SAN ANTONIO DOWNTOWN PUBLIC IMPROVEMENT DISTRICT DRAFT SERVICE AND ASSESSMENT PLAN FOR FISCAL YEARS 2020-2023

I. INTRODUCTION

This Service and Assessment Plan (the "Plan") is prepared in conformance with Public Improvement District Assessment Act, Texas Local Government Code, Ann. Sec. 372.001, et seq., as amended (the "Act"). The Plan is for four years commencing October 1, 2019 and will continue to be updated annually as required in the above referenced legislation.

II. BOUNDARIES

The map in **Exhibit A** denotes the boundaries of the San Antonio Downtown Public Improvement District (the "District").

III. IMPROVEMENTS AND/OR SUPPLEMENTAL SERVICES PLAN

The objective of the Plan is to support property owners and businesses within the District by enhancing the experience of downtown area residents, employees, and visitors (local and out of town). This support will meet the needs of pedestrians and accommodate multi-modal transit options where they are in effect. The District accomplishes these objectives by supplementing existing City of San Antonio (the "City") services to assure a cleaner, safer, friendlier, and more vibrant and active overall environment. The Plan anticipates that the City will continue to provide at least its current level of services throughout the District. The District may contract for some services while hiring its own employees for others.

The District is managed by the Centro Public Improvement District (formerly the Centro San Antonio Management Corporation), a 501(c)(4) non-profit Texas corporation (the "Corporation"), pursuant to a contract with the City of San Antonio entitled Contract for Improvements and/or Services in the San Antonio Public Improvement District in the Downtown Area (the "Management Agreement"). The Board of Directors (the "Board") will meet at least twice annually, may meet more frequently to assure performance of its duties, and will follow Roberts Rules of Order as well as its Articles of Incorporation and by-laws in conducting its affairs. The Board is constituted by its formal action taken at the organizational meeting held on June 29, 1999. The President and CEO of Centro San Antonio, Inc., which provides management services to the Corporation, shall serve as the President and CEO of the Corporation and will serve on the Board as an ex-officio, non-voting member. The regularly scheduled Board meetings will be held in San Antonio at the Centro San Antonio Office, 110 Broadway Street, Suite 230 or as otherwise notified. Key Board meetings for FY2020 will be held on or about February 19, 2020 and August 19, 2020.

The Plan includes reimbursements for direct costs associated with the delivery of: supplemental core services for the downtown experience, which include maintenance, beautification & landscaping, hospitality ambassador services, and outreach. They may also include programs and other services such as marketing and promotion of the District, community events and programs, economic development activities that support business retention and recruitment activities, project management, planning and research initiatives, and a Capital Improvements Program (CIP) that consists of small capital projects and other special projects of short duration. The plan also includes reimbursement of costs for management of the District. Initiatives to be included in the FY2020 plan are more specifically described in the following pages. All budget amounts are rounded to the nearest thousand.

YEAR ONE PLAN (October 1, 2019 – September 30, 2020)
(See Table 1)

CORE SERVICES – DOWNTOWN EXPERIENCE

The Corporation has budgeted **$5,320,440** to provide the core services detailed below, and will deliver said services through a renewed contract with Block-by-Block for maintenance and hospitality ambassador services as well as beautification & landscaping services; Haven for Hope and others noted below for outreach services; and San Antonio Police Department for supplemental security services. Descriptions of each of these programs are listed as follows.

1. All field operations personnel ("Ambassadors"), including the employees of third-party contractors as noted above, will wear a uniform design while on duty that distinctly identifies them as working for and providing services within the District.
    a. The Corporation's designated uniforms consist of shorts, short-sleeve shirts and hats for summer months, and long pants, jackets and rain-suits or ponchos for cooler months and wet weather.

The budget for core services is allocated as follows:

Core Clean and Safe, including Landscaping	$3,596,927
Marketing, Planning, Contingency & Management	$1,723,513

<u>CORE CLEAN AND SAFE, INCLUDING LANDSCAPING</u>

MAINTENANCE: The Corporation has entered into agreements with subcontractors to provide the following maintenance services in the District during FY2020 (see Exhibit B for estimated service zones). The Corporation will retain supervisory authority over subcontracted personnel and an operations coordinator to assure that services are performed in accordance with the Management Agreement and all applicable laws. Maintenance to be performed within the District will include Sidewalk Maintenance, including supplementary garbage removal, "Gateway" Clean-up Program, Pressure Washing Services, Graffiti Abatement, and Bird Abatement.

1. **Sidewalk Maintenance**:

   a. Utilizing ambassador crews circulating throughout the District, sidewalks within the District will be inspected and swept to remove litter. Sidewalk maintenance personnel equipped with brooms, dustpans, rolling trash bins, and two-way communication devices will perform a variety of maintenance activities throughout the District.

   b. The proposed budget reflects budgeted hours to provide a high level of cleanliness with a maintenance of ambassador personnel levels. The plan is for the Ambassador crews to:

      i. Inspect sidewalks within the District's public right-of-ways for needed maintenance and report to the Operations Center.

      ii. Coordinate with the PID Operations Coordinator to request through the City's designated representative that City crews provide needed maintenance to identified areas.

      iii. Sweep sidewalks within the District's public right-of-ways, removing litter and placing in appropriate trash receptacles.

      iv. Inspect sidewalks within the District public right-of-ways, remove weeds, graffiti tag, and gum spots from sidewalks. Duties may be adjusted when weather or special events interrupt standard work schedules. This service may also be accomplished utilizing volunteer service labor or adult probation labor services.

      v. Request that the Operations Center dispatch other District crews to address other maintenance issues not covered under Ambassadors service.

      vi. Two sidewalk vacuum sweeping machines will continue to circulate throughout the District, sweeping and vacuuming sidewalks to supplement the City sidewalk-cleaning schedule. Work crews will provide services within the District from 6:00 a.m. to 10:00 p.m. Monday thru Sunday (various shifts), (except for seasonal adjustments, special events or holidays when expanded or reduced hours may apply). The budget includes five cross-trained supervisors and 1-2 cross-trained project managers working a combined total of 240 hours each week.

      vii. The Corporation will only empty existing trash & recycling receptacles in the public right-of-ways which are over half-full or when an overflow situation exists. If either condition is present, the trash receptacle is emptied, re-bagged and the full bag is placed in the receptacle for pick-up by City and/or District crews. Corporation estimates emptying 4-5,000 receptacles monthly.

