DEPARTMENTAL APPROPRIATIONS OVERVIEW

In the following section titled "Departmental Appropriations," individual City departments are alphabetically presented. In the beginning of each departmental section an organizational chart summarizes the city services within the department. In addition, each department cover page includes a breakout of all sources of funding and the total number of full-time equivalent (FTE) positions in the department.

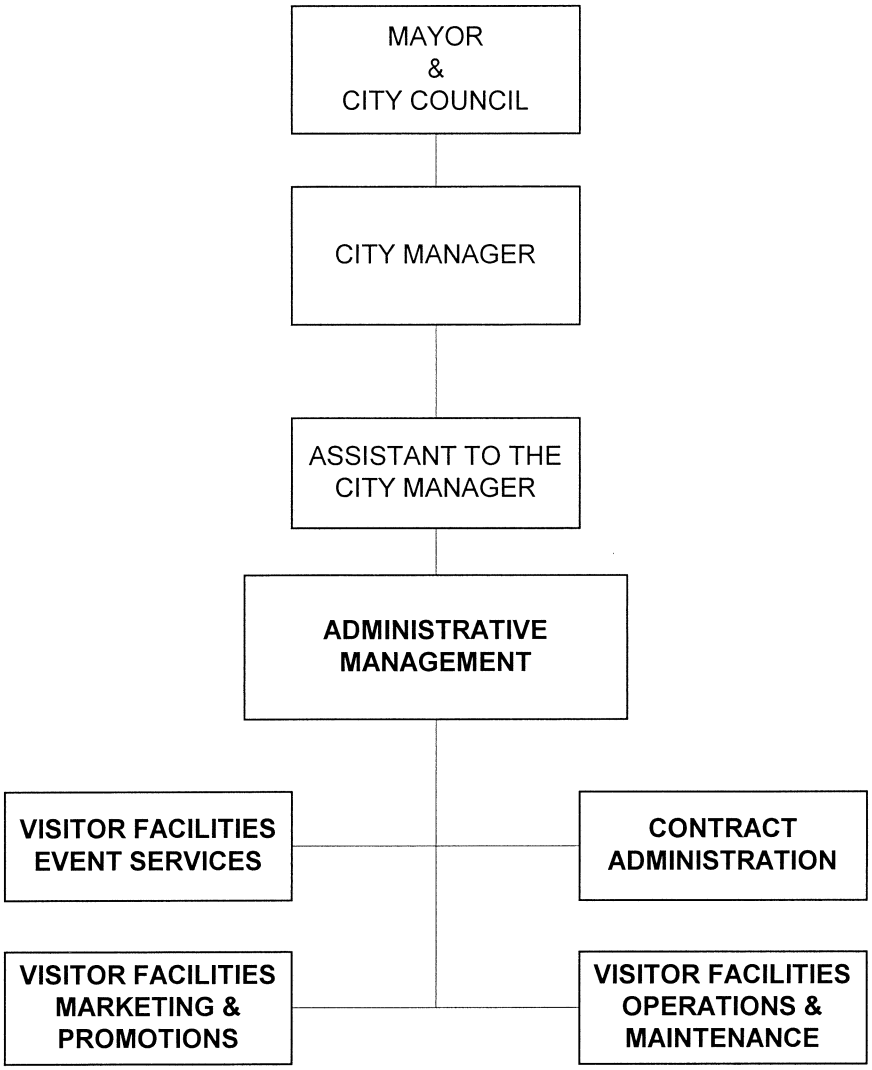
Each department's Adopted Budget begins with the department's mission statement. Goals and objectives are developed for the next fiscal year, followed by a Balanced Scorecard. The Balanced Scorecard is a strategic planning tool that aligns an organization's mission and strategy into a comprehensive set of performance measures. The Scorecard is based on four perspectives – Customer, Financial, Internal Processes, and Employees Learning and Growth. These perspectives and the selected indicators provide a balance between short and long-term objectives.

Following the department's program information, adopted program changes are categorized and arranged by redirections, reductions, improvements, and mandates. Each of these program changes will affect the departmental budget either with a reallocation, decrease, or increase in City funding. Redirections are modifications to department programs that involve the redeployment of personnel or reallocation of funds that improve the City's overall operational efficiency. Reductions are program changes that often result in increased efficiencies within the organization. Improvements are new programs or enhancements to existing programs or services the City provides to the community. Mandates are defined as programs which the City must support as required by federal, state, or local law; required by contractual obligation; or required to support operation and maintenance costs for completed capital improvement projects.

Next, a detailed summary of the department's operating expenditures and staffing levels over a three-year period is illustrated. Included in this table are department actual expenditures for FY 2003, the revised budget adopted for FY 2004, a re-estimate of department spending levels in relation to what was budgeted for FY 2004, and an adopted budget number which includes all adopted redirections/reductions, improvements, and mandates for FY 2005. For each year, the department's actual expenditures, revised budget, re-estimate and adopted budget are compared and tracked in five major spending categories. These categories include Personal Services, Contractual Services, Commodities, Other Expenditures and Capital Outlay. In addition, the table also shows the number of authorized positions and FTE's in the department's operating budget.

Finally, when appropriate, the departmental appropriations section includes information on grants. A grant summary page summarizes all grants received by the department. Next, each grant information sheet lists the most current grant total allocation award and City matching requirements. In addition, the grant sheet displays its budget information, FTE's and performance measure data for a three-year period.

ALAMODOME



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004 - 2005
Community & Visitor Facilities Fund - Alamodome	45.00	$7,116,927
Community & Visitor Facilities Fund – Nelson W. Wolff Stadium	6.00	642,531
Capital	0.00	3,279,000
Total Funding	**51.00**	**$11,038,458**

MISSION STATEMENT

The mission of the Alamodome is to serve as a premier multi-purpose facility by hosting a variety of events that produce economic benefit, enhance the visitor and tourism industry, and provide entertainment to the local community.

The mission of Nelson W. Wolff Municipal Baseball Stadium is to host a variety of baseball games and other events that provide recreational opportunities and entertainment for the local community.

PROGRAM INFORMATION

The Alamodome is a multi-purpose facility that is used for a variety of sporting events, convention activities, concerts, as well as civic, religious, and social functions. Wolff Stadium is an outdoor baseball facility, which is used to host baseball games, concerts, and other outdoor events.

GOALS & OBJECTIVES

- Enter the second decade of service to the community by ensuring the maximum viability of the facilities and continuously reassessing operating efficiency.
  - Aggressively manage and operate the facilities to maximize efficiency, cleanliness and maintenance, and the safety and enjoyment of patrons.
  - Develop a capital improvement program and identify funding mechanisms to re-invest in the facilities to ensure and extend their useful life.
  - Fully implement an enterprise-based program for booking and reserving facilities, managing meetings and events, scheduling services and staff, managing fixed and non-fixed inventory, and accounting for finances that is linked with the Convention Facilities Department and Convention & Visitors Bureau.
  - Complete the revamping of the Alamodome's audio and video systems to upgrade to the state-of-the-art and maintain the facility's ability to attract events which extensively utilize these systems.
  - Continue to explore opportunities for the consolidation and collaboration of operations with the Convention Facilities Department.
  - Continue to assess the lease of Wolff Stadium to reduce costs and generate funds for capital investment while ensuring a defined level of operations and maintenance.

- Continue to take advantage of the facility's scheduling flexibility and new turf system to maximize event days, event variety, and patron entertainment.
  - Continue to develop strategies and host exhibition games to promote professional and international soccer in the community and as a key component of the Alamodome's future event schedule.
  - Continue to partner and collaborate with local entities to identify and attract events of mutual benefit.
  - Renew partnerships with recurring events and promoters through renegotiation and extension of agreements.

- Continue to expand marketing efforts to service clients, generate revenue, and promote and advertise the facilities and events.
  - Develop the capacity to offer a wider array of promotional services for events.
  - Develop new innovative marketing efforts to promote the facilities.
  - Continue to work collaboratively with other visitor and tourism related entities to market the facilities and the city.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Strengthen Convention/Tourist Industry**					
	Take advantage of scheduling flexibility and new turf to increase event bookings and event variety.	Total Event Days (Alamodome)	140	133	114	118
		Total Event Days (Wolff Stadium)	103	112	111	113
		No. of New Events	10	8	12	3
Financial	**Provide Accountability to the Public**					
	Manage and operate the facility effectively while maximizing efficiency.	Avg. Operating Revenue/Cost per Attendee (Alamodome)[1]	$6.02/$10.58	$7.01/$9.08	$6.25/$10.52	$6.90/$8.91
		Avg. Operating Revenue/Cost per Attendee (Wolff Stadium)[2]	$2.74/$3.24	$3.36/$3.07	$3.47/$3.19	$3.70/$3.47
Internal Processes	**Maintain Existing Infrastructure**					
	Operate both facilities in a safe and clean manner while maximizing operating efficiency.	No. of Non-Routine Maintenance Projects Completed	1,300	546	501	382
Employee Learning & Growth	**Improve Employee Services**					
	Promote, and provide additional, professional staff development.	No. of Educational Opportunities Attended by Staff	54	42	60	35

EXPLANATORY INFORMATION

[1] Operating revenue does not include supplemental rental, revenue from reimbursable expenses, contributions from Hotel-Motel, and contributions from Renewal & Improvement and Improvement & Contingency funds. Operating cost does not include expenditures for capital outlay.

[2] Operating revenue does not include contributions from the Alamodome Fund. Operating cost does not include expenditures for capital outlay.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS $1,232,098

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE - ALAMODOME

This ***reduction*** will result in net savings totaling $2,437 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

POSITION REDUCTIONS – ALAMODOME

This ***reduction*** totaling $491,354 will result in the elimination of eighteen positions within the Alamodome Department. Positions to be eliminated include an Accountant II, Audio Visual Technician, Building Maintenance Officer, two Carpenter II's, Dome Facilities Manager, Equipment Operator I, HVAC Technician I, two Maintenance Workers, Office Assistant, Painter II, Plumber, two Security Guard II's, Security Guard Chief, Senior Management Analyst, and Stock Clerk. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

POSITION REDUCTIONS – NELSON W. WOLFF STADIUM

This ***reduction*** totaling $53,783 will result in the elimination of one Maintenance Worker and one Building Maintenance Officer. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

LINE ITEM EXPENSE REDUCTION - ALAMODOME

This ***reduction*** totaling $342,871 will result in savings in several line item expense budgets. Of the total reduction $262,920 will result in savings to contractual services such as laundry service, memberships, dues, and licenses, temporary services, equipment rental, and fees to professional contractors. The remaining $79,951 of this reduction will result in savings to commodity expenses such as office supplies, chemicals, tools, apparatus, accessories, and maintenance and repair materials. The Department will manage its resources to minimize the impact of this reduction on its currently level of service.

ALAMODOME/CONVENTION FACILITIES REORGANIZATION

This ***re-organization*** totaling $341,653 will combine sixteen positions, seven from the Alamodome and nine from the Convention Facilities Department into one division within the Convention Facilities Department. The division will be responsible for providing resources to the two departments for fiscal management, human resource management, and quality assurance activities in the conduct of the business of the City's community and visitor facilities.

♦ IMPROVEMENTS $86,417

CERTIFICATION PAY PILOT PROGRAM - ALAMODOME

This ***improvement*** totaling $1,250 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

PROGRAM CHANGES CONTINUED

WORKFORCE COMPENSATION ENHANCEMENT – ALAMODOME AND NELSON W. WOLFF

This ***improvement*** totaling $85,167 will provide a market adjustment and performance pay incentive for eligible employees included in the Community & Visitor Facilities Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

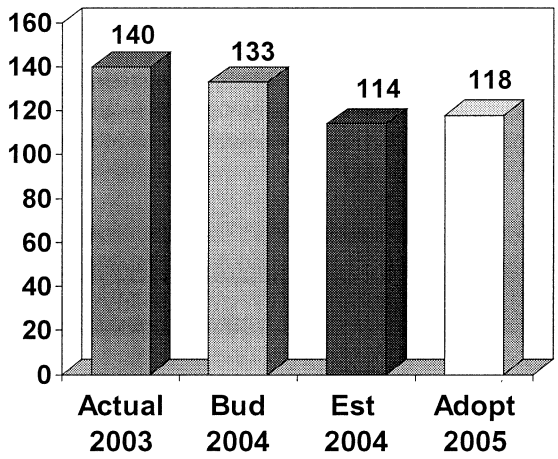
COMMUNITY & VISITOR FACILITIES FUND – ALAMODOME
EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$2,338,605	$2,723,055	$2,820,739	$2,017,579
CONTRACTUAL SERVICES	5,385,542	4,857,937	4,889,808	4,504,438
COMMODITIES	312,900	236,643	284,283	189,453
OTHER EXPENDITURES	482,409	482,409	482,409	405,457
CAPITAL OUTLAY	203,501	6,802	21,225	0
TOTAL EXPENDITURES	**$8,722,957**	**$8,306,846**	**$8,498,464**	**$7,116,927**
AUTHORIZED POSITIONS	**71**	**71**	**71**	**46**
FULL-TIME EQUIVALENTS	**71.00**	**71.00**	**71.00**	**45.00**

COMMUNITY & VISITOR FACILITIES FUND – NELSON W. WOLFF STADIUM
EXPENDITURES BY CHARACTER

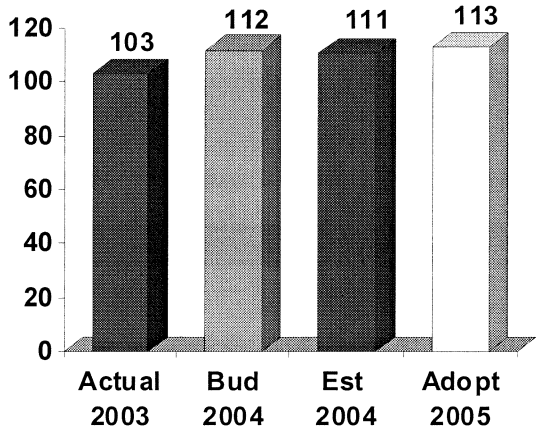
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$234,574	$276,989	$205,516	$224,019
CONTRACTUAL SERVICES	328,101	274,870	296,479	311,953
COMMODITIES	46,830	66,243	67,093	69,916
OTHER EXPENDITURES	38,546	38,546	38,546	36,643
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$648,051**	**$656,648**	**$607,634**	**$642,531**
AUTHORIZED POSITIONS	**8**	**8**	**8**	**6**
FULL-TIME EQUIVALENTS	**8.00**	**8.00**	**8.00**	**6.00**

TOTAL EVENT DAYS (ALAMODOME)



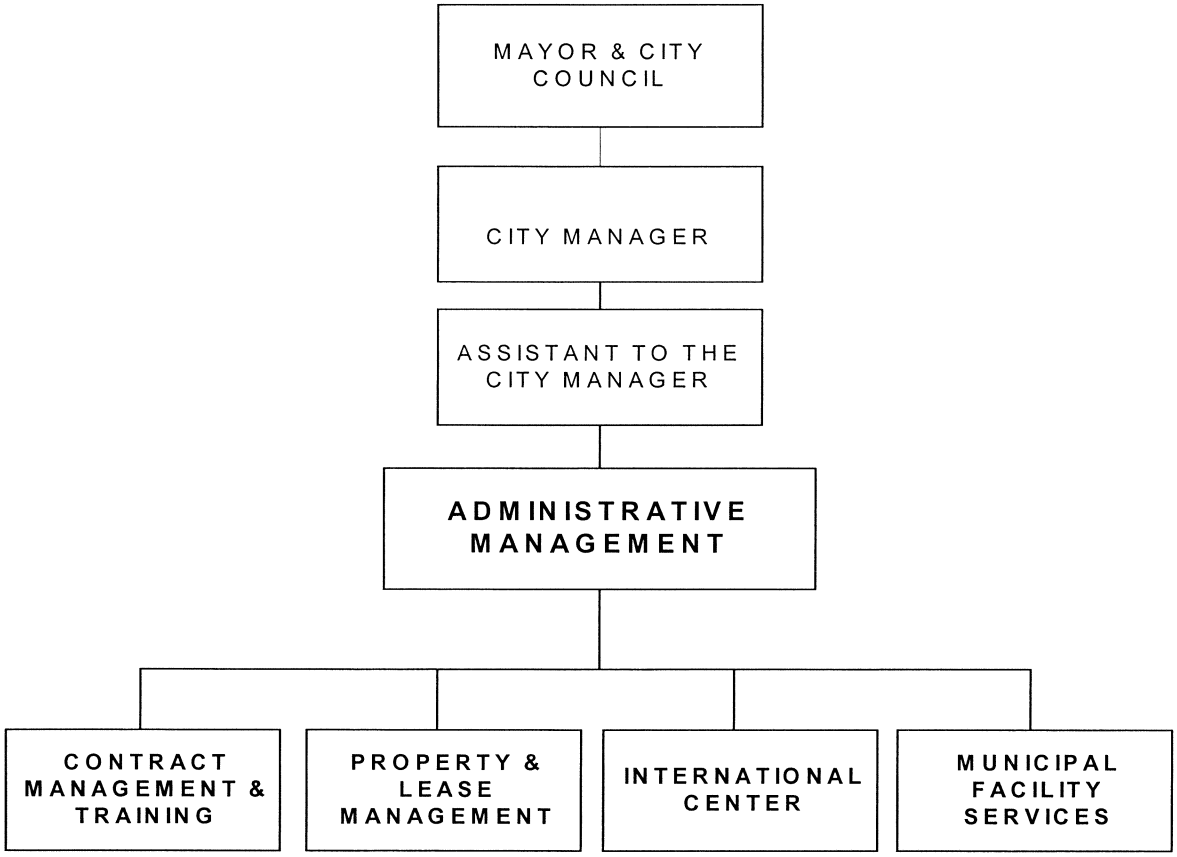
✓Actual FY 2003 includes event days associated with the Dallas Cowboys Training Camp, which is primarily responsible for the 15.7% variance in total event days from FY 2003 to FY 2005.

TOTAL EVENT DAYS (WOLFF STADIUM)



✓The 9.7% increase in total event days from Actual FY 2003 to Adopted FY 2005 is partially the result of more high school baseball games being held at Wolff Stadium.

ASSET MANAGEMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	12.00	$1,082,261
Capital Projects	0.00	14,293,000
International Center Fund	9.00	1,456,207
Facility Services Fund	110.00	8,605,392
Total Funding	**131.00**	**$25,436,860**

MISSION STATEMENT

The Department of Asset Management provides real estate, facility, strategic planning and other in-house consulting services to City departments and/or the public in order to maximize revenues, minimize liability, provide for the highest and best use of City assets, utilize industry best practices, and promote efficiency in the delivery of City services.

PROGRAM INFORMATION

The Department of Asset Management provides for a wide array of real estate services including property development, management, and disposition, as well as the negotiation and management of lease and license agreements for the use of City-owned property. In addition, the Department provides in-house consulting and strategic planning services to other City departments through the negotiation and review of lease agreements, fiber optic agreements, cellular tower leases and other contracts; the closure, vacation and abandonment of public right of way; and the development of technological and financial tools and processes to facilitate the management of real property assets.

GOALS & OBJECTIVES

To provide in-house consulting services and strategic planning for various City initiatives, as well as promote departmental initiatives related to property disposition, lease and license administration, telecommunication, and other specialized projects.

- Maximize revenue from property disposition, leases, contracts, and other special projects.
- Provide strategic planning services related to property use planning and development, space utilization, property maintenance/improvement planning services and funding.
- Develop recommendations concerning the allocation of space in new and existing facilities to minimize costs and maximize the availability of services through decentralization or co-location of programs.
- Continue to coordinate the development of a wide variety of special projects to include Municipal Marketing Partnership Plan, City Trademark Policies and the Historic Civic Center Facility Development Plan.
- Coordinate with Parks and Recreation Department on the implementation of the Hemisfair Park Master Plan.
- Maintain and maximize the highest and best use of City facilities and property, such as the Southwest Business & Technology Park and cultural facilities.
- Develop innovative methods to provide customers with professional services in an effort to maximize revenue and provide increased customer service, such as the development of technological tools to track property disposition projects.
- Identify surplus City-owned real property for the development of affordable housing opportunities or disposition.
- Promote a “Customer First” atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide City-wide in-house consulting services for the negotiation and review of City leases	No. of Leases Negotiated/Reviewed	81	80	55	60
	Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service	Property Disposition/Special Projects Customer Survey Approval Rating [1]	94.13%	92.00%	93.00%	93.00%
Financial	**Provide Accountability to the Public**					
	Maximize revenue from property disposition/special projects and lease/contract agreements	Revenue Collected from Property Disposition/Special Projects [2]	$845,593	$731,990	$736,783	$727,750
		Revenue Collected from Leases/Contracts Monitored	$536,059	$523,353	$556,267	$560,709
Internal Processes	**Innovative & Proactive City Government**					
	Provide City-wide in-house consulting services for the negotiation and review of City leases	% of Leases Reviewed Within Three Days	96%	93%	98%	97%
Employee Learning & Growth	**Improve Employee Services**					
	Provide specialized employee training to enhance job enrichment and customer service skills	No. of Employees Completing Job Enhancement Training	N/A	N/A	N/A	10

EXPLANATORY INFORMATION

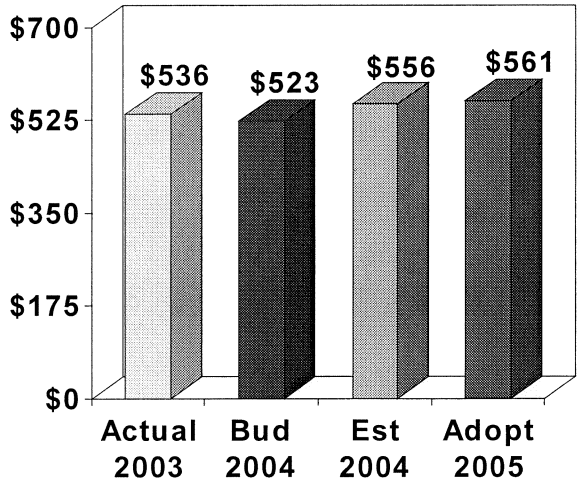
[1] A customer service survey to measure professionalism, competence, communication, timeliness/ responsiveness and overall customer service is mailed with the final project documents for every completed special project.

[2] As of the Revised Budget, revenue for FY 2004 is lower due to decline in fiber optic agreements resulting from the passage of HB 1777 by the Texas legislature, which allows Certified Telecommunications Providers (CTPs) to pay a per line fee in lieu of the rates approved by City Council for the use of public right of way for telecommunications.

GENERAL FUND EXPENDITURES BY CHARACTER

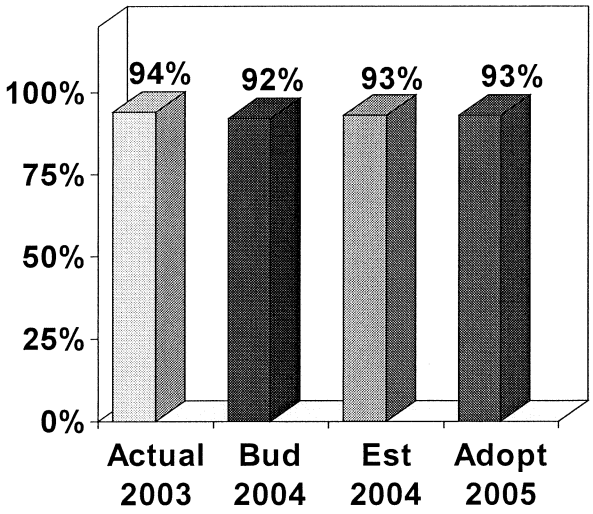
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$1,201,899	$1,353,298	$1,282,620	$808,730
CONTRACTUAL SERVICES	169,338	207,075	203,543	190,034
COMMODITIES	10,419	11,662	16,609	3,374
OTHER EXPENDITURES	92,148	92,649	92,649	80,123
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$1,473,804**	**$1,664,684**	**$1,595,421**	**$1,082,261**
AUTHORIZED POSITIONS	**20**	**22**	**22**	**12**
FULL-TIME EQUIVALENTS	**20.00**	**22.00**	**22.00**	**12.00**

REVENUE COLLECTED FROM LEASES/CONTRACTS MONITORED (In Thousands)



✓ The Department of Asset Management collects revenues from leases/ contracts that are monitored by the department to include building and ground leases, ATM, and vending machine contracts.

PROPERTY DISPOSITION/SPECIAL PROJECTS CUSTOMER SURVEY



✓ The Property Disposition Division surveys the petitioners for each completed special project processed such as License agreements, street closures, and surplus property to ascertain internal and external customers satisfaction.

PROGRAM INFORMATION

The Department of Asset Management is responsible for the management of the International Center. The Department negotiates and monitors the leases in addition to providing a high level of customer and facility service to the tenants. The International Center was developed as a multi-purpose facility promoting the City of San Antonio as a center for international trade and business. The International Conference Center is a major attraction of the facility, and its primary purpose provides for group business presentations and social functions, which promote the facility as a center for international trade and development.

GOALS AND OBJECTIVES

Maximize revenue through competitive leasing of building and International Conference Center space to promote the International Center as a focal point of international commerce and business development.

- Continue to provide International Center tenants with outstanding customer service, thereby ensuring tenant retention and satisfaction.
- Maximize the revenue generated by the International Center including the Conference Center.
- Continue to develop marketing opportunities for the International Conference Center including the web-site, to promote it as a premier multi-purpose meeting venue and increase revenues.
- Ensure that the International Center adheres to the City of San Antonio's revenue collections and deposit policy and procedures.
- Evaluate the customer satisfaction survey designed to provide feedback and identify the needs of International Center clients.
- Provide specialized employee training to enhance job enrichment and customer service skills.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Continue to provide International Center tenants with outstanding customer service, thereby ensuring tenant retention and satisfaction	No. of Revenue Generating Functions	117	130	125	127
		Conference Center Customer Survey Approval Rating [1]	97%	92%	96%	96%
Financial	**Provide Accountability to the Public**					
	Maximize the revenue generated by the International Center including the conference center	% of Revenue above Operating Costs [2]	8%	25%	25%	30%
		Revenue Collected	$1,008,191	$1,035,298	$1,058,470	$1,068,386
		Avg. Amount of Revenue per Revenue Generating Event Held in the Conference Room	$887	$875	$850	$865
Internal Processes	**Innovative and Proactive Government**					
	Ensure that the International Center adheres to the City of San Antonio's revenue collections and deposit policy and procedures	% of Catering Revenue Collected by the 45th Day Following the Catering Event	81%	80%	79%	82%
Employee Learning & Growth	**Improve Employee Services**					
	Provide specialized employee training to enhance job enrichment and customer service skills	No. of Employees Completing Job Enhancement Training	2	2	2	8

EXPLANATORY INFORMATION

[1] A customer satisfaction survey is provided to every user of the International Conference Center.
[2] Calculation reflects the total revenue, less operating expenses, divided by the total revenue.

PROGRAM CHANGES

- **IMPROVEMENTS** **$8,853**

WORKFORCE COMPENSATION ENHANCEMENT

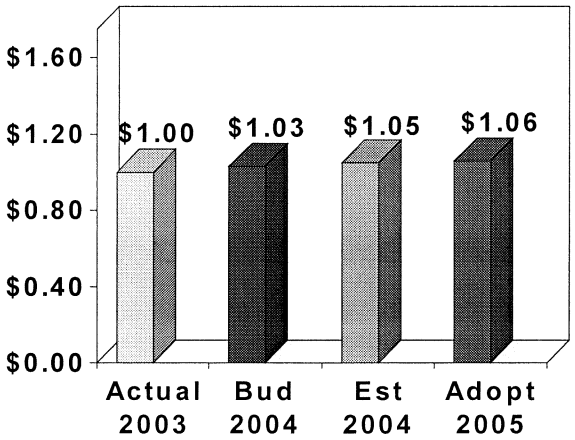
This ***improvement*** totaling $8,853 will provide a market adjustment and performance pay incentive for eligible employees included in the International Center Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

INTERNATIONAL CENTER FUND EXPENDITURES BY CHARACTER

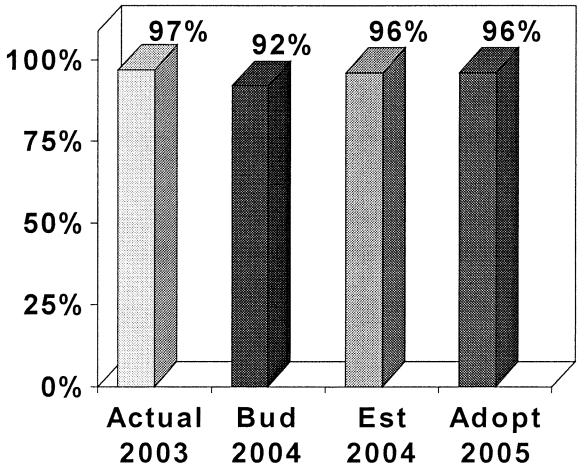
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$330,770	$337,680	$337,875	$358,963
CONTRACTUAL SERVICES	367,974	385,451	401,381	362,701
COMMODITIES	24,888	27,819	29,152	27,719
OTHER EXPENDITURES	143,914	24,282	24,282	19,658
CAPITAL OUTLAY	60,534	0	146	0
TRANSFERS	105,705	271,437	55,173	687,166
TOTAL EXPENDITURES	**$1,033,785**	**$1,046,669**	**$848,009**	**$1,456,207**
AUTHORIZED POSITIONS	**9**	**9**	**9**	**9**
FULL-TIME EQUIVALENTS	**9.00**	**9.00**	**9.00**	**9.00**

REVENUE COLLECTED AT THE INTERNATIONAL CENTER (IN MILLIONS)



✓ The International Center collects revenue from lease agreements with building tenants and the use of the conference center for special events such as conferences, banquets, and wedding receptions.

CONFERENCE CENTER CUSTOMER SURVEY APPROVAL RATING



✓ The International Center surveys the users of the conference center after each function to measure customer satisfaction with the facility.

PROGRAM INFORMATION

The Facility Services Division provides skilled trade (plumbing, electrical, carpentry, painting & HVAC) and maintenance services in over 270 facilities and provides custodial services to over 1.1 million square feet of municipal office space. The Division also manages a security contract for over 100 officers in 30 facilities and purchases, stores and distributes a wide variety of maintenance, construction and custodial supplies.

GOALS & OBJECTIVES

To provide the highest quality skilled trade, maintenance, custodial, security and supply services to our internal customers in an effective and efficient manner.

- Provide skilled trade (plumbing, electrical, carpentry, painting, HVAC), maintenance services, and custodial services to City Departments in an efficient and economical manner.
- Manage a security contract for the monitoring and protection of City buildings.
- Purchase, store, and distribute a wide variety of maintenance, construction, and custodial supplies to maintain City facilities.
- Promote regular preventative maintenance and scheduled capital improvements in an effort to lengthen the service life, prevent deterioration and reduce the operating costs over the functional service life of each facility.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys and enhance and measure customer service.	Customer Survey Approval Rating	92%	80%	90%	90%
Financial	**Public Trust and Awareness of Citizens**					
	Maintain custodial cost/square foot within 10 cents of the BOMA reported cost/square foot	Avg. Custodial Cost per Square Foot, Per Year [1, 2]	$1.56	$1.58	$1.52	$1.56
Internal Processes	**Innovative and Proactive Government**					
	Maximize the amount of available hours for skilled trades spent on billable work orders	% of Available Skilled Trade Hours Spent on Billable Work Orders [3]	79%	85%	80%	82%
Employee Learning & Growth	**Improve Employee Services**					
	Provide specialized employee training to enhance job enrichment and customer service skills	No. of Employees Completing Job Enhancement Training	N/A	N/A	65	50

EXPLANATORY INFORMATION

[1] A customer service survey gauging customer satisfaction of service delivery is generated with every five work orders issued to City departments.
[2] Building Owner and Managers Association (BOMA) reported the 2002 national average for custodial services per square foot per year to be $1.53 in government facilities.
[3] The National Average is 80,800 square feet per trade laborer.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$451,951**

REDUCE COST OF MAINTENANCE SERVICES

This ***reduction*** will eliminate one vacant Maintenance Worker, four vacant Building Custodians, one filled Carpentry Supervisor, one filled Carpenter I, one filled Painting Supervisor, three filled Painter II's, and one filled Painter I positions. This reduction includes $423,563 for personnel and $12,750 in associated costs. This reduction will result in savings of $436,313 in FY 2005.

PROGRAM CHANGES CONTINUED

EMPLOYEE UNIFORM INITIATIVE

This ***reduction*** totaling $2,277 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet, improve the quality and consistency of City issued uniforms the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This ***reduction*** will result in net savings totaling $13,361 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

♦ **IMPROVEMENTS** **$141,380**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $125,656 will provide a market adjustment and performance pay incentive for eligible employees included in the Facility Services Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

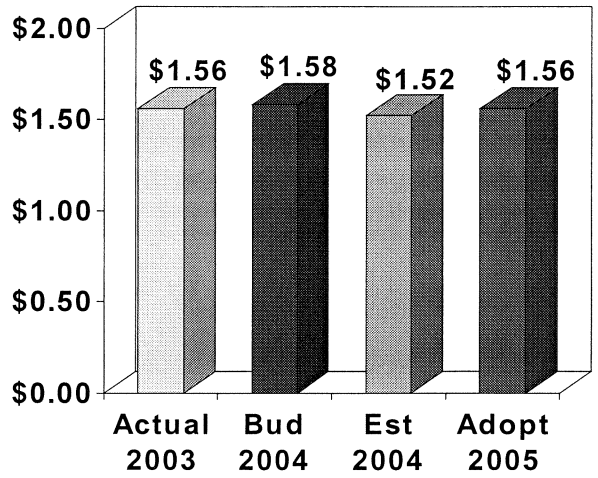
CERTIFICATION PAY PILOT PROGRAM

This ***improvement*** totaling $15,724 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

FACILITY SERVICES FUND EXPENDITURES BY CHARACTER

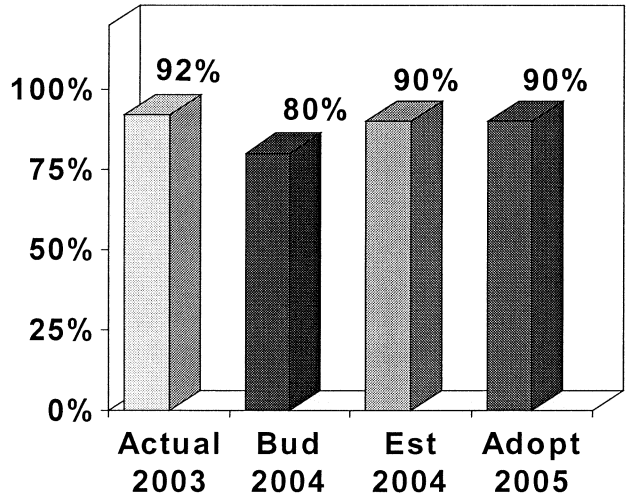
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$5,030,674	$4,653,482	$4,838,216	$4,174,104
CONTRACTUAL SERVICES	3,421,231	3,182,701	3,318,772	3,536,916
COMMODITIES	422,593	382,678	371,375	321,101
OTHER EXPENDITURES	63,646	63,646	63,646	34,383
CAPITAL OUTLAY	61,927	0	0	0
TRANSFERS	445,586	769,620	788,133	538,888
TOTAL EXPENDITURES	**$9,445,657**	**$9,052,127**	**$9,380,142**	**$8,605,392**
AUTHORIZED POSITIONS	**144**	**137**	**123**	**110**
FULL-TIME EQUIVALENTS	**144.00**	**137.00**	**123.00**	**110.00**

AVERAGE CUSTODIAL COST PER SQUARE FOOT



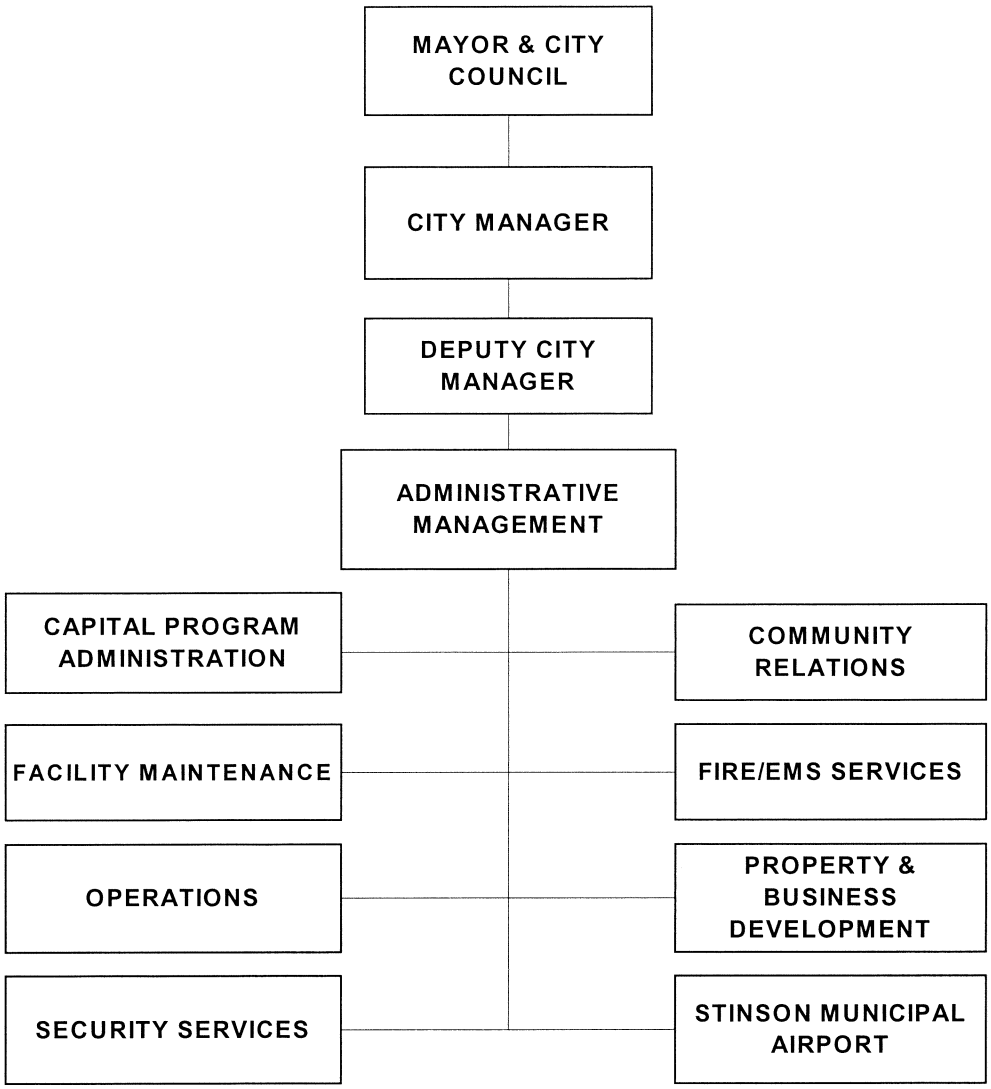
- ✓ The Facility Services Division tracks the average cost per square foot of providing upkeep for City facilities.
- ✓ Overall the costs have remained consistent as a result of efficiencies in service delivery and staffing.

CUSTOMER SURVEY APPROVAL RATING



- ✓ A customer service survey gauging customer satisfaction for service delivery is generated with every fifth work order.
- ✓ Service delivery includes HVAC, construction, and plumbing and electrical services.

AVIATION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Airport Revenue Fund	434.11	$47,067,223
Passenger Facility Charge Fund	0.00	7,331,140
Debt Service Funds	0.00	17,410,959
Confiscated Property Fund	0.00	16,623
Categorical Grants	0.00	24,259,862
Improvement & Contingency	0.00	355,065
Capital Projects	0.00	166,842,000
Total Funding	**434.11**	**$263,282,872**

MISSION STATEMENT

The Aviation Department, through its facilities at San Antonio International and Stinson Municipal Airport, provides to the citizens of San Antonio and the traveling public safe and secure, cost-efficient, first-class facilities while providing a catalyst for economic opportunity and fostering an environment for business development.

PROGRAM INFORMATION

The Aviation Department operates the City's two airports, International and Stinson, which provide general and commercial aviation services through an enterprise fund. Departmental responsibilities include airport operations, financial and property administration, economic development, vehicle and facility maintenance, airport security, fire protection, and public relations.

GOALS & OBJECTIVES

To provide for the aviation facility and service needs of the community, as well as stimulating economic development, all in a financially self-sufficient and safe manner consistent with applicable City, State and Federal regulations.

- To continue implementation of the Air Cargo Strategic Plan during FY 2005 through local and corporate headquarters facilitation meetings as well as the preparation of technical/business cargo presentations to be presented to three prospective cargo operators.
- To increase the number of non-stop flights pursuant to the recommendations contained in the Air Service Market Study by developing and presenting eight technical and market analysis proposals to airlines during FY 2005.
- To provide added safety and assurance to the traveling public through the implementation of augmented security measures, such as expanding the canine explosives detection team, updating the airport's access control and surveillance monitoring system during FY 2005.
- To have the Concourse Expansion program under construction by the beginning of FY 2005.
- To initiate the process for the development of an Environmental Impact Statement as the first step in implementing runway extensions and other major airfield improvements.
- To improve the quality of life in communities surrounding San Antonio International Airport with the continuation of the Noise Compatibility Residential Acoustical Treatment Program to sound insulate homes within the highest impacted areas as a noise mitigation measure.
- To begin implementation, in FY 2005, of the land use/land compatibility study recommendations for San Antonio International and Stinson Municipal Airports to permit future growth of the airports within compatible property uses.
- To devise and begin implementation, during FY 2005, of the first phase of the redevelopment plan for the North Loop Service Center site.
- To submit to the FAA during FY 2005 a Letter of Intent request for grant funding of eligible capital improvements.
- To have the new belly freight facilities under construction by the end of calendar year 2005.
- To have the new parking improvements under construction by the beginning of calendar year 2005.
- To continue the revitalization of Stinson Municipal Airport by implementing the Master Plan and Target Industry Study to include an expansion/renovation to its based aircraft facilities, new administrative space, as well as tenant service and maintenance facilities in FY 2005.
- To advance to the next step by FY 2005 on the Stinson Airport runway extension by either beginning the design, if a favorable environmental assessment is received, or initiate a full environmental impact statement if required by the FAA.
- To implement a wireless communications system by the beginning of FY 2005 to enhance technical support services for the public, airlines, concessionaires and federal agencies utilizing the airport's terminal complex.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Premier Visitor & Convention Destination – Strengthen Convention/Tourism Industry**					
	To improve Aviation facilities and services through terminal roadway & parking improvements	Passenger approval rating[1]	93%	93%	93%	93%
	To increase the selection of the City as a business & visitor destination through improved air service	% of passengers on a direct flight for top 20 markets	56%	56%	56%	57%
	To increase the number of airport passengers to facilitate the growth of the tourism sector of the economy	No. of enplaned passengers	3,264,245	3,700,000	3,379,410	3,497,680
	Revitalization of Neighborhoods – Improve Environmental Efforts					
	To improve the quality of life in neighborhoods surrounding San Antonio International Airport with the communication and implementation of aircraft noise abatement measures	Noise complaints by households per 10,000 aircraft operations	4.2	3.7	4.7	4.3
Financial	**Citizen Wellbeing & Human Potential – Provide Economic Development Opportunities**					
	To support implementation of the Aviation Industry Strategic Plan with the goal of promoting and enhancing economic development of San Antonio's Aviation Facilities	No. of private sector jobs	6,483	6,700	6,850	7,000
	Innovative & Proactive City Government – Provide Accountability to Public					
	To achieve financial targets as projected in the Airport bond financing documents	Operating cost per enplaned passenger	$7.90	$7.10	$7.78	$7.94
		Airline cost per enplaned passenger	$4.76	$3.86	$4.22	$4.22
		Revenue per enplaned passenger	$13.44	$12.20	$13.12	$13.30
		Concession revenue per enplaned passenger	$1.04	$1.31	$1.37	$1.39

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	**Innovative & Proactive City Government – Improve Organizational Support**					
	To improve convenience and efficiency for the airport passenger by automating parking facilities	% of Customers' Usage of Automation Devices	11%	20%	12.2%	13.5%
	To utilize employee team building programs to achieve improvements in customer service & cost efficiency	% of team customer service targets (rating) achieved	78%	75%	78%	78%
		% of team financial targets (budget savings) achieved	67%	50%	70%	70%
Employee Learning & Growth	**Innovative & Proactive City Government – Improve Employee Services**					
	To provide specialized training to improve job related skills in customer service	% of Employees Completing Annual Training	94%	98%	96%	96%

EXPLANATORY INFORMATION

[1] Passenger approval rating is obtained through an annual survey that is administered to airport passengers.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$77,235**

REDUCTION IN OVERTIME EXPENSE

This ***reduction***, through efficiency, will effectively reduce the use of overtime for fire personnel in the Aviation Department. Previously, when fire personnel at the International Airport were absent due to illness or annual leave, overtime was used to maintain required staffing levels. This reduction will rotate fire personnel from Stinson Municipal Airport to fill the missing slot(s) at the International Airport. Savings of $70,000 will be realized by this reduction in FY 2005.

EMPLOYEE UNIFORM INITIATIVE

This ***reduction***, totaling $7,235, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

PROGRAM CHANGES CONTINUED

- **IMPROVEMENTS** **$710,645**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $442,286 will provide a market adjustment and performance pay incentive for eligible employees included in the Aviation Operating Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, eligible City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

CERTIFICATION PAY PILOT PROGRAM

This ***improvement***, totaling $14,214, will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

SPONSOR NETWORK 2006 AIR SERVICE CONFERENCE

This ***improvement*** will allow for the sponsorship of the Network 2006 Air Service Conference, which should attract approximately 350 airline companies, consultants, and airport representatives. This conference will give San Antonio the opportunity to showcase its city to 75 domestic and international airline representatives and meet with them concerning opportunities to serve or improve service to the market. Potential improvements in air service will facilitate the area's priority to make San Antonio a premier visitor and convention destination, as well as foster growth in other local businesses and industries. This improvement will total $50,000 in FY 2005.

CONTRACT COMPLIANCE UNIT

This ***improvement*** will create a contract-monitoring unit funded for nine months in FY 2005, through the combination of a re-organization and additional positions. This unit, which will report directly to the Aviation Director, will address fiscal monitoring functions, contract compliance, and all revenue and non-Purchasing Department expenditure contracts. It is envisioned that the unit will ensure the implementation of city-wide established routines, procedures, and reporting requirements for the contract administration staff. Although contract compliance will be centralized, contract administration will continue to be performed in the Department's sections. The costs associated with this improvement will total $124,145 in FY 2005.

SAN ANTONIO SYMPHONY IMPROVEMENT

This one-time ***improvement***, totaling $80,000, will provide for at least three performances by the San Antonio Symphony within the terminals of the San Antonio International Airport in FY 2005. This improvement is a result of a City Council amendment to the proposed budget.

PROGRAM CHANGES CONTINUED

- **MANDATES** **$158,481**

COLLECTIVE BARGAINING AGREEMENT

This ***mandate*** projects the incremental increase for the last fiscal year of the current Collective Bargaining Agreement between the City of San Antonio and Local 624 International Association of Fire Fighters, which went into effect on June 3, 2002 and terminates on September 30, 2005. The FY 2005 incremental cost associated with this mandate will total $146,726. According to this mandate, in FY 2005, all uniformed firefighters will receive a three-percent wage increase, plus incremental increases to incentives. This mandate will also provide step increases for the ranks of Lieutenant, Captain, and District Chief.

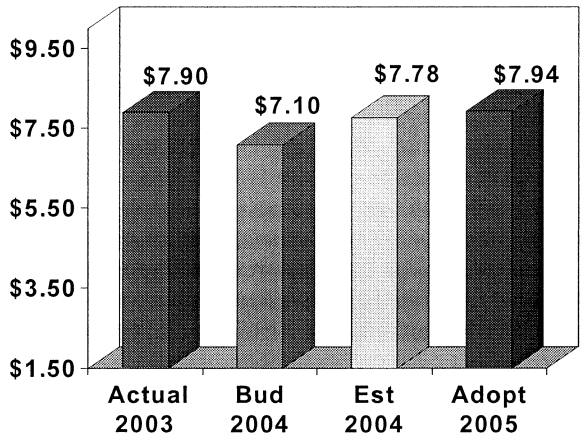
LONGEVITY

The 2002 collective bargaining agreement stipulates that the City provide an increase in salaries based on years of employment for all uniformed personnel. This ***mandate*** will address the contractually mandated increase in base salaries by three-percent for each block of five years served, with a maximum of 18% for 30 years of tenure. The incremental increase for this mandate in FY 2005 for all uniformed employees in the Aviation Fund will total $11,755.

AIRPORT REVENUE FUND EXPENDITURES BY CHARACTER

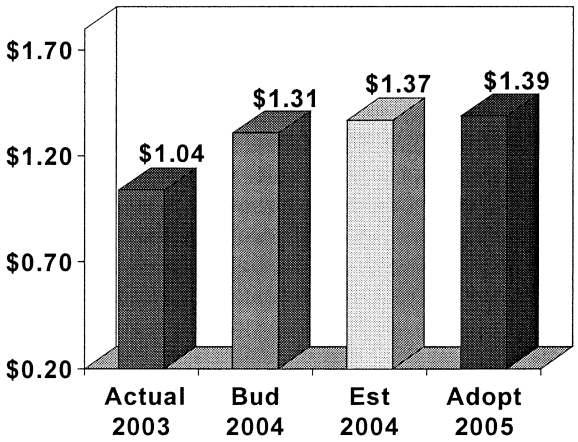
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$16,065,174	$17,552,501	$16,981,621	$18,975,355
CONTRACTUAL SERVICES	5,795,573	5,452,307	5,652,814	6,461,178
COMMODITIES	1,236,624	1,201,733	1,141,629	1,349,955
OTHER EXPENDITURES	1,097,751	1,380,221	1,379,371	1,397,872
CAPITAL OUTLAY	399,604	555,090	479,971	490,198
TRANSFERS	18,514,226	17,844,818	18,473,864	18,392,665
TOTAL EXPENDITURES	**$43,108,952**	**$43,986,670**	**$44,109,270**	**$47,067,223**
AUTHORIZED POSITIONS	**407**	**422**	**422**	**425**
FULL-TIME EQUIVALENTS	**416.11**	**431.11**	**431.11**	**434.11**

OPERATING COST PER ENPLANED PASSENGER



✓Operating Cost Per Enplaned Passenger includes personnel, equipment, supplies, utilities, and other direct operating costs together with airport service contracts divided by the number of enplaned passengers.

CONCESSION REVENUE PER ENPLANED PASSENGER



✓Concession Revenue Per Enplaned Passenger significantly increased from Actual FY03 to Adopted FY05 due to the completion of the terminal renovations which included the addition of several restaurants and concessions for airport patrons.

The Aviation Department anticipates receiving federal and state grant funds totaling $19,018,400 for FY 2005, which combined with Airport matching funds provided $24,259,862 in program funding.

Below are listed the grants the Aviation Department expects to receive in FY 2005. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Airport Improvement Program	$15,250,000	$0	$4,883,333	$0	$20,133,333
Checkpoint Security Program	384,739	0	0	0	384,739
Explosive Detection Canine Team	160,500	0	0	0	160,500
TxDOT Airport Improvements	0	3,223,161	358,129	0	3,581,290
TOTAL	**$15,795,239**	**$3,223,161**	**$5,241,462**	**$0**	**$24,259,862**

PROGRAM INFORMATION:

The Airport Improvement Program is an FAA sponsored Grant program designed to assist airport owners in planning, constructing and maintaining the basic airfield infrastructure at airports nationwide. Grants consist of both entitlements and discretionary funding. The grant program covers the period of October 1, 2004 through September 30, 2005.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:[1]			
(Terminal) Security Assessment	$1,030,628	$0	$0
EIS	1,500,000	0	0
Reconstruct Perimeter Road	1,660,000	0	0
Noise Mitigation	4,220,000	6,066,503	2,400,000
Sky Place Drainage Improvements	2,041,000	2,214,819	0
Airfield Lighting Upgrade	0	1,500,000	0
Relocate 30L Localizer	0	400,000	0
Replace ARFF Vehicle	0	450,000	0
East Air Cargo Expansion Phase 3	0	0	3,700,000
Terminal Apron Expansion	0	0	7,200,000
Airfield Safety (RSAT) Improvements	0	0	1,950,000
	0	0	0
Total	**$10,451,628**	**$10,631,322**	**$15,250,000**

EXPLANATORY INFORMATION[1]

Projected Airport Improvement Program grants for FY 2005 include four capital improvement projects totaling $20,133,333. The Noise Mitigation grant funds 80% of a position in the Airport Operating Fund.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY	$3,132,210	$3,038,233	$4,883,333
FEDERAL	10,451,628	10,631,322	15,250,000
TOTAL FUNDING	**$13,583,838**	**$13,669,555**	**$20,133,333**
EXPENDITURES			
CONTRACTUAL SERVICES	$4,101,063	$3,286,602	$2,065,000
CAPITAL OUTLAY	9,482,775	10,382,953	18,068,333
TOTAL EXPENDITURES	**$13,583,838**	**$13,669,555**	**$20,133,333**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

PROGRAM INFORMATION:

The Checkpoint Security Program consists of the assignment of an Airport Police officer to each of two passenger screening areas to provide Law Enforcement support to the Transportation Security Administration (TSA) Screening Activity. The City and the TSA signed a Reimbursement Agreement (RA) that provides for reimbursement to the Aviation Department by the TSA of up to a maximum of 36 hours per day at the established hourly rate for that fiscal year. The effective date of the RA is October 1, 2004 and continues in effect until September 30, 2007, subject to yearly TSA renewals.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Law Enforcement Hours[1]	8,400	13,140	13,140
Output:			
No. Passengers Screened	3,264,245	3,281,300	3,398,000

EXPLANATORY 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 CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$193,200	$374,593	$384,739
TOTAL FUNDING	**$193,200**	**$374,593**	**$384,739**
EXPENDITURES			
PERSONAL SERVICES	$193,200	$361,739	$384,739
CONTRACTUAL SERVICES	0	4,500	0
COMMODITIES	0	3,372	0
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	0	4,982	0
SUBGRANTING	0	0	0
TOTAL EXPENDITURES	**$193,000**	**$374,593**	**$384,739**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

PROGRAM INFORMATION:

The grant agreement is with the Transportation Security Administration (TSA) for participation in the Explosives Detection Canine Team Program. The Explosive Detection Canine Team Program is designed to increase security at commercial airports. The teams receive specialized training, equipment and canines fully trained in explosive detection. Four Airport Police Officers are assigned to the program. The position authorizations are carried in the Airport Operating Fund. The grant provides reimbursement of up to a total of $160,500. This program provides canine team utilization at the San Antonio International Airport with a 24-hour per day, 7-day per week response. It is anticipated that the grant agreement will be renewed each year.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Canine Teams (4th team in-service for 2 months in FY04)	3	4	4
Output:			
Canine Team In-service Hours per Year	2,904	6,130	7,744
Efficiency:			
Patrol Hours per Team per Year	968	1,532	1,936
Effectiveness:			
% Change Canine Patrol Hours	68%	111%	26%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$120,500	$160,500	$160,500
TOTAL FUNDING	**$120,500**	**$160,500**	**$160,500**
EXPENDITURES			
PERSONAL SERVICES	$119,200	$132,261	$159,017
CONTRACTUAL SERVICES	0	0	0
COMMODITIES	1,300	1,483	1,483
CAPITAL OUTLAY	0	26,756	0
TOTAL EXPENDITURES	**$120,500**	**$160,500**	**$160,500**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

PROGRAM INFORMATION:

The FAA provides a block grant to the State of Texas for its general aviation airports. The funds are utilized for airport infrastructure improvements. The State awards grants based on demonstrated need. This grant program covers the period of October 1, 2004 through September 30, 2005. A local match is required for all capital projects.

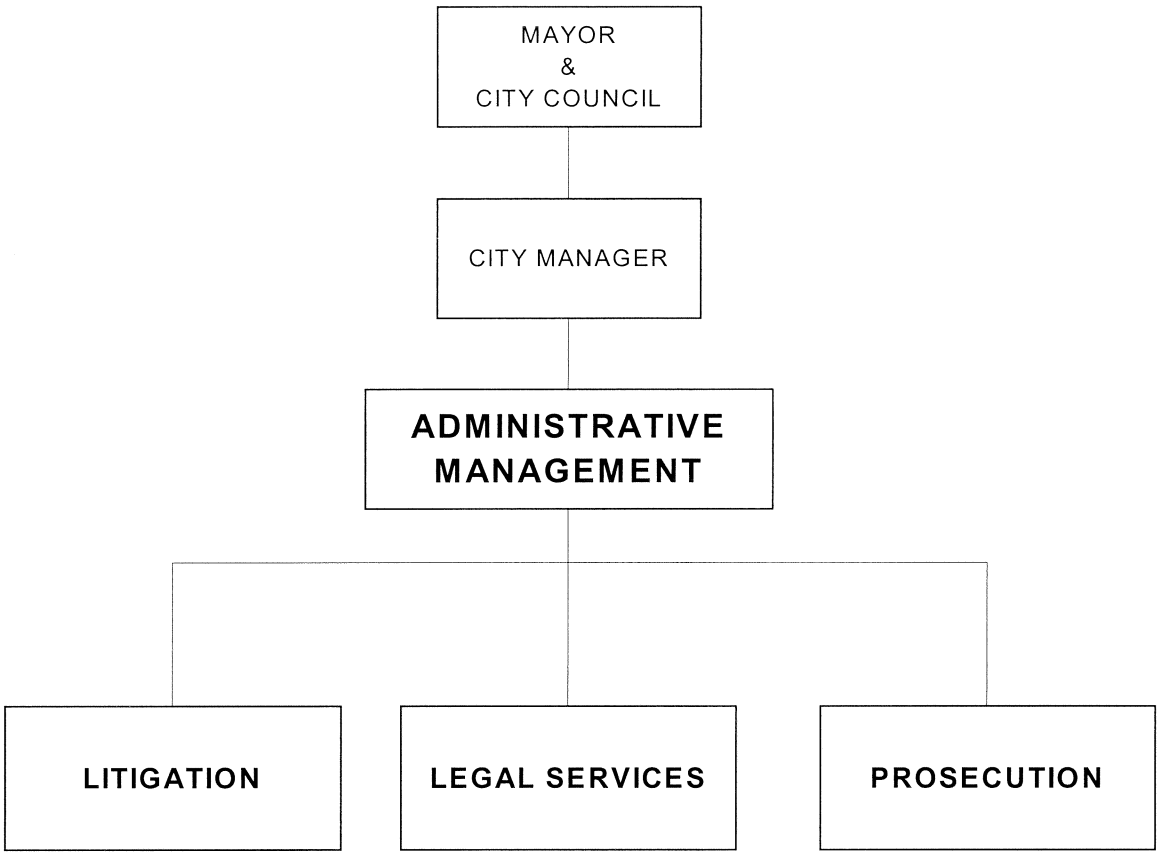
PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Hangar Renovations	$30,000	$0	$0
Design for TxDOT Projects	0	450,000	210,861
Overlay & Extend Runway 9/27 & Replace MIRL	0	0	1,772,100
Extend Taxiways D, D1, & D2	0	0	658,800
Reconstruct Taxiway A & replace MITL	0	0	260,100
Install & replace navigational aids on Runway 9/14	0	0	210,600
Construct RW 32 Runup Pad	0	0	110,700
Total	**$30,000**	**$450,000**	**$3,223,161**

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY	$30,000	$45,000	$358,129
STATE	30,000	450,000	3,223,161
TOTAL FUNDING	**$60,000**	**$495,000**	**$3,581,290**
EXPENDITURES			
CONTRACTUAL SERVICES	$0	$0	$234,290
CAPITAL OUTLAY	60,000	495,000	3,347,000
TOTAL EXPENDITURES	**$60,000**	**$495,000**	**$3,581,290**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

CITY ATTORNEY



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	72.00	$5,517,592
Self-Insurance Liability Fund	12.00	*
Self-Insurance Workers' Compensation Fund	7.00	*
Community Development Block Grant	5.00	329,527
Categorical Grant	4.00	246,963
Total Funding	**100.00**	**$6,094,082**

* Appropriation totals for these positions appear in their respective funds.

MISSION STATEMENT

The City Attorney's Office strives to be a trusted team delivering superior advice and legal services to the City for the benefit of the community.

PROGRAM INFORMATION

Article V, Section 53 of the City Charter provides that the City Attorney shall serve as chief legal advisor to the Council, the City Manager and all city departments, offices and agencies. The City Attorney's Office represents the City in all litigation and administrative proceedings brought against or by the city and its officials and works hand-in-hand with the police and code enforcement officials to prosecute all Class C misdemeanors in the Municipal Courts. Attorneys and support staff in the City Attorney's Office provide all legal services necessary to complete a program or activity initiated by a city department or official. The attorneys research legal issues and advise city officials, boards, and commissions; draft and review ordinances and resolutions considered by the City Council; and negotiate, draft, and review contracts and other documents essential to the successful completion of the myriad of programs and functions of the City of San Antonio. To avoid conflicts or provide additional resources or expertise on a particular matter, the City Attorney may hire and use outside counsel to provide essential legal services.

GOALS & OBJECTIVES

- Maintain the trust and confidence of city officials that the City receives the highest quality of legal services from all attorneys who provide those services.
- Continue to develop a team relationship with city officials by identifying legal issues and providing advice, solutions, and strategies to implement policy and program goals.
- Aggressively pursue actions to enforce city codes and ordinances to protect public safety, and to recover amounts owed to the City by those who breach City contracts.
- Fully investigate every claim and lawsuit against the City and its officials; negotiate a fair and reasonable settlement when appropriate; and aggressively defend against litigation and proceed to trial when necessary.
- Continue to implement management recommendations from the 2001 Performance Review of the City Attorney's Office.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Public Trust & Awareness**					
	Represent and promote the legal interests of the City of San Antonio by delivering prompt and effective legal services	No. of Formal Legal Opinions Issued	814	762	915	925
		No. of Red Flag Cases Filed	120	250	220	250
		No. of Responses to Open Records Requests Prepared	611	655	800	815
Financial	**Provide Accountability to the Public**					
	Fully investigate every claim and lawsuit; negotiate fair and reasonable settlements when applicable; and aggressively proceed to trial when necessary	% of Convictions – All Cases Filed at Municipal Courts	78%	82%	80%	82%
		% of Lawsuits Tried with Favorable Disposition [1]	93%	84%	80%	90%
		% of Red Flag Cases with Favorable Disposition [2]	92%	93%	92%	93%
Internal Processes	**Implement & Institutionalize Performance Reviews**					
	Implement recommendations associated with the Performance Review of the Business Contract Management Process and the City Attorney's Office	% of Performance Review Recommendations Implemented	90%	100%	100%	100%
	Innovative & Proactive City Government					
	Continue to seek outside legal expertise on complex or unique matters	Ratio of New Cases (Outside Counsel/Total)	12/118	16/160	12/126	16/160
		% of New Cases using Outside Counsel	10%	10%	10%	10%
Employee Learning & Growth	**Innovative & Proactive City Government**					
	Have attorneys obtain and/or maintain professional certifications/licenses by attending State-approved continuing legal education (CLE) courses	Hours Beyond Minimum CLE Requirements	258	294	148	285

EXPLANATORY INFORMATION

[1] In a Favorable Disposition, Motion for Summary Judgement is granted to the City, Motion to Dismiss is granted for the City, or a verdict is rendered for the City.

[2] High-priority cases that usually involve code violations. Red flag cases are cases where the City is seeking civil enforcement by way of injunctive relief of violations of its codes that affect public health safety or welfare. They are primarily cases where criminal enforcement has proved ineffective. They may also include cases from Public Works relating to flood plain violations and cases from Historic Preservation relating to violation of the demolition-by-neglect ordinance.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$38,404**

ELIMINATE ONE VACANT LEGAL SECRETARY IN CONTRACTS DIVISION

This ***reduction*** will eliminate one vacant Legal Secretary position in the Contracts division. This elimination will result in total savings to the General Fund of $38,404 in FY 2005.

- **IMPROVEMENTS** **$118,521**

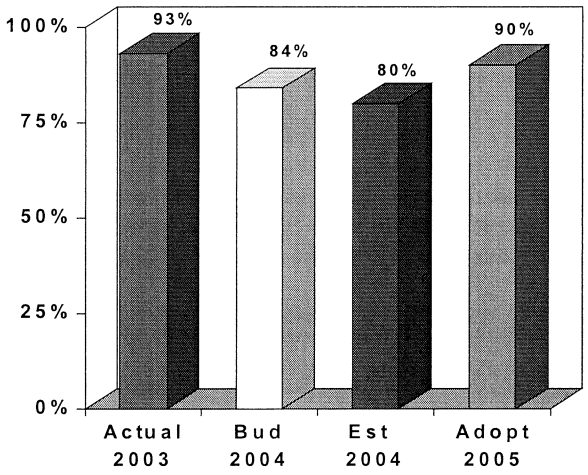
PROPOSITION 3 IMPLEMENTATION

This ***improvement*** will provide for the addition of an Attorney III position and a paralegal position in order to facilitate the transition of the Ethics Review Board to an independent board established by the charter. The additional cost to the General Fund for nine months of funding will be $118,521 in FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

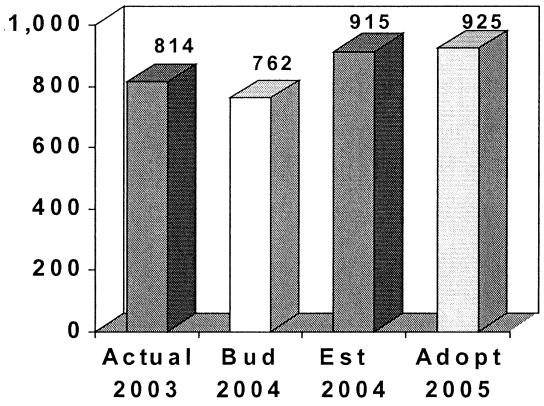
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$3,963,728	$4,492,670	$4,263,860	$4,810,513
CONTRACTUAL SERVICES	477,724	527,956	447,025	614,775
COMMODITIES	53,004	60,874	63,345	60,874
OTHER EXPENDITURES	29,403	29,403	29,403	31,430
CAPITAL OUTLAY	5,888	0	454	0
TOTAL EXPENDITURES	**$4,529,747**	**$5,110,903**	**$4,804,087**	**$5,517,592**
AUTHORIZED POSITIONS	**72**	**71**	**71**	**72**
FULL-TIME EQUIVALENTS	**72.00**	**71.00**	**71.00**	**72.00**

PERCENT OF RED FLAG CASES WITH FAVORABLE DISPOSITION



- ✓ Red Flag Cases are high priority cases, the majority of which involve code violations.
- ✓ In a Favorable Disposition, Motion for Summary Judgement is granted to the City, Motion to Dismiss is granted for the City, or a verdict is rendered for the City.

NUMBER OF FORMAL LEGAL OPINIONS ISSUED



- ✓ Number of formal legal opinions issued by the City Attorney's Office.
- ✓ Estimated increase in FY 2005 over FY 2003 of 14% for formal opinions.

EARLY INTERVENTION FOR WOMEN LIVING IN DOMESTIC VIOLENCE

Below is a comprehensive listing of the grant(s) expected by the (City Attorney's Office) in FY 2005. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Early Intervention for Women Living in Domestic Violence	$0	$169,787	$21,068	$56,108	$246,963
TOTAL	**$0**	**$169,787**	**$21,068**	**$56,108**	**$246,963**

EARLY INTERVENTION FOR WOMEN LIVING IN DOMESTIC VIOLENCE

PROGRAM INFORMATION

The Early Intervention for Women Living in Domestic Violence Program provides swift intervention for victims of domestic violence while it is at the Class C misdemeanor level and thereby prevents its escalation into a more dangerous crime. Early intervention requires that legal advocates perform a more complete and thorough screening and prosecution of reported cases, even when the victim may be reluctant to file charges. In addition, the program will increase legal services for victims, facilitate case filings and increase awareness by educating the community regarding domestic violence. The City will be charged as the State's representative with the responsibility of being the complainant for the crime. The City Attorney's Office will be funding four grant positions, upon the award of the grant funds, to continue fulfilling the program's goals. The department has applied for a S.T.O.P. grant under the Violence Against Women Act Fund to continue this program. This grant funding cycle, would run from September 1, 2004 through August 31, 2005, which would be applicable to an eleven-month period from 10/1/04 through 8/31/05 for FY 2005.

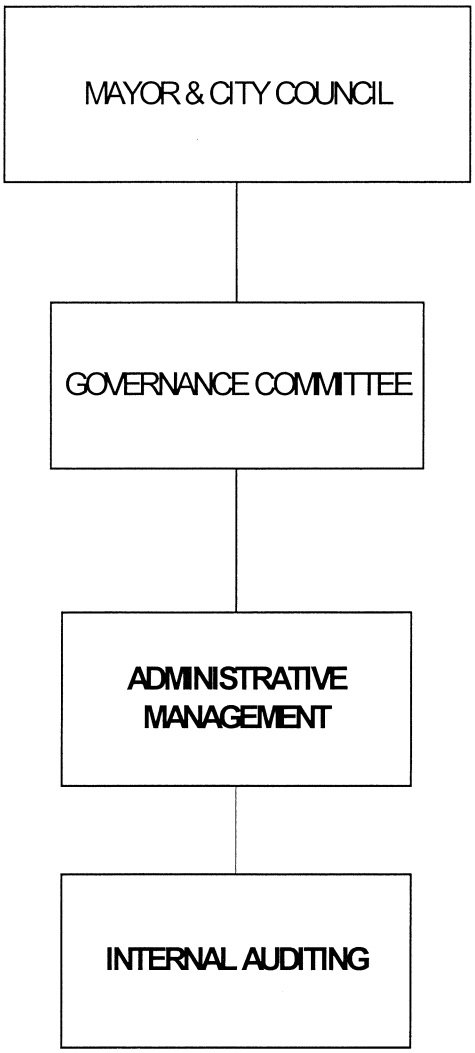
PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Output:			
No. of Cases Received and Reviewed	2,847	2,079	2,150
No. of Cases Accepted for Filing	1,200	1,250	1,350
No. of Cases Referred for Intervention	1,052	1,150	1,300
Efficiency:			
% of Cases Filed Directly by the State	60%	53%	60%
% of Cases Provided I&R, and Safety Planning	88%	92%	96%
Effectiveness:			
60% of Class "C" Cases Prosecuted	720	750	810

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY	$36,780	$17,989	$21,068
STATE	178,056	167,441	169,787
OTHER	59,400	57,821	56,108
TOTAL FUNDING	**$274,236**	**$243,251**	**$246,963**
EXPENDITURES			
PERSONAL SERVICES	$178,056	$164,158	$166,207
OTHER EXPENDITURES	0	3,283	3,580
CAPITAL OUTLAY	36,780	17,989	21,068
SUBGRANTING	59,400	57,821	56,108
TOTAL EXPENDITURES	**$274,236**	**$243,251**	**$246,963**
AUTHORIZED POSITIONS	**4**	**4**	**4**
FULL-TIME EQUIVALENT	**4.00**	**4.00**	**4.00**

CITY AUDITOR



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	30.00	$2,785,877
Total Funding	**30.00**	**$2,785,877**

PROGRAM CHANGES

- **IMPROVEMENTS** **$204,013**

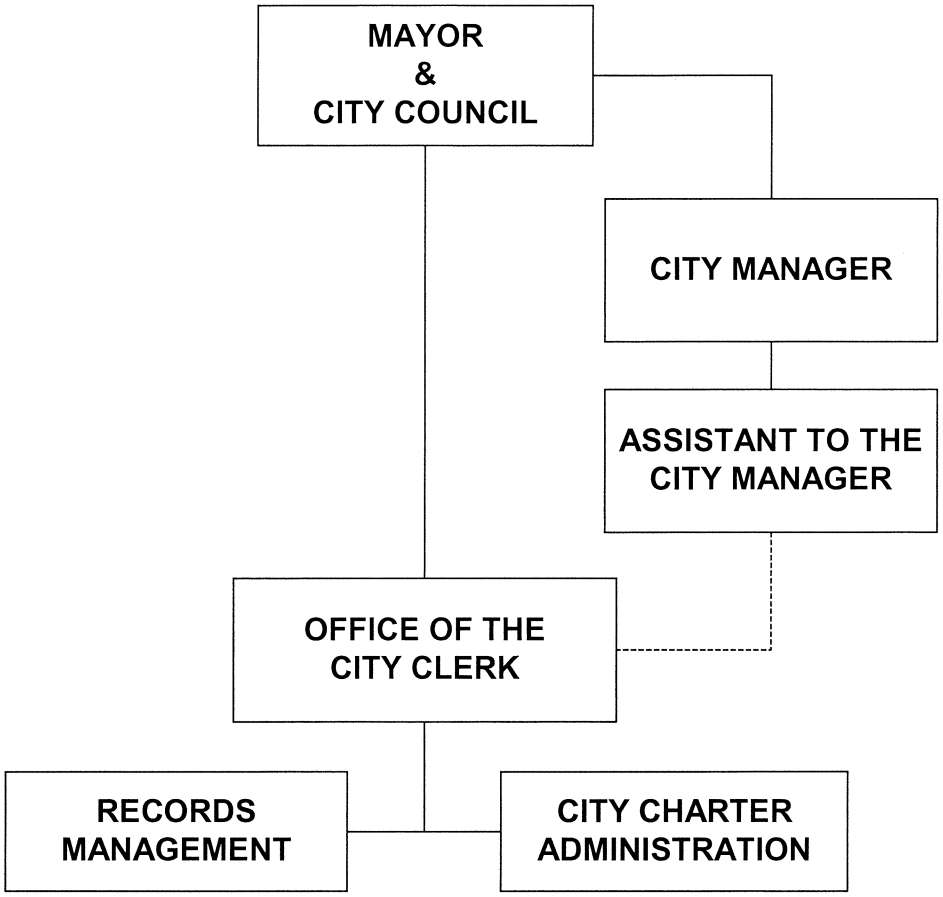
ADD THREE AUDITOR II POSITIONS

This ***improvement*** will add three, full-time Auditor II positions, at twelve months funding, to support the Internal Auditing activities of the Department. This improvement will result in a total cost of $204,013 in FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$1,003,955	$1,216,874	$666,863	$2,366,894
CONTRACTUAL SERVICES	184,888	706,249	706,249	309,854
COMMODITIES	13,237	6,864	6,864	60,928
OTHER EXPENDITURES	3,922	3,922	3,922	9,251
CAPITAL OUTLAY	9,461	0	0	38,950
TOTAL EXPENDITURES	**$1,215,463**	**$1,933,909**	**$1,383,898**	**$2,785,877**
AUTHORIZED POSITIONS	**27**	**27**	**27**	**30**
FULL-TIME EQUIVALENTS	**27.00**	**27.00**	**27.00**	**30.00**

CITY CLERK



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	20.00	$1,405,967
Total Funding	**20.00**	**$1,405,967**

MISSION STATEMENT

The mission of the Office of the City Clerk is to provide to the public, all City departments and all governmental entities an accessible records information resource on municipal government and its official actions, both contemporary and archival, and to administer the elections process for elected officials of the City of San Antonio.

PROGRAM INFORMATION

The Office of the City Clerk is the administrative and recording agent of San Antonio municipal government, providing support services for the legislative process. The Office conducts City Council meetings, records the official minutes of those meetings, maintains municipal records for the City of San Antonio, oversees and coordinates the financial disclosure requirements and lobbyist registration in accordance with the Ethics Ordinance, coordinates campaign finance reports in accordance with State law, implements the Automated Records Management program (ARM), and is the principal office through which various municipal publications are made available for sale to the public. Additionally, the Office conducts all municipal elections, coordinates bid/RFP procedures, legal notice advertisements, official honorariums, and board and commission actions. Records Management receives/stores, microfilms, scans, protects, and retrieves the official documents of the municipality, in accordance with the Texas Local Government Records Act and the Records Management Policies and Procedures manual. This functional area also oversees the disposition of official records as mandated by State statutes and federal laws through the ARM program.

GOALS & OBJECTIVES

- To provide easy access to all municipal government records information as well as provide all necessary services to the community and departments, to preserve and protect mandated official records, to intensify efforts to maximize use of the Municipal Records Facility and to administer municipal elections by:
  - Enhancing the Customer First program by providing better means to facilitate the bid/RFP process, legal notice advertisements, the Open Records process, ceremonial certificates/public relations component, board and commission appointment coordination, the proficiency of records retention, preservation and archival of all City records, Ethics Ordinance compliance requirements, campaign finance reporting, and the claims process.
  - Processing, preserving, protecting, and as needed, restoring permanent municipal records and archival materials.
  - Administering the Municipal Records Facility and maintaining a working interdepartmental records liaison program by training records liaison officers to better maintain municipal records through enhanced automation of records management procedures.
  - Continuing to implement and update the provisions of the Records Management Policies and Procedures Manual, including automated records management, to address electronic records through the Document Management/Records Management program to provide comprehensive networking for a shared ordinance and contract database linking all the City Departments by personal computer network, as well as providing the public access to these databases.
  - Continuing the implementation of the microfilming/scanning process of all City contracts in concert with the establishment of the Citywide business contract management program.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Public Trust and Awareness**					
	Continue to provide and enhance the Customer First program by facilitating the bid/RFP process, legal notice advertisements, ceremonial/public relations component, boards and commissions appointment coordination, claims process, the proficiency of records retention, preservation and archival of all City records, Ethics Ordinance compliance requirements, Campaign Finance filings.	No. of Walk-in Customer Service Contacts Assisted for City Clerk – Daily	89	85	95	100
		No. of Customer Service Telephone Call Contacts Assisted for City Clerk – Daily	175	170	200	205
		No. of Customer Service E-mails Assisted for City Clerk – Daily	235	225	225	230
Financial	**Provide Accountability to the Public**					
	Processing, preserving, protecting, and as needed, restoring permanent municipal records and archival materials.	Cost Savings for Record Storage and Retrieval – Annually[1]	$19,500	$42,000	$1,060	$ 7,000
Internal Processes	**Provide Accountability to the Public**					
	Processing, preserving, protecting, and as needed, restoring permanent municipal records and archival materials.	No. of Municipal Records Microfilmed per Week[2]	24,608	28,000	25,000	28,000
		% of City Council Minutes Completed within 30 Days[3]	10%	90%	25%	90%
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Implementing the microfilming/scanning process of all City contracts in concert with the establishment of the City-wide business contract management program.	No. of Contracts Scanned per Year[4]	0	3,000	1,000	2,000

EXPLANATORY INFORMATION

1 Estimated FY 04 savings due to shelving collapse and ongoing repair of shelving. Records have not been transferred to the Records Facility for almost one year.

2 Records Facility staff has been focused on destruction of records, which has reduced the number of records microfilmed in FY 04.

3 Estimated FY 04 percentage reflects pending vacancies. The Assistant City Clerk was serving as Acting City Clerk and the Executive Secretary has been vacant since November 2002. This has required a number of duties to be delegated to other staff members. (Note: 71% of minutes are completed and approved within 45 days.)

4 Programming is being finalized to initiate imaging project.

PROGRAM CHANGES

♦ **IMPROVEMENTS** **$54,157**

IN-LIEU ONE EXECUTIVE SECRETARY POSITION

This ***improvement*** provides funding to in-lieu a vacant Executive Secretary position to an Administrative Assistant II position. This position will be responsible for providing support for the newly independent Ethics Review Board related to matters of campaign finance reform. This improvement provides an additional $2,957 in funding annually.

INCREASE ADP BUDGET

This ***improvement*** increases funding for the City Clerk's Automatic Data Processing budget. The Information Technology Services Department (ITSD) is developing a new electronic filing system for campaign finance reports, which will allow candidates and officeholders to file on-line. As a result, the City Clerk's Office will experience an increase in data processing costs. This improvement provides an additional $51,200 in funding annually.

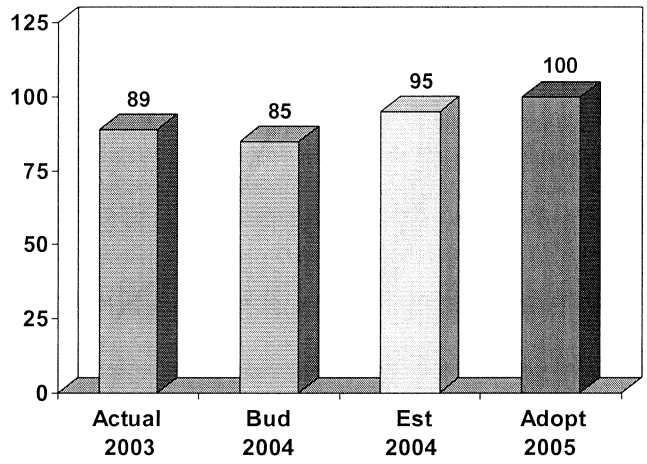
ADD ONE FULL-TIME ADMINISTRATIVE AIDE POSITION

This ***improvement*** adds one Administrative Aide position to the City Clerk's Office. This position will provide support to Municipal Elections. Historically, these costs/responsibilities have been provided through temporary services on a full-time basis. There is no cost for this improvement in FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

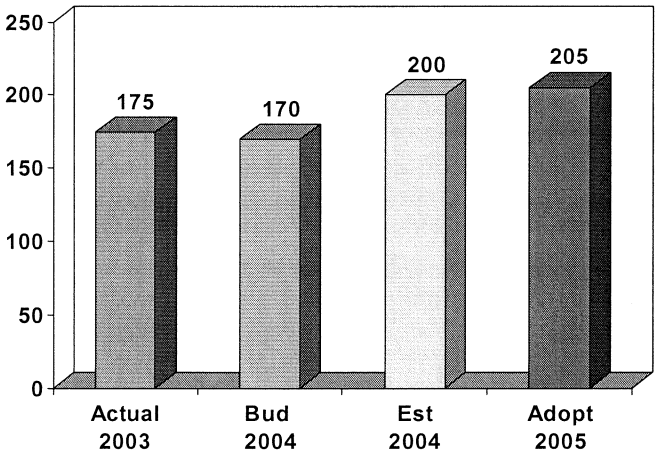
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$801,052	$839,507	$720,879	$956,996
CONTRACTUAL SERVICES	294,819	325,414	301,942	422,659
COMMODITIES	12,287	12,582	13,918	12,054
OTHER EXPENDITURES	14,824	14,824	14,824	14,258
CAPITAL OUTLAY	1,857	3,585	183	0
TOTAL EXPENDITURES	**$1,124,839**	**$1,195,912**	**$1,051,746**	**$1,405,967**
AUTHORIZED POSITIONS	**19**	**19**	**19**	**20**
FULL-TIME EQUIVALENTS	**19.00**	**19.00**	**19.00**	**20.00**

NUMBER OF WALK-IN CUSTOMER SERVICE CONTACTS ASSISTED PER DAY



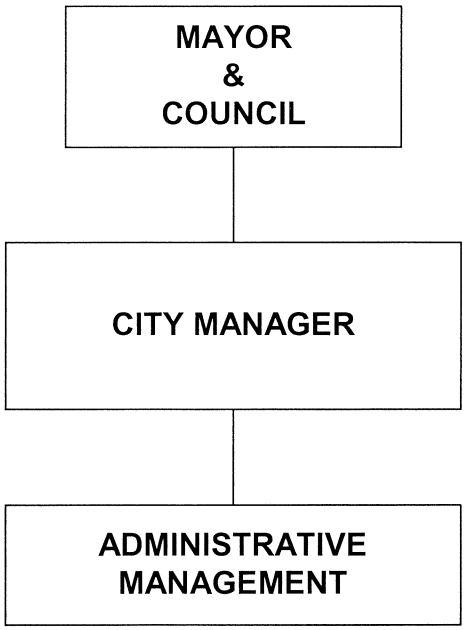
✓ Number of walk-in contacts is projected to increase by 5.3% from Est 04 to Adopt 05.

NUMBER OF CUSTOMER SERVICE TELEPHONE CALL CONTACTS ASSISTED PER DAY



✓ Number of telephone call contacts is projected to remain close to the Estimated 2004 figures.

CITY MANAGER



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	14.00	$1,859,614
Total Funding	**14.00**	**$1,859,614**

MISSION STATEMENT

We deliver quality city services and commit to achieve San Antonio's vision of prosperity for our diverse, vibrant and historic community.

PROGRAM INFORMATION

The City Manager's Office provides centralized direction and leadership for the effective administration and operation of all municipal services for the City of San Antonio as directed by the City Council and serves as the focal point for the management of the City's staff agencies. The City Manager's Office prepares and submits to the City Council a balanced plan of municipal services in adherence with the policy goals and objectives established by the City Council while employing such managerial techniques as needed to assure efficient and effective utilization of the City's resources.

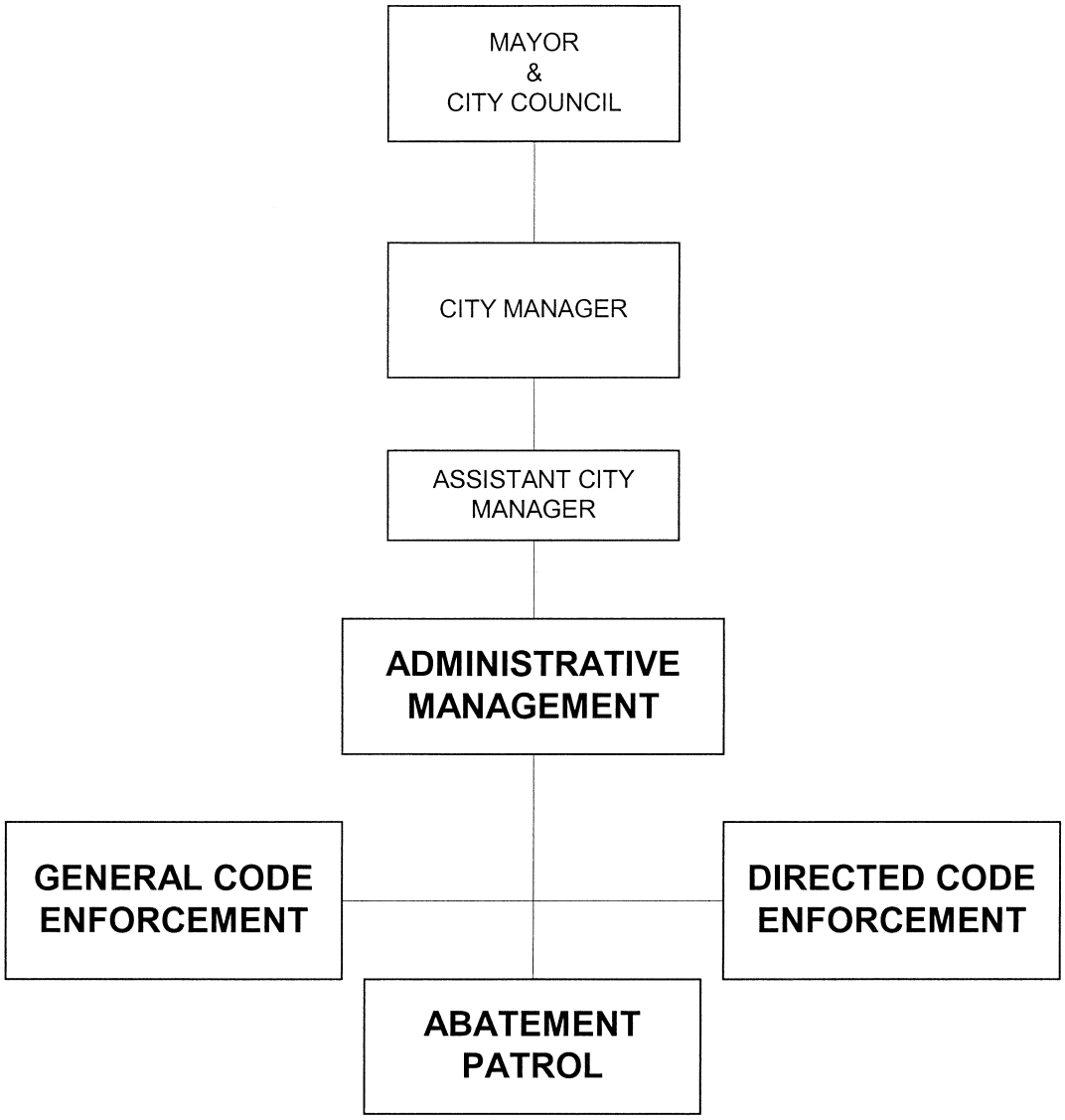
GOALS & OBJECTIVES

- To manage the efficient delivery of services to the citizens of San Antonio.
- To direct the preparation and distribution of the weekly City Council agenda and related materials to the City Council, staff and the citizens of San Antonio.
- To analyze, evaluate and monitor departmental, as well as community-based program proposals and needs through the efforts of the Management Team.
- To coordinate City Council requests for information and support services.
- To ensure that appropriate customer service/community relations mechanisms are implemented to assist citizens in the resolution of complaints and requests for service.
- To review and direct the operation of all municipal activities and services in an equitable, efficient and effective manner.
- To develop programs that enhance the quality of employee performance in their effective delivery of services.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$1,651,188	$1,589,137	$1,592,005	$1,593,795
CONTRACTUAL SERVICES	183,667	207,680	194,760	241,053
COMMODITIES	5,963	4,737	4,737	4,737
OTHER EXPENDITURES	14,158	14,158	14,158	20,029
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$1,854,976**	**$1,815,712**	**$1,805,660**	**$1,859,614**
AUTHORIZED POSITIONS	**14**	**14**	**14**	**14**
FULL-TIME EQUIVALENTS	**14.00**	**14.00**	**14.00**	**14.00**

CODE COMPLIANCE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	106.00	$6,743,377
Community Development Block Grant	5.00	195,824
Total Funding	**111.00**	**$6,939,201**

MISSION STATEMENT

The Code Compliance Department seeks to enhance neighborhoods and their citizen's health, safety, and general welfare through efficient and effective city code enforcement. All actions shall be conducted in a proactive, responsive and fair manner focusing on customer service and public awareness while respecting the property rights of our citizens.

PROGRAM INFORMATION

The Code Compliance Department enforces City codes and regulations that result in the protection of the health and welfare of all citizens. Among the City codes and ordinances under this Department's jurisdiction to enforce and abate as necessary are: vacant dangerous premises and structures, junked vehicles, weeded vacant lots, garage/yard sales and vendor permits, zoning (Unified Development Code), noise, illegal dumping, minimum housing, including unsanitary premises, front yard parking, livestock, alley and right-of-way violations, and inspections of auto handlers within the City limits. This Department also strives to promote a higher quality of life by promoting awareness and compliance with City Codes in order to stabilize and reverse deterioration of neighborhoods.

GOALS & OBJECTIVES

- To reduce code violations through code enforcement services that will facilitate the upkeep and revitalization of neighborhoods.
  - Provide excellent customer service and public awareness.
  - Increase compliance of vacant lot, dangerous premise, junked vehicles and other code violations by coordinating service delivery with other departments, i.e. Neighborhood Action Department, Municipal Court and City Attorney's Office.
  - Increase number of occupied structures repaired.
  - Provide continual information feedback mechanism to neighborhood associations and citizen groups through the work sector field operation office.
  - Effectively and efficiently meet all service requests in a timely manner.
- To strengthen the proactive, neighborhood-based code enforcement programs.
  - Increase citizen outreach through proactive participation in neighborhood meetings, special events and school presentations.
  - Continue emphasis to more proactive, priority-driven code enforcement programs.
  - Continue enforcement programs in cooperation with the Neighborhood Action Department Sweeps.
  - Continue multi-departmental efforts to influence long range improvements in targeted areas with high crime history.
- To expedite enforcement and abatement action through citation issuance by code enforcement staff.
  - Continue to review and pursue legislative actions that will further strengthen code enforcement authority and increase penalties and fines for non-compliance.
- To ensure a trained and competent workforce.
  - Reinforce customer service importance to all department employees by providing appropriate training and incentive programs.
  - Ensure continuing education units (CEU) are fulfilled according to State mandates.
  - Continue to provide educational opportunities and professional development for all staff.
  - Improve information technology service delivery.
  - Continue to integrate new technology applications in the field in accordance with the City's information technology initiatives.
  - Streamline and/or automate administrative tasks or functions.
  - Optimize the use of Geographic Information Systems (GIS) to plan strategies and direct workforce to areas more in need of code enforcement services.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
	Provide for Safety and Welfare of Citizens in San Antonio					
Customer	To increase compliance of vacant lot, dangerous premise, junked vehicles and other code violations by coordinating service delivery with other departments	No. of Reported Violation Cases Closed	55,729	55,921	56,924	57,493
		No. of Cases Closed of Proactive Project Violations Cited[1]	21,547	38,311	34,350	31,896
		Total Cases (Citations) Filed in Court	7,329	N/A	9,433	9,658
	To reduce code violations through code enforcement services that will facilitate the upkeep and revitalization of neighborhoods	Total No. of Vacant Lots Cleaned	7,599	8,075	7,859	8,016
		No. of Structures Repaired, Secured or Demolished	4,407	4,552	4,284	4,498
		No. of Junked Vehicles Repaired or Removed	7,771	9,745	7,849	7,928
	Improve Customer Service					
	Increase citizen outreach through proactive participation in neighborhood meetings, special events and school presentations	No. of Attendees at Neighborhood Meetings and Other Outreach Activities[2]	16,103	17,008	8,385	8,553
	Effectively and efficiently meet all service requests in a timely manner	Total Service Request Initiated	127,858	N/A	131,724	133,061
		Service Requests Initiated with Violations	35,401	N/A	36,251	37,076
		Proactive Service Requests Initiated with Violations[3]	17,477	N/A	20,215	20,615
		Reactive Service Requests Initiated w/Violations[4]	17,924	N/A	16,036	16,461
		Percentage of Complaints Responded to Within 7 Days	82%	88%	83%	83%
		Overall Average Response	6 Days	4 Days	6 Days	5 Days
		Percentage of Cases Closed	102%	88%	84%	88%
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	89	26	113	121
	Maximize revenues collected from garage sale permits	Total amount of garage/yard sale permit revenues collected	$177,209	N/A	$664,738	$678,034
Internal Process	**Revitalize Neighborhoods for San Antonio**					
	Increase the number of occupied structures repaired voluntarily or enforced	No. of Service Requests for Occupied Structures	4,080	N/A	4,389	4,477
		No. of Citations Issued for Minimum Housing Violations	57	N/A	117	120
		No. of Occupied Structures Repaired	1,825	2,458	2,172	2,246

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	**Improve Customer Service**					
	Ensure a trained and competent workforce	No. of Continuing Education and Training Hours Provided to Code Enforcement and Abatement Officers for Certification Renewal	2,545	2,800	2,534	2,675
		No. of Hours Provided to Other Employees Receiving Professional Development or Training	245	400	843	500

EXPLANATORY INFORMATION

[1] Proactive special project violations include the Neighborhood Action Department (NAD) Sweeps, other neighborhood association target projects, and code investigation officer initiated inspections

[2] FY 2004 Re-estimate and the FY 2005 Adopted number is down from FY 2003 because Code Compliance did not participate in Public Awareness Week this fiscal year due to budget reductions.

[3] Equals the number of service requests or cases initiated directly by department personnel, which includes NAD and Target Sweeps.

[4] Equals the number of service requests initiated by citizens calling 311, department personnel directly receiving emails, letters, and requests from neighborhood associations, walk-ins, and other department referrals.

PROGRAM CHANGES

♦ **REDIRECTIONS/REDUCTIONS** **$7,118**

PROACTIVE ENFORCEMENT PROGRAM

This ***redirection*** will shift resources for a new proactive enforcement program that will direct 9 to 11 investigators to respond to code violation growth analysis rather than complaint calls. Supervisors, equipped with management team trend analysis, will be assigned an Investigator(s) to target those code violations that continue to be a constant nuisance in neighborhood communities. The Department could allocate 9 to 11 Investigators to this pro-active function without interrupting the current level of reactive response time.

EMPLOYEE UNIFORM INITIATIVE

This adopted ***reduction*** totaling $4,368 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS CONTINUED**

REDUCTION IN OVERTIME

During the budget development work sessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Code Compliance Department will be able to reduce their overtime budget by ten percent, or a total of $2,750 in FY 2005.

- **IMPROVEMENTS** **$64,987**

OUTREACH AND PUBLIC AWARENESS PROGRAM

This ***improvement*** will establish a formal Outreach and Public Awareness program. The elements will include new code enforcement slogans, mascots, children's coloring book, bus shelter panel campaign ads, billboards and radio advertising. The total adopted budget will be $53,000.

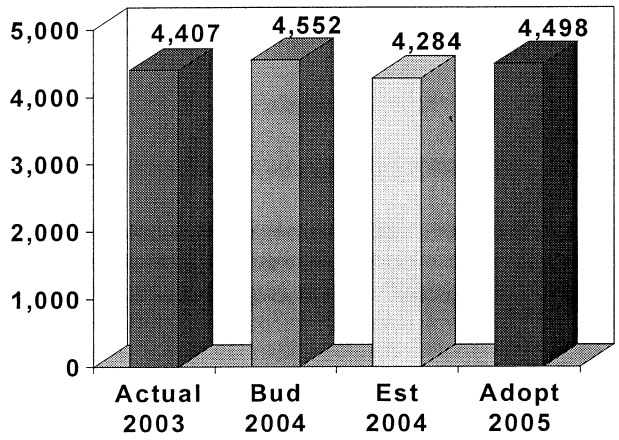
REDIRECTION TO HISTORIC BUILDING OFFICER

This ***redirection*** will shift one Code Compliance Investigator to a Historic Building Enforcement Officer. This Enforcement Officer will pro-actively inspect repairs and improvements of historic structures to ensure a Certificate of Appropriateness has been obtained in accordance with the Unified Development Code. The additional cost of this redirection will be $11,987.

GENERAL FUND EXPENDITURES BY CHARACTER

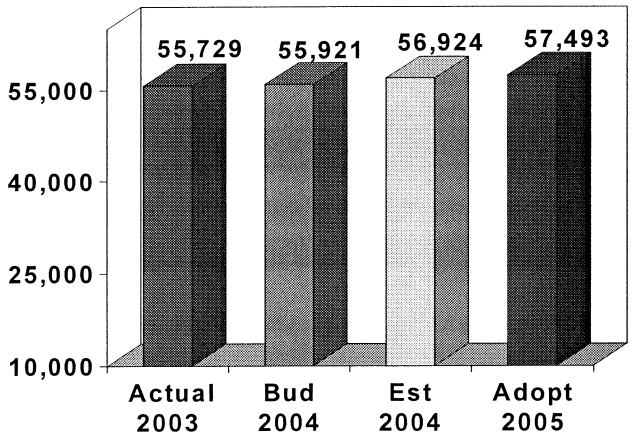
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$4,072,971	$4,273,695	$4,310,347	$4,546,250
CONTRACTUAL SERVICES	1,605,291	1,735,484	1,658,188	1,875,244
COMMODITIES	213,523	244,910	221,096	254,201
OTHER EXPENDITURES	85,117	85,117	85,210	67,682
CAPITAL OUTLAY	43,095	8,950	8,950	0
TOTAL EXPENDITURES	**$6,019,997**	**$6,348,156**	**$6,283,702**	**$6,743,377**
AUTHORIZED POSITIONS	**105**	**106**	**106**	**106**
FULL-TIME EQUIVALENTS	**105.00**	**106.00**	**106.00**	**106.00**

NO. OF STRUCTURES REPAIRED, SECURED OR DEMOLISHED



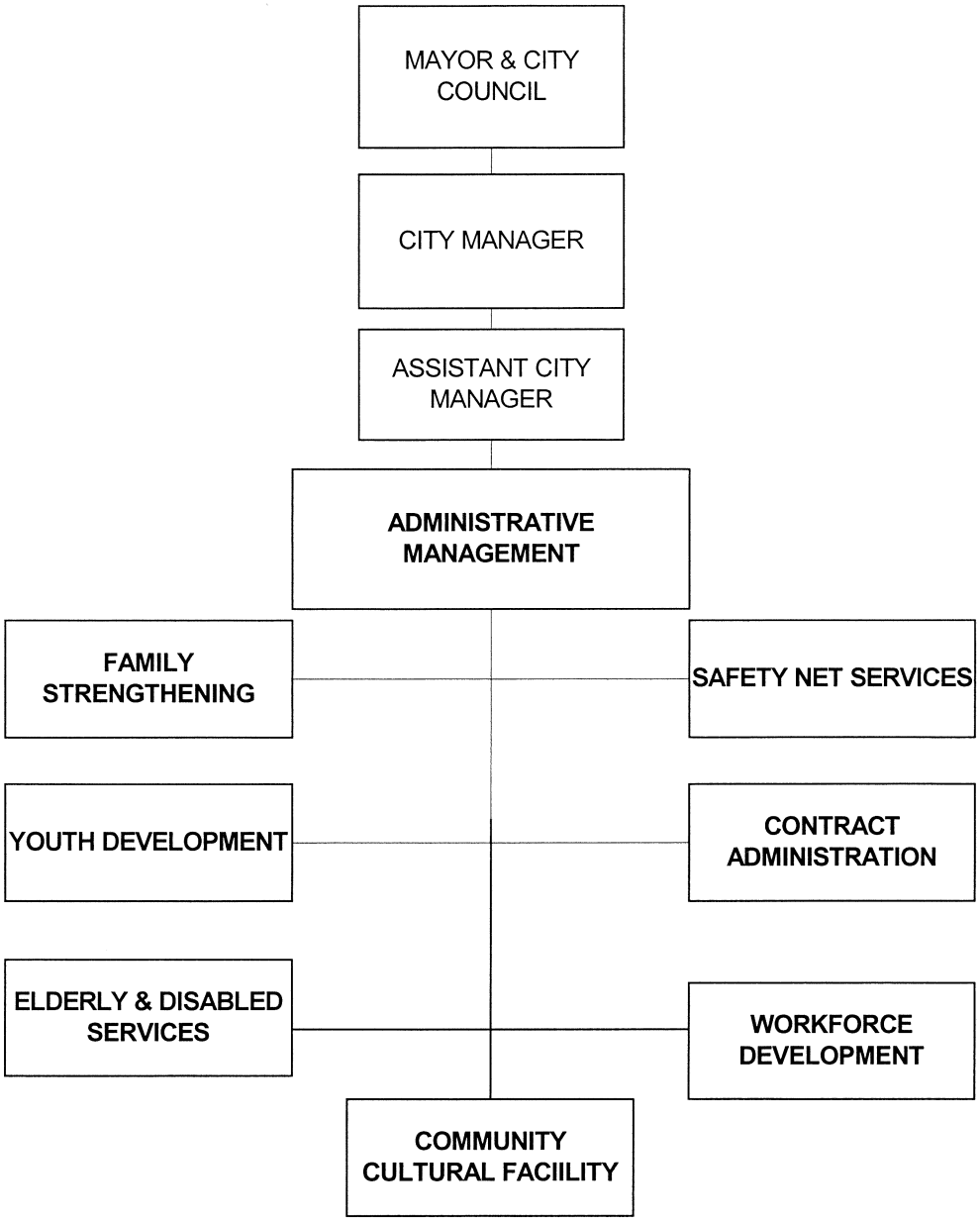
✓ The projected 2% increase from FY 2003 to FY 2005 is due to the increase in code enforcement through citations and filing cases with Municipal Courts.

NO. OF REPORTED VIOLATION CASES CLOSED



✓The projected 3% increase in cases closed from FY 2003 to FY 2005 is due to case management efficiencies and from higher rates of voluntary compliance with code regulations and enforcement of compliance through citations and filing cases with Municipal Court

COMMUNITY INITIATIVES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	204.40	$11,922,638
Categorical Grants	409.00	110,203,701
Community Development Block Grant	6.00	371,313
Capital Projects	0.00	1,803,000
Delegate Agencies	0.00	7,633,720
Total Funding	**619.40**	**$131,934,372**

MISSION STATEMENT

The Department of Community Initiatives will promote economic self-suffciency, advance family strengthening, and enhance the quality of life for families, seniors, and individuals in our community by coordinating resources, fostering partnerships, and providing efficient and effective services.

PROGRAM INFORMATION

The Department of Community Initiatives (DCI) develops, coordinates and invests in comprehensive family strengthening and human development strategies. These strategies serve to raise the education and skill level of San Antonio's workforce, promote family economic success and contribute to the quality of community life. In this role, DCI serves as a steward of public and private funds, a service provider, a funder, and a facilitator of comprehensive and coordinated human services. Additionally, DCI collaborates with both internal and external organizations and establishes strategic partnerships that further the City's human development goals. These formal partnerships leverage resources and provide for a high level of program accountability and service coordination.

Further, DCI coordinated initiatives afford adults and families comprehensive services that facilitate family economic success. These services include school readiness, youth development, literacy, higher education scholarships, targeted industry job training and comprehensive supports including childcare and intensive case management. The Family Economic Success Program (FESP) strives to improve the quality of life by assisting residents to become financially literate and informed consumers. FESP services include the Volunteer Income Tax Assistance (VITA) program, financial literacy, Individual Development Account (IDA), banking services and anti-predatory lending education. DCI also provides safety net services including emergency and homeless assistance. DCI uses nutrition, personal attendant, and transportation services for senior and disabled residents as a primary strategy to promote their independence and engage them in reweaving the social fabric of their neighborhoods. DCI staffs the following Commissions and Boards: Community Action Advisory Board; Commission for Children and Families; Literacy Commission; Youth Commission; and the Joint City/County Commission for the Elderly. The Department also staffs the Office of Elderly Affairs and conducts planning, coordination and policy development on matters affecting the quality of life for the elderly.

GOALS & OBJECTIVES

The DCI has four overarching goals that have been established to accomplish the Department's stated mission. The Department provides for:

- Family Strengthening
- Youth Development
- Elderly and Disabled Services
- Workforce Development
- Community Safety Net

To support these goals, specific strategic objectives have been developed for the following purposes:

- To provide comprehensive community based family strengthening services that impact the well being of the entire family.
- To create strategic partnerships with governmental and community-based agencies to leverage resources essential to strengthening families, developing human capital and sustaining a community safety net.
- To enable low income working individuals and families to access free tax and other financial services and encourage personal asset building through individual development accounts.
- To assist individuals and families to avoid fringe financial services and predatory lending through financial literacy and connections to a network of reputable financial services.
- To transition individuals and families to economic self-sufficiency by raising their education and skill level through literacy, job training, comprehensive case management and child care assistance.

GOALS & OBJECTIVES CONTINUED

- To establish and monitor Family Strengthening, Human Development and Safety Net benchmarks, performance standards and outcomes for the community and report on these indicators semi-annually.
- To ensure all children receive high quality early childhood education through school readiness initiatives, parental involvement or quality early childhood centers.
- To promote youth development through early intervention, education, higher education scholarships and job training opportunities.
- To enable the elderly and disabled to maintain an independent and healthy quality of life through the provision of nutrition, personal care, transportation and community engagement.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Enhance Workforce Development System**					
	Transition families to a livable income by raising their education and skill level	DCI Participants Obtaining Employment at or Above $8.75 Per Hour [1]	729	773	985	1,124
		DCI Participants Obtaining Transitional Employment Below $8.75 Per Hour	1,383	1,182	2,355	2,317
		DCI Participants in Higher Education, Skill or Long-Term Job Training [1]	3,534	3,637	4,192	4,064
	Ensure families are economically secure	No. of Individual Development Account (IDA) Participants	274	537	660	560
		No. of Taxpayers Assisted through Volunteer Income Tax Assistance (VITA) [2,3]	9,537	4,000	15,200	4,000
		% of Annual Income Returned to Low-Income Taxpayers via VITA	10.0%	9.0%	9.0%	9.0%
		No. of DCI Participants Receiving Financial Literacy Training	N/A	N/A	2,677	2,340
	Promote access to high quality early childhood education and school readiness initiatives	Avg. of Monthly Children in Care	16,702	14,285	15,966	15,248
		Total No. and Percentage of CCDS Vendors that are Texas Rising Star Certified	139/47%	155/53%	110/38%	86/30%
		% of Children in Kindergarten Readiness Program Displaying Mastery Skills	80%	85%	82%	85%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev Bud FY 04	Estimated FY 04	Adopted FY 05
Customer	Promote youth development through early intervention, character traits/life skills development, education, and job training opportunities	Total No. and Percentage of Youth Services Participants Completing Character Development/Life Skills Training [4]	2,573/35%	3,942/49%	3,267/45%	3,619/49%
		% of SAEP Seniors Graduating High School	90%	95%	95%	95%
	Improve Customer Service					
	Provide comprehensive, community based family strengthening services	No. of Participants Served by DCI's Direct Program and Contract Investments (duplicated)	210,180	193,493	235,043	225,657
		Total No. of Community Locations with DCI Investments [5]	781	896	870	861
	Invest in existing community organizations for the provision of human development services	% of Operations Funding Managed through Contracts with Other Agencies/Organizations	78%	76%	77%	77%
	Expand Recreation and Cultural Services					
	Increase the number of individuals participating in cultural offerings	No. of Individuals (Duplicated) Participating in Carver Community Cultural Center Events/Activities [6]	11,025	10,822	14,469	13,550
	Provide for the Safety and Welfare of San Antonio					
	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation, and community engagement	No. of Meals Served to Seniors	894,287	986,580	947,117	971,074

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation, and community engagement	% of Senior Population Participating in DCI Programs [7]	17.3%	16.7%	19.7%	21.1%
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Families Receiving Emergency Services [8]	8,642	8,085	25,824	25,288
		% of Children in Poverty 0 – 5 Receiving Child Care Assistance Through the City	39%	36%	37%	35%
	Leverage Other funding Sources					
	Leverage funded programs to create additional community value	$ Value of Youth Community Service Hours to the Community [9]	$244,511 37,617 hrs	$283,731 43,651 hrs	$281,404 43,293 hrs	$285,376 43,904 hrs
		$ Value of Elderly Community Service Hours to the Community [9]	$1,067,038 164,180 hrs	$1,308,32 201,280 hrs	$1,269,073 195,242 hrs	$1,814,032 207,318 hrs
		Dollars Into Community Through VITA (in Millions)	$13.0	$4.0	$22.3	$34.0
		Tax Preparation Fees Saved and Returned to Community	$715,000	$414,000	$1.57 M	$2.4 M
		% of Budget from Outside Funding Sources	87%	86%	86%	86%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	No. of Contracts and Vendor Agreements Managed and Monitored	999	1,860	1,200	1,200
		% of Contracts/Agreements Meeting Contract/ Performance Requirements	N/A	98%	99%	99%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	**Improve Employee Services**					
	Assist staff to improve self through professional development training	Total No. of Staff Receiving Financial Literacy or Professional Development Training	95	360	333	290
	Improve Information Technology Service Delivery					
	Develop and maintain a technologically effective and efficient department	% of Staff Demonstrating Computer Literacy	73%	85%	85%	88%

EXPLANATORY INFORMATION

[1] Includes SAEP collage graduates, Literacy Services, Better Careers/GED participants, Youth Opportunities Program, Success and Independence, Dwyer Center, and Project Quest job placements.

[2] Baseline value for FY 2004 Revised and FY 2005 Adopted assumes that no Human Development Services Fund or additional financial support is provided.

[3] The measure was not an adopted measure for FY 2004, but was tracked by the Department.

[4] Included participants in the Youth Opportunity Program and Youth Services Division

[5] Duplicated count. Facilities housing more than one program are counted for each program.

[6] Increased percent due to outsourcing of Homemaker Program in FY 2005.

[7] Baseline value for FY 2004 Revised and FY 2005 Adopted assumes no Human Development Services Fund or additional financial support is provided.

[8] Emergency Services include Community Action and Youth Opportunity assistance with utility bills, rent or mortgage payments, food, temporary housing and similar financial assistance. Also, includes assistance via Hunger and Homelessness Programs, and the Water Meter Discount Affordability Program.

