CITY OF SAN ANTONIO, TEXAS

ADOPTED ANNUAL OPERATING BUDGET

FISCAL YEAR 2005-2006

CITY OF SAN ANTONIO
ADOPTED ANNUAL OPERATING BUDGET

FISCAL YEAR 2005 - 2006

OCTOBER 1, 2005 - SEPTEMBER 30, 2006

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About the Cover

This year's Budget Document cover is a computer-generated illustration with a painterly San Antonio skyline at its center. As the viewer's eyes move through the page they will see images of the City featuring icons and simple vignettes that speaks to San Antonio's creative energy. Icons of a park, Emergency Medical Service, and construction are spotlighted to feature the basic foundation of a city and to reflect on a few of the Mayor and City Council budget priorities. These images are positioned to provide a natural flow that move the reader's attention to the bottom right of the page where the centerpiece of the design lies – a family. The silhouetted illustration of a young couple holding a little girl is the visual anchor to their community and symbolizes how every facet of City services may impact this family.

About the Designer

Martha Martinez is a designer and art director for one of San Antonio's leading advertising agencies. She is very involved with and has created work for Cultural Collaborative partners including SAY Sí, The Guadalupe Cultural Arts Center, the San Antonio Cultural Alliance, Blue Star Contemporary Art Center and the San Antonio Museum of Art. Martha is a native of Chicago but spent most of her childhood living in central Mexico. She moved to San Antonio in 1999 where she and her husband are strong supporters of the arts and are involved in the continual enhancement of the community.

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, 2004

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, 2004**. 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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Budget Guide

BUDGET GUIDE

OVERVIEW

This overview is designed to assist the reader in the use and comprehension of the City of San Antonio's Adopted Budget Document. The Annual Operating Budget serves as a policy document, a financial plan, an operations guide and a communications device for the City. It is the foundation for the City's allocation of resources toward service delivery plans providing quality services, targeted investments, and continued improvements. It also encapsulates incremental changes addressing service requirements and builds upon initiatives funded in prior years while establishing new direction for program. The Budget Document is also used to evaluate the effectiveness of City programs and services while providing extensive information on municipal operations.

BUDGET SECTIONS

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

- Budget Guide
- Budget Summary
- Revenue Detail
- Program Changes
- Source & Use of Funds Statements
- City Service Plans
- Capital Improvement Plan
- Appendix

Budget 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 and budget policies.

Budget Summary **-** This section contains the City Manager's transmittal letter, executive summary, community profile, and budget summary. The transmittal letter is the City Manager's message to the Mayor and City Council highlighting significant funding changes in the Adopted Budget. 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 adopted for service delivery. The community profile provides an overview of the City's culture and history, local economy, and perspective outlook on the City's future economic growth. Finally, the budget summary provides the reader with a synopsis of the Adopted Budget.

Revenue Detail - This section contains a detailed description of the General Fund and Other Funds revenues, specifically the three principal sources; City Sales Tax, CPS Energy payments, and Property Tax. It also details adopted changes to revenues (New or Enhanced Revenues) for the General Fund and Other Funds.

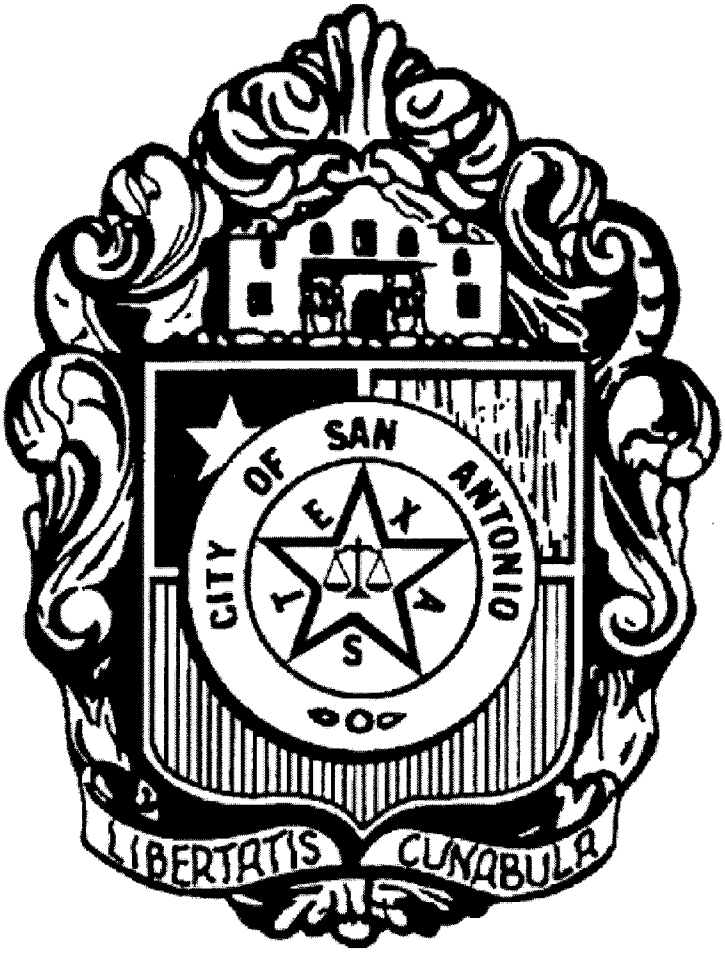
Program Changes **-** This section includes a discussion about Personnel Compensation policy issues, the City's adopted Holiday Schedule and staffing levels that detail the changes in City and grant-funded authorized positions. It also includes a listing by fund of program changes sorted by Improvements, Mandates and Redirections /Reductions.

Source & Use of Funds Statements **-** This section is organized by fund and contains a schedule of revenues and appropriations for each City fund. First is the summary overview of all funds. Following these 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.

City Service Plans **-** This section is organized by Department within a City Service 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 counts, performance measures, and descriptions of program changes. For further explanation on this section, see the City Service Plans Overview found immediately following the City Service Plans tab.

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.

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, Acronyms, and Performance Measure Definitions.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Financial and Budget Policies

FINANCIAL AND BUDGET POLICIES

INTRODUCTION

Each year, the City of San Antonio develops a Balanced Budget with guidance from the Mayor and City Council, City Departments, and its citizens. In accordance with Texas state law, the San Antonio City Charter, and generally accepted accounting standards, the City of San Antonio adopts a balanced budget for each fiscal year[1]. The Adopted Budget is required to cover only those expenditures with revenue for which the City has authority to levy therefore creating a Balanced Budget. The Budget process includes multiples phases, each of which requires a joint effort by government leaders and City staff. This section will explain the City's financial and budget policies, including the budget process, timeline, Budget Document, revenues, and expenditures associated with the budget.

BUDGET PROCESS & TIMELINE

The City of San Antonio operates in a fiscal year beginning on October 1, and ending on September 30. Each year, the City Manager, following certain required timelines, decides on key dates that will be used for each phase of the budget process. The phases include (1) a Five-Year Financial Forecast, (2) a goal-setting workshop(s) for City Council, (3) a proposed budget for the upcoming fiscal year, (4) public hearings on the proposed budget and tax rate, and (5) a final adopted budget for the next fiscal year.

Five-Year Financial Forecast

Approximately three months before budget adoption, the Five-Year Financial Forecast is presented to the City Council. The forecast is intended to provide the City Council and the community with an early financial outlook for the City of San Antonio and to identify significant issues that need to be addressed in the budget development process. Future revenues and expenditures are taken into account in an effort to determine what type of surplus or deficit the City will face during the next five years. This forecast is crucial for Government leaders when faced with making financial decisions.

Goal-Setting Workshop

Once the City Council understands the financial situation of the City, they are asked to identify goals and priorities that the upcoming budget should address. Goals are based on the types of services offered by the City, then prioritized according to the Council's requests. After the Council's goals and priorities are identified, City staff can begin the process of formulating a budget that will address the Council's desires.

Proposed Budget

The City Manager presents the proposed budget to City Council, demonstrating how the Council's goals and objectives have been addressed. Correspondingly, the proposed budget, according to the Texas Local Government Code, must be filed with the municipal clerk 30 days before the tax levy is made for the fiscal year[2].

Public Hearings

After presenting the proposed budget to City Council, at least one public hearing must be held. Public notice of the hearing must be given at least 10 days in advance[3]. The first hearing must be held at least 15 days after the proposed budget was presented, but before the tax levy. Special notice of the public hearing must also be published in at least one county-circulated newspaper. This newspaper notice should be posted within no earlier than 30 days and no later than 10 days before the hearing.[4] The City has traditionally held two or more public hearings concerning the budget process to which all citizens are encouraged to participate. Through these hearings, City Council and City staff are able to better assess the needs and desires of the community.

Adopted Budget

Before adopting a final budget, City Council may choose to change any aspect of the proposed budget, as long as the changes result in a balanced budget. The budget adoption must take place before September 27 of each fiscal year. The adopted budget is then presented and filed with the City Clerk, with sufficient copies provided for City departments, agencies, and civic organizations[5]

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 expenditures of the City, by Charter, shall not exceed the total appropriation of the fiscal year.

The City Charter also gives the City Manager the authority to transfer appropriations within funds. The budget may also be amended by submitting an ordinance to the City Council for approval. The ordinance must include substantiated and 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 expenses 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 level 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.

ACCOUNTING BASIS

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on a basis of generally accepted accounting principles AAP). 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 an 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 are 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.

The accounts of the City are organized by fund. Each fund is considered a separate accounting entity with its own set of self-balancing accounts that comprise of its assets, liabilities, fund equity, revenues and expenditures or expenses. Each fund is included in the CAFR; however, certain funds (Grant Funds, Community Service Funds, and Pension Funds) are excluded from the budget process based on operational needs of the City. These funds either have 1) its own fiscal year different than the City's fiscal year, 2) are held in the capacity as a trustee, or 3) are held in an agency relationship with individuals, private organizations, other governments and/or funds.

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 good 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 Service 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 for the accumulation of resources and the payments of, general long-term debt principal, interest, and related costs.

CAPITAL BUDGET

The Adopted FY 2006 through 2011 Capital Budget details the City's physical infrastructure development and improvement plan. Capital projects in the six year program addresses general government, public health and safety, recreation and culture, and transportation functions. The first year of the six year of the six year plan is the Adopted FY 2006 Capital Budget. The Capital Budget is published as a separate document.

DIRECT AND INDIRECT COST

The City of San Antonio incurs both direct and indirect cost in the performance of its responsibilities. Direct costs are costs that can be specifically or readily identified with a specific cost objective or program. Indirect costs are costs necessary for the effective, efficient, operation of City programs, which cannot be readily identified to a specific cost objective or program without effort disproportionate to results achieved.

The City incorporates two sets of principles into its policies and procedures related to the recovery of costs from funding sources. Principles related to all funding sources are incorporated within generally accepted accounting principles (GAAP) as recognized by the Government Accounting Standards Board (GASB). In addition, principles and procedures, which have been followed for recovery of costs on Federal awards are presented in U.S. Management and Budget Circular A-87 (OMB A-87), "Cost Principles for State, Local and Indian Tribal Governments".

Indirect Cost Identification

The City recovers indirect costs through the development and application of departmental indirect cost rates. Rates are developed and documented in the City's departmental indirect cost rate proposal. Rates include both City-wide central services costs and departmental administrative and support costs. The identification and allocation of City-wide central service costs is documented in the City's OMB A-87 Central Service Cost Allocation Plan (Plan). The Plan is prepared and documented in accordance with the OMB A-87 policies and procedures. Central Service costs included in FY 2006 rates are documented in the City's Plan based on actual expenditures and data incurred during the fiscal year ended September 30, 2004.

Department administrative and support costs included in the rate are those costs incurred for the benefit of all programs and activities of a department. Costs are recorded in administrative and support unit cost centers. Administrative and support costs are identified and documented in each department's indirect cost rate proposal. Costs included in FY 2006 rates are actual expenditures incurred during the fiscal year ended September 30, 2004. All costs included in the development of departmental rates have been reconciled to the City's Comprehensive Annual Financial Report for the fiscal year ended September 30, 2004.

Pensions

The City of San Antonio participates in two types of contributory retirement plans. These are funded plans covering full-time employees. The first is the

Fire and Police Pension Plan, which is a pension fund and is a single-employer defined benefit retirement plan established in accordance with the laws of the State of Texas. The City provides retirement benefits for all eligible full-time Fire and Police employees through the Pension Fund. The second is the Texas Municipal Retirement System (TMRS). The TMRS is a statewide agent multiple employer public employee retirement system created by law in 1947 to provide retirement and disability benefits to city employees. The plan provisions and contributions requirements are adopted by the governing body of the City within the options available in the state statutes governing TMRS and within the actuarial constraints in the statutes. The City provides benefits for all eligible employees (excluding firefighters and police officers) through a nontraditional, joint, and contributory, hybrid defined benefits plan in the TMRS.

Self Insurance

The Self Insurance Programs are established to account for Self Insurance Programs including funds for the administration of all tort claims against the City and for the operations of the City's employee benefit programs. Included in the Self Insurance Programs are the Insurance Reserve Program, Employee Benefits Program, Workers Compensation Program, Unemployment Compensation Program, Extended Sick Leave Program, and Employee Wellness Program.

PROPERTY TAXES & DEBT LIMIT

Current Tax Rate

The FY 2006 Adopted Budget includes $178.8 million in maintenance and operations support for the General Fund from property taxes while maintaining the tax rate at the current year level at 57.854 cents per $100 taxable valuation. For the thirteenth straight year, no increase in the overall tax rate is projected.

The property tax rate consists of two components. The first 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 2006 is 36.704 cents for $100 of taxable value. The second component is the debt service component that is determined by the City's debt service requirement. The current debt service rate for FY 2006 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. These two components taken together provided for a total tax rate for FY 2005 of 57.854 cents per $100 of taxable value.

Debt Service

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 Ratings Services, a Division of the McGraw Hill Corporation ("S&P"), Moody's Investors Service, Inc. ("Moody's"), and Fitch Ratings, Inc. ("Fitch"), respectively.

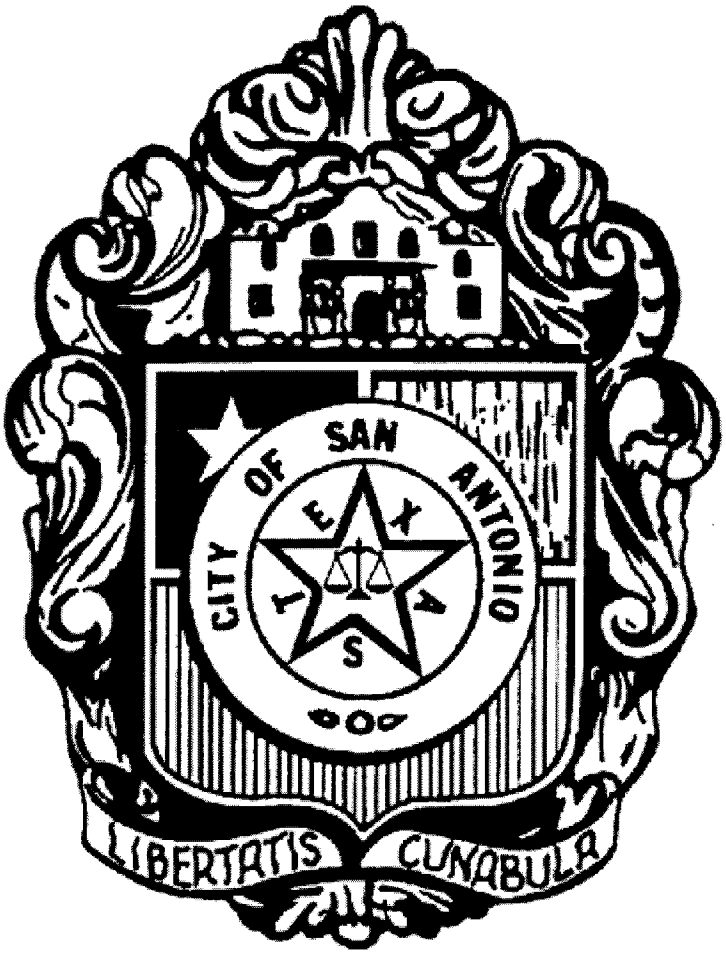
Debt Limitations

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.

[1] Texas Local Government Code Chapter 102, Subsection 002 and San Antonio City Charter Article 7, Section 80.
[2] Texas Local Government Code Chapter 102, Subsection 102.005.
[3] San Antonio City Charter Article 7, Section 82.
[4] Texas Local Government Code Chapter 102, Subsection 102.006.
[5] San Antonio City Charter Article 7, Section 82.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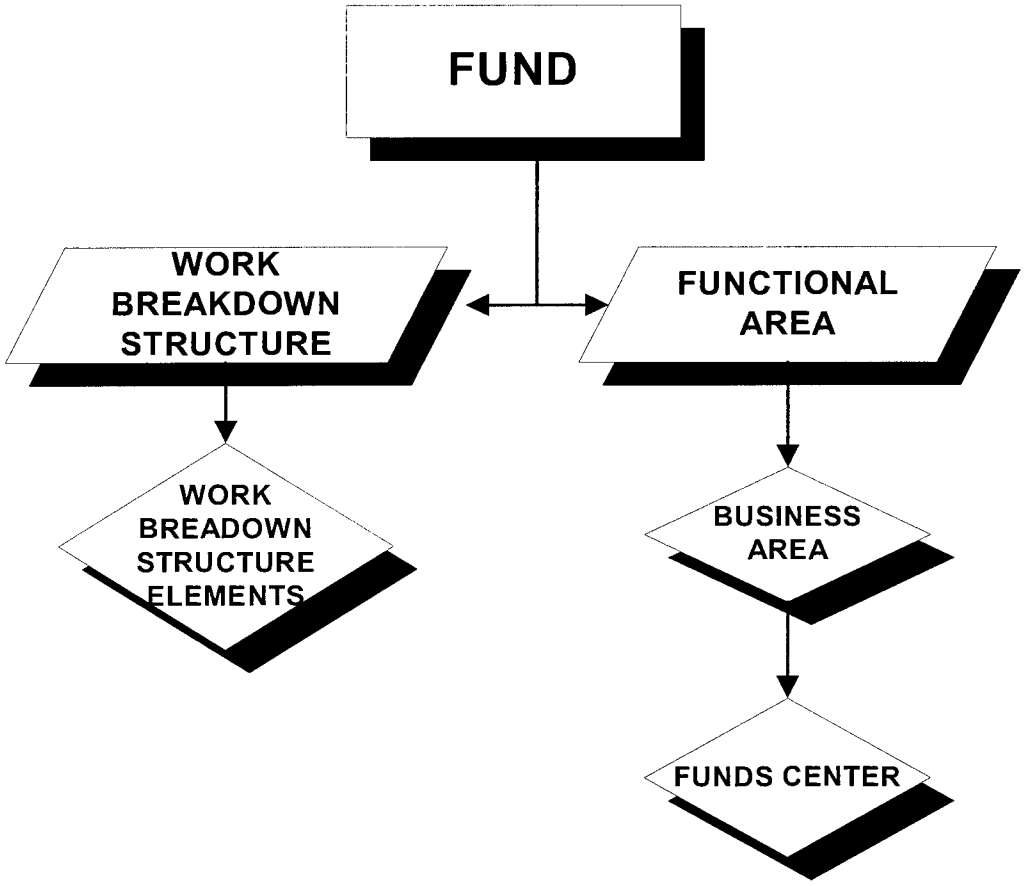
Accounting Structure

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.

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.



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.

Fund	Revenues
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

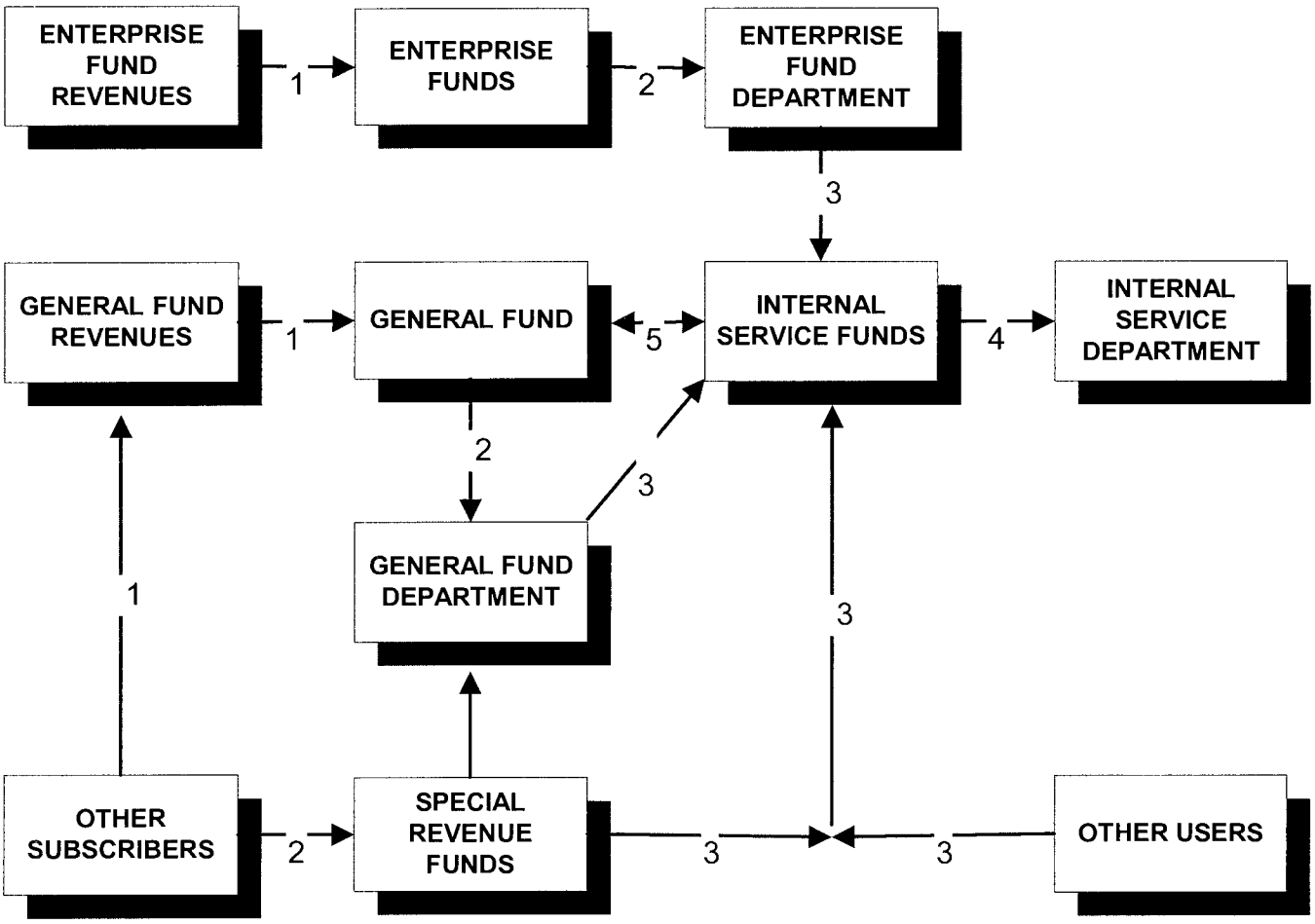
3. General Fund, Enterprise Fund, Special Revenue Funds, and other User departments all make payments into Internal Service Funds to support administrative functions which are internal City operations.

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.

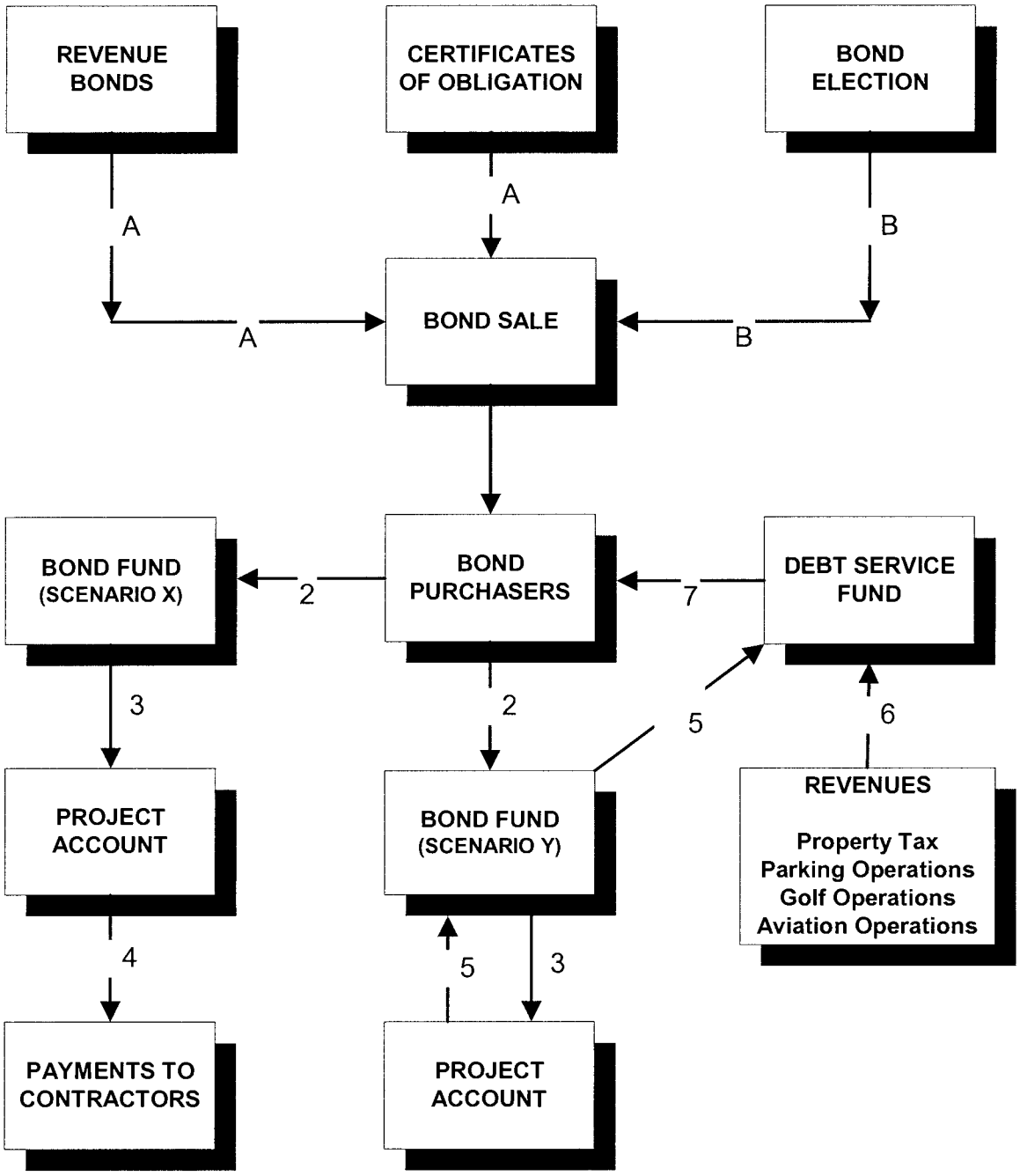
4. Open project accounts channel payments for project work to individual contractors (Scenario X).

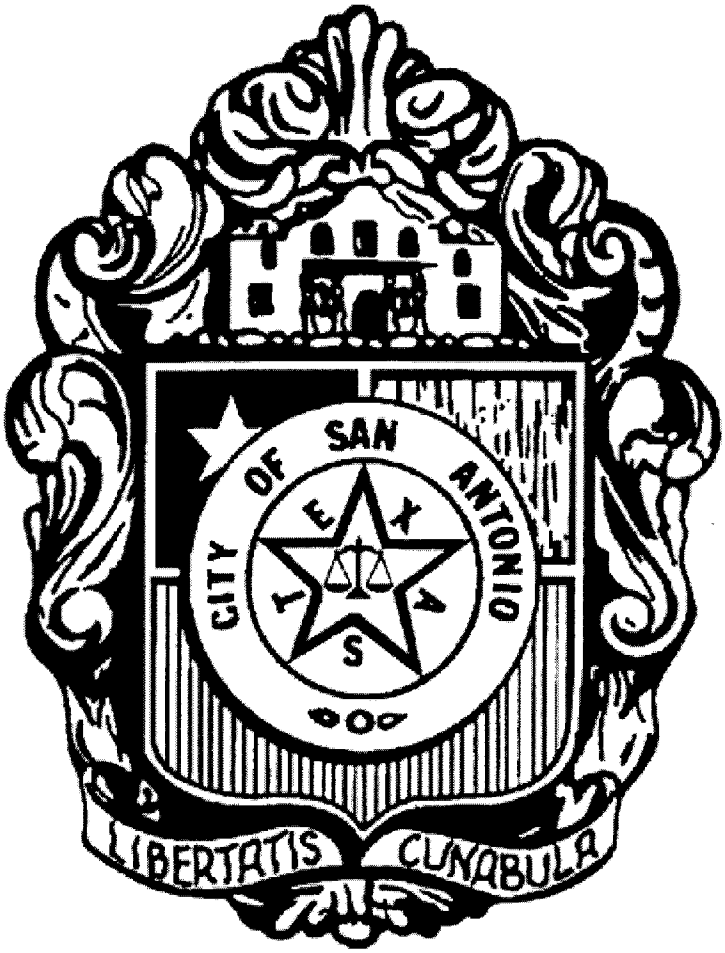
5. When a project is completed and the project account closed, unused funds can be directed to the debt service obligation. The project account transfers unused funds to the overall bond fund, which in turn transfers the moneys into the Debt Service Fund (Scenario Y).

6. The Debt Service Fund is also supported by other revenue sources.

Debt Service Flow of Funds

Exhibit




CITY OF SAN ANTONIO
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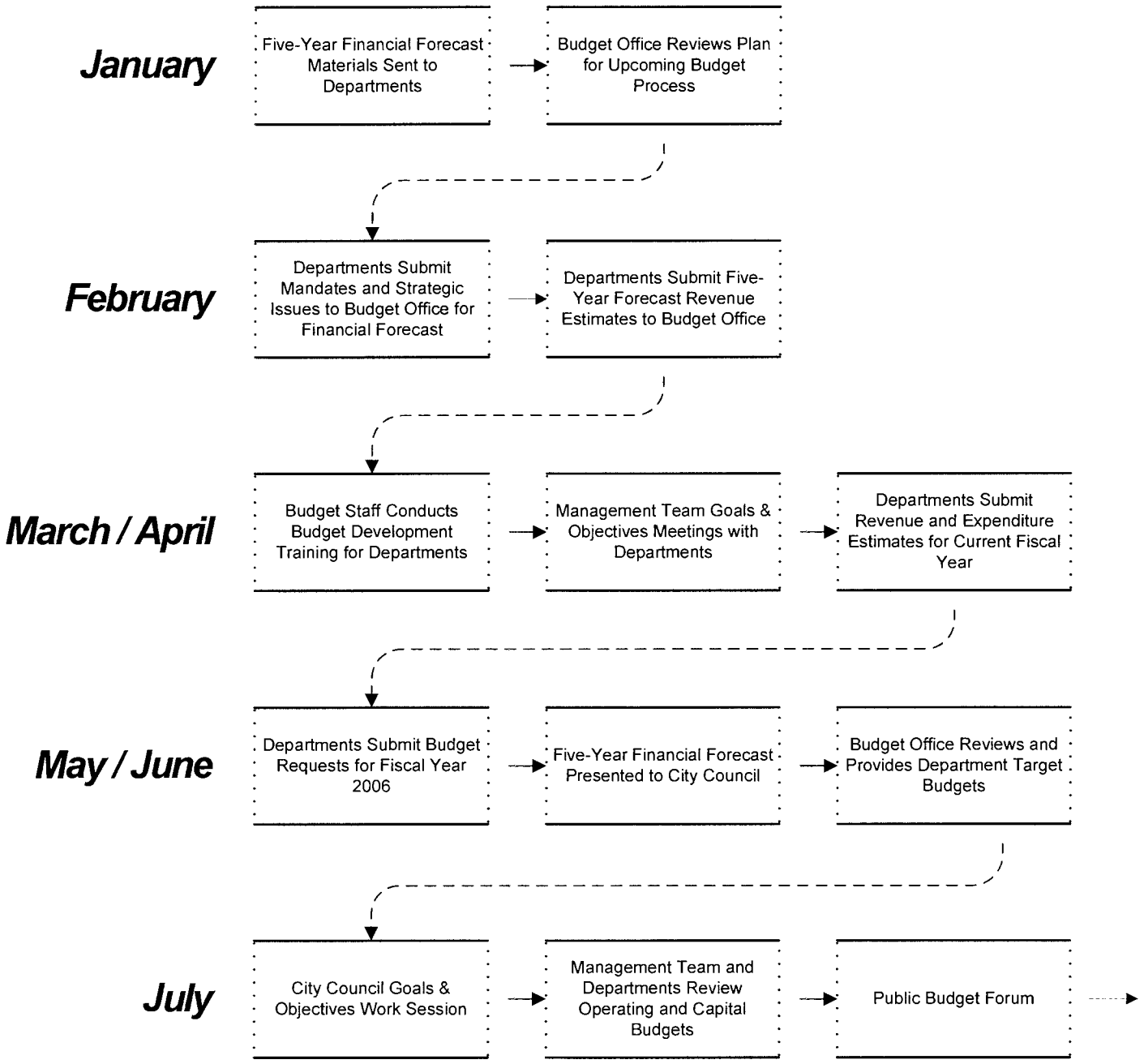
Budget Schedule Fiscal Year 2005-2006

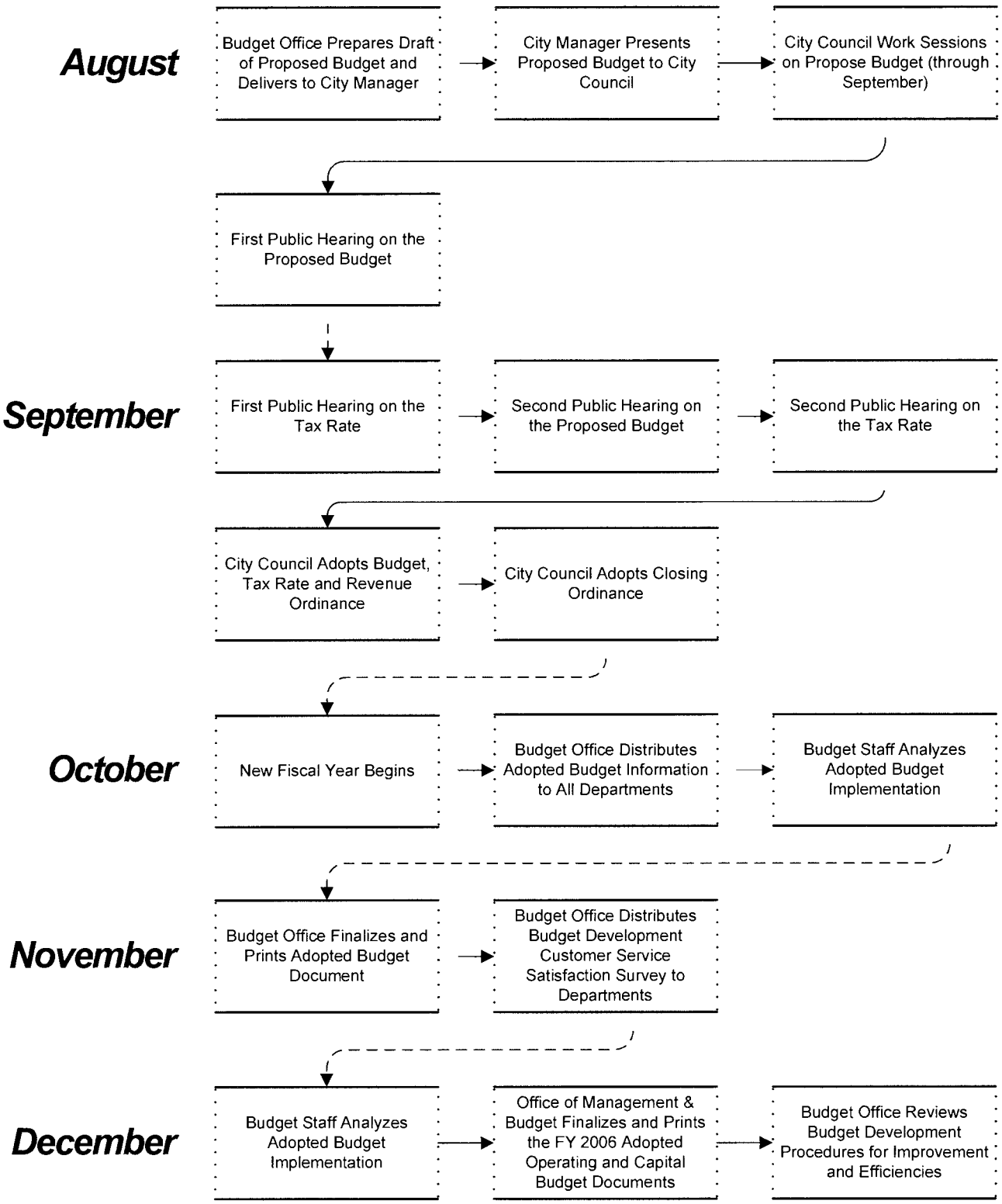
The City of San Antonio's budget process consists of a range of Budget Worksessions, Presentations, and Public Hearings. The FY 2005-2006 budget process dates are as follows:

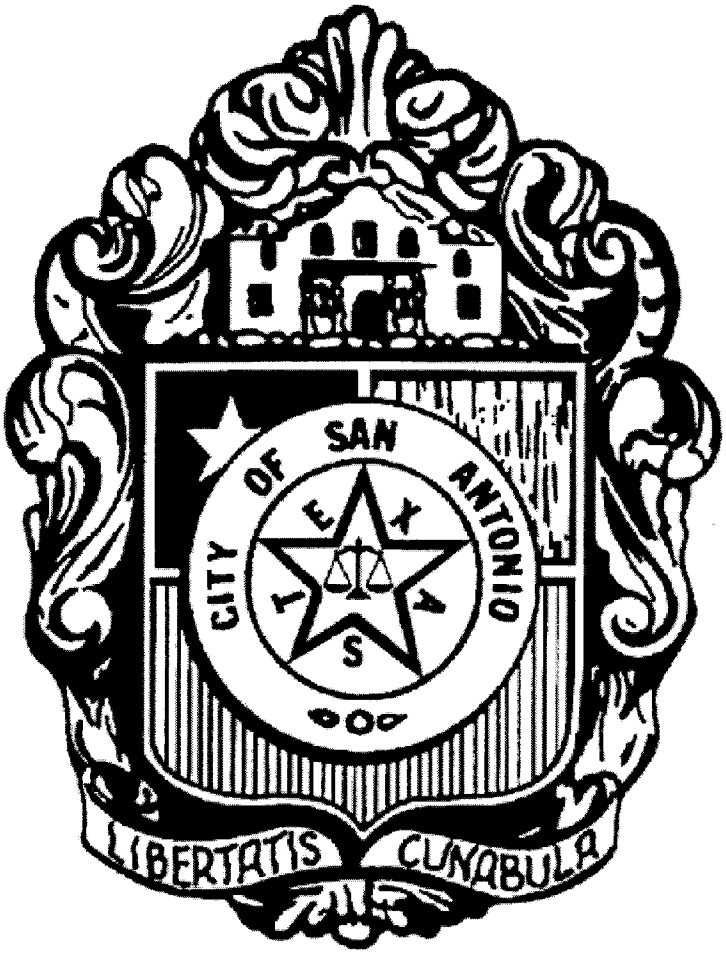
January-February	Five Year Financial Forecast materials sent to departments. Departments submit mandates and strategic issues to the Office of Management & Budget for Financial Forecast.
March-April	Budget Staff conducts budget development training for departmental counterparts and conducts Management Team Goals & Objectives meetings with Departments.
May	Individual Management Team members meet with Departments and OMB to review FY 2006 Service Delivery Plans, Performance Expectations & Outcomes, Balanced Scorecards, New & Increased Revenues, Mandates, Reductions, known potential priorities, and departmental efficiencies.
June 23	Budget Director presents the Five Year Financial Forecast to City Council.
July	Management Team meetings with Departments to finalize the FY 2006 Proposed Operating & Capital Budget consistent with City Council Goals.
July 8	City Council Goals & Objectives workesssion held to identify goals and set priorities.
July 12	FY 2006 Public Budget Forum.
August 11	City Manager's FY 2005-06 Proposed Operating & Capital Budgets presented to City Council.
August-September	City Council worksessions conducted on Proposed Budget.
August 23	First Public Hearing on the FY 2006 Proposed Budget.
September 1	First Public Hearing on the FY 2006 Proposed Property Tax Rate.
September 6	Second Public Hearing on the FY 2006 Proposed Budget.
September 8	Second Public Hearing on the FY 2006 Property Tax Rate.
September 15	City Council adopts FY 2006 Budget and Property Tax Rate.
September 29	City Council approves FY 2005 Closing Ordinance.
October	Office of Management & Budget finalizes and prints the FY 2006 Adopted Operating & Capital Budget documents. OMB distributes, analyzes, and validates the FY 2006 implementation process.
November-December	OMB reviews budget development procedures for improvements and efficiencies.

FY 2006 BUDGET PROCESS



FY 2006 BUDGET PROCESS

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October 28, 2005

To the Honorable Mayor and City Council:

I am pleased to provide you the following balanced FY 2006 Adopted Budget for the City of San Antonio. The Adopted Consolidated Annual Budget, comprised of all funds, excluding transfers, totals $1.728 billion. Operating expenditures total $1.25 billion and the FY 2006 capital improvement program totals $476 million. Within the operating expenditures, General Fund expenditures and transfers total $728.1 million.

Comparing the FY 2006 Adopted General Fund Budget to the FY 2005 Revised Adopted Budget, there is an overall increase of $55.2 million, or 8.2%. However, when excluding significant mandated increases totaling $14.6 million, the increase in the budget from FY 2005 to the FY 2006 adjusts to a 6% increase. Included within the 6.1% is $36.9 million in program improvements. Of this amount, 69% of all program improvements (added funding) in the FY 2006 Adopted Budget results from one-time and recurring funding for Streets & Infrastructure (17%), Public Safety (13%), Employee Compensation (16%), Parks & Recreation (8%), and Reserves for Revenue Loss and Hurricane Disaster Relief non-reimbursables (15%).

Budget Addresses City Council City Services Identified for Funding Review A primary focus in developing the FY 2006 Adopted Budget has been the Service Delivery Issues identified for funding review by City Council during the July 2005 Goal Setting & Prioritization Worksession. As indicated in the Budget Summary, through targeted investments in the General Fund, other operating Funds, and the Capital Improvements Plan, City Council identified services are enhanced in the FY 2006 Adopted Budget above current year funding. Of the $36.9 million in Adopted Program Improvements, $21 million—or 57%—of the budgeted enhancements address the City Council identified City Services.

Budget Enhances Funding for Infrastructure/Street Maintenance The highest prioritized City Service identified by City Council during the July 2005 Goal Setting Worksession was Infrastructure and particularly Street Maintenance. The FY 2006 Adopted Budget invests resources within the Contractual Street Maintenance Program almost three times greater than the FY 2005 base contractual street funding level for a FY 2006 total program of $16.7 million. The total Street Maintenance Fund budget for FY 2006 is funded at $45.7 million representing a 19% increase over the FY 2005 Street Maintenance Fund budget. Included in the FY 2006 Budget is a recommended FY 2007 funding plan that will increase the Contractual Street Maintenance budget by an additional $5 million (30% more than the FY 2006 Adopted Program) for a total program budget of $21.7 million in FY 2007. The FY 2006 Adopted Budget also adds $1 million in resources for contractual Neighborhood Accessibility & Mobility Program (NAMP). Combined with the current year $2 million base, a total of $3 million will be available in FY 2006 for NAMP improvements such as new sidewalks, speed humps, and traffic signals.

Budget Invests in Public Safety Enhancements The FY 2006 Adopted Budget continues the City's commitment to provide visitors and citizens responsive and quality public safety services. A total of $15.4 million in added funds are included as part of the Adopted Budget. These resources, among other service delivery improvements, add three new Emergency Medical Service Units and 36 Paramedics improving response times to calls for service. The $15.4 million provides funding to replace 13 aging Fire Pumper Trucks and sets aside funds for future replacement allowing every Fire Apparatus (Fire Pumper and Ladder trucks) to be within the City's Equipment Replacement Fund for the first time in the history of the Replacement Fund. Additionally, added public safety enhancement dollars provide seven new Police Patrol Officers (six for Patrol and one for Annexation Patrol) and funds the final year of the Police Collective Bargaining Agreement.

Total City Employee Compensation A City Council priority is attracting and retaining a high-skilled, professional workforce to delivery City services. A total compensation package that provides market-based salary and affordable health insurance for employees and their families has been the strategy in proposing several employee-related enhancements in the FY 2006 Budget. A Market Salary Adjustment of 4.5% for all eligible civilian employees with an annual base salary of $50,000 or less improves pay for 92% of civilian employees. A Market Salary Adjustment of 3% would be provided to all eligible civilian employees earning more than $50,000. To improve civilian transportation and parking arrangements, the FY 2006 Adopted Budget allocates in All Funds $928 thousand to provide a $45 per month transportation allowance for eligible full-time civilian City employees starting in January 2006. The Budget continues to correct the negative ending Employee Benefits Fund balance again in FY 2006 and does not recommend an increase to civilian employee premiums for health care insurance. The FY 2006 Adopted Budget includes $9.6 million in added contributions from City resources to the Employee Benefits program. Of this amount, $7.6 million is provided by General Fund resources and $2.0 million from the City's other Funds. Finally, the FY 2006 Adopted Budget includes a partnership-strategy between the City and the employees and retirees to manage health care costs with the goal of lowering health care spending. To balance cost sharing measures of increases to deductibles and out-of-pocket maximums, civilian employees and non-Medicare retirees covered within the City's Health Insurance Programs would be provided with a Flexible Spending Account of $250 to be used for health care costs in 2006.

Budget invests in Parks Infrastructure and Beautification Within the FY 2006 Adopted Budget mandates and improvements provide added funding $3.9 million. Within this enhanced level of funding is $1.9 million in one-time funding for the Parks & Recreation infrastructure improvements challenge-match initiative that will improve four park and recreation service facilities. Also included is recurring funding of $500,000 for park beautification efforts to be used throughout the City's park system.

Budget Saves $5.0 Million More in Reserve for Revenue Loss The City continues to receive strong ratings from Bond Rating Agencies which keeps the costs of financing low. A factor in receiving high ratings is the City's Reserve for Revenue Loss and its informal goal of reserving 5% of total General Fund appropriations in the Reserve to mitigate a loss in revenue from catastrophic events. By adding $5.0 million to the Reserve for Revenue Loss in the FY 2006 Adopted Budget—the first increase in six years—the percentage of savings to expenditures begins to correct itself beyond the twelve-year low-point that exists in FY 2005.

Budget Changes Strategically Managed for Positive Impact to FY 2007 Shortfall A strategy in developing the FY 2006 Budget has been to manage the addition of recurring improvements and to include recurring reductions and revenue enhancements. This strategy, combined with higher than projected revenues and lower than forecasted expenditures in both FY 2005 and FY 2006, has cut by just under one-third the negative ending balance in the General Fund for FY 2007. The updated FY 2007 General Fund Ending Balance—depending on the actual savings realized from policy issues within the FY 2006 Adopted Budget such as the Retirement Incentive Initiative—has been re-forecasted with a projected negative ending balance of approximately $23.7 million compared to the initial shortfall of $33.7 million projected in the Five Year Financial Forecast.

I would like to express my sincere appreciation to the City Council for providing valuable policy guidance during the FY 2006 Budget development process. Finally, I would like to call particular attention to the extensive dedication and commitment of the Executive Team, Management Team, and the staff of the Office of Management & Budget in this important effort.

Respectfully submitted,

J. Rolando Bono
City Manager

Executive Summary

Streets, safety, parks, reserve funds focus of FY 2006 Adopted Budget

Streets, safety, parks and reserve funds top the list of investments outlined in the City's FY 2006 Adopted Budget of services that, for the first time in 10 years, will not be challenged by a budgetary shortfall.

Higher than expected General Fund revenues, lower than expected expenditures, and thoughtful budget strategy have provided for $36.9 million in program improvements for the next fiscal year, with 69% of those improvements dedicated to infrastructure, public safety, parks, employee compensation and the City's reserve fund.

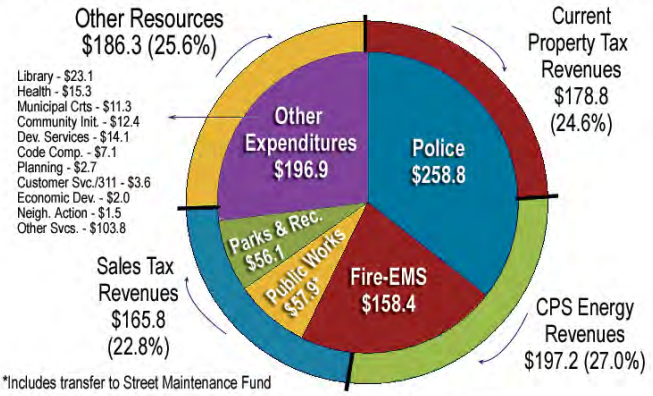
An additional $10 million is budgeted for contractual street maintenance for FY 2006, increasing the City's contractual street budget to $16.7 million. When combined with street work completed by City forces, $45.4 million is budgeted for FY 2006 to improve local streets. Similarly, $15.4 million is provided for major service delivery enhancements in public safety including new EMS units and paramedics, fire pumper truck replacements and additional police officers.

Over $2.3 million is included in the FY 2006 Adopted Budget for park projects. $1.8 million has been set aside for four major park renovation projects (to be augmented with a private sector challenge match) and an additional $500,000 has been budgeted for parks beautification.

The Adopted Budget also contributes $5.0 million into a critical reserve or "rainy day" fund, which ensures reserves to pay for service delivery during catastrophic events that are likely to reduce General Fund resources. After school activities, animal care, operational efficiencies, customer service enhancements and employee compensation also are issues targeted for investment in the FY 2006 Adopted Budget.

The budget promotes the use of one-time funds to pay for certain services rather than committing the City to recurring expenditures. Many services are based upon a two-year budget plan. A shortfall, based on the current year spending plan and updated future revenues and expenditures, has been projected for FY 2007.

FY 2006 ADOPTED GENERAL FUND AVAILABLE RESOURCES DISTRIBUTED OVER MAJOR SPENDING AREAS ($ IN MILLIONS)



TOTAL: $728,119,154

The General Fund/$728.1 million

This fund supports a majority of basic City services including streets and infrastructure, public safety initiatives, and parks and recreation activities.

- For FY 2006, these services will be supported by $728.1 million in revenue derived primarily from local property tax collections ($178.8 million), CPS Energy payments to the City ($197.2 million), and sales tax revenues ($165.8 million).
- The City's payment from CPS Energy is the largest source of revenue for the General Fund. Fourteen percent of all CPS Energy gas and electric customer service revenue is paid to the City as a return on investment.
- For the thirteenth straight year, there will be no increase in the overall property tax rate. The tax rate will remain 57.854 cents per $100 taxable valuation. This is the second lowest tax rate among major Texas cities. For homeowners whose appraised value has not changed from 2005 to 2006, there will be no change in their City property tax bill.

FY 2006 Adopted Budget addresses Council's funding priorities

Revenues

The Adopted Budget includes increases to several existing fees and the creation of new fees to address the pressure on available dollars in the General Fund. Fee increases total $2.95 million for the FY 2006 budget. Included in the budget is a policy that calls for towing vehicles from traffic stops and vehicle accidents if the driver has no proof of liability insurance. Proof of insurance is required by Texas law to operate a vehicle. Operational guidelines for this policy will be finalized in the coming months. The fee will go into effect January 1, 2006 and is projected to generate over $1.7 million for the General Fund.

Redirections/Reductions Savings

The FY 2006 Adopted General Fund Budget includes 17 reductions and efficiencies totaling $1.2 million. Included in this figure is the elimination of 31 vacant, full-time positions and numerous line item budget reductions. After accounting for related efficiency increases such as funds for alternative service delivery methods, the net savings to the General Fund is $525,510.

Streets and Infrastructure

Contractual and City Forces – an additional $10 million for contractual street maintenance is included in the FY 2006 Adopted Budget, increasing the total annual contractual street maintenance budget to $16.7 million, which includes $5.0 million in one-time funds for FY 2006. An estimated 452 lane miles of streets will receive maintenance applications through this program. When a two-year bidding strategy is used, the City could realize an estimated 35 additional lane miles. Consistent with Council's direction to develop a two-year budget plan, contractual street maintenance spending will increase to $21.7 million in FY 2007 by budgeting one-time funds of $10 million. $28.7 million is budgeted in FY 2006 for street maintenance provided by City forces. When combining City forces and contractual programs, the Adopted Budget includes $45.7 million for street maintenance in FY 2006 and $50.3 million in FY 2007.

Contractual Neighborhood Access and Mobility Program (NAMP) Enhancement – NAMP includes projects such as small street repairs, new sidewalks, speed humps, traffic signals and school flashing beacons. $1.0 million in one-time resources is added to the current $2.0 million NAMP budget for a total budget of $3.0 million.

Advanced Transportation District (ATD) Funding – more than $1.7 million from the City's share of ATD funds will provide for 13 positions to manage $10.2 million in ATD projects in FY 2006.

November 2007-2011 General Obligation Bond Election – $200,000 is included for architectural and engineering services to provide cost estimates during the project development and selection process preceding a possible $210 million general obligation bond election as early as November 2007.

Downtown Comfort Stations and Rest Stop – $500,000 in Certificates of Obligation is budgeted to pay for the construction of a rest stop to be located at the Riverbend Parking Garage at Presa and Commerce Streets. The budget also includes $500,000 in ATD funds to provide two additional comfort stations to be co-located to service VIA bus route transfer points. The comfort stations will be available 24 hours a day and include a self-cleaning, automated restroom unit, water fountain and other amenities.

Public Safety

Three Additional Emergency Medical Service (EMS) Units – $2.4 million, including one-time costs of $638,825 for the purchase of three ambulance units, is budgeted to add three full-time EMS units and 36 EMS paramedics. The three new units will be placed at locations that have been experiencing the highest calls for service and will improve response times.

Replace and Upgrade Electrocardiogram (EKG) Devices – $366,597 in one-time funding is included for the replacement and installation of 40 upgraded EKG devices from 3-Lead devices to 12-Lead devices. The 12-Lead EKGs will enable paramedics to better assess, treat, and medicate patients suffering from heart-related illnesses.

19 City services identified by City Council for funding review

The following services were identified by City Council as high priority programs and services that should be considered for funding increases or changes.

- Street Maintenance by City Crews
- After School Challenge Program
- Contractual Street Maintenance
- Employee Health Insurance Benefit Options/Costs
- Neighborhood Access & Mobility Program
- Mayor and City Council Administrative and Operational Changes
- Public Restrooms (Downtown and Parks)
- Community Policing (SAFFE)
- CPS Energy Revenue Policy
- Police & Fire Collective Bargaining
- Park Development
- Capital Programs
- Youth Development
- Animal Care
- EMS Service
- Implementation of Bond and HUD 108 Capital Improvement Programs
- Additional Cost of Living Adjustments in FY 2006
- Branch Libraries
- General Fund Reserve for Revenue Loss

Fire Apparatus Replacement – the FY 2006 budget addresses funding for the replacement of 13 pumper trucks that have reached or exceeded their useful life but were not included in the City's Equipment Renewal and Replacement Fund when they were purchased in the 1980s. Utilizing a Municipal Lease Purchase mechanism, the FY 2006 Adopted Budget sets aside $560,593, of which $274,944 is for the first year's lease purchase payments and $285,649 is for the Equipment Renewal and Replacement Fund. The total value of the 13 pumper trucks is $4.7 million.

Fire Station Annexation Plan – nearly $1.4 million is budgeted for a new fire station and fire company to provide fire services to the Southside Initiative areas near the Toyota Manufacturing Plant.

Patrol Officers – $355,775 is provided for the addition of seven new police officers in FY 2006. One of the officers will allow for coverage of the newly-annexed Southside areas while the other six will serve other locations within the city.

Police Helicopter Replacement – $237,611 in one-time funding will be used with insurance funds to replace the Police helicopter that crashed during a training maneuver in 2005. The replacement is one of four helicopters the Police Department uses for aerial patrol coverage.

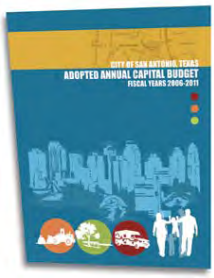
Crime Control and Prevention District (CCPD) – $559,640 is budgeted to pay for the costs associated with an election in November 2005 to establish a CCPD. Should the District be approved, the City will be reimbursed for this expense.

Parks and Recreation

Park Renovation and Beautification – over $2.3 million has been included in the FY 2006 Adopted Budget for park improvements, of which $1.8 million is budgeted for a private-sector infrastructure challenge match to renovate the Japanese Tea Gardens, Sunken Garden Theater, the Ruiz House and the Conservatory at the Botanical Gardens; and $500,000 is budgeted for park improvements and beautification such as adding irrigation systems, implementing urban tree planting programs, and landscaping/painting facilities.

Six-Year Capital Improvement Plan

The FY 2006 through FY 2011 Capital Plan, which contains 429 projects, totals nearly $1.1 billion. Items in the six-year scope include street and sidewalks improvements, drainage enhancements, park and library facility rehabilitation projects, aquifer land acquisition and linear park development, public health and safety enhancements, airport system improvements, flood control projects. For FY 2006, the Capital budget includes $475.9 million in projects.



Aquifer Protection & Linear Creeks Venue Projects – on October 1, the City will begin to collect funds approved by voters in May 2005 for the acquisition of property over the Edwards Aquifer and the acquisition and creation of linear parks along Leon and Salado Creeks, the Medina River and the San Antonio River. $20.3 million in sales tax revenue will be collected in the first year to support both venues and their improvements.

Park Support & Recreation Services - G.O. Bond Program Facilities – $602,000 is budgeted for park safety, recreation, and support services for park facilities acquired or enhanced with General Obligation Bond Programs.

Neighborhood Services

Animal Care – in an effort to increase animal adoptions and reduce the number of stray animals, the budget includes an increase of $868,394 in FY 2006 for Animal Care services for additional personnel, supplies, and a program of euthanasia by injection.

Community Link Center - $223,973 is provided to pilot the co-location of a modified Community Link center with the planned Multi-Use Health and Community Initiatives branch office on Naco-Perrin in Council District 10. Included in this cost are funds to support the study and reengineering of Community Link services.

Health and Human Services

Library Materials Budget – the FY 2006 budget sets aside $500,000 in one-time funds to be added to the Library's recurring base budget of $2.1 million for the purchase of additional library materials such as books, periodicals and multi-media items. This is the highest-ever funding level for Library resources.

Library Inventory/Theft Management and Self Check Out – $100,000 is set aside to provide funding for the Municipal Lease purchase of a new theft detection system. The system will be phased in over a three-year period and will utilize radio frequency identification technology to provide security as well as more efficient tracking of materials, faster check-in and check-out, and improved inventory management and materials handling.

Hunger and Homelessness Initiatives – $569,000 is budgeted to renew contracts with facilities that provide day center services for chronic homeless individuals and families and to continue to provide one-time projects addressing homelessness issues.

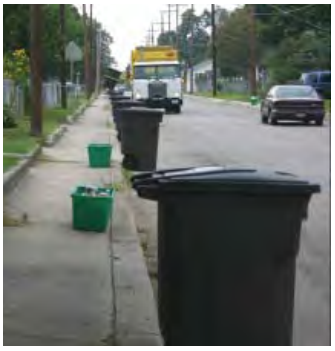
Teen Prevention Programs – $268,657 is included for two programs aimed at addressing teen-related sexual health issues. $200,000 is budgeted for the growing problem of sexually-transmitted diseases. Age appropriate educational curriculums and materials will be provided for middle and high school students and their parents in prioritized areas. $68,657 is budgeted for the Hispanas Unidas Escuelita Project, an early teen pregnancy intervention education program.

City Council Human Development Services Fund – $459,998 ($41,818 for the Mayor and each Council district) is budgeted to continue the City's investment in community-based and human development initiatives such as parenting classes, college scholarships and summer recreation programs.

Environmental Services

FY 2006 Rate Adjustments – a monthly rate increase of $1.78 per household will take effect in FY 2006 to support residential garbage and brush collection. The increase is needed to maintain the same level of service and to recover costs associated with

rising fuel prices, truck replacement and maintenance costs, and employee health insurance costs. The increase includes a $0.45 ($9.71 to $10.16) increase in the monthly Residential Garbage fee to maintain the current twice-a-week schedule of garbage collection and once-a-week collection of recyclables. To maintain twice-a-year residential brush collection, the monthly Residential Brush Fee will increase by $1.33 ($1.20 to $2.53).



FY 2006 Automated Garbage Collection – 12 manual garbage collection routes will be converted into automated collection routes as part of the first year of a seven-year implementation plan for garbage collection automation.

Economic Development

The Cultural Collaborative (TCC) – $500,000 in CVF funds is provided for FY 2006 to implement the TCC and its 38 strategies designed to grow San Antonio's creative economy through various arts and culture initiatives.

Project Quest – $3.0 million has been provided in the FY 2006 budget for Project QUEST, a community-based workforce development program, which demonstrates the social and economic benefits of long-term training for eligible applicants by providing them with skills required for long-term employment and higher incomes.

Brooks City-Base – over $1.0 million is budgeted to support on-going operations costs for the Brooks Development Authority. This includes an additional $175,000 increase above the FY 2005 budget for technology enhancements necessitated by the anticipated departure of Air Force missions over the next five years.

Texas A&M Campus Land Acquisition – the FY 2006 Capital Budget includes $15.0 million in Certificates of Obligation funding for land acquisition for the A&M campus in San Antonio. The $15.0 million will be used for the acquisition, clearance and removal of property impairments at the preferred campus site near IH-410 and U.S. 281.

Operational Excellence

Customer Convenience Initiative – $100,000 in one-time resources is set aside to acquire and develop alternative payment systems such as wireless credit card processors and the expansion of on-line payment systems. The devices will provide the City with a safer and more effective way of collecting fees, thereby increasing the City's overall revenues.

Fuel-Efficient Hybrid Vehicles – in FY 2006, the City will purchase 39 gasoline/electric (hybrid) sedans to add to 26 already in the City fleet in lieu of purchasing traditional vehicles scheduled for replacement. While hybrid vehicles are more expensive to acquire initially, over their useful life they have proven to be less costly and more environmentally friendly.

Employee Workforce and Compensation – the Adopted Budget provides for a market salary adjustment of 4.5% for civilian employees with an annual base salary of $50,000 and below (92% of eligible employees). Employees with an annual base salary above $50,000 will receive a 3% salary adjustment. $9.6 million has been set aside in All Funds for this program. The FY 2006 Adopted Budget also includes a partnership-strategy between the City and the employees and retirees to manage health care costs with the goal of lowering health care spending. To balance cost sharing measures of increases to deductibles and out-of-pocket maximums, civilian employees and non-Medicare retirees covered within the City's health insurance programs will be provided with a flexible spending account of $250 to be used for health care costs in 2006. Additionally, there will be no increase in monthly health care premium charges for civilian employees.

Other Funds

Community and Visitor Facilities (CVF) Fund/$59.5 million

- The Adopted Budget begins to address projected shortfalls in FY 2006 and FY 2007 through a combination of revenue enhancements and reductions/redirections.
- A $500,000 improvement will augment the base advertising and marketing campaign budget to $6.6 million for the Convention and Visitors Bureau in FY 2006. This additional funding will address the growing costs of marketing San Antonio and assist in the marketing of an additional 1,000 hotel rooms.
- An additional $819,429 is provided for the funding of cultural arts agencies, bringing the total art agency funding to $3,148,586 in FY 2006.
- Event parking fees at the Alamodome will increase from $8 to $10 to generate additional revenue to meet expenses.

Golf Fund/$6.5 million

The June 2005 Five-Year Financial Forecast projected a $795,000 deficit in FY 2006. However, a combination of revenue enhancements and reductions, including increasing golf cart rental fees by $2 and exploring marketing and outsourcing opportunities, are expected to reduce the negative ending balance to $750,026.

Storm Water Fund/$29.3 million

A $1.6 million shortfall is projected in this fund for FY 2007. To address this shortfall, the Adopted Budget provides for equipment efficiencies and personnel adjustments in FY 2006. However, the Storm Water Fee will not increase in FY 2006; the average monthly rate will remain $3.68.

Aviation Fund/$50.46 million

- Eight new positions at a cost of $284,455 are included to provide fiscal operations support and capital project administration related to the Airport System's $431 million capital improvement program.
- Four new positions with a total cost of $171,888 are budgeted for organizational changes related to airport federal security regulations.

Parking Facilities Fund/$9.8 million

- This fund is expected to lose $866,000 in FY 2006 due to the closures of HemisFair Garage and several IH-35 surface lots.
- $220,613 is provided for the installation of automated parking meters/pay stations at selected surface lots, meter sites, and parking garages to enhance customer service and increase efficiencies.

Community Profile

City of San Antonio Community Profile

Once a small settlement founded by Spanish missionaries in the early 1700s, San Antonio has grown into one of the country's major metropolitan centers. Its historic roots are the foundation for a city that today is rapidly moving forward in the 21st Century.

Old and new find common ground in the Alamo City. San Antonio's historical charm and grace are preserved in the Alamo and other Spanish missions, in its historic neighborhoods and in the colorful River Walk. Today, City leaders and the community carefully plan growth and economic development with San Antonio's history in mind. A bright economic future is in store, fueled by an innovative use of resources and a unique formula of public and private cooperation.

San Antonio, with a population of more than 1.2 million, is the eighth largest city in the United States and the second largest city in Texas. Over the past decade, its population has grown at an annual rate of almost two percent and is expected to continue at that rate. According to the 2000 Census, Hispanics make up 58.7 percent of the population, followed by Anglos at 31.8 percent and an African American population of almost 7 percent. The median age in San Antonio is just under 33 years old.

Geographically, the City of San Antonio Incorporated Area covers more than 400 square miles and is located in Bexar County in south central Texas, one of the fastest growing regions in the state. The city is just a stone's throw from the state capital in Austin and an afternoon drive from Dallas, Houston, the Gulf Coast and Mexico.

One word describes the local economy—diverse. San Antonio is anchored by several key industries and is targeting other emerging industries to drive the city's economic future:

- The health care and biotechnology fields have an annual economic impact of $12.9 billion and employ more than 103,000 citizens. San Antonio has become a leading research and treatment center for cancer, diabetes, heart disease and other conditions thanks to the renowned South Texas Medical Center and more than 30 other medical facilities.

- Product development, systems integration and telecommunications equipment drive the local telecommunications industry.

- San Antonio is a recognized leader in the information security industry. More than 9,500 employees work in the industry. The Air Intelligence Agency, a Department of Defense center for excellence in information security, calls San Antonio home.

- More than 8,200 San Antonians work in San Antonio's emerging aerospace and aviation industry, which has a $9 billion annual economic impact.

- Three military bases employ more than 70,000 individuals. The economic impact of the military is over $5 billion and growing with recent announcements that San Antonio will gain another 3,600 jobs over the next three to five years from the base realignment and closure (BRAC) process. The military is also an integral part of the City's targeted industries, particularly healthcare and information technology.

- San Antonio will soon have a Toyota Tundra Truck plant. The Toyota plant will open for production in September 2006, with an investment of approximately $850 million and the creation of 2,000 well-paying direct jobs. Moreover, 21 supplier companies will locate at the Toyota Supplier Park, invest an additional $300 million and create 2,100 additional jobs. The overall impact of Toyota and companies locating at the Supplier Park exceeds $1 billion with the creation of over 4,100 jobs. This investment is a powerful economic stimulus to South Texas that is already revitalizing economic and job markets in the area.

- San Antonio is home to a vibrant creative industry that registers an annual economic impact of at least $1.2 billion and pays wages of $319 million to 11,888 employees. Beyond this impact, it is worth noting that local college and university arts departments annually pay over $10 million in wages to faculty and staff and host approximately 415 events that are cumulatively attended by 95,000 people. In addition, City-funded arts and cultural organizations reported hosting nearly 16,000 events that served over 3 million people in 2003.

- Led by the insurance and banking sectors, the finance industry in San Antonio registers the largest annual economic impact at $20.5 billion and pays the highest average wage of any industry at $52,612 per year. The industry employs over 50,000 people who are paid total wages of $2.7 billion annually.

- San Antonio is a top visitor and convention destination, with more than 20 million people choosing the Alamo City as their vacation or meeting site. Tourism employs more than 86,380 and contributes more than $7.2 billion annually to the local economy.

- The Professional Golfers Association of America has signed a letter of intent to build the world class 'PGA Village' golf resort on the city's northeast side by the year 2009. Under the agreement, the PGA will design, build, and operate two 18-hole championship golf courses, as well as an extensive golf learning center. The developer, Lumberman's Investment Corporation of Texas, will build a 700 room luxury hotel, expected to be managed by Marriott International. Hundreds of homes and other developments are expected to also be included in the project.

San Antonio is a great place to live. Its cost of living is typically 10% to 15% below the national average and is consistently ranked among the lowest of major U.S. cities while home prices are among the most affordable in the country. San Antonio's median household income is just over $43,000. Public, private and parochial schools are available as well as a number of colleges and higher education facilities.

A subtropical climate offers an average temperature of 70 degrees and evening temperatures dip below freezing only about 20 days each winter. This comfortable climate invites residents to get out and relax in beautiful municipal parks, play challenging golf courses, visit theme parks, or take advantage of other popular attractions and cultural events such as Fiesta San Antonio each April. San Antonio also is home to the three-time NBA Champion San Antonio Spurs as well as exciting minor league baseball and hockey teams.

Community Profile

GENERAL INFORMATION	
Date of Incorporation:	Dec. 14, 1837
Form of Government:	Council - Manager
City Council Members: (Including Mayor)	11
Area of the City:	430 sq. mi.

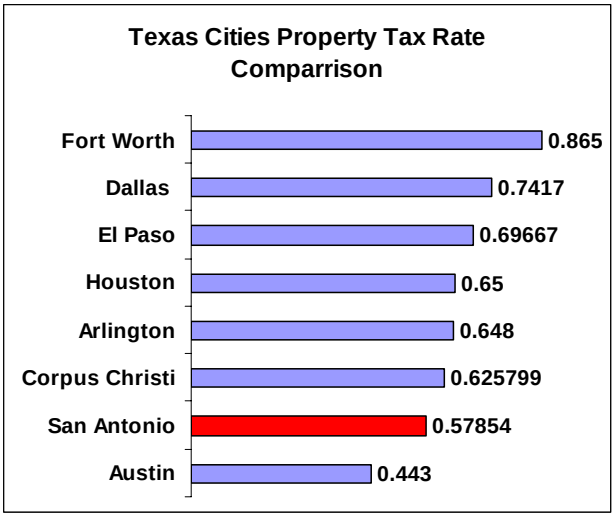
POPULATION	
Population (2005):	1,298,900
Population Growth Rate (2005):	2%
Median Age:	33
Composition of Population: (2000 Census)	Hispanic - 59%
	Anglo - 32%
	Black - 7%
	Other - 2%

EDUCATION (BEXAR COUNTY)	
Independent Public School Districts:	16
Parochial Schools:	Over 50
Private Schools:	Over 100
Accredited Universities:	8
Community Colleges:	4

MAJOR EMPLOYERS	
Public Sector:	Lackland Air Force Base
	Fort Sam Houston
	Randolph Air Force Base
	City of San Antonio
	Northside I.S.D.
Private Sector:	SBC Communications
	H.E.B. Grocery Company
	Valero Energy Cooperation
	USAA
	Zachry Group

EMPLOYMENT	
Average Household Income:	$43,000
Civilian Labor Force:	845,743
Unemployment (2005):	37,736
Unemployment Rate (2005):	4.5%

HOUSING	
Average Home Value:	$103,177
City Property Tax Rate: (per $100 of Valuation)	$0.57854
City Property Tax Comparison	Second Lowest Among Major Texas Cities



TRANSPORTATION

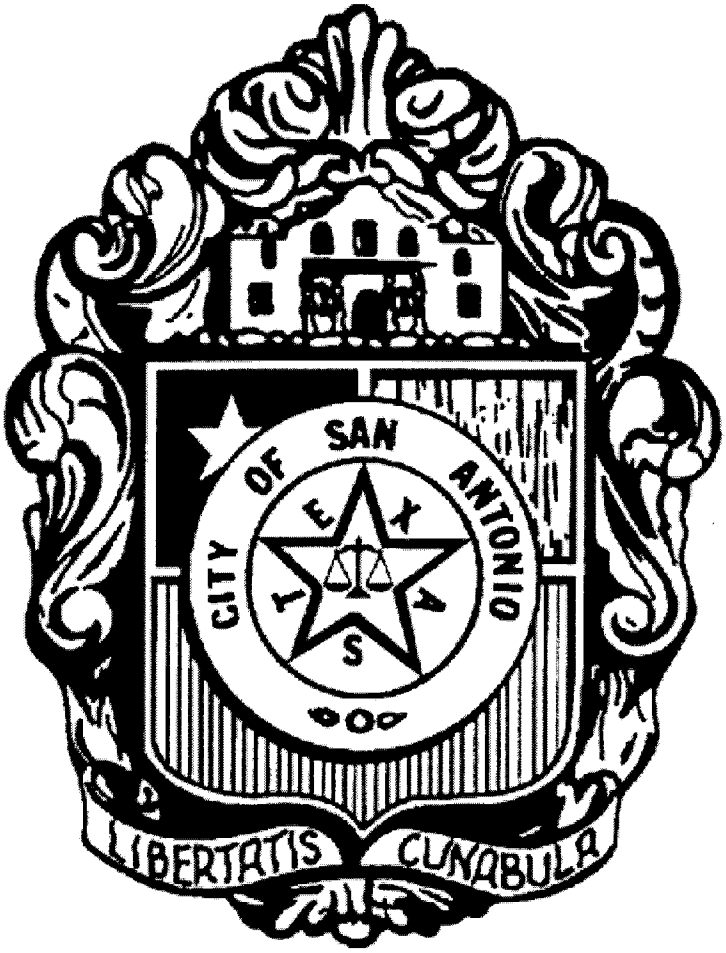
Railroad:	Union Pacific – Southern Pacific
City Freeway Loops:	Loop 410 (52.9 mi)
	Loop 1604 (94.3 mi)
U.S. Highways:	5
Interstate Highways:	4
Air Transportation:	San Antonio International Airport
Bus Transportation:	Greyhound, Kerrville, Valley Transit
Public Transportation:	VIA Metropolitan Transit

TOURISM

Total Annual Visitors:	20 Million
Leisure Travelers:	15.6 Million
Business Travelers:	4.4 Million
Tourism Employment:	86,380
Economic Impact:	$7.2 Billion

MAJOR ATTRACTIONS

Alamo	Missions National Historical Park
Sea World of Texas	The River Walk
La Villita	Tower of the Americas
San Antonio Zoo	Six Flags Fiesta Texas
Japanese Gardens	El Mercado (Mexican Market)


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Budget Summary

Budget Summary
Fiscal Year 2005 - 2006 Adopted Budget

Overview

The **FY 2006 Annual Adopted Operating and Capital Budget** has been developed to provide funding for 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 for city services. 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. This Budget Summary of the Annual Operating Budget serves as a broad overview to highlight how the allocation of City financial, human, and capital resources are directed to achieve service delivery goals. The Budget Summary is organized in the following manner and is only one component of an overall financial and service delivery strategic plan.

Budget Summary Outline

- Budget Development Process & City Council Amendments
- City Council Goals Identified for FY 2006 Budget
- How the FY 2006 Adopted Budget Addresses City Council Goals
- FY 2006 Total City Budget (All Funds)
- How the FY 2006 General Fund Ending Balance Changed
- Summary of Other General Fund Enhancements
- FY 2007 Revised Forecast Plan
- Summary of All General Fund Enhancements By Service Delivery Category
- Service Delivery Change Detail
- Reductions/Redirections
- Revenue Changes & General Fund Reserve for Revenue Loss
- City Authorized Personnel Levels
- Other Funds Summary
- Six Year Capital Improvement Plan Summary

Budget Development Process & City Council Amendments to the FY 2006 Proposed Budget

The process of developing the FY 2006 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, service delivery plans and revenues. This year's budget process was improved in many ways to include including scheduling Public Hearings on the Budget for citizen comment earlier in the budget schedule, scheduling an additional Budget Worksession for Mayor and City Council to consider an Employee Benefits Package and proposed Budget Amendments, and restructuring the organizational analysis and city service delivery reviews with all city departments and offices.

The City staff followed the Council's guidance from the sixteenth annual City Council Goals Setting Worksession as the basis for recommending redirections and reductions in the Proposed Budget and for proposing targeted added investments in key Council priority areas. The Council Goals identified are explained in greater detail in the following section.

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.

Since May, the City Manager and the Management Team have met with each Department Director to review the department's Balanced Scorecards, estimated expenditure commitments for FY 2005, FY 2006 base budgets, proposed revenue enhancements, resource redirections, program reductions, fund schedules, capital and grant programs, and organization-wide policy issues.

The Five Year Financial Forecast presented in late June projected a positive ending balance of $2.077 million for the General Fund under certain assumptions using revenue and expenditure estimates and actuals from October through April 2005. The Proposed Budget for FY 2006 was developed using additional months of financial data.

After receipt of the Proposed Budget, the City Council held nine 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 service delivery policy issues. After considering all the recommendations and receiving input from citizens at three public hearings, City Council amended the budget by balancing program revenues and expenditures. The FY 2006 Budget was adopted on September 15, 2005. The specific adjustments to the General Fund, Other Funds, and the Six Year Capital Budget are detailed on the schedules provided on the following pages.

FY 2006 Amendments to the Proposed General Fund Budget
Added Amendments

Fund	Item	FY 2006 Budget	FY 2007 Budget Impact
General Fund			
Council Consideration Requests (CCR) Added Expenses			
	Project Quest One-Time Additional Funding (FY 2006 Proposed Budget includes $1 M)	$2,000,000	$0
	Maintain All Delegate Agency Funding-Match Requirement at 65%/35% Level in FY 2006		
	Add 1 EMS Unit: 1 Ambulance Unit, 12 Paramedics; 6 Months Coverage with 3 Months Overtime Funding and 3 Months Regular Time Funding	675,700	1,231,651
	Add One-Time Funding for Japanese Tea Gardens, Sunken Garden Theater, Ruiz House, and Conservatory at Botanical Gardens Private Sector Challenge-Match	1,864,300	0
	Total CCR Expenses	***$4,540,000***	***$1,231,651***
Other Added Expenses			
	Added Civilian COLA above increases in Proposed Budget: 1.50% for $50,000 and under and 1% for over $50,000 in wages earned	$1,989,000	$1,989,000
	Fund Hispanas Unidas Escuelita Project (early teen pregnancy intervention education)	68,657	0
	Added Library Costs for Municipal-Lease Payments for Library Inventory/Self Check-Out System	0	321,011
	Increase Council Districts Support Staff Budgets equivalent to Mayor Support Staff Budget ($10,000 per City Council District)	100,000	100,000
	Continue funding Austin Highway Neighborhood Commercial Revitalization (NCR)	60,000	0
	Increase contract funding for Japan Representative (with $50,000 in CVF Fund also)	125,500	125,500
	Parks Beautification	500,000	500,000
	Continue FY 2005 One-Time Projects addressing Homelessness	236,000	0
	Funding for San Antonio Symphony	400,000	0
	Mission Trails Signage (Uses History/Preservation Allocation)	100,000	0
	Infrastructure Improvements at McFarlin Tennis Complex	100,000	0
	Add Vehicle Motor Fuel Adjustments to Departmental Budgets	2,000,000	0
	Total Other Added Expenses	***$5,679,157***	***$3,035,511***
	Grand Total Expenses--CCR and Other	***$10,219,157***	***$4,267,162***
	One-Time Expenses	**6,828,957**	**0**
	Recurring Expenses	**3,390,200**	**4,267,162**
	Total Expenses	***$10,219,157***	***$4,267,162***

FY 2006 Amendments to the Proposed General Fund Budget
Supporting Sources

Item	FY 2006 Budget	FY 2007 Budget Impact
Reduction in General Fund Proposed Improvement Spending		
Receipt of City Attorney Domestic Violence Grant - Reduce $300,000 in Proposed Budget for Programs	$126,755	$0
Reduced Northside Annexation (3 thru 7) Service Plan Costs	3,234,940	3,506,497
Savings from November 2005 Election - Reduce Municipal Elections Budget	150,000	0
Reduce Parking Allowance (start in Jan. 2006 for All Funds)	187,500	0
Reduce Disparity Study (Share costs with other entities)	25,000	0
Reduce Funding for Defense Transformation Institute	25,000	0
Reduce Customer Convenience Initiative	150,000	0
Reduce Business Process Change Funding	400,000	0
Lease-Purchase Library Inventory/Self-Check Out System	932,389	0
Eliminate Succession Management portion of Class/Comp Review	75,000	0
Total Reduction in Spending	***$5,306,584***	***$3,506,497***
Potential Revenue Sources & Adjustments		
Eliminate Northside Annexation Areas 3 thru 7 Revenue	($694,940)	($4,005,096)
Increase Adult League Softball League Fees	30,270	30,270
CVF History & Preservation Transfer Increase-FY 05 Re-Estimate	234,600	0
CVF History & Preservation Transfer Increase-FY 06 Budget	131,100	131,100
Sales Tax Revenue FY 2005 Re-Estimate Adjustment	2,005,199	0
Sales Tax Revenue FY 2006 Proposed Budget Adjustment	2,094,630	2,094,630
CPS Revenue (August Payment) Realized in FY 05 Re-Estimate	1,070,000	0
CPS Revenue (Sept. Payment) Realized in FY 05 Re-Estimate	2,000,000	0
Total Added Revenue	**$6,870,859**	**($1,749,096)**
Total Combined savings from Reduced Improvement Spending and Added Revenue Sources from FY 2005 Re-Estimate & FY 2006 Budget	***$12,177,443***	**$1,757,401**
Remaining Balance - Added Revenue against Added Expenditures	***$1,958,286***	***($2,509,761)***
Add FY 2006 Hurricane Relief non-reimbursable potential	**508,286**	0
Additional Funds for General Fund Reserve for Revenue Loss	**1,450,000**	0
Total Reserves	***$1,958,286***	***$0***
Net Ending Amendment Balance	***$0***	***($2,509,761)***

FY 2006 Amendments to Other Funds

Fund	Item	FY 2006 Budget	FY 2007 Budget Impact
Community & Visitor Facilities Fund			
Added Amendments			
	Additional Funding for Art & Cultural Agencies (to reach 12% funding goal) - $100,000 Allocated to San Antonio Museum of Art Roof Replacement	$919,429	$919,429
	Anticipated increased Hosting Obligations	200,000	0
	Added Civilian COLA above increases in Proposed Budget: 1.50% for $50,000 and under and 1% for over $50,000 in wages earned	201,941	201,941
	Add Vehicle Motor Fuel Adjustments to Departmental Budgets	9,558	0
	Lyric Opera Facility-Rental Costs	28,000	0
	Increase contract funding for Japan Representative	50,000	50,000
	Increased Transfer to GF for 15% History & Tourism	365,700	131,100
	Total Added Expenses	***$1,774,628***	***$1,302,470***
Supporting Sources			
	Hotel/Motel Tax Revenue FY 2005 Re-Estimate Adjustment	$1,564,000	$0
	Hotel/Motel Tax Revenue FY 2006 Proposed Budget Adjustment	874,000	874,000
	Total Added Revenues	***$2,438,000***	***$874,000***
Environmental Services Fund			
Potential Added Expenses			
	Added Civilian COLA above increases in Proposed Budget: 1.50% for $50,000 and under and 1% for over $50,000 in wages earned	$255,336	$255,336
	Add Vehicle Motor Fuel Adjustments to Department Budgets	629,571	0
	Total Added Expenses	***$884,907***	***$255,336***
Potential Added Revenue Sources			
	Increase Monthly ESF Monthly Rate by ten additional cents (revised increase to $1.78) for new monthly fee of $13.99	$387,600	$387,600
	Use Fund Balance and Manage Expenditures	500,000	0
	Total Added Revenues	***$887,600***	***$387,600***

Budget Summary

FY 2006 Amendments to Other Funds

Fund	Item	FY 2006 Budget	FY 2007 Budget Impact
Other Funds			
Animal Care Fund	Redirect Trap Neuter and Release $30,000 to Spay/Neuter (using appropriations established in FY 2006 Proposed Budget)	$0	$0
Animal Care Fund	Use added revenues gained from more aggressive Pet Licensing for Spay/Neuter services	Estimate to be realized in FY 2006	
ATD Fund	$500,000 Loan for Bexar County Regional Mobility Authority (using appropriations established in FY 2006 Proposed Budget)	0	0
Occupational Health	Eliminate Health/Fitness Coordinator	44,188	44,188
Parking Fund	Parking Economic Impact and Market Study	250,000	0
RAF Fund	Reduce Adult Softball League program costs	32,312	32,312
Other Impacted Funds	Added Civilian COLA above increases in Proposed Budget: 1.50% for $50,000 and under and 1% for over $50,000 in wages earned	773,192	773,192
Other Impacted Funds	Add Vehicle Motor Fuel Adjustments to Departmental Budgets	463,813	0

FY 2006 Capital Improvements Budget & Six Year Plan			
Certificates of Obligation	Add Fund KellyUSA Aerospace Industry Capital Project ($1.0 M CO's/ $1.3 M CIED Fund)	$1,000,000	$0
Certificates of Obligation	Add Medical Center Alliance Capital Improvement Match for FY 2011 - $1.5 M	0	0
Certificates of Obligation	Eliminate Fire Station #51 Temporary and Permanent planned for Northside Annexed Areas 3 thru 7 (Six Year Impact: $4.638 M)	(1,589,000)	(3,049,000)
	Total CIP Adjustments	***($589,000)***	***($3,049,000)***

City Council Goals Identified for FY 2006 Budget

On July 8, 2005, City Council participated in a Goal Setting and Prioritization Worksession providing service delivery direction for the FY 2006 Budget. A major focus of the Worksession events focused on City Council providing staff with a list of services that should be reviewed for change. The “delta process” allowed City Council to identify those service delivery issues requiring the most change in the FY 2006 Budget. A total of 158 services, within three unique categories, were subject to the “delta process”. These three categories were as follows:

- **The 2005 Inventory of City Services**
  A listing of 127 discrete services and programs provided by the City of San Antonio.

- **Service Delivery Issues (Five Year Forecast)**
  A listing of 22 service delivery issues included in the Five Year Financial Forecast presented in June 2005.

- **New City Services (City Council Identified)**
  A listing of nine City Council identified issues.

Certain services from the Inventory of City Services category were selected by City Council and placed into one of three funding review options:

1. Increase Funding
2. Discontinue Funding
3. Change Funding

The services in the three funding review options along with services and issues in the Service Delivery Issues and the New City Services categories were evaluated using the criteria that:

a) funding review should or should not occur,
b) city services were a high, medium, or low priority, and
c) the funding review should take place in the FY 2006 Budget or in future years' budgets.

Listed below are those city services that had a consensus (seven or more City Councilmembers) or unanimous (all eleven City Councilmembers) selection that the service's funding review should occur, that the program was a high priority, and that the funding review should occur for the FY 2006 Budget. For each of these 19 identified services, the funding review consisted of either increasing funding or changing funding. There was no consensus among the City Councilmembers for city services to be discontinued.

19 City Services Identified for Funding Review
by Seven or More City Councilmembers

- Street Maintenance – City Crews
- After School Challenge Program
- Contractual Street Maintenance
- Health Insurance Benefit Options/Costs
- Neighborhood Accessibility & Mobility Program (NAMP)
- Mayor & City Council
- Public Restrooms (Downtown & Parks)
- Community Policing (SAFFE)
- CPS Revenue Policy for Art Organizations
- Police & Fire Collective Bargaining
- Park Development
- Capital Programs
- Youth Development
- Animal Care
- EMS Service
- Implementation of Bond/HUD 108 CIP
- Additional COLA (2.11%) in FY 2006
- Branch Libraries
- General Fund Reserve for Revenue Loss

How the FY 2006 Adopted Budget Addresses City Council Goals

The table on the following page summarizes how the FY 2006 Adopted Budget addresses each of the 19 City Services identified for funding review by City Council. The table depicts Adopted General Fund allocations toward each enhancement as well as other Funds' adopted allocations. Finally, a summary indicates the cost of recurring versus one-time expenditures. More detail for each of the issues identified is provided on the Budget Summary and within the City Service Plans section of the FY 2006 Adopted Budget.

How the FY 2006 Adopted Budget Addresses City Council 19 Selected Services for Review

How the FY 2006 Adopted Budget Addresses City Council 19 Selected Services for Review

	City Council Identified Service	FY 2006 Adopted Budget Enhancement	General Fund	Other Funds
1	Street Maintenance	Base funding increase and 2 Year Plan	$5,000,000	$5,000,000
2	After School Challenge Program	After School Activity Initiative	217,815	
3	Contractual Street Maintenance	Same as #1 above		
4	Health Insurance Benefit Options/Costs	No increase in employee premiums		
		Citimed PPO Plan revisions		
		Create Flexible Spending Accounts		
5	Neighborhood Accessibility & Mobility	Added Contractual NAMP	1,000,000	
6	Mayor & City Council	Add resources for Support Staff and Operations	376,502	
7	Public Restrooms (Downtown & Parks)	Add Two Comfort Stations and One Rest Center		1,000,000
8	Community Policing (SAFFE)	Add 6 New Police Officer Positions	321,952	
9	CPS Revenue Policy for Art Organizations	Tied to Increase in Reserve for Revenue Loss		
		Add CVF Funding for Cultural Collaborative		500,000
		Add CVF Funding for Arts & Cultural Agencies		919,429
10	Police & Fire Collective Bargaining	Increase funding included in FY 2006 Mandates		
11	Park Development	Increase funding within CIP (Prop. 1 & 2)		
		Funding for Four Park Challenge-Match Projects	1,864,300	
		Added Funds for Parks Beautification	500,000	
12	Capital Programs	Pre-2007 Bond Election Project Scope	200,000	
13	Youth Development	Teen Pregnancy Prevention Program	200,000	
		Hispanas Unidas Escuelita Project	68,657	
14	Animal Care	Animal Care Enhancement	868,394	
15	EMS Service	Add three Additional EMS Units	2,428,358	
		Add Peak Period Dispatching	183,037	
		Add 40 12-Lead EKGs	366,597	
16	Implementation of Bond/HUD 108 CIP	Local Area Management Staff (3)	32,510	
17	Additional COLA (2.11%) in FY 2006	Added Civilian Market Salary Adjustment	1,989,000	1,230,469
18	Branch Libraries	Additional Library Materials Budget	500,000	
		Library District Consulting Services	75,000	
		Inventory Management/Check Out System	100,000	
19	General Fund Reserve for Revenue Loss	Increase to 3.87% of General Fund Budget	5,000,000	
		Total	**$21,292,122**	**$8,649,898**

New Additional Resources	**$21,074,307**
Redirected General Fund Resources	**217,815**
Total	**$21,292,122**

Recurring Improvements	**$11,699,753**
One-Time Improvements	**4,374,554**
Reserve for Revenue Loss	**5,000,000**
Total	**$21,074,307**

In addition to the July 8, 2005 City Council Goal Setting and Prioritization Worksession, the City also conducted a Public Forum to receive citizen input on service delivery perspectives. Additionally, the budget schedule included a Fire Department Bottom Line Strengthening Initiative as described below.

Public Forum on Budget To receive citizen input for the FY 2006 Budget, City Council included within the FY 2006 Budget Schedule a Public Forum on the Budget. This Forum was held on July 12, 2005 with more than 50 residents attending to speak on their service delivery priorities. Issues that were addressed included street maintenance, youth services, public libraries, animal control, and homelessness.

Fire Department Bottom Line Strengthening Initiative The FY 2006 Budget Schedule included utilizing the Bottom Line Strengthening (BLS) initiative within the Fire Department. The purpose of the Fire BLS initiative, designed by the Fire Department, Office of Management & Budget, Human Resources Department, and San Antonio Professional Firefighters Association, was to obtain ideas from front-line uniform fire personnel on how to improve Fire Department services and gain efficiencies in service delivery. BLS sessions were conducted on June 24, June 30' and July 1, 2005 with 44 fire personnel participating. The City's Human Resources Department randomly selected employees from the Fire Department to represent each department division based on assignment, work shift and longevity in the Department. The sessions were facilitated by a Training Specialist from the Human Resources Department. The following is a list of areas that were identified by the BLS participants for consideration in the FY 2006 Budget and in future years' budget.

Fire BLS Identified Service Delivery Issues

- Additional EMS Dispatchers and Call Taker Hours
- EMS Service Fees
- Fire Station Construction
- Equipment & Equipment Accessories for Fire/EMS Apparatus
- Fire Apparatus Replacement
- Special Projects Coordinator (District Chief over Hazmat and Rescue)
- Centralize Hazmat Team
- Manpower
- Revenue/Cost Efficiencies
- Personnel Utilization

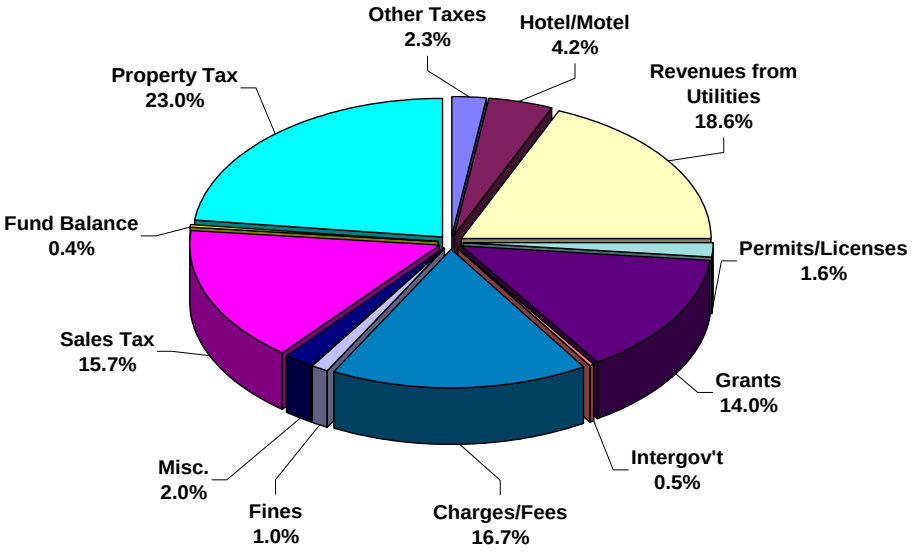
Budget Summary

FY 2006 Total City Budget (All Funds) Summary

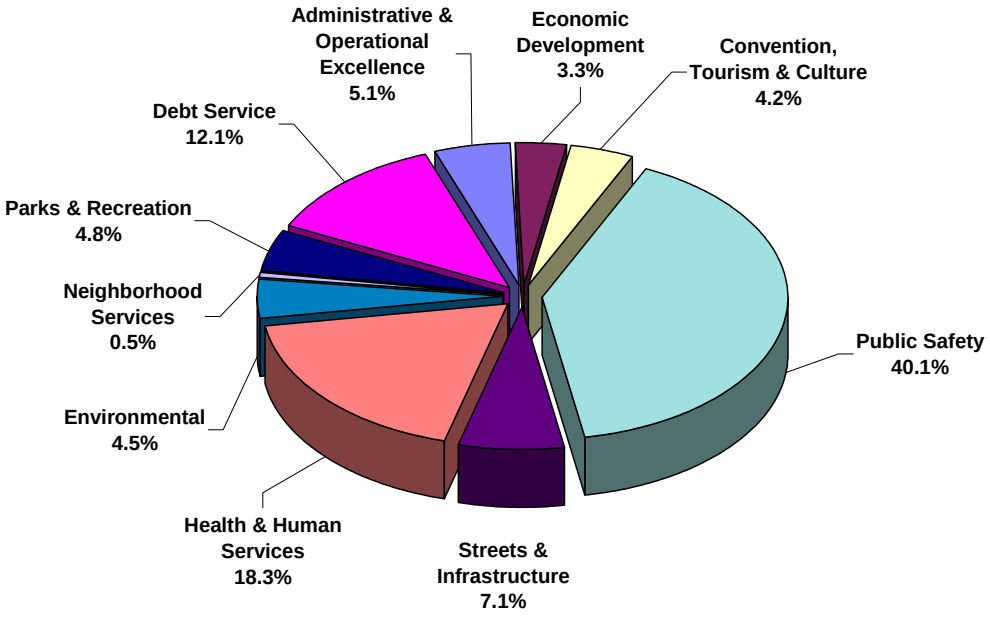
The FY 2006 Adopted Balanced Budget appropriation for **All Funds is $1.728 billion**, excluding transfers of **$213 million**. This amount includes **total operating expenses of $1.252 billion and $476 million in capital expenditures**. The following charts show adopted operating revenues and appropriations for all funds for FY 2006. These charts are followed by the General Fund chart that layers operating expenditures over major revenue categories.

FY 2006 Adopted Consolidated Operating Budget

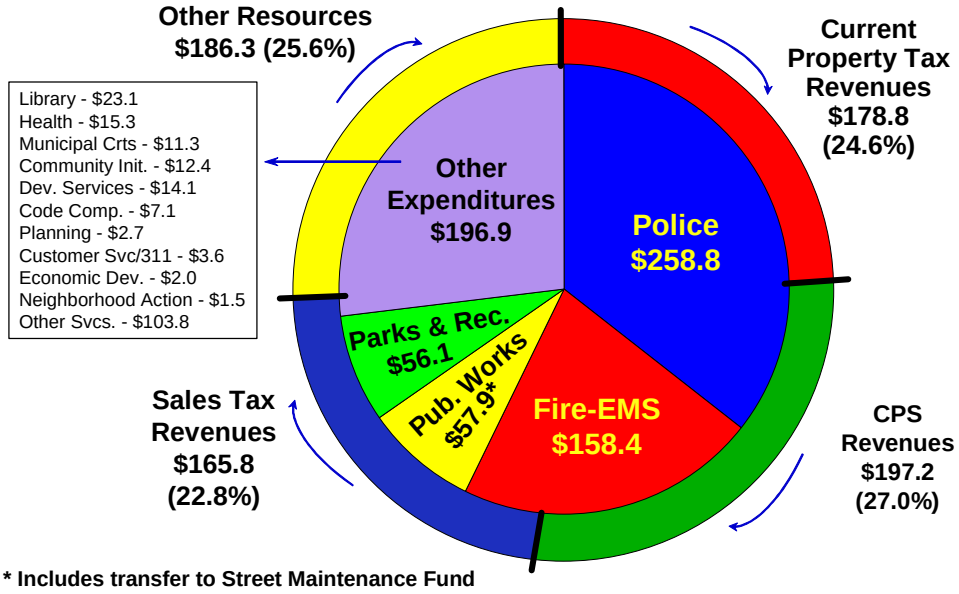
Revenues: $1,252,242,110



Service Delivery Expenditures: $1,252,242,110



FY 2006 Adopted General Fund Available Resources
Distributed Over Major Service Delivery Areas ($ in millions)



*** Includes transfer to Street Maintenance Fund**

Total: $728,119,154

Property Tax The FY 2006 Adopted Budget includes $178.8 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 thirteenth straight year, no increase in the overall tax rate is projected.** Property tax values are determined by the Bexar Appraisal District (BAD) in conformance with State law. Values for the City of San Antonio recently reported by BAD for FY 2006 show an increase in total net taxable value of approximately $3.7 billion, or 8.02%, above last year. Included in this total are $1.47 billion for new improvements which reflects real growth of 3.17% over last year's total taxable value. The taxable value less new improvements yields the base valuation. The increase in the base valuation from last year is $2.25 billion, or 4.85%.

The Property Tax Freeze (Proposition 3) that voters approved in May 2005 is projected to have an impact on the City's Property Tax revenue beginning in FY 2007. The property values in FY 2006 become the base values for the senior and disabled account. If the resident homestead value of the senior or disabled increases in FY 2007, with the freeze in place the property tax payment will remain the same as the payment in FY 2006. Using a projected 3.75% growth in values, it is estimated that the City will forego approximately $929,000 in property tax revenue in FY 2007.

CPS Energy Revenue The City's payment from City Public Service Energy (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 2006 Adopted Budget amount of $197.2 million from CPS revenues is $9.3 million, or 4.5%, lower than the FY 2005 re-estimate of $206.5 million. The estimated revenue of $206.5 million for FY 2005 is $17 million, or 8.97%, higher than the original $189.5 million budgeted in FY 2005. 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 $197.2 million for FY 2006 is conservative.

Budget Summary

Sales Tax Revenue Sales tax collections have a strong correlation to national and economic conditions. Local economic conditions, such as the unemployment rate, are projected to outpace national trends over the next few years. Actual sales tax collections for the current year are projected to be at $158.7 million. This amount is $8.1 million, or 5.38%, more than the $150.6 million budgeted in FY 2005 for sales tax revenue. Sales tax revenues in FY 2006 are projected to increase from the FY 2005 Re-Estimate by 4.46% to $165.8 million. Beyond FY 2006, as the economy continues to strengthen, revenue levels from this source are expected to steadily increase.

How the FY 2006 General Fund Budget Balance Changed

In the Five Year Financial Forecast, the General Fund was projected to have a $2.077 million positive ending balance for FY 2006 based on financial data from October 2004 through April 2005. Stronger than forecasted revenues and lower than projected expenditures for FY 2005 and FY 2006 have generated an additional $18.5 million to address City Council Priorities and other Service Delivery Enhancements. The table below details how the budget balance changed from the Five Year Financial Forecast to the FY 2006 Proposed Budget.

How the FY 2006 Budget Balance Changed
From Five Year Forecast Projections to FY 2006 Proposed Budget
(Dollars in Millions)

Five-Year Forecast FY 2006 Projected General Fund Balance	**$2.0**
Revenue Changes in FY 05 Re-Estimate since Forecast Projection	
FY 2005 Change in Sales Tax Re-Estimate	0.7
FY 2005 Change in Current Property Tax	(0.2)
FY 2005 Change in CPS Payment	2.5
FY 2005 Change in other Revenue Projections	0.6
	3.6
Revenue Changes in FY 06 Current Services Budget since Forecast Projection	
FY 2006 Change in Sales Tax	0.7
FY 2006 Change in Current Property Tax	4.8
FY 2006 Change in CPS Payment	3.6
FY 2006 Net effect of reorganizations and other revenue changes	(1.7)
FY 2006 Change in indirect charges for service	(1.0)
	6.4
FY 2006 Proposed New Revenue Not Included in Forecast	**2.7**
Expenditure Changes in FY 05 Estimates & FY 06 Proposed Budget to Forecast	
FY 2005 Reduction in Expenditure re-estimates (Savings)	1.6
FY 2006 Budget Reductions/Redirections	1.2
FY 2006 Reduction in Estimated Market Adjustment Costs	0.5
FY 2006 Reduction in Estimated Expenditure Base	4.3
	7.6
Added Resources for Service Improvements in FY 06 Budget:	**$22.3**
Amount for Civilian Compensation Adjustment included in Five Year Forecast	4.0
Total FY 06 General Fund Resources Available for Improvements	**$26.3**

Summary of Other General Fund Enhancements

The following table and its continuation on the next page summarize other improvements recommended within the FY 2006 General Fund Adopted Budget. These enhancements add to the enhancements listed on page S 28 that address City Council's 19 areas of service delivery selected for funding review. Detailed information for each enhancement is included in the Budget Summary and within the City Service Plans section of the Budget.

Other FY 2006 Adopted General Fund Budget Enhancements

Department	Other FY 2006 Adopted General Fund Budget Enhancements	General Fund	Recurring One-Time
Asset Management	Add 1 Marketing Manager & Professional Services for Municipal Marketing Initiative	$116,205	Recurring
City Clerk	Programming of Scanner: Microfilming & Scanning of Council Meeting Documents	8,130	One-Time
City Clerk	Database for Lobbyist Registration & Quarterly Reporting	50,000	One-Time
City Clerk	Add 1 Administrative Assistant I for Additional Assistance with Boards and Commissions	26,356	Recurring
Community Initiatives	Senior Therapeutic Dance Program	20,000	One-Time
Contributions to Delegate Agencies	Increase Funding for Brooks City-Base	175,000	One-Time
Customer Service & 311 System	Add 1 Community Link Center: 2 311 Customer Service Representatives & 1 Program Manager	223,973	Recurring
Delegate Agencies	Contract continuation for Day Center Services for chronic homeless individuals and families	333,000	One-Time
Delegate Agencies	Increase Funding for Project Quest	2,000,000	One-Time
Development Services	Add 1 Electrical Inspector Position	65,859	Recurring
Development Services	Add 1 Development Services Specialist Position for Commercial Mail-In Plans	29,802	Recurring
Development Services	Add 1 Sr. Electrical Inspector & 1 Sr. Plumbing Inspector Position for Investigation Team	141,345	Recurring
Development Services	Add 1 Building Inspector Position	66,169	Recurring
Development Services	Add 2 Development Services Representative Positions	61,788	Recurring
Economic Development	Add 1 Sr. Economic Development Specialist Position for Empowerment Zones	58,629	Recurring
Fire	Replace 13 Pumper Trucks	560,593	Recurring
Fire	Add 1 Accountant II and 1 Special Projects Officer Position to Assist with Dept. Payroll	66,843	Recurring
Health	Maternal Child Summit	15,000	One-Time
Human Resources	Add 1 Sr. Human Resources Analyst Position for Executive and Specialty Recruitment	56,318	Recurring
International Affairs	Increase contract funding for Japan Representative (also w/ $50K in CVF Fund)	125,500	Recurring
Neighborhood Action Department	Continue Austin Hwy NCR Funding	60,000	One-Time

Other FY 2006 Adopted General Fund Budget Enhancements *(Continued)*

Department	Other FY 2006 Adopted General Fund Budget Enhancements	General Fund	Recurring One-Time
Non-Departmental/Non-Operating	Funding for a Parking Allowance Program	547,500	Recurring
Non-Departmental/Non-Operating	Civilian Market Adjustment	3,952,884	Recurring
Non-Departmental/Non-Operating	Funding for a Domestic Violence Package	173,245	One-Time
Non-Departmental/Non-Operating	Funding to Establish a Business Process Unit	350,000	One-Time
Non-Departmental/Non-Operating	Create a Special Events Office - Redirect 1 Special Projects Coordinator Position	100,000	Recurring
Non-Departmental/Non-Operating	Early Retirement Incentive Initiative	1,678,304	One-Time
Parks & Recreation	Increase Fees to Professional Services Budget for Contractual Bulk Mowing Services	138,848	Recurring
Parks & Recreation	Increase Fees to Professional Services Budget for Contractual Riverwalk Cleaning Services	165,000	Recurring
Parks & Recreation	Increase Fees to Professional Services Budget for Contractual Mowing Services	313,887	Recurring
Planning	Funding for ULI Implementation - In Lieu a Planner II to a Sr. Planner Position	5,729	Recurring
Police	Additional Funding to Replace a Police Helicopter	193,561	One-Time
Public Works	Automatic Vehicle Locator Technology: Enhance Efficiencies with Signal Maintenance	27,000	One-Time
Public Works	Mission Trails Signage	100,000	One-Time
Special One-Time Projects	Enhance Customer Convenience to include Credit Card Acceptability Program	100,000	One-Time
Special One-Time Projects	Infrastructure improvements at McFarlin Tennis Complex	100,000	One-Time
Special One-Time Projects	Funding for San Antonio Symphony	400,000	One-Time
Special One-Time Projects	Continue FY 05 One-Time Projects addressing Hunger & Homelessness	236,000	One-Time
Special One-Time Projects	Funding for a Disparity and Availability Study	225,000	One-Time
Special One-Time Projects	Funding for the Defense Transformation Institute	75,000	One-Time
Special One-Time Projects	Funding for Professional Services to Evaluate Classification & Compensation Plans	175,000	One-Time
Reserves	Hurricane Disaster Relief non-reimbrusables	508,286	One-Time
Various Departments	Vehicle Motor Fuel Budget Adjustments	2,000,000	One-Time
	Total	**$15,825,754**	

Recurring Improvements	**$6,823,228**
One-Time Improvements	**8,494,240**
Reserve for Hurricane Non-Reimbursables	**508,286**
Total	**$15,825,754**

Summary of All General Fund Enhancements by Service Delivery Category

The following table summarizes by Service Delivery Category the total combined enhancements included within the FY 2006 Adopted Budget. Total improvements as described in the prior pages of the Budget Summary are considered those that address City Council Priorities and Other Enhancements. The combined funding as shown below is $36.9 million including the $5.0 million increase to the General Fund Reserve for Revenue Loss.

Total FY 2006 Adopted General Fund Improvements by Service Delivery Category

Service Delivery Category	General Fund $ Budgeted	% Allocated
Streets & Infrastructure	$6,359,510	17.2%
Public Safety	4,659,149	12.6%
Parks & Recreation	3,082,035	8.4%
Neighborhood Services	229,702	0.6%
Health & Human Services	2,416,051	6.5%
Economic Development	2,593,629	7.0%
Convention, Tourism & Culture	625,500	1.7%
Employee Compensation	5,941,884	16.1%
Administrative & Operational Excellence	5,484,315	14.9%
Reserve for Revenue Loss	5,000,000	13.6%
Reserve for Hurricane Non-Reimbursable Potential	508,286	1.4%
Total	**$36,900,061**	**100.0%**

All General Fund Adopted Improvements

Recurring Improvements	**$18,522,981**
One-Time Improvements	**12,868,794**
Reserve for Revenue Loss/Hurricane Relief	**5,508,286**
Total	**$36,900,061**

Budget Summary

Revised FY 2007 General Fund Forecast

In the June 2005 Five Year Financial Forecast (that incorporated actual revenues received and expenditures received incurred from October through April), the General Fund's FY 2006 ending balance was projected to be a positive $2.077 million. Since the Forecast, the City has received additional actual sales tax revenue, CPS revenue and the Certified Property Tax Roll for Tax Year 2005 from Bexar Appraisal District. With the preparation of the FY 2006 Budget, service costs estimated during the forecast development were slightly lower than initially forecasted. These budgets combined with final lower FY 2005 estimated expenditures allowed for additional resources. By managing recurring improvements, proposing recurring reductions and revenue enhancements, combined with higher than projected revenues and lower than forecasted expenditures, the FY 2007 General Fund Forecast has been preliminarily revised as summarized in the table below. The updated FY 2007 General Fund Ending Balance—depending on the actual savings realized from policy issues within the FY 2006 Adopted Budget such as the Retirement Incentive Initiative—has been re-forecasted to be almost one third lower or in the range of a $24.802 million to $23.689 million shortfall as compared to the initial negative ending FY 2007 balance of $33.7 million.

Revised FY 2007 General Fund Forecast

	FY 06 Budget	June 2005 FY 07 Forecast	Updated FY 07 Forecast	
Revenue				
Beginning Balance	$52.537	$2.077	$0.050	
Operating Revenue	675.632	692.425	705.190	
Total Revenue	*$728.169*	*$694.502*	*$705.240*	
Expenditure			Range*	
Service Delivery Costs	728.119	728.230	730.042	728.929
Total Costs	*$728.119*	*$728.230*	$730.042	*$728.929*
Ending Balance	**$0.050**	**($33.728)**	**($24.802)**	**($23.689)**
			Range*	
Reserve for Revenue Loss/Hurricane Reserve	*$ 28.676*	*$ 23.168*	*$ 28.676*	

*Note: Projected range in Service Delivery Costs and Ending Balance impacted by realized savings from Retirement Incentive Initiative

Service Delivery Change Detail

The following section of the Budget Summary focuses on significant City Service funding changes included within the FY 2006 Adopted Budget. Changes are detailed as Mandates/Improvements, Revenues, and Reductions/Redirections. Program changes have been evaluated and included within the budget to address City Services identified for funding review during the July 2005 City Council Goal Setting & Prioritization Worksession. Additionally, the Adopted Budget recommends several new initiatives and programs that allow for more efficient delivery of City Services at a lower recurring cost, better customer convenience and improved total workforce compensation.

For a complete listing of all City Service changes for all funds that have been included as part of the FY 2006 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.

Streets & Infrastructure

Street Maintenance – Contractual and City Forces Through City Council direction, the FY 2006 Adopted Budget continues the increased focus on infrastructure by adding resources for street maintenance. The City annually allocates funding for contractual street maintenance services with an emphasis on street resurfacing and rehabilitation. Additionally, City crews perform annual street maintenance services. Street maintenance programs are necessary to mitigate pavement stress caused from age, utility cuts, poor drainage, underlying soil conditions, extreme temperatures, and overloading from heavy trucks and buses. The objectives of the street maintenance program include the following:

Street Maintenance Objectives

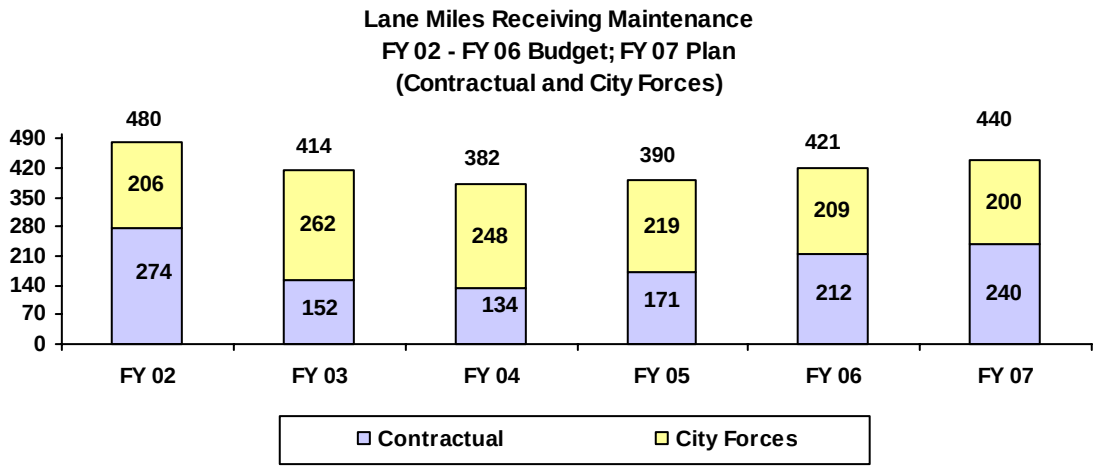
- Provide smooth vehicular pavement surfaces
- Extend the life of existing streets
- Improve skid resistance for safety
- Reduce water ponding conditions
- Eliminate potholes
- Reduce long-term street repair costs
- Respond to public demand for quality streets

In the FY 2005 Adopted Budget, the City included a one-time improvement of $1.0 million to enhance the Contractual Street Maintenance Program. The one-time improvement increased the Contractual Street Maintenance Program's FY 2005 Revised Adopted total to $7.7 million. During the fiscal year, through separate action, City Council authorized an additional $4.0 million one-time transfer from the Economic Development Incentive Fund (EDIF) to the Streets Maintenance Fund for contractual street maintenance. This action was consistent with policy proposals outlined during the adoption of the FY 2005 Budget that addressed the use of remaining EDIF dollars along side the expanded use of the City Public Service Underground Utility Conversion Fund to include economic development purposes. The $4.0 million transfer increased the appropriation for the Contractual Street Maintenance Program to $11.7 million for FY 2005.

Of the additional $4.0 million, $1.2 million was used to mitigate escalating bid prices as a result of higher petroleum/petroleum bi-products. As a result of the additional $1.2 million, the City Council selected lane miles were able to be completed in the fiscal year maintenance program. The remaining $2.8 million was divided amongst the ten City Council Districts to give each district an additional $280,000 in street maintenance. Based upon street application type, the $11.7 million in FY 2005 will allow for an estimated 390 lane miles of street maintenance throughout the City.

Budget Summary

During the City Council Goal Setting session that provided service delivery strategy for FY 2006, Street Maintenance was selected as the highest priority for additional resources in FY 2006. To address this, the FY 2006 Adopted Budget includes an additional $10 million for contractual street maintenance. An estimated 421 lane miles of streets will receive maintenance applications depending on the type of application selected. This increase consists of $5.0 million in recurring General Fund resources and $5.0 million in programmed Certificates of Obligation included within the Six Year Capital Improvement Plan for a total of $16.7 million.



Consistent with the City Council's direction to look for opportunities to develop a two year budget plan, current financial projections for FY 2007 allow $10 million in Certificate of Obligation resources to be added to the General Fund Contractual Street Maintenance base amount of $11.7 million providing a new total of $21.7 million. As the table details below, the FY 2006 total funding for the Contractual Street Maintenance Program is funded at $16.7 million, or close to three-times the recurring funding included in the FY 2005 base program. This strategy is achieved within the current Debt Management Plan and will allow for an increase in lane miles maintenance in both FY 2006 and FY 2007.

Contractual Street Maintenance
FY 2006 Adopted Budget & FY 2007 Plan

Funding Source	FY 2005	FY 2006	FY 2007
General Fund One-Time	$5,000,000	$0	$0
General Fund Recurring	6,734,319	11,734,319	11,734,319
Certificates of Obligation	0	5,000,000	10,000,000
Total Funding	***$11,734,319***	***$16,734,319***	***$21,734,319***

Added resources for materials, contractual street maintenance programs, employee compensation and benefits and operating cost such as fuel and fleet costs add an additional $7.3 million to the Street Maintenance & Improvements Fund in FY 2006. As depicted in the table below, this equates to an overall funding increase for all street programs and services within the Street Maintenance Fund of 19% above the FY 2005 Revised Adopted budget. The overall City Forces & Materials budget includes all the Programs provided by the Streets Division such as Street Maintenance, NAMP, Demolition, Pothole Repair and Dispatch services.

Total Street Maintenance Program Budget & Forecast
FY 2006 Adopted Budget & FY 2007 Plan

Funding Source	FY 2005	FY 2006	FY 2007*
City Forces & Materials	$26,708,720	$29,015,901	$28,576,219
Contractual Street Maintenance	11,734,319	16,734,319	21,734,319
Total Funding	***$38,443,039***	***$45,750,220***	***$50,310,538***

*Note: FY 2007 City Forces & Materials estimate assumes 2% inflationary adjustment over FY 2006 and removes $1 M in One-Time NAMP funding.

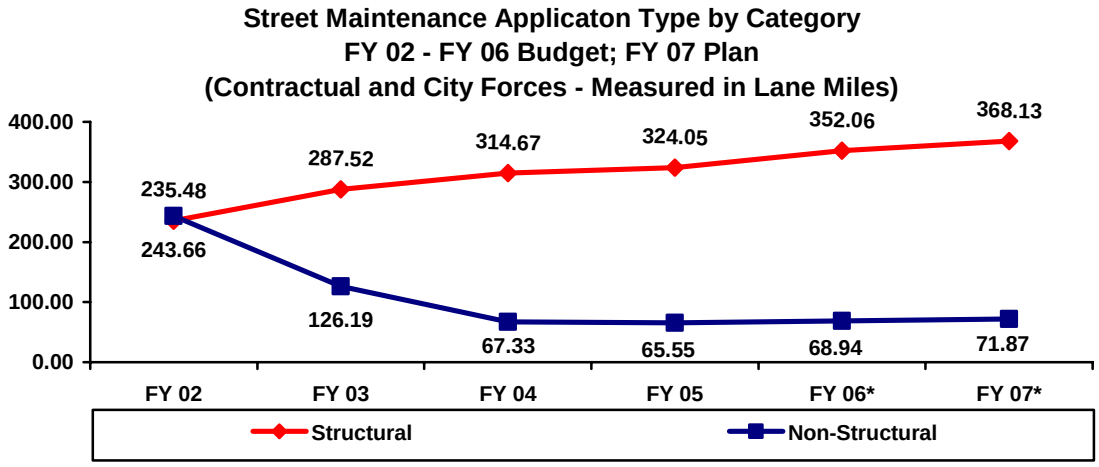
It is important to note that while the amount of one-time and recurring funding for the Street Maintenance Program (Contractual and City Forces) has increased 22% from FY 2002 to FY 2005, the amount of lane miles receiving maintenance decreased 19% during the same period of time. This results from two primary factors. The first being inflation especially for materials as experienced in FY 2005. The second significant reason for the variance results from the fact that in recent years the street maintenance work performed has been the more expensive structural repair application rather than the lesser costing routine or surface repair applications. The following table details those applications that fall within the two maintenance treatment categories.

Street Maintenance Application Types by Category

Non-Structural Treatment	Structural Treatment
Routine Repair/Surface Seal	**Base & Surface Placement**
Joint/Crack Seal	**Mill/Asphalt Overlay**
Slurry Seal Coat	**Asphalt Recycling/Overlay**
Micro Surface	**Full-Dept Reclamation**
Chip Seal	**Remove/Replace**

Budget Summary

As the following graph details, in FY 2002, non-structural application types exceeded structural applications by more than eight lane miles. Today, and projected for FY 2006 and FY 2007, structural application use far exceeds routine repair and surface seal treatments.

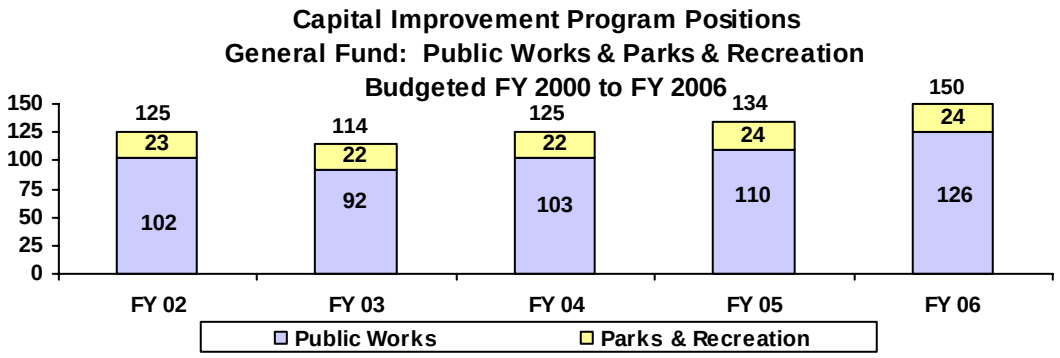


*Note: Projected measurement dependent on actual projects selected by City Council Members

Two-year Street Maintenance Program Advantages The FY 2006 Adopted Budget outlines a two-year contractual street maintenance bidding strategy. Rather than bid in annual increments, funds budgeted in FY 2006 and funds planned in FY 2007 to lock in prices and quantities. Benefits of this strategy include lower unit costs due to higher quantities, potential increases in the number of contractors willing to bid, staff flexibility to schedule similar street applications on a larger scale, and time savings in bid preparation and project identification over the two year period. Initial staff estimates indicate that, with funding included within the two-year plan outlined above, by using a two year bid strategy the number of lane miles of contractual street maintenance could be increased by 35 lane miles in FY 2007 for a total program consisting of 475 street lane miles.

Contractual NAMP Enhancement The Neighborhood Access Mobility Program (NAMP) allocates annual funding to each City Council District to be used for specific projects identified by the respective council member. The NAMP program includes projects such as small street repairs and medians, sidewalk and pedestrian walks, speed humps, street lights, traffic signals, and school flashing beacons. The FY 2006 Adopted Budget again includes $2.0 million for NAMP. Additionally, new one-time resources for contractual NAMP in the amount of $1 million (or $100,000 per City Council district) are also included. The total NAMP budget will be $3 million for FY 2006, or $300,000 per City Council district.

Implementation of G.O. Bond Programs, HUD 108 Loan Program, LAM, & ATD Beginning with the 1999 Bond Program, the City has added several positions and funding for materials within the Public Works and Parks & Recreation Departments to address the increase in work volume to ensure completion of bond projects by identified dates. The most recent programs to the City's Capital Improvement Plan were the 2003 Bond Program, the 2005 Storm Water Revenue Bond Program, and the Housing and Urban Development (HUD) 108 Loan Program. The $115 million 2003 Bond Program consists of 113 street, drainage, library, park, public health, and safety projects. The $60.1 million 2005 Storm Water Revenue Bond program includes eleven drainage projects. The Six Year Capital Improvement Plan includes 74 projects associated with the HUD 108 Loan Program.



Funds in the amount of $32,510 are budgeted in the FY 2006 Adopted Budget to provide three additional positions (one Contracts Administrator, one Contracts Coordinator, and one Sr. Financial Accountant) in the Public Works Department to manage local area capital projects currently in the CIP that are funded by TxDOT. The budgeted dollars represent 20% of the cost as 80% of the costs will be reimbursed by the Metropolitan Planning Organization (MPO). Recently, the Federal Highway Administration (FHWA) determined that the state departments of transportation may delegate the authority of project management to local public entities. The decision made by FHWA affects the City because TxDOT has decided that any MPO project advertised after October 1, 2005 will be managed by the City. For this reason, a Local Area Management Agreement (LAM) is necessary. The LAM will set the minimum procedures that the City must follow in order to ensure conformance with the federal requirements so that funding of MPO projects will continue. The City currently is working on LAM agreements with TxDOT on seven projects as a pilot.

Advanced Transportation District Funding In May 2004, voters approved the Advanced Transportation District (ADT) adding a 1/4-cent sales tax increase to support the funding of projects from VIA, TxDOT and the City of San Antonio that will increase mobility, reduce traffic congestion, improve neighborhood connectivity, leverage resources, and provide coordinated planning. The City's share of ATD revenue is projected to be $10.2 million in FY 2006 and can be used for improvements under the "Follow the Bus" concept whereby VIA transit corridors become the footprint for ATD projects. During the adoption process of the FY 2006 Proposed Budget, City Council approved the direction to use $500,000 in ATD Funds in FY 2006 to provide the Bexar County Regional Mobility Authority (RMA) with an operations loan. The FY 2005 General Fund Budget also provided a $500,000 Loan to the RMA. A hybrid-funding concept as presented to the City Council in June 2005 will be used to provide $10.2 million for projects and program management in each of the first three years followed by a combination of $5.45 million per year in "pay as you go" projects and the remaining $5.45 million funding approximately $64.0 million in revenue bonds. The bond payback period is estimated at 25 years. The FY 2006 Adopted Budget includes ATD-funded staffing complement of thirteen positions for program management and allocates ATD resources to conduct all functions related to scoping, engineering, and delivering ATD project. The cost for staff and one-time capital and support needs in FY 2006 will total $1.772 million and will be funded with ATD funds.

November 2007-2011 General Obligation Bond Election The City's current debt management plan shows capacity for a General Obligation Bond Election for November 2007. Based on the assumption of the projected maximum debt service tax rate of 21.15 cents, the estimated 2007 bond authorization would be approximately $210 million. The last bond election was approved in November 2003. The total authorization for the 2003 Bond Program was $115 million. The City's current debt management plan includes a schedule of future sales of general obligation bonds every four years beginning in November 2007. In advance of this potential election, the FY 2006 Adopted Budget sets aside $200,000 in one-time funds for architectural and engineering services to provide cost estimates for City Council Members during the project development and selection process that will precede the Bond Program.

Budget Summary

Downtown Comfort Stations & Rest Stop During the July City Council Goal Setting session, the need for additional downtown public restrooms was identified by the Council as one of the 19 items recommended for funding review. The FY 2006 Adopted budget includes $500,000 from Certificates of Obligation to pay for construction of a rest stop to be located at the Riverbend Garage at Presa and Commerce Street. The FY 2006 Adopted Budget also includes funding from the Advanced Transportation District of $500,000 for two Comfort Stations to be co-located to service VIA bus route transfer points. These facilities would include a self-cleaning, automated restroom unit and a water fountain. Other amenities, depending on the site, may include seating or shade. The facilities would be available to use by patrons open twenty four hours a day seven days a week.

Public Safety

Police & Fire/EMS Services The FY 2006 Adopted Budget includes major service delivery enhancements for public safety services provided by the Police and Fire/EMS Departments. A Total of $15.4 million is included within the budget to support recurring expenses such as contractually mandated increases to salary and incentive pay and to acquire one-time enhancements (through out-right acquisition and capital lease payments) such as pumper trucks and equipment. The following table summarizes both the personnel enhancements and equipment acquisition included within the FY 2006 Adopted Budget.

FY 2006 Adopted Public Safety Enhancements

Personnel Service Enhancement	Equipment Acquisition
▪ 7 Police Patrol Officers	▪ 1 Patrol Helicopter
▪ 36 Paramedics	▪ 3 EMS Ambulance Units
▪ 15 Fire Station Personnel (Annexation)	▪ 13 Replacement Fire Pumper Trucks
▪ 2 Civilians for Fire Payroll	▪ 1 Fire Pumper Truck (Annexation)
	▪ 40 12-Lead Electrocardiogram Units

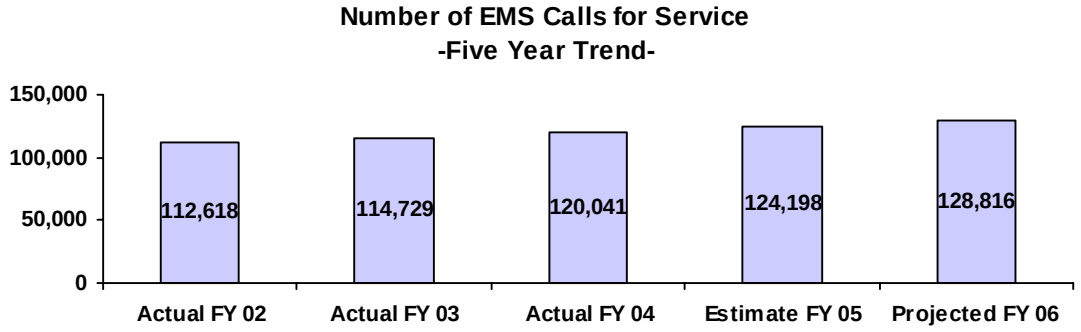
In FY 2005, several enhancements were initiated for Fire/EMS service such as fire apparatus acquisition and the purchase of a facility to store equipment purchased with Homeland Security Grant Funds. The table below summarizes the date of each item acquired in the current fiscal year and the total value of the acquisitions.

Fire/EMS Equipment Acquisition Enhancements
Acquired in FY 2005

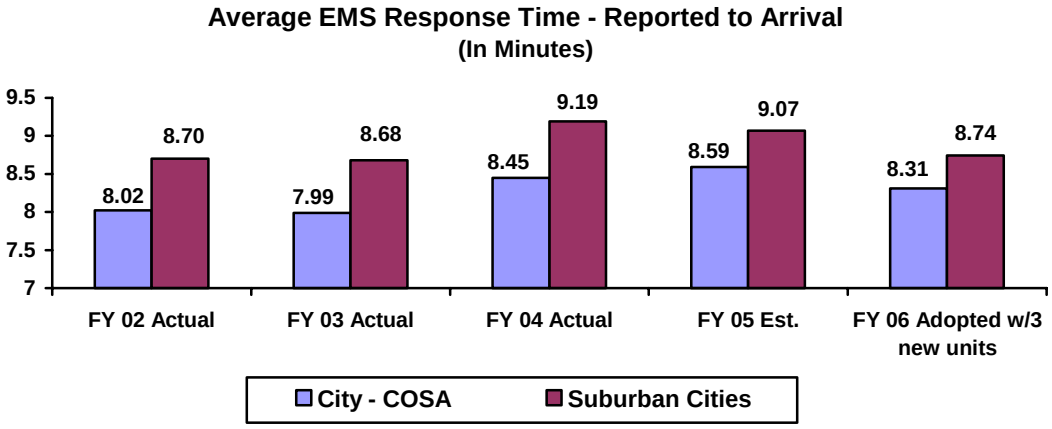
Purchase Date	Item	Cost
October 2004	Equipment Storage Facility	$941,150
January 2005	2 Aerial Ladder Trucks	1,108,597
February 2005	Self Contained Breathing Apparatus (SCBA)	1,882,182
June 2005	11 Aerial Ladder Trucks and 2 Pumper Trucks	7,160,818
	Total Capital & Operating Expenditures	*$11,092,747*

Funds are also included within the Six Year Capital Improvement Plan for Police and Fire infrastructure development and improvements. The final phase of the Public Safety Integrated Technology System and repairs to the Police Central Headquarters Building and Police Training Academy will require approximately $4.94 million in FY 2006 and FY 2007 in Capital Budget funding. For Fire services, a new fire station for Southside-areas included within the current Annexation Plan, fire station renovations, and fire station replacements, and work to the Fire Facilities Building will require over $37 million in the six year period of the Adopted Capital Improvement Plan.

Three Additional EMS Units Included in the FY 2006 Adopted Budget is funding in the amount of $2.4 million that will add three full-time Emergency Medical Services (EMS) units and 36 Fire Apparatus Operator positions. Included in the total costs are one time dollars in the amount of $638,825 for the purpose of acquiring the ambulance units. From FY 2002 through projected FY 2006, the number of calls for EMS service will increased by 14.4% as indicated in the graph below.



Currently, service is provided to the City of San Antonio and four suburban cities with the equivalent of 26 fulltime EMS units each staffed with two paramedics, 24 hours a day, 365 days a year. The enhancement will increase the number of full-time EMS Units from 26 to 29 units. The three new units are intended to be placed at three locations in the City that have been experiencing the highest calls for service. One unit will be in service in the beginning of FY 2006 and the other two in mid fiscal year. The method of EMS service delivery for one of the new full-time units shall be examined in FY 2006 by the Fire Department to assess the feasibility of staffing the EMS unit with power shift personnel. With the addition of three units, current Peak Period Service assigned to the high-call volume areas will be will be redirected to other areas of the City where the need is greatest during periods of high service demand. As indicated in the bar graph below, the three additional EMS Units will improve average reported to arrival response times for areas within San Antonio City limits and within the four suburban cities currently contracted for City EMS services. The projected average response time for EMS service is projected to decrease by 16 seconds for city areas and by 20 seconds for contracted suburban cities in FY 2006 over the current year response estimates as a result of this adopted improvement.



EMS Dispatching System Enhancements The FY 2006 Adopted Budget includes funding in the amount of $183,037 to enhance the level of peak period emergency medical dispatching services. Peak period dispatching service is currently averaging three hours and forty two minutes per day coverage during times of high call volume. This system improvement will provide overtime funding to add an additional of 12 hours and 18 minutes of peak period dispatching services per day for a combined total daily average of 16 hours. City Fire/EMS personnel dispatch and coordinate the operations of all full-time and Peak Period units responding to over 124,000 dispatches annually or over an average of 5,000 dispatches each day.

Upgrade Electrocardiogram Devices One-time funding in the amount of $366,597 is included in the FY 2006 Adopted Budget to allow the replacement and installation of 40 upgraded Electrocardiogram (EKG) devices. From 1974 to 2002 the City had used EKGs with three leads in all EMS units. In the FY 2002 Budget, funding was allocated for the upgrade and replacement of ten 3-Lead EKGs with EKGs having 12 leads. The adopted FY 2006 improvement will replace all remaining EKGs having three leads with EKGs having 12 leads for all active and spare EMS units. Additionally, funding is included to acquire a five year service maintenance agreement and to set-aside the first year future replacement costs within the City's Equipment Renewal & Replacement Fund. The 12-Lead EKGs will enable paramedics to better assess, treat, and medicate patients suffering from heart-related illnesses and arrhythmias that would otherwise remain undetected in the pre-hospital setting and will shorten the critical hospital door-to-treatment time period.

Fire Apparatus Replacement Currently the Fire Department maintains 24 firefighting apparatus classified as aerial or ladder trucks and 60 apparatus classified as pumper or engine trucks. These trucks are primarily used to carry firefighting personnel, equipment, and fire extinguishing mechanisms. Ladder trucks, equipped with a long-extended ladder, are the primary apparatus used to assist fire personnel with fires in high-rise structures and in high-water rescues. The following table reflects the current status of fire apparatus highlighting what is currently not within the City's Replacement Fund.

Current Fire Apparatus within the City's Replacement Fund

Type of Apparatus	Total Fleet Size (City)	Number of trucks in Equipment Replacement & Renewal Fund	Number of trucks not in Equipment Replacement & Renewal Fund
Engine (Pumper)	60	47	13
Aerials (Ladder)	24	24	0
Total City Fleet Size	**84**	**58**	**13**

On June 30, 2005, City Council approved a Municipal lease-purchase plan utilizing identified available capacity in the Fire Department's FY 2005 and FY 2006 current service budget for the purchase of eleven aerial ladder trucks and two pumpers. The eleven ladder trucks will replace that part of the fleet that has serious aerial problems deemed irreparable. Ten of the trucks requiring replacement will be eighteen years old by the time of replacement and one will be seventeen years old. The two pumpers will replace eighteen-year old apparatus. The replacement of all thirteen trucks will also be funded over a fifteen period within the City's Equipment Replacement Fund.

Continuing the enhancement to Fire/EMS services, the FY 2006 Budget addresses the need to replace the remaining 13 pumper fire engines that have reached or exceeded their useful life but were not included within the City's Replacement Fund when they were purchased in the 1980s. The pumpers will be purchased using a Five-Year Municipal Lease Purchase Program similar to the one previously mentioned. The total cost of the Municipal Lease Purchase Program with a term of five years, will be $5,202,473. Included in FY 2006 Adopted Budget is $274,944 for the first year debt service payment as well as $285,649 for the annual Replacement Fund Requirement. In FY 2007, the debt service payment and Replacement Fund costs will total $1.33 million. This improvement will also decrease the average age of the pumper fleet from 10.41 years to 7.38 years. With this adopted improvement, all Fire Apparatus Vehicles (60 Engine Pumpers and 24 Aerial Ladders) will be in the City's Replacement Fund.

Fire Station – Annexation Plan Included in the FY 2006 Adopted Budget is $1.355 million to support a new fire station and fire company that will provide fire services to Southside Annexation areas near the Toyota Manufacturing Plant as indicated in the Proposed Three Year Annexation Plan. This mandate includes the one-time costs of a fire pumper truck ($402,000) and the recurring costs of the following added fifteen fire personnel: one Captain, two Lieutenants, three Fire Apparatus Operators, and nine Firefighters. The Six Year Capital Plan includes funding to provide for a temporary and permanent fire station. The capital costs in FY 2006 total $641,000 and total $2.89 million in FY 2007.

Fire Payroll Service Enhancement The FY 2006 Adopted Budget includes $77,522 in recurring funds to add two positions to the Fire Department's payroll section. To adequately implement the full use of the SAP payroll function within the Fire Department's payroll process, the department has relied on staff services through the use of the City's Alternate Employee Services Pool. This enhancement will replace the use of the Alternate Services with a full-time Accountant II and Special Projects Officer position.

Patrol Officers The Adopted Budget includes $355,775 to add seven new Police Officers in FY 2006. The added resources cover first year salary costs as well as one-time cadet costs such as police radios and other field equipment. One Police Officer will assist in covering newly annexed Southside areas as included in the Three Year Annexation Plan. The remaining six will provide service in areas throughout the City. During FY 2006, the seven new officers will be completing cadet class and field training. By FY 2007, improvements in the patrol availability factor (PAF)—an estimated 0.36%—are projected from the addition of six of the seven additional patrol officer positions. The Annexation Patrol Officer will be providing public safety services to newly annexed areas and will not necessarily improve current city-wide PAF. The PAF is a measurement of the actual time a patrol officer is available to patrol as opposed to time needed to respond to calls or to perform administrative duties such as case reporting. An increase in the PAF provides an enhanced public safety service in that it allows Patrol Officers to cover unforeseen and special events, reduces officer response times, provides time for officer initiated activities and increases the probability that apprehensions will increase.

	Actual FY 2004 Base Line	**Estimated FY 2005**	**Adopted FY 2006**	**Projected FY 2007**
Patrol Availability Factor	39.78%	41.72%	42.06%	42.42%

Along with the FY 2006 Budget recommendation to add six new patrol officers, the Temporary Crime Control and Prevention District (CCPD) Board is currently proposing to fund additional San Antonio Fear Free Environment (SAFFE) Officers for the San Antonio Police Department should the voters approve the District in November 2005. Currently, there are 13 SAFFE Officers assigned to each of the six police substations throughout the city for a total of 78 SAFFE Officers. If voters do not approve the CCPD, the Police Officers positions within the FY 2006 improvement described above could be converted to SAFFE Officers in FY 2006.

In addition to the enhanced public safety services achieved by adding six new patrol officers (or SAFFE Officers) in FY 2006, the Police Department will continue to improve PAF and response times through the continuation of an initiative completed in FY 2005. This initiative provided for the utilization of civilian employees for administrative duties while redirecting sworn officers to field duties. Two Sergeants, three Detective-Investigators, and one Patrol Officer were placed into the field beginning in mid-FY 2005 and will continue to provide coverage in FY 2006 in Patrol, Sex Crimes and White Collar Crimes. The projected annual impact of this program change included in the Adopted Budget for FY 2006 is $179,964. As the table summarizes above, the PAF is projected to increase as a result of the Redirection initiative as well as from adding the six patrol officers in FY 2006.

Police Helicopter Replacement The FY 2006 Adopted Budget includes approximately $237,611 in one-time funding to be used toward the replacement of a San Antonio Police helicopter that crashed at Stinson Field during a training maneuver in 2005. Recently, the insurance settlement of $563,333 was received. However, the latest estimate to replace the aircraft is $800,994. This improvement will provide the difference of $237,611 needed to replace the crashed aircraft. In total, the Police Department will have four patrol helicopters that will provide aerial patrol coverage.

Crime Control Prevention District State law allows cities to establish a special taxing district for crime control and prevention. The efforts to create such a district for San Antonio were initiated in 2004 by the San Antonio Crime Prevention Commission and the San Antonio Police Department. On September 23, 2004, the San Antonio Crime Prevention Commission presented a proposal to establish a Crime Control Prevention District (CCPD) to the City Council during a "B" Session. This interest culminated in the City Council forming a temporary board to take the steps necessary to create the district. The temporary board was appointed by City Council on April 28, 2005. The CCPD then engaged in preparing a two year plan and a two-year budget which was presented to City Council on August 10, 2005. Once Council reviews this two year plan and budget, the temporary board is authorized to hold an election asking the voters whether the District should be created and the sales tax collected. The date for this election is November 8, 2005.

Currently, the San Antonio Police Department is funding overtime expenses for police staff and expenses associated with the creation of the proposed District. The City's estimated cost for holding the election is approximately $559,640. Funds in this amount are included in the FY 2006 Adopted General Fund. The City is then reimbursed from future sales taxes collected. If the voters do not approve the creation of the district, the costs are absorbed by the City. If the voters approve this tax initiative, the Crime Control Prevention District will be created and a one-eighth sales tax will be collected starting April 2006.

After the November 2005 Election, the temporary board will be replaced immediately with a permanent board appointed by City Council and empowered to implement the District's plans and budgets. Besides appointing the permanent board, the City Council has limited authority over the Crime Control and Prevention District and may only accept or reject the annual budget submitted for the third and subsequent years by the District. The City Council must work with the District to amend and approve any rejected budget but cannot directly amend the District's budget. This District exists for five years and can only continue in existence if the voters renew its existence at an election. The District's fiscal year will be from November 1 to October 31. The projected initial revenue from the one-eighth cent sales tax is $11 million based on seven months of collection (from April thru October).

Family Domestic Violence Prevention Recognizing the seriousness of domestic violence, it is recommended in the FY 2006 Adopted Budget that $173,245 be used to continue services to combat domestic violence. It is expected that the Early Intervention for Women Living in Domestic Violence Grant program within the City Attorney's Office will receive federal funding in FY 2006 totaling $126,755 which is 51% less than the amount received in FY 2005. This grant currently provides domestic violence intervention services with five full-time staff members. Additional intervention services losing grant funding for FY 2006 is the Crisis Assistance Team Administration program within the Police Department. This program provides administrative and operational support to the San Antonio Police Department's Crisis Assistance Teams. The program's state grant funding is anticipated to be reduced by 50% in FY 2006. This will result in funding sufficient for one of the two current full-time staff members.

Development Services Enhancements The FY 2006 Adopted Budget allocates $364,963 to fund several service delivery enhancements for the Development Services Department as outlined below.

- Additional Building Inspectors $132,028
- Development Service Call Center $61,788
- Mail-In Plan Review Services $29,802
- Investigative Inspections Team $141,345

Two inspector positions—one Building Inspector and one Electrical Inspector—will be added in FY 2006 to assist with meeting the department's increased demand for building inspections. Two new Development Services Representatives will be added to staff a call center to improve customer service and provide centralized Development Services information for the public. A new Development Services Specialist position will be added to process and coordinate commercial plans that are sent for review through the mail. Finally, two inspector positions will be added to form a Development Services investigative team. The investigation team will search for construction sites operating without permits and ensure that proper

permits are secured prior to commencement of construction. The costs for the new investigative team will be offset by the additional permit revenue that will be collected from building sites not having permit compliance. An analysis of the team's cost to revenue generating benefit will be analyzed in the fiscal year to determine if this initiative should be continued in subsequent fiscal years.

Parks & Recreation

Parks & Recreation Challenge-Match Infrastructure Improvement Projects Leveraging funds from the private sector, a Parks & Recreation infrastructure improvements challenge-match initiative funded at $1,864,300 with one-time General Fund dollars is included in the FY 2006 Adopted Budget. Four park and recreation service facilities will receive funds to improve facility infrastructure to include the Japanese Tea Gardens ($600,000), the Sunken Garden Theater ($300,000), the Botanical Garden Conservatory Renovation ($500,000) and the Ruiz House and Tree House at the Witte Museum ($464,300).

Park Beautification The FY 2006 Adopted Budget includes an added $500,000 in recurring General Fund dollars for Parks beautification efforts aimed at improving the appearance in City Parks within each of the City Council Districts. This improvement will allow for the installation and maintenance of irrigation systems as well as provide for the added landscaping and facility improvement such as painting various facilities and facility amenities. Finally, funds will be used to initiate a city-wide tree planting program that will ultimately enhance tree planting and vegetation within City parks.

After School Activities Enhancement Initiative The Parks and Recreation department currently offers several recreation opportunities to San Antonio's youth through 26 City community centers. These activities include various sports, arts and crafts, games, and social events. Currently, the community centers offer only drop-in activities for the participants. The FY 2006 Adopted Budget includes an enhancement funded from redirected dollars totaling $217,815 that will allow the community centers to provide a more structured and greater staffed after-school activities program from 3:30 PM to 6:00 PM, Monday through Friday. Funds will be used to increase the hours for part-time staff from 20 per week to 28 per week as well as hire temporary staff during the core program hours to implement more structure and supervised activities. These activities will include organized sports, crafts, games, holiday and theme activities as well as other indoor/outdoor activities. Temporary staff will be hired to visit each of the 26 community centers once each week during the after school hours to offer enrichment services to include science, fine arts and math-related activities. The enhancement will also include funding for additional supplies for community centers to augment the after-school activities.

Proposition 1 & 2: Aquifer Protection/Linear Creeks Venue Projects On May 7, 2005 the City held an election to impose a one-eighth (1/8th) cent sales and use tax to provide for Edwards Aquifer protection and expanded park development. Proposition No. 1, entitled "The Edwards Aquifer Protection Venue Project", and Proposition No. 2, entitled "The Parks Development and Expansion Venue Project", were approved by the voters. Propositions 1 and 2 are continuations of the 2000 Proposition 3 program that was used to acquire and improve Edwards Aquifer properties and water ways along Leon and Salado Creeks.

Both Propositions 1 and 2 provide for the collection of a one-eighth (1/8th) cent sales and use tax. Receipts aggregating up to $135 million are to be used as follows:

- $90 million to be utilized for the acquisition of property and/or conservation easements over the Edwards Aquifer area.

- $45 million to be used for the acquisition of linear parks along Leon Creek, Salado Creek, Medina River, and the continuation of improvements San Antonio River. Along with the acquisitions of properties, this funding will be used for completion of trails and trailhead improvements. The funding will also be provided to link Medina River Park to Mitchell Lake and improve sidewalks, lighting and other river amenities along the San Antonio River.

As land is acquired, the design and construction process will begin for the hike and bike trails. Acquiring the land and following immediately with building the trails will result in more trails and natural areas ready for public use. The one-eighth (1/8th) cent sales tax collection will start on October 1, 2005. Included in the first year Six Year Capital Improvement Plan is the projected collection of $20.37 million in sales tax revenue for Proposition 1 and 2. The FY 2006 capital program includes $13.33 million for land acquisition over the Edwards Aquifer. Additionally, $6.67 million is scheduled in FY 2006 for land acquisition and improvements within the Leon and Salado Creek watersheds.

Park Police & Maintenance Support—Aquifer Protection Land/Linear Parkway System The FY 2006 Adopted Budget includes over $246,000 to add public safety and maintenance service for aquifer protection parkland and linear trails to be acquired from the Proposition 1 & 2: Aquifer Protection/Linear Creeks Venue described above. Partial year funding for five full-time positions provides one Park Police Officer, two Maintenance Workers, one Park Naturalist, and one Parks Crew Leader. One-time funds totaling $94,470 will be used to acquire the necessary vehicles and equipment. This staffing support will provide basic security and property management.

Park Support & Recreation Services—G.O. Bond Program Facilities Included in the FY 2006 Adopted Budget is over $602,000 for public safety, recreation and support services for park facilities acquired or enhance with General Obligation Bond Programs. Partial year funding for five full-time positions provides one Park Police Officer, two Maintenance Workers, and two Landscape Irrigators. One-time funds totaling $47,970 will be used to acquire equipment. Non-personnel dollars will be used to secure contractual mowing and trimming services for the park properties and sports fields acquired with Bond Funds. Finally, additional lifeguard services will be added with funds sufficient to obtain eight alternate workforce employees.

Special Events Office The City of San Antonio recognizes the importance of promoting public participation in the arts, public celebrations and advancing tourism for the City. Funding in the FY 2006 Budget is the redirection/improvement totaling $194,532 will create a new Special Downtown Events Office for City-Wide events under the direction of the City Manager's Office. A position will be redirected from existing city resources and will assist with the coordination and management of special events, provide assistance with traffic and crowd control for streets, parks, and property maintenance, and will manage city aspects of the Public Improvement District (PID). This improvement will also redirect $24,990 from the Public Works Department to the Special Events Office to be utilized for various traffic coordination services. In addition to redirected funds, the addition of new funds in the amount of $100,000 will be used for event costs including street closures and street barricades associated with the operations of city-wide events.

Neighborhood Services

Animal Care Historically, Animal Care Services' mission has been to provide rabies control prevention programs to the communities of San Antonio and Bexar County. This consisted of collecting stray and unwanted animals, investigating animal bite reports, quarantining of animals and enforcement of Chapter 5 of the City's animal code. This continues to be a main focus; however a change in how the City approaches animal care control issues is occurring. New programs are currently being developed that are designed to increase the number of animals that are adopted and placed in good homes.

In order to facilitate a change in philosophy with regards to the City's approach to Animal Care Services, resources have been allocated in FY 2005 and additional resources are included within the FY 2006 Adopted Budget by increasing funding for animal care services by $868,394 as summarized below.

FY 2006 Animal Care Enhancements included with the FY 2006 Adopted Budget

Personnel Complement (Add 9 Positions)	
One Animal Care Administrator position	$98,692
One Shelter Manager position	56,330
Three Veterinarian Technician positions	168,990
One Special Projects Coordinator position	56,330
One Management Analyst position	47,692
One Administrative Aide position	25,740
One Volunteer Coordinator position	53,733
Total	$507,507
Euthanasia by Lethal Injections	
Reclassification of Kennel Attendants to Veterinary Technicians	$8,031
Certification Pay for (6) Employees	8,312
Medical Supplies	25,000
Injection Supplies	40,726
Other Supplies	6,318
Total	$88,387
Other Improvements	
Enhancement to Animal Resources Center—Spay Neuter	$150,000
Pet Ownership Education Initiative	30,000
A/C System – Adoption Center	20,000
Information/Technology Improvements	35,500
Staff Training Enhancements	10,000
Clothing and Uniforms	12,000
Additional Funding for Temporary Services	15,000
Total	**$272,500**
Total Added Funding in FY 2006 Adopted Budget	***$868,394***

In order to help facilitate operations within the Animal Care Facility, the Animal Care Services Fund was created using new and existing resources. This new fund consists of the reallocation of expenditures and revenues from the General Fund, Public Health Support Fund and the Bexar County Rabies Control Fund. Animal Control Fees and charges for service cover 16% of the total Animal Care Services operating budget. Therefore, the FY 2006 Adopted Budget includes a transfer of $4.1 million from the General Fund to cover the remaining service costs estimated for FY 2006.

Budget Summary

Annexation Plan The following is a summary of services by Department included within the FY 2006 Adopted Budget for annexation of Southside Areas #2 and #3 totaling $1.5 million. The effective date of the Annexation of Areas #2 and #3 is January 5, 2006.

Southside Annexation Service Summary	
Department	**FY 2006 Allocation**
Code Compliance	$28,174
Development Services	340
Fire	1,354,948
EMS	12,784
Health	19,868
Police	33,823
Public Works/Traffic	5,149
Public Works/Streets	10,805
Total	*$1,465,891*

Reserve for Northside Annexation Service Plans This budget provides a reserve of $503,741 for implementation of the Northside Annexation plan. The service plans are currently being negotiated with the residents of each area. Services to be provided include street maintenance, police, fire, and EMS. City Council will take the final vote to either approve or disapprove the annexation in the fall of 2005. If approved, a separate ordinance will be brought to Council to appropriate the funds in the individual departmental budgets providing the services. Areas for the Northside Annexation Plans include Kyle Seale/1604 Area and Helotes Park Terrace/The Park at French Creek Area.

These two areas are being studied for possible annexation effective December 31, 2005. The Forecast includes mandates that are tied to current service plans, but these mandates are subject to change pending the outcome of ongoing negotiations with appointed neighborhood representatives.

Community Link Center The FY 2006 Adopted Budget includes a new initiative to pilot the co-location of a modified Community Link program in conjunction with the planned Multi-Use Health and Community Initiatives branch office facility at 4020 Naco Perrin in District 10. This facility is funded for purchase using HUD 108 Loan Program funds as planned in the Six Year Capital Improvement Plan. The pilot initiative for co-location of these services will be the first of its kind. The program improvement will be designed to reengineer how the City can deliver community link type services more effectively through the use of technology such as computer stations and/or kiosks, cross training of staff and further opportunities for co-location. The $223,973 includes funds to support the study and reengineering of this service, finish out for space, and start-up costs for the pilot program.

ULI Project Implementation This redirection will change the classification of a vacant Planner II to a new Sr. Planner position at an additional cost of $5,729. The new Senior Planner will facilitate the development and strategic planning of the Community Action Committees recommended for both ULI study areas. The position will also organize the work of member agency and community organizations and increase the marketing efforts to heighten overall visibility. The Sr. Planner will also facilitate rezoning which will address part of the second year implementation for two Urban Land Institute Projects for City Council Districts 2 and 5. This was a recommended revitalization strategy for St. Paul Gateway and Avenida Guadalupe that included the designation of staff to support and formulate a strategic action plan.

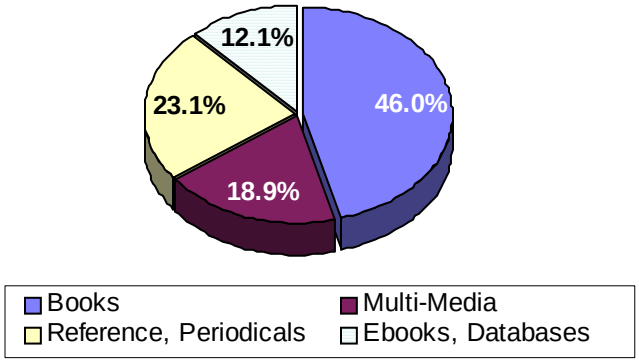
Neighborhood Commercial Revitalization (NCR) A one-time improvement totaling $60,000 is included in the Adopted Budget to provide continued funding for the NCR Austin Highway Project. The redevelopment project has created 1,653 net new jobs and has attracted $22.2 million in private investment throughout the corridor. The project, which began in 2001, has the goal of creating net new jobs and new businesses to the target area. The development in the Austin Highway target area continues to experience market-driven development projects that greatly improve the physical appearance of the

corridor and also has established anchor merchants that have ensured its ongoing success.

Health & Human Services

Library Materials Budget Annually, the San Antonio Library acquires additional library materials for the collections within the Central Library and each of the branch libraries. Library materials include books, periodicals, databases, and multi-media including DVD's, audio books, and music. The chart below shows the percentage of the types of material acquired as part of the FY 2005 Library Material Budget.

Library Material Distribution Based on FY 2005 Budget



The Adopted Budget includes an improvement of $500,000 in one-time funds for the library materials budget. The increased level of funding will be added to a recurring base budget of $2,124,423. The FY 2006 Budget added one-time and recurring funds will be used for the purchase of books, databases, media, audio books, and music. These additional collections will enable San Antonio residents access to information in many formats and from many different sources.

Library Materials Funding Level History

Year	Library Materials Budget	% Change
1995	$ 1,350,000	
1996	$ 1,519,740	13%
1997	$ 1,469,740	-3%
1998	$ 1,552,739	6%
1999	$ 1,767,739	14%
2000	$ 2,074,739	17%
2001	$ 2,149,739	4%
2002	$ 2,199,739	2%
2003	$ 2,199,739	0%
2004	$ 2,073,492	-6%
2005	$ 2,274,423	10%
2006	$ 2,624,423	15%

Budget Summary

Over a ten year period (from FY 1995 through 2005), San Antonio library material funding has increased on average 8.12% each year. When examining library material funding over the past five years (FY 2000-2005), funding has increased on average 1.98%. With the increase in funding in FY 2006, there will be a 15% increase in the library material budget in FY 2006 over the current year funding.

Library Facilities Improvements The City of San Antonio acknowledges the importance of improving current library facilities and expanding for future service delivery needs. In the 1999 Bond Election, a bond package was passed which allocated $13.2 million for library improvements that included the construction of four new branch libraries and the expansion and renovation of three other branch libraries. In the 2003 Bond Election, voters approved $3.9 million for library improvements. These funds are currently being used to upgrade and improve twelve of San Antonio's branch libraries. Today, the San Antonio Library System has one central library, twenty branch libraries (including the Reagan High School partnership Library), and four branch libraries in the planning stages or under construction. By FY 2007, the City will be operating 24 branch libraries. Two of the new libraries included in the 1999 Bond Program will need added operating funds in FY 2006.

In FY 2006, one of the new libraries included in the 1999 Bond Program and one of the library branch expansions included in the 2003 Bond Program will need the final phase of the mandate-approved operating funds. In addition, funds totaling $127,428 will be necessary to support library operations for two of the four new branch libraries included in the 1999 Bond Program. The new Julia Yates Semmes Branch Library in Comanche Lookout Park in City Council District 10 will be open for service in November 2005. Eighteen personnel positions were added in FY 2004 and FY 2005, and this mandate will cover the last phase of operational support costs. This mandate will support the new branch library's operating and maintenance costs such as the cost of fees to professional contractors, supplies, general maintenance, and computer services. This mandate will result in a total cost of $94,879 for FY 2006.

The Great Northwest Branch Library, located in City Council District 6, is scheduled for completion in September 2005. The expansion will accommodate additional materials and study areas. The Branch is currently 12,000 square feet and will be expanded to 18,000 square feet. Included in the FY 2006 Adopted Budget is $32,549 to support many of the expanded branch library's expenses such as utilities, supplies, non-personnel services and maintenance, and computer services. Funding for this expansion project was included in the 2003 Bond Program.

Library Inventory/Theft Management & Self Check Out This improvement will minimize the theft of library materials by funding the installment and implementation of a new theft detection system. The theft detection system will be phased into the Central Library and Branch Libraries over a three year period from FY 2006 through FY 2009 for a combined total cost of $2.9 million dollars. The funding will acquired through a municipal lease purchase financing plan. The FY 2006 lease purchase amount will total $1.039 million. First year debt service payments will total approximately $100,000. Added funding for this payment is budgeted in the FY 2006 Budget. The theft detection system will use Radio Frequency Identification (RFID) technology similar to the technology used in retail centers. The RFID-based systems will combine security with more efficient tracking of materials throughout the library, including easier and faster check in and checkout, inventorying, and materials handling.

Library District Consulting Improvement During the 2005 legislative session, the Texas House and Senate passed legislation making possible the creation of a library district for Bexar County. The Governor signed the legislation into law on Friday, June 17, 2005. With this law, the City of San Antonio may transfer all or a part of its public library assets to a new Library District. The new district would be responsible for operating and maintaining the public library system and would be a political subdivision of the state. The district would be funded from contributions from the City of San Antonio, ad valorem taxes, sales taxes, fees, gifts, or some combination of those sources. In order to fully analyze the possibilities of creating a library district, the FY 2006 Adopted Budget includes a one-time improvement of $75,000 for consultant services. The added services will provide expert advice and assist the City in the overall analysis of the impacts and benefits of creating a library district.

Medical Center Area Senior Multi-Service Health and Resource Center The FY 2006 Adopted Budget includes $57,920 to add one Special Projects Coordinator to facilitate the project management process for a new Senior Multi-Service Health and Resource Center. The 2003 G.O. Bond Program provided funding for the acquisition, construction, and outfitting of a new community multi-service health and resource center for the seniors in our community. In addition to the $2.5 million in City bond funds, $750,000 in County bond funds have been committed for construction purposes. The City has purchased the former Children's Shelter in District 8 in the South Texas Medical Center. Additional HUD 108 Loan Program and CDBG funds totaling $3.38 million have been added, allowing for the complete renovation of the 24,000 square foot facility. The facility is expected to open in early FY 2007. The Senior Center will connect seniors to a broad array of resources through a network of local and state agencies. Health screenings, wellness and education programs will serve as the core services afforded seniors along with the benefits of a senior nutrition program. Other key programming will include access to a computer lab, financial and tax counseling, housing and utility assistance, and safety referral services. The Special Projects Coordinator will serve as the liaison for intergovernmental issues and coordinate all processes necessary to bring the center and its services on line. Upon completion of the facility, this staff person will transition into an operational role, supervising the daily service operations.

Hunger & Homelessness Initiatives The FY 2006 Adopted Budget reinforces the City Council's commitment to implement proven strategies supportive of the City's 10-Year Plan to End Chronic Homelessness. A total of $569,000 in one-time investments renew the existing day center contracts and continues homelessness services initiated in the FY 2005 Budget. Three downtown day centers, funded at $333,000, will offer chronic homeless individuals and families a comprehensive array of supportive services designed to stabilize their lives and reintegrate them into the community's mainstream. Through the Delegate Agency process, the following agencies will receive funding to deliver day center services: Christian Assistance Ministry ($91,590), Corazon Ministry ($34,246) and San Antonio Metropolitan Ministries ($207,164). Services include covered areas away from the elements with bathrooms, showers, and laundry facilities. The day centers also offer access to supportive services such substance abuse counseling, employment referrals, case management, and identity recovery, either on site or through linkages with other community based organizations and agencies. The second improvement, totaling $236,000, will provide $90,000 for 16 "intact" family emergency homeless units at the Dwyer Shelter. Another improvement will provide $146,000 to be used as a Housing & Urban Development Homelessness Child Care grant match providing critical child care services.

Teen Pregnancy Prevention Programs In a continued effort to have targeted investments toward teen pregnancy prevention programs, the FY 2006 Budget includes $200,000 for a program that will address the growing spread of Sexually Transmitted Diseases (STD) in this very vulnerable population. The San Antonio Metropolitan Health District (SAMHD), through expansion of the Sexually Transmitted Disease Program and the Project WORTH Sexuality Curriculum Programs, will provide educational venues to middle and high school students and their parents in San Antonio during the 2005-2006 academic year. School districts will be prioritized through demonstration of highest STD rates per student population. The SAMHD will coordinate through the school districts' School Health Advisory Committee to develop age-appropriate curriculums. There will be a scheduling of venues to access students and parents. Funding will provide the necessary development of printed materials and promotion/advertising of teen pregnancy prevention along with the health and medical consequences of sexually transmitted diseases. The partnerships will be with community based organizations and will leverage financial support for expenses to host parent STD health education forums, laboratory STD testing for school-based clinics and SAMHD clinics, and SAMHD support of a dedicated Health Program Specialists to focus on adolescent STD outreach/education/investigations.

The FY 2006 Adopted Budget also sets aside $68,657 in one-time funds for the Hispanas Unidas Escuelita Project which provides youth development services to build self esteem and personal development among young Latinas and to prevent teen pregnancy. These services are offered in an after-school hour settings and include cultural sensitive curriculum designed to reinforce basic reading, writing, and math skills. Program services also include a network of over 60 Hispanic women, from various professions, who act as mentors and role models for the young Latinas.

HIPPA Compliance In order to bring the City of San Antonio into compliance with the Security Rule portion of the 1996 Health Insurance Portability & Accountability Act, $630,000 in one-time funds is included in the FY 2006 Adopted Budget to develop the necessary systems to safeguard the City against significant financial penalties. Specifically, four departments are legally required to conform to HIPAA Regulations including the San Antonio Metropolitan Health District, San Antonio Fire Department/EMS, Human Resources Department, and the Information Technology Services Department. While other costs may occur in future years, funds in the FY 2006 Adopted Budget will only address costs associated with the first year's initiatives. The funding will provide consultation services for risk analysis, gap analysis, vulnerability assessment, and remediation planning. The funding will also enable the City to purchase necessary capital and data security systems and provide HIPAA training for current city employees.

Salinas Dental Clinic The FY 2006 Budget includes $150,000 to continue the partnership with the University of Texas Health Science Center Dental School's Ricardo Salinas Clinic. Dental residents and students, with faculty supervision, provide dental services to approximately 2,500 children per year at the clinic. This translates to over 4,300 patient visits and almost 20,000 dental procedures performed annually. The program extends the capacity of the City's San Antonio Metropolitan Health District (SAMHD) Dental Division which also operates at the Salinas facility and at four other locations. In return, the Dental School receives an ideal site for their residents and students to learn community pediatric dentistry. Most patients receive care at no cost through their Medicaid or CHIP benefits. Others can obtain these services for a nominal fee based on family income.

Consolidated Human Development Service Funding The FY 2006 Adopted Budget continues the City's commitment to strengthen long-term economic viability in San Antonio through strategic and coordinated investments in human development. In FY 2005, the City implemented a two-year Consolidated Funding process for human development services. The FY 2006 Adopted Budget invests $10,141,127 from the General Fund, Community Development Block Grant (CDBG) for public services, Housing Opportunities for Persons with AIDS (HOPWA), Emergency Shelter Grant (ESG), and Community Services Block Grant (CSBG).

The FY 2006 Adopted Budget will provide partial funding for 51 delegate agencies and 84 projects. This funding will purchase family strengthening, youth development, workforce development, safety net, and elderly and disabled services. Consolidated Funding serves as a partnership between the City and local agencies. The partnership assumes a co-investment in the financing and coordination of services by both parties. For FY 2006, the City's Consolidated Funding Pool sources may not exceed 50% of an agency's total operating budget. Delegate Agencies will have until December 31, 2005 to demonstrate that 50% of their annual budget stems from non-City sources.

City Council Human Development Services Fund The FY 2006 Adopted Budget allocates a total $459,998 to continue the City Council Human Development Services Fund (HDSF) Program. The Mayor and each City Council member will be able to allocate $41,818 in investment for community based human development projects. HDSF may be used to fund one-time expenditures in support of Family Strengthening, Youth Development, Workforce Development, and Community Safety Net initiatives.

Since FY 2002, the Mayor and Council have invested HDSF in numerous human development projects to improve the quality of life in our neighborhoods. Family Strengthening projects have included child care, parenting classes, and back to school fairs. City Council has also made significant HDSF investments in youth development activities including college scholarships, mentoring, leadership academies, sports camps, and summer recreation and academic programs. To support the community's safety net, HDSF has been allocated to support elderly nutrition and fitness, homeless and hunger services, emergency assistance, and community health events.

Environmental Services

The FY 2006 Adopted Budget includes several policy issues regarding the City's Environmental Services Fund. The Environmental Services Fund encompasses the operations and maintenance of the City's Solid Waste, Recycling, Brush Collection and Environmental Management programs. The FY 2006 Adopted Budget for the Fund is $60.4 million. The Budget Summary details the following Environmental Services policy issues:

1. Rate Adjustments
2. Reductions
3. Other Revenue Adjustments
4. Growth Routes Expansion
5. Automated Garbage Collection for FY 2006

Adopted FY 2006 Rate Adjustments: The Adopted FY 2006 Budget for the Environmental Services Fund is approximately $60.4 million. The FY 2006-2010 Financial Forecast projected that without any changes to the Fund's rate structure or significant adjustments to expenditures, the Environmental Services Fund could expect significant annual shortfalls during the forecast period. Building on the base of the FY 2005 Adopted Budget, the development of the FY 2006 Adopted Budget was negatively impacted by several major factors as outlined below. The overall result is a need for a monthly rate increase per household of $1.78.

FY 2006 Service Cost / Recover Monthly Rate Impact Analysis Summary

Adopted FY 2006 Budget - Cost or (Recovery) Factors	FY 2006 Incremental Increase ($ in 000's)	Impact To Current Rate
Current Service*	$6,845	$1.76
Mandates	1,065	0.28
Northside Annexation – Net Costs & Revenues	183	0.05
Reductions	(59)	(0.02)
Revenue Adjustments	(1,141)	(0.29)
Adopted Garbage & Brush Fee Adjustment	**$6,893**	**$1.78**

* Includes fuel, truck replacement, compensation, benefits, and other service costs.

FY 2006 Adopted New Monthly Fees

Monthly Fees	Current Fees	Adopted Fee Increase	Total New Fees
Garbage Fee	$ 9.71	$ 0.45	$ 10.16
Brush Fee	$ 1.20	$ 1.33 *	$ 2.53
Environmental Fee	$ 1.30	$ 0.00	$ 1.30
Total	**$ 12.21**	**$ 1.78**	**$ 13.99**

* FY 2005 Brush Collection Program has a 56% cost/recovery rate.

Budget Summary

Based on the FY 2006-2010 Financial Forecast, future years will most likely also require a rate adjustment. The forecast projects certain expenditures to increase over the next several years. In order to maintain a balanced fund, projected increases in Environmental Services fees may be required as shown on the following table. These rate increases are based on current estimates used in the Financial Forecast and are subject to changes and revisions.

Estimated Total Rate Increases Based on the FY 2006 Financial Forecast

FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
$ 1.78	$ 0.27	$ 0.39	$ 0.39	$ 0.46

Adopted FY 2006 Reductions: A reduction of six collector positions will offer a total annual net savings of approximately $52,017 in FY 2006. This reduction is a result of the successful implementation of three routes within the Automated Garbage Collection Pilot.

Adopted FY 2006 Other Revenue Adjustments: In order to adequately recover the costs of other services provided and to streamline methods of collection, the following revenue adjustments are included within the FY 2006 Adopted Budget. Listed below are the revenue sources and the projected added revenues. For more detail on the revenue adjustments, refer to the Revenues section of the FY 2006 Adopted Budget.

Revenue Source	FY 2006 Added Revenues
▪ Commercial Bags: Increase Charge Per Bag	$25,000
▪ Bitters Brush Recycling Center: Minimum Residential Charge	130,000
▪ Bitters Brush Recycling Center: Increase Commercial Charge	9,500
▪ Out of Cycle Collection: Increase Minimum Charge	138,000
▪ Waste Hauler Permits: change permit structure	759,000
Total	**$1,061,500**

FY 2006 Growth Routes Expansion: Projected for FY 2006 is a 1.5% increase or 5,000 additional residential customers based on the Planning Department's projections of Single Family Lots to be approved by the Planning Commission. As an operational practice, solid waste tonnage generated from additional home growth is absorbed by existing garbage collection routes. However, once the average Work Load Standard (WLS) threshold of 63 tons per route per week is exceeded, it is necessary to add a new route. A review of the first nine months of FY 2005 indicates the current WLS is slightly over the WLS threshold. Due to the impact of the projected new homes in FY 2006, two new routes will need to be added to bring the WLS within established limits. These new growth routes will be collected using automated equipment as it is more cost effective than a manual service. For future reference the WLS for automated routes will be based on the number of homes serviced per route instead of tonnages collected. Based on the current system of twice a week garbage collection, the average number of homes per automated route (1,250 homes) will be the same as a manual route. A total of $501,896 is included in capital funding for two new automated garbage trucks and fuel and maintenance costs for FY 2006.

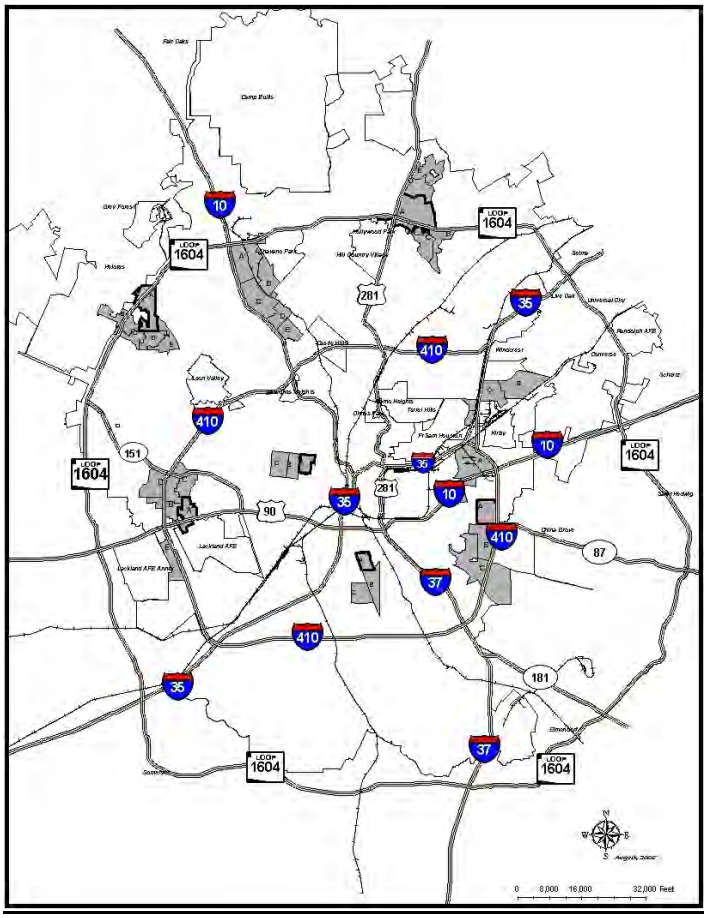
FY 2006 – Automated Garbage Collection: For cost containment in providing solid waste collection services to the City's residents, Environmental Services conducted a six month automated garbage collection pilot program beginning in June 2004. The pilot program area consisted of 6,800 homes in six areas of the City and included all 10 Council Districts. The pilot program proved highly successful with 98.7% of the participants rating the program as excellent or good compared to the existing manual system. Although the automated trucks cost more than manual trucks and the cost of the containers need to considered, a review of route costs indicates that the savings in personnel more than offsets the increase

in equipment and the container costs. Annual cost comparisons for manual collection are $173,000 per route versus automated collection at $147,000 per route resulting in savings of approximately $26,000 per route per year.

Due to the popularity of the program, City Council requested an analysis of an accelerated five year citywide implementation plan over the initially seven year implementation plan. Financially, the longer period proved more feasible due to the high upfront costs of capital for the new collection vehicles and containers in the shorter plan. Additionally, the seven year plan matched the current personnel attrition rates with the position reductions for routes converted to automated collection, minimizing any potential negative personnel impacts.

As the map below indicates, the three existing automated routes serve as a base from which to expand. Operationally, expansion from the pilot areas will minimize the implementation costs and will also aid in support should adjacent automated routes need assistance in collections. Beginning in FY 2007, the implementation plan calls for implementing 14 automated routes per year, for a seven year citywide completion.

Automated Garbage Collection Areas for FY 2006



In order to implement 12 automated routes for FY 2006, the FY 2006 Adopted Budget includes funding to acquire 14 automated garbage trucks. The 14 trucks will provide 2 extra trucks to be used as spares during maintenance. Eight of the new 14 trucks will be purchased using the available funds from the City Vehicle Replacement Fund. Funding for the remaining six automated trucks will come from a five-year municipal lease. The FY 2006 Adopted Budget includes first year payments for the lease of $134,733. The current truck replacement schedule allows for the new automated trucks to be bid in August 2005. With City Council approval, the bid award is anticipated in September or October 2005 with delivery in May 2006. The program expansion will begin route implementation in June 2006, contingent on equipment delivery. Environmental Services projects adding four routes per month over a three-month period, from June through August 2006, for a total of 12 new automated routes. This addition of 12 new routes along with the three original pilot routes will bring the total number of converted routes to 15 citywide. In addition, to these 15 converted routes, included in the overall total shown on the previous page are the two new growth routes.

Another component of the automated collection program is the use of 96-gallon containers. The FY 2006 Adopted Budget includes funding to acquire approximately 37,000 containers. These wheeled containers will be provided to each household of an automated route. The estimated cost for each container is approximately $40.00 equating to a total funding need of approximately $1.5 million. Funding for the purchase of these containers will be financed through a municipal lease purchase with a five year term. The FY 2006 Adopted Budget includes $166,876 for the first year payment.

Economic Development

Project QUEST Project QUEST provides unemployed or underemployed San Antonio residents comprehensive job training opportunities targeting the city's driver industries for occupational opportunities. Specifically, Project QUEST affords participants high skill, certificate based or associate degree job training. QUEST also ensures that participants receive the requisite job supports to ensure their successful program completion. These supportive services include child care, transportation, and utility assistance. The FY 2006 Proposed Budget recommended $1 million in recurring Delegate Agency funding for Project QUEST. City Council amended the Proposed Budget and allocated an additional $2 million in one-time funding bringing the total FY 2006 support for Project QUEST to $3 million. The Consolidated Funding process stipulates that the City's investment in a delegate agency will be limited to 65% of an entity's total operational budget. This funding cap requirement applies to Project QUEST and all delegate agencies. In FY 2006, Project QUEST will enroll at least 732 unduplicated participants. City Council also mandated that up to 25% of Project QUEST enrollments should come from Katrina evacuees or public housing.

Cultural Collaborative The FY 2006 Adopted Budget's Community & Visitor Facilities Fund includes $500,000 for the Cultural Collaborative. A recent economic impact study revealed that San Antonio's creative industry is a $1.2 billion economic engine employing nearly 10,000 people. This places the creative industry alongside other important sectors of the city's economic roster. The primary aim of The Cultural Collaborative: A Plan for San Antonio's Creative Economy (TCC) encompasses the entire spectrum of San Antonio's creative economy—nonprofit arts and cultural organizations, creative businesses, and creative individuals. TCC's 38 strategies, to be implemented over the next ten years, support the growth and recognition of the creative economy by 1) providing greater access to arts and culture to residents, 2) promoting the economic growth of the creative sector, 3) increasing awareness of the role and value of art and culture, 4) strengthening our unique and diverse culture, heritage, and architecture, and 5) developing increased resources of all types. The strategies are prioritized but not fixed and some are recurring, such as arts funding and program support. The $500,000 will provide continued implementation costs of the Cultural Collaborative. Funding will be used for development/implementation of some of the Cultural Collaborative's thirty-eight strategies to be completed over the next ten years. Since funding requirements are subject to funding availability, strategies that have one time costs will be prioritized for FY 2006.

San Antonio Symphony The FY 2006 Budget continues the City's commitment to the San Antonio Symphony by including $400,000 in one-time General Fund dollars for support. The FY 2005 Budget also funded the Symphony at $400,000 with combined funding from the General Fund and the Aviation Fund. Future funding options for the Symphony will be evaluated for sustained added funding for Symphony program services.

Japan Representative Contract The FY 2006 Adopted Budget includes a total of $200,000 for Japan Representative contract services. The FY 2006 base budget in the International Affairs Department includes $24,500 for this purpose. The Adopted Budget enhances the funding level with an added $125,500 in the General Fund and $50,000 in the Community and Visitor Facilities Fund. Funds for the representative contract will promote and maintain the City's visibility and desirability as a site location for Japanese industry and provide advice on trade lead opportunities. The Japan Representative will also promote and advise the City on other Japanese capital investment and joint venture possibilities especially in the fields for research and development, manufacturing, assembly, warehouse and distribution, education and medicine.

Brooks City-Base In May 2005, the Air Force missions located at Brooks City-Base were identified for closure by the Secretary of Defense. The Base Realignment and Closure (BRAC) process will conclude during FY 2006. If the BRAC recommendations support the transfer of the Air Force Missions away from Brook City-Base, the anticipated departure will occur over a five-year period. The Brooks Development Authority (BDA) will continue to oversee the development and property management roles at Brooks. To assist the BDA in these efforts, the FY 2006 Adopted Budget includes $845,000 for on-going operations costs. Additionally, the FY 2006 Adopted Budget will include one-time improvements of $175,000 for telecommunications and infrastructure consulting services. The improvement of BDA's Telecommunications Master Plan will support the needs of existing and future tenants at Brooks as well address the future needs of the City/County Emergency Operations Center (EOC). Finally, the Six Year Capital Improvement Plan includes $2.210 million for construction of roadway and drainage improvements on South New Braunfels.

Empowerment Zones The mission of the Empowerment Zone (EZ) Outreach and Technical Assistance program in San Antonio is to promote economic development in distressed communities by using tax incentives as catalysts for private investment. The goal is to increase business development within the Zone and facilitates job opportunities for EZ residents while improving access to goods and services promoting long-term community revitalization. In the FY 2006 Adopted Budget, $58,629 is set aside to fund a new Senior Economic Development Specialist position. Currently, one position is dedicated to the EZ within the City's Economic Development Department. This additional position will provide a link between the City's small business programs and the wage credit and tax incentives offered to businesses in the Empowerment Zone. Additionally, the added position will provide additional support to the EZ Governance board and will work with local neighborhoods associations and organizations to maximize the potentials from the Empowerment Zone Program. This City improvement will be part of the 2002 Round III Urban Empowerment Zone designation through HUD. The Empowerment Zone designation remains in effect until 2009 and will allow businesses to receive wage credits, tax incentives, and bond financing to stimulate job growth, promote economic development, and create affordable housing opportunities in targeted areas of the city.

CIED Fund Positions In January 2005, the City Public Service (CPS) Energy Board of Trustees approved a policy that expanded the use of the former CPS Overhead Conversion Fund and created a new program called the Community Infrastructure and Economic Development (CIED) Fund. In addition to funding electric system improvements, the CIED Fund can also address City-proposed capital projects that support economic development and environmental stewardship. The City anticipates using the CIED Fund to assist with projects that support the City's Strategic Plan for Economic Development. Currently CPS annually allocates an amount equal to one percent of retail electric sales from the previous year to the CIED Fund. Three percent of this allocation is available for eligible administrative support costs. As of December 2004, there is approximately $44 million in the CPS CIED Fund with $1.6 million available to the City to administer the new program. The FY 2006 Adopted Budget recommends adding two full time positions within the City's Economic Development Department to develop and administer CIED Fund

projects. The cost for the positions in FY 2006—$134,905—will be reimbursed by the CIED Fund. The scope of work to be performed includes project proposal development, coordination of project application for City Council and CPS Energy Board consideration, and project management and administration.

Texas A & M Campus Land Acquisition The FY 2006 Capital Budget includes $15 million in Certificate of Obligation funding for land acquisition for the proposed Texas A & M University—San Antonio campus. The Texas A&M University System has identified San Antonio as a preferred location for a four-year academic campus. Senate Bill 800 of the 78th Legislative Session (2003) formally established Texas A&M University—San Antonio with the provision that no department, school, or degree program may be instituted without the prior approval of the Texas Higher Education Coordinating Board. In 2004, the Texas A&M University System submitted a request to the Coordinating Board for authorization to issue tuition revenue bonds totaling $80 million for the construction of buildings for Texas A&M University—San Antonio. The 79th State Legislature convened in 2005 but failed to consider legislation approving the issuance of tuition revenue bonds for the San Antonio campus, as well as many other projects, statewide. A special session of the Legislature may permit issuance of tuition revenue bonds for the campus. If approved, the campus would open in Fall 2009.

The site previously identified as the campus location is located in the City South area, near the intersection of south IH-410 and U.S. 281. Based upon preliminary analysis, City staff estimates that the satisfactory acquisition, clearance, and removal of property impairments at the preferred campus site will total $15 million. Additional public expense will be required to extend and connect utilities to internal university physical plant systems and expand highway transportation infrastructure for this site.

Defense Transformation Institute & BRAC Funding has been appropriated in previous fiscal years to protect local military installations from the next round of base closures. In FY 2006, the City continues its commitment to support community efforts to partner with local military installations and other community stakeholders responding to the Base Realignment and Closure (BRAC) results to be finalized by the end of 2005. One-time General Fund dollars totaling $75,000 are set aside in FY 2006 Adopted Budget to acquire professional services from the Defense Transformation Institute (DTI) that will assist in addressing the affects of BRAC. In March 2005, the City and DTI signed a memorandum of understanding (MOU) with the intention of DTI helping the City coordinate, facilitate and accelerate the implementation of the BRAC 2005 final results. This funding, in accordance with the MOU, will be utilized primarily to enhance collaborations between the military and the community by promoting economic development on and around military installations.

SATAI The FY 2006 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 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 the second year of a three-year plan to increase the amount of funding from other sources and become a self-supporting organization.

Disparity & Availability Study The City of San Antonio administers the Small Business Economic Development Program which provides contracting opportunities and assistance to Small, Minority, Woman-Owned and African American business enterprises. In an effort to comply with legal requirements associated with this program, City Council approved the recommendation of the Small Business Advocacy Committee to commission a Disparity and Availability Study. This study will analyze minority and woman-owned business utilization levels in the City's contracting initiatives. The study also will identify the actual number of minority and woman-owned businesses in the local market place and therefore will be the basis for analyzing utilization and establishing accurate contracting goals. The Study will have a total cost of $500,000 of which $300,000 will be for the Availability portion of the study while the remaining $200,000 will be used for the Disparity study. The FY 2006 Budget sets aside $225,000 in city funds for this program. Correspondingly, other political subdivisions have proposed financial commitments in support of this study to include Bexar County, Brooks City-Base, KellyUSA and the University Health System. The San Antonio Housing Authority, Edwards Aquifer Authority, San Antonio River Authority, San Antonio

Waters System, CPS Energy and VIA Metropolitan Transit are also considering contributing towards the cost of the study.

Enhanced Advertising The FY 2006 Adopted Budget includes a one-time improvement totaling $500,000 in Community & Visitor Facilities Fund to increase the advertising budget managed by the City's Convention and Visitors Bureau. This increase will augment the base advertising and marketing campaign budget to $6,600,000. The additional increase is for the growing costs of marketing San Antonio for the branding strategic plan, to address some of the immediate group market challenges in FY 2007, and to include marketing for the added 1,000 hotel rooms anticipated in February 2008.

Operational Excellence

Organizational Efficiencies thru Select Reorganizations The FY 2006 Adopted Budget includes several organizational and realignment efficiencies intended to improve quality assurance, external communication, departmental efficiencies, and business process redesign. In accordance with the City Charter requirements, the adopted budget only outlines these organizational changes. It is anticipated that the implementation for these changes will occur in Fall 2005 with further direction from the incoming City Manager. While there will undoubtedly be efficiencies gained by these changes, no savings have been assumed in the Adopted Budget.

Planning & Community Development Department The realigned/reorganized Planning and Community Development Department would promote change in the implementation of critical strategies and programs designed to drive economic development, neighborhood livability and housing diversity in San Antonio. The new mission is to bring together community resources with planning as the initiating effort for neighborhood development, and aligning this effort with the tools for revitalization implementation. The divisions of neighborhood planning, comprehensive planning and historic preservation and Geographic Information System (GIS) from the current Planning Department would be aligned with the homeownership support, neighborhood housing revitalization, Tax Increment Financing (TIF) unit, neighborhood improvements districts, neighborhood commercial revitalization and the Affordable Showcase Program from Neighborhood Action Department (NAD); the finance and administration unit, an entitlement program administration from Housing & Community Development (HCD), and the economic development incentives that are focused on community development which include empowerment zone staff and incentive scorecard administration from Economic Development Department (EDD). Utilizing existing staff and resources in the realigned department, a newly created unit would initiate projects on behalf of the City focusing on strategic target areas for economic development, assess and recommend community economic development opportunities presented to the City by developers, and establish and maintain collaborative partnerships for economic development projects. This department would continue to be a liaison to San Antonio Development Agency (SADA), San Antonio Housing Authority (SAHA) and the San Antonio Housing Trust. While the City celebrates the increased corporate presence and investments of the Toyota Plant Manufacturing Plant, Washington Mutual, as well as many others, this is an opportunity to focus on business creation, retention and expansion for local and neighborhood commercial businesses in an effort to achieve our vision for a vital local economy with healthy neighborhoods and quality jobs for our citizens.

Neighborhood Services & Enforcement This current fiscal year the Code Compliance Department changed to take the lead in violation abatement rather than reacting to citizens' complaints. This proactive initiative was directed to respond to code violation growth and frequency rather than complaints registered to the City. The department focused on implementing two major goals: the Community Lead Enforcement Activity in Neighborhoods (CLEAN) Team and increasing public awareness. The CLEAN Team was established and dispersed city-wide to proactively seek chronic, visible code violations in pursuit of voluntary compliance. As a result, vacant lot cases and junked vehicle proactive efforts totaled 5,027 cases from the CLEAN Team and NAD Sweeps toward neighborhood enforcement. A three-phase public education campaign was initiated to positively educate, engage and encourage citizens to voluntarily do their part in cleaning up their own living environment as well as helping their neighbors to do the same thus improving the conditions of the community. The campaign included components targeted at adults and

children. As a result of the campaign, the Code Compliance has reached over 450,174 citizens through the billboard and radio advertisements. In addition, Code staff conducted numerous neighborhood presentations and distributed informational materials at various city-wide events. The field personnel from Animal Care Services will be added to complete the concentrated effort of neighborhood services while coordinating efforts to increase efficiency and effectiveness of delivery of code enforcement services for neighborhoods. Animal Care Services coupled with the current divisions of general code, abatement, dangerous premises, historic enforcement, and citizen action officers from Code Compliance Department and the neighborhood sweeps division from NAD would comprise the newly reorganized department called Neighborhood Services and Enforcement. The community would realize the change in proactive violation abatement as well as a highly visible presence of service delivery with this reorganization. The Animal Care unit would promote the humane treatment of animals while enforcing and ensuring public health in our neighborhoods. This fiscal year the public awareness campaign will focus on educating the public on humane treatment, responsible pet ownership and pet overpopulation. This department would require close coordination and will serve as an additional resource for the Council Action Team (CAT) Team.

Animal Care Services Shelter This facility's singular focus will be to properly care for those animals that come into the facility and to find homes for those animals that are adoptable. The Animal Care Services Shelter will become the shelter that provides services to the many lost pets, surrendered and stray animals found in our community each year. The housing of these animals has long been a core service provided to the community and will continue to be a valuable service. This approach of concentrating the kenneling efforts and care of the animals furthers the City's ability to make a difference in decreasing the animal population. The shelter's mission will include the daily care of the animals, the continued expansion of the adoption program, implementation of a public education campaign, and enhancement of spay and neuter efforts. Pets that are determined to be not adoptable will be euthanized according to state policies.