2. **"Gateway" Entry Clean-Up Program**: In FY2017, the District launched a new program to provide maintenance, beautification and outreach services at six "Gateway" entry corridors into downtown. For FY2020 we intend to continue with the gateway clean up areas listed which include the following six Gateways: Martin & I-35, San Pedro & I-35,

Lexington & I-35, Atlanta & I-35, Brooklyn & I-37 and McCullough & I-37. These gateways will be checked weekly and resources will be deployed as needed. Centro will continue to engage DHS, Haven for Hope, SAPD Hope Team and TCI.

3. **Pressure Washing:** The proposed budget reflects a plan to provide sidewalk-washing services an average of 608 hours per week in selected areas in public right-of-ways throughout the District. The locations and frequency of service shall depend on weather, season of the year and the need for such services. All areas within the District will be periodically inspected for sidewalk washing and scheduling. Power-washing equipment will not block vehicular traffic or impede pedestrian traffic at any time during peak weekday traffic hours. Power washing equipment will recapture at least 20% of water used and dispose of it according to City ordinance.

4. **Graffiti Abatement:** Inspect for and remove graffiti from public areas in the District (including street furniture, benches, drinking fountains, fountains, public art, street planters, trash receptacles, recycling receptacles, other public streetscape improvements, pedestrian lighting, signage, equipment and signal cabinets, kiosks, and other related improvements in public areas) and coordinate with the City's graffiti removal program. The District will attempt to remove graffiti within a 24-hour period from the time of discovery. Graffiti includes paint, handbills and stickers, but does not include scratched or etched surfaces;
   a. The Ambassador crews will provide limited graffiti abatement of small tags, stickers, handbills and posters from painted and metal surfaces on an on-going basis as they perform litter pick-up.
   b. The District will report the graffiti and coordinate with the designated City representative to determine how and by what means the graffiti can be abated. The District will also report graffiti on private and public leased and/or vacant property to be addressed pursuant to the City graffiti ordinance.

5. **Bird Abatement:** The FY2020 budget reflects plans to modify the Corporation's "Bird Abatement Program." The program has been successful since the inception, reducing the daily demand for power washing on many of the District's sidewalks. In FY2020, the pigeon trapping program will be suspended to free resources for other initiatives. Grackle and other bird deterrent and relocation tactics will continue to be utilized to obtain the same goals.

6. The Corporation shall maintain all District vehicles in a first-class operable state and safely handle the day-to-day operation of all vehicles, which includes fueling, and arranging for a mechanical and safety inspection of each vehicle both annually and before the vehicle is placed in service. Third-party certified vehicle inspections shall be conducted both before any vehicle is placed in service by Corporation or subcontractor of Corporation and annually, for mechanical and safety compliance as well as all other applicable rules, safety standards, regulations and laws.

BEAUTIFICATION & LANDSCAPING: The Corporation has entered into an agreement with a sub-contractor to provide the following services in the District during FY2020 (see Exhibit C for coverage areas). The Corporation will maintain supervisory authority over subcontracted personnel and an operations manager to assure that services are performed in

accordance with the Management Agreement and all applicable laws.

1. **Beautification & Landscaping Services –** Install and maintain approved supplemental landscaping and planters in the District as follows:
   a. This Plan assumes that all supplemental landscaping and planters installed in the District will be done with the approval of the City's Historic Design and Review Commission (HDRC).
   b. All landscape/streetscape improvements installed in the District from FY2000 thru FY2020, shall continue to be maintained as defined below. Care will be taken to avoid impeding vehicular and pedestrian traffic when maintaining these improvements. Days and hours of service will be restricted as described for additional improvements listed below. The planters are located on light poles, stair rails and in large pots and clusters throughout the District boundary. Eighty (80) large pot earth planters were added along the Houston street corridor in FY2019, with an additional two hundred fifty (250) planned for the Spring of 2020 along Market and Commerce Streets.
   c. The service will include installation, planting and annual maintenance (watering, fertilizing, pruning, wound treating and disease control). The light-pole planters and stair rail planters will be replanted three times during the year. The small plants in the sidewalk clusters will also be replanted three times during the year. All dead or stolen plants will be replaced on an as-required basis. A six person crew will circulate throughout the District and any additional contract areas to maintain these improvements on a daily basis or as required.
      i. The FY2020 operational plan calls for a focus on the existing large pot clusters throughout the District to accommodate more plant material to provide a higher quality aesthetic experience.
   d. The Corporation will continue to maintain and water the three planters on Convention Plaza at the Streetcar Station belonging to the City of San Antonio.
   e. The Corporation may install supplemental plant materials and may water in planters and planting beds in other City parks, along the Riverwalk, or in the public right-of-way if sufficient budget funds are available and the City approves the work.
   f. The Corporation will advise the City's designated representative in a timely manner of the need for capital improvements, replacements, repairs and/or relocations of City landscaping/streetscape improvements or other City property in the District.