[9] Based on FY 2005 wage of $6.50 per hour for youth and $8.75 per hour for seniors.

PROGRAM CHANGES

♦ **REDUCTION** **$258,427**

MODIFY CURRENT ALLOCATION TO THE SAN ANTONIO EDUCATION PARTNERSHIP FOUNDATION

This ***reduction*** will result in a decrease to the annual allocation to the San Antonio Education Partnership Foundation without a reduction in the number of available scholarships. Savings will be achieved by modifying the current allocation from pre-funding an eight semesters or five-year period to the proposed method of a funding only the current academic year. This recurring reduction will result in savings of $255,746 in FY 2005.

REDUCE OVERTIME BUDGET

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Community Initiatives Department will be able to reduce their overtime budget by ten percent, or a total of $2,681 in FY 2005.

♦ **IMPROVEMENTS** **$1,246,486**

ADD ONE CONTRACT SERVICES POSITION

This ***improvement*** will add one, full-time Contract Services position to support contract monitoring and compliance. This position will be utilized to support the coordination of contracts, procurements, and the Human development Services Funds (HDSF). The Department contracts 80% of its budget to outside organizations and issues multiple Requests for Proposals (RFP) annually including the Consolidated Human Development Services Request for Proposal. In FY 2005, The Department will manage over 1,900 contracts and vendor agreements. The total cost for this improvement in FY 2005, with nine months funding will be $59,182.

IMPROVEMENTS RESULTING FROM THE REDIRECTION OF HUMAN DEVELOPMENT SERVICES FUNDS

The budget includes the redirection of $890,000 in Human Development Services Funds (HDSF) to a number of new initiatives:

- $141,000 in funding for the Volunteer Income Tax Assistance Program (VITA). Funding will enable DCI to increase the number of qualified taxpayers that will receive VITA services. This improvement will increase the number of tax returns prepared from 4,000 to 23,000 per year and the dollars saved by taxpayers from $414,000 to $2,380,500.
- $135,000 in funding for the creation of an Ambassador Scholarship Program. The program will provide a stipend for a summer internship for 25 students attending college locally and 50 attending institutions in other cities.
- $384,828 in funding to extend the San Antonio Education Partnership to three additional high schools. This improvement will fund a total of three full-time advisor positions at Clark, Churchill, and Madison High Schools.
- $30,000 in funding for the Senior Resource Center Project within the Office of Elderly Affairs. This improvement will add funding for research and staff education that will positively affect policies and programs designed to improve the quality of life for seniors in San Antonio.
- $199,172 of the total $297,304 Hunger & Homelessness Initiative described below.

PROGRAM CHANGES CONTINUED

HUNGER & HOMELESSNESS INITIATIVE

This ***improvement*** supports the City's lead on issues of hunger and homelessness. There are three components to this effort. First, the City was awarded a grant which, requires a cash match, and leverages a four to one return from HUD. This effort supports projects assisting the homeless with employment, housing and re-integration. Second, the Dwyer Avenue Transitional Housing Program will be transferred to Kelly, thus freeing space at the Dwyer to use for emergency family shelter units. It is estimated additional funds are necessary in order to manage the existing resources of $34,000 allocated in the 2004 Hunger and Homeless one time award, $35,000 in Emergency Shelter Grant funds and $85,443 in Supportive Housing Program operational funding of this initiative. Finally, the improvement proposes to provide funds to fill a Special Projects Coordinator position. This position will serve to coordinate information and data. The total cost of this improvement in FY 2005 totals $297,304.

- **MANDATES** **$227,846**

CARVER CIVIC CENTER COMPLEX

This ***mandate*** will add one full-time Technical Systems Supervisor for a cost of $39,444 and associated operational expenses for a cost of $82,534. The Carver Civic Center closed in 2000 to undergo repair for stabilization. The Center will re-open in September 2004. This mandate will result in a total cost of $121,978 in FY 2005. The full year cost in FY 2006 will total $82,534.

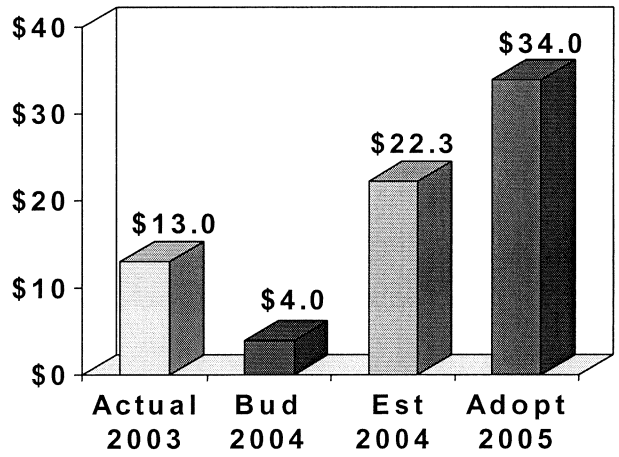
VICTOR J. FERRARI LEARNING LEADERSHIP DEVELOPMENT CENTER

This ***mandate*** reflects the one-time and recurring costs associated with staffing and operating the Victor J. Ferrari Regional Learning Leadership Development Center. This center is scheduled to open in April 2005. Staffing and associated costs will be funded at nine and three months respectively in FY 2005 and FY 2006. Costs include the addition of one, full-time Literacy Program Coordinator, two, full-time Assistant Program Coordinators, and one, full-time Secretary I. This mandate results in a total cost of $105,868 in FY 2005. The second year cost in FY 2006 totals $211,736.

GENERAL FUND EXPENDITURES BY CHARACTER

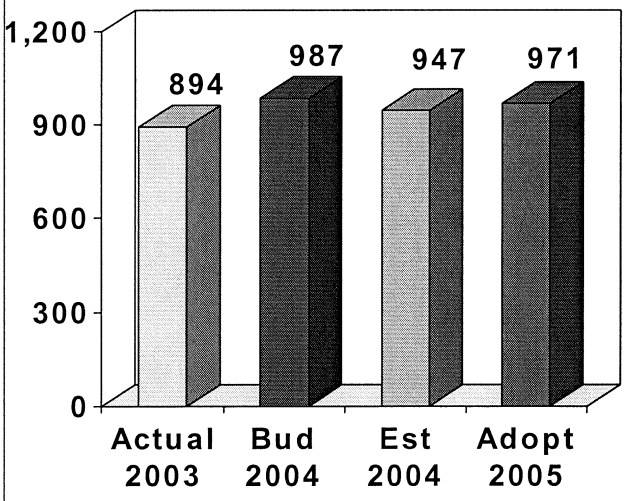
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$7,196,137	$7,433,936	$7,490,060	$7,966,240
CONTRACTUAL SERVICES	2,837,848	2,719,473	2,640,948	3,434,140
COMMODITIES	140,567	78,985	104,055	109,046
OTHER EXPENDITURES	321,436	444,517	439,842	406,903
CAPITAL OUTLAY	17,369	19,656	19,655	6,309
TOTAL EXPENDITURES	**$10,513,357**	**$10,696,567**	**$10,694,560**	**$11,922,638**
AUTHORIZED POSITIONS	**200**	**199**	**199**	**205**
FULL-TIME EQUIVILANTS	**199.40**	**198.40**	**198.40**	**204.40**

DOLLARS RETURNED TO WORKERS THROUGH VOLUNTEER INCOME TAX ASSISTANCE (In Millions)



✓ The 53% increase from the FY 2004 Estimated to the FY 2005 Adopted will be achieved through redirecting $141,000 from the General Fund to the Volunteer Income Tax Assistance (VITA) Program.

NO. OF MEALS SERVED TO SENIORS (In Thousands)



✓ The 3% increase in meals served from the FY 2004 Estimate to the FY 2005 Adopted is due to increased vendor capacity and opening eight new centers.

Below is a comprehensive listing of the grant expected by the Department of Community Initiatives in FY 2004 - 2005. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Community Cultural Facility					
Carver Community Cultural Center	$0	$0	$245,025	$0	$245,025
Elderly & Disabled Services					
Comprehensive Nutrition Project	0	1,477,740	2,642,580	235,500	4,355,820
Supportive Services for the Elderly Project	0	275,250	140,987	5,000	421,237
Family Strengthening					
Annie E. Casey Making Connections Project	0	0	0	179,305	179,305
Child Care Delivery System	0	32,399,208	1,200,000	0	33,599,208
Head Start Early Childhood Development	45,104,728	0	0	11,276,181	56,380,909
Individual Development Account I	20,000	0	20,000	0	40,000
Individual Development Account II	180,000	0	20,000	160,000	360,000
Safety Net Services					
Community Services Block Grant	0	1,788,296	0	0	1,788,296
City Public Service – (WARM)	0	0	0	573,266	573,266
Emergency Food & Shelter Program	128,478	0	0	0	128,478
Emergency Shelter Grant	648,078	0	0	648,078	1,296,156
Fair Housing Program	214,313	0	0	0	214,313
Housing Counseling	76,937	0	0	0	76,937
Housing Opportunities for Persons with AIDS	1,027,000	0	0	0	1,027,000
Predatory Lending Counseling	39,176	0	0	0	39,176
Utilities Assistance Program	0	0	0	478,090	478,090
2003 Supportive Housing Program	2,541,439	0	0	0	2,541,439
2002 Supportive Housing Program –ECHOES	1,770,495	0	0	0	1,770,495
2001 Supportive Housing Program – Dwyer Avenue Ctr.	162,479	0	0	0	162,479
2001 Supportive Housing Program – CHOICE	1,030,973	0	0	0	1,030,973
Workforce Development					
Community Technology Centers & Academic Enrichment Program	0	0	0	267,813	267,813
English Literacy / Civics Education Program	0	101,500	0	0	101,500
Youth Development					
Juvenile Accountability Incentive Block Grant	0	345,848	38,428	0	384,276
San Antonio Education Partnership	0	0	0	186,180	186,180
Youth Opportunity Program	2,555,330	0	0	0	2,555,330
TOTAL	**$55,499,426**	**$36,387,842**	**$4,307,020**	**$14,009,413**	**$110,203,701**

PROGRAM INFORMATION:

The Carver Center is an arts-presenting organization that offers season productions and exhibits for cultural edification. The organizational support grant provides general overall support of the Carver Center and its programs. This grant program covers the period of 10/01/04 through 9/30/05. The Carver Center's building repair and stabilization project is projected to be completed by August 2004 and it is anticipated that the venue will become available for rental use by October 2004.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Carver Facilities	2	2	3
Funds Allocated for Event Marketing	$114,208	$60,000	$43,480
Output:			
No. of Cultural Events Conducted	30	24	25
No. of Community Bookings Achieved for Little Carver	124	250	260
No. of Individuals Provided Cultural Events	11,025	14,395	12,851
Efficiency:			
Avg. Attendance per Event Conducted	368	600	514
Avg. Revenue per Event Conducted	$3,866	$6,062	$5,642
Effectiveness:			
% of Tickets Sold vs. Ticket Goal	70%	94%	85%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Carver Development Board	$237,398	$235,839	$245,025
TOTAL FUNDING	**$237,398**	**$235,839**	**$245,025**
EXPENDITURES			
PERSONAL SERVICES	$227,608	$229,876	$239,055
CONTRACTUAL SERVICES	7,040	3,463	3,470
COMMODITIES	2,750	2,500	2,500
TOTAL EXPENDITURES	**$237,398**	**$235,839**	**$245,025**
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**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 64 congregate centers provide an opportunity for seniors to socialize and participate in extracurricular activities such as nutrition education, field trips, dances, exercise classes and volunteer opportunities. (This grant program covers the period of 10/01/04 through 09/30/05.)

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Volunteers	1,452	1,360	1,380
No. of Sites	56	66	68
Output:			
No. of Meals Served to Seniors in a Congregate Setting	705,300	757,694	700,434
No. of Home-Delivered Meals to Seniors	189,527	189,423	164,299
No. of Unduplicated Elderly Served	7,149	7,531	6,693
Efficiency:			
Avg. Cost of Each Meal Provided	$5.20	$4.95	$5.04
Avg. Seniors Served Daily	3,428	3,615	3,313
Avg. Hours Worked Per Volunteer	142	144	148
No. of Volunteer Hours Generated	207,192	196,231	201,280
Effectiveness:			
% of Elderly Satisfied with Nutrition Program [1]	92%	95%	95%
% of Senior Population Served by CNP [2]	3.75%	3.96%	3.51%

EXPLANATORY INFORMATION

[1] Satisfaction level is based on results of FY 2004 Annual CNP Participant Survey.
[2] Senior population served is based on 2000 Census senior population in Bexar County of 190,394.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – General Fund	$2,642,580	$2,642,580	$2,642,580
STATE – AACOG Title III	1,781,977	1,825,797	1,477,740
OTHER – SBC Foundation	6,500	0	0
OTHER – Program Income	226,314	221,000	235,500
TOTAL FUNDING	**$4,657,371**	**$4,689,377**	**$4,355,820**
EXPENDITURES			
PERSONAL SERVICES	$1,026,017	$1,159,579	$1,173,388
CONTRACTUAL SERVICES	3,193,529	3,346,205	2,998,839
COMMODITIES	233,785	170,243	170,243
OTHER EXPENDITURES	13,350	13,350	13,350
CAPITAL OUTLAY	190,690	0	0
TOTAL EXPENDITURES	**$4,657,371**	**$4,689,377**	**$4,355,820**
AUTHORIZED POSITIONS	**43**	**43**	**43**
FULL-TIME EQUIVALENT	**32.00**	**32.00**	**32.00**

PROGRAM INFORMATION

The Supportive Services for the Elderly Project (SSEP) provides specialized door to door transportation services to persons, 60 years and older, within San Antonio and Bexar County, to medical, Social Security, food stamp and legal assistance appointments, to grocery stores, and to the bank. Persons in life-threatening situations, such as kidney dialysis and cancer, receive the highest priority. All other appointments are on a first come, first serve basis. Services are free, but donations from clients are encouraged. There is a contribution from the City's General Fund to support the program. This grant program covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Vehicles [1]	12	12	12
No. of Staff (FTE)	9	9	9
Output:			
No. of Individuals Provided Transportation	1,788	1,418	1,751
One-Way Transportation Trips [2]	17,988	15,702	17,511
Efficiency:			
Avg. Unit Cost Of One-Way Transportation Trips Provided [3]	$22.22	$26.68	$ 24.05
Avg. Unit Cost Of One-Way Fare Of Private Companies [4]	$42.17	$43.99	$45.31
Effectiveness:			
% Of Clients Satisfied with Transportation Program [5]	98%	96%	96%

EXPLANATORY INFORMATION

[1] Number of vehicle decreases as older vehicles are replaced with larger capacity vehicles.
[2] Trips made in 2003-2004 decreased due to 182 service days lost to chauffeur's medical disabilities (116 days) and vacancies (66 days) which equate to approximately 2,179 one-way trips.
[3] The estimated cost per trip excludes capital outlay expenditures.
[4] Average Unit Cost of One-Way Fare by Le Fleur Transportation
[5] Transportation Customer Services Survey results reported quarterly.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – General Fund	$140,987	$140,987	$140,987
STATE – AACOG	276,755	367,676	275,250
FEDERAL – TXDOT	14,646	0	0
OTHER – Program Income	6,948	5,600	5,000
TOTAL FUNDING	**$439,336**	**$514,263**	**$421,237**
EXPENDITURES			
PERSONAL SERVICES	$224,376	$255,443	$287,224
CONTRACTUAL SERVICES	111,659	139,653	80,382
COMMODITIES	55,739	95,650	46,431
OTHER EXPENDITURES	7,900	7,900	7,200
CAPITAL OUTLAY	39,662	15,617	0
TOTAL EXPENDITURES	**$439,336**	**$514,263**	**$421,237**
AUTHORIZED POSITIONS	**10**	**10**	**10**
FULL-TIME EQUIVALENT	**9.00**	**9.00**	**9.00**

PROGRAM INFORMATION

The Annie E. Casey Foundation, Making Connections Initiative has provided funding since 2002 to expand the capacity of the Department to facilitate economic opportunities through wealth building and asset protection for West Side residents. These funds partially support implementation of the City's Family Economic Success Initiative, which includes Volunteer Income Tax Assistance (VITA), Families Save Individual Development Account Program (IDA), and financial literacy. In addition, this grant has contributed to the development of the San Antonio Coalition for Family Economic Progress (SACFEP).

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of VITA Sites	12	16	6
Output:			
No. of Taxpayers Served through COSA VITA Sites	9,657	15,200	4,000
No. of Taxpayers Served through all SACFEP Sites	15,244	19,300	8,100
No. of Participants Provided Financial Literacy Training	N/A	289	160
Efficiency:			
% of Annual Income Returned to Low-Income Taxpayers	10%	9%	9%
Effectiveness:			
Dollars Returned to the Community Through COSA VITA sites	$12,700,000	$22,000,000	$4,000,000
Dollars Returned to the Community through all SACFEP sites	$21,900,000	$29,100,000	$11,100,000
Dollars Saved in Tax Preparation and RAL fees	$2,550,000	$4,000,000	$1,089,855

EXPLANATORY INFORMATION

[1] Adopted FY 2005 at baseline level assuming no HDSF or additional financial support.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – Annie E. Casey Foundation	$94,750	$146,529	$179,305
TOTAL FUNDING	**$94,750**	**$146,529**	**$179,305**
EXPENDITURES			
PERSONAL SERVICES	$42,250	$58,679	$114,705
CONTRACTUAL SERVICES	7,500	25,000	30,000
COMMODITIES	0	0	7,100
OTHER EXPENDITURES – IDA Match	45,000	62,850	20,000
CAPITAL OUTLAY	0	0	7,500
TOTAL EXPENDITURES	**$94,750**	**$146,529**	**$179,305**
AUTHORIZED POSITIONS	**1**	**1**	**2**
FULL-TIME EQUIVALENT	**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, vendor management and conducts provider training to become Texas Rising Star (TRS) certified. The program also provides qualified clients with eligibility and certification services, counseling on the selection of quality child care, and referrals to all participating child care facilities from which parents can select their appropriate care needs. DCI also conducts the Kinder Readiness Project to teach children basic skills identified by the Kinder Readiness Guidelines (KRG)

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Community Locations	555	564	564
Output:			
No. of Children Provided child care (Average Daily)	9,861	9,617	9,421
No. of Children Trained who Mastered KRG Skills	535	864	899
No. of Providers Certified as Texas Rising Star Through DCI	139	110	86
Efficiency:			
Avg. Cost of Care per Child	$4,219	$3,878	$3,415
Effectiveness:			
% of Contract Performance Requirements Attained [1]	106%	105%	103%
% of Children in poverty under 5 years of age Provided Care [2]	19%	18%	18%
% of Children Mastering KRG	80%	82%	85%

EXPLANATORY INFORMATION

[1] Reflects the actual number of children provided care vs. the contracted performance measure requirement.
[2] Based on Census 2000 Supplemental Survey (CSS) data with a percentage growth of 1.09% for each year.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Transfers required as a cash match	$1,200,000	$1,200,000	$1,200,000
STATE – Alamo Workforce Development	43,669,898	37,961,244	32,399,208
TOTAL FUNDING	**$44,869,898**	**$39,161,244**	**$33,599,208**
EXPENDITURES			
PERSONAL SERVICES	$3,623,161	$3,456,069	$2,918,567
CONTRACTUAL SERVICES	39,610,268	34,013,221	29,594,301
COMMODITIES	161,304	38,703	8,553
OTHER EXPENDITURES	938,377	166,321	31,158
CAPITAL OUTLAY	199,898	350	0
SUBGRANTING	0	1,140,152	700,201
INDIRECT COSTS	336,890	346,428	346,428
TOTAL EXPENDITURES	**$44,869,898**	**$39,161,244**	**$33,599,208**
AUTHORIZED POSITIONS *	**210**	**203**	**172**
FULL-TIME EQUIVALENT	**206.00**	**198.00**	**168.00**

* Decrease in funding for Authorized FY 2003-2004 and Adopted FY 2004-2005 has and will result in a decrease in staff.

PROGRAM INFORMATION

The City of San Antonio Department of Community Initiatives is the grantee for the San Antonio/Bexar County Head Start program funded by the U.S. Department of Health and Human Services. The Head Start program provides services to low-income, pre-school children (ages 3 to mandatory school age), and their families. A minimum of ten percent of the children served have some type of disability. The program provides comprehensive services to children and their families including childcare, education, health, nutrition, social services, and parent involvement for the children and their families. The program year is August through July. The Head Start funding cycle and fiscal year is February to January.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Community Locations	83	88	88
Output:			
Avg. No. of Children Provided Child Care Monthly	6,283	6,232	6,314
No. of Health Services/Screenings Provided	32,577	36,047	36,732
No. of 3rd Progress Reports Completed	2,820	3,000	3,000
Efficiency:			
Avg. Cost of Care per Child	$8,919	$8,989	$8,930
Effectiveness:			
% of Eligible Children in poverty 3 - 4 years of Age Receiving Care [1]	47%	47%	47%

EXPLANATORY INFORMATION

[1] Projected avg. monthly Head Start children in care for FY 2005 is based at 93% attainment of Federal mandatory requirement of 6,789 for children in care.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – U.S. Dept. of Health & Human Svcs.	$45,119,927	$45,104,728	$45,104,728
OTHER – In-Kind	11,279,982	11,276,181	11,276,181
TOTAL FUNDING	**$56,399,909**	**$56,380,909**	**$56,380,909**
EXPENDITURES			
PERSONAL SERVICES	$296,814	$426,814	$426,814
CONTRACTUAL SERVICES	27,475	37,475	37,475
COMMODITIES	11,043	21,043	21,043
CAPITAL OUTLAY	27,500	27,500	27,500
SUBGRANTING	56,037,077	55,868,077	55,868,077
TOTAL EXPENDITURES	**$56,399,909**	**$56,380,909**	**$56,380,909**
AUTHORIZED POSITIONS	**13**	**13**	**13**
FULL-TIME EQUIVALENT	**12.00**	**13.00**	**13.00**

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 Labor (DOL) to operate the Individual Development Account (IDA) program. The IDA program is a directed, matched savings program for lower income working individuals and families who live in the Edgewood Independent School District Neighborhood. Participants must be at or below the U.S. Department of Health and Human Services (HHS) 200% poverty guidelines. Participants enter into a Savings Plan Agreement with the City that establishes scheduled savings goals from earned income, to be matched at a four-to-one rate. Matched savings may be expended for either (1) the purchase of a principal residence by a first-time homebuyer, (2) the capitalization of a business, or (3) expenses of post-secondary education. All participants must attend six hours of Financial Literacy, Asset Training Classes and if purchasing a home must attend a Homeowners Class. The grant period for this program is from 11/1/00 to 9/29/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Local Match	$20,000	$20,000	$20,000
Funds Generated by Match	$20,000	$20,000	$20,000
Output:			
No. of IDA Participants Enrolled Through DCI	48	58	50
No. of Participants Provided Financial Literacy Classes [1]	48	12	0
Efficiency:			
Avg. of Yearly Personal Savings per Participant	$375	$375	$375
Effectiveness:			
No. of Participants Successfully Completing Program [2]			
- For Education	1	3	25
- For Home Ownership	8	9	20
- For Micro Enterprise	5	7	11

EXPLANATORY INFORMATION

[1] The grant is expected to be at capacity by the end of FY 2004.
[2] Typical participant requires two years to achieve savings goal.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Transfers required as a cash match	$20,000	$20,000	$20,000
FEDERAL – U.S. Department of Labor	20,000	20,000	20,000
TOTAL FUNDING	**$40,000**	**$40,000**	**$40,000**
EXPENDITURES			
CONTRACTUAL SERVICES	$3,800	$3,800	$3,800
OTHER EXPENDITURES	36,200	36,200	36,200
TOTAL EXPENDITURES	**$40,000**	**$40,000**	**$40,000**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**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 the City of San Antonio. Participants must be at or below HHS 200% poverty guidelines. Participants enter into a Savings Plan Agreement with the City of San Antonio that establishes a schedule and goal of savings from earned income, to be matched at a four-to-one rate. Matched savings may be expended for either (1) the purchase of a principal residence by a first-time homebuyer, (2) the capitalization of a business, or (3) expenses of post-secondary education. All participants must attend six hours of Financial Literacy, Asset Training Classes, and if purchasing a home, must attend a Homeowner's Class. All classes are conducted by City staff at one of several existing City locations. The grant period for this program is from 9/20/01 through 9/29/06.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Local Match	$180,000	$180,000	$180,000
Funds Generated by Match	$180,000	$180,000	$180,000
Output:			
No. of IDA Participants Enrolled Through DCI	89	240	496
No. of Participants Provided Financial Literacy Classes	89	151	256
Efficiency:			
Avg. Yearly Personal Savings per Participant	$375	$375	$375
Effectiveness:			
No. of Participants Successfully Completing Program [1]			
- For Education	0	14	63
- For Home Ownership	0	5	182
- For Micro Enterprise	0	1	5

EXPLANATORY INFORMATION

[1] A typical participant requires two years to achieve savings goal.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Transfers required as a cash match	$20,000	$65,000	$20,000
FEDERAL – U.S. Department of Health and Human Services	180,000	180,000	180,000
OTHER –			
Annie E. Casey Foundation	110,000	8,000	72,000
Citicorp	50,000	50,000	50,000
Frost National Bank	0	10,000	0
Goodwill Industry	0	5,000	0
San Antonio Housing Trust	0	5,000	0
Alamo Community College District Foundation	0	37,000	38,000
TOTAL FUNDING	**$360,000**	**$360,000**	**$360,000**
EXPENDITURES			
PERSONAL SERVICES	45,000	45,000	45,000
CONTRACTUAL SERVICES	4,000	4,000	4,000
COMMODITIES	5,000	5,000	5,000
OTHER EXPENDITURES	306,000	306,000	306,000
TOTAL EXPENDITURES	**$360,000**	**$360,000**	**$360,000**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

PROGRAM INFORMATION:

As the City of San Antonio's designated anti-poverty agency, the Department of Community Initiatives (DCI), Community Action Division receives Community Services Block Grant (CSBG) Funds through the Texas Department of Housing and Community Affairs. The CSBG funds staff who provide long term case management and emergency assistance services at Community Services Program centers and the Dwyer Avenue Center. These funds also offset costs related to homeless services and fund the Division's Administrative section. CSBG funds five diverse delegate agencies that provide San Antonio's poor, homeless, and low-income individuals and families emergency services and other supports designed to enhance self-sufficiency. CSBG is an annual grant to Community Action Agencies and has an annual period from January 1 to December 31.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of caseworkers[1, 2]	19	19	19
Output:			
No. of Participants Provided Case Management and Other Services	39,844	37,780	34,002
Efficiency:			
Cost per Client Provided Service	$49.86	$52.59	$52.59
Effectiveness:			
% of Bexar County Poverty Population Impacted	13%	13%	11%
% Case Management Clients Transitioning out of Poverty [2, 3]	12%	20%	15%

EXPLANATORY INFORMATION

1 Caseworkers include Case Aides, Program Counselors, and Caseworkers I and II.
2 All measures reflect projected 10% reduction in funding.
3 The number of families whose income reaches and stays above the poverty guidelines for a period of three months.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE – Texas Department of Housing & Community Affairs	$1,986,996	$1,986,996	$1,788,296
TOTAL FUNDING	**$1,986,996**	**$1,986,996**	**$1,788,296**
EXPENDITURES			
PERSONAL SERVICES	$1,170,350	$1,170,350	$1,170,350
CONTRACTUAL SERVICES	268,493	268,493	268,493
COMMODITIES	55,014	55,014	55,014
OTHER EXPENDITURES	201,419	201,419	252,719
CAPITAL OUTLAY	41,720	41,720	41,720
SUBGRANTING	250,000	250,000	0
TOTAL EXPENDITURES	**$1,986,996**	**$1,986,996**	**$1,788,296**
AUTHORIZED POSITIONS	**74**	**72**	**72**
FULL-TIME EQUIVALENT	**74.00**	**72.00**	**72.00**

PROGRAM INFORMATION:

The City operates two grant programs in conjunction with City Public Service (CPS). Project Winter Assistance Relief Mobilization (WARM) is a utility program that is available year-round to low-income CPS ratepayers. The program was established in 1982 by City Council and is funded entirely by donations and interest earned from the Project WARM Trust. The residential Energy Assistance Partnership (REAP) is a non-profit organization incorporated in 2002 whose primary purpose is to provide utility assistance to low-income CPS ratepayers in San Antonio. REAP is financed by donations from CPS and other entities, trust investment income, and funds generated through fundraising activities. The City is annually allocated an amount of utility bill credits that it can issue to eligible utility ratepayers.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Dollar Value of Utility Credits Allocated – WARM	$190,000	$188,532	$189,266
Dollar Value of Utility Credits Allocated - REAP	$384,000	$384,000	$384,000
Output:			
No. of Households Provided Credits by WARM	1,418	1,250	1,334
No. of Households Provided Credits by REAP	2,413	2,500	2,500
Efficiency:			
Total WARM Credits Distributed [1]	$163,070	$188,532	$189,266
Total REAP Credits Distributed	$358,622	$384,000	$384,000
Effectiveness:			
Utility Assistance Provided Per Household for WARM[1]	$115	$150	$132
Utility Assistance Provided per Household for REAP	$149	$154	$154

EXPLANATORY INFORMATION

[1] Credits distributed for Adopted 2004-2005 and utility assistance per household decrease due to greater reliance on REAP.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – In-Kind: Interest from Project WARM Trust	$190,000	$188,532	$189,266
OTHER – In-Kind: CPS Donation to REAP, Inc.	384,000	384,000	384,000
TOTAL FUNDING	**$574,000**	**$572,532**	**$573,266**
EXPENDITURES			
OTHER EXPENDITURES	$574,000	$572,532	$573,266
TOTAL EXPENDITURES	**$574,000**	**$572,532**	**$573,266**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

PROGRAM INFORMATION

The Federal Emergency Management Assistance (FEMA) provides nutrition, shelter, rent, mortgage and utility assistance through the Emergency Food and Shelter Program (EFSP) to United Way of San Antonio. As a recipient of these dollars from United Way, the Community Action Division works in conjunction with local agencies to provide first month's rental assistance to homeless families moving into permanent housing or one month's rental assistance to families at risk of becoming homeless. This grant program covers the period from 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Access Sites (Community Action Offices)	17	14	14
Funding Available for Direct Services	$123,226	$122,502	$122,478
Output:			
No. of Households Served [1]	296	233	233
No. of Total Household Members Served	710	536	536
Efficiency:			
Cost per Household Served	$416	$526	$526
Avg. Cost per Household Member Served	$174	$234	$229
Effectiveness:			
% of Eviction & Foreclosures Prevented	100%	100%	100%

EXPLANATORY INFORMATION

[1] Households assisted with one month's rent, first month's rent, or one mortgage payment.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Federal Emergency Management Assistance	$128,529	$128,478	$128,478
TOTAL FUNDING	**$128,529**	**$128,478**	**$128,478**
EXPENDITURES			
PERSONAL SERVICES	$5,303	$5,976	$5,976
OTHER EXPENDITURES	123,226	122,502	122,502
TOTAL EXPENDITURES	**$128,529**	**$128,478**	**$128,478**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENT	**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, support operating shelters, provide supportive services to the homeless as well as homeless prevention activities. The City of San Antonio has executed delegate agency contracts with four community-based human service providers for shelter and services at the SAMM Center on Commerce, The Battered Women's Shelter, and the Association for the Advancement of Mexican Americans and the San Antonio Food Bank. This grant program covers the period of 10/01/04 to 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Delegate Agencies Contracted	5	4	4
Amount of funds available for Delegate Agencies	$315,742	$224,980	$261,980
Output:			
Provide Total No. of Bed Nights at Shelters [1]	136,958	163,332	163,332
Provide Support Services to No. of Individuals [2]	10,133	6,952	5,590
Efficiency:			
Avg. Cost Per Bed Night of Shelter Provided	$2.31	$1.38	$1.60
Effectiveness:			
% of Target Population Served [3]	43%	28%	23%

EXPLANATORY INFORMATION

[1] Dwyer Avenue Center bed nights not reported for 2002-2003.

[2] Only 4,999 unduplicated clients projected for 2002-2003, however, SAMM shelter had an unexpected dramatic increase in use of their facility.

[3] Target populations are the unduplicated clients served by the SAMM Shelter and Battered Women's Shelter, and Dwyer Avenue Center. Total homeless numbers are based on the U.S Conference of Mayor's Report.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL–U.S. Department of Housing & Urban Development	$715,000	$703,000	$648,078
OTHER – In-Kind	715,000	703,000	648,078
TOTAL FUNDING	**$1,430,000**	**$1,406,000**	**$1,296,156**
EXPENDITURES			
PERSONAL SERVICES	$193,231	$193,231	$186,713
CONTRACTUAL SERVICES	84,755	118,755	84,755
COMMODITIES	8,642	8,642	5,000
OTHER EXPENDITURES	109,630	154,392	109,630
CAPITAL OUTLAY	3,000	3,000	0
SUBGRANTING	315,742	224,980	261,980
IN KIND	715,000	703,000	648,078
TOTAL EXPENDITURES	**$1,430,000**	**$1,406,000**	**$1,296,156**
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENT	**6.00**	**6.00**	**6.00**

PROGRAM INFORMATION

The Fair Housing Administration provides funding resources to investigate and mediate Fair Housing and tenant-landlord complaints. The program monitors housing discrimination practices, seeks to attain voluntary compliance to City, State, and Federal Fair Housing laws. Program staff are charged with implementing Fair Housing tenant/landlord education and outreach activities. The Fair Housing Program will continue to partner with the City of San Antonio's Development Services Department and Disability Access Office, to check plans and inspect new construction on multi-family housing for compliance with the Fair Housing Amendments Act of 1988 and Section 504 of the Rehabilitation Act of 1973 accessibility standards. This grant program covers the period of 10/1/04 through 9/30/05.

PERFORMANCE MEASURES [1]

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
Input:			
No. of Staff	6	6	5
Dollars Allocated to Program	$248,603	$230,444	$214,313
Output:			
No. of Compliance Requests Processed	742	780	780
No. of Housing Responses/Inquires Resolved	2,479	2,576	1,934
No. of Household Members Provided Fair Housing Services	5,945	5,525	4,144
No. of Tenant/Landlord Resolutions Achieved	1,632	2,169	1,627
Efficiency:			
Cost per Client Served	$39.27	$41.71	$51.72
Cost per Service Unit Provided [2]	$4.99	$5.21	$6.46
Effectiveness:			
% of Fair Housing Cases Resolved	88%	92%	92%
% of Apartments in Compliance [3]	85%	86%	86%

EXPLANATORY INFORMATION

[1] Adopted measures for 2004-2005 reflect a 7% reduction in funding.
[2] Service unit is one individual provided Fair Housing Services.
[3] Based on the number of Fair Housing agreements compared to the number of requests.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – U.S. Department of Housing & Urban Dev.	$248,603	$230,444	$214,313
TOTAL FUNDING	**$248,603**	**$230,444**	**$214,313**
EXPENDITURES			
PERSONAL SERVICES	$223,903	$224,094	$199,309
CONTRACTUAL SERVICES	22,950	5,350	14,004
COMMODITIES	1,750	1,000	1,000
TOTAL EXPENDITURES	**$248,603**	**$230,444**	**$214,313**
AUTHORIZED POSITIONS	**6**	**6**	**5**
FULL-TIME EQUIVALENT	**6.00**	**6.00**	**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 combines homeless prevention funds with default mortgage counseling to provide assistance for low to moderate-income homeowners experiencing difficulty with their mortgage payments. This grant program covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Staff	1	2	2
Funds Allocated for Program	$27,854	$76,937	$76,937
Output:			
Homeowners Provided Financial Assistance	92	102	102
No. of Seniors Provided Reverse Mortgage Counseling	153	150	150
No. of Household Members Provided Counseling [1]	2,451	2,540	2,540
Efficiency:			
Cost per Household Served	$11.36	$15.14	$15.14
No. of Households per Counselor	1,225	2,540	2,540
Effectiveness:			
% of Households Avoiding Foreclosure [2]	70%	86%	86%
No. of Homeowners Avoiding Foreclosure [3]	601	973	973

EXPLANATORY INFORMATION

[1] Housing Counseling includes renters, homeowners, and potential homeowners.
[2] Homeowners avoiding foreclosure divided by total delinquent homeowners served.
[3] Homeowners avoid foreclosure via financial assistance and other non-financial options.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL–U.S. Department of Housing & Urban Development	$27,854	$76,937	$76,937
TOTAL FUNDING	**$27,854**	**$76,937**	**$76,937**
EXPENDITURES			
PERSONAL SERVICES	$27,854	$76,937	$76,937
TOTAL EXPENDITURES	**$27,854**	**$76,937**	**$76,937**
AUTHORIZED POSITIONS	**1**	**2**	**2**
FULL-TIME EQUIVALENT	**1.00**	**2.00**	**2.00**

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 10/01/04 to 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. Delegate Agency Contracts	7	2	4
No. of Units Maintained [1]	246	201	251
Amount of Funds Available to Sub-grant	$880,760	$975,820	$996,190
Output:			
No. Family Members Provided Housing Help [2]	73	79	73
No. HIV / AIDS Clients Provided Housing Help [3]	327	266	290
No. HIV / AIDS Clients Provided Support Services [4]	323	465	2,338
Efficiency:			
Avg. Cost per Unduplicated Client Served	$1,218	$1,205	$369
Effectiveness:			
% Clients Served Who Received Housing Assistance to Prevent Homelessness [5]	55%	43%	13%

EXPLANATORY INFORMATION

[1] Includes facility-based projects and scattered site units.
[2] Family members who do not have HIV/AIDS who benefit from Tenant Based Rental Assistance (TBRA).
[3] Services include TBRA, emergency shelter, and hospice care.
[4] Services other than housing.
[5] Percentage declines for Adopted 2004-2005 due to City Council allocating more funding for support service activities.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL–U.S. Department of Housing & Urban Development	$908,000	$1,006,000	$1,027,000
TOTAL FUNDING	**$908,000**	**$1,006,000**	**$1,027,000**
EXPENDITURES			
PERSONAL SERVICES	$12,258	$13,586	$16,930
CONTRACTUAL SERVICES	13,620	14,492	13,380
COMMODITIES	1,362	2,102	500
SUBGRANTING	880,760	975,820	996,190
TOTAL EXPENDITURES	**$908,000**	**$1,006,000**	**$1,027,000**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENT	**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 implement a new initiative of education and outreach to high school seniors on predatory lending practices and financial literacy education. This grant program covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
Input:			
Households Served [1, 2]	N/A	2,540	2,540
Output:			
Education and Outreach Units	N/A	2,504	2,504
High School Presentations	N/A	12	12
Financial Literacy Presentations	N/A	24	24
Presentations to the Elderly Community		12	12
Efficiency:			
Cost per Household	N/A	$15.42	$15.42
Effectiveness:			
% of Households Reached [1, 3]	N/A	90%	90%

EXPLANATORY INFORMATION

1 DCI will be applying for $39,176 in funding for this program in 2004 – 2005. All Performance Measures will remain the same. (This is a first time grant and funding is based on federal allocations)

2 Predatory lending counseling includes high school students, renters, potential homeowners, and homeowners and are in addition to those provided services under other DCI counseling programs.

3 Represents the percent of total households educated about predatory lending practices.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL–U.S. Department of Housing & Urban Development	$0	$39,176	$39,176
TOTAL FUNDING	$0	**$39,176**	**$39,176**
EXPENDITURES			
PERSONAL SERVICES	$0	$39,176	$39,176
TOTAL EXPENDITURES	$0	**$39,176**	**$39,176**
AUTHORIZED POSITIONS	**0**	**1**	**1**
FULL-TIME EQUIVALENT	**0.00**	**1.00**	**1.00**

PROGRAM INFORMATION

The City operates four programs in conjunction with The San Antonio Water System (SAWS): **Water Meter Discount Assistance Program** (WMDAP) Inter-jurisdictional Agreement provides a 50% discount on monthly water meter charges to low-income SAWS ratepayers whose total household income is at or below 125% of the Federal Poverty Level Once certified, eligible ratepayers receive the monthly discounts for the remainder of the calendar year. **Project AGUA**- was developed in collaboration with SAWS to assist their ratepayers with utility assistance credits. The Project AGUA trust account is funded by SAWS through private and corporate donations. **Plumbers to People** is a program designed to conserve water by providing assistance to SAWS ratepayers with incomes at or below 125% of the Federal Poverty Level guidelines, and lack funds to repair or replace leaking or wasteful plumbing fixtures and/or water lines in their home. **Laterals to People (LTP)**- provides assistance to SAWS ratepayers whose incomes are at or below 125% of the Federal Poverty Level guidelines and lack funds to repair a health hazard or safety problem with their sewer lateral system.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
SAWS Dollars Allocated to COSA for Utility Assistance	$401,876	$443,503	$422,670
Output:			
Total No. of Households Provided Assistance by COSA	35,139	60,631	60,782
Efficiency:			
Avg. Utility Assistance per Household by WMDAP	$33.72	$33.72	$33.72
Avg. Utility Assistance per Household by Project AGUA	$93	$93	$93
Avg. Utility Assistance per Household by PTP	$571	$571	$571
Avg. Utility Assistance per Household by LTP	$3,099	$3,099	$3,099
Effectiveness:			
Total Utility Assistance Provided – All Programs	$679,784	$997,562	$838,673

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – Water Meter Discount Assistance Program	$120,341	$120,341	$120,341
– Project AGUA	25,000	65,319	65,319
– Plumbers to People	225,545	239,249	276,935
– Laterals to People	30,990	18,594	15,495
TOTAL FUNDING	**$401,876**	**$443,503**	**$478,090**
EXPENDITURES			
Water Meter Discount Assistance Program	$120,341	$120,341	$120,341
Project AGUA	25,000	65,319	65,319
Plumbers to People	225,545	239,249	276,935
Laterals to People	30,990	18,594	15,495
TOTAL EXPENDITURES	**$401,876**	**$443,503**	**$478,090**
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**2.50**	**2.50**	**2.50**

PROGRAM INFORMATION

The U. S. Department of Housing and Urban Development awarded the 2003 Supportive Housing Program to the Department of Community Initiatives, Community Action Division (CAD), in the amount of $4,989,399 over a three-year period. Thirteen programs, operated by eight local agencies, were funded by the program and administered by the CAD. The Supportive Housing Program is designed to promote, as a part of a local Continuum of Care strategy, the development of supportive housing and support services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Services are designed to assist homeless individuals to move toward independence and self-support. This grant program covers the period of 6/1/04 through 5/31/07.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Active Contracts with Agencies [1]	N/A	7	11
Output:			
No. of Unduplicated Clients Provided Housing Support	N/A	176	1,050
No. of Service Units Provided to Clients [1, 2]	N/A	3,200	23,880
No. of Shelter Nights Provided to Clients	N/A	8,805	88,903
Efficiency:			
Cost Per Service Unit Provided	N/A	$86	$106
Cost Per Shelter Night Provided	N/A	$31	$29
Effectiveness:			
% of Clients Increasing Residential Stability	N/A	57%	62%
% of Clients Increasing Skills or Income	N/A	75%	80%
% of Clients Achieving Greater Self Determination [1, 3]	N/A	78%	91%

EXPLANATORY INFORMATION

1 Agencies are funded for one, two, or three years with a multitude of fiscal year start dates. Performance Measures fluctuate greatly from year to year depending on which programs/agencies are funded and operating in any given year. The earliest contracts begin in June 2004 and span two City fiscal years.

2 A Service Unit is defined as one client receiving support service of any kind.

3 As self-reported by clients.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL–U.S. Department of Housing & Urban Development	$0	$275,349	$2,541,439
TOTAL FUNDING	**$0**	**$275,349**	**$2,541,439**
EXPENDITURES			
PERSONAL SERVICES	0	$13,440	$40,320
CONTRACTUAL SERVICES	0	342	1,026
COMMODITIES	0	111	333
CAPITAL OUTLAY	0	111	333
SUBGRANTING	0	261,345	2,499,427
TOTAL EXPENDITURES	**$0**	**$275,349**	**2,541,439**
AUTHORIZED POSITIONS	**0**	**6**	**6**
FULL-TIME EQUIVALENT	**0.00**	**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 (CAD), in the amount of $4,533,729 over a three year period. Twelve programs, operated by eight local agencies, were funded by the program and administered by the CAD. The Supportive Housing Program is designed to promote, as a part of a local Continuum of Care strategy, the development of supportive housing and support services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Services are designed to assist homeless individuals to move toward independence and self-support. This grant program covers the period of 6/1/03 through 5/31/06.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Active Contracts with Agencies [1]	9	9	10
Output:			
No. of Unduplicated Clients Provided Shelter Services	770	1,982	1,451
No. of Service Units Provided [2]	9,894	20,801	12,726
No. of Shelter Nights Provided	2,991	12,123	41,023
Efficiency:			
Cost Per Service Unit Provided	$51	$73	$139
Cost Per Shelter Night Provided	$168	$125	$43
Effectiveness:			
% of Clients Increasing Residential Stability	60%	41%	56%
% of Clients Increasing Skills or Income	78%	68%	70%
% of Clients Achieving Greater Self Determination [3]	79%	78%	73%

EXPLANATORY INFORMATION

[1] Two new contracts will begin in 2004-2005 and one contract will be closed for a net increase of one. Additionally, some of the support services programs that serve large numbers of unduplicated clients will be open for a portion of 203-2004.

[2] A Service Unit is one client receiving a service of any kind under the program.

[3] As self-reported by clients.

2002 SUPPORTIVE HOUSING PROGRAM - ECHOES

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL–U.S. Department of Housing & Urban Development	$503,747	$1,511,241	$1,770,495
TOTAL FUNDING	**$503,747**	**$1,511,241**	**$1,770,495**
EXPENDITURES			
PERSONAL SERVICES	$9,908	$179,724	$179,724
CONTRACTUAL SERVICES	117	468	468
COMMODITIES	7,649	22,947	22,947
CAPITAL OUTLAY	18,744	56,115	56,115
SUBGRANTING	467,329	$1,251,987	1,511,241
TOTAL EXPENDITURES	**$503,747**	**$1,511,241**	**$1,770,495**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENT	**1.00**	**1.00**	**1.00**

PROGRAM INFORMATION

The U.S. Department of Housing and Urban Development awarded the 2001 Supportive Housing Program for the Dwyer Ave. Center transitional housing program to the Department of Community Initiative's Community Action Division for $731,161 over a three year period. The Supportive Housing Program is designed to promote, as part of a local Continuum of Care strategy, the development of supportive housing and supportive services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. This grant provides funding for the operations of the family portion of the center and services include: case management, direct client assistance, and employment training. This grant program covers the period of 6/1/02 through 5/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Staff	7	7	7
Output:			
No. of Unduplicated Clients Provided Shelter Services [1]	139	174	73
No. of Service Units Provided [1, 2]	6,048	4,738	3,336
No. of Shelter Nights Provided [1]	17,032	17,056	9,777
Efficiency:			
Cost Per Service Unit Provided [1]	$40.30	$51.44	$48.70
Cost Per Shelter Night Provided [1]	$14.32	$14.29	$16.62
Effectiveness:			
% of Clients Increasing Residential Stability [1]	100%	100%	94%
% of Clients Increasing Income/Education [1]	30%	29%	50%
% of Clients Achieving Greater Self Sufficiency [1, 3]	43%	14%	25%

EXPLANATORY INFORMATION

1 For eight months of City fiscal year.
2 A Service Unit is one client receiving service of any kind under the program.
3 As self-reported by clients.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL–U.S. Department of Housing & Urban Development	$243,721	$243,721	$162,479
TOTAL FUNDING	**$243,721**	**$243,721**	**$162,479**
EXPENDITURES			
PERSONAL SERVICES	$171,534	$171,534	$114,837
CONTRACTUAL SERVICES	40,187	40,187	26,523
COMMODITIES	5,500	5,500	3,630
OTHER EXPENDITURES	5,333	5,333	3,519
CAPITAL OUTLAY	21,167	21,167	13,970
TOTAL EXPENDITURES	**$243,721**	**$243,721**	**$162,479**
AUTHORIZED POSITIONS	**7**	**7**	**7**
FULL-TIME EQUIVALENT	**7.00**	**7.00**	**7.00**

PROGRAM INFORMATION

The U. S. Department of Housing and Urban Development awarded DCI the 2001 Supportive Housing Program-Community Housing Opportunities for Independence, Choice, and Empowerment (CHOICE) in the amount of $4,915,498 over a 3-year period. The program funds 13 programs, operated by 11 local agencies to promote development of housing and support services to assist homeless persons in the transition from homelessness and enable them to live as independently as possible. This grant covers the period of 6/1/02 through 5/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Active Contracts with Agencies	10	12	6
Output:			
No. of Unduplicated Clients Provided Shelter Services [1]	832	456	115
No. of Service Units Provided [2]	17,383	17,749	18,965
No. of Shelter Nights	41,113	51,658	44,445
Efficiency:			
Cost Per Service Unit Provided	$80	$79	$54
Cost Per Shelter Night Provided	$34	$27	$23
Effectiveness:			
% of Clients Increasing Residential Stability	72%	67%	56%
% of Clients Increasing Skills or Income	75%	82%	62%
% of Clients Achieving Greater Self Determination [3]	84%	92%	83%

EXPLANATORY INFORMATION

[1] Reduced client count due to one program operating 12 months in FY2003 but only a small portion of FY2004.
[2] A Service Unit is one person receiving service of any kind under the program.
[3] As self-Reported by clients.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL–U.S. Department of Housing & Urban Development	$1,393,945	$1,393,945	$1,030,973
TOTAL FUNDING	**$1,393,945**	**$1,393,945**	**$1,030,973**
EXPENDITURES			
PERSONAL SERVICES	$43,772	$43,772	$43,772
CONTRACTUAL SERVICES	367	367	367
COMMODITIES	133	133	133
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	0	0	0
SUBGRANTING	1,349,673	1,349,673	986,701
TOTAL EXPENDITURES	**$1,393,945**	**$1,393,945**	**$1,030,973**
AUTHORIZED POSITIONS	**9**	**9**	**9**
FULL-TIME EQUIVALENT	**9.00**	**9.00**	**9.00**

PROGRAM INFORMATION

This program is supported by a continuation grant to provide computer literacy instruction at Albert Benavides, Columbia Heights, Margarita Huantes, and Willie Velasquez Community Technology Centers (CTC). The grant also provides first-year funding for an after school Academic Enrichment Program (AEP) provided to Sidney Lanier High School students.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Computer Technology Centers [1]	4	4	4
Output:			
No. of Classes Conducted	51	252	252
No. of AEP Students Taught	N/A	240	240
No. of Unduplicated CTC Students Taught	667	800	900
Efficiency:			
Avg. Cost per CTC Student [2]	$161	$233	$233
Avg. Cost per AEP Student [2]	N/A	$1,042	$1,042
Effectiveness:			
% of CTC Students Who Self-Reported improvement in job/school	N/A	50%	50%
% of CTC Students Who Increased Computer Literacy	N/A	90%	90%
% of AEP Students Who Improved in Math or Language Arts	N/A	60%	60%

EXPLANATORY INFORMATION

[1] Albert Benavides, Colombia Heights, Margarita Huantes, Willie Velasquez Learning & Resource Centers.
[2] The average cost per student includes management cost, but does not include in-kind or indirect cost.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – United Way	$132,382	$279,813	$267,813
TOTAL FUNDING	**$132,382**	**$279,813**	**$267,813**
EXPENDITURES			
PERSONAL SERVICES	$120,982	$220,204	$208,204
CONTRACTUAL SERVICES	11,400	2,400	2,400
SUBGRANTING	0	57,209	57,209
TOTAL EXPENDITURES	**$132,382**	**$279,813**	**$267,813**
AUTHORIZED POSITIONS	**4**	**6**	**6**
FULL-TIME EQUIVALENT	**2.00**	**4.00**	**4.00**

PROGRAM INFORMATION

The English Literacy/Civics Education Program is supported by a continuation grant for the provision of English Literacy/Civics Education Classes held at Willie Velasquez and Margarita Huantes Learning and Leadership Development Centers. The Program emphasizes contextualized instruction on the rights and responsibilities of citizenship, naturalization procedures, civic participation, U.S. history and government to help students acquire the skills and knowledge to become active and informed parents, workers and community members. The Program period is from 7/1/04 to 6/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Staff	2	2	2
Dollars Allocated for Program	$101,500	$101,500	$101,500
Output:			
Avg. No. of Students Taught Daily	40	80	80
Total Instructional Hours Provided	2,617	5,000	6,000
No. of English Literacy/Civics Students Taught	156	180	200
Efficiency:			
Cost per Student Served	$650	$563	$563
Effectiveness:			
% of Students Registering Oral Gains	58%	65%	75%
% of Students Registering Literacy Gains	35%	38%	65%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE – Texas Education Agency	$101,500	$101,500	$101,500
TOTAL FUNDING	**$101,500**	**$101,500**	**$101,500**
EXPENDITURES			
PERSONAL SERVICES	$55,130	$55,130	$55,130
CONTRACTUAL SERVICES	26,184	27,217	27,217
COMMODITIES	13,161	12,161	12,161
OTHER EXPENDITURES	5,175	5,175	5,175
CAPITAL OUTLAY	1,850	1,817	1,817
TOTAL EXPENDITURES	**$101,500**	**$101,500**	**$101,500**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**1.50**	**1.50**	**1.50**

PROGRAM INFORMATION

The Juvenile Accountability Block Grant is a formula block grant from the Office of Juvenile Justice and Delinquency Prevention through the Governor's Office. JABG funds two programs. The Striving Together to Achieve Rewarding Tomorrows (START) Program is a long-term, intensive case management program established by the Columbia University National Center on Addiction and Substance Abuse (CASA). START is operational in two schools in the South San Antonio Independent School District and two schools in the Edgewood Independent School District. The Neighborhood Conferencing Committee (NCC) Program is a modified community justice program that utilizes neighborhood volunteers to contract with juvenile offenders and their families for appropriate consequences. This grant program covers the period of 8/1/04 through 7/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Staff	12	10	9
No. of Neighborhood Conferencing Committee Volunteers	50	50	50
Output:			
No. of START Clients Enrolled Through DCI	82	88	75
No. of Initial NCC Parent/Youth Conferences Conducted	240	240	200
No. of START Home Contacts Performed	740	793	720
No. of Unduplicated NCC Clients Served [1]	365	356	280
Efficiency:			
Avg. No. of Monthly START Home Contacts per Caseworker	15	16	15
Avg. No. of Monthly NCC Conferences per Program Counselor	8	8	8
Effectiveness:			
% of START Participants Who Improve Grade Point Average	50%	49%	50%
% of NCC Participants Who Successfully Complete Program	90%	85%	85%
% of NCC Parents Satisfied with Program [2]	94%	95%	95%
% of NCC Committee Members Satisfied with Program [2]	98.5%	98.5%	98.5%

EXPLANATORY INFORMATION

[1] Decrease in JABG funding for 2004-2005 will result in the decrease in staff and participants served.
[2] Annual Satisfaction Survey administered by Youth Services Division to parents and volunteers.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE – Texas Criminal Justice Division	$450,134	$413,493	$345,848
CITY – In-Kind	59,293	45,944	38,428
TOTAL FUNDING	**$509,427**	**$459,437**	**$384,276**
EXPENDITURES			
PERSONAL SERVICES	$470,258	$411,698	$346,684
CONTRACTUAL SERVICES	35,989	41,814	0
COMMODITIES	2,000	2,293	30,592
OTHER EXPENDITURES	0	0	7,000
CAPITAL OUTLAY	1,180	3,632	0
TOTAL EXPENDITURES	**$509,427**	**$459,437**	**$384,276**
AUTHORIZED POSITIONS	**12**	**10**	**9**
FULL-TIME EQUIVALENT	**12.00**	**10.00**	**8.00**

PROGRAM INFORMATION

The San Antonio Education Partnership encourages academic excellence of 95% attendance and a B grade average, high school graduation and college attendance. Students in grades 9-12 from 15 designated high schools receive Stay-In-School and Pre-College Preparation support activities to meet the scholarship eligibility requirements and enroll in college. At-risk students are the focus of the program services through incentives of four-year scholarships to local colleges and universities. The Education Partnership is a non-profit organization consisting of partners from businesses, city government, community organizations, colleges and universities, and public high schools. The City's General Fund contribution leverages the grant contributions from the seven School Districts that help to support the program services operational costs. Other resources include contributions from the business sector, foundations, individuals and fund raising efforts. This grant program will include the period October 1, 2004 through September 30, 2005.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Staff Supported by School Districts' Contributions	3	3	3
Dollars Allocated to Program by School Districts	$186,180	$186,180	$186,180
Output:			
No. of Counseling Hours Provided per Week	600	600	600
Efficiency:			
Avg. Cost per Student Participating in grades 9-12	$8.74	$8.70	$8.65
Avg. Cost per Graduate Eligible for Scholarship	$73.18	$72.55	$72.30
Effectiveness:			
% of Graduates Eligible for SAEP Scholarship	54%	55%	56%
No. of Graduates Eligible for SAEP Scholarships	2,544	2,476	2,548
% of Graduates Entering College Eligible for SAEP Scholarship	69%	69%	70%
No. SAEP Graduates Entering College	1,755	1,765	1,802
No. SAEP College Graduates Since Inception (Cumulative)	1,447	1,697	1,959

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – Independent School Districts	$186,180	$186,180	$186,180
TOTAL FUNDING	**$186,180**	**$186,180**	**$186,180**
EXPENDITURES			
PERSONAL SERVICES	$121,806	$126,400	$126,400
CONTRACTUAL SERVICES	40,874	31,477	31,477
COMMODITIES	16,000	15,333	15,333
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	7,500	12,970	12,970
TOTAL EXPENDITURES	**$186,180**	**$186,180**	**$186,180**
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**3.00**

PROGRAM INFORMATION

The Youth Opportunity Program is a Department of Labor grant funded program designed to provide youth between the ages of 14-21 years old residing in the Empowerment Zone (EZ) services to increase their education and employability. Eligible youth are provided essential services and support services that allow them to re-enroll in school, participate in literacy programs and prepare for higher education, long-term occupational skills training or job readiness training opportunities. The San Antonio collaborative is comprised of five partners including the Alamo Workforce Development, Inc., Alamo Community College District, San Antonio Independent School District, Edgewood Independent School District and the City of San Antonio. The grant period is 7/1/ 04 through 6/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Staff	101	72	51
Dollars Allocated for Program	$6,241,965	$4,731,565	$2,555,330
Output: [1]			
No. of At Risk Youth Provided Services (Cumulative)	2,264	2,446	2,550
No. of Youth Provided Job Readiness Training/Transitional Jobs	376	1,000	1,250
No. of Youth Engaged in higher Education or Long Term Job Training	922	1,015	1,064
No. of Youth Active in building Independence Program/YO Financial Literacy	0	451	600
Efficiency:			
Avg. Cost per Youth Served	$2,946	$2,091	$1,064
Effectiveness:			
No. of Youth Completing GED, High School, Assoc. Degree, and/or BA Degree	49	204	285
% Of Youth Placed/Retained in Employment, LT Ed or LT Occupational Skills Training [2]	32%	93.4%	95%
No. of Youth Maintaining Employment at or above $8.75 per hr.	114	125	150
No. of Youth Maintaining Employment below $8.75 per hr.	1,039	1,142	1,199

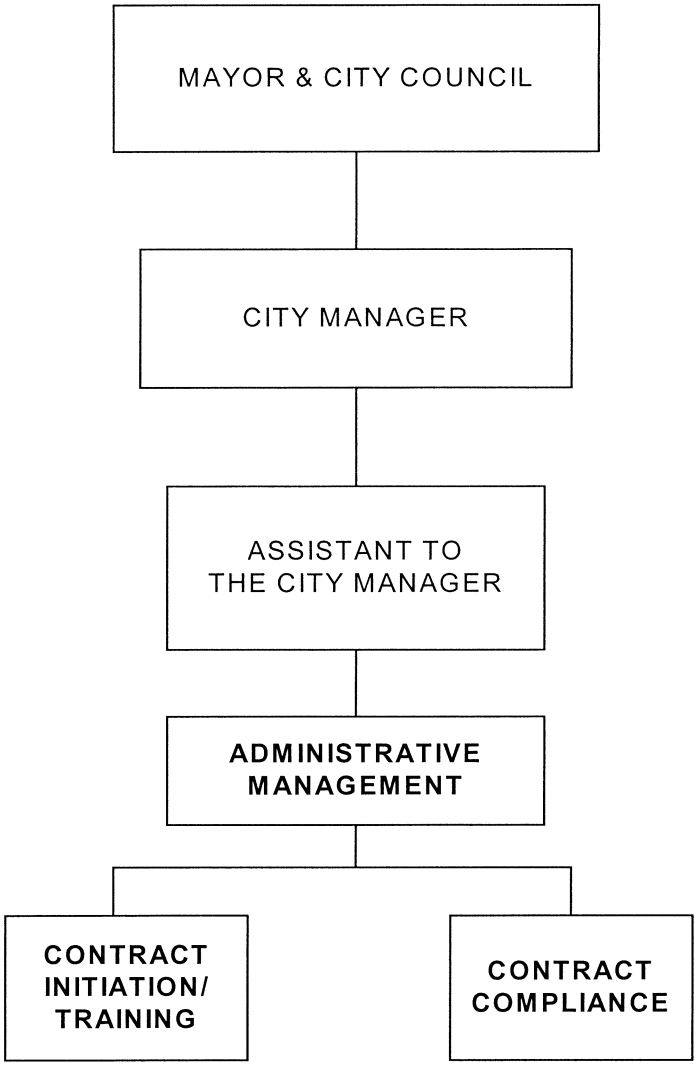
EXPLANATORY INFORMATION

[1] Based on unduplicated program-to-date achievements.
[2] Service goal for Department of Labor placement and retention is 80%.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – U. S. Department of Labor	$6,241,965	$4,731,656	$2,555,330
TOTAL FUNDING	**$6,241,965**	**$4,731,656**	**$2,555,330**
EXPENDITURES			
PERSONAL SERVICES	$2,836,543	$2,742,227	$1,326,578
CONTRACTUAL SERVICES	1,204,319	733,748	247,495
COMMODITIES	396,437	72,584	37,434
OTHER EXPENDITURES	1,631,059	1,140,382	943,823
CAPITAL OUTLAY	68,794	0	0
SUBGRANTING	104,813	42,715	0
TOTAL EXPENDITURES	**$6,241,965**	**$4,731,656**	**$2,555,330**
AUTHORIZED POSITIONS	**101**	**72**	**51**
FULL-TIME EQUIVALENT	**101.00**	**72.00**	**51.00**

CONTRACT SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	16.00	$1,146,714
Total Funding	16.00	**$1,146,714**

MISSION STATEMENT

The Department of Contract Services provides centralized contract services and guidance to City departments through the development and implementation of standardized policies, procedures, training, and technological tools to promote consistent contract initiation, execution, administration, and compliance to ensure contractor performance, receipt of contract deliverables, and the appropriate use of City resources.

PROGRAM INFORMATION

The Department of Contract Services provides a wide array of contract services including policy and process development, contract training, solicitation reviews, and initiation services for high-risk contracts. Contract compliance and monitoring services, including compliance reviews of high-risk contracts, are also provided for all City departments. In addition, the Department of Contract Services provides centralized guidance to other City departments, through the development and management of processes related to contract planning, execution, performance, and monitoring; the review of contracts; and the development of technological and financial tools and processes to facilitate contract administration and compliance.

GOALS & OBJECTIVES

To provide centralized contract services for the City, as well as promote the continuous improvement of contract management to ensure appropriate and consistent contracting is performed.

- Establish citywide standards for contract management to provide effectiveness and efficiency of department contract initiatives, including the maintenance of the Contracting Policy & Process Manual.
- Establish citywide standardized policies and procedures for contract monitoring and compliance.
- Provide contract compliance reviews of high-risk contracts and those requested by departments.
- Provide citywide in-house consulting services for the planning, review and monitoring of contracts and contract processes.
- Develop and provide a “best practices” approach to contract administration, quality assurance, and performance monitoring.
- Ensure the appropriate integration of the Electronic Contract Management System into the SAP Financial Management System.
- Promote a “Customer First” atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide City-wide in-house consulting services for the planning, review and monitoring of contracts and contract processes	No. of Compliance Reviews Conducted	N/A	N/A	N/A	75
	Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service	Contract Services Division In-house Training Customer Survey Approval Rating	89%	91%	91%	91%
Internal Processes	**Innovative & Proactive City Government**					
	Continue to implement the City-wide contract management initiatives including the standardization and streamlining of City contract processes and facilitate the training of contract staff	No. of Discretionary, High-Risk Contract Initiatives Coordinated with Contract Staff	29	30	35	35
		No. of Contracts/Processes Reviewed by Contracting Staff (Excluding High-Risk Initiatives)	94	105	95	90
Employee Learning & Growth	**Improve Employee Services**					
	Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service	No. of Staff Attending Contract-Related Training Facilitated by Contract Staff	642	650	715	610

- **IMPROVEMENTS** **$412,780**

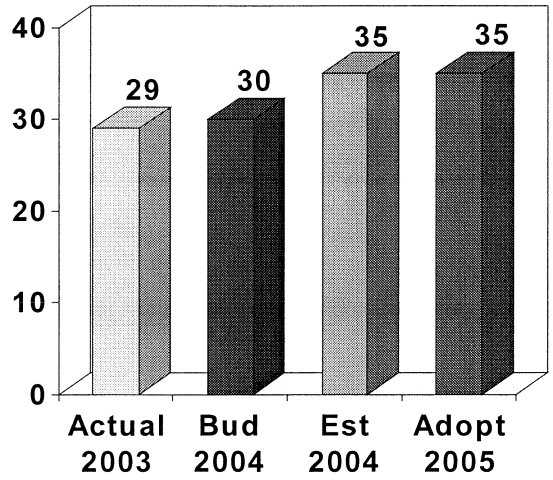
CONTRACT MONITORING/OVERSIGHT – ESTABLISH A CONTRACT MONITORING//OVERSIGHT DEPARTMENT

This ***improvement*** will provide funding to add six, full-time positions to the ten existing contract services positions to establish the Contract Services Department. The new positions include one, full-time Contracts Coordinator funded at twelve months, two, full-time Contracts Coordinators funded at ten months, two, full-time Contracts Coordinators funded at eight months, and one, full-time Contracts Manager funded at twelve months. This improvement will provide for a continuation of the City's contracting improvement process, which emphasizes contract compliance and monitoring including compliance reviews of high-risk contracts and those requested by departments. The total cost of this improvement will be $412,780 in FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

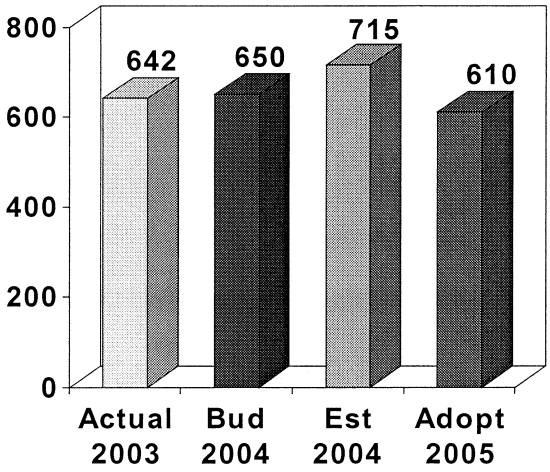
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	N/A	N/A	N/A	$931,097
CONTRACTUAL SERVICES	N/A	N/A	N/A	135,352
COMMODITIES	N/A	N/A	N/A	13,488
OTHER EXPENDITURES	N/A	N/A	N/A	50,925
CAPITAL OUTLAY	N/A	N/A	N/A	15,852
TOTAL EXPENDITURES	N/A	N/A	N/A	**$1,146,714**
AUTHORIZED POSITIONS	N/A	N/A	N/A	**16**
FULL-TIME EQUIVALENTS	N/A	N/A	N/A	**16.00**

NUMBER OF DISCRETIONARY, HIGH-RISK CONTRACT INITIATIVES



✓ The 17% increase from the FY 2004 Budget to the FY 2005 Adopted is due to staff efficiency. Contracts are deemed high risk based on contract value, procurement method, contract complexity, and community interest.

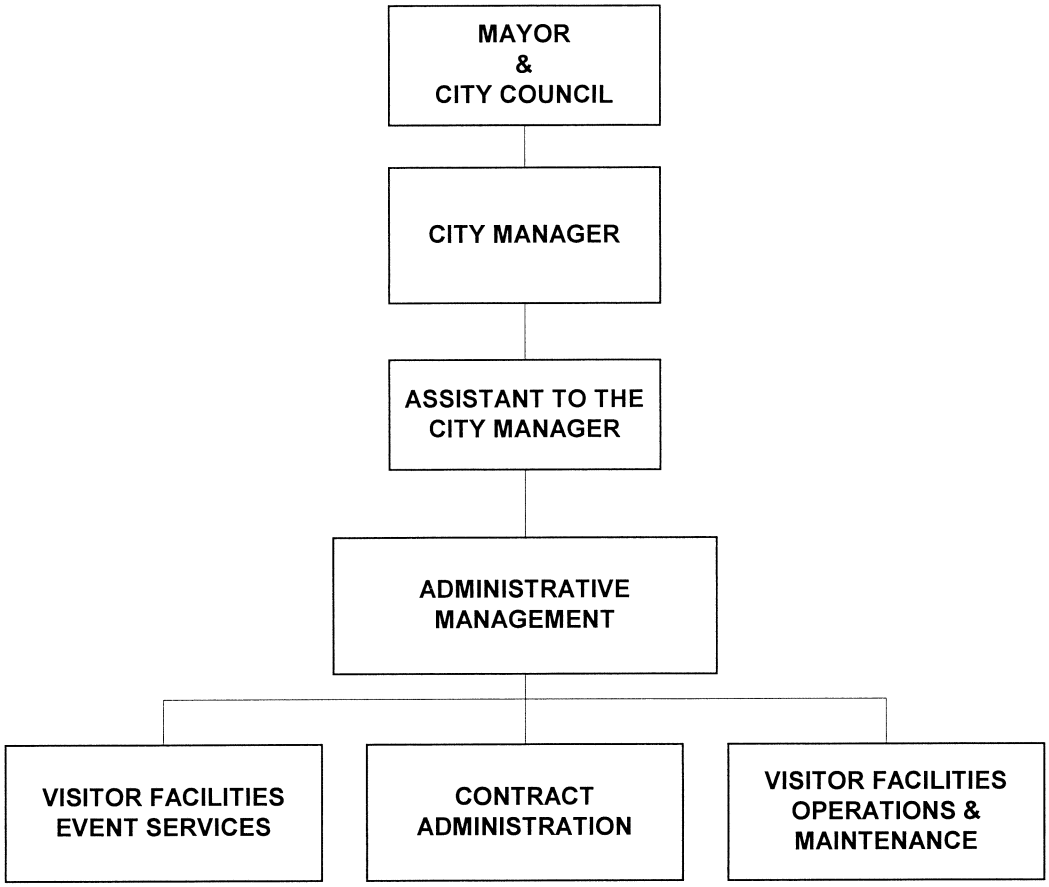
NUMBER OF STAFF ATTENDING CONTRACT-RELATED TRAINING



✓The Department offers contract training to other City staff to update their contract knowledge and skills.

✓The 15% decrease from the Estimated FY 2004 to the Adopted FY 2005 is due to lower demand for classes.

CONVENTION FACILITIES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Community & Visitor Facilities Fund	286.63	$18,859,421
Capital	0.00	8,950,000
Total Funding	**286.63**	**$27,809,421**

MISSION STATEMENT

The mission of Convention Facilities is to be the premier convention/meeting destination providing users customer focused services driven by quality and value, in well-maintained facilities, supported by an environment dedicated to the personal and professional growth of employees.

PROGRAM INFORMATION

The department oversees the operation and management of the Henry B. Gonzalez Convention Center, Lila Cockrell Theater, and Municipal Auditorium. These multi-purpose facilities are used for conventions, corporate meetings, trade shows, consumer shows, performing arts events, and a variety of civic, religious and private functions. The department is composed of seven functional areas including the Office of the Director, Event Services, Booking Services, Building Maintenance, Building Operations, Technical Systems and the Municipal Auditorium. The major responsibility of the department is to provide total satisfaction to both external and internal customers.

GOALS & OBJECTIVES

- Expand and enhance our partnerships with customers, marketing partners, and stakeholders to improve communication and facilitate the exchange of ideas through bi-annual meetings with "Clients of the Roundtable" and quarterly meetings with stakeholders and marketing partners.
- Increase the awareness, selection, and re-booking of San Antonio by participating with the Convention & Visitors Bureau in a minimum of five sales/promotional events including tradeshows, familiarization tours and sales presentations.
- Develop and implement two new customer service programs including a virtual tour on the department's website and a "house phone" program to make it easier and more cost effective for our customers to conduct business.
- Maintain high visibility in the marketplace as evidenced by actively participating in five professional organizations, ten national committees, and publication of two articles in industry trade journals.
- Continue to demonstrate good fiscal stewardship by reviewing current in-house contractors' legal agreements for revenue enhancement opportunities and identify a minimum of three event related services to stimulate revenue and improve service.
- Staff and retain employees by providing increased opportunities to attend internal and external training programs including a four hour First Aid/AED class and a 40 hour program associated with the Certified Meeting Professional certification program.
- Improve employee moral, stimulate positive behavior and create employee focused programs through the development of four employee focus groups and three working committees to expand the value of goodwill activities, recognition programs, and improve communication throughout the organization.
- Continue to explore opportunities for the consolidation and collaboration of operations with the Alamodome Department.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Strengthen Convention/Tourist Industry**					
	Continue to develop and implement comprehensive customer service strategies to make it easy, cost effective, and pleasant for customers to conduct business with us	Customer's Willingness to Return to our Facilities[1]	97%	95%	95%	95%
		% of Repeat Customers[2]	41%	29%	38%	40%
Financial	**Provide Accountability To The Public**					
	Continue to demonstrate good fiscal stewardship by capitalizing on expanded center to increase revenue	Revenue per square foot-Convention Center	$10.04	$9.99	$9.61	$11.02
		Revenue per square foot-Municipal Auditorium	$2.64	$3.08	$3.41	$3.64
Internal Processes	**Innovative and Proactive City Government**					
	Continually focus on new and improved marketing and promotion efforts, public relations, and service delivery programs to maintain a high level profile in the marketplace and generate more business	% of Events Booked By Convention Facilities Staff[3]	59%	NA	55%	60%
		Occupancy Rate- Exhibit Halls	60%	70%	60%	62%
Employee Learning & Growth	**Strengthen Convention/Tourist Industry**					
	Staff and retain employees through specialized training to improve personal and professional growth	Hours of Training Provided to Staff[4]	2,016	2,300	2,000	2,250

EXPLANATORY INFORMATION

[1] Data collected from mailed client surveys, current response rate averaging 45%.
[2] Percentage of repeat customers is based on the beginning baseline of FY 2001, and tracking customers that book in subsequent years with our Event Booking and Management System (EBMS) software.
[3] The Remainder of events are booked by Convention and Visitors Bureau staff.
[4] Training hours provided to employees by the Department, City, outside agencies, and the Certified Meeting Professionals program.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS **$1,405,191**

EMPLOYEE UNIFORM INITIATIVE

This ***reduction*** totaling $6,593 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This ***reduction*** will result in net savings totaling $2,322 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

POSITION REDUCTIONS

This ***reduction*** totaling $1,010,374 will result in the elimination of 31 positions and the unfunding of 2 positions within the Convention Facilities Department. Positions to be eliminated include an Administrative Aide, Building Maintenance Mechanic, Building Maintenance Supervisor, Customer Service Representative, two (2) Event Services Coordinators, twenty-one (21) Maintenance Workers, Office Assistant, Painter I, and Plumber Helper. The positions to be unfunded are the Building Maintenance Mechanic and Training Officer. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

LINE ITEM EXPENSE REDUCTION

This ***reduction*** totaling $385,902 will result in savings in several line item expense budgets. Of the total reduction $1,000 is to personal services related to high-class pay. A total of $228,896 will result in savings to contractual services such as travel, cleaning services, freight and storage, and alarm and security services. The remaining $156,006 of this reduction will result in savings to commodity expenses such as office supplies, chemicals, tools, apparatus, accessories, and maintenance and repair materials. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

♦ IMPROVEMENTS **$638,291**

CERTIFICATION PAY PILOT PROGRAM

This ***improvement*** totaling $2,818 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

PROGRAM CHANGES CONTINUED

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $293,820 will provide a market adjustment and performance pay incentive for eligible employees included in the Community & Visitor Facilities Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

ALAMODOME/CONVENTION FACILITIES RE-ORGANIZATION

This ***re-organization*** totaling $341,653 will combine 16 positions, seven from the Alamodome and nine from the Convention Facilities Department into one division within the Convention Facilities Department. This division will be responsible for providing resources to the two departments for fiscal management, human resource management, and quality assurance activities in the conduct of the business of the City's community and visitor facilities.

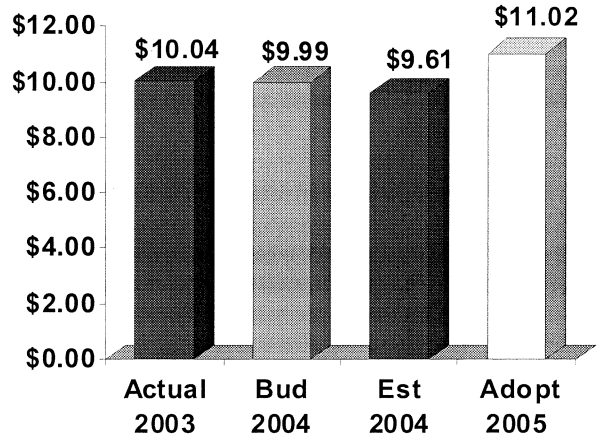
♦ **MANDATES** **$33,000**

This mandate will provide resources totaling $33,000 for added costs associated with the maintenance of the HVAC, lighting, security, and fire alarm systems at the Henry B. Gonzalez Convention Center, Lila Cockrell Theater, Municipal Auditorium, and University of Mexico.

COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CHARACTER

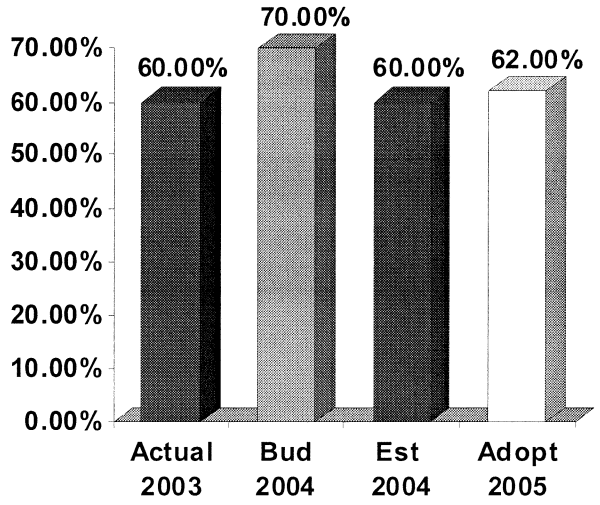
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$9,912,717	$9,782,392	$9,752,627	$9,956,526
CONTRACTUAL SERVICES	6,250,567	7,289,691	6,988,819	7,427,254
COMMODITIES	702,955	731,146	686,307	570,857
OTHER EXPENDITURES	676,725	676,725	676,725	904,784
CAPITAL OUTLAY	155,133	0	0	0
TOTAL EXPENDITURES	**$17,698,097**	**$18,479,954**	**$18,104,478**	**$18,859,421**
AUTHORIZED POSITIONS	**506**	**494**	**494**	**288**
FULL-TIME EQUIVALENTS	**487.90**	**477.72**	**477.72**	**286.63**

REVENUE PER SQUARE FOOT (CONVENTION CENTER)



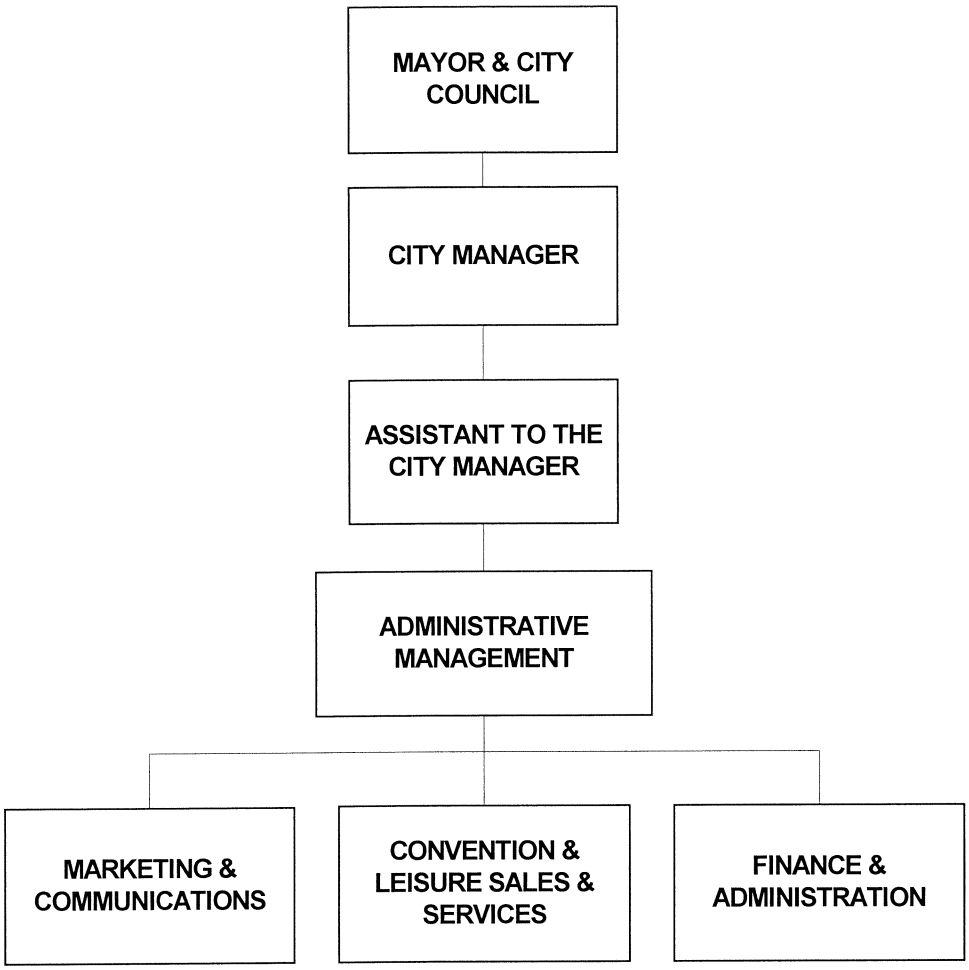
✓Adopted FY 2005 reflects an increase of 9.7% over Actual FY 2003. This increase is primarily attributable to the revised commission structure for catering and concessions.

OCCUPANCY RATE (EXHIBIT HALLS)



✓The department's occupancy rate for exhibit halls has increased by 2% from Adopted FY 2005 over Actual FY 2003. In FY 2003 there were two conventions with exhibit halls, in FY 2005 there are five conventions with exhibits scheduled to occupy all four exhibit halls.

CONVENTION & VISITORS BUREAU



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Community & Visitor Facilities Fund	86.72	$13,562,574
Official City Store Fund	7.09	423,780
Total Funding	**93.81**	**$13,986,354**

MISSION STATEMENT

To promote and market San Antonio as a premier leisure visitor and convention/meeting destination for the purpose of positively affecting the City's economy.

PROGRAM INFORMATION

The Convention and Visitors Bureau (CVB) promotes and markets San Antonio as a leisure visitor, convention and meeting, special event, and film location destination. This is accomplished through partnerships with the private sector, meeting industry trade and leisure visitor advertising strategies, the direct solicitation of conventions and corporate meetings, group tour and travel operators and film clients, public relations strategies, client support and service programs, market research and other marketing efforts including internet. The primary operational areas of the Bureau are: Convention and Leisure Sales & Services, Marketing and Communications, and Finance & Administration.

GOALS & OBJECTIVES

- ***Selling*** - Maximize the number of visitors, visitor spending and related economic impact to San Antonio through effective sales and marketing programs in order to grow the Hotel Occupancy Tax.
    - To maintain and strengthen the City's position as a premier convention/corporate meeting destination by maximizing utilization of hotel room nights via the successful booking of the Convention Facilities and the Alamodome.
    - To increase consumer awareness (worldwide) of San Antonio as a preferred visitor destination through advertising strategies and editorial placement of print and electronic media.
    - To continually develop and maximize Internet marketing strategies and opportunities.
    - To continue to enhance San Antonio's reputation as a premier location for film, television, commercial, and print media production.
- ***Strategic Partnerships*** - Improve communication and collaboration with strategic partners in order to expand the reach of destination marketing efforts and enhance public and private resources.
- ***Human Resource Development*** – Invest in training/professional development, incentives, cross-training, and enhanced intradepartmental SACVB communication and collaboration to ensure maximum efficiency and effectiveness in our destination marketing efforts.
- ***Service*** - Maintain and encourage high service at all levels to maximize repeat business/visitation.
- ***Research*** - Utilize research to the fullest extent in order to make fact-based sales, marketing and operational decisions.
- ***Accountability Measures*** - Increase the means through which accountability measures can be associated with SACVB activities to ensure a maximum return on investment on all those activities.
- ***Technology*** - Maximize the integration of technology in all aspects of SACVB internal and external operations to ensure maximum operational effectiveness and efficiency.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Strengthen Convention/Tourist Industry**					
	Maximize the number of visitors, visitor spending and economic impact to San Antonio	No. of Room Nights Consumed (Citywide) [1]	6,712,638	6,790,000	6,914,000	7,121,000
Financial	**Provide Economic Development Opportunities**					
	Maximize the number of visitors, visitor spending economic impact to San Antonio	Total of 7% Hotel Occupancy Tax Collections (In Millions)	$34.7	$35.9	$36.2	$37.8
	Maximize the number of visitors, visitor spending economic impact to San Antonio	Direct Exp. For CVB Initiated Convention Delegates Hosted (In Millions) [2,3]	$383.5	$380.8	$381.8	$400.2
	To increase consumer awareness of San Antonio as a preferred visitor destination through public relations & promotions	Monetary Value – Public Relations Exposure (In Millions) [4]	$8.8	$7.0	$7.0	$3.0
Internal Processes	**Strengthen Convention/Tourist Industry**					
	To maintain & strengthen the City's position as a premier convention/corporate meeting destination	No. of CVB Initiated Convention Hotel Room Nights Booked [5,6]	804,143	935,000	760,000	825,000
		No. of CVB Initiated Convention Room Nights Hosted [3]	710,311	731,600	712,000	746,370
		No. of CVB Initiated Convention Delegates Hosted [3]	425,743	422,700	423,800	444,270
	Refine strategic plans targeting future industry trends through continued analysis of marketing results	No. of Visitor Packets Requested	378,603	334,000	375,000	350,000
	To continually develop & maximize internet marketing strategies & opportunities	No. of Website Visits	1,164,900	1,340,000	1,500,000	1,800,000

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	**Innovative and Proactive City Government**					
	Develop and train staff through continuing education in service and sales techniques	% of CVB Staff Participating in Continuing Education/Training	100%	100%	100%	100%
		% of Supervisor / Management Staff Participating in Continuing Education/training	100%	100%	100%	100%

EXPLANATORY INFORMATION

1 Smith Travel Research (STR) was utilized to report Actual FY 2003, Estimated FY 2004, and Adopted FY 2005 figures. To allow for more accurate comparison, the Rev. Budget FY 2004 figure, previously provided by Source Strategies, has been revised to reflect STR data.

2 Based on $900.89 per delegate expenditure (Deloitte & Touche 1998 study) for International Association of Convention and Visitor Bureaus (IACVB).

3 Definition of measurement base was adjusted to reflect only activity initiated/booked by CVB staff versus including both CVB staff and hotel reported information presented in prior years. This definition change required adjustments to the FY 2004 Rev Budget totals in order to accurately reflect this change and is consistent with best practices.

4 Reduced figure for Adopted FY 05 is the result of reorganization and redirection of resources.

5 Adopted FY 05 is based on a four (4) year average.

6 Estimated FY 2004 impacted by declines in both short-term and corporate business.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS **$541,632**

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This ***reduction*** will result in net savings totaling $1,184 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

VACANCY SAVINGS

This ***reduction*** totaling $124,298 will freeze two Account Executive II's for twelve months and an Account Executive I for six months. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

LINE ITEM EXPENSE REDUCTION

This ***reduction*** totaling $416,150 will result in savings in several line item expense budgets to include travel, hosting, temporary services, printing, and communications. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

PROGRAM CHANGES CONTINUED

♦ IMPROVEMENTS **$112,934**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $112,934 will provide a market adjustment and performance pay incentive for eligible employees included in the Community & Visitor Facilities Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

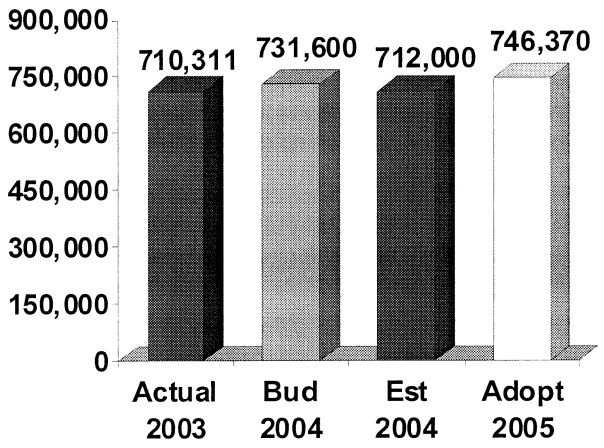
COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$4,508,851	$4,217,860	$4,291,829	$4,447,212
CONTRACTUAL SERVICES	10,600,409	9,547,138	9,013,365	8,975,518
COMMODITIES	187,178	117,327	105,033	117,472
OTHER EXPENDITURES	49,529	48,078	48,078	22,372
CAPITAL OUTLAY	70,755	281	281	0
TOTAL EXPENDITURES	**$15,416,722**	**$13,930,684**	**$13,458,586**	**$13,562,574**
AUTHORIZED POSITIONS	**145**	**125**	**125**	**125**
FULL-TIME EQUIVALENTS	**106.31**	**86.72**	**86.72**	**86.72**

VISITOR INFORMATION CENTER AND CITY STORE FUND EXPENDITURES BY CHARACTER

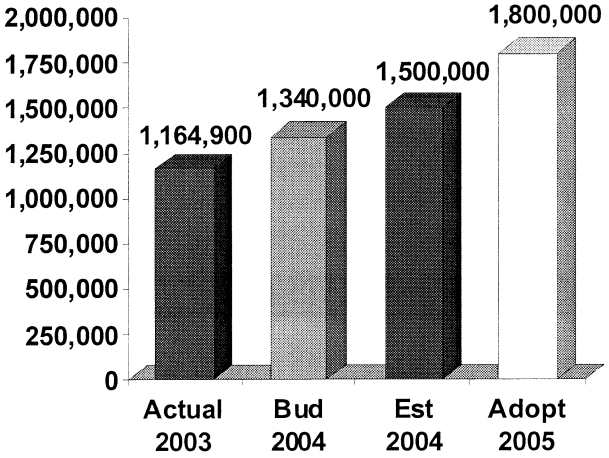
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$57,552	$214,740	$190,485	$210,916
CONTRACTUAL SERVICES	17,122	85,001	69,401	100,208
COMMODITIES	86,354	96,157	106,000	111,557
OTHER EXPENDITURES	9,743	11,194	11,194	1,099
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$170,771**	**$407,092**	**$377,080**	**$423,780**
AUTHORIZED POSITIONS	**9**	**9**	**9**	**9**
FULL-TIME EQUIVALENTS	**7.09**	**7.09**	**7.09**	**7.09**

NUMBER OF CVB INITIATED CONVENTION ROOM NIGHTS HOSTED



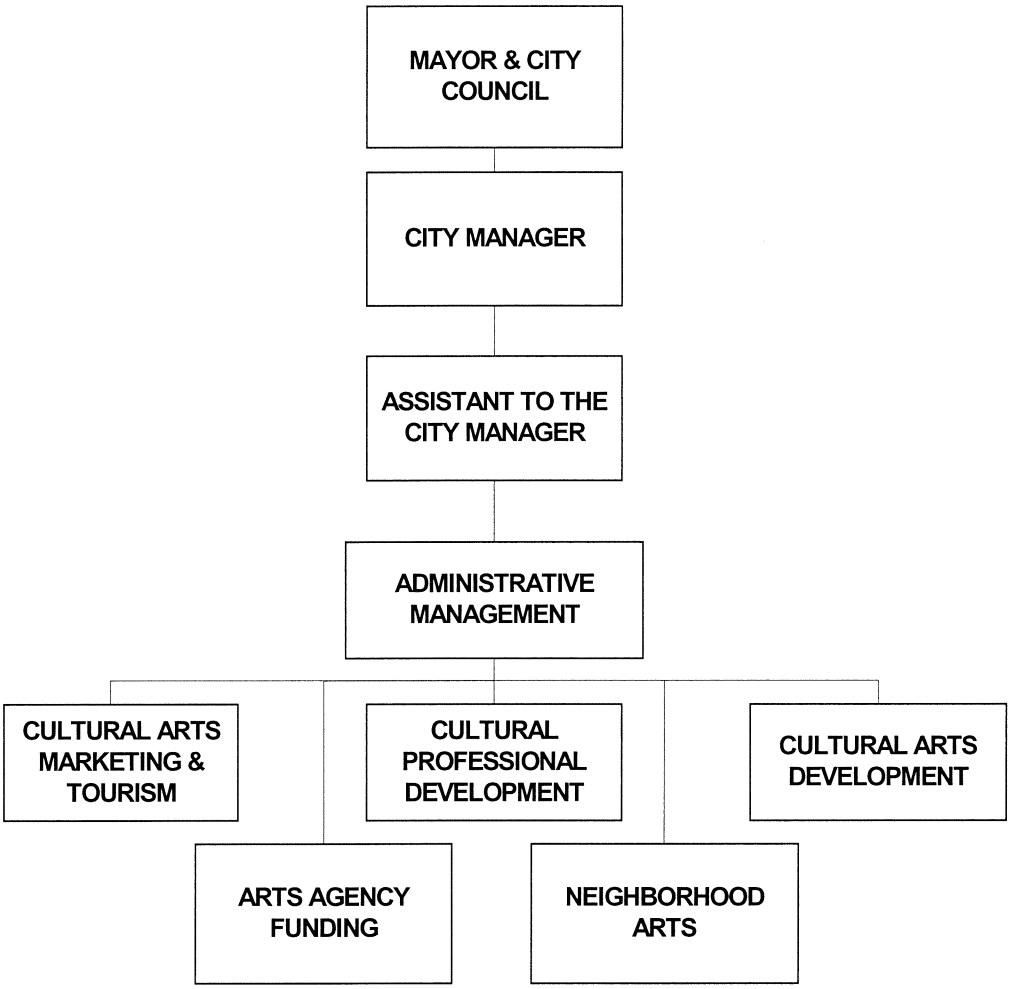
✓The number of CVB Initiated Convention Room Nights Hosted reflects the group sales efforts of the CVB staff and has increased by 5.07% from Actual FY 2003 to Adopted FY 2005.

NUMBER OF WEBSITE VISITS



✓The CVB's marketing efforts and advertising campaign strategically drive consumers to the CVB's website increasing the number of visits by 54.52% from Actual FY 2003 to Adopted FY 2005.

CULTURAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Community & Visitor Facilities Fund	11.00	$859,096
Categorical Grants	0.00	167,925
Arts Agencies	0.00	2,329,157
Total Funding	**11.00**	**$3,356,178**

MISSION STATEMENT

The Office of Cultural Affairs provides leadership, resources and support for arts and cultural organizations and individual artists, enhancing the quality of life for San Antonio citizens and visitors.

PROGRAM INFORMATION

The Office of Cultural Affairs (OCA) administers programs in the areas of agency support, neighborhood arts, marketing and development. These programs support arts and cultural organizations, individual artists, community groups and the hotel and visitor industry. Support is provided with technical assistance and through a competitive review process for operation and project funding for arts and cultural organizations. Technical assistance and funding is also provided to support arts and cultural projects directly linked to neighborhoods in all City Council Districts and Neighborhood Commercial Revitalization projects. Community and visitor participation is supported by the Arts Marketing Program and through the development and promotion of citywide arts and cultural activities/events. With respect to policies and procedures, the Office is advised by the Cultural Arts Board, which is appointed by the Mayor and City Council.

GOALS & OBJECTIVES

The Office of Cultural Affairs supports the arts and cultural needs of the community by providing services that foster citizen and visitor participation, neighborhood revitalization and economic development and by meeting the following goals and objectives:

- To foster collaborative programs and identify external sources of funds for those programs.
- To complete *The Cultural Collaborative: A Community Plan for San Antonio's Creative Economy*, a cultural planning process to strengthen and improve the City's arts and cultural resources and provide new strategies for OCA and the community at-large.
- To support the implementation goals of The Cultural Collaborative by supplementing, through fundraising efforts, The Cultural Collaborative: A Fund for A Community Plan for San Antonio's Creative Economy at the San Antonio Area Foundation.
- To support arts and cultural programs that serve citizens in all City Council Districts.
- To support citywide arts and cultural events that are unique to San Antonio.
- To increase the ratio of non-city dollars leveraged.
- To continue to implement and complete neighborhood arts projects.
- To improve the OCA's information and marketing services and delivery of arts and cultural activities by enhancing technological communications and implementing a new marketing program via the world wide web.
- To continue to collaborate with the Public Works Public Art and Design Enhancement Program, the Convention and Visitors Bureau, Neighborhood Action Department and other departments to help develop and implement arts and cultural services.
- To provide specialized training to employees to improve job related skills in customer service and professional growth.
- To provide technical assistance and conduct annual site visits to each funded arts and cultural agency.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Expand Recreational & Cultural Services**					
	To increase programs that promote quality arts and cultural programs that foster participation	% of City Council Districts Served[1]	100%	100%	100%	100%
		No. of Participants in Arts and Cultural Events[1]	2,280,614	2,153,006	2,620,401	2,900,600
	Strengthen Convention/Tourist Industry					
	To continue to provide arts and cultural services such as tours and website promotion	No. of Arts and Cultural Events Promoted [2]	31	24	400	410
Financial	**Provide Economic Development Opportunities**					
	To develop and implement programs that connect art and culture to economic development	No. of Art and Cultural Programs Implemented [3, 4]	12	15	7	8
	Leverage Other Funding Sources					
	To continue to monitor the ratio of non-city dollars leveraged	Amount of Non-City Dollars Leveraged for Arts (In Millions) [5]	$21.4	$21.2	$14.9	$20.6
		Ratio of City Dollars to Non-City Dollars Spent	1:$9.20	$1:$9.44	1:$6.40	1:$8.88
Internal Processes	**Increase Neighborhood Planning**					
	To support arts and cultural programs that serve citizens in all City Council districts	No. of Staff Hours Spent Supporting Technical Assistance and Site Visits	240	240	440	390
Employee Learning & Growth	**Improve Employee Services**					
	To provide specialized training to improve job related skills in customer service and professional growth	Avg. Number of Staff Training and Professional Development Hours Per Person	47	45	74	45

EXPLANATORY INFORMATION

[1] Information provided by organizations that participate in the Arts in the Community, Cultural Tourism Partnership, and Arts Funding Programs.
[2] Estimated FY 2004 figure is projected to increase significantly following the development and implementation of the adopted cultural web site.
[3] Adopted FY 2005 includes the following programs: The Cultural Collaborative; Fall Art Festivals; Cultural Web; and OCA Grants Programs, including Agency Operational Awards, Arts in the Community, Neighborhood Heritage Initiative, and Graffiti Abatement Program.
[4] Adopted FY 2005 figure may increase based on new initiatives derived from the Cultural Collaborative.
[5] Estimated FY 2004 figure includes no Symphony as of 4/1/04.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS **$93,874**

MANAGE VACANT POSITIONS

This ***reduction*** totaling $33,874 will increase turnover savings within the Department's budget. These savings will be accomplished through the management of vacant positions.

NEIGHBORHOOD HERITAGE INITIATIVE

This ***one-time reduction*** totaling $60,000 will eliminate funding for the Neighborhood Heritage Initiative (NHI) program for one year. It is anticipated that the Arts in the Community (AIC) will provide the Neighborhood Commercial Revitalization projects with similar opportunities and support their immediate requirements. Funding for the NHI will be reinstated in FY 2006.

♦ IMPROVEMENTS **$97,890**

CULTURAL COLLABORATIVE

This ***improvement*** totaling $48,000 will provide continued implementation costs of the Cultural Collaborative. Funding will be used for development/implementation of a public opinion survey as well as design, printing, and marketing of cultural collaborative materials. The complete plan is scheduled for completion in January 2005.

ADDITION OF A PROJECT MANAGEMENT SPECIALIST – GRANTS ADMINISTRATION

This ***improvement*** at a full year cost of $33,595 will add a Project Management Specialist the Office of Cultural Affairs. The primary responsibilities of this position will include providing oversight of the granting program to arts agencies as well as provide staff support to the cultural arts board.

WORKFORCE COMPENSATION ENHANCEMENT

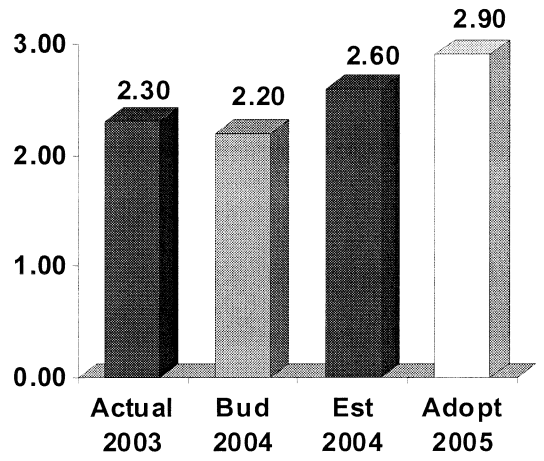
This ***improvement*** totaling $16,295 will provide a market adjustment and performance pay incentive for eligible employees included in the Community & Visitor Facilities Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CHARACTER

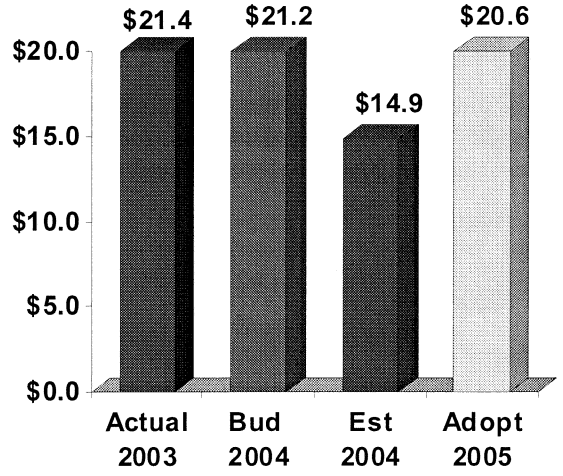
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$507,374	$551,168	$540,683	$585,001
CONTRACTUAL SERVICES	203,746	203,702	185,609	259,504
COMMODITIES	10,723	12,171	8,325	12,171
OTHER EXPENDITURES	2,438	2,438	2,438	2,420
CAPITAL OUTLAY	2,958	1,131	1,131	0
TOTAL EXPENDITURES	**$727,239**	**$770,610**	**$738,186**	**$859,096**
AUTHORIZED POSITIONS	**10**	**10**	**10**	**11**
FULL-TIME EQUIVALENTS	**10.00**	**10.00**	**10.00**	**11.00**

NUMBER OF PARTICIPANTS IN ARTS AND CULTURAL EVENTS (IN MILLIONS)



✓The number of participants in Arts and Cultural Events has increased by 27% from Actual FY 2003 to Adopted FY 2005. This increase is the result of the Cultural web coming on-line in FY 2005.

AMOUNT OF NON-CITY DOLLARS LEVERAGED FOR ARTS (IN MILLIONS)



✓A full season of the San Antonio Symphony was assumed in establishing the Rev. Bud. FY 2004 total amount of non-city dollars leveraged for Arts. The Est. FY 2004 has been adjusted to reflect the Symphony not having a full season.

GRANT SUMMARY

The Office of Cultural Affairs will receive a grant totaling $79,960 for FY 2005. The Texas Commission on the Arts continues to support local art organizations by providing funds for partial support to organizations recommended for funding by the Cultural Arts Board through the regular City funding process.

Listed below is a comprehensive list of the grant that the Office of Cultural Affairs will receive in FY 2005. Details on these grant programs can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Texas Commission on Arts					
Decentralization Program	$0	$40,000	$0	$40,000	$80,000
Operational Support	0	35,000	17,925	35,000	87,925
TOTAL	**$0**	**$75,000**	**$17,925**	**$75,000**	**$167,925**

TEXAS COMMISSION ON THE ARTS DECENTRALIZATION PROGRAM

PROGRAM INFORMATION:

The Texas Commission of the Arts funds will be used for the purpose of sub-granting to agencies. The TCA established a "Decentralization Program" in six major Texas cities that utilize a per capita base in its funding formula. Local arts organizations are required to apply directly to the City for arts funding. The funds will continue to provide partial support to organizations recommended for funding by the Cultural Arts Board through the approved City arts funding program. The grant program covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Events Funded	3,847	3,447	3,387
Output:			
No. of Audience Members	2,280,614	2,620,401	2,900,600
Amount of Non-City Funds Leveraged	$21,426,200	$14,914,808	$20,615,627
Efficiency:			
Avg. Attendance at Events	593	794	856
Effectiveness:	$1:$9.23	$1:$9.44	$1:$8.88

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY	$18,271	$17,925	$0
STATE	159,231	100,000	40,000
OTHER	159,231	100,000	40,000
TOTAL FUNDING	**$336,733**	**$217,925**	**$80,000**
EXPENDITURES			
PERSONAL SERVICES	$38,058	$37,712	$0
OTHER EXPENDITURES	159,231	100,000	40,000
SUBGRANTING	139,444	80,213	40,000
TOTAL EXPENDITURES	**$336,733**	**$217,925**	**$80,000**
AUTHORIZED POSITIONS	**1**	**1**	**0**
FULL-TIME EQUIVALENT	**1.00**	**1.00**	**0.00**

PROGRAM INFORMATION:

The Texas Commission of the Arts – Operational Support funds will be used for the purpose of administrative, operational, and/or programmatic/artistic expenses. The funds will continue to provide partial support to administrative costs for funding approved by the Cultural Arts Board through the approved City arts funding program. The grant program covers the period of 09/01/04 through 08/31/05.

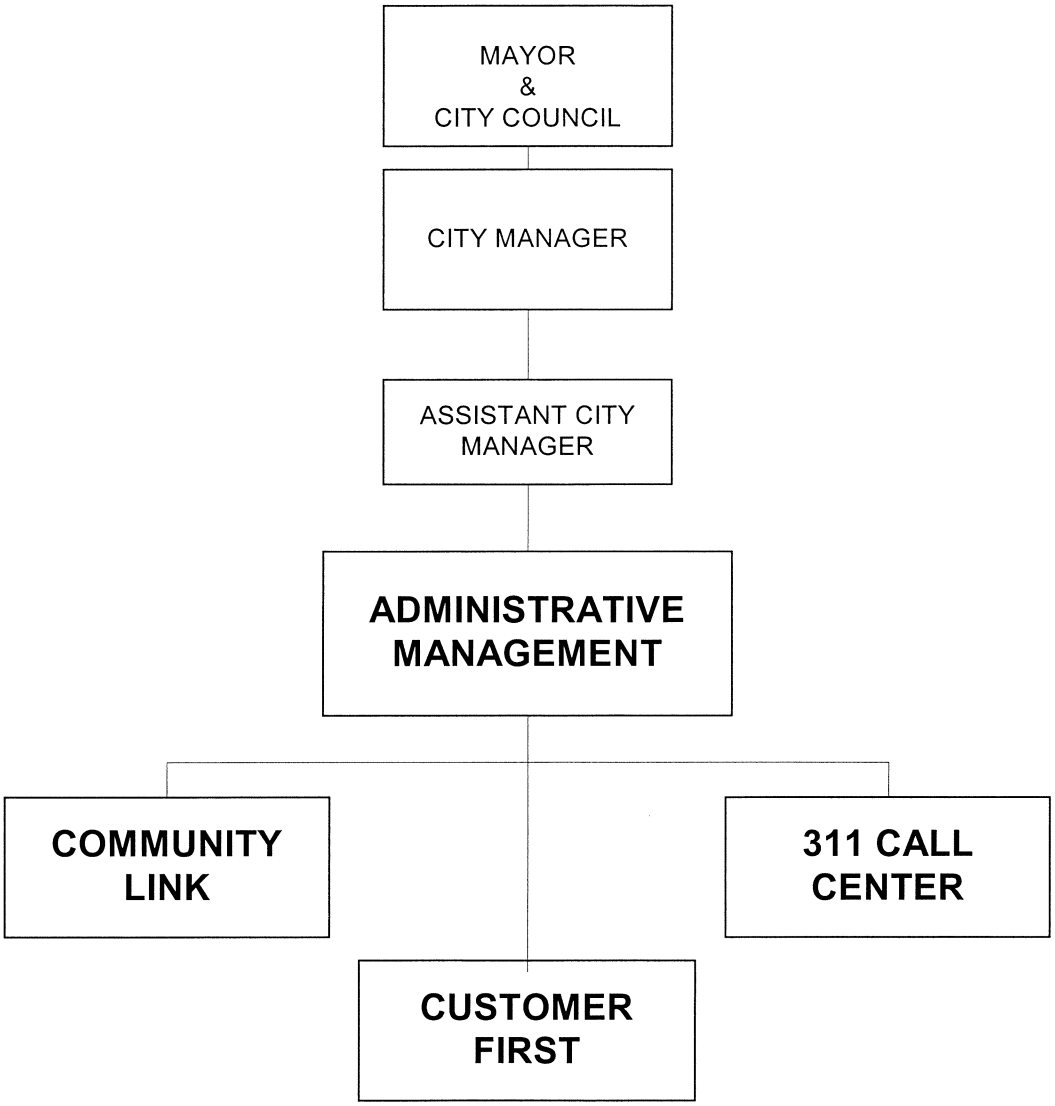
PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Events Funded	3,847	3,447	3,387
Output:			
No. of Audience Members	2,280,614	2,620,401	2,900,600
Amount of Non-City Funds Leveraged	$21,426,200	$14,914,808	$20,615,627
Efficiency:			
Avg. Attendance at Events	593	760	856
Effectiveness:			
Ratio of City to Non-City Dollars Spent	$1:$9.23	$1:$9.44	$1:$8.88

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY	$18,271	$17,925	$17,925
STATE	159,231	100,000	35,000
OTHER	159,231	100,000	35,000
TOTAL FUNDING	**$336,733**	**$217,925**	**$87,925**
EXPENDITURES			
PERSONAL SERVICES	$38,058	$37,712	$37,712
OTHER EXPENDITURES	159,231	100,000	50,213
SUBGRANTING	139,444	80,213	0
TOTAL EXPENDITURES	**$336,733**	**$217,925**	**$87,925**
AUTHORIZED POSITIONS	**1**	**1**	**0**
FULL-TIME EQUIVALENT	**1.00**	**1.00**	**0.00**

CUSTOMER SERVICE & 311 SYSTEM



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	62.00	$3,145,775
Total Funding	**62.00**	**$3,145,775**

MISSION STATEMENT

The mission of the Office of Customer Service/311 System is to enhance the delivery of customer service through the City's Customer First initiative and provide convenient access to services through the 311 Customer Service Call Center and the Community Link Service Centers.

PROGRAM INFORMATION

The Office of Customer Service/311 System is responsible for promoting the City's Customer First initiative and delivering direct customer services through the use of the Community Link Service Centers and a 24 hours, 7 days a week 311 Customer Service Call Center.