Enhanced working partnerships with the Humane Society, the Animal Defense League and rescue groups will continue in order to increase the number of animals that are placed, adopted, and returned decreasing the number of animals that are euthanized. The Shelter will have the following personnel: Kennel staff, Veterinary staff, Volunteer Program, and Education staff. The Shelter staff will continue to work closely with the Animal Resource Center in order to expand the number of spay/neuter efforts which will lead to increased adoptions.

Change Unit The newly designed Change Unit would be created utilizing three vacant positions from the Performance Analysis Team. The Unit will be tasked with managing change in the organization by determining better business approaches to service delivery and utilizing a customer approach to improve services. Additionally, the unit would work to integrate the alignment of efforts across departmental service boundaries. The unit's ultimate goal throughout the assigned work efforts will be to improve performance.

The unit will also act as a catalyst for change-making recommendations for business process improvements utilizing best practices garnered from other public and private sector innovations. The unit is anticipated to work closely with the Information Technology Services Department's ERM business process unit to identify candidate processes to re-engineer. The unit will be authorized to draw upon resources in all departments depending on needed specializations. The unit is also anticipated to assist the City Manager's Office and departments with both strategic and tactical planning efforts. The Unit's first assignment will be to implement the reorganizations outlined in the Adopted Budget.

Finally, the unit would be available to assist and support the new City Manager with organizational review and restructure/reengineering efforts. The Adopted Budget includes $350,000 in one-time resources to provide contractual services to assist the Change Unit.

Office of External Communication An important function of the City is to inform and communicate to its citizens the services that are provided and information regarding the activities of the government. In an effort to improve on this function, an Office of External Communication will be created that will provide the following:

- media relations—press conferences, press releases and on-going media relations;
- marketing of city services—coordinate marketing of departments services, websites and coordinate city television productions; and,
- special events—coordinate special events of the City and represent the City with other entities' special events.

Managing Director/CVB and Convention Facilities The current vacant CVB Director position presents an opportunity to reorganize the CVB and the Convention Facilities departments into one unit with the goal of maximizing efficiency and productivity in the marketing of the destination and carrying out the event/meeting. The benefits of the proposed merger are that it would maximize economic impact and room nights, protect the financial integrity of the Convention Center, bring more control, oversight, and coordination to the pricing and discounting process, and improve and increase the speed of information to event planners and local stakeholders. The consolidation would follow an organizational structuring that is the current trend among the top destinations in the country.

The mutual benefits of productivity, revenue maximization, improved communications, enhanced financial results, improved employee morale and better teamwork between two currently distinct, interdependent organizations will result in optimizing overall results for the City of San Antonio's tourism industry. A more streamlined organization focused on its shared core mission will produce more sales revenues, room nights, and cost efficiencies. Improved product and process acknowledge, enhanced speed of proposal delivery, and experienced sales and marketing leadership will have a positive impact on the bottom line.

Quality Assurance The Contract Compliance Division of the Contract Services Department is currently staffed with eight personnel. The work plan for these employees is determined by expiring high risk contracts, the City Auditor's annual audit plan, and special requests. The division has completed or is in the process of completing 23 contract compliance projects for FY 2005.

The proposed realignment is to transfer three positions from the Department of Housing & Community Development's Quality Assurance division to the eight member Contract Compliance division of the Contract Services Department. These 11 positions would be further divided in order to functionally report to each member of the Management Team. This change achieves the goal of having a rapid response group of individuals who are independent of departments and report to the City Manager's Office. Their workload would be determined by the supervising Management Team member. Work could still be determined by the three factors listed above and be focused on each Management Team members' reporting departments. The Management Team member would have flexibility to determine additional assignments. Personnel would still be members of the Contract Services Department for administrative purposes.

The Contract Compliance Division would act as a centralized point of quality assurance and contract compliance. Their work efforts would continue to focus on compliance but with an added emphasis on quality. This compliance and quality effort would center not only on outsourced services but internal services as well. This group, depending upon the assignment, could assist the Change Unit in reorganization and re-engineering efforts. In addition, the division would continue to conduct contract administration and monitor training for departments. Organizationally, departments will still be responsible for administering and monitoring contract deliverables.

Transfer of the Parking System to Department of Asset Management The Parking System, an asset valued at $80 million, currently is part of Public Works. However, the Department of Asset Management is tasked with providing real estate and facility management services as well as acting as a strategic planning consultant for City facilities in order to maximize revenues and provide for the highest and best use of all City assets. Given the strategic importance of the Parking System, the planning, operations and

management of the Parking System will be moved to Asset Management during the coming fiscal year.

The Parking System, when viewed in a comprehensive, strategic manner has the untapped potential of further contributing in a number of different ways in support of downtown programs, activities and revitalization efforts. This strategic effort can best be led by Asset Management at this time primarily due to the strong relationship with downtown organizations such as the Downtown Alliance and other stakeholders. In addition, Asset Management successfully led a critical downtown strategic planning effort with the HemisFair Park Master Plan in 2004. It is this level of attention and expertise needed to facilitate the long term development of the Parking System in the coming years.

City Auditor Improvements The FY 2006 Adopted City Auditor's Budget includes $370,936 in enhancements to the City Auditor's current service budget. Funding for these improvements will come, in large part, from estimated savings within the City Auditor's FY 2005 Budget. This funding will be used for the purpose of enhancing employee compensation and training and in order to augment the Department's information technology hardware and software capabilities to include the use of professional services. This funding will also cover the cost of baseline budget increases in FY 2006 such as the increased costs of healthcare, information and technology services, and employee benefits. These improvement costs are outlined below:

- Employee Compensation and Training $301,500
- Technology Enhancements and Audit Systems $39,600
- Current Service Budget Adjustment $29,836

City Clerk Improvements The FY 2006 Adopted Budget includes additional funding for staff and technology enhancements for City Clerk services. Specifically, $26,356 is included for one additional Administrative Assistant I position to provide support for City Boards, Commissions, and Committees. The additional Administrative Assistant I will assist the current Boards and Commissions Coordinator with all aspects of the Board appointment process. The Adopted Budget includes $58,130 for upgrades to the Clerk's microfilming and scanning device programs and lobbyist registration software.

Customer Convenience Initiative In an effort to provide more convenience to San Antonio residents, a pilot program to evaluate and expand the City's ability to accept multiple forms of payment for service allowing better customer convenience will be initiated. The FY 2006 Adopted Budget allocates $100,000 in one-time resources to acquire and develop alternative payment systems such as wireless credit card processors and the expansion of on-line payment systems.

Wireless credit card processors are able to use cellular signals to verify credit card payments, yet they are small enough to be carried into the field. Additionally, they can be plugged into computers if necessary. These devices will be used by code compliance officers, animal control officers, and other employees while in the field. Code compliance officers, for example, can use the processors when collecting garage sale permit fees from citizens, while animal control officers can use the devices when issuing pet licenses in the field. New wireless credit card processors will provide citizens with more flexibility when paying for city services such as those previously mentioned. Additionally, the devices will provide the City with a safer and more effective way of collecting fees. Wireless credit card processors will expand payment options in the field because the City currently accepts only cash and checks as forms of payment. Credit card payments also create a more secure cash-handling method. The new devices will facilitate the collection of fees, thereby increasing the City's overall revenues. Field employees will be able to issue additional permits and licenses that they were previously not feasible.

Specialty & Executive Recruitment Services The FY 2006 Adopted Budget includes funding for an additional Sr. Human Resources Analyst position within the Human Resources Department to support the Specialty job function and Executive Recruitment services. This position will assist in all aspects of executive and specialty recruitment, to include, but not limited to: coordinating the advertisement of executive and specialty positions, developing marketing material, coordinating the Request for Proposal (RFP) process, evaluating and summarizing RFP results, and coordinating contract negotiations with City Attorney's Office.

Municipal Marketing Program The City has utilized the services of Active Public Enterprise Group, Inc. (APEG) to identify opportunities and strategies to generate additional revenues and services through a comprehensive Municipal Marketing Partnership Program. Examples of partnership opportunities include exclusive beverage vending and pouring rights, corporate sponsorship of City events and potential venues for placement of advertising. The FY 2006 Adopted Budget includes the first phase of this plan which will include the negotiation of a new and expanded City-wide vending machine contract as well as several sponsorships recommended by APEG as part of their inventory of existing City assets. An additional position will be added to the Asset Management department to assist in the multi-year implementation of the program in FY 2006. Consultant and commission expenses are also included in the adopted budget. The first-year implementation will generate an additional $167,309 in the General Fund and $78,409 in Other Funds in FY 2006. After accounting for the cost of the position and commission to the contractor, the program will generate $51,104 in net additional revenue to the General Fund and a total of $129,513 to the City overall.

Fuel-Efficient Hybrid Vehicles The FY 2006 Adopted Budget includes an expanded initiative of purchasing fuel-efficient gasoline/electric (hybrid) sedans in place of traditional gasoline powered sedans. Currently, the City has 26 hybrid sedans which are being used by several departments such as Police and Fire (for non-emergency purposes), Development Services, Municipal Courts and Purchasing. In FY 2006, the City will enhance its program of purchasing hybrid automobiles by acquiring an additional 39 hybrid sedans. These hybrids will be purchased in-lieu of traditional vehicles (full-size) that are scheduled for replacement in FY 2006. Based on a comprehensive cost-comparison analysis, while the hybrid vehicles are generally more expensive to acquire than the traditional gasoline powered sedans, over the useful life of the vehicle, hybrid vehicles will be more economical. The per vehicle initial cost difference of approximately $8,000 is more than recovered though fuel savings and lower maintenance costs as has been experienced with the current hybrid fleet. The anticipated annual savings in fuel alone over a projected seven year period (at today's fuel prices) per hybrid is expected to be near $3,700. These vehicles are averaging 37 miles per gallon of gasoline compared to 20 miles per gallon of gasoline for the traditional comparison sedan. In addition to financial savings, the hybrids are also better environmentally for their less harmful emissions than the traditional gasoline powered vehicle. The hybrid vehicle is classified as an ultra low emission vehicle. Finally, the hybrid vehicles come with extended warranties on the electrical/battery components making the purchase of the vehicles feasible.

Vehicle Replacement Management The FY 2006 Adopted Budget continues to address efficiencies in providing a reliable and practical city fleet at lower costs though extending the mileage criteria for vehicle replacement. The proposal outlined for FY 2006 will provide $1.5 million net savings in All Funds by extending the life of 783 vehicles in the current fleet from 84,000 to 96,000 miles. The net savings in the General Fund is estimated to be $758,370. To cover the additional maintenance costs that can be expected by this proposal, $208,560 is added in various departmental budgets in FY 2006. The FY 2005 Adopted Budget realized a net savings of $2.2 million in All Funds by extending the replacement criteria mileage from 72,000 to 84,000 miles for 1,038 vehicles. The chart on the following page details the savings projected to be realized in FY 2006 and provides detail on savings realized in FY 2005 and in FY 2004 when 214 vehicles were initially placed on an extended replacement cycle from 72,000 to 84,000 miles.

Fleet Relacement Management
FY 2004 - FY 2006

Fiscal Year	Replacment Mileage Criteria	Vehicles Impacted	Savings All Funds
2004	84,000	214 (Pilot Initative)	$220,000
2005	84,000	1,038	$2.2 million
2006	96,000	783	$1.5 million

City Vehicle Fuel Budgets Adjustment During the time that elapsed between the City Manager's delivery of the FY 2006 Proposed Budget to the Adoption of the FY 2006 Budget, there was an abrupt rise in fuel costs. Therefore, the FY 2006 General Fund Adopted Budget includes a $2 million dollar increase for fuel costs beyond the fuel budgets included in the FY 2006 Proposed budget This one-time current service budget adjustment will be analyzed and evaluated during the FY 2007 budget process when the fuel budgets will be developed for that upcoming fiscal year.

ITSD/ERM Business Process The City of San Antonio hired its first Chief Information Officer (CIO) in 2005. The CIO will also function as an Assistant City Manager and serve on the City's Management Team. This appointment demonstrates the City's commitment to the strategic use of technology to improve services. During the coming year, the CIO will analyze and evaluate both the business and service delivery models used by the Information Technology Services Department (ITSD) and will recommend changes that will assure that ITSD's customers receive the technology support that they require in the most effective manner possible. The CIO will also review the technologies currently in use by business units and will look to find ways to partner with those units to support them in their improvement efforts. A major focus for the CIO will be to assume a strong leadership role in the continued development of the City's Enterprise Resource Management system. This critical system will support many of the City's core business functions during the coming years.

Federal Representation Services This mandate will provide additional one-time funding for federal lobbying contracts. Until January 2005, the City of San Antonio had only one contracted firm for federal representation services at an amount of $14,400 per month or $172,800 annually. In February 2005, City Council directed staff to negotiate with two firms and divide the issues in the federal program between each firm. Annual contracts for the two firms were approved by the City Council on March 24, 2005. The FY 2005 services budget for federal representation services totals $172,800. This mandate provides an additional $115,200 in one-time funds for the two federal lobbying contracts ($12,000 per month, per firm) for FY 2006 for a combined total budget of $288,000.

Workforce & Total Compensation The dedication and commitment exhibited by City employees is evidenced through the delivery of critical services to over a million citizens each day and more than 20 million visitors each year. The Five Year Financial Forecast presented in June 2005 and outlined in the 2005 City Council Goal Setting and Prioritization Worksession identified several of the City's total workforce compensation issues. Maintaining a competitive and attractive compensation package has been a priority in finalizing the FY 2006 Adopted Budget. However, as indicated in the Worksession, addressing challenges resulting from rising health care costs will continue to be an important issue for the City. In order to maintain the compensation, health and medical benefits currently in place and included in this budget, a determined partnership must exist between the City and its employees to manage health care costs. The partnership philosophy is evidenced in many of the adopted initiatives in this section and in this budget.

Police & Fire/EMS Collective Bargaining The collective bargaining contract between the City of San Antonio and the Professional Firefighters Association will expire on September 30, 2005. It is anticipated that negotiations between the City and the Professional Firefighters Association will begin on a new agreement during the late summer 2005. The FY 2006 Adopted Budget includes a reserve of funds for the first year of the new collective bargaining agreement.

The collective bargaining contract between the City of San Antonio and the San Antonio Police Officers Association will expire on September 30, 2006. In FY 2005, the City budgeted $6.5 million due to contractual cost increases. An additional $9.6 million is the projected cost for contract increases in FY 2006 to fund a 4% wage increase and other compensation enhancements.

Active health benefits for fire and police employees are a significant component of the Employee Benefits Fund and are established through the respective collective bargaining agreements. The collective bargaining agreement with the Police Association includes a health benefits re-opener to align discussions on health benefits with the expiration of the collective bargaining agreement with the Fire Association. This represents the first time in several contract cycles that the City will have the opportunity to negotiate both active and retirement health benefits with the Fire and Police Associations simultaneously. It will be important to address the cost of health care and potential partnerships with the associations to manage future costs.

Other policy issues also exist with retirement health benefits for fire and police employees who retired after October 1, 1989. These retirement health benefits for fire and police employees are not funded through the Employee Benefits Fund but rather a statutory trust, the Fire and Police Retiree Healthcare Fund. However, significant challenges also exist with the long-term financial position of this Fund. The Fund was first created in the 1989 fire and police contracts to provide retirement health benefits for fire and police employees who retired after October 1, 1989 and was subsequently established as a statutory trust to allow for the broader investment of Fund assets. Contributions to this Fund and benefit levels are also established through the collective bargaining agreements.

The City of San Antonio is the only large municipality within the State and one of the few in the country to have such a pre-funded plan for retiree health benefits where retirement health benefits are being funded in much the same manner as you would a retiree pension. Both active employees and the City are making contributions to the Fund and those dollars are being invested by the Fund to provide funds to pay for healthcare during retirement. The FY 2006 Adopted Budget includes $18.9 million in City contributions. To assist the City in addressing the long-term financial position of this Fund as well as comply with GASB Statement No. 45, the Segal Company has been engaged to perform another actuarial study of the Fund in conjunction with upcoming collective bargaining negotiations and to explore alternatives and options for the redesign and restructuring of the retirement health program. This will be a part of the dual track strategy which also includes increasing employee and City contributions to the Fund.

Civilian Market Salary Adjustment The FY 2006 Adopted Budget includes a market salary adjustment for eligible employees. This adjustment will be effective on October 1, 2005 and will be distributed to civilian full-time and part-time employees as follows:

- Employees with an annual base salary of $50,000 and below (reflecting 92% of eligible civilian employees) will receive a 4.5% increase to base salary

- Employees with an annual base salary greater than $50,000 will receive a 3% salary increase to base salary

The market salary adjustment totals $9.6 million in All Funds or $5.9 million in the General Fund and $3.7 million in all Other Funds.

City Council Administrative Assistant Compensation The FY 2006 Adopted Budget increases the Mayor and City Council Administrative Assistant compensation by $26,869 to provide sufficient funding for a Market Adjustment for Mayor & City Council Administrative Assistant services. The Mayor's Office and each City Council District will have a total Administrative Assistant budget of $150,000 and with Health Reimbursement and Parking a total budget of $170,016.

Job Reclassification & Re-grade Adjustments In FY 2005, minimum starting salaries for 14 job classifications were increased or "re-graded" as a result of labor market comparisons. These re-grades totaled $487,175 annually in all funds, and resulted in salary increases for over 200 existing employees, with a minimum increase of 3% to base salary per employee. The City has also reclassified 170 individual employees for a total cost of approximately $366,538 annually. The Adopted Budget sets aside $500,000 to continue addressing job classification changes in FY 2006.

Certification Pay Program The FY 2005 Adopted Budget funded a pilot program to provide employees salary increase opportunities through the attainment of higher or broader job-related skills and knowledge. The pilot program was designed to primarily reward job-related certifications in skilled craft and service/maintenance jobs such as Gardeners, Plumbers, and Electricians. The program also reimburses for exam fees and certification fees paid in the attainment of the certification. This pilot program will continue to be funded in FY 2006 in the amount of $162,687 in the General Fund and $291,571 in All Funds. An expansion of certifications will include workers in other areas such as Animal Care and Development Services.

Classification Structure & Total Compensation Reviews Included within the FY 2006 Adopted Budget is $175,000 for professional service fees to conduct a comprehensive review of the City's classification and compensation structures as well as to train human resources staff in conducting a thorough review of the organization's systems and pay plan. This re-design should result in a more objective and equitable compensation structure with a pay plan that incorporates fewer, more flexible job classifications, more adequately and responsively addresses labor market salary issues and a streamlined process to support this structure. It will also incorporate a total compensation philosophy that includes the value of health benefits and other non-monetary benefits in the compensation decision-making process and a more objective structure for providing future salary increases while retaining the ability to reward job performance.

Performance Pay In light of the proposed review of the organization's compensation system, the City's performance pay will be suspended for FY 2006. Staff, with the assistance of the compensation consultant, will evaluate existing distribution methodologies and the City's current appraisal system. This evaluation will result in recommendations for the design of a more objective system.

Transportation Allowance This improvement recognizes that an imbalance has existed with regard to civilian employee transportation and free parking availability. This program will provide a $45 per month (subject to employment taxes) transportation allowance to full-time civilian City employees starting in January 2006. This allowance is for the civilian employee who is currently working or will be working at a location that does not provide fully subsidized or free vehicular parking. Human Resources, with the assistance of City Departments, will develop policy guidelines and eligibility criteria to be used in administering the program that will begin in FY 2006. Implementation of this initiative will be $547,500 in recurring allowance costs to the General Fund and $927,660 in All Funds.

Employee Health Benefits Program The FY 2006 Employee Benefits Adopted Budget totals $81.9 million. The City subsidizes a competitive health plan for employees to attract and retain a qualified workforce and to maintain a healthy workforce to maximize productivity by minimizing absenteeism due to illness of the employee or their dependents. The FY 2006 Adopted Budget includes $9.6 million in added contributions from City resources to the Employee Benefits program. Of this amount, $7.6 million is provided by General Fund resources and $2.0 million from the City's other Funds.

Rather than increasing monthly premiums across each premium level for civilian active and non-Medicare retired members of the CitiMed PPO plan, the FY 2006 Adopted Budget includes a partnership-strategy between the City and the employees and retirees to manage health care costs with the goal of lowering health care spending. The following are recommendations for Plan Year 2006:

- No increase to monthly premium charges for civilian employees or non-Medicare retirees.
- Adjustment of the in-network deductible in the CitiMed PPO plan from $250 to $500, with family deductible increasing from $500 to $1,000. Out of network deductible will increase correspondingly.
- Adjustment of the in-network out-of-pocket (OOP) maximum in the CitiMed PPO plan for active employees from $1,500 to $2,000 (family OOP max increases from $3,000 to $4,000), with corresponding increase for out-of-network OOP maximum.
- Redirection of savings achieved by these changes (estimated at $1.1 million) as follows:
    - Creation of flexible spending accounts (FSA) for all employees and non-Medicare retirees enrolled in the CitiMed PPO plans
    - Employer (COSA) contributions into the FSA of $250 (on a pre-tax basis) for each employee/non-Medicare retiree on January 1, 2006
    - Active employees can also contribute to FSA's on a pre-tax basis up to a total amount of $5,000 for projected medical-related expenses in plan year 2006
    - As with existing FSA's, any monies left in the accounts at year end will automatically revert to the City as the excesses do now.

The cost of the FSA accounts for active employee and non-Medicare retiree participants in the CitiMed PPO (3,327 employees and at $250 each) is $831,750. The resulting recurring net savings from plan design changes and the FSA projected for FY 2006 equates to $268,000 annually. The following chart summarizes the aforementioned adopted changes.

	2005 Benefits		**2006 Adopted**	
Item	**In-Network (Ind/Fam)**	**Out-of-Network (Ind/Fam)**	**In-Network (Ind/Fam)**	**Out-of-Network (Ind/Fam)**
Deductible	$250/$500	$500/$1,000	$500/$1,000	$1,000/$2,000
Out-of-Pocket (OOP)	$1,500/$3,000	$3,000/$6,000	$2,000/$4,000	$4,000/$8,000
Combined Deductible/OOP	$1,750/$3,500	$3,500/$7,000	$2,500/$5,000	$5,000/10,000
FSA – employer contribution	No employer contribution	No employer contribution	$250 on January 1, 2006 (pre-tax)	$250 on January 1, 2006 (pre-tax)

Budget Summary

Because the employee monthly share will remain unchanged for FY 2006, (no premium increase in FY 2006) the City subsidy for child(ren) will go from 90% to 91% and the spouse subsidy will increase from 85% to 87% of total cost.

CitiMed Participant	% of City Subsidy	Total Monthly Cost*	City Monthly Share
Employee (Adult)	97%	$264	$257
Child(ren)	91%	$198	$180
Spouse (Adult)	87%	$264	$229

**Estimated total cost for 2006*

The following table shows the FY 2006 recommended total monthly cost by employee/dependent premium level:

CitiMed Premium Level	Total Cost	City Monthly Share	Emp Monthly Share*
Employee (Adult)	$264	$257	**$7**
Employee + Child(ren)	$462	$437	**$25**
Employee + Spouse (2 adults)	$528	$486	**$42**
Family (Employee + Spouse + Child)	$726	$667	**$59**

**Same as 2005 Premium dollar rates*

This direction for FY 2006—maintaining premium levels while increasing deductibles and OOP maximums in conjunction with the funding of flexible spending accounts—is strategically advantageous for the City in several ways as described below.

1. Since there are no monthly premium increase from FY 2005 levels for employees and non-Medicare retirees, members only have to pay more for coverage if and when they have significant plan utilization. Therefore, the consumers of the plan actually share more of the cost rather than all employees and retirees. At the same time all are still protected in case of a catastrophic event with $2,500 in out-of-pocket expenses for employee/retiree only.

2. Employees and non-Medicare retirees who utilize the plan up to the new deductible level ($500) maintain today's financial impact of the current deductible level ($250) for themselves since they will be given $250 in a flexible spending account to use on applicable medical-related expenses.

3. Dollars in flexible spending accounts are available to the employee and non-Medicare retiree to pay for any healthcare expenses for them (or their dependents) that is not currently paid for by the City's or any other health insurance plan. Expenses can be used for the employee or dependents, including co-pays, deductibles, eye glasses, and dental expenses.

4. Creation and utilization of a flexible spending account creates a "consumer-directed" healthcare initiative by putting funds in the participant's control—the decision on what to spend, and the best use of those monies, is up the participant for this first $250.

5. Maintaining 2005 premium and co-insurance levels through FY 2006 allows time for the opportunity to engage in negotiations with uniformed associations regarding their benefit plans and levels with the intent to seek possible adjustments effective in 2007 to coincide with possible additional adjustments to civilian active and non-Medicare retiree plans.

The Adopted Budget also includes no increase to the CitiMed Medicare PPO premiums for this year as this plan supplements Medicare coverage resulting in lower cost per member for secondary payment after Medicare. Furthermore, the City anticipates savings from the recent Medicare Part D legislation via the receipt of rebates for pharmaceutical coverage in this plan, which can be credited back to the plan for anticipated increased expenses in this fiscal year. The Secure Horizons HMO contract for retirees with Medicare expires December 31, 2005. The 2006 rates are dependent upon the results of a Request for Proposal for Medicare HMO Service, which is in process at this time.

FY 2006 Retirement Incentive Initiative In anticipation of an expected General Fund shortfall in FY 2007, the Adopted Budget includes an option to offer a retirement incentive in FY 2006 to all full-time employees eligible to retire with 27 or more years of service as of May 31, 2006. The FY 2006 Adopted Budget includes $1.7 million in the General Fund and $2.1 million in All Funds. For participating employees, the City will subsidize retiree health care premiums at an amount equivalent to 50% of cost for the first three years after retirement using current and estimated "retiree plus one" cost levels. Since actual premium costs are unavailable for future years, premium costs for Plan Year 2005 are being used to estimate costs in future years, assuming a 15% increase in each of the years, to determine subsidy amounts for future retiree health premiums.

The Retirement Incentive Initiative will also deposit for each year amounts equivalent to an additional 50% of estimated premium costs into a health care savings account for employees with banked sick leave values up to the total value of the banked sick leave balance at the time of retirement. Employees with this additional benefit may elect to use that amount to pay additional premium costs or for other health care related expenses. This one-time opportunity is being further explored via focus group meetings with employees to determine the viability of such an initiative. Employees who opt not to take advantage of this retirement incentive do not have an entitlement to banked sick leave values except for the use in conjunction with the Extended Sick Leave Program as stipulated in Ordinance #59309.

Three hundred thirty (330) current employees would be eligible for this incentive. The total value of their current positions, including salary and benefits after the October 1, 2005 anticipated market adjustment, is an annual amount of $9.3 million in the General Fund, with $15.0 million in All Funds. The three following scenarios assume 25%, 50%, and 100% of eligible employees elect to take this retirement incentive. Estimated savings are based upon eliminating 25% of those positions which are vacated as a result of the initiative.

Retirement Incentive Initiative
All Funds Projected Impact – FY 2006 thru FY 2010

	25%		50%		100%	
($ In 000s)	Year 1	Years 2-5	Year 1	Years 2-5	Year 1	Years 2-5
Total Expenses	$0.966	$0.962	$1.515	$1.935	$2.307	$3.129
Salaries Eliminated	$0.215	$5.168	$0.361	$8.672	$0.626	$15.024
Net Costs/(Savings)	$0.751	($4.206)	$1.154	($6.737)	$1.681	($11.895)

Reductions / Redirections Savings Summary of General and Other Fund Reductions

General Fund Reductions

Within the FY 2006 General Fund budget are 18 reductions/efficiencies totaling $1.2 million with a net savings of $585,510. Included in this figure is the elimination of 31 vacant, full-time positions, as well as numerous line item budget reductions. Below is a list of position-related reductions by department that comprise some of the projected budget savings for FY 2006.

City Attorney's Office

- Increased efficiencies within the City Attorney's Office will allow for the elimination of a vacant, full-time Senior Administrative Assistant position.
- FY 2006 budget savings: $46,032

Health Department

- Increased efficiencies within the Health Department operations will allow for the elimination of one vacant, full-time Dental Assistant, one vacant, full-time Senior Customer Service Representative and two vacant, full-time Public Health Aide positions.
- FY 2006 budget savings: $122,171

Parks & Recreation Department

- Efficiency savings from the outsourcing of bulk mowing services, regular mowing services and Riverwalk cleaning services will allow for the elimination of 23 vacant positions.
- FY 2006 net budget savings: $166,653

Public Works Department

- Efficiency savings from the implementation of Automatic Vehicle Locator (AVL) technology will allow for the elimination of two traffic maintenance positions: one vacant Senior Electronic Technician and one vacant Sign Technician. The Public Works Department also proposes to eliminate one vacant engineering position related to barricade inspections.
- FY 2006 net budget savings: $90,868

In addition to the elimination of various authorized positions, numerous line item budget reductions are in the budget, including the addition of increased turnover (reduction to salaries & wages), reductions to office supplies budgets, and decreases in contractual and fees to professional services budgets.

For all other City funds a total of 28 budget reductions/efficiencies are adopted for a net savings of $2.194 million. Included in this figure is the elimination of 50 positions including 15 filled full-time, 25 vacant full-time, and 10 vacant part-time positions. Highlighted below are several of these reductions/efficiencies:

Storm Water Operating Fund—Public Works Department

- Efficiency savings totaling a net savings of $129,896 in FY 2006 are achieved by improving the method by which materials are delivered to job sites throughout the City. This will be achieved by replacing existing equipment with larger machinery providing efficiency in material hauling. This proposal will replace 7 seven-cubic-yard dump trucks, 10 ten-cubic-yard trucks and 5 sixteen-cubic-yard sludge trailers with 9 twenty-six cubic-yard tractor trailers, 1 concrete mixer and 5 compact pick-up trucks. These larger apparatus will allow for more efficient means of transporting construction materials from site to site. In conjunction with the replacement of equipment, this efficiency will eliminate 14 full-time Equipment Operator I positions and add 10 full-time Senior Equipment Operator positions to operate the larger equipment.
- FY 2006 net budget savings: $129,896

Convention and Visitor Facilities Fund—Convention Facilities Department

- Efficiency savings from the outsourcing of audio visual services will allow for the elimination of one vacant, full-time Audio Visual Technician and three filled, full-time Senior Audio Visual Technicians.
- FY 2006 net budget savings: $158,908

Golf Fund—Parks & Recreation Department

- Efficiency savings from the outsourcing of management services for the San Pedro Driving Range through a Request for Proposal (RFP) in FY 2006 will produce projected revenue increases of $25,000 and will allow for the elimination of three positions—one filled, full-time Golf Activities Supervisor II, one filled, full-time Golf Activities Supervisor I, and one vacant, full-time Recreation Specialist position.
- FY 2006 net budget savings: $113,809

The total net reduction/redirection savings for the FY 2006 Adopted Budget within the City's other funds are as follows:

Aviation Fund:	$13,917
Community and Visitor Facilities Fund:	636,060
Employee Benefits Fund:	4,492
Employee Wellness Fund:	28,690
Environmental Services Fund:	58,517
Golf Fund:	213,809
Information Technology Services Fund:	618,000
Liability Insurance Fund:	5,961
Parking Fund:	222,297
Public Health Support Fund:	90,070
Storm Water Fund:	287,482
Storm Water Regional Facilities Fund:	20,000
Workers' Compensation Fund:	5,425
Total FY 2006 Other Funds Savings	*$2,204,720*

Changes to Revenues & General Fund Reserves

In order to address the pressure on available funds, the Adopted General Fund Budget, including the Emergency Medical Services fund, includes increases to several existing fees and create new fees and charges for service. **These new and adjusted revenue items total $2.9 million**. The revenue adjustments are summarized below with additional detail provided in the Revenue Detail section of the Adopted Budget.

The policy direction for the FY 2006 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

Cost Recovery Category	Adopted FY 2006 Revenue Generated
User Driven Service	$800,186
Basic City Service	$455,405
Fees/Fine/Rates for Community Wide Benefit	$1,681,008
Targeted Population Services	$15,375

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 $800,186.

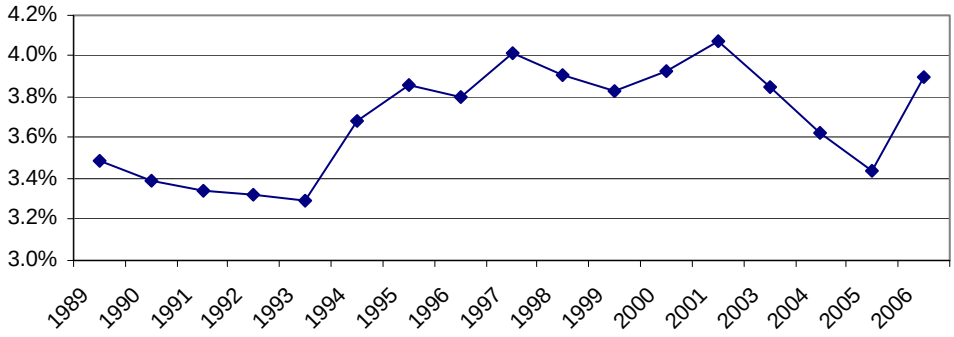
Basic City Services are provided with or without minimal direct charge for service. Examples include Police services, Fire services, and Library services. These are community-wide services that are supported with community-wide revenues. The revenue changes associated with Basic City Services total $455,405 and include several adjustments in the EMS charges for service.

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. This category includes the FY 2006 Adopted Liability Insurance Towing Fee charged for failure to provide proof of liability insurance. The revenue changes associated with Community-Wide Benefit total $1,681,008.

Targeted Population Services are provided with minimal charge for service. Although the population served is not community-wide, minimal charge is a reflection of the strategy to cover the costs for services as well as community-wide benefit obtained from service. Examples include Adult programs, Athletic programs, and Senior Services. The revenue changes associated with Targeted Population Services total $15,375.

Reserve for Revenue Loss Beginning in FY 1989, as illustrated in the chart and table on the following page, the City of San Antonio established a Reserve for Revenue Loss. This reserve is maintained each year in order to ensure payment for critical City service deliveries in case of a catastrophic event affecting revenues. The City of San Antonio has had an informal goal of 5% of the total General Fund appropriations to be included in the Reserve for Revenue Loss. In recent years, however, total appropriations have increased while the Reserve has remained constant thus effectively decreasing the percentage to the level it was 12 years ago.

Reserve for Revenue Loss as a Percentage of Total General Fund Appropriations



The FY 2006 Adopted Budget includes an increase in the Reserve for Revenue Loss of $5.0 million in one-time resources creating a new reserve equal to 3.9% of the City's total FY 2006 Adopted Appropriations. The new reserve amount will be $28,168,000. Staff is recommending that as part of future annual budget processes, one-time revenue be evaluated as possible continued addition to the Reserve for Revenue Loss in order to move closer to the 5% goal.

Fiscal Year	Reserve for Revenue Loss (In Thousands)	Total General Fund Appropriations (In Thousands)	Percentage of Total
2006	$28,168	$728,119	3.9%
2005	$23,168	$673,171	3.4%
2004	$23,168	$639,441	3.6%
2003	$23,168	$601,387	3.9%
2002	$23,168	$601,111	3.9%
2001	$23,168	$569,317	4.1%
2000	$20,868	$530,482	3.9%
1999	$19,168	$500,863	3.8%
1998	$18,000	$460,819	3.9%
1997	$18,000	$448,953	4.0%
1996	$16,000	$420,789	3.8%
1995	$15,300	$396,708	3.9%
1994	$13,300	$361,026	3.7%
1993	$11,100	$337,361	3.3%
1992	$11,101	$334,271	3.3%
1991	$10,300	$308,356	3.3%
1990	$10,300	$304,045	3.4%
1989	$10,300	$294,797	3.5%

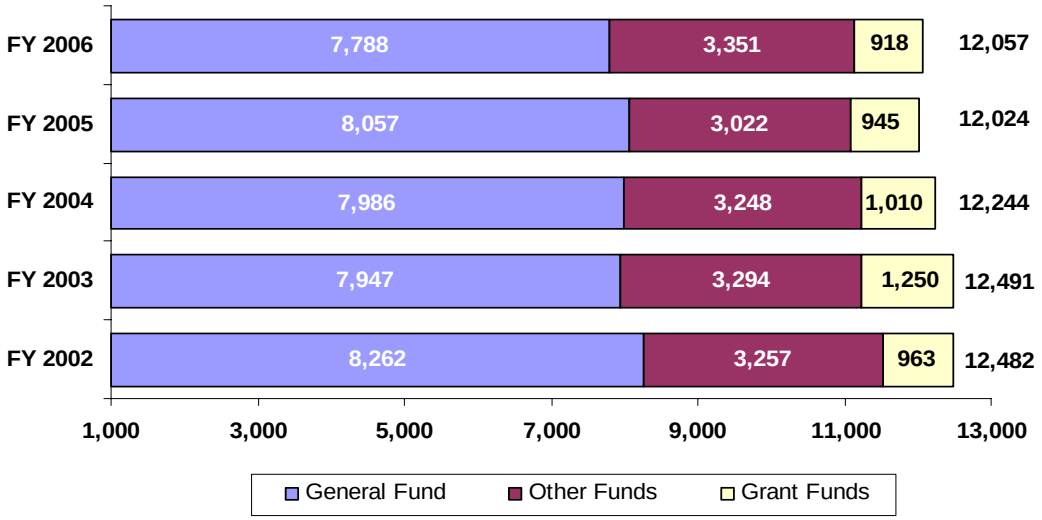
Reserve for Hurricane Relief Non-Reimbursable Expenses The FY 2006 General Fund Budget has as an additional reserve (beyond the Reserve for Revenue Loss) in the amount $508,286 for Hurricane Katrina and Rita relief efforts that may not be reimbursable. For those costs that the City has incurred providing relief, should various expenditures not be reimbursed the $508,286 in reserve funds could be used to defray costs.

Budget Summary

City Personnel Levels

The FY 2006 Adopted Budget includes a total of 12,057 positions in All Funds excluding the 2,026 temporary positions within the Alternative Services Employee Fund. The following bar graph compares the total authorized positions over a five year period from FY 2002 to FY 2006. The graph denotes those positions that are authorized within the General Fund, other Operating Funds, and Grant Funds.

Five Year Comparison
All Funds Authorized Positions



The following table shows the number of uniform and civilian positions authorized in the General Fund for FY 2006. Uniform positions are sworn positions within the San Antonio Police Department and San Antonio Fire Department.

FY 2006 General Fund Authorized Civilian and Uniform Positions

Civilian Position	Uniform Positions Police	Uniform Positions Fire/EMS	Total Positions
4,282	2,044	1,462	7,788

The total number of positions in FY 2006 for all funds will increase by 33 positions from 12,024 in FY 2005 to 12,057 in FY 2006. The increase in 33 positions is the net effect of adopted improvements, mandates and reductions/redirections and base-line changes. As seen in the graph above, significant changes will occur in FY 2006 as a result of the redirection of budgets and personnel for certain services from the General Fund to Other Funds. Specifically, 262 Police School Crossing Guards will be redirected from the General Fund to the Child Safety Fund to account for revenues received from added fees to parking tickets, school zone violations, and vehicle registrations. Additionally, 54 positions will be redirected in the FY 2006 Adopted Budget from the General Fund to the newly created Animal Care Fund. These changes are summarized below:

- 262 General Fund Police School Crossing Guards redirected to the Child Safety Fund
- 54 General Fund Health Department positions redirected to the Animal Care Fund

The combination of both the newly created Direct Hire and Labor Pool Programs will result in an authorized personnel increase of 250 positions within the Alternate Services Employee Fund in FY 2006. Implemented during FY 2005, the Direct Hire Program has expedited hiring for labor positions in the Environmental Services and Convention Facilities Departments. The program is being expanded in FY 2006 to include entry-level positions in Animal Care, Purchasing, and Parks and Recreation Departments. A modified program will also be implemented in the Public Works Department. The program allows the Human Resources Department to make immediate staffing decisions related to advertising, recruiting, interviewing, and hiring for participating departments enabling departments to concentrate their time and efforts on operational management. In FY 2006, the Human Resources Department will implement a labor pool program that will serve as an internal temporary agency to departments requiring assistance in filling temporary labor needs. The labor pool will employ individuals qualified to perform manual labor on an on-call basis. These individuals will assist in servicing departments in positions such as gardeners, maintenance workers, building custodians, and other related jobs. This will allow departments to plan for temporary absences while still maintaining appropriate staffing levels.

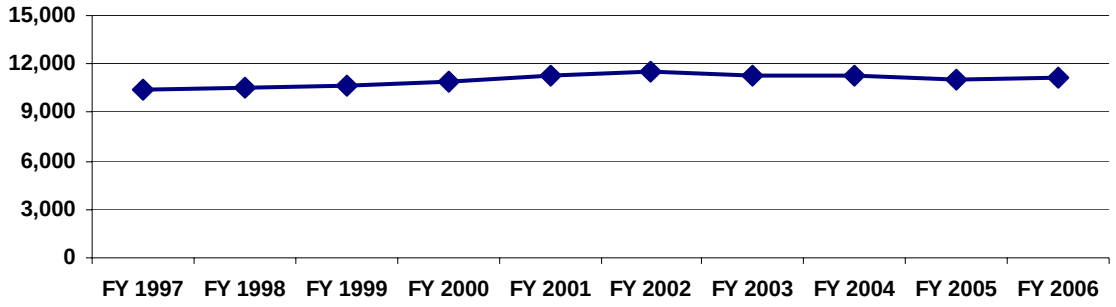
As indicated above, the Adopted Program changes within the budget impact the personnel counts for FY 2006. The following table summarizes the changes to personnel levels by detailing the net added positions from Mandates and Improvements and the net reduced positions from Reductions and Redirections. The table excludes changes that result from base-line target adjustments in the FY 2006 Adopted Budget. These target adjustments equate to a net reduction of 11 positions to reflect program change impacts included within the FY 2005 Adopted Budget.

Net Impact to Personnel Levels from FY 2006 Adopted Program Changes
(Excluding Alternate Employee Services Fund and Grant Funds)

Fund	Improvements	Mandates	Reductions	Redirections	Total Change
General Fund	62	27	(31)	0	***58***
Other Funds	40	4	(30)	(2)	***12***
Total - All Funds	***102***	***31***	***(61)***	***(2)***	***70***

The graph below details the trend in the number of authorized positions (for both civilian and uniform) over a ten year period for All Funds excluding Grant Funds. Over the past ten years, authorized personnel counts have increased on an annual average basis of 1%. From FY 1997 to FY 2006, there has been a 7% growth rate in authorized positions.

Ten Year Authorized Position Trend



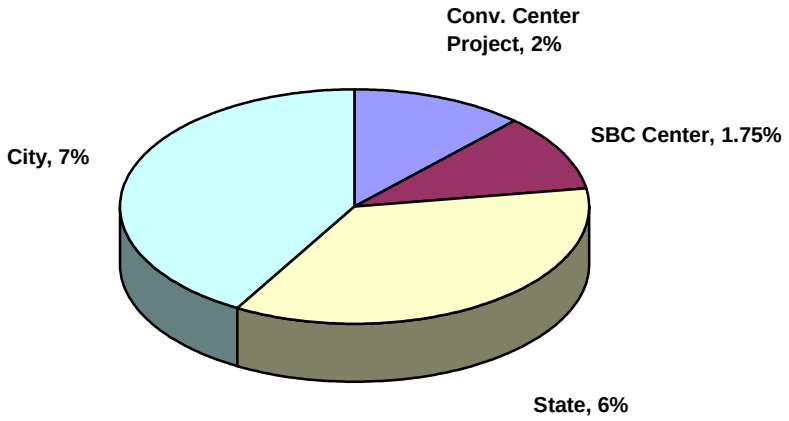
Other Funds

Community & Visitor Facilities The Community and Visitor Facilities Fund (CVF) was established in FY 2004 to account for revenues and expenditures generated from all convention, tourism, sports and entertainment related activities. In order to increase efficiency, the Community and Visitor Facilities Fund combines the resources of the Alamodome, Nelson W. Wolff Stadium (Wolff), Hotel/Motel Tax and Convention Facilities to fund the operations of the Alamodome, Wolff Stadium, Convention Facilities, Convention and Visitors Bureau, Cultural Affairs Office, outside Arts Agencies, the protocol unit of the International Affairs Department and other convention/tourist-related activities. The fund also contributes a portion of revenues, through a transfer to the General Fund under History and Preservation, in order to support various visitor related activities such as maintenance of the Riverwalk, Hemisfair Park, and La Villita. The yearly contribution to the General Fund comes from the Hotel/Motel tax collections and is a total of 15% of the taxes collected.

The Adopted CVF Budget begins to address the shortfalls identified in the Five-Year Financial Forecast of $31 thousand in FY 2006 and $2.4 million in FY 2007. The Adopted Budget addresses the shortfall in FY 2006 through a combination of revenue enhancements and reduction/redirections resulting in a total Adopted Budget for the fund of $59.5 million and an ending balance of $1.9 million.

The current Hotel/Motel Occupancy Tax 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. The following chart shows the break-up of the tax rate:

Hotel/Motel Occupancy Tax Rate - 16.75%



Hotel/Motel Occupancy Tax (HOT) 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 2005 Hotel/Motel Occupancy Tax revenues amount to $39.99 million, an increase of $2.1 million over the FY 2005 Adopted revenue budget. With the exception of FY 2007, visitor activity is expected to steadily increase along with Hotel/Motel Occupancy Tax revenues beyond FY 2005. The reasoning behind FY 2007's decrease in projected revenue from the previous year is due to the expected decline in group business/convention bookings which normally drives the demand of the higher cost rooms in the downtown area. The FY 2006 projected HOT revenue is $40.95 million, an increase of approximately $1 million above the FY 2005 Re-Estimated amount.

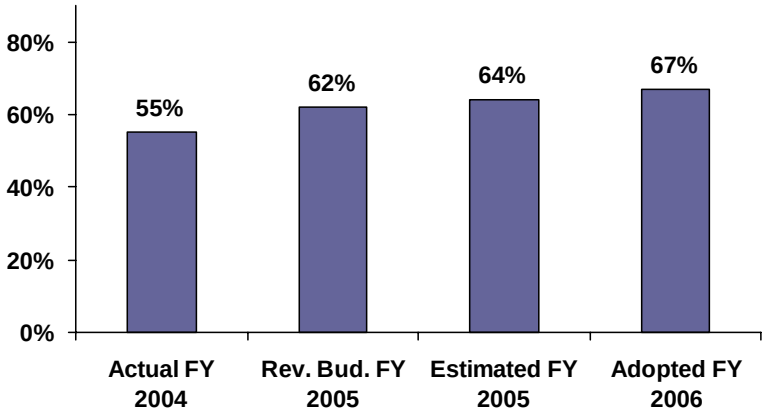
The primary sources of revenue from operation of the Alamodome are facility rentals, food and beverage concessions, reimbursable expenses and various event-related fees. Revenues are estimated based on an event mix projection. Total Alamodome rental and facility fee revenue in FY 2005 is estimated at $3.7 million which is 20% less, or $916,000 lower, than the $4.6 million FY 2005 Adopted Budget. In the FY 2006 Adopted Budget, rental and facility revenue are projected to be $4.9 million.

In addition to the $108,316 in line item reductions, the Alamodome Department will implement two revenue adjustments that will generate $281,900 in additional revenue for FY 2006 as noted below.

- Increase event parking fees at the Alamodome from $8 to $10. This increase is projected to generate $256,900 in additional revenue.
- A projected $25,000 in additional revenue is estimated to be collected for equipment rental which will be charged to clients for equipment, such as, forklift rental, audio and video equipment and chairs which was previously inclusive in the facility rental.

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 following chart depicts the actual occupancy rate of exhibit halls in FY 2003 and FY 2004, the estimated occupancy rate for FY 2005, and the projected FY 2006 occupancy rate.

Occupancy Rate of Exhibit Halls



For the Convention Facilities Department, the Adopted Budget eliminates four positions (three filled and one vacant) for a total savings of $158,908. Of these four positions, one is an Audio Visual Technician and three are Sr. Audio Visual Technicians. The savings result from the utilization of an outside contractual company to provide the audio visual services.

Currently, the construction of the Convention Center Hotel has begun and is anticipated to open in February 2008 with availability for 1,000 rooms. To accommodate for the construction of the Hotel, an improvement for Goodwill totaling $100,000 is included for FY 2006 to provide funds to be used to mitigate issues, such as noise disruption, that arise from the construction of the Convention Center Hotel. The funds will cover expenses such as relocation, rent reduction, and / or decorating costs.

With respect to the Convention & Visitors Bureau (CVB), the Adopted Budget freezes one Graphics Designer position, one Executive Secretary position, and one Assistant Director position generating $116,146 in savings. For FY 2006, a $500,000 improvement is included to augment the base advertising and marketing campaign to $6,600,000. The additional increase is for the growing costs of marketing San Antonio for the branding strategic plan, to address some of the immediate group market challenges in FY 2007, and to include marketing for the added 1,000 hotel rooms anticipated in February 2008. There is also a $30,000 improvement for the Incentive Program. The funding is for the implementation of the

Incentive Program for designated Account Executives. The objective of the program is to incentivize sales staff with assigned room night goals with a competitive compensation package that is commensurate with individual performance and results.

For the Cultural Affairs Office, the Adopted Budget includes $500,000 in funding for the continued 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 2007. For FY 2006, the Cultural Collaborative, Cultural Affairs Department, Arts and Cultural Agencies base-line budget funding ($2.3 million) and added contributions to arts agencies/art facilities ($919 thousand) total $4.9 million, or 12% of the FY 2006 Hotel/Motel budgeted tax collections. This is up from $3.56 million—or 9.4%—of the FY 2005 budgeted Hotel/Motel tax collections.

Golf Fund The FY 2006 Adopted Golf Fund Budget is $6.5 million. As detailed within the current Five Year Financial Forecast, the fund continues to face fiscal challenges with a projected negative ending balance of $795,000 identified for FY 2006. Through a combination of revenue enhancements and reductions described below, the projected negative ending balance has been reduced to $750,026 for the FY 2006 Adopted Budget. In addition, the Parks & Recreation Department will continue to evaluate a proposal to evaluate various operational models which may include utilization of consultant services.

The FY 2006 Adopted Budget recommends various fees increasing in Golf Operations for a total increase in revenue of $206,000.

- The Golf Cart Rental Fees will increase by $2 for 18 holes (from $21.50 to $23.50) and by $1 for nine holes (from $12.50 to $13.50). This increase will generate an additional $140,000.
- The new Point-of-Sale System allows the Department to make advanced reservations for tee times. A new fee of $1 will be assessed for those patrons who utilize the advanced reservation service. This fee will generate an additional $46,000.
- A portion of the City's Municipal Marketing Initiative involves exploring various marketing opportunities for the golf facilities. These opportunities include naming rights for tee boxes, advertisements and other promotional opportunities. Implementation of Municipal Marketing at the City's golf facilities in FY 2006 is projected to generate $20,000 in additional revenue.
- In FY 2006, The Parks & Recreation department is recommending to send out a Request for Proposal to solicit proposals to outsource the management of the San Pedro Driving Range & Par 3 facility. The Department anticipates receiving net revenue of $25,000 from outsourcing this facility.

The FY 2006 Adopted Budget includes reducing two positions in Golf Operations and one position in the San Pedro Driving Range providing a total savings of $113,809. The Golf Operations reduction includes one vacant Recreation Specialist and one filled Golf Activities Supervisor I. The proposed outsourcing of San Pedro Driving Range will eliminate the need for the filled Golf Activities Supervisor II position. The Olmos Basin Golf Course Manager will assume responsibility for San Pedro in the interim. Finally, the FY 2006 Adopted Golf Fund includes an increase in turnover savings of $100,000. The increase in turnover will require Golf Course Operations to manage the number of vacancies throughout FY 2006.

Storm Water Fund The FY 2006 Adopted Budget for the Storm Water Operating Fund is $29.3 million. The Adopted Budget includes $20.4 million for the fund's operating expenses including personnel costs and payments to SAWS for billing services. The primary revenue sources 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. The Storm Water Fee which is assessed to all property platted within the City that receives water service or sanitary sewer service. Programs supported by the Storm Water Fee include River Maintenance, Vegetation Control, Tunnel Operations, Street Cleaning, Engineering, and Floodplain Management.

The Storm Water Fee was established in FY 1993. Since its establishment, the rate for the Storm Water Fee has increased four times. The most recent increase became effective January 1, 2005. At that time, the Storm Water Fee was increased by 19.5% across all customer classification and tiers. The increase is estimated to generate additional revenues of $1.4 million in FY 2006. The increase generates $61 million in resources programmed and approved for Regional Storm Water Projects. Below is a table that shows the increase of the Storm Water Rate since its establishment.

Average Residential Rate History

Storm Water Rate Established 5/13/1993	Rate Increase 9/16/1999 (15%)	Rate Increase 10/3/2002 (30%)	Rate Increase 12/13/2003 (3.36%)	Rate Increase 1/1/2005 (19.5%)
$1.99	$2.29	$2.98	$3.08	$3.68

The rate was first increased by 15% as part of the FY 1999-2000 Budget. This increase was necessary to replenish the Storm Water Fund which had been depleted by needed repairs as a result of the October 1998 floods. Following the first increase, the rate was increased by 30% in October 2002 to generate $46 million in bonds for Storm Water Revenue Bond projects. This increase also funded a natural waterway crew and a concrete maintenance crew. In FY 2003-2004, the fee was increased by 3.36% to fund one additional natural waterway maintenance crew.

In the FY 2006-2010 Forecast, the Storm Water Fund was projected to have an ending balance of approximately $637,000 in FY 2006 and a $1.6 million shortfall in FY 2007. To address the shortfall forecasted in FY 2007, the Adopted Budget includes an Operations Reduction of three positions that will save the fund $90,067 in FY 2006. Also included in the Adopted Budget are two efficiencies that will save the fund $197,415 in FY 2006. The two efficiencies will be achieved through the purchase of a fewer number of larger pieces of equipment including sweepers and trucks. The efficiencies also involve personnel adjustments in the fund. Two mandates are also included in Adopted Budget for the Storm Water Fund. One adopted mandate, totaling $2,816, will address the added costs of disposal of waste materials generated by storm water operations. A second mandate, totaling $25,000 in FY 2006, will provide for flood control operations associated with the three-year annexation plan scheduled to begin in FY 2006. The programs changes for FY 2006 will leave the Storm Water Fund with an ending balance of $539,443 in FY 2006.

Aviation Fund The Adopted Budget for the Aviation Fund is $50.5 million. In FY 2005 the Fund will continue to maintain a three-month operational reserve of $7.436 million. The following summarizes program changes includes with the FY 2006 Adopted Budget for the Aviation Fund.

The FY 2006 Adopted Budget includes an addition of eight positions in relation to the Airport System's $431 million capital improvement program. The positions will provide fiscal operations support, capital project administration and Small Business Economic Development Advocacy program administration. The cost of the improvement for FY 2006 will be $284,455.

Budget Summary

A series of organizational and staffing changes related to Airport security are incorporated into the FY 2006 Adopted Budget. An increase of three full time positions and one part time position will be added to the budget to improve the administration of the federal security regulations, develop and retain Police Officers, and to enhance security at the terminal buildings and parking facilities. The FY 2006 cost will be $171,888.

Due to limited parking near the terminals during construction of a new garage, the Economy Shuttle parking lot will be expanded to accommodate an increase in usage. The addition of four part-time positions will augment the shuttle service schedule to support an increase in parking patrons. The FY 2006 cost for this improvement will be $29,995.

A staffing reorganization is included in the Adopted Budget to improve cost efficiency of airport landside operations. A total of six Operations Agents positions will be redirected to eight Parking Enforcement Officers. All existing services will be retained; however, the two additional positions will enable the Aviation Department to apply greater resources to traffic management during the upcoming roadway construction. The FY 2006 cost saving will be $13,917.

Parking Facilities Fund The FY 2006 Adopted Budget for the Parking Facilities Fund totals $9.8 million and maintains a restricted four-month operating reserve of $2.5 million. In order to maintain this restricted reserve, a total of $1.7 million of the fund's debt service will be redirected to the General Obligation Debt Service Fund. The fund is expected to lose revenues totaling an estimated $866,000 in FY 2006 stemming from the closures of the Hemisfair Garage and several surface lots under IH-35. In an effort to mitigate these losses, the Adopted Budget includes the following reductions:

- A reduction totaling $135,103 will eliminate six Parking Attendant positions at various surface lots and garages within the central business district.
- A reduction totaling $87,194 will eliminate three positions associated with the closure of the Hemisfair Garage.

To enhance customer convenience, the Adopted Budget includes funds totaling $220,613 to install automated parking meters/pay stations at selected surface lots, meter sites, and parking garages. This technology will potentially enhance revenues and enable the Parking Division to realize efficiencies in operating expenses. Finally, the Adopted Budget includes $250,000 to complete a parking economic impact and market study. The results of the study will be utilized to determine parking needs in the coming years.

Six Year Capital Improvement Plan

Six Year Capital Improvement Plan The FY 2006 through FY 2011 Capital Plan for the City of San Antonio totals **$1.067 billion** The One Year Capital Budget for FY 2006 totals $475.9 million. The following table details the planned expenditures by program area.

FY 2006 Capital Improvement Program by Program Category
($ in Thousands)

Program Category	Amount	Percentage
Air Transportation	$149,276	31.4%
Drainage	88,400	18.6%
Streets	78,034	16.4%
Municipal Facilities	74,655	15.7%
Parks	61,794	13.0%
Libraries	10,957	2.3%
Fire Protection	7,833	1.6%
Law Enforcement	4,293	0.9%
Community Initiatives	703	0.1%
Total FY 2006 Program	**$475,945**	**100.00%**

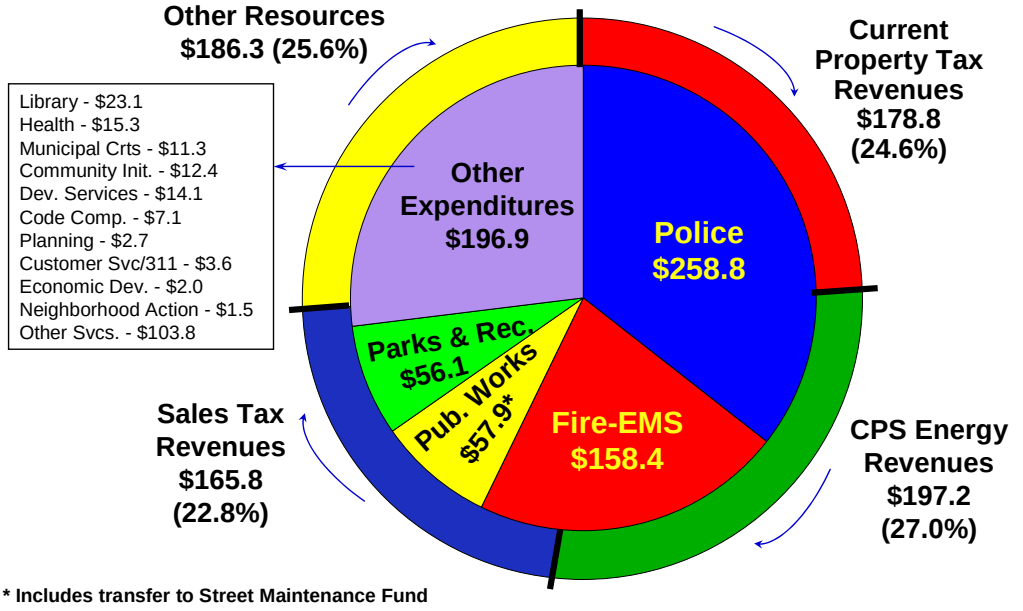
The six-year program, containing 429 projects, represents the City's long-range physical infrastructure development and improvement plan. New funding beyond the current year's Six Year Capital Improvement Plan includes $58.1 million in Storm Water Revenue Bonds and $90 million in Aquifer and Creekway Venue Funds. In addition, once final project selection is made by the Advanced Transportation District, future Capital Plans will include this revenue source also estimated to be $10.9 annually. 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 including new fire stations, 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 Adopted Operating Budget or reference the Adopted Annual Capital Budget document.

Revenues

GENERAL FUND REVENUES

General Fund available resources are anticipated to be **$728.1 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 $541.8 million, or 74.4%, of the total General Fund available resources. As shown in the chart below, the FY 2006 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 2006 ADOPTED GENERAL FUND AVAILABLE RESOURCES DISTRIBUTED OVER MAJOR SPENDING AREAS ($ in millions)



*** Includes transfer to Street Maintenance Fund**

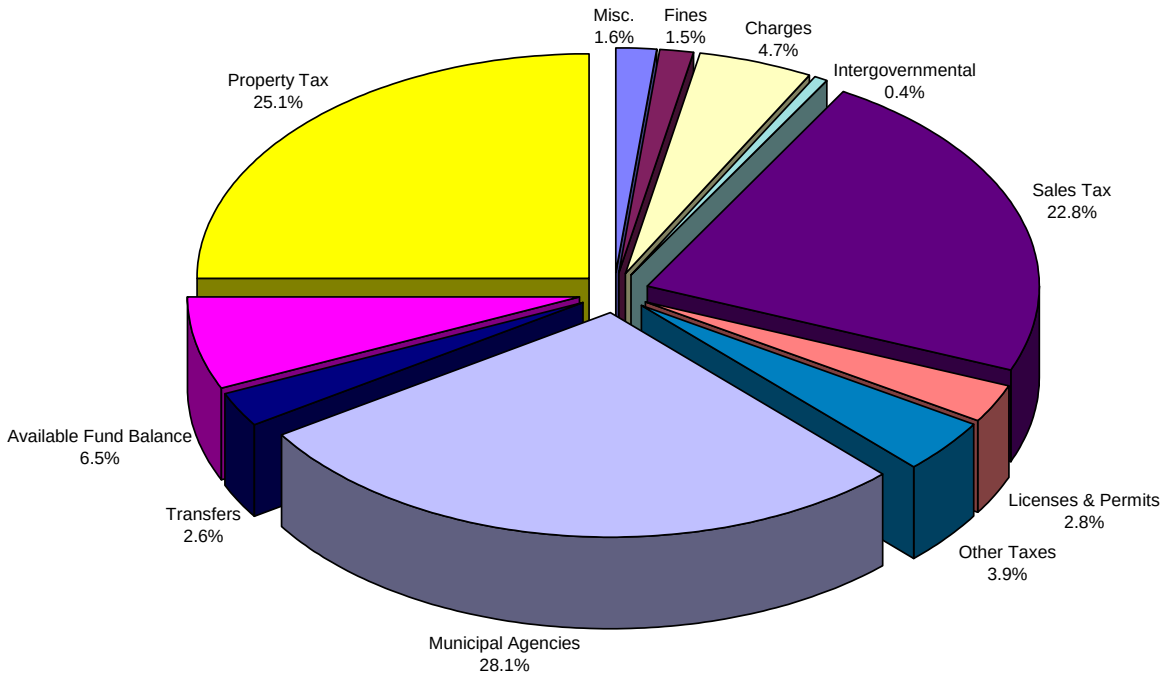
TOTAL: $728,119,154

A summary of the significant assumptions and policy issues related to the General Fund 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.

The Revenue budget is based on certain revenue estimate projections. Initial revenue projections are submitted as part of the Five-Year Financial Forecast. The projections are developed by both the Office of Management and Budget and the responsible department. 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. Regression models and business analyses utilize this information to generate projections for certain revenue sources. Since one method of projecting revenue sources is not feasible, each source is considered on its own merit and projected accordingly.

In summary, a total of **$728.1 million** is available for appropriation as noted in the following chart.

FY 2006 ADOPTED GENERAL FUND
AVAILABLE SOURCES OF USE



TOTAL: $728,119,154

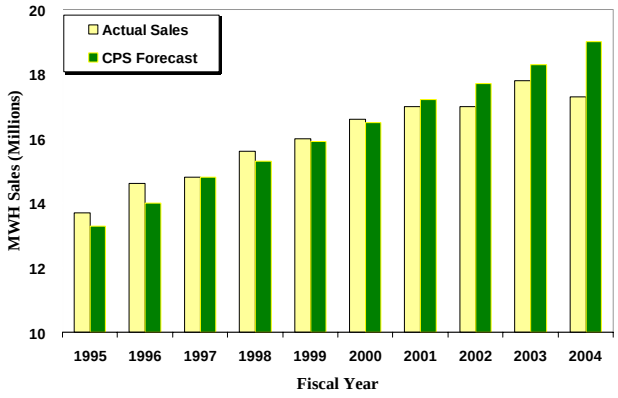
- **City Public Service** **$197.2 million**

The City's payment from City Public Service Energy (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 2006 Adopted Budget amount of $197.2 million from CPS revenues is $9.3 million, or 4.5%, lower than the FY 2005 re-estimate of $206.5 million. The estimated revenue of $206.5 million for FY 2005 is $17 million, or 8.97%, higher than the original $189.5 million budgeted in FY 2005.

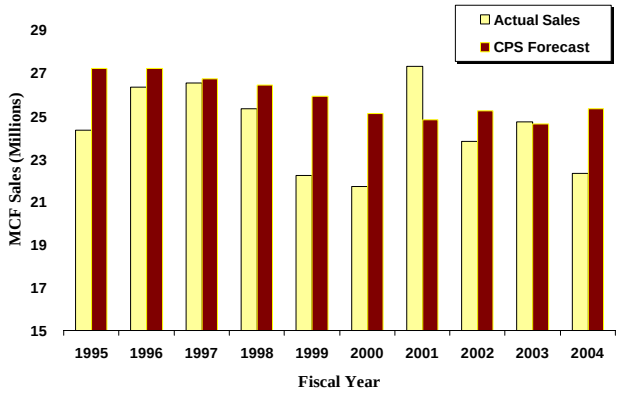
Revenues from CPS are one of the most difficult to project due to a number of variables which can significantly impact CPS revenues and consequently, the City's payment. The payment to the City from CPS can fluctuate significantly from year to year. Therefore, as has been the case for the past several years, the Adopted Budget amount of $197.2 million for FY 2006 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. To illustrate the fluctuations in demand, the following graphs reflect CPS' historical gas and electric sales (excludes off-system sales) as compared to forecast.

Electric Sales



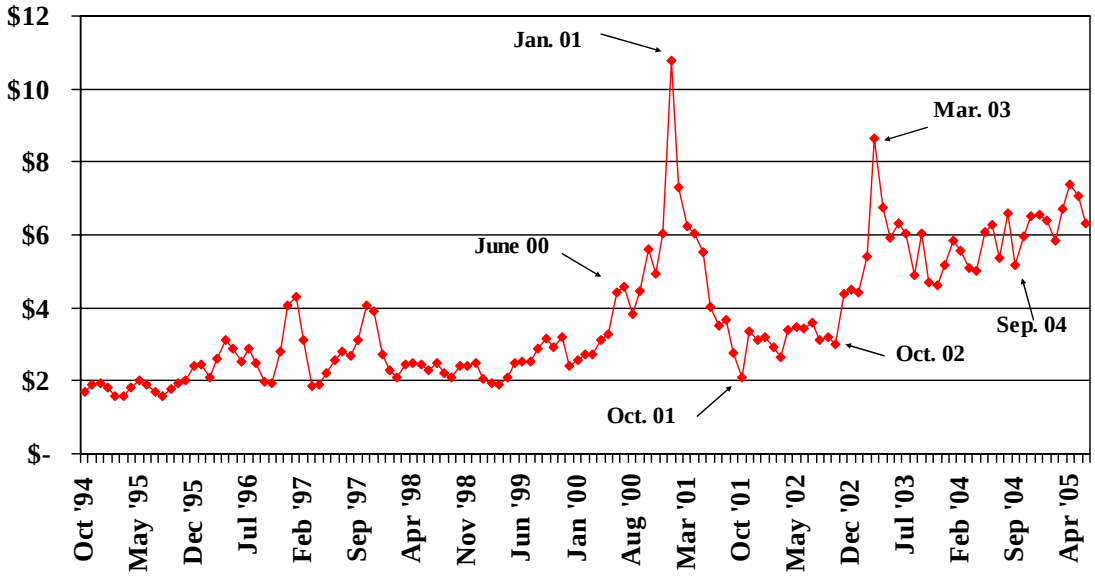
Gas Sales



As noted in the graph above, CPS' electric sales increased steadily from FY 1995 to FY 2001. While the electric system has continued to experience growth, electric sales have fluctuated to a greater degree from FY 2002 to FY 2004 primarily related to the weather. With respect to natural gas sales, actual sales fluctuate significantly over the 10 year period largely dependent on the weather in the winter months. Natural gas costs are a component of CPS' fuel costs which are passed-through to ratepayers in CPS' electric and gas rates and can also significantly affect the City's payment from CPS. The following line graph reflects CPS' historical natural gas prices recovered through its rates as a pass-through.

CPS' Natural Gas Recovery Costs

($/MCF)

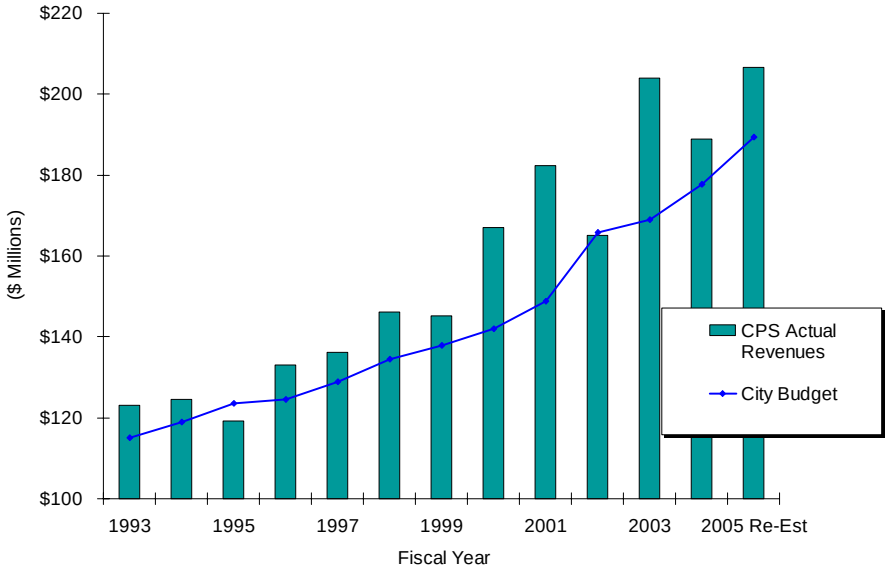


As illustrated in the graph, natural gas prices have become much more volatile since June 2000. Natural gas costs recovered by CPS increased in June of 2000 to $4.41 per MCF (Thousand Cubic Feet) and continued to rise reaching a high of $10.78 per MCF in January of 2001. Subsequently, nine months later natural gas costs recovered fell to a low of $2.08 per MCF in October 2001 and remained under $4.00 per MCF until November of 2002. Natural gas prices recovered by CPS rose again to a high of $8.64 per MCF in March of 2003, falling back to $4.74 in November 2003 and has continued to fluctuate

since that time. These natural gas costs are included in CPS fuel costs which are passed-through to ratepayers through the electric and gas rates and as such, significant fluctuations can dramatically affect the City's payment from CPS.

Fluctuations in demand and natural gas costs and the other aforementioned factors result in the corresponding impacts to the City's total payment from CPS. The following graph reflects the total 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



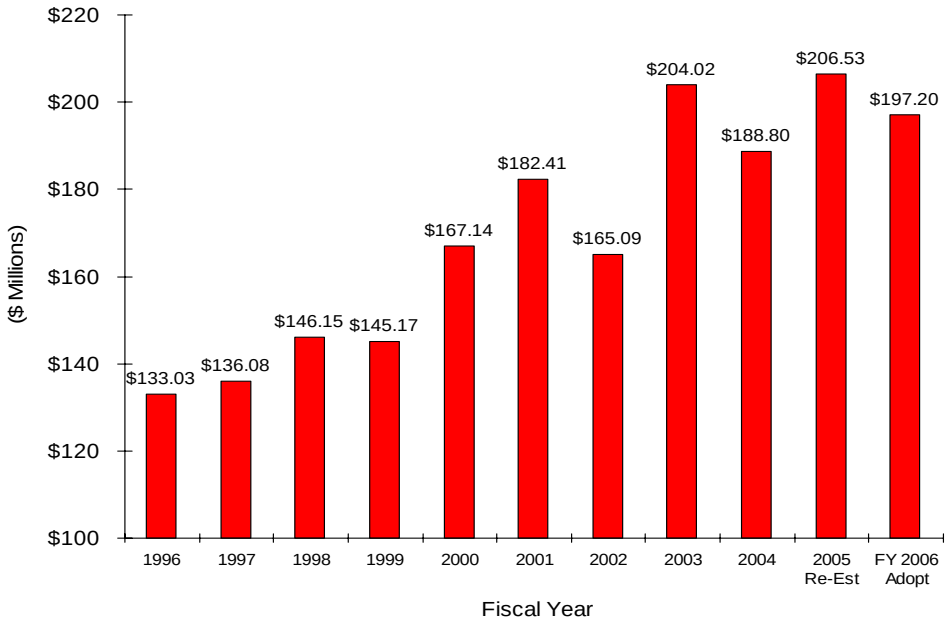
A review of the electric and gas sales and natural gas costs graphs in conjunction with the graph on City payment demonstrate the correlation between significant fluctuations in the City's payment from CPS and these primary factors. Following are some of the correlations for the last five years.

- FY 2000 - City's payment from CPS increased to $167.1 million in FY 2000 from $145.2 million in FY 1999, an increase of $21.9 million, or 15.1%. This significant increase was primarily attributable to natural gas costs recovered which began to increase in June of 2000 and remained high over the course of the summer coupled with strong electric sales.
- FY 2001 - The City's payment increased significantly to $182.4 million. This increase was primarily related to high natural gas costs recovered which reached a high of $10.78 per MCF in January of 2001 and high natural gas sales of 27.3 million MCF due to protracted cold weather during the winter months.
- FY 2002 – The City's payment decreased to $165.1 million, less than what the City received in FY 2000. This was related to lower natural gas prices which fell to $2.08 per MCF in October 2001 and remained below $4.00 per MCF in addition to milder weather in the summer of 2002 resulting in lower electric sales.
- FY 2003 – The City's payment from CPS grew to $204.0 million, an increase of $38.9 million from the prior year. This significant increase over projection for FY 2003 and the payment received in prior years was primarily due to two reasons. First, natural gas costs recovered increased significantly and reached a high of $8.64 per MCF in March of 2003. Secondly, this was further compounded by one of the two units at the South Texas Nuclear Plant (STP) being out of service due to unscheduled maintenance for a four month period through August of 2003. Nuclear power is the cheapest source of generation for CPS and with STP's capacity greatly reduced, CPS had to rely on other more expensive generation sources.

- FY 2004 – The City's payment from CPS was $189.5 million a reduction of $14.5 million from the prior year. While natural gas costs recovered continued to be very high during the fiscal year, both electric and gas sales were significantly lower.

The chart below reflects the 10-year trend in actual collections as compared to the FY 2006 Adopted Budget.

10 Year History - CPS Actual Payment to City



Consequently, the City's projections of the payment from CPS remain conservative consistent with the City's budget philosophy. The projections over the five year period do not assume continuation of conditions such as high natural gas prices and take into consideration other factors such as 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.

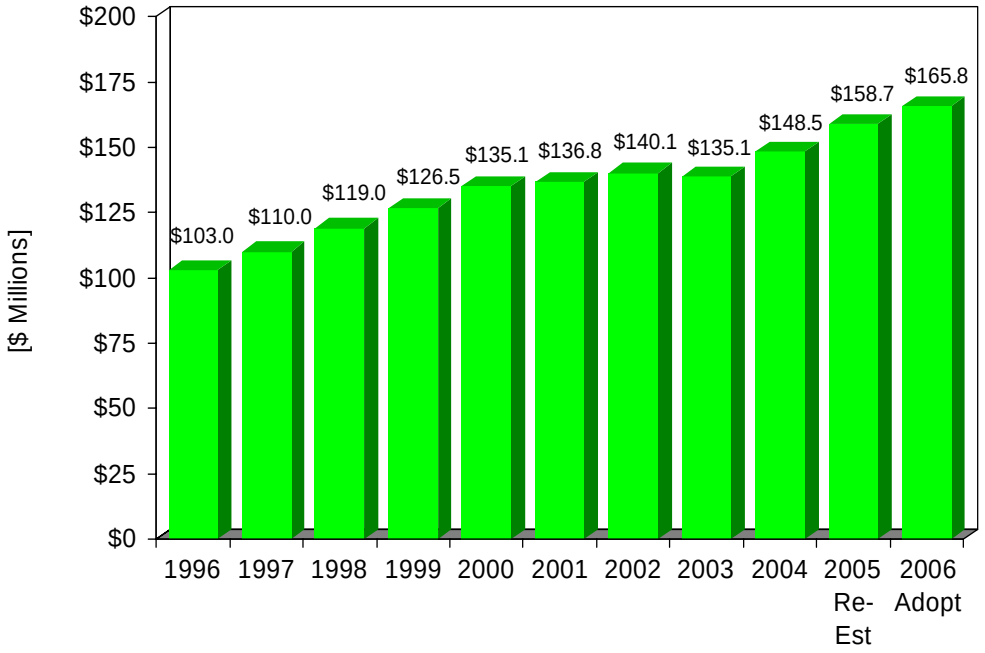
Funding is included in the budget to be utilized to engage a consultant to assist in a review of the CPS payment to the City. The review will include a range of analysis including historical payments to the City, managing the City's reliance on CPS revenues, protecting the CPS payment in a competitive environment, and restructuring options taking into consideration provisions of the deregulation statute.

- **City Sales Tax Revenue** **$165.8 million**

Sales tax collections have a strong correlation to national and economic conditions. Both the local and national economy are continuing to show signs of improvement. Local economic conditions, such as the unemployment rate, are projected to outpace national trends over the next few years. Actual sales tax collections for the current year are projected to be at $158.7 million. This amount is $8.1 million, or 5.38%, more than the $150.6 million budgeted in FY 2005 for sales tax revenue. Sales tax revenues in FY 2006 are projected to increase from the FY 2005 Re-Estimate by 4.46% to $165.8 million. Beyond FY 2006, as the economy continues to strengthen, revenue levels from this source are expected to steadily increase.

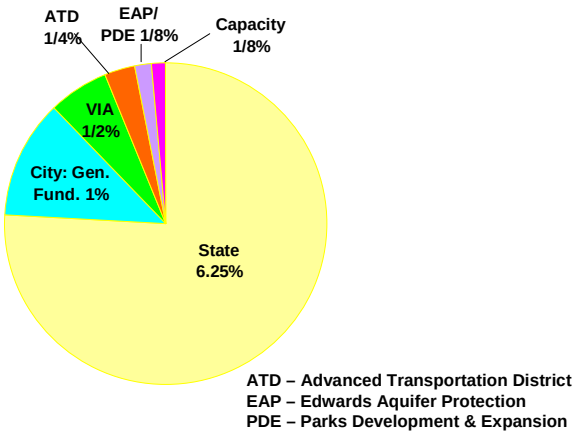
The chart below reflects the 10-year trend in actual collections as compared to the FY 2006 Adopted Budget.

10 Year History – Sales Tax Revenue to the General Fund



Sales tax revenue collected to support maintenance and operations for the General Fund within the FY 2006 Adopted Budget account for 22.8% of all operating revenues. San Antonio's current sales tax rate is 8.125%. The adopted sales tax revenue excludes the sales tax collected by the City for the May 7, 2005 Edwards Aquifer Protection and Parks Development & Expansion venues. Several entities receive percentages of all sales tax proceeds as summarized in the following chart. Currently, one-eighth of a cent remains available before the State mandated cap 8.25% is reached.

SALES TAX ALLOCATION



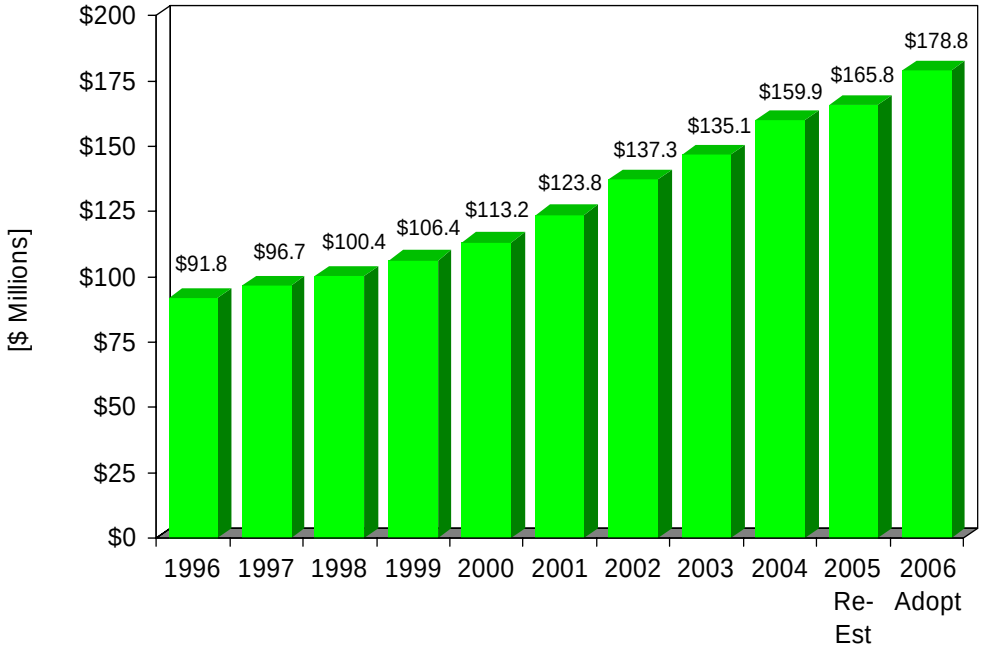
- **City Current Property Tax $178.8 million**

The FY 2006 Adopted Budget includes $178.8 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 thirteenth straight year, there will be no increase in the overall tax rate.**

In the Five-Year Financial Forecast presented in June, the current property tax revenue projected for FY 2006 was $174.1 million. The estimate assumed no change to the property tax rate and was based on added revenue coming from increases in base values, anticipated growth in new property value improvements and values attributable to expired tax abatement agreements. Specifically, the projected 4.84% rate of increase over re-estimated FY 2005 property tax revenues was based upon preliminary estimates of new improvement taxable value and increases in base values 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 2006 projection is $178.8 million as opposed to the $174.1 million projected by the Forecast – a difference of $4.7 million.

The chart below reflects the 10-year trend in actual collections as compared to the FY 2006 Adopted Budget.

10 Year History – Current Property Tax Revenue to the General Fund



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 2005 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 2005 is 36.704 cents per $100 of taxable value. These two components taken together provided for a total tax rate for FY 2005 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 2006 show an increase in total net taxable value of approximately $3.7 billion, or 8.02%, above last year. Included in this total are $1.47 billion for new improvements which reflects real growth of 3.17% 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 $2.25 billion, or 4.85%. The following chart breaks down the components of total taxable value.

FY 2006 Taxable Values in Billions

Base Value FY 2005	Increase in Base Value	Annexation	New Improvements	Total Value FY 2006
$46.495	**$2.254**	**$0.000**	**$1.473**	**$50.223**
% of Increase Over FY 2005:	***4.85%***	***0.00%***	***3.17%***	***8.02%***

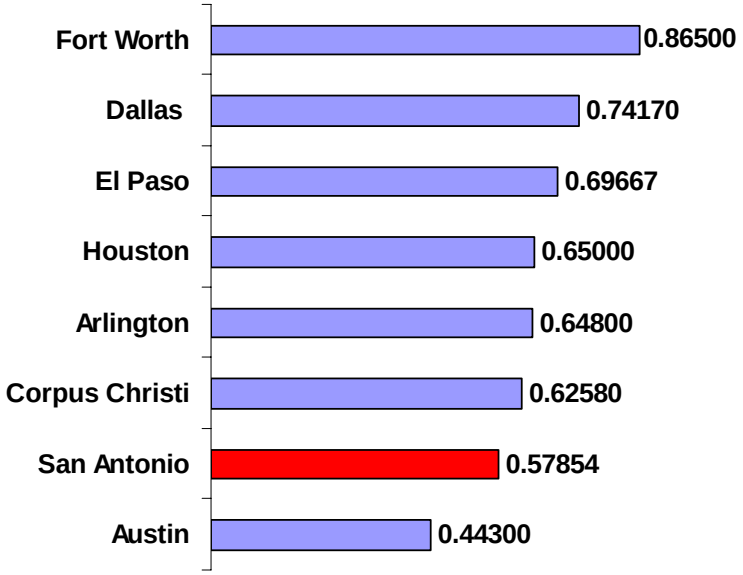
State law requires cities to calculate an "effective M&O tax rate" which is generally equal to the prior year's M&O taxes divided by the current taxable value of properties that were also on the tax roll in the prior year (less new improvements and annexation). As indicated above, base valuations increased from last year by $2.25 billion, or 4.85%. Consequently, to generate the same amount of General Fund revenue for FY 2006 as generated in FY 2005, the effective M&O property tax rate for FY 2006 would be set at 35.211 cents per $100 taxable valuation, a decrease from the adopted FY 2005 M&O tax rate (36.704) of 1.493 cents, or 4.07%.

The Adopted Budget maintains the overall Property Tax rate for FY 2006 at the same absolute level set for FY 2005 – 57.854 cents per $100 taxable valuation. Specifically, the FY 2006 M&O rate is adopted at 36.704 cents per $100 taxable valuation which reflects no change from the FY 2005 adopted M&O rate. The FY 2006 Debt Service rate is adopted at 21.150 cents per $100 taxable valuation which reflects no change from the FY 2005 adopted debt service and is consistent with the requirements of the City's Debt Management Plan. **For the thirteenth straight year the overall tax rate does not increase.**

For the individual homeowner whose appraised value has not changed from FY 2005 to FY 2006, 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 2005 to FY 2006, the average homestead in the City of San Antonio increased in value from $98,260 to $103,177 which represents an increase of $4,917, or 5.00%. 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 $28.45 a year more in City property taxes in FY 2006. The changes to property values will vary, but the property tax rate will remain the same.

The adopted tax rate for FY 2006 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 2006 tax rate for San Antonio as compared to the rates in other major Texas cities.

Texas Cities Tax Rate Comparison



Note: City of Austin tax rate reduced in 2004 for creation of Travis County Hospital District.

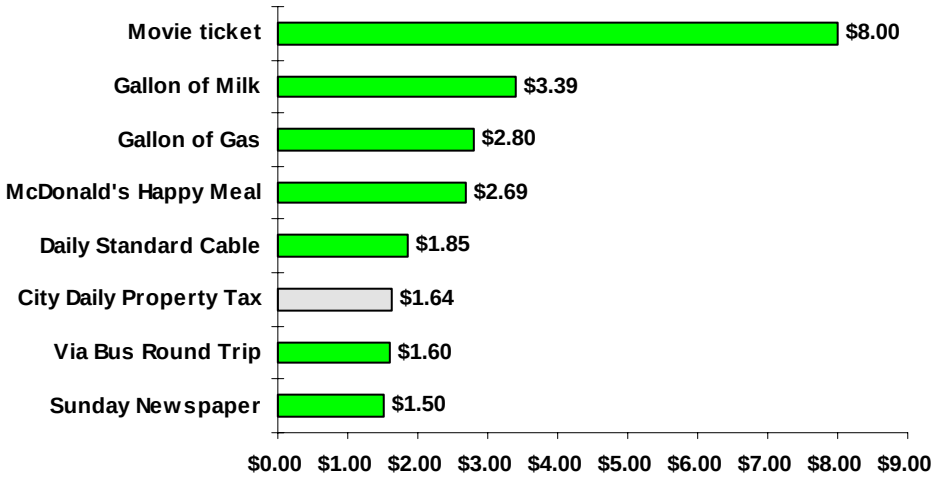
The following sample statement of property taxes due demonstrates the portion of local taxes that are due to the City of San Antonio. This sample statement compares current tax rates for a $103,177 home, which is the FY 2006 average residence homestead value. City taxes represent $596.92 or 21.06% of the total taxes due.

SAMPLE STATEMENT
PROPERTY TAXES
BEXAR COUNTY, TEXAS

Taxing Unit	2005 Assessed Value	Homestead Exemption	Taxable Value	Tax Rate Per $100 Value	Tax Levy	% of Total Levy
San Antonio I.S.D.	$ 103,177	$ 15,000	$ 88,177	$1.72200	$ 1,518.41	53.56%
Alamo Comm. College District	$ 103,177		$ 103,177	$0.10705	$ 110.45	3.90%
Bexar County	$ 103,177		$ 103,177	$0.31847	$ 328.59	11.59%
University Health System	$ 103,177		$ 103,177	$0.24387	$ 251.62	8.88%
County Road & Flood	$ 103,177	$ 3,000	$ 100,177	$0.01272	$ 12.74	0.45%
San Antonio River Authority	$ 103,177	$ 5,000	$ 98,177	$0.01643	$ 16.13	0.57%
City of San Antonio	**$ 103,177**		$ 103,177	**$0.57854**	**$ 596.92**	**21.06%**
Totals				**$2.99907**	**$2,834.85**	**100.00%**

The average daily amount of City property taxes due is **$1.64**, 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.

Daily Consumer Costs Comparison



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 City's taxable value included in the adopted budget is net the Over-65 Homestead Exemption. In FY 2006, a total of 67,819 over-65 homestead exemptions were granted exempting $3.773 billion in taxable value. Of these exemptions, a total of 31,901 homeowners, or 47.04% of the total homesteads exempted, paid no City property taxes because their assessed homestead valuation was $65,000 or less. **This equates to $21.830 million in property tax revenue that is exempted in the current fiscal year.**

The Property Tax Freeze (Proposition 3) that voters approved in May 2005 is projected to have an impact on the City's Property Tax revenue beginning in FY 2007. The property values in FY 2006 become the base values for the senior and disabled account. If the resident homestead value of the senior or disabled increases in FY 2007, with the freeze in place the property tax payment will remain the same as the payment in FY 2006. Using a projected 3.75% growth in values, it is estimated that the City will lose approximately $929,000 in FY 2007.

The FY 2005 Adopted Budget included a Disabled Residence Homestead (DRH) Exemption. The exemption, set at $12,500, will become effective in Tax Year 2005 (FY 2006). On January 20, 2005, City Council approved Ordinance No. 100324 authorizing the DRH exemption. In FY 2006, a total of 8,492 DRH exemptions were granted exempting $611,373 in property tax revenue.

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 2006, 18,493 DAV exemptions were granted exempting $1.005 million in property tax revenue.

OTHER FUNDS REVENUES

Storm Water Fund

The Storm Water Special Revenue Fund is designated to monitor and record all revenues and expenses associated with the operation and maintenance of all City storm water activities. The primary source of revenue is generated from a Storm Water Fee that supports City activities responsible for storm water pollution prevention and drainage improvements. The Storm Water Fee is assessed to all property platted within the City that receives water service or sanitary sewer service and is structured with customer classifications and tiers. The current single-family residential rate is $3.68 per month.

Actual Storm Water Fee collections for the current year are projected to be at $27.3 million. This amount is $1.7 million, or 6.73%, more than the $25.59 million budgeted in FY 2005. Stormwater revenues in FY 2006 are projected to increase from the FY 2005 Re-Estimate by 5.86% to $27.3 million.

Community & Visitor Facilities Fund

The Community & Visitor Facilities (CVF) Special Revenue Fund was established to account for revenues and expenditures generated from all convention, tourism, sports and entertainment related activities. The sources of revenue for this fund include the Hotel/Motel Occupancy (HOT) Tax, facility rental fees from the Convention Center, Alamodome, and Nelson W. Wolff Stadium.

The Hotel/Motel Occupancy Tax represents 66.7% of total available resources in the CVF Fund. The current Hotel/Motel Occupancy Tax rate of 16.75% levied on every room night charge is broken out at 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 for the Convention Center Expansion Debt Service and future Convention Center projects. 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, and the projected rates of inflation.

Actual Hotel/Motel Occupancy Tax collections for the current year are projected to be at $40.95 million. This amount is $3.06 million, or 8.09%, more than the $37.89 million budgeted in FY 2005. HOT tax revenues in FY 2006 are projected to increase from the FY 2005 Re-Estimate by 2.4% to $40.95 million.

The chart below reflects the 10-year trend in actual collections as compared to the FY 2006 Adopted Budget.

10 Year History – Hotel/Motel Occupancy Tax Revenue to the CVF Fund

The user fees generated from the Convention Center, Alamodome and Nelson W. Wolff Stadium include facility rentals, catering commissions, parking, reimbursable expenses and other event-related fees. Revenue for these user fees are based on event mix projections. These fees represent 25% of total available resources to the CVF fund in FY 2006.

Environmental Services Fund

The Environmental Services Enterprise Fund monitors and records all revenues and expenses associated with the operation and maintenance of the City's Solid Waste and Environmental Services programs. Revenues collected fund various Solid Waste functions including refuse collection, brush collection, recycling programs and collection of household hazardous materials and Environmental programs including the environmental risk assessment of City construction projects, property acquisitions and maintenance of closed City landfills. The primary sources of revenue for the Environmental Services Fund are the Solid Waste Fee, Brush Collection Fee, and Environmental Fee. These fees are assessed and billed to the customer monthly within the City Public Service (CPS) statement whether serviced by the City or a contracted hauling company. The Solid Waste Fee, which represents 65.5% of total available resources. This fee covers the cost of residential garbage and recycling collection (twice a week garbage collection and once a week recycling collection). The Brush Collection Fee, which represents 16.2% of total available resources, is assessed to each residential household in the City for the collection of brush and bulky items. The Environmental Fee, which represents 13.1% of total available resources, is assessed to each residential household and all commercial entities serviced by CPS.

Actual Solid Waste Fee collections for the current year are projected to be at $39.62 million. This amount is $2.3 million, or 6.22%, more than the $37.3 million budgeted in FY 2005. Solid Waste Fee revenues in FY 2006 are projected to increase from the FY 2005 Re-Estimate by 2.53% to $39.62 million.

Aviation Fund

The Aviation Enterprise Fund was established to monitor and record all revenues and expenses associated with the operations and maintenance of the San Antonio International and Stinson Field airport facilities. The primary sources of revenues for the fund are from user fees and rentals at each facility, which represent 87.1% of the total available resources for the fund. The fees include landing fees, parking fees, ramp fees, rental fees and concessions.

Actual operating Aviation revenue collections for the current year are projected to be at $50.1 million. This amount is $2.8 million, or 5.82%, more than the $47.36 million budgeted in FY 2005. Aviation operating revenues in FY 2006 are projected to increase from the FY 2005 Re-Estimate by 6.59% to $50.1 million.

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 $2.95 million.

The policy direction for the FY 2006 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 $455,405.
- 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 $15,375.
- 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 $800,186.
- 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 $1,681,008.

The Development Services Department will enhance enforcement of an existing fee and create one new fee that will generate an additional $303,480.

- The Department is creating an Administrative Fee for compliance review of plans received through the mail. A Development Service Specialist will be added to process all mail-in plans and coordinate resolution of any non-compliance with submittal requirements. The fee of $500 per submittal package will generate an additional $75,000 in revenue. After accounting for the cost of the additional position, this new fee will generate $45,198 in net additional revenue. The fee is projected to pay for the cost of the position. Future funding for this position will be determined through a cost-benefit analysis. This is classified as a User-Driven revenue.
- The Department is creating an Investigation Team to investigate development work being performed without a permit. The current penalty fee for Work Without a Permit is double the cost of the permit. The rate for this fee will not change. However, with directed enforcement, revenues generated from this fee are projected to increase by $228,480. In FY 2006, the Investigation Team will begin as a pilot program and consist of two inspectors. The positions are projected to pay for themselves through enforcement. Future expansion of the Investigation Team will be determined through a cost-benefit analysis. After accounting for the cost of the two additional positions in FY 2006, this new fee will generate $87,135 in net additional revenue. This is classified as a User-Driven revenue.

In an effort to recover service costs, the Fire Department is creating two new fees that will generate an additional $227,837.

- The Department is establishing a new fee to recover costs associated with commercial Trench/Confined Space Rescue incidents. The fee of $440 per hour per apparatus (plus any personnel overtime and consumables) will allow the department to recoup its personnel and materials costs associated with these rescues. This fee will generate an additional $3,428. This is classified as a Basic City Service revenue.
- The Department is currently negotiating with the City of Hill Country Village to provide Fire Protection Services. The Department currently provides Emergency Medical Services to suburban cities, but does not provide Fire Protection Services. This revenue will serve as a recovery of expense for the availability and response from the San Antonio Fire Department to the City of Hill Country Village. The adopted budget includes an additional, conservative estimate if an interlocal agreement is approved. This is classified as a Basic City Service Revenue.

The Fire Department is creating two new fees, expanding one fee and raising one fee associated with Emergency Medical Services that will generate an additional $212,518 in FY 2006.

- The Department is increasing the Advanced Life System II Transport Fee from $410 to $500 for better reimbursement alignment with Medicare allowables and commercial insurance usual-and-customary charges. This fee was last changed in FY 2005. The increase will generate an additional $173,000 in FY 2006.
- The Department is currently negotiating with the City of Hill Country Village to provide Emergency Medical Services. The Department currently provides Emergency Medical Services to four suburban cities. This revenue will serve as a recovery of expense for the availability and response from the San Antonio Fire Department to the City of Hill Country Village. The adopted budget includes an additional, conservative estimate if an interlocal agreement is approved. This is classified as a Basic City Service Revenue.
- Following are new Basic City Service fees created to assist toward the recovery of costs associated with medical supplies:
  - A $100 fee is established for EZ-Intraosseus (IO) Needles used to provide medications to adult patients when paramedics are unable to gain intravenous (IV) access. This fee per needle will generate an additional $5,560 in revenue.
  - An $80 fee is established for Glucagon, which is used as a backup to IV Dextrose. The treatment is used when paramedics are unable to gain intravenous (IV) access to provide medication via Intramuscular (IM) injection for diabetic patients in or progressing to Insulin shock. This fee will generate an additional $11,676 in revenue.

The Health Department adopted the adjustment of 13 fees and implementation of one new fee that will generate an additional $230,297 in FY 2006.

- The Food Manager License Fee will increase from $6 to $10. This fee has not been adjusted since 1989. The increase will generate an additional $3,000. This is classified as a User-Driven Revenue.
- The User-Driven fees associated with the licensing of Childcare Facilities will increase as follows:
  - The fee for licensing a Childcare facility with on-site food preparation will increase from $150 to $175. This fee has not been adjusted since 1997. This increase will generate an additional $7,100 in revenue.
  - The fee for licensing a Childcare facility with no on-site food preparation (food brought in from an outside source) will increase from $75 to $85. This fee has not been adjusted since 1997. This increase will generate an additional $220 in revenue.
  - The fee for licensing a Childcare facility with no food served will increase from $40 to $50. This fee has not been adjusted since 1997. This increase will generate an additional $1,580 in revenue.
  - The fee structure for licensing After School Care will change from $400 per agency to $20 per site. The Department currently licenses 77 sites between the YMCA and Urban Ministries. This

fee has not been adjusted since 1997. This adjustment will generate an additional $740 in revenue.

- The fee for licensing Group Homes will increase from $75 to $85. Group Homes are those facilities, usually private residences, that provide day care for 7-12 children under the age of 14. This fee has not been adjusted since 1997. This increase will generate an additional $310 in revenue.
- The fee for inspecting Foster Homes will increase from $40 to $45. This annual inspection is required by the State. This fee has not been adjusted since 1999. The increase will generate an additional $2,125 in revenue.

➢ Food establishments require a reinspection when found to be out of compliance with the City health codes. The User-Driven fees associated with the Reinspection of Food Establishments, which have not been adjusted since 1999, will increase as follows:
- The fee for the first Re-Inspection will increase from $35 to $45. The increase will generate $820 in additional revenue.
- The fee for the second Re-Inspection will increase from $60 to $70. The increase will generate $120 in additional revenue.
- The fee for the third Re-Inspection will increase from $85 to $100. The increase will generate $120 in additional revenue.
- The fee for the fourth Re-Inspection will increase from $100 to $120. The increase will generate $100 in additional revenue.

➢ The Department is increasing the fee for the sale of local birth records from $12 to $13 and the sale of state birth records (those outside of Bexar County) from $13.83 to $14.83. This increase will only be possible if the State approves its $1 increase, which it is expected to do. This adjustment will generate an additional $101,750 in revenue. This is classified as a User-Driven Revenue.

➢ The Department is increasing the fee for the sale of death records from $10 to $11 for the first copy. This increase will only be possible if the State approves its $1 increase, which it is expected to do. This adjustment will generate an additional $44,300 in revenue. This is classified as a User-Driven Revenue.

➢ The Department is implementing Background Checks for Mobile Food Vendors. The $49 fee will provide for local, Department of Public Safety (DPS) and Federal Bureau of Investigation (FBI) background checks for all mobile food vendors licensed by the City. This fee will generate an additional $68,012 in revenue. This fee is classified as a User-Driven Revenue.

The Library Department is eliminating one fee, which will result in a loss of $3,770 in revenue.

➢ The Department currently charges $2 per class for the provision of computer classes at the Central Library and branch libraries. Prior to 2004, the classes were provided at no charge. Implementation of the fee in FY 2005 decreased class attendance, prompting the Department to recommend elimination of the fee. This is classified as a User-Driven Revenue.

The Parks & Recreation Department adopted five fee adjustments and two new fees. The fee adjustments will result in a total of $59,145 in increased revenue in FY 2006.

➢ The Department is increasing the fees associated with various Plaza rentals at La Villita, which will generate an additional $17,850 in revenue. These fees are classified as User-Driven Revenue. The fee changes are as follows:
- La Villita Maverick Plaza: The FY 2005 fee schedule is: Less than 300 persons - $500, 300 to 499 persons - $700, 500 to 749 persons - $1,000, 750 to 1,000 persons - $1,200, More than 1,000 persons - $1,400 and Security Deposit - $200. The adopted fee schedule for FY 2006 is: Less than 500 persons – $700, 500 persons or more – $1,400, and Security Deposit – $400
- Nacional Plaza: The FY 2005 fee schedule is: Less than 50 persons - $220, 50 to 100 persons - $310, 100 to 150 persons - $340. The adopted fee is a Flat rate of $350 for up to 150 persons.
- Cos House: Increase rental rate from $250 to $300
- Villita Street Rental for Special Event Extension: Increase from $207.50 to $300
- Juarez Plaza: Increase rental rate from $125 to $200

- The Department is creating of a $5 Supply Fee for the Play Zone Program. Play Zone is an eight week summer program offered at 26 Community Centers, which provides indoor and outdoor games, arts and crafts, sports and outdoor nature activities. The $5 fee is consistent with the current fees assessed to the After School Challenge Program and the Kid Quest Program. An additional $12,250 will be generated by this fee. This is classified as a Targeted Population Revenue.
- The Department is establishing a rental fee of $275 for usage of sound equipment by entities and groups outside the City. This fee will generate an additional $8,250 in revenue. This is classified as a User-Driven Revenue.
- The Department is increasing the Weekly Camp Fees from $30 per participant per class to $40 per participant per class and from $75 per participant per week to $100 per participant per week. The camps target youths and young adults in activities such as dance, art and music. These fee adjustments are projected to generate $3,125 in additional revenue. This revenue is classified as Targeted Population Revenue.
- The Department is decreasing rates for non-profit users for Park usage and at Camargo, Eisenhower and Rosedale Pavilions. The decrease will result in a revenue reduction of $12,600. The adopted changes are as follows:
  - Reduce the fees for Eisenhower Pavilion for non-profit users as follows: Reduce fees for 400 or fewer people from $550 to $450, 401-1000 people from $1,000 to $850, 1001 or more people from $1,500 to $1,300.
  - Reduce the fees for Mateo Camargo Park for non-profit users as follows: Reduce fees for 400 or fewer people from $350 to $250, 401-1000 people from $650 to $500, 1001 or more people from $1,000 to $800.
  - Reduce the fees for Rosedale Park for non-profit users as follows: Reduce fees for 400 or fewer people from $550 to $450, 401-1000 people from $1,000 to $850, 1001 or more people from $1,500 to $1,300.
  - Reduce Parks Usage Fees as follows: Reduce fees for 400 or fewer people from $350 to $250 for revenue and non-revenue events, 401-1000 people from $650 to $500, 1001 or more people from $1,000 to $800.
- The Department will increase Adult Softball League Fees, generating an additional $30,270 in revenue. The changes are as follows:
  - Increase Adult Participation Fee from $8 per player to $10 per player
  - Increase Field Rental Fee from $10 to $12 per hour before 5:00 p.m.; from $14 to $16 per hour after 5:00 p.m.; and from $165 to $180 for all-day rental.
- The Department currently charges $25 per class for Specialized Recreation Classes. A tiered structure is created to accommodate families with more than one child participating in the classes. A reduced rate of $22 for each additional family member is established with no fiscal impact.
- This policy authorizes the approval of special promotions/rates for Park facilities as deemed appropriate. There is no fiscal impact projected with this policy.

The Planning Department is creating three new fees that will generate a total of $32,000 in additional revenue to the General Fund.

- The Department is creating a Certificate of Compliance Fee for commercial applications. The $100 fee will address the review of building plans for compliance with the development standards of the Neighborhood Conservation Districts and Corridor Overlay Districts. The fee is projected to generate $21,000 in additional revenue. This fee is classified as User-Driven Revenue.
- The Department is creating a Consultation Fee for Neighborhood Planning Services. This $50 per hour fee will cover consultation services for alternate design concepts for zoning cases, flex development plans and projects in overlay districts. The new fee will generate an additional $5,000 in revenue. This is classified as a User Driven Revenue.
- The Department is creating a Voluntary Annexation Fee. The $3,000 per application processing fee will recover costs for all notices required by City Charter and State Statutes when the City receives voluntary annexation petitions. The fee will generate an additional $6,000 in revenue. This is classified as a User Driven Revenue.

The Police Department adopted the creation of three fees, adjustment to two fees, and implementation of a towing policy, that will generate a total of $1,723,158 in additional revenue for the General Fund.

- The Department is proposing the following fee increases associated with Ground Transportation, all classified as Basic City Service Revenues:
  - Establish a $15 fee for replacement of lost taxi driver permit. The permit is issued for two years, but must be replaced if lost. This increase will generate an additional $900 in revenue.
  - Increase the Limousine Supplemental Fee from $25 to $50. When business/demand dictates, limousine companies can put more vehicles in service with a supplemental permit. This increase will generate $11,850 in additional revenue.
  - Establish a $25 fee for the Reinspection of those taxicabs that are "Passed Pending Repair" (PPR) at the semi-annual inspection. The increase will generate an additional $1,850 in revenue.
  - Taxi permit holders are allowed to pay on a quarterly basis to defray the costs over the life of the permit. The Department is creating a Late Permit Payment Fee of $25 for taxi permit holders who pay their permit fees late. The fee will generate an additional $900 in revenue.
- When a group requests a street closure for a parade, run-walk or block party, the police department is required to coordinate street closures and necessary security to support the event. Although the group is not required to utilize SAPD staff at the event, the department is always required to do the up-front coordination. The Department is adjusting the Parade/Special Event Coordination Fee by eliminating the $25 flat rate and implementing the following tiered system: $50 for a Category 1 event (one to 10 officers required), $100 for a Category 2 event (11 to 25 officers required), $150 for a Category 3 event (26 to 75 officers required) and $200 for a Category 4 event (more than 76 officers required). In addition, the Department will be able to recover all on-duty costs associated with Run-Walk events. The adopted changes are projected to generate an additional $27,100 in revenue. This is classified as a User-Driven Revenue.
- The Department is establishing a policy for towing vehicles from both traffic stops and vehicle accidents with no proof of liability insurance. Texas law demands that drivers cannot "operate" a vehicle unless proof of insurance is "established." In 2004, approximately 61,000 drivers were ticketed in San Antonio for having no liability insurance. The department will develop an operational policy to include guidelines such as: Calling the drivers insurance company (if during normal business hours) to verify coverage; Allowing another person (if within a reasonable timeframe) to bring proof of insurance to the scene; Before a vehicle is released from the vehicle storage facility, proof of insurance must be furnished before releasing the vehicle. This policy will become effective on January 1, 2006. This Community-Wide Benefit policy will generate an additional $1,681,008 in revenue in FY 2006.

The Asset Management Department will enhance current vending and advertising/promotional revenues through the Municipal Marketing Program.

The City utilized the services of Active Public Enterprise Group, Inc. (APEG) to identify opportunities and strategies to generate additional revenues and services through a comprehensive Municipal Marketing Partnership Program. Examples of partnership opportunities include exclusive beverage vending and pouring rights, corporate sponsorship of City events and potential venues for placement of advertising. The Adopted FY 2006 Budget estimates additional revenue from the first phase of this plan which will include the negotiation of a new and expanded City-wide vending machine contract as well as several sponsorships recommended by APEG as part of their inventory of existing City assets. An additional position will be added to the department to assist in the multi-year implementation of the program which is anticipated to generate $130K in net additional revenue in the first year, an additional $271K in net revenue in FY 2007, and more significant increases in revenue in future fiscal years as additional partnerships are formed.

The first-year implementation will generate an additional $167,309 in the General Fund in FY 2006. After accounting for the cost of the position and consultant fees, the program will generate $51,104 in net additional revenue to the General Fund. Other funds impacted by the Municipal Marketing Program through additional snack and beverage vending revenue include Facility

Services (projected to generate $50,000 in FY 2006), Community and Visitor Facilities Fund (projected to generate $3,988 in FY 2006), Environmental Services Fund (projected to generate $1,905 in FY 2006) and the Parking Fund (projected to generate $2,516 in FY 2006). In addition, the Golf Fund is projecting to generate $20,000 in revenue through exploring opportunities such as sponsorship opportunities for tee boxes, out-of-home media opportunities and other promotional opportunities.

The increased marketing revenue is projected to cover the costs to administer the program. Future expansion of the program will be determined through a review of program revenues and expenses.

- **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 $52.5 million that will be used to augment available resources for FY 2006. The 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 the objective of City Council to set aside 5% of the City's General Fund appropriations toward the Reserve for Revenue Loss. The FY 2006 Adopted Budget recommends increasing the Reserve by $5.0 million, for a total Reserve for Revenue Loss of $28.17 million. The Reserve equates to 3.9% of the FY 2006 Adopted General Fund appropriations.

OTHER FUNDS REVENUE CHANGES

- **Community & Visitor Facilities Fund**

The Alamodome Department is increasing one fee associated with event parking at the Alamodome, generating an additional $256,900 in revenue.

- The event parking fees at the Alamodome will increase from $8 to $10. This increase is projected to generate $256,900 in additional revenue.

The City currently offers a 1% administrative reimbursement to Hotels who remit their payment of the City's portion of the Hotel Occupancy Tax (HOT) by the 20th day of the following month. This reimbursement will be eliminated in the FY 2006 budget. The impact to the fund will result in an additional $329,396. The HOT 2% Capital Improvement Fund will also benefit from this policy change, generating an additional $93,947.

- **Right of Way (ROW) Management Fund**

The Public Works Department is increasing one fee, which will generate $47,380 in additional revenue in FY 2006.

- The Right Of Way Ordinance established a non-refundable permit application fee of twenty-five dollars ($25) in 2001. The fee covers for the administrative cost of handling and processing ROW permit applications. ROW users are required to apply for a ROW permit before making a street cut, excavation or any use of the ROW. The ROW Application Fee will increase from $25 to $30. This fee has not been adjusted since 2001. The increase will generate an additional $47,380 in revenue.

- **Animal Care Fund**

The Animal Care Unit is creating three new fees and adjust one fee, which will result in $224,550 in additional revenue.

- The Unit is creating an Animal Care Surrender Fee. The $25 fee will be assessed whenever persons call the City to pick up their animal. The fee is assessed per animal. Persons bringing in their animal will be asked to make a donation, which could possibly be used to place the animal up for adoption. Persons bringing in a litter from a cat will be assessed a fee of $25 per litter. Creation of the Surrender Fee will generate an additional $200,000 in revenue.
- The Unit is creating a Euthanasia Fee. The fee will be assessed to those persons bringing their animals in for humane euthanasia. The fee will be $25 per animal and will generate $13,500 in additional revenue.
- The Unit is creating a Rabies Vaccination Fee for Rescue Placement Organizations. The fee of $5 per animal will be charged for rabies vaccinations going to rescue/placement organizations registered with Animal Care. The new fee will generate $3,750 in additional revenue.
- The Unit is increasing the fee charged to Jurisdictions outside of San Antonio, but in Bexar County, that bring their animals in for kenneling, adoption or euthanasia. The current fee of $30 per animal will increase to $50 per animal. This adjustment will generate an additional $7,300.

- **Golf Fund**

The Parks & Recreation Department is increasing various fees in Golf Operations for a total increase in revenue of $206,000 in FY 2006.

- The Golf Cart Rental Fees will increase by $2 for 18 holes (from $21.50 to $23.50) and by $1 for nine holes (from $12.50 to $13.50). This increase will generate an additional $140,000.
- The new Point-of-Sale System allows the Department to make advanced reservations for tee times. A new fee of $1 is established for those patrons who utilize the advanced reservation service. This fee will generate an additional $46,000.
- A portion of the City's Municipal Marketing Initiative involves exploring various marketing opportunities for the golf facilities. These opportunities include naming rights for tee boxes, advertisements and other promotional opportunities. Implementation of Municipal Marketing at the City's golf facilities in FY 2006 is projected to generate $20,000 in additional revenue.

- **San Jose Burial Fund**

The Parks and Recreation Department is increasing fees associated with interments and sale of lots at the San Jose cemetery, which will generate $45,000 in additional revenue in FY 2006.

- Interment Fees will increase as follows: Increase Regular Depth from $350 to $400 and Extra Depth from $425 to $500. The adjustment will raise an additional $20,000 in revenue.
- Fees for the sale of lots will increase as follows: Increase an adult single space fee from $550 to $600 and a designated family section from $650 to $700. The adjustment will generate an additional $25,000 in revenue.

- **Aviation Fund**

The Aviation Department is increasing five fees, which will generate an estimated $793,000 in additional revenue in FY 2006.

- In order to maximize the use of the parking facilities during the construction of the new parking garage, an adjustment to the incremental fees in Hourly, Long Term and Economy parking areas is adopted. The construction work will reduce the number of parking spaces near the terminals and impact the roadways. By increasing the increments towards the daily maximum fee at a faster rate will encourage greater utilization of the Economy parking lot, which is being expanded to accommodate the increase in usage. The hourly parking area will reach the maximum daily fee after 9.5 hours instead of the present 16.5 hours, while the long term parking area will reach the maximum after four hours instead of 7.5 and the economy shuttle lot will be four hours instead of six. These changes will also reflect the more customary parking rate structure. It is estimated that the changes will affect about 12% of the total parking patrons. The fee adjustment will generate an additional $460,000. The increments have not been adjusted since 2001.
- The Department is increasing the maximum daily rate for Economy Shuttle Parking from $5.00 to $6.00. The adjustment to the fees is necessary to offset an increase in operating and capital costs due to expanded Economy Shuttle Parking Operations. This fee was last adjusted in FY 2004. An estimated $289,000 will be generated by this adjustment.
- In an effort to recover increased security costs due to TSA Security Directives, the Department is increasing several Airport Security Fees as follows:
  - The ID Badge Fee, which is used to ensure only authorized individuals have access to security areas, will increase from $8 to $15. The fee for a lost badge will also increase from $10 to $25. These fees have not been adjusted since 2001. These adjustments will generate an additional $40,500 in revenue.

- The Criminal History Check Fee will increase from $34 to $35. The adjustment will help to recover the cost of the FBI fingerprint background check. This fee has not been adjusted since 2002. This adjustment will generate an additional $3,500 in revenue.

- **Environmental Services Fund**

The Environmental Services Department will increase the Garbage Fee and the Brush Fee and make adjustments to various miscellaneous service fees, which will generate an estimated $8.0 million in additional revenue in FY 2006.

➢ The Adopted FY 2006 Budget for the Environmental Services Fund is approximately $60 million. The Five-Year Financial Forecast presented in June concluded that without any changes to the Fund's rate structure or significant adjustments to expenditures, the Environmental Services Fund could expect significant annual shortfalls during the forecast period.

As reflected in the FY 2005 Adopted Budget, the Fund was projected to experience a negative cash flow of approximately $1.8 million (or $.46 per household per month) for the year. This negative cash flow was further increased by approximately $800,000 in the FY 2005 Re-Estimate. This increase was due to a softening of some revenues (0.6% decrease) and an increase in various expenses including fuel and truck parts (0.8% increase). As planned, this projected shortfall will be covered by the existing Fund balance which will reduce the ending FY 2005 fund balance to approximately $5,000.

In order to maintain the current twice a week schedule of Residential Garbage Collection and the weekly Residential Recycling Collection, an increase of $0.45 in the monthly Residential Garbage Fee is adopted. This fee will increase from $9.71 to $10.16 per month, which will generate additional revenue of approximately $1.6 million annually.

Currently, the Residential Brush Collection Program provides a twice a year brush and bulky waste pickup for each resident. A cost recovery analysis of the Residential Brush Collection Program indicates that only 56% of the program cost is being recovered through the current monthly Brush Fee of $1.20. Consequently to maintain this level of service, a $1.33 increase in the monthly Residential Brush Fee is adopted. This fee will increase from $1.20 to $2.53 per month, which will generate additional revenue of approximately $4.9 million annually.

The other component of the overall monthly fee for the Environmental Services Fund, the Environmental Fee, will remain the same at $1.30 per month. Therefore, the overall total monthly fees will increase as follows:

Monthly Fees	Current Fees	Fee Increase	Total New Fees
Garbage Fee	$ 9.71	$ 0.45	$ 10.16
Brush Fee	$ 1.20	$ 1.33	$ 2.53
Environmental Fee	$ 1.30	$ 0.00	$ 1.30
Total	$ 12.21	$ 1.78	$ 13.99

➢ The Department is increasing the fee for Commercial Garbage Bags from $1.00 each to $2.00 in order to more closely reflect the actual cost of services. Currently the bags are sold in box sets of 50 bags per box at $50.00 for each box. With the new rate, 50 bag box sets will be made available at $100.00 per box. This fee adjustment will generate approximately $25,000 in additional revenue.

➢ The Out-of-Cycle Collection Fee will change from a minimum fee of $25.00 per eight cubic yards of debris collected to $50.00 for the initial eight cubic yards collected and $25.00 per eight cubic yards thereafter. This initial eight cubic yard fee increase reflects the cost of moving the collection equipment and personnel from one intermittent collection location to another. This change also

includes the elimination of the White Goods Collection Fee. The items previously charged under the White Goods Collection Fee will now be incorporated into the Out of Cycle Collection Fee. This fee adjustment will generate an additional $138,000 in revenue.

- The Department will increase the minimum fee for residential brush disposal at the Bitters Brush Site to $23.50 per ton. Currently, residents may dispose of six loads; less than 700 pounds each, within a 60 day period at no cost. Each load over 700 pounds or more than six loads in 60 days is currently assessed a fee of $23.50. Under the adopted rate change, residents will be charged a minimum fee based on actual weight of $23.50 per ton. This new rate is similar to residential disposal rates at area landfills. This fee adjustment will generate an additional $130,000 in revenue.
- The Department will increase the commercial/non-residential brush disposal fee from $23.50 to $25.00 per ton. This rate is similar to commercial disposal rates at area landfills. This fee adjustment will generate an additional $9,500 in revenue.
- The Department recommended a change in the methodology of charging the Commercial Waste Haulers from a per truck vehicle permit fee to a charge of $0.50 per ton based on the amount of waste disposed of at the area landfills or transfer stations located within the City limits. During the adoption of the FY 2006 Budget, the Council suggested the Department meet with the Waste Haulers to address concerns their concerns with this change. The Department will meet with the Waste Haulers and will not implement the change until January 1, 2006. This fee adjustment will generate an additional $759,000 in revenue.

Personnel Compensation

PERSONNEL COMPENSATION POLICY ISSUES

The dedication and commitment exhibited by City employees is evidenced through the delivery of critical services to over a million citizens each day and more than 20 million visitors each year. The Five Year Financial Forecast presented in June 2005 and outlined in the 2005 City Council Goals and Objectives Work session identified the City's workforce compensation issues. Maintaining an attractive compensation package has been a priority in finalizing the FY 2006 Adopted Budget.

Market Salary Adjustment
The Adopted budget includes a market salary adjustment for eligible employees. This adjustment will be effective on October 1, 2005 and will be distributed to civilian full-time and part-time employees as follows:

- Employees with an annual base salary of $50,000 and below (reflecting 92% of eligible civilian employees) will receive a 4.5% increase to base salary
- Employees with an annual base salary greater than $50,000 will receive a 3% salary increase to base salary

The market salary adjustment totals $9.6 million in all funds and $5.9 million in the General Fund.

Job Reclassification & Re-grade Adjustments
In FY 2005, minimum starting salaries for 14 job classifications were increased or "re-graded" as a result of labor market comparisons. These re-grades totaled $487,175 annually in all funds, and resulted in salary increases for over 200 existing employees, with a minimum increase of 3% to base salary per employee. The City has also reclassified 170 individual employees for a total cost of approximately $366,538 annually. The Adopted Budget sets aside $500,000 to continue addressing job classification changes in FY 2006.

Classification Structure and Total Compensation Reviews
Included within the FY 2006 Adopted Budget is $175,000 for professional service fees to conduct a comprehensive review of the City's classification and compensation structures as well as to train human resources staff in conducting a thorough review of the organization's systems and pay plan. This re-design should result in a more objective and equitable compensation structure with a pay plan that incorporates fewer, more flexible job classifications, more adequately and responsively addresses labor market salary issues and a streamlined process to support this structure. It will also incorporate a total compensation philosophy that includes the value of health benefits and other non-monetary benefits in the compensation decision-making process and a more objective structure for providing future salary increases while retaining the ability to reward job performance.

Performance Pay
In light of the proposed review of the organization's compensation practices, the City's performance pay will be suspended for FY 2006. Staff, with the assistance of the compensation consultant, will evaluate existing distribution methodologies and the City's current appraisal system to make appropriate recommendations for the design of a more objective system.

Certification Pay Program
The FY 2005 Adopted Budget funded a pilot program to provide employees salary increase opportunities through the attainment of higher or broader job-related skills and knowledge. The pilot program was designed to primarily reward job-related certifications in skilled craft and service/maintenance jobs such as Gardeners, Plumbers, and Electricians. The program also reimburses for exam fees and certification fees paid in the attainment of the certification. A total of $291,571 was reserved to cover these costs. This pilot program will continue to be funded in FY 2006, with an expansion of certifications to include workers in other areas, such as Animal Care and Development Services.

Employee Health Benefits Program

The Employee Benefits Fund was established to monitor and record all revenues and expenditures associated with the operation of the City's Employee Benefits Program. The City subsidizes a competitive health plan for employees and retirees to attract and retain good employees and provide for a healthy workforce to maximize productivity by minimizing absenteeism due to illness of the employee or their dependents. There are four major employee healthcare plans and four retired employee plans:

Employee Group	Plan	Participants
Active Employees	CitiMed Preferred Provider Organization (PPO)	Civilian employees
Active Employees	CitiMed Fire & Police	Uniformed employees
Active Employees	CitiMed Health Maintenance Organization (HMO)	Civilian employees
Active Employees	Tri-care Supplement Plan	Civilian employees (military retirees)
Retirees	CitiMed Non-Medicare PPO	Civilian retirees under age 65
Retirees	CitiMed Non-Medicare HMO	Civilian retirees under age 65
Retirees	CitiMed Medicare PPO*	Civilian/Uniformed (non pre-fund) retirees aged 65+
Retirees	Secure Horizon's HMO*	Civilian/Uniformed (non pre-fund) retirees aged 65+

**Coordinated with Medicare A&B*

All "CitiMed" plans are self-funded plans and administered by the City of San Antonio. The City does not purchase insured policies for these benefits. Instead, the City serves as its own insurance company by collecting revenue from each of the City's funds (budgeted departmental assessments) and employees/retirees (premiums) and paying for all expenses/claims incurred resulting from plan utilization. By self-insuring these plans, the City realizes savings by not paying for profit margins to a private insurance firm, retaining any interest earned on premiums, maintaining control and flexibility of the plan design which can be tailored to the employer/employee needs, and therefore retaining the freedom to limit or remove conditions from programs to continue affordable care.

Prior to Plan Year 2004, the City had reduced plan costs through prescription drug plan co-pay increases, premium increases for employees and retirees, medical claim review, disease management programs, and coordination of benefits with other plans, among other strategies. As part of the Adopted FY 2005 Budget, the City continued this practice of adopting cost-saving measures to reduce cost which resulted in approximately $8.1 million in savings as reflected in the following table:

FY 2005 Plan Change	Rationale	Estimated Savings/ Additional Revenue
Employee Premium Adjustments	Adopted four-tier CitiMed premium and set subsidy as follows: Employee- 97%; Child(ren) - 90% ; Spouse- 85%	$ .8 M
CitiDent, COBRA, and retiree premiums	Set retirees contributions at 27% of cost and adjusted CitiDent and COBRA to actuarial valuation	$ .2 M
Third Party Administration Contract	Negotiated new TPA contract with deeper provider discounts effective Jan 2005	$ 4.5 M
Advantage 90 Rx Change to 90 day supply	Restricted access for 90 day maintenance Rx to Walgreens retail & WHI mail-order only	$ .03 M
Discontinue fully insured HMO coverage	Self insuring HMO plans exempts COSA from costly State mandates (reinsurance, reserve, dependent coverage, etc.)	$ 2.3 M
TriCare Supplement (Hartford/ASI)	Allowed COSA to avoid primary payer status for TriCare eligible employees	$ .338 M

The actual ending fund balance for FY 2004 was $31.7 million, which is a $1 million variation from the adopted budget's projection due to large out-of-network cases incurred in the uniformed plan:

Category	Actual FY 2004	Adopted FY 2005	Re-estimate FY 2005
Beginning Balance	($19,919)	($30,697)	**($31,752)**
Revenue	$65,915	$82,812	$81,510
Total Avail Funds	$45,996	$52,115	$49,757
Total Appropriations	$77,748	$74,641	$73,815
Gross Ending Balance	**($31,752)**	($22,527)	($24,058)

As outlined in the forecast, projections through FY 2010 assume increases in the City's budgeted assessments every year to achieve a positive fund balance by FY 2008. The estimated cost to the General Fund over the five year period is approximately $31.7 million and for all other funds $20.8 million. In order to achieve the goal of deficit elimination and not unduly burden the City with the bulk of the cost increases, the City will pursue cost-sharing initiatives with plan participants over the next few years. This can be achieved through a combination of premium increases, plan design or coverage changes, and/or plan limit changes (deductibles, out-of-pocket maximum costs, co-insurance percentages, co-pay amounts, etc.) Such an approach will result in a competitive health plan at an affordable cost to the employee, retiree, and the City.

FY 2006 premium levels for CitiMed plans for uniformed employees are still set at no cost to the employee as a result of benefit levels set by the collective bargaining agreement. The uniformed plan also has a lower deductible and out-of-pocket maximum, and no penalty for out-of-network usage. Historically, coverage levels for CitiMed plans were also offered at no premium cost to civilian employees and their dependents. In Plan Year 2004, the City implemented a premium structure for civilian employees of $5 per month for employee-only coverage, and $15 per month for employee plus one or more coverage. For Plan Year 2005, a new philosophy was adopted that subsidized each plan member (employee, spouse, children) at the following percentage levels:

CitiMed Participant	% of City Subsidy	2005 Total Monthly Cost	2005 City Monthly Share
Employee (Adult)	97%	$234	**$227**
Child(ren)	90%	$175	**$157**
Spouse (Adult)	85%	$234	**$199**

Based on these subsidy levels, FY 2005 premiums were set as follows:

CitiMed Premium Level	Total Monthly Cost	City Monthly Share	Employee Monthly Share
Employee (Adult)	$234	$227	**$7**
Employee + Child(ren)	$409	$384	**$25**
Employee + Spouse (2 adults)	$468	$426	**$42**
Family (Employee + Spouse + Child)	$643	$584	**$59**

Assumptions for FY 2006 project increased costs of 13% for Preferred Provider Organizations. These assumptions result in the following projections for health plan costs in FY 2006:

CitiMed Participant	% of City Subsidy	Total Monthly Cost*	City Monthly Share
Employee (Adult)	97%	$264	$256
Child(ren)	90%	$198	$178
Spouse (Adult)	85%	$264	$224

**Estimated total cost for 2006*

With these increases and maintaining the current subsidy levels, premiums for FY 2006 (beginning in January 2006) will have to increase to the following amounts for active employees:

CitiMed Premium Level	Total Cost	City Monthly Share	Emp Monthly Share*
Employee (Adult)	$264	$256	**$8**
Employee + Child(ren)	$462	$434	**$28**
Employee + Spouse (2 adults)	$528	$480	**$48**
Family (Employee + Spouse + Child)	$726	$658	**$68**

**Same as 2005 Premium dollar rates*

The non-uniformed PPO plan currently includes a $250 individual deductible for in-network participants, which is member responsibility. After the deductible is satisfied, the plan pays 80% of eligible charges with the member paying their 20% portion up to a maximum of $1500 within a calendar year. The plan then pays 100% of the eligible expense for the remainder of the calendar year. The individual deductible of $250 plus the $1500 of individual coinsurance equals the plan out of pocket maximum of $1750 per calendar year for in network expense. The PPO plan also includes co-payments ($15) for office visits and co-payments for prescriptions purchased through Walgreen's. These amounts do not apply to satisfy the plan deductible or coinsurance maximum. Rather than increasing monthly premiums across the board for active and non-Medicare retired members of the CitiMed PPO plan in FY2006, the City proposes the following:

- No increase to monthly premium charges for employees or non-Medicare retirees
- Adjustment of the in-network deductible in the CitiMed PPO plan from $250 to $500, with family deductible increasing from $500 to $1000. Out of network deductible will increase correspondingly.
- Adjustment of the in-network out-of-pocket (OOP) maximum in the CitiMed PPO plan for active employees from $1,500 to $2,000 (family OOP max increases from $3,000 to $4,000), with corresponding increase for out-of-network OOP maximum.
- Redirection of savings achieved by these changes (estimated at $1.1 million) as follows:
    - Creation of flexible spending accounts (FSA) for all employees and non-Medicare retirees enrolled in the CitiMed PPO plans
    - Employer (COSA) contributions into this FSA of $250 (on a pre-tax basis) for each employee/non-Medicare retiree on January 1, 2006
    - Active employees can also contribute to FSA's on a pre-tax basis, up to a total amount of $5,000, for projected medical-related expenses in calendar year 2006
    - As with existing FSA's, any monies left in the accounts at year end will automatically revert to the City as the excesses do now.

The cost of the FSA accounts for active employee and non-Medicare retiree participants in the CitiMed

PPO (3,327 employees and at $250 each) is $831,750. The following chart summarizes the adopted changes:

	2005 Benefits		2006 Adopted	
Item	**In-Network (Ind/Fam)**	**Out-of-Network (Ind/Fam)**	**In-Network (Ind/Fam)**	**Out-of-Network (Ind/Fam)**
Deductible	$250/$500	$500/$1,000	$500/$1,000	$1,000/$2,000
Out-of-Pocket (OOP)	$1,500/$3,000	$3,000/$6,000	$2,000/$4,000	$4,000/$8,000
Combined Deductible/OOP	$1,750/$3,500	$3,500/$7,000	$2,500/$5,000	$5,000/10,000
FSA – employer contribution	No employer contribution	No employer contribution	$250 on January 1, 2006 (pre-tax)	$250 on January 1, 2006 (pre-tax)

Because the employee monthly share will remain unchanged for FY 2006, (no premium increase in FY 2006) the City subsidy for child(ren) will go from 90% to 91% and the spouse subsidy will increase from 85% to 87% of total cost.

CitiMed Participant	% of City Subsidy	Total Monthly Cost*	City Monthly Share
Employee (Adult)	97%	$264	$257
Child(ren)	91%	$198	$180
Spouse (Adult)	87%	$264	$229

**Estimated total cost for 2006*

The following table shows the FY 2006 projected total monthly cost by employee/dependent premium level:

CitiMed Premium Level	Total Cost	City Monthly Share	Emp Monthly Share*
Employee (Adult)	$264	$257	**$7**
Employee + Child(ren)	$462	$437	**$25**
Employee + Spouse (2 adults)	$528	$486	**$42**
Family (Employee + Spouse + Child)	$726	$667	**$59**

**Same as 2005 Premium dollar rates*

This direction for FY 2006 – maintaining premium levels while increasing deductibles and OOP maximums, in conjunction with the funding of flexible spending accounts – is strategically advantageous for the City in several ways:

- Because there is no monthly premium increase from FY 2005 levels for employees and non-Medicare retirees, members only have to pay more for coverage if and when they have significant plan utilization – therefore, the consumers of the plan actually share more of the cost, rather than all employees and retirees (and are still protected in case of a catastrophic event with $2,500 in out-of-pocket expenses for employee/retiree only)

- Employees and non-Medicare retirees who utilize the plan up to the new deductible level ($500) still feel the same impact of the current deductible level ($250) for themselves, since they will be given $250 in a flexible spending account to use on applicable medical-related expenses.
- Monies in flexible spending accounts are available to the employee and non-Medicare retiree to pay for any healthcare expenses for them (or their dependents) that is not currently paid for by the City's or any other health insurance plan; expenses can be used for the employee or dependents, including co-pays, deductibles, eye glasses, dental expenses, etc.
- Creation and utilization of a flexible spending account creates a "consumer-directed" healthcare initiative by putting funds in the participant's control – the decision on what to spend, and the best use of those monies, is up the participant for this first $250.
- Maintaining 2005 premium and co-insurance levels through FY 2006 allows time for negotiations with uniformed associations regarding their benefit plans and levels for possible adjustments effective in 2007, to coincide with possible additional adjustments to civilian active and non-Medicare retiree plans.

The cost of the FSA accounts for active employee and non-Medicare retiree participants in the CitiMed PPO (3,327 employees and 959 retirees at $250 each) is $1,071,500. These costs are covered by the savings generated from the increases in deductible and OOP levels. For comparative purposes, if the City were to maintain deductible and out-of-pocket levels, and instead fund these FSA accounts through premium increases, active employee-only premiums will have to increase by as much as 371% to generate at least $832,000 in additional revenue to fund those FSA accounts:

CitiMed Premium Level	Monthly Premium		Enrollment	12 months funding		Increased Revenue
	Current	New Level		Current	New Level*	
Employee (Adult)	$ 7	$ 26	1240	$ 104,160	$ 316,200	$ 212,040
Employee + Child(ren)	$ 24	$ 52	520	$ 149,760	$ 280,800	$ 131,040
Employee + Spouse	$ 42	$ 71	543	$ 273,672	$ 415,395	$ 141,723
Family (Employee + Spouse + Child)	$ 59	$ 97	1024	$ 724,992	$1,075,200	$ 350,208
**3 mos at current rate; 9 mos at new level*			**TOTAL**	**$ 1,252,584**	**$2,087,595**	**$ 835,011**

The City proposes that no increase be made to the CitiMed Medicare PPO premiums for this year as this plan supplements Medicare coverage resulting in lower cost per member for secondary payment after Medicare. Furthermore, the City anticipates savings from the recent Medicare Part D legislation via the receipt of rebates for pharmaceutical coverage in this plan, which can be credited back to the plan for anticipated increased expenses in this fiscal year. The Secure Horizons HMO contract for retirees with Medicare expires December 31, 2005. The 2006 rates are dependent upon the results of a Request for Proposal for Medicare HMO Service, which is in process at this time.

FY 2006 Retirement Incentive Initiative

The City of San Antonio will offer a retirement incentive in FY 2006 to all full-time employees eligible to retire with 27 or more years of service as of May 31, 2006. For participating employees, the City will subsidize retiree health care premiums at an amount equivalent to 50% of cost for the first three years after retirement using current and estimated "retiree plus one" cost levels. Since actual premium costs are unavailable for future years, premium costs for Plan Year 2005 are being used to estimate costs in future years, assuming a 15% increase in each of the years, to determine subsidy amounts for future retiree health premiums. The Retirement Incentive Initiative will also deposit for each year amounts equivalent to an additional 50% of estimated premium costs into a health care savings account for employees with banked sick leave values up to the total value of the banked sick leave balance at the time of retirement. Employees with this additional benefit may elect to use that amount to pay additional premium costs or for other health care related expenses. This one-time opportunity is being further explored via focus group meetings with employees to determine the viability of such an initiative. Employees who opt not to take advantage of this retirement incentive do not have an entitlement to

banked sick leave values except for the use in conjunction with the Extended Sick Leave Program as stipulated in Ordinance 59309.

Three hundred thirty (330) current employees will be eligible for this incentive. The total value of their current positions, including salary and benefits after the October 1, 2005 anticipated market adjustment, is an annual amount of $9.3 million in the General Fund, with $15.0 million in all funds. Assuming that 50% of these employees opt for the retirement program, and assuming that the city can eliminate 25% of those vacated positions, it can be estimated that the possible recurring savings from this program in position eliminations for FY 2007 will be $1.16 million in the General Fund, totaling $1.88 million in all funds.

TMRS 2006 Contribution Rate

Permanent City of San Antonio employees automatically become members of the Texas Municipal Retirement System (TMRS) on the first date of employment. The employees 6% contribution of their gross earnings to TMRS is matched by the City's two-to-one match, or 12% of their gross earning. City employees become vested after five years of service. Currently, the City contributes 12.45% of base salary to the employee's contribution of 6% for retiree benefits provided by the Texas Municipal Retirement System. The City's contribution level, which is set by the TMRS Board, will be 12.21% for calendar year 2006. The updated rate will result in approximately $1.2 million in budget savings for FY 2006.

Police & Fire/EMS Collective Bargaining

The collective bargaining contract between the City of San Antonio and the Professional Firefighters Association expired on September 30, 2005. Negotiations between the City and the Professional Firefighters Association began on a new agreement during the Fall of 2005. The FY 2006 Adopted Budget includes a reserve of funds for the first year of the new collective bargaining agreement.

The collective bargaining contract between the City of San Antonio and the San Antonio Police Officers Association will expire on September 30, 2006. In FY 2005 the City budgeted $6.5 million due to contractual cost increases. An additional $9.6 million is the projected cost for contract increases in FY 2006 to fund a 4% wage increase and other compensation enhancements.

Active health benefits for fire and police employees are a significant component of the Employee Benefits Fund and are established through the respective collective bargaining agreements. The collective bargaining agreements with the Fire Association and Police Association will expire September 30, 2005 and September 30, 2006, respectively. However, the collective bargaining agreement with the Police Association includes a health benefits re-opener to align discussions on health benefits with the expiration of the collective bargaining agreement with the Fire Association. This represents the first time in several contract cycles that the City will have the opportunity to negotiate both active and retirement health benefits with the Fire and Police Associations simultaneously.

Other policy issues also exist with retirement health benefits for fire and police employees who retired after October 1, 1989. These retirement health benefits for fire and police employees are not funded through the Employee Benefits Fund but rather a statutory trust, the Fire and Police Retiree Healthcare Fund. However, significant challenges also exist with the long-term financial position of this Fund. The Fund was first created in the 1989 fire and police contracts to provide retirement health benefits for fire and police employees who retired after October 1, 1989 and was subsequently established as a statutory trust to allow for the broader investment of Fund assets. Contributions to this Fund and benefit levels are also established through the collective bargaining agreements.

The City of San Antonio is the only large municipality within the State and one of the few in the country to have such a pre-funded plan for retiree health benefits where retirement health benefits are being funded in much the same manner as you would a retiree pension. Both active employees and the City are making contributions to the Fund and those dollars are being invested by the Fund to provide funds to pay for healthcare during retirement. The FY 2006 Adopted Budget includes $18.9 million in City contributions. To assist the City in addressing the long-term financial position of this Fund as well as comply with GASB Statement No. 45, the Segal Company has been engaged to perform another

actuarial study of the Fund in conjunction with upcoming collective bargaining negotiations and to explore alternatives and options for the redesign and restructuring of the retirement health program. This will be a part of the dual track strategy which also includes increasing employee and City contributions to the Fund.

Holiday Schedule

HOLIDAY SCHEDULE

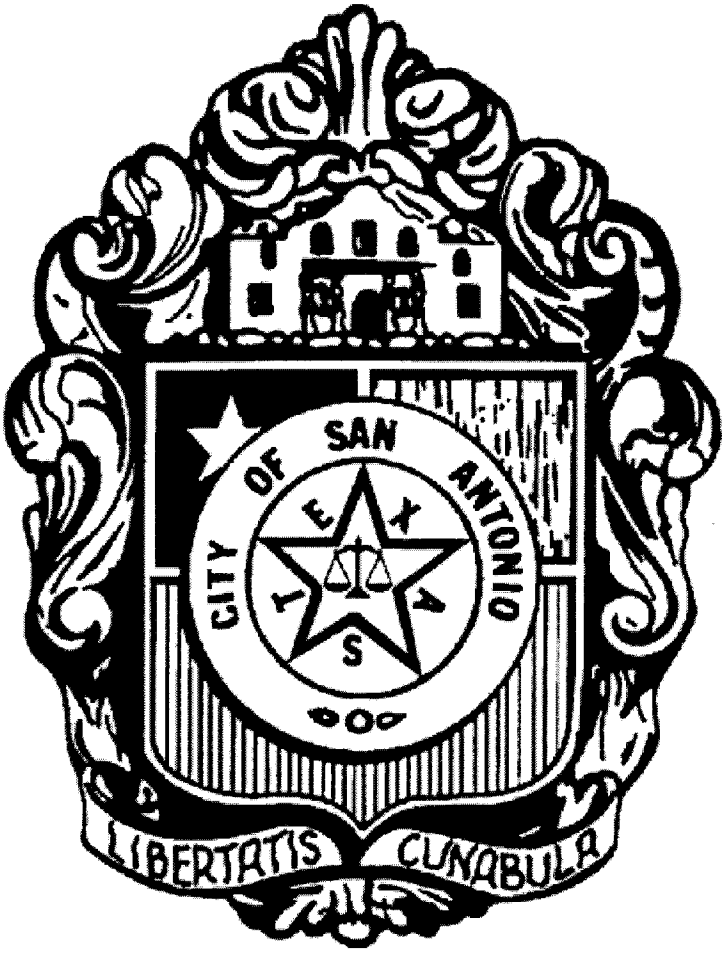
The City Council has approved 13 holidays, 12 scheduled and one floating holiday for a total of 104 hours for FY 2005 which begins on October 1, 2005.

2005-2006 HOLIDAY SCHEDULE FOR CITY EMPLOYEES

Holiday	Day	Date
Veteran's Day	Friday	November 11, 2005
Thanksgiving Day	Thursday	November 24, 2005
Day After Thanksgiving	Friday	November 25, 2005
Day After Christmas Day (Christmas observed on Sunday, December 25, 2005)	Monday	December 26, 2005
Day After New Year's Day (New Year's observed on Sunday, January 1, 2006)	Monday	January 2, 2006
Martin Luther King	Monday	January 16, 2006
President's Day	Monday	February 20, 2006
Good Friday	Friday	April 14, 2006
Fiesta San Jacinto Day	Friday	April 28, 2006
Memorial Day	Monday	May 29, 2006
Independence Day	Tuesday	July 4, 2006
Labor Day	Monday	September 4, 2006

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.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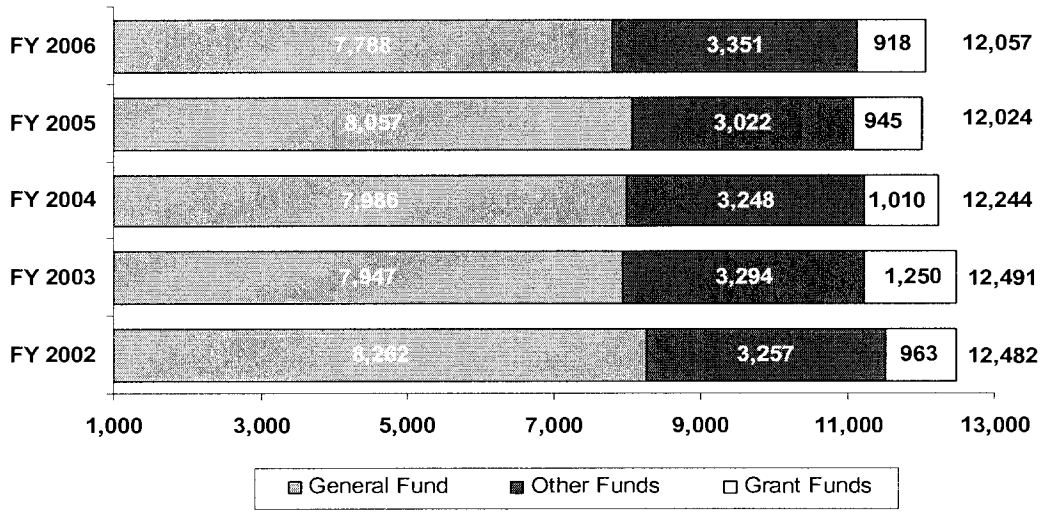
Staffing Level Detail

STAFFING LEVEL DETAIL

The FY 2006 Adopted Budget includes a total of 12,057 positions in All Funds excluding the 2,026 temporary positions within the Alternative Employee Services Fund. The following bar graph compares the total authorized positions over a five year period from FY 2002 to FY 2006. The graph denotes those positions that are authorized within the General Fund, other Operating Funds, and Grant Funds.

Five Year Comparison
All Funds Authorized Positions



The following table shows the number of uniform and civilian positions authorized in the General Fund for FY 2006. Uniform positions are sworn positions within the San Antonio Police Department and San Antonio Fire Department.

FY 2006 General Fund Authorized Civilian and Uniform Positions

Civilian Position	Uniform Positions Police	Uniform Positions Fire/EMS	Total Positions
4,282	2,044	1,462	7,788

The total number of positions in FY 2006 for all funds will increase by 33 positions from 12,024 in FY 2005 to 12,057 in FY 2006. The increase in 33 positions is the net effect of adopted improvements, mandates and reductions/redirections and base-line changes. As seen in the graph above, significant changes will occur in FY 2006 as a result of the redirection of budgets and personnel for certain services from the General Fund to Other Funds. Specifically, 262 Police School Crossing Guards will be redirected from the General Fund to the Child Safety Fund to account for revenues received from added fees to parking tickets, school zone violations, and vehicle registrations. Additionally, 54 positions will be redirected in the FY 2006 Adopted Budget from the General Fund to the newly created Animal Care Fund. These changes are summarized below:

- 262 General Fund Police School Crossing Guards redirected to the Child Safety Fund
- 54 General Fund Health Department positions redirected to the Animal Care Fund

The combination of both the newly created Direct Hire and Labor Pool Programs will result in an authorized personnel increase of 250 positions within the Alternate Service Employee Fund in FY 2006. Implemented during FY 2005, the Direct Hire Program has expedited hiring for labor positions in the Environmental Services and Convention Facilities Departments. The program is being expanded in FY 2006 to include entry-level positions in Animal Care, Purchasing, and Parks and Recreation Departments. A modified program will also be implemented in the Public Works Department.

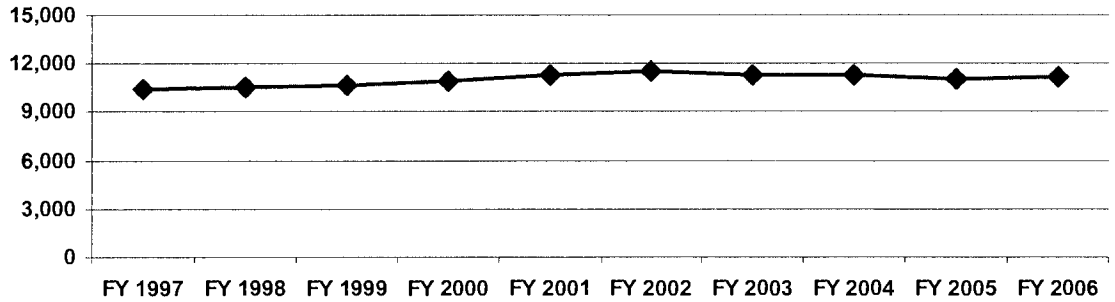
As indicated above, the Adopted Program changes within the budget impact the personnel counts for FY 2006. The following table summarizes the changes to personnel levels by detailing the net added positions from Mandates and Improvements and the net reduced positions from Reductions and Redirections. The table excludes changes that result from base-line target adjustments in the FY 2006 Adopted Budget. These target adjustments equate to a net reduction of 11 positions to reflect program change impacts included within the FY 2005 Adopted Budget.

Net Impact to Personnel Levels from FY 2006 Adopted Program Changes
(Excluding Alternate Employee Services Fund and Grant Funds)

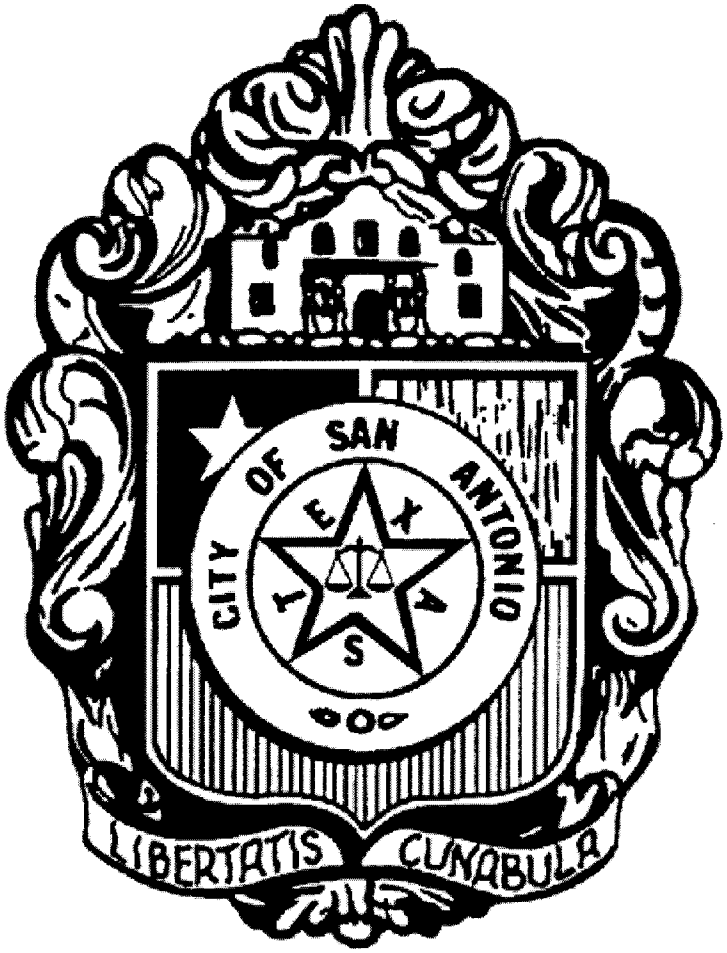
Fund	Improvements	Mandates	Reductions	Redirections	Total Change
General Fund	62	27	(31)	0	***58***
Other Funds	40	4	(30)	(2)	***12***
Total - All Funds	***102***	***31***	***(61)***	***(2)***	***70***

The graph below details the trend in the number of authorized positions (for both civilian and uniform) over a ten year period for All Funds excluding Grant Funds. Over the past ten years, authorized personnel counts have increased on an annual average basis of 1%. From FY 1997 to FY 2006, there has been a 7% growth rate in authorized positions.

Ten Year Authorized Position Trend



The schedules found on the following pages detail City staffing levels. The Personnel Schedule details staffing levels by department and fund over three fiscal years. The Schedule also shows net changes in positions from FY 2005 to FY 2006. The Summary of Adopted 2005-2006 Positions by Type is a breakout of City grant positions by grant, department and employee type.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PERSONNEL SCHEDULE BY FUND AND DEPARTMENT
FY 2005-2006 ADOPTED BUDGET

GENERAL FUND	FY 2003-2004 AUTHORIZED	FY 2004-2005 AUTHORIZED	FY 2005-2006 ADOPTED	NET CHANGE IN POSITIONS
Asset Management	22	12	13	1
City Attorney	71	72	71	(1)
City Auditor	27	30	30	0
City Clerk	19	20	22	2
City Manager	14	14	14	0
Code Compliance	106	106	106	0
Community Initiatives	199	206	207	1
Contract Services	0	16	16	0
Customer Service & 311 System	54	62	66	4
Development Services	210	214	222	8
Economic Development	25	25	25	0
Emergency Medical Services	339	337	373	36
External Relations	13	13	13	0
Finance	89	86	86	0
Fire	1,200	1,200	1,217	17
Health	326	335	277	(58)
Human Resources	34	33	37	4
International Affairs	5	5	5	0
Library	531	540	540	0
Management & Budget	17	17	17	0
Mayor & Council	17	17	17	0
Municipal Courts	209	209	209	0
Neighborhood Action	15	15	15	0
Non-Departmental/Non-Operating	23	25	24	(1)
Parks & Recreation	974	973	947	(26)
Planning	43	38	37	(1)
Police	2,841	2,862	2,607	(255)
Public Utilities	0	10	10	0
Public Works	252	254	254	0
Streets Maint. & Improvement	311	311	311	0
TOTAL GENERAL FUND	**7,986**	**8,057**	**7,788**	**(269)**

OTHER FUNDS	FY 2003-2004 AUTHORIZED	FY 2004-2005 AUTHORIZED	FY 2005-2006 ADOPTED	NET CHANGE IN POSITIONS
Advanced Transportation District Fund	0	0	13	13
Aviation Fund	422	426	445	19
Animal Care Fund	0	0	86	86
Child Safety Fund	0	0	262	262
Community & Visitor Facilities Fund	717	485	481	(4)
Community Infrastructure & Econ. Develop. Fund	0	0	2	2
Enterprise Resource Management Fund	26	0	0	0
Environmental Services Fund	613	613	607	(6)
Facility Services Fund	137	110	113	3
Golf Revenue Fund	101	101	98	(3)
Information Technology Services Fund	204	245	245	0
Internal Services/Alternate Svc. Employee Fund	1,946	1,946	2,196	250
International Center Fund	9	9	9	0
Municipal Courts Technology Fund	0	0	1	1
Parking Facilities Fund	124	140	131	(9)
Public Health Support Fund	48	47	25	(22)
Purchasing and General Services Fund	219	219	219	0
Rabies Control Fund	4	4	0	(4)
Recreation Athletic Fund	49	49	49	0
San Jose Burial Fund	9	9	9	0
Self Insurance Funds	67	66	67	1
South Texas Business Fund	8	8	8	0
Storm Water Operations Fund	274	274	264	(10)
Storm Water Regional Facilities Fund	10	10	10	0
Streets Right of Way Management Fund	20	20	20	0
TIF Unit Fund	8	8	8	0
Visitor Information Center and City Store Fund	9	9	9	0
TOTAL OTHER FUNDS	**5,024**	**4,798**	**5,377**	**579**
TOTAL ALL FUNDS	**13,010**	**12,855**	**13,165**	**310**

SUMMARY OF ADOPTED 2005-2006 POSITIONS BY TYPE
ALL FUNDS

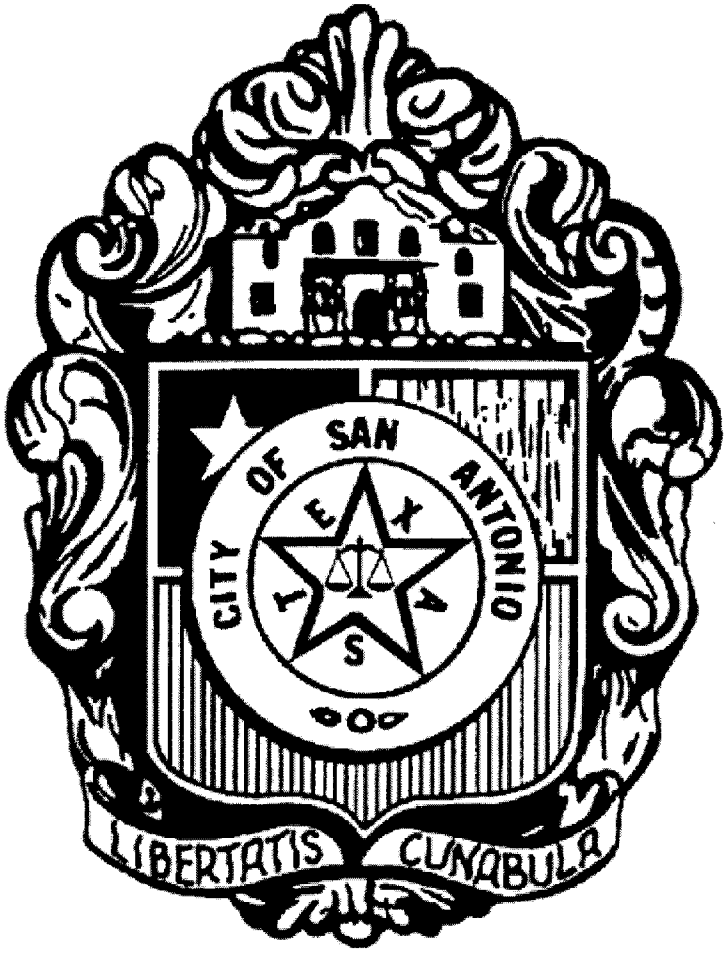
	All Funds - Less Grants Authorization	Grant Authorization	Total Authorization
Civilian Employees	9,631	900	10,531
Uniform Employee			
Police	2,044	17	2,061
Fire	1,490	0	1,490
Sub-total	3,534	17	3,551
TOTAL [1]	13,165	918	14,083

Explanatory Information

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

GRANT FUNDED EMPLOYEES
SUMMARY OF ADOPTED 2005-2006 POSITIONS

	Categorical Grants	CDBG/HOME Grants	TOTAL GRANTS
City Attorney	0	5	5
Code Compliance	0	5	5
Community Initiatives	417	10	427
Development Services	0	2	2
Economic Development	3	0	3
Finance	0	1	1
Health	363	0	363
Housing & Community Development	0	32	32
Library	11	0	11
Neighborhood Action	1	26	27
Parks & Recreation	2	0	2
Planning	0	3	3
Police	37	0	37
TOTAL	**834**	**84**	**918**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Improvements

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
GENERAL FUND		
	One-Time Improvements	
City Clerk	Funding for Programming of Scanner for Microfilming & Scanning of Council Meeting Documents	8,130
City Clerk	Funding for a Database for Lobbyist Registration & Quarterly Reporting	50,000
City Clerk	Additional Motor Fuel Funding to Cover Increased Costs	338
Code Compliance	Additional Motor Fuel Funding to Cover Increased Costs	44,856
Community Initiatives	Senior Therapeutic Dance Program	20,000
Community Initiatives	Additional Motor Fuel Funding to Cover Increased Costs	1,151
Contributions to Delegate Agencies	Increase Funding for Project Quest	2,000,000
Contributions to Delegate Agencies	Increase Funding for Brooks City-Base	175,000
Contributions to Delegate Agencies	Funding to Renew Contracts with Facilities that Provide Day Center Services for Chronic Homeless Individuals and Families	333,000
Contributions to Delegate Agencies	Fund Hispanas Unidas Escuelita Project (Early Teen Pregnancy Intervention Education)	68,657
Development Services	Additional Motor Fuel Funding to Cover Increased Costs	52,973
Finance	Additional Motor Fuel Funding to Cover Increased Costs	338
Fire	Additional Motor Fuel Funding to Cover Increased Costs	129,971
Fire - EMS	Additional Motor Fuel Funding to Cover Increased Costs	121,947
Fire - EMS	Funding for 40 12-Lead EMS EKG Units	366,597
Health	Funding for a Maternal Child Health Summit	15,000
Health	Additional Motor Fuel Funding to Cover Increased Costs	46,930
Library	Additional Motor Fuel Funding to Cover Increased Costs	4,283
Library	Increase Funding for Library Materials	500,000
Mayor & Council	Additional Motor Fuel Funding to Cover Increased Costs	1,126
Municipal Courts	Additional Motor Fuel Funding to Cover Increased Costs	226
Neighborhood Action	Additional Motor Fuel Funding to Cover Increased Costs	316
Neighborhood Action	Continue Funding the Austin Highway Neighborhood Commercial Revitalization Program	60,000
Non-Departmental/Non-Operating	Funding for a Domestic Violence Package	173,245

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
GENERAL FUND		
	One-Time Improvements	
Non-Departmental/Non-Operating	Funding to Establish a Business Process Unit	350,000
Non-Departmental/Non-Operating	Funding for an Early Retirement Incentive Initiative	1,534,350
Non-Departmental/Non-Operating	Additional Motor Fuel Funding to Cover Increased Costs	2,885
One-Time Projects	Funding for a Library Theft Detection/Inventory Management System	100,000
One-Time Projects	Funding for a Disparity and Availability Study	225,000
One-Time Projects	Provide Funding for San Antonio Symphony	400,000
One-Time Projects	Infrastructure Improvements at McFarlin Tennis Complex	100,000
One-Time Projects	Funding to Enhance Customer Convenience Through an Expanded Credit Card Acceptability Program	100,000
One-Time Projects	Funding for the Defense Transformation Institute	75,000
One-Time Projects	Funding for Professional Services to Evaluate Classification & Compensation Plans	175,000
One-Time Projects	Funding for Professional Services to Consult on Issues Regarding the Creation of a Library District	75,000
One-Time Projects	Continuation of FY 2005 One-time Project Addressing Homelessness	236,000
One-Time Projects	Funding for Professional Services to Support a Teen Sexually Transmitted Disease Prevention Program	200,000
One-Time Projects	One time funding for Japanese Tea Garden, Sunken Garden Theater, Ruiz House, and Conservatory at Botanical Gardens	1,864,300
Parks & Recreation	Additional Motor Fuel Funding to Cover Increased Costs	180,868
Planning	Additional Motor Fuel Funding to Cover Increased Costs	406
Police	Additional Funding to Replace a Police Helicopter	193,561
Police	Additional Motor Fuel Funding to Cover Increased Costs	1,025,663
Public Works	Mission Trails Signage	100,000
Public Works	Funding to Support Pre-2007 Bond Election Project Estimates	200,000
Public Works	Funding for Automatic Vehicle Locator Technology to Enhance Efficiencies with Signal Maintenance	27,000
Public Works	Additional Motor Fuel Funding to Cover Increased Costs	67,445

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
GENERAL FUND		
	One-Time Improvements	
Public Works - Street Maintenance	Additional Motor Fuel Funding to Cover Increased Costs	318,278
Public Works - Street Maintenance	Increase Contractual Funding for Neighborhood Access and Mobility Program (NAMP)	1,000,000
Reserve for Revenue Loss	Provide Reserve Funding for Hurricane Disaster Relief Non-reimbursable Expenses	508,286
Reserve for Revenue Loss	Increase Funding for Reserve for Revenue Loss	5,000,000
Transfer - Other	Transfer Out for Early Retirement Incentive Initiative	143,954
	Subtotal One-Time Improvements	***18,377,080***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
GENERAL FUND		
	Recurring Improvements	
Asset Management	Add 1 Marketing Manager Position and Professional Services Funding for Municipal Marketing Initiative	116,205
City Clerk	Add 1 Administrative Assistant I Position to Provide Additional Assistance with Boards and Commissions	26,356
Customer Service & 311 System	Provide Funding for New Community Link Center - Including Build-out, Personnel, and Fees to Professional Services Funding. Add 3 Positions: 2 311 Customer Service Representatives and 1 Program Manager Position	223,973
Development Services	Add 2 Development Services Representative Positions	61,788
Development Services	Add 1 Sr. Electrical Inspector and 1 Sr. Plumbing Inspector Position for Investigation Team	141,345
Development Services	Add 1 Building Inspector Position	66,169
Development Services	Add 1 Development Services Specialist Position for Commercial Mail-In Plans	29,802
Development Services	Add 1 Electrical Inspector Position	65,859
Economic Development	Add 1 Sr. Economic Development Specialist Position for Empowerment Zones	58,629
Fire	Add 1 Accountant II and 1 Special Projects Officer Position to Assist with Department Payroll	66,843
Fire	Replace 13 Pumper Trucks	560,593
Fire - EMS	Add 3 Emergency Medical Services (EMS) Units and Three Months of Overtime Funding	2,428,358
Fire - EMS	Increase Funding for EMS Peak Period Dispatching	183,037
Human Resources	Add 1 Sr. Human Resources Analyst Position for Executive and Specialty Recruitment	56,318
International Affairs	Increase Funding for Japan Representative	125,500
Mayor & Council	Increase Funding for Administrative Staff and Operational Costs	376,502
Non-Departmental/Non-Operating	Market Salary Adjustment	5,941,884
Non-Departmental/Non-Operating	Create a Special Events Office - Redirect 1 Special Projects Coordinator Position	100,000
Non-Departmental/Non-Operating	Funding for a Transportation Allowance Program	547,500
Parks & Recreation	Increase Fees to Professional Services Budget for Contractual Bulk Mowing Services	138,848

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
GENERAL FUND		
	Recurring Improvements	
Parks & Recreation	Parks Beautification	500,000
Parks & Recreation	Increase Fees to Professional Services Budget for Contractual Riverwalk Cleaning Services	165,000
Parks & Recreation	Increase Fees to Professional Services Budget for Contractual Mowing Services	313,887
Planning	Funding for Urban Land Institute (ULI) Implementation - In Lieu a Planner II to a Sr. Planner Position	5,729
Police	Add 6 Patrol Officer Positions	321,952
Public Works	Add 1 Contracts Administrator, 1 Contracts Coordinator, and 1 Sr. Financial Accountant Position for Local Area Management (LAM) Improvement	32,510
Public Works - Street Maintenance	Increase Funding for Street Maintenance	5,000,000
Transfer - Other	Animal Care Enhancements - Funding for 9 Positions in New Animal Care Services Fund: 1 Management Analyst, 1 Administrative Aide, 3 Veterinarian Technicians, 1 Animal Care Administrator, 1 Special Projects Coordinator, 1 Shelter Manager and 1 Volunteer Coordinator Position	868,394
	Subtotal Recurring Improvements	***18,522,981***
TOTAL GENERAL FUND		***36,900,061***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
ADVANCED TRANSPORTATION DISTRICT FUND		
Public Works	Create an Advanced Transportation District - Add 13 New Positions	1,172,448
TOTAL ADVANCED TRANSPORTATION DISTRICT FUND		***1,172,448***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
AIRPORT OPERATING & MAINTENANCE FUND		
Aviation	Establish a Volunteer Security Program - Add 1 PT Police Services Agent Position	12,314
Aviation	Market Salary Adjustment	515,911
Aviation	Prisoner Transport - Add 1 Airport Police Officer Position	32,117
Aviation	Funding for an Early Retirement Incentive Initiative	41,150
Aviation	Expand Airport Parking Shuttle Operations - Add 4 PT Chauffeur Positions	29,995
Aviation	Reorganization of Fiscal Operations Unit - Add 5 Positions: 1 Fiscal Planning Manager, 2 Accountant II, 1 Accountant I and 1 Fiscal Officer Position	164,537
Aviation	Reorganization of Planning & Engineering Unit - Add 3 Positions: 1 Sr. Engineer, 1 Fiscal Officer and 1 Project Management Specialist Position	119,918
Aviation	Funding for Airport Police Certification Pay Program	64,000
Aviation	Increase Department Efficiency - Replace 6 Operations Agents with 8 Parking Enforcement Officer Positions	237,219
Aviation	Additional Motor Fuel Funding to Cover Increased Costs	78,846
Aviation	Improve Airport Security - Add 2 Positions: 1 Airport Police Lieutenant and 1 Office Assistant Position	63,457
TOTAL AIRPORT OPERATING & MAINTENANCE FUND		***1,359,464***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
ALAMODOME FUND		
Alamodome	Additional Motor Fuel Funding to Cover Increased Costs	3,607
Alamodome	Market Salary Adjustment	74,293
TOTAL ALAMODOME FUND		***77,900***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
ANIMAL CARE SERVICES FUND		
Animal Services Unit	Market Salary Adjustment	5,603
Animal Services Unit	Add 9 Positions - Funding from Transfer from General Fund - 1 Management Analyst, 1 Administrative Aide, 3 Veterinarian Technicians, 1 Animal Care Administrator, 1 Special Projects Coordinator, 1 Shelter Manager and 1 Volunteer Coordinator Position	0
Animal Services Unit	Additional Motor Fuel Funding to Cover Increased Costs	9,017
TOTAL ANIMAL CARE SERVICES FUND		***14,620***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
COMMUNITY & VISITOR FACILITIES FUND		
Convention & Visitors Bureau	Room Nights Incentive Program	30,000
Convention & Visitors Bureau	Economic Development - Increase Advertising Budget	500,000
Convention & Visitors Bureau	Additional Motor Fuel Funding to Cover Increased Costs	902
Convention & Visitors Bureau	Market Salary Adjustment	163,775
Convention Facilities	Market Salary Adjustment	322,532
Convention Facilities	Additional Motor Fuel Funding to Cover Increased Costs	2,480
Convention Facilities	Goodwill	100,000
Convention Facilities	Provide Funding for Lyric Opera Facility Costs	28,000
Cultural Affairs	Provide Funding for the Cultural Collaborative	500,000
Cultural Affairs	Market Salary Adjustment	21,928
Cultural Affairs	Increase Funding for Art and Cultural Agencies	819,429
International Affairs	Market Salary Adjustment	12,858
International Affairs	Additional Motor Fuel Funding to Cover Increased Costs	2,569
International Affairs	Increase Contract Funding for Japan Representative	50,000
Non-Departmental/Non-Operating	Funding for an Early Retirement Incentive Initiative	102,207
Non-Departmental/Non-Operating	Market Salary Adjustment	4,909
Non-Departmental/Non-Operating	Provide Funding to Replace San Antonio Museum of Art Roof	100,000
Non-Departmental/Non-Operating	Funding for Transportation Allowance Program	162,000
Non-Departmental/Non-Operating	Increase Funding for Hosting Obligations	200,000
TOTAL COMMUNITY & VISITOR FACILITIES FUND		***3,123,589***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
COMMUNITY INFRASTRUCTURE & ECONOMIC DEVELOPMENT FUND		
Economic Development	Add 2 Positions to Newly Created Community Infrastructure & Economic Development Fund	134,905
TOTAL COMMUNITY INFRASTRUCTURE & ECONOMIC DEVELOPMENT FUND		***134,905***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
EMPLOYEE BENEFITS FUND		
Human Resources	Market Salary Adjustment	30,427
Human Resources	Funding for an Early Retirement Incentive Initiative	8,545
TOTAL EMPLOYEE BENEFITS FUND		***38,972***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
ENVIRONMENTAL SERVICES FUND		
Environmental Services	Funding for an Early Retirement Incentive Initiative	183,520
Environmental Services	Provide Funding for 2 New Automated Garbage Trucks (Including Fuel and Maintenance Costs) Due to a Projected 1.5% Increase in Residential Customers	501,896
Environmental Services	Market Salary Adjustment	765,910
Environmental Services	Additional Motor Fuel Funding to Cover Increased Costs	629,571
TOTAL ENVIRONMENTAL SERVICES FUND		***2,080,897***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
FACILITY SERVICES FUND		
Asset Management	Market Salary Adjustment	136,478
Asset Management	Additional Motor Fuel Funding to Cover Increased Costs	31,310
Asset Management	Funding for an Early Retirement Incentive Initiative	6,295
TOTAL FACILITY SERVICES FUND		***174,083***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
GOLF FUND		
Parks & Recreation	Market Salary Adjustment	113,146
Parks & Recreation	Additional Motor Fuel Funding to Cover Increased Costs	23,666
Parks & Recreation	Funding for an Early Retirement Incentive Initiative	32,710
TOTAL GOLF FUND		***169,522***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
INFORMATION TECHNOLOGY SERVICES FUND		
Information Technology Services Department	Funding for an Early Retirement Incentive Initiative	143,954
Information Technology Services Department	Market Salary Adjustment	493,787
Non-Departmental/Non-Operating	Market Salary Adjustment	2,477
TOTAL INFORMATION TECHNOLOGY SERVICES FUND		***640,218***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
INTERNATIONAL CENTER FUND		
Asset Management	Market Salary Adjustment	11,375
Asset Management	Funding for an Early Retirement Incentive Initiative	1,117
TOTAL INTERNATIONAL CENTER FUND		***12,492***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
LIABILITY INSURANCE FUND		
City Attorney	Market Salary Adjustment	24,268
Human Resources	Market Salary Adjustment	6,330
TOTAL LIABILITY INSURANCE FUND		***30,598***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
OCCUPATIONAL HEALTH FUND		
Health	Funding for an Early Retirement Incentive Initiative	4,496
Health	Market Salary Adjustment	9,781
Human Resources	Market Salary Adjustment	1,685
TOTAL OCCUPATIONAL HEALTH FUND		***15,962***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
PARKING FUND		
Public Works	Market Salary Adjustment	141,955
Public Works	Funding for an Early Retirement Incentive Initiative	18,356
Public Works	Funding for a Parking Market Study	250,000
Public Works	Funding to Implement Automated Parking Meter Program	220,613
Public Works	Additional Motor Fuel Funding to Cover Increased Costs	8,025
TOTAL PARKING FUND		***638,949***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
POLICE CONFISCATED PROPERTY FUND		
Police	Additional Motor Fuel Funding to Cover Increased Costs	7,258
TOTAL POLICE CONFISCATED PROPERTY FUND		***7,258***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
PUBLIC HEALTH SUPPORT FUND		
Health	Market Salary Adjustment	60,538
Health	Additional Motor Fuel Funding to Cover Increased Costs	5,410
TOTAL PUBLIC HEALTH SUPPORT FUND		***65,948***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
PURCHASING & GENERAL SERVICES FUND		
Purchasing & General Services	Market Salary Adjustment	276,741
Purchasing & General Services	Additional Motor Fuel Funding to Cover Increased Costs	32,854
Purchasing & General Services	Funding for an Early Retirement Incentive Initiative	38,699
TOTAL PURCHASING & GENERAL SERVICES FUND		***348,294***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
RECREATION ATHLETIC FUND		
Parks & Recreation	Market Salary Adjustment	36,880
TOTAL RECREATION ATHLETIC FUND		***36,880***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
SAN JOSE BURIAL FUND		
Parks & Recreation	Market Salary Adjustment	8,357
TOTAL SAN JOSE BURIAL FUND		***8,357***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
SOUTH TEXAS BUSINESS FUND		
Economic Development	Market Salary Adjustment	4,965
TOTAL SOUTH TEXAS BUSINESS FUND		***4,965***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
STORM WATER FUND		
Development Services	Market Salary Adjustment	2,117
Public Works	Funding for an Early Retirement Incentive Initiative	67,089
Public Works	Additional Motor Fuel Funding to Cover Increased Costs	257,959
Public Works	Increase Trucking Operational Budgets - Trucking Efficiency	182,335
Public Works	Increase Motor Fuel and Lubricants Budget - Sweeper Efficiency	27,000
Public Works	Market Salary Adjustment	333,814
TOTAL STORM WATER FUND		***870,314***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
STORM WATER REGIONAL FACILITIES FUND		
Public Works	Additional Motor Fuel Funding to Cover Increased Costs	3,156
Public Works	Market Salary Adjustment	15,618
TOTAL STORM WATER REGIONAL FACILITIES FUND		***18,774***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
STREETS RIGHT OF WAY FUND		
Public Works	Market Salary Adjustment	16,307
TOTAL STREETS RIGHT OF WAY FUND		***16,307***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
TAX INCREMENT FINANCING FUND		
Neighborhood Action	Market Salary Adjustment	11,725
TOTAL TAX INCREMENT FINANCING FUND		***11,725***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
VISITOR INFORMATION CENTER & CITY STORE FUND		
Convention & Visitors Bureau	Market Salary Adjustment	11,369
TOTAL VISITOR INFORMATION CENTER & CITY STORE FUND		***11,369***

FY 2006 ADOPTED PROGRAM CHANGES

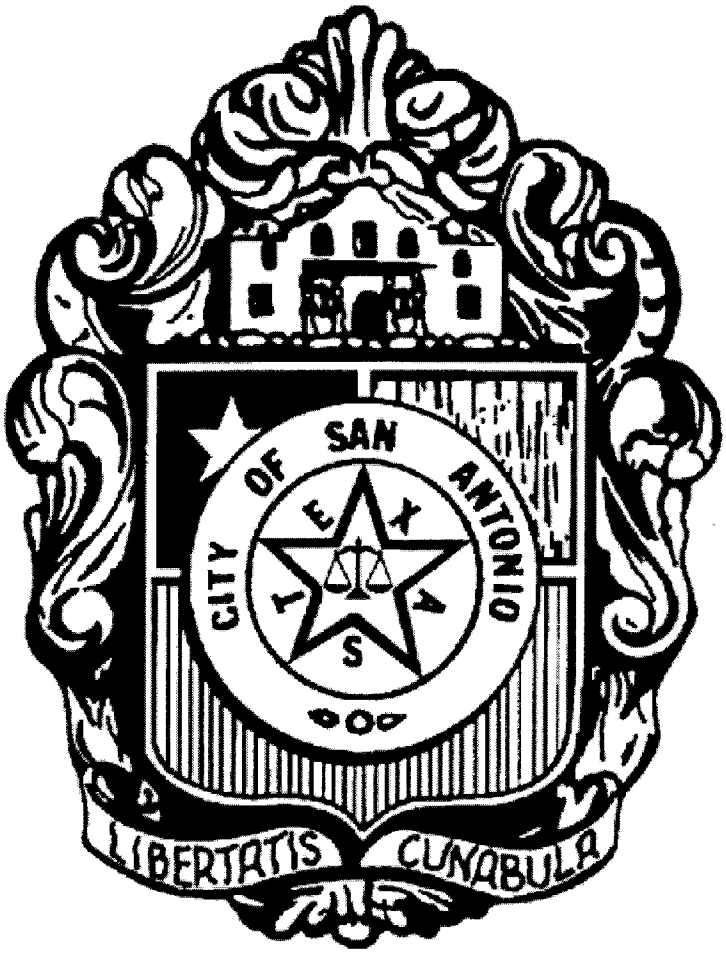
Improvements

Fund/Department	Program Change Title	First Year Amount
WOLFF FUND		
Alamodome	Market Salary Adjustment	7,658
TOTAL WOLFF FUND		***7,658***

FY 2006 ADOPTED PROGRAM CHANGES

Improvements

Fund/Department	Program Change Title	First Year Amount
WORKERS' COMPENSATION FUND		
City Attorney	Market Salary Adjustment	12,492
Finance	Market Salary Adjustment	2,700
Human Resources	Market Salary Adjustment	21,828
Human Resources	Funding for an Early Retirement Incentive Initiative	989
TOTAL WORKERS' COMPENSATION FUND		***38,009***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Mandates

FY 2006 ADOPTED PROGRAM CHANGES

Mandates

Fund/Department	Program Change Title	First Year Amount
GENERAL FUND		
Code Compliance	Three-Year Annexation Plan - Code Compliance	28,174
Community Initiatives	Add 1 Special Projects Coordinator Position for Medical Center Senior Health Center	57,920
Development Services	Three-Year Annexation Plan - Development Services	340
External Relations	Increase Funding for Federal Representation Services	115,200
Fire	Increase Funding for Fire Longevity Pay	323,634
Fire	Three-Year Annexation Plan - Fire Services - Add 1 Pumper Truck and Company (15 Positions)	1,354,948
Fire - EMS	Increase Funding for EMS Longevity Pay	97,141
Fire - EMS	Three-Year Annexation Plan - EMS Services	12,784
Health	Three-Year Annexation Plan - Health Services	19,868
Library	Funding for Great Northwest Library Branch Operating Costs (1999 Bond Program)	32,549
Library	Funding for Semmes Library Branch Operating Costs (1999 Bond Program)	94,879
Non-Departmental/Non-Operating	Increase Funding for Police Contract	945,000
Non-Departmental/Non-Operating	Three-Year Annexation Plan	503,741
One-Time Projects	Funding for Professional Services for HIPAA	630,000
Parks & Recreation	Funding for Fox Park Properties & Hausman Road Maintenance	79,120
Parks & Recreation	Add 4 Positions for Aquifer Protection / Linear Parkway Maintenance	212,479
Parks & Recreation	Add 4 Positions for Sports Field Maintenance	420,161
Parks & Recreation	Funding for Aquifer Protection / Linear Parkway - Add 1 Park Police Officer Position	33,935
Parks & Recreation	Add 1 Park Police Officer Position for Outer Districts	40,347
Parks & Recreation	Add Temporary Services Funding for Spring Time Swimming Pool	62,912
Police	Increase Funding for Police Longevity Pay	642,818
Police	Three-Year Annexation Plan - Add 1 Police Officer Position	33,823
Police	Increase Funding for Police Contract	8,636,409
Police	Increase Funding for Building Security System Maintenance	45,993
Public Works	Three-Year Annexation Plan - Traffic Operations	5,149
Public Works - Street Maintenance	Increase Funding for Landfill Disposal Fee - Streets Maintenance Operations	8,112
Public Works - Street Maintenance	Three-Year Annexation Plan - Street Maintenance and Operations	10,805

FY 2006 ADOPTED PROGRAM CHANGES

Mandates

Fund/Department	Program Change Title	First Year Amount
GENERAL FUND		
Transfer - Other	Funding for FY 2004 Firefighters' Grant Match	156,968
Transfer - Other	Increase Funding for ReACT Grant Match	46,384
TOTAL GENERAL FUND		***14,651,593***

FY 2006 ADOPTED PROGRAM CHANGES

Mandates

Fund/Department	Program Change Title	First Year Amount
AIRPORT OPERATING & MAINTENANCE FUND		
Aviation	Concourse Renovations	145,000
Aviation	Wireless and Communication System Contract	59,000
TOTAL AIRPORT OPERATING & MAINTENANCE FUND		***204,000***

FY 2006 ADOPTED PROGRAM CHANGES

Mandates

Fund/Department	Program Change Title	First Year Amount
COMMUNITY & VISITOR FACILITIES FUND		
Non-Departmental/Non-Operating	Convention & Visitors Bureau Hosting Obligations	590,400
Non-Departmental/Non-Operating	International Affairs Hosting Obligations	20,000
Non-Departmental/Non-Operating	Alamodome NCAA Hosting Obligations	86,000
TOTAL COMMUNITY & VISITOR FACILITIES FUND		***696,400***

FY 2006 ADOPTED PROGRAM CHANGES

Mandates

Fund/Department	Program Change Title	First Year Amount
ENVIRONMENTAL SERVICES FUND		
Environmental Services	Disposal Services Contract	354,013
Environmental Services	Collection Services Contract	291,186
Environmental Services	Three-Year Annexation Plan - Environmental Services	414,931
Environmental Services	City Landfill Repairs - Nelson and West Ave Landfills	59,947
Environmental Services	Funding for CPS Increase to Billing and Collection Services	179,000
TOTAL ENVIRONMENTAL SERVICES FUND		***1,299,077***

FY 2006 ADOPTED PROGRAM CHANGES

Mandates

Fund/Department	Program Change Title	First Year Amount
FACILITY SERVICES FUND		
Asset Management	Custodial Staffing for New Fire Academy (Capital Improvement) - Add 2 FT Building Custodians and on FT Custodial Services Crew Leader	101,886
TOTAL FACILITY SERVICES FUND		***101,886***

FY 2006 ADOPTED PROGRAM CHANGES

Mandates

Fund/Department	Program Change Title	First Year Amount
LIABILITY INSURANCE FUND		
Human Resources	Broker of Record Contract	9,500
TOTAL LIABILITY INSURANCE FUND		***9,500***

FY 2006 ADOPTED PROGRAM CHANGES

Mandates

Fund/Department	Program Change Title	First Year Amount
STORM WATER FUND		
Public Works	Three-Year Annexation Plan - Stormwater Operations	25,000
Public Works	Material Disposal Contract	2,816
TOTAL STORM WATER FUND		***27,816***

Redirections/ Reductions

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
GENERAL FUND		
City Attorney	Eliminate 1 Vacant Sr. Administrative Assistant Position	46,032
External Relations	Add Turnover	32,607
Health	Eliminate 1 Vacant Dental Assistant Position	29,287
Health	Eliminate 1 Vacant Sr. Customer Service Representative Position	30,424
Health	Eliminate 2 Vacant Public Health Aide Positions	56,702
Health	Reduce Chemical and Medical Line Item Budget	936
Human Resources	Reduce Rental of Facilities Budget for Equal Employment Opportunity (EEO) Office	6,802
International Affairs	Reduce Various Line Item Budgets	12,244
Management & Budget	Reduce Printing & Binding Budget	5,000
Municipal Courts	Reduce Various Line Item Budgets	25,744
Parks & Recreation	Outsource Mowing Services - Eliminate 9 Vacant Positions	320,637
Parks & Recreation	Outsource Bulk Mowing Services - Eliminate 6 Vacant Positions	217,268
Parks & Recreation	Outsource Riverwalk Cleaning - Eliminate 8 Vacant Positions	246,483
Planning	Reduce Office Supplies Budget	1,000
Public Utilities Office	Add Unfunded Turnover	21,211
Public Works	Eliminate 1 Vacant Engineering Technician Position	36,602
Public Works	Eliminate 1 Vacant Sr. Electronic Technician and 1 Vacant Sign Technician Position (Signal Maintenance Efficiency)	81,266
TOTAL GENERAL FUND		***1,170,245***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
AIRPORT OPERATING & MAINTENANCE FUND		
Aviation	Increase Department Efficiency - Eliminate 6 Operations Agent Positions	251,136
TOTAL AIRPORT OPERATING & MAINTENANCE FUND		***251,136***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
ALAMODOME FUND		
Alamodome	Reduce Various Line Item Budgets	108,316
TOTAL ALAMODOME FUND		***108,316***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
COMMUNITY & VISITOR FACILITIES FUND		
Convention & Visitors Bureau	Freeze Positions - Assistant Director, Graphics Designer and Executive Secretary	116,146
Convention & Visitors Bureau	Reduce Building Maintenance Costs	45,306
Convention Facilities	Reduce Various Line Item Budgets	123,189
Convention Facilities	Eliminate 1 Audio Visual Technician and 3 Sr. Audio Visual Technician Positions	158,908
Cultural Affairs	Reduce Fees to Professional Services Budget	60,000
International Affairs	Reduce Various Line Item Budgets	11,378
TOTAL COMMUNITY & VISITOR FACILITIES FUND		***514,927***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
EMPLOYEE BENEFITS FUND		
Human Resources	Reduce Various Line Item Budgets	4,492
TOTAL EMPLOYEE BENEFITS FUND		***4,492***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
ENVIRONMENTAL SERVICES FUND		
Environmental Services	Reduce Pager Budget	6,500
Environmental Services	Eliminate 6 PT Garbage Collector Positions	52,017
TOTAL ENVIRONMENTAL SERVICES FUND		***58,517***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
GOLF FUND		
Parks & Recreation	Increase Turnover	100,000
Parks & Recreation	Eliminate 1 Recreation Specialists, 1 Golf Activities Supervisor I and 1 Golf Activities Supervisor II Position	113,809
TOTAL GOLF FUND		***213,809***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
INFORMATION TECHNOLOGY SERVICES FUND		
Information Technology Services Department	Increase Turnover	418,000
Information Technology Services Department	Reduce Riverview Towers Lease Budget	200,000
TOTAL INFORMATION TECHNOLOGY SERVICES FUND		***618,000***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
LIABILITY INSURANCE FUND		
Human Resources	Reduce Various Line Item Budgets	5,961
TOTAL LIABILITY INSURANCE FUND		***5,961***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
OCCUPATIONAL HEALTH FUND		
Health	Reduce Fees to Professional Services Budget	28,690
TOTAL OCCUPATIONAL HEALTH FUND		***28,690***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
PARKING FUND		
Public Works	Eliminate 6 Parking Attendant Positions	135,103
Public Works	Eliminate 1 Maintenance Worker and 2 Parking Attendant Positions	87,194
TOTAL PARKING FUND		***222,297***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
PUBLIC HEALTH SUPPORT FUND		
Health	Eliminate 1 Health Program Specialist Position	43,949
Health	Eliminate 1 Program Coordinator Position	42,709
Health	Reduce Various Line Item Budgets	3,412
TOTAL PUBLIC HEALTH SUPPORT FUND		***90,070***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
RECREATION ATHLETIC FUND		
Parks & Recreation	Reduce Funding for Softball League Scorekeepers	32,312
TOTAL RECREATION ATHLETIC FUND		***32,312***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
STORM WATER FUND		
Public Works	Eliminate 14 Equipment Operator I Positions	312,231
Public Works	Eliminate 1 Customer Service Representative, 1 Office Assistant and 1 Administrative Aide Position	90,067
Public Works	Eliminate 2 Equipment Operator I and 1 Maintenance Worker Position	94,519
TOTAL STORM WATER FUND		***496,817***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
STORM WATER REGIONAL FACILITIES FUND		
Public Works	Reduce Fees to Professional Services Budget	20,000
TOTAL STORM WATER REGIONAL FACILITIES FUND		***20,000***

FY 2006 ADOPTED PROGRAM CHANGES

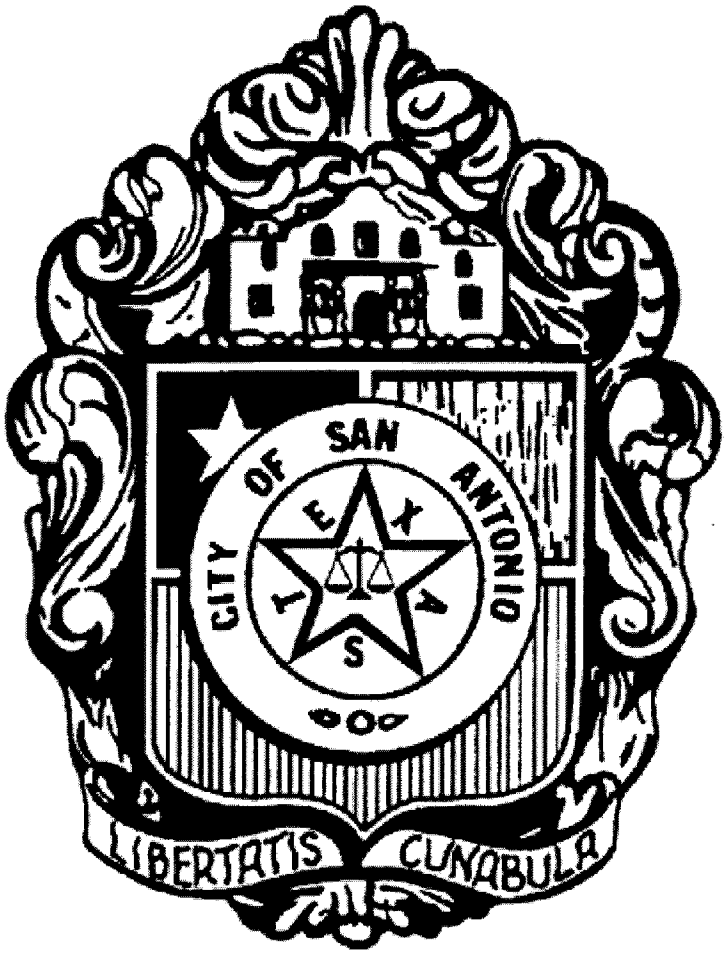
Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
WOLFF FUND		
Alamodome	Reduce Various Line Item Budgets	12,817
TOTAL WOLFF FUND		***12,817***

FY 2006 ADOPTED PROGRAM CHANGES

Redirections/Reductions

Fund/Department	Program Change Title	First Year Amount
WORKERS' COMPENSATION FUND		
Human Resources	Reduce Various Line Item Budgets	5,425
TOTAL WORKERS' COMPENSATION FUND		***5,425***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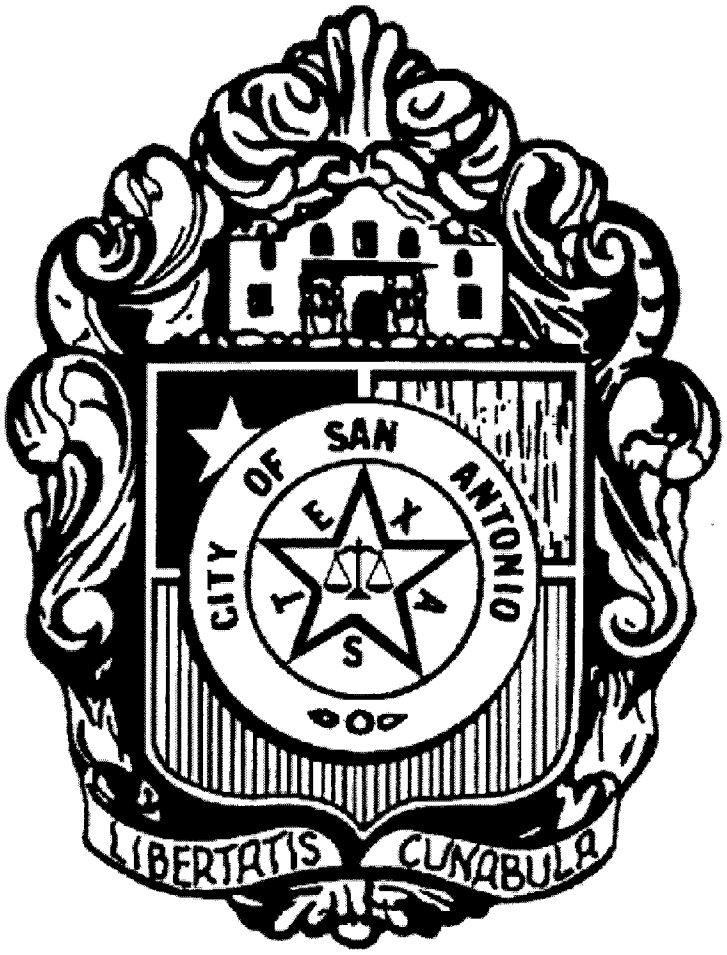
Source & Use of Funds Statements

CHANGE IN FUND SCHEDULES

On October 1, 2004, the City began using a new accounting system. With this system, various classifications of expenditures were realigned. The realignment includes:

1. Moving all departmental assessments within Personal Services (such as Workers' Compensation), Contractual Services (such as Information Technology Services and Facility Services charges), and Commodities (such as Motor Fuel) to Self Insurance/Other Expenditures, and
2. Moving income-taxable line item expenditures from Contractual Services (such as Cell Phone Allowance and Car Allowance) to Personal Services.

