTIVES

- ◆ To address the emergency medical needs of the community.
 - By promptly responding to citizen requests for emergency medical service.
- ◆ To respond to incidents involving weapons of mass destruction, hazardous materials and tactical scenarios involving law enforcement agencies.
 - By educating, training, and activating a special operations team.
- ◆ To optimize area coverage.
 - By strategically placing peak period units in specific, targeted areas of the City during periods of high demand.
- ◆ To maintain the average response time within the Emergency Medical Service response areas.
 - By maintaining a Call Reported to Dispatch time of .75 minutes.
 - By maintaining a Dispatch to Response time of 1.25 minutes.
 - By maintaining an average travel time within the City of 6.0 minutes.
 - By maintaining an average travel time within the suburbs of 7.0 minutes.
- ◆ To proactively reduce the occurrence and impact of citizen injuries and illnesses.
 - By promoting and participating in preventive and health-based community outreach programs which include, but are not limited to, bicycle helmet use and safety, drowning prevention, stroke awareness, and CPR class sessions for adults and elementary-aged students.
- ◆ To maximize net revenue from ambulance services.
 - By implementing policies that improve the quality and quantity of patient information obtained by paramedics for billing purposes.
- ◆ To provide adequate replacement and maintenance of support vehicles, equipment and supplies to effectively and efficiently maintain department operations.
 - By the implementation of the fleet management system.
- ◆ To optimize operational efficiency and improve customer service.
 - By reviewing/updating administrative and operational policies regularly for validity and effectiveness.
 - By implementing a quality assurance program that investigates citizen-based concerns specific to individual paramedics and provides education and/or training to paramedics as necessary.
 - By emphasizing customer service to field officers and paramedics during continuing education in order to improve the communication and informational processes between the patients and paramedics.
- ◆ To enhance departmental efficiency.
 - By utilizing civilian support staff to optimize productivity of uniformed staff.
- ◆ To enhance employee performance.
 - By implementing safety and wellness programs.

EMERGENCY MEDICAL SERVICES

EMERGENCY MEDICAL SERVICES FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Provide for Safety and Welfare of San Antonio					
	To address the emergency needs of the community by promptly responding to citizen requests for emergency service	No. of Units Dispatched	114,729	117,157	119,880	124,383
	To initiate basic patient care as quickly as possible	Avg. Reported to Arrival Time for First Responders ¹	6.49	N/A	6.52	6.60
	Maintain a City average response time of 8.00 minutes	Avg. Reported to Arrival Time Within the City	7.99	8.04	8.14	8.30
	Maintain a suburban average response time of 9.00 minutes	Avg. Reported to Arrival Time Within the Suburbs	8.68	8.78	8.98	9.11
	Improve Customer Service					
	Improve customer service by implementing a quality assurance program that investigates citizen-based concerns	No. of Customer Contacts	10,274	10,544	10,808	11,220
	Decrease the occurrence of injuries and illness to citizens by promoting and participating in preventive and health-based community outreach programs	No. of People Contacted Through Community Outreach Events ²	5,247	18,500	6,512	6,788
Financial	Provide Accountability to Public					
	Maximize net revenue from ambulance services by implementing policies that improve the quality and quantity of patient information obtained by paramedics for billing purposes	No. of Billable Records per Year	77,390	76,152	83,860	90,012
Internal Processes	Maintain Existing Infrastructure					
	Optimize area coverage	No. of Responses per Full-time Unit	4,101	4,198	4,287	4,448
		No. of Responses per Peak Period Unit	1,836	1,706	1,777	1,844

EMERGENCY MEDICAL SERVICES

EMERGENCY MEDICAL SERVICES FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Enhance employee performance	Total Number of Training Class Hours Received by EMS Personnel	15,100	25,800	17,113	20,950

EXPLANATORY INFORMATION

- ¹ This is a new measure that indicates the average response time from Call Reported to Arrival for a SAFD First Responder Unit. First Responders are automatically dispatched when the closest EMS Unit is more than six minutes away from the scene of the incident, and are automatically dispatched for specific incidents (e.g., drownings, electrocutions, rollovers, industrial accidents, and full cardiac arrests).
- ² In previous years, the count included the number of participants and estimated the number of attendees that the outreach program would encounter at any given event. EMS now determines the number by information submitted by participants after the events.

PROGRAM CHANGES

◆ **REDIRECTIONS/ REDUCTIONS** \$255,436

REDUCE REGULAR OVERTIME EXPENDITURES

This *reduction* reduces regular overtime expenditures by allowing Fire Paramedic FAOs (Firefighter Apparatus Operators) to work EMS overtime. The FY 2005 savings in overtime expenditures totals \$30,263.

ELIMINATE MORTUARY SERVICES CONTRACT

For the past 20 years, San Antonio's EMS has utilized contractual services to pick up deceased persons within the City limits. However, State statute mandates the County Medical Examiner's Office performs this duty. This *reduction* will transfer the responsibility thus resulting in savings of \$61,168.

ELIMINATE TWO STOCK CLERKS

This *reduction* eliminates two filled stock clerks that shuttle spare EMS units (ambulances) to paramedics in the field to switch out those that need to be serviced. These services will be taken over by the Purchasing Department. The FY 2005 savings for the EMS Fund totals \$54,418.

EFFICIENCIES IN CITY VEHICLE USE & MAINTENANCE

This *reduction* results in net savings totaling \$109,587 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

EMERGENCY MEDICAL SERVICES

EMERGENCY MEDICAL SERVICES FUND

PROGRAM CHANGES CONTINUED

♦ MANDATES \$1,763,647

COLLECTIVE BARGAINING AGREEMENT

This *mandate* reflects the incremental added costs of the current collective bargaining agreement approved with the San Antonio Professional Firefighters Association. Specifically, the resources provide for a contractually required 3% pay increase, increases to various incentives, and new step-pays for Firefighters (from D to E) and Fire Apparatus Operators (from C to D). The cost of this mandate for FY 2005 is \$1,590,810.

EMERGENCY MEDICAL SUPPLIES

This *mandate* reflects the contractually required increases for emergency medical supplies. The cost of this mandate for FY 2005 totals \$71,075.

LONGEVITY PAY

The 2002 collective bargaining agreement stipulates that the City provide an increase in salaries based on years of employment for all uniform personnel. This *mandate* addresses the contractually mandated increase in base salaries by three percent for each block of five years served, with a maximum of 18% for 30 years of tenure. The incremental increase for this mandate in FY 2005 for all uniformed employees in the Emergency Medical Services Fund totals \$99,977.

PARAMEDIC RECERTIFICATION FEE

This *mandate* reflects the incremental added costs for the contract with the Texas Department of Health for providing testing and continuing education for EMS personnel to receive and maintain Paramedic certification. The cost for this mandate in FY 2005 is \$1,785.

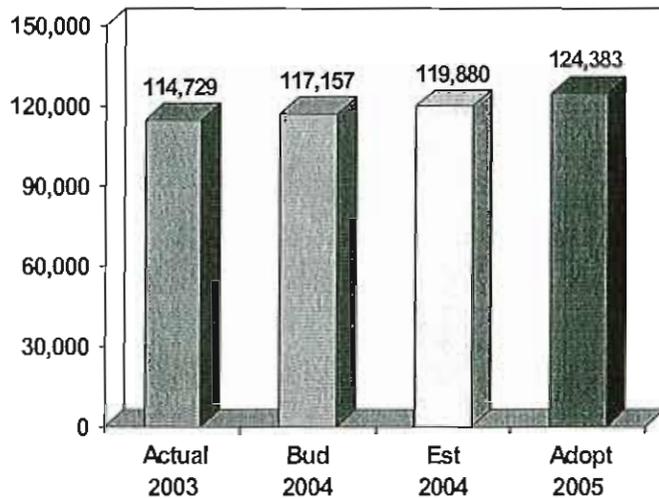
EMERGENCY MEDICAL SERVICES FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$32,689,957	\$33,085,504	\$34,151,576	\$35,607,051
CONTRACTUAL SERVICES	3,222,607	3,330,330	3,268,304	4,237,104
COLLECTION EXPENSE	1,068,507	1,112,141	1,153,874	1,199,256
COMMODITIES	1,185,936	1,092,263	1,142,588	1,223,266
OTHER EXPENDITURES	278,047	278,047	278,047	162,601
CAPITAL OUTLAY	329,931	0	0	324,000
TOTAL EXPENDITURES	\$38,774,985	\$38,898,285	\$39,994,389	\$42,753,278
AUTHORIZED POSITIONS	339	339	339	337
FULL-TIME EQUIVALENTS	339.00	339.00	339.00	337.00

EMERGENCY MEDICAL SERVICES

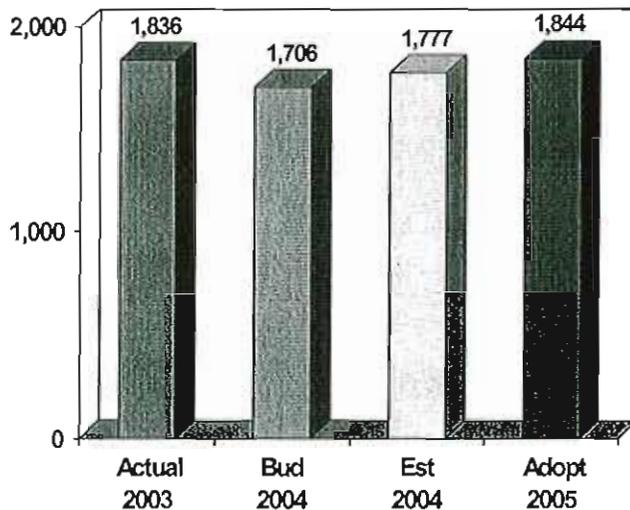
EMERGENCY MEDICAL SERVICES FUND

NUMBER OF UNITS DISPATCHED



✓ The number of units dispatched in FY 2004 are estimated to increase by 4.5% over Actual FY 2003 figures. A 3.8% increase is projected in FY 2005 over 2004 estimates.

NUMBER OF RESPONSES PER PEAK PERIOD UNIT



✓ Peak period units are utilized / activated to augment full-time ambulance responses.

✓ The number of peak period responses per unit is projected to increase in FY 2005 by 3.8% over estimated FY 2004 figures.

FIRE**GRANT SUMMARY**

Below is a comprehensive listing of the grants expected by the Fire Department in FY 2005. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Assistance to Firefighters Grant	\$366,258	\$0	\$156,968	\$0	\$523,226
Emergency Management Performance Grant (FEMA)	0	146,100	0	0	146,100
Facilities and Equipment Grant	0	7,736	7,736	0	15,472
Metropolitan Medical Response System (MMRS)	0	280,000	0	0	280,000
Office of Domestic Preparedness (ODP) Grant	400,408	0	0	0	400,408
Urban Area Security Initiative (UASI)	3,764,992	0	0	0	3,764,992
TOTAL	\$4,531,658	\$433,836	\$164,704	\$0	\$5,130,198

FIRE**2004 ASSISTANCE TO FIREFIGHTERS GRANT****PROGRAM INFORMATION:**

San Antonio Fire Department applied for grant funds from the U.S. Department of Homeland Security and the U.S. Fire Administration to provide specialized training to enhance communication use inside fire structures, improve accountability at emergency incidents, and certify fire and EMS officers to nationally recognized standards for incident management. Enhanced Communications equipment and software will be purchased as a part of this grant.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Fire and EMS Officers	258	0	258
No. of Senior Fire Officers	26	0	26
Efficiency:			
% of Fire and EMS Officers certified as Fire Officer I	0	0	100%
% of Total Firefighting Personnel with Enhanced Fire Ground Communication Equipment	0	0	45%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Cash Match	\$58,992	\$0	\$156,968
FEDERAL – USDHS/USFA	137,648	0	366,258
TOTAL FUNDING	\$196,640	\$0	\$523,226
EXPENDITURES			
PERSONAL SERVICES	\$39,048	\$0	\$188,644
CONTRACTUAL SERVICES	75,000	0	0
COMMODITIES	6,800	0	0
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	16,800	0	334,582
CITY MATCH	58,992	0	0
TOTAL EXPENDITURES	\$196,640	\$0	\$523,226

FIRE EMERGENCY MANAGEMENT PERFORMANCE GRANT

PROGRAM INFORMATION:

The Texas Department of Public Safety, Division of Emergency Management provides funding to offset the administrative cost of the City's Fire Department Emergency Management Office. The Emergency Management Office is responsible for the City's emergency planning efforts, which includes natural, man-made, and technological disasters, and acts of terrorists involving Weapons of Mass Destruction (WMD). These planning efforts are accomplished through the development, review and continual updating of written plans. These planning efforts require extensive and ongoing coordination with most City departments, state and federal offices, and outside agencies to provide the expert planning efforts required of a major city. The COSA Office of Emergency Management, under the Mayor's authority, is responsible for submitting all Disaster Declarations to the Governor's office and is responsible for requesting all State and Federal assets required to respond to and recover from a disaster. This grant program covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Output:			
Avg. No. of Emergency Management Preparedness Exercises per Year	7	7	7
Avg. No. of Emergency Activations per Year	3	5	5
No. of Planning Documents Maintained per Year	26	26	26

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE – Department of Public Safety	\$146,076	\$146,100	\$146,100
TOTAL FUNDING	\$146,076	\$146,100	\$146,100
EXPENDITURES			
PERSONAL SERVICES ¹	\$100,367	\$100,367	\$100,367
CONTRACTUAL SERVICES	35,516	35,516	35,516
COMMODITIES	2,337	2,337	2,337
OTHER EXPENDITURES	7,856	7,880	7,880
TOTAL EXPENDITURES	\$146,076	\$146,100	\$146,100

EXPLANATORY INFORMATION

¹ The Emergency Management Performance Grant reimburses the City of San Antonio (based on a formula) for up to one-half of the administrative costs, including salaries.

FIRE**FACILITIES AND EQUIPMENT GRANT****PROGRAM INFORMATION:**

The Texas Department of Public Safety, Division of Emergency Management has been designated to distribute Grant funds for the Facilities and Equipment Grant Program, augmenting emergency communications reliability by replacing old and outdated communications equipment. This new equipment would increase the reliability of emergency communications and ensure the COSA Office of Emergency Management is in a position to maintain communication capabilities with surrounding operations centers and public agencies, in the event of a large-scale natural or manmade disaster. Total funding is \$15,472. This amount includes a \$7,736 grant award and a matching requirement set by the Texas Department of Public Safety of 50% equating to \$7,736.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Cash Match	\$7,786	\$0	\$7,736
STATE – Department of Public Safety	7,786	0	7,736
TOTAL FUNDING	\$15,572	\$0	\$15,472
EXPENDITURES			
CONTRACTUAL SERVICES	\$1,110	\$0	\$1,110
CAPITAL OUTLAY	14,462	0	14,362
TOTAL EXPENDITURES	\$15,572	\$0	\$15,472

FIRE**METROPOLITAN MEDICAL RESPONSE SYSTEM****PROGRAM INFORMATION:**

The Department of Health and Human Services is providing grant funds to the San Antonio Area that will assist the Office of Emergency Management in identifying sustainment needs and continue the planning efforts required to maintain the development of the Metropolitan Medical Response System (MMRS) currently in effect. The MMRS project will include developing a plan encompassing continued emergency planning and preparedness, maintenance of pharmaceuticals/equipment and supplies caches, ongoing training and exercise efforts.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE – Department of Public Safety	\$0	\$280,000	\$280,000
TOTAL FUNDING	\$0	\$280,000	\$280,000
EXPENDITURES			
CONTRACTUAL SERVICES	\$0	\$280,000	\$280,000
TOTAL EXPENDITURES	\$0	\$280,000	\$280,000

FIRE**OFFICE OF DOMESTIC PREPAREDNESS GRANT****PROGRAM INFORMATION:**

The FY 2005 ODP Grant consists of Federal funds administered by the Office of Domestic Preparedness, Department of Homeland Security. This grant will provide first responder equipment, supplies and pharmaceuticals to several pertinent City of San Antonio departments/divisions to participate in national efforts to combat terrorism, in particular, the use of a Weapon of Mass Destruction.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Office of Domestic Preparedness	\$0	\$5,137,519	\$400,408
TOTAL FUNDING	\$0	\$5,137,519	\$400,408
EXPENDITURES			
PERSONAL SERVICES	0	0	0
CONTRACTUAL SERVICES	0	0	0
COMMODITIES	0	3,286,362	400,408
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	0	1,851,157	0
SUBGRANTING	0	0	0
TOTAL EXPENDITURES	\$0	\$5,137,519	\$400,408

EXPLANATORY INFORMATION

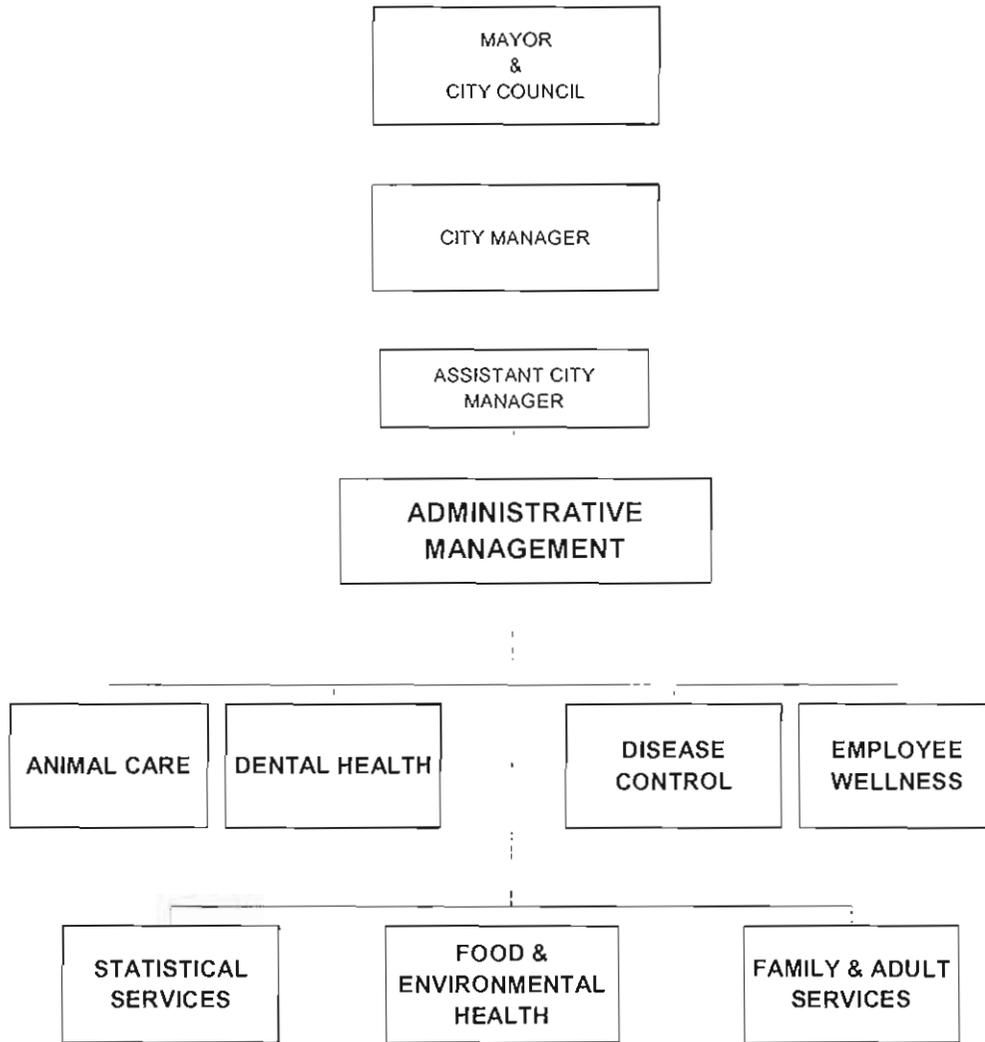
The FY 2003-2004 departmental funding allocations are as follows: Environmental Services \$50,000; Fire \$3,167,519 (\$75,000 for Arson Investigation; \$892,519 for Emergency Management; \$600,000 for Emergency Medical Services; and \$1,600,000 for Fire Fighting); Police \$1,670,000 (including \$500,000 for a Municipal Building Security Plan); and Public Works \$250,000. For FY 2004-2005, the departmental funding allocations are as follows: Environmental Services \$18,084; Fire \$278,946 (\$25,000 for Arson Investigation; \$116,552 for Emergency Management; \$25,000 for Emergency Medical Services; and \$112,394 for Fire Suppression); Police \$22,000; and Public Works \$81,378.

FIRE FY 2005 URBAN AREA SECURITY INITIATIVE (UASI)**PROGRAM INFORMATION:**

The FY 2005 Urban Area Security Initiative (UASI) Grant is designed to assist the San Antonio Fire Department's Homeland Security preparedness efforts for the next three to five years. The grant will provide funding for planning, training and equipment as outlined in the San Antonio Urban Area Strategy Plan. Critical mission areas within the plan include intelligence and warning, protecting critical infrastructure, and emergency preparedness, mitigation, response and recovery.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Office of Domestic Preparedness	\$0	\$0	\$3,764,992
TOTAL FUNDING	\$0	\$0	\$3,764,992
EXPENDITURES			
PERSONAL SERVICES	\$0	\$0	\$525,000
CONTRACTUAL SERVICES	0	0	600,000
COMMODITIES	0	0	0
OTHER EXPENDITURES	0	0	19,300
CAPITAL OUTLAY	0	0	2,620,692
TOTAL EXPENDITURES	\$0	\$0	\$3,764,992



HEALTH

APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	332.50	\$17,154,222
Public Health Support Revenue Fund	46.50	2,981,625
Occupational Health Fund	5.00	604,904
Bexar County Rabies Control Fund	4.00	225,225
Categorical Grants	356.50	23,246,889
Capital Projects	0.00	2,238,000
Total Funding	744.50	\$46,450,865

MISSION STATEMENT

The San Antonio Health District's purpose is to promote health and prevent disease among the residents and visitors of San Antonio and unincorporated areas of Bexar County through community health assessment, identification of unmet health needs, development of policies to meet these needs, and assurance that needs are met through the development of public-private partnerships and/or the direct provision of services.

PROGRAM INFORMATION

The San Antonio Metropolitan Health District (SAMHD) is the single public agency charged by State Law, City Code, and County Resolution with the responsibility for public health programs in San Antonio and the unincorporated areas of Bexar County. Although the Health District is a City/County organization, administrative control is under the City of San Antonio and the District is operated as a City Department. Health District activities include: preventive health services; health code enforcement; clinical services; environmental monitoring; animal care services; disease control; health education; dental health; maintenance and sale of birth and death certificates; emergency planning and response; and regulatory functions.

GOALS & OBJECTIVES

- To collaborate with local public health partners and other City Departments to improve key health indicators (childhood immunizations, births to mothers ages 12-17, and births to single mothers), in zip codes: 78201, 78207, 78210, 78211, 78223, 78227, 78228, 78237, and 78242.
- To increase the percentage of Bexar County children less than 5 years of age who are enrolled in the San Antonio Immunization Registry System from the current 71% to 80% in order to facilitate and assess immunization coverage.
- To assess the vaccination status of the County adult population and develop a strategy for addressing the immunization needs of those individuals at greatest risk.
- To reduce the incidence of births to teens <18 from the current rate of 5.7% to 5.6%, approximately 25 fewer births per year.
- To increase the number of women served in Health District family planning clinics by 25% through the development of outside resources and collaboration with other public health partners.
- To collaborate with the University of Texas Health Science Center at San Antonio, Department of Obstetrics and Gynecology in establishing a Center of Excellence in Women's Health through a grant from the U.S. Department of Health and Human Services.
- To reduce the rate of syphilis in Bexar County from 15.1 per 100,000 population to 14.3 per 100,000.
- To develop and implement a program to address the prevalence of adult onset (Type 2) diabetes that will begin to reduce the current estimated County rate of 7.3% for the disease.
- To collaborate with public health partners in a campaign to draw attention to the problem and prevention of obesity in the community and prevention of those pathways leading to overweight and obesity.
- To develop a more efficient and economical system for serving arrestees which require additional out-patient medical evaluation and treatment.
- To increase the number of animal adoptions by 30% through additional emphasis on the program by the Animal Care Division and by collaborations with the Humane Society of Bexar County, the Animal Defense League, and local animal rescuers.
- To increase marketing and central appointment of dental services available to the community to increase total patient visits by 10% and improve overall dental health among indigent families.
- To continue to support the effort of the University of Texas Health Science Center at San Antonio Dental School to provide an increasingly effective pediatric specialty dental service at the Health District's Ricardo Salinas Dental Clinic.

GOALS & OBJECTIVES CONTINUED

- To complete the development of a Bio-Safety Level 3 Laboratory at Brooks City Base and bring the facility into full operation.
- To conduct one exercise with key Inter-Departmental staff to test organizational readiness for an event of bioterrorism.
- To make recent death certificates available to qualified applicants at Community Link Centers through the use of electronic document management technology.
- To convert the most requested pre-1987 birth certificates to electronic images in order to preserve the original documents and facilitate sales of certified copies to eligible customers at the Vital Statistics Division and the four City of San Antonio Community Link Centers.
- To relocate the inspection and licensing of mobile vendors to the Development and Business Services Center.
- To increase the average number of all service calls performed by Sanitarians from 5.1 per day to 7.0 per day through the reorganization of the Food Services and Environmental Health Divisions and the use of available technology.
- To reduce the period of reimbursement for clinical services from the current 70 days to 30 days and maintain a more current Immunization Registry through the implementation of the Texas-Wide Integrated Client Encounter System (TWICES) at all clinic sites.
- To identify opportunities for collaboration with the Bexar County Hospital District in response to recommendations by the Joint Citizen's Commission on City-County Service Integration and to maximize the use of public resources.

HEALTH DISTRICT

GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Provide for Safety and Welfare					
	To reduce the incidence of teen pregnancy	Births to Teens <18 as a Percentage of Total Births in Bexar County ¹	5.7%	6.0%	5.7%	5.6%
	To promote healthy birth outcomes	% of SAMHD Prenatal Patients Who Accessed Care Within the First Trimester	65%	75%	66%	68%
	To ensure residents are protected against vaccine preventable diseases	Immunizations Provided by SAMHD Staff	263,136	260,330	260,000	264,000
	To protect residents and visitors from food-borne illnesses	% of Food Establishments with Major Violations that Attained Compliance on First Re-Inspection	96%	97%	97%	97%
	To provide a dental health program that meets the needs of eligible patients	% of Dental Patients Who Have Completed Their Course of Treatment ²	21%	20%	18%	20%
Financial	Leverage Other Funding Sources					
	To increase the number of "billable" preventive health services by encouraging and facilitating enrollment of eligible patients to Medicaid and similar programs	% of Prenatal and Child Patients Linked to Medical Reimbursement Programs (e.g. Medicaid, CHIP, Title V, etc.)	74%	75%	75%	76%
	To leverage General Fund expenditures through the pursuit of grant opportunities	Grant Funds Received per Dollar of General Fund Budget	\$1.47	\$1.36	\$1.39	\$1.42
	To maximize revenues through the collection of approved fees	Licenses, Permits and Other Fees Collected by Food and Environmental Health Services (In Millions)	\$3.095	\$3.252	\$3.329	\$3.365
		Animal Care Services Fees Collected	\$356,526	\$348,310	\$347,353	\$357,067
	Revenues From the Sale of Birth and Death Certificates (In Millions)	\$1.233	\$1.214	\$1.275	\$1.276	

HEALTH DISTRICT

GENERAL FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	Improve Customer Service					
	To ensure that eligible patients receive the full array of SAMHD services	% of Eligible Pediatric Patients Enrolled in SAMHD WIC ³	75%	81%	72%	75%
		Clinical Preventive Services Provided in Non-traditional Settings (day cares, schools, etc.)	4,030	4,219	4,182	4,200
	Provide Accountability to the Public					
	To provide services in a timely and efficient manner	Food & Environmental Inspections per Day per Sanitarian	5.1	5.2	5.2	7.0
Birth/Death Certificates Issued per Day		728	735	716	723	
Employee Learning & Growth	Innovative and Proactive City Government					
	To ensure a trained and competent work force	Continuing Education Contact Hours Provided to Public Health Nurses, LVNs and Social Workers Through SAMHD-Sponsored Programs	780	850	850	850
		Continuing Education Contact Hours Provided to Sanitarians Through SAMHD-Sponsored Programs	480	480	498	576
		Retention Rate for Registered Nurses	85%	80%	85%	85%
	To promote employee safety	Preventable Accidents	41	35	35	34

EXPLANATORY INFORMATION

¹ National Teen pregnancy rate – 4.08%

² Patients requiring additional treatment beyond our care are referred out. Within Salinas Dental Clinic 90% of treatment is completed.

³ Goal originally set for FY04 needs to be accomplished incrementally over the next 4-5 years.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS \$159,092

REDIRECT ONE PUBLIC HEALTH NURSE POSITION TO NURSING SERVICES

This *redirection* will shift a Public Health Nurse, which currently resides in Environmental Services Division, to the Nursing Services Division. This redirection will have no impact to the General Fund in FY 2005.

REDUCTION IN LINEN AND LAUNDRY SERVICE

This *reduction* will reduce Linen and Laundry Service line item expense budgets. The Nursing Division is currently initiating the reduction by switching to a disposable lab gown for use at the clinic sites. The Lab Division will reduce their expenses as a result of grant funds, which provide for a washer/dryer machine to help contain costs. This reduction will result in total savings of \$11,000 in FY 2005.

ELIMATE FILLED SECRETARY II POSITION

This *reduction* will eliminate the individual assigned to work on a project to scan death certificates for future electronic access by the Vital Statistics Division and Community Link Centers. This reduction will result in total savings to the General Fund of \$28,421 in FY 2005.

ELIMINATION OF FILLED LABORATORY POSITION

This *reduction* will eliminate a filled Laboratory Assistant position in the Laboratory Division. Existing staff will be assigned to tasks previously handled by this position. The most significant impact of this action will be a longer wait time for test results during peak periods. This reduction will result in total saving to the General Fund of \$26,798 in FY 2005.

DECREASE IN ANIMAL CARE OVERTIME

This *reduction* will provide for a decrease in overtime by repositioning an Animal Care Officer to a later evening shift to respond to "priority" calls that are received after 6:00 p.m. This reduction will result in total savings to the General Fund of \$30,000 in FY 2005.

UNFUND AN ABATEMENT OFFICER POSITION

This *reduction* will provide for the elimination of funds for an Abatement Officer position in the Animal Care Services Division. It is anticipated that response time to customer complaints will increase; however, tasks will be prioritized more efficiently in order to compensate for the reduction. This reduction will result in total savings to the General Fund of \$43,590 in FY 2005.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This *reduction* will result in net savings totaling \$12,585 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

PROGRAM CHANGES CONTINUED***EMPLOYEE UNIFORM INITIATIVE***

This *reduction* totaling \$6,698 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

◆ IMPROVEMENTS**\$455,625*****CREATE COMPLIANCE MONITORING DIVISION***

This *improvement* will provide for five months of funding for three additional Contract Coordinator positions in order to address contract management issues within the Health Department. These changes will provide for a continuation of the City's contracting improvement process with an emphasis on contract monitoring. The benefits of this improvement are related to ensuring contractor performance and receipt of contract deliverables, as well as ensuring appropriate, consistent contract monitoring is performed. The additional cost of this improvement will be \$75,000 to the General Fund in FY 2005.

PROJECT WORTH

This *improvement* will provide for nine months of funding for an additional Health Program Specialist position and Public Health Nurse Practitioner position in order to expand Project WORTH. These positions along with additional resources will create the capacity to add an additional clinical site on the west-side of San Antonio. The goal of this expansion is to aggressively decrease the teen pregnancy rate by promoting youth's self-image and abstinence. The total cost to the General Fund will be \$140,355 in FY 2005.

IMMUNIZATION DISPARITIES

This *improvement* will provide for twelve months of funding for two additional Licensed Vocational Nurse positions and two Administrative Aide positions in order to expand immunization efforts in high-risk codes. The total cost to the General Fund will be \$134,120 in FY 2005.

ADD ONE FISCAL PLANNING MANAGER

This *improvement* provides for nine months of funding for the creation of a Fiscal Planning Manager position within the Health Department. This position will serve as the Chief Fiscal Officer (CFO) of the Department and be responsible for directing professional, technical, and other employees in the development and administration of budgetary, data processing, and fiscal operations. The total cost to the General Fund will be \$67,347 in FY 2005.

CASH HANDLING POLICY & PROCEDURES

This proposed *improvement* totaling \$38,803 will provide for necessary improvements to ensure that proper cash handling policies and procedures and adequate internal controls are in place. Citywide improvements include adding additional positions and selected back ground checks as well as acquiring items such as security cameras, new cash registers, and credit card terminals.

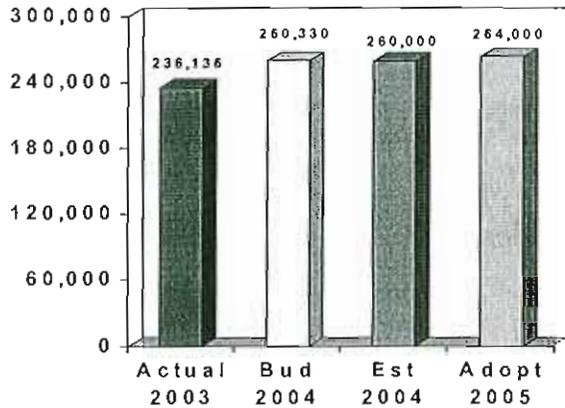
HEALTH DISTRICT

GENERAL FUND

GENERAL FUND EXPENDITURES BY CHARACTER

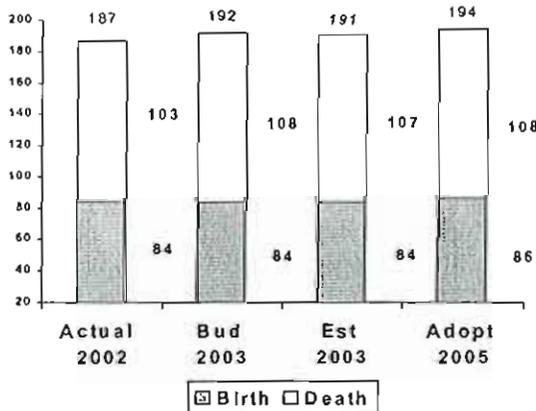
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$12,278,128	\$12,165,475	\$12,212,117	\$13,783,267
CONTRACTUAL SERVICES	3,108,075	2,477,770	2,490,204	2,683,183
COMMODITIES	831,250	547,602	680,489	547,945
OTHER EXPENDITURES	30,898	140,898	140,898	139,827
CAPITAL OUTLAY	31,771	0	0	0
TOTAL EXPENDITURES	\$16,389,306	\$15,331,745	\$15,523,708	\$17,154,222
AUTHORIZED POSITIONS	331	326	326	335
FULL-TIME EQUIVALENTS	328.50	323.50	323.50	332.50

IMMUNIZATIONS ADMINISTERED BY THE HEALTH DISTRICT



✓ Immunizations administered include Adult (e.g. Flu and Hepatitis A & B), Childhood (e.g. DTP and MMR) and Foreign Travel (e.g. Yellow Fever, Typhoid and Tetanus)

ANNUAL NUMBER BIRTH/DEATH CERTIFICATES ISSUED (In Thousands)



✓ In FY 2004, 27% of birth certificates were sold in Community Link Centers.
 ✓ Revenues are projected to exceed \$1.16 M in FY 2003, an increase of 3.3% over FY 2002.

HEALTH DISTRICT

PUBLIC HEALTH SUPPORT REVENUE FUND

PROGRAM INFORMATION

The special revenue fund was established during FY 1990 to account for the revenues and expenditures originating from the co-payment system. The contract between the City of San Antonio and the Texas Department of Health, which provides aid to the City's Health Department, requires that this patient co-payment system be implemented. In addition, the FY95 budget established funding for the Animal Care Initiative in this fund. Both activities are accounted for separately through joint contributions from the General Fund (Animal Fees) and the Fund Balance.

GOALS & OBJECTIVES

Goals, objectives, and related performance measures for the Public Health Support Fund have been accounted for in the Health Department's overall General Fund summary. This activity supports all Health Department General Fund and grant funded activities by providing support for personnel.

PROGRAM CHANGES

- ◆ REDIRECTIONS/REDUCTIONS \$34,679

ELIMINATE FILLED CASE AIDE POSITION

This *reduction* will provide for the elimination of a vacant Case Aide from the Sexually Transmitted Disease (STD) staff. Recent reallocation of resources between nursing services division and the STD division will allow for the responsibilities of the position to be absorbed with current resources/staff. This reduction will result in total savings to the Public Health Support fund of \$28,847.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This proposed *reduction* will result in net savings totaling \$5,832 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

- ◆ IMPROVEMENTS \$50,966

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* totaling \$50,966 will provide a market adjustment and performance pay incentive for eligible employees included in the Public Health Support Revenue Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

HEALTH DISTRICT

PUBLIC HEALTH SUPPORT REVENUE FUND

PUBLIC HEALTH SUPPORT PROGRAM FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$1,315,636	\$1,364,388	\$1,737,827	\$1,745,137
CONTRACTUAL SERVICES	122,294	453,196	134,002	201,272
COMMODITIES	226,138	549,889	683,476	558,851
OTHER EXPENDITURES	12,264	13,062	9,937	11,459
CAPITAL OUTLAY	1,526	0	0	0
TRANSFERS	546,962	548,732	623,779	464,906
TOTAL EXPENDITURES	\$2,224,820	\$2,929,258	\$3,198,021	\$2,981,625
AUTHORIZED POSITIONS	48	48	48	47
FULL-TIME EQUIVALENTS	47.50	47.50	47.50	46.50

HEALTH DISTRICT

OCCUPATIONAL HEALTH PROGRAM FUND

PROGRAM INFORMATION

The Employee Wellness Program provides minor emergency treatment to civilian and uniformed employees for work-related injuries, referral services for medical care to injured employees requiring specialized intervention and pre-employment physical examinations for prospective City Employees. This program also provides evaluations for work/fitness for duty as needed for all classes of employees, multiphasic medical screening and health promotion in support of Citimed wellness benefits, light duty program medical evaluations, and worker's compensation claims. It also coordinates drug-screening programs and conducts periodic fire and police promotion physicals. In addition, special occupational hazard/medical surveillance evaluations are conducted.

GOALS & OBJECTIVES

- ◆ To coordinate joint activities with Community First, Inc. to increase employee health assessment evaluation screenings by 15%.
- ◆ For employees with abnormal health evaluation assessment screens, to schedule a follow up visit to the Employee Wellness Clinic within six months in order to promote and ensure compliance with appropriate management strategies for the medical conditions discovered.
- ◆ To continue the program using Wave Nexus equipment for measuring ankle brachial index and pulse wave velocities targeting Police, Firefighters and at-risk City employees.
- ◆ To assess and update the Immunization Policies and Procedures for the Health District and other City Departments.
- ◆ To develop/update a pilot employee wellness program in the Women, Infants and Children Project that will serve as a model for other Health District Divisions and City Departments.
- ◆ To review and update the Division web site in order to improve employee access to health and wellness services and information.
- ◆ To review and update the Medical Evaluation Protocol for insulin dependent diabetes.
- ◆ To coordinate with Human Resources staff in revising and updating Fire and Police pre-employment medical evaluation guidelines including those on insulin dependent diabetes, LASIK eye surgery and substance abuse.

HEALTH DISTRICT

OCCUPATIONAL HEALTH PROGRAM FUND

PROGRAM CHANGES

- ◆ REDIRECTIONS/REDUCTIONS \$30,000

REDUCTION TO FEES TO PRO EXPENSE LINE ITEM

This *reduction* will provide for a decrease in the Fees to Professional Contractors expense line item in the Occupational Health Division. Due to current restructuring of the Senior Public Health Physicians' responsibilities the services previously performed by contract physicians are now performed by existing staff. This reduction will result in total saving to the Occupational Health Program fund of \$30,000 in FY 2005.

- ◆ IMPROVEMENTS \$8,483

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* totaling \$8,483 will provide a market adjustment and performance pay incentive for eligible employees included in the Occupation Health Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

OCCUPATIONAL HEALTH PROGRAM FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$291,293	\$301,693	\$286,903	\$317,679
CONTRACTUAL SERVICES	190,565	261,806	249,000	259,254
COMMODITIES	15,404	26,328	32,860	26,328
OTHER EXPENDITURES	2,067	2,067	2,067	1,643
CAPITAL OUTLAY	3,740	0	0	0
TOTAL EXPENDITURES	\$503,069	\$591,894	\$570,830	\$604,904
AUTHORIZED POSITIONS	5	5	5	5
FULL-TIME EQUIVALENTS	5.00	5.00	5.00	5.00

HEALTH DISTRICT

BEXAR COUNTY RABIES CONTROL

PROGRAM INFORMATION

The Rabies Control Fund was established to account for reimbursement by the County for rabies control in unincorporated Bexar County. This program is supervised by the City of San Antonio Animal Care Division of the Health Department and is responsible for patrolling this area in order to impound stray dogs and injured and unwanted animals. Bexar County pays all expenses of the project.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS \$3,595

OVERTIME REDUCTION

During the budget development worksessions, the Management Team performed in depth analysis of overtime policies and procedures citywide and identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Health Department will be able to reduce their overtime budget by ten percent, or a total of \$3,595 in FY 2005.

♦ IMPROVEMENTS

WORKFORCE COMPENSATION ENHANCEMENT \$4,729

This *improvement* totaling \$4,729 will provide a market adjustment and performance pay incentive for eligible employees included in the Bexar County Rabies Control Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

BEXAR COUNTY RABIES CONTROL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$165,706	\$177,739	\$180,387	\$185,490
CONTRACTUAL SERVICES	22,114	10,380	9,485	13,173
COMMODITIES	23,787	23,339	22,878	26,562
OTHER EXPENDITURES	2,500	2,500	2,500	0
TOTAL EXPENDITURES	\$214,088	\$213,658	\$215,250	\$225,225
AUTHORIZED POSITIONS	4	4	4	4
FULL-TIME EQUIVALENTS	4.00	4.00	4.00	4.00

HEALTH DISTRICT

GRANT SUMMARY

The San Antonio Metropolitan Health District received grant funds totaling 24.4 million in FY 2004 and projects grant funds in excess of 23.2 million for FY 2005. Below is a comprehensive listing of grants expected by the Health District in FY 2005.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
<u>Disease Control</u>					
Federal Immunization Program	\$8,743,553	0	0	0	\$8,743,553
GlaxoSmithKline – Havrix 220	0	0	0	46,284	46,284
GlaxoSmithKline – Havrix 231	0	0	0	47,880	47,880
GlaxoSmithKline – Infanrix	0	0	0	15,390	15,390
GlaxoSmithKline – Twinrix	0	0	0	64,350	64,350
HIV/AIDS Prevention	232,350	0	0	0	232,350
HIV Surveillance	86,303	0	0	0	86,303
Human Papillomavirus (HPV) Study Phase II	0	0	0	50,868	50,868
Inner-City School Immunization	0	286,541	0	24,000	310,541
Novartis Protocol	0	0	0	139,600	139,600
Pentacel – Vaccine Study M5A03	0	0	0	142,920	142,920
Pentacel – Vaccine Study M5A07	0	0	0	143,250	143,250
Refugee Screening	143,495	0	0	0	143,495
San Antonio Regional Detoxification Project	0	0	0	204,655	204,655
STD Control and Surveillance	0	77,046	0	0	77,046
STD Intervention	215,116	0	0	0	215,116
TB Grant Federal	356,700	0	0	20,000	376,700
TB Grant State	0	199,444	0	0	199,444
<u>Food and Environmental Health</u>					
Agency for Toxic Substances and Disease Registry	336,226	0	0	0	336,226
Bio-Terrorism Preparedness	260,410	0	0	0	260,410
Bio-Terrorism/Public Health Support	1,971,530	0	0	0	1,971,530
Lead Program	0	45,000	0	0	45,000
Milk Sample Lab Tests	0	34,500	0	0	34,500
Public Center for Environmental Health (PCEH)	500,000	0	0	150,000	650,000
<u>Family and Adult Health Services</u>					
AVON-Mobile Access Grant	0	0	0	10,000	10,000
Breast Health Programs	0	129,000	0	175,000	304,000
Family Focused Diabetes Pilot Project	0	90,000	0	0	90,000
Health Education Project	0	305,776	0	0	305,776
Healthy Start Initiative	750,000	0	0	0	750,000
Learn, Prepare, Eat, & Enjoy	0	0	0	34,550	34,550
Parent & Child Incorporated	0	0	0	182,000	182,000
Perinatal Depression Program	0	0	0	30,715	30,715
Title V Family Planning	0	565,459	0	10,177	575,636
Title V Maternal Child Health	0	242,738	0	122,000	364,738
Title V Population-Based	0	64,450	0	0	64,350
Title X Family Planning	50,000	0	0	0	50,000
Title XX Family Planning	0	350,000	0	115,000	465,000
UTHSCSA Stillbirth Project	0	0	0	37,231	37,231
Women, Infants, & Children (WIC) Supplemental Nutrition Program	5,465,482	0	0	0	5,465,482
TOTAL	\$19,397,706	\$2,103,313	\$0	\$1,745,870	\$23,246,889

HEALTH DISTRICT

FEDERAL IMMUNIZATION PROGRAM

PROGRAM INFORMATION:

The San Antonio Metropolitan Health District (SAMHD) Immunization Program is responsible for providing vaccines and other immunization services for the infants, children, adolescents and adults in accordance with the recommendations of the Advisory Committee on Immunization Practices (ACIP) of Bexar County. The Immunization Program strives to meet the needs of the residents of Bexar County through direct service delivery and the development of public-private partnerships (the Vaccines For Children Program). This project also supports the staff and equipment needed to maintain the City Automated Immunization Record System for all patients that are vaccinated in public health clinics or private Vaccines For Children providers. READII Project was added to the program in 2002 and refunded in 2003. The grant period covers the period of 01/01/04 through 12/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Immunization Division Operated Clinics	6	6	6
Output:			
No. of doses administered by Immunization Staff	123,306	125,000	116,250
No. of flu vaccines administered	27,529	43,370	60,000
No. of VFC Provider In-services	181	230	250
Efficiency:			
Vaccine Wastage For Public/Private Providers	2%	2%	2%
No. of hepatitis B vaccine consent forms from hospitals	17,231	18,025	18,064
Effectiveness:			
% of Public VFC Clinics receiving VFC AFIX site visits	100%	100%	100%
% of Public/Private VFC Providers receiving VFC in-services	100%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FEDERAL – (CDC)	\$2,730,999	\$2,785,945	\$2,785,945
FEDERAL – (CDC) - Inkind	9,441,583	5,957,608	5,957,608
TOTAL FUNDING	\$12,172,582	\$8,743,553	\$8,743,553
EXPENDITURES			
PERSONAL SERVICES	\$1,770,301	\$2,372,865	\$2,372,865
CONTRACTUAL SERVICES	418,092	268,976	268,976
COMMODITIES	201,756	116,185	116,185
OTHER EXPENDITURES	123,566	22,119	22,119
CAPITAL OUTLAY	127,949	5,800	5,800
SUBGRANTING (Vaccine In kind)	9,530,918	5,957,608	5,957,608
TOTAL EXPENDITURES	\$12,172,582	\$8,743,553	\$8,743,553
AUTHORIZED POSITIONS			
	54	61	61
FULL-TIME EQUIVALENT	51.00	57.00	57.00

HEALTH DISTRICT

GLAXOSMITHKLINE – HAVRIX 220

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to evaluate the safety, tolerability, and immunogenicity of Havrix, a vaccine to immunize children against Hepatitis A. This was an open, randomized, multicenter study in which healthy children were targeted to be enrolled at 12 months of age and vaccinated with Havrix at 15 months of age. The grant period covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of FTEs	N/A	2	2
No. of Principal Investigators	N/A	1	1
No. of Sub-Investigators	N/A	8	8
Output:			
No. of clients enrolled	N/A	30	30
No. of study shots administered	N/A	16	16
No. of immunizations administered	N/A	180	180
No. of client visits	N/A	205	205
Efficiency:			
No. of physicals	N/A	30	30
No. of recruitment letters mailed	N/A	400	400
No. of recruitment calls	N/A	3,000	3,000
No. of clients enrolled	N/A	30	30
Effectiveness:			
% Of children up to date	N/A	85%	85%
% Of blood draws	N/A	95%	95%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Number of clients enrolled in the clinical trial, client visits, and vaccinations provided are based on a contract established with the Pharmaceutical Company.

Principal Investigator – A person responsible for the conduct of the clinical trial at a trial site. If a team of individuals at a trial site conducts a trial, the Principal Investigator is the responsible leader of the team.

Sub-Investigator – Any member of the clinical trial team designated and supervised by the Principal Investigator at a trial site to perform critical trial-related procedures and/or to make important trial related decisions.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
OTHER	N/A	\$46,284	\$46,284
TOTAL FUNDING	N/A	\$46,284	\$46,284
EXPENDITURES			
PERSONAL SERVICES	N/A	\$38,586	\$38,586
CONTRACTUAL SERVICES	N/A	4,874	4,874
OTHER EXPENDITURES	N/A	2,824	2,824
TOTAL EXPENDITURES	N/A	\$46,284	\$46,284
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	N/A	2	2
	N/A	2.00	2.00

HEALTH DISTRICT

GLAXOSMITHKLINE – HAVRIX 231

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to evaluate the safety, tolerability, and immunogenicity of Havrix, a vaccine to immunize children against Hepatitis A. This was an open, randomized, multicenter study in which healthy children were targeted to be enrolled at 12 months of age and vaccinated with Havrix at 15 months of age. This study is expected to last two years. The grant period covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of FTE's	N/A	2	2
No. of Principal Investigators	N/A	1	1
No. of Sub-Investigators	N/A	8	8
No. of client visits	N/A	205	205
Efficiency:			
No. of physicals	N/A	30	30
No. of recruitment letters mailed	N/A	400	400
No. of recruitment calls	N/A	3,000	3,000
No. of clients enrolled	N/A	30	30
Effectiveness:			
% Of children up to date	N/A	85%	85%
% Of blood draws	N/A	95%	95%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Number of clients enrolled in the clinical trial, client visits, and vaccinations provided are based on a contract established with the Pharmaceutical Company.

Principal Investigator – A person responsible for the conduct of the clinical trial at a trial site. If a team of individuals at a trial site conducts a trial, the Principal Investigator is the responsible leader of the team.

Sub -Investigator – Any member of the clinical trial team designated and supervised by the Principal Investigator at a trial site to perform critical trial-related procedures and/or to make important trial related decisions.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
OTHER	N/A	\$46,284	\$47,880
TOTAL FUNDING	N/A	\$46,284	\$47,880
EXPENDITURES			
PERSONAL SERVICES	N/A	\$38,586	\$40,182
CONTRACTUAL SERVICES	N/A	4,874	4,874
OTHER EXPENDITURES	N/A	2,824	2,824
TOTAL EXPENDITURES	N/A	\$46,284	\$47,880
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	N/A	1	1
	N/A	1.00	1.00

HEALTH DISTRICT

GLAXOSMITHKLINE - INFANRIX

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to study the safety of Infanrix® when administered as a booster dose at 15 to 18 months of age following primary immunization in a previous GlaxoSmithKline study. Clients (19) who were originally enrolled in this previous study were given the opportunity to participate in this study. The grant period covers the period of 03/28/04 through 03/28/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of FTE's	N/A	1	1
No. of Principal Investigators	N/A	1	1
No. of Sub-Investigators	N/A	6	6
Output:			
No. of clients enrolled	N/A	14	14
No. of study shots administered	N/A	14	14
No. of immunizations administered	N/A	70	70
No. of client visits	N/A	14	14
Efficiency:			
No. of physicals	N/A	14	14
No. of clients enrolled	N/A	14	14
Effectiveness:			
% Of children up to date	N/A	93%	93%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Number of clients enrolled in the clinical trial, client visits, and vaccinations provided are based on a contract established with the Pharmaceutical Company.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
OTHER	N/A	\$15,390	\$15,390
TOTAL FUNDING	N/A	\$15,390	\$15,390
EXPENDITURES			
PERSONAL SERVICES	N/A	\$12,121	\$12,121
CONTRACTUAL SERVICES	N/A	705	705
COMMODITIES	N/A	1,025	1,025
OTHER EXPENDITURES	N/A	1,539	1,539
CAPITAL OUTLAY	N/A	0	0
TOTAL EXPENDITURES	N/A	\$15,390	\$15,390
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	N/A	1.00	1.00

HEALTH DISTRICT

GLAXOSMITHKLINE - TWINRIX

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to study the safety and efficacy study of Twinrix® when administered on an accelerated schedule. Clients enrolled in this study will be protected against Hepatitis A and Hepatitis B. The grant period covers the period of 03/28/04 through 03/27/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of FTE's	N/A	1	1
No. of Principal Investigators	N/A	1	1
No. of Sub-Investigators	N/A	8	8
Output:			
No. of clients enrolled	N/A	10	10
No. of study vaccine administered	N/A	45	45
No. of immunizations administered	N/A	65	65
No. of blood draws	N/A	75	75
No. of physical exams	N/A	10	10
No. of screening visits	N/A	10	10
Efficiency:			
No. of recruitment letters mailed	N/A	100	100
No. of recruitment calls	N/A	105	105
No. of clients enrolled	N/A	10	10
Effectiveness:			
% of blood draws obtained	N/A	100%	100%
% of clients up to date	N/A	100%	100%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Number of clients enrolled in the clinical trial, client visits, and vaccinations provided are based on a contract established with the Pharmaceutical Company.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	N/A	\$64,350	\$64,350
TOTAL FUNDING	N/A	\$64,350	\$64,350
EXPENDITURES			
PERSONAL SERVICES	N/A	\$45,404	\$45,404
CONTRACTUAL SERVICES	N/A	10,688	10,688
COMMODITIES	N/A	5,250	5,250
OTHER EXPENDITURES	N/A	1,508	1,508
CAPITAL OUTLAY	N/A	1,500	1,500
TOTAL EXPENDITURES	N/A	\$64,350	\$64,350
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	N/A	1	1
	N/A	1.00	1.00

HEALTH DISTRICT

HIV / AIDS PREVENTION

PROGRAM INFORMATION:

These grant funds HIV/AIDS intervention activities. These interventions are targeted to high-risk populations. Interventions use behavioral modification techniques to reduce risky behavior that transmits HIV and AIDS. Also, staff conducts outreach and surveillance activities. Outreach activities consists of recruiting for the interventions, HIV testing and education. Surveillance activities identify risky behavior and developing interventions to discourage this behavior. Also, staff provides testing for tuberculosis and syphilis. The grant period covers the period of 01/01/04 through 12/31/05.

EXPLANATORY INFORMATION:

HIV infection is reduced in our community by the program's effective to influence clients' behavior to use risk reduction techniques. The Program expects a 9% dropout rate during the year. Clients with uncertain HIV status will be tested. Syphilis testing is offered to all clients. Clients with newly positive results will be referred for medical evaluation and contact investigation. The performance measures are carried out in conjunction with the various other HIV/STD grants and include HIV/STD surveillance, control, and intervention.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$252,574	\$232,350	\$232,350
TOTAL FUNDING	\$252,574	\$232,350	\$232,350
EXPENDITURES			
PERSONAL SERVICES	\$202,719	\$182,947	\$182,947
CONTRACTUAL SERVICES	46,862	46,287	46,287
COMMODITIES	2,993	3,116	3,116
TOTAL EXPENDITURES	\$252,574	\$232,350	\$232,350
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENT	4.50	4.50	4.50

HEALTH DISTRICT

HIV SURVEILLANCE

PROGRAM INFORMATION:

This grant funds HIV surveillance and intervention activities. These activities are to follow up on HIV/AIDS reports submitted from hospitals, laboratories and private physicians. Also, the staff monitors the change in a patient's status from HIV to AIDS. Patients may be referred for disease intervention and education. Staff maintains a database to identify and track high-risk populations, as required by the Centers for Disease Control and Prevention (CDC) and the Texas Department of Health (TDH). The grant period covers the period of 01/01/04 through 12/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of clients seeking STD clinic services	11,193	11,000	11,210
No. of cases investigated for HIV	385	361	361
Output:			
No. of STD clients receiving an HIV test	10,633	10,450	10,550
No. of HIV cases interviewed	347	350	350
Efficiency:			
% of STD clients receiving an HIV test	95%	95%	95%
% of HIV cases HIV interviewed	90%	90%	90%
Effectiveness:			
No. of people diagnosed with HIV	496	385	400

EXPLANATORY INFORMATION:

Sexually transmitted diseases are reduced in our community by the program's effectiveness to identify partners Notify sex partners and get sex partners to a medical provider for treatment. All patients that walk into the STD Clinic are expected to be seen that day. Performance measures are established by the Centers for Disease Control and Prevention (CDC).

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$147,758	\$86,303	\$86,303
TOTAL FUNDING	\$147,758	\$86,303	\$86,303
EXPENDITURES			
PERSONAL SERVICES	\$139,559	\$59,196	\$59,196
CONTRACTUAL SERVICES	7,868	16,183	16,183
COMMODITIES	331	2,999	2,999
CAPITAL OUTLAY	0	7,925	7,925
TOTAL EXPENDITURES	\$147,758	\$86,303	86,303
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	3.00	3.00	3.00

HEALTH DISTRICT

HUMAN PAILLOMAVIRS (HPV) STUDY PHASE II

PROGRAM INFORMATION

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to evaluate the prevention of human papillomavirus (HPV) cervical infection in women through a preventative vaccine. This study is a double blind, placebo-controlled study to evaluate the efficacy of a HPV vaccine. The study originally consisted of 8 visits throughout an 8-month period. This study has been extended to include an additional three visits (total of 11 visits). To extend the original study GlaxoSmithKline will be studying the effectiveness the HPV study in a follow-up long-term study. Clients enrolled in the HPV 001 study are eligible for the HPV 007 study. A total of 19 women were enrolled in this study and is still active. The study is expected to last approximately three years. The grant period covers the period of 01/01/04 through 12/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Principal Investigators	1	1	1
No. of Sub-Investigators	4	4	4
Output:			
No. of study shots administered	55	55	55
No. of screening visits	28	28	28
No. of client visits	209	209	209
Efficiency			
No. of clients enrolled	19	19	19
Effectiveness:			
% of blood draws obtained	100%	100%	100%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Principal Investigator – A person responsible for the conduct of the clinical trial at a trial site. If a team of individuals at a trial site conducts a trial, the Principal Investigator is the responsible leader of the team.

Sub -Investigator – Any member of the clinical trial team designated and supervised by the Principal Investigator at a trial site to perform critical trial-related procedures and/or to make important trial related decisions.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	\$163,436	\$50,868	\$50,868
TOTAL FUNDING	\$163,436	\$50,868	\$50,868
EXPENDITURES			
PERSONAL SERVICES	\$81,362	\$36,289	\$36,289
CONTRACTUAL SERVICES	41,836	9,800	9,800
COMMODITIES	15,015	2,400	2,400
OTHER EXPENDITURES	5,802	2,379	2,379
CAPITAL OUTLAY	19,421	0	0
TOTAL EXPENDITURES	\$163,436	\$50,868	\$50,868
AUTHORIZED POSITIONS	1	1	1
FULL-TIME EQUIVALENT	1.00	1.00	1.00

HEALTH DISTRICT

INNER-CITY SCHOOL IMMUNIZATION

PROGRAM INFORMATION:

The San Antonio Metropolitan Health District (SAMHD) Immunization Division maintains basic program operations that include procedures, activities, and events to vaccinate children, adolescents, and adults in accordance with the Centers for Disease Control and Prevention's (CDC) National Immunization Program (NIP) grant guidance as well as the standards that are outlined in the annual contract from the Texas Department of Health (TDH). The SAMHD Immunization Division is contracted to investigate, monitor, and report the incidence of vaccine-preventable diseases (VPD), inform the public and private immunization stakeholders about immunizations and VPDs, and conduct provider assessments on private providers, daycares, schools and public clinics. The grant period covers the period of 01/01/04 through 12/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Vaccine Preventable Diseases Reported	508	459	500
No. of TDH Funded Immunization Staff	11	11	11
Output:			
No. of public/private school/daycares assessed	157	162	170
No. VFC monitoring visits to provider sites	224	237	237
No. of VFC Provider In-services	280	285	290
No. of new providers enrolled in VFC Program	25	14	22
Efficiency:			
Vaccine Wastage For Public/Private Providers	2%	2%	2%
Effectiveness:			
% of Public School Districts Rates less than 95% for any antigen	0%	0%	0%
% of Public Immunization Sites receiving annual AFIX in-services	100%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	\$573,216	\$286,541	\$286,541
OTHER – (Program Income)	35,009	24,000	24,000
TOTAL FUNDING	\$608,225	\$310,541	\$310,541
EXPENDITURES			
PERSONAL SERVICES	\$533,866	\$272,656	\$272,656
CONTRACTUAL SERVICES	22,757	22,118	22,118
COMMODITIES	18,076	14,000	14,000
OTHER EXPENDITURES	5,375	1,567	1,567
CAPITAL OUTLAY	10,834	200	200
TOTAL EXPENDITURES	\$590,908	\$310,541	\$310,541
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	11	11	11
	11.00	11.00	11.00

HEALTH DISTRICT

NOVARTIS PROTOCOL

PROGRAM INFORMATION

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to evaluate the safety, tolerability, and immunogenicity of FAMVIR, a medication for the treatment of recurrent genital herpes in adults. This study will determine the effectiveness of taking a stronger oral medication for one day instead of the currently approved lesser dosage of five days. Grant period of October 1, 2003 to September 30, 2005

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No.. of adult participants	N/A	24	24
Output:	N/A		
No. of Clinic visits by adult participants	N/A	144	144
Efficiency:			
No. of adults participating in at least one visit	N/A	24	24
Effectiveness:			
No. of adults participating in all prescribed visits	N/A	24	24

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – Glaxosmithkline	N/A	\$139,600	\$139,600
TOTAL FUNDING	N/A	\$139,600	\$139,600
EXPENDITURES			
PERSONAL SERVICES	N/A	\$75,125	\$75,125
CONTRACTUAL SERVICES	N/A	43,475	43,475
COMMODITIES	N/A	12,000	12,000
OTHER EXPENDITURES	N/A	0	0
CAPITAL OUTLAY	N/A	9,000	9000
TOTAL EXPENDITURES	N/A	\$139,600	\$139,600
AUTHORIZED POSITIONS	N/A	N/A	N/A
FULL-TIME EQUIVALENT	N/A	N/A	N/A

HEALTH DISTRICT

PENTACEL – VACCINE STUDY M5A03

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and Aventis Pasteur for the San Antonio Metropolitan Health District to participate in a clinical trial to assess the lot consistency based on immunogenicity of three manufacturing lots of the 5-component acellular Pertussis vaccine in a Pentacel™ formulation when co-administered with other recommended vaccines during the infant series of immunizations. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of FTEs	0	1	1
No. of Principal Investigators	0	1	1
Output:			
No. of study vaccine administered	0	232	232
No. of immunizations administered	0	638	638
No. of physical exams	0	60	60
No. of screening visits	0	80	80
No. of client visits	0	420	420
Efficiency:			
No. of recruitment letters mailed	0	1,912	1,912
No. of clients enrolled	0	60	60
Effectiveness:			
% of blood draws obtained	0	97%	97%
% of clients up to date	0	83%	83%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Principal Investigator – A person responsible for the conduct of the clinical trial at a trial site. If a team of individuals at a trial site conducts a trial, the Principal Investigator is the responsible leader of the team.

Sub -Investigator – Any member of the clinical trial team designated and supervised by the Principal Investigator at a trial site to perform critical trial-related procedures and/or to make important trial related decisions.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	N/A	\$142,920	\$142,920
TOTAL FUNDING	N/A	\$142,920	\$142,920
EXPENDITURES			
PERSONAL SERVICES	N/A	\$84,891	\$ 84,891
CONTRACTUAL SERVICES	N/A	26,770	26,770
COMMODITIES	N/A	10,600	10,600
OTHER EXPENDITURES	N/A	6,155	6,155
CAPITAL OUTLAY	N/A	14,504	14,504
TOTAL EXPENDITURES	N/A	\$142,920	\$142,920
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	N/A	1	1
	N/A	1.00	1.00

HEALTH DISTRICT

PENTACEL – VACCINE STUDY M5A07

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and Aventis Pasteur for the San Antonio Metropolitan Health District to participate in a clinical trial to assess the lot consistency based on immunogenicity of three manufacturing lots of the 5-component acellular Pertussis vaccine in a Pentacel™ formulation when co-administered with other recommended vaccines during the infant series of immunizations. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of FTEs	NA	1.5	1.5
No. of Principal Investigators	NA	1	1
Output:			
No. of study vaccine administered	NA	40	40
No. of immunizations administered	NA	120	120
No. of physical exams	NA	20	20
No. of screening visits	NA	80	80
Efficiency:			
No. of recruitment letters mailed	NA	300	300
No. of clients enrolled	NA	10	10
Effectiveness:			
% of blood draws obtained	NA	100%	100%
% of clients up to date	NA	85%	85%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Number of clients enrolled in the clinical trial, client visits, and vaccinations provided are based on a contract established with the Pharmaceutical Company.

Principal Investigator – A person responsible for the conduct of the clinical trial at a trial site. If a team of individuals at a trial site conducts a trial, the Principal Investigator is the responsible leader of the team.

Sub-Investigator – Any member of the clinical trial team designated and supervised by the Principal Investigator at a trial site to perform critical trial-related procedures and/or to make important trial related decisions.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	N/A	\$143,250	\$143,250
TOTAL FUNDING	N/A	\$143,250	\$143,250
EXPENDITURES			
PERSONAL SERVICES	N/A	\$103,732	\$103,732
CONTRACTUAL SERVICES	N/A	24,510	24,510
COMMODITIES	N/A	7,400	7,400
OTHER EXPENDITURES	N/A	7,608	7,608
TOTAL EXPENDITURES	N/A	\$143,250	\$143,250
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	N/A	3	3
	N/A	3.00	3.00

HEALTH DISTRICT

REFUGEE SCREENING

PROGRAM INFORMATION:

This grant funds the health screening of refugees allowed into the United States by the State Department and Bureau of Homeland Defense. Services include a health assessment, health education, immunizations and screening for tuberculosis. The health assessment includes a dental, hearing and eye exams. A nurse screens children for lead toxicity, nutrition and cognitive skills, and educate and refer parents for programs such as WIC, Children Health Insurance Program (CHIP) and Medicaid. The program has been expanded to include people seeking asylum, victims of trafficking, and unaccompanied alien children. The grant period covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Refugees arriving in Bexar County	150	150	121
Output:			
No. of refugees receiving health screenings	150	150	121
No. of refugees screened for tuberculosis	150	150	121
No. of refugees receiving immunizations	150	150	121
No. referred for other medical/dental conditions	105	106	40
Efficiency:			
% of refugees receiving health screenings	98	98	98
% of refugees screened for tuberculosis	98	98	98
% of refugees receiving immunizations	98	98	98
Effectiveness:			
% referred for other medical/dental conditions	60	60	60
% receiving referred medical/dental attention	50	70	70

EXPLANATORY INFORMATION:

Since September 11th, 2001, the number of clients has dramatically decreased. Even by expanding the clients, (including people seeking asylum, victims of trafficking and unaccompanied alien children), we anticipate 80 to 100 clients in the next year. Funding should remain the same.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$92,424	\$143,495	\$143,495
TOTAL FUNDING	\$92,424	\$143,495	\$143,495
EXPENDITURES			
PERSONAL SERVICES	\$31,527	\$92,655	\$92,655
CONTRACTUAL SERVICES	52,521	37,699	37,699
COMMODITIES	8,376	6,834	6,834
OTHER EXPENDITURES	0	6,307	6,307
TOTAL EXPENDITURES	\$92,424	\$143,495	\$143,495
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	2	3	3
	2.00	2.00	2.00

HEALTH DISTRICT

SAN ANTONIO REGIONAL DETOXIFICATION PROGRAM

PROGRAM INFORMATION:

The San Antonio Regional Detoxification Program provides safe, effective detoxification services to adult women and men who are withdrawing from alcohol and other drugs thus preparing them for treatment and recovery. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of people admitted to detoxification	798	825	850
Output:			
No. of people discharged from detoxification	796	825	850
Efficiency:			
% of people discharged successfully from detoxification	531 (67%)	65%	65%
Effectiveness:			
% of people admitted into long term treatment following detoxification	288 (54%)	55%	57%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER - (Patrician Movement)	\$219,345	\$204,565	\$204,565
TOTAL FUNDING	\$219,345	\$204,565	\$204,565
EXPENDITURES			
PERSONAL SERVICES	\$197,536	\$199,522	\$199,522
CONTRACTUAL SERVICES	19,101	2,163	2,163
COMMODITIES	2,708	2,880	2,880
TOTAL EXPENDITURES	\$219,345	\$204,565	\$204,565
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	5	6	6
	5.00	5.00	5.00

HEALTH DISTRICT

STD CONTROL & SURVEILANCE

PROGRAM INFORMATION:

This grant funds STD surveillance and intervention activities. These activities are to interview clients diagnosed with a STD, identify sex partners, notify sex partners and ensure sex partner receive treatment from a medical provider. STD staff maintains a database to identify and track high-risk populations. Also, staff will provide education, referrals and tests for TB. The grant period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of clients seeking STD clinic services	11,193	11,000	11,000
No. of HIV cases	385	361	361
No. of syphilis cases	342	325	325
Output:			
No. of clients receiving same day STD services	10,363	10,000	10,000
No. of HIV cases interviewed	347	350	350
No. of syphilis cases interviewed	308	310	310
Efficiency:			
% of clients receiving same day STD services	90%	90%	90%
% of HIV cases HIV interviewed	90%	90%	90%
% of Syphilis cases interviewed	90%	90%	90%
Effectiveness:			
No. of people diagnosed with HIV	496	385	400
No. of people diagnosed with Syphilis	310	342	350

EXPLANATORY INFORMATION:

Sexually transmitted diseases are reduced in our community by the program's effectiveness to identify partners, notify sex partners and get sex partners to a medical provider for treatment. All patients that walk into the STD Clinic are expected to be seen that day. Performance measures are established by the Centers for Disease Control and Prevention (CDC).

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
STATE - (TDH)	\$101,393	\$77,046	\$77,046
TOTAL FUNDING	\$101,393	\$77,046	\$77,046
EXPENDITURES			
PERSONAL SERVICES	\$98,534	\$74,482	\$74,482
CONTRACTUAL SERVICES	2,473	1,975	1,975
COMMODITIES	386	489	489
OTHER EXPENDITURES	0	100	100
TOTAL EXPENDITURES	\$101,393	\$77,046	\$77,046
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	3	3	3
	3.00	3.00	3.00

HEALTH DISTRICT

STD INTERVENTION

PROGRAM INFORMATION:

This grant funds STD surveillance and intervention activities. These activities are to interview clients diagnosed with a STD, identify sex partners, notify sex partners and ensure sex partner receive treatment from a medical provider. STD staff maintains a database to identify and track high-risk populations. Also, staff will provide education, referrals and tests for TB. The grant period covers the period of 01/01/04 through 12/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of clients seeking STD clinic services	11,193	11,000	11,210
No. of HIV cases	385	361	361
No. of syphilis cases	342	325	325
Output:			
No. of clients receiving same day STD services	10,363	10,000	10,105
No. of HIV cases interviewed	347	350	350
No. of syphilis cases interviewed	308	310	310
Efficiency:			
% of clients receiving same day STD services	90%	90%	90%
% of HIV cases HIV interviewed	90%	90%	90%
% of Syphilis cases interviewed	90%	90%	90%
Effectiveness:			
No. of people diagnosed with HIV	496	385	400
No. of people diagnosed with Syphilis	310	342	350

EXPLANATORY INFORMATION:

Sexually transmitted diseases are reduced in our community by the program's effectiveness to identify partners, notify sex partners and get sex partners to a medical provider for treatment. All patients that walk into the STD Clinic are expected to be seen that day. Performance measures are established by the Centers for Disease Control and Prevention (CDC).

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$224,801	\$215,116	\$215,116
CASH REVENUE – (Co-pay)	20,430	0	0
TOTAL FUNDING	\$245,231	\$215,116	\$215,116
EXPENDITURES			
PERSONAL SERVICES	\$228,314	\$208,707	\$208,707
CONTRACTUAL SERVICES	10,225	6,409	6,409
COMMODITIES	6,692	0	0
TOTAL EXPENDITURES	\$245,231	\$215,116	\$215,116
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	5	5	5
	5.00	5.00	5.00

HEALTH DISTRICT

FEDERAL TB GRANT

PROGRAM INFORMATION:

These grant funds TB preventive activities, through outreach and surveillance. Outreach activities consist of administering anti-tuberculosis medication by direct observation, and contact investigation. Directly observed therapy is administered at patient's home, work, school or other location agreed upon by the patient. Contact investigation includes interviewing people suspected of TB diseases, and searching for those who may have been exposed to TB. These people are referred to the City Chest Clinic for further medical evaluation. The grant period covers the period of 01/01/04 through 12/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of contacts exposed to someone w/active TB disease	875	875	875
No. of people suspected of active TB disease	148	130	130
No. of people diagnosed active TB disease	66	61	61
Output:			
No. of contacts medically evaluated	700	700	700
No. of people suspected of TB disease on meds	140	124	124
No. of TB case completing therapy	66	61	61
Efficiency:			
% of TB cases/suspects on therapy	95%	95%	95%
% of TB cases completing therapy	100%	100%	100%
Effectiveness:			
No. of people diagnosed with TB disease	66	61	61
No. of clinic visits	8,000	8,000	8,000

EXPLANATORY INFORMATION:

TB disease is reduced in our community by the program's effective to ensure that TB cases & suspects are on anti-TB medication, people diagnosed with TB disease adhere to treatment ("enforced" by directly observed therapy (DOT)) & complete treatment. Also, the program must ensure people exposed to patients with TB disease are medically evaluated. Centers for Disease Control & Prevention (CDC) sets the performance measures for 90% of cases/suspects receive TB therapy by DOT, 95% of cases complete therapy, and 80% of contacts are medically evaluated.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$342,728	\$356,700	\$356,700
OTHER - (Co Pay)	10,000	20,000	20,000
TOTAL FUNDING	\$352,728	\$376,700	\$376,700
EXPENDITURES			
PERSONAL SERVICES	\$276,269	\$293,027	\$293,027
CONTRACTUAL SERVICES	69,617	79,547	79,547
COMMODITIES	2,417	4,126	4,126
OTHER EXPENDITURES	4,425	0	0
TOTAL EXPENDITURES	\$352,728	\$376,700	\$376,700
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	10	14	14
	10.00	13.50	13.50

HEALTH DISTRICT

STATE TB GRANT

PROGRAM INFORMATION:

This grant funds direct patient services offered at the City Chest Clinic. Services provided at the Clinic include examination, diagnosis and treatment of TB infection and disease. Nurse assessments, physician consultations, specimen collection, laboratory analysis and radiological services are performed. Also, the City Chest Clinic operates a pharmacy to dispense antituberculosis medications. The Centers for Disease Control and Prevention (CDC) sets the performance measure for 90% of cases/suspects receive TB therapy by DOT, 95% of cases complete therapy, and 80% of contacts are medically evaluated. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of contacts exposed to someone w/active TB disease	1,868	875	875
No. of people suspected of active TB disease	111	145	130
No. of people diagnosed active TB disease	55	68	65
Output:			
No. of contacts medically evaluated	2,928	700	700
No. of people suspected of TB disease on meds	106	138	124
No. of TB case completing therapy	55	68	65
Efficiency:			
% of contacts medical evaluated	80%	80%	80%
% of TB cases/suspects on therapy	95%	95%	95%
% of TB cases completing therapy	100%	100%	100%
Effectiveness:			
No. of people diagnosed with TB disease	55	68	65
No. of clinic visits	8,942	8,500	8,500

EXPLANATORY INFORMATION:

TB disease is reduced in our community by the program's effective to ensure that TB cases & suspects are on anti-TB medication, people diagnosed with TB disease adhere to & complete treatment. In the next grant period, the State TB Grant will be reduced 10%, as announced by the Texas Department of Health (TDH) TB Elimination Division. This reduced fund may be permanent based on two factors: one, our ability to continue to reduce TB disease in our community, and two, and the financial recovery of TDH.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE - FUNDING PROVIDED BY THE STATE (TDH)	\$186,846	\$199,444	\$199,444
TOTAL FUNDING	\$186,846	\$199,444	\$199,444
EXPENDITURES			
PERSONAL SERVICES	\$171,085	\$177,119	\$177,119
CONTRACTUAL SERVICES	14,885	16,825	16,825
COMMODITIES	876	1,000	1,000
OTHER EXPENDITURES	0	4,500	4,500
TOTAL EXPENDITURES	\$186,846	\$199,444	\$199,444
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	5	5	5
	4.50	4.50	4.50

HEALTH DISTRICT

ATSDR-ENVIRONMENTAL HEALTH AND WELLNESS

PROGRAM INFORMATION:

The ATSDR grants were funded to the San Antonio Metropolitan Health District to address community health concerns by evaluating the health status, evaluating potential environmental exposures, and providing health education to the community surrounding the former Kelly Air Force Base (KAFB) as well as former workers of KAFB. The grant period covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Clinical appointments	1,000	600	500
Health Fairs	100	100	100
Senior citizen centers by zip code	1	2	2
Output:			
No. clients referred to physicians ¹	300	150	50
No. clients who reside within contaminated plume	441	183	70
No. clients who are former KAFB workers	22	32	20
No. clients who are both residents and former workers	105	50	10
Effectiveness:			
% of people returning to the EHWC for a flu vaccine each year	N/A	75%	85%
% of senior citizens (aggregates) improving their health assessment score upon reevaluation 6-12 months later	N/A	50%	60%

EXPLANATORY INFORMATION

¹ Clients were referred to a physician when lab tests indicated further follow-up.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$169,291	\$336,226	\$336,226
OTHER	0	265,862	0
TOTAL FUNDING	\$169,291	\$602,089	\$336,226
EXPENDITURES			
PERSONAL SERVICES	\$102,120	\$260,588	\$190,354
CONTRACTUAL SERVICES	39,071	273,771	78,142
COMMODITIES	15,000	48,500	48,500
OTHER EXPENDITURES	10,000	19,230	19,230
CAPITAL OUTLAY	3,100	0	0
TOTAL EXPENDITURES	\$169,291	\$602,089	\$336,226
AUTHORIZED POSITIONS	0	1	1
FULL-TIME EQUIVALENT	0.00	1.00	1.00

HEALTH DISTRICT

LAB BIO-TERRORISM PREPAREDNESS

PROGRAM INFORMATION:

The funding from this program will support the staffing component, reservations, and necessary equipment/reagents for rapid detection to achieve the Laboratory Response Network Level C BSL 3 at Brooks-City Base. This program will be utilized to support all laboratory activities throughout TDH Region 8. The grant period covers the period of 09/01/04 through 08/31/05.

EXPLANATORY INFORMATION

The grant from the Texas Department of Health provides funds to increase the BioSafety Level status from a 2 to 3 while continuing to develop advanced capacities for the rapid detection of bioterrorism agents and infectious diseases.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FEDERAL	\$561,260	\$560,410	\$260,410
TOTAL FUNDING	\$561,260	\$560,410	\$260,410
EXPENDITURES			
PERSONAL SERVICES	\$90,983	\$89,101	\$89,101
CONTRACTUAL SERVICES	5,493	170,070	127,670
COMMODITIES	13,414	43,639	43,639
OTHER EXPENDITURES	359,010	0	0
CAPITAL OUTLAY	92,360	257,600	0
TOTAL EXPENDITURES	\$561,260	\$560,410	\$260,410
AUTHORIZED POSITIONS	2	2	2
FULL-TIME EQUIVALENT	2.00	2.00	2.00

HEALTH DISTRICT

BIO-TERRORISM / PUBLIC HEALTH SUPPORT

PROGRAM INFORMATION:

This federal grant will fund SAMHD Bio-terrorism Preparedness Project. These funds will be used for initiatives specifically designed to upgrade the response capability of our public health system. The grant period cover the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Independent School Districts (ISD)	19	19	19
Output:			
No. of Smallpox strategies developed ¹	125	100	10
Vaccinate Tier One Smallpox Response Teams	120	38	10
No. of inter-local agreements with ISD	0	12	19
Effectiveness:			
% of Bio-terrorism Lab completion	0%	25%	100%

EXPLANATORY INFORMATION

¹ Program will cease in 2005. Individuals vaccinated will be the completion of groups started or new hire or replacements for previously vaccinated individuals.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$1,748,122	\$ 1,971,530	\$1,971,530
TOTAL FUNDING	\$1,748,122	\$ 1,971,530	\$1,971,530
EXPENDITURES			
PERSONAL SERVICES	\$669,172	\$814,924	\$814,924
CONTRACTUAL SERVICES	221,140	424,420	424,420
COMMODITIES	143,742	150,050	150,050
OTHER EXPENDITURES	49,366	59,716	59,716
CAPITAL OUTLAY	664,702	522,420	522,420
TOTAL EXPENDITURES	\$1,748,122	\$1,971,530	\$1,971,530
AUTHORIZED POSITIONS	12	17	17
FULL-TIME EQUIVALENT	12.00	16.00	16.00

HEALTH DISTRICT

LEAD PROGRAM

PROGRAM INFORMATION:

Childhood Lead Poisoning Prevention Program identifies households with children less than 6 years of age that potentially face problems associated with lead toxicity. Activities include screening children for elevated blood lead levels, providing case management and follow-up services, referrals to the families to rehabilitation providers, as appropriate, outreach and awareness activities, facilitate Lead Task Force, provider relations and education and perform environmental lead assessments. Pathways of exposure include lead based paint, lead containing products such as ceramic pottery and home remedy medication, lead contaminated soil and dust and lead containing materials used in parental occupation and or hobbies. The grant period covers the period of 07/01/04 through 06/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Bexar County population for children 0-6 years	171,733	166,762	180,031
Estimated lead cases (Per CDC)	N/A	3100	3100
Output:			
Environmental Home Lead Risk Assessments	26	4	26
Total No. of children with Elevated Blood Lead Levels (EBLL)	428	1000	600
Efficiency:			
Follow-up of EBLL	45%	30%	50%
Recruit new collaborative partners	2	2	4
Effectiveness:			
Increase in No. of children screened	16,776	5,589	19,924
Improve case management/contact with families	312	155	360
Increase outreach awareness activities	38	30	50

EXPLANATORY INFORMATION

Lead poisoning continues to be a threat to the children of our community. More realistic and cost-effective screening methods, case management and environmental abatement activities must be increased. Health Fairs, public outreach efforts and program collaborations continue to increase the awareness of lead poisoning and help strengthen our efforts to decrease the numbers of Elevated Blood Lead Levels in Children.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

FUNDING SOURCES	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
STATE	\$23,201	\$45,000	\$45,000
TOTAL FUNDING	\$23,201	\$45,000	\$45,000
EXPENDITURES			
PERSONAL SERVICES	\$17,656	\$32,935	\$32,935
CONTRACTUAL SERVICES	3,621	8,015	8,015
COMMODITIES	1,209	1,700	1,700
OTHER EXPENDITURES	715	2,350	2,350
TOTAL EXPENDITURES	\$23,201	\$45,000	\$45,000
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	2.00	1.50	1.50

HEALTH DISTRICT

MILK SAMPLE LAB TESTS

PROGRAM INFORMATION:

The funding from the Texas Department of Health for this program will reimburse the San Antonio Metropolitan Health District for the analysis of milk and dairy testing performed on TDH Region 8/11 dairies and retailers. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Output:			
No. of Milk Samples tested	5,546	5,640	5,750

EXPLANATORY INFORMATION

The grant from the Texas Department of Health provides funds to increase surveillance on the Milk and Dairy industry of South Texas.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	\$34,500	\$34,500	\$34,500
TOTAL FUNDING	\$34,500	\$34,500	\$34,500
EXPENDITURES			
CONTRACTUAL SERVICES	\$34,500	\$34,500	\$34,500
TOTAL EXPENDITURES	\$34,500	\$34,500	\$34,500
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

HEALTH DISTRICT

PUBLIC CENTER FOR ENVIRONMENTAL HEALTH (PCEH)

PROGRAM INFORMATION:

The Public Center for Environmental Health is a program run by the San Antonio Metropolitan Health District and funded by the Department of Defense through a Cooperative Agreement to investigate, assess and otherwise address environmental health concerns related to potential environmental exposures to former Kelly AFB employees and the community. The grant period covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of homes in affected area	22,000	22,000	22,000
No. of square miles in affected area	10	10	10
Output:			
No. of Environmental health investigations or surveys: Well Plugging & well surveys ¹	75	15	10
Efficiency:			
No. of abandoned wells plugged & well surveys	75	15	10
No. of remediation projects monitored	1	5	5
No. of drinking water samples tested for VOCs	22	22	22
No. of locations monitored for Soil Vapors	4	4	4
No. of shallow Groundwater Wells tested	4	4	4
No. of Residential Environmental Surveys	0	45	50
Effectiveness:			
No. of safety hazards removed from community	75	15	10
No. of fruit and nut samples with results below maximum contamination level	8	200	0
No. of drinking water samples with results below maximum contamination level	22	22	22

EXPLANATORY INFORMATION

¹ Cooperative project with the Air Force, San Antonio Water System and Health District

² Cooperative project with the Air Force, San Antonio Environmental Services Dept. and the Health District

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$340,906	\$500,000	\$500,000
OTHER – (carry-forward)	0	150,000	150,000
TOTAL FUNDING	\$340,906	\$650,000	\$650,000
EXPENDITURES			
PERSONAL SERVICES	\$201,602	\$307,815	\$307,815
CONTRACTUAL SERVICES	117,503	307,040	307,040
COMMODITIES	6,938	9,610	9,610
OTHER EXPENDITURES	14,673	22,935	22,935
CAPITAL OUTLAY	190	2,600	2,600
TOTAL EXPENDITURES	\$340,906	\$650,000	\$650,000
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	7	7	7
	7.00	6.50	6.50

HEALTH DISTRICT

AVON-MOBILE ACCESS GRANT

PROGRAM INFORMATION:

South Texas AVON-CDC Foundation Mobile Access Grant. A grant awarded CHRISTUS Santa Rosa Healthcare to establish a mobile mammography van program in Bexar County and surrounding South Texas counties. The expected date of the arrival for the van is November 2004. CHRISTUS Santa Rosa Healthcare is contracting with San Antonio Metropolitan Health District to provide outreach services and case management for women who have abnormal mammogram results. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Financial contribution from CHRISTUS Santa Rosa Healthcare	N/A	N/A	\$10,000
Output:			
No. of women who were contacted about breast health prevention services	N/A	N/A	8,000
No. of women who received case management services	N/A	N/A	30
Efficiency:			
No. of women contacted quarterly	N/A	N/A	2,000
Effectiveness:			
% of women, without insurance and had limited income, who were contacted about breast health services	N/A	N/A	50%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	N/A	N/A	\$10,000
TOTAL FUNDING	N/A	N/A	\$10,000
EXPENDITURES			
PERSONAL SERVICES	N/A	N/A	\$9,400
COMMODITIES	N/A	N/A	600
TOTAL EXPENDITURES	N/A	N/A	\$10,000
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	N/A	N/A	1
	N/A	N/A	0.50

HEALTH DISTRICT

BREAST HEALTH PROGRAMS

PROGRAM INFORMATION:

This program combines several funding sources related to breast and cervical cancer prevention for women. The grants provide health education, medical care and related case management for women who have Number health insurance and the family income is less than 200% of the federal poverty guidelines. Funding is provided through Texas Department of Health Breast and Cervical Cancer Control Program, Cancer Therapy and Research Center, and the Susan G. Komen Foundation San Antonio Chapter. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Available funds to support qualified women	\$335,999	\$339,000	\$361,413
Output:			
No. of women receiving grant funded services	690	800	7,700
No. of women who received case management services	194	235	167
Efficiency:			
Funds exhausted	100%	100%	100%
Effectiveness:			
% of new women entering the program	33%	25%	25%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	\$124,000	\$124,000	\$129,000
OTHER – Cancer Therapy and Research Center	84,357	85,000	75,000
OTHER – Susan G. Komen	100,000	100,000	100,000
OTHER – Carryover from previous fiscal year	27,642	0	0
TOTAL FUNDING	\$335,999	\$309,000	\$304,000
EXPENDITURES			
PERSONAL SERVICES	\$255,062	\$185,000	\$189,889
CONTRACTUAL SERVICES	76,847	120,190	109,196
COMMODITIES	1,630	1,835	1,654
OTHER EXPENDITURES	2,460	1,975	3,261
TOTAL EXPENDITURES	\$335,999	\$309,000	\$304,000
AUTHORIZED POSITIONS			
	6	9	9
FULL-TIME EQUIVALENT	6.00	7.50	7.50

HEALTH DISTRICT

FAMILY FOCUSED DIABETES PILOT PROJECT

PROGRAM INFORMATION:

Family Focused Diabetes Pilot Project funded through Texas Department of Health and Texas Diabetes Council is a collaborative project between Texas Diabetes Institute, House of Neighborly Service and San Antonio Metropolitan Health District will conduct a pilot project in zip code 78207 to determine effective measures in reaching families whose members have Type II Diabetes or are at high risk for developing diabetes. The project will include health risk assessment, educational classes, and referrals to community agencies. The grant period covers the period of 07/01/04 through 06/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Grant from Texas Department of Health to conduct pilot project	N/A	N/A	\$90,000
Output:			
No. of families enrolled in the program	N/A	N/A	50
No. of classes held	N/A	N/A	30
No. of risk assessment conducted	N/A	N/A	100
Efficiency:			
Average No. of participants in classes	N/A	N/A	10
Effectiveness:			
Post evaluation scores of new knowledge gained by participant	N/A	N/A	80%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
STATE	N/A	N/A	\$90,000
TOTAL FUNDING	N/A	N/A	\$90,000
EXPENDITURES			
PERSONAL SERVICES	N/A	N/A	\$38,000
CONTRACTUAL SERVICES	N/A	N/A	42,000
COMMODITIES	N/A	N/A	6,000
OTHER EXPENDITURES	N/A	N/A	4,000
TOTAL EXPENDITURES	N/A	N/A	\$90,000
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	N/A	N/A	1
	N/A	N/A	1.00

HEALTH DISTRICT

HEALTH EDUCATION PROJECT

PROGRAM INFORMATION:

The San Antonio Metropolitan Health District provides two types of support under this program that includes direct assistance in the form of state paid positions and financial assistance from the general revenue, preventive health and health services block grant. The grant period covers the period of 09/01/04 through 08/31/05.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	\$237,584	\$251,464	\$305,776
TOTAL FUNDING	\$237,584	\$251,464	\$305,776
EXPENDITURES			
PERSONAL SERVICES	\$232,513	\$251,464	\$305,776
CONTRACTUAL SERVICES	3,092	0	0
COMMODITIES	830	0	0
CAPITAL OUTLAY	1,149	0	0
TOTAL EXPENDITURES	\$237,584	\$251,464	\$305,776
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	5	5	6
	5.00	5.00	6.00

HEALTH DISTRICT

HEALTHY START INITIATIVE

PROGRAM INFORMATION:

The goals of the San Antonio Healthy Start Program are to reduce the overall infant mortality and low birth rates within the targeted community. To achieve these goals, seven (7) objectives that support reducing infant mortality have been adopted.