GOALS & OBJECTIVES

- To promote and deliver quality customer services and programs to both external and internal customers.
- To provide access to City services and information through a 24 hours, 7-day-a-week 311 Customer Call Center.
- To initiate close-loop customer service using the Customer Relationship Management system (CRM).
- To deliver convenient and accessible customer services through the use of Community Link Service Centers.
- To provide a volunteer cadre of City employees to provide services to the community.
- To coordinate the City's Customer First initiative to enhance employee awareness and service delivery.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide access to City services and information through a 24/7 311 Call Center	Annual No. of Calls Received by 311 Call Center	855,921	805,440	1,027,105	1,232,526
		Annual No. of Calls Answered by 311 Call Center	749,389	720,868	929,530	1,078,460
		% of 311 Calls Abandoned	12.4%	10.5%	9.5%	12.5%
	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual No. of Customers Served by Community Link Service Centers	157,799	126,974	162,532	167,408
	Provide Accountability to Public					
Financial	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual Amount of Revenue Collected by Community Link Centers (In Millions)	$9.8	$8.9	$10.1	$10.4
Internal Process	**Maintain Existing Infrastructure**					
	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual No. of Transactions Processed by Community Link Service Centers	188,863	181,534	194,528	200,364
Employee Learning & Growth	**Improve Customer Service**					
	Coordinate the City's Customer First Initiative to enhance employee awareness and service delivery	%of Civilian Employees Completing Customer First Training	71%	100%	80%	85%

PROGRAM CHANGES

- **IMPROVEMENTS** **$241,313**

CUSTOMER SERVICE/311 STAFFING ENHANCEMENT

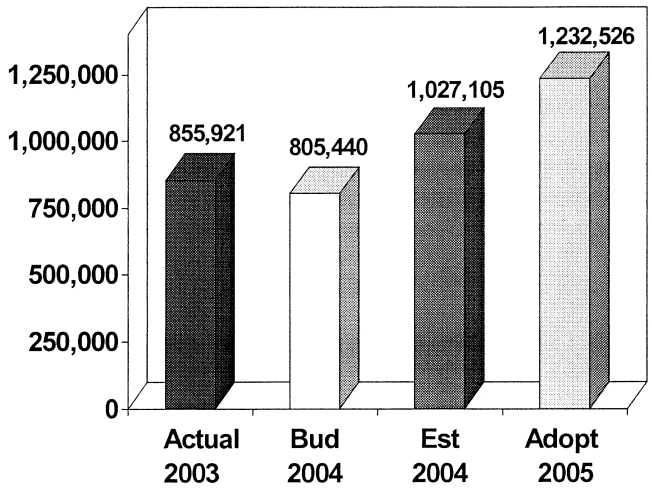
This ***improvement*** will add three customer service representatives, one customer service specialist, and two supervisors to the Customer Service Department to address the increased call volume, as well as the effective implementation of the customer relationship management module. These positions will be funded for nine months. This improvement will require an additional budget of $208,850.

This ***improvement*** will also add one full-time and one part-time dispatcher to the customer service call center. The Customer Service Department is responsible for animal care dispatch Monday through Friday from 7:00 a.m. to 6:00 p.m. and on Saturdays from 7:00 a.m. to 5:00 p.m. 311 representatives have been performing this function, and this improvement will allow these individuals to be directed back their call center functions. These positions will be funded for nine months. The cost of this improvement will total $32,463 in FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$1,686,052	$2,010,714	$1,902,993	$2,207,515
CONTRACTUAL SERVICES	818,256	789,614	876,368	856,163
COMMODITIES	28,036	28,036	44,464	26,936
OTHER EXPENDITURES	2,870	10,565	10,565	12,974
CAPITAL OUTLAY	19,376	0	3,321	42,187
TOTAL EXPENDITURES	**$2,554,590**	**$2,838,929**	**$2,837,711**	**$3,145,775**
AUTHORIZED POSITIONS	**46**	**54**	**54**	**62**
FULL-TIME EQUIVALENTS	**46.00**	**54.00**	**54.00**	**61.50**

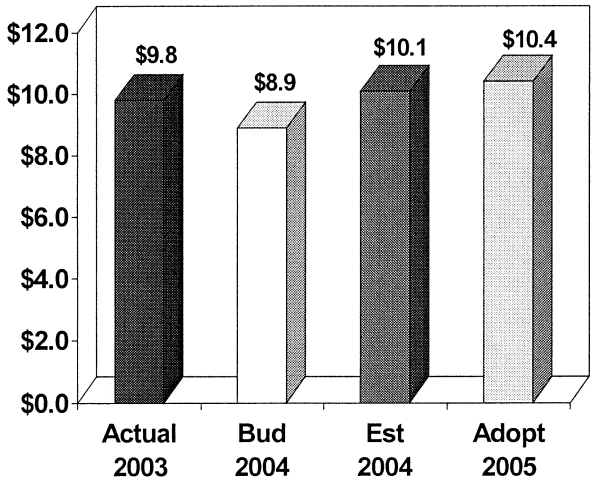
311 Call Center
Number of Calls Received



✓ The 2% increase in calls received is due to:

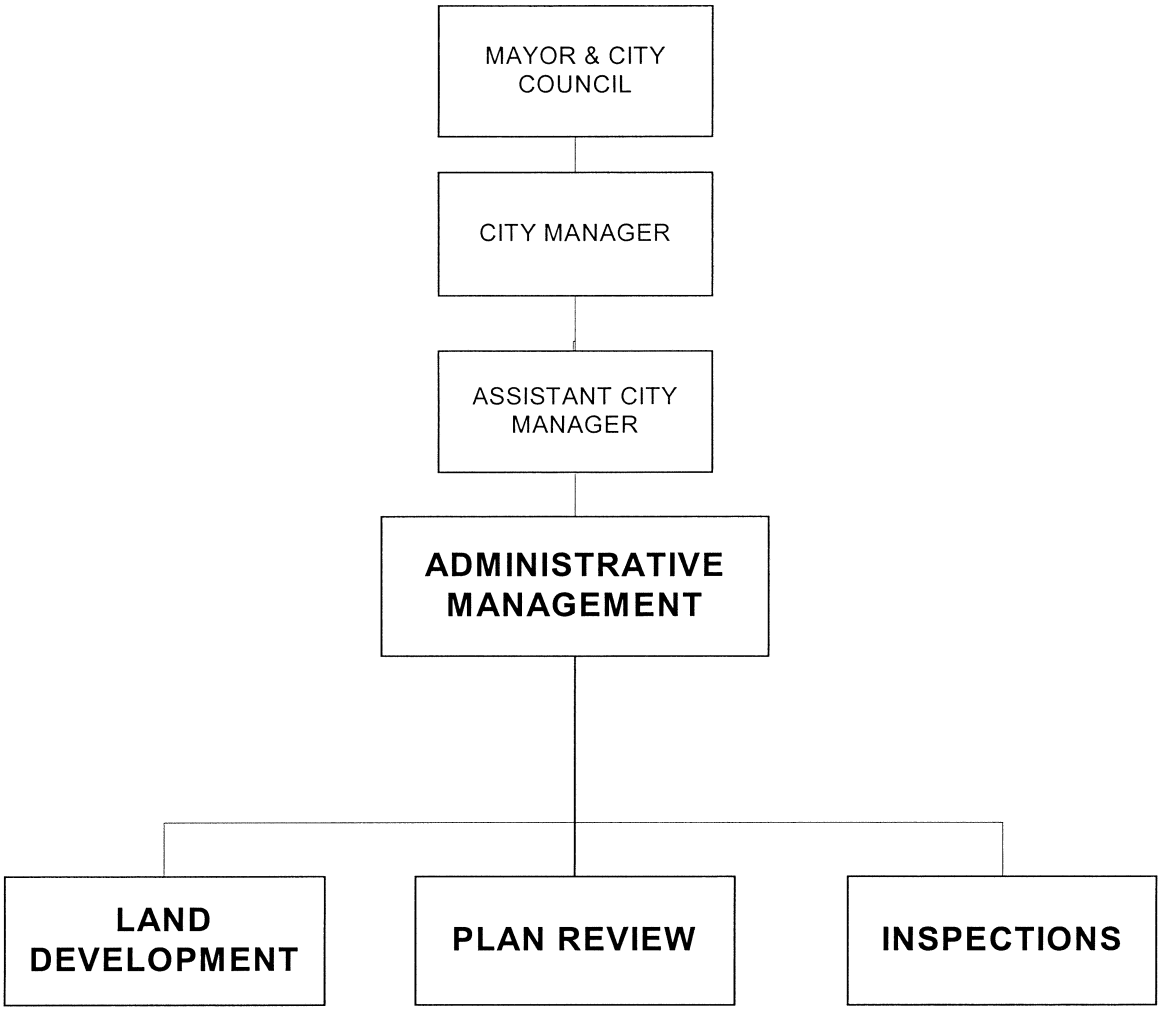
- Ease of Use
- Familiarity with System
- Promotion of 311 System by other City Departments

Estimated Revenue Collection
(In millions)



- The FY 2005 Estimated Projections increase 6% over Actual FY 2003.
- The increase is to due to more more services available to customers and convenient locations.

DEVELOPMENT SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	214.00	$12,834,708
Community Development Block Grant	2.00	110,078
Stormwater Fund	2.00	163,274
Total Funding	**218.00**	**$13,108,060**

MISSION STATEMENT

The mission of the Development Services Department is to provide quality customer services by effectively facilitating the development process while protecting the health, safety, and public welfare of the community.

PROGRAM INFORMATION

The Development Services Department is responsible for assisting customers through the development process. These processes include reviewing, permitting, inspecting and granting authority to develop land and occupy buildings within the City. More specifically, the department is responsible for subdivision mapping/parcel addressing, zoning administration, subdivision administration, building codes administration, landscaping, tree preservation, sign regulation, and development review of drainage and traffic.

The Department also provides administrative and technical support to boards and commissions that direct and review issues on land development and construction regulations. These boards include the Board of Adjustment, Building and Fire Code Board of Appeals, Plumbing, Mechanical, Electrical, Home Improvement Boards, and Zoning and Planning Commissions.

In addition to protecting the health, safety, and public welfare through regulation of land development and construction, the Department seeks to provide an efficient and effective development process that supports City growth and economic development.

GOALS & OBJECTIVES

- To continue to protect the health, safety, and welfare of the citizens of San Antonio.
  - Continue to adopt and update the latest construction codes.
  - Establish checklist of levels of review of all construction codes.
  - Enforce State of Texas licensing requirements for electrical and mechanical licenses.
  - Continue to support other City development-related initiatives, which include minimum housing standards and the Dangerous Structures Determination Board.
  - Provide a development process that will facilitate or assist landowners in complying with development regulations that enhance economic development.
- To improve the delivery of customer service.
  - Continue implementation of Customer Service Plan, Customer Service Survey, and "Secret Shopper" program.
  - Improve turnaround time for plan review and inspections.
  - Distribute more informational materials to customers to provide clarity on the development process.
  - Continue to provide developers, contractors, design professionals and general public with the status of their projects and other development-related information via an Internet browser.
- To improve employee development.
  - Conduct human resource assessment to enhance employee motivation.
  - Maintain staff training plans to improve employee development.
  - Promote cross training of staff to increase knowledge of the entire development process.
  - Expand Employee of the Quarter Program to create additional incentives.
  - Encourage staff to seek certification in their respective fields.
  - Develop Development Services Academy.
- To expand community outreach to educate the community regarding the development process.
  - Continue to conduct Construction and Development Resource Education (CADRE) forums, conduct ethics training and contractor training for using on-line permitting system, produce television programs, and publish the BluePrint newsletter.

GOALS & OBJECTIVES CONTINUED

- Expand outreach through electronic communication.
- Participate in monthly meetings conducted by the Real Estate Council and Professional Engineers in Private Practice.
- Conduct focus groups on the development process.
- Increase the number of public speaking engagements.
- Expand Building Safety Week Program.

♦ To continue the quality control program aimed at improving consistency in the application and interpretation of code requirements.
- Promote use of Rules Decision Interpretation (RID) Program.
- Prepare a Development Code Interpretation Manual and share information on the department's web site.
- Develop Vested Rights Manual and share information on the department's web site.

♦ Provide support to other City departments involved in the development process.
- Continue to streamline the review process for Master Development Plans.
- Continue to support Neighborhood Action in the review of Tax Increment Financing (TIF) projects.
- Continue to support Neighborhood Action with the Sweeps Program.
- Continue to support Neighborhood Action with Affordable Parade of Homes Program.

♦ To continue re-engineering the development process.
- Reorganize Field Operations by establishing commercial, residential, and investigative sections.
- Expand combination inspection program.
- Improve criteria and to standardize the review process for tree and landscaping plans.
- Establish a single permit for residential construction.
- Implement redesigned land development software mobile solution for inspections (Wave B of ERM Project).
- Implement new land development software for zoning and platting (Wave B of ERM Project).
- Assist in the development of an up-to-date geographic information system to include: addressing, Flood Plain, Historic, Federal Aviation Administration, Edward Recharge Zone District, Military Airport Overlay Zone, Extra Territorial Jurisdiction, River Overlay, Zoning, View Shed and other agency databases.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Provide for Safety and Welfare of San Antonio**					
	Administer development codes through plan review	Total No. of Plans Reviewed – Residential	6,936	6,100	7,084	7,367
		Total No. of Plans Reviewed – Commercial	2,726	2,000	3,034	3,094
		No. of Inspections:				
		Building	38,485	40,980	37,648	38,401
		Electrical	43,921	47,267	48,611	49,583
		Mechanical	27,665	30,531	33,083	33,744
		Plumbing	63,988	85,591	82,769	84,425
		Sign	10,510	11,665	4,427	4,515
		Environ. (Tree/Landscape)	8,069	8,467	8,284	8,450
		Combination	6,297	13,442	N/A	N/A
		Construction (Subdivision)	15,202	16,650	19,856	20,253
		TOTAL	214,137	254,593	234,677	239,371
	Administer development construction codes through zoning cases processed and acres platted	Total No. of Zoning Cases Processed	272	320	290	300
		Total No. of Acres Platted	4,828	4,680	5,890	6,000
	Improve Customer Service					
	To establish outreach and disseminate information regarding the development process	Professional Engineers in Private Practice	6	12	6	6
		Publication of BluePrint Quarterly Newsletter	2	4	3	4
		No. of Construction and Development Resource Education (CADRE) Forums Held	3	4	6	4
		No. of TV Shows Produced	6	6	3	9
		No. of Real Estate Council Meetings Held	10	10	10	10

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Financial	**Provide Economic Development Opportunities**					
	Continue to improve the quality and efficiency of the development process	Avg. Days for Initial Plan Review[1]				
		Interior Finish Outs	15	19	15	17
		New Structures	27	34	25	30
		Residential	8	10	7	7
		Avg. Days for Plat Approval				
		Minor Plat [2]				
		No. of Plats	273	N/A	272	245
		Completeness Review	2.7	N/A	2.6	3.0
		Technical Review	30.2	N/A	10.0	7.0
		Major Plat [3]				
		No. of Plats	258	N/A	248	232
		Completeness Review	4.3	N/A	2.7	5.0
		Technical Review	55.1	N/A	30.8	35.0
Internal Processes	**Increase Neighborhood Planning**					
	Coordinate with departments to enforce development and construction codes	Participate in Strategic Nuisance Abatement Program with Police	18	15	12	13
		No. of Investigations	899	970	6,352	6,479
	Rezoning property to implement the Revised Unified Development Code	Initiated Proactive Zoning Cases (Parcels)	8,418	10,000	9,000	9,200
Employee Learning & Growth	**Improve Employee Services**					
	Provide a trained and competent workforce	% of Plan Reviewers, Inspectors, Planners and Engineers who are Certified or Professionally Licensed	29%	25%	33%	35%
		% of Staff Utilizing Continuing Education	100%	70%	80%	90%

EXPLANATORY INFORMATION

1 Plan Review Performance Goals: Interior Finish Out – 20 days; New Commercial Structures – 35 days; New Residential Construction – 10 days

2 Minor Plat Review Performance Goals: Completeness Review – 3 days; Technical Review – 9 days

3 Major Plat Review Performance Goals: Completeness Review – 5 days; Technical Review – 35 days

PROGRAM CHANGES

- **REDUCTIONS** **$58,838**

REDUCTION IN OVERTIME

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Development Services Department will be able to reduce their overtime budget by ten percent, or a total of $9,176 in FY 2005.

EMPLOYEE UNIFORM INITIATIVE

This ***reduction*** totaling $4,662 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

REDUCE FEES TO PROFESSIONAL CONTRACTORS FOR ELECTRICAL INTERNATIONAL COMMERCIAL CODE (ICC) EXAMINATIONS

This ***reduction*** will result in a $25,000 savings in the City's General Fund by not conducting testing to license electricians. This reduction will not have an impact on the City since the State of Texas law assumed responsibility for licensing of electricians.

REDUCE FEES TO PROFESSIONAL CONTRACTORS FOR UNDESIRABLE BUSINESS OPERATIONS AMORTIZATION

This ***reduction*** will result in a $20,000 savings in Fees to Professional Contractors by eliminating funding for the City to hire a consultant to recommend an amortization period for nonconforming businesses. Funding for this program can be re-established in future years.

- **IMRPOVEMENTS** **$100,000**

GEOGRAPHICAL INFORMATION SYSTEMS (GIS) OVERLAY

This ***improvement*** will add $100,000 for fees to professional contractors to create a GIS overlay to provide the ability to view vesting rights for all parcels of property in the City of San Antonio and Bexar County, Texas

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$8,168,349	$9,491,689	$9,415,970	$10,415,759
CONTRACTUAL SERVICES	1,786,697	2,356,204	2,257,755	2,007,088
COMMODITIES	249,836	249,292	265,472	283,853
OTHER EXPENDITURES	58,672	58,672	58,672	128,008
CAPITAL OUTLAY	116,817	125,259	54,050	0
TOTAL EXPENDITURES	**$10,380,371**	**$12,281,116**	**$12,051,919**	**$12,834,708**
AUTHORIZED POSITIONS	**203**	**210**	**210**	**214**
FULL-TIME EQUIVALENTS	**203.00**	**210.00**	**210.00**	**214.00**

PROGRAM CHANGES

- **IMPROVEMENTS** **$4,557**

WORKFORCE COMPENSATION ENHANCEMENT

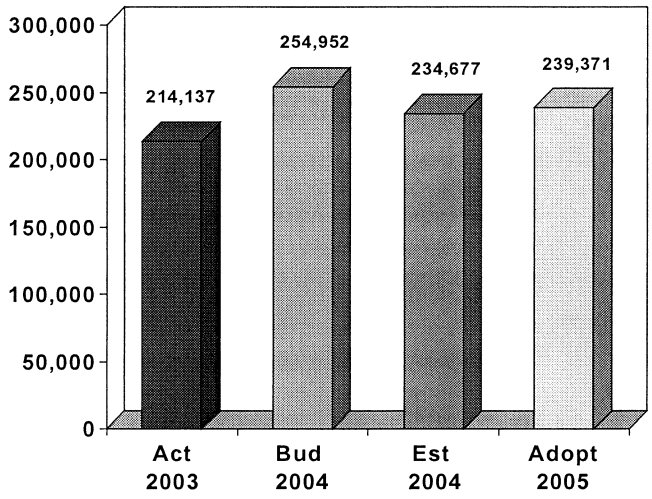
This ***improvement*** totaling $4,557 will provide a market adjustment and performance pay incentive for eligible employees included in the Development Services Stormwater Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

STORMWATER FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$120,579	$133,247	$143,705	$155,858
CONTRACTUAL SERVICES	1,704	4,921	5,274	7,416
TOTAL EXPENDITURES	**$122,283**	**$138,168**	**$148,979**	**$163,274**
AUTHORIZED POSITIONS	**2**	**2**	**2**	**2**
FULL-TIME EQUIVALENTS	**2.00**	**2.00**	**2.00**	**2.00**

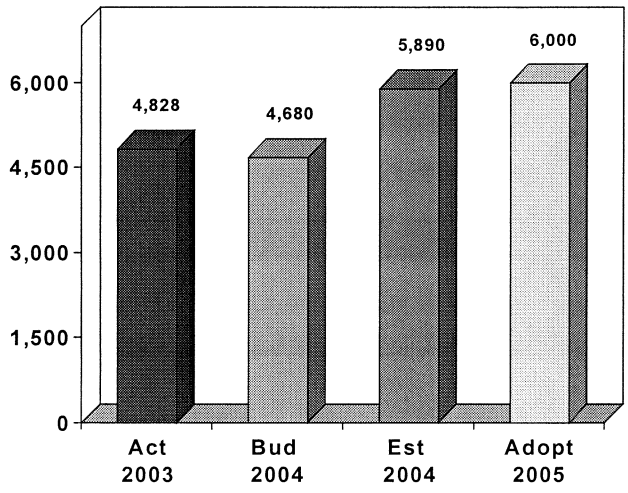
Number of Inspections Performed



✓ Total number of inspections performed to protect the health, safety, and welfare of the citizens of San Antonio.

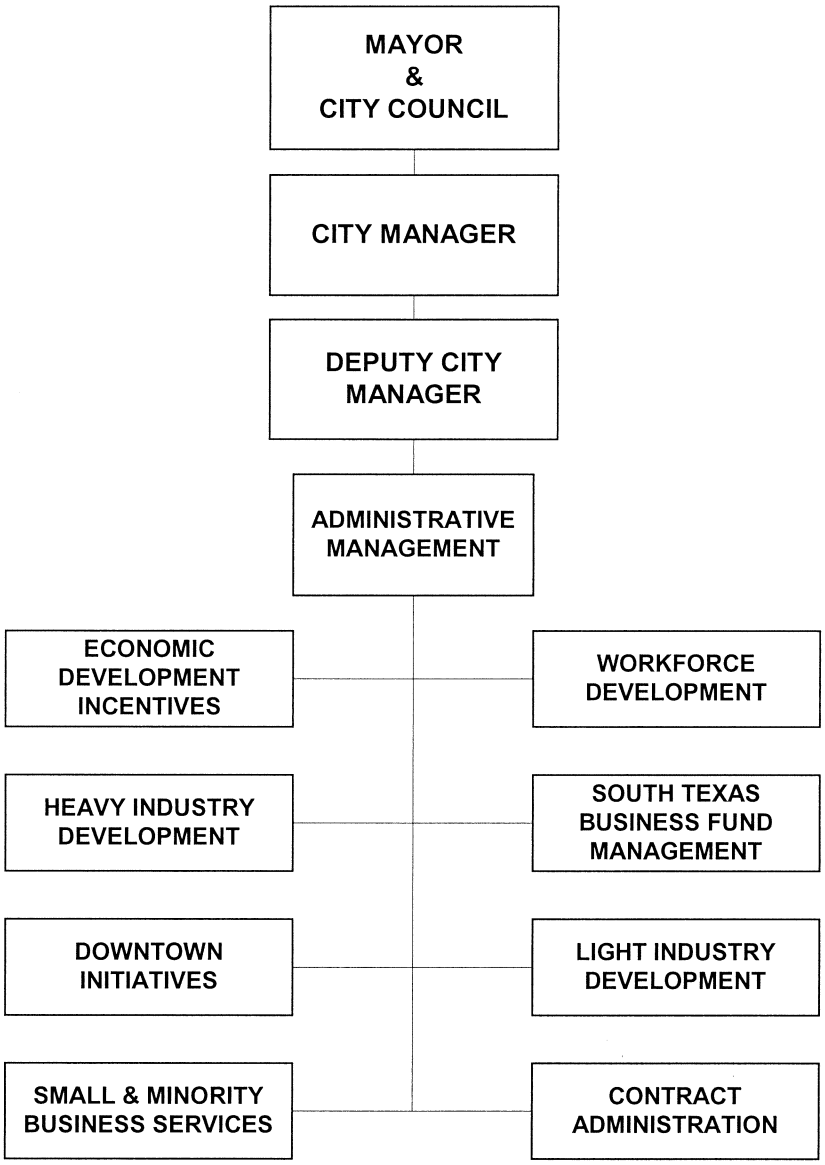
✓ Inspections performed by inspectors representing the building, electrical, mechanical, plumbing, sign, tree, landscape, and constructions trades.

Total Number of Acres Platted



✓ Total number of acres platted to promote orderly development by ensuring compliance with the City's Unified Development Code standards.

ECONOMIC DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	25.00	$1,922,353
Categorical Grants	3.00	347,200
CDBG	1.00	68,671
South Texas Business Fund	8.00	506,965
Capital Projects	0.00	2,800,000
Total Funding	**37.00**	**$5,645,189**

MISSION STATEMENT

To lead San Antonio's economic development activities through policy implementation, strategic planning, and partnerships to create jobs and provide for business retention.

PROGRAM INFORMATION

The Economic Development Department seeks to enhance the overall economic well-being of the community through responsible economic development, while protecting San Antonio's quality of life. Through successful collaborative efforts, the Department oversees implementation of the City's Economic Development Strategic Plan to achieve local goals and growth. The Department is aligned to focus on these Strategic Plan goals in the following functional areas:

The Office of the Director provides overall strategic, administrative and programmatic oversight.

The Operations and Monitoring division provides comprehensive oversight and support of fiscal, budgetary and personnel operations, as well as key contractual matters for the department.

The Heavy Industry Development division actively works with numerous economic development organizations to stimulate job growth and targeted investment by businesses in the following industries: aerospace, manufacturing distribution, trade and military missions.

The Light Industry Development division actively works with key economic development organizations to stimulate job growth and targeted investment by businesses in the following industries: biotechnology, telecommunications, information technology and business services.

The Development and Workforce Initiatives division coordinates activities to encourage development and redevelopment within targeted areas. This includes oversight of the Incentive Scorecard System designed to expedite the award of certain incentives to investors and developers. This division also administers the federal Empowerment Zone activities and informational services to businesses. Staff of this division also coordinates education and workforce development activities, on behalf of the City. In addition, the Downtown Public Improvement District activities are coordinated by this division to support commerce and the visitor industry.

The Small Business Development division, housed in the Development and Business Services Center, encompasses programs such as the Small Business Economic Development Advocacy program, which assists with government contracting opportunities to historically underutilized business communities. It also includes the First Point Business Information Office, which supplies business start-up information, technical assistance, site development and assistance with regulatory processes for new and expanding businesses.

In addition, the South Texas Business Fund (formerly San Antonio Local Development Company), a division of the Department, provides small business financing and assistance to support the capital needs of new and expanding businesses.

GOALS & OBJECTIVES

- Foster a favorable climate for economic growth by supporting existing industries and nurturing high-wage, substantial skill "targeted" industries.
- Facilitate new business development and small business growth.
- Promote redevelopment in downtown and targeted areas.
- Coordinate the activities of local economic development entities and agencies to effectively achieve community goals and maximize resources.
- Provide specialized training to improve job-related skills and workforce development.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Citizens' Well Being & Human Potential**					
	Foster a Favorable Climate for Economic Growth	Total No. of Jobs Created/Retained through EDD Programs[1]	3,809	3,775	3,700	3,850
	Support Existing Industries and Nurture High-Wage Substantial Skill "Targeted" Industries	Mean Hourly Wage of Jobs Created through EDD Incentive Programs[2]	$23.14	$15.12	$18.34	$18.50
Financial	**Provide Economic Development Opportunities**					
	Facilitate New Business Development and Small Business Growth	No. of Loans Made by South Texas Business Fund	72	90	83	90
		Total Contracting Dollars Awarded to MBE/WBE Contractors (In Millions)	$45.9	$44.9	$42.2	$46.9
		Total Contracting Dollars Awarded to SBE Contractors (In Millions)	$87.6	$84.0	$68.3	$87.0
Internal Processes	**Improve Customer Service**					
	Promote EDD incentive outreach efforts	Total No. of Clients Receiving Business Start Up Information	3,683	3,500	3,834	3,850
		% of MBE/WBE City-Wide Benchmarks Achieved	84.56%	100%	98%	100%
Employee Learning & Growth	**Improve Employee Services**					
	Provide Opportunities for Specialized Training	% of Employees Completing Minimum Training & Professional Development Courses[3]	22%	75%	75%	80%

EXPLANATORY INFORMATION

1. This includes all jobs in which EDD has been directly involved in recruitment, retention, or expansion of local companies. Such EDD efforts include meetings with company representatives to present information on City incentive programs, facilitating meetings with other economic development partners, or assisting in resolution of development issues.
2. Actual FY 2003 includes Toyota impact. Revised, Estimated, and Adopted figures are calculated based on a variety of sources, such as contracts, information provided on tax phase-in applications, and other information provided by companies.
3. Minimum of two courses per fiscal year.

PROGRAM CHANGES

♦ IMPROVEMENTS **$11,656**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $11,656 will provide a market adjustment and performance pay incentive for eligible employees included in the South Texas Business Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, full-time and part-time civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

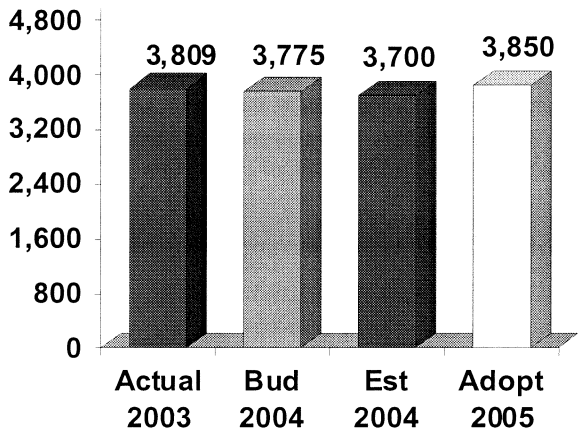
GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$1,294,072	$1,504,870	$1,547,533	$1,584,587
CONTRACTUAL SERVICES	256,575	272,470	218,499	302,903
COMMODITIES	20,368	24,747	25,739	24,747
OTHER EXPENDITURES	7,122	12,122	11,572	10,116
CAPITAL OUTLAY	1,799	0	0	0
TOTAL EXPENDITURES	**$1,579,936**	**$1,814,209**	**$1,803,343**	**$1,922,353**
AUTHORIZED POSITIONS	**25**	**25**	**25**	**25**
FULL-TIME EQUIVALENTS	**25.00**	**25.00**	**25.00**	**25.00**

SOUTH TEXAS BUSINESS FUND EXPENDITURES BY CHARACTER

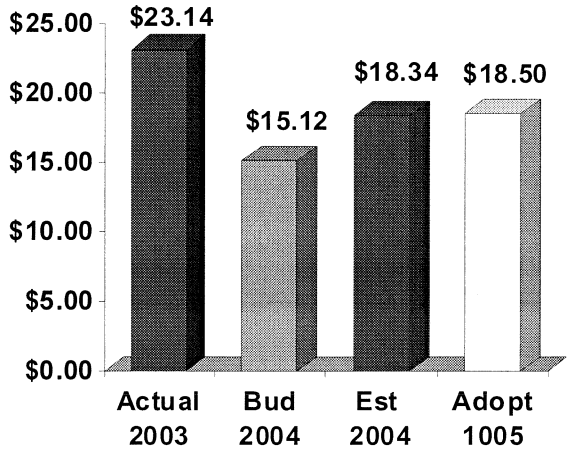
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$415,516	$423,249	$425,826	$445,401
CONTRACTUAL SERVICES	33,300	$57,310	53,882	54,064
COMMODITIES	6,436	$6,372	6,372	6,372
OTHER EXPENDITURES	1,128	$1,128	1,128	1,128
CAPITAL OUTLAY	5,615	0	0	0
TRANSFERS	10,476	43,555	43.555	43,555
TOTAL EXPENDITURES	**$472,471**	**$531,614**	**$530,763**	**$550,520**
AUTHORIZED POSITIONS	**8**	**8**	**8**	**8**
FULL-TIME EQUIVALENTS	**8.00**	**8.00**	**8.00**	**8.00**

TOTAL NUMBER OF JOBS CREATED/RETAINED THROUGH EDD PROGRAMS



✓ Measure reflects all jobs in which EDD has been directly involved in recruitment, retention, or expansion of local companies.

MEAN HOURLY WAGE OF JOBS CREATED THROUGH EDD INCENTIVE PROGRAMS



✓ Actual FY 2003 includes the impact of the Toyota Plant scheduled to open in 2006.

GRANT SUMMARY

Below is a comprehensive listing of the grant expected by the Economic Development Department in FY 2005. Details on this grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Procurement Technical Assistance	$149,950	$0	$19,930	$177,320	$347,200
TOTAL	**$149,950**	**$0**	**$19,930**	**$177,320**	**$347,200**

PROGRAM INFORMATION:

The Procurement Technical Assistance Center (PTAC) promotes economic development and business retention by assisting small businesses to competitively obtain government procurement contracts. The PTAC administers the City's cooperative agreement with the U.S. Department of Defense (DoD) to provide services in the San Antonio area and twelve surrounding counties. The program assists businesses to develop contracts with all federal, state, and local government agencies. This activity helps to stimulate job creation, increase the tax base, and also supports the City's small, minority, and women-owned procurement goals. This grant program covers the period of January 1, 2005 through December 31, 2005.

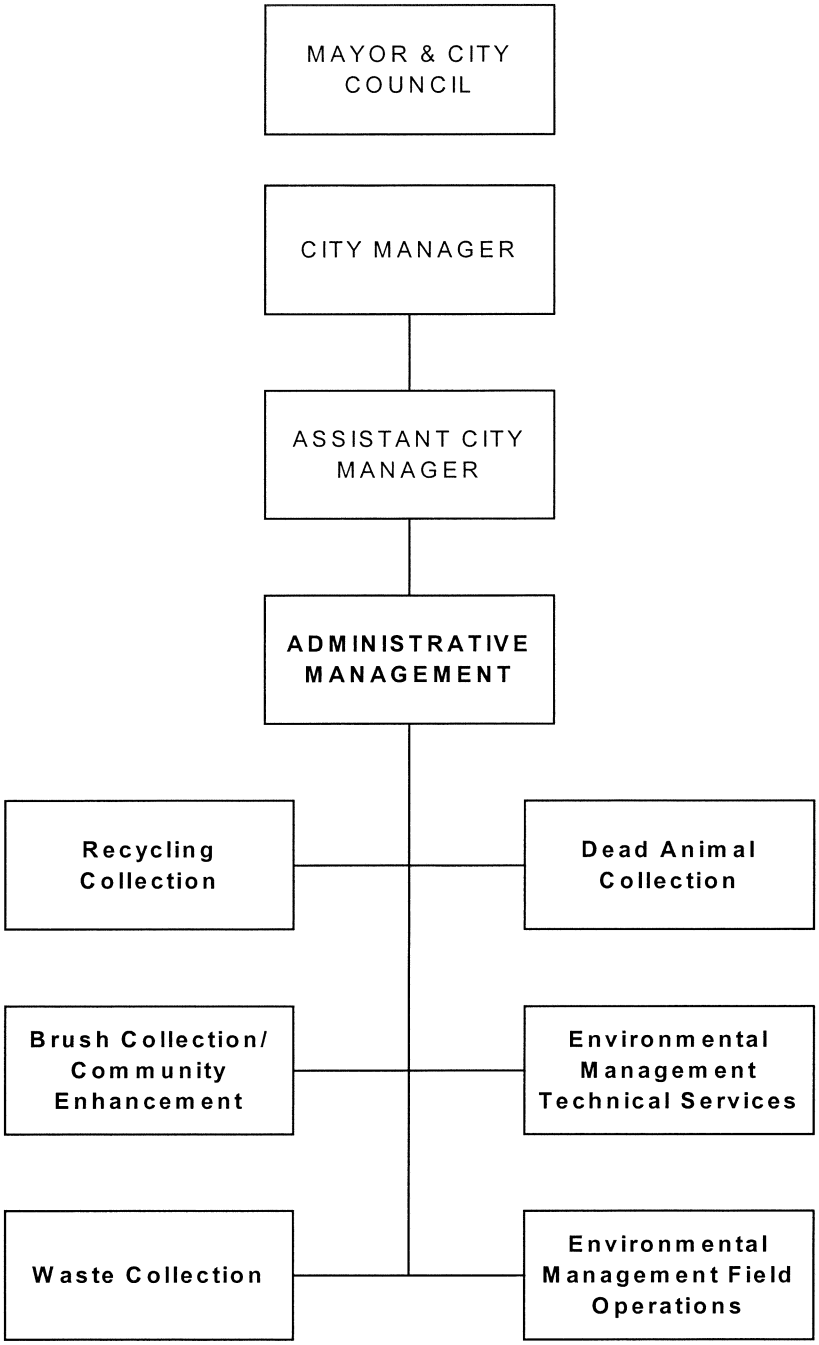
PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of PTAC personnel	3	3	3
No. of clients in database	415	400	400
Output:			
Conferences Sponsored	39	22	22
Efficiency:			
No. of Initial Counseling Sessions	271	260	260
Effectiveness:			
No. of follow up Counseling Sessions	328	500	500

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY	$0	$19,930	$19,930
FEDERAL	149,950	149,950	149,950
OTHER – (City In-kind)	156,655	206,141	177,320
TOTAL FUNDING	**$306,605**	**$376,021**	**$347,200**
EXPENDITURES			
PERSONAL SERVICES	$279,302	$356,091	$327,270
CONTRACTUAL SERVICES	20,596	10,430	10,430
COMMODITIES	0	9,500	9,500
OTHER EXPENDITURES	6,707	0	0
TOTAL EXPENDITURES	**$306,605**	**$376,021**	**$347,200**
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**3.00**

ENVIRONMENTAL SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Environmental Services Revenue Fund	578.28	$53,970,253
Total Funding	**578.28**	**$53,970,253**

MISSION STATEMENT

The Environmental Services Department is committed to enhancing the City's health, safety, and welfare by providing the highest quality of environmental services that are equitable, consistent and dependable. Our team of dedicated and proactive employees will strive to provide efficient, effective, and accountable customer service.

PROGRAM INFORMATION

The Environmental Services Revenue Fund receives most of the revenues from the Residential Solid Waste Fee, the Brush Fee, and the Environmental Fee as collected by City Public Service. Additional revenues to this fund are generated from Licensing and Permitting Fees, Mulch and Brush Disposal Fees, and Out of Cycle Collection Fees. The fund supports both the Solid Waste and Environmental Management Divisions of the Environmental Services Department.

The Solid Waste Division is responsible for the collection of municipal solid waste generated by over 309,000 homes within the City of San Antonio. The primary services provided by this Division includes bi-weekly collection of residential garbage, weekly curbside collection of residential recyclables, dead animal collection, downtown night garbage collection, and the bi-annual collection of residential brush and bulky items. Additionally, the Division provides waste collection to a limited number of commercial businesses in the downtown area. Other services include on-call Out-Of-Cycle collection service for brush and bulky items, supporting neighborhood associations and civic groups through the weekend Dial-A-Trailer program, and sponsorship of Keep San Antonio Beautiful Association. The Division maintains an on-going public outreach program, disseminating information concerning public health and safety and the various services provided to the general community. The Solid Waste Division also provides cleanups for special events, weather-related emergencies and other high priority waste management needs of the City.

The Environmental Management Division is responsible for ensuring City facilities and construction projects are in compliance with all federal, state and local environmental rules and regulations. This Division assesses and investigates the environmental conditions of soil, air and groundwater for the City. Other major responsibilities of the Division involve administering the City's Air Quality and Household Hazardous Waste (HHW) Programs, monitoring and maintaining closed landfills, operating the Bitters Brush Recycling Center and overseeing or performing asbestos surveys/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 completing the Automated Collection Pilot and if proven effective, develop a long-range plan for City-wide implementation.
- Improve the City's recycling program by evaluating improved collection and processing methods.
- Improve the efficiency of the brush collection program by implementing roll-off containers.
- Monitor the cost/benefit of the various contracted areas and internalize those areas that prove beneficial.
- Improve working conditions at departmental facilities in terms of safety and efficiency.
- Evaluate collection efficiencies for possible improvements through the use of transfer stations or other potential operational systems.
- Continue to raise public awareness of solid waste issues through various educational programs.
- Provide continued professional development and employee training in the Solid Waste Division.

GOALS & OBJECTIVES CONTINUED

Environmental Management

To provide the City of San Antonio with the highest quality of environmental services in a cost effective manner through efficient planning, coordination and implementation of technical and specialized field services.

- Maintain environmental compliance for all City facilities, construction projects and closed landfills.
- Continue educating the community about ground level ozone and the importance of reducing air pollution.
- Seek grants and other funding opportunities to enhance and efficiently operate the Household Hazardous Waste Drop Off Center.
- Provide continued professional development and employee training in the Environmental Management Division.
- Strive to perform Environmental Investigations in-house and contract less than 30% of the Environmental Investigations to consultants.
- Educate the community and City employees about energy efficiency and air quality opportunities.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Provide For Safety and Welfare of San Antonio**					
	Provide safe and convenient disposal for household hazardous waste	No. of Tons of Household Hazardous Waste Received	289	318	305	310
	Provide a free alternate waste disposal method with Free Landfill Disposal Days	No. of Tons Collected	1,500	N/A	2,080	2,500
		No. of Cars Counted	2,334	N/A	3,214	3,500
	Implement automated garbage collection	No. of homes converted to automated	0	0	6,800	44,285
	Provide convenient and timely Brush and Bulky Item Collections and Public Education	No. of Public Outreach Events[1]	152	170	216	220
Financial	**Provide Accountability to the Public**					
	Provide cost efficient household hazardous waste management	Disposal/Processing Cost for Household Hazardous Waste	$381,406	$335,082	$376,847	$380,000
	Control landfill disposal costs by promoting increased brush and paper recycling	% of Waste Diverted from the Landfill	7.5%	8.0%	8.3%	8.2%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	**Provide The Best Service Possible**					
	Provide safe and efficient collection of weekly garbage	Tons Collected per Crew per Week[2]	62.2	63.0	62.5	63.0
	Continue the Brush and Bulky Item Program to meet the needs of the citizens	No. of Brush Notification Tags Delivered to Citizens[3]	549,824	551,950	551,950	555,078
	Enforce the Brush and Bulky Item Program to meet the needs of the citizens	No. of Citations and/or Court Cases Filed	216	225	248	273
	Maintain environmental compliance for all City facilities and projects	Total Environmental Investigations and Corrective Actions[4]	1,034	675	781	678
Employee Learning & Growth	**Improve Employee Development Training**					
	Provide continued professional development and employee training in the Solid Waste Division	% of Employees Receiving Safety Incentives[5]	80%	75%	77%	76%
	Provide continued professional development and employee training	Total No. of Training Session Opportunities	122	135	140	137

EXPLANATORY INFORMATION

1 Environmental Education – Public Outreach programs include: Neighborhood Action meetings, Ambassador meetings, Keep San Antonio Beautiful, Cleanup Commission, and all Media campaigns. Will include Air Quality and Clean Energy presentations.

2 Garbage Collection – The City Workload Standard for garbage collection is 63 tons per three-man crew per week. Each crew services one route. There are currently 109 authorized routes serviced by City Crews.

3 Brush Notification Tags – Reflects tags delivered to City serviced homes. Contracted homes are not included.

4 Environmental Actions – These actions include environmental site assessments under the National Environmental Policy Act, asbestos surveys, asbestos abatements and surveys of special construction projects. Increase is due to an abnormal amount of projects, which is not anticipated for next year, mainly due to economic factors and reducing public funding. Each project varies in degree of scope of work required. Any excess burden will be contracted out as each project pays for its actions.

5 Safety – For FY 2004 the Safety Incentive Program changed and the qualifying criteria became more stringent.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$1,299,767**

EMPLOYEE UNIFORM INITIATIVE

This adopted ***reduction*** totaling $12,611 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This adopted ***reduction*** will result in net savings totaling $476,320 in the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

REDUCTION IN VEHICLE REPAIRS & MAINTENANCE EXPENSE

This ***reduction*** in Maintenance & Repair expenses totaling $454,590 is the result of the implementation of the annual programmed purchase of replacement garbage and recycling trucks as recommend in the FY 2004 Fleet Replacement Schedule. The Department, when evaluating the replacement schedule's recommendations, conducted a comparison of current maintenance & repair costs to replacement costs. Results of this evaluation concluded that purchase of replacement equipment is the most cost effective approach as a result of lower maintenance & repair costs associated with the new equipment therefore resulting in the adopted reduction.

EFFICIENCY FOR SINGLE STREAM PROCESSING

This ***reduction*** is the result of the new Single Stream Recycling Processing contract. The use of the single stream collection method of recyclables is more efficient than the current dual stream collection method. With the single stream method, the driver does not have to perform curbside sorting. The sorting will be done by the processor. The use of the single stream collection method will allow for a reduction of four Recycling Driver positions and four recycling trucks. This will result in an overall savings of $125,073.

REIMBURSEMENT OF ENVIRONMENTAL TECHNICAL STAFF

This ***redirection*** will reflect a new method of charging the costs of the technical staff of the Environmental Management to the various non-General Fund projects. Currently, most of the work performed by the Environmental Management includes risk assessments, National Environmental Policy Act (NEPA), asbestos and environmental audits to the benefit of other departments. Currently, only contracted costs are recovered from the requesting department and/or its project funds. This proposal will establish a policy allowing the department to recover all costs, including personnel, equipment, and overhead. This improvement will reduce the overall departmental expense by $231,173.

PROGRAM CHANGES CONTINUED

- **IMPROVEMENTS** **$631,048**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $619,930 will provide a market adjustment and performance pay incentive for eligible employees included in the Environmental Services Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

CERTIFICATION PAY PILOT PROGRAM

This adopted ***improvement*** totaling $8,718 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

CASH HANDLING POLICY & PROCEDURES

This adopted ***improvement*** totaling $2,400 will provide for necessary improvements to ensure that proper cash handling policies and procedures and adequate internal controls are in place. Citywide improvements include adding additional positions and selected back ground checks as well as acquiring items such as security cameras, new cash registers, and credit card terminals.

ADD TWO ROUTE ANALYSTS

This ***improvement*** will add two Route Analyst positions for nine months to conduct audits of solid waste collection routes to ensure that revenues are received for all services rendered. It is anticipated that the Route Analyst positions will recover lost revenues of approximately $226,000 annually in lost revenues from non-billed or inaccurately billed customers. Recurring costs are estimated at $70,680 annually, for net revenue back to the fund of $155,000.

GEO-PROBE DRILLING UNIT

This ***improvement*** reflects the efficiencies achieved by using an in-house drilling device for environmental assessments instead of using outside contractors. This improvement will add one Equipment Operator II for twelve months. The savings generated will offset the cost of the Geo-Probe Drilling Unit. This improvement is self-supporting and will have a zero effect on the overall budget.

ADD IN-HOUSE TECHNICAL STAFF RESOURCES

This ***improvement*** reflects the efficiencies achieved by using one additional in-house technical staff person to conduct environmental assessments conforming to the National Environmental Policy Act (NEPA). This improvement will add one Special Projects Coordinator for twelve months. The savings generated will offset the cost of the additional technical staff person. This improvement is self-supporting and will have a zero effect on the overall budget.

PROGRAM CHANGES CONTINUED

- **MANDATES** **$727,319**

COLLECTION AND DISPOSAL INCREASES

Collection and disposal contracts are scheduled for a mandated price increase based on contract requirements. All seven collection and three disposal contracts will increase based on the Consumer Price Index (CPI). The collection and disposal contracts are estimated to increase by $279,913 and $369,641 respectively. The total cost of this ***mandate*** in FY 2005 will be $649,554.

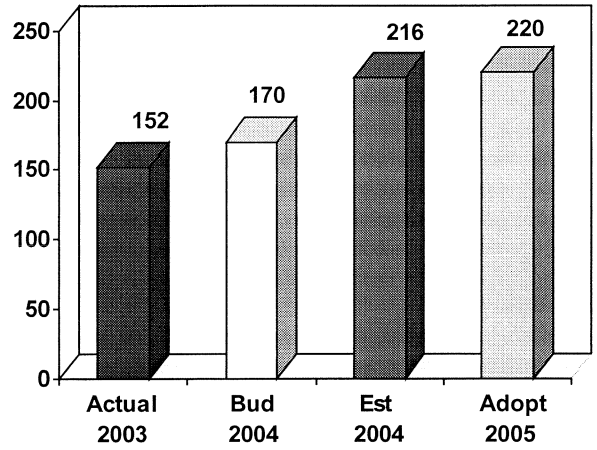
INCREASES TO THE BILLING AND COLLECTION EXPENSE

Collection costs associated with the monthly billing and collection of the Solid Waste, Brush and Environmental Fees are scheduled for a mandated increase based on contract renewal requirements. All collection costs will increase based on the consumer price index (CPI) and may also be subject to increases as set forth by the United States Postal Service. The collection costs for all fees are estimated to increase by $77,765.

ENVIRONMENTAL SERVICES REVENUE FUND EXPENDITURES BY CHARACTER

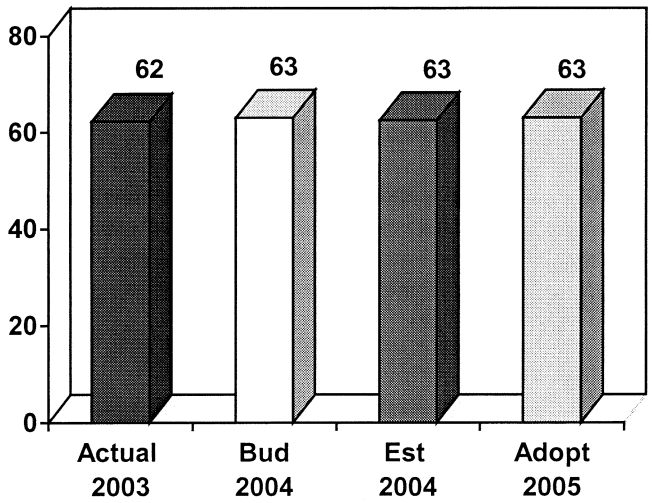
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$21,349,002	$22,057,802	$22,146,541	$23,139,801
CONTRACTUAL SERVICES	20,649,118	21,615,930	21,068,355	23,535,715
COMMODITIES	3,044,707	2,896,057	2,990,570	2,728,519
OTHER EXPENDITURES	708,096	795,340	808,133	789,579
CAPITAL OUTLAY	382,259	395,762	430,762	120,902
TRANSFERS	2,829,874	3,488,083	3,496,767	3,655,737
TOTAL EXPENDITURES	**$48,963,056**	**$51,248,974**	**$50,941,128**	**$53,970,253**
AUTHORIZED POSITIONS	**603**	**613**	**613**	**613**
FULL-TIME EQUIVALENTS	**568.28**	**578.28**	**578.28**	**578.28**

BRUSH COLLECTION
Number of Annual Public Outreach Events



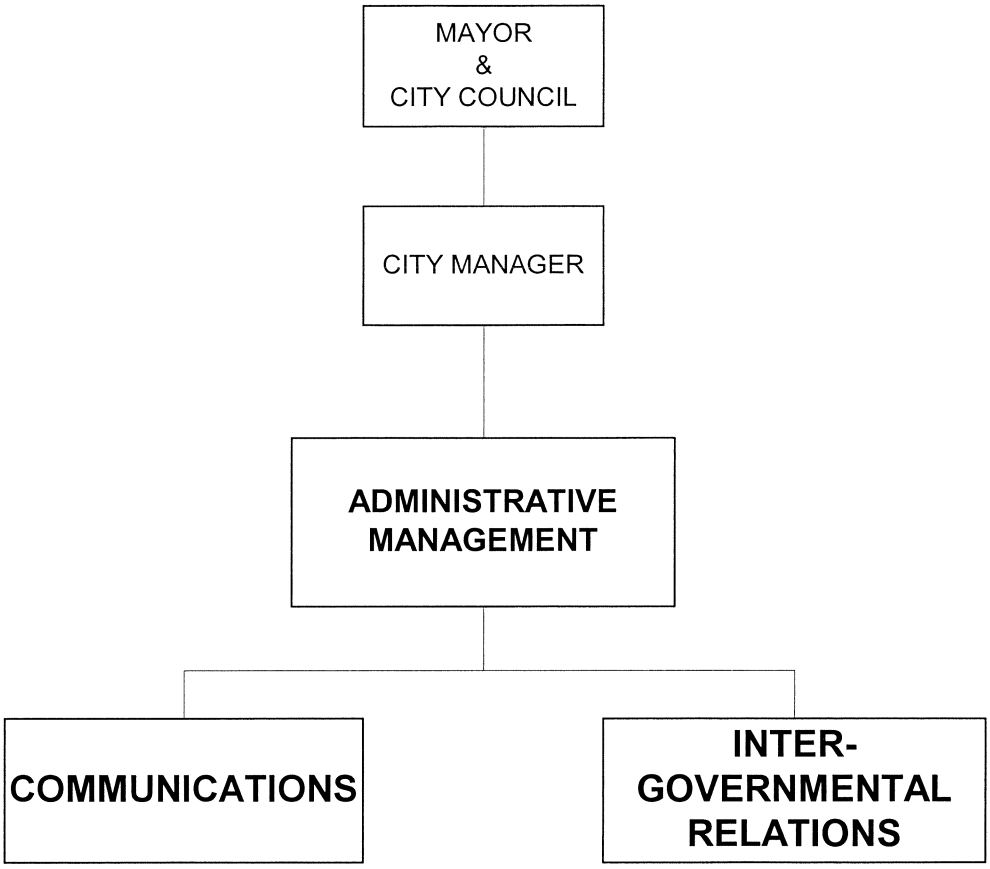
- ✓ Public Outreach Events Include:
  - Neighborhood Association Meetings
  - Environmental Ambassador Meetings
  - Keep San Antonio Beautiful Events
  - Cleanup Commission Events
  - Various Media Campaigns
  - Departmental Sponsored Events

GARBAGE COLLECTED
Per Crew Per Week
(In Tons)



- ✓ Environmental Services will provide safe and efficient collection of weekly garbage to an estimated 309,000 homes in FY 2005
- ✓ The City workload standard is 63.0 tons per crew per week (manual system)

EXTERNAL RELATIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	13.00	$1,347,713
Community & Visitors Facilities Fund	1.00	*
Environmental Services Fund	1.00	*
Total Funding	**15.00**	**$1,347,713**

*Appropriation totals for these positions appear in their respective funds.

MISSION STATEMENT

The mission of the External Relations Department is to facilitate outreach to community, corporate and governmental entities through the management of the City's state and federal legislative and regulatory activities; to identify, evaluate and administer intergovernmental cooperative agreements; and to communicate information about City programs and services to employees and the public.

PROGRAM INFORMATION

The External Relations Department monitors state and federal government activities, develops legislative programs approved by City Council, manages the City's federal and state consultants, and coordinates legislative activities with other local, public and private-sector entities. The External Relations Department also manages inter-local contracts and agreements and performs other special projects related to intergovernmental cooperation.

The Communications Staff is responsible for developing public awareness campaigns on City programs and events. The Division disseminates public information to employees, the general public and the media for the purpose of assisting the public in understanding City services.

GOALS & OBJECTIVES

- To manage the processes of legislative and regulatory government at the state and federal level in coordination with other City departments to benefit the City.
  - Review federal and state legislation and determine the impact to the City.
  - Promote legislative and regulatory initiatives that will benefit the City.
  - Identify and defeat legislation that will negatively impact the City.
  - Involve San Antonio legislative and congressional delegations in issues affecting the City.
- To identify and implement agreements with other political subdivisions to increase efficiency and service to the citizens of San Antonio.
  - Analyze all current inter-local agreements in an effort to determine their fiscal impact.
  - Assess potential inter-local agreements with other government entities.
  - Negotiate fair and equitable agreements in a professional and timely manner.
  - Strengthen communications and working relationships with area political and corporate entities.
  - Facilitate the integration of City and County services, where applicable, as a means to increase efficiency and customer service.
- To support and encourage communications which inform and educate the community and employees about City programs and services.
  - Initiate communication plans and services which support City departments.
  - Create internal communication methods to inform, educate and support City employees.
  - Develop and produce communication tools to inform the public about the City's services and accomplishments.
  - Coordinate media relations' efforts for the City of San Antonio.
  - Manage the City's government access cable television station.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	To support and encourage communications which inform and educate the community and employees about City programs and services	No. of News Releases	414	422	424	426
		No. of TVSA Programs	278	285	314	304
Financial	**Leverage Other Funding Sources**					
	To analyze all current inter-local agreements in an effort to determine their fiscal impact	Avg. Monthly Revenue Received from Interlocal Agreements	$258,875	$279,185	$273,116	$281,309
	To promote legislation and regulatory initiatives which will benefit the City	Federal Funds Received Related to the Federal Initiatives Program (In Millions)[1]	$30.28	$51.30	$9.95	$27.25
Internal Processes	**Provide Accountability to the Public**					
	To initiate communication plans and services which support City departments	Total No. of Media Inquiries/ Contacts	811	780	823	835
	To promote legislation and regulatory initiatives which will benefit the City	% of State Legislative Program Initiatives Enacted [2]	75%	N/A	N/A	65%
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	To create internal communication methods to inform, educate, and support City employees	No. of Training Hours Received by Department Employees Attending Professional Development Training Sessions	204	182	186	195
		No. of Persons Attending Communications Training Sessions Provided by the Communications Staff	40	45	58	51

BALANCED SCORECARD CONTINUED

EXPLANATORY INFORMATION

[1] The FY 2005 adopted represents a total of $17 million in high priority project funding included in the TEA-21 Reauthorization Bill. If re-authorized, the total funds will be made available for these projects over a 6-year period. The FY 2005 adopted includes $6.3 million that the City is projected to receive under the 2005 Urban Area Security Initiative, a $2.25 million request for the San Antonio River Channel Improvements Project and a $1.7 million request for SAWS. There is the possibility that Congress will pass another Continuing Resolution on Appropriations 2005, resulting in level funding for the next fiscal year. If this does occur, the appropriation requests listed above may not be considered until the next Congress.

[2] The figures for FY 2004 cannot be determined because the Texas Legislature is only in session in odd-numbered years. Although a special session was called in 2004, only legislative initiatives pertaining to public school finance were considered. Therefore, no state legislative initiatives can be enacted during this time period.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$9,675**

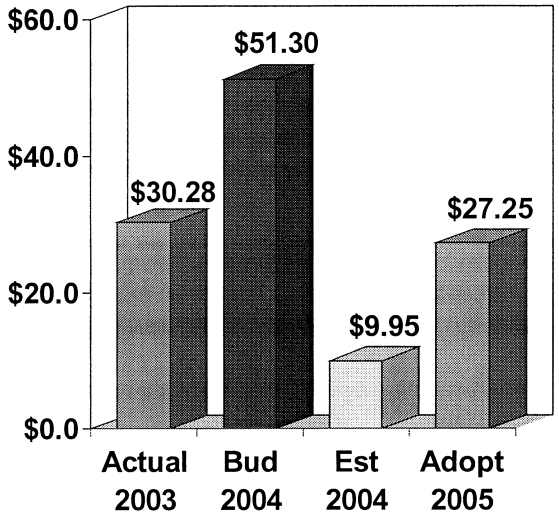
REDUCE LINE ITEM BUDGET

This reduction will result in $9,675 in savings in several line item expense budgets. The Department will manage resources to minimize the impact of the reduction on its current level of service.

GENERAL FUND EXPENDITURES BY CHARACTER

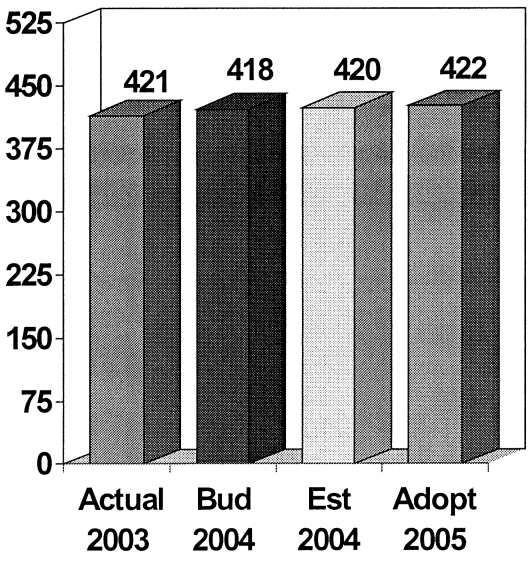
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$684,426	$783,828	$802,780	$808,009
CONTRACTUAL SERVICES	428,271	514,394	506,346	523,803
COMMODITIES	11,988	13,732	10,378	12,432
OTHER EXPENDITURES	3,524	3,524	3,524	3,469
CAPITAL OUTLAY	4,232	0	0	0
TOTAL EXPENDITURES	**$1,132,441**	**$1,315,478**	**$1,323,028**	**$1,347,713**
AUTHORIZED POSITIONS	**12**	**13**	**13**	**13**
FULL-TIME EQUIVALENTS	**12.00**	**13.00**	**13.00**	**13.00**

FEDERAL FUNDS RECEIVED RELATED TO THE FEDERAL INTIATIVES PROGRAM (In Millions)



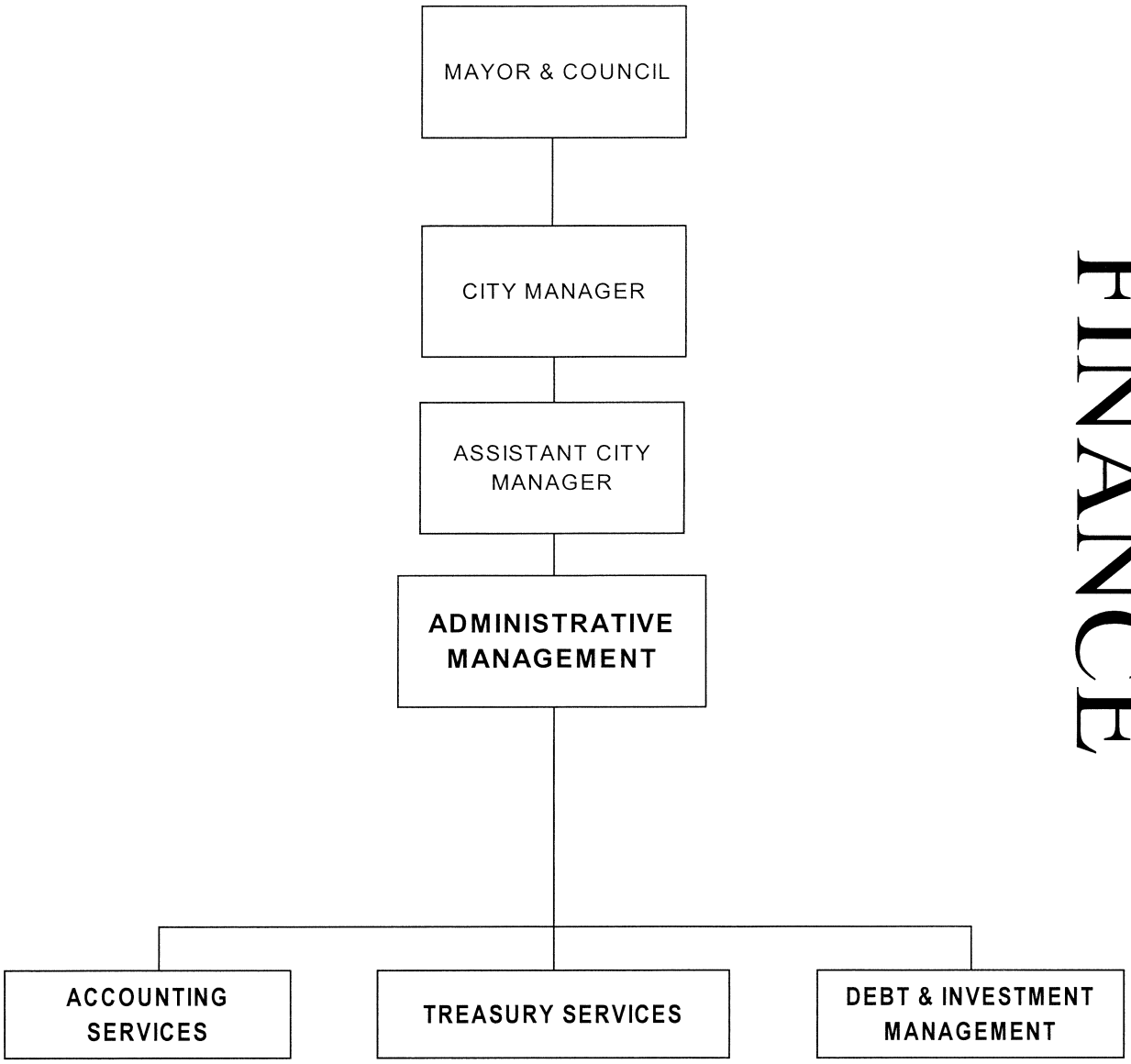
✓ The anticipated 47% decrease from FY 2004 to FY 2005 federal funds received is due to Congress having passed several Continuing Resolutions which has resulted in the delayed funding of a number of projects. Significant portions of funding expected to become available during FY 2004 will not be available until FY 2005 or possibly later.

TOTAL NUMBER OF NEWS RELEASES



✓ The Communications Division strives to increase its outreach to its external and internal customers on a yearly basis. The numbers reflect an attempt to increase awareness of City programs and services amongst the community and City employees.

FINANCE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	86.00	$6,714,378
Self-Insurance Workers' Compensation	7.00	*
Community Development Block Grant	5.00	69,225
Total Funding	**98.00**	**$6,783,603**

* Appropriation totals for these positions appear in their respective funds.

MISSION STATEMENT

The Department of Finance has the fiduciary responsibility to safeguard the City's financial assets and manage its financial resources in accordance with the goals of the City Council, City Manager and in compliance with applicable laws and generally accepted accounting and financial principles.

PROGRAM INFORMATION

The Department of Finance is responsible for accounting and management of the City's financial assets and resources and financial oversight of public utilities, in accordance with the goals established by the City Council, City Manager and in compliance with applicable laws, principals, rules and regulations promulgated by regulatory agencies of municipal finance and public utility industries. The Department supports all City departments and agencies by providing comprehensive financial services, including accounting, treasury, banking, debt and investment management, ad valorem tax administration, resolution of audit findings and recommendations, along with the coordination and implementation of related internal controls. Responsibilities also include regulatory and financial oversight of all public utilities in San Antonio. Additionally, the Department provides financial oversight of the City's Liability Program, Workers' Compensation Program, Employee Benefits Programs, Fire and Police Pension Fund and Fire and Police Retiree Health Care Fund.

GOALS & OBJECTIVES

- Assist with implementation of an Enterprise Resource Management (ERM) system including Development Services, Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP), that will provide the infrastructure to enable the City to integrate diverse applications and improved business processes.
- Provide timely reports (CAFR, Single Audits, Capital Projects Fund Balance Report, Bond Disclosure and Investment Reports) and enhance the quality and efficiency by which financial services are delivered to the citizens, City departments, outside governmental agencies and vendors.
- Continue comprehensive review, analysis and evaluation of debt management, portfolio investment management and banking services.
- Evaluate investment and financing opportunities in order to generate revenue, reduce costs and/or refinance existing debt to achieve interest savings.
- Manage the accounts receivable section and billing process in coordination with ERM system. This action will assist the Department in preserving and proactively managing issues affecting the City's revenue sources.
- Continue to exercise regulatory/financial oversight over utilities, including rate reviews and the negotiation and management of utility/franchise contracts.
- Ensure compliance with alcoholic beverage and coin-operated amusement machine license and permit requirements for all applicable businesses through on-site inspections and coordination with the Texas Alcoholic Beverage Commission.
- Implement Customer First practices by providing training for departmental staff in order to improve the quality of customer service provided by the department.
- Analyze innovative financing tools and strategies to reduce costs and/or increase revenues for projects funded by Hotel Occupancy Tax revenues.
- Continue preparation to welcome the Government Finance Officer's Association 99th Annual Conference in June 2005. Approximately 6,400 delegates and an additional 2,000 participants and visitors will visit San Antonio. The purpose of the conference is to enhance and promote the professional management of government for the public benefit.
- Respond to audit findings and recommendations reported by the City Auditor's Office, City's external auditors and grantor agencies, and within reasonable time frames, completeall actions that correct or otherwise resolve matters brought to management's attention.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide timely and user-friendly financial reports and enhance the quality and efficiency by which financial services are delivered	Turnaround Time on CAFR (days)[1]	146	152	182	146
		No. of Accounting Staff Hours Devoted to Annual Audit	10,036	12,000	11,000	12,000
		Avg. No. of Transactions per Accountant per Month	1,717	1,800	1,800	1,900
		Avg. No. of Customers Served per Revenue Cashier per Month	2,769	2,850	2,650	2,600
Financial	**Provide Accountability to Public**					
	Continue comprehensive review, analysis and evaluation of debt management, portfolio investments and banking services	Value of Investment Trade-Cost Basis (billions)[2]	$2.58	$3.06	$1.82	$2.28
		Avg. Life of General Bonded Indebtedness at FYE (years)	7.82	7.46	7.61	7.27
		Avg. Cost of Financing General Obligation Debt at FYE	4.63%	4.71%	4.54%	4.53%
		% of Certificates of Obligation	22.88%	25.77%	24.68%	24.52%
	Provide Accountability to Public					
	Ensure compliance with alcoholic beverages and coin-operated amusement machine license and permit requirements	No. of On-Site License Inspections	6,874	6,750	5,750	7,000
		No. of Alcoholic Beverage Warning Violations Issued	486	500	550	600
		No. of Coin-Operated Amusement Machines Sealed	1,211	700	450	550

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Process	**Innovative and Proactive City Government**					
	Manage the Accounts Receivable Section and centralized billing process in coordination with ERM	Net Revenue Collected After Costs	$976,702	$900,000	$838,030	$834,070
		% of Cost to Collect Accounts Receivable to Amount Collected	13.7%	17.3%	16.2%	16.6%
	Continue implementation of improvements to the payment and procurement processes	Avg. No. of Vouchers Processed per Accounts Payable Clerk per Month	1,315	1,268	1,710	1,880
		No. of Checks Issued (excluding payroll)	69,578	69,000	66,000	72,600
		No. of Accounts Payable Vendors Paid	13,622	13,340	14,240	15,440
		Turnaround Time for Accounts Payable Checks (business days)	18	18	14	12
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Continue to provide education to staff to improve service delivery	No. of Hours of Training Provided	600	750	1,130	1,270

EXPLANATORY INFORMATION

[1] Number of days required to prepare the CAFR for the most recent fiscal year ended.
[2] Value of City's investment portfolio based on the cost of the securities acquired, as of fiscal year end.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS $32,298

REDIRECT TAX INVESTIGATOR POSITION TO FINANCIAL AUDITS

This ***redirection*** will shift the responsibilities of the Tax Investigator position from performing on-site inspections of businesses that manufacture, sell or serve alcoholic beverages or have coin operated amusement machines to conducting financial audits on the collections of the Hotel/Motel Occupancy Taxes.

ELIMINATE ONE VACANT SR. OFFICE ASSISTANT

This ***reduction*** will provide for the elimination of one Sr. Office Assistant Position in the Accounts Payable Section. The position currently processes Fire and Police off-duty invoices, Workman's Compensation collections for Police and Fire, subpoenas, preparing hour and dollar adjustments for keypunch, managing all returned W-2's and 1099's for resubmission, and completing verification of employment for Mortgage Companies, Texas department of Human Services, Social Security Administration, and San Antonio Housing Authority. The ERM project will essentially reduce the functions of the position. This reduction will result in total savings to the General Fund of $28,876 in FY 2005.

OVERTIME REDUCTION

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Finance Department will be able to reduce their overtime budget by ten percent, or a total of $1,000 in FY 2005.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This ***reduction*** will result in net savings totaling $2,422 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

♦ IMPROVEMENTS $52,600

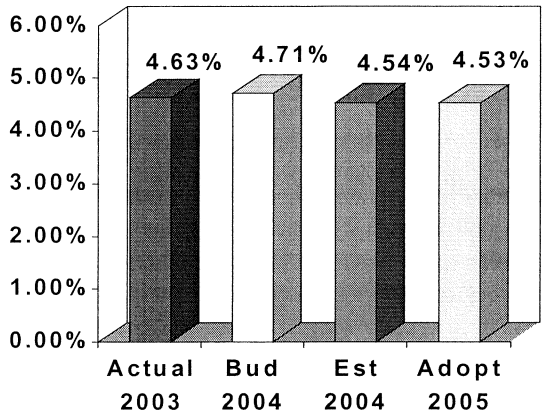
CASH HANDLING POLICY & PROCEDURES

This ***improvement*** totaling $52,600 will provide for necessary improvements to ensure that proper cash handling policies and procedures and adequate internal controls are in place. Citywide improvements include adding additional positions and selected back ground checks as well as acquiring items such as security cameras, new cash registers, and credit card terminals.

GENERAL FUND EXPENDITURES BY CHARACTER

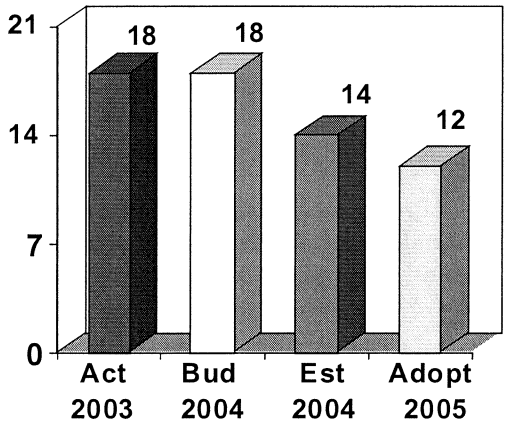
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$3,747,643	$4,154,673	$4,220,559	$4,000,610
CONTRACTUAL SERVICES	3,172,374	3,641,931	3,732,135	2,659,257
COMMODITIES	58,907	32,818	48,333	32,318
OTHER EXPENDITURES	23,548	23,548	23,548	22,193
CAPITAL OUTLAY	4,407	0	10,173	0
TOTAL EXPENDITURES	**$7,006,879**	**$7,852,970**	**$8,034,748**	**$6,714,378**
AUTHORIZED POSITIONS	**91**	**89**	**89**	**86**
FULL-TIME EQUIVALENTS	**91.00**	**89.00**	**89.00**	**86.00**

AVERAGE COST OF FINANCING GENERAL OBLIGATION DEBT AT FISCAL YEAR END



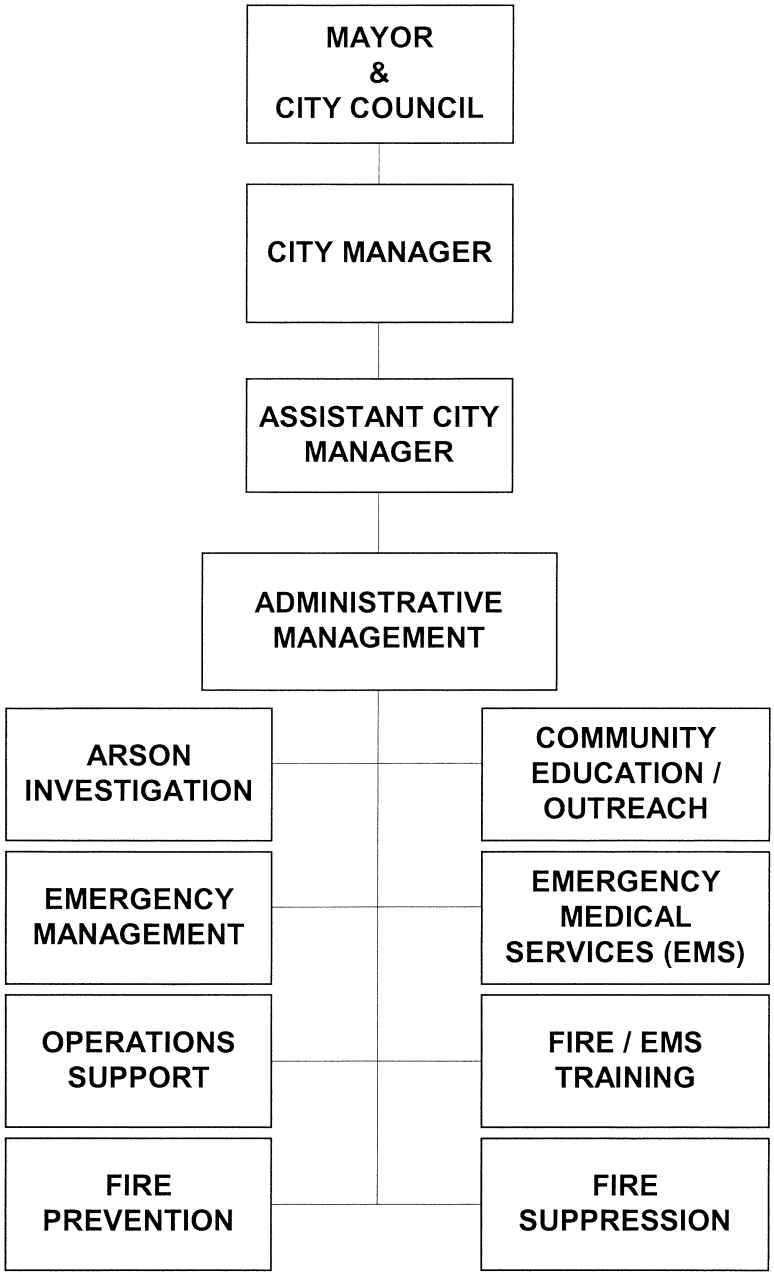
✓ Measures average rate of interest on all outstanding general obligation bonds and certificates of obligation at fiscal year end.

TURNAROUND TIME FOR ACCOUNTS PAYABLE CHECKS (BUSINESS DAYS)



✓ Measures number of business days to process vendor payments.

FIRE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	1,200.00	$120,894,699
EMS-Special Revenue Fund	337.00	42,753,278
Categorical Grants	0.00	5,130,198
Capital Projects	0.00	7,171,000
Total Funding	**1,537.00**	**$175,949,175**

MISSION STATEMENT

To minimize and prevent injury, loss of life and property from fire and other natural and man-made disasters through community prevention, education, training of personnel, well-maintained equipment, and optimal distribution of resources.

PROGRAM INFORMATION

The Fire Department provides fire prevention, fire suppression, medical first responder, emergency management, and rescue services to the public. The department conducts inspections for building safety, issues permits, investigates fires of suspicious nature, maintains firefighting apparatus and equipment, receives and dispatches calls for fire and medical services, trains departmental personnel, conducts community education, and coordinates the homeland security/emergency preparedness effort of the City.

GOALS & OBJECTIVES

- To focus on long range planning in order to ensure that the highest possible level of Fire and EMS services are provided to the citizens of our community
  - By maintaining the Fire Department's Master Plan
- To ensure appropriate levels of staffing in order to provide for the safety of the community
  - By providing four person staffing in FY 2005 on 40 of the City's 48 pumper companies
  - By continuing effective applicant processing in order to fill vacant positions quickly, while maintaining the Department's high standards of selecting applicants during the hiring process
- To provide homeland security response capabilities
  - By training and equipping response personnel
  - By implementing and planning the coordination of homeland security efforts with local, regional, state, and federal agencies
- To enhance Emergency Operations capabilities
  - By seeking outside resources through grants, foundations, and other governmental agencies
  - By creating community based programs to deliver quality city/emergency/fire services
- To enhance the Department's facilities and equipment in order to reduce injuries and maintenance costs
  - By continuing a facilities maintenance plan to replace and renovate fire stations
  - By replacing and maintaining support vehicles and supplies through the utilization of the information management system
- To optimize area coverage to provide better fire services
  - By adding and strategically locating fire fighting companies
  - By working closely with all City departments on new and expanding areas
- To enhance department operations
  - By utilizing civilian support staff to optimize productivity of uniform staff
  - By finding innovative ways to apply new and existing technology
  - By routinely creating, reviewing, and revising emergency procedures
  - By providing in-service training to responders
- To provide for the safety and welfare of the community through educational and code enforcement efforts
  - By inspecting buildings to detect and eliminate fire and safety hazards
  - By educating the public on fire safety and emergency preparedness
  - By intervening in the fire-setting behavior of children
  - By actively participating in community service programs
- To provide for the safety and welfare of uniformed firefighter personnel
  - By providing a protective ensemble for each firefighter
  - By implementing safety and wellness programs
  - By providing reliable apparatus and equipment
  - By providing firefighter safety-oriented in-service training

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Provide for Safety and Welfare of San Antonio**					
	To optimize area coverage to provide better fire services	% of Total Calls with a Response Time of 8 Minutes and Under from Call Entry to Arrival	81.27%	82.00%	81.39%	81.78%
	Maximize the number of people contacted about fire safety	No. of Persons Receiving Fire Safety Education[1]	31,824	50,030	38,030	45,030
		No. of Persons Contacted Through the Adopt-a-School Program	N/A	N/A	51,592	52,003
		No. of Children Contacted by Juvenile Fire Setters Intervention Program	19,309	39,459	15,982	20,000
Financial	**Provide Accountability to Public**					
	Maximize alternative sources of funding	Grant Funds, Foundation Funds, and Other Sources of Funding Leveraged/ Awarded[2]	$428,460	$5,953,979	$5,563,619	$5,250,198
	Focus on long range planning to ensure the highest level of Fire service	% of Pumpers in the Replacement Fund	75%	75%	75%	75%
		% of Ladders in the Replacement Fund/Buy-in Program[3]	48%	48%	48%	57%
Internal Processes	**Maintain Existing Infrastructure**					
	Enhance the Department's facilities and equipment to reduce injuries and maintenance costs	Avg. Age of Pumpers Scheduled for Replacement	8.00	N/A	9.00	10.00
		Avg. Age of Ladders Scheduled for Replacement	12.30	N/A	11.09	12.09
		No. of Facility Repair Follow-up Inspections/Investigations per Year[4]	100	N/A	107	110
	Strategically locate fire fighting companies	% of City Blocks Able to be Reached Within 4.25 Minutes Travel Time	86.8%	87.0%	87.2%	87.6%
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Utilization of technology to increase the availability of timely information	% of Frontline Fire Suppression Vehicles with LMDT Capabilities of Interaction with Dispatch	92%	92%	100%	100%
		No. of Fire Pre-Plans Accessible[5]	9,167	10,538	8,488	8,888

BALANCED SCORECARD CONTINUED

EXPLANATORY INFORMATION

[1] Adopted FY 05 is lower because the Adopt-a-School Program was added. With the addition of this Program, the same message will be given to a larger group of people.
[2] The total grant amount for Revised Budget FY 04 includes the Office of Domestic Preparedness award of $5,137,519. The Fire Department and other City Departments are utilizing this grant. The Estimated FY 04 is down compared to the Revised Budget FY 04 figure because several grants were not received; however, additional grant funding (not budgeted for) offset this decrease.
[3] Two new fire trucks will be added to the Replacement Fund in FY 05.
[4] This is a new measure that indicates the total number of times the SAFD Facility Coordinator conducts Repair Follow-up Inspections and Repair Request Investigations.
[5] The process of retrieving preplans was recently enhanced to minimize the counting of duplicate entries.

PROGRAM CHANGES

- **REDIRECTIONS/ REDUCTIONS** **$103,469**

ELIMINATE SAFEHOUSE OVERTIME FOR RODEO

This ***reduction*** eliminates overtime used to fund the safehouse during the rodeo. The safehouse is an educational program used to teach home fire safety to families. The FY 2005 savings total $12,000.

CITYWIDE OVERTIME REDUCTION

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Fire Department will be able to ***reduce*** their overtime budget by five percent, or a total of $91,469 in FY 2005.

- **MANDATES** **$5,605,267**

COLLECTIVE BARGAINING AGREEMENT

This ***mandate*** reflects the incremental added costs of the current collective bargaining agreement approved with the San Antonio Professional Firefighters Association. Specifically, the resources provide for a contractually required 3% pay increase, increases to various incentives, and new step-pays for Firefighters (from D to E) and Fire Apparatus Operators (from C to D). The cost of this mandate for FY 2005 is $4,582,048.

LONGEVITY PAY

The 2002 collective bargaining agreement stipulates that the City provide an increase in salaries based on years of employment for all uniform personnel. This ***mandate*** will address the contractually mandated increase in base salaries by three percent for each block of five years served, with a maximum of 18% for 30 years of tenure. The incremental increase for this mandate in FY 2005 for all uniformed employees in the Fire Department General Fund totals $375,590.

PROGRAM CHANGES CONTINUED

SELF-CONTAINED BREATHING APPARATUS (SCBA)

The Texas Department of Transportation mandates the removal and replacement of Self-Contained Breathing Apparatus (SCBA) cylinders from service at 15 years. The San Antonio Fire Department will be replacing 1,150 cylinders and associated equipment through more cost-effective technology. Utilizing a five-year lease option, equipment to be replaced includes SCBA masks, harnesses, PASS alarms, regulators and pressure reducers. This ***mandate*** reflects the initial payment into the lease agreement. Future annual lease payments will be partially offset by savings realized from maintenance of the old equipment. The cost of this mandate for FY 2005 is $575,300.

EMERGENCY MEDICAL TECHNICIAN (EMT) BASIC RECERTIFICATION FEE

This ***mandate*** reflects the incremental added costs for the contract with the Texas Department of Health for providing testing and continuing education for firefighters to receive and maintain EMT-Basic Recertification. The cost of this mandate for FY 2005 is $3,854.

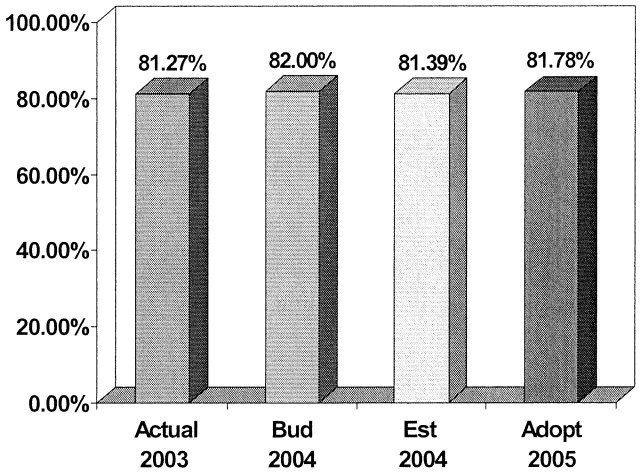
FIRE TRAINING ACADEMY OPERATIONS AND MAINTENANCE COSTS

This ***mandate*** reflects recurring operations and maintenance costs resulting from the construction of the new fire-training academy included in the 1999 General Obligation Bond Program. The cost of this mandate for FY 2005 is $68,475.

GENERAL FUND EXPENDITURES BY CHARACTER

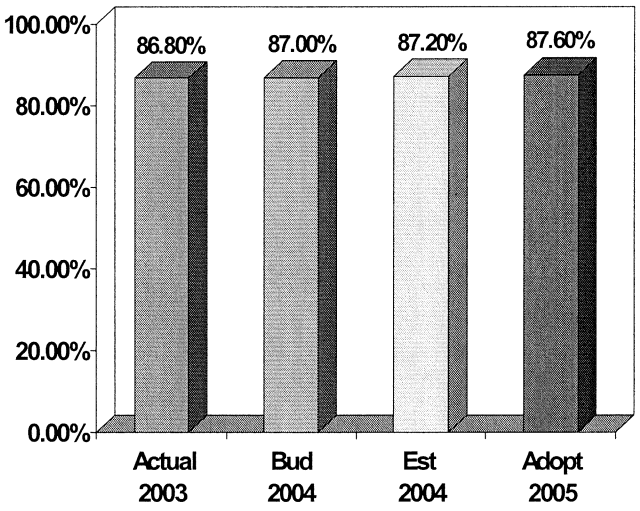
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$98,175,635	$100,877,709	$101,509,978	$107,791,483
CONTRACTUAL SERVICES	5,253,710	5,891,728	5,487,312	8,538,261
COMMODITIES	1,821,386	1,829,830	1,727,484	1,841,391
OTHER EXPENDITURES	3,310,428	2,960,095	2,960,095	2,326,444
CAPITAL OUTLAY	140,496	994	0	397,120
TOTAL EXPENDITURES	**$108,701,655**	**$111,560,356**	**$111,684,869**	**120,894,699**
AUTHORIZED POSITIONS	**1,203**	**1,200**	**1,200**	**1,200**
FULL-TIME EQUIVALENTS	**1,203.00**	**1,200.00**	**1,200.00**	**1,200.00**

% OF TOTAL CALLS WITH A RESPONSE TIME OF 8 MINUTES AND UNDER FROM CALL ENTRY TO ARRIVAL



✓ Eight minutes and under is a national standard and defines methods for strategically locating fire fighting companies and providing better Fire services.

% OF CITY BLOCKS ABLE TO BE REACHED WITHIN 4.25 MINUTES TRAVEL TIME



✓ This is an internal benchmark used for locating fire facilities. The goal is to locate these facilities within 4.15 minutes travel time of 90%of all City blocks.

MISSION STATEMENT

To minimize the loss of life and the effects of illness and injury by providing immediate and reliable response to medical emergencies and to assess, treat, stabilize, and transport patients to an appropriate medical facility where definitive medical care can be continued or upgraded.

PROGRAM INFORMATION

Emergency Medical Services (EMS) provides advanced life support at the site of medical emergencies and transports patients to appropriate medical facilities. Physicians provide 24-hour on-line medical control via voice communication. The Medical Director and registered nurses conduct continuing education and quality assurance sessions for emergency medical personnel. All EMS units are equipped with laptop computers, which allow voiceless communication. Paramedics utilize bicycles and a specialized golf cart to serve citizens attending major functions and events within the City of San Antonio. EMS personnel are proactively involved in injury prevention and health awareness programs targeted toward the community at large.

GOALS & OBJECTIVES

- To address the emergency medical needs of the community.
  - By promptly responding to citizen requests for emergency medical service.
- To respond to incidents involving weapons of mass destruction, hazardous materials and tactical scenarios involving law enforcement agencies.
  - By educating, training, and activating a special operations team.
- To optimize area coverage.
  - By strategically placing peak period units in specific, targeted areas of the City during periods of high demand.
- To maintain the average response time within the Emergency Medical Service response areas.
  - By maintaining a Call Reported to Dispatch time of .75 minutes.
  - By maintaining a Dispatch to Response time of 1.25 minutes.
  - By maintaining an average travel time within the City of 6.0 minutes.
  - By maintaining an average travel time within the suburbs of 7.0 minutes.
- To proactively reduce the occurrence and impact of citizen injuries and illnesses.
  - By promoting and participating in preventive and health-based community outreach programs which include, but are not limited to, bicycle helmet use and safety, drowning prevention, stroke awareness, and CPR class sessions for adults and elementary-aged students.
- To maximize net revenue from ambulance services.
  - By implementing policies that improve the quality and quantity of patient information obtained by paramedics for billing purposes.
- To provide adequate replacement and maintenance of support vehicles, equipment and supplies to effectively and efficiently maintain department operations.
  - By the implementation of the fleet management system.
- To optimize operational efficiency and improve customer service.
  - By reviewing/updating administrative and operational policies regularly for validity and effectiveness.
  - By implementing a quality assurance program that investigates citizen-based concerns specific to individual paramedics and provides education and/or training to paramedics as necessary.
  - By emphasizing customer service to field officers and paramedics during continuing education in order to improve the communication and informational processes between the patients and paramedics.
- To enhance departmental efficiency.
  - By utilizing civilian support staff to optimize productivity of uniformed staff.
- To enhance employee performance.
  - By implementing safety and wellness programs.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Provide for Safety and Welfare of San Antonio**					
	To address the emergency needs of the community by promptly responding to citizen requests for emergency service	No. of Units Dispatched	114,729	117,157	119,880	124,383
	To initiate basic patient care as quickly as possible	Avg. Reported to Arrival Time for First Responders[1]	6.49	N/A	6.52	6.60
	Maintain a City average response time of 8.00 minutes	Avg. Reported to Arrival Time Within the City	7.99	8.04	8.14	8.30
	Maintain a suburban average response time of 9.00 minutes	Avg. Reported to Arrival Time Within the Suburbs	8.68	8.78	8.98	9.11
	Improve Customer Service					
	Improve customer service by implementing a quality assurance program that investigates citizen-based concerns	No. of Customer Contacts	10,274	10,544	10,808	11,220
	Decrease the occurrence of injuries and illness to citizens by promoting and participating in preventive and health-based community outreach programs	No. of People Contacted Through Community Outreach Events[2]	5,247	18,500	6,512	6,788
Financial	**Provide Accountability to Public**					
	Maximize net revenue from ambulance services by implementing policies that improve the quality and quantity of patient information obtained by paramedics for billing purposes	No. of Billable Records per Year	77,390	76,152	83,860	90,012
Internal Processes	**Maintain Existing Infrastructure**					
	Optimize area coverage	No. of Responses per Full-time Unit	4,101	4,198	4,287	4,448
		No. of Responses per Peak Period Unit	1,836	1,706	1,777	1,844

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Enhance employee performance	Total Number of Training Class Hours Received by EMS Personnel	15,100	25,800	17,113	20,950

EXPLANATORY INFORMATION

[1] This is a new measure that indicates the average response time from Call Reported to Arrival for a SAFD First Responder Unit. First Responders are automatically dispatched when the closest EMS Unit is more than six minutes away from the scene of the incident, and are automatically dispatched for specific incidents (e.g., drownings, electrocutions, rollovers, industrial accidents, and full cardiac arrests).

[2] In previous years, the count included the number of participants and estimated the number of attendees that the outreach program would encounter at any given event. EMS now determines the number by information submitted by participants after the events.

PROGRAM CHANGES

- **REDIRECTIONS/ REDUCTIONS** **$255,436**

REDUCE REGULAR OVERTIME EXPENDITURES

This ***reduction*** reduces regular overtime expenditures by allowing Fire Paramedic FAOs (Firefighter Apparatus Operators) to work EMS overtime. The FY 2005 savings in overtime expenditures totals $30,263.

ELIMINATE MORTUARY SERVICES CONTRACT

For the past 20 years, San Antonio's EMS has utilized contractual services to pick up deceased persons within the City limits. However, State statute mandates the County Medical Examiner's Office performs this duty. This ***reduction*** will transfer the responsibility thus resulting in savings of $61,168.

ELIMINATE TWO STOCK CLERKS

This ***reduction*** eliminates two filled stock clerks that shuttle spare EMS units (ambulances) to paramedics in the field to switch out those that need to be serviced. These services will be taken over by the Purchasing Department. The FY 2005 savings for the EMS Fund totals $54,418.

EFFICIENCIES IN CITY VEHICLE USE & MAINTENANCE

This ***reduction*** results in net savings totaling $109,587 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

PROGRAM CHANGES CONTINUED

- **MANDATES** **$1,763,647**

COLLECTIVE BARGAINING AGREEMENT

This ***mandate*** reflects the incremental added costs of the current collective bargaining agreement approved with the San Antonio Professional Firefighters Association. Specifically, the resources provide for a contractually required 3% pay increase, increases to various incentives, and new step-pays for Firefighters (from D to E) and Fire Apparatus Operators (from C to D). The cost of this mandate for FY 2005 is $1,590,810.

EMERGENCY MEDICAL SUPPLIES

This ***mandate*** reflects the contractually required increases for emergency medical supplies. The cost of this mandate for FY 2005 totals $71,075.

LONGEVITY PAY

The 2002 collective bargaining agreement stipulates that the City provide an increase in salaries based on years of employment for all uniform personnel. This ***mandate*** addresses the contractually mandated increase in base salaries by three percent for each block of five years served, with a maximum of 18% for 30 years of tenure. The incremental increase for this mandate in FY 2005 for all uniformed employees in the Emergency Medical Services Fund totals $99,977.

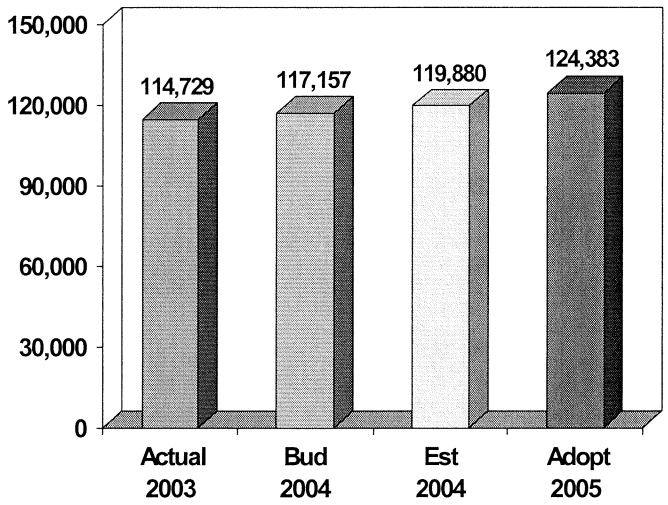
PARAMEDIC RECERTIFICATION FEE

This ***mandate*** reflects the incremental added costs for the contract with the Texas Department of Health for providing testing and continuing education for EMS personnel to receive and maintain Paramedic certification. The cost for this mandate in FY 2005 is $1,785.

EMERGENCY MEDICAL SERVICES FUND EXPENDITURES BY CHARACTER

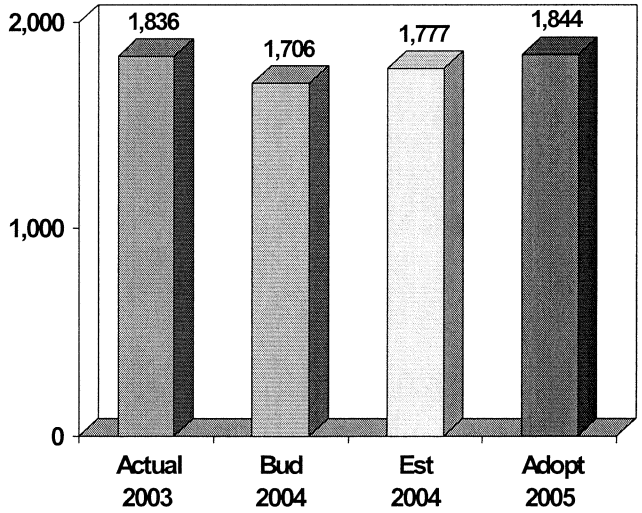
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$32,689,957	$33,085,504	$34,151,576	$35,607,051
CONTRACTUAL SERVICES	3,222,607	3,330,330	3,268,304	4,237,104
COLLECTION EXPENSE	1,068,507	1,112,141	1,153,874	1,199,256
COMMODITIES	1,185,936	1,092,263	1,142,588	1,223,266
OTHER EXPENDITURES	278,047	278,047	278,047	162,601
CAPITAL OUTLAY	329,931	0	0	324,000
TOTAL EXPENDITURES	**$38,774,985**	**$38,898,285**	**$39,994,389**	**$42,753,278**
AUTHORIZED POSITIONS	**339**	**339**	**339**	**337**
FULL-TIME EQUIVALENTS	**339.00**	**339.00**	**339.00**	**337.00**

NUMBER OF UNITS DISPATCHED



✓ The number of units dispatched in FY 2004 are estimated to increase by 4.5% over Actual FY 2003 figures. A 3.8% increase is projected in FY 2005 over 2004 estimates.

NUMBER OF RESPONSES PER PEAK PERIOD UNIT



✓ Peak period units are utilized / activated to augment full-time ambulance responses.

✓ The number of peak period responses per unit is projected to increase in FY 2005 by 3.8% over estimated FY 2004 figures.

Below is a comprehensive listing of the grants expected by the Fire Department in FY 2005. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Assistance to Firefighters Grant	$366,258	$0	$156,968	$0	$523,226
Emergency Management Performance Grant (FEMA)	0	146,100	0	0	146,100
Facilities and Equipment Grant	0	7,736	7,736	0	15,472
Metropolitan Medical Response System (MMRS)	0	280,000	0	0	280,000
Office of Domestic Preparedness (ODP) Grant	400,408	0	0	0	400,408
Urban Area Security Initiative (UASI)	3,764,992	0	0	0	3,764,992
TOTAL	**$4,531,658**	**$433,836**	**$164,704**	**$0**	**$5,130,198**

PROGRAM INFORMATION:

San Antonio Fire Department applied for grant funds from the U.S. Department of Homeland Security and the U.S. Fire Administration to provide specialized training to enhance communication use inside fire structures, improve accountability at emergency incidents, and certify fire and EMS officers to nationally recognized standards for incident management. Enhanced Communications equipment and software will be purchased as a part of this grant.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Fire and EMS Officers	258	0	258
No. of Senior Fire Officers	26	0	26
Efficiency:			
% of Fire and EMS Officers certified as Fire Officer I	0	0	100%
% of Total Firefighting Personnel with Enhanced Fire Ground Communication Equipment	0	0	45%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Cash Match	$58,992	$0	$156,968
FEDERAL – USDHS/USFA	137,648	0	366,258
TOTAL FUNDING	**$196,640**	**$0**	**$523,226**
EXPENDITURES			
PERSONAL SERVICES	$39,048	$0	$188,644
CONTRACTUAL SERVICES	75,000	0	0
COMMODITIES	6,800	0	0
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	16,800	0	334,582
CITY MATCH	58,992	0	0
TOTAL EXPENDITURES	**$196,640**	**$0**	**$523,226**

PROGRAM INFORMATION:

The Texas Department of Public Safety, Division of Emergency Management provides funding to offset the administrative cost of the City's Fire Department Emergency Management Office. The Emergency Management Office is responsible for the City's emergency planning efforts, which includes natural, man-made, and technological disasters, and acts of terrorists involving Weapons of Mass Destruction (WMD). These planning efforts are accomplished through the development, review and continual updating of written plans. These planning efforts require extensive and ongoing coordination with most City departments, state and federal offices, and outside agencies to provide the expert planning efforts required of a major city. The COSA Office of Emergency Management, under the Mayor's authority, is responsible for submitting all Disaster Declarations to the Governor's office and is responsible for requesting all State and Federal assets required to respond to and recover from a disaster. This grant program covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Output:			
Avg. No. of Emergency Management Preparedness Exercises per Year	7	7	7
Avg. No. of Emergency Activations per Year	3	5	5
No. of Planning Documents Maintained per Year	26	26	26

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE – Department of Public Safety	$146,076	$146,100	$146,100
TOTAL FUNDING	**$146,076**	**$146,100**	**$146,100**
EXPENDITURES			
PERSONAL SERVICES[1]	$100,367	$100,367	$100,367
CONTRACTUAL SERVICES	35,516	35,516	35,516
COMMODITIES	2,337	2,337	2,337
OTHER EXPENDITURES	7,856	7,880	7,880
TOTAL EXPENDITURES	**$146,076**	**$146,100**	**$146,100**

EXPLANATORY INFORMATION

[1] The Emergency Management Performance Grant reimburses the City of San Antonio (based on a formula) for up to one-half of the administrative costs, including salaries.

PROGRAM INFORMATION:

The Texas Department of Public Safety, Division of Emergency Management has been designated to distribute Grant funds for the Facilities and Equipment Grant Program, augmenting emergency communications reliability by replacing old and outdated communications equipment. This new equipment would increase the reliability of emergency communications and ensure the COSA Office of Emergency Management is in a position to maintain communication capabilities with surrounding operations centers and public agencies, in the event of a large-scale natural or manmade disaster. Total funding is $15,472. This amount includes a $7,736 grant award and a matching requirement set by the Texas Department of Public Safety of 50% equating to $7,736.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Cash Match	$7,786	$0	$7,736
STATE – Department of Public Safety	7,786	0	7,736
TOTAL FUNDING	**$15,572**	**$0**	**$15,472**
EXPENDITURES			
CONTRACTUAL SERVICES	$1,110	$0	$1,110
CAPITAL OUTLAY	14,462	0	14,362
TOTAL EXPENDITURES	**$15,572**	**$0**	**$15,472**

PROGRAM INFORMATION:

The Department of Health and Human Services is providing grant funds to the San Antonio Area that will assist the Office of Emergency Management in identifying sustainment needs and continue the planning efforts required to maintain the development of the Metropolitan Medical Response System (MMRS) currently in effect. The MMRS project will include developing a plan encompassing continued emergency planning and preparedness, maintenance of pharmaceuticals/equipment and supplies caches, ongoing training and exercise efforts.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE – Department of Public Safety	$0	$280,000	$280,000
TOTAL FUNDING	**$0**	**$280,000**	**$280,000**
EXPENDITURES			
CONTRACTUAL SERVICES	$0	$280,000	$280,000
TOTAL EXPENDITURES	**$0**	**$280,000**	**$280,000**

PROGRAM INFORMATION:

The FY 2005 ODP Grant consists of Federal funds administered by the Office of Domestic Preparedness, Department of Homeland Security. This grant will provide first responder equipment, supplies and pharmaceuticals to several pertinent City of San Antonio departments/divisions to participate in national efforts to combat terrorism, in particular, the use of a Weapon of Mass Destruction.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Office of Domestic Preparedness	$0	$5,137,519	$400,408
TOTAL FUNDING	**$0**	**$5,137,519**	**$400,408**
EXPENDITURES	$0	$0	$0
PERSONAL SERVICES	0	0	0
CONTRACTUAL SERVICES	0	0	0
COMMODITIES	0	3,286,362	400,408
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	0	1,851,157	0
SUBGRANTING	0	0	0
TOTAL EXPENDITURES	**$0**	**$5,137,519**	**$400,408**

EXPLANATORY INFORMATION

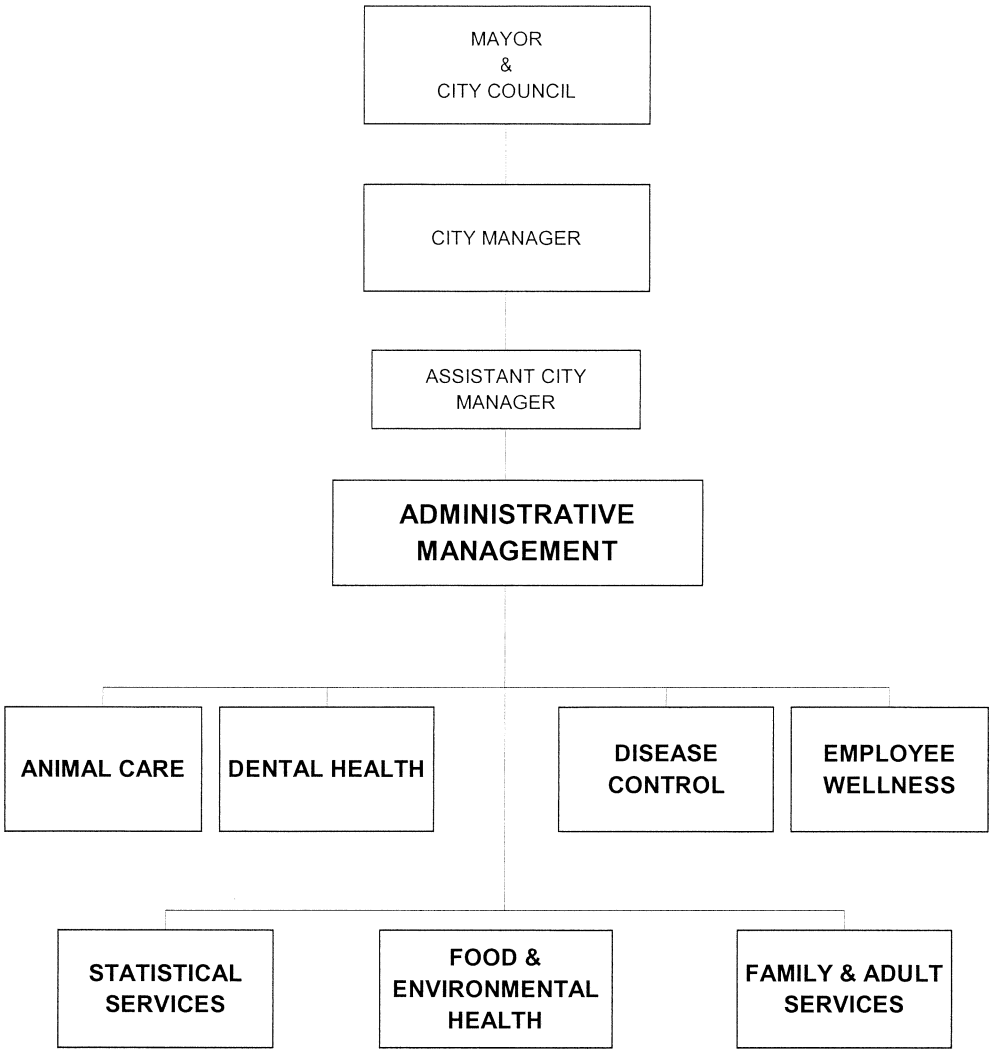
The FY 2003-2004 departmental funding allocations are as follows: Environmental Services $50,000; Fire $3,167,519 ($75,000 for Arson Investigation; $892,519 for Emergency Management; $600,000 for Emergency Medical Services; and $1,600,000 for Fire Fighting); Police $1,670,000 (including $500,000 for a Municipal Building Security Plan); and Public Works $250,000. For FY 2004-2005, the departmental funding allocations are as follows: Environmental Services $18,084; Fire $278,946 ($25,000 for Arson Investigation; $116,552 for Emergency Management; $25,000 for Emergency Medical Services; and $112,394 for Fire Suppression); Police $22,000; and Public Works $81,378.

PROGRAM INFORMATION:

The FY 2005 Urban Area Security Initiative (UASI) Grant is designed to assist the San Antonio Fire Department's Homeland Security preparedness efforts for the next three to five years. The grant will provide funding for planning, training and equipment as outlined in the San Antonio Urban Area Strategy Plan. Critical mission areas within the plan include intelligence and warning, protecting critical infrastructure, and emergency preparedness, mitigation, response and recovery.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Office of Domestic Preparedness	$0	$0	$3,764,992
TOTAL FUNDING	**$0**	**$0**	**$3,764,992**
EXPENDITURES			
PERSONAL SERVICES	$0	$0	$525,000
CONTRACTUAL SERVICES	0	0	600,000
COMMODITIES	0	0	0
OTHER EXPENDITURES	0	0	19,300
CAPITAL OUTLAY	0	0	2,620,692
TOTAL EXPENDITURES	**$0**	**$0**	**$3,764,992**



HEALTH

APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	332.50	$17,154,222
Public Health Support Revenue Fund	46.50	2,981,625
Occupational Health Fund	5.00	604,904
Bexar County Rabies Control Fund	4.00	225,225
Categorical Grants	356.50	23,246,889
Capital Projects	0.00	2,238,000
Total Funding	**744.50**	**$46,450,865**

MISSION STATEMENT

The San Antonio Health District's purpose is to promote health and prevent disease among the residents and visitors of San Antonio and unincorporated areas of Bexar County through community health assessment, identification of unmet health needs, development of policies to meet these needs, and assurance that needs are met through the development of public-private partnerships and/or the direct provision of services.

PROGRAM INFORMATION

The San Antonio Metropolitan Health District (SAMHD) is the single public agency charged by State Law, City Code, and County Resolution with the responsibility for public health programs in San Antonio and the unincorporated areas of Bexar County. Although the Health District is a City/County organization, administrative control is under the City of San Antonio and the District is operated as a City Department. Health District activities include: preventive health services; health code enforcement; clinical services; environmental monitoring; animal care services; disease control; health education; dental health; maintenance and sale of birth and death certificates; emergency planning and response; and regulatory functions.