The realignment is reflected in the Revised Budget FY 2005, Re-Estimate FY 2005, and Proposed FY 2006 columns. The Actual FY 2004 is displayed using a classification system that existed prior to October 1, 2004.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ALL FUNDS
SUMMARY OF ADOPTED BUDGET REVENUES
PROGRAM CHANGES BY FUND

	ACTUAL FY 2003-2004	REV. BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	CURRENT SVC. FY 2005-2006	PROGRAM CHANGES	ADOPTED FY 2005-2006
GENERAL FUND						
Revenue						
City Sales Tax	$ 148,492,475	$ 150,586,763	$ 158,689,136	$ 165,774,207	$ 0	$ 165,774,207
Liquor by the Drink Tax	4,188,585	4,352,540	4,356,128	4,557,290	0	4,557,290
Current Property Tax	159,908,824	166,511,367	165,807,703	178,839,517	0	178,839,517
Delinquent Property Tax	2,950,295	2,324,100	3,281,520	2,245,206	0	2,245,206
Annexation	0	0	0	0	338,456	338,456
Penalty and Interest on Delinquent Taxes	1,617,716	1,539,690	1,706,470	1,740,600	0	1,740,600
Business and Franchise Tax	26,550,057	24,968,269	24,860,724	23,886,837	189,429	24,076,266
Licenses and Permits	17,026,379	17,342,251	18,850,137	20,087,519	3,753	20,091,272
CPS Energy	189,505,855	189,529,000	206,528,000	197,201,946	0	197,201,946
San Antonio Water System	6,899,244	7,255,803	7,582,371	7,544,099	0	7,544,099
Other Agencies	2,695,842	2,795,306	2,893,760	2,994,880	217,792	3,212,672
Charges for Current Services						
General Government	8,967,579	8,931,943	9,203,431	9,608,049	304,640	9,912,689
Planning	3,128,626	2,819,701	3,231,744	3,471,025	32,000	3,503,025
Public Safety	6,113,863	6,300,307	7,416,062	7,191,977	1,752,448	8,944,425
Highways/Streets/Sanitation	229,218	442,525	482,786	243,192	4,600	247,792
Health	2,568,653	2,428,016	2,427,284	2,487,092	158,125	2,645,217
Recreation and Culture	9,021,179	7,940,358	8,624,155	8,627,321	55,375	8,682,696
Fines	11,713,073	12,705,651	11,985,123	11,218,759	0	11,218,759
Miscellaneous Revenue						
Sale of Property	1,778,185	1,856,021	2,057,510	2,107,475	0	2,107,475
Use of Money and Property	1,854,475	1,899,072	2,250,487	3,018,694	0	3,018,694
Recovery of Expenditures	2,735,299	3,213,518	2,525,037	1,764,705	0	1,764,705
Miscellaneous	84,128	8,500	208,308	9,627	0	9,627
Interfund Charges	4,306,300	4,740,462	4,681,683	4,777,238	0	4,777,238
TOTAL GENERAL FUND	**$ 612,335,850**	**$ 620,491,163**	**$ 649,649,559**	**$ 659,397,255**	**$ 3,056,618**	**$ 662,453,873**
OTHER FUNDS						
Advanced Transportation District	$ N/A	$ 0	$ 3,862,889	$ 10,183,063	$ 0	$ 10,183,063
Alternate Services Employee	7,395,510	8,777,526	375,000	1,758,604	0	1,758,604
Animal Care	N/A	N/A	N/A	4,647,438	224,550	4,871,988
Aviation	44,340,671	47,808,684	47,481,322	48,620,311	2,045,781	50,666,092
Better Jobs	32,981	41,820	56,470	82,190	0	82,190
Bexar County Rabies Control	224,991	225,225	234,072	N/A	0	N/A
Capital Improvements Reserve	2,509,127	1,979,820	3,193,900	1,315,480	0	1,315,480
Child Safety	N/A	N/A	N/A	1,903,753	0	1,903,753
Community & Visitor Facilities	52,624,763	54,601,492	54,906,698	57,876,686	586,296	58,462,982
Community Infrastructure & Economic Development	N/A	N/A	N/A	134,905	0	134,905
Confiscated Property	2,070,293	1,298,267	2,385,996	2,439,539	0	2,439,539
Economic Development Incentive	N/A	158,100	223,439	112,438	0	112,438
Emergency Medical Services	41,348,024	42,753,278	43,108,059	43,216,416	3,427,904	46,644,320
Environmental Services	50,592,400	52,176,150	51,842,368	52,250,430	8,196,506	60,446,936
Equipment Renewal & Replacement	11,327,474	18,844,330	18,124,062	19,182,928	0	19,182,928
Facility Services	8,863,042	9,791,418	9,518,864	9,509,259	0	9,509,259
Facility Services Improvement & Contingency	162,954	542,846	543,326	507,340	0	507,340
Golf	6,330,483	6,403,106	6,165,927	6,283,416	206,000	6,489,416
Hotel/Motel 2%	10,353,307	10,847,070	11,447,044	11,643,409	93,947	11,737,356
Information Technology Services	19,857,536	33,245,830	33,259,243	36,541,243	0	36,541,243
International Center	1,056,185	1,075,886	1,154,149	1,168,124	0	1,168,124
Job Training, Neighborhood Rev, & Econ Dev	41,035	51,760	73,230	105,670	0	105,670
Municipal Courts Security	N/A	N/A	N/A	401,681	0	401,681
Municipal Courts Technology	N/A	N/A	N/A	532,475	0	532,475
Parking	11,470,304	10,470,036	10,579,452	10,032,717	0	10,032,717
Parks Development and Expansion - 2000 Venue Projects	14,072,464	240,289	338,640	490,840	0	490,840
Parks Development and Expansion - 2005 Venue Projects	N/A	N/A	N/A	20,466,117	0	20,466,117
Passenger Facility Charge	8,778,616	9,530,460	9,375,281	9,716,991	0	9,716,991
Public Health Support	2,386,302	2,387,120	2,701,695	2,603,745	0	2,603,745
Purchasing & General Services	26,479,423	26,565,926	25,847,281	27,419,836	0	27,419,836
Recreation Athletic	444,272	426,220	403,510	408,220	0	408,220
San Jose Burial	122,574	171,540	192,160	215,490	45,000	260,490
Self Insurance	88,305,847	107,424,238	106,422,698	116,630,022	0	116,630,022
South Texas Business	494,308	544,781	565,130	564,773	0	564,773
Starbright Industrial Development Corporation	N/A	N/A	N/A	569,054	0	569,054
Stormwater	23,067,220	25,604,791	25,834,312	27,356,440	0	27,356,440
Stormwater Regional Facilities	4,863,251	4,060,081	4,326,040	4,542,230	0	4,542,230
Streets Maintenance & Improvement	35,034,589	38,429,639	38,794,227	45,750,220	0	45,750,220
Streets Right of Way	1,195,668	1,008,480	1,243,580	1,043,210	47,380	1,090,590
Tax Increment Financing	217,006	331,450	452,031	477,875	0	477,875
Visitor Information Center & City Store	402,986	402,450	528,424	535,000	0	535,000
TOTAL OTHER FUNDS	*$ 476,465,606*	*$ 518,220,109*	*$ 515,560,519*	*$ 579,239,578*	*$ 14,873,364*	*$ 594,112,942*
TOTAL ALL FUNDS	**$ 1,088,801,456**	**$ 1,138,711,272**	**$ 1,165,210,078**	**$ 1,238,636,833**	**$ 17,929,982**	**$ 1,256,566,815**

FY 2005-2006 ALL FUNDS
BUDGET SUMMARY

ORGANIZATIONS	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT/HOME	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY
Departmental Appropriations						
Alamodome	$	$	$	$ 8,062,399	$	$
Animal Care Services				4,840,051		
Asset Management	1,388,071			888,907		
Aviation			557,400		22,860,540	
City Attorney	5,830,611	329,527				
City Auditor	3,156,814					
City Clerk	1,671,248					
City Manager	1,984,502					
Code Compliance	7,073,122	82,000				
Community Initiatives	12,455,027	214,313	114,258,481			
Contract Services	1,293,712					
Convention Facilities				19,377,990		
Convention & Visitors Bureau				15,261,980		
Cultural Affairs			154,920	1,387,598		
Customer Service & 311 System	3,600,867					
Development Services	14,061,731	110,078		142,118		
Economic Development	2,007,238	68,671	369,210	1,254,903		
Environmental Services						
External Relations	1,486,479					
Finance	7,123,196	69,225		569,054		
Fire	125,040,087		3,438,682	46,644,320		
Health	15,342,358		22,297,134	1,609,425		
Housing and Community Development		1,983,262				
Human Resources	2,945,686					
Information Technology Services						
International Affairs	554,405			989,482		
Library	23,088,460		2,138,674			
Management & Budget	1,278,367					
Mayor & Council	3,876,337					
Municipal Courts	11,319,860			769,723		
Municipal Elections	559,640					
Neighborhood Action	1,456,948	2,194,956	2,000,000	339,811		
Non-Departmental/Non-Operating	40,909,578			1,931,413	11,435,069	
Parks & Recreation	56,107,108		821,690	7,594,813		418,493
Planning	2,679,724	118,441				
Police	258,820,176		6,799,096	4,564,550		
Public Utilities Office	788,716					
Public Works	17,526,711	22,134		69,924,193	9,231,186	
Purchasing & General Services						
Self Insurance						
Contribution to Other Agencies	9,040,377	17,681,152		3,148,586		
One-Time Projects	6,690,298					
Alternate Services Employee						
Debt Service					108,666,005	
Total Net Appropriations	*$ 641,157,454*	*$ 22,873,759*	*$ 152,835,287*	*$ 189,301,316*	*$ 152,192,800*	*$ 418,493*
Transfers	*$ 86,961,700*	*$ 0*	*$ 0*	*$ 88,953,464*	*$ 0*	*$ 29,774*
TOTAL APPROPRIATIONS	**$ 728,119,154**	**$ 22,873,759**	**$ 152,835,287**	**$ 278,254,780**	**$ 152,192,800**	**$ 448,267**

FY 2005-2006 ALL FUNDS
BUDGET SUMMARY

ENTERPRISE FUNDS	TOTAL OPERATING FUNDS	CAPITAL PROJECTS	TOTAL OPERATING/ CAPITAL PROJECTS FUND	INTERNAL SERVICE FUNDS	ORGANIZATIONS
					Departmental Appropriations
$	$ 8,062,399	$ 5,652,000	$ 13,714,399	$	Alamodome
	4,840,051		4,840,051		Animal Care Services
	2,276,978	8,703,000	10,979,978	8,543,669	Asset Management
30,261,995	53,679,935	149,276,000	202,955,935		Aviation
	6,160,138		6,160,138		City Attorney
	3,156,814		3,156,814		City Auditor
	1,671,248		1,671,248		City Clerk
	1,984,502		1,984,502		City Manager
	7,155,122		7,155,122		Code Compliance
	126,927,821	4,319,000	131,246,821		Community Initiatives
	1,293,712		1,293,712		Contract Services
	19,377,990	5,069,000	24,446,990		Convention Facilities
	15,261,980		15,261,980		Convention & Visitors Bureau
	1,542,518		1,542,518		Cultural Affairs
	3,600,867		3,600,867		Customer Service & 311 System
	14,313,927		14,313,927		Development Services
	3,700,022	3,610,000	7,310,022		Economic Development
57,010,382	57,010,382	1,400,000	58,410,382		Environmental Services
	1,486,479		1,486,479		External Relations
	7,761,475		7,761,475		Finance
	175,123,089	7,833,000	182,956,089		Fire
	39,248,917	13,559,000	52,807,917		Health
	1,983,262		1,983,262		Housing and Community Development
	2,945,686		2,945,686		Human Resources
	0	858,000	858,000	36,667,636	Information Technology Services
	1,543,887		1,543,887		International Affairs
	25,227,134	10,957,000	36,184,134		Library
	1,278,367		1,278,367		Management & Budget
	3,876,337		3,876,337		Mayor & Council
	12,089,583		12,089,583		Municipal Courts
	559,640		559,640		Municipal Elections
	5,991,715		5,991,715		Neighborhood Action
	54,276,060		54,276,060	130,496	Non-Departmental/Non-Operating
	64,942,104	67,277,000	132,219,104		Parks & Recreation
	2,798,165	15,248,000	18,046,165		Planning
	270,183,822	4,293,000	274,476,822		Police
	788,716		788,716		Public Utilities Office
6,190,624	102,894,848	177,891,000	280,785,848		Public Works
	0		0	47,476,554	Purchasing & General Services
	0		0	106,839,587	Self Insurance
	29,870,115		29,870,115		Contribution to Other Agencies
	6,690,298		6,690,298		One-Time Projects
	0		0	1,758,604	Alternate Services Employee
	108,666,005		108,666,005		Debt Service
$ 93,463,001	*$ 1,252,242,110*	*$ 475,945,000*	*$ 1,728,187,110*	*$ 201,416,546*	*Total Net Appropriations*
$ 36,991,930	*$ 212,936,868*	*$ 0*	*$ 212,936,868*	*$ 3,382,233*	*Transfers*
$ 130,454,931	**$ 1,465,178,978**	**$ 475,945,000**	**$ 1,941,123,978**	**$ 204,798,779**	**TOTAL APPROPRIATIONS**

ADOPTED ANNUAL BUDGET FY 2005-2006
COMBINED BUDGET SUMMARY OF ALL FUND TYPES

	GOVERNMENTAL FUND TYPES		
	GENERAL	SPECIAL REVENUE	DEBT SERVICE
BEGINNING BALANCE	**$ 75,704,588**	**$ 54,788,487**	**$ 110,418,137**
REVENUES			
Property Tax	$ 182,825,323	$ 0	$ 105,517,962
Sales Tax	165,774,207	30,549,180	0
Other Tax	28,633,556	52,613,042	0
Licenses and Permits	20,091,272	0	0
Intergovernmental	3,212,672	2,549,522	0
CPS Energy	197,201,946	569,054	0
San Antonio Water System	7,544,099	27,317,740	0
Charges for Services	34,274,300	45,781,591	0
Fines & Forfeits	11,218,759	1,372,019	0
Miscellaneous	11,677,739	5,756,544	6,720,180
Grants	0	0	0
Subtotal Revenues	*$ 662,453,873*	*$ 166,508,692*	*$ 112,238,142*
Transfers from other funds	*$ 18,686,819*	*$ 84,931,792*	*$ 41,888,060*
TOTAL REVENUES	**$ 681,140,692**	**$ 251,440,484**	**$ 154,126,202**
TOTAL AVAILABLE FUNDS	**$ 756,845,280**	**$ 306,228,971**	**$ 264,544,339**
APPROPRIATIONS			
Administrative & Operational Excellence	$ 63,942,448	$ 0	$ 0
Convention, Tourism & Culture	1,052,573	50,159,448	0
Economic Development	8,802,552	3,052,675	0
Environmental	0	0	0
Health & Human Services	59,140,117	6,449,476	0
Neighborhood Services	6,555,281	0	0
Parks & Recreation	51,080,341	7,594,813	0
Public Safety	431,944,313	51,978,593	0
Streets & Infrastructure	18,639,829	70,066,311	0
Debt Service	0	0	152,192,800
Subtotal Appropriations	*$ 641,157,454*	*$ 189,301,316*	*$ 152,192,800*
Transfers to other funds	*$ 86,961,700*	*$ 88,953,464*	*$ 0*
TOTAL APPROPRIATIONS	**$ 728,119,154**	**$ 278,254,780**	**$ 152,192,800**
GROSS ENDING FUND BALANCE	**$ 28,726,126**	**$ 27,974,191**	**$ 112,351,539**

ADOPTED ANNUAL BUDGET FY 2005-2006
COMBINED BUDGET SUMMARY OF ALL FUND TYPES

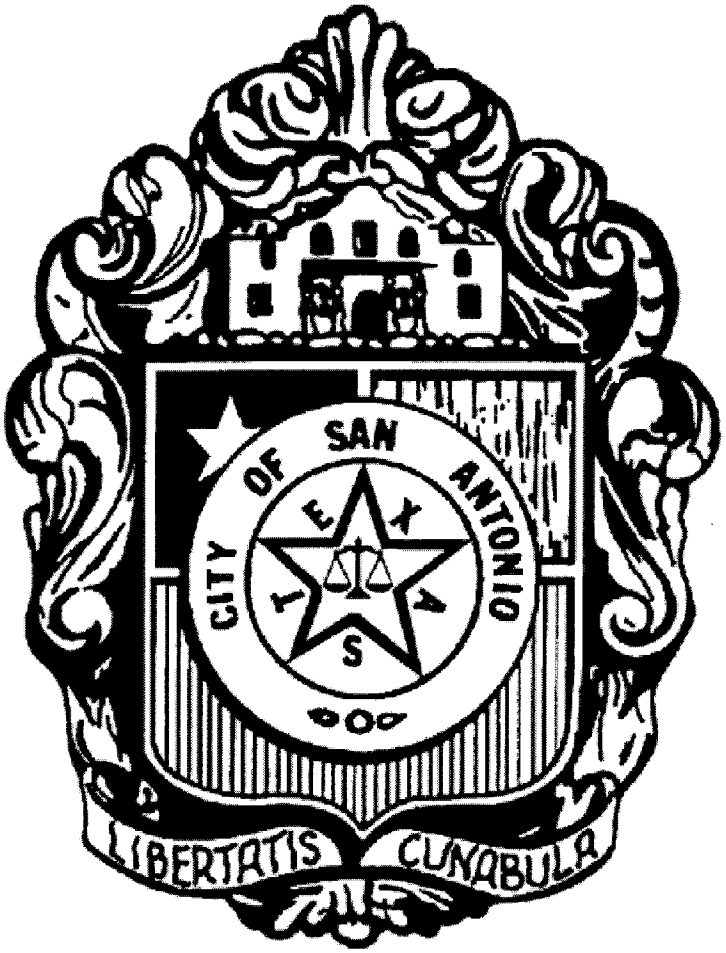
PROPRIETARY FUND TYPES	FIDUCIARY FUND TYPES		TOTAL	
ENTERPRISE	TRUST AND AGENCY	CATEGORICAL GRANTS	ALL FUNDS FY 2005-2006	
$ 9,400,848	$ 667,277	$ 0	$ 250,979,337	**BEGINNING BALANCE**
				REVENUES
$ 0	$ 0	$ 0	$ 288,343,285	Property Tax
0	0	0	196,323,387	Sales Tax
0	0	0	81,246,598	Other Tax
0	0	0	20,091,272	Licenses and Permits
100,000	0	0	5,862,194	Intergovernmental
0	0	0	197,771,000	CPS Energy
0	0	0	34,861,839	San Antonio Water System
129,003,904	194,100	0	209,253,895	Charges for Services
5,000	0	0	12,595,778	Fines & Forfeits
824,740	66,390	0	25,045,593	Miscellaneous
0	0	175,709,046	175,709,046	Grants
$ 129,933,644	*$ 260,490*	*$ 175,709,046*	*$ 1,247,103,887*	*Subtotal Revenues*
$ 929,092	*$ 0*	*$ 0*	*$ 146,435,763*	*Transfers from other funds*
$ 130,862,736	**$ 260,490**	**$ 175,709,046**	**$ 1,393,539,650**	**TOTAL REVENUES**
$ 140,263,584	**$ 927,767**	**$ 175,709,046**	**$ 1,644,518,987**	**TOTAL AVAILABLE FUNDS**
				APPROPRIATIONS
$ 0	$ 0	$ 0	$ 63,942,448	Administrative & Operational Excellence
0	418,493	404,920	52,035,434	Convention, Tourism & Culture
29,530,442	0	369,210	41,754,879	Economic Development
57,010,382	0	0	57,010,382	Environmental
0	0	163,318,048	228,907,641	Health & Human Services
0	0	0	6,555,281	Neighborhood Services
0	0	821,690	59,496,844	Parks & Recreation
6,922,177	0	10,795,178	501,640,261	Public Safety
0	0	0	88,706,140	Streets & Infrastructure
0	0	0	152,192,800	Debt Service
$ 93,463,001	*$ 418,493*	*$ 175,709,046*	*$ 1,252,242,110*	*Subtotal Appropriations*
$ 36,991,930	*$ 29,774*	*$ 0*	*$ 212,936,868*	*Transfers to other funds*
$ 130,454,931	**$ 448,267**	**$ 175,709,046**	**$ 1,465,178,978**	**TOTAL APPROPRIATIONS**
$ 9,808,653	**$ 479,500**	**$ 0**	**$ 179,340,009**	**GROSS ENDING FUND BALANCE**

GENERAL FUND
SUMMARY OF ADOPTED BUDGET APPROPRIATIONS
PROGRAM CHANGES BY DEPARTMENT

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	CURRENT SERVICE FY 2005-2006
DEPARTMENTAL APPROPRIATIONS				
Asset Management	$ 1,609,123	$ 1,102,931	$ 1,102,918	$ 1,271,866
City Attorney	4,624,278	5,517,592	5,274,069	5,876,643
City Auditor	1,293,253	2,785,877	2,425,020	3,156,814
City Clerk	1,113,949	1,431,433	1,431,377	1,586,424
City Manager	1,793,049	1,860,284	1,743,687	1,984,502
Code Compliance	6,041,179	6,743,377	6,721,676	7,000,092
Community Initiatives	10,605,131	11,792,640	11,201,960	12,375,956
Contract Services		1,146,714	1,135,162	1,293,712
Customer Service & 311 System	2,736,079	3,153,395	3,045,635	3,376,894
Development Services	11,718,146	12,834,708	12,738,133	13,643,455
Economic Development	1,744,159	2,014,347	2,014,340	1,948,609
External Relations	1,304,071	1,348,313	1,325,115	1,403,886
Finance	6,567,056	7,262,268	7,261,854	7,122,858
Fire	112,379,192	121,027,363	122,031,506	122,604,098
Health	15,862,443	17,425,592	17,425,583	15,377,909
Human Resources	2,216,937	2,539,691	2,539,602	2,896,170
International Affairs	389,377	408,135	395,477	441,149
Library	18,933,122	20,842,129	20,512,875	22,456,749
Management & Budget	1,206,861	1,198,091	1,194,337	1,283,367
Mayor and Council	3,128,977	3,442,732	3,413,260	3,498,709
Municipal Courts	10,141,581	11,597,607	11,597,607	11,345,378
Municipal Elections	966,993	1,006,497	1,132,692	559,640
Neighborhood Action	1,298,876	1,474,554	1,472,028	1,396,632
Parks and Recreation	45,199,642	51,910,495	50,693,235	54,743,939
Planning	2,541,271	2,627,803	2,627,772	2,674,589
Police	232,185,709	245,890,517	245,618,284	247,919,957
Public Utilities Office		707,026	604,173	809,927
Public Works	15,178,840	16,577,170	16,577,112	17,212,475
Agencies	6,163,869	7,578,620	7,578,620	6,463,720
Non-Departmental/Non-Operating	21,909,608	29,336,211	26,701,768	30,810,973
One-Time Projects	2,600,207	3,145,062	3,145,062	2,509,998
Transfers				
Emergency Medical Services	30,086,388	31,068,871	30,676,802	30,164,520
Streets Maintenance & Improvement	34,637,960	34,106,979	34,411,630	34,008,720
Other Transfers	10,216,514	9,983,261	9,790,225	12,025,701
TOTAL APPROPRIATIONS	**$ 618,393,840**	**$ 672,888,285**	**$ 667,560,596**	**$ 683,246,031**
TOTAL AVAILABLE FUNDS	**$ 702,796,923**	**$ 696,403,776**	**$ 743,265,184**	**$ 753,760,175**
GROSS ENDING BALANCE	**$ 84,403,083**	**$ 23,515,491**	**$ 75,704,588**	**$ 70,514,144**
RESERVE FOR HURRICANE DISASTER RELIEF-NON-REIMBURSABLES	**$ 0**	**$ 0**	**$ 0**	**$ 0**
RESERVE FOR REVENUE LOSS	**$ 23,168,000**	**$ 23,168,000**	**$ 23,168,000**	**$ 23,168,000**
ENDING BALANCE	**$ 61,235,083**	**$ 347,491**	**$ 52,536,588**	**$ 47,346,144**

GENERAL FUND
SUMMARY OF ADOPTED BUDGET APPROPRIATIONS
PROGRAM CHANGES BY DEPARTMENT

REDIRECTION/REDUX FY 2005-2006	IMPROVEMENTS FY 2005-2006	MANDATES FY 2005-2006	TOTAL PROG. CHANGES	ADOPTED FY 2005-2006	
					DEPARTMENTAL APPROPRIATIONS
$	$ 116,205	$	$ 116,205	$ 1,388,071	Asset Management
(46,032)			(46,032)	5,830,611	City Attorney
			0	3,156,814	City Auditor
	84,824		84,824	1,671,248	City Clerk
			0	1,984,502	City Manager
	44,856	28,174	73,030	7,073,122	Code Compliance
	21,151	57,920	79,071	12,455,027	Community Initiatives
			0	1,293,712	Contract Services
	223,973		223,973	3,600,867	Customer Service & 311 System
	417,936	340	418,276	14,061,731	Development Services
	58,629		58,629	2,007,238	Economic Development
(32,607)		115,200	82,593	1,486,479	External Relations
	338		338	7,123,196	Finance
	757,407	1,678,582	2,435,989	125,040,087	Fire
(117,349)	61,930	19,868	(35,551)	15,342,358	Health
(6,802)	56,318		49,516	2,945,686	Human Resources
(12,244)	125,500		113,256	554,405	International Affairs
	504,283	127,428	631,711	23,088,460	Library
(5,000)			(5,000)	1,278,367	Management & Budget
	377,628		377,628	3,876,337	Mayor and Council
(25,744)	226		(25,518)	11,319,860	Municipal Courts
			0	559,640	Municipal Elections
	60,316		60,316	1,456,948	Neighborhood Action
(784,388)	1,298,603	848,954	1,363,169	56,107,108	Parks and Recreation
(1,000)	6,135		5,135	2,679,724	Planning
	1,541,176	9,359,043	10,900,219	258,820,176	Police
(21,211)			(21,211)	788,716	Public Utilities Office
(117,868)	426,955	5,149	314,236	17,526,711	Public Works
	2,576,657		2,576,657	9,040,377	Agencies
	8,649,864	1,448,741	10,098,605	40,909,578	Non-Departmental/Non-Operating
	3,550,300	630,000	4,180,300	6,690,298	One-Time Projects
			0		Transfers
	3,099,939	109,925	3,209,864	33,374,384	Emergency Medical Services
	6,318,278	18,917	6,337,195	40,345,915	Streets Maintenance & Improvement
	1,012,348	203,352	1,215,700	13,241,401	Other Transfers
$ (1,170,245)	$ **31,391,775**	$ **14,651,593**	$ **44,873,123**	$ **728,119,154**	**TOTAL APPROPRIATIONS**
				$ **756,845,280**	**TOTAL AVAILABLE FUNDS**
				$ **28,726,126**	**GROSS ENDING BALANCE**
	508,286		**508,286**	$ **508,286**	**RESERVE FOR HURRICANE DISASTER RELIEF-NON-REIMBURSABLES**
$ **0**	$ **5,000,000**	$ **0**	$ **5,000,000**	$ **28,168,000**	**RESERVE FOR REVENUE LOSS**
				$ **49,840**	**ENDING BALANCE**


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Tax Supported Funds

GENERAL FUND
SUMMARY OF ADOPTED BUDGET
AVAILABLE FUNDS

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	**$ 64,651,795**	**$ 54,880,678**	**$ 84,403,083**	**$ 75,704,588**
Adjustment for Reserve	2,882,706	236,804	(12,000,000)	
Net Balance	**$ 67,534,501**	**$ 55,117,482**	**$ 72,403,083**	**$ 75,704,588**
REVENUES				
City Sales Tax	$ 148,492,475	$ 150,586,763	$ 158,689,136	$ 165,774,207
Liquor by the Drink Tax	4,188,585	4,352,540	4,356,128	4,557,290
Current Property Tax	159,908,824	166,511,367	165,807,703	178,839,517
Delinquent Property Tax	2,950,295	2,324,100	3,281,520	2,245,206
Annexation	0	0	0	338,456
Penalty and Interest on Delinquent Taxes	1,617,716	1,539,690	1,706,470	1,740,600
Business and Franchise Tax	26,550,057	24,968,269	24,860,724	24,076,266
Licenses and Permits	17,026,379	17,342,251	18,850,137	20,091,272
CPS Energy	189,505,855	189,529,000	206,528,000	197,201,946
San Antonio Water System	6,899,244	7,255,803	7,582,371	7,544,099
Other Agencies	2,695,842	2,795,306	2,893,760	3,212,672
Charges for Current Services				
General Government	8,967,579	8,931,943	9,203,431	9,912,689
Planning	3,128,626	2,819,701	3,231,744	3,503,025
Public Safety	6,113,863	6,300,307	7,416,062	8,944,425
Highways/Streets/Sanitation	229,218	442,525	482,786	247,792
Health	2,568,653	2,428,016	2,427,284	2,645,217
Recreation and Culture	9,021,179	7,940,358	8,624,155	8,682,696
Fines	11,713,073	12,705,651	11,985,123	11,218,759
Miscellaneous Revenue				
Sale of Property	1,778,185	1,856,021	2,057,510	2,107,475
Use of Money and Property	1,854,475	1,899,072	2,250,487	3,018,694
Recovery of Expenditures	2,735,299	3,213,518	2,525,037	1,764,705
Miscellaneous	84,128	8,500	208,308	9,627
Interfund Charges	4,306,300	4,740,462	4,681,683	4,777,238
TOTAL REVENUE	**$ 612,335,850**	**$ 620,491,163**	**$ 649,649,559**	**$ 662,453,873**
TRANSFERS FROM OTHER FUNDS	$ 22,926,572	$ 20,795,131	$ 21,212,542	$ 18,686,819
TOTAL REVENUE AND TRANSFERS	$ 635,262,422	$ 641,286,294	$ 670,862,101	$ 681,140,692
TOTAL AVAILABLE FUNDS	**$ 702,796,923**	**$ 696,403,776**	**$ 743,265,184**	**$ 756,845,280**

GENERAL FUND
SUMMARY OF ADOPTED BUDGET
APPROPRIATIONS

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
APPROPRIATIONS				
Departmental Appropriations:				
Asset Management	$ 1,609,123	$ 1,102,931	$ 1,102,918	$ 1,388,071
City Attorney	4,624,278	5,517,592	5,274,069	5,830,611
City Auditor	1,293,253	2,785,877	2,425,020	3,156,814
City Clerk	1,113,949	1,431,433	1,431,377	1,671,248
City Manager	1,793,049	1,860,284	1,743,687	1,984,502
Code Compliance	6,041,179	6,743,377	6,721,676	7,073,122
Community Initiatives	10,605,131	11,792,640	11,201,960	12,455,027
Contract Services	0	1,146,714	1,135,162	1,293,712
Customer Service & 311 System	2,736,079	3,153,395	3,045,635	3,600,867
Development Services	11,718,146	12,834,708	12,738,133	14,061,731
Economic Development	1,744,159	2,014,347	2,014,340	2,007,238
External Relations	1,304,071	1,348,313	1,325,115	1,486,479
Finance	6,567,056	7,262,268	7,261,854	7,123,196
Fire	112,379,192	121,027,363	122,031,506	125,040,087
Health	15,862,443	17,425,592	17,425,583	15,342,358
Human Resources	2,216,937	2,539,691	2,539,602	2,945,686
International Affairs	389,377	408,135	395,477	554,405
Library	18,933,122	20,842,129	20,512,875	23,088,460
Management & Budget	1,206,861	1,198,091	1,194,337	1,278,367
Mayor and Council	3,128,977	3,442,732	3,413,260	3,876,337
Municipal Courts	10,141,581	11,597,607	11,597,607	11,319,860
Municipal Elections	966,993	1,006,497	1,132,692	559,640
Neighborhood Action	1,298,876	1,474,554	1,472,028	1,456,948
Parks and Recreation	45,199,642	51,910,495	50,693,235	56,107,108
Planning	2,541,271	2,627,803	2,627,772	2,679,724
Police	232,185,709	245,890,517	245,618,284	258,820,176
Public Utilities Office	0	707,026	604,173	788,716
Public Works	15,178,840	16,577,170	16,577,112	17,526,711
Agencies	6,163,869	7,578,620	7,578,620	9,040,377
Non-Departmental/Non-Operating	21,909,608	29,336,211	26,701,768	40,909,578
One-Time Projects	2,600,207	3,145,062	3,145,062	6,690,298
Transfers				
Emergency Medical Services	30,086,388	31,068,871	30,676,802	33,374,384
Street Maintenance	34,637,960	34,106,979	34,411,630	40,345,915
Other Transfers	10,216,514	9,983,261	9,790,225	13,241,401
Total Appropriations	**$ 618,393,840**	**$ 672,888,285**	**$ 667,560,596**	**$ 728,119,154**
TOTAL AVAILABLE FUNDS	**$ 702,796,923**	**$ 696,403,776**	**$ 743,265,184**	**$ 756,845,280**
GROSS ENDING BALANCE	**$ 84,403,083**	**$ 23,515,491**	**$ 75,704,588**	**$ 28,726,126**
RESERVE FOR REVENUE LOSS	**$ 23,168,000**	**$ 23,168,000**	**$ 23,168,000**	**$ 28,168,000**
RESERVE FOR HURRICANE DISASTER RELIEF - NON-REIMBURSABLES	**$ 0**	**$ 0**	**$ 0**	**$ 508,286**
ENDING BALANCE	**$ 61,235,083**	**$ 347,491**	**$ 52,536,588**	**$ 49,840**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
ASSESSED VALUATION				
Real Property	$ 42,847,124,130	$ 44,816,277,740	$ 44,934,437,578	$ 49,622,825,692
Mobile Homes	102,201,658	100,546,399	98,541,369	96,339,510
Personal Property	6,773,960,353	6,823,796,960	6,777,397,954	7,114,105,529
Sub-Total	**$ 49,723,286,141**	**$ 51,740,621,099**	**$ 51,810,376,901**	**$ 56,833,270,731**
Less Exemptions				
Over 65 Exemptions	$ 3,724,266,517	$ 3,759,057,491	$ 3,805,608,883	$ 3,773,286,270
Over 65 Pro-rated Exemptions	25,474,801	3,145,268	0	0
Disabled Veterans Exemptions	121,505,478	126,751,721	173,545,776	173,753,074
Disabled Residence Homestead Exemptions	0	0	0	105,675,153
Historic Property Exemptions	25,341,198	34,787,788	33,822,228	31,052,880
Historic Preservation Area Exemptions	1,200,136	2,469,320	2,905,902	0
Freeport Exemptions	278,560,740	265,407,110	270,308,370	331,699,380
Tax Abatement/Phase-In Exemptions	443,930,328	411,469,662	448,091,914	415,214,415
Residence Homestead 10% Limitations	195,043,337	133,821,117	131,011,433	213,045,090
Agricultural Productivity Loss	289,077,692	275,774,401	278,168,178	264,886,902
Pollution Control Property	0	0	0	5,675,890
Community Housing Development Organizations	0	0	629,746	8,994,535
Absolute Exemptions	0	0	141,290,926	1,283,584,345
Absolute Exemptions Prorated	35,746,987	19,995,708	29,535,136	3,850,652
TOTAL TAXABLE VALUE	**$ 44,583,138,927**	**$ 46,707,941,513**	**$ 46,495,458,409**	**$ 50,222,552,145**
TAX RATE/$100 VALUATION				
General Fund	0.36704	0.36704	0.36704	0.36704
G.O. Debt Service Fund	0.21150	0.21150	0.21150	0.21150
TOTAL TAX RATE	**0.57854**	**0.57854**	**0.57854**	**0.57854**
CURRENT PROPERTY TAX REVENUE				
Current Levy (Gross)	$ 257,931,292	$ 270,224,125	$ 268,994,825	$ 290,557,553
Less Delinquencies	5,132,495	6,755,603	6,724,871	7,263,939
Less TIRZ Projected Tax Increment	814,550	1,126,282	1,108,061	1,519,356
CURRENT LEVY (NET)	**$ 251,984,247**	**$ 262,342,240**	**$ 261,161,893**	**$ 281,774,258**
PERCENT OF LEVY COLLECTED	98.01%	97.50%	97.50%	97.50%
DISTRIBUTION BY FUND				
General Fund	$ 159,908,824	$ 166,436,367	$ 165,687,526	$ 178,764,517
G.O. Debt Service Fund	92,075,423	95,905,873	95,474,367	103,009,741
CURRENT COLLECTIONS	**$ 251,984,247**	**$ 262,342,240**	**$ 261,161,893**	**$ 281,774,258**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
DELINQUENT TAXES RECEIVABLE				
Real Property	$ 8,596,803	$ 11,395,960	$ 12,174,784	$ 12,346,945
Mobile Homes	539,545	722,220	771,581	782,492
Personal Property	9,033,094	11,141,050	11,902,465	12,070,775
TOTAL DELINQUENT TAXES RECEIVABLE	**$ 18,169,442**	**$ 23,259,230**	**$ 24,848,830**	**$ 25,200,212**
TAX RATE FOR DISTRIBUTION				
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	**$ 0.57854**	**$ 0.57854**	**$ 0.57854**	**$ 0.57854**
COLLECTIONS				
Real Property	$ 4,489,630	$ 3,335,450	$ 4,317,127	$ 3,325,881
Mobile Homes	35,996	26,670	34,613	26,665
Personal Property	405,324	301,200	389,750	300,261
ALCOA Tax Phase-In Recapture	0	0	430,940	0
TOTAL COLLECTIONS	**$ 4,930,950**	**$ 3,663,320**	**$ 5,172,430**	**$ 3,652,807**
PERCENT OF DELINQUENT TAXES COLLECTED	27.14%	15.75%	20.82%	14.50%
DISTRIBUTION BY FUND				
General Fund	$ 2,950,295	$ 2,324,100	$ 3,281,517	$ 2,245,206
G.O. Debt Service Fund	1,980,655	1,339,220	1,890,913	1,407,601
TOTAL DISTRIBUTION BY FUND	**$ 4,930,950**	**$ 3,663,320**	**$ 5,172,430**	**$ 3,652,807**

Special Revenue Funds

SPECIAL REVENUE FUND
ADVANCED TRANSPORTATION DISTRICT FUND
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2004-2005, the Advanced Transportation District (ATD) Fund was established to account for all revenues and expenditures associated with the administration and project delivery of the ATD Program. The ATD Program will deliver projects that will increase mobility, reduce traffic congestion, improve neighborhood connectivity, leverage resources and provide coordinated planning.

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **N/A**	$ **0**	$ **0**	$ **3,636,720**
Accounting Adjustment	N/A	0	0	0
Net Balance	$ **N/A**	$ **0**	$ **0**	$ **3,636,720**
REVENUES				
Sales Tax Revenue	$ N/A	$ 0	$ 3,862,889	$ 10,183,063
Total Revenues & Transfers	$ **N/A**	$ **0**	$ **3,862,889**	$ **10,183,063**
TOTAL AVAILABLE FUNDS	$ **N/A**	$ **0**	$ **3,862,889**	$ **13,819,783**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ N/A	$ 0	$ 0	$ 507,300
Contractual Services	N/A	0	0	36,289
Commodities	N/A	0	0	5,644
Self-Insurance/Other Expenditures	N/A	0	0	76,930
Capital Outlay	N/A	0	0	546,284
Subtotal Operating	$ **N/A**	$ **0**	$ **0**	$ **1,172,447**
Transfers To				
Capital Projects	$ N/A	$ 0	$ 226,169	$ 12,451,928
Subtotal Transfers	$ **N/A**	$ **0**	$ **226,169**	$ **12,451,928**
TOTAL APPROPRIATIONS	$ **N/A**	$ **0**	$ **226,169**	$ **13,624,375**
GROSS ENDING BALANCE	$ **N/A**	$ **0**	$ **3,636,720**	$ **195,408**

SPECIAL REVENUE FUND
ANIMAL CARE SERVICES FUND
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2005-2006, Animal Care Services Fund will be established to account for all revenues and expenditures incurred by Animal Care Services. This program is supervised by the City of San Antonio's Animal Care Services and is responsible for patrolling the San Antonio and unincorporated Bexar County area in order to impound stray dogs and injured and unwanted animals. The Bexar County Rabies Control Fund, Animal Care division of the Public Health Support Fund and the Animal Control Division from the General Fund have merged to create the Animal Care Services Fund.

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
Accounting Adjustment	N/A	N/A	N/A	0
Net Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
REVENUES				
Animal Control Fees	$ N/A	$ N/A	$ N/A	$ 364,600
Contribution from Other Agencies	N/A	N/A	N/A	333,902
Transfer from General Fund	N/A	N/A	N/A	4,173,486
Total Revenues & Transfers	$ **N/A**	$ **N/A**	$ **N/A**	$ **4,871,988**
TOTAL AVAILABLE FUNDS	$ **N/A**	$ **N/A**	$ **N/A**	$ **4,871,988**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ N/A	$ N/A	$ N/A	$ 3,539,359
Contractual Services	N/A	N/A	N/A	337,433
Commodities	N/A	N/A	N/A	315,442
Self-Insurance/Other Expenditures	N/A	N/A	N/A	647,817
Subtotal Operating	$ **N/A**	$ **N/A**	$ **N/A**	$ **4,840,051**
TOTAL APPROPRIATIONS	$ **N/A**	$ **N/A**	$ **N/A**	$ **4,840,051**
GROSS ENDING BALANCE	$ **N/A**	$ **N/A**	$ **N/A**	$ **31,937**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 3,346,007	$ 2,876,147	$ 2,878,988	$ 2,435,458
Adjustment for Reserve	0	0	0	0
Net Balance	$ 3,346,007	$ 2,876,147	$ 2,878,988	$ 2,435,458
REVENUES				
Interest on Time Deposits	$ 32,981	$ 41,820	$ 56,470	$ 82,190
Total Revenues & Transfers	$ 32,981	$ 41,820	$ 56,470	$ 82,190
TOTAL AVAILABLE FUNDS	$ 3,378,988	$ 2,917,967	$ 2,935,458	$ 2,517,648
APPROPRIATIONS				
Transfers To				
General Fund	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Subtotal Transfers	$ 500,000	$ 500,000	$ 500,000	$ 500,000
TOTAL APPROPRIATIONS	$ 500,000	$ 500,000	$ 500,000	$ 500,000
GROSS ENDING BALANCE	$ 2,878,988	$ 2,417,967	$ 2,435,458	$ 2,017,648

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's Animal Care Division 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. *In FY 2005-2006, the Rabies Control Fund merged with the Animal Control Division of the Public Health Support Fund and the Animal Control Division of the General Fund to create the Animal Care Services Fund.*

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **0**	$ **0**	$ (7,979)	$ **N/A**
Adjustment for Reserve	0	0	0	N/A
Net Balance	$ **0**	$ **0**	$ (7,979)	$ **N/A**
REVENUES				
Contribution from Other Agencies	$ 224,991	$ 225,225	$ 234,072	$ N/A
Total Revenues & Transfers	$ **224,991**	$ **225,225**	$ **234,072**	$ **N/A**
TOTAL AVAILABLE FUNDS	$ **224,991**	$ **225,225**	$ **226,093**	$ **N/A**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 183,795	$ 185,297	$ 188,621	$ N/A
Contractual Services	21,670	9,069	6,200	N/A
Commodities	25,005	5,566	5,513	N/A
Self-Insurance/Other Expenditures	2,500	25,293	25,759	N/A
Subtotal Operating	$ **232,970**	$ **225,225**	$ **226,093**	$ **N/A**
TOTAL APPROPRIATIONS	$ **232,970**	$ **225,225**	$ **226,093**	$ **N/A**
GROSS ENDING BALANCE	$ (7,979)	$ **0**	$ **0**	$ **N/A**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **1,117,342**	$ **254,696**	$ **1,257,258**	$ **2,253,549**
Adjustment for Reserve	(959,614)	0		0
Net Balance	$ **157,728**	$ **254,696**	$ **1,257,258**	$ **2,253,549**
REVENUES				
Sale of Surplus Land	$ 254,783	$ 250,000	$ 250,000	$ 250,000
Air Rights - Hyatt Convention Center	0	0	1,250,000	0
Sale of Fixed Assets	296,744	200	200	200
Interest on Time Deposits	32,913	43,520	57,400	84,180
Developer Street Lights	1,202,045	850,000	829,000	873,800
Other Revenues	47,642	36,100	7,300	7,300
Transfer from General Fund	575,000	700,000	700,000	0
Transfer from Parking Revenue Fund	100,000	100,000	100,000	100,000
Total Revenues & Transfers	$ **2,509,127**	$ **1,979,820**	$ **3,193,900**	$ **1,315,480**
	$ **2,666,855**	$ **2,234,516**	$ **4,451,158**	$ **3,569,029**
APPROPRIATIONS				
Operating Expenses				
Appraisal Services	$ 0	$ 5,000	$ 4,000	$ 5,000
Survey on Land Sales	2,000	2,000	1,920	2,000
Subtotal Operating	$ **2,000**	$ **7,000**	$ **5,920**	$ **7,000**
Transfers To				
FIMP	$ 1,111,405	$ 0	$ 0	$ 0
Facilities Services I & C Prior Years - FIMP	0	138,146	138,146	0
Reserve for Facilities Renovation	0	700,000	700,000	0
Critical Facilities	197,985	100,000	100,000	0
Market Square Parking Improvements	174,144	100,000	100,000	100,000
Traffic Signal Installation	(288,101)	510,000	510,000	510,000
Traffic Signal Maintenance	0	250,000	250,000	250,000
Environmental Contingency	14,297	100,000	100,000	100,000
Building Maintenance & Repair Fund	18,333	0	0	0
Fire Capital Improvement	0	293,543	293,543	0
General Fund	179,534	0	0	0
Subtotal Transfers	$ **1,407,597**	$ **2,191,689**	$ **2,191,689**	$ **960,000**
TOTAL APPROPRIATIONS	$ **1,409,597**	$ **2,198,689**	$ **2,197,609**	$ **967,000**
GROSS ENDING BALANCE	$ **1,257,258**	$ **35,827**	$ **2,253,549**	$ **2,602,029**

SPECIAL REVENUE FUND
CHILD SAFETY FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Child Safety Fund was established to account for revenues authorized by the 1991 State Legislature. The revenues, which come from added fees on parking tickets, school zone violations and vehicle registrations, must be used primarily for the school crossing guard program with the remaining funds applied to programs designed to enhance child safety, health or nutrition, child abuse intervention/prevention and drug and alcohol abuse prevention.

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
Accounting Adjustment	N/A	N/A	N/A	0
Net Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
REVENUES				
Parking Fines	$ N/A	$ N/A	$ N/A	$ 247,488
Moving Violations	N/A	N/A	N/A	190,375
Bexar County - Vehicle Registration	N/A	N/A	N/A	1,465,890
Total Revenues & Transfers	$ **N/A**	$ **N/A**	$ **N/A**	$ **1,903,753**
TOTAL AVAILABLE FUNDS	$ **N/A**	$ **N/A**	$ **N/A**	$ **1,903,753**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ N/A	$ N/A	$ N/A	$ 1,352,066
Contractual Services	N/A	N/A	N/A	3,454
Commodities	N/A	N/A	N/A	33,049
Self-Insurance/Other Expenditures	N/A	N/A	N/A	22,342
Subtotal Operating	$ **N/A**	$ **N/A**	$ **N/A**	$ **1,410,911**
Transfers To				
General Fund	$ N/A	$ N/A	$ N/A	$ 492,842
Subtotal Transfers	$ **N/A**	$ **N/A**	$ **N/A**	$ **492,842**
TOTAL APPROPRIATIONS	$ **N/A**	$ **N/A**	$ **N/A**	$ **1,903,753**
GROSS ENDING BALANCE	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **3,089,079**	$ **1,617,015**	$ **2,391,805**	$ **2,975,775**
Adjustment for Reserve	1,122,758	0	97,045	0
Net Balance	$ **4,211,837**	$ **1,617,015**	$ **2,488,850**	$ **2,975,775**
REVENUES				
Alamodome				
Alamodome Rental	$ 1,359,093	$ 1,511,170	$ 1,221,001	$ 1,412,111
Facility Revenues	2,706,953	3,128,090	2,502,394	3,369,594
Reimbursable Expenses	579,658	1,130,253	761,603	919,707
Miscellaneous Revenue	967,681	231,522	209,058	157,281
Interest on Time Deposits	7,741	0	0	0
Recovery of Expenditures	257,412	0	0	0
Transfer from R & I	1,605,770	0	0	0
Transfer from I & C	281,146	0	0	0
Transfer from Wolff	0	53,783	53,783	0
Wolff Stadium				
Wolff Stadium Rental	172,426	192,100	205,708	199,560
Facility Revenues	421,769	470,282	416,775	418,130
Reimbursable Expenses	48,248	62,319	32,709	36,709
Hotel Motel				
Hotel-Motel Occupancy Tax	36,043,702	37,890,000	39,994,000	40,954,000
Convention Center Revenue	6,775,767	8,438,906	8,369,025	8,187,711
Municipal Auditorium Revenue	399,417	459,071	361,187	398,602
Miscellaneous Revenue	485,785	526,690	172,389	273,000
Interest on Time Deposits	154,588	135,000	198,770	283,570
SAWS Property Lease Payment	0	0	0	200,000
Transfer from General Fund	332,369	332,485	338,764	349,912
Transfer from Other Funds	0	39,821	69,532	203,095
Transfer from I & C	0	0	0	1,100,000
Transfer from Equipment & Renewal Fund	25,238	0	0	0
Total Revenues & Transfers	$ **52,624,763**	$ **54,601,492**	$ **54,906,698**	$ **58,462,982**
	$ **56,836,600**	$ **56,218,507**	$ **57,395,548**	$ **61,438,757**
APPROPRIATIONS				
Operating Expenses				
ALAMODOME				
Personal Services	$ 2,748,873	$ 1,992,189	$ 2,479,385	$ 2,586,188
Contractual Services	4,568,445	1,992,683	1,275,417	1,552,044
Commodities	512,563	181,059	171,529	171,859
Self-Insurance/Other Expenditures	482,409	2,950,996	2,929,539	3,117,808
Capital Outlay	25,921	4	0	0
Subtotal Operating	$ **8,338,211**	$ **7,116,931**	$ **6,855,870**	$ **7,427,899**
WOLFF STADIUM				
Personal Services	$ 207,226	$ 221,600	$ 217,728	$ 222,653
Contractual Services	325,600	160,421	145,556	160,617
Commodities	73,013	66,906	52,968	66,906
Self-Insurance/Other Expenditures	38,546	193,604	204,576	184,324
Subtotal Operating	$ **644,385**	$ **642,531**	$ **620,828**	$ **634,500**

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

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
CONVENTION & VISITORS BUREAU				
Personal Services	$ 4,181,768	$ 4,446,426	$ 4,361,625	$ 4,877,920
Contractual Services	9,113,556	8,407,511	8,422,274	9,026,106
Commodities	129,836	115,748	169,118	167,965
Self-Insurance/Other Expenditures	48,078	592,889	572,864	624,688
Capital Outlay	21,948	322	10,059	0
Subtotal Operating	**$ 13,495,186**	**$ 13,562,896**	**$ 13,535,940**	**$ 14,696,679**
CULTURAL AFFAIRS				
Personal Services	$ 522,160	$ 584,275	$ 633,499	$ 665,654
Contractual Services	180,064	215,369	216,316	667,369
Commodities	8,961	12,546	12,221	12,546
Self-Insurance/Other Expenditures	2,438	46,906	45,280	42,029
Capital Outlay	0	517	517	0
Subtotal Operating	**$ 713,623**	**$ 859,613**	**$ 907,833**	**$ 1,387,598**
CONVENTION FACILITIES				
Personal Services	$ 9,570,589	$ 9,809,950	$ 9,928,525	$ 10,071,760
Contractual Services	6,596,100	1,153,928	1,071,353	1,240,161
Commodities	606,699	565,345	539,769	543,335
Self-Insurance/Other Expenditures	676,725	7,330,198	7,169,782	7,522,734
Capital Outlay	38,399	0	0	0
Subtotal Operating	**$ 17,488,512**	**$ 18,859,421**	**$ 18,709,429**	**$ 19,377,990**
INTERNATIONAL AFFAIRS				
Personal Services	$ 473,380	$ 487,161	$ 494,132	$ 504,296
Contractual Services	367,352	300,371	269,974	350,411
Commodities	50,162	51,293	54,740	50,893
Self-Insurance/Other Expenditures	2,728	87,222	76,615	83,882
Capital Outlay	0	0	0	0
Subtotal Operating	**$ 893,622**	**$ 926,047**	**$ 895,461**	**$ 989,482**
NON-DEPARTMENTAL				
Personal Services	$ 158,285	$ 168,115	$ 171,793	$ 342,124
Contractual Services	522,025	671,571	619,222	1,263,971
Commodities	2,273	1,125	1,125	1,125
Self-Insurance/Other Expenditures	344,822	355,551	354,703	124,193
Capital Outlay	0	200,000	0	200,000
Subtotal Operating	**$ 1,027,405**	**$ 1,396,362**	**$ 1,146,843**	**$ 1,931,413**
CONTRIBUTIONS TO OTHER AGENCIES	**$ 2,281,724**	**$ 2,329,157**	**$ 2,329,157**	**$ 3,148,586**
TOTAL OPERATING EXPENSES				
Personal Services	*$ 17,862,281*	*$ 17,709,716*	*$ 18,286,687*	*$ 19,270,595*
Contractual Services	*21,673,142*	*12,901,854*	*12,020,112*	*14,260,679*
Commodities	*1,383,507*	*994,022*	*1,001,470*	*1,014,629*
Self-Insurance/Other Expenditures	*3,877,470*	*13,886,523*	*13,682,516*	*14,848,244*
Capital Outlay	*86,268*	*200,843*	*10,576*	*200,000*
Total Operating	***$ 44,882,668***	***$ 45,692,958***	***$ 45,001,361***	***$ 49,594,147***

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

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
Transfers To				
General Fund-Indirect Cost	$ 1,375,420	$ 1,425,397	$ 1,425,397	$ 1,413,874
General Fund-Other	53,874	104,108	82,749	85,066
Support for History and Preservation	5,423,550	5,683,500	5,764,500	6,377,700
International Center	565,621	565,620	565,620	565,620
C. O. Debt Service	372,200	394,445	394,445	394,010
Renewal & Improvement Fund	0	48,130	48,130	0
Retired Employees Health Insurance	132,803	125,180	136,787	140,891
Contractual Obligations	780,603	785,515	785,515	785,515
Public Improvement District	0	36,486	36,486	42,102
Alamodome	517,776	53,783	53,783	0
Other Transfers	340,280	175,000	125,000	150,000
Subtotal Transfers	**$ 9,562,127**	**$ 9,397,164**	**$ 9,418,412**	**$ 9,954,778**
TOTAL APPROPRIATIONS	**$ 54,444,795**	**$ 55,090,122**	**$ 54,419,773**	**$ 59,548,925**
GROSS ENDING BALANCE	**$ 2,391,805**	**$ 1,128,385**	**$ 2,975,775**	**$ 1,889,832**

SPECIAL REVENUE FUND
COMMUNITY INFRASTRUCTURE AND ECONOMIC DEVELOPMENT FUND
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2005-2006, the Community Infrastructure & Economic Development Fund will be created to account for economic development and environmental stewardship projects as well as overhead conversion projects in coordination with the CPS Energy Community Infrastructure & Economic Development (CEID) Fund. The fund is designed to administer projects within the guidelines established by CPS Energy.

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
Accounting Adjustment	N/A	N/A	N/A	0
Net Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
REVENUES				
Recovery of Expenditures	$ N/A	$ N/A	$ N/A	$ 134,905
Total Revenues & Transfers	$ **N/A**	$ **N/A**	$ **N/A**	$ **134,905**
TOTAL AVAILABLE FUNDS	$ **N/A**	$ **N/A**	$ **N/A**	$ **134,905**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ N/A	$ N/A	$ N/A	$ 116,018
Contractual Services	N/A	N/A	N/A	4,100
Commodities	N/A	N/A	N/A	1,901
Self-Insurance/Other Expenditures	N/A	N/A	N/A	4,744
Capital Outlay	N/A	N/A	N/A	8,142
Subtotal Operating	$ **N/A**	$ **N/A**	$ **N/A**	$ **134,905**
TOTAL APPROPRIATIONS	$ **N/A**	$ **N/A**	$ **N/A**	$ **134,905**
GROSS ENDING BALANCE	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **2,254,056**	$ **1,621,498**	$ **2,768,426**	$ **3,001,498**
Adjustment for Reserve	(457,437)	0	0	0
Net Balance	$ **1,796,619**	$ **1,621,498**	$ **2,768,426**	$ **3,001,498**
REVENUES				
Car Sales	$ 115,264	$ 95,507	$ 81,369	$ 69,061
Other Sales	547,278	662,750	578,896	601,958
Confiscated Property	1,378,838	529,500	1,655,766	1,680,250
Interest on Time Deposits	28,913	10,510	69,965	88,270
Total Revenues & Transfers	$ **2,070,293**	$ **1,298,267**	$ **2,385,996**	$ **2,439,539**
TOTAL AVAILABLE FUNDS	$ **3,866,912**	$ **2,919,765**	$ **5,154,422**	$ **5,441,037**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 84,213	$ 148,284	$ 96,343	$ 545,878
Contractual Services	639,767	1,385,967	614,168	1,509,243
Commodities	146,823	161,833	285,915	341,349
Self-Insurance/Other Expenditures	11,923	509,547	878,123	500,654
Capital Outlay	135,379	364,005	241,288	256,515
Subtotal Operating	$ **1,018,105**	$ **2,569,636**	$ **2,115,837**	$ **3,153,639**
Transfers To				
Local Law Enforcement Blk Grnt Match	$ 11,347	$ 0	$ 0	$ 0
Regional Auto Crimes Team Grant Match	69,034	37,087	37,087	0
Subtotal Transfers	$ **80,381**	$ **37,087**	$ **37,087**	$ **0**
TOTAL APPROPRIATIONS	$ **1,098,486**	$ **2,606,723**	$ **2,152,924**	$ **3,153,639**
GROSS ENDING BALANCE	$ **2,768,426**	$ **313,042**	$ **3,001,498**	$ **2,287,398**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **N/A**	$ **0**	$ **0**	$ **823,439**
Adjustment for Reserve	N/A	12,000,000	12,000,000	0
Net Balance	$ **N/A**	$ **12,000,000**	$ **12,000,000**	$ **823,439**
REVENUES				
Interest on Time Deposits	$ N/A	$ 158,100	$ 223,439	$ 112,438
Total Revenues & Transfers	$ **N/A**	$ **158,100**	$ **223,439**	$ **112,438**
TOTAL AVAILABLE FUNDS	$ **N/A**	$ **12,158,100**	$ **12,223,439**	$ **935,877**
APPROPRIATIONS				
Operating Expenses				
Maxim Integrated Products	$ N/A	$ 1,500,000	$ 1,500,000	$ 0
Brooks Development Authority - Grant	N/A	750,000	750,000	0
Brooks Development Authority - Loan	N/A	750,000	750,000	0
Washington Mutual	N/A	3,000,000	3,000,000	0
Toyota Suppliers	N/A	1,000,000	1,000,000	0
Park Centre Towers Ltd. - Loan	N/A	300,000	300,000	0
Healthcare & Bioscience Marketing Entity	N/A	100,000	100,000	0
Neighborhood Improvement District	N/A	0	0	600,000
Subtotal Operating	$ **N/A**	$ **7,400,000**	$ **7,400,000**	$ **600,000**
Transfers To				
Streets Maintenance	$ N/A	$ 4,000,000	$ 4,000,000	$ 0
Subtotal Transfers	$ **N/A**	$ **4,000,000**	$ **4,000,000**	$ **0**
TOTAL APPROPRIATIONS	$ **N/A**	$ **11,400,000**	$ **11,400,000**	$ **600,000**
GROSS ENDING BALANCE	$ **N/A**	$ **758,100**	$ **823,439**	$ **335,877**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ (798,879)	$ **30,000**	$ **612,616**	$ **30,000**
Adjustment for Reserve	2,774	0	0	0
Net Balance	$ (796,105)	$ **30,000**	$ **612,616**	$ **30,000**
REVENUES				
Ambulance Service Fee	$ 10,805,049	$ 10,919,747	$ 11,637,246	$ 12,648,759
EMS Records Search Fee	0	7,882	8,000	8,000
Other Revenue	31,157	1,232	1,232	1,232
Contribution from Other Agencies	425,430	425,430	454,663	476,945
Transfer from General Fund	30,086,388	31,068,871	30,676,802	33,374,384
Transfer from Equip & Renewal	0	330,116	330,116	135,000
Total Revenues & Transfers	$ **41,348,024**	$ **42,753,278**	$ **43,108,059**	$ **46,644,320**
TOTAL AVAILABLE FUNDS	$ **40,551,919**	$ **42,783,278**	$ **43,720,675**	$ **46,674,320**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 34,414,936	$ 34,158,296	$ 34,951,358	$ 36,416,235
Contractual Services	2,905,257	1,819,574	1,789,080	1,935,055
Collection Expense	1,234,556	1,199,256	1,277,770	1,226,782
Commodities	1,101,147	940,251	1,014,262	1,031,807
Self-Insurance/Other Expenditures	278,047	4,311,901	4,309,205	5,248,993
Capital Outlay	5,360	324,000	349,000	785,448
Subtotal Operating	$ **39,939,303**	$ **42,753,278**	$ **43,690,675**	$ **46,644,320**
TOTAL APPROPRIATIONS	$ **39,939,303**	$ **42,753,278**	$ **43,690,675**	$ **46,644,320**
GROSS ENDING BALANCE	$ **612,616**	$ **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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ (1,276,611)	$ (850,665)	$ (756,215)	$ (766,700)
Adjustment for Reserve	53,292	0	0	0
Net Balance	$ (1,223,319)	$ (850,665)	$ (756,215)	$ (766,700)
REVENUES				
Brackenridge Golf Course	$ 929,617	$ 981,930	$ 964,631	$ 1,008,712
Riverside Golf Course	743,743	785,765	754,335	798,347
Willow Springs Golf Course	1,066,205	1,115,581	1,098,988	1,143,070
Olmos Golf Course	939,625	1,023,474	982,535	1,040,686
Mission Del Lago Golf Course	647,352	665,803	668,688	705,770
Cedar Creek Golf Course	1,112,061	1,207,364	1,159,749	1,210,830
Polo Field Driving Range	10,164	9,142	8,776	8,776
San Pedro Driving Range/Par 3	336,215	415,052	398,449	423,449
Resident Golf Card	131,920	0	0	0
Interest on Time Deposit	73	0	0	0
Miscellaneous	6,987	5,005	4,805	24,805
City Concession	176,562	193,990	124,971	124,971
Transfer from Equipment & Renewal	229,959	0	0	0
Total Revenues & Transfers	$ **6,330,483**	$ **6,403,106**	$ **6,165,927**	$ **6,489,416**
TOTAL AVAILABLE FUNDS	$ **5,107,164**	$ **5,552,441**	$ **5,409,712**	$ **5,722,716**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 3,041,059	$ 3,497,884	$ 3,177,759	$ 3,542,302
Contractual Services	1,249,578	413,357	497,837	415,180
Commodities	841,869	753,768	756,679	753,768
Self-Insurance/Other Expenditures	292,614	1,578,790	1,344,136	1,509,118
Capital Outlay	89,740	0	47,696	0
Subtotal Operating	$ **5,514,860**	$ **6,243,799**	$ **5,824,107**	$ **6,220,368**
Transfers To				
General Fund-Indirect Cost	$ 329,616	$ 350,000	$ 350,000	$ 250,000
General Fund-Other	6,897	0	0	0
Retired Employees Health Insurance	2,238	2,110	2,305	2,374
Information Technology Services-ERM	9,768	0	0	0
Subtotal Transfers	$ **348,519**	$ **352,110**	$ **352,305**	$ **252,374**
TOTAL APPROPRIATIONS	$ **5,863,379**	$ **6,595,909**	$ **6,176,412**	$ **6,472,742**
GROSS ENDING BALANCE	$ (756,215)	$ (1,043,468)	$ (766,700)	$ (750,026)

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **4,762,838**	$ **5,628,588**	$ **1,489,231**	$ **2,897,769**
Adjustment for Reserve	0	0	0	0
Net Balance	$ **4,762,838**	$ **5,628,588**	$ **1,489,231**	$ **2,897,769**
REVENUES				
Hotel Motel 2% Tax Collections	$ 10,299,017	$ 10,787,100	$ 11,385,784	$ 11,659,042
Interest on Time Deposits	38,640	44,470	39,260	61,920
Other	15,650	15,500	22,000	16,394
Total Revenues & Transfers	$ **10,353,307**	$ **10,847,070**	$ **11,447,044**	$ **11,737,356**
TOTAL AVAILABLE FUNDS	$ **15,116,145**	$ **16,475,658**	$ **12,936,275**	$ **14,635,125**
APPROPRIATIONS				
Operating Expenses				
Self-Insurance/Other Expenditures	$ 93,066	$ 93,947	$ 93,947	$ 0
Subtotal Operating	$ **93,066**	$ **93,947**	$ **93,947**	$ **0**
Transfers To				
Debt Service	$ 10,152,765	$ 10,176,167	$ 9,875,027	$ 10,249,606
Convention Ctr Expansion Capital Project	3,381,083	0	0	0
Hotel Motel	0	0	69,532	203,095
Subtotal Transfers	$ **13,533,848**	$ **10,176,167**	$ **9,944,559**	$ **10,452,701**
TOTAL APPROPRIATIONS	$ **13,626,914**	$ **10,270,114**	$ **10,038,506**	$ **10,452,701**
GROSS ENDING BALANCE	$ **1,489,231**	$ **6,205,544**	$ **2,897,769**	$ **4,182,424**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **233,947**	$ **444,408**	$ **448,218**	$ **63,066**
Adjustment for Reserve	(47,674)	0	0	0
Net Balance	$ **186,273**	$ **444,408**	$ **448,218**	$ **63,066**
REVENUES				
Rental of Facility	$ 880,997	$ 904,541	$ 969,473	$ 977,621
Maintenance of Facility	170,148	166,305	175,146	176,893
Interest on Time Deposits	5,040	5,040	9,530	13,610
Total Revenues & Transfers	$ **1,056,185**	$ **1,075,886**	$ **1,154,149**	$ **1,168,124**
TOTAL AVAILABLE FUNDS	$ **1,242,458**	$ **1,520,294**	$ **1,602,367**	$ **1,231,190**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 332,479	$ 347,444	$ 310,235	$ 388,611
Contractual Services	357,688	147,054	200,830	188,054
Commodities	43,161	27,719	31,067	27,719
Self-Insurance/Other Expenditures	24,282	246,824	214,662	284,523
Capital Outlay	146	0	0	0
Subtotal Operating	$ **757,756**	$ **769,041**	$ **756,794**	$ **888,907**
Transfers To				
General Fund-Indirect Cost	$ 32,830	$ 27,375	$ 27,375	$ 27,228
Public Improvement District	0	12,579	12,579	14,393
Improvement & Contingency	0	643,767	738,789	222,710
Retired Employees Health Insurance	3,654	3,445	3,764	3,877
Subtotal Transfers	$ **36,484**	$ **687,166**	$ **782,507**	$ **268,208**
TOTAL APPROPRIATIONS	$ **794,240**	$ **1,456,207**	$ **1,539,301**	$ **1,157,115**
GROSS ENDING BALANCE	$ **448,218**	$ **64,087**	$ **63,066**	$ **74,075**
OPERATING RESERVE	$ **448,218**	$ **64,087**	$ **63,066**	$ **74,075**
NET ENDING BALANCE	$ **0**	$ **0**	$ **0**	$ **0**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **3,908,086**	$ **3,731,341**	$ **3,956,355**	$ **4,029,585**
Accounting Adjustment	479,629	0	0	0
Net Balance	**$ 4,387,715**	**$ 3,731,341**	**$ 3,956,355**	**$ 4,029,585**
REVENUES				
Interest on Time Deposits	$ 41,035	$ 51,760	$ 73,230	$ 105,670
Total Revenues & Transfers	**$ 41,035**	**$ 51,760**	**$ 73,230**	**$ 105,670**
TOTAL AVAILABLE FUNDS	**$ 4,428,750**	**$ 3,783,101**	**$ 4,029,585**	**$ 4,135,255**
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ 418,000	$ 0	$ 0	$ 0
Subtotal Operating	**$ 418,000**	**$ 0**	**$ 0**	**$ 0**
Transfers To				
General Fund	$ 54,395	$ 0	$ 0	$ 0
Capital Projects	0	0	0	3,000,000
Subtotal Transfers	**$ 54,395**	**$ 0**	**$ 0**	**$ 3,000,000**
TOTAL APPROPRIATIONS	**$ 472,395**	**$ 0**	**$ 0**	**$ 3,000,000**
GROSS ENDING BALANCE	**$ 3,956,355**	**$ 3,783,101**	**$ 4,029,585**	**$ 1,135,255**

SPECIAL REVENUE FUND
MUNICIPAL COURTS SECURITY FUND
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2005-2006, the Municipal Courts Security Fund will be created to account for the security fee collected from defendants convicted of a misdemeanor. The funds will be used to finance the purchase of security enhancements and for providing security services for Municipal Courts.

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
Accounting Adjustment	N/A	N/A	N/A	0
Net Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
REVENUES				
Security Fee	$ N/A	$ N/A	$ N/A	$ 401,681
Total Revenues & Transfers	$ **N/A**	$ **N/A**	$ **N/A**	$ **401,681**
TOTAL AVAILABLE FUNDS	$ **N/A**	$ **N/A**	$ **N/A**	$ **401,681**
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ N/A	$ N/A	$ N/A	$ 368,200
Self-Insurance/Other Expenditures	N/A	N/A	N/A	28,500
Subtotal Operating	$ **N/A**	$ **N/A**	$ **N/A**	$ **396,700**
TOTAL APPROPRIATIONS	$ **N/A**	$ **N/A**	$ **N/A**	$ **396,700**
GROSS ENDING BALANCE	$ **N/A**	$ **N/A**	$ **N/A**	$ **4,981**

SPECIAL REVENUE FUND
MUNICIPAL COURTS TECHNOLOGY FUND
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2005-2006, the Municipal Courts Technology Fund will be created to account for the technology fee collected from defendants convicted of a misdemeanor. The funds will be used to finance the purchase of or maintain the technological enhancements for Municipal Courts.

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
Accounting Adjustment	N/A	N/A	N/A	0
Net Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
REVENUES				
Technology Fee	$ N/A	$ N/A	$ N/A	$ 532,475
Total Revenues & Transfers	$ **N/A**	$ **N/A**	$ **N/A**	$ **532,475**
TOTAL AVAILABLE FUNDS	$ **N/A**	$ **N/A**	$ **N/A**	$ **532,475**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ N/A	$ N/A	$ N/A	$ 63,993
Self-Insurance/Other Expenditures	N/A	N/A	N/A	309,030
Subtotal Operating	$ **N/A**	$ **N/A**	$ **N/A**	$ **373,023**
TOTAL APPROPRIATIONS	$ **N/A**	$ **N/A**	$ **N/A**	$ **373,023**
GROSS ENDING BALANCE	$ **N/A**	$ **N/A**	$ **N/A**	$ **159,452**

SPECIAL REVENUE FUND
PARKS DEVELOPMENT & EXPANSION FUND - 2000 VENUE PROJECTS
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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **21,267,537**	$ **25,676,894**	$ **22,335,978**	$ **13,419,020**
Adjustment for Reserve	(128,651)	0	0	0
Net Balance	$ **21,138,886**	$ **25,676,894**	$ **22,335,978**	$ **13,419,020**
REVENUES				
Sales Tax Revenue	$ 13,891,025	$ 0	$ 0	$ 0
Interest on Time Deposits	181,439	240,289	338,640	490,840
Total Revenues & Transfers	$ **14,072,464**	$ **240,289**	$ **338,640**	$ **490,840**
TOTAL AVAILABLE FUNDS	$ **35,211,350**	$ **25,917,183**	$ **22,674,618**	$ **13,909,860**
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ 487,071	$ 639,157	$ 329,647	$ 275,000
Commodities	5,953	0	0	0
Self-Insurance/Other Expenditures	1,348	5,479	5,479	9,456
Subtotal Operating	$ **494,372**	$ **644,636**	$ **335,126**	$ **284,456**
Transfers To				
General Fund-Indirect Cost	$ 11,644	$ 9,347	$ 9,347	$ 8,399
General Fund-Other	545,428	420,125	420,125	431,889
Debt Service	8,491,373	0	0	0
Capital Projects	3,332,555	0	0	0
Aquifer Land Acquisition	0	3,030,000	3,291,000	739,000
Leon & Salado Creekways	0	10,012,000	5,200,000	9,802,000
Subtotal Transfers	$ **12,381,000**	$ **13,471,472**	$ **8,920,472**	$ **10,981,288**
TOTAL APPROPRIATIONS	$ **12,875,372**	$ **14,116,108**	$ **9,255,598**	$ **11,265,744**
GROSS ENDING BALANCE	$ **22,335,978**	$ **11,801,075**	$ **13,419,020**	$ **2,644,116**

SPECIAL REVENUE FUND
PARKS DEVELOPMENT & EXPANSION FUND - 2005 VENUE PROJECTS
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2005-2006, the Parks Development & Expansion Fund - 2005 Venue Projects will be established under Proposition 1 and 2 which increases the sales tax to fund the purchase of land over the Edwards Aquifer as well as the acquisition and improvement of linear parks along Leon and Salado Creek and San Antonio and Medina River.

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
Adjustment for Reserve	N/A	N/A	N/A	0
Net Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
REVENUES				
Sales Tax Revenue	$ N/A	$ N/A	$ N/A	$ 20,366,117
Interest on Time Deposits	N/A	N/A	N/A	100,000
Total Revenues & Transfers	$ **N/A**	$ **N/A**	$ **N/A**	$ **20,466,117**
TOTAL AVAILABLE FUNDS	$ **N/A**	$ **N/A**	$ **N/A**	$ **20,466,117**
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ N/A	$ N/A	$ N/A	$ 407,322
Commodities	N/A	N/A	N/A	0
Self-Insurance/Other Expenditures	N/A	N/A	N/A	0
Subtotal Operating	$ **N/A**	$ **N/A**	$ **N/A**	$ **407,322**
Transfers To				
General Fund-Creekway O&M	$ N/A	$ N/A	$ N/A	$ 0
Proposition 1 - Edwards	N/A	N/A	N/A	13,331,411
Proposition 2 - Leon	N/A	N/A	N/A	2,668,551
Proposition 2 - Salado	N/A	N/A	N/A	2,000,000
Proposition 2 - Medina	N/A	N/A	N/A	2,000,000
Proposition 2 - SA River	N/A	N/A	N/A	0
Subtotal Transfers	$ **N/A**	$ **N/A**	$ **N/A**	$ **19,999,962**
TOTAL APPROPRIATIONS	$ **N/A**	$ **N/A**	$ **N/A**	$ **20,407,284**
GROSS ENDING BALANCE	$ **N/A**	$ **N/A**	$ **N/A**	$ **58,833**

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. *In FY 2005-2006, the Animal Control Division of the Public Health Support Fund was redirected into the Animal Care Services Fund.*

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **1,346,941**	$ **604,335**	$ **371,031**	$ **(394,972)**
Adjustment for Reserve	(94,738)	0	0	0
Net Balance	$ **1,252,203**	$ **604,335**	$ **371,031**	$ **(394,972)**
REVENUES				
Medicaid/Medicare	$ 642,447	$ 737,955	$ 785,100	$ 801,010
Medicaid Administrative Claims	0	31,490	0	25,000
Patient Co-Pay	497,269	701,545	710,115	713,565
HMO Medicaid Reimbursement	212,077	193,085	450,300	450,300
Foreign Travel Vaccine	450,893	422,480	440,110	442,000
Interest on Time Deposits	12,233	17,950	19,170	27,570
Contributions	410,278	131,680	133,125	142,000
Miscellaneous Revenues	27,617	2,150	2,250	2,300
Recovery of Expenditures	441	0	0	0
Animal Control Fees	133,047	148,785	161,525	0
Total Revenues & Transfers	$ **2,386,302**	$ **2,387,120**	$ **2,701,695**	$ **2,603,745**
TOTAL AVAILABLE FUNDS	$ **3,638,505**	$ **2,991,455**	$ **3,072,726**	$ **2,208,773**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 1,712,769	$ 1,727,358	$ 1,797,370	$ 1,094,828
Contractual Services	145,182	63,771	83,740	50,315
Commodities	887,807	546,260	947,320	400,372
Self-Insurance/Other Expenditures	7,937	179,330	174,362	63,910
Subtotal Operating	$ **2,753,695**	$ **2,516,719**	$ **3,002,792**	$ **1,609,425**
Transfers To				
Public Health Support Grant	$ 0	$ 110,000	$ 110,000	$ 110,000
General Fund-Other	164,500	164,500	164,500	169,106
General Fund-Indirect Cost	349,279	190,406	190,406	178,329
Subtotal Transfers	$ **513,779**	$ **464,906**	$ **464,906**	$ **457,435**
TOTAL APPROPRIATIONS	$ **3,267,474**	$ **2,981,625**	$ **3,467,698**	$ **2,066,860**
GROSS ENDING BALANCE	$ **371,031**	$ **9,830**	$ (394,972)	$ **141,913**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 783,335	$ 548,410	$ 586,203	$ 370,111
Adjustment for Reserve	(145)	0	0	0
Net Balance	$ 783,190	$ 548,410	$ 586,203	$ 370,111
REVENUES				
Entry Fees	$ 331,927	$ 327,970	$ 313,250	$ 307,000
Miscellaneous Revenues	105,344	88,460	78,300	84,000
Interest on Time Deposits	7,001	9,790	11,960	17,220
Total Revenues & Transfers	$ 444,272	$ 426,220	$ 403,510	$ 408,220
TOTAL AVAILABLE FUNDS	$ 1,227,462	$ 974,630	$ 989,713	$ 778,331
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 166,758	$ 224,099	$ 240,065	$ 253,920
Contractual Services	376,662	421,740	263,221	322,490
Commodities	44,541	38,140	47,141	38,140
Self-Insurance/Other Expenditures	0	14,485	14,545	68,117
Subtotal Operating	$ 587,961	$ 698,464	$ 564,972	$ 682,667
Transfers To				
General Fund-Other	$ 53,298	$ 54,630	$ 54,630	$ 56,160
Subtotal Transfers	$ 53,298	$ 54,630	$ 54,630	$ 56,160
TOTAL APPROPRIATIONS	$ 641,259	$ 753,094	$ 619,602	$ 738,827
GROSS ENDING BALANCE	$ 586,203	$ 221,536	$ 370,111	$ 39,504

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ (28,097)	$ **5,739**	$ (41,190)	$ **0**
Adjustment for Reserve	0	0	0	0
Net Balance	$ (28,097)	$ **5,739**	$ (41,190)	$ **0**
REVENUES				
STBF Loan Programs (SBA and EDA)	$ 147,708	$ 544,781	$ 565,130	$ 564,773
Recovery of Expenditures - Microloan	346,600	0	0	0
Total Revenues & Transfers	$ **494,308**	$ **544,781**	$ **565,130**	$ **564,773**
TOTAL AVAILABLE FUNDS	$ **466,211**	$ **550,520**	$ **523,940**	$ **564,773**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 436,512	$ 446,165	$ 438,128	$ 462,730
Contractual Services	20,421	23,112	13,344	23,112
Commodities	5,785	6,372	5,100	6,372
Self-Insurance/Other Expenditures	1,128	31,316	23,313	27,784
Capital Outlay	0	0	500	0
Subtotal Operating	$ **463,846**	$ **506,965**	$ **480,385**	$ **519,998**
Transfers To				
General Fund-Other	$ 43,555	$ 43,555	$ 43,555	$ 44,775
Subtotal Transfers	$ **43,555**	$ **43,555**	$ **43,555**	$ **44,775**
TOTAL APPROPRIATIONS	$ **507,401**	$ **550,520**	$ **523,940**	$ **564,773**
GROSS ENDING BALANCE	$ (41,190)	$ **0**	$ **0**	$ **0**

SPECIAL REVENUE FUND
STARBRIGHT INDUSTRIAL DEVELOPMENT CORPORATION FUND
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2005-2006, the Starbright Industrial Development Corporation Fund will be established to account for the proceeds from City Public Service to be used to repay the debt service associated with the Toyota plant land purchase.

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
Adjustment for Reserve	N/A	N/A	N/A	0
Net Balance	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**
REVENUES				
CPS Energy	$ N/A	$ N/A	$ N/A	$ 569,054
Total Revenues	$ **N/A**	$ **N/A**	$ **N/A**	$ **569,054**
TOTAL AVAILABLE FUNDS	$ **N/A**	$ **N/A**	$ **N/A**	$ **569,054**
APPROPRIATIONS				
Operating Expenses				
Self-Insurance/Other Expenditures	$ N/A	$ N/A	$ N/A	$ 569,054
Subtotal Operating	$ **N/A**	$ **N/A**	$ **N/A**	$ **569,054**
TOTAL APPROPRIATIONS	$ **N/A**	$ **N/A**	$ **N/A**	$ **569,054**
GROSS ENDING BALANCE	$ **N/A**	$ **N/A**	$ **N/A**	$ **0**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **756,166**	$ **1,092,013**	$ **2,340,713**	$ **2,455,567**
Adjustment for Reserve	573,510	0	0	0
Net Balance	$ **1,329,676**	$ **1,092,013**	$ **2,340,713**	$ **2,455,567**
REVENUES				
Storm Water Revenues	$ 22,091,417	$ 25,594,371	$ 25,806,632	$ 27,317,740
Tunnel Tour Fee	0	0	0	0
Interest on Time Deposit	7,574	10,420	27,680	38,700
Recovery of Expenditures	928,994	0	0	0
Miscellaneous Revenues	12,870	0	0	0
Transfer from Equipment & Renewal	26,365	0	0	0
Total Revenues & Transfers	$ **23,067,220**	$ **25,604,791**	$ **25,834,312**	$ **27,356,440**
TOTAL AVAILABLE FUNDS	$ **24,396,896**	$ **26,696,804**	$ **28,175,025**	$ **29,812,007**
APPROPRIATIONS				
Operating Expenses				
DEVELOPMENT SERVICES				
Personal Services	$ 148,917	$ 154,838	$ 132,179	$ 133,676
Contractual Services	2,344	531	585	531
Self-Insurance/Other Expenditures	0	7,905	4,801	7,911
Subtotal Operating	$ **151,261**	$ **163,274**	$ **137,565**	$ **142,118**
PUBLIC WORKS				
Personal Services	$ 9,110,452	$ 9,863,481	$ 9,550,554	$ 10,043,639
Contractual Services	2,913,499	2,151,942	2,151,091	1,920,480
SAWS - Reimbursement	2,841,339	2,890,536	2,890,536	3,056,345
Commodities	1,758,645	998,746	868,111	992,247
Self-Insurance/Other Expenditures	178,066	3,038,101	3,012,143	4,155,459
Capital Outlay	286,056	32,600	73,389	50,000
Subtotal Operating	$ **17,088,057**	$ **18,975,406**	$ **18,545,824**	$ **20,218,170**
TOTAL OPERATING EXPENSES				
Personal Services	$ *9,259,369*	$ *10,018,319*	$ *9,682,733*	$ *10,177,315*
Contractual Services	*2,915,843*	*2,152,473*	*2,151,676*	*1,921,011*
SAWS - Reimbursement	*2,841,339*	*2,890,536*	*2,890,536*	*3,056,345*
Commodities	*1,758,645*	*998,746*	*868,111*	*992,247*
Self-Insurance/Other Expenditures	*178,066*	*3,046,006*	*3,016,944*	*4,163,370*
Capital Outlay	*286,056*	*32,600*	*73,389*	*50,000*
Total Operating	$ ***17,239,317***	$ ***19,138,680***	$ ***18,683,389***	$ ***20,360,288***
Transfers To				
General Fund-Indirect Cost	$ 756,953	$ 793,431	$ 793,431	$ 738,199
General Fund-Other	479,347	569,641	569,641	765,427
Grants	367,455	0	0	0
Debt Service	3,106,231	5,582,223	5,582,223	7,315,153
Retired Employees Health Insurance	83,071	83,071	90,774	93,497
Information Technology Services-ERM	23,808	0	0	0
Subtotal Transfers	$ **4,816,866**	$ **7,028,366**	$ **7,036,069**	$ **8,912,276**
TOTAL APPROPRIATIONS	$ **22,056,183**	$ **26,167,046**	$ **25,719,458**	$ **29,272,564**
GROSS ENDING BALANCE	$ **2,340,713**	$ **529,758**	$ **2,455,567**	$ **539,443**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **12,057,962**	$ **12,280,680**	$ **15,959,237**	$ **17,405,004**
Adjustment for Reserve	2,119,702	0	0	0
Net Balance	$ **14,177,664**	$ **12,280,680**	$ **15,959,237**	$ **17,405,004**
REVENUES				
Detention Pond Revenues	$ 4,696,321	$ 3,871,611	$ 4,035,000	$ 4,120,000
Floodplain Verification Fee	240	210	50	50
Interest on Time Deposits	162,079	188,160	290,940	422,130
Miscellaneous Revenues	380	100	50	50
Transfer from Equipment & Renewal	4,231	0	0	0
Total Revenues & Transfers	$ **4,863,251**	$ **4,060,081**	$ **4,326,040**	$ **4,542,230**
TOTAL AVAILABLE FUNDS	$ **19,040,915**	$ **16,340,761**	$ **20,285,277**	$ **21,947,234**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 488,218	$ 557,248	$ 529,409	$ 589,933
Contractual Services	27,067	33,600	141,606	13,600
Commodities	16,747	12,655	15,803	12,655
Self-Insurance/Other Expenditures	3,836	52,436	45,648	69,853
Capital Outlay	4,931	0	0	0
Subtotal Operating	$ **540,799**	$ **655,939**	$ **732,466**	$ **686,041**
Transfers To				
General Fund-Indirect Costs	$ 18,901	$ 28,777	$ 28,777	$ 0
Information Technology Services-ERM	4,038	0	0	0
Regional Storm Water Facilities	1,056,654	0	0	0
Salado 15 R Dam Repair	1,250,924	0	0	0
Brookside Drainage	1,712	0	0	0
Lee's Park Regional Storm Water Facility	208,650	0	0	0
Storm Water Fee Credits - 6 Mile Creek 83F	0	0	200,000	0
Interlocal Agreement - SW Runoff E - Contours	0	1,500,000	1,884,030	0
US Geological Survey Joint Funding Agreement	0	35,000	35,000	0
Beitel Creek Environmental Restoration	0	544,000	0	1,016,000
Upper Huebner Creek Fee In Lieu Of Credits	0	99,000	0	99,000
French Creek Buyout (North of Prue)	0	800,000	0	363,000
Laddie Place Regional Storm Water Facility	0	2,349,850	0	2,350,000
Lee's Park Regional Storm Water Facility	0	1,500,000	0	500,000
Community Rating System Application	0	75,000	0	75,000
Dam Structures: Upgrades and Repairs	0	0	0	1,250,000
Ansley Blvd. Drainage # 1091	0	0	0	906,000
Howard Drainage (Wildwood to El Monte)	0	0	0	437,000
Hollyhock at Huebner Creek	0	0	0	436,000
Sinclair Road at Rosillo Creek	0	0	0	349,000
James Park Development & Holbrook Road	0	0	0	205,000
Culebra Creek Regional Storm Water Facility	0	0	0	2,000,000
Alamo Farmsteads Drainage Phase I	0	0	0	107,000
Emergency Action Planning	0	0	0	500,000
Land Use Database	0	0	0	500,000
Subtotal Transfers	$ **2,540,879**	$ **6,931,627**	$ **2,147,807**	$ **11,093,000**
TOTAL APPROPRIATIONS	$ **3,081,678**	$ **7,587,566**	$ **2,880,273**	$ **11,779,041**
GROSS ENDING BALANCE	$ **15,959,237**	$ **8,753,195**	$ **17,405,004**	$ **10,168,193**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ (2,871,510)	$ **25,402**	$ (378,539)	$ **12,000**
Adjustment for Reserve	2,164,584	0	0	0
Reduction of Encumbrances	0	0	405,564	0
Net Balance	$ (706,926)	$ **25,402**	$ **27,025**	$ **12,000**
REVENUES				
Street Resurfacing/Sewer Installation	$ 0	$ 0	$ 0	$ 0
Interest on Time Deposits	41,191	42,920	92,640	131,520
Recovery of Expenditures	146,592	0	0	0
Contribution from VIA	187,608	258,537	268,754	272,785
Contribution from General Fund	34,637,960	34,106,979	34,411,630	40,345,915
Transfer from Equipment & Renewal	21,238	21,203	21,203	0
Transfer from Economic Development Incentive	0	4,000,000	4,000,000	0
Transfer from Certificates of Obligation	0	0	0	5,000,000
Total Revenues & Transfers	$ **35,034,589**	$ **38,429,639**	$ **38,794,227**	$ **45,750,220**
TOTAL AVAILABLE FUNDS	$ **34,327,663**	$ **38,455,041**	$ **38,821,252**	$ **45,762,220**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 10,674,063	$ 11,534,623	$ 12,371,695	$ 12,422,006
Contractual Services	3,851,759	2,611,841	2,473,593	2,294,010
Commodities	8,626,520	7,293,571	6,799,840	7,304,376
Self-Insurance/Other Expenditures	1,152,908	5,268,685	5,429,805	5,995,509
Capital Outlay	1,590,799	0	0	0
Subtotal Operating	$ **25,896,049**	$ **26,708,720**	$ **27,074,933**	$ **28,015,901**
Transfers To				
Contractual Street Repair	$ 8,540,387	$ 7,734,319	$ 7,734,319	$ 16,734,319
Contractual NAMP	0	0	0	1,000,000
Maintain Current Year Contractual Repair	0	1,200,000	1,200,000	0
One-Time Contractual Street Repair - EDIF	0	2,800,000	2,800,000	0
Streets Capital Projects	269,766	0	0	0
Subtotal Transfers	$ **8,810,153**	$ **11,734,319**	$ **11,734,319**	$ **17,734,319**
TOTAL APPROPRIATIONS	$ **34,706,202**	$ **38,443,039**	$ **38,809,252**	$ **45,750,220**
GROSS ENDING BALANCE	$ (378,539)	$ **12,002**	$ **12,000**	$ **12,000**

SPECIAL REVENUE FUND
RIGHT OF WAY MANAGEMENT FUND
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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **492,183**	$ **80,905**	$ **545,645**	$ **183,602**
Adjustment for Reserve	(6,593)	0	0	0
Net Balance	$ **485,590**	$ **80,905**	$ **545,645**	$ **183,602**
REVENUES				
Permit Application Fee	$ 241,885	$ 236,900	$ 244,660	$ 284,280
Inspection Fee	776,945	740,500	814,420	762,700
Registration Fee	560	300	600	400
Non-Compliance ROW Penalties	170,000	25,000	178,250	35,000
Interest on Time Deposits	6,278	5,780	5,650	8,210
Total Revenues & Transfers	$ **1,195,668**	$ **1,008,480**	$ **1,243,580**	$ **1,090,590**
TOTAL AVAILABLE FUNDS	$ **1,681,258**	$ **1,089,385**	$ **1,789,225**	$ **1,274,192**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 817,626	$ 834,723	$ 818,578	$ 861,979
Contractual Services	93,039	70,679	117,043	70,693
Commodities	166,583	48,287	18,919	48,287
Self-Insurance/Other Expenditures	2,631	102,556	103,170	149,356
Capital Outlay	46,608	0	5,563	0
Subtotal Operating	$ **1,126,487**	$ **1,056,245**	$ **1,063,273**	$ **1,130,315**
Transfers To				
Street Repair	$ 0	$ 25,000	$ 542,350	$ 35,000
Information Technology Services-ERM	9,126	0	0	0
Subtotal Transfers	$ **9,126**	$ **25,000**	$ **542,350**	$ **35,000**
TOTAL APPROPRIATIONS	$ **1,135,613**	$ **1,081,245**	$ **1,605,623**	$ **1,165,315**
GROSS ENDING BALANCE	$ **545,645**	$ **8,140**	$ **183,602**	$ **108,877**

SPECIAL REVENUE FUND
TAX INCREMENT FINANCING FUND
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.

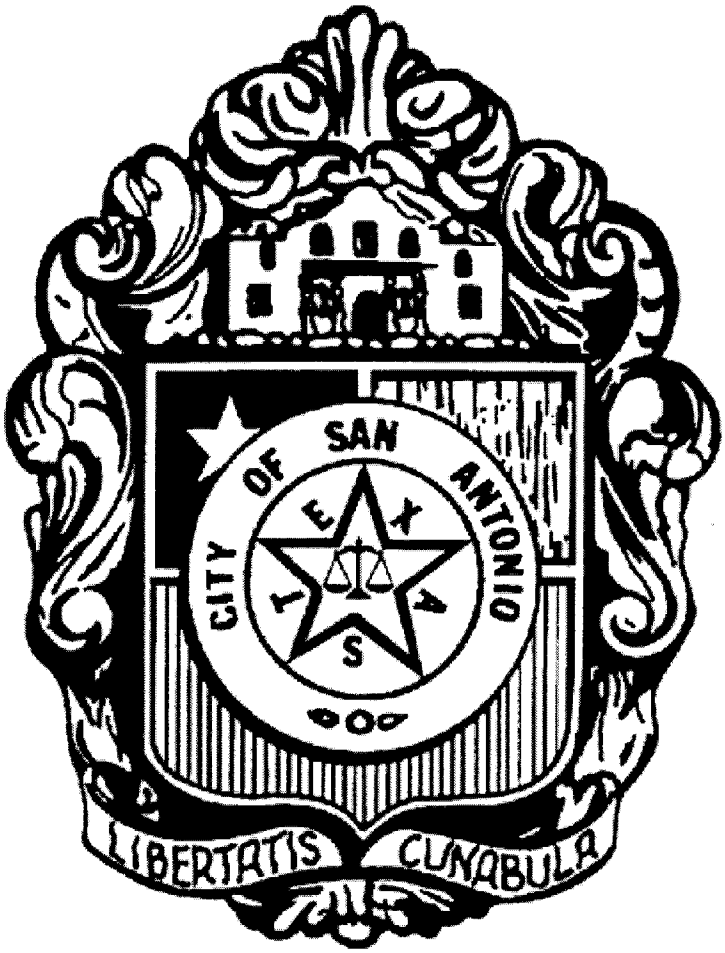
	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ (87,745)	$ (20,382)	$ (233,509)	$ (85,756)
Adjustment for Reserve	2,800	0	0	0
Net Balance	$ (84,945)	$ (20,382)	$ (233,509)	$ (85,756)
REVENUES				
Application Fee	$ 2,003	$ 15,450	$ 10,031	$ 9,375
Processing Fee	0	124,000	372,000	93,000
Administrative Fee	215,003	192,000	70,000	375,500
Total Revenues & Transfers	**$ 217,006**	**$ 331,450**	**$ 452,031**	**$ 477,875**
TOTAL AVAILABLE FUNDS	**$ 132,061**	**$ 311,068**	**$ 218,522**	**$ 392,119**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 353,309	$ 262,631	$ 264,013	$ 288,588
Contractual Services	8,929	7,985	4,411	7,985
Commodities	3,332	6,952	3,214	6,952
Self-Insurance/Other Expenditures	0	32,500	32,640	36,286
Subtotal Operating	**$ 365,570**	**$ 310,068**	**$ 304,278**	**$ 339,811**
TOTAL APPROPRIATIONS	**$ 365,570**	**$ 310,068**	**$ 304,278**	**$ 339,811**
GROSS ENDING BALANCE	**$ (233,509)**	**$ 1,000**	**$ (85,756)**	**$ 52,308**

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

Description:

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

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 50,516	$ 40,569	$ 67,701	$ 43,752
Adjustment for Reserve	29,152	0	0	0
Net Balance	$ 79,668	$ 40,569	$ 67,701	$ 43,752
REVENUES				
City Store Sales	$ 242,831	$ 227,000	$ 403,424	$ 385,000
Interest on Time Deposits	155	450	0	0
Transfer from Comm. & Visitor Fac. Fund	160,000	175,000	125,000	150,000
Total Revenues & Transfers	$ 402,986	$ 402,450	$ 528,424	$ 535,000
TOTAL AVAILABLE FUNDS	$ 482,655	$ 443,019	$ 596,125	$ 578,752
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 175,625	$ 210,704	$ 250,274	$ 243,478
Contractual Services	65,856	85,167	62,221	55,898
Commodities	161,138	111,557	218,431	203,305
Self-Insurance/Other Expenditures	11,194	16,352	20,029	62,620
Capital Outlay	0	0	0	0
Subtotal Operating	$ 413,813	$ 423,780	$ 550,955	$ 565,301
Transfers To				
City Departments	$ 0	$ 1,000	$ 1,000	$ 0
Retired Employees Health Insurance	406	383	418	431
Public Improvement District	0	0	0	306
Information Technology Services-ERM	734	0	0	0
Subtotal Transfers	$ 1,140	$ 1,383	$ 1,418	$ 737
TOTAL APPROPRIATIONS	$ 414,953	$ 425,163	$ 552,373	$ 566,038
GROSS ENDING BALANCE	$ 67,701	$ 17,856	$ 43,752	$ 12,714


CITY OF SAN ANTONIO
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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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 6,660,449	$ 6,288,860	$ 7,276,703	$ 6,886,939
Net Balance	$ 6,660,449	$ 6,288,860	$ 7,276,703	$ 6,886,939
REVENUES				
Operating Revenue	$ 43,701,028	$ 47,359,607	$ 47,026,421	$ 50,116,223
Interest on Time Deposits	119,573	144,690	177,730	269,070
Other Revenue	517,367	300,157	265,800	268,789
Total Revenues & Transfers	$ 44,337,968	$ 47,804,454	$ 47,469,951	$ 50,654,082
TOTAL AVAILABLE FUNDS	$ 50,998,417	$ 54,093,314	$ 54,746,654	$ 57,541,021
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 16,659,116	$ 18,479,550	$ 18,109,307	$ 19,823,555
Contractual Services	5,174,860	3,607,845	3,185,323	3,560,858
Commodities	1,246,541	1,166,823	1,128,426	1,206,482
Self-Insurance/Other Expenditures	1,083,559	4,930,142	5,124,701	5,154,792
Capital Outlay	229,484	490,201	489,726	500,000
Subtotal Operating	$ 24,393,560	$ 28,674,561	$ 28,037,483	$ 30,245,687
Transfers To				
General Fund-Indirect Cost	$ 604,023	$ 677,007	$ 477,567	$ 339,991
General Fund-Other	153,527	106,865	101,210	101,974
Information Technology Services - ERM	58,888	0	0	0
Improvements & Contingency Fund	5,527,038	355,065	2,326,332	2,917,893
Restricted Reserve	0	0	0	352,113
Revenue Bond Debt Service	12,837,660	17,115,149	16,765,694	16,343,082
Retired Employees Health Insurance	147,018	138,579	151,429	155,972
Subtotal Transfers	$ 19,328,154	$ 18,392,665	$ 19,822,232	$ 20,211,025
TOTAL APPROPRIATIONS	$ 43,721,714	$ 47,067,226	$ 47,859,715	$ 50,456,712
GROSS ENDING BALANCE	$ 7,276,703	$ 7,026,088	$ 6,886,939	$ 7,084,309
RESTRICTED RESERVE	$ 7,276,703	$ 7,026,088	$ 6,886,939	$ 7,084,309
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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 282,462	$ 265,187	$ 272,437	$ 252,485
Net Balance	$ 282,462	$ 265,187	$ 272,437	$ 252,485
REVENUES				
Confiscated Property	$ 0	$ 1,000	$ 8,141	$ 5,000
Interest on Time Deposits	2,703	3,230	3,230	7,010
Total Revenues & Transfers	$ 2,703	$ 4,230	$ 11,371	$ 12,010
TOTAL AVAILABLE FUNDS	$ 285,165	$ 269,417	$ 283,808	$ 264,495
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ 2,722	$ 5,315	$ 2,688	$ 6,000
Commodities	8,134	11,308	8,635	10,308
Capital Outlay	1,872	0	20,000	0
Subtotal Operating	$ 12,728	$ 16,623	$ 31,323	$ 16,308
TOTAL APPROPRIATIONS	$ 12,728	$ 16,623	$ 31,323	$ 16,308
GROSS ENDING BALANCE	$ 272,437	$ 252,794	$ 252,485	$ 248,187
RESTRICTED RESERVE	$ 272,437	$ 252,794	$ 252,485	$ 248,187
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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 369,873	$ 4,998,042	$ 525,873	$ 0
Net Balance	$ 369,873	$ 4,998,042	$ 525,873	$ 0
REVENUES				
Passenger Facility Charges	$ 8,771,006	$ 9,522,000	$ 9,364,341	$ 9,700,291
Interest on Time Deposits	7,610	8,460	10,940	16,700
Total Revenues & Transfers	$ 8,778,616	$ 9,530,460	$ 9,375,281	$ 9,716,991
TOTAL AVAILABLE FUNDS	$ 9,148,489	$ 14,528,502	$ 9,901,154	$ 9,716,991
APPROPRIATIONS				
Transfers To				
PFC Capital Improvements	$ 5,935,686	$ 4,648,000	$ 6,214,667	$ 4,495,890
Debt Service Fund	2,686,930	2,683,140	3,686,487	5,221,101
Subtotal Transfers	$ 8,622,616	$ 7,331,140	$ 9,901,154	$ 9,716,991
TOTAL APPROPRIATIONS	$ 8,622,616	$ 7,331,140	$ 9,901,154	$ 9,716,991
GROSS ENDING BALANCE	$ 525,873	$ 7,197,362	$ 0	$ 0
RESTRICTED RESERVE	$ 525,873	$ 7,197,362	$ 0	$ 0
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.

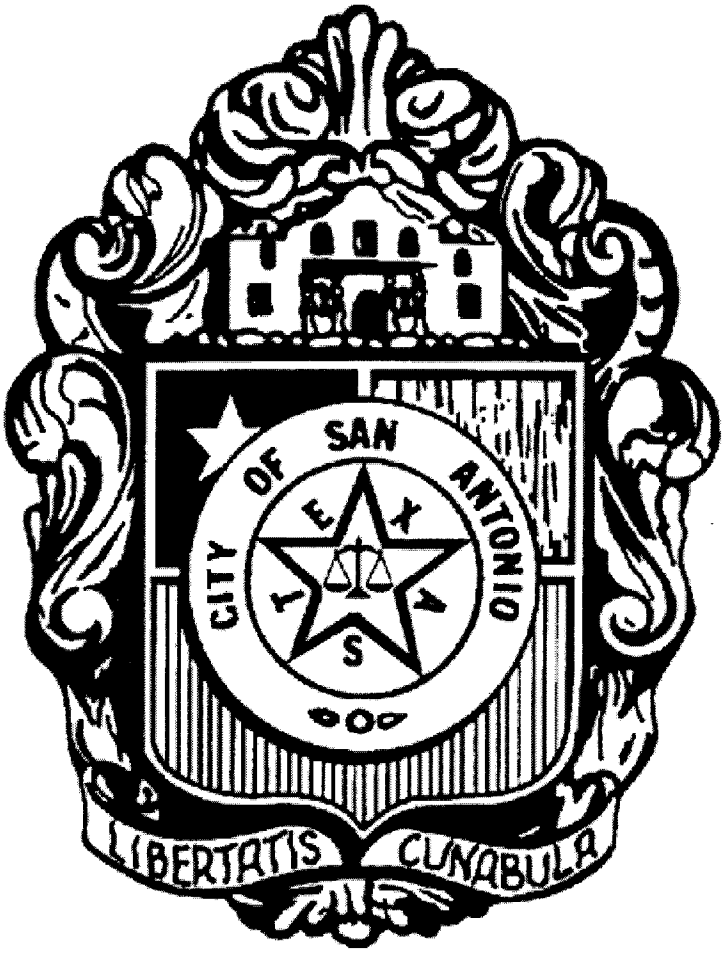
	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 2,725,067	$ 2,593,642	$ 2,556,373	$ 5,464
Net Balance	$ 2,725,067	$ 2,593,642	$ 2,556,373	$ 5,464
REVENUES				
Solid Waste Processing Fee	$ 36,540,265	$ 37,301,205	$ 37,088,000	$ 39,621,311
Environmental Service Fee	7,727,119	7,790,228	7,820,000	7,914,000
Brush Collection Fee	4,527,840	4,609,830	4,584,000	9,807,377
Commercial Collection Fee	73,254	63,350	74,000	99,700
Commercial Brush Fee	133,924	97,079	135,300	276,200
Special Request Pickup	136,910	112,519	148,600	288,000
Recycling Program	813,794	960,000	952,400	961,900
Franchise Fee	341,438	592,200	341,400	1,100,400
Northeast Transfer Station Lease	100,000	100,000	100,000	100,000
Interest on Time Deposits	48,513	60,070	78,420	115,430
Miscellaneous Revenue	100,348	59,434	90,013	92,618
Recovery of Prior Year Expenditures	1,267	0	0	0
Recovery of Current Year Expenditures	9,407	0	0	0
Sale of Fixed Assets	3,358	0	0	0
Transfer from Equipment & Renewal	34,963	430,235	430,235	70,000
Total Revenues & Transfers	$ 50,592,400	$ 52,176,150	$ 51,842,368	$ 60,446,936
TOTAL AVAILABLE FUNDS	$ 53,317,467	$ 54,769,792	$ 54,398,741	$ 60,452,400
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 22,321,037	$ 21,703,369	$ 21,662,992	$ 23,111,173
Contractual Services	20,950,233	18,949,546	18,589,890	20,679,200
Commodities	3,195,473	1,267,671	1,629,945	1,274,685
Self-Insurance/Other Expenditures	725,308	8,273,028	8,713,450	11,359,763
Capital Outlay	66,816	123,302	123,302	585,561
Subtotal Operating	$ 47,258,867	$ 50,316,916	$ 50,719,579	$ 57,010,382
Transfers To				
General Fund-Indirect Cost	$ 1,842,073	$ 2,151,161	$ 2,151,161	$ 1,873,733
General Fund-Other	1,402,870	1,310,872	1,310,872	1,347,577
Retired Employees Health Insurance	193,704	193,704	211,665	218,015
Information Technology Services-ERM	63,580	0	0	0
Subtotal Transfers	$ 3,502,227	$ 3,655,737	$ 3,673,698	$ 3,439,325
TOTAL APPROPRIATIONS	$ 50,761,094	$ 53,972,653	$ 54,393,277	$ 60,449,707
GROSS ENDING BALANCE	$ 2,556,373	$ 797,139	$ 5,464	$ 2,693

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 2,058,917	$ 2,308,330	$ 1,953,459	$ 2,255,960
Net Balance	$ 2,058,917	$ 2,308,330	$ 1,953,459	$ 2,255,960
REVENUES				
Parking Lot Fees	$ 7,563,148	$ 7,717,793	$ 7,321,018	$ 6,766,838
Parking Meter Collections	1,404,334	1,288,889	1,291,089	1,291,089
Parking Lot Fees - Municipal Court	600,442	480,000	556,870	561,172
Parking Lot Fees - Frio Street Lot	0	0	20,000	94,000
Retail Space Leases	365,837	366,147	328,003	328,003
Employee Bus Fare/Carpool	77,540	89,250	77,400	77,400
Miscellaneous	2,277	1,834	38,642	42,103
Recovery of Expenditures	8,273	6,278	0	0
Interest on Time Deposits	23,332	20,940	9,000	13,020
Contribution from General Fund	411,564	498,905	498,905	452,245
Contribution from Parking Facilities Fund	1,003,448	0	438,525	406,847
Transfer from Equipment & Renewal	10,109	0	0	0
Total Revenues & Transfers	$ 11,470,304	$ 10,470,036	$ 10,579,452	$ 10,032,717
TOTAL AVAILABLE FUNDS	$ 13,529,221	$ 12,778,366	$ 12,532,911	$ 12,288,677
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 2,986,655	$ 4,004,166	$ 3,961,787	$ 4,249,107
Contractual Services	1,061,253	547,226	419,076	696,244
Commodities	152,415	255,813	174,166	252,261
Self-Insurance/Other Expenditures	109,848	813,544	902,400	779,143
Capital Outlay	38,101	0	8,490	213,869
Subtotal Operating	$ 4,348,272	$ 5,620,749	$ 5,465,919	$ 6,190,624
Transfers To				
General Fund-Indirect Cost	$ 353,536	$ 366,439	$ 366,439	$ 383,424
General Fund-Other	694,951	226,101	226,101	232,804
General Fund-Municipal Court	0	480,000	556,870	561,172
General Fund - Frio Street Lot	0	0	20,000	94,000
Public Improvement District	22,123	22,141	22,141	32,167
CIP Reserve Fund - Market Square	100,000	100,000	100,000	100,000
Parking Repair & Replacement	0	28,243	28,243	0
Parking Facility Debt Service	3,536,552	3,452,335	3,452,335	1,786,198
Parking Facilities Fund	1,814,006	163,079	0	394,754
Facility Services Fund	652,504	0	0	0
Capital Projects	5,000	0	0	0
Retired Employees Health Insurance	35,602	35,602	38,903	40,070
Information Technology Services-ERM	13,216	0	0	0
Subtotal Transfers	$ 7,227,490	$ 4,873,940	$ 4,811,032	$ 3,624,589
TOTAL APPROPRIATIONS	$ 11,575,762	$ 10,494,689	$ 10,276,951	$ 9,815,213
GROSS ENDING BALANCE	$ 1,953,459	$ 2,283,677	$ 2,255,960	$ 2,473,464
RESTRICTED RESERVE	$ 1,953,459	$ 2,283,677	$ 2,255,960	$ 2,473,464
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

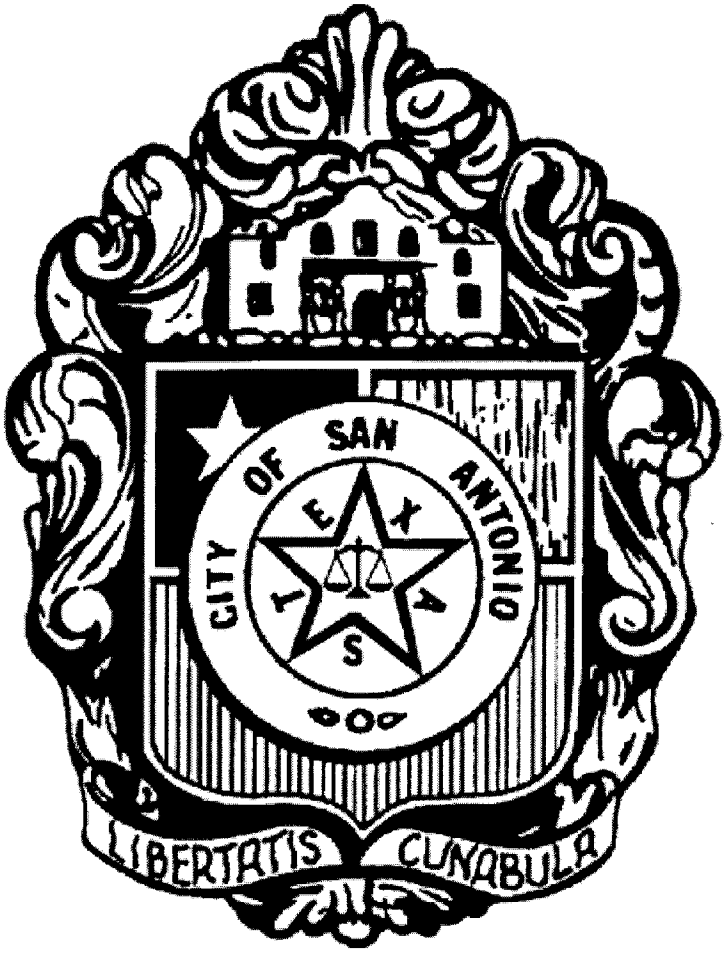
Expendable Trust Funds

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **1,293,691**	$ **938,984**	$ **877,464**	$ **667,277**
Adjustment for Reserve	(98,113)	0	0	0
Net Balance	$ **1,195,578**	$ **938,984**	$ **877,464**	$ **667,277**
REVENUES				
Sale of Lots	$ 96,590	$ 55,400	$ 68,800	$ 93,800
Interments	0	70,400	64,150	85,650
Special Labor Charges	0	13,150	13,150	14,650
Interest on Time Deposits	25,984	32,590	46,060	66,390
Total Revenues & Transfers	$ **122,574**	$ **171,540**	$ **192,160**	$ **260,490**
TOTAL AVAILABLE FUNDS	$ **1,318,152**	$ **1,110,524**	$ **1,069,624**	$ **927,767**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 307,058	$ 287,057	$ 283,597	$ 323,429
Contractual Services	73,362	31,936	17,057	10,801
Commodities	26,685	12,064	14,521	12,064
Self-Insurance/Other Expenditures	0	70,382	52,325	72,199
Capital Outlay	0	0	6,216	0
Subtotal Operating	$ **407,105**	$ **401,439**	$ **373,716**	$ **418,493**
Transfers To				
General Fund-Indirect Cost	$ 33,583	$ 28,631	$ 28,631	$ 29,774
Subtotal Transfers	$ **33,583**	$ **28,631**	$ **28,631**	$ **29,774**
TOTAL APPROPRIATIONS	$ **440,688**	$ **430,070**	$ **402,347**	$ **448,267**
GROSS ENDING BALANCE	$ **877,464**	$ **680,454**	$ **667,277**	$ **479,500**


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Internal Service Funds

INTERNAL SERVICE FUND
FACILITY SERVICES FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Facility Services Fund was established 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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ (656,008)	$ (1,180,607)	$ (1,099,747)	$ (403,248)
Net Balance	$ (656,008)	$ (1,180,607)	$ (1,099,747)	$ (403,248)
REVENUES				
Facility Maintenance Charges	$ 6,219,661	$ 7,324,040	$ 7,324,040	$ 7,670,754
Facility Trade Service Charges	1,700,545	1,216,839	1,216,839	1,393,505
Inventory Management	40,486	45,000	45,000	45,000
Vending Machine Contract Commission	50,000	50,000	50,000	100,000
Recovery of Current Year Expenditures	156,513	770,700	260,000	300,000
Transfer from Facility Services I & C	0	337,381	575,527	0
Transfer from Parking	652,504	0	0	0
Transfer from Equipment & Renewal	43,333	47,458	47,458	0
Total Revenues & Transfers	$ **8,863,042**	$ **9,791,418**	$ **9,518,864**	$ **9,509,259**
TOTAL AVAILABLE FUNDS	$ **8,207,034**	$ **8,610,811**	$ **8,419,117**	$ **9,106,011**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 4,863,122	$ 4,083,329	$ 4,071,179	$ 4,414,779
Contractual Services	3,263,598	1,331,830	1,560,642	1,332,333
Commodities	320,550	261,448	449,973	266,308
Self-Insurance/Other Expenditures	63,646	2,389,897	2,181,832	2,522,899
Capital Outlay	4,981	0	15,662	7,350
Subtotal Operating	$ **8,515,897**	$ **8,066,504**	$ **8,279,288**	$ **8,543,669**
Transfers To				
General Fund-Indirect Cost	$ 484,866	$ 443,716	$ 443,716	$ 381,194
General Fund-Other	34,813	50,000	50,000	50,000
Improvement & Contingency	160,000	0	0	0
Retired Employees Health Insurance	47,923	45,172	49,361	50,842
Information Technology Services-ERM	63,282	0	0	0
Subtotal Transfers	$ **790,884**	$ **538,888**	$ **543,077**	$ **482,036**
TOTAL APPROPRIATIONS	$ **9,306,781**	$ **8,605,392**	$ **8,822,365**	$ **9,025,705**
GROSS ENDING BALANCE	$ (1,099,747)	$ **5,419**	$ (403,248)	$ **80,306**

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 is supported by departmental square footage charges to be transferred annually from the Facility Services Fund.

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 268,391	$ 346,681	$ 246,759	$ 214,558
Net Balance	$ 268,391	$ 346,681	$ 246,759	$ 214,558
REVENUES				
Interest On Time Deposits	$ 2,954	$ 4,700	$ 5,180	$ 7,340
Transfer from General Fund	0	400,000	400,000	500,000
Transfer from Capital Improvement Reserve	0	138,146	138,146	0
Transfer from Facility Services	160,000	0	0	0
Total Revenues & Transfers	$ 162,954	$ 542,846	$ 543,326	$ 507,340
TOTAL AVAILABLE FUNDS	$ 431,345	$ 889,527	$ 790,085	$ 721,898
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ 76,017	$ 0	$ 0	$ 0
Commodities	5,739	0	0	0
Subtotal Operating	$ 81,756	$ 0	$ 0	$ 0
Transfers To				
General Fund-Other	$ 100,000	$ 0	$ 0	$ 0
Facility Services	0	337,381	575,527	0
Information Technology Services-ERM	2,830	0	0	0
Subtotal Transfers	$ 102,830	$ 337,381	$ 575,527	$ 0
TOTAL APPROPRIATIONS	$ 184,586	$ 337,381	$ 575,527	$ 0
GROSS ENDING BALANCE	$ 246,759	$ 552,146	$ 214,558	$ 721,898

INTERNAL SERVICE FUND
INFORMATION TECHNOLOGY SERVICES FUND
SUMMARY OF ADOPTED BUDGET

Description:

This Internal Service Fund is used to record activities related to the Information Technology Services Department. The Information Technology Services Department provides data processing, telephone, and 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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 3,190,858	$ 954,448	$ 1,220,071	$ 764,866
Net Balance	$ 3,190,858	$ 954,448	$ 1,220,071	$ 764,866
REVENUES				
City of San Antonio Billings	$ 15,258,254	$ 0	$ 0	$ 0
ADP	0	12,699,737	12,699,737	13,957,232
ADP - SAP	0	9,520,240	9,520,240	9,520,240
ADP - Hansen	0	889,929	889,929	889,929
Bexar County Billings	43,482	55,700	48,123	48,123
SAWS Billings	1,855	3,630	3,540	3,700
Other Agency Billings	11,589	34,900	14,785	15,100
Telecommunications Charges	1,521,423	1,156,216	1,100,755	1,155,792
Telecommunications Chargebacks	0	4,744,452	4,744,452	5,218,897
Pager Chargebacks	0	177,992	177,992	282,547
Cellular Chargebacks	0	682,795	682,795	850,385
Radio Shop Charges	1,654,996	2,029,604	1,366,987	3,613,916
Wireless Surcharge	0	137,360	175,626	185,000
PC Lease Program	0	481,218	525,332	413,193
Miscellaneous Revenue	3,204	103,115	8,385	98,935
Recovery of Expenditures	0	0	770,723	0
Interest on Time Deposits	6,748	13,790	14,690	17,420
Transfer from Equipment and Renewal	45,107	0	0	0
Transfer from Other Funds - ERM	1,192,151	0	0	126,880
Transfer from General Fund	118,727	515,152	515,152	143,954
Total Revenues & Transfers	$ 19,857,536	$ 33,245,830	$ 33,259,243	$ 36,541,243
TOTAL AVAILABLE FUNDS	$ 23,048,394	$ 34,200,278	$ 34,479,314	$ 37,306,109
APPROPRIATIONS				
Operating Expenses				
INFORMATION TECHNOLOGY SERVICES				
Personal Services	$ 11,897,630	$ 15,314,691	$ 15,964,484	$ 16,735,487
Contractual Services	4,817,159	1,801,346	1,421,462	4,249,499
ERM Maintenance	0	3,341,268	2,192,493	2,780,268
Commodities	3,491,040	3,869,970	3,517,109	3,869,970
Self-Insurance/Other Expenditures	117,265	1,328,789	1,291,882	1,922,571
Telecommunications Chargebacks	0	4,744,452	4,744,452	5,218,896
Pager Chargebacks	0	177,992	177,992	282,547
Cellular Chargebacks	0	682,795	682,795	850,385
PC Lease Program	0	481,218	525,332	413,913
Lease Purchase Contracts	139,011	82,632	162,365	0
Capital Outlay	396,283	450,000	1,538,956	0
Inventories	309,587	344,100	494,700	344,100
Subtotal Operating	$ 21,167,975	$ 32,619,253	$ 32,714,022	$ 36,667,636
NON DEPARTMENTAL				
Personal Services	$ 0	$ 509,527	$ 135,318	$ 130,264
Contractual Services	0	400,000	193,285	0
Self-Insurance/Other Expenditures	0	0	0	232
Subtotal Operating	$ 0	$ 909,527	$ 328,603	$ 130,496

INTERNAL SERVICE FUND
INFORMATION TECHNOLOGY SERVICES FUND
SUMMARY OF ADOPTED BUDGET
CONTINUATION

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
TOTAL OPERATING EXPENSES				
Personal Services	$ 11,897,630	$ 15,824,218	$ 16,099,802	$ 16,865,751
Contractual Services	4,817,159	2,201,346	1,614,747	4,249,499
ERM Maintenance	0	3,341,268	2,192,493	2,780,268
Commodities	3,491,040	3,869,970	3,517,109	3,869,970
Self-Insurance/Other Expenditures	117,265	1,328,789	1,291,882	1,922,803
Telecommunications Chargebacks	0	4,744,452	4,744,452	5,218,896
Pager Chargebacks	0	177,992	177,992	282,547
Cellular Chargebacks	0	682,795	682,795	850,385
PC Lease Program	0	481,218	525,332	413,913
Lease Purchase Contracts	139,011	82,632	162,365	0
Capital Outlay	396,283	450,000	1,538,956	0
Inventories	309,587	344,100	494,700	344,100
Total Operating	**$ 21,167,975**	**$ 33,528,780**	**$ 33,042,625**	**$ 36,798,132**
Transfers To				
General Fund-Indirect Cost	$ 584,323	$ 609,076	$ 609,076	$ 442,374
General Fund-Other	18,603	0	0	0
Retired Employees Health Insurance	57,422	57,422	62,747	64,629
Subtotal Transfers	**$ 660,348**	**$ 666,498**	**$ 671,823**	**$ 507,003**
TOTAL APPROPRIATIONS	**$ 21,828,323**	**$ 34,195,278**	**$ 33,714,448**	**$ 37,305,135**
GROSS ENDING BALANCE	**$ 1,220,071**	**$ 5,000**	**$ 764,866**	**$ 974**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 1,726,373	$ 1,465,400	$ 1,156,473	$ 66,670
Net Balance	$ 1,726,373	$ 1,465,400	$ 1,156,473	$ 66,670
REVENUES				
Central Stores	$ 2,307,546	$ 2,464,465	$ 1,117,284	$ 1,134,074
Automotive	24,001,084	23,781,837	24,422,783	25,947,825
Interest on Time Deposits	4,372	8,240	15,500	19,320
Other Revenue	139,444	97,470	77,800	88,617
Transfer from Equipment & Renewal	26,977	213,914	213,914	230,000
Total Revenues & Transfers	$ 26,479,423	$ 26,565,926	$ 25,847,281	$ 27,419,836
TOTAL AVAILABLE FUNDS	$ 28,205,796	$ 28,031,326	$ 27,003,754	$ 27,486,506
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 7,842,782	$ 8,754,109	$ 8,864,275	$ 9,052,276
Contractual Services	1,424,707	620,309	752,670	607,798
Commodities	174,224	180,502	381,789	150,502
Self-Insurance/Other Expenditures	206,364	3,924,811	2,343,609	1,821,597
Capital Outlay	40,108	148,500	148,500	135,000
Commodities/Services-Resale	16,262,622	13,360,305	13,561,448	14,415,305
Subtotal Operating	$ 25,950,808	$ 26,988,536	$ 26,052,291	$ 26,182,478
Transfers To				
General Fund-Indirect Cost	$ 772,244	$ 728,757	$ 728,757	$ 534,763
General Fund-Other	156,642	70,700	70,700	137,146
Retired Employees Health Insurance	78,094	78,094	85,336	87,896
Information Technology Services-ERM	91,536	0	0	0
Subtotal Transfers	$ 1,098,516	$ 877,551	$ 884,793	$ 759,805
TOTAL APPROPRIATIONS	$ 27,049,324	$ 27,866,087	$ 26,937,084	$ 26,942,283
GROSS ENDING BALANCE	$ 1,156,473	$ 165,239	$ 66,670	$ 544,223

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 25,513,535	$ 18,139,145	$ 22,610,436	$ 17,833,800
Net Balance	$ 25,513,535	$ 18,139,145	$ 22,610,436	$ 17,833,800
REVENUES				
Sale of Vehicles	$ 2,251,975	$ 3,918,500	$ 3,264,185	$ 3,507,240
Interest on Time Deposits	254,621	97,455	372,964	187,893
Lease of Rolling Equipment	8,672,069	14,677,262	14,320,689	15,332,148
Miscellaneous	148,809	151,113	166,224	155,647
Total Revenues & Transfers	$ 11,327,474	$ 18,844,330	$ 18,124,062	$ 19,182,928
TOTAL AVAILABLE FUNDS	$ 36,841,009	$ 36,983,475	$ 40,734,498	$ 37,016,728
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ 171,886	$ 211,747	$ 63,625	$ 214,516
Commodities	117,279	63,160	0	63,160
Self-Insurance/Other Expenditures	0	83,936	69,927	0
Capital Outlay	11,274,918	20,364,580	21,164,951	21,016,400
Subtotal Operating	$ 11,564,083	$ 20,723,423	$ 21,298,503	$ 21,294,076
Transfers To				
General Fund-Other	$ 876,956	$ 564,885	$ 565,385	$ 0
Streets	1,315,000	21,203	21,203	0
Purchasing	0	213,914	213,914	230,000
Other Transfers	474,534	801,081	801,693	205,000
Subtotal Transfers	$ 2,666,490	$ 1,601,083	$ 1,602,195	$ 435,000
TOTAL APPROPRIATIONS	$ 14,230,573	$ 22,324,506	$ 22,900,698	$ 21,729,076
GROSS ENDING BALANCE	$ 22,610,436	$ 14,658,969	$ 17,833,800	$ 15,287,652
RESERVE FOR FUTURE PURCHASES	$ 22,610,436	$ 14,658,969	$ 17,833,800	$ 15,287,652
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

INTERNAL SERVICE FUND
ALTERNATE SERVICES EMPLOYEE FUND
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 tiees 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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 249,125	$ 249,125	$ (29,159)	$ (28,603)
Net Balance	$ 249,125	$ 249,125	$ (29,159)	$ (28,603)
REVENUES				
Alternate Services Employee	$ 7,395,510	$ 8,777,526	$ 375,000	$ 1,758,604
Total Revenues & Transfers	$ 7,395,510	$ 8,777,526	$ 375,000	$ 1,758,604
TOTAL AVAILABLE FUNDS	$ 7,644,635	$ 9,026,651	$ 345,841	$ 1,730,001
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 7,631,270	$ 8,982,651	$ 373,699	$ 1,714,604
Contractual Services	42,134	44,000	745	44,000
Subtotal Operating	$ 7,673,404	$ 9,026,651	$ 374,444	$ 1,758,604
Transfers To				
General Fund	$ 390	$ 0	$ 0	$ 0
Subtotal Transfers	$ 390	$ 0	$ 0	$ 0
TOTAL APPROPRIATIONS	$ 7,673,794	$ 9,026,651	$ 374,444	$ 1,758,604
GROSS ENDING BALANCE	$ (29,159)	$ 0	$ (28,603)	$ (28,603)

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ (19,918,880)	$ (30,697,442)	$ (31,752,438)	$ (24,057,646)
Net Balance	$ (19,918,880)	$ (30,697,442)	$ (31,752,438)	$ (24,057,646)
REVENUES				
Department Assessment - CitiMed PPO	$ 40,756,007	$ 51,679,112	$ 49,679,114	$ 52,080,600
Department Assessment - TriCare	0	0	0	592,800
Department Assessment - Opt Out	0	0	0	2,113,800
Employee Contribution - Citimed PPO	0	1,501,133	1,243,827	1,432,788
Department Assessment - CitiMed HMO	18,534,695	18,037,944	18,037,944	20,529,600
Employee Contribution - CitiMed HMO	0	2,689,283	3,241,950	3,368,076
Retiree Assessment - General Fund	2,675,159	2,755,414	2,755,414	2,838,076
Retiree Assessment - Other Funds	833,611	856,077	856,077	881,759
Retiree Contributions	0	2,508,173	2,724,297	2,809,499
CitiDent Contributions	604,760	673,907	660,099	683,844
DHMO Plan Premiums	593,242	614,809	617,331	628,668
Vision Plan Premiums	417,972	427,957	468,497	489,849
Supplemental Life Premiums	613,289	646,181	667,603	661,250
Other Insurance Plans	145,129	149,242	140,622	148,442
Recovery of Expenditures	741,077	272,758	417,014	334,743
Total Revenues & Transfers	$ **65,914,941**	$ **82,811,990**	$ **81,509,789**	$ **89,593,794**
TOTAL AVAILABLE FUNDS	$ **45,996,061**	$ **52,114,548**	$ **49,757,351**	$ **65,536,148**
APPROPRIATIONS				
Operating Expenses				
Administration - City	$ 1,132,083	$ 1,534,000	$ 1,268,905	$ 1,398,747
Administration - Contracts	1,310,649	1,508,051	1,886,281	1,712,095
CitiMed PPO Claims	48,265,845	45,854,233	44,517,204	50,887,055
CitiMed HMO Claims		16,178,344	16,521,703	24,402,789
HMO Payments - Retirees	754,197	908,363	834,118	864,178
CitiDent Claims	715,650	669,831	631,070	700,488
DHMO Plan Payments	590,557	614,613	621,720	628,668
Vision Plan Payments	419,797	425,166	471,581	490,170
Supplemental Life Payments	667,190	641,629	665,983	665,983
Other Insurance Payments - TriCare	0	0	89,424	119,232
Subtotal Operating	$ **53,855,968**	$ **68,334,230**	$ **67,507,989**	$ **81,869,405**
Transfers To				
General Fund-Indirect Cost	$ 61,108	$ 0	$ 0	$ 0
General Fund-Other	$ 48,702	$ 0	$ 0	$ 0
Employee Wellness Program	280,500	288,915	288,915	288,915
Employee Benefit Trust - Fully Insured HMO	23,492,849	6,018,093	6,018,093	0
Information Technology Services-ERM	9,372	0	0	0
Subtotal Transfers	$ **23,892,531**	$ **6,307,008**	$ **6,307,008**	$ **288,915**
TOTAL APPROPRIATIONS	$ **77,748,499**	$ **74,641,238**	$ **73,814,997**	$ **82,158,320**
GROSS ENDING BALANCE	$ (31,752,438)	$ (22,526,690)	$ (24,057,646)	$ (16,622,172)

SELF INSURANCE FUND
EXTENDED SICK LEAVE PROGRAM FUND
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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 10,398	$ 10,398	$ 7,310	$ 7,310
Net Balance	$ 10,398	$ 10,398	$ 7,310	$ 7,310
REVENUES				
Participant Assessments	$ 15,117	$ 30,000	$ 30,000	$ 30,000
Interest on Time Deposits	19	0	0	0
Total Revenues & Transfers	$ 15,136	$ 30,000	$ 30,000	$ 30,000
TOTAL AVAILABLE FUNDS	$ 25,534	$ 40,398	$ 37,310	$ 37,310
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 18,224	$ 30,000	$ 30,000	$ 30,000
Subtotal Operating	$ 18,224	$ 30,000	$ 30,000	$ 30,000
TOTAL APPROPRIATIONS	$ 18,224	$ 30,000	$ 30,000	$ 30,000
GROSS ENDING BALANCE	$ 7,310	$ 10,398	$ 7,310	$ 7,310

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 3,871,440	$ 2,505,482	$ 4,541,507	$ 3,616,645
Net Balance	$ 3,871,440	$ 2,505,482	$ 4,541,507	$ 3,616,645
REVENUES				
Department Assessments	$ 8,527,498	$ 8,566,246	$ 8,566,246	$ 8,566,246
Interest on Time Deposits	203,942	242,300	352,410	510,890
Recovery of Expenditures	48,274	20,000	27,744	20,000
Compensation for Damages	459,582	225,000	214,300	225,000
Other Revenue	26,293	0	0	0
Total Revenues & Transfers	$ 9,265,589	$ 9,053,546	$ 9,160,700	$ 9,322,136
TOTAL AVAILABLE FUNDS	$ 13,137,029	$ 11,559,028	$ 13,702,207	$ 12,938,781
APPROPRIATIONS				
Operating Expenses				
Administration - City	$ 1,186,062	$ 1,262,666	$ 1,280,427	$ 1,307,009
Administration - Contracts	511,360	567,358	574,995	611,144
Claims - Insurance	4,462,570	6,045,000	5,939,268	6,165,900
Premiums - Excess Liability	2,167,603	2,503,799	1,932,928	2,029,574
Subtotal Operating	$ 8,327,595	$ 10,378,823	$ 9,727,618	$ 10,113,627
Transfers To				
General Fund-Indirect Cost	$ 137,739	$ 269,097	$ 269,097	$ 202,937
General Fund-Other	17,450	0	0	0
Retired Employee Health Insurance	6,508	6,508	7,111	7,324
Workers' Compensation	95,069	81,736	81,736	81,736
Information Technology Services-ERM	11,161	0	0	0
Subtotal Transfers	$ 267,927	$ 357,341	$ 357,944	$ 291,997
TOTAL APPROPRIATIONS	$ 8,595,522	$ 10,736,164	$ 10,085,562	$ 10,405,624
GROSS ENDING BALANCE	$ 4,541,507	$ 822,864	$ 3,616,645	$ 2,533,157

SELF INSURANCE FUND
OCCUPATIONAL HEALTH PROGRAM FUND
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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ (84,521)	(36,725)	$ 27,672	$ 115,121
Net Balance	$ (84,521)	$ (36,725)	$ 27,672	$ 115,121
REVENUES				
Transfer from Workers' Compensation Fund	$ 550,000	$ 550,000	$ 550,000	$ 550,000
Transfer from Employee Benefits Ins. Fund	280,500	280,500	288,915	288,915
Transfer from General Fund	0	34,360	34,360	0
Interest on Time Deposits	83	0	0	0
Recovery of Expenditures	273	0	0	0
Total Revenues & Transfers	$ 830,856	$ 864,860	$ 873,275	$ 838,915
TOTAL AVAILABLE FUNDS	$ 746,335	$ 828,135	$ 900,947	$ 954,036
APPROPRIATIONS				
Operating Expenses				
HEALTH				
Personal Services	$ 289,649	$ 315,895	$ 322,961	$ 326,969
Contractual Services	193,059	227,380	203,794	198,690
Commodities	15,295	26,328	32,030	26,328
Self-Insurance/Other Expenditures	2,067	35,301	34,756	40,539
Capital Outlay	4,762	0	0	0
Subtotal Operating	$ 504,832	$ 604,904	$ 593,541	$ 592,526
HUMAN RESOURCES				
Personal Services	$ 57,317	$ 59,003	$ 63,356	$ 64,365
Contractual Services	147,034	151,773	120,791	151,773
Commodities	294	338	338	338
Self-Insurance/Other Expenditures	0	4,745	5,291	5,872
Subtotal Operating	$ 204,645	$ 215,859	$ 189,776	$ 222,348
TOTAL OPERATING EXPENSES				
Personal Services	$ 346,966	$ 374,898	$ 386,317	$ 391,334
Contractual Services	340,092	379,153	324,585	350,463
Commodities	15,589	26,666	32,368	26,666
Self-Insurance/Other Expenditures	2,067	40,046	40,047	46,411
Capital Outlay	4,762	0	0	0
Total Operating	$ 709,477	$ 820,763	$ 783,317	$ 814,874
Transfers To				
Retired Employees Health Insurance	$ 2,437	$ 2,297	$ 2,509	$ 2,585
Information Technology Services-ERM	6,749	0	0	0
Subtotal Transfers	$ 9,186	$ 2,297	$ 2,509	$ 2,585
TOTAL APPROPRIATIONS	$ 718,663	$ 823,060	$ 785,826	$ 817,459
GROSS ENDING BALANCE	$ 27,672	$ 5,075	$ 115,121	$ 136,577

SELF INSURANCE FUND
UNEMPLOYMENT COMPENSATION PROGRAM FUND
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.

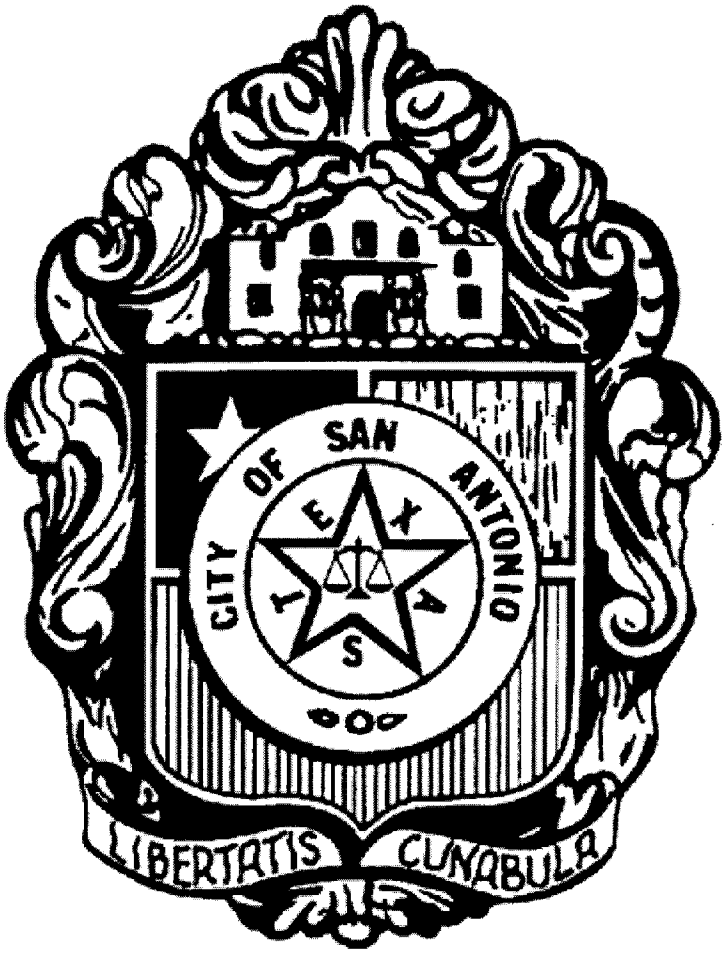
	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ 19,960	$ 182,760	$ 302,854	$ 545,720
Net Balance	$ 19,960	$ 182,760	$ 302,854	$ 545,720
REVENUES				
Department Assessments	$ 662,647	$ 400,000	$ 548,366	$ 345,000
Interest on Time Deposits	1,304	0	0	4,440
Total Revenues & Transfers	$ 663,951	$ 400,000	$ 548,366	$ 349,440
TOTAL AVAILABLE FUNDS	$ 683,911	$ 582,760	$ 851,220	$ 895,160
APPROPRIATIONS				
Operating Expense				
Unemployment Compensation Claims	$ 381,057	$ 450,000	$ 300,000	$ 345,000
Contractual Services	0	5,000	5,500	5,000
Subtotal Operating	$ 381,057	$ 455,000	$ 305,500	$ 350,000
TOTAL APPROPRIATIONS	$ 381,057	$ 455,000	$ 305,500	$ 350,000
GROSS ENDING BALANCE	$ 302,854	$ 127,760	$ 545,720	$ 545,160

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ (4,659,478)	$ (7,132,182)	$ (6,590,492)	$ (6,435,514)
Net Balance	$ (4,659,478)	$ (7,132,182)	$ (6,590,492)	$ (6,435,514)
REVENUES				
Department Assessments	$ 11,162,619	$ 13,809,566	$ 13,809,566	$ 15,881,001
Interest on Time Deposits	152,177	197,540	245,390	358,000
Recovery of Expenditures	205,509	175,000	163,876	175,000
Other Revenue	95,069	81,736	81,736	81,736
Total Revenues & Transfers	$ **11,615,374**	$ **14,263,842**	$ **14,300,568**	$ **16,495,737**
TOTAL AVAILABLE FUNDS	$ **6,955,896**	$ **7,131,660**	$ **7,710,076**	$ **10,060,223**
APPROPRIATIONS				
Operating Expense				
Administration - City	$ 2,116,476	$ 1,983,981	$ 1,706,875	$ 1,958,375
Administration - Contracts	888,901	949,754	930,244	997,242
Premiums - Excess Liability	223,200	258,037	254,700	270,939
Claims - Insurance	9,634,594	10,829,304	10,673,092	10,435,125
Subtotal Operating	$ **12,863,171**	$ **14,021,076**	$ **13,564,911**	$ **13,661,681**
Transfers To				
General Fund-Indirect Cost	$ 10,310	$ 20,639	$ 20,639	$ 54,552
General Fund-Other	71,523	0	0	0
Retired Employee Health Insurance	9,188	9,188	10,040	10,340
Liability Insurance	26,293	0	0	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	15,903	0	0	0
Subtotal Transfers	$ **683,217**	$ **579,827**	$ **580,679**	$ **614,892**
TOTAL APPROPRIATIONS	$ **13,546,388**	$ **14,600,903**	$ **14,145,590**	$ **14,276,573**
GROSS ENDING BALANCE	$ (6,590,492)	$ (7,469,243)	$ (6,435,514)	$ (4,216,350)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Categorical Grants

CATEGORICAL GRANT SUMMARY BY DEPARTMENT FY 2006

PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2006
Aviation					
Explosive Detection Canine Team	$ 160,500	$ -	$ -	$ -	$ 160,500
Checkpoint Security Program	396,900				396,900
Aviation	***$ 557,400***	***$ -***	***$ -***	***$ -***	***$ 557,400***
Community Initiatives					
Annie E. Casey Making Connections Project	$ -	$ -	$ -	$ 120,000	$ 120,000
Carver Community Cultural Center			199,000	51,000	250,000
Child Care Delivery System		35,906,280	1,200,000		37,106,280
Community Services Block Grant (CSBG)		1,959,188			1,959,188
Comprehensive Nutrition Program		1,887,206	2,642,580	235,500	4,765,286
CPS Energy - WARM				814,814	814,814
Community Technology Centers & Academic Enrichment Program				230,094	230,094
English Literacy/Civics Education Program		90,500			90,500
Emergency Food & Shelter Program	130,900				130,900
Emergency Shelter Grant (ESG)	628,560			628,560	1,257,120
Fair Housing Program	214,313				214,313
Head Start Early Childhood Development	45,833,107			11,458,277	57,291,384
Housing Counseling Program	130,624				130,624
Housing Opportunities for Person with AIDS	960,000				960,000
Individual Development Account 2	180,000			166,150	346,150
Individual Development Account 3	60,000		20,000		80,000
Juvenile Accountability Incentive Block Grant		55,944	6,216		62,160
Predatory Landing Counseling	39,922				39,922
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	5,600	421,837
Youth Opportunity Program	2,088,401				2,088,401
2001 Supportive Housing Program	293,859				293,859
2002 Supportive Housing Program	1,007,495				1,007,495
2003 Supportive Housing Program	1,942,161				1,942,161
2004 Supportive Housing Program	1,991,723				1,991,723
Community Initiatives Total	***$ 55,501,065***	***$ 40,174,368***	***$ 4,208,783***	***$ 14,374,265***	***$ 114,258,481***
Cultural Affairs					
Texas Commission on the Arts - Decentralization Program	$ -	$ 37,480	$ -	$ 112,440	$ 149,920
Texas Commission on the Arts - Operational Support		2,500		2,500	5,000
Cultural Affairs Total	***$ -***	***$ 39,980***	***$ -***	***$ 114,940***	***$ 154,920***
Economic Development					
Procurement Technical Assistance	$ 149,950	$ -	$ 219,260		$ 369,210
Economic Development Total	***$ 149,950***	***$ -***	***$ 219,260***	***$ -***	***$ 369,210***
Fire					
Emergency Management Performance	$ -	$ 138,682	$ -	$ -	$ 138,682
Office of Domestic Preparedness (ODP)	300,000				300,000
Urban Area Security Initiative	3,000,000				3,000,000
Fire Total	***$ 3,300,000***	***$ 138,682***	***$ -***	***$ -***	***$ 3,438,682***
Health					
ATSDR-Environmental Health Screening	$ 317,440	$ -	$ -	$ -	$ 317,440
Bio-Terrorism/Public Health Support	2,435,007				2,435,007
Breast & Cervical Cancer Prevention		135,000		203,000	338,000
Family Focused Diabetes Pilot Project		90,000			90,000
Federal HIV/AIDS Surveillance	123,869				123,869
Federal HIV/AIDS Prevention	232,350				232,350
Federal Immunization Project	5,923,916				5,923,916
Federal STD Intervention & Surveillance	321,254				321,254
Federal & State TB Grant	353,133	189,472		20,000	562,605
GlaxoSmithKline-Harvix 231				191,520	191,520
Health Education Project		152,888			152,888
Healthy Start	750,000				750,000
Human Papillomavirus (HPV) Study Phase II				57,368	57,368
Inner-City School Immunization Project		454,597			454,597
Lead Poisoning Program	35,520				35,520
Learn, Prepare, Eat, and Enjoy				34,550	34,550
Milk Sample Lab Tests		34,500			34,500
Parent Child, Inc.				267,000	267,000
Pentacel - Vaccine Study M5A07				143,250	143,250
Public Center for Environmental Health (PCEH)	500,000	265,000			765,000
Refugee Screening	143,495				143,495
Steps to a Healthier San Antonio Initiative	1,508,800				1,508,800
Title V Family Planning		567,450		11,000	578,450

CATEGORICAL GRANT SUMMARY BY DEPARTMENT FY 2006

PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2006
Title V Maternal Child Health		361,455		122,000	483,455
Title V Population Based		100,000			100,000
Title X Family Planning		50,000		1,000	51,000
Title XX Family Planning		350,000		115,000	465,000
WIC	5,736,300				5,736,300
Health Total	***$ 18,381,084***	***$ 2,750,362***	***$ -***	***$ 1,165,688***	***$ 22,297,134***
Housing & Community Development					
CDBG Entitlement Grant Program	$ 15,409,316	$ -	$ -	$ -	$ 15,409,316
Home Entitlement Grant Program	7,000,703			$ 463,740	7,464,443
Housing & Community Development Total	***$ 22,410,019***	***$ -***	***$ -***	***$ 463,740***	***$ 22,873,759***
Library					
Interlibrary Loan Services	$ 284,487	$ -	$ -	$ -	$ 284,487
Library Systems Operations	716,349				716,349
Technical Assistance Negotiated Grant	50,000				50,000
Loan Star Libraries Grant		87,838			87,838
San Antonio Public Library Foundation - restricted grant				1,000,000	1,000,000
Library Total	***$ 1,050,836***	***$ 87,838***	***$ -***	***$ 1,000,000***	***$ 2,138,674***
Neighborhood Action					
Lead Based Paint Hazard Reduction Program	$ 2,000,000	$ -	$ -	$ -	$ 2,000,000
Neighborhood Action Total	***$ 2,000,000***	***$ -***	***$ -***	***$ -***	***$ 2,000,000***
Parks & Recreation					
Summer Food Services Program	$ 795,690	$ -	$ -	$ -	$ 795,690
Botanical Garden Society				20,000	20,000
Center for Plant Conservation				6,000	6,000
Parks & Recreation Total	***$ 795,690***	***$ -***	***$ -***	***$ 26,000***	***$ 821,690***
Police					
Bexar Metro 911	$ -	$ -	$ -	$ 320,000	$ 320,000
Crisis Assistance Team Administration (CATA)		50,000		12,500	$ 62,500
HIDTA	1,268,988				$ 1,268,988
HIDTA - South Texas Intelligence Center	655,700				$ 655,700
Juvenile Assistance Grant	446,918				$ 446,918
Local Law Enforcement Block Grant	333,785			37,087	$ 370,872
Project Ease	-	91,559	-	22,890	$ 114,449
Regional Auto Crimes Team (ReACT)		900,000	498,018	1,606,094	$ 3,004,112
TxDOT DWI Selective Traffic Enforcement Program STEP		500,000	16,215	39,342	$ 555,557
Police Total	***$ 2,705,391***	***$ 1,541,559***	***$ 514,233***	***$ 2,037,913***	***$ 6,799,096***
Grants Subtotal	**$ 106,851,435**	**$ 44,732,789**	**$ 4,942,276**	**$ 19,182,546**	**$ 175,709,046**
Aviation					
Airport Improvement Program	$ 10,890,800	$ -	$ 5,437,489	$ -	$ 16,328,289
TxDOT Airport Improvement		554,367	88,263		642,630
Aviation Total	***$ 10,890,800***	***$ 554,367***	***$ 5,525,752***	***$ -***	***$ 16,970,919***
Housing & Community Development					
CDBG Entitlement Grant Program	$ 1,328,364	$ -	$ -	$ -	$ 1,328,364
Housing & Community Development Total	***$ 1,328,364***	***$ -***	***$ -***	***$ -***	***$ 1,328,364***
Capital Projects Subtotal	**$ 12,219,164**	**$ 554,367**	**$ 5,525,752**	**$ -**	**$ 18,299,283**
Grand Total	**$ 119,070,599**	**$ 45,287,156**	**$ 10,468,028**	**$ 19,182,546**	**$ 194,008,329**

City Service Plans Overview

CITY SERVICE PLANS OVERVIEW

In the following section titled "City Service Plans," individual City departments are alphabetically arranged by one of the following City Service Categories:

- Streets and Infrastructure
- Public Safety
- Parks and Recreation
- Neighborhood Services
- Health and Human Development
- Environmental Services
- Economic Development
- Convention, Tourism, and Culture
- Administrative & Operational Excellence
- One-Time Projects

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.

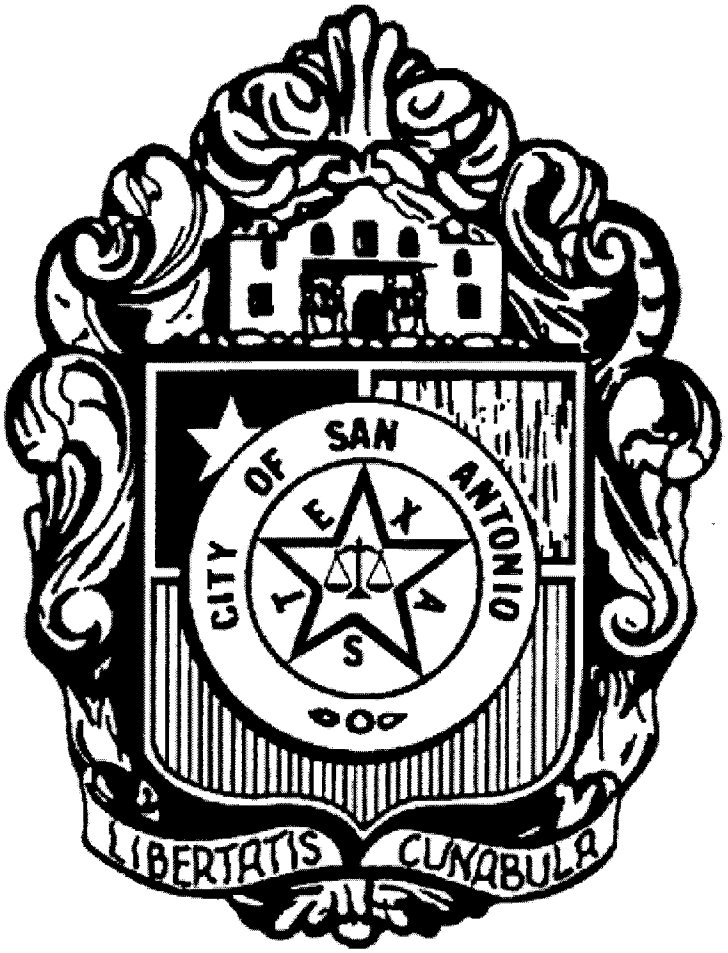
Each department's Adopted Budget begins with the department's mission statement. Goals and objectives are developed for the next fiscal year, followed by a Balanced Scorecard. The Balanced Scorecard is a strategic planning tool that aligns an organization's mission and strategy into a comprehensive set 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 equilibrium between short and long-term objectives. The performance measures provide a balanced reporting tool of external performance measures for customers and shareholders and internal performance measures of critical business processes, innovation, and learning and growth. Following the Balanced Scorecard, two Performance Measures are highlighted with a brief description and variance explanation. The graphs illustrate data from FY 2004 Actual, FY 2005 Revised Budget, FY 2005 Re-estimate and FY 2006 Adopted.

Following the department's Performance Measures, 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 departments' actual expenditures for FY 2004, the revised budget adopted for FY 2005, a re-estimate of department expenditure levels in relation to what was budgeted for FY 2005, and a adopted budget, which includes all adopted redirections/reductions, improvements, and mandates for FY 2006. For each year, the department's actual expenditures, revised budget, re-estimate and adopted budget are compared and tracked in five major expenditure classifications. These classifications include Personal Services, Contractual Services, Commodities, Self-Insurance/Other, and Capital Outlay. In addition, the table also shows the number of authorized positions and FTE's in the department's operating budget. A graph illustrating the department's FY 2006 operating expenditures is shown in relation to the total expenditures of the General Fund or All Funds Total as applicable.

When appropriate, the city service plans 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 information sheet displays its budget information, FTE's and performance measure data for a three-year period.

Finally, found on the following page is the city-wide organizational chart. Each of the departmental units found in the following section are summarized in the city-wide organizational chart depicting reporting relationships.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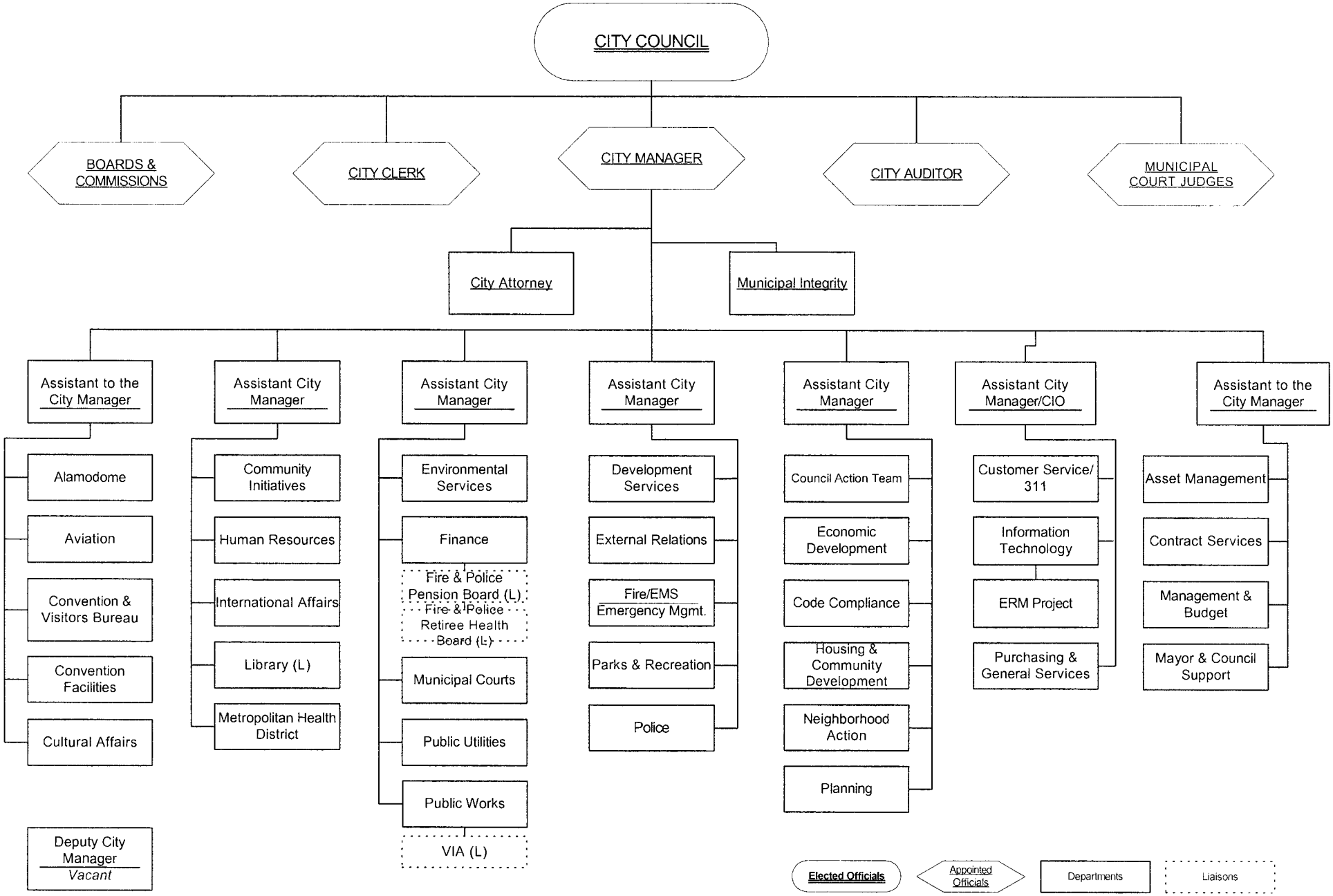
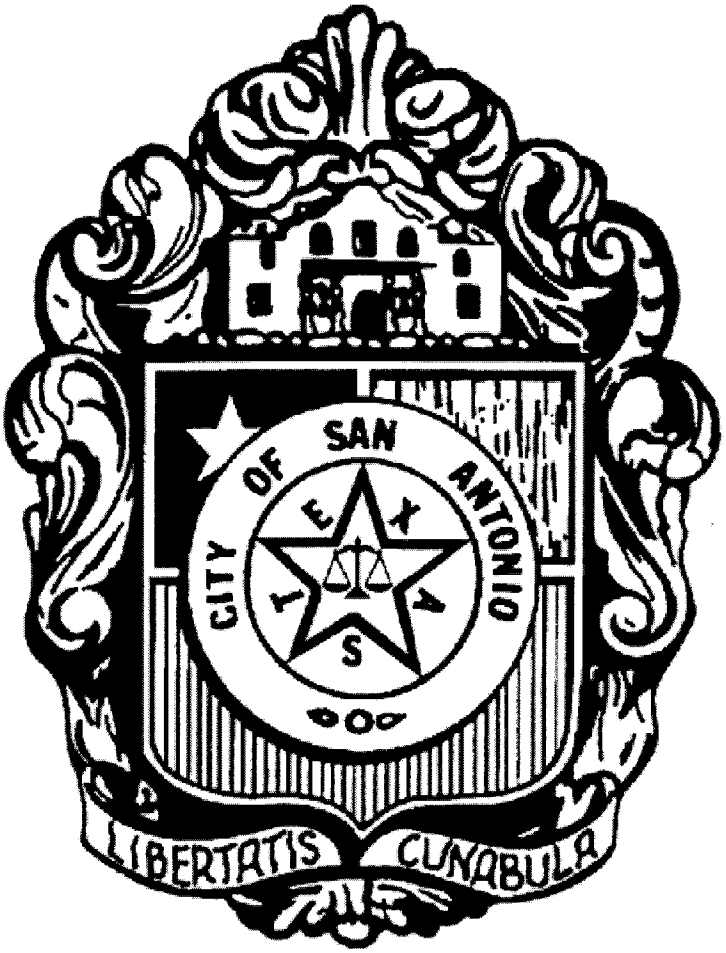
City-Wide Organizational Chart

CITIZENS OF SAN ANTONIO



City of San Antonio interim reorganization effective October 1, 2005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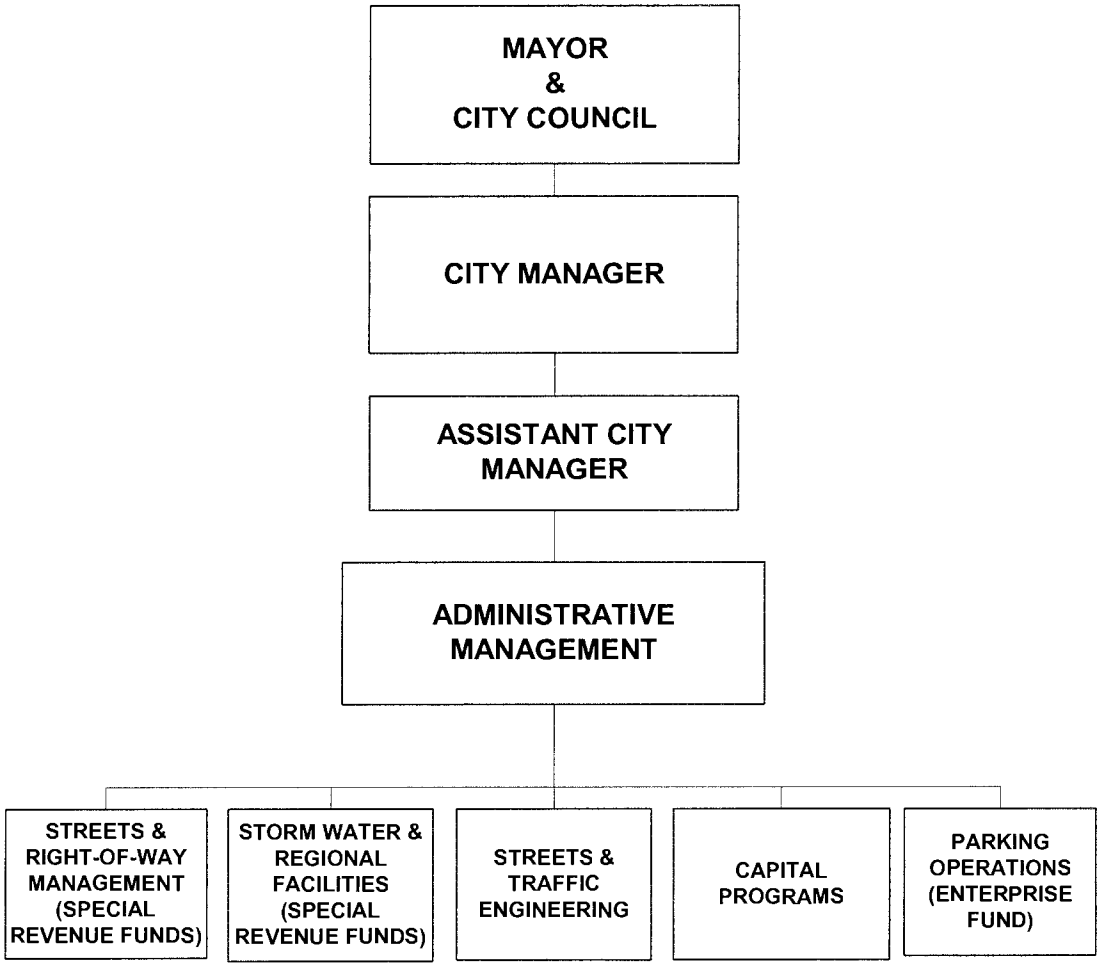
LIBERTATIS CUNABULA

PUBLIC WORKS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	254.00	$17,526,711
Street Maintenance & Improvement Fund	311.00	45,750,220
Street Right Of Way Management Fund	20.00	1,165,315
Storm Water Operating Fund	262.00	29,130,446
Storm Water Regional Facilities Fund	10.00	11,779,041
Parking Operating & Maintenance Fund	118.50	9,815,213
Community Development Block Grant	0.00	22,134
Capital Projects	0.00	177,891,000
Advanced Transportation District	13.00	13,624,375
Total Funding	**988.50**	**$306,704,455**

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.

- Perform all services in a "Customer First" manner to meet the needs of the citizens.
- Complete design and construction of Fire Department, Police Department, Library, Learning Center, and other vertical projects.
- Continue communication, interaction, and delivery of service to all customers and continue to formulate accurate and timely responses to requests.
- Perform preventative maintenance of all traffic signals annually to reduce malfunctions and outages.
- Emphasize safety to our employees 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 such as:
  - Emergency response readiness training
  - Supervisory training for operating divisions
- 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 and improve internal quality control to ensure proper delivery of services to our customers.
- Continue to leverage outside funding through Grants, MPO, ATD, 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 three-week completion average for all pavement markings customer service requests.
- Maintain a positive image and continue to promote public trust through:
  - Community outreach education program
  - Informative community meetings
  - Continuing the Public Works Academy
  - Effective Internet-based publication
  - Consistent messaging
  - Timely proactive and positive communication with media
- Continue proper application of engineering and technical expertise infrastructure to improve community-wide safety.
- Implement Advanced Transportation District (ATD) Program Management.
- Implement technology to reduce congestion in the transportation system:
  - Improve traffic signal coordination in the Central Business District
  - Expand use of emergency vehicle traffic signal preemption
- Enhance connectivity between neighborhoods and major roadways.
- Plan for implementation with ATD strategic partners:
  - VIA Metropolitan Transit
  - Texas Department of Transportation (TxDOT)
  - Austin-San Antonio Commuter Rail District

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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]	60	38	47	67
		Dollar Value of Contracts Under Design or Construction (in millions)[1, 2]	$123.80	$115.00	$128.69	$106.18
	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]	160	225	100	125
		% of Service Requests Meeting Service Level Agreements with Customers	90.50%	75.00%	89.00%	92.00%
	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]	21.89	24.91	21.13	37.28
Financial	**Provide Accountability to Public**					
	Leverage outside funding through Grants and Federal tax dollars to maximize City investment to Capital Projects	Amount of Grant Funding Leveraged for Capital Improvement Projects (in millions)[5]	$5.14	$22.98	$22.15	$25.44
		Total Number of Projects Advertised	27	N/A	43	55
Internal Processes	**Innovative & Proactive City Government**					
	Improve street infrastructure	Lane Miles Constructed in Capital Improvement Projects	42.91	21.63	28.82	28.95
	To perform preventive maintenance of all traffic signals annually to reduce malfunctions and outages	Cabinet Preventive Maintenance (Intersections)[6]	900	1,115	1,107	1,120

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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	53	59	55

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. Adopted FY 2006 reflects projects completed as of October 2005 and the addition of possible CDBG and HUD 108 Program projects.

2 Estimated FY 2005 includes figures from the 2003 Bond Program.

3 Revised Budget FY 2005 reflects anticipated meetings to be held as a result of the approval of the 2003 Bond Program. However, because of the increased communication between staff, Council Districts, neighborhood/community associations and organizations, the number of meetings is lower than anticipated. This can also be attributed to an increased awareness of the Public Works television show, "In the Works," successful graduates of the Citizen's Public Works Academy, Promoting and Advancing Valuable Employees (PAVE) graduates, and positive media relations.

4 Estimated FY 2005 reflects completion of projects such as Mission Trails Package III, Pleasanton Road, and Belgium.

5 Revised Budget FY 2005 reflects projects scheduled to be advertised for FY 2005. TxDOT controls the letting of these projects. Adopted FY 2006 is contingent upon the approval of new SLAs and categories.

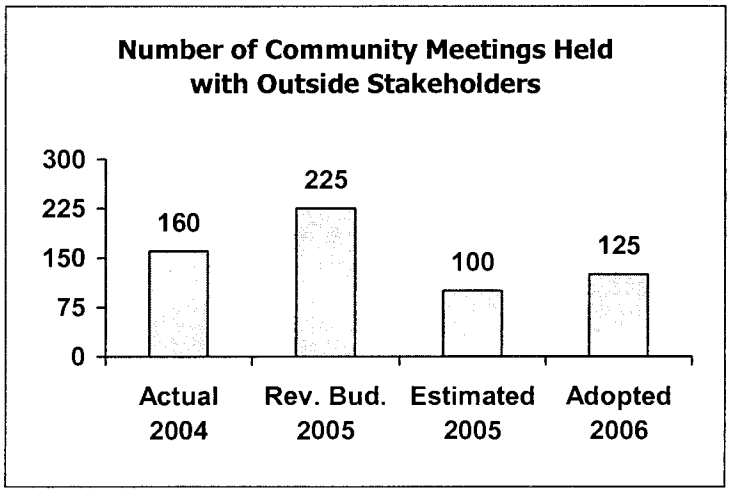
6 For the first six months of FY 2005, Traffic Staff completed the installation of LEDs.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Public Works FY 2006 Balanced Scorecard.

Meetings with Outside Stakeholders

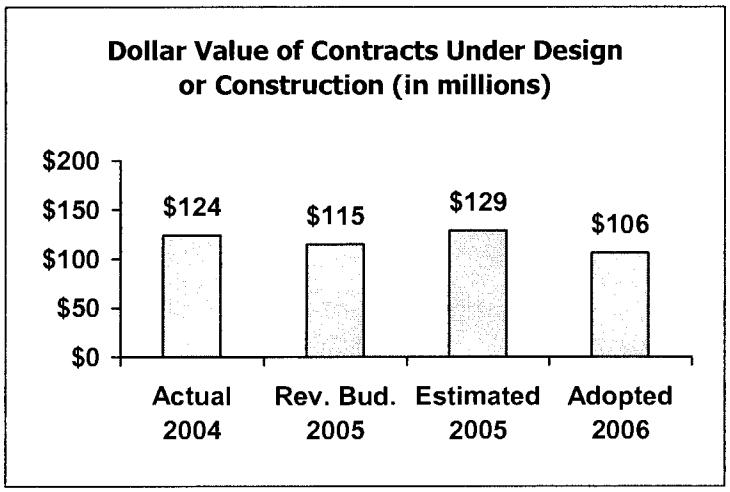
The Revised Budget FY 2005 number included meetings to be held as a result of the 2003 Bond Program. However, because of increased communication between staff, Council Districts, and neighborhood/community associations, the Estimated FY 2005 and Adopted FY 2006 numbers are lower than previously anticipated.



PERFORMANCE MEASURE HIGHLIGHTS CONTINUED

Dollar Value of Contracts (in millions)

This measure represents the dollar value of contracts in progress. This number will change as projects are completed and added throughout the year. Adopted FY 2006 reflects projects completed as of October 2005 and the addition of possible CDBG and HUD 108 Program projects.



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$90,868**

ELIMINATE ONE ENGINEERING TECHNICIAN

This ***reduction*** will eliminate one vacant, full-time Engineering Technician position that is currently assigned to inspect barricade setups for private and City CIP construction projects. The reduction of this position will result in a full-year savings of $36,602 in FY 2006.

TRAFFIC SIGNAL AND SIGN MAINTENANCE EFFICIENCY

This ***efficiency***, totaling a net savings of $54,266 in FY 2006, will be achieved by eliminating one vacant, full-time Sr. Electronic Technician and one vacant, full-time Sign Technician totaling $81,266 in personnel savings. A separate improvement, totaling $27,000, will add automated vehicle locating (AVL) devices to all vehicles in the Traffic Operations fleet. A study conducted by the Traffic Operations Division indicated that utilizing AVL devices would result in a 5% increase in efficiency; the increased efficiency will offset the loss of personnel.

- **IMPROVEMENTS** **$332,510**

LOCAL AREA MANAGEMENT (LAM) IMPROVEMENT

This ***improvement*** will add one Contracts Administrator, one Contracts Coordinator, and one Sr. Financial Accountant in anticipation of the Local Area Management (LAM) program in FY 2006. The LAM program requires municipalities to comply with financial and auditing procedures as established by the Metropolitan Planning Organization Agency (MPO) and TxDOT. Municipalities are required to obtain reimbursement on a monthly basis for work completed in the format specified by the MPO. Municipalities are also responsible for auditing all contractors and contracts as specified by MPO guidelines. This improvement of three full-time positions is budgeted at 20% as 80% of the costs will be reimbursed by the MPO. The cost of this improvement will total $32,510 for nine months in FY 2006. Of the $32,510 costs for FY 2006, there is $2,029 programmed for one-time costs. This improvement will total $39,056 for twelve months in FY 2007.

PROGRAM CHANGES CONTINUED

FY 2007-2011 BOND PROGRAM PROJECT ESTIMATES

Based upon the current debt plan for the City of San Antonio, the next Capital Bond Election is scheduled to take place in November 2007. This one-time ***improvement***, totaling $200,000, will provide funding for architectural services to provide cost estimates for projects to be included in the FY 2007-2011 Bond Program.

MISSION TRAILS SIGNAGE IMPROVEMENT

This ***improvement*** allocates one-time funding for signage along the Mission Trails. This improvement will total $100,000 in FY 2006 and will have no fiscal impact in FY 2007.

- **MANDATES** **$5,149**

THREE YEAR ANNEXATION

This ***mandate***, totaling $5,149 in FY 2006, will provide for additional traffic sign and marking materials to be used within the residential, collector, and arterial streets for those areas surrounding San Antonio that may be annexed in FY 2006. This mandate would total $6,865 in FY 2007.

- **IMPROVEMENTS – ADVANCED TRANSPORTATION DISTRICT (ATD)** **$1,672,448**

ADVANCED TRANSPORTATION DISTRICT IMPROVEMENT

In 2004 voters approved the Advanced Transportation District (ADT) adding a 1/4-cent sales tax increase to support the funding of projects from VIA, Texas Department of Transportation (TxDOT) and the City of San Antonio that would increase mobility, reduce traffic congestion, improve neighborhood connectivity, leverage resources, and provide coordinated planning. The City's share of ATD revenue is projected at $10.9 million/year to be used for improvements under the "Follow the Bus" concept, whereby VIA transit corridors become the footprint for ATD projects. A "Manage First, Build Second" approach requires the City to maximize use of existing capacity before resorting to new construction. A hybrid concept would be used to provide $10.9 million for projects and program management in each of the first three years, followed by a combination of $5.45 million per year in "pay as you go" projects and the remaining $5.45 million funding approximately $64.0 million in revenue bonds. The bond payback period is estimated at 25 years.

This ***improvement*** will provide an ATD-funded staffing complement for program management and allocates ATD resources to conduct all functions related to scoping, engineering, and delivering ATD projects. This improvement, funded for twelve months, will add thirteen full-time positions to include one Sr. Engineering Technician, one Sr. Engineer, one Special Projects Manager, one Fiscal Officer, six Markings Technicians, and three Electronic Technicians. This improvement will total $1,172,448 in FY 2006. Of the $1,172,448 proposed improvement total, $546,285 is a one-time expenditure for capital outlay. This improvement will total $626,285 in FY 2007.

BEXAR COUNTY REGIONAL MOBILITY AUTHORITY LOAN

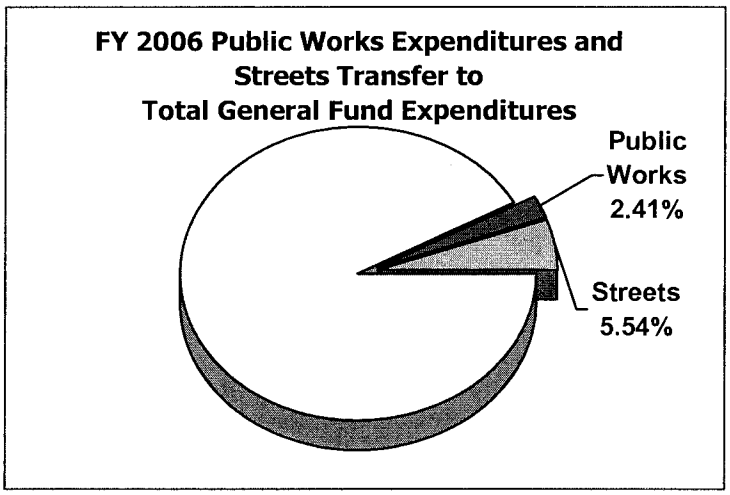
The FY 2005 Revised Adopted Budget included $500,000 from the General Fund to establish a loan payable to the Bexar County Regional Mobility Authority. This Advanced Transportation District ***improvement***, totaling $500,000, will provide one-time funds to be loaned to the Bexar County Regional Mobility Authority in FY 2006. Although ATD funds have been identified as the funding source for this loan, the loan agreement has not yet been executed by the City Council.

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$11,754,905	$12,364,266	$12,632,754	$12,929,248
CONTRACTUAL SERVICES	2,268,458	580,352	532,948	790,068
COMMODITIES	904,243	1,094,293	1,116,925	1,093,542
SELF INSURANCE/OTHER	167,035	2,484,288	2,232,448	2,604,332
CAPITAL OUTLAY	84,199	53,971	62,037	109,521
TOTAL EXPENDITURES	**$15,178,840**	**$16,577,170**	**$16,577,112**	**$17,526,711**
AUTHORIZED POSITIONS	**252**	**254**	**254**	**254**
FULL-TIME EQUIVALENTS	**252.00**	**254.00**	**254.00**	**254.00**

FY 2006 Public Works Department Expenditures and Streets Transfer

The chart illustrates the Public Works Department's FY 2006 Adopted General Fund Expenditures and the General Fund Transfer to the Street Maintenance Operating Fund as a proportion of the total FY 2006 General Fund Budget.



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 streets, 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 perform all services in a "Customer First" manner to meet the needs of the citizens.
- 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.
- Utilize ATD funding for improvements in order to keep San Antonio moving.
- To continue to support the Accelerated Response Crew (ARC) and associated professional development to provide time-sensitive, special customer service requests. The services provided by the ARC Team consist of those projects that can be accomplished by a 2-3 person crew and can be addressed in a short time period with small hand tools. Such requests include graffiti removal, mowing, traffic sign replacement, pothole repair, tree trimming in the right-of-way etc.

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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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)	95.50%	98.00%	95.20%	95.60%
	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	No. of ROW Presentations Made to Stakeholders[1]	6	40	28	30
Financial	**Public Trust and Awareness of Citizens – Leverage other Funding Sources**					
	Maintain accounts receivable due from outside utilities within 30 days	% of Invoices Paid to the City within 30 days	95.00%	98.00%	95.00%	96.00%
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]	64.00	64.14	64.00	62.00
		Lane Miles Receiving Maintenance[3]	381.57	417.76	389.60	421.01
	Improve on-line web applications for Right-of-Way through 24 hour access to the ROW program permit process	% of Applications Received Using the 24-Hour Permit System Online	92.00%	99.00%	99.00%	99.00%
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	100.00%	95.00%	95.50%	96.00%
		Vacancy Rate of Entire Workforce Per Annum[4]	4.88%	9.00%	6.00%	6.10%

EXPLANATORY INFORMATION

[1] Number of presentations made reduced between FY 2004 and FY 2005 due to shift in workload to accommodate manual permit processing. Automated system recovered in November 2004.

EXPLANATORY INFORMATION CONTINUED

[2] Pavement Condition Index is an estimated number. An outside consultant is currently reviewing 33% of the Street Network annually. The overall PCI is trending downward as a result of maintenance and reconstruction not keeping up with demand.

[3] Lane miles receiving maintenance includes City Forces and Outside Contractual Maintenance. Estimated FY 2005 includes a one-time budget improvement of $5 million. Adopted FY 2006 is estimated at the Street Contractual base budget, current and estimated future material price increases.

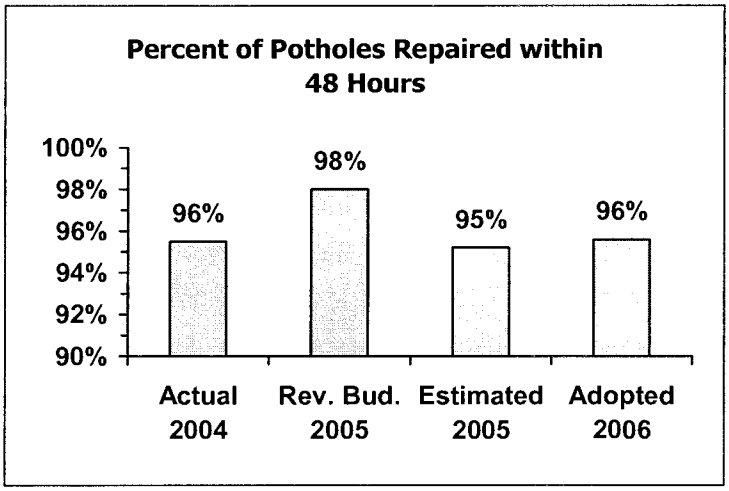
[4] Assumes implementation of Human Resources Collaborative hiring process.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Street Maintenance and Right of Way Funds' FY 2006 Balanced Scorecard.

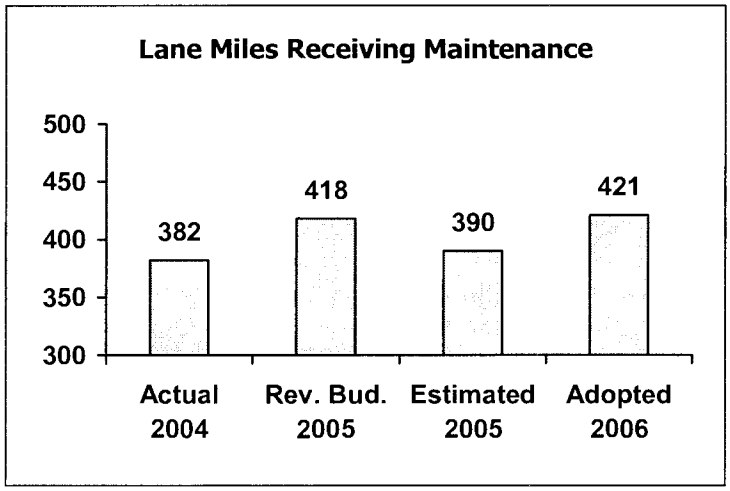
Pothole Repair

The percentage of potholes repaired within 48 hours of the request is increasing through improved tracking and closure of requests.



Lane Miles Receiving Maintenance

The FY 2005 Revised Budget number includes a one-time $5 million improvement. The FY 2006 Adopted Budget number includes an additional $10 million improvement. Output in FY 2006 remains close to FY 2005 due to rising costs of street maintenance materials.



PROGRAM CHANGES

♦ IMPROVEMENTS $11,016,307

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $16,307 will provide a market adjustment for eligible employees included in the Right of Way Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

INCREASE CONTRACTUAL STREET MAINTENANCE

This ***improvement*** will add $10 million to the Contractual Street Maintenance Program. Of the $10 million, $5 million will come from General Fund dollars and $5 million will come from Certificates of Obligation. Each Council District will receive an additional $1,000,000 for contractual street maintenance and improvements. It is estimated that with the additional funds of $10 million, approximately 421.01 (212.06 – Contractual, 208.95 – City Forces) street lane miles will be maintained in FY 2006. Because some application types are more expensive than others, the number of maintained miles will vary based upon the types of applications selected for each project.

INCREASE CONTRACTUAL NEIGHBORHOOD ACCESS MOBILITY PROGRAM

The Adopted FY 2006 Budget includes a $1 million one-time ***improvement*** to augment resources available for the Contractual Neighborhood Access Mobility Program (NAMP). Each Council District will receive an additional $100,000 for contractual NAMP projects. Currently, each district receives $200,000 annually for NAMP projects. This one-time improvement will increase the FY 2006 allocation to $300,000 per district.

♦ MANDATES $18,917

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 totals $8,112 in FY 2006. This mandate will total $9,367 in FY 2007.

THREE YEAR ANNEXATION

This ***mandate*** will provide for the additional street maintenance associated with the areas to be annexed in FY 2006. Street maintenance includes street resurfacing and rehabilitation, pothole patching, sidewalk construction, and on a limited basis, alley maintenance. The cost of this mandate will be $10,805 in FY 2006 and $14,407 in FY 2007.

STREET MAINTENANCE FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$10,674,063	$11,534,623	$12,371,695	$12,422,006
CONTRACTUAL SERVICES	3,851,759	2,611,841	2,473,593	2,294,010
COMMODITIES	8,626,520	7,293,571	6,799,840	7,304,376
SELF INSURANCE/OTHER	1,152,908	5,268,685	5,429,805	5,995,509
CAPITAL OUTLAY	1,590,799	0	0	0
TRANSFERS	8,810,153	11,734,319	11,734,319	17,734,319
TOTAL EXPENDITURES	**$34,706,202**	**$38,443,039**	**$38,809,252**	**$45,750,220**
AUTHORIZED POSITIONS	**311**	**311**	**311**	**311**
FULL-TIME EQUIVALENTS	**311.00**	**311.00**	**311.00**	**311.00**

RIGHT OF WAY MANAGEMENT FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$817,626	$834,723	$818,578	$861,979
CONTRACTUAL SERVICES	93,039	70,679	117,043	70,693
COMMODITIES	166,583	48,287	18,919	48,287
SELF INSURANCE/OTHER	2,631	102,556	103,170	149,356
CAPITAL OUTLAY	46,608	0	5,563	0
TRANSFERS	9,126	25,000	542,350	35,000
TOTAL EXPENDITURES	**$1,135,613**	**$1,081,245**	**$1,605,623**	**$1,165,315**
AUTHORIZED POSITIONS	**20**	**20**	**20**	**20**
FULL-TIME EQUIVALENTS	**20.00**	**20.00**	**20.00**	**20.00**

PROGRAM INFORMATION

The Storm Water Utility of Public Works, which is funded by the Federally authorized Storm Water Fee (user fee) and through participation in the Regional Storm Water Management Program with a fee in lieu of on-site detention (development fee), performs the following primary functions:

- Administration – Direction and planning, fiscal, human resources, and community outreach
- Open Waterway Maintenance – Concrete and underground storm sewer maintenance, maintenance in federally sponsored channels, natural waterway maintenance, lake de-silting operations, earthen and concrete channel maintenance
- Surface Maintenance – Arterial/collector/residential street cleaning, Central Business District cleaning, median maintenance, graffiti abatement program, volunteer/restitution program
- Tunnel Operations – Operation and Maintenance of Tunnels, Dams, High Water Detection System, underground remote camera survey
- Storm Water Design Engineering – Project specific solutions
- Capital Projects Review – Review all municipal infrastructure improvements
- Floodplain Management in accordance with National Flood Insurance Program rules and regulations – Includes technical review of Floodplain Development Permits, Flood Insurance Rate Map revisions, identify, notify and help prosecute floodplain violators, storm water management review for new development and significant redevelopment
- Regional Storm Water Management Program (RSWMP) Implementation – Administer RSWMP, active technical partner in the Bexar Regional Watershed Management program
- To continue to support the Accelerated Response Crew (ARC) and associated professional development to provide time-sensitive, special customer service requests. The services provided by the ARC Team consist of those projects that can be accomplished by a 2-3 person crew and can be addressed in a short time period with small hand tools. Such requests include graffiti removal, mowing, traffic sign replacement, pothole repair, tree trimming in the right-of-way etc.
- Support the implementation of the Advanced Transportation District (ATD) Program to keep San Antonio moving

The Storm Water Utility ensures compliance with the eleven program requirements associated with the City's National Pollutant Discharge Elimination System (NPDES) permit. The Utility also facilitates new development and significant redevelopment within the City of San Antonio Storm Water Management development ordinances and the City's Floodplain ordinance, a requirement for continued participation in the National Flood Insurance Program. 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 NPDES permit, Storm Water Compliance for Construction Activities Ordinance, and to maintain good standing in the National Flood Insurance Program. To participate in the development of a holistic 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

GOALS & OBJECTIVES CONTINUED

- 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 NPDES Permit through performance based services.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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]	66.00%	64.00%	64.00%	54.00%
	Public Trust and Awareness of Citizens – Improve Customer Service					
	Provide floodplain information to citizens on request	No. of Floodplain Location Checks Provided	1,753	1,568	1,721	1,750
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[2]	22,178	16,000	11,826	16,226
	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	190	200	122	135
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	0.27	0.25	0.26	0.25
	To operate and manage the storm water infrastructure through comprehensive watershed management	River Channel and Parkway Acres Maintained[3]	17,833	23,910	21,910	22,185
	Ensure adequate storm water infrastructure in provided to keep revitalized neighborhoods safe from flooding	No. of Cost Estimates Provided to Improve Storm Water Infrastructure[4]	220	180	185	200

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Internal Processes	**Sustainable & Attractive Community – Improve Human Development Programs**					
	Provide for orderly development and redevelopment through holistic watershed management	No. of Hours Spent on Floodplain Management and Regional Storm Water Management Program Implementation Performed by Storm Water Engineering Watershed Teams[5]	16,240	18,100	19,128	21,053
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	90%	89%	89%	91%

EXPLANATORY INFORMATION

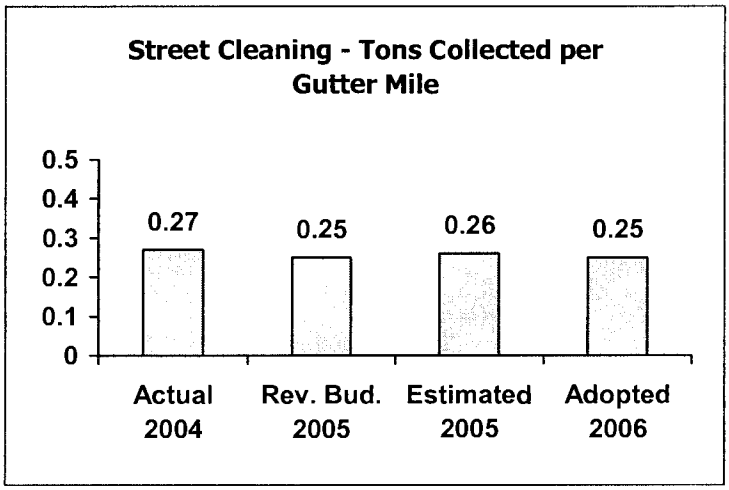
1. Actual FY 2004 and Estimated FY 2005 numbers take into account work to be accomplished by U.S. Army Corp of Engineers' contractor to repair July 2002 flood damage. All work has been completed.
2. Actual numbers for FY 2004 reflect additional increase for the year due to special projects to remove debris along the tributary channel by restitution workers acquired from Bexar County and additional workers that were provided by the Parks and Recreation Department. Also, numbers reflect a major graffiti wipe out event City-wide that yielded 1,100 volunteers. Numbers for FY 2005 will decrease due to the delay in the annual City-wide graffiti wipe out.
3. Significant increases in Estimated FY 2005 and Adopted FY 2006 numbers are a result of new equipment, receipt of zero-turn mowers for median crew, and a re-alignment within Storm Water Operations, which will increase operational efficiency.
4. This measure represents the number of estimates prepared for CIP Projects. Estimated FY 2005 includes the support given to the revenue bond package preparation.
5. Measure has been revised to reflect the coordination with Development Services, evaluating floodplain permits, as well as participating in the development of regional watershed master plans.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Storm Water Operating and Regional Facilities Funds' FY 2006 Balanced Scorecard.