1. Increase No. of women receiving prenatal care in the first trimester.
2. Reduction of infants born weighing less than 2500 grams.
3. Reduction of teens <19 years giving birth.
4. Reduce the rate of post-neonatal infant deaths to the national average of 2.3 per 1000 live births.
5. 90% of children aged two years will receive immunizations.
6. 100% of program participants screened for depression.
7. 100% of program participants receive interconceptional care up to 24 months post delivery.

The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of active HS cases followed per month	216	220	232
% of women receiving prenatal care during 1 st trimester	70%	68%	72%
No. of families who participated in parenting education	132	140	142
Output:			
% of women screened for depression	100%	100%	100%
% of participants screened for domestic violence	100%	100%	69%
No. of families served through HS	451	402	475
Efficiency:			
% of referrals enrolled in HS program	82%	77%	86%
Effectiveness:			
% of cases that had a positive birth outcome	90%	89%	93%

EXPLANATORY INFORMATION

The objectives of Health Start are accomplished through comprehensive case management, outreach, health education, and community consortium activities.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$750,000	\$750,000	\$750,000
OTHER – (Medicaid Collections)	13,671	0	0
TOTAL FUNDING	\$763,671	\$750,000	\$750,000
EXPENDITURES			
PERSONAL SERVICES	\$553,299	\$611,474	\$ 611,474
CONTRACTUAL SERVICES	171,268	106,783	106,783
COMMODITIES	17,499	9,700	9,700
OTHER EXPENDITURES	18,152	21,543	21,543
CAPITAL OUTLAY	3,453	500	500
TOTAL EXPENDITURES	\$763,671	\$750,000	\$750,000
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	13	14	14
	13.00	14.00	14.00

HEALTH DISTRICT

LEARN, PREPARE, EAT & ENJOY

PROGRAM INFORMATION:

March of Dimes Texas Chapter grant aimed at improving dietary habits of pregnant women in order to prevent prematurity and low birth weight through nutrition education, food preparation, selection, and safety along with prenatal health education. A series of classes are held at various public health clinics in a "Learn, Eat, and Enjoy" format with meal demonstration and table talk conversation. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of women recruited & enrolled.	N/A	N/A	200
Output:			
No. of Classes Held	N/A	N/A	120
No. of women attending 4 of 7 classes	N/A	N/A	160
Efficiency:			
Average # of women attending classes	N/A	N/A	10
Effectiveness:			
No. of women that gained appropriate weight during pregnancy	N/A	N/A	100
No. of women with improved hemoglobin value during pregnancy (anemia)	N/A	N/A	100

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	N/A	N/A	\$34,550
TOTAL FUNDING	N/A	N/A	\$34,550
EXPENDITURES			
PERSONAL SERVICES	N/A	N/A	\$15,000
CONTRACTUAL SERVICES	N/A	N/A	18,650
COMMODITIES	N/A	N/A	900
TOTAL EXPENDITURES	N/A	N/A	\$34,550
AUTHORIZED POSITIONS	0	0	1
FULL-TIME EQUIVALENT	0.00	0.00	0.50

HEALTH DISTRICT

PARENT & CHILD INCORPORATED

PROGRAM INFORMATION:

This is a fee for service contract with Parent & Child Incorporated, a Head Start program, to provide physical examinations and dental screenings. Head Start requires that every child enrolled receive a physical examination within 90 days of enrollment and bi-annual dental screenings. SAMHD provides physical examinations and dental screenings to assist PCI. The grant period covers the period of 03/01/04 through 03/28/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Total No. of PCI enrolled children requiring Physical Exams	3,500	4,000	5,800
Total No. of PCI enrolled children requiring Dental Screenings	10,000	10,000	10,000
Output:			
No. of children receiving physical examinations by SAMHD	2,550	4,000	3,000
No. of children receiving dental screenings by SAMHD	11,114	10,000	10,000
No. of sessions held for physical examinations by SAMHD	108	110	110
Efficiency:			
Average No. of physical examinations/session	24	36	27
Effectiveness:			
% of children meeting 90 day requirement	73%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – PCI Medical	\$71,220	\$134,500	\$105,500
OTHER – PCI Dental	14,671	15,000	24,000
OTHER – PCI Medicaid Collections	4,343	42,500	42,500
OTHER	0	10,000	10,000
TOTAL FUNDING	\$90,234	\$202,000	\$182,000
EXPENDITURES			
PERSONAL SERVICES	\$46,435	\$96,900	\$143,031
CONTRACTUAL SERVICES	41,491	96,100	30,700
COMMODITIES	1,214	8,500	7,769
OTHER EXPENDITURES	0	500	500
CAPITAL OUTLAY	1,094	0	0
TOTAL EXPENDITURES	\$90,234	\$202,000	\$182,000
AUTHORIZED POSITIONS	8	8	8
FULL-TIME EQUIVALENT	4.00	5.00	5.00

HEALTH DISTRICT

PERINATAL DEPRESSION PROJECT

PROGRAM INFORMATION:

The purpose of the Perinatal Depression Program funded by the Hogg Foundation is determine an effective and efficient way to assess the prevalence of depression amongst perinatal patients of the Health Department including patients of the Healthy Start Division and to provide easier access to effective counseling services through an internship with Our Lady of the Lake University. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of focus groups held	8	50	50
Output:			
No. of clients seen for counseling	N/A	40	40
Efficiency:			
No. of clients whose cases have closed	N/A	30	30
Effectiveness:			
No. of clients who successfully completed counseling	N/A	20	20

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – (City In-Kind)	\$27,646	\$30,715	\$30,715
TOTAL FUNDING	\$27,646	\$30,715	\$30,715
EXPENDITURES			
PERSONAL SERVICES	\$22,731	\$0	\$0
CONTRACTUAL SERVICES	2,545	30,215	30,215
COMMODITIES	2,370	500	500
TOTAL EXPENDITURES	\$27,646	\$30,715	\$30,715
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	3	0	0
	1.50	0.00	0.00

HEALTH DISTRICT

TITLE V FAMILY PLANNING

PROGRAM INFORMATION:

This fee for service grant from Texas Department of Health funds Family Planning services for clients who do not qualify for Medicaid and have family incomes less than 185% of Federal Poverty Guidelines (FPG). Where the Medicaid income requirement is 158% of FPG for pregnant women, the income requirement for non-pregnant women is 0% of FPG. Once the grant ceiling is reached, Number additional funds are received. The grant assists SAMHD by providing medical and nursing services, laboratory services, chemical and medical supply, and case management. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of family planning visits – all funding sources	13,469	11,533	11,533
Output:			
No. of qualified Title V family planning visits	8,100	6,830	6,830
Effectiveness:			
No. of women receiving 2 or more visits per year	3,521	2,970	2,970

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	\$681,573	\$565,459	\$565,459
OTHER – (Co-pay)	1,000	10,177	10,177
TOTAL FUNDING	\$682,573	\$575,636	\$575,636
EXPENDITURES			
PERSONAL SERVICES	\$540,630	\$427,167	\$427,167
CONTRACTUAL SERVICES	20,002	41,170	41,170
COMMODITIES	119,941	87,499	87,499
OTHER EXPENDITURES	2,000	2,000	2,000
CAPITAL OUTLAY	0	17,800	17,800
TOTAL EXPENDITURES	\$682,573	\$575,636	\$575,636
AUTHORIZED POSITIONS	24	21	21
FULL-TIME EQUIVALENT	22.00	17.00	17.00

HEALTH DISTRICT

TITLE V MATERNAL & CHILD HEALTH

PROGRAM INFORMATION:

This fee for service grant from Texas Department of Health funds Maternal and Child Health services for patients who do not qualify for Medicaid or Children's Health Insurance Program (CHIP) and have incomes less than 185% of Federal Poverty Guidelines. Services include prenatal care, well child examinations, and dental care (0-21 years). Once the grant ceiling is reached, Number additional funds are received. The grant assists SAMHD by providing medical and nursing services, laboratory services, subcontracted obstetrical sonograms, and case management. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of clinic visits – all funding sources	22,502	21,380	22,000
Output:			
Prenatal Visits	15,986	12,605	12,605
Well Child Visits	759	917	917
Dental Visits	379	401	401
Total No. of qualified Title V visits	17,124	13,923	13,923
Effectiveness:			
Average No. of prenatal visits per qualified Title V pregnant women	12.5	12.5	12.5
No. of Title V supported dental treatments	1,864	2,148	2,148

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	\$278,735	\$242,738	\$242,738
OTHER – (City In-Kind)	352,922	122,000	122,000
TOTAL FUNDING	\$631,657	\$364,738	\$364,738
EXPENDITURES			
PERSONAL SERVICES	\$337,486	\$215,213	\$215,213
CONTRACTUAL SERVICES	194,778	92,259	92,259
COMMODITIES	93,045	46,266	46,266
OTHER EXPENDITURES	2,000	2,000	2,000
CAPITAL OUTLAY	4,348	9,000	9,000
TOTAL EXPENDITURES	\$631,657	\$364,738	\$364,738
AUTHORIZED POSITIONS	18	17	17
FULL-TIME EQUIVALENT	13.50	14.50	14.50

HEALTH DISTRICT

TITLE V POPULATION-BASED

PROGRAM INFORMATION:

The Title V Population-based program is a community-based effort to improve pregnancy outcomes and decrease teen pregnancy rates in targeted areas of Bexar County. The program works in conjunction with the federally funded Healthy Start Initiative and the city funded Project WORTH. The Population-based program provides health education presentations and other community-based health promotion activities, including responding to public requests for information and educational services. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Staff positions	2	1.5	2.5
Output:			
No. of healthy pregnancy presentations	98	85	120
No. of teen pregnancy prevention presentations	114	85	120
No. of individuals attending presentations	2,641	2,550	3,200

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	\$100,000	\$64,450	\$64,450
TOTAL FUNDING	\$100,000	\$64,450	\$64,450
EXPENDITURES			
PERSONAL SERVICES	\$84,352	\$49,471	\$49,471
CONTRACTUAL SERVICES	10,548	8,326	8,326
COMMODITIES	1,771	2,670	2,670
OTHER EXPENDITURES	2,135	3,983	3,983
CAPITAL OUTLAY	1,194	0	0
TOTAL EXPENDITURES	\$100,000	\$64,450	\$64,450
AUTHORIZED POSITIONS	2	2	2
FULL-TIME EQUIVALENT	2.00	1.50	1.50

HEALTH DISTRICT

TITLE X FAMILY PLANNING

PROGRAM INFORMATION:

Title X, a federal grant administered by Texas Department Health assists with infrastructure activities for family planning. The grant emphasis adolescent health and parent involvement as well as providing group purchase prices for family planning chemical and medical supplies. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Title X funding to support infrastructure for family planning	N/A	N/A	\$50,000
Output:			
No. of Title X supported visits	N/A	N/A	300
No. of abstinence education participants	N/A	N/A	200
Efficiency:			
Average No. of participant per class	N/A	N/A	6
Effectiveness:			
Education hours to staff for adolescent health	N/A	N/A	300
No. of parents involved in educational offerings	N/A	N/A	50

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	NA	N/A	\$50,000
TOTAL FUNDING	N/A	N/A	\$50,000
EXPENDITURES			
PERSONAL SERVICES	N/A	N/A	\$30,240
CONTRACTUAL SERVICES	N/A	N/A	17,760
COMMODITIES	N/A	N/A	2,000
TOTAL EXPENDITURES	N/A	N/A	\$50,000
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	N/A	N/A	1
	N/A	N/A	1.00

HEALTH DISTRICT

TITLE XX FAMILY PLANNING

PROGRAM INFORMATION:

This fee for service grant from Texas Department of Health funds Family Planning services who do not qualify for Medicaid and have family incomes less than 150% of Federal Poverty Guidelines (FPG). Where the Medicaid income requirement is 158% of FPG for pregnant women, the income requirement for non-pregnant women is 0% of FPG. Once the grant ceiling is reached, no additional funds are received. The grant assists SAMHD by providing medical and nursing services, laboratory services, chemical and medical supplies, and case management. This grant provides assistance to Project WORTH in outreach and education to at-risk populations. The grant period cover the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of family planning visits – all funding sources	13,469	11,533	11,533
Output:			
No. of qualified Title XX family planning visits	5,369	4,703	4,703
Efficiency:			
Funding ceiling is reached	100%	100%	100%
Effectiveness:			
No. of women receiving 2 or more visits per year	2,692	2,405	2,405
No. of outreach services to at-risk populations	1,990	1,990	1,990

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	\$350,000	\$350,000	\$350,000
OTHER – (Medicaid Collections)	178,678	115,000	115,000
TOTAL FUNDING	\$528,678	\$465,000	\$465,000
EXPENDITURES			
PERSONAL SERVICES	\$431,347	\$343,521	\$343,521
CONTRACTUAL SERVICES	15,448	42,400	42,400
COMMODITIES	81,883	72,079	72,079
OTHER EXPENDITURES	0	2,000	2,000
CAPITAL OUTLAY	0	5,000	5,000
TOTAL EXPENDITURES	\$528,678	\$465,000	\$465,000
AUTHORIZED POSITIONS			
	9	13	13
FULL-TIME EQUIVALENT	9.00	12.50	12.50

HEALTH DISTRICT

UTHSCSA STILLBIRTH PROJECT

PROGRAM INFORMATION:

The Stillbirth Consortium Grant is a collaborative relationship between the San Antonio Metro Health District and the University of Texas Health Science Center at San Antonio, to participate in the National Institute of Health's Stillbirth Collaborative Research Network, SCRN. This is a national research grant funded by the National Institute of Children's Health and Development. The goals of the study are to find the causes and scope of stillbirth. The grant period of 08/01/04 through 07/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Total No. of hospitals with labor and delivery units	N/A	12	12
Output:			
100% endorsement of the study by Bexar county hospitals that have Labor and Delivery Units	N/A	12	12
Provide information to all Bexar county hospital	N/A	12	12
No. of physicians and office/hospital personnel trained	N/A	N/A	120
Provide Physician literature to medical personnel in each of the 12 Bexar county hospitals	N/A	N/A	300
Effectiveness:			
Obtain endorsement for the study from key hospital personnel in each of the 12 Bexar county hospitals.	N/A	40	120
Obtain endorsement for the study from medical personnel practicing at each of the 12 Bexar county hospitals	N/A	36	200
% age of the hospitals participating in the study	N/A	N/A	100%
% age of stillbirth patients approached for the study	N/A	N/A	90%

EXPLANATORY INFORMATION

There will be a piloting phase estimated to begin in the winter of 2004. Once this phase is completed and adjustments are made, the recruitment phase will begin, and can last up to 3 years.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – (Medicaid Collections)	N/A	\$37,231	\$37,231
TOTAL FUNDING	N/A	\$37,231	\$37,231
EXPENDITURES			
PERSONAL SERVICES	N/A	\$29,805	\$29,805
CONTRACTUAL SERVICES	N/A	4,508	4,508
COMMODITIES	N/A	2,918	2,918
TOTAL EXPENDITURES	N/A	\$37,231	\$37,231
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	N/A	0.00	0.00

**HEALTH DISTRICT
WIC (WOMEN, INFANTS AND CHILDREN SUPPLEMENTAL
NUTRITION PROGRAM)**

PROGRAM INFORMATION:

The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), provides food vouchers (redeemable at grocery stores for certain nutritious foods), nutrition education and counseling, breastfeeding promotion and support, and health care referrals, at cost to low income pregnant, postpartum, and breastfeeding women, infants and children under the age of five, who are determined to be at nutritional risk. The grant period covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Clinic Locations (including a mobile team and 2 satellite locations)	16	16	15
Output:			
No. of infants served monthly (1 year and under)	11,933	12,000	12,250
No. of children served monthly (1 year to 5 years)	23,662	23,650	23,900
No. of women served monthly	11,121	11,400	11,650
Efficiency:			
Average No. of participants served per day	2,175	2,188	2,235
Effectiveness:			
Total No. of families receiving vouchers and nutrition education per month	11,595	11,650	11,800
% of families receiving nutrition education/counseling services per month	98.5%	98.5%	98.8%
% of infants breastfed (born to WIC)	48%	49%	50%
No. of dollars spent within the local economy (voucher redemption)	\$38,275,500	\$39,500,000	\$40,000,000

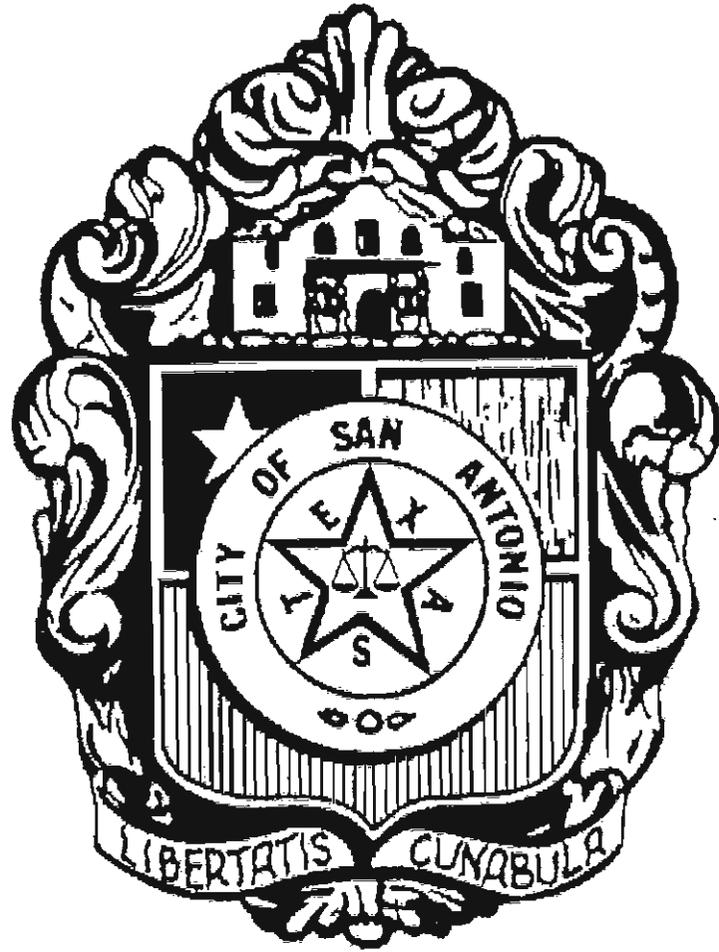
EXPLANATORY INFORMATION

The WIC Program offers extended hours and Saturday hours at each clinic for the convenience of the participants. A variety of Nutrition Education classes as well as Individual Counseling are offered on a daily basis, in both English and Spanish. Class topics include Breastfeeding, Infant feeding, Food preparation and Food Safety, and Physical Exercise for the family.

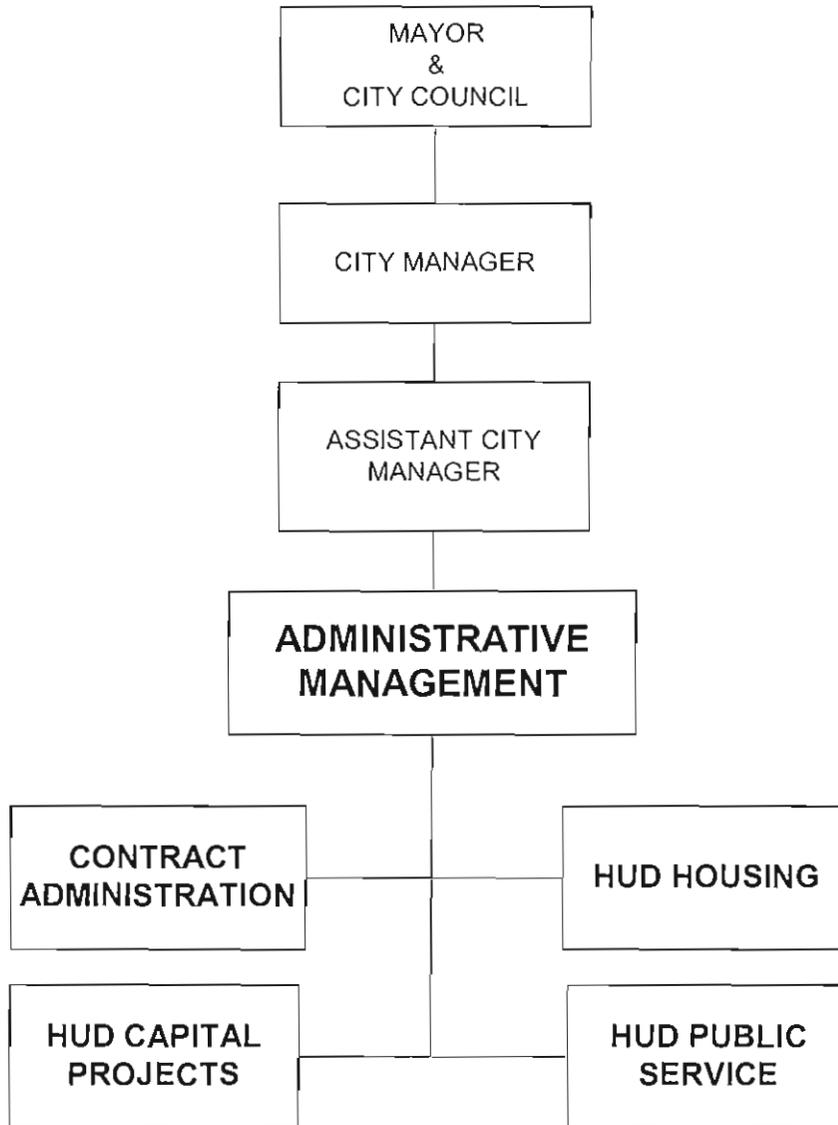
HEALTH DISTRICT
WIC (WOMEN, INFANTS AND CHILDREN SUPPLEMENTAL
NUTRITION PROGRAM)

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$5,119,036	\$5,465,482	\$5,465,482
TOTAL FUNDING	\$5,119,036	\$5,465,482	\$5,465,482
EXPENDITURES			
PERSONNEL SERVICES	\$3,903,653	\$4,211,333	\$4,211,333
CONTRACTUAL SERVICES	722,214	765,210	765,210
COMMODITIES	197,607	173,300	173,300
CAPITAL OUTLAY	35,195	26,000	26,000
INDIRECT COSTS	260,367	289,639	289,639
TOTAL EXPENDITURES	\$5,119,036	\$5,465,482	\$5,465,482
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	132	132	134
	126.00	127.50	129.50



HOUSING & COMMUNITY DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Community Development Block Grant	25.00	\$1,483,191
HOME Grant	6.00	679,801
Total Funding	31.00	\$2,162,992

HOUSING & COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT BLOCK GRANT HOME GRANT

MISSION STATEMENT

To create viable communities and to improve the quality of life and living environment principally for persons of low and moderate income through the supply of affordable housing, infrastructure investment, economic and human development.

PROGRAM INFORMATION

The Housing and Community Development Department (H&CD) has the primary responsibility for planning, organizing, implementing and monitoring the City's Community Development Block Grant (CDBG), Home Investment Partnership Grant (HOME), Section 108 Guaranteed Loan, and Enterprise Communities Programs. In addition, H&CD staff manages the procedural implementation activities of other supporting City departments to ensure City compliance with specific U. S. Department of Housing and Urban Development (HUD) and other federal regulations. Also, activities are monitored to ensure acceptable annual performance reviews of City activities to comply with the Davis-Bacon Act, Fair Labor Standards Act, Equal Employment Opportunities (EEO) compliance standards, Affirmative Fair Housing activities, accepted standard general accounting and audit procedures, Capital Projects Administration, and CDBG project management and monitoring of timely implementation and fund draw downs. These activities ensure that the City receives the maximum annual funding allocations for which it is entitled.

In addition to the administration of the CDBG and HOME Programs, H&CD staff is responsible for the identification, development, implementation, oversight and administration of additional program resources supporting the City Council's neighborhood revitalization and housing goals. The Department is also responsible for the development of the City's Five-Year Consolidated Plan, Annual Consolidated Plan/Budget, and Consolidated Plan Annual Performance Report, as well as the review and certification of compliance with the approved Consolidated Plan strategies for all project proposals submitted to HUD for funding support of local implementation.

Additionally, the department administers funds from the American Dream Downpayment Initiative (ADDI). ADDI was signed into law on December 16, 2003 and authorizes federal funds for homebuyer assistance. ADDI aims to increase the homeownership rate, especially among lower income and minority households and to revitalize and stabilize communities. ADDI assists first time homebuyers with downpayment and closing costs. ADDI will be administered as part of the Home Investment Partnership Program. ADDI funds can be used in conjunction with HOME or CDBG funds, but assistance cannot exceed established maximum subsidies per unit. ADDI funds will be provided to homebuyers as deferred payment loans of \$10,000 per family or 6% of the purchase price of the home, whichever is greater.

GOALS & OBJECTIVES

- ◆ Provide for affordable, safe, and decent housing opportunities for low and moderate-income residents.
- ◆ Provide for adequate and safe public infrastructure including streets, drainage, sidewalks, public facilities and park improvements.
- ◆ Provide programs directed toward improving the community's public services and/or facilities including those concerned with employment, crime prevention, and projects directed toward youth, health care and the elderly.
- ◆ Leverage additional services or enhance programs with existing funding such as implementing a Tax Credit Financing Lease/Purchase program for a single-family housing construction and assessing fees to Tax-Exempt Bond Financing to support an unrestricted City Neighborhood Revitalization Fund.

HOUSING & COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT BLOCK GRANT HOME GRANT

GOALS & OBJECTIVES CONTINUED

- ◆ Provide for timely expenditure of program funds by reducing available fund balance to less than or equal to 1.5 times the current entitlement by canceling all contracts that are not executed by November 30 of the funding year; closely monitoring projects for timely implementation; and, continuing to fund Capital projects in two phases – Design (Phase I) and Construction (Phase II).
- ◆ Provide effective program implementation by planning, organizing and monitoring the City's Community Development Block Grant (CDBG) and Home Investment Partnership Grant (HOME) funds.
- ◆ Maximize program funds by maintaining a level of administrative budget allocations to 20% or less of entitlement allocation.
- ◆ Continue to increase the City's HOME match by identifying additional resources available for affordable housing production and rehabilitation.
- ◆ Continue to work in concert with CRAG, Housing Master Plan and other City revitalization initiatives to assist with revitalization of inner city neighborhoods, as well as continue to expand on the component of the Incentive Tool Kit.
- ◆ Continue to expand the Housing Summit into a Regional Housing Workshop to include training and professional certifications.
- ◆ Continue to conduct at least two HOME workshops for new program participants and potential private sector partners.
- ◆ Continue to work in collaboration with the Department of Community Initiatives in administering the Consolidated Human Development Funding Pool process.
- ◆ Establish City Council CDBG & HOME Orientation session prior to adoption of the Annual Budget. Follow-up will be conducted on an individual basis as needed with each reprogramming.
- ◆ Provide for continued professional development and training for employees.

**HOUSING & COMMUNITY DEVELOPMENT
COMMUNITY DEVELOPMENT BLOCK GRANT
HOME GRANT**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Revitalization of Neighborhoods for San Antonio					
	Provide affordable, safe, and decent housing opportunities for low and moderate income residents	No. of Housing Client/Units Assisted	1,103	1,092	842	1,000
	Provide for adequate and safe public infrastructure including streets, drainage, sidewalks, public facilities and park improvements	No. of Residents Benefiting from Funds	111,660	30,481	42,687	21,228
		No. of Low/Moderate Residents Benefiting	63,085	23,227	28,762	13,279
	Implement Human Development Clients					
	Provide programs directed toward improving the community's public services and/or facilities including those concerned with employment, crime prevention, and projects directed toward youth, healthcare and the elderly	No. of Program Graduates Completing with High School Diploma, GED or Training Certificate (All Programs)	90	172	88	100
Financial	Innovative and Proactive City Government					
	Provide for timely expenditure of program funds by reducing available fund balance to less than or equal to 1.5 times the current entitlement	Timeliness of Expenditures (Spending Ratio)	1.00	0.95	1.00	1.00
	Leverage additional services or enhance programs with existing funding	Ratio of HOME Funds to Private Sector Leverage	\$1:\$8	\$1:\$12	\$1:\$12	\$1:\$14
	Maximize program funds by maintaining level of administrative budget allocations to 20% or less of entitlement allocation	Percent of Grant Entitlement Allocated to Administrative Costs	20%	20%	20%	20%

**HOUSING & COMMUNITY DEVELOPMENT
COMMUNITY DEVELOPMENT BLOCK GRANT
HOME GRANT**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	Improve Customer Service					
	Provide effective program implementation by planning, organizing and monitoring the City Community Development Block Grant (CDBG) and HOME Funds	No. of Neighborhood Meetings and Public Hearings Conducted	120	140	125	130
	Provide effective program implementation by planning, organizing and monitoring the City Community Development Block Grant (CDBG) and HOME Funds	No. of Monitoring Visits Conducted (Monitoring Unit)	10	40	20	30
		No. of Site Visits Conducted (Analysts)	120	186	170	210
Employee Learning & Growth	Public Trust and Awareness of Citizens					
	Provide continued professional development and training for employees	No. of Staff Receiving Professional Licenses or Certificates	4	6	6	10

**HOUSING & COMMUNITY DEVELOPMENT
COMMUNITY DEVELOPMENT BLOCK GRANT
HOME GRANT**

COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES BY CHARACTER

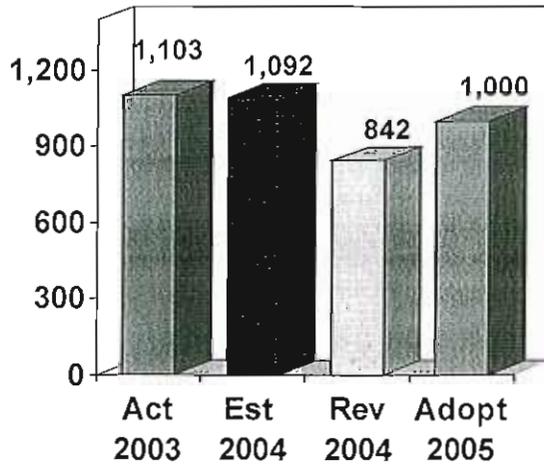
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$1,017,931	\$1,031,233	\$1,031,233	\$1,126,385
CONTRACTUAL SERVICES	224,795	59,710	59,710	340,806
COMMODITIES	8,400	5,000	5,000	13,000
CAPITAL OUTLAY	11,411	0	0	3,000
TOTAL EXPENDITURES	\$1,262,537	\$1,095,943	\$1,095,943	\$1,483,191
AUTHORIZED POSITIONS	25	25	25	25
FULL-TIME EQUIVALENTS	25.00	25.00	25.00	25.00

HOME GRANT EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$519,094	\$512,344	\$512,344	\$450,246
CONTRACTUAL SERVICES	249,994	130,458	130,458	210,755
COMMODITIES	6,982	7,081	7,081	13,800
CAPITAL OUTLAY	11,289	11,618	11,618	5,000
TOTAL EXPENDITURES	\$787,359	\$661,501	\$661,501	\$679,801
AUTHORIZED POSITIONS	6	6	6	6
FULL-TIME EQUIVALENTS	6.00	6.00	6.00	6.00

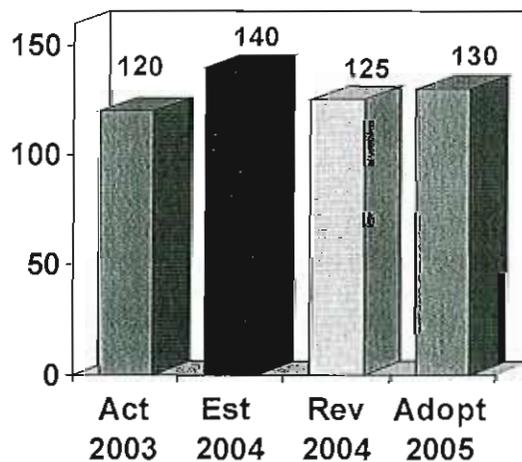
HOUSING & COMMUNITY DEVELOPMENT
COMMUNITY DEVELOPMENT BLOCK GRANT
HOME GRANT

NUMBER OF HOUSING CLIENTS/UNITS ASSISTED



- ✓ Provides affordable, safe, and decent housing opportunities for low and moderate residents.
- ✓ Includes Single and Multi-Family units.

NUMBER OF NEIGHBORHOOD MEETINGS AND PUBLIC HEARINGS CONDUCTED



- ✓ Provides effective program implementation by planning, organizing and monitoring all funds.

HOUSING AND COMMUNITY DEVELOPMENT GRANT SUMMARY

Below is a comprehensive listing of the grants expected by the Housing and Community Development in FY 2005. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Community Development Block Grant	\$17,379,000	\$0	\$0	\$0	\$17,379,000
HOME Entitlement Grant	7,315,294	0	0	0	7,315,294
American Dream Downpayment Initiative	731,835	0	0	0	731,835
HOME Reprogramming Funds	100,471	0	0	0	100,471
TOTAL	\$25,526,600	\$0	\$0	\$0	\$25,526,600

**HOUSING AND COMMUNITY DEVELOPMENT
COMMUNITY DEVELOPMENT BLOCK GRANT
HOME GRANT**

PROGRAM INFORMATION:

The Housing & Community Development Department is responsible for supporting the City Council and the City Manager in the financial planning, allocation, implementation, and monitoring of the City's Community Development Block Grant (CDBG) and HOME Entitlement grants, and the Enterprise Community Program Funds. In addition, the Department researches, secures funding and administers additional program resources supporting the City Council's neighborhood revitalization and housing goals. Primary program responsibilities include CDBG, HOME, and Enterprise Community programs, the development, administrative and compliance associated with City's HUD Five-Year Consolidated plan, Annual Consolidated Plan/Budget, and Consolidated Annual Performance Report. Monitoring and technical assistance is provided to program sub-grantees, as well as completion of financial and program management analysis to ensure continued compliance with all application regulations and policies. This grant program covers the period of 10/1/04 through 9/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. CD Monitors	8	8	8
Amount of Entitlement Grant	\$20,511,000	\$17,717,000	\$17,379,000
No. CDBG Contracts	246	136	57
Output:			
No. Site Visits Scheduled	123	272	114
No. Projects Complete	180	79	79
Efficiency:			
Avg. No. Contracts per Analyst	31	17	7
Effectiveness:			
% Contracts Monitored	100%	100%	100%
% Contracts Complete	80%	85%	85%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Transfers required as a cash match	\$0	\$0	\$0
STATE – Funding provided by the State	0	0	0
FEDERAL – Federal fund source	20,511,000	17,717,000	17,379,000
TOTAL FUNDING	\$20,511,000	\$17,717,000	\$17,379,000
EXPENDITURES			
PERSONAL SERVICES	\$1,017,931	\$1,031,233	\$1,126,385
CONTRACTUAL SERVICES	224,795	59,710	340,806
COMMODITIES	8,400	5,000	13,000
CAPITAL OUTLAY	11,411	0	3,000
SUBGRANTING	19,248,463	16,621,057	15,895,809
TOTAL EXPENDITURES	\$20,511,000	\$17,717,000	\$17,379,000
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	25.00	25.00	25.00

**HOUSING AND COMMUNITY DEVELOPMENT
COMMUNITY DEVELOPMENT BLOCK GRANT
HOME GRANT**

PROGRAM INFORMATION:

The HOME Division of the Department of Housing & Community Development is responsible for the planning and oversight of the City's HOME Entitlement Grant program. All activities result in the renovation or production of housing affordable to low and moderate-income households. This division provides technical assistance to sub-grantees and project sponsors and is responsible for monitoring all project activities to ensure compliance with U.S. Department of Housing and Urban Development (HUD) affordability and regulatory requirements. This grant program covers the period of 10/1/04 through 9/30/05.

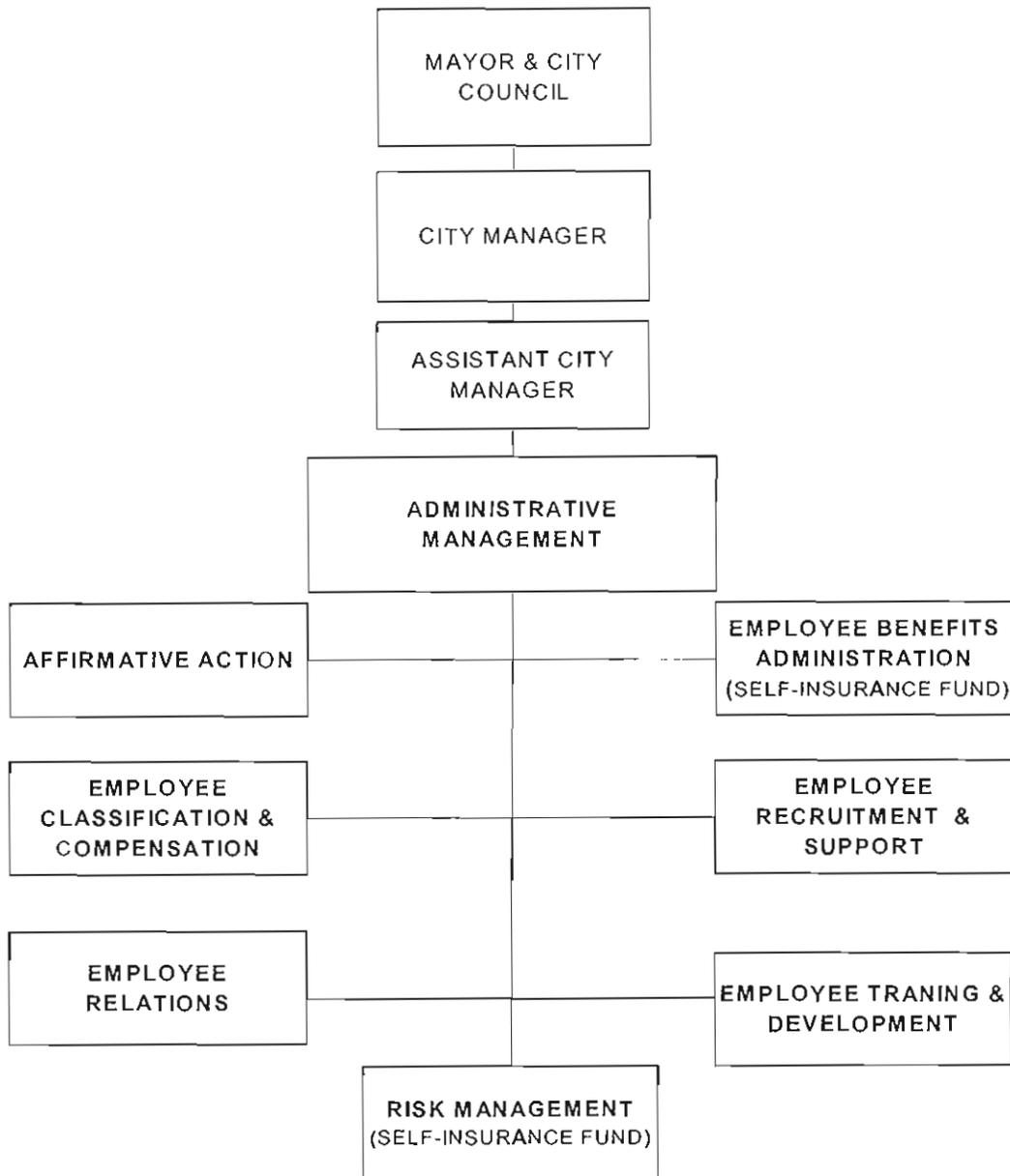
PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. CD Monitors	4	4	4
Amount of Entitlement Grant	\$7,874,000	\$8,014,841	\$8,147,601
Total Housing Units Adopted	705	1152	1117
Output:			
No. Housing Units Complete	529	631	890
Efficiency:			
Avg. No. Contracts per Analyst	24	6	6
Effectiveness:			
% Units Complete	75%	70%	80%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Transfers required as a cash match	\$7,874,000	\$0	\$0
STATE – Funding provided by the State	0	0	0
FEDERAL – Federal fund source	7,874,000	7,370,756	8,047,129
OTHER – This includes requirements of the City In-Kind	0	414,085	100,471
TOTAL FUNDING	\$7,874,000	\$8,014,841	\$8,147,600
EXPENDITURES			
PERSONAL SERVICES	\$519,094	\$512,344	\$450,246
CONTRACTUAL SERVICES	249,994	130,458	210,755
COMMODITIES	6,982	7,081	13,800
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	11,289	11,618	5,000
SUBGRANTING	7,086,641	7,353,340	7,467,799
TOTAL EXPENDITURES	\$7,874,000	\$8,014,841	\$8,147,600
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	6.00	6.00	6.00

HUMAN RESOURCES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	33.00	\$2,437,529
Employee Benefits Fund	18.00	74,641,238
Unemployment Compensation Fund	0.00	455,000
Extended Sick Leave Fund	0.00	30,000
Occupational Health Fund	1.00	215,859
Workers' Compensation Fund	16.00	14,600,903
Liability Fund	16.00	10,736,164
Alternate Services Employee Fund	1,946.00	9,026,651
Total Funding	2,030.00	\$112,413,344

MISSION STATEMENT

The mission of the Human Resources Department is to provide a qualified and capable workforce to assist the City in achieving its goal of providing quality services to the citizens of San Antonio.

PROGRAM INFORMATION

The Human Resources Department is responsible for providing human resource programs including: employee recruitment and selection; job classification and compensation analysis; administration of employee benefits; employee testing and training and facilitation of employee grievances and disciplinary hearings before the Municipal Civil Service Commission for non-uniformed employees. The department also staffs the Fire and Police Civil Service Commission, facilitates entry and promotional testing, and coordinates the grievance and arbitration processes for uniformed employees.

GOALS & OBJECTIVES

- ◆ Collaborate with and support customer departments by providing expert consultative services and solutions regarding all aspects of human resources administration, including employee relations, recruitment, compensation and benefits, employee development and workplace safety.
- ◆ Facilitate the recruitment of qualified, competent individuals through coordination with educational institutions, job fairs, searches and other specialized venues; provide effective recruitment and support services to City Departments with the implementation of the Human Resources component of the Enterprise Resource Management (ERM) system.
- ◆ Strive to reach market competitiveness and employee equity through the maintenance of a fair classification and compensation system; provide competitive starting salaries and benefits in order to attract and retain competent, qualified employees at all levels.
- ◆ Monitor and offer guidance in the administration of the Employee Performance and Development (EPDP) System, which better links employee performance with organization mission and goals.
- ◆ Increase communication and understanding of the City's personnel rules, policies and procedures to ensure consistent application within the organization; assist employees and supervisors in dealing with non-uniform labor relation issues at all levels.
- ◆ Coordinate and develop employee education and development initiatives, including customized training through the Alamo Community College District Interlocal Agreement, to maintain a highly skilled and competent workforce; develop specific development initiative to build upon and improve management and supervisory practices, knowledge and skills.
- ◆ Revise and update Human Resources-related personnel rules and Administrative Directives to maximize organizational flexibility and effectiveness while ensuring compliance with applicable Federal, State and Local laws.
- ◆ Facilitate the selection of qualified uniformed personnel by administering contracts for the development and validation of entrance and promotional testing of uniformed personnel, and conducting examinations in accordance with Civil Service requirements and collective bargaining agreements.
- ◆ Reaffirm the City's commitment to a diverse workforce by updating the City's Affirmative Action Plan and providing technical assistance to City Departments regarding their objectives.
- ◆ Utilize the SAP Human Resources module to ensure consistent application of processes associated with applicant processing, training, personnel records and other Human Resources related initiatives.

HUMAN RESOURCES

GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Maintain and enhance a proactive recruiting program	Total No. of Applications Processed	73,761	74,384	74,000	82,400
		-City Employees	11,642	10,920	13,320	14,500
		-Non-City Employees	62,119	63,464	60,680	67,900
		Fire and Police Entry Applications	5,927	5,279	6,912	6,990
		% of Total Applications Received On-line	N/A	N/A	N/A	85%
	Enhance customer service through implementation of ERM/SAP capabilities	Avg. No. of Workdays it takes to Fill a Non-Uniform Vacant Position ¹	15	17	19	14
		- Human Resources	11	10	14	10
- Outside Agencies		4	7	5	4	
Financial	Provide Accountability to the Public					
	Coordinate and develop City sponsored training initiatives through the ACCD Interlocal Agreement.	Value of Training Provided Through the ACCD Interlocal Agreement	\$50,023	N/A	\$57,491	\$122,515
		No. Employees Attending Training Through the ACCD Interlocal Agreement ²	785	N/A	1,332	2,208
Internal Processes	Provide for Safety and Welfare of San Antonio					
	Administer examinations in accordance with Civil Service requirements and collective bargaining agreements	No. of Fire/Police Examinations Administered	15	18	18	18
		No. Hired from Fire/Police Entry-Level Eligibility Lists	158	161	126	130
		No. Hired from Fire/Police Promotional Eligibility List	115	139	108	110
	Continue to efficiently process non-uniform applicants	No. of Advertised Positions	1,078	1,051	790	910
		No. of New Hires processed	1,012	1,345	610	860
	Continue to foster well-trained employees	No. of Training Hours Provided	53,089	51,191	39,760	40,760
	Increase communication and understanding of the City's policies and procedures within the organization through the revision of the City's personnel rules	No. of Citywide HR Related Policies Revised	N/A	N/A	N/A	50%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	Improve Employee Services					
	Maintain a civilian classification and compensation system that reflects internal alignment	No. of In-Lieu-Of/Reclassification Job Studies requested	222	275	225	250
		No. of In-Lieu-Of/Reclassification Requests Approved	154	138	110	175
		No. of Regrade Job Studies Requested and Initiated (job class)	16	20	10	15
		No. of Regrade Requests Approved (New and Previous FYs) ³	5	4	32	5
	Maintain and monitor a turnover rate less then comparable Texas cities	% of Employees Voluntarily Leaving the Organization ⁴	6.9%	N/A	6.9%	6.8%
	Continue coordination and development of City-sponsored training programs for all City employees	No. of Participants in City Sponsored Training Programs	14,347	10,937	5,600	7,200
		% of Employees Improving Knowledge of Subject Matter in ACCD Training Courses as Documented in Post Tests	N/A	N/A	N/A	85%

EXPLANATORY INFORMATION

- ¹ Total average number work days required to fill a vacant position includes time required by Human Resources staff to post the job announcement and develop an eligibility list and to conduct new hire processing. It does not include time required by departments to review applications, or the time required by outside agencies to perform driving status verifications, drug screening and physicals; and time required by the selectee to submit notice of resignation to employers.
- ² Examples of training initiatives developed through the ACCD Interlocal Agreement include: Automotive Diesel Mechanics, Plumbing, Computer Assisted Drawing (CAD), GIS, Contemporary Management Skills, Workforce Supervision, Administrative Management, Multidisciplinary Leadership Skills, Train the Trainer, Anger Management, Leadership Development Program. The Fiscal Year for ACCD Interlocal Agreement is from April through March.
- ³ No. of regrade requests re-estimated in FY 04 included regrades approved by City Council for compression and market realignment.
- ⁴ The turnover rate is calculated by dividing actual voluntary separations by the average number of employees. Voluntary separations do not include retirements or deaths. The average turnover rate of comparable Texas cities ranges from 10.8% to 16.4%.

HUMAN RESOURCES**GENERAL FUND**

PROGRAM CHANGES

◆ IMPROVEMENTS \$11,257

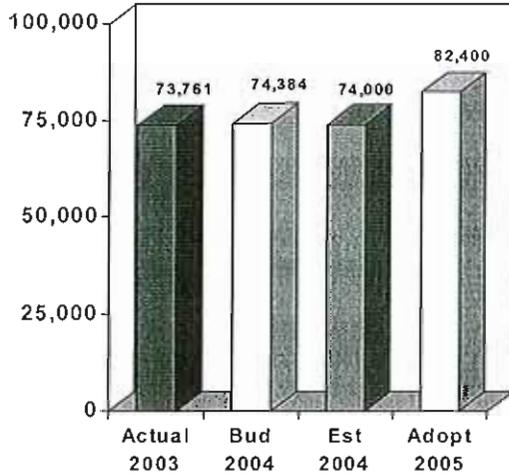
CASH HANDLING POLICY & PROCEDURES

This *improvement* totaling \$11,257 will provide for necessary improvements to ensure that proper cash handling policies and procedures and adequate internal controls are in place. Citywide improvements include adding additional positions and selected back ground checks as well as acquiring items such as security cameras, new cash registers, and credit card terminals.

GENERAL FUND EXPENDITURES BY CHARACTER

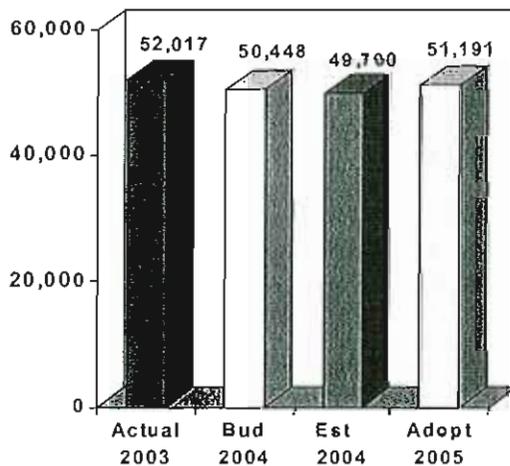
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$1,793,223	\$1,832,260	\$1,911,480	\$1,880,909
CONTRACTUAL SERVICES	353,826	496,321	399,126	511,439
COMMODITIES	33,606	26,422	26,230	37,673
OTHER EXPENDITURES	5,205	5,205	5,205	7,508
CAPITAL OUTLAY	6,995	0	0	0
TOTAL EXPENDITURES	\$2,192,855	\$2,360,208	\$2,342,041	\$2,437,529
AUTHORIZED POSITIONS	33	34	34	33
FULL-TIME EQUIVALENTS	33.00	34.00	34.00	33.00

NUMBER OF APPLICATIONS PROCESSED



- ✓ Measures the total number of City and Non-City Employment Applications processed
- ✓ In April 2004, the City initiated an online application process through the Enterprise Resource Management System

NUMBER OF TRAINING HOURS PROVIDED



- ✓ Training Programs include:
 - Train the Trainer
 - Workforce Supervision Certification
 - Customized Training
 - Multidisciplinary Leadership Skills
 - Contemporary Management Certification
 - Administrative Management

PROGRAM INFORMATION

The **Employee Benefits** staff implements and administers a full range of benefit programs offered to City employees, retirees, the Mayor, City Council members, and eligible family members. The staff is responsible for administration, education, customer service and contract compliance associated with each of the following programs: the self-insured indemnity health care plans, Health Maintenance Organization (HMO) plan, Vision Plan, Dental Plans, Life Insurance plan, Texas Municipal Retirement Program, Employee Assistance Program, Unemployment Compensation, Extended Sick Leave Program, Wellness Program, Deferred Compensation and voluntary insurance coverage. The staff organizes, promotes, and conducts an annual Health Fair and facilitates periodic review of the benefit programs available to our employees.

GOALS & OBJECTIVES

- ◆ Administer self funded benefit plans to ensure compliance with state and federal law.
- ◆ Provide customer service for all active employees, retirees and their eligible family members on health benefits and retirement program.
- ◆ Evaluate plan design and implement plan changes to control cost and offer a comprehensive benefit package to attract and retain employees.
- ◆ Monitor contracts to ensure delivery of services and compliance with performance measures.
- ◆ Perform medical bill audits and utilization review to contain CitiMed claim expense while coordinating patient care.
- ◆ Conduct ongoing educational and outreach services to provide information regarding the health benefits package, retirement and wellness programs.
- ◆ Facilitate periodic benefit reviews, surveys, vendor reviews and request for proposals to maintain competitive programs.
- ◆ Track unemployment claims and protest questionable claims to control cost
- ◆ Maximize attendance by reducing the average time employees are in short-term disability and facilitating employee's return to regular or light duty work status.
- ◆ Coordinate the City's disability benefits with benefits received from other disability programs such as the Federal Social Security Act, Texas Municipal Retirement System, Rehabilitative Employment, Worker's Compensation or any law of similar intent.
- ◆ Offer and promote an Employee Assistance Program to address personal and work related issues that affect employee performance.
- ◆ Utilize the SAP ERP system to increase efficiency and improve the quality of service provided to customers.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Community Outreach					
	Provide direct professional customer service on health, retirement and wellness programs	Avg. No. of Telephone Inquiries per Week	558	594	585	594
		Avg. No. of Walk-in Customers per Week	195	121	105	106
		No. of Civilian Retirements Processed Annually	188	159	166	174
	Administer benefits for qualified unemployment claims	No. of Unemployment Compensation (UC) Claim Notifications	306	343	325	341
	Administer benefits to qualified applicants under the Extended Sick Leave Program	No. of Participants in the Short Term Disability Program	620	N/A	605	611
Provide confidential Employee Assistance Program (EAP) for eligible Employee/Family	% of Employee/Family Utilization	9.8%	13.0%	10.0%	10.0%	
Financial	Provide Accountability to the Public					
	Offer and promote a comprehensive array of competitive basic and optional benefits programs at a reasonable cost	Total CitiMed Claims (millions)	\$40.18	\$46.84	\$45.63	\$50.87
		Avg. CitiMed Cost per Employee/Retiree	\$4,917	\$5,483	\$5,617	\$6,170
		Total HMO Cost (millions)	\$21.50	\$21.82	\$23.27	\$25.40
		Avg. HMO Cost per Employee/Retiree	\$6,212	\$6,357	\$7,143	\$7,677
	Protest disputable UC claims to control cost of program	Total Cost of UC Claims Paid	\$468,410	\$450,000	\$500,000	\$600,000
	Pay Extended Sick Leave claims in accordance with plan document	Amount of Short Term Disability Payments (millions)	\$1.22	N/A	\$1.13	\$1.21
	Provide accountability for cost and efficiency of EAP Program	Cost of EAP Program	\$149,317	\$151,017	\$149,076	\$156,530

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	Innovative and Proactive City Government					
	Coordinate annual internal audits of Third Party Administrator (TPA) to ensure contract compliance and quality customer service	Avg. No. of Claims Processed per Week by TPA ¹	3,352	4,301	4,172	4,589
		Avg. No. of Claims Pended per Week ²	111	301	125	138
		Avg. No. of Claims Paid per Week ³	3,222	4,000	4,047	4,451
		Avg. Turnaround Time for Claims Paid (days) ⁴	20	15	20	15
	Track unemployment claims and identify potential problem areas and determine appropriate solutions	No. of Claims Protested	84	95	112	118
		No. Favorable UC Decisions	71	61	93	98
Reduce the average time employees are in short-term disability by coordinating with the attending physician on the employee's ability to return to regular work or light duty work status	No. of Participants that Returned to Light Duty Status or Work as a Result of Attending Physician Coordination	90	N/A	88	90	
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Conduct Open Enrollment briefings to educate employees, retirees, and their eligible family members on the annual benefits program options	No. of Employees/Retirees Enrolled in Citimed	8,173	8,542	8,123	8,245
		No. of Employees/Retirees Enrolled in HMO	3,388	3,433	3,260	3,309
		% of Employees Completing Annual Enrollment Online	9%	20%	2%	15%
	Plan, organize, promote and conduct annual events to inform employees about benefits program and promote wellness in the workplace	No. of Open Enrollment On-Site Benefits Seminars Held Annually	6	10	3	10
		No. of Employees Attending Other Benefits-Related Seminars Offered Annually (Health Fair, TMRS Retirement, Orientation, etc.)	6,126	6,563	6,680	7,014
	Provide supervisory training seminars designed to reduce the number of claims paid resulting from noncompliance	No. of Attendees at Supervisory Training Session on Unemployment Compensation	66	115	115	121
	Conduct Seminars to educate Supervisors on the Short Term Disability Program	No. of Attendees at Supervisory Seminars on Short Term Disability Program	119	120	120	126

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	Provide training to managers, supervisors, and City Employees on how to access EAP services and the appropriate means to facilitate referrals	No. of Employees Trained	614	626	591	621

EXPLANATORY INFORMATION

- ¹ The number of claims presented for payment.
- ² The number of claims for payment, which are not paid but set aside until missing documentation is received.
- ³ The number of claims processed to a conclusion during a workweek.
- ⁴ The number of business days it takes the TPA to process claims from the date a claim is presented for payment until the claim is paid, pending or denied.

PROGRAM CHANGES

◆ IMPROVEMENTS \$25,128

EMPLOYEE SERVICES – WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* totaling \$25,128 will provide a market adjustment and performance pay incentive for eligible employees included in the Employee Benefits Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, full-time and part-time civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in April 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

HUMAN RESOURCES**EMPLOYEE BENEFITS FUND****EMPLOYEE BENEFITS FUND EXPENDITURES BY CHARACTER**

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$750,302	\$953,711	\$897,158	\$963,248
CONTRACTUAL SERVICES	44,768,298	51,262,479	50,538,539	48,874,659
COMMODITIES	6,636	10,322	10,392	10,425
OTHER EXPENDITURES	7,479	7,479	10,464	7,554
CAPITAL OUTLAY	3,960	0	1,482	0
TRANSFERS	20,731,271	21,393,423	22,806,001	24,785,352
TOTAL EXPENDITURES	\$66,267,946	\$73,627,414	\$74,264,036	\$74,641,238
AUTHORIZED POSITIONS	17	18	18	18
FULL-TIME EQUIVALENTS	17.00	18.00	18.00	18.00

HUMAN RESOURCES

UNEMPLOYMENT COMPENSATION FUND

PROGRAM INFORMATION

The Unemployment Compensation Program is administered in-house to pay for unemployment benefits to qualified individuals and to protest disputable claims through the Texas Workforce Commission.

GOALS & OBJECTIVES

- ◆ Administer benefits for qualified unemployment claims.
 - ◆ Protest disputable claims to control cost of program.
 - ◆ Track unemployment claims and identify potential problem areas and determine appropriate solutions.
-

UNEMPLOYMENT COMPENSATION FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
CONTRACTUAL SERVICES	\$468,409	\$450,000	\$500,000	\$455,000
TOTAL EXPENDITURES	\$468,409	\$450,000	\$500,000	\$455,000

PROGRAM INFORMATION

The City's **Extended Sick Leave Program** is designed to provide short-term and long-term disability benefits to employees who become disabled due to a non-work related illness or injury. Short-term disability benefits are paid as a percentage of compensation from 40% to 100% based on years of service. Long-term disability benefits are paid at 40% of monthly salary or at 60% if optional disability insurance is purchased.

GOALS & OBJECTIVES

- ◆ Reduce the average time employees are in short-term disability by coordinating with the attending physician on the employee's ability to return to regular work or light duty work status.
- ◆ Coordinate the City's disability benefits with benefits received from other disability programs such as the Federal Social Security Act, Texas Municipal Retirement System, Rehabilitative Employment, Workers' Compensation or any law of similar intent.

EXTENDED SICK LEAVE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$13,972	\$30,000	\$30,000	\$30,000
TOTAL EXPENDITURES	\$13,972	\$30,000	\$30,000	\$30,000

HUMAN RESOURCES

OCCUPATIONAL HEALTH PROGRAM FUND

PROGRAM INFORMATION

The Employee Assistance Program (EAP) provides confidential and timely assistance to non-uniform City employees and their families experiencing personal problems which may affect job performance. EAP counseling includes, but is not limited to, the following problem areas: substance abuse, depression, stress management, grief/bereavement, gambling, legal/financial, family/marital, and critical incident stress. EAP service is provided by an external vendor, under the supervision of the City Employee Assistance Coordinator. The Employee Assistance Coordinator monitors the program contract for compliance, provides training and consultation, and handles complaints.

GOALS & OBJECTIVES

- ◆ Facilitate early recognition, intervention, and resolution of personal or work-related problems that affect employee performance.
- ◆ Provide readily accessible and confidential short-term counseling assistance for employees and eligible family members.
- ◆ Provide an assessment/referral mechanism for complicated personal problems that might require in-depth care.
- ◆ Provide training to managers, supervisors, and City employees on how to access EAP services and the appropriate means to facilitate referrals.

PROGRAM INFORMATION

- ◆ IMPROVEMENTS \$1,526

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* totaling \$1,526 will provide a market adjustment and performance pay incentive for eligible employees included in the Occupational Health Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, full-time and part-time civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in April 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

OCCUPATIONAL HEALTH FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$53,761	\$56,309	\$56,455	\$59,512
CONTRACTUAL SERVICES	149,984	152,947	152,771	155,472
COMMODITIES	488	338	350	338
CAPITAL OUTLAY	0	0	0	537
TOTAL EXPENDITURES	\$204,233	\$209,594	\$209,576	\$215,859
AUTHORIZED POSITIONS	1	1	1	1
FULL-TIME EQUIVALENTS	1.00	1.00	1.00	1.00

HUMAN RESOURCES

SELF-INSURANCE WORKERS' COMPENSATION FUND

PROGRAM INFORMATION

The Workers' Compensation Program's function is to ensure the City's compliance with applicable federal, state and local statutes and regulations dealing with employee injuries or illnesses in the course and scope of employment and monitoring the activities of the Third Party Administrator. The Texas Workers' Compensation Act is the primary regulatory statute in this regard. The Safety program's function is to eliminate, reduce or otherwise mitigate the City's exposure to loss resulting from occupational injuries/illnesses, vehicle accidents, third party liability claims and property loss.

GOALS & OBJECTIVES

- ◆ Ensure compliance with the Texas Workers' Compensation Act.
 - Continue to train departmental representatives on the requirements, guidelines and benefits of the Texas Workers' Compensation Act.
 - Have staff members obtain and/or maintain professional certifications/licenses by providing professional development opportunities.
- ◆ Improve the overall financial status of the Workers' Compensation Fund.
 - Identify and communicate to the City's executive staff members the Cost of Risk for the Self-Insured Workers' Compensation Program.
 - Administer Risk Management contracts and ensure delivery of all contracted services.
 - Increase the effectiveness of the Modified Duty Program.
 - Reduce the severity and rate of injury to City employees.
 - Aggressively pursue all potential recoveries from negligent third parties.
- ◆ Perform on-site inspections and consultations to promote compliance with accepted guidelines such as: OSHA Standards, Uniform Fire Code, National Electrical Code, National Fire Protection Association Life Safety Code, Federal, State, and local Regulations, Department of Transportation Standards for Commercial Drivers, and Hazard Communication Act.
- ◆ Provide quality safety and health education programs, both in formal classroom environments and within the work areas.

HUMAN RESOURCES

SELF INSURANCE WORKERS' COMPENSATION FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Public Trust & Awareness					
	Identify and communicate the Cost of Risk for the Self-Insured Workers' Compensation Program	Cost of Risk (millions) ¹	\$12.95	\$13.39	\$13.85	\$12.98
		% Cost of Risk vs. Total City Budget ²	0.85%	0.95%	0.91%	0.85%
	Reduce the rate of injury to City employees	Injury Rate per 100 Employees (200,000 hours worked)	20.1	16.4	16.0	16.2
		Lost Time Injury Claims per 100 Employees (200,000 hours worked)	8.5	6.6	7.0	6.7
		Avg. Cost Per Claim	\$3,994	\$4,150	\$4,210	\$4,147
Financial	Provide Accountability to the Public					
	Pursue all potential recoveries from negligent third parties	% of Value Recovered from Negligent Third Parties ³	97.7%	97.5%	96.2%	98.2%
		Amount Recovered from Negligent Third Parties	\$271,162	\$257,000	\$249,948	\$253,125
Internal Processes	Innovative and Proactive City Government					
	Increase the effectiveness of the Modified Duty Program	No. of Modified Duty Released to Full Duty Within Six Months	162	135	91	96
		% of Modified Duty Released to Full Duty	91%	83%	84%	85%
	Perform on-site inspections and consultations to promote compliance with accepted guidelines	No. of Inspection/Training/ Training Assistance/ Program Development/ Investigation Hours ⁴	5,672	4,633	4,854	4,753
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Continue to train departmental employees on a wide variety of safety and health topics	No. of Employees Trained (Workers' Compensation & Safety)	3,780	3,850	8,374	5,425
		No. of Safety Training Contact Hours ⁵	43,843	46,750	1,463,526	550,550
	Have staff members obtain and/or maintain professional certifications/licenses	No. of Training Hours Received	216	230	237	242

EXPLANATORY INFORMATION

- ¹ Cost of Risk includes uninsured losses, retained losses, loss prevention costs, insurance costs and administrative costs.
- ² Calculation uses operating and capital projects budgets as Total City Budget, targeted to a standard of 1%.
- ³ Includes recovery from insurance companies, civil awards, and criminal restitution. Actual FY 2003 includes reduction to backlog/ recoveries from prior fiscal years.
- ⁴ Activities include but are not limited to: Facility Inspections, Safety Training, Workers' Compensation Training, Travel Time, Report Writing, Extra Hazard Employer Research, Updates to Workers' Compensation Law, Fraud Investigations etc.

HUMAN RESOURCES

SELF INSURANCE WORKERS' COMPENSATION FUND

EXPLANATORY INFORMATION CONTINUED

- ⁵ All figures include the addition of personnel trained through the Risk Management Safety Sections Video Training Library (Collection includes 680 Safety Videos and is the largest in the City). All figures also include personnel trained by the Workers' Compensation Section of Risk Management. Video training hours was not reflected in the FY 04 Revised Budget, whereas they are encompassed in the FY 05 Proposed number.

PROGRAM CHANGES

- ◆ REDIRECTIONS/REDUCTIONS \$30,247

ELIMINATE VACANT SENIOR MANAGEMENT ANALYST

This *reduction* will cancel the transfer for the funding for half of a vacant Sr. Management Analyst Position. The remainder of the funding for this position is eliminated in the Liability Fund. This position provides fiscal oversight for the Workers' Compensation and Liability Funds, and serves a liaison function. The department will manage its resources to minimize the impact of this reduction by redirecting its functions to a Special Projects Coordinator in the Workers' Compensation Fund. This reduction will result in total savings of \$30,247 to the Workers' Compensation Fund.

- ◆ MANDATES \$7,346

RIVERVIEW OFFICE SPACE LEASE

This *mandate* will provide for continuation of a lease agreement with Riverview Towers for office space. This mandate includes recurring costs of \$7,346 in FY 2005.

- ◆ IMPROVEMENTS \$25,903

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* totaling \$22,846 will provide a market adjustment and performance pay incentive for eligible employees included in the Self-Insurance Workers' Compensation Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

CERTIFICATION PAY PILOT PROGRAM

This *improvement* totaling \$3,057 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

HUMAN RESOURCES
SELF INSURANCE WORKERS' COMPENSATION FUND

WORKERS' COMPENSATION EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$1,353,300	\$1,424,800	\$1,404,524	\$1,430,233
CONTRACTUAL SERVICES	1,237,798	1,410,969	1,333,073	1,451,506
COMMODITIES	43,161	42,367	47,206	42,268
OTHER EXPENDITURES	10,293,094	10,603,206	10,570,777	11,097,069
CAPITAL OUTLAY	18,094	-	-	-
TRANSFERS	922,287	683,555	683,217	579,827
TOTAL EXPENDITURES	\$13,867,734	\$14,164,897	\$14,038,797	\$14,600,903
AUTHORIZED POSITIONS	16	16	16	16
FULL-TIME EQUIVALENTS	16.00	16.00	16.00	16.00

PROGRAM INFORMATION

The **Liability Program's** principle function is to administer the City's Self-Insured Liability Program. This includes assisting the City's Claims Board and facilitating a litigation management process. The Liability Section is also responsible for the recovery of damages to City personnel, property or equipment from liable third parties; placement of insurance coverage; maintaining current property listings for insurance policies; and providing services to all departments including, but not limited to, responding to department insurance inquiries, reviewing and approving certificates of insurance; reviewing departmental insurance requirements for contracts, Requests For Proposals (RFP's), and Requests For Qualifications (RFQ's); and monitoring activities of Third Party Administrators.

GOALS & OBJECTIVES

- ◆ Improve the overall financial status of the Liability Fund.
 - Identify and communicate to the City's executive staff members the Cost of Risk for a Self-Insured Liability Program.
 - Ensure the City provides compensation for only claims for which it is responsible.
 - Aggressively subrogate and pursue all potential recoveries from negligent third parties.
 - Educate and assist City Departments on methods to identify and control risk exposures and control risks of financial, physical or bodily injury loss to employees or the public.
 - Identify, report, and obtain all recoveries due from excess insurance carriers.
 - Reduce the frequency of motor vehicle accidents and other damage to City property through interaction and training with City departments.
- ◆ Ensure that the City's investigation and defense costs are minimized to ensure fiscal responsibility.
 - Coordinate a litigation management program with the City Attorney with the advice and direction of the Claims Board.
 - Reduce the frequency of litigated claims and the associated cost to settle claims.
 - Assist the City's Claims Board in their duties and responsibilities.
- ◆ Ensure the City's risks are properly identified, evaluated and addressed.
 - Continue to administer Risk Management contracts and ensure delivery of all contracted services.
 - Provide timely and relevant guidance to City departments regarding contractual insurance and indemnification requirements.
- ◆ Assist staff members to obtain and/or maintain professional certifications/licenses by identifying and offering professional development opportunities.

HUMAN RESOURCES

SELF-INSURANCE LIABILITY FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Public Trust & Awareness					
	Continue to identify and communicate the cost of risk for the Self-Insured Liability Program	Cost of Risk (millions) ¹	\$8.70	\$11.70	\$10.25	\$10.43
		% Cost of Risk vs. Total City Budget ²	0.57%	0.83%	0.67%	0.69%
Financial	Provide Accountability to the Public					
	Identify and pursue all potential recovery from negligent third parties	% of Value Recovered from Negligent Third Parties ³	96.0%	97.5%	97.3%	97.5%
		Amount Recovered From Negligent Third Parties ³	\$179,039	\$225,000	\$275,263	\$252,500
Internal Processes	Innovative and Proactive City Government					
	Reduce frequency of litigated claims and the associated cost to settle claims	% of Claims Closed by the TPA Within 12 Months	82%	83%	83%	84%
		No. of Cases Resolved at Claims Board	8	10	4	6
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Reduce frequency of motor vehicle accidents involving City owned vehicles; Provide interaction and training with City departments	Vehicle Accident Rate per 1,000,000 miles ⁴	8.6	15.0	10.7	10.5
		No. of Employees Trained in Defensive Driving	1,391	1,723	1,425	1,450
	Ensure the City's risks are properly identified, evaluated and addressed	No. of Inspections/ Investigation Hours ⁵	453	445	464	473
Have staff members obtain and/or maintain professional certifications/licenses	No. of Training Hours Received	66	64	58	62	

EXPLANATORY INFORMATION

- ¹ Cost of Risk includes uninsured losses, retained losses, loss prevention costs, insurance costs and administrative costs.
- ² Calculation uses operating and capital projects budgets as Total City Budget. Targeted to a standard of one percent.
- ³ Includes recovery from insurance companies, civil awards, and criminal restitution.
- ⁴ Figure is calculated by dividing the number of vehicle accidents by miles driven and multiplying by 1,000,000.
- ⁵ Figure includes all types of liability inspections/investigations by the Liability and Safety Sections of Risk Management.

HUMAN RESOURCES

SELF-INSURANCE LIABILITY FUND

PROGRAM CHANGES

- ◆ REDIRECTIONS/REDUCTIONS \$30,247

ELIMINATION OF SENIOR MANAGEMENT ANALYST

This *reduction* will eliminate half of the funding for a vacant Senior Management Analyst position in the Risk Management division. This position provides fiscal oversight for the Workers' Compensation and Liability Funds, and serves a liaison function. The department will manage its resources to minimize the impact of this reduction by redirecting its functions to a Special Projects Coordinator in the Workers' Compensation Fund. This elimination will result in total savings to the Self-Insurance Liability fund of \$30,247.

- ◆ MANDATES \$32,373

THIRD PARTY ADMINISTRATOR

This *mandate* will provide for a contract with a Third Party Administrator (TPA) to administer Workers' Compensation and Liability claims. The mandate has total recurring costs in FY 2005 of \$32,373.

- ◆ IMPROVEMENTS \$5,193

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* totaling \$5,193 will provide a market adjustment and performance pay incentive for eligible employees included in the Self-Insurance Liability Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

HUMAN RESOURCES

SELF-INSURANCE LIABILITY FUND

LIABILITY FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$1,101,348	\$1,116,886	\$786,858	\$1,089,729
CONTRACTUAL SERVICES	587,357	714,813	702,140	715,237
COMMODITIES	18,747	27,994	18,981	27,994
OTHER EXPENDITURES	6,986,854	8,436,278	8,674,948	8,545,863
CAPITAL OUTLAY	3,511	0	0	0
TRANSFERS	139,274	274,528	267,927	357,341
TOTAL EXPENDITURES	\$8,837,091	\$10,570,499	\$10,450,854	\$10,736,164
AUTHORIZED POSITIONS	18	17	17	16
FULL-TIME EQUIVALENTS	18.00	17.00	17.00	16.00

HUMAN RESOURCES

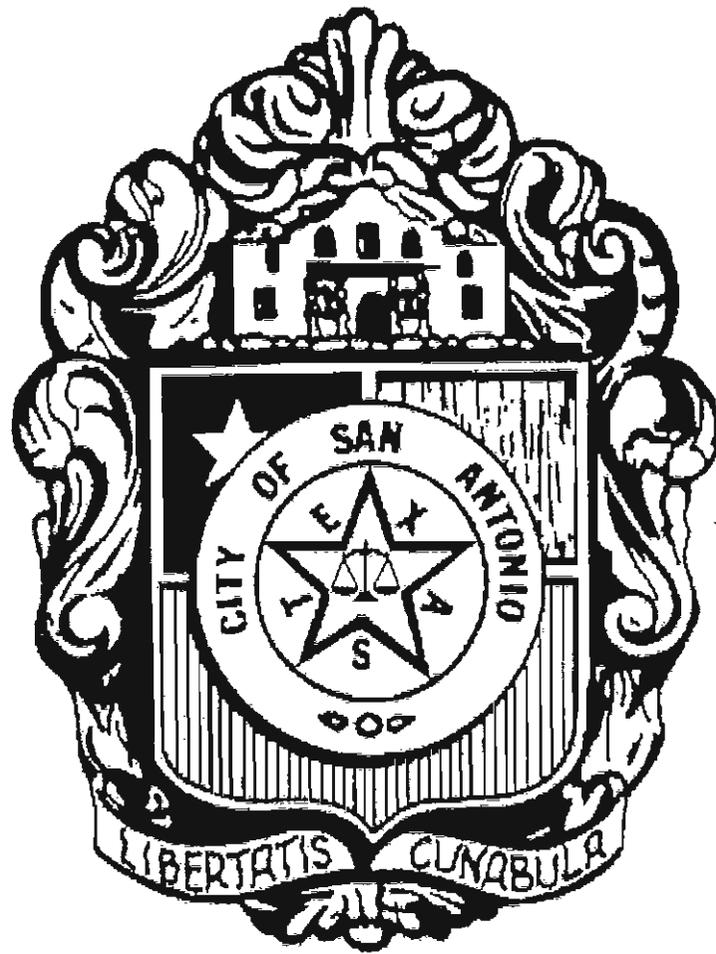
ALTERNATIVE SERVICES EMPLOYEE FUND

PROGRAM INFORMATION

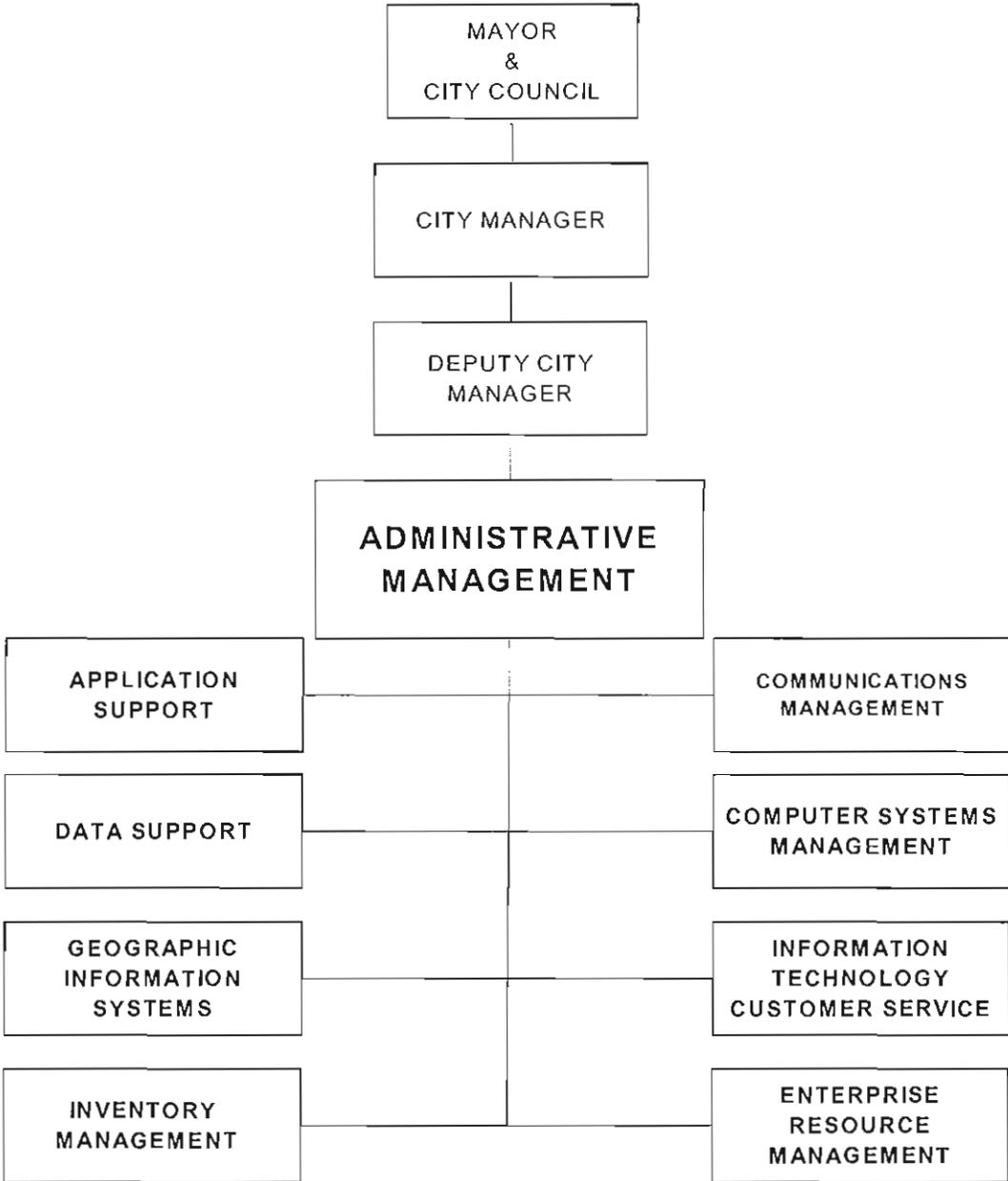
The **Alternate Services Employee Fund** was established to record all revenues and expenditures associated with the provision of temporary and youth worker services to City departments. Temporary services are provided to City departments when an increase in work demand requires additional staff or when employees are not available due to approved leave or leave resulting from injuries or extended illness. The youth worker programs provide support to City departments who in turn establish ties with the surrounding community and provide valuable work experience to students in the San Antonio area. The Human Resources Department provides alternate employee support services on a charge-back basis to other City departments.