GOALS & OBJECTIVES

- To collaborate with local public health partners and other City Departments to improve key health indicators (childhood immunizations, births to mothers ages 12-17, and births to single mothers), in zip codes: 78201, 78207, 78210, 78211, 78223, 78227, 78228, 78237, and 78242.
- To increase the percentage of Bexar County children less than 5 years of age who are enrolled in the San Antonio Immunization Registry System from the current 71% to 80% in order to facilitate and assess immunization coverage.
- To assess the vaccination status of the County adult population and develop a strategy for addressing the immunization needs of those individuals at greatest risk.
- To reduce the incidence of births to teens <18 from the current rate of 5.7% to 5.6%, approximately 25 fewer births per year.
- To increase the number of women served in Health District family planning clinics by 25% through the development of outside resources and collaboration with other public health partners.
- To collaborate with the University of Texas Health Science Center at San Antonio, Department of Obstetrics and Gynecology in establishing a Center of Excellence in Women's Health through a grant from the U.S. Department of Health and Human Services.
- To reduce the rate of syphilis in Bexar County from 15.1 per 100,000 population to 14.3 per 100,000.
- To develop and implement a program to address the prevalence of adult onset (Type 2) diabetes that will begin to reduce the current estimated County rate of 7.3% for the disease.
- To collaborate with public health partners in a campaign to draw attention to the problem and prevention of obesity in the community and prevention of those pathways leading to overweight and obesity.
- To develop a more efficient and economical system for serving arrestees which require additional out-patient medical evaluation and treatment.
- To increase the number of animal adoptions by 30% through additional emphasis on the program by the Animal Care Division and by collaborations with the Humane Society of Bexar County, the Animal Defense League, and local animal rescuers.
- To increase marketing and central appointment of dental services available to the community to increase total patient visits by 10% and improve overall dental health among indigent families.
- To continue to support the effort of the University of Texas Health Science Center at San Antonio Dental School to provide an increasingly effective pediatric specialty dental service at the Health District's Ricardo Salinas Dental Clinic.

GOALS & OBJECTIVES CONTINUED

- To complete the development of a Bio-Safety Level 3 Laboratory at Brooks City Base and bring the facility into full operation.
- To conduct one exercise with key Inter-Departmental staff to test organizational readiness for an event of bioterrorism.
- To make recent death certificates available to qualified applicants at Community Link Centers through the use of electronic document management technology.
- To convert the most requested pre-1987 birth certificates to electronic images in order to preserve the original documents and facilitate sales of certified copies to eligible customers at the Vital Statistics Division and the four City of San Antonio Community Link Centers.
- To relocate the inspection and licensing of mobile vendors to the Development and Business Services Center.
- To increase the average number of all service calls performed by Sanitarians from 5.1 per day to 7.0 per day through the reorganization of the Food Services and Environmental Health Divisions and the use of available technology.
- To reduce the period of reimbursement for clinical services from the current 70 days to 30 days and maintain a more current Immunization Registry through the implementation of the Texas-Wide Integrated Client Encounter System (TWICES) at all clinic sites.
- To identify opportunities for collaboration with the Bexar County Hospital District in response to recommendations by the Joint Citizen's Commission on City-County Service Integration and to maximize the use of public resources.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Provide for Safety and Welfare**					
	To reduce the incidence of teen pregnancy	Births to Teens <18 as a Percentage of Total Births in Bexar County[1]	5.7%	6.0%	5.7%	5.6%
	To promote healthy birth outcomes	% of SAMHD Prenatal Patients Who Accessed Care Within the First Trimester	65%	75%	66%	68%
	To ensure residents are protected against vaccine preventable diseases	Immunizations Provided by SAMHD Staff	263,136	260,330	260,000	264,000
	To protect residents and visitors from food-borne illnesses	% of Food Establishments with Major Violations that Attained Compliance on First Re-Inspection	96%	97%	97%	97%
	To provide a dental health program that meets the needs of eligible patients	% of Dental Patients Who Have Completed Their Course of Treatment[2]	21%	20%	18%	20%
Financial	**Leverage Other Funding Sources**					
	To increase the number of "billable" preventive health services by encouraging and facilitating enrollment of eligible patients to Medicaid and similar programs	% of Prenatal and Child Patients Linked to Medical Reimbursement Programs (e.g. Medicaid, CHIP, Title V, etc.)	74%	75%	75%	76%
	To leverage General Fund expenditures through the pursuit of grant opportunities	Grant Funds Received per Dollar of General Fund Budget	$1.47	$1.36	$1.39	$1.42
	To maximize revenues through the collection of approved fees	Licenses, Permits and Other Fees Collected by Food and Environmental Health Services (In Millions)	$3.095	$3.252	$3.329	$3.365
		Animal Care Services Fees Collected	$356,526	$348,310	$347,353	$357,067
		Revenues From the Sale of Birth and Death Certificates (In Millions)	$1.233	$1.214	$1.275	$1.276

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	**Improve Customer Service**					
	To ensure that eligible patients receive the full array of SAMHD services	% of Eligible Pediatric Patients Enrolled in SAMHD WIC [3]	75%	81%	72%	75%
		Clinical Preventive Services Provided in Non-traditional Settings (day cares, schools, etc.)	4,030	4,219	4,182	4,200
	Provide Accountability to the Public					
	To provide services in a timely and efficient manner	Food & Environmental Inspections per Day per Sanitarian	5.1	5.2	5.2	7.0
		Birth/Death Certificates Issued per Day	728	735	716	723
Employee Learning & Growth	**Innovative and Proactive City Government**					
	To ensure a trained and competent work force	Continuing Education Contact Hours Provided to Public Health Nurses, LVNs and Social Workers Through SAMHD-Sponsored Programs	780	850	850	850
		Continuing Education Contact Hours Provided to Sanitarians Through SAMHD-Sponsored Programs	480	480	498	576
		Retention Rate for Registered Nurses	85%	80%	85%	85%
	To promote employee safety	Preventable Accidents	41	35	35	34

EXPLANATORY INFORMATION

[1] National Teen pregnancy rate – 4.08%

[2] Patients requiring additional treatment beyond our care are referred out. Within Salinas Dental Clinic 90% of treatment is completed.

[3] Goal originally set for FY04 needs to be accomplished incrementally over the next 4-5 years.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$159,092**

REDIRECT ONE PUBLIC HEALTH NURSE POSITION TO NURSING SERVICES

This ***redirection*** will shift a Public Health Nurse, which currently resides in Environmental Services Division, to the Nursing Services Division. This redirection will have no impact to the General Fund in FY 2005.

REDUCTION IN LINEN AND LAUNDRY SERVICE

This ***reduction*** will reduce Linen and Laundry Service line item expense budgets. The Nursing Division is currently initiating the reduction by switching to a disposable lab gown for use at the clinic sites. The Lab Division will reduce their expenses as a result of grant funds, which provide for a washer/dryer machine to help contain costs. This reduction will result in total savings of $11,000 in FY 2005.

ELIMATE FILLED SECRETARY II POSITION

This ***reduction*** will eliminate the individual assigned to work on a project to scan death certificates for future electronic access by the Vital Statistics Division and Community Link Centers. This reduction will result in total savings to the General Fund of $28,421 in FY 2005.

ELIMINATION OF FILLED LABORATORY POSITION

This ***reduction*** will eliminate a filled Laboratory Assistant position in the Laboratory Division. Existing staff will be assigned to tasks previously handled by this position. The most significant impact of this action will be a longer wait time for test results during peak periods. This reduction will result in total saving to the General Fund of $26,798 in FY 2005.

DECREASE IN ANIMAL CARE OVERTIME

This ***reduction*** will provide for a decrease in overtime by repositioning an Animal Care Officer to a later evening shift to respond to "priority" calls that are received after 6:00 p.m. This reduction will result in total savings to the General Fund of $30,000 in FY 2005.

UNFUND AN ABATEMENT OFFICER POSITION

This ***reduction*** will provide for the elimination of funds for an Abatement Officer position in the Animal Care Services Division. It is anticipated that response time to customer complaints will increase; however, tasks will be prioritized more efficiently in order to compensate for the reduction. This reduction will result in total savings to the General Fund of $43,590 in FY 2005.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This ***reduction*** will result in net savings totaling $12,585 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

PROGRAM CHANGES CONTINUED

EMPLOYEE UNIFORM INITIATIVE

This ***reduction*** totaling $6,698 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

♦ **IMPROVEMENTS** **$455,625**

CREATE COMPLIANCE MONITORING DIVISION

This ***improvement*** will provide for five months of funding for three additional Contract Coordinator positions in order to address contract management issues within the Health Department. These changes will provide for a continuation of the City's contracting improvement process with an emphasis on contract monitoring. The benefits of this improvement are related to ensuring contractor performance and receipt of contract deliverables, as well as ensuring appropriate, consistent contract monitoring is performed. The additional cost of this improvement will be $75,000 to the General Fund in FY 2005.

PROJECT WORTH

This ***improvement*** will provide for nine months of funding for an additional Health Program Specialist position and Public Health Nurse Practitioner position in order to expand Project WORTH. These positions along with additional resources will create the capacity to add an additional clinical site on the west-side of San Antonio. The goal of this expansion is to aggressively decrease the teen pregnancy rate by promoting youth's self-image and abstinence. The total cost to the General Fund will be $140,355 in FY 2005.

IMMUNIZATION DISPARITIES

This ***improvement*** will provide for twelve months of funding for two additional Licensed Vocational Nurse positions and two Administrative Aide positions in order to expand immunization efforts in high-risk codes. The total cost to the General Fund will be $134,120 in FY 2005.

ADD ONE FISCAL PLANNING MANAGER

This ***improvement*** provides for nine months of funding for the creation of a Fiscal Planning Manager position within the Health Department. This position will serve as the Chief Fiscal Officer (CFO) of the Department and be responsible for directing professional, technical, and other employees in the development and administration of budgetary, data processing, and fiscal operations. The total cost to the General Fund will be $67,347 in FY 2005.

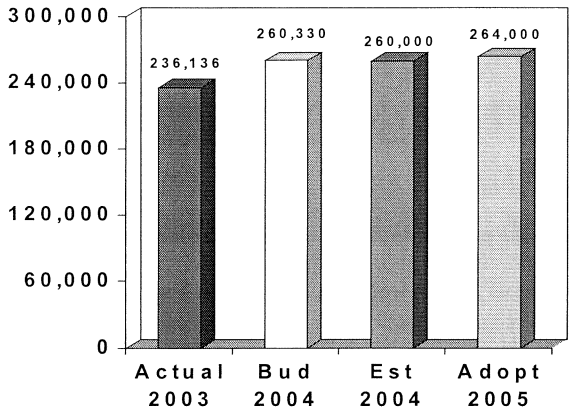
CASH HANDLING POLICY & PROCEDURES

This proposed ***improvement*** totaling $38,803 will provide for necessary improvements to ensure that proper cash handling policies and procedures and adequate internal controls are in place. Citywide improvements include adding additional positions and selected back ground checks as well as acquiring items such as security cameras, new cash registers, and credit card terminals.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$12,278,128	$12,165,475	$12,212,117	$13,783,267
CONTRACTUAL SERVICES	3,108,075	2,477,770	2,490,204	2,683,183
COMMODITIES	831,250	547,602	680,489	547,945
OTHER EXPENDITURES	30,898	140,898	140,898	139,827
CAPITAL OUTLAY	31,771	0	0	0
TOTAL EXPENDITURES	**$16,389,306**	**$15,331,745**	**$15,523,708**	**$17,154,222**
AUTHORIZED POSITIONS	**331**	**326**	**326**	**335**
FULL-TIME EQUIVALENTS	**328.50**	**323.50**	**323.50**	**332.50**

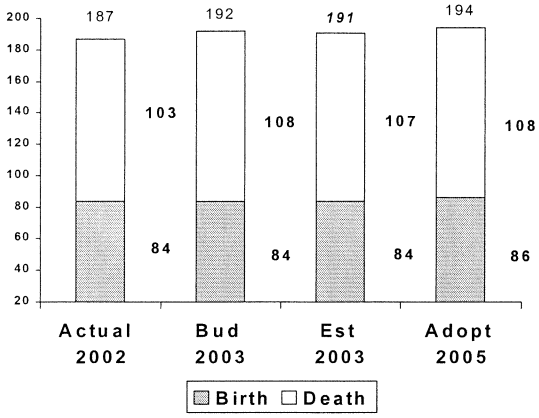
IMMUNIZATIONS ADMINISTERED BY THE HEALTH DISTRICT



✓ Immunizations administered include Adult (e.g. Flu and Hepatitis A & B), Childhood (e.g. DTP and MMR) and Foreign Travel (e.g. Yellow Fever, Typhoid and Tetanus)

ANNUAL NUMBER BIRTH/DEATH CERTIFICATES ISSUED

(In Thousands)



✓ In FY 2004, 27% of birth certificates were sold in Community Link Centers.

✓ Revenues are projected to exceed $1.16 M in FY 2003, an increase of 3.3% over FY 2002.

PROGRAM INFORMATION

The special revenue fund was established during FY 1990 to account for the revenues and expenditures originating from the co-payment system. The contract between the City of San Antonio and the Texas Department of Health, which provides aid to the City's Health Department, requires that this patient co-payment system be implemented. In addition, the FY95 budget established funding for the Animal Care Initiative in this fund. Both activities are accounted for separately through joint contributions from the General Fund (Animal Fees) and the Fund Balance.

GOALS & OBJECTIVES

Goals, objectives, and related performance measures for the Public Health Support Fund have been accounted for in the Health Department's overall General Fund summary. This activity supports all Health Department General Fund and grant funded activities by providing support for personnel.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$34,679**

ELIMINATE FILLED CASE AIDE POSITION

This ***reduction*** will provide for the elimination of a vacant Case Aide from the Sexually Transmitted Disease (STD) staff. Recent reallocation of resources between nursing services division and the STD division will allow for the responsibilities of the position to be absorbed with current resources/staff. This reduction will result in total savings to the Public Health Support fund of $28,847.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This proposed ***reduction*** will result in net savings totaling $5,832 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

- **IMPROVEMENTS** **$50,966**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $50,966 will provide a market adjustment and performance pay incentive for eligible employees included in the Public Health Support Revenue Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

PUBLIC HEALTH SUPPORT PROGRAM FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$1,315,636	$1,364,388	$1,737,827	$1,745,137
CONTRACTUAL SERVICES	122,294	453,196	134,002	201,272
COMMODITIES	226,138	549,889	683,476	558,851
OTHER EXPENDITURES	12,264	13,062	9,937	11,459
CAPITAL OUTLAY	1,526	0	0	0
TRANSFERS	546,962	548,732	623,779	464,906
TOTAL EXPENDITURES	**$2,224,820**	**$2,929,258**	**$3,198,021**	**$2,981,625**
AUTHORIZED POSITIONS	**48**	**48**	**48**	**47**
FULL-TIME EQUIVALENTS	**47.50**	**47.50**	**47.50**	**46.50**

PROGRAM INFORMATION

The Employee Wellness Program provides minor emergency treatment to civilian and uniformed employees for work-related injuries, referral services for medical care to injured employees requiring specialized intervention and pre-employment physical examinations for prospective City Employees. This program also provides evaluations for work/fitness for duty as needed for all classes of employees, multiphasic medical screening and health promotion in support of Citimed wellness benefits, light duty program medical evaluations, and worker's compensation claims. It also coordinates drug-screening programs and conducts periodic fire and police promotion physicals. In addition, special occupational hazard/medical surveillance evaluations are conducted.

GOALS & OBJECTIVES

- To coordinate joint activities with Community First, Inc. to increase employee health assessment evaluation screenings by 15%.
- For employees with abnormal health evaluation assessment screens, to schedule a follow up visit to the Employee Wellness Clinic within six months in order to promote and ensure compliance with appropriate management strategies for the medical conditions discovered.
- To continue the program using Wave Nexus equipment for measuring ankle brachial index and pulse wave velocities targeting Police, Firefighters and at-risk City employees.
- To assess and update the Immunization Policies and Procedures for the Health District and other City Departments.
- To develop/update a pilot employee wellness program in the Women, Infants and Children Project that will serve as a model for other Health District Divisions and City Departments.
- To review and update the Division web site in order to improve employee access to health and wellness services and information.
- To review and update the Medical Evaluation Protocol for insulin dependent diabetes.
- To coordinate with Human Resources staff in revising and updating Fire and Police pre-employment medical evaluation guidelines including those on insulin dependent diabetes, LASIK eye surgery and substance abuse.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$30,000**

REDUCTION TO FEES TO PRO EXPENSE LINE ITEM

This ***reduction*** will provide for a decrease in the Fees to Professional Contractors expense line item in the Occupational Health Division. Due to current restructuring of the Senior Public Health Physicians' responsibilities the services previously performed by contract physicians are now performed by existing staff. This reduction will result in total saving to the Occupational Health Program fund of $30,000 in FY 2005.

- **IMPROVEMENTS** **$8,483**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $8,483 will provide a market adjustment and performance pay incentive for eligible employees included in the Occupation Health Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

OCCUPATIONAL HEALTH PROGRAM FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$291,293	$301,693	$286,903	$317,679
CONTRACTUAL SERVICES	190,565	261,806	249,000	259,254
COMMODITIES	15,404	26,328	32,860	26,328
OTHER EXPENDITURES	2,067	2,067	2,067	1,643
CAPITAL OUTLAY	3,740	0	0	0
TOTAL EXPENDITURES	**$503,069**	**$591,894**	**$570,830**	**$604,904**
AUTHORIZED POSITIONS	**5**	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**	**5.00**

PROGRAM INFORMATION

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

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$3,595**

OVERTIME REDUCTION

During the budget development worksessions, the Management Team performed in depth analysis of overtime policies and procedures citywide and identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Health Department will be able to reduce their overtime budget by ten percent, or a total of $3,595 in FY 2005.

- **IMPROVEMENTS**

WORKFORCE COMPENSATION ENHANCEMENT **$4,729**

This ***improvement*** totaling $4,729 will provide a market adjustment and performance pay incentive for eligible employees included in the Bexar County Rabies Control Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

BEXAR COUNTY RABIES CONTROL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$165,706	$177,739	$180,387	$185,490
CONTRACTUAL SERVICES	22,114	10,380	9,485	13,173
COMMODITIES	23,787	23,339	22,878	26,562
OTHER EXPENDITURES	2,500	2,500	2,500	0
TOTAL EXPENDITURES	**$214,088**	**$213,658**	**$215,250**	**$225,225**
AUTHORIZED POSITIONS	**4**	**4**	**4**	**4**
FULL-TIME EQUIVALENTS	**4.00**	**4.00**	**4.00**	**4.00**

GRANT SUMMARY

The San Antonio Metropolitan Health District received grant funds totaling 24.4 million in FY 2004 and projects grant funds in excess of 23.2 million for FY 2005. Below is a comprehensive listing of grants expected by the Health District in FY 2005.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Disease Control					
Federal Immunization Program	$8,743,553	0	0	0	$8,743,553
GlaxoSmithKline – Havrix 220	0	0	0	46,284	46,284
GlaxoSmithKline – Havrix 231	0	0	0	47,880	47,880
GlaxoSmithKline – Infanrix	0	0	0	15,390	15,390
GlaxoSmithKline – Twinrix	0	0	0	64,350	64,350
HIV/AIDS Prevention	232,350	0	0	0	232,350
HIV Surveillance	86,303	0	0	0	86,303
Human Papillomavirus (HPV) Study Phase II	0	0	0	50,868	50,868
Inner-City School Immunization	0	286,541	0	24,000	310,541
Novartis Protocol	0	0	0	139,600	139,600
Pentacel – Vaccine Study M5A03	0	0	0	142,920	142,920
Pentacel – Vaccine Study M5A07	0	0	0	143,250	143,250
Refugee Screening	143,495	0	0	0	143,495
San Antonio Regional Detoxification Project	0	0	0	204,655	204,655
STD Control and Surveillance	0	77,046	0	0	77,046
STD Intervention	215,116	0	0	0	215,116
TB Grant Federal	356,700	0	0	20,000	376,700
TB Grant State	0	199,444	0	0	199,444
Food and Environmental Health					
Agency for Toxic Substances and Disease Registry	336,226	0	0	0	336,226
Bio-Terrorism Preparedness	260,410	0	0	0	260,410
Bio-Terrorism/Public Health Support	1,971,530	0	0	0	1,971,530
Lead Program	0	45,000	0	0	45,000
Milk Sample Lab Tests	0	34,500	0	0	34,500
Public Center for Environmental Health (PCEH)	500,000	0	0	150,000	650,000
Family and Adult Health Services					
AVON-Mobile Access Grant	0	0	0	10,000	10,000
Breast Health Programs	0	129,000	0	175,000	304,000
Family Focused Diabetes Pilot Project	0	90,000	0	0	90,000
Health Education Project	0	305,776	0	0	305,776
Healthy Start Initiative	750,000	0	0	0	750,000
Learn, Prepare, Eat, & Enjoy	0	0	0	34,550	34,550
Parent & Child Incorporated	0	0	0	182,000	182,000
Perinatal Depression Program	0	0	0	30,715	30,715
Title V Family Planning	0	565,459	0	10,177	575,636
Title V Maternal Child Health	0	242,738	0	122,000	364,738
Title V Population-Based	0	64,450	0	0	64,350
Title X Family Planning	50,000	0	0	0	50,000
Title XX Family Planning	0	350,000	0	115,000	465,000
UTHSCSA Stillbirth Project	0	0	0	37,231	37,231
Women, Infants, & Children (WIC) Supplemental Nutrition Program	5,465,482	0	0	0	5,465,482
TOTAL	**$19,397,706**	**$2,103,313**	**$0**	**$1,745,870**	**$23,246,889**

PROGRAM INFORMATION:

The San Antonio Metropolitan Health District (SAMHD) Immunization Program is responsible for providing vaccines and other immunization services for the infants, children, adolescents and adults in accordance with the recommendations of the Advisory Committee on Immunization Practices (ACIP) of Bexar County. The Immunization Program strives to meet the needs of the residents of Bexar County through direct service delivery and the development of public-private partnerships (the Vaccines For Children Program). This project also supports the staff and equipment needed to maintain the City Automated Immunization Record System for all patients that are vaccinated in public health clinics or private Vaccines For Children providers. READII Project was added to the program in 2002 and refunded in 2003. The grant period covers the period of 01/01/04 through 12/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Immunization Division Operated Clinics	6	6	6
Output:			
No. of doses administered by Immunization Staff	123,306	125,000	116,250
No. of flu vaccines administered	27,529	43,370	60,000
No. of VFC Provider In-services	181	230	250
Efficiency:			
Vaccine Wastage For Public/Private Providers	2%	2%	2%
No. of hepatitis B vaccine consent forms from hospitals	17,231	18,025	18,064
Effectiveness:			
% of Public VFC Clinics receiving VFC AFIX site visits	100%	100%	100%
% of Public/Private VFC Providers receiving VFC in-services	100%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FEDERAL – (CDC)	$2,730,999	$2,785,945	$2,785,945
FEDERAL – (CDC) - Inkind	9,441,583	5,957,608	5,957,608
TOTAL FUNDING	**$12,172,582**	**$8,743,553**	**$8,743,553**
EXPENDITURES			
PERSONAL SERVICES	$1,770,301	$2,372,865	$2,372,865
CONTRACTUAL SERVICES	418,092	268,976	268,976
COMMODITIES	201,756	116,185	116,185
OTHER EXPENDITURES	123,566	22,119	22,119
CAPITAL OUTLAY	127,949	5,800	5,800
SUBGRANTING (Vaccine In kind)	9,530,918	5,957,608	5,957,608
TOTAL EXPENDITURES	**$12,172,582**	**$8,743,553**	**$8,743,553**
AUTHORIZED POSITIONS	**54**	**61**	**61**
FULL-TIME EQUIVALENT	**51.00**	**57.00**	**57.00**

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to evaluate the safety, tolerability, and immunogenicity of Havrix, a vaccine to immunize children against Hepatitis A. This was an open, randomized, multicenter study in which healthy children were targeted to be enrolled at 12 months of age and vaccinated with Havrix at 15 months of age. The grant period covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of FTEs	N/A	2	2
No. of Principal Investigators	N/A	1	1
No. of Sub-Investigators	N/A	8	8
Output:			
No. of clients enrolled	N/A	30	30
No. of study shots administered	N/A	16	16
No. of immunizations administered	N/A	180	180
No. of client visits	N/A	205	205
Efficiency:			
No. of physicals	N/A	30	30
No. of recruitment letters mailed	N/A	400	400
No. of recruitment calls	N/A	3,000	3,000
No. of clients enrolled	N/A	30	30
Effectiveness:			
% Of children up to date	N/A	85%	85%
% Of blood draws	N/A	95%	95%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Number of clients enrolled in the clinical trial, client visits, and vaccinations provided are based on a contract established with the Pharmaceutical Company.

Principal Investigator – A person responsible for the conduct of the clinical trial at a trial site. If a team of individuals at a trial site conducts a trial, the Principal Investigator is the responsible leader of the team.

Sub -Investigator – Any member of the clinical trial team designated and supervised by the Principal Investigator at a trial site to perform critical trial-related procedures and/or to make important trial related decisions.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
OTHER	N/A	$46,284	$46,284
TOTAL FUNDING	**N/A**	**$46,284**	**$46,284**
EXPENDITURES			
PERSONAL SERVICES	N/A	$38,586	$38,586
CONTRACTUAL SERVICES	N/A	4,874	4,874
OTHER EXPENDITURES	N/A	2,824	2,824
TOTAL EXPENDITURES	**N/A**	**$46,284**	**$46,284**
AUTHORIZED POSITIONS	**N/A**	**2**	**2**
FULL-TIME EQUIVALENT	**N/A**	**2.00**	**2.00**

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to evaluate the safety, tolerability, and immunogenicity of Havrix, a vaccine to immunize children against Hepatitis A. This was an open, randomized, multicenter study in which healthy children were targeted to be enrolled at 12 months of age and vaccinated with Havrix at 15 months of age. This study is expected to last two years. The grant period covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of FTE's	N/A	2	2
No. of Principal Investigators	N/A	1	1
No. of Sub-Investigators	N/A	8	8
No. of client visits	N/A	205	205
Efficiency:			
No. of physicals	N/A	30	30
No. of recruitment letters mailed	N/A	400	400
No. of recruitment calls	N/A	3,000	3,000
No. of clients enrolled	N/A	30	30
Effectiveness:			
% Of children up to date	N/A	85%	85%
% Of blood draws	N/A	95%	95%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Number of clients enrolled in the clinical trial, client visits, and vaccinations provided are based on a contract established with the Pharmaceutical Company.

Principal Investigator – A person responsible for the conduct of the clinical trial at a trial site. If a team of individuals at a trial site conducts a trial, the Principal Investigator is the responsible leader of the team.

Sub -Investigator – Any member of the clinical trial team designated and supervised by the Principal Investigator at a trial site to perform critical trial-related procedures and/or to make important trial related decisions.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
OTHER	N/A	$46,284	$47,880
TOTAL FUNDING	**N/A**	**$46,284**	**$47,880**
EXPENDITURES			
PERSONAL SERVICES	N/A	$38,586	$40,182
CONTRACTUAL SERVICES	N/A	4,874	4,874
OTHER EXPENDITURES	N/A	2,824	2,824
TOTAL EXPENDITURES	**N/A**	**$46,284**	**$47,880**
AUTHORIZED POSITIONS	**N/A**	**1**	**1**
FULL-TIME EQUIVALENT	**N/A**	**1.00**	**1.00**

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to study the safety of Infanrix® when administered as a booster dose at 15 to 18 months of age following primary immunization in a previous GlaxoSmithKline study. Clients (19) who were originally enrolled in this previous study were given the opportunity to participate in this study. The grant period covers the period of 03/28/04 through 03/28/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of FTE's	N/A	1	1
No. of Principal Investigators	N/A	1	1
No. of Sub-Investigators	N/A	6	6
Output:			
No. of clients enrolled	N/A	14	14
No. of study shots administered	N/A	14	14
No. of immunizations administered	N/A	70	70
No. of client visits	N/A	14	14
Efficiency:			
No. of physicals	N/A	14	14
No. of clients enrolled	N/A	14	14
Effectiveness:			
% Of children up to date	N/A	93%	93%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Number of clients enrolled in the clinical trial, client visits, and vaccinations provided are based on a contract established with the Pharmaceutical Company.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
OTHER	N/A	$15,390	$15,390
TOTAL FUNDING	**N/A**	**$15,390**	**$15,390**
EXPENDITURES			
PERSONAL SERVICES	N/A	$12,121	$12,121
CONTRACTUAL SERVICES	N/A	705	705
COMMODITIES	N/A	1,025	1,025
OTHER EXPENDITURES	N/A	1,539	1,539
CAPITAL OUTLAY	N/A	0	0
TOTAL EXPENDITURES	**N/A**	**$15,390**	**$15,390**
AUTHORIZED POSITIONS	**N/A**	**1**	**1**
FULL-TIME EQUIVALENT	**N/A**	**1.00**	**1.00**

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to study the safety and efficacy study of Twinrix® when administered on an accelerated schedule. Clients enrolled in this study will be protected against Hepatitis A and Hepatitis B. The grant period covers the period of 03/28/04 through 03/27/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of FTE's	N/A	1	1
No. of Principal Investigators	N/A	1	1
No. of Sub-Investigators	N/A	8	8
	N/A		
Output:			
No. of clients enrolled	N/A	10	10
No. of study vaccine administered	N/A	45	45
No. of immunizations administered	N/A	65	65
No. of blood draws	N/A	75	75
No. of physical exams	N/A	10	10
No. of screening visits	N/A	10	10
Efficiency:			
No. of recruitment letters mailed	N/A	100	100
No. of recruitment calls	N/A	105	105
No. of clients enrolled	N/A	10	10
Effectiveness:			
% of blood draws obtained	N/A	100%	100%
% of clients up to date	N/A	100%	100%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Number of clients enrolled in the clinical trial, client visits, and vaccinations provided are based on a contract established with the Pharmaceutical Company.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	N/A	$64,350	$64,350
TOTAL FUNDING	**N/A**	**$64,350**	**$64,350**
EXPENDITURES			
PERSONAL SERVICES	N/A	$45,404	$45,404
CONTRACTUAL SERVICES	N/A	10,688	10,688
COMMODITIES	N/A	5,250	5,250
OTHER EXPENDITURES	N/A	1,508	1,508
CAPITAL OUTLAY	N/A	1,500	1,500
TOTAL EXPENDITURES	**N/A**	**$64,350**	**$64,350**
AUTHORIZED POSITIONS	**N/A**	**1**	**1**
FULL-TIME EQUIVALENT	**N/A**	**1.00**	**1.00**

PROGRAM INFORMATION:

These grant funds HIV/AIDS intervention activities. These interventions are targeted to high-risk populations. Interventions use behavioral modification techniques to reduce risky behavior that transmits HIV and AIDS. Also, staff conducts outreach and surveillance activities. Outreach activities consists of recruiting for the interventions, HIV testing and education. Surveillance activities identify risky behavior and developing interventions to discourage this behavior. Also, staff provides testing for tuberculosis and syphilis. The grant period covers the period of 01/01/04 through 12/31/05.

EXPLANATORY INFORMATION:

HIV infection is reduced in our community by the program's effective to influence clients' behavior to use risk reduction techniques. The Program expects a 9% dropout rate during the year. Clients with uncertain HIV status will be tested. Syphilis testing is offered to all clients. Clients with newly positive results will be referred for medical evaluation and contact investigation. The performance measures are carried out in conjunction with the various other HIV/STD grants and include HIV/STD surveillance, control, and intervention.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$252,574	$232,350	$232,350
TOTAL FUNDING	**$252,574**	**$232,350**	**$232,350**
EXPENDITURES			
PERSONAL SERVICES	$202,719	$182,947	$182,947
CONTRACTUAL SERVICES	46,862	46,287	46,287
COMMODITIES	2,993	3,116	3,116
TOTAL EXPENDITURES	**$252,574**	**$232,350**	**$232,350**
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**4.50**	**4.50**	**4.50**

PROGRAM INFORMATION:

This grant funds HIV surveillance and intervention activities. These activities are to follow up on HIV/AIDS reports submitted from hospitals, laboratories and private physicians. Also, the staff monitors the change in a patient's status from HIV to AIDS. Patients may be referred for disease intervention and education. Staff maintains a database to identify and track high-risk populations, as required by the Centers for Disease Control and Prevention (CDC) and the Texas Department of Health (TDH). The grant period covers the period of 01/01/04 through 12/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of clients seeking STD clinic services	11,193	11,000	11,210
No. of cases investigated for HIV	385	361	361
Output:			
No. of STD clients receiving an HIV test	10,633	10,450	10,550
No. of HIV cases interviewed	347	350	350
Efficiency:			
% of STD clients receiving an HIV test	95%	95%	95%
% of HIV cases HIV interviewed	90%	90%	90%
Effectiveness:			
No. of people diagnosed with HIV	496	385	400

EXPLANATORY INFORMATION:

Sexually transmitted diseases are reduced in our community by the program's effectiveness to identify partners Notify sex partners and get sex partners to a medical provider for treatment. All patients that walk into the STD Clinic are expected to be seen that day. Performance measures are established by the Centers for Disease Control and Prevention (CDC).

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$147,758	$86,303	$86,303
TOTAL FUNDING	**$147,758**	**$86,303**	**$86,303**
EXPENDITURES			
PERSONAL SERVICES	$139,559	$59,196	$59,196
CONTRACTUAL SERVICES	7,868	16,183	16,183
COMMODITIES	331	2,999	2,999
CAPITAL OUTLAY	0	7,925	7,925
TOTAL EXPENDITURES	**$147,758**	**$86,303**	**86,303**
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**3.00**

HUMAN PAILLOMAVIRS (HPV) STUDY PHASE II

PROGRAM INFORMATION

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to evaluate the prevention of human papillomavirus (HPV) cervical infection in women through a preventative vaccine. This study is a double blind, placebo-controlled study to evaluate the efficacy of a HPV vaccine. The study originally consisted of 8 visits throughout an 8-month period. This study has been extended to include an additional three visits (total of 11 visits). To extend the original study GlaxoSmithKline will be studying the effectiveness the HPV study in a follow-up long-term study. Clients enrolled in the HPV 001 study are eligible for the HPV 007 study. A total of 19 women were enrolled in this study and is still active. The study is expected to last approximately three years. The grant period covers the period of 01/01/04 through 12/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Principal Investigators	1	1	1
No. of Sub-Investigators	4	4	4
Output:			
No. of study shots administered	55	55	55
No. of screening visits	28	28	28
No. of client visits	209	209	209
Efficiency			
No. of clients enrolled	19	19	19
Effectiveness:			
% of blood draws obtained	100%	100%	100%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Principal Investigator – A person responsible for the conduct of the clinical trial at a trial site. If a team of individuals at a trial site conducts a trial, the Principal Investigator is the responsible leader of the team.

Sub -Investigator – Any member of the clinical trial team designated and supervised by the Principal Investigator at a trial site to perform critical trial-related procedures and/or to make important trial related decisions.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	$163,436	$50,868	$50,868
TOTAL FUNDING	**$163,436**	**$50,868**	**$50,868**
EXPENDITURES			
PERSONAL SERVICES	$81,362	$36,289	$36,289
CONTRACTUAL SERVICES	41,836	9,800	9,800
COMMODITIES	15,015	2,400	2,400
OTHER EXPENDITURES	5,802	2,379	2,379
CAPITAL OUTLAY	19,421	0	0
TOTAL EXPENDITURES	**$163,436**	**$50,868**	**$50,868**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENT	**1.00**	**1.00**	**1.00**

PROGRAM INFORMATION:

The San Antonio Metropolitan Health District (SAMHD) Immunization Division maintains basic program operations that include procedures, activities, and events to vaccinate children, adolescents, and adults in accordance with the Centers for Disease Control and Prevention's (CDC) National Immunization Program (NIP) grant guidance as well as the standards that are outlined in the annual contract from the Texas Department of Health (TDH). The SAMHD Immunization Division is contracted to investigate, monitor, and report the incidence of vaccine-preventable diseases (VPD), inform the public and private immunization stakeholders about immunizations and VPDs, and conduct provider assessments on private providers, daycares, schools and public clinics. The grant period covers the period of 01/01/04 through 12/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Vaccine Preventable Diseases Reported	508	459	500
No. of TDH Funded Immunization Staff	11	11	11
Output:			
No. of public/private school/daycares assessed	157	162	170
No. VFC monitoring visits to provider sites	224	237	237
No. of VFC Provider In-services	280	285	290
No. of new providers enrolled in VFC Program	25	14	22
Efficiency:			
Vaccine Wastage For Public/Private Providers	2%	2%	2%
Effectiveness:			
% of Public School Districts Rates less than 95% for any antigen	0%	0%	0%
% of Public Immunization Sites receiving annual AFIX in-services	100%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	$573,216	$286,541	$286,541
OTHER – (Program Income)	35,009	24,000	24,000
TOTAL FUNDING	**$608,225**	**$310,541**	**$310,541**
EXPENDITURES			
PERSONAL SERVICES	$533,866	$272,656	$272,656
CONTRACTUAL SERVICES	22,757	22,118	22,118
COMMODITIES	18,076	14,000	14,000
OTHER EXPENDITURES	5,375	1,567	1,567
CAPITAL OUTLAY	10,834	200	200
TOTAL EXPENDITURES	**$590,908**	**$310,541**	**$310,541**
AUTHORIZED POSITIONS	**11**	**11**	**11**
FULL-TIME EQUIVALENT	**11.00**	**11.00**	**11.00**

PROGRAM INFORMATION

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to evaluate the safety, tolerability, and immunogenicity of FAMVIR, a medication for the treatment of recurrent genital herpes in adults. This study will determine the effectiveness of taking a stronger oral medication for one day instead of the currently approved lesser dosage of five days. Grant period of October 1, 2003 to September 30, 2005

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No.. of adult participants	N/A	24	24
Output:	N/A		
No. of Clinic visits by adult participants	N/A	144	144
Efficiency:			
No. of adults participating in at least one visit	N/A	24	24
Effectiveness:			
No. of adults participating in all prescribed visits	N/A	24	24

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – Glaxosmithkline	N/A	$139,600	$139,600
TOTAL FUNDING	**N/A**	**$139,600**	**$139,600**
EXPENDITURES			
PERSONAL SERVICES	N/A	$75,125	$75,125
CONTRACTUAL SERVICES	N/A	43,475	43,475
COMMODITIES	N/A	12,000	12,000
OTHER EXPENDITURES	N/A	0	0
CAPITAL OUTLAY	N/A	9,000	9000
TOTAL EXPENDITURES	**N/A**	**$139,600**	**$139,600**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**N/A**

PENTACEL – VACCINE STUDY M5A03

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and Aventis Pasteur for the San Antonio Metropolitan Health District to participate in a clinical trial to assess the lot consistency based on immunogenicity of three manufacturing lots of the 5-comoponenet acellular Pertussis vaccine in a Pentacel™ formulation when co-administered with other recommended vaccines during the infant series of immunizations. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of FTEs	0	1	1
No. of Principal Investigators	0	1	1
Output:			
No. of study vaccine administered	0	232	232
No. of immunizations administered	0	638	638
No. of physical exams	0	60	60
No. of screening visits	0	80	80
No. of client visits	0	420	420
Efficiency:			
No. of recruitment letters mailed	0	1,912	1,912
No. of clients enrolled	0	60	60
Effectiveness:			
% of blood draws obtained	0	97%	97%
% of clients up to date	0	83%	83%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Principal Investigator – A person responsible for the conduct of the clinical trial at a trial site. If a team of individuals at a trial site conducts a trial, the Principal Investigator is the responsible leader of the team.

Sub -Investigator – Any member of the clinical trial team designated and supervised by the Principal Investigator at a trial site to perform critical trial-related procedures and/or to make important trial related decisions.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	N/A	$142,920	$142,920
TOTAL FUNDING	**N/A**	**$142,920**	**$142,920**
EXPENDITURES			
PERSONAL SERVICES	N/A	$84,891	$ 84,891
CONTRACTUAL SERVICES	N/A	26,770	26,770
COMMODITIES	N/A	10,600	10,600
OTHER EXPENDITURES	N/A	6,155	6,155
CAPITAL OUTLAY	N/A	14,504	14,504
TOTAL EXPENDITURES	**N/A**	**$142,920**	**$142,920**
AUTHORIZED POSITIONS	**N/A**	**1**	**1**
FULL-TIME EQUIVALENT	**N/A**	**1.00**	**1.00**

PENTACEL – VACCINE STUDY M5A07

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and Aventis Pasteur for the San Antonio Metropolitan Health District to participate in a clinical trial to assess the lot consistency based on immunogenicity of three manufacturing lots of the 5-comoponenet acellular Pertussis vaccine in a Pentacel™ formulation when co-administered with other recommended vaccines during the infant series of immunizations. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of FTEs	NA	1.5	1.5
No. of Principal Investigators	NA	1	1
Output:			
No. of study vaccine administered	NA	40	40
No. of immunizations administered	NA	120	120
No. of physical exams	NA	20	20
No. of screening visits	NA	80	80
Efficiency:			
No. of recruitment letters mailed	NA	300	300
No. of clients enrolled	NA	10	10
Effectiveness:			
% of blood draws obtained	NA	100%	100%
% of clients up to date	NA	85%	85%

EXPLANATORY INFORMATION

The Funding Source is a one-time agreement between the San Antonio Metropolitan Health District and the Pharmaceutical Company. Number of clients enrolled in the clinical trial, client visits, and vaccinations provided are based on a contract established with the Pharmaceutical Company.

Principal Investigator – A person responsible for the conduct of the clinical trial at a trial site. If a team of individuals at a trial site conducts a trial, the Principal Investigator is the responsible leader of the team.

Sub -Investigator – Any member of the clinical trial team designated and supervised by the Principal Investigator at a trial site to perform critical trial-related procedures and/or to make important trial related decisions.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	N/A	$143,250	$143,250
TOTAL FUNDING	**N/A**	**$143,250**	**$143,250**
EXPENDITURES			
PERSONAL SERVICES	N/A	$103,732	$103,732
CONTRACTUAL SERVICES	N/A	24,510	24,510
COMMODITIES	N/A	7,400	7,400
OTHER EXPENDITURES	N/A	7,608	7,608
TOTAL EXPENDITURES	**N/A**	**$143,250**	**$143,250**
AUTHORIZED POSITIONS	**N/A**	**3**	**3**
FULL-TIME EQUIVALENT	**N/A**	**3.00**	**3.00**

PROGRAM INFORMATION:

This grant funds the health screening of refugees allowed into the United States by the State Department and Bureau of Homeland Defense. Services include a health assessment, health education, immunizations and screening for tuberculosis. The health assessment includes a dental, hearing and eye exams. A nurse screens children for lead toxicity, nutrition and cognitive skills, and educate and refer parents for programs such as WIC, Children Health Insurance Program (CHIP) and Medicaid. The program has been expanded to include people seeking asylum, victims of trafficking, and unaccompanied alien children. The grant period covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Refugees arriving in Bexar County	150	150	121
Output:			
No. of refugees receiving health screenings	150	150	121
No. of refugees screened for tuberculosis	150	150	121
No. of refugees receiving immunizations	150	150	121
No. referred for other medical/dental conditions	105	106	40
Efficiency:			
% of refugees receiving health screenings	98	98	98
% of refugees screened for tuberculosis	98	98	98
% of refugees receiving immunizations	98	98	98
Effectiveness:			
% referred for other medical/dental conditions	60	60	60
% receiving referred medical/dental attention	50	70	70

EXPLANATORY INFORMATION:

Since September 11th, 2001, the number of clients has dramatically decreased. Even by expanding the clients, (including people seeking asylum, victims of trafficking and unaccompanied alien children), we anticipate 80 to 100 clients in the next year. Funding should remain the same.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$92,424	$143,495	$143,495
TOTAL FUNDING	**$92,424**	**$143,495**	**$143,495**
EXPENDITURES			
PERSONAL SERVICES	$31,527	$92,655	$92,655
CONTRACTUAL SERVICES	52,521	37,699	37,699
COMMODITIES	8,376	6,834	6,834
OTHER EXPENDITURES	0	6,307	6,307
TOTAL EXPENDITURES	**$92,424**	**$143,495**	**$143,495**
AUTHORIZED POSITIONS	**2**	**3**	**3**
FULL-TIME EQUIVALENT	**2.00**	**2.00**	**2.00**

SAN ANTONIO REGIONAL DETOXIFICATION PROGRAM

PROGRAM INFORMATION:

The San Antonio Regional Detoxification Program provides safe, effective detoxification services to adult women and men who are withdrawing from alcohol and other drugs thus preparing them for treatment and recovery. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of people admitted to detoxification	798	825	850
Output:			
No. of people discharged from detoxification	796	825	850
Efficiency:			
% of people discharged successfully from detoxification	531 (67%)	65%	65%
Effectiveness:			
% of people admitted into long term treatment following detoxification	288 (54%)	55%	57%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – (Patrician Movement)	$219,345	$204,565	$204,565
TOTAL FUNDING	**$219,345**	**$204,565**	**$204,565**
EXPENDITURES			
PERSONAL SERVICES	$197,536	$199,522	$199,522
CONTRACTUAL SERVICES	19,101	2,163	2,163
COMMODITIES	2,708	2,880	2,880
TOTAL EXPENDITURES	**$219,345**	**$204,565**	**$204,565**
AUTHORIZED POSITIONS	**5**	**6**	**6**
FULL-TIME EQUIVALENT	**5.00**	**5.00**	**5.00**

PROGRAM INFORMATION:

This grant funds STD surveillance and intervention activities. These activities are to interview clients diagnosed with a STD, identify sex partners, notify sex partners and ensure sex partner receive treatment from a medical provider. STD staff maintains a database to identify and track high-risk populations. Also, staff will provide education, referrals and tests for TB. The grant period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of clients seeking STD clinic services	11,193	11,000	11,000
No. of HIV cases	385	361	361
No. of syphilis cases	342	325	325
Output:			
No. of clients receiving same day STD services	10,363	10,000	10,000
No. of HIV cases interviewed	347	350	350
No. of syphilis cases interviewed	308	310	310
Efficiency:			
% of clients receiving same day STD services	90%	90%	90%
% of HIV cases HIV interviewed	90%	90%	90%
% of Syphilis cases interviewed	90%	90%	90%
Effectiveness:			
No. of people diagnosed with HIV	496	385	400
No. of people diagnosed with Syphilis	310	342	350

EXPLANATORY INFORMATION:

Sexually transmitted diseases are reduced in our community by the program's effectiveness to identify partners, notify sex partners and get sex partners to a medical provider for treatment. All patients that walk into the STD Clinic are expected to be seen that day. Performance measures are established by the Centers for Disease Control and Prevention (CDC).

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
STATE - (TDH)	$101,393	$77,046	$77,046
TOTAL FUNDING	**$101,393**	**$77,046**	**$77,046**
EXPENDITURES			
PERSONAL SERVICES	$98,534	$74,482	$74,482
CONTRACTUAL SERVICES	2,473	1,975	1,975
COMMODITIES	386	489	489
OTHER EXPENDITURES	0	100	100
TOTAL EXPENDITURES	**$101,393**	**$77,046**	**$77,046**
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**3.00**

PROGRAM INFORMATION:

This grant funds STD surveillance and intervention activities. These activities are to interview clients diagnosed with a STD, identify sex partners, notify sex partners and ensure sex partner receive treatment from a medical provider. STD staff maintains a database to identify and track high-risk populations. Also, staff will provide education, referrals and tests for TB. The grant period covers the period of 01/01/04 through 12/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of clients seeking STD clinic services	11,193	11,000	11,210
No. of HIV cases	385	361	361
No. of syphilis cases	342	325	325
Output:			
No. of clients receiving same day STD services	10,363	10,000	10,105
No. of HIV cases interviewed	347	350	350
No. of syphilis cases interviewed	308	310	310
Efficiency:			
% of clients receiving same day STD services	90%	90%	90%
% of HIV cases HIV interviewed	90%	90%	90%
% of Syphilis cases interviewed	90%	90%	90%
Effectiveness:			
No. of people diagnosed with HIV	496	385	400
No. of people diagnosed with Syphilis	310	342	350

EXPLANATORY INFORMATION:

Sexually transmitted diseases are reduced in our community by the program's effectiveness to identify partners, notify sex partners and get sex partners to a medical provider for treatment. All patients that walk into the STD Clinic are expected to be seen that day. Performance measures are established by the Centers for Disease Control and Prevention (CDC).

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$224,801	$215,116	$215,116
CASH REVENUE – (Co-pay)	20,430	0	0
TOTAL FUNDING	**$245,231**	**$215,116**	**$215,116**
EXPENDITURES			
PERSONAL SERVICES	$228,314	$208,707	$208,707
CONTRACTUAL SERVICES	10,225	6,409	6,409
COMMODITIES	6,692	0	0
TOTAL EXPENDITURES	**$245,231**	**$215,116**	**$215,116**
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**5.00**	**5.00**	**5.00**

PROGRAM INFORMATION:

These grant funds TB preventive activities, through outreach and surveillance. Outreach activities consist of administering anti-tuberculosis medication by direct observation, and contact investigation. Directly observed therapy is administered at patient's home, work, school or other location agreed upon by the patient. Contact investigation includes interviewing people suspected of TB diseases, and searching for those who may have been exposed to TB. These people are referred to the City Chest Clinic for further medical evaluation. The grant period covers the period of 01/01/04 through 12/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of contacts exposed to someone w/active TB disease	875	875	875
No. of people suspected of active TB disease	148	130	130
No. of people diagnosed active TB disease	66	61	61
Output:			
No. of contacts medically evaluated	700	700	700
No. of people suspected of TB disease on meds	140	124	124
No. of TB case completing therapy	66	61	61
Efficiency:			
% of TB cases/suspects on therapy	95%	95%	95%
% of TB cases completing therapy	100%	100%	100%
Effectiveness:			
No. of people diagnosed with TB disease	66	61	61
No. of clinic visits	8,000	8,000	8,000

EXPLANATORY INFORMATION:

TB disease is reduced in our community by the program's effective to ensure that TB cases & suspects are on anti-TB medication, people diagnosed with TB disease adhere to treatment ("enforced" by directly observed therapy (DOT)) & complete treatment. Also, the program must ensure people exposed to patients with TB disease are medically evaluated. Centers for Disease Control & Prevention (CDC) sets the performance measures for 90% of cases/suspects receive TB therapy by DOT, 95% of cases complete therapy, and 80% of contacts are medically evaluated.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$342,728	$356,700	$356,700
OTHER – (Co Pay)	10,000	20,000	20,000
TOTAL FUNDING	**$352,728**	**$376,700**	**$376,700**
EXPENDITURES			
PERSONAL SERVICES	$276,269	$293,027	$293,027
CONTRACTUAL SERVICES	69,617	79,547	79,547
COMMODITIES	2,417	4,126	4,126
OTHER EXPENDITURES	4,425	0	0
TOTAL EXPENDITURES	**$352,728**	**$376,700**	**$376,700**
AUTHORIZED POSITIONS	**10**	**14**	**14**
FULL-TIME EQUIVALENT	**10.00**	**13.50**	**13.50**

PROGRAM INFORMATION:

This grant funds direct patient services offered at the City Chest Clinic. Services provided at the Clinic include examination, diagnosis and treatment of TB infection and disease. Nurse assessments, physician consultations, specimen collection, laboratory analysis and radiological services are performed. Also, the City Chest Clinic operates a pharmacy to dispense antituberculosis medications. The Centers for Disease Control and Prevention (CDC) sets the performance measure for 90% of cases/suspects receive TB therapy by DOT, 95% of cases complete therapy, and 80% of contacts are medically evaluated. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of contacts exposed to someone w/active TB disease	1,868	875	875
No. of people suspected of active TB disease	111	145	130
No. of people diagnosed active TB disease	55	68	65
Output:			
No. of contacts medically evaluated	2,928	700	700
No. of people suspected of TB disease on meds	106	138	124
No. of TB case completing therapy	55	68	65
Efficiency:			
% of contacts medical evaluated	80%	80%	80%
% of TB cases/suspects on therapy	95%	95%	95%
% of TB cases completing therapy	100%	100%	100%
Effectiveness:			
No. of people diagnosed with TB disease	55	68	65
No. of clinic visits	8,942	8,500	8,500

EXPLANATORY INFORMATION:

TB disease is reduced in our community by the program's effective to ensure that TB cases & suspects are on anti-TB medication, people diagnosed with TB disease adhere to & complete treatment. In the next grant period, the State TB Grant will be reduced 10%, as announced by the Texas Department of Health (TDH) TB Elimination Division. This reduced fund may be permanent based on two factors: one, our ability to continue to reduce TB disease in our community, and two, and the financial recovery of TDH.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE - FUNDING PROVIDED BY THE STATE (TDH)	$186,846	$199,444	$199,444
TOTAL FUNDING	**$186,846**	**$199,444**	**$199,444**
EXPENDITURES			
PERSONAL SERVICES	$171,085	$177,119	$177,119
CONTRACTUAL SERVICES	14,885	16,825	16,825
COMMODITIES	876	1,000	1,000
OTHER EXPENDITURES	0	4,500	4,500
TOTAL EXPENDITURES	**$186,846**	**$199,444**	**$199,444**
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**4.50**	**4.50**	**4.50**

PROGRAM INFORMATION:

The ATSDR grants were funded to the San Antonio Metropolitan Health District to address community health concerns by evaluating the health status, evaluating potential environmental exposures, and providing health education to the community surrounding the former Kelly Air Force Base (KAFB) as well as former workers of KAFB. The grant period covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Clinical appointments	1,000	600	500
Health Fairs	100	100	100
Senior citizen centers by zip code	1	2	2
Output:			
No. clients referred to physicians[1]	300	150	50
No. clients who reside within contaminated plume	441	183	70
No. clients who are former KAFB workers	22	32	20
No. clients who are both residents and former workers	105	50	10
Effectiveness:			
% of people returning to the EHWC for a flu vaccine each year	N/A	75%	85%
% of senior citizens (aggregates) improving their health assessment score upon reevaluation 6-12 months later	N/A	50%	60%

EXPLANATORY INFORMATION

[1] Clients were referred to a physician when lab tests indicated further follow-up.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$169,291	$336,226	$336,226
OTHER	0	265,862	0
TOTAL FUNDING	**$169,291**	**$602,089**	**$336,226**
EXPENDITURES			
PERSONAL SERVICES	$102,120	$260,588	$190,354
CONTRACTUAL SERVICES	39,071	273,771	78,142
COMMODITIES	15,000	48,500	48,500
OTHER EXPENDITURES	10,000	19,230	19,230
CAPITAL OUTLAY	3,100	0	0
TOTAL EXPENDITURES	**$169,291**	**$602,089**	**$336,226**
AUTHORIZED POSITIONS	**0**	**1**	**1**
FULL-TIME EQUIVALENT	**0.00**	**1.00**	**1.00**

PROGRAM INFORMATION:

The funding from this program will support the staffing component, reservations, and necessary equipment/reagents for rapid detection to achieve the Laboratory Response Network Level C BSL 3 at Brooks-City Base. This program will be utilized to support all laboratory activities throughout TDH Region 8. The grant period covers the period of 09/01/04 through 08/31/05.

EXPLANATORY INFORMATION

The grant from the Texas Department of Health provides funds to increase the BioSafety Level status from a 2 to 3 while continuing to develop advanced capacities for the rapid detection of bioterrorism agents and infectious diseases.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FEDERAL	$561,260	$560,410	$260,410
TOTAL FUNDING	**$561,260**	**$560,410**	**$260,410**
EXPENDITURES			
PERSONAL SERVICES	$90,983	$89,101	$89,101
CONTRACTUAL SERVICES	5,493	170,070	127,670
COMMODITIES	13,414	43,639	43,639
OTHER EXPENDITURES	359,010	0	0
CAPITAL OUTLAY	92,360	257,600	0
TOTAL EXPENDITURES	**$561,260**	**$560,410**	**$260,410**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**2.00**	**2.00**	**2.00**

PROGRAM INFORMATION:

This federal grant will fund SAMHD Bio-terrorism Preparedness Project. These funds will be used for initiatives specifically designed to upgrade the response capability of our public health system. The grant period cover the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Independent School Districts (ISD)	19	19	19
Output:			
No. of Smallpox strategies developed[1]	125	100	10
Vaccinate Tier One Smallpox Response Teams	120	38	10
No. of inter-local agreements with ISD	0	12	19
Effectiveness:			
% of Bio-terrorism Lab completion	0%	25%	100%

EXPLANATORY INFORMATION

[1] Program will cease in 2005. Individuals vaccinated will be the completion of groups started or new hire or replacements for previously vaccinated individuals.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$1,748,122	$ 1,971,530	$1,971,530
TOTAL FUNDING	**$1,748,122**	**$ 1,971,530**	**$1,971,530**
EXPENDITURES			
PERSONAL SERVICES	$669,172	$814,924	$814,924
CONTRACTUAL SERVICES	221,140	424,420	424,420
COMMODITIES	143,742	150,050	150,050
OTHER EXPENDITURES	49,366	59,716	59,716
CAPITAL OUTLAY	664,702	522,420	522,420
TOTAL EXPENDITURES	**$1,748,122**	**$1,971,530**	**$1,971,530**
AUTHORIZED POSITIONS	**12**	**17**	**17**
FULL-TIME EQUIVALENT	**12.00**	**16.00**	**16.00**

PROGRAM INFORMATION:

Childhood Lead Poisoning Prevention Program identifies households with children less than 6 years of age that potentially face problems associated with lead toxicity. Activities include screening children for elevated blood lead levels, providing case management and follow-up services, referrals to the families to rehabilitation providers, as appropriate, outreach and awareness activities, facilitate Lead Task Force, provider relations and education and perform environmental lead assessments. Pathways of exposure include lead based paint, lead containing products such as ceramic pottery and home remedy medication, lead contaminated soil and dust and lead containing materials used in parental occupation and or hobbies. The grant period covers the period of 07/01/04 through 06/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Bexar County population for children 0-6 years	171,733	166,762	180,031
Estimated lead cases (Per CDC)	N/A	3100	3100
Output:			
Environmental Home Lead Risk Assessments	26	4	26
Total No. of children with Elevated Blood Lead Levels (EBLL)	428	1000	600
Efficiency:			
Follow-up of EBLL	45%	30%	50%
Recruit new collaborative partners	2	2	4
Effectiveness:			
Increase in No. of children screened	16,776	5,589	19,924
Improve case management/contact with families	312	155	360
Increase outreach awareness activities	38	30	50

EXPLANATORY INFORMATION

Lead poisoning continues to be a threat to the children of our community. More realistic and cost-effective screening methods, case management and environmental abatement activities must be increased. Health Fairs, public outreach efforts and program collaborations continue to increase the awareness of lead poisoning and help strengthen our efforts to decrease the numbers of Elevated Blood Lead Levels in Children.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

FUNDING SOURCES	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
STATE	$23,201	$45,000	$45,000
TOTAL FUNDING	**$23,201**	**$45,000**	**$45,000**
EXPENDITURES			
PERSONAL SERVICES	$17,656	$32,935	$32,935
CONTRACTUAL SERVICES	3,621	8,015	8,015
COMMODITIES	1,209	1,700	1,700
OTHER EXPENDITURES	715	2,350	2,350
TOTAL EXPENDITURES	**$23,201**	**$45,000**	**$45,000**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**2.00**	**1.50**	**1.50**

PROGRAM INFORMATION:

The funding from the Texas Department of Health for this program will reimburse the San Antonio Metropolitan Health District for the analysis of milk and dairy testing performed on TDH Region 8/11 dairies and retailers. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Output:			
No. of Milk Samples tested	5,546	5,640	5,750

EXPLANATORY INFORMATION

The grant from the Texas Department of Health provides funds to increase surveillance on the Milk and Dairy industry of South Texas.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	$34,500	$34,500	$34,500
TOTAL FUNDING	**$34,500**	**$34,500**	**$34,500**
EXPENDITURES			
CONTRACTUAL SERVICES	$34,500	$34,500	$34,500
TOTAL EXPENDITURES	**$34,500**	**$34,500**	**$34,500**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

HEALTH DISTRICT
PUBLIC CENTER FOR ENVIRONMENTAL HEALTH (PCEH)

PROGRAM INFORMATION:

The Public Center for Environmental Health is a program run by the San Antonio Metropolitan Health District and funded by the Department of Defense through a Cooperative Agreement to investigate, assess and otherwise address environmental health concerns related to potential environmental exposures to former Kelly AFB employees and the community. The grant period covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of homes in affected area	22,000	22,000	22,000
No. of square miles in affected area	10	10	10
Output:			
No. of Environmental health investigations or surveys:			
Well Plugging & well surveys[1]	75	15	10
Efficiency:			
No. of abandoned wells plugged & well surveys	75	15	10
No. of remediation projects monitored	1	5	5
No. of drinking water samples tested for VOCs	22	22	22
No. of locations monitored for Soil Vapors	4	4	4
No. of shallow Groundwater Wells tested	4	4	4
No. of Residential Environmental Surveys	0	45	50
Effectiveness:			
No. of safety hazards removed from community	75	15	10
No. of fruit and nut samples with results below maximum contamination level	8	200	0
No. of drinking water samples with results below maximum contamination level	22	22	22

EXPLANATORY INFORMATION

[1] Cooperative project with the Air Force, San Antonio Water System and Health District

[2] Cooperative project with the Air Force, San Antonio Environmental Services Dept. and the Health District

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$340,906	$500,000	$500,000
OTHER – (carry-forward)	0	150,000	150,000
TOTAL FUNDING	**$340,906**	**$650,000**	**$650,000**
EXPENDITURES			
PERSONAL SERVICES	$201,602	$307,815	$307,815
CONTRACTUAL SERVICES	117,503	307,040	307,040
COMMODITIES	6,938	9,610	9,610
OTHER EXPENDITURES	14,673	22,935	22,935
CAPITAL OUTLAY	190	2,600	2,600
TOTAL EXPENDITURES	**$340,906**	**$650,000**	**$650,000**
AUTHORIZED POSITIONS	**7**	**7**	**7**
FULL-TIME EQUIVALENT	**7.00**	**6.50**	**6.50**

PROGRAM INFORMATION:

South Texas AVON-CDC Foundation Mobile Access Grant. A grant awarded CHRISTUS Santa Rosa Healthcare to establish a mobile mammography van program in Bexar County and surrounding South Texas counties. The expected date of the arrival for the van is November 2004. CHRISTUS Santa Rosa Healthcare is contracting with San Antonio Metropolitan Health District to provide outreach services and case management for women who have abnormal mammogram results. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Financial contribution from CHRISTUS Santa Rosa Healthcare	N/A	N/A	$10,000
Output:			
No. of women who were contacted about breast health prevention services	N/A	N/A	8,000
No. of women who received case management services	N/A	N/A	30
Efficiency:			
No. of women contacted quarterly	N/A	N/A	2,000
Effectiveness:			
% of women, without insurance and had limited income, who were contacted about breast health services	N/A	N/A	50%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	N/A	N/A	$10,000
TOTAL FUNDING	**N/A**	**N/A**	**$10,000**
EXPENDITURES			
PERSONAL SERVICES	N/A	N/A	$9,400
COMMODITIES	N/A	N/A	600
TOTAL EXPENDITURES	**N/A**	**N/A**	**$10,000**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**1**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**0.50**

PROGRAM INFORMATION:

This program combines several funding sources related to breast and cervical cancer prevention for women. The grants provide health education, medical care and related case management for women who have Number health insurance and the family income is less than 200% of the federal poverty guidelines. Funding is provided through Texas Department of Health Breast and Cervical Cancer Control Program, Cancer Therapy and Research Center, and the Susan G. Komen Foundation San Antonio Chapter. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Available funds to support qualified women	$335,999	$339,000	$361,413
Output:			
No. of women receiving grant funded services	690	800	7,700
No. of women who received case management services	194	235	167
Efficiency:			
Funds exhausted	100%	100%	100%
Effectiveness:			
% of new women entering the program	33%	25%	25%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	$124,000	$124,000	$129,000
OTHER – Cancer Therapy and Research Center	84,357	85,000	75,000
OTHER – Susan G. Komen	100,000	100,000	100,000
OTHER – Carryover from previous fiscal year	27,642	0	0
TOTAL FUNDING	**$335,999**	**$309,000**	**$304,000**
EXPENDITURES			
PERSONAL SERVICES	$255,062	$185,000	$189,889
CONTRACTUAL SERVICES	76,847	120,190	109,196
COMMODITIES	1,630	1,835	1,654
OTHER EXPENDITURES	2,460	1,975	3,261
TOTAL EXPENDITURES	**$335,999**	**$309,000**	**$304,000**
AUTHORIZED POSITIONS	**6**	**9**	**9**
FULL-TIME EQUIVALENT	**6.00**	**7.50**	**7.50**

FAMILY FOCUSED DIABETES PILOT PROJECT

PROGRAM INFORMATION:

Family Focused Diabetes Pilot Project funded through Texas Department of Health and Texas Diabetes Council is a collaborative project between Texas Diabetes Institute, House of Neighborly Service and San Antonio Metropolitan Health District will conduct a pilot project in zip code 78207 to determine effective measures in reaching families whose members have Type II Diabetes or are at high risk for developing diabetes. The project will include health risk assessment, educational classes, and referrals to community agencies. The grant period covers the period of 07/01/04 through 06/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Grant from Texas Department of Health to conduct pilot project	N/A	N/A	$90,000
Output:			
No. of families enrolled in the program	N/A	N/A	50
No. of classes held	N/A	N/A	30
No. of risk assessment conducted	N/A	N/A	100
Efficiency:			
Average No. of participants in classes	N/A	N/A	10
Effectiveness:			
Post evaluation scores of new knowledge gained by participant	N/A	N/A	80%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
STATE	N/A	N/A	$90,000
TOTAL FUNDING	**N/A**	**N/A**	**$90,000**
EXPENDITURES			
PERSONAL SERVICES	N/A	N/A	$38,000
CONTRACTUAL SERVICES	N/A	N/A	42,000
COMMODITIES	N/A	N/A	6,000
OTHER EXPENDITURES	N/A	N/A	4,000
TOTAL EXPENDITURES	**N/A**	**N/A**	**$90,000**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**1**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**1.00**

PROGRAM INFORMATION:

The San Antonio Metropolitan Health District provides two types of support under this program that includes direct assistance in the form of state paid positions and financial assistance from the general revenue, preventive health and health services block grant. The grant period covers the period of 09/01/04 through 08/31/05.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	$237,584	$251,464	$305,776
TOTAL FUNDING	**$237,584**	**$251,464**	**$305,776**
EXPENDITURES			
PERSONAL SERVICES	$232,513	$251,464	$305,776
CONTRACTUAL SERVICES	3,092	0	0
COMMODITIES	830	0	0
CAPITAL OUTLAY	1,149	0	0
TOTAL EXPENDITURES	**$237,584**	**$251,464**	**$305,776**
AUTHORIZED POSITIONS	**5**	**5**	**6**
FULL-TIME EQUIVALENT	**5.00**	**5.00**	**6.00**

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 No. of women receiving prenatal care in the first trimester.
2. Reduction of infants born weighing less than 2500 grams.
3. Reduction of teens <19 years giving birth.
4. Reduce the rate of post-neonatal infant deaths to the national average of 2.3 per 1000 live births.
5. 90% of children aged two years will receive immunizations.
6. 100% of program participants screened for depression.
7. 100% of program participants receive interconceptional care up to 24 months post delivery.

The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of active HS cases followed per month	216	220	232
% of women receiving prenatal care during 1st trimester	70%	68%	72%
No. of families who participated in parenting education	132	140	142
Output:			
% of women screened for depression	100%	100%	100%
% of participants screened for domestic violence	100%	100%	69%
No. of families served through HS	451	402	475
Efficiency:			
% of referrals enrolled in HS program	82%	77%	86%
Effectiveness:			
% of cases that had a positive birth outcome	90%	89%	93%

EXPLANATORY INFORMATION

The objectives of Health Start are accomplished through comprehensive case management, outreach, health education, and community consortium activities.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$750,000	$750,000	$750,000
OTHER – (Medicaid Collections)	13,671	0	0
TOTAL FUNDING	**$763,671**	**$750,000**	**$750,000**
EXPENDITURES			
PERSONAL SERVICES	$553,299	$611,474	$ 611,474
CONTRACTUAL SERVICES	171,268	106,783	106,783
COMMODITIES	17,499	9,700	9,700
OTHER EXPENDITURES	18,152	21,543	21,543
CAPITAL OUTLAY	3,453	500	500
TOTAL EXPENDITURES	**$763,671**	**$750,000**	**$750,000**
AUTHORIZED POSITIONS	**13**	**14**	**14**
FULL-TIME EQUIVALENT	**13.00**	**14.00**	**14.00**

PROGRAM INFORMATION:

March of Dimes Texas Chapter grant aimed at improving dietary habits of pregnant women in order to prevent prematurity and low birth weight through nutrition education, food preparation, selection, and safety along with prenatal health education. A series of classes are held at various public health clinics in a "Learn, Eat, and Enjoy" format with meal demonstration and table talk conversation. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of women recruited & enrolled.	N/A	N/A	200
Output:			
No. of Classes Held	N/A	N/A	120
No. of women attending 4 of 7 classes	N/A	N/A	160
Efficiency:			
Average # of women attending classes	N/A	N/A	10
Effectiveness:			
No. of women that gained appropriate weight during pregnancy	N/A	N/A	100
No. of women with improved hemoglobin value during pregnancy (anemia)	N/A	N/A	100

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	N/A	N/A	$34,550
TOTAL FUNDING	**N/A**	**N/A**	**$34,550**
EXPENDITURES			
PERSONAL SERVICES	N/A	N/A	$15,000
CONTRACTUAL SERVICES	N/A	N/A	18,650
COMMODITIES	N/A	N/A	900
TOTAL EXPENDITURES	**N/A**	**N/A**	**$34,550**
AUTHORIZED POSITIONS	**0**	**0**	**1**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.50**

PROGRAM INFORMATION:

This is a fee for service contract with Parent & Child Incorporated, a Head Start program, to provide physical examinations and dental screenings. Head Start requires that every child enrolled receive a physical examination within 90 days of enrollment and bi-annual dental screenings. SAMHD provides physical examinations and dental screenings to assist PCI. The grant period covers the period of 03/01/04 through 03/28/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Total No. of PCI enrolled children requiring Physical Exams	3,500	4,000	5,800
Total No. of PCI enrolled children requiring Dental Screenings	10,000	10,000	10,000
Output:			
No. of children receiving physical examinations by SAMHD	2,550	4,000	3,000
No. of children receiving dental screenings by SAMHD	11,114	10,000	10,000
No. of sessions held for physical examinations by SAMHD	108	110	110
Efficiency:			
Average No. of physical examinations/session	24	36	27
Effectiveness:			
% of children meeting 90 day requirement	73%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – PCI Medical	$71,220	$134,500	$105,500
OTHER – PCI Dental	14671	15,000	24,000
OTHER – PCI Medicaid Collections	4,343	42,500	42,500
OTHER	0	10,000	10,000
TOTAL FUNDING	**$90,234**	**$202,000**	**$182,000**
EXPENDITURES			
PERSONAL SERVICES	$46,435	$96,900	$143,031
CONTRACTUAL SERVICES	41,491	96,100	30,700
COMMODITIES	1,214	8,500	7,769
OTHER EXPENDITURES	0	500	500
CAPITAL OUTLAY	1,094	0	0
TOTAL EXPENDITURES	**$90,234**	**$202,000**	**$182,000**
AUTHORIZED POSITIONS	**8**	**8**	**8**
FULL-TIME EQUIVALENT	**4.00**	**5.00**	**5.00**

PROGRAM INFORMATION:

The purpose of the Perinatal Depression Program funded by the Hogg Foundation is determine an effective and efficient way to assess the prevalence of depression amongst perinatal patients of the Health Department including patients of the Healthy Start Division and to provide easier access to effective counseling services through an internship with Our Lady of the Lake University. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of focus groups held	8	50	50
Output:			
No. of clients seen for counseling	N/A	40	40
Efficiency:			
No. of clients whose cases have closed	N/A	30	30
Effectiveness:			
No. of clients who successfully completed counseling	N/A	20	20

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – (City In-Kind)	$27,646	$30,715	$30,715
TOTAL FUNDING	**$27,646**	**$30,715**	**$30,715**
EXPENDITURES			
PERSONAL SERVICES	$22,731	$0	$0
CONTRACTUAL SERVICES	2,545	30,215	30,215
COMMODITIES	2,370	500	500
TOTAL EXPENDITURES	**$27,646**	**$30,715**	**$30,715**
AUTHORIZED POSITIONS	**3**	**0**	**0**
FULL-TIME EQUIVALENT	**1.50**	**0.00**	**0.00**

PROGRAM INFORMATION:

This fee for service grant from Texas Department of Health funds Family Planning services for clients who do not qualify for Medicaid and have family incomes less than 185% of Federal Poverty Guidelines (FPG). Where the Medicaid income requirement is 158% of FPG for pregnant women, the income requirement for non-pregnant women is 0% of FPG. Once the grant ceiling is reached, Number additional funds are received. The grant assists SAMHD by providing medical and nursing services, laboratory services, chemical and medical supply, and case management. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of family planning visits – all funding sources	13,469	11,533	11,533
Output:			
No. of qualified Title V family planning visits	8,100	6,830	6,830
Effectiveness:			
No. of women receiving 2 or more visits per year	3,521	2,970	2,970

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	$681,573	$565,459	$565,459
OTHER – (Co-pay)	1,000	10,177	10,177
TOTAL FUNDING	**$682,573**	**$575,636**	**$575,636**
EXPENDITURES			
PERSONAL SERVICES	$540,630	$427,167	$427,167
CONTRACTUAL SERVICES	20,002	41,170	41,170
COMMODITIES	119,941	87,499	87,499
OTHER EXPENDITURES	2,000	2,000	2,000
CAPITAL OUTLAY	0	17,800	17,800
TOTAL EXPENDITURES	**$682,573**	**$575,636**	**$575,636**
AUTHORIZED POSITIONS	**24**	**21**	**21**
FULL-TIME EQUIVALENT	**22.00**	**17.00**	**17.00**

PROGRAM INFORMATION:

This fee for service grant from Texas Department of Health funds Maternal and Child Health services for patients who do not qualify for Medicaid or Children's Health Insurance Program (CHIP) and have incomes less than 185% of Federal Poverty Guidelines. Services include prenatal care, well child examinations, and dental care (0-21 years). Once the grant ceiling is reached, Number additional funds are received. The grant assists SAMHD by providing medical and nursing services, laboratory services, subcontracted obstetrical sonograms, and case management. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of clinic visits – all funding sources	22,502	21,380	22,000
Output:			
Prenatal Visits	15,986	12,605	12,605
Well Child Visits	759	917	917
Dental Visits	379	401	401
Total No. of qualified Title V visits	17,124	13,923	13,923
Effectiveness:			
Average No. of prenatal visits per qualified Title V pregnant women	12.5	12.5	12.5
No. of Title V supported dental treatments	1,864	2,148	2,148

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	$278,735	$242,738	$242,738
OTHER – (City In-Kind)	352,922	122,000	122,000
TOTAL FUNDING	**$631,657**	**$364,738**	**$364,738**
EXPENDITURES			
PERSONAL SERVICES	$337,486	$215,213	$215,213
CONTRACTUAL SERVICES	194,778	92,259	92,259
COMMODITIES	93,045	46,266	46,266
OTHER EXPENDITURES	2,000	2,000	2,000
CAPITAL OUTLAY	4,348	9,000	9,000
TOTAL EXPENDITURES	**$631,657**	**$364,738**	**$364,738**
AUTHORIZED POSITIONS	**18**	**17**	**17**
FULL-TIME EQUIVALENT	**13.50**	**14.50**	**14.50**

PROGRAM INFORMATION:

The Title V Population-based program is a community-based effort to improve pregnancy outcomes and decrease teen pregnancy rates in targeted areas of Bexar County. The program works in conjunction with the federally funded Healthy Start Initiative and the city funded Project WORTH. The Population-based program provides health education presentations and other community-based health promotion activities, including responding to public requests for information and educational services. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Staff positions	2	1.5	2.5
Output:			
No. of healthy pregnancy presentations	98	85	120
No. of teen pregnancy prevention presentations	114	85	120
No. of individuals attending presentations	2,641	2,550	3,200

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	$100,000	$64,450	$64,450
TOTAL FUNDING	**$100,000**	**$64,450**	**$64,450**
EXPENDITURES			
PERSONAL SERVICES	$84,352	$49,471	$49,471
CONTRACTUAL SERVICES	10,548	8,326	8,326
COMMODITIES	1,771	2,670	2,670
OTHER EXPENDITURES	2,135	3,983	3,983
CAPITAL OUTLAY	1,194	0	0
TOTAL EXPENDITURES	**$100,000**	**$64,450**	**$64,450**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**2.00**	**1.50**	**1.50**

PROGRAM INFORMATION:

Title X, a federal grant administered by Texas Department Health assists with infrastructure activities for family planning. The grant emphasis adolescent health and parent involvement as well as providing group purchase prices for family planning chemical and medical supplies. The grant period covers the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Title X funding to support infrastructure for family planning	N/A	N/A	$50,000
Output:			
No. of Title X supported visits	N/A	N/A	300
No. of abstinence education participants	N/A	N/A	200
Efficiency:			
Average No. of participant per class	N/A	N/A	6
Effectiveness:			
Education hours to staff for adolescent health	N/A	N/A	300
No. of parents involved in educational offerings	N/A	N/A	50

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	NA	N/A	$50,000
TOTAL FUNDING	**N/A**	**N/A**	**$50,000**
EXPENDITURES			
PERSONAL SERVICES	N/A	N/A	$30,240
CONTRACTUAL SERVICES	N/A	N/A	17,760
COMMODITIES	N/A	N/A	2,000
TOTAL EXPENDITURES	**N/A**	**N/A**	**$50,000**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**1**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**1.00**

PROGRAM INFORMATION:

This fee for service grant from Texas Department of Health funds Family Planning services who do not qualify for Medicaid and have family incomes less than 150% of Federal Poverty Guidelines (FPG). Where the Medicaid income requirement is 158% of FPG for pregnant women, the income requirement for non-pregnant women is 0% of FPG. Once the grant ceiling is reached, no additional funds are received. The grant assists SAMHD by providing medical and nursing services, laboratory services, chemical and medical supplies, and case management. This grant provides assistance to Project WORTH in outreach and education to at-risk populations. The grant period cover the period of 09/01/04 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of family planning visits – all funding sources	13,469	11,533	11,533
Output:			
No. of qualified Title XX family planning visits	5,369	4,703	4,703
Efficiency:			
Funding ceiling is reached	100%	100%	100%
Effectiveness:			
No. of women receiving 2 or more visits per year	2,692	2,405	2,405
No. of outreach services to at-risk populations	1,990	1,990	1,990

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE	$350,000	$350,000	$350,000
OTHER – (Medicaid Collections)	178,678	115,000	115,000
TOTAL FUNDING	**$528,678**	**$465,000**	**$465,000**
EXPENDITURES			
PERSONAL SERVICES	$431,347	$343,521	$343,521
CONTRACTUAL SERVICES	15,448	42,400	42,400
COMMODITIES	81,883	72,079	72,079
OTHER EXPENDITURES	0	2,000	2,000
CAPITAL OUTLAY	0	5,000	5,000
TOTAL EXPENDITURES	**$528,678**	**$465,000**	**$465,000**
AUTHORIZED POSITIONS	**9**	**13**	**13**
FULL-TIME EQUIVALENT	**9.00**	**12.50**	**12.50**

PROGRAM INFORMATION:

The Stillbirth Consortium Grant is a collaborative relationship between the San Antonio Metro Health District and the University of Texas Health Science Center at San Antonio, to participate in the National Institute of Health's Stillbirth Collaborative Research Network, SCRN. This is a national research grant funded by the National Institute of Children's Health and Development. The goals of the study are to find the causes and scope of stillbirth. The grant period of 08/01/04 through 07/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Total No. of hospitals with labor and delivery units	N/A	12	12
Output:		12	12
100% endorsement of the study by Bexar county hospitals that have Labor and Delivery Units	N/A		
Provide information to all Bexar county hospital	N/A	12	12
No. of physicians and office/hospital personnel trained	N/A	N/A	120
Provide Physician literature to medical personnel in each of the 12 Bexar county hospitals	N/A	N/A	300
Effectiveness:			
Obtain endorsement for the study from key hospital personnel in each of the 12 Bexar county hospitals.	N/A	40	120
Obtain endorsement for the study from medical personnel practicing at each of the 12 Bexar county hospitals	N/A	36	200
% age of the hospitals participating in the study	N/A	N/A	100%
% age of stillbirth patients approached for the study	N/A	N/A	90%

EXPLANATORY INFORMATION

There will be a piloting phase estimated to begin in the winter of 2004. Once this phase is completed and adjustments are made, the recruitment phase will begin, and can last up to 3 years.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – (Medicaid Collections)	N/A	$37,231	$37,231
TOTAL FUNDING	**N/A**	**$37,231**	**$37,231**
EXPENDITURES			
PERSONAL SERVICES	N/A	$29,805	$29,805
CONTRACTUAL SERVICES	N/A	4,508	4,508
COMMODITIES	N/A	2,918	2,918
TOTAL EXPENDITURES	**N/A**	**$37,231**	**$37,231**
AUTHORIZED POSITIONS	**N/A**	**0.00**	**0.00**
FULL-TIME EQUIVALENT	**N/A**	**0.00**	**0.00**

PROGRAM INFORMATION:

The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), provides food vouchers (redeemable at grocery stores for certain nutritious foods), nutrition education and counseling, breastfeeding promotion and support, and health care referrals, at cost to low income pregnant, postpartum, and breastfeeding women, infants and children under the age of five, who are determined to be at nutritional risk. The grant period covers the period of 10/01/04 through 09/30/05.

PERFORMANCE MEASURES

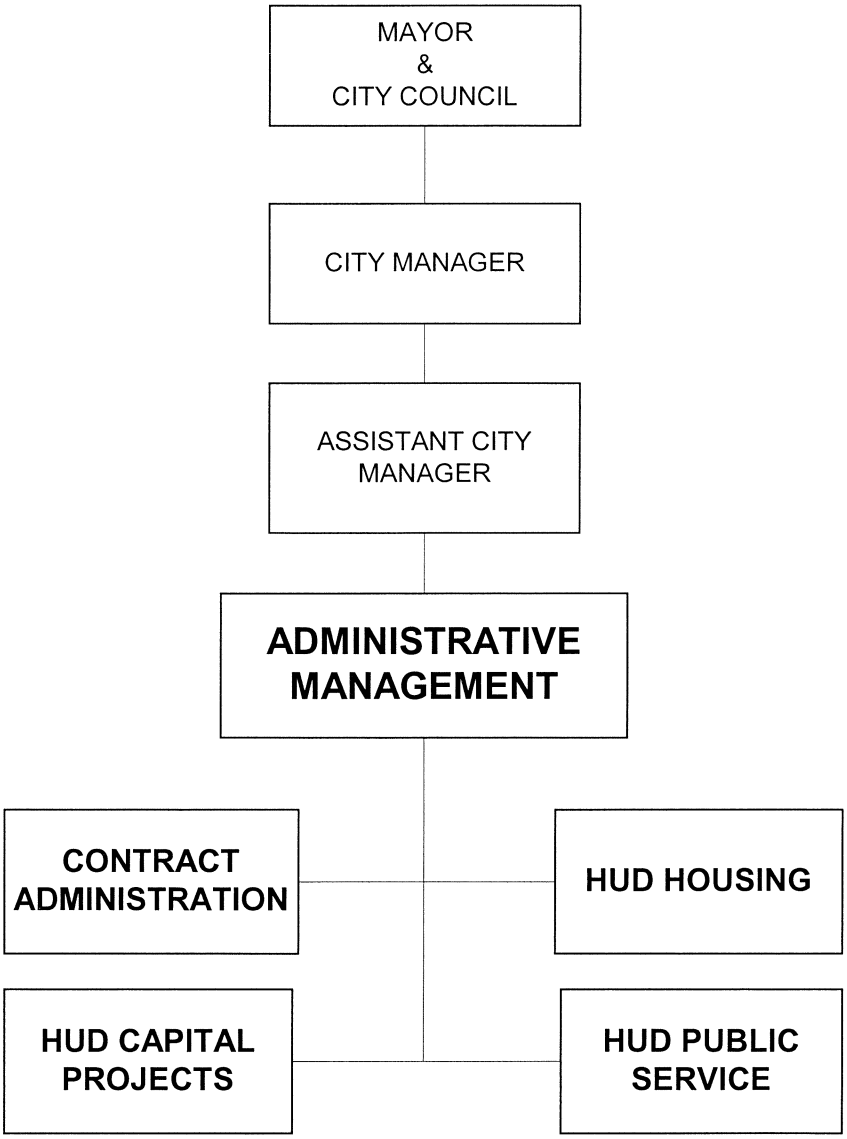
	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Clinic Locations (including a mobile team and 2 satellite locations)	16	16	15
Output:			
No. of infants served monthly (1 year and under)	11,933	12,000	12,250
No. of children served monthly (1 year to 5 years)	23,662	23,650	23,900
No. of women served monthly	11,121	11,400	11,650
Efficiency:			
Average No. of participants served per day	2,175	2,188	2,235
Effectiveness:			
Total No. of families receiving vouchers and nutrition education per month	11,595	11,650	11,800
% of families receiving nutrition education/counseling services per month	98.5%	98.5%	98.8%
% of infants breastfed (born to WIC)	48%	49%	50%
No. of dollars spent within the local economy (voucher redemption)	$38,275,500	$39,500,000	$40,000,000

EXPLANATORY INFORMATION

The WIC Program offers extended hours and Saturday hours at each clinic for the convenience of the participants. A variety of Nutrition Education classes as well as Individual Counseling are offered on a daily basis, in both English and Spanish. Class topics include Breastfeeding, Infant feeding, Food preparation and Food Safety, and Physical Exercise for the family.

HEALTH DISTRICT
WIC (WOMEN, INFANTS AND CHILDREN SUPPLEMENTAL NUTRITION PROGRAM)

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$5,119,036	$5,465,482	$5,465,482
TOTAL FUNDING	**$5,119,036**	**$5,465,482**	**$5,465,482**
EXPENDITURES			
PERSONNEL SERVICES	$3,903,653	$4,211,333	$4,211,333
CONTRACTUAL SERVICES	722,214	765,210	765,210
COMMODITIES	197,607	173,300	173,300
CAPITAL OUTLAY	35,195	26,000	26,000
INDIRECT COSTS	260,367	289,639	289,639
TOTAL EXPENDITURES	**$5,119,036**	**$5,465,482**	**$5,465,482**
AUTHORIZED POSITIONS	**132**	**132**	**134**
FULL-TIME EQUIVALENT	**126.00**	**127.50**	**129.50**



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Community Development Block Grant	25.00	$1,483,191
HOME Grant	6.00	679,801
Total Funding	**31.00**	**$2,162,992**

MISSION STATEMENT

To create viable communities and to improve the quality of life and living environment principally for persons of low and moderate income through the supply of affordable housing, infrastructure investment, economic and human development.

PROGRAM INFORMATION

The Housing and Community Development Department (H&CD) has the primary responsibility for planning, organizing, implementing and monitoring the City's Community Development Block Grant (CDBG), Home Investment Partnership Grant (HOME), Section 108 Guaranteed Loan, and Enterprise Communities Programs. In addition, H&CD staff manages the procedural implementation activities of other supporting City departments to ensure City compliance with specific U. S. Department of Housing and Urban Development (HUD) and other federal regulations. Also, activities are monitored to ensure acceptable annual performance reviews of City activities to comply with the Davis-Bacon Act, Fair Labor Standards Act, Equal Employment Opportunities (EEO) compliance standards, Affirmative Fair Housing activities, accepted standard general accounting and audit procedures, Capital Projects Administration, and CDBG project management and monitoring of timely implementation and fund draw downs. These activities ensure that the City receives the maximum annual funding allocations for which it is entitled.

In addition to the administration of the CDBG and HOME Programs, H&CD staff is responsible for the identification, development, implementation, oversight and administration of additional program resources supporting the City Council's neighborhood revitalization and housing goals. The Department is also responsible for the development of the City's Five-Year Consolidated Plan, Annual Consolidated Plan/Budget, and Consolidated Plan Annual Performance Report, as well as the review and certification of compliance with the approved Consolidated Plan strategies for all project proposals submitted to HUD for funding support of local implementation.

Additionally, the department administers funds from the American Dream Downpayment Initiative (ADDI). ADDI was signed into law on December 16, 2003 and authorizes federal funds for homebuyer assistance. ADDI aims to increase the homeownership rate, especially among lower income and minority households and to revitalize and stabilize communities. ADDI assists first time homebuyers with downpayment and closing costs. ADDI will be administered as part of the Home Investment Partnership Program. ADDI funds can be used in conjunction with HOME or CDBG funds, but assistance cannot exceed established maximum subsidies per unit. ADDI funds will be provided to homebuyers as deferred payment loans of $10,000 per family or 6% of the purchase price of the home, whichever is greater.

GOALS & OBJECTIVES

- Provide for affordable, safe, and decent housing opportunities for low and moderate-income residents.
- Provide for adequate and safe public infrastructure including streets, drainage, sidewalks, public facilities and park improvements.
- Provide programs directed toward improving the community's public services and/or facilities including those concerned with employment, crime prevention, and projects directed toward youth, health care and the elderly.
- Leverage additional services or enhance programs with existing funding such as implementing a Tax Credit Financing Lease/Purchase program for a single-family housing construction and assessing fees to Tax-Exempt Bond Financing to support an unrestricted City Neighborhood Revitalization Fund.

GOALS & OBJECTIVES CONTINUED

- Provide for timely expenditure of program funds by reducing available fund balance to less than or equal to 1.5 times the current entitlement by canceling all contracts that are not executed by November 30 of the funding year; closely monitoring projects for timely implementation; and, continuing to fund Capital projects in two phases – Design (Phase I) and Construction (Phase II).
- Provide effective program implementation by planning, organizing and monitoring the City's Community Development Block Grant (CDBG) and Home Investment Partnership Grant (HOME) funds.
- Maximize program funds by maintaining a level of administrative budget allocations to 20% or less of entitlement allocation.
- Continue to increase the City's HOME match by identifying additional resources available for affordable housing production and rehabilitation.
- Continue to work in concert with CRAG, Housing Master Plan and other City revitalization initiatives to assist with revitalization of inner city neighborhoods, as well as continue to expand on the component of the Incentive Tool Kit.
- Continue to expand the Housing Summit into a Regional Housing Workshop to include training and professional certifications.
- Continue to conduct at least two HOME workshops for new program participants and potential private sector partners.
- Continue to work in collaboration with the Department of Community Initiatives in administering the Consolidated Human Development Funding Pool process.
- Establish City Council CDBG & HOME Orientation session prior to adoption of the Annual Budget. Follow-up will be conducted on an individual basis as needed with each reprogramming.
- Provide for continued professional development and training for employees.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Revitalization of Neighborhoods for San Antonio**					
	Provide affordable, safe, and decent housing opportunities for low and moderate income residents	No. of Housing Client/Units Assisted	1,103	1,092	842	1,000
	Provide for adequate and safe public infrastructure including streets, drainage, sidewalks, public facilities and park improvements	No. of Residents Benefiting from Funds	111,660	30,481	42,687	21,228
		No. of Low/Moderate Residents Benefiting	63,085	23,227	28,762	13,279
	Implement Human Development Clients					
	Provide programs directed toward improving the community's public services and/or facilities including those concerned with employment, crime prevention, and projects directed toward youth, healthcare and the elderly	No. of Program Graduates Completing with High School Diploma, GED or Training Certificate (All Programs)	90	172	88	100
Financial	**Innovative and Proactive City Government**					
	Provide for timely expenditure of program funds by reducing available fund balance to less than or equal to 1.5 times the current entitlement	Timeliness of Expenditures (Spending Ratio)	1.00	0.95	1.00	1.00
	Leverage additional services or enhance programs with existing funding	Ratio of HOME Funds to Private Sector Leverage	$1:$8	$1:$12	$1:$12	$1:$14
	Maximize program funds by maintaining level of administrative budget allocations to 20% or less of entitlement allocation	Percent of Grant Entitlement Allocated to Administrative Costs	20%	20%	20%	20%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	**Improve Customer Service**					
	Provide effective program implementation by planning, organizing and monitoring the City Community Development Block Grant (CDBG) and HOME Funds	No. of Neighborhood Meetings and Public Hearings Conducted	120	140	125	130
	Provide effective program implementation by planning, organizing and monitoring the City Community Development Block Grant (CDBG) and HOME Funds	No. of Monitoring Visits Conducted (Monitoring Unit)	10	40	20	30
		No. of Site Visits Conducted (Analysts)	120	186	170	210
Employee Learning & Growth	**Public Trust and Awareness of Citizens**					
	Provide continued professional development and training for employees	No. of Staff Receiving Professional Licenses or Certificates	4	6	6	10

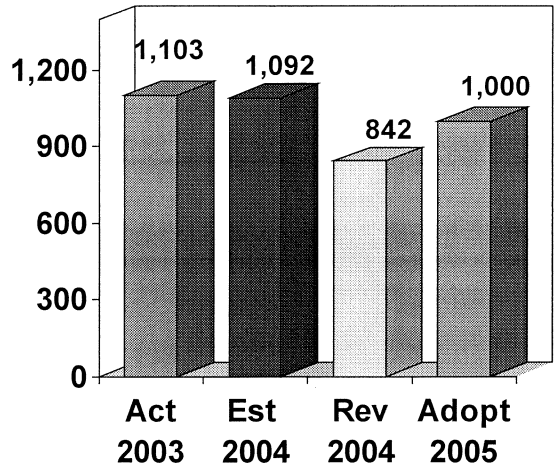
COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$1,017,931	$1,031,233	$1,031,233	$1,126,385
CONTRACTUAL SERVICES	224,795	59,710	59,710	340,806
COMMODITIES	8,400	5,000	5,000	13,000
CAPITAL OUTLAY	11,411	0	0	3,000
TOTAL EXPENDITURES	**$1,262,537**	**$1,095,943**	**$1,095,943**	**$1,483,191**
AUTHORIZED POSITIONS	**25**	**25**	**25**	**25**
FULL-TIME EQUIVALENTS	**25.00**	**25.00**	**25.00**	**25.00**

HOME GRANT EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$519,094	$512,344	$512,344	$450,246
CONTRACTUAL SERVICES	249,994	130,458	130,458	210,755
COMMODITIES	6,982	7,081	7,081	13,800
CAPITAL OUTLAY	11,289	11,618	11,618	5,000
TOTAL EXPENDITURES	**$787,359**	**$661,501**	**$661,501**	**$679,801**
AUTHORIZED POSITIONS	**6**	**6**	**6**	**6**
FULL-TIME EQUIVALENTS	**6.00**	**6.00**	**6.00**	**6.00**

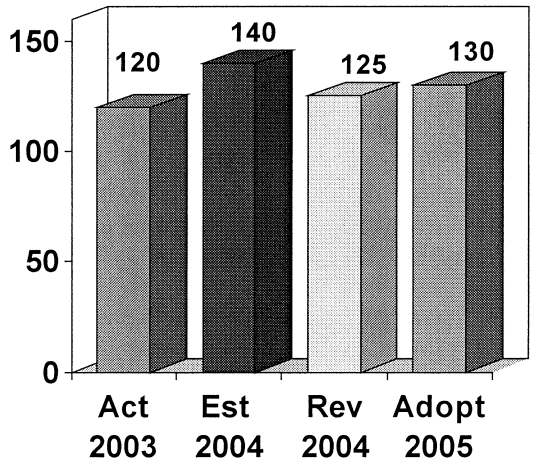
NUMBER OF HOUSING CLIENTS/UNITS ASSISTED



✓ Provides affordable, safe, and decent housing opportunities for low and moderate residents.

✓ Includes Single and Multi-Family units.

NUMBER OF NEIGHBORHOOD MEETINGS AND PUBLIC HEARINGS CONDUCTED



✓ Provides effective program implementation by planning, organizing and monitoring all funds.

Below is a comprehensive listing of the grants expected by the Housing and Community Development in FY 2005. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Community Development Block Grant	$17,379,000	$0	$0	$0	$17,379,000
HOME Entitlement Grant	7,315,294	0	0	0	7,315,294
American Dream Downpayment Initiative	731,835	0	0	0	731,835
HOME Reprogramming Funds	100,471	0	0	0	100,471
TOTAL	**$25,526,600**	**$0**	**$0**	**$0**	**$25,526,600**

PROGRAM INFORMATION:

The Housing & Community Development Department is responsible for supporting the City Council and the City Manager in the financial planning, allocation, implementation, and monitoring of the City's Community Development Block Grant (CDBG) and HOME Entitlement grants, and the Enterprise Community Program Funds. In addition, the Department researches, secures funding and administers additional program resources supporting the City Council's neighborhood revitalization and housing goals. Primary program responsibilities include CDBG, HOME, and Enterprise Community programs, the development, administrative and compliance associated with City's HUD Five-Year Consolidated plan, Annual Consolidated Plan/Budget, and Consolidated Annual Performance Report. Monitoring and technical assistance is provided to program sub-grantees, as well as completion of financial and program management analysis to ensure continued compliance with all application regulations and policies. This grant program covers the period of 10/1/04 through 9/30/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. CD Monitors	8	8	8
Amount of Entitlement Grant	$20,511,000	$17,717,000	$17,379,000
No. CDBG Contracts	246	136	57
Output:			
No. Site Visits Scheduled	123	272	114
No. Projects Complete	180	79	79
Efficiency:			
Avg. No. Contracts per Analyst	31	17	7
Effectiveness:			
% Contracts Monitored	100%	100%	100%
% Contracts Complete	80%	85%	85%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Transfers required as a cash match	$0	$0	$0
STATE – Funding provided by the State	0	0	0
FEDERAL – Federal fund source	20,511,000	17,717,000	17,379,000
TOTAL FUNDING	**$20,511,000**	**$17,717,000**	**$17,379,000**
EXPENDITURES			
PERSONAL SERVICES	$1,017,931	$1,031,233	$1,126,385
CONTRACTUAL SERVICES	224,795	59,710	340,806
COMMODITIES	8,400	5,000	13,000
CAPITAL OUTLAY	11,411	0	3,000
SUBGRANTING	19,248,463	16,621,057	15,895,809
TOTAL EXPENDITURES	**$20,511,000**	**$17,717,000**	**$17,379,000**
AUTHORIZED POSITIONS	**25**	**25**	**25**
FULL-TIME EQUIVALENT	**25.00**	**25.00**	**25.00**

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 10/1/04 through 9/30/05.

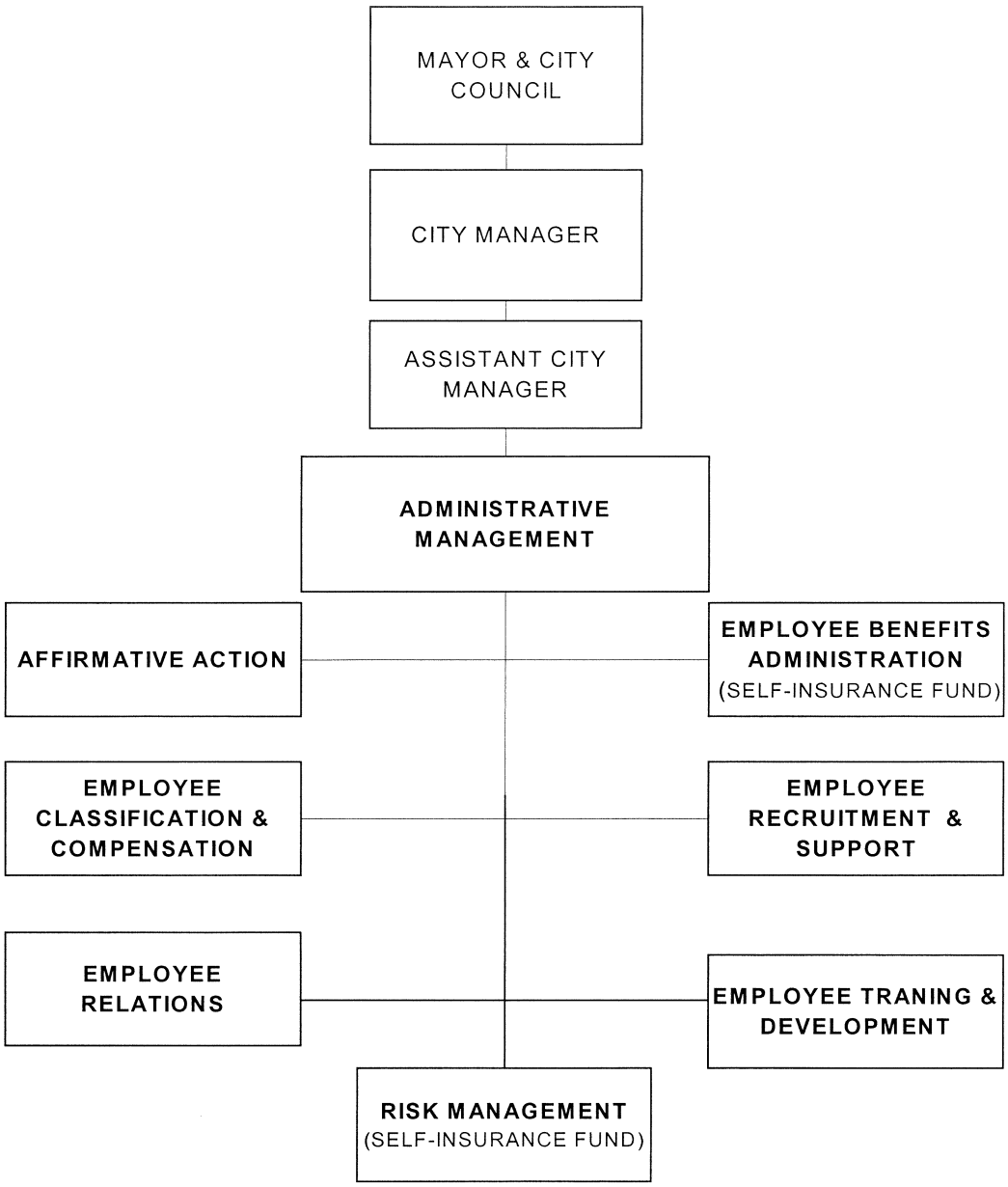
PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. CD Monitors	4	4	4
Amount of Entitlement Grant	$7,874,000	$8,014,841	$8,147,601
Total Housing Units Adopted	705	1152	1117
Output:			
No. Housing Units Complete	529	631	890
Efficiency:			
Avg. No. Contracts per Analyst	24	6	6
Effectiveness:			
% Units Complete	75%	70%	80%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Transfers required as a cash match	$7,874,000	$0	$0
STATE – Funding provided by the State	0	0	0
FEDERAL – Federal fund source	7,874,000	7,370,756	8,047,129
OTHER – This includes requirements of the City In-Kind	0	414,085	100,471
TOTAL FUNDING	**$7,874,000**	**$8,014,841**	**$8,147,600**
EXPENDITURES			
PERSONAL SERVICES	$519,094	$512,344	$450,246
CONTRACTUAL SERVICES	249,994	130,458	210,755
COMMODITIES	6,982	7,081	13,800
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	11,289	11,618	5,000
SUBGRANTING	7,086,641	7,353,340	7,467,799
TOTAL EXPENDITURES	**$7,874,000**	**$8,014,841**	**$8,147,600**
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENT	**6.00**	**6.00**	**6.00**

HUMAN RESOURCES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	33.00	$2,437,529
Employee Benefits Fund	18.00	74,641,238
Unemployment Compensation Fund	0.00	455,000
Extended Sick Leave Fund	0.00	30,000
Occupational Health Fund	1.00	215,859
Workers' Compensation Fund	16.00	14,600,903
Liability Fund	16.00	10,736,164
Alternate Services Employee Fund	1,946.00	9,026,651
Total Funding	**2,030.00**	**$112,413,344**

MISSION STATEMENT

The mission of the Human Resources Department is to provide a qualified and capable workforce to assist the City in achieving its goal of providing quality services to the citizens of San Antonio.

PROGRAM INFORMATION

The Human Resources Department is responsible for providing human resource programs including: employee recruitment and selection; job classification and compensation analysis; administration of employee benefits; employee testing and training and facilitation of employee grievances and disciplinary hearings before the Municipal Civil Service Commission for non-uniformed employees. The department also staffs the Fire and Police Civil Service Commission, facilitates entry and promotional testing, and coordinates the grievance and arbitration processes for uniformed employees.

GOALS & OBJECTIVES

- Collaborate with and support customer departments by providing expert consultative services and solutions regarding all aspects of human resources administration, including employee relations, recruitment, compensation and benefits, employee development and workplace safety.
- Facilitate the recruitment of qualified, competent individuals through coordination with educational institutions, job fairs, searches and other specialized venues; provide effective recruitment and support services to City Departments with the implementation of the Human Resources component of the Enterprise Resource Management (ERM) system.
- Strive to reach market competitiveness and employee equity through the maintenance of a fair classification and compensation system; provide competitive starting salaries and benefits in order to attract and retain competent, qualified employees at all levels.
- Monitor and offer guidance in the administration of the Employee Performance and Development (EPDP) System, which better links employee performance with organization mission and goals.
- Increase communication and understanding of the City's personnel rules, policies and procedures to ensure consistent application within the organization; assist employees and supervisors in dealing with non-uniform labor relation issues at all levels.
- Coordinate and develop employee education and development initiatives, including customized training through the Alamo Community College District Interlocal Agreement, to maintain a highly skilled and competent workforce; develop specific development initiative to build upon and improve management and supervisory practices, knowledge and skills.
- Revise and update Human Resources-related personnel rules and Administrative Directives to maximize organizational flexibility and effectiveness while ensuring compliance with applicable Federal, State and Local laws.
- Facilitate the selection of qualified uniformed personnel by administering contracts for the development and validation of entrance and promotional testing of uniformed personnel, and conducting examinations in accordance with Civil Service requirements and collective bargaining agreements.
- Reaffirm the City's commitment to a diverse workforce by updating the City's Affirmative Action Plan and providing technical assistance to City Departments regarding their objectives.
- Utilize the SAP Human Resources module to ensure consistent application of processes associated with applicant processing, training, personnel records and other Human Resources related initiatives.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Maintain and enhance a proactive recruiting program	Total No. of Applications Processed	73,761	74,384	74,000	82,400
		-City Employees	11,642	10,920	13,320	14,500
		-Non-City Employees	62,119	63,464	60,680	67,900
		Fire and Police Entry Applications	5,927	5,279	6,912	6,990
		% of Total Applications Received On-line	N/A	N/A	N/A	85%
	Enhance customer service through implementation of ERM/SAP capabilities	Avg. No. of Workdays it takes to Fill a Non-Uniform Vacant Position [1]	15	17	19	14
		- Human Resources	11	10	14	10
		- Outside Agencies	4	7	5	4
Financial	**Provide Accountability to the Public**					
	Coordinate and develop City sponsored training initiatives through the ACCD Interlocal Agreement.	Value of Training Provided Through the ACCD Interlocal Agreement	$50,023	N/A	$57,491	$122,515
		No. Employees Attending Training Through the ACCD Interlocal Agreement[2]	785	N/A	1,332	2,208
Internal Processes	**Provide for Safety and Welfare of San Antonio**					
	Administer examinations in accordance with Civil Service requirements and collective bargaining agreements	No. of Fire/Police Examinations Administered	15	18	18	18
		No. Hired from Fire/Police Entry-Level Eligibility Lists	158	161	126	130
		No. Hired from Fire/Police Promotional Eligibility List	115	139	108	110
	Continue to efficiently process non-uniform applicants	No. of Advertised Positions	1,078	1,051	790	910
		No. of New Hires processed	1,012	1,345	610	860
	Continue to foster well-trained employees	No. of Training Hours Provided	53,089	51,191	39,760	40,760
	Increase communication and understanding of the City's policies and procedures within the organization through the revision of the City's personnel rules	No. of Citywide HR Related Policies Revised	N/A	N/A	N/A	50%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	**Improve Employee Services**					
	Maintain a civilian classification and compensation system that reflects internal alignment	No. of In-Lieu-Of/Reclassification Job Studies requested	222	275	225	250
		No. of In-Lieu-Of/Reclassification Requests Approved	154	138	110	175
		No. of Regrade Job Studies Requested and Initiated (job class)	16	20	10	15
		No. of Regrade Requests Approved (New and Previous FYs) [3]	5	4	32	5
	Maintain and monitor a turnover rate less then comparable Texas cities	% of Employees Voluntarily Leaving the Organization[4]	6.9%	N/A	6.9%	6.8%
	Continue coordination and development of City-sponsored training programs for all City employees	No. of Participants in City Sponsored Training Programs	14,347	10,937	5,600	7,200
		% of Employees Improving Knowledge of Subject Matter in ACCD Training Courses as Documented in Post Tests	N/A	N/A	N/A	85%

EXPLANATORY INFORMATION

[1] Total average number work days required to fill a vacant position includes time required by Human Resources staff to post the job announcement and develop an eligibility list and to conduct new hire processing. It does not include time required by departments to review applications, or the time required by outside agencies to perform driving status verifications, drug screening and physicals; and time required by the selectee to submit notice of resignation to employers.

[2] Examples of training initiatives developed through the ACCD Interlocal Agreement include: Automotive Diesel Mechanics, Plumbing, Computer Assisted Drawing (CAD), GIS, Contemporary Management Skills, Workforce Supervision, Administrative Management, Multidisciplinary Leadership Skills, Train the Trainer, Anger Management, Leadership Development Program. The Fiscal Year for ACCD Interlocal Agreement is from April through March.

[3] No. of regrade requests re-estimated in FY 04 included regrades approved by City Council for compression and market realignment.

[4] The turnover rate is calculated by dividing actual voluntary separations by the average number of employees. Voluntary separations do not include retirements or deaths. The average turnover rate of comparable Texas cities ranges from 10.8% to 16.4%.

PROGRAM CHANGES

- **IMPROVEMENTS** **$11,257**

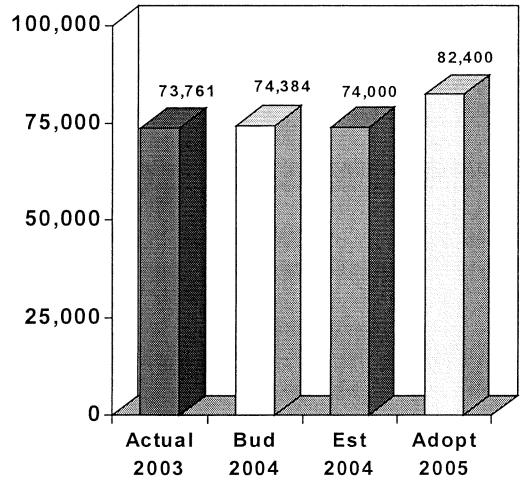
CASH HANDLING POLICY & PROCEDURES

This ***improvement*** totaling $11,257 will provide for necessary improvements to ensure that proper cash handling policies and procedures and adequate internal controls are in place. Citywide improvements include adding additional positions and selected back ground checks as well as acquiring items such as security cameras, new cash registers, and credit card terminals.

GENERAL FUND EXPENDITURES BY CHARACTER

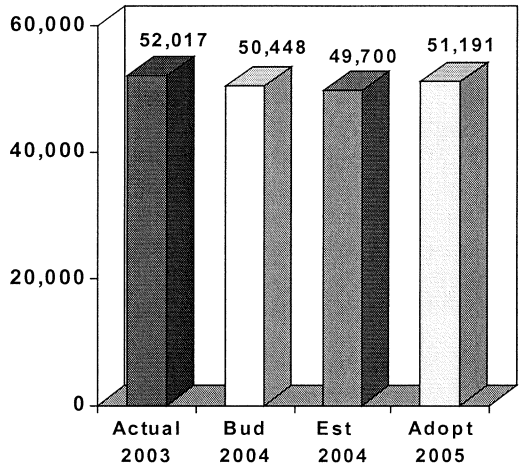
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$1,793,223	$1,832,260	$1,911,480	$1,880,909
CONTRACTUAL SERVICES	353,826	496,321	399,126	511,439
COMMODITIES	33,606	26,422	26,230	37,673
OTHER EXPENDITURES	5,205	5,205	5,205	7,508
CAPITAL OUTLAY	6,995	0	0	0
TOTAL EXPENDITURES	**$2,192,855**	**$2,360,208**	**$2,342,041**	**$2,437,529**
AUTHORIZED POSITIONS	**33**	**34**	**34**	**33**
FULL-TIME EQUIVALENTS	**33.00**	**34.00**	**34.00**	**33.00**

NUMBER OF APPLICATIONS PROCESSED



- ✓ Measures the total number of City and Non-City Employment Applications processed
- ✓ In April 2004, the City initiated an online application process through the Enterprise Resource Management System

NUMBER OF TRAINING HOURS PROVIDED



- ✓ Training Programs include:
  - Train the Trainer
  - Workforce Supervision Certification
  - Customized Training
  - Multidisciplinary Leadership Skills
  - Contemporary Management Certification
  - Administrative Management

PROGRAM INFORMATION

The **Employee Benefits** staff implements and administers a full range of benefit programs offered to City employees, retirees, the Mayor, City Council members, and eligible family members. The staff is responsible for administration, education, customer service and contract compliance associated with each of the following programs: the self-insured indemnity health care plans, Health Maintenance Organization (HMO) plan, Vision Plan, Dental Plans, Life Insurance plan, Texas Municipal Retirement Program, Employee Assistance Program, Unemployment Compensation, Extended Sick Leave Program, Wellness Program, Deferred Compensation and voluntary insurance coverage. The staff organizes, promotes, and conducts an annual Health Fair and facilitates periodic review of the benefit programs available to our employees.