HOSPITALITY AMBASSADOR SERVICES: The Corporation has entered into an agreement with a sub-contractor to provide the following services within the District during FY2020 (see Exhibit D for estimated coverage areas). The Corporation will retain supervisory authority over subcontracted personnel and an operations/services manager to assure PSR services are performed in accordance with subcontracts, the Management Agreement and all applicable laws.

1. Hospitality Ambassadors (Public Service Representatives: "PSR") are trained to provide

information, directions, render assistance, and observe and report undesirable conditions;

a. The Corporation and/or its designated sub-contractor will maintain and conduct a specially developed program for PSRs consisting of both classroom and in-field training in such subject areas such as personal conduct, CPR and First Aid certification, public relations, downtown directions (attractions, bus/trolley stops, bus route/schedule information), effective communications, and use of equipment. The Corporation requests that the City, through various departments, continue to cooperate and assist in the training of PSR (SAPD Foot & Bicycle Patrol, SAPD Park Police, SAFD, EMS, COSA City Attorney's office, etc.) and VIA Metropolitan Transit.

b. PSRs will be equipped with two-way communication capability. The Corporation has purchased two-way radios for all PSRs to carry and use while on duty in the District. PSRs will be in contact with the District Operations Center and other District and City service providers through the operations center.

c. PSRs will not be, or function as, deputized law enforcement officers. They will work in close coordination with public and private law enforcement individuals and agencies within and surrounding the District to report observed incidences of anti-social behavior.

d. PSRs will circulate throughout the District in assigned sub-areas shown in Exhibit D. The schedule will fluctuate to meet daily, seasonal or special event needs and conditions.

e. Crews will provide services within the District from 6:00am until 10:00pm, every day, Monday thru Sunday (various shifts), (excluding for seasonal adjustments, special events or holidays when expanded or reduced hours may apply). There will also be additional PSRs on duty during all shifts at key high-pedestrian traffic intersections in the District. Personnel and assignments may vary depending on time-of-day, weather, season, special events, holidays or public activity. In addition, 1-2 cross-trained project managers or one of the five cross-trained supervisors of the PSR and one person assigned to staff the Operations Center will be on duty at all times.

f. The Corporation will discuss with the City's designated representative the appropriate levels of public law enforcement (foot and bicycle patrols, police cruisers, park police, etc.) within the District;

OUTREACH & SECURITY PROGRAMS: The Corporation has two existing programs to enhance the pedestrian experience by engaging with people who are experiencing homelessness and individuals exhibiting anti-social behavior.

1. Outreach Program (Enhanced): In FY2018, the Corporation reached an agreement with Haven for Hope to underwrite two dedicated outreach specialists to provide dedicated services within the District on weekdays and during daylight hours. The two Outreach Specialists will conduct outreach and engagement to identified individuals utilizing strength based case management, motivational interviewing and harm reduction concepts. The team will continue to work with local law enforcement agencies on strategies to address people that exhibit anti-social behavior. They will also provide advocacy and hands on assistance for the homeless by coordinating benefits, mental health services, housing programs,

shelter, medical services, emergency services and facilitating transportation to Haven for Hope or other providers. The Outreach Specialists will complete coordinated assessment documentation and maintain accurate and timely records to facilitate homeless access to community resources.

2. Supplemental Bike Patrol Hours: The Corporation extended an agreement with the San Antonio Police Department (SAPD) to supplement the downtown Bike Patrol schedule to include two additional hours each morning in areas within the District where there is a perceived lack of sufficient security. Two Off-Duty Bike Patrol officers work two hours each morning, seven days a week in areas where pedestrians often encounter aggressive panhandling.

DISTRICT OPERATIONS CENTER: The Corporation has direct expenses associated with management oversite of District Operation and office space for District Operations as further defined in the Plan, and will provide the following operational services:

1. An operations center for the District's administrative and management personnel and its subcontractor's employees and equipment will be provided, as necessary. The Operations Center, currently located at 219 E. Travis in the District, includes approximately 2,600 square feet of office space and 1,700 square feet of storage space. Space is utilized to coordinate delivery of "Maintenance", Landscaping / Streetscaping", "Hospitality" and "Outreach and Security" Services. The Operations Center includes equipment and supplies storage space, a briefing center/workroom, a shared breakroom, lockers and access to restrooms and dressing rooms.
2. In FY202, the Corporation expects to invest in tenant improvements of the current location, or secure new facilities that are better suited to the needs of the District Operations staff.
3. A PID Operations Coordinator, as called for in the Corporation's management agreement with Centro San Antonio, to oversee and monitor the daily operation of the district, supervise and monitor sub-contractors PSR provide staffing to deliver District services and programs, and provide management support for other employees of the Corporation as applicable.
4. Advise the City in a timely manner of any problems with City-owned equipment or facilities in the District directly observed by a district representative or if the district receives a documented report from a third party.

MARKETING, PLANNING, CONTINGENCY AND MANAGEMENT

MARKETING PROMOTION & EVENT PROGRAMMING: The Corporation incurs expenses for the ongoing marketing, promotions, and event programming related to the District, the Corporation's brands, and the downtown area. The marketing and communications activities to support the District, Corporation's brands and the downtown area will be managed by staff with support from designated design, communications and public relations agencies and partners. This includes establishing performance measures associated with the development and execution

of strategies, utilizing recognized measurement tools. Descriptions of these services are as follows:

a. Develop and implement market research and community engagement activities to determine the needs and desires of current and potential downtown stakeholders and users, including residents, property owners, business owners and visitors to guide decisions regarding making downtown an increasingly desirable place to live, work, learn and play.
b. Development and implementation of marketing plans and strategies which may include digital media, print, radio and TV outreach via public relations, advertising and sponsorship campaigns, influencer marketing, in-kind support and partnerships, among others.
c. Develop marketing and narrative content to drive awareness and attraction of residents and organizations to move to, live in and otherwise enjoy the people, culture, events, spaces and developments in downtown.
d. Productions, marketing, and promotion of "pop-up" activations and temporary tactical urban interventions to drive interaction and build awareness for the District, Corporation's brands and the downtown area, including on-going Activate Houston Street efforts.