ALTERNATE SERVICES EMPLOYEE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$9,604,085	\$2,063,592	\$7,811,001	\$8,982,651
CONTRACTUAL SERVICES	42,013	3,518	43,891	44,000
TOTAL EXPENDITURES	\$9,646,098	\$2,067,110	\$7,854,892	\$9,026,651
AUTHORIZED POSITIONS	1,946	1,946	1,946	1,946
FULL-TIME EQUIVALENTS	1,946.00	1,946.00	1,946.00	1,946.00



INFORMATION TECHNOLOGY SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Information Technology Services Fund	245.00	\$28,590,039
Capital Projects	0.00	1,696,000
Total Funding	245.00	\$30,286,039

INFORMATION TECHNOLOGY SERVICES

INFORMATION TECHNOLOGY SERVICES FUND

MISSION STATEMENT

The mission of the Information Technology Services Department is to provide business solutions that enhance the City's effectiveness in serving the citizens of San Antonio through the effective use of information technology.

PROGRAM INFORMATION

The Information Technology Services Department (ITSD) provides information technology (IT) services, 24 hours a day, seven days a week to all City departments and other agencies through information and technology sharing agreements. ITSD is organized as a strongly centralized IT function that provides leadership, vision and support for all technology functions and builds information systems around good business practices that reflect the mission and goals of City departments, the City of San Antonio and the citizens it serves. The focus of ITSD's mission includes the following:

- Information Management
 - Business Applications [Enterprise, Departmental]
 - Geographic Information Systems (GIS) [Enterprise]
 - Computing Platforms [Enterprise, Departmental, Desktop, Laptops, PDA's]
 - Communications Networks [Voice, Video, Data and Wireless Services]
 - Technology Management
 - Enterprise Resource Management (ERM)
-

GOALS & OBJECTIVES

- ◆ *Leasing/Seat Management Program and Desktop Enterprise Licensing* - To standardize and improve technology performance, reliability and service across City departments by continuing the seat management program that includes leasing PC equipment on a three-year replacement schedule.
- ◆ *Enterprise Resource Management (ERM) System* - To participate in the implementation of an ERM system [including Development Services, Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP)], that will provide the infrastructure to enable the City to integrate diverse applications and improved business processes.
- ◆ *Enterprise Resource Management Support Organization* – ITSD will be responsible for the ERM Support Organization, which will consist of 79 positions. The support organization will be comprised of functional and technical team members and will support both the SAP and the Hansen implementations.
- ◆ *San Antonio Community Portal* - To continue to provide employees, citizens, visitors and businesses with access to quality service, information and e-commerce from one convenient place (www.sanantonio.gov).
- ◆ *Customer Service Initiative* - To continue Customer First practices by streamlining communication with our customers (including use of the Intranet), establishing a 24 hours a day; seven days a week help desk, publishing service level agreements and providing training for professional growth of ITSD and City staff.
- ◆ *Security Initiative* - To protect the City's critical missions by reducing risks, complying with laws and regulations, and ensuring business continuity, information integrity and confidentiality.
- ◆ *GIS/Mapping* - To enhance the Enterprise (GIS) that is used to satisfy the spatial and mapping requirements of ERM and City of San Antonio internal and external customers.
- ◆ *Knowledge & Information Management* - To continue to support the collection, analysis, organization, sharing and employment of information critical to the attainment of City goals by the implementation of SAP Business Warehouse and Crystal Reports.
- ◆ *Data Network Enhancement* - To continue to improve the core network infrastructure by implementing new technologies with enhanced reliability at City locations to provide better ways to access the City information resources.

INFORMATION TECHNOLOGY SERVICES

INFORMATION TECHNOLOGY SERVICES FUND

GOALS AND OBJECTIVES CONTINUED

- ◆ *Electronic Documents and Automated Records Management System (EDMS/ARM)* - To expand and enhance document management systems to include enterprise-wide scanning and imaging solutions, the contracts management process and the integration of automated work flow.
- ◆ To maintain the City of San Antonio Information Technology Plan by working with departments to identify their business requirements and enhance their performance.
- ◆ *Emergency Management Technology Support Systems* - To continue to develop a regional integration enterprise approach to daily operations and emergency management that will enhance coordination efforts, decision-making, and emergency response planning and execution throughout the San Antonio Metropolitan area.
- ◆ *Business Continuity* – To manage and improve resilience of City business processes to disruption, interruption or loss by identifying potential threats, providing a framework for building resilience and the capability for an effective response to disasters and other events negatively impacting City service delivery.
- ◆ *Public Safety Video Access System* - To provide public safety entities access to exclusive video down-links and selected TransGuide video from their PC's on the City network.
- ◆ *Voice Over IP (VoIP)* – To implement Voice over IP, which will consolidate City communications access lines for voice and data services for key non-critical remote City sites.
- ◆ *Mobile Data Services* - To convert existing Cellular Digital Packet Data (CDPD) mobile users in Public Safety and local government groups to General Packet Radio Service (GPRS) which will be the wireless technology used to facilitate ERM/CRM requirements.
- ◆ *Exchange Archive System* -To provide an archiving solution to the rapidly growing electronic information store, including E-mail. Due to local and state laws that require the retention of electronic information, most E-mail messages constitute public record within the meaning of Texas law.

INFORMATION TECHNOLOGY SERVICES
INFORMATION TECHNOLOGY SERVICES FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Provide for Safety & Welfare of San Antonio					
	Public Safety Radio System	% of County Wide Radio Coverage	75%	98%	98%	98%
	Customer Service Initiative	No. of Customers Supported (City & Others)	12,452	12,750	12,600	12,750
		% of City Staff Using Communication Services	81%	82%	82%	82%
	Geographic Information Systems (GIS/Mapping)	Internet Mapping Services	4	7	4	7
	Improve Customer Service					
	San Antonio Community Portal	No. of City Web Pages (thousands)	26.51	30.00	25.00	30.00
		No. of City Web Pages Browsed (millions)	54.47	44.00	48.00	48.00
		No. of E-Payment Transactions	9,880	7,500	13,000	14,000
	Improve Community Outreach					
	To inform and educate City employees and the community about the transformation the City will experience as a result of reengineering of business processes and implementation of new software systems	No. of Internal Communications	67	270	300	250
		No. of External Communications	8	25	17	20
	Financial	Provide Accountability to the Public				
Customer Service Initiative		No. of Dollars Collected, E-Payment Transactions (in millions)	\$1.65	\$1.4	\$1.82	\$1.96
		Avg. Days to Process Data Work Order (intake to completion)	23.6	19.0	13.0	13.0
		Avg. Days to Complete Telephone Work Order (intake to completion)	14.0	9.0	9.0	9.0
		No. of Help Desk Calls Processed (207-8888)	58,500	68,500	24,000	23,000
		Avg. No. of Mainframe Transactions per Day (millions)	1.2	1.0	1.2	1.0

INFORMATION TECHNOLOGY SERVICES
INFORMATION TECHNOLOGY SERVICES FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Financial	To provide for the successful completion of the ERM implementation within the allotted budget	Cumulative Project Costs Paid	\$54.4M	\$80.1M	\$75.4M	\$82.6M
	To provide for the completion of the overall project within the allotted time frame and implementation schedule	% of Overall Implementation Schedule Completed	46%	91%	79%	100%
	Monitor project expenditures and budget to ensure financial objectives are fulfilled	% of Overall Project Budget Expended (1)	62%	91%	85%	93%
Internal Processes	Innovative and Proactive City Government					
	Customer Service Initiative	Total Devices Supported	30,581	31,200	30,590	31,200
		No. of E-mail Accounts	7,550	7,700	9,000	10,200
		No. of E-mail Messages Sent/Received per Month (millions)	1.0	1.2	1.35	1.45
	ERM Project	No. of Interfaces to ERM	2	15	7	20
	Seat Management	No. of PC's Leased per Year	160	1,920	1,920	1,920
	Geographic Information Systems (GIS/Mapping)	GIS Overlays Converted	215	242	198	235
	Geographic Information Systems (GIS/Mapping)	Regional GIS Participation (City and outside agencies)	2	6	3	5
	Improve Information Technology					
	Customer Service Initiative	No. of City Personnel Provided IT Training (internal & external)	1,500	1,600	1,500	1,600
	Knowledge & Info. Mgmt. Support	No. of Crystal Reports Written by ITSD Staff	114	350	60	120
	Knowledge & Info. Mgmt. Support	No. of Business Warehouse (BW) Information Cubes	N/A	15	4	15
	Implementation of Enterprise Resource Management Systems	No. of Business Processes Re-designed	3	58	43	98
		No. of Modules Implemented	2	13	5	20

INFORMATION TECHNOLOGY SERVICES
INFORMATION TECHNOLOGY SERVICES FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	Innovative and Proactive City Government					
	Implementation of Enterprise Resource Management Systems	No. of City Employees Provided Training on ERM System and Process	430	2,850	4,250	300
		No. of Hours of Training Provide to City Employees on ERM System and Processes	14,258	34,320	53,125	9,648
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Implementation of Enterprise Resource Management Systems	No. of Business Processes Re-designed	3	58	43	98
		No. of Modules Implemented	2	13	5	20

EXPLANATORY INFORMATION

¹ Percent of overall project funds expended will be higher in the earlier stages of the project as result of purchasing hardware and software to support the project implementation.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS \$253,068

REPLACE ENTERPRISE LICENSING AGREEMENT (ELA) WITH SOFTWARE AG

This **redirection** provides for a new three year Enterprise License Agreement (ELA) with Software AG including licensing, maintenance, and technical support for the City's mainframe database management system and support utilities. The agreement costs are currently budgeted and paid by the Information Technology Services fund. This redirection will result in total savings to the Information Technology Services fund of \$96,562 in FY 2005.

REPLACE MAINFRAME SERVER PLATFORM

This **reduction** provides for the replacement of the existing Amdahl mainframe and associated Spectirs Storage subsystem with an IBM mainframe processor and Enterprise Storage Subsystem. The current system was purchased through lease financing and paid in full as of October 2004. This reduction will result in total savings to the Information Technology Services fund of \$113,568 in FY 2005.

CANCEL THE BUSINESS TECHNOLOGY CENTER LEASE

This **reduction** provides for the cancellation of the Business Technology Center lease, and relocation of staff from the Business Technology Center to the Technology Center at 515 S. Frio Street. The Information Technology Services department is currently in the process of relocating staff from this location. This reduction will result in total savings to the Information Technology Services Fund of \$32,147 in FY 2005.

INFORMATION TECHNOLOGY SERVICES
INFORMATION TECHNOLOGY SERVICES FUND

PROGRAM CHANGES CONTINUED

OVERTIME REDUCTION

During the budget development worksessions, the Management Team performed in depth analysis of overtime policies and procedures citywide and identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Information Technology Services Department will be able to reduce their overtime budget by ten percent, or a total of \$5,300 in FY 2005.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This *reduction* will result in net savings totaling \$5,491 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

◆ IMPROVEMENTS \$235,147

WORKFORCE COMPENSATION ENHANCEMENT

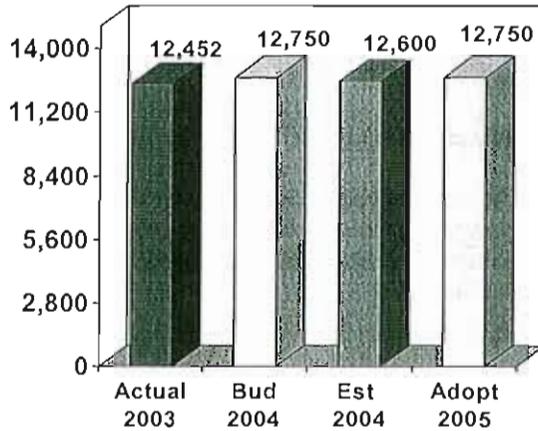
This *improvement* totaling \$235,147 will provide a market adjustment and performance pay incentive for eligible employees included in the Information Technology Services Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

INFORMATION TECHNOLOGY SERVICES FUND EXPENDITURES BY CHARACTER

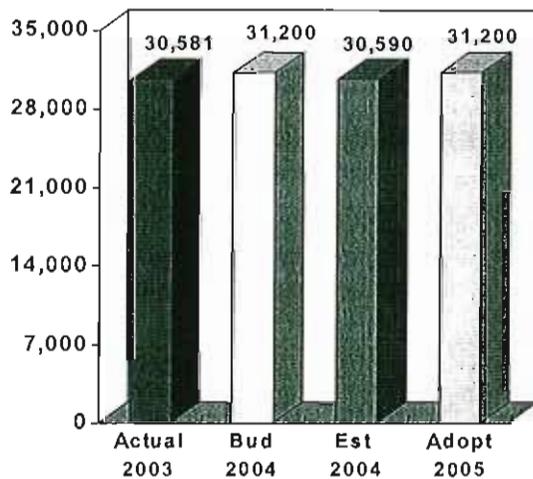
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$10,340,785	\$12,403,278	\$11,891,245	\$15,873,008
CONTRACTUAL SERVICES	3,450,703	6,987,909	4,999,063	7,185,802
COMMODITIES	3,132,360	3,545,300	3,354,933	3,874,828
OTHER EXPENDITURES	471,192	185,295	268,130	195,803
CAPITAL OUTLAY	317,585	843,182	843,182	450,000
INVENTORIES	422,011	344,100	401,272	344,100
TRANSFERS	921,311	685,509	660,348	666,498
TOTAL EXPENDITURES	\$19,055,947	\$24,994,573	\$22,418,173	\$28,590,039
AUTHORIZED POSITIONS	193	204	204	245
FULL-TIME EQUIVALENTS	193.00	204.00	204.00	245.00

NO. OF CUSTOMERS SUPPORTED



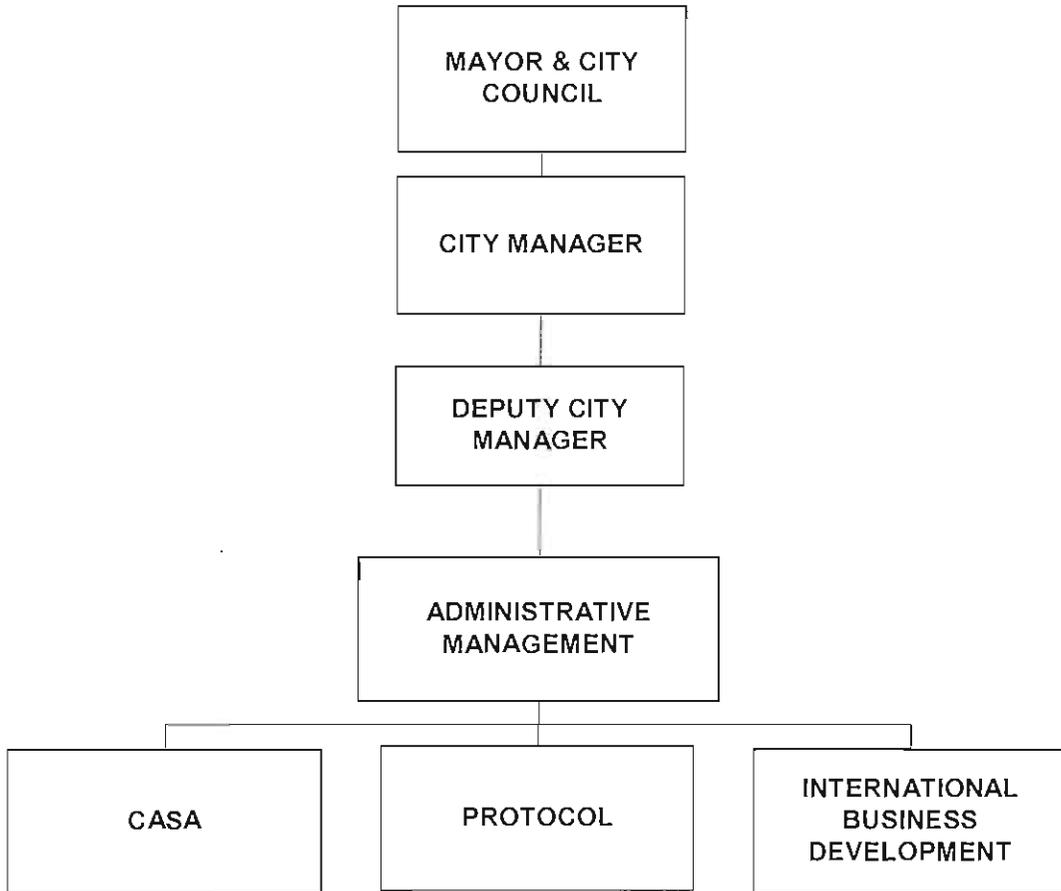
- ✓ Total number of customers the Department supports, including the City and outside agencies.
- ✓ Support services include maintenance, installation, technical assistance, and work orders.

TOTAL DEVICES SUPPORTED



- ✓ Number includes PC's, servers, MDT's, CDPD laptops, terminals, printers, telephones, cellular phones, radios, and pagers.

INTERNATIONAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	5.00	\$408,135
Community & Visitor Facilities Fund	7.00	926,047
Total Funding	12.00	\$1,334,182

MISSION STATEMENT

The International Affairs Department develops foreign relations, foster international business and promotes local partnerships.

PROGRAM INFORMATION

The International Affairs Department was created to provide a clear entrance or "front door" to City programs and services in order to attract and promote trade and foreign investment, establishing San Antonio as the "Center of the Americas." To accomplish this, the department is the first point of contact for protocol and international business & trade inquiries. These functions are carried out through services which include hosting official international dignitaries, presentations to prospective businesses, business counseling, match making, conferences and seminars, the CASA San Antonio Foreign Office Program, Export Leaders Program, marketing materials and trade missions.

Among its global relationships, San Antonio has sister cities in Mexico, Japan, Korea, Spain, Taiwan and has on-going economic ties in Germany and South Africa. The International Affairs Department plays a coordinating role with local entities such as the North American Development Bank, Mexican Consulate, US Department of Commerce, Foreign Commercial Service; UNAM, Instituto de México, Free Trade Alliance, the World Affairs Council, UTSA International Trade Center, local chambers of commerce and several other important international organizations.

GOALS & OBJECTIVES

- ◆ Develop foreign relations for San Antonio by conducting outreach at all levels with international entities. This goal is accomplished by acting as the City's official representative with the U.S. Department of State; foreign governments; U. N. Missions; Consular Corps in Washington, D.C. and Texas, Mexican Trade Offices; Sister Cities International. Local organizations include: The World Affairs Council; San Antonio International Visitors Alliance; San Antonio-Mexico Friendship Council; San Antonio-Mexico Foundation for Education; Federation of Mexican Communities in San Antonio; research facilities; ethnic groups; universities; community colleges; arts & cultural and civic organizations.
- ◆ Increase international business by fostering two-way trade through the CASA San Antonio Program in Mexico, our trade representative in Japan, and other trade opportunities around the world.
- ◆ Continue to facilitate the needs of Toyota Motor Corporation in San Antonio.
- ◆ Coordinate the development of a resource center to assist Japanese executives and their families moving to San Antonio.
- ◆ Continue to conduct the San Antonio Export Leaders Program, an eight-month course providing tools, training, consultation and coaching necessary to expand local businesses internationally and lead two trips to Mexico for one-on-one business meetings.
- ◆ Continue to attract and promote foreign trade and investment in San Antonio as the "Center of the Americas," by hosting meetings, seminars, and conferences such as: NAFTA 10th Anniversary Conference; 2004-2005 Trilateral Technology Summit; US Trade Representative's NAFTA Ministerial Luncheon, on-going municipal training seminars, and interface with the San Antonio community on accessing international markets.
- ◆ Seek international partnerships for San Antonio's driver industries in healthcare, biosciences and information technology security in conjunction with local partners SATAI, Brooks City-Base, San Antonio Economic Development Foundation, Free Trade Alliance, U.S. Department of Commerce Export Assistance Center, UTSA International Trade Center, Kelly USA, Lackland AFB, chambers of commerce, Greater Austin-San Antonio Corridor Council, as well as City departments such as the Economic Development and San Antonio International Airport.
- ◆ Continue to support the Model United Nations youth program for local and international high school students learning global issues through the International School of the Americas.
- ◆ Provide specialized training to improve job related skills and development of staff.

INTERNATIONAL AFFAIRS

**GENERAL FUND
COMMUNITY & VISITOR FACILITIES FUND**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Expand Recreational & Cultural Services					
	Develop foreign relations	No. of International Protocol Delegations	77	92	80	85
	Promote San Antonio as the Center of Americas for trade	No. of Business Delegations	109	100	100	110
Financial	Leverage Other Funding Sources					
	Sponsor International events	Private Sector in-kind Support for International Projects	\$63,800	\$111,000	\$111,000	\$115,000
		Direct Expenditures by Official Guests to San Antonio (In Millions) ¹	\$1.37	\$1.60	\$1.91	\$2.00
	Provide Accountability to the Public					
	Continue to attract and promote trade with San Antonio	Revenue Collected from Casa San Antonio Clients, Trade Missions Participants, Export Leaders Program ²	\$5,110	\$8,000	\$8,000	\$18,000
Dollar Value of Business Generated and Rate of Return per \$1 Invested in the Casa Program (In Millions) ³		\$21.01/ \$39.40	\$16.00/ \$30.00	\$21.00/ \$40.66	\$23.00/ \$44.00	
Internal Processes	Improve Customer Service					
	Promote local partnerships	No. of Presentations, Site visits, Speeches	41	215	100	400
		Printed Outreach ⁴	3,200	3,500	21,500	22,000
Employee Learning & Growth	Improve Employee Services					
	Provide specialized training to improve job-related skills and development	Hours of Technical Training Received Per Employee	325	400	500	400

EXPLANATORY INFORMATION

- ¹ Direct Protocol expenditures are based on a per delegate expenditure of \$900.89 as reflected by a 1998 Deloitte and Touche study, International Association of Convention and Visitors Bureau.
- ² Adopted FY 2005 reflects a fee increase to the San Antonio Export Leaders Program from \$500 to \$1000 per participant.
- ³ Yearly survey is given to all Casa San Antonio Program clients from the previous year and all Export Leaders participants from all previous years.
- ⁴ Estimated FY 2004 and Adopted FY 2005 reflect the addition of e-newsletters.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS \$7,206

LINE ITEM EXPENSE REDUCTION

This *reduction* totaling \$7,206 will reduce the Department's fees to professional contractor expenses within the Community & Visitor Facilities Fund. The Department will manage its resources to minimize the impact of this reduction of its current level of service.

♦ IMPROVEMENTS \$12,223

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* totaling \$12,223 will provide a market adjustment and performance pay incentive for eligible employees included in the Community & Visitor Facilities Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

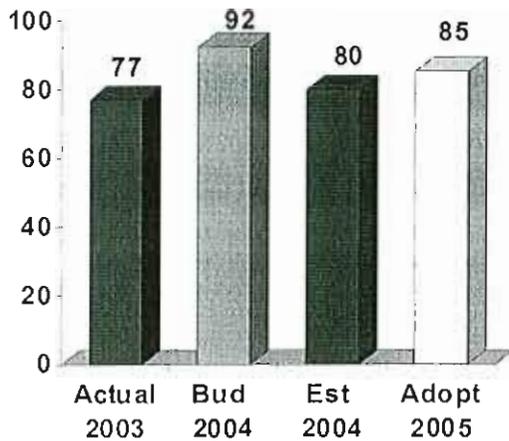
GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$280,462	\$323,246	\$327,560	\$334,512
CONTRACTUAL SERVICES	52,101	65,812	61,336	71,066
COMMODITIES	3,504	1,575	1,613	1,575
OTHER EXPENDITURES	1,336	1,336	1,336	982
CAPITAL OUTLAY	741	0	0	0
TOTAL EXPENDITURES	\$338,144	\$391,969	\$391,845	\$408,135
AUTHORIZED POSITIONS	5	5	5	5
FULL-TIME EQUIVALENTS	5.00	5.00	5.00	5.00

INTERNATIONAL AFFAIRS**GENERAL FUND
COMMUNITY & VISITOR FACILITIES FUND****COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CHARACTER**

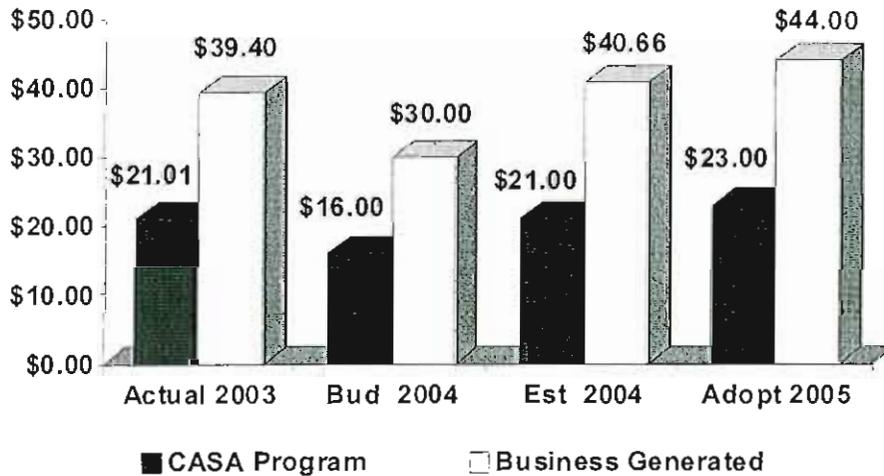
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$454,518	\$461,821	\$473,158	\$483,634
CONTRACTUAL SERVICES	419,929	381,301	375,555	386,093
COMMODITIES	47,474	52,773	53,520	54,014
OTHER EXPENDITURES	2,728	2,728	2,728	2,306
CAPITAL OUTLAY	5,047	0	0	0
TOTAL EXPENDITURES	\$929,696	\$898,623	\$904,961	\$926,047
AUTHORIZED POSITIONS	7	7	7	7
FULL-TIME EQUIVALENTS	7.00	7.00	7.00	7.00

NUMBER OF INTERNATIONAL PROTOCOL DELEGATIONS

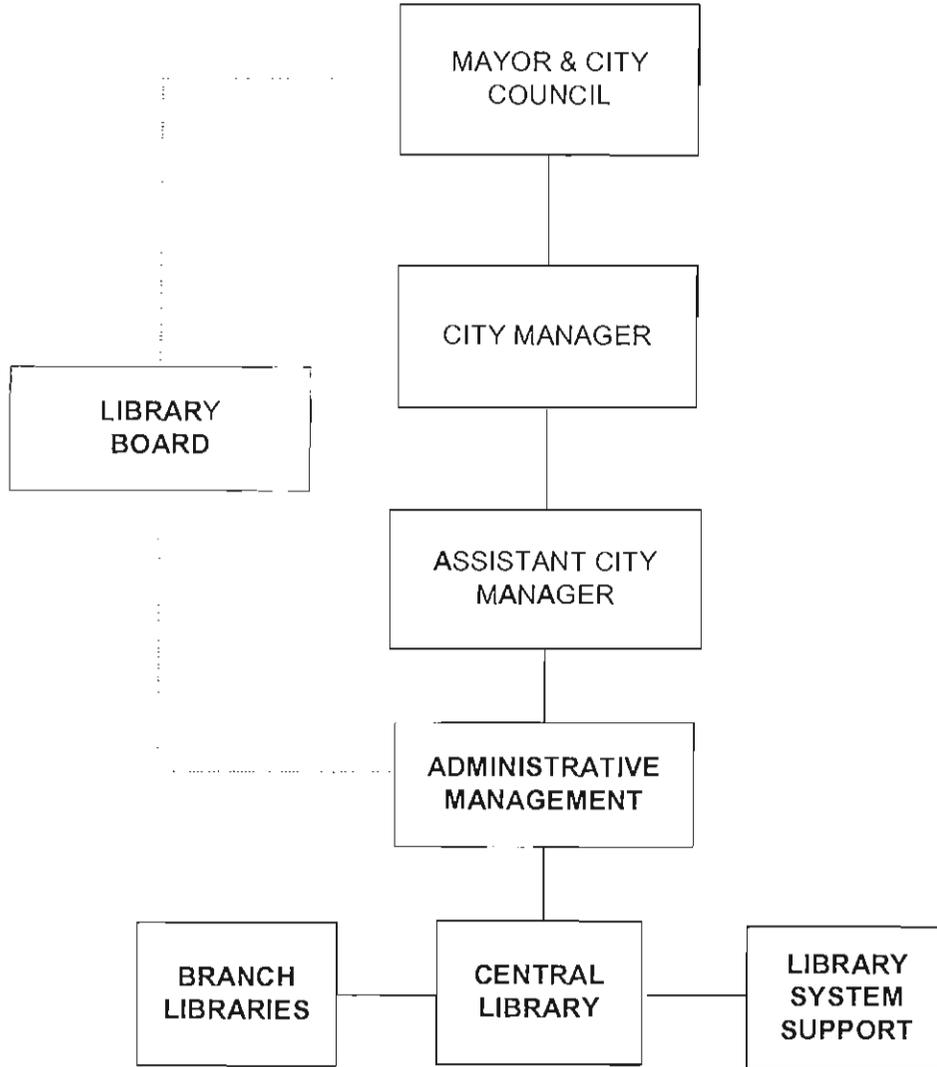


✓ The number of Protocol Delegations is expected to increase 10.38% from Actual FY 2003 to Adopted FY 2005. Protocol Delegations assist with promoting international tourism and new business development.

DOLLAR VALUE OF BUSINESS GENERATED AND RATE OF RETURN PER \$1 INVESTED IN THE CASA PROGRAM



LIBRARY



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004 - 2005
General Fund	435.50	\$20,842,120
Categorical Grants	9.50	2,123,903
Capital Projects	0.00	7,336,000
Total Funding	445.00	\$30,302,023

MISSION STATEMENT

The San Antonio Public Library provides equal and open access to books, information and technology resources to promote a lifetime of reading and learning. We contribute to the enjoyment, enlightenment, and economic vitality of our diverse and dynamic community.

PROGRAM INFORMATION

The Public Library provides lifelong learning materials and services to the citizens of San Antonio and Bexar County through a system of twenty libraries (the new Henry A. Guerra branch library opened in the southwest of the city in late spring 2004), one bookmobile and a partnership agreement with the North East Independent School District at Reagan High School. Materials and services include books, magazines, newspapers, microfilm, compact disks, books on tape, videotapes, DVDs, electronic databases, access to the Internet, reference services and child and young adult programming. The Central Library houses several departments which offer services: a young adult center; Texana/Genealogy; Government Documents which houses the regional patent and trademark depository. Funding sources include the Library Foundation and the Friends of the Library organization. The Library generates revenue for the City of San Antonio through non-resident card fees, copy machine charges, the collection of overdue fines and meeting room use charges.

GOALS & OBJECTIVES

- ◆ Children, youth and adults using the San Antonio Public Library will have access to resources and services that support and enhance their efforts to succeed
 - Ongoing implementation of a system wide plan that provides program services to children under age five and their parents and caregivers.
 - Develop a plan to work in partnership with local organizations to better utilize library space for literacy, ESL, GED and citizenship classes by September 2005.
- ◆ To make our diverse community fully aware of the wide range of services available from the San Antonio Public Library System.
 - Continue to implement a San Antonio Public Library marketing plan by December 2004.
 - Increase awareness of library services among target populations (Hispanic community, parents, children, and senior citizens) by at least 5% for each of three years.
- ◆ The San Antonio Public Library will provide accurate, timely, customer-focused information services using a variety of resources.
- ◆ Train staff in standards of newly acquired integrated library automation system. System will be fully functional by January 2005.
 - Continue to provide staff ongoing training opportunities that ensure high quality customer service.
- ◆ The San Antonio Public Library will actively support economic development.
 - Determine and prioritize options to enhance job readiness in the community.
 - Acquire through the Alamo Area Library System a one on one tutoring service called Live Homework Help in both English and Spanish for grades four through twelve.
 - Partner with Texas A&M University in the provision of U.S. government patent and trademark information. The San Antonio Public Library will be the regional satellite for this program.
- ◆ The San Antonio Public Library will provide quality accessible services, collections and programs that anticipate and meet the need of the Hispanic community.
 - Develop a plan to implement essential bilingual signage, promotional materials and activities in every library facility by September 2005.
 - Assess and develop collections to better reflect the information needs and interests of San Antonio's Hispanic community by December 2005.
 - Design and operate a signature Latino Resource Center in the Central Library by June 2007.
 - Offer public technology programs in Spanish to customers at all library locations.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Enhance Workforce Development System					
	The San Antonio Public Library actively supports economic development	No. of Children and Adults Attending Children's Events	120,156	134,500	124,000	127,000
		No. of Children and Teenagers Participating in Summer Reading Program	26,552	35,000	28,000	29,500
		No. of Children and Caregivers Using Little Read Wagon Resources	27,937	24,000	48,000	50,000
	Children, youth and adults using the San Antonio Public Library will have access to resources and services that support and enhance their efforts to succeed	No. of Items Borrowed	5,066,201	5,360,000	5,487,000	5,761,000
		No. of Reference Questions Answered	1,174,449	1,250,000	1,125,000	1,150,000
		No. of Electronic Access Uses & Home Page Hits	3,338,239	3,000,000	3,325,707	3,425,000
		No. of Visits by Library Customers	3,660,043	3,459,221	3,563,000	3,670,000
		No. of New Library Cards Issued	80,425	92,000	75,000	80,000
	Financial	Leverage Other Funding Sources				
The San Antonio Public Library will provide accurate, timely, customer-focused information services using a variety of resources		% of Grant and Private Funds as Part of Operating Budget	10.93%	10.90%	12.50%	9.60%
		Materials Budget Per Capita	\$1.79	\$1.91	\$1.99	\$1.85
Internal Processes	Improve Development Process					
	The San Antonio Public Library will actively support economic development	No. of Grants and Contracts Reviewed Monthly	68	70	90	95
Employee Learning & Growth	Improve Employee Services					
	Establish a staff-training program that ensures high quality service by May 2004	No. of Training Opportunities for Staff	179	170	327	368
		No. of Staff Trained in Spanish That Works Program ^{1,2}	N/A	200	200	200

EXPLANATORY INFORMATION

¹ Materials purchased to teach 200 staff in FY 2004 with grant funds.

² Dependent on grant funding, to teach an additional 200 staff in FY 2005.

PROGRAM CHANGES

- ◆ **IMPROVEMENTS** **\$233,453**

CASH HANDLING POLICY & PROCEDURES

This *improvement* totaling \$10,480 will provide for necessary improvements to ensure that proper cash handling policies and procedures and adequate internal controls are in place. Citywide improvements include adding additional positions and selected back ground checks as well as acquiring items such as security cameras, new cash registers, and credit card terminals.

INCREASE LIBRARY RESOURCES BASE BUDGET

This *improvement* will provide additional library resources such as books, videos, compact discs, tapes, periodicals, and computer databases for the Central and Branch Libraries. A total of \$150,000 will be added to the Library resources budget bringing the total General Fund contribution to \$2,223,402.

LITTLE READ WAGON

This *improvement* will continue to provide funding granted by the Houston Endowment Fund. Funding will include only the net cost of salaries and benefits totaling \$20,513 for three positions that will be redirected from existing full-time positions and \$52,460 in associated costs. The Library Foundation has pledged \$8,000 in additional funds to support materials' costs for this program in FY 2005. The services from the Little Read Wagon Program will be provided in partnership with the Health Department through utilization of their Health Clinic sites. This improvement will result in a total cost of \$72,973 in FY 2005. The second year costs for FY 2006 will total \$52,460.

- ◆ **MANDATES** **\$73,930**

JULIA YATES SEMMES BRANCH LIBRARY

This *mandate* will add the following six positions for two months in FY 2005: one full-time Building Custodian, one part-time Building Custodian, and four part-time Library Aides. This mandate reflects the recurring and one-time operational and staffing costs. The Julia Yates Semmes branch will be scheduled to open in September 2005. This mandate will result in a total cost of \$37,703 in FY 2005. The second year cost for this mandate in FY 2006 totals \$175,852.

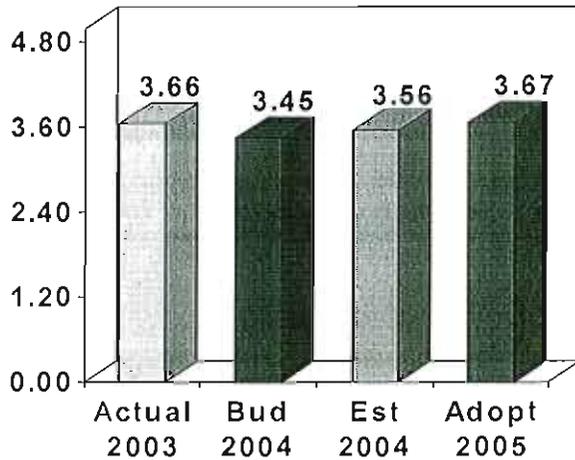
GREAT NORTHWEST BRANCH LIBRARY EXPANSION

This *mandate* will add the following positions for six months in FY 2005: one full-time Library Assistant II, one part-time Library Circulation Attendant I, and one full-time Department Systems Aide. This mandate reflects the recurring and one-time operational and staffing costs associated with the expansion of the Great Northwest Branch Library, which is scheduled to open in April 2005. This mandate will result in a total cost of \$36,227 in FY 2005. The second year cost for this mandate in FY 2006 totals \$72,454.

LIBRARY**GENERAL FUND****GENERAL FUND EXPENDITURES BY CHARACTER**

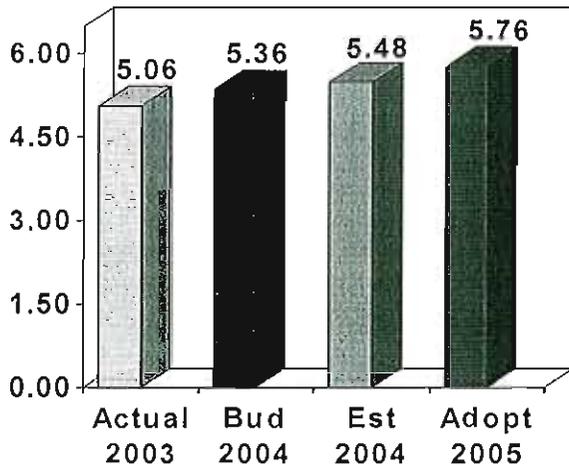
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$12,742,251	\$14,001,483	\$13,253,952	\$15,078,578
CONTRACTUAL SERVICES	2,757,336	2,573,911	2,967,496	2,807,558
COMMODITIES	2,343,685	2,379,009	2,338,290	2,576,023
OTHER EXPENDITURES	304,421	420,738	420,738	379,961
CAPITAL OUTLAY	0	56	0	0
TOTAL EXPENDITURES	\$18,147,693	\$19,375,197	\$18,980,476	\$20,842,120
AUTHORIZED POSITIONS	506	531	531	540
FULL-TIME EQUIVALENTS	457.00	429.50	429.50	435.50

NUMBER OF VISITS BY LIBRARY CUSTOMERS (In Millions)



✓ The 3% increase from FY 2004 Estimated to FY 2005 Adopted is due to population increase resulting in greater use of the Library.

NUMBER OF ITEMS BORROWED (In Millions)



✓ The 6% increase from FY 2004 Estimated to FY 2004 Adopted in number of items borrowed is due to opening the Julia Semmes Branch Library located at 15060 Judson Road and the Maverick Library Branch located at 8700 Mystic Park.

LIBRARY**GRANT SUMMARY**

During FY 2004, the Library Department utilized grants totaling \$2,308,088 to provide professional services, equipment and library resources (such as books, videos, compact disks and DVDs) to customers of the Library and to residents of the 21-county area served by the Alamo Area Library System. The Library anticipates receipt of at least \$2,123,903 for FY 2005.

In addition to applications made directly by the Library, administration works closely with the San Antonio Public Library Foundation to develop grant proposals that reflect the strategic plan adopted by the Library Board of Trustees. For FY 2005, the Library would continue to emphasize the use of funds secured by the Foundation to acquire educational and cultural materials (English and Spanish) for children, teenagers and adults.

Below is a comprehensive listing of the grants expected by the Library Department in FY 2005. Details on each grant program can be found on the following pages. Those grants marked with an asterisk (*) are one-time grants that have been approved by the funding grantor. These grants do not have grant pages in the following section.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Administrative Management					
Lone Star Libraries Grant *	\$0	\$89,292	\$0	\$0	\$89,292
San Antonio Public Library Foundation (various Restricted donations) *	0	0	0	1,000,000	1,000,000
Library System Support					
Interlibrary Loan Services Alamo Area Library System	258,262	0	0	0	258,262
Library Systems Operation Alamo Area Library System	716,349		0	0	716,349
Technical Assisted Negotiated Grant, Alamo Area Library System	60,000	0	0	0	60,000
TOTAL	\$1,034,611	\$89,292	\$0	\$1,000,000	\$2,123,903

LIBRARY**INTERLIBRARY LOAN****PROGRAM INFORMATION:**

The Interlibrary Loan provides services to public, special, and academic libraries in a 21 county service area designated by the Texas State Library and Archives Commission. Library materials are borrowed and loaned for the needs of patrons in these libraries, including the San Antonio Public Library. Materials are also loaned to and borrowed from other libraries worldwide, including those members of an international cooperative library network known as OCLC. This grant program covers the period from 9/1/04 through 8/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Total FTE	4.5	4.5	4.5
No. of Potential Lending/ Borrowing Libraries, National and International Locations	12,000	12,000	12,000
Output:			
No. of Interlibrary Loan Request Processed from all Sources ¹	61,605	65,000	67,000
No. of Interlibrary Loan Requests Filled from all Sources ²	40,758	42,000	43,000
No. of Materials Loaned from San Antonio Public Library	27,210	27,300	28,000
No. of Materials Borrowed from Other Libraries for San Antonio Public Library Customers and Service Area Libraries	13,548	14,000	14,500
Efficiency:			
Cost per Request ³	\$3.84	\$3.68	\$3.85
Cost per Filled Request ⁴	\$5.80	\$5.69	\$6.00
Effectiveness:			
% of Requests from Other Libraries Filled from the San Antonio Public Library Collection	52%	65%	65%
% of Requests Filled for San Antonio Public Library Customers	73%	75%	75%
No. of Days to Fill Requests from the San Antonio Public Library Collection	6	6	6
No. of Days to Fill Requests by Referral to Other Libraries	17	20	17

EXPLANATORY INFORMATION

¹ Service requests are received from local customers, service area libraries, and other libraries worldwide.

² No of requests filled from all sources includes, materials that were borrowed from service area libraries, including San Antonio, as well as materials that were loaned to other libraries.

³ "Cost per request" is obtained by dividing the total amount of the allocation by the total No. of requests processed. Increases in "cost per request" are due to anticipated increased funds in grant allocation primarily in response to costs associated with increases in request volume.

⁴ "Cost per filled request" is obtained by dividing the total amount of the allocation by the number of requests that were filled by San Antonio Public Library and other libraries. Increases in "cost per request" are due to anticipated increased funds in grant allocation, primarily in response to costs associated with increases in request volume.

LIBRARY**INTERLIBRARY LOAN****FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Institute of Museum and Library Services	\$236,582	\$236,761	\$258,262
TOTAL FUNDING	\$236,582	\$236,761	\$258,262
EXPENDITURES			
PERSONAL SERVICES	\$172,865	\$182,298	\$182,482
CONTRACTUAL SERVICES	35,380	25,594	43,400
COMMODITIES	7,300	7,500	12,250
OTHER EXPENDITURES	19,437	19,619	20,130
CAPITAL OUTLAY	1,600	1,750	0
TOTAL EXPENDITURES	\$236,582	\$236,761	\$258,262
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENT	4.50	4.50	4.50

LIBRARY**LIBRARY SYSTEM OPERATIONS GRANT****PROGRAM INFORMATION:**

This grant provides services for 46 public libraries in the Alamo Area Library Systems (AALS), a 21-county area assigned by the Texas State Library and Archives Commission (TSLAC) that includes Bexar County. San Antonio Public Library serves as the Major Resource Center and coordinating office for AALS. Grant funds are used for consultant personnel, library materials, services to disadvantaged populations, continuing education programs, and collection development. This grant program covers the period 9/1/04 through 8/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Professional Staff in the Consultant Program	1	2	3
Budget Allocation for Materials ¹	\$472,325	\$363,464	\$251,710
Total Budget Allocations	\$764,627	\$716,838	\$716,349
Output:			
No. of Consultations by AALS Librarians	4,162	7,200	7,200
No. of Programs Sponsored ²	14	14	14
No. of Materials Purchased	34,070	18,174	17,199
No. of Literacy Grants Distributed ³	8	7	7
No. of Site Visits by AALS Staff ⁴	49	92	135
No. of Workshops Held ⁵	62	30	30
Efficiency:			
Avg. No. of Staff Assisted per Consultant	4,162	3,600	2,400
Avg. No. of Students per Workshop	5	13	13
Unit Cost per Materials Purchased	\$14	\$20	\$15
Unit Cost of Literacy Grant Awarded per Library	\$1,027	\$1,892	\$1,357
No. of Site Visits per Consultant	45	46	45
Effectiveness:			
% of Libraries Participating in Workshops	90	90	90
% of Libraries Purchasing Materials through City Library System	100	95	100
% of Libraries Requesting Consultations	100	100	100

EXPLANATORY INFORMATION

¹ Materials include books, audio-tapes, and videos.

² Number is the total of Advisory Council, membership, geographic, and committee meetings.

³ AALS grants are given to literacy programs. They include literacy, English as a second language, and GED classes.

⁴ Site visits are done at the local library by an AALS consultant.

⁵ Workshops include live presenters, coupons to New Horizons Computer Training Centers, and online courses.

LIBRARY**LIBRARY SYSTEM OPERATIONS GRANT****FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE -- Texas State Library and Archives Commission	\$281,059	\$0	\$0
FEDERAL -- Institute of Museum and Library Services	480,568	716,838	716,349
TOTAL FUNDING	\$761,627	\$716,838	\$716,349
EXPENDITURES			
PERSONAL SERVICES	\$176,355	\$250,310	\$259,908
CONTRACTUAL SERVICES	94,476	87,000	177,000
COMMODITIES	472,325	363,464	251,710
OTHER EXPENDITURES	18,471	16,064	27,731
TOTAL EXPENDITURES	\$761,627	\$716,838	\$716,349
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	8	5	5
	8.00	5.00	5.00

LIBRARY**TECHNICAL ASSISTANCE NEGOTIATED GRANT****PROGRAM INFORMATION:**

This program provides technical assistance and training to 46 public libraries in the Alamo Area Library System (AALS), a 21-county area assigned by the Texas State Library and Archives Commission (TSLAC) that includes Bexar County. San Antonio Public Library serves as the major Resource Center and coordinating office for AALS. Grant funds for FY 2003-2004 are used for consultant personnel, training (including training materials) and technical assistance. This grant program covers the period from 9/1/04 through 8/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Budget Allocation	\$77,286	\$60,000	\$60,000
No. of FTE in TANG Program ¹	1.0	1.0	0.0
Output:			
No. of Overall Consultations Provided for Library Staff ²	434	422	90
No. of Library Staff Trained ³	61	114	0
No. of Instructional Materials Processed ⁴	259	803	0
Efficiency:			
No. of Consultations per Library	10	9	2
No. of Library Staff Trained per Library	1.0	2.5	0.0
No. of Instructional Materials Processed per Library	6	2	0
Effectiveness:			
% of Increase (Decrease) Library Staff Consulted	N/A	(3%)	(22%)
% of Increase (Decrease) Library Staff Trained ⁴	N/A	186%	0%
% of increase (Decrease) Instructional Materials Processed ⁴	N/A	310%	0%

EXPLANATORY INFORMATION

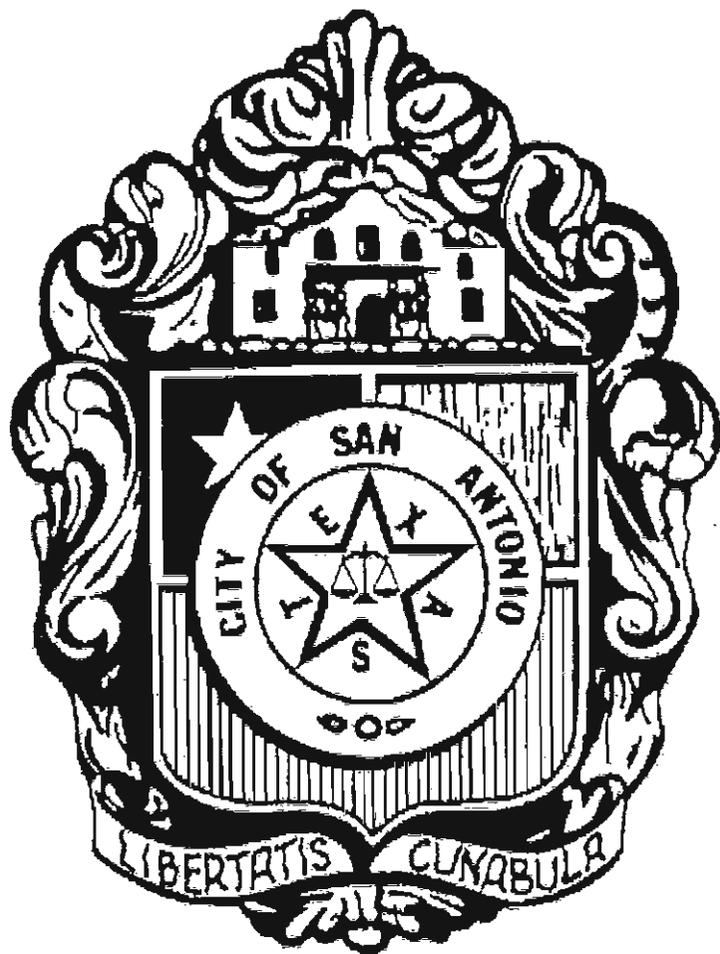
- ¹ Funds for FY 2005 would be used to contract with a computer vendor for hardware, network and security maintenance and repair resulting in a significant statistical change next year. There will be no personnel or benefits costs associated with this grant in FY 2005. The Alamo Area Library System is changing the scope of this grant in order to serve our isolated, rural libraries that have very few opportunities or funds to contract with local computer vendors.
- ² Librarians are assisted by phone, mail, fax, or e-mail. This will be reduced dramatically in FY 2005 due to the outsourcing of a vendor for repair instead of consultations or training.
- ³ Librarians trained will be accomplished through System grant (in place of the TANG grant) beginning in FY 2005.
- ⁴ Instructional materials consist of workshop materials, technical books/manuals and technical worksheets. These will be purchased and distributed through the Library System Operations Grant and no longer from the Technical Assistance Negotiated Grant (TANG), thus, no library staff will be trained through the TANG Grant in FY 2005.

LIBRARY**TECHNICAL ASSISTANCE NEGOTIATED GRANT****FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

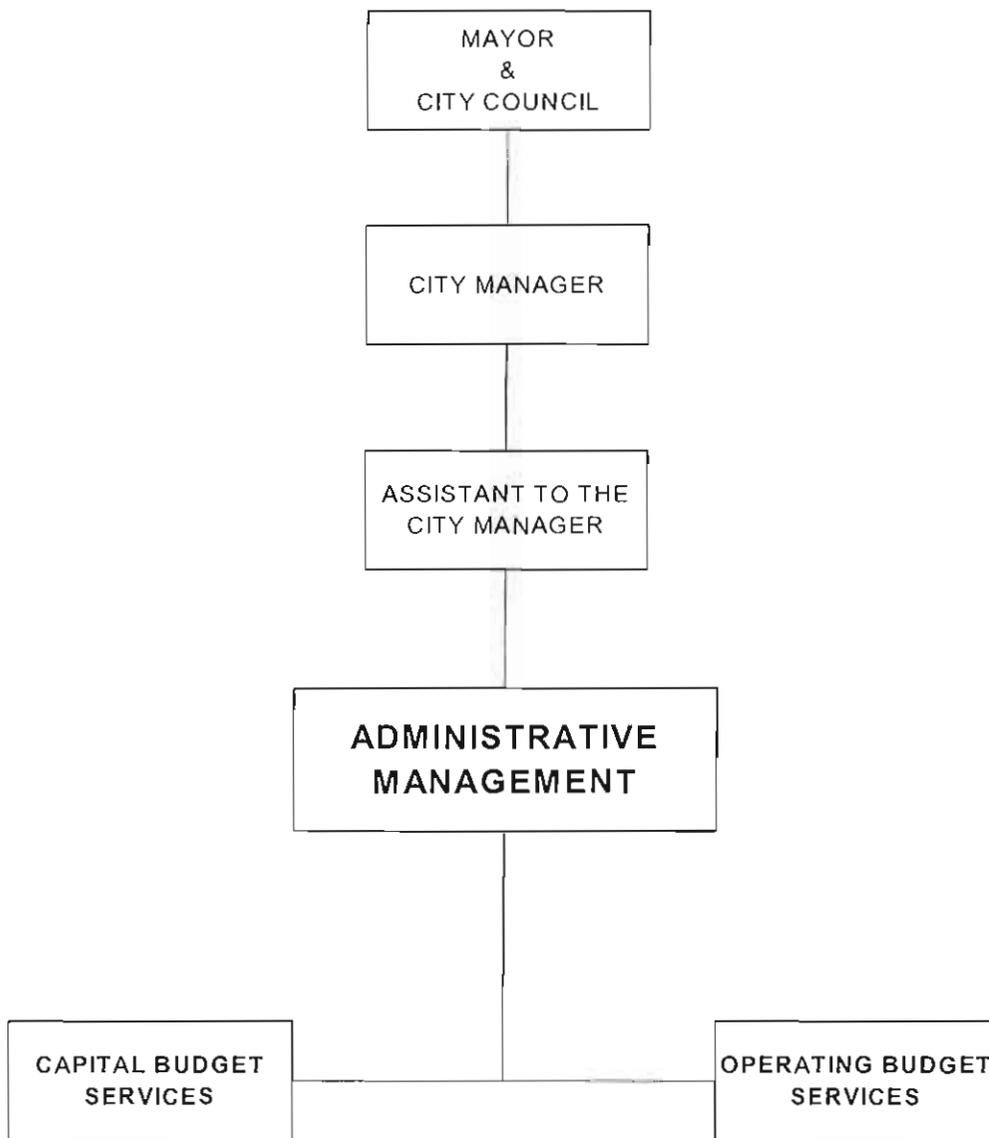
	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Institute of Museum and Library Services	\$77,286	\$80,000	\$60,000
TOTAL FUNDING	\$77,286	\$80,000	\$60,000
PERSONAL SERVICES			
PERSONAL SERVICES	\$39,842	\$0	\$0
CONTRACTUAL SERVICES	3,310	60,000	60,000
COMMODITIES	29,701	0	0
OTHER EXPENDITURES	4,433	0	0
TOTAL EXPENDITURES	\$77,286	\$60,000 *	\$60,000
AUTHORIZED POSITIONS			
AUTHORIZED POSITIONS	1	1	0
FULL-TIME EQUIVALENT	1.00	1.00	0.00

EXPLANATORY INFORMATION

* The Texas State Library and Archives Commission reduced funds for FY 2004 due to a change in the program objectives.



MANAGEMENT & BUDGET



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	17.00	\$1,176,257
Total Funding	17.00	\$1,176,257

MISSION STATEMENT

The Office of Management & Budget will provide City departments with fiscal planning, analysis, and capital improvement management services that contribute to an effective City organization.

PROGRAM INFORMATION

The Office of Management & Budget is responsible for providing City departments with the fiscal planning, monitoring, analysis and capital improvement management services necessary to enable the City organization to provide services to the public in accordance with the policies, goals and objectives established by the City Manager and the City Council. The department coordinates and prepares the Five-Year Financial Forecast, City Revenue Manual, and Annual Operating and Capital Budgets. The Budget & Research Division is responsible for coordinating development of the City's annual operating budget. The department provides guidance and technical support to City departments in developing mission statements, goals, objectives and balanced scorecards. The division performs cost-benefit analysis for the Three-Year Annexation Plan. The department also develops and implements the City's fiscal year cost allocation plan. The Capital Improvements Division manages and coordinates the Six-Year Capital Program and the Facilities Improvement and Maintenance Program (FIMP). In addition, the department performs cost/revenue analysis of certain processes and projects throughout the year.

GOALS & OBJECTIVES

- ◆ Provide each unit of the City organization the resources necessary to provide quality municipal services, including guidance and technical support in measuring the services to achieve compliance with the goals and objectives set by the City Manager and City Council.
- ◆ Improve the linkage and accountability between community priorities and City government actions by maintaining balanced scorecards for the City organization that link the City Council's priorities to measurable City department goals and objectives.
- ◆ Manage and coordinate the Six-Year Capital Program and the Facilities Improvement and Maintenance Program (FIMP).
- ◆ Improve the availability and quality of information on the status of capital projects.
- ◆ Assist the City in the implementation of the Enterprise Resource Management (ERM) System and enhance internal business processes of all City departments.
 - Improve the overall budget preparation process.
 - Enhance the ability for estimating, tracking and allocating revenues and expenditures for capital projects by funding source, district and other criteria.
- ◆ Update the City's Revenue Manual on a periodic basis and ensure this process will effectively transition into the SAP system in the future.
- ◆ Coordinate the development of the 2003 Bond Program and the Stormwater Revenue Bond Program.
- ◆ Improve the Inventory of City Services for the City Organization and develop a method to better align budget information with individual services.
- ◆ Maintain a current Organizational Chart for each City department.
- ◆ Perform enhanced monitoring on expenditure categories of special interest.
 - Travel
 - Pagers
 - Cell Phones
 - Capital Expenditures
- ◆ Develop a quarterly budget status report to be delivered to City Council on a quarterly basis.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Innovative and Proactive City Government					
	Provide training and assistance to departmental counterparts throughout the budget process	% of Internal Customers who Agree Budget Staff Provided Quality Service in Developing the Operating Budget	76%	94%	80%	94%
		% of Internal Customers who Agree Budget Staff Provided Quality Service in Developing the Capital Budget	76%	94%	80%	94%
Financial	Provide Accountability to the Public					
	Improve linkage and accountability between community priorities and City government actions	No. of Balanced Scorecards Developed and Maintained	55	53	53	52
	Provide guidance and technical support in measuring the services to achieve compliance with the goals and objectives set by the City Manager and City Council	% of Amendments to the Proposed Operating Budget	<1%	<1%	<1%	<1%
	Provide each unit of the City organization the fiscal planning resources necessary to provide quality municipal services	Sales Tax Revenue Projection Accuracy	94%	100%	100%	100%
		Liquor-by-the-Drink Tax Revenue Projection Accuracy	106%	100%	104%	100%
		Hotel/Motel Occupancy Tax Revenue Projection Accuracy	93%	100%	101%	100%
Building Permit Fees Revenue Projection Accuracy		96%	100%	100%	100%	
Internal Processes	Innovative and Proactive City Government					
	Manage and coordinate the Six-Year Capital Program, the Capital Improvements Action Team, and the Facilities Improvement and Maintenance Program (FIMP)	No. of Capital Projects Coordinated ¹	359	392	303	434
		No. of FIMP Projects Coordinated ²	45	33	31	0
	Provide quality municipal services, including guidance and technical support	% of Internal Customers who Agree that Budget Staff Provided Services in a Professional Manner	89%	95%	90%	95%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	Improve Information Service Delivery					
	Provide yearly budget development training sessions	% of Internal Customers who agree that Budget Training Provided Quality Information for Developing Departmental Budgets	56%	90%	75%	80%
		No. of Departmental Counterparts Trained ³	211	247	232	268

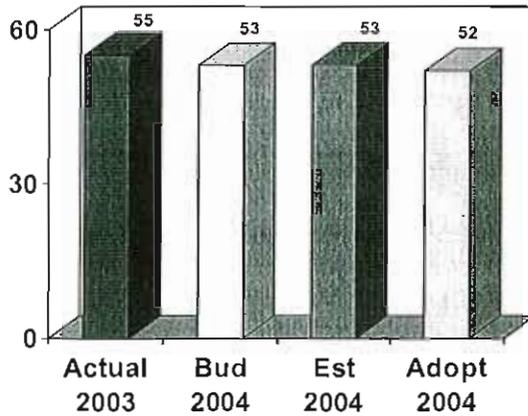
EXPLANATORY INFORMATION

- ¹ Projects in Adopted FY 2004 column include Proposed 2003 Bond Program projects and Stormwater Revenue Bond Projects.
- ² Projects consist of remaining FIMP projects from FY 2000, FY 2001, and FY 2002. In FY 2005 all FIMP projects will be coordinated through the Asset Management Department.
- ³ Training includes the annual budget process briefing, customized budget development worksessions and balanced scorecard training.

GENERAL FUND EXPENDITURES BY CHARACTER

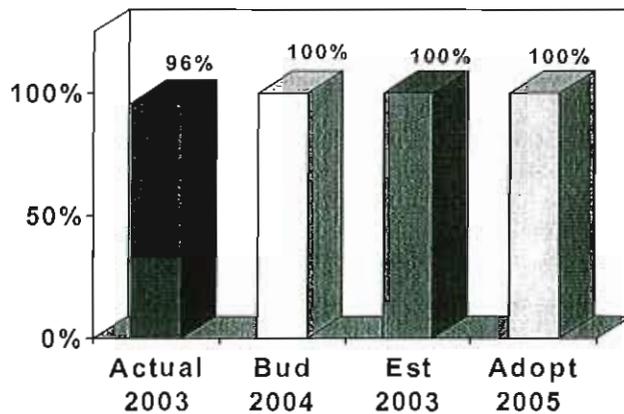
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$852,566	\$910,937	\$930,939	\$941,772
CONTRACTUAL SERVICES	266,675	217,049	187,245	\$219,343
COMMODITIES	26,908	12,234	21,140	\$12,234
OTHER EXPENDITURES	3,518	3,378	3,378	\$2,908
CAPITAL OUTLAY	9,259	0	0	0
TOTAL EXPENDITURES	\$1,158,926	\$1,143,598	\$1,142,702	\$1,176,257
AUTHORIZED POSITIONS	17	17	17	17
FULL-TIME EQUIVALENTS	17.00	17.00	17.00	17.00

NUMBER OF BALANCED SCORECARDS DEVELOPED AND MAINTAINED



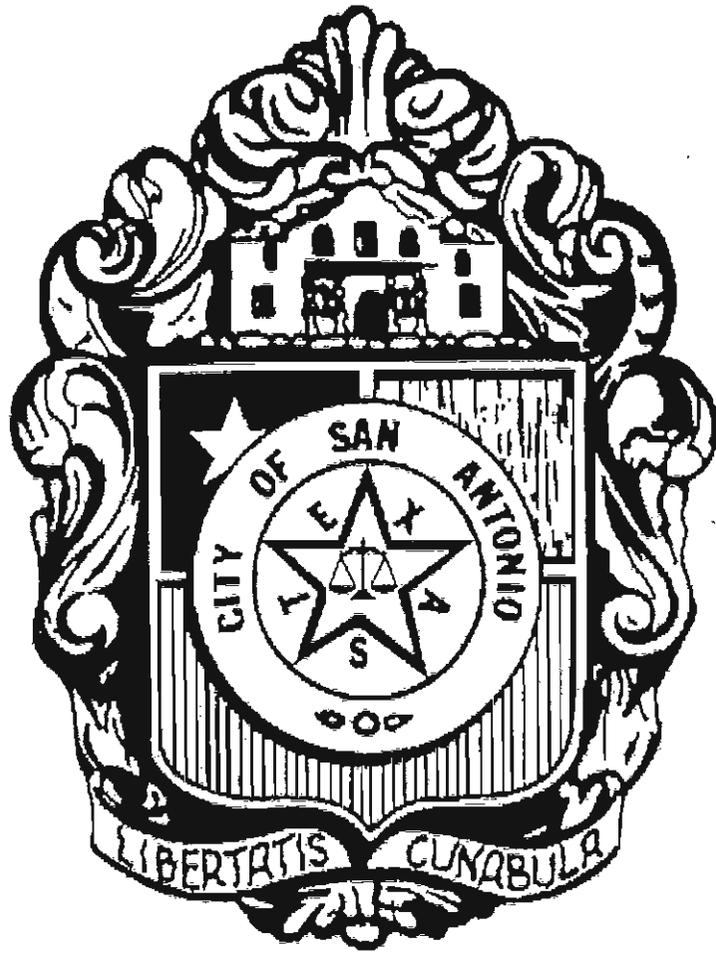
✓ The Balanced Scorecard is a working document that aligns an organization's mission and strategy with existing performance measures to provide a framework for strategic management.

BUILDING PERMIT FEES REVENUE PROJECTION ACCURACY

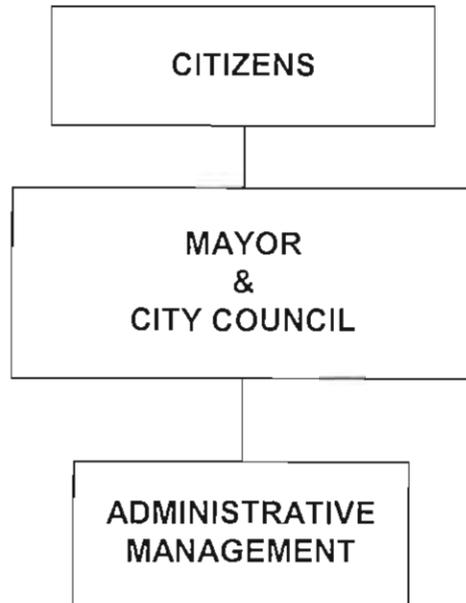


✓ Demonstrates the accuracy in forecasting revenues from building permit fees

✓ A measure of 100% would mean actual revenue collected equaled what was projected to be collected.



MAYOR & COUNCIL



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	17.00	\$2,566,091
Total Funding	17.00	\$2,566,091

MISSION STATEMENT

We will deliver quality city services and commit to achieve San Antonio's vision of prosperity for our diverse, vibrant and historic community.

PROGRAM INFORMATION

The Mayor & Council Office is comprised of the Mayor, who is elected at large, ten City Council members, who are elected from single-member districts, and administrative support staff. The City Council acts as the policy-making and legislative body within the City's government. Operating within the guidelines of the City Charter, the City Council appoints the City Manager, Municipal Court Judges, City Clerk, City Auditor and members of the City's various boards and commissions. The support staff serves as constituent liaison to all Council members, in addition to responding to incoming calls, scheduling meetings and appointments, and disseminating pertinent information to the citizens of San Antonio.

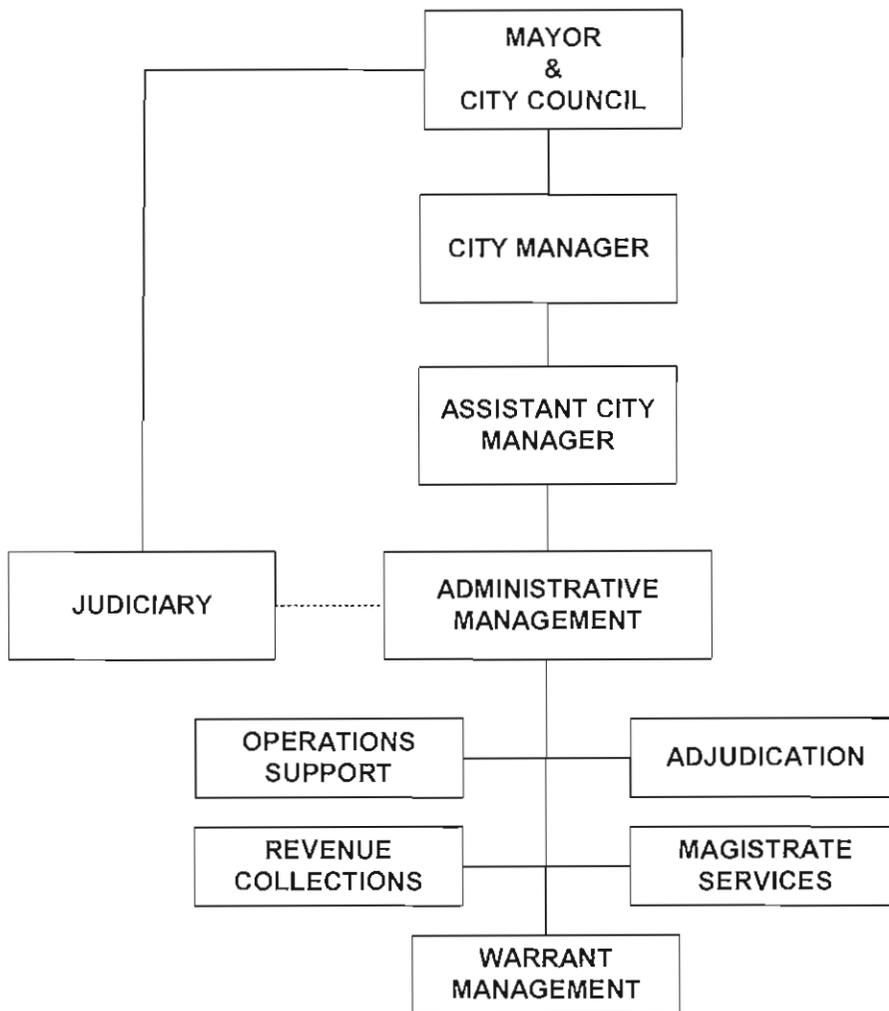
GOALS & OBJECTIVES

- ◆ To respond to citizen needs in a timely, professional and caring manner.
 - By exercising high standards of fairness, conduct and accountability.
 - By providing quality services through dedication and teamwork to improve effectiveness.
- ◆ To provide municipal services at the lowest possible cost to the citizens.
- ◆ To provide readily-accessible representation for citizen input into the functions of municipal government.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2003-2004	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$851,706	\$861,285	\$887,739	\$909,128
CONTRACTUAL SERVICES	712,485	757,883	698,589	573,121
COMMODITIES	61,577	62,157	50,440	39,796
OTHER EXPENDITURES	1,602,246	1,560,454	1,530,123	1,044,046
CAPITAL OUTLAY	29,086	400	350	0
TOTAL EXPENDITURES	\$3,257,100	\$3,242,179	\$3,167,241	\$2,566,091
AUTHORIZED POSITIONS	17	17	17	17
FULL-TIME EQUIVALENTS	17.00	17.00	17.00	17.00

MUNICIPAL COURTS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	198.10	\$11,374,452
Total Funding	198.10	\$11,374,452

MISSION STATEMENT

The mission of Municipal Courts Department is to support the local community by providing efficient and effective services through the promotion of justice.

PROGRAM INFORMATION

The judicial authority of the City of San Antonio resides in the Municipal Courts Department. Primary responsibilities include the interpretation and adjudication of City ordinances as well as other Class "C" misdemeanors enacted by the Texas Legislature. Operations are located within the Frank D. Wing Building, which houses administrative offices, courtrooms, court records storage, and a minimum-security detention center that is open 24 hours every day.

GOALS & OBJECTIVES

- ◆ To interpret and adjudicate city ordinances; adjudicate applicable state laws; and to support the local community by providing efficient and effective services through the promotion of justice.
- ◆ To increase the percentage of closed cases by maximizing the collection of fines and by decreasing the length of time for cases to be finalized.
 - Conduct periodic Warrant Roundups in conjunction with the San Antonio Police Department (SAPD), placing the emphasis on the importance for the citizen to take positive action to pay and resolve tickets/cases.
 - Evaluate the current professional contracts for the collection of delinquent cases.
 - Develop a method to immediately update Court orders to ensure the security of documents.
- ◆ To enhance customer service and responsiveness.
 - Advance employee professional growth to ensure that a trained and competent work force is available to provide the highest level of professional and efficient customer service.
 - Provide training on all technological enhancements to improve service delivery.
- ◆ To increase the efficiency of the magistration process for the expeditious movement and processing of defendants.
 - Coordinate with SAPD for the implementation of an automated "Public Safety Integrated Technology System," which will decrease the time for the magistrate booking process.
- ◆ To improve the security of the Municipal Court building.
 - Prepare an RFP for feasibility of upgrading the Closed Circuit TV system to a digital program.

MUNICIPAL COURTS

GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Provide for Safety and Welfare of San Antonio					
	Increase the efficiency of the magistration process for the expeditious movement and processing of defendants	SAPD Officers' Time from Defendant's Arrest to Report Turn-in Time	2hr 9min	2hr	2hr 7min	2hr 5min
		% of Defendants Bonded and Released from Detention Center	40%	60%	55%	57%
Financial	Provide Accountability to Public					
	Increase the percentage of closed cases by maximizing the collection of fines and by decreasing the length of time for cases to be finalized	No. of Open Cases	1,074,406	1,084,869	1,086,597	1,079,382
		% of Open Cases Adjudicated and Reported to Office of Court Administration	35.3%	38.0%	38.0%	38.5%
		Avg. Revenue Collected per Case Paid	\$94	\$95	\$113	\$114
		Avg. Number of Warrant Cases Cleared per Roundup	14,059	13,100	13,866	13,231
		Avg. Warrant Revenue per Roundup	\$592,112	\$534,600	\$577,174	\$540,078
Innovative and Proactive City Government						
Internal Processes	Accomplish imaging project maintenance and scanning of all court documents	No. of Documents Imaged	1,838,159	2,300,000	3,359,906	3,480,133
Employee Learning & Growth	Innovative and Proactive City Government					
	To ensure a trained and competent work force	No. of Texas Municipal Court Education Hours Completed by Court Personnel	836	475	571	605
		No. of Educational Events Attended by Court Personnel	79	80	69	79
	Improve Information Technology Service Delivery					
	Ensure employees are trained on technological enhancements	% of Employees Trained on Applicable San Antonio Municipal Court Imaging System (SAMCIS)	65%	75%	81%	100%
% of Employees Trained on Applicable ERM Usage ¹		N/A	100%	100%	100%	

EXPLANATORY INFORMATION

¹ Initial training was pushed back to FY 2004 due to delay of ERM implementation.

PROGRAM CHANGES

- ◆ REDIRECTIONS/ REDUCTIONS \$62,762

ELIMINATE ONE ADMINISTRATIVE AIDE POSITION

This *reduction* eliminates one vacant Administrative Aide position in the Adjudication Section. Continued efficiency and productivity improvements of the Municipal Courts imaging system will allow for the signing and issuing of warrants electronically, thus eliminating the need to print cases and match records. This reduction results in \$31,941 in savings.

ELIMINATE ONE PART-TIME OFFICE ASSISTANT

This *reduction* eliminates one vacant part-time Office Assistant position. As a result of the imaging system being fully implemented, there has been a decrease in the manual filing of cases; therefore, one part-time position can be eliminated. This reduction results in \$15,821 in savings.

REDUCE OVERTIME BUDGET

This *reduction* reduces the Municipal Court overtime budget. A review of actual expenditures for the last two years indicates that a reduction is possible due primarily to greater efficiencies achieved through the use of technology. This reduction results in \$15,000 in savings.

- ◆ IMPROVEMENTS \$121,215

CITY MARSHALS PILOT WARRANT PROGRAM

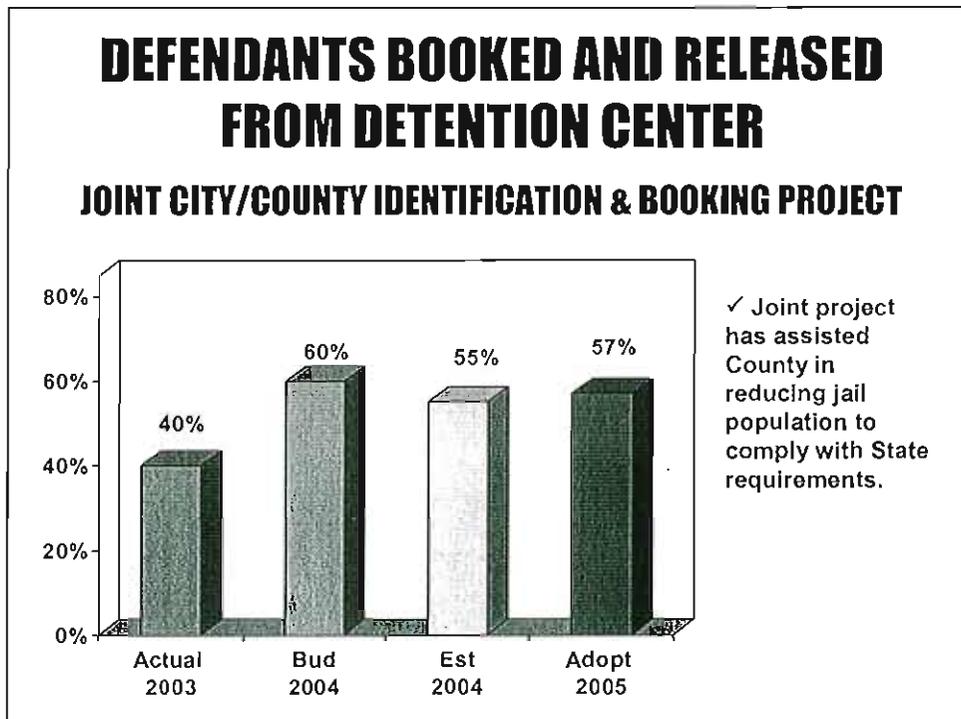
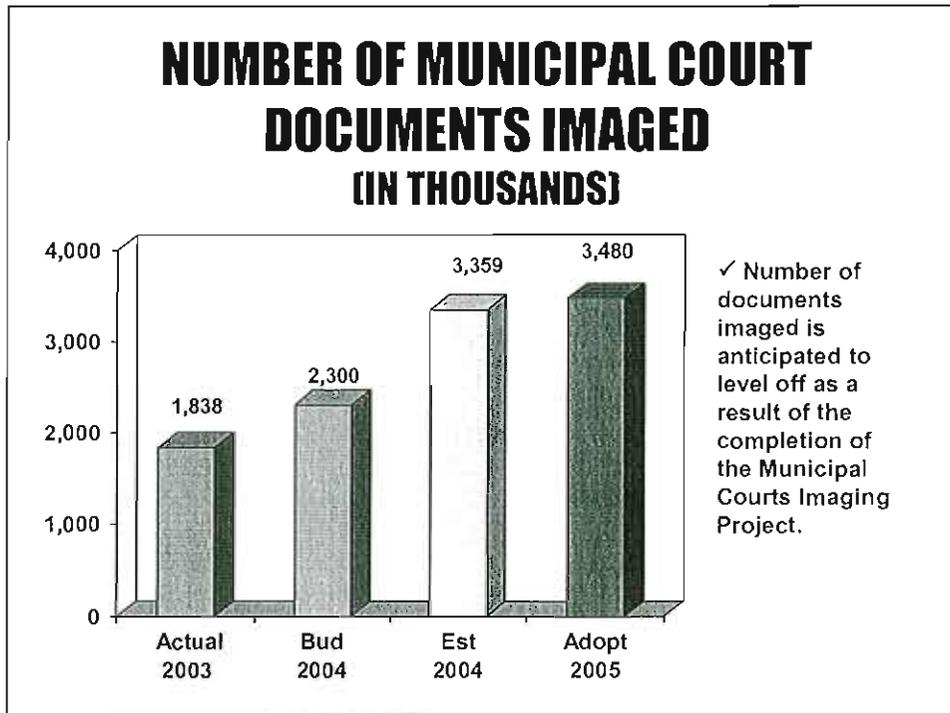
Marshal programs exist in various cities across Texas. Their primary objective is to execute outstanding municipal warrants. The City of San Antonio's Marshals program will begin as a two-year pilot program housed under the Municipal Courts Department. The cost of this *improvement* for FY 2005 is estimated at \$121,215. These costs include salaries for two Marshal positions (funded for nine months in FY 2005), contractual services, commodities, as well as various one-time expenditures for capital outlay, such as vehicles and equipment.

The City Marshal's pilot warrant program was first identified during the FY 2004 Bottom Line Strengthening (BLS) process. (BLS is an effort to infuse employee ideas into the budgeting process with the objective of identifying process improvements, revenue generators, and effective changes in service delivery.) The program was further discussed, planned and developed during the FY 2005 BLS and budget development processes.

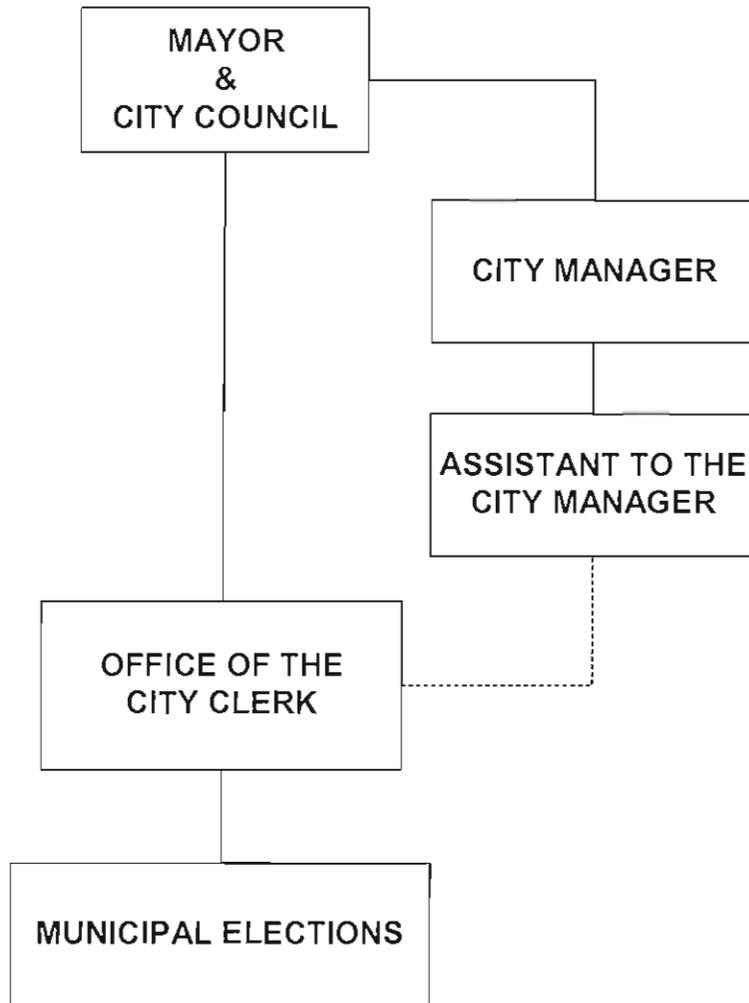
The pilot program is expected to begin operations June 1, 2005. As a result, it is estimated to generate \$59,250 in revenues during FY 2005. Once sufficient data is available, the pilot program will be reviewed based on criteria such as warrants executed, cases closed, cases paid, and total revenue.

MUNICIPAL COURTS**GENERAL FUND****GENERAL FUND EXPENDITURES BY CHARACTER**

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$7,259,764	\$7,544,698	\$7,422,584	\$7,968,463
CONTRACTUAL SERVICES	3,041,115	3,274,497	2,628,077	3,149,073
COMMODITIES	208,975	122,357	180,013	129,189
OTHER EXPENDITURES	81,456	81,456	81,456	75,419
CAPITAL OUTLAY	55,529	2	69	52,308
TOTAL EXPENDITURES	\$10,646,839	\$11,023,010	\$10,312,199	\$11,374,452
AUTHORIZED POSITIONS	210	208	209	209
FULL-TIME EQUIVALENTS	199.10	197.10	197.60	198.10



MUNICIPAL ELECTIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	0.00	\$1,006,497
Total Funding	0.00	\$1,006,497

MISSION STATEMENT

The City Clerk's Office will conduct and administer all City elections including bond, city charter, referendum, initiative and Mayoral and Council elections and coordinate joint elections with various entities, whenever possible, in order to provide its citizens with the most efficient and cost effective elections.

PROGRAM INFORMATION

Municipal Elections is considered a special purpose office because its function is administered and staffed by the Office of the City Clerk. Expenditures reflect the cost of planning and implementing municipal elections for the City of San Antonio. Personnel expenditures reflect wages paid for overtime and temporary election workers including Presiding and Alternate Judges, Election Clerks and other specialized part-time workers who provide administrative support during the electoral process.

GOALS & OBJECTIVES

- ◆ To work closely with the Bexar County Election's Administrator and various school districts in a cooperative effort to present the most efficient and cost-effective election procedures and voting methods available.
- ◆ To ensure to the fullest extent the right of every lawfully registered voter in the City of San Antonio to cast ballots for municipal government positions of legislative authority and other measures as prescribed by the City Charter and State law.
- ◆ To remain abreast of the Texas Election Code and all of its legal requirements so as to conduct lawful elections for the City of San Antonio, including attendance at elections seminars whenever possible to ensure implementation of the latest elections procedures.