GOALS & OBJECTIVES

- Administer self funded benefit plans to ensure compliance with state and federal law.
- Provide customer service for all active employees, retirees and their eligible family members on health benefits and retirement program.
- Evaluate plan design and implement plan changes to control cost and offer a comprehensive benefit package to attract and retain employees.
- Monitor contracts to ensure delivery of services and compliance with performance measures.
- Perform medical bill audits and utilization review to contain CitiMed claim expense while coordinating patient care.
- Conduct ongoing educational and outreach services to provide information regarding the health benefits package, retirement and wellness programs.
- Facilitate periodic benefit reviews, surveys, vendor reviews and request for proposals to maintain competitive programs.
- Track unemployment claims and protest questionable claims to control cost
- Maximize attendance by reducing the average time employees are in short-term disability and facilitating employee's return to regular or light duty work status.
- Coordinate the City's disability benefits with benefits received from other disability programs such as the Federal Social Security Act, Texas Municipal Retirement System, Rehabilitative Employment, Worker's Compensation or any law of similar intent.
- Offer and promote an Employee Assistance Program to address personal and work related issues that affect employee performance.
- Utilize the SAP ERP system to increase efficiency and improve the quality of service provided to customers.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Improve Community Outreach**					
	Provide direct professional customer service on health, retirement and wellness programs	Avg. No. of Telephone Inquiries per Week	558	594	585	594
		Avg. No. of Walk-in Customers per Week	195	121	105	106
		No. of Civilian Retirements Processed Annually	188	159	166	174
	Administer benefits for qualified unemployment claims	No. of Unemployment Compensation (UC) Claim Notifications	306	343	325	341
	Administer benefits to qualified applicants under the Extended Sick Leave Program	No. of Participants in the Short Term Disability Program	620	N/A	605	611
	Provide confidential Employee Assistance Program (EAP) for eligible Employee/Family	% of Employee/Family Utilization	9.8%	13.0%	10.0%	10.0%
Financial	**Provide Accountability to the Public**					
	Offer and promote a comprehensive array of competitive basic and optional benefits programs at a reasonable cost	Total CitiMed Claims (millions)	$40.18	$46.84	$45.63	$50.87
		Avg. Citimed Cost per Employee/Retiree	$4,917	$5,483	$5,617	$6,170
		Total HMO Cost (millions)	$21.50	$21.82	$23.27	$25.40
		Avg. HMO Cost per Employee/Retiree	$6,212	$6,357	$7,143	$7,677
	Protest disputable UC claims to control cost of program	Total Cost of UC Claims Paid	$468,410	$450,000	$500,000	$600,000
	Pay Extended Sick Leave claims in accordance with plan document	Amount of Short Term Disability Payments (millions)	$1.22	N/A	$1.13	$1.21
	Provide accountability for cost and efficiency of EAP Program	Cost of EAP Program	$149,317	$151,017	$149,076	$156,530

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	**Innovative and Proactive City Government**					
	Coordinate annual internal audits of Third Party Administrator (TPA) to ensure contract compliance and quality customer service	Avg. No. of Claims Processed per Week by TPA[1]	3,352	4,301	4,172	4,589
		Avg. No. of Claims Pended per Week [2]	111	301	125	138
		Avg. No. of Claims Paid per Week [3]	3,222	4,000	4,047	4,451
		Avg. Turnaround Time for Claims Paid (days) [4]	20	15	20	15
	Track unemployment claims and identify potential problem areas and determine appropriate solutions	No. of Claims Protested	84	95	112	118
		No. Favorable UC Decisions	71	61	93	98
	Reduce the average time employees are in short-term disability by coordinating with the attending physician on the employee's ability to return to regular work or light duty work status	No. of Participants that Returned to Light Duty Status or Work as a Result of Attending Physician Coordination	90	N/A	88	90
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Conduct Open Enrollment briefings to educate employees, retirees, and their eligible family members on the annual benefits program options	No. of Employees/Retirees Enrolled in Citimed	8,173	8,542	8,123	8,245
		No. of Employees/Retirees Enrolled in HMO	3,388	3,433	3,260	3,309
		% of Employees Completing Annual Enrollment Online	9%	20%	2%	15%
	Plan, organize, promote and conduct annual events to inform employees about benefits program and promote wellness in the workplace	No. of Open Enrollment On-Site Benefits Seminars Held Annually	6	10	3	10
		No. of Employees Attending Other Benefits-Related Seminars Offered Annually (Health Fair, TMRS Retirement, Orientation, etc.)	6,126	6,563	6,680	7,014
	Provide supervisory training seminars designed to reduce the number of claims paid resulting from noncompliance	No. of Attendees at Supervisory Training Session on Unemployment Compensation	66	115	115	121
	Conduct Seminars to educate Supervisors on the Short Term Disability Program	No. of Attendees at Supervisory Seminars on Short Term Disability Program	119	120	120	126

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	Provide training to managers, supervisors, and City Employees on how to access EAP services and the appropriate means to facilitate referrals	No. of Employees Trained	614	626	591	621

EXPLANATORY INFORMATION

1 The number of claims presented for payment.
2 The number of claims for payment, which are not paid but set aside until missing documentation is received.
3 The number of claims processed to a conclusion during a workweek.
4 The number of business days it takes the TPA to process claims from the date a claim is presented for payment until the claim is paid, pended or denied.

PROGRAM CHANGES

♦ **IMPROVEMENTS** **$25,128**

EMPLOYEE SERVICES – WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $25,128 will provide a market adjustment and performance pay incentive for eligible employees included in the Employee Benefits Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, full-time and part-time civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in April 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

EMPLOYEE BENEFITS FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$750,302	$953,711	$897,158	$963,248
CONTRACTUAL SERVICES	44,768,298	51,262,479	50,538,539	48,874,659
COMMODITIES	6,636	10,322	10,392	10,425
OTHER EXPENDITURES	7,479	7,479	10,464	7,554
CAPITAL OUTLAY	3,960	0	1,482	0
TRANSFERS	20,731,271	21,393,423	22,806,001	24,785,352
TOTAL EXPENDITURES	**$66,267,946**	**$73,627,414**	**$74,264,036**	**$74,641,238**
AUTHORIZED POSITIONS	**17**	**18**	**18**	**18**
FULL-TIME EQUIVALENTS	**17.00**	**18.00**	**18.00**	**18.00**

PROGRAM INFORMATION

The **Unemployment Compensation Program** is administered in-house to pay for unemployment benefits to qualified individuals and to protest disputable claims through the Texas Workforce Commission.

GOALS & OBJECTIVES

- Administer benefits for qualified unemployment claims.
- Protest disputable claims to control cost of program.
- Track unemployment claims and identify potential problem areas and determine appropriate solutions.

UNEMPLOYMENT COMPENSATION FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
CONTRACTUAL SERVICES	$468,409	$450,000	$500,000	$455,000
TOTAL EXPENDITURES	**$468,409**	**$450,000**	**$500,000**	**$455,000**

PROGRAM INFORMATION

The City's **Extended Sick Leave Program** is designed to provide short-term and long-term disability benefits to employees who become disabled due to a non-work related illness or injury. Short-term disability benefits are paid as a percentage of compensation from 40% to 100% based on years of service. Long-term disability benefits are paid at 40% of monthly salary or at 60% if optional disability insurance is purchased.

GOALS & OBJECTIVES

- Reduce the average time employees are in short-term disability by coordinating with the attending physician on the employee's ability to return to regular work or light duty work status.
- Coordinate the City's disability benefits with benefits received from other disability programs such as the Federal Social Security Act, Texas Municipal Retirement System, Rehabilitative Employment, Workers' Compensation or any law of similar intent.

EXTENDED SICK LEAVE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$13,972	$30,000	$30,000	$30,000
TOTAL EXPENDITURES	**$13,972**	**$30,000**	**$30,000**	**$30,000**

PROGRAM INFORMATION

The **Employee Assistance Program** (EAP) provides confidential and timely assistance to non-uniform City employees and their families experiencing personal problems which may affect job performance. EAP counseling includes, but is not limited to, the following problem areas: substance abuse, depression, stress management, grief/bereavement, gambling, legal/financial, family/marital, and critical incident stress. EAP service is provided by an external vendor, under the supervision of the City Employee Assistance Coordinator. The Employee Assistance Coordinator monitors the program contract for compliance, provides training and consultation, and handles complaints.

GOALS & OBJECTIVES

- Facilitate early recognition, intervention, and resolution of personal or work-related problems that affect employee performance.
- Provide readily accessible and confidential short-term counseling assistance for employees and eligible family members.
- Provide an assessment/referral mechanism for complicated personal problems that might require in-depth care.
- Provide training to managers, supervisors, and City employees on how to access EAP services and the appropriate means to facilitate referrals.

PROGRAM INFORMATION

- **IMPROVEMENTS** **$1,526**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $1,526 will provide a market adjustment and performance pay incentive for eligible employees included in the Occupational Health Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, full-time and part-time civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in April 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

OCCUPATIONAL HEALTH FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$53,761	$56,309	$56,455	$59,512
CONTRACTUAL SERVICES	149,984	152,947	152,771	155,472
COMMODITIES	488	338	350	338
CAPITAL OUTLAY	0	0	0	537
TOTAL EXPENDITURES	**$204,233**	**$209,594**	**$209,576**	**$215,859**
AUTHORIZED POSITIONS	**1**	**1**	**1**	**1**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**1.00**	**1.00**

PROGRAM INFORMATION

The **Workers' Compensation Program's** function is to ensure the City's compliance with applicable federal, state and local statutes and regulations dealing with employee injuries or illnesses in the course and scope of employment and monitoring the activities of the Third Party Administrator. The Texas Workers' Compensation Act is the primary regulatory statute in this regard. The Safety program's function is to eliminate, reduce or otherwise mitigate the City's exposure to loss resulting from occupational injuries/illnesses, vehicle accidents, third party liability claims and property loss.

GOALS & OBJECTIVES

- Ensure compliance with the Texas Workers' Compensation Act.
  - Continue to train departmental representatives on the requirements, guidelines and benefits of the Texas Workers' Compensation Act.
  - Have staff members obtain and/or maintain professional certifications/licenses by providing professional development opportunities.
- Improve the overall financial status of the Workers' Compensation Fund.
  - Identify and communicate to the City's executive staff members the Cost of Risk for the Self-Insured Workers' Compensation Program.
  - Administer Risk Management contracts and ensure delivery of all contracted services.
  - Increase the effectiveness of the Modified Duty Program.
  - Reduce the severity and rate of injury to City employees.
  - Aggressively pursue all potential recoveries from negligent third parties.
- Perform on-site inspections and consultations to promote compliance with accepted guidelines such as: OSHA Standards, Uniform Fire Code, National Electrical Code, National Fire Protection Association Life Safety Code, Federal, State, and local Regulations, Department of Transportation Standards for Commercial Drivers, and Hazard Communication Act.
- Provide quality safety and health education programs, both in formal classroom environments and within the work areas.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Public Trust & Awareness**					
	Identify and communicate the Cost of Risk for the Self-Insured Workers' Compensation Program	Cost of Risk (millions) [1]	$12.95	$13.39	$13.85	$12.98
		% Cost of Risk vs. Total City Budget [2]	0.85%	0.95%	0.91%	0.85%
	Reduce the rate of injury to City employees	Injury Rate per 100 Employees (200,000 hours worked)	20.1	16.4	16.0	16.2
		Lost Time Injury Claims per 100 Employees (200,000 hours worked)	8.5	6.6	7.0	6.7
		Avg. Cost Per Claim	$3,994	$4,150	$4,210	$4,147
Financial	**Provide Accountability to the Public**					
	Pursue all potential recoveries from negligent third parties	% of Value Recovered from Negligent Third Parties [3]	97.7%	97.5%	96.2%	98.2%
		Amount Recovered from Negligent Third Parties	$271,162	$257,000	$249,948	$253,125
Internal Processes	**Innovative and Proactive City Government**					
	Increase the effectiveness of the Modified Duty Program	No. of Modified Duty Released to Full Duty Within Six Months	162	135	91	96
		% of Modified Duty Released to Full Duty	91%	83%	84%	85%
	Perform on-site inspections and consultations to promote compliance with accepted guidelines	No. of Inspection/Training/ Training Assistance/ Program Development/ Investigation Hours[4]	5,672	4,633	4,854	4,753
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Continue to train departmental employees on a wide variety of safety and health topics	No. of Employees Trained (Workers' Compensation & Safety)	3,780	3,850	8,374	5,425
		No. of Safety Training Contact Hours[5]	43,843	46,750	1,463,526	550,550
	Have staff members obtain and/or maintain professional certifications/licenses	No. of Training Hours Received	216	230	237	242

EXPLANATORY INFORMATION

1 Cost of Risk includes uninsured losses, retained losses, loss prevention costs, insurance costs and administrative costs.

2 Calculation uses operating and capital projects budgets as Total City Budget, targeted to a standard of 1%.

3 Includes recovery from insurance companies, civil awards, and criminal restitution. Actual FY 2003 includes reduction to backlog/ recoveries from prior fiscal years.

4 Activities include but are not limited to: Facility Inspections, Safety Training, Workers' Compensation Training, Travel Time, Report Writing, Extra Hazard Employer Research, Updates to Workers' Compensation Law, Fraud Investigations etc.

EXPLANATORY INFORMATION CONTINUED

[5] All figures include the addition of personnel trained through the Risk Management Safety Sections Video Training Library (Collection includes 680 Safety Videos and is the largest in the City). All figures also include personnel trained by the Workers' Compensation Section of Risk Management. Video training hours was not reflected in the FY 04 Revised Budget, whereas they are encompassed in the FY 05 Proposed number.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$30,247**

ELIMINATE VACANT SENIOR MANAGEMENT ANALYST

This ***reduction*** will cancel the transfer for the funding for half of a vacant Sr. Management Analyst Position. The remainder of the funding for this position is eliminated in the Liability Fund. This position provides fiscal oversight for the Workers' Compensation and Liability Funds, and serves a liaison function. The department will manage its resources to minimize the impact of this reduction by redirecting its functions to a Special Projects Coordinator in the Workers' Compensation Fund. This reduction will result in total savings of $30,247 to the Workers' Compensation Fund.

- **MANDATES** **$7,346**

RIVERVIEW OFFICE SPACE LEASE

This ***mandate*** will provide for continuation of a lease agreement with Riverview Towers for office space. This mandate includes recurring costs of $7,346 in FY 2005.

- **IMPROVEMENTS** **$25,903**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $22,846 will provide a market adjustment and performance pay incentive for eligible employees included in the Self-Insurance Workers' Compensation Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

CERTIFICATION PAY PILOT PROGRAM

This ***improvement*** totaling $3,057 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

WORKERS' COMPENSATION EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$1,353,300	$1,424,800	$1,404,524	$1,430,233
CONTRACTUAL SERVICES	1,237,798	1,410,969	1,333,073	1,451,506
COMMODITIES	43,161	42,367	47,206	42,268
OTHER EXPENDITURES	10,293,094	10,603,206	10,570,777	11,097,069
CAPITAL OUTLAY	18,094	-	-	-
TRANSFERS	922,287	683,555	683,217	579,827
TOTAL EXPENDITURES	**$13,867,734**	**$14,164,897**	**$14,038,797**	**$14,600,903**
AUTHORIZED POSITIONS	**16**	**16**	**16**	**16**
FULL-TIME EQUIVALENTS	**16.00**	**16.00**	**16.00**	**16.00**

PROGRAM INFORMATION

The **Liability Program's** principle function is to administer the City's Self-Insured Liability Program. This includes assisting the City's Claims Board and facilitating a litigation management process. The Liability Section is also responsible for the recovery of damages to City personnel, property or equipment from liable third parties; placement of insurance coverage; maintaining current property listings for insurance policies; and providing services to all departments including, but not limited to, responding to department insurance inquiries, reviewing and approving certificates of insurance; reviewing departmental insurance requirements for contracts, Requests For Proposals (RFP's), and Requests For Qualifications (RFQ's); and monitoring activities of Third Party Administrators.

GOALS & OBJECTIVES

- Improve the overall financial status of the Liability Fund.
  - Identify and communicate to the City's executive staff members the Cost of Risk for a Self-Insured Liability Program.
  - Ensure the City provides compensation for only claims for which it is responsible.
  - Aggressively subrogate and pursue all potential recoveries from negligent third parties.
  - Educate and assist City Departments on methods to identify and control risk exposures and control risks of financial, physical or bodily injury loss to employees or the public.
  - Identify, report, and obtain all recoveries due from excess insurance carriers.
  - Reduce the frequency of motor vehicle accidents and other damage to City property through interaction and training with City departments.
- Ensure that the City's investigation and defense costs are minimized to ensure fiscal responsibility.
  - Coordinate a litigation management program with the City Attorney with the advice and direction of the Claims Board.
  - Reduce the frequency of litigated claims and the associated cost to settle claims.
  - Assist the City's Claims Board in their duties and responsibilities.
- Ensure the City's risks are properly identified, evaluated and addressed.
  - Continue to administer Risk Management contracts and ensure delivery of all contracted services.
  - Provide timely and relevant guidance to City departments regarding contractual insurance and indemnification requirements.
- Assist staff members to obtain and/or maintain professional certifications/licenses by identifying and offering professional development opportunities.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Public Trust & Awareness**					
	Continue to identify and communicate the cost of risk for the Self-Insured Liability Program	Cost of Risk (millions) [1]	$8.70	$11.70	$10.25	$10.43
		% Cost of Risk vs. Total City Budget [2]	0.57%	0.83%	0.67%	0.69%
Financial	**Provide Accountability to the Public**					
	Identify and pursue all potential recovery from negligent third parties	% of Value Recovered from Negligent Third Parties [3]	96.0%	97.5%	97.3%	97.5%
		Amount Recovered From Negligent Third Parties [3]	$179,039	$225,000	$275,263	$252,500
Internal Processes	**Innovative and Proactive City Government**					
	Reduce frequency of litigated claims and the associated cost to settle claims	% of Claims Closed by the TPA Within 12 Months	82%	83%	83%	84%
		No. of Cases Resolved at Claims Board	8	10	4	6
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Reduce frequency of motor vehicle accidents involving City owned vehicles; Provide interaction and training with City departments	Vehicle Accident Rate per 1,000,000 miles [4]	8.6	15.0	10.7	10.5
		No. of Employees Trained in Defensive Driving	1,391	1,723	1,425	1,450
	Ensure the City's risks are properly identified, evaluated and addressed	No. of Inspections/ Investigation Hours[5]	453	445	464	473
	Have staff members obtain and/or maintain professional certifications/licenses	No. of Training Hours Received	66	64	58	62

EXPLANATORY INFORMATION

1. Cost of Risk includes uninsured losses, retained losses, loss prevention costs, insurance costs and administrative costs.
2. Calculation uses operating and capital projects budgets as Total City Budget. Targeted to a standard of one percent.
3. Includes recovery from insurance companies, civil awards, and criminal restitution.
4. Figure is calculated by dividing the number of vehicle accidents by miles driven and multiplying by 1,000,000.
5. Figure includes all types of liability inspections/investigations by the Liability and Safety Sections of Risk Management.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$30,247**

ELIMINATION OF SENIOR MANAGEMENT ANALYST

This ***reduction*** will eliminate half of the funding for a vacant Senior Management Analyst position in the Risk Management division. This position provides fiscal oversight for the Workers' Compensation and Liability Funds, and serves a liaison function. The department will manage its resources to minimize the impact of this reduction by redirecting its functions to a Special Projects Coordinator in the Workers' Compensation Fund. This elimination will result in total savings to the Self-Insurance Liability fund of $30,247.

- **MANDATES** **$32,373**

THIRD PARTY ADMINISTATOR

This ***mandate*** will provide for a contract with a Third Party Administrator (TPA) to administer Workers' Compensation and Liability claims. The mandate has total recurring costs in FY 2005 of $32,373.

- **IMPROVEMENTS** **$5,193**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $5,193 will provide a market adjustment and performance pay incentive for eligible employees included in the Self-Insurance Liability Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

LIABILITY FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$1,101,348	$1,116,886	$786,858	$1,089,729
CONTRACTUAL SERVICES	587,357	714,813	702,140	715,237
COMMODITIES	18,747	27,994	18,981	27,994
OTHER EXPENDITURES	6,986,854	8,436,278	8,674,948	8,545,863
CAPITAL OUTLAY	3,511	0	0	0
TRANSFERS	139,274	274,528	267,927	357,341
TOTAL EXPENDITURES	**$8,837,091**	**$10,570,499**	**$10,450,854**	**$10,736,164**
AUTHORIZED POSITIONS	**18**	**17**	**17**	**16**
FULL-TIME EQUIVALENTS	**18.00**	**17.00**	**17.00**	**16.00**

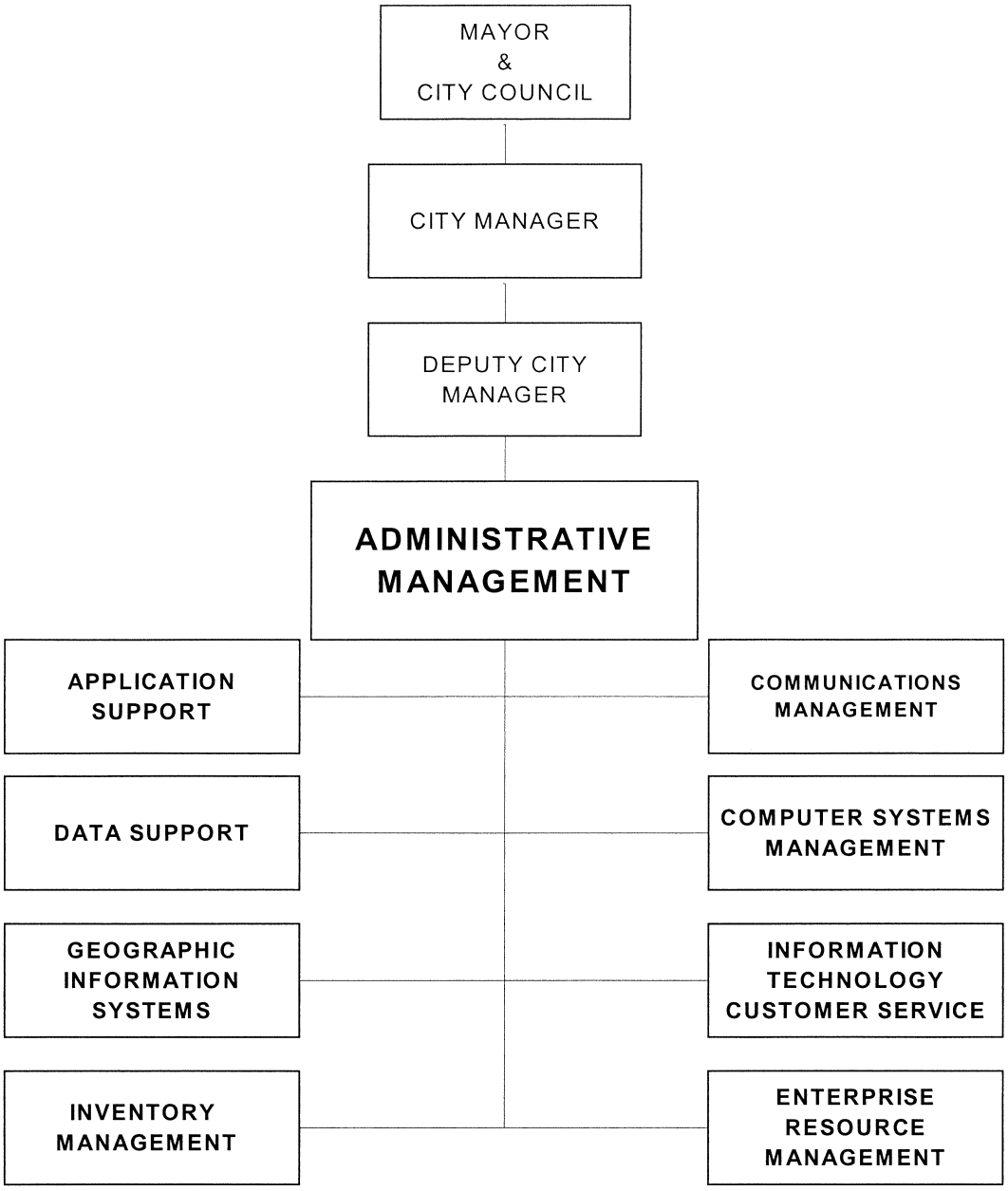
PROGRAM INFORMATION

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

ALTERNATE SERVICES EMPLOYEE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$9,604,085	$2,063,592	$7,811,001	$8,982,651
CONTRACTUAL SERVICES	42,013	3,518	43,891	44,000
TOTAL EXPENDITURES	**$9,646,098**	**$2,067,110**	**$7,854,892**	**$9,026,651**
AUTHORIZED POSITIONS	**1,946**	**1,946**	**1,946**	**1,946**
FULL-TIME EQUIVALENTS	**1,946.00**	**1,946.00**	**1,946.00**	**1,946.00**

INFORMATION TECHNOLOGY SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Information Technology Services Fund	245.00	$28,590,039
Capital Projects	0.00	1,696,000
Total Funding	**245.00**	**$30,286,039**

MISSION STATEMENT

The mission of the Information Technology Services Department is to provide business solutions that enhance the City's effectiveness in serving the citizens of San Antonio through the effective use of information technology.

PROGRAM INFORMATION

The Information Technology Services Department (ITSD) provides information technology (IT) services, 24 hours a day, seven days a week to all City departments and other agencies through information and technology sharing agreements. ITSD is organized as a strongly centralized IT function that provides leadership, vision and support for all technology functions and builds information systems around good business practices that reflect the mission and goals of City departments, the City of San Antonio and the citizens it serves. The focus of ITSD's mission includes the following:

- Information Management
- Business Applications [Enterprise, Departmental]
- Geographic Information Systems (GIS) [Enterprise]
- Computing Platforms [Enterprise, Departmental, Desktop, Laptops, PDA's]
- Communications Networks [Voice, Video, Data and Wireless Services]
- Technology Management
- Enterprise Resource Management (ERM)

GOALS & OBJECTIVES

- *Leasing/Seat Management Program and Desktop Enterprise Licensing* - To standardize and improve technology performance, reliability and service across City departments by continuing the seat management program that includes leasing PC equipment on a three-year replacement schedule.
- *Enterprise Resource Management (ERM) System* - To participate in the implementation of an ERM system [including Development Services, Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP)], that will provide the infrastructure to enable the City to integrate diverse applications and improved business processes.
- *Enterprise Resource Management Support Organization* – ITSD will be responsible for the ERM Support Organization, which will consist of 79 positions. The support organization will be comprised of functional and technical team members and will support both the SAP and the Hansen implementations.
- *San Antonio Community Portal* - To continue to provide employees, citizens, visitors and businesses with access to quality service, information and e-commerce from one convenient place (www.sanantonio.gov).
- *Customer Service Initiative* - To continue Customer First practices by streamlining communication with our customers (including use of the Intranet), establishing a 24 hours a day; seven days a week help desk, publishing service level agreements and providing training for professional growth of ITSD and City staff.
- *Security Initiative* - To protect the City's critical missions by reducing risks, complying with laws and regulations, and ensuring business continuity, information integrity and confidentiality.
- *GIS/Mapping* - To enhance the Enterprise (GIS) that is used to satisfy the spatial and mapping requirements of ERM and City of San Antonio internal and external customers.
- *Knowledge & Information Management* - To continue to support the collection, analysis, organization, sharing and employment of information critical to the attainment of City goals by the implementation of SAP Business Warehouse and Crystal Reports.
- *Data Network Enhancement* - To continue to improve the core network infrastructure by implementing new technologies with enhanced reliability at City locations to provide better ways to access the City information resources.

GOALS AND OBJECTIVES CONTINUED

- *Electronic Documents and Automated Records Management System (EDMS/ARM)* - To expand and enhance document management systems to include enterprise-wide scanning and imaging solutions, the contracts management process and the integration of automated work flow.
- To maintain the City of San Antonio Information Technology Plan by working with departments to identify their business requirements and enhance their performance.
- *Emergency Management Technology Support Systems* - To continue to develop a regional integration enterprise approach to daily operations and emergency management that will enhance coordination efforts, decision-making, and emergency response planning and execution throughout the San Antonio Metropolitan area.
- *Business Continuity* – To manage and improve resilience of City business processes to disruption, interruption or loss by identifying potential threats, providing a framework for building resilience and the capability for an effective response to disasters and other events negatively impacting City service delivery.
- *Public Safety Video Access System* - To provide public safety entities access to exclusive video down-links and selected TransGuide video from their PC's on the City network.
- *Voice Over IP (VoIP)* – To implement Voice over IP, which will consolidate City communications access lines for voice and data services for key non-critical remote City sites.
- *Mobile Data Services* - To convert existing Cellular Digital Packet Data (CDPD) mobile users in Public Safety and local government groups to General Packet Radio Service (GPRS) which will be the wireless technology used to facilitate ERM/CRM requirements.
- *Exchange Archive System* -To provide an archiving solution to the rapidly growing electronic information store, including E-mail. Due to local and state laws that require the retention of electronic information, most E-mail messages constitute public record within the meaning of Texas law.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Provide for Safety & Welfare of San Antonio**					
	Public Safety Radio System	% of County Wide Radio Coverage	75%	98%	98%	98%
	Customer Service Initiative	No. of Customers Supported (City & Others)	12,452	12,750	12,600	12,750
		% of City Staff Using Communication Services	81%	82%	82%	82%
	Geographic Information Systems (GIS/Mapping)	Internet Mapping Services	4	7	4	7
	Improve Customer Service					
	San Antonio Community Portal	No. of City Web Pages (thousands)	26.51	30.00	25.00	30.00
		No. of City Web Pages Browsed (millions)	54.47	44.00	48.00	48.00
		No. of E-Payment Transactions	9,880	7,500	13,000	14,000
	Improve Community Outreach					
	To inform and educate City employees and the community about the transformation the City will experience as a result of reengineering of business processes and implementation of new software systems	No. of Internal Communications	67	270	300	250
		No. of External Communications	8	25	17	20
Financial	**Provide Accountability to the Public**					
	Customer Service Initiative	No. of Dollars Collected, E-Payment Transactions (in millions)	$1.65	$1.4	$1.82	$1.96
		Avg. Days to Process Data Work Order (intake to completion)	23.6	19.0	13.0	13.0
		Avg. Days to Complete Telephone Work Order (intake to completion)	14.0	9.0	9.0	9.0
		No. of Help Desk Calls Processed (207-8888)	58,500	68,500	24,000	23,000
		Avg. No. of Mainframe Transactions per Day (millions)	1.2	1.0	1.2	1.0

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Financial	To provide for the successful completion of the ERM implementation within the allotted budget	Cumulative Project Costs Paid	$54.4M	$80.1M	$75.4M	$82.6M
	To provide for the completion of the overall project within the allotted time frame and implementation schedule	% of Overall Implementation Schedule Completed	46%	91%	79%	100%
	Monitor project expenditures and budget to ensure financial objectives are fulfilled	% of Overall Project Budget Expended (1)	62%	91%	85%	93%
Internal Processes	**Innovative and Proactive City Government**					
	Customer Service Initiative	Total Devices Supported	30,581	31,200	30,590	31,200
		No. of E-mail Accounts	7,550	7,700	9,000	10,200
		No. of E-mail Messages Sent/Received per Month (millions)	1.0	1.2	1.35	1.45
	ERM Project	No. of Interfaces to ERM	2	15	7	20
	Seat Management	No. of PC's Leased per Year	160	1,920	1,920	1,920
	Geographic Information Systems (GIS/Mapping)	GIS Overlays Converted	215	242	198	235
	Geographic Information Systems (GIS/Mapping)	Regional GIS Participation (City and outside agencies)	2	6	3	5
	Improve Information Technology					
	Customer Service Initiative	No. of City Personnel Provided IT Training (internal & external)	1,500	1,600	1,500	1,600
	Knowledge & Info. Mgmt. Support	No. of Crystal Reports Written by ITSD Staff	114	350	60	120
	Knowledge & Info. Mgmt. Support	No. of Business Warehouse (BW) Information Cubes	N/A	15	4	15
	Implementation of Enterprise Resource Management Systems	No. of Business Processes Re-designed	3	58	43	98
		No. of Modules Implemented	2	13	5	20

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	**Innovative and Proactive City Government**					
	Implementation of Enterprise Resource Management Systems	No. of City Employees Provided Training on ERM System and Process	430	2,850	4,250	300
		No. of Hours of Training Provide to City Employees on ERM System and Processes	14,258	34,320	53,125	9,648
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Implementation of Enterprise Resource Management Systems	No. of Business Processes Re-designed	3	58	43	98
		No. of Modules Implemented	2	13	5	20

EXPLANATORY INFORMATION

[1] Percent of overall project funds expended will be higher in the earlier stages of the project as result of purchasing hardware and software to support the project implementation.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$253,068**

REPLACE ENTERPRISE LICENSING AGREEMENT (ELA) WITH SOFTWARE AG

This ***redirection*** provides for a new three year Enterprise License Agreement (ELA) with Software AG including licensing, maintenance, and technical support for the City's mainframe database management system and support utilities. The agreement costs are currently budgeted and paid by the Information Technology Services fund. This redirection will result in total savings to the Information Technology Services fund of $96,562 in FY 2005.

REPLACE MAINFRAME SERVER PLATFORM

This ***reduction*** provides for the replacement of the existing Amdahl mainframe and associated Spectirs Storage subsystem with an IBM mainframe processor and Enterprise Storage Subsystem. The current system was purchased through lease financing and paid in full as of October 2004. This reduction will result in total savings to the Information Technology Services fund of $113,568 in FY 2005.

CANCEL THE BUSINESS TECHNOLOGY CENTER LEASE

This ***reduction*** provides for the cancellation of the Business Technology Center lease, and relocation of staff from the Business Technology Center to the Technology Center at 515 S. Frio Street. The Information Technology Services department is currently in the process of relocating staff from this location. This reduction will result in total savings to the Information Technology Services Fund of $32,147 in FY 2005.

PROGRAM CHANGES CONTINUED

OVERTIME REDUCTION

During the budget development worksessions, the Management Team performed in depth analysis of overtime policies and procedures citywide and identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Information Technology Services Department will be able to reduce their overtime budget by ten percent, or a total of $5,300 in FY 2005.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This ***reduction*** will result in net savings totaling $5,491 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

♦ **IMPROVEMENTS** **$235,147**

WORKFORCE COMPENSATION ENHANCEMENT

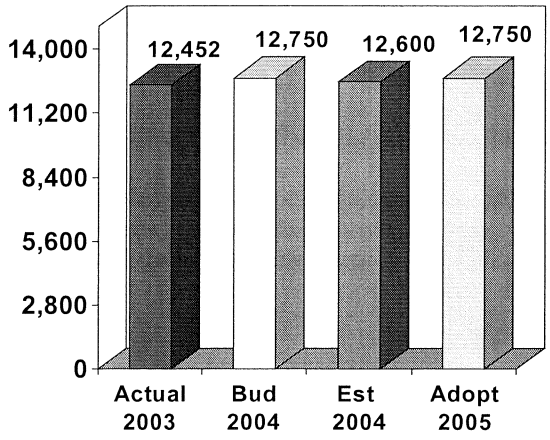
This ***improvement*** totaling $235,147 will provide a market adjustment and performance pay incentive for eligible employees included in the Information Technology Services Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

INFORMATION TECHNOLOGY SERVICES FUND EXPENDITURES BY CHARACTER

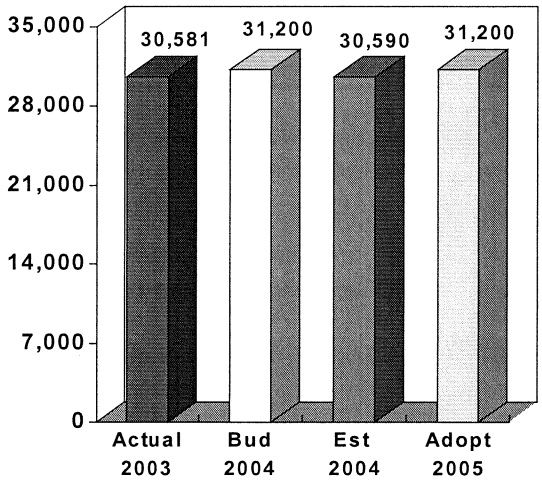
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$10,340,785	$12,403,278	$11,891,245	$15,873,008
CONTRACTUAL SERVICES	3,450,703	6,987,909	4,999,063	7,185,802
COMMODITIES	3,132,360	3,545,300	3,354,933	3,874,828
OTHER EXPENDITURES	471,192	185,295	268,130	195,803
CAPITAL OUTLAY	317,585	843,182	843,182	450,000
INVENTORIES	422,011	344,100	401,272	344,100
TRANSFERS	921,311	685,509	660,348	666,498
TOTAL EXPENDITURES	**$19,055,947**	**$24,994,573**	**$22,418,173**	**$28,590,039**
AUTHORIZED POSITIONS	**193**	**204**	**204**	**245**
FULL-TIME EQUIVALENTS	**193.00**	**204.00**	**204.00**	**245.00**

NO. OF CUSTOMERS SUPPORTED



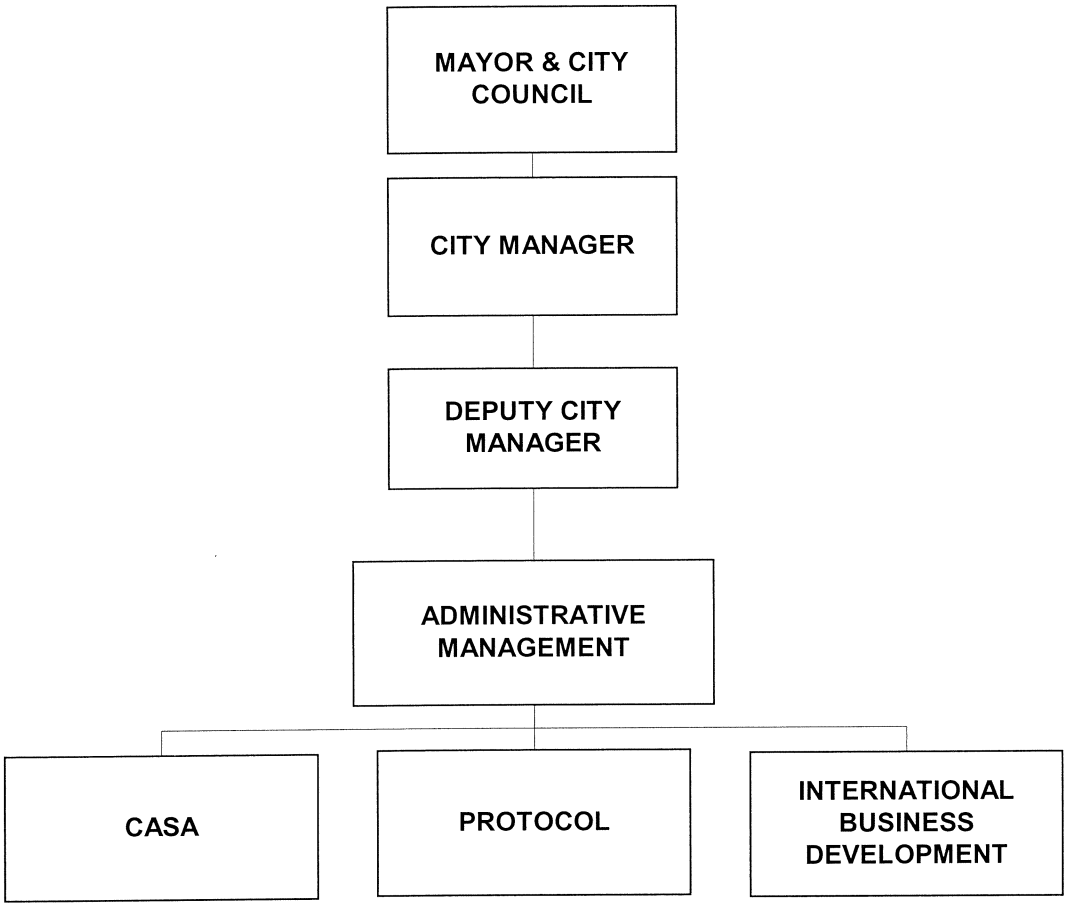
- ✓ Total number of customers the Department supports, including the City and outside agencies.
- ✓ Support services include maintenance, installation, technical assistance, and work orders.

TOTAL DEVICES SUPPORTED



- ✓ Number includes PC's, servers, MDT's, CDPD laptops, terminals, printers, telephones, cellular phones, radios, and pagers.

INTERNATIONAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	5.00	$408,135
Community & Visitor Facilities Fund	7.00	926,047
Total Funding	**12.00**	**$1,334,182**

MISSION STATEMENT

The International Affairs Department develops foreign relations, foster international business and promotes local partnerships.

PROGRAM INFORMATION

The International Affairs Department was created to provide a clear entrance or "front door" to City programs and services in order to attract and promote trade and foreign investment, establishing San Antonio as the "Center of the Americas." To accomplish this, the department is the first point of contact for protocol and international business & trade inquiries. These functions are carried out through services which include hosting official international dignitaries, presentations to prospective businesses, business counseling, match making, conferences and seminars, the CASA San Antonio Foreign Office Program, Export Leaders Program, marketing materials and trade missions.

Among its global relationships, San Antonio has sister cities in Mexico, Japan, Korea, Spain, Taiwan and has on-going economic ties in Germany and South Africa. The International Affairs Department plays a coordinating role with local entities such as the North American Development Bank, Mexican Consulate, US Department of Commerce, Foreign Commercial Service; UNAM, Instituto de México, Free Trade Alliance, the World Affairs Council, UTSA International Trade Center, local chambers of commerce and several other important international organizations.

GOALS & OBJECTIVES

- Develop foreign relations for San Antonio by conducting outreach at all levels with international entities. This goal is accomplished by acting as the City's official representative with the U.S. Department of State; foreign governments; U. N. Missions; Consular Corps in Washington, D.C. and Texas, Mexican Trade Offices; Sister Cities International. Local organizations include: The World Affairs Council; San Antonio International Visitors Alliance; San Antonio-Mexico Friendship Council; San Antonio-Mexico Foundation for Education; Federation of Mexican Communities in San Antonio; research facilities; ethnic groups; universities; community colleges; arts & cultural and civic organizations.
- Increase international business by fostering two-way trade through the CASA San Antonio Program in Mexico, our trade representative in Japan, and other trade opportunities around the world.
- Continue to facilitate the needs of Toyota Motor Corporation in San Antonio.
- Coordinate the development of a resource center to assist Japanese executives and their families moving to San Antonio.
- Continue to conduct the San Antonio Export Leaders Program, an eight-month course providing tools, training, consultation and coaching necessary to expand local businesses internationally and lead two trips to Mexico for one-on-one business meetings.
- Continue to attract and promote foreign trade and investment in San Antonio as the "Center of the Americas," by hosting meetings, seminars, and conferences such as: NAFTA 10th Anniversary Conference; 2004-2005 Trilateral Technology Summit; US Trade Representative's NAFTA Ministerial Luncheon, on-going municipal training seminars, and interface with the San Antonio community on accessing international markets.
- Seek international partnerships for San Antonio's driver industries in healthcare, biosciences and information technology security in conjunction with local partners SATAI, Brooks City-Base, San Antonio Economic Development Foundation, Free Trade Alliance, U.S. Department of Commerce Export Assistance Center, UTSA International Trade Center, Kelly USA, Lackland AFB, chambers of commerce, Greater Austin-San Antonio Corridor Council, as well as City departments such as the Economic Development and San Antonio International Airport.
- Continue to support the Model United Nations youth program for local and international high school students learning global issues through the International School of the Americas.
- Provide specialized training to improve job related skills and development of staff.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Expand Recreational & Cultural Services**					
	Develop foreign relations	No. of International Protocol Delegations	77	92	80	85
	Promote San Antonio as the Center of Americas for trade	No. of Business Delegations	109	100	100	110
Financial	**Leverage Other Funding Sources**					
	Sponsor International events	Private Sector in-kind Support for International Projects	$63,800	$111,000	$111,000	$115,000
		Direct Expenditures by Official Guests to San Antonio (In Millions)[1]	$1.37	$1.60	$1.91	$2.00
	Provide Accountability to the Public					
	Continue to attract and promote trade with San Antonio	Revenue Collected from Casa San Antonio Clients, Trade Missions Participants, Export Leaders Program[2]	$5,110	$8,000	$8,000	$18,000
		Dollar Value of Business Generated and Rate of Return per $1 Invested in the Casa Program (In Millions)[3]	$21.01/ $39.40	$16.00/ $30.00	$21.00/ $40.66	$23.00/ $44.00
Internal Processes	**Improve Customer Service**					
	Promote local partnerships	No. of Presentations, Site visits, Speeches	41	215	100	400
		Printed Outreach[4]	3,200	3,500	21,500	22,000
Employee Learning & Growth	**Improve Employee Services**					
	Provide specialized training to improve job-related skills and development	Hours of Technical Training Received Per Employee	325	400	500	400

EXPLANATORY INFORMATION

[1] Direct Protocol expenditures are based on a per delegate expenditure of $900.89 as reflected by a 1998 Deloitte and Touche study, International Association of Convention and Visitors Bureau.
[2] Adopted FY 2005 reflects a fee increase to the San Antonio Export Leaders Program from $500 to $1000 per participant.
[3] Yearly survey is given to all Casa San Antonio Program clients from the previous year and all Export Leaders participants from all previous years.
[4] Estimated FY 2004 and Adopted FY 2005 reflect the addition of e-newsletters.

PROGRAM CHANGES

♦ **REDIRECTIONS/REDUCTIONS** **$7,206**

LINE ITEM EXPENSE REDUCTION

This ***reduction*** totaling $7,206 will reduce the Department's fees to professional contractor expenses within the Community & Visitor Facilities Fund. The Department will manage its resources to minimize the impact of this reduction of its current level of service.

♦ **IMPROVEMENTS** **$12,223**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $12,223 will provide a market adjustment and performance pay incentive for eligible employees included in the Community & Visitor Facilities Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

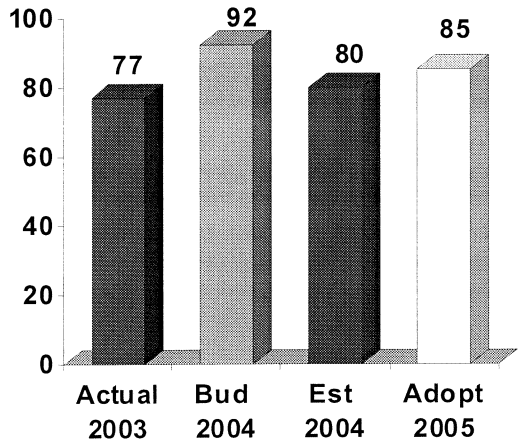
GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$280,462	$323,246	$327,560	$334,512
CONTRACTUAL SERVICES	52,101	65,812	61,336	71,066
COMMODITIES	3,504	1,575	1,613	1,575
OTHER EXPENDITURES	1,336	1,336	1,336	982
CAPITAL OUTLAY	741	0	0	0
TOTAL EXPENDITURES	**$338,144**	**$391,969**	**$391,845**	**$408,135**
AUTHORIZED POSITIONS	**5**	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**	**5.00**

COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CHARACTER

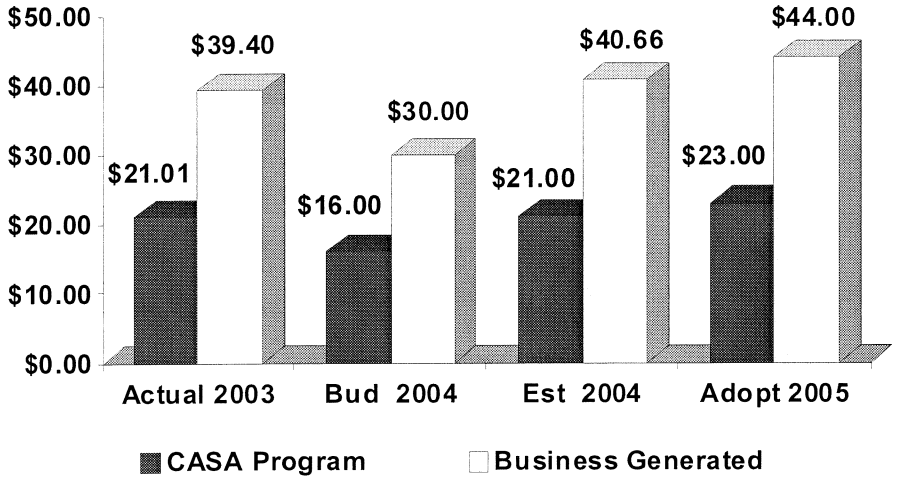
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$454,518	$461,821	$473,158	$483,634
CONTRACTUAL SERVICES	419,929	381,301	375,555	386,093
COMMODITIES	47,474	52,773	53,520	54,014
OTHER EXPENDITURES	2,728	2,728	2,728	2,306
CAPITAL OUTLAY	5,047	0	0	0
TOTAL EXPENDITURES	**$929,696**	**$898,623**	**$904,961**	**$926,047**
AUTHORIZED POSITIONS	**7**	**7**	**7**	**7**
FULL-TIME EQUIVALENTS	**7.00**	**7.00**	**7.00**	**7.00**

NUMBER OF INTERNATIONAL PROTOCOL DELEGATIONS

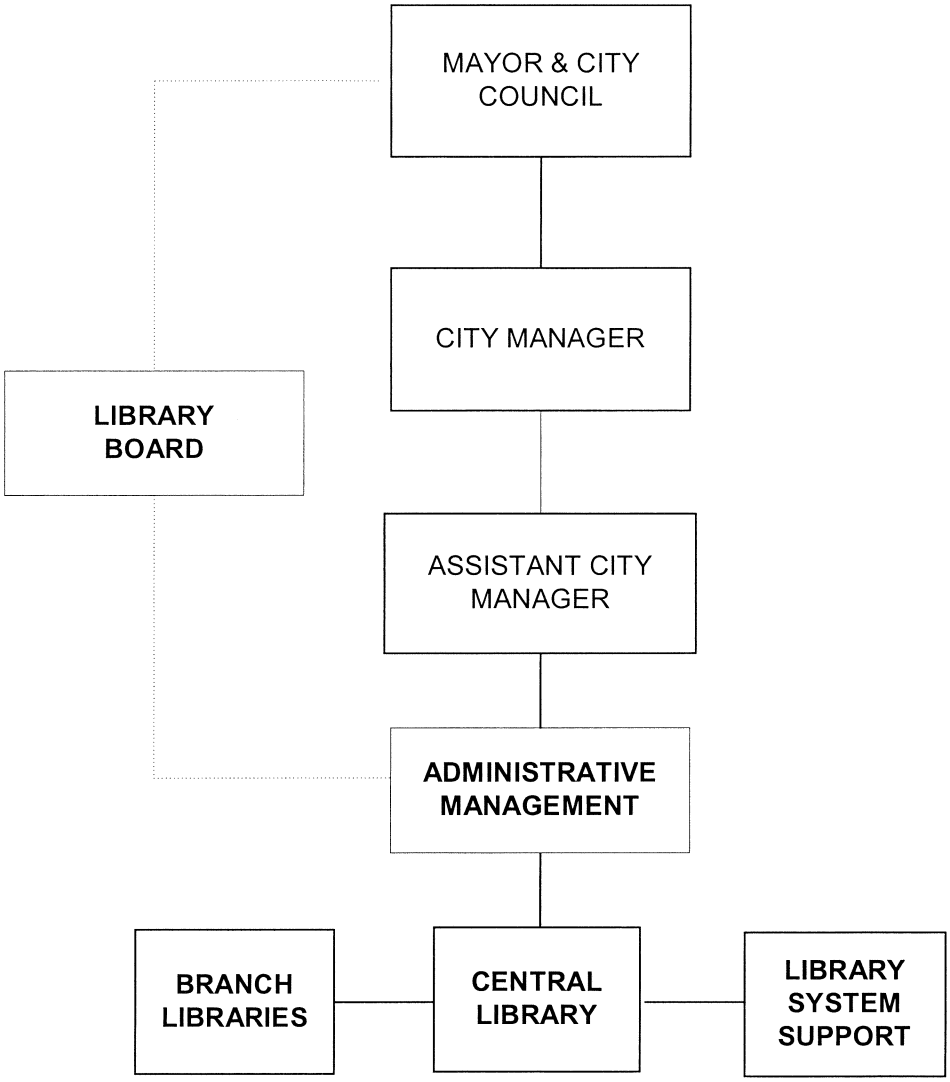


✓ The number of Protocol Delegations is expected to increase 10.38% from Actual FY 2003 to Adopted FY 2005. Protocol Delegations assist with promoting international tourism and new business development.

DOLLAR VALUE OF BUSINESS GENERATED AND RATE OF RETURN PER $1 INVESTED IN THE CASA PROGRAM



LIBRARY



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004 - 2005
General Fund	435.50	$20,842,120
Categorical Grants	9.50	2,123,903
Capital Projects	0.00	7,336,000
Total Funding	**445.00**	**$30,302,023**

MISSION STATEMENT

The San Antonio Public Library provides equal and open access to books, information and technology resources to promote a lifetime of reading and learning. We contribute to the enjoyment, enlightenment, and economic vitality of our diverse and dynamic community.

PROGRAM INFORMATION

The Public Library provides lifelong learning materials and services to the citizens of San Antonio and Bexar County through a system of twenty libraries (the new Henry A. Guerra branch library opened in the southwest of the city in late spring 2004), one bookmobile and a partnership agreement with the North East Independent School District at Reagan High School. Materials and services include books, magazines, newspapers, microfilm, compact disks, books on tape, videotapes, DVDs, electronic databases, access to the Internet, reference services and child and young adult programming. The Central Library houses several departments which offer services: a young adult center; Texana/Genealogy; Government Documents which houses the regional patent and trademark depository. Funding sources include the Library Foundation and the Friends of the Library organization. The Library generates revenue for the City of San Antonio through non-resident card fees, copy machine charges, the collection of overdue fines and meeting room use charges.

GOALS & OBJECTIVES

- Children, youth and adults using the San Antonio Public Library will have access to resources and services that support and enhance their efforts to succeed
  - Ongoing implementation of a system wide plan that provides program services to children under age five and their parents and caregivers.
  - Develop a plan to work in partnership with local organizations to better utilize library space for literacy, ESL, GED and citizenship classes by September 2005.
- To make our diverse community fully aware of the wide range of services available from the San Antonio Public Library System.
  - Continue to implement a San Antonio Public Library marketing plan by December 2004.
  - Increase awareness of library services among target populations (Hispanic community, parents, children, and senior citizens) by at least 5% for each of three years.
- The San Antonio Public Library will provide accurate, timely, customer-focused information services using a variety of resources.
- Train staff in standards of newly acquired integrated library automation system. System will be fully functional by January 2005.
  - Continue to provide staff ongoing training opportunities that ensure high quality customer service.
- The San Antonio Public Library will actively support economic development.
  - Determine and prioritize options to enhance job readiness in the community.
  - Acquire through the Alamo Area Library System a one on one tutoring service called Live Homework Help in both English and Spanish for grades four through twelve.
  - Partner with Texas A&M University in the provision of U.S. government patent and trademark information. The San Antonio Public Library will be the regional satellite for this program.
- The San Antonio Public Library will provide quality accessible services, collections and programs that anticipate and meet the need of the Hispanic community.
  - Develop a plan to implement essential bilingual signage, promotional materials and activities in every library facility by September 2005.
  - Assess and develop collections to better reflect the information needs and interests of San Antonio's Hispanic community by December 2005.
  - Design and operate a signature Latino Resource Center in the Central Library by June 2007.
  - Offer public technology programs in Spanish to customers at all library locations.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Enhance Workforce Development System**					
	The San Antonio Public Library actively supports economic development	No. of Children and Adults Attending Children's Events	120,156	134,500	124,000	127,000
		No. of Children and Teenagers Participating in Summer Reading Program	26,552	35,000	28,000	29,500
		No. of Children and Caregivers Using Little Read Wagon Resources	27,937	24,000	48,000	50,000
	Children, youth and adults using the San Antonio Public Library will have access to resources and services that support and enhance their efforts to succeed	No. of Items Borrowed	5,066,201	5,360,000	5,487,000	5,761,000
		No. of Reference Questions Answered	1,174,449	1,250,000	1,125,000	1,150,000
		No. of Electronic Access Uses & Home Page Hits	3,338,239	3,000,000	3,325,707	3,425,000
		No. of Visits by Library Customers	3,660,043	3,459,221	3,563,000	3,670,000
		No. of New Library Cards Issued	80,425	92,000	75,000	80,000
Financial	**Leverage Other Funding Sources**					
	The San Antonio Public Library will provide accurate, timely, customer-focused information services using a variety of resources	% of Grant and Private Funds as Part of Operating Budget	10.93%	10.90%	12.50%	9.60%
		Materials Budget Per Capita	$1.79	$1.91	$1.99	$1.85
Internal Processes	**Improve Development Process**					
	The San Antonio Public Library will actively support economic development	No. of Grants and Contracts Reviewed Monthly	68	70	90	95
Employee Learning & Growth	**Improve Employee Services**					
	Establish a staff-training program that ensures high quality service by May 2004	No. of Training Opportunities for Staff	179	170	327	368
		No. of Staff Trained in Spanish That Works Program [1, 2]	N/A	200	200	200

EXPLANATORY INFORMATION

[1] Materials purchased to teach 200 staff fin FY 2004 with grant funds.
[2] Dependent on grant funding, to teach an additional 200 staff in FY 2005.

PROGRAM CHANGES

- **IMPROVEMENTS** **$233,453**

CASH HANDLING POLICY & PROCEDURES

This ***improvement*** totaling $10,480 will provide for necessary improvements to ensure that proper cash handling policies and procedures and adequate internal controls are in place. Citywide improvements include adding additional positions and selected back ground checks as well as acquiring items such as security cameras, new cash registers, and credit card terminals.

INCREASE LIBRARY RESOURCES BASE BUDGET

This ***improvement*** will provide additional library resources such as books, videos, compact discs, tapes, periodicals, and computer databases for the Central and Branch Libraries. A total of $150,000 will be added to the Library resources budget bringing the total General Fund contribution to $2,223,402.

LITTLE READ WAGON

This ***improvement*** will continue to provide funding granted by the Houston Endowment Fund. Funding will include only the net cost of salaries and benefits totaling $20,513 for three positions that will be redirected from existing full-time positions and $52,460 in associated costs. The Library Foundation has pledged $8,000 in additional funds to support materials' costs for this program in FY 2005. The services from the Little Read Wagon Program will be provided in partnership with the Health Department through utilization of their Health Clinic sites. This improvement will result in a total cost of $72,973 in FY 2005. The second year costs for FY 2006 will total $52,460.

- **MANDATES** **$73,930**

JULIA YATES SEMMES BRANCH LIBRARY

This ***mandate*** will add the following six positions for two months in FY 2005: one full-time Building Custodian, one part-time Building Custodian, and four part-time Library Aides. This mandate reflects the recurring and one-time operational and staffing costs. The Julia Yates Semmes branch will be scheduled to open in September 2005. This mandate will result in a total cost of $37,703 in FY 2005. The second year cost for this mandate in FY 2006 totals $175,852.

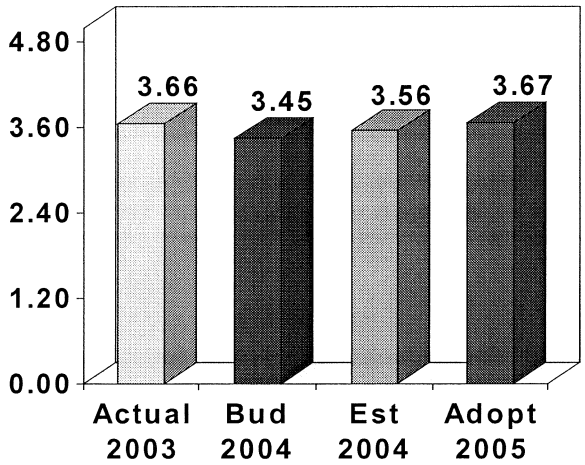
GREAT NORTHWEST BRANCH LIBRARY EXPANSION

This ***mandate*** will add the following positions for six months in FY 2005: one full-time Library Assistant II, one part-time Library Circulation Attendant I, and one full-time Department Systems Aide. This mandate reflects the recurring and one-time operational and staffing costs associated with the expansion of the Great Northwest Branch Library, which is scheduled to open in April 2005. This mandate will result in a total cost of $36,227 in FY 2005. The second year cost for this mandate in FY 2006 totals $72,454.

GENERAL FUND EXPENDITURES BY CHARACTER

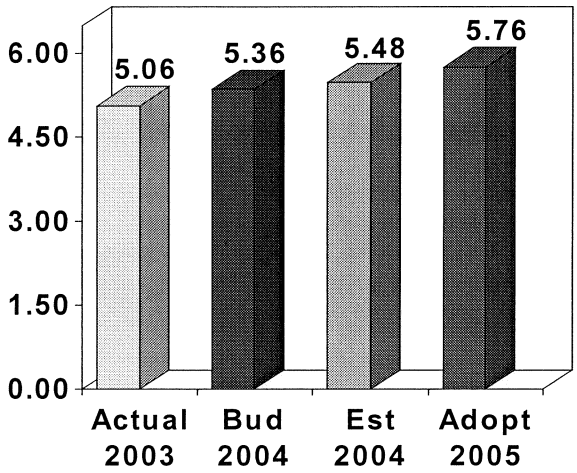
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$12,742,251	$14,001,483	$13,253,952	$15,078,578
CONTRACTUAL SERVICES	2,757,336	2,573,911	2,967,496	2,807,558
COMMODITIES	2,343,685	2,379,009	2,338,290	2,576,023
OTHER EXPENDITURES	304,421	420,738	420,738	379,961
CAPITAL OUTLAY	0	56	0	0
TOTAL EXPENDITURES	**$18,147,693**	**$19,375,197**	**$18,980,476**	**$20,842,120**
AUTHORIZED POSITIONS	**506**	**531**	**531**	**540**
FULL-TIME EQUIVALENTS	**457.00**	**429.50**	**429.50**	**435.50**

NUMBER OF VISITS BY LIBRARY CUSTOMERS (In Millions)



✓ The 3% increase from FY 2004 Estimated to FY 2005 Adopted is due to population increase resulting in greater use of the Library.

NUMBER OF ITEMS BORROWED (In Millions)



✓ The 6% increase from FY 2004 Estimated to FY 2004 Adopted in number of items borrowed is due to opening the Julia Semmes Branch Library located at 15060 Judson Road and the Maverick Library Branch located at 8700 Mystic Park.

During FY 2004, the Library Department utilized grants totaling $2,308,088 to provide professional services, equipment and library resources (such as books, videos, compact disks and DVDs) to customers of the Library and to residents of the 21-county area served by the Alamo Area Library System. The Library anticipates receipt of at least $2,123,903 for FY 2005.

In addition to applications made directly by the Library, administration works closely with the San Antonio Public Library Foundation to develop grant proposals that reflect the strategic plan adopted by the Library Board of Trustees. For FY 2005, the Library would continue to emphasize the use of funds secured by the Foundation to acquire educational and cultural materials (English and Spanish) for children, teenagers and adults.

Below is a comprehensive listing of the grants expected by the Library Department in FY 2005. Details on each grant program can be found on the following pages. Those grants marked with an asterisk (*) are one-time grants that have been approved by the funding grantor. These grants do not have grant pages in the following section.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Administrative Management					
Lone Star Libraries Grant *	$0	$89,292	$0	$0	$89,292
San Antonio Public Library Foundation (various Restricted donations) *	0	0	0	1,000,000	1,000,000
Library System Support					
Interlibrary Loan Services Alamo Area Library System	258,262	0	0	0	258,262
Library Systems Operation Alamo Area Library System	716,349		0	0	716,349
Technical Assisted Negotiated Grant, Alamo Area Library System	60,000	0	0	0	60,000
TOTAL	**$1,034,611**	**$89,292**	**$0**	**$1,000,000**	**$2,123,903**

PROGRAM INFORMATION:

The Interlibrary Loan provides services to public, special, and academic libraries in a 21 county service area designated by the Texas State Library and Archives Commission. Library materials are borrowed and loaned for the needs of patrons in these libraries, including the San Antonio Public Library. Materials are also loaned to and borrowed from other libraries worldwide, including those members of an international cooperative library network known as OCLC. This grant program covers the period from 9/1/04 through 8/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Total FTE	4.5	4.5	4.5
No. of Potential Lending/ Borrowing Libraries, National and International Locations	12,000	12,000	12,000
Output:			
No. of Interlibrary Loan Request Processed from all Sources [1]	61,605	65,000	67,000
No. of Interlibrary Loan Requests Filled from all Sources [2]	40,758	42,000	43,000
No. of Materials Loaned from San Antonio Public Library	27,210	27,300	28,000
No. of Materials Borrowed from Other Libraries for San Antonio Public Library Customers and Service Area Libraries	13,548	14,000	14,500
Efficiency:			
Cost per Request [3]	$3.84	$3.68	$3.85
Cost per Filled Request [4]	$5.80	$5.69	$6.00
Effectiveness:			
% of Requests from Other Libraries Filled from the San Antonio Public Library Collection	52%	65%	65%
% of Requests Filled for San Antonio Public Library Customers	73%	75%	75%
No. of Days to Fill Requests from the San Antonio Public Library Collection	6	6	6
No. of Days to Fill Requests by Referral to Other Libraries	17	20	17

EXPLANATORY INFORMATION

[1] Service requests are received from local customers, service area libraries, and other libraries worldwide.

[2] No of requests filled from all sources includes, materials that were borrowed from service area libraries, including San Antonio, as well as materials that were loaned to other libraries.

[3] "Cost per request" is obtained by dividing the total amount of the allocation by the total No. of requests processed. Increases in "cost per request" are due to anticipated increased funds in grant allocation primarily in response to costs associated with increases in request volume.

[4] "Cost per filled request" is obtained by dividing the total amount of the allocation by the number of requests that were filled by San Antonio Public Library and other libraries. Increases in "cost per request" are due to anticipated increased funds in grant allocation, primarily in response to costs associated with increases in request volume.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Institute of Museum and Library Services	$236,582	$236,761	$258,262
TOTAL FUNDING	**$236,582**	**$236,761**	**$258,262**
EXPENDITURES			
PERSONAL SERVICES	$172,865	$182,298	$182,482
CONTRACTUAL SERVICES	35,380	25,594	43,400
COMMODITIES	7,300	7,500	12,250
OTHER EXPENDITURES	19,437	19,619	20,130
CAPITAL OUTLAY	1,600	1,750	0
TOTAL EXPENDITURES	**$236,582**	**$236,761**	**$258,262**
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**4.50**	**4.50**	**4.50**

PROGRAM INFORMATION:

This grant provides services for 46 public libraries in the Alamo Area Library Systems (AALS), a 21-county area assigned by the Texas State Library and Archives Commission (TSLAC) that includes Bexar County. San Antonio Public Library serves as the Major Resource Center and coordinating office for AALS. Grant funds are used for consultant personnel, library materials, services to disadvantaged populations, continuing education programs, and collection development. This grant program covers the period 9/1/04 through 8/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Professional Staff in the Consultant Program	1	2	3
Budget Allocation for Materials [1]	$472,325	$363,464	$251,710
Total Budget Allocations	$764,627	$716,838	$716,349
Output:			
No. of Consultations by AALS Librarians	4,162	7,200	7,200
No. of Programs Sponsored [2]	14	14	14
No. of Materials Purchased	34,070	18,174	17,199
No. of Literacy Grants Distributed [3]	8	7	7
No.. of Site Visits by AALS Staff [4]	49	92	135
No. of Workshops Held [5]	62	30	30
Efficiency:			
Avg. No. of Staff Assisted per Consultant	4,162	3,600	2,400
Avg. No. of Students per Workshop	5	13	13
Unit Cost per Materials Purchased	$14	$20	$15
Unit Cost of Literacy Grant Awarded per Library	$1,027	$1,892	$1,357
No. of Site Visits per Consultant	45	46	45
Effectiveness:			
% of Libraries Participating in Workshops	90	90	90
% of Libraries Purchasing Materials through City Library System	100	95	100
% of Libraries Requesting Consultations	100	100	100

EXPLANATORY INFORMATION

[1] Materials include books, audio-tapes, and videos.
[2] Number is the total of Advisory Council, membership, geographic, and committee meetings.
[3] AALS grants are given to literacy programs. They include literacy, English as a second language, and GED classes.
[4] Site visits are done at the local library by an AALS consultant.
[5] Workshops include live presenters, coupons to New Horizons Computer Training Centers, and online courses.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE – Texas State Library and Archives Commission	$281,059	$0	$0
FEDERAL – Institute of Museum and Library Services	480,568	716,838	716,349
TOTAL FUNDING	**$761,627**	**$716,838**	**$716,349**
EXPENDITURES			
PERSONAL SERVICES	$176,355	$250,310	$259,908
CONTRACTUAL SERVICES	94,476	87,000	177,000
COMMODITIES	472,325	363,464	251,710
OTHER EXPENDITURES	18,471	16,064	27,731
TOTAL EXPENDITURES	**$761,627**	**$716,838**	**$716,349**
AUTHORIZED POSITIONS	**8**	**5**	**5**
FULL-TIME EQUIVALENT	**8.00**	**5.00**	**5.00**

PROGRAM INFORMATION:

This program provides technical assistance and training to 46 public libraries in the Alamo Area Library System (AALS), a 21-county area assigned by the Texas State Library and Archives Commission (TSLAC) that includes Bexar County. San Antonio Public Library serves as the major Resource Center and coordinating office for AALS. Grant funds for FY 2003-2004 are used for consultant personnel, training (including training materials) and technical assistance. This grant program covers the period from 9/1/04 through 8/31/05.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Budget Allocation	$77,286	$60,000	$60,000
No. of FTE in TANG Program [1]	1.0	1.0	0.0
Output:			
No. of Overall Consultations Provided for Library Staff [2]	434	422	90
No. of Library Staff Trained [3]	61	114	0
No. of Instructional Materials Processed [4]	259	803	0
Efficiency:			
No. of Consultations per Library	10	9	2
No. of Library Staff Trained per Library	1.0	2.5	0.0
No. of Instructional Materials Processed per Library	6	2	0
Effectiveness:			
% of Increase (Decrease) Library Staff Consulted	N/A	(3%)	(22%)
% of Increase (Decrease) Library Staff Trained [4]	N/A	186%	0%
% of increase (Decrease) Instructional Materials Processed [4]	N/A	310%	0%

EXPLANATORY INFORMATION

[1] Funds for FY 2005 would be used to contract with a computer vendor for hardware, network and security maintenance and repair resulting in a significant statistical change next year. There will be no personnel or benefits costs associated with this grant in FY 2005. The Alamo Area Library System is changing the scope of this grant in order to serve our isolated, rural libraries that have very few opportunities or funds to contract with local computer vendors.

[2] Librarians are assisted by phone, mail, fax, or e-mail. This will be reduced dramatically in FY 2005 due to the outsourcing of a vendor for repair instead of consultations or training.

[3] Librarians trained will be accomplished through System grant (in place of the TANG grant) beginning in FY 2005.

[4] Instructional materials consist of workshop materials, technical books/manuals and technical worksheets. These will be purchased and distributed through the Library System Operations Grant and no longer from the Technical Assistance Negotiated Grant (TANG), thus, no library staff will be trained through the TANG Grant in FY 2005.

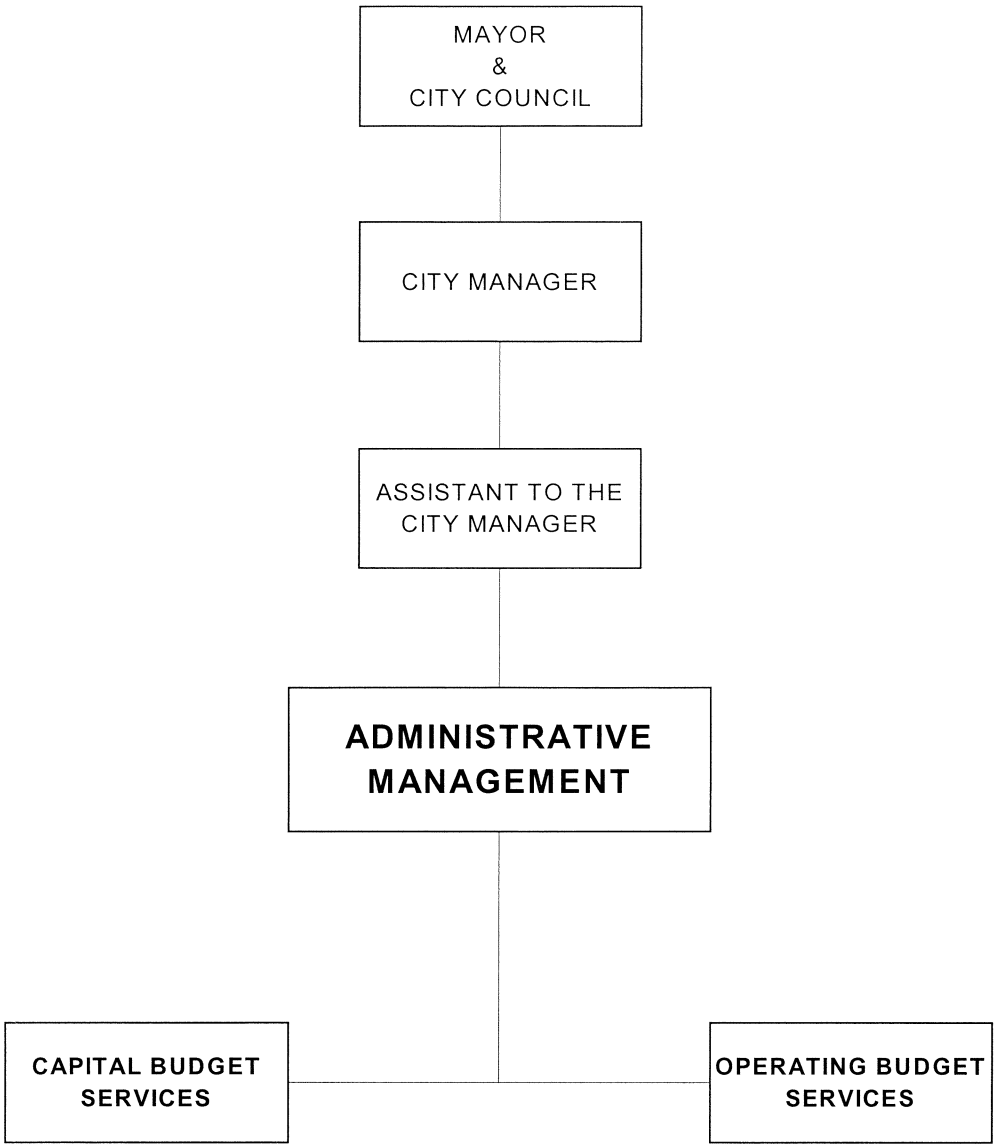
FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Institute of Museum and Library Services	$77,286	$80,000	$60,000
TOTAL FUNDING	**$77,286**	**$80,000**	**$60,000**
PERSONAL SERVICES	$39,842	$0	$0
CONTRACTUAL SERVICES	3,310	60,000	60,000
COMMODITIES	29,701	0	0
OTHER EXPENDITURES	4,433	0	0
TOTAL EXPENDITURES	**$77,286**	**$60,000 ***	**$60,000**
AUTHORIZED POSITIONS	**1**	**1**	**0**
FULL-TIME EQUIVALENT	**1.00**	**1.00**	**0.00**

EXPLANATORY INFORMATION

* The Texas State Library and Archives Commission reduced funds for FY 2004 due to a change in the program objectives.

MANAGEMENT & BUDGET



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	17.00	$1,176,257
Total Funding	**17.00**	**$1,176,257**

MISSION STATEMENT

The Office of Management & Budget will provide City departments with fiscal planning, analysis, and capital improvement management services that contribute to an effective City organization.

PROGRAM INFORMATION

The Office of Management & Budget is responsible for providing City departments with the fiscal planning, monitoring, analysis and capital improvement management services necessary to enable the City organization to provide services to the public in accordance with the policies, goals and objectives established by the City Manager and the City Council. The department coordinates and prepares the Five-Year Financial Forecast, City Revenue Manual, and Annual Operating and Capital Budgets. The Budget & Research Division is responsible for coordinating development of the City's annual operating budget. The department provides guidance and technical support to City departments in developing mission statements, goals, objectives and balanced scorecards. The division performs cost-benefit analysis for the Three-Year Annexation Plan. The department also develops and implements the City's fiscal year cost allocation plan. The Capital Improvements Division manages and coordinates the Six-Year Capital Program and the Facilities Improvement and Maintenance Program (FIMP). In addition, the department performs cost/revenue analysis of certain processes and projects throughout the year.

GOALS & OBJECTIVES

- Provide each unit of the City organization the resources necessary to provide quality municipal services, including guidance and technical support in measuring the services to achieve compliance with the goals and objectives set by the City Manager and City Council.
- Improve the linkage and accountability between community priorities and City government actions by maintaining balanced scorecards for the City organization that link the City Council's priorities to measurable City department goals and objectives.
- Manage and coordinate the Six-Year Capital Program and the Facilities Improvement and Maintenance Program (FIMP).
- Improve the availability and quality of information on the status of capital projects.
- Assist the City in the implementation of the Enterprise Resource Management (ERM) System and enhance internal business processes of all City departments.
  - Improve the overall budget preparation process.
  - Enhance the ability for estimating, tracking and allocating revenues and expenditures for capital projects by funding source, district and other criteria.
- Update the City's Revenue Manual on a periodic basis and ensure this process will effectively transition into the SAP system in the future.
- Coordinate the development of the 2003 Bond Program and the Stormwater Revenue Bond Program.
- Improve the Inventory of City Services for the City Organization and develop a method to better align budget information with individual services.
- Maintain a current Organizational Chart for each City department.
- Perform enhanced monitoring on expenditure categories of special interest.
  - Travel
  - Pagers
  - Cell Phones
  - Capital Expenditures
- Develop a quarterly budget status report to be delivered to City Council on a quarterly basis.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Innovative and Proactive City Government**					
	Provide training and assistance to departmental counterparts throughout the budget process	% of Internal Customers who Agree Budget Staff Provided Quality Service in Developing the Operating Budget	76%	94%	80%	94%
		% of Internal Customers who Agree Budget Staff Provided Quality Service in Developing the Capital Budget	76%	94%	80%	94%
Financial	**Provide Accountability to the Public**					
	Improve linkage and accountability between community priorities and City government actions	No. of Balanced Scorecards Developed and Maintained	55	53	53	52
	Provide guidance and technical support in measuring the services to achieve compliance with the goals and objectives set by the City Manager and City Council	% of Amendments to the Proposed Operating Budget	<1%	<1%	<1%	<1%
	Provide each unit of the City organization the fiscal planning resources necessary to provide quality municipal services	Sales Tax Revenue Projection Accuracy	94%	100%	100%	100%
		Liquor-by-the-Drink Tax Revenue Projection Accuracy	106%	100%	104%	100%
		Hotel/Motel Occupancy Tax Revenue Projection Accuracy	93%	100%	101%	100%
		Building Permit Fees Revenue Projection Accuracy	96%	100%	100%	100%
Internal Processes	**Innovative and Proactive City Government**					
	Manage and coordinate the Six-Year Capital Program, the Capital Improvements Action Team, and the Facilities Improvement and Maintenance Program (FIMP)	No. of Capital Projects Coordinated[1]	359	392	303	434
		No. of FIMP Projects Coordinated[2]	45	33	31	0
	Provide quality municipal services, including guidance and technical support	% of Internal Customers who Agree that Budget Staff Provided Services in a Professional Manner	89%	95%	90%	95%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	**Improve Information Service Delivery**					
	Provide yearly budget development training sessions	% of Internal Customers who agree that Budget Training Provided Quality Information for Developing Departmental Budgets	56%	90%	75%	80%
		No. of Departmental Counterparts Trained [3]	211	247	232	268

EXPLANATORY INFORMATION

1 Projects in Adopted FY 2004 column include Proposed 2003 Bond Program projects and Stormwater Revenue Bond Projects.

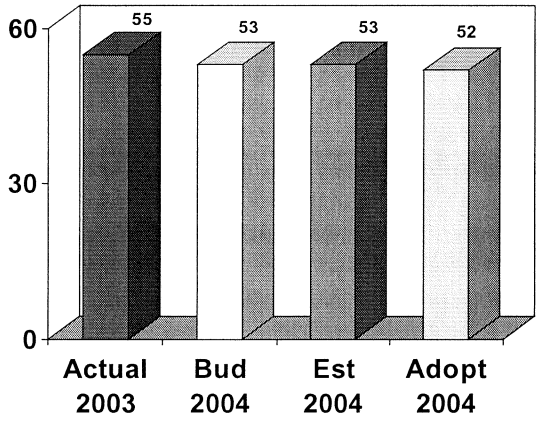
2 Projects consist of remaining FIMP projects from FY 2000, FY 2001, and FY 2002. In FY 2005 all FIMP projects will be coordinated through the Asset Management Department.

3 Training includes the annual budget process briefing, customized budget development worksessions and balanced scorecard training.

GENERAL FUND EXPENDITURES BY CHARACTER

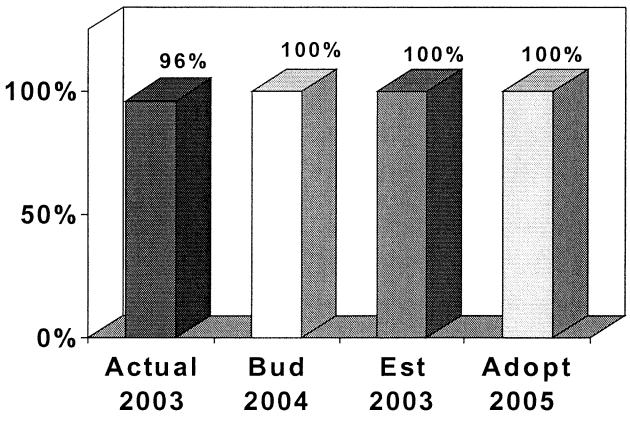
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$852,566	$910,937	$930,939	$941,772
CONTRACTUAL SERVICES	266,675	217,049	187,245	$219,343
COMMODITIES	26,908	12,234	21,140	$12,234
OTHER EXPENDITURES	3,518	3,378	3,378	$2,908
CAPITAL OUTLAY	9,259	0	0	0
TOTAL EXPENDITURES	**$1,158,926**	**$1,143,598**	**$1,142,702**	**$1,176,257**
AUTHORIZED POSITIONS	**17**	**17**	**17**	**17**
FULL-TIME EQUIVALENTS	**17.00**	**17.00**	**17.00**	**17.00**

NUMBER OF BALANCED SCORECARDS DEVELOPED AND MAINTAINED



✓The Balanced Scorecard is a working document that aligns an organization's mission and strategy with existing performance measures to provide a framework for strategic management.

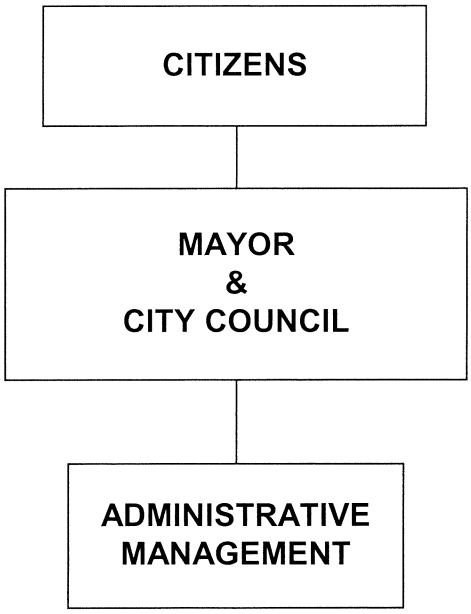
BUILDING PERMIT FEES REVENUE PROJECTION ACCURACY



✓Demonstrates the accuracy in forecasting revenues from building permit fees

✓A measure of 100% would mean actual revenue collected equaled what was projected to be collected.

MAYOR & COUNCIL



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	17.00	$2,566,091
Total Funding	**17.00**	**$2,566,091**

MISSION STATEMENT

We will deliver quality city services and commit to achieve San Antonio's vision of prosperity for our diverse, vibrant and historic community.

PROGRAM INFORMATION

The Mayor & Council Office is comprised of the Mayor, who is elected at large, ten City Council members, who are elected from single-member districts, and administrative support staff. The City Council acts as the policy-making and legislative body within the City's government. Operating within the guidelines of the City Charter, the City Council appoints the City Manager, Municipal Court Judges, City Clerk, City Auditor and members of the City's various boards and commissions. The support staff serves as constituent liaison to all Council members, in addition to responding to incoming calls, scheduling meetings and appointments, and disseminating pertinent information to the citizens of San Antonio.

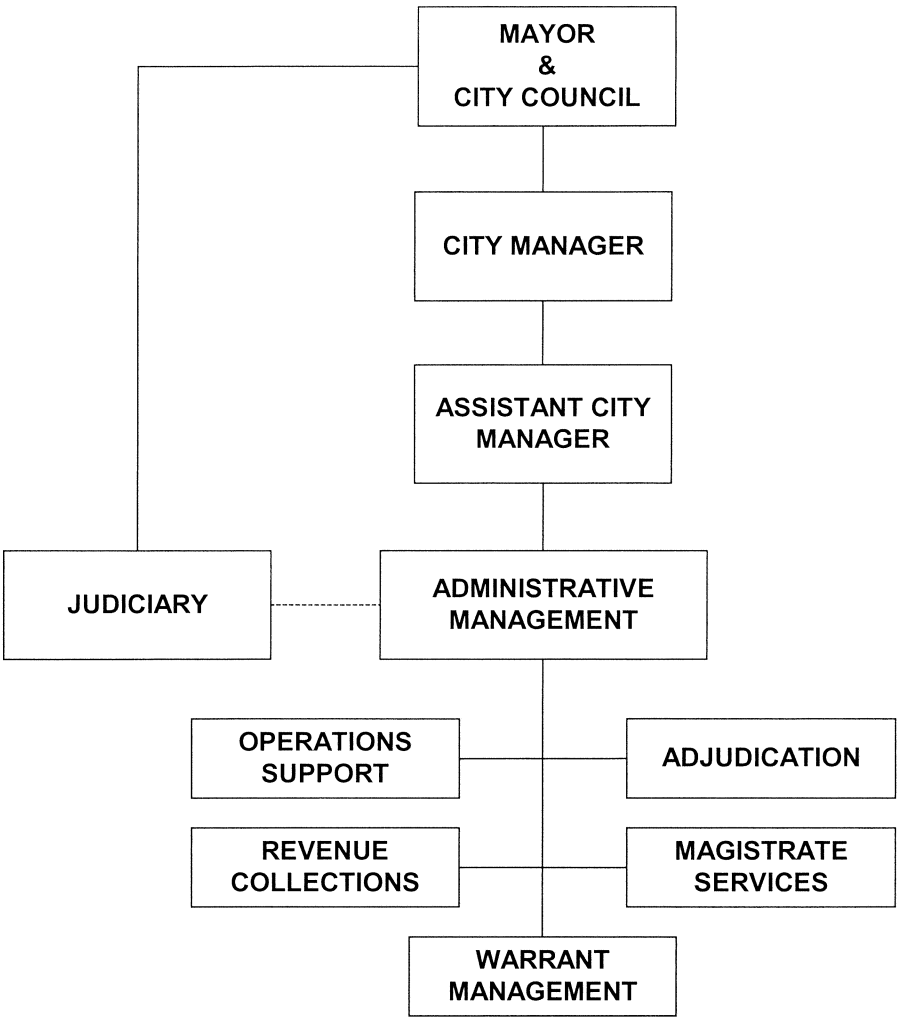
GOALS & OBJECTIVES

- To respond to citizen needs in a timely, professional and caring manner.
  - By exercising high standards of fairness, conduct and accountability.
  - By providing quality services through dedication and teamwork to improve effectiveness.
- To provide municipal services at the lowest possible cost to the citizens.
- To provide readily-accessible representation for citizen input into the functions of municipal government.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2003-2004	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$851,706	$861,285	$887,739	$909,128
CONTRACTUAL SERVICES	712,485	757,883	698,589	573,121
COMMODITIES	61,577	62,157	50,440	39,796
OTHER EXPENDITURES	1,602,246	1,560,454	1,530,123	1,044,046
CAPITAL OUTLAY	29,086	400	350	0
TOTAL EXPENDITURES	**$3,257,100**	**$3,242,179**	**$3,167,241**	**$2,566,091**
AUTHORIZED POSITIONS	**17**	**17**	**17**	**17**
FULL-TIME EQUIVALENTS	**17.00**	**17.00**	**17.00**	**17.00**

MUNICIPAL COURTS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	198.10	$11,374,452
Total Funding	**198.10**	**$11,374,452**

MISSION STATEMENT

The mission of Municipal Courts Department is to support the local community by providing efficient and effective services through the promotion of justice.

PROGRAM INFORMATION

The judicial authority of the City of San Antonio resides in the Municipal Courts Department. Primary responsibilities include the interpretation and adjudication of City ordinances as well as other Class "C" misdemeanors enacted by the Texas Legislature. Operations are located within the Frank D. Wing Building, which houses administrative offices, courtrooms, court records storage, and a minimum-security detention center that is open 24 hours every day.

GOALS & OBJECTIVES

- To interpret and adjudicate city ordinances; adjudicate applicable state laws; and to support the local community by providing efficient and effective services through the promotion of justice.
- To increase the percentage of closed cases by maximizing the collection of fines and by decreasing the length of time for cases to be finalized.
  - Conduct periodic Warrant Roundups in conjunction with the San Antonio Police Department (SAPD), placing the emphasis on the importance for the citizen to take positive action to pay and resolve tickets/cases.
  - Evaluate the current professional contracts for the collection of delinquent cases.
  - Develop a method to immediately update Court orders to ensure the security of documents.
- To enhance customer service and responsiveness.
  - Advance employee professional growth to ensure that a trained and competent work force is available to provide the highest level of professional and efficient customer service.
  - Provide training on all technological enhancements to improve service delivery.
- To increase the efficiency of the magistration process for the expeditious movement and processing of defendants.
  - Coordinate with SAPD for the implementation of an automated "Public Safety Integrated Technology System," which will decrease the time for the magistrate booking process.
- To improve the security of the Municipal Court building.
  - Prepare an RFP for feasibility of upgrading the Closed Circuit TV system to a digital program.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Provide for Safety and Welfare of San Antonio**					
	Increase the efficiency of the magistration process for the expeditious movement and processing of defendants	SAPD Officers' Time from Defendant's Arrest to Report Turn-in Time	2hr 9min	2hr	2hr 7min	2hr 5min
		% of Defendants Bonded and Released from Detention Center	40%	60%	55%	57%
Financial	**Provide Accountability to Public**					
	Increase the percentage of closed cases by maximizing the collection of fines and by decreasing the length of time for cases to be finalized	No. of Open Cases	1,074,406	1,084,869	1,086,597	1,079,382
		% of Open Cases Adjudicated and Reported to Office of Court Administration	35.3%	38.0%	38.0%	38.5%
		Avg. Revenue Collected per Case Paid	$94	$95	$113	$114
		Avg. Number of Warrant Cases Cleared per Roundup	14,059	13,100	13,866	13,231
		Avg. Warrant Revenue per Roundup	$592,112	$534,600	$577,174	$540,078
Internal Processes	**Innovative and Proactive City Government**					
	Accomplish imaging project maintenance and scanning of all court documents	No. of Documents Imaged	1,838,159	2,300,000	3,359,906	3,480,133
Employee Learning & Growth	**Innovative and Proactive City Government**					
	To ensure a trained and competent work force	No. of Texas Municipal Court Education Hours Completed by Court Personnel	836	475	571	605
		No. of Educational Events Attended by Court Personnel	79	80	69	79
	Improve Information Technology Service Delivery					
	Ensure employees are trained on technological enhancements	% of Employees Trained on Applicable San Antonio Municipal Court Imaging System (SAMCIS)	65%	75%	81%	100%
		% of Employees Trained on Applicable ERM Usage[1]	N/A	100%	100%	100%

EXPLANATORY INFORMATION

[1] Initial training was pushed back to FY 2004 due to delay of ERM implementation.

PROGRAM CHANGES

- **REDIRECTIONS/ REDUCTIONS** **$62,762**

ELIMINATE ONE ADMINISTRATIVE AIDE POSITION

This ***reduction*** eliminates one vacant Administrative Aide position in the Adjudication Section. Continued efficiency and productivity improvements of the Municipal Courts imaging system will allow for the signing and issuing of warrants electronically, thus eliminating the need to print cases and match records. This reduction results in $31,941 in savings.

ELIMINATE ONE PART-TIME OFFICE ASSISTANT

This ***reduction*** eliminates one vacant part-time Office Assistant position. As a result of the imaging system being fully implemented, there has been a decrease in the manual filing of cases; therefore, one part-time position can be eliminated. This reduction results in $15,821 in savings.

REDUCE OVERTIME BUDGET

This ***reduction*** reduces the Municipal Court overtime budget. A review of actual expenditures for the last two years indicates that a reduction is possible due primarily to greater efficiencies achieved through the use of technology. This reduction results in $15,000 in savings.

- **IMPROVEMENTS** **$121,215**

CITY MARSHALS PILOT WARRANT PROGRAM

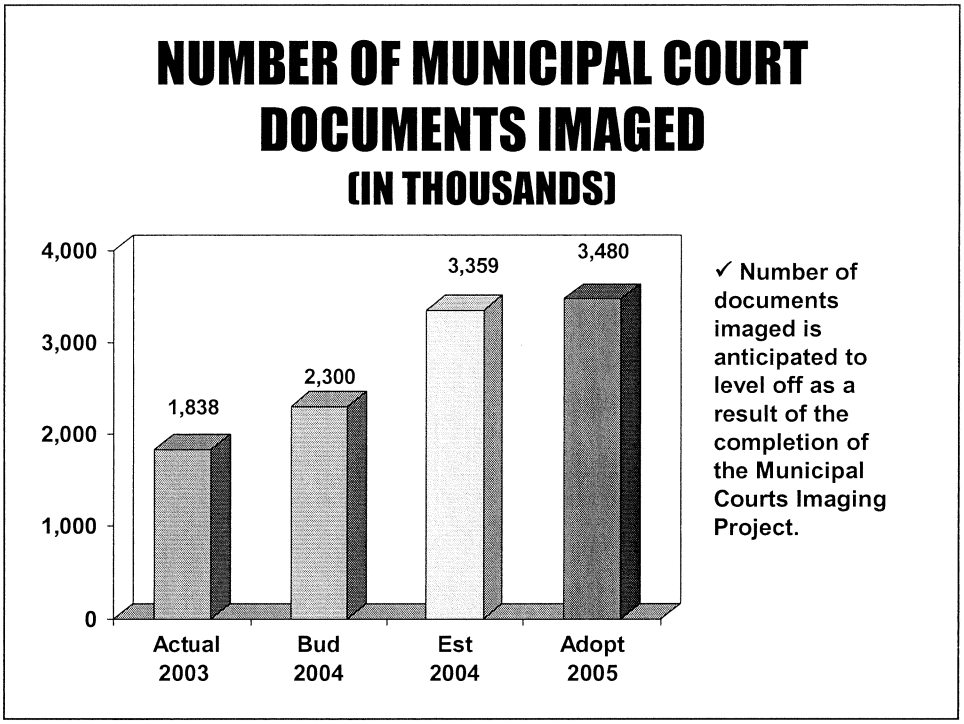
Marshal programs exist in various cities across Texas. Their primary objective is to execute outstanding municipal warrants. The City of San Antonio's Marshals program will begin as a two-year pilot program housed under the Municipal Courts Department. The cost of this ***improvement*** for FY 2005 is estimated at $121,215. These costs include salaries for two Marshal positions (funded for nine months in FY 2005), contractual services, commodities, as well as various one-time expenditures for capital outlay, such as vehicles and equipment.

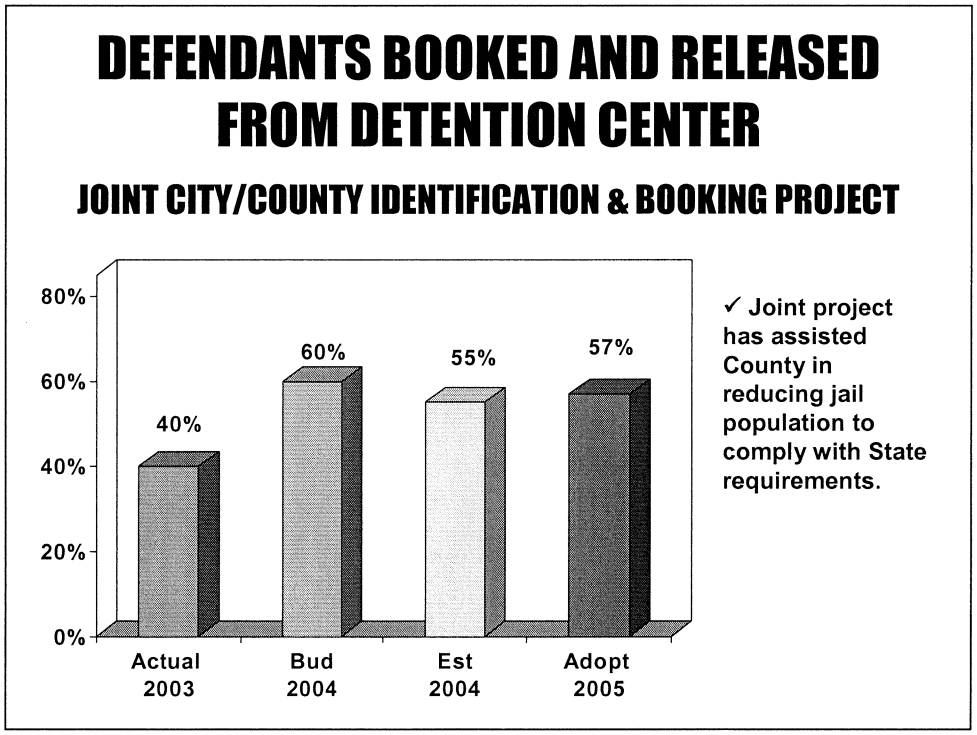
The City Marshal's pilot warrant program was first identified during the FY 2004 Bottom Line Strengthening (BLS) process. (BLS is an effort to infuse employee ideas into the budgeting process with the objective of identifying process improvements, revenue generators, and effective changes in service delivery.) The program was further discussed, planned and developed during the FY 2005 BLS and budget development processes.

The pilot program is expected to begin operations June 1, 2005. As a result, it is estimated to generate $59,250 in revenues during FY 2005. Once sufficient data is available, the pilot program will be reviewed based on criteria such as warrants executed, cases closed, cases paid, and total revenue.

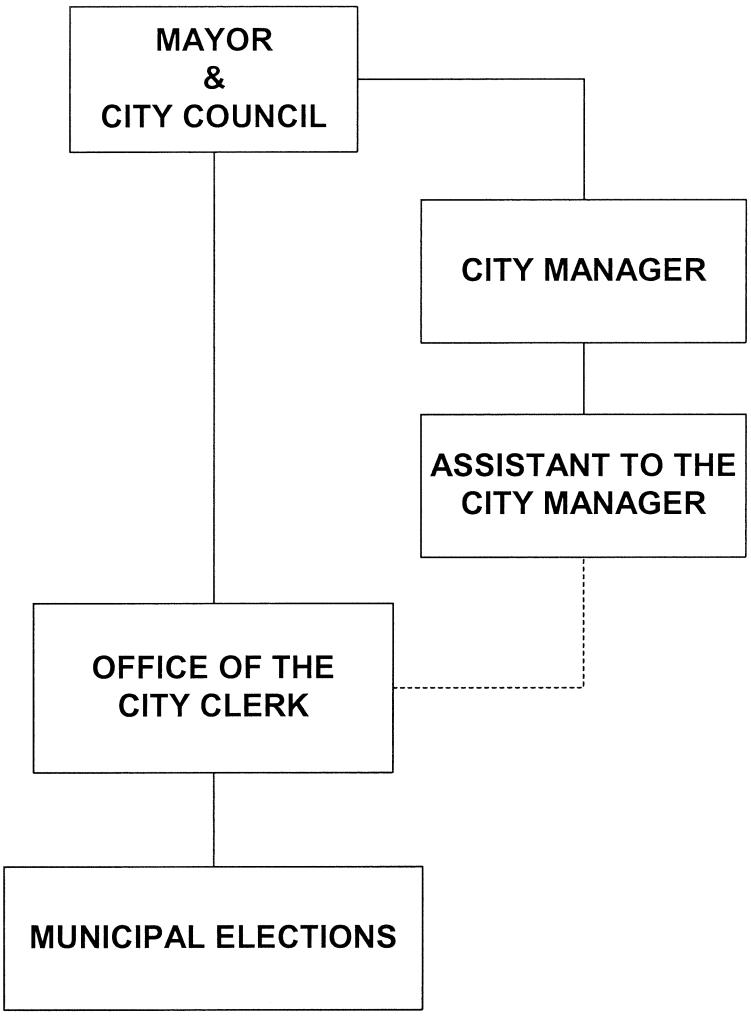
GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$7,259,764	$7,544,698	$7,422,584	$7,968,463
CONTRACTUAL SERVICES	3,041,115	3,274,497	2,628,077	3,149,073
COMMODITIES	208,975	122,357	180,013	129,189
OTHER EXPENDITURES	81,456	81,456	81,456	75,419
CAPITAL OUTLAY	55,529	2	69	52,308
TOTAL EXPENDITURES	**$10,646,839**	**$11,023,010**	**$10,312,199**	**$11,374,452**
AUTHORIZED POSITIONS	**210**	**208**	**209**	**209**
FULL-TIME EQUIVALENTS	**199.10**	**197.10**	**197.60**	**198.10**


NUMBER OF MUNICIPAL COURT DOCUMENTS IMAGED
(IN THOUSANDS)
4,000
3,000
2,000
1,000
0
1,838
2,300
3,359
3,480
Actual 2003
Bud 2004
Est 2004
Adopt 2005
✓ Number of documents imaged is anticipated to level off as a result of the completion of the Municipal Courts Imaging Project.


DEFENDANTS BOOKED AND RELEASED FROM DETENTION CENTER
JOINT CITY/COUNTY IDENTIFICATION & BOOKING PROJECT
80%
60%
40%
20%
0%
40%
60%
55%
57%
Actual 2003
Bud 2004
Est 2004
Adopt 2005
✓ Joint project has assisted County in reducing jail population to comply with State requirements.

MUNICIPAL ELECTIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	0.00	$1,006,497
Total Funding	**0.00**	**$1,006,497**

MISSION STATEMENT

The City Clerk's Office will conduct and administer all City elections including bond, city charter, referendum, initiative and Mayoral and Council elections and coordinate joint elections with various entities, whenever possible, in order to provide its citizens with the most efficient and cost effective elections.

PROGRAM INFORMATION

Municipal Elections is considered a special purpose office because its function is administered and staffed by the Office of the City Clerk. Expenditures reflect the cost of planning and implementing municipal elections for the City of San Antonio. Personnel expenditures reflect wages paid for overtime and temporary election workers including Presiding and Alternate Judges, Election Clerks and other specialized part-time workers who provide administrative support during the electoral process.

GOALS & OBJECTIVES

- To work closely with the Bexar County Election's Administrator and various school districts in a cooperative effort to present the most efficient and cost-effective election procedures and voting methods available.
- To ensure to the fullest extent the right of every lawfully registered voter in the City of San Antonio to cast ballots for municipal government positions of legislative authority and other measures as prescribed by the City Charter and State law.
- To remain abreast of the Texas Election Code and all of its legal requirements so as to conduct lawful elections for the City of San Antonio, including attendance at elections seminars whenever possible to ensure implementation of the latest elections procedures.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Public Trust & Awareness of Citizens**					
	To work closely with other governmental entities to present the most efficient and cost-effective elections	Turnaround Time for Release of Elections Results	2 hr 30 min	4 hrs	4 hrs	4 hrs
Financial	**Leverage Other Funding Sources**					
	To work closely with other governmental entities to present the most efficient and cost-effective elections	Election Contract Costs per Year	$585,009 (Two Elections)	$625,000 (Two Elections)	$597,330 (Two Elections)	$660,000 (Two Elections)
Internal Processes	**Provide Accountability to the Public**					
	To ensure to the fullest extent the right of every lawfully registered voter in the City of San Antonio to cast ballots	No. of Ballots Processed and Tabulated	70,228	300,000	115,000	150,000
Employee Learning & Growth	**Improve Employee Services**					
	To remain abreast of the Texas Election Code and all of its legal requirements so as to conduct lawful elections for the City of San Antonio, including attendance at Elections Seminars whenever possible to ensure implementation of the latest elections procedures	No. of Trainings Attended[1]	19	20	56	20
		No. of Election Officials Trained[2]	278	1,200	1,500	1,200

EXPLANATORY INFORMATION

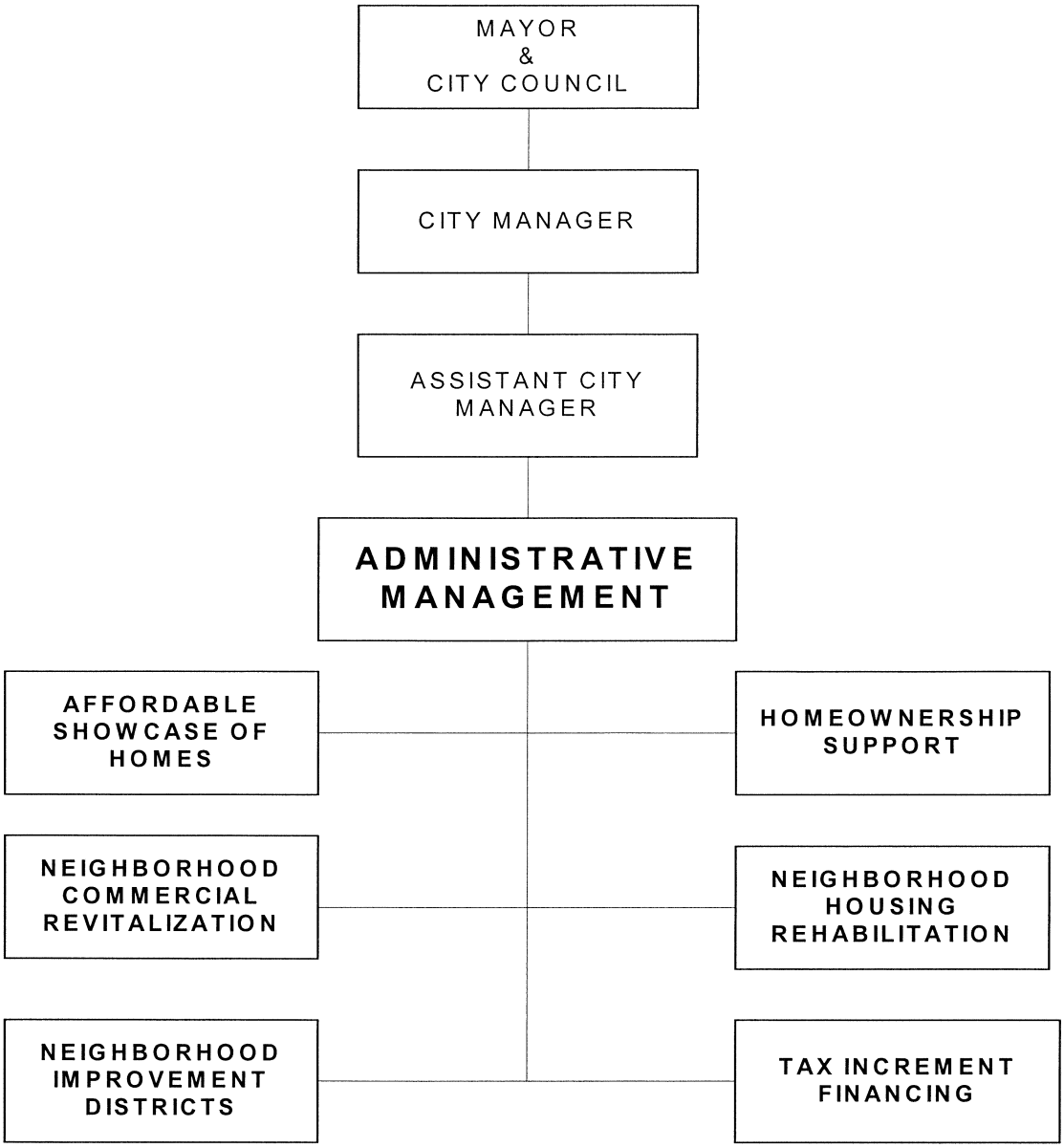
1 Estimated FY 04 figures reflects extra classes scheduled for Ivotronic Review and Secretary of State updates (due to numerous legislative changes).

2 Numbers fluctuate yearly because Election Judges are certified for two years.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$280,026	$319,801	$111,688	$7,200
CONTRACTUAL SERVICES	434,848	454,103	818,867	995,326
COMMODITIES	1,773	1,883	662	1,883
OTHER EXPENDITURES	496	2,979	2,979	2,088
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$717,143**	**$778,766**	**$934,196**	**$1,006,497**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**	**0.00**

NEIGHBORHOOD ACTION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	15.00	$1,474,554
Community Development Block Grant	23.00	1,279,975
Tax Increment Financing	8.00	310,068
Total Funding	**46.00**	**$3,064,597**

MISSION STATEMENT

The mission of the Neighborhood Action Department is to strategically enhance the quality of life in San Antonio neighborhoods through the development and delivery of revitalization programs and services leveraged by dynamic partnerships in accordance with the goals of the City Council and City Manager.

PROGRAM INFORMATION

The Neighborhood Action Department (NAD) programs involve creating and sustaining partnerships with various City departments, profit/non-profit agencies, and neighborhoods engaged in community revitalization. A recent re-organization has created three divisions in addition to the Office of the Director. The three divisions include Housing Rehabilitation, Neighborhood & Housing Development, and Housing Lending. The Housing Rehabilitation division manages housing programs such as Single-family/Multi-family Rental Rehabilitation, Owner-Occupied Rehabilitation and Reconstruction, and Lead-Based Paint Hazard Control Program. The Neighborhood & Housing Development division includes the Neighborhood Commercial Revitalization Program, Tax Increment Finance Program, Affordable Showcase of Homes Program, Housing Asset Recovery Program, and Neighborhood Target Sweeps. This division also coordinates the Housing and Neighborhood Action Team meetings with private & public sector partners to review and discuss community development policy initiatives. The Housing Lending division oversees the Homeownership Incentive Program, Homebuyer's Club Counseling Program, and loan processing and loan servicing activities. All of these programs are dedicated to result-oriented and community-driven service delivery in an effort to provide opportunities for housing and neighborhood revitalization. The Office of the Director will also market and provide technical assistance for Neighborhood Improvement Districts Program.