ECONOMIC DEVELOPMENT- BUSINESS RETENTION, RECRUITMENT & EXPANSION PROGRAM: In order to simplify the budget categories, Centro has included budgeted funds for business retention and recruitment in "Core Services", "Marketing, Promotions, and Placemaking", and the "Planning & Research" funds. Through Centro's continued efforts in keeping the PID clean and safe, providing information and wayfinding through its Hospitality Ambassadors, beautifying the PID area via its landscaping program, creating marketing materials and activating downtown areas, Centro provides a level of service which is aimed at attracting businesses and their workers to the downtown area. Failure to execute these basic elements detracts from business retention and recruitment. Centro will collaborate with the Economic Development Foundation, the City's Economic Development Department, and the San Antonio Chamber of Commerce in their efforts to attract and retain businesses in the Downtown San Antonio, and may directly recruit businesses where Centro staff or board members have strong connections.

PROJECT MANAGEMENT, PLANNING AND RESEARCH: The Corporation utilizes current staff resources to provide strategic support, project management oversight and research support for the following key initiatives (See Special Projects Section). With the City's focus on implementation of the SA Tomorrow Comprehensive Plan and the launch of the related Regional Center and Community Plans, the Corporation recognizes the need to have sufficient personnel resources to support these key planning initiatives. Additionally, areas within and adjacent to the District will see significant public sector investment, which through the 2017-2022 bond program, will require coordination with property owners and businesses in areas

such as Zona Cultural and the Broadway Cultural Corridor.

MANAGEMENT/ADMINISTRATION: The Corporation has entered into a management agreement with Centro San Antonio, a 501(c) (3) non- profit Texas Corporation, to allow for additional services and activities that fall outside the budgetary constraints, contract parameters, or district boundaries of the Corporation. Centro San Antonio provides the following management and administrative services related to operations of the District as defined by the Management Agreement:

1. Provide executive support to oversee and monitor the services and programs provided by the District, and to ensure that adequate controls are in place for District operations and financial management of the District.
2. Provide administrative support staff to perform key functions including clerical, accounting and bookkeeping, human resources, and legal.
3. Provide reports to the City concerning operations of the District as required by the Management Agreement.
4. Recruit, hire, pay and supervise the work force that the Corporation will utilize to furnish the services and programs defined in the Plan, and enter into contracts with subcontractors, as the Corporation deems appropriate, to provide District services and programs as defined in the Plan.
5. Monitor the performance of said subcontractors and ensure that adequate controls are in place related to the delivery of said services and programs.
6. Provide office space for the District's administrative and management personnel as necessary.
    a. The Corporation currently occupies office space and shares office services with Centro San Antonio at 110 Broadway Street, Suite 230 in San Antonio.
7. Maintain consistent communication with the City's designated representative and staff at other City departments concerning issues that may have an impact within the District.
8. Participate in private or public meetings concerning operations and activities related to the District.
9. Abide by the process defined in the Management Agreement for the selection of subcontractors. The Corporation may choose to continue to utilize the services of existing contractors to provide the services and programs as defined in the Plan.
10. Assist the City by providing information about District improvements and/or supplemental services related to potential downtown development proposals and projects.
11. Function as an Information Center for all matters relating to the operation of the District.
12. Provide a recommended and updated *Service and Assessment Plan* to the City of San Antonio's designated representative annually, and quarterly reports on District activities.

OTHER EXPENDITURES (Non Core)

The Corporation has budgeted **$1,117,000** to provide other services detailed below:

CAPITAL PROJECTS: The Corporation has budgeted $707,000 for small capital projects within the District as highlighted below:

1. Replacement of aged maintenance equipment.
2. Leasehold improvements to correct conditions of operations offices.
3. Public Restroom.
4. Replacement and/or addition of landscaping assets (250 planters).
5. One shade structure, in compliance with completed Shade Plan.

SPECIAL PROJECTS: The Corporation has budgeted $385,000 for Special Projects planned during the year, including:

1. Zona Cultural – initiate implementation of the 2016 Revitalization Plan, including support for key initiatives, such as public art installations and public space event activation.
2. Travis Park Holiday Lighting in conjunction with new addition of ice rink and possible addition of nostalgic decorations traversing Houston Street.
3. Additional projects include public art installations, re-branding of the Corporation, a comprehensive Shade Plan, and a small business survival campaign.

PROGRAM RESERVE: In FY2006, the Corporation established a Program Reserve Fund to establish an account to be used for special projects. On an annual basis, $25,000 has been contributed to this fund. In FY2020, an additional $25,000 has been budgeted for the Program Reserve Fund. Projects that the Program Reserve Fund could fund would require the approval of the Corporation's Board of Directors.

OTHER SERVICES: The Corporation may at some time during FY2020 provide additional services and/or participate in additional programs not currently contemplated, but that could be of benefit to properties located within the District. Said additional services would be subject to approval by the Corporation's Board of Directors. A Program Reserve Fund, as described above, has been established in the budget for this purpose, and any unused funds remaining in this budget item at the end of the year will be placed in an investment account for use on future projects, to be approved by the Board.