MUNICIPAL ELECTIONS

GENERAL FUND

BALANCED SCORECARD

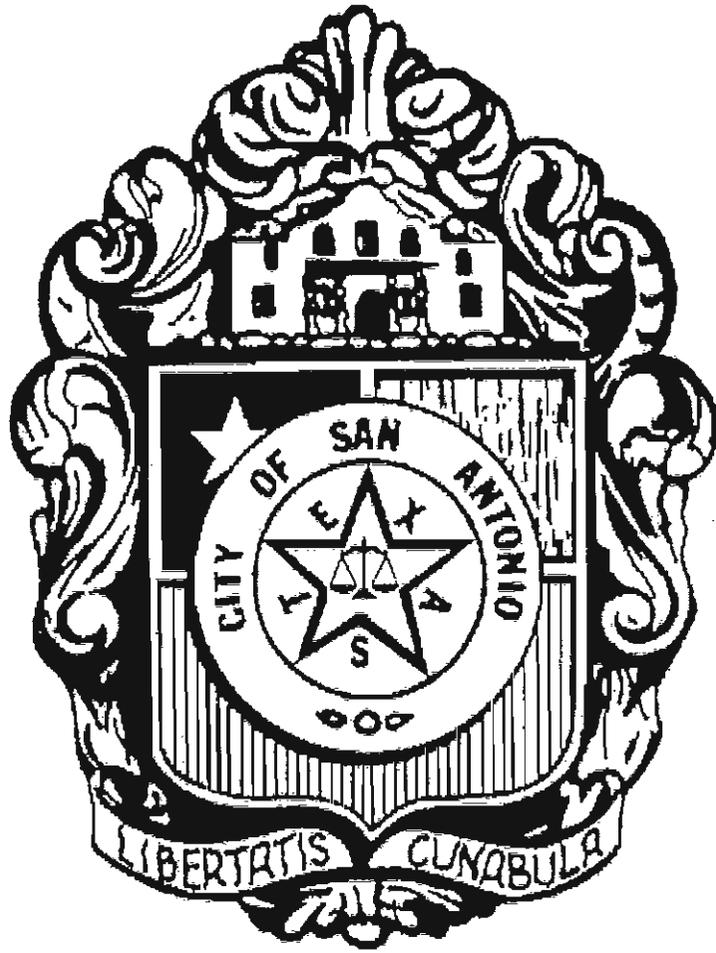
	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Public Trust & Awareness of Citizens					
	To work closely with other governmental entities to present the most efficient and cost-effective elections	Turnaround Time for Release of Elections Results	2 hr 30 min	4 hrs	4 hrs	4 hrs
Financial	Leverage Other Funding Sources					
	To work closely with other governmental entities to present the most efficient and cost-effective elections	Election Contract Costs per Year	\$585,009 (Two Elections)	\$625,000 (Two Elections)	\$597,330 (Two Elections)	\$660,000 (Two Elections)
Internal Processes	Provide Accountability to the Public					
	To ensure to the fullest extent the right of every lawfully registered voter in the City of San Antonio to cast ballots	No. of Ballots Processed and Tabulated	70,228	300,000	115,000	150,000
Employee Learning & Growth	Improve Employee Services					
	To remain abreast of the Texas Election Code and all of its legal requirements so as to conduct lawful elections for the City of San Antonio, including attendance at Elections Seminars whenever possible to ensure implementation of the latest elections procedures	No. of Trainings Attended ¹	19	20	56	20
		No. of Election Officials Trained ²	278	1,200	1,500	1,200

EXPLANATORY INFORMATION

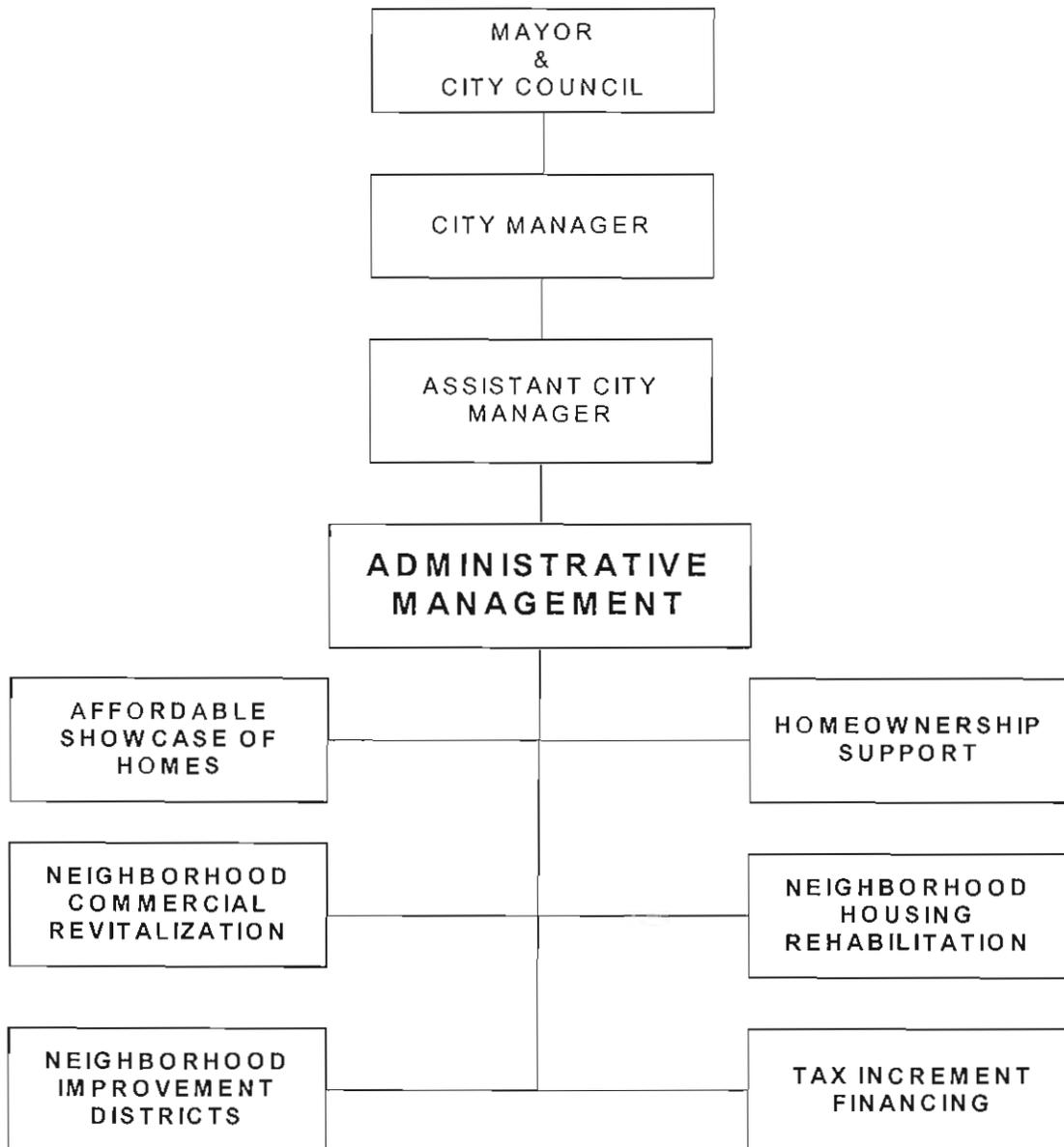
- ¹ Estimated FY 04 figures reflects extra classes scheduled for Ivotronic Review and Secretary of State updates (due to numerous legislative changes).
- ² Numbers fluctuate yearly because Election Judges are certified for two years.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$280,026	\$319,801	\$111,688	\$7,200
CONTRACTUAL SERVICES	434,848	454,103	818,867	995,326
COMMODITIES	1,773	1,883	662	1,883
OTHER EXPENDITURES	496	2,979	2,979	2,088
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$717,143	\$778,766	\$934,196	\$1,006,497
AUTHORIZED POSITIONS	0	0	0	0
FULL-TIME EQUIVALENTS	0.00	0.00	0.00	0.00



NEIGHBORHOOD ACTION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	15.00	\$1,474,554
Community Development Block Grant	23.00	1,279,975
Tax Increment Financing	8.00	310,068
Total Funding	46.00	\$3,064,597

MISSION STATEMENT

The mission of the Neighborhood Action Department is to strategically enhance the quality of life in San Antonio neighborhoods through the development and delivery of revitalization programs and services leveraged by dynamic partnerships in accordance with the goals of the City Council and City Manager.

PROGRAM INFORMATION

The Neighborhood Action Department (NAD) programs involve creating and sustaining partnerships with various City departments, profit/non-profit agencies, and neighborhoods engaged in community revitalization. A recent re-organization has created three divisions in addition to the Office of the Director. The three divisions include Housing Rehabilitation, Neighborhood & Housing Development, and Housing Lending. The Housing Rehabilitation division manages housing programs such as Single-family/Multi-family Rental Rehabilitation, Owner-Occupied Rehabilitation and Reconstruction, and Lead-Based Paint Hazard Control Program. The Neighborhood & Housing Development division includes the Neighborhood Commercial Revitalization Program, Tax Increment Finance Program, Affordable Showcase of Homes Program, Housing Asset Recovery Program, and Neighborhood Target Sweeps. This division also coordinates the Housing and Neighborhood Action Team meetings with private & public sector partners to review and discuss community development policy initiatives. The Housing Lending division oversees the Homeownership Incentive Program, Homebuyer's Club Counseling Program, and loan processing and loan servicing activities. All of these programs are dedicated to result-oriented and community-driven service delivery in an effort to provide opportunities for housing and neighborhood revitalization. The Office of the Director will also market and provide technical assistance for Neighborhood Improvement Districts Program.

GOALS & OBJECTIVES

- ◆ Revitalize neighborhoods for San Antonio by creating safe, decent, and affordable housing.
- ◆ Foster effective communication with residents requesting services provided by local government through administration of neighborhood sweeps.
- ◆ Achieve community empowerment through neighborhood-based problem solving techniques.
- ◆ Create and cultivate partnerships with profit and non-profit agencies focused on increasing the number of affordable housing units.
- ◆ Assist in revitalization and in-fill efforts in neighborhoods through various housing programs.
- ◆ Restore and preserve existing housing stock.
- ◆ Enable communities to determine and accomplish long-term property maintenance initiatives supported by neighborhood planning, community leadership development/training and financial assistance.
- ◆ Educate and assist the community regarding home buying.
- ◆ Encourage homeownership and the expansion of both affordable and market rate-housing opportunities throughout the City.
- ◆ Encourage economic revitalization & development throughout the city through leveraging of private investment.
- ◆ Provide continued professional development in housing and neighborhood revitalization and employee training in information technology

NEIGHBORHOOD ACTION

GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Foster effective communication with residents requesting local government services through administration of neighborhood sweeps	Cumulative Property Owners Served by Sweeps ¹	20,805	20,100	23,816	24,000
	Provide education and assistance to the community concerning home-buying	No. of Home-Buyers' Club Participants ²	673	485	591	675
	Restore and preserve existing housing stock	No. of Units Containing Lead-Based Paint Hazards Mitigated ³	80	170	111	75
	Encourage homeownership and expansion of both affordable and market rate housing opportunities throughout the City.	Avg. Property Value of New Construction Added to the Tax Rolls Assisted Through Homeownership Incentive Program (HIP)	\$73,400	\$70,000	\$65,000	\$68,000
		No. of Families Served Through Homeownership Incentive Program (HIP)	86	85	72	90
		No. of Units Completed Through TIF Program ⁴	291	N/A	575	546
	Revitalize neighborhoods for San Antonio by creating safe, decent, and affordable housing	No. of Units Completed Through All Housing Programs ⁵	151	255	155	393
Financial	Leverage Other Funding Sources					
	Create and cultivate partnerships with profit and non-profit agencies focused on increasing the number of affordable housing and commercial units	Ratio of Public Improvement Values to Private Improvement Values Created for Tax Increment Financing Developments ⁶	\$1:\$3	\$1:\$3	\$1:\$7	\$1:\$6
		Ratio of Public to Private Funds Invested for Rental Rehabilitation ⁷	\$1:\$3	\$1:\$6	\$1:\$4	\$1:\$5
	Encourage economic revitalization & development throughout the city through leveraging of private investment	Dollars in New, Private Investment in Real Estate Development or Rehabilitation Projects in NCR Target Areas ⁸	\$39,646,846	\$2,475,000	\$10,999,059	\$3,475,000
	Restore and preserve existing housing stock	Avg. Public Cost for Owner-Occupied Single-Family Dwelling Unit Rehabilitated/Reconstructed ⁵	\$52,350	\$51,900	\$57,730	\$59,900

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	Increase Neighborhood Planning					
	Foster effective communication with residents requesting services provided by local government through administration of neighborhood sweeps	Avg. Cost for Target Sweeps	\$89,945	\$98,611	\$75,789	\$85,789
Employee Learning & Growth	Innovative and Proactive City Government					
	Provide continued professional development in housing and neighborhood revitalization efforts and employee training in information technology	No. of Training Opportunities in Neighborhood/Housing/Community Development	129	67	150	75

EXPLANATORY INFORMATION

- ¹ The Projected number of properties per sweeps is 1,000 (24 sweeps completed per year).
- ² The Home-Buyers Classes are held two times per month (Tuesday & Thursday, and Saturday Classes), with an average of 27 participants per class.
- ³ Re-estimate of 111 includes pending Community Housing Development Organization Lead Multi-Family Project.
- ⁴ The FY 2003 Actual includes 165 single-family; and 126 multi-family and the Adopted FY 2005 Includes 446 single-family; and 100 multi-family.
- ⁵ Includes some Lead-Based Paint Units as well as rehab units. Adopted FY05 of 393 Units includes pending Rental Rehab. Applications. Actual average cost for FY03 for rehabilitation and reconstruction is \$48,028 and \$53,153, respectively.
- ⁶ Adopted Private Improvements include \$50.3 million dollars to \$7 million in public improvements in six TIRZ Projects under construction, which will produce 2,027 single and multi-family units.
- ⁷ Projected Ratio is based on four Rental Rehab Applications, which are projected to produce more than five hundred (500) units. The re-estimate for FY04 includes private investment of \$3.6 million to \$778,000 in public funds, which are projected to yield 123 single, and multi-family units in six projects.
- ⁸ The Actual FY 2003 includes \$28,500,000 (\$15,000,000 HEB; \$13,500,000 Lowe's) for the completion of projects in the Austin Hwy & Deco District Revitalization Target Areas.

NEIGHBORHOOD ACTION**GENERAL FUND****PROGRAM CHANGES**

◆ IMPROVEMENTS \$70,000

NEIGHBORHOOD COMMERCIAL REVITALIZATION (NCR)

This *improvement* will provide \$60,000 for the Neighborhood Commercial Revitalization Program's Operation Facelift and \$10,000 for Partnership Projects. The Operation Facelift Program provides matching funds for businesses undergoing facade improvements to properties throughout the eight designated NCR Target Areas. This improvement will assist four businesses with a dollar for dollar match up to \$15,000 to be used for adopted building improvements. These funds will be used for projects in NCR Target Areas supported by the General Fund. The Partnership Project Program provides \$5,000 for organizations that have demonstrated their capacity to meet the criteria in order to submit an application to be designated as a Partnership Project. These funds can be used for newsletters and marketing materials for two adopted projects to be selected during FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$925,164	\$975,299	\$940,213	\$1,027,888
CONTRACTUAL SERVICES	350,293	341,980	301,545	430,350
COMMODITIES	14,759	11,502	13,101	12,237
OTHER EXPENDITURES	5,033	5,033	5,033	4,079
CAPITAL OUTLAY	2,668	0	0	0
TOTAL EXPENDITURES	\$1,297,917	\$1,333,814	1,259,892	\$1,474,554
AUTHORIZED POSITIONS	15	15	15	15
FULL-TIME EQUIVALENTS	15.00	15.00	15.00	15.00

NEIGHBORHOOD ACTION

TAX INCREMENT FINANCING FUND

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS \$138,259

MANAGEMENT OF VACANCIES

This *reduction* totaling \$116,644 will unfund one Financial Analyst position and one Special Projects Coordinator Position. Savings will be achieved through the Department's management of vacancies. The Department will maximize existing resources to mitigate any impact to service delivery.

LINE ITEM REDUCTIONS

This *reduction* totaling \$21,615 will reduce the funding of various contractual services and commodities line items. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

♦ IMPROVEMENTS \$8,553

WORKFORCE COMPENSATION ENHANCEMENT

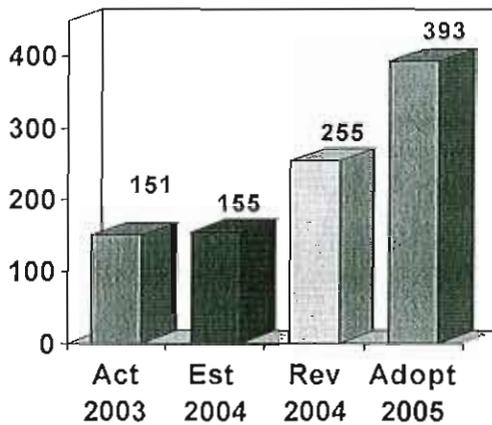
This *improvement*, totaling \$8,553, will provide a market adjustment and performance pay incentive for eligible employees included in the Neighborhood Action – Tax Increment Financing Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

TIF FUND EXPENDITURES BY CHARACTER

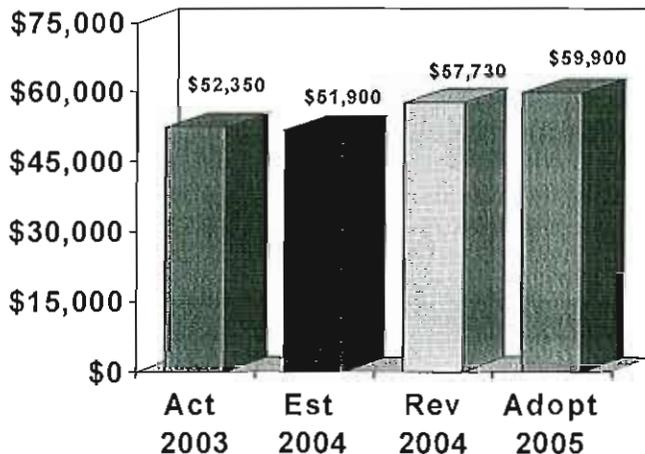
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$319,349	\$452,993	\$361,798	\$265,127
CONTRACTUAL SERVICES	16,706	50,445	14,469	37,989
COMMODITIES	7,831	9,452	3,773	6,952
CAPITAL OUTLAY	9,575	0	0	0
TOTAL EXPENDITURES	\$353,461	\$512,890	\$380,040	\$310,068
AUTHORIZED POSITIONS	8	8	8	8
FULL-TIME EQUIVALENTS	8.00	8.00	8.00	8.00

NUMBER OF HOUSING UNITS COMPLETED THROUGH ALL HOUSING PROGRAMS

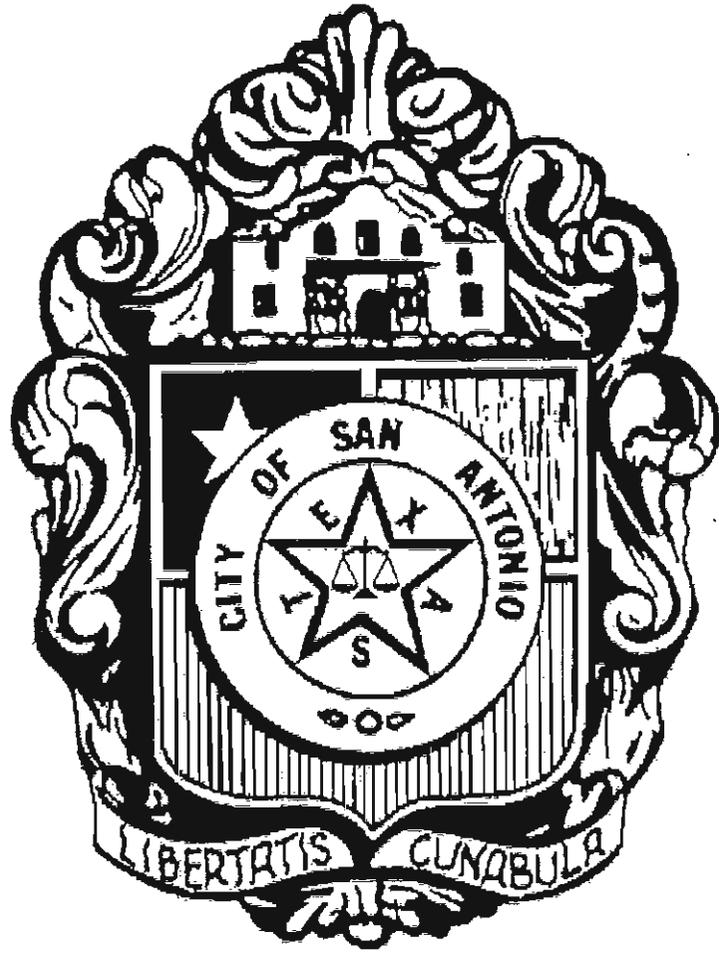


- ✓ Adopted FY2005 of 393 Units includes pending Rental Rehabilitation Applications.
- ✓ Includes some Lead-Based Paint Units as well as rehab units.
- ✓ Actual Average cost in FY 2003 for rehabilitation is \$48,028 & reconstruction is \$53,153.

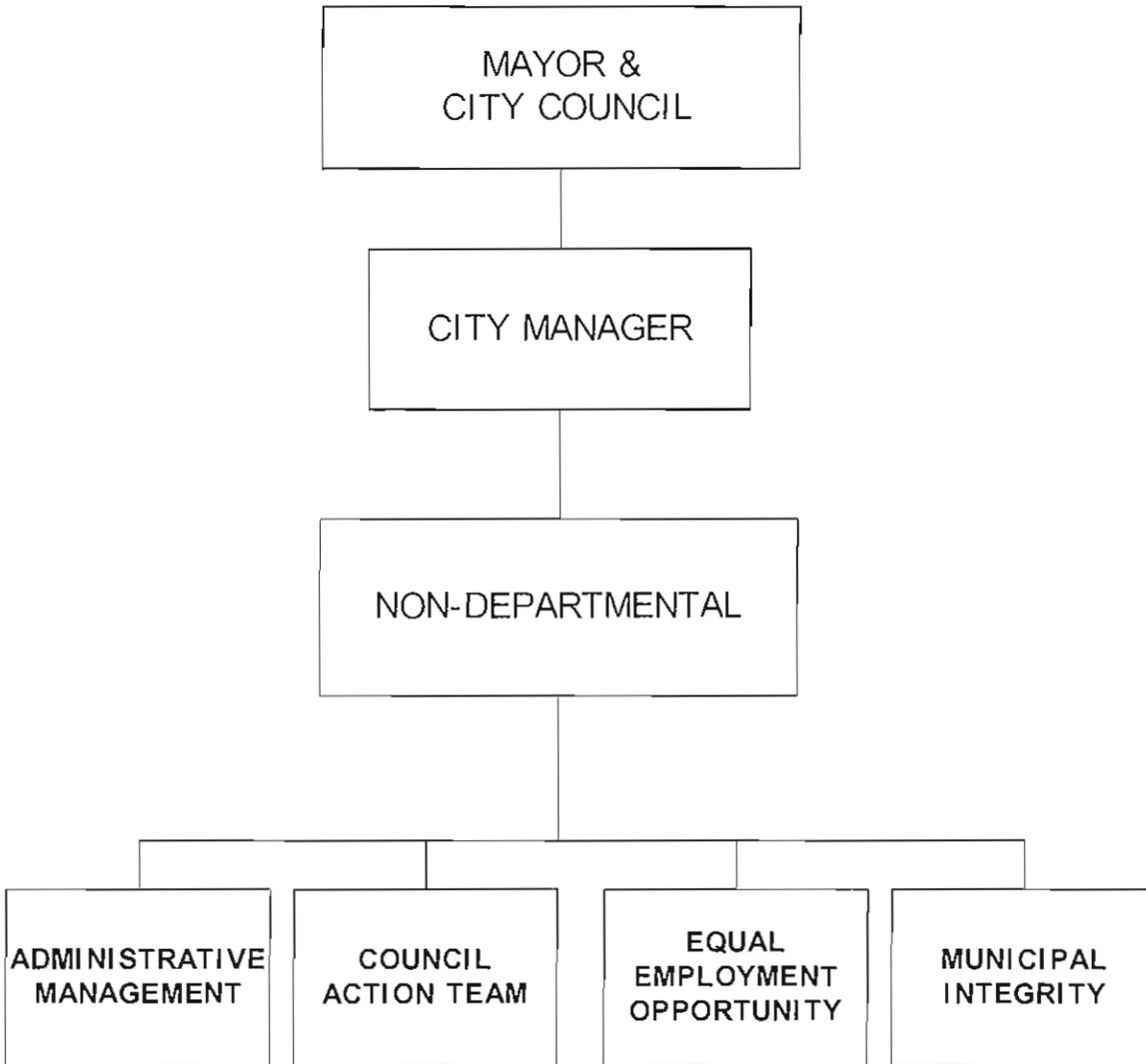
AVERAGE PUBLIC COST FOR OWNER OCCUPIED SINGLE-FAMILY DWELLING UNIT REHABILITATED/RECONSTRUCTED



- ✓ This program is for the restoration and the preservation of existing housing stock



NON-DEPARTMENTAL



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	25.00	\$1,825,125
Total Funding	25.00	\$1,825,125

MISSION STATEMENT

The mission of the Council Action Team is to provide an effective and immediate response to concerns and issues raised by Council members and citizens facilitating communications with various city departments and by proactively resolving neighborhood concerns.

PROGRAM INFORMATION

The Council Action Team is made up of five individuals each assigned to two council districts. The team works with the Council members and staff to effectively and efficiently provide complete service delivery resolution. The team members respond to calls received from citizens, attend neighborhood association meetings and take proactive steps to anticipate and resolve problems. The Council Action Team reports to an Assistant City Manager.

GOALS & OBJECTIVES

- ◆ Provide an accountable point of contact for the Council and community to better address priority service delivery issues.
- ◆ Facilitate communication between the Council members and City Departments.
- ◆ Proactively identify, address and resolve community and neighborhood issues and concerns.
- ◆ Enhance existing service delivery systems.

NON-DEPARTMENTAL COUNCIL ACTION TEAM

GENERAL FUND

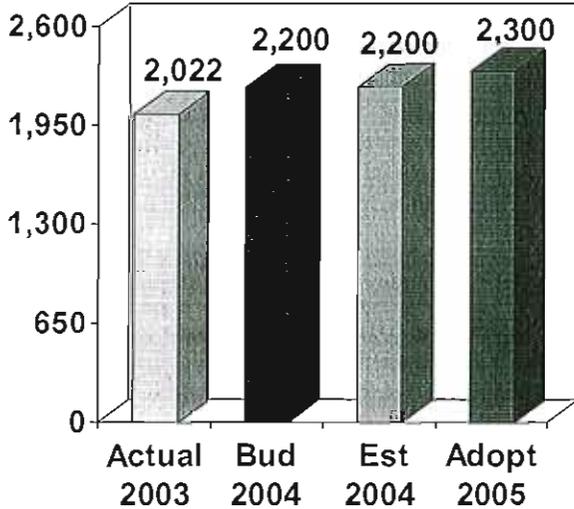
BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide an accountable point of contact for the Council and community to better address priority service delivery issues	No. of Visits with Residents	2,022	2,200	2,200	2,300
		% of Issues Addressed	84%	75%	78%	78%
Financial	Provide Accountability to the Public					
	Proactively identify, address and resolve community and neighborhood issues and concerns	Cost of Volunteer Hours	\$32,559	\$23,800	\$30,500	\$31,200
Internal Processes	Innovative and Proactive City Government					
	Proactively identify, address and resolve community and neighborhood issues and concerns	Proactive Requests Identified in the Field	5,282	4,800	5,000	5,200
Employee Learning & Growth	Improve Employee Services					
	Enhance existing service delivery systems	No. of Training Hours Attended	89	78	78	85

GENERAL FUND EXPENDITURES BY CHARACTER

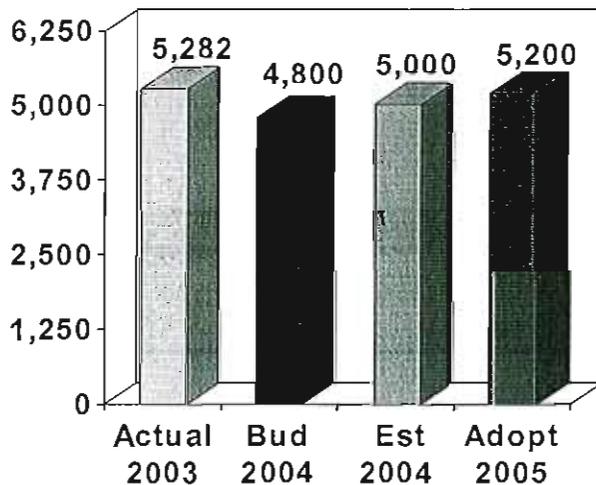
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$261,071	\$300,397	\$280,937	\$315,309
CONTRACTUAL SERVICES	23,698	13,849	16,094	15,440
COMMODITIES	6,048	17,564	5,686	9,408
TOTAL EXPENDITURES	\$290,817	\$331,810	\$302,717	\$340,157
AUTHORIZED POSITIONS	5	5	5	5
FULL-TIME EQUIVALENTS	5.00	5.00	5.00	5.00

NUMBER OF VISITS WITH RESIDENTS



✓ The 5% increase in number of visits from FY 2004 Estimated to the FY 2005 Budget is attributed to the increase in citizen awareness of city services that are available to them.

PROACTIVE REQUESTS IDENTIFIED IN THE FIELD



✓ The 5% increase in number of visits from FY 2004 Estimated to the FY 2005 Budget is attributed to the increase in citizen awareness of city services that are available to them.

**NON-DEPARTMENTAL
EQUAL EMPLOYMENT OPPORTUNITY**

GENERAL FUND

MISSION STATEMENT

The City's Equal Employment Opportunity (EEO) Office monitors the City's EEO program to help ensure that the City maintains a policy of extending fair and impartial treatment to all of its employees, former employees, and applicants for employment.

PROGRAM INFORMATION

The City's Equal Employment Opportunity Office provides support to other City Departments by receiving complaints of discrimination and conducting thorough and independent investigations of those complaints. The EEO Office also provides comprehensive training to promote City employees' awareness of their responsibilities related to EEO requirements.

GOALS & OBJECTIVES

- ◆ Start and complete investigations in a timely manner.
- ◆ Resolve EEO complaints internally and at the lowest possible level.
- ◆ Increase employee awareness of and education on Equal Employment and related issues.

NON-DEPARTMENTAL EQUAL EMPLOYMENT OPPORTUNITY

GENERAL FUND

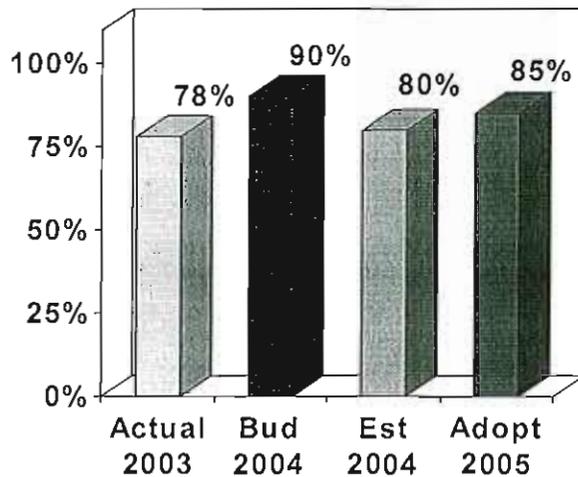
BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Innovative & Proactive City Government					
	To start and complete investigations in a timely manner	% of EEO Investigations Started within 30 Days of Complaint	79%	68%	75%	76%
		% of EEO Investigations Completed within Estimated Completion Date	72%	85%	60%	60%
Financial	Provide Accountability to the Public					
	Resolve EEO complaints internally	% of EEO Complaints Resolved Internally	76%	82%	82%	82%
Internal Processes	Innovative & Proactive City Government					
	To complete investigations of EEO complaints at the lowest possible level	% of EEO Investigations Closed	83%	60%	72%	70%
	Improve Employee Services					
	Increase employee awareness of and education on Equal Employment and related issues	% of Participants Ranking EEO Training from "Good" to "Excellent"	98%	93%	96%	95%
No. of EEO Training Hours Provided		3,374	3,000	2,500	2,000	

GENERAL FUND EXPENDITURES BY CHARACTER

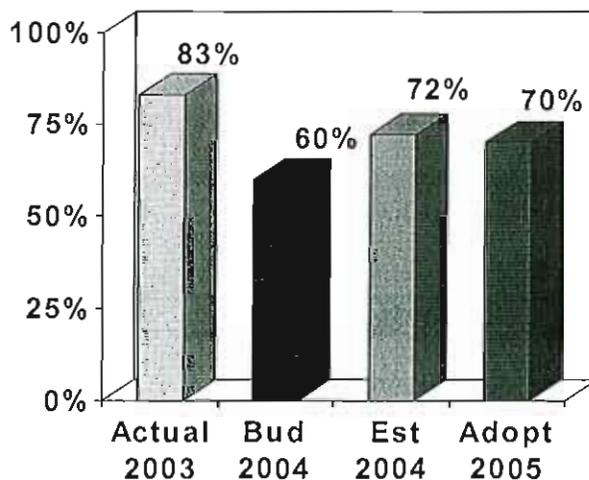
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$173,817	\$168,494	\$170,750	\$175,417
CONTRACTUAL SERVICES	42,385	48,903	41,023	47,388
COMMODITIES	1,162	1,456	2,472	3,376
OTHER EXPENDITURES	560	560	560	555
TOTAL EXPENDITURES	\$217,924	\$219,413	\$214,805	\$226,736
AUTHORIZED POSITIONS	3	3	3	3
FULL-TIME EQUIVALENTS	3.00	3.00	3.00	3.00

INVESTIGATIONS COMPLETED WITHIN ESTIMATED COMPLETION DATE



✓ The increase from FY 2003 Actual to the FY 2005 Adopted is due to an increased emphasis on resolving complaints quickly and staff efficiencies.

EQUAL EMPLOYMENT OPPORTUNITY INVESTIGATIONS CLOSED



✓ The 3% decrease from Estimated FY 2004 to Adopted FY 2005 is attributed to more cases being filed and cases increasing in complexity.

MISSION STATEMENT

The mission of the Municipal Integrity Office is to strengthen the public's confidence in the integrity of the City by investigating allegations of fraud, waste, and abuse and to maintain a continuing program of education designed to raise awareness of fraudulent activity.

PROGRAM INFORMATION

The Municipal Integrity Office supports City departments by performing investigations of alleged fraud, waste, or abuse of City resources by non-uniformed City employees, vendors, or contractors. The Municipal Integrity Office provides training to City employees on fraud prevention and cash handling measures.

GOALS & OBJECTIVES

- Investigate complaints and allegations of non-uniformed employee misconduct.
- Reduce loss to the City resulting from employee fraud.
- Train employees, supervisors and managers on fraud prevention and awareness.

NON-DEPARTMENTAL MUNICIPAL INTEGRITY

GENERAL FUND

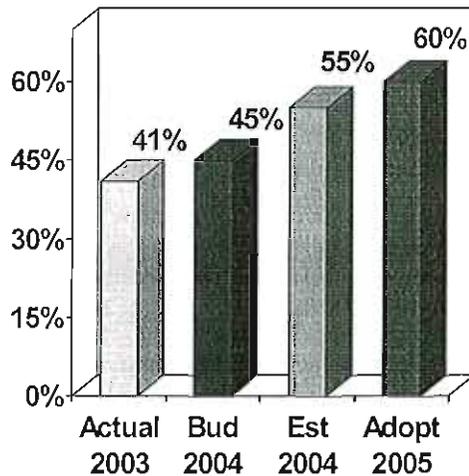
BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Innovative & Proactive City Government					
	Train employees, supervisors and managers on fraud prevention and awareness	No. of Municipal Integrity Training Hours Provided	653	1,300	1,200	1,200
Financial	Provide Accountability to Public					
	Reduce loss to the City resulting of non-uniformed fraud	% of Fraud Related Municipal Integrity Investigations	41%	45%	55%	60%
Internal Processes	Public Trust & Awareness of Citizens					
	Investigate complaints and Allegations of non-uniformed Employee misconduct	No. of Municipal Integrity Investigations Resolved	145	160	140	170
		% of Municipal Integrity Investigations Resolved	92%	91%	88%	94%
Employee Learning & Growth	Improve Employee Services					
	Train employees, supervisors and managers on fraud prevention and awareness	% of Participants Ranking Municipal Integrity Training from "Good" to "Excellent"	100%	97%	94%	96%

GENERAL FUND EXPENDITURES BY CHARACTER

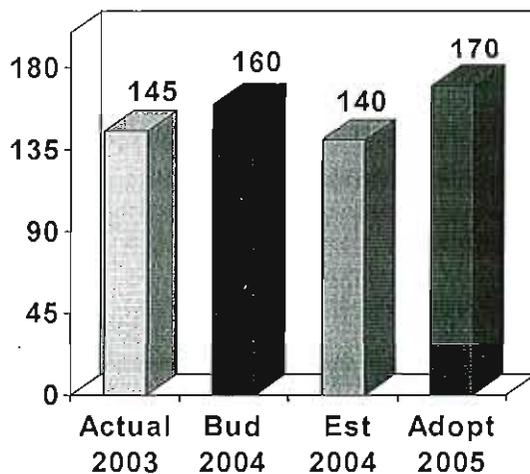
	ACTUAL	REVISED BUDGET	ESTIMATED	ADOPTED
	2002-2003	2003-2004	2003-2004	2004-2005
PERSONAL SERVICES	\$158,442	\$154,771	\$161,160	\$198,051
CONTRACTUAL SERVICES	10,967	16,440	16,676	16,865
COMMODITIES	2,272	1,994	5,863	2,878
OTHER EXPENDITURES	560	560	560	440
CAPITAL OUTLAY	0	0	1,603	0
TOTAL EXPENDITURES	\$172,241	\$173,765	\$185,862	\$218,234
AUTHORIZED POSITIONS	3	3	3	4
FULL-TIME EQUIVALENTS	3.00	3.00	3.00	4.00

FRAUD INVESTIGATIONS RELATED TO DOLLAR LOSS



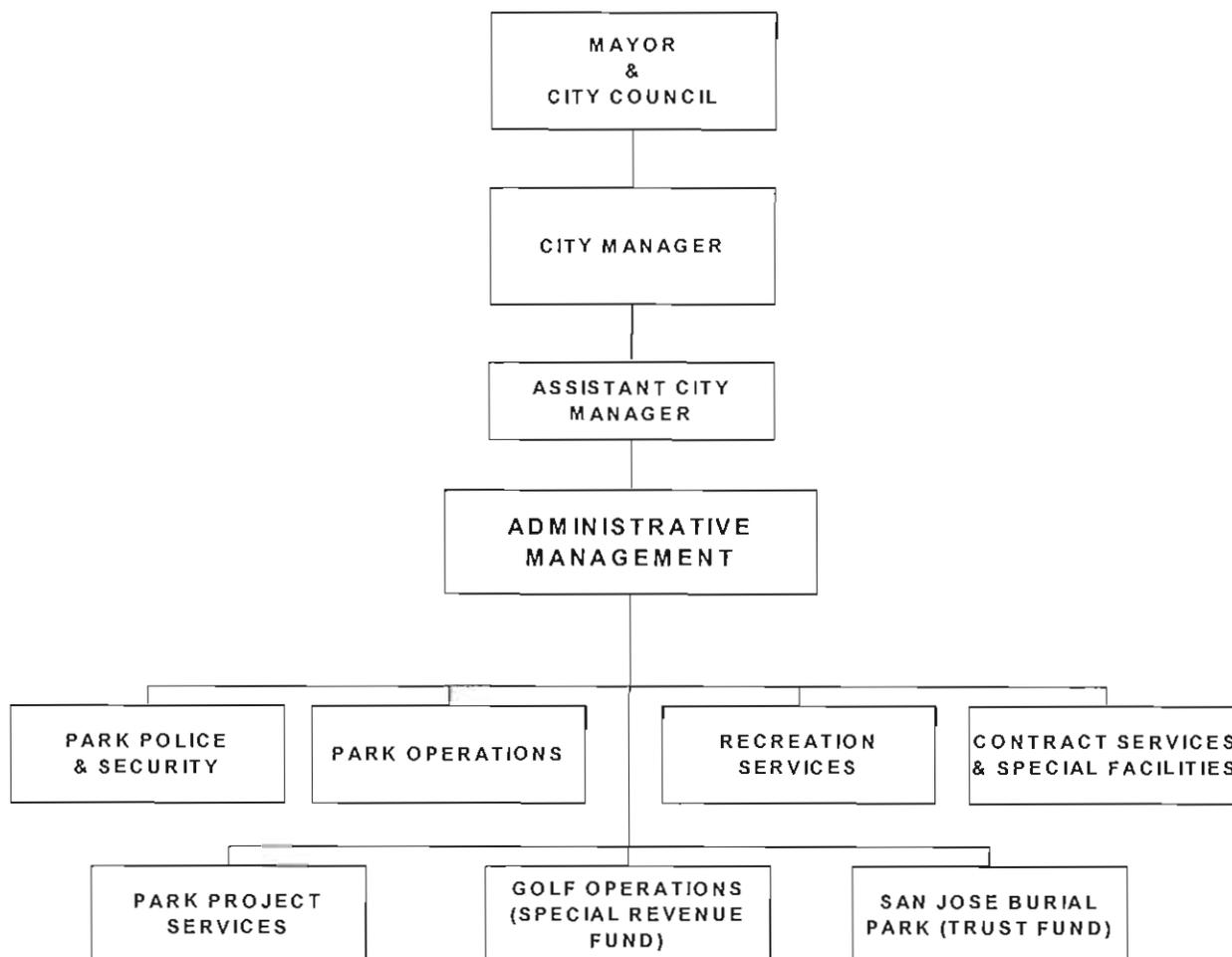
✓ The 9% increase from the Estimated FY 2004 to the Adopted FY 2005 indicates the amount of dollars saved through fraud investigations. The investigation process has become more successful due to employee training in cash handling, fraud prevention, and liaison participation with the Police Department.

MUNICIPAL INTEGRITY INVESTIGATIONS RESOLVED



✓ The The 22% increase from the Estimated FY 2004 to the Adopted FY 2005 is due to employee training in cash handling, fraud prevention, and liaison participation with the Police Department.

PARKS & RECREATION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	919.05	\$51,909,800
Golf Operations Special Revenue Fund	96.80	6,595,823
San Jose Burial Park (Trust Fund)	9.00	430,070
Categorical Grants	1.00	799,820
Recreation Athletics Special Revenue Fund	24.50	753,094
Parks Expansion O&M Fund	0.00	14,116,108
Capital Projects	0.00	57,523,000
Total Funding	1,050.35	\$132,127,715

MISSION STATEMENT

The mission of the Parks and Recreation Department is to develop and maintain a balanced, safe and easily accessible system of parks, recreational facilities and programs, as well as promote and maintain world-class facilities to further the City's prominence as a major tourist destination.

PROGRAM INFORMATION

The Parks and Recreation Department operates the City's recreational and cultural programs and develops and maintains all City-owned parks, swimming pools, gymnasiums, cemeteries, sports facilities, greenways, recreation centers, municipal golf courses, the Botanical Gardens, the River Walk, HemisFair Park, historic facilities, downtown improvements and Market Square.

GOALS & OBJECTIVES

- ◆ Plan, develop and sustain a diversified, balanced, well-conditioned and accessible citywide system of public parks and recreation facilities.
 - Continue implementation of the Parks and Recreation Strategic System Plan through the public input process.
 - Acquire and develop, as appropriate, new park and recreation facilities in under-served areas through bond programs, CDBG, donations, grants, sales tax (Proposition 3), and parkland dedications.
 - Coordinate with other public and private entities in the acquisition, development and shared use of existing and/or new park and recreation facilities when in the public's best interest. Continue enhancement of partnerships with school districts for joint school/park programs. Accomplish capital improvement projects and program partnerships with local school districts, Alamo Community College District, San Antonio River Authority, San Antonio Water System, Texas Parks and Wildlife, Parks Foundation, etc.
 - Complete the 1994 and 1999 Parks Improvement Bond Program to include coordination and partnerships with other City departments, i.e., Library, Public Works.
 - Coordinate completion of the Proposition 3 and Park Bond initiatives to acquire land over the Edwards Aquifer Recharge Zone and along Leon and Salado Creeks and appropriately maintain and secure these sites.
 - Implement the 2003 Parks Improvement Bond Program to meet the goals of the four-year program.
 - Enhance automated systems in order to quantify and qualify job tasks and specific job costs in coordination with Enterprise Resource Management (ERM) systems.
 - Improve the efficiency of park maintenance through community partnerships with individuals, corporations and government agencies.
- ◆ Provide quality recreation and cultural program opportunities for all users.
 - Cooperate with public and private agencies to encourage shared use of recreational facilities owned by the City, school districts, institutions and other public agencies to reduce duplication and maximize resources.
 - Provide increased opportunities for youth and adults to participate in our athletic, aquatic, cultural and other recreational programs.
 - Modify or establish programs to meet particular community/neighborhood needs by utilizing demographic data.
 - Implement quality enhancements to the After School Challenge Program and the Summer Recreation Program in regard to Texas Department of Protective and Regulatory Services (TDPRS) standards.
 - Expand the Therapeutic Recreation Program to offer activities for youth with disabilities and implement a more diverse program to include tennis, aquatics and wheel chair sports.
 - Increase the number of learn to swim and water aerobics class locations and provide new programs/activities to encourage participation.

GOALS & OBJECTIVES CONTINUED

- Enhance program marketing efforts by providing easily accessible information to the public regarding the programs offered by the department and provide convenient citizen access to park and facility reservations by utilizing the City's four Community Link Centers.
- ◆ Ensure that municipal parks and recreation facilities are safe for all users.
 - Increase Park Police skills by providing increased training.
 - Provide the level of Park Police presence needed to enforce existing ordinances such as Park Curfew, Park Alcohol Restrictions and ensure safety in City parks.
 - Increase the number of Park Police Officers to adequately patrol newly acquired park acreage and facilities.
 - Address crime at parks and recreation facilities through coordinated security measures with other local law enforcement entities and citizen awareness and partnership programs.
 - Abate graffiti from department facilities and public and private property in the immediate vicinity of targeted areas.
 - Determine deterrent strategies such as lighting, signage, landscaping, design, etc. at facilities in order to reduce graffiti and vandalism.
- ◆ Ensure the financial and operational compliance of contractual obligations, i.e., River Walk, La Villita, HemisFair Park, Market Square, Tower of the Americas, Witte Museum, San Antonio Zoo leases, and over 500 license agreements and contracts.
 - Prepare Requests for Proposals (RFP's) to maximize service delivery and financial return to the City.
 - Through organizational enhancements, improve monitoring of financial and performance milestones as stipulated in these contractual obligations.
 - Coordinate the negotiation and re-negotiation of essential department contracts with the City Attorney's Office and the Contract Services Department.
- ◆ Enhance the City's prominence as a major tourist destination.
 - Continue to manage and maintain the River Walk as a world-class attraction, taking into account any improvements, linkages and expansions. Coordinate with the Convention and Visitors Bureau, Paseo del Rio Association, Centro San Antonio, contractors, businesses and property owners.
 - Coordinate park design and operations of the San Antonio River Improvement Project as those improvements are made during the next several years, to include maintenance, river operations, security, utilities, contracts, etc.
 - Promote and improve departmental tourist/cultural facilities, i.e., La Villita, Tower of the Americas, Spanish Governor's Palace and Market Square, through program, interpretive and concession enhancements.
 - Working with the Botanical Society, develop a comprehensive plan for future development, expansion, programming and increased attendance for the Botanical Gardens.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Customer Service					
	To provide easily accessible information to the public regarding the programs offered by the Department	Avg. number of electronic access uses & home page hits ¹	1,053,470	720,000	1,073,550	1,075,000
		Total park/facility reservations and percentage of reservations made at Community Link Centers	13,558 43%	14,300 46%	13,500 50%	13,700 50%
	Expand Recreational and Cultural Services					
	To plan, develop and sustain a diversified, balanced, well-conditioned and accessible city-wide system of public parks and recreation facilities	No. of parks/facilities	193/72	196/75	198/75	205/76
		Total park acreage ²	14,462	16,319	15,600	16,262
	To implement quality enhancements to the After School Challenge Program's 147 sites	Avg. daily attendance per After School Challenge Site ³	109	111	94	95
		% of school days After School Challenge Program operates (per site average)	86% (153/177)	86% (153/177)	86% (153/177)	86% (153/177)
		% of parental survey results reflecting satisfaction with program ⁴	90%	90%	89%	90%
	Strengthen Convention/Tourist Industry					
	To enhance the City's prominence as a major tourist destination	RiverWalk (Riverbend) Capital Improvement Fund expenditures	N/A	\$500,000	\$150,000	\$700,000
		Departmental tourist facilities' ticketed attendance/revenue (in millions) ⁵	519,789/ \$1.394	369,291/ \$1.423	432,000/ \$1.201	205,500/ \$0.636
	Continue Downtown Improvements					
	To coordinate park design and operation of the San Antonio River Improvement Project as improvements are made	Linear feet of improved RiverWalk (both river banks)	29,195	29,195	29,195	29,195
		Miles of waterway maintenance	2.76	2.76	2.76	2.76
	Improve Environmental Efforts					
	To coordinate Proposition 3 and Park Bond initiatives to acquire/manage land over the Edwards Aquifer Recharge Zone and along Leon and Salado Creeks	Edwards Aquifer acreage/acres maintained per field employee ⁶	5,104/ 1,701	6,725/ 1,345	6,194/ 563	6,715/ 610

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Financial	Provide Accountability to the Public					
	To continue to ensure the financial and operational compliance of contractual obligations	No. of contracts monitored	541	544	538	540
		% of revenue contracts in arrears	5.1%	2.7%	2.1%	2.0%
	Complete the Capital Improvements Projects (CIP) Program	No. of projects monitored per Project Manager	21	24	25	25
	Leverage Other Funding Sources					
To increase park maintenance through community partnerships with individuals, corporations and government agencies	\$ value of Restitution/Volunteer Program (in millions) ⁷	\$2.40	\$2.60	\$2.61	\$2.62	
Internal Processes	Maintain Existing Infrastructure					
	To enhance automated systems in order to quantify and qualify job tasks and specific job costs	Total number of high priority work orders generated/completed on schedule ⁸	7,192/ 6,308	7,007/ 6,275	7,250/ 5,951	7,310/ 6,432
	To abate graffiti from department facilities and public and private property in the immediate vicinity of targeted areas	Square footage of graffiti abated ⁹	617,701	500,000	625,000	630,000
Employee Learning & Growth	Improve Employee Services					
	To enhance Park Police skills by providing increased training	Park Police Academy completion rate (percentage) ¹⁰	N/A	85%	78%	90%

EXPLANATORY INFORMATION

- ¹ Increase in website requests is due to increased marketing of City's website and an increase in the number of Internet users relying on the website for departmental information.
- ² Includes Proposition 3 acreage of 5,142 in Actual FY 2003; 6,233 in Estimated FY 2004; and 6,754 in Adopted FY 2005.
- ³ Reduction in Average Daily Attendance is due to first year of \$5 supply fee charged to participants.
- ⁴ Survey is administered one time per year.
- ⁵ Departmental Tourist Facilities with tickets sold and associated admission revenue includes Tower of the Americas, Spanish Governor's Palace and Botanical Gardens; it excludes La Villita, River Walk, Market Square and leases/concessions. Decrease in attendance and revenue for FY 2004 is due to no Dinosaurus Tex Exhibit at the Botanical Gardens. Decrease for FY 2005 is due to Tower closure for six months due to renovation.

EXPLANATORY INFORMATION CONTINUED

- ⁶ Changes in acres maintained per employee are the result of additional acreage and additional staff to support the development of Crownridge Canyon.
- ⁷ Actual FY 2003 = 187,711 hours worked @ \$8.75/hr x 46.29% fringe benefits = \$12.80/hr; Estimated FY 2004 = 203,600 hours @ \$12.80/hr; Adopted FY 2005 = 205,050 hours @ \$12.80/hr.
- ⁸ High priority work orders: Priority I situations affecting public safety, public health, facility security, and interruption of departmental programs (response within 24 hours), and Priority II situations which are non-public safety and public health situations that compromise our ability to perform the facility's primary function (response within 5 work days). Vacancies in skills and trades positions and the Services and Supply Superintendent position have impacted completion scheduling.
- ⁹ Increase in square footage of graffiti abated for Estimated FY 2004 and Adopted FY 2005 is due to additional corridors and programming.
- ¹⁰ Did not hold Training Academy classes in FY 2003.

PROGRAM CHANGES

◆ **REDIRECTIONS/REDUCTIONS** **\$696,819**

EMPLOYEE UNIFORM INITIATIVE

This **reduction**, totaling \$27,211, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

REDUCE OVERTIME BUDGET

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of the analysis, the Parks and Recreation Department will be able to reduce their overtime budget by ten percent, or a total of \$43,416 in FY 2005.

ELIMINATE TWELVE POSITIONS AND REDIRECT BULK MOWING

Horticultural Services North and South grounds crews are responsible for the mowing of 2,000 acres of parkland each mowing cycle, of which 23% (451 acres) is contracted out. This **reduction** will eliminate twelve positions in the Park Operations section; four of the twelve positions are filled and eight are vacant. To maintain the current service-level of mowing services, the amount of contractual mowing will be increased by approximately 630 acres. This reduction will result in a net savings of \$175,651 in FY 2005.

ELIMINATE ONE KID QUEST SITE

This **reduction**, totaling \$12,487, will eliminate one Kid Quest summer site for eight weeks during the months of June and July. Four temporary positions will be eliminated from the summer program. This reduction will lower the number of proposed Kid Quest sites from 44 to 43 in FY 2005.

ELIMINATE ONE GRAPHIC DESIGNER

This **reduction** will eliminate one Graphic Designer resulting in savings of \$52,964 in FY 2005. Due to the newly created GIS section in the Parks and Recreation Department, this position is no longer necessary. There is no anticipated loss in service delivery due to this reduction.

PROGRAM CHANGES CONTINUED***TOWER OF THE AMERICAS EFFICIENCY***

This *reduction* will partially unfund 18 positions for seven months in FY 2005 and eliminate them in FY 2006 resulting in savings totaling \$385,090 to the Department. Through February 2005, a minimal crew will be required to operate the elevator, provide security, and cashier services, after which time the facility will be closed to the public. The Tower of the Americas will be closed to the public for nine to twelve months while Landry's Restaurants Inc., the entity that was awarded the Tower's operations contract through a Request for Proposal process, renovates the thirty-seven year old structure.

◆ IMPROVEMENTS \$446,000***WILLOW SPRINGS MAYOR AND COUNCIL PRIORITY***

This one-time *improvement*, associated with a Mayor and Council priority and totaling \$25,000 in FY 2005, will fund the hiring of a design firm to facilitate meetings and prepare area plans to begin development of the Willow Springs Golf Course and surrounding area. The department must coordinate with stakeholders in the area to explore potential public and private economic development opportunities. These include issues such as area land use, traffic impacts, recreational activity, and Salado Creek/drainage issues. In addition, the Willow Springs Golf Course Area Development Plan will have to conform to the Arena Area District East Side Community Plan adopted last year by the City Council.

CONTRACT COMPLIANCE UNIT MAYOR AND COUNCIL PRIORITY

This *improvement*, associated with a Mayor and Council priority, will fund a Contract Compliance unit in the Parks and Recreation Department in FY 2005. This improvement will add three additional personnel at a cost of \$155,900. This unit will address fiscal monitoring functions, contract compliance, and all revenue and non-Purchasing Department expenditure contracts and ensure the implementation of city-wide established routines, procedures, and reporting requirements as directed by the newly created Contract Services Department.

PARKS – ADD CAPITAL IMPROVEMENTS SUPPORT

To keep the \$115 million 2003-2007 Bond Program on schedule and to implement, administer, and maintain the proposed \$57 million HUD 108 Capital Projects Program included in the FY 2005-2010 Capital Improvement Plan, the Parks and Recreation Department will add two positions in FY 2005. This *improvement* will add one Landscape Architect and one Construction Inspector II for twelve months. The costs associated with this improvement will total \$95,313 in FY 2005. Although the General Fund will initially provide the funding for this improvement, the 2003-2007 Bond Program will offset ninety percent of the costs.

ADD CAPITAL OUTLAY FOR PARKS MAINTENANCE CREWS

This one-time *improvement* will add funding for the Parks and Recreation Department to acquire equipment necessary to provide maintenance to parks and facilities. The cost of this improvement will total \$89,787 in FY 2005.

ADD ONE SPECIAL PROJECTS MANAGER FOR PARK DEVELOPMENT

This *improvement*, totaling \$80,000 in FY 2005, will add one Special Projects Manager for twelve months to expedite Parks Development and Expansion. This position will primarily focus on and accelerate progress with the linear park program that is designed to connect park properties with Leon Creek and Salado Creek.

PROGRAM CHANGES CONTINUED

♦ **MANDATES** **\$474,023**

ADDITIONAL PARK POLICE OFFICERS

This *mandate* will provide three new Park Police Officer positions for nine months to effectively patrol new and expanded parkland and facilities located outside of San Antonio's downtown area. The total cost of this mandate in FY 2005 will be \$184,635. This mandate includes \$47,550 in one-time costs.

2003 BOND PROGRAM MOBILE SUPPORT CREW

Acquisition and development of new parks and recreation facilities, funded in the 2003 General Obligation Bond Program, has necessitated the need for additional horticultural service staff. This *mandate* will provide one Landscape Irrigator, one Gardener I, and one Tree Maintenance Worker to address the increased need of service. The cost of this mandate will total \$161,391 for nine months in FY 2005. Included in this mandate is \$28,653 in one-time costs.

2003 BOND PROGRAM MAINTENANCE AND OPERATIONS SUPPORT

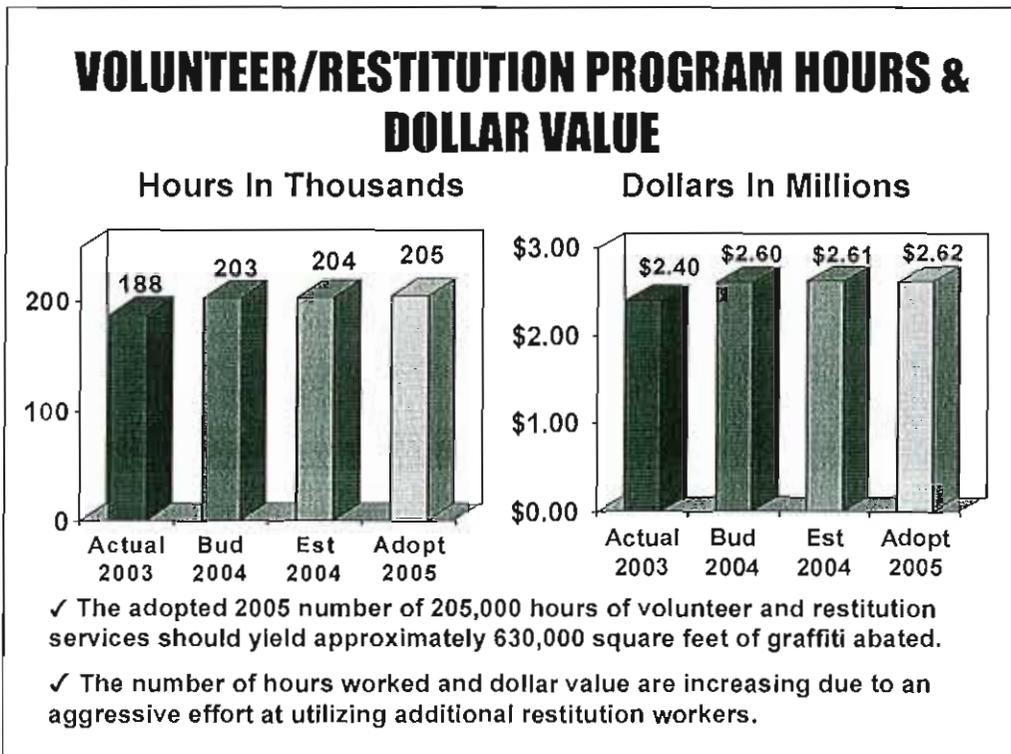
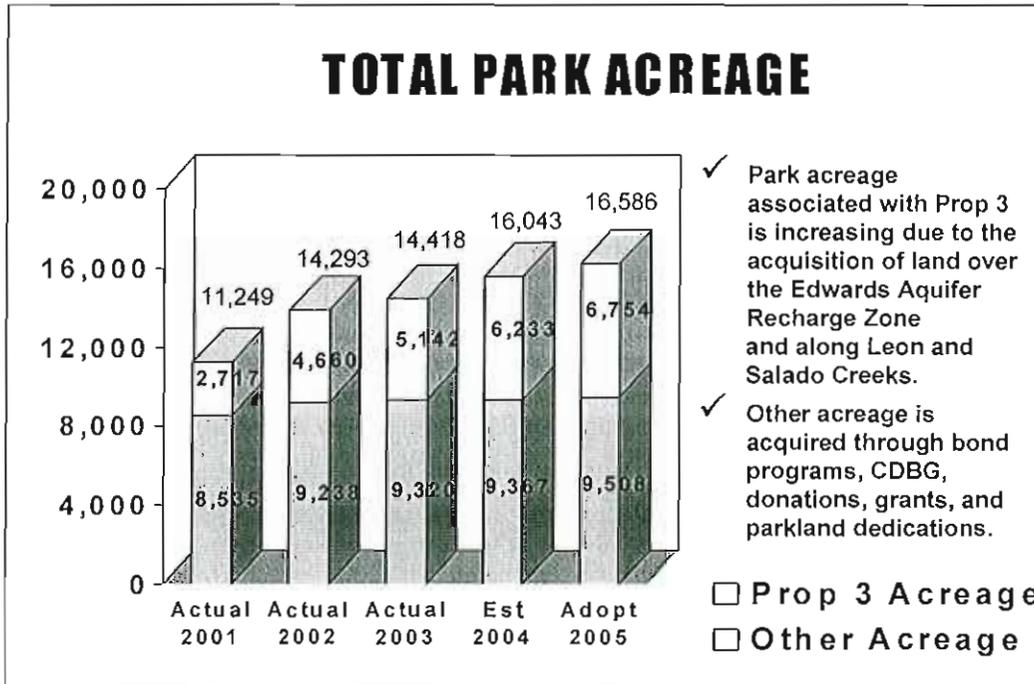
This *mandate* provides for the costs of contractual services and commodities associated with the operations and maintenance of the parks capital projects fund in the 2003 General Obligation Bond Program. The cost of this mandate will be \$70,800 in FY 2005.

REOPEN LINCOLN SWIMMING POOL

This *mandate* will provide the funding necessary to reopen the recently renovated Lincoln Swimming Pool for the 2005 summer swim season. Included in this mandate are the costs for temporary services, utilities, and maintenance. Total funding for this mandate will be \$57,197 in FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$28,481,259	\$30,579,061	\$30,791,749	\$32,856,125
CONTRACTUAL SERVICES	15,005,123	14,331,374	13,464,178	15,359,646
COMMODITIES	2,768,362	2,783,434	2,628,766	2,891,856
OTHER EXPENDITURES	719,571	717,664	717,664	571,683
CAPITAL OUTLAY	695,362	282,695	282,695	230,490
TOTAL EXPENDITURES	\$47,669,677	\$48,694,228	\$47,885,052	\$51,909,800
AUTHORIZED POSITIONS	956	974	974	973
FULL-TIME EQUIVALENTS	904.05	920.05	920.05	919.05



MISSION STATEMENT

The mission of Golf Operations is to serve the maximum number of golf patrons and maintain golf courses to the highest possible standards, with programs and a fee structure commensurate with local market competition while allowing for a margin of profitability.

PROGRAM INFORMATION

The Golf Course Special Revenue Fund is responsible for the operation of the City's six 18-hole golf courses, two Par 3 nine-hole courses and three golf ranges. In addition to maintaining and operating facilities, staff is responsible for the maintenance and provision of golf course equipment, golf cars and Pro-shops.

GOALS & OBJECTIVES

Serve the maximum number of golf patrons, with due consideration given to recreational and tournament golf. Maintain all golf facilities at the highest standards, within a reasonable fee-based revenue system.

- ◆ Continue to support the Convention and Visitor's Bureau in making San Antonio a premier golf destination.
- ◆ Strengthen the financial condition, short and long-term, of the Golf Special Revenue Fund.
- ◆ Continue selective upgrading and renovating of golf facilities.
- ◆ Ensure that municipal golf course facilities are safe for all users.
- ◆ Replace maintenance equipment on a regular basis.
- ◆ Enhance an aggressive golf promotional program with hotels, convention business and local golf tournaments.
- ◆ Continue the implementation of the use of recycled water for irrigation at golf facilities.
- ◆ Work within the market of regional public and private courses.
- ◆ Strive for maximum utilization of pro shop merchandise sales and services.
- ◆ Support Food & Beverage Concessionaire through sales.
- ◆ Increase the number of employees with professional certifications.
- ◆ Increase the number of employees participating in quality management programs.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud FY 04	Estimated FY 04	Adopted FY 05
Customer	Strengthen Convention/Tourist Industry					
	To continue to support the Convention and Visitor's Bureau in making San Antonio a premier golf destination	Avg. annual ranking of municipal golf courses by Golf Digest ¹	3.00	3.17	3.17	3.17
		No. of regulation rounds played	246,364	250,000	236,000	240,000
Financial	Provide Accountability to Public					
	To strengthen the financial condition, short and long term, of the Golf Special Revenue Fund	Total revenue per round	\$24.84	\$26.69	\$26.50	\$26.68
		Total expenses per round	\$26.10	\$25.88	\$24.70	\$26.83
Internal Processes	Safe & Clean Community for San Antonio					
	To ensure that municipal golf course facilities are safe for all users	No. of safety inspections performed at golf course facilities	90	93	95	95
Employee Learning & Growth	Improve Employee Services					
	To increase the number of employees with professional certifications	No. of Golf employees with professional licenses and certifications	N/A	N/A	18	22
		To increase the number of employees participating in quality management programs	% of employees participating in quality management programs	N/A	N/A	42%

EXPLANATORY INFORMATION

¹ Golf Digest ratings scale of 1 (Poor) – 5 (Excellent).

PROGRAM CHANGES

◆ REDIRECTIONS/REDUCTIONS \$35,518

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This *reduction* will result in net savings totaling \$35,518 to the Department in FY 2005. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

PROGRAM CHANGES CONTINUED

♦ IMPROVEMENTS \$92,846

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* totaling \$89,116, will provide a market adjustment and performance pay incentive for eligible employees included in the Golf Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

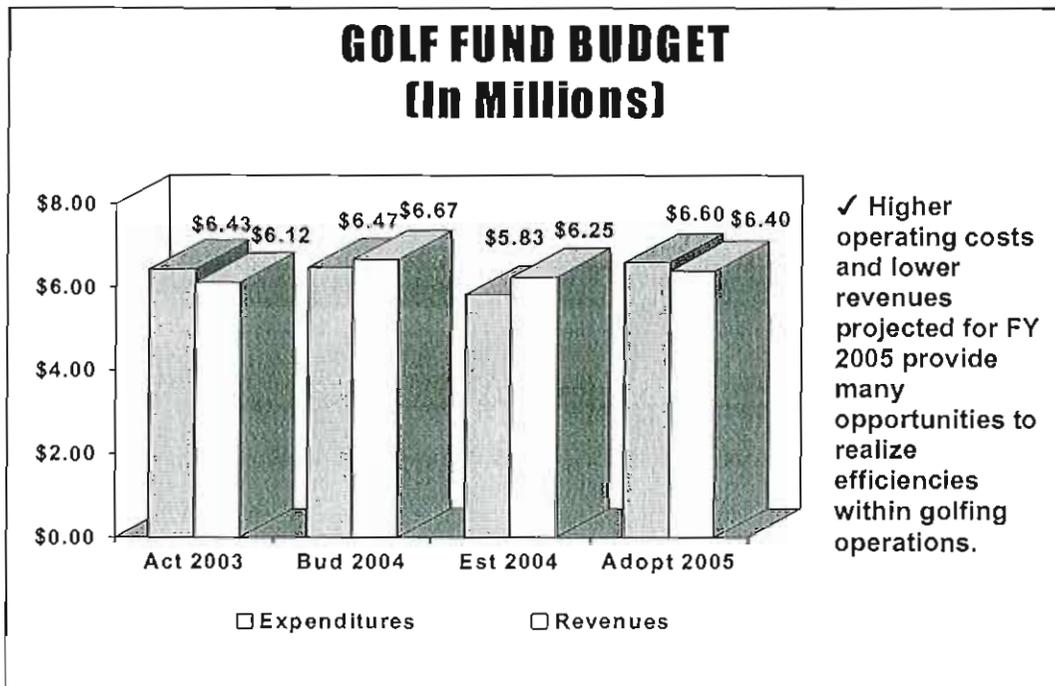
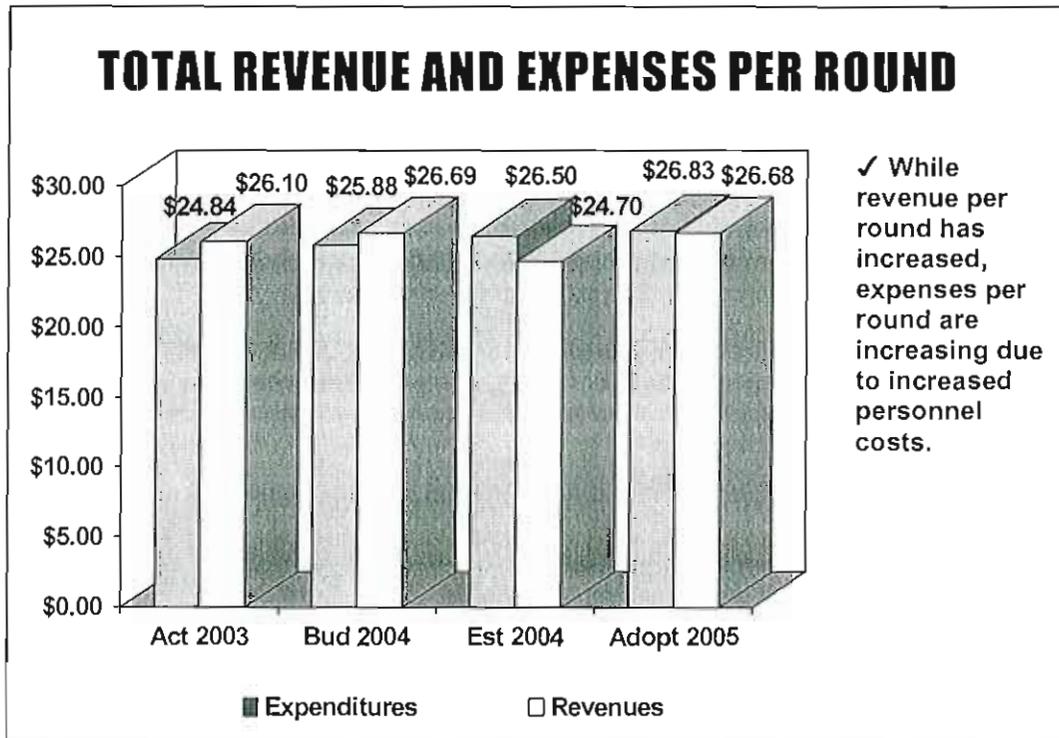
In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

CERTIFICATION PAY PILOT PROGRAM

This *improvement* totaling \$3,730 in FY 2005 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

GOLF SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$3,564,068	\$3,374,654	\$3,016,123	\$3,366,717
CONTRACTUAL SERVICES	1,411,218	1,656,645	1,303,560	1,814,760
COMMODITIES	771,718	797,960	754,935	798,152
OTHER EXPENDITURES	321,497	271,177	317,171	264,084
CAPITAL OUTLAY	9,888	0	87,990	0
TRANSFERS	351,105	368,835	348,391	352,110
TOTAL EXPENDITURES	\$6,429,494	\$6,469,271	\$5,828,170	\$6,595,823
AUTHORIZED POSITIONS	148	101	101	101
FULL-TIME EQUIVALENTS	133.70	96.8	96.8	96.8



PROGRAM INFORMATION

The San Jose Burial Park Fund was established to account for the maintenance of the San Jose Burial Park. This park provides a perpetual resting place for many San Antonio citizens. The Parks and Recreation Department staff maintain the daily operation of this fund.

GOALS AND OBJECTIVES

Goals and objectives and related performance measures for the San Jose Burial Park Fund have been accounted for in the Parks and Recreation Department's overall General Fund summary.

PROGRAM CHANGES

- ◆ **REDIRECTIONS/REDUCTIONS** **\$1,619**

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This *reduction* will result in net savings totaling \$1,619 to the Department in FY 2005. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

- ◆ **IMPROVEMENTS** **\$8,596**

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement*, totaling \$8,596, will provide a market adjustment and performance pay incentive for eligible employees included in the San Jose Burial Trust Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

PARKS & RECREATION

SAN JOSE BURIAL TRUST FUND

SAN JOSE BURIAL TRUST FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$312,844	\$274,389	\$305,138	\$285,523
CONTRACTUAL SERVICES	60,564	86,800	91,487	97,556
COMMODITIES	23,764	20,425	27,669	18,360
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	2,687	0	0	0
TRANSFERS	47,799	30,199	33,583	28,631
TOTAL EXPENDITURES	\$447,658	\$411,813	\$457,877	\$430,070
AUTHORIZED POSITIONS	9	9	9	9
FULL-TIME EQUIVALENTS	9.00	9.00	9.00	9.00

PARKS AND RECREATION**GRANT SUMMARY**

The Parks and Recreation Department anticipates receiving federal grant funds totaling \$793,820. The federal funding, combined with other grant funds, provides a total of \$799,820 in program funding.

Below is a comprehensive listing of the grants expected by the Parks and Recreation Department in FY 2005. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Center for Plant Conservation	\$0	\$0	\$0	\$6,000	\$6,000
Summer Food Service Program	790,920	0	0	0	790,920
U.S. Fish & Wildlife	2,900	0	0	0	2,900
TOTAL	\$793,820	\$0	\$0	\$6,000	\$799,820

PARKS & RECREATION CENTER FOR PLANT CONSERVATION

PROGRAM INFORMATION:

The Center for Plant Conservation has awarded the Botanical Garden funding for the maintenance, monitoring, and protection of eleven endangered species found in Texas.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of plants maintained	4	4	8
Output:			
No. of endangered plant species maintained	11	11	11
Efficiency:			
Endangered plants protected from extinction	11	11	11
Effectiveness:			
Educational programs	3	2	5

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	\$2,950	\$2,950	\$6,000
TOTAL FUNDING	\$2,950	\$2,950	\$6,000
EXPENDITURES			
PERSONAL SERVICES	\$0	\$0	\$4,000
CONTRACTUAL SERVICES	2,950	2,950	2,000
TOTAL EXPENDITURES	\$2,950	\$2,950	\$6,000
AUTHORIZED POSITIONS	0	0	2
FULL-TIME EQUIVALENT	0.00	0.00	1.00

PARKS & RECREATION SUMMER FOOD SERVICE PROGRAM

PROGRAM INFORMATION:

The Summer Food Service Program Grant is a federal grant that is passed through the Texas Department of Agriculture. This reimbursement grant provides the funding for free lunch and snack to be provided for children between the ages of 1-18 years. It is offered at Parks and Recreation Department facilities and local area agencies in San Antonio.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Total Number of Summer Food Service Program Sites	114	105	109
Number of serving days	44	44	44
Output:			
Total no. of lunches served	185,111	245,115	245,115
Total no. of snacks served	199,643	241,410	241,410
Total no. of meals served	384,754	486,525	486,525
Efficiency:			
Average no. of meals per site per day	77	105	101
Effectiveness:			
Annual % increase/decrease of meals served per site	-23%	36%	-4%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$1,033,742	\$790,920	\$790,920
TOTAL FUNDING	\$1,033,742	\$790,920	\$790,920
EXPENDITURES			
PERSONAL SERVICES	\$206,438	\$197,083	\$197,083
CONTRACTUAL SERVICES	827,304	593,837	593,837
TOTAL EXPENDITURES	\$1,033,742	\$790,920	\$790,920
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	0.00	0.00	0.00

PARKS & RECREATION**U.S. FISH & WILDLIFE****PROGRAM INFORMATION:**

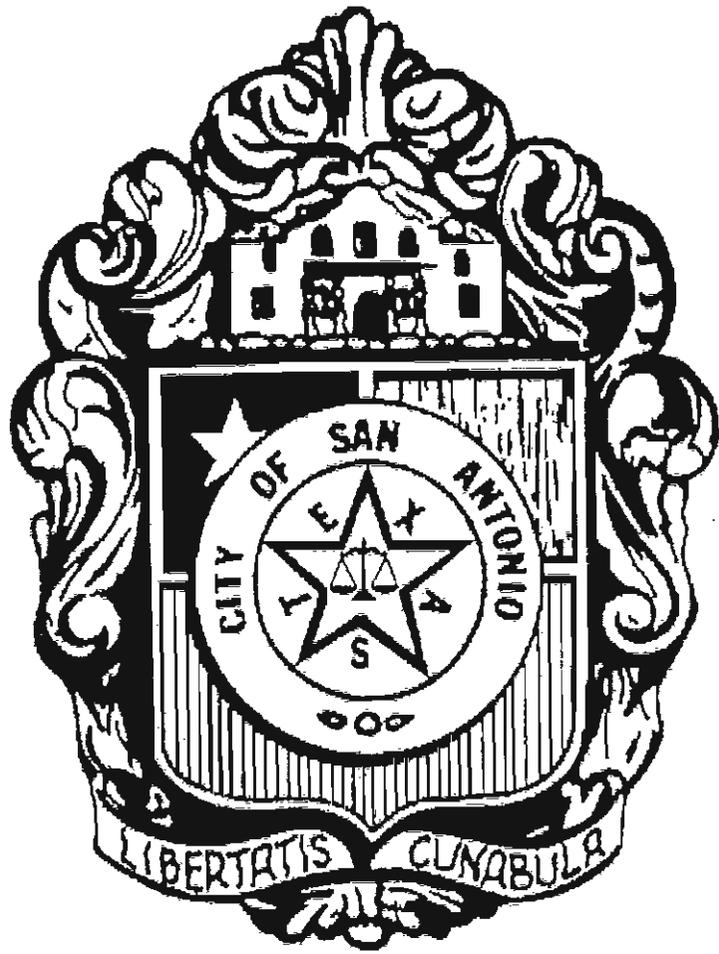
This grant from U.S. Fish and Wildlife was used to collect seeds and update the status of several federally endangered South Texas plant species. The project is complete.

PERFORMANCE MEASURES

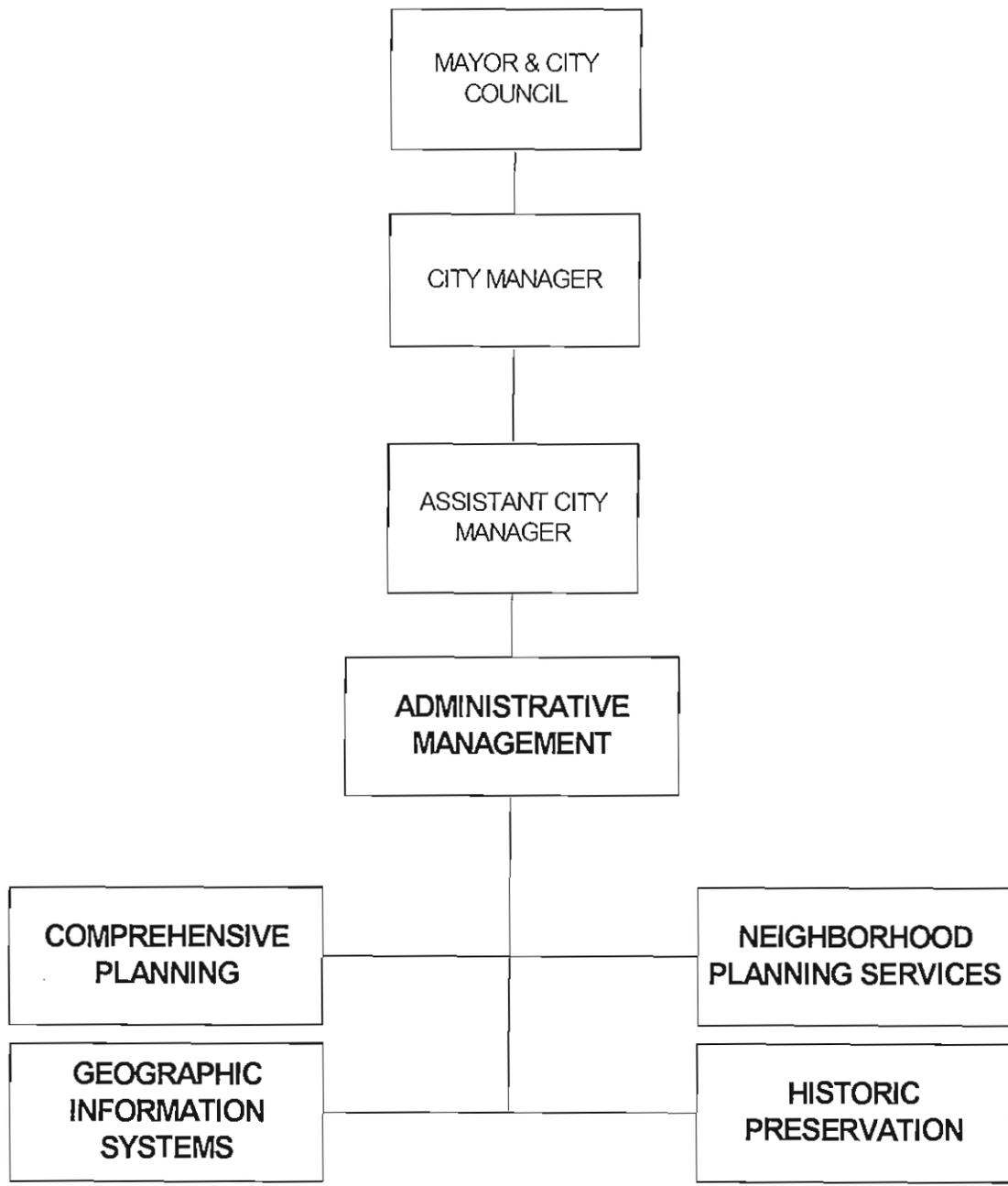
	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of endangered South Texas plant seeds collected	0	115	0
Output:			
No. of plants preserved/populations monitored	0	4	0
Efficiency:			
No. of plant populations status' updated	0	115	0
Effectiveness:			
No. of endangered plants propagated	0	250	0

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	\$0	\$2,900	\$0
TOTAL FUNDING	\$0	\$2,900	\$0
EXPENDITURES			
CONTRACTUAL SERVICES	\$0	\$2,900	\$0
TOTAL EXPENDITURES	\$0	\$2,900	\$0
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00



PLANNING



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	38.00	\$2,617,153
Community Development Block Grant	2.50	118,441
Capital Projects	0.00	248,000
Total Funding	40.50	\$2,983,594

MISSION STATEMENT

The Planning Department's mission is to promote (within the City and its extraterritorial jurisdictions) the development of livable communities and an enhanced quality of life through a framework of orderly growth and development that reflects the unique history, culture and diversity of San Antonio in a manner consistent with the Master Plan Policies, policies established by the City Council, the Commissions appointed by City Council and the Community-at-large through the "Delivery of Exceptional Service You Can Trust!"

PROGRAM INFORMATION

The Planning Department implements the Master Plan policies through outreach, communication, education, development of ordinances and regulations related to land development, comprehensive plans, neighborhood plans, perimeter plans, development plans, historic preservation, and urban design. The department strives to predict infrastructure and service needs in advance of demand through transportation plans, open space plans, and annexation plans. The Department also reviews land development proposals to minimize conflicts between land uses and to coordinate public and private investments.

GOALS & OBJECTIVES

- ◆ Update comprehensive perimeter, community, and neighborhood plans as prescribed by the UDC.
- ◆ Amend the Major Thoroughfare Plan as appropriate to ensure that it reflects new growth and accommodates future development.
- ◆ Develop the Defense Adjustment Management Authority Master Plan for the Transportation, Parks and Open Space, and Community Facilities components of the Southside Initiative Community Plan.
- ◆ Implement the adopted Three-Year annexation program.
 - Develop strategies for future annexations under the revisions imposed by the Annexation Reform Bill.
 - Develop policy for voluntary annexations.
- ◆ Continue to coordinate the implementation of the Master Plan.
 - Develop an Annual Update Report on status of Master Plan Implementation.
- ◆ Develop and implement Neighborhood and Community Plans and programs to build strong, self-sustaining and revitalized neighborhoods.
 - Continue citizen involvement in the neighborhood, community, and perimeter planning process by conducting community meetings during plan development, review and adoption.
 - Continue to update plans, review development applications for plan consistency, and process plan amendments.
 - Support plan implementation through the Annual Improvement Project Report, community indicator reports, a neighborhood, community and perimeter planning team network, and interdepartmental coordination meetings.
 - Continue capacity building and community development services through neighborhood registration, goals and strategies reports and special studies.
 - Coordinate with City Departments and outside agencies to implement special projects including Hays St. Bridge Restoration, Austin Highway Median (Hazard Elimination Safety Program), and the Olmos Creek Greenway Aquatic Ecosystem Restoration planning, design and analysis phase.
 - Prepare conceptual development plans promoting revitalization supporting the CRAG target area, Neighborhood Commercial Revitalization (NCR) areas and Neighborhood Enterprise Zone (NEZ) areas, and implement the UDC concepts.
- ◆ Implement the Neighborhood Conservation District Program.
 - Continue developing zoning ordinances for neighborhoods to ensure that future development is compatible with existing neighborhood character.