GOALS & OBJECTIVES

- Revitalize neighborhoods for San Antonio by creating safe, decent, and affordable housing.
- Foster effective communication with residents requesting services provided by local government through administration of neighborhood sweeps.
- Achieve community empowerment through neighborhood-based problem solving techniques.
- Create and cultivate partnerships with profit and non-profit agencies focused on increasing the number of affordable housing units.
- Assist in revitalization and in-fill efforts in neighborhoods through various housing programs.
- Restore and preserve existing housing stock.
- Enable communities to determine and accomplish long-term property maintenance initiatives supported by neighborhood planning, community leadership development/training and financial assistance.
- Educate and assist the community regarding home buying.
- Encourage homeownership and the expansion of both affordable and market rate-housing opportunities throughout the City.
- Encourage economic revitalization & development throughout the city through leveraging of private investment.
- Provide continued professional development in housing and neighborhood revitalization and employee training in information technology

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Foster effective communication with residents requesting local government services through administration of neighborhood sweeps	Cumulative Property Owners Served by Sweeps[1]	20,805	20,100	23,816	24,000
	Provide education and assistance to the community concerning home-buying	No. of Home-Buyers' Club Participants [2]	673	485	591	675
	Restore and preserve existing housing stock	No. of Units Containing Lead-Based Paint Hazards Mitigated [3]	80	170	111	75
	Encourage homeownership and expansion of both affordable and market rate housing opportunities throughout the City.	Avg. Property Value of New Construction Added to the Tax Rolls Assisted Through Homeownership Incentive Program (HIP)	$73,400	$70,000	$65,000	$68,000
		No. of Families Served Through Homeownership Incentive Program (HIP)	86	85	72	90
		No. of Units Completed Through TIF Program [4]	291	N/A	575	546
	Revitalize neighborhoods for San Antonio by creating safe, decent, and affordable housing	No. of Units Completed Through All Housing Programs[5]	151	255	155	393
Financial	**Leverage Other Funding Sources**					
	Create and cultivate partnerships with profit and non-profit agencies focused on increasing the number of affordable housing and commercial units	Ratio of Public Improvement Values to Private Improvement Values Created for Tax Increment Financing Developments [6]	$1:$3	$1:$3	$1:$7	$1:$6
		Ratio of Public to Private Funds Invested for Rental Rehabilitation [7]	$1:$3	$1:$6	$1:$4	$1:$5
	Encourage economic revitalization & development throughout the city through leveraging of private investment	Dollars in New, Private Investment in Real Estate Development or Rehabilitation Projects in NCR Target Areas [8]	$39,646,846	$2,475,000	$10,999,059	$3,475,000
	Restore and preserve existing housing stock	Avg. Public Cost for Owner-Occupied Single-Family Dwelling Unit Rehabilitated/ Reconstructed [5]	$52,350	$51,900	$57,730	$59,900

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	**Increase Neighborhood Planning**					
	Foster effective communication with residents requesting services provided by local government through administration of neighborhood sweeps	Avg. Cost for Target Sweeps	$89,945	$98,611	$75,789	$85,789
Employee Learning & Growth	**Innovative and Proactive City Government**					
	Provide continued professional development in housing and neighborhood revitalization efforts and employee training in information technology	No. of Training Opportunities in Neighborhood/Housing/ Community Development	129	67	150	75

EXPLANATORY INFORMATION

[1] The Projected number of properties per sweeps is 1,000 (24 sweeps completed per year).

[2] The Home-Buyers Classes are held two times per month (Tuesday & Thursday, and Saturday Classes), with an average of 27 participants per class.

[3] Re-estimate of 111 includes pending Community Housing Development Organization Lead Multi-Family Project.

[4] The FY 2003 Actual includes 165 single-family; and 126 multi-family and the Adopted FY 2005 Includes 446 single-family; and 100 multi-family.

[5] Includes some Lead-Based Paint Units as well as rehab units. Adopted FY05 of 393 Units includes pending Rental Rehab. Applications. Actual average cost for FY03 for rehabilitation and reconstruction is $48,028 and $53,153, respectively.

[6] Adopted Private Improvements include $50.3 million dollars to $7 million in public improvements in six TIRZ Projects under construction, which will produce 2,027 single and multi-family units.

[7] Projected Ratio is based on four Rental Rehab Applications, which are projected to produce more than five hundred (500) units. The re-estimate for FY04 includes private investment of $3.6 million to $778,000 in public funds, which are projected to yield 123 single, and multi-family units in six projects.

[8] The Actual FY 2003 includes $28,500,000 ($15,000,000 HEB; $13,500,000 Lowe's) for the completion of projects in the Austin Hwy & Deco District Revitalization Target Areas.

PROGRAM CHANGES

- **IMPROVEMENTS** **$70,000**

NEIGHBORHOOD COMMERCIAL REVITALIZATION (NCR)

This ***improvement*** will provide $60,000 for the Neighborhood Commercial Revitalization Program's Operation Facelift and $10,000 for Partnership Projects. The Operation Facelift Program provides matching funds for businesses undergoing facade improvements to properties throughout the eight designated NCR Target Areas. This improvement will assist four businesses with a dollar for dollar match up to $15,000 to be used for adopted building improvements. These funds will be used for projects in NCR Target Areas supported by the General Fund. The Partnership Project Program provides $5,000 for organizations that have demonstrated their capacity to meet the criteria in order to submit an application to be designated as a Partnership Project. These funds can be used for newsletters and marketing materials for two adopted projects to be selected during FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$925,164	$975,299	$940,213	$1,027,888
CONTRACTUAL SERVICES	350,293	341,980	301,545	430,350
COMMODITIES	14,759	11,502	13,101	12,237
OTHER EXPENDITURES	5,033	5,033	5,033	4,079
CAPITAL OUTLAY	2,668	0	0	0
TOTAL EXPENDITURES	**$1,297,917**	**$1,333,814**	**1,259,892**	**$1,474,554**
AUTHORIZED POSITIONS	**15**	**15**	**15**	**15**
FULL-TIME EQUIVALENTS	**15.00**	**15.00**	**15.00**	**15.00**

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$138,259**

MANAGEMENT OF VACANCIES

This ***reduction*** totaling $116,644 will unfund one Financial Analyst position and one Special Projects Coordinator Position. Savings will be achieved through the Department's management of vacancies. The Department will maximize existing resources to mitigate any impact to service delivery.

LINE ITEM REDUCTIONS

This ***reduction*** totaling $21,615 will reduce the funding of various contractual services and commodities line items. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

- **IMPROVEMENTS** **$8,553**

WORKFORCE COMPENSATION ENHANCEMENT

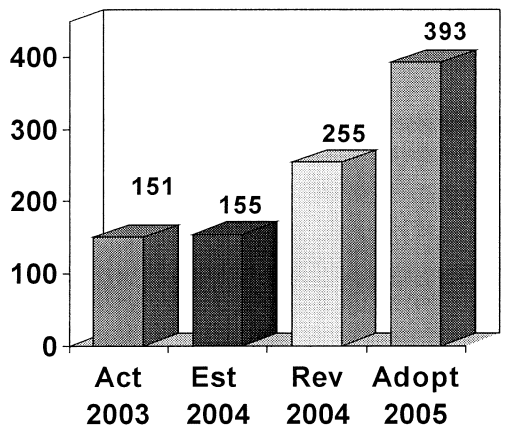
This ***improvement,*** totaling $8,553, will provide a market adjustment and performance pay incentive for eligible employees included in the Neighborhood Action – Tax Increment Financing Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

TIF FUND EXPENDITURES BY CHARACTER

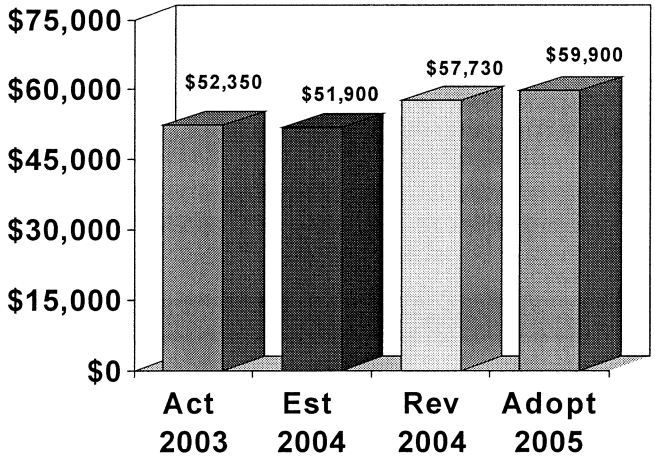
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$319,349	$452,993	$361,798	$265,127
CONTRACTUAL SERVICES	16,706	50,445	14,469	37,989
COMMODITIES	7,831	9,452	3,773	6,952
CAPITAL OUTLAY	9,575	0	0	0
TOTAL EXPENDITURES	**$353,461**	**$512,890**	**$380,040**	**$310,068**
AUTHORIZED POSITIONS	**8**	**8**	**8**	**8**
FULL-TIME EQUIVALENTS	**8.00**	**8.00**	**8.00**	**8.00**

NUMBER OF HOUSING UNITS COMPLETED THROUGH ALL HOUSING PROGRAMS



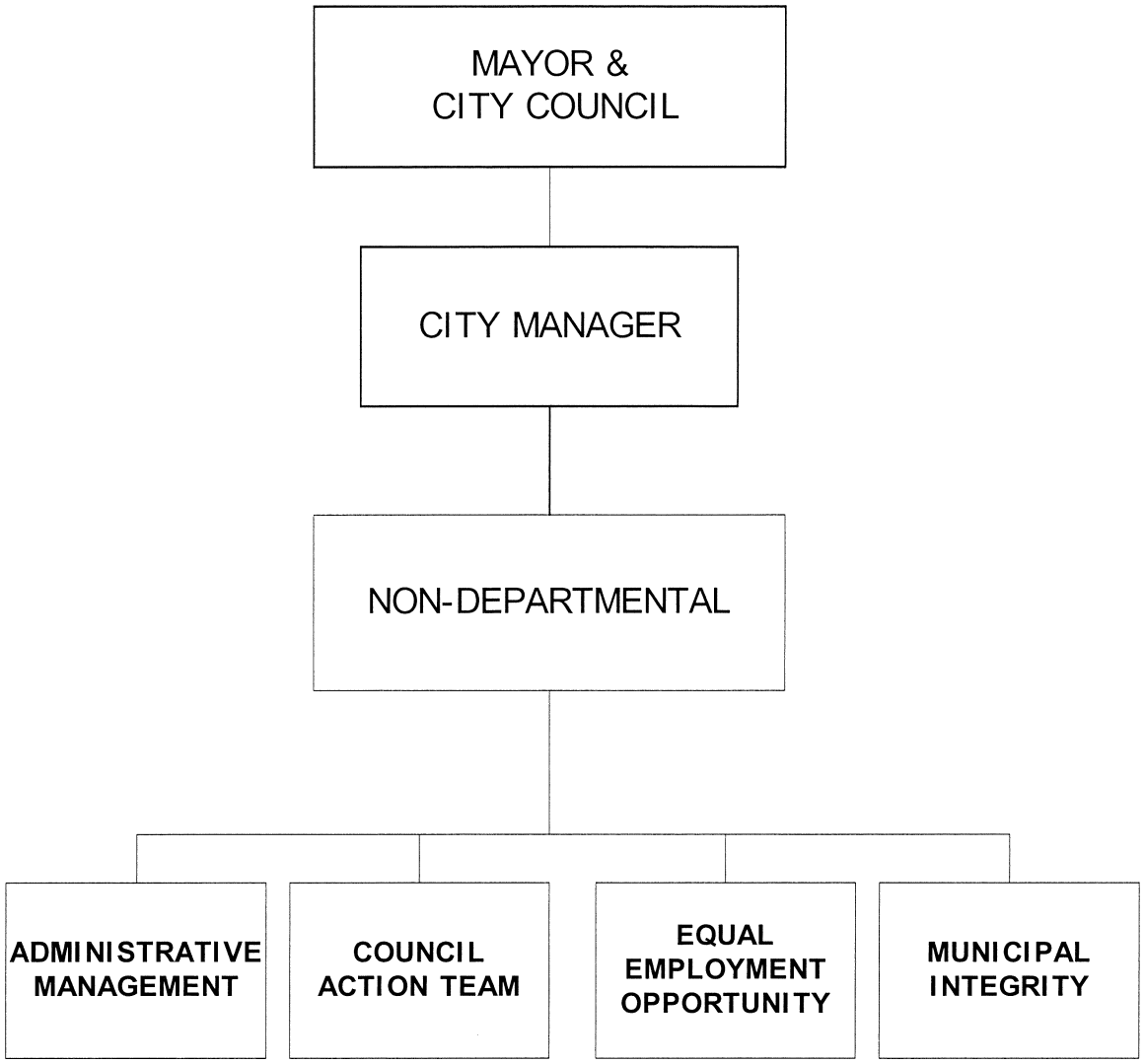
- ✓ Adopted FY2005 of 393 Units includes pending Rental Rehabilitation Applications.
- ✓ Includes some Lead-Based Paint Units as well as rehab units.
- ✓ Actual Average cost in FY 2003 for rehabilitation is $48,028 & reconstruction is $53,153.

AVERAGE PUBLIC COST FOR OWNER_OCCUPIED SINGLE-FAMILY DWELLING UNIT REHABILITATED/RECONSTRUCTED



- ✓ This program is for the restoration and the preservation of existing housing stock

NON-DEPARTMENTAL



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	25.00	$1,825,125
Total Funding	**25.00**	**$1,825,125**

MISSION STATEMENT

The mission of the Council Action Team is to provide an effective and immediate response to concerns and issues raised by Council members and citizens facilitating communications with various city departments and by proactively resolving neighborhood concerns.

PROGRAM INFORMATION

The Council Action Team is made up of five individuals each assigned to two council districts. The team works with the Council members and staff to effectively and efficiently provide complete service delivery resolution. The team members respond to calls received from citizens, attend neighborhood association meetings and take proactive steps to anticipate and resolve problems. The Council Action Team reports to an Assistant City Manager.

GOALS & OBJECTIVES

- Provide an accountable point of contact for the Council and community to better address priority service delivery issues.
- Facilitate communication between the Council members and City Departments.
- Proactively identify, address and resolve community and neighborhood issues and concerns.
- Enhance existing service delivery systems.

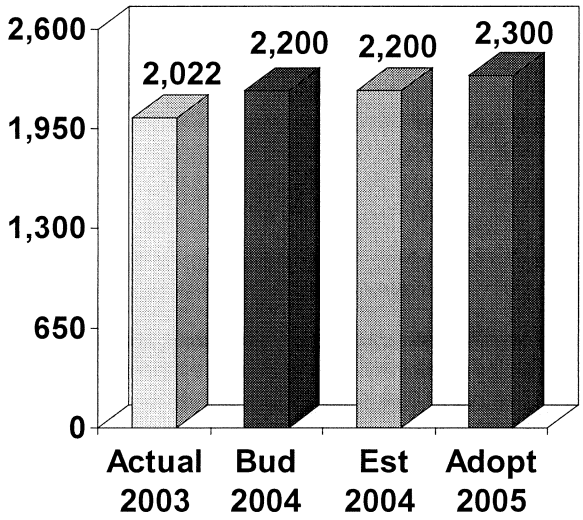
BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide an accountable point of contact for the Council and community to better address priority service delivery issues	No. of Visits with Residents	2,022	2,200	2,200	2,300
		% of Issues Addressed	84%	75%	78%	78%
Financial	**Provide Accountability to the Public**					
	Proactively identify, address and resolve community and neighborhood issues and concerns	Cost of Volunteer Hours	$32,559	$23,800	$30,500	$31,200
Internal Processes	**Innovative and Proactive City Government**					
	Proactively identify, address and resolve community and neighborhood issues and concerns	Proactive Requests Identified in the Field	5,282	4,800	5,000	5,200
Employee Learning & Growth	**Improve Employee Services**					
	Enhance existing service delivery systems	No. of Training Hours Attended	89	78	78	85

GENERAL FUND EXPENDITURES BY CHARACTER

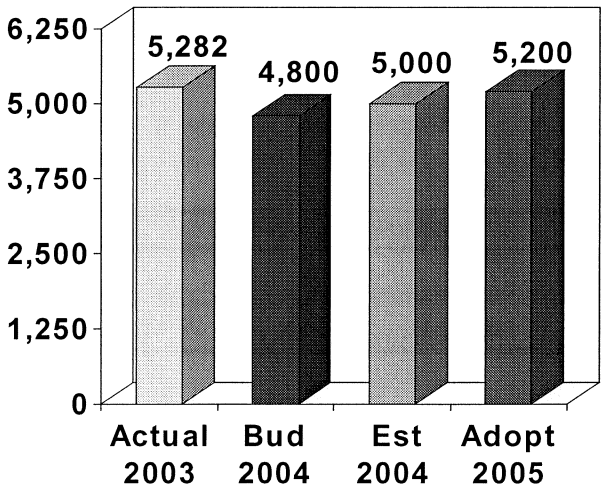
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$261,071	$300,397	$280,937	$315,309
CONTRACTUAL SERVICES	23,698	13,849	16,094	15,440
COMMODITIES	6,048	17,564	5,686	9,408
TOTAL EXPENDITURES	**$290,817**	**$331,810**	**$302,717**	**$340,157**
AUTHORIZED POSITIONS	**5**	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**	**5.00**

NUMBER OF VISITS WITH RESIDENTS



✓ The 5% increase in number of visits from FY 2004 Estimated to the FY 2005 Budget is attributed to the increase in citizen awareness of city services that are available to them.

PROACTIVE REQUESTS IDENTIFIED IN THE FIELD



✓ The 5% increase in number of visits from FY 2004 Estimated to the FY 2005 Budget is attributed to the increase in citizen awareness of city services that are available to them.

NON-DEPARTMENTAL
EQUAL EMPLOYMENT OPPORTUNITY

GENERAL FUND

MISSION STATEMENT

The City's Equal Employment Opportunity (EEO) Office monitors the City's EEO program to help ensure that the City maintains a policy of extending fair and impartial treatment to all of its employees, former employees, and applicants for employment.

PROGRAM INFORMATION

The City's Equal Employment Opportunity Office provides support to other City Departments by receiving complaints of discrimination and conducting thorough and independent investigations of those complaints. The EEO Office also provides comprehensive training to promote City employees' awareness of their responsibilities related to EEO requirements.

GOALS & OBJECTIVES

- Start and complete investigations in a timely manner.
- Resolve EEO complaints internally and at the lowest possible level.
- Increase employee awareness of and education on Equal Employment and related issues.

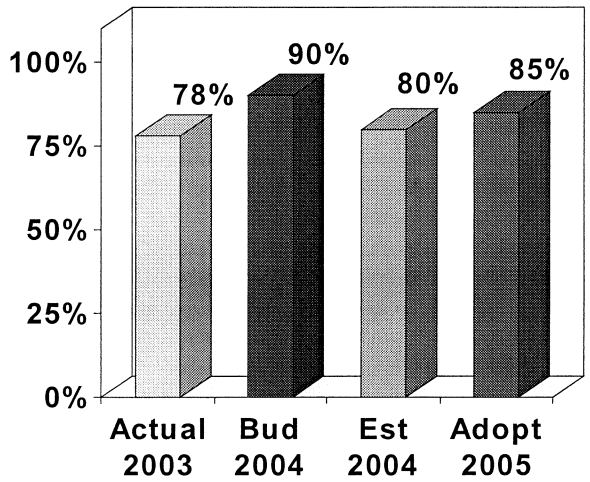
BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Innovative & Proactive City Government**					
	To start and complete investigations in a timely manner	% of EEO Investigations Started within 30 Days of Complaint	79%	68%	75%	76%
		% of EEO Investigations Completed within Estimated Completion Date	72%	85%	60%	60%
Financial	**Provide Accountability to the Public**					
	Resolve EEO complaints internally	% of EEO Complaints Resolved Internally	76%	82%	82%	82%
Internal Processes	**Innovative & Proactive City Government**					
	To complete investigations of EEO complaints at the lowest possible level	% of EEO Investigations Closed	83%	60%	72%	70%
	Improve Employee Services					
	Increase employee awareness of and education on Equal Employment and related issues	% of Participants Ranking EEO Training from "Good" to "Excellent"	98%	93%	96%	95%
		No. of EEO Training Hours Provided	3,374	3,000	2,500	2,000

GENERAL FUND EXPENDITURES BY CHARACTER

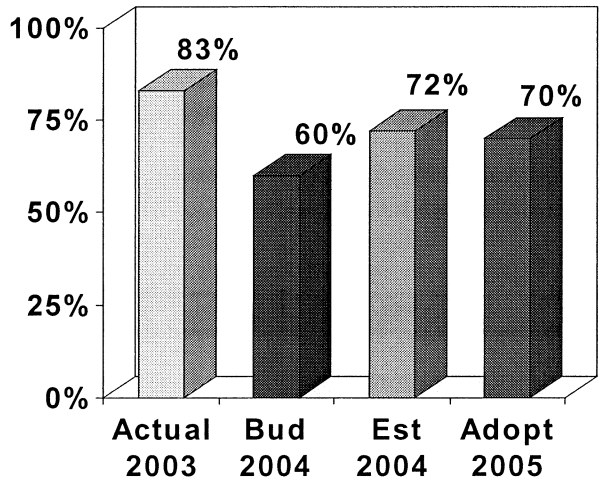
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$173,817	$168,494	$170,750	$175,417
CONTRACTUAL SERVICES	42,385	48,903	41,023	47,388
COMMODITIES	1,162	1,456	2,472	3,376
OTHER EXPENDITURES	560	560	560	555
TOTAL EXPENDITURES	**$217,924**	**$219,413**	**$214,805**	**$226,736**
AUTHORIZED POSITIONS	**3**	**3**	**3**	**3**
FULL-TIME EQUIVALENTS	**3.00**	**3.00**	**3.00**	**3.00**

INVESTIGATIONS COMPLETED WITHIN ESTIMATED COMPLETION DATE



✓ The increase from FY 2003 Actual to the FY 2005 Adopted is due to an increased emphasis on resolving complaints quickly and staff efficiencies.

EQUAL EMPLOYMENT OPPORTUNITY INVESTIGATIONS CLOSED



✓ The 3% decrease from Estimated FY 2004 to Adopted FY 2005 is attributed to more cases being filed and cases increasing in complexity.

MISSION STATEMENT

The mission of the Municipal Integrity Office is to strengthen the public's confidence in the integrity of the City by investigating allegations of fraud, waste, and abuse and to maintain a continuing program of education designed to raise awareness of fraudulent activity.

PROGRAM INFORMATION

The Municipal Integrity Office supports City departments by performing investigations of alleged fraud, waste, or abuse of City resources by non-uniformed City employees, vendors, or contractors. The Municipal Integrity Office provides training to City employees on fraud prevention and cash handling measures.

GOALS & OBJECTIVES

- Investigate complaints and allegations of non-uniformed employee misconduct.
- Reduce loss to the City resulting from employee fraud.
- Train employees, supervisors and managers on fraud prevention and awareness.

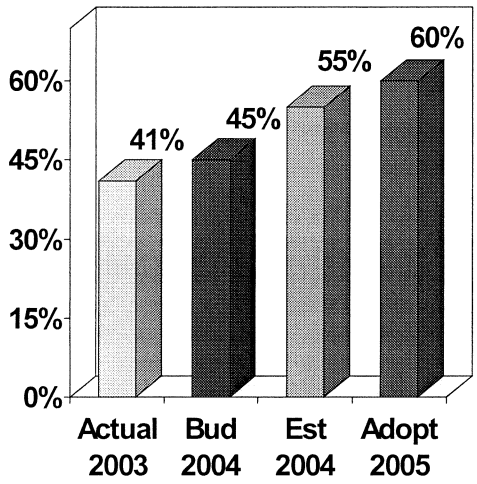
BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Innovative & Proactive City Government**					
	Train employees, supervisors and managers on fraud prevention and awareness	No. of Municipal Integrity Training Hours Provided	653	1,300	1,200	1,200
Financial	**Provide Accountability to Public**					
	Reduce loss to the City resulting of non-uniformed fraud	% of Fraud Related Municipal Integrity Investigations	41%	45%	55%	60%
Internal Processes	**Public Trust & Awareness of Citizens**					
	Investigate complaints and Allegations of non-uniformed Employee misconduct	No. of Municipal Integrity Investigations Resolved	145	160	140	170
		% of Municipal Integrity Investigations Resolved	92%	91%	88%	94%
Employee Learning & Growth	**Improve Employee Services**					
	Train employees, supervisors and managers on fraud prevention and awareness	% of Participants Ranking Municipal Integrity Training from "Good" to "Excellent"	100%	97%	94%	96%

GENERAL FUND EXPENDITURES BY CHARACTER

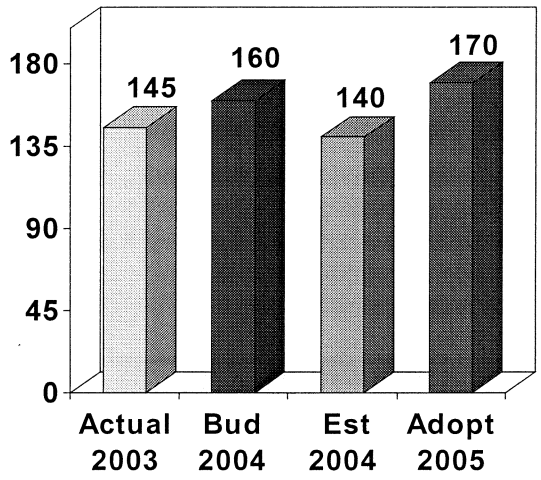
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$158,442	$154,771	$161,160	$198,051
CONTRACTUAL SERVICES	10,967	16,440	16,676	16,865
COMMODITIES	2,272	1,994	5,863	2,878
OTHER EXPENDITURES	560	560	560	440
CAPITAL OUTLAY	0	0	1,603	0
TOTAL EXPENDITURES	**$172,241**	**$173,765**	**$185,862**	**$218,234**
AUTHORIZED POSITIONS	**3**	**3**	**3**	**4**
FULL-TIME EQUIVALENTS	**3.00**	**3.00**	**3.00**	**4.00**

FRAUD INVESTIGATIONS RELATED TO DOLLAR LOSS



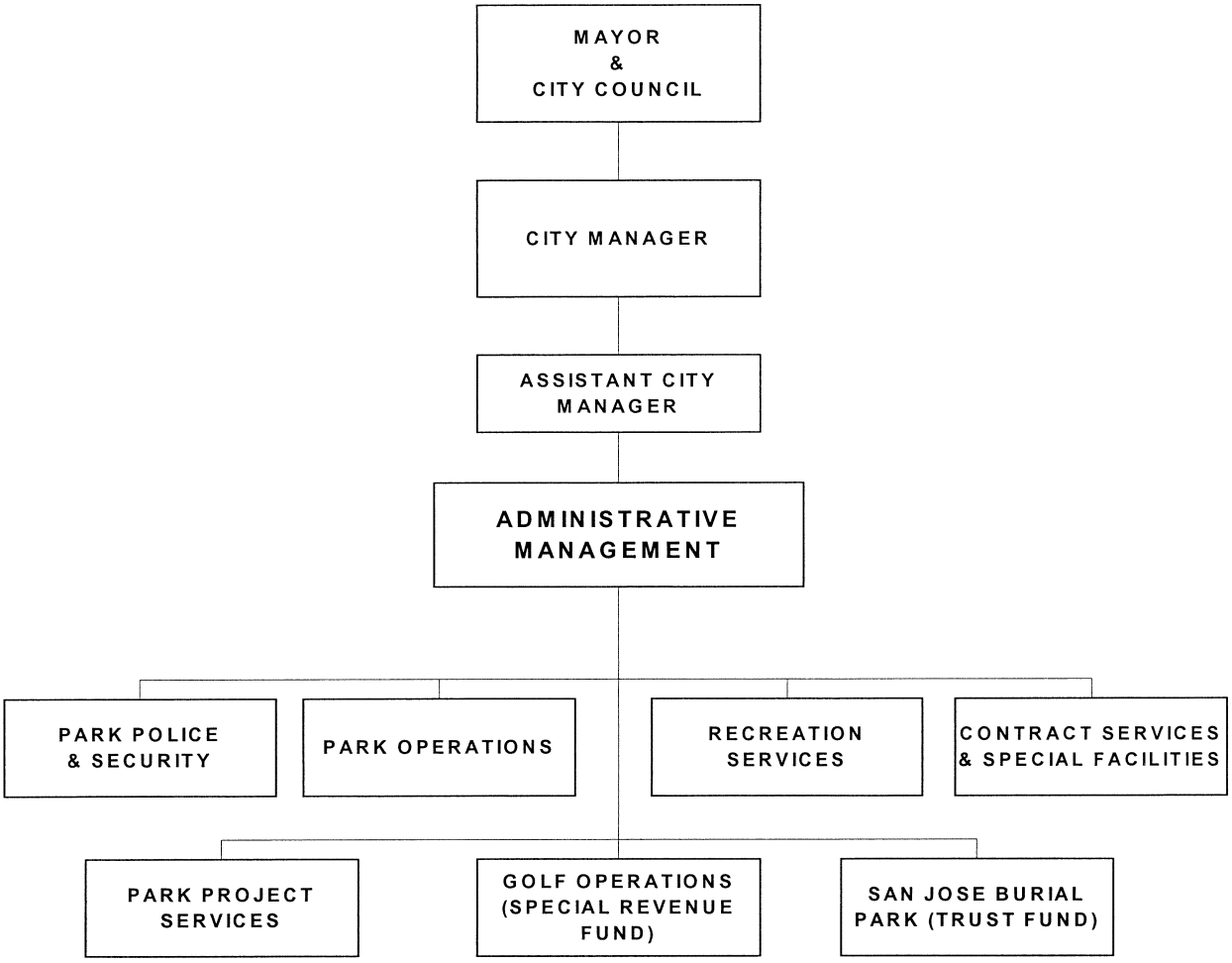
✓ The 9% increase from the Estimated FY 2004 to the Adopted FY 2005 indicates the amount of dollars saved through fraud investigations. The investigation process has become more successful due to employee training in cash handling, fraud prevention, and liaison participation with the Police Department.

MUNICIPAL INTEGRITY INVESTIGATIONS RESOLVED



✓ The The 22% increase from the Estimated FY 2004 to the Adopted FY 2005 is due to employee training in cash handling, fraud prevention, and liaison participation with the Police Department.

PARKS & RECREATION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	919.05	$51,909,800
Golf Operations Special Revenue Fund	96.80	6,595,823
San Jose Burial Park (Trust Fund)	9.00	430,070
Categorical Grants	1.00	799,820
Recreation Athletics Special Revenue Fund	24.50	753,094
Parks Expansion O&M Fund	0.00	14,116,108
Capital Projects	0.00	57,523,000
Total Funding	**1,050.35**	**$132,127,715**

MISSION STATEMENT

The mission of the Parks and Recreation Department is to develop and maintain a balanced, safe and easily accessible system of parks, recreational facilities and programs, as well as promote and maintain world-class facilities to further the City's prominence as a major tourist destination.

PROGRAM INFORMATION

The Parks and Recreation Department operates the City's recreational and cultural programs and develops and maintains all City-owned parks, swimming pools, gymnasiums, cemeteries, sports facilities, greenways, recreation centers, municipal golf courses, the Botanical Gardens, the River Walk, HemisFair Park, historic facilities, downtown improvements and Market Square.

GOALS & OBJECTIVES

- Plan, develop and sustain a diversified, balanced, well-conditioned and accessible citywide system of public parks and recreation facilities.
  - Continue implementation of the Parks and Recreation Strategic System Plan through the public input process.
  - Acquire and develop, as appropriate, new park and recreation facilities in under-served areas through bond programs, CDBG, donations, grants, sales tax (Proposition 3), and parkland dedications.
  - Coordinate with other public and private entities in the acquisition, development and shared use of existing and/or new park and recreation facilities when in the public's best interest. Continue enhancement of partnerships with school districts for joint school/park programs. Accomplish capital improvement projects and program partnerships with local school districts, Alamo Community College District, San Antonio River Authority, San Antonio Water System, Texas Parks and Wildlife, Parks Foundation, etc.
  - Complete the 1994 and 1999 Parks Improvement Bond Program to include coordination and partnerships with other City departments, i.e., Library, Public Works.
  - Coordinate completion of the Proposition 3 and Park Bond initiatives to acquire land over the Edwards Aquifer Recharge Zone and along Leon and Salado Creeks and appropriately maintain and secure these sites.
  - Implement the 2003 Parks Improvement Bond Program to meet the goals of the four-year program.
  - Enhance automated systems in order to quantify and qualify job tasks and specific job costs in coordination with Enterprise Resource Management (ERM) systems.
  - Improve the efficiency of park maintenance through community partnerships with individuals, corporations and government agencies.
- Provide quality recreation and cultural program opportunities for all users.
  - Cooperate with public and private agencies to encourage shared use of recreational facilities owned by the City, school districts, institutions and other public agencies to reduce duplication and maximize resources.
  - Provide increased opportunities for youth and adults to participate in our athletic, aquatic, cultural and other recreational programs.
  - Modify or establish programs to meet particular community/neighborhood needs by utilizing demographic data.
  - Implement quality enhancements to the After School Challenge Program and the Summer Recreation Program in regard to Texas Department of Protective and Regulatory Services (TDPRS) standards.
  - Expand the Therapeutic Recreation Program to offer activities for youth with disabilities and implement a more diverse program to include tennis, aquatics and wheel chair sports.
  - Increase the number of learn to swim and water aerobics class locations and provide new programs/activities to encourage participation.

GOALS & OBJECTIVES CONTINUED

- Enhance program marketing efforts by providing easily accessible information to the public regarding the programs offered by the department and provide convenient citizen access to park and facility reservations by utilizing the City's four Community Link Centers.

♦ Ensure that municipal parks and recreation facilities are safe for all users.
- Increase Park Police skills by providing increased training.
- Provide the level of Park Police presence needed to enforce existing ordinances such as Park Curfew, Park Alcohol Restrictions and ensure safety in City parks.
- Increase the number of Park Police Officers to adequately patrol newly acquired park acreage and facilities.
- Address crime at parks and recreation facilities through coordinated security measures with other local law enforcement entities and citizen awareness and partnership programs.
- Abate graffiti from department facilities and public and private property in the immediate vicinity of targeted areas.
- Determine deterrent strategies such as lighting, signage, landscaping, design, etc. at facilities in order to reduce graffiti and vandalism.

♦ Ensure the financial and operational compliance of contractual obligations, i.e., River Walk, La Villita, HemisFair Park, Market Square, Tower of the Americas, Witte Museum, San Antonio Zoo leases, and over 500 license agreements and contracts.
- Prepare Requests for Proposals (RFP's) to maximize service delivery and financial return to the City.
- Through organizational enhancements, improve monitoring of financial and performance milestones as stipulated in these contractual obligations.
- Coordinate the negotiation and re-negotiation of essential department contracts with the City Attorney's Office and the Contract Services Department.

♦ Enhance the City's prominence as a major tourist destination.
- Continue to manage and maintain the River Walk as a world-class attraction, taking into account any improvements, linkages and expansions. Coordinate with the Convention and Visitors Bureau, Paseo del Rio Association, Centro San Antonio, contractors, businesses and property owners.
- Coordinate park design and operations of the San Antonio River Improvement Project as those improvements are made during the next several years, to include maintenance, river operations, security, utilities, contracts, etc.
- Promote and improve departmental tourist/cultural facilities, i.e., La Villita, Tower of the Americas, Spanish Governor's Palace and Market Square, through program, interpretive and concession enhancements.
- Working with the Botanical Society, develop a comprehensive plan for future development, expansion, programming and increased attendance for the Botanical Gardens.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	To provide easily accessible information to the public regarding the programs offered by the Department	Avg. number of electronic access uses & home page hits[1]	1,053,470	720,000	1,073,550	1,075,000
		Total park/facility reservations and percentage of reservations made at Community Link Centers	13,558 43%	14,300 46%	13,500 50%	13,700 50%
	Expand Recreational and Cultural Services					
	To plan, develop and sustain a diversified, balanced, well-conditioned and accessible city-wide system of public parks and recreation facilities	No. of parks/facilities	193/72	196/75	198/75	205/76
		Total park acreage[2]	14,462	16,319	15,600	16,262
	To implement quality enhancements to the After School Challenge Program's 147 sites	Avg. daily attendance per After School Challenge Site[3]	109	111	94	95
		% of school days After School Challenge Program operates (per site average)	86% (153/177)	86% (153/177)	86% (153/177)	86% (153/177)
		% of parental survey results reflecting satisfaction with program[4]	90%	90%	89%	90%
	Strengthen Convention/Tourist Industry					
	To enhance the City's prominence as a major tourist destination	RiverWalk (Riverbend) Capital Improvement Fund expenditures	N/A	$500,000	$150,000	$700,000
		Departmental tourist facilities' ticketed attendance/revenue (in millions)[5]	519,789/ $1.394	369,291/ $1.423	432,000/ $1.201	205,500/ $0.636
	Continue Downtown Improvements					
	To coordinate park design and operation of the San Antonio River Improvement Project as improvements are made	Linear feet of improved RiverWalk (both river banks)	29,195	29,195	29,195	29,195
		Miles of waterway maintenance	2.76	2.76	2.76	2.76
	Improve Environmental Efforts					
	To coordinate Proposition 3 and Park Bond initiatives to acquire/manage land over the Edwards Aquifer Recharge Zone and along Leon and Salado Creeks	Edwards Aquifer acreage/acres maintained per field employee[6]	5,104/ 1,701	6,725/ 1,345	6,194/ 563	6,715/ 610

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Financial	**Provide Accountability to the Public**					
	To continue to ensure the financial and operational compliance of contractual obligations	No. of contracts monitored	541	544	538	540
		% of revenue contracts in arrears	5.1%	2.7%	2.1%	2.0%
	Complete the Capital Improvements Projects (CIP) Program	No. of projects monitored per Project Manager	21	24	25	25
	Leverage Other Funding Sources					
	To increase park maintenance through community partnerships with individuals, corporations and government agencies	$ value of Restitution/Volunteer Program (in millions)[7]	$2.40	$2.60	$2.61	$2.62
Internal Processes	**Maintain Existing Infrastructure**					
	To enhance automated systems in order to quantify and qualify job tasks and specific job costs	Total number of high priority work orders generated/completed on schedule[8]	7,192/ 6,308	7,007/ 6,275	7,250/ 5,951	7,310/ 6,432
	To abate graffiti from department facilities and public and private property in the immediate vicinity of targeted areas	Square footage of graffiti abated[9]	617,701	500,000	625,000	630,000
Employee Learning & Growth	**Improve Employee Services**					
	To enhance Park Police skills by providing increased training	Park Police Academy completion rate (percentage)[10]	N/A	85%	78%	90%

EXPLANATORY INFORMATION

1 Increase in website requests is due to increased marketing of City's website and an increase in the number of Internet users relying on the website for departmental information.

2 Includes Proposition 3 acreage of 5,142 in Actual FY 2003; 6,233 in Estimated FY 2004; and 6,754 in Adopted FY 2005.

3 Reduction in Average Daily Attendance is due to first year of $5 supply fee charged to participants.

4 Survey is administered one time per year.

5 Departmental Tourist Facilities with tickets sold and associated admission revenue includes Tower of the Americas, Spanish Governor's Palace and Botanical Gardens; it excludes La Villita, River Walk, Market Square and leases/concessions. Decrease in attendance and revenue for FY 2004 is due to no Dinosaurus Tex Exhibit at the Botanical Gardens. Decrease for FY 2005 is due to Tower closure for six months due to renovation.

EXPLANATORY INFORMATION CONTINUED

[6] Changes in acres maintained per employee are the result of additional acreage and additional staff to support the development of Crownridge Canyon.

[7] Actual FY 2003 = 187,711 hours worked @ $8.75/hr x 46.29% fringe benefits = $12.80/hr; Estimated FY 2004 = 203,600 hours @ $12.80/hr; Adopted FY 2005 = 205,050 hours @ $12.80/hr.

[8] High priority work orders: Priority I situations affecting public safety, public health, facility security, and interruption of departmental programs (response within 24 hours), and Priority II situations which are non-public safety and public health situations that compromise our ability to perform the facility's primary function (response within 5 work days). Vacancies in skills and trades positions and the Services and Supply Superintendent position have impacted completion scheduling.

[9] Increase in square footage of graffiti abated for Estimated FY 2004 and Adopted FY 2005 is due to additional corridors and programming.

[10] Did not hold Training Academy classes in FY 2003.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$696,819**

EMPLOYEE UNIFORM INITIATIVE

This ***reduction***, totaling $27,211, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

REDUCE OVERTIME BUDGET

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of the analysis, the Parks and Recreation Department will be able to reduce their overtime budget by ten percent, or a total of $43,416 in FY 2005.

ELIMINATE TWELVE POSITIONS AND REDIRECT BULK MOWING

Horticultural Services North and South grounds crews are responsible for the mowing of 2,000 acres of parkland each mowing cycle, of which 23% (451 acres) is contracted out. This ***reduction*** will eliminate twelve positions in the Park Operations section; four of the twelve positions are filled and eight are vacant. To maintain the current service-level of mowing services, the amount of contractual mowing will be increased by approximately 630 acres. This reduction will result in a net savings of $175,651 in FY 2005.

ELIMINATE ONE KID QUEST SITE

This ***reduction,*** totaling $12,487, will eliminate one Kid Quest summer site for eight weeks during the months of June and July. Four temporary positions will be eliminated from the summer program. This reduction will lower the number of proposed Kid Quest sites from 44 to 43 in FY 2005.

ELIMINATE ONE GRAPHIC DESIGNER

This ***reduction*** will eliminate one Graphic Designer resulting in savings of $52,964 in FY 2005. Due to the newly created GIS section in the Parks and Recreation Department, this position is no longer necessary. There is no anticipated loss in service delivery due to this reduction.

PROGRAM CHANGES CONTINUED

TOWER OF THE AMERICAS EFFICIENCY

This ***reduction*** will partially unfund 18 positions for seven months in FY 2005 and eliminate them in FY 2006 resulting in savings totaling $385,090 to the Department. Through February 2005, a minimal crew will be required to operate the elevator, provide security, and cashier services, after which time the facility will be closed to the public. The Tower of the Americas will be closed to the public for nine to twelve months while Landry's Restaurants Inc., the entity that was awarded the Tower's operations contract through a Request for Proposal process, renovates the thirty-seven year old structure.

♦ **IMPROVEMENTS** **$446,000**

WILLOW SPRINGS MAYOR AND COUNCIL PRIORITY

This one-time ***improvement***, associated with a Mayor and Council priority and totaling $25,000 in FY 2005, will fund the hiring of a design firm to facilitate meetings and prepare area plans to begin development of the Willow Springs Golf Course and surrounding area. The department must coordinate with stakeholders in the area to explore potential public and private economic development opportunities. These include issues such as area land use, traffic impacts, recreational activity, and Salado Creek/drainage issues. In addition, the Willow Springs Golf Course Area Development Plan will have to conform to the Arena Area District East Side Community Plan adopted last year by the City Council.

CONTRACT COMPLIANCE UNIT MAYOR AND COUNCIL PRIORITY

This ***improvement***, associated with a Mayor and Council priority, will fund a Contract Compliance unit in the Parks and Recreation Department in FY 2005. This improvement will add three additional personnel at a cost of $155,900. This unit will address fiscal monitoring functions, contract compliance, and all revenue and non-Purchasing Department expenditure contracts and ensure the implementation of city-wide established routines, procedures, and reporting requirements as directed by the newly created Contract Services Department.

PARKS – ADD CAPITAL IMPROVEMENTS SUPPORT

To keep the $115 million 2003-2007 Bond Program on schedule and to implement, administer, and maintain the proposed $57 million HUD 108 Capital Projects Program included in the FY 2005-2010 Capital Improvement Plan, the Parks and Recreation Department will add two positions in FY 2005. This ***improvement*** will add one Landscape Architect and one Construction Inspector II for twelve months. The costs associated with this improvement will total $95,313 in FY 2005. Although the General Fund will initially provide the funding for this improvement, the 2003-2007 Bond Program will offset ninety percent of the costs.

ADD CAPITAL OUTLAY FOR PARKS MAINTENANCE CREWS

This one-time ***improvement*** will add funding for the Parks and Recreation Department to acquire equipment necessary to provide maintenance to parks and facilities. The cost of this improvement will total $89,787 in FY 2005.

ADD ONE SPECIAL PROJECTS MANAGER FOR PARK DEVELOPMENT

This ***improvement***, totaling $80,000 in FY 2005, will add one Special Projects Manager for twelve months to expedite Parks Development and Expansion. This position will primarily focus on and accelerate progress with the linear park program that is designed to connect park properties with Leon Creek and Salado Creek.

PROGRAM CHANGES CONTINUED

- **MANDATES** **$474,023**

ADDITIONAL PARK POLICE OFFICERS

This ***mandate*** will provide three new Park Police Officer positions for nine months to effectively patrol new and expanded parkland and facilities located outside of San Antonio's downtown area. The total cost of this mandate in FY 2005 will be $184,635. This mandate includes $47,550 in one-time costs.

2003 BOND PROGRAM MOBILE SUPPORT CREW

Acquisition and development of new parks and recreation facilities, funded in the 2003 General Obligation Bond Program, has necessitated the need for additional horticultural service staff. This ***mandate*** will provide one Landscape Irrigator, one Gardener I, and one Tree Maintenance Worker to address the increased need of service. The cost of this mandate will total $161,391 for nine months in FY 2005. Included in this mandate is $28,653 in one-time costs.

2003 BOND PROGRAM MAINTENANCE AND OPERATIONS SUPPORT

This ***mandate*** provides for the costs of contractual services and commodities associated with the operations and maintenance of the parks capital projects fund in the 2003 General Obligation Bond Program. The cost of this mandate will be $70,800 in FY 2005.

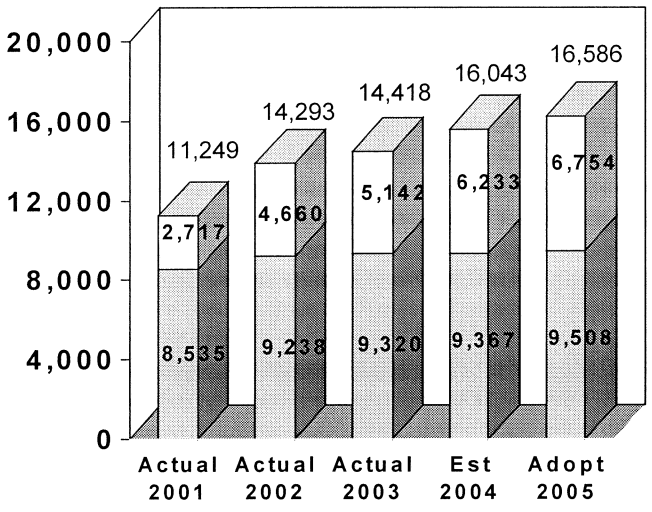
REOPEN LINCOLN SWIMMING POOL

This ***mandate*** will provide the funding necessary to reopen the recently renovated Lincoln Swimming Pool for the 2005 summer swim season. Included in this mandate are the costs for temporary services, utilities, and maintenance. Total funding for this mandate will be $57,197 in FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$28,481,259	$30,579,061	$30,791,749	$32,856,125
CONTRACTUAL SERVICES	15,005,123	14,331,374	13,464,178	15,359,646
COMMODITIES	2,768,362	2,783,434	2,628,766	2,891,856
OTHER EXPENDITURES	719,571	717,664	717,664	571,683
CAPITAL OUTLAY	695,362	282,695	282,695	230,490
TOTAL EXPENDITURES	**$47,669,677**	**$48,694,228**	**$47,885,052**	**$51,909,800**
AUTHORIZED POSITIONS	**956**	**974**	**974**	**973**
FULL-TIME EQUIVALENTS	**904.05**	**920.05**	**920.05**	**919.05**

TOTAL PARK ACREAGE



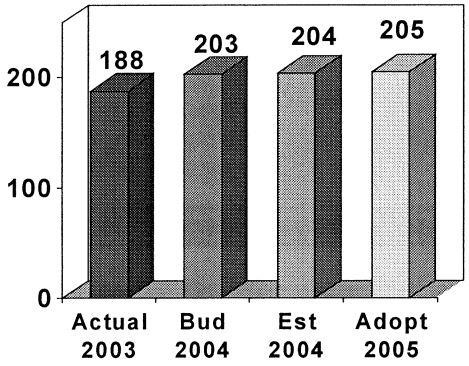
✓ Park acreage associated with Prop 3 is increasing due to the acquisition of land over the Edwards Aquifer Recharge Zone and along Leon and Salado Creeks.

✓ Other acreage is acquired through bond programs, CDBG, donations, grants, and parkland dedications.

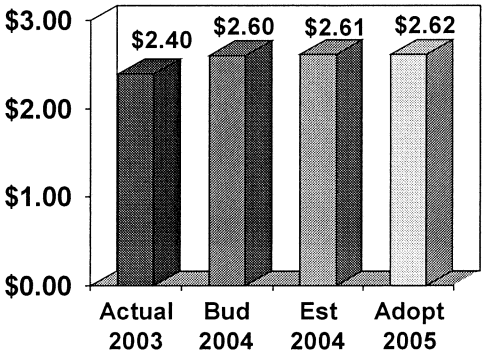
☐ Prop 3 Acreage
☐ Other Acreage

VOLUNTEER/RESTITUTION PROGRAM HOURS & DOLLAR VALUE

Hours In Thousands



Dollars In Millions



✓ The adopted 2005 number of 205,000 hours of volunteer and restitution services should yield approximately 630,000 square feet of graffiti abated.

✓ The number of hours worked and dollar value are increasing due to an aggressive effort at utilizing additional restitution workers.

MISSION STATEMENT

The mission of Golf Operations is to serve the maximum number of golf patrons and maintain golf courses to the highest possible standards, with programs and a fee structure commensurate with local market competition while allowing for a margin of profitability.

PROGRAM INFORMATION

The Golf Course Special Revenue Fund is responsible for the operation of the City's six 18-hole golf courses, two Par 3 nine-hole courses and three golf ranges. In addition to maintaining and operating facilities, staff is responsible for the maintenance and provision of golf course equipment, golf cars and Pro-shops.

GOALS & OBJECTIVES

Serve the maximum number of golf patrons, with due consideration given to recreational and tournament golf. Maintain all golf facilities at the highest standards, within a reasonable fee-based revenue system.

- Continue to support the Convention and Visitor's Bureau in making San Antonio a premier golf destination.
- Strengthen the financial condition, short and long-term, of the Golf Special Revenue Fund.
- Continue selective upgrading and renovating of golf facilities.
- Ensure that municipal golf course facilities are safe for all users.
- Replace maintenance equipment on a regular basis.
- Enhance an aggressive golf promotional program with hotels, convention business and local golf tournaments.
- Continue the implementation of the use of recycled water for irrigation at golf facilities.
- Work within the market of regional public and private courses.
- Strive for maximum utilization of pro shop merchandise sales and services.
- Support Food & Beverage Concessionaire through sales.
- Increase the number of employees with professional certifications.
- Increase the number of employees participating in quality management programs.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud FY 04	Estimated FY 04	Adopted FY 05
Customer	**Strengthen Convention/Tourist Industry**					
	To continue to support the Convention and Visitor's Bureau in making San Antonio a premier golf destination	Avg. annual ranking of municipal golf courses by Golf Digest[1]	3.00	3.17	3.17	3.17
		No. of regulation rounds played	246,364	250,000	236,000	240,000
Financial	**Provide Accountability to Public**					
	To strengthen the financial condition, short and long term, of the Golf Special Revenue Fund	Total revenue per round	$24.84	$26.69	$26.50	$26.68
		Total expenses per round	$26.10	$25.88	$24.70	$26.83
Internal Processes	**Safe & Clean Community for San Antonio**					
	To ensure that municipal golf course facilities are safe for all users	No. of safety inspections performed at golf course facilities	90	93	95	95
Employee Learning & Growth	**Improve Employee Services**					
	To increase the number of employees with professional certifications	No. of Golf employees with professional licenses and certifications	N/A	N/A	18	22
	To increase the number of employees participating in quality management programs	% of employees participating in quality management programs	N/A	N/A	42%	75%

EXPLANATORY INFORMATION

[1] Golf Digest ratings scale of 1 (Poor) – 5 (Excellent).

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$35,518**

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This ***reduction*** will result in net savings totaling $35,518 to the Department in FY 2005. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

PROGRAM CHANGES CONTINUED

- **IMPROVEMENTS** **$92,846**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $89,116, will provide a market adjustment and performance pay incentive for eligible employees included in the Golf Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

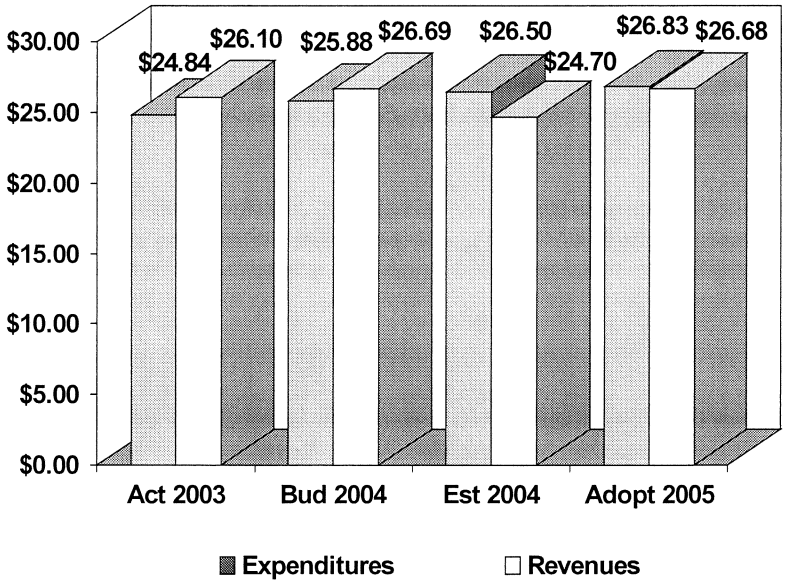
CERTIFICATION PAY PILOT PROGRAM

This ***improvement*** totaling $3,730 in FY 2005 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

GOLF SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER

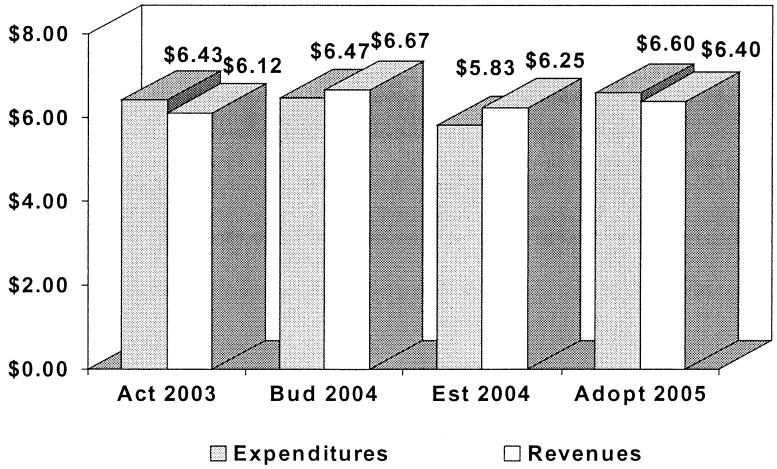
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$3,564,068	$3,374,654	$3,016,123	$3,366,717
CONTRACTUAL SERVICES	1,411,218	1,656,645	1,303,560	1,814,760
COMMODITIES	771,718	797,960	754,935	798,152
OTHER EXPENDITURES	321,497	271,177	317,171	264,084
CAPITAL OUTLAY	9,888	0	87,990	0
TRANSFERS	351,105	368,835	348,391	352,110
TOTAL EXPENDITURES	**$6,429,494**	**$6,469,271**	**$5,828,170**	**$6,595,823**
AUTHORIZED POSITIONS	**148**	**101**	**101**	**101**
FULL-TIME EQUIVALENTS	**133.70**	**96.8**	**96.8**	**96.8**

TOTAL REVENUE AND EXPENSES PER ROUND



✓ While revenue per round has increased, expenses per round are increasing due to increased personnel costs.

GOLF FUND BUDGET (In Millions)



✓ Higher operating costs and lower revenues projected for FY 2005 provide many opportunities to realize efficiencies within golfing operations.

PROGRAM INFORMATION

The San Jose Burial Park Fund was established to account for the maintenance of the San Jose Burial Park. This park provides a perpetual resting place for many San Antonio citizens. The Parks and Recreation Department staff maintain the daily operation of this fund.

GOALS AND OBJECTIVES

Goals and objectives and related performance measures for the San Jose Burial Park Fund have been accounted for in the Parks and Recreation Department's overall General Fund summary.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$1,619**

  EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

  This ***reduction*** will result in net savings totaling $1,619 to the Department in FY 2005. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

- **IMPROVEMENTS** **$8,596**

  WORKFORCE COMPENSATION ENHANCEMENT

  This ***improvement***, totaling $8,596, will provide a market adjustment and performance pay incentive for eligible employees included in the San Jose Burial Trust Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

  In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

SAN JOSE BURIAL TRUST FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$312,844	$274,389	$305,138	$285,523
CONTRACTUAL SERVICES	60,564	86,800	91,487	97,556
COMMODITIES	23,764	20,425	27,669	18,360
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	2,687	0	0	0
TRANSFERS	47,799	30,199	33,583	28,631
TOTAL EXPENDITURES	**$447,658**	**$411,813**	**$457,877**	**$430,070**
AUTHORIZED POSITIONS	**9**	**9**	**9**	**9**
FULL-TIME EQUIVALENTS	**9.00**	**9.00**	**9.00**	**9.00**

The Parks and Recreation Department anticipates receiving federal grant funds totaling $793,820. The federal funding, combined with other grant funds, provides a total of $799,820 in program funding.

Below is a comprehensive listing of the grants expected by the Parks and Recreation Department in FY 2005. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Center for Plant Conservation	$0	$0	$0	$6,000	$6,000
Summer Food Service Program	790,920	0	0	0	790,920
U.S. Fish & Wildlife	2,900	0	0	0	2,900
TOTAL	**$793,820**	**$0**	**$0**	**$6,000**	**$799,820**

PROGRAM INFORMATION:

The Center for Plant Conservation has awarded the Botanical Garden funding for the maintenance, monitoring, and protection of eleven endangered species found in Texas.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of plants maintained	4	4	8
Output:			
No. of endangered plant species maintained	11	11	11
Efficiency:			
Endangered plants protected from extinction	11	11	11
Effectiveness:			
Educational programs	3	2	5

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER	**$2,950**	**$2,950**	**$6,000**
TOTAL FUNDING	**$2,950**	**$2,950**	**$6,000**
EXPENDITURES			
PERSONAL SERVICES	$0	$0	$4,000
CONTRACTUAL SERVICES	2,950	2,950	2,000
TOTAL EXPENDITURES	**$2,950**	**$2,950**	**$6,000**
AUTHORIZED POSITIONS	**0**	**0**	**2**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**1.00**

PROGRAM INFORMATION:

The Summer Food Service Program Grant is a federal grant that is passed through the Texas Department of Agriculture. This reimbursement grant provides the funding for free lunch and snack to be provided for children between the ages of 1-18 years. It is offered at Parks and Recreation Department facilities and local area agencies in San Antonio.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
Total Number of Summer Food Service Program Sites	114	105	109
Number of serving days	44	44	44
Output:			
Total no. of lunches served	185,111	245,115	245,115
Total no. of snacks served	199,643	241,410	241,410
Total no. of meals served	384,754	486,525	486,525
Efficiency:			
Average no. of meals per site per day	77	105	101
Effectiveness:			
Annual % increase/decrease of meals served per site	-23%	36%	-4%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$1,033,742	$790,920	$790,920
TOTAL FUNDING	**$1,033,742**	**$790,920**	**$790,920**
EXPENDITURES			
PERSONAL SERVICES	$206,438	$197,083	$197,083
CONTRACTUAL SERVICES	827,304	593,837	593,837
TOTAL EXPENDITURES	**$1,033,742**	**$790,920**	**$790,920**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

PROGRAM INFORMATION:

This grant from U.S. Fish and Wildlife was used to collect seeds and update the status of several federally endangered South Texas plant species. The project is complete.

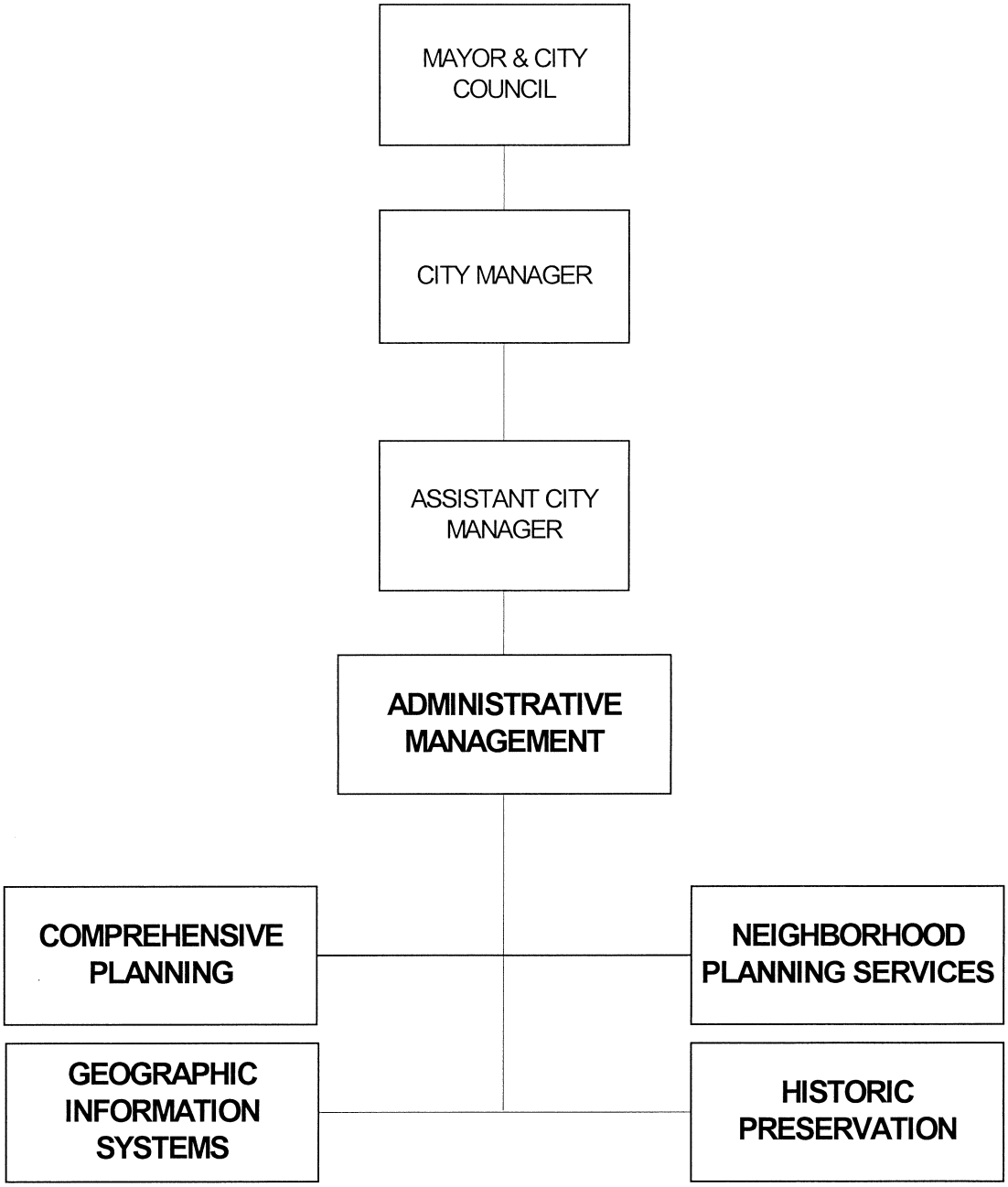
PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of endangered South Texas plant seeds collected	0	115	0
Output:			
No. of plants preserved/populations monitored	0	4	0
Efficiency:			
No. of plant populations status' updated	0	115	0
Effectiveness:			
No. of endangered plants propagated	0	250	0

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL	$0	$2,900	$0
TOTAL FUNDING	**$0**	**$2,900**	**$0**
EXPENDITURES			
CONTRACTUAL SERVICES	$0	$2,900	$0
TOTAL EXPENDITURES	**$0**	**$2,900**	**$0**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

PLANNING



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	38.00	$2,617,153
Community Development Block Grant	2.50	118,441
Capital Projects	0.00	248,000
Total Funding	**40.50**	**$2,983,594**

MISSION STATEMENT

The Planning Department's mission is to promote (within the City and its extraterritorial jurisdictions) the development of livable communities and an enhanced quality of life through a framework of orderly growth and development that reflects the unique history, culture and diversity of San Antonio in a manner consistent with the Master Plan Policies, policies established by the City Council, the Commissions appointed by City Council and the Community-at-large through the "Delivery of Exceptional Service You Can Trust!"

PROGRAM INFORMATION

The Planning Department implements the Master Plan policies through outreach, communication, education, development of ordinances and regulations related to land development, comprehensive plans, neighborhood plans, perimeter plans, development plans, historic preservation, and urban design. The department strives to predict infrastructure and service needs in advance of demand through transportation plans, open space plans, and annexation plans. The Department also reviews land development proposals to minimize conflicts between land uses and to coordinate public and private investments.

GOALS & OBJECTIVES

- Update comprehensive perimeter, community, and neighborhood plans as prescribed by the UDC.
- Amend the Major Thoroughfare Plan as appropriate to ensure that it reflects new growth and accommodates future development.
- Develop the Defense Adjustment Management Authority Master Plan for the Transportation, Parks and Open Space, and Community Facilities components of the Southside Initiative Community Plan.
- Implement the adopted Three-Year annexation program.
  - Develop strategies for future annexations under the revisions imposed by the Annexation Reform Bill.
  - Develop policy for voluntary annexations.
- Continue to coordinate the implementation of the Master Plan.
  - Develop an Annual Update Report on status of Master Plan Implementation.
- Develop and implement Neighborhood and Community Plans and programs to build strong, self-sustaining and revitalized neighborhoods.
  - Continue citizen involvement in the neighborhood, community, and perimeter planning process by conducting community meetings during plan development, review and adoption.
  - Continue to update plans, review development applications for plan consistency, and process plan amendments.
  - Support plan implementation through the Annual Improvement Project Report, community indicator reports, a neighborhood, community and perimeter planning team network, and interdepartmental coordination meetings.
  - Continue capacity building and community development services through neighborhood registration, goals and strategies reports and special studies.
  - Coordinate with City Departments and outside agencies to implement special projects including Hays St. Bridge Restoration, Austin Highway Median (Hazard Elimination Safety Program), and the Olmos Creek Greenway Aquatic Ecosystem Restoration planning, design and analysis phase.
  - Prepare conceptual development plans promoting revitalization supporting the CRAG target area, Neighborhood Commercial Revitalization (NCR) areas and Neighborhood Enterprise Zone (NEZ) areas, and implement the UDC concepts.
- Implement the Neighborhood Conservation District Program.
  - Continue developing zoning ordinances for neighborhoods to ensure that future development is compatible with existing neighborhood character.

GOALS & OBJECTIVES CONTINUED

- Implement the Corridor District Program.
  - Continue developing zoning ordinances to ensure preservation of corridors in the City.
- Protect and enhance the City's historic resources including landmarks, historic districts, the River Walk and City-owned facilities.
  - Update and maintain a comprehensive database of landmarks and historic properties in San Antonio through Geographic Information Systems (GIS).
  - Continue a comprehensive historic survey of the original 36 square miles of the City.
- Expand and promote the use of GIS and new technologies.
  - Develop, update and maintain GIS databases.
  - Enhance staff skills to utilize GIS in planning applications.
  - Promote the use of GIS and demographic applications through the internet.
  - Develop land use database to reflect newly adopted Neighborhood, Community and Perimeter Plans.
  - Utilize new technologies to analyze and demonstrate planning and design alternatives.
  - Assist in the transfer of GIS zoning activities to the Development Services Department.
  - Encourage American Institute of Certified Planners (AICP) certification for planning staff.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Increase Neighborhood Planning**					
	Develop and implement Neighborhood and Community Plans	Cumulative City Population Included in Plans Approved by City Council	25%	35%	30%	36%
		Cumulative City Square Miles Included in Plans Approved by City Council	42%	39%	44%	48%
	Continue capacity building and community development services through neighborhood registration	Total No. of Neighborhood Groups Registered with the City	365	400	375	385
Financial	**Provide Accountability to the Public**					
	Continue citizen involvement in the neighborhood, community, and perimeter planning process by conducting community meetings during plan development, review and adoption	Total No. of Community Meetings	N/A	N/A	31	30
	Continue Historic Survey of buildings within the City's original 36 square miles	% of buildings surveyed	7%	N/A	15%	24%
Internal Processes	**Increase Neighborhood Planning**					
	Prepare conceptual urban design plans to promote revitalization within the CRAG target area, NCR and NEZ areas, and implement the UDC concepts	No. Urban Design Plans	3	6	11	6
	Implement the Neighborhood Conservation District Program	% of Adopted Parcels in the Neighborhood Conservation Districts Approved by City Council	76%	80%	80%	82%
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Encourage American Institute of Certified Planners (AICP) certification for Planning Staff	% of Planning Staff Certified	14%	N/A	14%	27%
	Promote the use of Geographic Information Systems (GIS) applications	Total No. of Staff Attending Training Classes Provided	20	20	30	50

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$52,454**

LINE ITEM REDUCTION

This ***reduction*** will result in $5,000 in savings in the binding and printing line item. The Department will manage resources to minimize the impact of the reduction on its current level of service.

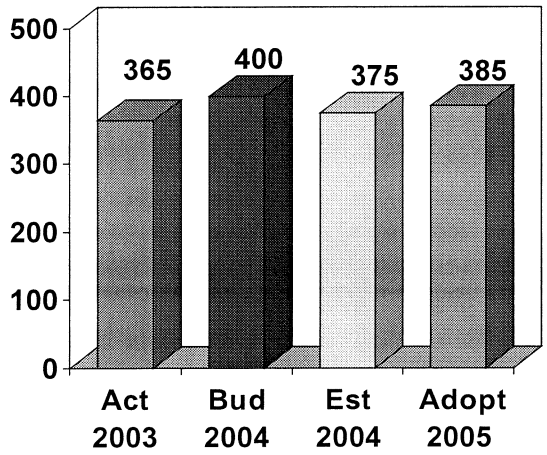
REDIRECT ONE SENIOR PLANNER TO DEFENSE ADJUSTMENT MANAGEMENT AUTHORITY (DAMA) TRANSITION OFFICE

This ***redirection*** will shift one Senior Planner position to the DAMA Transition Office. This position will help to coordinate adopted development activities within the Southside Initiative area to ensure that the goals and objectives of the Southside Initiative Plan are achieved. The savings of this redirection in FY 2005 will be $47,454.

GENERAL FUND EXPENDITURES BY CHARACTER

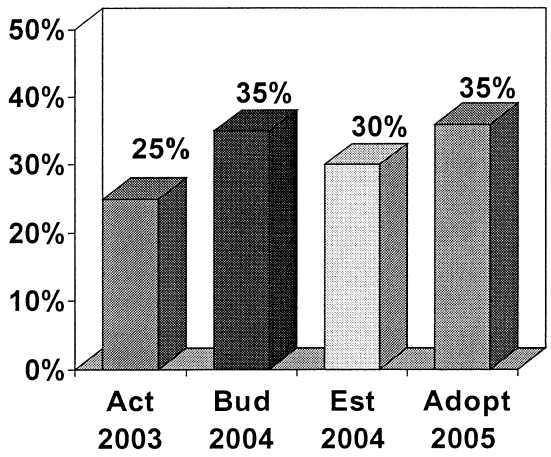
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$2,023,925	$2,173,476	$2,151,802	$2,045,279
CONTRACTUAL SERVICES	537,322	456,729	447,378	515,374
COMMODITIES	52,832	40,288	56,197	40,313
OTHER EXPENDITURES	9,401	9,047	9,047	16,187
CAPITAL OUTLAY	14,885	0	10,243	0
TOTAL EXPENDITURES	**$2,638,365**	**$2,679,540**	**$2,674,667**	**$2,617,153**
AUTHORIZED POSITIONS	**45**	**43**	**43**	**38**
FULL-TIME EQUIVALENTS	**45.00**	**43.00**	**43.00**	**38.00**

TOTAL NO. OF NEIGHBORHOOD GROUPS REGISTERED WITH THE CITY



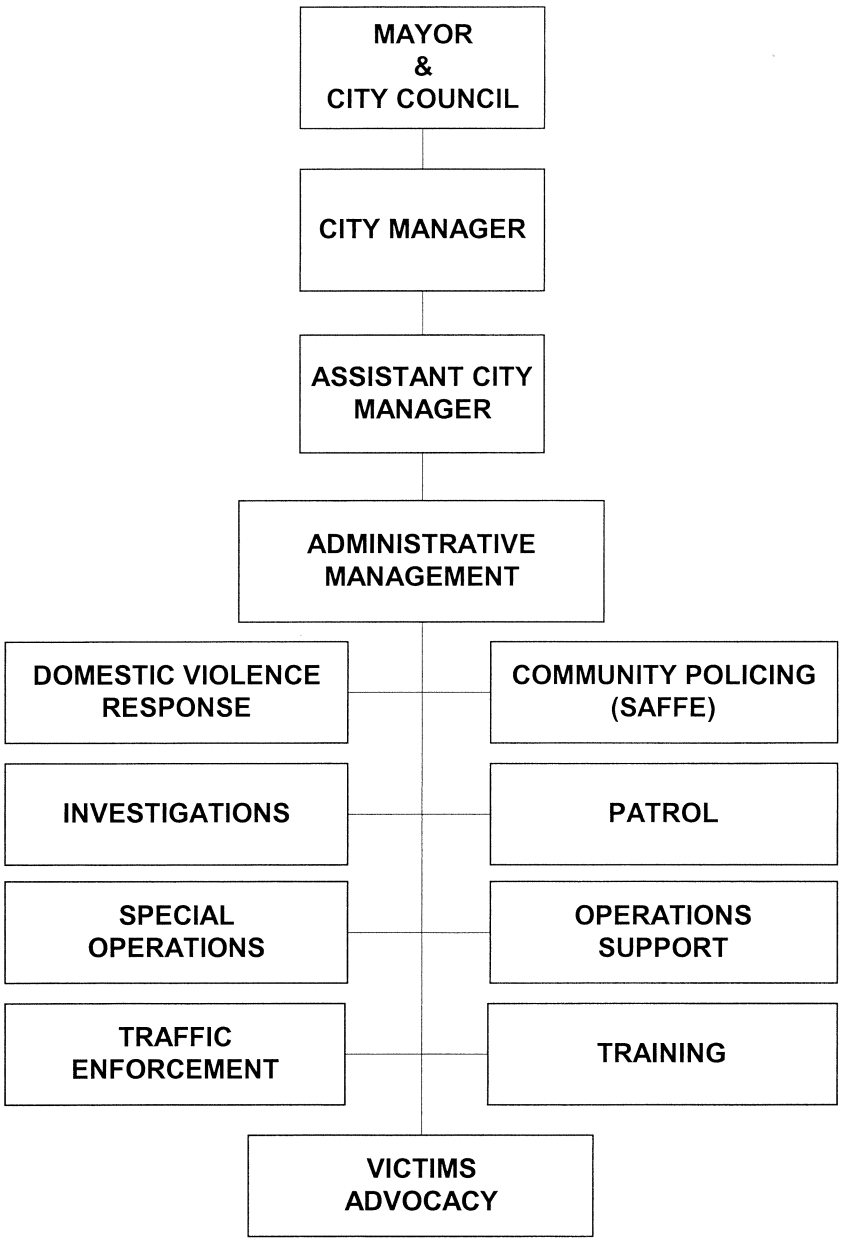
✓ The cumulative number that illustrates number of neighborhood associations registered with the city to receive services such as notification for rezoning, platting, and other city activities

CUMULATIVE CITY SQUARE MILES INCLUDED IN PLANS APPROVED BY CITY COUNCIL



✓ The percent of total number of city square miles covered by Neighborhood, Community and Perimeter Plans

POLICE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	2,726.32	$245,884,035
Categorical Grants	37.00	6,367,113
Confiscated Property Fund	0.00	2,606,723
Capital Projects	0.00	4,293,000
Total Funding	**2,763.32**	**$259,150,871**

MISSION STATEMENT

The San Antonio Police Department provides quality community-oriented services, while building problem-solving partnerships with our citizens to prevent crime, reduce fear, and enhance the quality of life throughout our community, always treating people with dignity, fairness, and respect.

PROGRAM INFORMATION

The Police Department's role is to enforce the law in a fair and consistent manner, recognizing both the statutory and judicial limitations of its authority and the constitutional rights of all persons. The Department's primary responsibility is to uphold the law, deter crime, and protect the public. Components include crowd and disaster control, apprehension of offenders, recovery and return of property and the movement of traffic within jurisdictional boundaries.

GOALS & OBJECTIVES

- To continue to improve the relationship between the police and the community's neighborhoods by enhancing communication and customer satisfaction.
- To continue to provide and improve citizens' convenient access to information and investigative services at Police Substations and through enhanced data availability on the Department website.
- To reduce the incidence of fatal traffic accidents through increased DWI enforcement efforts and increased traffic-law enforcement.
- To be consistent with the Department's Staffing Plan.
  - Respond to "life threatening" emergency calls for service within five minutes.
  - Maintain a high Patrol Availability Factor.
- To continue employee-training practices in technology enhancements and to maintain compliance with changing law enforcement practices.
- To develop and implement policing strategies that involve joint efforts with local, county, state and federal law enforcement agencies. Examples include:
  - The High Intensity Drug Trafficking Area (HIDTA) initiatives.
  - The Regional Auto Crimes Team (ReACT).
  - The Aggressive Driving campaign.
  - City-County Gang Task Force.
- To continue to develop and implement strategies to improve the City's Homeland Security and Bio-Terror threat posture:
  - By maintaining full time Police staffing in the City's Emergency Operations Center.
  - By maintaining and implementing grants from the Office of Domestic Preparedness for the purchase of equipment, training exercises, and planning related to domestic preparedness resources.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Provide for Safety and Welfare of San Antonio**					
	Enhance crime prevention strategies by strengthening relationships between police and the community's neighborhoods.	No. of Citizens Police Academy Graduates[1]	161	160	152	160
		No. of Citizens Participating in Cellular on Patrol	791	720	748	720
	Reduce incidence of fatal traffic accidents through increased DWI enforcement & traffic law enforcement.	No. of DWI Arrests[2]	6,056	6,585	6,265	6,036
	Respond to Emergency Calls within 5 minutes.	Code 3 Response Time	4.84	5.00	5.00	5.00
	Increase Patrol Availability Factor (PAF).	Patrol Availability Factor	40.79%	39.91%	40.19%	42.91%
	Limit Violent Crime to no more than 2.0% increase in crimes per 100,000 population.	Murder, Rape, Robbery & Aggravated Assault per 100,000 population	631.0	848.0	562.5	573.8
	Increase Violent Crime Clearances by at least 44 cases.	Murder, Rape, Robbery & Aggravated Assault Cases Cleared[3]	2,731 / 34.5%	3,707 / 34.6%	2,329 / 32.8%	2,377 / 32.8%
	Decrease Property Crime by at least 2.9% in crimes per 100,000 population.	Burglary, Theft, Motor Vehicle Theft per 100,000 population	6,569	6,560	6,545	6,734
	Increase Property Crime Clearances by at least 282 cases.	Burglary, Theft, Motor Vehicle Theft Cases Cleared	9,246	9,954	9,587	9,865
Financial	**Leverage Other Funding Sources**					
	Maximize use of volunteers to reduce workload & personnel requirements.	Avg. No. of FTE's for Volunteers Program	17.9	16.1	16.8	17.1
Internal Processes	**Provide for Safety and Welfare of San Antonio**					
	Actively address formal complaints by citizens.	No. of Formal Complaints Processed[4]	352	245	257	315

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	**Improve Employee Services**					
	Continue employee training practices to insure compliance with changing technology and law enforcement practices	Total No. of Officers with Greater than Basic Peace Officer Certification Level	1,469	1,479	1,459	1,473
		No. of Officers Trained in FERS (Field Officer Reporting System) per year[5]	0	640	300	1,755

EXPLANATORY INFORMATION

[1] Estimated FY 04 numbers reflect the completion of two classes of 30 and 22. Remaining classes are expected to be as high as 50 participants each.

[2] DWI numbers for October, November and December 2003 are low due to the delay in implementing the TxDOT DWI STEP grant. Delay was due to the TxDOT review process. Grant did not begin until January 2004. As a result of the grant's contractual obligations, the City has projected 6,265 DWI arrests for FY 2004. In order to meet this goal, additional efforts will be conducted to make up for the late start of the DWI grant program. Also, this year's grant total is $555,556 versus the prior year's total grant budget of $666,666. This is due to the reduction of the grant match amount from 25% to 10%. This reduction equates to approximately 3,000 hours less of enforcement activity.

[3] Figures reflect the number of cases cleared and the corresponding percentage (number of violent crime clearances divided by the total number of violent crimes).

[4] This measure is difficult to estimate due to a greatly varying number of complaints received each year, from a low of 270 to a high of 352.

[5] Training is projected to increase once all systems are in place. Servers and storage area network equipment must be purchased and installed and software must be loaded into more than 1,300 computers. No field reporting can take place until this equipment is made operational.

PROGRAM CHANGES

♦ **REDIRECTIONS / REDUCTIONS** **$2,400,000**

CATEGORICAL OVERTIME EXPENDITURE REDUCTIONS

During the FY 2005 budget development process, the San Antonio Police Department (SAPD) identified various overtime expenditure ***reductions*** including the elimination of any and all overtime that occurs in regards to security at the Harry Freeman Coliseum and the SBC Center. This function would be taken over by the Bexar County Sheriff's Office. These FY 2005 expenditure reductions total $105,490. Through more stringent management of various controllable overtime expenditure categories, including targeted efforts at reducing overtime associated with Assignment Extensions, Voluntary Returns (to work) and Work Relief Days, the SAPD estimates it would reduce overtime expenditures by an additional $418,160 in FY 2005. The SAPD has also identified expenditure reductions in holiday overtime pay as a result of the premium holidays in FY 2005 falling at the end of the week and on a weekend (including Christmas and New Years). These expenditure reductions total $300,000 in FY 2005. The sum total of these expenditure reductions is $823,650 in FY 2005.

PROGRAM CHANGES CONTINUED

DIFFERENTIAL POLICE RESPONSE – OVERTIME EXPENDITURE REDUCTIONS FROM HOLDING SELECTED LATE CALLS

This expenditure ***reduction*** eliminates overtime associated with late calls. Late calls occur near the end of patrol shifts and cause officers to incur overtime. This program redirects non-emergency late calls to the subsequent shift. In FY 2005, it is estimated that this will result in a reduction of $230,000 in overtime expenditures.

DOWNTOWN CRISIS CARE CENTER OVERTIME EXPENDITURE REDUCTIONS

This expenditure ***reduction*** will result from savings associated with the creation of a consolidated crisis care center in the downtown area, which reduces the number of overtime hours an officer expends transporting and guarding arrestees (see in-depth discussion below). The FY 2005 reduction in overtime expenditures totals $96,254.

IMPLEMENTATION OF A NEW CADET CLASS SCHEDULE – EXPENDITURE SAVINGS

To better manage vacancies throughout FY 2005 the SAPD will implement a new cadet class schedule. The first class will begin in October 2004 and the second in May 2005. Each class will carry 22 cadets. Implementation of this revised cadet class schedule will result in expenditure ***savings*** of $1,250,096.

TARGET BUDGET RE-ALIGNMENT

The FY 2005 Adopted Budget reflects a fiscal ***redirection*** of the SAPD's Target budget to better reflect its expenditure needs. A model was developed using actual expenditures from FY 2003 and re-estimated expenditures for FY 2004 as indicators for select contractual and commodity line items that could be moved to other budget areas that have required added resources. This re-alignment will allow the department to better manage its expenditures throughout the fiscal year.

♦ **IMPROVEMENTS** **$708,018**

DIFFERENTIAL POLICE RESPONSE – INCREASED OFFICER EFFICIENCY FROM ADDITIONAL EXPEDITERS

This ***improvement*** expands the program of expediting non-emergency requests for police services, based on various response criteria, by providing for 11 additional Sr. Police Services Agents (funded for nine months in FY 2005). It is estimated that these positions will be able to expedite an additional 70,887 calls, thereby providing a savings in officer time equivalent to hiring nearly 40 new officers. It is further estimated that this efficiency would increase the Patrol Availability Factor (PAF) by 2.37 percentage points. The PAF measures the actual time a patrol officer is available to patrol (this does not include the time needed to respond to calls for service or administrative duties). The cost for this improvement in FY 2005 totals $258,467.

PROGRAM CHANGES CONTINUED

DOWNTOWN CRISIS CARE CENTER – INCREASED PATROL AVAILABILITY FACTOR

This ***improvement*** reduces the Police Department's overtime expenditures by an estimated $96,254 (as discussed above) and provides on-duty timesavings equivalent to a 0.18 percentage point increase to their PAF.

Arrestees in the custody of an SAPD officer are transported to the City's Detention Center, located in downtown San Antonio, where they are booked and held for magistration. Arrestees determined to be ill or injured prior to booking into the County Jail System are transported to the University Hospital Emergency Care Unit, located more than eight miles away in the northwest section of the City. It is estimated that this process, which includes transporting and guarding, lasts from three to six hours. The SAPD has determined that its officers spend approximately 16,614 hours annually handling prisoners that require medical treatment of some kind. Nearly 70 percent of the hours (or 11,504) are on-duty time, while the remaining 5,110 hours are on overtime status.

The University Health System (UHS), the Center for Health Care Services (CHCS), the University Physicians Group (UPG), and various City departments, including the San Antonio Metropolitan Health District, the SAPD, and the San Antonio Municipal Courts Department, are involved in the expansion of the downtown Urgent Care Clinic. This expansion would serve two key purposes: a Crisis Care Center operating on a 24-hour basis providing medical and mental health screenings with six 23-hour holding beds; and medical screening for arrestees, public inebriates, and other detainees of the City's Detention Center. According to SAPD estimates, this facility could reduce by half the amount of time an officer spends transporting and guarding arrestees. As such, the SAPD will provide funding in the amount of $100,000 from their Confiscated Property Fund to assist the build-out of the Urgent Care Clinic.

CONTINUED FUNDING OF CRISIS RESPONSE TEAM

This ***improvement*** provides continued funding of the Crisis Response Team. This initiative was funded in FY 2004 with one-time dollars. The funds for FY 2005 will continue the funding of four caseworkers and four police officers associated with the Crisis Response Team for a full year. The total amount of this improvement is $449,551.

♦ **MANDATES** **$6,867,657**

POLICE CONTRACT

This ***mandate*** funds the incremental added costs of the current collective bargaining agreement approved with the San Antonio Police Officers Association. More specifically, the funding provides for a contractually required 3% pay increase, increases for certification, education and other incentive pays, as well as an additional $20 increase per month for selected steps. The total cost for this mandate in FY 2005 is $5,814,199.

LOCAL LAW ENFORCEMENT BLOCK GRANT (LLEBG) 2002

This ***mandate*** funds operating expenses for equipment purchased with the FY 2002 LLEBG grant funds. The annual Federal Government Omnibus Appropriations Act for the last seven years has authorized the Bureau of Justice Assistance to make funds available to units of local government under the Local Law Enforcement Block Grant (LLEBG) Program. The grant purchased seven patrol cars and paid for 18 months of operational expenses. A portion of the operating expenses was included in the FY 2004 General Fund budget. The total cost of this mandate for FY 2005 is $56,700 and represents the final incremental increase since the grant ends in December 2004.

PROGRAM CHANGES CONTINUED

LOCAL LAW ENFORCEMENT BLOCK GRANT (LLEBG) 2003

This ***mandate*** funds operating and lease expenses for equipment purchased with the FY 2003 LLEBG grant funds. The annual Federal Government Omnibus Appropriations Act for the last seven years has authorized the Bureau of Justice Assistance to make funds available to units of local government under the Local Law Enforcement Block Grant (LLEBG) Program. The grant purchased three "aggressive driving" cars and a new SWAT vehicle. The grant would not fund the internal lease charge for vehicles; therefore, the General Fund must pay these charges. Additionally, the operating expenses for the SWAT vehicle would not be covered by the grant. The total cost of this mandate for FY 2005 is $22,920.

FAA REQUIRED HELICOPTER ENGINE OVERHAULS AND MAINTENANCE

This ***mandate*** funds two federally required major overhauls of Police helicopter engines. The FAA requirement for all helicopters to remain in flight worthiness status mandates that the engines receive overhauls at 1,750 operational hours and 3,500 operational hours. The total cost of this mandate for FY 2005 is $277,507.

POLICE LONGEVITY

The collective bargaining agreement stipulates that the City must provide an increase in salaries based on years of employment for all uniformed personnel. This ***mandate*** addresses the contractually mandated increase in base salaries by three percent for each block of five years served, with a maximum of 18% for 30 years of tenure. The estimated incremental increase for this mandate in FY 2005 for all uniform employees in the Police Department totals $666,331.

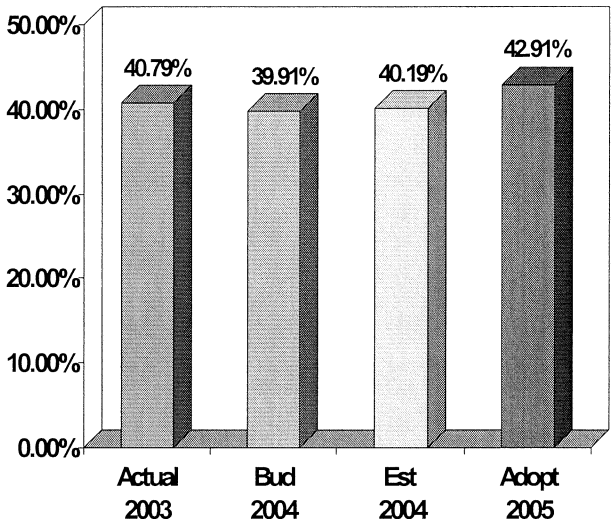
MEDICAL EXAMINER'S CONTRACT

This ***mandate*** reflects the incremental increase of the contract with the Bexar County Medical Examiner's Office for the provision of forensic services. The total cost of this mandate for FY 2005 is $30,000.

GENERAL FUND EXPENDITURES BY CHARACTER

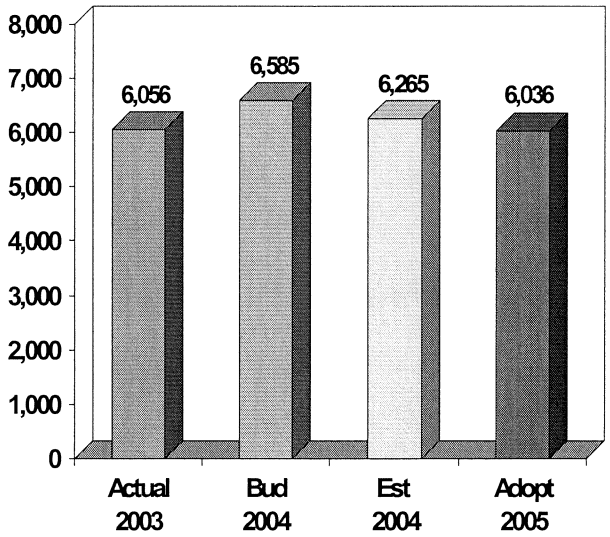
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$189,861,820	$200,487,479	$202,104,225	$212,317,356
CONTRACTUAL SERVICES	25,544,287	23,395,833	24,220,893	27,214,860
COMMODITIES	4,649,104	4,797,728	4,755,685	4,641,119
OTHER EXPENDITURES	1,539,568	1,541,365	1,541,365	1,710,700
CAPITAL OUTLAY	13,239	72,879	72,879	0
TOTAL EXPENDITURES	**$221,608,018**	**$230,295,284**	**$232,695,047**	**$245,884,035**
AUTHORIZED POSITIONS	**2,837**	**2,841**	**2,841**	**2,862**
FULL-TIME EQUIVALENTS	**2,700.79**	**2,715.32**	**2,715.32**	**2,726.32**

PATROL AVAILABILITY FACTOR



✓ 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.

NUMBER OF DWI ARRESTS



✓ In FY 2005 arrests are projected to decrease due to the reduction in the grant match amount from 25% to 10%. This reduction equates to approximately 3,000 hours less of enforcement activity.

In FY 2005, the San Antonio Police Department projects a total of $6,367,113 in grant funding with 37 authorized positions. Of the total, $2,314,320 will be Federally funded, $1,579,880 State funded, $1,686,573 City Cash and In-Kind Match, and $786,340 Other funds. The 37 authorized positions are in the following grants: Bexar Metro 911 (5), CATA (2), HIDTA Intelligence Center (9), ReACT (11), and San Antonio HIDTA (10).

Below is a comprehensive listing of the grants expected by the Police Department in FY 2005. Details on each grant can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2005
Bexar Metro 911	$0	$0	$0	$319,924	$319,924
Crisis Assistance Team Administration (CATA)	0	80,000	7,401	19,260	106,661
HIDTA Intelligence Center	663,780	0	0	0	663,780
Local Law Enforcement Block Grant (LLEBG)	333,785	0	0	37,087	370,872
Regional Auto Crimes Team (ReACT)	0	826,274	1,623,616	410,069	2,859,959
San Antonio HIDTA	1,316,755	0	0	0	1,316,755
TxDOT Click-it-or-Ticket	0	173,606	0	0	173,606
TxDOT DWI Selective Traffic Enforcement Program	0	500,000	55,556	0	555,556
TOTAL	**$2,314,320**	**$1,579,880**	**$1,686,573**	**$786,340**	**$6,367,113**

PROGRAM INFORMATION:

This is a grant from the Bexar Metro 911 Network District for the funding of five temporary call taker positions, communications equipment maintenance, maintenance for the back-up Public Safety Answering Point (PSAP), equipment purchases, and training. This project enhances the Police Department's efforts at combating personal and property crime activity and provides better service delivery to the public.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Personnel	5	5	5
No. of Man-Hours	10,400	10,400	10,400
Output:			
No. of 911 calls	90,368	94,887	99,631
Efficiency:			
Avg. No. of 911 calls per call taker	18,074	18,977	19,926
Effectiveness:			
% Change in No. of 911 calls per call taker	-1.6%	5.0%	5.0%

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
OTHER – Bexar Metro 911	$401,748	$319,924	$319,924
TOTAL FUNDING	**$401,748**	**$319,924**	**$319,924**
EXPENDITURES			
PERSONAL SERVICES	$168,082	$173,124	$173,124
CONTRACTUAL SERVICES	38,666	23,800	23,800
COMMODITIES	172	3,000	3,000
CAPITAL OUTLAY	123,707	120,000	120,000
TOTAL EXPENDITURES	**$330,627**	**$319,924**	**$319,924**
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**

PROGRAM INFORMATION:

The Crisis Assistance Team Administration oversees the coordination of crisis intervention volunteers. This program is designed primarily as a collaborative effort in the community to address the issues of violence against women. Services provided include crisis intervention services to battered women and their children by a trained corps of community volunteers. The grant funds two civilian positions, a Program Coordinator and an Assistant Program Coordinator. The grant will fund the sixth year of the administrative and coordination efforts of the Crisis Assistance Team Administration (CATA) of the Victims Advocacy Section. This project will require an In-Kind Match of $19,260 and a General Fund cash match of $7,407. This match will leverage a $80,000 grant from the Office of the Governor, Criminal Justice Division (CJD).

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Personnel	2	2	2
No. of Man-Hours	4,160	4,160	4,160
Output:			
No. of Volunteer Hours	1,274	1,865	1,926
No. of New Volunteers	84	90	105
No. of People Attending Classes	112	115	125
Efficiency:			
No. of Volunteer Hours Obtained Per Employee	637.0	932.5	963.0
No. of New Volunteers Obtained Per Employee	42.0	45.0	52.5
No. of People Attending Classes Per Employee	56.0	57.5	62.5
Effectiveness:			
% Chg. No. of Volunteer Hours	1.08%	46.39%	3.27%
% Chg. No. of New Volunteers	2.30%	7.15%	16.66%
% Chg. No. of People Attending Classes	-3.79%	2.68%	8.70%

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Cash match	$7,204	$7,949	$7,401
STATE	59,819	79,759	80,000
OTHER – In-Kind (Volunteer Hours)	12,736	18,650	19,260
TOTAL FUNDING	**$79,759**	**$106,358**	**$106,661**
EXPENDITURES			
PERSONAL SERVICES	$51,546	$84,253	$87,401
CONTRACTUAL SERVICES	0	2,230	0
COMMODITIES	2,693	1,225	0
CAPITAL OUTLAY	3,658	0	0
OTHER – In-Kind	12,736	18,650	19,260
TOTAL EXPENDITURES	**$70,633**	**$106,358**	**$106,661**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENTS	**2.00**	**2.00**	**2.00**

PROGRAM INFORMATION:

The South Texas High Intensity Drug Trafficking Area Intelligence Center is designed to enhance narcotics enforcement efforts by collecting, analyzing, and disseminating drug trafficking data and information to local, state, and federal law enforcement agencies to ensure officer safety and increase enforcement efficiency. The grant period is January 1, 2004 through December 31, 2004.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Non-Sworn Personnel – Supervisory	1	1	1
No. of Non-Sworn Personnel – Non Supervisory	8	8	8
Total Man-Hours	18,720	18,720	18,720
Output:			
No. of Analytical Cases Requiring Support	546	600	660
No. of Deconfliction Cases Requiring Support	5,010	5,511	6,062
No. of Inquiries	35,476	39,024	42,926
Efficiency:			
Avg. No. of Analytical Cases Requiring Support	60.7	66.7	73.3
Avg. No. of Deconfliction Cases Requiring Support	556.7	555.1	611.1
Avg. No. of Inquires	3,941.7	2,055.6	2,261.1
Effectiveness:			
% Change in No. of Analytical Cases Requiring Support	102.2%	9.9%	10.0%
% Change in No. of Deconfliction Cases Requiring Support	6.4%	10.0%	10.0%
% Change in No. of Inquires	29.2%	10.0%	10.0%

EXPLANATORY INFORMATION

In FY 2002-2003, the South Texas HIDTA Intelligence Center experienced a 102% increase in analytical cases requiring support and a 29% increase in the number of inquiries requested due to participation in supporting HIDTA agencies on seven (7) high-level drug trafficking organization investigations. Requests for support from HIDTA agencies throughout the region are increasing each year. The increase is expected to continue at a rate of 10% per year.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Office of National Drug Control Policy	$723,780	$657,313	$663,780
TOTAL FUNDING	**$723,780**	**$657,313**	**$663,780**
EXPENDITURES			
PERSONAL SERVICES	$353,313	$351,312	$362,916
CONTRACTUAL SERVICES	221,393	270,456	268,919
COMMODITIES	138,280	35,545	31,945
CAPITAL OUTLAY	10,794	0	0
TOTAL EXPENDITURES	**$723,780**	**$657,313**	**$663,780**
AUTHORIZED POSITIONS	**9**	**9**	**9**
FULL-TIME EQUIVALENTS	**9.00**	**9.00**	**9.00**

PROGRAM INFORMATION:

The annual Federal Government FY 2004 Omnibus Appropriations Act authorized the Bureau of Justice Assistance, U.S. Department of Justice to make funds available to units of local government under the Local Law Enforcement Block Grant (LLEBG) Program. San Antonio's award for FY 2004 is $333,785 with a cash match of $37,087. Funds must be spent within two years of receipt. The grant will be used to support continued operations by the Police Department Gang Detail. In addition, funds will be used to equip 18 patrol cars with digital recording devices. The patrol cars will be deployed in six areas identified as "high odds ratio locations" based on traffic stop data collected by the Police Department.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Bureau of Justice Assistance	$0	$0	$333,785
OTHER – Asset Seizure Fund Cash Contribution	0	0	37,087
TOTAL FUNDING	**$0**	**$0**	**$370,872**
EXPENDITURES			
PERSONAL SERVICES	$0	$0	$160,872
COMMODITIES	0	0	25,000
CAPITAL OUTLAY	0	0	185,000
TOTAL EXPENDITURES	**$0**	**$0**	**$370,872**

PROGRAM INFORMATION:

The Regional Auto Crimes Team (ReACT) is a multi-jurisdictional, multi-agency effort that will allow authorities to focus all their resources against auto theft and other vehicle related crimes. It will eliminate the problems of redundancy and increase the cooperative efforts required to reduce the rate of auto crimes. With an emphasis on pro-active efforts and conducting salvage inspections, this unit will work with the Texas Department of Public Safety (DPS), the Bexar County Sheriff's Office (BCSO), and the National Insurance Crime Bureau (NICB) to reduce the market for stolen vehicles and stolen vehicle parts. The grant period is September 1, 2004 to August 31, 2005.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Sworn Staff[1]	12	9	9
No. of Civilian Staff[1]	3	2	2
Total No. of Man-Hours	26,820	19,595	19,595
Output:			
No. of Vehicles Reported Stolen (Citywide)	6,562	6,216	6,651
No. of Vehicles Recovered (ReACT Task Force)	627	572	622
Efficiency:			
Avg. No. of Vehicles Reported Stolen per Detective	656	888	950
Avg. No. of Vehicles Recovered per Detective	63	82	89
Effectiveness:			
% Change in Vehicles Reported Stolen[2]	0	-5.27%	6.98%
% Change in Vehicles Recovered[2]	0	-8.77%	8.74%

EXPLANATORY INFORMATION

[1] In FY 2004, a Senior Crime Analyst and three Detective Investigator positions were eliminated as a result of reduced funding from grantor. Currently, sworn staff consists of seven Detectives and two Supervisors.

[2] New statistical category used to better track Unit's performance in combating auto theft.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – City General Fund Cash Match	$451,634	$451,634	$451,634
CITY – In-Kind Contribution	1,093,255	1,119,631	1,171,982
STATE - Automobile Theft Prevention Authority (ATPA)	1,235,910	826,274	826,274
OTHER – In-Kind Contribution (DPS, BCSO, NICB)	332,422	396,171	410,069
OTHER – Confiscated Property Cash Match	76,538	11,347	0
TOTAL FUNDING	**$3,189,759**	**$2,805,057**	**$2,859,959**

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER CONTINUED

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
EXPENDITURES			
PERSONAL SERVICES	$2,236,749	$2,094,396	$2,051,146
CONTRACTUAL SERVICES	860,908	674,540	786,855
COMMODITIES	11,858	30,944	13,012
OTHER EXPENDITURES	3,706	5,177	4,201
CAPITAL OUTLAY	76,538	-	4,745
TOTAL EXPENDITURES	**$3,189,759**	**$2,805,057**	**$2,859,959**
AUTHORIZED POSITIONS	**15**	**11**	**11**
FULL-TIME EQUIVALENTS	**15.00**	**11.00**	**11.00**

PROGRAM INFORMATION:

The High Intensity Drug Trafficking Area grant is designed to enhance the Police Department's narcotics enforcement efforts by allowing the unit to utilize the task force concept to target narcotics organizations and interdiction efforts. A task force provides the capability to cross-jurisdictional boundaries by employing law enforcement officers from local, state, and federal levels. This grant targets both organizational and financial aspects of the narcotics organizations by focusing on middle to upper level drug traffickers and on the money laundering and assets obtained with proceeds from the sale of narcotics. The grant period is January 1, 2004 through December 31, 2004.

PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No of Sworn Personnel	9	8	8
No. of Non-Sworn Personnel	2	2	2
Total No. of Man-Hours	19,595	17,880	17,880
Output:			
Retail Value of Narcotics Seized	$19,620,000	$21,582,000	$23,740,000
$ Value of Assets/Holding Seized	$595,000	$655,000	$721,000
Efficiency:			
Avg. Retail Value of Narcotics Seized per Officer	$2,180	$2,698	$2,968
Avg. $ Value of Assets/Holdings Seized per Officer	$66	$82	$90
Effectiveness:			
% Change of Retail Value of Narcotics Seized	-34.4%	10.0%	10.0%
% Change of $ Value of Assets/Holdings Seized	-40.6%	10.0%	10.0%

EXPLANATORY INFORMATION

The retail value of narcotics seized and the dollar value of assets/holdings seized decreased during FY 2003 due to the role of the sworn officers in these investigations. The sworn officers were assisting other HIDTA agencies in long-term investigations of high-level drug trafficking organizations. The cases required sworn officers dedicating their time on surveillance of suspects. These have resulted in many federal indictments; however, the statistics are recorded by the lead agencies. It is anticipated that narcotics seizures and the dollar value of assets and holdings will increase in future years. The SAPD HIDTA Task Force has lost a sworn personnel position due to HIDTA budget constraints in FY 2004.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
FEDERAL – Office of National Drug Control Policy	$1,231,667	$1,316,755	$1,316,755
TOTAL FUNDING	**$1,231,667**	**$1,316,755**	**$1,316,755**
EXPENDITURES			
PERSONAL SERVICES	$904,349	$898,485	$935,429
CONTRACTUAL SERVICES	327,318	410,006	381,326
COMMODITIES	0	8,264	0
TOTAL EXPENDITURES	**$1,231,667**	**$1,316,755**	**$1,316,755**
AUTHORIZED POSITIONS	**11**	**10**	**10**
FULL-TIME EQUIVALENTS	**11.00**	**10.00**	**10.00**

PROGRAM INFORMATION:

The San Antonio Police Department is projected to be awarded a $173,606 grant from the Texas Department of Transportation for seat belt and child safety seat enforcement. This grant will fund overtime efforts to insure compliance with state laws requiring the use of seat belts and child safety seats for motor vehicle operators and passengers. The Campaign will operate during the Thanksgiving holiday from approximately November 11th through December 1st (21 days in FY05) and Memorial Day holiday from approximately May 24th through June 6th (14 days in FY05).

EXPLANATORY INFORMATION:

There is no requirement or obligation for the issuance of a specified or predetermined number of citations; therefore, performance measures are not listed.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
STATE – Texas Department of Transportation	$185,000	$173,606	$173,606
TOTAL FUNDING	**$185,000**	**$173,606**	**$173,606**
EXPENDITURES			
PERSONAL SERVICES	$185,000	$173,606	$173,606
TOTAL EXPENDITURES	**$185,000**	**$173,606**	**$173,606**

POLICE
TXDOT DWI SELECTIVE TRAFFIC ENFORCEMENT PROGRAM

PROGRAM INFORMATION:

This is the fourth year of the Texas Department of Transportation (TxDOT) DWI Selective Traffic Enforcement Program (STEP). This program is designed to assist the City of San Antonio Police Department increase its DWI enforcement through overtime efforts of Traffic Officers. As a result of TxDOT lowering its cash match requirement, the fourth year of the grant program will require a cash match of only $16,116. The grant period is from October 1, 2004 through September 30 2005. TxDOT lowered its matching requirement for FY 2004 to a 10% Cash and/or In-Kind match and is maintaining that level for FY 2005.

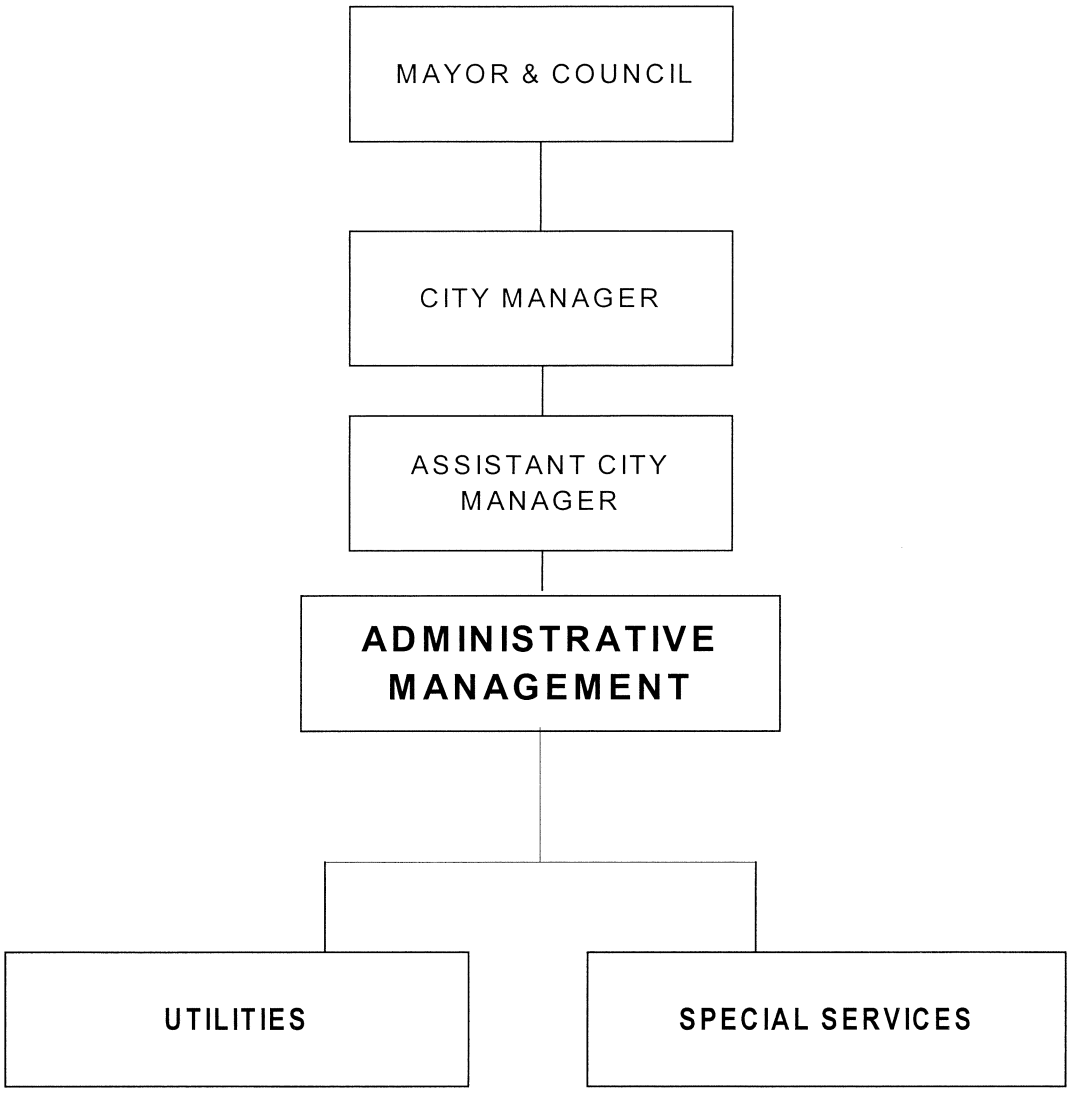
PERFORMANCE MEASURES

	Actual 2002-2003	Estimated 2003-2004	Adopted 2004-2005
Input:			
No. of Sworn Hours	14,273	11,525	11,525
No. of Supervisory Hours	1,744	1,360	1,360
Output:			
No. of DWI Arrests	2,368	1,850	1,850
Efficiency:			
No. of Hours per DWI Arrest	6.19	6.23	6.23

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
FUNDING SOURCES			
CITY – Cash match	$127,274	$16,116	$16,116
CITY – City In-Kind	39,392	39,440	39,440
STATE – Texas Department of Transportation	500,000	500,000	500,000
TOTAL FUNDING	**666,666**	**$555,556**	**$555,556**
EXPENDITURES			
PERSONAL SERVICES	$619,761	$516,116	$516,116
COMMODITIES	39,392	39,440	39,440
TOTAL EXPENDITURES	**$659,153**	**$555,556**	**$555,556**

PUBLIC UTILITIES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	10.00	707,026
Total Funding	**10.00**	**707,026**

MISSION STATEMENT

The Public Utilities Department seeks to provide objective regulatory and financial oversight of utilities, sound financial analysis and recommendations, and timely responsiveness to internal and external customers in support of the City organization

PROGRAM INFORMATION

The Public Utilities Department is responsible for providing advice and assistance in the regulatory oversight of City Public Service (CPS), San Antonio Water System (SAWS), cable television franchise agreements, and broadband telecommunications companies operating within the City of San Antonio. Oversight includes review of bond issuance and rates of CPS and SAWS, monitoring for compliance with franchise and license agreements, City Council policies, state and federal laws, and applicable rules and regulations established by state and federal agencies. This Department will also provide support to the City's liaison to the Fire & Police Pension and the Retiree Healthcare Funds. Financial oversight of the Liability, Worker's Compensation, and Employee Benefits Funds will also be provided.