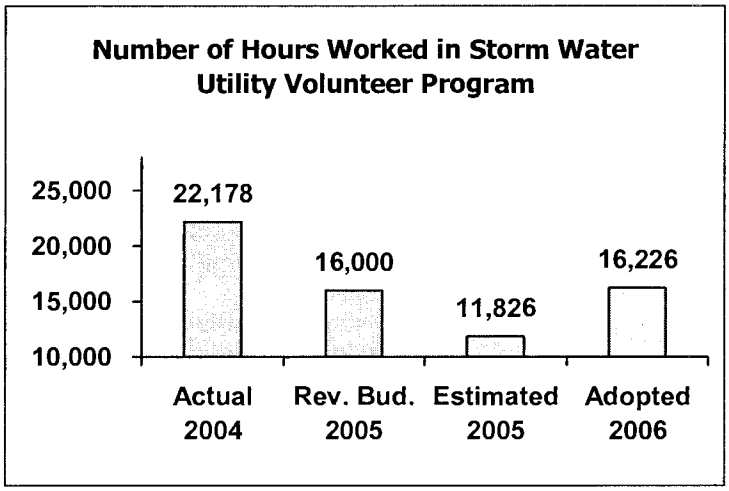
Street Cleaning

The FY 2006 Adopted Budget includes a street cleaning efficiency where a fewer number of larger pieces of street cleaning equipment will be purchased while maintaining current service levels.



Storm Water Utility Volunteer Program

This is an ongoing program which hosts several City-wide "Graffiti Wipe Out" events. Operations are performed by volunteers and restitution workers. The program coordinates with the Parks and Recreation Department and Bexar County.



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$287,482**

OPERATIONS REDUCTION

This ***reduction*** will eliminate three full-time positions within the Storm Water Operating Fund. The positions to be eliminated include one vacant Customer Service Representative, one vacant Administrative Aide, and one filled Office Assistant. There is no anticipated reduction in services provided or changes to service level agreements by the reduction of these positions. The full-year savings associated with this reduction will total $90,067 in FY 2006.

PROGRAM CHANGES CONTINUED

STREET SWEEPER EFFICIENCY

This ***efficiency***, totaling a net savings of $67,519 in FY 2006, will upgrade six rear-dump sweepers with four high-rise dump sweepers. Currently, after existing sweepers collect waste materials they travel to a designated area and dump the waste collected. The material is then re-loaded to a ten cubic yard dump truck and delivered to the landfill. The upgraded sweepers have a rise dump body that will dump the waste collected directly into a dump truck without having to travel to a designated dumping area. Savings and work-efficiency will be realized through reduced travel time. In conjunction with this efficiency, three full-time positions will be eliminated. The three vacant positions to be eliminated include two Equipment Operator I positions and one Maintenance Worker. This efficiency will save an additional $18,319 in FY 2007.

TRUCKING EFFICIENCY

This ***efficiency***, totaling a net savings of $129,896 in FY 2006, will improve the method by which materials are delivered to job sites throughout the City. More efficient delivery of materials will be achieved by replacing existing equipment with larger equipment which is less costly to maintain. This efficiency will reduce (7) seven cubic yard dump trucks, (10) ten cubic yard trucks and (5) sixteen cubic yard sludge trailers. These vehicles will be replaced with (9) twenty six cubic yard tractor trailers, (1) concrete mixer, (5) compact pick-up trucks, and associated capital outlay. The larger pieces of equipment, with a higher capacity, will allow for a more efficient means of transporting construction materials from site to site. In conjunction with the replacement of equipment, this efficiency will eliminate (14) full-time Equipment Operator I positions and add (10) full-time Senior Equipment Operator positions to operate the larger equipment. Of the existing (14) Equipment Operator I positions to be eliminated, 13 are filled and one is vacant. This efficiency will save an additional $128,614 in FY 2007.

- **IMPROVEMENTS** **$232,494**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $232,494 will provide a market adjustment for eligible employees included in the Storm Water Operating and Regional Facilities Fund budgets. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

- **MANDATES** **$27,816**

LANDFILL DISPOSAL FEE

This ***mandate*** addresses the added costs for the disposal 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 $2,816 in FY 2006 and $3,252 in FY 2007.

THREE YEAR ANNEXATION

This ***mandate*** will provide for flood control operations associated with the three-year annexation plan scheduled to begin in FY 2006. Flood control operations include vegetation control and street cleaning. The cost of this one-time mandate will total $25,000 in FY 2006.

STORM WATER OPERATING FUND EXPENDITURES BY CLASSIFICATION

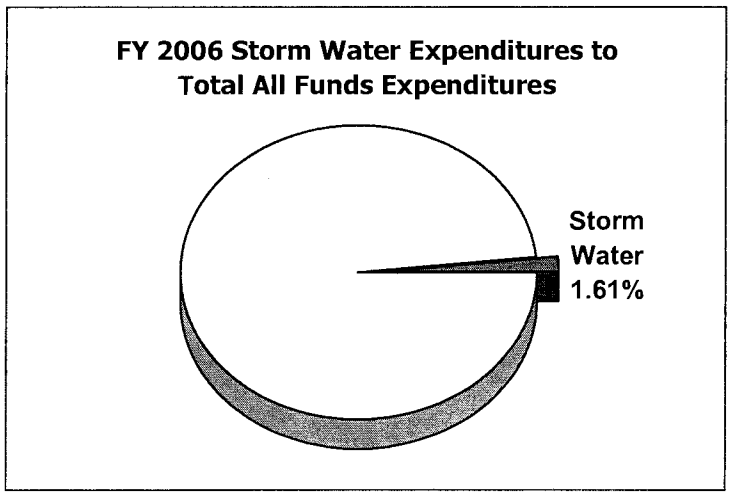
	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$9,110,452	$9,863,481	$9,550,554	$10,043,639
CONTRACTUAL SERVICES	5,754,838	5,042,478	5,041,627	4,976,825
COMMODITIES	1,758,645	998,746	868,111	992,247
SELF INSURANCE/OTHER	178,066	3,038,101	3,012,143	4,155,459
CAPITAL OUTLAY	286,056	32,600	73,389	50,000
TRANSFERS	4,816,865	7,028,366	7,036,069	8,912,276
TOTAL EXPENDITURES	**$21,904,922**	**$26,003,772**	**$25,581,893**	**$29,130,446**
AUTHORIZED POSITIONS	**272**	**272**	**272**	**262**
FULL-TIME EQUIVALENTS	**272.00**	**272.00**	**272.00**	**262.00**

STORM WATER REGIONAL FACILITIES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$488,218	$557,248	$529,409	$589,933
CONTRACTUAL SERVICES	27,067	33,600	141,606	13,600
COMMODITIES	16,747	12,655	15,803	12,655
SELF INSURANCE/OTHER	3,836	52,436	45,648	69,853
CAPITAL OUTLAY	4,931	0	0	0
TRANSFERS	2,540,879	6,931,627	2,147,807	11,093,000
TOTAL EXPENDITURES	**$3,081,678**	**$7,587,566**	**$2,880,273**	**$11,779,041**
AUTHORIZED POSITIONS	**10**	**10**	**10**	**10**
FULL-TIME EQUIVALENTS	**10.00**	**10.00**	**10.00**	**10.00**

FY 2006 Storm Water Operating Expenditures

The chart illustrates the Public Works Department's FY 2006 Adopted Storm Water Operating Fund Expenditures as a proportion of the total FY 2006 All Funds Budget.



PROGRAM INFORMATION

This Public Works Division manages twenty-five parking facilities in the downtown area. These include structures such as the Central Library, Marina, Houston Street, St. Mary's, 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 coordinated through this division. Commercial and Residential decals are also administered by the Parking Division.

GOALS & OBJECTIVES

- Install new revenue control equipment for the Houston Street, Riverbend and Marina Garages pending availability of funds.
- Paint the interior of the Houston Street Garage.
- Renew two leases for retail space at the Riverbend Garage with the USO and A&S Holdings.
- Renew the agreement with the Federal Reserve Bank for reimbursement of lost revenue from the removal of parking meters.
- Work with Asset Management to lease the remaining 11,000 square feet of vacant retail space at the St. Mary's Garage.
- Initiate a pilot program for Pay Station Technology to determine the feasibility of replacing single space parking meters and for use on City owned and operated parking lots.
- To provide the public with convenient, safe, and affordable parking within the downtown area.
- To generate revenues sufficient to recover the cost of the Parking System.
- Support the implementation of the Advanced Transportation District (ATD) Program to keep San Antonio moving.
- Perform random cash handling audits at all parking facilities to ensure parking employees follow the City's Cash Handling Policies and Procedures.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Strengthen Convention/Tourist Industry**					
	To provide the public with convenient, safe, and affordable parking within the downtown area	No. of Garage Spaces Available[1]	4,051	4,051	3,307	3,307
		No. of Lot Spaces Available[2]	4,383	4,450	3,544	3,544
		No. of Meters Available	2,100	2,100	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	$497.60	$477.84	$442.51	$423.80
		Parking Meter Net Operating Income per Meter	$486.14	$471.13	$452.81	$455.01
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	304	270	325	325
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	2	3	3	3

EXPLANATORY INFORMATION

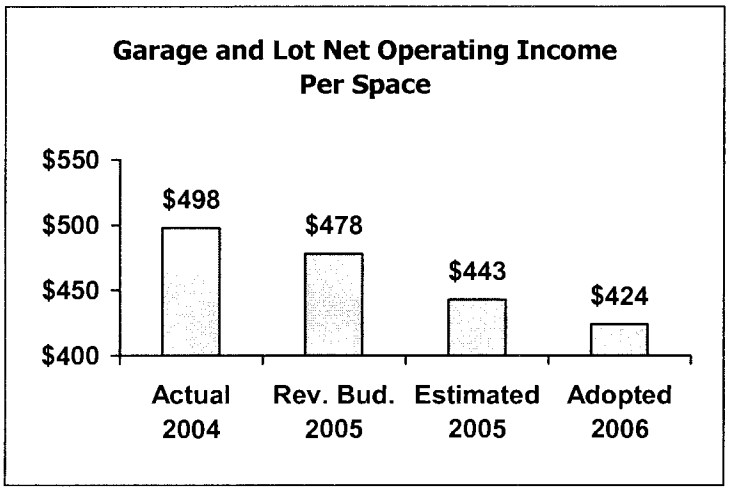
[1] Estimated FY 2005 and Adopted FY 2006 numbers reflect the demolition of the Hemisfair Parking Garage.
[2] Estimated FY 2005 and Adopted FY 2006 numbers reflect the transfer of the IH-35 Parking Lots to UTSA.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Parking Fund's FY 2006 Balanced Scorecard.

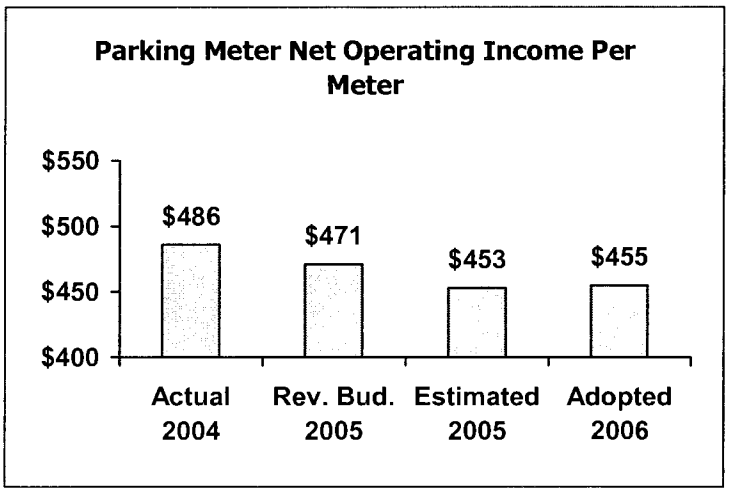
Net Operating Income Per Space

The Parking Division operates and maintains 3,307 garage spaces and 3,544 lot spaces. The Adopted FY 2006 net income is significantly lower than Revised Budget FY 2005 due to the loss of the Hemisfair Parking Garage and a number of IH-35 Lots that were transferred to UTSA.



Net Operating Income Per Meter

The Parking Division operates and maintains 2,100 parking meters in downtown San Antonio. In FY 2006, the Parking Division will begin the implementation of a pilot program that will integrate automated parking meters into the Division's operations.



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$222,297**

PARKING PERSONNEL REDUCTION

This ***reduction***, totaling $135,103 in FY 2006, will eliminate six vacant Parking Attendant positions located at several surface lots and garages within the Central Business District. Four of the positions are full-time and two are part-time positions. No loss of productivity is anticipated by these reductions.

PROGRAM CHANGES CONTINUED

HEMISFAIR GARAGE REDUCTION

This ***reduction*** will eliminate one vacant, full-time Maintenance Worker, two vacant, part-time Parking Attendants, and associated non-personnel costs in connection with the demolition of the Hemisfair Garage. Savings associated with this reduction will total $87,194 in FY 2006.

- **IMPROVEMENTS** **$565,459**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $94,846 will provide a market adjustment for eligible employees included in the Parking Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

AUTOMATED PARKING METER IMPROVEMENT

This ***improvement*** will install automated parking meters/pay stations at selected surface lots, meter sites, and parking garages. Integrating this technology into the department's business processes may enhance revenues and allow the Parking Division to realize efficiencies in operating expenses. This improvement will total $220,613 in FY 2006.

PARKING ECONOMIC IMPACT AND MARKET STUDY

This ***improvement*** allocates $250,000 in one-time funding to complete a parking economic impact and market study. The results of the study will be utilized to determine parking needs in the coming years.

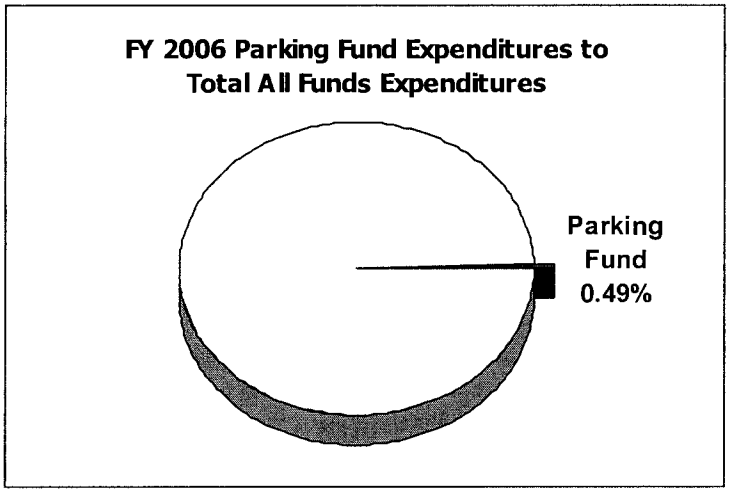
PARKING OPERATING AND MAINTENANCE FUND EXPENDITURES BY CLASSIFICATION

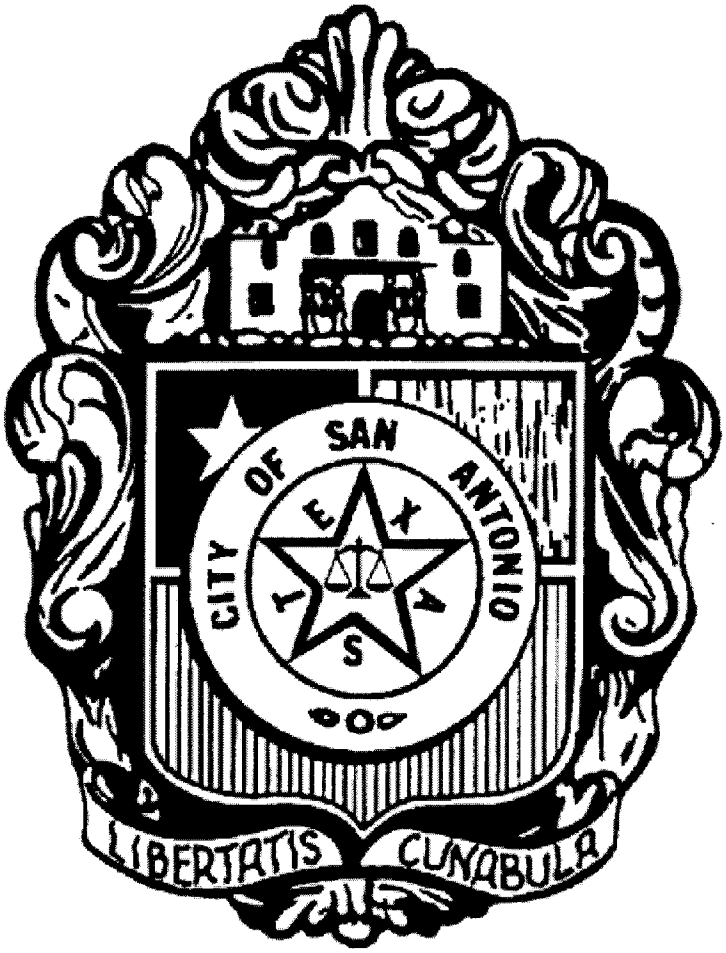
	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$2,986,655	$4,004,166	$3,961,787	$4,249,107
CONTRACTUAL SERVICES	1,061,253	547,226	419,076	696,244
COMMODITIES	152,415	255,813	174,166	252,261
SELF INSURANCE/OTHER	109,848	813,544	902,400	779,143
CAPITAL OUTLAY	38,101	0	8,490	213,869
TRANSFERS	7,227,490	4,873,940	4,811,032	3,624,589
TOTAL EXPENDITURES	**$11,575,762**	**$10,494,689**	**$10,276,951**	**$9,815,213**
AUTHORIZED POSITIONS	**124**	**140**	**140**	**131**
FULL-TIME EQUIVALENTS	**110.50**	**125.50**	**125.50**	**118.50**

EXPENDITURES CONTINUED

FY 2006 Parking Fund Expenditures

The chart illustrates the Public Works Department FY 2006 Parking Fund's Adopted Expenditures as a proportion of the total FY 2006 All Funds Budget.




CITY OF SAN ANTONIO
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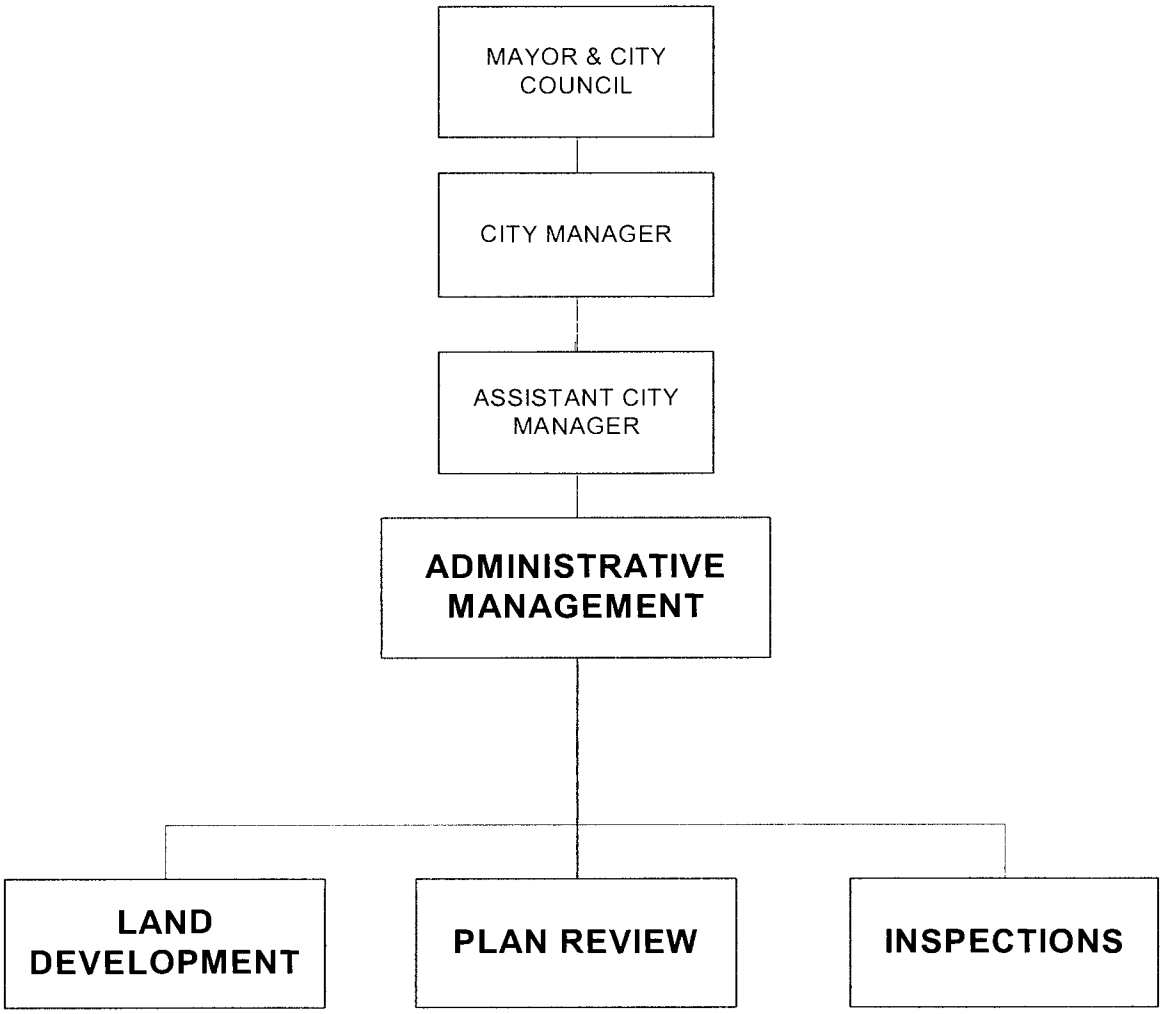
DEVELOPMENT SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	222.00	$14,061,731
Community Development Block Grant	2.00	110,078
Storm Water Fund	2.00	142,118
Total Funding	**226.00**	**$14,313,927**

MISSION STATEMENT

The mission of the Development Services Department is to make buildings safe and neighborhoods sustainable in partnership with the development 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 master development plans, vested rights, 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.
  - 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.
  - Develop marketing and informational material to provide clarity on the development process.
  - Develop an Executive Scorecard to provide developers, contractors, design professionals and general public with performance measures for their projects and other development-related information via an Internet browser.
- To improve employee development.
  - Conduct human resource assessment to enhance employee motivation.
  - Develop mentorship programs and maintain staff training plans to improve employee awareness of all aspects of the development process.
  - Promote cross training of staff to increase knowledge of the entire development process.
  - Expand Employee of the Quarter Program to create additional incentives.
  - Expand pilot program for certification and skill-base pay to encourage employee growth and development.
- To expand community outreach to educate the community regarding the development process.
  - Update and improve Development Process Manual.
  - 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 monthly newsletter.
  - Expand outreach through electronic communication.

GOALS & OBJECTIVES CONTINUED

- Participate in monthly meetings conducted by the Real Estate Council and Professional Engineers in Private Practice.
- Conduct focus groups on the development process.

- To continue the quality control program aimed at improving consistency in the application and interpretation of code requirements.
  - Promote use of Rules Interpretation Decision (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.
  - Promote awareness of the top ten development delays.
- Provide support to other City departments involved in the development process.
  - 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.
  - Continue re-engineering the development process.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Provide for Safety and Welfare of San Antonio**					
	Administer development codes through plan review	Total No. of Plans Reviewed – Residential	7,298	7,367	7,450	7,848
		Total No. of Plans Reviewed – Commercial	3,187	3,094	3,356	3,504
		No. of Inspections:				
		Building	38,902	38,401	42,792	53,643
		Electrical	50,754	49,583	55,829	60,854
		Mechanical	34,591	33,744	38,050	41,475
		Plumbing	86,359	84,425	94,994	103,543
		Sign	4,406	4,515	4,847	5,283
		Environ. (Tree/Landscape)	8,611	8,450	9,472	10,324
		Construction (Subdivision)	21,600	20,253	23,760	25,898
		TOTAL	245,223	239,371	269,744	301,020
	Administer development construction codes through zoning cases processed and acres platted	Total No. of Zoning Cases Processed	275	300	296	300
		Total No. of Acres Platted	8,448	6,000	7,934	8,000
	Improve Customer Service					
	To establish outreach and disseminate information regarding the development process	Professional Engineers in Private Practice	6	6	6	6
		Distribution of Newsletter	2	4	12	12
		No. of Construction and Development Resource Education (CADRE) Forums Held	4	4	4	4
		No. of TV Shows Produced	6	9	9	9
		No. of Real Estate Council Meetings Held	11	10	10	10

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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	21	17	21	20
		New Structures	34	30	35	35
		Residential	7	7	10	10
		Avg. Days for Plat Approval				
		Minor Plat [2]				
		No. of Plats	302	245	300	300
		Completeness Review	1	3	3	3
		Technical Review	10	7	7	7
		Major Plat [3]				
		No. of Plats	189	232	189	189
		Completeness Review	2	5	5	5
		Technical Review	30	35	35	35
Internal Processes	**Increase Neighborhood Planning**					
	Coordinate with departments to enforce development and construction codes	Participate in Strategic Nuisance Abatement Program with Police	12	13	14	16
		No. of Investigations	6,659	6,479	7,325	8,057
	Rezoning property to implement the Revised Unified Development Code	Initiated Proactive Zoning Cases (Parcels)	3,648	9,200	7,300	10,000
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	31%	35%	31%	35%
		% of Staff Utilizing Continuing Education	90%	90%	90%	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

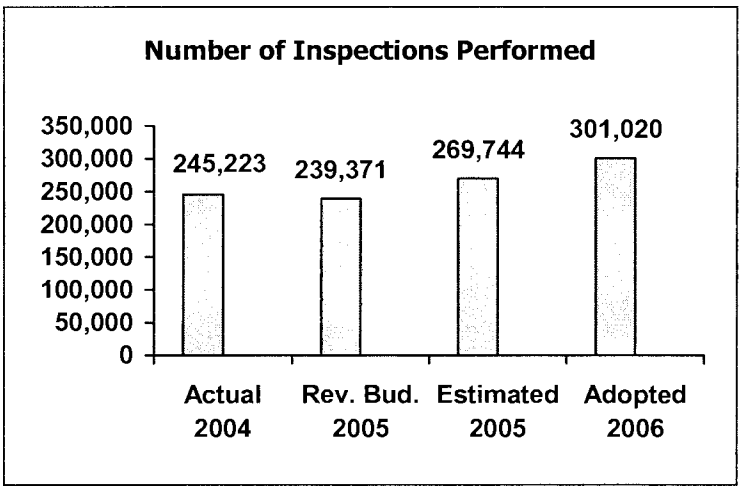
3 Major Plat Review Performance Goals: Completeness Review – 5 days; Technical Review – 35 days

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from Development Services' FY 2006 Balanced Scorecard.

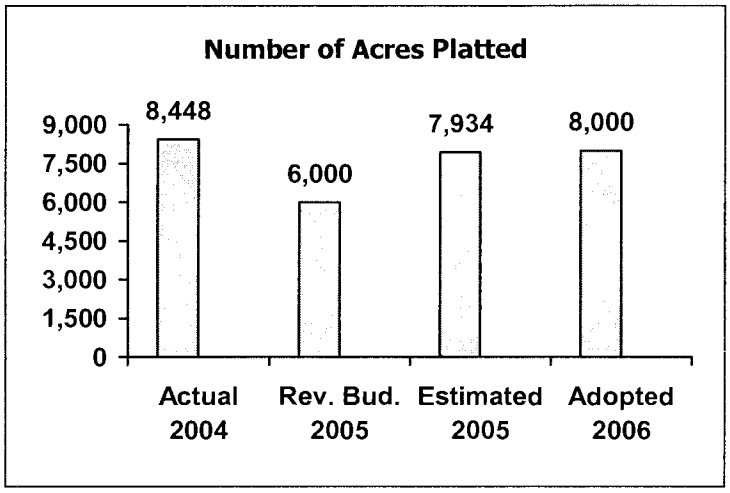
Inspections Performed

Total number of inspections performed to protect the health, safety and welfare of citizens of San Antonio. This number includes inspections performed by inspectors representing the building, electrical, mechanical, plumbing, sign, tree, landscape, and construction trades.



Acres Platted

Total number of acres platted to promote orderly development by ensuring compliance with the City's Unified Development Code Standards.



PROGRAM CHANGES

- **IMPROVEMENTS** **$364,963**

ADD TWO DEVELOPMENT SERVICES REPRESENTATIVES

This ***improvement*** totaling $61,788 will add two Development Services Representatives for nine months to staff a call center to provide centralized Development Services information for the public. These representatives will be trained to answer questions relating to plan in-take, trade permits, plan review, building inspections, certificates of occupancy, and the zoning process. The Development Services Representatives will not only improve the telephone abandonment rate but will also allow counter staff to be dedicated to serve walk-in customers. The FY 2007 full-year cost for these positions is $70,821.

PROGRAM CHANGES CONTINUED

ADD ONE DEVELOPMENT SERVICES SPECIALIST

This ***improvement*** totaling $29,802 will add one Development Services Specialist for six months to process and coordinate commercial plans received by mail. Last year, 150 plans were mailed-in from out-of -town customers and the number continues to grow. The volume is currently absorbed by the Development Services Specialists at the One Stop Counter. Mail-in plans from outside the City often require additional time to process with 90% of these plans requiring follow-up telephone calls and additional coordination since out-of-town customers are usually not familiar with the local codes and submittal requirements. This improvement will improve the current level of customer service to out-of-town customers and customers served at the One Stop Counter. The FY 2007 full-year cost for this position is $45,559.

ADD TWO DEVELOPMENT SERVICES INVESTIGATIVE TEAM INSPECTORS

This ***improvement*** totaling $141,345 will add one Senior Electrical Inspector at a cost of $75,451 for nine months and a Senior Building Inspector for six months at a cost of $65,894. This improvement will provide a new proactive team to investigate citizen complaints and special requests from Council members, the Code Compliance Department and the City Manager's Office. The investigation team will also search for construction sites operating without permits and ensure that proper permits are secured prior to commencement of construction. Today, inspectors add investigations resulting from complaints to their daily workload. Due to the increasing volume of the investigations, it has been difficult to maintain a rate of 95% inspections completed within one day. In addition, this team will assist field inspections in peak periods thus reducing employees' overtime. Each of the investigative team inspectors will be expected to conduct 100 inspections per week. It is estimated that approximately 50% of these inspections will result in assessed fees which are estimated to generate $78,750 per inspector. This improvement will also increase public safety by ensuring construction is performed in accordance with applicable buildings codes. The FY 2007 full year cost for these positions is $122,553. This improvement is estimated to be self supporting and will be evaluated in FY 2006.

ADD ONE BUILDING INSPECTOR

This ***improvement*** totaling $66,169 will add one Building Inspector for six months to meet the department's increased demand for building inspections thus improving turnaround time for building inspections. The number of building inspections is estimated to reach 53,643 in 2006, up from 42,792 in 2005. The FY 2007 full-year cost for this position is $62,658.

ADD ONE ELECTRICAL INSPECTOR

This ***improvement*** totaling $65,859 will add one Electrical Inspector for six months to meet increased demand for electrical inspections and improve turnaround time for electrical inspections. The number of electrical inspections is estimated to reach 60,854 in 2006, up from 55,829 in 2005. The FY 2007 full-year cost for this position is $62,408.

- **MANDATES** **$340**

THREE-YEAR ANNEXATION

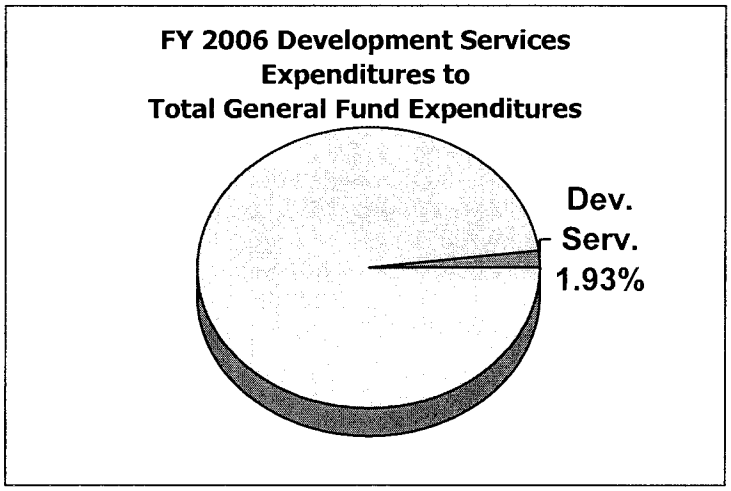
This ***mandate*** reflects the cost of providing service to the areas proposed to be annexed in fall 2005. Development Services will incur an increased cost of $340 in FY 2006 as a result of this City initiative. The FY 2007 mandate cost is $324.

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$9,666,426	$10,320,033	$10,231,308	$11,218,976
CONTRACTUAL SERVICES	1,628,235	395,168	416,978	327,575
COMMODITIES	321,778	152,629	194,331	214,430
SELF INSURANCE/OTHER	58,672	1,966,878	1,895,516	2,200,880
CAPITAL OUTLAY	43,035	0	0	99,870
TOTAL EXPENDITURES	**$11,718,146**	**$12,834,708**	**$12,738,133**	**$14,061,731**
AUTHORIZED POSITIONS	**203**	**214**	**214**	**222**
FULL-TIME EQUIVALENTS	**203.00**	**210.00**	**210.00**	**222.00**

FY 2006 Development Services Department's Expenditures

The chart illustrates the Development Services Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.



PROGRAM CHANGES

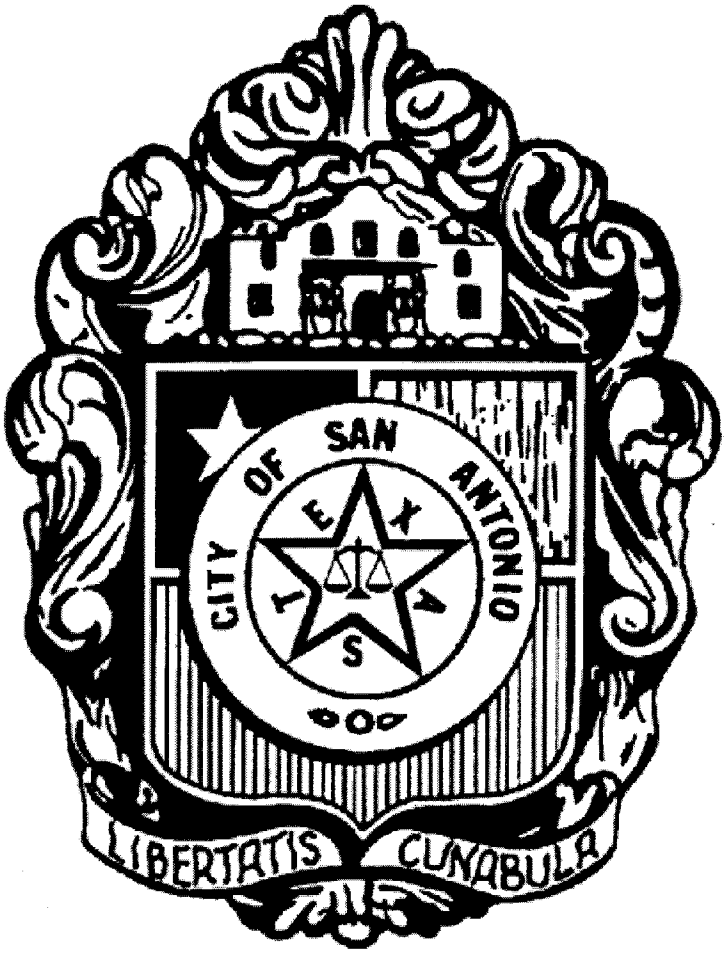
- **IMPROVEMENTS** **$2,117**

WORKFORCE COMPENSATION ENHANCEMENT

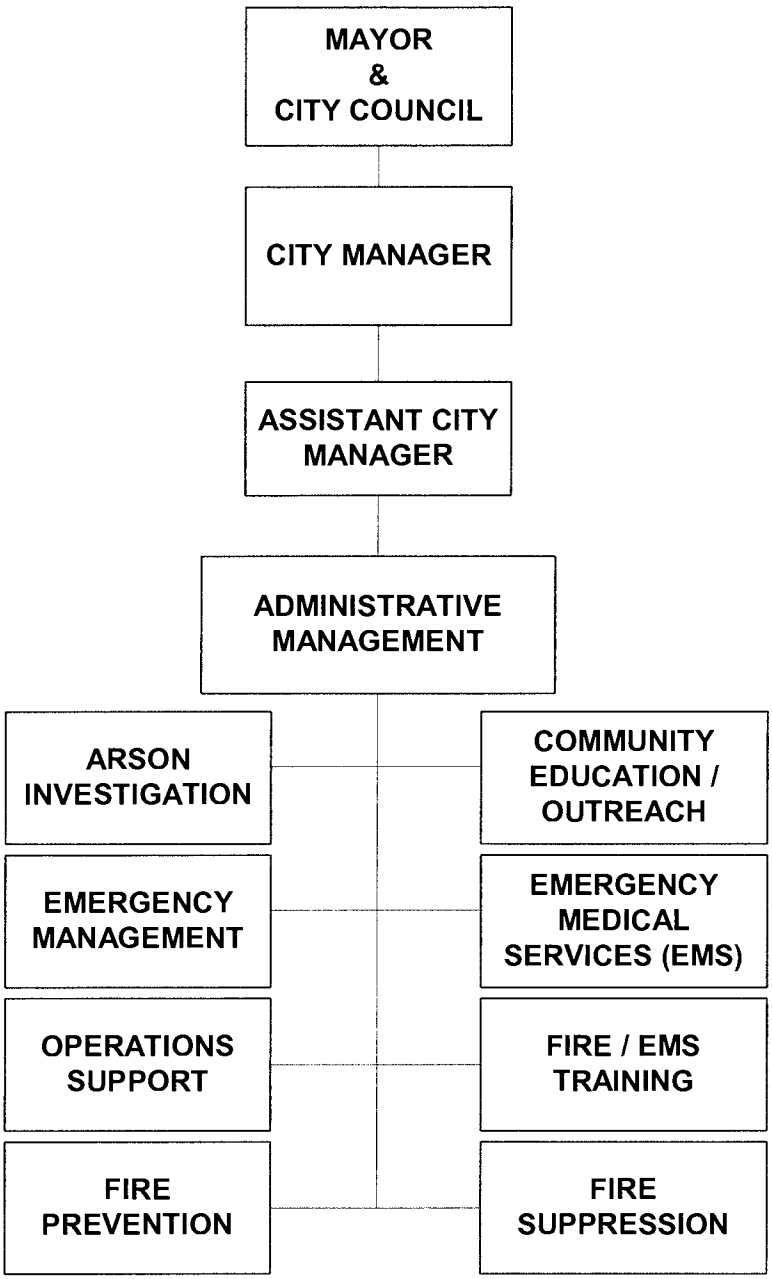
This ***improvement*** totaling $2,117 will provide a market adjustment for eligible employees included in the Storm Water Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

STORM WATER FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$148,917	$155,858	$132,179	$133,676
CONTRACTUAL SERVICES	2,344	7,416	585	531
COMMODITIES	0	0	0	0
SELF INSURANCE/OTHER	0	0	4,801	7,911
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$151,261**	**$163,274**	**$137,565**	**$142,118**
AUTHORIZED POSITIONS	**2**	**2**	**2**	**2**
FULL-TIME EQUIVALENTS	**2.00**	**2.00**	**2.00**	**2.00**


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

FIRE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	1,217.00	$125,040,087
EMS-Special Revenue Fund	373.00	46,644,320
Categorical Grants	0.00	3,438,682
Capital Projects	0.00	7,833,000
Total Funding	**1,590.00**	**$182,956,089**

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 efforts 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 2006 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 facility maintenance program that provides for preventive and routine maintenance, station renovation, and station replacement.
  - 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 adequate training, supervision, direction and control to department personnel.
- 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

GOALS & OBJECTIVES CONTINUED

- By implementing safety and wellness programs
- By providing reliable apparatus and equipment
- By providing firefighter safety-oriented in-service training

BALANCED SCORECARD

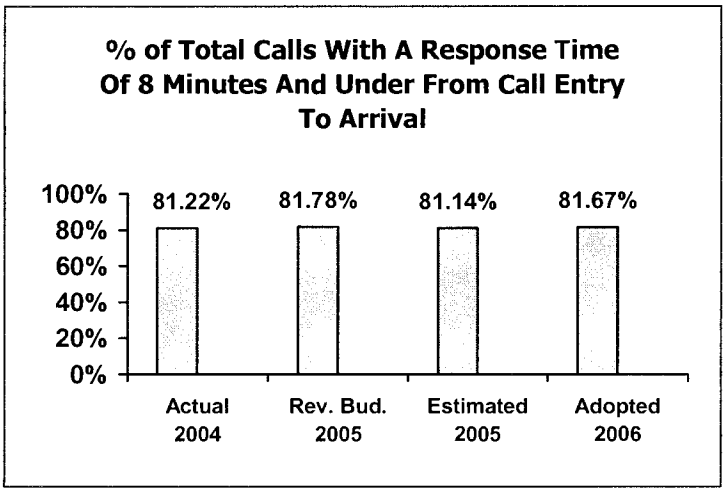
	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Provide for Safety and Welfare of San Antonio**					
	To optimize area coverage to provide better fire services	% of Total Calls with a Response Time of 8 Minutes and Under from Call Entry to Arrival	81.22%	81.78%	81.14%	81.67%
	Maximize the number of people contacted about fire safety	No. of Persons Receiving Fire Safety Education	50,030	45,030	55,000	55,622
		No. of Persons Contacted Through the Adopt-a-School Program	60,145	52,003	54,064	57,105
		No. of Children Contacted by Juvenile Fire Setters Intervention Program	39,030	20,000	22,000	22,532
Financial	**Provide Accountability to Public**					
	Maximize alternative sources of funding	Grant Funds, Foundation Funds, and Other Sources of Funding Leveraged/ Awarded	$5,563,619	$5,250,198	$5,304,749	$3,816,100
	Focus on long range planning to ensure the highest level of Fire service	% of Pumpers in the Replacement Fund	75%	75%	77%	100%
		% of Ladders in the Replacement Fund/Buy-in Program	57%	57%	54%	100%
Internal Processes	**Maintain Existing Infrastructure**					
	Enhance the Department's facilities and equipment to reduce injuries and maintenance costs	Avg. Age of Pumpers	9.00	10.00	10.00	7.38
		Avg. Age of Ladders	11.09	12.09	10.92	3.67
		No. of Facility Repair Follow-up Inspections/Investigations per Year	111	110	90	100
	Strategically locate fire fighting companies	% of City Blocks Able to be Reached Within 4.25 Minutes Travel Time – Goal is 90%	86.8%	87.6%	87.7%	88.1%
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	100%	100%	100%	100%
		No. of Fire Pre-Plans Accessible	8,121	8,888	9,100	10,024

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Fire Department's FY 2006 Balanced Scorecard.

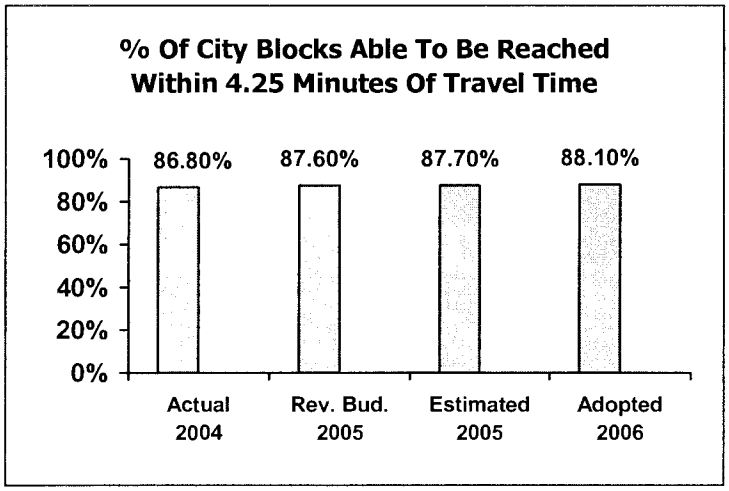
Response Time

A response time of eight minutes and under is a national standard and defines methods for strategically locating fire fighting companies to optimize coverage area and providing improved Fire services.



Location of Fire Facilities

This performance measurement is an internal benchmark used for strategically locating fire facilities. The goal is to locate these facilities within 4.25 minutes travel time of 90% of all City blocks.



PROGRAM CHANGES

- **IMPROVEMENTS** **$627,436**

FIRE APPARATUS REPLACEMENT

Currently the Fire Department maintains 24 firefighting apparatus classified as aerial or ladder trucks and 60 apparatus classified as pumper or engine trucks. These vehicles are primarily used to carry firefighting personnel, equipment, and fire extinguishing mechanisms. Ladder trucks, equipped with a long-extended ladder, are the primary apparatus used to assist fire personnel with fires in high-rise structures and in high-water rescues. The following table reflects the current status of fire apparatus highlighting what was not within the City's Replacement Fund in FY 2005.

PROGRAM CHANGES CONTINUED

Current Fire Apparatus within the City's Replacement Fund			
Type of Apparatus	Total Fleet Size (City)	Number of trucks in Equipment Replacement & Renewal Fund	Number of trucks not in Equipment Replacement & Renewal Fund
Engine (Pumper)	60	47	13
Aerials (Ladder)	24	24	0
Total City Fleet Size	**84**	**58**	**13**

On June 30, 2005, City Council approved a Municipal lease-purchase plan utilizing identified available capacity in the Fire Department's FY 2005 and FY 2006 current service budget for the purchase of eleven aerial ladder trucks and two pumpers. The eleven ladder trucks will replace apparatus within the fleet that have aerial problems deemed irreparable. Ten of the trucks requiring replacement will be eighteen-years-old by the time of replacement and one will be seventeen years old. The replacement of the aerial ladder trucks will decrease the average age of the aerial fleet from 11 years to 3.67 years. The two pumpers will replace eighteen-year-old apparatus. The pumpers will be purchased using a Five-Year Municipal Lease Purchase Program similar to the one previously mentioned. This improvement will also decrease the average age of the pumper fleet from 10.41 years to 7.38 years. The replacement of all thirteen apparatus will also be funded over a sixteen-year period within the City's Equipment Replacement & Renewal Fund.

Continuing the enhancement to Fire/EMS services, this ***improvement*** addresses the need to replace the remaining 13 pumper fire engines that have reached or exceeded their useful life but were not included within the City's Equipment Replacement & Renewal Fund when purchased in the 1980's. The total cost of the Municipal Lease Purchase Program will be $5,202,473. This improvement will provide $274,944 for the first year debt service payment as well as $285,649 to place the vehicles in the Equipment Replacement & Renewal Fund. In FY 2007, the debt service payment and Replacement Fund costs will total $1,037,375. With this improvement, all Fire Apparatus Vehicles (60 Engine Pumpers and 24 Arial Ladders) will be in the City's Replacement Fund.

ADD ONE ACCOUNTANT II AND ONE SPECIAL PROJECTS OFFICER FOR PAYROLL PROCESSES

This ***improvement*** will add one Accountant II position and one Special Projects Officer in the Personnel Services Division. In FY 2005 the department relied on staff services through the use of the City's Alternate Employee Services Pool to assist with payroll processes. This enhancement will replace the use of Alternate Employee Services by adding two permanent positions to assist with the increased payroll workload.

The Accountant II will conduct complex research and analysis of payroll and leave-related issues. The Special Projects Officer will oversee the payroll function, be responsible for supervising the work of the Accountant II and an Administrative Assistant II, and conduct complex research and data analysis of payroll, as well as additional duties and responsibilities as needed. The total FY 2006 cost for this improvement will be $66,843. The total cost for the improvement in FY 2007 will be $89,123.

- **MANDATES** **$1,835,550**

LONGEVITY PAY

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 and $96 per year in longevity pay each year that is not a multiple of five. The estimated incremental increase for this mandate in FY 2006 for all uniform employees in the Fire Department totals $323,634.

PROGRAM CHANGES CONTINUED

ASSISTANCE TO FIREFIGHTERS GRANT MATCH

The Assistance to Firefighters Grant is administered by the Department of Homeland Security's Office of State and Local Government Coordination and Preparedness (SLGCP) in cooperation with the U.S. Fire Administration. Through the Department of Homeland Security Appropriations Act of 2005, Congress provided $65 million for the grants.

The purpose of the grant program is to award grants directly to volunteer, combination, and career fire departments to train and help the departments increase their cadre of firefighters. The San Antonio Fire Department would utilize these grant funds to provide enhanced training for communication inside fire structures, improving accountability at emergency incidents, and certifying Fire and EMS officers to nationally recognized standards for Fire Officers and Incident Management. Additionally, this training would encourage interoperability as neighboring metropolitan fire departments would be included in the training.

The San Antonio Fire Department applied for this grant in FY 2004. The funds were awarded in FY 2005. The funds will be used in FY 2006 upon receiving the required grant match from the city. This ***mandate*** will provide funding in the amount of $156,968 which is the City of San Antonio's required cash match for the FY 2004 Assistance to Firefighters Grant Program.

THREE-YEAR ANNEXATION

This ***mandate*** incorporates the projected costs of providing the city with fire services in the areas proposed to be annexed in FY 2006. The mandate will address the need for one fire station, a pumper fire truck and a fire company. The fire company will include one fire apparatus and the addition of the following fire personnel: one Captain, two Lieutenants, three Fire Apparatus Operators, and nine Firefighters. The total projected cost for providing fire services for FY 2006 will be $1,354,948. This cost includes recurring costs as well as initial one-time costs. The total cost for this mandate in FY 2007 will be $1,169,674. The capital one-time costs to build the station in FY 2006 will be $640,000. The capital one-time costs in FY 2007 will be $2,889,000.

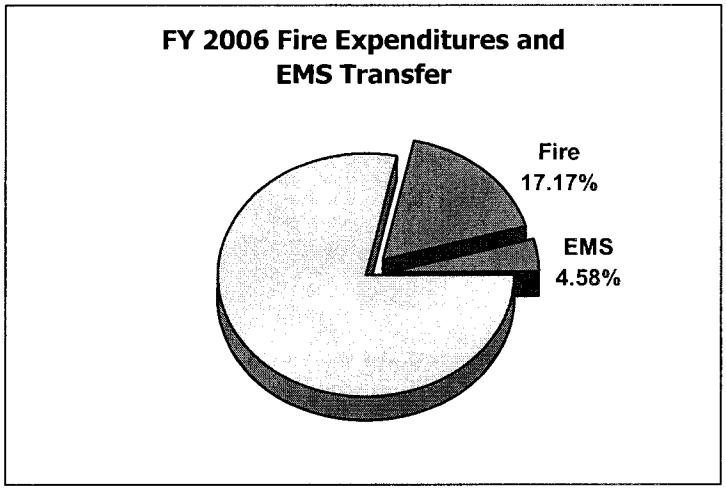
GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$102,211,614	$105,656,774	$106,742,153	$107,875,351
CONTRACTUAL SERVICES	5,421,104	2,573,188	2,243,248	2,053,733
COMMODITIES	1,786,273	1,542,242	1,428,128	1,548,943
SELF INSURANCE/OTHER	2,960,096	10,839,232	10,655,616	13,130,933
CAPITAL OUTLAY	105	415,927	962,361	431,127
TOTAL EXPENDITURES	**$112,379,192**	**$121,027,363**	**$122,031,506**	**$125,040,087**
AUTHORIZED POSITIONS	**1,203**	**1,200**	**1,200**	**1,217**
FULL-TIME EQUIVALENTS	**1,203.00**	**1,200.00**	**1,200.00**	**1,217.00**

EXPENDITURES CONTINUED

FY 2006 Fire General Fund Expenditures and EMS Transfer

The chart illustrates the Fire Department General Fund FY 2006 Adopted Expenditures and FY 2006 EMS transfer as a proportion of the total FY 2006 General Fund Budget.



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 that 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
  - By accurately monitoring and addressing issues related to the effective billing collection rate
- 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 and employee performance
  - By utilizing civilian support staff to optimize productivity of uniformed staff
  - By implementing safety and wellness programs

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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	120,041	124,383	124,198	128,816
	To initiate basic patient care as quickly as possible	Avg. Reported to Arrival Time for First Responders	6.72	6.60	6.62	6.67
	Maintain a City average response time of 8.00 minutes	Avg. Reported to Arrival Time Within the City	8.45	8.30	8.59	8.31
	Maintain a suburban average response time of 9.00 minutes	Avg. Reported to Arrival Time within the Suburbs	9.19	9.11	9.07	8.74
	Improve Customer Service					
	Improve customer service by implementing a quality assurance program that investigates citizen-based concerns	No. of Customer Contacts	10,927	11,220	11,299	11,725
	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	6,372	6,788	6,943	7,151
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	84,880	90,012	89,723	91,131
Internal Processes	**Maintain Existing Infrastructure**					
	Optimize area coverage	No. of Responses per Full-time Unit	4,335	4,448	4,479	4,358
		No. of Responses per Peak Period Unit	1,753	1,844	1,709	1,503

BALANCED SCORECARD CONTINUED

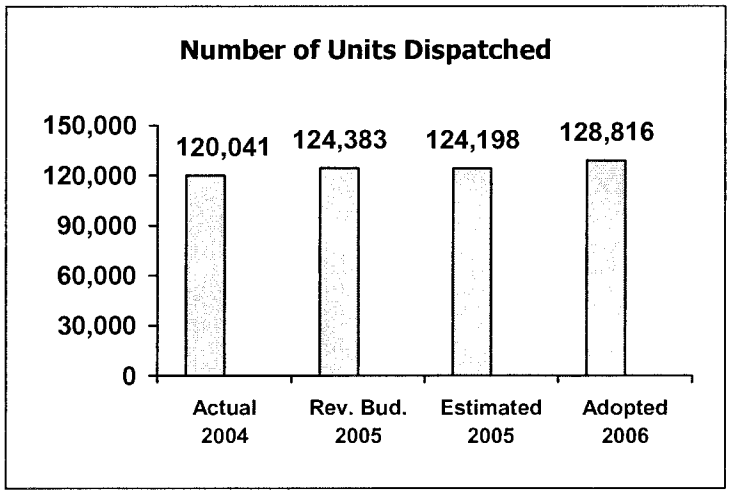
	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Enhance employee performance	Total No. of Training Class Hours Received by EMS Personnel	15,538	20,950	20,758	24,100

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the EMS Fund's FY 2006 Balanced Scorecard.

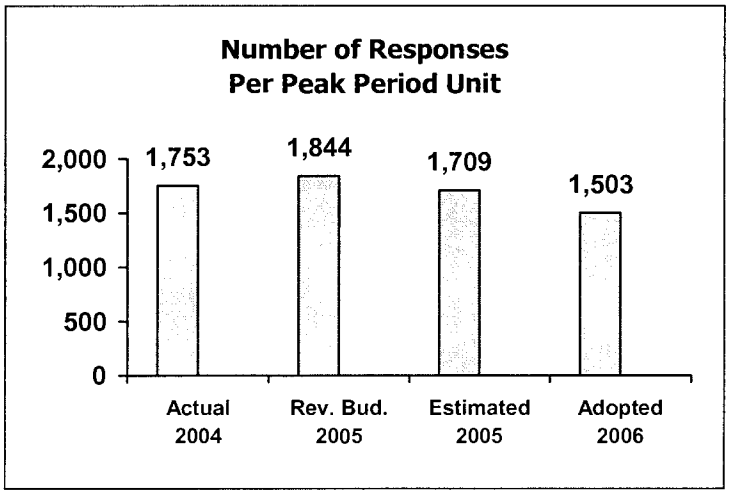
EMS Unit Dispatched

This graph displays the number of EMS Units dispatched to address the emergency needs of the community. The San Antonio Fire Department's EMS Division promptly responds to citizen requests for emergency service. Three additional Units were added to the fleet in FY 2006 to enhance this service.



Responses per Peak Period Unit

This graph shows the number of Peak Period Units that have responded to medical emergency requests within the City. Peak Period units are activated with overtime personnel and based on statistical data and analysis, are strategically placed to address specific areas and periods of high demand.

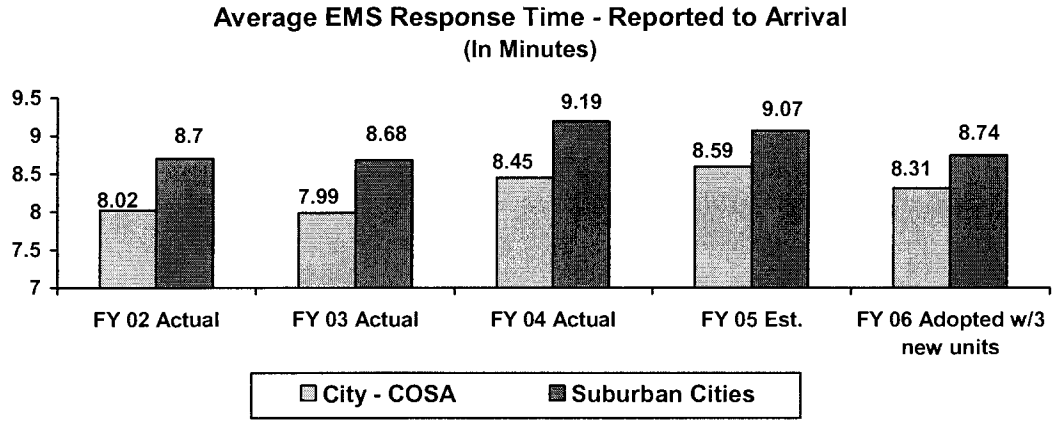


PROGRAM CHANGES

- **IMPROVEMENTS** **$2,977,992**

THREE ADDITIONAL EMS UNITS

This ***improvement*** will provide funding in the amount of $2,428,358 that will add three full-time Emergency Medical Services (EMS) units and 36 Fire Apparatus Operator positions. Included in the total costs are one time dollars in the amount of $638,825 for the purpose of acquiring the ambulance units. Currently, service is provided to the City of San Antonio and four suburban cities with the equivalent of 26 full-time EMS units each staffed with two paramedics, 24 hours a day, 365 days a year. The enhancement will increase the number of full-time EMS Units from 26 to 29 units. The three new units are intended to be placed at the three locations in the City that have been experiencing the highest calls for service. One unit will be in service in the beginning of FY 2006, another in mid fiscal year utilizing three months of overtime funding in the amount of $196,529 included in this improvement, and the last unit will be activated during the 4th quarter of the fiscal year. However, the Fire Department, in coordination with the San Antonio Firefighters Association, shall examine the feasibility of replacing the full-time unit scheduled to become operational in mid fiscal year with an EMS unit staffed with power shift personnel. With the addition of three units, current Peak Period Service assigned to the high-call volume areas will be redirected to other areas of the City that experience periods of high demand. As indicated in the bar graph below, the three additional EMS Units will improve average reported to arrival response times for areas within San Antonio City limits and within the four suburban cities currently contracted for City EMS services. The projected average response time for EMS service is projected to decrease by 17 seconds for city areas and by 20 seconds for contracted suburban cities in FY 2006 over the current year response estimates as a result of this proposed improvement.



PEAK PERIOD DISPATCHER

This ***improvement*** will provide funding in the amount of $183,037 to enhance the level of peak period emergency medical dispatching services. Peak period dispatching service is currently completed an average of 3 hours and 42 minutes per day providing dispatching coverage during times of high call volume. This system improvement will provide overtime funding to add an additional 12 hours and 18 minutes of peak period dispatching services per day for a combined total daily average of 16 hours. City Fire/EMS personnel dispatch and coordinate the operations of 29 full-time units and up to seven Peak Period units responding to over 124,000 dispatches annually or over an average of 5,000 dispatches each day.

PROGRAM CHANGES CONTINUED

REPLACE 3-LEAD EKG'S WITH 12 LEAD EKG'S (ELECTROCARDIOGRAM)

This ***improvement*** will convert the remaining fleet of 3-Lead EKGs to 12-Lead EKG's. Since its inception in 1974, San Antonio EMS has utilized 3-Lead EKG's to assist patients with heart-related illnesses. In FY 2002, the EMS Division purchased ten 12-Lead EKG's as part of a four-year plan to purchase a total of 40. EMS currently has 10 units with the 12-Lead EKG's, while the remaining 24 units (16 fulltime & up to 8 Peaks) continue to provide service with 3-Lead EKG's.

This improvement of upgrading from 3-Lead to 12-Lead EKG's will enable paramedics to better assess, treat, and medicate patients suffering from heart-related illnesses and arrhythmias that would otherwise remain undetected in the pre-hospital setting and to shorten the critical hospital door-to-treatment time period. Equipping all EMS units with 12-Lead EKG's will provide uniformity throughout the division, improving performance and patient care. The cost to purchase the EKG's will be $318,905. The cost to place the EKG's into the Equipment Replacement & Renewal Fund will be $47,692. The total cost for this improvement in FY 2006 will be $366,597.

♦ **MANDATES** **$109,925**

LONGEVITY PAY

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 and $96 per year in longevity pay each year that is not a multiple of five. The estimated incremental increase for this mandate in FY 2006 for all uniform employees in the EMS Division of the Fire Department totals $97,141.

THREE-YEAR ANNEXATION

This ***mandate*** will provide staffing and operating costs associated with providing EMS services to the areas that may be annexed in FY 2006 as proposed in the City's Annexation Plan. This mandate reflects the addition of peak period staffing costs.

The total projected cost for providing EMS services for FY 2006 will be $12,784. This cost includes recurring costs. The projected cost for FY 2007 will be $17,045.

EMERGENCY MEDICAL SERVICES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$34,414,936	$34,158,296	$34,951,358	$36,416,235
CONTRACTUAL SERVICES	2,905,257	1,819,574	1,789,080	1,935,055
COLLECTION EXPENSE	1,234,556	1,199,256	1,277,770	1,226,782
COMMODITIES	1,101,147	940,251	1,014,262	1,031,807
SELF INSURANCE/OTHER	278,047	4,311,901	4,309,205	5,248,993
CAPITAL OUTLAY	5,360	324,000	349,000	785,448
TOTAL EXPENDITURES	**$39,939,303**	**$42,753,278**	**$43,690,675**	**$46,644,320**
AUTHORIZED POSITIONS	**339**	**337**	**337**	**373**
FULL-TIME EQUIVALENTS	**339.00**	**337.00**	**337.00**	**373.00**

Below is a comprehensive listing of the grants the Fire Department expects to receive in FY 2006.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2006
Emergency Management Performance Grant	$ -	$ 138,682	$ -	$ -	$138,682
Office of Domestic Preparedness (ODP) Grant	300,000	-	-	-	300,000
Urban Area Security Initiative	3,000,000	-	-	-	3,000,000
TOTAL	**$3,300,000**	**$138,682**	**$ -**	**$ -**	**$3,438,682**

PROGRAM INFORMATION:

The Texas Department of Public Safety, Division of Emergency Management provides up to one-half of 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 for all State and Federal assets required to respond to and recover from a disaster. This grant program covers the period of 10/01/05 through 09/30/06.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Output:			
No. of Emergency Management preparedness	7	12	12
exercises/yr	5	2	
No. of emergency activations/yr	26	26	26
No. of planning documents/yr			

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Funding provided by the State	$146,100	$138,682	$138,682
TOTAL FUNDING	**$146,100**	**$138,682**	**$138,682**
EXPENDITURES			
PERSONAL SERVICES	$100,367	$ 97,077	$ 97,077
CONTRACTUAL SERVICES	35,516	34,113	34,113
COMMODITIES	2,337	2,309	2,309
SELF INSURANCE/OTHER EXPENDITURES	7,880	5,183	5,183
TOTAL EXPENDITURES	**$146,100**	**$138,682**	**$138,682**
AUTHORIZED POSITIONS	-	-	-
FULL-TIME EQUIVALENT	-	-	-

PROGRAM INFORMATION:

The 2005 ODP Grant consists of Federal funds administered by the Office of Domestic Preparedness and the Department of Homeland Security State Domestic Preparedness. This grant will provide first responder equipment supplies and pharmaceuticals to several pertinent City of San Antonio department /divisions to participate in national efforts to combat terrorism, in particular, the use of a Weapon of Mass Destruction.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$5,137,519	$408,408	$300,000
TOTAL FUNDING	**$5,137,519**	**$408,408**	**$300,000**
EXPENDITURES			
PERSONAL SERVICES	$ -	$ -	$ -
CONTRACTUAL SERVICES	-	-	-
COMMODITIES	5,137,519	54,000	25,000
SELF INSURANCE/OTHER EXPENDITURES	-	212,639	200,000
CAPITAL OUTLAY	-	133,769	75,000
TOTAL EXPENDITURES	**$5,137,519**	**$ 408,408**	**$ 300,000**

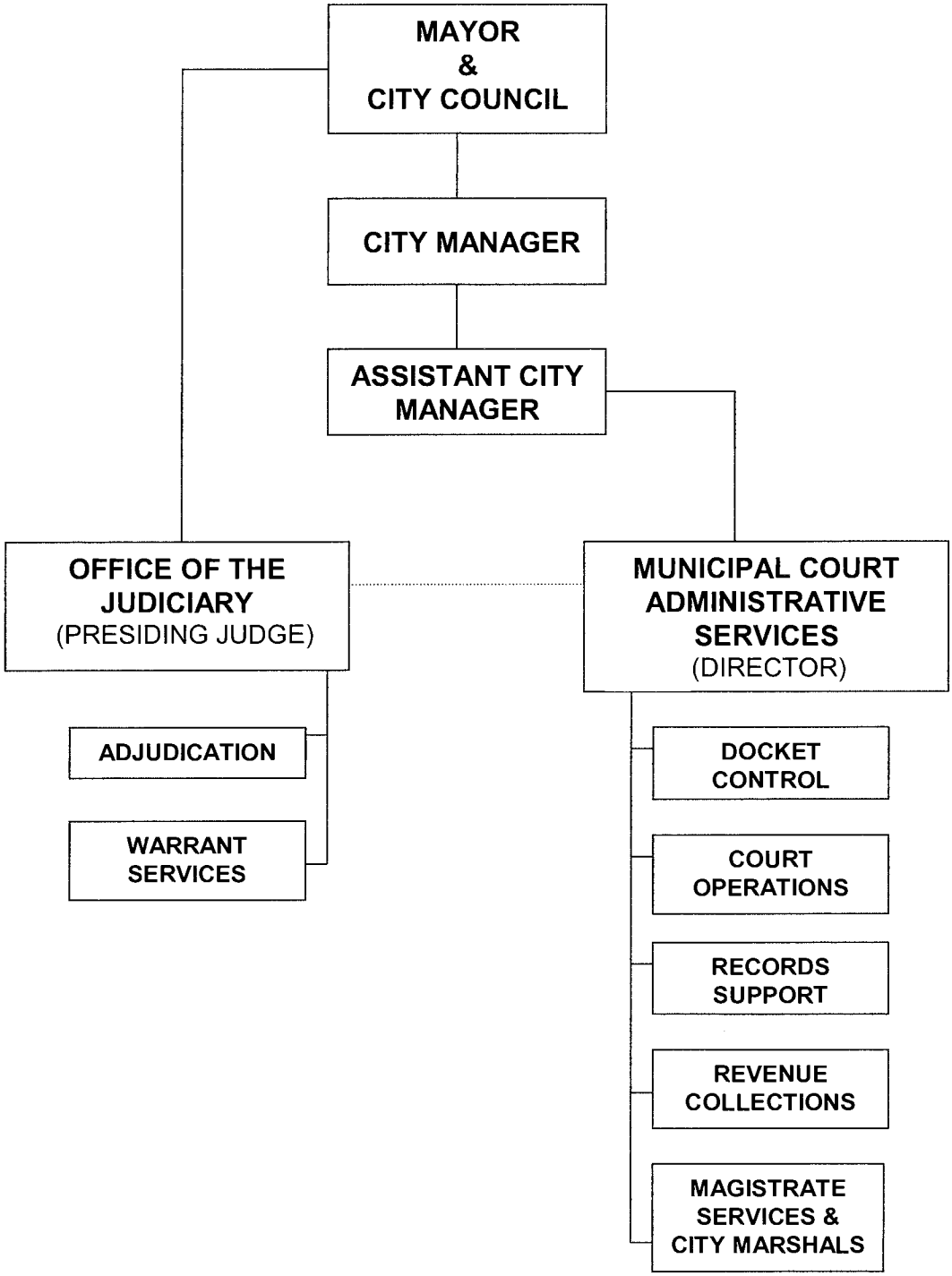
PROGRAM INFORMATION:

The FY 2006 Urban Area Security Initiative Grant is designed to assist the San Antonio Fire Department's Homeland Security readiness 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 CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$3,604,992	$3,500,000	$3,000,000
TOTAL FUNDING	$3,604,992	$3,500,000	**$3,000,000**
EXPENDITURES			
PERSONAL SERVICES	$ 360,000	$170,000	$150,000
CONTRACTUAL SERVICES	105,957	20,000	35,000
COMMODITIES	20,000	87,500	77,500
SELF INSURANCE/OTHER EXPENDITURES	39,491	22,500	37,500
CAPITAL OUTLAY	3,079,544	3,200,000	2,700,000
TOTAL EXPENDITURES	$3,604,992	$3,500,000	**$ 3,000,000**

MUNICIPAL COURTS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	200.10	$11,319,860
Municipal Courts Technology Fund	1.00	373,023
Municipal Court Security Fund	0.00	396,700
Total Funding	**200.10**	**$12,089,583**

MISSION STATEMENT

The mission of the Courts is to serve the community with justice and integrity by providing a neutral forum for the resolution of legal disputes.

PROGRAM INFORMATION

The judicial authority of the City of San Antonio resides in the eight (8) Municipal Courts of Record which are responsible for 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 the Office of the Judiciary and the Administrative Services Division of the Court, which also includes a 24-hour Magistrate holding facility.

GOALS & OBJECTIVES

- To ensure justice is accessible to the community.
  - Evaluate the expanded court operating hours.
  - Increase telephonic efficiency by creating a centralized call center.
  - Enhance current web access for defendants and attorneys.
- To inspire public trust and confidence in the Municipal Court system.
  - Ensure all judicial and administrative services personnel receive education and training on applicable laws and court procedures.
- To facilitate the efficient processing of cases.
  - Cases will be brought before the judiciary without undue delay.
  - Review and improve current method of case scheduling.
  - Develop an IT Plan for improving case load management.
- To increase the efficiency of the magistrate for the expeditious processing of defendants.
  - Enhance operations of the Magistrate holding facility by exploring opportunities with other agencies.
- To ensure compliance with judicial orders.
  - Evaluate the City Marshal Pilot Program.
  - Conduct periodic Warrant Roundups in conjunction with the San Antonio Police Department (SAPD), placing emphasis on the importance for the citizen to take positive action to pay and resolve tickets/cases.
  - Develop and improve fine collection strategies.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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 6min	2hr 15min	2hr 12min	2hr 10min
		No. of Defendants Booked and Released from City Detention Center	38,956	41,610	39,008	40,068
Financial	**Provide Accountability to Public**					
	The Court will ensure the timely disposition of cases by reducing inconvenience to all parties, witnesses, and jurors.	No. of Open Cases	1,078,719	1,079,382	1,142,835	1,149,739
		% of Open Cases Adjudicated and Reported to Office of Court Administration	33.6%	38.5%	34.5%	35.0%
		Avg. Revenue Collected per Case Paid	$108	$114	$90	$86
		Avg. Number of Warrant Cases Cleared per Roundup	13,866	13,231	14,946	14,404
		Avg. Warrant Revenue per Roundup[1]	$577,174	$540,078	$571,019	$574,096
Internal Processes	**Innovative and Proactive City Government**					
	Maintenance and support of all court cases through imaging of court documents	No. of Documents Imaged	3,598,827	3,480,133	3,448,480	3,465,722
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	486	605	1,462	1,456

EXPLANATORY INFORMATION

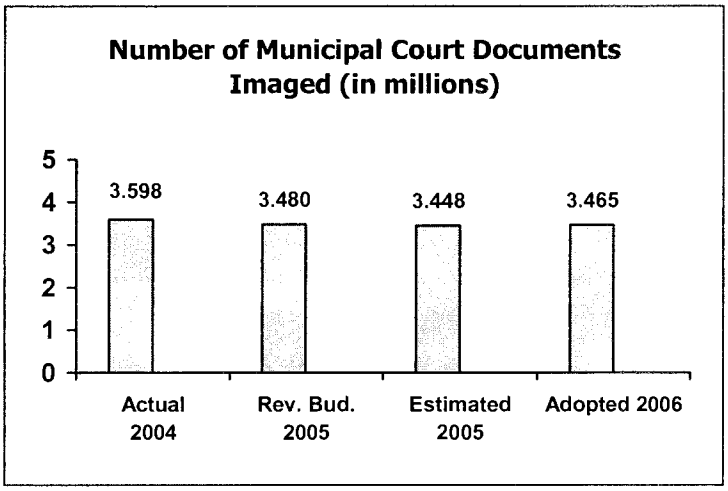
[1] Historically, Municipal Courts has two warrant round-ups a year. However, in FY 2005 Municipal Courts had three warrant round-ups. Municipal Courts is projected to have three warrant round-ups in FY 2006.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Municipal Court Department's FY 2006 Balanced Scorecard.

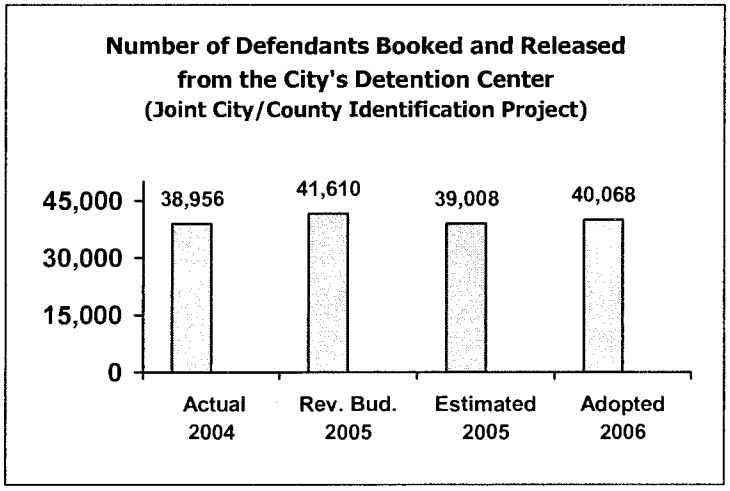
Number of Documents Imaged

This graph displays the number of all Municipal Court case documents imaged. Case documents are imaged for maintenance and support of all Municipal Court cases. The number of documents imaged is projected to decrease due to the result of the completion of the Municipal Courts Imaging Project



Number of Defendants Booked and Released from the City's Detention Center

This graph displays the number of defendants booked and released from the City's Detention Center. The joint City/County Identification project has increased the number of defendants released from the Detention Center and thus reduced the County's jail population to comply with State requirements.



PROGRAM CHANGES

- **REDIRECTIONS/ REDUCTIONS** **$25,744**

REDUCE CLEANING SERVICES

This ***reduction*** will reduce the FY 2006 budget for cleaning services in the Magistrate Division of Municipal Courts. Additional funding was provided in FY 2005 for the cleaning contract which was anticipated to increase in cost. The contract did not increase, therefore allowing for the reduction of the additional funding. This reduction will result in $22,424 in savings.

PROGRAM CHANGES CONTINUED

REDUCE SHIFT DIFFERENTIAL

This ***reduction*** will reduce the FY 2006 budget for shift differential pay in the Warrants Division of Municipal Courts. In FY 2005 a reorganization redirected the Warrants Division to reduce business hours from a 24-hour operation to regular city business hours which reduced the amount of shift differential pay for employees. This reduction will result in $3,320 in savings.

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$7,392,155	$8,077,347	$7,987,580	$8,294,581
CONTRACTUAL SERVICES	2,477,469	832,831	853,053	824,498
COMMODITIES	188,469	126,811	229,563	126,811
SELF INSURANCE/OTHER	81,456	2,463,160	2,429,219	2,073,970
CAPITAL OUTLAY	2,032	97,458	98,192	0
TOTAL EXPENDITURES	**$10,141,581**	**$11,597,607**	**$11,597,607**	**$11,319,860**
AUTHORIZED POSITIONS	**209**	**209**	**209**	**209**
FULL-TIME EQUIVALENTS	**197.60**	**197.10**	**197.10**	**200.10**

JUDICIARY AND ADMINISTRATIVE GENERAL FUND EXPENDITURES BY CLASSIFICATION

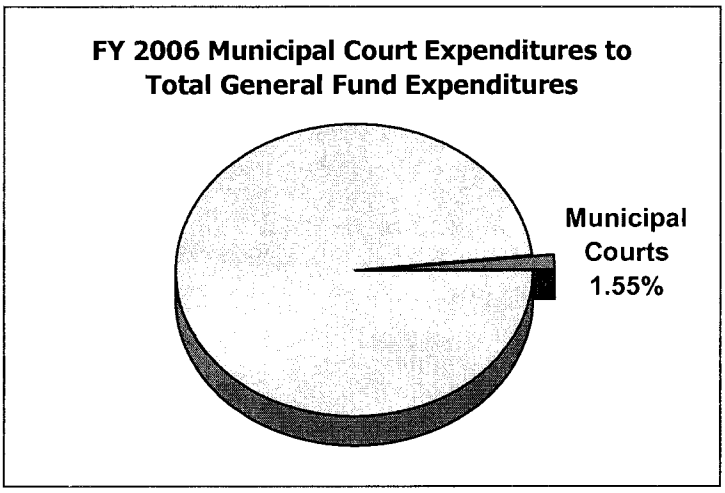
	JUDICIAL BUDGET 2005-2006	ADMINISTRATIVE BUDGET 2005-2006	TOTAL ADOPTED 2005-2006
PERSONAL SERVICES	$2,456,220	$5,838,361	$8,294,581
CONTRACTUAL SERVICES	49,838	774,660	824,498
COMMODITIES	20,495	106,316	126,811
SELF INSURANCE/OTHER	482,458	1,591,512	2,073,970
CAPITAL OUTLAY	0	0	0
TOTAL EXPENDITURES	**$3,009,011**	**$8,310,849**	**$11,319,860**
AUTHORIZED POSITIONS	**67**	**142**	**209**
FULL-TIME EQUIVALENTS	**57.10**	**143.00**	**200.10**

CITY ORDINANCE 100824 (MAY, 2005) states in part: "The budget for the Municipal Courts Department shall be divided into separate budgets for the Office of the Judiciary and Municipal Court Administrative Services."

EXPENDITURES CONTINUED

FY 2006 Municipal Court Expenditures

The chart illustrates the Municipal Courts FY 2006 General Fund Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.

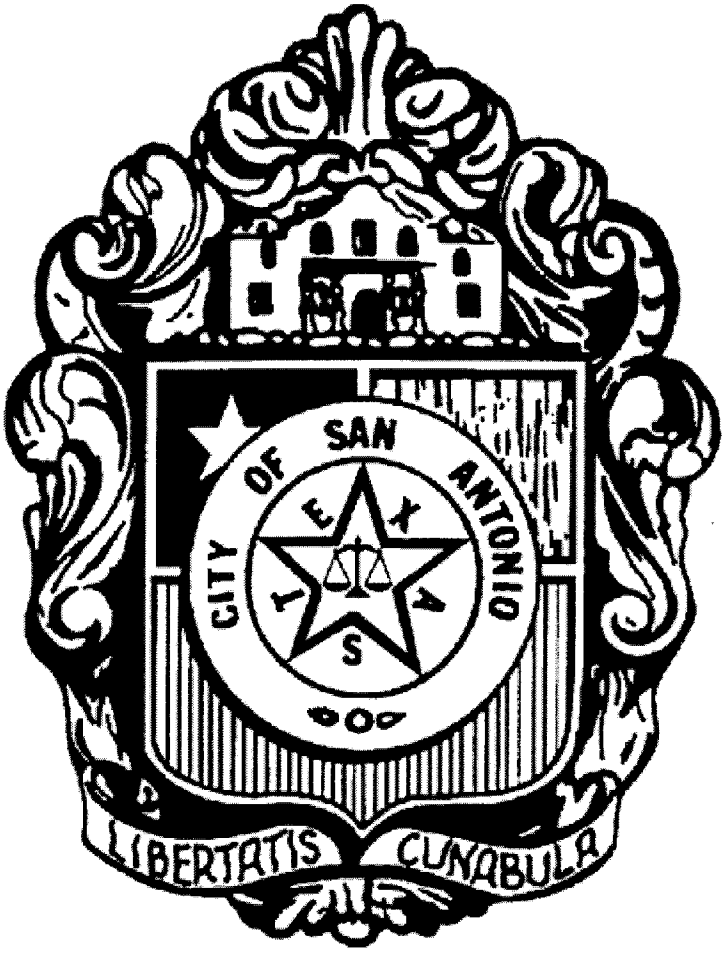


MUNICIPAL COURTS TECHNOLOGY FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	N/A	N/A	N/A	$64,002
CONTRACTUAL SERVICES	N/A	N/A	N/A	0
COMMODITIES	N/A	N/A	N/A	0
SELF INSURANCE/OTHER	N/A	N/A	N/A	309,021
CAPITAL OUTLAY	N/A	N/A	N/A	0
TOTAL EXPENDITURES	**N/A**	**N/A**	**N/A**	**$373,023**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**	**1**
FULL-TIME EQUIVALENTS	**N/A**	**N/A**	**N/A**	**1.00**

MUNICIPAL COURTS SECURITY FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	N/A	N/A	N/A	$0
CONTRACTUAL SERVICES	N/A	N/A	N/A	368,200
COMMODITIES	N/A	N/A	N/A	0
SELF INSURANCE/OTHER	N/A	N/A	N/A	28,500
CAPITAL OUTLAY	N/A	N/A	N/A	0
TOTAL EXPENDITURES	**N/A**	**N/A**	**N/A**	**$396,700**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**	**0**
FULL-TIME EQUIVALENTS	**N/A**	**N/A**	**N/A**	**0.00**


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

POLICE

APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	2,606.00	$258,820,176
Categorical Grants	37.00	6,799,096
Confiscated Property Fund	0.00	3,153,639
Child Safety Fund	127.32	1,903,753
Capital Projects	0.00	4,293,000
Total Funding	**2,770.32**	**$274,969,664**

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

- Continue to improve the relationship between the police and the community's neighborhoods by enhancing communication and customer satisfaction.
- Continue to provide and improve citizens' convenient access to information and investigative services at the Police Substations and through enhanced data availability on the Department Website.
- Reduce the incidence of fatal traffic accidents through increased DWI enforcement efforts and increased Traffic Law enforcement.
- Consistent with the Department's Staffing Plan.
  - Respond to "life threatening" emergency calls for service within five minutes.
  - Maintain a high Patrol Availability Factor.
- Continue employee-training practices in technology enhancements and to maintain compliance with changing law enforcement practices.
- Develop and implement policing strategies that will 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.
  - Child Welfare Strategic Alliance (funded by Justice Assistance Grant)
- Continue to develop and implement strategies to improve the City's Homeland Security and Bio-Terror threat posture including:
  - Maintain full time Police staffing in the City's Emergency Operations Center.
  - Maintain and implement grants from the Office of Domestic Preparedness for the purchase of equipment, training exercises, and planning related to domestic preparedness resources.
  - Maintain participation in the Joint Terrorism Task Force.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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]	110	160	154	120
		No. of Citizens Participating in Cellular On Patrol[2]	828	720	730	720
	Reduce incidence of fatal traffic accidents through increased DWI enforcement & traffic law enforcement	No. of DWI Arrests[3]	5,107	6,036	5,311	5,592
	Respond to Emergency Calls within 5 minutes	Code 3 Response Time	5.16	5.00	5.23	5.00
	Increase Patrol Availability Factor (PAF)	Patrol Availability Factor	39.78%	42.91%	41.72%	42.06%
	Maintain or increase number of expedited calls	No. of Calls Expedited[4]	52,846	70,567	88,532	104,831
	Monitor and respond to Violent Crime	Murder, Rape, Robbery & Aggravated Assault	7,651	7,423	8,488	8,217
	Maintain or increase Violent Crime Clearance Rate	Murder, Rape, Robbery & Aggravated Assault Cases Cleared	30.9%	34.6%	31.3%	31.5%
	Monitor and respond to Property Crime	Burglary, Theft, Motor Vehicle Theft	81,891	84,705	79,421	78,468
	Maintain or increase Property Crime Clearance Rate	Burglary, Theft, Motor Vehicle Theft Cases Cleared [5]	10.9%	11.6%	11.3%	11.4%
Financial	**Leverage Other Funding Sources**					
	Maximize use of volunteers to reduce workload & personnel requirements	Avg. No. of FTE's for Volunteers Program	21	17	24	26
Internal Processes	**Provide for Safety and Welfare of San Antonio**					
	Actively address formal complaints	No. of Formal Complaints Processed[6]	295	315	238	267

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Employee Learning & Growth	**Improve Employee**					
	Continue employee training practices to insure compliance with changing technology and law enforcement practices	Total No. of Officers with Associate Degree or Greater[7]	902	907	911	921
		No. of Officers Trained in FERS (Field Officer Reporting System)[8]	2	1,755	1,130	2,004

EXPLANATORY INFORMATION

[1] FY 2004 numbers decreased for several reasons. Many of the participants were military reservists who were activated. Other conflicts included night school schedules, new employment and child illness.

[2] Cellular on Patrol goals are based on one class of 30 participants per quarter per substation. With four classes of 30 per substation that equates to 120 participants. With six substations that equates to 720.

[3] DWI numbers for October, November and December 2003 were 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. Additionally, FY 2004 and subsequent DWI grant totals are $555,556 versus the FY 2003 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.

[4] FY 2005 projection is based on actual calls expedited in FY 2004 with an increase projected due to the addition of 11 new expediter positions. The hiring process for the new positions was delayed until June 2005 and this is reflected in the FY 2005 projections.

[5] The data in the FY 2005 Revised Budget included only the number of cases cleared rather than a clearance rate.

[6] 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.

[7] This measure includes all college or university degrees, Associates, Bachelors, Masters and Ph.D.

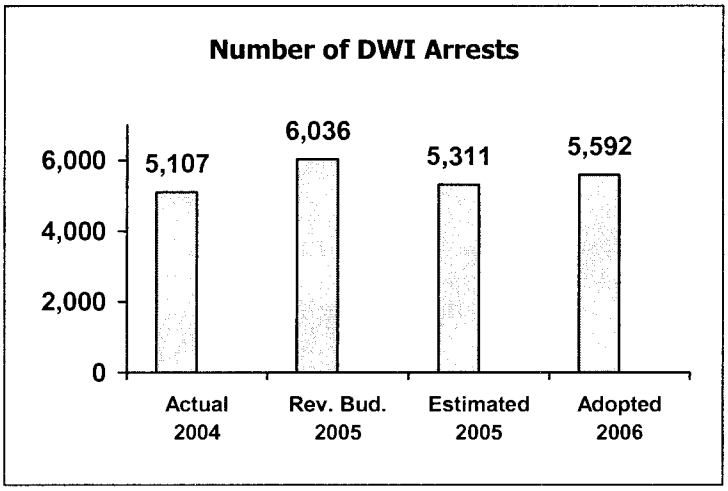
[8] Number for Actual FY 2004 indicated two initial personnel trained to test the system. Figure for FY 2006 is cumulative.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Police Department's FY 2006 Balanced Scorecard.

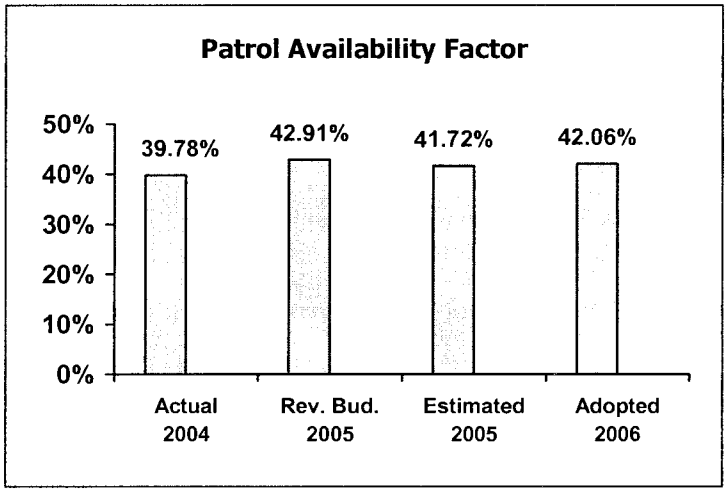
DWI Arrests

This graph shows the number of DWI arrests made by the San Antonio Police Department. FY 2005 arrests were projected to decrease due to the DWI Selective Traffic Enforcement Program starting later in the fiscal year. The FY 2006 projection is higher due to the program starting at the beginning of FY 2006.



Patrol Officer Availability

Patrol Availability measures the actual time a patrol officer is available to patrol within the community. This does not include the time needed for an officer to respond to calls for service or to perform administrative duties.



PROGRAM CHANGES

- **IMPROVEMENTS** **$695,477**

POLICE HELICOPTER

The Police Department maintains four Police Patrol Helicopters. This ***improvement*** will provide funding for the replacement of the fourth Police Patrol Helicopter that crashed at Stinson Field during a training maneuver in January 2005. The replacement of the fourth helicopter will be necessary to reduce the likelihood of not having a helicopter available during maintenance down time. Generally, one helicopter is not available for use at any given time and on occasion, based on needs, usage and inspections/maintenance other units may be grounded as well. This improvement will allow a helicopter to be available at all times, thus allowing the Police Department to have a helicopter available 24 hours a day, 7 days a week.

PROGRAM CHANGES CONTINUED

Each year the San Antonio Police Department Helicopter Unit logs over 2,000 hours of flight time. The 2,000+ hours of flight time for the year will be spread over four helicopters as opposed to three. Therefore, helicopter parts that are life-limited would be spread out over a longer period of time resulting in lower maintenance costs each year. In addition, one helicopter is usually needed to conduct training exercises with officers. The availability of a fourth helicopter would prevent the need to take a helicopter off-line to use for training purposes.

Recently the insurance settlement of $563,333 was received for the helicopter that crashed at Stinson Field. However, the latest estimate to replace the aircraft is $863,894. After accounting for the insurance settlement, an additional $300,561 is still required. This improvement will redirect $107,000 in maintenance savings from the Police Department budget towards the replacement of the fourth helicopter. This improvement will also provide the $193,561 needed to replace the crashed aircraft for a total of $300,561 in FY 2006.

ADD SIX POLICE OFFICERS

This ***improvement*** will add a total of six new police officers that will be strategically placed within the City. Assuming the addition of the new police officers start the Police Academy on October 17, 2005, the total FY 2006 cost for this improvement will be $321,952. The FY 2007 cost of this improvement will be $408,814.

Along with the FY 2006 Budget recommendation to add six patrol officers, the Temporary Crime Control and Prevention District (CCPD) Board proposed to fund additional SAFFE Officers for the San Antonio Police Department should the voters approve the District. San Antonio Fear Free Environment—SAFFE—Officers are assigned to specific areas or neighborhoods within the City and work closely with both residents and the district patrol officers also assigned to those areas. SAFFE officers establish and maintain day-to-day interaction with residents and businesses within their assigned beats in order to prevent crimes before they happen. Currently, there are 13 SAFFE Officers assigned to each of the six police substations throughout the City for a total of 78 SAFFE Officers. If voters do not approve the CCPD, the Police Officers positions within the FY 2006 proposed improvement described above could be converted to SAFEE Officers in FY 2006.

MAINTAINING PATROL AVAILABILITY

This ***improvement*** will increase the use of civilian employees performing administrative duties while redirecting sworn officers to the field. The purpose of this improvement will be to utilize sworn staff from administrative positions to assist with traditional police activities. An analysis was conducted by the Police Department and it was determined civilian staff could do the same duties as sworn staff in administrative positions.

The re-estimated Patrol Availability Factor for FY 2005 is 41.72%. This improvement will maintain the Patrol Availability Factor. This improvement will redirect three Sergeants, three Detective-Investigators, and two Patrol Officers out into the field and replace them with civilian staff. The total cost of this improvement will be $179,964 for FY 2006. These funds are available through the Police Department's current operating budget.

- **MANDATES** **$9,405,427**

POLICE CONTRACT

This ***mandate*** reflects the incremental added costs of the current collective bargaining agreement with the San Antonio Police Officers Association (SAPOA). The incremental added cost for FY 2006 is $8,636,409. This mandate covers increases in salaries, overtime, supplemental health benefits, pre-paid health insurance, police bonus day buyback, certification pay, and education pay as required by the Collective Bargaining Agreement set to expire on September 30, 2006.

PROGRAM CHANGES CONTINUED

REGIONAL AUTO CRIMES TEAM (ReACT) GRANT MATCH

The Regional Auto Crimes Team (ReACT) program was established to perform proactive auto theft prevention programs such as conducting salvage inspections, surveillance of high auto theft and recovery areas, and giving seminars to civil groups on auto theft prevention. The base budget cash match for this project is $451,634. This ***mandate*** will cover the incremental increase of the base cash match in the amount of $46,384 for FY 2006 and addresses the increased costs for City personnel and lease charges.

THREE YEAR ANNEXATION

This ***mandate*** incorporates the projected cost of providing an additional police officer associated with areas proposed to be annexed by the city in FY 2006. This mandate will cost $33,823 in FY 2006 and $67,488 in FY 2007.

BUILDING SECURITY SYSTEM MAINTENANCE

This ***mandate*** is for the maintenance costs of the digital badge and access control system for the Information Technology Services, International Relations, Fire, Housing and Community Development, and Asset Management departments. The total maintenance cost for FY 2006 is $45,993. The remaining years of the contract life carry an incremental cost increase of $2,499 for FY 2007, and $2,624 for FY 2008 upon which the contract may be renewed.

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 and $96 per year in longevity pay each year that is not a multiple of five. The estimated incremental increase for this mandate in FY 2006 for all uniform employees in the Police Department totals $642,818.

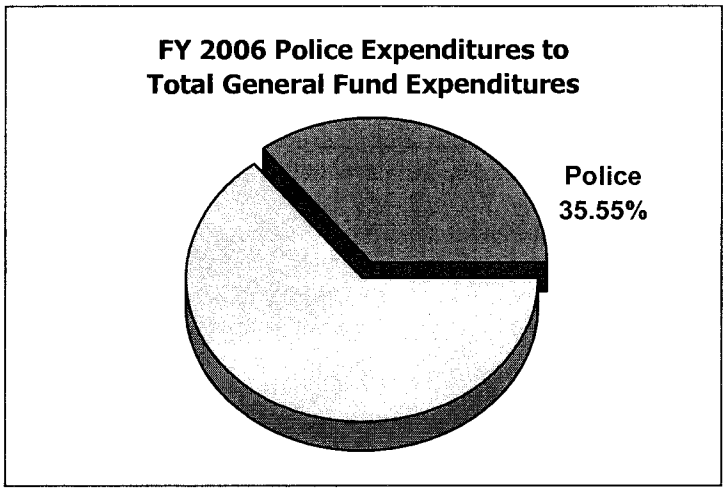
GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$200,746,040	$209,586,095	$209,577,385	$219,239,456
CONTRACTUAL SERVICES	25,124,300	8,392,597	8,157,916	8,216,513
COMMODITIES	4,772,621	2,240,311	2,668,706	2,323,515
SELF INSURANCE/OTHER	1,541,365	25,670,078	25,212,841	28,708,653
CAPITAL OUTLAY	1,383	1,436	1,436	332,039
TOTAL EXPENDITURES	**$232,185,709**	**$245,890,517**	**$245,618,284**	**$258,820,176**
AUTHORIZED POSITIONS	**2,837**	**2,862**	**2,862**	**2,607**
FULL-TIME EQUIVALENTS	**2,700.79**	**2,726.32**	**2,726.32**	**2,606.00**

EXPENDITURES CONTINUED

FY 2006 Police General Fund Expenditures

The total General Fund expenditures for Police in FY 2006 are $258,820,176. This represents 35.55% of the total General Fund expenditures for the City of San Antonio.



CHILD SAFETY FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	N/A	N/A	N/A	$1,352,066
CONTRACTUAL SERVICES	N/A	N/A	N/A	3,454
COMMODITIES	N/A	N/A	N/A	33,049
SELF INSURANCE/OTHER	N/A	N/A	N/A	22,342
CAPITAL OUTLAY	N/A	N/A	N/A	0
TOTAL EXPENDITURES	**N/A**	**N/A**	**N/A**	**$1,410,911**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**	**262**
FULL-TIME EQUIVALENTS	**N/A**	**N/A**	**N/A**	**127.32**

In FY 2006, the San Antonio Police Department projects a total of $6,799,096 in grant funding with 37 authorized positions. Of the total, $2,705,391 will be Federally funded, $1,541,559 State funded, $514,233 City Cash Match, and $2,37,913 Other funds and In-Kind match. The 37 authorized positions are in the following grants: Bexar Metro 911 (5), Justice Assistance Grant (3), HIDTA Multi-Partnership Initiative (8), Project EASE (1), ReACT (11), and the HIDTA South Texas Intelligence Center (9).

Below is a comprehensive listing of the grants expected by the Police Department in FY 2006.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2006
Bexar Metro 911	$ -	$ -	$ -	$320,000	$320,000
Crisis Assistance Team Administration	-	50,000	-	12,500	62,500
Justice Assistance Grant	446,918	-	-	-	446,918
Local Law Enforcement Block Grant	333,785	-	-	37,087	370,872
Multi-Partnership Initiative (HIDTA)	1,268,988	-	-	-	1,268,988
Project EASE	-	91,559	-	22,890	114,449
Regional Auto Crimes Team (ReACT)	-	900,000	498,018	1,606,094	3,004,112
South Texas Intelligence Center (HIDTA)	655,700	-	-	-	655,700
TXDOT DWI Selective Traffic Enforcement Program	-	500,000	16,215	39,342	555,557
TOTAL	**$2,705,391**	**$1,541,559**	**$514,233**	**$2,037,913**	**$6,799,096**

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 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No. of Personnel	5	5	5
No. of Man-Hours	10,400	10,400	10,400
Output:			
1. Number of 911 calls	91,836	92,754	93,681
Efficiency:			
1. Avg. Number of 911 calls per call taker	18,367	18,550	18,736
Effectiveness:			
% Change in No. of 911 calls per call taker	2%	1%	1%

FUNDING BY SOURCE AND EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
OTHER – Bexar Metro 911	$319,924	$200,000	$320,000
TOTAL FUNDING	**$319,924**	**$200,000**	**$320,000**
EXPENDITURES			
PERSONAL SERVICES	$112,729	$183,760	$185,761
CONTRACTUAL SERVICES	$12,649	$15,240	$13,239
COMMODITIES	$6	$1,000	$1,000
CAPITAL OUTLAY	$1,256	-	$120,000
TOTAL EXPENDITURES	**$126,640**	**$200,000**	**$320,000**
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENTS	5.00	5.00	5.00

PROGRAM INFORMATION:

The Crisis Assistance Team Administration (CATA) will oversee 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 to be provided will include crisis intervention services to battered women and their children by a trained group of community volunteers. Two civilian positions, a Program Coordinator and an Assistant Program Coordinator, will be continued and paid from grant funds.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No. of Non-Sworn Personnel	2	2	2
Total No. of Man-Hours	4,160	4,160	4,160
Efficiency:			
Volunteers	93	101	110
Clients served	587	497	500
Volunteer Hours	7,680	9,807	10,000
Community Meetings	231	142	230
Effectiveness:			
Pct. Chg. In Volunteers	6%	9%	9%
Pct. Chg. In Clients served	5%	-15%	1%
Pct. Chg. In Volunteer Hours	0%	28%	2%
Pct. Chg. In Community Meetings	9%	-39%	62%

EXPLANATORY INFORMATION

Decline in FY05 is due to vacancy of Assistant Program Coordinator position. This position was vacant for six months due to delay in approval to fill position.

FUNDING BY SOURCE AND EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Office of the Governor, CJ Division	$79,759	$80,000	$50,000
CITY – General Fund Cash Match	$7,949	$7,401	-
OTHER – In- Kind Match	$18,650	$19,260	$12,500
TOTAL FUNDING	**$106,358**	**$106,661**	**$62,500**
EXPENDITURES			
PERSONAL SERVICES	$88,088	$78,869	$43,440
CONTRACTUAL SERVICES	$643	$5,604	$4,160
COMMODITIES	$502	$658	$2,400
CAPITAL OUTLAY	$1,725	$2,270	-
TOTAL EXPENDITURES	**$90,958**	**$8,7401**	**$50,000**
AUTHORIZED POSITIONS	2	2	1
FULL-TIME EQUIVALENTS	2.00	2.00	1.00

PROGRAM INFORMATION:

This Justice Assistance Grant (JAG) will fund one (1) Sergeant and two (2) Detective Investigator positions to investigate severe sexual assault/physical abuse cases involving children. These positions are part of a multidisciplinary team composed of personnel from the Texas Department of Family and Protective Services, the Bexar County's Sheriff's Office, the District Attorney's Office, Christus Santa Rosa Children's Hospital, and the Alamo Children's Advocacy Center. The purpose is to expand the existing efforts of law enforcement, child protective services, prosecutors, medical professionals, and non-profit organizations to improve investigations, treatment, management and prosecution of sexual and physical child abuse cases and reduce the number of interviews required of a child victim minimizing the negative impact of the investigation and the re-victimization of the child. The grant start date will be determined when the grant is awarded.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No. of Sworn Personnel – Supervisory	N/A	N/A	1
No. of Sworn Personnel – Non Supervisory	N/A	N/A	2
Total Man-Hours	N/A	N/A	5,112
Output:			
No. of Cases Investigated	N/A	N/A	240
No. of Cases Cleared	N/A	N/A	180
Efficiency:			
Avg. No. of Cases Investigated per Detective	N/A	N/A	120
Avg. No. of Cases Cleared per Detective	N/A	N/A	90
Effectiveness:			
% Change in No. of Cases Investigated per Detective	N/A	N/A	N/A
% Change in No. of Cases Cleared per Detective	N/A	N/A	N/A

EXPLANATORY INFORMATION

This is a new grant so there are no prior years' performance measures.

FUNDING BY SOURCE AND EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Justice Assistance Grant	N/A	N/A	$446,918
TOTAL FUNDING	**N/A**	**N/A**	**$446,918**
EXPENDITURES			
PERSONAL SERVICES	N/A	N/A	$390,312
CONTRACTUAL SERVICES	N/A	N/A	11,119
COMMODITIES	N/A	N/A	4,762
SELF INSURANCE/OTHER EXPENDITURES	N/A	N/A	7,335
CAPITAL OUTLAY	N/A	N/A	33,390
TOTAL EXPENDITURES	**N/A**	**N/A**	**$446,918**
	N/A	N/A	3
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENTS	N/A	N/A	3.00

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 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" by a consultant's analysis of traffic stop data collected by the Police Department.

FUNDING BY SOURCE AND EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Bureau of Justice Assistance	N/A	$333,785	$333,785
OTHER – Confiscated Property Fund Cash Contribution	N/A	$ 37,087	$ 37,087
TOTAL FUNDING	**N/A**	**$370,872**	**$370,872**
EXPENDITURES			
PERSONAL SERVICES	N/A	$ 37,658	$ 46,614
SELF INSURANCE/OTHER EXPENDITURES	N/A	$ 7,148	$ 19,452
CAPITAL OUTLAY	N/A	-	$260,000
TOTAL EXPENDITURES	**N/A**	**$ 44,806**	**$326,066**
AUTHORIZED POSITIONS	N/A	-	-
FULL-TIME EQUIVALENTS	N/A	0.00	0.00

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, through December 31.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No of Sworn Supervisory Personnel	2	2	2
No. of Sworn Personnel	7	6	4
No. of Non-Sworn Personnel	2	2	2
Total No. of Man-Hours	19,496	17,792	14,384
Output: (In Thousands)			
Retail Value of Narcotics Seized	$11,636	$12,189	$10,361
Dollar Value of Assets/Holding Seized	$ 384	$ 442	$ 427
Efficiency:			
Avg. Retail Value of Narcotics Seized per Officer	$1,293	$1,524	$1,727
Avg. Dollar Value of Assets/Holdings Seized per Officer	$ 43	$ 55	$ 71
Effectiveness:			
% Change of Retail Value of Narcotics Seized	-41%	5%	-15%
% Change of Dollar Value of Assets/Holdings Seized	-35%	15%	-3%

EXPLANATORY INFORMATION

The retail value of narcotics seized and the dollar value of assets/holdings seized decreased during FY2003-2004 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. They 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 will lose two (2) sworn personnel positions due to HIDTA budget constraints in FY 2005-2006.

FUNDING BY SOURCE AND EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Office of National Drug Control Policy	$1,316,755	$1,362,220	$1,268,988
TOTAL FUNDING	**$1,316,755**	**$1,362,220**	**$1,268,988**
EXPENDITURES			
PERSONAL SERVICES	$ 842,643	$ 942,483	$ 695,866
CONTRACTUAL SERVICES	357,500	358,238	494,945
COMMODITIES	1,200	-	5,397
SCHEDULED ITEMS	115,412	61,499	72,780
TOTAL EXPENDITURES	**$1,316,755**	**$1,362,220**	**$1,268,988**
AUTHORIZED POSITIONS	11	10	8
FULL-TIME EQUIVALENTS	11.00	10.00	8.00

PROGRAM INFORMATION:

Project Educate, Assess, Serve and Empower (EASE) utilizes professional contractors, supervised by a grant funded Program Coordinator to provide services to victims of violent crime that are deaf. Grant funds will also be used for professional translation services, community outreach and education programs, the purchase of office and project supplies, training for project personnel and support of existing computer equipment. This grant's period is from July 1, 2005 through June 30, 2006.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No. of Non-Sworn Personnel	-	-	1
Total No. of Man-Hours	-	-	2,080
Efficiency:			
Number of Victims Served	16	58	100
Effectiveness:			
Pct. Chg. In Number of Victims Served	78%	263%	72%

EXPLANATORY INFORMATION

Increase in efficiency between FY04 and FY05 was due to a change of scope in the grant program which allowed for expanded efforts in identifying and assisting clients.

FUNDING BY SOURCE AND EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Office of the Governor, CJ Division	$60,910	$68,635	$91,559
CITY – In- Kind Match	$15,978	$17,159	$22,890
TOTAL FUNDING	**$76,888**	**$85,794**	**$114,449**
EXPENDITURES			
PERSONAL SERVICES	-	-	$43,597
CONTRACTUAL SERVICES	$7,764	$54,830	$39,370
COMMODITIES	$4,661	$2,000	$1,500
CAPITAL OUTLAY	$2,340	$11,805	$7,092
TOTAL EXPENDITURES	**$14,765**	**$68,635**	**$91,559**
AUTHORIZED POSITIONS	-	-	1
FULL-TIME EQUIVALENTS	-	-	1.00

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, to August 31.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No. of Sworn Staff[1]	12	9	9
No. of Civilian Staff[1]	3	2	2
Total No. of Man-Hours	26,820	19,496	19,496
Output:			
No. of Vehicles Reported Stolen (City wide)	5,833	5,422	5,475
No. of Vehicles Recovered (ReACT Task Force)	496	521	526
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	-11%	-7%	1%
% Change in Vehicle Recovered	-21%[1]	5%	1%

EXPLANATORY INFORMATION

[1] In FY2003-2004 three (3) Detective Investigators and a Senior Crime Analyst position were eliminated as a result of reduced funding from grantor.

FUNDING BY SOURCE AND EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY - City General Fund Cash Match	$ 451,634	$ 451,634	$ 498,018
CITY – In-Kind Contribution	1,119,631	1,171,982	1,192,402
STATE - Automobile Theft Prevention Authority (ATPA)	826,274	848,756	900,000
OTHER - In-Kind Contribution (DPS, BCSO, NICB)	396,171	410,069	413,692
OTHER – Confiscated Property Cash Match)	11,347	-	-
TOTAL FUNDING	**$2,805,057**	**$2,882,441**	**$3,004,112**
EXPENDITURES			
PERSONAL SERVICES	$2,036,115	$2,469,135	$2,536,164
CONTRACTUAL SERVICES	575,243	286,947	297,407
COMMODITIES	30,944	13,522	16,023
SELF INSURANCE/OTHER EXPENDITURES	162,755	86,120	140,123
CAPITAL OUTLAY	-	26,717	14,395
TOTAL EXPENDITURES	**$2,805,057**	**$2,882,441**	**$3,004,112**
AUTHORIZED POSITIONS	15	11	11
FULL-TIME EQUIVALENTS	15.00	11.00	11.00

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, through December 31.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
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	588	623	679
No. of Deconfliction Cases Requiring Support	5,365	5,767	6,084
No. of Inquiries	36,275	37,091	38,574
Efficiency:			
Avg. No. of Analytical Cases Requiring Support	65	69	75
Avg. No. of Deconfliction Cases Requiring Support	596	641	676
Avg. No. of Inquires	4,031	4,121	4,288
Effectiveness:			
% Change in No. of Analytical Cases Requiring Support	8%	6%	9%
% Change in No. of Deconfliction Cases Requiring Support	7%	8%	6%
% Change in No. of Inquires	2%	2%	4%

EXPLANATORY INFORMATION

Requests for support from HIDTA agencies throughout the region are increasing each year.

FUNDING BY SOURCE AND EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Office of National Drug Control Policy	$657,313	$657,827	$655,700
TOTAL FUNDING	**$657,313**	**$657,827**	**$655,700**
EXPENDITURES			
PERSONAL SERVICES	$312,162	$362,916	$380,553
CONTRACTUAL SERVICES	194,415	192,576	156,913
COMMODITIES	33,145	30,745	53,541
SELF INSURANCE/OTHER EXPENDITURES	117,591	71,590	55,125
CAPITAL OUTLAY	-	-	9,568
TOTAL EXPENDITURES	**$657,313**	**$657,827**	**$655,700**
	9	9	9
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENTS	9.00	9.00	9.00

PROGRAM INFORMATION:

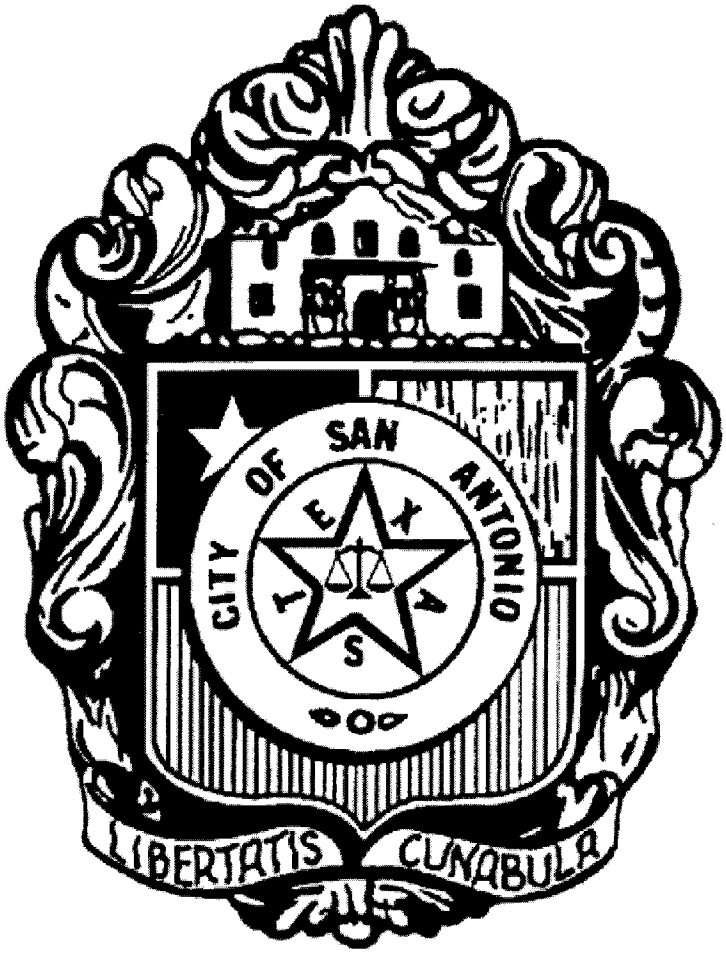
The grant will provide funding to continue the DWI STEP, which expands the Police Department's efforts at combating the incidence of DWI, as well as DWI-related accidents. Activity will be conducted with existing officers assigned to the program on an overtime basis and will be funded by the grant. The fifth year in-kind match ($39,342) will fund operational costs of vehicles as well as fringe benefit expenditures, and the cash match ($16,215) will fund officer overtime salaries to expand the program. Prior year funding from TxDOT has been consistent at $500,000 per year with a 10% match requirement.

PERFORMANCE MEASURES

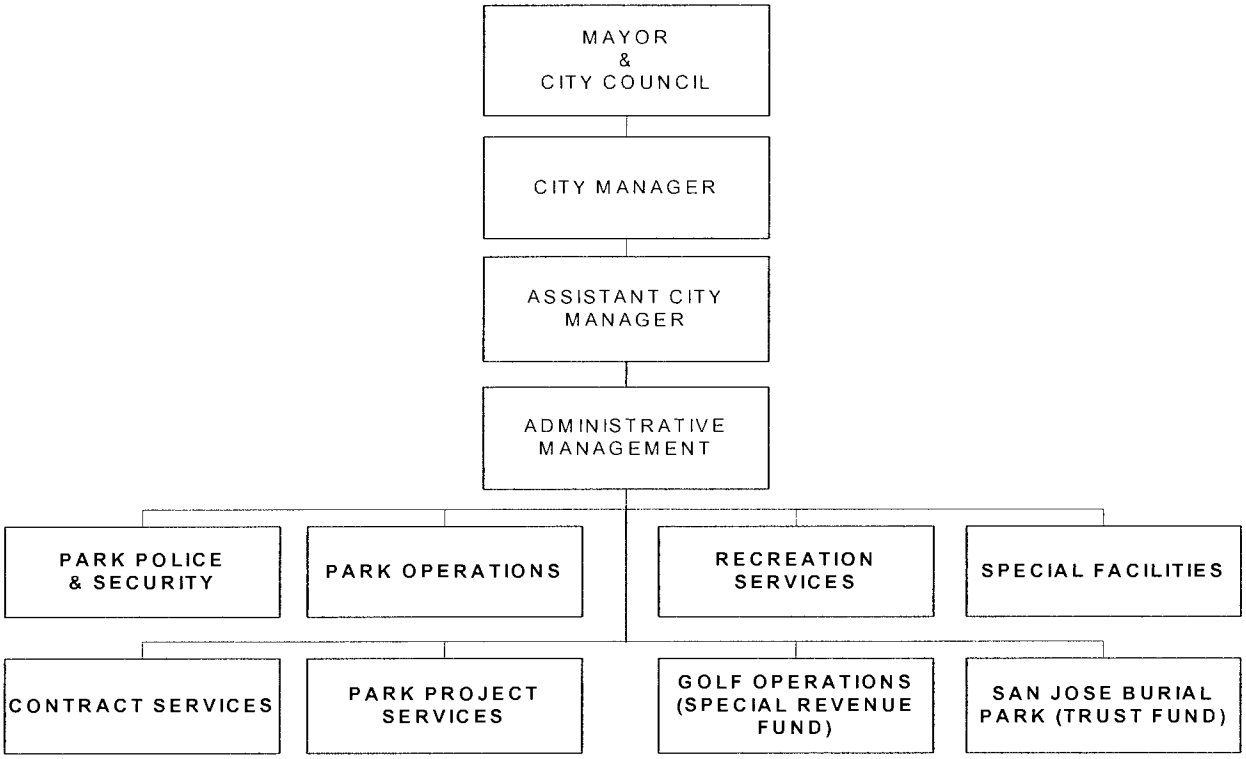
	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No. of Sworn Hours	11,525	11,525	11,525
No. of Supervisory Hours	1,360	1,360	1,360
Output:			
No. of DWI Arrests	1,764	1,850	1,958
Efficiency:			
No. of Hours per DWI Arrest	6	6	6

FUNDING BY SOURCE AND EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Texas Department of Transportation	$500,000	$500,000	$500,000
CITY – Cash Match	$16,116	$16,116	$16,215
OTHER - In-Kind Match	$39,440	$39,440	$39,342
TOTAL FUNDING	**$555,556**	**$555,556**	**$555,557**
EXPENDITURES			
PERSONAL SERVICES	$516,223	$516,116	$516,215
COMMODITIES	$39,440	$39,440	$39,342
TOTAL EXPENDITURES	**$555,663**	**$555,556**	**$555,557**
AUTHORIZED POSITIONS	-	-	-
FULL-TIME EQUIVALENTS	-	-	-


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

PARKS & RECREATION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	893.05	$56,107,108
Golf Operations Special Revenue Fund	93.80	6,472,742
San Jose Burial Park (Trust Fund)	9.00	448,267
Categorical Grants	1.00	821,690
Recreation Athletics Special Revenue Fund	24.50	738,827
Parks Expansion O&M Fund 2000	0.00	11,265,744
Parks Expansion O&M Fund 2005	0.00	20,407,284
Capital Projects	0.00	67,277,000
Total Funding	**1,021.35**	**$162,813,640**

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 visitor 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, Market Square, historic facilities, and downtown improvements.

GOALS & OBJECTIVES

- Plan, develop and sustain a diversified, balanced and well-conditioned citywide system of public parks and recreation facilities.
  - Continue implementation of the Parks and Recreation Strategic System Plan through the public input process.
  - Renovate, acquire and develop park and recreation facilities through bond programs, CDBG, donations, grants, sales tax initiatives, 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 1999 and 2003 Parks Improvement Bond Program to include coordination and partnerships with other City departments, i.e., Library, Public Works.
  - Coordinate completion of the sales tax and Park Bond initiatives to acquire land over the Edwards Aquifer Recharge Zone and along Leon and Salado Creeks, and the Medina and San Antonio Rivers, and appropriately develop, maintain and secure these sites.
  - Effectively utilize and monitor the Unified Development Code Parkland Dedication Ordinance to ensure the availability of neighborhood parks where development is occurring.
  - 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.
- Ensure equitable access and maximize usage of park and recreation facilities.
  - Assure a city-wide park system that is accessible to everyone regardless of location, physical ability, or income level, specifically addressing underserved areas.
  - Rehabilitate and upgrade existing facilities that are not in compliance with current Americans with Disabilities Act (ADA) standards to ensure accessibility to all citizens.
  - Enhance recreation programs for special populations.
  - Enhance marketing efforts by providing easily accessible information to the public regarding the facilities and programs offered and provide convenient citizen access to the Parks and Recreation reservation system and to include utilization of the City's Community Link Centers.
  - Maximize on-line reservation systems to facilitate customer access and maximize facility usage.
  - Develop an annual customer survey for Parks and Recreational facilities and programs to determine community needs.

GOALS & OBJECTIVES CONTINUED

- 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.
- Ensure that municipal parks and recreation facilities are safe for all users.
  - 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 Park Police skills by providing increased training.
  - 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, permits 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 and permit 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 visitor 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 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, HemisFair Park, 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.
  - Develop and promote eco-tourism opportunities at natural areas, creek and river corridors, in conjunction with other agencies, i.e., Audubon Society, Texas Parks and Wildlife, San Antonio River Authority, etc.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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]	1,348,355	1,075,000	1,500,000	1,750,000
		Total Park/Facility Reservations and Percentage of Reservations Made at Community Link Centers	14,239 48%	13,700 50%	14,400 53%	14,600 55%
	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	198/75	205/76	203/75	221/77
		Total Park Acreage[2]	15,600	16,262	16,635	18,748
	To implement quality enhancements to the After School Challenge Program	Avg. Daily Attendance per After School Challenge Site (131 sites)[3]	94	95	97	100
		% of School Days After School Challenge Program Operates (per site average)	86% (153/177)	86% (153/177)	84% (149/177)	86% (153/177)
		% of Parental Survey Results Reflecting Satisfaction with Program[4]	89%	90%	94%	92%
	Strengthen Convention/Tourist Industry					
	To enhance the City's prominence as a major tourist destination	Revenue from Visitor Industry Associated Facilities/Contracts[5]	$7,132,699	$5,711,594	$6,610,436	$6,616,325
		Departmental Visitor Facilities' Ticketed Attendance[6]	1,819,339	1,580,500	1,823,604	1,837,768
	Improve Environmental Efforts					
	To coordinate Sales Tax and Park Bond initiatives to acquire/manage land over the Edwards Aquifer and along Creekways	Edwards Aquifer Acreage/Acres Maintained per Field Employee	6,063/ 3,032	6,715/ 610	6,537/ 654	7,387/ 739
		Creekway Miles/Miles per Field Employee[7]	12/.85	14/.85	14/1.00	14/1.00

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Financial	**Provide Accountability to the Public**					
	To continue to ensure the financial and operational compliance of contractual obligations	No. of Contracts Monitored	506	540	512	517
		% of Revenue Contracts in Arrears	6.6%	2.0%	2.4%	2.0%
	Complete the Capital Improvements Projects (CIP) Program	No. of Projects Monitored per Project Manager	23	25	26	20
	Leverage Other Funding Sources					
	To increase park maintenance through community partnerships with individuals, corporations and government agencies	Dollar Value of Restitution/Volunteer Program (in millions)[8]	$2.68	$2.62	$2.41	$2.53
Internal Processes	**Maintain Existing Infrastructure**					
	To enhance automated systems in order to quantify and qualify job tasks and specific job costs	No. of High Priority Work Orders Generated/ % Completed on Schedule[9]	7,079/ 90%	7,310/ 88%	7,787/ 90 %	8,176/ 90%
	To abate graffiti from department facilities and public and private property in the immediate vicinity of targeted areas	Square Footage of Graffiti Abated	781,347	630,000	710,315	745,831
	To ensure the rehabilitation and maintenance of the Riverwalk	River Walk (Riverbend) Capital Improvement Fund Expenditures	$0	$700,000	$169,617	$800,000
Employee Learning & Growth	**Improve Employee Services**					
	To enhance Park Police skills by providing increased training	Park Police Academy Completion Rate (percentage)	78%	90%	94%	90%
	To ensure a trained and competent workforce	% of Eligible Employees Receiving Certification Pay (pilot program)	N/A	10%	7%	12%

EXPLANATORY INFORMATION

1 Increase in website hits 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 Edwards acreage of 6,063 and Linear Creekways acreage of 171 in Actual FY 2004; Edwards acreage of 6,537 and Linear Creekways acreage of 1,833 in Estimated FY 2005; and Edwards acreage of 7,387 and Linear Creekways acreage of 1,103 in Proposed FY 2006.

3 Reduction in Average Daily Attendance in Actual FY 2004 is due to second year of $5 supply fee charged to participants.

4 Survey is administered one time per year.

EXPLANATORY INFORMATION CONTINUED

[5] Revenue from facilities and contracts includes Spanish Governor's Palace, Botanical Garden, Tower of the Americas, Market Square, La Villita, and river barge.

[6] Departmental Tourist Facilities with tickets sold includes Tower of the Americas, Spanish Governor's Palace and Botanical Gardens and river barge; it excludes La Villita, River Walk, Market Square and leases/concessions. Decrease in attendance is due to the Tower's closure for renovations during the last four months of FY 2005. Due to the private operation of the Tower in FY 2006, attendance figures for FY 2006 are budgeted at the FY 2005 level of 237,618.

[7] Includes Leon Creek, Salado Creek and Medina River

[8] Actual FY 2004 = 209,432 hours worked @ $8.75/hr x 46.29% fringe benefits = $12.80/hr; Estimated FY 2005 = 188,281 hours @ $12.80/hr; Proposed FY 2006 = 197,656 hours @ $12.80/hr. Reduction in Estimated FY 2005 is due to decreased corporate participation in the Volunteer Program and the economy. In addition, Municipal Courts is now allowing restitution workers to choose the agency where they will perform their community service, thus reducing the number of clients.

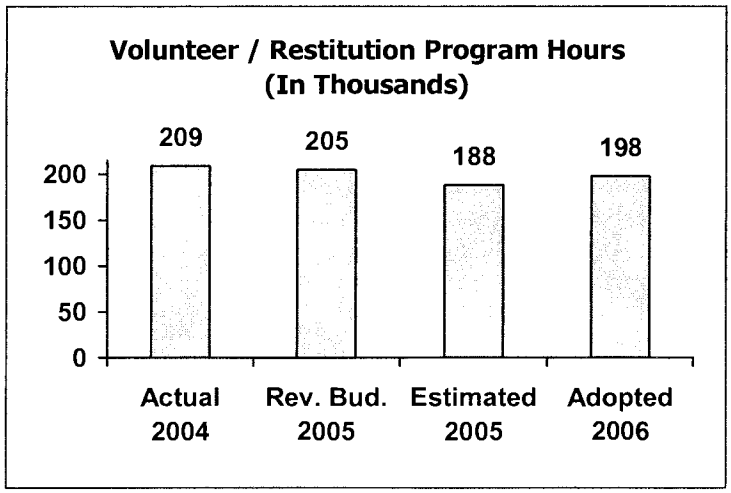
[9] High priority work orders: Priority I situations affecting public safety, public health, facility security, and interruption of departmental programs (response within 24 hours), and Priority II situations which are non-public safety and public health situations that compromise our ability to perform the facility's primary function (response within 5 work days).

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Parks & Recreation's FY 2006 Balanced Scorecard.

Volunteer Hours

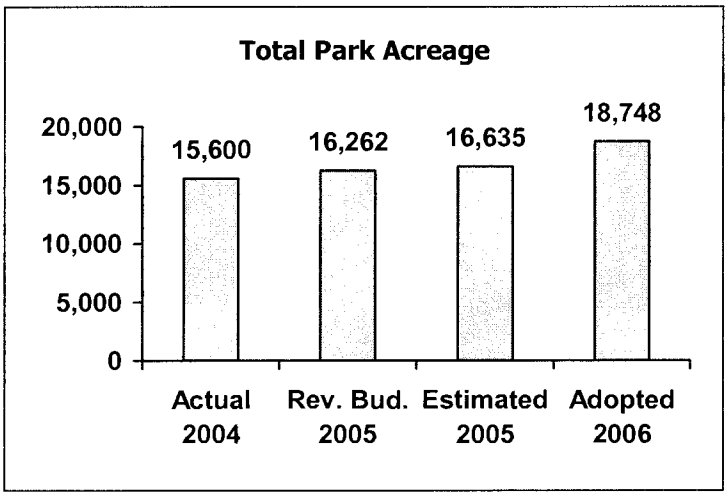
The reduction in Estimated FY 2005 program hours is due to decreased corporate participation in the Volunteer Program as well as the economy. In addition, Municipal Courts is now allowing restitution workers to choose the agency where they will perform their community service, thus reducing the number of clients.



PERFORMANCE MEASURE HIGHLIGHTS CONTINUED

Total Park Acreage

Park acreage includes land acquired through bond programs, CDBG funding, donations, grants and parkland dedications. Much of the acreage is acquired through the 2000 Proposition 3 program and the 2005 Propositions 1 and 2 programs. These programs include land acquisition over the Edwards Aquifer as well as Linear Creekways in and around the city. In the FY 2006 Budget, the City will hold 18,748 total acres of land, with almost 8,500 of that total associated with the Edwards Aquifer and Linear Creekways.



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$384,468**

AFTER SCHOOL ACTIVITIES ENHANCEMENT

The Parks and Recreation department offers numerous recreation opportunities to San Antonio's youth through 26 community centers throughout the City. These activities include various sports, arts and crafts, games and social events. Currently, the community centers offer only drop-in activities for the participants. The total amount for this redirection is $217,815. Under the proposed enhancement, the community centers will offer a more structured and supervised after-school activities program from 3:30 pm to 6:00 pm on Monday through Friday.

The funding for this enhancement will be redirected from within the Parks and Recreation Department's current budget. These funds will be used to increase the hours for part-time staff from 20 per week to 28 per week as well as to hire temporary staff during the core program hours to implement more structure and supervised activities. These activities will include organized sports, crafts, games, holiday and theme activities as well as other indoor/outdoor activities. Temporary staff will be hired to visit each of the 26 community centers once each week during the after school hours to offer enrichment services to include science, fine arts and math-related activities. This ***redirection*** will also include funding for additional supplies for community centers to augment the after-school activities.

ELIMINATE NINE VACANT POSITIONS AND REDIRECT CONTRACT MOWING

This ***reduction*** will result in a net savings of $6,750. Horticulture Services North, South and San Pedro/Wood grounds crews are responsible for the mowing and trimming in parks and around various amenities, including playgrounds, benches and picnic units. This reduction will eliminate nine vacant full-time positions currently assigned to mowing and trimming operations. Three of the positions are Equipment Operator I's, two of the positions are Equipment Operator II's. The remaining four positions are Maintenance Workers. To maintain the current level of mowing services, the amount of contractual mowing will increase by 319 acres.

PROGRAM CHANGES CONTINUED

ELIMINATE SIX VACANT POSITIONS AND REDIRECT BULK MOWING

This ***reduction*** will result in a net savings of $78,420. Horticulture Services North, South and San Pedro/Woodlawn grounds crews are responsible for the bulk mowing of open areas with low maintenance requirements. This reduction will eliminate six full time positions currently assigned to mowing operations. Two of the positions are Equipment Operator I's, two of the positions are Equipment Operator II's and the remaining two positions are Maintenance Workers. This will increase the amount of contracted bulk mowing from 840 acres to approximately 1,140 acres, an increase of 36 percent. This will reduce the cost of mowing to the city as well as free up staff to focus on other horticulture duties.

ELIMINATE EIGHT VACANT POSITIONS AND REDIRECT RIVERWALK CLEANING

This ***reduction*** will result in a net savings of $81,483. River Operations is currently assigned to landscaping and sidewalk cleaning along the River Walk. The reduction will eliminate eight full time vacant positions, including one Landscape Construction Supervisor, one Maintenance Crew Leader, and six Maintenance Workers. Contractual River Walk maintenance will allow remaining staff to place more priority on horticultural duties.

- **IMPROVEMENTS** **$500,000**

PARKS BEAUTIFICATION

This ***improvement***, totaling $500,000 in recurring funds, will increase funding for parks improvements and beautification. These improvements include adding irrigation systems to various parks, implementing urban tree planting programs throughout the city as well as other improvements.

- **MANDATES** **$848,954**

2003 BOND PROGRAM - OPEN SPRING TIME SWIMMING POOL

This ***mandate,*** totaling $62,912 in FY 2006, will provide the funding necessary to provide lifeguard services for the Spring Time Outdoor Swimming Pool for the 2006 summer swim season. The acquisition and rehabilitation of the existing pool was funded through the 2003 Bond Program. The rehabilitation included improvements to the existing pool structure and decking and mechanical systems, and construction of new park restrooms/locker room and other general park improvements. The rehabilitation of the pool adds eight temporary services positions, including six Lifeguards, one Pool Supervisor and one Pool Attendant. The mandate also includes utility expenses and one-time costs associated with building and pool maintenance with no expected incremental cost in FY 2007.

FOX PARK PROPERTIES & HAUSMAN ROAD MAINTENANCE

This ***mandate***, totaling $79,120 in FY 2006, will provide funding for contractual mowing and trimming of the recent acquisitions of property on Hausman Road and the Fox Park properties. The property on Hausman road is adjacent to the existing park/library site. In FY 2005, the Department also acquired 188 flood-plain properties for a total acquisition of 158 acres. This is a recurring cost in FY 2007.

PARK POLICE OFFICERS / OUTER DISTRICTS

This ***mandate***, totaling $40,347 in FY2006, will add one Park Police Officer position for FY 2006 to effectively patrol new and expanded parkland and facilities located outside of San Antonio's downtown area. Many of these park lands have been acquired as part of the 2003 Bond Program. This mandate will have an incremental cost of $7,100 in FY 2007.

PROGRAM CHANGES CONTINUED

SPORTS FIELD MAINTENANCE

This ***mandate***, totaling $420,161 in FY 2006, will provide for the overall maintenance of 47 newly acquired sports fields. Some of these fields include Olmos Basin, Monterrey, Millers Pond, Flores, and Forge Park. Also included in these parks are Pearsall, Oscar Perez and the Regional Youth Sports Facility, among others. The Parks and Recreation Department will be required to provide field maintenance, irrigation, electrical repairs and sanitation support for these fields. Field maintenance will include contract mowing once per week plus one agronomy crew every 60 acres. New positions include two Maintenance Workers and two Landscape Irrigators. In FY 2007, there will be an incremental cost of $22,332.

AQUIFER PROTECTION / LINEAR PARKWAY PARK POLICE

This ***mandate***, totaling $33,935 in FY 2006, will provide funding for one park police officer in FY 2006 due to increases in park acreage to be acquired under the Proposition 1 and 2 Programs. The increase in sales tax will be utilized for the acquisition of property for a conservation easement or open-space preservation program intended to protect water in the Edwards Aquifer. Funds will also be used for the acquisition of open space and linear parks along Leon and Salado Creeks and the Medina and San Antonio Rivers. The Park Police will be funded to ensure safety and security to the acquired parks. The mandate includes $4,370 in one-time costs in FY 2006 with an incremental cost of $24,828 in FY 2007.

AQUIFER PROTECTION / LINEAR PARKWAY MAINTENANCE

This ***mandate***, totaling $212,479 in FY 2006, will provide for the maintenance of property to be acquired with sales tax money associated with the 2005 voter-approved Proposition 1 and 2 Edwards Aquifer Recharge Protection/Linear Parkway Development. Funding for this mandate in FY 2006 will provide for two Maintenance Workers, one Park Naturalist, one park Maintenance Crew Leader and equipment. Funding will include $90,000 in one-time costs. These developed and undeveloped parks will require basic security and management of the properties as required by the City Council-adopted "Land Use and Management Planning Guidelines for Natural Areas." Mandate projections are based upon the FY 2006 acquisition of 850 undeveloped acres. In FY 2007, there will be an incremental cost of $33,571.

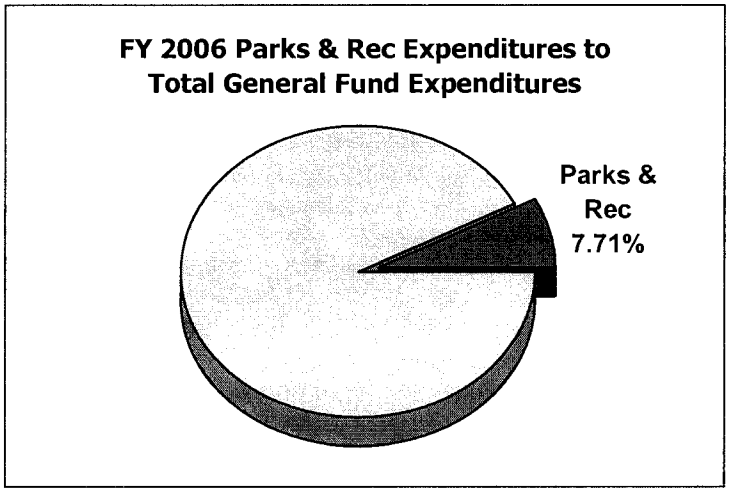
GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$29,174,981	$36,568,570	$35,258,383	$38,527,672
CONTRACTUAL SERVICES	12,507,639	3,613,750	3,762,265	4,850,128
COMMODITIES	2,780,040	2,464,848	2,445,430	2,861,420
SELF INSURANCE/OTHER	717,664	9,032,465	8,724,879	9,736,468
CAPITAL OUTLAY	19,318	230,862	502,278	131,420
TOTAL EXPENDITURES	**$45,199,642**	**$51,910,495**	**$50,693,235**	**$56,107,108**
AUTHORIZED POSITIONS	**974**	**973**	**973**	**947**
FULL-TIME EQUIVALENTS	**105.00**	**919.05**	**919.05**	**893.05**

EXPENDITURES CONTINUED

FY 2006 Parks & Recreation Department Expenditures

The chart illustrates the Parks and Recreation Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.



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 short and long-term financial conditions 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 04	Rev. Bud FY 05	Estimated FY 05	Adopted FY 06
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]	3.17	3.17	3.42	3.50
		No. of Regulation Rounds Played	232,641	240,000	230,000	230,000
Financial	**Provide Accountability to Public**					
	To strengthen the financial condition, short and long term, of the Golf Special Revenue Fund	Total Revenue per round	$27.21	$26.68	$26.81	$28.21
		Total Expenses per round	$24.51	$26.83	$26.67	$28.11
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	95	95	98
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	22	15	20
	To increase the number of employees participating in quality management programs	% of Employees Participating in Quality Management Programs	42%	75%	75%	80%

EXPLANATORY INFORMATION

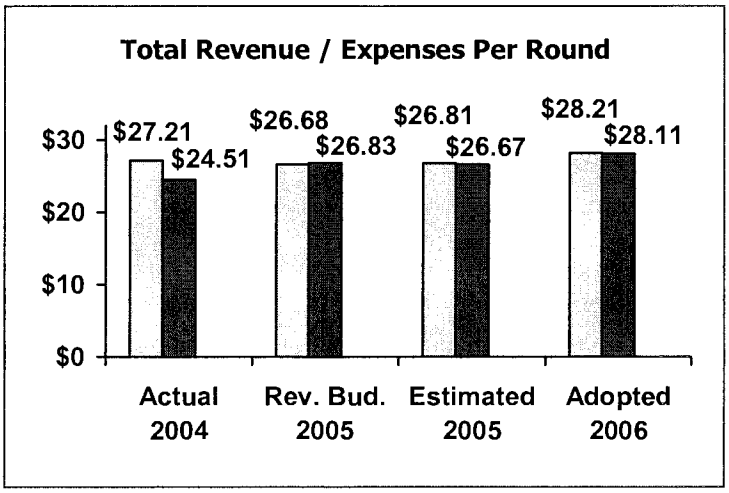
[1] Golf Digest ratings scale of 1 (Poor) – 5 (Excellent).

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Golf Fund's FY 2006 Balanced Scorecard.

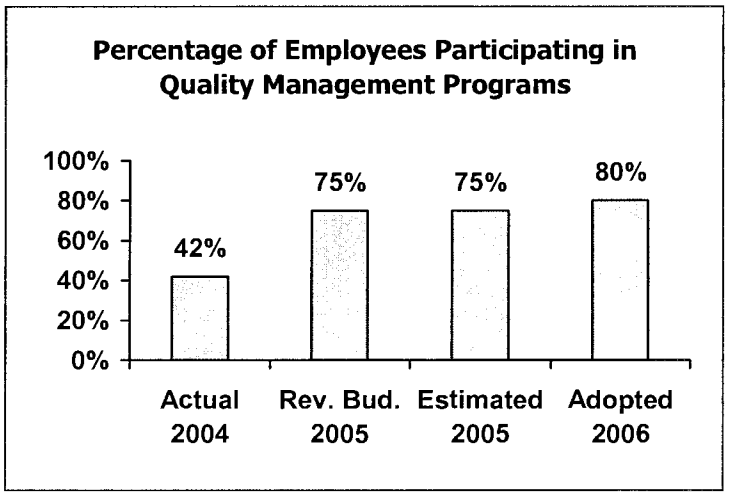
Revenue / Expenses Per Round

While revenue per round has increased, expenses per round are increasing due to increased personnel costs. The Golf Fund is trying to offset these increasing commodities and personnel costs through reductions in personnel as well as efficiencies in commodity usage such as water.



Quality Management Programs

This measurement represents the percentage of employees participating in self-directed work teams. These teams address such areas as golf course maintenance, customer service and pace of play. They also deal with standard operating procedure review, point of sale, as well as other golf course management-related processes.



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$213,809**

POSITION REDUCTIONS

This ***reduction***, totaling $113,809, will eliminate two positions in Golf Operations and one position from the San Pedro Driving Range. The Golf Operations reduction includes one vacant Recreation Specialist and one filled Golf Activities Supervisor I. Staff is recommending outsourcing management of the San Pedro Driving Range through a Request For Proposal (RFP). The RFP process would take place during the FY 2006 Fiscal Year, which would produce an anticipated revenue increase of $25,000. This will eliminate the need for the filled Golf Activities Supervisor II position at San Pedro Driving Range. The Olmos Basin Golf Course manager will assume responsibility for San Pedro Driving Range in the interim.

PROGRAM CHANGES CONTINUED

VACANCY SAVINGS

This ***reduction***, totaling $100,000, will require Golf course operations to manage the number of vacancies it carries throughout FY 2006.

- **IMPROVEMENTS** **$113,146**

WORKFORCE COMPENSATION ENHANCEMENT

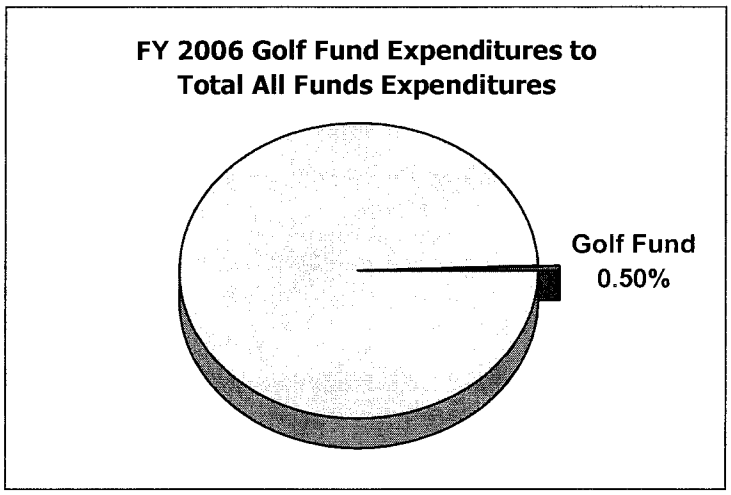
This ***improvement*** totaling $113,146 will provide a market adjustment for eligible employees included in the Golf Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

GOLF SPECIAL REVENUE FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$3,041,059	$3,497,884	$3,177,759	$3,542,302
CONTRACTUAL SERVICES	1,249,578	413,357	497,837	415,180
COMMODITIES	841,869	753,768	756,679	753,768
SELF INSURANCE/OTHER	292,614	1,578,790	1,344,136	1,509,118
CAPITAL OUTLAY	89,740	0	47,696	0
TRANSFERS	348,519	352,110	352,305	252,374
TOTAL EXPENDITURES	**$5,863,379**	**$6,595,909**	**$6,176,412**	**$6,472,742**
AUTHORIZED POSITIONS	**101**	**101**	**101**	**98**
FULL-TIME EQUIVALENTS	**96.80**	**96.80**	**96.80**	**93.80**

FY 2006 Golf Fund Expenditures

The chart illustrates the Golf Fund's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 All Fund's Budget.



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.

- **IMPROVEMENTS** **$8,357**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $8,357 will provide a market adjustment for eligible employees included in the San Jose Burial Trust Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

SAN JOSE BURIAL TRUST FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$307,058	$287,057	$283,597	$323,429
CONTRACTUAL SERVICES	73,362	31,936	17,057	10,801
COMMODITIES	26,685	12,064	14,521	12,064
SELF INSURANCE/OTHER	0	70,382	52,325	72,199
CAPITAL OUTLAY	0	0	6,216	0
TRANSFERS	33,583	28,631	28,631	29,774
TOTAL EXPENDITURES	**$440,688**	**$430,070**	**$402,347**	**$448,267**
AUTHORIZED POSITIONS	**9**	**9**	**9**	**9**
FULL-TIME EQUIVALENTS	**9.00**	**9.00**	**9.00**	**9.00**

The Parks and Recreation Department anticipates receiving federal grant funds totaling $795,690. The federal funding, combined with other grant funds, provides a total of $821,690 in program funding.

Below is a comprehensive listing of the grants the Parks and Recreation Department expects to receive in FY 2006.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2006
Botanical Garden Society	$ -	$ -	$ -	$20,000	$20,000
Center for Plant Conservation	-	-	-	6,000	6,000
Summer Food Service Program	795,690	-	-	-	795,690
TOTAL	**$795,690**	**$ -**	**$ -**	**$ 26,000**	**$821,690**

PROGRAM INFORMATION:

In order to attract and retain a qualified manager of the Botanical Garden, to include management of daily operations, long-range planning, fundraising and the City/Society liaison role, the Botanical Garden Society proposed to provide the City annual funding of $20,000 to enhance the current budgeted salary for the Botanical Garden Superintendent (currently vacant). Title of the position will be changed to Botanical Garden Manager. Agreement is effective for a period of one year from the date of hire by the Parks and Recreation Department, to be renewed automatically annually upon receipt and appropriation of the grant funds.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Grant amount	$0	$20,000	$20,000
Output:			
Salary range	$36,648-$54,972	$48,660-$72,996	$48,660-$72,996

EXPLANATORY INFORMATION

Society will supplement the budgeted amount for the Botanical Garden Manager position with this grant.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
PRIVATE—Botanical Garden Society	$0	$20,000	$20,000
TOTAL FUNDING	**$0**	**$20,000**	**$20,000**
EXPENDITURES			
PERSONAL SERVICES/OTHER EXPENDITURES (BENEFITS)	$0	$20,000	$20,000
CONTRACTUAL SERVICES	0	0	0
TOTAL EXPENDITURES	**$0**	**$20,000**	**$20,000**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**

***Position located in General Fund not Grant**

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 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Plant collection maintenance	4	4	8
Output:			
Number of endangered plant species maintained	11	11	11
Efficiency:			
Endangered plants protected from extinction	12	12	12
Effectiveness:			
Educational programs	3	2	5

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
OTHER – This includes requirements of the City In-Kind	$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 EQUIVALENTS	**0.00**	**0.00**	**1.00**

SUMMER FOOD SERVICE PROGRAM

PROGRAM INFORMATION:

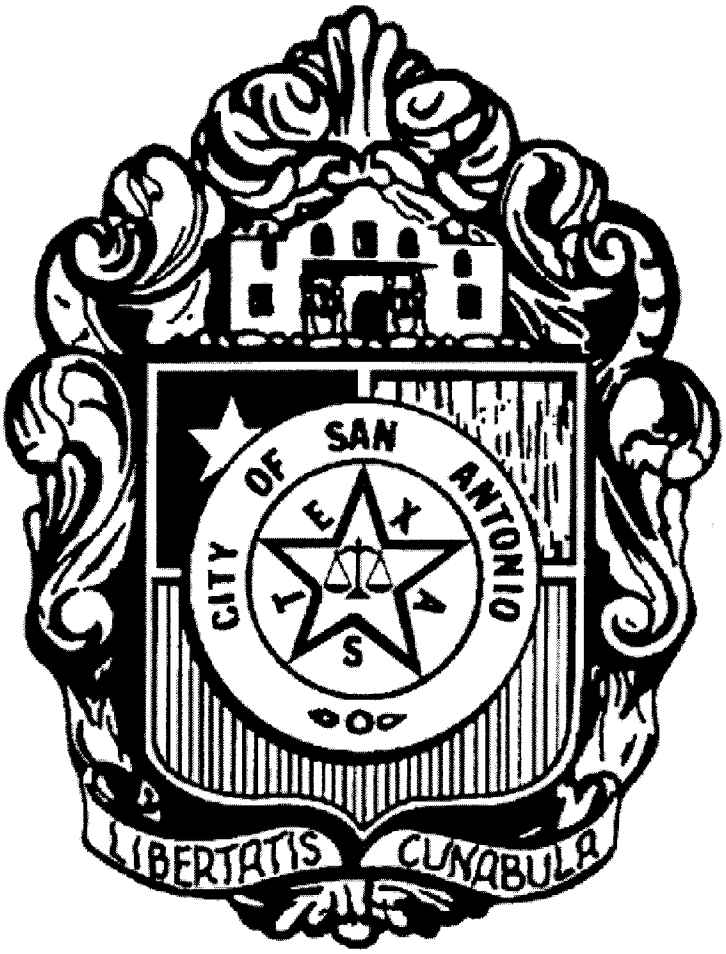
The Summer Food Service Program Grant is a federal grant that is passed through the Texas Department of Agriculture. This reimbursement grant provides the funding for free lunch and snack to be provided for children between the ages of 1-18 years. It is offered at Parks and Recreation Department facilities and local area agencies in San Antonio.

PERFORMANCE MEASURES

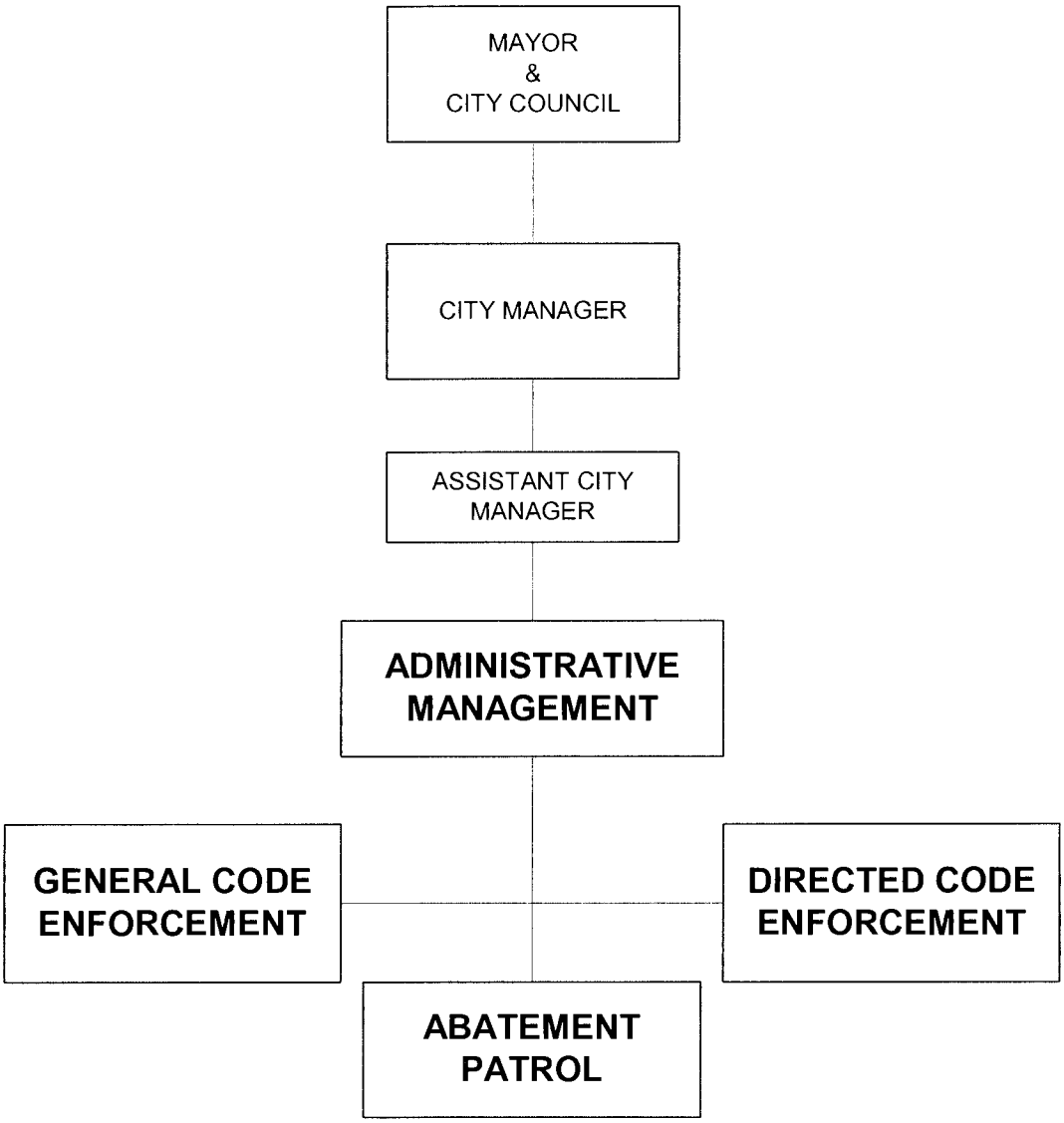
	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Total Number of Summer Food Service Program Sites	88	82	82
Number of serving days	40	39	39
Output:			
Total number of lunches served	174,390	185,515	185,515
Total number of snacks served	185,712	189,610	189,610
Total number of meals served	360,102	375,125	375,125
Efficiency:			
Average number of meals per site per day	102	117	117
Effectiveness:			
Annual % increase/decrease of meals served per site per day	32%	15%	NA

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$790,920	$795,690	$795,690
TOTAL FUNDING	**$790,920**	**$795,690**	**$795,690**
EXPENDITURES			
PERSONAL SERVICES	$35,435	$63,824	$63,824
CONTRACTUAL SERVICES	479,965	731,866	731,866
TOTAL EXPENDITURES	**$515,400**	**$795,690**	**$795,690**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

CODE COMPLIANCE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	106.00	$7,073,122
Community Development Block Grant	5.00	82,000
Total Funding	**111.00**	**$7,155,122**

MISSION STATEMENT

The Code Compliance Department seeks to enhance neighborhoods and their citizens' 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 Maximize 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 per the established service level agreement.
- To strengthen the proactive, neighborhood-based code enforcement programs.
  - Increase citizen outreach through proactive participation in neighborhood meetings, special events and school presentations.
  - Continue the proactive code enforcement program (CLEAN Team) targeting the chronic visible code violations.
  - 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.
  - Seek and pursue available legal avenues to obtain compliance in an expeditious manner.
- 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 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Provide for Safety and Welfare of Citizens in San Antonio**					
	To expedite enforcement and abatement action through citation issuance by code enforcement staff	Average Number of Days from the First Inspection to the Citation Issuance for Outside Storage, Junked Vehicles, Front/Side Parking, Out-of-cycle Brush Violations	N/A	N/A	2.0	1.5
		Total Cases (Citations) Filed in Court	8,392	9,658	10,140	10,647
		% of Violations with a Citation Issued or Case Filed by the CLEAN Team	N/A	N/A	64%	67%
	To maximize code enforcement services that will facilitate the upkeep and revitalization of neighborhoods	No. of Vacant Lots Cleaned[1]	8,539	8,016	6,367	6,624
		No. of Structures Repaired, Secured or Demolished	4,921	4,498	5,008	5,108
		No. of Junked Vehicles Repaired or Removed	8,219	7,928	8,144	8,223
	Improve Customer Service					
	Increase citizen outreach through the public awareness campaign	Daily Effective Circulation (per Thousand Regarding Billboard Advertisements)	N/A	N/A	1,930	1,930
		No. of Hits to the Code Compliance Website	N/A	N/A	362,656	373,536
		No. of Presentations with Code Compliance Mascots	N/A	N/A	43	52
		No. of Attendees at Neighborhood Meetings and Other Outreach Activities	15,606	8,553	16,008	17,542
		No. of Media Outreach Events (Phases I, II, & III)	N/A	N/A	46	58
	Effectively and efficiently meet all service requests in a timely manner	Total Service Requests Initiated	138,292	133,061	135,722	137,079
		% of Complaints Responded to Within Service Level Agreement	N/A	N/A	94%	97%
		CLEAN Team Violations Proactively Initiated	N/A	N/A	14,225	14,985

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Financial	**Leverage Other Funding Sources**					
	Seek outside resource opportunities to promote Code enforcement activities	No. of Special Projects/Restitution Performed by Students or Volunteer Groups	142	121	124	132
	Maximize revenues collected from garage sale permits	Total Amount of Garage/Yard Sale Permit Revenues Collected	$665,206	$678,034	$844,326	$780,000
Internal Process	**Revitalize Neighborhoods for San Antonio**					
	Increase the number of occupied structures repaired voluntarily or enforced	No. of Service Requests for Occupied Structures	4,478	4,477	4,523	4,568
		No. of Occupied Structures Repaired	1,737	2,246	2,156	2,001
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	2,675	2,788	2,500
		No. of Hours Provided to Other Employees Receiving Professional Development or Training	245	500	541	490

EXPLANATORY INFORMATION

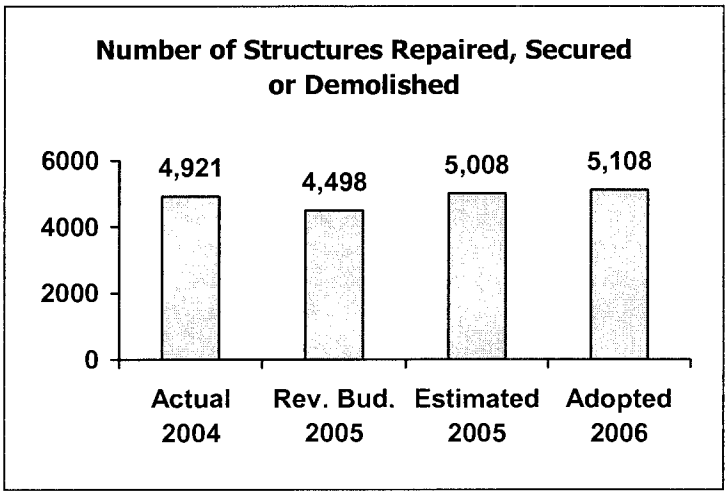
[1] Decrease in vacant lots cleaned in FY 2005 due to a decrease in the rainfall average during the growing season this fiscal year, which also parallels the decrease in 311 calls related to vacant lots compared to fiscal year 2004.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Parks & Recreation's FY 2006 Balanced Scorecard.

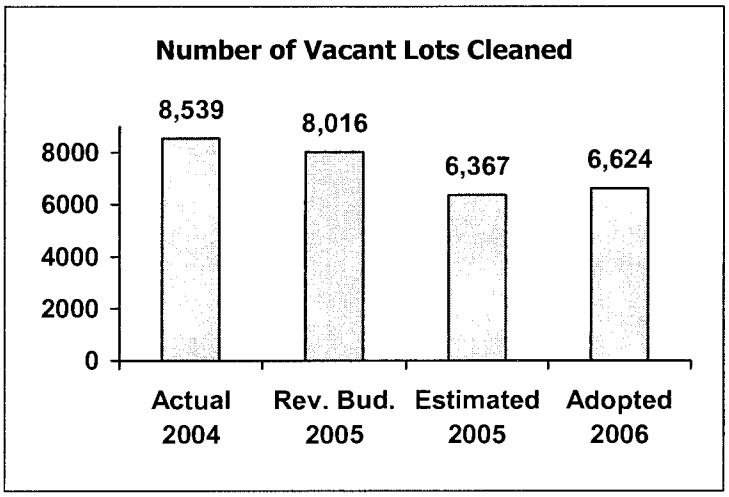
Structures Repaired, Secured or Demolished

This measure strives to monitor the maximization of code enforcement services that lead to the upkeep and revitalization of neighborhoods. The increase this year is attributed to increased efficiencies.



Vacant Lots Cleaned

The decrease in vacant lots cleaned in FY 2005 is due to a decrease in the rainfall average during the growing season this fiscal year. This parallels the decrease in 311 calls related to vacant lots.



PROGRAM CHANGES

- **MANDATES** **$28,174**

THREE-YEAR ANNEXATION

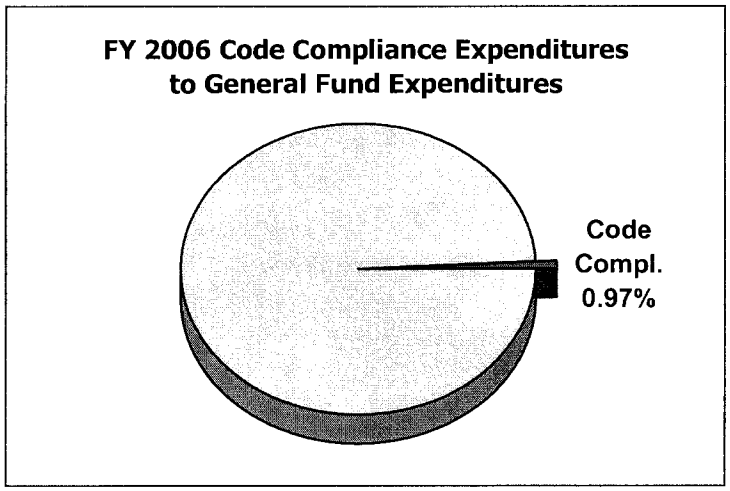
This ***mandate*** will enable the Code Compliance Department to provide proactive investigative and enforcement services in the areas proposed to be annexed in FY 2006. The cost for this mandate in FY 2006 will total $28,174. An additional $15,414 will be required in FY 2007.

GENERAL FUND EXPENDITURES BY CLASSIFICATION

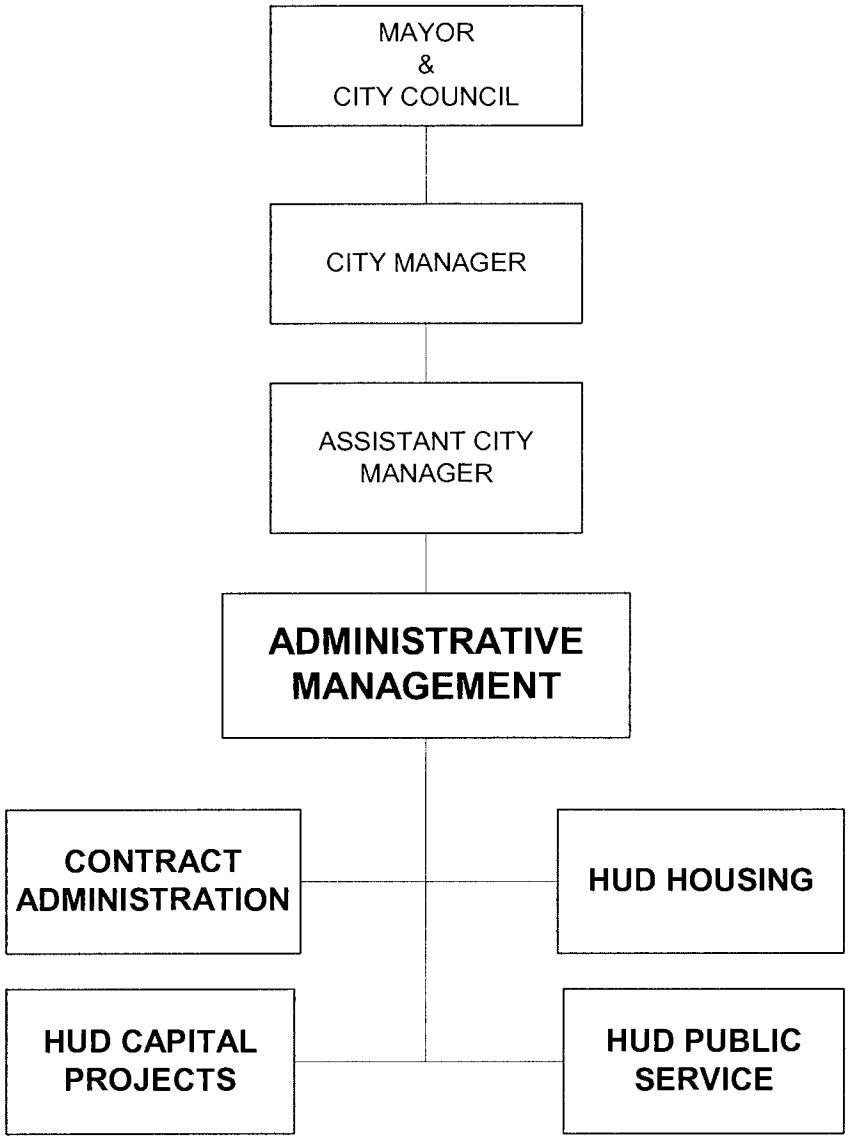
	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$4,273,217	$4,484,922	$4,492,474	$4,729,356
CONTRACTUAL SERVICES	1,444,076	902,598	894,257	894,591
COMMODITIES	236,330	153,056	177,002	153,056
SELF INSURANCE/OTHER	85,117	1,202,801	1,157,943	1,296,119
CAPITAL OUTLAY	2,439	0	0	0
TOTAL EXPENDITURES	**$6,041,179**	**$6,743,377**	**$6,721,676**	**$7,073,122**
AUTHORIZED POSITIONS	**106**	**106**	**106**	**106**
FULL-TIME EQUIVALENTS	**106.00**	**106.00**	**106.00**	**106.00**

FY 2006 Code Compliance Department Expenditures

The chart illustrates the Code Compliance Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.



HOUSING & COMMUNITY DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
Community Development Block Grant	26.00	$1,284,262
HOME Grant	6.00	699,000
Total Funding	**32.00**	**$1,983,262**

MISSION STATEMENT

To help 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, and by identifying other grants and low interest loan resources to support the revitalization efforts of the City, non-profit organizations and local community groups.

PROGRAM INFORMATION

The Housing & 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), American Dream Downpayment Initiative (ADDI), and Section 108 Guaranteed Loan. 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, Department of Housing & Community Development 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.

The Community Outreach Division will assist City Departments and community organizations by identifying financial resources available through government agencies, quasi-governmental organizations and private foundations. The Division will maintain contact with community organizations through Town Hall meetings, public hearings, public meetings, and personal contact. The goal of the division is to assist departments and external organizations find funding for projects that support the City's revitalization efforts.

The American Dream Downpayment Initiative (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

- Support funding 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.
- Support funding for 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.
- Identify other resources to help finance projects that support the City's revitalization efforts.
- Provide effective program implementation by planning, organizing and monitoring the City's Community Development Block Grant (CDBG) and Home Investment Partnership Grant (HOME) funds.
- Continue to increase the City's HOME match by identifying additional resources available for affordable housing production and rehabilitation from foundation grants and private sector partnerships.
- Continue to expand the Housing Summit into a Statewide Housing Workshop to include training and professional certifications.
- Conduct Technical Assistance (TA) workshops to assure compliance with HUD and City policies, procedures and regulations. Hold at least one session with the City Attorney in order to explain the Operational Guidelines, Federal Compliance Manual, Insurance and Auditing requirements of the programs.
- Work in collaboration with the Department of Community Initiative in administering the Consolidated Human Development Funding Pool process.
- Provide for continued professional development and training for employees.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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]	568	1,000	201	800
	Provide for adequate and safe public infrastructure including streets, drainage, sidewalks, public facilities and park improvements	No. of Residents Benefiting from Funds[2]	90,534	21,228	45,248	250,000
		No. of Low/Moderate Residents Benefiting[2]	44,250	13,279	25,457	100,000
	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 Human Development Clients	N/A	N/A	N/A	95,000
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)	1.4	1.0	1.9	1.2
	Leverage additional services or enhance programs with existing funding	Ratio of HOME Funds to Private Sector Leverage	$1:$4	$1:$14	$1:$3	$1:$5
	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%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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	150	130	45	145
	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)	35	30	27	37
		No. of Site Visits Conducted (Analysts)	144	210	75	110
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	5	10	4	10

EXPLANATORY INFORMATION

[1] Many of the housing units are transitioning over from FY 2004 and are still in progress.

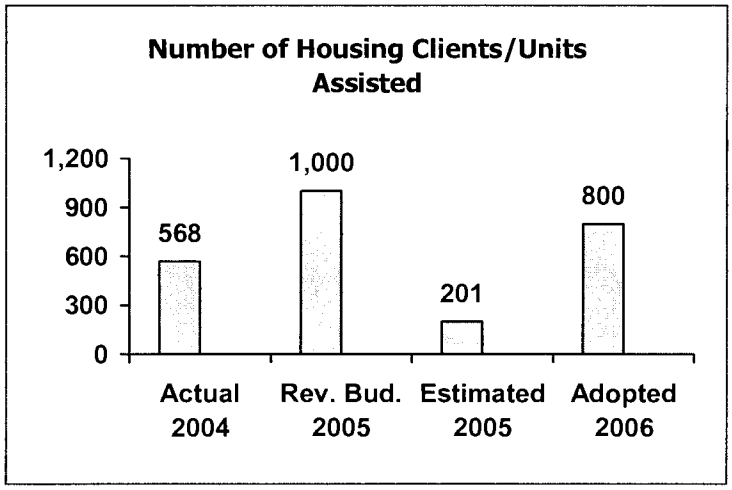
[2] Exact numbers have not been calculated to date. This is an estimate based on the census tract data maintained regarding the eligibility of HUD Section 108 Capital Projects as well as funded FY 2006 Capital Improvement projects.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Housing & Community Development Department Fund's FY 2006 Balanced Scorecard.

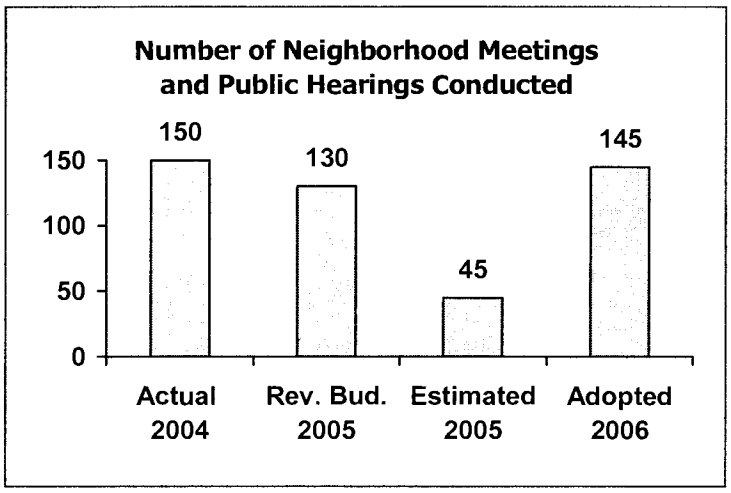
Number of Housing Clients/Units Assisted

This measure provides affordable safe decent housing opportunities to low and moderate income residents. This includes multi-family housing units. Many housing units from 2005 are transitioning and still in progress.



Number of Neighborhood Meetings and Public Hearings Conducted

This measure is the number of neighborhood meetings and public hearings conducted. These meetings and hearings provide effective program implementation by planning, organizing and monitoring of City Community Development Block Grant (CDBG) and HOME funds.



COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$1,031,233	$1,126,385	$1,126,385	$1,143,385
CONTRACTUAL SERVICES	59,710	340,806	340,806	124,877
COMMODITIES	5,000	13,000	13,000	13,000
CAPITAL OUTLAY	0	3,000	3,000	3,000
TOTAL EXPENDITURES	**$1,095,943**	**$1,483,191**	**$1,483,191**	**$1,284,262**
AUTHORIZED POSITIONS	**26**	**26**	**26**	**26**
FULL-TIME EQUIVALENTS	**26.00**	**26.00**	**26.00**	**26.00**

HOME GRANT EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$512,344	$450,246	$450,246	$412,168
CONTRACTUAL SERVICES	130,458	210,755	210,755	268,032
COMMODITIES	7,081	13,800	13,800	13,800
CAPITAL OUTLAY	11,618	5,000	5,000	5,000
TOTAL EXPENDITURES	**$661,501**	**$679,801**	**$679,801**	**$699,000**
AUTHORIZED POSITIONS	**6**	**6**	**6**	**6**
FULL-TIME EQUIVALENTS	**6.00**	**6.00**	**6.00**	**6.00**

Below is a comprehensive listing of the grant(s) expected by the Department of Housing & Community Development in FY 2006. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2006
COMMUNITY DEVELOPMENT BLOCK GRANT	$16,737,680	$ -	$ -	$ -	$ 16,737,680
HOME ENTITLEMENT GRANT	7,000,703	-	-	463,740	7,464,443
TOTAL	**$23,738,383**	$ -	$ -	**$ 463,740**	**$ 24,202,123**

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 10/1/05 through 9/30/06.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No. CD Monitors	8	8	7
Amount of Entitlement Grant	$17,717,000	$17,379,000	$16,737,680
No. CDBG Contracts	136	57	60
Output:			
No. Site Visits Scheduled	272	114	120
No. Projects Complete	79	79	92
Efficiency:			
Avg. No. Contracts Per Analyst	17	7	9
Effectiveness:			
% Contracts Monitored	100%	100%	100%
% Contracts Complete	85%	85%	76%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	17,717,000	17,379,000	16,737,680
TOTAL FUNDING	**$ 17,717,000**	**$ 17,379,000**	**$16,737,680**
EXPENDITURES			
PERSONAL SERVICES	$ 1,031,233	$ 1,126,385	$1,143,385
CONTRACTUAL SERVICES	59,710	340,806	124,877
COMMODITIES	5,000	13,000	13,000
CAPITAL OUTLAY	-	3,000	3,000
SUBGRANTING	16,621,057	15,895,809	15,453,418
TOTAL EXPENDITURES	**$ 17,717,000**	**$ 17,379,000**	**$16,737,680**
AUTHORIZED POSITIONS	**25**	**25**	**26**
FULL-TIME EQUIVALENT	**25.00**	**25.00**	**26.00**

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 10/1/05 through 9/30/06.

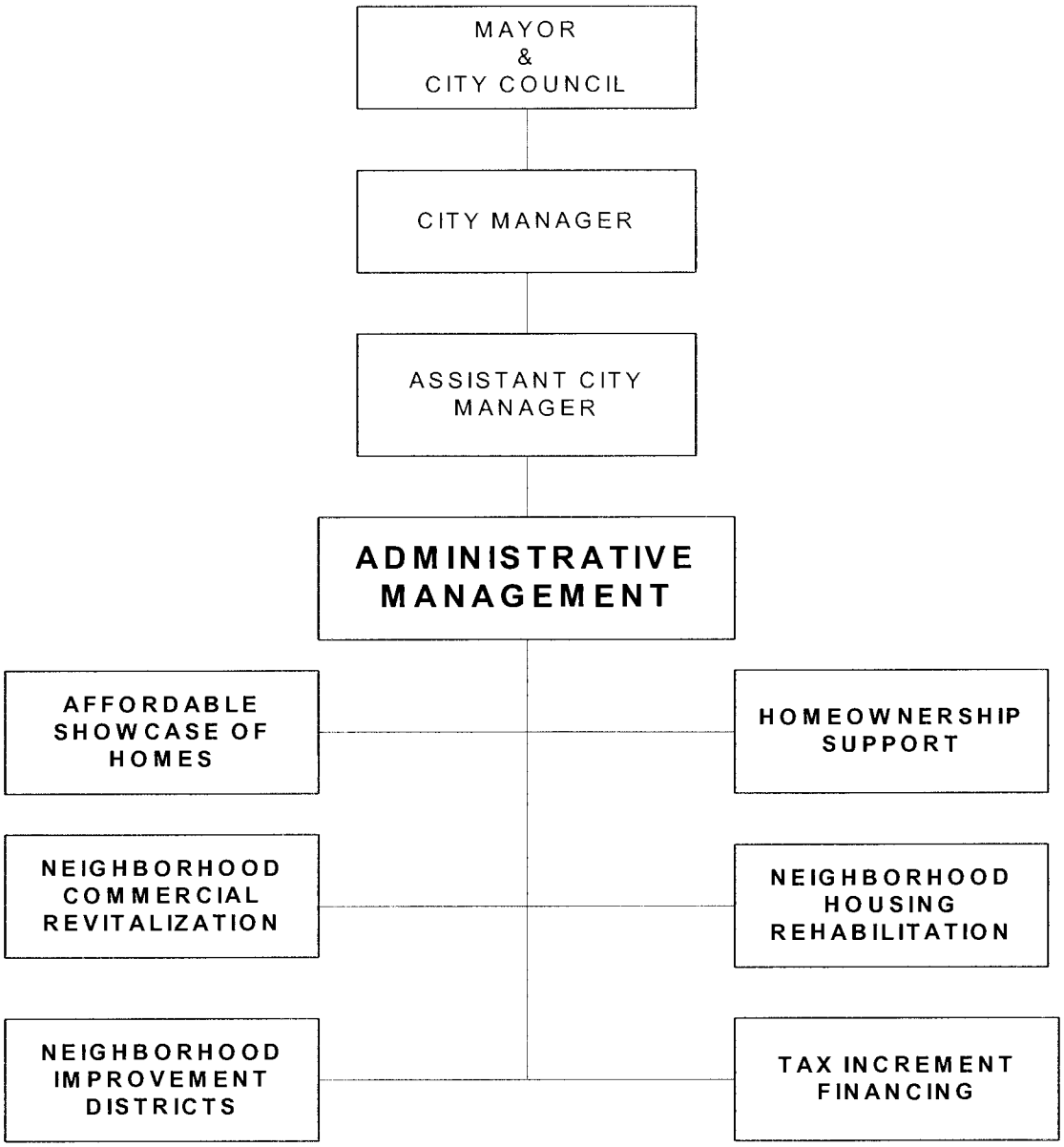
PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No. CD Monitors	4	4	4
Amount of Entitlement Grant	$8,014,841	$8,147,601	$7,464,740
Total Housing Units Adopted	1152	1117	1002
Output:			
No. Housing Units Complete	631	890	764
Efficiency:			
Avg. No. Contracts per Analyst	6	6	5
Effectiveness:			
% Units Complete	70%	80%	76%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	7,370,756	8,047,129	7,000,703
OTHER – This includes requirements of the City In-Kind	644,085	100,471	463,740
TOTAL FUNDING	**$ 8,014,841**	**$ 8,147,600**	**$ 7,464,443**
EXPENDITURES			
PERSONAL SERVICES	$ 512,344	$ 450,246	$412,168
CONTRACTUAL SERVICES	130,458	210,755	268,032
COMMODITIES	7,081	13,800	13,800
CAPITAL OUTLAY	11,618	5,000	5,000
SUBGRANTING	7,353,340	7,467,799	6,765,443
TOTAL EXPENDITURES	**$ 8,014,841**	**$ 8,147,600**	**$7,464,443**
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENT	**6.00**	**6.00**	**6.00**

NEIGHBORHOOD ACTION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	15.00	$1,456,948
Community Development Block Grant	25.50	2,194,956
Tax Increment Financing	8.00	339,811
Categorical Grant	1.00	2,000,000
Total Funding	**49.50**	**$5,991,715**

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. In addition to the office of the Director there are three divisions which include Housing Rehabilitation Programs, Neighborhood & Housing Development Programs, Housing Lending Programs and Services and Special Financial Neighborhood Programs. The Housing Rehabilitation Programs 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 Programs division includes the Neighborhood Commercial Revitalization Program (NCR), 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 Programs and Services 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. Under the Office of the Director, Neighborhood Improvement Districts (NID) promotes revitalization and neighborhood empowerment by utilizing this financing option for additional infrastructure and/or enhanced services and amenities. In addition, the Office of the Director will also market and provide technical assistance for the NID 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.
- To promote revitalization and neighborhood empowerment by utilizing Neighborhood Improvement Districts as a financing option for additional infrastructure and or enhanced services and amenities.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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]	23,816	24,000	22,914	23,000
	Provide education and assistance to the community concerning home-buying	No. of Home-Buyers' Club Participants	588	675	575	585
	Restore and preserve existing housing stock	No. of Units Containing Lead-Based Paint Hazards Mitigated [2]	21	75	263	85
	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)	$63,666	$68,000	$82,250	$75,500
		No. of Families Served Through Homeownership Incentive Program (HIP)	51	90	92	85
		No. of Units Completed Through TIF Program[3]	280	546	534	484
	Revitalize neighborhoods for San Antonio by creating safe, decent, and affordable housing	No. of Units Completed Through All Housing Programs	434	393	450	415
	To promote revitalization and neighborhood empowerment by utilizing Neighborhood Improvement Districts (NID) as a financing option for additional infrastructure and/or enhanced services and amenities	No. of NID presentations throughout the City of San Antonio [4]	4	N/A	4	12
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 to Private Funds Invested for Rental Rehabilitation	$1:$9	$1:$5	$1:$3	$1:$3
	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 [5]	$14,431,467	$3,475,000	$5,006,700	$2,200,000

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Financial	**Leverage Funding Sources**					
	Restore and preserve existing housing stock	Avg. Public Cost for Owner-Occupied Single-Family Dwelling Unit Rehabilitated/ Reconstructed	$56,705	$59,900	$59,550	$62,750
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	$59,286	$85,789	$55,932	$60,000
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	157	75	134	163

EXPLANATORY INFORMATION

[1] The proposed number of properties per average sweeps is 800 to 1,000 (24 sweeps completed per year).

[2] Includes large multi-family complex that will be completed during each fiscal year.

[3] The Actual FY 2004 includes 280 multi-family and the Revised Budget FY 2005 includes 466 single-family and 100 multi-family.

[4] Neighborhood Improvement Districts Proposed FY 2006 presentations include twelve (12) presentations per year.

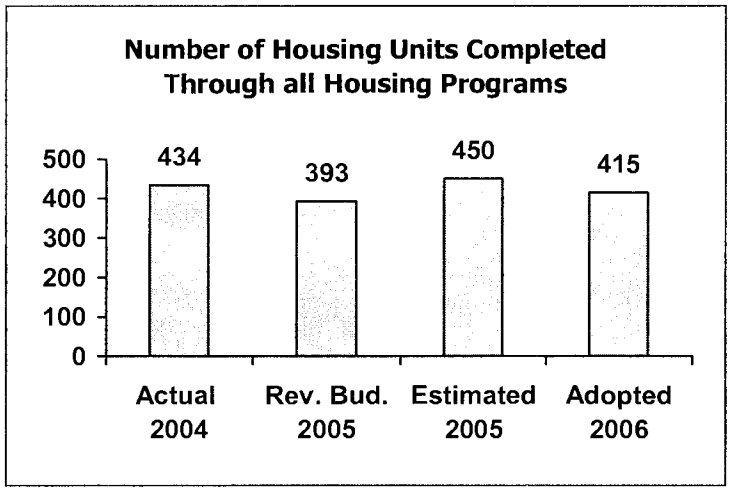
[5] The Actual FY 2004 includes $1,200,000 Southwest Winner's Foundation, $6,575,000 Wal-Mart, $750,000 Krispy Kreme, $650,000 Washington Mutual for the completion of projects in the Austin Hwy and Deco District Revitalization Target Areas. Proposed FY 2006 includes projected investment based performance contract requirements of $275,000 for each of the eight (8) target areas.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Neighborhood Action Department's FY 2006 Balanced Scorecard.

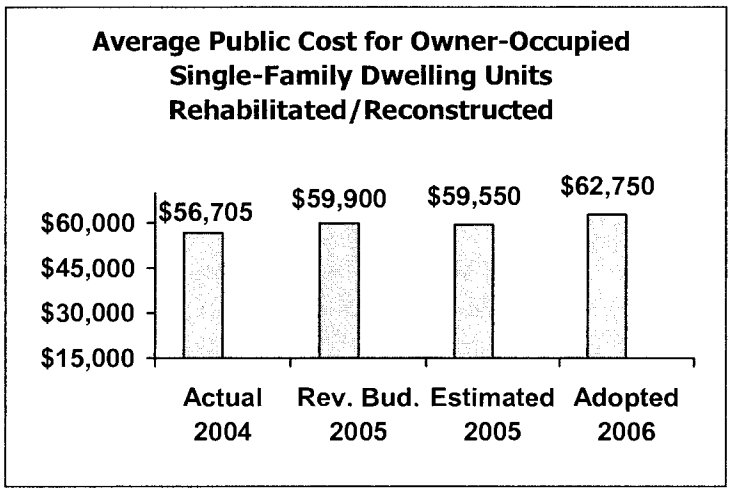
Number of Housing Units Completed Through all Housing Programs

The objective is to revitalize neighborhoods for San Antonio by creating safe, decent, and affordable housing. This measure includes number of housing units completed through all housing programs such as units pending from Rental Rehabilitation applications, lead based paint units as well as rehab units.



Average Public Cost for Owner-Occupied Single-Family Dwelling Units Rehabilitated or Reconstructed

This program's goal is to restore and preserve existing housing stock. This performance measure tracks the average public cost for owner-occupied single-family dwelling units rehabilitated or reconstructed.



PROGRAM CHANGES

- **IMPROVEMENTS** **$60,000**

NEIGHBORHOOD COMMERCIAL REVITALIZATION (NCR)

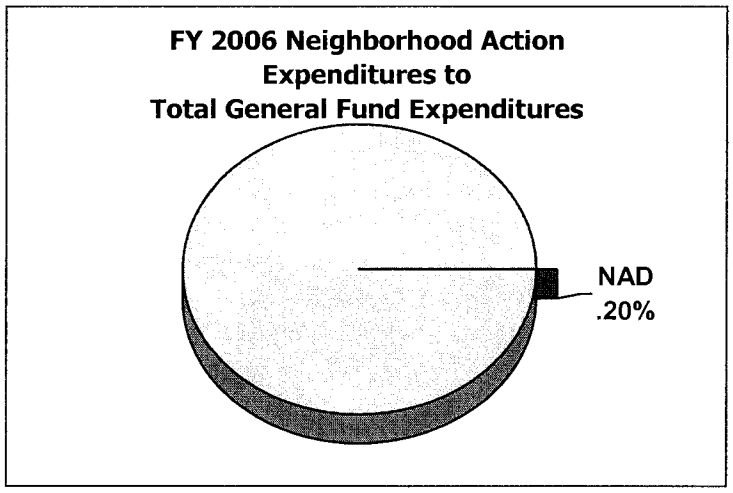
This ***improvement*** totaling $60,000 will provide continued funding for the NCR Austin Highway Project. The redevelopment project has created 1,653 net new jobs and has attracted $22.2 million in private investment throughout the corridor. The project, which began in 2001, has the goal of creating net new jobs and new businesses to the target area. The development in the Austin Highway target area continues to experience market-driven development projects that greatly improve the physical appearance of the corridor and also has established anchor merchants that have ensured its ongoing success.

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$949,946	$1,032,787	$1,040,200	$1,090,955
CONTRACTUAL SERVICES	333,314	343,680	328,375	273,692
COMMODITIES	10,508	11,877	14,003	11,877
SELF INSURANCE/OTHER	5,033	86,210	89,450	80,424
CAPITAL OUTLAY	75	0	0	0
TOTAL EXPENDITURES	**$1,298,876**	**$1,474,554**	**$1,472,028**	**$1,456,948**
AUTHORIZED POSITIONS	**15**	**15**	**15**	**15**
FULL-TIME EQUIVALENTS	**15.00**	**15.00**	**15.00**	**15.00**

FY 2006 Neighborhood Action Department Expenditures

The chart illustrates the Neighborhood Action Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.



PROGRAM CHANGES

- **IMPROVEMENTS** **$8,325**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $8,325 will provide a market adjustment for eligible employees included in the Tax Increment Financing Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a three percent salary increase. Employees with above $50,000 annual base salary will receive a two percent salary increase.

TAX INCREMENT FINANCING FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$353,309	$262,631	$264,013	$288,588
CONTRACTUAL SERVICES	8,929	7,985	4,411	7,985
COMMODITIES	3,332	6,952	3,214	6,952
SELF INSURANCE/OTHER	0	32,500	32,640	36,286
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$365,570**	**$310,068**	**$304,278**	**$339,811**
AUTHORIZED POSITIONS	**8**	**8**	**8**	**8**
FULL-TIME EQUIVALENTS	**8.00**	**8.00**	**8.00**	**8.00**

Below is a comprehensive listing of the grants the Neighborhood Action Department expects to receive in FY 2006.