GOALS & OBJECTIVES CONTINUED

- ◆ Implement the Corridor District Program.
 - Continue developing zoning ordinances to ensure preservation of corridors in the City.
- ◆ Protect and enhance the City's historic resources including landmarks, historic districts, the River Walk and City-owned facilities.
 - Update and maintain a comprehensive database of landmarks and historic properties in San Antonio through Geographic Information Systems (GIS).
 - Continue a comprehensive historic survey of the original 36 square miles of the City.
- ◆ Expand and promote the use of GIS and new technologies.
 - Develop, update and maintain GIS databases.
 - Enhance staff skills to utilize GIS in planning applications.
 - Promote the use of GIS and demographic applications through the internet.
 - Develop land use database to reflect newly adopted Neighborhood, Community and Perimeter Plans.
 - Utilize new technologies to analyze and demonstrate planning and design alternatives.
 - Assist in the transfer of GIS zoning activities to the Development Services Department.
 - Encourage American Institute of Certified Planners (AICP) certification for planning staff.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Increase Neighborhood Planning					
	Develop and implement Neighborhood and Community Plans	Cumulative City Population Included in Plans Approved by City Council	25%	35%	30%	36%
		Cumulative City Square Miles Included in Plans Approved by City Council	42%	39%	44%	48%
	Continue capacity building and community development services through neighborhood registration	Total No. of Neighborhood Groups Registered with the City	365	400	375	385
Financial	Provide Accountability to the Public					
	Continue citizen involvement in the neighborhood, community, and perimeter planning process by conducting community meetings during plan development, review and adoption	Total No. of Community Meetings	N/A	N/A	31	30
	Continue Historic Survey of buildings within the City's original 36 square miles	% of buildings surveyed	7%	N/A	15%	24%
Internal Processes	Increase Neighborhood Planning					
	Prepare conceptual urban design plans to promote revitalization within the CRAG target area, NCR and NEZ areas, and implement the UDC concepts	No. Urban Design Plans	3	6	11	6
	Implement the Neighborhood Conservation District Program	% of Adopted Parcels in the Neighborhood Conservation Districts Approved by City Council	76%	80%	80%	82%
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Encourage American Institute of Certified Planners (AICP) certification for Planning Staff	% of Planning Staff Certified	14%	N/A	14%	27%
	Promote the use of Geographic Information Systems (GIS) applications	Total No. of Staff Attending Training Classes Provided	20	20	30	50

PROGRAM CHANGES

◆ REDIRECTIONS/REDUCTIONS \$52,454

LINE ITEM REDUCTION

This *reduction* will result in \$5,000 in savings in the binding and printing line item. The Department will manage resources to minimize the impact of the reduction on its current level of service.

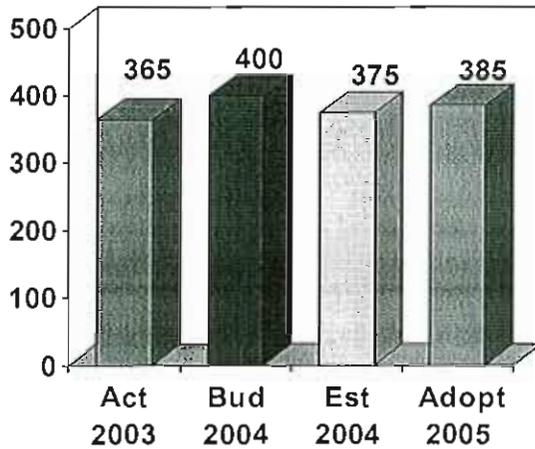
REDIRECT ONE SENIOR PLANNER TO DEFENSE ADJUSTMENT MANAGEMENT AUTHORITY (DAMA) TRANSITION OFFICE

This *redirection* will shift one Senior Planner position to the DAMA Transition Office. This position will help to coordinate adopted development activities within the Southside Initiative area to ensure that the goals and objectives of the Southside Initiative Plan are achieved. The savings of this redirection in FY 2005 will be \$47,454.

GENERAL FUND EXPENDITURES BY CHARACTER

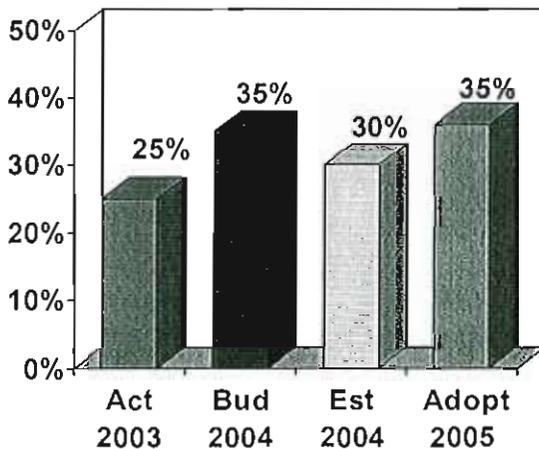
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$2,023,925	\$2,173,476	\$2,151,802	\$2,045,279
CONTRACTUAL SERVICES	537,322	456,729	447,378	515,374
COMMODITIES	52,832	40,288	56,197	40,313
OTHER EXPENDITURES	9,401	9,047	9,047	16,187
CAPITAL OUTLAY	14,885	0	10,243	0
TOTAL EXPENDITURES	\$2,638,365	\$2,679,540	\$2,674,667	\$2,617,153
AUTHORIZED POSITIONS	45	43	43	38
FULL-TIME EQUIVALENTS	45.00	43.00	43.00	38.00

TOTAL NO. OF NEIGHBORHOOD GROUPS REGISTERED WITH THE CITY

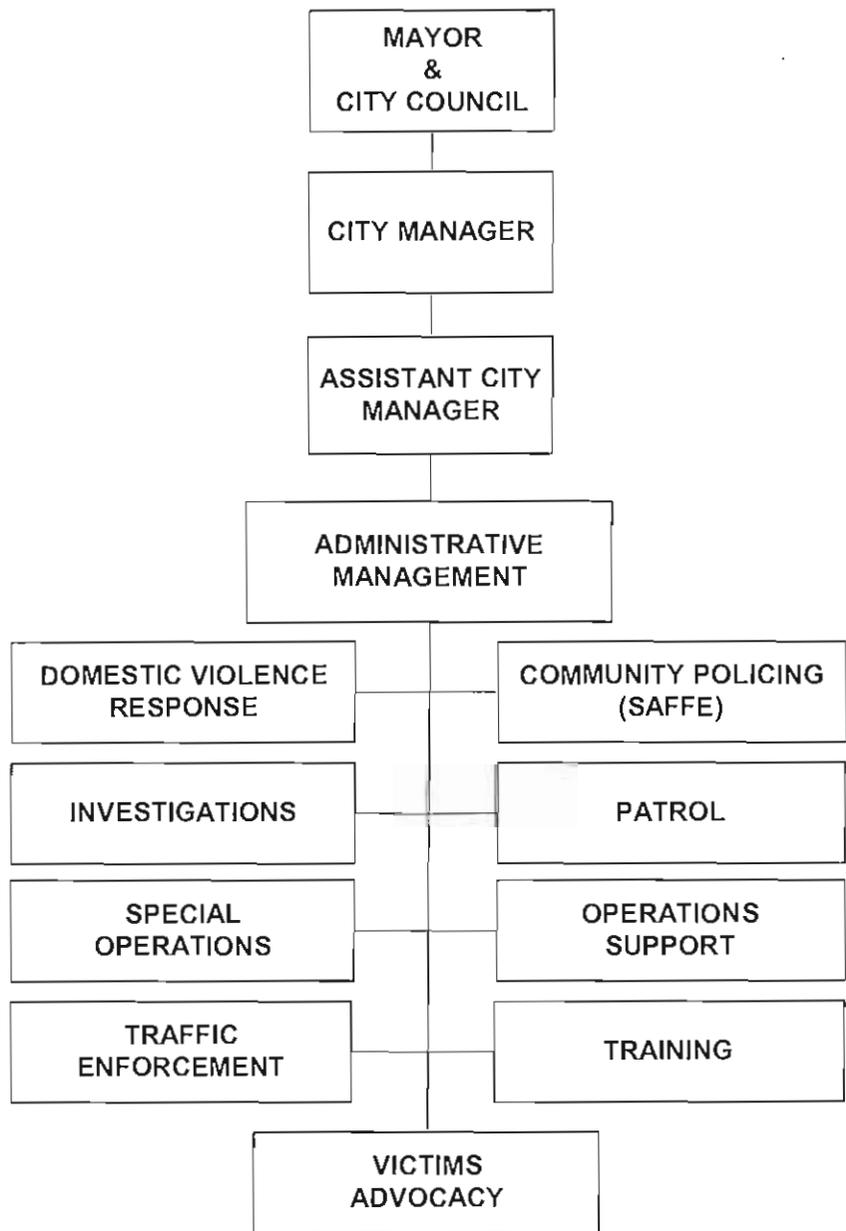


✓ The cumulative number that illustrates number of neighborhood associations registered with the city to receive services such as notification for rezoning, platting, and other city activities

CUMULATIVE CITY SQUARE MILES INCLUDED IN PLANS APPROVED BY CITY COUNCIL



✓ The percent of total number of city square miles covered by Neighborhood, Community and Perimeter Plans



POLICE

APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	2,726.32	\$245,884,035
Categorical Grants	37.00	6,367,113
Confiscated Property Fund	0.00	2,606,723
Capital Projects	0.00	4,293,000
Total Funding	2,763.32	\$259,150,871

MISSION STATEMENT

The San Antonio Police Department provides quality community-oriented services, while building problem-solving partnerships with our citizens to prevent crime, reduce fear, and enhance the quality of life throughout our community, always treating people with dignity, fairness, and respect.

PROGRAM INFORMATION

The Police Department's role is to enforce the law in a fair and consistent manner, recognizing both the statutory and judicial limitations of its authority and the constitutional rights of all persons. The Department's primary responsibility is to uphold the law, deter crime, and protect the public. Components include crowd and disaster control, apprehension of offenders, recovery and return of property and the movement of traffic within jurisdictional boundaries.

GOALS & OBJECTIVES

- ◆ To continue to improve the relationship between the police and the community's neighborhoods by enhancing communication and customer satisfaction.
- ◆ To continue to provide and improve citizens' convenient access to information and investigative services at Police Substations and through enhanced data availability on the Department website.
- ◆ To reduce the incidence of fatal traffic accidents through increased DWI enforcement efforts and increased traffic-law enforcement.
- ◆ To be consistent with the Department's Staffing Plan.
 - Respond to "life threatening" emergency calls for service within five minutes.
 - Maintain a high Patrol Availability Factor.
- ◆ To continue employee-training practices in technology enhancements and to maintain compliance with changing law enforcement practices.
- ◆ To develop and implement policing strategies that involve joint efforts with local, county, state and federal law enforcement agencies. Examples include:
 - The High Intensity Drug Trafficking Area (HIDTA) initiatives.
 - The Regional Auto Crimes Team (ReACT).
 - The Aggressive Driving campaign.
 - City-County Gang Task Force.
- ◆ To continue to develop and implement strategies to improve the City's Homeland Security and Bio-Terror threat posture:
 - By maintaining full time Police staffing in the City's Emergency Operations Center.
 - By maintaining and implementing grants from the Office of Domestic Preparedness for the purchase of equipment, training exercises, and planning related to domestic preparedness resources.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Provide for Safety and Welfare of San Antonio					
	Enhance crime prevention strategies by strengthening relationships between police and the community's neighborhoods.	No. of Citizens Police Academy Graduates ¹	161	160	152	160
		No. of Citizens Participating in Cellular on Patrol	791	720	748	720
	Reduce incidence of fatal traffic accidents through increased DWI enforcement & traffic law enforcement.	No. of DWI Arrests ²	6,056	6,585	6,265	6,036
	Respond to Emergency Calls within 5 minutes.	Code 3 Response Time	4.84	5.00	5.00	5.00
	Increase Patrol Availability Factor (PAF).	Patrol Availability Factor	40.79%	39.91%	40.19%	42.91%
	Limit Violent Crime to no more than 2.0% increase in crimes per 100,000 population.	Murder, Rape, Robbery & Aggravated Assault per 100,000 population	631.0	848.0	562.5	573.8
	Increase Violent Crime Clearances by at least 44 cases.	Murder, Rape, Robbery & Aggravated Assault Cases Cleared ³	2,731 / 34.5%	3,707 / 34.6%	2,329 / 32.8%	2,377 / 32.8%
	Decrease Property Crime by at least 2.9% in crimes per 100,000 population.	Burglary, Theft, Motor Vehicle Theft per 100,000 population	6,569	6,560	6,545	6,734
Increase Property Crime Clearances by at least 282 cases.	Burglary, Theft, Motor Vehicle Theft Cases Cleared	9,246	9,954	9,587	9,865	
Financial	Leverage Other Funding Sources					
	Maximize use of volunteers to reduce workload & personnel requirements.	Avg. No. of FTE's for Volunteers Program	17.9	16.1	16.8	17.1
Internal Processes	Provide for Safety and Welfare of San Antonio					
	Actively address formal complaints by citizens.	No. of Formal Complaints Processed ⁴	352	245	257	315

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	Improve Employee Services					
	Continue employee training practices to insure compliance with changing technology and law enforcement practices	Total No. of Officers with Greater than Basic Peace Officer Certification Level	1,469	1,479	1,459	1,473
		No. of Officers Trained in FERS (Field Officer Reporting System) per year ⁵	0	640	300	1,755

EXPLANATORY INFORMATION

- ¹ Estimated FY 04 numbers reflect the completion of two classes of 30 and 22. Remaining classes are expected to be as high as 50 participants each.
- ² DWI numbers for October, November and December 2003 are low due to the delay in implementing the TxDOT DWI STEP grant. Delay was due to the TxDOT review process. Grant did not begin until January 2004. As a result of the grant's contractual obligations, the City has projected 6,265 DWI arrests for FY 2004. In order to meet this goal, additional efforts will be conducted to make up for the late start of the DWI grant program. Also, this year's grant total is \$555,556 versus the prior year's total grant budget of \$666,666. This is due to the reduction of the grant match amount from 25% to 10%. This reduction equates to approximately 3,000 hours less of enforcement activity.
- ³ Figures reflect the number of cases cleared and the corresponding percentage (number of violent crime clearances divided by the total number of violent crimes).
- ⁴ This measure is difficult to estimate due to a greatly varying number of complaints received each year, from a low of 270 to a high of 352.
- ⁵ Training is projected to increase once all systems are in place. Servers and storage area network equipment must be purchased and installed and software must be loaded into more than 1,300 computers. No field reporting can take place until this equipment is made operational.

PROGRAM CHANGES

◆ **REDIRECTIONS / REDUCTIONS** **\$2,400,000**

CATEGORICAL OVERTIME EXPENDITURE REDUCTIONS

During the FY 2005 budget development process, the San Antonio Police Department (SAPD) identified various overtime expenditure *reductions* including the elimination of any and all overtime that occurs in regards to security at the Harry Freeman Coliseum and the SBC Center. This function would be taken over by the Bexar County Sheriff's Office. These FY 2005 expenditure reductions total \$105,490. Through more stringent management of various controllable overtime expenditure categories, including targeted efforts at reducing overtime associated with Assignment Extensions, Voluntary Returns (to work) and Work Relief Days, the SAPD estimates it would reduce overtime expenditures by an additional \$418,160 in FY 2005. The SAPD has also identified expenditure reductions in holiday overtime pay as a result of the premium holidays in FY 2005 falling at the end of the week and on a weekend (including Christmas and New Years). These expenditure reductions total \$300,000 in FY 2005. The sum total of these expenditure reductions is \$823,650 in FY 2005.

PROGRAM CHANGES CONTINUED

DIFFERENTIAL POLICE RESPONSE – OVERTIME EXPENDITURE REDUCTIONS FROM HOLDING SELECTED LATE CALLS

This expenditure *reduction* eliminates overtime associated with late calls. Late calls occur near the end of patrol shifts and cause officers to incur overtime. This program redirects non-emergency late calls to the subsequent shift. In FY 2005, it is estimated that this will result in a reduction of \$230,000 in overtime expenditures.

DOWNTOWN CRISIS CARE CENTER OVERTIME EXPENDITURE REDUCTIONS

This expenditure *reduction* will result from savings associated with the creation of a consolidated crisis care center in the downtown area, which reduces the number of overtime hours an officer expends transporting and guarding arrestees (see in-depth discussion below). The FY 2005 reduction in overtime expenditures totals \$96,254.

IMPLEMENTATION OF A NEW CADET CLASS SCHEDULE – EXPENDITURE SAVINGS

To better manage vacancies throughout FY 2005 the SAPD will implement a new cadet class schedule. The first class will begin in October 2004 and the second in May 2005. Each class will carry 22 cadets. Implementation of this revised cadet class schedule will result in expenditure *savings* of \$1,250,096.

TARGET BUDGET RE-ALIGNMENT

The FY 2005 Adopted Budget reflects a fiscal *redirection* of the SAPD's Target budget to better reflect its expenditure needs. A model was developed using actual expenditures from FY 2003 and re-estimated expenditures for FY 2004 as indicators for select contractual and commodity line items that could be moved to other budget areas that have required added resources. This re-alignment will allow the department to better manage its expenditures throughout the fiscal year.

◆ IMPROVEMENTS

\$708,018

DIFFERENTIAL POLICE RESPONSE – INCREASED OFFICER EFFICIENCY FROM ADDITIONAL EXPEDITERS

This *improvement* expands the program of expediting non-emergency requests for police services, based on various response criteria, by providing for 11 additional Sr. Police Services Agents (funded for nine months in FY 2005). It is estimated that these positions will be able to expedite an additional 70,887 calls, thereby providing a savings in officer time equivalent to hiring nearly 40 new officers. It is further estimated that this efficiency would increase the Patrol Availability Factor (PAF) by 2.37 percentage points. The PAF measures the actual time a patrol officer is available to patrol (this does not include the time needed to respond to calls for service or administrative duties). The cost for this improvement in FY 2005 totals \$258,467.

PROGRAM CHANGES CONTINUED

DOWNTOWN CRISIS CARE CENTER – INCREASED PATROL AVAILABILITY FACTOR

This *improvement* reduces the Police Department's overtime expenditures by an estimated \$96,254 (as discussed above) and provides on-duty timesavings equivalent to a 0.18 percentage point increase to their PAF.

Arrestees in the custody of an SAPD officer are transported to the City's Detention Center, located in downtown San Antonio, where they are booked and held for magistration. Arrestees determined to be ill or injured prior to booking into the County Jail System are transported to the University Hospital Emergency Care Unit, located more than eight miles away in the northwest section of the City. It is estimated that this process, which includes transporting and guarding, lasts from three to six hours. The SAPD has determined that its officers spend approximately 16,614 hours annually handling prisoners that require medical treatment of some kind. Nearly 70 percent of the hours (or 11,504) are on-duty time, while the remaining 5,110 hours are on overtime status.

The University Health System (UHS), the Center for Health Care Services (CHCS), the University Physicians Group (UPG), and various City departments, including the San Antonio Metropolitan Health District, the SAPD, and the San Antonio Municipal Courts Department, are involved in the expansion of the downtown Urgent Care Clinic. This expansion would serve two key purposes: a Crisis Care Center operating on a 24-hour basis providing medical and mental health screenings with six 23-hour holding beds; and medical screening for arrestees, public inebriates, and other detainees of the City's Detention Center. According to SAPD estimates, this facility could reduce by half the amount of time an officer spends transporting and guarding arrestees. As such, the SAPD will provide funding in the amount of \$100,000 from their Confiscated Property Fund to assist the build-out of the Urgent Care Clinic.

CONTINUED FUNDING OF CRISIS RESPONSE TEAM

This *improvement* provides continued funding of the Crisis Response Team. This initiative was funded in FY 2004 with one-time dollars. The funds for FY 2005 will continue the funding of four caseworkers and four police officers associated with the Crisis Response Team for a full year. The total amount of this improvement is \$449,551.

◆ **MANDATES****\$6,867,657*****POLICE CONTRACT***

This *mandate* funds the incremental added costs of the current collective bargaining agreement approved with the San Antonio Police Officers Association. More specifically, the funding provides for a contractually required 3% pay increase, increases for certification, education and other incentive pays, as well as an additional \$20 increase per month for selected steps. The total cost for this mandate in FY 2005 is \$5,814,199.

LOCAL LAW ENFORCEMENT BLOCK GRANT (LLEBG) 2002

This *mandate* funds operating expenses for equipment purchased with the FY 2002 LLEBG grant funds. The annual Federal Government Omnibus Appropriations Act for the last seven years has authorized the Bureau of Justice Assistance to make funds available to units of local government under the Local Law Enforcement Block Grant (LLEBG) Program. The grant purchased seven patrol cars and paid for 18 months of operational expenses. A portion of the operating expenses was included in the FY 2004 General Fund budget. The total cost of this mandate for FY 2005 is \$56,700 and represents the final incremental increase since the grant ends in December 2004.

PROGRAM CHANGES CONTINUED

LOCAL LAW ENFORCEMENT BLOCK GRANT (LLEBG) 2003

This *mandate* funds operating and lease expenses for equipment purchased with the FY 2003 LLEBG grant funds. The annual Federal Government Omnibus Appropriations Act for the last seven years has authorized the Bureau of Justice Assistance to make funds available to units of local government under the Local Law Enforcement Block Grant (LLEBG) Program. The grant purchased three "aggressive driving" cars and a new SWAT vehicle. The grant would not fund the internal lease charge for vehicles; therefore, the General Fund must pay these charges. Additionally, the operating expenses for the SWAT vehicle would not be covered by the grant. The total cost of this mandate for FY 2005 is \$22,920.

FAA REQUIRED HELICOPTER ENGINE OVERHAULS AND MAINTENANCE

This *mandate* funds two federally required major overhauls of Police helicopter engines. The FAA requirement for all helicopters to remain in flight worthiness status mandates that the engines receive overhauls at 1,750 operational hours and 3,500 operational hours. The total cost of this mandate for FY 2005 is \$277,507.

POLICE LONGEVITY

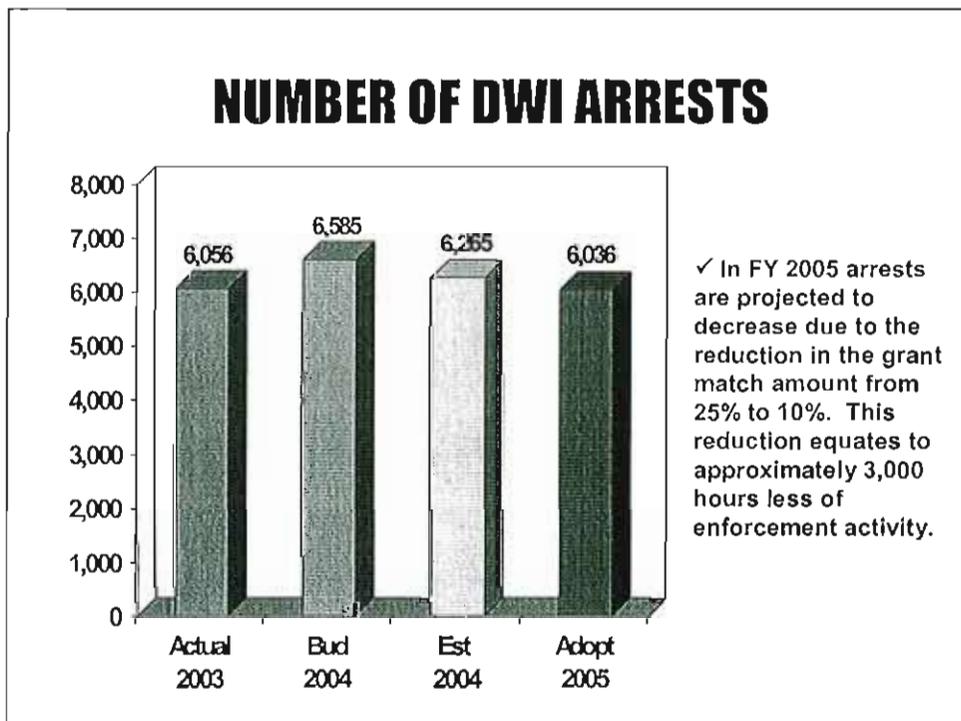
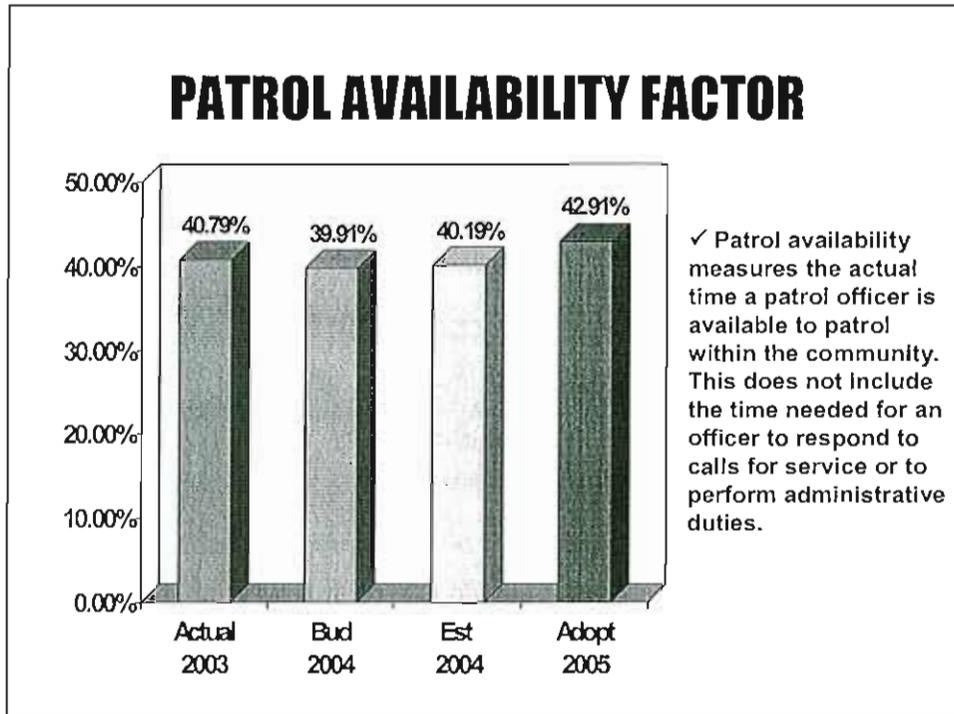
The collective bargaining agreement stipulates that the City must provide an increase in salaries based on years of employment for all uniformed personnel. This *mandate* addresses the contractually mandated increase in base salaries by three percent for each block of five years served, with a maximum of 18% for 30 years of tenure. The estimated incremental increase for this mandate in FY 2005 for all uniform employees in the Police Department totals \$666,331.

MEDICAL EXAMINER'S CONTRACT

This *mandate* reflects the incremental increase of the contract with the Bexar County Medical Examiner's Office for the provision of forensic services. The total cost of this mandate for FY 2005 is \$30,000.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$189,861,820	\$200,487,479	\$202,104,225	\$212,317,356
CONTRACTUAL SERVICES	25,544,287	23,395,833	24,220,893	27,214,860
COMMODITIES	4,649,104	4,797,728	4,755,685	4,641,119
OTHER EXPENDITURES	1,539,568	1,541,365	1,541,365	1,710,700
CAPITAL OUTLAY	13,239	72,879	72,879	0
TOTAL EXPENDITURES	\$221,608,018	\$230,295,284	\$232,695,047	\$245,884,035
AUTHORIZED POSITIONS	2,837	2,841	2,841	2,862
FULL-TIME EQUIVALENTS	2,700.79	2,715.32	2,715.32	2,726.32



POLICE**GRANT SUMMARY**

In FY 2005, the San Antonio Police Department projects a total of \$6,367,113 in grant funding with 37 authorized positions. Of the total, \$2,314,320 will be Federally funded, \$1,579,880 State funded, \$1,686,573 City Cash and In-Kind Match, and \$786,340 Other funds. The 37 authorized positions are in the following grants: Bexar Metro 911 (5), CATA (2), HIDTA Intelligence Center (9), ReACT (11), and San Antonio HIDTA (10).

Below is a comprehensive listing of the grants expected by the Police Department in FY 2005. Details on each grant can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Bexar Metro 911	\$0	\$0	\$0	\$319,924	\$319,924
Crisis Assistance Team Administration (CATA)	0	80,000	7,401	19,260	106,661
HIDTA Intelligence Center	663,780	0	0	0	663,780
Local Law Enforcement Block Grant (LLEBG)	333,785	0	0	37,087	370,872
Regional Auto Crimes Team (ReACT)	0	826,274	1,623,616	410,069	2,859,959
San Antonio HIDTA	1,316,755	0	0	0	1,316,755
TxDOT Click-it-or-Ticket	0	173,606	0	0	173,606
TxDOT DWI Selective Traffic Enforcement Program	0	500,000	55,556	0	555,556
TOTAL	\$2,314,320	\$1,579,880	\$1,686,573	\$786,340	\$6,367,113

PROGRAM INFORMATION:

This is a grant from the Bexar Metro 911 Network District for the funding of five temporary call taker positions, communications equipment maintenance, maintenance for the back-up Public Safety Answering Point (PSAP), equipment purchases, and training. This project enhances the Police Department's efforts at combating personal and property crime activity and provides better service delivery to the public.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Personnel	5	5	5
No. of Man-Hours	10,400	10,400	10,400
Output:			
No. of 911 calls	90,368	94,887	99,631
Efficiency:			
Avg. No. of 911 calls per call taker	18,074	18,977	19,926
Effectiveness:			
% Change in No. of 911 calls per call taker	-1.6%	5.0%	5.0%

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – Bexar Metro 911	\$401,748	\$319,924	\$319,924
TOTAL FUNDING	\$401,748	\$319,924	\$319,924
EXPENDITURES			
PERSONAL SERVICES	\$168,082	\$173,124	\$173,124
CONTRACTUAL SERVICES	38,666	23,800	23,800
COMMODITIES	172	3,000	3,000
CAPITAL OUTLAY	123,707	120,000	120,000
TOTAL EXPENDITURES	\$330,627	\$319,924	\$319,924
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENTS	5	5	5
	5.00	5.00	5.00

POLICE**CRISIS ASSISTANCE TEAM ADMINISTRATION****PROGRAM INFORMATION:**

The Crisis Assistance Team Administration oversees the coordination of crisis intervention volunteers. This program is designed primarily as a collaborative effort in the community to address the issues of violence against women. Services provided include crisis intervention services to battered women and their children by a trained corps of community volunteers. The grant funds two civilian positions, a Program Coordinator and an Assistant Program Coordinator. The grant will fund the sixth year of the administrative and coordination efforts of the Crisis Assistance Team Administration (CATA) of the Victims Advocacy Section. This project will require an In-Kind Match of \$19,260 and a General Fund cash match of \$7,407. This match will leverage a \$80,000 grant from the Office of the Governor, Criminal Justice Division (CJD).

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Personnel	2	2	2
No. of Man-Hours	4,160	4,160	4,160
Output:			
No. of Volunteer Hours	1,274	1,865	1,926
No. of New Volunteers	84	90	105
No. of People Attending Classes	112	115	125
Efficiency:			
No. of Volunteer Hours Obtained Per Employee	637.0	932.5	963.0
No. of New Volunteers Obtained Per Employee	42.0	45.0	52.5
No. of People Attending Classes Per Employee	56.0	57.5	62.5
Effectiveness:			
% Chg. No. of Volunteer Hours	1.08%	46.39%	3.27%
% Chg. No. of New Volunteers	2.30%	7.15%	16.66%
% Chg. No. of People Attending Classes	-3.79%	2.68%	8.70%

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Cash match	\$7,204	\$7,949	\$7,401
STATE	59,819	79,759	80,000
OTHER – In-Kind (Volunteer Hours)	12,736	18,650	19,260
TOTAL FUNDING	\$79,759	\$106,358	\$106,661
EXPENDITURES			
PERSONAL SERVICES	\$51,546	\$84,253	\$87,401
CONTRACTUAL SERVICES	0	2,230	0
COMMODITIES	2,693	1,225	0
CAPITAL OUTLAY	3,658	0	0
OTHER – In-Kind	12,736	18,650	19,260
TOTAL EXPENDITURES	\$70,633	\$106,358	\$106,661
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENTS	2	2	2
	2.00	2.00	2.00

PROGRAM INFORMATION:

The South Texas High Intensity Drug Trafficking Area Intelligence Center is designed to enhance narcotics enforcement efforts by collecting, analyzing, and disseminating drug trafficking data and information to local, state, and federal law enforcement agencies to ensure officer safety and increase enforcement efficiency. The grant period is January 1, 2004 through December 31, 2004.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Non-Sworn Personnel – Supervisory	1	1	1
No. of Non-Sworn Personnel – Non Supervisory	8	8	8
Total Man-Hours	18,720	18,720	18,720
Output:			
No. of Analytical Cases Requiring Support	546	600	660
No. of Deconfliction Cases Requiring Support	5,010	5,511	6,062
No. of Inquiries	35,476	39,024	42,926
Efficiency:			
Avg. No. of Analytical Cases Requiring Support	60.7	66.7	73.3
Avg. No. of Deconfliction Cases Requiring Support	556.7	555.1	611.1
Avg. No. of Inquires	3,941.7	2,055.6	2,261.1
Effectiveness:			
% Change in No. of Analytical Cases Requiring Support	102.2%	9.9%	10.0%
% Change in No. of Deconfliction Cases Requiring Support	6.4%	10.0%	10.0%
% Change in No. of Inquires	29.2%	10.0%	10.0%

EXPLANATORY INFORMATION

In FY 2002-2003, the South Texas HIDTA Intelligence Center experienced a 102% increase in analytical cases requiring support and a 29% increase in the number of inquiries requested due to participation in supporting HIDTA agencies on seven (7) high-level drug trafficking organization investigations. Requests for support from HIDTA agencies throughout the region are increasing each year. The increase is expected to continue at a rate of 10% per year.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Office of National Drug Control Policy	\$723,780	\$657,313	\$663,780
TOTAL FUNDING	\$723,780	\$657,313	\$663,780
EXPENDITURES			
PERSONAL SERVICES	\$353,313	\$351,312	\$362,916
CONTRACTUAL SERVICES	221,393	270,456	268,919
COMMODITIES	138,280	35,545	31,945
CAPITAL OUTLAY	10,794	0	0
TOTAL EXPENDITURES	\$723,780	\$657,313	\$663,780
AUTHORIZED POSITIONS			
	9	9	9
FULL-TIME EQUIVALENTS	9.00	9.00	9.00

POLICE 2004 LOCAL LAW ENFORCEMENT BLOCK GRANT

PROGRAM INFORMATION:

The annual Federal Government FY 2004 Omnibus Appropriations Act authorized the Bureau of Justice Assistance, U.S. Department of Justice to make funds available to units of local government under the Local Law Enforcement Block Grant (LLEBG) Program. San Antonio's award for FY 2004 is \$333,785 with a cash match of \$37,087. Funds must be spent within two years of receipt. The grant will be used to support continued operations by the Police Department Gang Detail. In addition, funds will be used to equip 18 patrol cars with digital recording devices. The patrol cars will be deployed in six areas identified as "high odds ratio locations" based on traffic stop data collected by the Police Department.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Bureau of Justice Assistance	\$0	\$0	\$333,785
OTHER – Asset Seizure Fund Cash Contribution	0	0	37,087
TOTAL FUNDING	\$0	\$0	\$370,872
EXPENDITURES			
PERSONAL SERVICES	\$0	\$0	\$160,872
COMMODITIES	0	0	25,000
CAPITAL OUTLAY	0	0	185,000
TOTAL EXPENDITURES	\$0	\$0	\$370,872

PROGRAM INFORMATION:

The Regional Auto Crimes Team (ReACT) is a multi-jurisdictional, multi-agency effort that will allow authorities to focus all their resources against auto theft and other vehicle related crimes. It will eliminate the problems of redundancy and increase the cooperative efforts required to reduce the rate of auto crimes. With an emphasis on pro-active efforts and conducting salvage inspections, this unit will work with the Texas Department of Public Safety (DPS), the Bexar County Sheriff's Office (BCSO), and the National Insurance Crime Bureau (NICB) to reduce the market for stolen vehicles and stolen vehicle parts. The grant period is September 1, 2004 to August 31, 2005.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Sworn Staff ¹	12	9	9
No. of Civilian Staff ¹	3	2	2
Total No. of Man-Hours	26,820	19,595	19,595
Output:			
No. of Vehicles Reported Stolen (Citywide)	6,562	6,216	6,651
No. of Vehicles Recovered (ReACT Task Force)	627	572	622
Efficiency:			
Avg. No. of Vehicles Reported Stolen per Detective	656	888	950
Avg. No. of Vehicles Recovered per Detective	63	82	89
Effectiveness:			
% Change in Vehicles Reported Stolen ²	0	-5.27%	6.98%
% Change in Vehicles Recovered ²	0	-8.77%	8.74%

EXPLANATORY INFORMATION

¹ In FY 2004, a Senior Crime Analyst and three Detective Investigator positions were eliminated as a result of reduced funding from grantor. Currently, sworn staff consists of seven Detectives and two Supervisors.

² New statistical category used to better track Unit's performance in combating auto theft.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – City General Fund Cash Match	\$451,634	\$451,634	\$451,634
CITY – In-Kind Contribution	1,093,255	1,119,631	1,171,982
STATE - Automobile Theft Prevention Authority (ATPA)	1,235,910	826,274	826,274
OTHER – In-Kind Contribution (DPS, BCSO, NICB)	332,422	396,171	410,069
OTHER – Confiscated Property Cash Match	76,538	11,347	0
TOTAL FUNDING	\$3,189,759	\$2,805,057	\$2,859,959

POLICE**REGIONAL AUTO CRIMES TEAM****FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER CONTINUED**

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
EXPENDITURES			
PERSONAL SERVICES	\$2,236,749	\$2,094,396	\$2,051,146
CONTRACTUAL SERVICES	860,908	674,540	786,855
COMMODITIES	11,858	30,944	13,012
OTHER EXPENDITURES	3,706	5,177	4,201
CAPITAL OUTLAY	76,538	-	4,745
TOTAL EXPENDITURES	\$3,189,759	\$2,805,057	\$2,859,959
AUTHORIZED POSITIONS	15	11	11
FULL-TIME EQUIVALENTS	15.00	11.00	11.00

PROGRAM INFORMATION:

The High Intensity Drug Trafficking Area grant is designed to enhance the Police Department's narcotics enforcement efforts by allowing the unit to utilize the task force concept to target narcotics organizations and interdiction efforts. A task force provides the capability to cross-jurisdictional boundaries by employing law enforcement officers from local, state, and federal levels. This grant targets both organizational and financial aspects of the narcotics organizations by focusing on middle to upper level drug traffickers and on the money laundering and assets obtained with proceeds from the sale of narcotics. The grant period is January 1, 2004 through December 31, 2004.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No of Sworn Personnel	9	8	8
No. of Non-Sworn Personnel	2	2	2
Total No. of Man-Hours	19,595	17,880	17,880
Output:			
Retail Value of Narcotics Seized	\$19,620,000	\$21,582,000	\$23,740,000
\$ Value of Assets/Holding Seized	\$595,000	\$655,000	\$721,000
Efficiency:			
Avg. Retail Value of Narcotics Seized per Officer	\$2,180	\$2,698	\$2,968
Avg. \$ Value of Assets/Holdings Seized per Officer	\$66	\$82	\$90
Effectiveness:			
% Change of Retail Value of Narcotics Seized	-34.4%	10.0%	10.0%
% Change of \$ Value of Assets/Holdings Seized	-40.6%	10.0%	10.0%

EXPLANATORY INFORMATION

The retail value of narcotics seized and the dollar value of assets/holdings seized decreased during FY 2003 due to the role of the sworn officers in these investigations. The sworn officers were assisting other HIDTA agencies in long-term investigations of high-level drug trafficking organizations. The cases required sworn officers dedicating their time on surveillance of suspects. These have resulted in many federal indictments; however, the statistics are recorded by the lead agencies. It is anticipated that narcotics seizures and the dollar value of assets and holdings will increase in future years. The SAPD HIDTA Task Force has lost a sworn personnel position due to HIDTA budget constraints in FY 2004.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Office of National Drug Control Policy	\$1,231,667	\$1,316,755	\$1,316,755
TOTAL FUNDING	\$1,231,667	\$1,316,755	\$1,316,755
EXPENDITURES			
PERSONAL SERVICES	\$904,349	\$898,485	\$935,429
CONTRACTUAL SERVICES	327,318	410,006	381,326
COMMODITIES	0	8,264	0
TOTAL EXPENDITURES	\$1,231,667	\$1,316,755	\$1,316,755
AUTHORIZED POSITIONS			
	11	10	10
FULL-TIME EQUIVALENTS	11.00	10.00	10.00

PROGRAM INFORMATION:

The San Antonio Police Department is projected to be awarded a \$173,606 grant from the Texas Department of Transportation for seat belt and child safety seat enforcement. This grant will fund overtime efforts to insure compliance with state laws requiring the use of seat belts and child safety seats for motor vehicle operators and passengers. The Campaign will operate during the Thanksgiving holiday from approximately November 11th through December 1st (21 days in FY05) and Memorial Day holiday from approximately May 24th through June 6th (14 days in FY05).

EXPLANATORY INFORMATION:

There is no requirement or obligation for the issuance of a specified or predetermined number of citations; therefore, performance measures are not listed.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE – Texas Department of Transportation	\$185,000	\$173,606	\$173,606
TOTAL FUNDING	\$185,000	\$173,606	\$173,606
EXPENDITURES			
PERSONAL SERVICES	\$185,000	\$173,606	\$173,606
TOTAL EXPENDITURES	\$185,000	\$173,606	\$173,606

POLICE
TXDOT DWI SELECTIVE TRAFFIC ENFORCEMENT PROGRAM

PROGRAM INFORMATION:

This is the fourth year of the Texas Department of Transportation (TxDOT) DWI Selective Traffic Enforcement Program (STEP). This program is designed to assist the City of San Antonio Police Department increase its DWI enforcement through overtime efforts of Traffic Officers. As a result of TxDOT lowering its cash match requirement, the fourth year of the grant program will require a cash match of only \$16,116. The grant period is from October 1, 2004 through September 30 2005. TxDOT lowered its matching requirement for FY 2004 to a 10% Cash and/or In-Kind match and is maintaining that level for FY 2005.

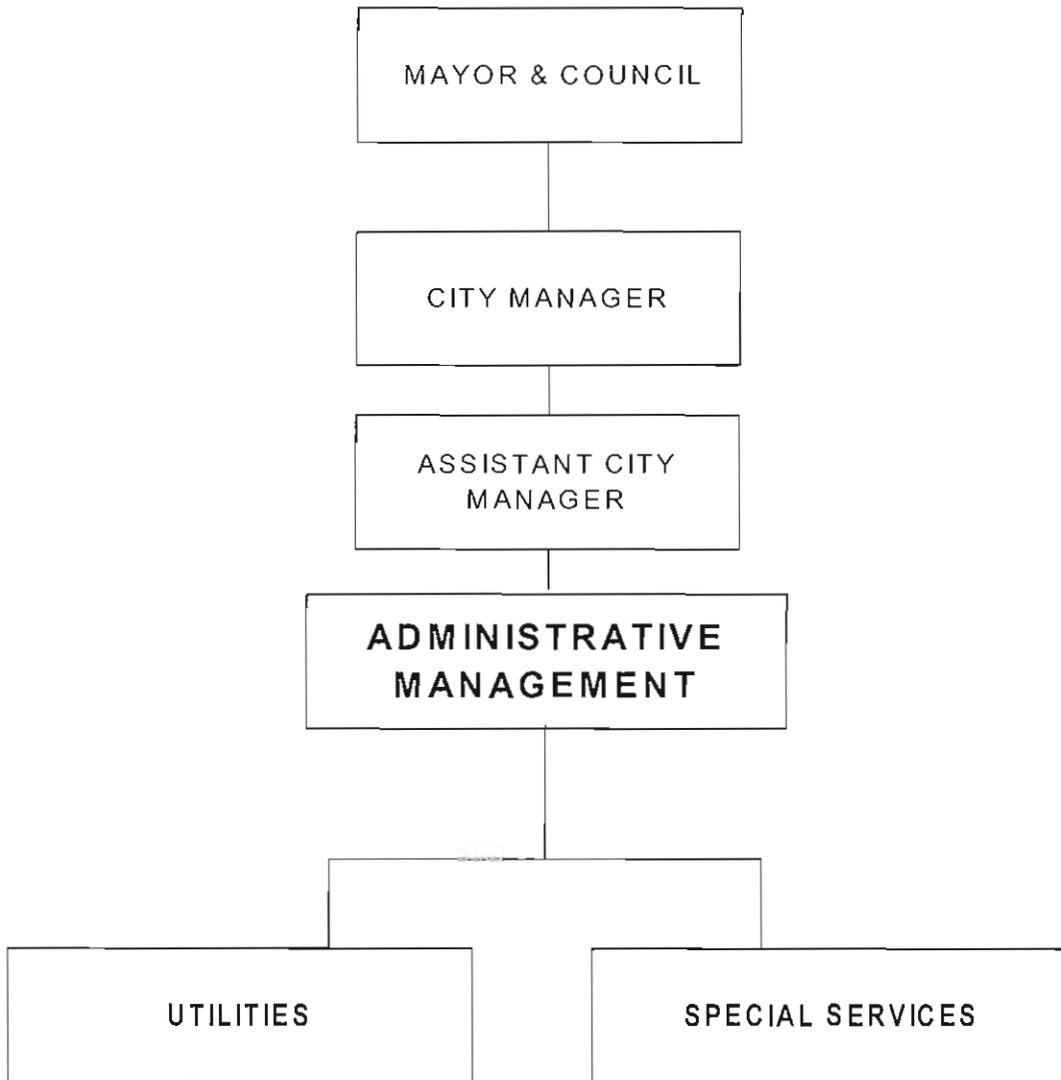
PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Sworn Hours	14,273	11,525	11,525
No. of Supervisory Hours	1,744	1,360	1,360
Output:			
No. of DWI Arrests	2,368	1,850	1,850
Efficiency:			
No. of Hours per DWI Arrest	6.19	6.23	6.23

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Cash match	\$127,274	\$16,116	\$16,116
CITY – City In-Kind	39,392	39,440	39,440
STATE – Texas Department of Transportation	500,000	500,000	500,000
TOTAL FUNDING	666,666	\$555,556	\$555,556
EXPENDITURES			
PERSONAL SERVICES	\$619,761	\$516,116	\$516,116
COMMODITIES	39,392	39,440	39,440
TOTAL EXPENDITURES	\$659,153	\$555,556	\$555,556

PUBLIC UTILITIES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	10.00	707,026
Total Funding	10.00	707,026

MISSION STATEMENT

The Public Utilities Department seeks to provide objective regulatory and financial oversight of utilities, sound financial analysis and recommendations, and timely responsiveness to internal and external customers in support of the City organization

PROGRAM INFORMATION

The Public Utilities Department is responsible for providing advice and assistance in the regulatory oversight of City Public Service (CPS), San Antonio Water System (SAWS), cable television franchise agreements, and broadband telecommunications companies operating within the City of San Antonio. Oversight includes review of bond issuance and rates of CPS and SAWS, monitoring for compliance with franchise and license agreements, City Council policies, state and federal laws, and applicable rules and regulations established by state and federal agencies. This Department will also provide support to the City's liaison to the Fire & Police Pension and the Retiree Healthcare Funds. Financial oversight of the Liability, Worker's Compensation, and Employee Benefits Funds will also be provided.

GOALS & OBJECTIVES

- ◆ Exercise regulatory/financial oversight over the City-owned utilities, City Public Service (CPS), and San Antonio Water System (SAWS).
 - Review proposed rate adjustments and provide recommendations
 - Review proposed bond issuance's and provide recommendations
 - Coordinate other financial and utility matters
- ◆ Negotiate and monitor compliance of cable franchise agreements, license agreements, and other utility contracts.
- ◆ Monitor and forecast public utility revenues and utility expenditures.
- ◆ Monitor proposed federal and state legislation and/or Agency rulemaking.
 - File written comments when necessary or prudent
 - Attend workshops and provide oral testimony when necessary
- ◆ Provide recommendations, reports, and information as directed by the City Manager
- ◆ Provide timely responses to citizen utility complaints or requests of information.
- ◆ Provide coordination and support to the City's liaison to the Fire & Police Pension and Retiree Healthcare Funds.
- ◆ Provide financial oversight of the Liability, Workers' Compensation, and Employee Benefits Funds.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Financial	Provide Accountability to Public					
	Continue to exercise regulatory and financial oversight over Public Utilities	No. of Public Utility/Franchise Contracts Monitored	11	11	9	11
		No. of Public Utility/Franchise Rate Packages Reviewed	8	6	10	13
		No. of Public Utility/Franchise Complaints Received	152	250	140	130
		No. of Public Utility/Franchise Contracts Negotiated/Under Negotiation	7	4	3	3

PROGRAM CHANGES

♦ IMPROVEMENTS \$330,010

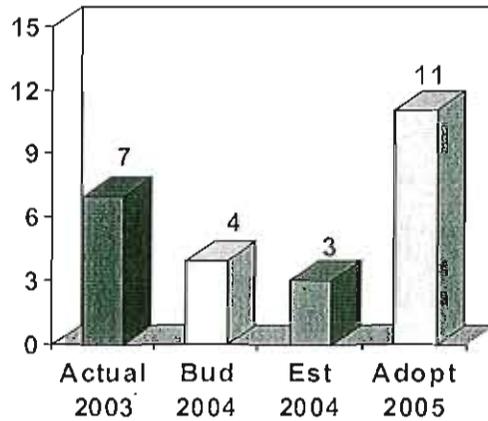
SUPPORT STAFF FOR THE PROPOSED PUBLIC UTILITIES DEPARTMENT

This *improvement* provides for five additional positions to the Public Utilities Department. The improvement will provide nine months of funding for a Fiscal Operations Manager, Administrative Assistant, two Rate Analysts, and a Public Utilities Supervisor. The impact of the additional positions will be \$333,010 to the General Fund in FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

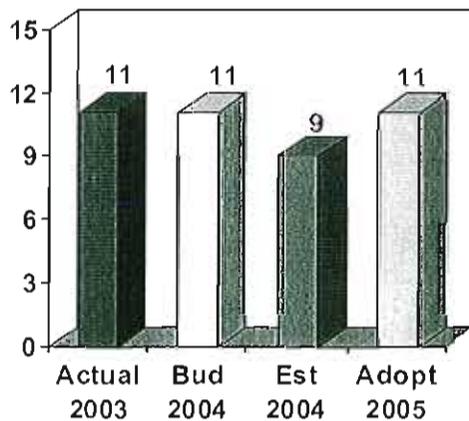
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	N/A	N/A	N/A	\$588,210
CONTRACTUAL SERVICES	N/A	N/A	N/A	19,246
COMMODITIES	N/A	N/A	N/A	49,133
OTHER EXPENDITURES	N/A	N/A	N/A	437
CAPITAL OUTLAY	N/A	N/A	N/A	0
TOTAL EXPENDITURES	N/A	N/A	N/A	\$707,026
AUTHORIZED POSITIONS	N/A	N/A	N/A	10
FULL-TIME EQUIVALENTS	N/A	N/A	N/A	10.00

NUMBER OF PUBLIC UTILITY CONTRACTS NEGOTIATED



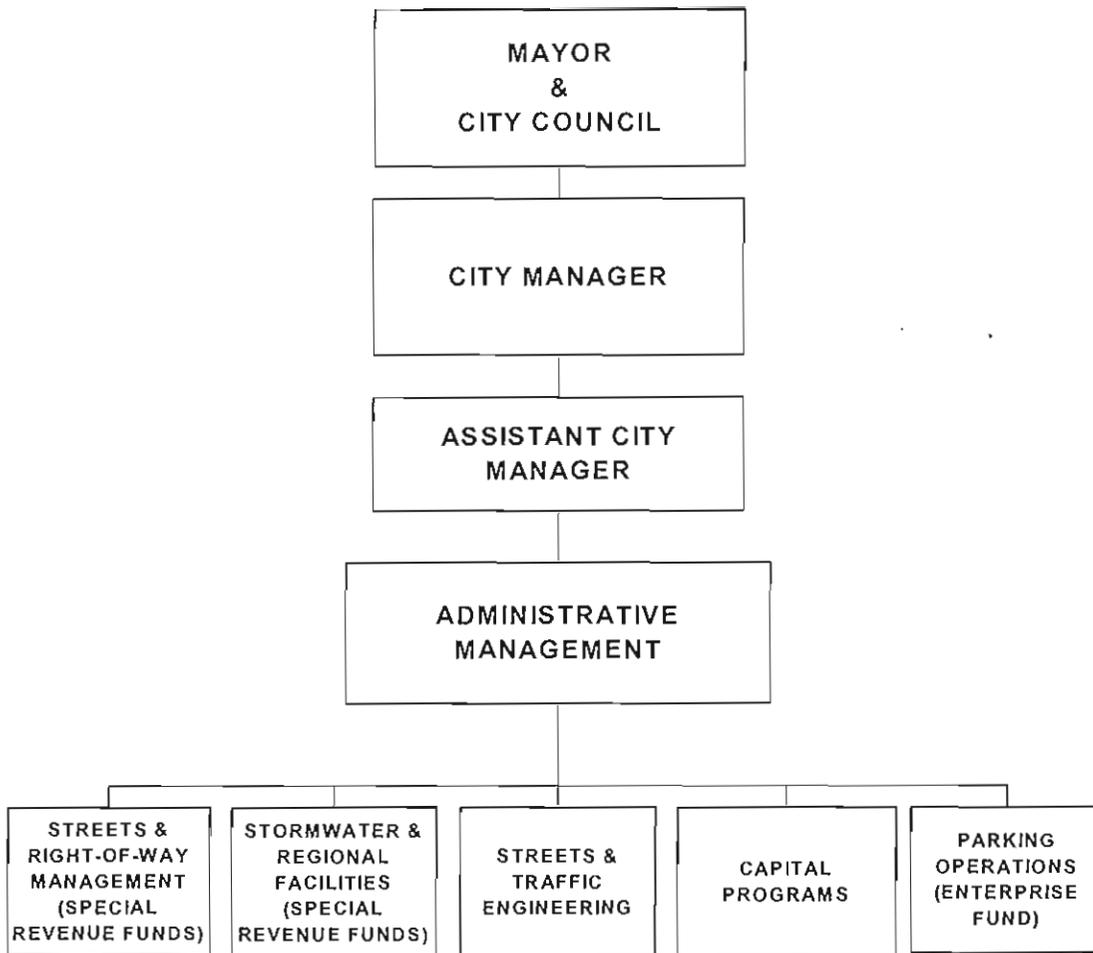
✓ Number of Public Utility / Franchise Contracts currently negotiated or under negotiations

NUMBER OF PUBLIC UTILITY/FRANCHISE CONTRACTS MONITORED



✓ Number of Public Utility / Franchise contract currently monitored by the City

PUBLIC WORKS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	254.00	\$16,269,914
Street Maintenance & Improvement Fund	311.00	34,443,039
Street Right-Of-Way Management Fund	20.00	1,081,245
Stormwater Operating Fund	274.00	23,414,092
Stormwater Regional Facilities Fund	10.00	7,587,566
Parking Operating & Maintenance Fund	125.50	10,494,689
Community Development Block Grant	0.00	22,134
Capital Projects	0.00	118,625,000
Debt Service Funds	0.00	3,452,335
Total Funding	994.50	\$215,390,014

MISSION STATEMENT

The Public Works Department is committed to providing public services and infrastructure in a quality manner through the use of modern engineering and management practices with a team of people dedicated to professional excellence and customer satisfaction. We strive to accomplish these tasks efficiently, effectively and with accountability to the community we serve.

PROGRAM INFORMATION

This Department oversees and directs the development and maintenance of the publicly owned infrastructure of the City. The Department has operating divisions in six funds. Areas of responsibility assigned to this department include:

- ◆ General Fund
 - Office of Director - provides oversight and direction for the Department
 - City Architect's Office - design, construction, and renovation of City buildings
 - ADA Compliance Office – Coordinates policies and facility modifications in compliance with 1973 Rehabilitation Act, the Fair Housing Amendments Act, and the Americans with Disabilities Act.
 - Capital Programs - design and construction of street and drainage improvements and real estate acquisition
 - Transportation Group – plan, design, construct, operate and maintain traffic engineering functions, traffic control devices, transportation engineering, parking, and multi modal intelligent transportation systems
 - Engineering - engineering, surveying, construction inspection, and infrastructure assessment
- ◆ Street Maintenance Special Revenue Fund
 - Street Maintenance - maintenance of City street pavements, sidewalks and building demolition
- ◆ Right-of-Way Management Fund
 - Administration, inspection, compliance, enforcement, and utility coordination of the right-of-way management ordinance
- ◆ Storm Water Special Revenue Fund
 - Storm Water Management – Operate and manage the City's storm water infrastructure: river and channel maintenance, vegetation control, street cleaning, tunnel operations, and storm water engineering
- ◆ Regional Storm Water Detention Facilities Fund
 - Detention Pond Program – Administer the Regional Storm Water Management Program for the City
- ◆ Parking Enterprise Fund
 - Parking Operations - management of downtown City-owned and leased parking facilities and parking meters

GOALS & OBJECTIVES

To provide high quality design, construction, and renovation of City buildings, streets and drainage facilities; operate traffic network safely, efficiently and economically in a timely manner with fundamentally sound, pragmatic and economical solutions.

- ◆ Identify and prioritize infrastructure projects through the process of preliminary engineering.
- ◆ Complete design and construction of Fire Department, Police Department, Library, and Learning Center projects.
- ◆ Increase communication, interaction, and delivery of service to all customers and continue to formulate accurate and timely responses to requests.
- ◆ Substantially complete the 2003 Bond Program by December 2007.
- ◆ Develop facilities for alternative modes of transportation to include Hike/Bike lanes, routes, and paths.
- ◆ Perform preventative maintenance of all traffic signals annually to reduce malfunctions and outages.
- ◆ Utilize the employee incentive program to reduce preventable accidents within the Public Works Department.
- ◆ Practice strategic human resource planning, which identifies the capabilities that currently exist within the organization, and also identifies the capabilities required for future success or advancement for promotion within.
- ◆ Continue to foster an environment for employee growth and learning within the department through encouragement, coaching, and offering educational training and development opportunities.
- ◆ Empower staff in decision-making through three-deep leadership that enhances our ability to respond quickly to day-to-day challenges and continues investment to our most valuable resource, people.
- ◆ Maintain internal quality control to ensure proper delivery of services to our customers and safeguard the public.
- ◆ Continue to leverage outside funding through Grants, MPO, and Federal tax dollars to maximize City investment in infrastructure.
- ◆ Maintain a two-week completion average for all non-emergency sign maintenance and installation customer service requests.
- ◆ Achieve a two-week completion average for all pavement markings customer service requests.
- ◆ Build a positive image and promote public trust through community outreach programs by:
 - Continuing the Public Works Academy.
 - Improving public awareness efforts through community meetings.
- ◆ Continue proper application of engineering and technical expertise infrastructure to improve community-wide safety.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Provide For Safety and Welfare of San Antonio					
	Complete design and construction of Fire Protection, Law Enforcement, Library Facilities, Learning Centers, and other facility projects	No. of architectural contracts under design or construction ¹	54	50	56	38
		Dollar value of contracts under design or construction (in millions) ^{1, 2}	\$146.29	\$59.34	\$121.97	\$102.53
	Improve Customer Service					
	Increase communication, interaction, and delivery of service to all stakeholders and continue to formulate accurate and timely responses to requests	No. of community meetings held with outside stakeholders ³	156	180	182	225
		% of service requests meeting service level agreements with customers	71%	72%	74%	75%
	Improve Environmental Efforts					
Develop facilities for alternative modes of transportation to include Hike/Bike lanes, routes, and paths	Linear miles under construction/complete from Capital Improvement Projects ⁴	23.98	19.28	18.02	24.91	
Financial	Provide Accountability to Public					
	Leverage outside funding through Grants, MPO, and Federal tax dollars to maximize City investment to Capital Projects	Amount of MPO funding leveraged for Capital Improvement Projects (in millions) ⁵	\$13.70	\$11.64	\$4.42	\$22.98
		Amount of grant funding received for Capital Improvement Projects (in millions) ⁶	\$7.00	\$5.50	\$7.00	\$0.84
Internal Processes	Innovative & Proactive City Government					
	Improve street infrastructure	Lane miles constructed in Capital Improvement Projects	53.89	25.21	43.16	21.63
	To perform preventive maintenance of all traffic signals annually to reduce malfunctions and outages	Cabinet preventive maintenance (intersections)	1,293	1,099	1,099	1,115

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	Innovative & Proactive City Government					
	Utilize the employee incentive program to reduce preventable accidents within the Public Works department	No. of accidents occurring for motor vehicles and personal injury resulting in a claim	64	63	59	53

EXPLANATORY INFORMATION

- ¹ These measures represent the number of contracts and dollar value in progress. This number will change as projects are completed and added throughout the year.
- ² Estimated FY 2004 now includes figures from the 2003 Bond Program.
- ³ Adopted FY 2005 reflects additional meetings to be held as a result of the approval of the FY 2003 Bond Program.
- ⁴ Adopted FY 2005 reflects completion of projects such as Mission Trails, Citywide MPO Bicycle Project, Tezel Road, and James Park Development.
- ⁵ Adopted FY 2005 reflects projects scheduled to be advertised for fiscal year 2005. The letting of these projects is controlled by TxDOT.
- ⁶ Adopted FY 2005 reflects adoption of 30th. year CDBG budget and anticipated reprogramming of funds for capital projects. Decrease in Adopted FY 2005 reflects redirection of funding to HUD 108 Loan Program for additional capital projects.

PROGRAM CHANGES

◆ **REDIRECTIONS/REDUCTIONS** **\$434,691**

ELIMINATE EIGHT ADMINISTRATIVE POSITIONS

This **reduction** will result in the streamlining of several administrative duties within the department, primarily in the Customer Service Section within the Director's Office. This reduction will eliminate one vacant Administrative Assistant I, one vacant Customer Service Specialist, one filled Special Projects Officer, three filled Customer Service Specialists, one filled Office Assistant and one filled Sr. Administrative Assistant. The total cost of these positions is \$314,015. Associated contractual services and commodities will be reduced by \$10,442. The savings associated with this reduction will total \$324,457 in FY 2005.

EMPLOYEE UNIFORM INITIATIVE

This **reduction**, totaling \$4,748, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

PROGRAM CHANGES CONTINUED***REDUCE OVERTIME BUDGET***

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of the analysis, the Public Works Department will be able to reduce their overtime budget by ten percent, or a total of \$10,000 in FY 2005.

CHARGE BACK OF ASSISTANT DIRECTOR OF STORM WATER

This *redirection* will charge back 75 percent of the Streets and Storm Water Assistant Director's salary to the Storm Water Operating Fund. Currently, the Assistant Director's salary is paid out of the General Fund. This redirection will generate savings of \$95,486 in FY 2005.

◆ IMPROVEMENTS**\$403,572*****INCREASE GRAFFITI ABATEMENT SERVICES***

This *improvement*, associated with the Mayor and City Council's priorities, will provide funding to support the recently created "Wipe-Out Graffiti Program." Additional funding will provide necessary supplies required for the volunteers, promotional items associated with the events, and education material. This expansion would allow for 12-14 city-wide volunteer graffiti abatement events throughout the year. The cost of this improvement will total \$25,000 in FY 2005.

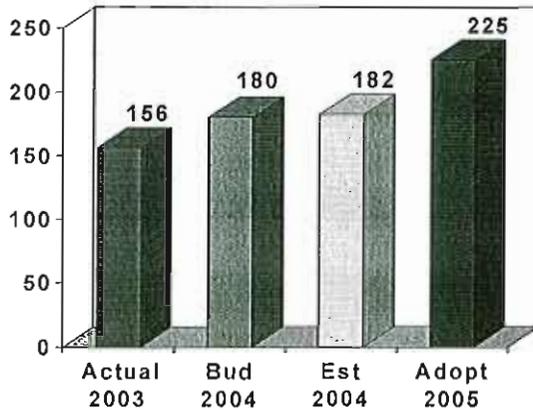
ADDITION OF CAPITAL PROJECTS TEAMS

To keep the \$115 million 2003-2007 Bond Program on schedule and to implement, administer, and maintain the proposed \$57 million HUD 108 Capital Projects Program included in the FY 2005-2010 Capital Improvement Plan, the Public Works Department will add ten positions in FY 2005. The 2003-2007 Bond Program includes 113 projects throughout San Antonio that will improve streets, drainage, libraries, parks, and public health and safety facilities. The HUD 108 Program includes sixty-nine projects that provide additional streets, library, and park improvements. This *improvement* will add one Capital Improvement Projects (CIP) team and a vehicle for nine months, half of a CIP team for two months, and two Real Estate Specialists for twelve months to support the Real Estate Section. The CIP team will consist of one Sr. Engineer, one Engineer, one Engineering Associate, one Capital Projects Officer, and one Sr. Engineering Technician. The half-CIP team will consist of one Sr. Engineer, one Engineer, and one Engineering Associate. The costs associated with this improvement will total \$378,572 in FY 2005. Although the costs for this improvement will initially be paid for by the General Fund, the 2003-2007 Bond Program will reimburse approximately ninety percent of the costs, leaving the remaining ten percent to be charged to the General Fund.

PUBLIC WORKS**GENERAL FUND****GENERAL FUND EXPENDITURES BY CHARACTER**

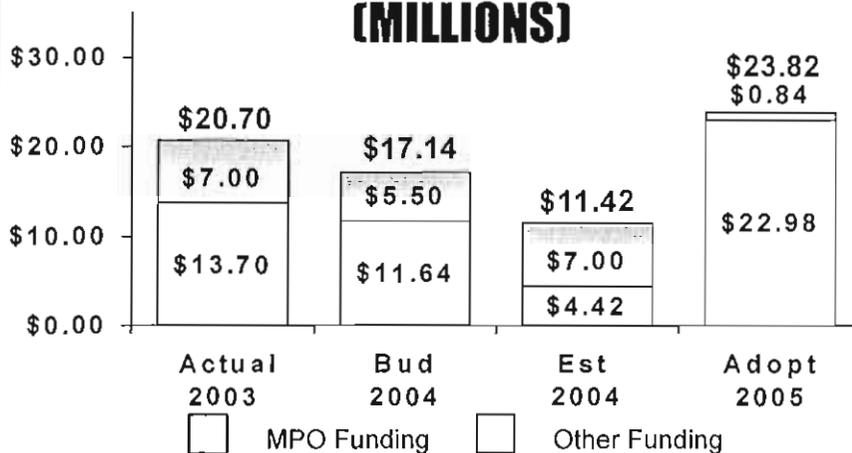
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$11,363,779	\$11,740,057	\$12,010,701	\$12,228,604
CONTRACTUAL SERVICES	3,221,626	2,211,939	2,166,356	2,563,986
COMMODITIES	1,007,726	1,200,027	926,215	1,249,937
OTHER EXPENDITURES	157,925	167,035	167,037	173,572
CAPITAL OUTLAY	494,411	491	491	53,815
TOTAL EXPENDITURES	\$16,245,467	\$15,319,549	\$15,270,800	\$16,269,914
AUTHORIZED POSITIONS	245	252	252	254
FULL-TIME EQUIVALENTS	245.00	252.00	252.00	254.00

NUMBER OF COMMUNITY MEETINGS HELD WITH OUTSIDE STAKEHOLDERS



✓ The increase in FY 2005 is the result of increased community outreach efforts and improved tracking by divisions within Public Works.

METROPOLITAN PLANNING ORGANIZATION (MPO) FUNDING LEVERAGED AND GRANT FUNDING RECEIVED FOR CIP PROJECTS (MILLIONS)



PROGRAM INFORMATION

The Street Maintenance Division of Public Works is responsible for the overall planning and coordination of the City's street maintenance. Tasks of the Street Maintenance Division include street resurfacing and rehabilitation, pothole patching, sidewalk construction, bridge repair, railroad crossing monitoring, demolition of dangerous structures and, on a limited basis, alley maintenance.

The Right-of-Way (ROW) Management Program was established by ordinance in January 2001 and implemented in May 2001. The ROW staff is responsible for standardizing the street cutting process for the safety of the public, maintaining the integrity of the infrastructure, and monitoring for compliance through utility coordination.

GOALS & OBJECTIVES

To perform the functions of planning and coordination, implementation, development, and management of the City's infrastructure system of street, alleys, and emergency response services in a responsive manner, with a focus on quality, customer needs, and effective protection of public investment in the City's infrastructure.

STREET MAINTENANCE

- ◆ To continue the implementation and improvement of the Americans with Disabilities Act (ADA) Curb Ramp/Sidewalk Construction and Maintenance Program for connectivity of paths of travel.
- ◆ To continue to evaluate affordability, efficiency, and effectiveness of options for improved performance of San Antonio's Street infrastructure.
- ◆ Enhance Computer Training and provide technology to enhance real time customer service responses and to improve quality and internal control of Street Division projects including street maintenance, sidewalk construction, emergency operations and customer service.

ROW MANAGEMENT

- ◆ To protect the City's \$6.9 billion infrastructure investment and guarantee proper street repair through improved street restoration standards.
- ◆ To reduce public inconvenience and improve utility coordination through increased planning and management of the City's right of way.
- ◆ Improve on-line web applications for Right-of-Way through 24 hour access to the ROW program permit process.
- ◆ To support GASB 34 requirements through the inventory of infrastructure using GIS.
- ◆ To provide GIS Training to all staff to foster an environment for employee growth and learning.
- ◆ To educate the public (e.g. Neighborhood Associations) of the Right-of-Way Ordinance's role in public safety through the protection of the City's infrastructure investment and ensure compliance with traffic control measures.

PUBLIC WORKS

**STREET MAINTENANCE FUND
RIGHT OF WAY MANAGEMENT FUND**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud FY 04	Estimated FY 04	Adopted FY 05
Customer	Public Trust and Awareness of Citizens – Improve Customer Service					
	Respond promptly to all requests for service in accord with available resources and capabilities	% of potholes repaired within 48 hours (2 workdays)	95.45%	95.50%	97.00%	98.00%
Financial	Public Trust and Awareness of Citizens – Leverage other Funding Sources					
	Reduce accounts receivable due from outside utilities within 30 days	% of invoices paid to the City within 30 days	95%	100%	95%	98%
Internal Processes	Public Trust and Awareness of Citizens – Maintain Existing Infrastructure					
	To continue to evaluate affordability, efficiency, and effectiveness of options for improved performance of San Antonio's infrastructure	Street Inventory Pavement Condition Index (PCI) lane miles ²	62.16	61.70	66.14	64.14
		Lane miles receiving maintenance ³	352.19	352.19	383.94	417.76
Improve on-line web applications for Right-of-Way through 24 hour access to the ROW program permit process	Percent of applications received using the 24-hour permit system online ⁴	95%	92%	0%	85%	
Employee Learning & Growth	Improve Customer Service					
	Fill vacancies with the most qualified candidates in a timely manner	Selections made within 90 days of position being vacant	88%	94%	95%	95%
Vacancy rate of entire workforce per annum		9.50%	9.50%	9.25%	9.00%	

EXPLANATORY INFORMATION

¹ Number of presentations made reduced in 2003 due to shift in workload to accommodate manual permit processing.

EXPLANATORY INFORMATION CONTINUED

- ² Pavement Condition Index is an estimated number. An outside consultant is currently reviewing 20% of the Street Network annually. Estimated higher than actual due to conversion of street segments into GIS database and final data cleansing that occurred in December 2003.
- ³ Lane miles receiving maintenance includes City Forces and Outside Contractual Maintenance. Adopted FY 2005 includes 18.35 additional lane miles associated with the \$1 million improvement.
- ⁴ Estimated at 0% due to shutdown of Online Permitting System due to outside vendor bankruptcy. Online permit system in negotiations with another vendor pending approval. Expected start date is October 2004. Adopted FY 2005 reflects slow re-adoption of online system.

PROGRAM CHANGES

- ◆ **REDIRECTIONS/REDUCTIONS** **\$121,048**

REDUCE OVERTIME BUDGET

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of the analysis, Street Maintenance will be able to reduce their overtime budget by ten percent, or a total of \$115,000 in FY 2005.

EMPLOYEE UNIFORM INITIATIVE

This *reduction*, totaling \$6,048 for Street Maintenance and ROW Management, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

- ◆ **IMPROVEMENTS** **\$1,026,645**

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* for ROW Management, totaling \$26,645, will provide a market adjustment and performance pay incentive for eligible employees included in the ROW Management Fund budget. The market adjustment, effective October, 2004, would be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

PUBLIC WORKS

**STREET MAINTENANCE FUND
RIGHT OF WAY MANAGEMENT FUND**

PROGRAM CHANGES CONTINUED

INCREASE CONTRACTUAL STREET MAINTENANCE

The Adopted FY 2005 Budget includes a \$1 million one-time *improvement* to augment resources available for the Contractual Street Maintenance Program. Each Council District will receive \$100,000. It is estimated that the additional funds of \$1 million will result in an increase of approximately 18.35 street lane miles by FY2006 (to be performed by contractors). The resulting increase will vary based upon which types of applications are selected for the projects.

◆ MANDATES \$153,391

SPILL PREVENTION CONTAINMENT AND CONTROL

This *mandate* represents the added costs to provide contractual services and materials for the proper removal, disposal and monitoring of accumulated rainwater and materials around containment areas in the four city service centers. These requirements re-mandated for National Pollutant Discharge Elimination System (NPDES) and Texas Pollutant Discharge Elimination System (TPDES) permit compliance. The cost associated with this mandate will total \$140,000 in FY 2005.

LANDFILL DISPOSAL FEE

This *mandate* addresses the added costs of disposing of waste materials generated by street maintenance operations under the terms of the City's solid waste disposal contract. The increased costs of this mandate will total \$13,391 in FY 2005.

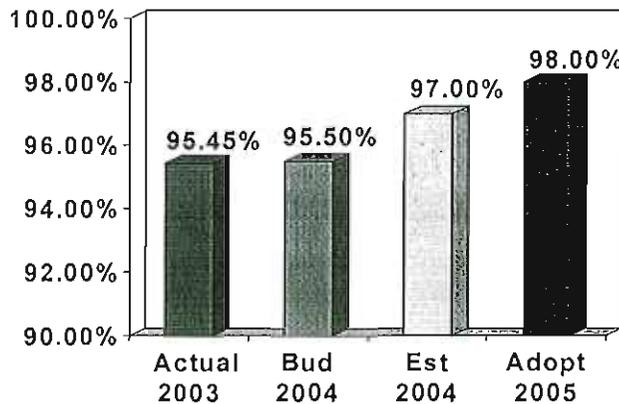
STREET MAINTENANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$10,748,219	\$10,889,661	\$10,821,648	\$11,834,556
CONTRACTUAL SERVICES	3,892,200	4,226,625	3,335,545	5,467,609
COMMODITIES	10,105,338	7,411,978	8,357,134	8,031,768
OTHER EXPENDITURES	566,246	1,085,592	1,085,592	1,374,787
CAPITAL OUTLAY	35,920	1,875,830	1,875,830	0
TRANSFERS	10,161,001	9,122,881	8,962,881	7,734,319
TOTAL EXPENDITURES	\$35,508,924	\$34,612,567	\$34,438,630	\$34,443,039
AUTHORIZED POSITIONS	339	311	311	311
FULL-TIME EQUIVALENTS	331.00	311.00	311.00	311.00

PUBLIC WORKS**STREET MAINTENANCE FUND
RIGHT OF WAY MANAGEMENT FUND****RIGHT OF WAY MANAGEMENT FUND EXPENDITURES BY CHARACTER**

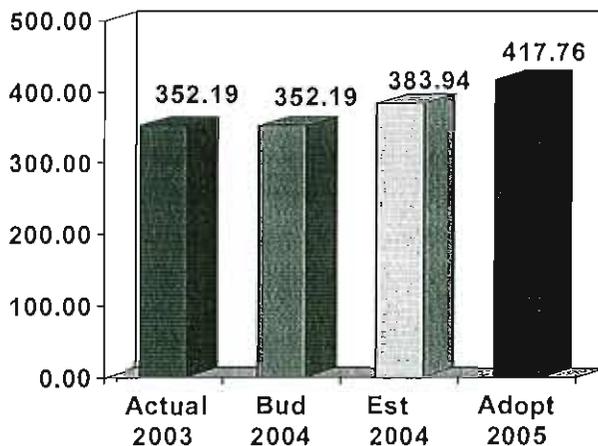
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$702,044	\$832,935	\$823,055	\$857,213
CONTRACTUAL SERVICES	108,160	209,258	115,266	130,531
COMMODITIES	28,309	81,972	63,131	62,976
OTHER EXPENDITURES	2,631	2,631	2,631	5,525
CAPITAL OUTLAY	23,758	1,200	179,097	0
TRANSFERS	4,386	29,126	344,226	25,000
TOTAL EXPENDITURES	\$869,288	\$1,157,122	\$1,527,406	\$1,081,245
AUTHORIZED POSITIONS	20	20	20	20
FULL-TIME EQUIVALENTS	20.00	20.00	20.00	20.00

PERCENT OF POTHOLES REPAIRED WITHIN 48 HOURS



✓ The percent of potholes repaired within 48 hours is increasing through improved tracking and closure of requests.

LANE MILES RECEIVING MAINTENANCE



✓ Represents the total lane miles of Contractual and City Force street resurfacing and rehabilitation. Adopted FY 2005 includes an additional 18.35 miles associated with a \$1 million improvement added to contractual street maintenance.

PROGRAM INFORMATION

The Storm Water Utility of Public Works, which is funded by the Federally authorized Storm Water Fee and through participation in the Regional Storm Water Management Program with a fee in lieu of on-site detention, performs the following primary functions:

- ◆ Administration – Direction and planning
- ◆ River Maintenance – Channel De-silting/Natural creekway maintenance/concrete structure maintenance
- ◆ Vegetation Control – Mowing/Herbicide Applications/Tree Maintenance/Wildflower Program
- ◆ Street Cleaning – Street Sweeping/Graffiti Removal/Event Cleanups
- ◆ Tunnel Operations – Operation and Maintenance of Tunnels, Dams, High Water Detection System
- ◆ Engineer Design – Project specific solutions
- ◆ Engineering Management – Regional Storm Water Management Program
- ◆ Engineering Review – Development/CIP, MPO, and Special Projects
- ◆ Floodplain Management – 100-year Floodplain/Ultimate Development Floodplain

The Storm Water Utility ensures compliance with the eleven program requirements associated with the City's Texas Pollutant Discharge Elimination System (TPDES) permit. It is also tasked with the operation of the Municipal Separate Storm Sewer System (MS4). The Utility, in addition to design and review of public and private storm water infrastructure plans, participates in the master planning effort for the five major watersheds within the region. This includes implementing regional flood control facilities, engineering regional storm water facilities and floodplain management and administration.

GOALS & OBJECTIVES

To establish a performance based schedule for the operation of the City's inventory of lakes, streams, basins, dams, tunnels, and storm water systems. To continue to execute the tasks required for compliance with the City's TPDES permit and the Storm Water Compliance for Construction Activities Ordinance. To participate in the development of a comprehensive watershed approach to plan and implement regional storm water facilities. To perform all functions with a focus on quality; customer needs and expectations; and the effective protection of the public's investment in the City's infrastructure.

- ◆ To perform all services in a "Customer First" manner to meet the needs of the citizens
- ◆ To utilize an employee incentive program to continue to improve the safety and quality of life for our citizens
- ◆ To operate and manage the storm water infrastructure through comprehensive watershed management
 - Implement the operational planned maintenance programs
 - Continue to implement specific watershed master plans as available data and funding permits
 - Cooperate in a regional effort to operate and maintain storm water data collection and warning devices.
 - Continue to evaluate, consider and pursue all available resources for improved management of the regional and local storm water infrastructure.
 - Continue mapping and development procedures for assessment of the storm water infrastructure.
 - Continue to facilitate orderly development using the drainage ordinances as adopted in the Unified Development Code.
- ◆ To maintain the requirements of the TPDES Permit through performance based services and zero-based budget procedures.

PUBLIC WORKS

**STORM WATER OPERATING FUND
REGIONAL STORM WATER FACILITIES FUND**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Public Trust and Awareness – Continue Downtown Improvements					
	To operate and manage the storm water infrastructure through comprehensive watershed management	San Antonio River Channel Improvement Program - % maintained ¹	58%	54%	64%	64%
	Public Trust and Awareness of Citizens – Improve Customer Service					
	Provide floodplain information to citizens on request	No. of floodplain location checks provided	1,753	1,900	1,600	1,568
Financial	Innovative and Proactive City Government – Leverage Other Funding Sources					
	To maintain the storm water infrastructure in a financially responsible manner	No. of hours worked by volunteers and restitution workers through the Storm Water Utility Volunteer Program	6,898	7,300	15,000	16,000
	Citizens' Well-being and Human Potential – Provide Accountability to Public					
	Provide storm water reviews for municipal infrastructure capital improvements	No. of municipal infrastructure capital improvement project reviews performed by Storm Water Engineer Watershed Teams	143	190	195	200
Internal Processes	Sustainable and Attractive Community – Maintain Existing Infrastructure					
	Maintain the requirements of the Texas Pollutant Discharge Elimination System Permit through performance-based services	Street cleaning - tons collected per gutter mile	0.26	0.33	0.26	0.25
	To operate and manage the storm water infrastructure through comprehensive watershed management	River channel and parkway maintained. No. of acres maintained ²	19,294	17,100	21,910	23,910

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	Sustainable & Attractive Community – Improve Human Development Programs					
	Provide for orderly development and redevelopment through wholistic watershed management	No. of hours spent on floodplain management and regional storm water management program implementation performed by Storm Water Engineering Watershed Teams ³	16,240	20,800	17,500	18,100
Employee Learning &	Citizens Well Being & Human Potential – Improve Employee Services					
	To utilize an employee incentive program to continue to improve the safety and quality of life for our citizens	Safety Award Program – % of Employees Receiving Safety Awards	85%	89%	87%	89%

EXPLANATORY INFORMATION

- ¹ Estimated FY 04 numbers take into account work to be accomplished by U.S. Army Corp of Engineers' contractor to repair July 2002 flood damage.
- ² Significant increase in Estimated FY 04 and Adopted FY 05 numbers are a result of new equipment, receipt of much needed zero-turn mowers for median crew and a re-alignment within Storm Water operations, which will increase operations efficiency.
- ³ Measure reflects coordination with Development Services, evaluating floodplain development permits and requests for participation in the City's Regional Storm Water Management Program, as well as participating in the development of regional watershed masterplans.

PROGRAM CHANGES

◆ REDIRECTIONS/REDUCTIONS \$255,878

UNIFORM REDUCTION

This **reduction**, totaling \$4,713 for the Storm Water Operating Fund, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

PROGRAM CHANGES CONTINUED

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This *reduction* will result in a net savings totaling \$251,165 to the Storm Water Operating Fund and the Regional Facilities Fund in FY 2005. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

◆ IMPROVEMENTS \$478,629

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement*, totaling \$288,513, will provide a market adjustment and performance pay incentive for eligible employees included in the Storm Water Operating and Regional Facilities Fund budgets. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

CERTIFICATION PAY PILOT PROGRAM

This *improvement*, totaling \$4,436 in FY 2005, will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

FLOOD BUYOUT IMPROVEMENT

This *improvement* addresses addition funds necessary to provide required maintenance for the properties the City will purchase as part of the Flood Buyout Program. These properties are being purchased using the Storm Water Regional Bond funds. This improvement will provide funding for an annual services contract with a private contractor to provide maintenance. This will include cutting and trimming of vegetation, as well as the removal of small debris as needed in order to maintain the properties within established City Codes. The cost of this improvement will total \$85,680 in FY 2005.

PUBLIC WORKS**STORM WATER OPERATING FUND
REGIONAL STORM WATER FACILITIES FUND**

PROGRAM CHANGES CONTINUED

RATE STUDY IMPROVEMENT

The current City of San Antonio storm water user fee was established by ordinance in May 1993 as a funding mechanism to implement comprehensive storm water management programs to improve surface water quality, to enhance flood carrying capacities of waterways, and to operate and maintain the Municipal Separate Storm Sewer System (MS4). The City services funded by this user fee support the unfunded federal mandates of the Clean Water Act (Texas Pollutant Discharge Elimination System permit) and the National Flood Insurance Program. The current rate structure consists of four customer classifications with fourteen tiers. Each of the fourteen tiers uses parcel size as the billing determinant which is not a true measure of storm water runoff impact to the MS4. The proposal is to obtain a professional service contract to restructure City of San Antonio storm water user fee to be based on land cover and land use. This approach is a more widely accepted measure of runoff impact and therefore, provides a more equitable user fee. This study analyzes the current program, policies, and priorities; cost of service; and organizational issues; develops a rate structure that satisfies program priorities through adequate cash flow and assist in the development of the rate ordinance; develops a master account file system and billing system to include customer service; and develops a general plan for implementing and executing the revised rate structure to include public education. On August 2, 2004, the Committee of Seven directed the Bexar Regional Watershed Management to initiate a rate structure study for the region. This *improvement* will total \$100,000 in FY 2005 and will utilize both internal and external resources for funding.