GOALS & OBJECTIVES

- Exercise regulatory/financial oversight over the City-owned utilities, City Public Service (CPS), and San Antonio Water System (SAWS).
    - Review proposed rate adjustments and provide recommendations
    - Review proposed bond issuance's and provide recommendations
    - Coordinate other financial and utility matters
- Negotiate and monitor compliance of cable franchise agreements, license agreements, and other utility contracts.
- Monitor and forecast public utility revenues and utility expenditures.
- Monitor proposed federal and state legislation and/or Agency rulemaking.
    - File written comments when necessary or prudent
    - Attend workshops and provide oral testimony when necessary
- Provide recommendations, reports, and information as directed by the City Manager
- Provide timely responses to citizen utility complaints or requests of information.
- Provide coordination and support to the City's liaison to the Fire & Police Pension and Retiree Healthcare Funds.
- Provide financial oversight of the Liability, Workers' Compensation, and Employee Benefits Funds.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Financial	**Provide Accountability to Public**					
	Continue to exercise regulatory and financial oversight over Public Utilities	No. of Public Utility/Franchise Contracts Monitored	11	11	9	11
		No. of Public Utility/Franchise Rate Packages Reviewed	8	6	10	13
		No. of Public Utility/Franchise Complaints Received	152	250	140	130
		No. of Public Utility/Franchise Contracts Negotiated/Under Negotiation	7	4	3	3

PROGRAM CHANGES

- **IMPROVEMENTS** **$330,010**

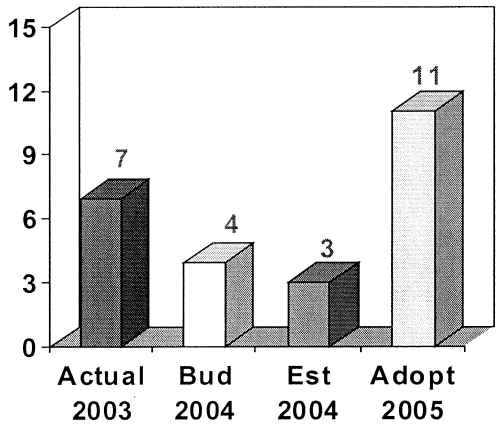
SUPPORT STAFF FOR THE PROPOSED PUBLIC UTILITIES DEPARTMENT

This ***improvement*** provides for five additional positions to the Public Utilities Department. The improvement will provide nine months of funding for a Fiscal Operations Manager, Administrative Assistant, two Rate Analysts, and a Public Utilities Supervisor. The impact of the additional positions will be $333,010 to the General Fund in FY 2005.

GENERAL FUND EXPENDITURES BY CHARACTER

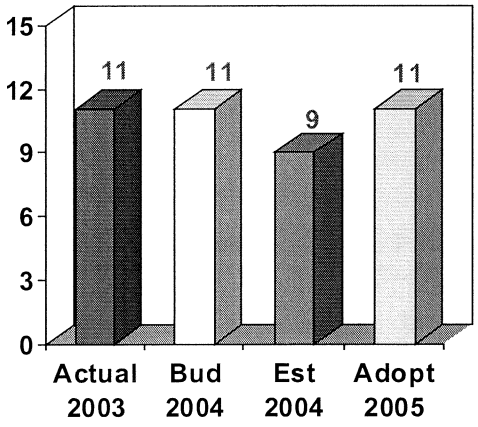
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	N/A	N/A	N/A	$588,210
CONTRACTUAL SERVICES	N/A	N/A	N/A	19,246
COMMODITIES	N/A	N/A	N/A	49,133
OTHER EXPENDITURES	N/A	N/A	N/A	437
CAPITAL OUTLAY	N/A	N/A	N/A	0
TOTAL EXPENDITURES	**N/A**	**N/A**	**N/A**	**$707,026**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**	**10**
FULL-TIME EQUIVALENTS	**N/A**	**N/A**	**N/A**	**10.00**

NUMBER OF PUBLIC UTILITY CONTRACTS NEGOTIATED



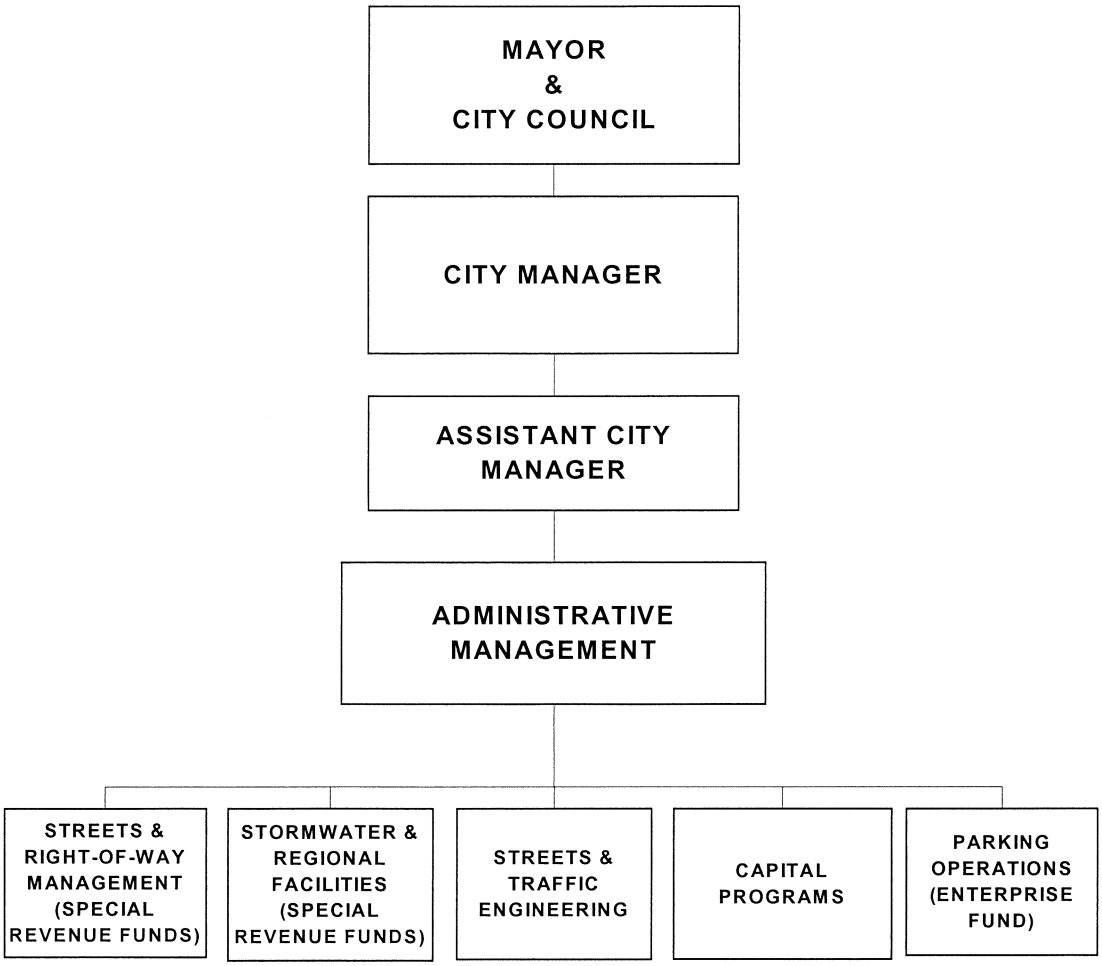
✓ Number of Public Utility / Franchise Contracts currently negotiated or under negotiations

NUMBER OF PUBLIC UTILITY/FRANCHISE CONTRACTS MONITORED



✓ Number of Public Utility / Franchise contract currently monitored by the City

PUBLIC WORKS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	254.00	$16,269,914
Street Maintenance & Improvement Fund	311.00	34,443,039
Street Right-Of-Way Management Fund	20.00	1,081,245
Stormwater Operating Fund	274.00	23,414,092
Stormwater Regional Facilities Fund	10.00	7,587,566
Parking Operating & Maintenance Fund	125.50	10,494,689
Community Development Block Grant	0.00	22,134
Capital Projects	0.00	118,625,000
Debt Service Funds	0.00	3,452,335
Total Funding	**994.50**	**$215,390,014**

MISSION STATEMENT

The Public Works Department is committed to providing public services and infrastructure in a quality manner through the use of modern engineering and management practices with a team of people dedicated to professional excellence and customer satisfaction. We strive to accomplish these tasks efficiently, effectively and with accountability to the community we serve.

PROGRAM INFORMATION

This Department oversees and directs the development and maintenance of the publicly owned infrastructure of the City. The Department has operating divisions in six funds. Areas of responsibility assigned to this department include:

- General Fund
  - Office of Director - provides oversight and direction for the Department
  - City Architect's Office - design, construction, and renovation of City buildings
  - ADA Compliance Office – Coordinates policies and facility modifications in compliance with 1973 Rehabilitation Act, the Fair Housing Amendments Act, and the Americans with Disabilities Act.
  - Capital Programs - design and construction of street and drainage improvements and real estate acquisition
  - Transportation Group – plan, design, construct, operate and maintain traffic engineering functions, traffic control devices, transportation engineering, parking, and multi modal intelligent transportation systems
  - Engineering - engineering, surveying, construction inspection, and infrastructure assessment
- Street Maintenance Special Revenue Fund
  - Street Maintenance - maintenance of City street pavements, sidewalks and building demolition
- Right-of-Way Management Fund
  - Administration, inspection, compliance, enforcement, and utility coordination of the right-of-way management ordinance
- Storm Water Special Revenue Fund
  - Storm Water Management – Operate and manage the City's storm water infrastructure: river and channel maintenance, vegetation control, street cleaning, tunnel operations, and storm water engineering
- Regional Storm Water Detention Facilities Fund
  - Detention Pond Program – Administer the Regional Storm Water Management Program for the City
- Parking Enterprise Fund
  - Parking Operations - management of downtown City-owned and leased parking facilities and parking meters

GOALS & OBJECTIVES

To provide high quality design, construction, and renovation of City buildings, streets and drainage facilities; operate traffic network safely, efficiently and economically in a timely manner with fundamentally sound, pragmatic and economical solutions.

- Identify and prioritize infrastructure projects through the process of preliminary engineering.
- Complete design and construction of Fire Department, Police Department, Library, and Learning Center projects.
- Increase communication, interaction, and delivery of service to all customers and continue to formulate accurate and timely responses to requests.
- Substantially complete the 2003 Bond Program by December 2007.
- Develop facilities for alternative modes of transportation to include Hike/Bike lanes, routes, and paths.
- Perform preventative maintenance of all traffic signals annually to reduce malfunctions and outages.
- Utilize the employee incentive program to reduce preventable accidents within the Public Works Department.
- Practice strategic human resource planning, which identifies the capabilities that currently exist within the organization, and also identifies the capabilities required for future success or advancement for promotion within.
- Continue to foster an environment for employee growth and learning within the department through encouragement, coaching, and offering educational training and development opportunities.
- Empower staff in decision-making through three-deep leadership that enhances our ability to respond quickly to day-to-day challenges and continues investment to our most valuable resource, people.
- Maintain internal quality control to ensure proper delivery of services to our customers and safeguard the public.
- Continue to leverage outside funding through Grants, MPO, and Federal tax dollars to maximize City investment in infrastructure.
- Maintain a two-week completion average for all non-emergency sign maintenance and installation customer service requests.
- Achieve a two-week completion average for all pavement markings customer service requests.
- Build a positive image and promote public trust through community outreach programs by:
  - Continuing the Public Works Academy.
  - Improving public awareness efforts through community meetings.
- Continue proper application of engineering and technical expertise infrastructure to improve community-wide safety.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Provide For Safety and Welfare of San Antonio**					
	Complete design and construction of Fire Protection, Law Enforcement, Library Facilities, Learning Centers, and other facility projects	No. of architectural contracts under design or construction[1]	54	50	56	38
		Dollar value of contracts under design or construction (in millions)[1, 2]	$146.29	$59.34	$121.97	$102.53
	Improve Customer Service					
	Increase communication, interaction, and delivery of service to all stakeholders and continue to formulate accurate and timely responses to requests	No. of community meetings held with outside stakeholders[3]	156	180	182	225
		% of service requests meeting service level agreements with customers	71%	72%	74%	75%
	Improve Environmental Efforts					
	Develop facilities for alternative modes of transportation to include Hike/Bike lanes, routes, and paths	Linear miles under construction/complete from Capital Improvement Projects[4]	23.98	19.28	18.02	24.91
Financial	**Provide Accountability to Public**					
	Leverage outside funding through Grants, MPO, and Federal tax dollars to maximize City investment to Capital Projects	Amount of MPO funding leveraged for Capital Improvement Projects (in millions)[5]	$13.70	$11.64	$4.42	$22.98
		Amount of grant funding received for Capital Improvement Projects (in millions)[6]	$7.00	$5.50	$7.00	$0.84
Internal Processes	**Innovative & Proactive City Government**					
	Improve street infrastructure	Lane miles constructed in Capital Improvement Projects	53.89	25.21	43.16	21.63
	To perform preventive maintenance of all traffic signals annually to reduce malfunctions and outages	Cabinet preventive maintenance (intersections)	1,293	1,099	1,099	1,115

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	**Innovative & Proactive City Government**					
	Utilize the employee incentive program to reduce preventable accidents within the Public Works department	No. of accidents occurring for motor vehicles and personal injury resulting in a claim	64	63	59	53

EXPLANATORY INFORMATION

1 These measures represent the number of contracts and dollar value in progress. This number will change as projects are completed and added throughout the year.
2 Estimated FY 2004 now includes figures from the 2003 Bond Program.
3 Adopted FY 2005 reflects additional meetings to be held as a result of the approval of the FY 2003 Bond Program.
4 Adopted FY 2005 reflects completion of projects such as Mission Trails, Citywide MPO Bicycle Project, Tezel Road, and James Park Development.
5 Adopted FY 2005 reflects projects scheduled to be advertised for fiscal year 2005. The letting of these projects is controlled by TxDOT.
6 Adopted FY 2005 reflects adoption of 30th. year CDBG budget and anticipated reprogramming of funds for capital projects. Decrease in Adopted FY 2005 reflects redirection of funding to HUD 108 Loan Program for additional capital projects.

PROGRAM CHANGES

♦ **REDIRECTIONS/REDUCTIONS** **$434,691**

ELIMINATE EIGHT ADMINISTRATIVE POSITIONS

This ***reduction*** will result in the streamlining of several administrative duties within the department, primarily in the Customer Service Section within the Director's Office. This reduction will eliminate one vacant Administrative Assistant I, one vacant Customer Service Specialist, one filled Special Projects Officer, three filled Customer Service Specialists, one filled Office Assistant and one filled Sr. Administrative Assistant. The total cost of these positions is $314,015. Associated contractual services and commodities will be reduced by $10,442. The savings associated with this reduction will total $324,457 in FY 2005.

EMPLOYEE UNIFORM INITIATIVE

This ***reduction***, totaling $4,748, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

PROGRAM CHANGES CONTINUED

REDUCE OVERTIME BUDGET

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of the analysis, the Public Works Department will be able to reduce their overtime budget by ten percent, or a total of $10,000 in FY 2005.

CHARGE BACK OF ASSISTANT DIRECTOR OF STORM WATER

This ***redirection*** will charge back 75 percent of the Streets and Storm Water Assistant Director's salary to the Storm Water Operating Fund. Currently, the Assistant Director's salary is paid out of the General Fund. This redirection will generate savings of $95,486 in FY 2005.

♦ **IMPROVEMENTS** **$403,572**

INCREASE GRAFFITI ABATEMENT SERVICES

This ***improvement***, associated with the Mayor and City Council's priorities, will provide funding to support the recently created "Wipe-Out Graffiti Program." Additional funding will provide necessary supplies required for the volunteers, promotional items associated with the events, and education material. This expansion would allow for 12-14 city-wide volunteer graffiti abatement events throughout the year. The cost of this improvement will total $25,000 in FY 2005.

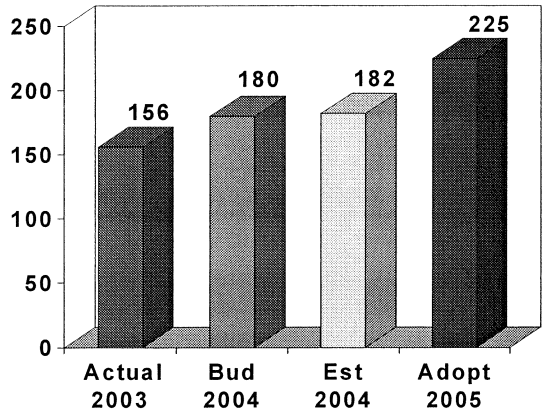
ADDITION OF CAPITAL PROJECTS TEAMS

To keep the $115 million 2003-2007 Bond Program on schedule and to implement, administer, and maintain the proposed $57 million HUD 108 Capital Projects Program included in the FY 2005-2010 Capital Improvement Plan, the Public Works Department will add ten positions in FY 2005. The 2003-2007 Bond Program includes 113 projects throughout San Antonio that will improve streets, drainage, libraries, parks, and public health and safety facilities. The HUD 108 Program includes sixty-nine projects that provide additional streets, library, and park improvements. This ***improvement*** will add one Capital Improvement Projects (CIP) team and a vehicle for nine months, half of a CIP team for two months, and two Real Estate Specialists for twelve months to support the Real Estate Section. The CIP team will consist of one Sr. Engineer, one Engineer, one Engineering Associate, one Capital Projects Officer, and one Sr. Engineering Technician. The half-CIP team will consist of one Sr. Engineer, one Engineer, and one Engineering Associate. The costs associated with this improvement will total $378,572 in FY 2005. Although the costs for this improvement will initially be paid for by the General Fund, the 2003-2007 Bond Program will reimburse approximately ninety percent of the costs, leaving the remaining ten percent to be charged to the General Fund.

GENERAL FUND EXPENDITURES BY CHARACTER

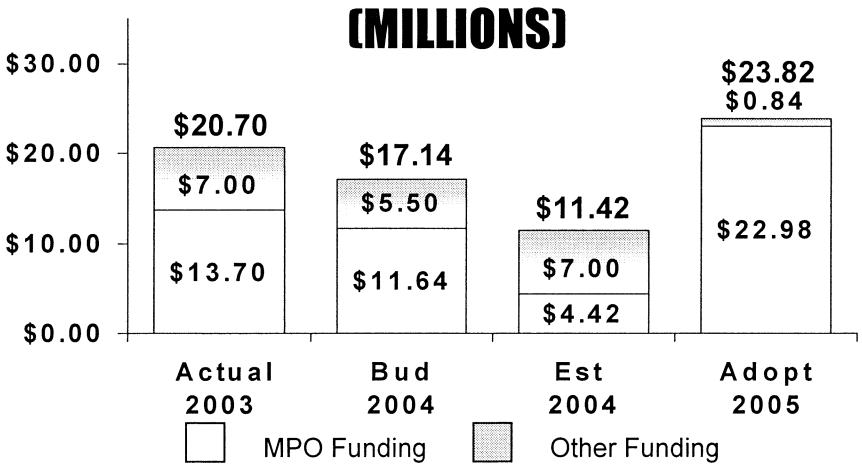
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$11,363,779	$11,740,057	$12,010,701	$12,228,604
CONTRACTUAL SERVICES	3,221,626	2,211,939	2,166,356	2,563,986
COMMODITIES	1,007,726	1,200,027	926,215	1,249,937
OTHER EXPENDITURES	157,925	167,035	167,037	173,572
CAPITAL OUTLAY	494,411	491	491	53,815
TOTAL EXPENDITURES	**$16,245,467**	**$15,319,549**	**$15,270,800**	**$16,269,914**
AUTHORIZED POSITIONS	**245**	**252**	**252**	**254**
FULL-TIME EQUIVALENTS	**245.00**	**252.00**	**252.00**	**254.00**

NUMBER OF COMMUNITY MEETINGS HELD WITH OUTSIDE STAKEHOLDERS



✓The increase in FY 2005 is the result of increased community outreach efforts and improved tracking by divisions within Public Works.

METROPOLITAN PLANNING ORGANIZATION (MPO) FUNDING LEVERAGED AND GRANT FUNDING RECEIVED FOR CIP PROJECTS (MILLIONS)



PROGRAM INFORMATION

The Street Maintenance Division of Public Works is responsible for the overall planning and coordination of the City's street maintenance. Tasks of the Street Maintenance Division include street resurfacing and rehabilitation, pothole patching, sidewalk construction, bridge repair, railroad crossing monitoring, demolition of dangerous structures and, on a limited basis, alley maintenance.

The Right-of-Way (ROW) Management Program was established by ordinance in January 2001 and implemented in May 2001. The ROW staff is responsible for standardizing the street cutting process for the safety of the public, maintaining the integrity of the infrastructure, and monitoring for compliance through utility coordination.

GOALS & OBJECTIVES

To perform the functions of planning and coordination, implementation, development, and management of the City's infrastructure system of street, alleys, and emergency response services in a responsive manner, with a focus on quality, customer needs, and effective protection of public investment in the City's infrastructure.

STREET MAINTENANCE

- To continue the implementation and improvement of the Americans with Disabilities Act (ADA) Curb Ramp/Sidewalk Construction and Maintenance Program for connectivity of paths of travel.
- To continue to evaluate affordability, efficiency, and effectiveness of options for improved performance of San Antonio's Street infrastructure.
- Enhance Computer Training and provide technology to enhance real time customer service responses and to improve quality and internal control of Street Division projects including street maintenance, sidewalk construction, emergency operations and customer service.

ROW MANAGEMENT

- To protect the City's $6.9 billion infrastructure investment and guarantee proper street repair through improved street restoration standards.
- To reduce public inconvenience and improve utility coordination through increased planning and management of the City's right of way.
- Improve on-line web applications for Right-of-Way through 24 hour access to the ROW program permit process.
- To support GASB 34 requirements through the inventory of infrastructure using GIS.
- To provide GIS Training to all staff to foster an environment for employee growth and learning.
- To educate the public (e.g. Neighborhood Associations) of the Right-of-Way Ordinance's role in public safety through the protection of the City's infrastructure investment and ensure compliance with traffic control measures.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud FY 04	Estimated FY 04	Adopted FY 05
Customer	**Public Trust and Awareness of Citizens – Improve Customer Service**					
	Respond promptly to all requests for service in accord with available resources and capabilities	% of potholes repaired within 48 hours (2 workdays)	95.45%	95.50%	97.00%	98.00%
	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]	35	55	35	40
Financial	**Public Trust and Awareness of Citizens – Leverage other Funding Sources**					
	Reduce accounts receivable due from outside utilities within 30 days	% of invoices paid to the City within 30 days	95%	100%	95%	98%
Internal Processes	**Public Trust and Awareness of Citizens – Maintain Existing Infrastructure**					
	To continue to evaluate affordability, efficiency, and effectiveness of options for improved performance of San Antonio's infrastructure	Street Inventory Pavement Condition Index (PCI) lane miles[2]	62.16	61.70	66.14	64.14
		Lane miles receiving maintenance[3]	352.19	352.19	383.94	417.76
	Improve on-line web applications for Right-of-Way through 24 hour access to the ROW program permit process	Percent of applications received using the 24-hour permit system online[4]	95%	92%	0%	85%
Employee Learning & Growth	**Improve Customer Service**					
	Fill vacancies with the most qualified candidates in a timely manner	Selections made within 90 days of position being vacant	88%	94%	95%	95%
		Vacancy rate of entire workforce per annum	9.50%	9.50%	9.25%	9.00%

EXPLANATORY INFORMATION

[1] Number of presentations made reduced in 2003 due to shift in workload to accommodate manual permit processing.

EXPLANATORY INFORMATION CONTINUED

[2] Pavement Condition Index is an estimated number. An outside consultant is currently reviewing 20% of the Street Network annually. Estimated higher than actual due to conversion of street segments into GIS database and final data cleansing that occurred in December 2003.

[3] Lane miles receiving maintenance includes City Forces and Outside Contractual Maintenance. Adopted FY 2005 includes 18.35 additional lane miles associated with the $1 million improvement.

[4] Estimated at 0% due to shutdown of Online Permitting System due to outside vendor bankruptcy. Online permit system in negotiations with another vendor pending approval. Expected start date is October 2004. Adopted FY 2005 reflects slow re-adoption of online system.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS — $121,048

REDUCE OVERTIME BUDGET

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of the analysis, Street Maintenance will be able to reduce their overtime budget by ten percent, or a total of $115,000 in FY 2005.

EMPLOYEE UNIFORM INITIATIVE

This ***reduction***, totaling $6,048 for Street Maintenance and ROW Management, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

♦ IMPROVEMENTS — $1,026,645

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** for ROW Management, totaling $26,645, will provide a market adjustment and performance pay incentive for eligible employees included in the ROW Management Fund budget. The market adjustment, effective October, 2004, would be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

PROGRAM CHANGES CONTINUED

INCREASE CONTRACTUAL STREET MAINTENANCE

The Adopted FY 2005 Budget includes a $1 million one-time ***improvement*** to augment resources available for the Contractual Street Maintenance Program. Each Council District will receive $100,000. It is estimated that the additional funds of $1 million will result in an increase of approximately 18.35 street lane miles by FY2006 (to be performed by contractors). The resulting increase will vary based upon which types of applications are selected for the projects.

- **MANDATES** **$153,391**

SPILL PREVENTION CONTAINMENT AND CONTROL

This ***mandate*** represents the added costs to provide contractual services and materials for the proper removal, disposal and monitoring of accumulated rainwater and materials around containment areas in the four city service centers. These requirements re-mandated for National Pollutant Discharge Elimination System (NPDES) and Texas Pollutant Discharge Elimination System (TPDES) permit compliance. The cost associated with this mandate will total $140,000 in FY 2005.

LANDFILL DISPOSAL FEE

This ***mandate*** addresses the added costs of disposing of waste materials generated by street maintenance operations under the terms of the City's solid waste disposal contract. The increased costs of this mandate will total $13,391 in FY 2005.

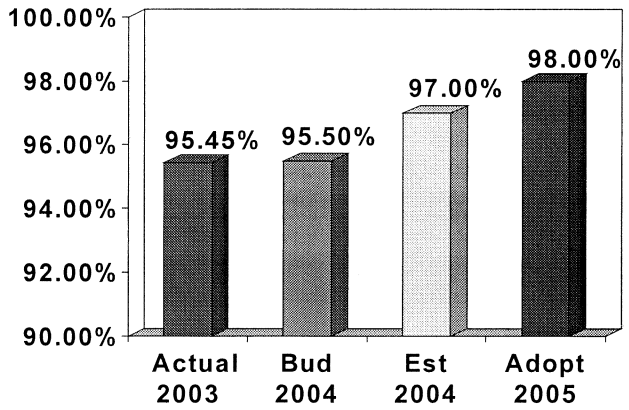
STREET MAINTENANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$10,748,219	$10,889,661	$10,821,648	$11,834,556
CONTRACTUAL SERVICES	3,892,200	4,226,625	3,335,545	5,467,609
COMMODITIES	10,105,338	7,411,978	8,357,134	8,031,768
OTHER EXPENDITURES	566,246	1,085,592	1,085,592	1,374,787
CAPITAL OUTLAY	35,920	1,875,830	1,875,830	0
TRANSFERS	10,161,001	9,122,881	8,962,881	7,734,319
TOTAL EXPENDITURES	**$35,508,924**	**$34,612,567**	**$34,438,630**	**$34,443,039**
AUTHORIZED POSITIONS	**339**	**311**	**311**	**311**
FULL-TIME EQUIVALENTS	**331.00**	**311.00**	**311.00**	**311.00**

RIGHT OF WAY MANAGEMENT FUND EXPENDITURES BY CHARACTER

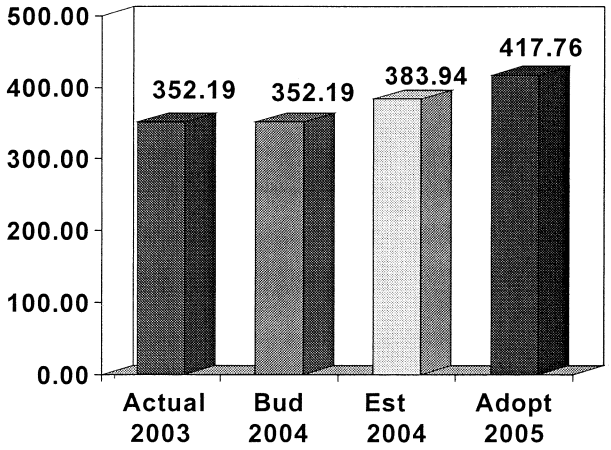
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$702,044	$832,935	$823,055	$857,213
CONTRACTUAL SERVICES	108,160	209,258	115,266	130,531
COMMODITIES	28,309	81,972	63,131	62,976
OTHER EXPENDITURES	2,631	2,631	2,631	5,525
CAPITAL OUTLAY	23,758	1,200	179,097	0
TRANSFERS	4,386	29,126	344,226	25,000
TOTAL EXPENDITURES	**$869,288**	**$1,157,122**	**$1,527,406**	**$1,081,245**
AUTHORIZED POSITIONS	**20**	**20**	**20**	**20**
FULL-TIME EQUIVALENTS	**20.00**	**20.00**	**20.00**	**20.00**

PERCENT OF POTHOLES REPAIRED WITHIN 48 HOURS



✓The percent of potholes repaired within 48 hours is increasing through improved tracking and closure of requests.

LANE MILES RECEIVING MAINTENANCE



✓Represents the total lane miles of Contractual and City Force street resurfacing and rehabilitation. Adopted FY 2005 includes an additional 18.35 miles associated with a $1 million improvement added to contractual street maintenance.

PROGRAM INFORMATION

The Storm Water Utility of Public Works, which is funded by the Federally authorized Storm Water Fee and through participation in the Regional Storm Water Management Program with a fee in lieu of on-site detention, performs the following primary functions:

- Administration – Direction and planning
- River Maintenance – Channel De-silting/Natural creekway maintenance/concrete structure maintenance
- Vegetation Control – Mowing/Herbicide Applications/Tree Maintenance/Wildflower Program
- Street Cleaning – Street Sweeping/Graffiti Removal/Event Cleanups
- Tunnel Operations – Operation and Maintenance of Tunnels, Dams, High Water Detection System
- Engineer Design – Project specific solutions
- Engineering Management – Regional Storm Water Management Program
- Engineering Review – Development/CIP, MPO, and Special Projects
- Floodplain Management – 100-year Floodplain/Ultimate Development Floodplain

The Storm Water Utility ensures compliance with the eleven program requirements associated with the City's Texas Pollutant Discharge Elimination System (TPDES) permit. It is also tasked with the operation of the Municipal Separate Storm Sewer System (MS4). The Utility, in addition to design and review of public and private storm water infrastructure plans, participates in the master planning effort for the five major watersheds within the region. This includes implementing regional flood control facilities, engineering regional storm water facilities and floodplain management and administration.

GOALS & OBJECTIVES

To establish a performance based schedule for the operation of the City's inventory of lakes, streams, basins, dams, tunnels, and storm water systems. To continue to execute the tasks required for compliance with the City's TPDES permit and the Storm Water Compliance for Construction Activities Ordinance. To participate in the development of a comprehensive watershed approach to plan and implement regional storm water facilities. To perform all functions with a focus on quality; customer needs and expectations; and the effective protection of the public's investment in the City's infrastructure.

- To perform all services in a "Customer First" manner to meet the needs of the citizens
- To utilize an employee incentive program to continue to improve the safety and quality of life for our citizens
- To operate and manage the storm water infrastructure through comprehensive watershed management
  - Implement the operational planned maintenance programs
  - Continue to implement specific watershed master plans as available data and funding permits
  - Cooperate in a regional effort to operate and maintain storm water data collection and warning devices.
  - Continue to evaluate, consider and pursue all available resources for improved management of the regional and local storm water infrastructure.
  - Continue mapping and development procedures for assessment of the storm water infrastructure.
  - Continue to facilitate orderly development using the drainage ordinances as adopted in the Unified Development Code.
- To maintain the requirements of the TPDES Permit through performance based services and zero-based budget procedures.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Public Trust and Awareness – Continue Downtown Improvements**					
	To operate and manage the storm water infrastructure through comprehensive watershed management	San Antonio River Channel Improvement Program - % maintained[1]	58%	54%	64%	64%
	Public Trust and Awareness of Citizens – Improve Customer Service					
	Provide floodplain information to citizens on request	No. of floodplain location checks provided	1,753	1,900	1,600	1,568
Financial	**Innovative and Proactive City Government – Leverage Other Funding Sources**					
	To maintain the storm water infrastructure in a financially responsible manner	No. of hours worked by volunteers and restitution workers through the Storm Water Utility Volunteer Program	6,898	7,300	15,000	16,000
	Citizens' Well-being and Human Potential – Provide Accountability to Public					
	Provide storm water reviews for municipal infrastructure capital improvements	No. of municipal infrastructure capital improvement project reviews performed by Storm Water Engineer Watershed Teams	143	190	195	200
Internal Processes	**Sustainable and Attractive Community – Maintain Existing Infrastructure**					
	Maintain the requirements of the Texas Pollutant Discharge Elimination System Permit through performance-based services	Street cleaning - tons collected per gutter mile	0.26	0.33	0.26	0.25
	To operate and manage the storm water infrastructure through comprehensive watershed management	River channel and parkway maintained. No. of acres maintained [2]	19,294	17,100	21,910	23,910

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	**Sustainable & Attractive Community – Improve Human Development Programs**					
	Provide for orderly development and redevelopment through wholistic watershed management	No. of hours spent on floodplain management and regional storm water management program implementation performed by Storm Water Engineering Watershed Teams[3]	16,240	20,800	17,500	18,100
Employee Learning &	**Citizens Well Being & Human Potential – Improve Employee Services**					
	To utilize an employee incentive program to continue to improve the safety and quality of life for our citizens	Safety Award Program – % of Employees Receiving Safety Awards	85%	89%	87%	89%

EXPLANATORY INFORMATION

1 Estimated FY 04 numbers take into account work to be accomplished by U.S. Army Corp of Engineers' contractor to repair July 2002 flood damage.

2 Significant increase in Estimated FY 04 and Adopted FY 05 numbers are a result of new equipment, receipt of much needed zero-turn mowers for median crew and a re-alignment within Storm Water operations, which will increase operations efficiency.

3 Measure reflects coordination with Development Services, evaluating floodplain development permits and requests for participation in the City's Regional Storm Water Management Program, as well as participating in the development of regional watershed masterplans.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$255,878**

UNIFORM REDUCTION

This ***reduction***, totaling $4,713 for the Storm Water Operating Fund, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

PROGRAM CHANGES CONTINUED

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This ***reduction*** will result in a net savings totaling $251,165 to the Storm Water Operating Fund and the Regional Facilities Fund in FY 2005. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

♦ **IMPROVEMENTS** **$478,629**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement***, totaling $288,513, will provide a market adjustment and performance pay incentive for eligible employees included in the Storm Water Operating and Regional Facilities Fund budgets. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

CERTIFICATION PAY PILOT PROGRAM

This ***improvement***, totaling $4,436 in FY 2005, will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

FLOOD BUYOUT IMPROVEMENT

This ***improvement*** addresses addition funds necessary to provide required maintenance for the properties the City will purchase as part of the Flood Buyout Program. These properties are being purchased using the Storm Water Regional Bond funds. This improvement will provide funding for an annual services contract with a private contractor to provide maintenance. This will include cutting and trimming of vegetation, as well as the removal of small debris as needed in order to maintain the properties within established City Codes. The cost of this improvement will total $85,680 in FY 2005.

PROGRAM CHANGES CONTINUED

RATE STUDY IMPROVEMENT

The current City of San Antonio storm water user fee was established by ordinance in May 1993 as a funding mechanism to implement comprehensive storm water management programs to improve surface water quality, to enhance flood carrying capacities of waterways, and to operate and maintain the Municipal Separate Storm Sewer System (MS4). The City services funded by this user fee support the unfunded federal mandates of the Clean Water Act (Texas Pollutant Discharge Elimination System permit) and the National Flood Insurance Program. The current rate structure consists of four customer classifications with fourteen tiers. Each of the fourteen tiers uses parcel size as the billing determinant which is not a true measure of storm water runoff impact to the MS4. The proposal is to obtain a professional service contract to restructure City of San Antonio storm water user fee to be based on land cover and land use. This approach is a more widely accepted measure of runoff impact and therefore, provides a more equitable user fee. This study analyzes the current program, policies, and priorities; cost of service; and organizational issues; develops a rate structure that satisfies program priorities through adequate cash flow and assist in the development of the rate ordinance; develops a master account file system and billing system to include customer service; and develops a general plan for implementing and executing the revised rate structure to include public education. On August 2, 2004, the Committee of Seven directed the Bexar Regional Watershed Management to initiate a rate structure study for the region. This ***improvement*** will total $100,000 in FY 2005 and will utilize both internal and external resources for funding.

♦ **MANDATES** **$13,861**

LANDFILL DISPOSAL FEE

This ***mandate*** addresses the added costs of disposing of waste materials generated by storm water maintenance operations under terms of the City's solid waste disposal contract. The increased costs of this mandate will total $13,861 in FY 2005.

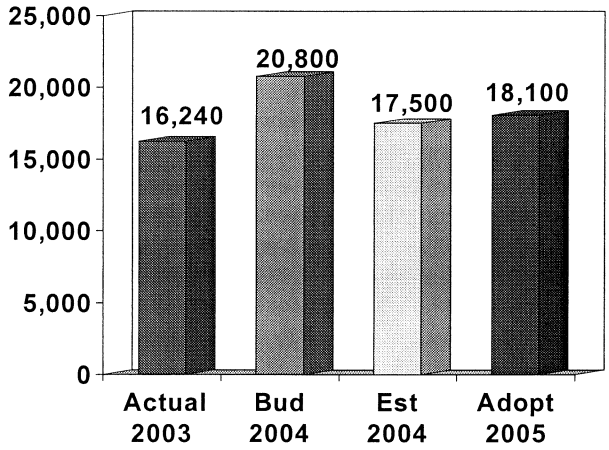
STORMWATER OPERATING FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$9,064,291	$9,388,745	$9,609,870	$10,264,933
CONTRACTUAL SERVICES	5,804,283	5,894,670	5,744,087	6,887,090
COMMODITIES	1,551,939	1,533,088	1,384,273	1,599,089
OTHER EXPENDITURES	140,131	202,311	202,311	210,759
CAPITAL OUTLAY	390,888	276,500	273,068	32,600
TRANSFERS	2,943,694	4,424,108	4,762,832	4,419,621
TOTAL EXPENDITURES	**$19,895,226**	**$21,719,422**	**$21,976,441**	**$23,414,092**
AUTHORIZED POSITIONS	**300**	**274**	**274**	**274**
FULL-TIME EQUIVALENTS	**284.00**	**274.00**	**274.00**	**274.00**

REGIONAL STORMWATER FACILITIES FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$467,727	$537,038	$502,539	$566,999
CONTRACTUAL SERVICES	33,843	52,696	55,460	62,968
COMMODITIES	21,797	16,324	28,952	20,000
OTHER EXPENDITURES	60,367	3,736	3,736	5,972
CAPITAL OUTLAY	7,521	0	0	0
TRANSFERS	164,048	7,549,237	3,193,363	6,931,627
TOTAL EXPENDITURES	**$755,303**	**$8,159,031**	**$3,784,050**	**$7,587,566**
AUTHORIZED POSITIONS	**10**	**10**	**10**	**10**
FULL-TIME EQUIVALENTS	**10.00**	**10.00**	**10.00**	**10.00**

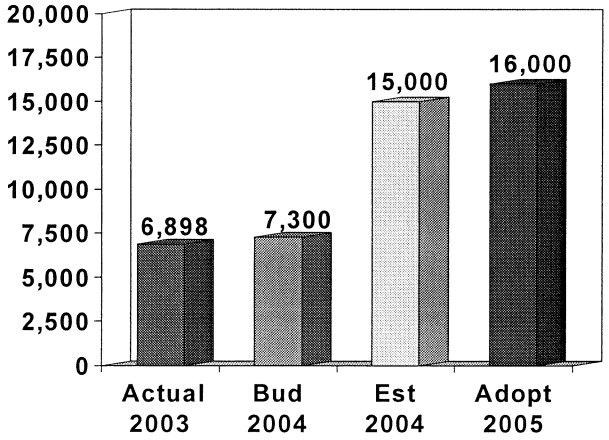
PERSON-HOURS SPENT ON STORM WATER, FLOODPLAIN, AND REGIONAL STORM WATER MANAGEMENT IMPLEMENTATION



✓The FY 2005 measure reflects person-hours spent by Development Services and Storm Water Engineering Watershed teams evaluating floodplain development permits.

✓The increased FY 2005 number is due to an anticipated increase in the participation of the City's Regional Storm Water Management Program.

NUMBER OF HOURS WORKED IN STORM WATER UTILITY VOLUNTEER PROGRAM



✓The number of hours worked by volunteers and restitution workers is expected to increase in estimated FY 2004 and Adopted FY 2005 due to additional Graffiti Wipe-Out events and a $25,000 improvement for FY 2005.

PROGRAM INFORMATION

This Public Works Division manages twenty-five parking facilities in the downtown area. These include structures such as the Central Library, HemisFair, Marina, Mid-City, and Riverbend garages as well as many surface lots. This Division also installs and maintains all parking meters, enforces downtown parking regulations and manages retail office space in the garages. Several lease agreements with State and Federal government owned parking lots are also coordinated through this division. Other activities such as the city employee car-pools program, commercial and residential decals are also administered by this division.

GOALS & OBJECTIVES

- Construction, improvement and renovation of parking facilities:
  - Complete installation of new revenue control equipment for the Mid-City, Riverbend and Marina Garages.
  - Paint the interior of the Mid-City Garage.
  - Complete rehabilitation of the elevators at the parking garages: Phase I: Mid-City Garage, Phase II: Riverbend Garage; Phase III: Marina Garage.
  - Plan for new signage and aesthetic enhancements to the Market Square and Dolorosa Lots.
- To provide the public with convenient, safe, and affordable parking within the downtown area.
- Negotiate retail leases and parking agreements with downtown businesses.
- Utilize a certified instructor to provide specialized training, thus ensuring a competent and efficient work force.
- To generate revenues sufficient to recover the cost of the Parking System.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Strengthen Convention/Tourist Industry**					
	To provide the public with convenient, safe, and affordable parking within the downtown area	No. of garage spaces available	4,051	4,051	4,051	4,051
		No. of lot spaces available	4,383	4,383	4,383	4,450
		No. of meters available[1]	2,124	2,124	2,100	2,100
Financial	**Innovative and Proactive City Government**					
	To generate revenues sufficient to recover the cost of operations	Garage and lot net operating income per space[2]	$379.20	$420.05	$447.17	$477.84
		Parking meter net operating income per meter[2, 3]	$397.75	$438.17	$464.48	$471.13
Internal Processes	**Innovative and Proactive City Government**					
	Implementation of the Organizational Review Performance Plan to maintain accountability to the public	No. of field audits conducted by supervisors of parking attendants	N/A	N/A	242	270
Employee Learning & Growth	**Innovative and Proactive City Government**					
	Utilize a safety specialist to provide training to promote an accident free workplace	No. of preventable motor vehicle or personal injury accidents resulting in a claim	N/A	N/A	4	3

EXPLANATORY INFORMATION

1 Estimated FY 2004 and Adopted FY 2005 numbers reflect street closures for La Quinta Project of 24 meters. Assumes no additional meter locations.
2 Operating income is before debt service and transfers.
3 Parking Meter Revenue in FY 2004 estimated higher than Revised Budget due to parking meter rate increases occurring in October 2003.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$81,375**

EMPLOYEE UNIFORM INITIATIVE

This ***reduction***, totaling $2,185, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

REDUCE OVERTIME BUDGET

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of the analysis, the Parking section will be able to reduce their overtime budget by ten percent, or a total of $70,000 in FY 2005.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This ***reduction*** will result in a net savings totaling $9,190 to the Parking Fund in FY 2005. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

- **IMPROVEMENTS** **$218,282**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement***, totaling $102,213, will provide a market adjustment and performance pay incentive for eligible employees included in the Parking Fund budget. The market adjustment, effective October, 2004, would be distributed to eligible employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

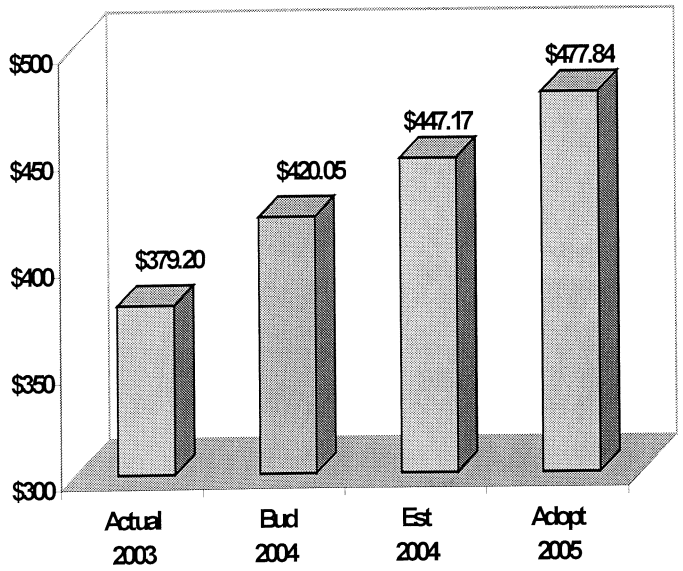
FRIO STREET LOT

This ***improvement*** will construct and operate a Parking Lot located at 329 Frio Street which is currently a vacant lot in front of the City of San Antonio Purchasing Department's automotive operations. This lot will consist of 67 spaces and generate approximately $45,240 in revenue at 6 months and $90,480 (net of sales taxes) annually to the General Fund. This improvement includes two part-time Parking Attendant positions in the Parking Division along with associated operating expenses of $18,824 and a one-time expense of $97,245 which includes site preparation and overlay of the parking lot for the first year at 6 months and a recurring annual expense of $28,623. This improvement will not create any added cost to the Parking Fund in FY 2005 since the two part-time Parking Attendant Positions and expenditures will be reimbursed through a transfer from the general fund. The cost of this improvement in FY 2005 will total $116,069.

PARKING OPERATING AND MAINTENANCE FUND EXPENDITURES BY CHARACTER

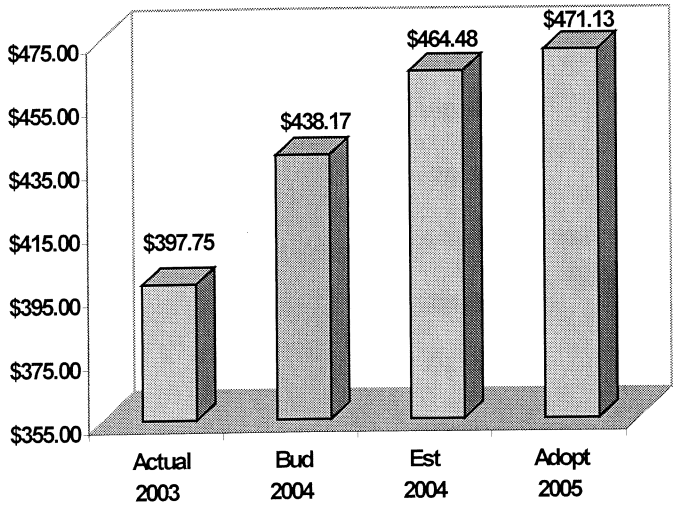
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$3,071,140	$3,250,166	$3,243,708	$4,072,113
CONTRACTUAL SERVICES	1,198,264	1,068,978	1,203,776	1,176,004
COMMODITIES	54,727	225,650	228,723	286,505
OTHER EXPENDITURES	83,642	93,199	310,000	86,127
CAPITAL OUTLAY	1,323	3,000	3,000	0
TRANSFERS	4,801,992	5,025,585	5,562,190	4,873,940
TOTAL EXPENDITURES	**$9,211,089**	**$9,666,578**	**$10,551,397**	**$10,494,689**
AUTHORIZED POSITIONS	**123**	**124**	**124**	**140**
FULL-TIME EQUIVALENTS	**109.50**	**110.50**	**110.50**	**125.50**

GARAGE AND LOT NET OPERATING INCOME PER SPACE



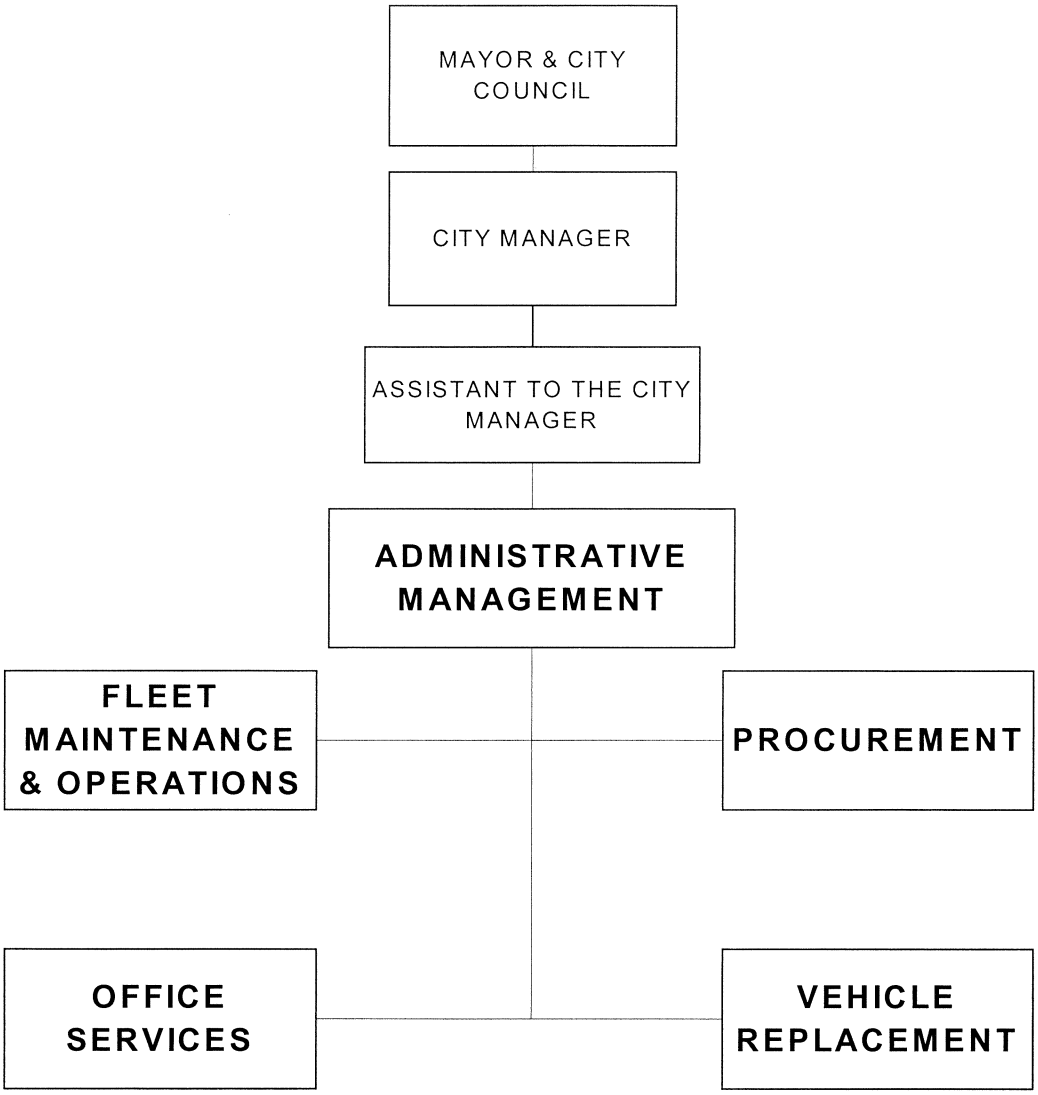
- ✓ The Garage and Lot Net Operating income per space is increasing from Est. 2004 to Adopted 2005 to account for debt service and transfers.
- ✓ There are 4,051 garage and 4,450 lot spaces in the parking system.

PARKING METER NET OPERATING INCOME PER METER



- ✓ The Parking Meter net operating income per meter takes into account 2,100 meters throughout downtown San Antonio

PURCHASING & GENERAL SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
Internal Service Fund	219.00	$27,866,087
Equipment Replacement & Renewal Fund	0.00	22,324,506
Total Funding	**219.00**	**$50,190,593**

MISSION STATEMENT

The mission of the Purchasing & General Services Department is to provide high quality, low cost support services to City departments and outside governmental agencies to achieve maximum efficiency of services and accountability of costs in the areas of vehicle fleet maintenance, printing, office and mail services, and procurement of goods and services. The department will provide for the availability of funds for the acquisition and replacement of vehicles in the fleet on a scheduled basis.

PROGRAM INFORMATION

The Purchasing Department provides support services on a charge-back basis to other City Departments, as well as other governmental agencies. Responsibilities include the management of departmental fiscal operations; centralized procurement of services, supplies and equipment for all City activities; printing and reproduction services; mail services; central management of office supplies; acquisition, replacement, and maintenance of the City's vehicle and heavy equipment fleet; fuel operations and management of a centralized motor pool.

GOALS & OBJECTIVES

- Procure products and services at the best price, best value, and quality in a timely fashion with maximum opportunities for Small, Minority- and Women-owned businesses, in accordance with City Council policies.
- Decrease processing time for all bids.
- Increase opportunities for participation in the Small Business Economic Advisory Program and achieve departmental goals for awarding contracts to underutilized businesses.
- Pursue E-Commerce opportunities in the procurement process.
- Develop purchasing operating procedures for staff utilization.
- Measure supplier performance scorecards for annual contracts.
- Conduct customer service survey to validate annual contracts.
- Expand Purchasing Card Program to maximize participation.
- Coordinate citywide adherence to standards for purchasing and disposition of equipment.
- Maintain participation in the development of a citywide contracting initiative with Asset Management and the City Attorney's Office.
- Align current business processes with best practices to prepare for the implementation of ERM.
- Support City departments by providing printing, mail services and office supply management in an efficient, convenient and cost-effective manner.
- Continue and streamline the process of printing and office supply management.
- Measure overall satisfaction through a customer service survey.
- Seek greater efficiency in mail processing.
- Assess and implement a citywide document strategy in an effort to reduce cost, expand services and increase efficiency.
- Increase city, county and other agency participation in the consolidation of printing services by promoting cost savings and outstanding customer service.
- Continue employee ID program.

GOALS & OBJECTIVES CONTINUED

- Support City departments by providing quality fleet services and customer satisfaction while addressing air quality and environmental issues.
  - Provide City Departments with vehicle maintenance and repairs at the lowest possible cost.
  - Measure overall satisfaction through a customer service survey.
  - Continue air quality inspection and maintenance programs.
  - Continue to explore the use of alternative fuels and vehicles in City operations.
  - Provide the use of a Shuttle Service from Motor Pool on an as needed basis.
  - Continue to enhance automated system capabilities to provide better control of inventory, vehicle fleet availability and management of mechanic hours and productivity.
  - Review Fleet Maintenance & Operations contracts to ensure vendor compliance and maximize service delivery from outside contractors.
  - Research, develop and review specifications on vehicles and equipment in order to utilize more efficient automotive technology to reduce maintenance repair costs.
  - Continue to provide positive incentives for mechanics that obtain Automotive Service Excellence (ASE) certifications and/or fleet maintenance training.
  - Monitor Parts and Fuel operations to maximize the integrity of physical inventories and minimize the cost of operations.
  - Coordinate vehicle acquisition and disposition.
  - Expand Motor Pool Operations.
  - Implement the integration of Faster (Fleet Maintenance Software) into ERM.
- Support, analyze, and monitor departmental operations.
  - Complete and centralize departmental billing with integrity and accountability.
  - Process Accounts Payable and Accounts Receivable in a timely fashion.
  - Encourage staff development through City-offered continuing education.
  - Continue to develop strategies for cost-saving measures.
  - Coordinate budget process.
  - Develop and implement contract compliance program.
  - Strategically implement vehicle replacement parameters.
  - Monitor vehicle replacement program for maximum utilization.
  - Coordinate vehicle acquisition and disposition.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Procure products and services at the best price, best value, and quality in a timely fashion	Avg. Time to Process Informal Bids (days)	15	14	14	14
		Avg. Time to Process Formal Bids (days)	55	55	54	54
	Support City Departments by providing printing, mail services, and office supply management in an efficient, convenient and cost-effective manner	% of Work Orders Completed in Less Than Eight Hours	36%	53%	63%	65%
		Quality of Service – % of Central Stores Customer Satisfaction Rated Good or Excellent[1]	90%	93%	88%	90%
Financial	**Improve Environmental Efforts**					
	Expand the use of alternative fuels & reduce usage of regular fuels within the City's fleet.	No. of Vehicles & Equipment Using Alternative Fuels & Hybrid Vehicles[2]	241	396	260	260
	Continue the air quality inspection and maintenance programs	No. of "Five Gas Tests" Performed on City Vehicles[3]	1,842	2,050	2,000	2,000
	Provide Accountability to the Public					
	Provide City Departments with vehicle maintenance at the lowest possible cost	Avg. Cost of Car/Light Truck Oil Change[4]	$16.30	$16.45	$16.77	$17.00
		Avg. Maintenance Cost per Mile – Police Cars (ICMA measure)[5]	$0.21	$0.16	$0.19	$0.19
	Increase opportunities for participation in the Small Business Economic Advisory Program	% of Total Dollars Awarded to AABEs	1.4%	3.0%	1.4%	3.0%
		% of Total Dollars Awarded to MBEs	11.5%	15.0%	13.5%	15.0%
		% of Total Dollars Awarded to WBEs	9.56%	10.00%	13.00%	10.00%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	**Innovative and Proactive City Government**					
	Expand the Purchasing Card Program	No. of Transactions on Purchasing Card	10,483	8,000	9,280	9,300
		Total Dollars Spent by Using Purchasing Card (millions)[6]	$1.656	$1.552	$1.438	$1.560
		Avg. Dollars per Transaction for Purchasing Card	$158	$194	$155	$167
	Support City departments by providing quality fleet service and customer satisfaction while addressing air quality and environmental issues.	Avg. Age of Fleet in Replacement Program-Police Vehicles (months)	21	22	20	20
		Avg. Age of Fleet in Replacement Program-Other Vehicles (months)	46	48	50	54
		Fleet Availability (ICMA Measure)[7]	93%	93%	93%	93%
		% of City Fleet in Replacement Program[8]	74.0%	75.0%	74.0%	74.6%
		Quality of Service - % Auto. Maintenance Rated Good or Excellent	N/A	88%	88%	88%
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Continue to provide positive incentives for mechanics that obtain automotive service excellence (ASE) certifications and/or fleet maintenance training	No. of Mechanics with ASE Certifications	8	24	15	16
		No. of Master Mechanics (minimum of Seven ASE certifications required)	3	8	5	5

EXPLANATORY INFORMATION

[1] Customer service questionnaires completed March 2004.

[2] Actual numbers for FY 2003and FY 2004 were lower due to supply of propane vehicles being discontinued by the market.

[3] FIVE - gas testing started in January 2004. The five gas tests are testing for the following emissions: Oxygen, Carbon Dioxide, Carbon Monoxide, Hydrocarbon and NOX.

[4] The City's average is still below the market cost, currently estimated at $25.66. Over budget due to increase in fuel prices.

[5] Calculation matches ICMA computation. Reported ICMA average for FY 2001 is $0.21 per mile.

[6] In FY 2003 the Purchasing Card projections anticipated much higher participation than achieved due to budget reductions. Additional departments are forecasted to participate in FY 2004. ERM is encouraging use of P Card with SAP.

[7] Yearly average % of vehicles available for use, for all causes. ICMA average is 94% for cities over 500,000.

[8] This is based on the total number of City Vehicles and equipment.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$42,189**

REDUCE OVERTIME

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of this analysis, the Purchasing Department will be able to reduce their overtime budget by ten percent, or a total of $3,700 in FY 2005

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This ***reduction*** will result in net savings totaling $33,787 to the Department. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

EMPLOYEE UNIFORM INITIATIVE

This ***reduction*** totaling $4,702 will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

- **MANDATES** **$130,000**

OIL – WATER SEPARATOR MANDATE

This ***mandate*** provides for the installation of an oil/water separator in order to handle and release products that may be released into a floor drain in an automotive shop environment. The oil/water separator will filter all products heavier than water and prevent flow into the sewer system. The total one-time costs of this mandate in FY 2005 will be $30,000.

PURCHASING – ULTRA LOW SULFUR FUEL

This ***mandate*** provides for the use of ultra low sulfur fuel, which is a cleaner burning fuel, for the City's fleet. The City's diesel fuel contract will incorporate specification for the purchase of Texas Low Emission Diesel, which will be available by the end of this year for use by local contract participants. The total recurring costs of this mandate in FY 2005 will be $100,000.

- **IMPROVEMENTS** **$307,185**

WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** totaling $234,117 will provide a market adjustment and performance pay incentive for eligible employees included in the Purchasing and General Services Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

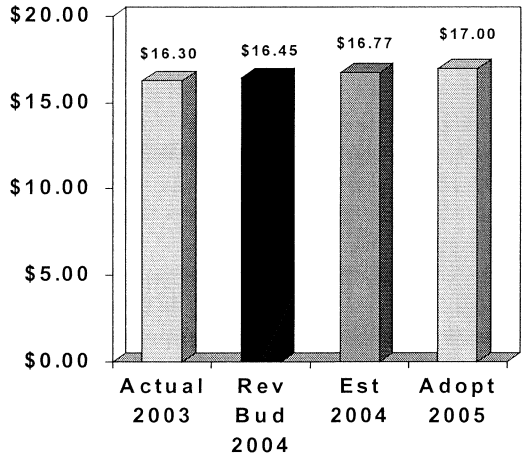
CERTIFICATION PAY PILOT PROGRAM

This proposed ***improvement*** totaling $73,068 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

PURCHASING & GENERAL SERVICES FUND EXPENDITURES BY CHARACTER

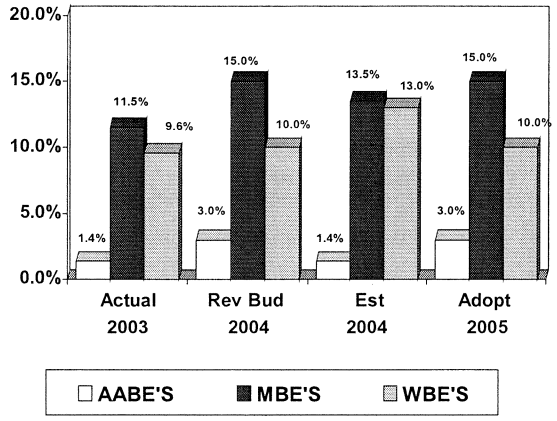
	ACTUAL 2002-2003	REVISED BUDGET 2002-2003	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$7,665,601	8,853,218	7,963,039	$9,034,253
CONTRACTUAL SERVICES	1,456,959	1,474,970	1,360,067	1,874,943
COMMODITIES	161,475	212,989	194,444	264,063
OTHER EXPENDITURES	189,142	215,196	224,609	251,472
CAPITAL OUTLAY	135,131	0	270	148,500
INVENTORIES	16,063,535	15,616,448	16,150,720	15,415,305
TRANSFERS	680,047	1,117,211	1,098,126	877,551
TOTAL EXPENDITURES	**$26,351,890**	**$27,490,032**	**$26,991,275**	**$27,866,087**
AUTHORIZED POSITIONS	**220**	**219**	**219**	**219**
FULL-TIME EQUIVALENTS	**220.00**	**219.00**	**219.00**	**219.00**

AVERAGE COST OF CAR/ LIGHT TRUCK OIL CHANGE



- ✓ Calculation of the cost of an oil change includes labor, oil and oil filter.
- ✓ The City's average is still below the market cost, currently estimated at $25.66.

PERCENTAGE OF TOTAL DOLLARS AWARDED TO AABE'S, MBE'S AND WBE'S



- ✓ AABE's represent African American Business Enterprises
- ✓MBE's represent Minority Business Enterprises
- ✓WBE's represent Women Business Enterprises

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2005

♦ Accrued Annual, Personal & Sick Leave **$266,247**

This amount represents the General Fund portion of FY 2005 estimated liability for payment of accrued annual, personal and sick leave.

♦ Street Lighting Energy Charges **$10,325,700**

♦ Traffic Signal Light Energy Charges **$800,000**

These budgets provide for the energy costs of the traffic signals and the energy costs and equipment amortization of street lighting.

♦ Professional Fees **$1,619,864**

This budget provides for fees paid to arbitrators to conduct hearings arising from grievances filed under the collective bargaining agreements with the San Antonio Police Officers Association and the San Antonio Professional Firefighters Association. The City Manager's Management Assistant program is also funded in this activity. The budget also includes fees paid for language skills testing to determine employee eligibility for monthly language skills pay.

♦ Bexar County Detention Contract **$200,000**

The amount represents the payment by the City to the Bexar County Jail for housing Class C Misdemeanor violators after magistration.

♦ Outside Auditor Contract **$387,288**

This budget provides for the independent audit of the City's financial records.

♦ Sales Tax Collection Expense **$3,011,735**

This budget contains the estimated administrative fee charged by the State Comptroller for collection of the local sales tax. The amount charged is two percent of the revenue collected. In addition, the City contracts with a local law firm to collect delinquent property taxes.

♦ PC Lease Program **$302,367**

This budget includes funds to provide for the third year lease costs of desk-top computers and associated software licenses charges. The PC Lease Program is administered by the City's Information Technology Services Department and allows computers to be replaced on a three-year cycle.

♦ Reserve for Fringe Benefits Adjustments **$528,603**

This budget includes the annual requirement under state law for the City to fund annual cost-of-living increases for pre-1971 retired police officers and firefighters. A reserve amount is also included to offset potential additional liabilities for unemployment compensation.

♦ Police and Fire Promotional Assessment Centers **$630,250**

Under the terms of the respective 1995 collective bargaining agreements with the San Antonio Police Officers Association and the San Antonio Professional Firefighters Association, validated examinations and assessment centers must be used as part of promotional examinations for certain positions. Under these agreements, the services of outside consultants must be acquired to prepare validated promotional examinations and administer the assessment centers.

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2005

♦ Reserve for Salary Adjustments **$6,539,530**

The FY 2005 Adopted Budget provides a civilian compensation package that includes a market salary adjustment and performance pay to eligible employees. The combined cost is $4.6 million in the General Fund and a total of $8.4 million for all funds. The market salary adjustment, effective in October 2004, would be distributed to civilian full-time and part-time employees with annual salaries as follows: Employees with $40,000 annual base salary and below would receive a 3% salary increase. Employees with an annual base salary above $40,000 would receive a 2% salary increase. The FY 2005 Adopted Budget includes an equivalent of 2% of civilian salaries totaling $2.3 million for all funds and $1.3 million in the General Fund. In addition, a General Fund reserve has been allocated for full-year funding of this incentive in FY 2006. To reward employees who routinely demonstrate exemplary performance, all eligible civilian City employees with at least one year of service (who have been on the City's payroll with as of October 1, 2003) will also be able to receive performance pay targeted for May 2005. Additionally, the FY 2005 Adopted Budget includes $500,000 to address reclassification and regrade issues in certain job classifications and $162,687 in the General Fund and $291,571 in all funds to cover the costs of a certification pay pilot program.

♦ Lease of Office Space **$1,762,804**

This budget consolidates the annual space rental of several General Fund departments, including Police, Health, and Community Initiatives. Also included in this amount is $1.763 million for a full year's rental costs for the Development and Business Services Center.

♦ Association Dues **$665,513**

This amount provides for the annual membership dues for associations to include the Alamo Area Council of Governments, Texas Municipal League, National League of Cities, Austin-San Antonio Corridor Council, Public Technology, Inc., the Free Trade Alliance, the TEX-21 collaborative and the San Antonio Mobility Coalition.

♦ Downtown Improvement District **$77,650**

The FY 2005 Adopted Budget includes $75,500 to cover the City's assessment for participating in the Public Improvement District (PID) for downtown San Antonio, approved by the City Council in April 1999.

♦ Economic Development Initiatives **$35,000**

The FY 2005 Adopted Budget includes funds to promote San Antonio as a location for businesses to move or expand their operations.

♦ San Antonio Housing Authority Lighting **$8,300**

This amount will finance the monthly charges assessed by City Public Service for street lighting at four San Antonio Housing Authority (SAHA) projects. These expenditures will be reimbursed by SAHA as per the City's agreement with SAHA.

♦ Council Chamber Operations & Maintenance **$55,614**

This budget represents the non-personal services costs of supporting the operation of the City Council Chamber and associated equipment. Recurring costs for operating the telephones, fax machines, public address system and copying machines associated with the Council Chamber are included.

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2005

♦ Council City Hall & Constituent Offices Reserve **$830,900**

These funds consist of election year capital dollars budgeted for computers and furniture for each Council District and the Mayor's Office. In addition, because it is an election year, the FY 2005 operating budgets for each Council district and the Mayor's Office have been split. Funding for the post-election months of FY 2005 (June through September) have been set aside in the Non-Departmental budget.

♦ Palo Alto Pool Maintenance **$49,000**

This budget provides funding for a contractual agreement with Palo Alto College to provide pool maintenance at the Natatorium on campus.

♦ Bexar Appraisal District **$2,067,756**

This budget is the estimated City share of the Bexar Appraisal District annual budget for FY 2005. The cost for a participating entity is based on its pro-rata share of the most recent prior year actual overall tax levy.

NON-DEPARTMENTAL/NON-OPERATING

	ACTUAL 2002-2003	REV. ADOPTED 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
Accrued Annual, Personal and Sick Leave	$53,137	$266,247	$266,247	$266,247
Street Lighting Energy Charges	10,866,230	10,167,221	10,251,058	10,325,700
Traffic Signal Light Charges	1,205,851	963,050	1,163,050	800,000
Professional Fees	1,178,870	580,719	580,697	1,619,864
Bexar County Detention Contract	1,750	200,000	200,000	200,000
Outside Auditor Contract	315,288	387,288	387,288	387,288
Sales Tax Collection Fees	2,758,915	2,961,268	2,917,500	3,011,735
PC Lease Program	0	302,367	302,367	302,367
S.A. City Employee Star Program	14,345	0	0	0
Reserve for Fringe Benefits Adjustments	514,580	597,580	597,580	528,603
Police Assessment Center	145,772	254,625	254,625	372,625
Fire Assessment Center	80,080	139,625	139,625	257,625
Reserve for Salary Mkt. Adj. & Performance Pay	0	3,403,790	0	6,539,530
Lease of Office Space	1,799,997	1,737,624	1,737,624	1,762,804
Association Dues	537,781	665,513	665,513	665,513
Downtown Imp. Dist./PID Assessment	75,500	75,500	75,500	77,650
Economic Development Initiatives	26,624	22,000	22,000	35,000
SAHA Lighting	7,470	6,125	6,125	8,300
Council Chamber Operations & Maint.	87,647	30,130	30,130	55,614
Council City Hall & Constituent Offices Reserve	0	0	0	830,900
Palo Alto Pool Maintenance	49,000	49,000	49,000	49,000
Bexar Appraisal District	1,932,927	1,998,355	2,003,162	2,067,756
TOTAL	**$21,651,764**	**$24,808,027**	**$21,649,091**	**$30,164,121**

ONE-TIME PROJECTS HIGHLIGHTS - FY 2005

- **Mayor and City Council District Human Development Services Fund** **$330,000**

Included in the FY 2005 Adopted Budget are funds that would allow the Mayor to have $30,000 and each Council District to have a total of $30,000 each available to support human development programs such as senior services, childcare programs, youth services programs, scholarship programs and job training programs.

- **San Antonio Military Initiative (BRAC)** **$75,000**

The FY 2005 Adopted Budget includes funding to continue to support community efforts to protect military facilities and missions from the next round of military base closures.

- **Downtown West End & East End Corridor Revitalization Plan** **$150,000**

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

- **Downtown Strategic/Master Plan** **$50,000**

The FY 2005 Adopted Budget includes $50,000 to fund a Downtown Strategic/Master Plan. This plan would focus geographically on the Downtown central business district and would address long-term visioning for downtown businesses, the visitor industry, convention facilities and services, downtown assets including historic facilities, downtown housing, and for the expanded and enhanced River Walk. The Downtown Plan will be coordinated with two other Downtown-related plans: the Downtown West End and East End Corridor Revitalization Plans that have recommended funding totaling $150,000.

- **SATAI - SW Enterprise Regional Preparedness** **$500,000**

The FY 2005 Adopted Budget recommends applying $500,000 of the one-time CPS revenues toward supporting capital and operating expenses of the Southwest Enterprise for Regional Preparedness (SERP) in conjunction with the San Antonio Technology Accelerator Initiative (SATAI). The SERP program will continue to focus on leveraging San Antonio's unique technology assets to capture the economic development opportunities associated with improving the nation's homeland infrastructure. Specifically, SERP will facilitate the creation of new companies in San Antonio to create, manufacture, and sell the products and services developed out of these initiatives.

- **Hunger and Homelessness Initiative** **$297,304**

The FY 2005 Adopted Budget reinforces the City's strong commitment to address hunger and homelessness by recommending more than $11.2 million in General Fund and grant dollars toward this initiative. This allocation consists of $297,304 in one-time dollars for three enhancements to be funded out of the Department of Community Initiatives (DCI) and $1.1 million in services purchased through the Consolidated Human Development Services funds comprised on General Fund dollars and Emergency Shelter Grant (ESG) grant dollars. The remainder of ESG grant dollars are utilized to operate the City's homeless programs and facilities such as the Dwyer Avenue Center. The remaining $4.8 million of the allocation continues funding of the Senior Nutrition Program which provides persons, 60 years and older, with a nutritionally balanced noon meal in either one of 66 congregate settings or through homebound delivery service five days a week.

ONE-TIME PROJECTS HIGHLIGHTS - FY 2005

♦ General Fund Capital Outlay Acquisition Funds **$881,687**

The FY 2005 Adopted Budget includes $881,687 for General Fund Departments (including Street Maintenance and EMS) to be used to acquire additional and/or replacement Capital Outlay. Under the new procedures established in the FY 2004 Budget, these dollars will be allocated to departments on a pro-rata basis.

♦ CAFR Development and Other Professional Services Support **$90,000**

The FY 2005 Adopted Budget includes funding to secure outside professional resources for the completion of the City's CAFR in a timely manner as well as funding to utilize outside auditors to continue to evaluate and standardize cash handling policies and procedures across the City organization.

♦ Indirect Cost Plan Professional Services Support **$50,000**

Included in the FY 2005 Adopted Budget are funds engage a consultant firm to assist the City in developing its annual Indirect Cost Rate Proposal.

♦ Consulting Services City Public Service Utility Issues **$100,000**

The FY 2005 Adopted Budget includes $100,000 to engage a consultant to assist in a review of City Public Service payment to the City.

♦ Bexar County Regional Mobility Authority **$500,000**

The FY 2005 Adopted Budget includes $500,000 to provide a loan to the Regional Mobility Authority (RMA) in Bexar County. The City's contribution would assist in providing the RMA with the initial start-up dollars necessary for administration and capital vital to this new local government entity. The loan would be repaid by the RMA in the future as toll revenue becomes available. The RMA was recently created through the joint efforts of Bexar County and the Texas Department of Transportation to implement regional mobility solutions including turnpike projects. The $500,000 would allow the City to become an investment partner to the RMA matching a $500,000 contribution from Bexar County.

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2005

♦ Criminal Justice Grant Projects **$45,971**

This amount provides the local match funds required for grants received through the State Criminal Justice division. Projects to be funded address crime prevention and increased security programs, juvenile programs, and other programs for law enforcement training and system improvement.

♦ Retired Employees Health Insurance Program **$2,675,159**

This transfer to the Employee Benefits Fund is required to fund the costs of providing medical benefits to civilian retirees.

♦ Diez y Seis Celebration **$15,000**

This appropriation provides support to the Diez y Seis de Septiembre holiday celebrations throughout the community.

♦ Streets Maintenance and Improvement Fund **$34,106,979**

This transfer provides the estimated General Fund requirement necessary to support the Streets Maintenance and Improvement Fund.

♦ Emergency Medical Services Fund **$31,068,871**

The budget for this account represents the General Fund subsidy required to support operations of the Emergency Medical Services System.

♦ Parking Facilities Fund **$442,274**

These funds provide the General Fund subsidy required to support operations of the parking meter enforcement activity which is budgeted in the Parking Fund.

♦ Arson Information Reward Program **$500**

This transfer budget was established by City Ordinance # 77174 as an arson information reward account with a minimum of $250 for information leading to the conviction of any person(s) who commit arson in the City. The additional $250 added to the original amount is to comply with the State requirements that arson reward programs be funded at a minimum of $500.

♦ CASA San Antonio Program **$332,552**

This transfer is the General Fund contribution for the funding of the CASA San Antonio Program which currently provides staff support for offices located in Mexico City, Guadalajara, and Monterrey. These offices are responsible for promoting economic development and tourism for San Antonio. In addition to the General Fund contribution, primary support for this program comes from the Community & Visitor Facilities Fund.

♦ REACT Automobile Theft Prevention **$451,634**

This transfer represents the General Fund contribution for the REACT Automobile Theft Prevention Grant program administered by the state.

♦ Martin Luther King, Jr. Celebration Project **$15,000**

This appropriation continues the support of the Martin Luther King, Jr. Memorial City/County Commission to plan and coordinate a week-long celebration honoring the memory of Martin Luther King, Jr.

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2005

♦ Transfer to Human Development Services Grants **$3,983,139**

The amount shown here represents three General Fund-funded grant matches for three Human Development Services grants. First, the budget includes a $2.6 million grant match to the Comprehensive Nutrition Program. Second, the budget amount includes a $1.2 million match to the Child Care Support. Finally, the budget includes $140,987 in grant match to the Supportive Services for the Elderly Program.

♦ Transfer to ITSD Fund for Hardware/Software Maintenance **$336,134**

This transfers funds to the Information Technology Services Fund for hardware and maintenance costs associated with the Enterprise Resource Management System project.

♦ Transfer to Information Technology Services Fund **$515,152**

This transfer will be to reimburse the ITSD fund for contractual work performed for Municipal Courts to be paid for by proceeds from the Technology Fee.

♦ Transfer to Occupational Health Fund **$34,630**

This transfer will provide the Occupational Heath Fund with funds necessary to maintain a program balance in FY 2005.

♦ Transfer to Capital Improvements Reserve Fund **$700,000**

This transfer to the Capital Improvements Reserve Fund will set aside funds for the acquisition, renovation and furniture/fixture/equipment costs associated with the anticipated relocation of City resources next year to the SAWS Headquarters building.

GENERAL FUND TRANSFERS

	ACTUAL 2002-2003	REV. ADOPTED 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
Transfer to Arson Information Reward Program	$500	$500	$500	$500
Transfer to Occupational Health Fund	0	0	0	34,630
Transfer to STEP Program	0	5,663	0	0
Transfer to TxDot Police Grant	127,274	16,165	16,165	16,116
Transfer for Actuarial Report	0	14,000	0	0
Transfer for Dies y Seis Celebration	15,000	15,000	15,000	15,000
Transfer for Martin Luther King, Jr. Celebration	15,000	15,000	15,000	15,000
Transfer to Ascend Grant (Family Save Program)	40,000	20,000	20,000	20,000
Transfer to Criminal Justice Division Grant	7,204	45,971	45,971	45,971
Transfer to TIF Fund	152,031	0	0	0
Transfer to Capital Improvements Reserve Fund	331,044	575,000	575,000	700,000
Transfer to CASA Program	332,369	332,369	332,369	332,552
Transfer to Building Maintenance I & C Fund	0	0	0	400,000
Transfer to Parking Fund	446,391	411,564	411,564	442,274
Transfer to ERM (Hardware/Software Maintenance)	370,000	808,160	808,160	336,134
Transfer to Capital Improvement Program	314,377	0	0	0
Transfer to Auto Theft Prevention (ReACT) Grant	451,634	451,634	451,634	451,634
Transfer to Brooks City-Base	959,000	0	0	0
Transfer to Universal Hiring Grant	988,371	361,108	361,108	0
Transfer to Employee Benefits Fund (Retired Emp.)	2,521,594	2,675,159	2,675,159	2,675,159
Transfer to Comprehensive Nutrition Program Grant	3,758,879	2,642,580	2,642,152	2,642,152
Transfer to Child Care Support Grant	0	1,200,000	1,200,000	1,200,000
Transfer to Support Service to the Elderly Grant	0	140,987	140,987	140,987
Transfer to KellyUSA	84,333	0	0	0
Transfer to Information Technology Services Fund	0	0	118,727	515,152
Transfer to EMS FUND	28,190,994	28,577,506	30,086,388	31,068,871
Transfer to Streets Maintenance Fund	29,279,775	34,254,168	34,637,960	34,106,979
TOTAL	**$68,385,770**	**$72,562,534**	**$74,553,844**	**$75,159,111**

CONTRIBUTION TO GENERAL FUND DELEGATE AGENCIES

The Adopted Budget for FY 2005 continues the City's strong commitment to strengthening long-term economic viability in San Antonio through investment in human capital development. Through the new consolidated funding for Human Development Services process, the Adopted FY 2005 Budget for Delegate Agencies totals $7,633,720. The consolidated funding process aims to direct investments toward the purchase of services and outcomes, to shift focus away from the funding of agencies and the potential duplication of services, and to ensure integration with the City's direct services. The City of San Antonio's delegate agency funding priorities support strategies that facilitate children, families, and seniors achieving economic self-sufficiency, healthy lifestyles, and full community participation. Specifically, the Adopted FY 2005 Budget concentrates funding on those strategies that promote long-term workforce development through early childhood education and family strengthening, school completion, job training and adult literacy. In addition, the City will continue to support the community safety net through investment in elderly and disabled services, emergency assistance, and family counseling. This budget will provide partial funding for 52 delegate agencies and 81 projects. The Adopted FY 2005 budget requires that the total agency budget will not exceed a General Fund contribution of 65%. The Department of Community Initiatives and the Housing and Community Development Department each administer portions of the delegate agency budget.

HUMAN DEVELOPMENT SERVICES
DETAILED FUNDING SOURCES
SUMMARY OF ADOPTED BUDGET

Agency Name By City Service	General Fund *	Aviation Fund	CCDS Grant Match	CDBG	HOPWA	ESG	CSBG	Adopted
Family Strengthening								
Antioch Community-VITA	15,000							15,000
Avance Parent/Child Ed. Prgm.	326,021						58,750	384,771
Avance - Kindergarten Readiness Program			174,600					174,600
Avance School Based Program	98,887							98,887
Bethel Neighborhood Ctr. Aft. Sch. Prog.	30,485							30,485
Catholic Charities -VITA	30,000							30,000
Ella Austin-Early Child Care Program	53,360							53,360
Family Service Assoc. - Quality Activities	16,569		22,666					39,235
Family Service Assoc.- FAST	123,686							123,686
Family Service Assoc. - SMART START	100,000							100,000
Family Service Assoc. - EARLY ON			201,328					201,328
Joven - CARE Program				39,799				39,799
Joven - Por Los Ninos				39,863				39,863
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
Positive Beginnings -Kinder Readiness Prog.			116,400					116,400
Presa Comm. Svc.-Financial Literacy	30,000							30,000
Respite Care - Child Care				129,000				129,000
San Antonio Urban Ministries-After Sch Kare(ASK)				147,750				147,750
Seton Home-Child Day Care for Homeless Teens	26,742							26,742
UTSA - School Readiness Research Proj.	70,609		79,391					150,000
YMCA Child Care				734,176				734,176
YWCA of SA - Kindergarten Readiness			140,785					140,785
YWCA - PACT	50,235							50,235
YWCA - VITA	30,000							30,000
Total Family Strengthening	**$1,157,085**		**$1,137,678**	**$1,090,588**			**$58,750**	**$3,444,101**
Youth Development								
Big Brothers Big Sisters-Mentoring	40,000							40,000
Boys and Girls Clubs-Positive Youth				450,000				450,000
Brooks Aerospace Challenger Prog.	25,000							25,000
Communities In Schools-Stay In School	75,000							75,000
Ella Austin Comm. Ctr.-Youth & Fam. Svcs.	120,000							120,000
Good Samaritan Center - MODELO	167,471							167,471
Hispanas Unidas - Escuelitas Project	68,657							68,657
Healy Murphy Center	349,996							349,996
JOVEN - Creando La Vision				90,000				90,000
Madonna Neighborhood Ctr-Youth Dev.	20,000							20,000
Methodist Healthcare-Wesley Center	36,250							36,250
Presa Community Center - SKILLS	52,410							52,410
San Antonio Youth Centers, -Youth Development	36,685							36,685
UTSA PREP	38,892							38,892
YMCA - Youth Development				75,000				75,000
YWCA - Mi Carrera	40,000							40,000
YWCA - Positive Youth Development	25,000							25,000
YWCA - Teen Volunteer Program	43,920							43,920
Total Youth Development	**$1,139,281**			**$615,000**				**$1,754,281**
Workforce Development								
ACCD - Women's Ctr. & Adult Re-entry	217,709							217,709
Antioch Community-Basic Adult Literacy	67,628							67,628
Dress For Success-Workforce Dev.	20,000							20,000
Goodwill Industries-Learn While You Earn Program	180,000							180,000
Project Learn to Read-Empowerment 2005	67,628							67,628
Project Quest	1,500,000							1,500,000
San Antonio Urban Ministries-Fairweather Lodge				30,000				30,000
Total Workforce Development	**$2,052,965**			**$30,000**				**$2,082,965**

HUMAN DEVELOPMENT SERVICES
DETAILED FUNDING SOURCES
SUMMARY OF ADOPTED BUDGET

Agency Name By City Service	General Fund *	Aviation Fund	CCDS Grant Match	CDBG	HOPWA	ESG	CSBG	Adopted
Safety Net Services								
Alamo Area Resources Ctr.-Transportation					179,810			179,810
Alamo Area Resources Ctr.-Housing Works					100,979			100,979
Alzheimer's Disease-Family Caregiver	50,000							50,000
Any Baby Can	73,428							73,428
BEAT AIDS, Inc.					100,000			100,000
Corazon Ministry - Day Center	54,184							54,184
Corazon Ministry - Food Pantry	21,329							21,329
Corazon Ministry - Mobile Canteen	107,339							107,339
Respite Care-Davidson Respite House				78,000				78,000
Family Violence Prevention	71,809					64,112		135,921
Father Flannagan Girls & Boys Town	80,035							80,035
Helping Hands	47,350							47,350
Hispanic Religious Partnership-Comm. Health	28,212							28,212
Hope Action Care-Casa Martin					50,000			50,000
Rape Crisis Center	68,657							68,657
Roy Maas Youth Alternatives, Inc.	57,620							57,620
San Antonio AIDS Foundation, Inc.-Nursing/Hospice					229,734			229,734
San Antonio AIDS Foundation, Inc.-TBRA					490,963			490,963
San Antonio Food Bank -Community Kitchen						35,000		35,000
San Antonio Food Bank - Food Stamp Educ.	134,671							134,671
San Antonio Food Bank - Kids Café	60,000							60,000
San Antonio Metropolitan Ministries-Emergency Shelter						45,618		45,618
St. Peter St Joseph - Project Ayuda	67,900							67,900
Total Safety Net	**$922,534**			**$78,000**	**$1,151,486**	**$144,730**	**$0**	**$2,296,750**
Elderly and Disabled Services								
Catholic Charities-Foster Grandparents Program	27,812							27,812
Catholic Charities - RSVP	52,895							52,895
El Centro del Barrio Activity Center-Frail Elderly	44,628							44,628
OASIS - Senior Programs	29,841							29,841
Project MEND - Medical Equipment	37,345							37,345
San Antonio Food Bank - HOPE	285,000							285,000
YMCA - Active Older Adults				195,422				195,422
Total Elderly and Disabled Services	**$477,521**			**$195,422**				**$672,943**
Other								
Avenida Guadalupe	34,804							34,804
Avenida Guad. Assoc. Com. Dev.	106,713							106,713
Brooks City Base	845,000							845,000
Day Center	125,000							125,000
Diabetes - Bienestar	100,000							100,000
Mobile Canteen	125,000							125,000
Neighborhood Housing Services	185,233							185,233
San Antonio Development Agency	4,296							4,296
San Antonio Symphony	320,000	80,000						400,000
San Antonio Zoo	38,288							38,288
Total Other	**$1,884,334**	**$80,000**						**$1,964,334**
Total Budget Amount	**$7,633,720**	**$80,000**	**$1,137,678**	**$2,009,010**	**$1,151,486**	**$144,730**	**$58,750**	**$12,215,374**

AGENCY TITLE: **ANTIOCH COMMUNITY TRANSFORMATION NETWORK (ACTN) VOLUNTEER INCOME TAX ASSISTANCE (VITA) PROGRAM**

PROGRAM DESCRIPTION

The Antioch Community Transformation Network (ACTN) is funded for its third year as an east side site for the VITA program. The ACTN provides free income tax preparation services to low income families. The features of the program are: 1) insuring that eligible families take advantage of tax credits to maximize their refunds; 2) offering electronic filing for faster refunds; 3) saving qualified taxpayers an average of $200 in preparation and refund anticipation loan fees; and 4) referring individuals to other supportive services related to financial literacy.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$20,000	$0	$15,000
Total City Funding – All Agency Programs	20,000	15,000	82,628
Total Agency Operating Budget – All Sources	$122,680	$128,888	$209,628
% of Agency Budget from City of San Antonio	16%	12%	39%
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**5.00**	**5.00**	**5.00**

BALANCED SCORECARD

	Strategic Objective	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Enhance Workforce Development System**					
	To provide services that will enhance adult literacy	No. of Unduplicated Participants Served	1,371	1,050	1,368	3,000
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Completed Tax Returns	357	350	456	1,000
		No. of Flyers Distributed	N/A	N/A	N/A	4,000
		Value of Refunds	$490,875	$471,450	$601,920	$1,460,000

AGENCY TITLE: **ANTIOCH COMMUNITY TRANSFORMATION NETWORK (ACTN) VOLUNTEER INCOME TAX ASSISTANCE (VITA) PROGRAM**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	Dollar Value of Volunteer Hours [1]	$6,125	$6,125	$6,125	$6,125
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Income Tax Return Prepared [2]	$56	$43	$33	$15

EXPLANATORY INFORMATION

[1] Volunteer measures are calculated by multiplying the average number of volunteer hours per week (50=5 volunteers at 10 hours each per week) by the number of program weeks (14) for total of 700 hours. Then the 700 hours are multiplied by an hourly rate of $8.75 for a total volunteer value of $6,125.

[2] Cost per return is calculated by dividing grant amount by total number of returns.

AGENCY TITLE: **AVANCE – SAN ANTONIO, INC.**
PARENT/CHILD EDUCATION PROGRAM

PROGRAM DESCRIPTION

The Parent-Child Education Program educates both the parent and the child in order to strengthen families living in the Westside and Southside of San Antonio. Parents assume the role a child's first teacher through participation in two-program phases, the nine-month Parent-Child Education curriculum and Personal Growth and Development. These two program phases provide educational opportunities and promote career readiness. Child care and transportation are also provided at Carmen Cortez (Avance Family Center) 1103 S. San Jacinto; Mirasol Family Center 4222 El Paso; and Raul Jimenez (Southside) 114 W. Vestal

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$316,599	$326,021	$326,021
CSBG	0	0	58,750
Total City Funding – All Agency Programs	854,450	579,508	658,258
Total Agency Operating Budget – All Sources	$4,294,435	$2,677,401	$3,797,727
% of Agency Budget from City of San Antonio	19%	21%	16%
AUTHORIZED POSITIONS	**19**	**18**	**18**
FULL-TIME EQUIVALENT	**10.70**	**10.30**	**10.30**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served (Parents)	377	320	514	320
		No. Unduplicated Participants Served (Children)	463	335	618	335
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	Cost per Graduate	N/A	$1,304	$526	$1,170
		No. of Families Attending Monthly	N/A	127	149	153
		% of Parents that Complete Program with Increased Knowledge	96%	85%	101%	85%

AGENCY TITLE: AVANCE – SAN ANTONIO, INC. PARENT/CHILD EDUCATION PROGRAM

BALANCE SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education/ school readiness initiatives	% of Assessed Children Who Display Progress in Mastery of Kindergarten Readiness Skills	110%	95%	99%	95%
	Transition families to a livable income by raising their education and skill level	% of Parents that Complete Program with a Higher Education	95%	85%	104%	85%
		No. of Participants Passing one Ready Test / Including ESL Level	N/A	15	20	15

AGENCY TITLE: **AVANCE – SAN ANTONIO, INC.**
KINDERGARTEN READINESS PROGRAM

PROGRAM DESCRIPTION

Services are designed to meet educational initiatives in three targeted schools and six childcare centers. Geographically, the sites are located within Council Districts 4 and 5. Kindergarten teachers are involved to improve the transition of preschool children from daycare centers into public schools. Participating center caregivers receive guidance regarding implementation of the Creative Curriculum. Parents also receive direction regarding Kindergarten Readiness Guidelines. Neighborhood events raise awareness to promote parents as their child's first teacher. Area businesses are encouraged to support school readiness and literacy.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$60,000	$60,000	$0
CCDF Federal Match	120,000	0	0
CCDS General Fund Match	0	114,600	174,600
Total City Funding – All Agency Programs	854,450	579,508	658,258
Total Agency Operating Budget – All Sources	$4,294,435	$2,677,401	$3,979,727
% of Agency Budget from City of San Antonio	20%	22%	17%
AUTHORIZED POSITIONS	**8**	**6**	**6**
FULL-TIME EQUIVALENT	**4.70**	**3.60**	**3.60**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served [1]	611	531	550	477
	Enhance Workforce Development System					
	Promote Access to School Readiness Initiative	No. Child Participants (Pre-tested) [1]	203	152	155	172
		Avg. No. Parents Served per Month [1]	N/A	108	115	125
		% Classrooms Implementing Curriculum	N/A	N/A	N/A	95%

AGENCY TITLE: **AVANCE – SAN ANTONIO, INC.**
KINDERGARTEN READINESS PROGRAM (KR)

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Access to High Quality Early Childhood Education	% Children Displaying Progress in Mastery of Kindergarten Readiness Skills	91%	85%	97%	90%
		% Parents Utilizing Kindergarten Readiness Guidelines	N/A	85%	81%	85%

EXPLANATORY INFORMATION

[1] Projections are subject to change when a new, officially designated, Kindergarten Readiness childcare center site has been selected.

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 Fenley Elementary School, 804 Stonewall.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$54,387	$98,887
CCDF Federal Match	0	24,500	0
Total City Funding – All Agency Programs	854,450	579,508	658,258
Total Agency Operating Budget – All Sources	$4,294,435	$2,677,401	$3,979,727
% of Agency Budget from City of San Antonio	20%	22%	17%
AUTHORIZED POSITIONS	**0**	**6**	**6**
FULL-TIME EQUIVALENT	**0.00**	**5.65**	**4.66**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based Family Strengthening services	No. Unduplicated Participants Served (parents)	N/A	75	78	75
		No. Unduplicated Participants Served (Children)	N/A	113	105	113
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	Cost per Graduate	N/A	$902	$1,059	$41,124
		No. of Families Attending Monthly	N/A	40	49	40
		% of Parents that Complete Program with Increased Knowledge	N/A	85%	100%	85%

AGENCY TITLE: **AVANCE – SAN ANTONIO, INC. SCHOOL BASED PROGRAM**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Transition families to a livable income by raising their education and skill level	% of Assessed Children who Display Progress in Mastery of Kindergarten Readiness Skills	N/A	95%	101%	95%
		% of Parents that Complete Program with a Higher Education	N/A	85%	88%	85%
		No. of Participants Passing One Ready Test / Including ESL Level	N/A	7	4	7

AGENCY TITLE: **BETHEL NEIGHBORHOOD CENTER AFTERSCHOOL PROGRAM**

PROGRAM DESCRIPTION

The Extended Day Collaborative Program is based on components (centers) identified as necessary support services for young children and their families in the community and the educational system. The components are designed to foster the development of appropriate academic, social, physical, and emotional skills of young students. The program will assist all participants in appropriate skills development and serve as intervention for those participants who have been identified as at-risk.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$12,485	$30,485
Total City Funding – All Agency Programs	0	12,485	30,485
Total Agency Operating Budget – All Sources	$282,096	$449,411	$451,584
% of Agency Budget from City of San Antonio	N/A	3%	7%
AUTHORIZED POSITIONS	**0**	**2**	**4**
FULL-TIME EQUIVALENT	**0.00**	**1.70**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served (FY 05 Includes 8 Staff)	N/A	57	108	108
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance	N/A	53	53	100
		% of Children with Improved Grades (FY 05 – After School)	N/A	25%	25%	30%
		% of Assessed Children who Display Progress in Mastery of KR Skills (FY 05 – Child Care Center)	N/A	N/A	N/A	100%
		% of Teachers that Complete CDA Training (FY 05 – 4 of 8)	N/A	N/A	N/A	50%

AGENCY TITLE: **CATHOLIC CHARITIES, ARCHDIOCESE OF SAN ANTONIO, INC.**
EARNED INCOME TAX CREDIT OUTREACH PROGRAM

PROGRAM DESCRIPTION

As part of the San Antonio Coalition for Family Economic Progress (SACFEP), Catholic Charities manages and coordinates volunteer recruitment and outreach for the SACFEP's VITA sites during the designated Earned Income Tax Credit and VITA campaign season. Catholic Charities intends to conduct these two components of this initiative in order to contribute to the overarching goal of providing free tax preparation services to approximately 30,000 people in San Antonio.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$30,000
Total City Funding – All Agency Programs	27,812	27,812	110,707
Total Agency Operating Budget – All Sources	$4,827,548	$5,115,451	$5,115,451
% of Agency Budget from City of San Antonio	.6%	.5%	2%
AUTHORIZED POSITIONS	**0**	**0**	**1**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	200
		No. of Volunteers Recruited to Assist with the VITA/EITC Campaign	N/A	N/A	N/A	600
		Distribution of Flyers in Support of the EITC Campaign	N/A	N/A	N/A	30,000
Financial	**Leverage Other Funding Sources**					
	Leverage other funded programs to create additional community value	Dollar Value of Volunteer Hours for EITC Campaign	N/A	N/A	N/A	$105,000
Internal Processes	**Improve Development Services**					
	Ensure progress toward identified performance and budget targets	Avg. Hours per Volunteer	N/A	N/A	N/A	20

AGENCY TITLE: **ELLA AUSTIN COMMUNITY CENTER CHILD CARE PROGRAM**

PROGRAM DESCRIPTION

Services will include scholarships for child care to low income families, educational age appropriate toys for children and staff training and education for teachers to assist them in obtaining their Child Development Accreditation (CDA). Services are aimed at enhancing the Center for the National Association for the Education of Young Children (NAEYC) accreditation.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$55,632	$53,360	$53,360
Total City Funding – All Agency Programs	173,238	172,390	173,360
Total Agency Operating Budget – All Sources	$41,749,480	$1,802,827	$902,068
% of Agency Budget from City of San Antonio	10%	10%	19%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served (Parents)	30	80	119	100
		No. Unduplicated Participants Served (Children)	19	28	33	20
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	Avg. Cost per Parent and Child per Month	N/A	$316	$259	$215
		% Parents Attending Four or More Training Sessions Who Improve in Parenting Skills	118%	80%	112%	80%
		% of Assessed Children Who Display Progress in Mastery of Kinder Readiness Skills	118%	100%	100%	100%
	Transition families to a livable income by raising their education and skill level	% of Teachers that will Enroll in Higher Education	N/A	N/A	N/A	25%

AGENCY TITLE: **FAMILY SERVICE ASSOCIATION QUALITY ACTIVITIES**

PROGRAM DESCRIPTION

The project will increase the number of quality trained/educated early care and education professionals through training, scholarship, and innovative programs. Direct services to meet the needs of providers and improve the quality of care to the children will be accomplished through specialized training: specifically relevant core knowledge areas, home based child care provider services, and Access Network Group of Early Learning Substitutes (A.N.G.E.L.S.).

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$55,632	$53,360	$53,360
CCDS General Fund Match	0	0	22,666
Total City Funding – All Agency Programs	0	0	39,235
Total Agency Operating Budget – All Sources	$6,456,104	$5,365,597	$5,444,675
% of Agency Budget from City of San Antonio	N/A	N/A	.7%
AUTHORIZED POSITIONS	**0**	**0**	**2**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served (Parents)	N/A	N/A	N/A	80
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	No. of Participants in Home-Based Services Project	N/A	N/A	N/A	40
		Avg. No. of Hours per Person (Home-Based)	N/A	N/A	N/A	16
		Avg. No. of Hours per Person (ANGELS)	N/A	N/A	N/A	39
		% of Participants who will Complete the Home-Based Project	N/A	N/A	N/A	90%
		No. of A.N.G.E.L.S. in Program	N/A	N/A	N/A	40
		% of A.N.G.E.L.S. who will be Quality-Trained and Employment-Ready	N/A	N/A	N/A	85%

AGENCY TITLE: **FAMILY SERVICE ASSOCIATION FAMILIES AND SCHOOLS TOGETHER**

PROGRAM DESCRIPTION

In collaboration with school districts, PCI Head Start officials and others, will work with preschool aged children and their parents to help young children succeed at home and in school. The program, Families and Schools Together (FAST), provides families with on-going prevention strategies to battle the initiation of substance abuse, delinquency, and school failure by youth. FAST has three major components, including a 10-week multi-family program, monthly follow-up (FASTWORKS) and intervention counseling.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$127,511	$123,686	$123,686
Total City Funding – All Agency Programs	390,034	325,014	464,249
Total Agency Operating Budget – All Sources	$6,456,104	$5,365,597	$5,444,675
% of Agency Budget from City of San Antonio	6%	6%	8%
AUTHORIZED POSITIONS	**7**	**7**	**11**
FULL-TIME EQUIVALENT	**2.15**	**1.40**	**2.60**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	640	605	581	605
		No. of Duplicated Participants Completing 10 WORK FAST Sessions	N/A	200	73	150
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Cost per Participant	$30.00	$54.00	$50.74	$75.89
		% of Parent Participants Reporting Increase in Parent Involvement in Their Child's Center and Education	90%	80%	97%	80%

AGENCY TITLE:

FAMILY SERVICE ASSOCIATION
FAMILIES AND SCHOOLS TOGETHER

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education and school readiness initiatives	% Families that Transition to FAST WORKS Follow Up Sessions and Report Improvement Due to Counseling	106%	80%	90%	90%
		% of Children who Increase in Positive Behavior	95%	80%	78%	80%

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 and provide businesses dependent care resource for their employees. The third will create ten "model classrooms" at ten childcare sites by providing strategic training, mentoring and equipment.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$100,000
Total City Funding – All Agency Programs	0	0	100,000
Total Agency Operating Budget – All Sources	$6,456,104	$5,365,597	$5,444,675
% of Agency Budget from City of San Antonio	N/A	N/A	2%
AUTHORIZED POSITIONS	**0**	**0**	**10**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	N/A	N/A	1,330
	Improve Customer Service					
	Promote access to high quality early childhood education/ kinder readiness initiatives	% of Participants who will Achieve the Scholarship Goals	N/A	N/A	N/A	90%
		No. of Participants Receiving Resources Through 65-SMART Line	N/A	N/A	N/A	1,000
		Avg. Mentoring Hours per Participant	N/A	N/A	N/A	16
		No. of Participants Receiving Mentoring	N/A	N/A	N/A	30
		% Improved in Quality Through Model Classroom	N/A	N/A	N/A	90%
		No. of Participants Receiving Training	N/A	N/A	N/A	230

AGENCY TITLE: **FAMILY SERVICE ASSOCIATION SMART START**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education/ kinder readiness initiatives	% Improved in Quality and Understanding of Training	N/A	N/A	N/A	85%

AGENCY TITLE: **FAMILY SERVICE ASSOCIATION EARLY ON**

PROGRAM DESCRIPTION

Services are designed to meet educational initiatives in nine targeted schools and eighteen childcare centers. Geographically, the sites are located in all ten Council Districts. Kindergarten teachers are involved to improve the transition of preschool children from daycare centers into public schools. Participating childcare center caregivers receive guidance on implementation of the Creative Curriculum. Participating parents receive direction regarding Kindergarten Readiness Guidelines. Neighborhood events raise awareness to promote parents as their child's first teacher. Area businesses are encouraged to support school readiness and literacy.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$201,328	$0
CCDF Federal Match	207,555	0	0
CCDS General Fund Match	0	0	$201,328
Total City Funding – All Agency Programs	390,034	325,014	464,249
Total Agency Operating Budget – All Sources	$6,456,104	$5,365,597	$5,444,675
% of Agency Budget from City of San Antonio	6%	6%	9%
AUTHORIZED POSITIONS	**8**	**10**	**11**
FULL-TIME EQUIVALENT	**4.70**	**4.75**	**3.25**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	1,234	1,151	1,137	712
	Enhance Workforce Development System					
	Promote Access to School Readiness Initiative	No. of Child Participants (Pre-tested)	478	587	557	370
	Promote Access to High Quality Early Childhood Education	Avg. No. of Classroom Visits per Month	61	54	52	70
		No. of Caregivers Educated on CIRCLE Literacy	N/A	N/A	N/A	38
		% Classrooms Implementing Curriculum	N/A	N/A	N/A	90%

AGENCY TITLE: **FAMILY SERVICE ASSOCIATION EARLY ON**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education	% Children Displaying Progress in Mastery of KR Skills Using the All Kids Success Inventory	78%	80%	81%	85%
		% Children Displaying Progress in Mastery of KR Skills Using the Palm Pilot Literacy Inventory	N/A	N/A	N/A	90%

AGENCY TITLE: **JOVEN CARE Program**

PROGRAM DESCRIPTION

JOVEN's CARE – Children's Abuse Recovery Endeavor Project provides comprehensive continuum of services designed to reduce the trauma and psychological burden of child abuse and neglect to at least 300 children. The Project utilizes a holistic approach through a free comprehensive social service continuum. The continuum includes group therapy – child support groups being provided directly within approximately 16 elementary, middle, and high schools in the following Independent School Districts (ISD): San Antonio (ISD), South San (ISD), Harlandale (ISD), Edgewood (ISD), and Northside (ISD).

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG – Consolidated Funding Contribution	$0	$0	$39,799
Total City Funding – All Agency Programs	0	0	169,662
Total Agency Operating Budget – All Sources	$0	$0	$2,750,908
% of Agency Budget from City of San Antonio	N/A	N/A	7%
AUTHORIZED POSITIONS	**0**	**0**	**1**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**To Provide for the Safety and Welfare of San Antonio**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Children Served	N/A	N/A	N/A	300
		No. of Unduplicated Parents Served	N/A	N/A	N/A	100
	To provide programs that will allow children to complete the nine week cycle of learning experience	No. of Unduplicated Children Served	N/A	N/A	N/A	240
	To provide program opportunities that will allow participants to improve behaviorally	No. of Unduplicated Children Served	N/A	N/A	N/A	192
	Provide program activities that will allow participants to demonstrate improved academic performance	No. of Unduplicated Children Served	N/A	N/A	N/A	168

AGENCY TITLE: **JOVEN POR LOS NINOS**

PROGRAM DESCRIPTION

JOVEN's Por Los Ninos project provides direct services to children attending targeted daycare and preschool Centers that progress to various Kindergarten Readiness target schools. The project provides Early Childhood Resiliency Training to 300 children between ages three to four attending Cotton, Gates, Ball, Hutchins, Vestal, John Glenn, DeZavala, Ruiz, Cable, and Loma Park Elementary Schools. This project is designed to help pre-school children develop personal, social, and emotional skills.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG – Consolidated Funding Contribution	$0	$0	$39,863
Total city Funding – All Agency Programs	0	0	169,662
Total Agency Operating Budget – All Sources	$0	$0	$2,750,908
% of Agency Budget from City of San Antonio	N/A	N/A	7%
AUTHORIZED POSITIONS	**0**	**0**	**2**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**To Provide for the Safety and Welfare of San Antonio**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Children Served	N/A	N/A	N/A	300
		No. of Unduplicated Parents Served	N/A	N/A	N/A	100
	To provide programs that will allow children to complete the nine week cycle of learning experience	No. of Unduplicated Children Served	N/A	N/A	N/A	240
	To provide program opportunities that will allow participants to improve behaviorally	No. of Unduplicated Children Served	N/A	N/A	N/A	192
	Provide program activities that will allow participants to demonstrate improved academic performance	No. of Unduplicated Children Served	N/A	N/A	N/A	168

AGENCY TITLE: **JOVEN POR LOS NINOS**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	To provide project linkage that will allow participants access to at least one additional support service	No. of Unduplicated Children Served	N/A	N/A	N/A	192
	To provide opportunities for parents/caregivers to demonstrate improved parenting skills and familial protective factors	No. of Unduplicated Participants	N/A	N/A	N/A	80

AGENCY TITLE: KLRN-TV
KINDERGARTEN READINESS PROGRAM (KR)

PROGRAM DESCRIPTION

Services are designed to meet educational initiatives in nine targeted schools and eighteen childcare centers. Geographically, the sites are located in all ten Council Districts. Participating parents receive direction regarding Kindergarten Readiness Guidelines. Neighborhood events raise awareness to promote parents as the child's first teacher. Area businesses are encouraged to support school readiness and literacy. KLRN's Media Campaign includes TV, radio, print and billboard coverage citywide to promote school readiness and literacy awareness.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CCDF Federal Match	$234,957	$0	$0
CCDS General Fund Match	60,000	286,108	286,108
Total City Funding – All Agency Programs	294,957	286,108	286,108
Total Agency Operating Budget – All Sources	$294,957	$286,108	$286,108
% of Agency Budget from City of San Antonio	21%	100%	100%
AUTHORIZED POSITIONS	**28**	**23**	**18**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	1,765	906	3,541	1,075
	Enhance Workforce Development					
	Coordinate and foster strategic partnerships with outside agencies	No. of Neighborhood Events Held throughout the City	17	10	10	10
	Promote access to school readiness initiative	No. of Parents Educated on Kindergarten Readiness Guidelines	875	N/A	N/A	544
		Average No. of Parents Served per Month	N/A	248	235	167
	Promote access to high quality early childhood education	% Parents Utilizing Kindergarten Readiness Guidelines	96%	85%	68%	85%

AGENCY TITLE: **KLRN-TV KINDERGARTEN READINESS PROGRAM (KR)**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education	No. of Media Impressions [1] (In Billions) for Contracted FY 03-04 and Adopted FY 04-05 [2]	N/A	1.4	1.1	1.4

EXPLANATORY INFORMATION

[1] Represents a sum of radio, billboard, and television impressions that can be documented.
[2] Contracted FY 2003-2004 and Adopted FY 2004-2005 media impressions are 1,410,853,700.