*The Department received a $2 million grant from the Department of Housing and Urban Development (HUD) in FY 2005. The grant program covers 42 months beginning in October, 2004. The amount reflected below is the original $2 million allocation which will be utilized in FY 2006.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2006
Lead Base Paint Hazard Reduction Program*	$2,000,000	$ -	$ -	$ -	$2,000,000
TOTAL	**$2,000,000**	**$ -**	**$ -**	**$ -**	**$2,000,000**

NEIGHBORHOOD ACTION

LEAD BASE PAINT HAZARD REDUCTION GRANT

PROGRAM INFORMATION:

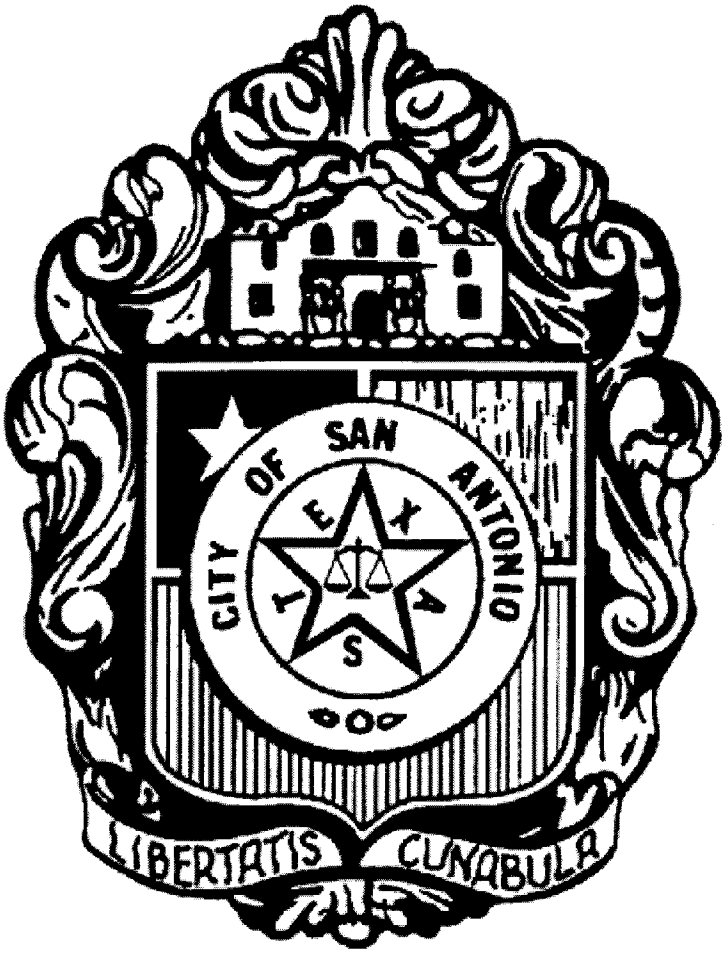
The City of San Antonio was awarded a grant by the U.S. Department of Housing and Urban Development, Office of Healthy Homes. The purpose of this grant is to reduce the existing lead hazards in homes where 1) children under age six reside, 2) built before 1978 and 3) located within the San Antonio City limits. Children are prioritized to receive assistance based on the blood lead levels. This grant program covers 42 months beginning October 1, 2004.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Total No of Units Identified for Program	N/A	40	60
Output:			
No. of Lead Hazard Housing Units Addressed	N/A	31	48
Marketing and Outreach Activities	N/A	20	24
Efficiency:			
Average Cost of Lead Reduction Work	N/A	$ 15,000	$ 15,000
Average Time of Completion	N/A	2-3 weeks	2-3 weeks
Effectiveness:			
Percentage of HUD Funds Expended	N/A	24%	58%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY – Transfers required as a cash match	$ -	$ -	$ -
STATE – Funding provided by the State	$ -	$ -	$ -
FEDERAL – Federal fund source	$ -	$ 2,000,000	$ -
OTHER – This includes requirements of the City In-Kind	$ -	$ -	$ -
TOTAL FUNDING	**$ -**	**$ 2,000,000**	**$ -**
EXPENDITURES			
PERSONAL SERVICES	$ -	$ 23,773	$ 47,545
CONTRACTUAL SERVICES	$ -	$ 461,045	$ 614,272
COMMODITIES	$ -	$ 1,167	$ 1,167
SELF INSURANCE/OTHER	$ -	$ -	$ -
CAPITAL OUTLAY	$ -	$ 3,227	$ 3,227
SUBGRANTING	$ -	$ -	$ -
TOTAL EXPENDITURES	**$ -**	**$ 489,212**	**$ 666,211**
AUTHORIZED POSITIONS	**-**	**1**	**1**
FULL-TIME EQUIVALENT	**-**	**1.00**	**1.00**


CITY OF SAN ANTONIO
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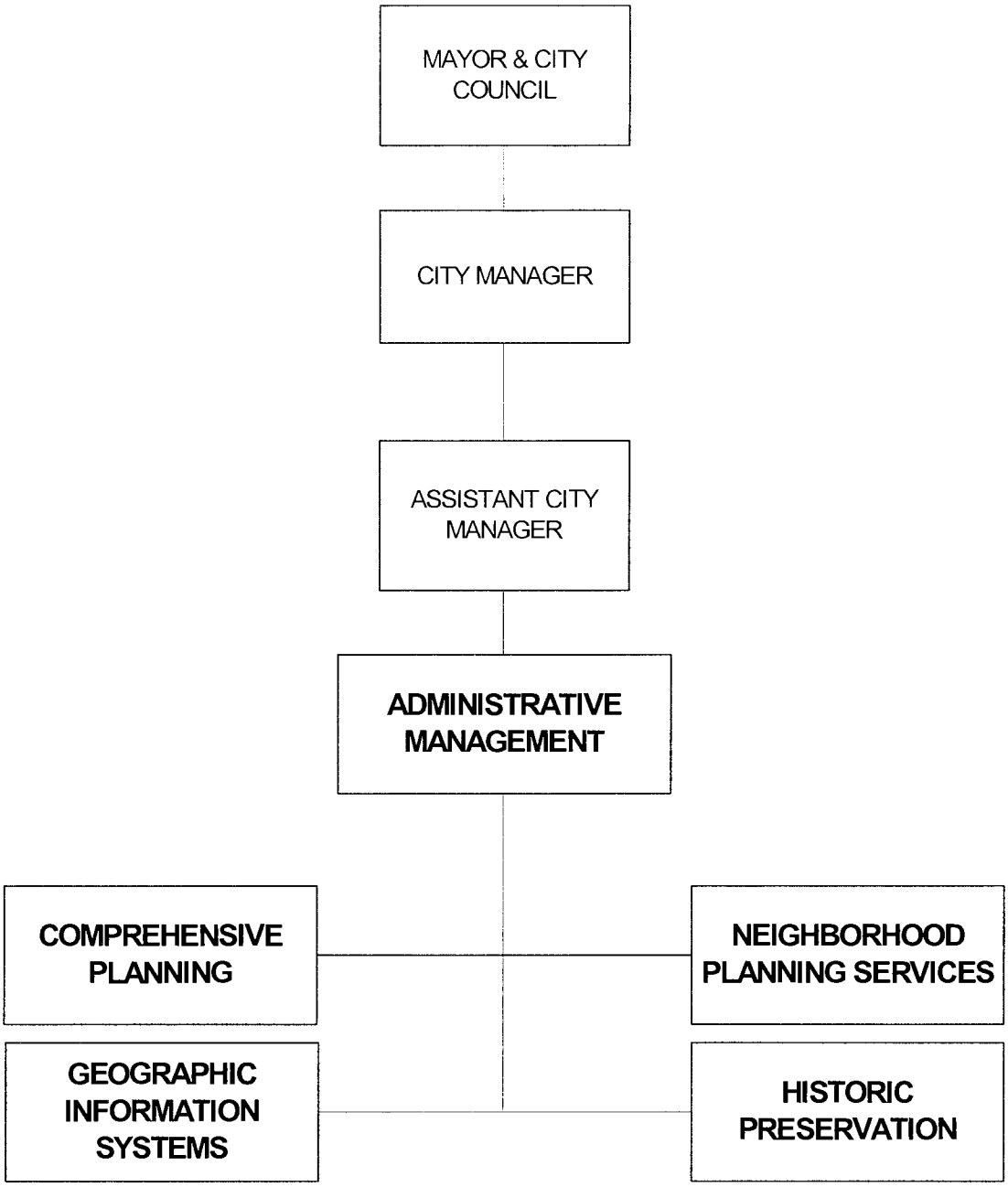
LIBERTATIS CUNABULA

PLANNING



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	37.00	$2,679,724
Community Development Block Grant	2.50	118,441
Capital Projects	0.00	15,248,000
Total Funding	**39.50**	**$18,046,165**

MISSION STATEMENT

Promoting an environment to achieve a vibrant, well-planned and prosperous community to live, work, and play.

PROGRAM INFORMATION

The Planning Department coordinates the implementation of the City's Master Plan Policies through its Comprehensive Planning, Neighborhood Planning and Historic Preservation Programs. The department produces long-range transportation and open space plans and implements annual annexation programs. Additionally the department partners with the community to produce neighborhood and community plans that include goals and action steps for land use, housing, economic development, community facilities and transportation networks, as well as continues capacity building of neighborhoods through neighborhood registration. The department also works with the community in the preservation of the City's historic resources.

GOALS & OBJECTIVES

- Develop a transportation system of complementary transportation modes to support the efficient movement of people, goods and services.
  - Amend the Major Thoroughfare Plan as appropriate to ensure that it reflects new growth and accommodates future development.
  - Continue participation with the Metropolitan Planning Organization's (MPO) Bicycle and Pedestrian Mobility Task Force to ensure San Antonio's share of federal funds for bicycle and pedestrian projects.
  - Support the Bicycle Master Plan objectives during the implementation and revision to the Major Thoroughfare Plan.
  - Participate in MPO Study Oversight Committees addressing various transportation issues: Rail Transportation Study; Medical Center Micro-Simulation Transportation Study; Commuter Rail Study.
- Utilize City resources and authority to manage growth and development.
  - Implement the City South Master Plan through the coordination, evaluation and administration of the Plan elements including general oversight of the City South enabling development code.
- Pursue a systematic annexation process to promote orderly growth and development and the provision of municipal services.
  - Implement the adopted Three-Year annexation program.
  - Develop strategies and procedures for future annexations under the revisions imposed by the Annexation Reform Bill. (Chapter 43 LGC)
  - Adopt a policy for voluntary annexations.
  - Review a policy for protection of San Antonio's Extraterritorial Jurisdiction; develop strategies and procedures to address issues regarding release and / or exchange of ETJ with other municipalities.
- Continue to coordinate the implementation of the Master Plan.
  - Develop an Annual Update Report on status of Master Plan Implementation.
- Expand and promote the use of Geographic Information Systems (GIS) and new technologies.
  - Develop and maintain Planning/GIS databases.
  - Reconcile all Planning/GIS data sets to the realigned parcel database (Zoning Parcel Realignment Project).
  - Train Planning Department staff to utilize Planning/GIS custom applications.
  - Develop more user-friendly internet applications utilizing Planning/GIS data.
  - Develop database to reflect existing and proposed land uses of Neighborhood, Community and Perimeter Plans.
  - Use new technologies to create a paperless environment to view maps and analyze data.
  - Assist with the transfer of GIS zoning activities to the Development Services Department.
- Preserve, protect and enhance the City's historic resources including landmarks, historic districts, the River Walk, City-owned facilities and archeology.

GOALS & OBJECTIVES CONTINUED

- Update and maintain a comprehensive database of landmarks and historic properties in San Antonio through GIS.
- Designate historic ranch buildings through a comprehensive designation.
- Continue to assist other departments and divisions with cultural resource reviews.
- Develop ordinances and/or amendments to the Uniform Development Code (UDC) that facilitate the preservation of the unique history, culture, and diversity of San Antonio.
- Continue a comprehensive historic survey of the original 36 square miles of the City.

♦ Provide efficient customer service and facilitate interdepartmental communication.
- Improve the Historic Preservation Web site to provide information about historic resources that is more easily accessible, the historic review process, and best practices to the public.
- Process applications, permits, plans, plats and Master Development Plans (MDP) in a timely manner to provide excellent customer service.
- Coordinate with other departments to facilitate timely MDP review.

♦ Provide outreach and education to the community in order to increase awareness about the various review processes and San Antonio's historic resources.
- Continue to provide interdepartmental training as needed.
- Continue to educate community groups about various historic preservation processes and issues.

♦ Preserve, protect and enhance the integrity, economic viability, and livability of San Antonio's neighborhoods.
- Develop and implement Neighborhood, Community and Perimeter Plans and programs to build strong, self-sustaining and revitalized neighborhoods.
- Continue capacity building and community development services through neighborhood registration, goals and strategies reports and special studies.

♦ Strengthen the use of the Neighborhood Planning Process and neighborhood plans.
- Enhance citizen involvement in the neighborhood, community, and perimeter planning process by conducting community meetings during plan development, review and adoption.
- Update comprehensive perimeter, community, and neighborhood plans as warranted to incorporate any future land use changes that are anticipated.
- Continue to review development applications (Zoning, MDPs, PUDs, Special Projects) for plan consistency and process plan amendments.
- Support plan implementation through the Annual Improvement Project Report, prior to the budget planning process, the Planning Team Leadership Program, and interdepartmental coordination meetings.
- Coordinate with City Departments and outside agencies to implement special projects such as the Olmos Creek Greenway Aquatic Ecosystem Restoration planning, design and analysis phase.
- Prepare Strategic Revitalization plans addressed by recent Urban Land Institute Reports, Neighborhood Commercial Revitalization (NCR) areas, and other potential commercial corridors.

♦ Develop urban design policies and standards that preserve neighborhoods and improve the design and attractiveness of the City's highway, street, transit and pedestrian networks, and of its open spaces and greenbelts.
- Implement the Neighborhood Conservation District Program by developing zoning ordinances for neighborhoods to ensure that future development is compatible with existing neighborhood character.
- Implement the Corridor District Program by processing permits in a timely manner to provide excellent customer service.

♦ Encourage the certification of staff in the planning and urban design field through American Institute of Certified Planners (AICP) certification, American Institute of Architects (AIA) certification, and GIS certification.

♦ Support activities, programs, and host committee of the 2006 National American Planning Association Conference to be held in San Antonio, Texas on April 22-26, 2006.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Increase Neighborhood Planning**					
	Develop and implement Neighborhood and Community Plans	Cumulative City Population Included in Plans Approved by City Council	30%	36%	35%	38%
		Cumulative City Square Miles Included in Plans Approved by City Council	44%	48%	48%	43%
	Continue capacity building and community development services through neighborhood registration	Total No. of Neighborhood Groups Registered with the City	375	385	390	400
Financial	**Provide Accountability to the Public**					
	Enhance 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 for the Neighborhood Planning Process	30	30	32	30
	Continue Historic Survey of buildings within the City's original 36 square miles	Cumulative % of Buildings Surveyed	16%	24%	29%	36%
Internal Processes	**Increase Neighborhood Planning**					
	Prepare Strategic Revitalization plans addressed by recent Urban Land Institute Reports, Neighborhood Commercial Revitalization (NCR) areas, proposed Urban Renewal plans and other potential corridors	No. Urban Design Plans	9	6	6	5
	Implement the Neighborhood Conservation District Program	Cumulative % of square miles of Neighborhood Conservation Districts Approved by City Council	10%	N/A	18%	23%

BALANCED SCORECARD CONTINUED

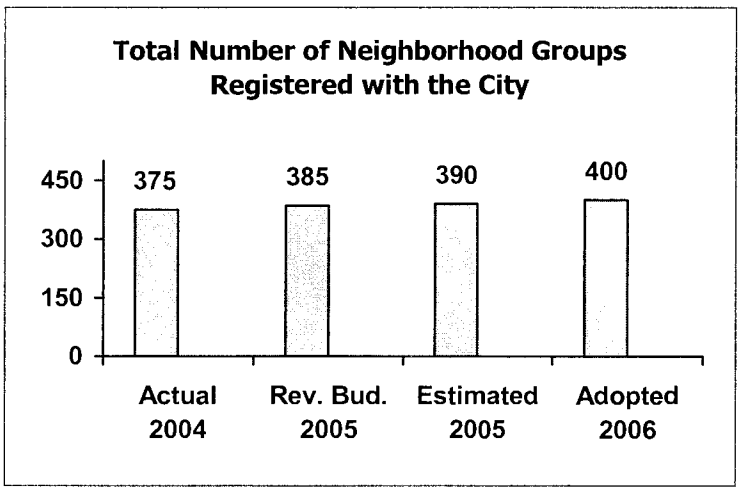
	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Encourage certification of staff in the planning and urban design field through American Institute of Certified Planners (AICP) certification, American Institute of Architects (AIA) certification and GIS Certification	% of Planning Staff Certified	13%	27%	22%	35%
	Promote the use of Geographic Information Systems (GIS) applications	Total No. of Staff Attending Training Classes Provided	20	50	17	33

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Planning Department's FY 2006 Balanced Scorecard.

Neighborhood Groups Registered

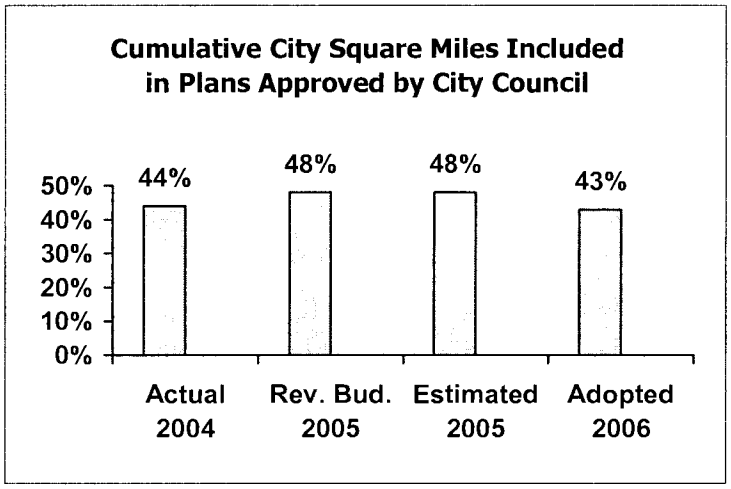
This measure is the cumulative number of neighborhood associations registered with the City to receive services such as notification for rezoning, platting, and other city activities. The objective is to continue building and community development services through neighborhood registration.



PERFORMANCE MEASURE HIGHLIGHTS CONTINUED

City Square Miles Included in Plans Approved by City Council

Percent of total number of City square miles covered by Neighborhood, Community and Perimeter Plans approved by City Council.



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$1,000**

LINE ITEM REDUCTION

This ***reduction*** will result in $1,000 in savings in the Office Supplies line item. The Department will realize savings through the utilization of an electronic format for the preparation of commission agendas and will also post these agendas on the Department's website for City Staff access.

- **IMPROVEMENTS** **$5,729**

RECLASSIFY A VACANT PLANNER II POSITION TO A SENIOR PLANNER

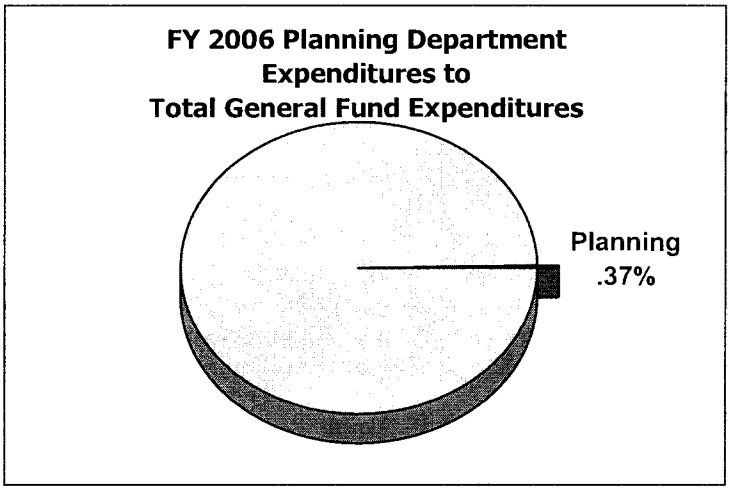
This ***redirection*** will change the classification of a vacant Planner II to a new Sr. Planner position at an additional cost of $5,729. The new position will facilitate the development and strategic planning of the Community Action Committees recommended for two Urban Land Institute (ULI) study areas. The Sr. Planner will organize the work of member agency/community organizations and increase the marketing efforts to heighten overall visibility. In addition, the position will facilitate rezoning which will address part of the second year implementation for two ULI Projects for City Council Districts 2 and 5. This was a recommended revitalization strategy for St. Paul Gateway and Avenida Guadalupe that included the designation of staff to support and formulate a strategic action plan.

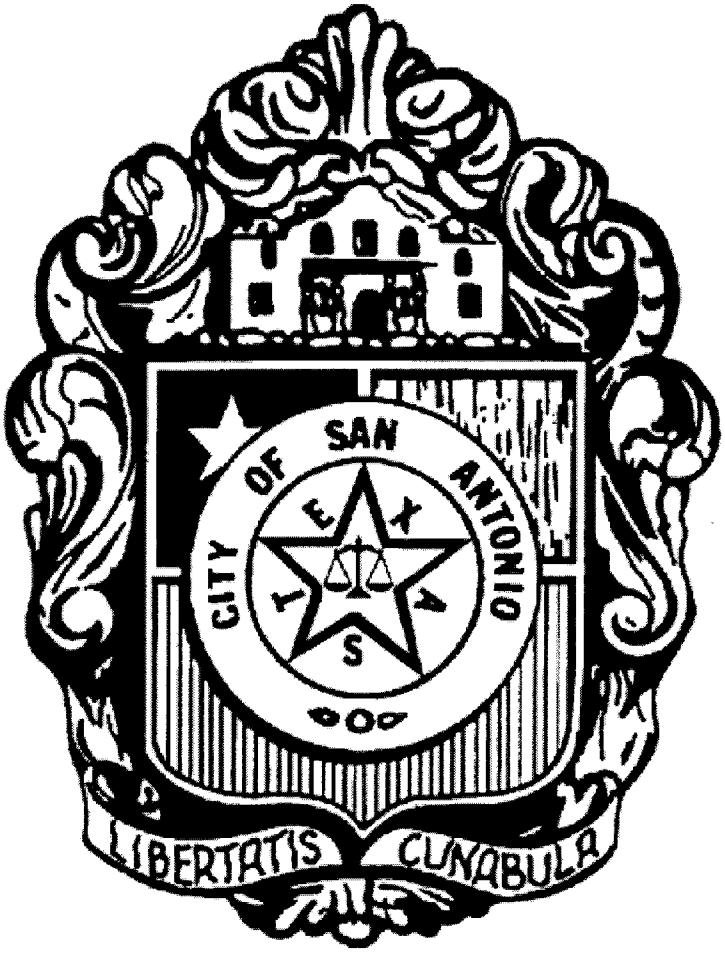
GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$2,079,938	$2,055,929	$2,075,444	$2,115,157
CONTRACTUAL SERVICES	382,029	515,374	93,630	112,105
COMMODITIES	59,426	40,313	63,231	38,618
SELF INSURANCE/OTHER	9,047	16,187	387,013	413,844
CAPITAL OUTLAY	10,831	0	8,454	0
TOTAL EXPENDITURES	**$2,541,271**	**$2,627,803**	**$2,627,772**	**$2,679,724**
AUTHORIZED POSITIONS	**43**	**38**	**38**	**37**
FULL-TIME EQUIVALENTS	**43.00**	**38.00**	**38.00**	**37.00**

FY 2006 Planning Department Expenditures

The chart illustrates the Planning Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.

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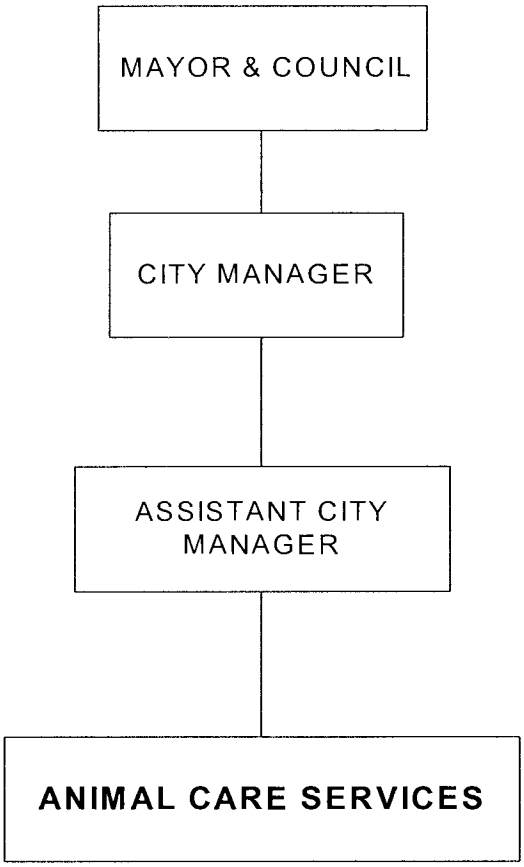
ANIMAL CARE SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
Animal Care Services Fund	86.00	$4,840,051
Total Funding	**86.00**	**$4,840,051**

PROGRAM INFORMATION

Animal Care Services is the unit within the City charged with implementation of a comprehensive program to address animal issues. Its mission is to promote responsible pet ownership in the community with a system of laws, policies and practices that promote the humane treatment of animals and insure public health and safety. In FY 2005-2006 the Bexar Country Rabies Control Fund, Animal Control Division of the General Fund and the Animal Care Division of the Public Health Support Fund merged to create a new Animal Care Services Fund. This fund monitors all expenditures and revenues associated with the operations at the Animal Care Services facility.

GOALS & OBJECTIVES

- Enforcement of Chapter 5 of the City's Animal Code
- Impoundment of loose and stray animals
- Investigation of all bite and scratch incidents involving animals
- Conducting of dangerous animal determination hearings
- Manages a shelter that seeks to do the following:
  - Treats animals in an humane manner
  - Performs euthanasia
  - Seeks to adopt as many animals as possible thereby lowering the number of animals that need to be euthanized

PROGRAM CHANGES

- **IMPROVEMENTS** **$868,394**

ADD ONE ANIMAL CARE ADMINISTRATOR POSITION

This ***improvement*** provides for twelve months of funding for the addition of an Animal Care Administrator position in Animal Care Services. This position will be the primary executive in charge of the Animal Care Services facility. The responsibilities of this position include developing new programs, overseeing fiscal operations and implementing public policies as determined by the City Council. The total cost to the Animal Care Services Fund will be $98,692 in FY 2006.

ADD ONE SHELTER MANAGER POSITION

This ***improvement*** provides for twelve months of funding for the addition of a Shelter Manager position in Animal Care Services. This position will oversee all aspects of the operations of the Animal Care facility. The total cost to the Animal Care Services Fund will be $56,330 in FY 2006.

ADD ONE SPECIAL PROJECTS COORDINATOR

This ***improvement*** provides for twelve months of funding for the addition of a Special Projects Coordinator position in Animal Care Services. This position will assist in developing new programs, representing the facility at community meetings and special events, tracking training needs for staff, fiscal oversight on all operations and helping to identify new management strategies. The total cost to the Animal Care Services Fund will be $56,330 in FY 2006.

PROGRAM CHANGES CONTINUED

ADD ONE ADMINISTRATIVE AIDE POSITION

This ***improvement*** provides for nine months of funding for the addition of an Administrative Aide position in Animal Care Services. This position will be responsible for mail-outs, tracking correspondence and maintaining records. The total cost to the Animal Care Services Fund will be $25,740 in FY 2006.

ADD ONE VOLUNTEER COORDINATOR POSITION

This ***improvement*** provides for twelve months of funding for the addition of a Volunteer Coordinator position in Animal Care Services. This position will be responsible for supervising all volunteers working in the various areas of the facility, developing and maintaining a list of volunteers and providing training and orientation to all volunteers. The total cost to the Animal Care Services Fund will be $56,330 in FY 2006.

ADD ONE MANAGEMENT ANALYST POSITION

This ***improvement*** provides for twelve months of funding for the addition of a Management Analyst position in Animal Care Services. This position will be responsible for tracking performance measures and monitoring all fiscal operations. The total cost to the Animal Care Services Fund will be $47,692 in FY 2006.

ADD THREE VETERINARIAN TECHNICIAN POSITIONS

This ***improvement*** provides for twelve months of funding for the addition of three Veterinarian Technician positions in Animal Care Services. These positions are responsible for assisting Veterinarians with medical operations and treatment, surveying the animals in the kennels for disease and/or injury, performing tests for screening of adoption prospects and preparing animals for adoption. The total cost to the Animal Care Services Fund will be $168,990 in FY 2006.

SPAY NEUTER PROGRAM

This ***improvement*** will increase funding to the Animal Resource Center in order to expand its hours of operation; therefore providing additional spay neuter efforts in the community. Animal Care Services will outsource all spay neuter procedures to the Animal Resource Center. The Proposed Budget identifies $30,000 for the implementation of a Trap, Neuter and Release program, but the funding was redirected into spay neuter efforts. The total cost to the Animal Care Services Fund will be $150,000 in FY 2006.

PET OWNERSHIP EDUCATION INITIATIVE

This ***improvement*** provides for the implementation of a comprehensive educational campaign to promote responsible pet ownership. Animal Care Services will partner with organizations to provide a community-wide education program on responsibility in addressing animal care issues. This will include ads, billboards and electronic messages. In addition, Animal Care Services will update its website to provide more useful information to the public on adoptions, owner turn-in options, stray and lost animals and rules and regulations with respect to ownership of animals in San Antonio. The total cost to the Animal Care Services Fund will be $30,000 in FY 2006.

PROGRAM CHANGES CONTINUED

CERTIFICATION PAY

This ***improvement*** provides for additional resources for certification pay for staff performing euthanasia at Animal Care Services. This is consistent with City policy to provide extra pay for specialized work that requires certification and/or specialized training. The total cost to the Animal Care Services Fund will be $8,312 in FY 2006.

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $5,603 will provide a market adjustment for eligible employees included in the Animal Care Services Fund budgets. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

TECHNOLOGY FOR NEW EFFICIENCIES

This ***improvement*** provides for additional funding to facilitate the utilization of technology to improve efficiency at Animal Care Services. The total cost to the Animal Care Services Fund will be $35,000 in FY 2006.

TRAINING ENHANCEMENT

This ***improvement*** provides for additional funding for training to maintain the certifications of the Animal Care Services staff. In addition, this improvement will allow for staff to attend conferences where best practices can be observed. The total cost to the Animal Care Services Fund will be $10,000 in FY 2006.

AIR CONDITIONING FOR THE ADOPTION CENTER

This ***improvement*** provides for additional capital outlay to purchase an air conditioner for the adoption center at Animal Care Services. The total cost to the Animal Care Services Fund will be $20,000 in FY 2006.

EUTHANASIA BY INJECTION (EBI)

This ***improvement*** provides for additional funding to shift from the standard practice of euthanizing by gas to that of euthanizing by injection (EBI). Animal Care Services will use an aggressive approach to continue the phase-in of EBI methods, which was implemented in May 2005. In order to successfully reach this deadline, Animal Care Services was given additional improvements totaling $128,674 in FY 2005. In continued support of this effort, this improvement provides for capital items, additional temporary positions, euthanasia training and medical supplies and instruments. The total cost to the Animal Care Services Fund will be $104,978 in FY 2006.

The following table summarizes the list of Animal Care Improvements made over two fiscal years:

FY 2005 Improvements

Personnel Complement	**Personnel Cost**
• Reclass of Kennel Attendants to Veterinary Technicians	$1,338
• Certification Pay for (6) employees	1,385
• Temporary Money for (8) Kennel Attendants for two months	26,129
Personnel Total	**$28,852**
Capital Outlay	
• Retrofit of Building for EBI	$37,720
• Cattery	30,000
• Surgical Tables (6)	3,600
• Portable Buildings (2)	3,000
• AC Unit (4)	3,000
• Surveillance Camera	2,000
• Power Washers (4)	2,000
• Furniture	1,500
• Tractor	1,200
• Cart	1,000
• Cages	500
• Locking Medical Supplies Cabinets (3)	486
Capital Outlay Total	**$86,006**
Supplies and Equipment for EBI Total	**$13,116**
Training for EBI Total	**$700**
FY 2005 Improvement Total	**$128,674**

In order to continue and expand the efforts begun in FY 2005, Animal Care Services will receive the following improvements in FY 2006:

FY 2006 Adopted Improvements

Personnel Complement	**Personnel Cost**	**FTE's**
• Animal Care Administrator position at twelve months	$98,692	1.00
• Shelter Manager position at twelve months	56,330	1.00
• Veterinarian Technician positions at twelve months	168,990	3.00
• Special Projects Coordinator position at twelve months	56,330	1.00
• Management Analyst position at twelve months	47,692	1.00
• Administrative Aide position at nine months	25,740	1.00
• Volunteer Coordinator	56,330	1.00
Personnel Total	**$510,104**	**9.00**

Euthanasia by Injection

• Reclassification of Kennel Attendants to Veterinary Technicians	$8,031
• Certification Pay for (6) Employees	8,312
• Medical Supplies	25,000
• Injection Supplies	38,629
• Supplies	6,018
• ITSD Charges	300
EBI Total	**$86,290**

Other Improvements

• Enhancement to Animal Resource Center - Spay Neuter Program	$120,000
• Trap-Neuter-Release Program Pilot	30,000
• Pet Ownership Education Initiative	30,000
• A/C System - Adoption Center	20,000
• Information/Technology Improvements	35,000
• Staff Training Enhancements	10,000
• Clothing and Uniforms	12,000
• Additional Funding for Temporary Services	15,000
Other Improvements Total	**$272,000**
FY 2006 Adopted Improvements Total	**$868,394**

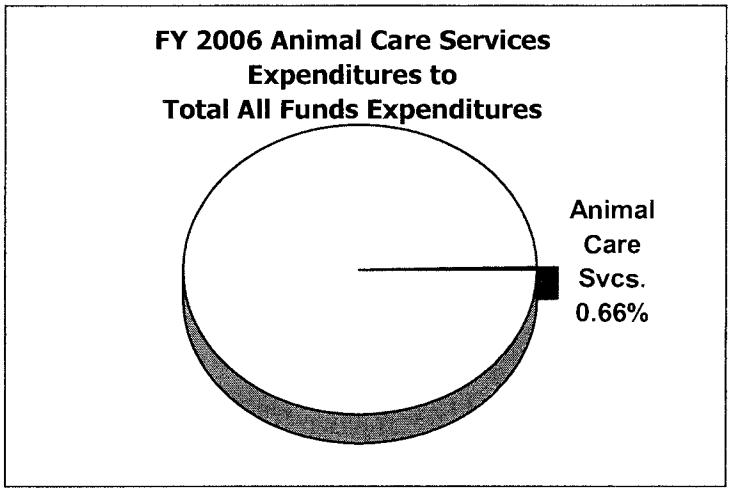
ANIMAL CARE SERVICES FUND EXPENDITURES BY CLASSIFICATION

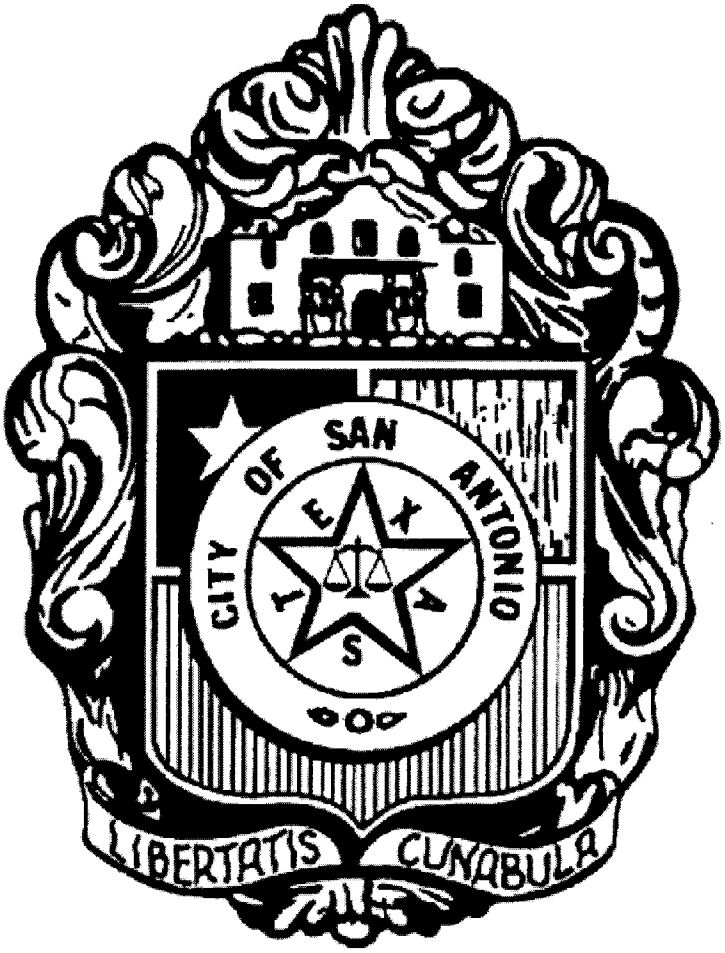
	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	N/A	N/A	N/A	$3,539,359
CONTRACTUAL SERVICES	N/A	N/A	N/A	337,433
COMMODITIES	N/A	N/A	N/A	315,442
SELF INSURANCE/OTHER	N/A	N/A	N/A	647,817
TOTAL EXPENDITURES	**N/A**	**N/A**	**N/A**	**$4,840,051**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**	**86**
FULL-TIME EQUIVALENTS	**N/A**	**N/A**	**N/A**	**86.00**

EXPENDITURES CONTINUED

FY 2006 Animal Care Services Department Expenditures

The chart illustrates the Animal Care Services Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 All Funds Budget.

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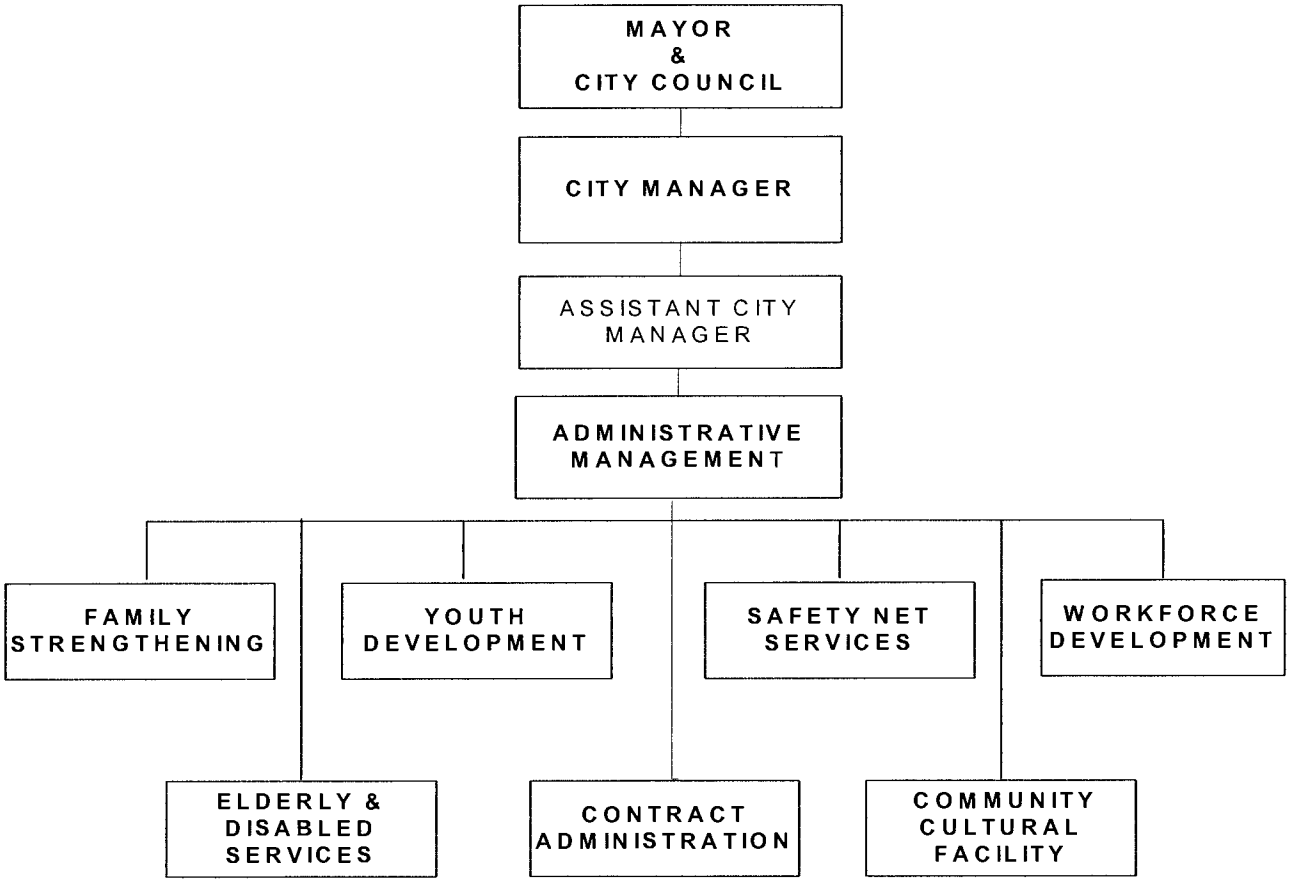
COMMUNITY INITIATIVES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	206.40	$12,455,027
Categorical Grants	385.50	114,258,481
Community Development Block Grant	9.00	214,313
Capital Projects	0.00	4,319,000
Delegate Agencies	0.00	6,971,720
Total Funding	**600.90**	**$138,197,390**

MISSION STATEMENT

The Department of Community Initiatives will promote economic self sufficiency, advance family strengthening and enhance the quality of life 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 that raise the quality of life in the community. These strategies serve to raise the education and skill level of San Antonio's workforce and promote family economic success. 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. 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.

DCI coordinates comprehensive services that facilitate family economic success. These services include school readiness, youth development, literacy, higher education scholarships, targeted industry job training and work supports including childcare and soft skill development. The Family Economic Success Program improves the quality of life by assisting residents to become informed financial consumers through services that include the Volunteer Income Tax Assistance, financial literacy, the Individual Development Account asset building program, banking services and anti-predatory lending education. DCI also provides safety net services including emergency and homeless assistance. For senior residents, DCI uses congregate meals and supportive services as primary strategies to promote their independence and engage them in reweaving the social fabric of their neighborhoods. DCI staffs the 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 five overarching goals that have been established to accomplish the Department's stated mission.

- Family Strengthening
- Youth Development
- Elderly and Disabled Services
- Workforce Development
- Community Safety Net (including hunger and homeless)

To support these goals, specific strategic objectives have been developed for the following purposes:

- 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.
- 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.
- Enable working people to access free tax and other financial services and encourage personal asset building through individual development accounts.
- Assist residents in avoiding fringe financial services and predatory lending through financial literacy.
- Promote economic vitality and community well being by raising the education and sill level of San Antonians
- Ensure all children receive high quality early childhood education through school readiness initiatives, parental involvement and quality early childhood centers.
- Promote youth development through early intervention, education, higher education scholarships and job training.
- 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.
- Provide for basic human needs by ensuring access to shelter, safe places to receive services, and food security.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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]	1,636	1,124	2,062	2,295
		DCI Participants Obtaining Transitional Employment Below $8.75 Per Hour	6,496	2,317	4,245	3,597
		DCI Participants in Higher Education, Skill or Long-Term Job Training [1]	4,311	4,064	4,820	4,460
	Ensure families are economically secure	No. of Individual Development Account (IDA) Participants	1,123	560	520	610
		No. of Taxpayers Assisted through Volunteer Income Tax Assistance (VITA) [2]	15,200	4,000	19,963	23,956
		% of Annual Income Returned to Low-Income Taxpayers via VITA	9%	9%	11%	10%
		No. of DCI Participants Receiving Financial Literacy Training	2,917	2,340	1,980	2,435
	Promote access to high quality early childhood education and school readiness initiatives	Avg. of Monthly Children in Care	16,927	15,248	17,933	17,057
		Total No. and % of Child Care Delivery System Vendors that are Texas Rising Star Certified	122 (32%)	86 (30%)	99 (35%)	90 (34%)
		% of Children in Kindergarten Readiness Program Displaying Mastery Skills	87%	85%	86%	86%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer Continued	Promote youth development through early intervention, character traits/life skills development, education, and job training opportunities	No. and % of Youth Services Participants Completing Character Development/Life Skills Training	3,289 (43%)	3,619 (49%)	12,915 (58%)	11,450 (56%)
		% of SAEP Seniors Graduating High School	89%	95%	93%	94%
	Improve Customer Service					
	Provide comprehensive, community based family strengthening services	No. of Participants Served by DCI's Direct Program and Contract Investments (duplicated)	225,932	225,657	267,335	271,938
		No. of Community Locations with DCI Investments	804	861	848	947
	Invest in existing community organizations for the provision of human development services	% of Operations Funding Managed through Contracts with Other Agencies/Organizations	77%	77%	80%	83%
	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	14,395	13,550	8,901	10,645
	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 Budgeted	917,846	971,074	984,782	1,010,070
		% of Senior Population Participating in DCI Programs	20%	21%	23%	22%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer Continued	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 [3]	25,880	25,288	23,506	23,550
		% of Children in Poverty 0 – 5 Receiving Child Care Assistance Through the City	43%	35%	45%	43%
	Promote self-sufficiency and stable housing for the homeless and those at risk for homelessness and reduce the impact of hunger in our community	No. of Persons Enrolled in Housing Programs	N/A	N/A	1,028	1,028
		No. of Persons Transitioning to Permanent Housing	N/A	N/A	325	336
		% of eligible persons in Bexar county receiving food stamps	N/A	N/A	59%	64%
		No. Pounds of Food Distributed to the Community (in Millions)[4]	N/A	N/A	1.9	2.0
	Leverage Other funding Sources					
	Leverage funded programs to create additional community value	$ Value of Youth Service Hours to the Community [5]	$305,212 63,940 hrs	$285,376 43,904 hrs	$216,164 34,599 hrs	$230,100 35,400 hrs
		$ Value of Elderly Community Service Hours to the Community [5]	$1,416,786 217,967 hrs	$1,814,032 207,318 hrs	$1,809,488 205,794 hrs	$1,899,923 217,134 hrs
		$ Into Community Through VITA (in Millions)	$22.3	$34.0	$30.1	$36.9
		Tax Preparation Fees Saved and Returned to Community (in Millions)	$1.57	$2.40	$2.05	$2.45
		% of Budget from Outside Funding Sources	86%	86%	85%	84%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	No. of Contracts and Vendor Agreements Managed and Monitored [6]	1,180	1,200	2,608 (2,019/589)	2,793 (2,100/693)
		No. of Compliance Reviews Conducted	N/A	N/A	65	71

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Employee Learning & Growth	**Improve Employee Services**					
	Assist staff to improve self through professional development training	No. of Staff Receiving Financial Literacy or Professional Development Training	342	290	359	307
	Improve Information Technology Service Delivery					
	Develop and maintain a technologically effective and efficient department	% of Staff Demonstrating Computer Literacy	85%	88%	89%	89%

EXPLANATORY INFORMATION

[1] Includes SAEP collage graduates, Community Family Resource and Learning Centers, Better Careers/GED participants, Youth Opportunity Program, Success and Independence, Dwyer Center, and Project Quest job placements.

[2] For FY 2005 Revised Budget, baseline value assumed that no Human Development Services Fund or additional financial support is provided.

[3] 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.

[4] Does not include voluntary Food Bank match of 712,000 pounds for FY 2005 and 600,000 pounds estimated for FY 2006.

[5] Based on FY 2005 wage of $6.50 per hour for youth and $8.75 per hour for seniors.

[6] Estimated FY 2005 and Proposed FY 2006 reflect count of all contracts in SAP plus all Human Development Services Fund contracts versus vendor agreements.

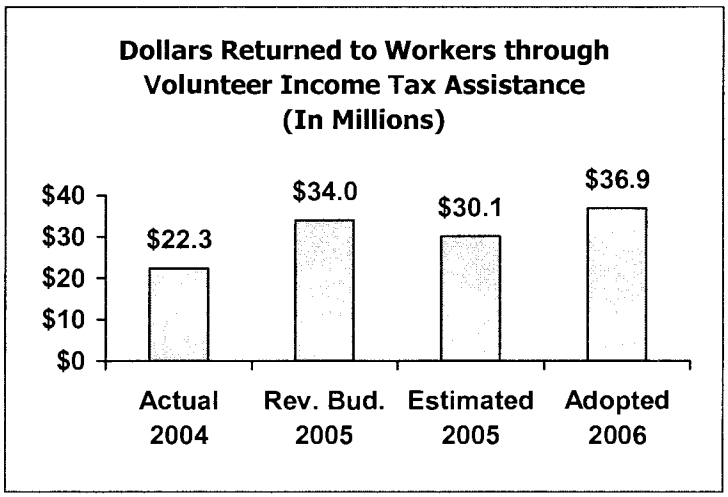
PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Department of Community Initiative's FY 2006 Balanced Scorecard.

Dollars Returned through VITA

The Volunteer Income Tax Assistance (VITA) program is a partnership between the Internal Revenue Service, the City of San Antonio, the Department of Community Initiatives, Annie E. Casey Foundation, Catholic Charities, United Way, UTSA and various other local agencies.

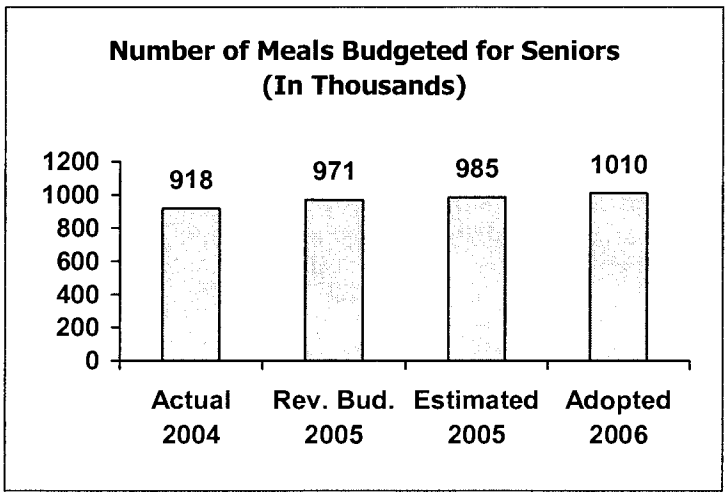
Volunteers from the community help prepare basic, current year tax returns for eligible taxpayers free of charge. This graph represents the amount in millions of money returned to workers through the Volunteer Income Tax Assistance Program.



PERFORMANCE MEASURE HIGHLIGHTS CONTINUED

Meals for Seniors

Providing meals for seniors aids in providing for the safefy and welfare of San Antonians. This enables the elderly to retain an independent and healthy quality of life through nutrition and healthy living programs offered by the Department of Community Initiatives.



PROGRAM CHANGES

- **IMPROVEMENTS** **$20,000**

SENIOR THERAPEUTIC DANCE PROGRAM

This ***improvement*** will provide one-time funding of $20,000 to "Dance Therapy" Dance Your Depression Away Inc. This funding will provide senior therapeutic dance instruction for the following nutrition centers: Harlandale, South San, Our Lady of Angels, St. Bonaventure, and St. Vincent De Paul.

- **MANDATES** **$57,920**

MEDICAL CENTER SENIOR HEALTH CENTER

This ***mandate*** will provide funding for a Special Projects Coordinator to facilitate the project management process for a new Multi-Service Senior Center. Total funding for this mandate is $57,920, which includes one time costs of $1,705 in computer and software needs. The 2003 Bond Program provided funding for the acquisition, construction, and outfitting of a new community multi-service health center for the senior community. In addition to the $2.5 million in City bond money, $750,000 in proposed County bond funds have been committed for construction purposes. The project was originally scheduled for completion in July 2006. However, additional HUD 108 funds have been allocated to the project, both expanding the scope and extending the project timeline. The center is anticipated to open in FY 2007 and will be built in Council District 8 in the vicinity of the Medical Center Area. The Senior Center is designed to provide health, wellness and education programs for seniors. The programs will include a senior nutrition program, a computer lab, housing, utility and safety referral services for assistance. Various health and wellness screening and information initiatives will also be provided.

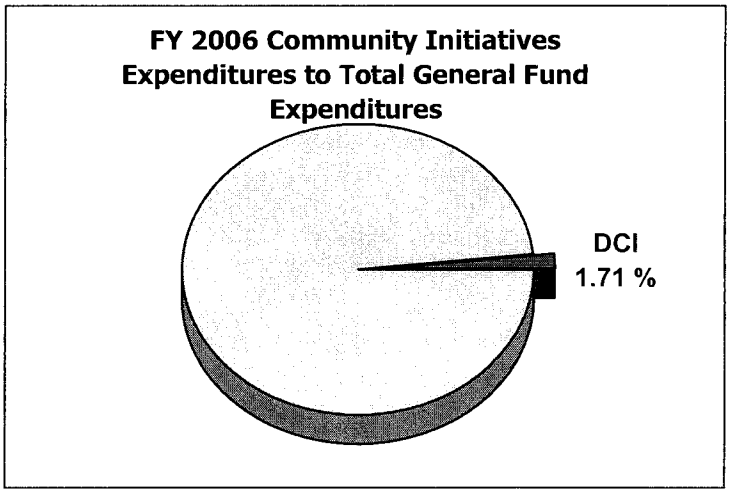
A Special Projects Coordinator will serve as the liaison for intergovernmental issues, and coordinate all processes necessary to bring the center on line. Upon completion of the facility, this staff person will transition into an operational role, supervising the daily operations.

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$7,292,041	$8,041,305	$7,579,355	$8,697,820
CONTRACTUAL SERVICES	2,810,657	1,662,202	1,556,406	1,682,352
COMMODITIES	149,213	106,744	133,984	107,128
SELF INSURANCE/OTHER	333,401	1,977,151	1,926,343	1,965,982
CAPITAL OUTLAY	19,819	5,238	5,872	1,745
TOTAL EXPENDITURES	**$10,605,131**	**$11,792,640**	**$11,201,960**	**$12,455,027**
AUTHORIZED POSITIONS	**199**	**206**	**206**	**207**
FULL-TIME EQUIVALENTS	**198.40**	**205.40**	**205.40**	**206.40**

FY 2006 Community Initiatives Department Expenditures

The chart illustrates the Community Initiative Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.



Below is a comprehensive listing of the grants expected by the Department of Community Initiatives in FY 2006.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2006
Community Cultural Facility					
Carver Community Cultural Center	$ -	$ -	$199,000	$51,000	$250,000
Elderly & Disabled Services					
Comprehensive Nutrition Project	-	1,887,206	2,642,580	235,500	4,765,286
Supportive Services for the Elderly Project	-	275,250	140,987	5,600	421,837
Family Strengthening					
Annie E. Casey Making Connections Program	-	-	-	120,000	120,000
Child Care Delivery System	-	35,906,280	1,200,000	-	37,106,280
Head Start Early Childhood Development	45,833,107	-	-	11,458,277	57,291,384
Individual Development Account 2	180,000	-	-	166,150	346,150
Individual Development Account 3	60,000	-	20,000	-	80,000
Safety Net Services					
Community Services Block Grant	-	1,959,188	-	-	1,959,188
CPS Energy	-	-	-	814,814	814,814
Emergency Food & Shelter Program	130,900	-	-	-	130,900
Emergency Shelter Grant	628,560	-	-	628,560	1,257,120
Fair Housing Program	214,313	-	-	-	214,313
Housing Counseling	130,624	-	-	-	130,624
Housing Opportunities for Person with AIDS	960,000	-	-	-	960,000
Predatory Lending Counseling	39,922	-	-	-	39,922
San Antonio Water System	-	-	-	478,090	478,090
2004 Supportive Housing Program	1,991,723	-	-	-	1,991,723
2003 Supportive Housing Program	1,942,161	-	-	-	1,942,161
2002 Supportive Housing Program	1,007,495	-	-	-	1,007,495
2001 Supportive Housing Program	$293,859	$ -	$ -	$ -	$293,859

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2006
Workforce Development					
Community Technology Centers	-	-	-	230,094	230,094
English Literacy / Civics Education	-	90,500	-	-	90,500
Youth Opportunity Program	2,088,401	-	-	-	2,088,401
Youth Development					
Juvenile Accountability Incentive Block Grant	-	55,944	6,216	-	62,160
San Antonio Education Partnership	-	-	-	186,180	186,180
TOTAL	**$55,501,065**	**$40,174,368**	**$4,208,783**	**$14,374,265**	**$114,258,481**

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 10/01/05 through 9/30/06.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of Carver Main Stage Season Events	9	13	9
Number of Little Carver Intimate Season Events	7	7	7
Number of Youth Matinee Series Events	8	7	7
Community Bookings/Little Carver Usage	255	240	635
Output:			
Carver Season Event Attendance	7,973	6,518	7,495
Carver Youth Matinee Series Events Attendance	6,422	2,416	2,800
Community Bookings Attendance	6,121	3,600	14,000
Efficiency:			
Average Carver Season Attendance Per Event	498	326	468
Average Carver Youth Matinee Series Events Attendance	803	345	400
Average Community Bookings Attendance/Little Carver Usage[1]	24	15	22
Effectiveness:			
% of Carver Annual Attendance Achieved	61%	N/A	N/A
% of Carver Youth Matinee Series Events Attendance	178%	N/A	N/A

EXPLANATORY INFORMATION:

[1] The Little Carver formally opened to the general public in November 2002 and is currently used by the community for events and functions. The Carver Theatre re-opened to the general public in October 2004 and is currently used by the community for events and functions. This measure projection for 05/06 combines rentals for both facilities.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY – Transfers required as a cash match	$189,927	$203,525	$199,000
OTHER – This includes requirements of the City In-Kind	41,000	41,000	51,000
TOTAL FUNDING	**$230,927**	**$245,025**	**$250,000**
EXPENDITURES			
PERSONAL SERVICES	$229,224	$239,055	$242,416
CONTRACTUAL SERVICES	1,565	3,470	4,584
COMMODITIES	138	2,500	3,000
TOTAL EXPENDITURES	**$230,927**	**$245,025**	**$250,000**
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**

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 76 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 10/01/05 through 09/30/06.)

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No. of Volunteers	1,360	1,380	1,400
Elderly Served through Nutrition Program	7,531	6,527	6,786
Output:			
Meals Budgeted	947,117	971,074	1,010,070
Meals Home-Delivered to Seniors	189,423	189,504	160,150
No. Of Volunteer Hrs.	196,231	195,958	204,400
Efficiency:			
Average Cost of Each Meal	$5.17	$4.84	$4.72
Average Seniors Served Daily	3,615	3,721	3,870
Average Hours Worked Per Volunteer	144	146	146
Effectiveness:			
% Of Meals Home-Delivered to Seniors	20%	20%	16%
% Of Elderly Satisfied with Nutrition Program	95%	95%	95%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY – General Fund	$2,684,328	$2,642,580	$2,642,580
STATE – AACOG Title III	1,768,165	1,887,206	1,887,206
OTHER – Program Income	215,526	235,500	235,500
TOTAL FUNDING	**$4,668,019**	**$4,765,286**	**$4,765,286**
EXPENDITURES			
PERSONAL SERVICES	$ 932,422	$ 1,074,468	$1,074,468
CONTRACTUAL SERVICES	3,566,617	3,514,906	3,514,906
COMMODITIES	155,630	122,562	122,562
SELF INSURANCE / OTHER	13,350	13,350	13,350
CAPITAL OUTLAY	0	40,000	40,000
TOTAL EXPENDITURES	**$4,668,019**	**$4,765,286**	**$4,765,286**
AUTHORIZED POSITIONS	**43**	**46**	**47**
FULL-TIME EQUIVALENTS	**32.00**	**37.00**	**32.00**

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 10/01/05 through 09/30/06.)

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Vehicles[1]	12	11	10
Individuals Served Through Transportation Program	1,418	1,465	1,480
Output:			
One-Way Transportation Trips[2]	17,166	15,708	17,046
One-Way Medical Transportation Trips	14,230	13,461	13,978
Efficiency:			
Average Cost Of One-Way Transportation Trips[3]	$25.59	$32.74	$24.71
Average Cost Of One-Way Fare Of Private Companies	$43.99	$45.31	$46.67
Effectiveness:			
% Of Trips Related to Medical Treatment	82%	86%	82%
% Of Clients Satisfied With Transportation Program	96%	99%	96%

EXPLANATORY INFORMATION

[1] Total number of vehicles in the pool, only 6 vehicles directly support this program. Other pooled vehicles are used as backup vehicles during repairs and in support of other EDS program activities.

[2] 2004-05 decreased due to 26 service days lost to chauffeur medical disabilities and the implementation of a new scheduling & dispatch software. 12,713 trips will be completed to meet funding source requirement. Proposed trips for 2005-2006 subject to change due to up-coming variable rate reimbursement from funding source

[3] The estimated cost per trip excludes capital outlay expenditures.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY – General Fund	$145,561	$140,987	$140,987
STATE – AACOG	309,047	275,250	275,250
OTHER – Program Income	8,600	5,600	5,600
TOTAL FUNDING	**$463,208**	**$421,837.00**	**$421,837**
EXPENDITURES			
PERSONAL SERVICES	$ 249,640	$ 284,321	$284,321
CONTRACTUAL SERVICES	97,019	86,216	86,216
COMMODITIES	100,738	43,400	43,400
SELF INSURANCE / OTHER	7,900	7,900	7,900
CAPITAL OUTLAY	7,911	0	0
TOTAL EXPENDITURES	**$463,208**	**$421,837**	**$421,837**
AUTHORIZED POSITIONS	**10**	**10**	**9**
FULL-TIME EQUIVALENTS	**9.00**	**9.00**	**8.00**

PROGRAM INFORMATION:

The Annie E. Casey Foundation, Making Connections Initiatives 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 is 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 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# of VITA Sites	16	17	17
Output:			
No. of Taxpayers Served through COSA VITA sites	15,200	19,963	23,956
No. of Taxpayers Served through all SACFEP sites	19,300	24,744	29,693
Participants Receiving Financial Literacy Training	289	200	135
Efficiency:			
% of annual Income Returned to Low-Income Taxpayers	9%	10%	10%
Effectiveness:			
Dollars Returned to the Community Through COSA VITA sites	$22,000,000	$30,100,000	$36,900,000
Dollars Returned to the Community through all SACFEP sites	$29,100,000	$38,400,000	$46,800,000
Dollars Saved in Tax Preparation and RAL fees	$1,600,0000	$2,100,000	$2,500,000

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
OTHER – This includes requirements of the City In-Kind	$160,301	$120,000	$120,000
TOTAL FUNDING	**$160,301**	**$120,000**	**$120,000**
EXPENDITURES			
PERSONAL SERVICES	$55,400	$67,232	$67,232
CONTRACTUAL SERVICES	30,000	29,175	29,175
COMMODITIES	7,100	2,453	2,453
SELF INSURANCE / OTHER	0	140	140
CAPITAL OUTLAY	7,500	1,000	1,000
TRANSFERS IN	20,000	20,000	20,000
IN KIND	40,301	0	0
TOTAL EXPENDITURES	**$160,301**	**$120,000**	**$120,000**
AUTHORIZED POSITIONS	**1**	**1**	**2**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**2.00**

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, and vendor management. The program also provides qualified clients with eligibility and certification services, counseling on the selection of quality childcare, and referrals to all participating child care facilities from which parents can select their appropriate care needs.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Children under 5 years of age in poverty [1]	33,766	34,199	34,632
Children observed in Kinder Readiness Project	702	668	675
No. of community locations	564	589	693
Output:			
No. of children under 5 years of age in care in poverty	7,925	9,460	8,312
No. of children in care (average daily)	9,453	10,018	9,764
No. of children mastering KRG	613	621	608
No. of TRS Providers	117	99	90
Efficiency:			
Average Cost of Care per Child [2]	$3,809	$3,379	$3,244
Effectiveness:			
% of children under 5 years of age in care in poverty	23%	28%	24%
% of Performance Attained [3]	101%	103%	104%
% of children mastering KRG	88%	93%	90%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY – Transfers required as a cash match	$ 1,200,000	$ 1,200,000	$ 1,200,000
STATE – Funding provided by the State	44,436,378	39,047,045	35,906,280
TOTAL FUNDING	**$45,636,378**	**$40,247,045**	**$37,106,280**
EXPENDITURES			
PERSONAL SERVICES	$ 3,439,829	$ 2,871,664	$ 2,301,423
CONTRACTUAL SERVICES	40,023,875	35,585,801	33,344,573
COMMODITIES	28,585	54,109	36,507
SELF INSURANCE / OTHER	562,558	455,753	459,735
CAPITAL OUTLAY	5,832	6,500	0
SUBGRANTING	1,200,402	926,790	617,614
INDIRECT COSTS	375,297	346,428	346,428
TOTAL EXPENDITURES	**$45,636,378**	**$40,247,045**	**$37,106,280**
AUTHORIZED POSITIONS	**210**	**181**	**181**
FULL-TIME EQUIVALENTS	**206.00**	**177.00**	**177.00**

PROGRAM INFORMATION:

The City of San Antonio 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 has 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. The program is funded to provide services for 6,789 slots in the 2005 Head Start program year of February 2005 to January 2006.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Children 3-4 years of age in Poverty	15,840	18,612	21,869
No. of Children with Special Needs	673	720	790
Output:			
Avg. Monthly Head Start Children in care	6,232	6,314	6,454
No. of Health Services/Screenings	33,920	34,395	34,395
No. of 3rd Progress Reports/Transition (Public Schools)	3,000	3,300	3,400
Efficiency:			
Average Cost of Care per Child	$9,191	$9,081	$8,877
Effectiveness:			
% of Eligible Children 3 - 4 years of Age in Care to Poverty	39%	34%	30%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$45,825,107	$45,868,107	$45,833,107
OTHER – In-Kind	11,455,277	11,467,027	11,458,277
TOTAL FUNDING	**$57,280,384**	**$57,335,134**	**$57,291,384**
EXPENDITURES			
PERSONAL SERVICES	$359,375	$362,476	$362,476
CONTRACTUAL SERVICES	22,150	59,100	59,100
COMMODITIES	13,493	16,059	16,059
SELF INSURANCE / OTHER	15,314	13,265	13,265
CAPITAL OUTLAY	27,500	19,100	19,100
SUBGRANTING	56,842,552	56,865,134	56,821,384
TOTAL EXPENDITURES	**$57,280,384**	**$57,335,134**	**$57,291,384**
AUTHORIZED POSITIONS	**13**	**15**	**15**
FULL-TIME EQUIVALENTS	**12.0**	**14.0**	**14.0**

COMMUNITY INITIATIVES
INDIVIDUAL DEVELOPMENT ACCOUNT—FAMILIES SAVE 2

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 Bexar County. 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 Homeowners Class. The grant period for this program is from September 30, 2001 to September 29, 2006.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Local Match	$515,850	$218,000	$166,150
Funds Generated by match	$515,850	$218,000	$166,150
Output:			
Participants Served	275	413	313
Participants Attending Financial Literacy	337	210	0[1]
Efficiency:			
Average individual savings	$750	$887	$890
Average Draw Down	$3,000	$3,327	$3,500
Effectiveness:			
Participants Completing Program	21	121	442

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY – Transfers required as a cash match	$20,000	$20,000	$0
CITY – Human Development Services Fund (HDSF)	114,000	40,000	0
FEDERAL – Federal fund source	180,000	180,000	180,000
OTHER – Local Match	381,850	158,000	166,150
TOTAL FUNDING	**$695,850**	**$398,000**	**$346,150**
EXPENDITURES			
PERSONAL SERVICES	$22,500	$22,500	$22,500
CONTRACTUAL SERVICES	2,000	2,000	2,000
COMMODITIES	2,500	2,500	2,500
SELF INSURANCE / OTHER	668,850	371,000	319,150
TOTAL EXPENDITURES	**$695,850**	**$398,000**	**$346,150**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**

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 Bexar County. 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 Homeowners Class. The grant period for this program is from September 30, 2004 to September 29, 2009.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Local Match	$0	$30,000	$20,000
Funds Generated by match	$0	$30,000	$20,000
Output:			
Participants Served	0	9	21
Participants Attending Financial Literacy	0	11	25
Efficiency:			
Average individual savings	$0	$1,000	$1,000
Average Draw Down	$0	$4,000	$4,000
Effectiveness:			
Participants Completing Program	0	9	21

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY – Transfers required as a cash match	$0	$0	$20,000
CITY – Human Development Services Fund (HDSF)	0	30,000	0
FEDERAL – Federal fund source	0	60,000	60,000
TOTAL FUNDING	**$0**	**$90,000**	**$80,000**
EXPENDITURES			
PERSONAL SERVICES	$0	$0	$0
CONTRACTUAL SERVICES	0	5,990	5,990
COMMODITIES	0	2,500	2,500
SELF INSURANCE/OTHER EXPENDITURES	0	81,000	71,000
CAPITAL OUTLAY	0	510	510
TOTAL EXPENDITURES	**$0**	**$90,000**	**$80,000**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**

PROGRAM INFORMATION:

As the City of San Antonio's designated anti-poverty agency, the 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 also funded two diverse delegate agencies that provided a host of social services in Bexar County during the grant program period of 10/01/04 through 9/31/05.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# of caseworkers[1]	19	17	16
Unduplicated Clients Served	33,443	27,653	25,562
Output:			
Emergency Service - Persons Served[2]	27,343	25,571	23,662
Other Service - Persons Served[3]	5,572	1,494	1,420
Case Management - Persons Served	528	588	480
Efficiency:			
Cost per Client	$ 58.92	$ 65.00	$ 61.00
Effectiveness:			
% of Bexar County poverty population impacted	8.66%	10.47%	11.33%
% Case Management clients transitioning out of Poverty	9.00%	5.10%	7.29%

EXPLANATORY INFORMATION

1 Caseworkers include Case Aides, Program Counselors, and Caseworkers I and II
2 Emergency Service - Persons Served from our CAP Offices and Dwyer/Homeless Program.
3 Other Services are from CSBG Delegate Agencies and VITA,

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Texas Department of Housing & Community Affairs	$1,986,996.00	$2,072,586	$1,959,188
TOTAL FUNDING	**$1,986,996.00**	**$2,072,586**	**$1,959,188**
EXPENDITURES			
PERSONAL SERVICES	$1,170,350	1,450,321	$1,421,414
CONTRACTUAL SERVICES	268,493	$275,949	$233,164
COMMODITIES	55,014	$55,014	$36,800
SELF INSURANCE / OTHER	201,419	$203,464	$170,263
CAPITAL OUTLAY	41,720	$11,800	$6,499
SUBGRANTING	250,000	$76,038	$91,048
TOTAL EXPENDITURES	**$1,986,996**	**$2,072,586**	**$1,959,188**
AUTHORIZED POSITIONS	**74**	**74**	**74**
FULL-TIME EQUIVALENTS	**74.00**	**74.00**	**74.00**

PROGRAM INFORMATION:

The City operates two grant programs in conjunction with CPS Energy. Project Winter Assistance Relief Mobilization (WARM) is a utility program that is available year-round to low-income CPS Energy 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 Wagner and Brown Partnership of Midland created this trust in 1985 and contributed to the trust for ten years by donating a portion of its royalty interests in natural gas reserves to CPS Energy. 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 Energyratepayers in Bexar County. REAP is financed by donations from CPS Energy and other entities, trust investment income, and funds generated through fundraising activities.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No. of Households Served by WARM	1,898	1,309	1,320
No. of Households Served by REAP	3,971	3,561	3,457
Total	5,869	4,870	4777
Output:			
No. of Household Members Assisted by WARM	4,411	3,801	3,960
No. of Household Members Assisted by REAP	11,730	10,847	10,371
Efficiency:			
Total WARM Assistance	$ 186,410	$ 162,225	$300,000
Total REAP Assistance	$ 542,704	$ 489,534	$514,814
Effectiveness:			
Dollar Value per Household for WARM	98	124	227
Dollar Value per Household for REAP	137	137	149

EXPLANATORY INFORMATION

Administered by CPS Energy

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
OTHER – In-Kind: Interest from Project WARM Trust [1]	$190,000	$300,000	$300,000
In-Kind: CPS Donation to REAP, Inc.	384,000	389,500	514,814
TOTAL FUNDING	**$574,000**	**$689,500**	**$814,814**
EXPENDITURES			
SELF INSURANCE / OTHER	$540,504	$689,500	$814,814
TOTAL EXPENDITURES	**$540,504**	**$689,500**	**$814,814**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**

COMMUNITY INITIATIVES
FEDERAL EMERGENCY MANAGEMENT ASSISTANCE (FEMA)

PROGRAM INFORMATION:

The Federal Emergency Management Assistance (FEMA) provides nutrition, shelter, rent, mortgage and utility assistance through the Emergency Food and Shelter Program (EFSP) of 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 of 10/01/05 through 09/30/06.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# of Access Sites (Community Action Offices)	14	14	14
Output:			
# of Service Units [1]	220	236	240
# of Unduplicated Clients [2]	660	746	750
Efficiency:			
Cost per Service Unit	$584	$539	$532
Avg Cost per Client [3]	$195	$168	$168
Effectiveness:			
% of Eviction & Foreclosures Prevented	100%	100%	100%

EXPLANATORY INFORMATION

[1] Service Unit is defined as households assisted with one month's rent, first month's rent, or one mortgage payment. Per FEMA regulations, there are no income eligibility guidelines to receive assistance however; recipients must demonstrate the ability to pay the following month's rent or mortgage payment.

[2] Unduplicated clients are total household members.

[3] Average cost per client is budgeted "Other Expenditures" divided by total household members.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$134,454	$130,900	$130,900
TOTAL FUNDING	**$134,454**	**$130,900**	**$130,900**
EXPENDITURES			
PERSONAL SERVICES	$5,976	$5,900	$5,900
SELF INSURANCE / OTHER	128,478	125,000	125,000
TOTAL EXPENDITURES	**$134,454**	**$130,900**	**$130,900**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENTS	**0.25**	**0.25**	**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, meet the cost of 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. This grant program covers the period of 10/01/05 to 09/30/06.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# of Delegate Agencies	4	4	3
Unduplicated served [1]	6,952	4,813	5,000
Output:			
Prevention Service Units	257	214	424
# of Bed Nights	163,332	89,489	165,000
Efficiency:			
Avg Cost Per Bed Night	$4.30	$3.96	$4.00
Avg Number of Days to Locate Housing	90	75	60
Effectiveness:			
% of target population served [2]	28%	18%	19%

EXPLANATORY INFORMATION

[1] AAMA will not propose FY05/06 unduplicated; will be operated internally through DAC.

[2] Target populations are the unduplicated clients served by the SAMM shelter and BWS and Dwyer Ave. Center. Total homeless numbers based on the U.S. Conference of Mayor's Report is 26,170.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$703,000	$648,078	$628,560
OTHER – In-Kind	703,000	648,078	628,560
TOTAL FUNDING	**$1,406,000**	**$1,296,156**	**$1,257,120**
EXPENDITURES			
PERSONAL SERVICES	$193,231	$186,713	$181,359
CONTRACTUAL SERVICES	118,755	84,755	75,037
COMMODITIES	8,642	5,000	11,850
SELF INSURANCE / OTHER	154,392	109,630	108,860
CAPITAL OUTLAY	3,000	0	2,000
SUBGRANTING	224,980	261,980	249,454
IN KIND	703,000	648,078	628,560
TOTAL EXPENDITURES	**$1,406,000**	**$1,296,156**	**$1,257,120**
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENTS	**6.00**	**6.00**	**3.00**

PROGRAM INFORMATION:

The Fair Housing Administration funding allows staff 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 is also charged with implementing Fair Housing/tenant-landlord education and outreach activities. The Fair Housing Program will continue to partnered with the City of San Antonio's Development Services Department and Disability Access Office, checking plans and inspecting 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 10/01/05 through 09/30/06.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# of unduplicated clients	4,934	4,144	6,750
# of compliance requests	745	780	780
# of tenant / landlord resolutions	962	1,627	1630
Output:			
# of investigative and monitoring units	12,123	8,620	11,200
# of education & outreach units	43,954	24,531	31,890
# of Responses/Inquires Resolved	1,862	1,934	1,940
# of compliance agreements	597	672	670
# of compliance investigations	151	108	110
# of current year citizen participants (target population)	58,539	35,084	45,190
Efficiency:			
Cost per client	$44.38	$51.72	$31.75
# clients per Housing Counselor	1,760	1,381	2,250
Avg cost per education and outreach unit	$5.24	$8.74	$6.72
Effectiveness:			
% cases resolved	66%	92%	92%
% of apartments in compliance	83%	86%	86%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$230,444	$214,313	$214,313
TOTAL FUNDING	**$230,444**	**$214,313**	**$214,313**
EXPENDITURES			
PERSONAL SERVICES	$205,154	$199,309	$210,163
CONTRACTUAL SERVICES	24,090	14,004	3,650
COMMODITIES	1,200	1,000	500
TOTAL EXPENDITURES	**$230,444**	**$214,313**	**$214,313**
AUTHORIZED POSITIONS	**6**	**5**	**5**
FULL-TIME EQUIVALENTS	**6.00**	**5.00**	**5.00**

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 partners 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 10/01/05 through 09/30/06.

PERFORMANCE MEASURES[1]

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
FTE's	2	3	3
Households Served [2]	4,934	6,448	6,450
Output:			
Mortgagors [3]	836	1,579	1,590
Mortgagors Avoiding Foreclosure	742	1,421	1,430
Mortgage Assistance [4]	104	180	180
Efficiency:			
Cost per Household	$15.59	$21.02	$20.25
Households per Counselor	822	2,540	2,540
Effectiveness:			
% of Households Avoiding Foreclosure [5]	89%	90%	90%

EXPLANATORY INFORMATION

1. Staff will be applying for $130,624 in funding for this program in 2005 – 2006. All Performance Measures will be adjusted accordingly and will be refined upon approval of the new grant amount.
2. Housing Counseling includes renters, potential homeowners, mortgagors, and homeowners.
3. Mortgagors are defined as individuals and families paying on a home mortgage
4. Mortgage assistance is financial assistance for mortgagors funded by emergency shelter grant homeless prevention money
5. Mortgagors avoiding foreclosure / total delinquent mortgagors served

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$76,937	$135,572	$130,624
TOTAL FUNDING	**$76,937**	**$135,572**	**$130,624**
EXPENDITURES			
PERSONAL SERVICES	$76,937	$135,572	$130,624
TOTAL EXPENDITURES	**$76,937**	**$135,572**	**$130,624**
AUTHORIZED POSITIONS	**2**	**3**	**3**
FULL-TIME EQUIVALENTS	**2.00**	**3.00**	**3.00**

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 10/01/05 to 09/30/06.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# Delegate Agency Contracts	2	4	4
# of Units Maintained [1]	201	251	265
Number HIV/AIDS prevalence cases in the EMSA [2]	4,212	5,626	6,122
Output:			
# Family Member Receiving Housing Asst. [3]	79	59	75
# HIV / AIDS clients Receiving Housing Asst. [4]	266	287	340
# HIV / AIDS clients Receiving Supp Svcs.	465	476	493
Efficiency:			
Avg. Length of stay	12 Mo.	18 Mo.	14 Mo.
Avg. Cost per unduplicated client	$1,242	$370	$370
Effectiveness:			
% clients who received housing assist. to prevent homelessness	43%	15%	22%

EXPLANATORY INFORMATION

[1] This measure includes facility-based projects and scattered site units.
[2] This data is from the HHS – Ryan White Office. Prevalence =No. of people with AIDS & HIV
[3] Family member who benefit from Tenant Based Rental Assistance (TBRA).
[4] Services include TBRA, emergency shelter and hospice care.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$1,006,000	$1,027,000	$1,027,000
TOTAL FUNDING	**$1,006,000**	**$1,027,000**	**$1,027,000**
EXPENDITURES			
PERSONAL SERVICES	$13,583	$15,284	$15,284
CONTRACTUAL SERVICES	14,345	14,345	14,345
COMMODITIES	2,002	931	931
OTHER	250	250	250
SUBGRANTING	975,820	996,190	996,190
TOTAL EXPENDITURES	**$1,006,000**	**$1,027,000**	**$1,027,000**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENTS	**0.75**	**0.75**	**0.75**

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 continue an initiative of education and outreach to high schools in the service area on predatory lending practices and financial literacy education. This grant program covers the period of 10/01/05 through 09/30/06.

PERFORMANCE MEASURES [1]

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Households Served [2]	2,233	2,540	4,240
Output:			
Education and Outreach Units	2,194	2,286	4,145
School Presentations	13	34	40
Financial Literacy Presentations	26	36	40
Predatory Lending Counseling	N/A	N/A	25
Efficiency:			
Cost per Household	$17.54	$15.42	$9.42
Households per Counselor	2,233	2,540	4,240
Effectiveness:			
% of Households Reached [3]	100%	90%	98%

EXPLANATORY INFORMATION

1 Staff will be applying for $39,922 in funding for this program in 2005-2006. 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 renters, potential homeowners, and homeowners.

3 Represents the % of households educated about predatory lending practices

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$39,176	$39,176	$39,922
TOTAL FUNDING	**$39,176**	**$39,176**	**$39,922**
EXPENDITURES			
PERSONAL SERVICES	$39,176	$39,176	$39,922
TOTAL EXPENDITURES	**$39,176**	**$39,176**	**$39,922**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**1.00**

PROGRAM INFORMATION:

The City operates four programs in conjunction with The San Antonio Water System (SAWS) as follows: Affordability Discount Program (ADP) Inter-jurisdictional Agreement between the City and SAWS to provide a sliding scale discount on the monthly water meter charge to low-income SAWS ratepayers whose total household income is at or below 125% of the current Federal Poverty Level. Level of discount has progressed to discounts from $3.00 to $8.00 based on the level of poverty. Once certified, eligible ratepayers continue to receive the monthly discount for the remainder of the calendar year. Project AGUA- is a utility assistance program 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 low-income San Antonio Water System 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 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Total Households Served	11,068	15,936	15,916
Output:			
Total Household Members Assisted	32,726	50,989	50,939
Efficiency:			
Total Assistance	$699,235	$904,274	$904,545
Effectiveness:			
Dollar Value per Household by WMDAP	$33.72	$33.72	$33.72
Dollar Value per Household by Project AGUA	$44	$52	$53
Dollar Value per Household by PTP	$296	$527	$534

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
OTHER – Reimbursement from SAWS to COSA	$120,341	$120,341	$120,341
-In-Kind: AGUA Trust (administered by SAWS)	25,000	65,319	65,319
-In-kind LTP	30,990	18,594	15,495
PTP	$225,545	$239,249	$276,935
LTP	30,990	18,594	15,495
TOTAL FUNDING	**$401,876**	**$462,097**	**$493,585**
EXPENDITURES	$120,341	$120,341	$ 120,341
WMDAP	25,000	65,319	65,319
Project AGUA	225,545	239,249	276,935
PTP	30,990	18,594	15,495
TOTAL EXPENDITURES	**$401,876**	**$443,503**	**$478,090**
AUTHORIZED POSITIONS	**4**	**4**	**4**
FULL-TIME EQUIVALENTS	**2.00**	**2.00**	**2.00**

PROGRAM INFORMATION:

The U. S. Department of Housing and Urban Development awarded the 2004 Supportive Housing Program to the Department of Community Initiatives, Community Action Division, in the amount of $2,987,585 over an eighteen month period. Thirteen programs, operated by ten 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 06/01/05 through 12/31/06.

PERFORMANCE MEASURES [1]

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Open contracts	N/A	12	13
Output:			
Unduplicated Clients	N/A	723	1,795
Service Units Provided	N/A	2346	6603
Shelter Nights	N/A	7,710	21,990
Efficiency:			
Cost Per Service Unit	N/A	$283	$301
Cost Per Shelter Night	N/A	$86	$91
Effectiveness:			
% Clients Increasing Residential Stability	N/A	50%	48%
% Clients Increasing Skills or Income	N/A	67%	67%
% Clients Achieving Greater Self Determination	N/A	70%	74%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	N/A	$663,907	$1,991,723
TOTAL FUNDING	N/A	**$663,907**	**$1,991,723**
EXPENDITURES			
PERSONAL SERVICES	N/A	$45,043	$169,822
CONTRACTUAL SERVICES	N/A	2,847	14,328
COMMODITIES	N/A	750	3,500
SELF INSURANCE / OTHER	N/A	2,400	7,741
CAPITAL	N/A	28,680	311,478
SUBGRANTING	N/A	534,497	1,369,286
TOTAL EXPENDITURES	N/A	**$614,217**	**$1,876,155**
AUTHORIZED POSITIONS	**N/A**	**6**	**6**
FULL-TIME EQUIVALENTS	**N/A**	**6.00**	**6.00**

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, 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 06/01/04 through 07/31/07.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Open contracts	7	11	6
Output:			
Unduplicated Clients	420	1648	422
Service Units Provided	3,798	21,961	16,568
Shelter Nights	8,135	79,821	54,282
Efficiency:			
Cost Per Service Unit	$72	$116	$117
Cost Per Shelter Night	$34	$32	$35
Effectiveness:			
% Clients Increasing Residential Stability	73%	53%	44%
% Clients Increasing Skills or Income	76%	75%	83%
% Clients Achieving Greater Self Determination	59%	82%	81%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$275,349	$2,541,439	$1,942,161
TOTAL FUNDING	**$275,349**	**$2,541,439**	**$1,942,161**
EXPENDITURES			
PERSONAL SERVICES	$33,145	$141,678	$40,009
CONTRACTUAL SERVICES	2,770	10,973	973
COMMODITIES	884	4,086	333
SELF INSURANCE / OTHER	391	1,701	365
CAPITAL OUTLAY	611	1,833	333
SUBGRANTING	300,086	2,406,943	1,399,847
TOTAL EXPENDITURES	**$275,349**	**$2,541,439**	**$1,942,161**
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENTS	**6.00**	**6.00**	**6.00**

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, 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 06/01/03 through 07/31/06.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Open contracts	9	8	4
Output: [1]			
Unduplicated Clients	2,013	1,528	280
Service Units Provided	19,073	13,356	3,240
Shelter Nights	12,827	10,912	41,408
Efficiency:			
Cost Per Service Unit	$79	$122	$310
Cost Per Shelter Night	$118	$149	$24
Effectiveness:			
% Clients Increasing Residential Stability	45%	54%	76%
% Clients Increasing Skills or Income	67%	63%	90%
% Clients Achieving Greater Self Determination	77%	74%	68%

EXPLANATORY INFORMATION

[1] Two new contracts will be added in FY 05-06, both of which are residential, resulting in a great increase in Shelter Nights. Some of the support services only programs will be open for only a portion of FY 04-05.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$1,511,241	$1,624,719	$1,007,495
TOTAL FUNDING	**$1,511,241**	**$1,624,719**	**$1,007,495**
EXPENDITURES			
PERSONAL SERVICES	$179,724	$179,724	$119,817
CONTRACTUAL SERVICES	468	468	312
COMMODITIES	22,947	22,947	15,298
CAPITAL OUTLAY	56,115	56,115	37,410
SUBGRANTING	1,251,987	1,365,465	834,658
TOTAL EXPENDITURES	**$1,511,241**	**$1,624,719**	**$1,007,495**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**1.00**

PROGRAM INFORMATION:

The U.S. Department of Housing and Urban Development awarded the 2001 Supportive Housing Program to the Department of Community Initiative's Community Action Division for $4,184,337 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 06/01/02 through 06/30/06

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Open Contracts	12	6	1
Output:			
Unduplicated Clients	486	111	10
Service Units Provided	16,614	15,797	900
Shelter Nights	50,854	28,065	3,600
Efficiency:			
Cost Per Service Unit	$84	$65	$327
Cost Per Shelter Night	$27	$36	$82
Effectiveness:			
% of Clients Increasing Residential Stability	68%	65%	50%
% of Clients Increasing Income/Education	68%	64%	50%
% of Clients Achieving Greater Self Sufficiency	91%	85%	90%

EXPLANATORY INFORMATION

[1] For eight months

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$1,393,945	$1,030,973	$293,859
TOTAL FUNDING	**$1,393,945**	**$1,030,973**	**$293,859**
EXPENDITURES			
PERSONAL SERVICES	$43,772	$43,772	$2,501
CONTRACTUAL SERVICES	367	367	0
COMMODITIES	133	133	0
SUBGRANTING	1,349,673	986,701	291,358
TOTAL EXPENDITURES	**$1,393,945**	**$1,030,973**	**$293,859**
AUTHORIZED POSITIONS	**9**	**9**	**9**
FULL-TIME EQUIVALENTS	**9.00**	**9.00**	**9.00**

PROGRAM INFORMATION:

Continuation grant from Alamo Area Community Information System (AACIS) to provide computer literacy instruction at Albert Benavides, Columbia Heights, Margarita Huantes, Willie Velasquez, and Victor Ferrari Community Family Resource and Learning Division (CFRLD) Community Technology Centers (CTC's).

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of Computer Technology Centers [1]	4	5	5
Output:			
Number of classes	119	115	115
Number of unduplicated students	1134	818	900
Number of duplicate students	1988	653	700
Efficiency:			
Average cost per student [2]	$233	$233	$279
Effectiveness:			
% Students self reported improvement in job/school	88%	40%[3]	50%
No. Students increasing computer literacy[3]	472	350	375

EXPLANATORY INFORMATION:

[1] Albert Benavides, Columbia Heights, Margarita Huantes, Willie Velasquez, Victor Ferrari CFRLCs.
[2] The average cost per students includes management cost, and doesn't include in-kind, in-direct cost.
[3] No. of students who improved 40% from Pre Test to Post Test.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
OTHER – This includes requirements of the City In-Kind	$294,813	$230,094	$230,094
TOTAL FUNDING	**$294,813**	**$230,094**	**$230,094**
EXPENDITURES			
PERSONAL SERVICES	$210,604	$137,984	$137,984
CONTRACTUAL SERVICES	27,000	11,362	11,362
IN-KIND	57,209	80,748	80,748
TOTAL EXPENDITURES	**$ 294,813**	**$ 230,094**	**$ 230,094**
AUTHORIZED POSITIONS	**4**	**6**	**6**
FULL-TIME EQUIVALENTS	**2.00**	**4.00**	**4.00**

PROGRAM INFORMATION:

Continuation Grant from the Texas Education Agency (TEA) for the provision of EL/Civics Ed Classes held at Willie Velasquez and Margarita Huantes Community Family Resource and Learning Center. The EL/Civics 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. Program period is from July 1, 2005 to June 30, 2006.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of EL/Civics Students Enrolled	256	288	250
Output:			
Total Instructional Hours	9,450	10,656	9,000
Number of Field Trips	12	12	12
Guest Presentations	21	20	20
Efficiency:			
Avg. Daily Attendance	50	50	45
Effectiveness:			
% of students registering oral gains	75%	61%	67%
% of students registering literacy gains	65%	65%	52%

EXPLANATORY INFORMATION

[1] Only four of the eight positions are funded, three temporary/part-time positions, one full-time/permanent.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE	$101,500	$101,500	$90,500
TOTAL FUNDING	**$101,500**	**$101,500**	**$90,500**
EXPENDITURES			
PERSONAL SERVICES	$55,130	$55,130	$52,101
CONTRACTUAL SERVICES	26,184	27,217	31,748
COMMODITIES	13,161	12,161	5,102
SELF INSURANCE / OTHER	5,175	5,175	1,549
CAPITAL OUTLAY	1,850	1,817	0
TOTAL EXPENDITURES	**$101,500**	**$101,500**	**$90,500**
AUTHORIZED POSITIONS	**7**	**7**	**8**
FULL-TIME EQUIVALENTS[1]	**4.00**	**4.00**	**2.50**

PROGRAM INFORMATION:

The Youth Opportunity Program is a Department of Labor grants 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 July 1, 2005 through June 30, 2006.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Total Youth (14-21) Residing in the Empowerment Zone	11,614	11,617	11,617
Output:			
No. At Risk Youth Served in COSA YO Program	2,473	2,486	704
No. Youth Receiving Job Readiness Training/Transitional Jobs	1,764	1,782	300
No. Maintaining employment at or above $8.75 per hour	140	142	50
No. Youth Participating in Higher Ed. Or Long-term Job Training	1,196	1,212	425
No. Youth Completing GED, HS, Assoc. Degree and or BA Degree	203	214	100
No. Youth Active in Building Independence Program/YO Fin. Lit.	1,548	500	300
Efficiency:			
Average Cost per COSA YO youth served	1,913	1,308	3,955
Effectiveness:			
% Of Youth placed/retained in Employment, LT Ed or LT Occupational Skills Training	85.59%	86.14%	80.00%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Federal fund source	$4,731,656	$3,251,464	$2,088,401
TOTAL FUNDING	**$4,731,656**	**$3,251,464**	**$2,088,401**
EXPENDITURES			
PERSONAL SERVICES	$2,742,227	$1,614,139	$607,735
CONTRACTUAL SERVICES	733,748	299,486	28,500
COMMODITIES	72,584	39,809	7,125
SELF INSURANCE / OTHER	1,140,382	1,298,030	1,445,041
SUBGRANTING	42,715	0	0
TOTAL EXPENDITURES	**$4,731,656**	**$3,251,464**	**$2,088,401**
AUTHORIZED POSITIONS	**72**	**51**	**23**
FULL-TIME EQUIVALENTS	**72.00**	**51.00**	**23.00**

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 previously funded two programs but will only fund the CASASTART program for 2005-2006. 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. This grant program covers the period of August 1, 2005 through July 31, 2006.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
START - # of unduplicated clients enrolled [1]	83	66	70
Output:			
START - # of home contacts	744	750	720
START - # of activities	65	60	60
Efficiency:			
START - Avg. # of home contacts/caseworker	15.0	17.9	15.0
Effectiveness:			
START - % who improve grade point average	65.6%	56.0%	60.0%
START - % who improve attendance	58.6%	70.0%	70.0%

EXPLANATORY INFORMATION

[1] A START Caseworker position was vacant from July until December 2004.
[2] START will be supported partially by the JABG grant but 4 caseworkers are funded by the general fund.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY – Transfers required as a cash match	$45,944	$38,428	$6,216
STATE – Texas Criminal Justice Division [2]	413,493	345,848	55,944
TOTAL FUNDING	**$459,437**	**$384,276**	**$62,160**
EXPENDITURES			
PERSONAL SERVICES	$411,698	$346,684	$51,388
CONTRACTUAL SERVICES	41,814	0	536
COMMODITIES	2,293	30,592	670
SELF INSURANCE / OTHER	0	7,000	686
CAPITAL OUTLAY	3,632	0	0
In-Direct	0	0	2,664
In-Kind	0	0	6,216
TOTAL EXPENDITURES	**$459,437**	**$459,437**	**$62,160**
AUTHORIZED POSITIONS	**10**	**10**	**1**
FULL-TIME EQUIVALENTS	**10.00**	**10.00**	**1.00**

PROGRAM INFORMATION:

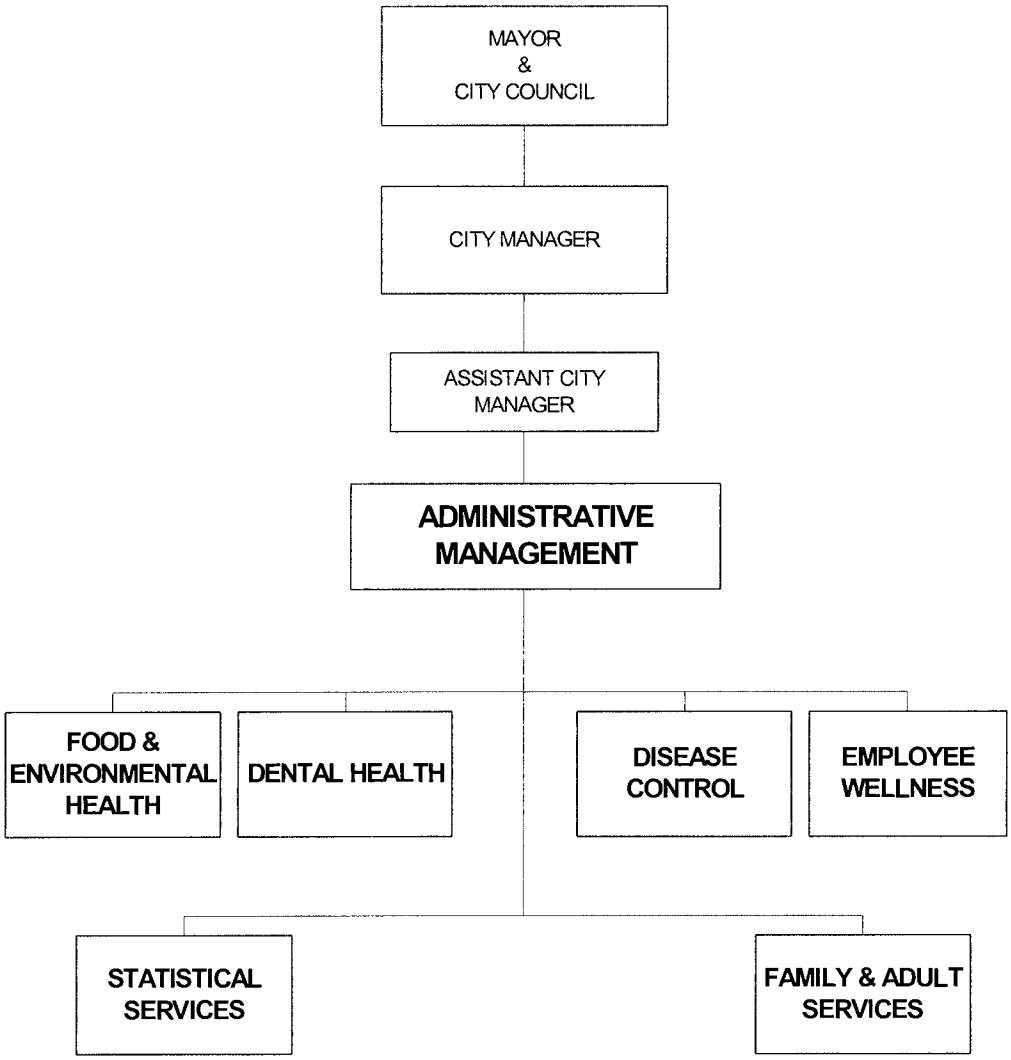
The San Antonio Education Partnership encourages academic excellence of 95% attendance, a B grade average, high school graduation and college attendance. Students grades 9-12 from 18 designated high schools receive Stay-In-School and Pre-College Preparation support. At-risk students are the focus of the program through incentives of four-year scholarships to local colleges and universities. The Partnership is a non-profit organization consisting of businesses, city government, community organizations, colleges and universities, and public high schools. The City's General Fund contribution leverages the grant contributions from the 7 School Districts to support operational costs.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Staff supported by School Districts' Contributions	3	-	-
Output:			
Graduates entering college	1,765	-	-
Efficiency:			
Average grant cost total students participating in grades 9-12	$8.70	-	-
Average grant cost per graduate eligible for SAEP Scholarship	$72.55	-	-
Effectiveness:			
Percent graduates eligible for SAEP scholarship	55%	-	-
Percent graduates eligible for SAEP scholarship in college	69%	-	-

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
OTHER	$186,180	-	$186,180
TOTAL FUNDING	**$186,180**	**-**	**$186,180**
EXPENDITURES			
PERSONAL SERVICES	$121,806	-	$121,806
CONTRACTUAL SERVICES	40,874	-	40,874
COMMODITIES	16,000	-	16,000
CAPITAL OUTLAY	7,500	-	7,500
TOTAL EXPENDITURES	**$186,180**	**-**	**$186,180**
AUTHORIZED POSITIONS	**3**	**-**	**3**
FULL-TIME EQUIVALENTS	**3.00**	**-**	**3.00**



HEALTH

APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	274.50	$15,342,358
Public Health Support Revenue Fund	24.50	2,066,860
Occupational Health Fund	5.00	592,526
Categorical Grants	334.0	22,297,094
Capital Projects	0.00	13,559,000
Total Funding	**638.00**	**$53,857,838**

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. Currently, 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. Changing needs and emerging trends within our community necessitate the Health Department to rethink how best and to whom it provides service.

The focus of the SAMHD is clearly transitioning to a population based, prevention and education model due to a rise in chronic illnesses such as diabetes and obesity while clinical care which is more generously funded than ever before remains the focus of other partners within the public health network.

This transition will not be completed over night but rather over the course of many years. While shifting focus, the Health Department cannot and will not neglect the needs of patients who currently seek our services. These needs along with new foci are reflected in the goals and objectives outlined below. As we dialogue and plan with the expanding network of clinical providers we will ensure quality care for those who currently entrust their health to us. In order to make this transition effectively and efficiently, SAMHD must transform into a high performance public health department acutely focused on its mission while demanding and securing the necessary personnel and technology to accomplish it. This will be done for the entire community, while maintaining a special effort to promote and protect health in those nine zip codes at greatest risk (78201, 78207, 78210, 78211, 78223, 78227, 78228, 78237, and 78242).

GOALS & OBJECTIVES

- Organize all clinical programs into a common service grouping to facilitate coordination, resource allocation and staff development. This model will allow the Department to meet the variable and seasonal requirements of clinical programs in order to serve the community more effectively and efficiently.
  - Develop and implement a training program that provides staff with competencies to address cross-cutting public health issues (maternal and child health, dental health, sexually transmitted diseases (STD), immunizations, tuberculosis control, etc.) that often impact at-risk families.
  - Input all eligible clinical services into the Texas-Wide Integrated Client Encounter System within 24 hours to facilitate billing and management oversight.
  - Consolidate dental services into no more than three clinic locations primarily targeting children, pregnant women and adults with uncomplicated emergencies.
  - Develop and implement a year-long master plan to adequately staff routine seasonal efforts such as back-to-school immunizations and influenza immunizations.
  - Participate in at least one exercise on public health preparedness to ensure readiness for catastrophic events and acts of terrorism.
  - Increase the number of women served in Health District family planning clinics by 25% through more effective collaboration with public health partners and outside providers.

GOALS & OBJECTIVES CONTINUED

- Increase efforts to address risk-taking behaviors among teenagers.
  - Reduce the incidence of births to teens <18 from the current rate of 5.7% to 5.5%, approximately 25 fewer births per year through programs such as Project WORTH.
  - Collaborate with local school districts to provide classes in STD prevention to middle and high school students with the goal of reducing the incidence of STDs among teens (ages 14-18) by 10%.
  - Assign a public health nurse to serve as liaison with local school districts promoting consistent school health policies, facilitating surveillance for infectious diseases, coordinating responses to increasing morbidity from STDs, responding to impending crises or catastrophic events, and assisting in tuberculosis control when cases are identified in a school.
  - Coordinate with local pregnancy testing centers to ensure that pregnant women, especially teens, are linked to wrap-around services such at WIC and case management, when eligible.
- Promote the health of our senior population.
  - Convert a portion of the Pecan Valley Clinic into a public health resource center primarily targeting the elderly.
  - Provide adequate staff support for the Bob Ross Senior Center to promote healthy lifestyles, routine immunizations and better access to care for older residents.
- Improve access to preventive health care for residents.
  - Open and staff a full-service public health clinic in northeast San Antonio.
  - Collaborate with CHRISTUS Santa Rosa to fully implement a mobile mammography program targeting under-resourced communities which historically have had higher rates of breast cancer.
- Expand community protection against vaccine-preventable diseases.
  - Increase influenza immunization in children by 5%.
  - Increase influenza immunization in healthy adults under the age of 65 by 5%.
  - Increase the number of Bexar County children under the age of 5 years in the San Antonio Immunization Registry System from 80% to 85% to facilitate and assess immunization coverage.
- Promote lifestyles and behaviors that prevent, ameliorate, or manage chronic illnesses.
  - Establish a program to promote weight reduction, exercise and healthy lifestyles in at least two public health clinics using best practices recommended by the Centers for Disease Control.
  - Use funding provided through the Steps to a Healthier San Antonio grant to establish an effective community model for addressing heart disease, obesity, diabetes and asthma that can be replicated throughout San Antonio and Bexar County.
- Identify and evaluate departmental service areas in order to facilitate the development of SAMHD into a high performance public health department.
  - Build on lessons learned from the Mobilizing for Action through Planning and Partnerships (MAPP) program to develop and implement a strategic plan for the Department.
  - Increase the average number of all service calls performed by Sanitarians from 6.0 to 7.0 per day through:
    - Consolidation of the Food Services and Environmental Health Divisions
    - Acquisition of the newest technology in field equipment through the use of monies from the technology fee
  - Collaborate with other city departments (e.g. Code Compliance) in identifying the growing number of unlicensed food vendors through the development of a City roving team.
  - Implement an initiative to identify unlicensed daycare centers for the primary purpose of:
    - Tracking immunizations
    - Monitoring adherence to food and environmental safety codes
  - Expand the local public health surveillance system to include community partners, especially pharmacies, schools, Head Start programs, and child care centers.
  - Secure funding for ongoing selected mental health services.
  - Co-locate case workers from Child Protective Services in at least two public health clinics to facilitate identification and case management of at-risk families.

GOALS AND OBJECTIVES CONTINUED

- Initiate a bi-monthly "brown bag" staff development luncheon for employees to improve competencies in such areas as leadership, community relations, risk communication, social marketing, and ethics.
- Develop a program for the inspection, licensing, and regulation of charter schools with biannual reports to the Texas Education Agency.
- Convene a Maternal and Child Health Summit of local health providers in the spring of 2006 to ensure the optimal use of resources and interagency coordination for populations at risk.

♦ Enhance departmental readiness to address public health emergencies, especially acts of bioterrorism.
  - Maintain an active role with other City Departments in the planning and construction of the Emergency Operations Center.
  - Bring the Biosafety Level Three (BSL-3) Laboratory at Brooks City-Base into full operation.
  - Complete planning efforts for use of the Strategic National Stockpile, a program to disseminate medications, vaccines, antidotes, and equipment in the event of a release of a bioterrorist disease agent, to include written agreements with participating entities with dispensing sites.

♦ Provide an update to City Council on efforts to remediate environmental contamination in the communities surrounding the former Kelly Air Force Base to include a health status assessment of the population.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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]	5.8%	5.6%	5.6%	5.5%
	To ensure residents are protected against vaccine preventable diseases	Immunizations Provided by SAMHD Staff	226,187	264,000	267,000	271,000
	To protect residents and visitors from food-borne illnesses	% of Food Establishments with Major Violations that Attained Compliance on First Re-Inspection	77%	97%	87%	90%
	To prevent the spread of reportable communicable disease	% Disease Investigations Initiated within Ten Days for Tuberculosis and Three Days for Other Important Diseases	N/A	N/A	82%	90%
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.)	73%	76%	76%	79%
	To leverage General Fund expenditures through the pursuit of grant opportunities	Grant Funds Received per Dollar of General Fund Budget	$1.68	$1.42	$1.50	$1.50
	To maximize revenues through the collection of approved fees	Licenses, Permits and Other Fees Collected by Food and Environmental Health Services (In Millions)	$2.89	$3.37	$3.39	$3.34
		% of Eligible Clinical Services Input to TWICES Billing System within One Working Day	N/A	N/A	75%	90%
		Revenues from the Sale of Birth and Death Certificates (In Millions)	$1.271	$1.276	$1.282	$1.293

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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 Program	79%	75%	78%	79%
		Clinical Preventive Services Provided in Non-traditional Settings (day cares, schools, etc.)	2,850	4,200	4,260	4,325
	Provide Accountability to the Public					
	To provide services in a timely and efficient manner	Food & Environmental Inspections per Day per Sanitarian	5.08	7.00	6.00	7.00
		Birth/Death Certificates Issued per Day	796	723	750	765
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	960	850	850	875
		Continuing Education Contact Hours Provided to Sanitarians Through SAMHD-Sponsored Programs	380	576	610	610
		Continuing Education Hours Provided to Non-licensed Clinic Staff	N/A	N/A	960	960
	To promote employee safety	Preventable Accidents	23	34	29	28

EXPLANATORY INFORMATION

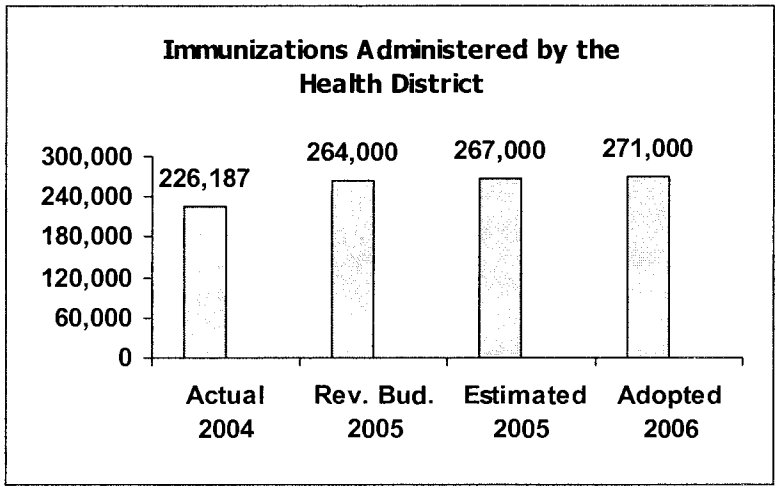
[1] National Teen pregnancy rate – 3.5%

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Health District's FY 2006 Balanced Scorecard.

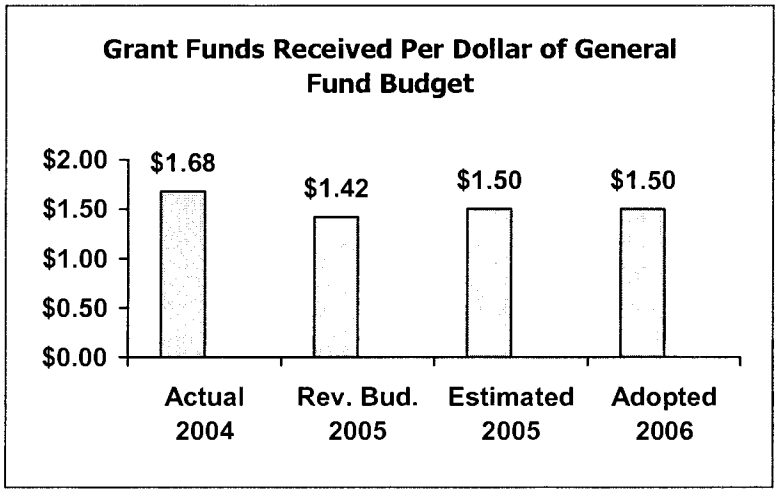
Immunizations Administered by the Health District

The San Antonio Metropolitan Health District's Immunization Division receives federal, state and city funding. These funds support immunization activities throughout the city of San Antonio and Bexar County. Children are provided age appropriate immunizations based on the CDC Immunization Schedule and State Requirements for School Entrance.



Grant Funds Received Per Dollar of General Fund Budget

In FY 2006, every General Fund dollar provided to the San Antonio Metropolitan Health District will leverage an estimated $1.50 in State, Federal and Private funds. The Health District has several grants which provide a substantial portion of the support needed to operate key public health programs such as WIC, immunizations and public health preparedness. Efforts to secure additional resources through available grants are ongoing.



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$117,349**

PERSONNEL REDUCTION

This ***reduction*** will decrease staff within various divisions of the Health Department. This reduction provides for the elimination of the following positions: one vacant full-time Dental Assistant in the Dental Services division, one vacant full-time Senior Customer Service Representative in the Vital Statistics division, and two vacant full-time Public Health Aide positions in the Nursing Services division. The department will utilize existing staff to maintain the same level of service. The total savings to the General Fund will be $116,413 in FY 06.

REDUCTION IN CHEMICAL AND MEDICAL LINE ITEM

This ***reduction*** will decrease resources for chemical and medical supplies within the Dental Services division. This reduction will result in total savings to the General Fund of $936 in FY 2006.

- **IMPROVEMENTS** **$15,000**

MATERNAL AND WELL-CHILD SUMMIT

While many of the San Antonio health indicators are improving, there remains a continued opportunity to improve health outcomes for women and their children. SAMHD with community partners will convene a summit to begin to envision a system of women's and children's care that reduces barriers, addresses disparities, and creates a means toward healthier lives. This ***improvement*** will result in a total cost to the General Fund of $15,000 in FY 2006

- **MANDATES** **$19,868**

THREE YEAR ANNEXATION

This ***mandate*** provides for additional costs incurred by the Health District to provide health services in areas proposed to be annexed in fall 2005. The total cost to the General Fund will be $19,868 in FY 2006.

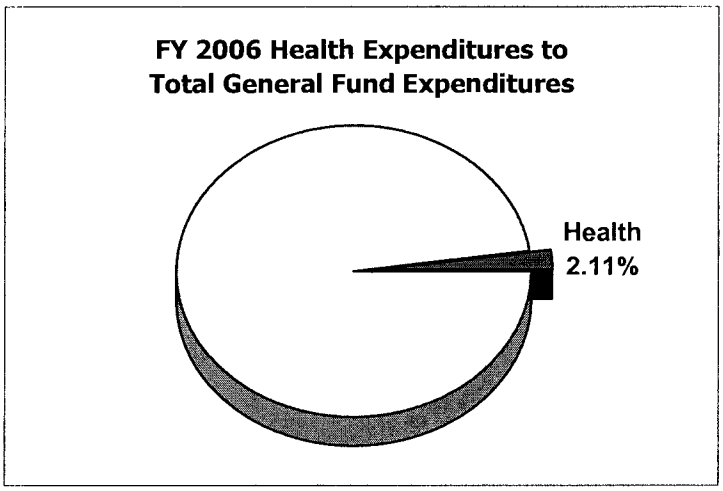
GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$11,750,290	$14,000,398	$12,894,272	$12,167,888
CONTRACTUAL SERVICES	3,108,075	2,683,183	1,464,455	677,238
COMMODITIES	832,225	547,945	794,532	412,598
SELF INSURANCE/OTHER	140,898	139,827	2,153,724	2,084,634
CAPITAL OUTLAY	30,955	54,239	118,600	0
TOTAL EXPENDITURES	**$15,862,443**	**$17,425,592**	**$17,425,583**	**$15,342,358**
AUTHORIZED POSITIONS	**326**	**335**	**335**	**277**
FULL-TIME EQUIVALENTS	**323.50**	**332.50**	**332.50**	**274.50**

EXPENDITURES CONTINUED

FY 2006 Health District's Expenditures

The chart illustrates the Health District's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.



PROGRAM INFORMATION

The special revenue fund was established in 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 FY 2005-2006 the Animal Control Division of the Public Health Support Fund merged with the Animal Care Division of the General Fund and the Bexar Country Rabies Control Fund to create the Animal Care Services Fund.

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** **$90,070**

ELIMINATE VACANT PROGRAM COORDINATOR POSITION

This ***reduction*** will eliminate a vacant full-time Program Coordinator position in the Administration division. This reduction will impact the Health Department's ability to initiate and monitor new and existing contracts as well as other administrative duties. This reduction will result in total savings to the Public Health Support Fund of $42,709 in FY 2006.

ELIMINATE FILLED HEALTH PROGRAM SPECIALIST POSITION

This ***reduction*** will eliminate one filled full-time Health Program Specialist position in the Nursing Services division. This action will impact the ability of the Health Department to intervene in identified Tuberculosis and Sexually Transmitted Disease cases. This reduction will result in total savings to the Public Health Support Fund of $43,949 in FY 2006.

REDUCTION IN CHEMICAL AND MEDICAL SUPPLIES

This ***reduction*** will decrease resources for chemical and medical supplies within the Immunizations division. This reduction will result in total savings to the Public Health Support Fund of $3,412 in FY 2006.

- **IMPROVEMENTS** **$60,538**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $60,538 will provide a market adjustment for eligible employees included in the Public Health Support Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

PUBLIC HEALTH SUPPORT FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$1,712,769	$1,727,358	$1,797,370	$1,094,828
CONTRACTUAL SERVICES	145,182	63,771	83,740	50,315
COMMODITIES	887,807	546,260	947,320	400,372
SELF INSURANCE/OTHER	7,937	179,330	174,362	63,910
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	513,779	464,906	464,906	457,435
TOTAL EXPENDITURES	**$3,267,474**	**$2,981,625**	**$3,467,698**	**$2,066,860**
AUTHORIZED POSITIONS	**48**	**47**	**47**	**25**
FULL-TIME EQUIVALENTS	**47.50**	**46.50**	**46.50**	**24.50**

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 identify employees with abnormal health evaluation assessment screens, and 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 to assess and update the Immunization Policies and Procedures for the Health District and other City Departments.
- To periodically review and update the Division web site in order to improve employee access to health and wellness services and information.
- To promote physical examinations in individuals who have not had an exam in the past year.
- To develop, purchase, and distribute diet/nutrition and diabetes prevention literature for city employees.
- To collaborate with other city departments and establish vision standards for lifeguards, abatement officers, and airport police officers.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$28,690**

REDUCTION IN FEES TO PROFESSIONAL SERVICES

This ***reduction*** will decrease the Fees to Professional Services resources within the Employee Wellness division. This reduction will result in a total savings of $28,690 in FY 2006.

- **IMPROVEMENTS** **$9,781**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $9,781 will provide a market adjustment for eligible employees included in the Occupational Health Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

OCCUPATIONAL HEALTH PROGRAM FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$289,649	$315,895	$322,961	$326,969
CONTRACTUAL SERVICES	193,059	227,380	203,794	198,690
COMMODITIES	15,295	26,328	32,030	26,328
SELF INSURANCE/OTHER	2,067	35,301	34,756	40,539
CAPITAL OUTLAY	4,762	0	0	0
TOTAL EXPENDITURES	**$504,832**	**$604,904**	**$593,541**	**$592,526**
AUTHORIZED POSITIONS	**5**	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**	**5.00**

The San Antonio Metropolitan Health District received grant funds totaling $23.2 million in FY 2005 and projects grant funds in excess of $22.3 million for FY 2006. Below is a comprehensive listing of the grants expected by the Health District in FY 2006. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	Adopted FY 2006
ATSDR-Environmental Health and Wellness	$317,400	$-	$-	$-	$317,400
Bio-Terrorism/Public Health Support	2,435,007	-	-	-	2,435,007
Breast Health Programs	-	135,000	-	203,000	338,000
Family Focused Diabetes Pilot Project	90,000	-	-	-	90,000
Federal HIV/AIDS Surveilance	123,869	-	-	-	123,869
Federal HIV Prevention	232,350	-	-	-	232,350
Federal Immunization Program	5,923,916	-	-	-	5,923,916
Federal STD Intervention & Surveillance	321,254	-	-	-	321,254
Federal & State TB Grants	353,133	189,472	-	20,000	562,605
GlaxoSmithKline – Havrix 231	-	-	-	191,520	191,520
Health Education Project	-	152,888	-	-	152,888
Healthy Start Initiative	750,000	-	-	-	750,000
Human Papillomavirus (HPV) Study Phase II	-	-	-	57,368	57,368
Inner-City School Immunization	-	454,597	-	-	454,597
Lead Program	35,520	-	-	-	35,520
Learn, Prepare, Eat, & Enjoy	-	-	-	34,550	34,550
Milk Sample Lab Tests	-	34,500	-	-	34,500
Parent & Child Incorporated	-	-	-	267,000	267,000
Pentacel – Vaccine Study M5A07	-	-	-	143,250	143,250
Public Center for Environmental Health (PCEH)	500,000	265,000	-	-	765,000
Refugee Screening	143,495	-	-	-	143,495
Steps to a Healthier San Antonio Initiative	1,508,800	-	-	-	1,508,800
Title V Family Planning	-	567,450	-	11,000	578,450
Title V Maternal Child Health	-	361,455	-	122,000	483,455
Title V Population-Based	-	100,000	-	-	100,000
Title XX Family Planning	-	465,000	-	-	465,000
Title X Family Planning	-	51,000	-	-	51,000
Women, Infants, & Children (WIC) Supplemental Nutrition Program	5,736,300	-	-	-	5,736,300
TOTAL	**$18,471,044**	**$2,776,362**	**$-**	**$1,049,688**	**$22,297,094**

PROGRAM INFORMATION:

The Federal Agency for Toxic Substances and Disease Registry (ATSDR) provided funds to the San Antonio Metropolitan Health District to address health concerns in the community surrounding the former Kelly Air Force Base. Program activities include determining the health status of area residents and former base workers, evaluating potential environmental exposures, and providing community and worker health education.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# of homes in affected area	22,000	22,000	22,000
# of clinic appointments	275	50	50
# of homes targeted for door-to-door visits	N/A	2,000	2,000
# of home visit appointments	N/A	75	75
Output:			
# of full environmental health assessments	186	30	30
# of environmental health assessments in the home (not all that are seen have appointments)*	N/A	280	280
# of letters mailed and flyers left with door-door visits	N/A	2,500	2,500
# of flyers physically handed to residents with discussion	N/A	680	680
# of senior citizens receiving a comprehensive health assessment	236	250	250
Effectiveness:			
% of homes in target area receiving an environmental health assessment (in home assessments/homes in target area)	N/A	14%	14%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL	$175,774	$336,226	$317,440
OTHER – (carry-forward)	0	289,337	0
TOTAL FUNDING	**$175,774**	**$625,563**	**$317,440**
EXPENDITURES			
PERSONAL SERVICES	$101,597	$260,588	$87,658
CONTRACTUAL SERVICES	51,935	283,941	196,924
COMMODITIES	11,912	48,712	25,100
SELF INSURANCE/OTHER	7,700	32,322	7,758
CAPITAL OUTLAY	2,630	0	0
TOTAL EXPENDITURES	**$175,774**	**$625,563**	**$317,440**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**2.00**

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.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of facilities committed to serve as vaccine/medication distribution centers	19	39	60
Primary	19	25	40
Secondary	0	14	20
Output:			
Number of smallpox vaccination strategies developed	125	36	10*
Vaccinations provided to Tier One Smallpox Response Teams	124	160	160
Number of inter-local agreements with ISDs	0	12	39
Effectiveness:			
% of Bio-terrorism (BSL-3) Lab completed	25%	100%	N/A
% SAMHD key staff trained for all-hazards	0%	90%	99%

EXPLANATORY INFORMATION

*Program will cease in 2005-2006. Individuals vaccinated will be the completion of groups started or new hire or replacements for previously vaccinated individuals.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL	$1,971,530	$2,435,007	$2,435,007
TOTAL FUNDING	**$1,971,530**	**$2,435,007**	**$2,435,007**
EXPENDITURES			
PERSONAL SERVICES	$814,924	$625,733	$950,000
CONTRACTUAL SERVICES	424,420	1,300,013	300,000
COMMODITIES	150,050	78,712	250,000
SELF INSURANCE/OTHER	59,716	349,317	500,000
CAPITAL OUTLAY	522,420	81,232	435,007
TOTAL EXPENDITURES	**$1,971,530**	**$2,435,007**	**$2,435,007**
AUTHORIZED POSITIONS	**17**	**19**	**22**
FULL-TIME EQUIVALENTS	**17.00**	**19.00**	**22.00**

PROGRAM INFORMATION:

This program combines several funding sources related to breast and cervical cancer prevention for women. The grants provide outreach, health education, medical care and related case management for women who have no health insurance and the family income is less than 200% of the federal poverty guidelines. Funding is provided through the Texas Department of State Health Services (DSHS) Breast and Cervical Cancer Control Program, Cancer Therapy and Research Center, and the Susan G. Komen Foundation, San Antonio Chapter. New to this initiative is the partnership with CHRISTUS Santa Rosa Healthcare AVON-CDC Foundation Mobile Mammography Project targeting women who are geographically isolated from mammogram facilities.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Available funds to support qualified women	$316,000	$320,000	$338,000
Output:			
Number of women receiving grant funded services	670	815	815
Number of women who received case management services	140	157	160
Efficiency:			
Funds exhausted	100%	100%	100%
Effectiveness:			
Percentage of new women entering the program	25%	25%	25%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE	$121,000	$125,000	$135,000
OTHER – Cancer Therapy and Research Center	95,000	95,000	95,000
OTHER – Susan G. Komen	100,000	100,000	100,000
OTHER – CHRISTUS Santa Rosa	0	0	8,000
TOTAL FUNDING	**$316,000**	**$320,000**	**$338,000**
EXPENDITURES			
PERSONAL SERVICES	$235,063	$235,350	$244,100
CONTRACTUAL SERVICES	76,847	82,450	91,500
COMMODITIES	1,630	1,450	1,650
SELF INSURANCE/OTHER	2,460	750	750
TOTAL EXPENDITURES	**$316,000**	**$320,000**	**$338,000**
AUTHORIZED POSITIONS	**6**	**5**	**5**
FULL-TIME EQUIVALENTS	**6.00**	**5.00**	**5.00**

PROGRAM INFORMATION:

The Family Focused Diabetes Project funded through the Texas Department of State Health Services and Texas Diabetes Council is a collaborative project between the local Texas Diabetes Institute, House of Neighborly Service and San Antonio Metropolitan Health District. It is 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 includes health risk assessment, educational classes, and referrals to community agencies.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Grant from Texas Department of Health to conduct pilot project	N/A	$90,000	$90,000
Output:			
Number of families enrolled in the program	N/A	50	50
Number of classes held	N/A	30	30
Number of risk assessment conducted	N/A	100	100
Efficiency:			
Average number of participants in classes	N/A	10	10
Effectiveness:			
Post evaluation scores of new knowledge gained by participant	N/A	80%	80%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Funding provided by DSHS	N/A	$90,000	$90,000
TOTAL FUNDING	**N/A**	**$90,000**	**$90,000**
EXPENDITURES			
PERSONAL SERVICES	N/A	$38,000	$47,000
CONTRACTUAL SERVICES	N/A	41,000	23,000
COMMODITIES	N/A	9,000	9,000
SELF INSURANCE/OTHER	N/A	2,000	11,000
TOTAL EXPENDITURES	**N/A**	**$90,000**	**$90,000**
AUTHORIZED POSITIONS	**N/A**	**1**	**1**
FULL-TIME EQUIVALENTS	**N/A**	**1.00**	**1.00**

FEDERAL HIV/AIDS SURVEILLANCE

PROGRAM INFORMATION:

This grant funds HIV surveillance activities. These activities are to fully research HIV/AIDS case reports submitted from hospitals, laboratories and private physicians. Information obtained from review of pertinent records including hospital records, death certificates and other information is collected to assess risk factors, demographic information, stage at diagnosis, access to health care, notification of test result, determination if partners have been notified and tested and other key information necessary to follow HIV/AIDS rates in our community. Also, the staff monitors the change in a patient's status from HIV to AIDS. Newly diagnosed or especially high-risk persons with HIV are referred to the STD disease intervention specialists for interview, partner solicitation and referral to services. Staff maintains a confidential and secure database to identify and track the disease progression of persons diagnosed with HIV/AIDS, as required by the Centers for Disease Control and Prevention (CDC) and the Department of State Health Services (DSHS).

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# of HIV/AIDS reports researched	8,750	7,000	9,000
Output:			
# of HIV case reports requiring medical chart review	1,050	1,000	1,296
Efficiency:			
% medical charts of HIV cases reviewed within 3 working days	90%	90%	95%
Effectiveness:			
# of HIV/AIDS records referred to investigators for disease intervention/partner solicitation	340	250	350

EXPLANATORY INFORMATION

HIV/AIDS has increased in our community. This is likely due to a variety of reasons including increased high risk behavior among certain segments of the population, improved HIV test accessibility, improved surveillance/ recording of positive test results, improved disease investigation and partner notification, decreased funding of prevention programs, and other social issues which can lead to an increase in risk taking behavior.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FEDERAL	$75,500	$123,869	$123,869
TOTAL FUNDING	**$75,500**	**$123,869**	**$123,869**
EXPENDITURES			
PERSONAL SERVICES	$71,155	$118,783	$118,783
CONTRACTUAL SERVICES	2,486	3,336	3,336
COMMODITIES	295	875	875
SELF INSURANCE/OTHER	1,564	875	875
TOTAL EXPENDITURES	**$75,500**	**$123,869**	**$123,869**
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENTS	**3.00**	**3.00**	**3.00**

PROGRAM INFORMATION:

This grant funds HIV/AIDS education, prevention and intervention activities, targeting high-risk populations. Interventions use behavioral modification techniques to reduce risky behavior that transmits HIV and AIDS. Also, staff conducts outreach activities to recruit high-risk populations for the interventions, HIV testing and education.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# of clients reached through outreach recruitment efforts	360	360	360
Output:			
# of clients reached from target group	230	230	230
Efficiency:			
# of clients enrolled at initial session	230	230	230
Effectiveness:			
% of clients attending all sessions of intervention	153	153	153

EXPLANATORY INFORMATION:

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 aligned with grantor requirements.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL	$231,416	$232,350	$232,350
TOTAL FUNDING	**$231,416**	**$232,350**	**$232,350**
EXPENDITURES			
PERSONAL SERVICES	$189,094	$182,947	$182,947
CONTRACTUAL SERVICES	3,033	46,287	46,287
COMMODITIES	11,975	3,116	3,116
SELF INSURANCE/OTHER	27,314	0	0
TOTAL EXPENDITURES	**$231,416**	**$232,350**	**$232,350**
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**4.50**	**4.50**	**4.50**

PROGRAM INFORMATION:

The San Antonio Metropolitan Health District (SAMHD) Immunization Program is responsible for providing vaccines and other immunization services to infants, children, adolescents and adults of Bexar County in accordance with the recommendations of the National Advisory Committee on Immunization Practices (ACIP). The Immunization Program strives to meet the needs of the residents of Bexar County through direct service delivery and by equipping other providers in the community with the vaccine and training needed to provide immunizations to unfunded children (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 by private providers enrolled in the Vaccines for Children (VFC) program. The grant cycle follows the calendar year.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No of Immunization Division Operated Clinics	6	4	4
Output:			
No. of doses administered by Immunization Staff	133,753	141,300	147,700
No. of flu vaccines administered	43,886	38,757	53,000
No. of VFC Provider In-services	322	300	320
Efficiency:			
Vaccine Wastage For Public/Private Providers	2%	2%	2%
No. of hepatitis B vaccine consent forms from hospitals	18,065	19,228	21,750
Effectiveness:			
% of Public VFC Clinics receiving compliance site visits	100%	100%	100%
% of VFC Providers receiving in-service training	100%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – CDC	$5,835,476	$5,903,686	$5,923,916
TOTAL FUNDING	**$5,835,476**	**$5,903,686**	**$5,923,916**
EXPENDITURES			
PERSONAL SERVICES	$1,430,234	$1,443,502	$1,597,847
CONTRACTUAL SERVICES	314,833	120,796	346,833
COMMODITIES	209,456	129,708	116,185
SELF INSURANCE/OTHER	22,300	111,251	111,351
CAPITAL OUTLAY	37,042	1,500	5,800
SUBGRANTING (Vaccine Inkind)	3,821,611	4,096,929	3,745,900
TOTAL EXPENDITURES	**$5,835,476**	**$5,903,686**	**$5,923,916**
AUTHORIZED POSITIONS	**54**	**54**	**54**
FULL-TIME EQUIVALENTS	**51.00**	**51.00**	**51.00**

PROGRAM INFORMATION:

This grant funds STD surveillance and intervention activities. These efforts include receiving reports of STDs, recording results in a confidential and secure data base, interviewing clients diagnosed with a high priority STD (newly diagnosed HIV, infectious Syphilis, or an STD in pregnancy), identifying and notifying sex partners, and ensuring sex partners receive evaluation and treatment from a medical provider.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# of syphilis cases requiring interview	160	140	180
# of HIV/AIDS cases requiring interview	505	300	740
Output:			
# of syphilis cases with disease intervention	110	100	120
# of HIV/AIDS cases partners/clusters	347	350	500
Efficiency:			
# of syphilis partners examined in 7 days	115	100	160
# of HIV/AIDS cases referred into services	505	300	740
Effectiveness:			
% of syphilis partners/clusters preventively treated	80%	80%	80%
% of HIV/AIDS partners/clusters tested	80%	80%	80%

EXPLANATORY INFORMATION:

Sexually transmitted diseases have increased in our community, especially syphilis and HIV. These increases are seen nationwide and are due to increased high-risk behaviors, decreased funding toward prevention programs and other social issues making these diseases difficult to combat. The STD program provides both essential public health services (disease investigation, partner notification, and surveillance) and direct clinical services in STD testing at 11 SAMHD clinic locations. Direct clinical services are not funded by the grant. Performance measures are established by the Centers for Disease Control and Prevention (CDC).

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL	$281,039	$321,254	$321,254
TOTAL FUNDING	**$281,039**	**$321,254**	**$321,254**
EXPENDITURES			
PERSONAL SERVICES	$267,653	$286,822	$286,822
CONTRACTUAL SERVICES	6,202	20,142	20,142
COMMODITIES	5,306	2,880	2,880
SELF INSURANCE/OTHER	1,878	11,410	11,410
CAPITAL OUTLAY	0	0	0
TOTAL EXPENDITURES	**$281,039**	**$321,254**	**$321,254**
AUTHORIZED POSITIONS	**7**	**7**	**7**
FULL-TIME EQUIVALENTS	**7.00**	**7.00**	**7.00**

PROGRAM INFORMATION:

These grants fund tuberculosis preventive and TB treatment activities for Bexar County. The activities include: outreach, investigation, treatment and community surveillance. Outreach activities include administration of anti-tuberculosis medications by direct observation (DOT), and contact investigation of those persons potentially exposed to infectious TB. DOT can be administered at a patient's home, work, school or other location agreed upon by the patient. Contact investigation includes interviewing people suspected of TB disease, and actively locating and informing those who may have been exposed to TB. Contacts are encouraged to seek evaluation at an SAMHD facility, and take preventive therapy. Preventive medication and medical care associated with TB exposure and prevention is provided at the TB Clinic. Surveillance is the active monitoring, tracing and on going epidemiological reviews of cases and exposures. Surveillance activities are routinely conducted at homeless shelters, substance abuse treatment facilities, detention facilities, community organizations, and other settings where TB may be deemed likely.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# of contacts exposed to someone w/active TB disease	300	300	400
# of people suspected or confirmed with active TB disease	175	80	120
Output:			
# of contacts medically evaluated	200	200	375
# of people clinically or confirmed TB	114	80	80
Efficiency:			
% of contacts needing preventive therapy	50	50	50
% of TB cases on DOT, with signed agreement of care	95	95	100
Effectiveness:			
% of contacts successfully completing preventive therapy	75	75	90
% of TB cases completing therapy in 1 year	100	100	100

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE - FUNDING PROVIDED BY DSHS	$154,188	$199,444	$189,472
FEDERAL - CDC	366,187	356,700	353,133
OTHER – CO-PAYMENTS	8,570	20,000	20,000
TOTAL FUNDING	**$528,945**	**$576,144**	**$562,605**
EXPENDITURES			
PERSONAL SERVICES	$440,993	$465,266	$451,727
CONTRACTUAL SERVICES	76,507	80,648	80,648
COMMODITIES	11,445	9,450	9,450
SELF INSURANCE/OTHER	0	20,780	20,780
TOTAL EXPENDITURES	**$528,945**	**$576,144**	**$562,605**
AUTHORIZED POSITIONS	**10**	**14**	**10**
FULL-TIME EQUIVALENTS	**10.0**	**13.50**	**9.50**

PROGRAM INFORMATION:

This program operates under 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 effectiveness of Havrix, a vaccine to immunize children against Hepatitis A. This was an open, randomized, multi-center study in which healthy children were targeted to be enrolled at 12 months of age and vaccinated with Havrix at 15 months of age.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of FTEs	2	2	2
Number of Principal Investigators	1	1	1
Number of Sub-Investigators	8	8	8
Output:			
Number of clients enrolled	66	54	120
Number of study shots administered	198	162	360
Number of immunizations administered	330	270	600
Number of client visits	330	270	600
Efficiency:			
Number of physicals	66	54	120
Number of flyers distributed	100	100	100
Number of recruitment letters mailed	400	400	400
Number of recruitment calls	3,000	3,000	3,000
Number of clients enrolled	66	54	120
Effectiveness:			
% Of children up to date	85%	85%	85%
% Of blood draws	95%	95%	95%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
OTHER	$47,880	$47,880	$191,520
TOTAL FUNDING	**$47,880**	**$47,880**	**$191,520**
EXPENDITURES			
PERSONAL SERVICES	$32,558	$32,558	$142,523
CONTRACTUAL SERVICES	4,500	4,500	19,000
SELF INSURANCE/OTHER	10,822	10,822	29,997
TOTAL EXPENDITURES	**$47,880**	**$47,880**	**$191,520**
AUTHORIZED POSITIONS	**1**	**1**	**2**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**2.00**

PROGRAM INFORMATION:

The goals of the OPHP "000" Local Public Health Support grant are:

1. Administration of public health services provided for within the Office of the Director of Health.
2. Provision of appropriate public health information to the community
3. Prevention of chronic disease including obesity, diabetes and asthma.
4. Implementation of the Mobilizing for Action through Planning and Partnerships (MAPP) model in order to facilitate the implementation of a more comprehensive public health system.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# of new agencies recruited as members to MAPP.	26	10	10
Output:			
# of Service Contracts with community agencies.	76	87	96
# of PSA's, media productions and news briefs coordinated and implemented in order to inform the public.	48	49	60
Efficiency:			
% of Service Contracts initiated and implemented.	87%	91%	91%
% of public health activities receiving media attention.	62%	65%	75%
% of activities completed that were proposed throughout the community in order to fight chronic disease.	N/A	65%	85%
Effectiveness:			
% of Service Contracts with local, state and federal agencies	100%	100%	100%
% of evaluation activities that indicate prevention efforts in the fight against chronic disease are having a positive effect.	N/A	N/A	65%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Funding provided by DSHS	$253,564	$305,776	$152,888
TOTAL FUNDING	**$253,564**	**$305,776**	**$152,888**
EXPENDITURES			
PERSONAL SERVICES	$251,201	$305,776	$152,888
CONTRACTUAL SERVICES	2,047	0	0
COMMODITIES	23	0	0
SELF INSURANCE/OTHER	293	0	0
TOTAL EXPENDITURES	**$253,564**	**$305,776**	**$152,888**
AUTHORIZED POSITIONS	**5**	**5**	**3**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**3.00**

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 # 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.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# of referrals to HS per month	100	120	120
# of active HS cases followed per month	73	75	75
% of women receiving prenatal care during 1st trimester	34%	35%	35%
# of families who participated in parenting education	165	175	175
Output:			
% of women screened for depression & domestic violence	100%	100%	100%
# of women receiving prenatal care during 1st trimester	45	50	50
# of families served through HS	400	150	150
Effectiveness:			
% of cases that had a positive birth outcome	89%	93%	93%

EXPLANATORY INFORMATION:

Healthy Start (HS) is a community-based program designed to reduce infant mortality and low birth weight babies in 14 dedicated Zip Codes in San Antonio. These objectives are accomplished through comprehensive case management, outreach, health education, and community consortium activities.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – HRSA	$808,731	$750,000	$750,000
TOTAL FUNDING	**$808,731**	**$750,000**	**$750,000**
EXPENDITURES			
PERSONAL SERVICES	$593,263	$569,797	$569,797
CONTRACTUAL SERVICES	160,922	154,186	154,186
COMMODITIES	22,071	4,474	4,474
SELF INSURANCE/OTHER	21,992	21,543	21,543
CAPITAL OUTLAY	10,483	0	0
TOTAL EXPENDITURES	**$808,731**	**$750,000**	**$750,000**
AUTHORIZED POSITIONS	**14**	**13**	**13**
FULL-TIME EQUIVALENTS	**14.00**	**13.00**	**13.00**

HUMAN PAPILLOMAVIRUS (HPV) STUDY PHASE II

PROGRAM INFORMATION:

This program operates under 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). The study is expected to continue for approximately three years.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of FTEs	1	1	1
Number of Principal Investigators	1	1	1
Number of Sub-Investigators	4	9	9
Output:			
Number of clients enrolled	19	13	13
Number of blood draws	73	52	52
Number of client visits	209	91	91
Efficiency			
Number of clients enrolled	19	13	13
Effectiveness:			
% Of blood draws obtained	100%	100%	100%

EXPLANATORY INFORMATION:
The estimated number of clients to be 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 CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
OTHER	$50,868	$57,368	$57,368
TOTAL FUNDING	**$50,868**	**$57,368**	**$57,368**
EXPENDITURES			
PERSONAL SERVICES	$36,289	$42,789	$42,789
CONTRACTUAL SERVICES	9,800	9,800	9,800
COMMODITIES	2,400	2,400	2,400
SELF INSURANCE/OTHER	2,379	2,379	2,379
TOTAL EXPENDITURES	**$50,868**	**$57,368**	**$57,368**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**1.00**

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 State Health Services (TDSHS). 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.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No. of vaccine preventable diseases reported	550	538	525
Output:			
No. of public/private school/daycares assessed	258	258	258
No. of provider In-services	322	300	320
No. of new providers enrolled in program	19	14	16
Efficiency:			
Vaccine wastage for public/private providers	2%	2%	2%
Effectiveness:			
% of public immunization clinics receiving annual in-services	100%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Funding provided by the DSHS	$589,250	$716,353	$454,597
TOTAL FUNDING	**$589,250**	**$716,353**	**$454,597**
EXPENDITURES			
PERSONAL SERVICES	$533,866	$698,980	$397,632
CONTRACTUAL SERVICES	4,054	1,563	23,449
COMMODITIES	16,418	2,160	16,137
SELF INSURANCE/OTHER	24,078	2,447	4,179
CAPITAL OUTLAY	10,834	11,203	13,200
TOTAL EXPENDITURES	**$589,250**	**$716,353**	**$454,597**
AUTHORIZED POSITIONS	**11**	**11**	**12**
FULL-TIME EQUIVALENTS	**11.00**	**11.00**	**12.00**

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.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Bexar County population for children 0-6 years	155,048	158,149	161,312
Output:			
Provider Education	NA	2	25
Environmental Home Lead Risk Assessments	26	26	26
Total # of children with Elevated Blood Lead Levels (EBLL)	428	490	500
Efficiency:			
Follow-up of EBLL	45%	50%	75%
Recruit new collaborative partners	2	3	4
Develop Lead Task Force	NA	Yes	Yes
Effectiveness:			
Increase in # of children screened	9,927	10,450	10,973
Improve case management/contact with families	155	155	360
Increase outreach awareness activities	30	35	45

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – DSHS	$45,000	$45,000	$35,520
TOTAL FUNDING	**$45,000**	**$45,000**	**$35,520**
EXPENDITURES			
PERSONAL SERVICES	$32,935	$34,259	$35,140
CONTRACTUAL SERVICES	8,015	190	0
COMMODITIES	1,700	402	0
OTHER EXPENDITURES	2,350	10,149	380
TOTAL EXPENDITURES	**$45,000**	**$45,000**	**$35,520**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**1.00**

PROGRAM INFORMATION:

This is a grant from the March of Dimes Texas Chapter is 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. In partnership with Texas A&M Expanded Nutrition Program, a series of 6 classes are held at various locations throughout the City in a "Learn, Eat, and Enjoy" format with a cooking demonstration and a conversation during the meal on a variety of health issues.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of women recruited and enrolled.	N/A	200	200
Output:			
Number of classes held	N/A	120	120
Number of women attending 4 of 7 classes	N/A	160	160
Efficiency:			
Average number of women attending classes	N/A	10	10
Effectiveness:			
Number of women who gained appropriate weight during pregnancy	N/A	100	100
Number of women who improved hemoglobin value during pregnancy (anemia).	N/A	100	100

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
OTHER – Texas March of Dimes Chapter	$34,550	$34,550	$34,550
TOTAL FUNDING	**$34,550**	**$34,550**	**$34,550**
EXPENDITURES			
PERSONAL SERVICES	$15,000	$15,000	$15,000
CONTRACTUAL SERVICES	18,650	18,650	18,650
COMMODITIES	900	900	900
TOTAL EXPENDITURES	**$34,550**	**$34,550**	**$34,550**
AUTHORIZED POSITIONS	**N/A**	**1**	**1**
FULL-TIME EQUIVALENTS	**N/A**	**0.50**	**0.50**

PROGRAM INFORMATION:

This fee-for-service contract with the Texas Department of State Health Services (DSHS) reimburses the San Antonio Metropolitan Health District for the analysis of milk and dairy samples derived from DSHS Region 8 and 11 dairies and retailers.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Output:			
Number of Milk Samples tested	3,387	5,107	5,750

EXPLANATORY INFORMATION

This contract from the Texas Department of State Health Services provides funds to continue disease surveillance on the milk and dairy products of South Texas.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Funding provided by the DSHS	$20,322	$30,642	$34,500
TOTAL FUNDING	**$20,322**	**$30,642**	**$34,500**
EXPENDITURES			
CONTRACTUAL SERVICES	$20,322	$30,642	$34,500
TOTAL EXPENDITURES	**$20,322**	**$30,642**	**$34,500**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**
FULL-TIME EQUIVALENTS	**N/A**	**N/A**	**N/A**

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.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Total number of PCI enrolled children requiring Physical Exams	6,000	6,500	6,500
Output:			
Number of children receiving physical examinations	2,550	4,000	4,000
Number of children receiving dental screenings (every 6 months)	11,114	11,300	11,300
Number of sessions held for physical examinations	108	110	110
Efficiency:			
Average Number of physical examinations/session	24	36	27
Effectiveness:			
% Of children meeting 90 day requirement	85%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
OTHER – PCI MEDICAL	$68,000	$85,000	$85,000
OTHER – PCI DENTAL	9,250	15,000	15,000
OTHER – PCI MEDICAID COLLECTIONS	98,000	167,000	167,000
TOTAL FUNDING	**$175,250**	**$267,000**	**$267,000**
EXPENDITURES			
PERSONAL SERVICES	$96,900	$161,900	$161,900
CONTRACTUAL SERVICES	69,350	96,100	96,100
COMMODITIES	8,500	8,500	8,500
SELF INSURANCE/OTHER	500	500	500
TOTAL EXPENDITURES	**$175,250**	**$267,000**	**$267,000**
AUTHORIZED POSITIONS	**8**	**12**	**12**
FULL-TIME EQUIVALENTS	**4.00**	**7.00**	**7.00**

PROGRAM INFORMATION:

This program stems from 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 effectiveness of a vaccine (Pentacel™) when co-administered with other recommended vaccines during the infant series of immunizations.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of FTEs	1.5	1.5	1.5
Number of Principal Investigators [1]	1	1	1
Number of Sub-Investigators [2]	8	8	8
Output:			
Number of clients enrolled	10	10	8
Number of study vaccine administered	40	40	32
Number of immunizations administered	80	80	64
Number of physical exams	20	20	16
Efficiency:			
Number of recruitment letters mailed	300	300	300
Number of recruitment calls	200	200	200
Effectiveness:			
% Of blood draws obtained	100%	100%	100%
% Of clients up to date	85%	85%	85%

EXPLANATORY INFORMATION

[1] Principal Investigator – A person responsible for the conducting a 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.

[2] 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 CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
OTHER	$143,250	$143,250	$143,250
TOTAL FUNDING	**$143,250**	**$143,250**	**$143,250**
EXPENDITURES			
PERSONAL SERVICES	$103,732	$103,732	$103,732
CONTRACTUAL SERVICES	24,510	24,510	24,510
COMMODITIES	7,400	7,400	7,400
SELF INSURANCE/OTHER	7,608	7,608	7,608
TOTAL EXPENDITURES	**$143,250**	**$143,250**	**$143,250**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENTS	**1.50**	**1.50**	**1.50**

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.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
No. Of homes in affected area	22,000	22,000	22,000
No. Of square miles in affected area	10	10	10
No. of Air Quality monitors	0	3	5
Output:			
No. Of Environmental health investigations or surveys:			
(1) Well Plugging & well surveys	0	4	2
Fruit and Nut Survey	200	0	0
Efficiency:			
No. Of remediation projects monitored	5	5	5
No. Of drinking water samples tested for VOCs	22	22	22
No. Of Residential Environmental Surveys	45	50	50
Effectiveness:			
No. Of safety hazards removed from community	15	15	10

EXPLANATORY INFORMATION

The Public Center for Environmental Health is a cooperative oroject with Air Force, San Antonio Water System and Health District

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Funding provided by DSHS	$0	$265,000	$265,000
FEDERAL	340,906	500,000	500,000
OTHER – This includes requirements of the City In-Kind	0	150,000	0
TOTAL FUNDING	**$340,906**	**$915,000**	**$765,000**
EXPENDITURES			
PERSONAL SERVICES	$201,602	$567,815	$567,815
CONTRACTUAL SERVICES	117,503	307,040	159,640
COMMODITIES	6,938	9,610	9,610
SELF INSURANCE/OTHER	14,673	27,935	27,935
CAPITAL OUTLAY	190	2,600	0
TOTAL EXPENDITURES	**$340,906**	**$915,000**	**$765,000**
AUTHORIZED POSITIONS	**7**	**9**	**9**
FULL-TIME EQUIVALENTS	**7.00**	**9.00**	**9.00**

PROGRAM INFORMATION:

This grant funds the health screening of refugees allowed into the United States by the State Department. Services include a health assessment, health education, immunizations, screening for communicable and chronic diseases. The health assessment is performed by a licensed clinician and is comprehensive. Referrals are coordinated through nursing staff to areas such as WIC, the Children's Health Insurance Program (CHIP), Medicaid, dental care and selection of a medical home. The program works in close coordination with Catholic Charities for patient case management, translation, housing allocation, and transportation.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
# of Class A and B conditions needing follow up	80	75	150
Output:			
# of refugees receiving health screenings at SAMHD	180	150	300
# of Class A and B conditions followed up	80	75	150
Efficiency:			
# of refugees receiving health screenings at SAMHD within 30 days of arrival	120	135	270
Effectiveness:			
% of refugees receiving health screenings at SAMHD within 30 days of arrival	75	90	90
% of Class A and B conditions evaluated within 30 days of arrival	75	90	90

EXPLANATORY INFORMATION:

The Refugee program has relocated and is under new nursing supervision. The number of refugees settling in our community continues to increase annually.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL	$68,463	$143,495	$143,495
TOTAL FUNDING	**$68,463**	**$143,495**	**$143,495**
EXPENDITURES			
PERSONAL SERVICES	$29,558	$92,656	$92,656
CONTRACTUAL SERVICES	29,288	37,698	37,698
COMMODITIES	7,284	6,510	6,510
SELF INSURANCE/OTHER	2,333	6,631	6,631
CAPITAL OUTLAY	0	0	0
TOTAL EXPENDITURES	**$68,463**	**$143,495**	**$143,495**
AUTHORIZED POSITIONS	**2**	**3**	**3**
FULL-TIME EQUIVALENTS	**2.00**	**2.00**	**2.00**

PROGRAM INFORMATION:

The purpose of the Steps to a Healthier San Antonio (Steps-SA) initiative is to reduce obesity, diabetes, and asthma and address three related risk behaviors-physical activity, poor nutrition, and tobacco use among residents, students, employers and employees with the geographic boundaries of the San Antonio Independent School District (SAISD) by promoting and supporting the adoption of healthy lifestyles.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Residents, students, employers and employees within the geographic boundaries of the San Antonio Independent School District (SAISD)	N/A	335,000	335,000
Output:	N/A		
Coordinate community based interventions	N/A	14	24
Coordinate and strategically plan and partner with stakeholders and community organizations	N/A	32	120
Coordinate school based interventions	N/A	6	11

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL	N/A	$1,000,000	$1,508,800
TOTAL FUNDING	**N/A**	**$1,000,000**	**$1,508,800**
EXPENDITURES			
PERSONAL SERVICES	N/A	$168,761	$267,298
CONTRACTUAL SERVICES	N/A	726,813	1,074,464
COMMODITIES	N/A	59,824	96,224
SELF INSURANCE/OTHER	N/A	29,102	48,814
CAPITAL OUTLAY	N/A	15,500	22,000
TOTAL EXPENDITURES	**N/A**	**$1,000,000**	**$ 1,508,800**
AUTHORIZED POSITIONS	**0**	**6**	**8**
FULL-TIME EQUIVALENTS	**0.00**	**5.25**	**7.50**

PROGRAM INFORMATION:

This fee-for-service grant from Texas Department of State Health Services 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 185% 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.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of family planning visits – all funding sources	11,533	13,150	13,150
Output:			
Number of qualified Title V family planning visits	4,450	5,600	5,600
Effectiveness:			
Number of women receiving 2 or more visits per year	2,970	3,100	3,100

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Funding provided by DSHS	$565,459	$567,450	$567,450
OTHER – Transfers and co-pay	10,177	11,000	11,000
TOTAL FUNDING	**$575,636**	**$578,450**	**$578,450**
EXPENDITURES			
PERSONAL SERVICES	$427,167	$429,981	$429,981
CONTRACTUAL SERVICES	41,170	41,170	41,170
COMMODITIES	87,499	87,499	87,499
SELF INSURANCE/OTHER	2,000	2,000	2,000
CAPITAL OUTLAY	17,800	17,800	17,800
TOTAL EXPENDITURES	**$575,636**	**$578,450**	**$578,450**
AUTHORIZED POSITIONS	**22**	**22**	**22**
FULL-TIME EQUIVALENTS	**18.00**	**18.00**	**18.00**

PROGRAM INFORMATION:

This fee-for-service grant from Texas Department of State Health Services 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, no additional funds are received. The grant assists SAMHD by providing medical and nursing services, laboratory services, subcontracted obstetrical sonograms, and case management.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of clinic visits – all funding sources	21,380	21,850	22,000
Output:			
Prenatal Visits	12,605	12,605	12,605
Well Child Visits	850	875	880
Dental Visits	390	410	425
Total number of qualified Title V visits	13,845	13,890	13,905
Effectiveness:			
Average number of prenatal visits per qualified Title V pregnant women	10	10	10
Number of Title V supported dental treatments	1650	1675	1690

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Funding provided by DSHS	$361,450	$361,455	$361,455
OTHER – This includes requirements of the City In-Kind	122,000	122,000	122,000
TOTAL FUNDING	**$483,450**	**$483,455**	**$483,455**
EXPENDITURES			
PERSONAL SERVICES	$226,210	$215,213	$215,213
CONTRACTUAL SERVICES	157,847	157,847	157,847
COMMODITIES	93,045	99,395	99,395
SELF INSURANCE/OTHER	2,000	2,000	2,000
CAPITAL OUTLAY	4,348	9,000	9,000
TOTAL EXPENDITURES	**$483,450**	**$483,455**	**$483,455**
AUTHORIZED POSITIONS	**17**	**14**	**14**
FULL-TIME EQUIVALENTS	**12.50**	**12.50**	**12.50**

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.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Staff positions	2	1.5	2.5
Output:			
# of healthy pregnancy presentations	98	85	120
# of teen pregnancy prevention presentations	114	85	120
# of individuals attending presentations	2,641	2,550	3,200

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Funding provided by DSHS	$51,050	$64,450	$100,000
TOTAL FUNDING	**$51,050**	**$64,450**	**$100,000**
EXPENDITURES			
PERSONAL SERVICES	$41,107	$49,471	$84,155
CONTRACTUAL SERVICES	0	8,326	11,246
COMMODITIES	1,921	2,670	2,245
SELF INSURANCE/OTHER	8,027	3,983	2,354
TOTAL EXPENDITURES	**$51,050**	**$64,450**	**$100,000**
AUTHORIZED POSITIONS	**2**	**2**	**3**
FULL-TIME EQUIVALENTS	**2.00**	**1.50**	**2.50**

PROGRAM INFORMATION:

This fee-for-service grant from Texas Department of State Health Services funds family planning services for persons 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 youth populations.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of family planning visits – all funding sources	11,533	13,160	13,500
Output:			
Number of qualified Title XX family planning visits	4,703	4,725	4,725
Efficiency:			
Funding ceiling is reached	100%	100%	100%
	June 2004	May 2005	April 2006
Effectiveness:			
Number of women receiving 2 or more visits per year	2,405	2,600	2,625
Number of outreach services to at-risk populations	1,990	2,200	2,200

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Funding provided by DSHS	$350,000	$361,300	$350,000
OTHER – Medicaid reimbursements & Co-pay	115,000	95,000	115,000
TOTAL FUNDING	**$465,000**	**$456,300**	**$465,000**
EXPENDITURES			
PERSONAL SERVICES	$343,521	$343,521	$352,221
CONTRACTUAL SERVICES	42,400	33,700	33,700
COMMODITIES	72,079	72,079	72,079
SELF INSURANCE/OTHER	2,000	2,000	2,000
CAPITAL OUTLAY	5,000	5,000	5,000
TOTAL EXPENDITURES	**$465,000**	**$456,300**	**$465,000**
AUTHORIZED POSITIONS	**13**	**13**	**13**
FULL-TIME EQUIVALENTS	**12.00**	**12.00**	**12.00**

PROGRAM INFORMATION:

This grant provides infrastructure funding for Title XX and Title XIX (Medicaid) Family Planning Services. This funding allows SAMHD to expand specific objectives within designated family planning initiatives. For this grant period, SAMHD is using the funding to augment staffing at Westend clinic, assist public health staff in acquiring additional competencies in adolescent care, and expand COSA Project WORTH activities.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Funding from Title X	N/A	$50,000	$50,000
Output:			
Number of family planning visits at Westend Clinic	N/A	960	1,800
Adolescent education hours provided to staff	N/A	760	760
Efficiency:			
Project WORTH values integrated into clinics	20%	100%	100%
Effectiveness:			
Increase in number of adolescent services	2,200	2,900	3,200

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
STATE – Funding provided by DSHS	N/A	$50,000	$50,000
OTHER – Medicaid reimbursements & Co-pay	N/A	1,000	1,000
TOTAL FUNDING	**N/A**	**$51,000**	**$51,000**
EXPENDITURES			
PERSONAL SERVICES	N/A	$23,000	$23,000
CONTRACTUAL SERVICES	N/A	8,000	8,000
COMMODITIES	N/A	16,500	16,500
CAPITAL OUTLAY	N/A	3,500	3,500
TOTAL EXPENDITURES	**N/A**	**$51,000**	**$51,000**
AUTHORIZED POSITIONS	**N/A**	**1**	**1**
FULL-TIME EQUIVALENTS	**N/A**	**0.50**	**0.50**

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 no 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.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Clinic Locations (including a mobile team and 2 satellite locations)	16	15	15
Number of clinic hours per month (day/evening/Saturday)	2,278	2,065	2,086
Output:			
Number of infants served monthly (1 year and under)	12,271	12,394	12,518
Number of children served monthly (1 year to 5 years)	24,269	24,512	24,757
Number of women served monthly	11,587	11,703	11,820
Efficiency:			
Average number of participants served per day	2,221	2,243	2,265
Effectiveness:			
Total number of families receiving vouchers and nutrition education per month	11,986	12,105	12,225
% Of families receiving nutrition education/counseling services per month	98.7%	98.7%	99.0%
% Of infants breastfed (born to WIC)	47%	48%	49%
Number of dollars spent within the local economy (voucher redemption)	$39,448,506	$39,600,000	$39,800,000

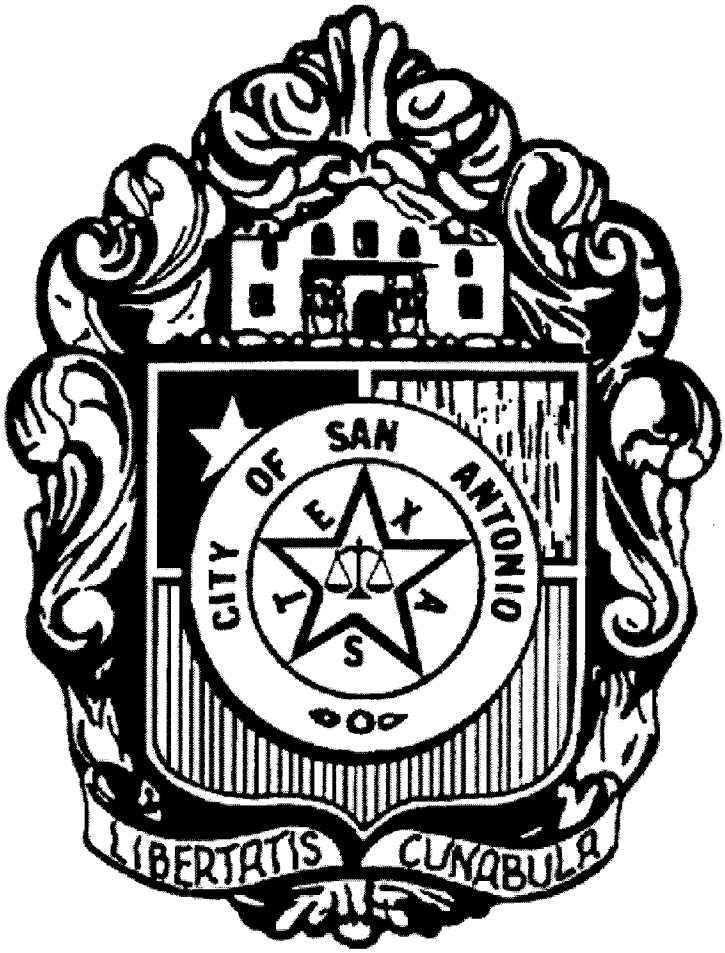
EXPLANATORY INFORMATION

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.

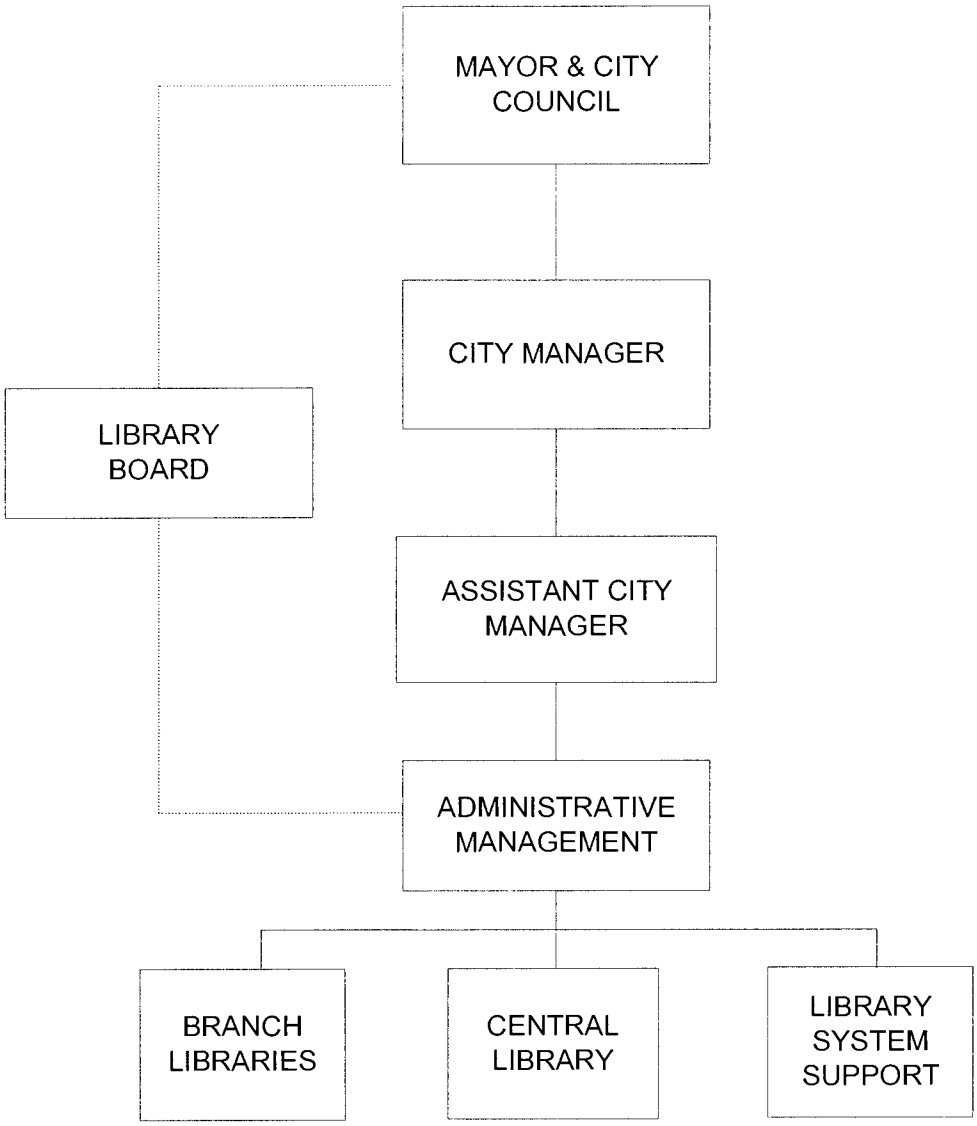
HEALTH DISTRICT
WIC (WOMEN, INFANTS AND CHILDREN SUPPLMENTAL NUTRITION PROGRAM)

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Dept. of Agriculture	$5,001,624	$5,535,600	$5,736,300
TOTAL FUNDING	**$5,001,624**	**$5,535,600**	**$5,736,300**
EXPENDITURES			
PERSONNEL SERVICES	$3,935,513	$4,336,999	$4,551,102
CONTRACTUAL SERVICES	671,992	700,252	693,252
COMMODITIES	127,206	175,395	161,461
CAPITAL OUTLAY	2,485	27,000	27,000
INDIRECT COSTS	264,428	295,954	303,485
TOTAL EXPENDITURES	**$5,001,624**	**$5,535,600**	**$5,736,300**
AUTHORIZED POSITIONS	**132**	**134**	**134**
FULL-TIME EQUIVALENTS	**126.00**	**125.00**	**124.00**


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

LIBRARY



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	435.50	$23,088,460
Categorical Grants	11.00	2,138,674
Capital Projects	0.00	10,957,000
Total Funding	**446.50**	**$36,184,134**

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, and contributes 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 19 libraries, the Central Library, 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. Besides City funding, other funding sources include the Library Foundation, the Friends of the Library organization and Bexar County. 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

- To provide access to children, youth and adults to resources and services that support and enhance their efforts to succeed.
  - Develop a system-wide plan that provides program services to children under age five and their parents and caregivers by May 2006.
  - Develop a plan to work in partnership with local organizations to utilize library space for literacy, ESL, GED and citizenship classes by May 2006.
- To broaden community awareness of the wide range of services available from the San Antonio Public Library System.
  - Update a San Antonio Public Library marketing plan with appropriate benchmarks and identify potential partners.
  - Establish an Outreach Services Office to increase use of library services among target populations (Hispanic community, parents, children, teens and senior citizens) by at least 5% for each of three years.
- To provide accurate, timely, customer-focused information services using a variety of resources.
  - Continue to phase in new modules of the integrated library automation system to enhance service efforts.
  - Work with City's Human Resources Department to complete the restructuring and integration of library personnel functions to facilitate recruitment, hiring, training and retention of high quality employees and to achieve citywide consistency in Human Resources and Personnel processes.
  - Restructure and formalize staff training initiatives to encourage employee development and ensure high-quality customer service.
  - Establish a viable volunteer recruitment, training and retention program.
- To actively support economic development.
  - Continue to develop business collections and resources to provide access to information that will support small businesses, research and workforce literacy.
  - Work with appropriate partners, including other City departments, to assist in creating a more literate workforce and support individuals re-entering the job market.
  - 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.

GOALS AND OBJECTIVES CONTINUED

- To provide responsive services, collections and programs to meet the information needs of the Hispanic community.
  - Develop and implement a plan for bilingual signage in all library facilities.
  - Continue to develop collections to better reflect the information needs and interests of San Antonio's Hispanic community.
  - Offer computer literacy programs in Spanish to customers at all library locations.
  - Work with community stakeholders to further develop the concept of establishing a Latino Resource Center in the Central Library by June 2007.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Enhance Workforce Development System**					
	The San Antonio Public Library actively supports economic development	No. of Children and Adults Attending Children's Events	128,668	127,000	128,000	130,000
		No. of Children and Teenagers Participating in Summer Reading Program	23,118	29,500	24,000	25,000
		No. of Children and Caregivers Using Little Read Wagon Resources	43,927	50,000	48,549	56,049
	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	5,877,653	5,761,000	6,053,982	6,635,601
		No. of Holds Transferred	N/A	N/A	425,462	468,108
		No. of Reference Questions Answered	1,132,769	1,150,000	1,147,494	1,170,444
		In-House Use of Library Computers for Internet, Database, or Word Processing	705,373	N/A	720,876	780,000
		No. of Visits by Library Customers	3,900,468	3,670,000	4,134,496	4,842,565
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	10.0%	9.6%	9.2%	9.2%
		Materials Budget Per Capita	$1.81	$1.85	$1.85	$1.86
Internal Processes	**Improve Development Process**					
	The San Antonio Public Library will actively support economic development	No. of Grants, Contracts, and Licenses that Staff Monitor, Manage, or Utilize	128	95	112	115

BALANCE SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Employee Learning & Growth	**Improve Employee Services**					
	Establish a staff-training program that ensures high quality service	No. of Staff Participating in Training Opportunities	N/A	N/A	450	486
		No. of Staff Trained in "Spanish That Works" Program [1]	84	200	56	60

EXPLANATORY INFORMATION

[1] Materials purchased with grant funds to teach 200 staff in FY 2004; dependent on grant funding to teach 60 staff in FY 2006.

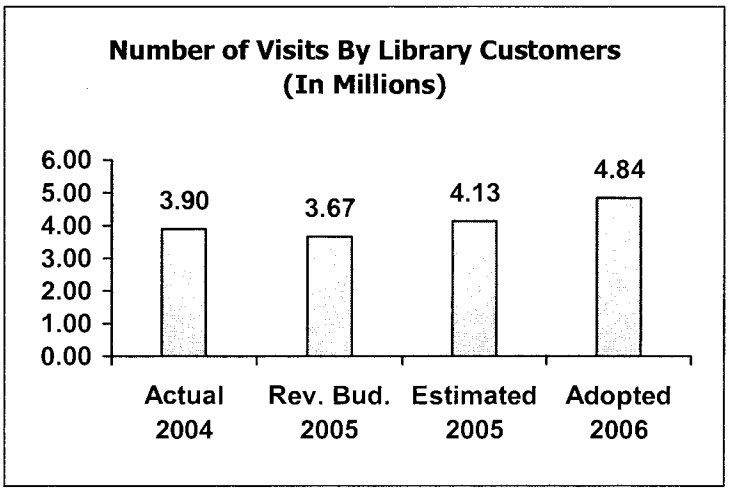
PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Library Department's FY 2006 Balanced Scorecard.

Library Customer Visits

The Public Library provides lifelong learning materials and services to the citizens of San Antonio and Bexar County. Increased visits by Library Customers help to show how effectively the Library System is reaching out to the community.

The 17% increase from FY 2005 Estimated to FY 2006 Adopted is due to population increases and new branch library opening—resulting in greater use of the Library.

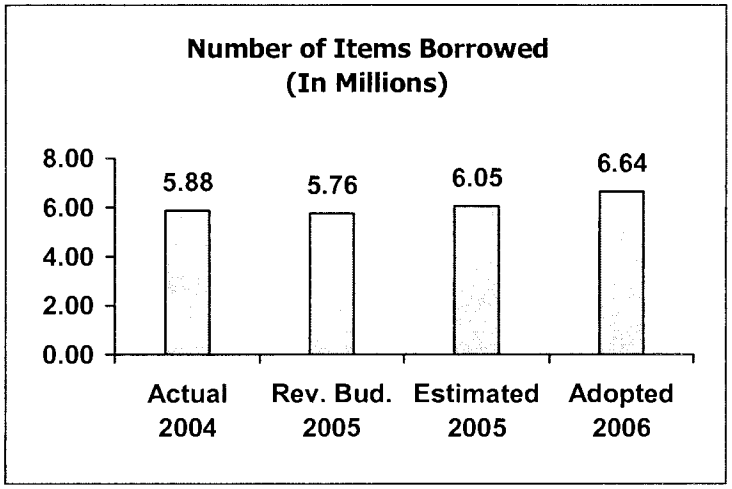


PERFORMANCE MEASURE HIGHLIGHTS CONTINUED

Number of Items Borrowed

One of the Library Department's main objectives is to provide access to children, youth and adults to resources and services that support and enhance their efforts to succeed.

The 10% increase from FY 2005 Estimated to FY 2006 Adopted is due to population increases and the opening of new branch libraries.



PROGRAM CHANGES

- **IMPROVEMENTS** **$500,000**

INCREASE LIBRARY RESOURCES BUDGET

This one-time ***improvement*** will provide additional library resources such as books, videos, compact discs, tapes, periodicals, and computer databases for the Central and Branch Libraries. These additional collections will allow San Antonio and Bexar County residents access to information in many formats and from many different sources. A total of $500,000 in one-time funds will be added to the Library resources budget in FY 2006, bringing the total General Fund contribution for library resources to $2,624,423.

- **MANDATES** **$127,428**

JULIA YATES SEMMES BRANCH LIBRARY

This ***mandate*** will support the Semmes Branch Library which is under construction in Comanche Lookout Park in City Council District 10. The Branch is expected to be completed in August 2005 and open for service in September 2005. Funding for the construction was included in the 1999 Bond Program. Eighteen personnel positions were added in FY 2004 and FY 2005, and this mandate will cover the last incremental operational supports costs. This mandate will support the new branch library's operating and maintenance costs such as the cost of fees to professional contractors, supplies, general maintenance, and computer services. This mandate will result in a total cost of $94,879 for FY 2006.

GREAT NORTHWEST BRANCH LIBRARY EXPANSION

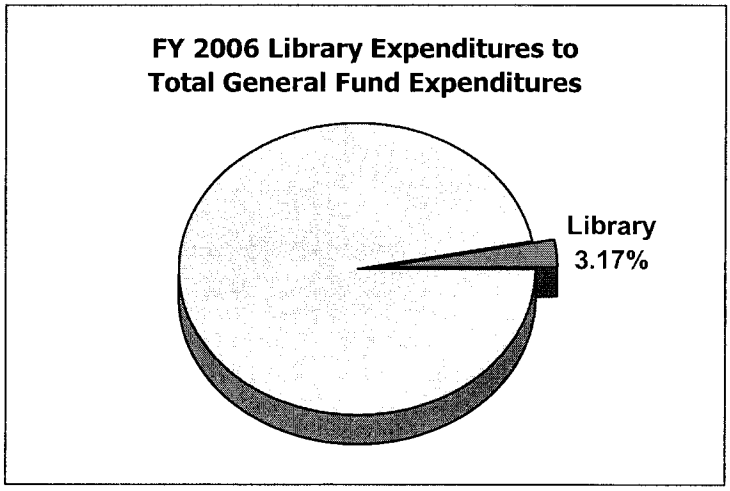
This ***mandate*** will support the expansion of the Great Northwest Branch Library located in City Council District 6 with completion scheduled for November 2005. The Branch is currently 12,000 square feet and will be expanded to 18,000 square feet. The expansion will accommodate additional materials and study areas. Funding for the expansion project was included in the 2003 Bond Program. The funding associated with this mandate will support the expanded branch library's expenses such as utilities, supplies, non-personnel services and maintenance, and computer services. This mandate will result in a total cost of $32,549 for FY 2006.

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$12,985,067	$15,005,208	$14,716,651	$16,527,552
CONTRACTUAL SERVICES	2,528,937	1,223,128	1,360,829	1,278,461
COMMODITIES	3,043,690	2,565,665	2,557,047	2,932,293
SELF INSURANCE/OTHER	375,384	2,048,119	1,878,348	2,350,154
CAPITAL OUTLAY	44	9	0	0
TOTAL EXPENDITURES	**$18,933,122**	**$20,842,129**	**$20,512,875**	**$23,088,460**
AUTHORIZED POSITIONS	**531**	**540**	**540**	**540**
FULL-TIME EQUIVALENTS	**429.50**	**435.50**	**435.50**	**435.50**

FY 2006 Library Department Expenditures

The chart illustrates the Library Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.



Below is a comprehensive listing of the grants expected by the Library Department in FY 2006. Those grants marked with an asterisk (*) are one-time grants that have been approved by the funding grantor.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2006
Interlibrary Loan Services – Alamo Area Library System	$284,487	$ -	$ -	$ -	$284,487
Library Systems Operation – Alamo Area Library System	716,349	-	-	-	716,349
Technical Assistance Negotiated Grant – Alamo Area Library System	50,000	-	-	-	50,000
Loan Star Libraries Grant*	-	87,838	-	-	87,838
San Antonio Public Library Foundation (Various Restricted Donations)*	-	-	-	1,000,000	1,000,000
TOTAL	**$1,050,836**	**$87,838**	**$ -**	**$1,000,000**	**$2,138,674**

PROGRAM INFORMATION:

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 9/1/05 through 8/31/06.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Total FTE	4.5	4.5	5.0
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]	69,479	64,991	68,000
No. of Interlibrary Loan Requests Filled from all Sources [2]	37,956	32,114	36,000
No. of Materials Loaned from San Antonio Public Library	25,679	24,265	25,000
No. of Materials Borrowed from Other Libraries for San Antonio Public Library Customers and Service Area Libraries	22,485	19,000	23,000
Efficiency:			
Cost per Request [3]	$3.40	$3.50	$4.18
Cost per Filled Request [4]	$6.23	$7.10	$7.90
Effectiveness:			
% of Requests from Other Libraries Filled from the San Antonio Public Library Collection	51%	53%	55%
% of Requests Filled for San Antonio Public Library Customers	67%	67%	68%
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	20	20	18

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.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Institute of Museum and Library Services	$236,582	$258,079	$284,487
TOTAL FUNDING	**$236,582**	**$258,079**	**$284,487**
EXPENDITURES			
PERSONAL SERVICES	$172,865	$191,300	$207,601
CONTRACTUAL SERVICES	35,380	32,820	40,491
COMMODITIES	7,300	12,150	12,750
SELF INSURANCE/OTHER	19,437	21,809	23,645
CAPITAL OUTLAY	1,600	-	-
TOTAL EXPENDITURES	**$236,582**	**$258,079**	**$284,487**
AUTHORIZED POSITIONS	**5**	**5**	**6**
FULL-TIME EQUIVALENT	**4.50**	**4.50**	**5.00**

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 and continuing education programs. San Antonio Public Library receives funds from AALS for online tutoring, databases and continuing education. This grant programs covers the period 9/1/05 through 8/31/06.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Total budget allocated	$716,838	$716,349	$716,349
Budget allocation for materials[1]	$382,583	$241,010	$208,695
No. of FTEs in consultant program	2	3	3
Output:			
No. of consultations by AALS librarians	5,844	7,200	5,265
No. of programs sponsored [2]	14	14	14
No. of materials purchased	32,205	13,744	12,950
No. of literacy grants distributed [3]	7	7	-
No. of site visits by AALS staff [4]	61	120	135
No. of workshops held [5]	73	40	30
Efficiency:			
Average number of staff assisted per consultant	2,922	2,400	1,755
Average number of students per workshop	7	7	9
Unit cost per materials purchased	$12	$17	$16
Unit cost of literacy grant awarded per library	$892	$1,357	-
No. of site visits per consultant	30	40	45
Effectiveness:			
% of libraries participating in workshops	90	90	90
% of libraries purchasing materials	90	100	100
% of libraries participating consultations	100	100	100

EXPLANATORY INFORMATION

[1] Materials include books, audiotapes and videos.
[2] No. is the total of Advisory Council, membership, geographic and committee meetings.
[3] AALS grants are given to literacy programs. They include literacy, ESL 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 on-line courses.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Institute of Museum and Library Services	$716,838	$716,349	$716,349
TOTAL FUNDING	**$716,838**	**$716,349**	**$716,349**
EXPENDITURES			
PERSONAL SERVICES	$171,515	$259,908	$262,972
CONTRACTUAL SERVICES	148,425	187,700	210,829
COMMODITIES	378,781	241,010	212,595
SELF INSURANCE/OTHER	18,117	27,731	29,953
TOTAL EXPENDITURES	**$716,838**	**$716,349**	**$716,349**
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**5.00**	**5.00**	**5.00**

PROGRAM INFORMATION:

The Technical Assistance Negotiated Grant (TANG) 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. The San Antonio Public Library serves as the Major Resource Center and coordinating office for AALS. This grant programs covers the period from 9/1/05 through 8/31/06.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Budget allocation	$80,000	$80,000	$50,000
No. of FTE in TANG program	1	-	-
Output:			
No. of overall consultations for library staff [1]	45	300	426
No. of library staff trained [2]	-	10	30
No. of instructional materials processed [3]	862	25	90
Efficiency:			
No. of consultations per library	1	7	9
No. of library staff trained per library	-	0.45	0.70
No. of instructional materials processed per library	19.00	0.55	2.00
Effectiveness:			
% of increase (decrease) library staff consulted	-	700%	22%
% of increase (decrease) library staff trained	-	-	36%
% of increase (decrease) instructional materials processed	-	(98%)	360%

EXPLANATORY INFORMATION

[1] Librarians assisted by phone, mail, fax or e-mail. Consultations and repairs outsourced beginning in FY 2005.
[2] Librarians trained will mostly be accomplished through System grant (in place of TANG grant) in FY 2005.
[3] Instructional materials consist of workshop materials, technical books, manuals and worksheets. These will also be purchased and distributed through the System grant in place of the TANG grant.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL – Institute of Museum and Library Services	$35,374	$80,000	$50,000
TOTAL FUNDING	**$35,374**	**$80,000**	**$50,000**
EXPENDITURES			
PERSONAL SERVICES	$0	$0	$0
CONTRACTUAL SERVICES	35,374	80,000	50,000
TOTAL EXPENDITURES	**$35,374**	**$80,000**	**$50,000**
AUTHORIZED POSITIONS	**1**	**0**	**0**
FULL-TIME EQUIVALENT	**1.00**	**0.00**	**0.00**

CONTRIBUTION TO GENERAL FUND DELEGATE AGENCIES

The Adopted Budget for FY 2006 continues the City's strong commitment to strengthening long-term economic viability in San Antonio through investment in human development. Through the consolidated funding process for Human Development Services, the Adopted FY 2006 Budget for Delegate Agencies totals $9,040,377. 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 2006 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, family counseling and day care services. The Department of Community Initiatives and the Housing & Community Development Department each administer portions of the delegate agency budget.

HUMAN DEVELOPMENT SERVICES
DETAILED FUNDING SOURCES
ADOPTED FY 2006

Agency Name By City Service	General Fund Recurring	General Fund One-Time	CCDS Grant Match	CDBG	HOPWA	ESG	CSBG	ADOPTED FY 2006
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				37,809				37,809
Joven - Por Los Ninos				37,870				37,870
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	96,229							96,229
NISD - EVEN START-Kinder Readiness Proj.			116,400					116,400
Positive Beginnings After School Program	16,777		16,777					33,554
Positive Beginnings -Kinder Readiness Prog.			116,400					116,400
Presa Comm. Svc.-Financial Literacy	30,000							30,000
Respite Care - Day Care				122,550				122,550
San Antonio Urban Ministries-After Sch Kare(ASK)				140,363				140,363
Seton Home-Child Day Care Teens	26,742							26,742
UTSA - School Readiness Research Proj.	70,609		79,391					150,000
YMCA - Child Care				697,467				697,467
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**	**$0**	**$1,154,455**	**$1,036,059**	**$0**	**$0**	**$58,750**	**$3,406,349**
Youth Development								
Brooks Aerospace Challenger Prog.	$25,000							$25,000
Big Brothers Big Sisters-Mentoring	40,000							40,000
Boys and Girls Clubs-Positive Youth				427,500				427,500
Communities In Schools-Stay In School	75,000							75,000
Ella Austin Comm. Ctr.-Youth & Fam. Svcs.	120,000							120,000
Family Forward - Youth Leadership Academy	105,342							105,342
Good Samaritan Center - MODELO	167,471							167,471
Healy Murphy Center	349,996							349,996
Hispanas Unidas - Escuelitas Project		68,657						0
JOVEN - Creando La Vision				85,500				85,500
Madonna Neighborhood Ctr-Youth Dev.	20,000							20,000
Methodist Healthcare-Wesley Center	36,250							36,250
Presa Community Center - SKILLS	52,410							52,410
UTSA PREP	38,892							38,892
YMCA - Youth Development				71,250				71,250
YWCA - Mi Carrera	40,000							40,000
YWCA - Positive Youth Development	25,000							25,000
YWCA - Teen Volunteer	43,920							43,920
Total Youth Development	**$1,139,281**	**$68,657**	**$0**	**$584,250**	**$0**	**$0**	**$0**	**$1,723,531**
Workforce Development								
ACCD - Women's Ctr. & Adult Re-entry	$250,599							$250,599
Antioch Community-Basic Adult Literacy	67,628							67,628
Dress For Success-Workforce Dev.	20,000							20,000
Goodwill Industries-American Dream Proj.	180,000							180,000
Project Learn to Read-Empowerment 2005	34,738							34,738
Project Quest	1,000,000	2,000,000						1,000,000
San Antonio Urban Ministries-Fairweather Lodge				28,500				28,500
YWCA - SEED							30,000	30,000
Total Workforce Development	**$1,552,965**	**$2,000,000**	**$0**	**$28,500**	**$0**	**$0**	**$30,000**	**$1,611,465**

HUMAN DEVELOPMENT SERVICES
DETAILED FUNDING SOURCES
ADOPTED FY 2006

Agency Name By City Service	General Fund Recurring	General Fund One-Time	CCDS Grant Match	CDBG	HOPWA	ESG	CSBG	ADOPTED FY 2006
Safety Net Services								
Alamo Area Resources Ctr.-Transportation					$131,467			$131,467
Alamo Area Resources Ctr.-Housing Works					101,841			101,841
Alzheimer's Disease-Family Caregiver	50,000							50,000
Any Baby Can	73,428							73,428
Christian Assistance Ministry - Extended Day Cntr		91,590						0
Corazon Ministry - Day Center & Expansion	173,001	34,246						173,001
Corazon Ministry - Food Pantry	38,965							38,965
Corazon Ministry - Mobile Canteen	59,582							59,582
Family Violence Prevention	71,809					64,112		135,921
Girls & Boys Town of SA	45,120							45,120
Hispanic Religious Partnership-Comm. Health	28,212							28,212
Hope Action Care					50,000			50,000
Rape Crisis Center	68,657							68,657
Respite Care-Davidson Respite House				74,100				74,100
Roy Maas Youth Alternatives, Inc.	45,120							45,120
San Antonio AIDS Foundation, Inc.-Operation					230,172			230,172
San Antonio AIDS Foundation, Inc.-TBRA					417,720			417,720
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	66,069							66,069
San Antonio Metropolitan Ministries, Inc. -Emerg.						45,618		45,618
San Antonio Metropolitan Ministries, Inc. -Day Cntr		207,164						0
St. Peter St Joseph - Project Ayuda	67,900							67,900
Total Safety Net	**$922,534**	**$333,000**	**$0**	**$74,100**	**$931,200**	**$144,730**	**$0**	**$2,072,564**
Elderly and Disabled Services								
Catholic Charities-Foster Grandparents	$27,812							$27,812
Catholic Charities - RSVP	52,895							52,895
El Centro del Barrio Activity Center-Frail Elderly	44,628							44,628
Project MEND - Medical Equipment	37,345							37,345
San Antonio Food Bank - HOPE	285,000							285,000
Warm Springs Rehabilitation Ctr. - Senior Programs	29,841							29,841
YMCA - Active Older Adults				185,651				185,651
Total Elderly and Disabled Services	**$477,521**	**$0**	**$0**	**$185,651**	**$0**	**$0**	**$0**	**$663,172**
Other								
Avenida Guadalupe	$34,804							$34,804
Avenida Guad. Assoc. Com. Dev.	106,713							106,713
Brooks City Base	845,000	175,000						1,020,000
Neighborhood Housing Services	185,233							185,233
San Antonio Development Agency	4,296							4,296
San Antonio Zoo	38,288							38,288
Total Other	**$1,214,334**	**$175,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,389,334**
Total Budget Amount (Recurring & One-Time)	**$6,463,720**	**$2,576,657**	**$1,154,455**	**$1,908,560**	**$931,200**	**$144,730**	**$88,750**	**$10,866,415**

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$15,000	$15,000	$15,000
Total City Funding – All Agency Programs	$15,000	$82,628	$82,628
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**3.00**

BALANCED SCORECARD

	Strategic Objective	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Enhance Workforce Development System**					
	To provide services that will enhance adult literacy	No. of Unduplicated Participants Served	500	3,000	2,175	3,000
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Completed Tax Returns	443	1,000	521	1,000
		No. of Flyers Distributed	N/A	4,000	4,650	5,000
		Value of Refunds	$634,985	$1.5 million	$846,628	$1.5 million
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	Dollar Value of Volunteer Hours [1]	$4,900	$6,125	$8,575	$8,575
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Income Tax Return Prepared [2]	$33	$15	$29	$15

EXPLANATORY INFORMATION

[1] No. of volunteers X 10 hrs/week X 14 weeks X $8.75

[2] VITA funding allocation/no. of returns completed

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 of 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$299,911	$326,021	$326,021
CSBG		58,750	58,750
Total City Funding – All Agency Programs	$535,224	$658,258	$658,258
AUTHORIZED POSITIONS	**18**	**21**	**21**
FULL-TIME EQUIVALENT	**10.30**	**11.00**	**11.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based FS Services	Unduplicated Participants Served (Parents)	514	320	327	320
		Unduplicated Participants Served (Children)	618	335	365	335
	Enhance Workforce Development System					
	Promote access to high quality ECE/SR initiatives	Cost per Graduate	$526.36	$1,170	$821.22	$1170
		Families Attending Monthly	149	153	199	153
		% Parents Complete with increase in Knowledge	101%	85%	85%	85%
		% Change in display of progress in Mastery of KRS	99%	95%	87%	95%
	Transition families to a livable income by raising education & skill level	% Parents Completing Program w/a Higher Education	104%	85%	85%	85%
		Participants pass 1 Ready Test/incl ESL level	20	15	15	15

AGENCY TITLE: AVANCE – SAN ANTONIO, INC.
EARLY ON SCHOOL READINESS PROGRAM

PROGRAM DESCRIPTION

The program conducts School Readiness activities in three selected schools, six childcare centers and their surrounding neighborhoods. Targeted participants are Kindergarten teachers, early childhood teachers, home based caregivers, and parents of preschoolers, thereby benefiting children ages 3-5 and the adults who interact with them. The sites are located within City Council Districts 4 and 5.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$60,000	$60,000	$0
CCDS General Fund Match	110,388	114,600	174,600
Total City Funding – All Agency Programs	$535,224	$658,258	$658,258
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENT	**3.60**	**3.60**	**3.60**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	550	477	563	550
	Enhance Workforce Development System					
	Promote Access to School Readiness Initiative	Avg. No. Parents Served per Month	115	125	154	150
		% Children Displaying Progress in Mastery of Kindergarten Readiness Skills	97%	90%	95%	90%
		% Parents Utilizing Kindergarten Readiness Guidelines	81%	85%	85%	85%

AGENCY TITLE: **AVANCE – SAN ANTONIO, INC. SCHOOL BASED PROGRAM**

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 Flanders Elementary School, located at 934 Flanders.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$42,184	$98,887	$98,887
CCDF Federal Match	22,741	0	0
Total City Funding – All Agency Programs	$535,224	$658,258	$658,258
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENT	**5.65**	**4.66**	**4.66**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based FS Services	Unduplicated Participants Served (Parents)	78	75	96	75
		Unduplicated Participants Served (Children)	105	113	112	113
	Enhance Workforce Development System					
	Promote access to high quality ECE/SR initiatives	Cost per Graduate	$1,059	$1,124	$851	$1,124
		Families Attending Monthly	49	40	50	40
		% of Parents Complete Program with Increased knowledge	100%	85%	85%	85%
		% of Children Display Progress in Mastery of KRS	101%	95%	100%	95%
	Transition families to a livable income by raising education & skill level	% of Parents Complete with Higher Education	88%	85%	85%	85%
		Participants Passing 1 Ready Test/including ESL Level	4	7	4	7

AGENCY TITLE: **BETHEL NEIGHBORHOOD CENTER**
BETHEL DAY CARE CENTER

PROGRAM DESCRIPTION

Bethel Day Care Center will provide a learning and nurturing environment in an Early Childhood and After School Program that enables each child to develop physically, academically, intellectually and emotionally. Provide tutoring, homework assistance, computer laboratory, social development, physical fitness, enrichment activities and nutritious meals. Serves children ranging in age from four weeks to twelve years. Clients are 100 children and 8 staff who will complete the accreditation process this fiscal year.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$12,475	$30,485	$30,485
Total City Funding – All Agency Programs	$12,475	$30,485	$30,485
AUTHORIZED POSITIONS	**2**	**4**	**4**
FULL-TIME EQUIVALENT	**1.70**	**4.0**	**4.0**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served (FY 2005 Includes 8 Staff)	108	108	127	108
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance	62	100	96	100
		% of Children with Improved Grades (FY 2005 – After School)	25%	30%	23%	30%
		% of Assessed Children who Display Progress in Mastery of KR Skills (FY 2005 – Child Care Center)	NA	100%	100%	100%
		% of Teachers that Complete CDA Training (FY 2005 – 4 of 8)	NA	50%	50%	50%

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 (EITC) 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution		$30,000	$30,000
Total City Funding – All Agency Programs	N/A	$122,475	$110,707
AUTHORIZED POSITIONS	**N/A**	**0**	**0**
FULL-TIME EQUIVALENT	**N/A**	**1.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	400	378	450
		No. of Volunteers Recruited to Assist with the VITA/EITC Campaign	N/A	600	467	600
		Distribution of Flyers in Support of the EITC Campaign	N/A	30,000	27,870	35,000
Financial	**Leverage Other Funding Sources**					
	Leverage other funded programs to create additional community value	Dollar Value of Volunteer Hours for EITC Campaign[1]	N/A	$105,000	$102,025	$131,250
Internal Processes	**Improve Development Services**					
	Ensure progress toward identified performance and budget targets	Avg. Hours per Volunteer	N/A	20	44	20

EXPLANATORY INFORMATION

[1] No. Volunteers X 20 hrs X $8.75 was used to compute goal, however of 467 volunteers recruited, only 265 worked sites.