◆ **MANDATES** \$13,861

LANDFILL DISPOSAL FEE

This *mandate* addresses the added costs of disposing of waste materials generated by storm water maintenance operations under terms of the City's solid waste disposal contract. The increased costs of this mandate will total \$13,861 in FY 2005.

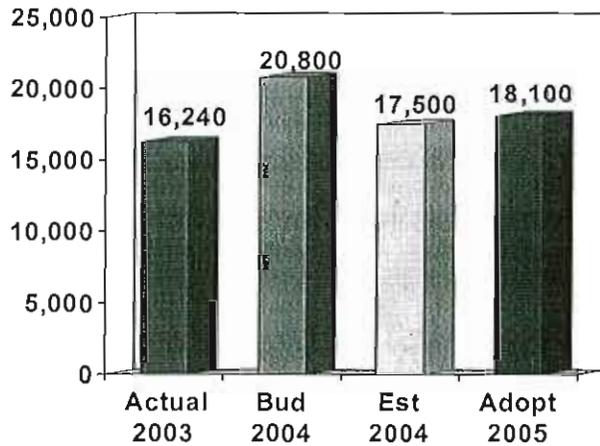
STORMWATER OPERATING FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$9,064,291	\$9,388,745	\$9,609,870	\$10,264,933
CONTRACTUAL SERVICES	5,804,283	5,894,670	5,744,087	6,887,090
COMMODITIES	1,551,939	1,533,088	1,384,273	1,599,089
OTHER EXPENDITURES	140,131	202,311	202,311	210,759
CAPITAL OUTLAY	390,888	276,500	273,068	32,600
TRANSFERS	2,943,694	4,424,108	4,762,832	4,419,621
TOTAL EXPENDITURES	\$19,895,226	\$21,719,422	\$21,976,441	\$23,414,092
AUTHORIZED POSITIONS	300	274	274	274
FULL-TIME EQUIVALENTS	284.00	274.00	274.00	274.00

PUBLIC WORKS**STORM WATER OPERATING FUND
REGIONAL STORM WATER FACILITIES FUND****REGIONAL STORMWATER FACILITIES FUND EXPENDITURES BY CHARACTER**

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$467,727	\$537,038	\$502,539	\$566,999
CONTRACTUAL SERVICES	33,843	52,696	55,460	62,968
COMMODITIES	21,797	16,324	28,952	20,000
OTHER EXPENDITURES	60,367	3,736	3,736	5,972
CAPITAL OUTLAY	7,521	0	0	0
TRANSFERS	164,048	7,549,237	3,193,363	6,931,627
TOTAL EXPENDITURES	\$755,303	\$8,159,031	\$3,784,050	\$7,587,566
AUTHORIZED POSITIONS	10	10	10	10
FULL-TIME EQUIVALENTS	10.00	10.00	10.00	10.00

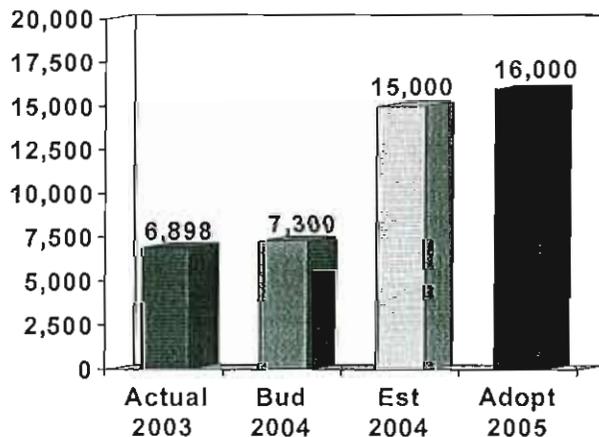
**PERSON-HOURS SPENT ON STORM WATER,
FLOODPLAIN, AND REGIONAL STORM WATER
MANAGEMENT IMPLEMENTATION**



✓ The FY 2005 measure reflects person-hours spent by Development Services and Storm Water Engineering Watershed teams evaluating floodplain development permits.

✓ The increased FY 2005 number is due to an anticipated increase in the participation of the City's Regional Storm Water Management Program.

**NUMBER OF HOURS WORKED IN STORM WATER
UTILITY VOLUNTEER PROGRAM**



✓ The number of hours worked by volunteers and restitution workers is expected to increase in estimated FY 2004 and Adopted FY 2005 due to additional Graffiti Wipe-Out events and a \$25,000 improvement for FY 2005.

PUBLIC WORKS

PARKING OPERATING AND MAINTENANCE FUND

PROGRAM INFORMATION

This Public Works Division manages twenty-five parking facilities in the downtown area. These include structures such as the Central Library, HemisFair, Marina, Mid-City, and Riverbend garages as well as many surface lots. This Division also installs and maintains all parking meters, enforces downtown parking regulations and manages retail office space in the garages. Several lease agreements with State and Federal government owned parking lots are also coordinated through this division. Other activities such as the city employee car-pools program, commercial and residential decals are also administered by this division.

GOALS & OBJECTIVES

- ◆ Construction, improvement and renovation of parking facilities:
 - Complete installation of new revenue control equipment for the Mid-City, Riverbend and Marina Garages.
 - Paint the interior of the Mid-City Garage.
 - Complete rehabilitation of the elevators at the parking garages: Phase I: Mid-City Garage, Phase II: Riverbend Garage; Phase III: Marina Garage.
 - Plan for new signage and aesthetic enhancements to the Market Square and Dolorosa Lots.
- ◆ To provide the public with convenient, safe, and affordable parking within the downtown area.
- ◆ Negotiate retail leases and parking agreements with downtown businesses.
- ◆ Utilize a certified instructor to provide specialized training, thus ensuring a competent and efficient work force.
- ◆ To generate revenues sufficient to recover the cost of the Parking System.

PUBLIC WORKS

PARKING OPERATING AND MAINTENANCE FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Strengthen Convention/Tourist Industry					
	To provide the public with convenient, safe, and affordable parking within the downtown area	No. of garage spaces available	4,051	4,051	4,051	4,051
		No. of lot spaces available	4,383	4,383	4,383	4,450
		No. of meters available ¹	2,124	2,124	2,100	2,100
Financial	Innovative and Proactive City Government					
	To generate revenues sufficient to recover the cost of operations	Garage and lot net operating income per space ²	\$379.20	\$420.05	\$447.17	\$477.84
		Parking meter net operating income per meter ^{2,3}	\$397.75	\$438.17	\$464.48	\$471.13
Internal Processes	Innovative and Proactive City Government					
	Implementation of the Organizational Review Performance Plan to maintain accountability to the public	No. of field audits conducted by supervisors of parking attendants	N/A	N/A	242	270
Employee Learning & Growth	Innovative and Proactive City Government					
	Utilize a safety specialist to provide training to promote an accident free workplace	No. of preventable motor vehicle or personal injury accidents resulting in a claim	N/A	N/A	4	3

EXPLANATORY INFORMATION

- ¹ Estimated FY 2004 and Adopted FY 2005 numbers reflect street closures for La Quinta Project of 24 meters. Assumes no additional meter locations.
- ² Operating income is before debt service and transfers.
- ³ Parking Meter Revenue in FY 2004 estimated higher than Revised Budget due to parking meter rate increases occurring in October 2003.

PUBLIC WORKS

PARKING OPERATING AND MAINTENANCE FUND

PROGRAM CHANGES

- ◆ REDIRECTIONS/REDUCTIONS \$81,375

EMPLOYEE UNIFORM INITIATIVE

This *reduction*, totaling \$2,185, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

REDUCE OVERTIME BUDGET

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of the analysis, the Parking section will be able to reduce their overtime budget by ten percent, or a total of \$70,000 in FY 2005.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This *reduction* will result in a net savings totaling \$9,190 to the Parking Fund in FY 2005. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

- ◆ IMPROVEMENTS \$218,282

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement*, totaling \$102,213, will provide a market adjustment and performance pay incentive for eligible employees included in the Parking Fund budget. The market adjustment, effective October, 2004, would be distributed to eligible employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

FRIO STREET LOT

This *improvement* will construct and operate a Parking Lot located at 329 Frio Street which is currently a vacant lot in front of the City of San Antonio Purchasing Department's automotive operations. This lot will consist of 67 spaces and generate approximately \$45,240 in revenue at 6 months and \$90,480 (net of sales taxes) annually to the General Fund. This improvement includes two part-time Parking Attendant positions in the Parking Division along with associated operating expenses of \$18,824 and a one-time expense of \$97,245 which includes site preparation and overlay of the parking lot for the first year at 6 months and a recurring annual expense of \$28,623. This improvement will not create any added cost to the Parking Fund in FY 2005 since the two part-time Parking Attendant Positions and expenditures will be reimbursed through a transfer from the general fund. The cost of this improvement in FY 2005 will total \$116,069.

PUBLIC WORKS

PARKING OPERATING AND MAINTENANCE FUND

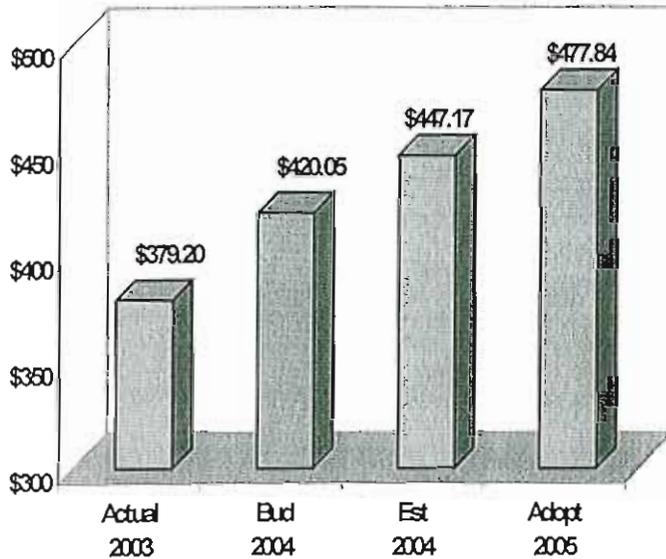
PARKING OPERATING AND MAINTENANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$3,071,140	\$3,250,166	\$3,243,708	\$4,072,113
CONTRACTUAL SERVICES	1,198,264	1,068,978	1,203,776	1,176,004
COMMODITIES	54,727	225,650	228,723	286,505
OTHER EXPENDITURES	83,642	93,199	310,000	86,127
CAPITAL OUTLAY	1,323	3,000	3,000	0
TRANSFERS	4,801,992	5,025,585	5,562,190	4,873,940
TOTAL EXPENDITURES	\$9,211,089	\$9,666,578	\$10,551,397	\$10,494,689
AUTHORIZED POSITIONS	123	124	124	140
FULL-TIME EQUIVALENTS	109.50	110.50	110.50	125.50

PUBLIC WORKS

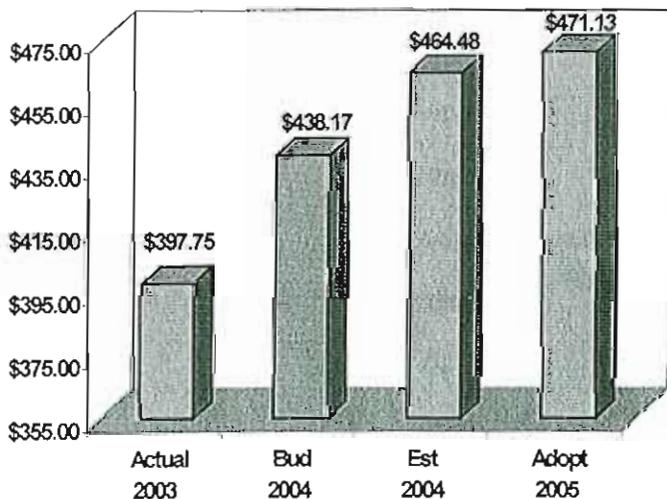
PARKING OPERATING AND MAINTENANCE FUND

GARAGE AND LOT NET OPERATING INCOME PER SPACE



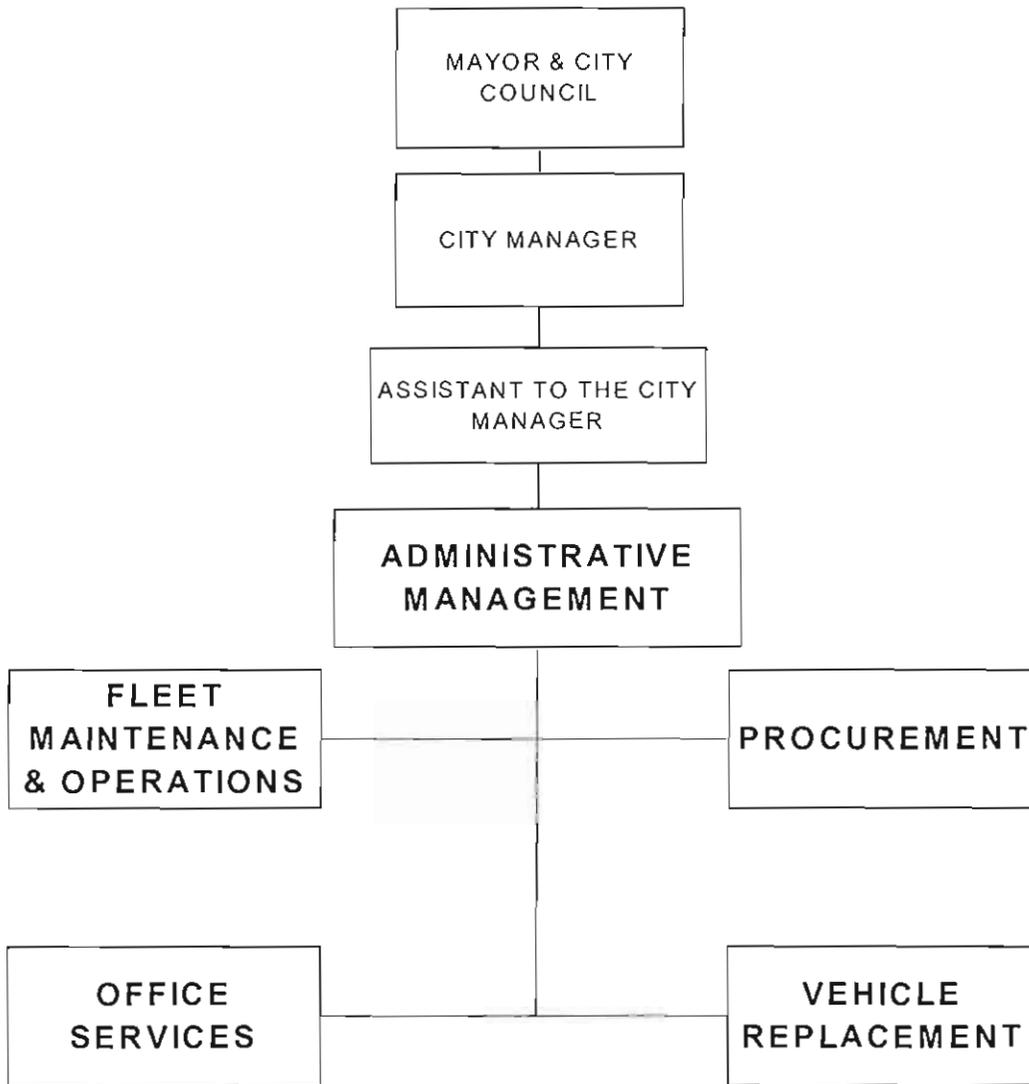
- ✓ The Garage and Lot Net Operating income per space is increasing from Est. 2004 to Adopted 2005 to account for debt service and transfers.
- ✓ There are 4,051 garage and 4,450 lot spaces in the parking system.

PARKING METER NET OPERATING INCOME PER METER



- ✓ The Parking Meter net operating income per meter takes into account 2,100 meters throughout downtown San Antonio

PURCHASING & GENERAL SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Internal Service Fund	219.00	\$27,866,087
Equipment Replacement & Renewal Fund	0.00	22,324,506
Total Funding	219.00	\$50,190,593

PURCHASING & GENERAL SERVICES

PURCHASING & GENERAL SERVICES FUND

MISSION STATEMENT

The mission of the Purchasing & General Services Department is to provide high quality, low cost support services to City departments and outside governmental agencies to achieve maximum efficiency of services and accountability of costs in the areas of vehicle fleet maintenance, printing, office and mail services, and procurement of goods and services. The department will provide for the availability of funds for the acquisition and replacement of vehicles in the fleet on a scheduled basis.

PROGRAM INFORMATION

The Purchasing Department provides support services on a charge-back basis to other City Departments, as well as other governmental agencies. Responsibilities include the management of departmental fiscal operations; centralized procurement of services, supplies and equipment for all City activities; printing and reproduction services; mail services; central management of office supplies; acquisition, replacement, and maintenance of the City's vehicle and heavy equipment fleet; fuel operations and management of a centralized motor pool.

GOALS & OBJECTIVES

- ◆ Procure products and services at the best price, best value, and quality in a timely fashion with maximum opportunities for Small, Minority- and Women-owned businesses, in accordance with City Council policies.
- Decrease processing time for all bids.
- Increase opportunities for participation in the Small Business Economic Advisory Program and achieve departmental goals for awarding contracts to underutilized businesses.
- Pursue E-Commerce opportunities in the procurement process.
- Develop purchasing operating procedures for staff utilization.
- Measure supplier performance scorecards for annual contracts.
- Conduct customer service survey to validate annual contracts.
- Expand Purchasing Card Program to maximize participation.
- Coordinate citywide adherence to standards for purchasing and disposition of equipment.
- Maintain participation in the development of a citywide contracting initiative with Asset Management and the City Attorney's Office.
- Align current business processes with best practices to prepare for the implementation of ERM.
- ◆ Support City departments by providing printing, mail services and office supply management in an efficient, convenient and cost-effective manner.
- Continue and streamline the process of printing and office supply management.
- Measure overall satisfaction through a customer service survey.
- Seek greater efficiency in mail processing.
- Assess and implement a citywide document strategy in an effort to reduce cost, expand services and increase efficiency.
- Increase city, county and other agency participation in the consolidation of printing services by promoting cost savings and outstanding customer service.
- Continue employee ID program.

PURCHASING & GENERAL SERVICES

PURCHASING & GENERAL SERVICES FUND

GOALS & OBJECTIVES CONTINUED

- ◆ Support City departments by providing quality fleet services and customer satisfaction while addressing air quality and environmental issues.
 - Provide City Departments with vehicle maintenance and repairs at the lowest possible cost.
 - Measure overall satisfaction through a customer service survey.
 - Continue air quality inspection and maintenance programs.
 - Continue to explore the use of alternative fuels and vehicles in City operations.
 - Provide the use of a Shuttle Service from Motor Pool on an as needed basis.
 - Continue to enhance automated system capabilities to provide better control of inventory, vehicle fleet availability and management of mechanic hours and productivity.
 - Review Fleet Maintenance & Operations contracts to ensure vendor compliance and maximize service delivery from outside contractors.
 - Research, develop and review specifications on vehicles and equipment in order to utilize more efficient automotive technology to reduce maintenance repair costs.
 - Continue to provide positive incentives for mechanics that obtain Automotive Service Excellence (ASE) certifications and/or fleet maintenance training.
 - Monitor Parts and Fuel operations to maximize the integrity of physical inventories and minimize the cost of operations.
 - Coordinate vehicle acquisition and disposition.
 - Expand Motor Pool Operations.
 - Implement the integration of Faster (Fleet Maintenance Software) into ERM.
- ◆ Support, analyze, and monitor departmental operations.
 - Complete and centralize departmental billing with integrity and accountability.
 - Process Accounts Payable and Accounts Receivable in a timely fashion.
 - Encourage staff development through City-offered continuing education.
 - Continue to develop strategies for cost-saving measures.
 - Coordinate budget process.
 - Develop and implement contract compliance program.
 - Strategically implement vehicle replacement parameters.
 - Monitor vehicle replacement program for maximum utilization.
 - Coordinate vehicle acquisition and disposition.

PURCHASING & GENERAL SERVICES

PURCHASING & GENERAL SERVICES FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Procure products and services at the best price, best value, and quality in a timely fashion	Avg. Time to Process Informal Bids (days)	15	14	14	14
		Avg. Time to Process Formal Bids (days)	55	55	54	54
	Support City Departments by providing printing, mail services, and office supply management in an efficient, convenient and cost-effective manner	% of Work Orders Completed in Less Than Eight Hours	36%	53%	63%	65%
		Quality of Service – % of Central Stores Customer Satisfaction Rated Good or Excellent ¹	90%	93%	88%	90%
Financial	Improve Environmental Efforts					
	Expand the use of alternative fuels & reduce usage of regular fuels within the City's fleet.	No. of Vehicles & Equipment Using Alternative Fuels & Hybrid Vehicles ²	241	396	260	260
		Continue the air quality inspection and maintenance programs	No. of "Five Gas Tests" Performed on City Vehicles ³	1,842	2,050	2,000
	Provide Accountability to the Public					
	Provide City Departments with vehicle maintenance at the lowest possible cost	Avg. Cost of Car/Light Truck Oil Change ⁴	\$16.30	\$16.45	\$16.77	\$17.00
		Avg. Maintenance Cost per Mile – Police Cars (ICMA measure) ⁵	\$0.21	\$0.16	\$0.19	\$0.19
	Increase opportunities for participation in the Small Business Economic Advisory Program	% of Total Dollars Awarded to AABEs	1.4%	3.0%	1.4%	3.0%
		% of Total Dollars Awarded to MBEs	11.5%	15.0%	13.5%	15.0%
		% of Total Dollars Awarded to WBEs	9.56%	10.00%	13.00%	10.00%

PURCHASING & GENERAL SERVICES
PURCHASING & GENERAL SERVICES FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	Innovative and Proactive City Government					
	Expand the Purchasing Card Program	No. of Transactions on Purchasing Card	10,483	8,000	9,280	9,300
		Total Dollars Spent by Using Purchasing Card (millions) ⁶	\$1.656	\$1.552	\$1.438	\$1.560
		Avg. Dollars per Transaction for Purchasing Card	\$158	\$194	\$155	\$167
	Support City departments by providing quality fleet service and customer satisfaction while addressing air quality and environmental issues.	Avg. Age of Fleet in Replacement Program-Police Vehicles (months)	21	22	20	20
		Avg. Age of Fleet in Replacement Program-Other Vehicles (months)	46	48	50	54
		Fleet Availability (ICMA Measure) ⁷	93%	93%	93%	93%
		% of City Fleet in Replacement Program ⁸	74.0%	75.0%	74.0%	74.6%
		Quality of Service - % Auto. Maintenance Rated Good or Excellent	N/A	88%	88%	88%
	Employee Learning & Growth	Improve Information Technology Service Delivery				
Continue to provide positive incentives for mechanics that obtain automotive service excellence (ASE) certifications and/or fleet maintenance training		No. of Mechanics with ASE Certifications	8	24	15	16
		No. of Master Mechanics (minimum of Seven ASE certifications required)	3	8	5	5

EXPLANATORY INFORMATION

- ¹ Customer service questionnaires completed March 2004.
- ² Actual numbers for FY 2003 and FY 2004 were lower due to supply of propane vehicles being discontinued by the market.
- ³ FIVE - gas testing started in January 2004. The five gas tests are testing for the following emissions: Oxygen, Carbon Dioxide, Carbon Monoxide, Hydrocarbon and NOX.
- ⁴ The City's average is still below the market cost, currently estimated at \$25.66. Over budget due to increase in fuel prices.
- ⁵ Calculation matches ICMA computation. Reported ICMA average for FY 2001 is \$0.21 per mile.
- ⁶ In FY 2003 the Purchasing Card projections anticipated much higher participation than achieved due to budget reductions. Additional departments are forecasted to participate in FY 2004. ERM is encouraging use of P Card with SAP.
- ⁷ Yearly average % of vehicles available for use, for all causes. ICMA average is 94% for cities over 500,000.
- ⁸ This is based on the total number of City Vehicles and equipment.

PURCHASING & GENERAL SERVICES
PURCHASING & GENERAL SERVICES FUND

PROGRAM CHANGES

- ◆ REDIRECTIONS/REDUCTIONS \$42,189

REDUCE OVERTIME

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Purchasing Department will be able to reduce their overtime budget by ten percent, or a total of \$3,700 in FY 2005

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This *reduction* will result in net savings totaling \$33,787 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

EMPLOYEE UNIFORM INITIATIVE

This *reduction* totaling \$4,702 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

- ◆ MANDATES \$130,000

OIL – WATER SEPARATOR MANDATE

This *mandate* provides for the installation of an oil/water separator in order to handle and release products that may be released into a floor drain in an automotive shop environment. The oil/water separator will filter all products heavier than water and prevent flow into the sewer system. The total one-time costs of this mandate in FY 2005 will be \$30,000.

PURCHASING – ULTRA LOW SULFUR FUEL

This *mandate* provides for the use of ultra low sulfur fuel, which is a cleaner burning fuel, for the City's fleet. The City's diesel fuel contract will incorporate specification for the purchase of Texas Low Emission Diesel, which will be available by the end of this year for use by local contract participants. The total recurring costs of this mandate in FY 2005 will be \$100,000.

PURCHASING & GENERAL SERVICES

PURCHASING & GENERAL SERVICES FUND

◆ IMPROVEMENTS

\$307,185

WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* totaling \$234,117 will provide a market adjustment and performance pay incentive for eligible employees included in the Purchasing and General Services Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

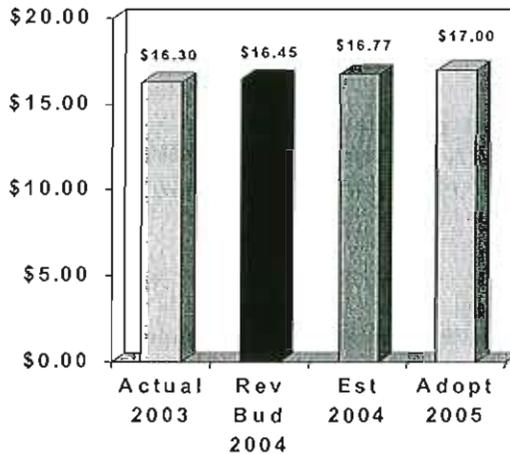
CERTIFICATION PAY PILOT PROGRAM

This proposed *improvement* totaling \$73,068 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

PURCHASING & GENERAL SERVICES FUND EXPENDITURES BY CHARACTER

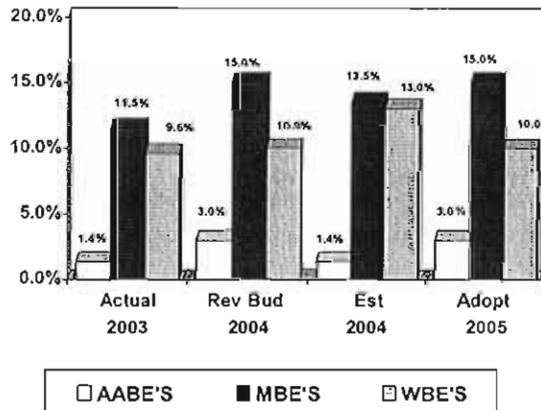
	ACTUAL 2002-2003	REVISED BUDGET 2002-2003	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$7,665,601	8,853,218	7,963,039	\$9,034,253
CONTRACTUAL SERVICES	1,456,959	1,474,970	1,360,067	1,874,943
COMMODITIES	161,475	212,989	194,444	264,063
OTHER EXPENDITURES	189,142	215,196	224,609	251,472
CAPITAL OUTLAY	135,131	0	270	148,500
INVENTORIES	16,063,535	15,616,448	16,150,720	15,415,305
TRANSFERS	680,047	1,117,211	1,098,126	877,551
TOTAL EXPENDITURES	\$26,351,890	\$27,490,032	\$26,991,275	\$27,866,087
AUTHORIZED POSITIONS	220	219	219	219
FULL-TIME EQUIVALENTS	220.00	219.00	219.00	219.00

AVERAGE COST OF CAR/ LIGHT TRUCK OIL CHANGE



- ✓ Calculation of the cost of an oil change includes labor, oil and oil filter.
- ✓ The City's average is still below the market cost, currently estimated at \$25.66.

PERCENTAGE OF TOTAL DOLLARS AWARDED TO AABE'S, MBE'S AND WBE'S



- ✓ AABE's represent African American Business Enterprises
- ✓ MBE's represent Minority Business Enterprises
- ✓ WBE's represent Women Business Enterprises

Other Appropriations

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2005

◆ **Accrued Annual, Personal & Sick Leave** **\$266,247**

This amount represents the General Fund portion of FY 2005 estimated liability for payment of accrued annual, personal and sick leave.

◆ **Street Lighting Energy Charges** **\$10,325,700**

◆ **Traffic Signal Light Energy Charges** **\$800,000**

These budgets provide for the energy costs of the traffic signals and the energy costs and equipment amortization of street lighting.

◆ **Professional Fees** **\$1,619,864**

This budget provides for fees paid to arbitrators to conduct hearings arising from grievances filed under the collective bargaining agreements with the San Antonio Police Officers Association and the San Antonio Professional Firefighters Association. The City Manager's Management Assistant program is also funded in this activity. The budget also includes fees paid for language skills testing to determine employee eligibility for monthly language skills pay.

◆ **Bexar County Detention Contract** **\$200,000**

The amount represents the payment by the City to the Bexar County Jail for housing Class C Misdemeanor violators after magistration.

◆ **Outside Auditor Contract** **\$387,288**

This budget provides for the independent audit of the City's financial records.

◆ **Sales Tax Collection Expense** **\$3,011,735**

This budget contains the estimated administrative fee charged by the State Comptroller for collection of the local sales tax. The amount charged is two percent of the revenue collected. In addition, the City contracts with a local law firm to collect delinquent property taxes.

◆ **PC Lease Program** **\$302,367**

This budget includes funds to provide for the third year lease costs of desk-top computers and associated software licenses charges. The PC Lease Program is administered by the City's Information Technology Services Department and allows computers to be replaced on a three-year cycle.

◆ **Reserve for Fringe Benefits Adjustments** **\$528,603**

This budget includes the annual requirement under state law for the City to fund annual cost-of-living increases for pre-1971 retired police officers and firefighters. A reserve amount is also included to offset potential additional liabilities for unemployment compensation.

◆ **Police and Fire Promotional Assessment Centers** **\$630,250**

Under the terms of the respective 1995 collective bargaining agreements with the San Antonio Police Officers Association and the San Antonio Professional Firefighters Association, validated examinations and assessment centers must be used as part of promotional examinations for certain positions. Under these agreements, the services of outside consultants must be acquired to prepare validated promotional examinations and administer the assessment centers.

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2005

◆ Reserve for Salary Adjustments **\$6,539,530**

The FY 2005 Adopted Budget provides a civilian compensation package that includes a market salary adjustment and performance pay to eligible employees. The combined cost is \$4.6 million in the General Fund and a total of \$8.4 million for all funds. The market salary adjustment, effective in October 2004, would be distributed to civilian full-time and part-time employees with annual salaries as follows: Employees with \$40,000 annual base salary and below would receive a 3% salary increase. Employees with an annual base salary above \$40,000 would receive a 2% salary increase. The FY 2005 Adopted Budget includes an equivalent of 2% of civilian salaries totaling \$2.3 million for all funds and \$1.3 million in the General Fund. In addition, a General Fund reserve has been allocated for full-year funding of this incentive in FY 2006. To reward employees who routinely demonstrate exemplary performance, all eligible civilian City employees with at least one year of service (who have been on the City's payroll with as of October 1, 2003) will also be able to receive performance pay targeted for May 2005. Additionally, the FY 2005 Adopted Budget includes \$500,000 to address reclassification and regrade issues in certain job classifications and \$162,687 in the General Fund and \$291,571 in all funds to cover the costs of a certification pay pilot program.

◆ Lease of Office Space **\$1,762,804**

This budget consolidates the annual space rental of several General Fund departments, including Police, Health, and Community Initiatives. Also included in this amount is \$1.763 million for a full year's rental costs for the Development and Business Services Center.

◆ Association Dues **\$665,513**

This amount provides for the annual membership dues for associations to include the Alamo Area Council of Governments, Texas Municipal League, National League of Cities, Austin-San Antonio Corridor Council, Public Technology, Inc., the Free Trade Alliance, the TEX-21 collaborative and the San Antonio Mobility Coalition.

◆ Downtown Improvement District **\$77,650**

The FY 2005 Adopted Budget includes \$75,500 to cover the City's assessment for participating in the Public Improvement District (PID) for downtown San Antonio, approved by the City Council in April 1999.

◆ Economic Development Initiatives **\$35,000**

The FY 2005 Adopted Budget includes funds to promote San Antonio as a location for businesses to move or expand their operations.

◆ San Antonio Housing Authority Lighting **\$8,300**

This amount will finance the monthly charges assessed by City Public Service for street lighting at four San Antonio Housing Authority (SAHA) projects. These expenditures will be reimbursed by SAHA as per the City's agreement with SAHA.

◆ Council Chamber Operations & Maintenance **\$55,614**

This budget represents the non-personal services costs of supporting the operation of the City Council Chamber and associated equipment. Recurring costs for operating the telephones, fax machines, public address system and copying machines associated with the Council Chamber are included.

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2005

◆ **Council City Hall & Constituent Offices Reserve** **\$830,900**

These funds consist of election year capital dollars budgeted for computers and furniture for each Council District and the Mayor's Office. In addition, because it is an election year, the FY 2005 operating budgets for each Council district and the Mayor's Office have been split. Funding for the post-election months of FY 2005 (June through September) have been set aside in the Non-Departmental budget.

◆ **Palo Alto Pool Maintenance** **\$49,000**

This budget provides funding for a contractual agreement with Palo Alto College to provide pool maintenance at the Natatorium on campus.

◆ **Bexar Appraisal District** **\$2,067,756**

This budget is the estimated City share of the Bexar Appraisal District annual budget for FY 2005. The cost for a participating entity is based on its pro-rata share of the most recent prior year actual overall tax levy.

NON-DEPARTMENTAL/NON-OPERATING

	<u>ACTUAL</u> <u>2002-2003</u>	<u>REV. ADOPTED</u> <u>2003-2004</u>	<u>ESTIMATED</u> <u>2003-2004</u>	<u>ADOPTED</u> <u>2004-2005</u>
Accrued Annual, Personal and Sick Leave	\$53,137	\$266,247	\$266,247	\$266,247
Street Lighting Energy Charges	10,866,230	10,167,221	10,251,058	10,325,700
Traffic Signal Light Charges	1,205,851	963,050	1,163,050	800,000
Professional Fees	1,178,870	580,719	580,697	1,619,864
Bexar County Detention Contract	1,750	200,000	200,000	200,000
Outside Auditor Contract	315,288	387,288	387,288	387,288
Sales Tax Collection Fees	2,758,915	2,961,268	2,917,500	3,011,735
PC Lease Program	0	302,367	302,367	302,367
S.A. City Employee Star Program	14,345	0	0	0
Reserve for Fringe Benefits Adjustments	514,580	597,580	597,580	528,603
Police Assessment Center	145,772	254,625	254,625	372,625
Fire Assessment Center	80,080	139,625	139,625	257,625
Reserve for Salary Mkt. Adj. & Performance Pay	0	3,403,790	0	6,539,530
Lease of Office Space	1,799,997	1,737,624	1,737,624	1,762,804
Association Dues	537,781	665,513	665,513	665,513
Downtown Imp. Dist./PID Assessment	75,500	75,500	75,500	77,650
Economic Development Initiatives	26,624	22,000	22,000	35,000
SAHA Lighting	7,470	6,125	6,125	8,300
Council Chamber Operations & Maint.	87,647	30,130	30,130	55,614
Council City Hall & Constituent Offices Reserve	0	0	0	830,900
Palo Alto Pool Maintenance	49,000	49,000	49,000	49,000
Bexar Appraisal District	1,932,927	1,998,355	2,003,162	2,067,756
TOTAL	\$21,651,764	\$24,808,027	\$21,649,091	\$30,164,121

ONE-TIME PROJECTS HIGHLIGHTS - FY 2005

◆ **Mayor and City Council District Human Development Services Fund** **\$330,000**

Included in the FY 2005 Adopted Budget are funds that would allow the Mayor to have \$30,000 and each Council District to have a total of \$30,000 each available to support human development programs such as senior services, childcare programs, youth services programs, scholarship programs and job training programs.

◆ **San Antonio Military Initiative (BRAC)** **\$75,000**

The FY 2005 Adopted Budget includes funding to continue to support community efforts to protect military facilities and missions from the next round of military base closures.

◆ **Downtown West End & East End Corridor Revitalization Plan** **\$150,000**

The FY 2005 Adopted Budget includes a combined \$150,000 for a Downtown West End and a Downtown East End Revitalization Plan. The Plans would address access and circulation, both vehicular and pedestrian, and would identify linkages with the surrounding areas that could be developed or maintained. Use of urban design features would be evaluated including streetscape, landscape and public art. The Plans would evaluate creating "gateways" that draw people in and create a sense of place when they arrive. Parking issues would be addressed and potential land uses for underutilized property would be identified.

◆ **Downtown Strategic/Master Plan** **\$50,000**

The FY 2005 Adopted Budget includes \$50,000 to fund a Downtown Strategic/Master Plan. This plan would focus geographically on the Downtown central business district and would address long-term visioning for downtown businesses, the visitor industry, convention facilities and services, downtown assets including historic facilities, downtown housing, and for the expanded and enhanced River Walk. The Downtown Plan will be coordinated with two other Downtown-related plans: the Downtown West End and East End Corridor Revitalization Plans that have recommended funding totaling \$150,000.

◆ **SATAI - SW Enterprise Regional Preparedness** **\$500,000**

The FY 2005 Adopted Budget recommends applying \$500,000 of the one-time CPS revenues toward supporting capital and operating expenses of the Southwest Enterprise for Regional Preparedness (SERP) in conjunction with the San Antonio Technology Accelerator Initiative (SATAI). The SERP program will continue to focus on leveraging San Antonio's unique technology assets to capture the economic development opportunities associated with improving the nation's homeland infrastructure. Specifically, SERP will facilitate the creation of new companies in San Antonio to create, manufacture, and sell the products and services developed out of these initiatives.

◆ **Hunger and Homelessness Initiative** **\$297,304**

The FY 2005 Adopted Budget reinforces the City's strong commitment to address hunger and homelessness by recommending more than \$11.2 million in General Fund and grant dollars toward this initiative. This allocation consists of \$297,304 in one-time dollars for three enhancements to be funded out of the Department of Community Initiatives (DCI) and \$1.1 million in services purchased through the Consolidated Human Development Services funds comprised on General Fund dollars and Emergency Shelter Grant (ESG) grant dollars. The remainder of ESG grant dollars are utilized to operate the City's homeless programs and facilities such as the Dwyer Avenue Center. The remaining \$4.8 million of the allocation continues funding of the Senior Nutrition Program which provides persons, 60 years and older, with a nutritionally balanced noon meal in either one of 66 congregate settings or through homebound delivery service five days a week.

ONE-TIME PROJECTS HIGHLIGHTS - FY 2005

◆ **General Fund Capital Outlay Acquisition Funds** **\$881,687**

The FY 2005 Adopted Budget includes \$881,687 for General Fund Departments (including Street Maintenance and EMS) to be used to acquire additional and/or replacement Capital Outlay. Under the new procedures established in the FY 2004 Budget, these dollars will be allocated to departments on a pro-rata basis.

◆ **CAFR Development and Other Professional Services Support** **\$90,000**

The FY 2005 Adopted Budget includes funding to secure outside professional resources for the completion of the City's CAFR in a timely manner as well as funding to utilize outside auditors to continue to evaluate and standardize cash handling policies and procedures across the City organization.

◆ **Indirect Cost Plan Professional Services Support** **\$50,000**

Included in the FY 2005 Adopted Budget are funds engage a consultant firm to assist the City in developing its annual Indirect Cost Rate Proposal.

◆ **Consulting Services City Public Service Utility Issues** **\$100,000**

The FY 2005 Adopted Budget includes \$100,000 to engage a consultant to assist in a review of City Public Service payment to the City.

◆ **Bexar County Regional Mobility Authority** **\$500,000**

The FY 2005 Adopted Budget includes \$500,000 to provide a loan to the Regional Mobility Authority (RMA) in Bexar County. The City's contribution would assist in providing the RMA with the initial start-up dollars necessary for administration and capital vital to this new local government entity. The loan would be repaid by the RMA in the future as toll revenue becomes available. The RMA was recently created through the joint efforts of Bexar County and the Texas Department of Transportation to implement regional mobility solutions including turnpike projects. The \$500,000 would allow the City to become an investment partner to the RMA matching a \$500,000 contribution from Bexar County.

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2005

- ◆ **Criminal Justice Grant Projects** **\$45,971**
- This amount provides the local match funds required for grants received through the State Criminal Justice division. Projects to be funded address crime prevention and increased security programs, juvenile programs, and other programs for law enforcement training and system improvement.
- ◆ **Retired Employees Health Insurance Program** **\$2,675,159**
- This transfer to the Employee Benefits Fund is required to fund the costs of providing medical benefits to civilian retirees.
- ◆ **Diez y Seis Celebration** **\$15,000**
- This appropriation provides support to the Diez y Seis de Septiembre holiday celebrations throughout the community.
- ◆ **Streets Maintenance and Improvement Fund** **\$34,106,979**
- This transfer provides the estimated General Fund requirement necessary to support the Streets Maintenance and Improvement Fund.
- ◆ **Emergency Medical Services Fund** **\$31,068,871**
- The budget for this account represents the General Fund subsidy required to support operations of the Emergency Medical Services System.
- ◆ **Parking Facilities Fund** **\$442,274**
- These funds provide the General Fund subsidy required to support operations of the parking meter enforcement activity which is budgeted in the Parking Fund.
- ◆ **Arson Information Reward Program** **\$500**
- This transfer budget was established by City Ordinance # 77174 as an arson information reward account with a minimum of \$250 for information leading to the conviction of any person(s) who commit arson in the City. The additional \$250 added to the original amount is to comply with the State requirements that arson reward programs be funded at a minimum of \$500.
- ◆ **CASA San Antonio Program** **\$332,552**
- This transfer is the General Fund contribution for the funding of the CASA San Antonio Program which currently provides staff support for offices located in Mexico City, Guadalajara, and Monterrey. These offices are responsible for promoting economic development and tourism for San Antonio. In addition to the General Fund contribution, primary support for this program comes from the Community & Visitor Facilities Fund.
- ◆ **REACT Automobile Theft Prevention** **\$451,634**
- This transfer represents the General Fund contribution for the REACT Automobile Theft Prevention Grant program administered by the state.
- ◆ **Martin Luther King, Jr. Celebration Project** **\$15,000**
- This appropriation continues the support of the Martin Luther King, Jr. Memorial City/County Commission to plan and coordinate a week-long celebration honoring the memory of Martin Luther King, Jr.

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2005

◆ **Transfer to Human Development Services Grants** **\$3,983,139**

The amount shown here represents three General Fund-funded grant matches for three Human Development Services grants. First, the budget includes a \$2.6 million grant match to the Comprehensive Nutrition Program. Second, the budget amount includes a \$1.2 million match to the Child Care Support. Finally, the budget includes \$140,987 in grant match to the Supportive Services for the Elderly Program.

◆ **Transfer to ITSD Fund for Hardware/Software Maintenance** **\$336,134**

This transfers funds to the Information Technology Services Fund for hardware and maintenance costs associated with the Enterprise Resource Management System project.

◆ **Transfer to Information Technology Services Fund** **\$515,152**

This transfer will be to reimburse the ITSD fund for contractual work performed for Municipal Courts to be paid for by proceeds from the Technology Fee.

◆ **Transfer to Occupational Health Fund** **\$34,630**

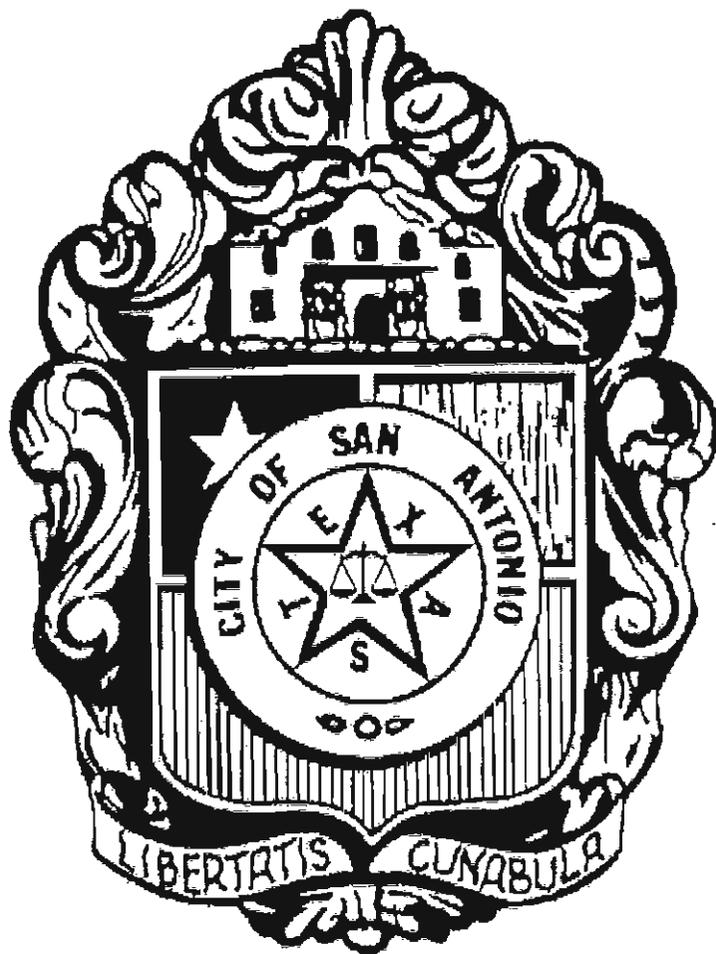
This transfer will provide the Occupational Health Fund with funds necessary to maintain a program balance in FY 2005.

◆ **Transfer to Capital Improvements Reserve Fund** **\$700,000**

This transfer to the Capital Improvements Reserve Fund will set aside funds for the acquisition, renovation and furniture/fixture/equipment costs associated with the anticipated relocation of City resources next year to the SAWS Headquarters building.

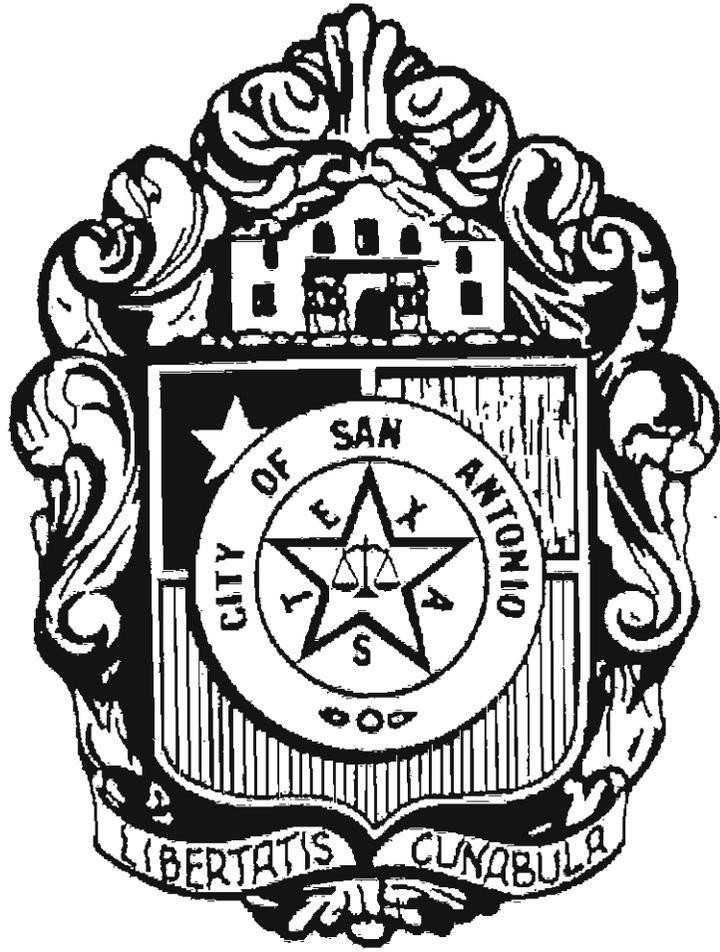
GENERAL FUND TRANSFERS

	<u>ACTUAL</u> <u>2002-2003</u>	<u>REV. ADOPTED</u> <u>2003-2004</u>	<u>ESTIMATED</u> <u>2003-2004</u>	<u>ADOPTED</u> <u>2004-2005</u>
Transfer to Arson Information Reward Program	\$500	\$500	\$500	\$500
Transfer to Occupational Health Fund	0	0	0	34,630
Transfer to STEP Program	0	5,663	0	0
Transfer to TxDot Police Grant	127,274	16,165	16,165	16,116
Transfer for Actuarial Report	0	14,000	0	0
Transfer for Dies y Seis Celebration	15,000	15,000	15,000	15,000
Transfer for Martin Luther King, Jr. Celebration	15,000	15,000	15,000	15,000
Transfer to Ascend Grant (Family Save Program)	40,000	20,000	20,000	20,000
Transfer to Criminal Justice Division Grant	7,204	45,971	45,971	45,971
Transfer to TIF Fund	152,031	0	0	0
Transfer to Capital Improvements Reserve Fund	331,044	575,000	575,000	700,000
Transfer to CASA Program	332,369	332,369	332,369	332,552
Transfer to Building Maintenance I & C Fund	0	0	0	400,000
Transfer to Parking Fund	446,391	411,564	411,564	442,274
Transfer to ERM (Hardware/Software Maintenance)	370,000	808,160	808,160	336,134
Transfer to Capital Improvement Program	314,377	0	0	0
Transfer to Auto Theft Prevention (ReACT) Grant	451,634	451,634	451,634	451,634
Transfer to Brooks City-Base	959,000	0	0	0
Transfer to Universal Hiring Grant	988,371	361,108	361,108	0
Transfer to Employee Benefits Fund (Retired Emp.)	2,521,594	2,675,159	2,675,159	2,675,159
Transfer to Comprehensive Nutrition Program Grant	3,758,879	2,642,580	2,642,152	2,642,152
Transfer to Child Care Support Grant	0	1,200,000	1,200,000	1,200,000
Transfer to Support Service to the Elderly Grant	0	140,987	140,987	140,987
Transfer to KellyUSA	84,333	0	0	0
Transfer to Information Technology Services Fund	0	0	118,727	515,152
Transfer to EMS FUND	28,190,994	28,577,506	30,086,388	31,068,871
Transfer to Streets Maintenance Fund	29,279,775	34,254,168	34,637,960	34,106,979
TOTAL	\$68,385,770	\$72,562,534	\$74,553,844	\$75,159,111



CONTRIBUTION TO GENERAL FUND DELEGATE AGENCIES

The Adopted Budget for FY 2005 continues the City's strong commitment to strengthening long-term economic viability in San Antonio through investment in human capital development. Through the new consolidated funding for Human Development Services process, the Adopted FY 2005 Budget for Delegate Agencies totals \$7,633,720. The consolidated funding process aims to direct investments toward the purchase of services and outcomes, to shift focus away from the funding of agencies and the potential duplication of services, and to ensure integration with the City's direct services. The City of San Antonio's delegate agency funding priorities support strategies that facilitate children, families, and seniors achieving economic self-sufficiency, healthy lifestyles, and full community participation. Specifically, the Adopted FY 2005 Budget concentrates funding on those strategies that promote long-term workforce development through early childhood education and family strengthening, school completion, job training and adult literacy. In addition, the City will continue to support the community safety net through investment in elderly and disabled services, emergency assistance, and family counseling. This budget will provide partial funding for 52 delegate agencies and 81 projects. The Adopted FY 2005 budget requires that the total agency budget will not exceed a General Fund contribution of 65%. The Department of Community Initiatives and the Housing and Community Development Department each administer portions of the delegate agency budget.



HUMAN DEVELOPMENT SERVICES
 DETAILED FUNDING SOURCES
 SUMMARY OF ADOPTED BUDGET

Agency Name By City Service	General Fund *	Aviation Fund	CCDS Grant Match	CDBG	HOPWA	ESG	CSBG	Adopted
Family Strengthening								
Antioch Community-VITA	15,000							15,000
Avance Parent/Child Ed. Prgm.	326,021						58,750	384,771
Avance - Kindergarten Readiness Program			174,600					174,600
Avance School Based Program	98,887							98,887
Bethel Neighborhood Ctr. Aft. Sch. Prog.	30,485							30,485
Catholic Charities -VITA	30,000							30,000
Ella Austin-Early Child Care Program	53,360							53,360
Family Service Assoc. - Quality Activities	16,569		22,666					39,235
Family Service Assoc.- FAST	123,686							123,686
Family Service Assoc. - SMART START	100,000							100,000
Family Service Assoc. - EARLY ON			201,328					201,328
Joven - CARE Program				39,799				39,799
Joven - Por Los Ninos				39,883				39,883
KLRN - EARLY ON Sch. Readiness Prog.			286,108					286,108
Madonna Center-Child Care Program	32,485							32,485
Madonna Center-Human Dev. Prog.	10,000							10,000
MAUC - La Escuela	98,229							98,229
NISD - EVEN START-Kindr Readiness Proj.			116,400					116,400
Positive Beginnings After School Program	16,777							16,777
Positive Beginnings -Kinder Readiness Prog.			118,400					118,400
Presa Comm. Svc.-Financial Literacy	30,000							30,000
Respite Care - Child Care				129,000				129,000
San Antonio Urban Ministries-After Sch Kare(ASK)				147,750				147,750
Seton Home-Child Day Care for Homeless Teens	26,742							26,742
UTSA - School Readiness Research Proj.	70,609		79,391					150,000
YMCA Child Care				734,176				734,176
YWCA of SA - Kindergarten Readiness			140,785					140,785
YWCA - PACT	50,235							50,235
YWCA - VITA	30,000							30,000
Total Family Strengthening	\$1,157,085		\$1,137,678	\$1,090,588			\$58,750	\$3,444,101
Youth Development								
Big Brothers Big Sisters-Mentoring	40,000							40,000
Boys and Girls Clubs-Positive Youth				450,000				450,000
Brooks Aerospace Challenger Prog.	25,000							25,000
Communities In Schools-Stay In School	75,000							75,000
Ella Austin Comm. Ctr.-Youth & Fam. Svcs.	120,000							120,000
Good Samaritan Center - MODELO	167,471							167,471
Hispanas Unidas - Escuelitas Project	68,657							68,657
Healy Murphy Center	349,996							349,996
JOVEN - Creando La Vision				90,000				90,000
Madonna Nelghborhood Ctr-Youth Dev.	20,000							20,000
Methodist Healthcare-Wesley Center	36,250							36,250
Presa Community Center - SKILLS	52,410							52,410
San Antonio Youth Centers, -Youth Development	38,685							38,685
UTSA PREP	38,892							38,892
YMCA - Youth Development				75,000				75,000
YWCA - MI Carrera	40,000							40,000
YWCA - Positive Youth Development	25,000							25,000
YWCA - Teen Volunteer Program	43,920							43,920
Total Youth Development	\$1,139,281			\$615,000				\$1,754,281
Workforce Development								
ACCD - Women's Ctr. & Adult Re-entry	217,709							217,709
Antioch Community-Basic Adult Literacy	67,628							67,628
Dress For Success-Workforce Dev.	20,000							20,000
Goodwill Industries-Learn While You Earn Program	180,000							180,000
Project Learn to Read-Empowerment 2005	67,628							67,628
Project Quest	1,500,000							1,500,000
San Antonio Urban Ministries-Fairweather Lodge				30,000				30,000
Total Workforce Development	\$2,052,985			\$30,000				\$2,082,985

HUMAN DEVELOPMENT SERVICES
DETAILED FUNDING SOURCES
SUMMARY OF ADOPTED BUDGET

Agency Name By City Service	General Fund *	Aviation Fund	CCDS Grant Match	CDBG	HOPWA	ESG	CSBG	Adopted
Safety Net Services								
Alamo Area Resources Ctr.-Transportation					179,810			179,810
Alamo Area Resources Ctr.-Housing Works					100,979			100,979
Alzheimer's Disease-Family Caregiver	50,000							50,000
Any Baby Can	73,428							73,428
BEAT AIDS, Inc.					100,000			100,000
Corazon Ministry - Day Center	54,184							54,184
Corazon Ministry - Food Pantry	21,329							21,329
Corazon Ministry - Mobile Canteen	107,339							107,339
Respite Care-Davidson Respite House				78,000				78,000
Family Violence Prevention	71,809					64,112		135,921
Father Flannagan Girls & Boys Town	80,035							80,035
Helping Hands	47,350							47,350
Hispanic Religious Partnership-Comm. Health	28,212							28,212
Hope Action Care-Casa Martin					50,000			50,000
Rape Crisis Center	68,657							68,657
Roy Maas Youth Alternatives, Inc.	57,620							57,620
San Antonio AIDS Foundation, Inc.-Nursing/Hospice					229,734			229,734
San Antonio AIDS Foundation, Inc.-TBRA					490,983			490,983
San Antonio Food Bank -Community Kitchen						35,000		35,000
San Antonio Food Bank - Food Stamp Educ.	134,671							134,671
San Antonio Food Bank - Kids Café	60,000							60,000
San Antonio Metropolitan Ministries-Emergency Shelter						45,818		45,818
St. Peter St Joseph - Project Ayuda	67,900							67,900
Total Safety Net	\$922,534			\$78,000	\$1,151,486	\$144,730	\$0	\$2,296,750
Elderly and Disabled Services								
Catholic Charities-Foster Grandparents Program	27,812							27,812
Catholic Charities - RSVP	52,695							52,695
El Centro del Barrio Activity Center-Frail Elderly	44,828							44,828
OASIS - Senior Programs	29,841							29,841
Project MEND - Medical Equipment	37,345							37,345
San Antonio Food Bank - HOPE	265,000							265,000
YMCA - Active Older Adults				195,422				195,422
Total Elderly and Disabled Services	\$477,521			\$195,422				\$672,943
Other								
Avenida Guadalupe	34,604							34,604
Avenida Guad. Assoc. Com. Dev.	106,713							106,713
Brooks City Base	845,000							845,000
Day Center	125,000							125,000
Diabetes - Bienestar	100,000							100,000
Mobile Canteen	125,000							125,000
Neighborhood Housing Services	185,233							185,233
San Antonio Development Agency	4,296							4,296
San Antonio Symphony	320,000	80,000						400,000
San Antonio Zoo	38,288							38,288
Total Other	\$1,884,334	\$80,000						\$1,964,334
Total Budget Amount	\$7,633,720	\$80,000	\$1,137,678	\$2,009,010	\$1,151,486	\$144,730	\$58,750	\$12,215,374

DELEGATE AGENCIES

AGENCY TITLE: **ANTIOCH COMMUNITY TRANSFORMATION NETWORK (ACTN)
VOLUNTEER INCOME TAX ASSISTANCE (VITA) PROGRAM**

PROGRAM DESCRIPTION

The Antioch Community Transformation Network (ACTN) is funded for its third year as an east side site for the VITA program. The ACTN provides free income tax preparation services to low income families. The features of the program are: 1) insuring that eligible families take advantage of tax credits to maximize their refunds; 2) offering electronic filing for faster refunds; 3) saving qualified taxpayers an average of \$200 in preparation and refund anticipation loan fees; and 4) referring individuals to other supportive services related to financial literacy.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$20,000	\$0	\$15,000
Total City Funding – All Agency Programs	20,000	15,000	82,628
Total Agency Operating Budget – All Sources	\$122,680	\$128,888	\$209,628
% of Agency Budget from City of San Antonio	16%	12%	39%
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENT	5.00	5.00	5.00

BALANCED SCORECARD

	Strategic Objective	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Enhance Workforce Development System					
	To provide services that will enhance adult literacy	No. of Unduplicated Participants Served	1,371	1,050	1,368	3,000
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Completed Tax Returns	357	350	456	1,000
		No. of Flyers Distributed	N/A	N/A	N/A	4,000
Value of Refunds		\$490,875	\$471,450	\$601,920	\$1,460,000	

DELEGATE AGENCIES

AGENCY TITLE:

ANTIOCH COMMUNITY TRANSFORMATION NETWORK (ACTN)
VOLUNTEER INCOME TAX ASSISTANCE (VITA) PROGRAM

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Financial	Leverage Other Funding Sources					
	Leverage funded programs to create additional community value	Dollar Value of Volunteer Hours ¹	\$6,125	\$6,125	\$6,125	\$6,125
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Cost per Income Tax Return Prepared ²	\$56	\$43	\$33	\$15

EXPLANATORY INFORMATION

¹ Volunteer measures are calculated by multiplying the average number of volunteer hours per week (50=5 volunteers at 10 hours each per week) by the number of program weeks (14) for total of 700 hours. Then the 700 hours are multiplied by an hourly rate of \$8.75 for a total volunteer value of \$6,125.

² Cost per return is calculated by dividing grant amount by total number of returns.

DELEGATE AGENCIES

AGENCY TITLE:

AVANCE – SAN ANTONIO, INC.
PARENT/CHILD EDUCATION PROGRAM

PROGRAM DESCRIPTION

The Parent-Child Education Program educates both the parent and the child in order to strengthen families living in the Westside and Southside of San Antonio. Parents assume the role a child's first teacher through participation in two-program phases, the nine-month Parent-Child Education curriculum and Personal Growth and Development. These two program phases provide educational opportunities and promote career readiness. Child care and transportation are also provided at Carmen Cortez (Avance Family Center) 1103 S. San Jacinto; Mirasol Family Center 4222 El Paso; and Raul Jimenez (Southside) 114 W. Vestal

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$316,599	\$326,021	\$326,021
CSBG	0	0	58,750
Total City Funding – All Agency Programs	854,450	579,508	658,258
Total Agency Operating Budget – All Sources	\$4,294,435	\$2,677,401	\$3,797,727
% of Agency Budget from City of San Antonio	19%	21%	16%
AUTHORIZED POSITIONS	19	18	18
FULL-TIME EQUIVALENT	10.70	10.30	10.30

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served (Parents)	377	320	514	320
		No. Unduplicated Participants Served (Children)	463	335	618	335
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	Cost per Graduate	N/A	\$1,304	\$526	\$1,170
		No. of Families Attending Monthly	N/A	127	149	153
		% of Parents that Complete Program with Increased Knowledge	96%	85%	101%	85%

DELEGATE AGENCIES

AGENCY TITLE:

AVANCE – SAN ANTONIO, INC.
PARENT/CHILD EDUCATION PROGRAM

BALANCE SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education/ school readiness initiatives	% of Assessed Children Who Display Progress in Mastery of Kindergarten Readiness Skills	110%	95%	99%	95%
	Transition families to a livable income by raising their education and skill level	% of Parents that Complete Program with a Higher Education	95%	85%	104%	85%
		No. of Participants Passing one Ready Test / Including ESL Level	N/A	15	20	15

DELEGATE AGENCIES

AGENCY TITLE:

AVANCE – SAN ANTONIO, INC.
KINDERGARTEN READINESS PROGRAM

PROGRAM DESCRIPTION

Services are designed to meet educational initiatives in three targeted schools and six childcare centers. Geographically, the sites are located within Council Districts 4 and 5. Kindergarten teachers are involved to improve the transition of preschool children from daycare centers into public schools. Participating center caregivers receive guidance regarding implementation of the Creative Curriculum. Parents also receive direction regarding Kindergarten Readiness Guidelines. Neighborhood events raise awareness to promote parents as their child's first teacher. Area businesses are encouraged to support school readiness and literacy.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$60,000	\$60,000	\$0
CCDF Federal Match	120,000	0	0
CCDS General Fund Match	0	114,600	174,600
Total City Funding – All Agency Programs	854,450	579,508	658,258
Total Agency Operating Budget – All Sources	\$4,294,435	\$2,677,401	\$3,979,727
% of Agency Budget from City of San Antonio	20%	22%	17%
AUTHORIZED POSITIONS	8	6	6
FULL-TIME EQUIVALENT	4.70	3.60	3.60

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served ¹	611	531	550	477
	Enhance Workforce Development System					
	Promote Access to School Readiness Initiative	No. Child Participants (Pre-tested) ¹	203	152	155	172
		Avg. No. Parents Served per Month ¹	N/A	108	115	125
		% Classrooms Implementing Curriculum	N/A	N/A	N/A	95%

DELEGATE AGENCIES

AGENCY TITLE:

AVANCE – SAN ANTONIO, INC.
KINDERGARTEN READINESS PROGRAM (KR)

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Access to High Quality Early Childhood Education	% Children Displaying Progress in Mastery of Kindergarten Readiness Skills	91%	85%	97%	90%
		% Parents Utilizing Kindergarten Readiness Guidelines	N/A	85%	81%	85%

EXPLANATORY INFORMATION

¹ Projections are subject to change when a new, officially designated, Kindergarten Readiness childcare center site has been selected.

DELEGATE AGENCIES

AVANCE – SAN ANTONIO, INC.
SCHOOL BASED PROGRAM

AGENCY TITLE:

PROGRAM DESCRIPTION

Harlandale Independent School District (HISD) based program educates both the parent and the child in order to strengthen families who live in the School District. Parents assume the role as the child's first teacher through participation in two program phases, the nine-month Parent-Child Education curriculum and Personal Growth and Development, providing educational opportunities and promoting career readiness. Childcare and transportation are also provided. Services are provided at Fenley Elementary School, 804 Stonewall.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$54,387	\$98,887
CCDF Federal Match	0	24,500	0
Total City Funding – All Agency Programs	854,450	579,508	658,258
Total Agency Operating Budget – All Sources	\$4,294,435	\$2,677,401	\$3,979,727
% of Agency Budget from City of San Antonio	20%	22%	17%
AUTHORIZED POSITIONS	0	6	6
FULL-TIME EQUIVALENT	0.00	5.65	4.66

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based Family Strengthening services	No. Unduplicated Participants Served (parents)	N/A	75	78	75
		No. Unduplicated Participants Served (Children)	N/A	113	105	113
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	Cost per Graduate	N/A	\$902	\$1,059	\$41,124
		No. of Families Attending Monthly	N/A	40	49	40
		% of Parents that Complete Program with Increased Knowledge	N/A	85%	100%	85%

DELEGATE AGENCIES

AGENCY TITLE:

AVANCE – SAN ANTONIO, INC.
SCHOOL BASED PROGRAM

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Transition families to a livable income by raising their education and skill level	% of Assessed Children who Display Progress in Mastery of Kindergarten Readiness Skills	N/A	95%	101%	95%
		% of Parents that Complete Program with a Higher Education	N/A	85%	88%	85%
		No. of Participants Passing One Ready Test / Including ESL Level	N/A	7	4	7

DELEGATE AGENCIES

BETHEL NEIGHBORHOOD CENTER
AFTERSCHOOL PROGRAM

AGENCY TITLE:

PROGRAM DESCRIPTION

The Extended Day Collaborative Program is based on components (centers) identified as necessary support services for young children and their families in the community and the educational system. The components are designed to foster the development of appropriate academic, social, physical, and emotional skills of young students. The program will assist all participants in appropriate skills development and serve as intervention for those participants who have been identified as at-risk.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$12,485	\$30,485
Total City Funding – All Agency Programs	0	12,485	30,485
Total Agency Operating Budget – All Sources	\$282,096	\$449,411	\$451,584
% of Agency Budget from City of San Antonio	N/A	3%	7%
AUTHORIZED POSITIONS	0	2	4
FULL-TIME EQUIVALENT	0.00	1.70	2.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served (FY 05 Includes 8 Staff)	N/A	57	108	108
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance	N/A	53	53	100
		% of Children with Improved Grades (FY 05 – After School)	N/A	25%	25%	30%
		% of Assessed Children who Display Progress in Mastery of KR Skills (FY 05 – Child Care Center)	N/A	N/A	N/A	100%
		% of Teachers that Complete CDA Training (FY 05 – 4 of 8)	N/A	N/A	N/A	50%

DELEGATE AGENCIES

AGENCY TITLE: **CATHOLIC CHARITIES, ARCHDIOCESE OF SAN ANTONIO, INC.
EARNED INCOME TAX CREDIT OUTREACH PROGRAM**

PROGRAM DESCRIPTION

As part of the San Antonio Coalition for Family Economic Progress (SACFEP), Catholic Charities manages and coordinates volunteer recruitment and outreach for the SACFEP's VITA sites during the designated Earned Income Tax Credit and VITA campaign season. Catholic Charities intends to conduct these two components of this initiative in order to contribute to the overarching goal of providing free tax preparation services to approximately 30,000 people in San Antonio.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$30,000
Total City Funding – All Agency Programs	27,812	27,812	110,707
Total Agency Operating Budget – All Sources	\$4,827,548	\$5,115,451	\$5,115,451
% of Agency Budget from City of San Antonio	.6%	.5%	2%
AUTHORIZED POSITIONS	0	0	1
FULL-TIME EQUIVALENT	0.00	0.00	1.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	200
		No. of Volunteers Recruited to Assist with the VITA/EITC Campaign	N/A	N/A	N/A	600
		Distribution of Flyers in Support of the EITC Campaign	N/A	N/A	N/A	30,000
Financial	Leverage Other Funding Sources					
	Leverage other funded programs to create additional community value	Dollar Value of Volunteer Hours for EITC Campaign	N/A	N/A	N/A	\$105,000
Internal Processes	Improve Development Services					
	Ensure progress toward identified performance and budget targets	Avg. Hours per Volunteer	N/A	N/A	N/A	20

DELEGATE AGENCIES

AGENCY TITLE:

ELLA AUSTIN COMMUNITY CENTER
CHILD CARE PROGRAM

PROGRAM DESCRIPTION

Services will include scholarships for child care to low income families, educational age appropriate toys for children and staff training and education for teachers to assist them in obtaining their Child Development Accreditation (CDA). Services are aimed at enhancing the Center for the National Association for the Education of Young Children (NAEYC) accreditation.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$55,632	\$53,360	\$53,360
Total City Funding – All Agency Programs	173,238	172,390	173,360
Total Agency Operating Budget – All Sources	\$41,749,480	\$1,802,827	\$902,068
% of Agency Budget from City of San Antonio	10%	10%	19%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served (Parents)	30	80	119	100
		No. Unduplicated Participants Served (Children)	19	28	33	20
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	Avg. Cost per Parent and Child per Month	N/A	\$316	\$259	\$215
		% Parents Attending Four or More Training Sessions Who Improve in Parenting Skills	118%	80%	112%	80%
		% of Assessed Children Who Display Progress in Mastery of Kinder Readiness Skills	118%	100%	100%	100%
	Transition families to a livable income by raising their education and skill level	% of Teachers that will Enroll in Higher Education	N/A	N/A	N/A	25%

DELEGATE AGENCIES

AGENCY TITLE:

FAMILY SERVICE ASSOCIATION
QUALITY ACTIVITIES

PROGRAM DESCRIPTION

The project will increase the number of quality trained/educated early care and education professionals through training, scholarship, and innovative programs. Direct services to meet the needs of providers and improve the quality of care to the children will be accomplished through specialized training: specifically relevant core knowledge areas, home based child care provider services, and Access Network Group of Early Learning Substitutes (A.N.G.E.L.S.).

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$55,632	\$53,360	\$53,360
CCDS General Fund Match	0	0	22,666
Total City Funding – All Agency Programs	0	0	39,235
Total Agency Operating Budget – All Sources	\$6,456,104	\$5,365,597	\$5,444,675
% of Agency Budget from City of San Antonio	N/A	N/A	.7%
AUTHORIZED POSITIONS	0	0	2
FULL-TIME EQUIVALENT	0.00	0.00	0.50

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served (Parents)	N/A	N/A	N/A	80
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	No. of Participants in Home-Based Services Project	N/A	N/A	N/A	40
		Avg. No. of Hours per Person (Home-Based)	N/A	N/A	N/A	16
		Avg. No. of Hours per Person (ANGELS)	N/A	N/A	N/A	39
		% of Participants who will Complete the Home-Based Project	N/A	N/A	N/A	90%
		No. of A.N.G.E.L.S. in Program	N/A	N/A	N/A	40
	% of A.N.G.E.L.S. who will be Quality-Trained and Employment-Ready	N/A	N/A	N/A	85%	

DELEGATE AGENCIES

AGENCY TITLE:

FAMILY SERVICE ASSOCIATION
FAMILIES AND SCHOOLS TOGETHER

PROGRAM DESCRIPTION

In collaboration with school districts, PCI Head Start officials and others, will work with preschool aged children and their parents to help young children succeed at home and in school. The program, Families and Schools Together (FAST), provides families with on-going prevention strategies to battle the initiation of substance abuse, delinquency, and school failure by youth. FAST has three major components, including a 10-week multi-family program, monthly follow-up (FASTWORKS) and intervention counseling.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$127,511	\$123,686	\$123,686
Total City Funding – All Agency Programs	390,034	325,014	464,249
Total Agency Operating Budget – All Sources	\$6,456,104	\$5,365,597	\$5,444,675
% of Agency Budget from City of San Antonio	6%	6%	8%
AUTHORIZED POSITIONS	7	7	11
FULL-TIME EQUIVALENT	2.15	1.40	2.60

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	640	605	581	605
		No. of Duplicated Participants Completing 10 WORK FAST Sessions	N/A	200	73	150
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Cost per Participant	\$30.00	\$54.00	\$50.74	\$75.89
% of Parent Participants Reporting Increase in Parent Involvement in Their Child's Center and Education		90%	80%	97%	80%	

DELEGATE AGENCIES

AGENCY TITLE:

FAMILY SERVICE ASSOCIATION
FAMILIES AND SCHOOLS TOGETHER

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education and school readiness initiatives	% Families that Transition to FAST WORKS Follow Up Sessions and Report Improvement Due to Counseling	106%	80%	90%	90%
		% of Children who Increase in Positive Behavior	95%	80%	78%	80%

DELEGATE AGENCIES

FAMILY SERVICE ASSOCIATION
SMART START

AGENCY TITLE:

PROGRAM DESCRIPTION

SMART START will increase the quality of early care and education and link families to important resources and quality childcare options through the program's three components. The first will fund the Child Development Associates Assessment fee for those teachers who have the CDA credentials. The second will maintain the existing 65-SMART telephone number for a parent resource line to link families to quality child and provide businesses dependent care resource for their employees. The third will create ten "model classrooms" at ten childcare sites by providing strategic training, mentoring and equipment.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$100,000
Total City Funding – All Agency Programs	0	0	100,000
Total Agency Operating Budget – All Sources	\$6,456,104	\$5,365,597	\$5,444,675
% of Agency Budget from City of San Antonio	N/A	N/A	2%
AUTHORIZED POSITIONS	0	0	10
FULL-TIME EQUIVALENT	0.00	0.00	2.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	N/A	N/A	1,330
	Improve Customer Service					
	Promote access to high quality early childhood education/ kinder readiness initiatives	% of Participants who will Achieve the Scholarship Goals	N/A	N/A	N/A	90%
		No. of Participants Receiving Resources Through 65-SMART Line	N/A	N/A	N/A	1,000
		Avg. Mentoring Hours per Participant	N/A	N/A	N/A	16
		No. of Participants Receiving Mentoring	N/A	N/A	N/A	30
		% Improved in Quality Through Model Classroom	N/A	N/A	N/A	90%
No. of Participants Receiving Training	N/A	N/A	N/A	230		

DELEGATE AGENCIES

AGENCY TITLE:

FAMILY SERVICE ASSOCIATION
SMART START

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education/ kinder readiness initiatives	% Improved in Quality and Understanding of Training	N/A	N/A	N/A	85%

DELEGATE AGENCIES

AGENCY TITLE:

FAMILY SERVICE ASSOCIATION
EARLY ON

PROGRAM DESCRIPTION

Services are designed to meet educational initiatives in nine targeted schools and eighteen childcare centers. Geographically, the sites are located in all ten Council Districts. Kindergarten teachers are involved to improve the transition of preschool children from daycare centers into public schools. Participating childcare center caregivers receive guidance on implementation of the Creative Curriculum. Participating parents receive direction regarding Kindergarten Readiness Guidelines. Neighborhood events raise awareness to promote parents as their child's first teacher. Area businesses are encouraged to support school readiness and literacy.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$201,328	\$0
CCDF Federal Match	207,555	0	0
CCDS General Fund Match	0	0	\$201,328
Total City Funding – All Agency Programs	390,034	325,014	464,249
Total Agency Operating Budget – All Sources	\$6,456,104	\$5,365,597	\$5,444,675
% of Agency Budget from City of San Antonio	6%	6%	9%
AUTHORIZED POSITIONS	8	10	11
FULL-TIME EQUIVALENT	4.70	4.75	3.25

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	1,234	1,151	1,137	712
	Enhance Workforce Development System					
	Promote Access to School Readiness Initiative	No. of Child Participants (Pre-tested)	478	587	557	370
	Promote Access to High Quality Early Childhood Education	Avg. No. of Classroom Visits per Month	61	54	52	70
		No. of Caregivers Educated on CIRCLE Literacy	N/A	N/A	N/A	38
		% Classrooms Implementing Curriculum	N/A	N/A	N/A	90%

DELEGATE AGENCIES

AGENCY TITLE:

FAMILY SERVICE ASSOCIATION
EARLY ON

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education	% Children Displaying Progress in Mastery of KR Skills Using the All Kids Success Inventory	78%	80%	81%	85%
		% Children Displaying Progress in Mastery of KR Skills Using the Palm Pilot Literacy Inventory	N/A	N/A	N/A	90%

DELEGATE AGENCIES

AGENCY TITLE:

JOVEN
CARE Program

PROGRAM DESCRIPTION

JOVEN's CARE – Children's Abuse Recovery Endeavor Project provides comprehensive continuum of services designed to reduce the trauma and psychological burden of child abuse and neglect to at least 300 children. The Project utilizes a holistic approach through a free comprehensive social service continuum. The continuum includes group therapy – child support groups being provided directly within approximately 16 elementary, middle, and high schools in the following Independent School Districts (ISD): San Antonio (ISD), South San (ISD), Harlandale (ISD), Edgewood (ISD), and Northside (ISD).

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG – Consolidated Funding Contribution	\$0	\$0	\$39,799
Total City Funding – All Agency Programs	0	0	169,662
Total Agency Operating Budget – All Sources	\$0	\$0	\$2,750,908
% of Agency Budget from City of San Antonio	N/A	N/A	7%
AUTHORIZED POSITIONS	0	0	1
FULL-TIME EQUIVALENT	0.00	0.00	1.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	To Provide for the Safety and Welfare of San Antonio					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Children Served	N/A	N/A	N/A	300
		No. of Unduplicated Parents Served	N/A	N/A	N/A	100
	To provide programs that will allow children to complete the nine week cycle of learning experience	No. of Unduplicated Children Served	N/A	N/A	N/A	240
	To provide program opportunities that will allow participants to improve behaviorally	No. of Unduplicated Children Served	N/A	N/A	N/A	192
	Provide program activities that will allow participants to demonstrate improved academic performance	No. of Unduplicated Children Served	N/A	N/A	N/A	168

DELEGATE AGENCIES

AGENCY TITLE:

JOVEN
POR LOS NINOS

PROGRAM DESCRIPTION

JOVEN's Por Los Ninos project provides direct services to children attending targeted daycare and preschool Centers that progress to various Kindergarten Readiness target schools. The project provides Early Childhood Resiliency Training to 300 children between ages three to four attending Cotton, Gates, Ball, Hutchins, Vestal, John Glenn, DeZavala, Ruiz, Cable, and Loma Park Elementary Schools. This project is designed to help pre-school children develop personal, social, and emotional skills.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG – Consolidated Funding Contribution	\$0	\$0	\$39,863
Total city Funding – All Agency Programs	0	0	169,662
Total Agency Operating Budget – All Sources	\$0	\$0	\$2,750,908
% of Agency Budget from City of San Antonio	N/A	N/A	7%
AUTHORIZED POSITIONS	0	0	2
FULL-TIME EQUIVALENT	0.00	0.00	2.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	To Provide for the Safety and Welfare of San Antonio					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Children Served	N/A	N/A	N/A	300
		No. of Unduplicated Parents Served	N/A	N/A	N/A	100
	To provide programs that will allow children to complete the nine week cycle of learning experience	No. of Unduplicated Children Served	N/A	N/A	N/A	240
	To provide program opportunities that will allow participants to improve behaviorally	No. of Unduplicated Children Served	N/A	N/A	N/A	192
	Provide program activities that will allow participants to demonstrate improved academic performance	No. of Unduplicated Children Served	N/A	N/A	N/A	168

DELEGATE AGENCIES

AGENCY TITLE:

JOVEN
POR LOS NINOS

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	To provide project linkage that will allow participants access to at least one additional support service	No. of Unduplicated Children Served	N/A	N/A	N/A	192
	To provide opportunities for parents/caregivers to demonstrate improved parenting skills and familial protective factors	No. of Unduplicated Participants	N/A	N/A	N/A	80

DELEGATE AGENCIES

KLRN-TV

AGENCY TITLE:

KINDERGARTEN READINESS PROGRAM (KR)

PROGRAM DESCRIPTION

Services are designed to meet educational initiatives in nine targeted schools and eighteen childcare centers. Geographically, the sites are located in all ten Council Districts. Participating parents receive direction regarding Kindergarten Readiness Guidelines. Neighborhood events raise awareness to promote parents as the child's first teacher. Area businesses are encouraged to support school readiness and literacy. KLRN's Media Campaign includes TV, radio, print and billboard coverage citywide to promote school readiness and literacy awareness.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CCDF Federal Match	\$234,957	\$0	\$0
CCDS General Fund Match	60,000	286,108	286,108
Total City Funding – All Agency Programs	294,957	286,108	286,108
Total Agency Operating Budget – All Sources	\$294,957	\$286,108	\$286,108
% of Agency Budget from City of San Antonio	21%	100%	100%
AUTHORIZED POSITIONS	28	23	18
FULL-TIME EQUIVALENT	3.00	3.00	3.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	1,765	906	3,541	1,075
	Enhance Workforce Development					
	Coordinate and foster strategic partnerships with outside agencies	No. of Neighborhood Events Held throughout the City	17	10	10	10
	Promote access to school readiness initiative	No. of Parents Educated on Kindergarten Readiness Guidelines	875	N/A	N/A	544
		Average No. of Parents Served per Month	N/A	248	235	167
	Promote access to high quality early childhood education	% Parents Utilizing Kindergarten Readiness Guidelines	96%	85%	68%	85%

DELEGATE AGENCIES

AGENCY TITLE:

KLRN-TV
KINDERGARTEN READINESS PROGRAM (KR)

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education	No. of Media Impressions ¹ (In Billions) for Contracted FY 03-04 and Adopted FY 04-05 ²	N/A	1.4	1.1	1.4

EXPLANATORY INFORMATION

¹ Represents a sum of radio, billboard, and television impressions that can be documented.

² Contracted FY 2003-2004 and Adopted FY 2004-2005 media impressions are 1,410,853,700.