OTHER DISTRICT REVENUE:

Outside of the private assessments collected by the City and used to reimburse the Corporation for the cost of services defined in this Service and Assessment Plan, the District receives revenue from other sources:

1. Public assessment from the City of San Antonio as required by State statute as the municipality that established the District in the amount of $278,408. An additional amount

for CPS is contributed in the amount of $17,289.

2. The Contractor shall provide additional power washing for FY2020.
   a. Per an inter-local agreement between the City and VIA Metropolitan Transit ("VIA"), VIA provides funds annually to the District for services provided by the District on behalf of VIA. These funds totaling $294,000 are directed to powerwashing 95 bus stops within the district.
   b. The Contractor shall provide two sidewalk power washing crews in addition to such services included in the Plan. The crews shall operate Sunday-Thursday from 9:00 p.m.-6:00 a.m. The invoices for such additional power washing services shall be separate from services furnished under the Plan, shall not be paid with PID funds and are subject to annual budgetary appropriation by City Council.
3. Funds from the City per an agreement the City has with the management company for the Majestic and Empire Theatres at approximately $18,000 annually.
4. The Corporation has received voluntary contributions to the District for services to be provided within the District Boundaries. A voluntary contribution of $50,000 is expected from Christus Santa Rosa Health System on behalf of the Children's Hospital of San Antonio.
5. A grant request for $30,000 has been submitted to Bexar County as a contribution associated with its properties housed within the district.

Table 1 – FY2020 Budget

PROJECTED BEGINNING BALANCE	2,100,075
REVENUES	
Assessments (Private)	4,899,743
Assessments (City & CPS)	295,697
Interest on Deposits	20,000
Bexar County	30,000
Allocation from PID reserve	25,000
Voluntary Assessments (CHoSA)	50,000
TOTAL REVENUE	5,320,440
CORE SERVICE EXPENDITURES	
Core Clean & Safe + Landscaping	3,596,927
Marketing, Planning, Contingency & Management	1,723,513
CORE SERVICE TOTAL	5,320,440
OTHER EXPENDITURES	
Special Projects including Zona Cultural	385,000
Program Reserve	25,000
Capital Projects	707,000
TOTAL OTHER	1,117,000
NET CHANGE IN RESERVE	(1,117,000)
PROJECTED ENDING BALANCE	983,075

FISCAL FORECAST FOR YEARS TWO TO FIVE (Oct. 1, 2020 – Sept. 30, 2024)

This fiscal forecast assumes that the Corporation, at a minimum, will continue to provide the programs and services as defined in this FY2020 Service and Assessment Plan. The projections are based on the assumptions noted below. A new budget will be established each year that will be based on the assessment rate, assessed valuation, assessment collections and services to be delivered. The remaining fund balance from each year will be carried forward for use as the beginning balance in the following year. **(See Table 2 on next page)**

In the event that the District is not re-authorized in the last year of this Plan, property of the Corporation and District will be sold and funds from the sale of property added to any remaining fund balances. The remaining fund balance will first be used to pay for expenses necessary to dissolve the District, and any remaining funds will be used as mutually agreed upon by the City and the Corporation's Board of Directors.

The Corporation may provide additional services and/or programs other than those described above when desired and directed by the Board of Directors and agreed to by the City.

Table 2: Projected Budget (FY2021 – FY2024)

	FY2021	FY2022	FY2023	FY2024
PROJECTED BEGINNING BALANCE	983,075	333,075	158,075	58,075
REVENUES				
Assessments (Private)	5,022,000	5,148,000	5,277,000	5,409,000
Assessments (City & CPS)	303,000	311,000	319,000	327,000
Interest on Deposits	21,000	22,000	23,000	24,000
Bexar County	30,000	30,000	30,000	30,000
Voluntary Assessments, including County	30,000	30,000	30,000	30,000
TOTAL REVENUE	5,406,000	5,541,000	5,679,000	5,820,000
CORE SERVICE EXPENDITURES				
Core Clean & Safe + Landscaping	3,705,000	3,816,000	3,930,000	4,048,000
Marketing, Planning, Contingency & Management	1,701,000	1,725,000	1,749,000	1,772,000
CORE SERVICE TOTAL	5,406,000	5,541,000	5,679,000	5,820,000
OTHER EXPENDITURES				
Special Projects including Zona Cultural	125,000	50,000	25,000	25,000
Program Reserve	25,000	25,000	25,000	25,000
Capital Projects	500,000	100,000	50,000	0
TOTAL OTHER	650,000	175,000	100,000	50,000
NET CHANGE IN RESERVE	(650,000)	(175,000)	(100,000)	(50,000)
PROJECTED ENDING BALANCE	333,075	158,075	58,075	8,075

Revenue Forecast: Projects annual revenue increases of two and one-half percent per year in Public and Private Assessments.

Expense Forecast: Expenses for all categories are projected to increase by three percent in Years 2 through 5. Capital and Special Projects allocations are phased down starting in FY2022 in order to maintain a fund balance to cover approximately 90 days of core service operations.

Description of FY2020 Assessment Calculation:
The assessment year will be concurrent with the City's Tax Year, January 1, through December 31. The Assessment levy against private property (based on $.15/$100 of assessed valuation for all properties except for residential condominiums, which will be based on $.09/$100 of assessed valuation) is estimated in Year 1 to be **$4,899,743**. The assessment levy on private properties is expected to grow at an approximate rate of 2.5% per year each year thereafter through FY2024.