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$53,360	$53,360	$53,360
Total City Funding – All Agency Programs	$167,473	$173,360	$173,360
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.0**	**0.0**	**0.0**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served (Parents)	33	20	24	20
		No. Unduplicated Participants Served (Parents)	119	100	60	100
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	Avg. Cost per Parent and Child per Month	$259	$215	$206	$215
		% Parents Attending Four or More Training Sessions Who Improve in Parenting Skills	112%	80%	82%	80%
		% of Assessed Children Who Display Progress in Mastery of Kinder Readiness Skills	100%	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	25%	13%	25%

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	N/A	$16,569	$16,569
CCDS General Fund Match	N/A	22,666	22,666
Total City Funding – All Agency Programs	N/A	$726,426	$464,249
AUTHORIZED POSITIONS	**N/A**	**2**	**2**
FULL-TIME EQUIVALENT	**N/A**	**1.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served (Parents)	N/A	80	62	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	40	21	40
		Avg. No. of trng hrs/ Person (Home-Based)	N/A	16	16	16
		Avg. No. of trng hrs/ Person (ANGELS)	N/A	39	39	39
		% of Participants who will Complete &improve (Home-Based Project)	N/A	90%	90%	90%
		No. of A.N.G.E.L.S. in Program	N/A	40	41	40
		% of A.N.G.E.L.S. who will be Quality-Trained and Employment-Ready	N/A	85%	90%	85%

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$123,681	$123,686	$123,686
Total City Funding – All Agency Programs	$324,962	$726,426	$464,249
AUTHORIZED POSITIONS	**7**	**11**	**11**
FULL-TIME EQUIVALENT	**1.40**	**2.60**	**2.60**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based FS Services	# Unduplicated Participants Served	581	605	568	605
		#Dup. Participants that Complete 10WK Sessions	73	150	102	150
	Enhance Workforce Development System					
	Promote access to high quality ECE / SR initiatives	Avg. Cost per Participant	$50.74	$55.76	$41.00	$55.76
		% Participants Reporting Inc in Parent Involvement in Child's Ctr. & Edu.	97%	80%	85%	80%
	Promote access to high quality ECE / SR initiatives	% Families that Transition to FAST WORKS FU sessions and Report Improvement Due to Counseling	90%	90%	94%	90%
		% of Children who Increase in Positive Behavior	78%	80%	71%	80%

AGENCY TITLE: **FAMILY SERVICE ASSOCIATION SMART START**

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 resources and provide businesses with dependent care resources 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	N/A	$100,000	$100,000
Total City Funding – All Agency Programs	N/A	$726,426	$464,249
AUTHORIZED POSITIONS	**N/A**	**10**	**10**
FULL-TIME EQUIVALENT	**N/A**	**2.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	Provide Comprehensive Comm Based FS Services	# Unduplicated Participants Served	NA	1,330	1,261	1,330
	Improve Customer Service					
	Promote access to high quality ECE / KR initiatives	% of Participants who will Achieve the Scholarship Goals	N/A	90%	43%	90%
		No. of Participants Receiving Resources Through 65-SMART Line	N/A	1,000	1,007	1,000
		Mentoring Hours per Participants	N/A	144	145	144
		No. of Participants Receiving Mentoring	N/A	30	56	30
		% Improved in Quality Through Model Classroom	N/A	90%	90%	90%
		No. of Participants Receiving Training	N/A	300	254	300
		% Improved in Quality and Understanding of Training	N/A	85%	85%	85%

AGENCY TITLE: FAMILY SERVICE ASSOCIATION
EARLY ON SCHOOL READINESS PROGRAM

PROGRAM DESCRIPTION

The project conducts School Readiness activities in nine selected schools and eighteen childcare centers to involve Kindergarten teachers and early childhood teachers. The Family Friends & Neighbors Project serves an additional clientele by targeting home-based caregivers with school readiness skills and strategies. Geographically, the sites are located in all ten council districts. Benefiting children ages 3-5 and the adults who interact with them.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$60,000	$60,000	$0
CCDS General Fund Match	141,281	141,328	201,328
Total City Funding – All Agency Programs	$324,962	$726,426	$464,249
AUTHORIZED POSITIONS	**10**	**10**	**10**
FULL-TIME EQUIVALENT	**4.75**	**4.75**	**4.75**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	1,137	712	556	700
	Enhance Workforce Development System					
	Promote Access to School Readiness Initiative	Avg. No. Classroom Visits per Month	52	70	72	70
		% Classrooms Implementing Curriculum	N/A	90%	80%	90%
		% Children Displaying Progress in Mastery of KR Skills	81%	85%	94%	90%

AGENCY TITLE: **JOVEN CARE Program**

PROGRAM DESCRIPTION

JOVEN's CARE – Children's Abuse Recovery Endeavor Project provides a 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
CDBG – Consolidated Funding Contribution	N/A	$39,799	$37,809
Total City Funding – All Agency Programs	N/A	$169,662	$161,179
AUTHORIZED POSITIONS	**N/A**	**1**	**N/A**
FULL-TIME EQUIVALENT	**N/A**	**1.00**	**N/A**

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
CDBG – Consolidated Funding Contribution	N/A	$39,863	$37,870
Total city Funding – All Agency Programs	N/A	169,662	$161,179
AUTHORIZED POSITIONS	**N/A**	**2**	**N/A**
FULL-TIME EQUIVALENT	**N/A**	**2.00**	**N/A**

AGENCY TITLE: KLRN-TV
EARLY ON SCHOOL READINESS PROGRAM

PROGRAM DESCRIPTION

Services are designed to meet educational initiatives in nine selected 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
CCDS General Fund Match	$280,136	$305,177	$286,108
Total City Funding – All Agency Programs	$280,136	$305,177	$286,108
AUTHORIZED POSITIONS	**23**	**18**	**18**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	3,541	1,075	1,959	2,000
	Enhance Workforce Development					
	Coordinate and foster strategic partnerships with outside agencies	No. Neighborhood Events Held throughout the City	10	10	11	10
	Promote access to school readiness initiative	No. of Parents Educated on Kindergarten Readiness Guidelines	N/A	544	509	550
		Average No. of Parents Served per Month	235	167	267	200
	Promote access to high quality early childhood education	% Parents Utilizing Kindergarten Readiness Guidelines	68%	85%	86%	85%

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. The program 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	N/A	$32,485	$32,485
Total City Funding – All Agency Programs	N/A	$62,485	$62,485
AUTHORIZED POSITIONS	**N/A**	**3**	**3**
FULL-TIME EQUIVALENT	**N/A**	**3.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Services**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants in Child Care	N/A	75	109	75
		No. of Participants in After School Activities	N/A	20	28	20
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/kinder readiness initiatives	Avg. Monthly Children in Care	N/A	25	30	25
		% of Children who Display Progress in Master of Kinder Readiness Skills	N/A	97%	95%	97%
		% of Youth with Improved Grades	N/A	85%	95%	85%

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution		$10,000	$10,000
Total City Funding – All Agency Programs	N/A	$62,485	$62,485
AUTHORIZED POSITIONS	**N/A**	**2**	**2**
FULL-TIME EQUIVALENT	**N/A**	**1.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Services**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	N/A	75	80	75
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ kinder readiness initiatives	Avg. Daily Group Attendance	N/A	8	13	8
		Avg. Cost per Hour to Provide Counseling	N/A	$50	$46	$50
		% of Children that Show Improvement (Behaviors, Class Participation, etc)	N/A	85%	85%	85%

AGENCY TITLE: MEXICAN AMERICAN UNITY COUNCIL
MODEL SCHOOL FOR FAMILY TRANSFORMATION

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$70,940	$96,229	$96,229
Total City Funding – All Agency Programs	$203,043	$96,229	$96,229
AUTHORIZED POSITIONS	**2**	**3**	**3**
FULL-TIME EQUIVALENT	**2**	**2.5**	**2.5**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served (Parents)	196	60	90	60
		No. Unduplicated Participants Served (Children)	138	120	136	120
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	Avg. Cost per Service Unit	$113	$150	$110	$150
		% of Parents that Increase in Parenting Skills	90%	80%	99%	80%
		% of Children that Demonstrate Improvement Between Grading Periods	83%	90%	86%	90%
	Ensure families are economically secure	No. of Families Utilizing Supportive Services	N/A	50	73	50

AGENCY TITLE: **NORTHSIDE INDEPENDENT SCHOOL DISTRICT EARLY ON SCHOOLREADINESS PROGRAM**

PROGRAM DESCRIPTION

The program conducts School Readiness activities in two selected schools, four childcare centers and their surrounding neighborhoods. Targeted participants are Kindergarten teachers, early childhood teachers, home based caregivers, and parents of preschoolers. The sites are located within Council Districts 4 and 6. Benefiting children ages 3-5 and the adults who interact with them.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
CCDS General Fund Match	$108,074	$116,400	$116,400
Total City Funding – All Agency Programs	$108,074	$116,400	$116,400
AUTHORIZED POSITIONS	**4**	**4**	**4**
FULL-TIME EQUIVALENT	**3.25**	**3.25**	**3.25**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	556	490	703	500
	Enhance Workforce Development System					
	Promote access to school readiness initiative	Avg. No. Parents Served per Month	38	40	63	50
		% Children Displaying Progress in Mastery of Kindergarten Readiness Skills	91%	85%	91%	90%
		% Parents Utilizing Kindergarten Readiness Guidelines	91%	90%	89%	90%

AGENCY TITLE: **POSITIVE BEGINNINGS AFTER SCHOOL 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 be conducted at LB Johnson Elementary school in the Edgewood School District (CD 6).

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$11,611	$16,777	$16,777
CCDS General Fund Match	0	0	16,777
Total City Funding – All Agency Programs	$126,868	$133,177	$149,954
AUTHORIZED POSITIONS	**2**	**3**	**3**
FULL-TIME EQUIVALENT	**2.00**	**3.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	71	90	75	90
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance	69	67	62	67
		% Children with Improved Grades	100%	60%	100%	75%

AGENCY TITLE: **POSITIVE BEGINNINGS, INC.**
EARLY ON SCHOOL READINESS PROGRAM

PROGRAM DESCRIPTION

The program conducts School Readiness activities in two selected schools, three childcare centers and their surrounding neighborhoods. The program will add an additional childcare center in FY 2006. Targeted participants are Kindergarten teachers, early childhood teachers, home based caregivers and parents of preschoolers. The sites are located within Council Districts 1 and 2. Benefiting children ages 3-5 and the adults who interact with them.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$60,000	$60,000	$0
CCDS General Fund Match	55,257	56,400	116,400
Total City Funding – All Agency Programs	$126,868	$133,177	$149,954
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**3.75**	**3.75**	**3.75**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	354	279	303	300
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. No. of Parents Served per Month	56	56	179	100
		% Children Displaying Progress in Mastery of Kindergarten Readiness Skills	95%	90%	92%	90%
		% Parents Utilizing Kindergarten Readiness Guidelines	100%	90%	91%	90%

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	N/A	$30,000	$30,000
Total City Funding – All Agency Programs	N/A	$82,410	$82,410
AUTHORIZED POSITIONS	**N/A**	**4**	**4**
FULL-TIME EQUIVALENT	**N/A**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	N/A	3,000	1,675	3,000
		Tax Year 2004 Completed Tax Returns	N/A	2,000	932	2,000
		No. of Program Participants Attending Financial Literacy Classes	N/A	1,500	850	1,500
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	Dollar Value of Volunteer Hours[1]	N/A	$2,625	$3,850	$4,000
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Completed Federal Income Tax Return	N/A	$15	$32	$15

EXPLANATORY INFORMATION

[1] No. Volunteers X 20 hrs X $8.75/hr – actual was 11 volunteers working approximately 40 hours each

AGENCY TITLE: **RESPITE 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.

FUNDING SOURCES AND AMOUNTS:
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
CDBG Consolidated Funding Contribution	N/A	N/A	$122,550
Total City Funding – All Agency Programs	N/A	N/A	$196,650
AUTHORIZED POSITIONS	**N/A**	**N/A**	**0**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**0.00**

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	N/A	N/A	$140,363
Total City Funding – All Agency Programs	N/A	N/A	$168,863
AUTHORIZED POSITIONS	**N/A**	**N/A**	**0**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**0.00**

AGENCY TITLE: **SETON HOME**
CHILD DAY CARE FOR BABIES OF HOMELESS TEENS

PROGRAM DESCRIPTION

The program provides on-site quality daycare for the babies of homeless parenting teens to enable them to attend school and complete educational objectives. Funds will be used as match for the Transitional Housing Project funded by the Supportive Housing Program (SHP). For each dollar of match funds, SHP will provide four dollars towards projects for the homeless.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund – 04/05 Consolidated Funding Contribution	$0	$26,742	$26,742
Total City Funding – All Agency Programs	$0	$26,742	$26,742
AUTHORIZED POSITIONS	**0**	**4**	**4**
FULL-TIME EQUIVALENT	**0.00**	**1.00**	**1.00**

BALANCED SCORE CARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actuals FY 05	Adopted FY 06
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	95%	100%	95%
		% of mothers who are able to return to school without delays as a result of childcare availability.	N/A	100%	100%	100%
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served (Parents and Infants)	N/A	80	52	80
	Promote access to high quality early childhood education/school readiness initiatives	No. of babies who will be provided with a nurturing, stable environment whose progress is monitored by childcare staff	N/A	40	26	40
Internal	**Improve the Development Process**					
	Ensure progress towards identified budget or performance targets	Avg. Cost of day care per child per month	N/A	$223	$187	$187

AGENCY TITLE: UNIVERSITY OF TEXAS AT SAN ANTONIO
THE SCHOOL READINESS RESEARCH PROJECT

PROGRAM DESCRIPTION

The project examines the impact of the School Readiness Program components using quantitative and qualitative research methods. Reports are submitted with an overall evaluation and recommendations based upon scientific analysis of data collected and services rendered.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$0	$70,609	$70,609
CCDS General Fund Match	147,219	79,391	79,391
Total City Funding – All Agency Programs	$186,111	$188,892	$188,892
AUTHORIZED POSITIONS	**8**	**8**	**8**
FULL-TIME EQUIVALENT	**4.00**	**3.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	417	300	377	300
	Enhance Workforce Development					
	Promote access to school readiness initiative	No. Children Assessed[1]	N/A	100	227	100
		No. of Childcare Centers Assessed	33	34	34	34
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	Dollar Value of In-kind Volunteer Hours [2]	$73,711	$73,106	$58,424	$60,000

EXPLANATORY INFORMATION

[1] Children will be assessed using two standardized instruments.
[2] Value is calculated according to varied services and qualifications of volunteers.

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
CDBG - Consolidated Funding Contribution	N/A	N/A	$697,467
Total City Funding – All Agency Programs	N/A	N/A	$954,368
AUTHORIZED POSITIONS	**N/A**	**N/A**	**0**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**0.00**

AGENCY TITLE: **YWCA OF SAN ANTONIO**
EARLY ON SCHOOL READINESS PROGRAM

PROGRAM DESCRIPTION

The program conducts School Readiness activities in three selected schools, four childcare centers and their surrounding neighborhoods. Targeted participants are Kindergarten teachers, early childhood teachers, home based caregivers and parents of preschoolers. The sites are located within Council Districts 1, 5 and 7. Benefiting children ages 3-5 and the adults who interact with them.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$60,000	$60,000	$0
CCDS General Fund Match	80,753	80,785	140,785
Total City Funding – All Agency Programs	$234,877	$329,940	$359,940
AUTHORIZED POSITIONS	**8**	**10**	**10**
FULL-TIME EQUIVALENT	**4.10**	**4.10**	**4.10**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	629	597	776	600
	Enhance Workforce Development System					
	Promote access to school readiness initiative	Avg. No. Parents Served per Month	75	64	85	70
		% Children Displaying Progress in Mastery of KR Skills	95%	85%	91%	85%
		% Parents Utilizing Kindergarten Readiness Guidelines	100%	85%	95%	90%

AGENCY TITLE: **YWCA OF SAN ANTONIO**
PARENTS AND CHILDREN TOGETHER (PACT)

PROGRAM DESCRIPTION

The program teaches parents and caregivers 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. Geographic targeted areas in Council Districts 1, 5 and 7.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$50,235	$50,235	$50,235
Total City Funding – All Agency Programs	$234,877	$329,940	$359,940
AUTHORIZED POSITIONS	**4**	**6**	**6**
FULL-TIME EQUIVALENT	**1.45**	**2.45**	**2.45**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Services**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	272	265	512	265
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ kinder readiness initiatives	No. PACT Parent Workshops and Teacher Trainings Held	N/A	52	40	52
		% Parents with Increased Knowledge of Early Brain Development	98%	85%	87%	85%
		% Children with Development Appropriate Cognitive Social/Emotional and Physical Skills	92%	85%	91%	85%

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$11,500	$30,000	$30,000
Total City Funding – All Agency Programs	$234,877	$329,940	$359,940
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**4.00**	**4.00**	**4.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	1,390	2,000	1,804	2,000
		No. of Completed Tax Returns	1,283	2,000	1,804	2,000
		Value of Refunds	$1.7 million	$3 million	$2.8 million	$3 million
		No. of Community Resource Fairs	4	N/A	N/A	4
		No. of Program Participants Attending Financial Literacy and IDA Presentations	127	N/A	N/A	150
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)	$5,468	$5,145	$5,250	$5,145
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)	$9	$15	$17	$15

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	N/A	$25,000	$25,000
Total City Funding – All Agency Programs	N/A	$25,000	$25,000
AUTHORIZED POSITIONS	**N/A**	**4**	**4**
FULL-TIME EQUIVALENT	**N/A**	**1.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	N/A	9,000	8,141	9,000
		Avg. Missions per Month	N/A	25	37	25
	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	9,000	8,141	9,000
		No. of Missions per Year	N/A	300	287	300
		% Improving in Teamwork Skills	N/A	55%	N/A	55%
		% Improving in Technical Skills	N/A	55%	N/A	55%

AGENCY TITLE: **BIG BROTHERS BIG SISTERS MENTORING**

PROGRAM DESCRIPTION

The program fosters emotional stability and growth in children and youth, ages seven to seventeen, primarily from single parent homes. Participants are matched with carefully screened adult volunteers who provide companionship, friendship and a positive adult role model. Professional staff assess children, screen volunteers, establish relationships, and provide ongoing support.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$26,958	$40,000	$40,000
Total City Funding – All Agency Programs	$26,958	$40,000	$40,000
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	1,492	1,566	1,160	1,566
	Promote Youth Development through early intervention, character traits/life skills development, education and job training	No. of Matched Youth	1,253	1,238	1,244	1,238
		No. of Volunteer Hours	36,788	33,000	28,584	33,000
		No. of Youth Eligible for Evaluation During the Fiscal Year who Improve or Continue to Avoid Delinquency	353	406	N/A	406
		No. of Youth that Improve or Maintain Ability to Make Decisions	382	375	N/A	375
		No. of Youth Able to Improve or Maintain Academic Performance	368	382	N/A	382

AGENCY TITLE: **BOYS AND GIRLS CLUBS POSITIVE YOUTH**

PROGRAM DESCRIPTION

The Boys and Girls Club was awarded $427,500 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
CDBG Consolidated Funding Contribution	N/A		$427,500
Total City Funding – All Agency Programs	N/A		$427,500
AUTHORIZED POSITIONS	**N/A**	**N/A**	**0**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**0.00**

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$51,500	$75,000	$75,000
Total City Funding – All Agency Programs	$51,500	$75,000	$75,000
AUTHORIZED POSITIONS	**6**	**10**	**10**
FULL-TIME EQUIVALENT	**3.00**	**4.50**	**4.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	3,601	1,430	1,697	1,430
	Promote youth development through early intervention, character traits/life skills development, education and job training	% Receiving CIS Case Management Services Staying in School	90%	95%	85%	95%
		% Improving Attendance and Academic Behavior	87%	85%	85%	85%
		% of Eligible CIS Students Who Graduate or Earn GED	80%	85%	N/A	85%
		No. of Unduplicated Mentors Serving Participants	N/A	128	101	128
Internal Processes	**Improve Development Process**					
	Ensure progress toward Identified performance and budget targets	Dollar Value of Volunteers	N/A	$16,078	$17,211	$16,078

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.

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$109,770	$120,000	$120,000
Total City Funding -- All Agency Programs	$167,473	$173,360	$173,360
AUTHORIZED POSITIONS	**10**	**10**	**10**
FULL-TIME EQUIVALENT	**6.50**	**6.50**	**6.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	315	330	211	330
		No. of Youth Served per Month	511	800	641	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	5,711	5,600	3,694	5,600
		Academic Improvement Maintained	85%	80%	87%	80%
		Reduction Production Behavior	84%	80%	89%	80%
		Youth Who Advance to Next Grade	N/A	90%	94%	90%

AGENCY TITLE: **FAMILY FORWARD YOUTH SOLUTION**

PROGRAM DESCRIPTION

The program provides youth with character training, life skills, and decision making while providing a parallel program for parents to address parenting skills. Sessions are provided twice a week in the evening for ten weeks with parents and youth meeting separately during the first session and together for the second session each week. Program includes a service-learning project. There is a formal graduation ceremony followed by a monthly support group for six months.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	N/A	N/A	$105,342
Total City Funding – All Agency Programs	N/A	N/A	$105,342
AUTHORIZED POSITIONS	**N/A**	**N/A**	**1**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	110
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Teens and Families Completing the 10 Weekly Meetings	N/A	N/A	N/A	100
		No. of Teens Participating in the Service-Learning Project	N/A	N/A	N/A	100
		No. of Youth Who Stay in School	N/A	N/A	N/A	100
		% of Youth whose Grades Improve from Previous Year	N/A	N/A	N/A	50%

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$151,272	$167,471	$167,471
Total City Funding – All Agency Programs	$155,622	$167,471	$167,471
AUTHORIZED POSITIONS	**6**	**7**	**7**
FULL-TIME EQUIVALENT	**2.00**	**3.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	169	150	100	150
	Promote Youth Development through early intervention, character traits/life skills development, education and job training	No. of SAEP Seniors Graduating	8	10	N/A	10
		No. of Unduplicated Clients (14-18) with Career/College Plans	50	40	42	40
		No. of Participants Engaged in Academic Enrichment as Part of the Summer Program	N/A	500	N/A	500
		No. of Participants (14-18) Maintaining GPA 80 or Better	29	30	28	30
		% of Participants (6-13) Showing Improved Social Function within Six Months of Receiving a Mentor	85%	50%	84%	50%

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$346,226	$349,996	$349,996
Total City funding – All Agency Programs	$346,226	$349,996	$349,996
AUTHORIZED POSITIONS	**19**	**18**	**18**
FULL-TIME EQUIVALENT	**12.00**	**11.00**	**11.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	485	400	374	400
	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	Avg. Monthly Enrollment	186	158	204	158
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Youth Participating in Life Skills Training	1,953	1,950	1,625	1,950
		No. of Teen Parents Maintaining 80% or Better Grade in Parenting/Child Development Class	79	85	60	85
		No. Successfully Participating in on-the-Job Training	28	30	34	30
		No. of Graduates who Continue Education, Enter Military or Full Time Employment	27	25	N/A	25

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$58,208	$68,657	$68,657
Total City Funding – All Agency Programs	$58,208	$68,657	$68,657
AUTHORIZED POSITIONS	**4**	**3**	**N/A**
FULL-TIME EQUIVALENT	**2.00**	**1.00**	**N/A**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	80	80	56	N/A
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Home Visits During School Year	159	100	75	N/A
		No. of Structured Activities Provided During Contract Period	255	237	125	N/A
		$ Value of Volunteer Hours	$3,671	$3,200	$719	N/A
		% of Girls in Program whose Skills and Support Systems have Improved as a Result of Their Participation in the Program	75%	75%	N/A	N/A
		No. of Students Advancing One or More Grade Levels at the End of the School Year	72%	75%	N/A	N/A

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	N/A	N/A	$85,500
Total City Funding – All Agency Programs	N/A	N/A	$161,179
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**N/A**

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$12,485	$20,000	$20,000
Total City Funding – All Agency Programs	$16,835	$62,485	$62,485
AUTHORIZED POSITIONS	**3**	**4**	**4**
FULL-TIME EQUIVALENT	**3.00**	**4.00**	**4.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	16	100	105	100
		No. of Participants Served in Summer Sports and Arts Educational Programs	N/A	145	*N/A	145
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance	15	52	36	52
		% of Youth with Improved Character Traits/Grades	133%	80%	80%	80%

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$17,318	$36,250	$36,250
Total City Funding – All Agency Programs	$17,318	$36,250	$36,250
AUTHORIZED POSITIONS	**7**	**7**	**7**
FULL-TIME EQUIVALENT	**2.00**	**2.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	245	270	348	270
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance – Summer	153	100	N/A	100
		Avg. Daily Attendance – Year Round	N/A	10	28	10
		% Children Displaying Mastery Skills in KR (Summer Months)	N/A	60%	*N/A	60%
		% Youth improve in grades or life skills (year round)	N/A	20%	58%	20%

AGENCY TITLE: **PRESA COMMUNITY CENTER SKILLS**

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$47,913	$52,410	$52,410
Total City Funding – All Agency Programs	$52,244	$82,410	$82,410
AUTHORIZED POSITIONS	**5**	**9**	**9**
FULL-TIME EQUIVALENT	**3.00**	**8.00**	**8.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	449	460	213	460
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Youth Receiving Life Skills Training	7,916	8,000	3,426	8,000
		% or No. of Enrolled Youth that will Maintain Academic Standard of "C" or Above During the School Year	98%	90%	87%	90%
		No. of Youth Participating in the Tae Kwon Do Program	N/A	75	69	75
		No. of Youth displaying Increased Self-esteem and Accepting Personal Responsibility	370	390	190	390
		Cost per Client per Month	$109.00	$113.93	$144.36	$113.93

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$38,892	$38,892	$38,892
Total City Funding – All Agency Programs	$186,111	$188,892	$188,892
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	1,168	1,015	1,326	1,015
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of PREP Students Completing Program	1,079	863	N/A	1,150
		No. Improving in Math, Science, Engineering Based Careers	959	832	N/A	832
		Avg. Cost per Client	$962	$922	N/A	$922
		No. of Year 1 Students Improving their Logic/Math Skills	310	340	N/A	340
		No. of Participants who Agree they Better Understanding what is Required for College	921	873	N/A	873

AGENCY TITLE: **YMCA OF GREATER SAN ANTONIO YOUTH DEVELOPMENT**

PROGRAM DESCRIPTION

The Community 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	N/A	N/A	$71,250
Total City Funding – All Agency Programs	N/A	N/A	$954,368
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**N/A**

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	N/A	$40,000	$40,000
Total City Funding – All Agency Programs	N/A	$359,940	$359,940
AUTHORIZED POSITIONS	**N/A**	**2**	**2**
FULL-TIME EQUIVALENT	**N/A**	**2.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	160	229	160
	Promote Youth development through early intervention, character traits/life skills development, education and job training	Avg. No. of Classes per Month	N/A	17	19	17
		No. of Students Demonstrating Increased Self-esteem	N/A	136	127	136
		No. of Teens Showing Score of Four or Better on Parenting Skills Test	N/A	54	54	54
		% of Mothers Completing the Course	N/A	75%	87%	75%
		No. of Students Demonstrating Increased Educational and Occupational Motivation	N/A	136	130	136

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	N/A	$25,000	$25,000
Total City Funding – All Agency Programs	N/A	$359,940	$359,940
AUTHORIZED POSITIONS	**N/A**	**3**	**3**
FULL-TIME EQUIVALENT	**N/A**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Community Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	N/A	400	269	400
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Coaches/ Volunteers	N/A	15	25	15
		Dollar Value of Volunteer Hours	N/A	$4,095	$4,583	$4,095
		No. of Participants Improving in Behavioral and Teamwork Skills	N/A	340	Reported in August, 2005	340
		No. of Participants Demonstrating an Increased Awareness of Traits that Develop and Strengthen Personal Character	N/A	340	Reported in August, 2005	340
		No. of Volunteer Hours	N/A	630	705	630

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$43,889	$43,920	$43,920
Total City Funding – All Agency Programs	234,877	359,940	$359,940
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	635	350	340	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	106	75	106
		No. of Volunteer Hours	9,653	10,000	4,942	10,000
		Value of Volunteer Hours	$84,466	$87,500	$43,240	$87,500
		No. of Teens Improving in Problem Solving, Communication and Goal Setting	179	238	206	238
		No. of Teens Demonstrating an Increased Awareness of Traits that Develop and Strengthen Personal Character	84	113	104	113

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, and financial literacy training.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$0	$217,709	$250,599
Total City Funding – All Agency Programs	$0	$217,709	$250,599
AUTHORIZED POSITIONS	**0**	**8**	**8**
FULL-TIME EQUIVALENT	**0.00**	**5.30**	**5.30**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	200	191	287
	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	No. Retained in full-time employment for 6 months	N/A	N/A	N/A	89
		No. of participants who completed training/graduated	N/A	N/A	N/A	157
		No. Employed full-time earning less than $8.75/Hr.	N/A	N/A	N/A	83
		No. Employed full-time at or above $8.75/Hr.	N/A	N/A	N/A	36

AGENCY TITLE: **ALAMO COMMUNITY COLLEGE DISTRICT WOMEN'S CENTER AND ADULT RE-ENTRY**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	Ensure families are economically secure	No. Enrolled in the IDA Savings Program	N/A	16	16	28
		No. Receiving Financial Literacy Training	N/A	50	58	157

AGENCY TITLE: **ANTIOCH COMMUNITY TRANSFORMATION NETWORK (ACTN) EACH ONE TEACH ONE PROGRAM**

PROGRAM DESCRIPTION

The ACTN Each One Teach One Program, an adult literacy program, collaborates with Project Learn to Read to provide literacy services to individuals 15 years and older who function at 0-5th grade level and/or have learning disabilities 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$0	$67,628	$67,628
Total City Funding – All Agency Programs	$0	$82,628	$82,628
AUTHORIZED POSITIONS	**0**	**4**	**4**
FULL-TIME EQUIVALENT	**0.00**	**4.00**	**4.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Enhance Workforce Development System**					
	Transition families to a livable income by raising their education and skill level	No. of Students Progressing to pre-GED preparation	N/A	N/A	N/A	10
	Improve Customer Service					
	Provide comprehensive community Based family strengthening services	No. of Unduplicated Participants Served	N/A	50	62	90
		No. of Students Showing an Increase of at Least One Half of a Grade Level After 40 Hours of Instruction	N/A	N/A	N/A	60

AGENCY TITLE: ANTIOCH COMMUNITY TRANSFORMATION NETWORK (ACTN) EACH ONE TEACH ONE PROGRAM

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	No. of Volunteers Completed Training	N/A	35	46	50
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Avg. Cost per Contact Hour	N/A	$27.05	$27.26	$25.00
		Dollar value of total volunteer hours per month	N/A	N/A	N/A	$3,500

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$0	$20,000	$20,000
Total City Funding – All Agency Programs	$0	$20,000	$20,000
AUTHORIZED POSITIONS	**0**	**2**	**2**
FULL-TIME EQUIVALENT	**0.00**	**.85**	**.85**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Services**					
	Provide comprehensive community based family strengthening services	Total No. of Unduplicated Participants Served by agency	N/A	N/A	N/A	450
		No. of Unduplicated Participants Served Through This Contract	N/A	100	79	100
	Transition families to a livable income by raising their education and skill level	No. Employed full-time at or above $8.75/Hr.	N/A	N/A	N/A	5
		No. Employed full-time earning less than $8.75/Hr.	N/A	N/A	N/A	10

AGENCY TITLE: DRESS FOR SUCCESS WORKFORCE DEVELOPMENT

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
	Ensure families are economically secure	No. Enrolled in the IDA Savings Program	N/A	N/A	N/A	7
		No. Receiving Financial Literacy Training	N/A	N/A	N/A	100

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$0	$180,000	$180,000
Total City Funding – All Agency Programs	$0	$180,000	$180,000
AUTHORIZED POSITIONS	**0**	**21**	**21**
FULL-TIME EQUIVALENT	**0.00**	**5.50**	**5.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
CUSTOMER	**Improve Customer Services**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	70	70	70
	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	No. Employed full-time earning less than $8.75/Hr.	N/A	N/A	N/A	65
		No. Participants who completed training/graduated	N/A	N/A	N/A	65
		No. Employed full-time at or above $8.75/Hr	N/A	N/A	N/A	5

AGENCY TITLE: GOODWILL INDUSTRIES OF SAN ANTONIO LEARN WHILE YOU EARN

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	Transition families to a livable income by raising their education & skill level	No. Retained in full-time employment 6 months	N/A	N/A	N/A	40
	Ensure families are economically secure	No. Enrolled in Goodwill's or COSA's IDA Savings Program	N/A	N/A	N/A	15
		No. Receiving Financial Literacy Training	N/A	N/A	N/A	65

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$0	$67,628	$34,738
Total City Funding – All Agency Programs	$0	$67,628	$34,738
AUTHORIZED POSITIONS	**0**	**5**	**3**
FULL-TIME EQUIVALENT	**0.00**	**2.50**	**1.25**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Enhance Workforce Development System**					
	Transition families to livable income by raising their education and skill level	No. of Participants progressing to pre-GED preparation	N/A	N/A	N/A	10
		No. of Participants Advancing One Half or More Grade Levels After 40-50 Hours of Instruction	N/A	20	12	25
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	150	144	190

AGENCY TITLE: PROJECT LEARN TO READ EMPOWERMENT 2005 PROGRAM

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	No. of Volunteers Completed Training	N/A	50	38	50
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Avg. Cost Per Contact Hour	N/A	N/A	N/A	15.00
		Dollar value of total volunteer hours per month	N/A	N/A	N/A	$4,500

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 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$2,159,933	$675,000	$1,000,000
CDBG Consolidated Funding Contribution	194,500	0	0
General Fund One-Time Council Allocation FY 2004	0	325,000	0
General Fund One-Time Council Allocation FY 2005	0	500,000	0
General Fund One-Time Council Allocation FY 2006	0	0	$2,000,000
Total City Funding – All Programs	$2,354,433	$1,500,000	$3,000,000
AUTHORIZED POSITIONS	**27**	**23**	**23**
FULL-TIME EQUIVALENT	**25.00**	**21.00**	**21.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	455	338	345	350
	Enhance Workforce Development System					
	Ensure families are economically secure	Avg. Wage of Graduates Placed in Jobs	$13.37	$12.50	$14.06	$12.50
		No. Retained in full-time employment six months	N/A	N/A	N/A	90

AGENCY TITLE: **PROJECT QUEST, INC.**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	Transition families to a livable income by raising their education and skill level	No. of Participants Completing Financial Literacy Training	N/A	100	96	110
		No. of Participants enrolled in the IDA program	N/A	N/A	N/A	7
		No. Employed full-time at or above $8.75/Hr	N/A	N/A	N/A	88
		No. Employed full-time earning less than $8.75/Hr.	N/A	N/A	N/A	22
	Promote youth development through early intervention, character traits/life skills development, education and job training opportunities	No. of Participants who completed training / graduated from Occupational or Customized Training	126	100	96	110

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. The Community Development Block Grant (CDBG) funds provide $28,500 to this program.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG Consolidated Funding Contribution	N/A	N/A	$28,500
Total City Funding – All Agency Programs	N/A	N/A	$168,863
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**N/A**

AGENCY TITLE: **YWCA – SEED PROGRAM**
SELF-EMPLOYMENT FOR ECONOMIC DEVELOPMENT

PROGRAM DESCRIPTION

SEED Program strengthens families by assisting low-income adults living at or below the federal poverty guidelines in developing micro-enterprises that can become viable sources of income for themselves and their families. SEED provides training in business development, computer skills, financial literacy, budgeting and credit management.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
CSBG	$41,250	$30,000	$30,000
Total City Funding – All Agency Programs	$41,250	$30,000	$954,368
AUTHORIZED POSITIONS	1.5	3	3
FULL-TIME EQUIVALENT	1.50	1.00	1.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Of Unduplicated Participants Served	49	30	16	30
		No. Educational Hours[1]	1,726	725	359	725
		No. Increase Knowledge of Financial Literacy & Business Development (% for FY 2004)	77%	25	13	25
		% of Participants that Complete a Business Plan (No. for FY2004)	16	65%	77%	65%
Internal Processe	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Client	$857.96	$1,000.00	$985.38	$1,000.00

EXPLANATORY INFORMATION

[1] No. of educational hours includes business development, computer literacy, and financial literacy

AGENCY TITLE: **ALAMO AREA RESOURCE CENTER APPOINTMENT VAN TRANSPORTATION PROGRAM**

PROGRAM DESCRIPTION

The Van Transportation Program ensures accessibility to supportive services for HIV/AIDS infected/affected individuals and family members in the Eligible Metropolitan Statistical Area

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
HOWPA – Consolidated Funding Contribution	$214,359	$179,810	$131,467
Total City Funding – All Agency Programs	$214,359	$179,810	$233,308
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**3.00**

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served[1]	183	275	179	375
	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	3,381	4,800	2,941	4,800
		No. of Individuals Accessing Medical Care	N/A	220	393	500
		No. of Newly Diagnosed Accessing Transportation	N/A	50	24	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	N/A

EXPLANATORY INFORMATION

[1] In FY 2003-2004 vans were purchased, allowing more clients to be transported.

AGENCY TITLE: ALAMO AREA RESOURCE CENTER
GREATER SAN ANTONIO HOUSING WORKS PROGRAM

PROGRAM DESCRIPTION
To provide a housing resource database, housing locater service and intensive housing case management to assist individuals and families with HIV/AIDS in locating and maintaining safe, affordable, and appropriate housing.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
HOWPA – Consolidated Funding Contribution	$100,979	$100,979	$101,841
Human Development Funds	6,100		
Total City Funding – All Agency Programs	$107,079	$100,979	$233,308
AUTHORIZED POSITIONS	**4**	**4**	**4**
FULL-TIME EQUIVALENT	**2.00**	**2.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	1,175	450	423	525
	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) Enrolled	272	150	154	231
		No. of HIV + Individuals and Families Outreached with Information	N/A	800	816	1,224
		No. of HIV + Individuals and Families Enrolled in the Project	N/A	450	300	525
		No. of HIV + Individuals and Families Provided Intensive Case Management	N/A	100	93	140
		No. of Individuals and Families Maintaining Permanent Housing	N/A	150	206	310

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 a wide scope of factors 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. Provides a 24 hour Help line service, and a Safe Return Bracelet Program at no costs to clients.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	N/A	$50,000	$50,000
Total City Funding – All Agency Programs	N/A	$50,000	$50,000
AUTHORIZED POSITIONS	**0**	**3**	**3**
FULL-TIME EQUIVALENT	**0.00**	**0.60**	**0.60**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Community Outreach**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served [1]	N/A	1,201	899	1,201
		No. of Persons Receiving Caregiver Training	N/A	568	433	568
		No. of Safe Return Registrations	N/A	90	63	90
		No. of 24 Hour Helpline Assistance Calls and Care Consultation Requests	N/A	782	560	782
		% of Caregivers Who Report an Increase in Alzheimer's Knowledge and Skills	N/A	80%	86%	80%
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional value	Value of Volunteer Hours	N/A	$10,747	$8,711	$10,747

EXPLANATORY INFORMATION

[1] Family caregivers and persons affected by the disease will receive services.

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$70,366	$73,428	$73,428
Total City Funding – All Agency Programs	$70,366	$73,428	$73,428
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**2.00**	**2.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Of Unduplicated Participants Served	290	274	187	276
		% of clients who gain an understanding/ knowledge of child's needs & health	N/A	85%	96%	96%
		% Of clients referred to mainstream services (Food Stamp, WIC, CHIPS)	N/A	90%	96%	96%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Client	$242.63	$267.98	$256.16	$266.04

AGENCY TITLE: **CHRISTIAN ASSISTANCE MINISTRIES DAY CENTER**

PROGRAM DESCRIPTION

Christian Assistance Ministries (CAM), a cooperative ministry, operates a day center for the homeless at 212 N. Alamo. The target population is chronically homeless individuals who are in need of a safe place to stay during the day as well as a location to access referrals and supportive services. The Day Center provides shelter from the weather, ID recovery, laundry, showers, phone and voicemail messaging (for employers, emergency and referrals), mail services, TB testing, reading rooms, TV rooms, quiet rooms, storage rooms for belongings, social services on site: legal services, mental illness evaluations, community based counseling, employment placement, education assistance, medical referrals and access to a CAM case worker.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005[1]	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$25,100	$30,910	$91,590
Total City Funding – All Agency Programs	$25,100	$30,910	$91,590
AUTHORIZED POSITIONS	**0**	**2**	**3**
FULL-TIME EQUIVALENT	**0.0**	**1.05**	**1.20**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05[1]	3 Mo. FY 05[1]	Adopted FY 06
Customer	**Provide for Safety and Welfare of San Antonio**					
	Provide comprehensive community based safety net/family strengthening	No. of Unduplicated Participants Served	556	336	164	660
		No. of Shelter Days	11,266	4,900	2,890	11,520
		No. Participants Assisted in Completing Application Process for Government Programs (i.e. Food Stamps)	20	35	29	120
		No. of Financial Assistance given to Obtain Texas I.D. Card	N/A	280	547	600
		No. of Medical Referrals to El Centro del Barrio (includes Free TB screening)	556	336	108	456
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Shelter Day	N/A	N/A	N/A	$7.95

EXPLANATORY INFORMATION

[1] The Contract for FY2005 was approved by Council February 17, 2005. Contract was executed in March 2005. This contract terminates September 30, 2005.

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund-04/05 Consolidated Funding Contribution	$54,186	$176,553	$207,247
Total City Funding – All Agency Programs	$ 54,186	$176,553	$305,794
AUTHORIZED POSITIONS	**5**	**12**	**12**
FULL-TIME EQUIVALENT	**0.49**	**6.04**	**6.04**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Provide for the Safety & 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 Unduplicated Participants Served in One Year.	3,665	3,750	2,206	3,200
		No. of Food Stamp Applications Completed in One Year	117	150	76	150
		% of Clients that Enter ID Recovery Program and Recover their IDs[1]	N/A	25%	53%	50%
	Enhance Workforce Development System					
	Transition Families to a livable income by raising their education and skill level	% of Participants in Job Training Program that Secure Employment	20%	20%	49%	45%
Financial	**Provide Accountability to the Public**					
	Ensure progress toward identified performance and budget targets	Cost for each Participant to Attend Day Center	$2.67	$2.00	$6.94[2]	$9.06[3]

EXPLANATORY INFORMATION

[1] Forms of identification include Texas identification card and Social Security Card.
[2] 8-month budget not including 1-time costs of $23,500 / # of duplicated participants after 8-months ($102,035 / 14,703)
[3] FY 06 budget minus audit cost of $7,500 / # of projected duplicated clients for FY 06 ($199,747 / 22,054)

AGENCY TITLE: **CORAZON MINISTRY CONGREGATE FEEDING**

PROGRAM DESCRIPTION

Corazon Ministry is a non-profit entity of Travis Park United Methodist Church. In a congregate setting, breakfast is served on Sunday mornings and dinners are served on Wednesday nights to homeless individuals and to persons who are not in the mainstream. Breakfast and dinner 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund-04/05 Consolidated Funding Contribution	$21,239	$38,965	$38,965
Total City Funding – All Agency Programs	$21,239	$38,965	$305,794
AUTHORIZED POSITIONS	**4**	**5**	**5**
FULL-TIME EQUIVALENT	**0.16**	**0.57**	**0.57**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Provide for the Safety & 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 unduplicated participants served in one year	1,276	1,300	1,142	1,713
		No. of Food Stamp applications submitted to the SA Food Bank for eligibility in one year	102	120	54	120
		No. of referrals for other social/medical services	1,467	1,200	764	1,200
		No. of meals served in one year	13,990	18,000	14,669	22,000
Financial	**Provide Accountability to the Public**					
	Ensure progress toward identified performance and budget targets	Avg. cost per meal	$0.89	$1.18	$0.98[1]	$0.82[2]

EXPLANATORY INFORMATION

[1] Total food cost / #of meals served in eight months ($14,347 / 14,669)
[2] Total food cost / # of meals served in one year ($18,000 / 22,000)

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 and hungry persons. 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 homeless persons in completing food stamp applications.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$107,339	$58,582	$59,582
Total City Funding – All Agency Programs	$107,339	$58,582	$305,794
AUTHORIZED POSITIONS	**2**	**3**	**3**
FULL-TIME EQUIVALENT	**0.76**	**1.06**	**1.06**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Provide for the Safety & 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 Unduplicated Participants served	3,747	3,600	2,956	4,400
		No. of Unduplicated Families Served	N/A	120	112	160
		No. of Meals Served (Duplicated Participants Served)	13,294	15,000	11,616	17,000
		No. of Food Stamp Applications Submitted to SA Food Bank	60	70	52	75
		No. of Participants Referred to Medical or Other Social Service Organizations	252	400	608	900
		% of Clients that Enter ID Recovery Program and Recover their ID's	N/A	25%	44%	44%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Avg. Cost per Meal Served[1]	$4.25	$4.50	$3.29	$3.50

EXPLANATORY INFORMATION

[1] Cost includes meal preparation and overhead expenses. Preparation of meal cost is $2.05 (City food allocation / number of meals served).

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$54,559	$71,809	$71,809
Emergency Shelter Grant	86,336	64,112	64,112
Total City Funding – All Agency Programs	$140,865	$135,921	$135,921
AUTHORIZED POSITIONS	**2**	**3**	**3**
FULL-TIME EQUIVALENT	**2.00**	**2.15**	**2.15**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
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	3,674	3,390	2,751	3,500
		No. of Clients (Adults) Participating in Educational/Life Skills Workshop	N/A	378	229	378
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	1,364	1,390	782	1,400
		% of Clients Demonstrating a Better Understanding of the Dynamics of Family Violence	94%	95%	94%	95%
		No. of Families Moved into Transitional or Permanent Housing	N/A	175	107	180
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	General Fund Cost per Family Served	$39.99	$51.66	$61.51	$51.30

AGENCY TITLE: **GIRLS AND BOYS 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$69,675	$80,035	$45,120
Total City Funding – All Agency Programs	$69,675	$80,035	$45,120
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
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	66	71	33	50
		% of Clients Able to Better Relate to Peers and Family	81%	90%	93%	90%
		% of Participants Completing Program and Improving in Their Ability to Make Better Decisions	81%	90%	93%	90%
		Cost per Bed Night	$75.00	$80.00	$80.00	$94.00
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	67	71	33	50

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 services to food insecure residents of the City.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund-04/05 Consolidated Funding Contribution	$28,212	$28,212	$28,212
Total City Funding – All Agency Programs	$28,212	$28,212	$28,212
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENT	**0.20**	**0.20**	**0.20**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	12,967	11,431	6,548	9,822
		No. of Participants who Follow through with Referrals	808	800	1,958	2,937
		No. of Food Stamp Applications Completed	161	200	118	200
		No. of Families served	N/A	4,500	4,117	6,175
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	Value of Volunteer Hours Assisting at Food Pantries	$12,6231	$10,000	$24,391	$24,000
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per lb. of Food[1]	N/A	$0.12 / lb	$0.12 / lb.	$0.12 / lb.

EXPLANATORY INFORMATION

[1] Total COSA program cost ($28,212) / 245,000 pounds of food (purchased with COSA food allocation of $15,000 and match of $10,000).

AGENCY TITLE: **HOPE ACTION CARE CASA MARTIN**

PROGRAM DESCRIPTION

This program provides shelter for individuals who are HIV positive, 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
HOPWA-Consolidated Funding Contribution	$0	$50,000	$50,000
Total City Funding – All Agency Programs	$0	$50,000	$50,000
AUTHORIZED POSITIONS	**0**	**2**	**2**
FULL-TIME EQUIVALENT	**0.00**	**0.75**	**0.75**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Community Outreach**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	78	39	78
		No. of Shelter Nights Provided	N/A	3,489	3,090	4,635
		No. of Meals Served	N/A	3,300	9,276	13,916
		% of Unduplicated Participants who Receive Referrals to Medical or Social Service Organizations	N/A	95%	39%	60%
		% of Participants with Substance or Alcohol Abuse Problems who Enter into Treatment Program	N/A	50%	39%	60%
		% of Participants who Successfully Complete the Program and are Placed in Affordable Housing	N/A	15%	9%	15%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Shelter Night	N/A	$14.33	$25.06	$25.06
		Cost per Participant	N/A	$641	$962	$641

AGENCY TITLE: **ALAMO AREA RAPE CRISIS CENTER**
CRISIS INTERVENTION & CASE MANAGEMENT FOR SEXUAL VICTIMS

PROGRAM DESCRIPTION

Funding for the Program supports advocacy services for survivors 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$68,652	$68,657	$68,657
Total City Funding	$68,652	$68,657	$68,657
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**2.15**	**2.15**	**2.15**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Provide for Safety and Welfare of San Antonio**					
	Provide Comprehensive Community Base Safety Net/Family Strengthening	No. Of Unduplicated Participants Served	1,145	1,112	676	1,056
		No of Service Hours provided to each sexual assault survivor during the SAFE (Sexual Assault Forensic Exam)	N/A	7,500	1,216	1,824
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Of Clients receiving Case Management	456	400	266	400
		% Of Clients Linked to Assistance with follow-up calls that positively self-report	100%	99%	100%	99%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost of Advocacy Services per Participant	$59.86	$62.00	$62.00	$62.00

AGENCY TITLE: **DAVIDSON RESPITE HOUSE RESPITE CARE**

PROGRAM DESCRIPTION

The Community Block Grant (CDBG) funding will support personnel staffing, specifically for the positions of the Shelter Director and Direct Care Provides 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.

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 lenghth of stay for children placed privately by their parents is 3-5 days, while the average stay for children placed by Texas of 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	N/A	N/A	$74,100
Total City Funding – All Agency Programs	N/A	N/A	$196,650
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**N/A**

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$32,144	$57,620	$45,120
Total City Funding – All Agency Programs	$32,144	$57,620	$45,120
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	79	100	46	50
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Bed Nights	392	678	171	480
		No. of Youth Receiving Life Skills Training Enabling Them to Make Better Decisions	88	100	53	50
		No. of Youth Improving in Relationship with Peers and Family	89	100	53	50
		Avg. Cost per Bed Night	$82.00	$85.00	$85.00	$94.00
		No. of Youth Receiving Individual Counseling	N/A	100	53	50

AGENCY TITLE: **SAN ANTONIO AIDS FOUNDATION (SAAF) SKILLED NURSING/HOSPICE FACILITY**

PROGRAM DESCRIPTION

San Antonio AIDS Foundation 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

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
HOWPA – Consolidated Funding Contribution	$229,734	$229,734	$230,172
Total City Funding – All Agency Programs	$229,734	$229,734	$647,892
AUTHORIZED POSITIONS	**6**	**7**	**7**
FULL-TIME EQUIVALENT	**3.50**	**4.60**	**4.60**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	72	75	56	75
	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	9,500	9,500	6,280	9,500
		Avg. Cost per Patient per Day	N/A	$130	$240	$240
		Avg. Length of Stay	N/A	12 months	9 months	12 months

AGENCY TITLE: **SAN ANTONIO AIDS FOUNDATION (SAAF) TENANT BASED RENTAL ASSISTANCE**

PROGRAM DESCRIPTION

SAAF provides long-term housing subsidy to individuals and families with HIV/AIDS.

FUNDING SOURCES AND AMOUNTS

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
HOWPA – Consolidated Funding Contribution	$430,748	$490,963	$417,720
Total City Funding – All Agency Programs	$430,748	$490,963	$647,892
AUTHORIZED POSITIONS	**2**	**3**	**3**
FULL-TIME EQUIVALENT	**1.12**	**2.26**	**2.26**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
CUSTOMER	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	188	181	137	190
	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. Provide a safety net of services to meet the temporary emergency needs of all the members of the San Antonio community.	Avg. Subsidy Cost per Month	$330	$283	$320	$320
		Avg. Length of Assistance	N/A	1Actuals	1Actuals	24 months
		Avg. Rent Subsidy Paid per Person per Month	N/A	$311	$315	$315

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
Emergency Shelter Grant	$35,000	$35,000	$35,000
Total City Funding – All Agency Programs	$35,000	$35,000	$520,740
AUTHORIZED POSITIONS	**1.0**	**1.0**	**1.0**
FULL-TIME EQUIVALENT	**1.00**	**1.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Enhance Workforce Development System**					
	Transition families to livable income by raising their education and skill level	No. of Homeless Individuals Enrolled in the Program	19	16	17	17
		% of Students who Graduate with a Certificate	63%	30%	41%	45%
		% of Students Employed in Culinary Arts Field After Graduation for at Least 90 Days	50%	20%	47%	50%
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	316	400	314	400
	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	24,540	24,090	20,900	27,000
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Meal (COSA budget / No. of meals served)	$1.43	$1.45	$1.52	$1.41

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund-Consolidated Funding Contribution	$134,671	$134,671	$134,671
Total City Funding – All Agency Programs	$134,671	$134,671	$520,740
AUTHORIZED POSITIONS	**2**	**0**	**0**
FULL-TIME EQUIVALENT	**1.05**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served (Completion of Application)	3,605	2,693	2,397	3,595
		% of Applications which Resulted in Certification	N/A	35%	67%	67%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Participant	N/A	$52.00	$37.00	$37.00

AGENCY TITLE: **SAN ANTONIO FOOD BANK KID'S CAFÉ**

PROGRAM DESCRIPTION

The San Antonio Food Bank plans to open three additional Kid's Café sites to improve the nutritional intake of school-age children of families that are of low-income. There will be 30 children per site who are offered one meal per school day.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund –04/05 Consolidated Funding Contribution	N/A	$60,000	$66,069
Total City Funding – All Agency Programs	N/A	$60,000	$520,740
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Clients[1]	N/A	90	602	700
		% of Clients who will Participate in Nutrition Education	N/A	75%	29%	75%
		No. of Meals Served	N/A	20,000	12,138	20,000
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Meal	N/A	$3.00	$3.00	$2.25

EXPLANATORY INFORMATION

[1] FY 2005 eight-month is higher than expected because SAFB opened six Kids Cafes vs. three and a large number of kids at the Guadalupe Community Center are located within walking distance of three high percentage free/reduced lunch schools.

AGENCY TITLE: **SAMMinistries EMERGENCY SHELTER**

PROGRAM DESCRIPTION
SAMMinistries provides emergency shelter and case management to homeless individuals and families. The location of the shelter is 910 W. Commerce.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
Emergency Shelter Grant	$45,618	$45,618	$45,618
Total City Funding – All Agency Programs	$45,618	$45,618	$252,782
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
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	4,300	3,200	3,310	3,600
		No. of Bed Nights	92,305	90,000	61,403	92,105
		% of Beds Occupied	81%	82%	80%	82%
Financial	**Provide Accountability to the Public**					
	Ensure progress toward identified performance and budget targets	Cost per Unduplicated Client	$10.61	$14.26	$9.97	$12.67

AGENCY TITLE: **SAMMinistries DAY CENTER**

PROGRAM DESCRIPTION

San Antonio Metropolitan Ministries operates a day center for the homeless at 910 W. Commerce. The target population is chronically homeless individuals who are in need of a safe place to stay during the day as well as a location to access referrals and supportive services. The Day Center provides shelter from the weather, ID recovery, laundry, restrooms, showers, computer and phone access, ID recovery, mail services, social service referrals, and community service opportunities

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005[1]	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$0	$119,025	$207,164
Total City Funding – All Agency Programs	$0	$119,025	$252,782
AUTHORIZED POSITIONS	**0**	**7**	**7**
FULL-TIME EQUIVALENT	**0.00**	**5.45**	**5.45**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05[1]	3 Mo. FY 05[1]	Adopted FY 06
Customer	**Provide for Safety and Welfare of San Antonio**					
	Provide comprehensive community based safety net/family strengthening	No. of Unduplicated Participants Served	N/A	60	1,280	4,572
		No. of Shelter Days	N/A	6,300	7,645	30,580
		No. of social service referrals provided to participants	N/A	150	48	192
		No. community service hours performed by participants	N/A	600	1,215	4,860
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per shelter day	N/A	$18.89	$6.67	$6.25

EXPLANATORY INFORMATION

[1] The Contract for FY2005 was approved by Council February 17, 2005. Contract was executed in March 2000. This contract terminates September 30, 2005.

AGENCY TITLE: **ST. PETER ST. JOSEPH 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$67,900	$67,900	$67,900
Total City Funding – All Agency Programs	$67,900	$67,900	$67,900
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**1.30**	**1.30**	**1.30**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actuals FY 05	Adopted FY 06
Customer	**Enhance Workforce Development System**					
	Provide Comprehensive Community based Family Strengthening Services	No. Of Families Completing 3 Months of Life Skills classes	72	70	46	70
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Of Unduplicated Participants Served	100	100	67	100
	Provide for Safety and Welfare of San Antonio					
	Provide Comprehensive Community Based Safety Net/Family Strengthening Services	% Of Families with Improved Community Resources, Housing and Employment	100%	98%	100%	98%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost of All Services per Family	$679	$679	$679	$679

AGENCY TITLE: CATHOLIC CHARITIES, ARCHDIOCESE OF SAN ANTONIO, INC. FOSTER GRANDPARENTS PROGRAM

PROGRAM DESCRIPTION

The Foster Grandparent Program serves the dual purpose of engaging persons 60 years of age and older with limited incomes in volunteer service. In partnership with the Children's Shelter, seniors are provided a meaningful experience that meets a critical community need by providing direct caretaker services to abused, neglected or homeless children. The volunteers primarily work in the infant and toddler room that cares for children ages 2-5 years of age.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution[1]	$31,812	$27,812	$27,812
Total City Funding – All Agency Programs	$114,446	$104,776	$110,707
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	175	190	153	190
		% of Participants who Respond Positively to Life Satisfaction Survey [2]	92%	90%	TBD	90%
		% of Work Site Evaluations Reporting a Positive Impact in the Community [2]	90%	90%	TBD	90%
		No. of Volunteer Service Hours	8,299	8,352	5,541	8,352
Financial	**Leverage Other Funding Sources**					
	Leverage Funded Programs to Create Additional Value	Value of Volunteer Hours [3]	$53,944	$73,080	$48,485	$73,080

EXPLANATORY INFORMATION

[1] Includes $4,000 in HDSF
[2] Survey results reported in June & July 2005.
[3] Value of Volunteer Hours is calculated at $8.75 per hour.

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution[1]	$58,895	$52,895	$52,895
Total City Funding – All Agency Programs	114,446	104,776	110,707
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	3,083	3,200	2,930	3,200
		No. of Volunteer Service Hours	484,823	500,500	335,332	500,500
		No. of Active Volunteers	1,645	1,650	1,626	1,650
		% of Participants who Respond Positively to Life Satisfaction Survey	87%	90%	84%	90%
		% of Work Sites that Respond Positively to the impact Of The Program On The Community [2]	96%	90%	TBD	90%
Financial	**Leverage Other Funding Sources**					
	Leverage Funded Programs to Create Additional Value	Value of Volunteer Hours	$3,151,350	$4,379,375	$2,934,155	$4,379,375

EXPLANATORY INFORMATION

[1] General Fund includes $6,000 in HDSF
[2] Survey results reported in September 2005.

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 non-Medicaid eligible 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. Clients are provided a noontime meal through the City's Comprehensive Nutrition Program

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$44,628	$44,628	$44,628
Total City Funding – All Agency Programs	$44,628	$44,628	$44,628
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**2.20**	**2.20**	**2.20**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	42	40	35	40
		No. of Attendance Days/Utilization Rate	4,772 61%	5,476 70%	3,002 82%	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%

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 percent of participants report an increase in mobility and self-sufficiency.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$24,840	$37,345	$37,345
Total City Funding – All Agency Programs	$38,840	$37,345	$34,345
AUTHORIZED POSITIONS	**1**	**2**	**2**
FULL-TIME EQUIVALENT	**1.00**	**1.35**	**1.35**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	410	450	312	450
		No. of Medical Equipment Items Distributed to Clients	991	800	560	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	83%	90%	90%	90%
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional value	Total Value of Equipment Loaned to Clients/Savings	$191,052	$125,000	$137,814	$125,000

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$270,000	$285,000	$285,000
Total City Funding – All Agency Programs	$270,000	$514,671	$520,740
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	4,478	4,500	6,119	4,500
		Total No. of Pounds Delivered [1]	2,760,165	1,900,000	1,879,651	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	91%	85%	TBD	85%
		% of Seniors who Indicate Improved Quality of Life	91%	90%	92%	90%
Financial	**Leverage Other Funding Sources**					
	Leverage Funded Programs to Create Additional Value	Market Value of Food Delivered at $1.59 per Pound [1]	$4,388,663	$3,021,000	$2,988,645	$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.

AGENCY TITLE: **WARM SPRINGS REHABILITATION CENTER 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 to 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$24,268	$29,841	$29,841
Total City Funding – All Agency Programs	$24,268	$29,841	$29,841
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENT	**0.75**	**0.86**	**0.86**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	15,123	15,300	15,502	15,300
		No. of Volunteer Hours	24,047	25,000	17,433	25,000
		No. Enrolled in Classes/Events	39,426	41,000	26,719	41,000
		No. of Person-to-Person Program Counseling Contacts	966	1,000	606	1,000
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional value	Value of Volunteer Hours	$173,373	$218,750	$152,539	$218,750

AGENCY TITLE: **YMCA OF GREATER SAN ANTONIO ACTIVE OLDER ADULTS**

PROGRAM DESCRIPTION

The Community 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
CDBG Consolidated Funding Contribution	N/A	N/A	$185,651
Total City Funding – All Agency Programs	N/A	N/A	$954,368
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**N/A**

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	N/A	$34,804	$34,804
Total City Funding – All Agency Programs	N/A	$141,517	$141,517
AUTHORIZED POSITIONS	**2**	**2**	**N/A**
FULL-TIME EQUIVALENT	**1.50**	**1.50**	**N/A**

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$106,713	$106,713	$106,713
Total City Funding – All Agency Programs	$141,517	$141,517	$141,517
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**1.50**	**1.50**	**1.50**

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 the Air Force's operating 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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	N/A	$845,000	$1,020,000
Total City Funding – All Agency Programs		$845,000	$1,020,000
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	$0	$185,233	$185,233
Total City Funding – All Agency Programs	$190,062	$185,233	$185,233
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objective	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
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	4	N/A	N/A
		No. of Families Provided with Loan Servicing	N/A	700	N/A	N/A
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 developing human capital, and sustaining a community safety net	No. of Families Assisted with Homebuyer Loan Services	N/A	60	N/A	N/A
		No. of Partnerships with Non-profit Affordable Housing Organizations	N/A	4	N/A	N/A

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	N/A	$4,296	$4,296
Total Agency Funding – All Agency Programs	N/A	$4,296	$4,296
AUTHORIZED POSITIONS	**7**	**7**	**7**
FULL-TIME EQUIVALENT	**7.00**	**7.00**	**7.00**

BALANCED SCORECARD

	Strategic Objective	Performance Measures	Actual FY 04	Contracted FY 05	Actual FY 05	Adopted FY 06
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	7	7	N/A	N/A
	To provide the necessary oversight to ensure SADA promotes affordable housing opportunities for low/moderate income citizens.	No. of Unduplicated Board Meetings	12	12	N/A	N/A
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	18%	15%	N/A	N/A
Internal Processes	To provide the necessary operating expenses for the Board of Commissioners	% of Budget to Provide Legal Advise and Postage Expenses	47%	14%	N/A	N/A

AGENCY TITLE: **SAN ANTONIO ZOO**

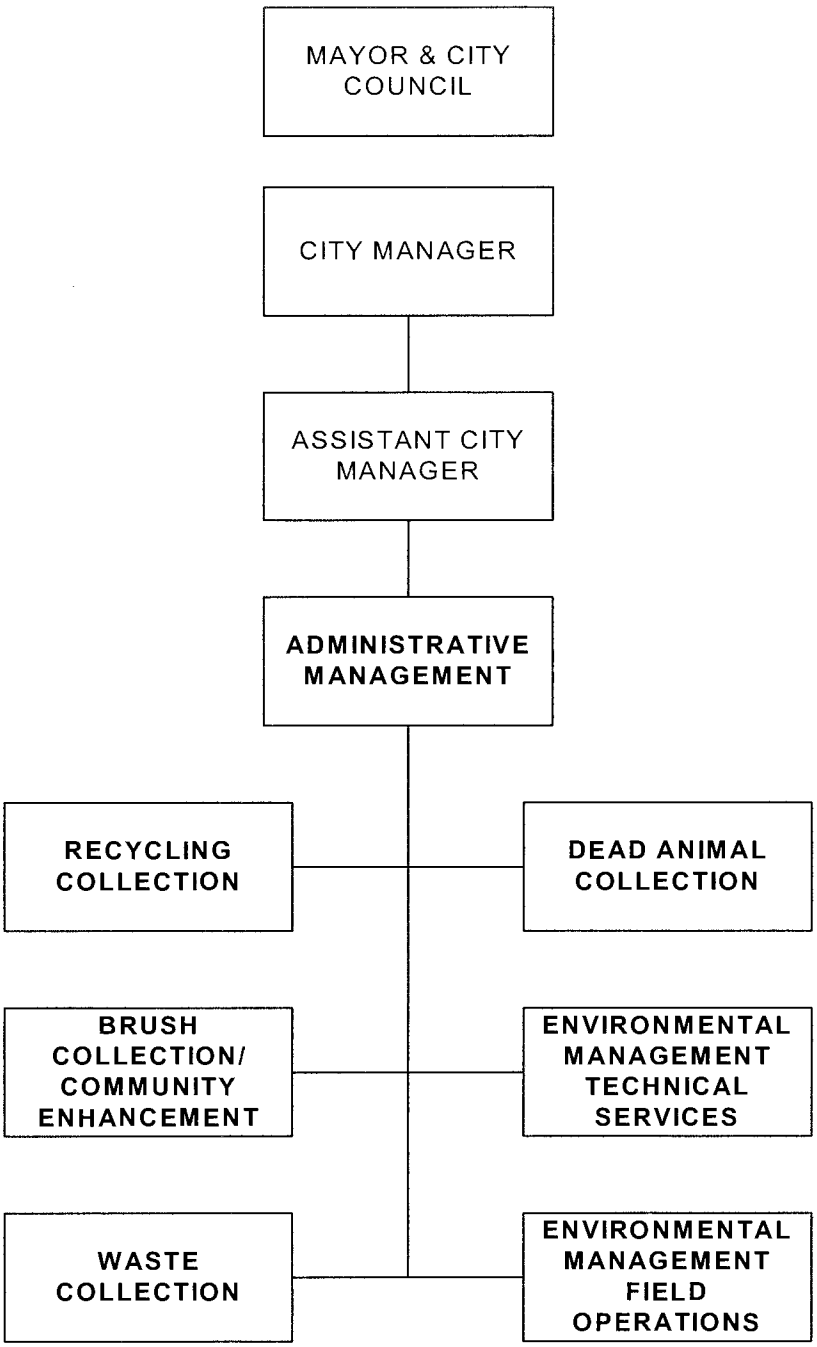
PROGRAM DESCRIPTION

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 2003-2004	Authorized 2004-2005	Adopted 2005-2006
General Fund Consolidated Funding Contribution	N/A	$38,288	$38,288
Total City Funding – All Agency Programs	N/A	$629,553	$38,288
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

ENVIRONMENTAL SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
Environmental Services Revenue Fund	575.28	$60,449,707
Capital Projects	0.00	1,400,000
Total Funding	**575.28**	**$61,849,707**

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 revenues from the Residential Solid Waste Fee, the Brush Fee, and the Environmental Fee as collected by City Public Service (CPS) Energy. Additional revenues to this fund are generated from Waste Hauler Vehicle Permit 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 collection of municipal solid waste generated by over 323,000 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. 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 Inc. The Division conducted a successful automated garbage collection pilot program in six areas (approximately 7,000 homes) encompassing a pilot area for all 10 Council Districts. The Council directed staff to implement this program citywide. The Division also implemented single-stream recycling for increased efficiencies and negotiated a seven year contract with a recycling material processor. This initiative resulted in enhanced revenues and decreased costs. 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, provides oversight of contractors for collection of approximately 33,000 homes and other high priority waste management needs of the City.

The Environmental Management Division assists all City departments with ensuring City facility and construction project compliance with 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 City landfills, operating the Bitters Brush Recycling Center and overseeing or performing asbestos surveys/abatements, 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 implementing the first phase of the Automated Collection program.
- Improve the City's recycling program by refining the recently implemented single stream collection method.
- Improve the efficiency of the brush collection program by improving the notification process and initiating the use of roll-off equipment to increase productivity.

GOALS & OBJECTIVES CONTINUED

- Continue to monitor the cost/benefit of the various contracted areas and internalize those areas that prove beneficial.
- Continue to evaluate 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.

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.

- Assist all city departments to comply with environmental rules and regulations.
- Continue educating the community about ground level ozone and energy efficiency.
- Seek grants and other funding opportunities to enhance and efficiently operate the Household Hazardous Waste Drop-Off Center and other division operations.
- Strive to perform environmental investigations in-house and contract less than 30% of the Environmental Investigations to consultants.
- Work with purchasing to develop a fuel strategy for the City of San Antonio.
- Conduct an energy audit of several city buildings.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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	252	310	233	253
	Provide a free alternate waste disposal method with Free Landfill Disposal Days	No. of Tons Collected	2,873	2,500	3,740	3,796
		No. of Vehicles Counted	6,721	3,500	5,756	5,842
	Implement automated garbage collection	No. of Homes (total) No. of Homes Converted to Automated	306,200 6,800	268,715 44,285	306,200 6,800	268,715 44,285
	Provide informative and timely Public Education/Events	No. of Public Outreach Events[1]	98	220	1,616	1,630
Financial	**Provide Accountability to the Public**					
	Provide cost efficient household hazardous waste management	Disposal/Processing Cost for Household Hazardous Waste	$374,912	$380,000	$399,649	$400,000

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Financial	**Provide Accountability to the Public**					
	Control landfill disposal costs by promoting increased brush and paper recycling	% of Waste Diverted from the Landfill	8.5%	8.2%	8.8%	8.6%
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	62.2	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]	626,000	555,078	626,000	635,390
	Maintain environmental compliance for all City facilities and projects	Total Environmental Investigations and Corrective Actions[4]	1,034	678	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]	76.0%	76.0%	76.2%	76.5%
	Provide continued professional development and employee training	Total No. of Training Session Opportunities	267	137	275	285

EXPLANATORY INFORMATION

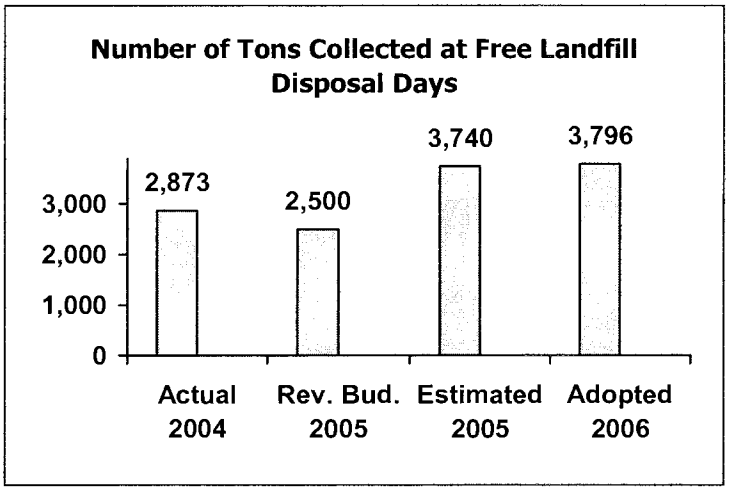
1. Environmental Education – Public Outreach programs include: Neighborhood Action meetings, Ambassador meetings, Keep San Antonio Beautiful, Cleanup Commission, and all Media campaigns. Includes Air Quality and Clean Energy presentations.
2. Garbage Collection – The City Workload Standard for garbage 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. Department evaluating the use of direct mail as a program enhancement.
4. Recycling % to include: City and contractor recyclables, tires, HHW (80%), metals, etc.
5. Safety – For FY 2004 the Safety Incentive Program changed and the qualifying criteria became more stringent. Department has experienced a 10% reduction in accidents in FY 2004.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Environmental Services Fund's FY 2006 Balanced Scorecard.

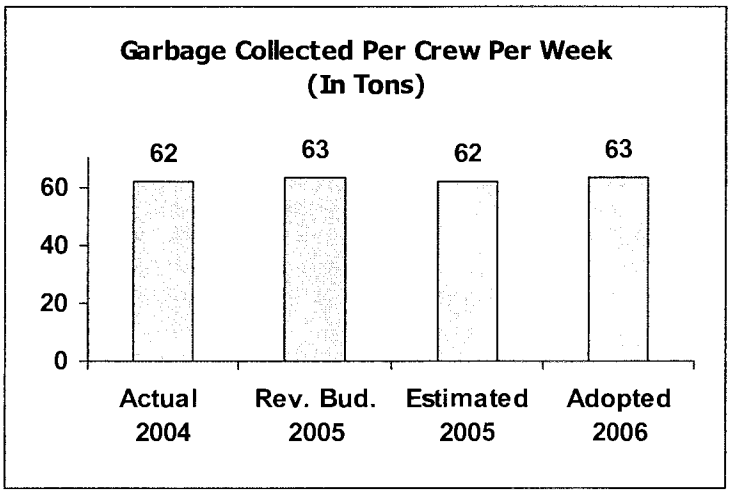
Number of Tons Collected at Free Landfill Disposal Days

These quarterly free Landfill Disposal Days provide residents free alternate waste disposal opportunities for brush and bulky items at various locations. Residents participating are required to provide a copy of a recent CPS Utility Bill and personal identification for proof of residency and payment of City's Garbage\Brush Fee.



Workload Standard

City garbage crews will provide safe and efficient garbage collection for an estimated 313,000 households in 2006. The City workload standard for garbage collection is 63 tons per crew per week.



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$58,517**

SIX PART-TIME GARBAGE COLLECTORS

This ***reduction*** will eliminate six vacant part-time Garbage Collectors positions for a total annual savings of $52,017 in FY 2006. The reduction is a result of the successful implementation of an Automated Garbage Collection Pilot Program in three routes. These routes continue using the new automated collection process.

PROGRAM CHANGES CONTINUED

REDUCTION OF PAGERS

This ***reduction*** will result in the decrease of 33 pagers identified as being redundant due to improved area coverage of cell phones currently in use by the Solid Waste Field Supervisors. The pager reduction will result a savings of $6,500 in FY 2006.

- **IMPROVEMENTS** **$1,569,415**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $765,910 will provide a market adjustment for eligible employees included in the Environmental Services Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

AUTOMATION PROGRAM IMPLEMENTATION

In FY 2006, the implementation of 12 new automated garbage collection routes is planned for a total of 15 routes which will expand the original pilot areas. Automated garbage collection has been provided to 6,800 households since the initiation of a successful pilot program in June 2004. The pilot was conducted in an effort to minimize the costs of providing solid waste collection services to residents. The City's existing manual garbage collection workers are more susceptible to injuries than automated garbage collection workers. Manual collection also requires three times the number of personnel than automated garbage collection. All City Council Districts were included in the pilot in six areas of the City. The pilot program was successful with 99% of the participants rating the pilot program as excellent or good. The pilot program was also found to improve the cleanliness of the neighborhoods. The pilot was popular with residents as garbage placement at the curb was much easier and more convenient using the City issued wheeled 96 gallon automated garbage containers. Once manual routes are converted, each automated route is estimated to save $26,000 a year.

In the final report to City Council in January 2005, the City Council approved the citywide implementation of automated garbage collection program over a seven-year period. The City Council requested an analysis of an accelerated implementation plan in addition to the proposed implementation plan. Both implementation plans were evaluated. The seven-year implementation schedule was found to be more effective after front-end capital cost for trucks and containers, truck replacement schedules and attrition rates were evaluated. The delivery of the new automated garbage trucks and containers is anticipated in April/May of 2006. The 12 new automated garbage collection routes are projected to begin conversion in June 2006. The cost of the new automated trucks will be $134,733 in FY 2006 and $269,466 in FY 2007. The cost of the new garbage carts would be $166,876 in 2006 and $333,751 in 2007.

NEW GROWTH ROUTES

Projected for FY 2006 is a 1.5% increase or 5,000 additional residential customers based on the Planning Department's projections of Single Family Lots to be approved by the Planning Commission. As an operational practice, solid waste tonnage generated from additional home growth is absorbed by existing garbage collection routes. However, once the average Work Load Standard (WLS) threshold of 63 tons per route per week is exceeded, it is necessary to add a new route. A review of the first nine months of FY 2005 reveals that the year-to-date garbage tonnage is 268,562 tons. This tonnage amount was collected with the current 109 authorized garbage collection routes. Using this data, the current WLS is calculated at 63.2 tons per route per week which is slightly over the WLS threshold. Due to the impact of the projected new homes in

PROGRAM CHANGES CONTINUED

FY 2006, two new routes will be added to bring the WLS within the acceptable limits. A total of $501,896 is included in capital funding for two new automated garbage trucks, fuel and maintenance costs for FY 2006.

- **MANDATES** **$1,299,077**

COLLECTION AND DISPOSAL CONTRACT INCREASES

Collection and disposal contracts are scheduled for mandated price increases based on contract requirements for Collection and Disposal. The Environmental Services Department contracts with companies providing for refuse disposal and limited collection services. These contracts contain provisions calling for automatic increases in fees in accordance with inflation and are scheduled for a mandated price increases. 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 $291,186 and $354,013 respectively in FY 2006. The total added incremental funding cost of these ***mandates*** in FY 2006 is $645,199.

INCREASES TO THE BILLING AND COLLECTION EXPENSE

The fees for collection services currently provided by CPS 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 CPI and may also be subject to increases as set forth by the United States Postal Service. The total cost of this ***mandate*** is $179,000 in FY 2006.

CITY LANDFILL REPAIRS EXPENSE

This mandate provides for one-time cost associated with landfill repairs as required by State permit, rules and regulations. Required repairs include re-engineering and repairing of the leachate collection systems at Nelson Gardens and West Avenue Landfills. This funding provides for the design and installation of a vacuum curtain system at the West Avenue Landfill. In addition, this funding includes the replacement of a flair system with an activated carbon system and the plugging of wells at the Rigsby Landfill. This funding also provides for cost associated with the design and construction of repairs to Pearsall Landfill's slope erosion, grade, reinforcement, and cover material. The total funding for this ***mandate*** is $59,947 in FY 2006. Funding is achieved through a 20-year Certificate of Obligation totaling $1.4 million and will be paid off by FY 2026.

THREE-YEAR ANNEXATION

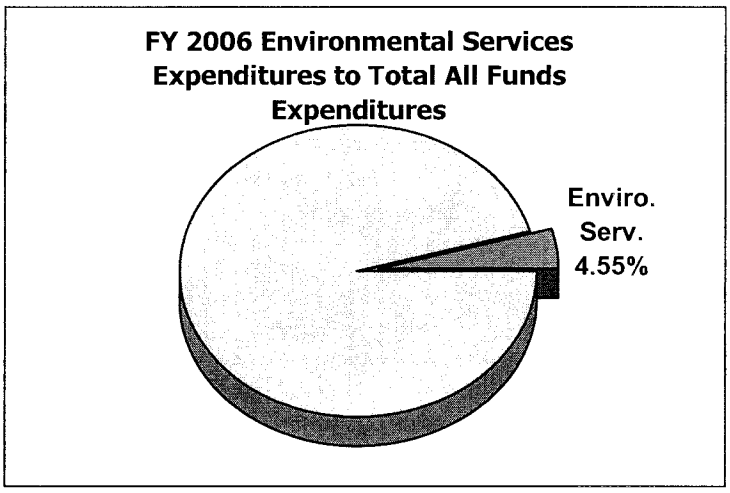
This mandate provides for the costs of providing waste, brush, recycling services and disposal costs in the areas which may be annexed in 2006 as required by State law. Revenues from the annexation areas are estimated to be $232,012 in FY 2006. The total funding for this ***mandate*** in FY 2006 is $414,931.

ENVIRONMENTAL SERVICES FUND EXPENDITURES BY CLASSIFICATION

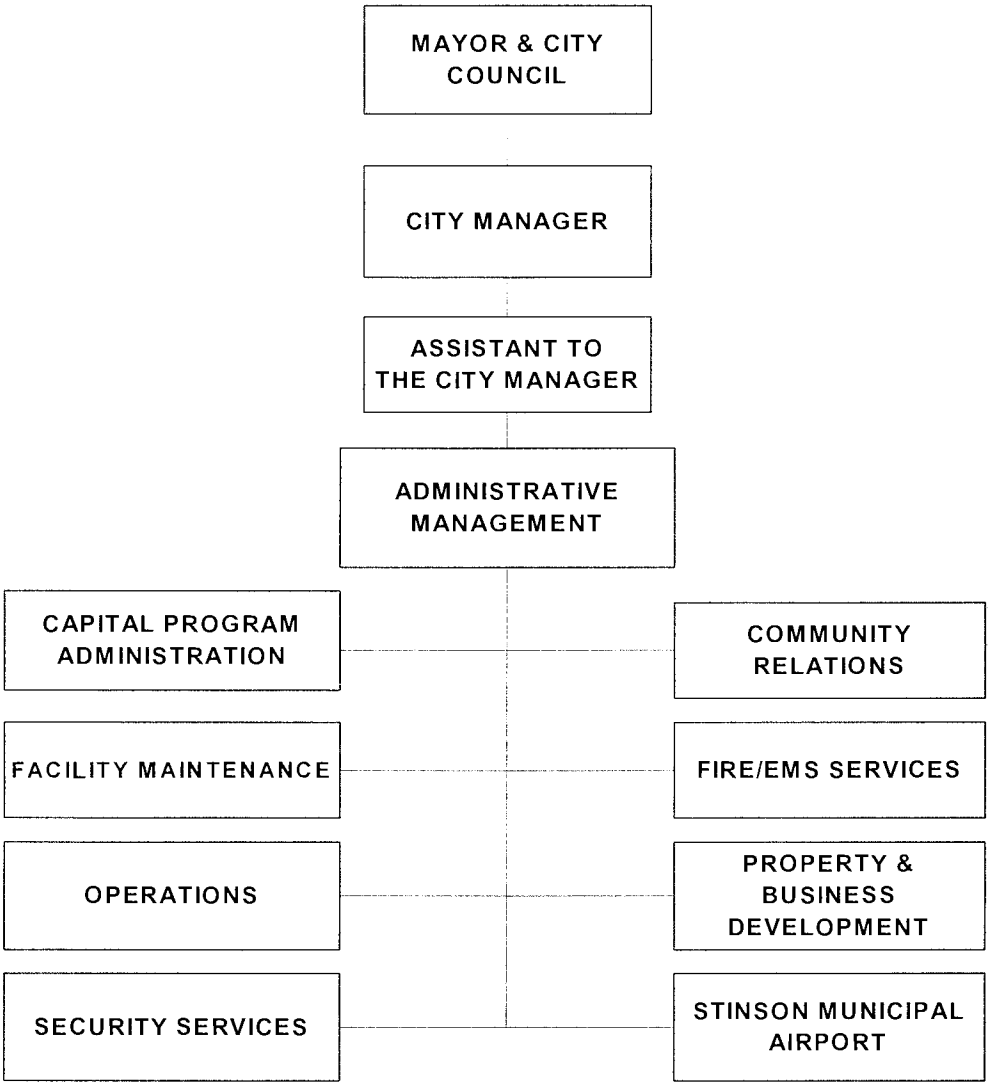
	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$22,321,037	$21,703,369	$21,662,992	$23,111,173
CONTRACTUAL SERVICES	20,950,233	18,949,546	18,589,890	20,679,200
COMMODITIES	3,195,473	1,267,671	1,629,945	1,274,685
SELF INSURANCE/OTHER	725,308	8,273,028	8,713,450	11,359,763
CAPITAL OUTLAY	66,816	123,302	123,302	585,561
TRANSFERS	3,502,227	3,655,737	3,673,698	3,439,325
TOTAL EXPENDITURES	**$50,761,094**	**$53,972,653**	**$54,393,277**	**$60,449,707**
AUTHORIZED POSITIONS	**578**	**613**	**613**	**607**
FULL-TIME EQUIVALENTS	**568.28**	**578.28**	**578.28**	**575.28**

FY 2006 Environmental Services Department Expenditures

The chart illustrates the Environmental Services Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 All Funds Budget.



AVIATION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
Airport Revenue Fund	442.11	$50,456,712
Passenger Facility Charge Fund	0.00	9,716,991
Debt Service Funds	0.00	22,860,540
Confiscated Property Fund	0.00	16,308
Categorical Grants	0.00	17,528,319
Capital Projects	0.00	149,276,000
Total Funding	**442.11**	**$249,854,870**

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 carrying out the recommendations of the Air Cargo Strategic Plan during FY 2006 through local and corporate headquarters facilitation meetings, attendance at air cargo conferences, advertising in publications targeted to integrated carriers and cooperative promotions with Free Trade Alliance and KellyUSA targeted to both integrated and heavy air freight carriers.
- 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 2006.
- To provide added safety and assurance to the traveling public through the implementation of augmented security measures, such as expanding the canine explosives detection teams from four to six and updating the airport's access control and surveillance monitoring system equipment during FY 2006.
- To improve the quality of life in communities surrounding San Antonio International with the implementation of the first phase of the Noise Compatibility Residential Acoustical Treatment Program to sound-insulate homes within the highest impacted areas as a noise mitigation measure.
- To enhance public parking services by implementing "Frequent Parker Programs" in FY 2006, which will allow advance payment for parking services, exits without fee attendant assistance and a web based access for the public parking payment system.
- To begin implementation in FY 2006 of the land use compatibility study recommendations for San Antonio International and Stinson Municipal airports to permit future growth of the airports within compatible property uses.
- To implement a wireless communications system by the beginning of 2006 to enhance technical support services for the public, airlines, concessionaires and federal agencies utilizing the airport's terminal complex.
- To have the Terminal Expansion Program under construction by the beginning of FY 2006.
- To complete the environmental Impact Statement by the end of FY2006 as the first step in implementing runway extensions and other major airfield improvements.
- To have the new belly freight facilities under construction by the end of 2006.
- To have the new parking improvements under construction by the beginning of FY 2006.
- To devise and begin implementation during FY 2006 of the first phase of the redevelopment plan for the North Loop Service Center site.
- To raise the profile of San Antonio as a viable air service market with domestic and international airlines through Aviation Department's hosting of the Network 2006 conference in San Antonio March 5 -7, 2006.
- To submit to the Federal Aviation Administration during FY 2006 a Letter of Intent requesting grant funding for eligible capital improvements.

GOALS & OBJECTIVES CONTINUED

- 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 2006.
- To receive TxDOT approval during FY 2006 on the Environmental Assessment (EA) for the adopted runway extension at Stinson Municipal Airport and begin design of the project.
- Finish design of the new Terminal Building addition in FY 2006 and have construction well underway in FY 2007.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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%	96%	90%
	To increase the selection of the City as a business & visitor destination through improved air service	Passengers with Direct Flight Availability To Top 20 Markets	97%	57%	97%	100%
	To increase the number of airport passengers to facilitate the growth of the tourism sector of the economy	No. of Enplaned Passengers	3,422,871	3,497,680	3,534,000	3,678,000
	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	4.3	4.0	3.8
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	6,802	7,000	6,950	7,200

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Financial	**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	$7.34	$7.94	$8.00	$8.18
		Airline Cost Per Enplaned Passenger	$4.31	$4.22	$4.16	$4.22
		Revenue Per Enplaned Passenger	$13.07	$13.30	$13.43	$13.77
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	11.0%	13.5%	12.5%	13.5%
	To utilize employee team building programs to achieve improvements in customer service & cost efficiency	% of Team Customer Service Targets (Rating) Achieved	78%	78%	78%	80%
		% of Team Financial Targets (Budget Savings) Achieved	67%	70%	71%	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%	96%	98%	96%

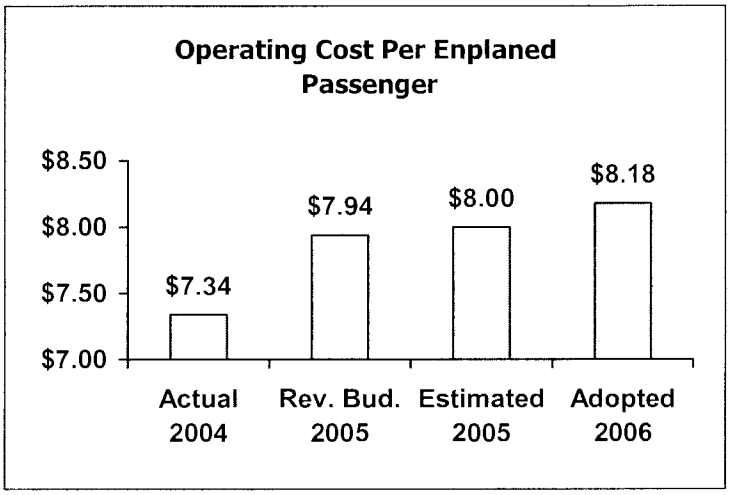
EXPLANATORY INFORMATION

[1] Passenger approval rating is obtained through an annual survey that is administered to airport passengers.

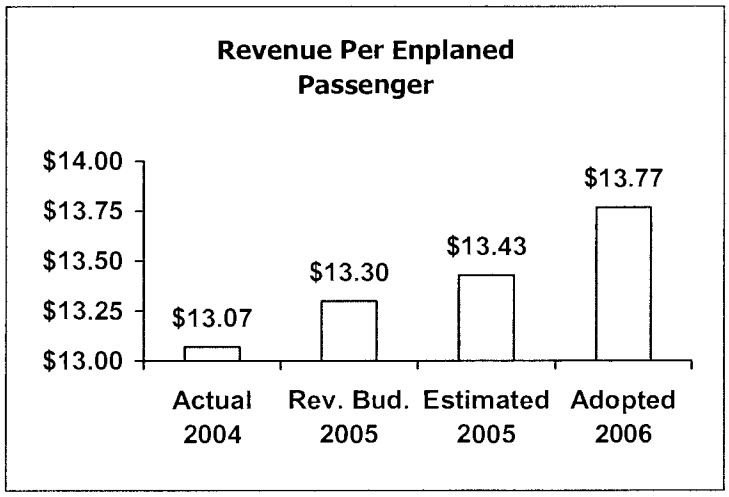
PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Aviation's Fund FY 2006 Balanced Scorecard.

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.



Revenue per enplaned passenger includes landing fees, ground and building rental, concessions and ground transportation fees divided by the number of enplaned passengers.



PROGRAM CHANGES

- **REDIRECTIONS / REDUCTIONS** **$13,917**

GROUND TRANSPORTATION OPERATIONS

The Landside Operations at the San Antonio International Airport have been modified significantly since September 11, 2001. Due to the TSA security requirements, the taxicabs were relocated to a remote staging area at the Airport. This action along with a revision to the Airport Shuttle contract greatly reduced the role of the Airport Operations Agents assigned to these landside transportation services. Accordingly, the number of Airport Operations Agents will be reduced from fourteen to eight through attrition and eight full-time Parking Enforcement Officers will be added. The remaining eight Airport Operations Agents will perform the required airside safety functions as well as the enforcement of Chapter 33 for Ground Transportation. The eight new Parking Enforcement Officers positions will be placed under the Airport Police Section to provide an interface

PROGRAM CHANGES CONTINUED

with the public for ground transportation services and assist with traffic flow in the terminal areas during the upcoming roadway construction. These eight Parking Enforcement Officers positions will be combined with the current 16 PEO positions for a total of 24 authorized positions in the Airport Police Section. This ***redirection*** will result in a minimum yearly cost savings of $13,917 once fully implemented.

- **IMPROVEMENTS** **$1,002,249**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $515,911 will provide a market adjustment for eligible employees included in the Aviation Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

PLANNING & ENGINEERING ORGANIZATIONAL REALIGNMENT

To strengthen the management of the Airport System's $400 million capital improvement program, an increase of three full-time positions funded for nine months, will be adopted in FY 2006. Additional staff is needed to manage the complex multi-project scheduling and coordination requirements of concurrent construction work, while limiting conflicts to on-going business operations and inconvenience to the traveling public at the International Airport. The staffing includes a Sr. Engineer, a Fiscal Officer, and a Project Management Officer. They will assist with the planning and engineering operations of the Aviation Department, the development of bid packaging and the Small Business Economic Development Authority program administration. The cost of the ***improvement*** for FY 2006 will be $119,918. The full-year cost for this improvement in FY 2007 will total $154,841.

CENTRALIZED FISCAL OPERATIONS UNIT

A restructuring of the Aviation Department's Finance and Administration Division is reflected in the FY 2006 Adopted Budget. The Department's fiscal functions will be centralized to improve efficiency and five additional full-time positions will be added to expand fiscal controls, developing and implementing internal procedures and monitoring fiscal operations. The new positions funded at nine months will be as follows: a Fiscal Planning Manager, a Accountant I, two Accountant II and a Fiscal Officer. The additional capability is also needed to maintain the increase in accounting records resulting from the capital improvement program and to comply with City financial requirements as well as federal regulations in the use of the passenger facility charge and grant funds. The staff will also be utilized to administer the new Financial Management System in order to interface Aviation Department accounts receivable and contract leasing records with the City's SAP system. The FY 2006 cost of the ***improvement*** will be $164,537. The full-year cost for this improvement in FY 2007 will total $238,554.

AIRPORT PARKING SHUTTLE OPERATIONS

This ***improvement***, with a cost of $29,995 in FY 2006, will create four part-time Chauffeur positions funded at nine months to augment the parking shuttle schedule to accommodate an increase in parking customers. As a result of the construction of the new parking garage, a large portion of the terminal parking spaces will be lost. Therefore, customers will be shifted to the Economy shuttle parking lot which will be expanded accordingly. The schedule for the shuttle parking operations will require greater frequency to accommodate the increase in parking patrons. This cost, along with the capital cost for the lot expansion, will be recovered through the Economy Shuttle Parking Daily Maximum rate increase. The full-year cost for this improvement in FY 2007 will total $39,793.

PROGRAM CHANGES CONTINUED

AIRPORT SECURITY IMPROVEMENT

A reorganization and ***improvement*** at a cost of $63,457 is adopted for FY 2006 for the Airport Police Section. This action involves the creation of two full-time positions funded at nine months, which include an Airport Police Lieutenant and an Office Assistant. This will modify the current Airport Police organizational structure to separate the Law Enforcement functions from the Security Program, which will enable improved monitoring of the Transportation Security Administration (TSA) mandated Security Program. This restructuring will allow the existing Airport Police Lieutenant position to focus on the Law Enforcement functions that include all field operations and the Airport Department's four K-9 teams. A new Airport Police Lieutenant will supervise the Personnel Identification Office and assume budget, inventory and purchasing responsibilities as well as be the interface with the TSA regarding security issues, security violation investigation and reporting, and tenant security program audits to include key and personnel identification audits. The adopted Security Fees Revenue Enhancement will help compensate for the cost of this improvement.

AIRPORT POLICE CERTIFICATION PAY

Texas Peace Officers receive State recognition in the form of the Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) certification levels (Basic, Intermediate, Advanced, Master), which encourages the officers to continually strive to improve themselves through additional police training and education. The City of San Antonio, through various programs, recognizes the contributions of a highly trained and educated workforce in delivering quality services to the public. Airport Police Officers not only provide law enforcement services, but also must learn and apply the transportation security regulations and directives and enforce the TSA approved Airport Security Plan, as well as provide customer service to the traveling public when patrolling the terminals and Airport roadways. This ***improvement*** will create an Airport Police Certification Pay program at a cost of $64,000 in FY 2006. The certification pay will serve as an incentive for Airport Police Officers to further their training, and will aid in recruitment and retention. The recommended monthly compensation rate for the various certification levels include $0 for Basic, $50 for Intermediate, $100 for Advanced, and $150 for Master. The full-year cost for this improvement in FY 2007 will total $64,000.

AIRPORT PRISONER TRANSPORT OFFICER

This ***improvement*** will add one full-time Airport Police Officer funded at nine months in FY 2006 to provide transportation to City detention facilities for individuals arrested by Airport Police Officers for offenses committed on Airport property. The position will also fill in for officers on leave when no prisoner transport is required, which will reduce overtime. The current manpower levels do not permit Airport Police Officers to transport prisoners and are consequently handled by the San Antonio Police Department (SAPD) Officers. This improvement will free-up 300-500 hours per year of Patrol District 3160, resulting in an increase in Patrol Availability for the San Antonio Police Department. The FY 2006 costs for the creation of this position will be $32,117. The full-year cost for this improvement in FY 2007 will total $42,372.

AIRPORT VOLUNTEER SECURITY PROGRAM

In order to enhance security in the terminals and parking garages as well as help with traffic flow throughout Airport property, Airport Police will establish a Volunteer Police Security Service Program (VPSSP). This ***improvement*** will create one part-time position funded at nine months at a cost of $12,314 in FY 2006. The new Police Service Agent position will implement the VPSSP program and provide for additional surveillance and coverage of key areas around the airport. Retired or non-active TCLEOSE certified law enforcement officers will provide the security services on a volunteer basis in order to maintain their TCLEOSE certification. Aviation Department personnel will implement and administer the program, including training, scheduling and managing of the Airport Volunteer Police Security Service Program. The full-year cost for this improvement in FY 2007 will total $15,318.

PROGRAM CHANGES CONTINUED

- **MANDATES** **$204,000**

TERMINAL RENOVATIONS CAPITAL IMPROVEMENT PROJECT

Recent Terminal renovations at the San Antonio International Airport added and replaced communication systems and replaced the building automation System for Terminal A. These renovation completions include a Multi-User Flight Information Display System (MUFIDS). This was installed in both Terminals, an aging public address system replaced in Terminal A. It also includes the building automation system, which has also brought new technologies and extensive new features and equipment for the HVAC control and fire alarm and suppression systems for Terminal resulting in an increased cost in the service contract. The cost of this ***mandate*** in FY 2006 will be $145,000.

WIRELESS COMMUNICATIONS SYSTEM CAPITAL IMPROVEMENT PROJECT

The recent completion of the wireless communication system will enable users, such as City Employees, Airport Tenants, and the Public to have wireless network access. This system was built upon 12 main network devices managing 325 end-user stations and 10 wireless access points at the San Antonio International Airport and Stinson Airport and will require a service contract once the maintenance warranty expires. A new full-time Senior Systems Programmer position funded at nine months will be created to monitor and maintain the new infrastructure, the wireless system, security administration, programming for each network device or user added to the current Aviation Department communications network and support coordination with the service provider. The cost for this ***mandate*** in FY 2006 will be $59,000. An additional increment of $37,659 for full year funding will be required in FY 2007. This will require a service contract once the warranty expires.

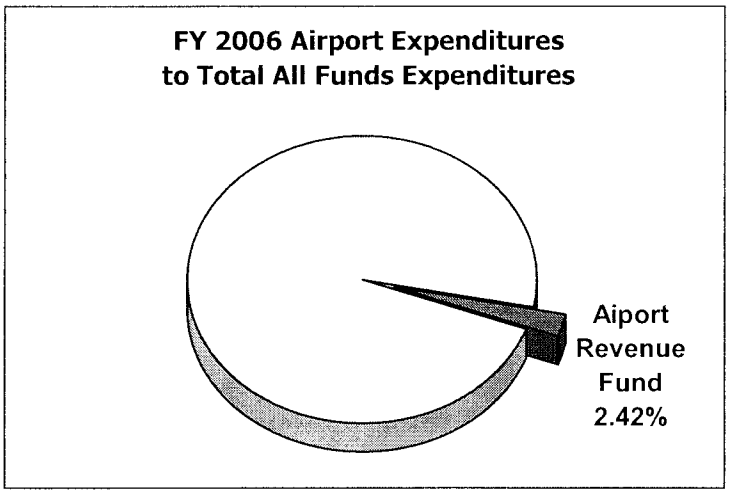
AIRPORT REVENUE FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$16,659,116	$18,479,550	$18,109,307	$19,823,555
CONTRACTUAL SERVICES	5,174,860	3,607,845	3,185,323	3,562,418
COMMODITIES	1,246,541	1,166,823	1,128,426	1,204,922
SELF INSURANCE/ OTHER	1,083,559	4,930,142	5,124,701	5,154,792
CAPITAL OUTLAY	229,484	490,201	489,726	500,000
TRANSFERS	19,328,154	18,392,665	19,822,232	20,211,025
TOTAL EXPENDITURES	**$43,721,714**	**$47,067,226**	**$47,859,715**	**$50,456,712**
AUTHORIZED POSITIONS	**422**	**425**	**426**	**445**
FULL-TIME EQUIVALENTS	**431.11**	**434.11**	**435.11**	**442.11**

EXPENDITURES CONTINUED

FY 2006 Airport Department Expenditures

The chart illustrates the Airport's Revenue Fund FY 2006 Adopted Expenditures as a proportion of the total FY 2006 all funds expenditures.



The Aviation Department anticipates receiving federal and state grant funds totaling $12,002,567 for FY 2006, which combined with Airport matching funds, provides $17,528,319 in program funding.

Below are listed the grants the Aviation Department expects to receive in FY 2006.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2006
Airport Improvement Program	$10,890,800	$ -	$5,437,489	$ -	$16,328,289
Checkpoint Security Program	396,900	-	-	-	396,900
Explosive Detection Canine Team	160,500	-	-	-	160,500
TxDOT Airport Improvements	-	554,367	88,263	-	642,630
TOTAL	**$11,448,200**	**$554,367**	**$5,525,752**	**$ -**	**$17,528,319**

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, 2005 through September 30, 2006.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:[1]			
EIS	$740,731	$2,259,269	$0
Reconstruct Perimeter Road	235,930	3,386,489	0
Replace ARFF Vehicles	510,165	635,678	0
Sky Place Drainage Improvements	428,928	0	8,120,785
Relocate 30L Localizer	0	533,333	0
Noise Mitigation	0	12,858,129	0
Terminal Apron Expansion	0	12,000,000	0
Terminal & Airfield Security	0	400,000	4,274,171
Airfield Lighting Upgrade	0	300,000	1,700,000
East Air Cargo Expansion Phase 3	0	0	933,333
Airfield Safety (RSAT) Improvements	0	0	300,000
Extend Runway 21 & Taxiway N	0	0	1,000,000
Total	**$1,915,754**	**$32,372,898**	**$16,328,289**

EXPLANATORY INFORMATION[1]

Projected Airport Improvement Program grants for FY 2006 include six capital improvement projects totaling $16,328,289. The Noise Mitigation grant funds 80% of a position in the Airport Operating Fund.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY	$635,276	$7,568,381	5,437,489
FEDERAL	1,280,478	24,804,517	10,890,800
TOTAL FUNDING	**$1,915,754**	**$32,372,898**	**16,328,289**
EXPENDITURES			
CONTRACTUAL SERVICES	$1,405,589	$6,599,107	2,633,333
CAPITAL OUTLAY	510,165	25,773,791	13,694,956
TOTAL EXPENDITURES	**$1,915,754**	**$32,372,898**	**16,328,289**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**

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 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Law Enforcement Hours[1]	12,741	13,140	13,140
Output:			
No. Passengers Screened	3,422,871	3,534,000	3,678,000

EXPLANATORY INFORMATION[1]

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 CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL	$361,987	$384,739	$396,900
TOTAL FUNDING	**$361,987**	**$378,000**	**$396,900**
EXPENDITURES			
PERSONAL SERVICES	$361,987	$376,187	$391,295
CONTRACTUAL SERVICES	0	4,500	0
COMMODITIES	0	4,052	5,605
TOTAL EXPENDITURES	**$361,987**	**$384,739**	**$396,900**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**

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 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Canine Teams (4th team in-service for 2 months in FY04)	4	4	4
Output:			
Canine Team In-service Hours per Year	6,130	7,744	7,744
Efficiency:			
Patrol Hours per Team per Year	1,532	1,936	1,936
Effectiveness:			
% Change Canine Patrol Hours	111%	26%	0%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
FEDERAL	$160,500	$160,500	$160,500
TOTAL FUNDING	**$160,500**	**$160,500**	**$160,500**
EXPENDITURES			
PERSONAL SERVICES	$128,837	$156,020	$146,573
CONTRACTUAL SERVICES	2,970	1,958	2,900
COMMODITIES	5,838	2,522	3,467
SLEF INSURANCE/ OTHER	0	0	5,160
CAPITAL OUTLAY	22,855	0	2,400
TOTAL EXPENDITURES	**$160,500**	**$160,500**	**$160,500**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**

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, 2005 through September 30, 2006. A local match is required for all capital projects.

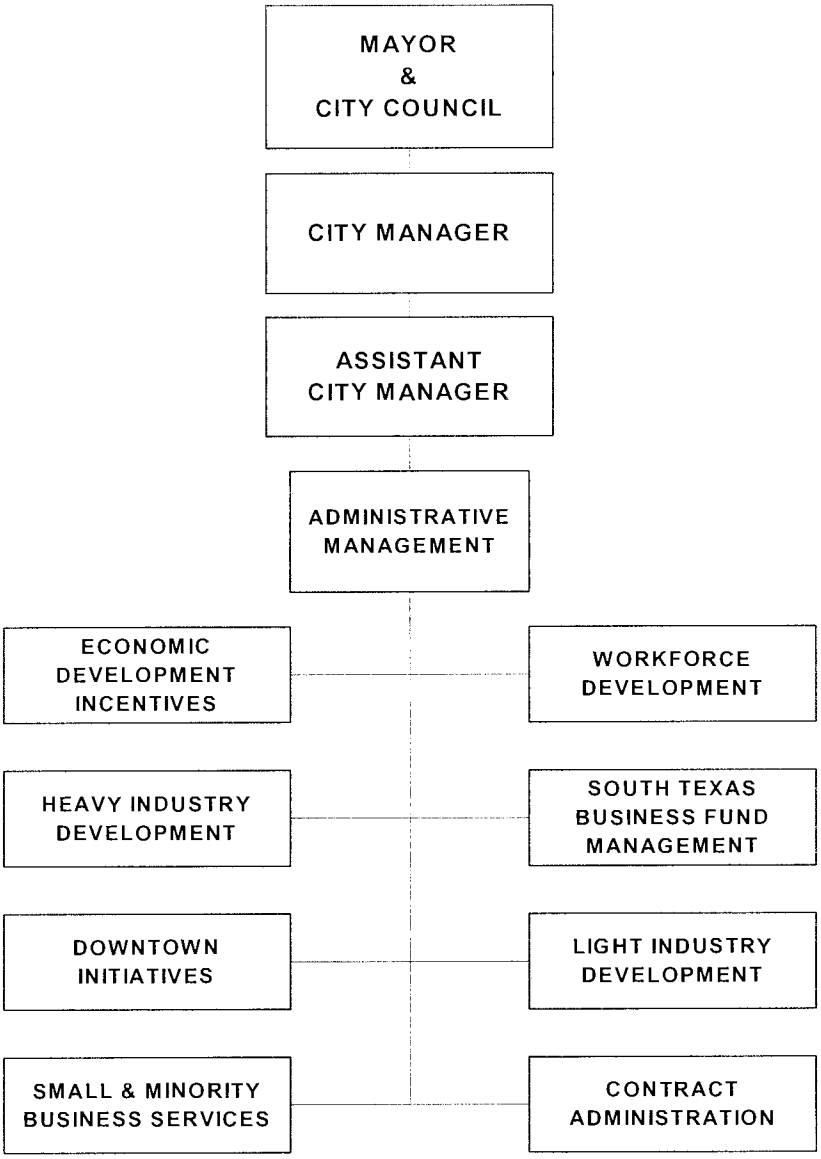
PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Hangar Renovations	$60,000	$0	$60,000
Design for TxDOT Projects	0	0	234,290
Overlay & Extend Runway 9/27 & Replace MIRL	0	560,000	0
Extend Taxiways D, D1, & D2	0	0	150,000
Reconstruct Taxiway A & replace MITL	0	0	50,000
Install & replace navigational aids on Runway 9/14	0	0	148,340
Construct RW 32 Run-up Pad	0	0	0
Total	**$60,000**	**$560,000**	**$642,630**

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY	$30,000	$80,000	$88,263
STATE	30,000	480,000	554,367
TOTAL FUNDING	**$60,000**	**$560,000**	**$642,630**
EXPENDITURES			
CONTRACTUAL SERVICES	$0	$0	$234,290
CAPITAL OUTLAY	60,000	560,000	408,340
TOTAL EXPENDITURES	**$60,000**	**$560,000**	**$642,630**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**

ECONOMIC DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	25.00	$2,007,238
Categorical Grants	3.00	369,210
Community Development Block Grant	0.00	68,671
South Texas Business Fund	8.00	564,773
Economic Development Incentive Fund	0.00	600,000
Community Infrastructure & Eco. Dev. Fund	2.00	134,905
Capital Projects	0.00	3,610,000
Total Funding	**38.00**	**$7,354,797**

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 (EDD) 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.

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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Citizens' Well Being & Human Potential**					
	Foster a Favorable Climate for Economic Growth	Total No. of Jobs Created/Retained through EDD Programs[1]	3,139	3,850	5,545	7,200
	Support Existing Industries and Nurture High-Wage Substantial Skill "Targeted" Industries	Mean Hourly Wage of Jobs Created through EDD Incentive Programs[2]	$19.36	$18.50	$18.21	$18.00
Financial	**Provide Economic Development Opportunities**					
	Facilitate New Business Development and Small Business Growth	No. of Loans Made by South Texas Business Fund	50	90	50	65
		Total Contracting Dollars Awarded to MBE/WBE Contractors (In Millions)[3]	$49.9	$46.9	$42.4	$44.8
		Total Contracting Dollars Awarded to SBE Contractors (In Millions)	$74.5	$87.0	$46.0	$76.8
Internal Processes	**Improve Customer Service**					
	Promote EDD incentive outreach efforts	Total No. of Clients Receiving Business Start Up Information[4]	3,561	3,850	3,910	3,910
		% of MBE/WBE City-Wide Benchmarks Achieved[4]	133%	100%	124%	107%
Employee Learning & Growth	**Improve Customer Service**					
	Provide Opportunities for Specialized Training	% of Employees Completing Minimum Training & Professional Development Courses[5]	68%	80%	87%	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. These numbers reflect the impact of Toyota suppliers and the National Security Agency.

2 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. These numbers reflect the impact of Toyota suppliers and the National Security Agency.

3 Includes contracting dollars for Professional Services and Construction Contracts. Does not include Procurement activity processed through the City's Purchasing Department.

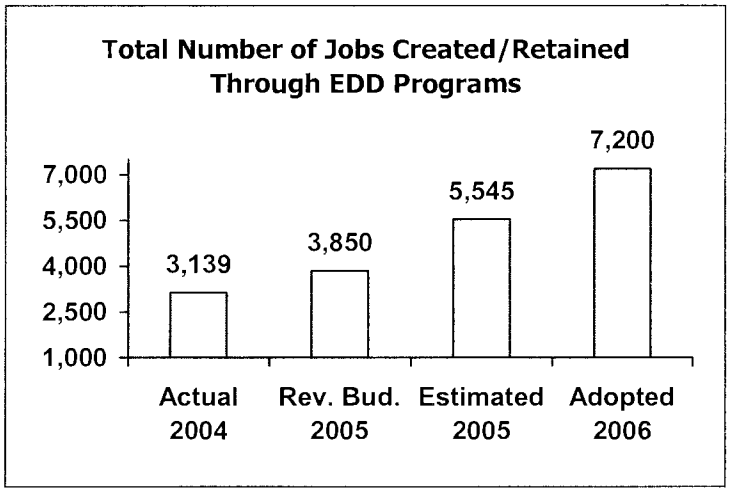
4 Information may be in the form of counseling, telephone contact etc.

5 Minimum of two courses per fiscal year.

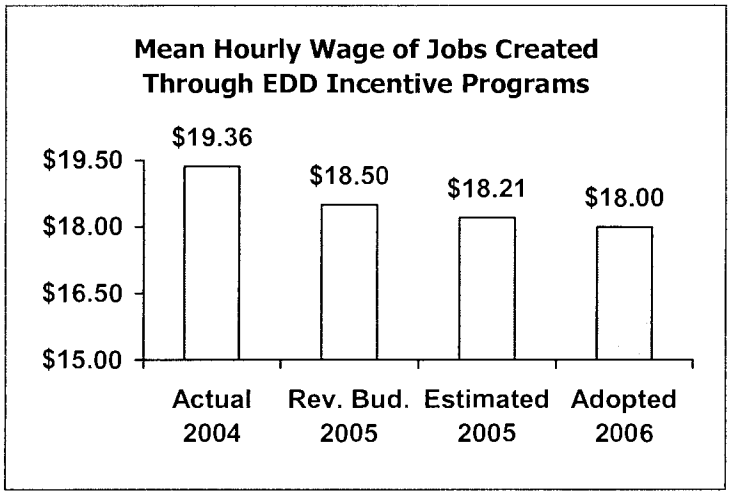
PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Economic Development Department's FY 2006 Balanced Scorecard.

Measure reflects all jobs in which EDD has been directly involved in recruitment, retention, or expansion of local companies. The large increase in jobs created from Actual FY 2004 to Estimated FY 2005 and Adopted FY 2006 reflects the impact of Toyota suppliers and the National Security Agency.



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.



PROGRAM CHANGES

♦ IMPROVEMENTS **$58,629**

EMPOWERMENT ZONE

This ***improvement*** with a cost of $58,629 in FY 2006 will fund a full-time Senior Economic Development Specialist position. The new Senior Economic Development Specialist will provide administrative support to the Empowerment Zone (EZ) Governance board, work with local neighborhoods associations and organizations to be informed on the EZ Program and identify specific strengths, weaknesses, opportunities and threats specific to the EZ sector among other duties. The mission of the EZ Outreach and Technical Assistance program in San Antonio is to promote economic development in distressed communities by using tax incentives as catalysts for private investment. It increases business development within the Zone and facilitates job opportunities for EZ residents while improving access to goods and services promoting long-term community revitalization.

PROGRAM CHANGES CONTINUED

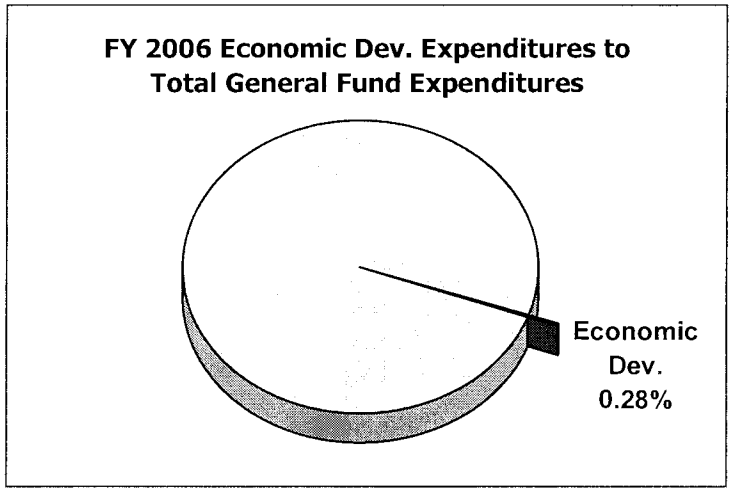
This improvement will be part of the 2002 Round III Urban Empowerment Zone designation through HUD. The EZ designation remains in effect until 2009 and will allow businesses to receive wage credits, tax incentives, and bond financing to stimulate job growth, promote economic development, and create affordable housing opportunities in targeted areas of the city. This improvement will have a total cost of $48,436 in FY 2007.

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$1,479,655	$1,682,532	$1,700,728	$1,688,075
CONTRACTUAL SERVICES	224,929	121,004	110,819	114,737
COMMODITIES	27,073	25,004	31,335	25,744
SELF INSURANCE/ OTHER	12,502	185,807	171,358	174,611
CAPITAL OUTLAY	0	0	100	4,071
TOTAL EXPENDITURES	**$1,744,159**	**$2,014,347**	**$2,014,340**	**$2,007,238**
AUTHORIZED POSITIONS	**25**	**25**	**25**	**25**
FULL-TIME EQUIVALENTS	**25.00**	**25.00**	**25.00**	**25.00**

FY 2006 Economic Development Department Expenditures

The chart illustrates the Economic Development Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.



PROGRAM CHANGES

♦ **IMPROVEMENTS** **$4,965**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $4,965 will provide a market adjustment for eligible employees included in the South Texas Business Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

SOUTH TEXAS BUSINESS FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$436,512	$446,165	$438,128	$462,730
CONTRACTUAL SERVICES	20,421	23,112	13,344	23,112
COMMODITIES	5,785	6,372	5,100	6,372
SELF INSURANCE/ OTHER	1,128	31,316	23,313	27,784
CAPITAL OUTLAY	0	0	500	0
TRANSFERS	43,555	43,555	43,555	44,775
TOTAL EXPENDITURES	**$507,401**	**$550,520**	**$523,940**	**$564,773**
AUTHORIZED POSITIONS	**8**	**8**	**8**	**8**
FULL-TIME EQUIVALENTS	**8.00**	**8.00**	**8.00**	**8.00**

PROGRAM CHANGES

♦ **IMPROVEMENTS** **$134,905**

COMMUNITY INFRASTRUCTURE & ECONOMIC DEVELOPMENT FUND

In January 2005, the City Public Service (CPS) Board of Trustees approved a policy that expanded the use of the former CPS Overhead Conversion Fund and created a new program called the Community Infrastructure and Economic Development (CIED) Fund. In addition to funding electric system ***improvements***, the CIED Fund can also address City-proposed capital projects that support economic development and environmental stewardship. The City anticipates using the CIED Fund to assist with projects that support the City's Strategic Plan for Economic Development. Currently, CPS annually allocates an amount equal to one percent of retail electric sales from the previous year to the CIED Fund. Three percent of this allocation is available for eligible administrative support costs. As of December 2004, there is approximately $44 million in the CPS CIED Fund with $1.6 million available to the City to administer the new program. The FY 2006 Adopted Budget will add two full-time positions within the City's Economic Development Department to develop and administer CIED Fund projects. The cost for the positions in FY 2006—$134,905—will be reimbursed by the CIED Fund. The scope of work to be performed includes project proposal development, coordination of project application for City Council and CPS Energy Board consideration and project management and administration.

COMMUNITY INFRASTRUCTURE & ECONOMIC DEVELOPMENT FUND
EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	N/A	N/A	N/A	$116,018
CONTRACTUAL SERVICES	N/A	N/A	N/A	4,100
COMMODITIES	N/A	N/A	N/A	1,901
SELF INSURANCE/ OTHER	N/A	N/A	N/A	4,744
CAPITAL OUTLAY	N/A	N/A	N/A	8,142
TOTAL EXPENDITURES	N/A	**N/A**	**N/A**	**$134,905**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**2**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**	**2.00**

Below is a comprehensive listing of the grants expected by the Economic Development Department in FY 2006.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2006
Procurement Technical Assistance	$ 149,950	$ -	$ 219,260	$ -	$ 369,210
TOTAL	**$149,950**	**$ -**	**$219,260**	**$ -**	**$369,210**

PROGRAM INFORMATION:

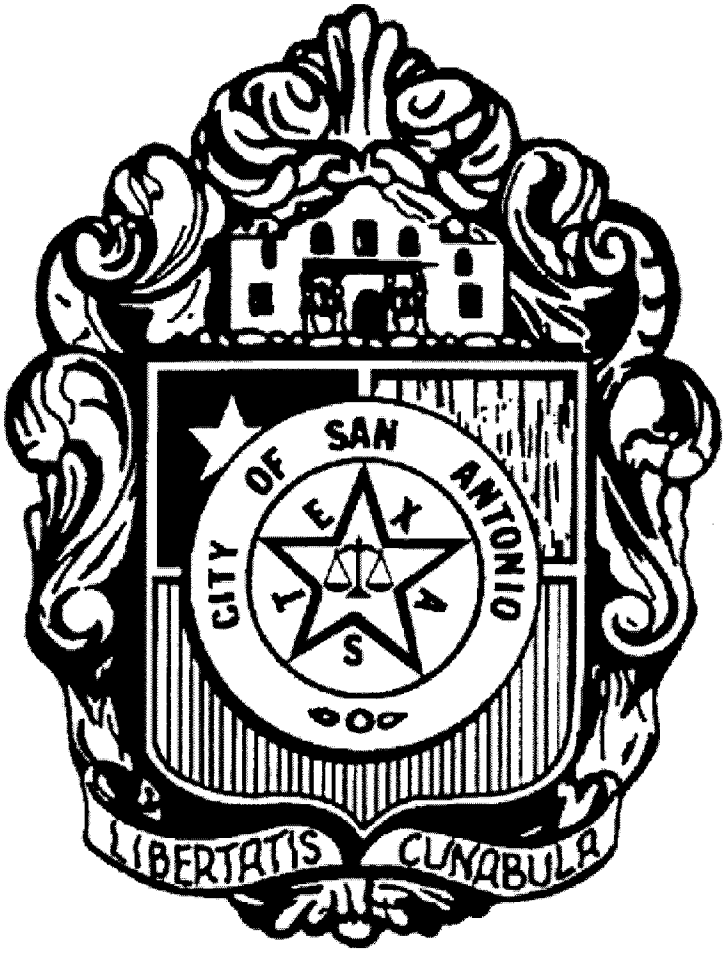
The Procurement Technical Assistance Center (PTAC) promotes economic development and business retention by assisting small businesses to competitively obtain government procurement contracts. The PTAC administers the City's cooperative agreement with the U.S. Department of Defense (DoD) to provide services 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, 2006 through December 31, 2006.

PERFORMANCE MEASURES

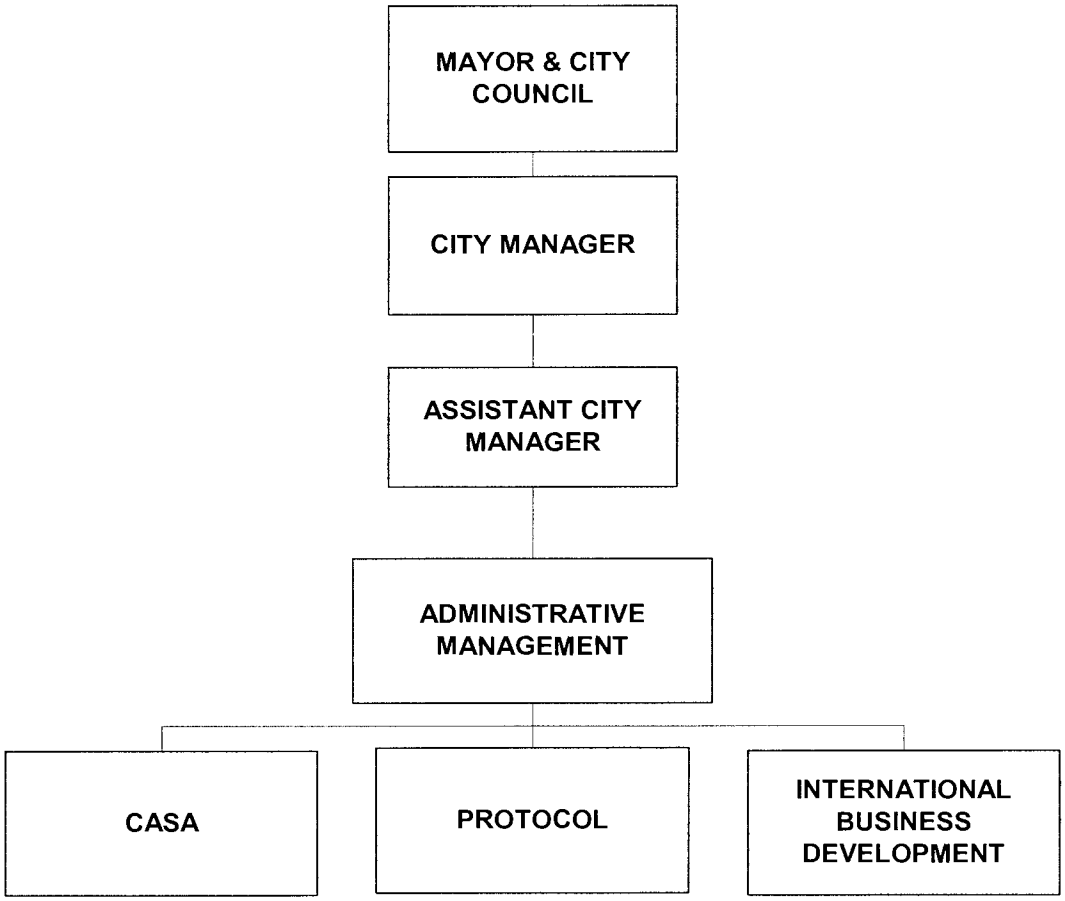
	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of PTAC personnel	3	3	3
Number of clients in database	427	400	400
Output:			
Conferences Sponsored	49	22	25
Efficiency:			
Number of Initial Counseling Sessions	260	260	265
Effectiveness:			
Number of follow up Counseling Sessions	375	500	400

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY – Transfers required as a cash match	$ 0	$ 0	$ 0
FEDERAL – Federal fund source	149,950	149,950	149,950
OTHER – (City In-Kind)	217,849	206,141	219,260
TOTAL FUNDING	**$367,799**	**$356,091**	**$369,210**
EXPENDITURES			
PERSONAL SERVICES	$297,574	$301,218	$315,665
CONTRACTUAL SERVICES	59,744	45,373	44,045
COMMODITIES	10,481	9,500	9,500
TOTAL EXPENDITURES	**$367,799**	**$356,091**	**$369,210**
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENTS	**3.00**	**3.00**	**3.00**


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

INTERNATIONAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	5.00	$554,405
Community & Visitor Facilities Fund	7.00	989,482
Total Funding	**12.00**	**$1,543,887**

MISSION STATEMENT

The International Affairs Department develops and maintains foreign relations, fosters international business and promotes local partnerships for the San Antonio community.

PROGRAM INFORMATION

Created to provide a clear entrance or "front door" that establishes San Antonio as the "Center of International Excellence", the International Affairs Department attracts and promotes global trade, foreign investment and protocol counseling to the San Antonio community. These functions are carried out through programs, services and collaborations supported by the City of San Antonio's award winning foreign trade efforts in Japan and Mexico – "The Casa San Antonio" program; the Export Leaders Programs and vigorous promotion of San Antonio's industry clusters throughout the world. This is achieved by hosting official international dignitaries, nurturing long-term relationships worldwide, presentations to prospective businesses, international business counseling, match-making, trade missions, conferences and seminars.

San Antonio fosters economic global ties with its sister cities in Mexico, Japan, Korea, Spain and Taiwan among other strategic alliances. The International Affairs Department plays a coordinating role with local partners such as the Free Trade Alliance San Antonio, North American Development Bank, Mexican Consulate, US Department of Commerce/Foreign Commercial Service; UNAM, Instituto de México, the World Affairs Council, UTSA International Trade Center, local chambers of commerce and industry and several other foreign commercial entities.

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 interface with foreign dignitaries and governments including the U.S. Department of State; foreign governments; U. N. Missions; Consular Corps in Washington, D.C. and Texas, Mexican Trade Offices and 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 global trade and promotion through the CASA San Antonio Program in Mexico, our trade representative in Japan, exploring new markets in China, Europe and identifying other trade opportunities around the world.
- Continue to facilitate the needs of Toyota Motor Manufacturing North America in San Antonio.
- Coordinate the assimilation of Japanese executive families in partnership with Japan American Society of San Antonio mentoring program – a welcome first for Toyota worldwide.
- Continue to conduct the San Antonio Export Leaders Programs, a highly effective 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. The program generates millions of dollars annually for its graduates.
- Continue to position San Antonio as the "Center of International Excellence" by hosting meetings, seminars, and conferences such as the Trilateral Technology Summits and interface with the San Antonio community on accessing international markets.

GOALS & OBJECTIVES CONTINUED

- Seek international partnerships for San Antonio's driver industries in Biotechnology & Healthcare, Aerospace & Aviation, Tourism, Logistics & Transportation and Information Technology Security in conjunction with local partners Free Trade *Alliance* San Antonio, SATAI, Brooks City-Base, San Antonio Economic Development Foundation, 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, Convention & Visitors Bureau, Cultural Affairs and San Antonio International Airport.
- Foster youth participation in global affairs by assisting the Model United Nations 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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Provide Economic Development Opportunities**					
	Develop foreign relations	No. of International Protocol Delegations	73	85	74	80
	Promote San Antonio as the *Center of Excellence* for trade	No. of Business Delegations No. of Business Clients Served	136 831	110 570	100 600	150 700
Financial	**Leverage Other Funding Sources**					
	Sponsor International events	Private Sector in-kind Support for International Projects	$88,100	$115,000	$115,000	$120,000
		Direct Expenditures by Official Guests to San Antonio (In Millions)[1]	$1.4	$2.0	$1.4	$1.5
	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	$15,000	$18,000	$15,000	$15,000
		Dollar Value of Business Generated and Rate of Return per $1 Invested in the CASA Program (In Millions)[2]	$37.48/ $72.58	$23.00/ $44.00	$35.00/ $70.00	$40.00/ $80.00
		Public Relations Media Value (in millions of dollar)	N/A	$0.1	$0.5	$1.0
Internal Processes	**Improve Customer Service**					
	Public Outreach	No. of Presentations, Site visits, Speeches, Networking	90	400	300	350
		Outreach- Media Impact	N/A	22,000	500,000	500,000

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Employee Learning & Growth	**Improve Employee Services**					
	Provide specialized training to improve job-related skills and development	Hours of Technical Training Received Per Employee	400	400	350	300

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.

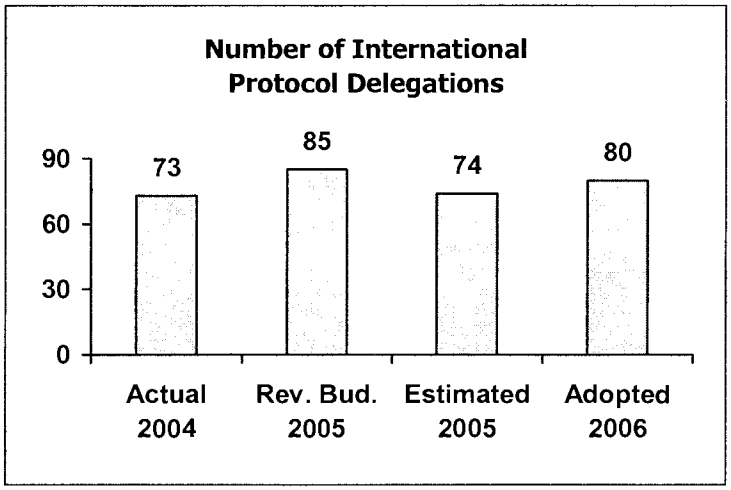
[2] Yearly survey is given to all Casa San Antonio Program clients from the previous year and all Export Leaders participants from all previous years.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the International Affairs Department's FY 2006 Balanced Scorecard.

International Protocol Delegations

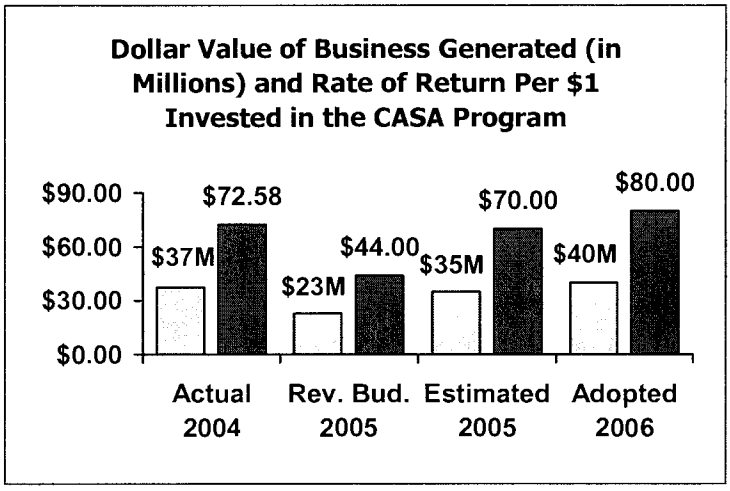
The number of Protocol Delegations is expected to increase 9.59% from Actual FY 2004 to Adopted FY 2006. Protocol Delegations assist with promoting international tourism and new business development.



PERFORMANCE MEASURE HIGHLIGHTS CONTINUED

Business Generated and Rate of Return

Business generated is based on a yearly survey where business clients report dollar amounts of international business created.



PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS **$23,622**

LINE ITEM EXPENSE REDUCTION- GENERAL FUND

This ***reduction*** totaling $12,244 will result in savings in several line item expense budgets. Of the total reduction, $8,244 will result in savings to contractual services such as fees to professional contractors and advertising and publications. The remaining $4,000 will result in savings to other costs such as phone and fax services. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

LINE ITEM EXPENSE REDUCTION- COMMUNITY & VISITOR FACILITIES FUND

This ***reduction*** totaling $11,378 will result in savings in several line item expense budgets. Of the total reduction, $3,978 will result in savings to contractual services such as temporary services, binding and printing, and mail and parcel. A total of $400 will result in savings to the commodity expense related to maintenance and repair of buildings. The remaining $7,000 will result in savings to expenditures related to phone and fax services. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

♦ IMPROVEMENTS **$188,358**

JAPAN REPRESENTATIVE

This ***improvement*** totaling $50,000 in the Community and Visitor Facilities Fund and $125,500 in the General Fund will provide funding for a Japan Representative to promote and maintain the City's visibility and desirability as a site location for Japanese industry and provide advice on trade lead opportunities. The Japan Representative will also promote and advise the City on other Japanese capital investment and joint venture possibilities especially in the fields for research and development, manufacturing, assembly, warehouse and distribution, education and medicine.

PROGRAM CHANGES CONTINUED

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $12,858 will provide a market adjustment for eligible employees included in the Community and Visitor Facilities Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$326,061	$340,060	$336,380	$374,405
CONTRACTUAL SERVICES	56,979	37,894	38,529	153,900
COMMODITIES	5,000	2,425	3,969	3,675
SELF INSURANCE / OTHER	1,337	27,756	16,599	22,425
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$389,377**	**$408,135**	**$395,477**	**$554,405**
AUTHORIZED POSITIONS	**5**	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**	**5.00**

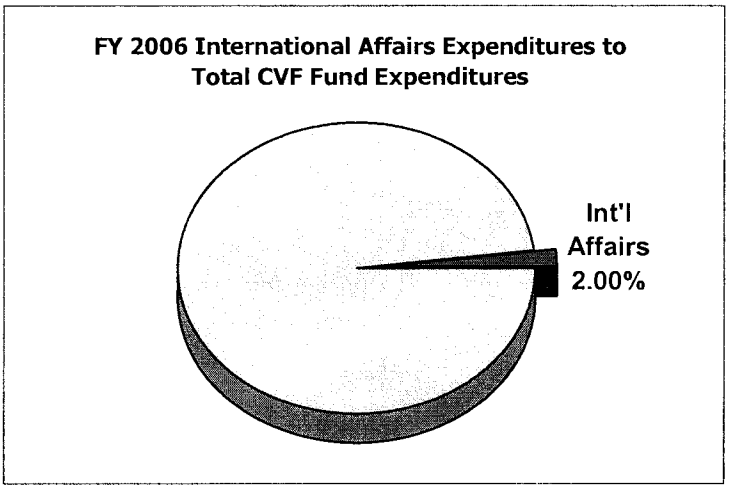
COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$473,380	$487,161	$494,132	$504,296
CONTRACTUAL SERVICES	367,352	300,371	269,974	350,411
COMMODITIES	50,162	51,293	54,740	50,893
SELF INSURANCE / OTHER	2,728	87,222	76,615	83,882
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$893,622**	**$926,047**	**$895,461**	**$989,482**
AUTHORIZED POSITIONS	**7**	**7**	**7**	**7**
FULL-TIME EQUIVALENTS	**7.00**	**7.00**	**7.00**	**7.00**

EXPENDITURES CONTINUED

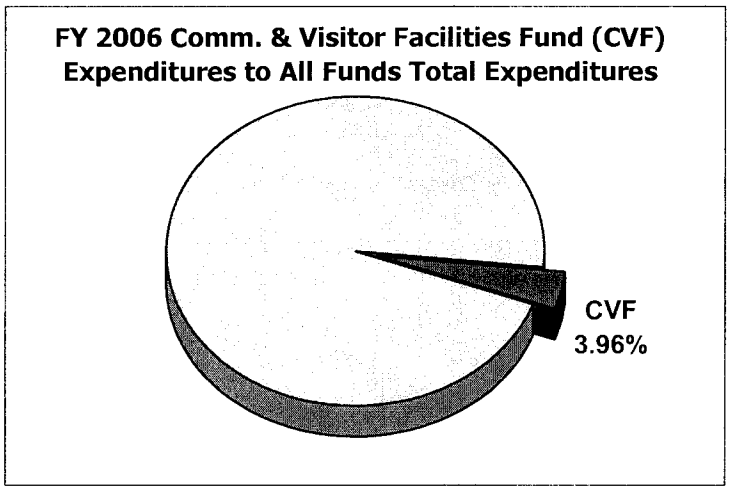
FY 2006 International Affairs Expenditures

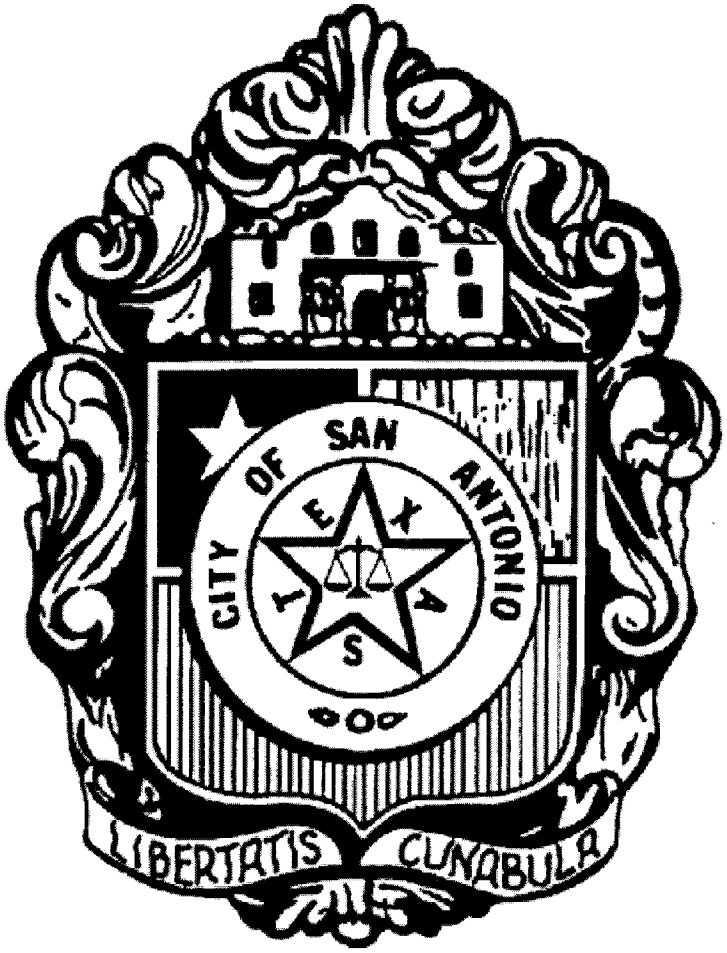
The chart illustrates the International Affairs FY 2006 Adopted Expenditures as a proportion of the total FY 2006 Community and Visitors Facilities (CVF Fund).



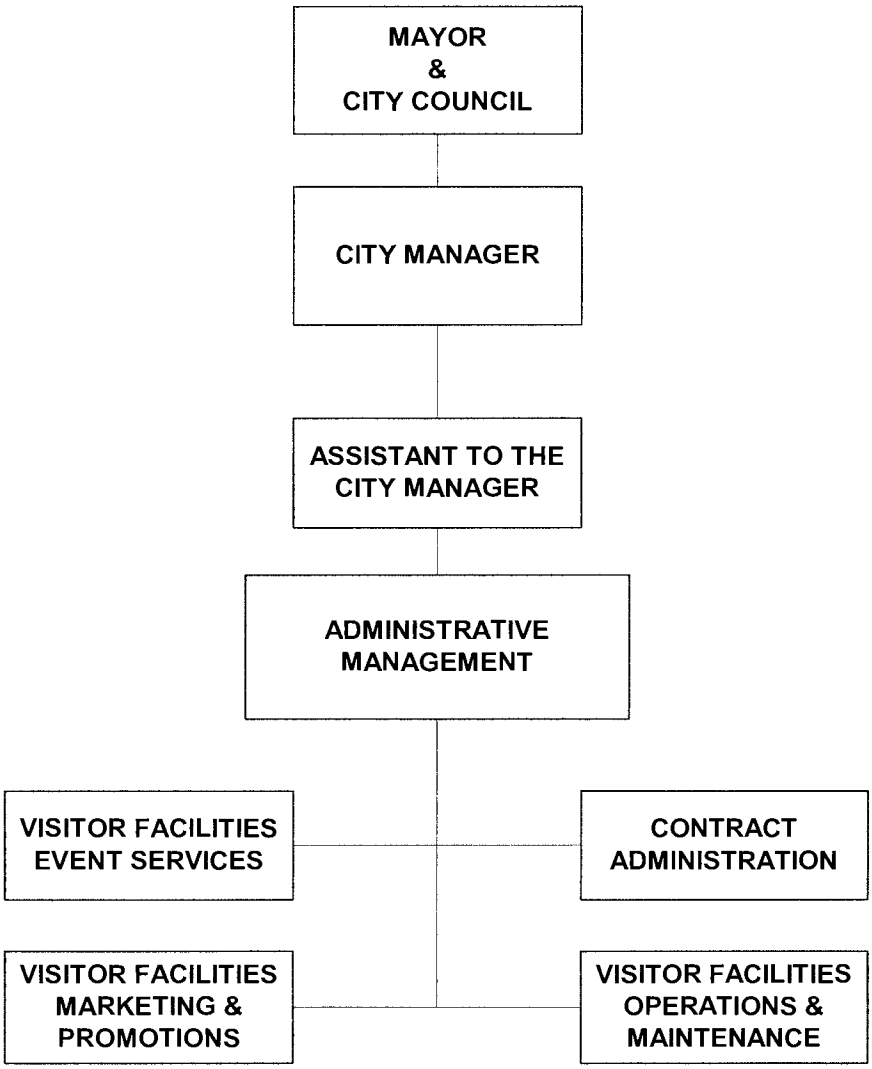
FY 2006 CVF Fund Expenditures

The chart illustrates the CVF Fund's FY 2006 Adopted Expenditures in relation to the total FY 2006 All Funds Expenditures.




CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

ALAMODOME



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
Community & Visitor Facilities Fund - Alamodome	46.00	$7,427,899
Community & Visitor Facilities Fund - Nelson W. Wolff Stadium	6.00	634,500
Capital Projects	0.00	5,652,000
Total Funding	**52.00**	**$13,714,399**

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

- Continue to service 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.
  - Continue to utilize the enterprise-based program that is linked with the Convention Facilities Department and Convention & Visitors Bureau for booking and reserving facilities, managing meetings and events, scheduling services and staff, managing fixed and non-fixed inventory, and accounting for finances.
  - 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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Strengthen Convention/Tourist Industry**					
	Take advantage of scheduling flexibility and new turf to increase event bookings and event variety	Total Event Days (Alamodome)	119	118	98	109
		Total Event Days (Wolff Stadium)	109	113	97	103
		No. of New Events(Alamodome)[1]	4	3	7	9
Financial	**Provide Accountability to the Public**					
	Manage and operate the facility effectively while maximizing efficiency	Avg. Operating Revenue/Cost per Attendee (Alamodome)[2]	$5.86/ $9.53	$6.90/ $8.91	$7.05/ $11.18	$6.59/ $9.03
		Avg. Operating Revenue/Cost per Attendee (Wolff Stadium)[3]	$3.33/ $3.34	$3.70/ $3.47	$3.69/ $3.50	$3.31/ $3.20
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[4]	108	382	81	62
Employee Learning & Growth	**Improve Employee Services**					
	Promote, and provide additional, professional staff development	No. of Educational Opportunities Attended by Staff[5]	121	35	98	35

EXPLANATORY INFORMATION

[1] FY 2005 Two Soccer Games, Lifeway Christian Resources, Joel Olsteen, Taekwondo, Tx. Sports Officials, UTSA Volleyball. FY 2006 East/West Shrine Bowl Game, Tx. Sports Officials All-Star Football Game, Texas A & M vs. Army Football, KISS Radio Music Fest, PBR Bull Riding, Golden Bear Drill Competition, American Spirit, Spiritual Blast, Valero 25th Anniversary.

[2] Operating revenue does not include supplemental rental or revenue from reimbursable expenses.

[3] Operating cost does not include expenditures for capital outlay.

[4] Loss of available trade staff resources has impacted the number of non-routine maintenance projects that were completed in FY 2005 and to be completed in FY 2006.

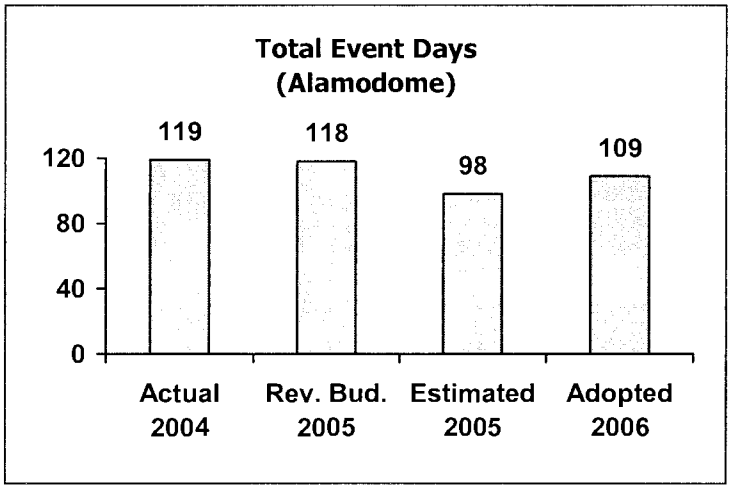
[5] Educational opportunities have increased in FY 2005 due to SAP training.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Community and Visitor Facilities Fund's FY 2006 Balanced Scorecard.

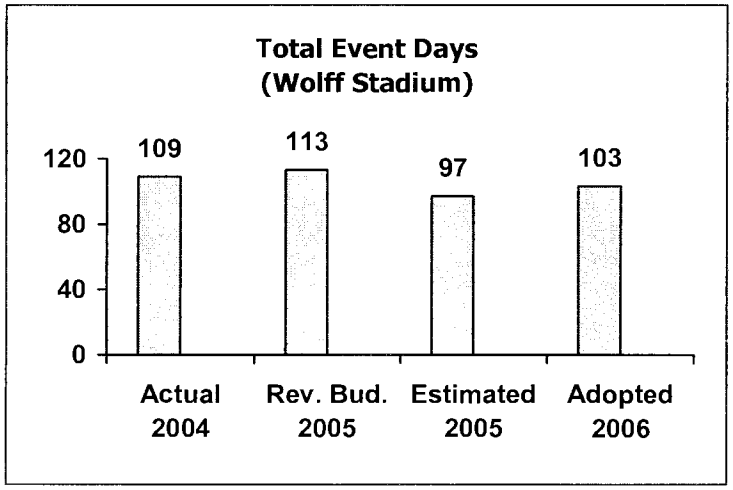
Alamodome Events

Actual FY 2004 includes more event days associated with trade and consumer shows and high school football games which are primarily responsible for the 8.4% variance in total event days from FY 2004 to FY 2006. Fewer high school football games also attributed to the lower number of event days in FY 2005.



Wolff Stadium Events

The 5.5% decrease in total event days from Actual FY 2004 to Adopted FY 2006 is partially the result of less high school baseball games projected to be played at Wolff Stadium.



PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS **$121,133**

LINE ITEM EXPENSE REDUCTION - ALAMODOME

This ***reduction*** totaling $108,316 will result in savings in several line item expense budgets. Of the total reduction $7,340 will result in savings to personal services related to personal leave buyback. A total of $71,550 will result in savings to contractual services such as fees to professional contractors, temporary services, advertising and publication, binding and printing, maintenance of equipment, mail and parcel, and rental of office equipment. A total of $9,200 will result in savings to commodity expenses such as office supplies, tools and apparatus, and maintenance and repair materials. The remaining $20,226 of this reduction will result in savings to other expenditures such as phone and fax service, rental of pagers, communications radio, and water and sewer. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

LINE ITEM EXPENSE REDUCTION – NELSON W. WOLFF

This ***reduction*** totaling $12,817 will result in savings to water and sewer costs. A historical analysis revealed that the Wolff Stadium could operate effectively with lower water and sewer costs thereby reducing the budgeted amount for FY 2006. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

♦ IMPROVEMENTS **$81,951**

WORKFORCE COMPENSATION ENHANCEMENT – ALAMODOME AND NELSON W. WOLFF

This ***improvement*** totaling $81,951 will provide a market adjustment for eligible employees included in the Community and Visitor Facilities Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

COMMUNITY & VISITOR FACILITIES FUND – ALAMODOME EXPENDITURES BY CLASSIFICATION

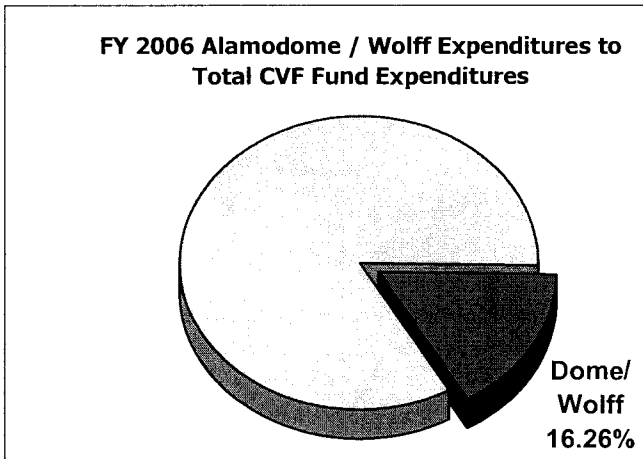
	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$2,748,873	$1,992,189	$2,479,385	$2,586,188
CONTRACTUAL SERVICES	4,568,445	1,992,683	1,275,417	1,552,044
COMMODITIES	512,563	181,059	171,529	171,859
SELF INSURANCE / OTHER	482,409	2,950,996	2,929,539	3,117,808
CAPITAL OUTLAY	25,921	4	0	0
TOTAL EXPENDITURES	**$8,338,211**	**$7,116,931**	**$6,855,870**	**$7,427,899**
AUTHORIZED POSITIONS	**71**	**46**	**46**	**47**
FULL-TIME EQUIVALENTS	**71.00**	**45.00**	**45.00**	**46.00**

COMMUNITY & VISITOR FACILITIES FUND – NELSON W. WOLFF STADIUM
EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$207,226	$221,600	$217,728	$222,653
CONTRACTUAL SERVICES	325,600	160,421	145,556	160,617
COMMODITIES	73,013	66,906	52,968	66,906
SELF INSURANCE / OTHER	38,546	193,604	204,576	184,324
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$644,385**	**$642,531**	**$620,828**	**$634,500**
AUTHORIZED POSITIONS	**8**	**6**	**6**	**6**
FULL-TIME EQUIVALENTS	**8.00**	**6.00**	**6.00**	**6.00**

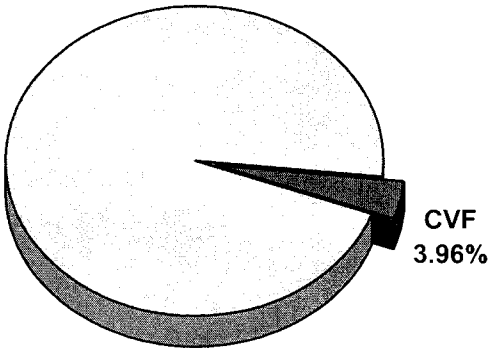
FY 2006 Alamodome / Wolff Expenditures

The chart illustrates the Alamodome / Wolff FY 2006 Adopted Expenditures as a proportion of the total FY 2006 Community and Visitors Facilities (CVF Fund).

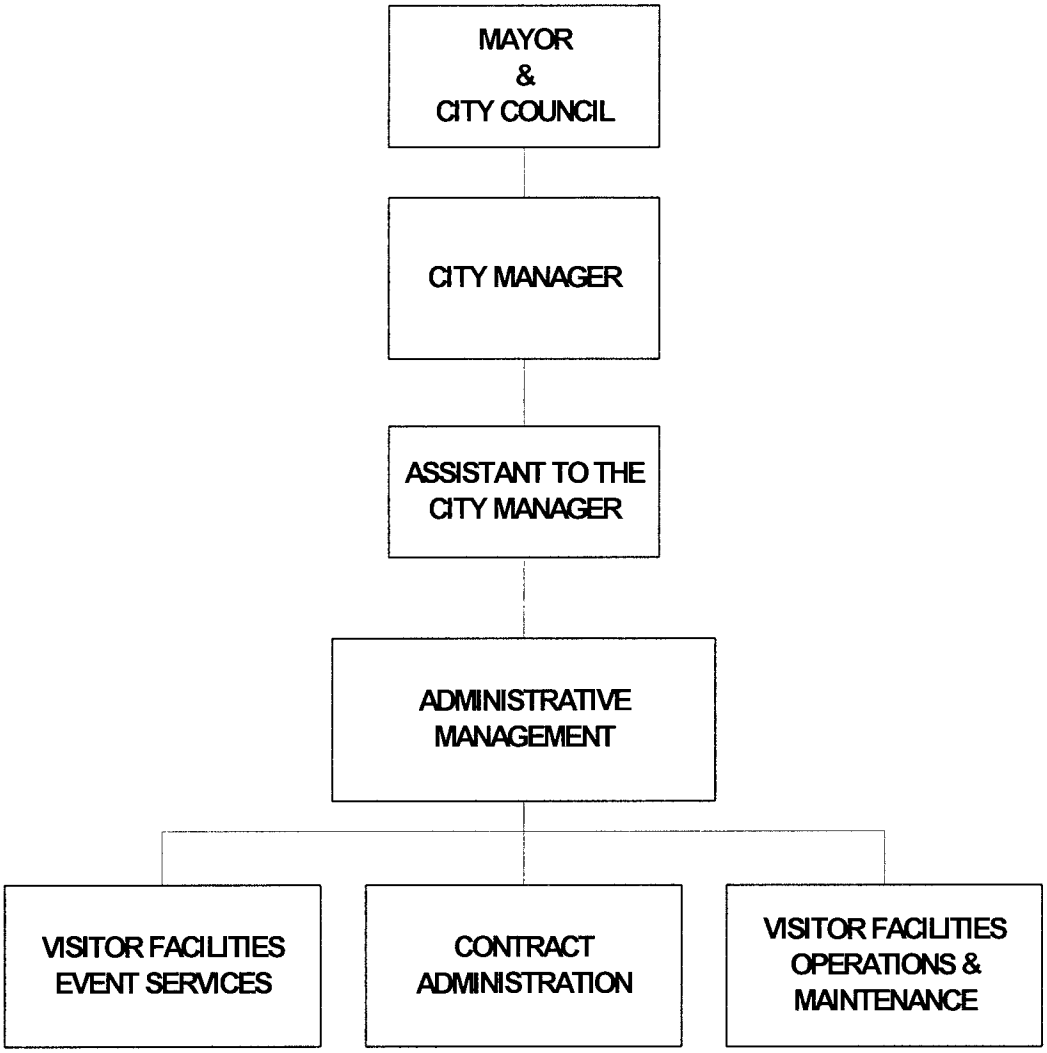


FY 2006 CVF Fund Expenditures

The chart illustrates the CVF Fund's FY 2006 Adopted Expenditures in relation to the total FY 2006 All Funds Expenditures.



CONVENTION FACILITIES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
Community & Visitor Facilities Fund	281.63	$19,377,990
Capital Projects	0.00	5,069,000
Total Funding	**281.63**	**$24,446,990**

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, Fiscal Management, Event Services, Booking Services, Building Maintenance, Building Operations, and Technical Systems. 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 tradeshows, familiarization tours and sales presentations.
- Continue to enhance the department's website in order 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 morale, 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.
- Minimize the impact to Convention Center customers during the construction of the Convention Center Hotel.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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]	95%	95%	95%	93%
		% of Repeat Customers[2]	37%	40%	44%	42%
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	$8.83	$11.02	$10.93	$10.69
		Revenue per square foot-Municipal Auditorium	$3.16	$3.64	$2.86	$3.16
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]	78%	60%	80%	80%
		Occupancy Rate- Exhibit Halls	55%	62%	64%	67%
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]	1,253	2,250	954	500

EXPLANATORY INFORMATION

[1] Data collected from mailed client surveys, current response rate averaging 45%. Adopted FY 2006 is lower due to impact of hotel construction.

[2] Percentage of repeat customers is based on the beginning baseline of FY 2001, and tracking customers that book in subsequent years as per the Event Booking and Management System (EBMS) software.

[3] This is the percentage of events booked in a given fiscal year by Convention Facilities staff. The remainder of events are booked by Convention and Visitors Bureau staff.

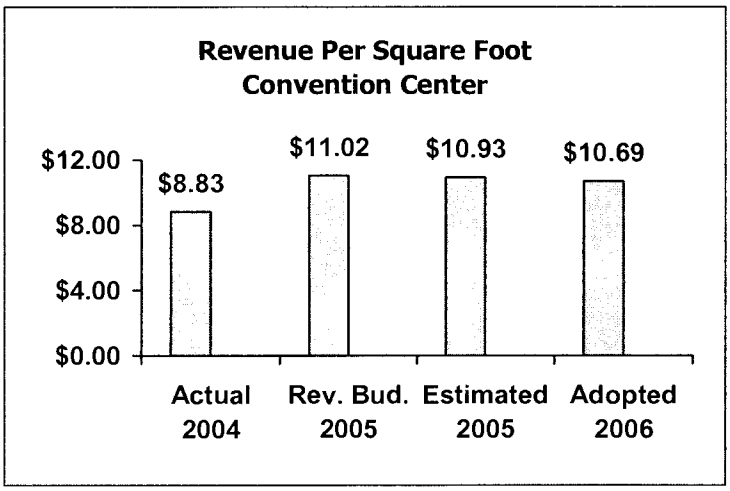
[4] Training hours provided to employees by the Department, City, outside agencies, and the Certified Meeting Professionals program. Decrease in FY 2006 due to minimal ERM/SAP classes.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Community and Visitor Facilities Fund's FY 2006 Balanced Scorecard.

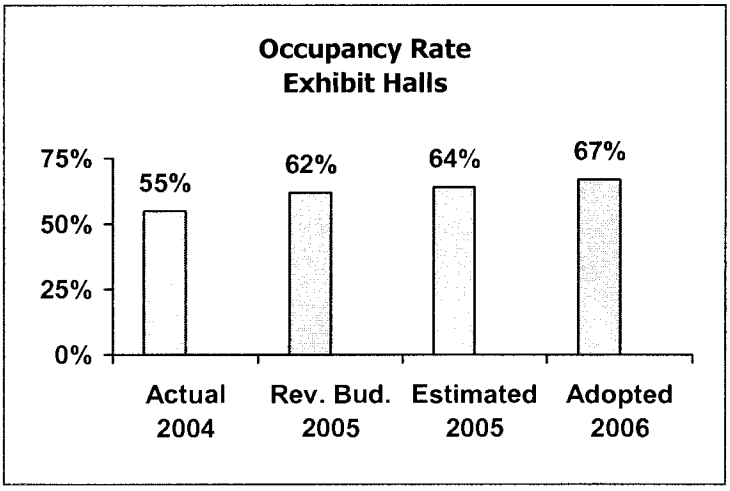
Convention Center Revenue

Adopted FY 2006 reflects an increase of 21% over Actual FY 2004. This increase is primarily attributable to the increase in Food & Beverage commissions.



Occupancy Rate

The department's occupancy rate for exhibit halls has increased by 21.8% from Adopted FY 2006 over Actual FY 2004. The FY 2006 schedule contains three more events using all four exhibit halls, which added an additional 110 days of occupancy above FY 2004.



PROGRAM CHANGES

♦ **REDIRECTIONS/REDUCTIONS** **$282,097**

ELIMINATE FOUR AUDIO VISUAL POSITIONS

This ***reduction*** totaling $158,908 will result in the elimination of four positions within the Convention Facilities Department. Positions to be eliminated include one vacant full-time Audio Visual Technician and three filled full-time Senior Audio Visual Technicians. The Department will manage its resources by utilizing contractual services to minimize the impact of this reduction on its current level of service.

PROGRAM CHANGES CONTINUED

LINE ITEM EXPENSE REDUCTION

This ***reduction*** totaling $123,189 will result in savings in several line item expense budgets. Of the total reduction, $25,000 will result in savings to contractual services related to Maintenance of Buildings. A total of $20,000 will result in savings to commodity expenses related to Maintenance & Repair. The remaining $78,189 of this reduction will result in savings to other expenditures which are scheduled line items such as phone & fax services and communications radio. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

♦ IMPROVEMENTS **$422,532**

CONVENTION CENTER HOTEL - GOODWILL

This one-time ***improvement*** totaling $100,000 will provide funds to be used to mitigate issues, such as noise disruption, that arise from the construction of the Convention Center Hotel. The funds could address expenses such as relocation, rent reduction, and decorating costs.

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $322,532 will provide a market adjustment for eligible employees included in the Community and Visitor Facilities Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

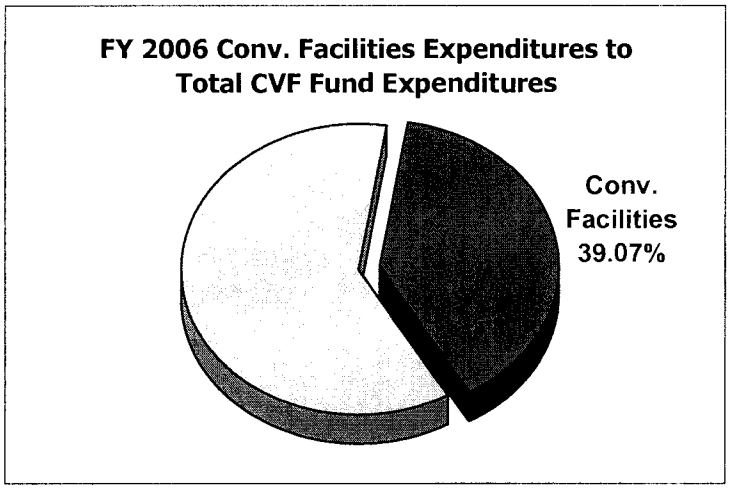
COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$9,570,589	$9,809,950	$9,928,525	$10,071,760
CONTRACTUAL SERVICES	6,596,100	1,153,928	1,071,353	1,240,161
COMMODITIES	606,699	565,345	539,769	543,335
SELF INSURANCE / OTHER	676,725	7,330,198	7,169,782	7,522,734
CAPITAL OUTLAY	38,399	0	0	0
TOTAL EXPENDITURES	**$17,488,512**	**$18,859,421**	**$18,709,429**	**$19,377,990**
AUTHORIZED POSITIONS	**494**	**288**	**288**	**283**
FULL-TIME EQUIVALENTS	**477.72**	**286.63**	**286.63**	**281.63**

EXPENDITURES CONTINUED

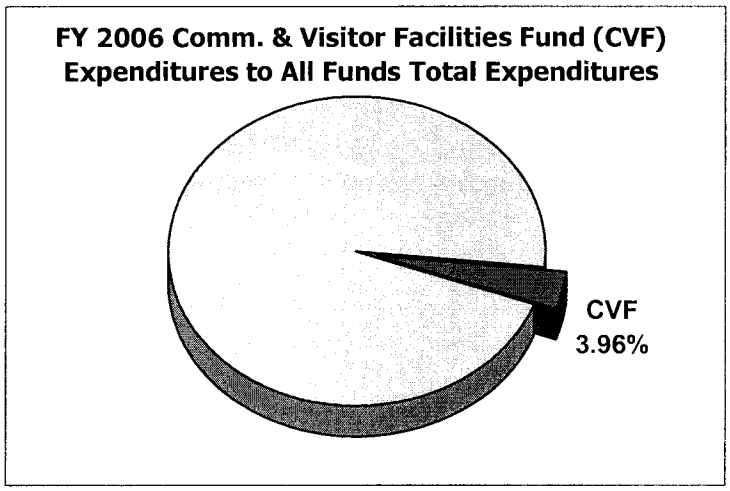
FY 2006 Conv. Facilities Expenditures

The chart illustrates the Convention Facilities FY 2006 Adopted Expenditures as a proportion of the total FY 2006 Community and Visitors Facilities (CVF Fund).

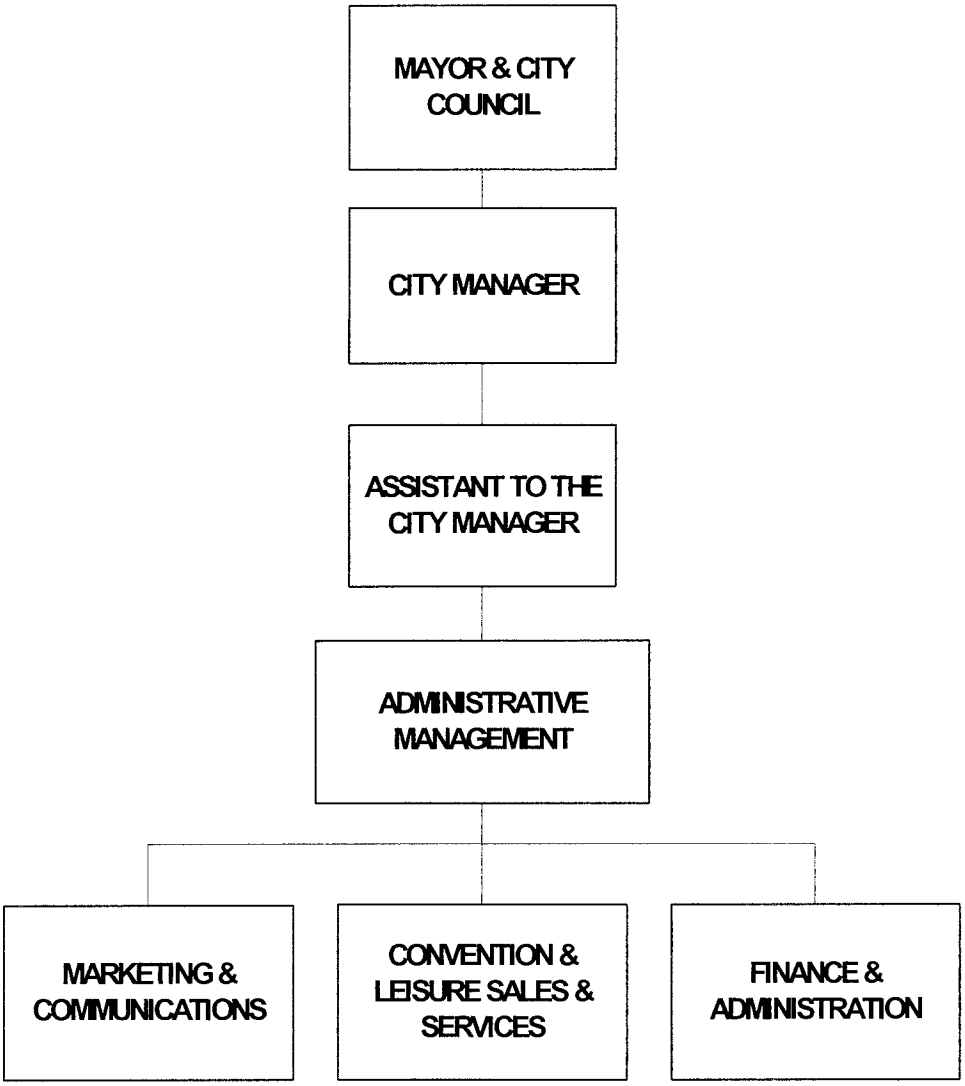


FY 2006 CVF Fund Expenditures

The chart illustrates the CVF Fund's FY 2006 Adopted Expenditures in relation to the total FY 2006 All Funds Expenditures.



CONVENTION & VISITORS BUREAU



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
Community & Visitor Facilities Fund	86.72	$14,696,679
Official City Store Fund	7.09	566,038
Total Funding	**93.81**	**$15,262,717**

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, Finance & Administration, and Information Technology.

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 sports, motorcoach, and convention/corporate meeting destination by maximizing delegate attendance and 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.
- ***Brand Champions*** – Lead the efforts to strategically brand San Antonio as well as to protect developed brand/sub brands with goal to grow economic impact by a minimum of $1.5 billion over the next five years.
- ***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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Strengthen Convention/Tourist Industry**					
	Maximize the number of visitors, visitor spending and economic impact to San Antonio	No. of Room Nights Consumed (Citywide)	6,930,822	7,121,000	7,060,000	7,210,000
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)	$36.0	$37.8	$38.4	$40.1
	Maximize the number of visitors, visitor spending economic impact to San Antonio	Direct Exp. For CVB Initiated Convention Delegates Hosted (In Millions) [1]	$495.9	$461.7	$529.9	$498.8
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	712,339	825,000	550,511	715,000
		No. of CVB Initiated Convention Room Nights Hosted	691,220	746,370	799,000	750,000
		No. of CVB Initiated Convention Delegates Hosted	477,179	444,270	510,000	480,000
	Refine strategic plans targeting future industry trends through continued analysis of marketing results	No. of Visitor Packets Mailed [2]	383,173	350,000	270,000	245,000
	To continually develop & maximize internet marketing strategies & opportunities	No. of Website Visits	1,449,452	1,800,000	1,755,000	2,020,000

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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 Based on $1,039.20 per delegate expenditure (Veris Consulting - 2004 Expact Study) for International Association of Convention and Visitor Bureaus (IACVB).

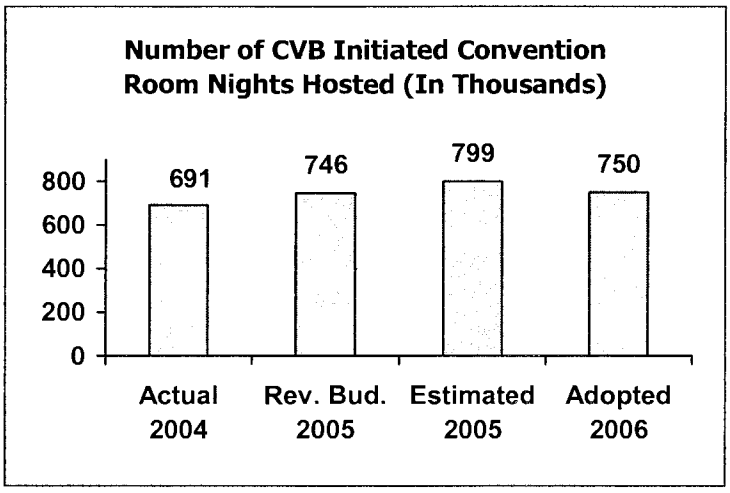
2 Beginning October 1, 2004 the Texas Information System fulfillment process changed to direct more requests first to www.sanantoniovisit.com thus reducing the number of visitor packets mailed.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Community and Visitor Facilities Fund's FY 2006 Balanced Scorecard.

Initiated Convention Room Nights Hosted

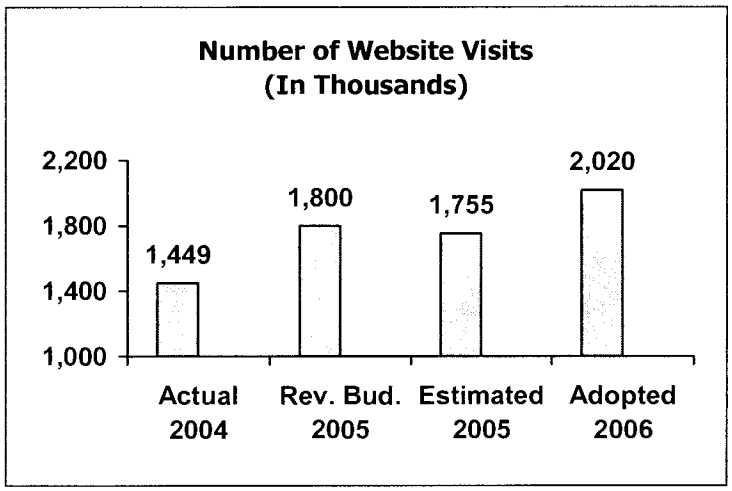
The number of CVB initiated Convention Room Nights Hosted reflects the group sales efforts of the CVB staff and has increased by 8.5% from Actual FY 2004 to Adopted FY 2006.



PERFORMANCE MEASURE HIGHLIGHTS CONTINUED

Website Visits

The CVB's marketing efforts and advertising campaign strategically drive consumers to the CVB's website increasing the number of visits by 39.4% from Actual FY 2004 to Adopted FY 2006.



PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS **$161,452**

VACANCY SAVINGS

This one-time ***reduction*** totaling $116,146 will be achieved by managing vacancies, to include holding vacant a Graphics Designer for twelve months, an Executive Secretary for four months, and an executive position for seven 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*** will eliminate the department's building maintenance charges totaling $45,306. Services are included in the rental of the facility charges the department incurs. This reduction will have no impact on the department's current level of service.

♦ IMPROVEMENTS **$693,775**

ENHANCEMENT OF CONSUMER ADVERTISING

This ***improvement*** totaling $500,000 will increase the advertising budget for the Convention and Visitors Bureau department and will augment the base advertising and marketing campaign to $6,600,000. The additional increase is for the growing costs of marketing San Antonio to include the marketing of the 1,000 room Convention Center Hotel anticipated in February 2008, branding strategic plan, and addressing some of the immediate group market challenges in FY 2007.

INCENTIVE PROGRAM

This ***improvement*** totaling $30,000 will provide funding to implement an Incentive Program for designated Account Executives. The objective of the program is to incentivize Sales staff with assigned room night goals with a competitive compensation package that is commensurate with individual performance and results.

PROGRAM CHANGES CONTINUED

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $163,775 will provide a market adjustment for eligible employees included in the Community and Visitor Facilities Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$4,181,768	$4,446,426	$4,361,625	$4,877,920
CONTRACTUAL SERVICES	9,113,556	8,407,511	8,422,274	9,026,106
COMMODITIES	129,836	115,748	169,118	167,965
SELF INSURANCE / OTHER	48,078	592,889	572,864	624,688
CAPITAL OUTLAY	21,948	322	10,059	0
TOTAL EXPENDITURES	**$13,495,186**	**$13,562,896**	**$13,535,940**	**$14,696,679**
AUTHORIZED POSITIONS	**125**	**125**	**125**	**125**
FULL-TIME EQUIVALENTS	**86.72**	**86.72**	**86.72**	**86.72**

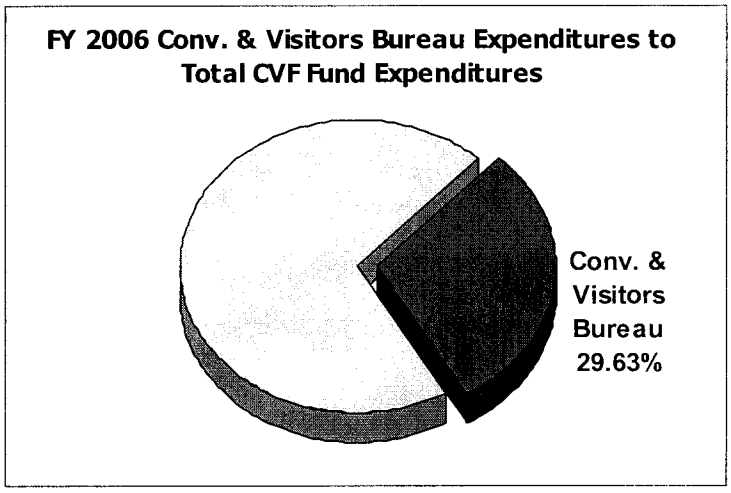
VISITOR INFORMATION CENTER AND CITY STORE FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$175,625	$210,704	$250,274	$243,478
CONTRACTUAL SERVICES	65,856	85,167	62,221	55,898
COMMODITIES	161,138	111,557	218,431	203,305
SELF INSURANCE / OTHER	11,194	16,352	20,029	62,620
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	1,140	1,383	1,418	737
TOTAL EXPENDITURES	**$414,953**	**$425,163**	**$552,373**	**$566,038**
AUTHORIZED POSITIONS	**9**	**9**	**9**	**9**
FULL-TIME EQUIVALENTS	**7.09**	**7.09**	**7.09**	**7.09**

EXPENDITURES CONTINUED

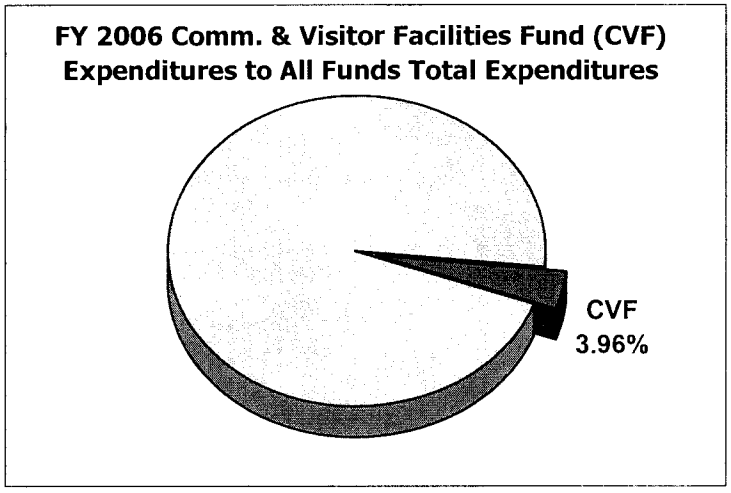
FY 2006 Conv. & Visitors Bureau Expenditures

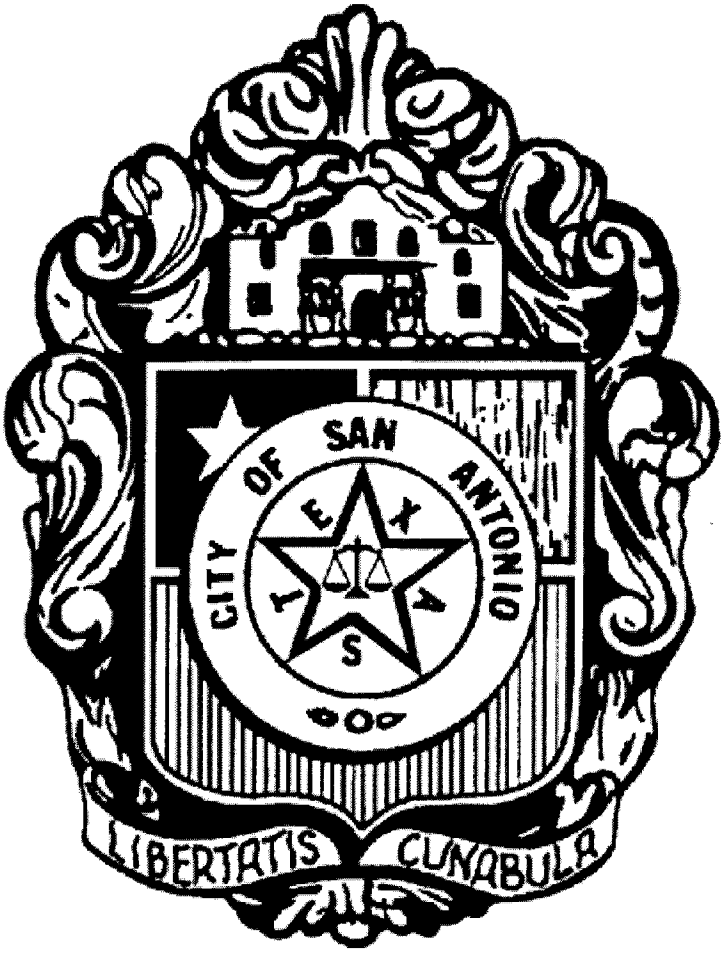
The chart illustrates the Conv. & Visitors Bureau FY 2006 Adopted Expenditures as a proportion of the total FY 2006 Community and Visitors Facilities (CVF Fund).



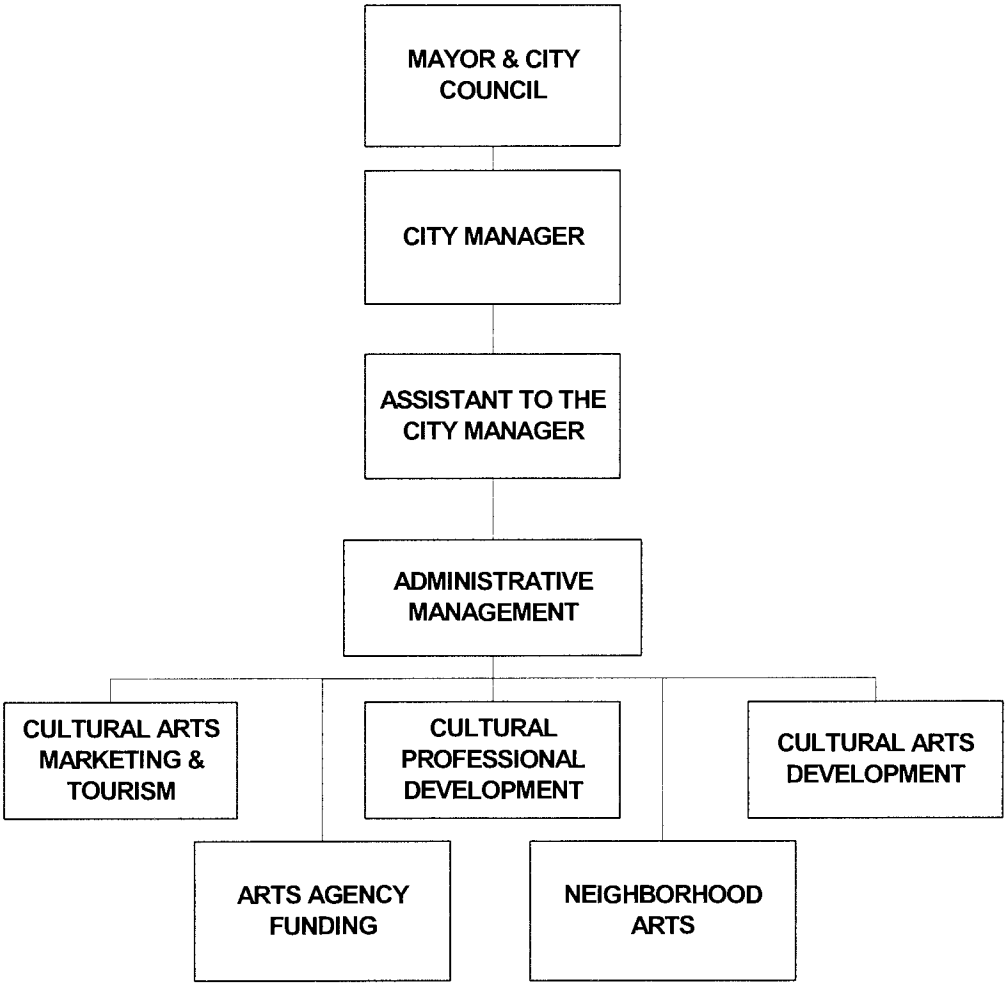
FY 2006 CVF Fund Expenditures

The chart illustrates the CVF Fund's FY 2006 Adopted Expenditures in relation to the total FY 2006 All Funds Expenditures.




CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

CULTURAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
Community & Visitor Facilities Fund	11.00	$1,387,598
Categorical Grants	0.00	154,920
Arts Agencies	0.00	3,148,586
Total Funding	**11.00**	**$4,691,104**

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 begin implementing the strategies of *The Cultural Collaborative: A Plan for San Antonio's Creative Economy*, to support the growth and recognition of San Antonio's creative economy.
- To support the implementation of *The Cultural Collaborative: A Plan for San Antonio's Creative Economy.*
- 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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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]	2,167,652	2,900,600	2,211,217	2,804,550
	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]	400	410	641	664
Financial	**Provide Economic Development Opportunities**					
	To develop and implement programs that connect art and culture to economic development	No. of Art and Cultural Strategies and Programs Implemented [3,4]	7	8	8	23
	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]	$14.6	$20.6	$18.7	$18.7
		Ratio of City Dollars to Non-City Dollars Spent	1:$6.40	1:$8.88	1:$8.55	1:$8.55
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	390	390	500	500
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	40	45	50	50

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 2005 figure is projected to increase significantly following the development and implementation of the proposed cultural web site.

EXPLANATORY INFORMATION CONTINUED

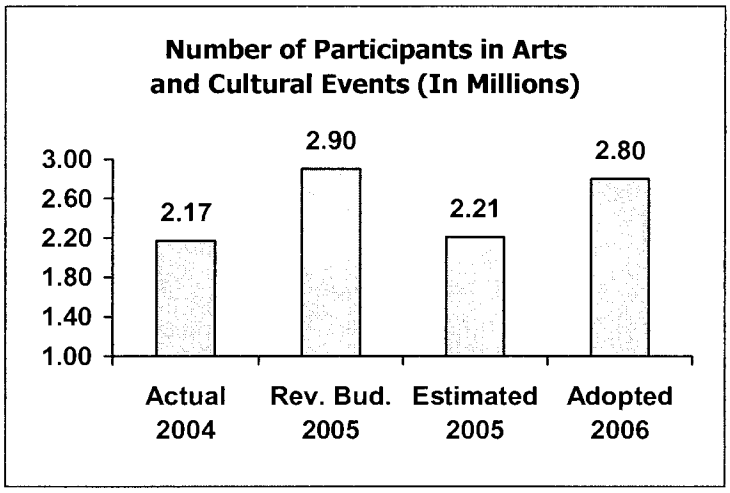
[3] Revised Adopted FY 2005 includes the following programs: The Cultural Collaborative; Fall Art Festivals; Cultural Web; and OCA Grants Programs, including Agency Operational Awards, Arts in the Community, Neighborhood Heritage Initiative, and Graffiti Abatement Program.
[4] Adopted FY 2006 figure reflects The Cultural Collaborative's 16 strategies for Year One implementation.
[5] Estimated FY 2005 figure does not include the $400,000 City Council awarded to the Symphony, which was funded by the General Fund and Aviation Fund.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Community and Visitor Facilities Fund's FY 2006 Balanced Scorecard.

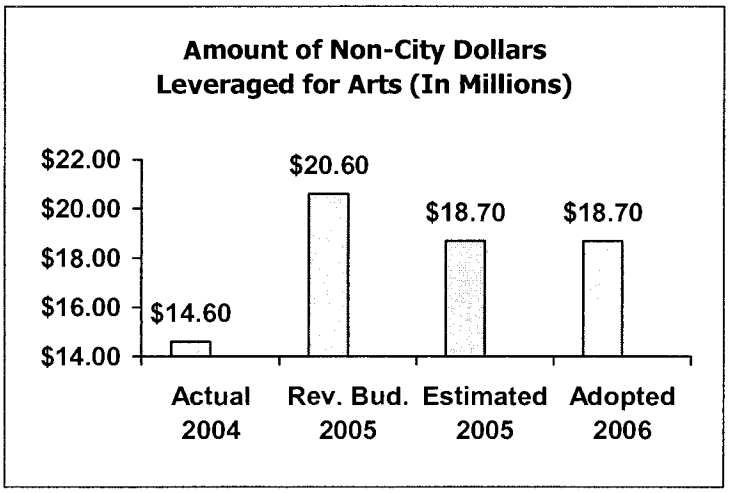
Participants in Arts and Cultural Events

The number of participants in Arts and Cultural Events has increased by 29% from Actual FY 2004 to Adopted FY 2006. This increase is the result of effective marketing efforts by the Office of Cultural Affairs and funded arts and cultural organizations.



Non-City Dollars Leveraged for Arts

The Estimated FY 2005 and Adopted FY 2006 does not include the symphony anticipated leveraged dollars since it was funded with General Fund dollars. The Adopted FY 2006 projections should increase as a result of the additional funding to art agencies.



PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS **$60,000**

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 2007.

♦ IMPROVEMENTS **$1,341,357**

CULTURAL COLLABORATIVE

This one-time ***improvement*** totaling $500,000 will provide continued implementation costs of the Cultural Collaborative. Since funding requirements are subject to funding availability, strategies utilizing one time funds will be prioritized for FY 2006. The Cultural Collaborative consists of thirty-eight strategies to be implemented over the next ten years. Funding at this level allows for several strategies to be developed and implemented in FY 2006.

ADDITIONAL ARTS FUNDING

This ***improvement*** totaling $819,429 will provide additional funding for the cultural arts agencies bringing the total contribution to art agencies to $3,148,586. The additional funding will increase the level of services provided by arts and cultural agencies, currently in the second year of a two-year funding cycle, as well as the number of projects implemented in the community. Funding levels for marketing, technical assistance, and collaborative projects will also be positively affected.

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $21,928 will provide a market adjustment for eligible employees included in the Community and Visitor Facilities Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

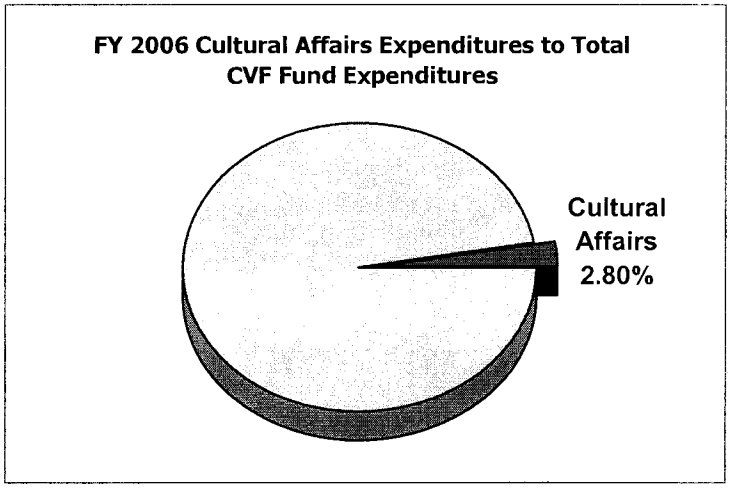
COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$522,160	$584,275	$633,499	$665,654
CONTRACTUAL SERVICES	180,064	215,369	216,316	667,369
COMMODITIES	8,961	12,546	12,221	12,546
SELF INSURANCE / OTHER	2,438	46,906	45,280	42,029
CAPITAL OUTLAY	0	517	517	0
TOTAL EXPENDITURES	**$713,623**	**$859,613**	**$907,833**	**$1,387,598**
AUTHORIZED POSITIONS	**10**	**11**	**11**	**11**
FULL-TIME EQUIVALENTS	**10.00**	**11.00**	**11.00**	**11.00**

EXPENDITURES CONTINUED

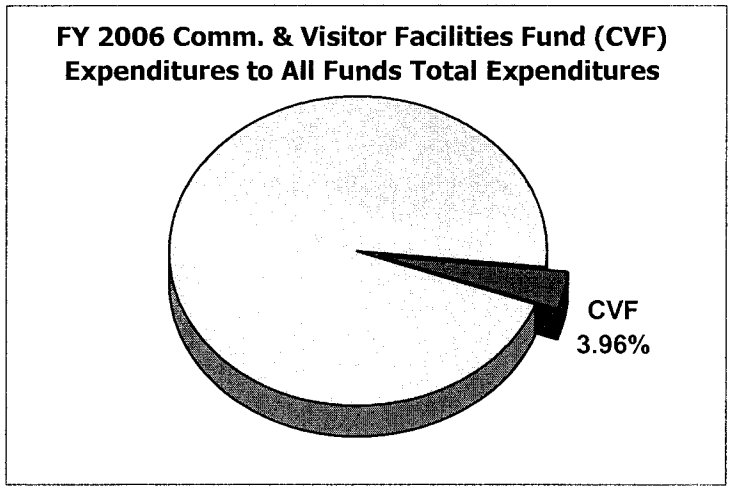
FY 2006 Cultural Affairs Expenditures

The chart illustrates the Cultural Affairs FY 2006 Adopted Expenditures as a proportion of the total FY 2006 Community and Visitors Facilities (CVF Fund).