DELEGATE AGENCIES

AGENCY TITLE:

MADONNA NEIGHBORHOOD CENTER
CHILD CARE CENTER PROGRAM

PROGRAM DESCRIPTION

The Child Care Program provides an environment where a child achieves developmental milestones, is prepared to learn upon entering school or participates in creative after school activities. Provides quality child care to children two months to thirteen years, so parents have the opportunity to improve their life skills through education and employment, thus maintaining family self-sufficiency. The Program will provide scholarships to working parents that do not qualify for state subsidy. Children residing in the Edgewood Independent School District benefit from the Child Care Center Program.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$32,485
Total City Funding – All Agency Programs	0	16,835	62,485
Total Agency Operating Budget – All Sources	\$0	\$714,092	\$761,145
% of Agency Budget from City of San Antonio	N/A	3%	9%
AUTHORIZED POSITIONS	0	0	3
FULL-TIME EQUIVALENT	0.00	0.00	3.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Services					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants in Child Care	N/A	N/A	N/A	75
		No. of Participants in After School Activities	N/A	N/A	N/A	20
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/kinder readiness initiatives	Avg. Monthly Children in Care	N/A	N/A	N/A	25
		% of Children who Display Progress in Master of Kinder Readiness Skills	N/A	N/A	N/A	97%
		% of Youth with Improved Grades	N/A	N/A	N/A	85%

DELEGATE AGENCIES

AGENCY TITLE:

MADONNA NEIGHBORHOOD CENTER
HUMAN DEVELOPMENT

PROGRAM DESCRIPTION

Madonna Neighborhood Center through a Memorandum of Understanding with the Edgewood Independent School District will provide free counseling services to at-risk children in 1st and 2nd grades. Counseling will be provided by a Licensed Professional Counselor (LPC) in "Magic Circles" (6 to 8 children per group). The Human Development Curriculum is used to impact positive behavior in the classroom and to have each student improve in at least one of three areas: behavior, participation and grades.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$10,000
Total City Funding – All Agency Programs	0	16,835	62,485
Total Agency Operating Budget – All Sources	\$712,744	\$714,092	\$761,145
% of Agency Budget from City of San Antonio	N/A	3%	9%
AUTHORIZED POSITIONS	0	0	2
FULL-TIME EQUIVALENT	0.00	0.00	1.50

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Services					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	N/A	N/A	N/A	75
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ kinder readiness initiatives	Avg. Daily Group Attendance	N/A	N/A	N/A	8
		Avg. Cost per Hour to Provide Counseling	N/A	N/A	N/A	\$50
		% of Children that Show Improvement (Behaviors, Class Participation, etc)	N/A	N/A	N/A	85%

DELEGATE AGENCIES

AGENCY TITLE:

MEXICAN AMERICAN UNITY COUNCIL
LA ESCUELA

PROGRAM DESCRIPTION

This program assists families by providing them the necessary tools to develop and build leadership skills. The program consists of activities and instruction strengthen communication skills, interpersonal skills, decision-making skills, provide life-long learning skills, financial literacy training, and effective parenting skills which will strengthen the family unit. Supportive services such as IDA enrollments, VITA assistance, neighborhood clean-ups, and community activities.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$80,390	\$77,978	\$96,229
Total City Funding – All Agency Programs	216,579	210,081	96,229
Total Agency Operating Budget – All Sources	\$2,279,206	\$5,365,597	\$1,793,369
% of Agency Budget from City of San Antonio	10%	4%	6%
AUTHORIZED POSITIONS	2	2	3
FULL-TIME EQUIVALENT	2.00	2.00	2.50

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served (Parents)	274	58	196	60
		No. Unduplicated Participants Served (Children)	77	85	138	120
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	Average Cost per Service Unit	N/A	\$74.38	\$113.09	\$150.00
		% of Parents that Increase in Parenting Skills	94%	80%	90%	80%
		% of Children that Demonstrate Improvement Between Grading Periods	96%	90%	83%	90%
	Ensure families are economically secure	No. of Families Utilizing Supportive Services	N/A	N/A	N/A	50

DELEGATE AGENCIES

AGENCY TITLE:

NORTHSIDE INDEPENDENT SCHOOL DISTRICT
KINDERGARTEN READINESS PROGRAM (KR)

PROGRAM DESCRIPTION

Services are designed to meet educational initiatives in two targeted schools and four childcare centers. Geographically, the sites are located within Council Districts four and six. Kindergarten teachers are involved to improve the transition of preschool children from daycare centers into public schools. Participating center caregivers receive guidance implementation of the Creative Curriculum. Participating parents receive direction regarding Kindergarten Readiness Guidelines. Neighborhood events raise awareness to promote parents as their child's first teacher. Area businesses are encouraged to support school readiness and literacy.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CCDF Federal Match	\$60,000	\$0	\$0
CCDS General Fund Match	60,000	116,400	116,400
Total City Funding -- All Agency Programs	120,000	116,400	116,400
Total Agency Operating Budget -- All Sources	\$320,000	\$370,000	\$316,400
% of Agency Budget from City of San Antonio	38%	32%	37%
AUTHORIZED POSITIONS	4	4	4
FULL-TIME EQUIVALENT	3.25	3.25	3.25

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	334	363	556	490
	Enhance Workforce Development System					
	Promote access to school readiness initiative	No. of Child Participants (Pre-Tested)	91	106	75	82
Avg. No. of Parents Served per Month		N/A	32	38	40	

DELEGATE AGENCIES

AGENCY TITLE:

NORTHSIDE INDEPENDENT SCHOOL DISTRICT
KINDERGARTEN READINESS PROGRAM (KR)

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education	% Classrooms Implementing Curriculum	N/A	N/A	N/A	90%
		% Children Displaying Progress in Mastery of KR Skills	81%	85%	91%	85%
		% Parents Utilizing KR Guidelines	N/A	90%	91%	90%

DELEGATE AGENCIES

AGENCY TITLE:

POSITIVE BEGINNINGS
AFTERSCHOOL PROGRAM

PROGRAM DESCRIPTION

The Extended Day Collaborative Program is based on components (centers) identified as necessary support services for young children and their families in the community and the educational system. The components are designed to foster the development of appropriate academic, social physical, and emotional skills of young students. The program will assist all participants in appropriate skills development and serve as an intervention for those participants who have been identified as at-risk.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$12,485	\$16,777
Total City Funding – All Agency Programs	0	128,885	133,177
Total Agency Operating Budget – All Sources	\$1,210,948	\$1,186,512	\$1,227,126
% of Agency Budget from City of San Antonio	N/A	11%	11%
AUTHORIZED POSITIONS	0	2	2
FULL-TIME EQUIVALENT	0.00	2.00	2.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	81	71	90
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance	N/A	67.0	68.5	67.0
		% of Children with Improved Grades	N/A	60%	100%	60%

DELEGATE AGENCIES

AGENCY TITLE:

POSITIVE BEGINNINGS, INC.
KINDERGARTEN READINESS PROGRAM (KR)

PROGRAM DESCRIPTION

Services are designed to meet educational initiatives in two targeted schools and four childcare centers. Geographically, the sites are located within Council Districts one and two. Kindergarten teachers facilitate the transition of preschool children from daycare centers into public schools. Participating center caregivers receive guidance on implementation of the Creative Curriculum. Participating parents receive direction regarding Kindergarten Readiness Guidelines. Neighborhood events raise awareness to promote parents as the child's first teacher. Area businesses are encouraged to support school readiness and literacy.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$60,000	\$60,000	\$0
CCDF Federal Match	60,000	0	0
CCDS General Fund Match	0	56,400	116,400
Total City Funding – All Agency Programs	120,000	128,885	133,177
Total Agency Operating Budget – All Sources	\$1,210,948	\$1,186,512	\$1,227,126
% of Agency Budget from City of San Antonio	10%	11%	11%
AUTHORIZED POSITIONS	7	5	5
FULL-TIME EQUIVALENT	3.55	3.75	3.75

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	611	279	354	279
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	No. of Child Participants (Pre-Tested)	65	74	101	74
		Avg. No. of Parents Served per Month	N/A	56	56	56
		% Classrooms Implementing Curriculum	N/A	N/A	N/A	90%

DELEGATE AGENCIES

AGENCY TITLE:

POSITIVE BEGINNINGS, INC.
KINDERGARTEN READINESS PROGRAM (KR)

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education and school readiness initiatives	% Children Displaying Progress in Mastery of Kindergarten Readiness Skills	88%	90%	95%	90%
		% Parents Utilizing Kindergarten Readiness Guidelines	N/A	90%	100%	90%

DELEGATE AGENCIES

AGENCY TITLE:

PRESA COMMUNITY SERVICE CENTER
COMPREHENSIVE FINANCIAL LITERACY PROGRAM

PROGRAM DESCRIPTION

The Family Strengthening Financial Literacy Program will have components to include: Volunteer Income Tax Assistance, Money Smart courses throughout the year, Home Buyer Education Learning Program, Consumer Credit Counseling, and Community Fairs throughout the year.

FUNDING SOURCES AND AMOUNTS: (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$30,000
Total City Funding – All Agency Programs	49,456	43,920	82,410
Total Agency Operating Budget – All Sources	\$949,309	\$860,219	\$899,762
% of Agency Budget from City of San Antonio			
AUTHORIZED POSITIONS	0	0	4
FULL-TIME EQUIVALENT	0.00	0.00	1.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	N/A	N/A	N/A	2,000
		Tax Year 2004 Completed Tax Returns	N/A	N/A	N/A	2,000
		No. of Program Participants Attending Financial Literacy Classes	N/A	N/A	N/A	1,500
Financial	Leverage Other Funding Sources					
	Leverage funded programs to create additional community value	\$ Value of Volunteer Hours	N/A	N/A	N/A	\$13,860
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Cost per Completed Federal Income Tax Return	N/A	N/A	N/A	\$15

DELEGATE AGENCIES

AGENCY TITLE:

RESPIRE CARE
DAYCARE

PROGRAM DESCRIPTION

The Community Development Block Grant (CDBG) supports staffing for the Daycare Program at Christ Episcopal Church located at 301 W. Russell Place. A Pediatric Nurse Practitioner or a Registered Nurse is on site at the Daycare to provide skilled nursing care for all program participants, enabling Respite Care of San Antonio to accept children with complex medical conditions. Respite Care provides short-term care and emergency shelter for children six weeks to six years old with severe developmental disabilities and also to their siblings in the same age group. Service is offered to school age participants on scheduled holidays. Full-time daycare is offered Monday through Friday, 7:30 a.m. to 6:00 p.m. An estimated 100 clients are projected to benefit from this Program.

FUNDING SOURCES AND AMOUNTS: (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG Consolidated Funding Contribution	\$0	\$0	\$129,000
Total City Funding – All Agency Programs	0	0	229,000
Total Agency Operating Budget – All Sources	\$0	\$0	\$1,814,122
% of Agency Budget from City of San Antonio	N/A	N/A	13%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide for the Safety and Welfare of San Antonio					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	20	51	100
	Provide programs directed toward improving the community's public services	No. of Daycare Hours Provided per Year	N/A	30,800	67,606	6,800
		Daycare Service Cost per Hour	N/A	\$5.00	\$5.00	\$7.10
		No. of Preschool Age Children Enrolled in Daycare for six months or More	N/A	N/A	N/A	80

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO URBAN MINISTRIES
AFTER SCHOOL KARE (ASK)

PROGRAM DESCRIPTION

Scholarships/Stipends are provided for participation in daily after school care programs for 1,400 children from lower income households. Activities are provided at Adams Hill, Brauchle, Burke, Carson, Christian Evers, Ed Cody, Galm, Colby Glass, Lackland City, Lewis, Mary Michael, McDermott, Monroe May, Nichols, Powell, Rhodes, Steubing, Thornton, Myers, Sunshine Cottage School, San Antonio Christian, SAMMinistries, and Alamo Heights United Methodist Church. Activities include indoor/outdoor recreation, arts and crafts, homework assistance and a snack.

FUNDING SOURCES AND AMOUNTS: (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG Consolidated Funding Contribution	\$0	\$0	\$147,750
Total City Funding – All Agency Programs	0	0	147,750
Total Agency Operating Budget – All Sources	\$0	\$0	\$552,750
% of Agency Budget from City of San Antonio	N/A	N/A	27%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Increase number of children from 45 to 89 who have been awarded tuition assistance	No. of Scholarships Awarded	N/A	N/A	N/A	89
	Provide a safe environment for doing homework and participating in after school activities	No. of Children Provided with Safe Environment	N/A	N/A	N/A	89
Employee Learning & Growth	Improve Employee Services					
	Provide quality care by licensing locations and training staff	No. of Children Attending Licensed locations	N/A	N/A	N/A	89

DELEGATE AGENCIES

AGENCY TITLE:

SETON HOME
CHILD DAY CARE FOR BABIES OF HOMELESS TEENS

PROGRAM DESCRIPTION

The program provides on-site quality daycare for babies of homeless parenting teens to allow them to attend school and complete educational objectives.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$26,742
Total City Funding – All Programs	0	0	26,742
Total Agency Operating Budget – All Sources	\$0	\$0	\$1,378,200
% of Agency Budget from City of San Antonio	N/A	N/A	1.9%
AUTHORIZED POSITIONS	0	0	4
FULL-TIME EQUIVALENT	0.00	0.00	1.5

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Enhance Workforce Development System					
	Promote Youth development through early intervention, character traits/life skills development, education and job training	% of Parenting Teens who will Achieve Satisfactory School Attendance	N/A	N/A	N/A	95%
		% of Parent's Time Lost at School Due to Illness of a Child	N/A	N/A	N/A	90%
		% of Delays in School Enrollment Cut Due to Childcare Availability	N/A	N/A	N/A	100%
	Improve Customer Services					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served (Parents and Infants)	N/A	N/A	N/A	80
Promote access to high quality early childhood education/school readiness initiatives	% of Babies Provided with a Nurturing, Stable Environment whose Progress is Monitored by Childcare Staff	N/A	N/A	N/A	100%	

DELEGATE AGENCIES

AGENCY TITLE:

UNIVERSITY OF TEXAS AT SAN ANTONIO
THE SCHOOL READINESS RESEARCH PROJECT

PROGRAM DESCRIPTION

The project examines the impact of the Kindergarten Readiness Program components using quantitative and qualitative research methods. It represents a partnership of UTSA faculty, staff, and students with the Kinder Readiness program staff and delegate agencies administered by the City of San Antonio Department of Community Initiatives. Personnel from the UTSA, the Department of Community Initiatives and delegate agencies are involved in data collection

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized* 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$70,609
CCDF Grant Transfer	150,000	0	0
CCDS General Fund Match	0	150,000	79,391
Total City Funding – All Agency Programs	190,095	188,892	188,892
Total Agency Operating Budget – All Sources	\$205,215,773	\$243,810,575	\$243,810,575
% of Agency Budget from City of San Antonio	.09%	.08%	.08%
AUTHORIZED POSITIONS	15	14	14
FULL-TIME EQUIVALENT	2.90	2.80	2.80

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	350	417	300
	Enhance Workforce Development					
	Promote access to school readiness initiative	No. of Children Assessed ¹	N/A	N/A	N/A	100
		No. of Childcare Centers Assessed	32	34	33	34
	Promote access to high quality early childhood education	No. of Curriculum Sets Provided	N/A	N/A	N/A	4
		% Classrooms that Implement Curriculum	N/A	N/A	N/A	80%
		No. of Reports Submitted	6	2	2	2

DELEGATE AGENCIES

AGENCY TITLE:

UNIVERSITY OF TEXAS AT SAN ANTONIO
THE SCHOOL READINESS RESEARCH PROJECT

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Financial	Leverage Other Funding Sources					
	Leverage funded programs to create additional community value	Dollar Value of In-kind Volunteer Hours ²	N/A	\$61,130	\$73,711	\$73,106

EXPLANATORY INFORMATION

- ¹ Children will be assessed using two standardized instruments.
- ² Value is calculated according to varied services and qualifications of volunteers.

DELEGATE AGENCIES

AGENCY TITLE:

YMCA OF GREATER SAN ANTONIO
CHILD CARE

PROGRAM DESCRIPTION

The Community Development Block Grant (CDBG) Funds provide program fees for child care services including Y-School Age, Extended Day, Pre-School, and Summer Day camps. These camps offer educational and recreational activities for approximately 500 children from infancy to 13 years of age. Child care is provided by the Davis Scott YMCA, Downtown/Southwestern Bell YMCAs, Northeast YMCA, Northwest/Braundera YWCAs, and Westside YMCA.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG - Consolidated Funding Contribution	\$675,000	\$0	\$734,176
Total City Funding – All Agency Programs	335,000	320,000	1,004,598
Total Agency Operating Budget – All Sources	\$5,884,779	\$6,732,122	\$7,687,416
% of Agency Budget from City of San Antonio			
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

Strategic Objectives		Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
To Provide for the Safety and Welfare of San Antonio						
Customer	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	364
		No. of Program Participant Enrollments Delivered	N/A	N/A	N/A	490
		% of Youth, Age Five or Younger, Participating in Social Competency Skill Development Activities	N/A	N/A	N/A	92%
		% of Youth, Age Five and Younger, Engaged in Literacy/Pre-literacy Skill Development Activities	N/A	N/A	N/A	92%
		% of School Age Youth Benefiting from Homework Assistance and Tutorials	N/A	N/A	N/A	80%
		Maximum No. of Children for Each Adult Staff Member	N/A	N/A	N/A	15

DELEGATE AGENCIES

AGENCY TITLE:

YMCA OF GREATER SAN ANTONIO
CHILD CARE

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide for Safety and Welfare of San Antonio					
	Provide comprehensive community based family strengthening services	% of School Age Youth Receiving Enrichment Activities that Support Academic Achievement	N/A	N/A	N/A	80%
		% of Youth, 3 rd to 5 th Grade Demonstrating Developmental Assets Associated with Reading for Pleasure	N/A	N/A	N/A	78%
		% of Youth Participating in Summer Conflict Resolution and Peacemaking Program	N/A	N/A	N/A	77%
		No. of Educational Field Trips Delivered	N/A	N/A	N/A	110
Avg. Cost per Month per Participant for Year-Round after School, Holiday, and Summer Day Camp		N/A	N/A	N/A	\$125	
Employee Learning & Growth	Improve Employee Services					
	To offer specialized training and professional development opportunities to all employees	% of Child Care Staff who Apply Curriculum Strategies Learned in Training	N/A	N/A	N/A	100%
		No. of Staff Trained in Multiple Intelligence Strategies	N/A	N/A	N/A	15
No. of Hours Staff Receive Training and Continuing Education in Childhood Development, Developmental Assets, and YMCA Practices		N/A	N/A	N/A	20	

DELEGATE AGENCIES

AGENCY TITLE:

YWCA OF SAN ANTONIO
KINDERGARTEN READINESS PROGRAM (KR)

PROGRAM DESCRIPTION

Services are designed to meet educational initiatives in three targeted schools and four childcare centers. Geographically, the sites are located within Council Districts one, five, and seven. Kindergarten teachers facilitate the transition of preschool children from daycare centers into public schools. Participating center caregivers receive guidance on implementation of the Creative Curriculum. Participating parents receive direction regarding Kindergarten Readiness Guidelines. Neighborhood events raise awareness to promote parents as their child's first teacher. Area businesses are encouraged to support school readiness and literacy.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$60,000	\$0
CCDF General Fund Match	145,139	0	0
CCDS General Fund Match	0	80,785	140,785
Total City Funding – All Agency Programs	242,207	234,940	1,064,116
Total Agency Operating Budget – All Sources	\$1,855,930	\$1,470,569	\$1,741,425
% of Agency Budget from City of San Antonio	13%	16%	61%
AUTHORIZED POSITIONS	8	8	10
FULL-TIME EQUIVALENT	4.10	4.10	4.10

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	835	450	629	597
	Enhance Workforce Development System					
	Promote access to school readiness initiative	No. of Child Participants (Pre-Tested)	177	139	128	115
Avg. No. of Parents Served per Month		N/A	64	75	64	

DELEGATE AGENCIES

AGENCY TITLE:

YWCA OF SAN ANTONIO
KINDERGARTEN READINESS PROGRAM (KR)

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education	% Classrooms Implementing Curriculum	N/A	N/A	N/A	80%
		% Children Displaying Progress in Mastery of KR Skills	71%	70%	95%	85%
		% Parents Utilizing KR Guidelines	N/A	85%	100%	85%

DELEGATE AGENCIES

AGENCY TITLE:

YWCA OF SAN ANTONIO
PARENTS AND CHILDREN TOGETHER (PACT)

PROGRAM DESCRIPTION

The Parents and Children Together (PACT) teaches parents and caregiver to interact with their children, using early brain development techniques, in order to increase school readiness and the likelihood of school success. PACT strengthens families by empowering parents to become a child's first teacher by developing the skills necessary to foster healthy, intellectual, emotional, and physical development.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$51,789	\$50,235	\$50,235
Total City Funding – All Agency Programs	242,207	234,940	1,064,116
Total Agency Operating Budget – All Sources	\$1,855,930	\$1,470,569	\$1,741,425
% of Agency Budget from City of San Antonio	13%	16%	61%
AUTHORIZED POSITIONS	4	4	6
FULL-TIME EQUIVALENT	1.50	1.45	2.45

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Services					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	269	265	272	265
		Total No. of Service Hours Delivered	N/A	3,016	3,015	2,800
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ kinder readiness initiatives	Total No. of PACT Parent Workshops and Teacher Training Held	N/A	N/A	N/A	52
		% Parents with Increased Knowledge of Early Brain Development	112%	85%	98%	85%
		% of Children with Development Appropriate Cognitive Social/Emotional and Physical Skills	113%	90%	92%	85%

DELEGATE AGENCIES

AGENCY TITLE:

YWCA OF SAN ANTONIO
VOLUNTEER INCOME TAX ASSISTANCE (VITA)

PROGRAM DESCRIPTION

The goal of the YWCA's VITA program is to reduce poverty by providing a free tax preparation service in connection with a comprehensive array of services designed to increase incomes and build assets of participating families and individuals.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$11,500	\$30,000
Total City Funding – All Agency Programs	45,2179	15,000	329,327
Total Agency Operating Budget – All Sources	\$1,855,930	\$1,495,234	\$1,741,425
% of Agency Budget from City of San Antonio	2%	1%	19%
AUTHORIZED POSITIONS	0	2	5
FULL-TIME EQUIVALENT	0.00	2.00	3.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	500	1,283	2,000
		No. of Completed Tax Returns - 2004	N/A	500	1,283	2,000
		Value of Refunds	N/A	\$730,380	\$1,873,180	\$2,920,000
		No. of Community Resource Fairs	N/A	N/A	N/A	2
No. of Program Participants Attending Financial Literacy and IDA Presentations		N/A	N/A	N/A	100	
Financial	Leverage Other Funding Sources					
	Leverage funded programs to create additional community value	Dollar Value of Volunteer Hours (\$8.75/hr x 588 Volunteer Hours)	N/A	\$5,145	\$5,145	\$5,145

DELEGATE AGENCIES

AGENCY TITLE:

YWCA OF SAN ANTONIO
VOLUNTEER INCOME TAX ASSISTANCE (VITA)

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Avg. Cost of Income Tax Return Prepared (Funding Amount Divided by No. of Returns Prepared)	N/A	\$23.00	\$8.96	\$15.00

DELEGATE AGENCIES

**BIG BROTHERS BIG SISTERS
MENTORING**

AGENCY TITLE:

PROGRAM DESCRIPTION

The program fosters emotional stability and growth in children and youth, ages seven to seventeen, who come primarily from single parent homes. Participants are matched with carefully screened adult volunteers who provide companionship and friendship through a positive adult role modeling. Professional caseworker staff assess children, screen volunteers, establish relationships, and provide ongoing support.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$30,000	\$29,100	\$40,000
Total City Funding – All Programs	30,000	29,100	40,000
Total Agency Operating Budget – All Sources	\$1,048,500	\$1,113,654	\$1,232,217
% of Agency Budget from City of San Antonio	3%	2%	3%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Community Outreach					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	1,411	1,576	1,492	1,566
	Promote Youth Development through early intervention, character traits/life skills development, education and job training	No. of Matched Youth	1,113	1,248	1,253	1,238
		No. of Volunteer Hours	29,986	33,500	36,788	33,000
		No. of Youth Eligible for Evaluation During the Fiscal Year who are Able to Improve or Maintain Avoiding Delinquency	N/A	406	353	406

DELEGATE AGENCIES

AGENCY TITLE:

BIG BROTHERS BIG SISTERS
MENTORING

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Youth that Improve or Maintain Ability to Make Decisions	N/A	375	382	375
		No. of Youth Able to Improve or Maintain Academic Performance	N/A	382	368	382

DELEGATE AGENCIES

AGENCY TITLE:

BOYS AND GIRLS CLUBS
POSITIVE YOUTH

PROGRAM DESCRIPTION

The Boys and Girls Club was awarded \$450,000 in Community Development Block Grant (CDBG) funds to provide opportunities for low income, high risk, inner-city youth, ages 6-18. The total allocation provides for the Westside Club located at 600 S.W. 19th Street and the Eastside club located at 3503 Martin Luther King Drive. CDBG funds provide for the administrative costs and salaries associated with the Program. The agency develops values, assets, and skills that enable youth to improve the quality of their lives and become productive, responsible citizens. Five core programs are used that include: Education and Career Development, Character and Leadership Development, Arts, Health and Life Skills, Sports, and Fitness and Recreation. This project provides after school and Saturday program services, plus 55 hours of weekly summer programs to 1,510 Club members and 5,500 non-club members ages 6-18 years.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG Consolidated Funding Contribution	\$365,555	\$320,000	\$450,000
Total City Funding – All Agency Programs	365,555	320,000	450,000
Total Agency Operating Budget – All Sources	\$1,567,980	\$1,615,693	\$1,858,221
% of Agency Budget from City of San Antonio	24%	20%	25%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	To Provide for the Safety and Welfare of San Antonio					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	N/A	9,916	11,042	4,115
	Promote Youth development through early intervention, character traits/life skills development, education and job training	% of Club Members who Progress to the Next Grade and/or Graduate	N/A	N/A	N/A	95%
		% of Club Members who Improve one grade in a Basic Skills Course	N/A	N/A	N/A	60%
% of Teens who Demonstrate Improvement in Job Development and Career Preparation		N/A	N/A	N/A	70%	

DELEGATE AGENCIES

AGENCY TITLE:

BOYS AND GIRLS CLUBS
POSITIVE YOUTH

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth development through early intervention, character traits/life skills development, education and job training	% of Teens who Demonstrate Increased Knowledge and Enhanced Skills to Cope with Risk Factors	N/A	N/A	N/A	60%
		Total No. of Teens Completing the Job Ready Curriculum Annually	N/A	N/A	N/A	50

DELEGATE AGENCIES

AGENCY TITLE:

BROOKS AEROSPACE FOUNDATION
CHALLENGER LEARNING CENTER

PROGRAM DESCRIPTION

The primary goal of the Challenger Learning Center of San Antonio is to inspire enthusiasm for math, science, and technology among students of all ages, particularly in those who are in sixth through eighth grade by providing them with an interactive space flight simulation.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$25,000
Total City Funding – All Agency Programs	0	0	25,000
Total Agency Operating Budget – All Sources	\$0	\$0	\$157,148
% of Agency Budget from City of San Antonio	N/A	N/A	16%
AUTHORIZED POSITIONS	0	0	4
FULL-TIME EQUIVALENT	0.00	0.00	1.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Community Outreach					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	N/A	N/A	N/A	9,500
		% of Teachers Increasing their Skills to Teach Science, Mathematics and Technology Curriculum	N/A	N/A	N/A	85%
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Program Participants Completing Life Skills Training	N/A	N/A	N/A	9,500
		Avg. Cost per Participant	N/A	N/A	N/A	\$546
		% of Participants Learning More about Workplace Skills Related to Communication, Interpersonal Relations and Team Work	N/A	N/A	N/A	85%
		Avg. Monthly Enrollment	N/A	N/A	N/A	1,056

DELEGATE AGENCIES

AGENCY TITLE:

COMMUNITIES IN SCHOOLS OF SAN ANTONIO
STAY IN SCHOOL

PROGRAM DESCRIPTION

The program connects schools with community resources in order to help young people successfully learn, stay in school and prepare for life. CIS-SA is a community facilitator bringing a wide range of resources into the school to provide urgently needed support and connections to free or low-cost services and goods.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$51,500	\$75,000
Total City Funding – All Agency Programs	0	51,500	75,000
Total Agency Operating Budget – All Sources	\$0	\$4,334,012	\$4,121,928
% of Agency Budget from City of San Antonio	N/A	1%	2%
AUTHORIZED POSITIONS	2	6	10
FULL-TIME EQUIVALENT	1.00	3.00	4.50

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Community Outreach					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	3,361	3,601	1,970
	Promote youth development through early intervention, character traits/life skills development, education and job training	% of Students Staying in School	N/A	95%	95%	95%
		% of Students Receiving CIS Case Management Services Staying in School	N/A	95%	N/A	95%
		% of Students Showing Improvement in School Attendance, and in Academic Behavior	N/A	85%	87%	85%
		% of CIS Students Eligible to Graduate, Receive A High School Diploma or GED	N/A	85%	80%	85%

DELEGATE AGENCIES

AGENCY TITLE:

COMMUNITIES IN SCHOOLS OF SAN ANTONIO
STAY IN SCHOOL

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Unduplicated Mentors Serving Participants	N/A	NA	N/A	128
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Dollar Value of Volunteers	N/A	N/A	N/A	\$16,078

DELEGATE AGENCIES

AGENCY TITLE:

ELLA AUSTIN COMMUNITY CENTER
YOUTH AND FAMILY SERVICES

PROGRAM DESCRIPTION

The Youth and Family Services Program provides youth with the necessary tools to make informed healthy decisions, take responsibility for their actions, practice good citizenship, develop positive relationships, and build self esteem. The San Antonio Independent School District (SAISD) provides educational and life skills training and the Ella Austin Community Center provides the After School Program which includes academic tutoring, counseling, special events, field trips and computer literacy. The Summer Enhancement Program focuses on providing daily activities during summer vacation, which includes computer, arts & crafts, sewing, cooking, health and wellness, and weekly field trips. The Ella Austin Community Center Spring Break Program offers a week of activities and serves youth 5-21 years of age.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$117,204	\$114,680	\$120,000
Total City Funding -- All Agency Programs	173,238	172,390	173,360
Total Agency Operating Budget – All Sources	\$1,782,991	\$1,802,827	\$902,068
% of Agency Budget from City of San Antonio	10%	10%	19%
AUTHORIZED POSITIONS	2	0	10
FULL-TIME EQUIVALENT	0.50	0.00	6.5

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	281	300	315	330
		No. of Youth Served per Month	N/A	630	511	800
	Enhance Workforce Development System					
	Promote youth development through early intervention, character traits/life skills development education , and job training opportunities	No. of Life Skills/ Education Units	6,120	5,200	5,711	5,600
		Academic Improvement Maintained	89%	75%	85%	80%
		Reduction Production Behavior	91%	75%	84%	80%
		Youth Who Advance to Next Grade	N/A	N/A	N/A	90%

DELEGATE AGENCIES

AGENCY TITLE:

GOOD SAMARITAN CENTER
MODELO

PROGRAM DESCRIPTION

The MODELO program is a college preparation, career exploration program for low-income, high-achieving youth that do not meet the eligibility requirements of Alamo Workforce Development. Because the targeted youth are excellent role models, some of their time in the program will be spent tutoring and mentoring at-risk youth, ages six to twelve who exhibit anti-social or pre-delinquent behavior.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$159,124	\$154,350	\$167,471
Total City Funding – All Agency Programs	159,124	154,350	167,471
Total Agency Operating Budget – All Sources	\$2,164,508	\$3,089,438	\$3,419,483
% of Agency Budget from City of San Antonio	7%	5%	5%
AUTHORIZED POSITIONS	7	6	7
FULL-TIME EQUIVALENT	7.00	2.00	3.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Community Outreach					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	146	150	169	150
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of SAEP Seniors Graduating from High School	N/A	8	8	10
		No. of Unduplicated Clients (14-18) with Career/College Plans	N/A	40	50	40
No. of Elementary and Secondary School Participants Engaged in Academic Enrichment as Part of the Summer Program.		N/A	N/A	N/A	500	

DELEGATE AGENCIES

AGENCY TITLE:

GOOD SAMARITAN CENTER
MODELO

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Participants (14-18) Maintaining GPA 80 or Better	N/A	30	29	30
		% of Secondary Participants (6-13) Showing Improved Social Function within Six Months of Receiving a Mentor	N/A	50%	85%	50%

DELEGATE AGENCIES

AGENCY TITLE:

HISPANAS UNIDAS
ESCUELITA PROJECT

PROGRAM DESCRIPTION

The Escuelita Project is an early intervention, educational program for young Latinas. The Project is aimed at preventing teen pregnancy. The key elements of the after school sessions include; 1) culturally sensitive curriculum designed to reinforce basic reading, writing, and math skills to develop self-esteem, and to promote personal development; 2) a pool of over 60 Hispanic women (from various professions) as mentors/role models; and 3) direct ties to the public school system, creating a model that may be replicated locally, statewide and nationally.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$70,780	\$68,657	\$68,657
Total City Funding – All Agency Programs	70,780	68,657	68,657
Total Agency Operating Budget – All Sources	\$217,522	\$205,635	\$108,657
% of Agency Budget from City of San Antonio	33%	33%	63%
AUTHORIZED POSITIONS	4	4	3
FULL-TIME EQUIVALENT	2.00	2.00	1.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Community Outreach					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	97	80	80	80
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Home Visits During School Year	N/A	160	159	100
		No. of Structured Activities Provided During Contract Period	N/A	237	255	237
		\$ Value of Volunteer Hours	\$2,349	\$2,975	\$3,671	\$3,200

DELEGATE AGENCIES

AGENCY TITLE:

HISPANAS UNIDAS
ESCUELITA PROJECT

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth development through early intervention, character traits/life skills development, education and job training	% of Girls in Program whose Skills and Support Systems have Improved as a Result of Their Participation in the Program	75%	75%	75%	75%
		No. of Students Advancing One or More Grade Levels at the End of the Academic School Year	N/A	75%	72%	75%

DELEGATE AGENCIES

AGENCY TITLE:

HEALY MURPHY
YOUTH TRAINING PROJECT

PROGRAM DESCRIPTION

This program is designed to assist high school students, who have dropped out, or are no longer accepted in the public school system, complete their graduation requirements. The program provides students with academic and/or vocational training to enable them to return to the public school system or to enter the labor market. The program targets high school non-graduates, ages 14 to 20, who are high-risk, pregnant, inner-city residents.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$357,110	\$346,397	\$349,996
Total City funding – All Agency Programs	357,110	346,397	349,996
Total Agency Operating Budget – All Sources	\$1,719,754	\$1,589,223	\$1,373,042
% of Agency Budget from City of San Antonio	21%	22%	25%
AUTHORIZED POSITIONS	21	19	18
FULL-TIME EQUIVALENT	12.00	12.00	11.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	432	400	485	400
	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	Avg. Monthly Enrollment	137	158	186	158
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Youth Participating in Life Skills Training	N/A	1,950	1,953	1,950

DELEGATE AGENCIES

AGENCY TITLE:

HEALY MURPHY
YOUTH TRAINING PROJECT

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth Development through early intervention, character traits/life skills development, education and job training	No. of Teen Parents Maintaining 80% (or Better) Grade in Parenting/Child Development Class	96	85	79	85
		No. of students Successfully Participating in on-the-Job Training	80	30	28	30
		No. of Graduates who Continue Education, Enter Military or Full Time Employment	85	25	27	25

DELEGATE AGENCIES

AGENCY TITLE:

JOVEN
CREANDO LA VISION

PROGRAM DESCRIPTION

JOVEN's Creando La Vision Project promotes academic achievement and character development to 1,600 at-risk youth between the ages of 4 through 17 attending elementary school at Johnson, DeZavala, Bellaire, Brackenridge, John Glenn, Carroll, Washington, and at Anson Jones, Tafolla, and Poe Middle Schools. JOVEN's goal is to promote educational success of at-risk children by diminishing risk factors that lead to delinquency and substance abuse.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG Consolidated Funding Contribution	\$0	\$0	\$90,000
Total City Funding – All Agency Programs	0	0	169,662
Total Agency Operating Budget – All Sources	\$0	\$0	\$2,750,908
% of Agency Budget from City of San Antonio	N/A	N/A	6%
AUTHORIZED POSITIONS	0	0	2
FULL-TIME EQUIVALENT	0.00	0.00	2.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide for the Safety and Welfare of San Antonio					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants(Children) Served	N/A	N/A	N/A	1,600
		No. of Unduplicated Participants (Parents) Served	N/A	N/A	N/A	200
	To provide children opportunities for participation in academic enrichment services	No. of Unduplicated Children Served	N/A	N/A	N/A	1,600
	To provide children opportunities for participation in life skills acquisition services	No. of Unduplicated Children Served	N/A	N/A	N/A	1,200

DELEGATE AGENCIES

AGENCY TITLE:

JOVEN
CREANDO LA VISION

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	To provide children opportunities to demonstrate academic performance / passing in all classes	No. of Unduplicated Children Served	N/A	N/A	N/A	1,280
	To provide children opportunities to demonstrate improved school attendance (at least 95% of required time)	No. of Unduplicated Children Participating	N/A	N/A	N/A	1,440
	To provide children opportunities to demonstrate improved behavior	No. of Unduplicated Children Participating	N/A	N/A	N/A	960
	To provide parents / caregivers with opportunities to demonstrate improvement in parenting skills and familial protective factors	No. of Unduplicated Participants	N/A	N/A	N/A	160

DELEGATE AGENCIES

AGENCY TITLE:

MADONNA NEIGHBORHOOD CENTER
YOUTH DEVELOPMENT

PROGRAM DESCRIPTION

The Extended Day Collaborative Program is based on components (centers) identified as necessary support services for young children and their families in the community and the educational system. The components are designed to foster the development of appropriate academic, social, physical, and emotional skills in young students. The program assists participants in appropriate skills' development and serves as intervention for those participants identified as at-risk.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$12,485	\$20,000
Total City Funding – All Agency Programs	0	16,835	62,485
Total Agency Operating Budget – All Sources	\$712,744	\$714,092	\$761,145
% of Agency Budget from City of San Antonio	N/A	2%	8%
AUTHORIZED POSITIONS	0	3	4
FULL-TIME EQUIVALENT	0.00	3.00	4.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	16	16	100
		No. of Participants Served in Summer Sports and Arts Educational Programs	N/A	N/A	N/A	145
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance	N/A	15	15	20
		% of Youth with Improved Character Traits/Grades	N/A	75%	133%	80%

DELEGATE AGENCIES

AGENCY TITLE:

METHODIST HEALTHCARE MINISTRIES OF SOUTH TEXAS, INC
WESLEY COMMUNITY CENTER

PROGRAM DESCRIPTION

The Program serves children and youth between the ages of 6-18 residing in the South Side of San Antonio. The services provided include a daily snack, sessions that address the problems with gangs and substance abuse, and other services addressing educational needs. The program is comprised of three components Mid-High, Drop In, and Summer Recreation.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$17,400	\$36,250
Total City Funding – All Agency Programs	0	17,400	36,250
Total Agency Operating Budget – All Sources	\$0	\$24,131,366	\$20,851,962
% of Agency Budget from City of San Antonio	N/A	.07%	.2%
AUTHORIZED POSITIONS	0	7	7
FULL-TIME EQUIVALENT	0.00	2.50	2.50

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	N/A	250	245	270
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance – Summer	N/A	200	153	100
		Avg. Daily Attendance – Year Round	N/A	N/A	N/A	10
		% Children Displaying Mastery Skills in Kinder Readiness (Summer Months)	N/A	N/A	N/A	60%

DELEGATE AGENCIES

AGENCY TITLE: METHODIST HEALTHCARE MINISTRIES OF SOUTH TEXAS, INC
WESLEY COMMUNITY CENTER

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote youth development through early intervention, character traits/life skills development, education, and job training opportunities	% of Youth in After School Recreation Who Improve in Grades (Year Round)	N/A	N/A	N/A	20%
		% of Participants Learning New Ways to Address Problems with Gangs and Substance Abuse	N/A	N/A	N/A	75%

DELEGATE AGENCIES

PRESA COMMUNITY CENTER
SKILLS

AGENCY TITLE:

PROGRAM DESCRIPTION

This program provides supervised, recreational and counseling activities for community youth, ages six to sixteen, for the purpose of preventing delinquency and substance abuse.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$49,546	\$68,657	\$52,410
Total City Funding – All Agency Programs	49,546	68,657	52,410
Total Agency Operating Budget – All Sources	\$949,309	\$860,219	\$899,762
% of Agency Budget from City of San Antonio	5%	8%	6%
AUTHORIZED POSITIONS	5	5	9
FULL-TIME EQUIVALENT	3.00	3.00	8.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	622	460	449	460
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Youth Receiving Life Skills Training	N/A	8,000	7,916	8,000
		% or No. of Enrolled Youth that will Maintain Academic Standard of "C" or Above During the School Year	N/A	85%	98%	90%
		No. of Youth Participating in the Tae Kwon Do Program	N/A	N/A	N/A	75
		No. of Youth displaying Increased Self-esteem and Accepting Personal Responsibility	N/A	390	370	390
		Cost per Client per Month	N/A	\$104.47	\$109.00	\$113.93

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO YOUTH CENTERS
YOUTH DEVELOPMENT

PROGRAM DESCRIPTION

San Antonio Youth Centers foster development of inner-city youth to enable them to make responsible decisions and contribute positively to the community. The Centers provide after school programs, free meals, tutoring, and homework assistance, life skills training, and several other programs aimed at youth development.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$20,000	\$36,685
Total City Funding – All Agency Programs	0	20,000	36,685
Total Agency Operating Budget – All Sources	\$368,687	\$1,031,467	\$1,747,096
% of Agency Budget from City of San Antonio	N/A	1%	2%
AUTHORIZED POSITIONS	0	2	5
FULL-TIME EQUIVALENT	0.00	0.00	1.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	500	452	600
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Inner City Youth Improving Academically due to Program Services	N/A	N/A	N/A	400
		No. of Youth Prevented from Participating in Crime and Delinquency Activities	N/A	N/A	N/A	500

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO YOUTH CENTERS
YOUTH DEVELOPMENT

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth Development through early intervention, character traits/life skills development, education and job training	No. of Meals Provided to Inner City Youth	N/A	N/A	N/A	45,000
		No. of Days Center will be Open During the Year	N/A	N/A	N/A	300
		No. of Academic, Life Skills Social Skills, Community Service and Other Youth Development Workshops/Classes Offered at the Four Centers in the Coming Year	N/A	N/A	N/A	7,500

DELEGATE AGENCIES

AGENCY TITLE:

UNIVERSITY OF TEXAS AT SAN ANTONIO (UTSA)
PREP

PROGRAM DESCRIPTION

The UTSA Pre-freshmen Engineering Program (PREP) is an intense, mathematics-based, summer program conducted at college and university campuses throughout the City of San Antonio. During the eight-week summer academic enrichment program, efforts are directed toward the reinforcement of mathematics and college level topics not offered in high school or middle school. A major objective is to strengthen the participants' abstract reasoning and problem-solving skills. The program identifies high achieving middle and high school students with the potential to become scientists or engineers, and reinforces them in the pursuit of these fields.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$38,892
Total City Funding – All Agency Programs	40,500	40,095	651,892
Total Agency Operating Budget – All Sources	\$633,422	\$611,592	\$1,100,982
% of Agency Budget from City of San Antonio	6%	7%	4%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	1,271	1,015	1,168	1,015
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of PREP Students Completing Program	N/A	863	1,079	863
		No. of Students Improving in Math, Science, Engineering Based Careers	N/A	832	959	832
		Avg. Cost per Client	\$941	\$922	962	\$922

DELEGATE AGENCIES

AGENCY TITLE:

UNIVERSITY OF TEXAS AT SAN ANTONIO (UTSA)
PREP

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Year 1 Students Improving their Logic/Math Skills	N/A	340	310	340
		No. of Participants who Agree they have a Better Understanding of what is Required for College	N/A	873	921	873

DELEGATE AGENCIES

AGENCY TITLE:

YMCA OF GREATER SAN ANTONIO
YOUTH DEVELOPMENT

PROGRAM DESCRIPTION

The Community Development Block Grant (CDBG) funds provide youth services including, but not limited to, baseball, basketball, soccer and swimming to 1000 disadvantaged youth from 4-15 years of age. Services are provided at the Davis Scott YMCA, Southwestern Bell YMCA, and Westside YMCA.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG Consolidated Funding Contribution	\$150,000	\$140,000	\$75,000
Total City Funding – All Agency Programs	860,000	180,000	435,240
Total Agency Operating Budget – All Sources	\$5,884,779	\$6,732,122	\$1,004,598
% of Agency Budget from City of San Antonio	15%	3%	44%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide for the Safety and Welfare of San Antonio					
	To ensure children and youth receive the requisite supports and opportunities during times of transition	No. of Unduplicated Participants Served	N/A	N/A	N/A	384
		No. of Program Participant Enrollments Delivered	N/A	N/A	N/A	880
		No. of Public Games to be Held in Addition to Weekly Practices	N/A	N/A	N/A	108
		No. of Parent Orientations and Educational Workshops	N/A	N/A	N/A	12
		% of Youth in Sports Program who will Receive Reinforcement of Positive Character Development from Parents and Families	N/A	N/A	N/A	80%
		No. of Head Coaches to Mentor Youth	N/A	N/A	N/A	485

DELEGATE AGENCIES

AGENCY TITLE:

YMCA OF GREATER SAN ANTONIO
YOUTH DEVELOPMENT

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	To ensure children and youth receive the requisite supports and opportunities during times of transition	Ratio of Adults to Teen Participants	N/A	N/A	N/A	1:10
Financial	Provide Accountability to the Public					
	To provide comprehensive community based family strengthening services	Avg. Cost per Month per Participant for Year-Round Direct Child Care Services	N/A	N/A	N/A	\$168
Employee Learning & Growth	Improve Employee Services					
	To provide training to staff for effective service delivery	No. of Trained Head Coaches to Mentor Youth	N/A	N/A	N/A	485
		No. of Training Sessions/Meetings Planned for Coaches	N/A	N/A	N/A	24

DELEGATE AGENCIES

AGENCY TITLE:

YWCA
MI CARRERA

PROGRAM DESCRIPTION

The program works with female students ages 13 to 19 who are at risk of dropping out of school. The Program aims at increasing self-esteem, educational and occupational motivation, and parenting skills.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$40,000
Total City Funding – All Agency Programs	0	0	40,000
Total Agency Operating Budget – All Sources	\$0	\$0	\$1,741,425
% of Agency Budget from City of San Antonio	N/A	N/A	2%
AUTHORIZED POSITIONS	0	0	2
FULL-TIME EQUIVALENT	0.00	0.00	2.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	N/A	N/A	160
	Promote Youth development through early intervention, character traits/life skills development, education and job training	Avg. No. of Classes per Month	N/A	N/A	N/A	17
		No. of Students Demonstrating Increased Self-esteem	N/A	N/A	N/A	136
		No. of Teens Showing Score of Four or Better on Parenting Skills Test	N/A	N/A	N/A	54
		% of Mothers Completing the Course	N/A	N/A	N/A	75%
		No. of Students Demonstrating Increased Educational and Occupational Motivation	N/A	N/A	N/A	136

DELEGATE AGENCIES

AGENCY TITLE:

YWCA
POSITIVE YOUTH DEVELOPMENT

PROGRAM DESCRIPTION

The Positive Youth Development Program serves youth ages four to twelve by promoting youth development through character traits and life skills training. Volunteer coaches instill character through sportsmanship training.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$25,000
Total City Funding – All Agency Programs	0	0	25,000
Total Agency Operating Budget – All Sources	\$0	\$0	\$1,741,425
% of Agency Budget from City of San Antonio	N/A	N/A	1%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 2004	Adopted FY 05
Customer	Improve Community Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	N/A	N/A	N/A	400
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Coaches/ Volunteers	N/A	N/A	N/A	15
		Dollar Value of Volunteer Hours	N/A	N/A	N/A	\$4,095
		No. of Participants Improving in Behavioral and Teamwork Skills	N/A	N/A	N/A	340
		No. of Participants Demonstrating an Increased Awareness of Traits that Develop and Strengthen Personal Character	N/A	N/A	N/A	340
No. of Volunteer Hours		N/A	N/A	N/A	630	

DELEGATE AGENCIES

AGENCY TITLE:

YWCA
TEEN VOLUNTEER PROGRAM

PROGRAM DESCRIPTION

The Teen Volunteer program serves teens ages 13 to 19 by providing pre-employment training as well as placement in various organizations and work environments throughout San Antonio. In order to ensure participants are provided a beneficial and productive placement, training is also provided to employers.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$45,279	\$43,920	\$43,920
Total City Funding – All Agency Programs	45,279	43,920	43,920
Total Agency Operating Budget – All Sources	\$1,855,930	\$1,495,234	\$1,741,425
% of Agency Budget from City of San Antonio	2%	3%	3%
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	3.00	3.00	3.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	351	350	365	350
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Teens Demonstrating Normal Expected Work Performance Standards	N/A	N/A	N/A	106
		No. of Volunteer Hours	12,292	10,000	9,653	10,000
		Value of Volunteer Hours	\$107,548	\$87,500	\$84,466	\$87,500
		No. of Teens Improving in Problem Solving, Communication and Goal Setting	N/A	235	179	238
		No. of Teens Demonstrating an Increased Awareness of Traits that Develop and Strengthen Personal Character	N/A	100	84	113

DELEGATE AGENCIES

AGENCY TITLE:

ALAMO COMMUNITY COLLEGE DISTRICT
WOMEN'S CENTER AND ADULT RE-ENTRY

PROGRAM DESCRIPTION

The San Antonio College Women's Center and Adult Re-Entry Program provides services to low-income San Antonio residents, predominantly Hispanic females, who are unemployed or underemployed. Services include recruitment, assessments and counseling, basic skills upgrading, training, job placements, and support services such as referrals, transportation, job readiness, homebuyer training, and clothing for job interviews/employment.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$217,709
Total City Funding – All Agency Programs	0	0	217,709
Total Agency Operating Budget – All Sources	\$0	\$0	\$838,579
% of Agency Budget from City of San Antonio	N/A	N/A	26%
AUTHORIZED POSITIONS	0	0	8
FULL-TIME EQUIVALENT	0.00	0.00	5.30

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	200
	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	% Receiving Training or Directed Job Search Training	N/A	N/A	N/A	55%
		% Employed at or Below \$8.75/Hr.	N/A	N/A	N/A	70%
		% Employed at or above \$8.75/Hr.	N/A	N/A	N/A	5%

DELEGATE AGENCIES

AGENCY TITLE:

ALAMO COMMUNITY COLLEGE DISTRICT
WOMEN'S CENTER – SAN ANTONIO COLLEGE

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Transition families to a livable income by raising their education and skill level	% retained in Employment 90 Days	N/A	N/A	N/A	75%
		No. Enrolled in Higher Education	N/A	N/A	N/A	25
	Ensure families are economically secure	No. Enrolled in the IDA Savings Program	N/A	N/A	N/A	16
		No. Receiving Financial Literacy Training	N/A	N/A	N/A	50

DELEGATE AGENCIES

ANTIOCH COMMUNITY TRANSFORMATION NETWORK (ACTN) BASIC ADULT LITERACY PROGRAM

AGENCY TITLE

PROGRAM DESCRIPTION

The ACTN Basic Adult Literacy Program collaborates with Project Learn to Read to provide literacy services on the East Side of San Antonio. Through trained volunteers, computer software, and focused curriculum the program also provides assistance for participants to obtain their GED, job readiness skills, and many other services that will aid them in becoming more stable and successful.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$67,628
Total City Funding – All Agency Programs	0	0	67,628
Total Agency Operating Budget – All Sources	\$0	\$0	\$128,888
% of Agency Budget from City of San Antonio	N/A	N/A	52%
AUTHORIZED POSITIONS	0	0	4
FULL-TIME EQUIVALENT	0.00	0.00	4.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	No. of Students Progressing to Adult Education Classes after 100 Hours of Instruction	N/A	N/A	N/A	15
		No. of Students Obtaining a Job Paying \$8.75/Hour After 100 Hours of Instruction	N/A	N/A	N/A	15
	Improve Customer Service					
	Provide comprehensive community Based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	50
		No. of Enrolled Students Provided Instruction	N/A	N/A	N/A	65
		No. of Students Showing an Increase of at Least One Half of a Grade Level After 50 Hours of Instruction	N/A	N/A	N/A	50

DELEGATE AGENCIES

AGENCY TITLE:

ANTIOCH COMMUNITY TRANSFORMATION NETWORK (ACTN)
BASIC ADULT LITERACY PROGRAM

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide comprehensive community based family strengthening services	No. of Instructional Hours for Program Period 50 Hours per Student Year	NA	NA	NA	2,500
Financial	Leverage Other Funding Sources					
	Leverage funded programs to create additional community value	No. of Volunteers Recruited and Trained	NA	NA	NA	35
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Avg. Cost per Contact Hour	NA	NA	NA	\$27.05

DELEGATE AGENCIES

AGENCY TITLE:

DRESS FOR SUCCESS
WORKFORCE DEVELOPMENT

PROGRAM DESCRIPTION

The Dress for Success Program provides low-income women with employment support services that include case management, life skills training, professional development, resume review, and instruction in core-wardrobe. The Program also provides interview, business attire to help transition women into the workforce. Women are referred from nonprofit and governmental agencies, including job-training programs, homeless shelters, and domestic violence shelters.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$20,000
Total City Funding – All Agency Programs	0	0	20,000
Total Agency Operating Budget -- All Sources	\$0	\$0	\$85,000
% of Agency Budget from City of San Antonio	N/A	N/A	24%
AUTHORIZED POSITIONS	0	0	2
FULL-TIME EQUIVALENT	0.00	0.00	0.85

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Services					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	100
	Transition families to a livable income by raising their education and skill level	No. of Assessment Interviews and Service Plans	N/A	N/A	N/A	100
		No. of Service Hours	N/A	N/A	N/A	150
		Avg. Cost per Unduplicated Participant	N/A	N/A	N/A	\$200
		% of Participants Who Obtain Employment	N/A	N/A	N/A	20%

DELEGATE AGENCIES

AGENCY TITLE:

GOODWILL INDUSTRIES OF SAN ANTONIO
LEARN WHILE YOU EARN

PROGRAM DESCRIPTION

The Learn While You Earn Project serves participants who are persons with disabilities or who have other barriers to employment. There are two components of the Project: 1) transitional job training and support services whose activities are designed to support movement from welfare to jobs earning less than \$8.75 per hour. Services in this component include job readiness, life skills and workplace competency training, transportation, uniforms, and childcare; 2) skilled job training and support services using an Enhancement Module to support employment in positions earning more than \$8.75 per hour. Services in this component include case management to identify skills/education and necessary support services.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$180,000
Total City Funding – All Agency Programs	0	0	180,000
Total Agency Operating Budget – All Sources	\$0	\$0	\$31,009,700
% of Agency Budget from City of San Antonio	N/A	N/A	.6%
AUTHORIZED POSITIONS	0	0	21
FULL-TIME EQUIVALENT	0.00	0.00	5.5

BALANCED SCORECARD

Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Improve Customer Services					
Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	70
Enhance Workforce Development System					
Transition families to a livable income by raising their education and skill level	No. of Job Readiness Training Classes Provided	N/A	N/A	N/A	12
	% of Job Readiness Graduates Who will Begin Transitional Employment Below \$8.75/Hr.	N/A	N/A	N/A	80%

DELEGATE AGENCIES

AGENCY TITLE:

GOODWILL INDUSTRIES OF SAN ANTONIO
LEARN WHILE YOU EARN

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Transition families to a livable income by raising their education & skill level	% of Job Readiness Graduates will Retain Employment for Six Months (112 of 188)	N/A	N/A	N/A	60%
		% of Participants Who Identify a Demand Occupation and Career Path to Earn \$8.75/hr or More	N/A	N/A	N/A	30%
		% of Successful Retention Rate at Six Months	N/A	N/A	N/A	65%

DELEGATE AGENCIES

AGENCY TITLE:

PROJECT LEARN TO READ
EMPOWERMENT 2005 PROGRAM

PROGRAM DESCRIPTION

The Empowerment 2005 program of Project Learn to Read targets persons 15 years and older who function at 0-5th grade level and/or have learning disabilities. Through one on one and small group instruction, it empowers San Antonio's least educated adults and older youth by developing their reading, writing, speaking, listening, and math skills.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$67,628
Total City Funding – All Agency Programs	0	0	67,628
Total Agency Operating Budget – All Sources	\$0	\$0	\$88,614
% of Agency Budget from City of San Antonio	N/A	N/A	76.3%
AUTHORIZED POSITIONS	0	0	5
FULL-TIME EQUIVALENT	0.00	0.00	2.50

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Enhance Workforce Development System					
	Transition families to livable income by raising their education and skill level	% of Participants Demonstrating Improved Work or Life Skills	N/A	N/A	N/A	65%
		No. of Participants Advancing One Half or More Grade Levels After 40-50 Hours of Instruction	N/A	N/A	N/A	97
	Improve Customer Service					
Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	N/A	N/A	194	

DELEGATE AGENCIES

AGENCY TITLE:

PROJECT LEARN TO READ
EMPOWERMENT 2005 PROGRAM

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Financial	Leverage Other Funding Sources					
	Leverage funded programs to create additional community value	No. of Volunteers Recruited and Trained	N/A	N/A	N/A	40
		No. of Volunteer Training Hours Provided	N/A	N/A	N/A	72
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Avg. Cost per Instructional Hour Provided	N/A	N/A	N/A	\$8.71

DELEGATE AGENCIES

AGENCY TITLE:

PROJECT QUEST, INC.

PROGRAM DESCRIPTION

Project QUEST is a community-based workforce development program, which demonstrates the social and economic benefits of long-term training for economically eligible applicants by providing them with skills required for long-term employment and higher incomes. Support services are provided to participants while they are in training. The project develops job placement agreements with local businesses and agencies prior to training participants for those jobs.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$1,861,628	\$2,159,933	\$675,000
CDBG Consolidated Funding Contribution	350,000	194,500	0
General Fund One-Time Council Allocation FY 2004	0	0	325,000
General Fund One-Time Council Allocation FY 2005	0	0	500,000
Total City Funding – All Programs	2,211,628	2,354,433	1,500,000
Total Agency Operating Budget – All Sources	\$2,649,638	\$2,406,730	\$2,307,692
% of Agency Budget from City of San Antonio	87%	88%	65%
AUTHORIZED POSITIONS	26	27	23
FULL-TIME EQUIVALENT	26.00	25.00	21.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	514	452	455	338
	Enhance Workforce Development System					
	Ensure families are economically secure	Avg. Wage of Graduates Placed in Jobs	\$13.27	\$12.00	\$13.37	\$12.50
		No. of Full-Time Job Placements	103	129	126	100
		% of Increase in Participant's Income	166%	110%	131%	110%
		% of Placements Still Employed at 6 Months	50%	85%	95%	85%

DELEGATE AGENCIES

AGENCY TITLE:

PROJECT QUEST, INC.

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Transition families to a livable income by raising their education and skill level	% of Placement Still Employed at 18 Months	N/A	85%	86%	85%
	Promote youth development through early intervention, character traits/life skills development, education and job training opportunities	Program Completions from Occupational or Customized Training	114	120	116	100
		% of Non-Special Program Terminations that Completed Training	N/A	75%	71%	75%
		No. of Participants Completing Life Skills Development	114	129	126	100
		No. of Participants Completing Financial Literacy Training	N/A	N/A	N/A	100

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO URBAN MINISTRIES
FAIRWEATHER LODGE

PROGRAM DESCRIPTION

The Fairweather Lodge, a national psycho-social rehabilitation Program provides employment/vocational training, rehabilitation services, and independent living skill training to persons who suffer from clinical, mental illness and homelessness. This program operates five transitional living facilities for adults with mental illness. The members are responsible for the maintenance and operation of the Lodge.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG Consolidated Funding	\$40,000	\$20,000	\$30,000
Total City Funding – All Programs	40,000	20,000	30,000
Total Agency Operating Budget – All Sources	\$247,228	\$253,617	\$284,457
% of Agency Budget from City of San Antonio	17%	8%	11%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide for the Safety and Welfare of San Antonio					
	Provide community safety net homeless services	No. of Unduplicated Participants Served	24	25	25	50

DELEGATE AGENCIES

AGENCY TITLE:

ALAMO AREA RESOURCE CENTER
APPOINTMENT VAN TRANSPORTATION PROGRAM

PROGRAM DESCRIPTION

To ensure accessibility of supportive services for infected/affected individuals and family members in the EMA and South Texas

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
HOPWA – Consolidated Funding Contribution	\$107,660	\$214,359	\$179,810
Total City Funding – All Agency Programs	107,660	214,359	179,810
Total Agency Operating Budget – All Sources	\$763,554	\$1,025,413	\$1,922,856
% of Agency Budget from City of San Antonio	14%	21%	10%
AUTHORIZED POSITIONS	5	6	6
FULL-TIME EQUIVALENT	2.50	3.00	3.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	165	228	183	275
	Provide for the Safety and Welfare of San Antonio					
	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation and community engagement.	No. of transportation trips provided – one person, one way = one trip	3,849	4,000	3,381	4,800
		No. of Individuals Accessing Medical Care	N/A	N/A	N/A	220
		No. of Newly Diagnosed Accessing Transportation	N/A	N/A	N/A	50
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget goals	Cost per One-Way Trip	N/A	N/A	N/A	\$37.46

DELEGATE AGENCIES

AGENCY TITLE:

ALAMO AREA RESOURCE CENTER
GREATER SAN ANTONIO H PROGRAM

PROGRAM DESCRIPTION

To provide a housing resource database, housing locator service and intensive housing case management to assist individuals in locating and maintaining safe, affordable, and appropriate housing.

FUNDING SOURCES AND AMOUNTS

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
HOPWA – Consolidated Funding Contribution	\$90,418	\$100,979	\$100,979
HOPWA – Prior Year Carryforward General Fund	0	6,100	0
Total City Funding – All Agency Programs	90,418	107,079	100,979
Total Agency Operating Budget – All Sources	\$763,554	\$1,025,413	\$1,922,856
% of Agency Budget from City of San Antonio	12%	11%	6%
AUTHORIZED POSITIONS	6	4	4
FULL-TIME EQUIVALENT	3.00	2.00	2.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	49	710	1,175	800
	Provide for the Safety and Welfare of San Antonio					
	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation and community engagement	No. of Providers (Landlords, Owners, and Managers of Leased Housing) Outreached with Information	32	265	272	800
		No. of Providers (Landlords, Owners, and Managers of Leased Housing) Enrolled in the Project ¹	32	265	272	150
		No. of HIV Positive Individuals and Families Outreached with Information	N/A	N/A	N/A	800
		No. of HIV Positive Individuals and Families Enrolled in the Project	N/A	N/A	N/A	450

DELEGATE AGENCIES

AGENCY TITLE:

ALAMO AREA RESOURCE CENTER
GREATER SAN ANTONIO HOUSING WORKS PROGRAM

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation and community engagement	No. of HIV Positive Individuals Provided Intensive Case Management	N/A	N/A	N/A	100
		No. of Individuals Maintaining Permanent Housing	N/A	N/A	N/A	100

EXPLANATORY INFORMATION

¹ Targeting providers who are willing to work will allow low income individuals/families to have lower monthly rental amounts, waiver on deposits, etc.

DELEGATE AGENCIES

AGENCY TITLE: ALZHEIMER'S DISEASE AND RELATED DISORDERS ASSOCIATION, INC.
FAMILY CAREGIVER SERVICES

PROGRAM DESCRIPTION

The Family Caregivers Services Program assists individuals and families to secure medical and social services at earlier stages of disease progression and to make informed decisions about therapies, home-based care giving, and in other issues that impact the family. Core services are designed to assist both the person with the disease and his or her family members and caregivers to cope with Alzheimer's Disease.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$50,000
Total City Funding – All Agency Programs	0	0	50,000
Total Agency Operating Budget – All Sources	\$663,916	\$520,993	\$515,000
% of Agency Budget from City of San Antonio	N/A	N/A	9.7%
AUTHORIZED POSITIONS	0	0	3
FULL-TIME EQUIVALENT	0.00	0.00	0.75

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Community Outreach					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served ¹	N/A	N/A	N/A	478
		No. of Persons Receiving Caregiver Training	N/A	N/A	N/A	100
		No. of Safe Return Registrations	N/A	N/A	N/A	75
		No. of 24 Hour Helpline Assistance Calls and Care Consultation Requests	N/A	N/A	N/A	303
		% of Caregivers Who Report an Increase in Alzheimer's Knowledge and Skills	N/A	N/A	N/A	80%
Financial	Leverage Other Funding Sources					
	Leverage funded programs to create additional value	Value of Volunteer Hours	N/A	N/A	N/A	\$4,200

EXPLANATORY INFORMATION

¹ Family caregivers and persons affected by the disease will receive services.

DELEGATE AGENCIES

AGENCY TITLE:

ANY BABY CAN OF SAN ANTONIO, INC.
CASE MANAGEMENT AND CRISIS ASSISTANCE/FOOD BANK

PROGRAM DESCRIPTION

Any Baby Can provides short-term crisis intervention services and direct assistance to families with infants or children ages birth to 12 years who are either medically fragile, chronically ill, developmentally delayed, or disabled. The program provides case management to ensure client's needs are met directly or by referrals to appropriate agencies in securing early intervention assistance. Social services professionals who help families access community resources that meet their special health care needs coordinate support services.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$72,543	\$70,366	\$73,428
Total City Funding – All Agency Programs	72,543	70,366	73,428
Total Agency Operating Budget – All Sources	\$1,065,096	\$1,166,440	\$1,318,600
% of Agency Budget from City of San Antonio	6.8%	6.0%	5.5%
AUTHORIZED POSITIONS	2	2	2
FULL-TIME EQUIVALENT	2.00	2.00	2.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	270	264	290	274
		No. of Assessments, Interviews & Service Plans completed	266	270	298	280
		% of Clients Referred to Mainstream Services (Food Stamp, WIC, CHIPS)	N/A	N/A	N/A	50%
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Cost per Client	\$268.67	\$266.53	\$242.63	\$267.98

DELEGATE AGENCIES

AGENCY TITLE:

BEAT AIDS, INC.
HUDSON STREET PROJECT

PROGRAM DESCRIPTION

The residential program will address the seven major issues that impact participants who may suffer from one or all of these factors: substance abuse, recent incarceration, HIV infection, unemployment, homelessness or marginal housing, mental health and life skills deficits.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
HOPWA Consolidated Funding Contribution	\$0	\$0	\$100,000
Total City Funding – All Agency Programs	0	0	100,000
Total Agency Operating Budget – All Sources	\$0	\$0	\$2,198,125
% of Agency Budget from City of San Antonio	N/A	N/A	4.5%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY05
Customer	Improve Community Outreach					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	N/A	N/A	18
		No. of Units of Service	N/A	N/A	N/A	25,600
		% of Transitional Housing program Participants Successfully Discharged	N/A	N/A	N/A	75%
	Enhance Workforce Development System					
	Transition Families to a livable income by raising their education and skill level	No. of Participants Provided Life and Job Skill Remediation	N/A	N/A	N/A	28
Provide for the Welfare of San Antonio						
Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Emergency Shelter Participants who Receive Referral to Long-term Housing Assistance	N/A	N/A	N/A	16	

DELEGATE AGENCIES

BEAT AIDS, INC.
HUDSON STREET PROJECT

AGENCY TITLE:

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Homeless Women Provided Emergency Shelter	N/A	N/A	N/A	16
		No. of Female Participants Served in Medical Detoxification Program	N/A	N/A	N/A	10
		No. of Medical Detox Participants Transferred to a Residential Treatment Facility	N/A	N/A	N/A	9
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Cost per Unit of Service Provided	N/A	N/A	N/A	\$10.41

DELEGATE AGENCIES

AGENCY TITLE:

CORAZON MINISTRY
DAY CENTER

PROGRAM DESCRIPTION

Corazon Ministry, a non-profit entity of Travis Park United Methodist Church, operates a day center for the homeless at 230 E. Travis. The center offers the homeless a place to retreat from the elements, showers, laundry facility, clothing, lunch, identification recovery, AA counseling, employment counseling and an opportunity to network with other agencies.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$54,186	\$54,184
Total City Funding – All Agency Programs	0	54,186	54,184
Total Agency Operating Budget – All Sources	\$0	\$350,873	\$616,945
% of Agency Budget from City of San Antonio	N/A	15.4%	8.8%
AUTHORIZED POSITIONS	0	5	10
FULL-TIME EQUIVALENT	0.00	0.49	1.38

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide for the Safety and Welfare of San Antonio					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served in One Year	N/A	520	3,665	3,600
		No. of Food Stamp Applications Completed in One Year	N/A	150	117	150
		% of Clients that Enter ID Recovery Program and Recover their Ids	N/A	N/A	N/A	25%
	Enhance Workforce Development System					
Transition families to a livable income by raising their education and skill level	% of Participants in Job Training program that results in securing employment	N/A	5%	20%	20%	
Financial	Provide Accountability to the Public					
	Ensure progress toward identified performance and budget targets	Cost of Each Participant to Attend Day Center ¹	N/A	\$4.50	\$42.67	\$2.00

EXPLANATORY INFORMATION

¹ Cost Includes meal preparation and overhead expenses. Preparation of meal cost is \$2.05.

DELEGATE AGENCIES

AGENCY TITLE:

CORAZON MINISTRY
FOOD PANTRY

PROGRAM DESCRIPTION

Corazon Ministry is a non-profit entity of Travis Park United Methodist Church. In a congregated setting, breakfast is served on Sunday mornings to the homeless and to persons who are not in the mainstream. Breakfast is served in a dining room located in the church basement. Additionally, meals are provided three times a day, seven days a week to residents of the transitional housing program.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$21,239	\$21,329
Total City Funding – All Agency Programs	0	21,239	21,329
Total Agency Operating Budget – All Sources	\$0	\$350,873	\$616,945
% of Agency Budget from City of San Antonio	N/A	6.1%	3.4%
AUTHORIZED POSITIONS	0	4	4
FULL-TIME EQUIVALENT	0.00	0.16	0.16

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	1,030	1,276	1,030
		No. of Food Stamp Applications Completed	N/A	150	102	120
		No. of Referrals for Other Social/Medical Services	N/A	600	1,467	1,200
No. of Meals Served in One Year		N/A	22,000	13,990	18,000	
Financial	Provide Accountability to the Public					
	Ensure progress toward identified performance and budget targets	Avg. Cost per Meal	N/A	\$1.33	\$0.89	1.18

DELEGATE AGENCIES

AGENCY TITLE:

CORAZON MINISTRY
MOBILE CANTEEN

PROGRAM DESCRIPTION

Corazon Ministry, a non-profit entity of Travis Park United Methodist Church, has established a partnership with St. Mark's Catholic Church to operate a mobile canteen to feed the homeless. The chronic homeless do not access shelter or meals from local homeless providers. Therefore, the mobile canteen brings services to areas where the homeless congregate and provides an evening meal during the week, Monday through Friday. Meals are prepared at the Travis Park United Methodist Church kitchen and volunteers from St. Mark's Catholic Church distribute the meals. Additionally, meals, socks, and personal hygiene items are distributed. A nurse is available to make medical referrals and a worker is also available to assist the homeless in completing food stamp applications.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$107,339	\$107,339
Total City Funding – All Agency Programs	0	107,339	107,339
Total Agency Operating Budget – All Sources	\$0	\$350,873	\$616,945
% of Agency Budget from City of San Antonio	N/A	30.6%	17.4%
AUTHORIZED POSITIONS	0	2	4
FULL-TIME EQUIVALENT	0.00	0.76	1.54

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	1,000	3,747	3,600
		No. of Unduplicated Families Served	N/A	N/A	N/A	100
		No. of Meals Served	N/A	12,000	13,294	15,000
		No. of Food Stamp Applications Submitted to San Antonio Food Bank	N/A	70	60	70
		No. of Participants Referred to Medical or Other Social Service Organizations	N/A	400	252	400
		% of Clients that Enter ID Recovery Program and Recover their Ids	N/A	N/A	N/A	25%

DELEGATE AGENCIES

AGENCY TITLE:

CORAZON MINISTRY
MOBILE CANTEEN

BALANCE SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Avg. Cost per Meal Served	N/A	\$4.50	\$4.25	\$4.50

DELEGATE AGENCIES

AGENCY TITLE:

FAMILY VIOLENCE PREVENTION SERVICES, INC.
BATTERED WOMEN'S SHELTER

PROGRAM DESCRIPTION

The Battered Women's Shelter of Bexar County provides temporary shelter, counseling, and case management services to women and children who have been victims of physical, emotional, or sexual abuse.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$60,563	\$54,559	\$71,809
Emergency Shelter Grant (ESG)	82,904	86,336	64,112
Total City Funding – All Agency Programs	143,467	140,865	135,921
Total Agency Operating Budget – All Sources	\$3,849,183	\$3,401,144	\$3,110,490
% of Agency Budget from City of San Antonio	1.5%	1.6%	2.3%
AUTHORIZED POSITIONS	0	2	3
FULL-TIME EQUIVALENT	0.00	2.00	2.15

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Enhance Workforce Development System					
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Counseling and/or Case Management Hours	3,695	3,499	2,300	3,500
		No. of Adult Clients Participating in Educational/Life Skills Workshop	N/A	N/A	N/A	378
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served ¹	1,456	1,466	866	1,390
		% of Clients Demonstrating a Better Understanding of the Dynamics of Family Violence	91%	90%	95%	95%
		No. of Families Moved into Transitional or Permanent Housing	N/A	N/A	N/A	175

DELEGATE AGENCIES

AGENCY TITLE:

FAMILY VIOLENCE PREVENTION SERVICES, INC.
BATTERED WOMEN'S SHELTER

BALANCE SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY04	Adopted FY 05
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	General Fund Cost per Family Served	\$41.60	\$37.21	\$42.03	\$51.66

EXPLANATORY INFORMATION

¹ Number of unduplicated participants served includes families and individuals.

DELEGATE AGENCIES

AGENCY TITLE: FATHER FLANAGAN'S BOYS AND GIRLS TOWN OF SAN ANTONIO
YOUTH EMERGENCY SHELTER

PROGRAM DESCRIPTION

The program provides short-term emergency shelter to abused, neglected, dependent, homeless, and emotionally disturbed youth ages ten to seventeen. The City's Youth Service Division and the San Antonio Police Department refer clients to this program.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$81,975	\$80,035	\$80,035
Total City Funding – All Agency Programs	81,975	80,035	80,035
Total Agency Operating Budget – All Sources	\$3,058,845	\$2,804,703	\$2,991,707
% of Agency Budget from City of San Antonio	3%	3%	3%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Enhance Workforce Development System					
	Promote Youth Development through early intervention, character traits/life skills development, education and job training	No. of Clients Receiving Life Skills Training	N/A	70	66	71
		% of Clients Able to Better Relate to Peers and Family Completion	N/A	90%	81%	90%
		% of Participants Completing Program and Improving in Their Ability to Make Better Decisions	N/A	90%	81%	90%
		Cost per Bed Night	\$75	\$75	\$75	\$80
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	89	70	67	71

DELEGATE AGENCIES

AGENCY TITLE: FATHER FLANAGEN'S BOYS AND GIRLS TOWN OF SAN ANTONIO
YOUTH EMERGENCY SHELTER

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
	Provide for the Safety and Welfare of San Antonio					
Customer	Development through early intervention, character traits/life skills development, education and job training	No. of Bed Nights	1,043	1,066	929	1,001

DELEGATE AGENCIES

AGENCY TITLE:

HELPING HANDS
EMERGENCY ASSISTANCE PROGRAM

PROGRAM DESCRIPTION

The Emergency Assistance Program provides one-time financial assistance grants to pay utilities, rent, medical, and food assistance to eligible low-income families and individuals.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$54,200	\$57,530	\$47,350
Human Development Services Funds	0	36,041	0
Total City Funding – All Agency Programs	54,200	93,571	47,350
Total Agency Operating Budget – All Sources	\$77,200	\$105,730	\$86,050
% of Agency Budget from City of San Antonio	70.2%	54.4%	55.0%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide for Safety and Welfare of San Antonio					
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Utility, Rent, Food Grants Provided to Participants	6,298	2,653	3,502	2,175
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	2,579	2,475	2,569	2,029
		No. of Families Served and Referred to Financial Literacy Classes	N/A	N/A	N/A	1,014
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Cost of Service per Family	N/A	N/A	N/A	\$46.69
		Cost of Service per Client	\$21.01	\$23.17	\$22.39	\$23.42

DELEGATE AGENCIES

AGENCY TITLE: **HISPANIC RELIGIOUS PARTNERSHIP FOR COMMUNITY HEALTH INC.
FOOD PANTRY**

PROGRAM DESCRIPTION

This agency partners with five churches to provide food, food stamp outreach, and referrals for other needed service to low income residents of the City.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$28,212	\$28,212
Total City Funding – All Agency Programs	0	28,212	28,212
Total Agency Operating Budget – All Sources	\$0	\$294,712	\$363,252
% of Agency Budget from City of San Antonio	N/A	9.6%	7.8%
AUTHORIZED POSITIONS	0	1	1
FULL-TIME EQUIVALENT	0.00	0.20	0.20

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02-03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
		No. of Unduplicated Participants Served ¹	N/A	8,000	12,967	11,431
	Provide Comprehensive Community Based Family Strengthening Services	No. of Participants who Follow through with Referrals	N/A	1,000	808	800
		No. of Food Stamp Applications Completed	N/A	800	161	200
No. of Families Served		N/A	N/A	N/A	4,500	
Financial	Leverage Other Funding Sources					
	Leverage funded programs to create additional community value	Value of Volunteer Hours Assisting at Food Pantries	N/A	\$15,000	\$12,623	\$10,000
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Cost per Pound of Food	N/A	N/A	N/A	\$0.10

EXPLANATORY INFORMATION

¹ Adopted measures were based on eight months projections – Actual FY 2003-2004 are higher due to greater effort by the agency to serve the community.

DELEGATE AGENCIES

AGENCY TITLE:

HOPE ACTION CARE
CASA MARTIN

PROGRAM DESCRIPTION

This program provides shelter for individuals who are HIV positive, both male and female, and single persons or family members with an infected member. Residents would receive various support services to include case management, counseling and referral services. Persons who successfully complete the 90 day program are enrolled in the HOPE Recovery Program and assisted with deposit and rent in affordable housing.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
HOPWA-Consolidated Funding Contribution	\$0	\$0	\$50,000
Total City Funding – All Agency Programs	0	0	50,000
Total Agency Operating Budget – All Sources	\$0	\$0	\$2,570,344
% of Agency Budget from City of San Antonio	N/A	N/A	2%
AUTHORIZED POSITIONS	0	0	2
FULL-TIME EQUIVALENT	0.00	0.00	0.75

BALANCED SCORECARD

Strategic Objectives		Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Community Outreach					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	N/A	N/A	58
		No. of Shelter Nights Provided	N/A	N/A	N/A	1,100
		No. of Meals Served	N/A	N/A	N/A	3,300
		% of Unduplicated Participants who Receive Referrals to Medical or Social Service Organizations	N/A	N/A	N/A	95%
		% of Participants with Substance or Alcohol Abuse Problems who Enter into Treatment Program	N/A	N/A	N/A	50%
% of Participants who Successfully Complete the Program and are Placed in Affordable Housing	N/A	N/A	N/A	15%		

DELEGATE AGENCIES

AGENCY TITLE:

HOPE ACTION CARE
CASA MARTIN

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Cost per Shelter Night	N/A	N/A	N/A	\$14.33
		Cost per Participant	N/A	N/A	N/A	\$641.02

DELEGATE AGENCIES

AGENCY TITLE:

ALAMO AREA RAPE CRISIS CENTER
CRISIS INTERVENTION & CASE MANAGEMENT FOR SEXUAL VICTIMS

PROGRAM DESCRIPTION

Funding for the Program supports advocacy services for victims of sexual assault. The Program provides emergency counseling to victims and their family members at the hospital; supportive assistance with police and medical procedures and ongoing support to the victim throughout the readjustment process according to the specific needs of the victim and family members. Additionally, the Program operates a 24-hour crisis line for victims of sexual assault and sexual abuse.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$70,780	\$68,652	\$68,657
Total City Funding – All Agency Programs	70,780	68,652	68,657
Total Agency Operating Budget – All Sources	\$1,076,265	\$1,128,147	\$1,185,149
% of Agency Budget from City of San Antonio	6.5%	6.1%	5.8%
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	2.15	2.15	2.15

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide for Safety and Welfare of San Antonio					
	Provide comprehensive community based safety net/family strengthening	No of Unduplicated Participants Served	1,145	780	1,147	780
		No. of Service Hours Provided to each Sexual Assault Survivor During the SAFE (Sexual Assault Forensic Exam)	N/A	N/A	N/A	7,500
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Clients Receiving Case Management	311	260	456	400
		% of Clients Linked to Assistance with follow-up calls that Positively Self-Support	100%	98%	100%	99%

DELEGATE AGENCIES

AGENCY TITLE: ALAMO AREA RAPE CRISIS CENTER
CRISIS INTERVENTION & CASE MANAGEMENT FOR SEXUAL VICTIMS

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Cost of Advocacy Services per Participant	\$61.81	\$88.01	\$59.86	\$88.02

DELEGATE AGENCIES

DAVIDSON RESPITE HOUSE
RESPITE CARE

AGENCY TITLE:

PROGRAM DESCRIPTION

The Community Development Block Grant (CDBG) funding will support personnel staffing, specifically for the positions of the Shelter Director and Direct Care Providers for the Davidson Respite House (DRH) located at 605 Belknap Place, which is operated by Respite Care of San Antonio (RCSA). Respite Care of San Antonio provides support for families of children with developmental disabilities. The DRH is the first and only licensed emergency shelter in the state of Texas dedicated to the care of children with developmental disabilities. An estimated 135 clients is projected to benefit from this program.

The DRH offers emergency respite and shelter care to individuals with disabilities, 24 hours per day, 365 days per year. The DRH cares for children between the ages of birth and 17 years of age. The average length of stay for children placed privately by their parents is 3-5 days, while the average stay for children placed by Texas Department of Protective and Regulatory Services due to abuse and neglect is 90 days.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG-Consolidated Funding Contribution	\$0	\$0	\$78,000
Total City Funding – All Agency Programs	0	0	229,000
Total Agency Operating Budget – All Sources	\$0	\$0	\$1,814,122
% of Agency Budget from City of San Antonio	N/A	N/A	13%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide for Safety and Welfare of San Antonio					
	Provide comprehensive community based family strengthening service	No. of Unduplicated Participants Served	N/A	N/A	N/A	135
	Provide Safety net of services to meet the temporary emergency needs of all citizens in San Antonio	Avg. Cost per Shelter Bed	N/A	N/A	N/A	\$174
		No. of Shelter Bed Nights.	N/A	N/A	N/A	3,360

DELEGATE AGENCIES

AGENCY TITLE:

ROY MAAS' YOUTH ALTERNATIVES
ALTERNATE SENTENCING

PROGRAM DESCRIPTION

The Alternate Sentencing Program provides temporary shelter and counseling for juveniles, ages 10 to 17, who have been taken into custody by the police for misdemeanor offences and for youth who are experiencing major crisis.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$54,248	\$52,620	\$57,620
Total City Funding – All Agency Programs	54,248	52,620	57,620
Total Agency Operating Budget – All Sources	\$3,973,742	\$4,517,285	\$4,432,445
% of Agency Budget from City of San Antonio	1%	1%	1%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Community Outreach					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	108	76	79	100
	Promote Youth Development through early intervention, character traits/life skills development, education and job training	No. of Bed Nights	594	642	392	640
		No. of Youth Receiving Life Skills Training Enabling Them to Make Better Decisions	N/A	76	88	100
		No. of Youth Improving in Relationship with Peers and Family	N/A	76	89	100
		Avg. Cost per Bed Night	\$82	\$82	\$82	\$85
	No. of Youth Receiving Individual Counseling	N/A	76	89	100	

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO AIDS FOUNDATION
SKILLED NURSING/HOSPICE FACILITY

PROGRAM DESCRIPTION

San Antonio AIDS Foundation (SAAF) operates a skilled nursing/hospice facility at 818 E. Grayson. The facility offers 24-hour care to individuals with HIV/AIDS who are not able to care for themselves or who do not have other resources for such care.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
HOPWA – Consolidated Funding Contribution	\$172,382	\$229,734	\$229,734
Total City Funding – All Agency Programs	172,382	229,734	229,734
Total Agency Operating Budget – All Sources	\$2,360,871	\$2,484,234	\$2,559,931
% of Agency Budget from City of San Antonio	8%	10%	9%
AUTHORIZED POSITIONS	6	6	7
FULL-TIME EQUIVALENT	3.00	3.50	4.60

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served ¹	67	90	72	76
	Provide for the Safety and Welfare of San Antonio					
	Provide a safety net of services to meet the temporary emergency needs of all the members of the San Antonio community.	No. of Skilled Nursing Hours Provided	N/A	N/A	N/A	9,500
		Avg. Cost per Patient per Day	N/A	N/A	N/A	\$130
		Avg. Length of Stay	N/A	N/A	N/A	1 Year

EXPLANATORY INFORMATION

¹ Due to Advance medical technology, there is an increase in client longevity resulting in decrease of clients served in Adopted FY 2004-2005.

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO AIDS FOUNDATION (SAAF)
TENANT BASED RENTAL ASSISTANCE

PROGRAM DESCRIPTION

SAAF provides long-term housing subsidies to individuals and families with HIV/AIDS.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
HOPWA – Consolidated Funding Contribution	\$300,000	\$430,748	\$490,963
Total City Funding – All Agency Programs	300,000	430,748	490,963
Total Agency Operating Budget – All Sources	\$2,360,871	\$2,484,234	\$2,559,931
% of Agency Budget from City of San Antonio	13%	18%	20%
AUTHORIZED POSITIONS	0	2	3
FULL-TIME EQUIVALENT	0.00	1.12	2.26

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	172	110	188	180
Internal Processes	Provide for the Safety and Welfare of San Antonio					
	Provide a safety net of services to meet the temporary emergency needs of all citizens in San Antonio	Avg. Subsidy Cost per Month	\$250	\$300	\$330	\$283
		Avg. Length of Assistance	N/A	N/A	N/A	1 ½ Years
		Avg. Rent Subsidy Paid per Person per Month	N/A	N/A	N/A	\$311

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO FOOD BANK
COMMUNITY KITCHEN

PROGRAM DESCRIPTION

San Antonio Food Bank (SAFB) operates a community kitchen for the homeless at the Dwyer Avenue Shelter. The kitchen offers the homeless meals three times a day as well as providing a culinary arts training program for job preparedness.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
ESG – Consolidated Funding Contribution	\$0	\$35,000	\$35,000
Total City Funding – All Agency Programs	0	35,000	35,000
Total Agency Operating Budget – All Sources	\$0	\$1,567,489	\$2,730,000
% of Agency Budget from City of San Antonio	N/A	2.2%	1.3%
AUTHORIZED POSITIONS	0	1.0	1.0
FULL-TIME EQUIVALENT	0.00	1.0	1.0

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Enhance Workforce Development System					
	Transition families to livable income by raising their education and skill level	No. of homeless individuals enrolled in the culinary arts program	N/A	12	19	16
	Transition families to livable income by raising their education and skill level	% of Community Kitchen students who will graduate with a certificate in Food Safety and Food Preparation	N/A	30%	63%	55%
	Transition families to livable income by raising their education and skill level	% of Community Kitchen students who will be employed in culinary arts field after graduation.	N/A	20%	50%	45%
	Improve Customer Service					
Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	N/A	170	316	400	

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO FOOD BANK
COMMUNITY KITCHEN

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide for the Safety and Welfare of San Antonio					
	Provide a safety net of services to meet the temporary emergency needs of all the members of the San Antonio community.	No. of Meals Provided to Homeless Residents	N/A	41,300	24,540	21,260
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Cost per Meal ²	N/A	\$0.85	\$1.43	\$1.67

EXPLANATORY INFORMATION

¹ Cost per meal is calculated by City contribution divided by the number of meals served.