Each commercial property in the District is to be assessed based on the valuation on the property as determined by the Bexar Appraisal District while each residential property in the District is to be assessed based on the valuation on the property as determined by the San Antonio Independent School District and as certified by the City of San Antonio Tax Assessor/Collector. Notice of the levy of assessment is to be given as provided in Section 372.001 in the Act. The Assessment Levy Statement will be sent to each property owner in the District and the assessment levy will be due and payable at the same time property taxes are due and payable to the City of San Antonio Treasury. Penalty and interest will accrue on delinquent accounts in accordance with ad valorem penalty and interest schedules of the City of San Antonio. Payments become delinquent as of February 1 after assessment is levied. Interest on any delinquent installment shall be added to each subsequent installment until all delinquent installments are paid.

Of the **922** property accounts in the District, 80 are certified as exempt, leaving **842** accounts to be assessed in FY2020. Accounts in the District certified to date total a value of **$3,318,975,960** for the 2020 assessment year. The remaining accounts in the District, which are not yet certified, have a prior year value of **$12,728,718**. This Plan assumes that the uncertified accounts will at least remain at the prior year value. When the value of the certified accounts is added to the prior year value of the uncertified accounts, the total value of private properties in the District is **$3,331,704,678**.

The valuations on which the Budget is based in this plan for the remaining years of the current district's authorization are estimated to be sufficient to provide the improvements and/or services as described above in this Plan.