FY 2006 CVF Fund Expenditures

The chart illustrates the CVF Fund's FY 2006 Adopted Expenditures in relation to the total FY 2006 All Funds Expenditures.



GRANT SUMMARY

The Office of Cultural Affairs will receive grants totaling $154,920 for FY 2006. 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 grants that the Office of Cultural Affairs expects to receive in FY 2006.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2006
Texas Commission on Arts					
Decentralization Program	$ -	$37,480	$ -	$112,440	$149,920
Operational Support	-	2,500	-	2,500	5,000
TOTAL	**$ -**	**$39,980**	**$ -**	**$114,940**	**$154,920**

TEXAS COMMISSION ON THE ARTS DECENTRALIZATION PROGRAM

PROGRAM INFORMATION:

The Texas Commission of the Arts (TCA) 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 09/01/05 through 08/31/06.

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of Events Funded	3,847	3,387	3,127
Output:			
Number of Audience Members	2,280,614	2,900,600	2,804,550
Amount of Non-City Funds Leveraged	$21,426,200	$20,615,627	18,039,677
Efficiency:			
Avg. Attendance at Events	593	856	897
Effectiveness:	$1:$9.23	$1:$8.88	$1:$8.56

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY	$17,925	$0	$0
STATE	100,000	37,480	37,480
OTHER-IN-KIND	100,000	37,480	112,440
TOTAL FUNDING	**$217,925**	**$74,960**	**$149,920**
EXPENDITURES			
PERSONAL SERVICES	$37,712	$0	$0
SELF INSURANCE / OTHER	100,000	37,480	37,480
OTHER-IN-KIND	80,213	37,480	112,440
TOTAL EXPENDITURES	**$217,925**	**$74,960**	**$149,920**
AUTHORIZED POSITIONS	**1**	**0**	**0**
FULL-TIME EQUIVALENTS	**1.00**	**0.00**	**0.00**

TEXAS COMMISSION ON THE ARTS OPERATIONAL SUPPORT

PROGRAM INFORMATION:

The Texas Commission of the Arts funds would be used for the purpose of Administrative, operational, and/or programmatic/artistic expenses. The funds would continue to provide partial support to administrative cost for funding approved by the Cultural Arts Board through the approved City arts funding program. The grant program covers the period of 09/01/05 through 08/31/06

PERFORMANCE MEASURES

	Actual 2003-2004	Estimated 2004-2005	Adopted 2005-2006
Input:			
Number of Events Funded	3,847	3,387	3,127
Output:			
Number of Audience Members	2,280,614	2,900,600	2,804,550
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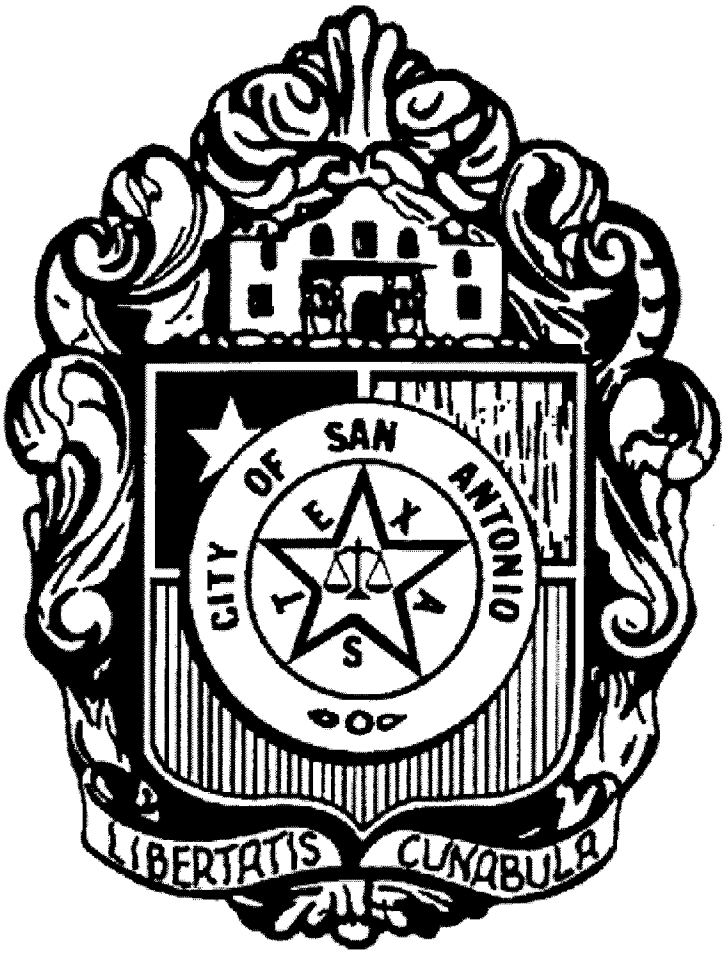
Efficiency:			
Avg. Attendance at Events	593	856	897
Effectiveness:	$1:$9.23	$1:$8.88	$1:$8.56

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2003-2004	Authorized 2004-2005	Adopted 2005-2006
FUNDING SOURCES			
CITY	$17,925	$0	$0
STATE	100,000	2,500	2500
OTHER-IN-KIND	100,000	2,500	2500
TOTAL FUNDING	**$217,925**	**$5,000**	**$5,000**
EXPENDITURES			
PERSONAL SERVICES	$37,712	$0	$0
SELF INSURANCE / OTHER	100,000	2,500	2,500
IN-KIND	80,213	2,500	2,500
TOTAL EXPENDITURES	**$217,925**	**$5,000.**	**$5,000.**
AUTHORIZED POSITIONS	**1**	**0**	**0**
FULL-TIME EQUIVALENTS	**1.00**	**0.00**	**0.00**


CITY OF SAN ANTONIO
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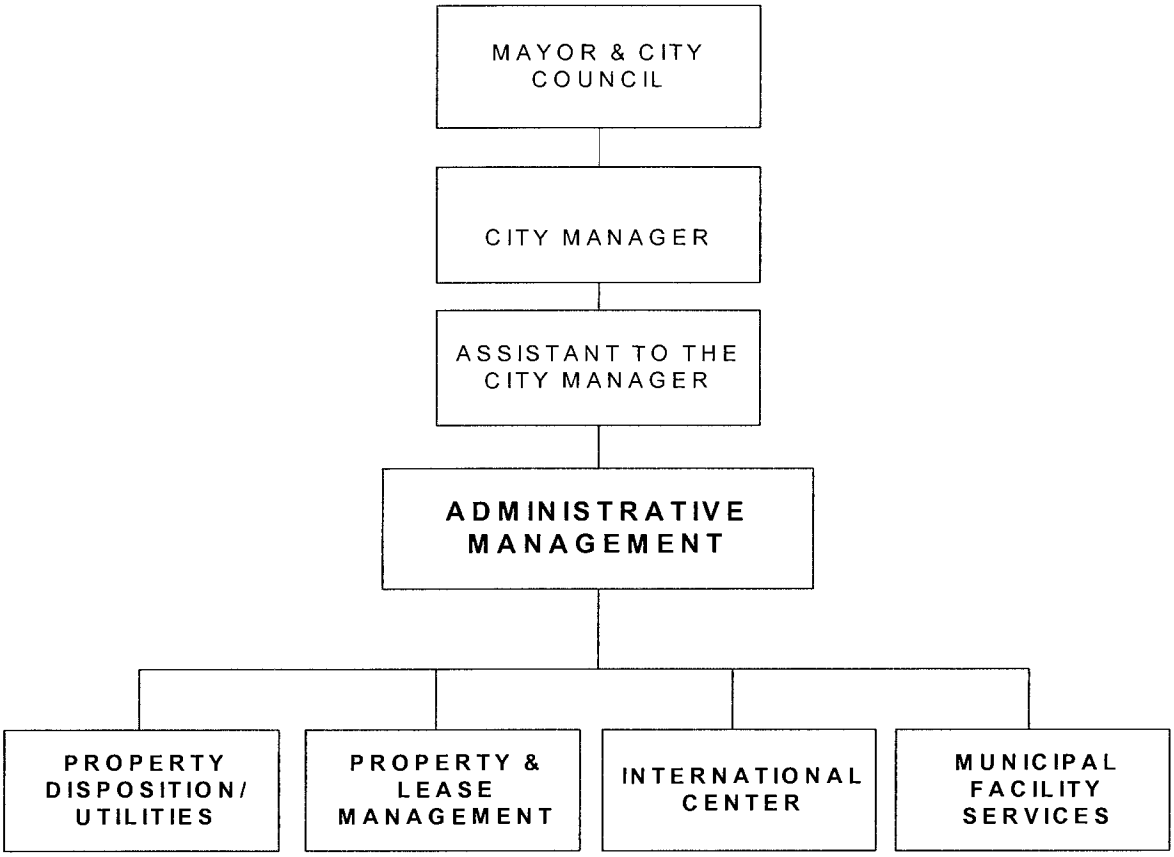
ASSET MANAGEMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	13.00	$1,388,071
Capital Projects	0.00	8,703,000
International Center Fund	9.00	1,157,115
Facility Services Fund	113.00	9,025,705
Total Funding	**135.00**	**$20,273,891**

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 variety 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.

- Achieve a 5% increase in revenue collected from Property Disposition/Special Projects from the FY 2004-2005 Budget amount.
- Realize an overall net revenue increase of at least $250,000 in FY 2005-2006 through the implementation of the proposed Municipal Marketing Partnership Program.
- Complete 97% of lease reviews within three (3) business days.
- Identify as surplus and sell at least 25 City-owned parcels of land to facilitate the redevelopment of vacant lots and provide opportunities for affordable housing.
- Coordinate either the occupancy by City departments or the redevelopment of the former SAWS Headquarters Building located at 1001 East Market Street.
- Facilitate the development of the Southwest Business & Technology Park (SWBTP) through the sale of two (2) developable parcels during FY 2005-2006.
- Coordinate the continuing implementation of the HemisFair Park Master Plan to include developing (1) a plan for the rehabilitation of the Woman's Pavilion; (2) a parking plan for the park; and (3) investigating and developing options for the rehabilitation and use of Historic Homes within the Alamo Street Area of the plan.
- Facilitate continued communication with stakeholders, tenants, and other related entities regarding the Master Plan.
- Provide consulting services and strategic planning to other departments to include the implementation of the Work Order and Materials Management System (WOMMS) developed by the department for the Facility Services Division.
- Work with the City Architect's Office to implement the Historic Civic Center Facility Development Plan through the completion of capital improvement projects in downtown facilities.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide City-wide in-house consulting services for the negotiation and review of City leases	No. of Leases/Contracts Negotiated/Reviewed	36	60	54	55
	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]	97%	93%	93%	94%
Financial	**Provide Accountability to the Public**					
	Maximize revenue from property disposition/special projects and lease/contract agreements	Revenue Collected from Property Disposition/Special Projects	$652,336	$727,750	$1,569,800	$764,138
		Revenue Collected from Leases/Contracts Monitored	$487,395	$560,709	$502,609	$503,985
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	97%	97%	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	10	10	10	10

EXPLANATORY INFORMATION

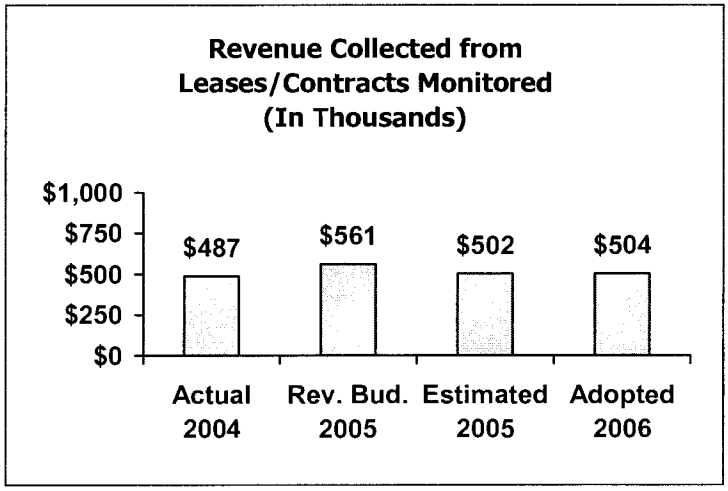
[1] A customer service survey to measure professionalism, competence, communication, timeliness/ responsiveness and overall customer service is mailed with the final project documents for every completed special project.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from Asset Management's FY 2006 Balanced Scorecard.

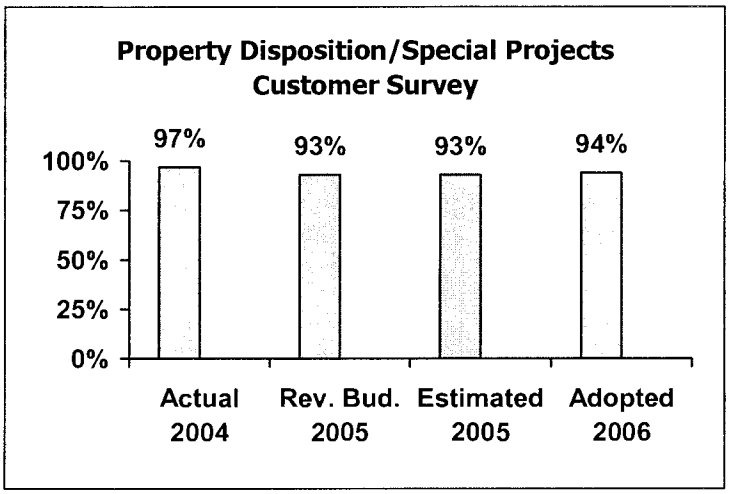
Lease/Contract Monitoring

The Department of Asset Management collects revenues from leases and contracts that are monitored by the department to include building and ground leases, ATM, and vending machine contracts. In FY 2006, a new Municipal Marketing contract will generate additional revenue for the City of San Antonio in the future.



Property Disposition Division

The Property Disposition Division surveys the petitioners for each completed special project that is processed. These projects include license agreements, street closures, and surplus property. The surveys ascertain internal and external customer satisfaction.



PROGRAM CHANGES

- **IMPROVEMENTS** **$116,205**

MUNICIPAL MARKETING PARTNERSHIP PROGRAM

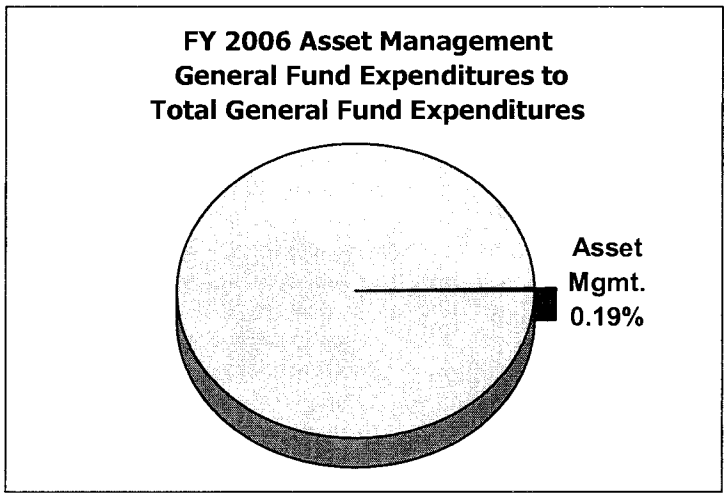
This ***improvement*** totaling $116,205 will create a full-time Marketing Manager position to implement, manage, and coordinate the Municipal Marketing Partnership Program. This position will be funded for five months in FY 2006. The improvement also provides a recurring $80,000 for professional services to be determined by a future Municipal Marketing contract. The full year cost of this improvement totals $154,115 in FY 2007. The increased marketing revenue is projected to cover the costs of administering the program. Future expansion of the program will be determined through a review of program revenues and expenses.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	ESTIMATED FY 2004-2005	ADOPTED FY 2005-2006
PERSONAL SERVICES	$1,300,321	$839,013	$839,373	$890,812
CONTRACTUAL SERVICES	185,207	15,497	16,950	96,697
COMMODITIES	18,258	3,629	7,226	4,929
SELF INSURANCE/OTHER	92,649	244,792	238,494	391,633
CAPITAL OUTLAY	12,688	0	875	4,000
TOTAL EXPENDITURES	**$1,609,123**	**$1,102,931**	**$1,102,918**	**$1,388,071**
AUTHORIZED POSITIONS	**22**	**12**	**12**	**13**
FULL-TIME EQUIVALENTS	**22.00**	**12.00**	**12.00**	**13.00**

FY 2006 Asset Management General Fund Expenditures

The chart illustrates the Department of Asset Management's General Fund FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.



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 & 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.

- Achieve a 6% increase in the number of revenue-generating functions in the International Conference Center over the FY 2004-2005 Budget amount.
- Continue to provide International Center tenants with outstanding customer service and maintain a Conference Center Customer Survey Approval Rating of 97%.
- Increase revenue collected to achieve 31% of revenue above operating costs (total revenue, less operating expenses, divided by the total revenue).
- Collect 80% of revenue generated from functions in the International Conference Center by the 45th day following the function.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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	119	127	135	135
		Conference Center Customer Survey Approval Rating [1]	98%	96%	97%	97%
Financial	**Provide Accountability to the Public**					
	Maximize the revenue generated by the International Center including the conference center	% of Revenue above Operating Costs [2]	28%	30%	30%	31%
		Revenue Collected	$1,054,750	$1,068,386	$1,130,000	$1,140,000
		Avg. Amount of Revenue per Revenue Generating Event Held in the Conference Room	$817	$865	$975	$950
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 45th Day Following the Catering Event	67%	82%	76%	80%
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	8	4	4

EXPLANATORY INFORMATION

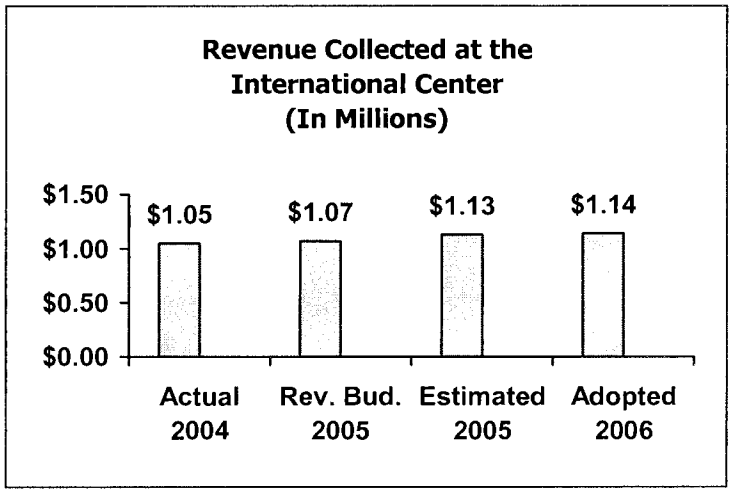
[1] A customer satisfaction survey is provided to every user of the International Conference Center.
[2] Calculation reflects the total revenue, less operating expenses, divided by the total revenue.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the International Center Fund's FY 2006 Balanced Scorecard.

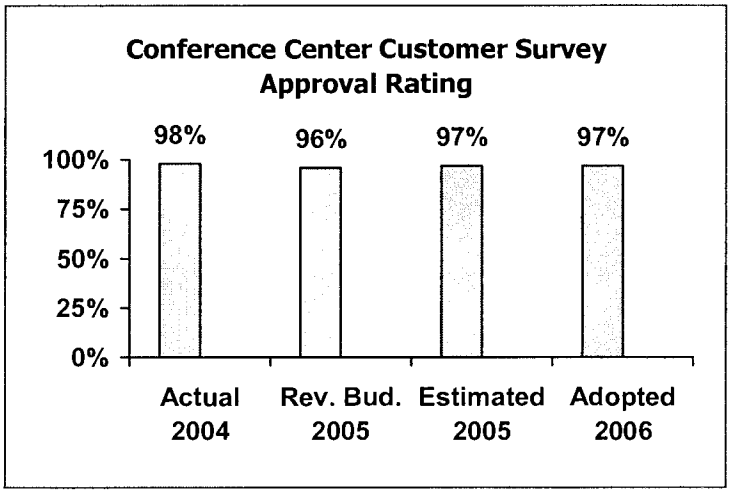
International Center Revenue

The International Center collects revenue from lease agreements with building tenants, as well as from the use of the conference center for special events such as conferences, banquets, and wedding receptions.



Conference Center Customer Survey

The International Center surveys the users of the conference center after each function to measure customer satisfaction with the facility. Survey results enable staff to understand ways to improve the conference center.



PROGRAM CHANGES

- **IMPROVEMENTS** **$11,375**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $11,375 will provide a market adjustment for eligible employees included in the International Center Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

INTERNATIONAL CENTER FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	ESTIMATED FY 2004-2005	ADOPTED FY 2005-2006
PERSONAL SERVICES	$332,479	$347,444	$310,235	$388,611
CONTRACTUAL SERVICES	357,688	147,054	200,830	188,054
COMMODITIES	43,161	27,719	31,067	27,719
SELF INSURANCE/OTHER	24,282	246,824	214,662	284,523
CAPITAL OUTLAY	146	0	0	0
TRANSFERS	36,484	687,166	782,507	268,208
TOTAL EXPENDITURES	**$794,240**	**$1,456,207**	**$1,539,301**	**$1,157,115**
AUTHORIZED POSITIONS	**9**	**9**	**9**	**9**
FULL-TIME EQUIVALENTS	**9.00**	**9.00**	**9.00**	**9.00**

PROGRAM INFORMATION

The Facility Services Division provides skilled trade (plumbing, electrical, carpentry, painting, heating, ventilation, and air conditioning) 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.

- Maintain an average total operating cost per square foot below the Building Owners and Managers Association (BOMA) annual average.
- Provide the highest level of customer service to our internal customers and maintain a customer survey approval rating of 90%.
- Facilitate the completion of at least $300K in capital project improvements in an effort to lengthen the service life, prevent deterioration and reduce the operating costs over the functional service life of each facility.
- Provide quality trade labor services at a competitive hourly rate.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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[1]	89%	90%	88%	90%
Financial	**Public Trust and Awareness of Citizens**					
	Maintain total operating expenses below BOMA reported cost/square foot	Avg. Total Operating Cost per Square Foot, Per Year[2]	N/A	N/A	N/A	$6.28
Internal Processes	**Innovative and Proactive Government**					
	Provide quality trade labor services at a competitive hourly rate	Avg. Hourly Rate for Trade Labor	$33.33	N/A	$26.66	$26.66
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	65	50	57	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.

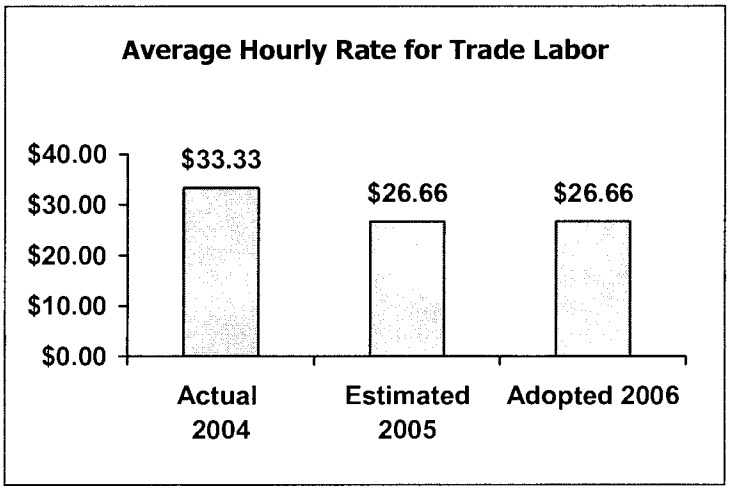
[2] Building Owner and Managers Association (BOMA) reported the 2003 national average for total operating expenses per square foot per year to be $7.47 in government facilities (excludes capital improvement contribution, indirect cost allocation and other transfers).

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Facility Services Fund's FY 2006 Balanced Scorecard.

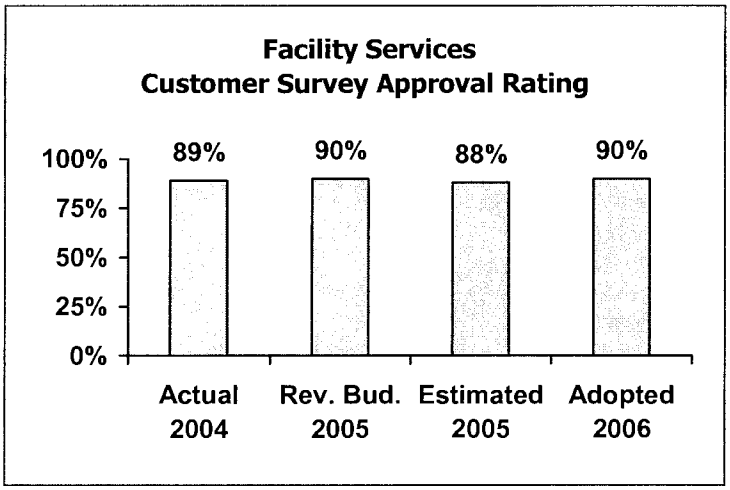
Trade Labor Rate

In order to remain competitive with the private sector, Facility Services continues to provide quality trade labor services at a competitive hourly rate. Some of these services include HVAC, plumbing, and electrical services.



Facility Services Customer Surveys

Facility Services provides customers with a satisfaction survey after every fifth work order in order to gauge customer satisfaction. The services for which these surveys are provided include HVAC, construction, plumbing, and electrical services.



PROGRAM CHANGES

- **IMPROVEMENTS** **$136,478**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $136,478 will provide a market adjustment for eligible employees included in the Facility Services Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

PROGRAM CHANGES CONTINUED

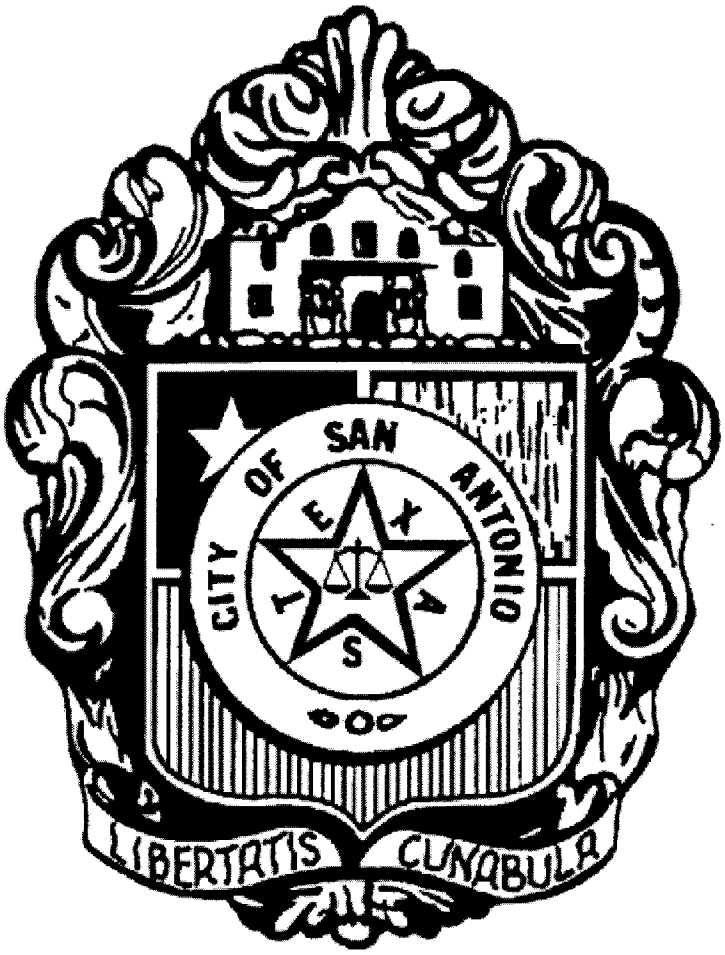
- **MANDATES** **$101,886**

FIRE TRAINING ACADEMY CUSTODIAL STAFF

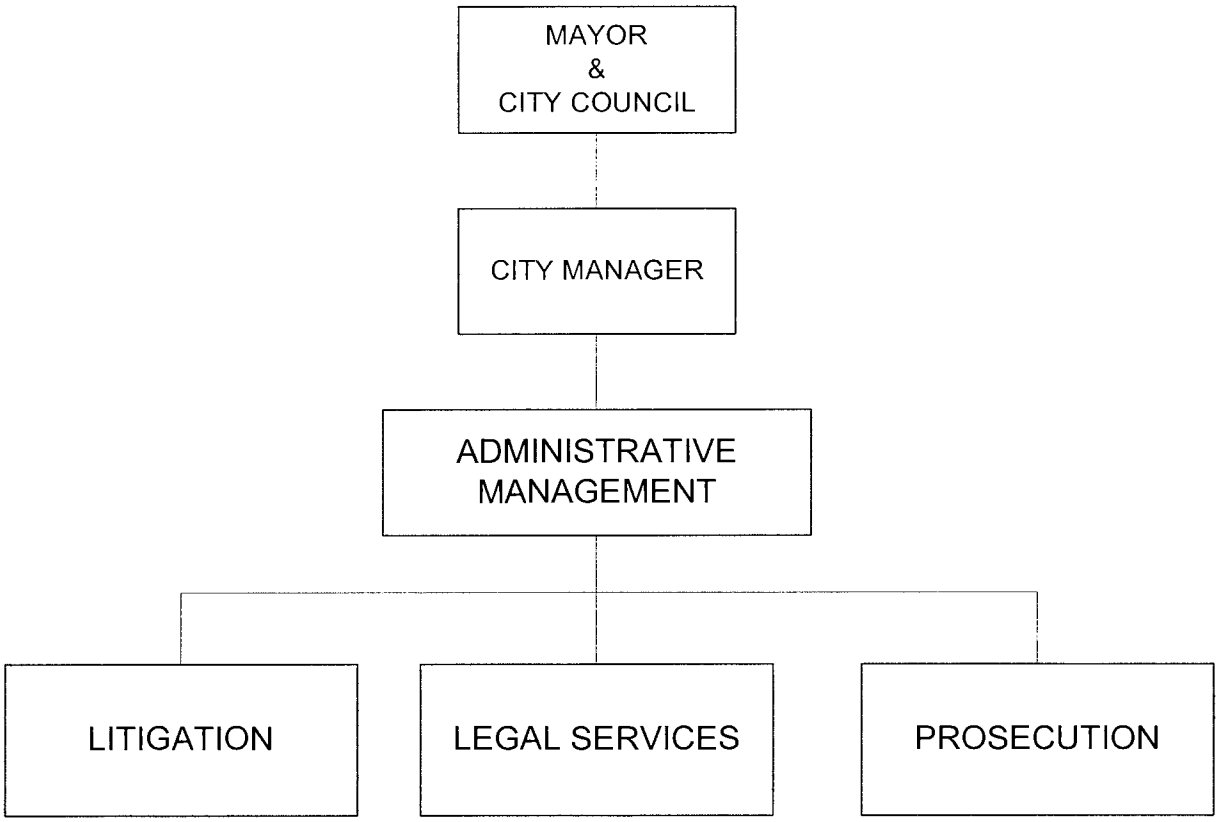
This ***mandate*** totaling $101,886 will provide custodial staff for the new Fire Training Academy that will be completed in November 2005. A total of three full-time positions will be added, including two Building Custodians and one Custodial Services Crew Leader. The total cost of $101,886 will be a recurring cost.

FACILITIES SERVICES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	ESTIMATED FY 2004-2005	ADOPTED FY 2005-2006
PERSONAL SERVICES	$4,863,122	$4,083,329	$4,071,179	$4,414,779
CONTRACTUAL SERVICES	3,263,598	1,331,830	1,560,642	1,332,333
COMMODITIES	320,550	261,448	449,973	266,308
SELF INSURANCE/OTHER	63,646	2,389,897	2,181,832	2,522,899
CAPITAL OUTLAY	4,981	0	15,662	7,350
TRANSFERS	790,884	538,888	543,077	482,036
TOTAL EXPENDITURES	**$9,306,781**	**$8,605,392**	**$8,822,365**	**$9,025,705**
AUTHORIZED POSITIONS	**123**	**110**	**110**	**113**
FULL-TIME EQUIVALENTS	**123.00**	**110.00**	**110.00**	**113.00**


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

CITY ATTORNEY



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	71.00	$5,830,611
Self-Insurance Liability Fund	12.00	*
Self-Insurance Workers' Compensation Fund	7.00	*
Community Development Block Grant	5.00	329,527
Total Funding	**95.00**	**$6,160,138**

* 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 City 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 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 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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	850	925	918	925
		No. of Red Flag Cases Filed	150	250	127	200
		No. of Responses to Open Records Requests Prepared	823	815	840	850
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	80%	82%	79%	82%
		% of Lawsuits Tried with Favorable Disposition [1]	90%	90%	97%	90%
		% of Red Flag Cases with Favorable Disposition [2]	90%	93%	90%	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%	90%	95%
	Innovative & Proactive City Government					
	Continue to seek outside legal expertise on complex or unique matters	Ratio of New Cases (Outside Counsel/Total)	17/170	16/160	18/118	20/200
		% of New Cases using Outside Counsel	10%	10%	15%	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	262	285	258	265

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.

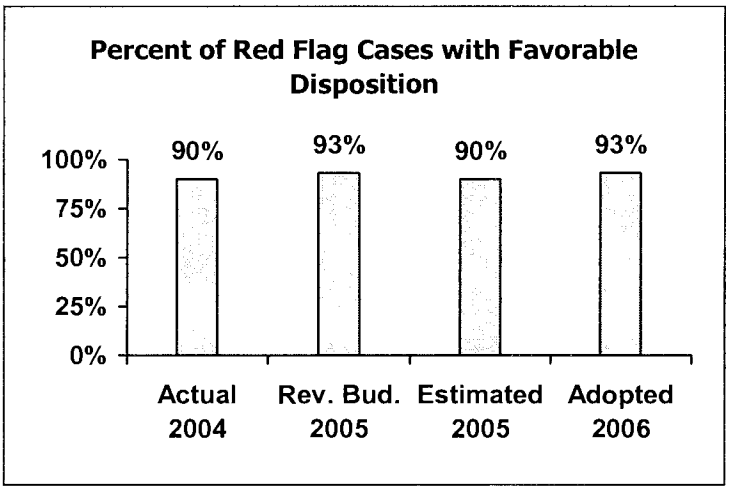
[2] High-priority cases that usually involve code violations. Red flag cases are cases where the City is seeking civil enforcement by way of injunctive relief of violations of its codes that affect public health safety or welfare. They are primarily cases where criminal enforcement has proved ineffective. 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.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the City Attorney's FY 2006 Balanced Scorecard.

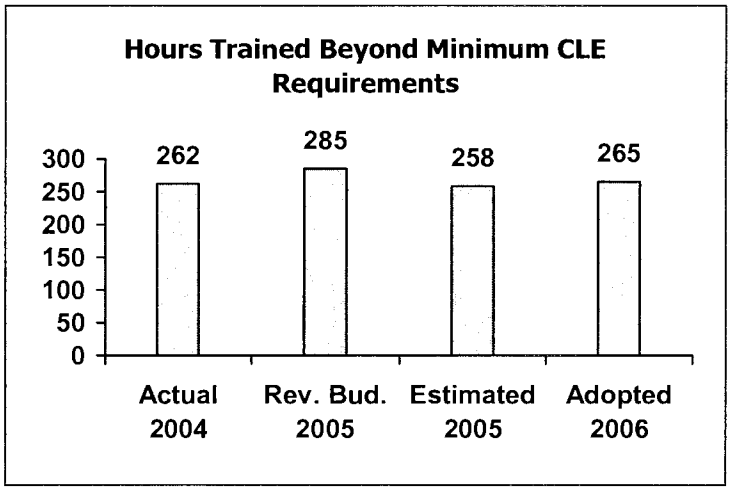
Red Flag Cases with Favorable Disposition

Red Flag Cases are high priority cases, the majority of which involve code violations. In a Favorable Disposition, Motion for Summary Judgment is granted to the City, Motion to Dismiss is granted for the City, or a verdict is rendered for the City.



CLE Requirements

Every active member of the State Bar must complete a minimum of 15 hours of accredited continuing legal education (CLE) during each Mandatory Continuing Legal Education (MCLE) compliance year.



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$46,032**

ELIMINATE ONE SR. ADMINISTRATIVE ASSISTANT

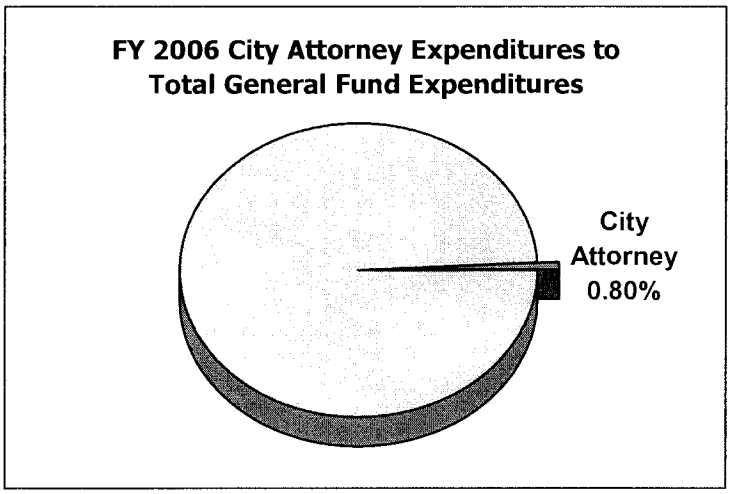
This ***reduction*** will eliminate one vacant Sr. Administrative Assistant in the City Attorney's Office of Administration. This elimination will result in total savings to the General Fund of $46,032 in FY 2006. The Department will manage its resources to minimize the impact this reduction will have on its current level of service.

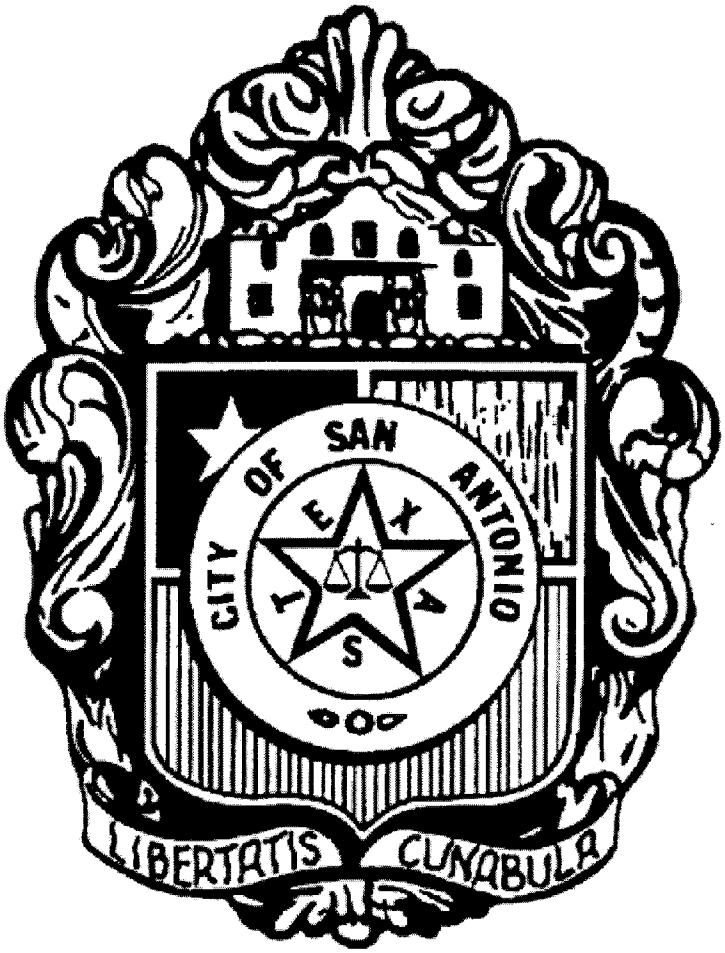
GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$4,160,980	$4,817,340	$4,592,917	$5,120,388
CONTRACTUAL SERVICES	386,656	232,092	219,228	227,592
COMMODITIES	46,089	61,249	84,920	61,249
SELF INSURANCE/OTHER	29,403	406,911	374,544	421,382
CAPITAL OUTLAY	1,150	0	2,460	0
TOTAL EXPENDITURES	**$4,624,278**	**$5,517,592**	**$5,274,069**	**$5,830,611**
AUTHORIZED POSITIONS	**71**	**72**	**72**	**71**
FULL-TIME EQUIVALENTS	**71.00**	**72.00**	**72.00**	**71.00**

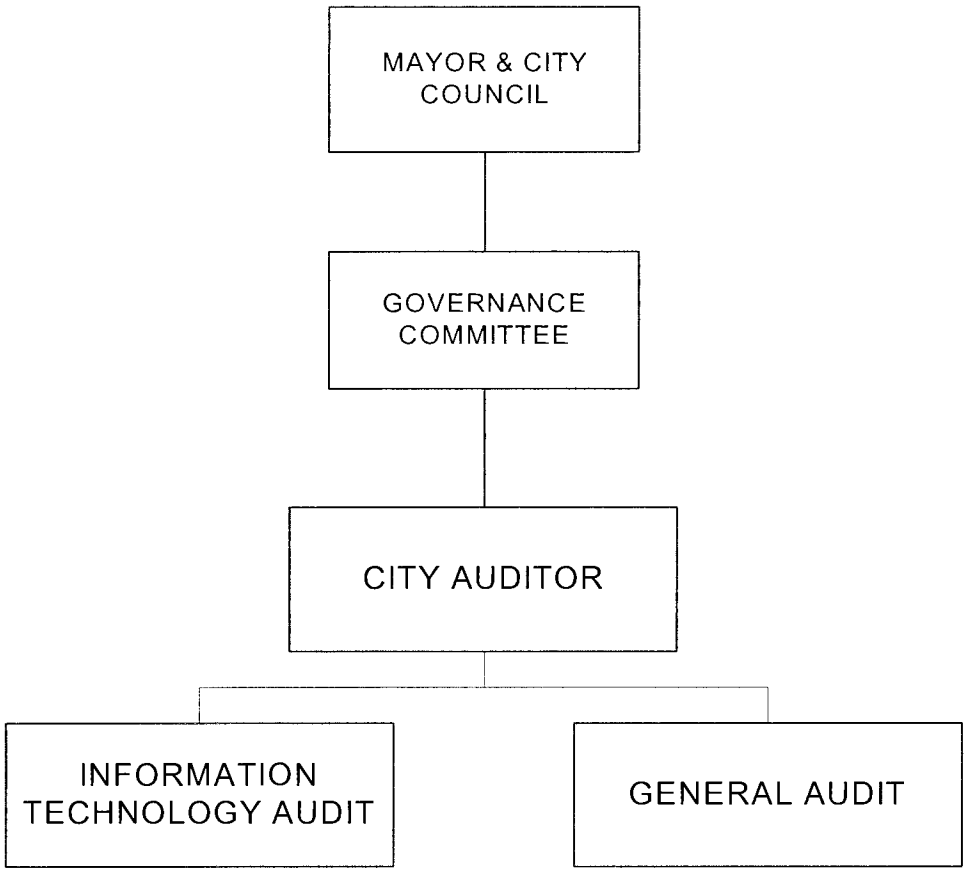
FY 2006 City Attorney Expenditures

The chart illustrates the City Attorney Office's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.




CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

CITY AUDITOR



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	30.00	$3,156,814
Total Funding	**30.00**	**$3,156,814**

MISSION STATEMENT

The mission of the independent Office of the City Auditor is to strengthen the City of San Antonio's accountability to its citizens and to improve the operations of City government by examining and evaluating City activities. The Office of the City Auditor, through its performance of independent audits, reviews, and examinations, helps ensure that program goals and objectives are being met; that applicable laws are complied with; and that City government is efficient and effective.

PROGRAM INFORMATION

The independent Office of the City Auditor supports the City Council, the City Manager and Staff by:

- Performing internal audits of City operations, services and contracts to ensure resources are being used efficiently and effectively, and in compliance with applicable laws and regulations.
- Providing consulting and advisory services to the Mayor and City Council as requested.
- Assisting and/or coordinating with the external auditors on the City's annual financial and single audits.
- Participating in peer review services, as required by the Government Accountability Office (GAO) auditing standards, with the National Local Government Auditors organization.

GOALS & OBJECTIVES

The City Auditor Department's goal is to provide an independent, objective assurance and consulting activity designed to add value and to improve the City's operations. The Department will help the City accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control, and governance processes.

To accomplish the Department's mission, programs, and goals, the following objectives will be continued and/or established for this fiscal year:

- Follow generally accepted government auditing standards (GAGAS, also known as the GAO Yellow Book) issued by the Government Accountability Office for audit and non-audit projects.
- Meet GAGAS for continuing professional education.
- Present audit recommendations that add value through measurable outcomes, such as revenue recoveries, avoidance and/or cost savings, and reductions in fraud, theft or abuse of City assets.
- Present audit recommendations that are useful and achievable, such as business process best practices, work simplification, safeguarding of City assets, or identification of duplicate/overlapping job functions.
- Present audit recommendations that focus on management and internal control issues not covered by the external auditors for the City, or other federal or state regulators.
- Complete an appropriate number of audits in a professional, cost effective, and timely manner.
- Reduce external audit costs by providing an appropriate level of assistance that compliments the Department's annual audit plan.
- Follow up on any comments or recommendations that may result from the August 2005 peer review.

PROGRAM CHANGES

- **IMPROVEMENTS** **$370,936**

The following is a list of adopted improvements that will be funded by the General Fund in order to provide enhanced services for the City Auditor Department in FY 2006. Funding for these improvements will come, in large part, from estimated savings within the City Auditor's FY 2005 Budget. This funding will be used for the purpose of enhancing employee compensation and training and to augment the Department's information technology hardware and software capabilities to include the use of professional services. This funding will also cover the cost of baseline budget increases in FY 2006 such as the increased costs of healthcare, information and technology services, and employee benefits. These improvement costs are outlined below:

- Employee Compensation and Training $301,500
- Technology Enhancements and Audit Systems $39,600
- Current Service Budget Adjustment $29,836

BALANCED SCORECARD

Annual Audit Spending and Staffing

Benchmarks	Average Annual Spending	Internal Audit Staff Size	Average Annual Spending Per Auditor
Institute of Internal Auditors 2004 GAIN Benchmark Survey Government Group (Federal, State & Local)	$ 1,255,000	12.0	$ 104,583
National Association of Local Government Auditors Fall 2004 Survey	$ 2,638,328	24.2	$ 109,022
COSA Internal Audit Department Target for FY 2006	$ 3,156,813	30.0	$ 105,227

Internal Audit Department Budget Percentage

Institute of Internal Auditors 2004 GAIN Benchmark Survey	Cost Per Auditor	Percent Gross Salary [1]	Percent Travel	Percent Training	Percent Other [2]
- Government (53 Federal, State & Local Departments)	$ 103,000	80%	4%	2%	14%
- Related Department Staff Size (76 Departments)	$ 116,000	72%	8%	2%	18%
- GAIN Universe (607 Departments)	$ 111,000	74%	9%	2%	15%
COSA Internal Audit Department Target for FY 2006	$ 105,000	64%	1%	2%	33%

EXPLANATORY INFORMATION

[1] Includes gross salary plus bonuses.

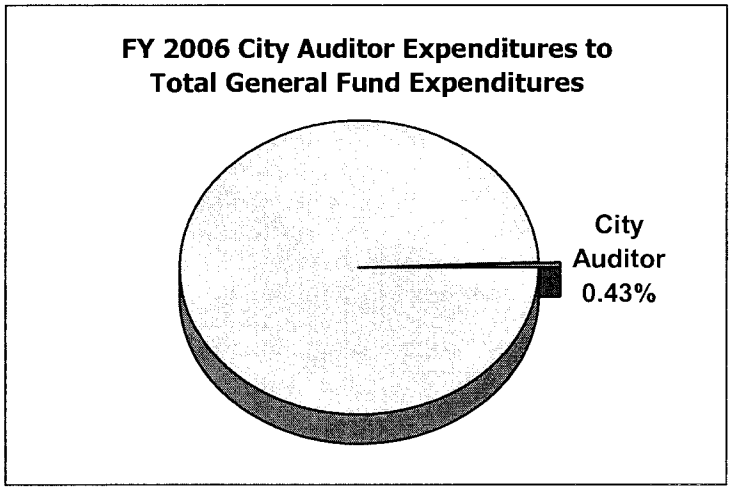
[2] Includes other benefits such as paid parking, cell phone allowance, retirement & health benefits.

GENERAL FUND EXPENDITURES BY CLASSIFICATION

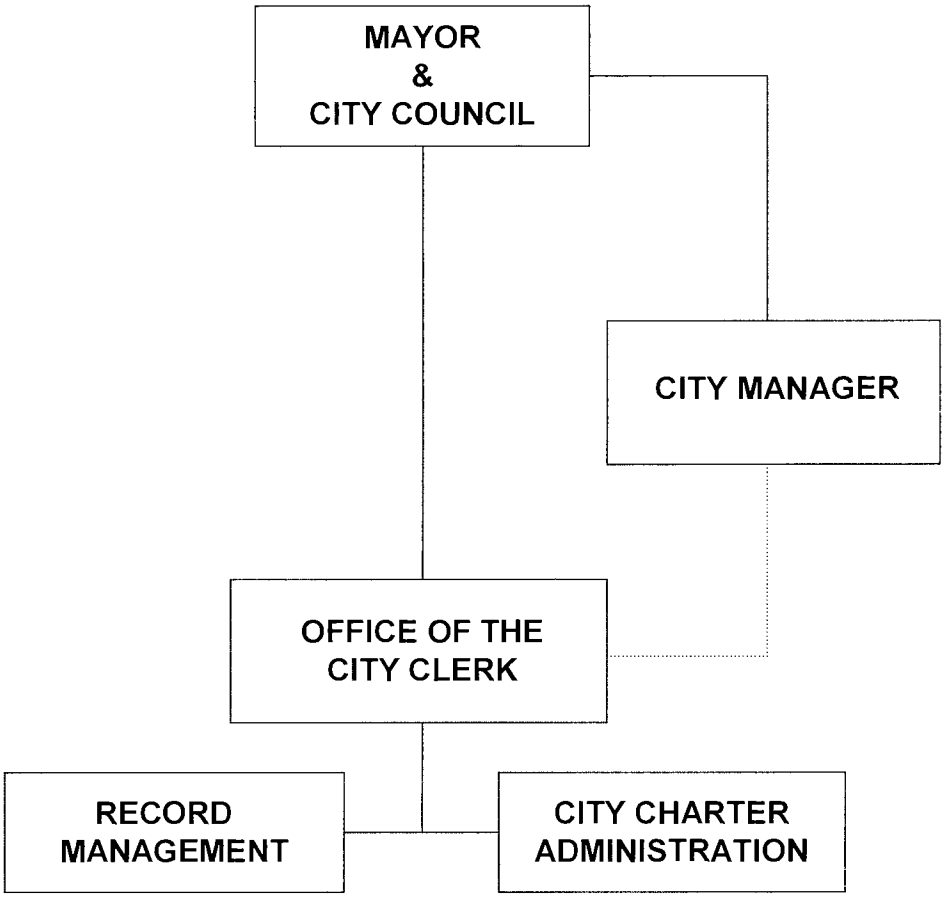
	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$711,431	$2,398,724	$2,018,965	$2,699,451
CONTRACTUAL SERVICES	472,048	198,863	246,193	275,951
COMMODITIES	31,947	61,303	42,169	47,965
SELF INSURANCE/OTHER	3,922	88,037	78,743	124,047
CAPITAL OUTLAY	73,905	38,950	38,950	9,400
TOTAL EXPENDITURES	**$1,293,253**	**$2,785,877**	**$2,425,020**	**$3,156,814**
AUTHORIZED POSITIONS	**27**	**30**	**30**	**30**
FULL-TIME EQUIVALENTS	**27.00**	**30.00**	**30.00**	**30.00**

FY 2006 City Auditor Department Expenditures

The chart illustrates the City Auditor Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.



CITY CLERK



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	22.00	$1,671,248
Total Funding	**22.00**	**$1,671,248**

MISSION STATEMENT

The mission of the Office of the City Clerk is to provide to the public, all City departments and entities an accessible records information resource on municipal government and its official actions, both current and archival, and to efficiently administer elections for 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. The Records Management Division 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 through continuous training to provide a better and efficient means to facilitate the bid/RFP process, claims 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, and municipal campaign finance reporting compliance.
  - 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 Citywide business contract management program.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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	93	100	107	115
		No. of Customer Service Telephone Call Contacts Assisted for City Clerk – Daily	197	205	271	280
		No. of Customer Service E-mails Assisted for City Clerk – Daily	209	230	292	300
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]	$0	$7,000	$2,000	$5,000
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]	14,198	28,000	6,243	28,000
		% of City Council Minutes Completed within 30 Days[3]	25%	90%	80%	100%
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	0	2,000	600	2,000

EXPLANATORY INFORMATION

1 During FY 05, Municipal Records staff has been focused on the contract scanning training and destruction of records, thus reducing the number of records being brought in from other facilities.

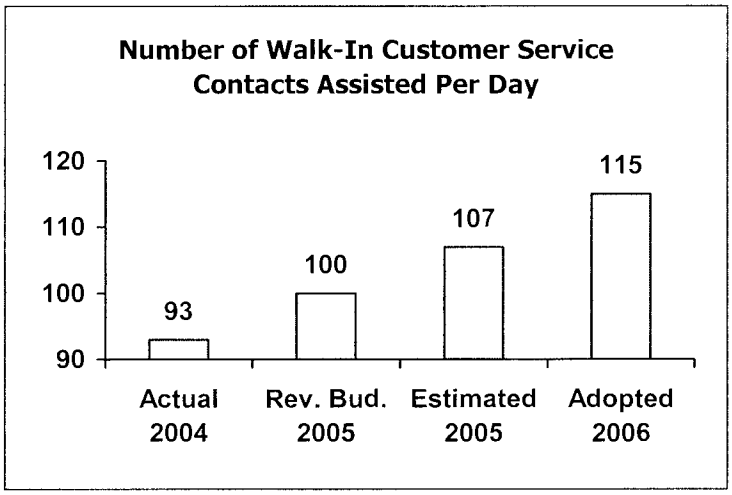
2 Municipal Records staff has been focusing more on destruction of records in addition to training for the contract scanning process, thus reducing the number of records microfilmed per week in Estimated FY 05.

3 During FY 05 Municipal Records staff has been working jointly with Contract Services Department to streamline the procedures for submission of contracts for scanning. Training of departmental staff and Municipal Records has taken some time to finalize the process thereby reducing the number of contracts scanned.

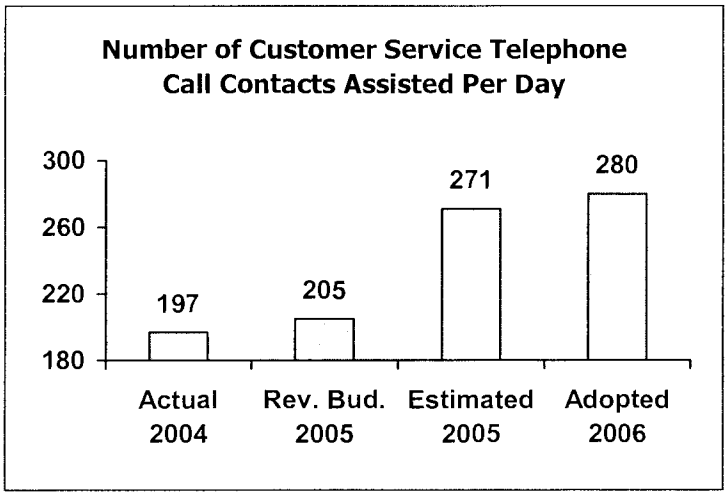
PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Office of the City Clerk's FY 2005 Balanced Scorecard.

This graph shows the number of walk-in customers that are serviced by the City Clerk's Office on a daily basis. The number of walk-in contacts is projected to increase by 7% from Estimated FY 2005 to Adopted FY 2006.



This graph shows the number of customers who are serviced by telephone on a daily basis. The number of telephone call contacts increased by 37.6% from Actual FY 2004 to Estimated FY 2005 and is projected to increase by 3.3% from Estimated FY 2005 to Adopted FY 2006



PROGRAM CHANGES

- **IMPROVEMENTS** **$ 84,486**

ADDITION OF ADMINISTRATIVE ASSISTANT I

There are currently 70 standing City Boards, Commissions and Committees with a total of 700 members. In accordance with the new rules for Boards and Commissions, the City Council's new initiatives will generate more review of the application process for Board candidates. This ***improvement*** will set aside $26,356 in FY 2006 to fund a new full-time position in the City Clerk's Office for nine months. The new Administrative Assistant will assist the Boards and Commissions Coordinator with all aspects of the Board appointment process. This will include the coordination of Board informational packets for City Council, the preparation of notification letters of appointment and certificates of appointment and Board Swearing-In ceremonies among other duties. The full-year cost for this improvement in FY 2007 will total $35,141.

PROGRAM CHANGES CONTINUED

SCANNER PROGRAMMING

This ***improvement*** will set aside $8,130 in FY 2006 to program a scanner to enable the microfilming and scanning of all ordinances, resolutions and contracts for historic preservation purposes. This will allow staff to view such documents on their desktops while also preserving records through the microfilming process in accordance with state laws. Presently, these documents are solely being microfilmed; the new scanners will provide a dual process (microfilm/scan) while handling the document only once, thus enabling the Municipal Records staff to tend to other duties.

LOBBYIST DATABASE PROGRAMMING

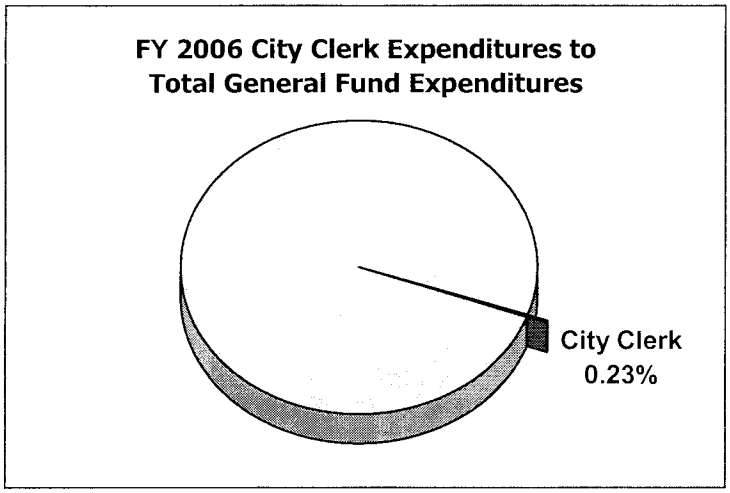
This ***one-time improvement*** will set aside funds in the amount of $50,000 to fund programming of the database for Lobbyist registration and quarterly reports. This program will enable lobbyists to register online and file their quarterly activity reports in the same method as the financial campaign reporting for candidates and officeholders.

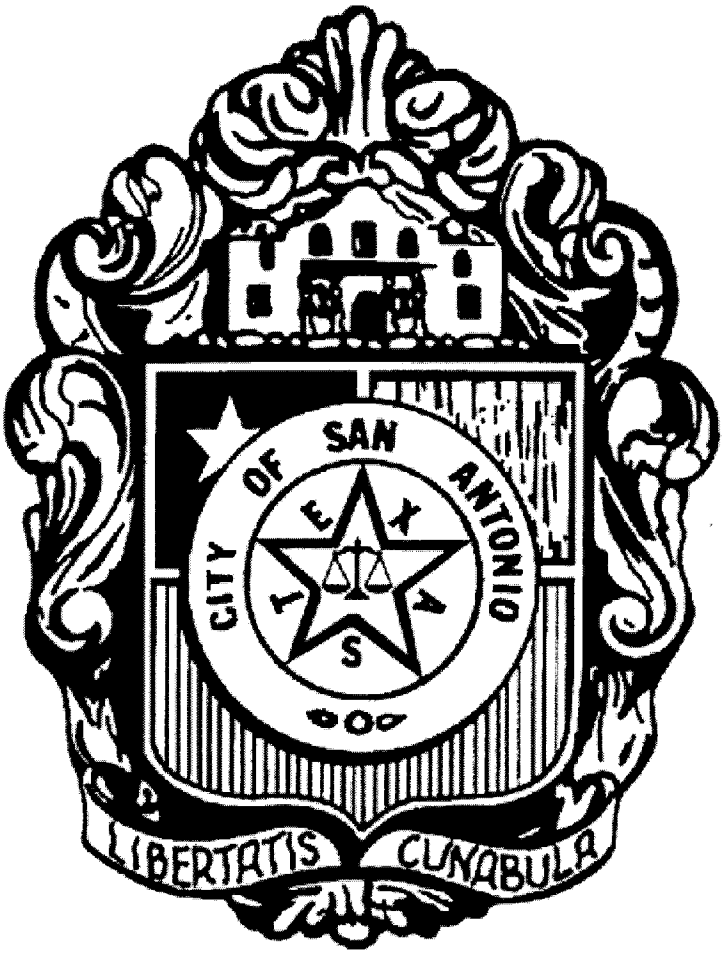
GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$770,068	$978,646	$978,646	$1,112,119
CONTRACTUAL SERVICES	311,977	70,797	70,797	78,190
COMMODITIES	15,644	15,377	15,377	11,642
SELF INSURANCE / OTHER	14,824	366,542	366,542	469,297
CAPITAL OUTLAY	1,436	71	71	0
TOTAL EXPENDITURES	**$1,113,949**	**$1,431,433**	**$1,431,433**	**$1,671,248**
AUTHORIZED POSITIONS	**19**	**20**	**20**	**22**
FULL-TIME EQUIVALENTS	**19.00**	**20.00**	**20.00**	**22.00**

FY 2006 City Clerk Department Expenditures

The chart illustrates the City Clerk's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.

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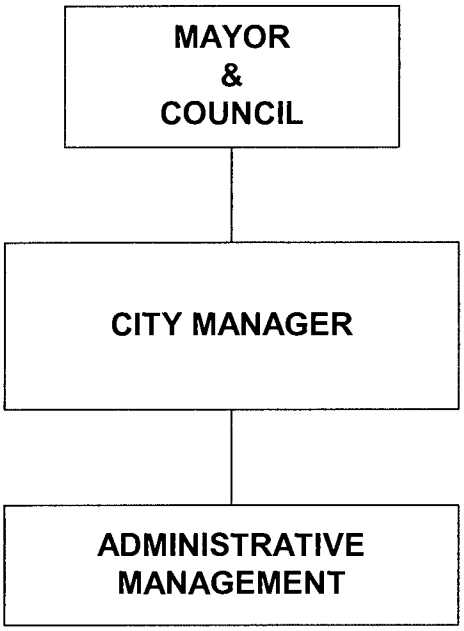
CITY MANAGER



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	14.00	$1,984,502
Total Funding	**14.00**	**$1,984,502**

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 enhances the quality of employee performance in their effective delivery of services.

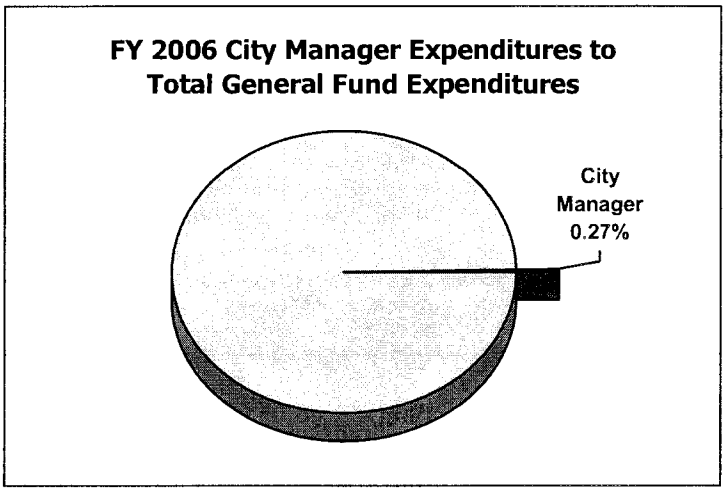
GENERAL FUND EXPENDITURES BY CLASSIFICATION

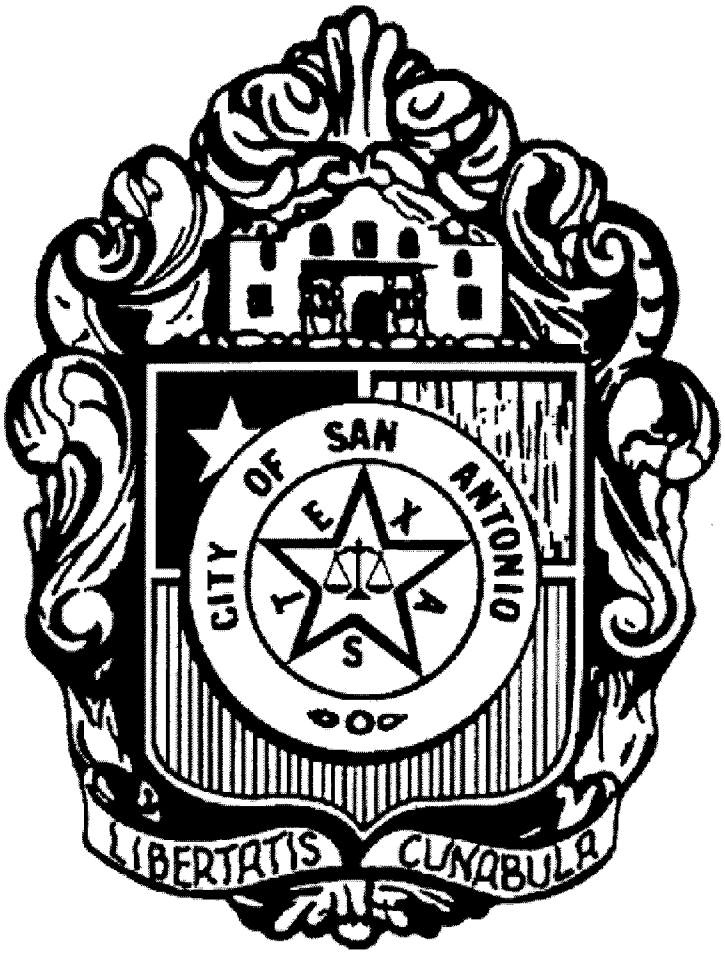
	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$1,593,985	$1,638,866	$1,496,640	$1,768,357
CONTRACTUAL SERVICES	179,019	34,271	85,285	43,711
COMMODITIES	5,887	11,487	13,642	11,937
SELF INSURANCE/OTHER	14,158	174,990	147,450	160,497
CAPITAL OUTLAY	0	670	670	0
TOTAL EXPENDITURES	**$1,793,049**	**$1,860,284**	**$1,743,687**	**$1,984,502**
AUTHORIZED POSITIONS	**14**	**14**	**14**	**14**
FULL-TIME EQUIVALENTS	**14.00**	**14.00**	**14.00**	**14.00**

EXPENDITURES CONTINUED

FY 2006 City Manager Expenditures

The chart illustrates the City Manager's Office FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.

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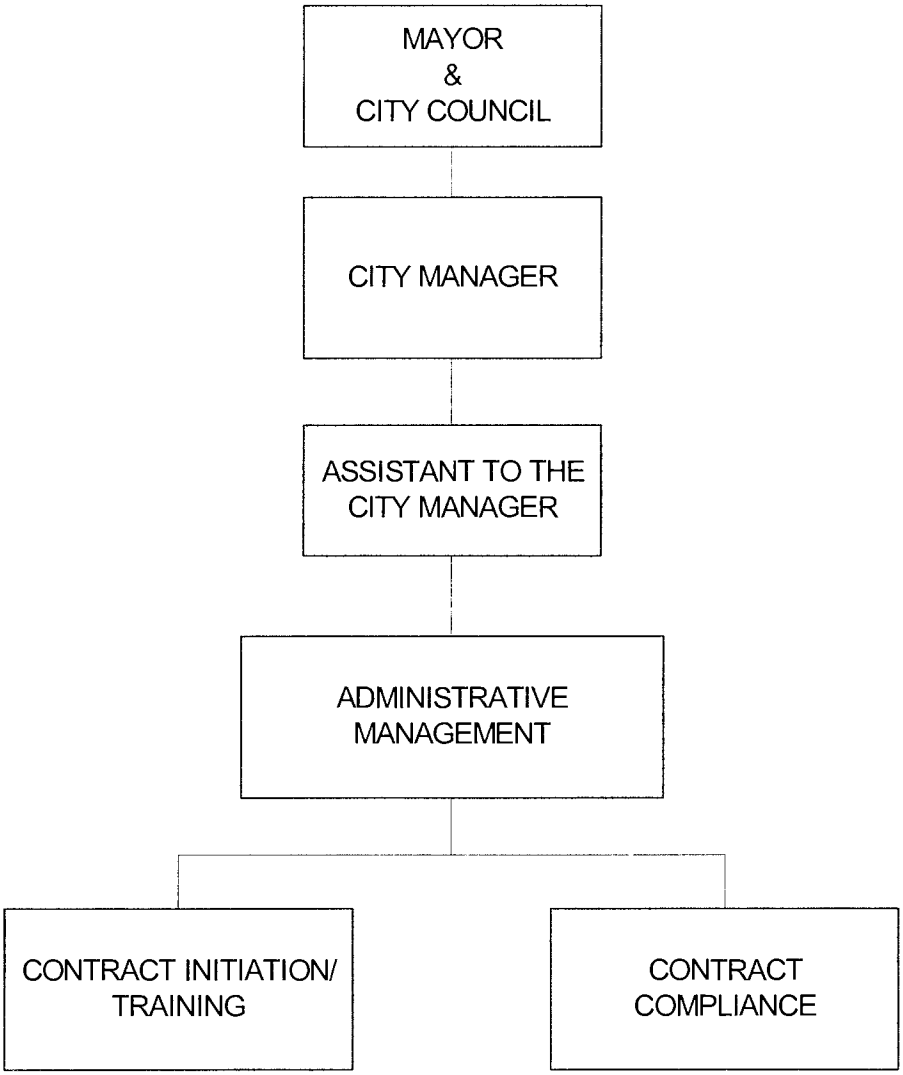
CONTRACT SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	16.00	$1,293,712
Total Funding	**16.00**	**$1,293,712**

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.
- To review and revise as necessary, citywide standards for contract management to provide effectiveness and efficiency of department contract initiatives, for contract monitoring and compliance, including the maintenance of the Contracting Policy & Process Manual.
- To provide citywide in-house consulting services for the planning, initiation, review and monitoring of contracts and contract processes.
- To provide comprehensive departmental contract administration assessments.
- To provide contract compliance reviews of high-risk contracts and monitor target contract elements such as insurance coverage, SBEDA utilization, bonding & security deposits, etc.
- To develop and provide technological solutions to increase the effectiveness and efficiency of monitoring City contracts.
- To develop and provide a "best practices" approach to contract initiations, administration, quality assurance, and performance monitoring through staff training programs.
- To promote a "Customer First" atmosphere within staff training programs by utilizing surveys that enhance and measure customer service.
- To provide direct departmental support for post-award activities by developing contract monitoring plans and improving communication between contractors and the City.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Provide City-wide in-house consulting services for the implementation, planning, review and monitoring of contracts and contract processes.	No. of Compliance Reviews Conducted	N/A	10	21	26
		No. of Contract Component Reviews Conducted	N/A	30	37	90
		No. of Contract Initiation Support Activities provided	N/A	57	67	85
	Promote a "Customer First" atmosphere through staff training opportunities and utilize surveys that enhance and measure customer service.	Contract Training Customer Survey Approval Rating	89%	91%	88%	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.	No. of Comprehensive Departmental Contract Administration Assessments	N/A	N/A	3	5
		No. of Discretionary, High Risk Contract Initiatives Coordinated with Contract Services	29	35	31	24
		No. of Discretionary, Non-High Risk, Contract Initiatives Coordinated with Contract Services	94	37	42	55
	Provide technological solutions to increase the effectiveness and efficiency of monitoring City contracts.	No. of Technological Solutions Implemented	N/A	N/A	N/A	5
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.	Staff Attending Contract Related Training Facilitated by Contract Services	642	610	760	760

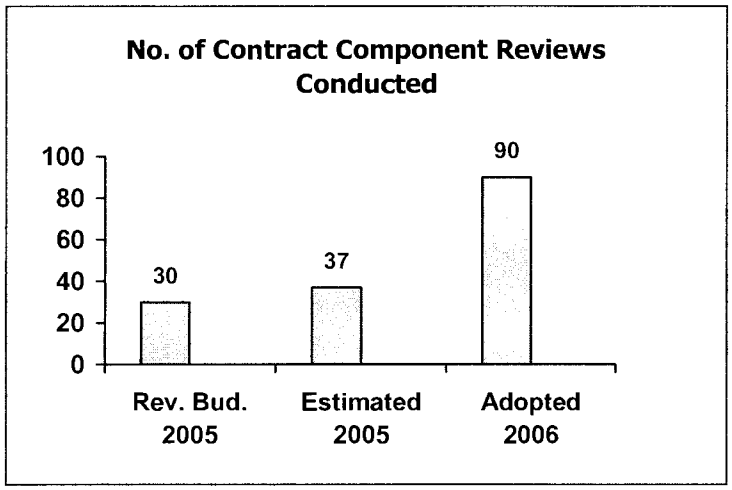
PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Contract Services Department's FY 2006 Balanced Scorecard.

Contract Component Reviews

Department staff review a component of a contract that is not directly related to service delivery, or end product, but is necessary to ensure contract compliance. Examples of a contract component are ensuring insurance certificates remain active, surety companies and bonds are still valid, a contractor's stated commitment to the Small Business Advocacy Program are fulfilled.

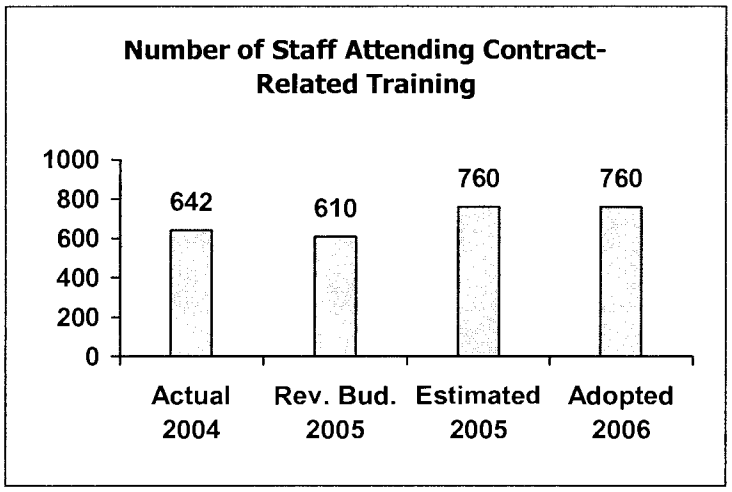
The 23% increase from the Budgeted FY 2005 to the Estimated FY 2005 is due to increased staff efficiency.



Contract-Related Training

The Department offers contract training to other City staff to update their contract knowledge and skills.

The 25% increase from the Budgeted FY 2005 to the Estimated FY 2005 is due to higher demand for classes.



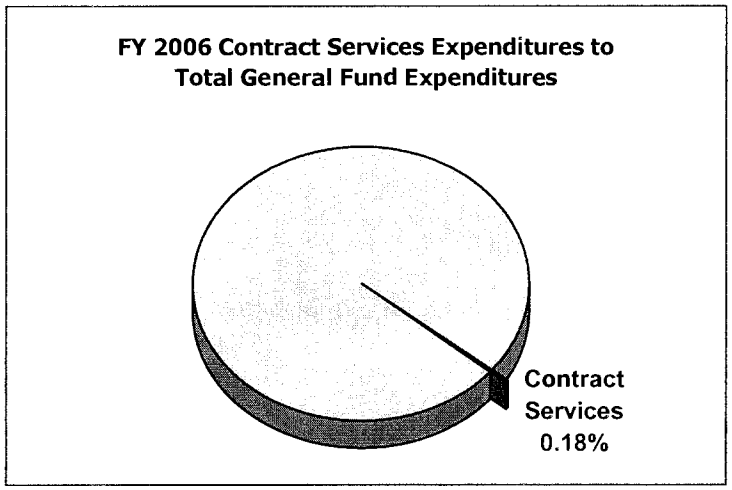
GENERAL FUND EXPENDITURES BY CLASSIFICATION

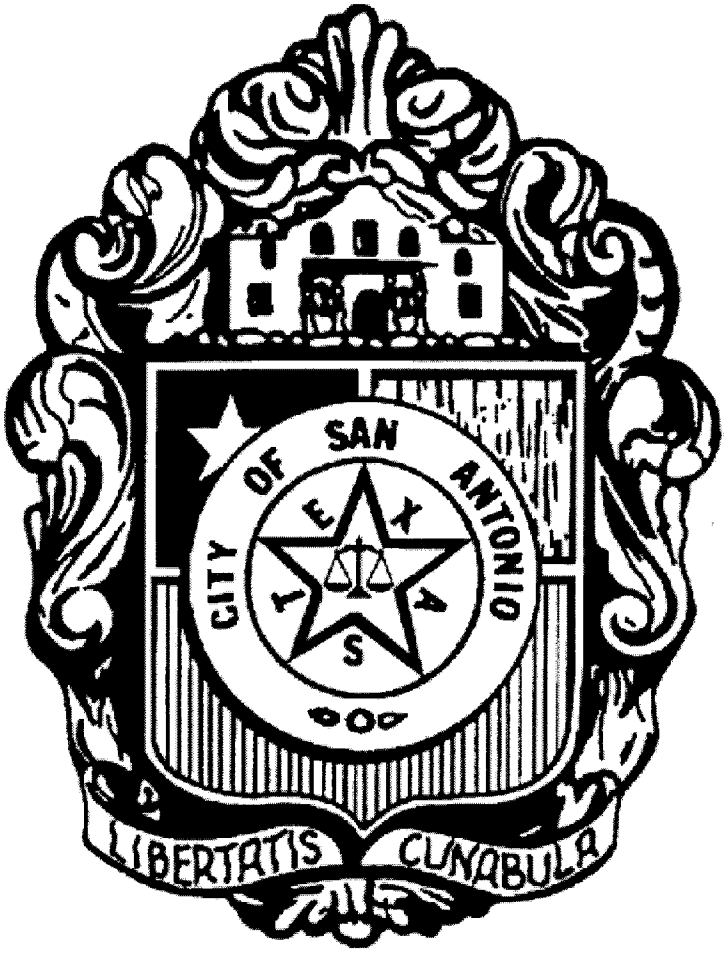
	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	N/A	$936,937	$919,592	$1,172,920
CONTRACTUAL SERVICES	N/A	47,881	49,360	51,671
COMMODITIES	N/A	13,488	16,167	8,828
SELF INSURANCE/OTHER	N/A	132,556	121,286	60,293
CAPITAL OUTLAY	N/A	15,852	28,757	0
TOTAL EXPENDITURES	**N/A**	**$1,146,714**	**$1,135,162**	**$1,293,712**
AUTHORIZED POSITIONS	**N/A**	**16**	**16**	**16**
FULL-TIME EQUIVALENTS	**N/A**	**16.00**	**16.00**	**16.00**

EXPENDITURES CONTINUED

FY 2006 Contract Services Expenditures

The chart illustrates the Contract Services Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.

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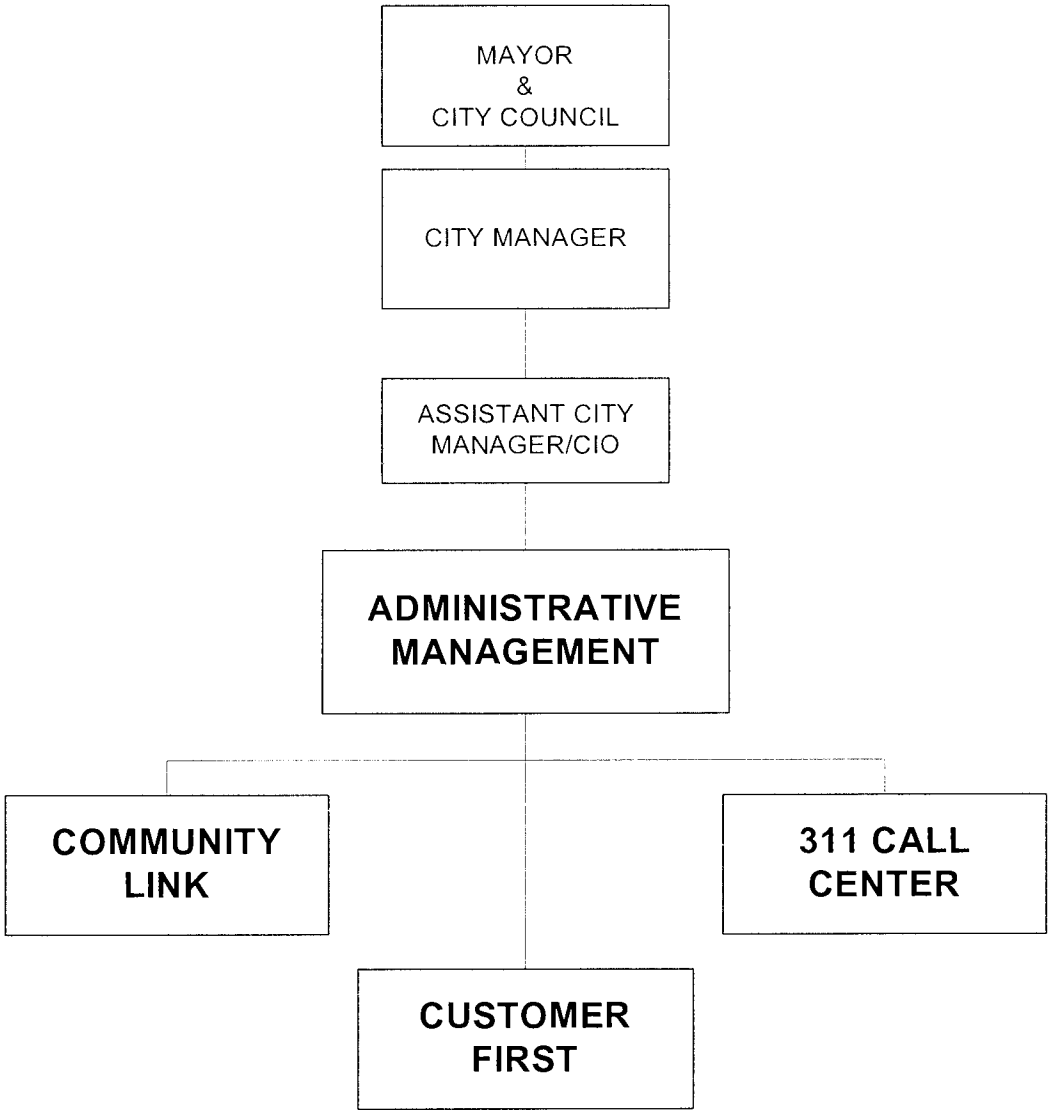
CUSTOMER SERVICE & 311 SYSTEM



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	65.50	$3,600,867
Total Funding	**65.50**	**$3,600,867**

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 COSA 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.

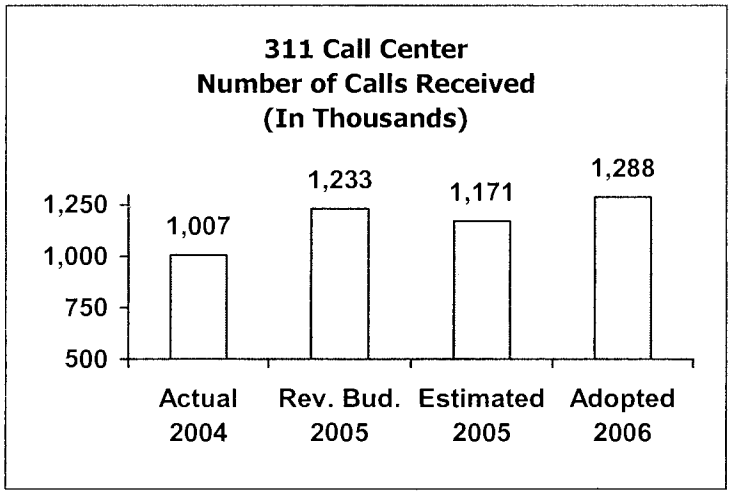
BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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	1,006,942	1,232,526	1,171,219	1,288,341
		Annual No. of Calls Answered by 311 Call Center	915,001	1,078,460	1,077,521	1,178,832
		% of 311 Calls Abandoned	9.1%	12.5%	8.0%	8.5%
	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual No. of Customers Served by Community Link Service Centers	189,135	167,408	167,328	172,350
	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)	$8.1	$10.4	$8.1	$8.4
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	225,161	200,364	199,200	205,179
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%	85%	82%	87%

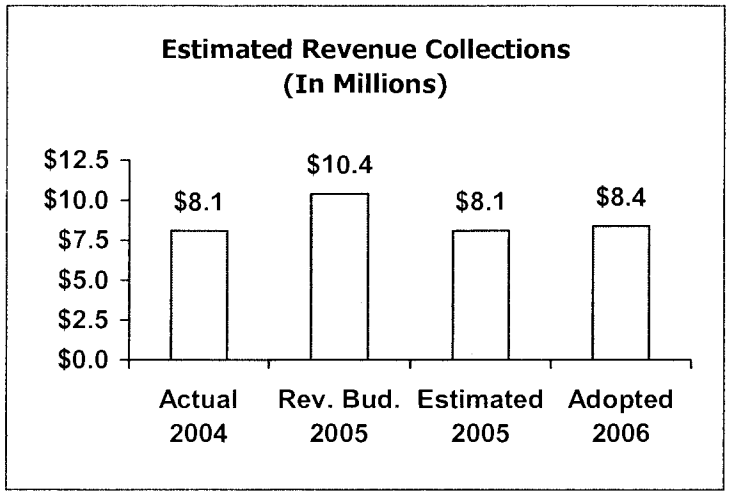
PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Customer Service/311 Department's FY 2006 Balanced Scorecard.

The Customer Service/311 System provides access to the General Public to attain information on City Services and Information though the 24/7 call center. This graph represents the number of calls received by the Customer Service/311 System within a Fiscal Year. The number of calls received is projected to slightly increase in FY 2006 from FY 2005 due to the familiarity of the 311 System since it's implementation five years ago.



This graph represents the amount of estimated revenue collected by the Customer Service/311 System. A decrease in revenue from Revised Budget FY 2005 to Estimated FY 2005 was reported passing through the Community Links and was caused by the availability of builders/contractors being able to generate their own permits through the Development Center's web portal. However, an increase in collection of revenue is projected in FY 2006 Adopted from Estimated FY 2005 due to more services and convenient locations available to customers.



PROGRAM CHANGES

- **IMPROVEMENTS** **$223,973**

COMMUNITY LINK SERVICE CENTER

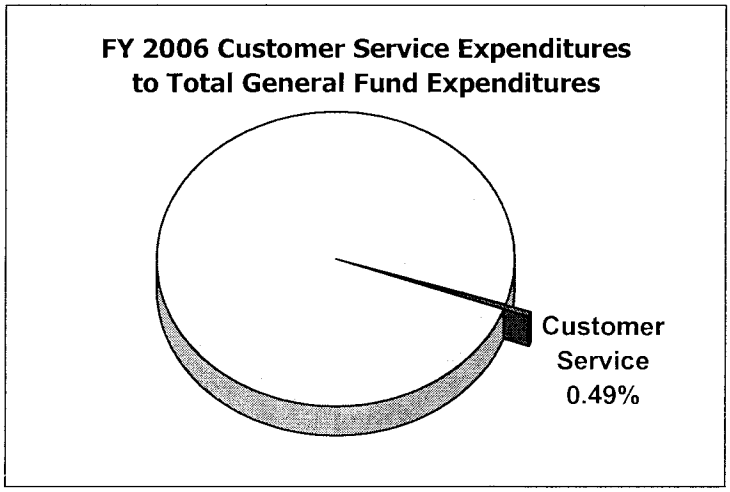
The FY 2006 Adopted Budget includes a new initiative to pilot the co-location of a modified Community Link program in conjunction with the planned Multi-Use Health and Community Initiatives branch office facility at 4020 Naco Perrin in District 10. This facility is funded for purchase using HUD 108 funds as planned in the Six Year Capital Improvement Plan. The adopted pilot for co-location of these services will be the first of its kind. The adopted program ***improvement*** will be designed to reengineer how the City can deliver community link type services more effectively through the use of technology such as computer stations and or kiosks, cross training of staff and further opportunities for co-location. The adopted $223,973 includes funds to support the study and reengineering of this service, finish out for space, and start-up costs for the pilot program.

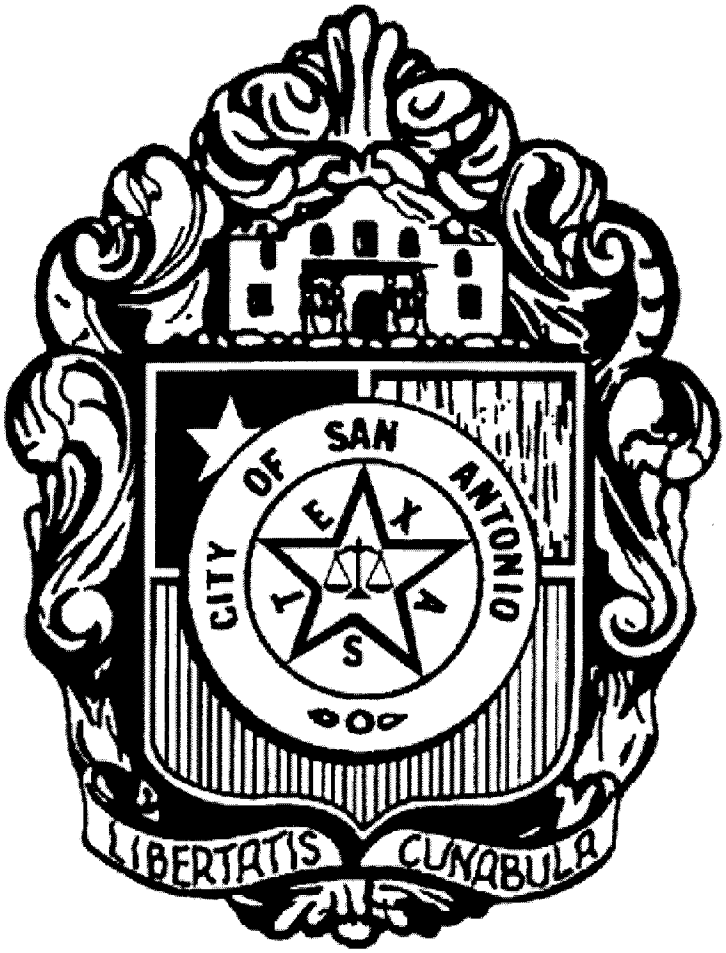
GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$1,916,368	$2,191,844	$2,144,454	$2,499,058
CONTRACTUAL SERVICES	743,759	245,178	217,638	261,963
COMMODITIES	57,606	27,311	38,323	34,751
SELF INSURANCE / OTHER	10,565	639,255	597,084	673,841
CAPITAL OUTLAY	7,781	49,807	48,136	131,254
TOTAL EXPENDITURES	**$2,736,079**	**$3,153,395**	**$3,045,635**	**$3,600,867**
AUTHORIZED POSITIONS	**54**	**62**	**62**	**66**
FULL-TIME EQUIVALENTS	**54.00**	**61.50**	**61.50**	**65.50**

FY 2006 Customer Service/311 Department Expenditures

The chart illustrates the Customer Service Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.

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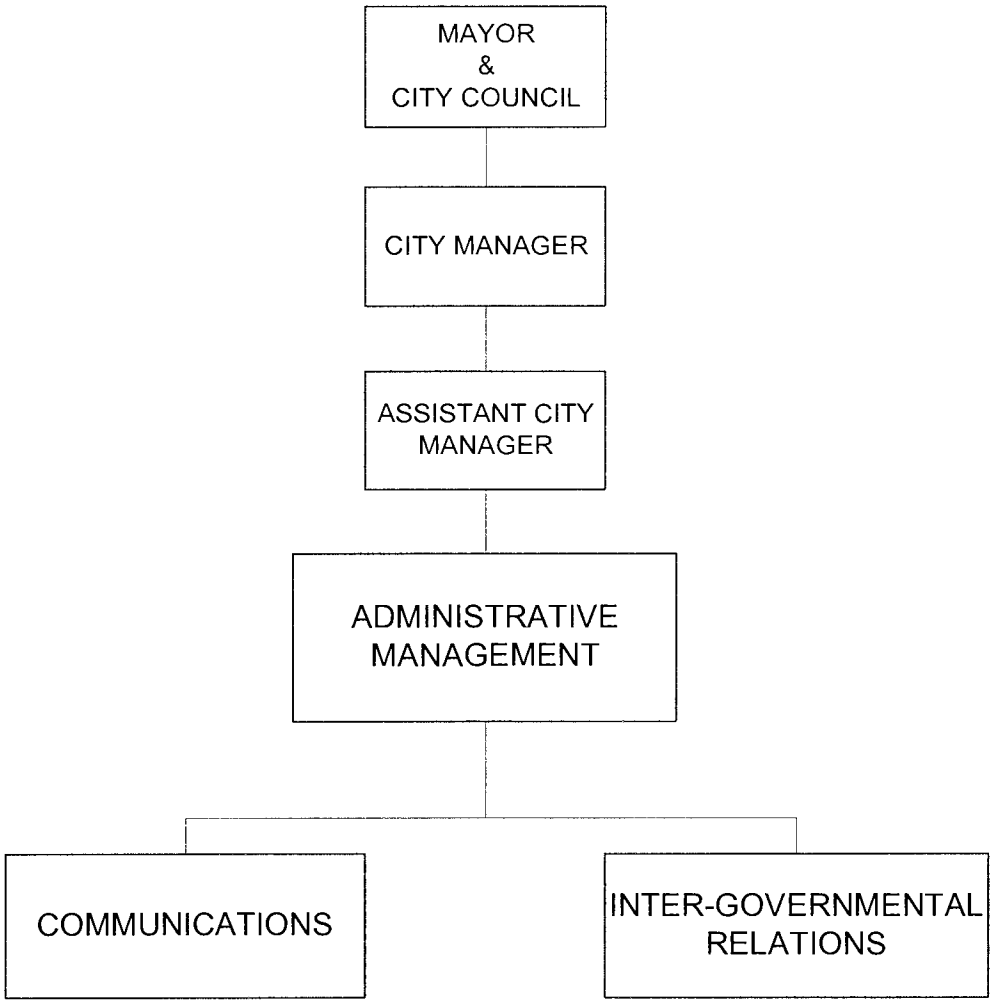
EXTERNAL RELATIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	13.00	$1,486,479
Community & Visitors Facilities Fund	1.00	*
Environmental Services Fund	1.00	*
Total Funding	**15.00**	**$1,486,479**

*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 levels in coordination with other City departments to benefit the City.
  - Review federal and state legislation and determine its 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 on 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 subdivisions.
  - 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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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	456	426	436	444
		No. of TVSA Programs	354	304	264	320
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	$230,980	$281,309	$296,237	$305,344
	To promote legislation and regulatory initiatives which will benefit the City	Federal Funds Received Related to the Federal Initiatives Program (In Millions)	$9.09	$27.25	$45.50	$30.00
Internal Processes	**Provide Accountability to the Public**					
	To initiate communication plans and services which support City departments	Total No. of Media Inquiries/ Contacts	1,105	835	1,120	965
	To promote legislation and regulatory initiatives which will benefit the City	% of State Legislative Program Initiatives Enacted[1]	N/A	65%	66%	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	404	195	136	95
		No. of Persons Attending Communications Training Sessions Provided by the Communications Staff	80	51	34	42

EXPLANATORY INFORMATION

[1] The figures for adopted FY 2006 cannot be determined because the Texas Legislature is only in session in odd-numbered years.

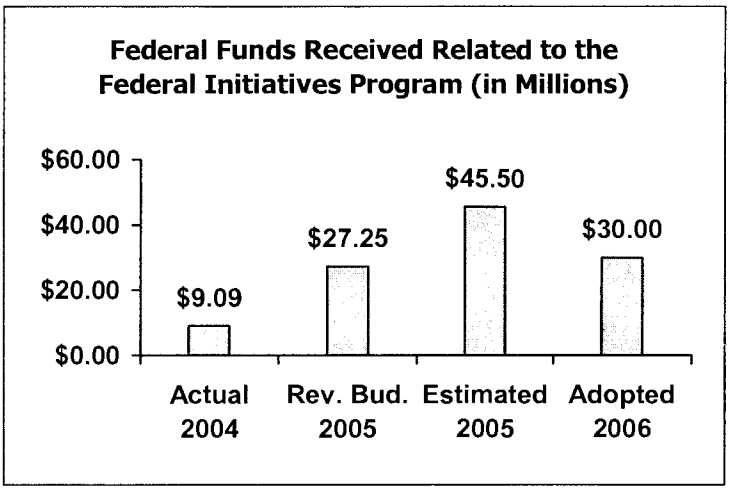
PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the External Relations Department's FY 2006 Balanced Scorecard.

Federal Initiatives Program

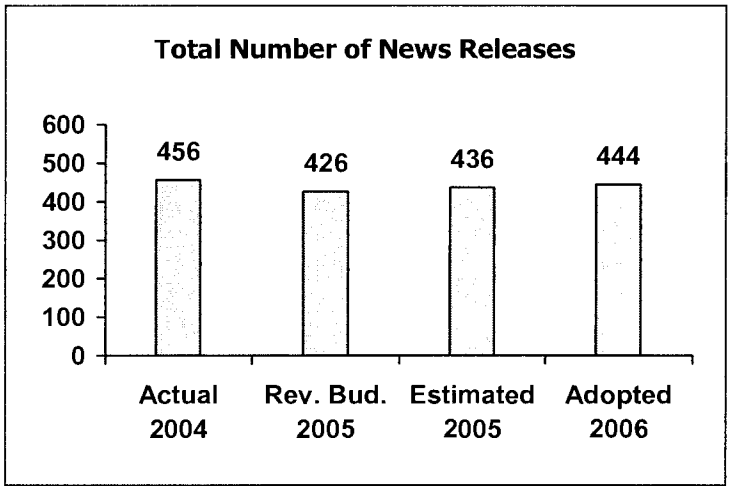
In preparation for Congressional Sessions, the City identifies legislative and regulatory San Antonio-specific issues to be included in its Federal Program. These issues are identified in cooperation with the City's federal consultants, City Manager's Office, and representatives for City Departments.

The 67% increase in FY 2005 Rev. Budget to FY 2005 Estimated is due to unanticipated Federal Military Construction Funds received in FY 2005.



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.



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$32,607**

VACANCY SAVINGS

This one-time ***reduction*** totaling $32,607 will freeze the vacant External Relations' Director Position for four months. An Assistant City Manager will continue to serve as interim director for this period of time. The Department will continue to manage its resources to minimize the impact of this reduction on its current level of service.

PROGRAM CHANGES CONTINUED

- **MANDATES** **$115,200**

FEDERAL REPRESENTATION SERVICES

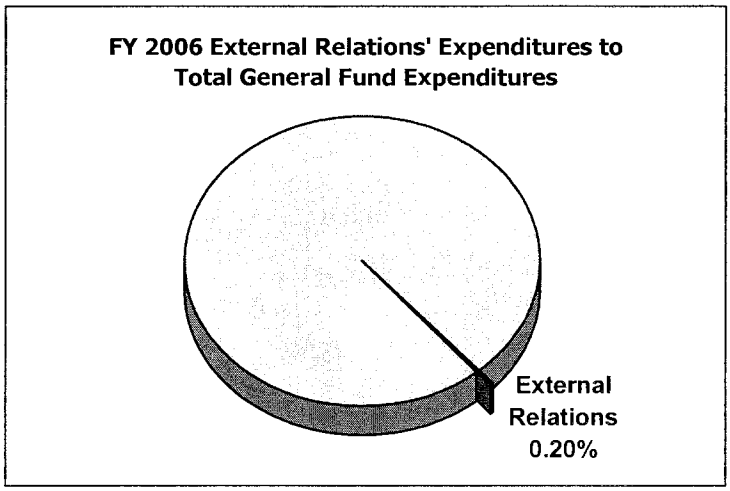
This ***mandate*** will provide additional one-time funding for federal lobbying contracts. Until January 2005, the City of San Antonio had only one contracted firm for federal representation services at an amount of $14,400 per month or $172,800 annually. In February 2005, City Council directed staff to negotiate with two firms and divide the issues in the federal program between each firm. Annual contracts for the two firms were approved by the City Council on March 24, 2005. The FY 2005 services budget for federal representation services totals $172,800. This mandate provides an additional $115,200 in one-time funds for the two federal lobbying contracts ($12,000 per month, per firm) for FY 2006.

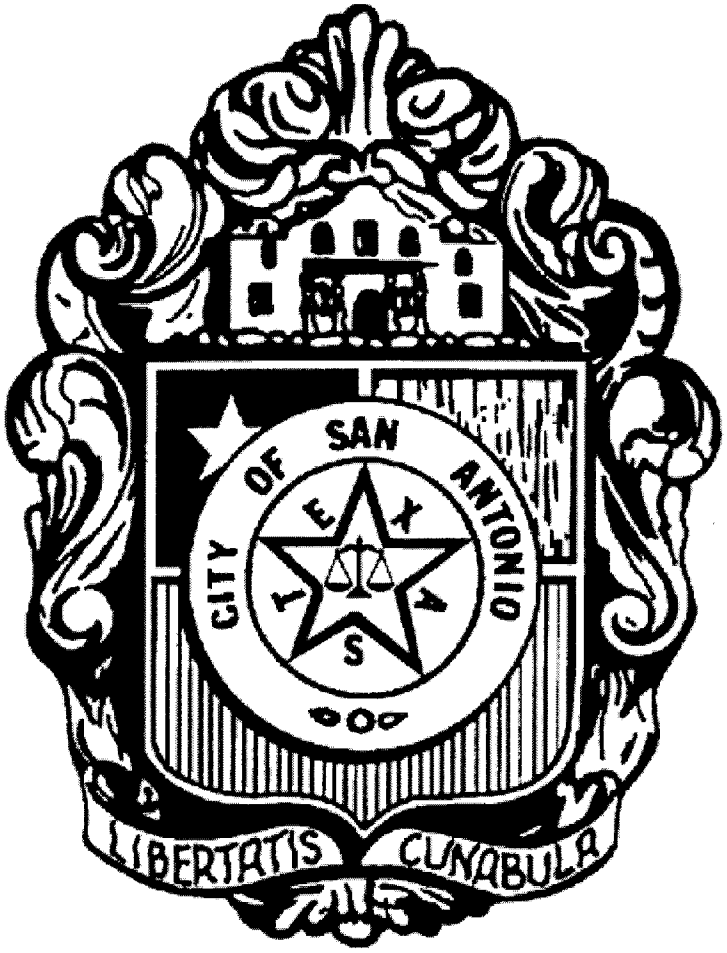
GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$798,813	$805,463	$712,633	$786,614
CONTRACTUAL SERVICES	483,855	458,333	520,771	624,283
COMMODITIES	14,300	13,557	20,741	13,657
SELF INSURANCE/OTHER	3,524	70,360	70,370	61,925
CAPITAL OUTLAY	3,579	600	600	0
TOTAL EXPENDITURES	**$1,304,071**	**$1,348,313**	**$1,325,115**	**$1,486,479**
AUTHORIZED POSITIONS	**13**	**13**	**13**	**13**
FULL-TIME EQUIVALENTS	**13.00**	**13.00**	**13.00**	**13.00**

FY 2006 External Relations' Expenditures

The chart illustrates the Department of External Relations' FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.

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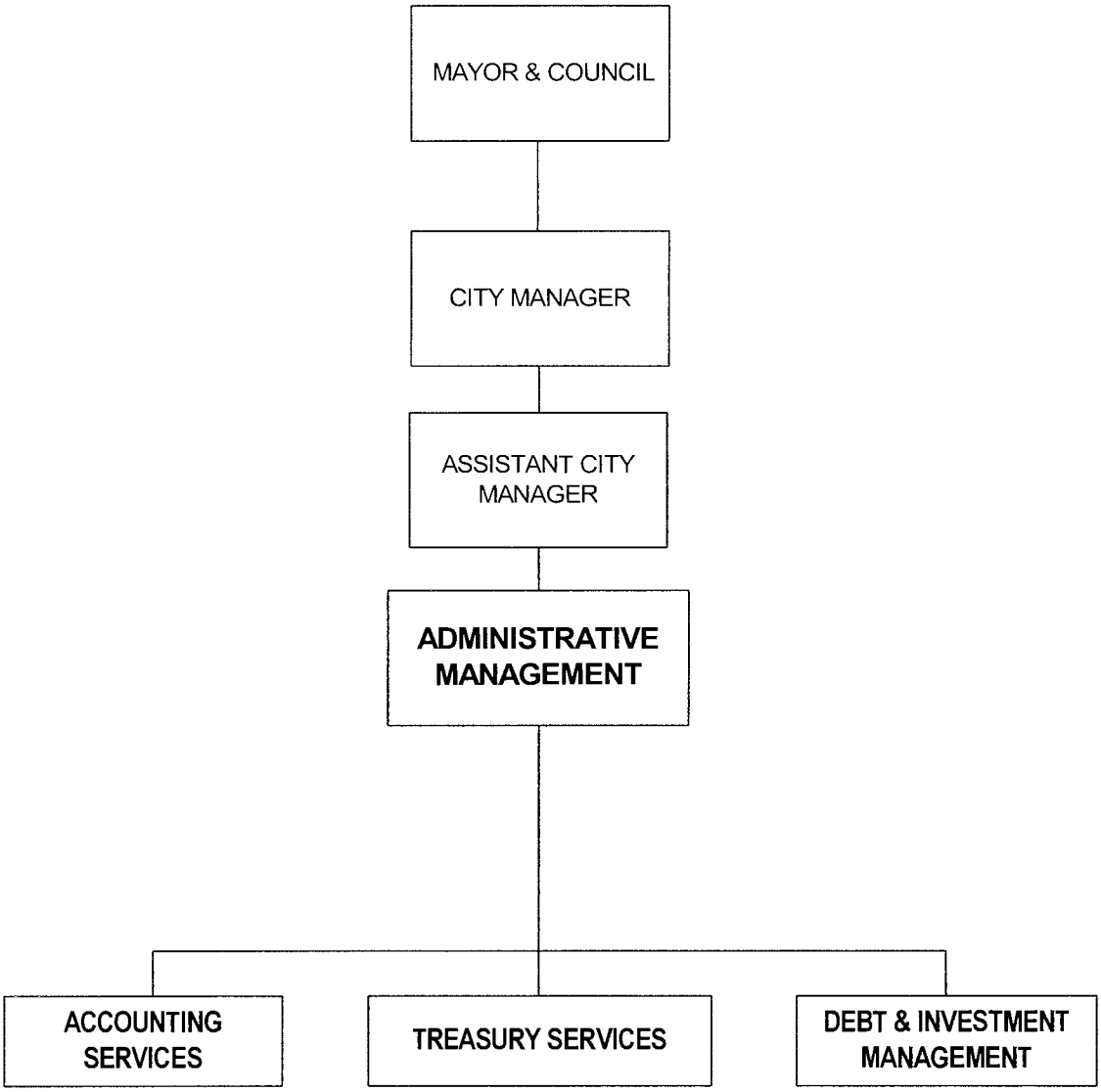
FINANCE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	86.00	$7,123,196
Self-Insurance Workers' Compensation	3.00	*
Community Development Block Grant	1.00	69,225
Total Funding	**90.00**	**$7,192,421**

* 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 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. The Department supports all City departments and agencies by providing comprehensive financial services, including accounting, revenues, banking, debt and investment management, ad valorem tax administration, and resolution of audit findings and recommendations. 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.
- 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.
- 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 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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]	196	146	123	123
		No. of Accounting Staff Hours Devoted to Annual Audit	14,000	12,000	12,000	10,000
		Avg. No. of Customers Served per Revenue Cashier per Month	2,591	2,600	2,350	2,200
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]	$1.74	$2.28	$1.51	$1.89
		Avg. Life of General Bonded Indebtedness at FYE (years)	7.60	7.27	7.29	7.33
		Avg. Cost of Financing General Obligation Debt at FYE	4.53%	4.53%	4.32%	4.47%
		% of Certificates of Obligation	24.68%	24.52%	23.14%	25.94%
	Provide Accountability to Public					
	Ensure compliance with alcoholic beverages and coin-operated amusement machine license and permit requirements	No. of On-Site License Inspections	4,881	7,000	6,050	6,200
		No. of Alcoholic Beverage Warning Violations Issued	838	600	650	675
		No. of Coin-Operated Amusement Machines Sealed	504	550	450	475
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 (in millions)	$1.083	$.834	$1.167	$1.350
		% of Cost to Collect Accounts Receivable to Amount Collected	14.7%	16.6%	13.7%	15.3%
	Continue implementation of improvements to the payment and procurement processes	Avg. No. of Vouchers Processed per Accounts Payable Clerk per Month	744	1,880	880	924
		No. of Checks Issued (excluding payroll)	69,247	72,600	72,072	75,676
		No. of Accounts Payable Vendors Paid	13,569	15,440	13,976	14,395
		Turnaround Time for Accounts Payable Checks (business days)	5	12	10	6

BALANCE SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Continue to provide education to staff to improve service delivery	No. of Hours of Training Provided	960	1,270	720	1,250

EXPLANATORY INFORMATION

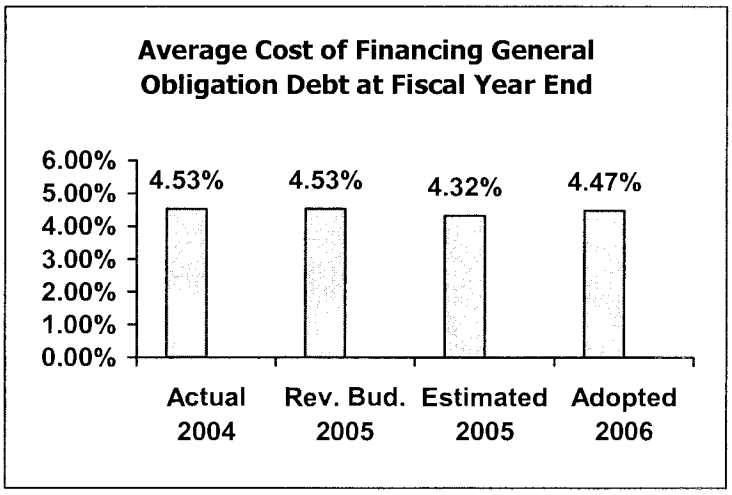
[1] Number of days required to prepare the CAFR for the most recent fiscal year ended.
[2] Value of City's investment portfolio based on the cost of the securities acquired, as of fiscal year end.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from Finance's General Fund FY 2006 Balanced Scorecard.

Average Cost of Financing General Obligation Debt at Fiscal Year End

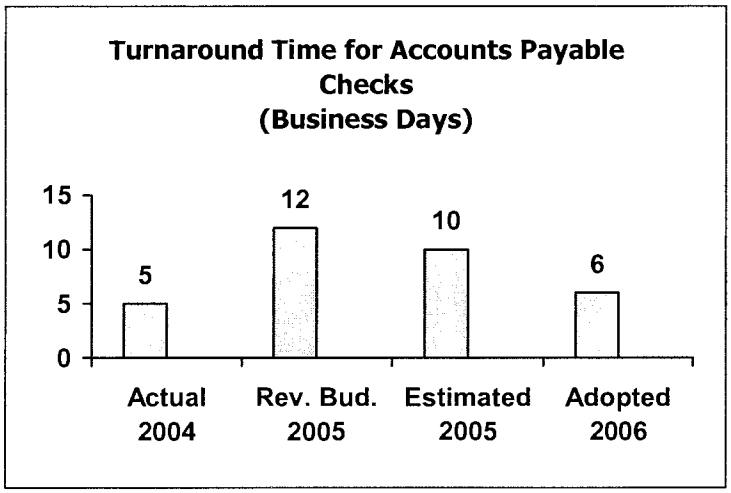
Measures average rate of interest on all outstanding general obligation bonds and certificates of obligation at fiscal year end.



PERFORMANCE MEASURE HIGHLIGHTS CONTINUED

Turnaround Time for Accounts Payable Checks

Measures number of business days to process vendor payments.

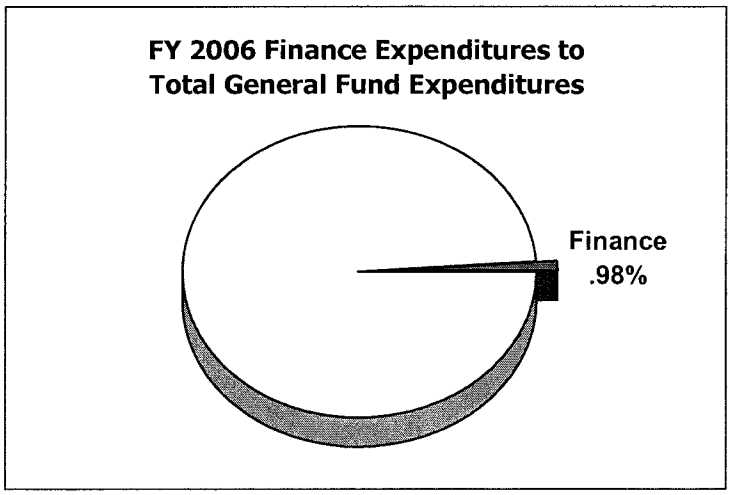


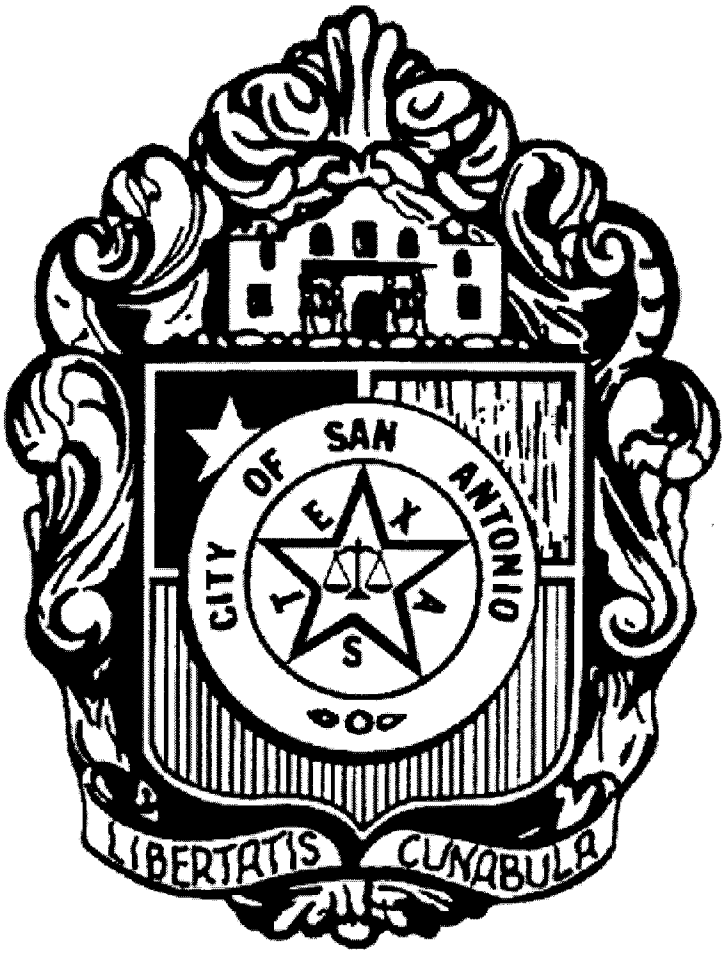
GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$3,836,445	$4,546,550	$3,973,279	$4,215,217
CONTRACTUAL SERVICES	2,648,697	2,659,257	734,356	187,927
COMMODITIES	47,887	32,318	59,089	31,899
SELF INSURANCE/OTHER	23,548	22,193	2,480,616	2,688,153
CAPITAL OUTLAY	10,479	1,950	14,514	0
TOTAL EXPENDITURES	**$6,567,056**	**$7,262,268**	**$7,261,854**	**$7,123,196**
AUTHORIZED POSITIONS	**89**	**86**	**86**	**86**
FULL-TIME EQUIVALENTS	**89.00**	**86.00**	**86.00**	**86.00**

FY 2006 Finance Department Expenditures

The chart illustrates the Finance Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.

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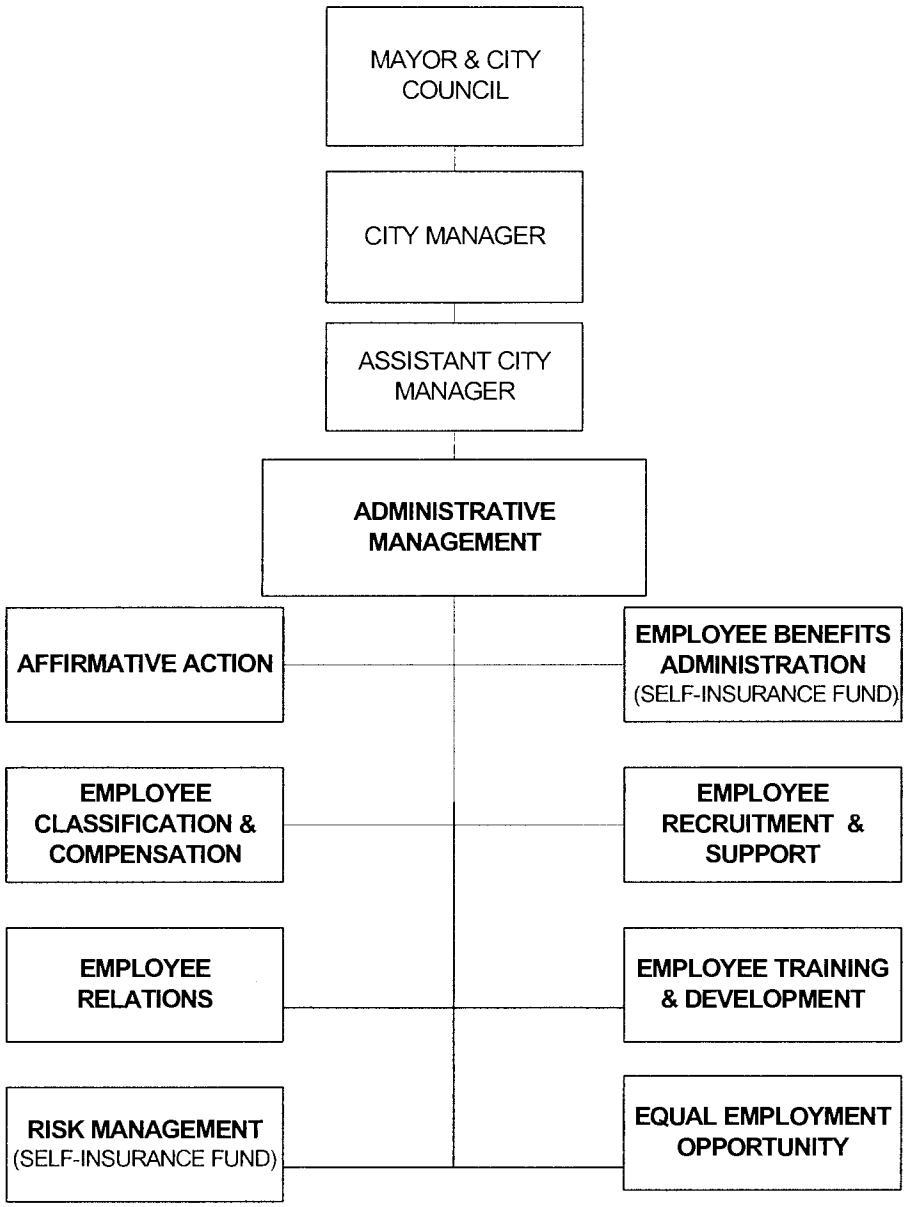
HUMAN RESOURCES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	37.00	$2,945,686
Employee Benefits Fund	18.00	82,158,320
Unemployment Compensation Fund	0.00	350,000
Extended Sick Leave Fund	0.00	30,000
Occupational Health Fund	2.00	222,348
Workers' Compensation Fund	16.00	14,276,573
Liability Fund	4.00	10,405,624
Total Funding	**77.00**	**$110,388,551**

MISSION STATEMENT

The Human Resources Department provides the City of San Antonio organization with effective human resource management services that focus on our customers' needs. We support the City in attracting and retaining a qualified and capable workforce to provide high quality services to the citizens of San Antonio.

PROGRAM INFORMATION

Human Resources seeks to align the efforts of the City's most valuable asset, its employees, with the organizational strategy to serve the citizens of San Antonio. Human Resources partners with departments to provide strategic workforce planning and management strategies and core human resource services. Workforce planning and management strategies include but are not limited to: compensation and job content analysis and recommendations; review of citywide and departmental personnel and HR practices; organizational effectiveness assessments; employee development assessment and delivery of training programs; and conflict resolution between management and employees. Human Resources' core functions include: employee benefits and risk management administration; recruitment and selection, with direct hire into specified positions; facilitation of employee grievances; coordination of disciplinary hearings for non-uniformed employees appearing before the Municipal Civil Service Commission; coordination of the Consultation Ordinance Employee-Management Committee; staffing of the Municipal Civil Service and Fire and Police Civil Service Commissions and the Affirmative Action Advisory Committee; facilitation of entry and promotional testing, and coordination of the grievance and arbitration processes for uniformed employees; development and monitoring of the City's voluntary Affirmation Action Plan; and processing of Human Resources related transactions for departments in the SAP Human Resources Information System (HRIS).

The Human Resources Department also serves as a liaison with the City's Equal Employment Opportunity Office. 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.

GOALS & OBJECTIVES

- Collaborate with and support customer departments by providing expert consultative services and solutions regarding all aspects of human resources management, including employee relations, recruitment, compensation and benefits, employee development and workplace safety through the HR Generalist concept.
- Ensure consistent application of processes associated with transactions related to applicant processing, training, personnel records, leave records, and other human resources related initiatives through the Human Resources Specialist concept.
- Coordinate and develop effective employee education and development initiatives, including customized training through the Alamo Community College District (ACCD) Interlocal Agreement and internal trainer efforts, to maintain a highly skilled and competent workforce.
- Develop specific leadership initiatives to build upon and improve management and supervisory practices, knowledge and skills through a comprehensive supervisory training program.
- Assist departments in achieving greater effectiveness by providing basic human relations perspectives to individuals or groups which include respect, civility, integrity, teamwork, stress or conflict management, etc
- Identify and facilitate a comprehensive change management strategy for facilitating the improvement of organizational effectiveness.
- 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.
- Develop a leave management program that integrates leave policies and processes and streamlines services.
- Coordinate and provide administrative support to the Consultation Ordinance Employee-Management Committee.

GOALS & OBJECTIVES CONTINUED

- 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.
- Research opportunities for restructuring the City's pay plan to evaluate alternate structures that result in market competitiveness and employee equity; provide competitive starting salaries and benefits in order to attract and retain competent, qualified employees at all levels.
- Utilize automated affirmative action plan software to update the City's voluntary Affirmative Action Plan; provide technical assistance to City Departments regarding their affirmative action objectives; and provide staff support to the Affirmative Action Advisory Committee.
- Support the EEO office in their efforts to ensure the City maintains a policy of extending fair and impartial treatment to all of its current and former employees and applicants.
- Facilitate the recruitment of qualified, competent individuals through coordination with educational institutions, job fairs, searches, direct hiring opportunities and other specialized venues; provide effective recruitment and support services to City Departments utilizing SAP HRIS.
- 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.
- 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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Improve Customer Service**					
	Maintain and enhance a proactive recruiting program	Total No. of Applications Processed	88,526	82,400	170,496	180,000
		-Fulltime	N/A	N/A	129,577	136,800
		-Other[1]	N/A	N/A	40,919	43,200
		No. of Selections through Direct Hire Process	N/A	N/A	50	100
		Fire and Police Entry Applications	6,912	6,990	5,723	6,295
		% of Total Applications Received On-line	41%	85%	95%	95%
	Enhance customer service through implementation of ERM/SAP capabilities	Workdays to Establish Eligibility List (classified positions)[2]	N/A	N/A	20	18
Financial	**Provide Accountability to the Public**					
	Coordinate and develop City sponsored training initiative through the ACCD Interlocal Agreement	Value of Training Provided through the ACCD Interlocal Agreement[3]	$97,040	$122,515	$244,095	$150,000
		No. Employees Attending Training through the ACCD Interlocal Agreement[4]	1,308	2,208	1,755	1,500
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	18	18	17	18
		No. Hired from Fire/Police Entry-Level Eligibility Lists[5]	130	130	124	228
		No. Hired from Fire/Police Promotional Eligibility List[6]	105	110	114	197
	Continue to efficiently process non-uniform applicants	No. of Positions Filled	N/A	N/A	1,104	1,126
		- Full-time	N/A	N/A	468	481
		- Other	N/A	N/A	636	645
	Continue to foster well-training employees	% of Citywide HR Related Policies Revised	N/A	50%	30%	30%
	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 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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	245	250	284	200
		No. of In-Lieu-Of/Reclassification Requests Approved	112	175	332	140
		No. of Regrade Job Studies Requested and Initiated (Job Class)	34	15	40	25
		No. of Regrade Requests Approved (New and Previous FYs)	35	5	35	20
	Retain competent, qualified employees	% of Selections Resulting in Internal Full-time Promotions	N/A	N/A	45%	45%
		Avg. Tenure of Full-time Non-Uniformed Employees	N/A	N/A	9	9
	Maintain and monitor a turnover rate less then comparable Texas cities	% of Employees Voluntarily Leaving the Organization[7]	6.8%	6.8%	6.6%	6.6%
	Continue coordination and development of City-sponsored training programs for all City employees	No. of Participants in City Sponsored Training Programs	4,215	7,200	5,373	4,600
		% of Employees Improving Knowledge of Subject Matter in ACCD Training Courses as Documented in Post Tests	N/A	85%	95%	95%
		% of Supervisors Rating EPDP Training as Satisfactory	N/A	N/A	100%	90%

EXPLANATORY INFORMATION

[1] Other includes Part Time and Temporary applications processed.

[2] Average number of working days to establish eligibility is calculated from the time position closes to the time eligibility list is forwarded to department.

[3] Examples of training initiatives developed through the ACCD Interlocal Agreement include: Cash Handling Phase I, Automotive Diesel Mechanics, 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. Estimated FY 2005 ACCD funding includes $100,000 for ACCD facilities for ERM stabilization training (excludes Tuition Reimbursement). Other funding initiated in FY 2005 included Intro to GPS, Satellite Image Analysis, 3D Analysis in GIS and Surveying (for Planning and Public Works Departments). New training includes Customer Excellence and Process Mapping training available to any city employee.

EXPLANATORY INFORMATION CONTINUED

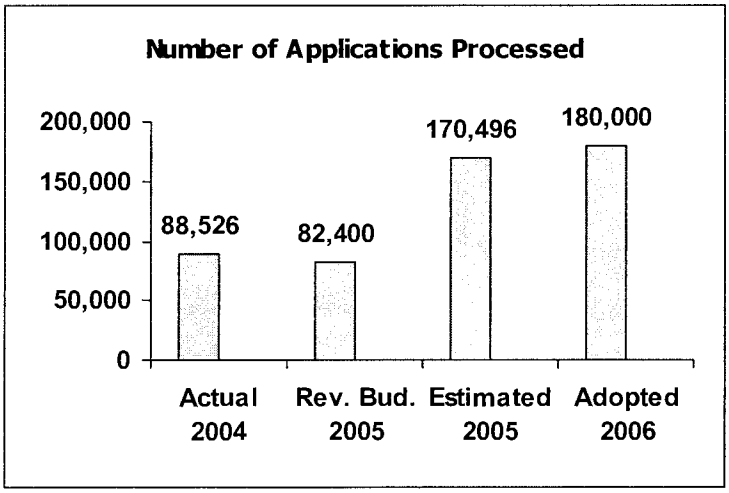
[4] Decrease in number of participants and number of training hours due to elimination of three certification programs and significant reduction in the number of Cash Handling training courses.
[5] Higher projected hires in FY 06 are primarily affected by the Police and Fire Departments' expected retirements, and the Fire Department's additional positions required to service newly annexed areas. The availability of a new higher-capacity Fire Training Academy may also be a factor.
[6] Higher projected number of promotions in FY 06 is based on the Police and Fire Departments' expected retirements within the various ranks.
[7] 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%.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Human Resources Department's FY 2006 Balanced Scorecard.

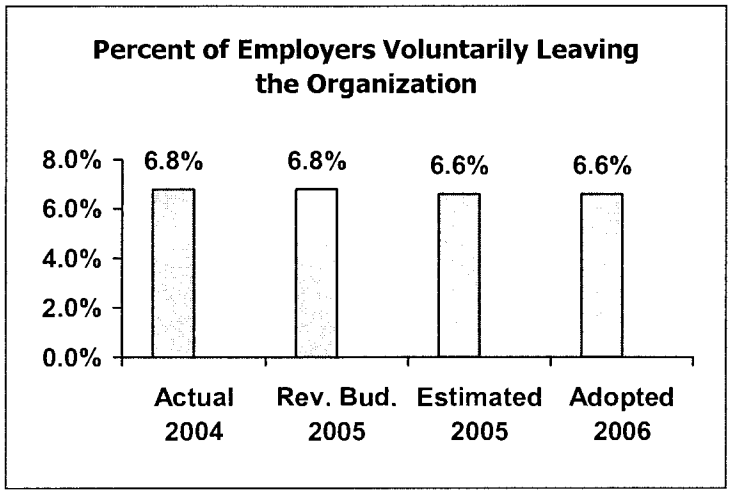
Number of Applications Processed

Measures the total number of City and Non-City Employment Applications processed. In April 2004, the City initiated an on-line application process through the Enterprise Resource Management System



Percent of Employees Voluntarily Leaving the Organization

The turnover rate is calculated by dividing actual voluntary separations by the average number of employees. The average turnover rate of comparable Texas cities ranges from 10.8% to 16.4%



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$6,802**

REDUCTION IN RENTAL OF FACILITIES LINE ITEM

This ***reduction*** will provide for a decrease in the rental of facilities line item budget within the Equal Employment Opportunity (EEO) division. The EEO staff will be housed in the Riverview Towers building with other staff members in the Human Resources Department. This reduction will result in total savings to the General Fund of $6,802 in FY 2006.

- **IMPROVEMENTS** **$56,318**

ADD ONE SR. HUMAN RESOURCES ANALYST FOR SPECIALITY AND EXECUTIVE RECRUITING

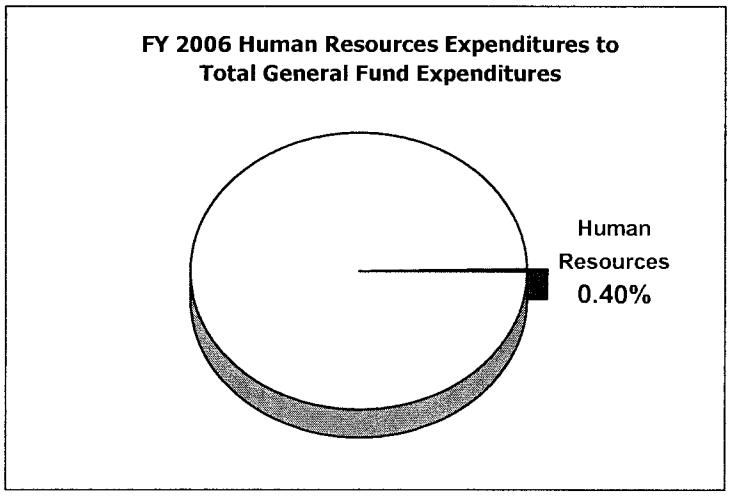
This ***improvement*** will provide for twelve months of funding for one Sr. Human Resources Analyst position to support the Specialty and Executive Recruitment function. The incumbent will assist in all aspects of executive and specialty recruitment, to include, but not limited to: coordinating the advertisement of executive and specialty positions, developing marketing material, coordinating the Request for Proposal (RFP) process, evaluating and summarizing RFP results and coordinating contract negotiations with the City Attorney's Office. The total cost to the General Fund will be $56,318 in FY 2006.

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$1,817,304	$1,983,071	$1,993,183	$2,252,327
CONTRACTUAL SERVICES	353,826	511,439	160,462	235,631
COMMODITIES	33,607	37,673	43,888	39,957
SELF INSURANCE/OTHER	5,205	7,508	342,069	417,771
CAPITAL OUTLAY	6,995	0	0	0
TOTAL EXPENDITURES	**$2,216,937**	**$2,539,691**	**$2,539,602**	**$2,945,686**
AUTHORIZED POSITIONS	**34**	**33**	**33**	**37**
FULL-TIME EQUIVALENTS	**34.00**	**33.00**	**33.00**	**37.00**

FY 2006 Human Resources Department Expenditures

The chart illustrates the Human Resources Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.



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 benefits coverage. The staff organizes, promotes, and conducts an annual Health Fair and facilitates periodic review of the benefit programs available to our employees and retirees.

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 HRIS to increase efficiency and improve the quality of service provided to customers.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Improve Community Outreach**					
	Provide direct professional customer service on health, retirement and wellness programs	Avg. No. of Telephone Inquiries per Month	2,126	N/A	2,960	2,664
		Avg. No. of Walk-in Customers per Month	392	N/A	505	455
		Avg. No. of Deferred Compensation Appointments/ Contracts per Month	N/A	N/A	115	288
		No. of Civilian Retirements Processed Annually	187	174	189	196
	Administer benefits for qualified unemployment claims	No. of Unemployment Compensation (UC) Claim Notifications	284	341	244	256
	Administer benefits to qualified applicants under the Extended Sick Leave Program	No. of Participants in the Short Term Disability Program	613	611	640	650
	Provide confidential Employee Assistance Program (EAP) for eligible Employee/Family	% of Employee/Family Utilization	9%	10%	9%	9%
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)	$48.26	$50.87	$44.52	$50.88
		Avg. Citimed Cost per Employee/Retiree	$6,082	$6,170	$5,768	$6,592
		Total HMO Cost (millions)	$24.25	$25.40	$23.37	$25.27
		Avg. HMO Cost per Employee/Retiree	$7,676	$7,677	$7,212	$7,796
	Protest disputable UC claims to control cost of program	Total Cost of UC Claims Paid	$381,057	$600,000	$300,000	$345,000
	Pay Extended Sick Leave claims in accordance with plan document	Amount of Short Term Disability Payments (millions)	$1.10	$1.21	$1.40	$1.41
	Provide accountability for cost and efficiency of EAP Program	Avg. Monthly Cost of EAP Program per Employee	$1.88	N/A	$1.32	$1.32

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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]	4,349	4,589	6,081	6,385
		Avg. No. of Claims Pended per Week[2]	81	138	182	192
		Avg. No. of Claims Paid per Week[3]	4,266	4,451	5,899	6,193
		Avg. Turnaround Time for Claims Paid (days) [4]	33	15	16	15
	Track unemployment claims and identify potential problem areas and determine appropriate solutions	No. of Claims Protested by the City	99	118	85	90
		No. Favorable Unemployment Compensation Decisions	79	98	64	68
		% Favorable Unemployment Compensation Decisions	80%	N/A	75%	75%
	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	63	90	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	7,936	8,245	7,718	7,718
		No. of Employees/Retirees Enrolled in HMO	3,159	3,309	3,241	3,241
		% of Employees Completing Annual Enrollment Online	2%	15%	68%	75%
	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	5	30
		No. of Employees Attending Other Benefits-Related Seminars Offered Annually (Health Fair, TMRS Retirement, Orientation, etc.)	6,679	7,014	5,779	6,068
	Conduct Seminars to educate City employees on Deferred Compensation programs	No. of Attendees at Seminars on Deferred Compensation Program	N/A	N/A	105	125

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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	519	621	621	500

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, pended or denied.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$4,492**

LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $4,492 in savings in several line item expense budgets. The total savings reflect reductions in the following line items: education, advertising and publications, binding and printing, mail and parcel post, rental of office equipment, travel, maintenance of equipment, office supplies and tools and apparatus. The department will manage resources to minimize the impact of this reduction on their current level of services

- **IMPROVEMENTS** **$30,427**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $30,427 will provide a market adjustment for eligible employees included in the Employee Benefits Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

EMPLOYEE BENEFITS FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$858,578	$963,248	$923,360	$1,017,519
CONTRACTUAL SERVICES	52,985,178	48,874,659	2,587,866	4,425,966
COMMODITIES	6,236	10,425	13,565	10,129
SELF INSURANCE/OTHER	4,494	7,554	63,983,198	76,415,791
CAPITAL OUTLAY	1,482	0	0	0
TRANSFERS	23,892,531	24,785,352	6,307,008	288,915
TOTAL EXPENDITURES	**$77,748,499**	**$74,641,238**	**$73,814,997**	**$82,158,320**
AUTHORIZED POSITIONS	**16**	**18**	**18**	**18**
FULL-TIME EQUIVALENTS	**16.00**	**18.00**	**18.00**	**18.00**

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 CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
CONTRACTUAL SERVICES	$381,057	$455,000	$305,500	$350,000
TOTAL EXPENDITURES	**$381,057**	**$455,000**	**$305,500**	**$350,000**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**	**0.00**

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. Disability benefits are paid as a percentage of compensation based on years of service.

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 CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$18,224	$30,000	$30,000	$30,000
TOTAL EXPENDITURES	**$18,224**	**$30,000**	**$30,000**	**$30,000**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**	**0.00**

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. The EAP vendor provides up to six (6) counseling sessions per "household member", per issue, with unlimited issues per calendar year.

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

- **IMPROVEMENT** **$1,685**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $1,685 will provide a market adjustment for eligible employees included in the Occupational Health Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

OCCUPATIONAL HEALTH FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$57,317	$59,003	$63,356	$64,365
CONTRACTUAL SERVICES	147,034	151,773	120,791	151,773
COMMODITIES	294	338	338	338
SELF INSURANCE/OTHER	0	4,745	5,291	5,872
TOTAL EXPENDITURES	**$204,645**	**$215,859**	**$189,776**	**$222,348**
AUTHORIZED POSITIONS	**1**	**1**	**1**	**1**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**1.00**	**1.00**

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.
- Evaluate methods to enhance integration of Safety and Loss Prevention efforts within departments and through departmental Safety Coordinators and Risk Management.
- Provide quality safety and health education programs, both in formal classroom environments and within the work areas.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Public Trust & Awareness**					
	Identify and communicate the Cost of Risk for the Self-Insured Workers' Compensation Program	Cost of Risk (millions)[1]	$12.86	$12.98	$12.69	$13.33
		% Cost of Risk vs. Total City Budget[2]	0.83%	0.85%	0.82%	0.86%
	Reduce the rate of injury to City employees	Injury Rate per 100 Employees (200,000 hours worked)	21.1	16.2	22.1	21.4
		Lost Time Injury Claims per 100 Employees (200,000 hours worked)	7.8	6.7	7.4	8.1
		Avg. Cost Per Claim	$4,629	$4,147	$4,787	$4,470
Financial	**Provide Accountability to the Public**					
	Pursue all potential recoveries from negligent third parties	% of Value Recovered from Negligent Third Parties[3]	82.3%	98.2%	84.6%	95.0%
		Amount Recovered from Negligent Third Parties	$205,509	$253,125	$214,092	$224,797
Internal Processes	**Innovative and Proactive City Government**					
	Increase the effectiveness of the Modified Duty Program	No. of Employee's Placed on Modified Duty	149	N/A	164	180
		% of Modified Duty Released to Full Duty Within Six Months	133	96	136	143
		% of Modified Duty Within Six Months	89%	85%	83%	80%
	Perform on-site inspections and consultations to promote compliance with accepted guidelines	No. of Inspection/Training/ Training Assistance/ Program Development/ Investigation Hours[4]	5,071	4,753	3,992	5,000
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)	6,804	5,425	3,800	5,500
	Have staff members obtain and/or maintain professional certifications/licenses	No. of Training Hours Received	115	242	95	185

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.
[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.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$5,425**

LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $5,425 in savings in several line item expense budgets. The total savings reflect reductions in the following line items: binding and printing, education, temporary services, membership dues, subscriptions to publications, travel, food, photo supplies and other commodities. The department will manage resources to minimize the impact of this reduction on their current level of service.

- **IMPROVEMENTS** **$21,828**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $21,828 will provide a market adjustment for eligible employees included in the Workers' Compensation Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

WORKERS' COMPENSATION EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$1,301,317	$1,599,337	$1,244,700	$1,476,577
CONTRACTUAL SERVICES	1,197,465	1,451,506	1,200,190	301,377
COMMODITIES	441,019	42,268	45,512	39,707
SELF INSURANCE/OTHER	9,865,592	10,927,965	11,074,509	11,844,020
CAPITAL OUTLAY	57,778	0	0	0
TRANSFERS	683,217	579,827	580,679	614,892
TOTAL EXPENDITURES	**$13,546,388**	**$14,600,903**	**$14,145,590**	**$14,276,573**
AUTHORIZED POSITIONS	**26**	**16**	**16**	**16**
FULL-TIME EQUIVALENTS	**26.00**	**16.00**	**16.00**	**16.00**

PROGRAM INFORMATION

The **Liability Program** administers the City's Self-Insured Liability Program. This includes assisting the City's Claims Board and facilitating a litigation management process. The Liability Section also recovers damages to City personnel, property or equipment from liable third parties; maintains placement of insurance coverage; maintains current property listings for insurance policies; and provides 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), 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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Public Trust & Awareness**					
	Continue to identify and communicate the cost of risk for the Self-Insured Liability Program	Cost of Risk (millions)[1]	$8.3	$10.4	$8.9	$8.0
		% Cost of Risk vs. Total City Budget[2]	0.54%	0.69%	0.56%	0.52%
Financial	**Provide Accountability to the Public**					
	Identify and pursue all potential recovery from negligent third parties	% of Value Recovered from Negligent Third Parties[3]	84.2%	97.5%	70.2%	76.5%
		Amount Recovered From Negligent Third Parties	$507,856	$252,500	$227,864	$273,436
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	106%	84%	85%	90%
		No. of Cases Resolved at Claims Board[4]	11	6	14	15
	Ensure the City's risks are properly identified, evaluated and addressed	No. of Investigation Hour[5]	407	473	250	473
		No. of Driver Evaluations Processed	2,822	N/A	4,270	5,000
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[6]	13.6	10.5	9.9	9.4
		No. of Employees Trained in Defensive Driving	1,347	1,450	1,226	1,349
	Have staff members obtain and/or maintain professional certifications/licenses	No. of Training Hours Received	68	62	58	65

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. Claim settlements greater than $15,000 require approval by appointed Board pursuant to City Ordinance. The Board hears all claims and determines if authorization for settlement will be approved. Claims in excess of $50,000 go to City Council for approval through Executive Session.
5. Figure includes all types of investigations by Safety staff as it pertains to liability exposures and accidents.
6. Figure is calculated by dividing the number of vehicle accidents by miles driven and multiplying by 1,000,000.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$5,961**

This ***reduction*** will result in $5,961 in savings in several line item expense budgets. The total savings reflect reductions in the following line items: education, legal expenses, temporary services, advertising and publications, membership dues, binging and printing, subscription to publications, freight and storage and travel. The department will mange resources to minimize the impact of this reduction on their current level of service.

- **IMPROVEMENTS** **$6,330**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $6,330 will provide a market adjustment for eligible employees included in the Liability Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a three percent salary increase. Employees with above $50,000 annual base salary will receive a two percent salary increase.

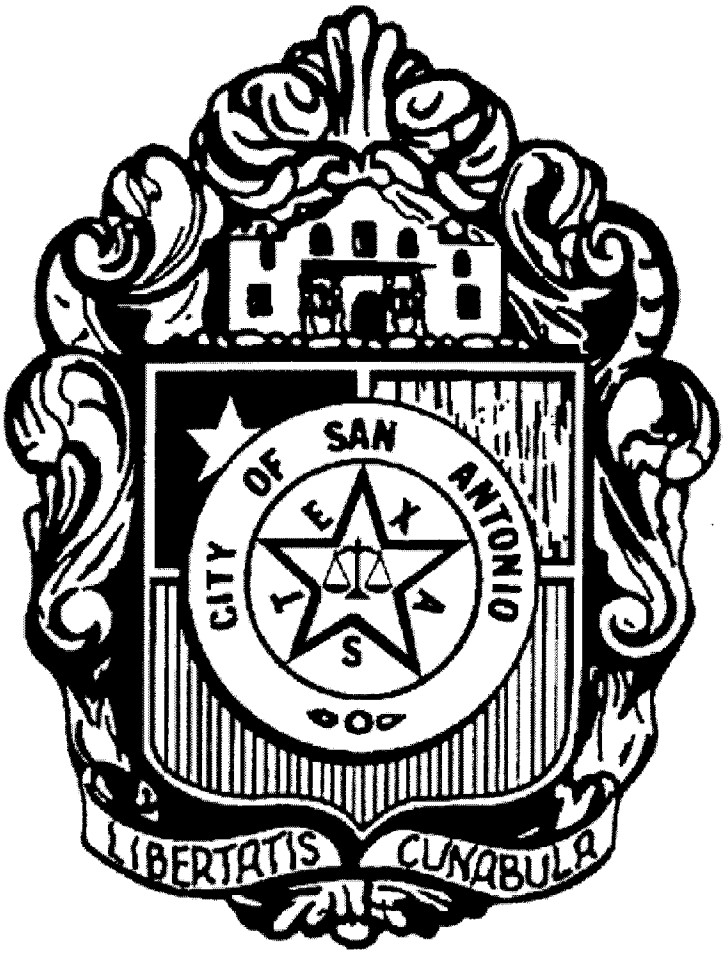
- **MANDATES** **$9,500**

BROKER OF RECORD

The City employs an Insurance Broker of Record to assist the City in obtaining proposals and coverages for excess or difficult to place insurance coverages. The Broker also provides the City with an annual actuarial study, audits of the Third Party Administrator and the Medical Cost Containment Services contractor. The current contract for Broker of Record services is with McGriff, Seibels & Williams of Texas, Inc. and expires August 31, 2009. This ***mandate*** provides for contractual and estimated contract renewal increases projected at an incremental amount of $9,500 in FY 2006 and an additional $6,475 in FY 2008.

LIABILITY FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$1,010,749	$1,195,389	$1,122,468	$1,086,216
CONTRACTUAL SERVICES	637,051	715,237	609,877	677,664
COMMODITIES	13,547	27,994	27,061	27,994
SELF INSURANCE/OTHER	6,639,654	8,440,203	7,968,212	8,321,753
CAPITAL OUTLAY	26,594	0	0	0
TRANSFERS	267,927	357,341	357,944	291,997
TOTAL EXPENDITURES	**$8,595,522**	**$10,736,164**	**$10,085,562**	**$10,405,624**
AUTHORIZED POSITIONS	**17**	**4**	**4**	**4**
FULL-TIME EQUIVALENTS	**17.00**	**4.00**	**4.00**	**4.00**


CITY OF SAN ANTONIO
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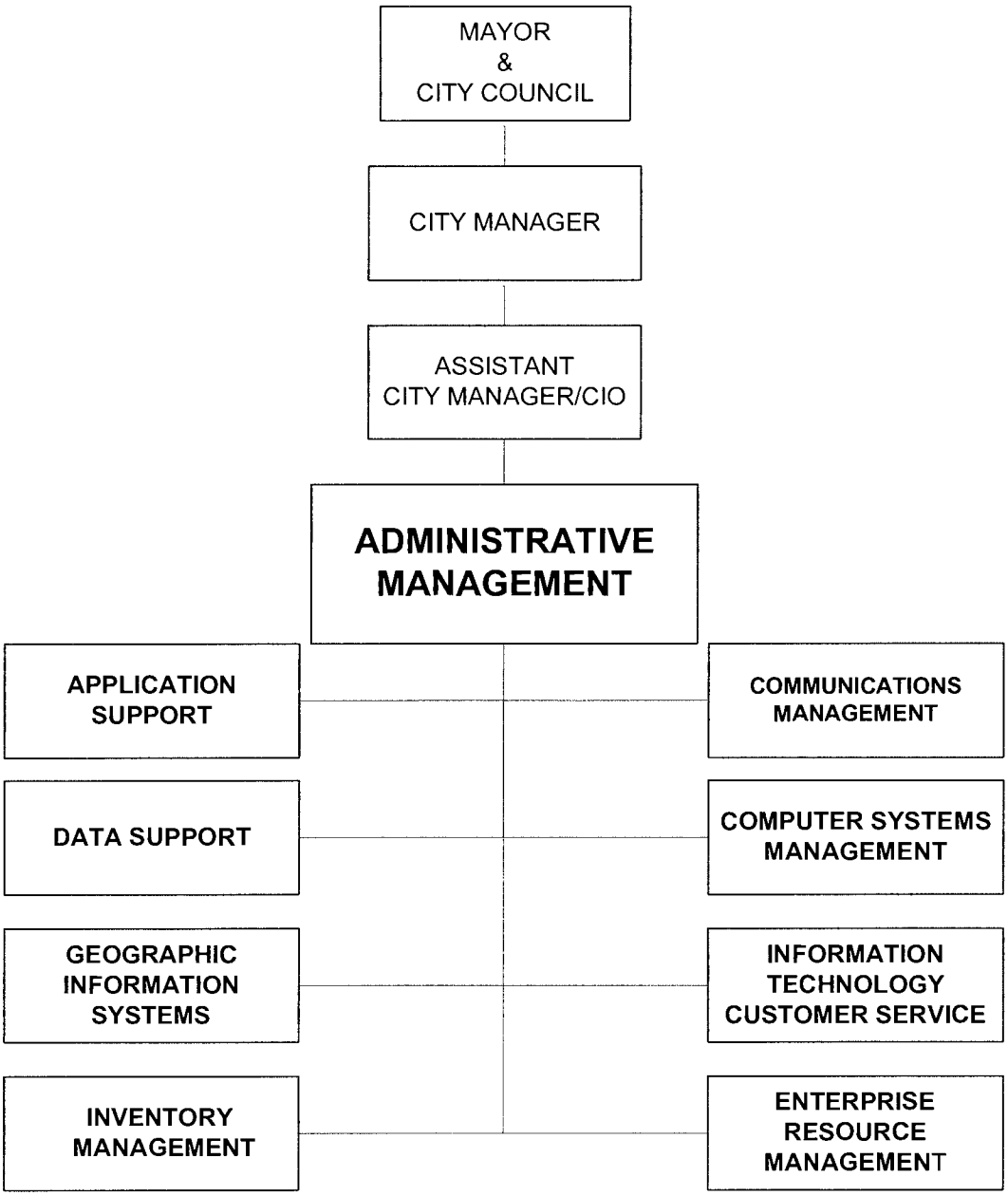


APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
Information Technology Services Fund	245.00	$37,305,135
Capital Projects	0.00	858,000
Total Funding	**245.00**	**$38,163,135**

MISSION STATEMENT

The mission of the Information Technology Services Department is to provide enterprise-level business solutions by delivering professional, secure, timely, and high-quality customer-oriented services that will enhance the City's effectiveness in serving the citizens of San Antonio.

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]
- Enterprise Applications [Email, Databases, Office Suite]
- Communications Networks [Voice, Video, Data and Wireless Services]
- Technology Management
- Enterprise Business Integration System [SAP, Hansen]

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.
- *Homogenous Desktop Environment* – ITSD is continuing to work on consolidating the hardware and software of the COSA user's desktop environment. This includes identifying outdated computer systems and working on a plan to replace them. Once the hardware has been replaced we will be able to homogenize the desktop operating systems and software. This will begin to help us in providing a safer and stable desktop environment.
- *Enterprise Business Integration System* – Now that the ERM project has evolved into a deployed application [including Development Services (Hansen) and Enterprise Resource Planning (SAP HR, Finance, Materials Management, Payroll, Budget Prep, etc.)] ITSD is tasked to maintain the systems and provide support and upgrades for them. This involves interfacing with the module owners to ensure that the systems are functioning as intended and working on improvements.
- *Enterprise Business Integration System Support Organization* – ITSD is responsible for supporting the Integrated Business Systems that were deployed through the ERM project. This support organization consists of approximately 60 positions, and has been built with functional and technical team members. The organization will support both the SAP and the Hansen implementations.
- *San Antonio Community Portal* – ITSD needs to continue to work on improving the Internet, Extranet and Intranet functionality throughout the city. These services include providing employees, citizens, visitors and businesses with access to quality service, information, and e-commerce from one convenient place (www.sanantonio.gov). This is one of the best modern business tools and we need to focus more in this area.
- *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.

GOALS AND OBJECTIVES CONTINUED

- *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. We would like to work on bringing in more revenues by charging external entities for the GIS services this coming year.
- *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 Business Objects.
- *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.
- *Wireless Data Networking* – To begin to build a reliable, safe, and stable network using the latest in wireless technologies.
- *Electronic Records and Document Management System (ERDMS)* – 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.
- *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 Email System* – To provide an enterprise messaging and collaboration software to safely and efficiently send and receive electronic mail and other forms of interactive communication through the City's computer networks. This includes consistently removing viruses and spam.
- *Exchange Email 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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Provide for Safety & Welfare of San Antonio**					
	Public Safety Radio System	% of County-Wide Radio Coverage	98%	98%	98%	98%
	Customer Service Initiative	No. of Customers Supported (City & Others)	12,600	12,750	12,271	12,639
		% of City Staff Using Communication Services	82%	82%	80%	82%
	Geographic Information Systems (GIS/Mapping)	Internet Mapping Services	4	7	10	13
	Improve Customer Service					
	San Antonio Community Portal	No. of City Web Pages Browsed (millions)	48.00	48.00	35.00	40.00
		No. of E-Payment Transactions	13,000	14,000	20,000	21,500
Financial	**Provide Accountability to the Public**					
	Customer Service Initiative	No. of Dollars Collected, E-Payment Transactions (in millions)	$1.82	$1.96	$2.80	$3.01
		Avg. Days to Process Data Work Order (intake to completion)	13	13	11	12
		Avg. Days to Complete Telephone Work Order (intake to completion)	9	9	9	9
		No. of Help Desk Calls Processed (207-8888)	24,000	23,000	29,312	30,191
		Avg. No. of Mainframe Transactions per Day (millions)	1.2	1.0	1.3	1.4

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Internal Processes	**Innovative and Proactive City Government**					
	Customer Service Initiative	Total Devices Supported	30,590	31,200	30,341	31,251
		No. of E-mail Accounts	9,000	10,200	9,500	10,100
		No. of E-mail Messages Sent/Received per Month (millions)	1.35	1.45	3.30	3.40
	Seat Management	No. of PC's Leased per Year [1]	1,000	1,920	1,073	1,073
	Geographic Information Systems (GIS/Mapping)	GIS Overlays Converted	198	235	245	260
	Geographic Information Systems (GIS/Mapping)	Regional GIS Participation (City and outside agencies)	3	5	5	7
	Improve Information Technology					
	Knowledge & Info. Mgmt. Support	No. of Business Warehouse (BW) Information Cubes	4	15	18	20
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Customer Service Initiative	No. of City Personnel Provided IT Training (internal & external) [2]	1,500	1,600	1,854	3,000

EXPLANATORY INFORMATION

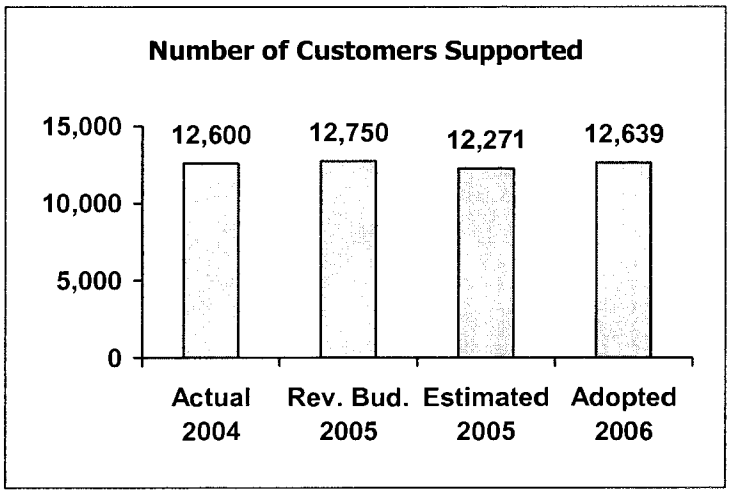
[1] Estimated FY 2005 decrease due to discontinuation of PC Lease program.
[2] Increases in FY 2005 and FY 2006 due to implementation of Enterprise Resources Management System.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Information Technology Services Fund's FY 2006 Balanced Scorecard.

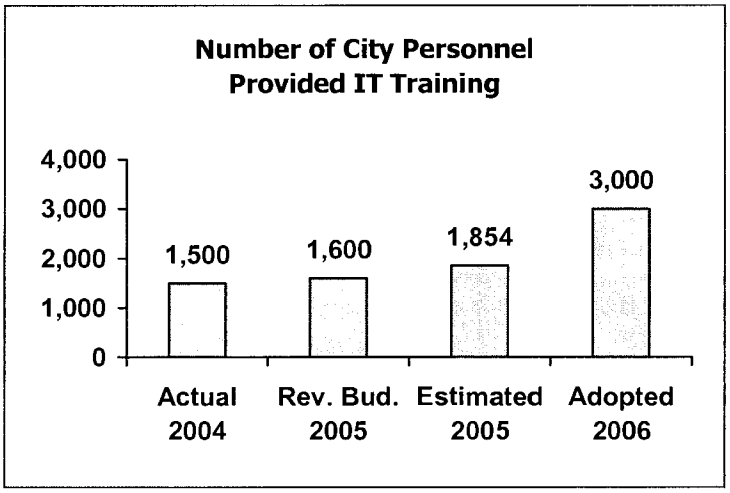
Information Technology Services Customers

The Information Technology Services Department (ITSD) services both internal and external customers. As the City continues to grow, ITSD continues to have an increasing customer base. The support services that ITSD offers include maintenance, installation, technical assistance, and work orders.



Information Technology Training

Information Technology Services provides IT training to all City personnel. This training is particularly important presently due to the implementation of the Enterprise Resources Management System. Information Technology training represents ITSD's customer service initiative.



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$784,000**

RIVERVIEW TOWERS LEASE REDUCTION

This one-time ***reduction*** totaling $200,000 will result in the cancellation of the Riverview Towers lease. Currently, the Enterprise Resources Management (ERM) Section is located on the ninth floor of Riverview Towers. All ERM staff will be moved from Riverview Towers to ITSD's primary offices located on Frio Street.

VACANCY SAVINGS

This one-time ***reduction*** will result in a net savings of $584,000 for the Information Technology Services Department. These savings will be achieved by managing vacancies throughout FY 2006.

PROGRAM CHANGES CONTINUED

- **IMPROVEMENTS** **$496,264**

WORKFORCE COMPENSATION ENHANCEMENT

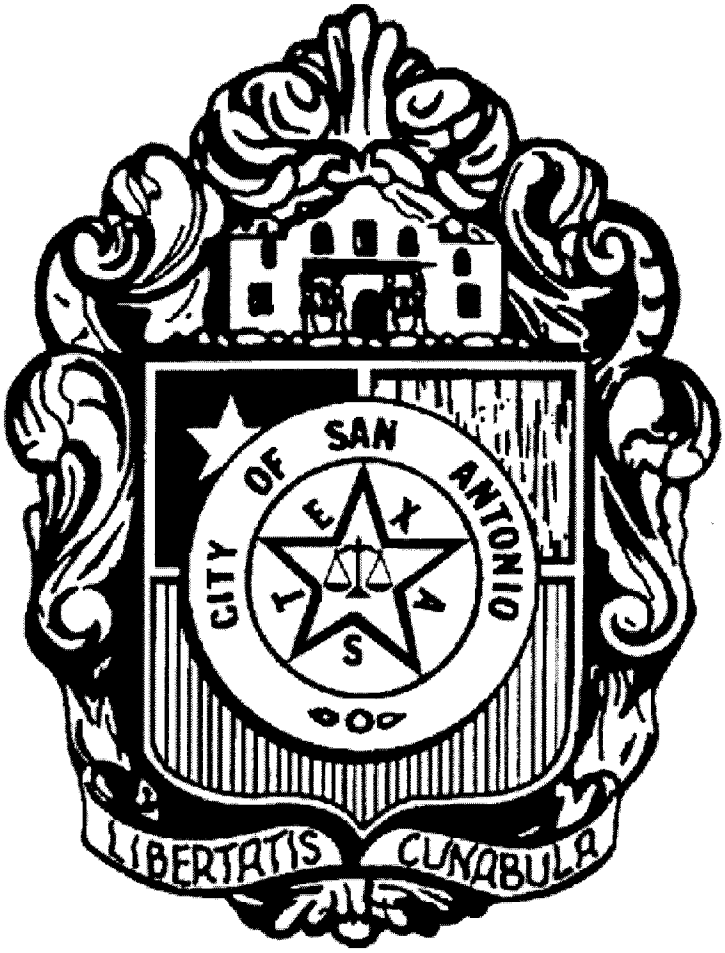
This ***improvement*** totaling $496,264 will provide a market adjustment for eligible employees included in the Information Technology Services Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

INFORMATION TECHNOLOGY SERVICES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$11,897,630	$15,314,691	$15,964,484	$16,735,487
CONTRACTUAL SERVICES	4,817,159	5,142,614	3,613,955	7,029,767
COMMODITIES	3,491,040	3,869,970	3,517,109	3,869,970
SELF INSURANCE/OTHER	256,276	7,497,878	7,584,818	8,688,312
CAPITAL OUTLAY	396,283	450,000	1,538,956	0
INVENTORIES	309,587	344,100	494,700	344,100
TRANSFERS	660,348	666,498	671,823	507,003
TOTAL EXPENDITURES	**$21,828,323**	**$33,285,751**	**$33,385,845**	**$37,174,639**
AUTHORIZED POSITIONS	**204**	**244**	**244**	**244**
FULL-TIME EQUIVALENTS	**204.00**	**244.00**	**244.00**	**244.00**

INFORMATION TECHNOLOGY SERVICES FUND—NON-DEPARTMENTAL EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	N/A	$509,527	$135,318	$130,264
CONTRACTUAL SERVICES	N/A	400,000	193,285	0
SELF INSURANCE/OTHER	N/A	0	0	232
TOTAL EXPENDITURES	**N/A**	**$909,527**	**$328,603**	**$130,496**
AUTHORIZED POSITIONS	N/A	**1**	**1**	**1**
FULL-TIME EQUIVALENTS	**N/A**	**1.00**	**1.00**	**1.00**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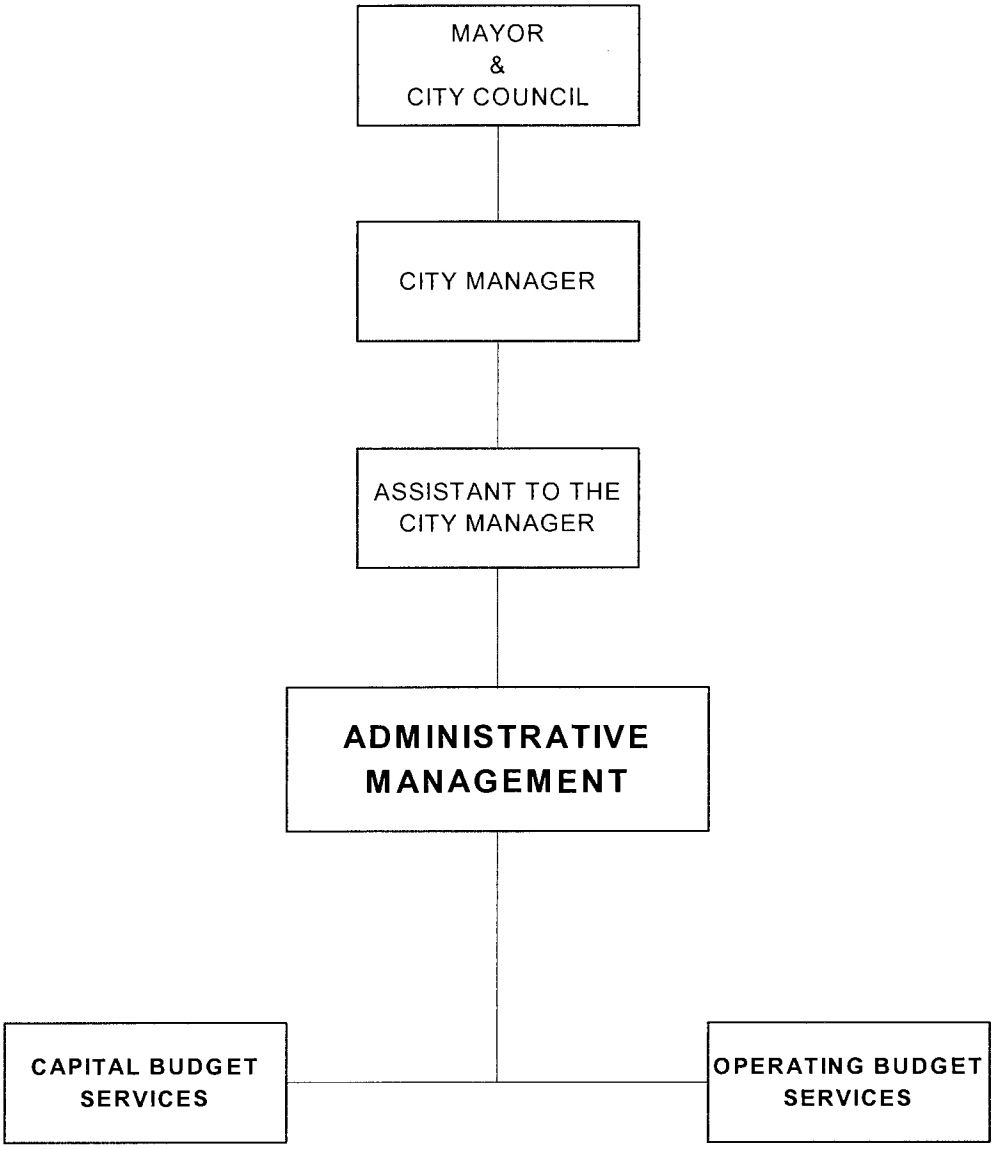
MANAGEMENT & BUDGET



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	17.00	$1,278,367
Total Funding	**17.00**	**$1,278,367**

MISSION STATEMENT

The Office of Management & Budget will provide City departments with fiscal planning, analysis, and management services that contribute toward the development and delivery of City Service plans enabling the effective and efficient delivery of City Services.

PROGRAM INFORMATION

The Office of Management & Budget is responsible for providing City departments with the fiscal planning, analysis, and management services to enable the City organization to provide City services and infrastructure improvements 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 Department provides assistance for the development of the Three-Year Annexation Plan and the City's annual cost allocation plan. The Department's commitment is to provide professional and quality services to the City.

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.
- 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.
- 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.
- Develop a budget status report to be delivered to City Council on a quarterly basis, or at the request of City Council.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Innovative and Proactive City Government**					
	Provide revenue and expenditure analysis assistance to departmental counterparts	No. of Departmental Users Assisted	90	120	120	130
Financial	**Provide Accountability to the Public**					
	Improve linkage and accountability between community priorities and City government actions	No. of Balanced Scorecards Developed and Maintained	47	52	48	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	99%	100%	104%	100%
		Liquor-by-the-Drink Tax Revenue Projection	99%	100%	104%	100%
		Hotel/Motel Occupancy Tax Revenue Projection	99%	100%	101%	100%
Internal Processes	**Innovative and Proactive City Government**					
	Manage and coordinate the Six-Year Capital Program	No. of Capital Projects Coordinated[1]	303	434	444	429
Employee Learning & Growth	**Improve Information Service Delivery**					
	Provide yearly budget development training sessions	No. of Departmental Counterparts Trained [2]	235	268	84	89

EXPLANATORY INFORMATION

[1] Projects in Adopted FY 2006 column include 2003 Bond Program projects and 2005 Storm Water Revenue Bond Projects.

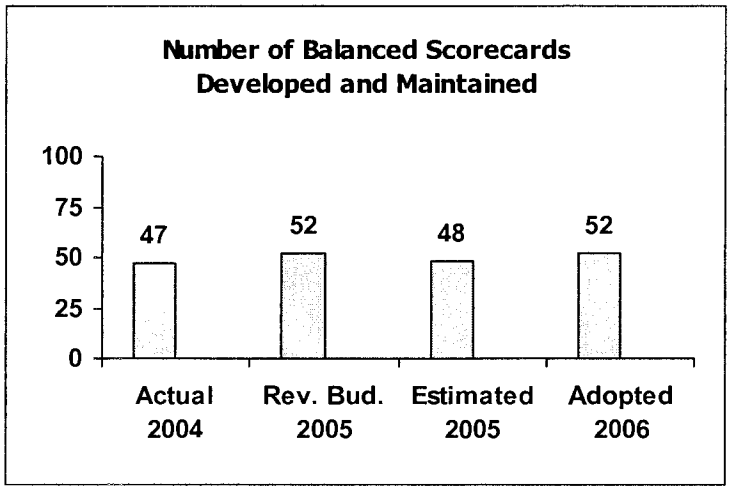
[2] Training includes the annual budget process briefing and customized budget development worksessions in a coordinated effort with the ERM BudgetPrep Team. The number of departmental counterparts in Estimated FY 2005 and Adopted FY 2006 are based on users in the BudgetPrep system.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Office of Management and Budget's FY 2006 Balanced Scorecard.

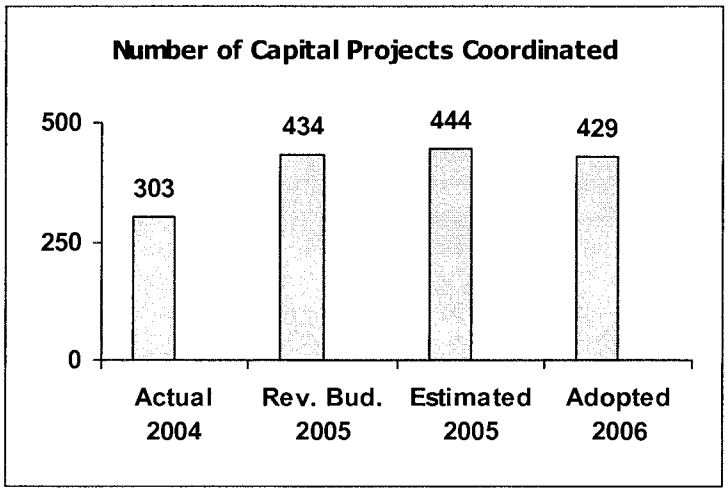
Balanced Scorecard

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.



Capital Projects

This graph demonstrates the number of capital projects coordinated within the Six-Year Capital Program to meet the City's long-range physical infrastructure development and improvement plan to include street improvements, drainage enhancement, park and library facility rehabilitation, public health and safety enhancements, airport system improvements, and flood control projects.



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$5,000**

REDUCTION IN BINDING AND PRINTING

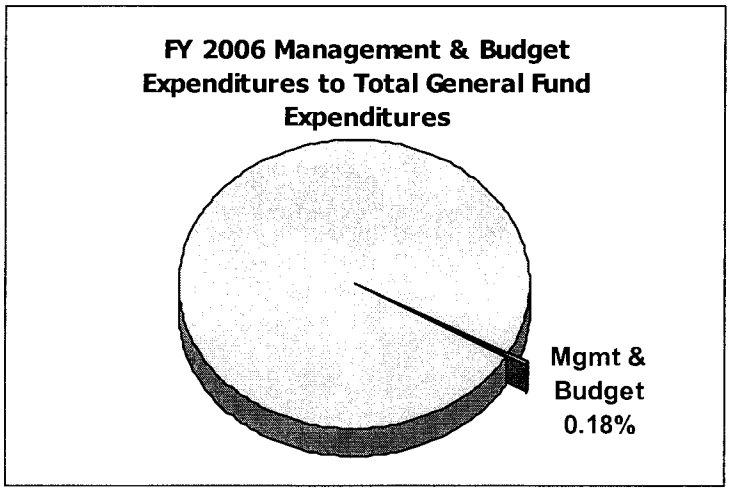
This ***reduction*** will result in a $5,000 savings in Binding and Printing costs through a proactive effort of decreasing the number of printed Annual Budget Documents and implementing the use of compact discs for distribution of the Budget Document.

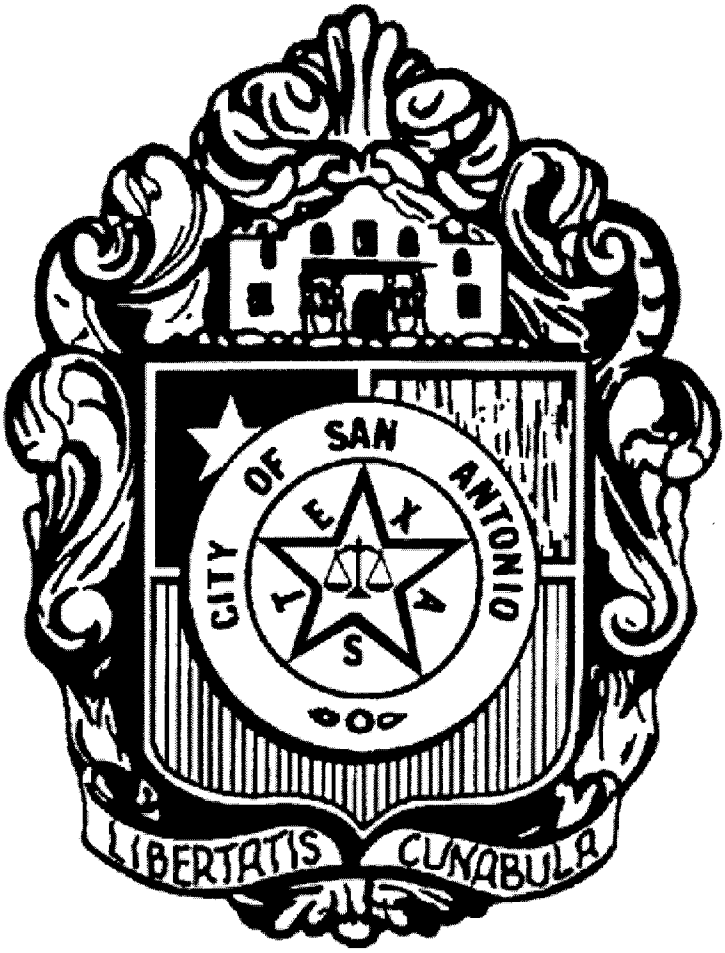
GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$959,447	$934,206	$947,531	$1,057,305
CONTRACTUAL SERVICES	208,393	60,212	47,660	44,212
COMMODITIES	28,074	12,609	15,791	12,609
SELF INSURANCE/OTHER	3,378	191,064	183,355	164,241
CAPITAL OUTLAY	7,569	0	0	0
TOTAL EXPENDITURES	**$1,206,861**	**$1,198,091**	**$1,194,337**	**$1,278,367**
AUTHORIZED POSITIONS	**17**	**17**	**17**	**17**
FULL-TIME EQUIVALENTS	**17.00**	**17.00**	**17.00**	**17.00**

FY 2006 Management & Budget Department Expenditures

The chart illustrates the Management & Budget Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.

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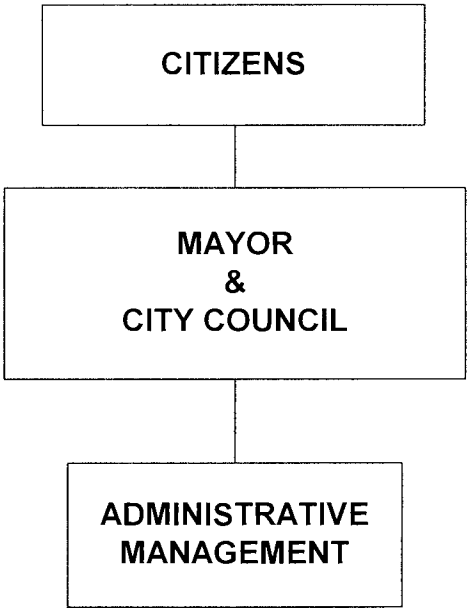
MAYOR & COUNCIL



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	17.00	$3,876,337
Total Funding	**17.00**	**$3,876,337**

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.

PROGRAM CHANGES

- **IMPROVEMENTS** **$376,502**

MAYOR & COUNCIL BUDGET IMPROVEMENT

The FY 2006 Adopted Budget increases the Mayor and City Council Administrative Assistant compensation to provide sufficient funding, at the discretion of the Mayor and City Council, for current and future Assistants with a Cost of Living Adjustment or to acquire additional Administrative Assistant services. Funds are also included in the FY 2006 Adopted Budget totaling $14,146 to provide the Mayor's Office and each Councilmember's Office with $1,286 in additional parking resources for Administrative Assistants. Additionally, each Councilmember's City Hall and Constituent Office Budget will increase to cover certain contractual obligations such as rental of facilities and rising operating costs. The cost of this recurring ***improvement*** in FY 2006 will total $376,502.

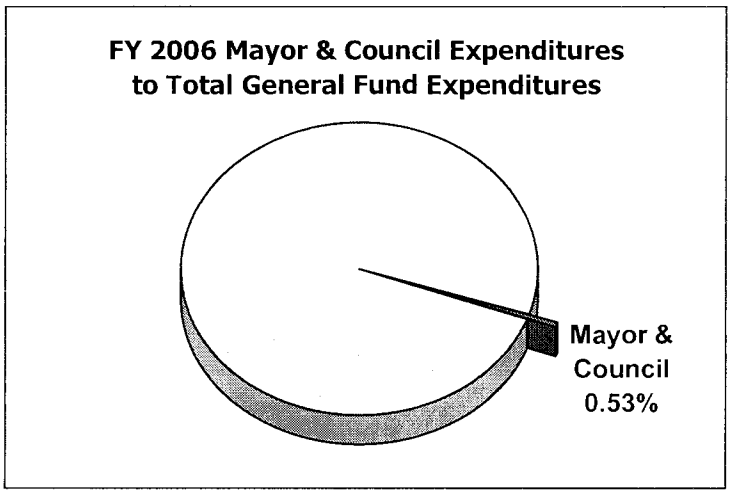
GENERAL FUND EXPENDITURES BY CLASSIFICATION

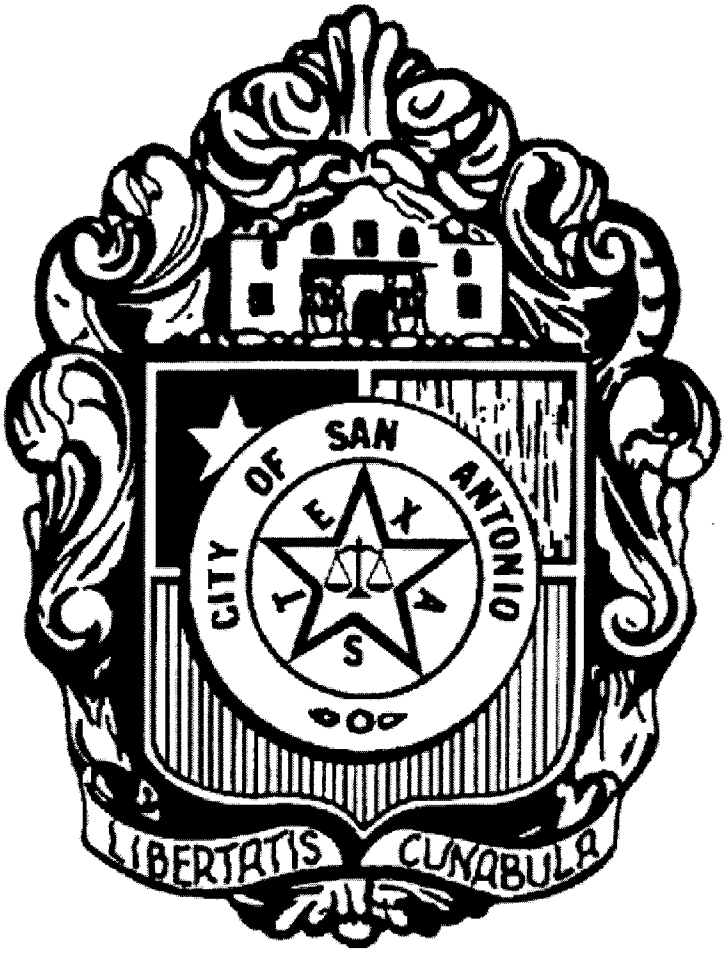
	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$915,601	$958,913	$1,006,191	$1,024,029
CONTRACTUAL SERVICES	609,744	344,106	349,152	422,873
COMMODITIES	49,899	149,086	117,163	149,275
SELF INSURANCE / OTHER	1,536,650	1,862,476	1,834,475	2,280,160
CAPITAL OUTLAY	17,083	128,151	106,279	0
TOTAL EXPENDITURES	**$3,128,977**	**$3,442,732**	**$3,413,260**	**$3,876,337**
AUTHORIZED POSITIONS	**17**	**17**	**17**	**17**
FULL-TIME EQUIVALENTS	**17.00**	**17.00**	**17.00**	**17.00**

EXPENDITURES CONTINUED

FY 2006 Mayor and City Council Department Expenditures

The chart illustrates the Mayor and Council Department's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.

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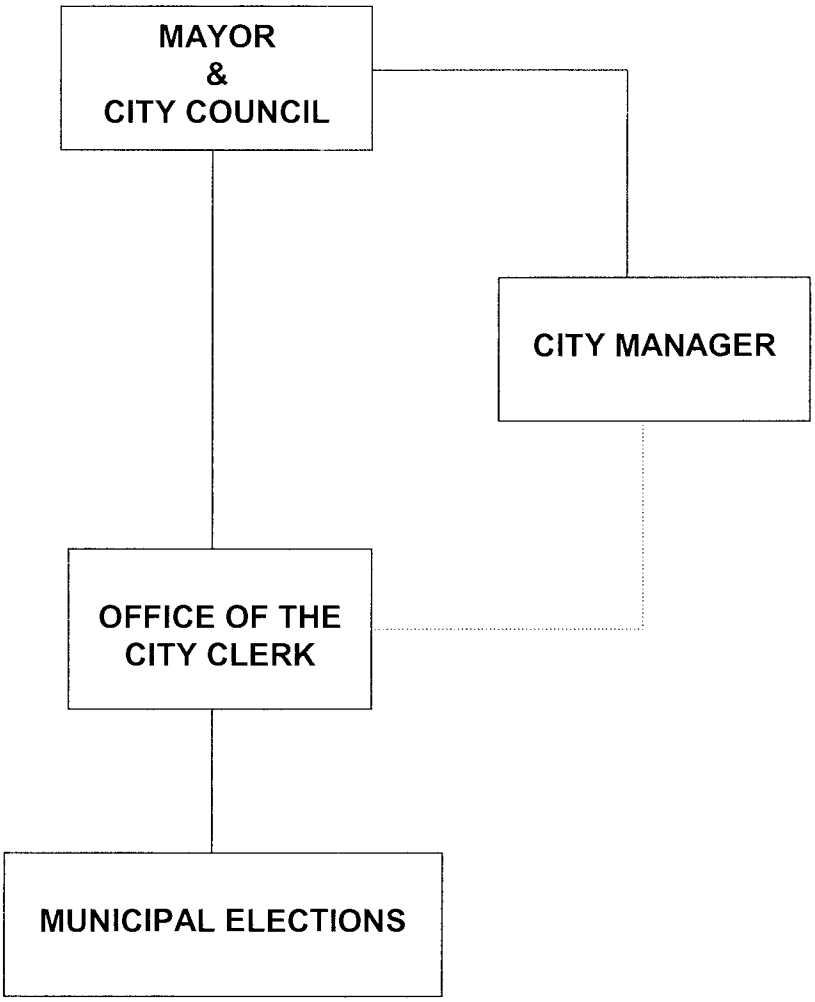
MUNICIPAL ELECTIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	0.00	$559,640
Total Funding	**0.00**	**$559,640**

MISSION STATEMENT

The City Clerk's Office will conduct and administer all City elections including bond, city charter, referendum, initiative and the 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 division 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. Costs include personnel expenditures for overtime and temporary election workers including Presiding and Alternate Judges, Election Clerks and other specialized full and part-time workers who provide administrative support during the electoral process. The costs also include such fees as for rental of facilities to be used as polling sites for early voting, election day, rental of Ivotronic equipment and associated transportation costs, programming costs, postage and supplies for voting by mail, and publication of election notices.

GOALS & OBJECTIVES

- To work closely with the Bexar County Elections Administrator, various school districts and other entities in a cooperative effort to present the most efficient and cost-effective election.
- To ensure 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 through the Secretary of State of the legal requirements to conduct lawful elections for the City of San Antonio, including attendance at election seminars whenever possible to ensure implementation of the latest elections procedures.
- To work closely with the Texas Ethics Commission as it relates to the Electronic Campaign Finance reporting.
- To monitor all legislative changes affecting the procedures for the conduct of Elections, and work closely with External Relations staff in developing and submitting initiatives to the Legislature related to the Texas Election Code and the Texas Ethics Commission.
- To work with Bexar County to implement improvements or changes to the electoral process in order to expedite the processing of voters at the polling sites.

BALANCED SCORECARD

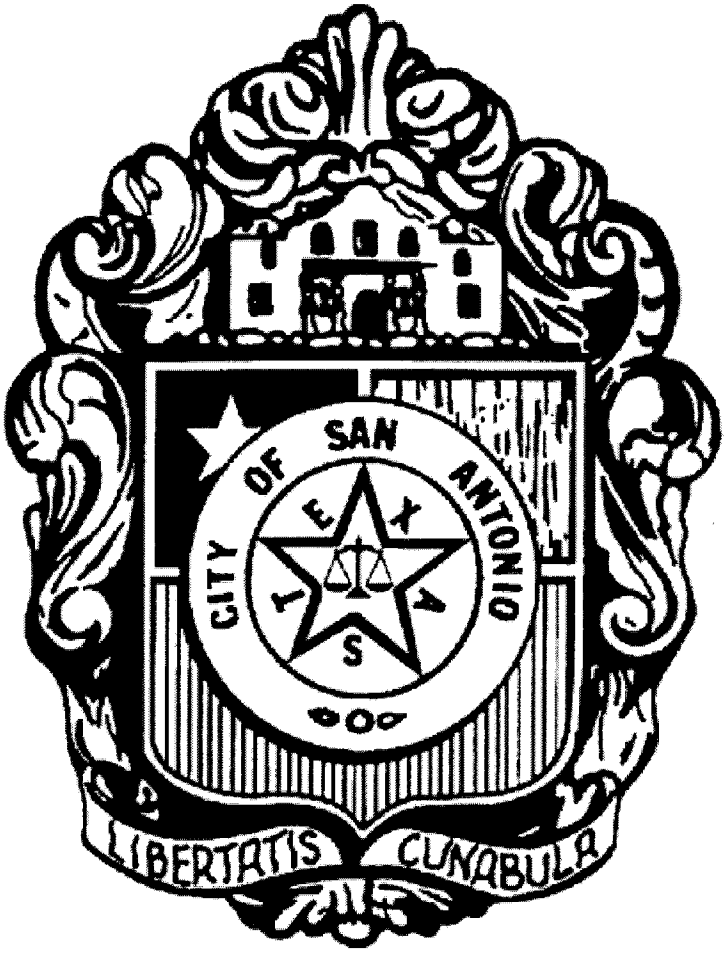
	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Public Trust & Awareness of Citizens**					
	To work closely with other governmental entities to present the most efficient and cost-effective elections	Turnaround Time for Release of Elections Results	3.5 hrs	4.0 hrs	4.5 hrs	4.0 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	$966,931 (Two Elections)	$660,000 (Two Elections)	$1,116,487 (Two Elections)	$706,000 (One Election)
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 Votes Cast and Tabulated	52,670	150,000	245,523	200,000
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]	40	20	11	20
		No. of Election Officials Trained[1]	1,252	1,200	875	1,000

EXPLANATORY INFORMATION

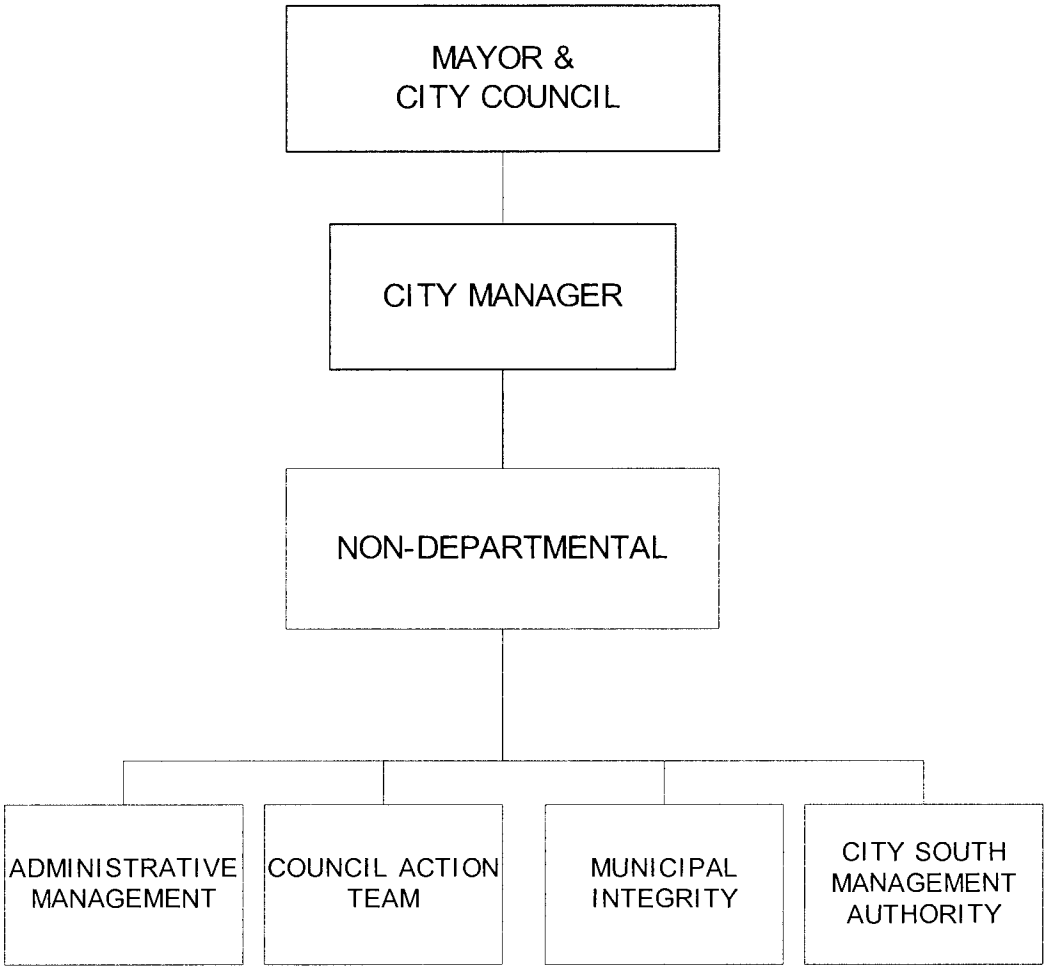
[1] Numbers fluctuate yearly because Election Judges are certified for two years.