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO FOOD BANK
FOOD STAMP OUTREACH

PROGRAM DESCRIPTION

This Program is aimed at empowerment and education of low income residents in the City. Participants are informed on nutrition, food stamp service, and referrals for other needed services. It is estimated that 200,000 individuals are potentially eligible for food stamps, but are not accessing this service.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund-Consolidated Funding Contribution	\$0	\$134,671	\$134,671
Total City Funding – All Agency Programs	0	134,671	134,671
Total Agency Operating Budget – All Sources	\$0	\$1,567,489	\$2,730,000
%of Agency Budget from City of San Antonio	N/A	8.6%	4.9%
AUTHORIZED POSITIONS	0	2	4
FULL-TIME EQUIVALENT	0.00	1.05	2.92

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served ¹	N/A	7,125	3,605	2,693
		% of Applications which Resulted in Certification	N/A	N/A	N/A	35%
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Cost per Participant	N/A	N/A	N/A	\$50

EXPLANATORY INFORMATION

¹ Contracted FY 2003-2004 projections were high due to no baseline data. This was the first year of funding for this program.

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO FOOD BANK
KID'S CAFÉ

PROGRAM DESCRIPTION

The San Antonio Food Bank plans to open four additional Kid's Café sites to improve the nutritional intake of school-age children of families at or below the Federal Poverty Level. There will be 35 children per site who are offered one meal per school day.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$60,000
Total City Funding – All Agency Programs	0	0	60,000
Total Agency Operating Budget – All Sources	\$0	\$0	\$2,730,000
% of Agency Budget from City of San Antonio	N/A	N/A	2.2%
AUTHORIZED POSITIONS	0	0	1
FULL-TIME EQUIVALENT	0.00	0.00	1.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Low Unduplicated Clients ¹	N/A	N/A	N/A	90
		% of Clients who will Participate in Nutrition Education	N/A	N/A	N/A	75%
		No. of Meals Served	N/A	N/A	N/A	20,000
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Cost per Meal	N/A	N/A	N/A	\$3

EXPLANATORY INFORMATION

¹ Number reflects three new sites.

DELEGATE AGENCIES

AGENCY TITLE:

SAMMINISTRIES
EMERGENCY SHELTER

PROGRAM DESCRIPTION

The program provides emergency shelter and case management to homeless individuals and families.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
ESG – Consolidated Funding Contribution	\$85,214	\$45,618	\$45,618
Total City Funding – All Agency Programs	85,214	45,618	45,618
Total Agency Operating Budget – All Sources	\$3,367,726	\$3,245,946	\$3,625,071
% of Agency Budget from City of San Antonio	3%	2%	2%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.000	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide for the Safety and Welfare of San Antonio					
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. Unduplicated Participants Served	7,742	2,800	4,300	3,200
		Number of Bed Nights	104,570	82,000	92,305	90,000
		% of Beds Occupied	N/A	90%	81%	82%
Financial	Provide Accountability to the Public					
	Ensure progress toward identified performance and budget targets	Cost per Unduplicated Client	\$11.07	\$16.29	\$10.61	\$14.26

DELEGATE AGENCIES

AGENCY TITLE:

ST. PETER ST. JOESPH
PROJECT AYUDA

PROGRAM DESCRIPTION

Project Ayuda provides low-income families in crisis with emergency assistance allowing them to empower themselves and regain control over their lives while strengthening their families. By assessing family skills and identifying new skills, which promote the growth necessary to achieve change, the program helps participants create the most functional and independent lifestyle possible.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$69,989	\$67,900	\$67,900
Total City Funding – All Agency Programs	69,989	67,900	67,900
Total Agency Operating Budget – All Sources	\$5,239,056	\$3,318,809	\$3,416,942
% of Agency Budget from City of San Antonio	1.3%	2.0%	1.9%
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	1.30	1.30	1.30

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY04	Adopted FY 05
Customer	Enhance Workforce Development System					
	Provide comprehensive community based family strengthening services	No. of Families Completing 3 Months of Life Skills Classes	77	70	72	70
	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	103	100	100	100
	Provide for Safety and Welfare of San Antonio					
	Provide comprehensive community based family strengthening services	% of Families with Improved Community Resources, Housing and Employment	97%	95%	100%	98%
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Cost of All Services per Family	\$850	\$679	\$679	\$679

DELEGATE AGENCIES

AGENCY TITLE: CATHOLIC CHARITIES, ARCHDIOCESE OF SAN ANTONIO, INC.
FOSTER GRANDPARENTS PROGRAM

PROGRAM DESCRIPTION

The Foster Grandparent Program recruits low-income adults, 60 years or older, as direct care providers to provide individual attention and care to children who reside at the Children's Shelter of San Antonio during periods of family crisis. The program currently has eight Foster Grandparents who receive a modest stipend.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$27,812	\$27,812	\$27,812
Total City Funding – All Agency Programs	27,812	27,812	27,812
Total Agency Operating Budget – All Sources	\$4,827,548	\$5,115,451	\$5,115,451
% of Agency Budget From City of San Antonio	.58%	.54%	.54%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	203	180	175	190
		% of Participants who Respond Positively to Life Satisfaction Survey	94%	90%	92%	90%
		% of Work Site Evaluations Reporting a Positive Impact in the Community	N/A	90%	90%	90%
	No. of Volunteer Service Hours	8,492	8,320	8,299	8,352	
Financial	Leverage Other Funding Sources					
	Leverage Funded Programs to Create Additional Value	Value of Volunteer Hours ¹	\$74,296	\$54,080	\$53,944	\$73,080

EXPLANATORY INFORMATION

¹ Value of Volunteer Hours is calculated at \$8.75 per hour.

DELEGATE AGENCIES

AGENCY TITLE: CATHOLIC CHARITIES, ARCHDIOCESE OF SAN ANTONIO, INC.
 RETIRED SENIOR VOLUNTEER PROGRAM (R.S.V.P.)

PROGRAM DESCRIPTION

This program recruits and places retired persons, in the San Antonio area who are 55 years and older, in volunteer assignments that address social and economic issues faced by the city. R.S.V.P. provides approximately 3,000 volunteers per year to non-profit charitable or governmental agencies and groups. The direct service is beneficial and useful to both senior citizens and the organizations served.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$52,895	\$52,895	\$52,895
Total City Funding – All Agency Programs	52,895	52,895	52,895
Total Agency Operating Budget – All Sources	\$4,827,548	\$5,116,451	\$5,115,451
% of Agency Budget from City of San Antonio	1.1%	1.0%	1.0%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	3,015	3,200	3,083	3,200
		No. of Volunteer Service Hours	531,447	550,000	484,823	550,000
		No. of Active Volunteers	1,813	1,600	1,645	1,650
		% of Participants who Respond Positively to Life Satisfaction Survey	94%	90%	87%	90%
% of Work Sites that Respond Positively to the impact Of The Program On The Community		N/A	90%	96%	90%	
Financial	Leverage Other Funding Sources					
	Leverage Funded Programs to Create Additional Value	Value of Volunteer Hours	\$4,650,161	\$3,253,250	\$3,151,350	\$4,379,375

DELEGATE AGENCIES

AGENCY TITLE:

EL CENTRO DEL BARRIO
ACTIVITY CENTER FOR THE FRAIL AND ELDERLY

PROGRAM DESCRIPTION

This program provides a bilingual/bicultural elderly day care in which low-income elderly persons 60 years or older, who are physically and mentally frail or incapacitated, engage in supervised socialization, recreation and educational activities that promote social and physical functioning and emotional well being.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$50,023	\$44,628	\$44,628
Total City Funding – All Agency Programs	50,023	44,628	44,628
Total Agency Operating Budget – All Sources	\$14,148,900	\$14,269,389	\$14,947,314
% of Agency Budget from City of San Antonio	.35%	.31%	.30%
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENT	2.32	2.20	2.20

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	31	30	42	40
		No. of Attendance Days/Utilization Rate	4,119 53%	5,472 70%	4,772 61%	5,476 70%
	Provide for the Safety and Welfare of San Antonio					
Enable elderly and disabled to retain an independent and healthy quality of life through the provision of nutrition, personal care, transportation and community engagement	% of Clients Responding to Survey that as a Result of the Program, Clients are Happier, Healthier, and Less Isolated	100%	85%	100%	100%	

DELEGATE AGENCIES

AGENCY TITLE:

OASIS
OLDER ADULT SERVICES & INFORMATION SYSTEM

PROGRAM DESCRIPTION

OASIS provides services to older adults by offering programs in the arts, humanities, wellness and volunteer services enabling them continue their personal growth and service to the community. OASIS also services an intergenerational tutoring component that provides reading skills assistance to children in grades one through three. OASIS membership is free to anyone 50 years of age or older.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$24,268	\$24,268	\$29,841
Total City Funding – All Agency Programs	24,268	24,268	29,841
Total Agency Operating Budget – All Sources	\$346,819	\$370,298	\$391,167
% of Agency Budget from City of San Antonio	7.0%	6.6%	7.6%
AUTHORIZED POSITIONS	1	1	1
FULL-TIME EQUIVALENT	0.65	0.75	0.86

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	13,707	14,000	15,123	15,300
		No. of Volunteer Hours ¹	25,690	27,000	24,047	25,000
		No. Enrolled in Classes/Events	38,909	40,500	39,426	41,000
		No. of Person-to-Person Program Counseling Contacts	N/A	900	966	1,000
	Provide for the Safety and Welfare of San Antonio					
Provide comprehensive community based family strengthening services	% of Clients who Indicate their Quality of Life has Improved through their Participation in OASIS Programs ²	97%	85%	94%	85%	

DELEGATE AGENCIES

AGENCY TITLE: OASIS
OLDER ADULT SERVICES & INFORMATION SYSTEM

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Financial	Leverage Other Funding Sources					
	Leverage funded programs to create additional value	Value of Volunteer Hours	\$224,789	\$236,250	\$173,373	\$249,375

EXPLANATORY INFORMATION

- ¹ Volunteer hours decrease in Adopted FY 2004-2005 due to a National Office policy change that excludes travel time.
- ² Clients satisfied with program services is based on annual satisfaction survey administered by division.

DELEGATE AGENCIES

AGENCY TITLE:

PROJECT MEND
MEDICAL EQUIPMENT NETWORK FOR THE DISABLED

PROGRAM DESCRIPTION

Project Mend helps low-income, disabled individuals achieve greater mobility and self-sufficiency by lending them medical equipment as well as providing repair services. Having access to medical equipment allows participants to engage in the daily activities of life such as walking, cooking, and bathing. Ninety five percent of participants report an increase in mobility and self-sufficiency.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$24,840	\$24,840	\$37,345
Total City Funding – All Agency Programs	24,840	24,840	37,345
Total Agency Operating Budget – All Sources	\$632,369	\$282,840	\$636,500
% of Agency Budget from City of San Antonio	3.9%	8.9%	5.9%
AUTHORIZED POSITIONS	1	1	2
FULL-TIME EQUIVALENT	1.00	1.00	1.35

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Community Outreach					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	331	348	410	425
		No. of Medical Equipment Items Distributed to Clients	711	675	991	800
	Provide for the Safety and Welfare of San Antonio					
Enable Elderly and Disabled to Retain an Independent and Healthy Quality of Life Through The Provision Of Nutrition, Personal Care, Transportation and Community Engagement.	% of Participants Reporting an Increase in Mobility and Self-Sufficiency	76%	75%	81%	90%	
Financial	Leverage Other Funding Sources					
	Leverage funded programs to create additional value	Total Value of Equipment Loaned to Clients/Savings	\$94,736	\$95,000	\$191,052	\$125,000

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO FOOD BANK
HEALTHY OPTIONS PROGRAM FOR THE ELDERLY (HOPE)

PROGRAM DESCRIPTION

Funding for this program provides expanded food security to senior residents who are 60 years and over within the City. Through its Project HOPE program, The San Antonio Food Bank acquires and distributes nutritious food and related products to low-income seniors, which promote the health, safety and welfare of all seniors residing in the City. The City's Comprehensive Nutrition Project locations serve as sole distribution sites. Food from Project HOPE is also distributed to homebound seniors.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$37,857	\$270,000	\$285,000
Total City Funding – All Agency Programs	37,857	270,000	285,000
Total Agency Operating Budget – All Sources	\$2,503,551	\$1,567,489	\$2,730,000
% of Agency Budget from City of San Antonio	1.5%	17.2%	10.4%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	2,050	3,500	4,175	4,500
		Total No. of Pounds Delivered ¹	N/A	1,800,000	2,760,165	1,900,000
	Provide for Safety and Welfare of San Antonio					
	Enable Elderly and Disabled to Retain an Independent and Healthy Quality of Life Through The Provision Of Nutrition, Personal Care, Transportation and Community Engagement.	% of Seniors who Indicate their Nutritional Education has Improved	N/A	85%	91%	85%
		% of Seniors who Indicate Improved Quality of Life	N/A	90%	91%	90%
Financial	Leverage Other Funding Sources					
	Leverage Funded Programs to Create Additional Value	Market Value of Food Delivered at \$1.59 per Pound ¹	N/A	\$2,862,000	\$4,388,663	\$3,021,000

EXPLANATORY INFORMATION

¹ The San Antonio Food Bank has agreed to provide additional pounds of food as in-kind to registered seniors above the 1,900,000 pounds based on the contract amount of \$285,000.

DELEGATE AGENCIES

AGENCY TITLE:

YMCA OF GREATER SAN ANTONIO
ACTIVE OLDER ADULTS

PROGRAM DESCRIPTION

The Community Development Block Grant (CDBG) funds provide senior services, including, but not limited to strength training to help prevent osteoporosis, chair aerobics for participants restricted to a wheelchair and swimming programs to approximately 310 Active Older Adults. Services are provided at the Davis Scott YMCA and the Westside YMCA.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG-Consolidated Funding Contribution	\$185,000	\$180,00	\$195,422
Total City Funding ~ All Agency Programs	1,010,000	320,000	1,004,598
Total Agency Operating Budget – All Sources	\$5,884,779	\$6,732,122	\$6,872,810
% of Agency Budget from City of San Antonio	17%	5%	15%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide for the Safety and welfare of San Antonio					
	To enable the elderly and disabled to retain independent and healthy quality of life through the provision of nutrition, personal care, transportation, and community engagement	No. of Unduplicated Participants Served	N/A	N/A	N/A	296
		No. of Program Participant Enrollments Delivered	N/A	N/A	N/A	567
		% of Seniors Enrolled in Physical Exercise Activities	N/A	N/A	N/A	80%
		% of Seniors Meeting One or More Personal Health Goals	N/A	N/A	N/A	90%
		No. of Educational, Social, and Excursion Events	N/A	N/A	N/A	104
		No. of Health Screenings	N/A	N/A	N/A	24

DELEGATE AGENCIES

AGENCY TITLE:

AVENIDA GUADALUPE ASSOCIATION INC.
PLAZA GUADALUPE

PROGRAM DESCRIPTION

The Plaza Guadalupe is an open area community facility/amphitheater that has been the focal point of the Avenida Plaza neighborhood since being developed in 1984. The program ensures that the surrounding community and non-surrounding community have a safe and motivating area to hold public/private functions. At the same time, the program continues to promote the Plaza Guadalupe as a source of pride for the area and aid in its revitalization. The community uses the Plaza for a variety of events.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$34,804	\$34,804
Total City Funding – All Agency Programs	141,517	141,517	141,517
Total Agency Operating Budget – All Sources	\$692,243	\$692,243	\$692,243
% of Agency Budget from City of San Antonio	21%	21%	21%
AUTHORIZED POSITIONS	2	2	2
FULL-TIME EQUIVALENT	1.50	1.50	1.50

BALANCED SCORCARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	To provide cultural and educational resources to San Antonio and the surrounding area.	No of Unduplicated Participants Served per Year	15,000	15,000	10,050	15,000
	Invest in existing community organizations for the provision of human development services	No. of Sponsored, Pro Bono, and Paying Community Events Offered to Organizations per Year	20	21	17	38
Financial	Leverage Other Funding Sources					
	Coordinate and foster strategic partnerships with outside agencies and organizations to leverage resources essential to strengthening families, developing human capital, and sustaining a community safety net	No. of Sponsored Organizations and Other Donors Providing Leveraging of Funds per Year	24	21	8	20

DELEGATE AGENCIES

AGENCY TITLE:

AVENIDA GUADALUPE ASSOCIATION INC.
PLAZA GUADALUPE

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Internal Processes	Improve Development Process					
	Ensure progress toward identified performance and budget targets	Total No. of Contracts and Vendor Agreements Managed and Monitored	32	21	17	60

DELEGATE AGENCIES

AGENCY TITLE: **AVENIDA GUADALUPE ASSOCIATION
AVENIDA GUADALUPE ASSOCIATION COMMUNITY DEVELOPMENT**

PROGRAM DESCRIPTION

The goals of the Avenida Guadalupe Community Outreach Program are to comprehensively address the problems felt by local residents as a direct result of the extreme poverty in the area; provide strategic and urban planning for neighborhood redevelopment initiatives; and maintain and expand social services and cultural education for residents of the neighborhood by coordinating community events efficient management of existing programs and facilities.

The Avenida Guadalupe Association (AGA) is a 501(c)(3) incorporated in December 1979 to assist in the revitalization and attraction of neighborhood businesses that improve economic conditions and living standards of residents and merchants in the AGA neighborhood. Since 1979 the AGA has been given ground lease rights to three city properties: the El Progreso Community Center, three houses known as Artist Studios, the Plaza Guadalupe, and Las Oficinas Complex. The El Parian Market was constructed in 1991 and houses businesses that benefit the community (e.g. adult day care, girl and boy scout programs) and allows area entrepreneurs a chance to start their own business. In 1996 the AGA spearheaded the way to build the San Jacinto Senior Housing Development which provides low income seniors with adequate and affordable housing. Over the past year the AGA has initiated a homebuyer counseling program which addresses all aspects of buying and owning a home. The AGA partnered with UTSA to develop a master plan that sets forth the AGA's goals to the year 2020. The AGA also organizes several cultural community events such as the Diez y Seis activities which are broadcast throughout the Southwestern United States.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$106,713	\$106,713	\$106,713
Total City Funding – All Agency Programs	141,517	141,517	141,517
Total Agency Operating Budget – All Sources	\$692,243	\$692,243	\$692,243
% of Agency Budget from City of San Antonio	21%	21%	21%
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	1.50	1.50	1.50

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Community Outreach					
	To enable the elderly and disabled to retain an independent and healthy quality of life through services that include nutrition, personal care, transportation, and community engagement	No. of Senior Clients at the Senior Citizen Community Residences	104	109	109	109

DELEGATE AGENCIES

AGENCY TITLE:

AVENIDA GUADALUPE ASSOCIATION
 AVENIDA GUADALUPE ASOCIATION COMMUNITY DEVELOPMENT

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Financial	Leverage Other Funding Sources					
	To coordinate and foster strategic partnerships with outside agencies and organizations to leverage resources essential to strengthening families, developing human capital, and sustaining a community safety net.	% of Budget from Other Funding Sources to Include Fundraising, Grants, Private Corporations, and Program Income from Facility Space Rental	86%	86%	88%	53%
	To ensure progress toward identified performance and budget targets	No. of Contracts and Vendor Agreements Managed and Monitored ¹	135	159	151	157
		% of Contract Agreements Meeting Contract Performance Requirements	100%	100%	100%	100%

EXPLANATORY INFORMATION

¹ Contracts and vendor agreements include 40 community events at El Progreso Community Center and Plaza Guadalupe, 109 Senior Citizen Apartments, 14 El Parian tenants, 3 Artist Studios.

DELEGATE AGENCIES

AGENCY TITLE:

BROOKS CITY BASE

PROGRAM DESCRIPTION

The Brooks Development Authority (BDA) was created to oversee the development of Brooks City-Base (formerly Brooks Air Force Base) into a Technology and Business Park. The goals of the Brooks City-Base project are to: Develop Brooks into an economic generator in the south-central section of San Antonio; significantly reduce Brooks Air Force Base operating support costs to retain anchor missions and jobs; and to enhance Air Force mission capabilities through the creation of public and private partnerships. The Brooks City-Base Office was created within the City organization in FY 2002 to spearhead the implementation and coordination of the Project. The BDA was established and chartered by the City Council as the entity to accept the conveyance of the property to the City. In FY 2004, the Brooks City-Base Office separated from the City and began to function as an outside agency, continuing the redevelopment effort. The City continues to support both the operations and capital investments at Brooks City-Base

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$797,880	\$845,000
Total City Funding – All Agency Programs	0	797,880	845,000
Total Agency Operating Budget – All Sources	\$0	\$16,014,081	\$17,427,675
% of Agency Budget from City of San Antonio	N/A	5%	5%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

DELEGATE AGENCIES

AGENCY TITLE:

DAY CENTER

PROGRAM DESCRIPTION

The Neighborhood Day Center will offer the homeless a place to retreat from the elements during the day. The Center will provide showers, laundry facility, clothing, lunch, identification recovery, Alcoholic's Anonymous counseling, and an opportunity to network with other agencies on site.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$125,000
Total City Funding – All Agency Programs	0	0	125,000
Total Agency Operating Budget – All Sources	\$0	\$0	\$125,000
% of Agency Budget from City of San Antonio	N/A	N/A	100%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

DELEGATE AGENCIES

AGENCY TITLE:

DIABETES – BIENESTAR

PROGRAM DESCRIPTION

The Bienestar Program is an initiative administered by the Social and Health Research Center (S&HRC), a non profit organization established in 1991 and incorporated in 1995. Through Bienestar, S&HRC's main goal is to reduce or prevent type 2 diabetes in low-income children. The Bienestar interventions create a network of social support for children to decrease saturated fat intake, increase fiber intake, increase physical activity and control body weight at multiple levels including the individual, the family, the school and the city.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$100,000
Total City Funding – All Agency Programs	0	0	100,000
Total Agency Operating Budget – All Sources	\$0	\$0	\$100,000
% of Agency Budget from City of San Antonio	N/A	N/A	100%
AUTHORIZED POSITIONS	0	0	5
FULL-TIME EQUIVALENT	0.00	0.00	4.30

	Strategic Objective	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Increase the knowledge of nutrition and exercise, self-efficacy and social support systems among clients of the Bienestar Program	No. of Clients Served through Materials' Distribution	N/A	NA	N/A	7,992
	Provide for the Safety and Welfare of San Antonio					
	Reduce and/or prevent the occurrence of Type 2 Diabetes among students, parents, and teachers enrolled in the Bienestar Program	No. of Students in Health Curriculum	N/A	NA	N/A	6,468
		No. of Annual Club Meetings in 15 Targeted Schools	N/A	NA	N/A	26

DELEGATE AGENCIES

AGENCY TITLE:

MOBILE CANTEEN

PROGRAM DESCRIPTION

The Mobile Canteen will provide evening meals and referral services to several areas within the City where the homeless congregate. The Mobile Canteen will operate Monday through Friday. Additionally, socks, personal hygiene items, and educational information materials will be distributed. A caseworker will be available to assist homeless persons in completing food stamp applications.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$125,000
Total City Funding – All Agency Programs	0	0	125,000
Total Agency Operating Budget – All Sources	\$0	\$0	\$125,000
% of Agency Budget from City of San Antonio	N/A	N/A	100%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

DELEGATE AGENCIES

AGENCY TITLE:

NEIGHBORHOOD HOUSING SERVICES

PROGRAM DESCRIPTION

The Neighborhood Housing Services (NHS) of San Antonio is a non-profit affordable housing provider of full cycle mortgage lending services to very low, low and moderate income families primarily in Council Districts one through seven. These administrative funds support: 1) the implementation and management of HOME (CHDO) funded First-Time Homebuyers Program and Second Mortgage Program; 2) the completion of a loan sale to further leverage City funding and provide significant non-City and federal funding for additional lending; and 3) the provision of a loan servicing for NHS clients and other local non-profit affordable lending organizations (i.e. San Antonio Housing Trust, Avenida Guadalupe, U.U. Housing Corporation, and Our Casas).

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$185,233	\$185,233
Total City Funding – All Agency Programs	190,062	185,233	185,233
Total Agency Operating Budget – All Sources	\$849,000	\$844,000	\$844,000
% of Agency Budget from City of San Antonio	22%	22%	22%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objective	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	To Provide for the Safety and Welfare of San Antonio					
	To provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	4
		No. of Families Provided with Loan Servicing	N/A	N/A	N/A	700
Financial	To Leverage Other Funding Sources					
	To create strategic partnership with governmental and community-based agencies to leverage resources essential to strengthening families, developing human capital, and sustaining a community safety net	No. of Families Assisted with Homebuyer Loan Services	N/A	N/A	N/A	60

DELEGATE AGENCIES

AGENCY TITLE:

NEIGHBORHOOD HOUSING SERVICES

BALANCED SCORECARD CONTINUED

	Strategic Objective	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Financial	To create strategic partnership with governmental and community-based agencies to leverage resources essential to strengthening families, developing human capital, and sustaining a community safety net	No. of Partnerships with Non-profit Affordable Housing Organizations	N/A	N/A	N/A	4

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO DEVELOPMENT AGENCY

PROGRAM DESCRIPTION

The Program provides administrative support to the San Antonio Development Agency (SADA). The Program supports the implementation and management of City sponsored Urban Renewal activities. The San Antonio Development Agency ensures compliance with applicable local, State, and Federal regulations.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$4,429	\$4,296	\$4,296
Total Agency Funding – All Agency Programs	4,429	4,296	4,296
Total Agency Operating Budget – All Sources	\$806,162	\$1,462,884	\$1,097,098
% of Agency Budget from City of San Antonio	1%	1%	1%
AUTHORIZED POSITIONS	7	7	7
FULL-TIME EQUIVALENT	7.00	7.00	7.00

BALANCED SCORECARD

	Strategic Objective	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	To Provide for the Safety and Welfare of San Antonio					
	To enhance the community safety net to promote the overall health of its vulnerable citizens and eliminate homelessness	No. of Unduplicated Commissioners Served	N/A	7	7	7
	To provide the necessary oversight to ensure SADA promotes affordable housing opportunities for low/moderate income citizens.	No. of Unduplicated Board Meetings	N/A	12	12	12
Financial	Provide Accountability to the Public					
	To provide meals for Board of Commissioners Committee	% of Budget to Provide Meals for Board of Commissioners Monthly Meetings	N/A	18%	18%	15%
Internal Processes	To provide the necessary operating expenses for the Board of Commissioners	% of Budget to Provide Legal Advise and Postage Expenses	N/A	47%	47%	14%

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO SYMPHONY

PROGRAM DESCRIPTION

With a new President/CEO the San Antonio Symphony has embarked in a new direction, specifically, a negotiated musician contract that allows for a reduced number of weeks of performances. Additionally, an effort is underway to secure private and corporate support. The Kronksosky Foundation has awarded the San Antonio Symphony a \$250,000 matching grant to encourage other funding entities. City funding will support the artistic activities of the San Antonio Symphony's operations.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$0	\$0	\$320,000
Aviation Fund Consolidated Funding Contribution	0	0	80,000
Total City Funding – All Agency Programs	0	0	400,000
Total Agency Operating Budget – All Sources	\$0	\$0	\$5,600,015
% of Agency Budget from City of San Antonio	N/A	N/A	8%
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO ZOO

PROGRAM DESCRIPTION

This Program provides funding for the operation of the San Antonio Zoological Gardens under contract with the San Antonio Zoo.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	\$49,781	\$38,288	\$38,288
Total City Funding – All Agency Programs	49,781	647,840	629,553
Total Agency Operating Budget – All Sources	\$49,781	\$10,188,266	\$10,329,045
% of Agency Budget from City of San Antonio			
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

NON-DEPARTMENTAL**COMMUNITY & VISITOR FACILITIES FUND****EXPENDITURES BY CHARACTER**

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$150,997	\$154,270	\$150,537	\$162,984
CONTRACTUAL SERVICES	1,936,850	223,382	212,180	699,010
COMMODITIES	1,165	675	610	675
OTHER	336,526	331,343	331,343	333,693
CAPITAL OUTLAY	0	0	0	200,000
TOTAL EXPENDITURES	\$2,425,538	\$709,670	\$694,670	\$1,396,362

NON-DEPARTMENTAL/NON-OPERATING

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
ADMINISTRATION—PERSONNEL SERVICES	\$150,997	\$154,270	\$150,537	\$162,984
ADMINISTRATION—CONTRACTUAL HOSTING OBLIGATIONS	1,510,014	44,216	33,014	247,010
ADMINISTRATION—COMMODITIES	426,836	179,166	179,166	452,000
REBATE EXPENSE	1,165	675	610	675
ADMINISTRATION – OTHER EXPENDITURES	334,579	329,396	329,396	329,396
LIABILITY INSURANCE – MAJESTIC THEATER CAPITAL	615	615	615	2,701
	1,332	1,332	1,332	1,596
	0	0	0	200,000
TOTAL	\$2,425,538	\$709,670	\$694,670	\$1,396,362

PROGRAM CHANGES

- ◆ IMPROVEMENTS \$4,432

WORKFORCE COMPENSATION ENHANCEMENT – ALAMODOME AND NELSON W. WOLFF

This *improvement* totaling \$4,432 will provide a market adjustment and performance pay incentive for eligible employees included in the Community & Visitor Facilities Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

- ◆ MANDATES \$452,000

COMMUNITY & CULTURAL INITIATIVES – GENERAL HOSTING OBLIGATIONS

This *mandate* totaling \$452,000 will fund one-time costs associated with annual contractual hosting obligations, which have been negotiated and committed by the Convention and Visitor's Bureau to support various major conventions, meetings or special events scheduled for various events scheduled in FY 2005.

Statistical Data

City of San Antonio

Demographic Statistics Last Ten Fiscal Years

Fiscal Year	Population ¹	Per Capita Income ¹	Median Age ¹	Education Levels In Years Of Formal Schooling ¹	School Enrollment ²	Unemployment Rate ³
1994	1,029,900	15,300	30.7	13.7	238,048	5.2%
1995	1,068,600	16,700	30.9	13.7	237,348	5.3%
1996	1,109,600	18,200	31.0	13.7	240,676	4.1%
1997	1,133,000	18,600	31.7	13.8	245,812	4.1%
1998	1,162,600	19,500	32.1	13.9	245,946	4.3%
1999	1,187,600	19,770	32.2	13.9	247,471	3.8%
2000	1,207,500	19,950	32.5	13.9	262,567	4.0%
2001	1,226,250	20,200	31.8	13.9	267,184	4.1%
2002	1,241,100	19,300	32.0	14.0	270,025	5.1%
2003	1,262,800	19,960	32.2	14.0	275,796	5.5%

Notes: ¹Source: Planning Department, City of San Antonio, Texas.

²Source: Individual School Districts Annual Census

³Source: Texas Workforce Commission

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2003)

Date of Incorporation	December 14, 1837
Date of Adoption of City Charter	October 2, 1951
Form of Government	Council-Manager
Area	505.86 square miles
Miles of Sewer:	
Storm	383.7
Sanitary	4,967
Building Permits:	
Permits Issued	22,328
Estimated Cost	\$1,377,757,875
Fire Protection and Emergency Medical Services:	
Number of Fire Stations	48
Number of EMS Units	26
Number of EMS Paramedics	323
Number of Firefighters	1,091
Police Protection:	
Number of Stations	6
Number of Police Officers	1,991
Number of School Crossing Guards	255
Recreation:	
Parks Acreage	14,509
Number of Parks and Recreation Areas over One Acre	192
Number of Municipal Golf Courses	6
Number of Municipal Swimming Pools	23
Number of Recreation Centers - All Year	26
Number of Recreation Centers - Summer	72
Sewer Service:	
Number of Sewer Customers	305,050
Estimated Number of Persons Served	1,156,131
Water Service:	
Number of Water Customers	338,783
Estimated Number of Persons Served	1,266,273

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2003)

Education:

(Twelve School Districts Wholly or Partly Within San Antonio City Limits)

Number of Schools	389
Number of Teachers	18,394
Number of Students Registered	275,796
Average Daily Attendance	259,736

City Employees:

Unclassified:

Regular	97
Part-Time (Annual)	6
Temporary	1,811
Part-Time	694

Classified:

Regular	9,733
Other	98

Total	12,439
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City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2003)

Election:		
Registered Voters		678,725 ⁽¹⁾
Number of Votes Cast Last City Regular Election		41,117 ⁽¹⁾
Percentage of Registered Voters voting		6.1% ⁽¹⁾

Population		Increase
1900	53,321	-----
1910	96,614	81.2%
1920	161,379	67.0%
1930	231,543	43.5%
1940	253,854	9.6%
1950	408,442	60.9%
1960	587,718	43.9%
1970	654,153	11.3%
1980	786,023	20.2%
1990	938,900	19.4%
2000	1,207,500	28.6%
2003	1,262,800 ⁽²⁾	4.6%

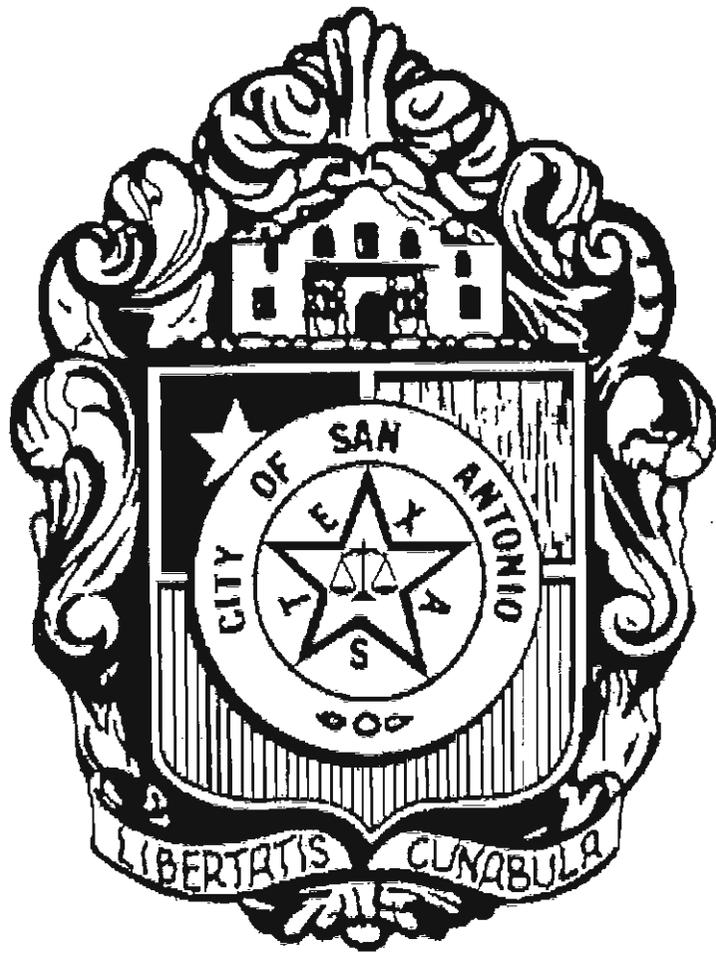
NOTE: Source of this information is the Bureau of Census

⁽¹⁾ Information taken from last City Election held May 2003.

⁽²⁾ Estimated by the City of San Antonio, Texas, Planning Department, as of September 30, 2003.

Principal Taxpayers

<u>Taxpayer</u>	<u>Type of Business</u>	<u>Principal Taxpayer Taxable Valuation</u>	<u>Percentage To Net Taxable Valuation</u>
H.E. Butt Grocery Stores	Retail/Grocery	\$ 492,683,940	1.19%
Southwestern Bell Telephone Company	Telecommunications	458,598,540	1.10%
United Services Automobile Association	Insurance/Banking/Real Estate	334,926,906	0.81%
Wal-Mart Stores, Inc.	Retail/Grocery	210,287,190	0.51%
Marriott Corporation	Hotels	170,201,350	0.41%
Humana/Methodist Healthcare System	Hospital/Healthcare Provider	167,435,610	0.40%
Time Warner	Cable Television	119,875,820	0.29%
Simon Property Group (Texas)	Shopping Centers	111,836,860	0.27%
Hyatt Regency	Hotels	111,809,350	0.27%
North Star Mall	Shopping Centers	<u>108,781,510</u>	<u>0.26%</u>
	TOTALS	\$ <u>2,286,437,076</u>	<u>5.51%</u>



Glossary

Glossary

The Adopted Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Adopted Budget Document in understanding these terms, a budget glossary has been included in the document.

Accounting System: The total set of records and procedures, which are used to record, classify, and report information on the financial status and operations of an entity.

Accrual Accounting: A basis of accounting in which revenues are recognized in the period in which they are earned and became measurable, and expenses are recognized in the period incurred instead of when cash is actually received or spent. For example, in accrual accounting a revenue that was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than July 10.

Activity: A special unit of work or service performed.

Administrative Transfer: See Transfer.

Adopted Budget: See Budget.

Ad Valorem Tax: The tax is based "according to value" of property and is used as the source of revenue to pay general obligation debt and to support the General Fund.

African-American Business Enterprise (AABE): A sole proprietorship, partnership, or corporation owned, operated, and controlled by a minority group member(s) who have at least 51% ownership.

All Funds Summary: The comprehensive summary of all budgeted funds.

Allotment: To allot is to divide an appropriation into amounts that may be encumbered or expended during a time period.

Amended Budget: Represents the original adopted budget plus any amendments passed as of October 1. This figure does not include prior year encumbrances or re-appropriation.

Appropriation: A legal authorization granted by the City Council to establish legal authority for city officials to make expenditures/expenses or incur obligations for specific purposes. It does not include prior year encumbrances or re-appropriation. An authorization made by the City Council, which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and typically granted for a one-year period.

Approved Budget: As used in fund summaries and department summaries within the budget document, it represents the budget as originally adopted by the City Council. It does not include prior year encumbrances or re-appropriation.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. An assessed valuation represents the appraised valuation less any exemptions. (Note: Property values are established by the Bexar Appraisal District.)

Assets: Property owned by the City, which has monetary value.

Audit: A comprehensive examination as to the manner in which the government's resources were actually utilized concluding in a written report of its findings. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals. An accounting audit is intended to ascertain whether financial statements fairly present financial position and results of operations.

Bad Debt: In the United States, The National Bank Act defines a bad debt as an unsecured debt on which interest or payment is past due and unpaid for six months (and which is not in process of collection). Some businesses set aside a reserve on their books to offset losses from bad debts.

Balanced Scorecard: Helps to translate an organization's mission and strategy into a comprehensive set of performance measures that provide the framework for a strategic measurement and management system.

Bank Depository Agreement: A contract between a municipality and a depository, negotiated and entered into in accordance with the specifications of the Local Government Code, which sets forth the agreements between the parties regarding banking services.

Balance Sheet: A financial statement that discloses the financial position of an entity by disclosing its assets, liabilities, and equity as of a specific date.

Base Budget: On-going expense for personnel, contractual services, and the replacement of supplies and equipment required to maintain current service levels previously authorized by the City Council.

Beginning Balance: The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

Bond: A debt instrument embodying a written promise to pay a specified sum of money, the face value or principal, at a specific date or dates in the future (maturity date), together with periodic interest at a specified rate. The most common types of bonds are general obligation and revenue bonds. Bonds are typically used for long-term debt to pay for specific capital expenditures, such as buildings, streets, and bridges, or utility expansion/repair.

Bond -- General Obligation (G.O.): A bond, which is secured by the full faith and credit of the issuer. G. O. bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. They are usually issued to pay for general capital improvement projects such as parks and streets. In Texas, G.O. bonds must be authorized by public referenda.

Bond -- Proceeds: Funds derived from the sale of bonds for the purpose of constructing major capital facilities.

Bond -- Revenue: Bonds whose principal and interest are paid from earnings of an enterprise fund.

Budget: A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier the term usually indicates a financial plan for a single fiscal year. In practice, the term "budget" is used in two ways. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes it designates the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative (proposed) or whether it has been approved by the appropriating body (adopted).

Budget Adjustment: A legal procedure utilized during the fiscal year by the City staff and City Council to revise a budget appropriation. City staff has the prerogative to adjust expenditures within a department budget.

Budget Calendar: The schedule of key dates or milestones, which the City departments follow in the preparation, adoption, and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the City Council. The adopted budget document presents the authorization made by the City Council for City officials to obligate and expend resources.

Budget Message (City Manager's Transmittal Letter): The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

Budget Ordinance: The official enactment by the City Council established the legal authority for the City officials to obligate and expend resources.

Budgetary Control: The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Budgetary Expenditures: Budgetary expenditures are decreases in net assets. In contrast to conventional expenditures, budgetary expenditures exclude amounts represented by non-current liabilities.

Budgeted Funds: Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The proposed budget document that is submitted for Council approval is composed of budgeted funds.

Capital Assets: Assets of significant value and having a useful life of 10 years or more. Capital assets are also referred to as fixed assets.

Capital Equipment Budget (Capital Outlay): The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items such as salaries, utilities, and office supplies. The Capital Outlay Budget includes funds for capital equipment purchases, such as typewriters, vehicles, furniture, machinery, building improvements, computers, and special tools, which are usually distinguished from operating items according to their value and projected useful life. The dollar value varies according to the policy established by each jurisdiction.

Capital Improvement Program: A plan for capital expenditures to be incurred each year over a period of six future years setting forth each capital project, its scope of work and City Council District location, the amount to be expended in each year, and the method of financing those expenditures, to provide long-lasting physical improvements.

Capital Improvement Program Budget: A Capital Improvement Program (CIP) Budget is a plan separated from the operating budget. Items in the CIP are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects includes new streets, buildings, recreational facilities, and large scale remodeling.

Capital Improvement Project Activity: A capital improvement project activity is one of the following groups:

- *Planning and Engineering:* Inclusive of this group are architectural and engineering professional services, cultural resource surveys, real estate appraisal services, and special studies, which may include cost-benefit analysis, and conceptual design alternatives

- *Right-of-Way Acquisition:* Inclusive of this group is the purchase or acquisition of easements, land for right-of-way, sites for construction, appraisal costs, relocation costs, and demolition for site clearance.

- *Construction;* Inclusive of this group are costs for construction or reconstruction of capital improvements, such as: buildings, streets, bridges, curbs, sidewalks, storm drainage, flood control facilities, and recreation facilities.

- *Other*: Inclusive of this group are costs for initial capital equipment, such as fire-fighting apparatus, major recreational equipment, and library books normally associated with development of a municipal facility.

Cash Accounting (Cash Basis): A basis of accounting, which recognizes revenues when received and expenditures when paid.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

Certificate of Deposit: A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period for a specified rate of interest.

Certificate of Obligation (C.O.): Debt instruments secured by the ad valorem taxing power of a city. Short-term or long-term debt (pending on the project) which is authorized by the City Council and does not require prior voter approval.

Character Code: A basis for distinguishing types of expenditures; the five major characters used by the City of San Antonio are: Personal Services--01, Contractual--02, Commodities--03, Other Expenditures--04, Capital Outlay--05. It is comprised of a five digit account code used to identify line items. The first two numbers identifying the major category and the last three numbers identifying the object code.

Charts of Accounts: A chart detailing the system of general ledger accounts.

City Council: The current elected officials of the City as set forth in the City's Charter. Unless otherwise stated, the Mayor is considered part of the City Council.

City Manager: The individual appointed by the City Council who is responsible for the administration of the affairs of the City.

City Public Service: San Antonio municipally-owned electric and gas systems. San Antonio acquired its gas and electric utilities in 1942 from the American Light and Traction Company, which had been ordered by the Federal Government to sell properties under provisions of the Holding Company Act of 1933. The Trust Indenture established management requirements and provides that the complete management and control of electric and gas systems, shall be vested in a Board of Trustees consisting of five citizens of the United States of America permanently residing in Bexar County, Texas, to be known as the "City Public Service Board of San Antonio". The Mayor of the City of San Antonio is a permanent ex officio member. A major revenue source to the General Fund is the City's 14% share of City Public Service (CPS) revenues, which represent a return to the City of its equity investment in the utility.

Closing Ordinance: A document detailing the closure of all funds and accounts and to provide for necessary adjustments at the Department level at the end of a fiscal budget year.

Commercial Paper: A short-term unsecured promissory note, supported by a bank line or letter of credit, which has a maturity of one to 270 days.

Commodities: Items of expenditure (in the operating budget) which, after use, are consumed or show a material change in their physical condition, and which are generally of limited value and are characterized by rapid depreciation. Office supplies and motor fuel are examples of Commodities.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services: Goods and services acquired under contract the City receives from an internal service fund or an outside company. Professional services, utilities, rentals, and insurance are examples of contractual services.

Competitive Bidding Process: The process following State law requiring that for purchases of \$10,000 or more a city must advertise, solicit, and publicly open sealed bids from prospective vendors. After a review period, the Council then awards the bid to the successful bidder.

Council's Goals and Objectives Session: The methods by which a government plans to achieve its service objectives. This session(s) is the basis upon which the annual budget is prepared. Also referred to as Council's Priorities

Council Priorities: Together with the Financial Forecast serves as the foundation for the development of the Annual Budget.

Current: Designates the operation of the present fiscal period as opposed to past or future periods. It usually means items likely to be used up or converted into cash within one year.

Current Taxes: Taxes that are levied and due within one year.

Debt Services: The City's obligation to pay the principal and interest of all outstanding debt instruments according to a predetermined payment schedule.

Debt Service Rate: See Property Tax Rate.

Debt Services Reserve: The debt service reserve is the fund, which may be used to pay debt services of revenue bonds if the sources of the pledged revenues do not generate sufficient funds to satisfy the debt service requirements. The reserve fund is either funded in whole or in part from the proceeds of the bonds, or is allowed to gradually accumulate over a period of years through required payments from the pledged revenues. If the reserve fund is used in whole or in part to pay the debt service, the issuer usually is required to replenish the reserve fund from the first available funds or revenues. A typical reserve requirement might be the maximum annual debt service requirement for any year remaining until the bonds reach maturity.

Deficit: A deficit is the excess of expenditures over revenues during a single accounting period, in the case of proprietary funds, the excess of expenses over income during an accounting period.

Delinquent Taxes: Taxes remaining unpaid on and after the date on which a penalty for non-payment is imposed.

Department: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. (2) That portion of the cost of a capital asset, which is charged as an expense during a particular period.

Disadvantaged Business Enterprise (DBE): A corporation, partnership, sole proprietorship, or other legal entity that qualifies as both a MBE, WBE, or M/WBE and a Small Business Enterprise.

Disbursement: Payment for goods and services in cash or by check.

Division: An organizational unit within a department's structure representing the major functional divisions of work.

Effective Tax Rate: It is the rate, which will generate the same tax levy next year from the properties on this year's tax roll.

Emergency: An unexpected occurrence, i.e., damaging weather conditions that require the unplanned use of City funds.

Encumbrance: To encumber funds means to set aside or commit funds for a fixture expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise Fund: A governmental accounting fund used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is to recover the cost of providing goods through user fees. Rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds in San Antonio are established for services such as the Airport, Parking facilities, and Environmental Services.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year. It may also be defined as the proposed financing sources estimated to finance the proposed projected expenditures.

Executive Summary: Describes the policies affecting the budget, and presents a synopsis of the revenues the City will collect, the funds the City will spend, and the changes that have occurred from the previous year.

Expenditure: Decrease in the use of net financial resources for the purpose of acquiring and providing goods and services.

Expenses: Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations, for example depreciation.

Fees: Charges for services (also see User Charges).

Fiscal Year: The 12 month time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of San Antonio has specified October 1st to September 30th as its fiscal year.

Fixed Asset: Assets of a long-term nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Fixed Cost: A fixed cost, such as rent, does not change with increases or decrease in the amount of services provided.

FTE: FTE means full-time equivalent, authorized positions, filled or vacant.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations. Seven major fund types and two account groups are commonly used: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, general fixed asset account group and general long-term debt account group.

Fund Balance: The excess of assets over liabilities and is therefore also known as surplus funds. A negative fund balance is also called a deficit.

Fund Schedule: A fund schedule is a financial forecasting statement that combines beginning and ending balances, including estimated revenue for any period of time.

Fund Summary: See Fund Schedule.

Funding Source: A funding source is the specifically identified dollars allocated to meet budgeted requirements/expenses.

Fund Statement: Usually pertains to a detailed breakdown of revenue or expenditures such as grants, and other awards.

GAAP: Generally Accepted Accounting Principals -- Uniform minimum standards of and guidelines to financial accounting and reporting.

General and Administrative Cost: Cost associated with the administration of City services.

General Fund: The largest fund within the City, the General Fund accounts for all financial resources of the government except for those required to be accounted for in another fund. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes the basic operating services such as fire and police protection, finance, code enforcement, parks and recreation, libraries, public works, and general administration.

General Government: Refers to a group of activities associated with the administrative function of the City such as: Legislative/Administrative, Finance, Budget and Research, Planning, Computer Services, Legal, Personnel, and Purchasing.

General Ledger: A file that contains a listing of the various accounts necessary to reflect the financial position and results of operation of the government.

General Obligation Bonds: See Bond -- General Obligation.

GFOA: Government Finance Officers Association of the United States; organization that awards the Distinguished Budget Presentation Award.

Goal: A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a special achievement in a specific time period.

Grant: A contribution by one government unit or funding source to another unit. The contribution is usually made to aid in a part of a specified function, but is sometimes also for general purposes.

Grant Match: City cost of in-kind services required to match Federal or State grant and programs.

Index Code: An Index Code is a six digit number. It is a unique code designed for convenience in referencing classification information for computer operations. It identifies the lowest cost or revenue classification. By means of a table look-up, the code is subsequently translated in the appropriate Fund, Sub fund, Type, etc.

Indirect Cost: An indirect cost is an expense necessary for the functioning of the organization as a whole that cannot be directly assigned to one service.

Interfund Transfers: Amounts transferred from one fund to another.

Intergovernmental Grant: See Grant.

Intergovernmental Revenue: See Revenue – Intergovernmental.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis; for example, the Information Technology Services, Purchasing, Temporary Services, Equipment Renewal and Replacement, Employee Benefits and Insurance related funds, etc.

Inventory: A detailed listing of property currently held by the City showing quantities, descriptions and values of the property, and units of measure and unit prices.

Investment: Securities and real estate purchased and held for the production of revenues in the form of interest, dividends, rentals or base payments.

Invoice: A bill requesting payment for goods or services by a vendor or other government unit.

Levy: To Inventory: A detailed listing of property currently held by the City showing quantities, descriptions and pose taxes, special assessments, or service charges for the support of City activities.

Liability: Debt or other legal obligations arising out of transactions in the past, which must be paid, renewed or refunded at some future date. Note: The term does not include encumbrances.

Line-Item budget: A budget that lists each expenditure category separately along with the dollar amount budgeted for each specified category.

Local Business Enterprise: A corporation, partnership, sole proprietorship, or other legal entity for the purpose of making a profit, which is primarily located within Bexar County for at least one year. For a branch office of a non-local business to qualify as a Local Business Enterprise, the local branch office must be located in Bexar County for at least one year, and must employ a minimum of 10 resident of Bexar County of employ Bexar County residents for at least 25 percent of the entire company workforce for use at the local branch office.

Long-term debt: Debt with a maturity of more than one year after the date of issuance.

Maintenance and Operation Rate: See Property Tax Rate.

Mandate: Is defined as changes to the current level of services, which will be required to comply with Federal, State and Local laws/Ordinances; a contractual obligation, or the operation and maintenance requirement for a completed capital improvement.

Maturities: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

Minority Business Enterprise (MBE): A sole proprietorship, partnership, or corporation owned, operated, and controlled by a minority group member(s) who have at least 51% ownership.

Minority Corporation: A legal entity where 51 percent of each class of the shares of stock or other equitable securities is owned by minority group member(s). The minority group member(s) must have operational and managerial control, interest in capital, and earnings commensurate with their percentage of ownership.

Minority Group Member(s): African-Americans, Hispanic Americans, Asian Americans, American Indians and Handicapped Individuals legally residing and are citizens of the United States or its territories.

Minority and Women Business Enterprise (M/WBE): A corporation, or partnership, owned, operated, and controlled by a minority person(s) and women who, when combined, have 51% ownership. The minority person(s) and women must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of minority and women ownership. To qualify as a minority and women business enterprise, the enterprise shall be headquartered in Bexar County for any length of time, or shall be doing business in a locality or localities from which the City regularly solicits, or receives bids on or proposals for, City contracts within the minority and women business enterprise's category of contracting for at least one year.

Modified Accrual Accounting: A basis of accounting in which revenues should be recognized in the accounting period in which they become available and measurable and expenditures are recorded in the period that they are incurred. Since this type of accounting basis is a conservative financial approach, it is recommended as the

standard for most governmental funds. The budget is prepared using the modified accrual basis of accounting except for the recognition of encumbrances within the expenditure appropriations.

Net Working Capital: Current Assets less Current Liabilities.

Non-Departmental: Refers to a group of activities, which are not associated with or can be allocated to any particular department. These activities include outside agency contributions; boards, committees and commissions; intergovernmental contracts; general government contingency and liability expenses.

Non-Recurring Revenue: Resources recognized by the City that are unique and occur only one time or without pattern.

Object Code or Object of Expenditure: Last three digits of the five digit account code providing the lowest level of description. The object code has the same level of description as an index code.

Objective: Desired output oriented accomplishments, which can be measured and achieved within a given time frame. Achievement of the objective advances the activity and organization toward a corresponding goal.

Official Budget: The budget as adopted by the Council.

Operating Budget: The portion of the budget that pertains to daily operations that provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

Operating Expense: Operating expenses are proprietary fund expenses that directly relate to the fund's primary service activities.

Operating Fund: Resources derived from recurring revenue sources used to finance the general fund, enterprise funds, and pay-as-you-go capital improvement projects.

Ordinance: An ordinance is a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Overhead: Overhead is the element of cost necessary in the production of an article or the performance of a service which are of such a nature that the amount applicable to the product or service cannot be determined readily. Usually overhead relates to those objects of expenditures that do not become integral part of the finished product or services such as rent, heat, light, supplies, management, supervision, etc.

Outside Agency: A governmental unit or other organization which requests funding from the City for a specified purpose; for example: AVANCE, Project QUEST; Ella Austin Community Center; Youth Programs; Boys and Girls Club of San Antonio, YMCA/YWCA; Centro del Barrio, and the Battered Women's Shelter.

Partnership: A legal entity where 51 percent of the assets and interest in the partnership is owned by one or more minority group members. For M/WBE purposes, minority group member or women partners must have a proportionate interest in the control, operation, and management of the partnership affairs.

Performance Budget: A budget that focuses upon activities rather than line items. Workload and unit cost data are collected in order to assess the efficiency of services. Typical data collected might includes miles of street paved per year, cost of paved streets per mile, tons of garbage collected per man hour, or cost per man hour of garbage collection.

Performance Measures: Specific quantitative and qualitative measures of work performed as an objective of the department.

Personal Services: All cost related to compensating employees of the City including employee benefit costs such as City contributions for retirement, social security, and health and life insurance.

Policy Issues: Refers to the listing of Program Improvements (PCB's), Mandates, and Reductions found in the budget document.

Positions Authorized: Full Time and Part Time positions budgeted in the personnel services category and included in the Departmental Position List.

Program: A program is a plan outlining funding for personnel and capital under which action may be taken toward specific goals and objectives.

Program Improvement: A program improvement is the addition of new equipment, personnel, or other expenditures aimed at improving the level of service or expanding services.

Program Budget: A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes or expenditures.

Property Tax (also known as Ad Valorem tax): Property taxes are levied on both real and personal property according to the property's value and the tax rate. Property values are established by the Bexar County Appraisal District.

Property Tax Rate: The property tax rate consists of two elements. The first is the maintenance and operation rate. Revenues received from this element are deposited in the General Fund and can be used for any public purpose. The maintenance and operation rate is subject to the provisions of state statute and an increase in the effective rate in excess of 8% is subject to a voter initiated rollback election. The second element is the debt service rate. This rate is set based on the City's debt service requirements. Funds received from this rate are deposited in the Debt Service Fund and are used solely to pay the principal and interest on present and projected debt. These two elements added together yield a total property tax rate for the current fiscal year.

Proposed Budget: See Budget.

Proprietary Funds: A proprietary fund is an account that shows actual financial position and operations, such as actual assets, liabilities, reserves, fund balances, revenues, and expenditures, as distinguished from budgetary accounts.

Purchase Order System: A City's system of using documents authorizing the delivery of specified merchandise or services and making a charge for them.

Rating: The creditworthiness of a City as evaluated by an independent agency such as Moody's or Standard and Poor's.

Re-appropriation: By City Council action, an Operating Budget spending authorization lapses on September 30 of each fiscal year. Any authorization not expended or encumbered is no longer legally allowed to be expended, and the dollars associated with the authorization "fall" to the ending balance. Those items that are deemed important are brought to the City Council to be "re-appropriated" in the new fiscal year.

Reconciliation: A detail analysis of changes of revenue or expenditure balances within a fund.

Reduction: To reduce line items due to budgetary constraints.

Refunding: Refunding is a procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest cost or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the "refunding

bonds," and the outstanding obligations being refinanced are referred to as the "refunded bonds," or the "prior issue."

Replacement Cost: The cost of a property, as of a certain date, which can render similar service (but which need not be of the same structural form) as the property to be replaced.

Requisition: A written request from a department to the purchasing office for specified goods or services. This action precedes the authorization of a purchase order.

Reserve: 1) An account used to indicate that a portion of a fund's equity is legally restricted for a specific purpose and is therefore not available for general appropriations (designated). 2) An account used to indicate a portion of a fund's equity is legally restricted but, not for a specific purpose (undesignated).

Resources: Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings: The equity account reflecting the accumulated earnings of the enterprise funds.

Revenue: 1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers and increases in net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Included are such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

- 2) The term designates an increase to a fund's assets which:
 - . does not increase a liability (e.g., proceeds from a loan);
 - . does not represent a repayment of an expenditure already made;
 - . does not represent a cancellation of certain liabilities; and
 - . does not represent an increase in contributed capital.
- 3) (Resources) An increase in assets due to the performance of a service or the sale of goods. Revenues are recognized when earned, measurable, and reasonably assured to be.

Revenue Bonds: When a government issues bonds, which do not pledge the full faith and credit of the jurisdiction, it issues limited liability revenue bonds. Typically, pledges are made to dedicate one specific revenue source to repay these bonds. In San Antonio, revenues are typically derived from rates charged for utilities, airport leases and parking fees. Revenue bonds are not included in the 10% debt limit set by City Charter and under state law do not require voter approval.

Revenue Estimate: An estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

Revenue - Intergovernmental: Revenue received from another government for a specified purpose. In San Antonio these are funds from Bexar County, the State of Texas, and from special districts.

Revenues - Special: Specific revenues that are legally restricted to expenditures for specific purposes.

Risk Management: 1) An organized attempt to protect a governmental entity against accidental loss in the most economical method. 2) The liability, either realized or potential, related to the City's daily operations.

SAWS (San Antonio Water System): In May 1992, the City's Wastewater Management Department, the Alamo Water Reuse and Conservation District and the City Water Board merged to become the new San Antonio Water System (SAWS), a quasi-governmental entity. The bond indenture adopted by the City Council at the time SAWS was created endeavored to establish a business-like relationship between the City and SAWS. Specifically, it provided that SAWS would make a payment to the City not to exceed 5% of gross revenues and that the City would pay water and wastewater charges to SAWS. At the time of the consolidation it was agreed that the fee to the City would be set initially at a rate, which would be "revenue neutral" to the City. That is, SAWS would remit to the City a payment calculated as a percentage of gross SAWS revenues in an amount, which would cover the

sewer and water charges the City would pay as well as to reimburse the City for the financial payments previously received from both the City Water Board and the Wastewater Department.

Services: Contribution to the welfare of others; a public good that is worthy of taxpayers support. Useful labor performed by the different City departments that produces results (Fire Department, Police Department, Building Inspections, Planning).

Services -- Current Budget Level: Represents the cost of providing service at the present level before mandates, reductions or improvements are considered and without considering increases in population of service demand.

Sinking Fund: A sinking fund is an account into which a debt issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments therefore are determined by the terms of the bond contract.

Small Business Enterprise (SBE): A corporation, partnership, sole proprietorship or other legal entity for the purpose of making a profit which is independently owned and operated and which is less than 20 percent of the U.S. Small Business Administration (SBA) size standard for a small business, except in cases where the reduced definition drops below \$1 million average gross receipts (as based on three years of sales) or less than 100 employees. All firms meeting these thresholds will be considered a SBE.

Sole Proprietorship: A legal entity that is 100 percent owned, operated and controlled by one or more minority group members. For MBE purposes, minority group member partners must have a proportionate interest in the control, operation, and management of the partnership affairs.

Source of Revenue: Revenues are classified according to their source or point of origin.

Surplus: A surplus is the amount by which revenues exceed outlays.

Taxes: Taxes are compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. The term also does not include charges for services rendered only to those paying such charges as sewer service.

Tax Levy: The total amount of funds to be raised by general property taxes for operating and debt service purposes specified in the Annual Tax Ordinance as determined by the Bexar County Appraisal District.

Tax Rate: The amount of tax levied for each \$100 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purpose.

Transfers: 1) Transfers are the authorized exchanges of cash or other resources between funds. 2) The General Funds supports central services for other funds or departments, the reimbursement of these services to the General Fund is an Administrative Transfer.

Trust Funds: Accounting entities used to account for monies held by the City in a trustee capacity for organization, programs, or other funds.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

Unit Cost: The cost required to produce a specific product or unit of service (i.e., the cost to purify one thousand gallons of water).

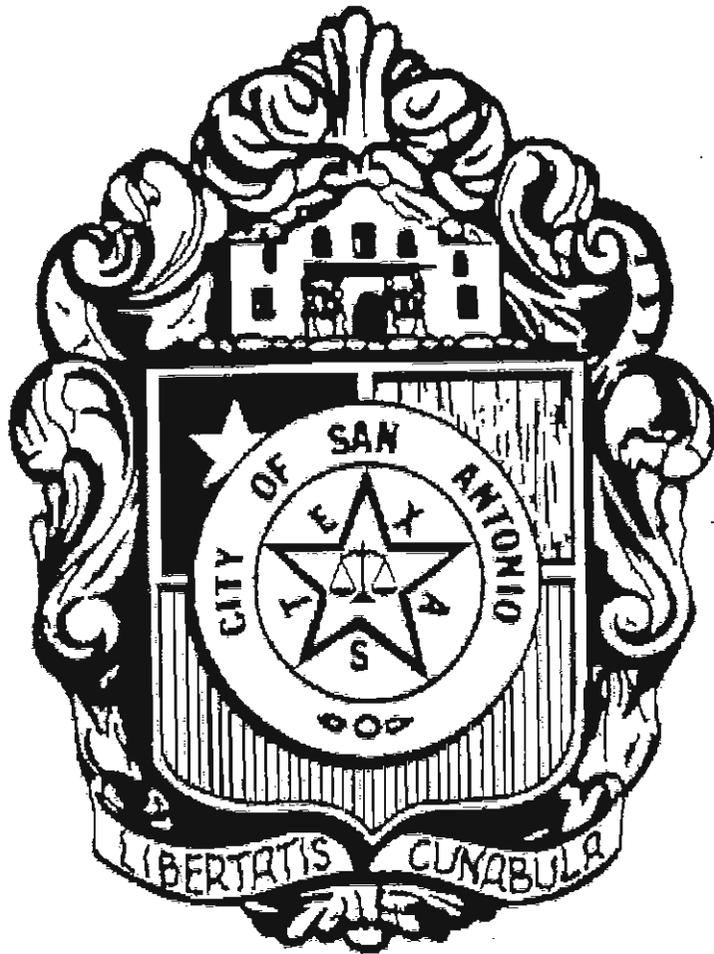
User Charges (also known as User Fees or User Based Fees): The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Undesignated Fund Balance: That portion of fund balance that is unencumbered from any obligation of the City.

Voucher: A document indicating that a transaction has occurred. It usually contains the accounts related to the transaction.

Women Business Enterprise (WBE): A sole proprietorship, partnership, or corporation, owned, operated, and controlled by women who have 51% ownership. The women must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of women ownership. To qualify as a women business enterprise, the enterprise shall be headquartered in Bexar County for any length of time, or shall be doing business in a locality or localities from which the City regularly solicits, or receives bids on or proposals for, City contracts within the women business enterprise's category of contracting for at least one year.

Yield: The rate earned on a monetary investment.



Performance Measure Definitions

DEPARTMENTAL PERFORMANCE MEASURE DEFINITIONS

This list of definitions reflects selected key performance measures for City departments. It is not a complete list of all measures covered in the Departmental Appropriations Section of this document.

ALAMODOME

Average Operating Revenue/Cost per Attendee: calculated by dividing the total attendance by the revenues collected/operating budget.

AVIATION

Airline Costs per Enplaned Passenger: includes landing fees, terminal building rental, loading bridges fees and other fees and charges divided by enplaned passengers.

Airport Operating Cost Per Enplaned Passenger: includes personnel, equipment, supplies, utilities and other direct operating costs together with airport service contracts divided by the number of enplaned passengers. Costs associated with capital outlays, depreciation and debt service are not included as operating expenses.

Airport Operating Revenue per Enplaned Passenger: includes landing fees, ground rental (i.e., fuel farm, air cargo ramps, FBO), building rental, concessions, parking fees, ground transportation fees (i.e., taxi, shuttle, limo, etc.) divided by the number of enplaned passengers. Excluded from operating revenues are the passenger facility charge (PFC) collections and grant funds.

Concession Revenue per Enplaned Passenger: Revenue received from any of the airport retail outlets (Food and sundries, etc.) and advertising divided by the number of enplaned passengers. Parking and car rental revenues are excluded.

CITY ATTORNEY

Percent of Lawsuits Tried with Favorable Disposition: In a favorable disposition, Motion for Summary Judgement is granted to the City, Motion to Dismiss is granted for the City, or a verdict is rendered for the City.

Red Flag Cases Filed: high-priority cases that usually involve code violations. Red Flag cases are cases where the City is seeking civil enforcement by way of injunctive relief of violations of its codes that affect public health safety or welfare. They are primarily cases where criminal enforcement has proved ineffective. They may also include cases from Public Works relating to flood plain violations and cases from Historic Preservation relating to violation of the demolition-by-neglect ordinance.

CITY CLERK

No. of Municipal Records Microfilmed per Week: this measure tracks the microfilming of all official records of the City Clerk's Office, Police Department and Health Department. These microfilmed records are made available to the public at the City Clerk's Records Facility building and at the City's Central Library.

CITY AUDITOR

Estimated Savings of External Audit Costs: the number of staff hours provided to external auditors (input) multiplied by the hourly savings rate of external auditors (output).

CODE COMPLIANCE

Total Cases (Citations) Filed in Court: All Categories including vacant lots, dangerous premises, junked vehicles, and alleys and right of ways, but excluding minimum housing (unsanitary premises).

Total No. of Vacant Lots Cleaned: includes vacant lots cleaned by the property owner and cleaned by the City.

Overall Average Response Time in Days: average number of days it takes for a complaint to be received and entered into the computer system by a Complaint Intake Officer until a Code Compliance Investigator arrives to conduct the first inspection.

Proactive Service Requests Initiated w/Violations: equals the number of service requests or cases initiated directly by department personnel, which includes NAD and Target Sweeps

Reactive Service Requests Initiated w/Violations: equals the number of service requests initiated by citizens calling 311, department personnel directly receiving emails, letters, request from neighborhood associations, walk-ins, and other department referrals.

COMMUNITY INITIATIVES (DCI)

Average Monthly Children in Care: the average number of children of any age receiving childcare each month via any program of the Children's Resource Division.

DCI Participants Obtaining Employment at or above \$8.75 per hour: the number of participants placed into employment as a result of a DCI service activity.

DCI Participants Obtaining Transitional Employment Below \$8.75 per hour: the number of participants placed into first or transitional employment as a result of a DCI service activity.

DCI Participants in Higher Education, Skill or Long-Term Job Training: the number of participants who enter higher education, skill training or long-term occupational training as a result of a DCI service activity.

Dollars into Community through VITA: the net total dollars refunded to participants as reflected on the tax returns prepared through VITA.

Dollar Value of Youth Community Service Hours: the estimated value (at \$6.50 per hour) of all volunteer hours contributed by youth for all community service programs.

Dollar Value of Elderly Community Service Hours to the Community: the estimated value (at \$8.75 per hour) of all elderly volunteer hours contributed by adults for all community service programs.

Number of Contracts and Vendor Agreements Managed and Monitored: the total number of individual contracts executed by or on behalf of DCI that are managed and monitored by the Department.

Number of Families Receiving Emergency Services: the number of families and individuals receiving financial emergency services for short-term assistance including utility bills, rent or mortgage payments, food, temporary housing or similar type services.

Number of Individual Development Account (IDA) Participants: the number of individuals successfully participating in the IDA program by contributing regularly to an asset building IDA account with a potential 4 to 1 dollar match upon withdrawal.

Number of Meals Served to Seniors: the total number of meals served to individuals (and spouses) at least 60 years old at one of the senior nutrition centers in the County.

Number of Participants Served by DCI's Direct Program and Contract Investments (duplicated): the number of individuals who received services from one or more DCI programs. Individuals participating in multiple programs are counted as a participant for each program (i.e. duplicated).

Number of DCI Participants Receiving Financial Literacy Training: the annual number of all individuals who receive services from a DCI program who complete a course on financial literacy.

Number of Individuals (Duplicated) Participating in Carver Community Cultural Center Events/Activities: the total number of individuals who attend an event or activity sponsored by the Carver Community Cultural Center.

Number of Taxpayers Assisted through Volunteer Income Tax Assistance (VITA): the number of individuals who have their federal tax return prepared via the VITA program.

Percent of Annual Income Returned to Low-Income Taxpayers via VITA: the average tax refund as a percentage of the average taxable income of all tax returns prepared.

Percentage of Budget from Outside Funding Sources: the percentage of the total annual operating budget of the Department that is not funded by the General Fund.

Percentage of Children in Kindergarten Readiness Program Displaying Mastery Skills: the percentage of all participating children evaluated in the Kinder Readiness (KR) program demonstrating mastery of all KR prescribed skills.

Percentage of Children in Poverty 0-5 Receiving Child Care Assistance Through the City: the number of children in poverty aged 0 to 5 who receive childcare compared with the total number of children in poverty aged 0 – 5 in Bexar County.

Percent of Contracts/Vendor Agreements Meeting Contract/Performance Requirements: the percentage of all contracts executed that meet or exceed contract or agreement performance requirements.

Percentage of Operations Funding Managed through Contracts with other Agencies/Organizations (in millions): the percentage of all annual operating budgets of DCI that is contracted to delegate agencies or sub-recipients for actual delivery of service.

Percentage of SAEP Seniors Graduating High School: the percentage of all seniors at the 15 participating schools who executed an SAEP Commitment form and graduated.

Percentage of Senior Population Participating in DCI Programs: the percentage of all unduplicated seniors participating in any program offered for the elderly or disabled, as compared to the number of elderly and disabled in the City of Bexar County (per Census 2000, as updated for growth).

Percentage of Staff Demonstrating Computer Literacy: the percentage of all DCI full-time regular employees who regularly use a computer to perform work assignments who demonstrate literacy in areas relevant to their job duties and responsibilities.

Tax Preparation Fees Saved and Returned to the Community: the total value of tax return preparation fees saved by individuals whose tax return was prepared by the VITA program.

Total Number of Staff Receiving Financial Literacy Training: the annual number of all DCI full-time regular employees who complete the Department's course on financial literacy.

Total Number of Community Locations with DCI Investments: the number of all physical locations where DCI services are provided. If multiple programs are in the same physical structure (or part of it) the facility is counted for each program (i.e. duplicated).

Total Number and Percentage of CCDS Vendors that are Texas Rising Star Certified: of all eligible CCDS childcare providers, the number (and resulting percentage) that meets Texas Rising Star certification requirements for being a high quality early care and education center.

Total Number and Percentage of Youth Services Participants Completing Character Development/Life Skills Training: of the total number of participants in the Diversion, Juvenile Restitution, Urban smARTS, NCC, START, Project WORTH, Teen Court, delegate agencies and the Youth Opportunity Program, the number completing training in character development or life skills type training.

CONVENTION FACILITIES

Occupancy Rate: calculated by using move-in/move-out and show days.

CONVENTION & VISITORS BUREAU

Monetary Value – Public Relations Exposure (In Millions): public relations articles are printed free of charge to be used for their media value. A cost estimate is made as to what the articles would have cost if the advertisement ads where charged at the same level they where printed this becomes the monetary value.

Number of CVB Initiated Convention Hotel Room Nights Booked: number of hotel room nights confirmed by Bureau sales staff for anytime in the future.

Number of CVB Initiated Convention Hotel Room Nights Hosted: number of hotel nights occupied by convention delegates meeting in San Antonio during specific month and year.

Number of CVB Initiated Convention Delegates Hosted: this number indicates total attendance at conventions held in San Antonio during the specified time period.

CULTURAL AFFAIRS

Amount of Non-City Dollars Leveraged for Arts (In Millions): total private, state and federal dollars raised to support the total production costs of City-funded arts and cultural events. These leveraged funds satisfy the City's matching requirements and do not include in-kind contributions.

Number of Arts and Cultural Programs Implemented: denotes programs or events intended to foster the development of stronger relationships between local arts/cultural agencies and the tourism and hospitality industries in ways that increase tourism and audiences. The cultural tourist is an individual who visits a destination to specifically experience the arts/culture, heritage and special character of the place.

Ratio of City Dollars to Non-City Dollars Spent: calculated by dividing the amount of non-city dollars by the amount of city dollars for any given project.

DEVELOPMENT SERVICES

Average Number of Days for Initial Plan Review: average number of calendar days it takes for a plan (interior finish-out, new residential or new commercial) to complete initial review by the City of San Antonio. City departments involved in the plan review process include Development Services, Public Works, Planning, Health, and Aviation Departments. San Antonio Water System also is involved in the plan review process. The UDC requires initial review of new commercial plans to be completed within 35 days.

ECONOMIC DEVELOPMENT

Total Number of New Jobs Created/Retained Through EDD Programs: total number of jobs created/retained, which are moving to San Antonio or are expanding and anticipated.

ENVIRONMENTAL SERVICES

Waste Tons Collected per Crew per Week: average waste tonnage collected by City crews on a regular workweek.

EXTERNAL RELATIONS

Average Monthly Revenue Received from Interlocal Agreements: average monthly revenue for all interlocal contracts with the City.

Federal Funds Received Related to Federal Initiatives Program: appropriations requests are a significant component of the City's Federal Initiatives program. This is a measure of the success of obtaining federal funding through the appropriations process.

FINANCE

Value of Investments – Trade-Cost Basis (billions): value of the City's investment portfolio based on the cost of the securities acquired, as of fiscal year end.

Turnaround Time on the Comprehensive Annual Financial Report (CAFR) Completion (days): number of days required to prepare the CAFR for the most recent fiscal year ended.

FIRE

Percent of City Blocks Able to be Reached Within 4.25 Minutes Travel Time: this measure represents a San Antonio Fire Department goal regarding station location in reference to travel time. The Department utilizes a goal of 4.25 minutes travel time to reach 90% of city blocks from dispatch to arrival on fire responses.

Percent of Frontline Fire Suppression Vehicles with LMDT Capabilities of Interaction with Dispatch and AVL Systems: this measure captures the percentage of all fire suppression vehicles that have laptop mobile data terminals that allow for data communication to both the dispatch center as well as GPRS modems.

Percent of Total Calls with a Response Time of 8 Minutes and Under From Call Entry to Arrival: this measure represents the percentage of the total fire calls that remain under an ICMA recognized benchmark of 8 minutes from the time a call enters the dispatch center to scene arrival.

FIRE-EMERGENCY MEDICAL SERVICES

Average Reported to Arrival Time Within the City: the average number of minutes elapsed from the time a call enters the dispatch center to scene arrival, which consists of: 1) call Reported to Dispatch, 2) Dispatch to Response, and 3) Response to Arrival. This measure is calculated for calls within the City, calls within suburban cities currently receiving EMS services, and for First Responder Units.

Number of Responses Per Full-time Unit: the average number of times each full-time ambulance is dispatched on an emergency call per year.

Number of Responses Per Peak Period Unit: the average number of times each peak ambulance is dispatched on an emergency call per year.

Number of Units Dispatched: actual number of ambulances dispatched on Emergency Calls per year.

HEALTH

Routine Food Establishment Inspections: routine inspections are applicable to permanent food establishments (not including mobile vending, temporary establishments or other vending operations).

HOUSING AND COMMUNITY DEVELOPMENT

Percent of Timeliness Expenditures: reflects the total unexpended balance of CDBG funds as of July 30th compared to the current annual CDBG Entitlement grant allocation.

HUMAN RESOURCES

HR Analysts Average Number of Workdays Required to Fill a non-uniform Vacant Position: includes time required by Human Resources staff to post the job announcement, develop an eligibility list, and conduct new hire processing. It does not include time required to review applications, time required for outside agencies to perform driving status verifications, drug screening and physicals, or time required by the selectee to submit notice of resignation to employers.

Alamo Community College District Interlocal Agreement: Examples of training initiatives developed through the ACCD Interlocal Agreement include: Automotive Diesel Mechanics, Plumbing, Computer Assisted Drawing (CAD), GIS, Contemporary Management Skills, Workforce Supervision, Administrative Management, Multidisciplinary Leadership Skills, Train the Trainer, Anger Management, Leadership Development Program. The Fiscal Year for ACCD Interlocal Agreement is from April through March.

Cost of Risk: includes administrative costs, retained losses, uninsured losses, and excess insurance premiums.

INFORMATION TECHNOLOGY SERVICE DEPARTMENT

No. of E-Payment Transactions: Excepting payments for City services provided over the World Wide Web. (i.e. municipal court fines, developmental services permit & inspection fees, and aviation parking passes).

No. of Help Desk Calls Processed: Calls placed by City employees to the COSA Help Line (207-8888) for problems related to technology. (i.e. telephone problems, desktop computers, and network connection problems)

No. of Crystal Reports Written by ITSD Staff: Reports created using the Crystal Reports report writing software. It is used to create reports from COSA databases to put information into easily readable and understandable format.

No. of Business Warehouse (BW) Information Cubes: A BW information cube is a specific data warehouse orientated to reporting and keeping data on COSA provided services. (i.e. pot hole repairs, service level agreements, stray animal pickups, and accounting transactions)

INTERNATIONAL AFFAIRS

Direct Expenditures by Official Guests to San Antonio (In Millions): direct expenditures are based on a per delegate expenditure of \$900.89 as reflected by a 1998 Deloitte and Touche study, International Association of Convention and Visitors Bureaus.

Dollar Value of Business Generated by CASA Program: based on yearly survey of CASA clients. This dollar value is the total value of verifiable bilateral trade.

Rate of Return per \$1 Invested in CASA Program: rate of return from each dollar invested by the City in the CASA San Antonio program.

LIBRARY

Materials Budget per Capita (General Fund): this number is an indication of the amount of City funds budgeted per person for library materials in Bexar County (print and non-print). This calculation is made by dividing the budget amount for Library Resources by the population of Bexar County.

Number of Items Borrowed: total number of items "circulated" (i.e. borrowed for use outside the library facilities) to the public during the current fiscal year. This figure is recorded monthly from the CARL Circulation report, and the total year-to-date is cumulated by Library Administration.

OFFICE OF MANAGEMENT AND BUDGET

No. of FIMP Projects Coordinated: Facility Improvement & Maintenance Program (FIMP) are funds set aside in order to provide maintenance on City facilities. In FY 2005, all FIMP projects were coordinated through the Asset Management Department.

No. of Departmental Counterparts Trained: training includes the annual budget process briefing, customized budget development worksessions and balanced scorecard training.

MUNICIPAL COURTS

Percent of Defendants Bonded and Released from Detention Center: this measure helps track the joint City-County Identification and Booking Project.

MUNICIPAL ELECTIONS

Turnaround Time for Release of Election Results: the total amount of time calculated from the close of the polls until the results of election are released to the media by the Office of the City Clerk.

NEIGHBORHOOD ACTION

Average Cost per Sweep: number represents cost of service delivery from all departments contributing to sweep activities.

Number of Affordable Housing Units Constructed: housing units constructed through the Department's housing programs.

PARKS AND RECREATION

Dollar Value of Restitution/Volunteer Program: the dollar value of all hours worked for the benefit of the Parks and Recreation Department without cost to the City. For those participating in the Restitution Program, individuals are assigned to work community service hours through the Municipal Courts and County Courts systems. The individuals serve their time by maintaining park property. Volunteers also donate time for this program.

Percentage of Parental Survey Results Reflecting Satisfaction with Program: this survey is administered one time per year and measures the parental satisfaction of the After School Challenge Program. The After School Challenge Program is a school-based program whereby Parks and Recreation Department staff work in conjunction with school district staff in providing tutoring, homework assistance, recreation activities and a safe place for students to assemble after school Monday through Friday during the school year.

PARKS AND RECREATION - GOLF OPERATIONS

Earnings per Round Based on Revenues and Operating Expenses: shows the current profit margin for each round. However, from that profit margin, indirect costs and loan expenses must be deducted.

Number of Regular Rounds Played: total number of rounds played if the rounds were played in full. Two 9-hole rounds are equivalent to one 18 hole round.

PLANNING

Cumulative City Square Miles Included in Plans approved by City Council: illustrate total number of city square miles covered by Neighborhood, Community, and Perimeter Plans.

Cumulative City Population Included in Plans approved by City Council: illustrate total population included in all completed Neighborhood, Community, and Perimeter Plans.

Number of Urban Design Plans: illustrate requested services by other Departments and agencies for site and development plans with urban design component.

Percent of Buildings Surveyed: illustrates number of buildings surveyed as part of the Historic Survey of structures within the City's original 36 square miles.

Percent of Planning Staff Certified: illustrates total number of Planning Department staff who receive their certification from the American Institute of Certified planners (ACIP).

Percent of Proposed Parcels in Neighborhood Conservation Districts Approved by City Council: illustrate the percentage of parcels proposed by staff actually approved by Council.

Total Number of Community Meetings: illustrates total number of community meetings held for the development, review, and approval of neighborhood, community, and perimeter plans in order to maintain community involvement in the planning process.

Total Numbers of Neighborhood Groups Registered with the City: cumulative number that gives an idea of potential and actual demand placed on this division.

Total Number of Staff Attending Training Classes Provided: illustrates total number of department staff receiving training on the use of Geographic Information Systems (GIS) applications.

POLICE

Code 3 Response Time: combination of average number of minutes to dispatch and average number of minutes to arrive at scene.

Number of Formal Complaints Processed: formal complaint is one that warrants a full investigation by the Department's Professional Standards Unit.

Patrol Availability Factor: measures the actual time a patrol officer is available to patrol. This does not include the time needed to respond to calls for service or administrative duties.

PUBLIC UTILITIES

No. of Public Utility/Franchise Contracts Monitored: contracts are monitored in order to provide regulatory and financial oversight over Public Utilities.

PUBLIC WORKS - GENERAL FUND

Dollar Value of Contracts Under Design or Construction: total dollar value of contracts under design or currently being executed. This number will fluctuate as projects are completed and added throughout the year.

Percent of Service Requests Meeting Service Level Agreements with Customers: percentage of 110 items met within Service Level Agreements between the City and its customers.

PUBLIC WORKS - PARKING

Parking Garage & Lot Revenue Net Operating Income Per Space: total of all revenues collected for garages and surface lots divided by the total number of parking garage & surface lot spaces maintained by the Parking Facilities Division.

Parking Meter Net Operating Income Per Meter: total of all revenues collected for parking meters divided by the total number of parking meters maintained by the Parking Facilities Division. This number includes parking meter rate increases that occurred in October 2003.

Number of Garage and Lot Spaces Available: total number of parking spaces maintained in parking garages and surface lots by the Parking Facilities Division.

PUBLIC WORKS - STREET MAINTENANCE

Percent of Potholes Repaired Within 48 Hours: percentage of all requests placed to Public Works regarding pothole repair, which are resolved within 48 hours of the request. Resolution includes survey of the site and action to conclude the situation.

Lane Miles Receiving Maintenance: number of lane miles receiving maintenance from both City crews and outside contractual services.

PURCHASING & GENERAL SERVICES

Average Cost of Car Light Truck Oil Change: measure of the average cost to City departments for automobile and light duty truck oil changes. The Police Department's Crown Victoria is the most common vehicle in use by the

City and is used in the cost calculation for automobiles. The Ford ½ ton pickup truck is used for the calculation of the cost for light duty trucks.

Percentage of Total Dollars Awarded to AABE's, MBE's and WBE's: reflects the relationship between the total overall contract dollars awarded and the total dollars awarded to Women-Owned Business Enterprises (WBE's), Minority-Owned Business Enterprises (MBE's) and African-American-Owned Business Enterprises (AABE's).

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