EXHIBIT A: FY2020 PID MAP

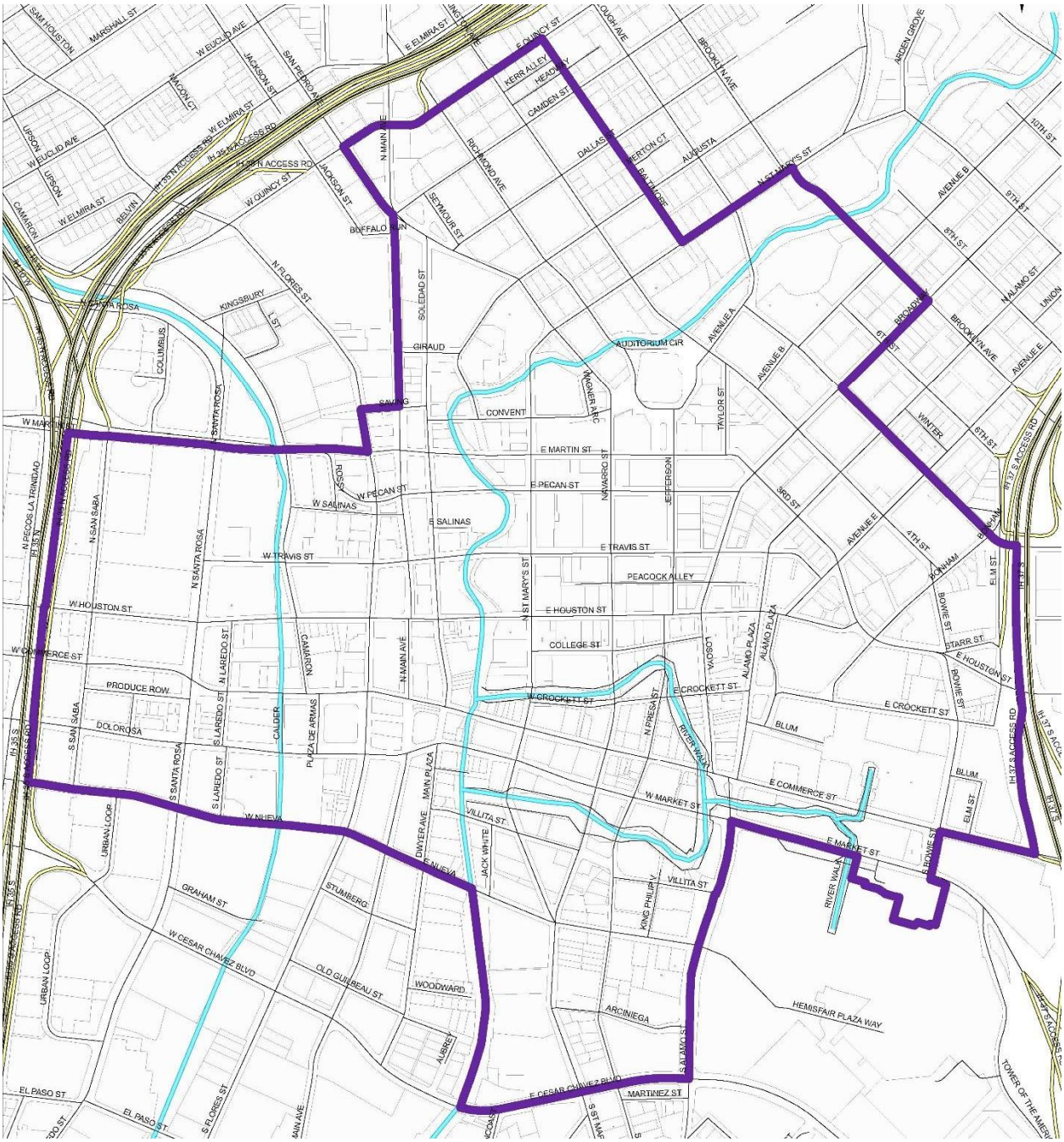

Exhibit B: FY 2020 Maintenance Zones

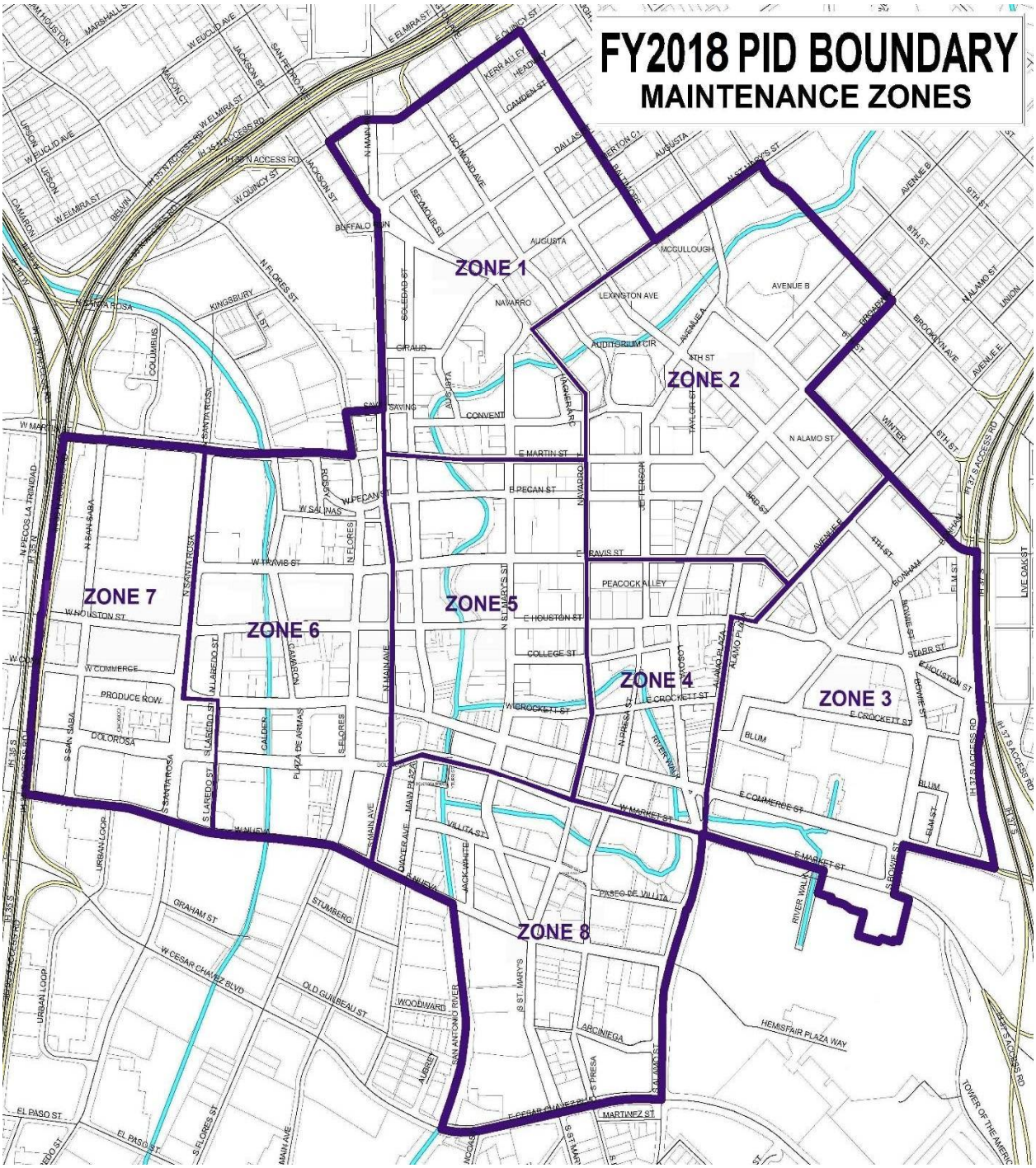