AGENCY TITLE: **MADONNA NEIGHBORHOOD CENTER CHILD CARE CENTER PROGRAM**

PROGRAM DESCRIPTION

The Child Care Program provides an environment where a child achieves developmental milestones, is prepared to learn upon entering school or participates in creative after school activities. Provides quality child care to children two months to thirteen years, so parents have the opportunity to improve their life skills through education and employment, thus maintaining family self-sufficiency. The Program will provide scholarships to working parents that do not qualify for state subsidy. Children residing in the Edgewood Independent School District benefit from the Child Care Center Program.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$32,485
Total City Funding – All Agency Programs	0	16,835	62,485
Total Agency Operating Budget – All Sources	$0	$714,092	$761,145
% of Agency Budget from City of San Antonio	N/A	3%	9%
AUTHORIZED POSITIONS	**0**	**0**	**3**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Services**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants in Child Care	N/A	N/A	N/A	75
		No. of Participants in After School Activities	N/A	N/A	N/A	20
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/kinder readiness initiatives	Avg. Monthly Children in Care	N/A	N/A	N/A	25
		% of Children who Display Progress in Master of Kinder Readiness Skills	N/A	N/A	N/A	97%
		% of Youth with Improved Grades	N/A	N/A	N/A	85%

AGENCY TITLE: **MADONNA NEIGHBORHOOD CENTER HUMAN DEVELOPMENT**

PROGRAM DESCRIPTION

Madonna Neighborhood Center through a Memorandum of Understanding with the Edgewood Independent School District will provide free counseling services to at-risk children in 1st and 2nd grades. Counseling will be provided by a Licensed Professional Counselor (LPC) in "Magic Circles" (6 to 8 children per group). The Human Development Curriculum is used to impact positive behavior in the classroom and to have each student improve in at least one of three areas: behavior, participation and grades.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$10,000
Total City Funding – All Agency Programs	0	16,835	62,485
Total Agency Operating Budget – All Sources	$712,744	$714,092	$761,145
% of Agency Budget from City of San Antonio	N/A	3%	9%
AUTHORIZED POSITIONS	**0**	**0**	**2**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**1.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Services**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	N/A	N/A	N/A	75
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ kinder readiness initiatives	Avg. Daily Group Attendance	N/A	N/A	N/A	8
		Avg. Cost per Hour to Provide Counseling	N/A	N/A	N/A	$50
		% of Children that Show Improvement (Behaviors, Class Participation, etc)	N/A	N/A	N/A	85%

AGENCY TITLE: **MEXICAN AMERICAN UNITY COUNCIL LA ESCUELA**

PROGRAM DESCRIPTION

This program assists families by providing them the necessary tools to develop and build leadership skills. The program consists of activities and instruction strengthen communication skills, interpersonal skills, decision-making skills, provide life-long learning skills, financial literacy training, and effective parenting skills which will strengthen the family unit. Supportive services such as IDA enrollments, VITA assistance, neighborhood clean-ups, and community activities.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$80,390	$77,978	$96,229
Total City Funding – All Agency Programs	216,579	210,081	96,229
Total Agency Operating Budget – All Sources	$2,279,206	$5,365,597	$1,793,369
% of Agency Budget from City of San Antonio	10%	4%	6%
AUTHORIZED POSITIONS	**2**	**2**	**3**
FULL-TIME EQUIVALENT	**2.00**	**2.00**	**2.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served (Parents)	274	58	196	60
		No. Unduplicated Participants Served (Children)	77	85	138	120
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	Average Cost per Service Unit	N/A	$74.38	$113.09	$150.00
		% of Parents that Increase in Parenting Skills	94%	80%	90%	80%
		% of Children that Demonstrate Improvement Between Grading Periods	96%	90%	83%	90%
	Ensure families are economically secure	No. of Families Utilizing Supportive Services	N/A	N/A	N/A	50

AGENCY TITLE: **NORTHSIDE INDEPENDENT SCHOOL DISTRICT KINDERGARTEN READINESS PROGRAM (KR)**

PROGRAM DESCRIPTION

Services are designed to meet educational initiatives in two targeted schools and four childcare centers. Geographically, the sites are located within Council Districts four and six. Kindergarten teachers are involved to improve the transition of preschool children from daycare centers into public schools. Participating center caregivers receive guidance implementation of the Creative Curriculum. Participating parents receive direction regarding Kindergarten Readiness Guidelines. Neighborhood events raise awareness to promote parents as their child's first teacher. Area businesses are encouraged to support school readiness and literacy.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CCDF Federal Match	$60,000	$0	$0
CCDS General Fund Match	60,000	116,400	116,400
Total City Funding – All Agency Programs	120,000	116,400	116,400
Total Agency Operating Budget – All Sources	$320,000	$370,000	$316,400
% of Agency Budget from City of San Antonio	38%	32%	37%
AUTHORIZED POSITIONS	**4**	**4**	**4**
FULL-TIME EQUIVALENT	**3.25**	**3.25**	**3.25**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	334	363	556	490
	Enhance Workforce Development System					
	Promote access to school readiness initiative	No. of Child Participants (Pre-Tested)	91	106	75	82
		Avg. No. of Parents Served per Month	N/A	32	38	40

AGENCY TITLE: **NORTHSIDE INDEPENDENT SCHOOL DISTRICT KINDERGARTEN READINESS PROGRAM (KR)**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education	% Classrooms Implementing Curriculum	N/A	N/A	N/A	90%
		% Children Displaying Progress in Mastery of KR Skills	81%	85%	91%	85%
		% Parents Utilizing KR Guidelines	N/A	90%	91%	90%

AGENCY TITLE: **POSITIVE BEGINNINGS AFTERSCHOOL PROGRAM**

PROGRAM DESCRIPTION

The Extended Day Collaborative Program is based on components (centers) identified as necessary support services for young children and their families in the community and the educational system. The components are designed to foster the development of appropriate academic, social physical, and emotional skills of young students. The program will assist all participants in appropriate skills development and serve as an intervention for those participants who have been identified as at-risk.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$12,485	$16,777
Total City Funding – All Agency Programs	0	128,885	133,177
Total Agency Operating Budget – All Sources	$1,210,948	$1,186,512	$1,227,126
% of Agency Budget from City of San Antonio	N/A	11%	11%
AUTHORIZED POSITIONS	**0**	**2**	**2**
FULL-TIME EQUIVALENT	**0.00**	**2.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	81	71	90
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance	N/A	67.0	68.5	67.0
		% of Children with Improved Grades	N/A	60%	100%	60%

AGENCY TITLE: **POSITIVE BEGINNINGS, INC.**
KINDERGARTEN READINESS PROGRAM (KR)

PROGRAM DESCRIPTION

Services are designed to meet educational initiatives in two targeted schools and four childcare centers. Geographically, the sites are located within Council Districts one and two. Kindergarten teachers facilitate the transition of preschool children from daycare centers into public schools. Participating center caregivers receive guidance on implementation of the Creative Curriculum. Participating parents receive direction regarding Kindergarten Readiness Guidelines. Neighborhood events raise awareness to promote parents as the child's first teacher. Area businesses are encouraged to support school readiness and literacy.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$60,000	$60,000	$0
CCDF Federal Match	60,000	0	0
CCDS General Fund Match	0	56,400	116,400
Total City Funding – All Agency Programs	120,000	128,885	133,177
Total Agency Operating Budget – All Sources	$1,210,948	$1,186,512	$1,227,126
% of Agency Budget from City of San Antonio	10%	11%	11%
AUTHORIZED POSITIONS	**7**	**5**	**5**
FULL-TIME EQUIVALENT	**3.55**	**3.75**	**3.75**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	611	279	354	279
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	No. of Child Participants (Pre-Tested)	65	74	101	74
		Avg. No. of Parents Served per Month	N/A	56	56	56
		% Classrooms Implementing Curriculum	N/A	N/A	N/A	90%

AGENCY TITLE: POSITIVE BEGINNINGS, INC.
KINDERGARTEN READINESS PROGRAM (KR)

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education and school readiness initiatives	% Children Displaying Progress in Mastery of Kindergarten Readiness Skills	88%	90%	95%	90%
		% Parents Utilizing Kindergarten Readiness Guidelines	N/A	90%	100%	90%

AGENCY TITLE: **PRESA COMMUNITY SERVICE CENTER COMPREHENSIVE FINANCIAL LITERACY PROGRAM**

PROGRAM DESCRIPTION

The Family Strengthening Financial Literacy Program will have components to include: Volunteer Income Tax Assistance, Money Smart courses throughout the year, Home Buyer Education Learning Program, Consumer Credit Counseling, and Community Fairs throughout the year.

FUNDING SOURCES AND AMOUNTS:
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$30,000
Total City Funding – All Agency Programs	49,456	43,920	82,410
Total Agency Operating Budget – All Sources	$949,309	$860,219	$899,762
% of Agency Budget from City of San Antonio			
AUTHORIZED POSITIONS	**0**	**0**	**4**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	N/A	N/A	N/A	2,000
		Tax Year 2004 Completed Tax Returns	N/A	N/A	N/A	2,000
		No. of Program Participants Attending Financial Literacy Classes	N/A	N/A	N/A	1,500
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	$ Value of Volunteer Hours	N/A	N/A	N/A	$13,860
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Completed Federal Income Tax Return	N/A	N/A	N/A	$15

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. An estimated 100 clients are projected to benefit from this Program.

FUNDING SOURCES AND AMOUNTS:
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG Consolidated Funding Contribution	$0	$0	$129,000
Total City Funding – All Agency Programs	0	0	229,000
Total Agency Operating Budget – All Sources	$0	$0	$1,814,122
% of Agency Budget from City of San Antonio	N/A	N/A	13%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Provide for the Safety and Welfare of San Antonio**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	20	51	100
	Provide programs directed toward improving the community's public services	No. of Daycare Hours Provided per Year	N/A	30,800	67,606	6,800
		Daycare Service Cost per Hour	N/A	$5.00	$5.00	$7.10
		No. of Preschool Age Children Enrolled in Daycare for six months or More	N/A	N/A	N/A	80

AGENCY TITLE: **SAN ANTONIO URBAN MINISTRIES AFTER SCHOOL KARE (ASK)**

PROGRAM DESCRIPTION

Scholarships/Stipends are provided for participation in daily after school care programs for 1,400 children from lower income households. Activities are provided at Adams Hill, Brauchle, Burke, Carson, Christian Evers, Ed Cody, Galm, Colby Glass, Lackland City, Lewis, Mary Michael, McDermott, Monroe May, Nichols, Powell, Rhodes, Steubing, Thornton, Myers, Sunshine Cottage School, San Antonio Christian, SAMMinistries, and Alamo Heights United Methodist Church. Activities include indoor/outdoor recreation, arts and crafts, homework assistance and a snack.

FUNDING SOURCES AND AMOUNTS:
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG Consolidated Funding Contribution	$0	$0	$147,750
Total City Funding – All Agency Programs	0	0	147,750
Total Agency Operating Budget – All Sources	$0	$0	$552,750
% of Agency Budget from City of San Antonio	N/A	N/A	27%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Increase number of children from 45 to 89 who have been awarded tuition assistance	No. of Scholarships Awarded	N/A	N/A	N/A	89
	Provide a safe environment for doing homework and participating in after school activities	No. of Children Provided with Safe Environment	N/A	N/A	N/A	89
Employee Learning & Growth	**Improve Employee Services**					
	Provide quality care by licensing locations and training staff	No. of Children Attending Licensed locations	N/A	N/A	N/A	89

AGENCY TITLE: **SETON HOME**
CHILD DAY CARE FOR BABIES OF HOMELESS TEENS

PROGRAM DESCRIPTION

The program provides on-site quality daycare for babies of homeless parenting teens to allow them to attend school and complete educational objectives.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$26,742
Total City Funding – All Programs	0	0	26,742
Total Agency Operating Budget – All Sources	$0	$0	$1,378,200
% of Agency Budget from City of San Antonio	N/A	N/A	1.9%
AUTHORIZED POSITIONS	**0**	**0**	**4**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**1.5**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Enhance Workforce Development System**					
	Promote Youth development through early intervention, character traits/life skills development, education and job training	% of Parenting Teens who will Achieve Satisfactory School Attendance	N/A	N/A	N/A	95%
		% of Parent's Time Lost at School Due to Illness of a Child	N/A	N/A	N/A	90%
		% of Delays in School Enrollment Cut Due to Childcare Availability	N/A	N/A	N/A	100%
	Improve Customer Services					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served (Parents and Infants)	N/A	N/A	N/A	80
	Promote access to high quality early childhood education/school readiness initiatives	% of Babies Provided with a Nurturing, Stable Environment whose Progress is Monitored by Childcare Staff	N/A	N/A	N/A	100%

AGENCY TITLE: **UNIVERSITY OF TEXAS AT SAN ANTONIO THE SCHOOL READINESS RESEARCH PROJECT**

PROGRAM DESCRIPTION

The project examines the impact of the Kindergarten Readiness Program components using quantitative and qualitative research methods. It represents a partnership of UTSA faculty, staff, and students with the Kinder Readiness program staff and delegate agencies administered by the City of San Antonio Department of Community Initiatives. Personnel from the UTSA, the Department of Community Initiatives and delegate agencies are involved in data collection

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$70,609
CCDF Grant Transfer	150,000	0	0
CCDS General Fund Match	0	150,000	79,391
Total City Funding – All Agency Programs	190,095	188,892	188,892
Total Agency Operating Budget – All Sources	$205,215,773	$243,810,575	$243,810,575
% of Agency Budget from City of San Antonio	.09%	.08%	.08%
AUTHORIZED POSITIONS	**15**	**14**	**14**
FULL-TIME EQUIVALENT	**2.90**	**2.80**	**2.80**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	350	417	300
	Enhance Workforce Development					
	Promote access to school readiness initiative	No. of Children Assessed [1]	N/A	N/A	N/A	100
		No. of Childcare Centers Assessed	32	34	33	34
	Promote access to high quality early childhood education	No. of Curriculum Sets Provided	N/A	N/A	N/A	4
		% Classrooms that Implement Curriculum	N/A	N/A	N/A	80%
		No. of Reports Submitted	6	2	2	2

AGENCY TITLE: UNIVERSITY OF TEXAS AT SAN ANTONIO
THE SCHOOL READINESS RESEARCH PROJECT

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	Dollar Value of In-kind Volunteer Hours [2]	N/A	$61,130	$73,711	$73,106

EXPLANATORY INFORMATION

[1] Children will be assessed using two standardized instruments.
[2] Value is calculated according to varied services and qualifications of volunteers.

AGENCY TITLE: **YMCA OF GREATER SAN ANTONIO CHILD CARE**

PROGRAM DESCRIPTION

The Community Development Block Grant (CDBG) Funds provide program fees for child care services including Y-School Age, Extended Day, Pre-School, and Summer Day camps. These camps offer educational and recreational activities for approximately 500 children from infancy to 13 years of age. Child care is provided by the Davis Scott YMCA, Downtown/Southwestern Bell YMCAs, Northeast YMCA, Northwest/Braundera YWCAs, and Westside YMCA.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG - Consolidated Funding Contribution	$675,000	$0	$734,176
Total City Funding – All Agency Programs	335,000	320,000	1,004,598
Total Agency Operating Budget – All Sources	$5,884,779	$6,732,122	$7,687,416
% of Agency Budget from City of San Antonio			
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**To Provide for the Safety and Welfare of San Antonio**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	364
		No. of Program Participant Enrollments Delivered	N/A	N/A	N/A	490
		% of Youth, Age Five or Younger, Participating in Social Competency Skill Development Activities	N/A	N/A	N/A	92%
		% of Youth, Age Five and Younger, Engaged in Literacy/Pre-literacy Skill Development Activities	N/A	N/A	N/A	92%
		% of School Age Youth Benefiting from Homework Assistance and Tutorials	N/A	N/A	N/A	80%
		Maximum No. of Children for Each Adult Staff Member	N/A	N/A	N/A	15

AGENCY TITLE: **YMCA OF GREATER SAN ANTONIO CHILD CARE**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Provide for Safety and Welfare of San Antonio**					
	Provide comprehensive community based family strengthening services	% of School Age Youth Receiving Enrichment Activities that Support Academic Achievement	N/A	N/A	N/A	80%
		% of Youth, 3rd to 5th Grade Demonstrating Developmental Assets Associated with Reading for Pleasure	N/A	N/A	N/A	78%
		% of Youth Participating in Summer Conflict Resolution and Peacemaking Program	N/A	N/A	N/A	77%
		No. of Educational Field Trips Delivered	N/A	N/A	N/A	110
		Avg. Cost per Month per Participant for Year-Round after School, Holiday, and Summer Day Camp	N/A	N/A	N/A	$125
Employee Learning & Growth	**Improve Employee Services**					
	To offer specialized training and professional development opportunities to all employees	% of Child Care Staff who Apply Curriculum Strategies Learned in Training	N/A	N/A	N/A	100%
		No. of Staff Trained in Multiple Intelligence Strategies	N/A	N/A	N/A	15
		No. of Hours Staff Receive Training and Continuing Education in Childhood Development, Developmental Assets, and YMCA Practices	N/A	N/A	N/A	20

AGENCY TITLE: YWCA OF SAN ANTONIO
KINDERGARTEN READINESS PROGRAM (KR)

PROGRAM DESCRIPTION

Services are designed to meet educational initiatives in three targeted schools and four childcare centers. Geographically, the sites are located within Council Districts one, five, and seven. Kindergarten teachers facilitate the transition of preschool children from daycare centers into public schools. Participating center caregivers receive guidance on implementation of the Creative Curriculum. Participating parents receive direction regarding Kindergarten Readiness Guidelines. Neighborhood events raise awareness to promote parents as their child's first teacher. Area businesses are encouraged to support school readiness and literacy.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$60,000	$0
CCDF General Fund Match	145,139	0	0
CCDS General Fund Match	0	80,785	140,785
Total City Funding – All Agency Programs	242,207	234,940	1,064,116
Total Agency Operating Budget – All Sources	$1,855,930	$1,470,569	$1,741,425
% of Agency Budget from City of San Antonio	13%	16%	61%
AUTHORIZED POSITIONS	**8**	**8**	**10**
FULL-TIME EQUIVALENT	**4.10**	**4.10**	**4.10**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	835	450	629	597
	Enhance Workforce Development System					
	Promote access to school readiness initiative	No. of Child Participants (Pre-Tested)	177	139	128	115
		Avg. No. of Parents Served per Month	N/A	64	75	64

AGENCY TITLE: **YWCA OF SAN ANTONIO KINDERGARTEN READINESS PROGRAM (KR)**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote access to high quality early childhood education	% Classrooms Implementing Curriculum	N/A	N/A	N/A	80%
		% Children Displaying Progress in Mastery of KR Skills	71%	70%	95%	85%
		% Parents Utilizing KR Guidelines	N/A	85%	100%	85%

AGENCY TITLE: YWCA OF SAN ANTONIO
PARENTS AND CHILDREN TOGETHER (PACT)

PROGRAM DESCRIPTION

The Parents and Children Together (PACT) teaches parents and caregiver to interact with their children, using early brain development techniques, in order to increase school readiness and the likelihood of school success. PACT strengthens families by empowering parents to become a child's first teacher by developing the skills necessary to foster healthy, intellectual, emotional, and physical development.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$51,789	$50,235	$50,235
Total City Funding – All Agency Programs	242,207	234,940	1,064,116
Total Agency Operating Budget – All Sources	$1,855,930	$1,470,569	$1,741,425
% of Agency Budget from City of San Antonio	13%	16%	61%
AUTHORIZED POSITIONS	**4**	**4**	**6**
FULL-TIME EQUIVALENT	**1.50**	**1.45**	**2.45**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Services**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	269	265	272	265
		Total No. of Service Hours Delivered	N/A	3,016	3,015	2,800
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ kinder readiness initiatives	Total No. of PACT Parent Workshops and Teacher Training Held	N/A	N/A	N/A	52
		% Parents with Increased Knowledge of Early Brain Development	112%	85%	98%	85%
		% of Children with Development Appropriate Cognitive Social/Emotional and Physical Skills	113%	90%	92%	85%

AGENCY TITLE: **YWCA OF SAN ANTONIO VOLUNTEER INCOME TAX ASSISTANCE (VITA)**

PROGRAM DESCRIPTION

The goal of the YWCA's VITA program is to reduce poverty by providing a free tax preparation service in connection with a comprehensive array of services designed to increase incomes and build assets of participating families and individuals.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$11,500	$30,000
Total City Funding – All Agency Programs	45,2I79	15,000	329,327
Total Agency Operating Budget – All Sources	$1,855,930	$1,495,234	$1,741,425
% of Agency Budget from City of San Antonio	2%	1%	19%
AUTHORIZED POSITIONS	**0**	**2**	**5**
FULL-TIME EQUIVALENT	**0.00**	**2.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	500	1,283	2,000
		No. of Completed Tax Returns - 2004	N/A	500	1,283	2,000
		Value of Refunds	N/A	$730,380	$1,873,180	$2,920,000
		No. of Community Resource Fairs	N/A	N/A	N/A	2
		No. of Program Participants Attending Financial Literacy and IDA Presentations	N/A	N/A	N/A	100
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	Dollar Value of Volunteer Hours ($8.75/hr x 588 Volunteer Hours)	N/A	$5,145	$5,145	$5,145

AGENCY TITLE: YWCA OF SAN ANTONIO
VOLUNTEER INCOME TAX ASSISTANCE (VITA)

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Avg. Cost of Income Tax Return Prepared (Funding Amount Divided by No. of Returns Prepared)	N/A	$23.00	$8.96	$15.00

AGENCY TITLE: **BIG BROTHERS BIG SISTERS MENTORING**

PROGRAM DESCRIPTION

The program fosters emotional stability and growth in children and youth, ages seven to seventeen, who come primarily from single parent homes. Participants are matched with carefully screened adult volunteers who provide companionship and friendship through a positive adult role modeling. Professional caseworker staff assess children, screen volunteers, establish relationships, and provide ongoing support.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$30,000	$29,100	$40,000
Total City Funding – All Programs	30,000	29,100	40,000
Total Agency Operating Budget – All Sources	$1,048,500	$1,113,654	$1,232,217
% of Agency Budget from City of San Antonio	3%	2%	3%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	1,411	1,576	1,492	1,566
	Promote Youth Development through early intervention, character traits/life skills development, education and job training	No. of Matched Youth	1,113	1,248	1,253	1,238
		No. of Volunteer Hours	29,986	33,500	36,788	33,000
		No. of Youth Eligible for Evaluation During the Fiscal Year who are Able to Improve or Maintain Avoiding Delinquency	N/A	406	353	406

AGENCY TITLE: **BIG BROTHERS BIG SISTERS MENTORING**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Youth that Improve or Maintain Ability to Make Decisions	N/A	375	382	375
		No. of Youth Able to Improve or Maintain Academic Performance	N/A	382	368	382

AGENCY TITLE: **BOYS AND GIRLS CLUBS POSITIVE YOUTH**

PROGRAM DESCRIPTION

The Boys and Girls Club was awarded $450,000 in Community Development Block Grant (CDBG) funds to provide opportunities for low income, high risk, inner-city youth, ages 6-18. The total allocation provides for the Westside Club located at 600 S.W. 19th Street and the Eastside club located at 3503 Martin Luther King Drive. CDBG funds provide for the administrative costs and salaries associated with the Program. The agency develops values, assets, and skills that enable youth to improve the quality of their lives and become productive, responsible citizens. Five core programs are used that include: Education and Career Development, Character and Leadership Development, Arts, Health and Life Skills, Sports, and Fitness and Recreation. This project provides after school and Saturday program services, plus 55 hours of weekly summer programs to 1,510 Club members and 5,500 non-club members ages 6-18 years.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG Consolidated Funding Contribution	$365,555	$320,000	$450,000
Total City Funding – All Agency Programs	365,555	320,000	450,000
Total Agency Operating Budget – All Sources	$1,567,980	$1,615,693	$1,858,221
% of Agency Budget from City of San Antonio	24%	20%	25%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**To Provide for the Safety and Welfare of San Antonio**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	N/A	9,916	11,042	4,115
	Promote Youth development through early intervention, character traits/life skills development, education and job training	% of Club Members who Progress to the Next Grade and/or Graduate	N/A	N/A	N/A	95%
		% of Club Members who Improve one grade in a Basic Skills Course	N/A	N/A	N/A	60%
		% of Teens who Demonstrate Improvement in Job Development and Career Preparation	N/A	N/A	N/A	70%

AGENCY TITLE: **BOYS AND GIRLS CLUBS POSITIVE YOUTH**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth development through early intervention, character traits/life skills development, education and job training	% of Teens who Demonstrate Increased Knowledge and Enhanced Skills to Cope with Risk Factors	N/A	N/A	N/A	60%
		Total No. of Teens Completing the Job Ready Curriculum Annually	N/A	N/A	N/A	50

AGENCY TITLE: **BROOKS AEROSPACE FOUNDATION CHALLENGER LEARNING CENTER**

PROGRAM DESCRIPTION

The primary goal of the Challenger Learning Center of San Antonio is to inspire enthusiasm for math, science, and technology among students of all ages, particularly in those who are in sixth through eighth grade by providing them with an interactive space flight simulation.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$25,000
Total City Funding – All Agency Programs	0	0	25,000
Total Agency Operating Budget – All Sources	$0	$0	$157,148
% of Agency Budget from City of San Antonio	N/A	N/A	16%
AUTHORIZED POSITIONS	**0**	**0**	**4**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	N/A	N/A	N/A	9,500
		% of Teachers Increasing their Skills to Teach Science, Mathematics and Technology Curriculum	N/A	N/A	N/A	85%
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Program Participants Completing Life Skills Training	N/A	N/A	N/A	9,500
		Avg. Cost per Participant	N/A	N/A	N/A	$546
		% of Participants Learning More about Workplace Skills Related to Communication, Interpersonal Relations and Team Work	N/A	N/A	N/A	85%
		Avg. Monthly Enrollment	N/A	N/A	N/A	1,056

AGENCY TITLE: **COMMUNITIES IN SCHOOLS OF SAN ANTONIO STAY IN SCHOOL**

PROGRAM DESCRIPTION

The program connects schools with community resources in order to help young people successfully learn, stay in school and prepare for life. CIS-SA is a community facilitator bringing a wide range of resources into the school to provide urgently needed support and connections to free or low-cost services and goods.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$51,500	$75,000
Total City Funding – All Agency Programs	0	51,500	75,000
Total Agency Operating Budget – All Sources	$0	$4,334,012	$4,121,928
% of Agency Budget from City of San Antonio	N/A	1%	2%
AUTHORIZED POSITIONS	**2**	**6**	**10**
FULL-TIME EQUIVALENT	**1.00**	**3.00**	**4.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	3,361	3,601	1,970
	Promote youth development through early intervention, character traits/life skills development, education and job training	% of Students Staying in School	N/A	95%	95%	95%
		% of Students Receiving CIS Case Management Services Staying in School	N/A	95%	N/A	95%
		% of Students Showing Improvement in School Attendance, and in Academic Behavior	N/A	85%	87%	85%
		% of CIS Students Eligible to Graduate, Receive A High School Diploma or GED	N/A	85%	80%	85%

AGENCY TITLE: **COMMUNITIES IN SCHOOLS OF SAN ANTONIO STAY IN SCHOOL**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Unduplicated Mentors Serving Participants	N/A	NA	N/A	128
Internal Processes	**Improve Development Process**					
	Ensure progress toward Identified performance and budget targets	Dollar Value of Volunteers	N/A	N/A	N/A	$16,078

AGENCY TITLE: **ELLA AUSTIN COMMUNITY CENTER YOUTH AND FAMILY SERVICES**

PROGRAM DESCRIPTION

The Youth and Family Services Program provides youth with the necessary tools to make informed healthy decisions, take responsibility for their actions, practice good citizenship, develop positive relationships, and build self esteem. The San Antonio Independent School District (SAISD) provides educational and life skills training and the Ella Austin Community Center provides the After School Program which includes academic tutoring, counseling, special events, field trips and computer literacy. The Summer Enhancement Program focuses on providing daily activities during summer vacation, which includes computer, arts & crafts, sewing, cooking, health and wellness, and weekly field trips. The Ella Austin Community Center Spring Break Program offers a week of activities and serves youth 5-21 years of age.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$117,204	$114,680	$120,000
Total City Funding -- All Agency Programs	173,238	172,390	173,360
Total Agency Operating Budget – All Sources	$1,782,991	$1,802,827	$902,068
% of Agency Budget from City of San Antonio	10%	10%	19%
AUTHORIZED POSITIONS	**2**	**0**	**10**
FULL-TIME EQUIVALENT	**0.50**	**0.00**	**6.5**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	281	300	315	330
		No. of Youth Served per Month	N/A	630	511	800
	Enhance Workforce Development System					
	Promote youth development through early intervention, character traits/life skills development education , and job training opportunities	No. of Life Skills/ Education Units	6,120	5,200	5,711	5,600
		Academic Improvement Maintained	89%	75%	85%	80%
		Reduction Production Behavior	91%	75%	84%	80%
		Youth Who Advance to Next Grade	N/A	N/A	N/A	90%

AGENCY TITLE: **GOOD SAMARITAN CENTER MODELO**

PROGRAM DESCRIPTION

The MODELO program is a college preparation, career exploration program for low-income, high-achieving youth that do not meet the eligibility requirements of Alamo Workforce Development. Because the targeted youth are excellent role models, some of their time in the program will be spent tutoring and mentoring at-risk youth, ages six to twelve who exhibit anti-social or pre-delinquent behavior.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$159,124	$154,350	$167,471
Total City Funding – All Agency Programs	159,124	154,350	167,471
Total Agency Operating Budget – All Sources	$2,164,508	$3,089,438	$3,419,483
% of Agency Budget from City of San Antonio	7%	5%	5%
AUTHORIZED POSITIONS	**7**	**6**	**7**
FULL-TIME EQUIVALENT	**7.00**	**2.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	146	150	169	150
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of SAEP Seniors Graduating from High School	N/A	8	8	10
		No. of Unduplicated Clients (14-18) with Career/College Plans	N/A	40	50	40
		No. of Elementary and Secondary School Participants Engaged in Academic Enrichment as Part of the Summer Program.	N/A	N/A	N/A	500

AGENCY TITLE: **GOOD SAMARITAN CENTER MODELO**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Participants (14-18) Maintaining GPA 80 or Better	N/A	30	29	30
		% of Secondary Participants (6-13) Showing Improved Social Function within Six Months of Receiving a Mentor	N/A	50%	85%	50%

AGENCY TITLE: **HISPANAS UNIDAS ESCUELITA PROJECT**

PROGRAM DESCRIPTION

The Escuelita Project is an early intervention, educational program for young Latinas. The Project is aimed at preventing teen pregnancy. The key elements of the after school sessions include; 1) culturally sensitive curriculum designed to reinforce basic reading, writing, and math skills to develop self-esteem, and to promote personal development; 2) a pool of over 60 Hispanic women (from various professions) as mentors/role models; and 3) direct ties to the public school system, creating a model that may be replicated locally, statewide and nationally.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$70,780	$68,657	$68,657
Total City Funding – All Agency Programs	70,780	68,657	68,657
Total Agency Operating Budget – All Sources	$217,522	$205,635	$108,657
% of Agency Budget from City of San Antonio	33%	33%	63%
AUTHORIZED POSITIONS	**4**	**4**	**3**
FULL-TIME EQUIVALENT	**2.00**	**2.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	97	80	80	80
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Home Visits During School Year	N/A	160	159	100
		No. of Structured Activities Provided During Contract Period	N/A	237	255	237
		$ Value of Volunteer Hours	$2,349	$2,975	$3,671	$3,200

AGENCY TITLE: **HISPANAS UNIDAS ESCUELITA PROJECT**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth development through early intervention, character traits/life skills development, education and job training	% of Girls in Program whose Skills and Support Systems have Improved as a Result of Their Participation in the Program	75%	75%	75%	75%
		No. of Students Advancing One or More Grade Levels at the End of the Academic School Year	N/A	75%	72%	75%

AGENCY TITLE: **HEALY MURPHY YOUTH TRAINING PROJECT**

PROGRAM DESCRIPTION

This program is designed to assist high school students, who have dropped out, or are no longer accepted in the public school system, complete their graduation requirements. The program provides students with academic and/or vocational training to enable them to return to the public school system or to enter the labor market. The program targets high school non-graduates, ages 14 to 20, who are high-risk, pregnant, inner-city residents.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$357,110	$346,397	$349,996
Total City funding – All Agency Programs	357,110	346,397	349,996
Total Agency Operating Budget – All Sources	$1,719,754	$1,589,223	$1,373,042
% of Agency Budget from City of San Antonio	21%	22%	25%
AUTHORIZED POSITIONS	**21**	**19**	**18**
FULL-TIME EQUIVALENT	**12.00**	**12.00**	**11.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	432	400	485	400
	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	Avg. Monthly Enrollment	137	158	186	158
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Youth Participating in Life Skills Training	N/A	1,950	1,953	1,950

AGENCY TITLE: **HEALY MURPHY YOUTH TRAINING PROJECT**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth Development through early intervention, character traits/life skills development, education and job training	No. of Teen Parents Maintaining 80% (or Better) Grade in Parenting/Child Development Class	96	85	79	85
		No. of students Successfully Participating in on-the-Job Training	80	30	28	30
		No. of Graduates who Continue Education, Enter Military or Full Time Employment	85	25	27	25

AGENCY TITLE: **JOVEN CREANDO LA VISION**

PROGRAM DESCRIPTION

JOVEN's Creando La Vision Project promotes academic achievement and character development to 1,600 at-risk youth between the ages of 4 through 17 attending elementary school at Johnson, DeZavala, Bellaire, Brackenridge, John Glenn, Carroll, Washington, and at Anson Jones, Tafolla, and Poe Middle Schools. JOVEN's goal is to promote educational success of at-risk children by diminishing risk factors that lead to delinquency and substance abuse.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG Consolidated Funding Contribution	$0	$0	$90,000
Total City Funding – All Agency Programs	0	0	169,662
Total Agency Operating Budget – All Sources	$0	$0	$2,750,908
% of Agency Budget from City of San Antonio	N/A	N/A	6%
AUTHORIZED POSITIONS	**0**	**0**	**2**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Provide for the Safety and Welfare of San Antonio**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants(Children) Served	N/A	N/A	N/A	1,600
		No. of Unduplicated Participants (Parents) Served	N/A	N/A	N/A	200
	To provide children opportunities for participation in academic enrichment services	No. of Unduplicated Children Served	N/A	N/A	N/A	1,600
	To provide children opportunities for participation in life skills acquisition services	No. of Unduplicated Children Served	N/A	N/A	N/A	1,200

AGENCY TITLE: **JOVEN CREANDO LA VISION**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	To provide children opportunities to demonstrate academic performance / passing in all classes	No. of Unduplicated Children Served	N/A	N/A	N/A	1,280
	To provide children opportunities to demonstrate improved school attendance (at least 95% of required time)	No. of Unduplicated Children Participating	N/A	N/A	N/A	1,440
	To provide children opportunities to demonstrate improved behavior	No. of Unduplicated Children Participating	N/A	N/A	N/A	960
	To provide parents / caregivers with opportunities to demonstrate improvement in parenting skills and familial protective factors	No. of Unduplicated Participants	N/A	N/A	N/A	160

AGENCY TITLE: **MADONNA NEIGHBORHOOD CENTER YOUTH DEVELOPMENT**

PROGRAM DESCRIPTION

The Extended Day Collaborative Program is based on components (centers) identified as necessary support services for young children and their families in the community and the educational system. The components are designed to foster the development of appropriate academic, social, physical, and emotional skills in young students. The program assists participants in appropriate skills' development and serves as intervention for those participants identified as at-risk.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$12,485	$20,000
Total City Funding – All Agency Programs	0	16,835	62,485
Total Agency Operating Budget – All Sources	$712,744	$714,092	$761,145
% of Agency Budget from City of San Antonio	N/A	2%	8%
AUTHORIZED POSITIONS	**0**	**3**	**4**
FULL-TIME EQUIVALENT	**0.00**	**3.00**	**4.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	16	16	100
		No. of Participants Served in Summer Sports and Arts Educational Programs	N/A	N/A	N/A	145
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance	N/A	15	15	20
		% of Youth with Improved Character Traits/Grades	N/A	75%	133%	80%

AGENCY TITLE: **METHODIST HEALTHCARE MINISTRIES OF SOUTH TEXAS, INC WESLEY COMMUNITY CENTER**

PROGRAM DESCRIPTION

The Program serves children and youth between the ages of 6-18 residing in the South Side of San Antonio. The services provided include a daily snack, sessions that address the problems with gangs and substance abuse, and other services addressing educational needs. The program is comprised of three components Mid-High, Drop In, and Summer Recreation.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$17,400	$36,250
Total City Funding – All Agency Programs	0	17,400	36,250
Total Agency Operating Budget – All Sources	$0	$24,131,366	$20,851,962
% of Agency Budget from City of San Antonio	N/A	.07%	.2%
AUTHORIZED POSITIONS	**0**	**7**	**7**
FULL-TIME EQUIVALENT	**0.00**	**2.50**	**2.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	N/A	250	245	270
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance – Summer	N/A	200	153	100
		Avg. Daily Attendance – Year Round	N/A	N/A	N/A	10
		% Children Displaying Mastery Skills in Kinder Readiness (Summer Months)	N/A	N/A	N/A	60%

AGENCY TITLE: **METHODIST HEALTHCARE MINISTRIES OF SOUTH TEXAS, INC WESLEY COMMUNITY CENTER**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote youth development through early intervention, character traits/life skills development, education, and job training opportunities	% of Youth in After School Recreation Who Improve in Grades (Year Round)	N/A	N/A	N/A	20%
		% of Participants Learning New Ways to Address Problems with Gangs and Substance Abuse	N/A	N/A	N/A	75%

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 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$49,546	$68,657	$52,410
Total City Funding – All Agency Programs	49,546	68,657	52,410
Total Agency Operating Budget – All Sources	$949,309	$860,219	$899,762
% of Agency Budget from City of San Antonio	5%	8%	6%
AUTHORIZED POSITIONS	**5**	**5**	**9**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**8.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	622	460	449	460
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Youth Receiving Life Skills Training	N/A	8,000	7,916	8,000
		% or No. of Enrolled Youth that will Maintain Academic Standard of "C" or Above During the School Year	N/A	85%	98%	90%
		No. of Youth Participating in the Tae Kwon Do Program	N/A	N/A	N/A	75
		No. of Youth displaying Increased Self-esteem and Accepting Personal Responsibility	N/A	390	370	390
		Cost per Client per Month	N/A	$104.47	$109.00	$113.93

AGENCY TITLE: **SAN ANTONIO YOUTH CENTERS YOUTH DEVELOPMENT**

PROGRAM DESCRIPTION

San Antonio Youth Centers foster development of inner-city youth to enable them to make responsible decisions and contribute positively to the community. The Centers provide after school programs, free meals, tutoring, and homework assistance, life skills training, and several other programs aimed at youth development.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$20,000	$36,685
Total City Funding – All Agency Programs	0	20,000	36,685
Total Agency Operating Budget – All Sources	$368,687	$1,031,467	$1,747,096
% of Agency Budget from City of San Antonio	N/A	1%	2%
AUTHORIZED POSITIONS	**0**	**2**	**5**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	500	452	600
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Inner City Youth Improving Academically due to Program Services	N/A	N/A	N/A	400
		No. of Youth Prevented from Participating in Crime and Delinquency Activities	N/A	N/A	N/A	500

AGENCY TITLE: **SAN ANTONIO YOUTH CENTERS YOUTH DEVELOPMENT**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote Youth Development through early intervention, character traits/life skills development, education and job training	No. of Meals Provided to Inner City Youth	N/A	N/A	N/A	45,000
		No. of Days Center will be Open During the Year	N/A	N/A	N/A	300
		No. of Academic, Life Skills Social Skills, Community Service and Other Youth Development Workshops/Classes Offered at the Four Centers in the Coming Year	N/A	N/A	N/A	7,500

AGENCY TITLE: **UNIVERSITY OF TEXAS AT SAN ANTONIO (UTSA) PREP**

PROGRAM DESCRIPTION

The UTSA Pre-freshmen Engineering Program (PREP) is an intense, mathematics-based, summer program conducted at college and university campuses throughout the City of San Antonio. During the eight-week summer academic enrichment program, efforts are directed toward the reinforcement of mathematics and college level topics not offered in high school or middle school. A major objective is to strengthen the participants' abstract reasoning and problem-solving skills. The program identifies high achieving middle and high school students with the potential to become scientists or engineers, and reinforces them in the pursuit of these fields.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$38,892
Total City Funding – All Agency Programs	40,500	40,095	651,892
Total Agency Operating Budget – All Sources	$633,422	$611,592	$1,100,982
% of Agency Budget from City of San Antonio	6%	7%	4%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	1,271	1,015	1,168	1,015
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of PREP Students Completing Program	N/A	863	1,079	863
		No. of Students Improving in Math, Science, Engineering Based Careers	N/A	832	959	832
		Avg. Cost per Client	$941	$922	962	$922

AGENCY TITLE: **UNIVERSITY OF TEXAS AT SAN ANTONIO (UTSA) PREP**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Year 1 Students Improving their Logic/Math Skills	N/A	340	310	340
		No. of Participants who Agree they have a Better Understanding of what is Required for College	N/A	873	921	873

AGENCY TITLE: **YMCA OF GREATER SAN ANTONIO YOUTH DEVELOPMENT**

PROGRAM DESCRIPTION

The Community Development Block Grant (CDBG) funds provide youth services including, but not limited to, baseball, basketball, soccer and swimming to 1000 disadvantaged youth from 4-15 years of age. Services are provided at the Davis Scott YMCA, Southwestern Bell YMCA, and Westside YMCA.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG Consolidated Funding Contribution	$150,000	$140,000	$75,000
Total City Funding – All Agency Programs	860,000	180,000	435,240
Total Agency Operating Budget – All Sources	$5,884,779	$6,732,122	$1,004,598
% of Agency Budget from City of San Antonio	15%	3%	44%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Provide for the Safety and Welfare of San Antonio**					
	To ensure children and youth receive the requisite supports and opportunities during times of transition	No. of Unduplicated Participants Served	N/A	N/A	N/A	384
		No. of Program Participant Enrollments Delivered	N/A	N/A	N/A	880
		No. of Public Games to be Held in Addition to Weekly Practices	N/A	N/A	N/A	108
		No. of Parent Orientations and Educational Workshops	N/A	N/A	N/A	12
		% of Youth in Sports Program who will Receive Reinforcement of Positive Character Development from Parents and Families	N/A	N/A	N/A	80%
		No. of Head Coaches to Mentor Youth	N/A	N/A	N/A	485

AGENCY TITLE: YMCA OF GREATER SAN ANTONIO YOUTH DEVELOPMENT

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	To ensure children and youth receive the requisite supports and opportunities during times of transition	Ratio of Adults to Teen Participants	N/A	N/A	N/A	1:10
Financial	**Provide Accountability to the Public**					
	To provide comprehensive community based family strengthening services	Avg. Cost per Month per Participant for Year-Round Direct Child Care Services	N/A	N/A	N/A	$168
Employee Learning & Growth	**Improve Employee Services**					
	To provide training to staff for effective service delivery	No. of Trained Head Coaches to Mentor Youth	N/A	N/A	N/A	485
		No. of Training Sessions/Meetings Planned for Coaches	N/A	N/A	N/A	24

AGENCY TITLE: **YWCA MI CARRERA**

PROGRAM DESCRIPTION

The program works with female students ages 13 to 19 who are at risk of dropping out of school. The Program aims at increasing self-esteem, educational and occupational motivation, and parenting skills.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$40,000
Total City Funding – All Agency Programs	0	0	40,000
Total Agency Operating Budget – All Sources	$0	$0	$1,741,425
% of Agency Budget from City of San Antonio	N/A	N/A	2%
AUTHORIZED POSITIONS	**0**	**0**	**2**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	N/A	N/A	160
	Promote Youth development through early intervention, character traits/life skills development, education and job training	Avg. No. of Classes per Month	N/A	N/A	N/A	17
		No. of Students Demonstrating Increased Self-esteem	N/A	N/A	N/A	136
		No. of Teens Showing Score of Four or Better on Parenting Skills Test	N/A	N/A	N/A	54
		% of Mothers Completing the Course	N/A	N/A	N/A	75%
		No. of Students Demonstrating Increased Educational and Occupational Motivation	N/A	N/A	N/A	136

AGENCY TITLE: YWCA
POSITIVE YOUTH DEVELOPMENT

PROGRAM DESCRIPTION

The Positive Youth Development Program serves youth ages four to twelve by promoting youth development through character traits and life skills training. Volunteer coaches instill character through sportsmanship training.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$25,000
Total City Funding – All Agency Programs	0	0	25,000
Total Agency Operating Budget – All Sources	$0	$0	$1,741,425
% of Agency Budget from City of San Antonio	N/A	N/A	1%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 2004	Adopted FY 05
Customer	**Improve Community Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	N/A	N/A	N/A	400
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Coaches/ Volunteers	N/A	N/A	N/A	15
		Dollar Value of Volunteer Hours	N/A	N/A	N/A	$4,095
		No. of Participants Improving in Behavioral and Teamwork Skills	N/A	N/A	N/A	340
		No. of Participants Demonstrating an Increased Awareness of Traits that Develop and Strengthen Personal Character	N/A	N/A	N/A	340
		No. of Volunteer Hours	N/A	N/A	N/A	630

AGENCY TITLE: **YWCA TEEN VOLUNTEER PROGRAM**

PROGRAM DESCRIPTION

The Teen Volunteer program serves teens ages 13 to 19 by providing pre-employment training as well as placement in various organizations and work environments throughout San Antonio. In order to ensure participants are provided a beneficial and productive placement, training is also provided to employers.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$45,279	$43,920	$43,920
Total City Funding – All Agency Programs	45,279	43,920	43,920
Total Agency Operating Budget – All Sources	$1,855,930	$1,495,234	$1,741,425
% of Agency Budget from City of San Antonio	2%	3%	3%
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	351	350	365	350
	Promote Youth development through early intervention, character traits/life skills development, education and job training	No. of Teens Demonstrating Normal Expected Work Performance Standards	N/A	N/A	N/A	106
		No. of Volunteer Hours	12,292	10,000	9,653	10,000
		Value of Volunteer Hours	$107,548	$87,500	$84,466	$87,500
		No. of Teens Improving in Problem Solving, Communication and Goal Setting	N/A	235	179	238
		No. of Teens Demonstrating an Increased Awareness of Traits that Develop and Strengthen Personal Character	N/A	100	84	113

AGENCY TITLE: **ALAMO COMMUNITY COLLEGE DISTRICT WOMEN'S CENTER AND ADULT RE-ENTRY**

PROGRAM DESCRIPTION

The San Antonio College Women's Center and Adult Re-Entry Program provides services to low-income San Antonio residents, predominantly Hispanic females, who are unemployed or underemployed. Services include recruitment, assessments and counseling, basic skills upgrading, training, job placements, and support services such as referrals, transportation, job readiness, homebuyer training, and clothing for job interviews/employment.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$217,709
Total City Funding – All Agency Programs	0	0	217,709
Total Agency Operating Budget – All Sources	$0	$0	$838,579
% of Agency Budget from City of San Antonio	N/A	N/A	26%
AUTHORIZED POSITIONS	**0**	**0**	**8**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**5.30**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	200
	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	% Receiving Training or Directed Job Search Training	N/A	N/A	N/A	55%
		% Employed at or Below $8.75/Hr.	N/A	N/A	N/A	70%
		% Employed at or above $8.75/Hr.	N/A	N/A	N/A	5%

AGENCY TITLE: **ALAMO COMMUNITY COLLEGE DISTRICT WOMEN'S CENTER – SAN ANTONIO COLLEGE**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Transition families to a livable income by raising their education and skill level	% retained in Employment 90 Days	N/A	N/A	N/A	75%
		No. Enrolled in Higher Education	N/A	N/A	N/A	25
	Ensure families are economically secure	No. Enrolled in the IDA Savings Program	N/A	N/A	N/A	16
		No. Receiving Financial Literacy Training	N/A	N/A	N/A	50

AGENCY TITLE

ANTIOCH COMMUNITY TRANSFORMATION NETWORK (ACTN)
BASIC ADULT LITERACY PROGRAM

PROGRAM DESCRIPTION

The ACTN Basic Adult Literacy Program collaborates with Project Learn to Read to provide literacy services on the East Side of San Antonio. Through trained volunteers, computer software, and focused curriculum the program also provides assistance for participants to obtain their GED, job readiness skills, and many other services that will aid them in becoming more stable and successful.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$67,628
Total City Funding – All Agency Programs	0	0	67,628
Total Agency Operating Budget – All Sources	$0	$0	$128,888
% of Agency Budget from City of San Antonio	N/A	N/A	52%
AUTHORIZED POSITIONS	**0**	**0**	**4**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**4.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Enhance Workforce Development System**					
	Transition families to a livable income by raising their education and skill level	No. of Students Progressing to Adult Education Classes after 100 Hours of Instruction	N/A	N/A	N/A	15
		No. of Students Obtaining a Job Paying $8.75/Hour After 100 Hours of Instruction	N/A	N/A	N/A	15
	Improve Customer Service					
	Provide comprehensive community Based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	50
		No. of Enrolled Students Provided Instruction	N/A	N/A	N/A	65
		No. of Students Showing an Increase of at Least One Half of a Grade Level After 50 Hours of Instruction	N/A	N/A	N/A	50

AGENCY TITLE: **ANTIOCH COMMUNITY TRANSFORMATION NETWORK (ACTN) BASIC ADULT LITERACY PROGRAM**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide comprehensive community based family strengthening services	No. of Instructional Hours for Program Period 50 Hours per Student Year	NA	NA	NA	2,500
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	No. of Volunteers Recruited and Trained	NA	NA	NA	35
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Avg. Cost per Contact Hour	NA	NA	NA	$27.05

AGENCY TITLE: **DRESS FOR SUCCESS WORKFORCE DEVELOPMENT**

PROGRAM DESCRIPTION

The Dress for Success Program provides low-income women with employment support services that include case management, life skills training, professional development, resume review, and instruction in core-wardrobe. The Program also provides interview, business attire to help transition women into the workforce. Women are referred from nonprofit and governmental agencies, including job-training programs, homeless shelters, and domestic violence shelters.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$20,000
Total City Funding – All Agency Programs	0	0	20,000
Total Agency Operating Budget – All Sources	$0	$0	$85,000
% of Agency Budget from City of San Antonio	N/A	N/A	24%
AUTHORIZED POSITIONS	**0**	**0**	**2**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.85**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Services**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	100
	Transition families to a livable income by raising their education and skill level	No. of Assessment Interviews and Service Plans	N/A	N/A	N/A	100
		No. of Service Hours	N/A	N/A	N/A	150
		Avg. Cost per Unduplicated Participant	N/A	N/A	N/A	$200
		% of Participants Who Obtain Employment	N/A	N/A	N/A	20%

AGENCY TITLE: **GOODWILL INDUSTRIES OF SAN ANTONIO LEARN WHILE YOU EARN**

PROGRAM DESCRIPTION

The Learn While You Earn Project serves participants who are persons with disabilities or who have other barriers to employment. There are two components of the Project: 1) transitional job training and support services whose activities are designed to support movement from welfare to jobs earning less than $8.75 per hour. Services in this component include job readiness, life skills and workplace competency training, transportation, uniforms, and childcare; 2) skilled job training and support services using an Enhancement Module to support employment in positions earning more than $8.75 per hour. Services in this component include case management to identify skills/education and necessary support services.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$180,000
Total City Funding – All Agency Programs	0	0	180,000
Total Agency Operating Budget – All Sources	$0	$0	$31,009,700
% of Agency Budget from City of San Antonio	N/A	N/A	.6%
AUTHORIZED POSITIONS	**0**	**0**	**21**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**5.5**

BALANCED SCORECARD

Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Improve Customer Services					
Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	70
Enhance Workforce Development System					
Transition families to a livable income by raising their education and skill level	No. of Job Readiness Training Classes Provided	N/A	N/A	N/A	12
	% of Job Readiness Graduates Who will Begin Transitional Employment Below $8.75/Hr.	N/A	N/A	N/A	80%

AGENCY TITLE: **GOODWILL INDUSTRIES OF SAN ANTONIO LEARN WHILE YOU EARN**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Transition families to a livable income by raising their education & skill level	% of Job Readiness Graduates will Retain Employment for Six Months (112 of 188)	N/A	N/A	N/A	60%
		% of Participants Who Identify a Demand Occupation and Career Path to Earn $8.75/hr or More	N/A	N/A	N/A	30%
		% of Successful Retention Rate at Six Months	N/A	N/A	N/A	65%

AGENCY TITLE: **PROJECT LEARN TO READ EMPOWERMENT 2005 PROGRAM**

PROGRAM DESCRIPTION

The Empowerment 2005 program of Project Learn to Read targets persons 15 years and older who function at 0-5th grade level and/or have learning disabilities. Through one on one and small group instruction, it empowers San Antonio's least educated adults and older youth by developing their reading, writing, speaking, listening, and math skills.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$67,628
Total City Funding – All Agency Programs	0	0	67,628
Total Agency Operating Budget – All Sources	$0	$0	$88,614
% of Agency Budget from City of San Antonio	N/A	N/A	76.3%
AUTHORIZED POSITIONS	**0**	**0**	**5**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**2.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Enhance Workforce Development System**					
	Transition families to livable income by raising their education and skill level	% of Participants Demonstrating Improved Work or Life Skills	N/A	N/A	N/A	65%
		No. of Participants Advancing One Half or More Grade Levels After 40-50 Hours of Instruction	N/A	N/A	N/A	97
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	N/A	N/A	194

AGENCY TITLE: **PROJECT LEARN TO READ EMPOWERMENT 2005 PROGRAM**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	No. of Volunteers Recruited and Trained	N/A	N/A	N/A	40
		No. of Volunteer Training Hours Provided	N/A	N/A	N/A	72
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Avg. Cost per Instructional Hour Provided	N/A	N/A	N/A	$8.71

AGENCY TITLE: **PROJECT QUEST, INC.**

PROGRAM DESCRIPTION

Project QUEST is a community-based workforce development program, which demonstrates the social and economic benefits of long-term training for economically eligible applicants by providing them with skills required for long-term employment and higher incomes. Support services are provided to participants while they are in training. The project develops job placement agreements with local businesses and agencies prior to training participants for those jobs.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$1,861,628	$2,159,933	$675,000
CDBG Consolidated Funding Contribution	350,000	194,500	0
General Fund One-Time Council Allocation FY 2004	0	0	325,000
General Fund One-Time Council Allocation FY 2005	0	0	500,000
Total City Funding – All Programs	2,211,628	2,354,433	1,500,000
Total Agency Operating Budget – All Sources	$2,649,638	$2,406,730	$2,307,692
% of Agency Budget from City of San Antonio	87%	88%	65%
AUTHORIZED POSITIONS	**26**	**27**	**23**
FULL-TIME EQUIVALENT	**26.00**	**25.00**	**21.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	514	452	455	338
	Enhance Workforce Development System					
	Ensure families are economically secure	Avg. Wage of Graduates Placed in Jobs	$13.27	$12.00	$13.37	$12.50
		No. of Full-Time Job Placements	103	129	126	100
		% of Increase in Participant's Income	166%	110%	131%	110%
		% of Placements Still Employed at 6 Months	50%	85%	95%	85%

AGENCY TITLE: **PROJECT QUEST, INC.**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Transition families to a livable income by raising their education and skill level	% of Placement Still Employed at 18 Months	N/A	85%	86%	85%
	Promote youth development through early intervention, character traits/life skills development, education and job training opportunities	Program Completions from Occupational or Customized Training	114	120	116	100
		% of Non-Special Program Terminations that Completed Training	N/A	75%	71%	75%
		No. of Participants Completing Life Skills Development	114	129	126	100
		No. of Participants Completing Financial Literacy Training	N/A	N/A	N/A	100

AGENCY TITLE: **SAN ANTONIO URBAN MINISTRIES FAIRWEATHER LODGE**

PROGRAM DESCRIPTION

The Fairweather Lodge, a national psycho-social rehabilitation Program provides employment/vocational training, rehabilitation services, and independent living skill training to persons who suffer from clinical, mental illness and homelessness. This program operates five transitional living facilities for adults with mental illness. The members are responsible for the maintenance and operation of the Lodge.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG Consolidated Funding	$40,000	$20,000	$30,000
Total City Funding – All Programs	40,000	20,000	30,000
Total Agency Operating Budget – All Sources	$247,228	$253,617	$284,457
% of Agency Budget from City of San Antonio	17%	8%	11%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Provide for the Safety and Welfare of San Antonio**					
	Provide community safety net homeless services	No. of Unduplicated Participants Served	24	25	25	50

AGENCY TITLE: **ALAMO AREA RESOURCE CENTER APPOINTMENT VAN TRANSPORTATION PROGRAM**

PROGRAM DESCRIPTION

To ensure accessibility of supportive services for infected/affected individuals and family members in the EMA and South Texas

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
HOPWA – Consolidated Funding Contribution	$107,660	$214,359	$179,810
Total City Funding – All Agency Programs	107,660	214,359	179,810
Total Agency Operating Budget – All Sources	$763,554	$1,025,413	$1,922,856
% of Agency Budget from City of San Antonio	14%	21%	10%
AUTHORIZED POSITIONS	**5**	**6**	**6**
FULL-TIME EQUIVALENT	**2.50**	**3.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	165	228	183	275
	Provide for the Safety and Welfare of San Antonio					
	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation and community engagement.	No. of transportation trips provided – one person, one way = one trip	3,849	4,000	3,381	4,800
		No. of Individuals Accessing Medical Care	N/A	N/A	N/A	220
		No. of Newly Diagnosed Accessing Transportation	N/A	N/A	N/A	50
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget goals	Cost per One-Way Trip	N/A	N/A	N/A	$37.46

AGENCY TITLE: ALAMO AREA RESOURCE CENTER GREATER SAN ANTONIO H PROGRAM

PROGRAM DESCRIPTION

To provide a housing resource database, housing locator service and intensive housing case management to assist individuals in locating and maintaining safe, affordable, and appropriate housing.

FUNDING SOURCES AND AMOUNTS

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
HOPWA – Consolidated Funding Contribution	$90,418	$100,979	$100,979
HOPWA – Prior Year Carryforward General Fund	0	6,100	0
Total City Funding – All Agency Programs	90,418	107,079	100,979
Total Agency Operating Budget – All Sources	$763,554	$1,025,413	$1,922,856
% of Agency Budget from City of San Antonio	12%	11%	6%
AUTHORIZED POSITIONS	**6**	**4**	**4**
FULL-TIME EQUIVALENT	**3.00**	**2.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	49	710	1,175	800
	Provide for the Safety and Welfare of San Antonio					
	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation and community engagement	No. of Providers (Landlords, Owners, and Managers of Leased Housing) Outreached with Information	32	265	272	800
		No. of Providers (Landlords, Owners, and Managers of Leased Housing) Enrolled in the Project [1]	32	265	272	150
		No. of HIV Positive Individuals and Families Outreached with Information	N/A	N/A	N/A	800
		No. of HIV Positive Individuals and Families Enrolled in the Project	N/A	N/A	N/A	450

AGENCY TITLE: ALAMO AREA RESOURCE CENTER
GREATER SAN ANTONIO HOUSING WORKS PROGRAM

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation and community engagement	No. of HIV Positive Individuals Provided Intensive Case Management	N/A	N/A	N/A	100
		No. of Individuals Maintaining Permanent Housing	N/A	N/A	N/A	100

EXPLANATORY INFORMATION

[1] Targeting providers who are willing to work will allow low income individuals/families to have lower monthly rental amounts, waiver on deposits, etc.

AGENCY TITLE: ALZHEIMER'S DISEASE AND RELATED DISORDERS ASSOCIATION, INC. FAMILY CAREGIVER SERVICES

PROGRAM DESCRIPTION

The Family Caregivers Services Program assists individuals and families to secure medical and social services at earlier stages of disease progression and to make informed decisions about therapies, home-based care giving, and in other issues that impact the family. Core services are designed to assist both the person with the disease and his or her family members and caregivers to cope with Alzheimer's Disease.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$50,000
Total City Funding – All Agency Programs	0	0	50,000
Total Agency Operating Budget – All Sources	$663,916	$520,993	$515,000
% of Agency Budget from City of San Antonio	N/A	N/A	9.7%
AUTHORIZED POSITIONS	**0**	**0**	**3**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.75**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Community Outreach**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served [1]	N/A	N/A	N/A	478
		No. of Persons Receiving Caregiver Training	N/A	N/A	N/A	100
		No. of Safe Return Registrations	N/A	N/A	N/A	75
		No. of 24 Hour Helpline Assistance Calls and Care Consultation Requests	N/A	N/A	N/A	303
		% of Caregivers Who Report an Increase in Alzheimer's Knowledge and Skills	N/A	N/A	N/A	80%
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional value	Value of Volunteer Hours	N/A	N/A	N/A	$4,200

EXPLANATORY INFORMATION

[1] Family caregivers and persons affected by the disease will receive services.

AGENCY TITLE: **ANY BABY CAN OF SAN ANTONIO, INC.**
CASE MANAGEMENT AND CRISIS ASSISTANCE/FOOD BANK

PROGRAM DESCRIPTION

Any Baby Can provides short-term crisis intervention services and direct assistance to families with infants or children ages birth to 12 years who are either medically fragile, chronically ill, developmentally delayed, or disabled. The program provides case management to ensure client's needs are met directly or by referrals to appropriate agencies in securing early intervention assistance. Social services professionals who help families access community resources that meet their special health care needs coordinate support services.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$72,543	$70,366	$73,428
Total City Funding – All Agency Programs	72,543	70,366	73,428
Total Agency Operating Budget – All Sources	$1,065,096	$1,166,440	$1,318,600
% of Agency Budget from City of San Antonio	6.8%	6.0%	5.5%
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**2.00**	**2.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	270	264	290	274
		No. of Assessments, Interviews & Service Plans completed	266	270	298	280
		% of Clients Referred to Mainstream Services (Food Stamp, WIC, CHIPS)	N/A	N/A	N/A	50%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Client	$268.67	$266.53	$242.63	$267.98

AGENCY TITLE: **BEAT AIDS, INC. HUDSON STREET PROJECT**

PROGRAM DESCRIPTION

The residential program will address the seven major issues that impact participants who may suffer from one or all of these factors: substance abuse, recent incarceration, HIV infection, unemployment, homelessness or marginal housing, mental health and life skills deficits.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
HOPWA Consolidated Funding Contribution	$0	$0	$100,000
Total City Funding – All Agency Programs	0	0	100,000
Total Agency Operating Budget – All Sources	$0	$0	$2,198,125
% of Agency Budget from City of San Antonio	N/A	N/A	4.5%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY05
Customer	**Improve Community Outreach**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	N/A	N/A	18
		No. of Units of Service	N/A	N/A	N/A	25,600
		% of Transitional Housing program Participants Successfully Discharged	N/A	N/A	N/A	75%
	Enhance Workforce Development System					
	Transition Families to a livable income by raising their education and skill level	No. of Participants Provided Life and Job Skill Remediation	N/A	N/A	N/A	28
	Provide for the Welfare of San Antonio					
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Emergency Shelter Participants who Receive Referral to Long-term Housing Assistance	N/A	N/A	N/A	16

AGENCY TITLE: **BEAT AIDS, INC. HUDSON STREET PROJECT**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Homeless Women Provided Emergency Shelter	N/A	N/A	N/A	16
		No. of Female Participants Served in Medical Detoxification Program	N/A	N/A	N/A	10
		No. of Medical Detox Participants Transferred to a Residential Treatment Facility	N/A	N/A	N/A	9
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Unit of Service Provided	N/A	N/A	N/A	$10.41

AGENCY TITLE: **CORAZON MINISTRY DAY CENTER**

PROGRAM DESCRIPTION

Corazon Ministry, a non-profit entity of Travis Park United Methodist Church, operates a day center for the homeless at 230 E. Travis. The center offers the homeless a place to retreat from the elements, showers, laundry facility, clothing, lunch, identification recovery, AA counseling, employment counseling and an opportunity to network with other agencies.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$54,186	$54,184
Total City Funding – All Agency Programs	0	54,186	54,184
Total Agency Operating Budget – All Sources	$0	$350,873	$616,945
% of Agency Budget from City of San Antonio	N/A	15.4%	8.8%
AUTHORIZED POSITIONS	**0**	**5**	**10**
FULL-TIME EQUIVALENT	**0.00**	**0.49**	**1.38**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Provide for the Safety and Welfare of San Antonio**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served in One Year	N/A	520	3,665	3,600
		No. of Food Stamp Applications Completed in One Year	N/A	150	117	150
		% of Clients that Enter ID Recovery Program and Recover their Ids	N/A	N/A	N/A	25%
	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	% of Participants in Job Training program that results in securing employment	N/A	5%	20%	20%
Financial	**Provide Accountability to the Public**					
	Ensure progress toward identified performance and budget targets	Cost of Each Participant to Attend Day Center [1]	N/A	$4.50	$42.67	$2.00

EXPLANATORY INFORMATION

[1] Cost Includes meal preparation and overhead expenses. Preparation of meal cost is $2.05.

AGENCY TITLE: **CORAZON MINISTRY FOOD PANTRY**

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 to the homeless and to persons who are not in the mainstream. Breakfast is served in a dining room located in the church basement. Additionally, meals are provided three times a day, seven days a week to residents of the transitional housing program.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$21,239	$21,329
Total City Funding – All Agency Programs	0	21,239	21,329
Total Agency Operating Budget – All Sources	$0	$350,873	$616,945
% of Agency Budget from City of San Antonio	N/A	6.1%	3.4%
AUTHORIZED POSITIONS	**0**	**4**	**4**
FULL-TIME EQUIVALENT	**0.00**	**0.16**	**0.16**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	1,030	1,276	1,030
		No. of Food Stamp Applications Completed	N/A	150	102	120
		No. of Referrals for Other Social/Medical Services	N/A	600	1,467	1,200
		No. of Meals Served in One Year	N/A	22,000	13,990	18,000
Financial	**Provide Accountability to the Public**					
	Ensure progress toward identified performance and budget targets	Avg. Cost per Meal	N/A	$1.33	$0.89	1.18

AGENCY TITLE: **CORAZON MINISTRY MOBILE CANTEEN**

PROGRAM DESCRIPTION

Corazon Ministry, a non-profit entity of Travis Park United Methodist Church, has established a partnership with St. Mark's Catholic Church to operate a mobile canteen to feed the homeless. The chronic homeless do not access shelter or meals from local homeless providers. Therefore, the mobile canteen brings services to areas where the homeless congregate and provides an evening meal during the week, Monday through Friday. Meals are prepared at the Travis Park United Methodist Church kitchen and volunteers from St. Mark's Catholic Church distribute the meals. Additionally, meals, socks, and personal hygiene items are distributed. A nurse is available to make medical referrals and a worker is also available to assist the homeless in completing food stamp applications.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$107,339	$107,339
Total City Funding – All Agency Programs	0	107,339	107,339
Total Agency Operating Budget – All Sources	$0	$350,873	$616,945
% of Agency Budget from City of San Antonio	N/A	30.6%	17.4%
AUTHORIZED POSITIONS	**0**	**2**	**4**
FULL-TIME EQUIVALENT	**0.00**	**0.76**	**1.54**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	1,000	3,747	3,600
		No. of Unduplicated Families Served	N/A	N/A	N/A	100
		No. of Meals Served	N/A	12,000	13,294	15,000
		No. of Food Stamp Applications Submitted to San Antonio Food Bank	N/A	70	60	70
		No. of Participants Referred to Medical or Other Social Service Organizations	N/A	400	252	400
		% of Clients that Enter ID Recovery Program and Recover their Ids	N/A	N/A	N/A	25%

AGENCY TITLE: CORAZON MINISTRY MOBILE CANTEEN

BALANCE SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Avg. Cost per Meal Served	N/A	$4.50	$4.25	$4.50

AGENCY TITLE: **FAMILY VIOLENCE PREVENTION SERVICES, INC. BATTERED WOMEN'S SHELTER**

PROGRAM DESCRIPTION

The Battered Women's Shelter of Bexar County provides temporary shelter, counseling, and case management services to women and children who have been victims of physical, emotional, or sexual abuse.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$60,563	$54,559	$71,809
Emergency Shelter Grant (ESG)	82,904	86,336	64,112
Total City Funding – All Agency Programs	143,467	140,865	135,921
Total Agency Operating Budget – All Sources	$3,849,183	$3,401,144	$3,110,490
% of Agency Budget from City of San Antonio	1.5%	1.6%	2.3%
AUTHORIZED POSITIONS	**0**	**2**	**3**
FULL-TIME EQUIVALENT	**0.00**	**2.00**	**2.15**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Enhance Workforce Development System**					
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Counseling and/or Case Management Hours	3,695	3,499	2,300	3,500
		No. of Adult Clients Participating in Educational/Life Skills Workshop	N/A	N/A	N/A	378
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served [1]	1,456	1,466	866	1,390
		% of Clients Demonstrating a Better Understanding of the Dynamics of Family Violence	91%	90%	95%	95%
		No. of Families Moved into Transitional or Permanent Housing	N/A	N/A	N/A	175

AGENCY TITLE: **FAMILY VIOLENCE PREVENTION SERVICES, INC. BATTERED WOMEN'S SHELTER**

BALANCE SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY04	Adopted FY 05
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	General Fund Cost per Family Served	$41.60	$37.21	$42.03	$51.66

EXPLANATORY INFORMATION

[1] Number of unduplicated participants served includes families and individuals.

AGENCY TITLE: **FATHER FLANAGAN'S BOYS AND GIRLS TOWN OF SAN ANTONIO YOUTH EMERGENCY SHELTER**

PROGRAM DESCRIPTION

The program provides short-term emergency shelter to abused, neglected, dependent, homeless, and emotionally disturbed youth ages ten to seventeen. The City's Youth Service Division and the San Antonio Police Department refer clients to this program.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$81,975	$80,035	$80,035
Total City Funding – All Agency Programs	81,975	80,035	80,035
Total Agency Operating Budget – All Sources	$3,058,845	$2,804,703	$2,991,707
% of Agency Budget from City of San Antonio	3%	3%	3%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Enhance Workforce Development System**					
	Promote Youth Development through early intervention, character traits/life skills development, education and job training	No. of Clients Receiving Life Skills Training	N/A	70	66	71
		% of Clients Able to Better Relate to Peers and Family Completion	N/A	90%	81%	90%
		% of Participants Completing Program and Improving in Their Ability to Make Better Decisions	N/A	90%	81%	90%
		Cost per Bed Night	$75	$75	$75	$80
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	89	70	67	71

AGENCY TITLE: **FATHER FLANAGEN'S BOYS AND GIRLS TOWN OF SAN ANTONIO YOUTH EMERGENCY SHELTER**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Provide for the Safety and Welfare of San Antonio**					
	Development through early intervention, character traits/life skills development, education and job training	No. of Bed Nights	1,043	1,066	929	1,001

AGENCY TITLE: **HELPING HANDS EMERGENCY ASSISTANCE PROGRAM**

PROGRAM DESCRIPTION

The Emergency Assistance Program provides one-time financial assistance grants to pay utilities, rent, medical, and food assistance to eligible low-income families and individuals.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$54,200	$57,530	$47,350
Human Development Services Funds	0	36,041	0
Total City Funding – All Agency Programs	54,200	93,571	47,350
Total Agency Operating Budget – All Sources	$77,200	$105,730	$86,050
% of Agency Budget from City of San Antonio	70.2%	54.4%	55.0%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Provide for Safety and Welfare of San Antonio**					
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Utility, Rent, Food Grants Provided to Participants	6,298	2,653	3,502	2,175
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	2,579	2,475	2,569	2,029
		No. of Families Served and Referred to Financial Literacy Classes	N/A	N/A	N/A	1,014
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost of Service per Family	N/A	N/A	N/A	$46.69
		Cost of Service per Client	$21.01	$23.17	$22.39	$23.42

AGENCY TITLE: HISPANIC RELIGIOUS PARTNERSHIP FOR COMMUNITY HEALTH INC. FOOD PANTRY

PROGRAM DESCRIPTION

This agency partners with five churches to provide food, food stamp outreach, and referrals for other needed service to low income residents of the City.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$28,212	$28,212
Total City Funding – All Agency Programs	0	28,212	28,212
Total Agency Operating Budget – All Sources	$0	$294,712	$363,252
% of Agency Budget from City of San Antonio	N/A	9.6%	7.8%
AUTHORIZED POSITIONS	**0**	**1**	**1**
FULL-TIME EQUIVALENT	**0.00**	**0.20**	**0.20**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02-03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served [1]	N/A	8,000	12,967	11,431
		No. of Participants who Follow through with Referrals	N/A	1,000	808	800
		No. of Food Stamp Applications Completed	N/A	800	161	200
		No. of Families Served	N/A	N/A	N/A	4,500
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	Value of Volunteer Hours Assisting at Food Pantries	N/A	$15,000	$12,623	$10,000
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Pound of Food	N/A	N/A	N/A	$0.10

EXPLANATORY INFORMATION

[1] Adopted measures were based on eight months projections – Actual FY 2003-2004 are higher due to greater effort by the agency to serve the community.

AGENCY TITLE: **HOPE ACTION CARE CASA MARTIN**

PROGRAM DESCRIPTION

This program provides shelter for individuals who are HIV positive, both male and female, and single persons or family members with an infected member. Residents would receive various support services to include case management, counseling and referral services. Persons who successfully complete the 90 day program are enrolled in t he HOPE Recovery Program and assisted with deposit and rent in affordable housing.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
HOPWA-Consolidated Funding Contribution	$0	$0	$50,000
Total City Funding – All Agency Programs	0	0	50,000
Total Agency Operating Budget – All Sources	$0	$0	$2,570,344
% of Agency Budget from City of San Antonio	N/A	N/A	2%
AUTHORIZED POSITIONS	**0**	**0**	**2**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.75**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Community Outreach**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	N/A	N/A	N/A	58
		No. of Shelter Nights Provided	N/A	N/A	N/A	1,100
		No. of Meals Served	N/A	N/A	N/A	3,300
		% of Unduplicated Participants who Receive Referrals to Medical or Social Service Organizations	N/A	N/A	N/A	95%
		% of Participants with Substance or Alcohol Abuse Problems who Enter into Treatment Program	N/A	N/A	N/A	50%
		% of Participants who Successfully Complete the Program and are Placed in Affordable Housing	N/A	N/A	N/A	15%

AGENCY TITLE: **HOPE ACTION CARE CASA MARTIN**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Shelter Night	N/A	N/A	N/A	$14.33
		Cost per Participant	N/A	N/A	N/A	$641.02

AGENCY TITLE: ALAMO AREA RAPE CRISIS CENTER
CRISIS INTERVENTION & CASE MANAGEMENT FOR SEXUAL VICTIMS

PROGRAM DESCRIPTION

Funding for the Program supports advocacy services for victims of sexual assault. The Program provides emergency counseling to victims and their family members at the hospital; supportive assistance with police and medical procedures and ongoing support to the victim throughout the readjustment process according to the specific needs of the victim and family members. Additionally, the Program operates a 24-hour crisis line for victims of sexual assault and sexual abuse.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$70,780	$68,652	$68,657
Total City Funding – All Agency Programs	70,780	68,652	68,657
Total Agency Operating Budget – All Sources	$1,076,265	$1,128,147	$1,185,149
% of Agency Budget from City of San Antonio	6.5%	6.1%	5.8%
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**2.15**	**2.15**	**2.15**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Provide for Safety and Welfare of San Antonio**					
	Provide comprehensive community based safety net/family strengthening	No of Unduplicated Participants Served	1,145	780	1,147	780
		No. of Service Hours Provided to each Sexual Assault Survivor During the SAFE (Sexual Assault Forensic Exam)	N/A	N/A	N/A	7,500
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Clients Receiving Case Management	311	260	456	400
		% of Clients Linked to Assistance with follow-up calls that Positively Self-Support	100%	98%	100%	99%

AGENCY TITLE: ALAMO AREA RAPE CRISIS CENTER
CRISIS INTERVENTION & CASE MANAGEMENT FOR SEXUAL VICTIMS

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost of Advocacy Services per Participant	$61.81	$88.01	$59.86	$88.02

AGENCY TITLE: **DAVIDSON RESPITE HOUSE RESPITE CARE**

PROGRAM DESCRIPTION

The Community Development Block Grant (CDBG) funding will support personnel staffing, specifically for the positions of the Shelter Director and Direct Care Providers for the Davidson Respite House (DRH) located at 605 Belknap Place, which is operated by Respite Care of San Antonio (RCSA). Respite Care of San Antonio provides support for families of children with developmental disabilities. The DRH is the first and only licensed emergency shelter in the state of Texas dedicated to the care of children with developmental disabilities. An estimated 135 clients is projected to benefit from this program.

The DRH offers emergency respite and shelter care to individuals with disabilities, 24 hours per day, 365 days per year. The DRH cares for children between the ages of birth and 17 years of age. The average length of stay for children placed privately by their parents is 3-5 days, while the average stay for children placed by Texas Department of Protective and Regulatory Services due to abuse and neglect is 90 days.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG-Consolidated Funding Contribution	$0	$0	$78,000
Total City Funding – All Agency Programs	0	0	229,000
Total Agency Operating Budget – All Sources	$0	$0	$1,814,122
% of Agency Budget from City of San Antonio	N/A	N/A	13%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Provide for Safety and Welfare of San Antonio**					
	Provide comprehensive community based family strengthening service	No. of Unduplicated Participants Served	N/A	N/A	N/A	135
	Provide Safety net of services to meet the temporary emergency needs of all citizens in San Antonio	Avg. Cost per Shelter Bed	N/A	N/A	N/A	$174
		No. of Shelter Bed Nights	N/A	N/A	N/A	3,360

AGENCY TITLE: **ROY MAAS' YOUTH ALTERNATIVES ALTERNATE SENTENCING**

PROGRAM DESCRIPTION

The Alternate Sentencing Program provides temporary shelter and counseling for juveniles, ages 10 to 17, who have been taken into custody by the police for misdemeanor offences and for youth who are experiencing major crisis.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$54,248	$52,620	$57,620
Total City Funding – All Agency Programs	54,248	52,620	57,620
Total Agency Operating Budget – All Sources	$3,973,742	$4,517,285	$4,432,445
% of Agency Budget from City of San Antonio	1%	1%	1%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Community Outreach**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	108	76	79	100
	Promote Youth Development through early intervention, character traits/life skills development, education and job training	No. of Bed Nights	594	642	392	640
		No. of Youth Receiving Life Skills Training Enabling Them to Make Better Decisions	N/A	76	88	100
		No. of Youth Improving in Relationship with Peers and Family	N/A	76	89	100
		Avg. Cost per Bed Night	$82	$82	$82	$85
		No. of Youth Receiving Individual Counseling	N/A	76	89	100

AGENCY TITLE: **SAN ANTONIO AIDS FOUNDATION SKILLED NURSING/HOSPICE FACILITY**

PROGRAM DESCRIPTION

San Antonio AIDS Foundation (SAAF) operates a skilled nursing/hospice facility at 818 E. Grayson. The facility offers 24-hour care to individuals with HIV/AIDS who are not able to care for themselves or who do not have other resources for such care.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
HOPWA – Consolidated Funding Contribution	$172,382	$229,734	$229,734
Total City Funding – All Agency Programs	172,382	229,734	229,734
Total Agency Operating Budget – All Sources	$2,360,871	$2,484,234	$2,559,931
% of Agency Budget from City of San Antonio	8%	10%	9%
AUTHORIZED POSITIONS	**6**	**6**	**7**
FULL-TIME EQUIVALENT	**3.00**	**3.50**	**4.60**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served [1]	67	90	72	76
	Provide for the Safety and Welfare of San Antonio					
	Provide a safety net of services to meet the temporary emergency needs of all the members of the San Antonio community.	No. of Skilled Nursing Hours Provided	N/A	N/A	N/A	9,500
		Avg. Cost per Patient per Day	N/A	N/A	N/A	$130
		Avg. Length of Stay	N/A	N/A	N/A	1 Year

EXPLANATORY INFORMATION

[1] Due to Advance medical technology, there is an increase in client longevity resulting in decrease of clients served in Adopted FY 2004-2005.

AGENCY TITLE: **SAN ANTONIO AIDS FOUNDATION (SAAF) TENANT BASED RENTAL ASSITANCE**

PROGRAM DESCRIPTION

SAAF provides long-term housing subsidies to individuals and families with HIV/AIDS.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
HOPWA – Consolidated Funding Contribution	$300,000	$430,748	$490,963
Total City Funding – All Agency Programs	300,000	430,748	490,963
Total Agency Operating Budget – All Sources	$2,360,871	$2,484,234	$2,559,931
% of Agency Budget from City of San Antonio	13%	18%	20%
AUTHORIZED POSITIONS	**0**	**2**	**3**
FULL-TIME EQUIVALENT	**0.00**	**1.12**	**2.26**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	172	110	188	180
Internal Processes	**Provide for the Safety and Welfare of San Antonio**					
	Provide a safety net of services to meet the temporary emergency needs of all citizens in San Antonio	Avg. Subsidy Cost per Month	$250	$300	$330	$283
		Avg. Length of Assistance	N/A	N/A	N/A	1 ½ Years
		Avg. Rent Subsidy Paid per Person per Month	N/A	N/A	N/A	$311

AGENCY TITLE: **SAN ANTONIO FOOD BANK COMMUNITY KITCHEN**

PROGRAM DESCRIPTION

San Antonio Food Bank (SAFB) operates a community kitchen for the homeless at the Dwyer Avenue Shelter. The kitchen offers the homeless meals three times a day as well as providing a culinary arts training program for job preparedness.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
ESG – Consolidated Funding Contribution	$0	$35,000	$35,000
Total City Funding – All Agency Programs	0	35,000	35,000
Total Agency Operating Budget – All Sources	$0	$1,567,489	$2,730,000
% of Agency Budget from City of San Antonio	N/A	2.2%	1.3%
AUTHORIZED POSITIONS	**0**	**1.0**	**1.0**
FULL-TIME EQUIVALENT	**0.00**	**1.0**	**1.0**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Enhance Workforce Development System**					
	Transition families to livable income by raising their education and skill level	No. of homeless individuals enrolled in the culinary arts program	N/A	12	19	16
	Transition families to livable income by raising their education and skill level	% of Community Kitchen students who will graduate with a certificate in Food Safety and Food Preparation	N/A	30%	63%	55%
	Transition families to livable income by raising their education and skill level	% of Community Kitchen students who will be employed in culinary arts field after graduation.	N/A	20%	50%	45%
	Improve Customer Service					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	N/A	170	316	400

AGENCY TITLE: **SAN ANTONIO FOOD BANK COMMUNITY KITCHEN**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Provide for the Safety and Welfare of San Antonio**					
	Provide a safety net of services to meet the temporary emergency needs of all the members of the San Antonio community.	No. of Meals Provided to Homeless Residents	N/A	41,300	24,540	21,260
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Meal [2]	N/A	$0.85	$1.43	$1.67

EXPLANATORY INFORMATION

[1] Cost per meal is calculated by City contribution divided by the number of meals served.

AGENCY TITLE: **SAN ANTONIO FOOD BANK FOOD STAMP OUTREACH**

PROGRAM DESCRIPTION

This Program is aimed at empowerment and education of low income residents in the City. Participants are informed on nutrition, food stamp service, and referrals for other needed services. It is estimated that 200,000 individuals are potentially eligible for food stamps, but are not accessing this service.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund-Consolidated Funding Contribution	$0	$134,671	$134,671
Total City Funding – All Agency Programs	0	134,671	134,671
Total Agency Operating Budget – All Sources	$0	$1,567,489	$2,730,000
%of Agency Budget from City of San Antonio	N/A	8.6%	4.9%
AUTHORIZED POSITIONS	**0**	**2**	**4**
FULL-TIME EQUIVALENT	**0.00**	**1.05**	**2.92**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served [1]	N/A	7,125	3,605	2,693
		% of Applications which Resulted in Certification	N/A	N/A	N/A	35%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Participant	N/A	N/A	N/A	$50

EXPLANATORY INFORMATION

[1] Contracted FY 2003-2004 projections were high due to no baseline data. This was the first year of funding for this program.

AGENCY TITLE: **SAN ANTONIO FOOD BANK KID'S CAFÉ**

PROGRAM DESCRIPTION

The San Antonio Food Bank plans to open four additional Kid's Café sites to improve the nutritional intake of school-age children of families at or below the Federal Poverty Level. There will be 35 children per site who are offered one meal per school day.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$60,000
Total City Funding – All Agency Programs	0	0	60,000
Total Agency Operating Budget – All Sources	$0	$0	$2,730,000
% of Agency Budget from City of San Antonio	N/A	N/A	2.2%
AUTHORIZED POSITIONS	**0**	**0**	**1**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Low Unduplicated Clients [1]	N/A	N/A	N/A	90
		% of Clients who will Participate in Nutrition Education	N/A	N/A	N/A	75%
		No. of Meals Served	N/A	N/A	N/A	20,000
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Meal	N/A	N/A	N/A	$3

EXPLANATORY INFORMATION

[1] Number reflects three new sites.

AGENCY TITLE: **SAMMINISTRIES EMERGENCY SHELTER**

PROGRAM DESCRIPTION

The program provides emergency shelter and case management to homeless individuals and families.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
ESG – Consolidated Funding Contribution	$85,214	$45,618	$45,618
Total City Funding – All Agency Programs	85,214	45,618	45,618
Total Agency Operating Budget – All Sources	$3,367,726	$3,245,946	$3,625,071
% of Agency Budget from City of San Antonio	3%	2%	2%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.000**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Provide for the Safety and Welfare of San Antonio**					
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. Unduplicated Participants Served	7,742	2,800	4,300	3,200
		Number of Bed Nights	104,570	82,000	92,305	90,000
		% of Beds Occupied	N/A	90%	81%	82%
Financial	**Provide Accountability to the Public**					
	Ensure progress toward identified performance and budget targets	Cost per Unduplicated Client	$11.07	$16.29	$10.61	$14.26

AGENCY TITLE: **ST. PETER ST. JOESPH PROJECT AYUDA**

PROGRAM DESCRIPTION

Project Ayuda provides low-income families in crisis with emergency assistance allowing them to empower themselves and regain control over their lives while strengthening their families. By assessing family skills and identifying new skills, which promote the growth necessary to achieve change, the program helps participants create the most functional and independent lifestyle possible.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$69,989	$67,900	$67,900
Total City Funding – All Agency Programs	69,989	67,900	67,900
Total Agency Operating Budget – All Sources	$5,239,056	$3,318,809	$3,416,942
% of Agency Budget from City of San Antonio	1.3%	2.0%	1.9%
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**1.30**	**1.30**	**1.30**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY04	Adopted FY 05
Customer	**Enhance Workforce Development System**					
	Provide comprehensive community based family strengthening services	No. of Families Completing 3 Months of Life Skills Classes	77	70	72	70
	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	103	100	100	100
	Provide for Safety and Welfare of San Antonio					
	Provide comprehensive community based family strengthening services	% of Families with Improved Community Resources, Housing and Employment	97%	95%	100%	98%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost of All Services per Family	$850	$679	$679	$679

AGENCY TITLE: **CATHOLIC CHARITIES, ARCHDIOCESE OF SAN ANTONIO, INC. FOSTER GRANDPARENTS PROGRAM**

PROGRAM DESCRIPTION

The Foster Grandparent Program recruits low-income adults, 60 years or older, as direct care providers to provide individual attention and care to children who reside at the Children's Shelter of San Antonio during periods of family crisis. The program currently has eight Foster Grandparents who receive a modest stipend.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$27,812	$27,812	$27,812
Total City Funding – All Agency Programs	27,812	27,812	27,812
Total Agency Operating Budget – All Sources	$4,827,548	$5,115,451	$5,115,451
% of Agency Budget From City of San Antonio	.58%	.54%	.54%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	203	180	175	190
		% of Participants who Respond Positively to Life Satisfaction Survey	94%	90%	92%	90%
		% of Work Site Evaluations Reporting a Positive Impact in the Community	N/A	90%	90%	90%
		No. of Volunteer Service Hours	8,492	8,320	8,299	8,352
Financial	**Leverage Other Funding Sources**					
	Leverage Funded Programs to Create Additional Value	Value of Volunteer Hours [1]	$74,296	$54,080	$53,944	$73,080

EXPLANATORY INFORMATION

[1] Value of Volunteer Hours is calculated at $8.75 per hour.

AGENCY TITLE: CATHOLIC CHARITIES, ARCHDIOCESE OF SAN ANTONIO, INC. RETIRED SENIOR VOLUNTEER PROGRAM (R.S.V.P.)

PROGRAM DESCRIPTION

This program recruits and places retired persons, in the San Antonio area who are 55 years and older, in volunteer assignments that address social and economic issues faced by the city. R.S.V.P. provides approximately 3,000 volunteers per year to non-profit charitable or governmental agencies and groups. The direct service is beneficial and useful to both senior citizens and the organizations served.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$52,895	$52,895	$52,895
Total City Funding – All Agency Programs	52,895	52,895	52,895
Total Agency Operating Budget – All Sources	$4,827,548	$5,116,451	$5,115,451
% of Agency Budget from City of San Antonio	1.1%	1.0%	1.0%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	3,015	3,200	3,083	3,200
		No. of Volunteer Service Hours	531,447	550,000	484,823	550,000
		No. of Active Volunteers	1,813	1,600	1,645	1,650
		% of Participants who Respond Positively to Life Satisfaction Survey	94%	90%	87%	90%
		% of Work Sites that Respond Positively to the impact Of The Program On The Community	N/A	90%	96%	90%
Financial	**Leverage Other Funding Sources**					
	Leverage Funded Programs to Create Additional Value	Value of Volunteer Hours	$4,650,161	$3,253,250	$3,151,350	$4,379,375

AGENCY TITLE: EL CENTRO DEL BARRIO ACTIVITY CENTER FOR THE FRAIL AND ELDERLY

PROGRAM DESCRIPTION

This program provides a bilingual/bicultural elderly day care in which low-income elderly persons 60 years or older, who are physically and mentally frail or incapacitated, engage in supervised socialization, recreation and educational activities that promote social and physical functioning and emotional well being.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$50,023	$44,628	$44,628
Total City Funding – All Agency Programs	50,023	44,628	44,628
Total Agency Operating Budget – All Sources	$14,148,900	$14,269,389	$14,947,314
% of Agency Budget from City of San Antonio	.35%	.31%	.30%
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**2.32**	**2.20**	**2.20**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	31	30	42	40
		No. of Attendance Days/Utilization Rate	4,119 53%	5,472 70%	4,772 61%	5,476 70%
	Provide for the Safety and Welfare of San Antonio					
	Enable elderly and disabled to retain an independent and healthy quality of life through the provision of nutrition, personal care, transportation and community engagement	% of Clients Responding to Survey that as a Result of the Program, Clients are Happier, Healthier, and Less Isolated	100%	85%	100%	100%

AGENCY TITLE: **OASIS**
OLDER ADULT SERVICES & INFORMATION SYSTEM

PROGRAM DESCRIPTION

OASIS provides services to older adults by offering programs in the arts, humanities, wellness and volunteer services enabling them continue their personal growth and service to the community. OASIS also services an intergenerational tutoring component that provides reading skills assistance to children in grades one through three. OASIS membership is free to anyone 50 years of age or older.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$24,268	$24,268	$29,841
Total City Funding – All Agency Programs	24,268	24,268	29,841
Total Agency Operating Budget – All Sources	$346,819	$370,298	$391,167
% of Agency Budget from City of San Antonio	7.0%	6.6%	7.6%
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENT	**0.65**	**0.75**	**0.86**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	13,707	14,000	15,123	15,300
		No. of Volunteer Hours [1]	25,690	27,000	24,047	25,000
		No. Enrolled in Classes/Events	38,909	40,500	39,426	41,000
		No. of Person-to-Person Program Counseling Contacts	N/A	900	966	1,000
	Provide for the Safety and Welfare of San Antonio					
	Provide comprehensive community based family strengthening services	% of Clients who Indicate their Quality of Life has Improved through their Participation in OASIS Programs [2]	97%	85%	94%	85%

AGENCY TITLE: **OASIS**
OLDER ADULT SERVICES & INFORMATION SYSTEM

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional value	Value of Volunteer Hours	$224,789	$236,250	$173,373	$249,375

EXPLANATORY INFORMATION

[1] Volunteer hours decrease in Adopted FY 2004-2005 due to a National Office policy change that excludes travel time.
[2] Clients satisfied with program services is based on annual satisfaction survey administered by division.

AGENCY TITLE: **PROJECT MEND**
MEDICAL EQUIPMENT NETWORK FOR THE DISABLED

PROGRAM DESCRIPTION

Project Mend helps low-income, disabled individuals achieve greater mobility and self-sufficiency by lending them medical equipment as well as providing repair services. Having access to medical equipment allows participants to engage in the daily activities of life such as walking, cooking, and bathing. Ninety five percent of participants report an increase in mobility and self-sufficiency.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$24,840	$24,840	$37,345
Total City Funding – All Agency Programs	24,840	24,840	37,345
Total Agency Operating Budget – All Sources	$632,369	$282,840	$636,500
% of Agency Budget from City of San Antonio	3.9%	8.9%	5.9%
AUTHORIZED POSITIONS	**1**	**1**	**2**
FULL-TIME EQUIVALENT	**1.00**	**1.00**	**1.35**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	331	348	410	425
		No. of Medical Equipment Items Distributed to Clients	711	675	991	800
	Provide for the Safety and Welfare of San Antonio					
	Enable Elderly and Disabled to Retain an Independent and Healthy Quality of Life Through The Provision Of Nutrition, Personal Care, Transportation and Community Engagement.	% of Participants Reporting an Increase in Mobility and Self-Sufficiency	76%	75%	81%	90%
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional value	Total Value of Equipment Loaned to Clients/Savings	$94,736	$95,000	$191,052	$125,000

AGENCY TITLE: SAN ANTONIO FOOD BANK
HEALTHY OPTIONS PROGRAM FOR THE ELDERLY (HOPE)

PROGRAM DESCRIPTION

Funding for this program provides expanded food security to senior residents who are 60 years and over within the City. Through its Project HOPE program, The San Antonio Food Bank acquires and distributes nutritious food and related products to low-income seniors, which promote the health, safety and welfare of all seniors residing in the City. The City's Comprehensive Nutrition Project locations serve as sole distribution sites. Food from Project HOPE is also distributed to homebound seniors.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$37,857	$270,000	$285,000
Total City Funding – All Agency Programs	37,857	270,000	285,000
Total Agency Operating Budget – All Sources	$2,503,551	$1,567,489	$2,730,000
% of Agency Budget from City of San Antonio	1.5%	17.2%	10.4%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. of Unduplicated Participants Served	2,050	3,500	4,175	4,500
		Total No. of Pounds Delivered [1]	N/A	1,800,000	2,760,165	1,900,000
	Provide for Safety and Welfare of San Antonio					
	Enable Elderly and Disabled to Retain an Independent and Healthy Quality of Life Through The Provision Of Nutrition, Personal Care, Transportation and Community Engagement.	% of Seniors who Indicate their Nutritional Education has Improved	N/A	85%	91%	85%
		% of Seniors who Indicate Improved Quality of Life	N/A	90%	91%	90%
Financial	**Leverage Other Funding Sources**					
	Leverage Funded Programs to Create Additional Value	Market Value of Food Delivered at $1.59 per Pound [1]	N/A	$2,862,000	$4,388,663	$3,021,000

EXPLANATORY INFORMATION

[1] The San Antonio Food Bank has agreed to provide additional pounds of food as in-kind to registered seniors above the 1,900,000 pounds based on the contract amount of $285,000.

AGENCY TITLE: **YMCA OF GREATER SAN ANTONIO ACTIVE OLDER ADULTS**

PROGRAM DESCRIPTION

The Community Development Block Grant (CDBG) funds provide senior services, including, but not limited to strength training to help prevent osteoporosis, chair aerobics for participants restricted to a wheelchair and swimming programs to approximately 310 Active Older Adults. Services are provided at the Davis Scott YMCA and the Westside YMCA.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
CDBG-Consolidated Funding Contribution	$185,000	$180,00	$195,422
Total City Funding – All Agency Programs	1,010,000	320,000	1,004,598
Total Agency Operating Budget – All Sources	$5,884,779	$6,732,122	$6,872,810
% of Agency Budget from City of San Antonio	17%	5%	15%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Provide for the Safety and welfare of San Antonio**					
	To enable the elderly and disabled to retain independent and healthy quality of life through the provision of nutrition, personal care, transportation, and community engagement	No. of Unduplicated Participants Served	N/A	N/A	N/A	296
		No. of Program Participant Enrollments Delivered	N/A	N/A	N/A	567
		% of Seniors Enrolled in Physical Exercise Activities	N/A	N/A	N/A	80%
		% of Seniors Meeting One or More Personal Health Goals	N/A	N/A	N/A	90%
		No. of Educational, Social, and Excursion Events	N/A	N/A	N/A	104
		No. of Health Screenings	N/A	N/A	N/A	24

AGENCY TITLE: **AVENIDA GUADALUPE ASSOCIATION INC.**
PLAZA GUADALUPE

PROGRAM DESCRIPTION

The Plaza Guadalupe is an open area community facility/amphitheater that has been the focal point of the Avenida Plaza neighborhood since being developed in 1984. The program ensures that the surrounding community and non-surrounding community have a safe and motivating area to hold public/private functions. At the same time, the program continues to promote the Plaza Guadalupe as a source of pride for the area and aid in its revitalization. The community uses the Plaza for a variety of events.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$34,804	$34,804
Total City Funding – All Agency Programs	141,517	141,517	141,517
Total Agency Operating Budget – All Sources	$692,243	$692,243	$692,243
% of Agency Budget from City of San Antonio	21%	21%	21%
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**1.50**	**1.50**	**1.50**

BALANCED SCORCARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	To provide cultural and educational resources to San Antonio and the surrounding area.	No of Unduplicated Participants Served per Year	15,000	15,000	10,050	15,000
	Invest in existing community organizations for the provision of human development services	No. of Sponsored, Pro Bono, and Paying Community Events Offered to Organizations per Year	20	21	17	38
Financial	**Leverage Other Funding Sources**					
	Coordinate and foster strategic partnerships with outside agencies and organizations to leverage resources essential to strengthening families, developing human capital, and sustaining a community safety net	No. of Sponsored Organizations and Other Donors Providing Leveraging of Funds per Year	24	21	8	20

AGENCY TITLE: **AVENIDA GUADALUPE ASSOCIATION INC. PLAZA GUADALUPE**

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Total No. of Contracts and Vendor Agreements Managed and Monitored	32	21	17	60

AGENCY TITLE: AVENIDA GUADALUPE ASSOCIATION
AVENIDA GUADALUPE ASSOCIATION COMMUNITY DEVELOPMENT

PROGRAM DESCRIPTION

The goals of the Avenida Guadalupe Community Outreach Program are to comprehensively address the problems felt by local residents as a direct result of the extreme poverty in the area; provide strategic and urban planning for neighborhood redevelopment initiatives; and maintain and expand social services and cultural education for residents of the neighborhood by coordinating community events efficient management of existing programs and facilities.

The Avenida Guadalupe Association (AGA) is a 501(c)(3) incorporated in December 1979 to assist in the revitalization and attraction of neighborhood businesses that improve economic conditions and living standards of residents and merchants in the AGA neighborhood. Since 1979 the AGA has been given ground lease rights to three city properties: the El Progreso Community Center, three houses known as Artist Studios, the Plaza Guadalupe, and Las Oficinas Complex. The El Parian Market was constructed in 1991 and houses businesses that benefit the community (e.g. adult day care, girl and boy scout programs) and allows area entrepreneurs a chance to start their own business. In 1996 the AGA spearheaded the way to build the San Jacinto Senior Housing Development which provides low income seniors with adequate and affordable housing. Over the past year the AGA has initiated a homebuyer counseling program which addresses all aspects of buying and owning a home. The AGA partnered with UTSA to develop a master plan that sets forth the AGA's goals to the year 2020. The AGA also organizes several cultural community events such as the Diez y Seis activities which are broadcast throughout the Southwestern United States.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$106,713	$106,713	$106,713
Total City Funding – All Agency Programs	141,517	141,517	141,517
Total Agency Operating Budget – All Sources	$692,243	$692,243	$692,243
% of Agency Budget from City of San Antonio	21%	21%	21%
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**1.50**	**1.50**	**1.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Community Outreach**					
	To enable the elderly and disabled to retain an independent and healthy quality of life through services that include nutrition, personal care, transportation, and community engagement	No. of Senior Clients at the Senior Citizen Community Residences	104	109	109	109

AGENCY TITLE: AVENIDA GUADALUPE ASSOCIATION
AVENIDA GUADALUPE ASOCIATION COMMUNITY DEVELOPMENT

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Financial	**Leverage Other Funding Sources**					
	To coordinate and foster strategic partnerships with outside agencies and organizations to leverage resources essential to strengthening families, developing human capital, and sustaining a community safety net.	% of Budget from Other Funding Sources to Include Fundraising, Grants, Private Corporations, and Program Income from Facility Space Rental	86%	86%	88%	53%
	To ensure progress toward identified performance and budget targets	No. of Contracts and Vendor Agreements Managed and Monitored [1]	135	159	151	157
		% of Contract Agreements Meeting Contract Performance Requirements	100%	100%	100%	100%

EXPLANATORY INFORMATION

[1] Contracts and vendor agreements include 40 community events at El Progreso Community Center and Plaza Guadalupe, 109 Senior Citizen Apartments, 14 El Parian tenants, 3 Artist Studios.

AGENCY TITLE: **BROOKS CITY BASE**

PROGRAM DESCRIPTION

The Brooks Development Authority (BDA) was created to oversee the development of Brooks City-Base (formerly Brooks Air Force Base) into a Technology and Business Park. The goals of the Brooks City-Base project are to: Develop Brooks into an economic generator in the south-central section of San Antonio; significantly reduce Brooks Air Force Base operating support costs to retain anchor missions and jobs; and to enhance Air Force mission capabilities through the creation of public and private partnerships. The Brooks City-Base Office was created within the City organization in FY 2002 to spearhead the implementation and coordination of the Project. The BDA was established and chartered by the City Council as the entity to accept the conveyance of the property to the City. In FY 2004, the Brooks City-Base Office separated from the City and began to function as an outside agency, continuing the redevelopment effort. The City continues to support both the operations and capital investments at Brooks City-Base

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$797,880	$845,000
Total City Funding – All Agency Programs	0	797,880	845,000
Total Agency Operating Budget – All Sources	$0	$16,014,081	$17,427,675
% of Agency Budget from City of San Antonio	N/A	5%	5%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

AGENCY TITLE: **DAY CENTER**

PROGRAM DESCRIPTION

The Neighborhood Day Center will offer the homeless a place to retreat from the elements during the day. The Center will provide showers, laundry facility, clothing, lunch, identification recovery, Alcoholic's Anonymous counseling, and an opportunity to network with other agencies on site.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$125,000
Total City Funding – All Agency Programs	0	0	125,000
Total Agency Operating Budget – All Sources	$0	$0	$125,000
% of Agency Budget from City of San Antonio	N/A	N/A	100%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

AGENCY TITLE: **DIABETES – BIENESTAR**

PROGRAM DESCRIPTION

The Bienestar Program is an initiative administered by the Social and Health Research Center (S&HRC), a non profit organization established in 1991 and incorporated in 1995. Through Bienestar, S&HRC's main goal is to reduce or prevent type 2 diabetes in low-income children. The Bienestar interventions create a network of social support for children to decrease saturated fat intake, increase fiber intake, increase physical activity and control body weight at multiple levels including the individual, the family, the school and the city.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$100,000
Total City Funding – All Agency Programs	0	0	100,000
Total Agency Operating Budget – All Sources	$0	$0	$100,000
% of Agency Budget from City of San Antonio	N/A	N/A	100%
AUTHORIZED POSITIONS	**0**	**0**	**5**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**4.30**

	Strategic Objective	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**Improve Customer Service**					
	Increase the knowledge of nutrition and exercise, self-efficacy and social support systems among clients of the Bienestar Program	No. of Clients Served through Materials' Distribution	N/A	NA	N/A	7,992
	Provide for the Safety and Welfare of San Antonio					
	Reduce and/or prevent the occurrence of Type 2 Diabetes among students, parents, and teachers enrolled in the Bienestar Program	No. of Students in Health Curriculum	N/A	NA	N/A	6,468
		No. of Annual Club Meetings in 15 Targeted Schools	N/A	NA	N/A	26

AGENCY TITLE: **MOBILE CANTEEN**

PROGRAM DESCRIPTION

The Mobile Canteen will provide evening meals and referral services to several areas within the City where the homeless congregate. The Mobile Canteen will operate Monday through Friday. Additionally, socks, personal hygiene items, and educational information materials will be distributed. A caseworker will be available to assist homeless persons in completing food stamp applications.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$125,000
Total City Funding – All Agency Programs	0	0	125,000
Total Agency Operating Budget – All Sources	$0	$0	$125,000
% of Agency Budget from City of San Antonio	N/A	N/A	100%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

AGENCY TITLE: **NEIGHBORHOOD HOUSING SERVICES**

PROGRAM DESCRIPTION

The Neighborhood Housing Services (NHS) of San Antonio is a non-profit affordable housing provider of full cycle mortgage lending services to very low, low and moderate income families primarily in Council Districts one through seven. These administrative funds support: 1) the implementation and management of HOME (CHDO) funded First-Time Homebuyers Program and Second Mortgage Program; 2) the completion of a loan sale to further leverage City funding and provide significant non-City and federal funding for additional lending; and 3) the provision of a loan servicing for NHS clients and other local non-profit affordable lending organizations (i.e. San Antonio Housing Trust, Avenida Guadalupe, U.U. Housing Corporation, and Our Casas).

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$185,233	$185,233
Total City Funding – All Agency Programs	190,062	185,233	185,233
Total Agency Operating Budget – All Sources	$849,000	$844,000	$844,000
% of Agency Budget from City of San Antonio	22%	22%	22%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

BALANCED SCORECARD

	Strategic Objective	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**To Provide for the Safety and Welfare of San Antonio**					
	To provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	4
		No. of Families Provided with Loan Servicing	N/A	N/A	N/A	700
Financial	**To Leverage Other Funding Sources**					
	To create strategic partnership with governmental and community-based agencies to leverage resources essential to strengthening families, developing human developing human capital, and sustaining a community safety net	No. of Families Assisted with Homebuyer Loan Services	N/A	N/A	N/A	60

AGENCY TITLE: **NEIGHBORHOOD HOUSING SERVICES**

BALANCED SCORECARD CONTINUED

	Strategic Objective	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Financial	To create strategic partnership with governmental and community-based agencies to leverage resources essential to strengthening families, developing human developing human capital, and sustaining a community safety net	No. of Partnerships with Non-profit Affordable Housing Organizations	N/A	N/A	N/A	4

AGENCY TITLE: **SAN ANTONIO DEVELOPMENT AGENCY**

PROGRAM DESCRIPTION

The Program provides administrative support to the San Antonio Development Agency (SADA). The Program supports the implementation and management of City sponsored Urban Renewal activities. The San Antonio Development Agency ensures compliance with applicable local, State, and Federal regulations.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$4,429	$4,296	$4,296
Total Agency Funding – All Agency Programs	4,429	4,296	4,296
Total Agency Operating Budget – All Sources	$806,162	$1,462,884	$1,097,098
% of Agency Budget from City of San Antonio	1%	1%	1%
AUTHORIZED POSITIONS	**7**	**7**	**7**
FULL-TIME EQUIVALENT	**7.00**	**7.00**	**7.00**

BALANCED SCORECARD

	Strategic Objective	Performance Measures	Actual FY 03	Contracted FY 04	Actual FY 04	Adopted FY 05
Customer	**To Provide for the Safety and Welfare of San Antonio**					
	To enhance the community safety net to promote the overall health of its vulnerable citizens and eliminate homelessness	No. of Unduplicated Commissioners Served	N/A	7	7	7
	To provide the necessary oversight to ensure SADA promotes affordable housing opportunities for low/moderate income citizens.	No. of Unduplicated Board Meetings	N/A	12	12	12
Financial	**Provide Accountability to the Public**					
	To provide meals for Board of Commissioners Committee	% of Budget to Provide Meals for Board of Commissioners Monthly Meetings	N/A	18%	18%	15%
Internal Processes	To provide the necessary operating expenses for the Board of Commissioners	% of Budget to Provide Legal Advise and Postage Expenses	N/A	47%	47%	14%

AGENCY TITLE: **SAN ANTONIO SYMPHONY**

PROGRAM DESCRIPTION

With a new President/CEO the San Antonio Symphony has embarked in a new direction, specifically, a negotiated musician contract that allows for a reduced number of weeks of performances. Additionally, an effort is underway to secure private and corporate support. The Kronksosky Foundation has awarded the San Antonio Symphony a $250,000 matching grant to encourage other funding entities. City funding will support the artistic activities of the San Antonio Symphony's operations.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$0	$0	$320,000
Aviation Fund Consolidated Funding Contribution	0	0	80,000
Total City Funding – All Agency Programs	0	0	400,000
Total Agency Operating Budget – All Sources	$0	$0	$5,600,015
% of Agency Budget from City of San Antonio	N/A	N/A	8%
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

AGENCY TITLE: **SAN ANTONIO ZOO**

PROGRAM DESCRIPTION

This Program provides funding for the operation of the San Antonio Zoological Gardens under contract with the San Antonio Zoo.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2002-2003	Authorized 2003-2004	Adopted 2004-2005
General Fund Consolidated Funding Contribution	$49,781	$38,288	$38,288
Total City Funding – All Agency Programs	49,781	647,840	629,553
Total Agency Operating Budget – All Sources	$49,781	$10,188,266	$10,329,045
% of Agency Budget from City of San Antonio			
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**

EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	$150,997	$154,270	$150,537	$162,984
CONTRACTUAL SERVICES	1,936,850	223,382	212,180	699,010
COMMODITIES	1,165	675	610	675
OTHER	336,526	331,343	331,343	333,693
CAPITAL OUTLAY	0	0	0	200,000
TOTAL EXPENDITURES	**$2,425,538**	**$709,670**	**$694,670**	**$1,396,362**

NON-DEPARTMENTAL/NON-OPERATING

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
ADMINISTRATION—PERSONNEL SERVICES	$150,997	$154,270	$150,537	$162,984
ADMINISTRATION—CONTRACTUAL	1,510,014	44,216	33,014	247,010
HOSTING OBLIGATIONS	426,836	179,166	179,166	452,000
ADMINISTRATION—COMMODITIES	1,165	675	610	675
REBATE EXPENSE	334,579	329,396	329,396	329,396
ADMINISTRATION – OTHER EXPENDITURES	615	615	615	2,701
LIABILITY INSURANCE – MAJESTIC THEATER	1,332	1,332	1,332	1,596
CAPITAL	0	0	0	200,000
TOTAL	**$2,425,538**	**$709,670**	**$694,670**	**$1,396,362**

PROGRAM CHANGES

- **IMPROVEMENTS** **$4,432**

WORKFORCE COMPENSATION ENHANCEMENT – ALAMODOME AND NELSON W. WOLFF

This ***improvement*** totaling $4,432 will provide a market adjustment and performance pay incentive for eligible employees included in the Community & Visitor Facilities Fund budget. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with $40,000 annual base salary and below will receive a three percent salary increase. Employees with above $40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

- **MANDATES** **$452,000**

COMMUNITY & CULTURAL INITIATIVES – GENERAL HOSTING OBLIGATIONS

This ***mandate*** totaling $452,000 will fund one-time costs associated with annual contractual hosting obligations, which have been negotiated and committed by the Convention and Visitor's Bureau to support various major conventions, meetings or special events scheduled for various events scheduled in FY 2005.