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$113,787	$7,200	$2,000	$3,000
CONTRACTUAL SERVICES	849,610	976,816	1,107,994	530,240
COMMODITIES	617	1,883	2,100	2,100
SELF INSURANCE/OTHER	2,979	20,598	20,598	24,300
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$966,993**	**$1,006,497**	**$1,132,692**	**$559,640**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**	**0.00**


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

NON-DEPARTMENTAL



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	24.00	$2,128,401
Total Funding	**24.00**	**$2,128,401**

NON-DEPARTMENTAL
CITY SOUTH MANAGEMENT AUTHORITY GENERAL FUND

MISSION STATEMENT

To provide support services to the City South Management Authority to ensure the implementation of the goals and objectives of the City South Initiative.

PROGRAM INFORMATION

The City South Management Office coordinates with the City South Management Authority by managing and coordinating proposed development activities within the City South Initiative. The City South Management Office informs the City South Management Authority of activities related to zoning and land use amendments in the area and coordinates activities related to the legislative authority granted to the City South Management Authority.

GOALS & OBJECTIVES

- To complete the Master Plan Policies.
  - Complete the Request for Proposal process for the transportation component of the City South Management Authority Master Plan.
- To provide zoning services to the City South Management Authority Board.
  - Coordinate reviews and recommendations of zoning and plan amendment cases for properties within the City South Management Authority.
- To review economic development proposals for properties within the City South Management Authority.
  - Coordinate meetings with prospective developers for property within the City South Management Authority.
  - Solicit and coordinate input from other agencies to implement projects.
- To coordinate financing of eligible projects within the City South Management Authority boundaries.
  - Coordinate with and provide assistance to the City South Management Authority Board regarding financing for capital projects.
  - Coordinate the economic development program created by the City South Management Authority.
  - Coordinate public improvement projects approved by the City South Management Authority.
- To develop education regional partnerships.
  - Work with participating school districts to develop a regional partnership agreement to include programs such as early childhood development, after school and other educational programs.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Improve Community Outreach**					
	Educate the community on the goals and objectives of the City South Management Office by conducting community meetings	Total No. of Community Meetings	N/A	N/A	N/A	5
	Promote the understanding of the Flex Code by conducting training sessions for the development community	Total No. of Training Sessions Provided	N/A	N/A	N/A	5
Financial	**Provide Economic Development Opportunities**					
	Review economic development proposals for properties within the Authority	Total No. of Pre-development Meetings with Potential Developers	N/A	N/A	N/A	10
Internal Processes	**Improve development process**					
	Coordinate reviews and recommendations of zoning and plan amendment cases	Total No. of Applications Reviewed	N/A	N/A	N/A	3
Employee Learning & Growth	**Improve Employee services**					
	Promote the understanding of the Flex Code by conducting training sessions for city staff	Total No. of Training Sessions Provided	N/A	N/A	N/A	5

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	N/A	$150,694	$46,855	$153,397
CONTRACTUAL SERVICES	N/A	68,157	66,774	68,157
COMMODITIES	N/A	1,200	1,200	1,200
SELF INSURANCE/OTHER	N/A	1,800	1,425	1,300
CAPITAL OUTLAY	N/A	5,000	4,142	0
TOTAL EXPENDITURES	**N/A**	**$226,851**	**$120,396**	**$224,054**
AUTHORIZED POSITIONS	**N/A**	**2**	**2**	**2**
FULL-TIME EQUIVALENTS	**N/A**	**2.00**	**2.00**	**2.00**

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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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	1,684	2,300	2,100	2,200
		% of Issues Addressed	81%	78%	80%	80%
Financial	**Provide Accountability to the Public**					
	Proactively identify, address and resolve community and neighborhood issues and concerns	Value of Volunteer Hours	$50,525	$31,200	$41,900	$43,000
Internal Processes	**Innovative and Proactive City Government**					
	Provide an accountable point of contact for the Council and community to better address priority service delivery issues.	No. of Issues Investigated	2,319	N/A	2,800	3,000
	Proactively identify, address and resolve community and neighborhood issues and concerns	Proactive Requests Identified in the Field	2,319	5,200	5,600	5,800
Employee Learning & Growth	**Improve Employee Services**					
	Enhance existing service delivery systems	No. of Training Hours Attended	58	85	85	90

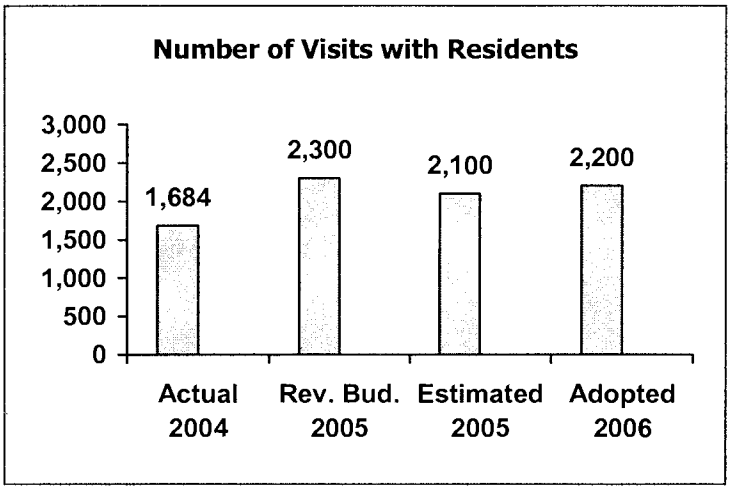
PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Council Action Team's FY 2006 Balanced Scorecard.

Visits with Residents

One of Council Action Team's major objectives is to provide an accountable point of contact for the Council and community to better address priority service delivery issues. In doing so, it is imperative that the Team is out amongst and visiting its citizens.

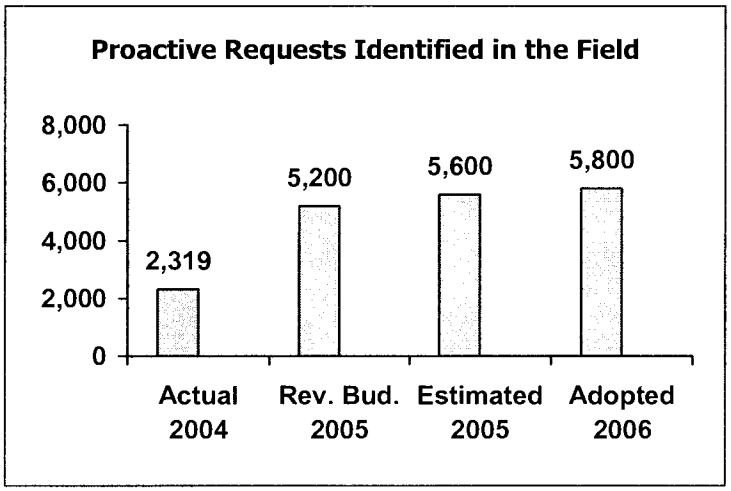
The 5% increase in number of visits from FY 2005 Estimated to the FY 2006 Adopted is attributed to the increased need to keep citizens informed about that city services are available to them.



Proactive Requests

One of Council Action Team's major objectives is to proactively identify, address and resolve community and neighborhood issues and concerns. The Council Action Team is determined to be proactive, rather than reactive, in resolving community concerns.

The 4% increase in number of proactive requests from FY 2005 Estimated to the FY 2006 Adopted is attributed to the increased need to keep a proactive approach in resolving community concerns.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$267,682	$313,371	$318,440	$343,128
CONTRACTUAL SERVICES	17,912	1,400	5,263	1,409
COMMODITIES	6,872	4,686	4,378	4,686
SELF INSURANCE/OTHER	0	20,700	22,945	22,415
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$292,466**	**$340,157**	**$351,026**	**$371,638**
AUTHORIZED POSITIONS	**5**	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**	**5.00**

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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Customer	**Innovative & Proactive City Government**					
	Train employees, supervisors and managers on fraud prevention and awareness	No. of Municipal Integrity Training Hours Provided[1]	36	1,200	5	75
Financial	**Provide Accountability to Public**					
	Reduce loss to the City resulting of non-uniformed fraud	% of Fraud Related Municipal Integrity Investigations	40%	60%	20%	30%
Internal Processes	**Public Trust & Awareness of Citizens**					
	Investigate complaints and Allegations of non-uniformed Employee misconduct	No. of Municipal Integrity Investigations Resolved	171	170	152	180
		% of Municipal Integrity Investigations Resolved	84%	94%	80%	90%
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"[2]	94%	96%	0%	100%

EXPLANATORY INFORMATION

[1] The Alamo Community College District is now offering the courses taught by Municipal Integrity Staff, resulting in the decline in training hours.
[2] No classes given requiring program evaluation forms.

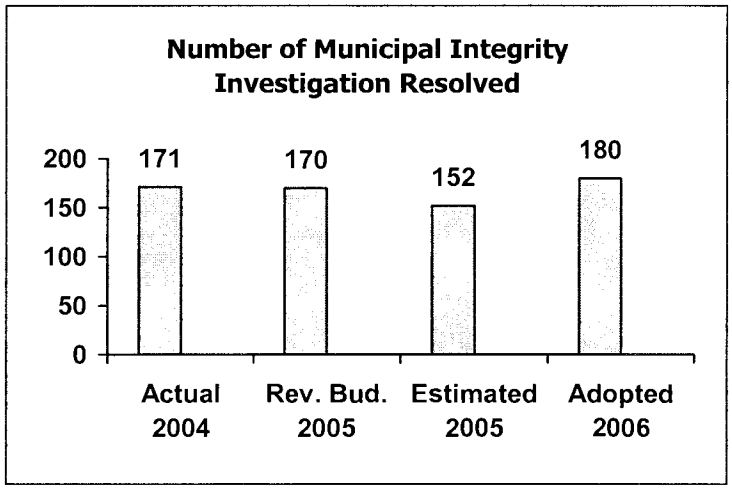
PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Office of Municipal Integrity's FY 2006 Balanced Scorecard.

Number of Investigations Resolved

The Office of Municipal Integrity's main objective is to investigate complaints and allegations of non-uniformed employee misconduct. Investigations are resolved as quickly and as effectively as possible.

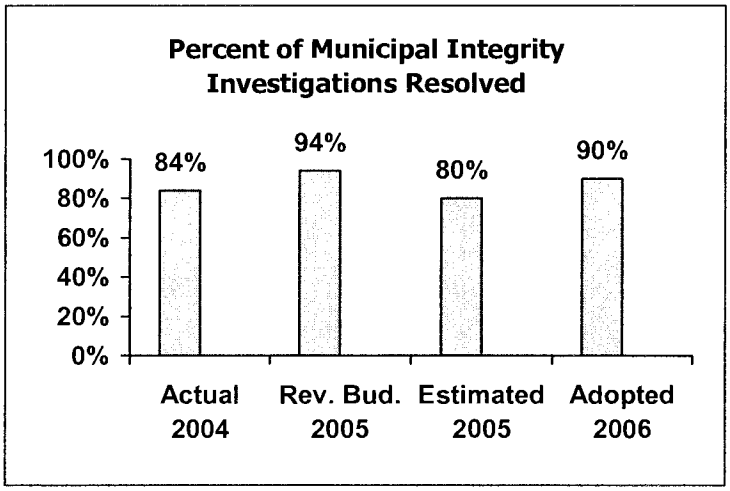
The 18% increase from Estimated FY 2005 to Adopted FY 2006 is attributed to the investigation process becoming more successful due to employee training in cash handling, fraud prevention, and liaison participation with the Police Department.



Percent of Investigations Resolved

The Office of Municipal Integrity's main objective is to investigate complaints and allegations of non-uniformed employee misconduct. As many Investigations as possible are resolved quickly and effectively.

The 10% increase from Estimated FY 2005 to Adopted FY 2006 is attributed to the investigation process becoming more successful due to employee training in cash handling, fraud prevention, and liaison participation with the Police Department.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$161,576	$196,598	$255,540	$259,440
CONTRACTUAL SERVICES	15,301	8,572	31,710	25,639
COMMODITIES	5,772	1,094	3,170	1,094
SELF INSURANCE/OTHER	560	11,970	14,650	17,717
CAPITAL OUTLAY	1,802	0	1,764	0
TOTAL EXPENDITURES	**$185,011**	**$218,234**	**$306,834**	**$303,890**
AUTHORIZED POSITIONS	**3**	**4**	**4**	**4**
FULL-TIME EQUIVALENTS	**3.00**	**4.00**	**4.00**	**4.00**

NON-DEPARTMENTAL/NON-OPERATING

	ACTUAL 2003-2004	ADOPTED 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
Accrued Annual, Personal and Sick Leave	-$44,538	$266,247	$266,247	266,247
Street Lighting Energy Charges	10,247,600	10,325,700	10,511,030	10,587,330
Traffic Signal Light Charges	1,052,374	800,000	726,514	771,728
Professional Fees	662,384	1,555,605	1,686,934	3,219,253
Change Unit	0	0	0	350,000
Bexar County Detention Contract	2,400	200,000	200,000	200,000
Outside Auditor Contract	355,698	387,288	400,000	300,000
Sales Tax Collection Fees	2,951,587	3,011,735	3,138,585	3,278,472
PC Lease Program	84,613	302,367	302,367	302,367
S.A. City Employee Star Program	3,943	0	0	0
Reserve for Fringe Benefits Adjustments	514,580	528,603	528,603	378,085
Police Assessment Center	186,473	372,625	300,233	372,625
Fire Assessment Center	90,598	257,625	188,352	257,625
Reserve for Total Compensation Programs	0	4,837,738	1,650,000	12,887,449
Lease of Office Space	1,686,377	1,762,804	1,780,602	1,793,331
Association Dues	565,954	665,513	665,513	714,819
Domestic Violence Initiatve	0	0	0	173,245
Downtown Imp. Dist./PID Assessment	75,500	77,650	87,650	97,556
Economic Development Initiatives	13,603	35,000	35,000	35,000
SAHA Lighting	5,731	8,300	8,300	8,057
Council Chamber Operations & Maint.	27,923	55,614	55,614	288,260
Palo Alto Pool Maintenance	49,000	49,000	49,000	49,000
Reserve for Nothside Annexation Service Plans	0	0	0	503,741
Bexar Appraisal District	2,009,372	2,067,756	2,007,635	1,946,986
TOTAL	**$20,541,172**	**$27,567,170**	**$24,588,179**	**38,781,176**

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2006

♦ **Accrued Annual, Personal & Sick Leave** **$266,247**

This amount represents the General Fund portion of FY 2006 estimated liability for payment of accrued annual, personal and sick leave.

♦ **Street Lighting Energy Charges** **$10,587,330**

♦ **Traffic Signal Light Energy Charges** **$771,728**

These budgets provide for the energy costs of the traffic signals and the energy costs and equipment amortization of street lighting.

♦ **Professional Fees** **$3,392,498**

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. The budget also accounts for internal charges for enterprise-wide software agreements and building maintenance charges, including contract security services.

♦ **Change Unit** **$350,000**

This budget provides for one-time resources to provide contractual services to assist the newly-designed Change Unit in assisting and supporting the City Manager with organizational review and restructuring//reengineering efforts.

♦ **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** **$300,000**

This budget provides for the independent audit of the City's financial records.

♦ **Tax Collection Expense** **$3,278,472**

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 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** **$378,085**

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.

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2006

♦ 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.

♦Reserve for Personnel Compensation Programs **$12,887,449**

The $12.9 million included in this reserve is set aside for uniformed and civilian General Fund personnel compensation enhancements. This amount includes a compensation package for civilians as well as funding set aside in reserve to cover costs associated with anticipated a new collective bargaining agreement with the San Antonio Professional Firefighters Association. The FY 2006 Adopted Budget provides a civilian compensation package that includes a market salary adjustment to all eligible employees, a transportation allowance and a retirement initiative. The market salary adjustment, effective in October 2005, will be distributed to civilian full-time and part-time employees with annual salaries as follows: Employees with $50,000 annual base salary and below will receive a 4.5% salary increase. Employees with an annual base salary above $50,000 would receive a 3% salary increase. The combined cost of the market salary adjustment is $5.9 million in the General Fund and $9.6 million in all funds. The transportation allowance program, which sets aside $547,500 for recurring costs to the General Fund and $709,500 million in All Funds, will provide a $45 per month travel allowance to the full-time City employee who is currently working or will be working at a location that does not provide fully subsidized or free vehicular parking. The objective of this improvement is to provide consistency in meeting employee transportation needs. Human Resources, with the assistance of other City Departments, will develop program policy guidelines and eligibility criteria to be used in administering the program. The City of San Antonio will offer a retirement incentive in FY 2006 to all employees eligible to retire with 27 or more years of service as of May 31, 2006. The estimated cost to implement this program in the General Fund in FY 2006 is $1.5 million.

Additionally, the FY 2006 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 program.

♦ Lease of Office Space **$1,793,331**

This budget consolidates the annual space rental of several General Fund departments, including Police, Health, and Community Initiatives. Also included in this amount is $1.19 million for a full year's rental costs for the Development and Business Services Center.

♦ Association Dues **$714,819**

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 **$97,556**

The FY 2006 Adopted Budget includes $97,556 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 2006 Adopted Budget includes funds to promote San Antonio as a location for businesses to move or expand their operations.

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2006

♦ San Antonio Housing Authority Lighting **$8,057**

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 **$288,260**

This budget represents the non-personal services costs of supporting the operation of the City Council Chamber and associated equipment. One-time costs are included for the enhancement of audio/visual equipment in the Council Chamber. Recurring costs for operating the telephones, fax machines, public address system and copying machines associated with the Council Chamber are included.

♦ 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.

♦ Reserve for Northside Annexation Service Plans **$503,741**

This budget provides a reserve for implementation of the revised Northside Annexation plan. The service plans are currently being negotiated with the residents of each area. Services to be provided include street maintenance, police, fire, and EMS. City Council will take the final vote to either approve or disapprove the annexation in the fall of 2005. If approved, a separate ordinance will be brought to Council to create any necessary positions and to appropriate the funds in the individual department budgets.

♦ Bexar Appraisal District **$1,946,986**

This budget is the estimated City share of the Bexar Appraisal District annual budget for FY 2006. The cost for a participating entity is based on its pro-rata share of the most recent prior year actual overall tax levy.

♦ Domestic Violence **$173,245**

This budget is to acquire services to combat domestic violence in FY 2006 that have been provided by grant funding through FY 2005. The funding may be utilized to reengineer the City's current programs.

EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$158,285	$168,115	$171,793	$342,124
CONTRACTUAL SERVICES	522,025	671,571	619,222	1,263,971
COMMODITIES	2,273	1,125	1,125	1,125
SELF INSURANCE / OTHER	344,822	355,551	354,703	124,193
CAPITAL OUTLAY	0	200,000	0	200,000
TOTAL EXPENDITURES	**$1,027,405**	**$1,396,362**	**$1,146,843**	**$1,931,413**

NON-DEPARTMENTAL/NON-OPERATING

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
ADMINISTRATION—PERSONNEL SERVICES	$158,285	$168,115	$171,793	$180,124
RETIREMENT INCENTIVE	0	0	0	162,000
ADMINISTRATION—CONTRACTUAL	522,025	219,571	211,222	367,571
HOSTING OBLIGATIONS	0	452,000	408,000	896,400
ADMINISTRATION—COMMODITIES	2,273	1,125	1,125	1,125
REBATE EXPENSE	342,875	329,396	329,396	0
ADMINISTRATION – SELF INSURANCE / OTHER	615	24,559	23,711	20,513
TRANSPORTATION ALLOWANCE	0	0	0	102,207
LIABILITY INSURANCE – MAJESTIC THEATER	1,332	1,596	1,596	1,473
CAPITAL	0	200,000	0	200,000
TOTAL	**$1,027,405**	**$1,396,362**	**$1,146,843**	**$1,931,413**

PROGRAM CHANGES

♦ **IMPROVEMENTS** **$132,909**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $4,909 will provide a market adjustment for eligible employees included in the Community and Visitor Facilities Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

LYRIC OPERA FACILITY

This ***improvement*** totaling $28,000 will provide funding for operating costs to the Lyric Opera Facility for the FY 2006 season. The Lyric Opera Facility's ninth season will be full of comedy and opera performances using national talent, costumes and sets from across the country which will add to the cultural and entertaining environment of San Antonio. All of the performances will be held at the Municipal Auditorium.

PROGRAM CHANGES CONTINUED

SAN ANTONIO MUSEUM OF ART ROOF REPLACEMENT

This ***improvement*** totaling $100,000 will provide funding for building repair / construction costs for the San Antonio Museum of Art. More specifically, the improvement will fund the much needed roof replacement at the San Antonio Museum of Art.

- **MANDATES** **$896,400**

GENERAL HOSTING OBLIGATIONS

This ***mandate*** totaling $890,400 will fund one-time costs associated with annual contractual hosting obligations. Of the total amount, $590,400 have been negotiated and committed by the Convention and Visitors Bureau to support various major conventions, meetings or special events scheduled in FY 2006. The remaining $200,000 will fund anticipated contingency expenditures.

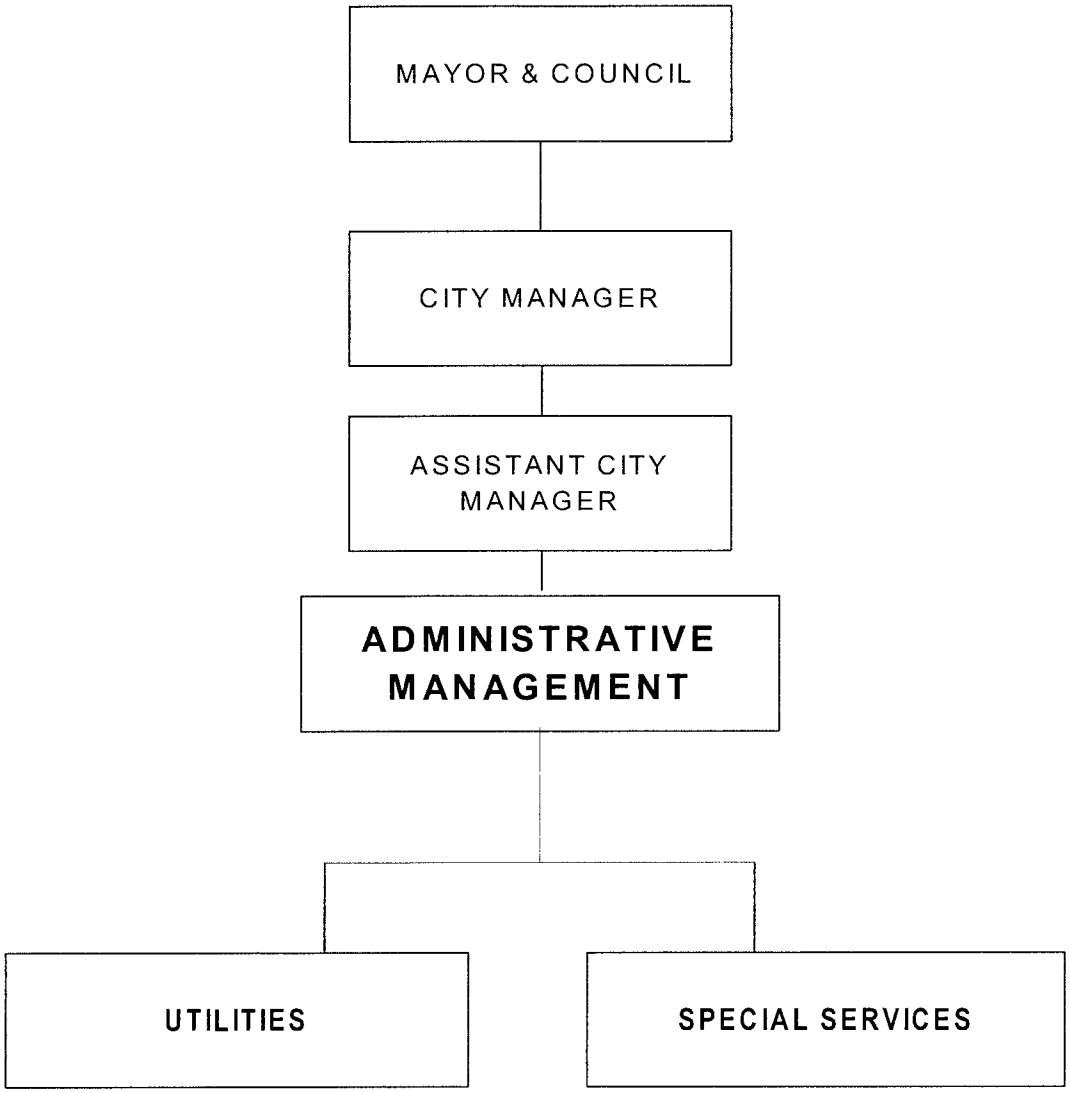
NCAA HOSTING OBLIGATIONS

This ***mandate*** totaling $86,000 will fund one-time costs associated with contractual hosting obligations for the NCAA Women's Volleyball Final Four Championship Games to cover expenditures such as pipe and drape requirements, electrical requirements and decoration requirements.

INTERNATIONAL AFFAIRS HOSTING OBLIGATION

This ***mandate*** totaling $20,000 will fund one-time costs associated with the hosting obligation for the King and Queen of Spain's visit to San Antonio. The funding will cover costs such as transportation, printing, gala dinner, professional interpreters, audio visual fees, hosting members of the international media, official delegation gifts, and river barge parade expenses.

PUBLIC UTILITIES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
General Fund	10.00	$788,716
Total Funding	**10.00**	**$788,716**

MISSION STATEMENT

The Public Utilities Office 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 Office is responsible for providing advice and assistance in the regulatory oversight of the City-owned utilities City Public Service (CPS) and the San Antonio Water System (SAWS), cable television franchise agreements, and broadband telecommunications companies operating within the City of San Antonio. Oversight includes review of debt transactions, rates, and the development of policies relating to CPS and SAWS. In addition, the office monitors compliance with franchise and license agreements, City Council policies, state and federal laws, applicable rules and regulations established by state and federal agencies, and monitors and performs analysis of pertinent State and Federal legislation. This Office provides 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 is also provided.

GOALS & OBJECTIVES

- Exercise regulatory/financial oversight over the City-owned utilities, City Public Service (CPS), and San Antonio Water System (SAWS).
  - Review and provide recommendations on proposed rate adjustments.
  - Review and provide recommendations on proposed debt transactions.
  - Coordinate other financial and utility matters.
  - Coordinate the development of policies related to the ownership of the Utilities by the City.
- 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 for information.
- Provide coordination and support to the City's liaison to the Fire & Police Pension and Retiree Healthcare Funds.
- Provide high level financial oversight of the Liability, Workers' Compensation, and Employee Benefits Funds.
- Other special projects as assigned such as analysis and recommendations regarding taxi cab and towing information and rates.

BALANCED SCORECARD

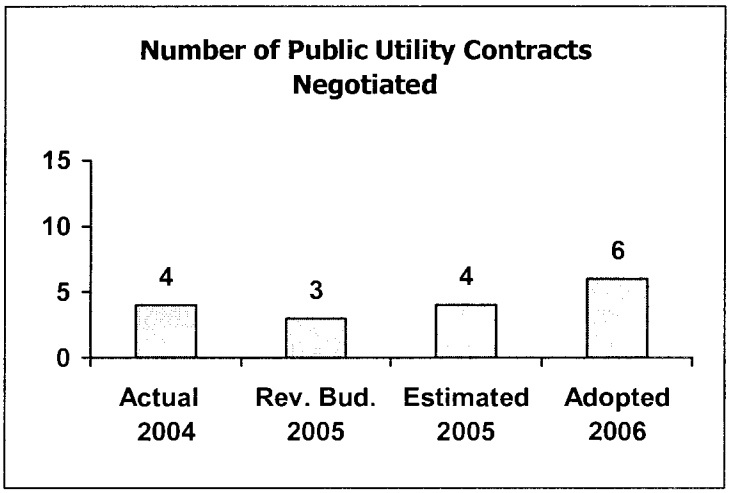
	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Financial	**Provide Accountability to Public**					
	Continue to exercise regulatory and financial oversight over Public Utilities	No. of Public Utility/Franchise Agreements/Contracts Monitored	6	11	7	9
		No. of Public Utility/Agreements/Rate Packages Reviewed	5	13	10	9
		No. of Public Utility/Franchise/ Agreements/Complaints Received	163	130	175	180
		No. of Public Utility/Franchise Contracts Negotiated/Under Negotiation	4	3	4	6

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Public Utilities Office FY 2006 Balanced Scorecard.

Contract Negotiation

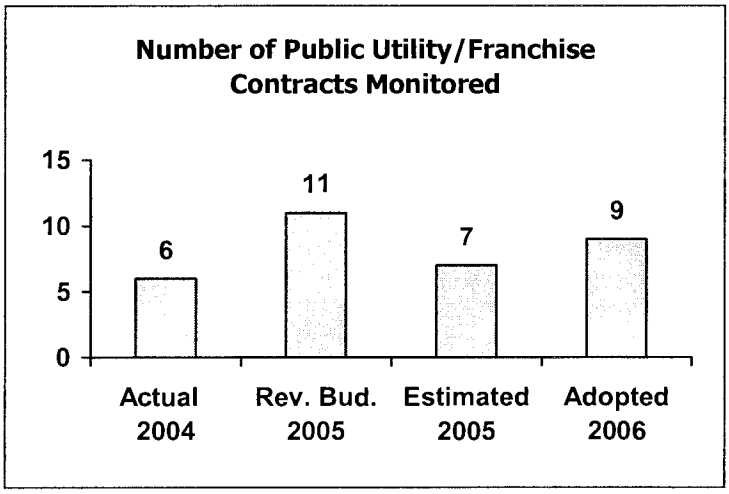
The Public Utilities Office negotiates multiple types of utility contracts with outside agencies. These contracts enable the City to provide effective utilities to San Antonio citizens while keeping utility costs low.



PERFORMANCE MEASURE HIGHLIGHTS CONTINUED

Contract Monitoring

Besides negotiating contracts, the Public Utilities Office also monitors cable franchise agreements, license agreements, and other utility contracts. By monitoring these types of contracts and agreements, the Public Utilities Office is able to exercise regulatory and financial oversight over Public Utilities.



PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$21,211**

VACANCY SAVINGS

This one-time ***reduction*** will result in a net savings of $21,211 for the Public Utilities Office. These savings will be achieved through vacancies anticipated in FY 2006.

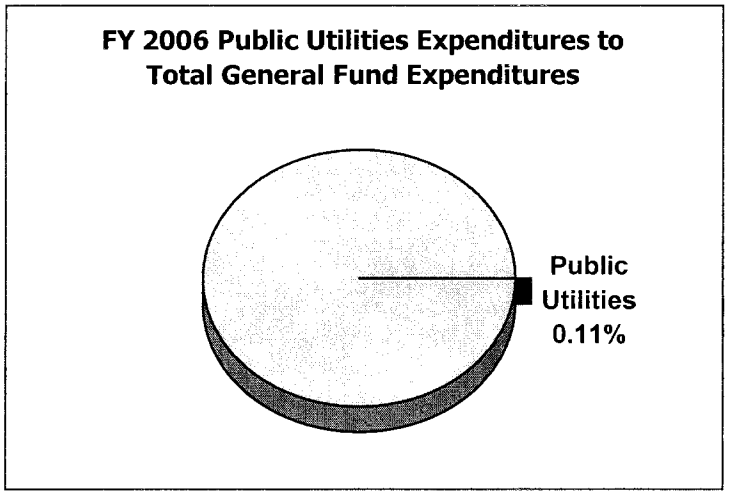
GENERAL FUND EXPENDITURES BY CLASSIFICATION

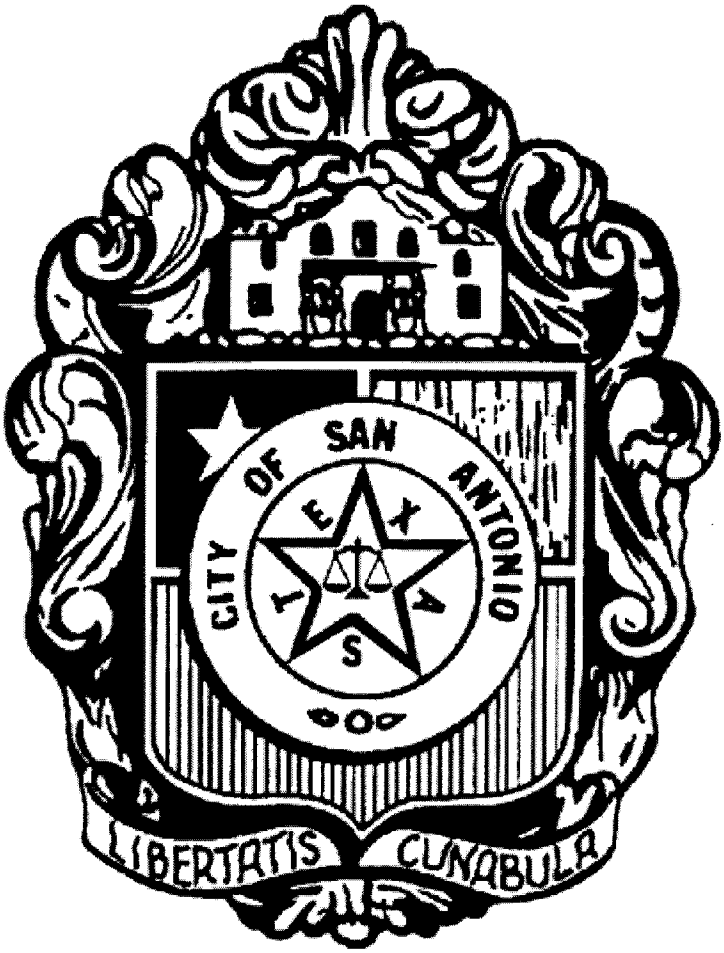
	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	N/A	$592,487	$500,177	$704,905
CONTRACTUAL SERVICES	N/A	5,305	62,875	17,555
COMMODITIES	N/A	49,133	9,407	36,883
SELF INSURANCE/OTHER	N/A	10,101	9,664	29,373
CAPITAL OUTLAY	N/A	50,000	22,050	0
TOTAL EXPENDITURES	**N/A**	**$707,026**	**$604,173**	**$788,716**
AUTHORIZED POSITIONS	**N/A**	**10**	**10**	**10**
FULL-TIME EQUIVALENTS	**N/A**	**10.00**	**10.00**	**10.00**

EXPENDITURES CONTINUED

FY 2006 Public Utilities Expenditures

The chart illustrates the Public Utilities Office's FY 2006 Adopted Expenditures as a proportion of the total FY 2006 General Fund Budget.

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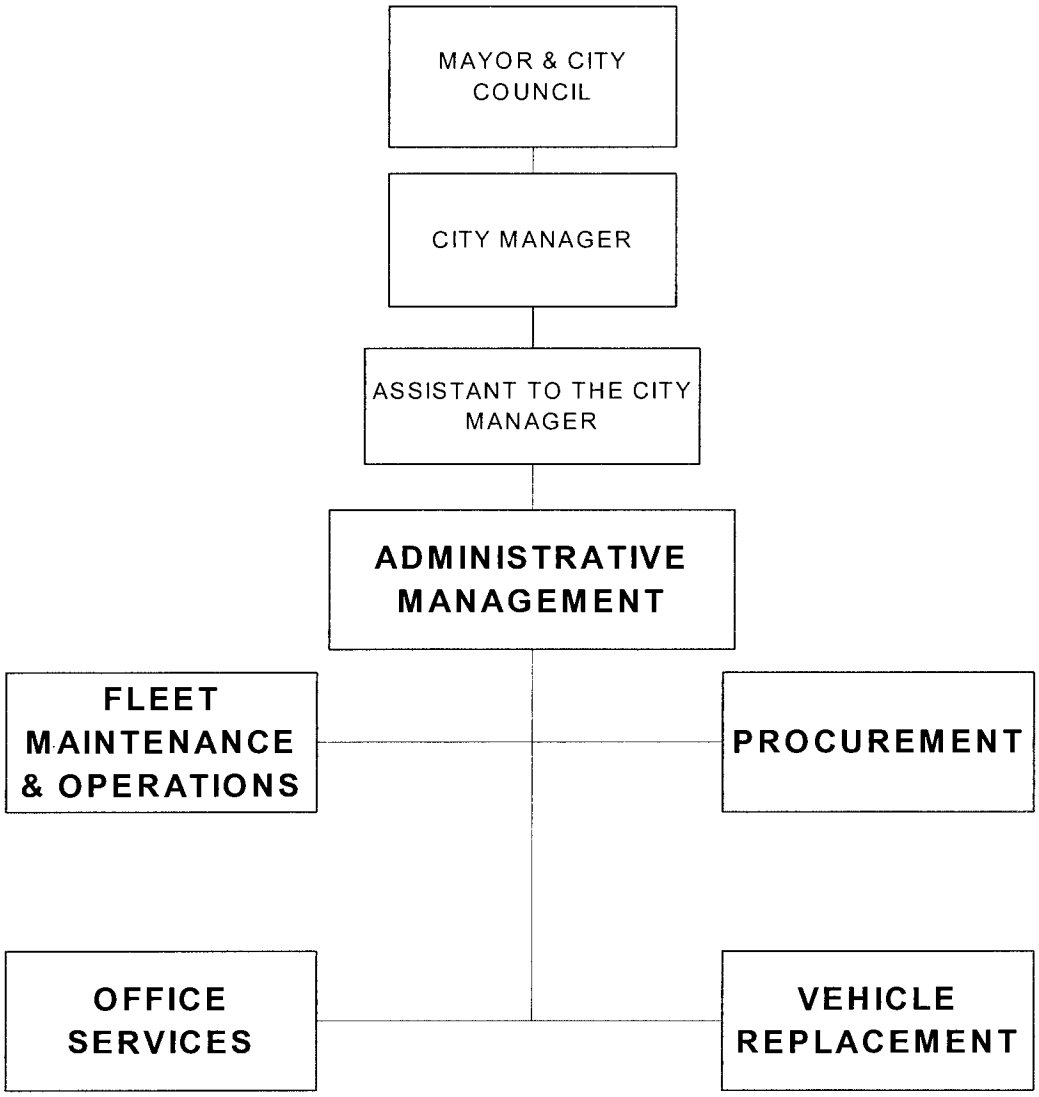
PURCHASING & GENERAL SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2005-2006
Internal Service Fund	219.00	$26,942,283
Equipment Replacement & Renewal Fund	0.00	21,729,076
Total Funding	**219.00**	**$48,671,359**

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.
  - 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 and disposition process.
  - Coordinate city-wide adherence to standards for purchasing and disposition of equipment.
- Support City departments by providing printing, mail services, and office supply management in an efficient, convenient, and cost-effective manner.
  - Measure overall satisfaction through a customer service survey.
  - Seek greater efficiency in mail processing and provide mail piece design training in an effort to reduce cost.
  - Continue the document strategy implementation in an effort to reduce cost, expand services, and increase efficiency.
- 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.
  - Continue air quality inspection and maintenance programs.
  - 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.
  - Expand motor pool operations.
  - Maximize Fleet Technician/Service Center productivity
  - Begin the implementation of the five-year alternative fuels strategy being developed during FY 2005.
  - Increase number of staff members who obtain certifications in their professional fields.
- Support, analyze, and monitor departmental operations.
  - Continue to develop strategies for cost-saving measures.
  - Strategically implement vehicle replacement parameters.
  - Monitor vehicle replacement program for maximum utilization.
  - Continue contract compliance program.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
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)	14	14	14	14
		Avg. Time to Process Formal Bids (days)	54	54	54	53
	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	72%	65%	73%	75%
		Quality of Service – % of Central Stores Customer Satisfaction Rated Good or Excellent[1]	90%	90%	92%	95%
Financial	**Improve Environmental Efforts**					
	Expand the use of alternative fuels & reduce usage of regular fuels within the City's fleet	Hybrid Vehicles	14	26	26	65
	Continue the air quality inspection and maintenance programs	Emissions Testing Performed on City Vehicles[2]	1,967	2,000	1,975	1,990
	Provide Accountability to the Public					
	Provide City departments with vehicle maintenance at the lowest possible cost	Avg. Cost of Car/Light Truck Oil Change[3]	$18.63	$17.00	$19.54	$19.95
		Avg. Maintenance Cost per Mile – Police Cars (ICMA measure)[4]	$0.16	$0.19	$0.18	$0.19
	Increase opportunities for participation in the Small Business Economic Advisory Program	% of Total Dollars Awarded to AABEs	2.9%	3.0%	3.0%	3.0%
		% of Total Dollars Awarded to MBEs	11.6%	15.0%	15.0%	15.0%
		% of Total Dollars Awarded to WBEs	9.6%	10.0%	10.0%	10.0%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 04	Rev. Bud. FY 05	Estimated FY 05	Adopted FY 06
Internal Processes	**Innovative and Proactive City Government**					
	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)	20	20	20	20
		Avg. Age of Fleet in Replacement Program-Other Vehicles (months)	52	54	53	56
		Fleet Availability (ICMA Measure)[5]	96%	93%	96%	96%
		% of City Fleet in Replacement Program	74.7%	74.6%	74.8%	75.0%
		Quality of Service - % Auto. Maintenance Rated Good or Excellent[6]	N/A	88%	92%	93%
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[7]	17	16	22	27
		No. of Master Mechanics (minimum of Seven ASE certifications required)	4	5	6	8

EXPLANATORY INFORMATION

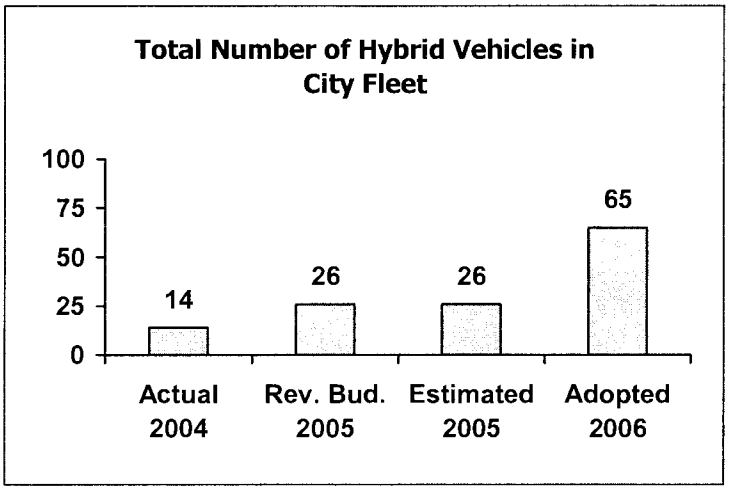
[1] Customer service questionnaires completed December 2004.
[2] There are three types of emissions tests - four gas, five gas and Opacity (opacity tests for all diesel engines).
[3] The City's average is still below the market cost, currently estimated at $27.74. Estimated FY 2005 over budget due to increase in fuel prices.
[4] Calculation matches International City/County Managers Association (ICMA) computation. Reported ICMA average for FY 2003 is $0.23 per mile.
[5] Yearly average % of vehicles available for use, for all causes. ICMA average is 94% for cities over 500,000.
[6] Customer service questionnaires completed in June 2005.
[7] A total of 81 certifications are currently held by mechanics.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Purchasing Fund's FY 2006 Balanced Scorecard.

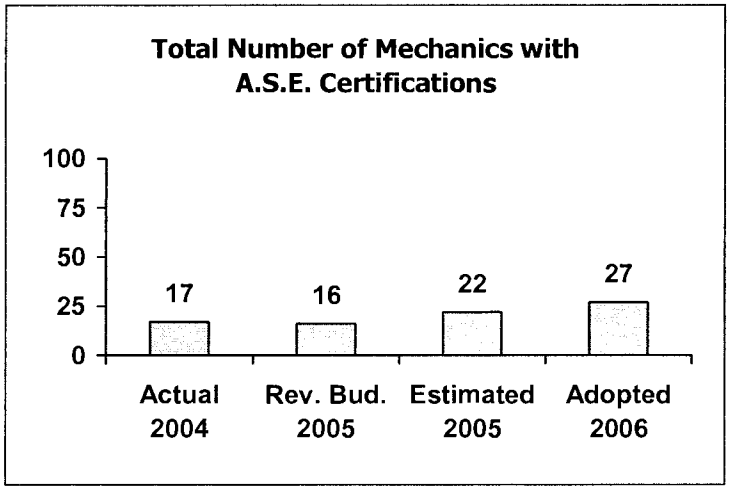
Hybrid Vehicles

The FY 2006 Adopted Budget includes an expanded initiative of purchasing hybrid vehicles in place of traditional gasoline-powered sedans. The City will purchase 39 hybrid vehicles, bringing the total number of hybrid vehicles in the City fleet to 65.



A.S.E. Certified Mechanics

The mission of the independent, non-profit National Institute for Automotive Service Excellence (ASE) is to improve the quality of vehicle repair and service through the testing and certification of repair and service professionals. At present, 22 Fleet Maintenance employees are estimated to hold current certifications. The Purchasing Department encourages its Fleet Service personnel to obtain these certifications as the department promotes quality automotive service and ensures that Fleet Operations remains current with new technologies.



PROGRAM CHANGES

- **IMPROVEMENTS** **$276,741**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $276,741 will provide a market adjustment for eligible employees included in the Purchasing and General Services Fund budget. The market adjustment, effective October 2005, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $50,000 annual base salary and below will receive a four and a half percent salary increase. Employees with above $50,000 annual base salary will receive a three percent salary increase.

PURCHASING & GENERAL SERVICES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2003-2004	REVISED BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
PERSONAL SERVICES	$7,842,782	$8,754,109	$8,864,275	$9,052,276
CONTRACTUAL SERVICES	1,424,707	620,309	752,670	607,798
COMMODITIES	174,224	180,502	381,789	150,502
SELF INSURANCE/OTHER	206,364	3,924,811	2,343,609	1,821,597
CAPITAL OUTLAY	40,108	148,500	148,500	135,000
INVENTORIES	16,262,622	13,360,305	13,561,448	14,415,305
TRANSFERS	1,098,517	877,551	884,793	759,805
TOTAL EXPENDITURES	**$27,049,324**	**$27,866,087**	**$26,937,084**	**$26,942,283**
AUTHORIZED POSITIONS	**219**	**219**	**219**	**219**
FULL-TIME EQUIVALENTS	**219.00**	**219.00**	**219.00**	**219.00**

GENERAL FUND TRANSFERS

	ACTUAL 2003-2004	REV. BUDGET 2004-2005	ESTIMATED 2004-2005	ADOPTED 2005-2006
Transfer to Arson Information Reward Program	$500	$500	$500	$500
Transfer to Animal Care Fund	0	0	0	4,173,486
Transfer to Occupational Health Fund	0	34,630	34,630	0
Transfer to STEP Program	5,663	0	0	0
Transfer to TxDot Police Grant	16,116	16,116	16,116	16,116
Transfer for Diez y Seis Celebration	15,000	15,000	15,000	30,000
Transfer for Martin Luther King, Jr. Celebration	15,000	15,000	15,000	30,000
Transfer to Ascend Grant (Family Save Program)	0	20,000	20,000	20,000
Transfer to Criminal Justice Division Grant	7,883	45,971	45,971	45,971
Transfer to Capital Improvements Reserve Fund	575,000	700,000	700,000	0
Transfer to CASA Program	332,369	332,485	338,764	349,912
Transfer to Facilities Services I & C Fund	0	400,000	400,000	500,000
Transfer to Parking Fund	411,564	498,905	498,905	452,245
Transfer to ERM (Hardware/Software Maintenance)	808,160	199,315	0	0
Transfer to Capital Improvement Program	243,280	0	0	0
Transfer to Auto Theft Prevention (ReACT) Grant	451,634	451,634	451,634	498,018
Transfer to Universal Hiring Grant	694,713	0	0	0
Transfer to Firefighters Grant	0	0	0	156,968
Transfer to Employee Benefits Fund (Retired Emp.)	2,705,859	2,755,414	2,755,414	2,841,092
Transfer to Comprehensive Nutrition Program Grant	2,648,978	2,642,152	2,642,152	2,642,152
Transfer to Child Care Support Grant	1,200,000	1,200,000	1,200,000	1,200,000
Transfer to Support Service to the Elderly Grant	140,987	140,987	140,987	140,987
Transfer to Information Technology Services Fund	118,727	515,152	515,152	143,954
Transfer to EMS FUND	30,086,388	31,068,871	30,676,802	33,374,384
Transfer to Streets Maintenance Fund	34,637,960	34,106,979	34,411,630	40,345,915
TOTAL	**$75,115,781**	**$75,159,111**	**74,878,657**	**86,961,700**

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2006

♦ 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 **$2,841,092**

This transfer to the Employee Benefits Fund is required to fund the costs of providing medical benefits to civilian retirees.

♦Diez y Seis Celebration **$30,000**

This appropriation provides support to the Diez y Seis de Septiembre holiday celebrations throughout the community.

♦ Streets Maintenance and Improvement Fund **$40,345,915**

This transfer provides the estimated General Fund requirement necessary to support the Streets Maintenance and Improvement Fund.

♦Emergency Medical Services Fund **$33,374,384**

The budget for this account represents the General Fund subsidy required to support operations of the Emergency Medical Services System.

♦Transfer to Firefighters Grant **$156,968**

This transfer represents the General Fund contribution for the Assistance to Firefighters Grant received through the Department of Homeland Security's Office of State and Local Government Coordination and Preparedness in cooperation with the United States Fire Administration. The San Antonio Fire Department will utilize these grant funds to provide enhanced training for communication inside fire structures, improving accountability at emergency incidents, and certifying Fire and EMS officers to nationally recognized standards for Fire Officers and Incident Management.

♦Parking Facilities Fund **$452,245**

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 **$349,912**

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.

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2006

♦ ReACT Automobile Theft Prevention **$498,018**

This transfer represents the General Fund contribution for the Regional Auto Crimes Team (ReACT) Automobile Theft Prevention Grant program administered by the state. The ReACT program was established to perform proactive auto theft prevention programs such as conducting salvage inspections, surveillance of high auto theft and recovery areas, and conducting seminars to civil groups on auto theft prevention.

♦Martin Luther King, Jr. Celebration Project **$30,000**

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.

♦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 TxDOT Police Grant **$16,116**

This transfer represents the General Fund contribution for the Texas Department of Transportation grant program which expands the Police Department's efforts at combating the incidence of DWI, as well as DWI-related accidents. Activity will be conducted with existing officers assigned to the program on an overtime basis and will be funded by the grant.

♦Transfer to Information Technology Services Fund **$143,954**

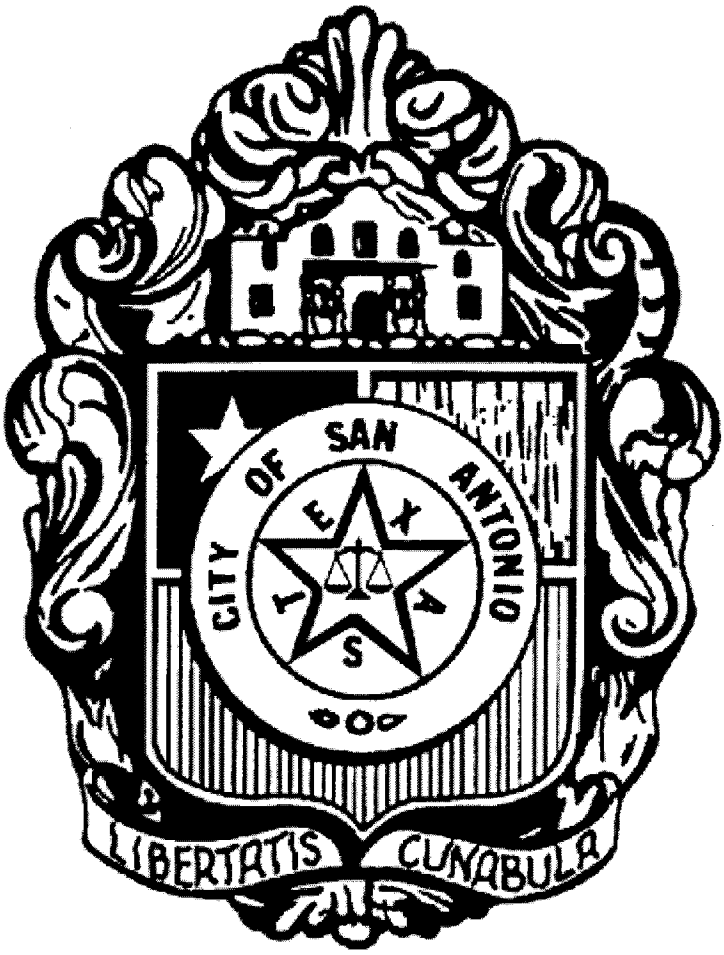
This transfer would provide the Information Technology Services Fund with resources to address the costs associated with the early retirement initiative proposed for FY 2006.

♦Transfer to Animal Care Services Fund **$4,173,486**

This transfer will provide the newly-created Animal Care Services Fund with funds necessary to maintain a program balance in FY 2005. The transfer provides resources to address the FY 2006 current services budget as well as an additional $868,394 to support program enhancements.

♦Transfer to Facility Services I & C Fund **$500,000**

This transfer to the Facility Services Improvement & Contingency Fund will set aside funds for critical maintenance and improvement projects for City facilities.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ONE-TIME PROJECTS HIGHLIGHTS - FY 2006

- **Mayor and City Council District Human Development Services Fund** **$459,998**

Included in the FY 2006 Adopted Budget are funds that allow the Mayor to have $41,818 and each Council District to have a total of $41,818 available to support human development programs such as senior services, childcare programs, youth services programs, scholarship programs and job training programs.

- **SATAI** **$500,000**

The FY 2006 Adopted Budget includes $500,000 toward supporting the San Antonio Technology Accelerator Initiative (SATAI). SATAI is a targeted economic development initiative focused on developing the regional advanced technology-based entrepreneurial economy in San Antonio from the ground up.

- **San Antonio Symphony** **$400,000**

The FY 2006 Adopted Budget includes $400,000 to support the artistic activities of the San Antonio Symphony.

- **McFarlin Tennis Complex** **$100,000**

The FY 2006 Adopted Budget includes $100,000 toward supporting infrastructure improvements at the McFarlin Tennis center located at San Pedro Park. These improvements will allow the City to offer higher quality of Tennis play to San Antonio residents.

- **Park Projects** **$1,864,300**

The FY 2006 Adopted Budget includes $1,864,300 supporting four park projects. These funds are budgeted for a private-sector infrastructure challenge match to renovate the Japanese Tea Gardens, Sunken Garden Theater, Ruiz House, and the Conservatory at Botanical Gardens.

- **Hunger and Homelessness Initiative** **$236,000**

The FY 2006 Adopted Budget includes $236,000 to continue funding hunger and homelessness initiatives. The FY 2006 Adopted Budget includes $90,000 to support the activities of the Dwyer Emergency Shelter. Additionally, $146,0000 is included in the FY 2006 Adopted Budget and leverages an additional $560,000 as a grant match.

- **General Fund Capital Outlay Acquisition Funds** **$1,000,000**

The FY 2006 Adopted Budget includes $1,000,000 for General Fund Departments (including Street Maintenance and EMS) to be used to acquire additional and/or replacement Capital Outlay.

- **CAFR Development** **$150,000**

The FY 2006 Adopted Budget includes funding to secure outside professional resources for the completion of the City's CAFR in a timely manner.

- **Indirect Cost Plan Professional Services Support** **$50,000**

Included in the FY 2006 Adopted Budget are funds to retain a consulting firm to assist the City in developing its annual Indirect Cost Rate Proposal.

ONE-TIME PROJECTS HIGHLIGHTS - FY 2006

♦ **Consulting Services for City Public Service Utility Issues** **$200,000**

The FY 2006 Adopted Budget includes $200,000 to engage a consultant to assist in a review of the City Public Service payment to the City.

♦ **Library Theft Detection System** **$100,000**

The FY 2006 Adopted Budget includes funding for the installment and implementation of a new theft detection system. The theft detection system will be phased into the Central Library and Branch Libraries over a three year period from FY 2006 through FY 2009 for a combined total cost of $2.9 million dollars. The total funding required for installment and implementation of the new theft detection system will be acquired through a municipal lease purchase financing plan. The FY 2006 lease purchase amount will total $1.039 million. First year debt service payments will total approximately $100,000.

♦ **Library District Analysis** **$75,000**

The FY 2006 Adopted Budget includes $75,000 for professional services to assess legal, operational and other issues associated with the implementation of a Library District.

♦ **Defense Transformation Institute** **$75,000**

The FY 2006 Adopted Budget includes $75,000 to continue the City's commitment to support community efforts to partner with local military installations and other community stakeholders responding to the Base Realignment and Closure (BRAC) results to be finalized by the end of 2005. The funds will be provided to the Defense Transformation Institute (DTI) for assistance in the coordination, facilitation and acceleration of the implementation of the BRAC 2005 final results.

♦ **Customer Convenience Credit Card System** **$100,000**

The FY 2006 Adopted Budget includes $100,000 to purchase equipment to facilitate the acceptance of credit card payments in the field, as well as to provide funding for professional services to evaluate future system expansion.

♦ **Teen STD Prevention Program** **$200,000**

Included in the FY 2006 Adopted Budget are funds for public outreach to support a Teen Sexually Transmitted Disease (STD) Prevention Program.

♦ **Ricardo Salinas Dental Clinic** **$150,000**

The FY 2006 Adopted Budget includes $150,000 for continued funding for the Salinas Dental Clinic, which provides much needed pediatric and critical care dental services.

♦ **HIPAA Compliance** **$630,000**

In order to bring the City into compliance with the Health Insurance Portability & Accountability Act (HIPAA), the FY 2006 Adopted Budget includes $630,000 for consultation services for risk analysis, gap analysis, vulnerability assessment, and remediation planning. The funding will also enable the City to purchase necessary capital and data security systems, as well as provide HIPAA training for current City employees. The improvements are necessary to safeguard the City against significant financial penalties.

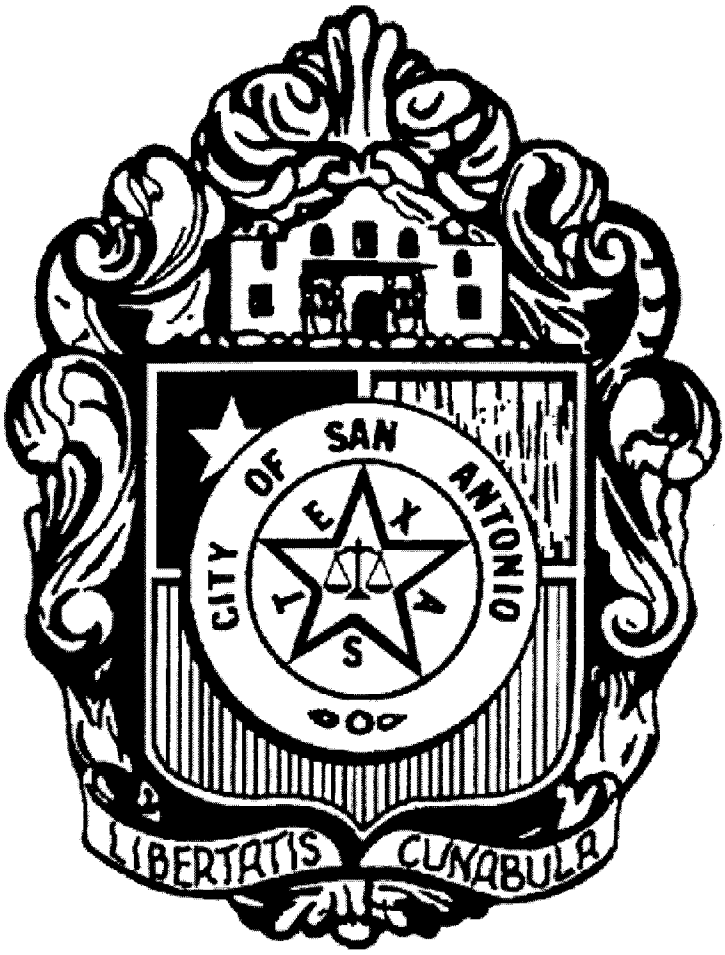
ONE-TIME PROJECTS HIGHLIGHTS - FY 2006

♦ Disparity/Availability Study $225,000

The FY 2006 Adopted Budget includes $225,000 to conduct a disparity/availability study. The purpose of the study is to analyze minority and women-owned business utilization levels in the City's contracting program. The study will also identify the actual number of minority and women-owned businesses in the local market place, and therefore is the basis for analyzing utilization and to establish accurate contracting goals.

♦ Classification Structure and Total Compensation Reviews $175,000

Included within the FY 2006 Adopted Budget is $175,000 for professional service fees to conduct a comprehensive review of the City's classification and compensation structures as well as to train human resources staff in conducting a thorough review of the organization's systems and pay plan. This re-design should result in a more objective and equitable compensation structure with a pay plan that incorporates fewer, more flexible job classifications, more adequately and responsively addresses labor market salary issues and a streamlined process to support this structure. It will also incorporate a total compensation philosophy that includes the value of health benefits and other non-monetary benefits in the compensation decision-making process and a more objective structure for providing future salary increases while retaining the ability to reward job performance.


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Six-Year Capital Improvement Plan

ADOPTED SIX-YEAR CAPITAL PLAN

OVERVIEW

The FY 2006 through FY 2011 Adopted Capital Plan for the City of San Antonio includes 429 projects totaling $1.067 billion. The six-year program represents the City's long-range physical infrastructure development and improvement plan. 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 Plan are evaluated annually to reflect changing priorities and current project work progress and cost estimates. During the City's annual budget process, 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

Within the Six-Year Capital Plan for FY 2006 through FY 2011, the largest funding source comes from Aviation revenues. Aviation revenues (See all revenue sources in Figure 1 on next page) total $430.9 million or 40.4% of the revenues in the Six-Year Plan. Of the $430.9 million to be spent on Aviation projects, $32.4 million comes from the Airport Improvement and Contingency Fund, $164.9 million is funded by Airport Improvement Grants, $128.9 million will come from Airport Passenger Facility Charge Bonds, $85.4 million comes from Airport Revenue Bonds, the Passenger Facility Charge will yield $13.5 million to fund projects on a pay-as-you-go basis, and $5.8 million will be contributed by the Stinson Revolving Fund.

The Six-Year Capital Plan includes $171.2 million in Certificates of Obligation. Certificates of Obligation make up 16.0% of the total plan. The Certificates of Obligation total includes $28.0 million in Issued Certificates of Obligation and $143.2 million in Unissued Certificates of Obligation.

Comprising 15.8% of the Six-Year Capital Plan is $168.8 million in "Other" revenues such as the CPS Lease-Back Proceeds, Police Asset Forfeiture Fund, Riverwalk Capital Improvement Fund, the Storm Water Facilities Fund, and Propositions 1, 2, and 3 sales tax initiatives. Propositions 1 and 2 were voted on and approved in May 2005. Proposition 1 increased the sales tax by 1/8 of 1% to establish a watershed protection project for the Edwards Aquifer at a cost of $90.0 million. Proposition 2 also increased the sales tax by 1/8 of 1% to provide $40.0 million for the planning, acquisition, establishment, development, construction, and/or the renovation of open space and linear parks along Leon Creek, Salado Creek, Medina River, and the San Antonio River. The Proposition 3 sales tax initiative, which was approved by voters in May 2000, 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 Plan includes $13.0 million remaining from Proposition 3.

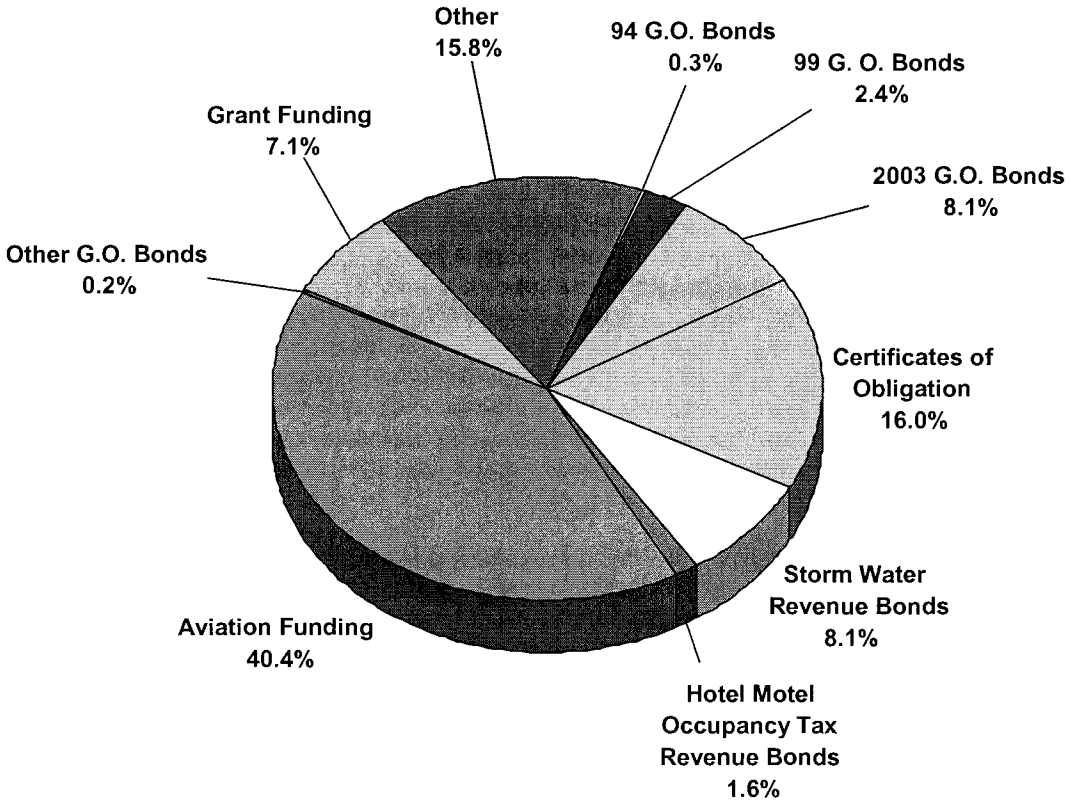
Also included in the Six-Year Capital Plan is $86.8 million (8.1%) in Storm Water Revenue Bonds. Of the Storm Water Revenue Bonds, $28.8 million comes from 2003 Storm Water Revenue Bonds and $58.0 million comes from a new issuance of 2005 Storm Water Revenue Bonds. Hotel-Motel Occupancy Tax Revenue Bonds comprise $16.8 million (1.6%) of the six-year plan. Three other significant components of the total revenues within the Six-Year Capital Plan are $9.2 million in Community Development Block Grant (CDBG) revenues, $57.0 million in Housing and Urban Development (HUD) 108 Loan Program revenues, and $9.7 million in a Texas Department of Transportation Grant.

The 2003 General Obligation bond authorization accounts for $86.2 million or 8.1% of the total Six-Year Capital Plan. Consistent with the Debt Management Plan, the Six-Year Plan also includes $25.2 million in 1999 General Obligation Bonds, $2.7 million in 1994 General Obligation Bonds and $2.2 million in Other General Obligation Bond balances.

Figure 1
FY 2006 Through FY 2011 Capital Plan by Revenue Source

Revenue Source	*Amount (000s)*	*Percentage*
Aviation Funding	430,912	40.4%
Certificates of Obligation	171,150	16.0%
Other	168,806	15.8%
Storm Water Revenue Bonds	86,837	8.1%
2003 G.O. Bonds	86,204	8.1%
Grant Funding	75,915	7.1%
1999 G. O. Bonds	25,207	2.4%
Hotel Motel Occupancy Tax Revenue Bonds	16,784	1.6%
1994 G.O. Bonds	2,717	0.3%
Other G.O. Bonds	2,196	0.2%
Total	*1,066,728*	*100.0%*

Figure 2
FY 2006 Through FY 2011 Capital Plan by Revenue Source



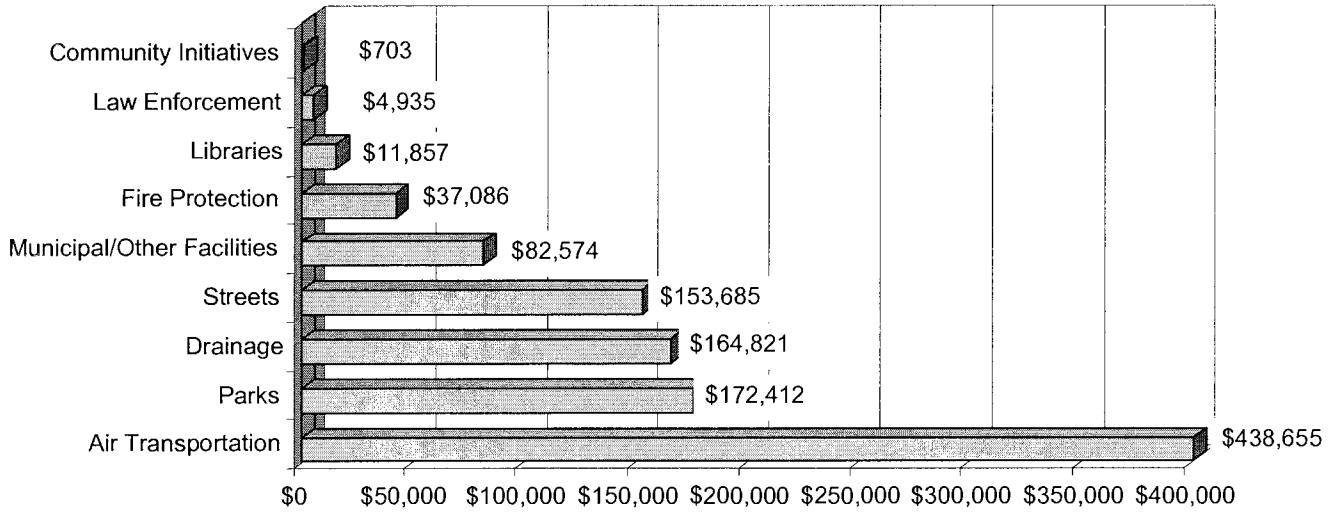
EXPENDITURES

Each capital project budget in the Six-Year Capital Improvement Program is categorized into one of nine programs. Figure 3 and Figure 4 represent the planned budget activity for each program category in the FY 2006 through FY 2011 Capital Plan. For more detailed information regarding program expenditures in the six-year program, refer to the *Summary of Proposed Capital Plan by Revenue Source*, and the *Proposed Capital Plan by Function, Program, and Project* tables on the following pages.

Figure 3
FY 2006 Through FY 2011 Capital Plan by Program Category

Program Category	*Amount (000s)*	*Percentage*
Air Transportation	$438,655	41.1%
Parks	$172,412	16.2%
Drainage	$164,821	15.4%
Streets	$153,685	14.4%
Municipal/Other Facilities	$82,574	7.7%
Fire Protection	$37,086	3.5%
Libraries	$11,857	1.1%
Law Enforcement	$4,935	0.5%
Community Initiatives	$703	0.1%
Total Revenue	*$1,066,728*	*100.0%*

Figure 4
FY 2006 Through FY 2011 Capital Plan by Program Category (Amount in 000's)



HIGHLIGHTS

The following information provides a brief description of the Advanced Transportation District (ATD), 2005 Storm Water Revenue Bonds, 2003 General Obligation Bond Program, Housing and Urban Development (HUD) 108 Loan Program, 1999 General Obligation Bond Program, Propositions 1, 2, and 3 Sales Tax Initiatives and selected capital projects as well as analysis relevant to the revenues and/or programs within the four functional categories

of the Six-Year Capital Plan. A thorough description for each capital project, as well as its City Council District location(s), can be found in Table 4. The *Highlights* section concludes with a brief explanation of Operating and Maintenance Impact on the City's operating and maintenance budget.

ADVANCED TRANSPORTATION DISTRICT (ATD)

On November 2, 2004, San Antonio voters approved the addition of ¼ cent to the sales tax to create an Advanced Transportation District (ATD). For the City of San Antonio, the ATD will bring more infrastructure improvements that will result in less traffic congestion, improve sidewalks, make ADA-compliant improvements, and improve and/or add crosswalks, pedestrian street markers, and other facilities. The ATD will generate an average of $10.9 million per year for the improvements previously mentioned. The proposed method of implementing the ATD is to spend approximately $10.9 million each year for three years (Pay as you go). After the first three years of the program, a small bond program would be funded using $5.45 million and using the remaining $5.45 million annually for "Pay as you go" projects. Currently, the Public Works Department is working with the City Council to define projects that will be funded through the ATD. As such, there are no ATD projects in this six-year plan.

2005 STORM WATER REVENUE BONDS

Beginning on January 1, 2005, the Storm Water Fee was increased by 19.5% across all customer classifications and tiers. The fee increase was implemented to fund eleven Regional Storm Water Projects totaling $58.1 million as included in this six-year plan. The projects were picked using specific criteria to include linkage with a drainage Master Plan and increased safety for emergency personnel and the general public. Input from the public and the City Council was also taken into consideration in the final selection of these projects. Each project, including cost and description, can be found in Tables 3, 4, and 5.

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.

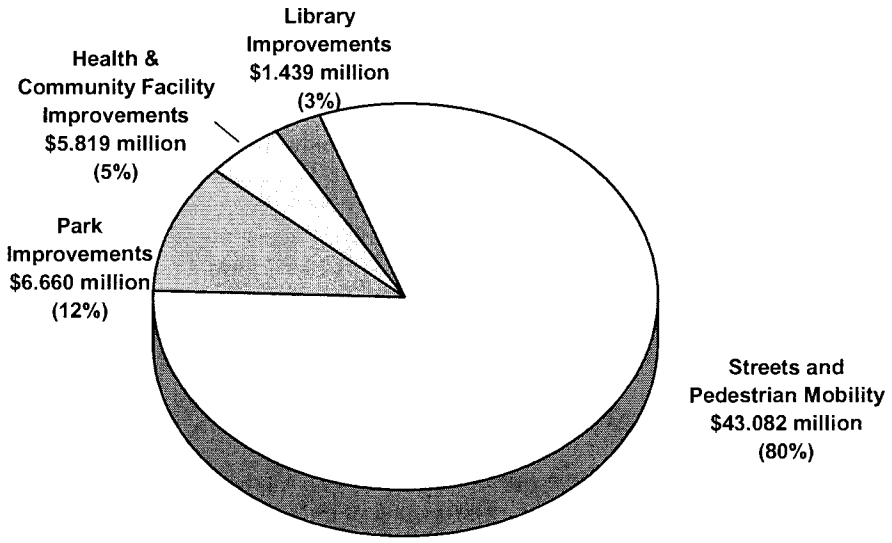
Of the initial issuance of $115 million, $86.2 million remains programmed in the FY 2006 through FY 2011 Adopted Capital Plan.

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 continues to remain a great need for additional dollars. The Adopted FY 2006 - 2011 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 74 projects that will improve street and pedestrian mobility (44 projects), parks (15 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. Figure 5 on the next page shows the breakout of the $57 million by program category.

Figure 5
HUD 108 by Program Category (Amount in 000's)



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 in 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 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 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 operational 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 ($16.5 million for COSA in FY 06) 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 $25.2 million worth of project activity remains in the Capital Improvement Plan.

PROPOSITION 1 – EDWARDS AQUIFER RECHARGE ZONE

In May 2005, City of San Antonio voters approved a sales and use tax rate increase of one-eighth of one percent (1/8 of 1%) to establish a watershed protection and preservation project to acquire and preserve land or interests in land in the Edwards Aquifer Recharge and Contributing Zones both inside and outside Bexar County. Expenditures of $90.0 million are shown for Proposition 1 in this six-year plan.

PROPOSITION 2 – PARKS DEVELOPMENT AND EXPANSION

In May 2005, City of San Antonio voters approved a sales and use tax at the rate of one-eighth of one percent (1/8 of 1%) for the purpose of financing the acquisition of open space and linear parks along Leon Creek, Salado Creek, Medina River, and the San Antonio River. The funds will also be used for some operating and maintenance needs associated with these waterways. The FY 2006 through FY 2011 Capital Plan includes $40.0 million in Proposition 2 expenses.

PROPOSITION 3 – PARKS DEVELOPMENT AND EXPANSION

In May 2000, 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 six-year plan includes $13.0 million in Proposition 3 expenditures scheduled to be utilized by the end of FY 2007.

GENERAL GOVERNMENT

- MUNICIPAL/OTHER FACILITIES

  The Municipal Facilities Program addresses improvements to City-owned buildings and infrastructure totaling $82.57 million. Some of these municipal facility projects include the renovation of the Alameda Theater as well as improvements to municipal office space. ADA projects are also included in the Municipal Facilities Program.

PUBLIC SAFETY

- DRAINAGE

  The Six-Year Capital Plan includes 68 drainage and flood control projects totaling $164.8 million. Four significant funding sources for these drainage and flood control projects are the 2003 and 2005 Storm Water Revenue Bonds, the 2003 General Obligation (G.O.) Bonds, and the Storm Water Facilities Fund. In the Six-Year Capital Plan, twenty projects are funded through 2003 Storm Water Revenue Bonds, twelve are funded through 2005 Storm Water Revenue Bonds, fourteen projects are funded by 2003 General Obligation Bonds, and fifteen projects are funded through the Storm Water Facilities Fund. One significant drainage project is the San Antonio River Improvements project. This project 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 over a ten-year period. The City's portion totals $37.8 million, of which, $23.3 million is included in the Six-Year Capital Plan.

- FIRE PROTECTION

The Six-Year Capital Plan incorporates projects detailed in the Fire Five-Year Rolling Master Plan. Included in the six-year plan is $37.1 million to address fire protection needs. Within the $37.1 million is $27.9 million for replacement of fire stations at various locations based upon need. The replacement dollars will be utilized for land acquisition (where appropriate) and construction. Also included in the $37.1 million is $3.2 million for a temporary and permanent Fire Station #50 associated with newly annexed areas on the south side of San Antonio.

- LAW ENFORCEMENT

The Capital Plan includes four capital projects that the Police Department has included in its Vision 2001 Strategic Plan. The total cost over six years for these projects is $4.9 million. Of this amount, $2.9 million has been programmed in FY 2006 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 Plan 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 Plan includes sixteen projects totaling $11.9 million. Of the $11.9 million planned to be expended, more than half is funded through bonds; $3.9 million is funded through 1999 General Obligation Bonds and $3.0 million is financed with 2003 General Obligation Bonds. One major Library project included in the six-year plan is the renovation of the Central Library Building. As part of the Central Library Building/Roof Replacement project, the building will have work done to the roof and skylight to reduce the number of exterior leaks.

- PARKS

Over the six-year period from FY 2006 - FY 2011, $172.4 million is planned for 79 park projects. Some major funding sources are the 2003 G.O. Park Bonds Program ($15.2 million), the 1999 G.O. Bond Program ($5.4 million), the Community Development Block Grant ($1.6 million), and the HUD 108 Loan Program ($6.7 million). The Levi Strauss Building Renovations and Community Facility project is one major project included in the FY 2006 through FY 2011 Capital Plan for the Parks Program. This project will provide for the rehabilitation of the Levi Strauss Building on Old Highway 90 at Callaghan into a Parks Department headquarters and community center facility. This project will include the construction of offices, lobby, restrooms, warehouse, conference rooms, recreation spaces, HVAC, parking lot improvements, and a city nursery to include tree growing operations. This project will total $6.2 million and is scheduled to be completed in FY 2006.

TRANSPORTATION

- AIR TRANSPORTATION

  The Air Transportation Program involves projects planned or currently under construction at San Antonio International Airport (SAT) and Stinson Municipal Airport. The six-year program totals $438.7 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 projects in the New Terminal Expansion (NTE) Project. There are seven NTE projects included in the six-year plan that total $140.4 million. The NTE projects will provide for the demolition and construction of buildings and infrastructure to support the replacement of the existing Terminal 2 at SAT. The program also includes 24 Stinson Airport improvements totaling $13.5 million.

- STREETS

  The six-year Streets Program totals $153.7 million consisting primarily of funds from Unissued Certificates of Obligation ($70.1 million), the HUD 108 Loan Program ($35.6 million), 2003 General Obligation Bond authorization ($21.1 million), the 1999 General Obligation Bond authorization ($6.8 million), Community Development Block Grants ($4.9 million), and 2002 and 2004 Certificates of Obligation ($8.4 million). Of the $69.3 million in Unissued Certificates of Obligation, $55.0 million is to be spent on street improvements throughout the City. In FY 2006, $5.0 million is to be expended and the remaining $50 million will be spent from FY 2007 through FY 2011 ($10.0 million each year).

OPERATING & MAINTENANCE IMPACT

As capital projects near completion, the City budgets the operating and maintenance needs as mandates or improvements in the year the project will come on-line. Planned Capital projects often require additional operating and maintenance needs upon completion. An example of such a project in FY 2006 is a mandate for the Library Department for additional utilities, supplies, non-personnel services and maintenance, and computer services at the Great Northwest Branch Library.

The following sections summarize the fiscal impact that FY 2006 capital projects will have on the City's operating and maintenance budget. Depending on the project, operating and maintenance costs are budgeted in the corresponding operating fund for the purpose of providing operating and/or maintenance services. The total operating and maintenance impact for FY 2006 is $287,851. Costs specific to individual projects in the FY 2006 program can be found on the following tables under the column labeled "O/M Impact."

RECREATION AND CULTURE

- LIBRARIES

  One project in the FY 2006 Library program will result in increased operating and maintenance costs. The Great Northwest Branch Library will receive $32,549 for mandated operating costs. The Great Northwest Branch Library, an original 1999 Bond Program project, is currently 12,000 square feet and will be expanded to 18,000 square feet as part of the 2003 Bond Program. The mandated costs will provide for operating and maintenance expenses associated with the expansion.

- PARKS

In this year's operating budget, there are three mandates for the Parks and Recreation Department totaling $197,382 to support improvements funded by 2003 General Obligation Bonds and Aquifer/Linear Park Acquisition. As shown in Table 6, one of the three mandates, totaling $79,120, will provide funding for contractual mowing and trimming for recent land acquisitions associated with Fox Park Properties and Hausman Rd. Maintenance. A second mandate in the amount of $79,702 will fund one Park Police Officer to effectively patrol new and expanded parkland associated with the San Antonio River, Edwards Aquifer Land Acquisition, Leon Creek Greenway, Medina River Greenway, and Salado Creekway. The third mandate in the amount of $38,560 will pay for maintenance of land acquisitions associated with the San Antonio River, Edwards Aquifer, Leon Creek Greenway, Medina River Greenway, and Salado Creekway.

PUBLIC HEALTH AND SAFETY

- COMMUNITY INITIATIVES

One project within the Community Initiatives Department will impact the operating budget. Costs totaling $57,920 for the Medical Center Area Senior Multi-Services and Health Center (a 2003 Bond project) are included in the FY 2006 program. These operating costs will provide for a Special Projects Coordinator to lead the Request for Proposal process, serve as a liaison for intergovernmental issues, and coordinate all processes necessary to complete construction of the center. Once the center is completed, this staff person will transition into an operational role and supervise the daily operations.

SUMMARY OF ADOPTED CAPITAL PLAN BY REVENUE SOURCE
For FY 2006 Through FY 2011
(Dollars In Thousands)

REVENUE SOURCE	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*
Other G.O. Bonds							
Drainage Bond Balances	1,510	0	25	0	0	0	*1,535*
Library Bond Balances	548	0	0	0	0	0	*548*
Street Improvements Bond Balances	39	74	0	0	0	0	*113*
Total Other G.O. Bonds	*2,097*	*74*	*25*	*0*	*0*	*0*	*2,196*
1994 G.O. Bonds							
1994 G.O. Drainage Bonds	2,627	0	0	0	0	0	*2,627*
1994 G.O. Park Bonds	90	0	0	0	0	0	*90*
Total 1994 G.O. Bonds	*2,717*	*0*	*0*	*0*	*0*	*0*	*2,717*
1999 G.O. Bonds							
1999 G.O. Drainage Improvements Bonds	5,048	0	0	0	0	0	*5,048*
1999 G.O. Flood Control with Park Improvements Bonds	1,148	0	0	0	0	0	*1,148*
1999 G.O. Library System Improvements Bonds	3,892	0	0	0	0	0	*3,892*
1999 G.O. Park & Recreation Improvements Bonds	4,865	580	0	0	0	0	*5,445*
1999 G.O. Public Safety Improvements Bonds	2,868	0	0	0	0	0	*2,868*
1999 G.O. Street & Pedestrian Improvements Bonds	6,731	75	0	0	0	0	*6,806*
Total 1999 G.O. Bonds	*24,552*	*655*	*0*	*0*	*0*	*0*	*25,207*
2003 G.O. Bonds							
2003 G.O. Drainage Improvement Bonds	14,175	0	0	0	0	0	*14,175*
2003 G.O. Library Improvement Bonds	2,119	900	0	0	0	0	*3,019*
2003 G.O. Parks and Recreation Improvement Bonds	16,311	355	0	0	0	0	*16,666*
2003 G.O. Public Health and Safety Improvement Bonds	30,602	680	0	0	0	0	*31,282*
2003 G.O. Streets and Pedestrian Improvement Bonds	19,514	1,548	0	0	0	0	*21,062*
Total 2003 G.O. Bonds	*82,721*	*3,483*	*0*	*0*	*0*	*0*	*86,204*
Certificates of Obligation							
2002 Issued Certificates of Obligation	3,335	0	0	0	0	0	*3,335*
2004 Issued Certificates of Obligation	6,032	0	0	0	0	0	*6,032*
2005 Issued Certificates of Obligation	5,698	0	0	0	0	0	*5,698*
2005A Issued Certificates of Obligation	1,355	0	0	0	0	0	*1,355*
Prior Issued Certificates of Obligation	11,571	0	0	0	0	0	*11,571*
Unissued Certificates of Obligation	44,499	22,589	19,110	21,005	17,990	17,966	*143,159*
Total Certificates of Obligation	*72,490*	*22,589*	*19,110*	*21,005*	*17,990*	*17,966*	*171,150*

REVENUE SOURCE	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*
Storm Water Revenue Bonds							
2003 Storm Water Revenue Bonds	27,798	804	159	0	0	0	*28,761*
2005 Storm Water Revenue Bonds	13,171	38,825	6,080	0	0	0	*58,076*
Total Storm Water Revenue Bonds	*40,969*	*39,629*	*6,239*	*0*	*0*	*0*	*86,837*
Hotel Motel Occupancy Tax Revenue Bonds							
Hotel Motel Occupancy Tax Revenue Bonds	12,184	4,600	0	0	0	0	*16,784*
Total Hotel Motel Occupancy Tax Revenue Bonds	*12,184*	*4,600*	*0*	*0*	*0*	*0*	*16,784*
Aviation Funding							
Airport Improvement & Contingency Fund	8,699	5,556	8,406	5,327	1,523	2,860	*32,371*
Airport Improvement Program Grant	11,508	9,825	32,060	34,975	54,057	22,500	*164,925*
Airport Passenger Facility Charge	8,374	1,700	600	1,600	600	600	*13,474*
Airport Passenger Facility Charge Bonds	52,698	2,700	48,410	4,892	16,057	4,200	*128,957*
Airport Revenue Bonds	63,432	7,085	14,887	0	0	0	*85,404*
Stinson Revolving Fund	4,011	803	627	340	0	0	*5,781*
Total Aviation Funding	*148,722*	*27,669*	*104,990*	*47,134*	*72,237*	*30,160*	*430,912*
Grant Funding							
Community Development Block Grant	8,857	390	0	0	0	0	*9,247*
Housing & Urban Development 108 Loan Program	30,955	24,321	1,401	236	87	0	*57,000*
Texas Department of Transportation Grant	2,479	3,679	450	3,060	0	0	*9,668*
Total Grant Funding	*42,291*	*28,390*	*1,851*	*3,296*	*87*	*0*	*75,915*
Other							
CPS Lease-Back Proceeds	3,000	0	0	0	0	0	*3,000*
Other Events Trust Fund	1,018	0	0	0	0	0	*1,018*
Police Asset Forfeiture Fund	782	642	0	0	0	0	*1,424*
Proposition 1 FY 2005 - Edwards Aquifer Recharge Zone Conservation and Protection Program	13,331	14,480	14,934	15,590	16,246	15,419	*90,000*
Proposition 2 FY 2005 - Leon Creek and Salado Creek Linear Park Projects	4,669	2,690	4,901	5,230	5,060	6,450	*29,000*
Proposition 2 FY 2005 - Medina River Improvements	2,000	3,000	0	0	0	0	*5,000*
Proposition 2 FY 2005 - San Antonio River Improvements	0	1,000	1,500	1,500	2,000	0	*6,000*
Proposition 3 FY 2000 - Edwards Aquifer Recharge Zone Conservation and Protection Program	739	0	0	0	0	0	*739*
Proposition 3 FY 2000 - Leon Creek and Salado Creek Linear Park Projects	9,802	2,462	0	0	0	0	*12,264*
Riverwalk Capital Improvement Fund	384	0	0	0	0	0	*384*
Storm Water Facilities Fund	10,518	8,500	0	0	0	0	*19,018*
U.D.C. Fee In-Lieu-Of Funds	959	0	0	0	0	0	*959*
Total Other	*47,202*	*32,774*	*21,335*	*22,320*	*23,306*	*21,869*	*168,806*
TOTAL REVENUE SOURCES	***475,945***	***159,863***	***153,550***	***93,755***	***113,620***	***69,995***	***1,066,728***

ADOPTED CAPITAL PLAN BY FUNCTION, PROGRAM, AND PROJECT
For FY 2006 Through FY 2011
(Dollars In Thousands)

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
General Government								
Municipal Facilities								
American Disability Act Projects	116	0	0	0	0	0	*116*	0
Historic Civic Center Facility Master Plan Phase B	442	0	0	0	0	0	*442*	0
ITSD Computer Room	858	0	0	0	0	0	*858*	0
Municipal Facilities Office Space Renovation	346	0	0	0	0	0	*346*	0
Plaza de Armas Building Renovation/Roof Replacement	1,200	0	0	0	0	0	*1,200*	0
Records Storage Facility	73	0	0	0	0	0	*73*	0
SAMHD Lab Relocation Program Development	280	1,260	1,260	0	0	0	*2,800*	0
Total Municipal Facilities	***3,315***	***1,260***	***1,260***	***0***	***0***	***0***	***5,835***	***0***
Other Facilities								
Alameda Theater	1,790	0	0	0	0	0	*1,790*	0
Guadalupe Street House Rehabilitation	35	0	0	0	0	0	*35*	0
Hays Street Bridge Rehabilitation	213	0	0	0	0	0	*213*	0
KellyUSA - Aerospace Industry Capital Projects	1,000	0	0	0	0	0	*1,000*	0
Texas A&M Campus Land Acquisition	15,000	0	0	0	0	0	*15,000*	0
Total Other Facilities	***18,038***	***0***	***0***	***0***	***0***	***0***	***18,038***	***0***
Total General Government	***21,353***	***1,260***	***1,260***	***0***	***0***	***0***	***23,873***	***0***
Public Health & Safety								
Drainage								
Alamo Farmsteads Drainage Phase I on Whitby (Abe Lincoln to Leon Creek)	1,288	0	0	0	0	0	*1,288*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Public Health & Safety								
Drainage								
Ansley Boulevard Drainage #1091	3,154	0	0	0	0	0	*3,154*	0
Ansley Phase I (Commercial to Moursund)	291	1,840	0	0	0	0	*2,131*	0
Ave Maria Drainage	2,829	0	0	0	0	0	*2,829*	0
Beitel Creek Environmental Restoration	3,000	0	0	0	0	0	*3,000*	0
Blue Ridge Channel Recapitalization	94	0	0	0	0	0	*94*	0
Broadway Corridor Phase I, Part II	925	4,572	0	0	0	0	*5,497*	0
Callaghan Road Low Water Crossing (Farragut to Ingram)	293	2,827	0	0	0	0	*3,120*	0
Callaghan Road Low Water Crossing (Hemphill to Farragut)	296	2,849	0	0	0	0	*3,145*	0
Cardiff (Aransas to Dead End)	997	0	0	0	0	0	*997*	0
Cardiff Area Drainage Improvements	25	0	0	0	0	0	*25*	0
Commercial Tributary to 6 Mile Creek Phase I	1,441	2,814	0	0	0	0	*4,255*	0
Culebra Creek RSWF	2,000	1,000	0	0	0	0	*3,000*	0
Culebra Drainage Project #58F (Zarzamora Creek) Phase II	2,802	0	0	0	0	0	*2,802*	0
Dam Repairs	226	0	0	0	0	0	*226*	0
Dam Structures: Upgrades and Repairs	1,250	1,250	0	0	0	0	*2,500*	0
Emergency Action Planning	500	0	0	0	0	0	*500*	0
FEMA Buyout 1998	1,434	0	0	0	0	0	*1,434*	0
FEMA Buyout 2002	16	0	0	0	0	0	*16*	0
French Creek Buyout (North of Prue)	363	0	0	0	0	0	*363*	0
French Creek Buyouts (South of Prue)	749	0	0	0	0	0	*749*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Public Health & Safety								
Drainage								
General McMullen Area Drainage (Dexter to Roselawn)	1,033	0	0	0	0	0	*1,033*	0
Goliad (Pecan Valley to Military Drive)	5,083	0	0	0	0	0	*5,083*	0
Goliad Road Outfall Phase II	1,586	0	0	0	0	0	*1,586*	0
Goliad Road Outfall Phase III	289	804	0	0	0	0	*1,093*	0
Harris Storm Drainage (Alvarez, Glass, Cass, Halstead)	203	0	0	0	0	0	*203*	0
Henderson Pass Low Water Crossing (Lorence Creek)	3,272	0	0	0	0	0	*3,272*	0
Hollyhock at Huebner Creek	436	0	0	0	0	0	*436*	0
Honey Blvd (Commerce to Aransas)	29	0	0	0	0	0	*29*	0
Howard Drainage (Wildwood to El Monte)	1,058	0	0	0	0	0	*1,058*	0
James Park Development & Holbrook Road Flood Improvements	1,292	0	0	0	0	0	*1,292*	0
Laddie Place Regional Storm Water Facility Phase I	5,521	0	0	0	0	0	*5,521*	0
Laddie Place RSWF Phase II (Spencer Lane Detention)	2,804	5,838	0	0	0	0	*8,642*	0
Lee's Park Regional Storm Water Facility Project	500	3,750	0	0	0	0	*4,250*	0
Linda Lou (Presa to Hackberry)	515	0	0	0	0	0	*515*	0
Loop 410 at Nacogdoches Drainage Improvements	417	0	0	0	0	0	*417*	0
Marney Plaza Outfall	4,349	0	0	0	0	0	*4,349*	0
Martinez Creek Drainage	134	0	0	0	0	0	*134*	0
Menger Creek Channel Recapitalization	469	0	0	0	0	0	*469*	0
Military Ditch #65	5,601	0	25	0	0	0	*5,626*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Public Health & Safety								
Drainage								
Mobile City Estates Buyouts (Leon Creek)	366	0	0	0	0	0	*366*	0
Oak Glen Low Water Crossing Warning System	298	0	0	0	0	0	*298*	0
Octavia #63 Phase II Part B	514	0	0	0	0	0	*514*	0
Olympia Drainage Area Phase I	1,953	0	0	0	0	0	*1,953*	0
Plumnear Buyouts (Leon Creek)	0	0	159	0	0	0	*159*	0
Prue Road Low Water Crossing	1,933	0	0	0	0	0	*1,933*	0
Randolph/Weidner Drainage (Sheri Ann - Randolph to Weidner)	267	2,574	0	0	0	0	*2,841*	0
Rip Rap #69 Phase II C	892	0	0	0	0	0	*892*	0
Rip Rap #69 Phase II D (Canavan, Brunswick, Fitch)	102	0	6,080	0	0	0	*6,182*	0
Rock Creek Recapitalization	134	0	0	0	0	0	*134*	0
Roosevelt Drainage (Roosevelt Dr at March Ave)	60	0	0	0	0	0	*60*	0
San Antonio River Improvements	6,546	5,788	4,500	4,500	2,000	0	*23,334*	5
San Pedro/Huisache Area Drainage Phase I	1,376	0	0	0	0	0	*1,376*	0
Semlinger Road (Lord to Rigsby)	3,660	0	0	0	0	0	*3,660*	0
Sinclair Road at Rosillo Creek	1,550	0	0	0	0	0	*1,550*	0
Timberhill Low Water Crossing #57	753	7,694	0	0	0	0	*8,447*	0
Upper Huebner Creek Fee In Lieu Of Credits	99	0	0	0	0	0	*99*	0
Upper Leon Creek RSWF	2,170	2,830	0	0	0	0	*5,000*	0
Upper Olmos Creek	95	0	0	0	0	0	*95*	0
Valley View Acres Buyouts (Huesta)	635	0	0	0	0	0	*635*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Public Health & Safety								
Drainage								
W.W. White Area Outfall Phase I, Part I	226	8,271	0	0	0	0	*8,497*	0
W.W. White Area Outfall Phase I, Part II	3,187	0	0	0	0	0	*3,187*	0
W.W. White Road Phase I	149	0	0	0	0	0	*149*	0
Weidner Low Water Crossing Warning System	298	0	0	0	0	0	*298*	0
Wheatley Heights Buyout and Salado Creek Greenway Development (Salado Creek Hike and Bike Phase I)	426	0	0	0	0	0	*426*	0
Woodlawn Lake Outfall Recapitalization	968	0	0	0	0	0	*968*	0
Zarzamora Drainage Project #83A Phase I	505	3,630	0	0	0	0	*4,135*	0
Zarzamora Drainage Project #83A Phase II (Hutchins to Ansley)	674	826	0	0	0	0	*1,500*	0
Total Drainage	***88,400***	***59,157***	***10,764***	***4,500***	***2,000***	***0***	***164,821***	***5***
Fire Protection								
Fire Station # 1 (E Houston) Stabilization	1,216	0	0	0	0	0	*1,216*	0
Fire Station #50 Permanent	292	2,889	0	0	0	0	*3,181*	0
Fire Station #50 Temporary	348	0	0	0	0	0	*348*	0
Fire Station Renovations	916	0	0	0	0	0	*916*	0
Fire Station Replacement	1,500	2,353	3,750	6,905	6,890	6,466	*27,864*	0
Services Facility	3,561	0	0	0	0	0	*3,561*	0
Total Fire Protection	***7,833***	***5,242***	***3,750***	***6,905***	***6,890***	***6,466***	***37,086***	***0***
Law Enforcement								
Police Headquarters Renovation/Expansion	782	642	0	0	0	0	*1,424*	0
Police Training Academy Firing Range Bays	358	0	0	0	0	0	*358*	0
Police Training Academy Roof Repair	285	0	0	0	0	0	*285*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Public Health & Safety								
Law Enforcement								
Public Safety Integrated Technology System	2,868	0	0	0	0	0	*2,868*	0
Total Law Enforcement	***4,293***	***642***	***0***	***0***	***0***	***0***	***4,935***	***0***
Municipal Facilities								
Animal Care Facility	11,282	0	0	0	0	0	*11,282*	0
Downtown Restroom Project	500	0	0	0	0	0	*500*	0
Eastside Branch Clinic	71	0	0	0	0	0	*71*	0
Emergency Operations Center	19,080	0	0	0	0	0	*19,080*	0
Highway 90 Clinic	298	0	0	0	0	0	*298*	0
Landfill Slope Repair	1,400	0	0	0	0	0	*1,400*	0
Medical Center Area Senior Multi-services and Health Center	3,616	680	0	0	0	0	*4,296*	58
Metropolitan Health District Building	80	119	0	0	0	0	*199*	0
Naco Perrin Multi-use Health Facility	1,065	0	0	0	0	0	*1,065*	0
South Flores Clinic	142	0	0	0	0	0	*142*	0
Zarzamora Clinic	341	0	0	0	0	0	*341*	0
Total Municipal Facilities	***37,875***	***799***	***0***	***0***	***0***	***0***	***38,674***	***58***
Total Public Health & Safety	***138,401***	***65,840***	***14,514***	***11,405***	***8,890***	***6,466***	***245,516***	***63***
Recreation & Culture								
Community Initiatives								
Albert J. Benavides Literacy Learning Development Center HVAC	22	0	0	0	0	0	*22*	0
Columbia Heights Literacy Learning Development Center HVAC	22	0	0	0	0	0	*22*	0
Margarita Huantes Literacy Learning Development Center	22	0	0	0	0	0	*22*	0
West End Park Senior Center	168	0	0	0	0	0	*168*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Recreation & Culture								
Community Initiatives								
Willie Velasquez Literacy Learning Development Center	469	0	0	0	0	0	*469*	0
Total Community Initiatives	***703***	***0***	***0***	***0***	***0***	***0***	***703***	***0***
Libraries								
Bazan Branch Library	204	0	0	0	0	0	*204*	0
Carver Branch Library Upgrades	608	0	0	0	0	0	*608*	0
Central Library Building Roof Replacement	1,650	0	0	0	0	0	*1,650*	0
Cody Branch Library	38	0	0	0	0	0	*38*	0
Cortez Branch Library Upgrades	433	0	0	0	0	0	*433*	0
Forest Hills Branch Library Upgrades	180	0	0	0	0	0	*180*	0
Great Northwest Branch Library Expansion	1,684	0	0	0	0	0	*1,684*	33
Hausman Road Branch Library	3,869	0	0	0	0	0	*3,869*	79
Hertzberg Library Master Plan and Stabilization Project	451	0	0	0	0	0	*451*	0
Johnston Branch Library	124	0	0	0	0	0	*124*	0
McCreless Branch Library Upgrades	464	0	0	0	0	0	*464*	0
Memorial Branch Library Upgrades	484	0	0	0	0	0	*484*	0
Northeast Library (Roosevelt High School)	0	900	0	0	0	0	*900*	0
Pan American Branch Library	186	0	0	0	0	0	*186*	0
San Pedro Branch Library Renovations	408	0	0	0	0	0	*408*	0
Westfall Branch Library	174	0	0	0	0	0	*174*	0
Total Libraries	***10,957***	***900***	***0***	***0***	***0***	***0***	***11,857***	***112***
Municipal Facilities								
Alamodome 14 Suite Construction	1,050	0	0	0	0	0	*1,050*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Recreation & Culture								
Municipal Facilities								
Alamodome Audio Renovation	830	0	0	0	0	0	*830*	0
Alamodome Field Turf Rack System	188	0	0	0	0	0	*188*	0
Alamodome Roof Repair	932	0	0	0	0	0	*932*	0
Alamodome Steel and Cable Repainting	2,347	0	0	0	0	0	*2,347*	0
Alamodome Structural Examination	155	0	0	0	0	0	*155*	0
Alamodome Upper Seating Banner System	150	0	0	0	0	0	*150*	0
Convention Center Administrative Offices	1,608	0	0	0	0	0	*1,608*	0
Convention Center Board Room	50	0	0	0	0	0	*50*	0
Convention Center Concession Stand Improvements	400	0	0	0	0	0	*400*	0
Convention Center Executive Assembly	100	0	0	0	0	0	*100*	0
Convention Center Exterior Renovation	0	4,500	0	0	0	0	*4,500*	0
Convention Center Feasibility Study	125	0	0	0	0	0	*125*	0
Convention Center Phase II Expansion/Outstanding Issues	370	0	0	0	0	0	*370*	0
Convention Center Roof Resurface	1,951	0	0	0	0	0	*1,951*	0
Convention Center Signage Improvements	0	100	0	0	0	0	*100*	0
Future Convention Center Expansion	3,836	0	0	0	0	0	*3,836*	0
Market Square (Farmer's Market Rehabilitation)	470	0	0	0	0	0	*470*	0
Museo Americano	400	0	0	0	0	0	*400*	0
UNAM Roof Waterproofing	465	0	0	0	0	0	*465*	0
Total Municipal Facilities	***15,427***	***4,600***	***0***	***0***	***0***	***0***	***20,027***	***0***
Parks								

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Recreation & Culture								
Parks								
Al Forge Park Improvements	118	0	0	0	0	0	*118*	0
Alderete Park Walking Trail	106	0	0	0	0	0	*106*	0
Arroyo Vista Linear Park	31	229	0	0	0	0	*260*	0
Bolvar Hall Electrical Upgrades	100	0	0	0	0	0	*100*	0
Bolvar Hall Fire Alarm System	50	0	0	0	0	0	*50*	0
Botanical Gardens Ada & Funston Acquisitions	527	0	0	0	0	0	*527*	0
Brackenridge Park - Japanese Tea Gardens Rehabilitation	671	0	0	0	0	0	*671*	0
Brackenridge Park Riverwall Repairs	350	0	0	0	0	0	*350*	0
Buckeye Park Toilet Enclosure	15	0	0	0	0	0	*15*	0
Coliseum Oaks Park Playground	38	286	0	0	0	0	*324*	0
Cuellar Park Community Center Roof Replacement	160	0	0	0	0	0	*160*	0
Davis Scott YMCA Roof Replacement	45	510	0	0	0	0	*555*	0
Dawson Park Parking Lot Expansion	234	0	0	0	0	0	*234*	0
District 6 Park Land Acquisition and Development	239	0	0	0	0	0	*239*	0
District 6 Pool Facility Rehabilitation Westwood Terrace, New Territories & Cuellar Parks	350	0	0	0	0	0	*350*	0
District 9 Neighborhood Park (Sports Field Land Acquisition)	145	355	0	0	0	0	*500*	0
Edwards Aquifer Land Acquisition	13,331	14,480	14,934	15,590	16,246	15,419	*90,000*	74
Edwards Aquifer Land Acquisition and Park Development	739	0	0	0	0	0	*739*	0
Eisenhower Park & Friedrich Park Water Service Improvements	504	0	0	0	0	0	*504*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Recreation & Culture								
Parks								
Garza Park Pedestrian Bridge	244	0	0	0	0	0	*244*	0
Golden Community Park Improvements	132	0	0	0	0	0	*132*	0
Granados Park Senior Center	100	956	0	0	0	0	*1,056*	0
Hausman Road Park Development	150	0	0	0	0	0	*150*	0
Hike & Bike Trail at Abandoned RR Track (Valley Hi-Sky Harbor)	60	360	0	0	0	0	*420*	0
Hillside Acres Gardens Development	100	0	0	0	0	0	*100*	0
Ingram Hills Park Development	145	0	0	0	0	0	*145*	0
Kingsborough Park Playground	91	0	0	0	0	0	*91*	0
Knollcrest & Merry Oaks (Gateway Terrace)	30	220	0	0	0	0	*250*	0
Lakeside Park Improvements	334	0	0	0	0	0	*334*	0
Lakeside YMCA	75	425	0	0	0	0	*500*	0
Lee's Creek Park Improvements Phase II	48	0	0	0	0	0	*48*	0
Leon Creek Greenway	4,063	0	0	0	0	0	*4,063*	0
Leon Creek Greenway	2,669	2,690	3,531	4,030	1,680	2,300	*16,900*	20
Leon Creek Greenway - District 7	500	0	0	0	0	0	*500*	0
Leon Creek Greenway - District 8	165	0	0	0	0	0	*165*	0
Levi Strauss Building Renovations and Community Facility	6,197	0	0	0	0	0	*6,197*	0
Lincoln Park Community Center	25	243	0	0	0	0	*268*	0
Lone Star Brewery Site & Park Land Acquisition and Development (Roosevelt Park)	894	0	0	0	0	0	*894*	0
Lorence Creek Linear Park & Upper Salado Creek Greenway Development	760	0	0	0	0	0	*760*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Recreation & Culture								
Parks								
McAllister Park Rehabilitation and Improvements	2,278	0	0	0	0	0	*2,278*	0
McLain Park Development	100	0	0	0	0	0	*100*	0
Medina Base Road Park Improvements	125	0	0	0	0	0	*125*	0
Medina River Greenway	2,000	3,000	0	0	0	0	*5,000*	4
Mission Trails Facility Improvements	1,033	0	0	0	0	0	*1,033*	0
Mitchell Lake/Land Heritage Institute	1,255	0	0	0	0	0	*1,255*	0
Monticello Park Improvements	39	0	0	0	0	0	*39*	0
Mud Creek Park Improvements	100	0	0	0	0	0	*100*	0
Nani Falcone Park Improvements	647	0	0	0	0	0	*647*	0
Neighborhood Park Acquisition and Development	945	0	0	0	0	0	*945*	0
Normoyle Community Center Abestos Abatement	40	0	0	0	0	0	*40*	0
Normoyle Park Community Center Repairs	50	0	0	0	0	0	*50*	0
Northampton Park Development	183	0	0	0	0	0	*183*	0
O.P. Schnabel Park Entrance Improvements	192	0	0	0	0	0	*192*	0
Olmos Basin Park Improvements	600	0	0	0	0	0	*600*	0
Olmos Basin Park Rehabilitation & Trail System Development	1,000	0	0	0	0	0	*1,000*	0
Palm Heights Park Playground	157	0	0	0	0	0	*157*	0
Palo Alto Terrace Playground Improvements	250	0	0	0	0	0	*250*	0
Pearsall Park Improvements	80	0	0	0	0	0	*80*	0
Ramirez Center Roof Replacement	100	0	0	0	0	0	*100*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Recreation & Culture								
Parks								
Regional Youth Sports Facility Improvements	4,083	0	0	0	0	0	*4,083*	0
Riverwalk Access at Footbridge	81	0	0	0	0	0	*81*	0
Riverwalk Access at River Bend	81	0	0	0	0	0	*81*	0
Riverwalk Rehabilitation and Improvements	384	0	0	0	0	0	*384*	0
Royal Gate Park Playground	150	0	0	0	0	0	*150*	0
Salado Creek Greenway	7,239	2,462	1,370	1,200	3,380	4,150	*19,801*	15
Salado Creek Hike and Bike Phase II	500	0	0	0	0	0	*500*	0
San Antonio Natatorium Bleachers	65	0	0	0	0	0	*65*	0
San Fernando Gymnasium	25	161	0	0	0	0	*186*	0
Skyline (Southside Lions Park) Ballfield Restrooms	298	0	0	0	0	0	*298*	0
Skyline Park Improvements	126	0	0	0	0	0	*126*	0
Southside Lions Park Dam and Spillway	1,348	0	0	0	0	0	*1,348*	0
Southside Lions Park Drainage	95	0	0	0	0	0	*95*	0
Southside Lions Park Playground	201	0	0	0	0	0	*201*	0
Southside Lions Park Pool Drainage	117	0	0	0	0	0	*117*	0
Stone Oak Park Improvements Phase II	660	0	0	0	0	0	*660*	0
Vidaurri Park Drainage Improvements	51	0	0	0	0	0	*51*	0
Walker Ranch Park Development Phase II	47	0	0	0	0	0	*47*	0
Walker Ranch Park Improvements	289	0	0	0	0	0	*289*	0
West End Park Improvements	200	0	0	0	0	0	*200*	0
Westside YMCA Structural Repairs	45	411	0	0	0	0	*456*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Recreation & Culture								
Parks								
Total Parks	***61,794***	***26,788***	***19,835***	***20,820***	***21,306***	***21,869***	***172,412***	***113***
Total Recreation & Culture	***88,881***	***32,288***	***19,835***	***20,820***	***21,306***	***21,869***	***204,999***	***225***
Transportation								
Air Transportation								
Airfield Electrical & Lighting Upgrade	1,700	0	0	0	0	0	*1,700*	0
Automatic Vehicle Identification Employee Lot	0	0	120	0	0	0	*120*	0
Building Evaluation & Renovations	100	100	100	100	100	100	*600*	0
Building Upgrades and Improvements	500	0	0	0	0	0	*500*	0
Capital Projects - Surveying and Platting Fees	110	110	110	110	110	110	*660*	0
Consolidated Operations Facility	3,500	0	0	0	0	0	*3,500*	0
East Air Cargo Expansion Phase III	933	3,934	0	0	0	0	*4,867*	0
East Air Cargo Expansion Phase IV	0	0	0	0	0	4,933	*4,933*	0
Emergency Call Stations	0	0	150	0	0	0	*150*	0
Environmental Assessment/Clean Up	150	150	150	150	150	150	*900*	0
Extend Runway 21 & Taxiway N	1,000	0	19,000	0	0	0	*20,000*	0
Financial Management System	1,000	0	0	0	0	0	*1,000*	0
Land Acquisition (281 and Loop 410)	0	500	0	0	0	0	*500*	0
Land Acquisition (Various Sites)	0	3,000	0	0	0	0	*3,000*	0
Land Acquisition RW 12L/30R RPZ	0	1,000	15,000	19,400	0	0	*35,400*	0
Land Acquisition RW 12R/30L RPZ	0	0	0	0	0	5,067	*5,067*	0
New Freight Facilities	451	5,984	0	0	0	0	*6,435*	0
New Parking Facility	43,085	298	0	0	0	0	*43,383*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Transportation								
Air Transportation								
New Runway Exits	0	2,700	0	0	0	0	*2,700*	0
New Terminal Expansion - Project 3 - Utilities and Demolition	1,482	0	0	0	0	0	*1,482*	0
New Terminal Expansion - Project 4 - Terminal B	60,888	0	0	0	0	0	*60,888*	0
New Terminal Expansion - Project 5 - Terminal C	0	0	57,257	0	0	0	*57,257*	0
New Terminal Expansion - Project 6 - Roadway and Utilities	12,506	0	0	0	0	0	*12,506*	0
New Terminal Expansion - Project 7 - Terminal 2 Demolition	0	0	1,290	0	0	0	*1,290*	0
New Terminal Expansion - Project 8 - Airside Apron and Utilities	0	0	0	4,000	0	0	*4,000*	0
New Terminal Expansion - Project 9 - Central Plant Modification	3,011	0	0	0	0	0	*3,011*	0
North Loop Service Center Site Redevelopment	500	0	2,000	0	0	0	*2,500*	0
Pay on Foot Cameras	0	15	0	0	0	0	*15*	0
Pay on Foot Stations	0	200	0	0	0	0	*200*	0
Reconstruct Taxiway E	0	0	0	0	0	2,000	*2,000*	0
Residential Acoustical Treatment Program	0	5,125	3,000	3,000	3,000	3,000	*17,125*	0
Runway 12L Taxiways	0	0	0	1,067	18,000	0	*19,067*	0
Runway 12L/30R Reconstruction	0	0	5,546	0	46,227	0	*51,773*	0
Runway 12R Rehabilitation	0	0	0	0	0	14,800	*14,800*	0
Runway Safety Action Team (RSAT) Airfield Improvements	300	2,700	0	0	0	0	*3,000*	0
Sky Place Drainage Improvements	8,121	0	0	0	0	0	*8,121*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Transportation								
Air Transportation								
Sky Place Site Improvements	0	200	0	0	0	0	*200*	0
Stinson (SSF) Administration Facility	3,863	0	0	0	0	0	*3,863*	0
Stinson (SSF) Compass Calibration Pad	0	75	0	0	0	0	*75*	0
Stinson (SSF) Hangars 1 and 2 Painting	60	0	0	0	0	0	*60*	0
Stinson (SSF) Hanger 7 Renovation	0	0	500	0	0	0	*500*	0
Stinson (SSF) Helicopter Pinnacle	30	0	0	0	0	0	*30*	0
Stinson (SSF) Land Acquisition & Utilities	0	800	0	0	0	0	*800*	0
Stinson (SSF) New Air Traffic Control Tower	0	200	300	1,600	0	0	*2,100*	0
Stinson (SSF) New Entrance and Directional Signage	0	0	50	0	0	0	*50*	0
Stinson (SSF) New Maintenance Offices	30	0	0	0	0	0	*30*	0
Stinson (SSF) PAPIs (Approach Navigational Aides)	0	182	0	0	0	0	*182*	0
Stinson (SSF) PCC Joint Replacement	0	0	60	0	0	0	*60*	0
Stinson (SSF) Pilot Lounge Weather Equipment	0	60	0	0	0	0	*60*	0
Stinson (SSF) Relocate Localizer	0	0	0	600	0	0	*600*	0
Stinson (SSF) Runway 14 REILS (Approach Navigational Aides) Replacement	0	52	0	0	0	0	*52*	0
Stinson (SSF) Runway 32 Runup Pad	0	123	0	0	0	0	*123*	0
Stinson (SSF) Runway 9/27 Overlay and Extension	0	1,969	0	0	0	0	*1,969*	0
Stinson (SSF) Security Cameras	150	0	0	0	0	0	*150*	0
Stinson (SSF) Security Fencing	50	0	0	0	0	0	*50*	0
Stinson (SSF) Structural Overlay RW 14/32	0	0	0	1,200	0	0	*1,200*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Transportation								
Air Transportation								
Stinson (SSF) T Hangar Taxilane	148	0	0	0	0	0	*148*	0
Stinson (SSF) Taxiway A Reconstruction	0	289	0	0	0	0	*289*	0
Stinson (SSF) Taxiways D, D1 & D2 Extensions	0	732	0	0	0	0	*732*	0
Stinson (SSF) TxDOT Project Design	234	0	0	0	0	0	*234*	0
Stinson (SSF) West Apron Improvements	0	0	167	0	0	0	*167*	0
Taxiway G Reconstruction	0	0	0	10,000	0	0	*10,000*	0
Taxiway Q Extension	0	0	0	8,500	0	0	*8,500*	0
Taxiway R Extension	0	0	0	467	4,650	0	*5,117*	0
Terminal 1 Automatic Doors	500	0	0	0	0	0	*500*	0
Terminal 1 Conveyors Replacement	0	500	0	0	0	0	*500*	0
Terminal 1 Elevators Replacement	600	0	0	0	0	0	*600*	0
Terminal 1 Panel Joint Sealing	0	350	0	0	0	0	*350*	0
Terminal 1 Roof	0	0	500	0	0	0	*500*	0
Terminal and Airfield Security	4,274	0	0	0	0	0	*4,274*	0
Wetmore Road Turning Lane	0	0	140	0	0	0	*140*	0
Total Air Transportation	***149,276***	***31,348***	***105,440***	***50,194***	***72,237***	***30,160***	***438,655***	***0***
Streets								
36th Street Reconstruction (US 90 to Kelly AFB Entrance)	623	199	0	0	0	0	*822*	0
Alamo Street (Durango to Cedar)	926	0	0	0	0	0	*926*	0
Alamo/Broadway Corridor Bicycle Transportation	71	0	0	0	0	0	*71*	0
Avenue B (North) Bikelane	62	0	0	0	0	0	*62*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Transportation								
Streets								
Avenue B (South) Bikelane	73	0	0	0	0	0	*73*	0
Bitters Road (West Ave. to Heimer)	204	0	0	0	0	0	*204*	0
Blanco Reconstruction (Lullwood to Summit)	43	0	0	0	0	0	*43*	0
Blanco Road (Hildebrand to Summit Phase I)	1,376	0	0	0	0	0	*1,376*	0
Brooks City-Base Landing (Entrance to DPT Lab)	1,300	0	0	0	0	0	*1,300*	0
Brooks City-Base South New Braunfels Road Construction	2,210	0	0	0	0	0	*2,210*	0
Bulverde Road (Harcourt Entrance)	129	0	0	0	0	0	*129*	0
Callaghan (Bandera to Ingram)	1,410	0	0	0	0	0	*1,410*	0
Carolina Area Streets	197	868	0	0	0	0	*1,065*	0
Cincinnati Bicycle Transportation West (St. Mary's University to Navidad)	43	0	0	0	0	0	*43*	0
Cincinnati/Ashby Bicycle Transportation East (Navidad to Fredericksburg Road)	33	0	0	0	0	0	*33*	0
Citywide Bike Racks	14	0	0	0	0	0	*14*	0
City-Wide Neighborhood Improvement District Match Grant	1,000	0	0	0	0	0	*1,000*	0
Citywide Sidewalks 2000 Phase II	50	0	0	0	0	0	*50*	0
Claremont, Eleanor, Natalen Phase III	121	0	0	0	0	0	*121*	0
Clark (Fair to Southcross)	840	0	0	0	0	0	*840*	0
Commerce Street (RR to S. Palmetto)	1,827	0	0	0	0	0	*1,827*	0
Contractual Street Improvements	5,000	10,000	10,000	10,000	10,000	10,000	*55,000*	0
Coyol (38th. to Dead End)	89	0	0	0	0	0	*89*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Transportation								
Streets								
Culebra Area Streets Phase 4A (Pettus from Culebra to Broadview)	1,319	0	0	0	0	0	*1,319*	0
Culebra Area Streets Phase III	175	0	0	0	0	0	*175*	0
District 1 Access and Mobility Program	361	250	0	0	0	0	*611*	0
District 10 Access and Mobility Program	322	263	0	0	0	0	*585*	0
District 2 Access and Mobility Program	283	232	0	0	0	0	*515*	0
District 3 Access and Mobility Program	536	200	90	0	0	0	*826*	0
District 4 Access and Mobility Program	1,350	1,000	896	0	0	0	*3,246*	0
District 5 Access and Mobility Program	250	200	100	100	87	0	*737*	0
District 6 Access and Mobility Program	250	200	100	52	0	0	*602*	0
District 7 Access and Mobility Program	250	200	100	56	0	0	*606*	0
District 8 Access and Mobility Program	250	200	100	28	0	0	*578*	0
District 9 Access and Mobility Program	313	230	0	0	0	0	*543*	0
Duke Area Streets Phase I	1,010	0	0	0	0	0	*1,010*	0
Durango (Brazos to San Jacinto)	21	0	0	0	0	0	*21*	0
Durango (General McMullen to 34th St.)	500	2,830	0	0	0	0	*3,330*	0
Durango (Trinity to Deadend)	97	0	0	0	0	0	*97*	0
Durango (Trinity to Navidad)	100	848	0	0	0	0	*948*	0
Durango Phase I (San Marcos to Trinity)	1,038	0	0	0	0	0	*1,038*	0
Edwards (Nogalitos - IH10)	121	1,087	0	0	0	0	*1,208*	0
El Jardin (Northington to Hwy 90 & Valencia Castroville to Hwy 90)	483	0	0	0	0	0	*483*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Transportation								
Streets								
El Monte Phase I and III (Blanco to San Pedro)	2,903	0	0	0	0	0	*2,903*	0
Elsie (Burbank Loop to Flores)	60	60	0	0	0	0	*120*	0
Elson (34th St. to San Joaquin)	890	0	0	0	0	0	*890*	0
Elson and Inez (N. San Joaquin to NW 34th St.)	17	0	0	0	0	0	*17*	0
Evergreen (Main to McCullough)	62	0	0	0	0	0	*62*	0
Evergreen Street (McCullough to East Euclid)	115	0	0	0	0	0	*115*	0
Fay Ave. (Quintana Road)	27	0	0	0	0	0	*27*	0
Finton (Dart - IH35)	70	630	0	0	0	0	*700*	0
Five Points Area Sidewalks	75	0	0	0	0	0	*75*	0
Florida (IH 37 to St. Mary's)	2,000	0	0	0	0	0	*2,000*	0
Frio City Ramp Improvements - Kelly USA	400	0	0	0	0	0	*400*	0
Frio City Road Reconstruction (Brazos to Zarzamora)	364	0	0	0	0	0	*364*	0
Gifford St.	62	559	0	0	0	0	*621*	0
Grandview Neighborhood Streets (Brenhaven - Pecan Valley to Dead End)	304	0	0	0	0	0	*304*	0
Grandview Neighborhood Streets (Hammond - Amanda to Roland)	168	0	0	0	0	0	*168*	0
Hackberry (Steves to Southcross)	704	0	0	0	0	0	*704*	0
Hardy Oaks (Stone Oak - Knight Cross)	499	0	0	0	0	0	*499*	0
Hausman Road Branch Library Infrastructure Improvements	850	0	0	0	0	0	*850*	0
Houston (Bowie to Pine)	70	0	0	0	0	0	*70*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Transportation								
Streets								
Hutchins (Commercial to Zarzamora)	531	0	0	0	0	0	*531*	0
IH 10 Overpass at Dominion Entrance	700	0	0	0	0	0	*700*	0
Inez (34th St. to San Joaquin)	891	0	0	0	0	0	*891*	0
Ingram Bike Lane (Callaghan to Benrus)	31	0	0	0	0	0	*31*	0
Jewett (San Joaquin to Genova)	91	0	0	0	0	0	*91*	0
Jo Marie (W.W. White to Dead End) Phase I	135	0	0	0	0	0	*135*	0
Jo Marie (W.W. White to Dead End) Phase II	0	75	0	0	0	0	*75*	0
Jones Maltsberger (US Hwy. 281 to U.P.R.R.)	503	0	0	0	0	0	*503*	0
Keats (Nogalitos - Packard)	119	0	0	0	0	0	*119*	0
KellyUSA	2,014	0	0	0	0	0	*2,014*	0
Kendalia (Commercial - Tupper)	114	1,000	0	0	0	0	*1,114*	0
Kono (Gembler to Belgium)	150	0	0	0	0	0	*150*	0
Kyle Street (W. Pyron to W. Mayfield)	76	0	0	0	0	0	*76*	0
La Manda (West Avenue to Buckeye)	222	0	0	0	0	0	*222*	0
Laurel Hills Area Streets	497	0	0	0	0	0	*497*	0
Linden Sidewalks (Huron to Collier Elementary)	12	0	0	0	0	0	*12*	0
Lockhill Selma (West Avenue to N.W. Military)	659	0	0	0	0	0	*659*	0
Mahncke Park Area Streets	130	509	0	0	0	0	*639*	0
Malone Bike Lane (Theo-Quintana to Concepcion Park)	57	0	0	0	0	0	*57*	0
Marbach Phase I (Military to Pinn)	4,065	0	0	0	0	0	*4,065*	0
Mayfield (S. Zarzamora to IH 35)	92	0	0	0	0	0	*92*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Transportation								
Streets								
McCarty Sidewalks & Curbs (Lorene to Blanco)	23	0	0	0	0	0	*23*	0
Medical at Fredericksburg	1,455	0	0	0	0	0	*1,455*	0
Medical Center Infrastructure and Facilities	1,100	1,100	1,100	1,100	1,100	1,500	*7,000*	0
Medical Center Intersection Improvements Phase III	1,316	0	0	0	0	0	*1,316*	0
Mission Trails IV	769	0	0	0	0	0	*769*	0
Mission Trails V	100	0	0	0	0	0	*100*	0
Nacogdoches (Loop 410 to Danbury)	1,010	0	0	0	0	0	*1,010*	0
Nakoma (US Hwy. 281 to Warfield)	436	0	0	0	0	0	*436*	0
New Braunfels Ave. (Eleanor to Pershing)	437	0	0	0	0	0	*437*	0
Oconee Street (Whitman Avenue)	164	0	0	0	0	0	*164*	0
Ozark (Erskine to Williamsburg)	124	0	0	0	0	0	*124*	0
Parliament (Blanco to Sir Winston)	170	689	0	0	0	0	*859*	0
Paso Hondo	1,105	0	0	0	0	0	*1,105*	0
Pearl Parkway (Broadway to Avenue A)	199	0	0	0	0	0	*199*	0
Pedestrian Mobility and Traffic Calming Projects District 1	17	0	0	0	0	0	*17*	0
Pedestrian Mobility and Traffic Calming Projects District 4 Phase II	79	0	0	0	0	0	*79*	0
Pleasanton Road (Gillette to Loop 410)	277	0	0	0	0	0	*277*	0
Pleasanton Road (Southcross to Mayfield)	12	0	0	0	0	0	*12*	0
Potomac (Mittmann to Walters)	10	0	0	0	0	0	*10*	0
Prue Road Extension (Prue to Huebner)	479	0	0	0	0	0	*479*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Transportation								
Streets								
Redland Road Improvements (Redland Woods to Jones Maltsberger)	350	0	0	0	0	0	*350*	0
Riverdale (Maiden to Hillcrest)	300	2,967	0	0	0	0	*3,267*	0
Robeson (Yucca to Martin Luther King)	490	0	0	0	0	0	*490*	0
Rosabel Street (Culebra to Inez)	1,217	0	0	0	0	0	*1,217*	0
Salado Creek Bicycle Paths	209	0	0	0	0	0	*209*	0
Sams (Dead End to Dead End)	0	74	0	0	0	0	*74*	0
San Ignacio (Wall to Jewett)	78	0	0	0	0	0	*78*	0
San Jacinto (El Paso - San Fernando)	288	0	0	0	0	0	*288*	0
San Joaquin (Wallace to Castroville)	180	0	0	0	0	0	*180*	0
Santa Barbara (Fredericksburg to West Ave.)	116	0	0	0	0	0	*116*	0
School Safety Improvements District 9	74	0	0	0	0	0	*74*	0
School Sidewalk Priority Program District 7	236	0	0	0	0	0	*236*	0
Skyline Neighborhood Improvements Phase I (Erin, Bell, Cisco and Middle Streets)	148	0	0	0	0	0	*148*	0
South Flores Reconstruction (Malone to Octavia)	747	0	0	0	0	0	*747*	0
South St. Mary's (Alamo to Pereida)	254	0	0	0	0	0	*254*	0
Southcross Boulevard Reconstruction (S. New Braunfels to S. Presa)	98	0	0	0	0	0	*98*	0
Southtown Area Street Improvements	40	0	0	0	0	0	*40*	0
Southtown/South Presa (Carolina to Lowell)	67	240	0	0	0	0	*307*	0
Stahl at O'Connor and Judson Reconstruction	742	0	0	0	0	0	*742*	0
Stahl Road (O'Connor to Judson)	4,421	0	0	0	0	0	*4,421*	0

FUNC. / PROG. / PROJECT	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	*TOTAL*	*O/M IMPACT*
Transportation								
Streets								
Summit (San Pedro - Breeden)	80	298	0	0	0	0	*378*	0
Sunset Road (Teak to Broadway) Phase II	452	0	0	0	0	0	*452*	0
UTSA to OLLU Corridor Bicycle Transportation (Frio to 24th St.)	35	0	0	0	0	0	*35*	0
Vandiver Bicycle Transportation (Loop 410 to Rittiman)	11	0	0	0	0	0	*11*	0
W. French (Navidad to Zarzamora)	125	0	0	0	0	0	*125*	0
W. Gerald	140	0	0	0	0	0	*140*	0
W. Gerald Sidewalks (Somerset to New Laredo Hwy.)	100	0	0	0	0	0	*100*	0
W. Glenn (Burbank Loop to Flores)	120	0	0	0	0	0	*120*	0
Warcloud	174	811	15	0	0	0	*1,000*	0
West Craig (Elmendorf to Josephine Tobin)	833	0	0	0	0	0	*833*	0
Woodlawn Avenue (Bandera to Maiden)	3,739	0	0	0	0	0	*3,739*	0
Woodlawn Avenue (San Antonio to Lake)	620	0	0	0	0	0	*620*	0
Wurzbach Parkway	4,669	0	0	0	0	0	*4,669*	0
Zarzamora (410 to Applewhite) and Applewhite (Zarzamora to Watson)	200	1,308	0	0	0	0	*1,508*	0
Total Streets	***78,034***	***29,127***	***12,501***	***11,336***	***11,187***	***11,500***	***153,685***	***0***
Total Transportation	***227,310***	***60,475***	***117,941***	***61,530***	***83,424***	***41,660***	***592,340***	***0***
Grand Total	***475,945***	***159,863***	***153,550***	***93,755***	***113,620***	***69,995***	***1,066,728***	***288***

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 Ratings Services, a Division of the McGraw Hill Corporation ("S&P"), Moody's Investors Service, Inc. ("Moody's"), and Fitch Ratings, Inc. ("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 $48,325,000 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, 2005, the City will have $670,565,124 general obligation bonds outstanding.

Table 1

Authorized But Unissued Ad Valorem Tax Bonds				
Date of Authorization	Purpose	Amount Authorized	Previously Issued Bonds	Bonds Authorized but Unissued
11/04/03	Streets & Pedestrian Improvements	$ 29,398,217	$18,828,217	$10,570,000
11/04/03	Drainage Improvements	18,912,770	15,491,770	3,421,000
11/04/03	Parks & Recreation Improvements	27,224,013	24,522,013	2,702,000
11/04/03	Library Improvements	3,965,000	3,065,000	900,000
11/04/03	Public Health & Safety Improvements	35,500,000	4,768,000	30,732,000
		$115,000,000	$66,675,000	$48,325,000

On December 2, 2004, the City sold $33,090,000 "City of San Antonio, Texas General Improvement Forward Refunding Bonds, Series 2006" (the "2006 Forward Refunding Bonds"), which are scheduled for delivery on May 9, 2006. The 2006 Forward Refunding Bonds were issued to refund a portion of the City's General Improvement and Refunding Bonds, Series 1996A. The gross savings are $1,532,024, with present value savings of $1,299,012.

On March 31, 2005, the City issued $116,170,000 "City of San Antonio, Texas General Improvement and Refunding Bonds, Series 2005," (the "2005 Bonds"), which were delivered on April 27, 2005. The 2005 Bonds were issued to provide funds (1) to finance the construction of general improvements to the City, including (a) streets and pedestrian improvements; (b) drainage improvements; (c) parks and recreation improvements; (d) library improvements; and (e) public health and safety improvements; (2) to refund certain outstanding tax-exempt obligations and to effectuate a present value savings; and (3) to pay the costs of issuance. The sale of the 2005 Bonds represented the second installment of the $115,000,000 bonds approved at an election held in the City on November 4, 2003.

- 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, 2005, the City will have $201,525,000 certificates of obligation outstanding, which comprises 23.11% of the total outstanding ad valorem tax-supported debt.

On March 31, 2005, the City issued $10,535,000 "City of San Antonio, Texas Combination Tax and Revenue Certificates of Obligation, Series 2005," (the "2005 Certificates"), which were delivered on April 27, 2005. The 2005 Certificates will be used for the purpose of providing funds for the payment of contractual obligations to be incurred for making permanent public improvements and for other public purposes, to-wit: (1) constructing public safety improvements, including renovating and improving existing fire stations, (2) constructing drainage improvements, sidewalk improvements, bridge improvements, street improvements and drainage incidental thereto, (3) constructing improvements and renovations to existing municipal facilities, (4) acquiring, constructing and renovating park facilities, (5) constructing improvements for flood control, dams, landscaping and amenities along the San Antonio River, (6) purchasing materials, supplies, machinery, land, and right-of-way for authorized needs and purposes

relating to public safety, drainage, street, parks, and public works purposes, and (7) the payment of professional services related to the construction and financing of the aforementioned projects.

- 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, 2005, the City's outstanding revenue bonds will be: Airport System Revenue Bonds in the aggregate principal amount of $174,870,000, Passenger Facility Charge and Subordinate Lien Airport System Revenue Bonds in the aggregate principal amount of $73,235,000; Parking System Revenue Bonds in the aggregate principal amount of $23,995,000; Municipal Drainage Utility System (Stormwater System) Bonds in the aggregate principal amount of $103,110,000; and Henry B. Gonzalez Convention Center Expansion Project Revenue Bonds aggregating to $207,912,412.

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.

On March 24, 2005, the City issued $61,060,000 "City of San Antonio, Texas, Municipal Drainage Utility System Revenue Bonds, Series 2005" (the "Stormwater Bonds"). The Stormwater Bonds were sold to finance the costs of making drainage improvements, including acquisition, construction, and repair of structures, equipment, and facilities for the City's Municipal Drainage Utility System, which were delivered on April 20, 2005.

On May 2, 2005, the City sold $38,385,000 "City of San Antonio, Texas Passenger Facility Charge and Subordinate Lien Airport System Revenue Improvement Bonds, Series 2005 (Alternative Minimum Tax Bonds)," (the "2005 PFC Bonds"), which were delivered on May 24, 2005. The 2005 PFC Bonds were issued to provide funds to finance the acquisition and construction of certain improvements to the San Antonio International Airport (the "Airport") qualifying for PFC[1] "eligible airport-related projects" including Concourse B, Terminal Elevated Roadway, Central Plant Upgrade, Apron Replacement, and New Utilities. These improvements represent the further implementation of a portion of the Capital Improvement Plan (the "CIP"). The CIP addresses both terminal and airfield improvement needs. The CIP includes the removal of the Airport's existing Terminal 2, parts of which are over 50 years old, and the addition of two concourses with corresponding terminal space, public parking facilities, roadway improvements, and extension and improvement of two runways (along with supporting taxiways and aircraft apron).

- REVENUE REFUNDING BONDS

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

[1] On November 21, 2001, the City began collecting a $3.00 PFC (less an $0.08 air carrier collection charge, which collection charge has since been raised to $0.11) per paying passenger enplaned. A total of approximately $167.1 million in PFC revenues will be required to provide funding for the projects included in the Airport CIP. The City has received PFC "impose and use" authority, meaning that it may impose the PFC and use the resultant PFC Revenues for all projects, contemplated to be completed using bond proceeds. The estimated PFC expiration date is April 1, 2016.

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, new major commercial developments, and expiring Tax Phase-In Agreements which are added to the assessed valuations in the year they are scheduled to be on the tax rolls; (iii) tax collections at 97.5%; (iv) tax freeze for elderly and disabled (proposition 3); (v) the adopted debt service tax rate which remains constant at 21.15 cents in fiscal years 2006 through 2013 and decreases annually from fiscal years 2014 through 2039 (vi) $115,000,000 General Improvement Bonds authorized by the voters in the November 4, 2003 election, of which $66,675,000 have been sold and $48,325,000 are expected to be sold in fiscal year 2006, and (vii) the issuance of approximately $143,159,000 Certificates of Obligation, which are scheduled to be sold from fiscal year 2006 through 2011 for fire station improvements, Metropolitan Planning Organization ("MPO") streets and other street projects, drainage projects, land acquisition, parks and recreation projects, municipal facility improvements, environmental services improvements, economic development, library improvements, health, and San Antonio River improvements. Based on these assumptions and the projected maximum debt service tax rate of 21.15 cents, estimated bond authorizations in the Fall of 2007, 2011, and 2015 are approximately $210 million, $250 million and $250 million respectively.

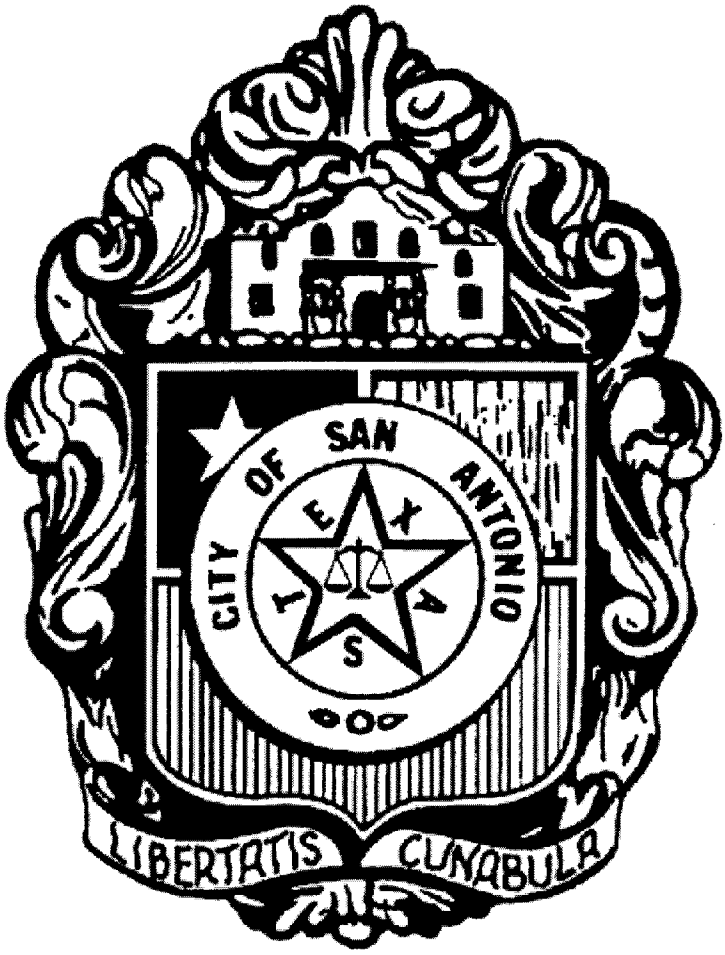
NEW MONEY ISSUES

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 2005-2006 debt plan includes the sale of the final installment of the 2003 authorized general obligation bonds in the principal amount of $48,325,000. 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 2005-2006 debt plan also includes the sale of $44,499,000 of certificates of obligation. The certificates of obligation will be sold to fund fire station improvements, MPO streets and other street projects, environmental services improvements, municipal facilities, parks and recreation improvements, economic development, library improvements, drainage projects, and health. These issuances are anticipated in November 2005.

DEBT SERVICE TAX RATE

The combination of successful refundings and low interest rates for bonds and certificates 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, 2004, 2005 and 2006 refundings to a projected maximum debt service tax rate of $0.2115 per $100 through fiscal year 2013.


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **64,861,786**	$ **59,041,014**	$ **60,114,285**	$ **59,524,272**
REVENUES				
Current Property Tax	$ 92,075,423	$ 95,905,873	$ 95,474,367	$ 103,009,741
Delinquent Property Tax	1,980,655	1,339,220	1,890,913	1,407,601
Interest on Time Deposits	874,086	1,472,387	2,956,105	4,070,365
Penalty & Interest on Delinquent Taxes	1,079,457	1,093,930	1,058,810	1,100,620
Transfer from Hotel/Motel Tax Fund	372,200	394,445	394,445	394,010
Transfer from Parks Development & Expansion Del	3,291	0	0	0
Transfer from Houston Street TIRZ Fund	433,538	576,160	834,651	578,910
Transfer from Capital Projects Fund	3,528	0	0	0
Total Revenues & Transfers	$ **96,822,178**	$ **100,782,015**	$ **102,609,291**	$ **110,561,247**
TOTAL AVAILABLE FUNDS	$ **161,683,964**	$ **159,823,029**	$ **162,723,576**	$ **170,085,519**
APPROPRIATIONS				
Bond Principal	$ 58,090,000	$ 55,716,016	$ 55,849,405	$ 58,080,124
Bond Interest	43,479,679	48,047,454	47,349,899	50,585,881
TOTAL APPROPRIATIONS	$ **101,569,679**	$ **103,763,470**	$ **103,199,304**	$ **108,666,005**
GROSS ENDING BALANCE	$ **60,114,285**	$ **56,059,559**	$ **59,524,272**	$ **61,419,514**

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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **21,381,419**	$ **17,912,234**	$ **18,201,773**	$ **18,208,148**
REVENUES				
Contr. from Airport Revenue Fund	$ 12,837,660	$ 17,115,149	$ 16,765,694	$ 16,343,082
Interest on Time Deposits	256,640	302,185	651,640	983,727
Total Revenues & Transfers	$ **13,094,300**	$ **17,417,334**	$ **17,417,334**	$ **17,326,809**
TOTAL AVAILABLE FUNDS	$ **34,475,719**	$ **35,329,568**	$ **35,619,107**	$ **35,534,957**
APPROPRIATIONS				
Bond Principal	$ 6,205,000	$ 7,545,000	$ 7,545,000	$ 7,910,000
Bond Interest	10,068,946	9,865,959	9,865,959	9,526,459
TOTAL APPROPRIATIONS	$ **16,273,946**	$ **17,410,959**	$ **17,410,959**	$ **17,436,459**
GROSS ENDING BALANCE	$ **18,201,773**	$ **17,918,609**	$ **18,208,148**	$ **18,098,498**
Bond Reserve Fund	$ 11,344,787	$ 11,344,787	$ 12,410,770	$ 12,171,451
Reserve for Future Payments	6,856,986	6,573,822	5,797,378	5,927,047
NET ENDING BALANCE	$ **0**	$ **0**	$ **0**	$ **0**
Succeeding Yr. Principal & Interest	$ 17,410,959	$ 17,436,459	$ 17,436,459	$ 16,997,859

DEBT SERVICE FUND
PASSENGER FACILITY CHARGE AND SUBORDINATE LIEN AIRPORT SYSTEM REVENUE BOND SERIES 2002
PASSENGER FACILITY CHARGE AND SUBORDINATE LIEN AIRPORT SYSTEM REVENUE BOND SERIES 2005
SUMMARY OF ADOPTED BUDGET

Description:

The Passenger Facility Charge and Subordinate Lien Airport Revenue Bond, Series 2002 and Series 2005 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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **3,054,521**	$ **3,056,471**	$ **3,066,224**	$ **3,738,912**
REVENUES				
Contr. from PFC Revenue Fund	$ 2,686,930	$ 2,683,140	$ 3,686,487	$ 5,221,101
Interest on Time Deposits	40,869	50,485	113,155	203,430
Bond Proceeds	1,379	0	0	0
Total Revenues & Transfers	$ **2,729,178**	$ **2,733,625**	$ **3,799,642**	$ **5,424,531**
TOTAL AVAILABLE FUNDS	$ **5,783,699**	$ **5,790,096**	$ **6,865,866**	$ **9,163,443**
APPROPRIATIONS				
Bond Principal	$ 805,000	$ 845,000	$ 845,000	$ 1,705,000
Bond Interest	1,912,475	1,888,325	2,281,954	3,719,081
TOTAL APPROPRIATIONS	$ **2,717,475**	$ **2,733,325**	$ **3,126,954**	$ **5,424,081**
GROSS ENDING BALANCE	$ **3,066,224**	$ **3,056,771**	$ **3,738,912**	$ **3,739,362**
Bond Reserve Fund	$ 2,757,248	$ 2,757,248	$ 2,759,777	$ 2,760,979
Reserve for Future Payments	308,976	299,523	979,135	978,383
NET ENDING BALANCE	$ **0**	$ **0**	$ **0**	$ **0**
Succeeding Yr. Principal & Interest	$ 3,126,954	$ 2,734,525	$ 5,424,081	$ 5,425,881

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-B
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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **19,470,467**	$ **20,891,098**	$ **21,784,486**	$ **21,727,558**
REVENUES				
Contr. from CCE Rev. Fund	$ 10,152,765	$ 10,176,167	$ 9,875,027	$ 10,249,606
Contr. from Other Funds	1,672,955	0	0	0
Bond Proceeds	102,029,860	0	0	0
Interest on Time Deposits	1,077,155	642,975	944,114	1,182,661
Total Revenues & Transfers	$ **114,932,735**	$ **10,819,142**	$ **10,819,141**	$ **11,432,267**
TOTAL AVAILABLE FUNDS	$ **134,403,202**	$ **31,710,240**	$ **32,603,627**	$ **33,159,825**
APPROPRIATIONS				
Bond Principal	$ 2,785,000	$ 800,000	$ 800,000	$ 1,375,000
Bond Interest	7,127,409	9,925,975	9,925,975	9,909,975
Contribution to Refunding	550,000	0	0	0
Payment to Escrow Agent	98,976,332	0	0	0
Issuance and Other Costs	2,351,629	0	0	0
Arbitrage	150,094	132,770	150,094	150,094
Transfer to Debt Service	678,252	0	0	0
TOTAL APPROPRIATIONS	$ **112,618,716**	$ **10,858,745**	$ **10,876,069**	$ **11,435,069**
GROSS ENDING BALANCE	$ **21,784,486**	$ **20,851,495**	$ **21,727,558**	$ **21,724,756**
Bond Reserve Fund	$ 18,672,785	$ 18,672,785	$ 18,672,785	$ 18,672,785
Reserve for Future Payments	3,111,701	2,178,710	3,054,773	3,051,971
NET ENDING BALANCE	$ **0**	$ **0**	$ **0**	$ **0**
Succeeding Yr. Principal & Interest	$ 10,725,975	$ 11,284,975	$ 11,284,975	$ 12,168,725

DEBT SERVICE FUND
TAXABLE GENERAL OBLIGATION REFUNDING BONDS, SERIES 2004 ALLOCATED TO PARKING
PARKING SYSTEM REVENUE BONDS, SERIES 2000
SUMMARY OF ADOPTED BUDGET

Description:

This Parking Facility Debt Service schedule includes Taxable General Obligation Refunding Bonds, Series 2004 allocated to Parking through Fiscal Year 2005 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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **925,729**	$ **1,254,738**	$ **2,024,753**	$ **2,285,062**
REVENUES				
Contr. from Parking Revenue Fund	$ 4,280,947	$ 3,452,335	$ 3,415,032	$ 1,786,198
Interest on Time Deposits	21,738	44,666	81,968	136,908
Misc. Revenue	10,440	0	0	0
Total Revenues & Transfers	$ **4,313,125**	$ **3,497,001**	$ **3,497,000**	$ **1,923,106**
TOTAL AVAILABLE FUNDS	$ **5,238,854**	$ **4,751,739**	$ **5,521,753**	$ **4,208,168**
APPROPRIATIONS				
Bond Principal	$ 505,000	$ 1,580,000	$ 1,446,611	$ 600,000
Bond Interest	1,994,101	1,656,691	1,790,080	1,324,773
Contribution to Refunding	715,000	0	0	0
TOTAL APPROPRIATIONS	$ **3,214,101**	$ **3,236,691**	$ **3,236,691**	$ **1,924,773**
GROSS ENDING BALANCE	$ **2,024,753**	$ **1,515,048**	$ **2,285,062**	$ **2,283,395**
Bond Reserve Fund	$ 0	$ 0	$ 0	$ 0
Reserve for Future Payments	2,024,753	1,515,048	2,285,062	2,283,395
NET ENDING BALANCE	$ **0**	$ **0**	$ **0**	$ **0**
Succeeding Yr. Principal & Interest	$ 3,236,691	$ 3,440,657	$ 1,924,773	$ 1,914,773

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.

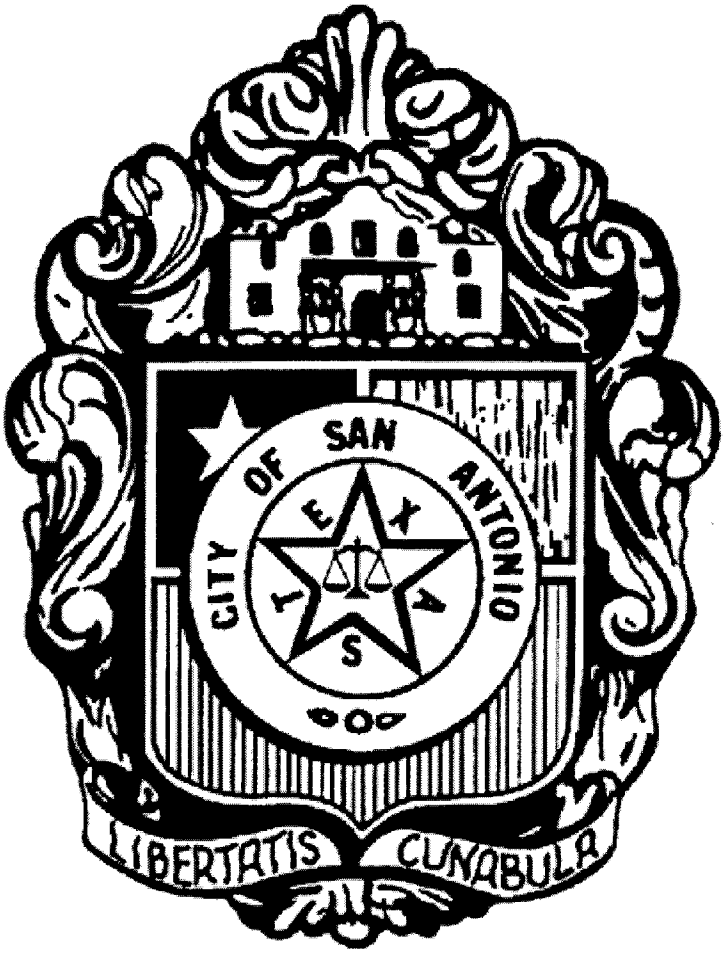
	ACTUAL FY 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **2,029,075**	$ **N/A**	$ **N/A**	$ **N/A**
REVENUES				
Contr. from Parks Dev & Exp Fund	$ 8,491,373	$ N/A	$ N/A	$ N/A
Interest on Time Deposits	811	N/A	N/A	N/A
Total Revenues & Transfers	$ **8,492,184**	$ **N/A**	$ **N/A**	$ **N/A**
TOTAL AVAILABLE FUNDS	$ **10,521,259**	$ **N/A**	$ **N/A**	$ **N/A**
APPROPRIATIONS				
Bond Principal	$ 10,500,000	$ N/A	$ N/A	$ N/A
Bond Interest	11,475	N/A	N/A	N/A
Contribution to Debt Service Fund	3,291	N/A	N/A	N/A
Commercial Paper Fees	6,493	N/A	N/A	N/A
TOTAL APPROPRIATIONS	$ **10,521,259**	$ **N/A**	$ **N/A**	$ **N/A**
GROSS ENDING BALANCE	$ **0**	$ **N/A**	$ **N/A**	$ **N/A**
Bond Reserve Fund	$ 0	$ N/A	$ N/A	$ N/A
Reserve for Future Payments	2,029,080	N/A	N/A	N/A
NET ENDING BALANCE	$ **0**	$ **N/A**	$ **N/A**	$ **N/A**
Succeeding Yr. Principal & Interest	$ 0	$ N/A	$ N/A	$ N/A

DEBT SERVICE FUND
MUNICIPAL DRAINAGE UTILITY SYSTEM REVENUE BONDS, SERIES 2003
MUNICIPAL DRAINAGE UTILITY SYSTEM REVENUE BONDS, SERIES 2005
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 and Series 2005. 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 2003-2004	REVISED BUDGET FY 2004-2005	RE-ESTIMATE FY 2004-2005	ADOPTED FY 2005-2006
AVAILABLE FUNDS				
Beginning Balance	$ **2,973,838**	$ **1,281,528**	$ **3,121,243**	$ **4,934,185**
REVENUES				
Contr. From Stormwater Fund	$ 3,106,231	$ 2,973,478	$ 5,582,223	$ 7,315,153
Interest on Time Deposits	15,012	18,303	60,527	143,089
Bond Proceeds	0	0	160,834	0
Total Revenues & Transfers	$ **3,121,243**	$ **2,991,781**	$ **5,803,584**	$ **7,458,242**
TOTAL AVAILABLE FUNDS	$ **6,095,081**	$ **4,273,309**	$ **8,924,827**	$ **12,392,427**
APPROPRIATIONS				
Bond Principal	$ 1,035,000	$ 1,065,000	$ 1,065,000	$ 2,410,000
Bond Interest	1,938,838	1,909,850	2,925,642	4,896,413
TOTAL APPROPRIATIONS	$ **2,973,838**	$ **2,974,850**	$ **3,990,642**	$ **7,306,413**
GROSS ENDING BALANCE	$ **3,121,243**	$ **1,298,459**	$ **4,934,185**	$ **5,086,014**
Bond Reserve Fund	$ 0	$ 0	$ 0	$ 0
Reserve for Future Payments	3,121,243	1,298,459	4,934,185	5,086,014
NET ENDING BALANCE	$ **0**	$ **0**	$ **0**	$ **0**
Succeeding Yr. Principal & Interest	$ 3,990,642	$ 2,971,963	$ 7,306,413	$ 7,305,575


CITY OF SAN ANTONIO
TEXAS
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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]
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%
2004	1,278,300	18,969	32.2	14.2	273,560	5.2%

Notes: [1]Source: Planning Department, City of San Antonio, Texas.

[2]Source: Individual School Districts Annual Census

[3] Source: Texas Workforce Commission

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2004)

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	498
Sanitary	5,164
Building Permits:	
Permits Issued	25,473
Estimated Cost	$2,192,936,517
Fire Protection and Emergency Medical Services:	
Number of Fire Stations	49
Number of EMS Units	26
Number of EMS Paramedics	297
Number of Firefighters	1,090
Police Protection:	
Number of Stations	6
Number of Police Officers	1,995
Number of School Crossing Guards	255
Recreation:	
Parks Acreage	15,600
Number of Parks and Recreation Areas over One Acre	198
Number of Municipal Golf Courses	6
Number of Municipal Swimming Pools	24
Number of Recreation Centers - All Year	27
Number of Recreation Centers - Summer	74
Sewer Service:	
Number of Sewer Customers	303,482
Estimated Number of Persons Served	1,297,350
Water Service:	
Number of Water Customers	315,116
Estimated Number of Persons Served	1,196,437

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2004)

Education:	
(Twelve School Districts Wholly or Partly Within San Antonio City Limits)	
Number of Schools	379
Number of Teachers	19,317
Number of Students Registered	273,560
Average Daily Attendance	259,319
City Employees:	
Unclassified:	
Regular	111
Part-Time (Annual)	10
Temporary	1,199
Part-Time	642
Classified:	
Regular	9,481
Other	112
Total Number of Employees	11,555

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2004)

Election:	
Registered Voters	703,476 [1]
Number of Votes Cast Last City Regular Election	57,408 [1]
Percentage of Registered Voters voting	8.2% [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%
2004	1,278,300[2]	5.9%

NOTE: Source of this information is the U.S. Census Bureau.

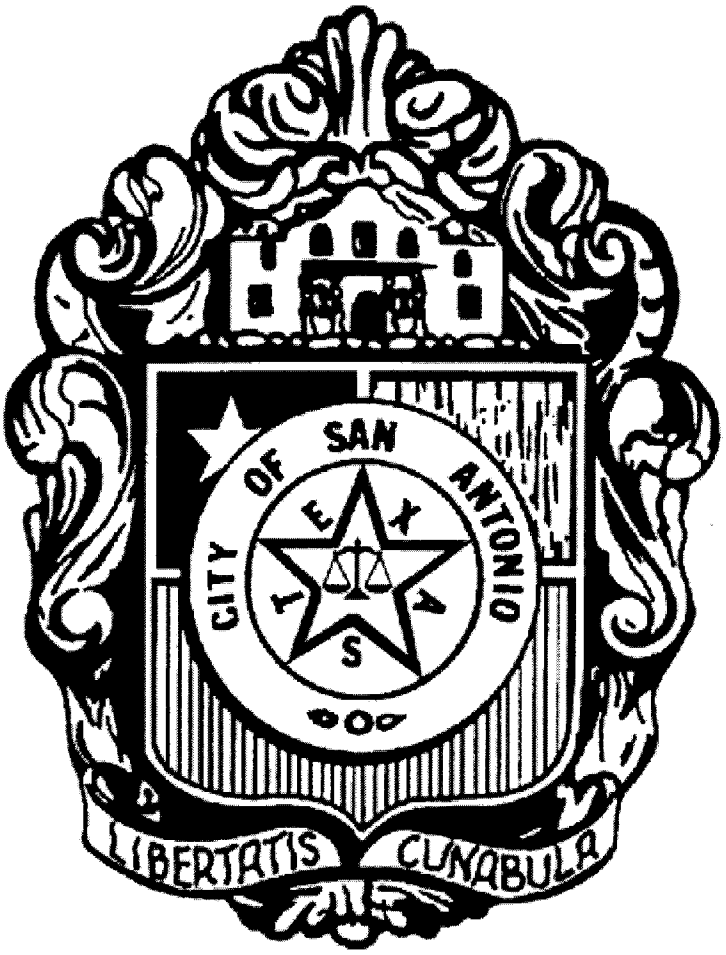
[1] Information taken from last City Election held May 2004.

[2] Estimated by the City of San Antonio, Texas, Planning Department, as of September 30, 2004.

City of San Antonio

Principal Taxpayers

Taxpayer	Type of Business	Principal Taxpayer Taxable Valuation	Percentage To Net Taxable Valuation
H.E. Butt Grocery Stores	Retail/Grocery	$535,579,740	1.20%
SBC	Telecommunications	450,247,950	1.01%
United Services Automobile Association	Insurance/Banking/Real Estate	334,845,716	0.75%
Wal-Mart Stores, Inc.	Retail/Grocery	221,621,100	0.50%
Marriott Corporation	Hotels	185,485,810	0.42%
Humana/Methodist Healthcare System	Hospital/Healthcare Provider	166,171,180	0.37%
Time Warner	Cable Television	118,125,330	0.26%
North Star Mall	Shopping Centers	109,891,450	0.25%
Hyatt Regency	Hotels	109,578,170	0.25%
Simon Property Group (Texas)	Shopping Centers	108,064,661	0.24%
	TOTALS	**$2,339,611,107**	**5.25%**


CITY OF SAN ANTONIO
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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.

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.

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 Budget: A budget which includes all anticipated income and other means of financing the total proposed expenditures of the City government for the fiscal year.

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--Covenant: A contractual provision in a bond indenture.

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--Indenture: A written agreement between the issuer of a bond and his/her bondholders, usually specifying interest rate, maturity date, convertibility, and other terms.

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 secured by revenues derived from charges or rents paid by users of the facility built with the proceeds of the bond issue. These bonds are payable only from the revenues of the project and are not backed by any taxing authority of the issuer.

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 Expenditure: Any item purchased by the City which meets the City's capitalization criteria. For example, the item has a value of $5,000 or more, has an anticipated life of more than one year, and/or can be readily identified and tracked as an individual item.

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.

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.

CPS Energy: 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 "CPS Energy Board of Trustees". 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 tools are examples of Commodities.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services: Goods received by and services performed for the City in which the City is legally obligated as a Municipality. Professional services, rentals, and mail services 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 they serve 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: An obligation resulting from the borrowing of money or from the purchase of goods and services.

Debt Service Fund: A governmental fund established to repay principal and interest on outstanding debt. This fund is usually under the modified accrual basis of accounting.

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.

Designated Fund Balance: The portion of the fund balance that is designated, or set aside, for a specific purpose. Reserve for Revenue Loss is an example of designated fund balance.

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.

Effectiveness Measures: Indicate how well the service provided accomplishes the intended goals or objectives. Measures focus on quality of work performed and customer satisfaction.

Efficiency Measures: Indicate the relationship between the resources required (input drivers) and results obtained (output).

Emergency: An unexpected occurrence, i.e., damaging weather conditions that require the unplanned use of City funds.

Employee Benefits Fund: An Internal Service Fund consolidating the revenues and expenditures associated with benefits provided to City employees to include medical, dental, and vision insurance.

Encumbrance: To encumber funds means to set aside or commit funds for an 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.

Ending Balance: Balance left after taking into account the beginning balance, revenues, and expenditures net of restricted funds.

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 Budget: The amount of projected expenditures to be spent during the fiscal year for goods and 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.

Expenditure Classification: A basis for distinguishing types of expenditures; the five major classifications used by the City of San Antonio are: Personal Services—51, Contractual—52, Commodities—53, Other Expenditures—54, Capital Outlay—55.

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 Accounting: The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity with a separate set of self-balancing accounts.

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 revenues and expenditures 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.

GASB: Governmental Accounting Standard Board that determines how financial statements need to be reported and establishes the guidelines by which entities need to report financial statements.

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.

Gross Ending Balance: Balance left after taking into account the beginning balance, revenues, and expenditures prior to any restricted funds.

HUD 108: The federal Housing and Urban Development Department's loan guarantee provisions of the Community Development Block Grant (CDBG) program. Section 108 provides communities with a source of financing for economic development, housing rehabilitation, public facilities, and large-scale physical development projects.

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.

Infrastructure: The basic installations and facilities upon which the continuance and growth of a community rely on, such as roads, transportation, and communication systems.

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.

Mission Statement: A statement that addresses the question of why a department exists and it describes the long term purpose of the department.

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.

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.

Output Measures: Indicate the amount of work actually performed on a particular activity or quantity produced from rendering a service.

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: An association of two or more persons who function as co-owners of a business.

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, 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 Department 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).

Reserve for Revenue Loss: Funds which are set aside to mitigate a loss of revenues from catastrophic events and would be used to continue providing essential and critical City services.

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 of 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.

Revised Budget: See Amended Budget.

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, Development Services, 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 form of business in which one person owns all assets of the business and is solely liable for all the debts of the business.

Source of Revenue: Revenues are classified according to their source or point of origin.

Special Revenue Fund: A governmental fund established to account for the proceeds of specific revenue sources which are restricted to expenditures for specific purposes.

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.

TMRS: Texas Municipal Retirement System--TMRS is a qualified retirement plan under Section 401 of the Internal Revenue Code.

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.

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.

Acronym Glossary

Acronym Glossary

The FY 2006 Adopted Budget contains references to numerous acronyms. Many of these are related to public sector finance and budgeting generally while others are unique to the City of San Antonio budget process. While every attempt is made to define each acronym upon its first use, this glossary provides the reader with a quick reference guide.

ACRONYM	DEFINITION
AABE	African-American Business Enterprise
ACCD	Alamo Community College District
ACTN	Antioch Community Transformation Network
ADA	Americans with Disabilities Act
ADDI	American Dream Down payment Initiative
ADP	Automatic Data Processing
AED	Automatic External Defibrillator
AGA	Avenida Guadalupe Association
AIA	American Institute of Architects
AIC	Arts in the Community
AICP	American Institute of Certified Planners
ANGELS	Access Network Group of Early Learning Substitutes
APEG	Active Public Enterprise Group
ARC	Accelerated Response Crew
ARM	Automated Records Management
ASE	Automotive Service Excellence
ATD	Advanced Transportation District
AVL	Automatic Vehicle Locator
AVSP	Airport Volunteer Police Security Service Program
BAD	Bexar Appraisal District
BDA	Brooks Development Authority
BLS	Bottom Line Strengthening
BOMA	Building Owner and Managers Association
BRAC	Base Realignment and Closure
BSL-3	Biosafety Level Three
BW	Business Warehouse
CADRE	Construction and Development Resource Education
CAFR	Comprehensive Annual Financial Report
CAM	Christian Assistance Ministries
CAT	Council Action Team
CATA	Crisis Assistance Team Administration
CCDF	Child Care Development Fund
CCDS	Child Care Delivery System
CCPD	Crime Control and Prevention District
CDA	Child Development Associates
CDBG	Community Development Block Grant
CDPD	Cellular Digital Packet Data
CEU	Continuing Education Units
CHDO	Community Housing Development Organization
CHIP	Chronic Illness Peer Support Program
CIED	Community Infrastructure and Economic Development
CIO	Chief Information Officer

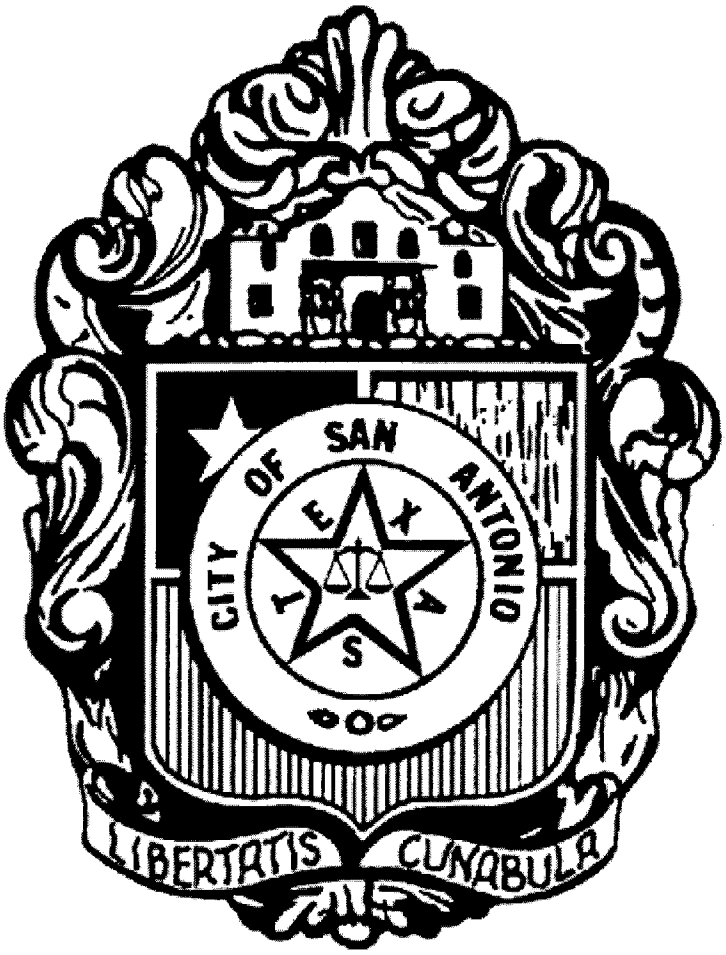
ACRONYM	DEFINITION
CIP	Capital Improvement Program
CIS-SA	Communities in Schools of San Antonio
CLE	Continuing Legal Education
CLEAN	Community Lead Enforcement Activity in Neighborhoods
C.O.	Certificate of Obligation
COBRA	Consolidated Omnibus Budget Reconciliation Act
COLA	Cost of Living Adjustment
COSA	City of San Antonio
CPI	Consumer Price Index
CPS	CPS Energy
CRAG	Community Revitalization Action Group
CRM	Customer Relations Management
CSBG	Community Services Block Grant
CVB	Convention Visitor's Bureau
CVF	Community & Visitor Facilities
DAV	Disabled Veterans
DBE	Disadvantaged Business Enterprise
DCI	Department of Community Initiatives
DPS	Department of Public Safety
DRH	Disabled Residence Homestead
DTI	Defense Transformation Institute
EA	Environmental Assessment
EAP	Employee Assistance Program
EASE	Educate, Assess, Serve, Empower
EBI	Euthanasia by Injection
EBMS	Event Booking and Management System
ECE	Early Childhood Education
EDA	Economic Development Association
EDD	Economic Development Department
EDIF	Economic Development Incentive Fund
EEO	Equal Employment Opportunity
EITC	Earned Income Tax Credit
EKG	Electro Cardio
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EPDP	Employee Performance & Development Program
ERDMS	Electronic Records and Document Management Systems
ERM	Enterprise Resource Management
ERP	Enterprise Resource Planning
ESG	Emergency Shelter Grant
ESL	English as a Second Language
ETJ	Extraterritorial Jurisdiction

ACRONYM	DEFINITION
EZ	Empowerment Zone
FBO	Fixed Base Operator
FEMA	Federal Emergency Management Association
FERS	Field Officer Reporting System
FHWA	Federal Highway Administration
FIMP	Facilities Improvement and Maintenance Program
FS	Family Strenghtening
FSA	Flexible Spending Accounts
FTE	Full-time Equivalent
GAAP	Generally Accepted Accounting Principles
GAIN	Global Auditing Information Network
GAO	Government Accountability Office
GASB	General Accounting Standards Board
GIS	Geographic Information Systems
G.O.	General Obligations
GPRS	General Packet Radio Service
HCD	Housing & Community Development
HDSF	Human Development Services Fund
HHW	Household Hazardous Waste
HIDTA	High Intensity Drug Trafficking Area
HIP	Homeownership Incentive Program
HIPAA	Health Insurance Portability and Accountability Act
HISD	Harlandale Independent School District
HMO	Health Maintenance Organization
HOME	Home Investment Partnership Grant
HOPE	Healthy Options Program for the Elderly
HOPWA	Housing Opportunities for Persons with AIDS
HOT	Hotel Occupancy Tax
HRIS	Human Resource Information System
HUD	Housing Under Development
HVAC	Heating, Ventilation, Air-Conditioning
I & C	Improvement & Contingency
IACVB	International Association of Convention and Visitor Bureaus
ICMA	International City/County Management Assocation
IDA	Individual Development Accounts
IM	Intramuscular
IO	Intraosseus
IT	Information Technology
ITSD	Information Technology Services Department
IV	Intravenous
KRS	Kindergarten Readiness Skills
LAM	Local Area Management Agreement
LED	Light Emitting Diodes
LMDT	Laptop Mobile Data Terminal
LPC	Licensed Professional Counselor

ACRONYM	DEFINITION
M & O	Maintenance & Operations
MDP	Master Development Plans
MEND	Medical Equipment Network for the Disabled
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MS4	Municipal Separate Storm Sewer System
MUFIDS	Multi-User Flight Information Display System
NAD	Neighborhood Action Department
NAEYC	National Association for the Education of Young Children
NAMP	Neighborhood Accessibility & Mobility Program
NCAA	National Collegiate Athletic Association
NCR	Neighborhood Commercial Revitalization Program
NHI	Neighborhood Heritage Initiative
NHS	Neighborhood Housing Services
NID	Neighborhood Improvement Districts
NPDES	National Pollutant Discharge Elimination System
NTE	New Terminal Expansion
O & M	Operation & Maintenance
OASIS	Older Adult Services & Information System
OCA	Office of Cultural Affairs
ODP	Office of Domestic Preparedness
OMB	Office of Management and Budget
OOP	Out of Pocket
OSHA	Occupational Safety and Health Administration
PACT	Parents and Children Together
PAF	Patrol Availability Factor
PAPI	Precision Approach Path Indicators
PAVE	Promoting and Advancing Valuable Employees
PCEH	Public Center for Environmental Health
PCI	Pavement Condition Index
PCP	Portland Concrete Pavement
PEO	Parking Enforcement Officers
PFC	Passenger Facility Charges
PID	Public Improvement District
PPO	Preferred Provider Organization
PPR	Passed Pending Repair
PREP	Pre-Freshman Engineering Program
PUD	Planned Unit Developments
R & I	Renewal & Improvement
ReACT	Regional Auto Crimes Taskforce
REILS	Runway End Identifier Lights
RFID	Radio Frequency Identification
RFP	Request for Proposal
RFQ	Request for Qualifications
RID	Rules Interpretation Decision

ACRONYM	DEFINITION
ROW	Right of Way
RSAT	Runway Safety Action Team
RSWF	Regional Storm Water Facility
RSWMP	Regional Storm Water Management Program
RW	Runway
SAAF	San Antonio AIDS Foundation
SACFEP	San Antonio Coalition for Family Economic Progress
SADA	San Antonio Development Agency
SAEP	San Antonio Education Partnership
SAFB	San Antonio Food Bank
SAFE	Sexual Assault Forensic Exam
SAFFE	San Antonio Fear Free Environment
SAHA	San Antonio Housing Authority
SAMHD	San Antonio Metropolitan Health District
SAPD	San Antonio Police Department
SAPOA	San Antonio Police Officer's Association
SATAI	San Antonio Technology Accelerator Initiative
SAWS	San Antonio Water System
SBA	Small Business Administration
SBE	Small Business Enterprise
SBEDA	Small Business Economic Development Advocacy
SCBA	Self-Contained Breathing Apparatus
SEED	Self-Employment for Economic Development
SHP	Supportive Housing Program
SLA	Service Level Agreements
SLGCP	State and Local Government Coordination and Preparedness
SR	School Readiness
SSF	Stinson Airport
STBF	South Texas Business Fund

ACRONYM	DEFINITION
STEP	Selective Traffic Enforcement Program
STNP	South Texas Nuclear Plant
SWBTP	Southwest Business & Technology Park
TA	Technical Assistance
TCC	The Cultural Collaborative
TCLEOSE	Texas Commission on Law Enforcement Officer Standards & Education
TDPRS	Texas Department of Protective and Regulatory Services
TIF	Tax Increment Financing
TIF	Temporary Improvement Fund
TIRZ	Tax Increment Reinvestment Zone
TMRS	Texas Municipal Retirement System
TPA	Third Party Administration
TSA	Transportation Security Administration
TWICES	Texas Web-Based Integrated Client Encounter System
TxDOT	Texas Department of Transportation
UDC	Unified Development Code
UC	Unemployed Compensation
ULI	Urban Land Institute
UNAM	Universidad Nacional Autonoma de Mexico
USO	United Service Organization
VITA	Volunteer Income Tax Assistance
VoIP	Voice and Internet Protocol
VPSSP	Volunteer Police Security Service Program
WARM	Winter Assistance Relief Mobilization
WBE	Women Business Enterprise
WHI	Walgreen's Health Initiative
WLS	Work Load Standard
WOMMS	Work Order and Materials Management System


CITY OF SAN ANTONIO
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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 City Service Plans Section of this document.

ALAMODOME

Average Operating Cost per Attendee: Calculated by dividing the operating expenses by the total attendance. Operating cost does not include expenditures for capital outlay.

Average Operating Revenue per Attendee: Calculated by dividing the revenues collected by the total attendance. Operating revenue does not include supplemental rental or revenue from reimbursable expenses.

Total Event Days: Number of days the Alamodome is utilized for an actual performance, sporting event, or tradeshow. Does not include move-in or move-out days.

ASSET MANAGEMENT

Number of Employees Completing Job Enhancement Training: Total number of employees who received training relevant to work functions.

Conference Center Customer Survey Approval Rating: Average score from customer satisfaction surveys completed by International Center residents and customers.

Average Total Operating Cost per Square Foot, per Year: Average of all variable costs incurred by Facility Services in maintaining all municipal facilities.

Average Hourly Rate for Trade Labor: Average rate charged for all trade labor services done within municipal facilities.

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, Fixed Base Operator), 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.

CITY ATTORNEY

Texas CLE Requirement Summary: Every active member of the State Bar must complete a minimum of 15 hours of accredited continuing legal education (CLE) during each Mandatory Continuing Legal Education (MCLE) compliance year.

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

Number 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

Internal Audit Budget Percentages (Percent Gross Salary): Includes gross salary plus bonuses.

Internal Audit Budget Percentages (Percent Other): Includes other benefits such as paid parking, cell phone allowance, retirement and health benefits.

CODE COMPLIANCE

Total Cases (Citations) Filed in Court: All categories including vacant lots, dangerous premises, junked vehicles, alleys and right of ways, but excluding minimum housing (unsanitary premises).

Total Number of Vacant Lots Cleaned: Includes vacant lots cleaned by the property owner and 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 with Violations: Equals the number of service requests or cases initiated directly by department personnel, which includes NAD and Target Sweeps.

Reactive Service Request Initiated with Violations: Equals the number of service requests initiated by citizens by calling the Department of Customer Service/311 personnel directly. Receiving emails, letters, request from neighborhood associations, walk-ins, and Department of Customer Service 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 Volunteer Income Tax Assistance: 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 Budgeted 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 years) Receiving Child Care Assistance through the City: The number of children in poverty aged (0 to 5) years who receive childcare compared with the total number of children in poverty aged (0 – 5 years) in Bexar County.

Number of Compliance Reviews Conducted: Monitors and measures contract administration effectiveness.

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 San Antonio Education Partnership 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 or Professional Development 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.

CONTRACT SERVICES

Number of Contract Component Reviews: Department staff review a component of a contract that is not directly related to service delivery, or end product, but is necessary to ensure contract compliance. Examples of a contract component are ensuring insurance certificates remain active, surety companies and bonds are still valid, and a contractor's stated commitment to the Small Business Advocacy Program are fulfilled.

Number of Discretionary, High Risk Contract Initiatives: The number of contract initiatives that are solicited and deemed "high risk" due to their value, complexity, community interest, and procurement method.

Number of Comprehensive Departmental Contract Administration Assessments: An assessment of a department's contract administration and monitoring practices are performed to maximize contracting efficiency and to verify that City policies and procedures are followed.

Number of Technological Solutions Implemented: Technological solutions are improvements implemented to improve contracting functions through automation and increase departmental contract monitoring capabilities.

CONVENTION FACILITIES

Percent of Events Booked by Convention Facilities Staff: This is the percentage of events booked in a given year by Convention Facilities staff. The remainder of events are booked by Convention and Visitors Bureau staff.

Percent of Repeat Customers: Percentage of repeat customers is based on the beginning baseline of FY 2001, and tracking customers that book in subsequent years as per the Event Booking and Management System (EBMS) software.

Occupancy Rate: Calculated by using move-in/move-out and show days.

CONVENTION & VISITORS BUREAU (CVB)

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.

CUSTOMER SERVICE/311

Annual Number of Calls Received by 311 Call Center: Total number of calls received by 311 Call Center within the fiscal year.

Annual Number of Calls Received by 311 Call Center: Total number of calls actually answered by 311 Representatives within the fiscal year.

Annual Number of Customers Served by Community Link Service Centers: Total number of customers that received services at the Community Link Service Centers within the fiscal year.

Annual Number of Transactions Processed by Community Link Service Centers: Total number of financial transactions processed by Community Link Service Centers within the fiscal year. Examples of transactions are birth certificates, immunization records, small trade permits, park reservations, police reports and municipal court fines.

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 Unified Development Code requires initial review of new commercial plans to be completed within 35 days.

Number of Investigations: Number of investigations performed by field inspectors to ensure proper building and trade permits are obtained for construction projects.

ECONOMIC DEVELOPMENT

Total Number of Jobs Created or Retained through Economic Development Department Programs: All jobs in which the Economic Development Department has been directly involved in recruitment, retention, or expansion of local companies. 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.

Mean Hourly Wages of Jobs Created through Economic Development Department Incentive Programs: An hourly wage which is calculated based on a variety of sources, such as contracts, information provided on tax phase-in applications and other information provided by companies wishing to participate in the City's incentive programs.

ENVIRONMENTAL SERVICES

Percent of Waste Diverted From Landfill: Total tons of recyclable materials (paper, plastics, metals, glass, household waste) collected divided by total tons of waste (garbage, brush, recyclables) collected.

Percentage of Employees Receiving Safety Incentives: Total number of employees receiving a safety award (presented three times a year) divided by three divided by authorized FTE's.

Waste Tons Collected per Crew per Week: Average twice a week collection of waste tonnage by City Crews.

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.

Number of TVSA Programs: TVSA (cable channel 21) helps the public better understand San Antonio municipal governance. TVSA programs cover a wide variety of issues such as live City Council meetings, Bexar County Commissioners' Court meetings, City Council member programs, etc. The channel also provides bulletins for information on upcoming events as well as tips on how to utilize City services.

Percent of State Legislative Program Initiatives Enacted: The Texas Legislature is only in session in odd-numbers years. Thus, this performance measure is only implemented when the Legislature is in session.

FINANCE

Number of Coin-operated Amusement Machines Sealed: Number of Coin-operated Amusement machines (pinball, video, arcade, and billiard machines) sealed for non-compliance of City code.

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 Laptop Mobile Data Terminal Capabilities of Interaction with Dispatch and Automatic Vehicle Locator Systems: this measure captures the percentage of all fire suppression vehicles that have LMDTs 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

Immunizations Provided by San Antonio Metropolitan Health District Staff: Total number of immunizations administered by trained and licensed SAMHD staff.

Routine Food Establishment Inspections: Routine inspections are applicable to permanent food establishments (not including mobile vending, temporary establishments or other vending operations).

Percent Disease Investigations Initiated within 10 Days for TB and 3 Days for Other Important Diseases: The number of disease investigations initiated in the timeframe recommended by the Centers for Disease Control and Prevention (e.g. within 10 days for tuberculosis cases and 3 days for most other significant communicable diseases) divided by the total number of disease investigations conducted.

Percent of Certificates of Obligation: Percent of Certificates of Obligation principal outstanding verses total General Obligation debt principal outstanding as of fiscal year end.

HOUSING AND COMMUNITY DEVELOPMENT

Percent of Timeliness Expenditures: Percentage of available grant funds expended by July 30th of each year compared to the current annual CDBG Entitlement grant allocation.

HUMAN RESOURCES

Human Resources Analyst's 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 Alamo Community College District's 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.

Workdays to Establish E-list (classified positions): Average number of workdays to establish eligibility list is calculated from the time position closes to the time eligibility list is forwarded to department.

Percent of Citywide Human Resources Related Policies Revised: The percentage of Citywide HR related policies revised is calculated by dividing the total number of revised HR related (Administrative Directives) policies by the total number of HR policies.

Percent of Selection Resulting in Internal Full-time Promotions: The percentage of selections resulting in internal full-time promotions is calculated by dividing the number of full-time positions filled by internal candidates by the total number of all full-time positions filled.

Percent of Supervisors Rating Employee Performance & Development Plan Training as Satisfactory: The percentage of supervisors rating EPDP training as satisfactory is calculated by dividing the number of supervisors surveyed rating EPDP training as satisfactory or better by the total number of supervisors surveyed.

Average Number of Deferred Compensation Appointment Contracts per Year: To provide retirement income and other deferred benefits in accordance with the provisions of Section 457 of the Internal Revenue Code of 1986.

Average Monthly Cost of Employee Assistance Program per Employee: The Employee Assistance Program monthly contractual rate per active employee. (Enroll x rate: i.e. $1.32 x enroll)

Percent Favorable Unemployment Compensation Decisions: The percentage of Unemployment Compensation Decisions that ruled in the City's favor based on the number of unemployment claims protested.

Number of Employees Placed on Modified Duty: Employees injured on the job are placed on restricted duties.

Number of Driver Evaluations Processed: All City employees authorized to drive a City vehicle are required to take a driver's education course provided by the Risk Management division staff.

INFORMATION TECHNOLOGY SERVICE DEPARTMENT

Number of E-Payment Transactions: Accepting payments for City services provided over the World Wide Web (i.e. municipal court fines, developmental services permit & inspection fees, and aviation parking passes).

Number 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).

Number 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.

Number 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).

Number of City Personnel Provided Information Technology Training (internal & external): Total number of City personnel providing training to include Enterprise Resource Management software training.

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.

Out-reach Media Impact: Refers to the approximate number of people reached through media, radio, television or printed materials.

Public Relation Media Value: Refers to dollar value on public relations efforts through media advertisement, radio, television or printed materials.

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.

Number of Children and Caregivers Using Little Read Wagon Resources: The Little Read Wagon takes emergent literacy training directly out into the community where it is most needed. Trainers take to the road in two bright red vans to visit childcare centers, parent training programs, schools, Head Start centers, branch libraries – wherever parents and caregivers of young children can be reached. They leave behind adults aware of the importance of frequent verbal interaction with children and knowledgeable about how to speak with children and read with children to foster future reading skills leading to success in school and life.

Number of Holds Transferred: A hold transferred is defined as when an item (book, DVD, etc.) is transferred from one location to another location for a customer. When a customer requests this transaction, it is referred to as placing a "hold" on an item.

MUNICIPAL COURTS

Average Number of Warrant Cases Cleared per Roundup: This measure captures the average number of cases cleared per year from the Warrant Roundups conducted by the San Antonio Police Department.

Average Revenue Collected per Cases Paid: This measure represents the average revenue collected per year from traffic and non-traffic cases. This source of revenue is receipted at Municipal Court, Community Link Centers, and through online payments.

Number of Documents Imaged: This measure represents the total number of internal and external documents that are electronically imaged to support all court cases at Municipal Court.

Percent of Defendants Bonded and Released from Detention Center: This measure helps track the joint City-County Identification and Booking Project.

San Antonio Police Department Officers' Time from Defendant's Arrest to Report Turn-in Time: This measure represents the Magistrate Operations' goal in increasing the movement and processing of defendants. It begins from the time a San Antonio Police Officer makes an arrest and transports a defendant to the Magistrate Detention Center to completing and finalizing the police report to the Magistrate staff.

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 Housing Units Completed through Tax Increment Financing Program: Housing units constructed through the Tax Increment Reinvestment Zone created by the City Council to promote development that otherwise would not occur.

Number of Neighborhood Improvement District Presentations throughout the City of San Antonio: Public presentations made to neighborhood associations to describe requirements and opportunities available during the implementation of the Neighborhood Improvement District

Number of Affordable Housing Units Completed: Housing units constructed through the Department's housing programs funded through the Community Development Block Grant Home Investment Partnership Funds.

Number of Affordable Housing Units Constructed: Housing units constructed through the Department's housing programs.

NON-DEPARTMENTAL (COUNCIL ACTION TEAM)

Value of Volunteer Hours: Volunteer hours include service projects such as house painting, graffiti clean-up and alley clean-up. The number of volunteers and the number of hours are tracked, and the value is calculated using a wage rate of $8.75.

NON-DEPARTMENTAL (CITY SOUTH MANAGEMENT AUTHORITY)

Total Number of Pre-Development Meetings with Potential Developers: In these meetings, City Staff will have an opportunity to carefully explain all requirements in the development process, while the developer may use the opportunity to propose tentative development ideas and solicit staff reaction and recommendations.

OFFICE OF MANAGEMENT AND BUDGET

Number of Departmental Counterparts Trained: Training includes the annual budget process briefing and customized budget development worksessions in a coordinated effort with the Enterprise Resource Management BudgetPrep Team.

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.

Revenue from Visitor Industry Associated Facilities/Contracts: Total revenue from facilities and contracts at the Spanish Governor's Palace, Botanical Garden, Tower of the Americas, Market Square, La Villita, and river barge.

Creekway miles per Field Employee: Total number of creekway miles divided by the number of field employees.

River Walk (Riverbend) Capital Improvement Fund Expenditures: Expenditures for capital improvement needs along the River Walk.

Percent of Eligible Employees Receiving Certification Pay (pilot program): Percent of employees in eligible job classifications who are receiving certification pay.

PARKS AND RECREATION - GOLF OPERATIONS

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.

Total Revenue per Round: Total revenue divided by total number of rounds played per year.

Total Expenses per Round: All expenses including transfers divided by total number of rounds played per year.

PLANNING

Cumulative City Square Miles Included in Plans Approved by City Council: Illustrates total number of City square miles covered by Neighborhood, Community, and Perimeter Plans.

Cumulative City Population Included in Plans Approved by City Council: Illustrates total population included in all completed Neighborhood, Community, and Perimeter Plans.

Cumulative Square Miles for Neighborhood Conservation District Approved by City Council: Cumulative percentage of city square miles within a Neighborhood Conservation Overlay Zoning District.

Number of Urban Design Plans: Illustrates 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 (AICP).

Percent of Proposed Parcels in Neighborhood Conservation Districts Approved by City Council: Illustrates 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

Number 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.

Total Number of Projects Advertised: Number of capital projects advertised on an annual basis.

Number of Cost Estimates Provided to Improve Storm Water Infrastructure: Represents the number of estimates prepared for CIP Projects.

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.

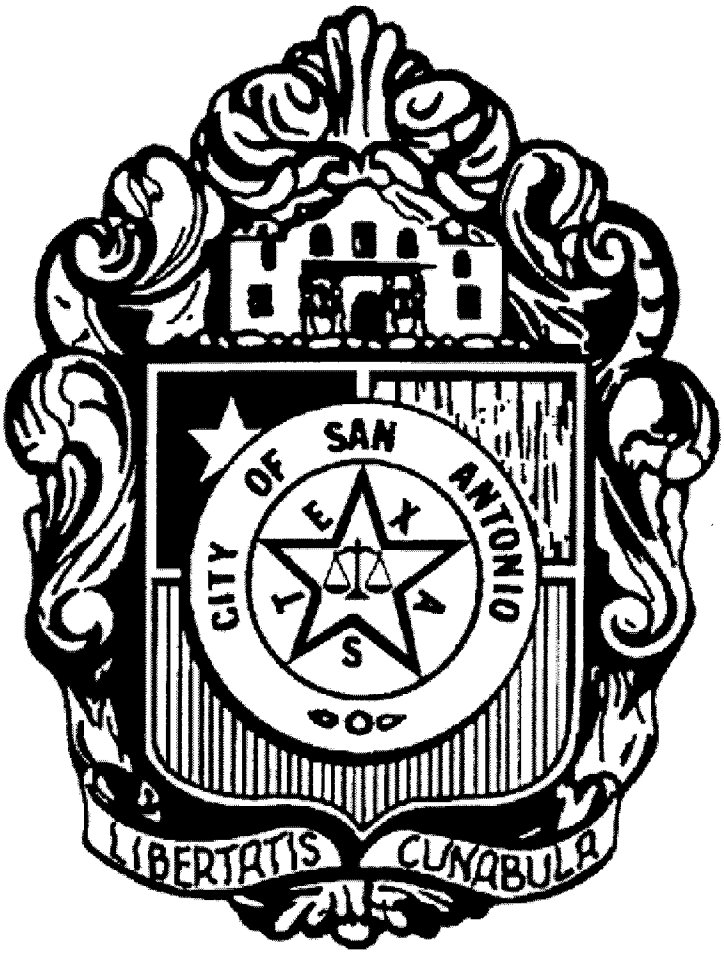
PURCHASING & GENERAL SERVICES

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).

Hybrid Vehicles: The cumulative number of hybrid vehicles purchased and utilized within the City's fleet annually.

Emissions Testing Performed on City Vehicles: Total number of four-gas, five- gas, and opacity tests performed on the City's fleet annually. These tests help monitor vehicle emissions for irregularities.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