Exhibit C: FY2020 Landscaping Service Map

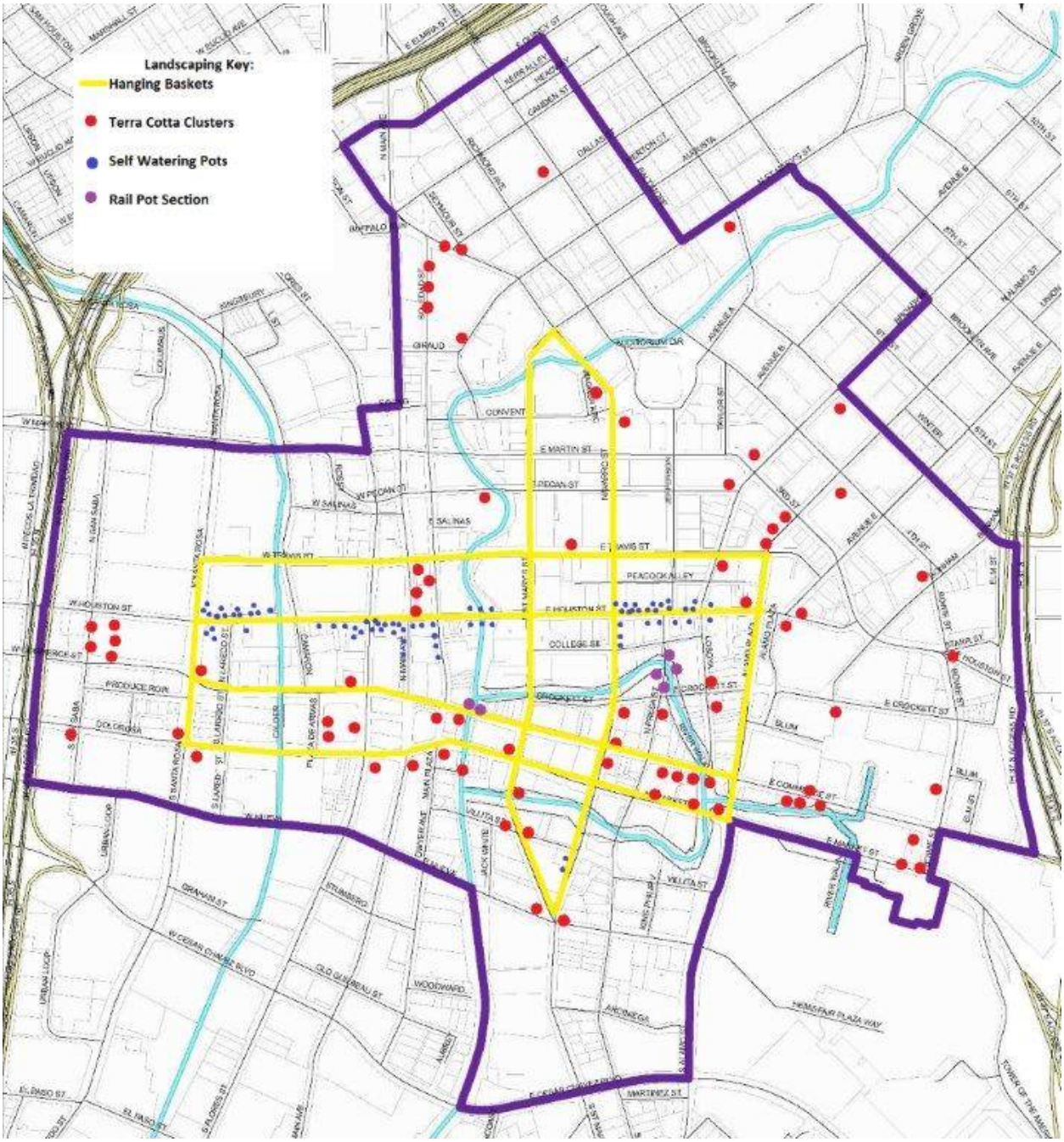
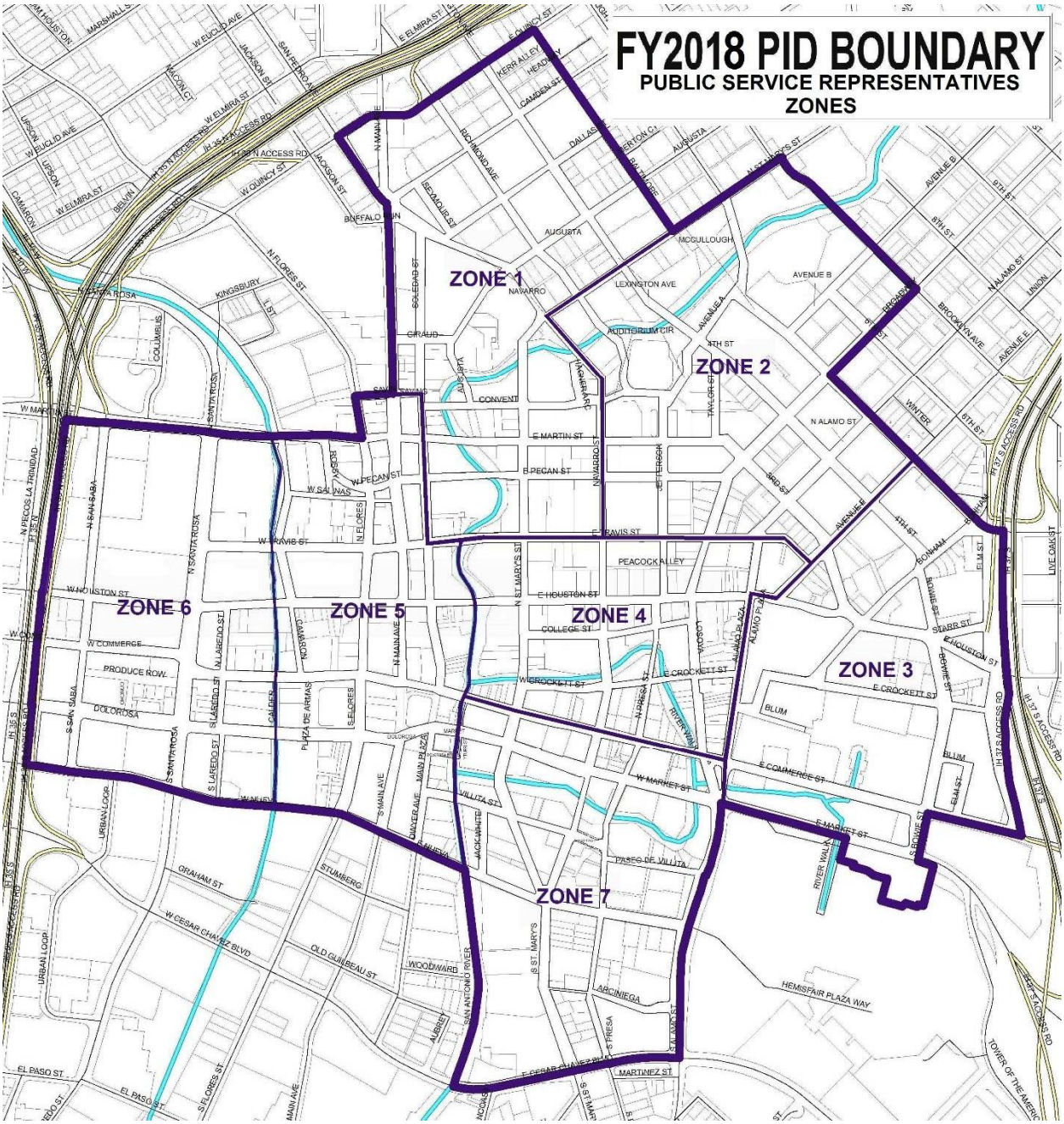
Exhibit D: FY 2020 PSR Service Zones